

KILLEEN CONNECTED



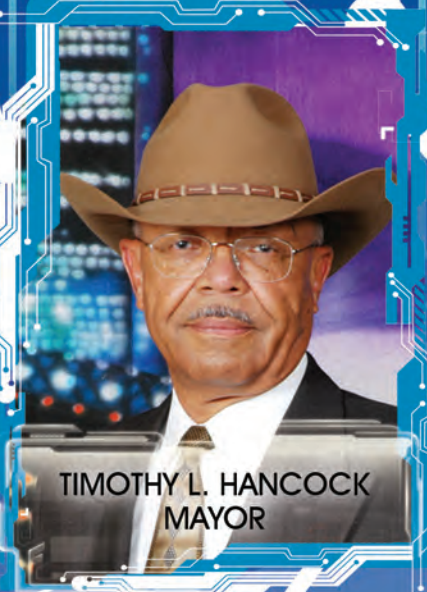
FISCAL YEAR 2011-2012

Annual Budget &
Plan of Municipal Services





CITY OF KILLEEN
MAYOR AND CITY COUNCIL
2011-2012



TIMOTHY L. HANCOCK
MAYOR



SCOTT COSPER
MAYOR PRO TEM



KENNY WELLS
DISTRICT 1



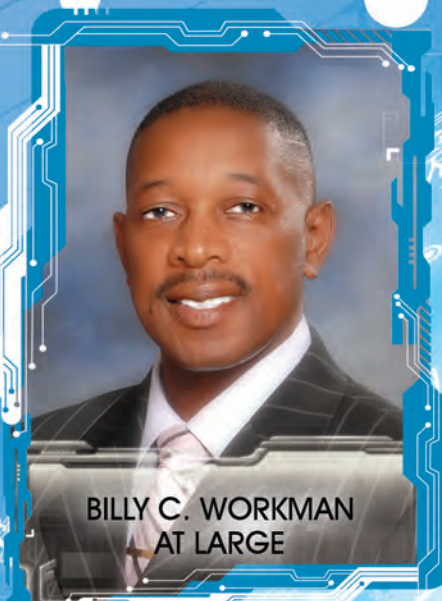
JUAN RIVERA
DISTRICT 2



TERRY J. CLARK
DISTRICT 3



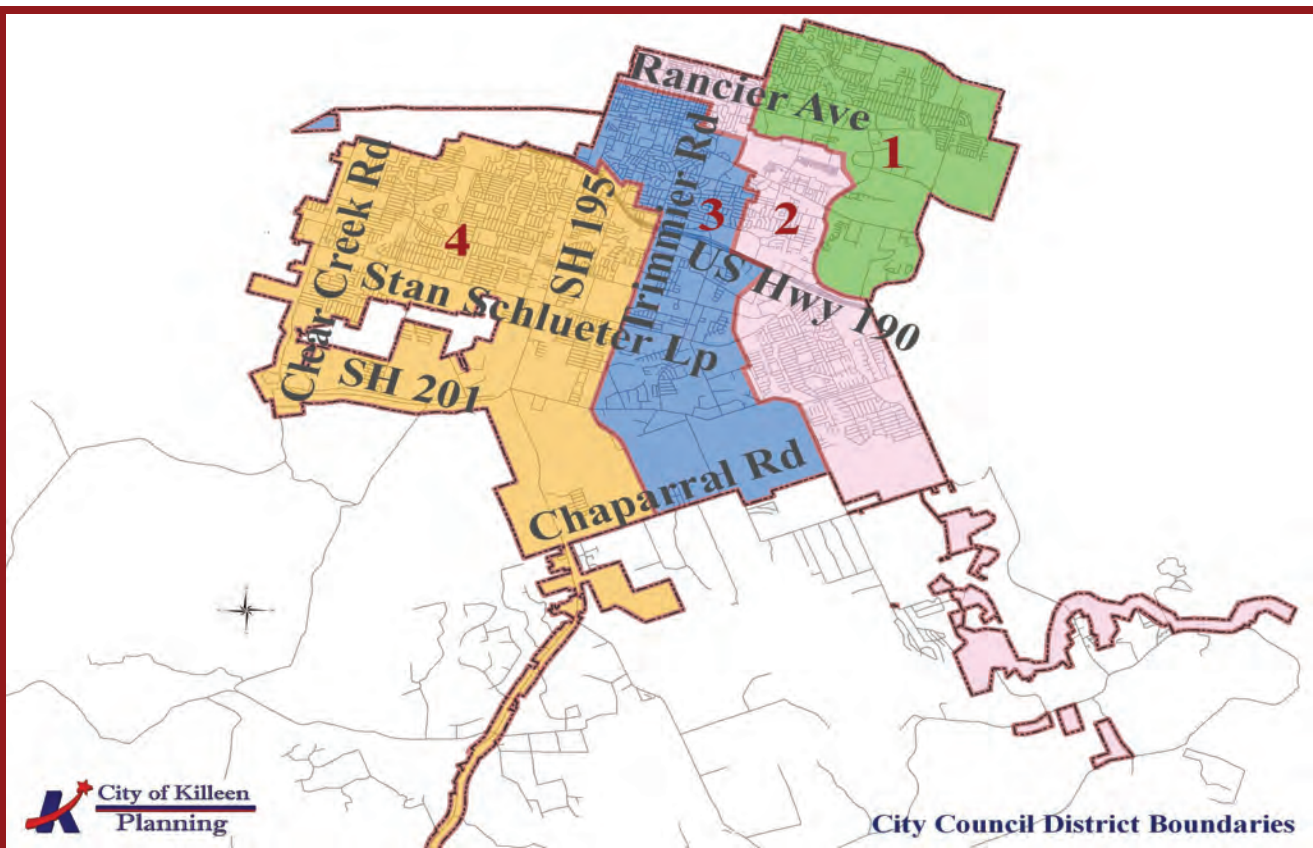
MICHAEL R. LOWER
DISTRICT 4



BILLY C. WORKMAN
AT LARGE



LARRY K. COLE
AT LARGE



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

Timothy L. Hancock, Mayor

Phone: 254-290-0310
 thancock@ci.killeen.tx.us
 Term expires May 2012

Scott Cosper, Mayor Pro Tem

Phone: 254-526-2167
 scosper@ci.killeen.tx.us
 Term expires May 2012

Larry K. Cole, At Large

Phone: 254-289-7012
 lcole@ci.killeen.tx.us
 Term expires May 2012

Billy C. Workman, At Large

Phone: 254-338-8337
 bworkman@ci.killeen.tx.us
 Term expires May 2012

Kenny Wells, District 1

Phone: 254-681-4977
 kwells@ci.killeen.tx.us
 Term expires May 2011

Juan Rivera, District 2

Phone: 254-338-4304
 jrivera@ci.killeen.tx.us
 Term expires May 2011

Terry J. Clark, District 3

Phone: 254-466-9082
 tclark@ci.killeen.tx.us
 Term expires May 2013

Michael R. Lower, District 4

Phone: 254-220-0956
 mlower@ci.killeen.tx.us
 Term expires May 2013



City Staff

Interim City Manager



Glenn Morrison

Department Heads

Aviation	John Sutton
City Attorney.....	Kathy Davis
Finance	Barbara A. Gonzales
Fire	Jerry Gardner
Human Resources.....	Debbie Maynor
Information Technology.....	Donald Fine
Municipal Court.....	William P. Gibson
Planning & Development	Ray Shanaa
Police	Dennis Baldwin
Public Information.....	Hilary Shine
Public Works.....	Richard Macchi



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Killeen

Texas

For the Fiscal Year Beginning

October 1, 2010

Linda C. Dawson Jeffrey R. Enen

President

Executive Director

THE CITY OF KILLEEN RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) AWARD FOR THEIR ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010. IN ORDER TO RECEIVE THIS AWARD, A GOVERNMENT UNIT MUST PUBLISH A BUDGET DOCUMENT THAT MEETS PROGRAM CRITERIA AS A COMMUNICATIONS DEVICE, POLICY DOCUMENT, OPERATIONS GUIDE, AND FINANCIAL PLAN.

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

American Advertising Federation

Bronze ADDY Award for Sales Promotion, Point-of-Purchase

American Planning Association

Certificate of Achievement for Planning Excellence - 2000-present

Arbor Day Foundation

City of Killeen designated Tree City USA - 2008-present

Government Finance Officers Association

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

Government Finance Officers Association

Distinguished Budget Presentation Award - 1990-present

Government Treasurer's Organization of Texas

Certificate of Distinction for Investment Policy - Awarded 2004-present

KaBOOM!

Playful City USA - City of Killeen designated 2009-present

Keep Texas Beautiful

2011 Governor's Community Achievement Award

Texas Association of Municipal Information Officers

2011 TAMI Award for Best Employee Newsletter

Texas City Attorneys Association

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

Texas Comptroller of Public Accounts

Silver Leadership Circle Award for Financial Transparency - Awarded 2010 and 2011

Texas Historical Commission

Certified Local Government - City of Killeen designated 2010 - present

United Way of the Greater Fort Hood Area

Mega Platinum Award for the City of Killeen 2010 Employee United Way Campaign

CITY OF KILLEEN



MISSION

Dedicated Service—Everyday, For Everyone!

VISION

Team Killeen—World Class, Plus One!

VALUES

Dependability, Integrity, Professionalism,
Dedication, Leadership, Respect



Table of Contents

TABLE OF CONTENTS

Ordinance for Adopting the Budget.....	1
Ordinance Setting the Tax Rate	4
<u>Community Information</u>	
City Insight	7
Community Information	8
Killeen at a Glance	12
<u>City Manager’s Message</u>	
Letter of Transmittal	15
<u>Budget Summary</u>	
City of Killeen Organizational Structure	29
Organizational Matrix – Department/Division Assignment by Fund	30
Budget Summary Introduction, Budget Process and Budget Policies	32
Operating Transfers	38
Expenditure Object Classes	39
Budget Summary for all Funds.....	40
Combined Summary of Revenues and Expenditures – FY 09-10 Actuals	42
Combined Summary of Revenues and Expenditures – FY 10-11 Adopted Budget	44
Combined Summary of Revenues and Expenditures – FY 10-11 Estimated Totals.....	46
Combined Summary of Revenues and Expenditures – FY 11-12 Adopted Budget	48
Object Class Matrix	50
Major Funds Operating Budget by Program Area	52
General Fund Revenue Analysis	53
Illustration: General Fund Balances	54
Illustration: Ad Valorem Taxes	55
Illustration: Sales and Occupancy Taxes	56
Illustration: Franchise Taxes	57
Illustration: Indirect Cost Transfers	58

General Fund Expenditures	59
Illustration: General Fund Expenditures by Object Class.....	60
Killeen-Fort Hood Regional Airport Fund Revenue Analysis.....	61
Illustration: Killeen-Fort Hood Regional Airport Fund Balance	62
Illustration: Air Carrier Operations	63
Illustration: Parking Lot Fees	63
Killeen-Fort Hood Regional Airport Fund Expenses	64
Illustration: Killeen-Fort Hood Regional Airport Expenses by Object Class.....	65
Skylark Field Revenue Analysis.....	66
Illustration: Skylark Field Fund Balances	67
Illustration: Skylark Field Hangars and Tiedowns	68
Illustration: Skylark Field Fuel Sales	68
Skylark Field Fund Expenses	69
Illustration: Skylark Field Expenses by Object Class.....	70
Solid Waste Fund Revenue Analysis.....	71
Illustration: Solid Waste Fund Balances.....	71
Illustration: Solid Waste Residential Sanitation Fees.....	72
Illustration: Solid Waster Commercial Sanitation Fees.....	72
Solid Waste Fund Expenses.....	73
Illustration: Solid Waste Fund Expenses by Object Class.....	74
Water and Sewer Fund Revenue Analysis.....	75
Illustration: Water and Sewer Fund Balance	75
Illustration: Water and Sewer Sale of Water	76
Illustration: Water and Sewer Fees.....	76
Water and Sewer Fund Expenses	77
Illustration: Water and Sewer Fund Expenses by Object Class.....	78
Drainage Utility Fund Revenue Analysis	79
Illustration: Drainage Utility Fund Balance.....	79
Illustration: Drainage Utility Residential Storm Water Fees	80

Illustration: Drainage Utility Commercial Storm Water Fees	80
Drainage Utility Fund Expenses	81
Illustration: Drainage Utility Fund Expenses by Object Class	82
Recap of New Programs and Services	83
Budget Calendar	85

General Fund

Summary of Revenues, Expenditures, and Relative Fund Position.....	86
Illustration: General Fund Resources	87
Illustration: General Fund Expenditures.....	88
General Fund Revenues.....	89
City Council.....	92
City Manager	94
Assistant City Manager	96
Downtown Revitalization	98
City Auditor and Compliance Office.....	100
Municipal Court.....	102
Public Information.....	104
Killeen Volunteer Services	106
City Attorney	108
City Secretary	110
Finance	112
Accounting	114
General Services Administration	116
Building Services.....	118
Custodial Services	120
Printing Services.....	122
Purchasing General Administration.....	124
Human Resources	126
Information Technology	128

Library Services.....	130
Golf Course	132
Community Center Operations	134
Parks	136
Lions Club Park	138
Family Aquatics Center	140
Killeen Arts & Activities Center	142
Recreation.....	144
Athletics.....	146
Cemetery.....	148
Senior Center	150
Swimming Pools.....	152
Public Works	154
Traffic.....	156
Street.....	158
Planning and Development.....	160
Building Inspection.....	162
Code Enforcement	164
Community Development.....	166
Home Program.....	168
Police Department	170
Animal Control	172
Fire Department.....	174
Emergency Management/Homeland Security	176
EMS Billing & Collection	178
General Fund Non-Departmental.....	180
 <u>Aviation Fund</u>	
Killeen-Fort Hood Regional Airport Summary of Revenues, Expenses, and Relative Fund Position	183
Illustration: Killeen-Fort Hood Regional Airport Resources.....	184

Illustration: Killeen-Fort Hood Regional Airport Expenses	185
Killeen-Fort Hood Regional Airport.....	186
Non-Departmental	188
Non-Departmental.....	188
KFHRA Construction.....	188
Skylark Field Summary of Revenues, Expenses, and Relative Fund Position	189
Illustration: Skylark Field Resources.....	190
Illustration: Skylark Field Expenses	191
Skylark Field	192
Non-Departmental	194
<u>Solid Waste Fund</u>	
Summary of Revenues, Expenses, and Relative Fund Position.....	195
Illustration: Solid Waste Resources.....	196
Illustration: Solid Waste Expenses	197
Custodial.....	198
Accounting	200
Residential Operations.....	202
Commercial Operations	204
Recycling Center	206
Transfer Station	208
Mowing.....	210
Other Appropriations.....	212
<u>Water and Sewer Fund</u>	
Summary of Revenues, Expenses, and Relative Fund Position.....	214
Illustration: Water and Sewer Resources.....	215
Illustration: Water and Sewer Expenses	216
Fleet Services.....	217
Utility Collections.....	219
Water Distribution	221

Sanitary Sewer.....	223
Water and Sewer Operations	225
Engineering.....	227
Other Appropriations.....	229

Drainage Utility Fund

Summary of Revenues, Expenses, and Relative Fund Position.....	232
Illustration: Drainage Utility Fund Resources	233
Illustration: Drainage Utility Fund Expenses	234
Engineering.....	235
Street.....	237
Drainage Maintenance	239
Other Appropriations.....	241

Debt Service Fund

Tax Information.....	244
Ad Valorem Tax Revenue Distribution	245
Outstanding Debt Summary	246
Outstanding Debt by Type	246
Legal Debt Margin for General Obligations.....	247
Debt Service Requirements	
Tax Supported Bonds	248
Solid Waste Bonds	249
Water and Sewer Bonds	250
Storm Water Drainage Bonds	251
Hotel Occupancy Tax	252

Special Revenue Funds

Special Revenue Funds.....	253
Special Revenue Funds Summary	254
Cable System PEG Improvements.....	255
Community Development Fund	256

Home Program.....	258
Court Security Fee Fund.....	259
Court Technology Fund.....	260
Emergency Management Fund.....	261
Fire Department Special Revenue Fund.....	262
Grants Programs Fund.....	263
Hotel Occupancy Tax Fund.....	264
Juvenile Case Manager Fund.....	265
KAAC Fund.....	266
Law Enforcement Grant	267
Library Memorial Fund	268
Lion’s Club Park Fund	269
Parks Improvements Fund.....	270
Photo Red Light Enforcement Fund.....	271
Police Federal Seizure Fund.....	272
Police State Seizure Fund.....	273
Tax Increment Fund.....	274

Capital Outlay

Summary	275
General Fund	278
Killeen-Fort Hood Regional Airport Fund	278
Skylark Field Fund	278
Solid Waste Fund.....	278
Water and Sewer Fund	278
Drainage Utility Fund.....	279
Other Funds	279

Capital Improvements

Capital Improvements Budget Comparison.....	280
Capital Improvements Funding	281

Capital Improvements Projects.....	282
General Obligation Bonds	
1993/1994.....	290
1995.....	291
2004	292
2006.....	293
2009.....	294
Combined General and Certificate of Obligation Bond 2007.....	295
Contractual Obligation Construction Fund	
Series 2001	296
Series 2003 (Aviation).....	297
Series 2004	298
Series 2005	299
Series 2009	300
Series 2011	301
Pass Through Financing Proceeds Fund	
Series 2011	302
Series 2012	303
Water and Sewer Bonds	
Series 2001	304
Series 2004	305
Series 2007	306
Solid Waste Bond	
Series 2005	307
Aviation Passenger Facility Charge Fund	308
Special Events Center	309
<u>Financial Forecast</u>	
City of Killeen Five Year Forecast	
General Fund	310

Killeen-Fort Hood Regional Airport Fund	314
Skylark Field Fund	317
Solid Waste Fund	320
Water and Sewer Fund	323
Drainage Utility Fund.....	326
 <u>Appendixes</u>	
Full Time and Regular Part-Time Employee Schedule	329
City of Killeen Position Classification, Pay Plan and Schedule of Incentives	
Position Classification and Pay Plan	331
Civil Service Pay Plan	
Police	338
Fire/EMS.....	339
Non-Civil Service Incentive Pay	341
City of Killeen Water, Sewer, Drainage and Solid Waste Rates	
Water and Wastewater Rates.....	344
Drainage Utility Rates	345
Solid Waste Rates.....	346
Miscellaneous Utility Charges	348
Glossary	349
Photograph Descriptions.....	353

ORDINANCE NO. 11-084

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, 2011 AND ENDING ON SEPTEMBER 30, 2012; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1st, 2011, to September 30th, 2012, has been prepared by Glenn P. Morrison, Interim City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

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

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1st, 2011, to September 30th, 2012, a copy of which shall be filed with the office of the City Secretary and with the Bell County Clerk and which is incorporated herein for all intents and purposes.

SECTION II. That the appropriations for the 2011-2012 fiscal year for the different administrative units and purposes of the City of Killeen, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

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

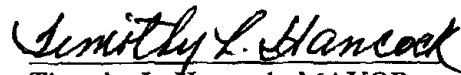
SECTION IV. That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance,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

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

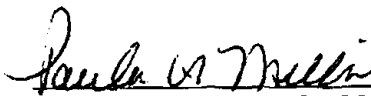
SECTION VI. That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED AND APPROVED at a ^{regular}~~special~~ meeting of the City Council of the City of Killeen, Texas this 13th day of September, 2011, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

APPROVED

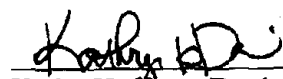

Timothy L. Hancock, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Director of Finance

ORDINANCE NO. 11-085

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 2011 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010 AND ENDING SEPTEMBER 30, 2012; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.

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

WHEREAS, the Chief Appraiser of the Bell County Tax Appraisal District has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted rates to the City Council of said City prior to the City Council meeting of August 9, 2011; and,

WHEREAS, the City Council has complied with all applicable requirements of the Texas Property Tax Code prior to the setting of the tax rate for said City for 2011; **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 2011 be, and is hereby, set at 74.28 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$38.62.

SECTION II. That there is hereby levied for the tax year 2011 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) 54.734 cents on each one hundred dollars (\$100) of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 19.546 cents on each one hundred (\$100) of the taxable value of such property as follows:

0.471	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
1.370	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
2.476	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
1.830	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
2.673	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
2.531	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
3.769	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
1.852	per \$100 valuation	to Interest and Sinking Fund Series	2009 GOB
0.887	per \$100 valuation	to Interest and Sinking Fund Series	2009 C/O
0.416	per \$100 valuation	to Capital Lease	
0.405	per \$100 valuation	to Interest and Sinking Fund Series	2009 Refunding
0.866	per \$100 valuation	to Interest and Sinking Fund Series	2010 Refunding

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.

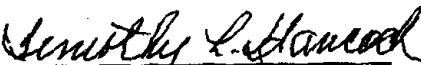
SECTION V. That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen 2010-11 Annual Budget and Plan of Municipal Services.

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.

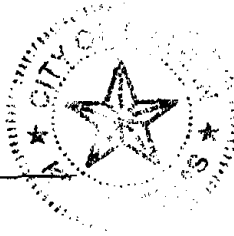
PASSED AND APPROVED at a ~~special~~^{regular} meeting of the City Council of the City of Killeen, Texas this 13th day of September, 20 11, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED


Timothy L. Hancock
MAYOR

ATTEST:


Paula A. Miller
CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis
CITY ATTORNEY



Community Information

City Insight

An Official Publication of the City of Killeen, Texas

November 2011

A MESSAGE FROM THE MAYOR



Dear Residents,

I have great news! The city of Killeen has received more than \$110 million in state funding for

three major road projects that will benefit our community for decades to come.

Residents consistently rate transportation issues like alleviating traffic and increasing connectivity as high priorities, and these three projects will make tremendous progress towards improving both.

US 190

In September, the Texas Department of Transportation awarded Killeen a nearly \$60 million project that will widen US 190 to six lanes from the Fort Hood Main Gate to W.S. Young Drive. This project will improve traffic flow to and from the fort particularly during rush hours. It will also alleviate congestion caused by cars entering and exiting the highway from major streets like Trimmer and W.S. Young.

SH 195/SH 201 Overpass

Construction on the first of two highway overpass projects began in October. The \$18 million SH 195/SH 201 Overpass Project will raise SH 195 over the intersection at SH 201. It will also widen SH 201 to four lanes from SH 195 to Killeen-Fort Hood Regional Airport.

First and foremost, the project will improve safety at this dangerous intersection. Other benefits are improved access to Texas

A&M University-Central Texas, the airport, and Stagecoach Road.

Rosewood Overpass

TxDOT also awarded a \$32 million project to raise US 190 over Rosewood Drive. Construction is expected to begin early next year. Raising the highway will allow the city to connect Rosewood to the north side of US 190 creating another way to access east Killeen.

Local Road Projects

City Council has set out to make major improvements to mobility in Killeen. Last year, they approved four major local road projects totaling \$30 million.

Cunningham Road is currently under construction to completely rehabilitate and widen the roadway. This project will allow better traffic flow between Stage-

coach Road and Stan Schlueter Loop.

The Stagecoach Road project began this month and will widen the roadway from SH 195 to the Harker Heights city limit creating a new east-west thoroughfare. Meeting SH 201, drivers will be able to take the road all the way west to Clear Creek Road.

The first of four phases of construction on Stagecoach Road will run from Aquamarine Drive to Modoc Drive and is expected to take about eight months.

Elms Road will finally connect through SH 195 creating another east-west thoroughfare. The road will soon run from Clear Creek Road all the way to Stan Schlueter Loop.

Finally, the city will do its part to ready Rosewood Drive to compliment the US 190 overpass project TxDOT approved last

year. Rosewood will connect under US 190 from Stagecoach Road to FM 2410 creating another north-south connection.

Killeen is expected to continue growing, so making these major improvements to roadways now will make a tremendous difference in easing future growing pains.

All of these projects have been years in the making. Through the hard work of staff and elected officials, we can all celebrate these projects and our city's progress.

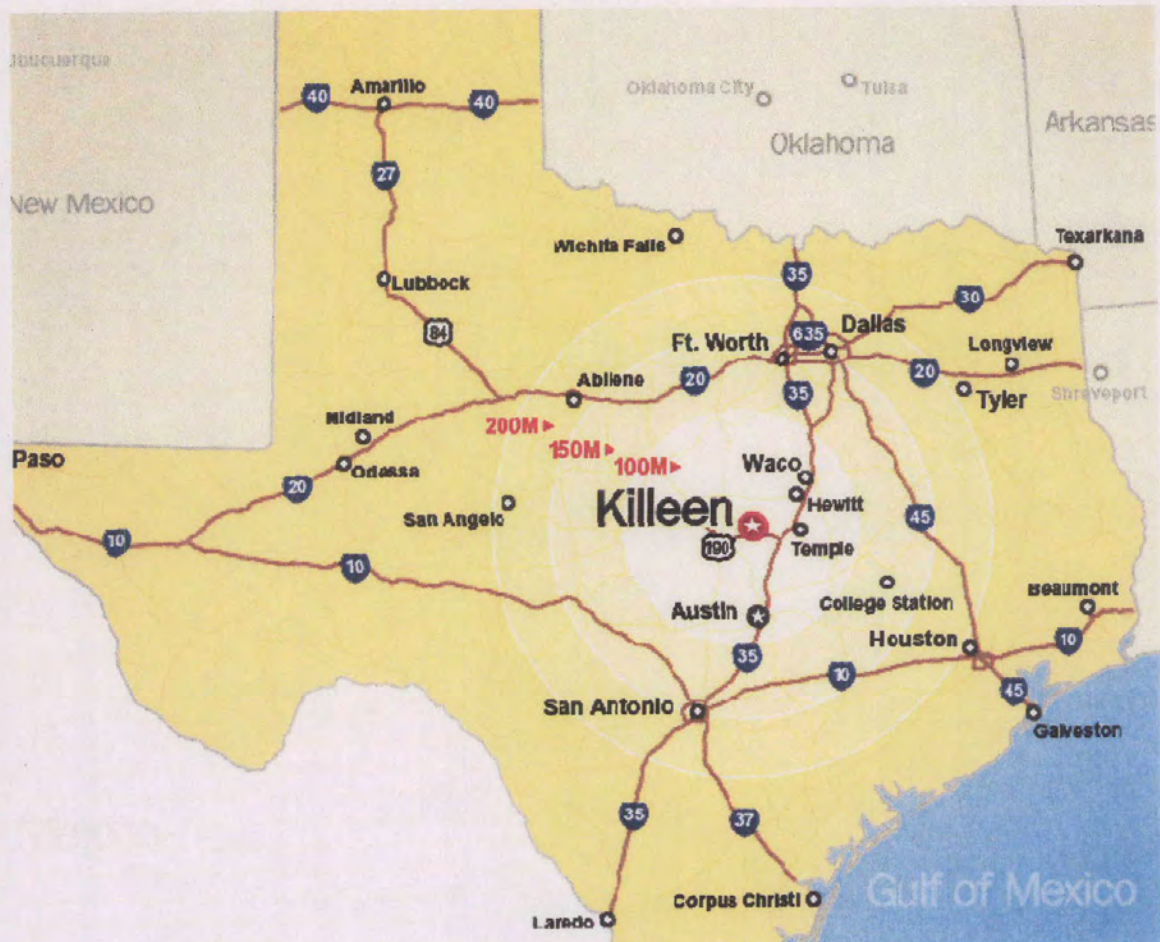
Timothy L. Hancock

MAYOR



City, state, and Fort Hood officials break ground at the intersection of SH 195 and SH 201 in October.

COMMUNITY INFORMATION



Community Information

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

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

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

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

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

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

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

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

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

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

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

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

With over 1,100 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, the city owns and operates its own emergency medical services, water, sewer, and garbage utilities, two airports, an 18-hole golf course, a public library system with two locations, and numerous parks and recreation facilities, including two public swimming pools and a family aquatics center.

The city of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 340 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the state of Texas with over 50,000 soldiers and more than 5,000 civilians. Fort Hood's total economic impact is estimated at \$10.8 billion statewide.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with 233 beds on a multi-campus facility. Scott & White has two clinics in Killeen offering 13 Family Medicine physicians, 4 pediatricians, and 8 specialists. 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 B. Darnall Army Medical Center and the satellite clinics.

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

and master's degrees and currently serves over 2,000 students providing a wide range of flexible course schedules. Within a one hour drive of Killeen, there are several major four-year universities including: 1) University of Texas - Austin, Texas, 2) Baylor University - Waco, Texas, 3) Southwestern University - Georgetown, Texas and 4) University of Mary Hardin Baylor - Belton, Texas.

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

KILLEEN AT A GLANCE

Form of Government

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

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

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

The City Manager is appointed by the City Council.

Fiscal year begins October 1st

¹Number of employees 2011-2012 1,164

¹Major Services provided by the City of Killeen

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

² Tax Structure	2011-12
Property Tax	2.46839
City of Killeen	.74280
Public Schools-KISD	1.14119
Bell County	.40960
CTC	.1409
Road	.0299
Clear Water	.0040

²2011 Property Tax Valuations

Total Assessed Value	\$5,301,715,255
Exempt Value	552,458,263
Total Taxable Value	\$ 4,749,256,992

²Ten Largest Taxpayers 2011 Taxable Value

Oncor Electric Delivery CO LLC	\$41,834,849
Wal-Mart Real Estate Business Trust	20,266,466
Killeen Mall LLC	16,892,015
Central Telephone Co. of Texas	15,929,538
Watercrest Place LP	13,789,553
Stone Creek Investment LLC	13,616,813
HEB Grocery Company LP	12,083,380
Feiga/Sierra Creek LP	11,023,520
TWE-Advanced/Newhouse Partnership	10,548,315
WLC Brookside Apartments LP	9,942,582

²2010-11 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	188,121
Passengers Deplaning	189,800

Fire Protection:

Number of Stations	8
Fire Apparatus	20
Number of Hydrants	4,315
Number of Firefighters	194
Number of Fire Runs	8,555
Number of Paramedic Runs	14,009
EMS Units	10

Libraries:

Number of Libraries	2
Number of Visitors	292,086
Number of Volumes	124,576
Circulation of Volumes	292,050
Library Cards in Force	48,196
Story Time Attendance	11,166
Public Computer Sessions	99,563

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce

Parks and Recreation

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

Police Protection:

Number of Facilities	5
Commissioned Police Officers	242
Number of Employees-Other	86

Demographics**¹Area of City (in square miles):**

2003	35.50
2004	44.47
2005	45.09
2006	45.35
2007	45.41
2008	54.69
2009	54.72
2010	54.72
2011	55.47

²Population:

2003	100,975
2004	103,210
2005	103,210
2006	103,210
2007	103,210
2008	112,434
2009	116,934
2010	119,510
2011	127,921

³Racial Composition:

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%

³Gender Composition:

Male	49.0%
Female	51.0%

³Median Household Income: \$43,482**³Number of Households:** 48,052**³Median Age of Population:** 27.7**⁴Annual Unemployment Rates 2009:**

Killeen	8.8
Texas	8.5
United States	9.1

¹Public Works:

Paved Streets	525 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	38.9 mi.
Storm Water Piping	150,000 linear ft.
Inlets & Outfalls	3,173 structures
Curb and Gutter	866 miles
Open Channels	316.6 miles
Signalized Intersections	92

¹City of Killeen Wastewater Systems:

Sanitary Sewer Mains	522.41 mi.
Sewer Connections	39,945
Number of Manholes	6,780
Sewer Treatment Plant is Activated Sludge	
	Plant 1 Plant 2 Plant 3
Max Capacity	15 MGD 6 MGD 6MGD

¹City of Killeen Water System:

Average Daily Consumption	16,230,726 gpd
Rated Daily Capacity	32,000,000 gpd
Water Mains	616.67 mi.
Water Connections	41,765
Storage Capacity	32,380,000 Killeen

Source

¹ City of Killeen² Bell County Tax Appraisal District³ US Census Bureau – 2009 American Community Survey⁴ U.S. Bureau of Labor Statistics⁵ Greater Killeen Chamber of Commerce

⁵Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)	57,580
KISD	6,000
Central Texas College	1,500
Metroplex Hospital	1,200
City of Killeen	1,164
Westar Aerospace & Defense Group, Inc.	1,050
L-3 Communications	600
Aegis Communications	600
ESP, Inc.	510
Presidium, Inc.	401

⁵Elevation: 846 feet above sea level

Area Universities/Colleges (name and location)

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

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce



City Manager's Message



CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

September 13, 2011

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

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2011-12 fiscal year, which begins October 1, 2011 and ends September 30, 2012. City Departments spent many hours reviewing current programs and services and assessing the need to continue existing programs, while considering new programs to meet increasing demands for services.

At a Special City Council Budget Workshop, City Council expressed the desire to maintain the current tax rate and levels of service offered to the citizens of Killeen. City Council also expressed desire for a balanced budget and reducing or eliminating the need to draw from the beginning fund balance in the General Fund. From those comments, City Staff continued developing the budget, and feel confident we accomplished the task given.

The state of our national and local economy continues to be of concern. Although some of our economic indicators are showing signs of a slow but steady recovery, overall economic growth during the last year was flat and we project the same for FY 2011-12.

Several considerations, goals and priorities were identified with the development of this budget. Those priorities addressed in the FY 2011-12 Budget are:

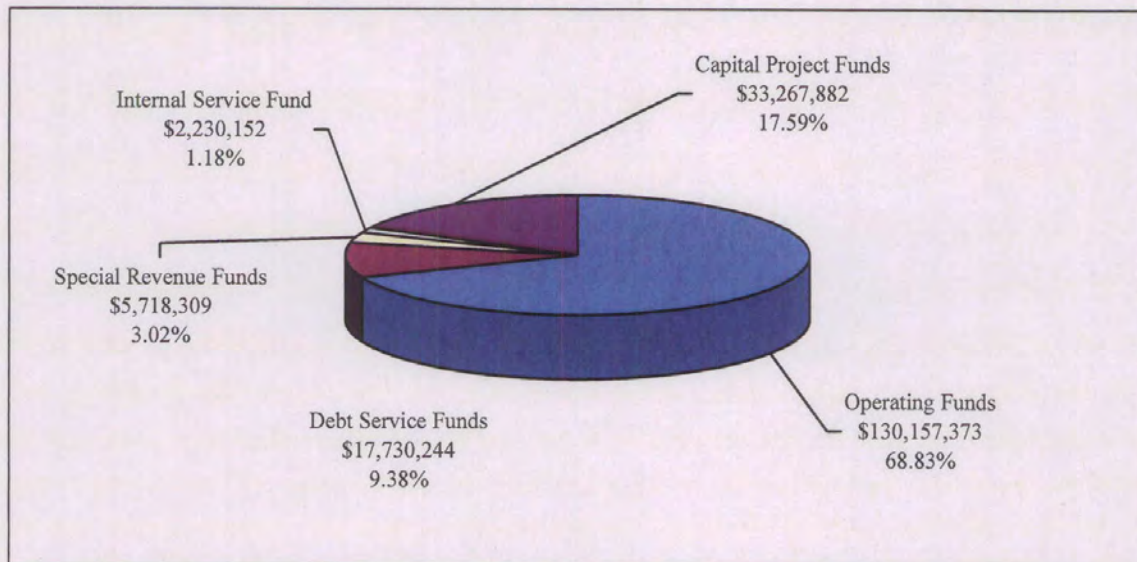
- 1) Continue to maintain current programs, services, and the ad valorem property tax rate.
- 2) Reposition staff and staffing levels to better reflect the demands for service throughout the organization and City.
- 3) Continue adequate funding of infrastructure needs; to include the Transportation Capital Improvements projects adopted in FY 2010-11.
- 4) Continue funding adequate pay and benefits to City employees.
- 5) Continue to address the fleet replacement and maintenance programs.
- 6) Adequately fund economic development activities to promote Killeen as an ideal place to live and to do business.

The Annual Budget and Plan of Municipal Services for FY 2011-12 was designed to address each of these priorities and is hereby submitted for your review.

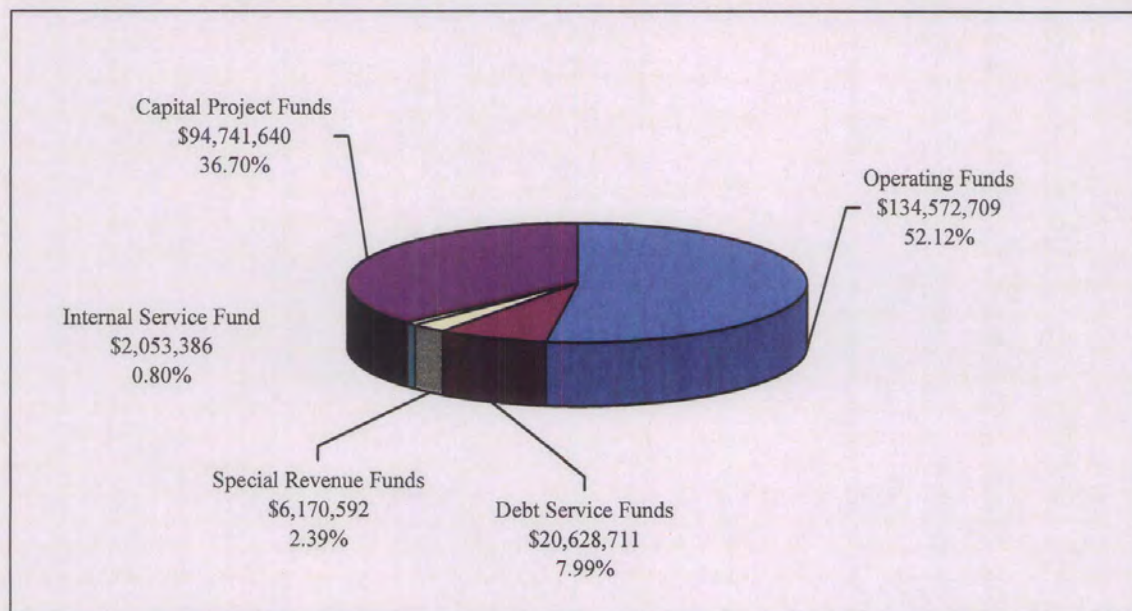
OPERATING BUDGET HIGHLIGHTS

The expenditure budget for the City's operating funds is \$134,572,709. Total expenditures for all funds in the FY 2011-12 Budget are anticipated to be \$258,167,038. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues – Total All Funds - \$189,103,960



Expenditures – Total All Funds - \$258,167,038



1. The budget provides for adequate funding to maintain existing levels of services to our citizens, payment of existing debt and maintains the ad valorem tax rate at 0.7428 cents. It also begins the process of eliminating deficits between revenues and expenses and helps to establish a strong beginning fund balance in the General Fund.
2. A priority of the budget is to maintain adequate and fair pay for all City employees. Although the pay plans do provide for adequate and fair pay, the Adopted FY 2011-12 Budget does not include a COLA or market based adjustment as was adopted in FY 2010-11. In addition, both the Civil Service and Non-Civil Service pay plans and the vacation buyback program have been suspended for FY 2011-12.
3. Premiums for employee health care coverage continue to rise. These cost increases present a significant issue in providing adequate health care coverage for all City employees. The City of Killeen continues to provide the best package of coverage and benefits considering premiums driven by an escalating market. The budget for employee health insurance is \$5,604,419. This is an increase of \$494,708 (10%) over last year's budget. Although City costs for employee health insurance coverage has increased, our objective has been to hold the line on any premium increases our individual employees would have to pay. In addition, significant increases are present for family and dependant coverage which is covered by the employee.
4. The FY 2011-12 Adopted Budget includes 21 new full-time positions. The majority of the funding for these positions comes from existing but re-programmed dollars within the organization. Funding in the PD overtime account (amended in FY 2010-11) was used to fund the new Public Service Officers and should help to drive down overtime costs significantly while getting more officers back to their primary mission. New positions include ten Public Service Officers for the Police Department – (\$396,910), a Police Records clerk – (\$31,733), three Lube Technicians for the Fleet Services Division – (\$108,609), a Senior Utility Clerk – (\$33,879) and a Service Worker – (\$63,389) in the Utility Collections Division, a Solid Waste Specialist – (\$79,337) and Equipment Operator – (\$48,177) in the Solid Waste Residential Division, a part-time Recycle Attendant – (\$7,735) has been moved to full time in the Recycling Division, a Secretary – (\$32,945) in Water and Sewer Operations Division and a Temporary Project Manager- (\$56,618) in the Water and Sewer Division. In addition, a re-organization of the City Engineers Office has put an emphasis on environmental concerns. Through this re-organization, an Environmental Services Division was created at no additional cost and will report to the Director of Public Works.

Some of the positions eliminated or unfunded in this year's budget include the Assistant Director of Public Works, a Solid Waste Mowing Division Crew Leader and two Solid Waste Mowing Division full-time Service Workers and one part-time Service Worker. The Finance Manager position in the Fire Department was unfunded to pay for additional bunker gear. An Executive Assistant in the City Manager's Office was moved to the Transportation Division. Part-time salaries as well as other part time programs were eliminated to help fund some of these new positions. The Golf Course Grill operations will be outsourced saving the City over \$70,000 annually.

5. The fleet replacement and maintenance program is a priority. Fleet needs across the board continue to increase. Additional staff will be hired within the Fleet Services Division to assist in fleet repairs and maintenance. Positions throughout the organization were re-positioned at no additional cost to fund these changes. This budget also proposes the acquisition of 30 police patrol units through a lease/purchase option. A re-prioritization of existing dollars has established the funds necessary to acquire these vehicles.

During the budget process, remaining funds in the Combination Tax and Revenue Certificates of Obligations Series 2004 and the General Obligation Refunding and Improvement Bonds Series 2004 were allocated to purchase one fire engine and refurbish two existing ambulances in the FY 2010-11 Fiscal Year. These vehicles will be available for use in the 2011-12 Fiscal Year.

The acquisition of two fire engines is also included in the Adopted FY 2011-12 Budget. These vehicles will be acquired through short term debt issuance. In addition, the refurbishing of one ambulance is also included in the Adopted FY 2010-12 Budget.

6. Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation is included in the budget to expand marketing efforts and promote Killeen as an ideal place to live and to do business. Funding for the Killeen Chamber of Commerce (GKCC) and the Killeen Economic Development Corporation (KEDC) in FY 2011-12 totals \$1,556,060.
7. Utility rates for water, sewer, and solid waste have been adjusted to reflect the cost of providing services and rate increases recommended in the utility rate studies previously adopted. The franchise fee that the Water and Sewer fund and Solid Waste fund pays to the General Fund remains at 7%. In addition, a \$1 increase has been included in the base rate for water and wastewater rates to fund fleet and equipment needs. A \$1 increase was adopted in the FY 2010-11 Budget within the solid waste base rates to fund fleet needs. This increase will generate an additional \$480,000 in the FY 2011-12 Solid Waste Budget. This increase will be maintained in the FY 2011-12 Budget. This increase will generate an additional \$999,627 in the FY 2011-12 Water and Sewer Budget.
8. Fee increases are also included for the Golf Course, the Killeen Civic and Conference Center and Parks and Recreation programs.
9. In FY 2011-12, the Killeen Arts and Activities Center (former First Baptist Church) will come on-line. Funding for this facility will be established through lease payments, user fees and from cost savings through repositioning of staff.

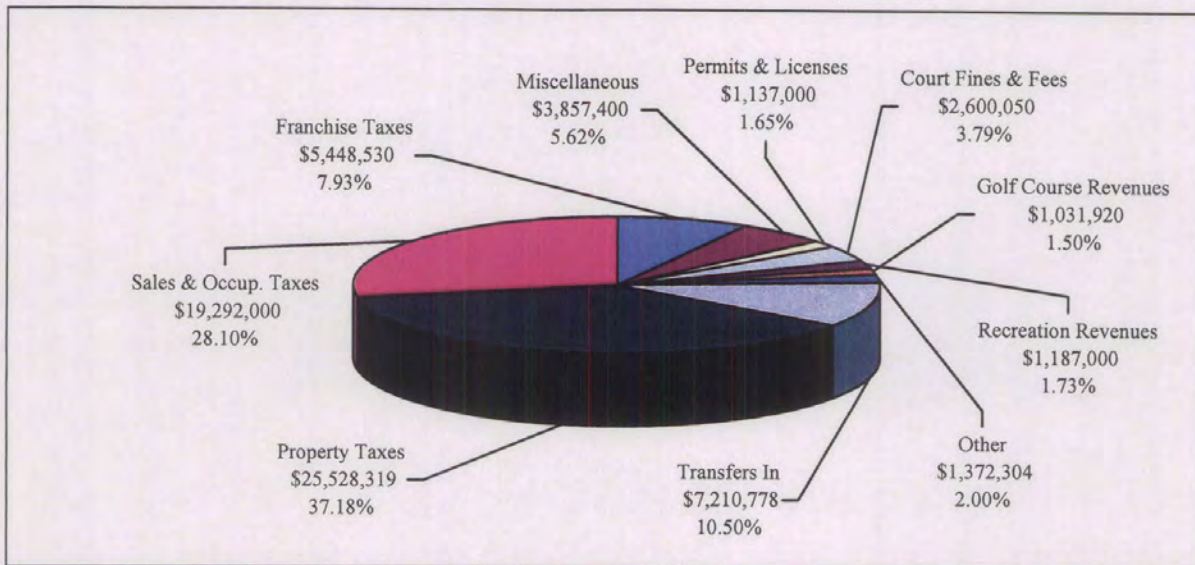
The following is a brief summary of the budget by major operating fund.

GENERAL FUND

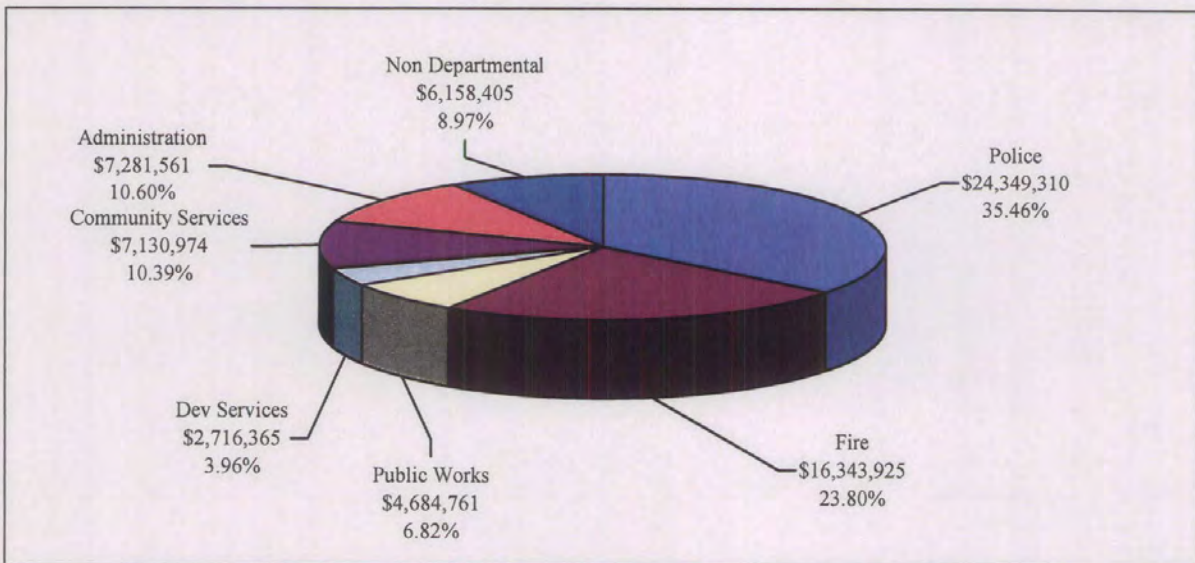
The General Fund expenditure budget is \$68,665,301. Revenues are budgeted at \$68,665,301. The expenditure budget represents 3.1% decrease from the FY 2010-11 adopted expenditure budget of \$70,840,626. The budget includes several new programs and services in the General Fund for FY 2011-12, which are outlined in the budget summary section.

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

General Fund Revenues - \$68,665,301



General Fund Expenditures - \$68,665,301



The budget has been developed using an ad valorem tax rate of 0.7428 cents per \$100 of taxable assessed valuation. The .7428 cent adopted tax rate is the same as the FY 2010-11 tax rate and includes provisions to maintain the debt service portion of the tax rate to meet existing obligations for the City's capital improvement program.

Economic conditions are evaluated during the development of the General Fund budget and expectations for major revenue sources such as property tax and sales tax revenues are influenced by that analysis. The Tax Appraisal District of Bell County indicates a certified net taxable assessed valuation of \$4,732,551,513. This valuation represents an increase of 2.9% over the prior year's certified taxable valuation of \$4,600,996,317.

The effective tax rate for FY 2011-12, which is the tax rate that will generate the same amount of ad valorem tax revenue as the prior year, excluding new property additions, is calculated at 0.7485 cents per \$100 of taxable assessed valuation.

Sales tax revenues are budgeted for FY 2011-12 at \$19,292,000. Sales tax projections remain flat as a result of the state of the economy.

The adopted ending fund balance is \$17,718,946 as compared to the adopted ending fund balance for FY 2010-11 of \$13,404,262. This increase of \$4,314,684 (32.2%) can be attributed to a prior period adjustment to the beginning fund balance as a result of an audit adjustment.

WATER AND SEWER OPERATING FUND

The City of Killeen provides water and sanitary sewer utility services to approximately 42,850 residential and commercial customers. Treated surface water from Lake Belton is purchased from Bell County Water Control and Improvement District #1 (WCID #1). The City's potable water distribution network is comprised of approximately 602.406 miles of water mains, which is distributed through six pump stations, nine elevated storage tanks, and four ground storage tanks. Total storage capacity is 31.10 million gallons. The City's distribution system has the potential capacity to deliver 43.49 million gallons per day (MGD) of potable water. Current peak water demand is about 21.7 MGD, with an average daily water usage of 15.32 (MGD) as of June 2011.

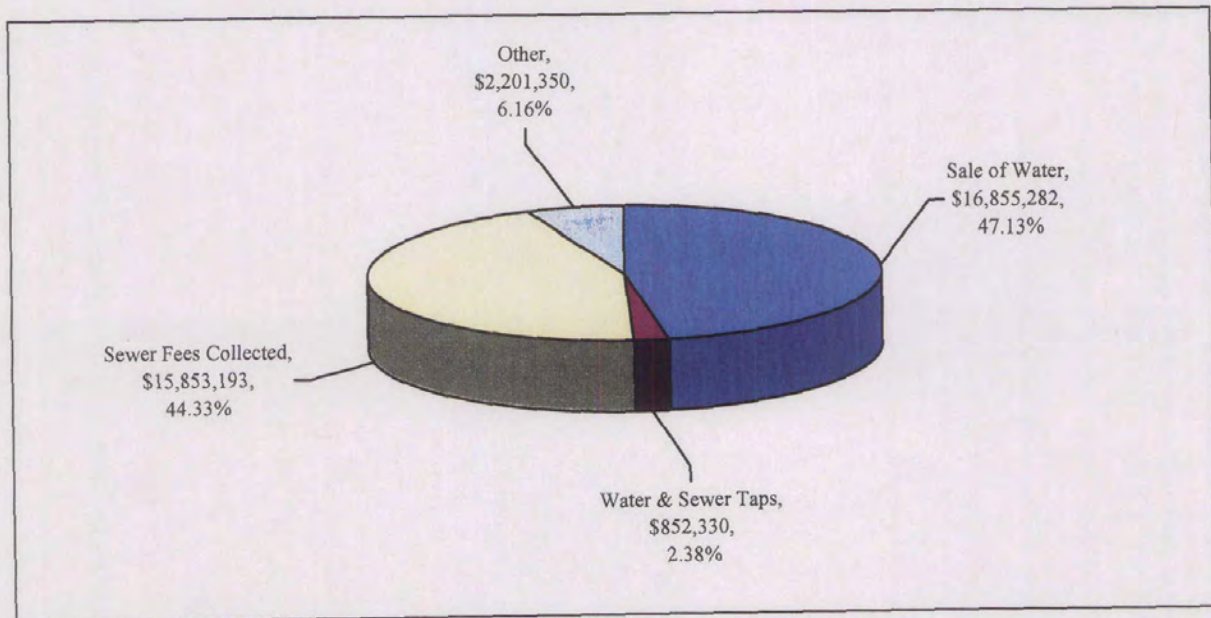
Wastewater generated by the City of Killeen is treated by the Bell County WCID #1, which operates two wastewater treatment plants. The capacities of these plants are 24 MGD at the 38th Street Facility, and 6 MGD at the Trimmier Creek Facility (South Plant). The capacity allocated to the City of Killeen is 15.17 MGD in the 38th Street Plant and 6 MGD in the South Plant. Total available allocated capacity is 21.17 MGD. The City's sanitary sewer collection network is comprised of approximately 524 miles of sanitary sewer water mains, and includes 15 lift stations.

The budget for the Water and Sewer Operating Fund expenditures is \$37,023,798. This expenditure budget reflects an increase of 2.6% from the FY 2010-11 expenditure budget of \$36,072,636.

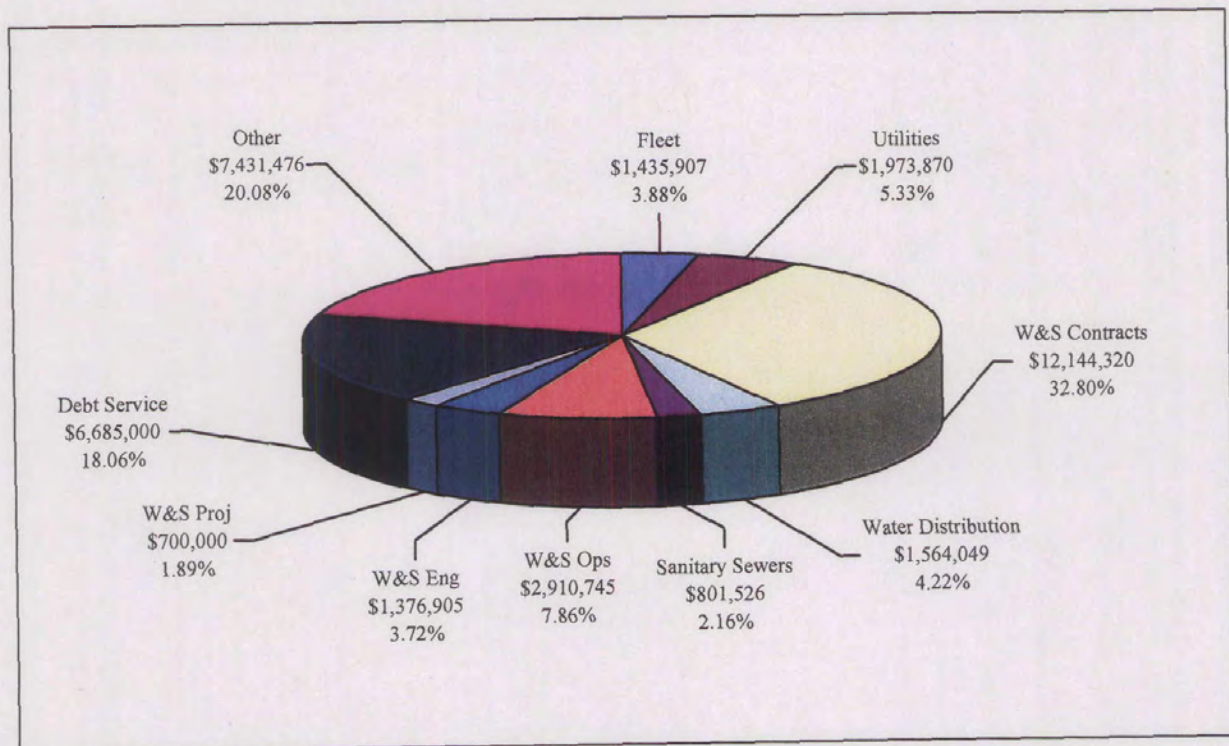
Revenues for the Water and Sewer Fund are budgeted at \$35,762,155, an increase of 7.5% over the FY 2010-11 estimated revenues of \$33,267,610. The budget includes an increase in the sale of water, sewer fees collected and miscellaneous charges services. Revenue is projected to increase by \$1,886,355 as a result of this increase. These rate increases are proposed as a result of the Adopted Water and Sewer and Solid Waste Rate Study with a 1% rate increase for the Sale of Water and 5% rate increase for Sewer Fees Collected. In addition, a one dollar (\$1) increase has been included in the base rate for water and wastewater rates to fund fleet and equipment needs.

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

Water and Sewer Fund Revenues - \$35,762,155



Water and Sewer Fund Expenditures - \$37,023,798



SOLID WASTE FUND

Solid Waste operates as an enterprise fund and has six (6) operating divisions, each with its own annual budget: Accounting, Residential, Commercial, Recycling, Transfer Station, and the Mowing and Drainage Division.

The Residential Division provides standard weekly garbage services and special collections for approximately 44,000 residential units. The number of collection routes continues to increase commensurate with population growth. The number of container deliveries to new accounts will average 1,500 – 2,000 per year. The resources needed to accommodate this growth must be closely monitored so that the current level of services can be continued without interruption.

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

The annual tonnage of Municipal Solid Waste (MSW) transported from the City's Transfer Station to the Temple Landfill for disposal continues to lag below our peak of 103,210 tons in FY 2006-07. A low of 92,273 tons occurred in FY 2008-09; and since that time, the annual tonnage has been slowly increasing and is now in the range of 96,000 - 98,000 tons per year.

The construction of the WCID #1 Regional Sludge Composting Facility on the leased 20-acre site adjacent to the Transfer Station was completed in June 2011. This facility is now accepting and chipping all the brush received at the Transfer Station.

The Mowing Section, which was established in FY 2005-06, continues to contribute to the improved appearance of the City by mowing and removing litter/trash on a scheduled basis from 161 lane miles of roadway right-of-way.

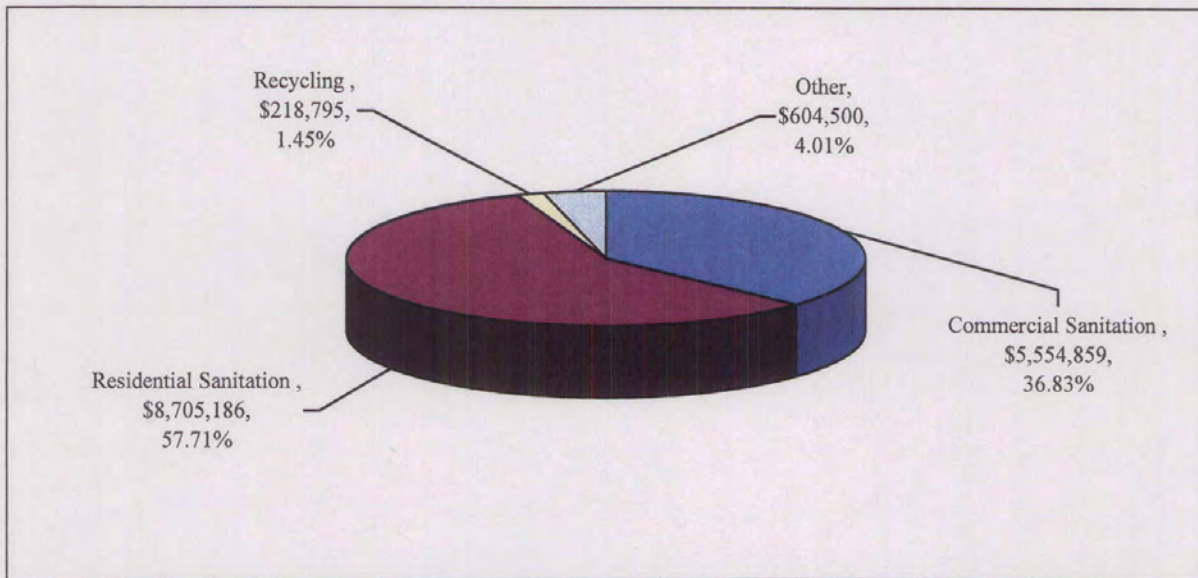
The Drainage Maintenance Section (funded by the Drainage Enterprise Fund), which was established in FY 2006-07, has greatly improved the condition and quality of the 47 miles of drainage infrastructure through scheduled maintenance and project work.

The budget for the Solid Waste Operating Fund expenditures is \$15,026,652. The budget reflects an increase of 2.4% from the FY 2010-11 budget of \$14,679,194. Solid waste rate increases per the adopted rate study are included in this budget.

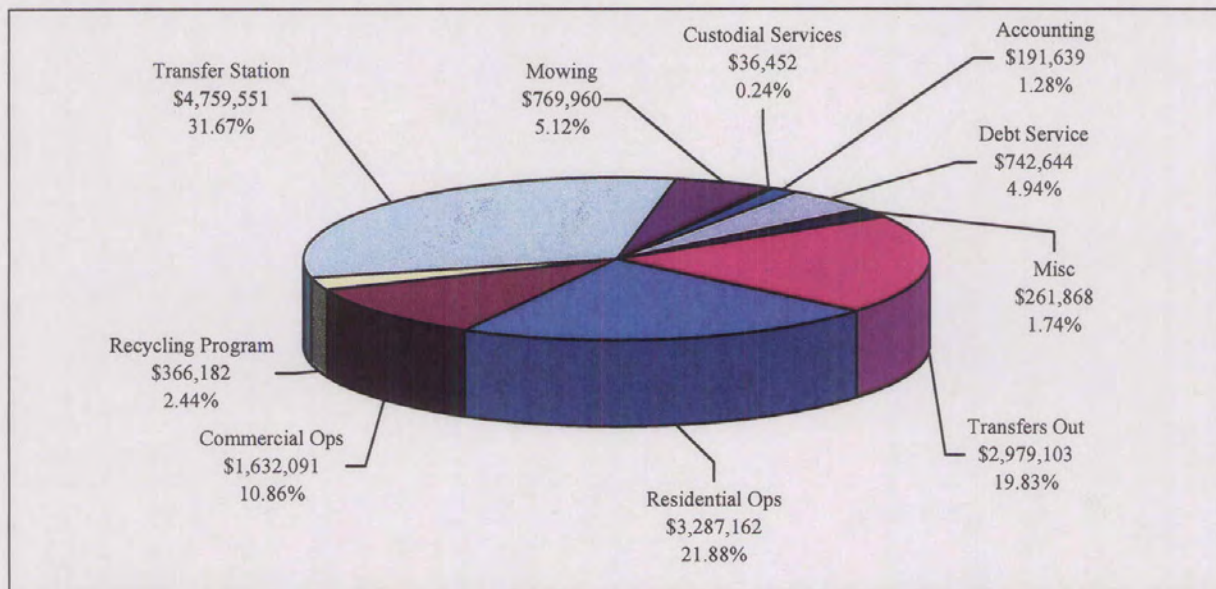
Revenues for the Solid Waste Fund are budgeted at \$15,083,340, an increase of 3.3% over the FY 2010-11 estimated revenues of \$14,601,530. The budget includes an increase in the residential, commercial, recycling and transfer station rates this year due to anticipated additional cost increases for transport and disposal services and city growth. Revenue is projected to increase by \$481,810 as a result of this increase. These rate increases are approximately 1% per month for residential customers. Commercial rates are increasing approximately 1%. A \$1 increase was adopted in the FY 2010-11 Budget within the solid waste base rates to fund fleet needs. This increase will be maintained in the FY 2011-12 Budget.

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

Solid Waste Fund Revenues - \$15,083,340



Solid Waste Fund Expenditures - \$15,026,652



DRAINAGE UTILITY FUND

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

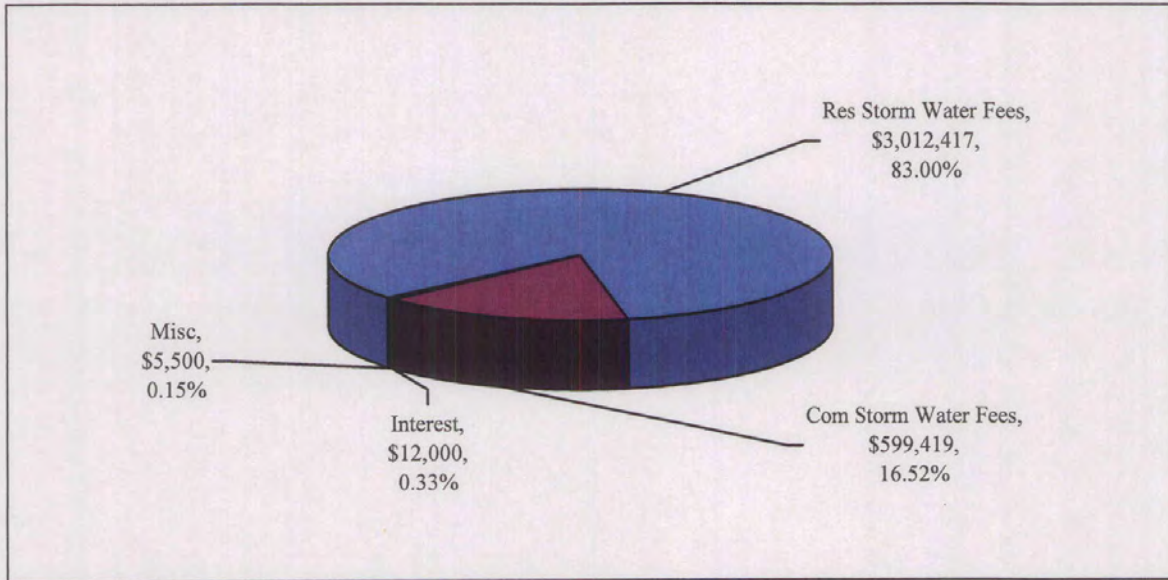
The State of Texas has been delegated NPDES permitting authority by the EPA. As a small municipal separate storm sewer system (MS4) operator, the City has developed a 5-year Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The City currently manages storm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

The City implemented a drainage capital improvements program and has developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. This fiscal year, the City began construction on six Major Capital Improvement Projects. During the past year, the City's drainage utility performed over 100 drainage field inspections, over 15 illicit discharge investigations, and responded to over 400 flood damage concerns. The City Council adopted an erosion and sediment control ordinance in July 2011. This ordinance requires submission of a storm water pollution prevention plan to the City, streamlines the land disturbance permit & site development permit processes, provides for a two year drainage maintenance bond, and allows the City to issue a variety of notices and orders and to assess civil and/or criminal penalties to dischargers that do not comply.

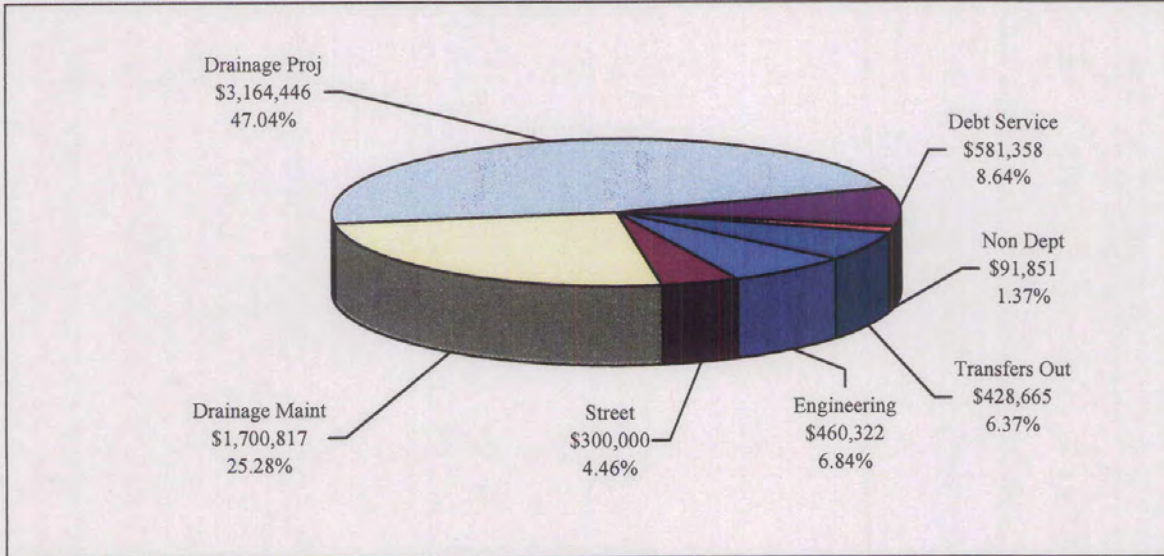
The budget for the Drainage Utility Fund expenditures is \$6,727,459. The budget reflects a decrease of 27.6% from the FY 2010-11 budget of \$9,294,416. This decrease is attributable to expenditure of capital improvement projects budgeted in FY 2010-11.

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

Drainage Utility Fund Revenues - \$3,629,336



Drainage Utility Fund Expenditures - \$6,727,459



AVIATION FUND

The Aviation Budget incorporates operations for Skylark Field and Killeen-Fort Hood Regional Airport (K-FHRA). Skylark Field operates as a general aviation airport for private and corporate travelers with tie down and t-hangar space, fuel sales, and flight instruction available. American Eagle, Continental Connection, and Delta Air Lines fly from Killeen-Fort Hood Regional Airport with direct flights to Dallas-Fort Worth, Houston, and Atlanta, Georgia. This is the sixth year that full operating and maintenance expenses have been developed for both airports.

The operating budget for the Skylark Field Operating Fund is \$876,260 in comparison to prior year's expenditures of \$736,733 reflecting an increase of 18.9%. The operating budget for the Killeen-Fort Hood Regional Airport is \$3,693,910 reflecting an increase of almost 6.2% from \$3,477,398 in FY 2010-11. The total operating expenditures budget for both aviation facilities is \$4,570,170. The increase in the aviation fund expenditures can be attributed to the increase in the cost of fuel. These expenses are offset by an increase in revenues. There is one new program included in the budget. In addition several programs have been funded out of existing bond funds to better facilitate aviation operations.

The new program included in the Killeen-Fort Hood Regional Airport is a runway tread removal and paint markings program totaling \$57,703. In addition, new programs totaling \$368,001 will be purchased from funds remaining in the 2003 Combination Tax and Revenue Certificates of Obligation. These programs include retail counters - (\$59,800), charter flight check-in equipment - (\$12,200), replacement riding mower - (\$14,800), de-ice truck - (\$69,201), heavy aircraft tug - (\$151,000) and a ground power unit - (\$61,000).

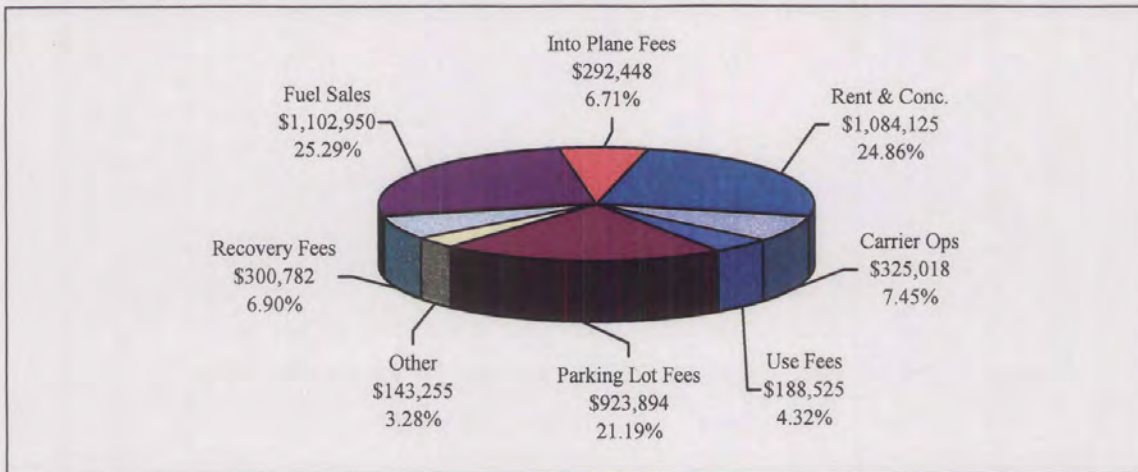
A helicopter ambulance hangar at Skylark Field will be constructed using grant funds in the amount of \$300,000 and funds in the amount of \$550,000 remaining in the 2003 Combination Tax and Revenue Certificates of Obligation.

The Killeen-Fort Hood Regional Airport recently completed the reconstruction of Taxiway E and the new construction of Taxiway G. K-FHRA is also currently completing two capital improvement projects that are 95% funded with FY 2008-09 and FY 2009-10 FAA Airport Improvement Program (AIP) grants. These consist of Terminal Building Expansion Design and an Airport Layout Plan.

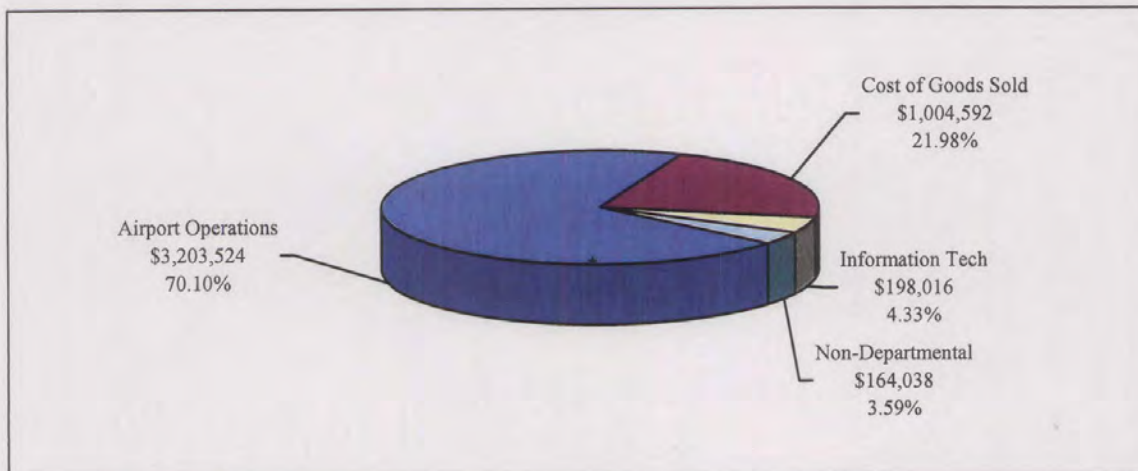
A 100% American Recovery and Reinvestment Act (ARRA) grant funded project (administered through FAA and TxDOT) to resurface runway, taxiway, and apron pavements was completed recently at Skylark Field.

The following charts indicate how the revenues and expenditures are distributed across functions combined for both locations excluding FAA and TxDOT grant revenues for capital improvement projects.

Aviation Funds Operating Revenues - \$4,360,997



Aviation Funds Operating Expenditures - \$4,570,170



CAPITAL IMPROVEMENT PROGRAM

The City of Killeen continues to concentrate on transportation infrastructure. Major street projects were identified in the FY 2010-11 Budget. These projects include 1) Stagecoach Road, 2) Bunny Trail, 3) Elms Road, 4) Cunningham Road and 5) Lowes Boulevard Extension. On September 14, 2010, the tax rate was set at 0.7428 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation, 4.78 cents higher than the rate adopted in the 2009-10 fiscal year. The additional 4.78 cents is allocated to interest and sinking funds for the principal and interest relating to the debt issuance in the amount of \$30,000,000 necessary to fund these major street improvements. In addition, the City of Killeen will continue with the two pass through projects approved in the FY 2010-11 Budget.

SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,725,000, up slightly from the current year budget of \$1,715,000.

The budget provides no funding for new programs in the Hotel Occupancy Tax Fund. There is no anticipated transfer from the general fund to the Conference Center in the FY 2011-12 Budget.

CITY OF KILLEEN MAINTAINS EXCELLENT FINANCIAL INTEGRITY

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

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

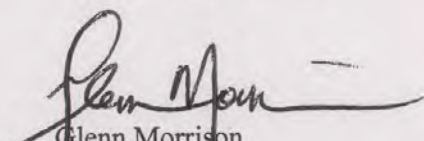
ACKNOWLEDGEMENTS

SUMMARY

The Annual Budget and Plan of Municipal Services for FY 2011-12, which begins October 1, 2011 and ends September 30, 2012 was submitted in accordance with the provisions of our City Charter which requires the City Manager to submit a proposed budget between forty-five and ninety days prior to the beginning of each fiscal year. I believe this budget formulates a plan of municipal services that reflects the general directions and concerns of the City Council and the input from citizens received during the public forum. The Annual Budget and Plan of Municipal Services was reviewed by the City Council, and in accordance with the Charter of the City of Killeen, a Public Hearing was called at least five days prior to having the first public meeting on the Proposed Budget and Plan of Municipal Services for FY 2011-12. The City Council, by charter had until September 20, 2011 to adopt the budget for FY 2011-12.

On behalf of the staff, I would like to thank the Mayor and City Council for providing the leadership, policy and direction in formulating this budget. Special thanks and appreciation are extended to all employees who worked very hard to prepare this budget. I look forward to the successful implementation of this Adopted Budget and Plan of Municipal Services for FY 2011-12.

Respectfully submitted,

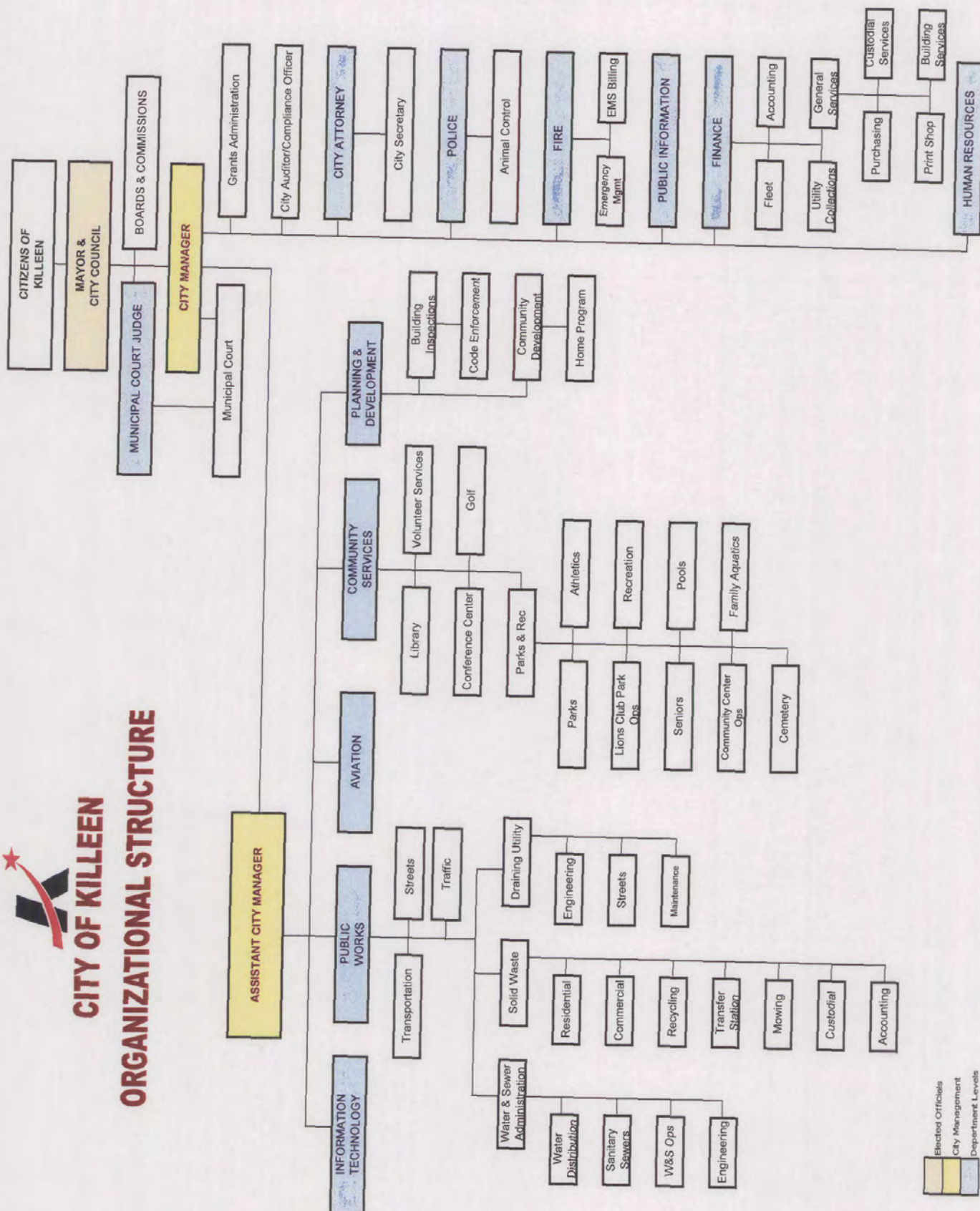

Glenn Morrison
Interim City Manager



Budget Summary



CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



City of Killeen

2011-12 Annual Budget

Organizational Matrix - Department/Division Assignment by Fund

This annual budget is presented by fund. This matrix shows the assignment of departments and divisions by fund within the budget.

Listed across the top of the matrix are the departments. The major funds are shown in the left column of the matrix.

The divisions are listed within the matrix as they correspond to their parent department and operating fund.

	CITY COUNCIL	CITY MANAGER	ASSISTANT CITY MANAGER	PUBLIC INFORMATION	LEGAL	FINANCE	HUMAN RESOURCES
GENERAL FUND	City Council	City Manager	Assistant City Manager	Public Information	City Attorney	Finance	Human Resources
		Grants Administration			City Secretary	Accounting	
		City Auditor & Compliance Officer				Purchasing	
		Municipal Court				Building Services	
						Custodial Services	
						Printing Services	
AVIATION FUND							
WATER & SEWER FUND						Fleet Services	
						Utility Collections	
SOLID WASTE FUND						Accounting	
						Custodial Services	
DRAINAGE FUND							
HOTEL OCCUPANCY TAX FUND							
TRANSPORTATION FUND							
FIRE DEPT. SPECIAL REVENUE FUND							

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

BUDGET SUMMARY

INTRODUCTION

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

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

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

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

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

THE BUDGETING PROCESS

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

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

LEGAL REQUIREMENTS

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

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

BASIS OF ACCOUNTING

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

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

BUDGET BASIS

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

FUNDS

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

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

SOURCES OF REVENUE

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

Property Taxes - Revenues from ad valorem property taxes was determined using the Certified Tax Roll and a .7428 cents per \$100 valuation property tax rate. Based on prior year's collection patterns, a collection ratio of 98.5% was used. Property tax revenues are a very dependable source of revenue, annual collections historically

exceed 95% of the amount budgeted for current collections.

Sales Tax Revenues - Sales tax revenues represent the largest single source of revenue in the general fund. The City relies on historical trend data and management information from the State Comptroller to project sales tax revenues for the budget. The City sales tax rate is 1.5% of taxable purchases. These taxes are collected by local vendors, reported to the State and the State rebates the revenues to the City on a monthly basis. Sales tax is budget at a slight increase over the 2010-11 estimated revenues as a result of the current state of the economy.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Revenues from franchise fees are projected to increase slightly in FY 2011-12.

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

Utility Rates - The rates charged for water, sewer and solid waste services have been set based upon engineering studies and the data derived from the long term financial planning models developed for each major fund. Prior year engineering studies prepared a rate structure plan designed to finance utility operations over future periods. Recent significant increases in operating costs, primarily fuel and energy, have impacted the original rate plans proposed by the engineering studies. The financial planning models used by the City in the budget process allowed staff to evaluate additional rate increases and to forecast the impact of the rate changes past the first year. Rate increases were adopted for solid waste rates effective October 1, the beginning of FY 2011-12. A detailed analysis was performed on the current Solid Waste rates and Water and Sewer rates including a comparison with surrounding cities and costs to perform services. Rates were adjusted throughout the current rate scale.

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

BUDGET POLICIES

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

BUDGETARY

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

CHARTER MANDATES

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

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

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

CITY COUNCIL BUDGET DIRECTIVES

The City Council is the governing body of the city and is responsible for establishing goals and priorities for the budgetary process. This objective was met during the City Council's annual planning meetings. During the meetings, City Council members reviewed the goals and objectives of the previous fiscal year. The City Manager presented a presentation to the City Council which reviewed departmental performance during the year. Each Council member had an opportunity to evaluate staff performance in meeting the goals and objectives for the previous fiscal year. The Mayor and Council members had the opportunity to brainstorm ideas designed to develop the goals and priorities for the upcoming fiscal year. One Town Hall meeting was held to provide citizenry with the opportunity to voice their priorities for the coming fiscal year. After development of the goals and priorities for the budget, the City Manager began development of the proposed budget document. The City Manager's proposed budget was developed in accordance with the goals and priorities and included numerous meetings with departments to review base budget requests and proposals for new programs and services. Programs were prioritized and the City Managers proposed budget was produced. Due to the declining state of the economy, the City Manager's proposed budget included numerous budget cuts. There were no new programs recommended in the major funds other than rate increases in the Solid Waster Fund. The proposed budget was presented to the City Council for review and approval. This procedure was handled during budget planning sessions held with the city staff. During these sessions, departmental presentations were made to the City Council regarding every function of municipal government. The Council reviewed these presentations with city staff and established the budget. Public hearings were held on the budget and after the period for public input and comments, a final budget was adopted by the City Council on September 14, 2010. The City Charter requires that the City Council adopt a budget by September 20, or the City Manager's original preliminary budget will become the budget for the new fiscal year.

ADMINISTRATIVE BUDGET POLICIES

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

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

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

Fund Balances and Operating Reserves – In September of 2011, the City amended its current fund balance policy to establish a fiscal policy to maintain adequate levels of fund balances within the City's General Fund and its Enterprise Funds collectively. Adequate fund balances provide important benefits to the City, such as: 1) Provide stability during economic cycles and assist in protecting the City from tax increases or budget cuts. 2) Ability of interest income from investments to provide a source of revenue. 3) These reserves provide a foundation for a strong credit rating, which reduces costs of long-term borrowing. In addition, the policy was amended to include provisions for a target of 25% and minimum of 22% of operating costs.

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

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

OPERATING TRANSFERS

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

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

FRANCHISE FEES

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

Franchise fees for these Enterprise Funds were determined as follows:

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

INDIRECT COST ALLOCATIONS

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

BUDGET TRANSFERS

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

EXPENDITURE OBJECT CLASSES

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

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

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2011-12**

	PROJECTED BEGINNING FUND BALANCE	* 2011-12 REVENUES	* 2011-12 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$17,718,946	\$68,665,301	\$68,665,301	\$17,718,946
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	2,235,696	6,188,571	6,253,239	2,171,028
AVIATION FUND - SKYLARK FIELD	440,890	828,670	876,260	393,300
SOLID WASTE FUND	2,885,483	15,083,340	15,026,652	2,942,171
WATER & SEWER FUND	18,848,928	35,762,155	37,023,798	17,587,285
DRAINAGE UTILITY FUND	5,391,194	3,629,336	6,727,459	2,293,071
SUBTOTAL OPERATING FUNDS	\$47,521,137	\$130,157,373	\$134,572,709	\$43,105,801
DEBT SERVICE FUNDS				
TAX I&S 2002 C/O	\$52,993	\$215,300	\$268,293	-
TAX I&S 2003 C/O	133,836	367,300	501,136	-
TAX I&S 2004 C/O	120,277	625,700	638,773	107,204
2004 GO BONDS I&S	228,812	1,131,200	1,164,513	195,499
TAX I&S 2005 COMB TAX & REV C/O	267,780	1,438,144	1,440,411	265,513
TAX I&S 2006 GOB	205,107	1,221,200	1,222,092	204,215
TAX I&S 2007 GOB	206,046	1,156,100	1,151,677	210,469
TAX I&S 2007 C/O	314,537	1,721,800	1,757,254	279,083
TAX I&S 2009 GOB	150,436	846,000	851,863	144,573
TAX I&S 2009 C/O	114,871	546,000	541,896	118,975
TAX I&S 2007 CAPITAL LEASE	51,440	190,300	241,740	-
G.O. REFUND BOND I&S 2009	218,058	1,165,600	1,185,100	198,558
G.O. REFUND BOND I&S 2010	214,090	1,002,500	1,019,950	196,640
TAX I&S 2011 C/O	2,097,370	1,800	1,714,191	384,979
G.O. REFUND BOND I&S 2011	21,283	393,200	266,980	147,503
PTF I&S 2011 (195/201)	1,463,210	1,500	975,581	489,129
WATER & SEWER I&S 2004	239,129	835,300	829,588	244,841
W&S REFUNDING I&S 2005	334,120	1,860,700	1,953,275	241,545
WATER & SEWER I&S 2007	294,996	1,725,500	1,740,794	279,702
W&S REFUNDING I&S 2010	135,798	655,100	625,650	165,248
W&S REFUNDING I&S 2011	41,013	630,000	537,954	133,059
SUBTOTAL DEBT SERVICE FUNDS	\$6,905,202	\$17,730,244	\$20,628,711	\$4,006,735
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$296,193	\$231,500	\$435,565	\$92,128
COMMUNITY DEVELOPMENT BLOCK GRANT	9,051	957,276	957,276	9,051
COMMUNITY DEVELOPMENT - HOME PROGRAM	78,767	830,545	830,545	78,767
TAX INCREMENT FUND	24,546	18,322	42,868	-
HOTEL OCCUPANCY TAX	787,350	2,481,600	2,716,062	552,888
LAW ENFORCEMENT GRANT	4,899	49,360	49,360	4,899
STATE SEIZURE FUND	48,196	50,060	50,000	48,256
FEDERAL SEIZURE FUND	27,222	17,649	20,000	24,871
EMERGENCY MANAGEMENT FUND	27,505	-	-	27,505
LIBRARY MEMORIAL FUND	10,666	6,500	10,000	7,166
PARK IMPROVEMENTS FUND	12,328	-	12,328	-
COURT TECHNOLOGY FUND	453,874	80,000	20,000	513,874
COURT SECURITY FEE FUND	108,499	50,000	31,190	127,309
COURT JUVENILE CASE MANAGER FUND	260,801	92,000	47,762	305,039
PHOTO RED LIGHT ENFORCEMENT FUND	586,968	629,000	677,102	538,866
KAAC FUND	46,037.00	174,497	220,534	-
AMERICAN RECOVERY GRANT	-	50,000	50,000	-
SUBTOTAL SPECIAL REVENUE FUNDS	\$2,782,902	\$5,718,309	\$6,170,592	\$2,330,619

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2011-12**

	PROJECTED BEGINNING FUND BALANCE	* 2011-12 REVENUES	* 2011-12 EXPENDITURES	PROJECTED ENDING FUND BALANCE
CAPITAL PROJECTS FUNDS				
1994 GENERAL OBLIGATION BONDS	\$9,515	-	\$9,515	-
1995 GENERAL OBLIGATION BONDS	25,405	-	25,405	-
2001 C/O CONSTRUCTION FUND	1,171,160	1,500	1,172,660	-
2003 C/O CONSTRUCTION FUND	2,053,446	3,500	2,056,546	400
2004 C/O CONSTRUCTION FUND	330,776	300	330,682	394
2004 GENERAL OBLIGATION BONDS	766,118	900	767,018	-
2005 C/O CONSTRUCTION FUND	821,816	1,000	822,816	-
2006 GENERAL OBLIGATION BONDS	20,086	40	20,086	40
2007 COMB G/O & C/O BONDS	1,982,304	10,000	1,944,616	47,688
2009 GENERAL OBLIGATION BONDS	3,781,432	3,000	3,780,027	4,405
2009 C/O CONSTRUCTION FUND	1,613,756	2,000	1,606,771	8,985
PTF 190/2410 CONSTRUCTION FUND	(237,659)	32,190,000	30,469,612	1,482,729
PTF 195/201 CONSTRUCTION FUND	17,651,769	40,000	17,661,269	30,500
2011 C/O CONSTRUCTION FUND	31,260,316	40,000	29,704,821	1,595,495
2001 WATER & SEWER BOND	437,697	240	410,000	27,937
2004 WATER & SEWER BOND	1,306,202	840	1,305,723	1,319
2007 WATER & SEWER BOND	5,133,410	26,400	1,600,000	3,559,810
2005 SOLID WASTE CONSTRUCTION FUND	34,436	250	34,436	250
PASSENGER FACILITY CHARGE FUND	1,245,928	947,912	947,912	1,245,928
SPECIAL EVENTS CENTER	71,725	-	71,725	-
SUBTOTAL CAPITAL PROJECTS FUNDS	\$69,479,638	\$33,267,882	\$94,741,640	\$8,005,880
INTERNAL SERVICE FUNDS				
FLEET INTERNAL SERVICE	-	2,230,152	2,053,386	176,766
SUBTOTAL INTERNAL SERVICE FUNDS	-	\$2,230,152	\$2,053,386	\$176,766
TOTAL ALL FUNDS	\$126,688,879	\$189,103,960	\$258,167,038	\$57,625,801

*INCLUDES TRANSFERS

**CITY OF KILLEEN
FY 2009-10 ACTUALS
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 21,667,340	\$ 2,434,443	\$ 1,938,123	\$ 20,899,138
Revenues				
Property Taxes	\$ 21,973,412			
Sales & Occupation Taxes	19,305,987			
Franchise Fees	5,209,695			
Charges for Services	6,513,468	3,744,364	13,582,903	29,490,577
Interest Income	112,537	2,966	13,527	102,604
Federal, State and Local Grants	608,091	3,948,238		
Other Revenues	362,506	4,136	22,486	8,193
Fines and Penalties	2,332,852			629,375
Bond Proceeds				
Total Revenues	\$ 56,418,548	\$ 7,699,704	\$ 13,618,916	\$ 30,230,749
Transfers from Other Funds	5,509,773	460		
Total Available Resources	\$ 83,595,661	\$ 10,134,607	\$ 15,557,039	\$ 51,129,887
Expenditures				
Salaries	\$ 37,427,982	\$ 1,523,451	\$ 3,289,916	\$ 4,010,801
Supplies	3,235,050	86,595	664,921	619,495
Maintenance	1,305,142	156,162	55,458	598,255
Repairs	1,214,335	146,879	1,254,530	176,824
Support Services	6,632,392	697,012	355,582	2,175,523
Benefits	10,570,679	459,208	1,040,165	1,236,302
Minor Capital Outlay	168,804	495	8,106	71,951
Designated Expenses	472,668	526,583	3,559,621	(189,111)
Capital Improvements		3,858,265		782,180
Capital Outlay	343,051	19,013	17,150	79,646
Sewer Payments				6,273,871
Water Payments				5,873,540
Debt Service				
Total Expenditures	\$ 61,370,103	\$ 7,473,663	\$ 10,245,449	\$ 21,709,277
Transfers to Other Funds	24,120		2,751,316	8,550,762
Ending Fund Balances	\$ 22,201,438	\$ 2,660,944	\$ 2,560,274	\$ 20,869,848

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 7,762,880	\$ 12,041,200	\$ 3,894,959	\$ 56,548,350	\$ -	\$ 127,186,433
	\$ 9,046,694	\$ 5,501			\$ 31,025,607
		1,701,360			21,007,347
		196,311			5,406,006
3,023,568		705,310	884,345		57,944,535
17,188	84,082	3,064	174,266		510,234
24,445		2,440,912			7,021,686
5,371	13,539	12,748	80,590		509,569
		911,579			3,873,806
	21,623				21,623
\$ 3,070,572	\$ 9,165,938	\$ 5,976,785	\$ 1,139,201	\$ -	\$ 127,320,413
	7,886,681	24,121	81,121		13,502,156
\$ 10,833,452	\$ 29,093,819	\$ 9,895,865	\$ 57,768,672	\$ -	\$ 268,009,002
\$ 845,089		\$ 716,500			\$ 47,813,739
103,885		76,880			4,786,826
293,496		115,037	254,008		2,777,558
52,112		39,225	1,122		2,885,027
215,100		503,813			10,579,422
279,046		216,547			13,801,947
4,488		305,613	831,496		1,390,953
2,400	16,370	1,000,061			5,388,592
232,182		1,819,598	22,156,789		28,849,014
2,000		1,034,335	142,189		1,637,384
					6,273,871
					5,873,540
582,758	23,195,924				23,778,682
\$ 2,612,556	\$ 23,212,294	\$ 5,827,609	\$ 23,385,604	\$ -	\$ 155,836,555
17,695	1,386,681	690,000	81,581		13,502,155
\$ 8,203,201	\$ 4,494,844	\$ 3,378,256	\$ 34,301,487	\$ -	\$ 98,670,292

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 17,672,328	\$ 2,367,007	\$ 2,478,088	\$ 20,821,018
Revenues				
Property Taxes	\$ 23,193,281			
Sales & Occupation Taxes	20,211,562			
Franchise Fees	5,282,284			
Charges for Services	6,937,431	4,102,082	14,551,124	32,806,594
Interest Income	89,000	2,740	8,000	78,000
Federal, State and Local Grants	916,065	3,392,073		
Other Revenues	463,374	3,922	43,500	115,666
Fines and Penalties	2,478,881			633,000
Bond Proceeds				
Total Revenues	\$ 59,571,878	\$ 7,500,817	\$ 14,602,624	\$ 33,633,260
Transfers from Other Funds	7,000,682			
Total Available Resources	\$ 84,244,888	\$ 9,867,824	\$ 17,080,712	\$ 54,454,278
Expenditures				
Salaries	\$ 42,098,449	\$ 1,735,013	\$ 3,694,498	\$ 4,764,832
Supplies	3,820,200	131,208	767,335	692,584
Maintenance	1,859,925	184,745	75,513	587,288
Repairs	1,393,539	177,092	1,223,379	191,998
Support Services	7,697,015	677,665	393,325	3,014,826
Benefits	11,707,919	528,164	1,183,119	1,511,729
Minor Capital Outlay	265,614	15,702	8,900	156,494
Designated Expenses	1,307,152	741,042	3,774,504	(54,600)
Capital Improvements	37,207	3,267,483		955,980
Capital Outlay	575,898	23,500	857,722	1,114,150
Sewer Payments				5,725,843
Water Payments				6,189,481
Debt Service				
Total Expenditures	\$ 70,762,918	\$ 7,481,614	\$ 11,978,295	\$ 24,850,605
Transfers to Other Funds	77,708		2,700,899	11,222,031
Ending Fund Balances	\$ 13,404,262	\$ 2,386,210	\$ 2,401,518	\$ 18,381,642

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 7,577,571	\$ 4,288,795	\$ 3,032,501	\$ 31,557,962	\$ -	\$ 89,795,270
	\$ 10,430,000	\$ 6,225			\$ 33,629,506
		1,715,000			21,926,562
		227,000			5,509,284
3,461,399		771,000	959,073		63,588,703
15,735	20,270	2,725	144,190		360,660
		4,812,404	126,000		9,246,542
5,500		64,436			696,398
		913,000			4,024,881
			20,718,041		20,718,041
\$ 3,482,634	\$ 10,450,270	\$ 8,511,790	\$ 21,947,304	\$ -	\$ 159,700,577
	8,680,000	566,008			16,246,690
\$ 11,060,205	\$ 23,419,065	\$ 12,110,299	\$ 53,505,266	\$ -	\$ 265,742,537
\$ 1,071,796		\$ 774,337	\$ 239,591		\$ 54,378,516
130,002		121,624	9,826		5,672,779
339,823		137,455	1,073,500		4,258,249
53,708		67,456	1,500		3,108,672
219,494		642,663	375,321		13,020,309
361,632		237,491	71,572		15,601,626
40,703		107,625	55,880		650,918
2,500		1,034,686	78,356		6,883,640
6,205,633		4,182,413	46,206,552		60,855,268
53,415		2,387,385	1,694,344		6,706,414
					5,725,843
					6,189,481
582,958	18,986,703				19,569,661
\$ 9,061,664	\$ 18,986,703	\$ 9,693,135	\$ 49,806,442	\$ -	\$ 202,621,376
232,752		765,000	1,248,300		16,246,690
\$ 1,765,789	\$ 4,432,362	\$ 1,652,164	\$ 2,450,524	\$ -	\$ 46,874,471

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 22,201,438	\$ 2,660,944	\$ 2,560,274	\$ 20,869,848
Revenues				
Property Taxes	\$ 22,959,071			
Sales & Occupation Taxes	19,289,207			
Franchise Fees	5,170,385			
Charges for Services	6,659,814	3,997,919	14,536,601	31,876,913
Interest Income	97,516	2,183	15,034	104,974
Federal, State and Local Grants	627,820	2,565,887		
Other Revenues	551,016	2,730	49,895	100,938
Fines and Penalties	2,510,050			1,184,785
Bond Proceeds				
Total Revenues	\$ 57,864,879	\$ 6,568,719	\$ 14,601,530	\$ 33,267,610
Transfers from Other Funds	7,000,682			
Total Available Resources	\$ 87,066,999	\$ 9,229,663	\$ 17,161,804	\$ 54,137,458
Expenditures				
Salaries	\$ 41,593,946	\$ 1,697,981	\$ 3,612,201	\$ 4,619,895
Supplies	3,698,380	116,123	759,231	676,764
Maintenance	1,344,140	162,370	63,100	587,717
Repairs	1,310,978	178,883	1,249,133	186,501
Support Services	7,510,363	630,103	374,756	2,629,911
Benefits	11,572,665	518,242	1,124,144	1,411,921
Minor Capital Outlay	234,340	15,690	8,900	152,157
Designated Expenses	1,344,441	741,892	3,554,350	(159,700)
Capital Improvements		2,468,293		864,733
Capital Outlay	661,092	23,500	829,607	1,032,354
Sewer Payments				5,664,388
Water Payments				6,399,858
Debt Service				
Total Expenditures	\$ 69,270,345	\$ 6,553,077	\$ 11,575,422	\$ 24,066,499
Transfers to Other Funds	77,708		2,700,899	11,222,031
Ending Fund Balances	\$ 17,718,946	\$ 2,676,586	\$ 2,885,483	\$ 18,848,928

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 8,203,201	\$ 4,494,844	\$ 3,378,256	\$ 34,301,487	\$ -	\$ 98,670,292
	\$ 10,348,600	\$ 19,045			\$ 33,326,716
		1,716,861			21,006,068
		227,000			5,397,385
3,541,016		665,693	886,352		62,164,308
12,167	75,896	2,707	82,543		393,020
10,216		4,226,220	155,706		7,585,849
5,200	3,066,286	57,417	40,005		3,873,487
		913,000			4,607,835
	18,010,000		51,060,000		69,070,000
\$ 3,568,599	\$ 31,500,782	\$ 7,827,943	\$ 52,224,606	\$ -	\$ 207,424,668
	8,628,223	566,008			16,194,913
\$ 11,771,800	\$ 44,623,849	\$ 11,772,207	\$ 86,526,093	\$ -	\$ 322,289,873
\$ 1,001,743		\$ 735,920	\$ 76,921		\$ 53,338,607
126,470		120,681	5,325		5,502,974
358,317		136,500	548,778		3,200,922
70,674		64,456			3,060,625
213,783		528,088	54,192		11,941,196
316,598		221,999	28,644		15,194,213
40,629		48,764	64,197		564,677
2,500	181,600	800,790	6,839		6,472,712
3,391,007		3,551,621	14,430,491		24,706,145
43,175		2,177,386	582,768		5,349,882
					5,664,388
					6,399,858
582,958	37,426,924				38,009,882
\$ 6,147,854	\$ 37,608,524	\$ 8,386,205	\$ 15,798,155	\$ -	\$ 179,406,081
232,752	110,123	603,100	1,248,300		16,194,913
\$ 5,391,194	\$ 6,905,202	\$ 2,782,902	\$ 69,479,638	\$ -	\$ 126,688,879

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 17,718,946	\$ 2,676,586	\$ 2,885,483	\$ 18,848,928
Revenues				
Property Taxes	\$ 25,528,319			
Sales & Occupation Taxes	19,292,000			
Franchise Fees	5,448,530			
Charges for Services	6,866,904	4,355,672	15,004,840	34,456,155
Interest Income	125,000	2,540	30,000	85,000
Federal, State and Local Grants	906,920	2,656,244		
Other Revenues	686,800	2,785	48,500	13,000
Fines and Penalties	2,600,050			1,208,000
Bond Proceeds				
Total Revenues	\$ 61,454,523	\$ 7,017,241	\$ 15,083,340	\$ 35,762,155
Transfers from Other Funds	7,210,778			
Total Available Resources	\$ 86,384,247	\$ 9,693,827	\$ 17,968,823	\$ 54,611,083
Expenditures				
Salaries	\$ 41,895,703	\$ 1,770,164	\$ 3,713,525	\$ 5,085,173
Supplies	3,728,229	134,681	904,206	825,987
Maintenance	1,311,661	223,076	61,570	764,773
Repairs	1,131,609	181,493	1,154,235	197,457
Support Services	7,525,912	665,115	382,696	2,995,221
Benefits	12,358,481	547,949	1,221,088	1,652,419
Minor Capital Outlay	94,577	36,000	36,829	173,348
Designated Expenses	(57,775)	1,006,692	3,806,256	(119,100)
Capital Improvements		2,559,329		1,049,380
Capital Outlay	292,381	5,000	24,500	394,618
Sewer Payments				5,795,730
Water Payments				6,248,590
Debt Service				
Total Expenditures	\$ 68,280,778	\$ 7,129,499	\$ 11,304,905	\$ 25,063,596
Transfers to Other Funds	384,523		3,721,747	11,960,202
Ending Fund Balances	\$ 17,718,946	\$ 2,564,328	\$ 2,942,171	\$ 17,587,285

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 5,391,194	\$ 6,905,202	\$ 2,782,902	\$ 69,479,638	\$ -	\$ 126,688,879
	\$ 8,920,000	\$ 18,322			\$ 34,466,641
		1,725,000			21,017,000
		230,000			5,678,530
3,611,836		755,000	946,352		65,996,759
12,000	15,400	3,170	171,530		444,640
		1,857,272			5,420,436
5,500		180,997		176,766	1,114,348
		851,000			4,659,050
			32,150,000		32,150,000
\$ 3,629,336	\$ 8,935,400	\$ 5,620,761	\$ 33,267,882	\$ 176,766	\$ 170,947,404
	8,794,844	97,548		2,053,386	18,156,556
\$ 9,020,530	\$ 24,635,446	\$ 8,501,211	\$ 102,747,520	\$ 2,230,152	\$ 315,792,839
\$ 1,068,149		\$ 801,061	\$ 350,647		\$ 54,684,422
149,112		101,773	28,695		5,872,683
320,107		137,650	526,222		3,345,059
77,400		57,550	3,000		2,802,744
229,247		577,522	164,328		12,540,041
374,287		246,024	97,742		16,497,990
56,254		61,000	42,486		500,494
5,300		1,101,412	71,725		5,814,510
3,164,446		1,837,821	91,297,875		99,908,851
273,134		347,360	1,398,920	2,053,386	4,789,299
					5,795,730
					6,248,590
581,358	20,628,711				21,210,069
\$ 6,298,794	\$ 20,628,711	\$ 5,269,173	\$ 93,981,640	\$ 2,053,386	\$ 240,010,482
428,665		901,419	760,000		18,156,556
\$ 2,293,071	\$ 4,006,735	\$ 2,330,619	\$ 8,005,880	\$ 176,766	\$ 57,625,801

OBJECT CLASS MATRIX OF FY 2011-12 OPERATING BUDGET

**ALLOCATION OF FY 2011-12 BUDGET
BY OBJECT CLASS**

	Salaries	Supplies	Maintenance	Repairs	Support Services	Benefits	Minor Capital
GENERAL FUND SERVICES							
City Council	10,800	935			50,718	835	
City Manager	318,568	2,551			13,350	70,867	
Assistant City Manager	208,205	1,650			7,015	46,239	
Downtown Revitalization	49,424	717			1,900	13,789	1,700
City Auditor & Compliance Office	84,988	220			3,040	20,379	519
Municipal Court	685,366	18,503		2,406	8,795	236,445	
Public Information Officer	135,073	16,798			10,650	35,724	
Volunteer Services	127,454	2,156			4,600	36,040	
City Attorney	643,626	2,705			61,126	152,839	
City Secretary	68,256	505			2,860	17,343	
Finance	491,058	4,361			41,373	116,308	
Accounting	290,974	4,400			6,788	82,592	
Purchasing	116,824	1,814			4,515	34,046	
Building Services	146,232	9,701		4,336	13,161	42,943	
Custodial Services	315,822	53,935		2,750	6,644	112,547	
Printing Services	93,986	5,605		8,625	51,700	28,208	
General Services Administration	113,561	1,552		500	3,165	29,809	
Human Resources	548,493	38,998			45,287	151,442	
Employee Assistance Program		6,885			41,570	400,000	
Information Technology	666,839	4,200		1,000	76,090	182,144	250
Library	904,808	53,490		800	55,550	260,010	
Golf Course	676,822	158,579	14,000	19,200	226,382	203,167	
Community Center Operations	122,720	11,428	4,000		94,518	43,511	
Parks	912,902	212,469	93,955	36,000	192,392	317,286	
Lions Club Park Operations	405,844	59,977			168,780	120,226	
Family Aquatics Center	257,764	44,050	4,667	1,000	55,300	38,320	
Killeen Arts and Activities Center	99,699	8,674			46,398	28,094	
Recreation	75,290	71,946			29,575	28,919	
Athletics	107,353	117,365			141,731	33,238	
Cemetery	216,352	20,939	3,105	9,478	8,020	68,184	
Senior Citizens	215,216	27,361		1,080	48,439	65,366	
Swimming Pools	77,000	25,786	600		7,600	6,638	
Public Works	161,109	2,622			37,606	38,128	
Traffic	428,350	47,216	49,437	48,970	131,265	129,591	
Streets	1,581,448	198,524	359,620	132,250	66,453	529,873	12,622
Planning and Development	554,828	10,650		1,000	20,143	143,056	
Building and Inspection	678,099	21,086			5,000	189,408	403
Code Enforcement	464,663	29,529		3,860	15,614	133,524	1,036
Community Development	191,088	4,314		300	12,430	48,001	665
Community Dev. / Home Program	35,396	1,800			5,806	11,197	
Police	16,794,915	1,249,938	93,667	329,404	1,100,215	4,632,018	2,477
Animal Control	339,477	77,872		2,700	55,052	110,438	
Fire	11,219,805	951,809	1,800	334,700	421,185	3,291,646	
Emergency Mgmt/Homeland Security	85,101	8,064		1,500	7,840	20,475	
EMS Billings and Collections	174,105	9,809			6,890	57,628	
Non-Departmental		124,741	686,810	184,750	4,477,435		74,905
Subtotal	41,895,703	3,728,229	1,311,661	1,131,609	7,910,435	12,358,481	94,577
AVIATION FUNDS							
Killeen-Fort Hood Regional Airport	1,637,990	117,779	210,727	166,200	606,169	504,103	36,000
Skylark Field	132,174	16,902	12,349	15,293	58,946	43,846	
Subtotal	1,770,164	134,681	223,076	181,493	665,115	547,949	36,000
SOLID WASTE FUND							
Residential Services	1,576,941	465,325		669,664	23,290	507,188	4,254
Commercial Services	758,036	252,598	2,500	354,886	19,713	244,358	
Recycling Programs	224,599	17,842		8,500	10,920	74,021	
Transfer Station Operations	520,625	59,720	18,950	54,210	164,947	173,443	
Mowing Operations	465,852	69,711	2,100	47,975	14,862	167,460	
Custodial Services	24,352	2,678				9,422	
Accounting	143,120	1,653			1,670	45,196	
Solid Waste Miscellaneous		14,679	36,020	19,000	3,869,041		32,575
Subtotal	3,713,525	904,206	61,570	1,154,235	4,104,443	1,221,088	36,829
WATER & SEWER FUND							
Fleet Services	1,045,668	101,551	10,900	16,300	63,394	324,393	6,670
Utility Collections	1,152,261	300,856		21,450	33,430	398,908	46,990
Water and Sewer Contracts			100,000				
Water Distribution	538,331	85,744	146,480	47,622	35,237	194,057	17,000
Sanitary Sewers	445,477	69,758	35,428	38,500	22,345	157,216	6,800
Water and Sewer Operations	945,995	200,603	227,975	23,000	1,136,059	310,035	1,878
Water and Sewer Engineering	705,220	28,053		16,085	429,382	197,665	500
Water and Sewer Miscellaneous	252,221	39,422	243,990	34,500	13,235,576	70,143	93,510
Subtotal	5,085,173	825,987	764,773	197,457	14,955,423	1,652,419	173,348
DRAINAGE UTILITY FUND							
	1,068,149	149,112	320,107	77,400	657,912	374,287	56,254
OTHER FUNDS							
	1,151,708	130,466	663,872	60,550	2,403,269	343,766	103,466
TOTAL FY 2010-11 BUDGET PROGRAM ALLOCATION	54,684,422	5,872,683	3,345,059	2,802,744	30,696,597	16,497,990	500,494
PERCENT OF TOTAL 2010-11 BUDGET PROGRAM ALLOCATION	21.16%	2.27%	1.30%	1.09%	11.89%	6.39%	0.19%

Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
						63,288
						405,336
						263,109
						67,530
						109,146
						951,515
						198,245
						170,250
		20,300				880,596
46,524						135,488
						653,100
						384,754
						157,199
						216,373
						491,698
400						188,524
						148,587
2,000		1,898				788,118
(464,455)		16,000				
						930,523
		218,083				1,492,741
112,955						1,411,105
						276,177
						1,765,004
						754,827
						401,101
						182,865
						205,730
						399,687
						326,078
						357,462
						117,624
						239,465
						834,829
						2,880,790
						729,677
						917,465
110,000						758,226
						256,798
						54,199
(438,863)						23,763,771
						585,539
						16,220,945
						122,980
						248,432
573,664		36,100				6,158,405
(57,775)	-	292,381	-	-	-	68,665,301
409,942	2,559,329	5,000				6,253,239
596,750						876,260
1,006,692	2,559,329	5,000	-	-	-	7,129,499
		20,500				3,287,162
						1,632,091
30,300						366,182
3,767,656						4,759,551
2,000						769,960
						36,452
						191,639
6,300		4,000				3,983,615
3,806,256	-	24,500	-	-	-	15,026,652
(217,800)		84,831				1,435,907
		19,975				1,973,870
			5,795,730	6,248,590		12,144,320
	348,380	151,198				1,564,049
	1,000	25,000				801,526
		65,200				2,910,745
						1,376,905
98,700	700,000	48,414				14,816,476
(119,100)	1,049,380	394,618	5,795,730	6,248,590	-	37,023,798
5,300	3,164,446	273,134			581,358	6,727,459
1,173,137	93,135,696	3,799,666	-	-	20,628,711	123,594,329
5,814,510	99,908,851	4,789,299	5,795,730	6,248,590	21,210,069	258,167,038
2.25%	38.70%	1.86%	2.24%	2.42%	8.22%	100.00%

FY 2011-12 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2011-12 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				63,288		63,288
City Manager				405,336		405,336
Assistant City Manager				263,109		263,109
Grant Administrator				67,530		67,530
City Auditor & Compliance Officer				109,146		109,146
Municipal Court				951,515		951,515
Public Information Officer				198,245		198,245
Volunteer Services			170,250			170,250
City Attorney				880,596		880,596
City Secretary				135,488		135,488
Finance				653,100		653,100
Accounting				384,754		384,754
General Services				157,199		157,199
Building Services				216,373		216,373
Custodial Services				491,698		491,698
Printing Services				188,524		188,524
Purchasing - General Administration				148,587		148,587
Human Resources				788,118		788,118
Information Technology				930,523		930,523
Library			1,492,741			1,492,741
Golf Course			1,411,105			1,411,105
Golf Course Food & Beverage			0			0
Community Center Operations			276,177			276,177
Parks			1,765,004			1,765,004
Lions Club Park Operations			754,827			754,827
Family Aquatics Center			401,101			401,101
Aquatics Concession			0			0
Killeen Arts and Activities Center			182,865			182,865
Recreation			205,730			205,730
Athletics			399,687			399,687
Cemetery			326,078			326,078
Senior Center			357,462			357,462
Swimming Pools			117,624			117,624
Public Works	239,465					239,465
Engineering	0					0
Traffic	834,829					834,829
Streets	2,880,790					2,880,790
Planning and Development	729,677					729,677
Building and Inspection			917,465			917,465
Code Enforcement			758,226			758,226
Community Development			256,798			256,798
Community Development/Home Program			54,199			54,199
Police - Operations		23,763,771				23,763,771
Animal Control		585,539				585,539
Fire		16,220,945				16,220,945
Emergency Mgmt / Homeland Security		122,980				122,980
EMS Billings & Collections				248,432		248,432
Non-Departmental				6,158,405		6,158,405
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport					6,253,239	6,253,239
Skylark Field					876,260	876,260
SOLID WASTE FUND						
Residential Services	3,287,162					3,287,162
Commercial Services	1,632,091					1,632,091
Recycling Programs	366,182					366,182
Transfer Station Operations	4,759,551					4,759,551
Mowing Operations	769,960					769,960
Custodial Services	36,452					36,452
Accounting	191,639					191,639
Solid Waste Miscellaneous	3,983,615					3,983,615
WATER & SEWER FUND						
Fleet Services	1,435,907					1,435,907
Utility Collections	1,973,870					1,973,870
Water and Sewer Contracts	12,144,320					12,144,320
Water Distribution	1,564,049					1,564,049
Sanitary Sewers	801,526					801,526
Water and Sewer Operations	2,910,745					2,910,745
Water and Sewer Engineering	1,376,905					1,376,905
Water and Sewer Miscellaneous	14,816,476					14,816,476
DRAINAGE UTILITY FUND	6,727,459					6,727,459
TOTAL FY 2011-12 BUDGET PROGRAM ALLOCATION	63,462,670	40,693,235	9,847,339	13,439,966	7,129,499	134,572,709
PERCENT OF TOTAL 2011-12 BUDGET PROGRAM ALLOCATION	47.16%	30.24%	7.32%	9.99%	5.30%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$86,384,247. Revenues budgeted for FY 2011-12 represent an increase of 5.9% from the estimated revenues for FY 2010-11 and a 18% increase over the 2007-08 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 19,279,795	\$ 19,935,811	\$ 18,127,150	\$ 22,201,438	\$ 17,718,946	20.5%
Prior Year Adjustments	\$ 1,728,918	\$ -	\$ 3,540,190			
Property Taxes	\$ 18,135,342	\$ 21,261,303	\$ 21,973,412	\$ 22,959,071	\$ 25,528,319	29.6%
Sales and Occupancy Taxes	20,037,429	18,569,629	19,305,987	19,289,207	19,292,000	22.3%
Franchise Taxes	4,859,782	4,977,108	5,209,695	5,170,385	5,448,530	6.3%
Misc. Revenues	3,121,875	3,665,528	3,386,940	3,672,890	3,857,400	4.5%
Permits and Licenses	1,406,346	1,008,931	1,191,730	1,129,400	1,137,000	1.3%
Court Fines & Fees	2,087,985	2,555,770	2,332,852	2,510,050	2,600,050	3.0%
Recreation Revenues	277,930	777,941	1,086,400	1,078,750	1,187,000	1.4%
Interest Earned	1,056,641	343,469	112,537	97,516	125,000	0.1%
Golf Course Revenues	1,267,776	1,294,705	1,210,904	1,329,790	1,372,304	1.6%
Intergovernmental	758,031	731,521	608,091	627,820	906,920	1.0%
Transfers-In	5,160,124	5,404,037	5,509,773	7,000,682	7,210,778	8.3%
TOTAL RESOURCES	\$ 79,177,974	\$ 80,525,753	\$ 83,595,661	\$ 87,066,999	\$ 86,384,247	100.0%

* Property Tax Revenues are budgeted to increase 11.2% over estimated FY 2010-11. This increase is can be attributed to growth and an increase in property values.

* Revenues from Sales and Occupancy Taxes are budgeted to increase slightly over the FY 2010-11 estimated revenues, which is based on current economic conditions.

* Franchise Tax Revenues for FY 2010-11 are budgeted to increase by 5.4% as compared to FY 2010-11 estimates. This increase can be attributed to economic recovery.

* Courts Fines and Fees are budgeted to increase 3.6% based on current levels of revenue.

* Interest Earned are budgeted to increase by 28% as compared to FY 2010-11 estimates as a result in a change in investment strategy.

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

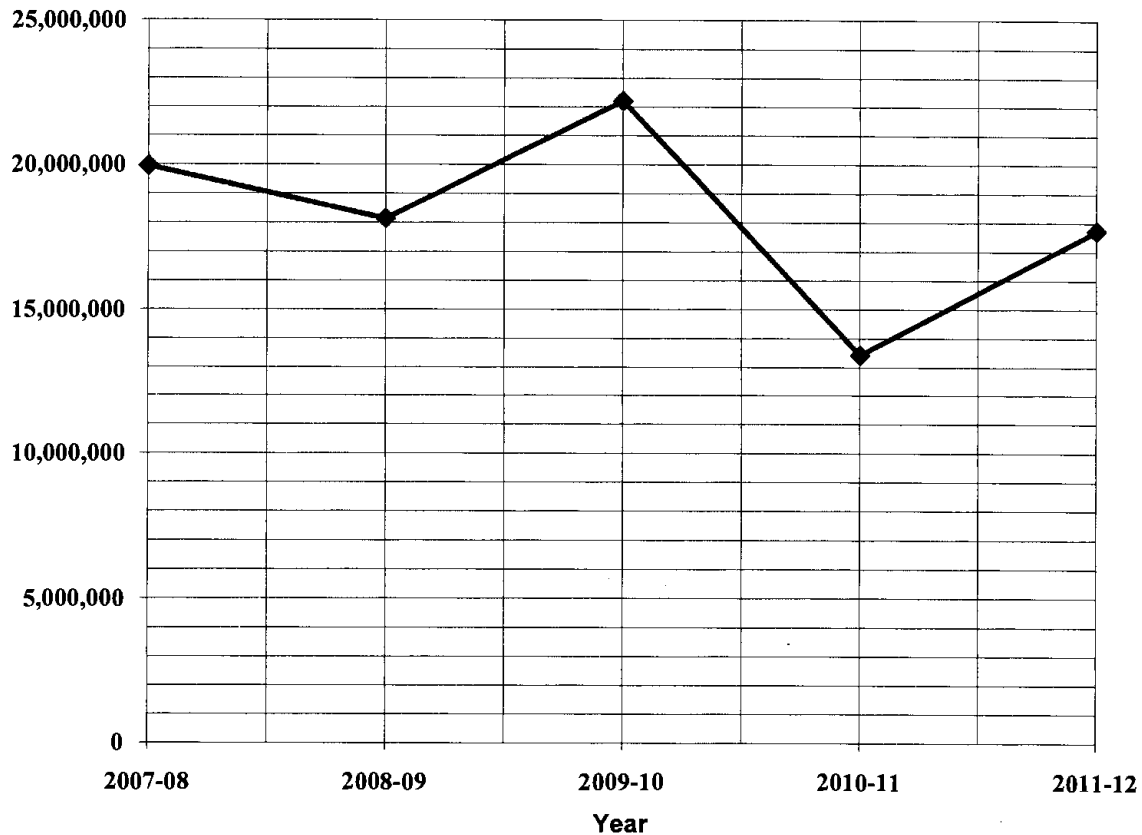
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. The City of Killeen, has a fiscal policy requiring the maintenance of adequate fund balances and reserves in the major operating funds. The policy requires that the fund balances maintain a target of 25% of operating costs and a minimum of 22% of operating costs. For FY 2011-12 the ending fund balance for the general fund is projected to be \$17,718,946.

GENERAL FUND

Fund Balance - Five Years



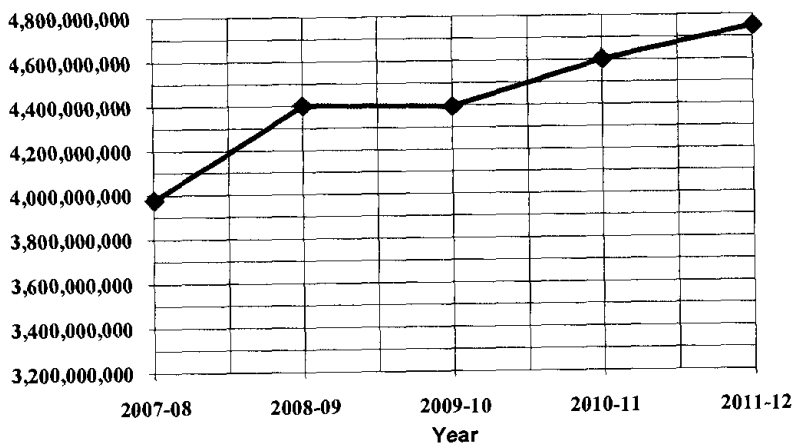
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 37.2% of the General Fund revenues. The city's property tax is levied each October 1 on the assessed valuation listed as of the previous January 1 for all real and personal property located in the city. The appraisal of property within the city is the responsibility of the Bell County Tax Appraisal District. The appraisal district is required under the state property tax code to assess all property within the district on the basis of 100 percent of its appraised value and is prohibited from applying any assessment ratios. The total assessed valuation for the FY 2011-12 budget is \$4,749,256,992. This value represents an increase of \$148,260,675 or 3.2% over the previous years assessed valuation of \$4,600,996,317. The increase in the assessed value can be attributed to moderate growth. The tax rate is distributed .54734 cents, or 73.69%, to the General Fund and .19546 cents, or 26.31% to fund debt service.

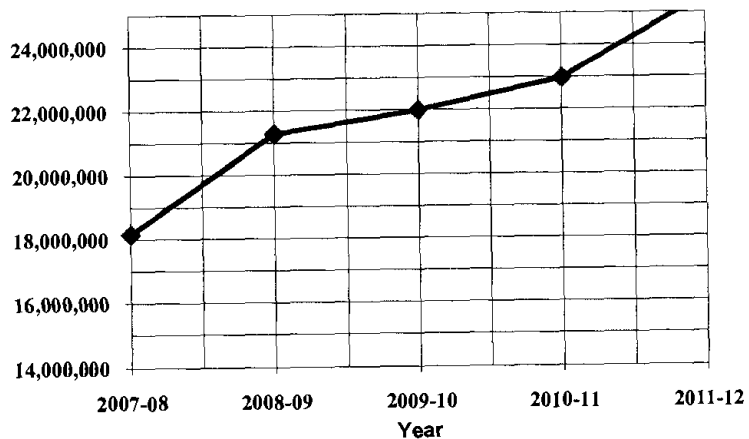
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years



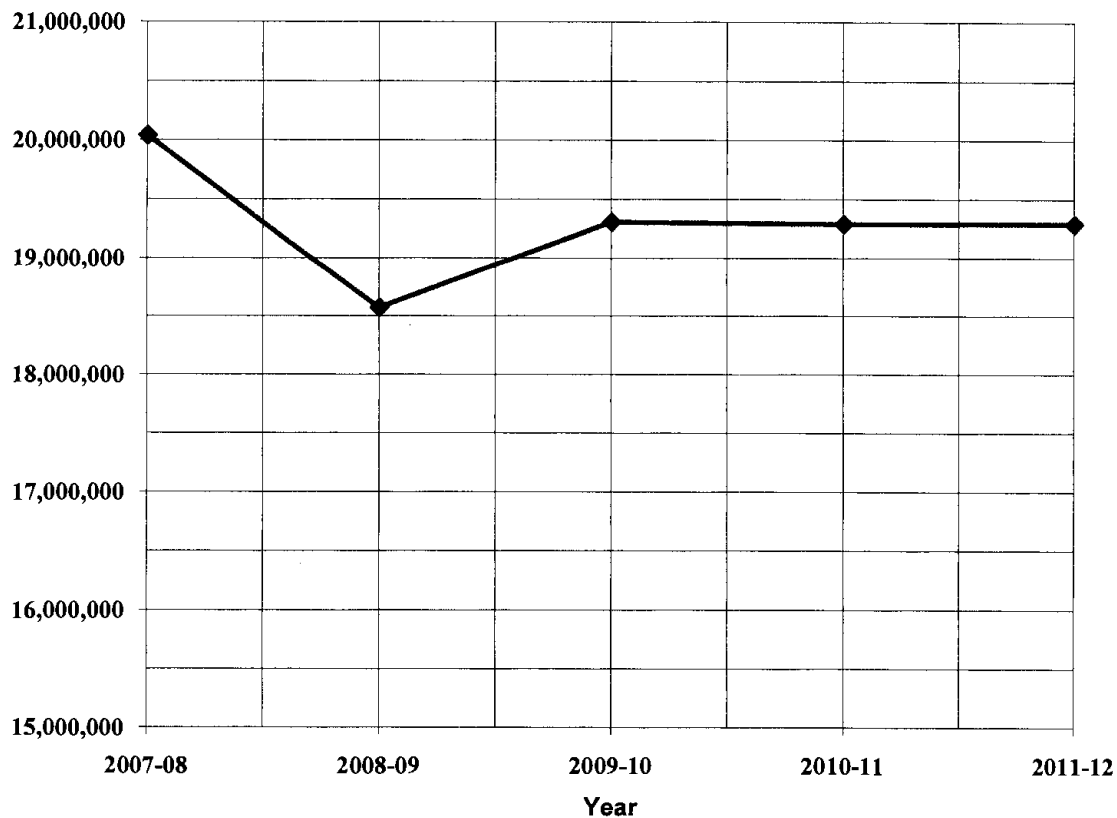
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 28.1% of its General Fund Revenues from sales and occupancy taxes. These taxes include sales tax revenue, mixed beverages tax revenue, and bingo tax revenues. Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales. Mixed beverage tax revenues are derived from a state revenue sharing program for city and county mixed beverage tax allocations. The state statutes levy a tax of 14 percent on the gross receipts from the sales of mixed beverages in Texas. Each city and county is entitled to receive an allocation of 10.7143% of the taxes collected within the city or county on a quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of the gross receipts from the conduct of bingo games within the city. The state rebates half of the taxes collected to the cities. Total sales and occupation tax revenues budgeted for FY 2011-12 is \$19,292,000. This is a slight increase over estimated revenues for FY 2010-11. The increase in revenues will be used for operating expenses.

GENERAL FUND

Sales Tax Revenue - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

FRANCHISE TAXES

The city receives 7.9% of its General Fund revenues from franchise taxes. The city imposes a tax on public utility companies for the use of city property and right-of-ways. The tax is referred to as a franchise fee and is based on a percentage of the gross revenues of the public utility company. The telephone franchise fee is an access line rate established by the Public Utility Commission of Texas. The natural gas franchise fee is 4% of the gross receipts from domestic and commercial gas sales. The electric utility franchise fee is equal to 4% of its gross receipts from the sale of electric power. The cablevision franchise fee is 5% of the Utility's gross receipts. Total franchise taxes budgeted for FY 2010-11 is \$5,448,530. This is a increase of \$278,145 over the amount estimated in FY 2010-11.

GENERAL FUND

Franchise Tax Revenue - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

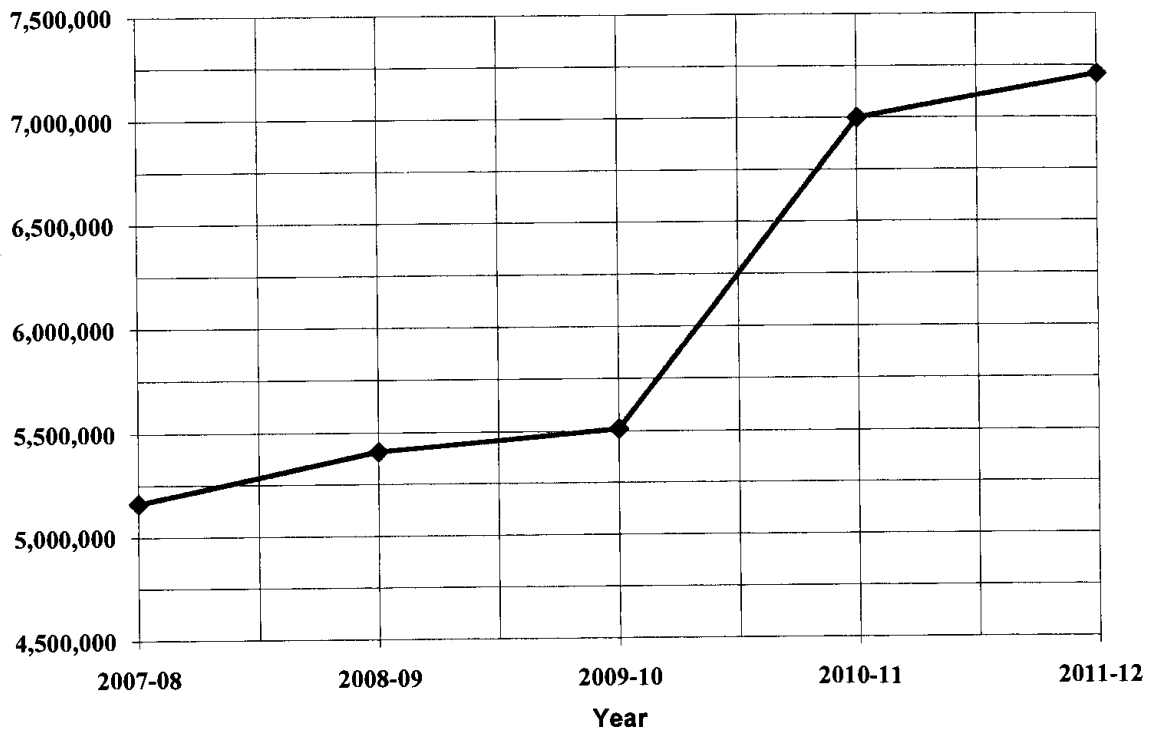
INDIRECT COST TRANSFERS

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

Total indirect cost transfers budgeted for FY 2011-12 is \$7,210,778. This is an increase of \$210,096, or 3%, from the estimated 2010-11 amounts. This can be attributed to the steady growth of the Solid Waste, Water & Sewer Funds and Drainage Utility Fund.

GENERAL FUND

Total Transfers - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$68,665,301. This represents a decrease of 1% from FY 2010-11 estimated expenses and a 15.9% increase over the 2007-08 actual expenses.

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL
General Government	\$ 12,064,134	\$ 11,978,736	\$ 11,525,128	\$ 13,499,042	\$ 13,439,966	19.6%
Public Safety	33,257,299	35,892,999	35,684,324	40,370,518	40,693,235	59.3%
Public Works	5,077,160	5,240,119	4,877,239	5,171,691	4,684,761	6.8%
Community Development	405,821	325,865	354,336	312,507	310,997	0.5%
Community Services	8,437,749	8,960,884	8,953,196	9,994,295	9,536,342	13.9%
TOTAL	\$ 59,242,163	\$ 62,398,603	\$ 61,394,223	\$ 69,348,053	\$ 68,665,301	100.0%

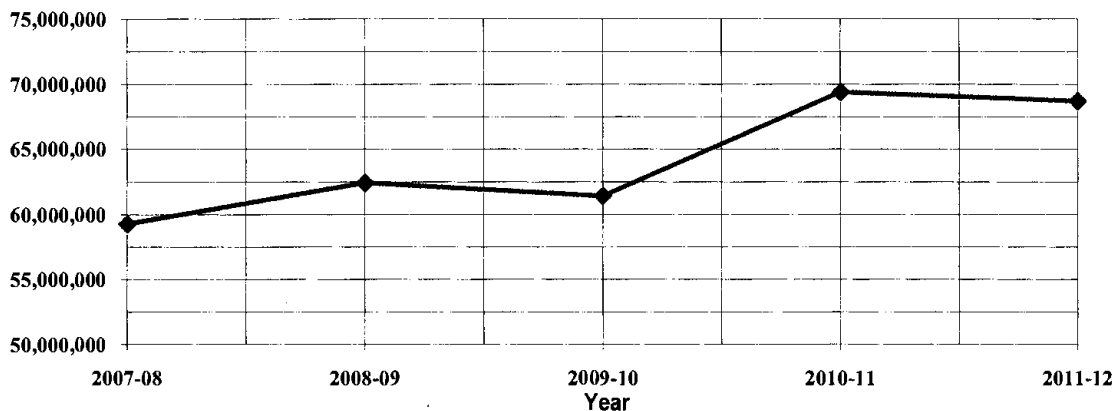
* The decrease in General Government of .44% can be attributed to a conservative budget approach due to current economic conditions.

* The Public Safety budget is showing a .8% increase in the FY 2011-12 budget. This increase can be attributed to a slight increase in operating costs.

* The decrease in Public Works of 9.4% can be attributed to the reallocation of operating costs to the appropriate fund as well as a conservative budget approach.

* The Community Services' budget is decreasing 4.6% from the prior year budget primarily due to outsourcing concession operations at the Family Aquatics Center as well as a conservative budget approach.

GENERAL FUND Expenditures - Five Years



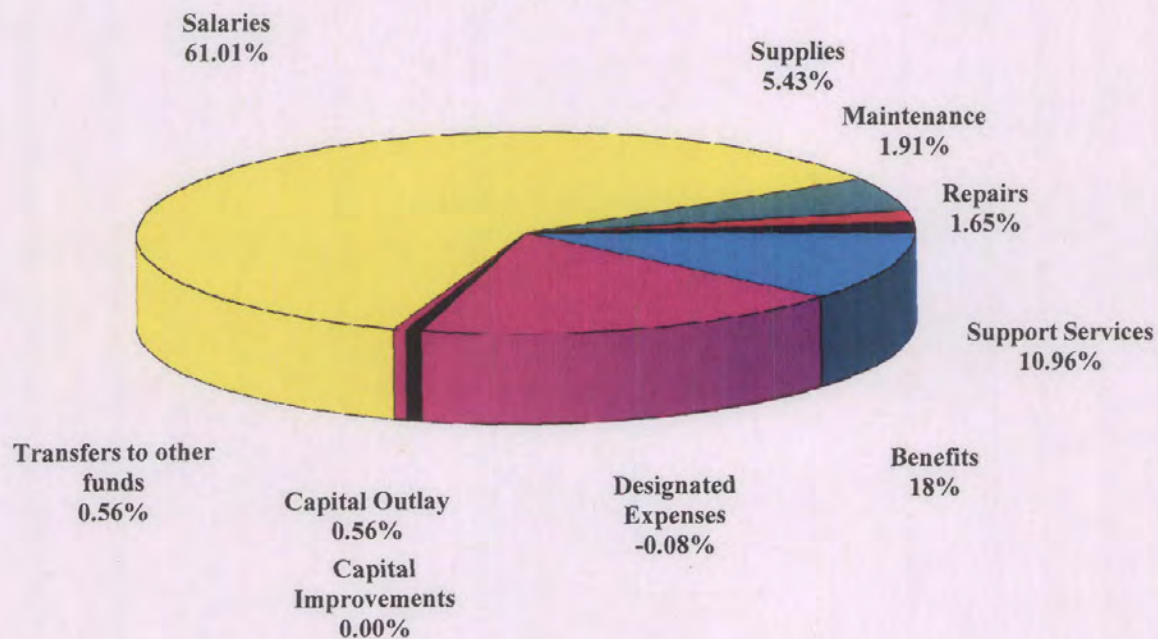
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL
Salaries	\$34,540,643	\$37,568,664	\$37,427,982	\$41,593,946	\$41,895,703	61.01%
Supplies	3,071,458	3,235,200	3,235,050	3,698,380	3,728,229	5.43%
Maintenance	1,683,235	1,905,356	1,305,142	1,344,140	1,311,661	1.91%
Repairs	1,171,436	1,145,493	1,214,335	1,310,978	1,131,609	1.65%
Support Services	6,829,837	6,852,989	6,632,392	7,510,363	7,525,912	10.96%
Benefits	9,500,379	10,053,425	10,570,679	11,572,665	12,358,481	18.00%
Designated Expenses	773,944	462,621	472,668	1,344,441	(57,775)	-0.08%
Capital Improvements	-	-	-	-	-	0.00%
Capital Outlay	1,371,231	1,159,629	511,855	895,432	386,958	0.56%
Transfers to other funds	300,000	15,226	24,120	77,708	384,523	0.56%
TOTAL EXPENDITURES	\$59,242,163	\$62,398,603	\$61,394,223	\$69,348,053	\$68,665,301	100.00%

FY 2011-12 General Fund Expenditures

By Object Class



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$8,424,267. Revenues budgeted for FY 2011-12 represent an increase of 5.1% from the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFRA Funds major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 1,305,280	\$ 938,701	\$ 1,938,975	\$ 2,167,104	\$ 2,235,696	26.5%
Prior Period Adjustment	\$ -	\$ 1,168,951	\$ -	\$ -	\$ -	
Misc. Receipts	\$ 4,139	\$ 2,354	\$ 2,417	\$ 1,283	\$ 2,535	0.0%
Airport Rent & Concessions	960,433	975,725	1,042,829	1,019,893	1,084,125	12.9%
Air Carrier Operations	300,802	268,445	288,802	315,379	325,018	3.9%
Airport Use Fees	146,823	136,312	157,892	179,746	180,825	2.1%
Parking Lot Fees	762,910	730,230	902,713	917,986	923,894	11.0%
Recovery Fees	-	-	-	-	-	0.0%
Fuel Sales	206,731	159,604	273,167	356,643	430,350	5.1%
Operating Supplies	-	-	-	40	60	0.0%
Into Plane Fees	258,005	271,650	240,650	283,930	292,448	3.5%
CIP Recovery Fees	234,380	236,711	291,661	292,021	300,782	3.6%
Interest Earned	16,704	2,468	1,876	2,530	1,440	0.0%
Department of Transportation	-	-	-	-	-	0.0%
DOT Grant Match	-	-	13,039	45,000	50,000	0.6%
Federal Grants and Receipts	3,103,963	1,749,883	1,415,372	2,506,887	2,597,094	30.9%
AARA Grant	-	-	2,514,669	-	-	0.0%
Transfer from Other Funds	-	10,237	460	-	-	0.0%
Transfer from General Fund	-	-	-	-	-	0.0%
TOTAL RESOURCES	\$ 7,300,170	\$ 6,651,271	\$ 9,084,522	\$ 8,088,442	\$ 8,424,267	100.0%

* Airport Rent and Concessions are increasing 6.3% over FY 2010-11. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue is increasing 3.1% over FY 2010-11. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Fuel Sales revenues are increasing 2.1% over FY 2010-11. This increase is due to the increased cost of fuel and the resulting increased retail sales price per gallon of gasoline sold to the rental car companies.

* Into Plane Fees are increasing 3% over FY 2010-11. This increase is due to an increased number of gallons of fuel pumped to the airlines and charter aircraft.

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

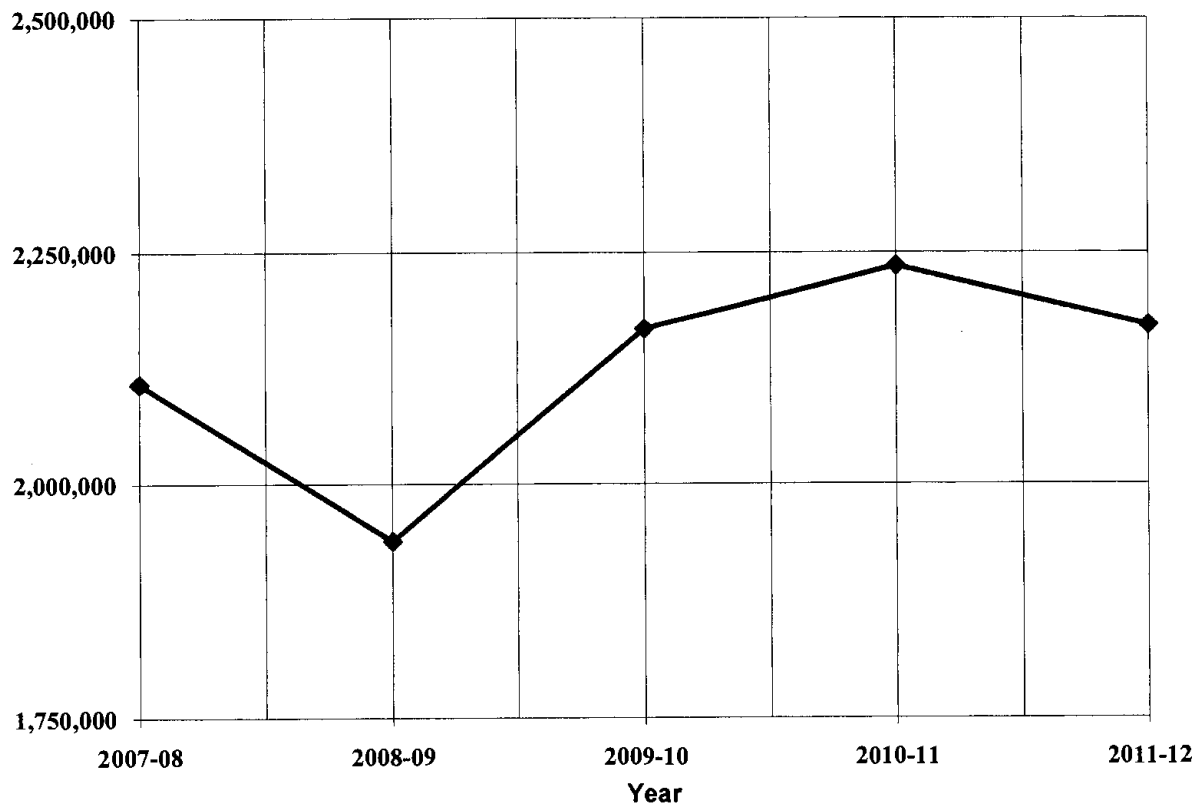
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2011-12 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$2,171,028 which represents 59% of the adopted operating expenses for FY 2011-12.

KILLEEN-FORT HOOD REGIONAL AIRPORT FUND

Fund Balance - Five Years



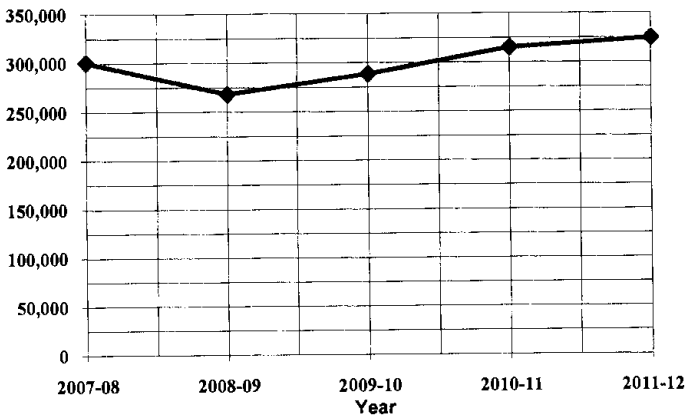
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 9.2% of its operating revenues from air carrier operations. Air Carrier Operations revenues are received from the leasing of airport space to airline companies that provide flight services to customers. Total revenues budgeted for FY 2011-12 is \$325,018. This is an increase of 3.1% over estimated revenues for FY 2010-11.

KFHRA FUND

Air Carrier Operations - Five Years

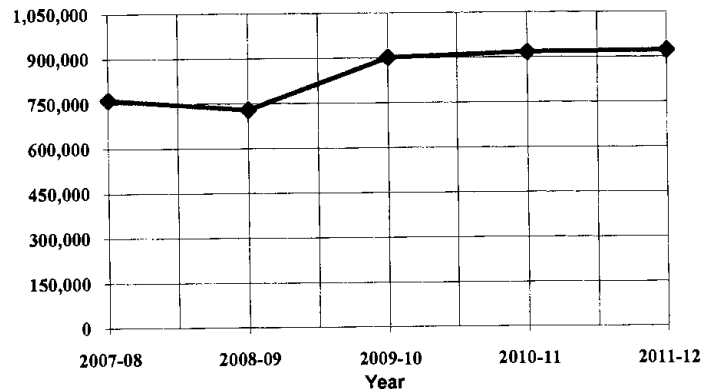


PARKING LOT FEES

The airport receives 26.1% of its operating revenues from parking lot fees. Parking Lot Fees revenues are the City's share of parking lot fees paid by customers utilizing the pay parking lot to the Airport's parking lot concession company. Parking lot fees budgeted for FY 2011-12 is \$923,894. This is an increase of .64% over estimated revenues for FY 2010-11. This increase is primarily due to the increased number of enplanements over the course of the fiscal year.

KFHRA FUND

Airport Parking Lot Fees - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

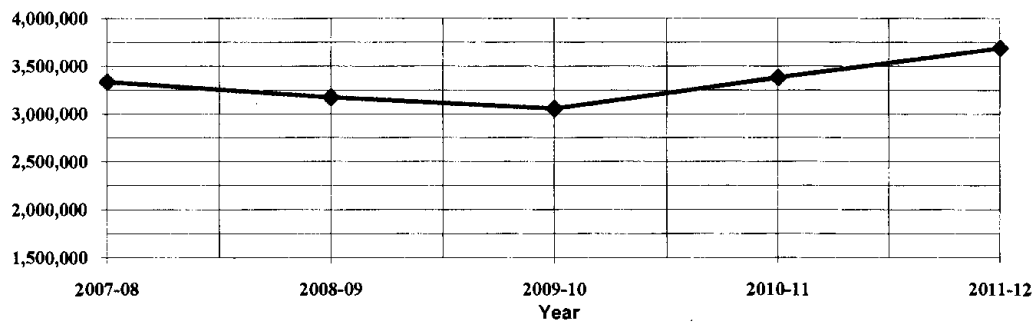
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

Total Killeen-Fort Hood Regional Airport Fund operating expenses are \$3,693,910. This represents an increase of 9.1% over the prior years estimated operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Airport Operations	\$ 2,799,612	\$ 2,675,266	\$ 2,548,916	\$ 2,730,365	\$ 2,937,019	47.0%
Cost of Goods Sold	\$ 198,668	\$ 131,664	\$ 207,687	\$ 320,608	\$ 407,842	6.5%
RGAAF Construction	-	-	-	-	-	0.0%
Information Technology	162,600	185,783	158,349	182,647	198,016	3.2%
Airport Non-Departmental	175,733	184,946	144,201	150,833	151,033	2.4%
Robert Gray Army Airfield Projects	3,024,856	1,534,637	3,858,265	2,468,293	2,559,329	40.9%
TOTAL	\$ 6,361,469	\$ 4,712,296	\$ 6,917,418	\$ 5,852,746	\$ 6,253,239	100.0%

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

KFHRA FUND Expenses - Five Years

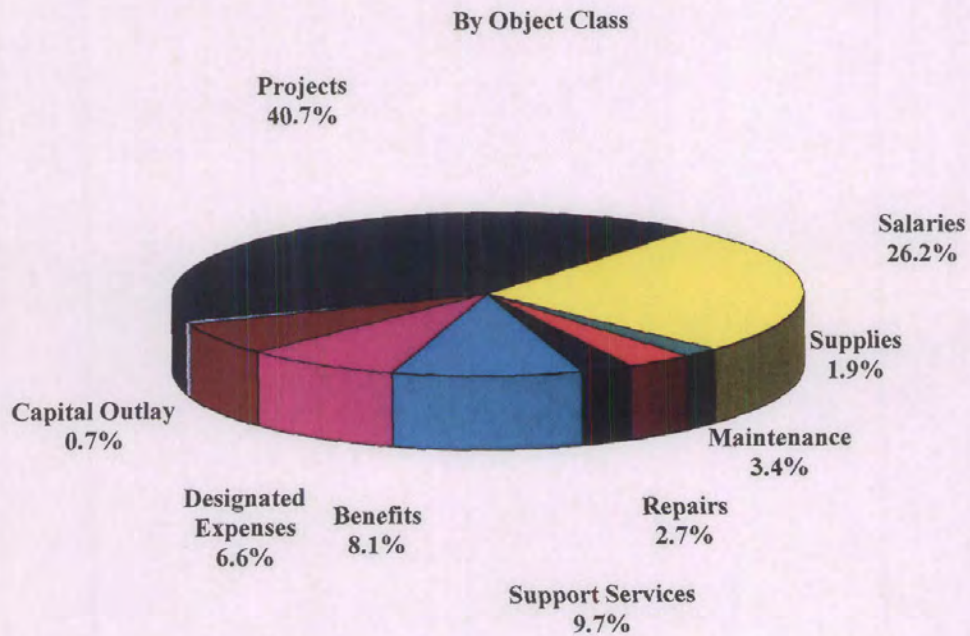


Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

Note: The following table and pie chart depicts expenses for the KFHRA Fund, by object class.
 al Killeen-Fort Hood Regional Airport fund resources are \$8,424,267. Revenues budgeted for FY 2011-12 represent a

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL
Salaries	\$ 1,417,387	\$ 1,478,132	\$ 1,410,343	\$ 1,574,065	\$ 1,637,990	26.0%
Supplies	90,273	74,303	77,685	103,898	117,779	1.9%
Maintenance	181,309	140,655	143,222	153,245	210,727	3.4%
Repairs	134,724	128,321	134,010	166,483	166,200	2.7%
Support Services	722,649	696,494	643,989	566,264	606,169	9.7%
Benefits	419,152	451,154	422,709	476,700	504,103	8.1%
Designated Expenses	212,153	131,664	207,687	320,608	409,942	6.6%
Capital Outlay	158,966	76,936	19,508	23,190	41,000	0.7%
Projects	3,024,856	1,534,637	3,858,265	2,468,293	2,559,329	40.9%
TOTAL EXPENDITURES	\$ 6,361,469	\$ 4,712,296	\$ 6,917,418	\$ 5,852,746	\$ 6,253,239	100.0%

FY 2011-12 Killeen-Fort Hood Regional Airport Fund Expenses



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,269,560. Operating revenues budgeted for FY 2011-12 represent an increase of 11.2% over the estimated operating revenues for FY 2010-11 and an 4.6% increase from the 2007-08 actual operating revenues . The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 451,740	\$ 428,169	\$ 495,468	\$ 493,840	\$ 440,890	34.7%
Fixed Base Operations	\$ 20,284	\$ 22,651	\$ 16,321	\$ 17,708	\$ 17,976	1.4%
Hangars and Tie downs	109,155	110,957	120,974	108,895	115,894	9.1%
Airport Use Fees	7,944	6,674	6,577	6,615	7,700	0.6%
Fuel Sales	578,296	396,763	399,585	495,706	672,600	53.0%
Operating Supplies Sales	6,787	3,374	3,193	3,357	4,000	0.3%
Miscellaneous Receipts	485	25,344	1,719	200	250	0.0%
Interest Earned	17,635	4,522	1,090	900	1,100	0.1%
TXDOT Grants	21,223	4,622	5,158	14,000	9,150	0.7%
TOTAL RESOURCES	\$ 1,213,549	\$ 1,003,076	\$ 1,050,085	\$ 1,141,221	\$ 1,269,560	100.0%

* Hangars and Tie downs are increasing slightly over FY 2010-11. This slight increase is due to the downturn in general aviation nationwide.

* Fuel Sales are increasing 35.7% over FY 2010-11. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

* Interest Earnings are increasing slightly from FY 2010-11. This slight increase is a result of current market conditions.

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

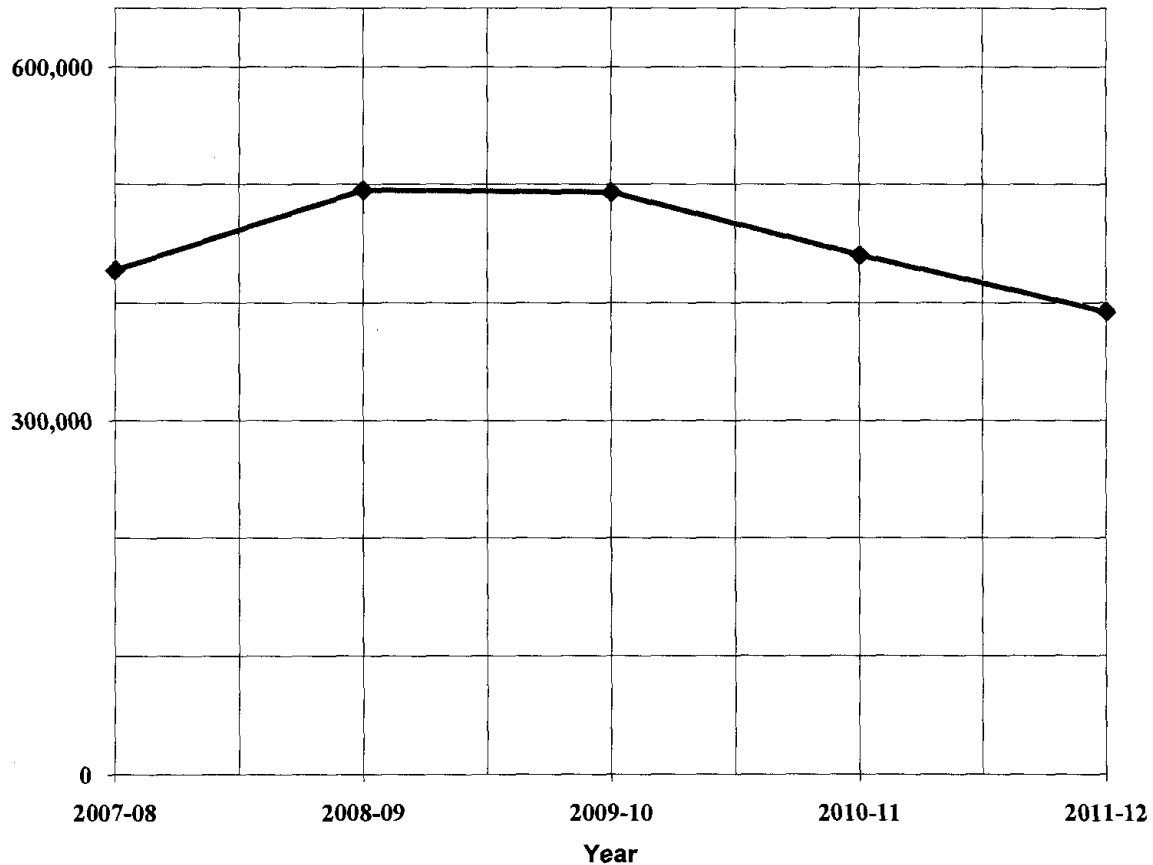
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2011-12 the ending fund balance for the Skylark Field fund is projected to be \$393,300 which represents 44.9% of the adopted expenses for FY 2011-12.

SKYLARK FIELD FUND

Fund Balance - Five Years



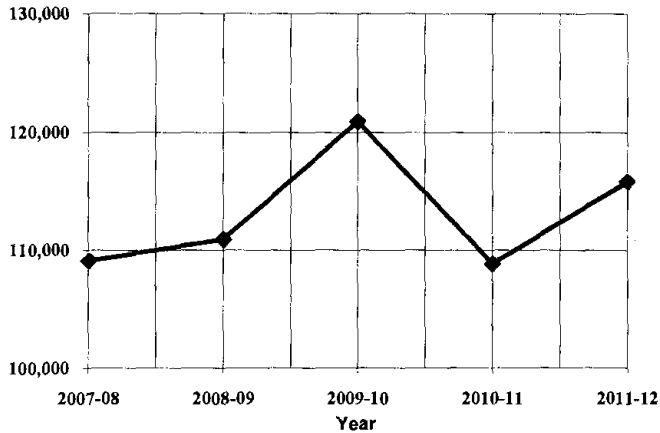
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

HANGARS AND TIEDOWNS

The Skylark Field Fund receives 14% of its revenues from hangars and tiedowns. Hangars and Tiedowns revenues are received from individuals who utilize space at the airport for parking and tying down their aircraft and land rental from other tenants for purposes of building an operating their own hangars. Total revenues budgeted for FY 2011-12 is \$115,894. This is an increase of 6.4% over estimated revenues for FY 2010-11.

SKYLARK FIELD FUND

Hangars and Tiedowns- Five Years

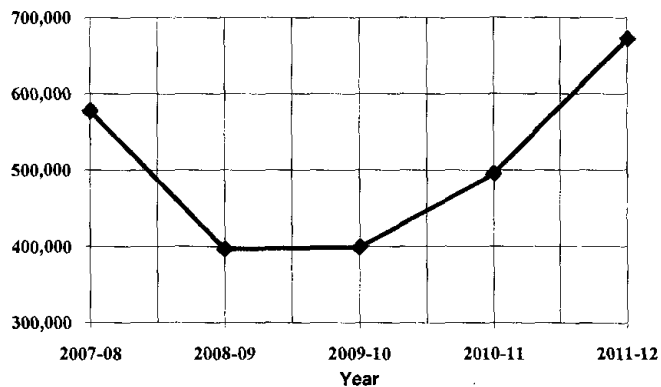


FUEL SALES

The Skylark Field Fund receives 81.2% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2011-12 are \$672,600. This is an increase of 35.7% over estimated revenues for FY 2010-11, due to the accelerating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

SKYLARK FIELD FUND

Fuel Sales - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

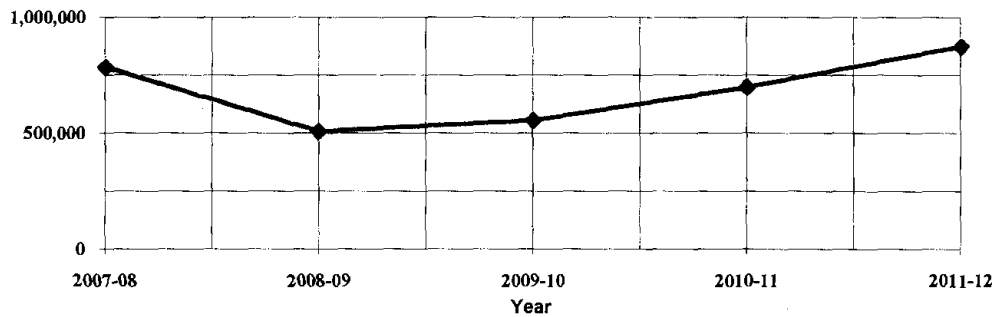
SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$876,260. This represents an increase of 25% over the prior years operating budget.

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Airport Operations	\$ 206,599	\$ 217,609	\$ 223,269	\$ 262,973	\$ 266,505	30.4%
Cost of Goods Sold	\$ 527,007	\$ 279,383	\$ 318,896	\$ 421,284	\$ 596,750	68.1%
Skylark Improvements	42,500	-	-	-	-	0.0%
Skylark Construction	-	-	-	-	-	0.0%
Airport Non-Departmental	9,274	10,616	14,080	16,074	13,005	1.5%
TOTAL	\$ 785,380	\$ 507,608	\$ 556,245	\$ 700,331	\$ 876,260	100.0%

* The increase in airport operations of 25.1% can be attributed to the increase in the cost of fuel sales.

SKYLARK FIELD FUND Expenses - Five Years



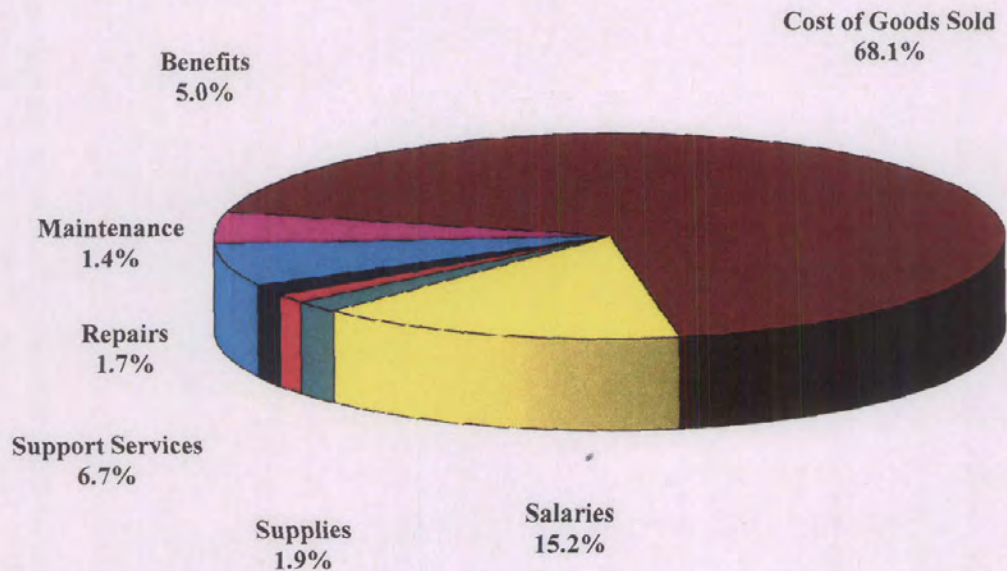
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL
Salaries	\$ 109,255	\$ 111,366	\$ 113,108	\$ 123,916	\$ 132,174	15.2%
Supplies	11,513	6,947	8,910	12,225	16,902	1.9%
Maintenance	17,450	9,205	12,940	9,125	12,349	1.4%
Repairs	15,924	18,755	12,869	12,400	15,293	1.7%
Support Services	42,448	44,097	53,023	63,839	58,946	6.7%
Benefits	35,325	35,873	36,499	41,542	43,846	5.0%
Cost of Goods Sold	527,007	279,383	318,896	421,284	596,750	68.1%
Designated Expenses	758	-	-	-	-	0.0%
Major Capital Outlay	24,519	-	-	-	-	0.0%
Capital Outlay	1,181	1,982	-	16,000	-	0.0%
Projects	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	\$ 785,380	\$ 507,608	\$ 556,245	\$ 700,331	\$ 876,260	100.0%

FY 2011-12 Skylark Field Fund Expenses

By Object Class



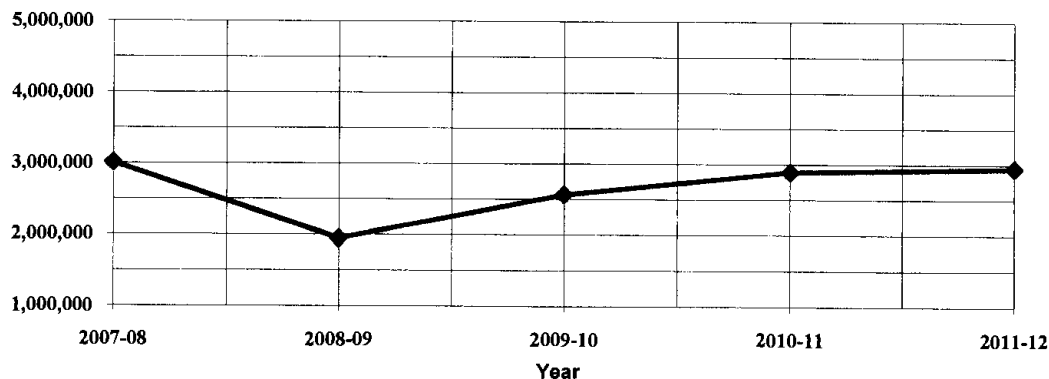
SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$17,968,823 for FY 2011-12. Revenues budgeted for FY 2011-12 represent an increase of 3.3% over the estimated revenues in FY 2010-11 and a 25.9% increase over the 2007-08 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 4,143,798	\$ 3,006,334	\$ 1,938,123	\$ 2,560,274	\$ 2,885,483	16.1%
Residential Sanitation Fees	6,261,284	6,385,299	7,504,292	8,399,482	8,705,186	48.4%
Commercial Sanitation Fees	4,860,543	4,787,442	5,390,214	5,401,000	5,554,859	30.9%
Transfer Station Fees	338,195	306,519	382,941	405,000	405,000	2.3%
Container Rentals	93,427	84,520	88,182	110,000	115,000	0.6%
Recycling Fees	44,769	56,720	75,024	87,185	91,545	0.5%
Misc. Recycle Revenue	155,946	82,008	135,313	105,500	120,000	0.7%
Misc. Revenues	37,590	59,104	29,423	78,329	61,750	0.3%
Interest Earned	187,876	47,584	13,527	15,034	30,000	0.2%
TOTAL RESOURCES	\$ 16,123,428	\$ 14,815,530	\$ 15,557,039	\$ 17,161,804	\$ 17,968,823	100.0%

- * Residential Sanitation Fees are budgeted to increase by 3.6% over FY 2010-11 due to a 1% rate increase in monthly residential rates.
- * Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 2.7% over FY 2010-11 due to a 1% increase in monthly commercial rates.
- * Revenues for Container Rentals are budgeted to increase by 4.6% due to rate increases.
- * Subscription Recycling Fees and Miscellaneous Recycling Revenues including tire disposal fees, sale of metals, sale of paper products and other recycling revenues are budgeted to increase over FY 2010-11 due to rate increases.
- * Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues shows an increase of 72.0% due to very few equipment sales expected to occur in FY 2011-12.
- * For FY 2011-12 the Ending Fund Balance is projected to be \$2,942,171. Since FY 2007-08 the Solid Waste Ending Fund Balance has decreased 2.1%.

SOLID WASTE FUND Ending Fund Balance - Five Years



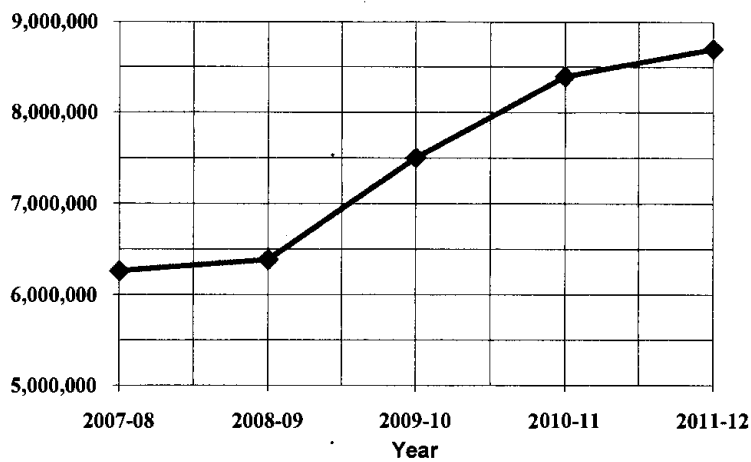
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 57.7% and Commercial Sanitation Fees represent 36.8% of the fiscal year 2011-12 budget for Solid Waste Fund revenues. The city provides solid waste services to residential and commercial customers for a specific fee depending on the level of service. These fees are adopted by City Council during each budget process. The FY 2011-12 adopted budget allows for a 1% monthly rate increase for residential customers and a 1% increase of fees for commercial customers.

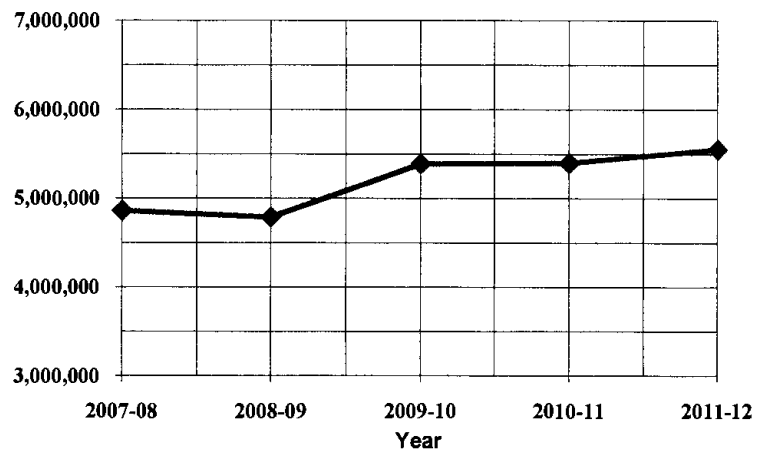
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$15,026,652 for FY 2011-12. This represents an increase of 5.3% over the FY 2010-11 estimated expenses and a 14.6% increase over the 2007-08 actual expenses.

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Residential Operations	3,367,803	2,865,321	2,872,972	3,496,470	3,287,162	21.9%
Commercial Operations	1,786,549	1,497,564	1,491,963	2,033,083	1,632,091	10.9%
Recycling Program	290,842	350,151	286,285	282,902	366,182	2.4%
Transfer Station	3,754,632	4,164,921	4,374,243	4,470,696	4,759,551	31.7%
Mowing	911,847	782,850	789,510	847,441	769,960	5.1%
Debt Service	732,000	774,000	774,997	570,000	742,644	4.9%
Miscellaneous	459,811	449,456	430,476	444,830	489,959	3.3%
Transfers	1,813,610	1,993,144	1,976,319	2,130,899	2,979,103	19.8%
TOTAL EXPENSES	\$ 13,117,094	\$ 12,877,407	\$ 12,996,765	\$ 14,276,321	\$ 15,026,652	100.0%

* Residential Operations is budgeted to decrease 6.0% which is primarily due to the budgeting of heavy equipment replacements in FY 2010-11.

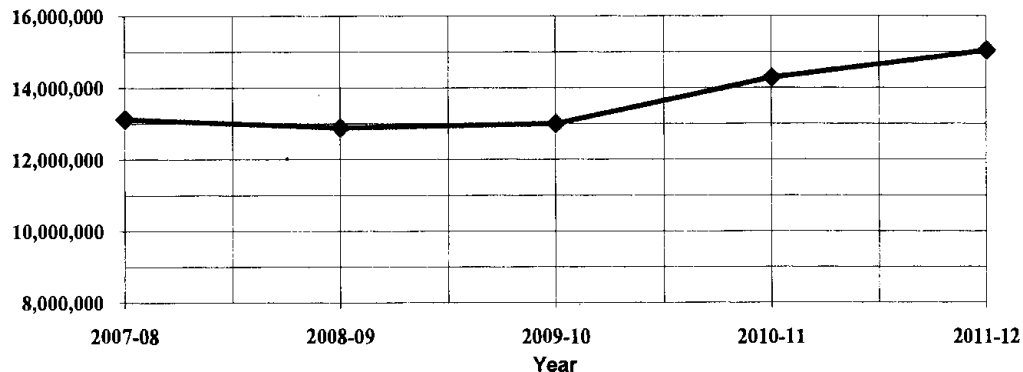
* Commercial Operations reflects a decrease of 19.7% which is primarily due to the budgeting of heavy equipment replacements in FY 2010-11.

* There is an increase in the Recycling Program of 29.4% over the estimated expenses in FY 2010-11, due to normal increases in salaries, benefits and increased expenditures for household hazardous waste collections.

* The Transfer Station is budgeted to increase 6.5% over the estimated expenses in FY 2010-11, due to normal increases in salaries, benefits and operation costs.

* The Mowing division is budgeted to decrease 9.1% due to the elimination of a Solid Waste Mowing Division Crew Leader and two Solid Waste Mowing Division Service Workers.

SOLID WASTE FUND Expenses - Five Years



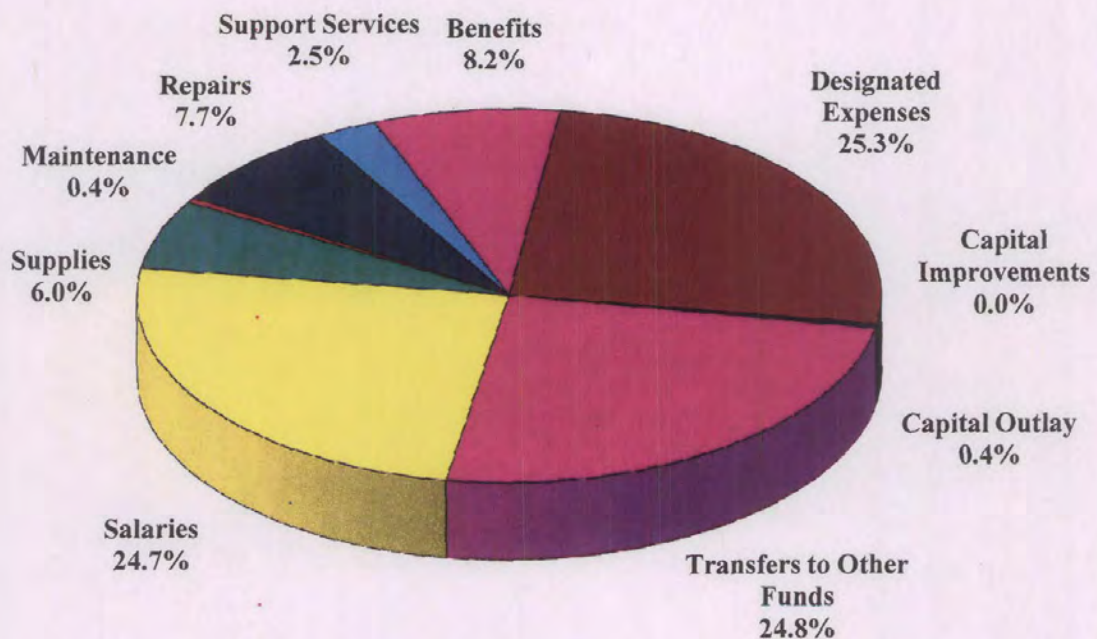
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Salaries	\$ 2,933,108	\$ 3,321,673	\$ 3,289,916	\$ 3,612,201	\$ 3,713,525	24.7%
Supplies	904,171	578,889	664,921	759,231	904,206	6.0%
Maintenance	55,353	50,768	55,458	63,100	61,570	0.4%
Repairs	1,002,102	1,098,153	1,254,530	1,249,133	1,154,235	7.7%
Support Services	425,668	352,033	355,582	374,756	382,696	2.5%
Benefits	877,071	1,050,247	1,040,165	1,124,144	1,221,088	8.1%
Designated Expenses	3,200,137	3,404,066	3,559,621	3,554,350	3,806,256	25.3%
Capital Improvements	178,500	-	-	-	-	0.0%
Capital Outlay	995,374	254,434	25,256	838,507	61,329	0.4%
Transfers to Other Funds	2,545,610	2,767,144	2,751,316	2,700,899	3,721,747	24.8%
TOTAL EXPENSES	\$ 13,117,094	\$ 12,877,407	\$ 12,996,765	\$ 14,276,321	\$ 15,026,652	100.0%

FY 2011-12 Solid Waste Fund Expenses

By Object Class



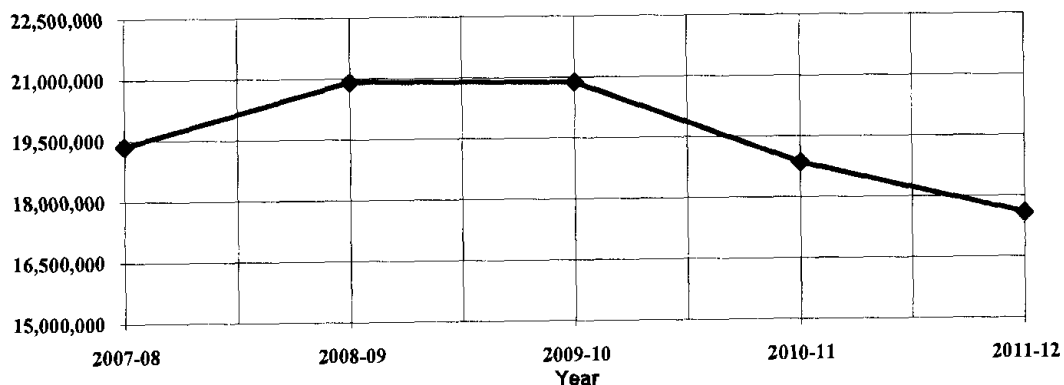
WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$54,611,083. Revenues budgeted for FY 2011-12 represent an increase of 7.5% from the estimated revenues in FY 2010-11 and an increase of 15.1% over the 2007-08 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2011-12.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 20,229,989	\$ 19,339,030	\$ 20,899,138	\$ 20,869,848	\$ 18,848,928	34.6%
Sale of Water	14,690,483	15,713,185	14,553,488	16,052,181	16,855,282	30.9%
Sewer Fees Collected	13,037,040	13,385,900	13,366,427	14,108,695	15,853,193	29.0%
Water & Sewer Taps	1,360,255	717,293	927,550	860,156	874,680	1.6%
Delinquent Penalty	560,904	597,350	629,375	1,184,785	1,208,000	2.2%
Misc. Revenues	732,208	733,374	651,305	956,819	886,000	1.6%
Interest Earned	702,412	225,358	102,604	104,974	85,000	0.2%
Transfers-In	-	383	-	-	-	0.0%
TOTAL RESOURCES	\$ 51,313,291	\$ 50,711,873	\$ 51,129,887	\$ 54,137,458	\$ 54,611,083	100.0%

- * Sale of Water is budgeted to increase by 5.0% over FY 2010-11 due to a 1% rate increase in the sale of water.
- * Revenues from Sewer Fees Collected is budgeted to increase 12.4% due to an 5% rate increase in the sewer fees.
- * Water & Sewer Taps and Delinquent Penalties are budgeted to increase 1.8% over FY 10-11 due to normal growth in customers.
- * For FY 2011-12 the Ending Fund Balance for the Water and Sewer fund is projected to be \$17,587,285. Since FY 2007-08 the Water and Sewer Ending Fund Balance has decreased 9.1%.

WATER & SEWER FUND Ending Fund Balance - Five Years



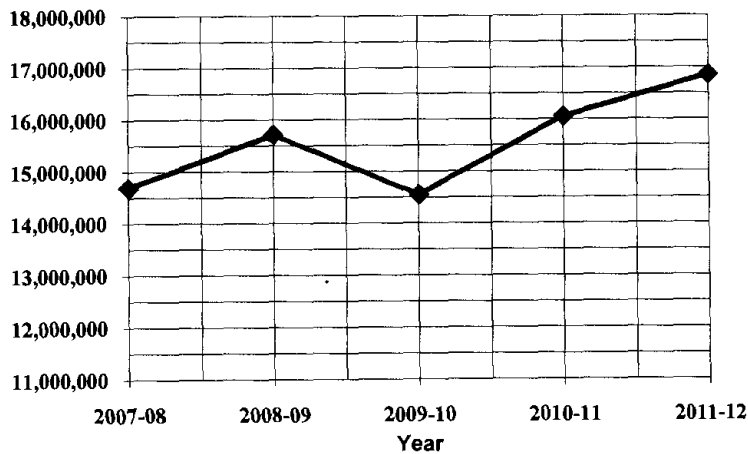
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

Sale of Water Revenue represents 47.1% and Sewer Fee Revenue represents 44.3% of the fiscal year 2011-12 budget for Water and Sewer Fund revenues. The city provides water and sewer services to residential and commercial customers for specific fees depending on the water usage and the type of service. These fees are adopted by City Council during each budget process. There was a 1% rate increase for the sale of water and an 5% rate increase for sewer fees in the FY 2011-12 adopted budget.

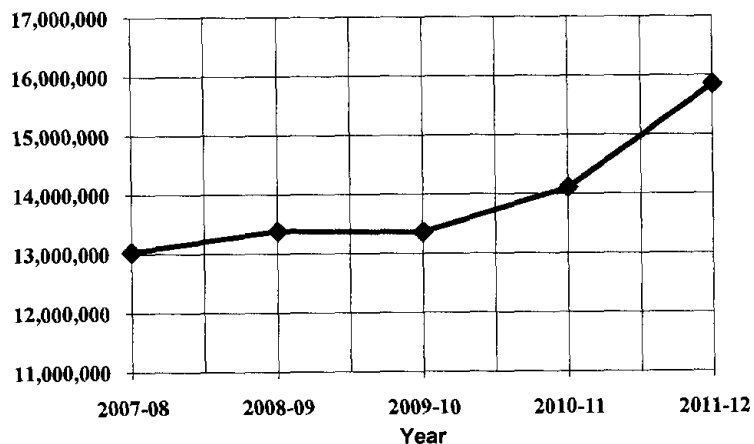
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

WATER & SEWER FUND EXPENSES ANALYSIS

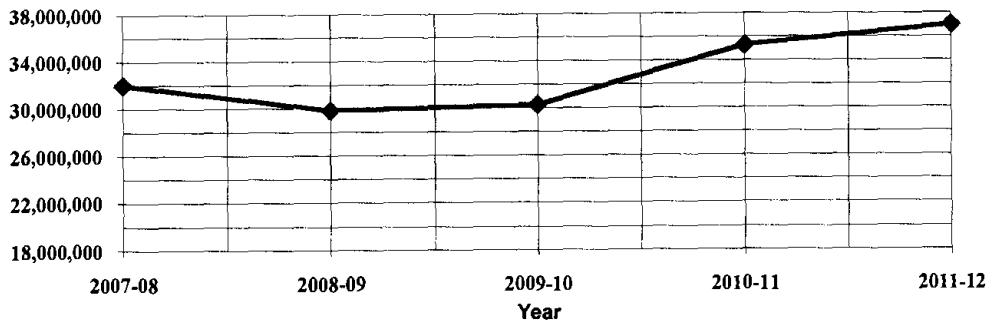
Total Water and Sewer Fund expenses are \$37,023,798. This represents an increase of 4.9% over the FY 2010-11 estimated expenses and a 15.8% increase over the FY 2007-08 actual expenses.

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Fleet Services	\$ 1,004,545	\$ 1,258,738	\$ 1,027,953	\$ 1,786,931	\$ 1,435,907	3.9%
Utility Collections	1,588,751	1,772,073	1,685,700	1,798,752	1,973,870	5.3%
W&S Contracts	10,170,438	11,149,062	12,147,411	12,064,246	12,144,320	32.8%
Water Distribution	1,224,237	1,125,634	1,063,806	1,187,901	1,564,049	4.2%
Sanitary Sewers	628,752	641,303	554,628	1,054,769	801,526	2.2%
W&S Operations	2,421,880	2,336,708	2,470,275	2,709,849	2,910,745	7.9%
W&S Engineering	1,064,715	902,971	615,409	1,053,729	1,376,905	3.7%
W&S Projects	2,201,417	367,268	548,644	609,753	700,000	1.9%
Debt Service	6,681,675	5,007,689	5,034,997	6,585,000	6,685,000	18.1%
Miscellaneous	1,659,032	1,858,092	1,595,451	1,800,569	2,156,274	5.8%
Transfers	3,328,819	3,393,198	3,515,765	4,637,031	5,275,202	14.2%
TOTAL EXPENSES	\$31,974,261	\$29,812,736	\$30,260,039	\$35,288,530	\$37,023,798	100.0%

- * Fleet Services represents 3.9% of the Water and Sewer budget for FY 2011-12 with a 19.6% decrease below FY 2010-11. The decrease is primarily attributed to the FY 2010-11 budget including non-recurring capital expenses.
- * The Utility Collections budget reflects a 9.7% increase in their FY 2011-12 budget due to cap increases for operational expenses, an additional Utility Service Worker and an additional Senior Utility Clerk.
- * Water Distribution reflects an increase of 31.7% in their FY 2011-12 budget due to non-recurring capital expenses.
- * Sanitary Sewers is decreasing 24.0% below FY 2010-11. The decrease is primarily attributed to the FY 2010-11 budget including non-recurring capital expenses.
- * The Water & Sewer Operations budget is increasing 7.4%. This increase is primarily due to an increase in the water system fee regulated by TCEQ and an additional BPAT/FOG Secretary being added.
- * There is an increase in the Water & Sewer Engineering of 30.7% over the estimated expenses in FY 2010-11, due to the transfer of the General Fund Engineering division into the Water & Sewer Fund.
- * Water and Sewer Projects are remaining consistent with the FY 2010-11 budget.

WATER & SEWER FUND

Expenses - Five Years



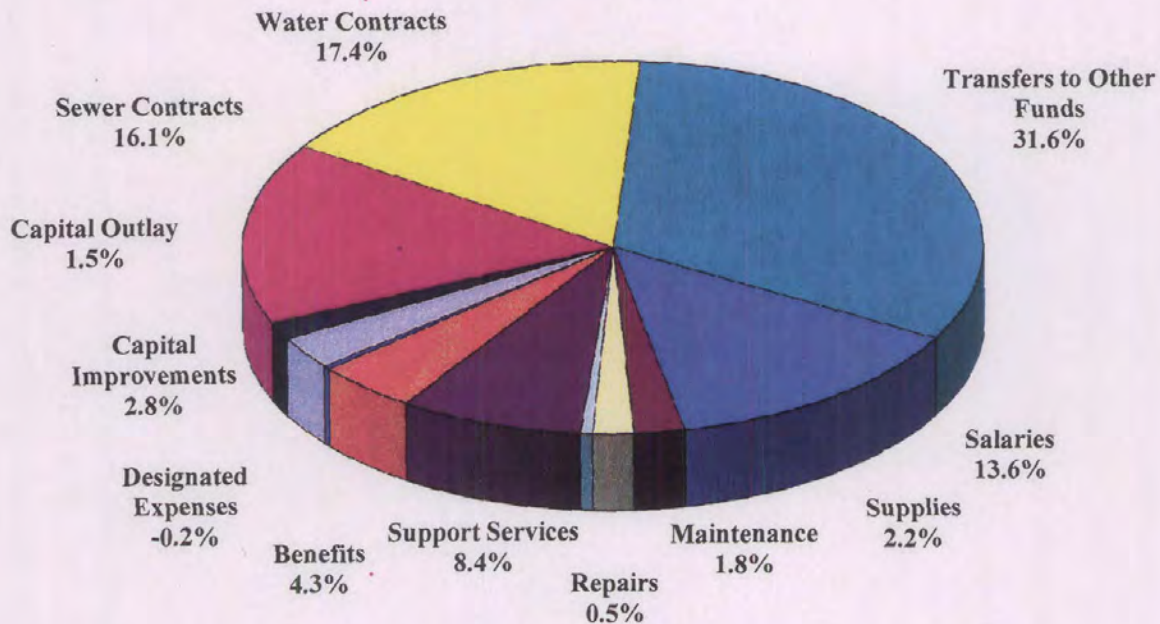
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Salaries	\$ 3,779,484	\$ 4,180,007	\$ 4,010,801	\$ 4,619,895	\$ 5,085,173	13.7%
Supplies	651,341	588,826	619,495	676,764	825,987	2.2%
Maintenance	623,334	567,996	598,255	587,717	664,773	1.8%
Repairs	177,497	187,161	176,824	186,501	197,457	0.5%
Support Services	2,381,057	2,359,392	2,175,255	2,629,441	2,994,821	8.1%
Benefits	1,127,431	1,290,016	1,236,302	1,411,921	1,652,419	4.5%
Designated Expenses	48,585	122,971	(189,111)	(159,700)	(119,100)	-0.3%
Capital Improvements	2,486,378	673,848	782,180	864,733	1,049,380	2.8%
Capital Outlay	518,222	292,569	151,597	1,184,511	567,966	1.5%
Sewer Contracts	4,716,864	4,870,662	6,273,871	5,664,388	5,845,730	15.8%
Water Contracts	5,453,574	6,278,400	5,873,540	6,399,858	6,298,590	17.0%
Transfers to Other Funds	10,010,494	8,400,887	8,551,030	11,222,501	11,960,602	32.3%
TOTAL EXPENSES	\$ 31,974,261	\$ 29,812,735	\$ 30,260,039	\$ 35,288,530	\$ 37,023,798	100.0%

FY 2011-12 Water & Sewer Fund Expenses

By Object Class



DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$9,020,530. Resources of \$2,864,446 are related to the bond proceeds issued in FY 2005-06 are reserved for Major Drainage Projects which allows for available operating resources of \$6,156,084. Revenues budgeted for FY 2011-12 reflect an increase of 1.7% above the estimated operating revenues in FY 2010-11 and a 14.7% increase over the 2007-08 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 8,705,843	\$ 8,195,604	\$ 7,762,880	\$ 8,203,201	\$ 5,391,194	59.9%
Prior Year Adjustment	-	-	-	-	-	0.0%
Residential Storm Water Fees	2,330,898	2,420,814	2,522,691	2,953,350	3,012,417	33.4%
Commercial Storm Water Fees	489,323	500,040	500,877	587,666	599,419	6.6%
Interest Earned	291,558	72,061	17,188	12,167	12,000	0.1%
Sale of Bonds	-	-	-	-	-	0.0%
Grant Revenue	49,885	46,727	24,445	10,216	-	0.0%
Miscellaneous Revenue	3,667	3,167	5,371	5,200	5,500	0.1%
TOTAL RESOURCES	\$ 11,871,174	\$ 11,238,413	\$ 10,833,452	\$ 11,771,800	\$ 9,020,530	100.0%

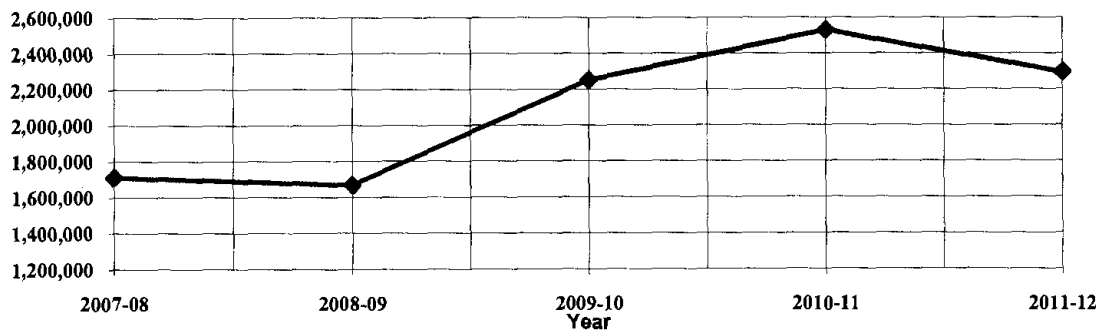
* Residential Storm Water Fees is budgeted to increase by 2.0% from FY 2010-11, due to a projected increase in residential customers.

* Commercial Storm Water Fees is budgeted to increase 2.0% due to a projected increase in commercial customers.

* Interest Earned is projected to decrease 1.4% based on anticipated market conditions.

* The ending fund balance for FY 2010-11 is projected to be \$5,391,194. This includes \$2,864,446 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$2,526,748. Since FY 2007-08 the Drainage Utility Ending Fund Balance has increased 34.1%.

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



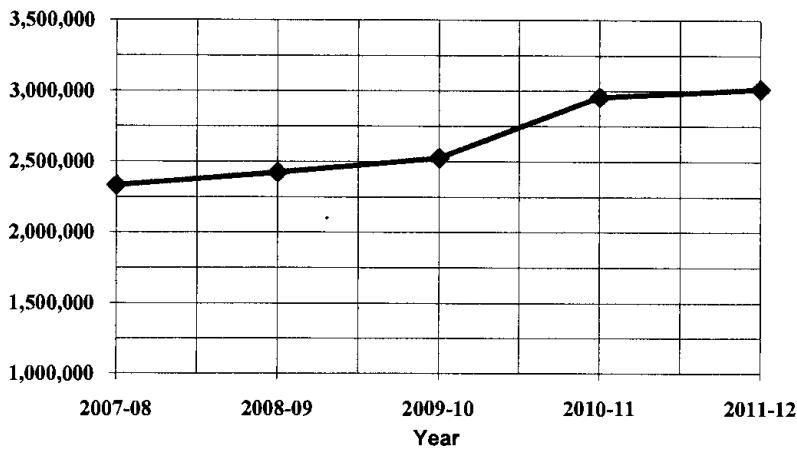
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 83.0% and Commercial Storm Water Fees represent 16.5% of the Drainage Utility Fund revenue. The city provides maintenance, repairs, and improvements to the City's drainage infrastructure with the funds collected through these drainage fees. Drainage rates are adopted by City Council during each budget process.

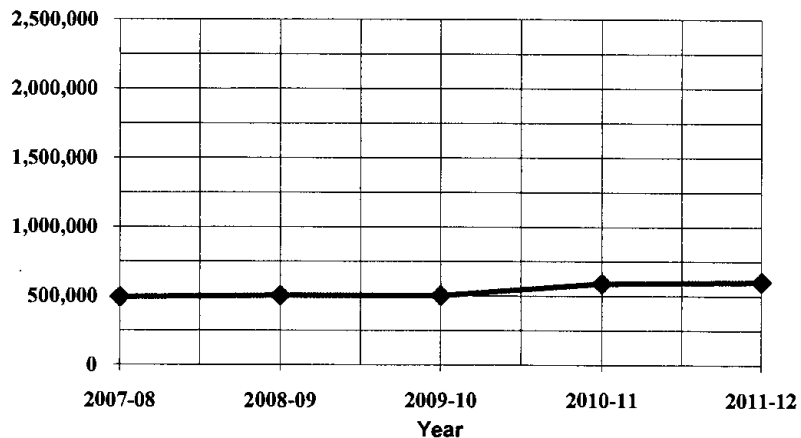
DRAINAGE UTILITY FUND

Residential Storm Water Fees - Five Years



DRAINAGE UTILITY FUND

Commercial Storm Water Fees - Five Years



Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

DRAINAGE UTILITY FUND EXPENSES ANALYSIS

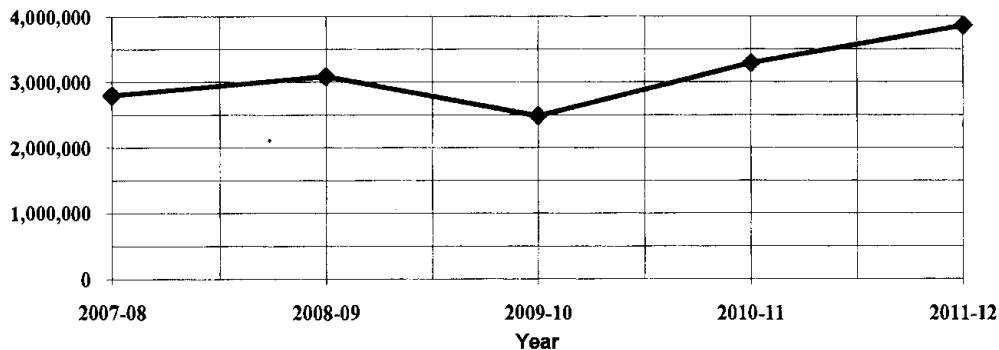
Total Drainage Utility Fund expenses are \$6,727,459 for FY 2011-12. This includes \$2,864,446 in major drainage projects. The remaining \$3,863,013 represents an increase of 37.3% above the FY 2010-11 estimated operating expenses and a 53.6% increase over the 2007-08 actual operating expenses.

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Engineering	\$ 285,759	\$ 297,884	\$ 399,146	\$ 476,271	\$ 460,322	6.8%
Street	242,089	266,533	254,903	300,000	300,000	4.5%
Drainage Maintenance	1,302,064	1,187,810	1,108,405	1,314,839	1,700,817	25.3%
Minor Drainage Projects	304,726	697,582	88,810	300,000	300,000	4.5%
Major Drainage Projects	874,826	387,125	143,372	3,091,007	2,864,446	42.6%
Debt Service	576,458	583,058	582,758	582,958	581,358	8.6%
Non-Departmental	71,953	37,846	35,162	82,779	91,851	1.4%
Transfers	17,695	17,695	17,695	232,752	428,665	6.4%
TOTAL EXPENSES	\$ 3,675,570	\$ 3,475,533	\$ 2,630,251	\$ 6,380,606	\$ 6,727,459	100.0%

- * Engineering is budgeted to decrease 3.3% from FY 2010-11. This is primarily due to the elimination of the Assistant Director of Public Works which was funded 20% out of the Drainage Fund.
- * Drainage Maintenance is budgeted to increase 29.4% from FY 2010-11. This is primarily due to budgeting replacement of heavy equipment.
- * Major Drainage Projects account for 42.6% of the FY 2011-12 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades. This program is increasing costs in various accounts above.
- * Debt Service represents 8.6% of the Drainage Utility budget which services the bond issued in FY 2005-06.
- * The increase in total expenses for FY 2011-12 is primarily due to the funding of replacement of heavy equipment.

DRAINAGE UTILITY FUND

Expenses (Excluding Major Drainage Projects) - Five Years



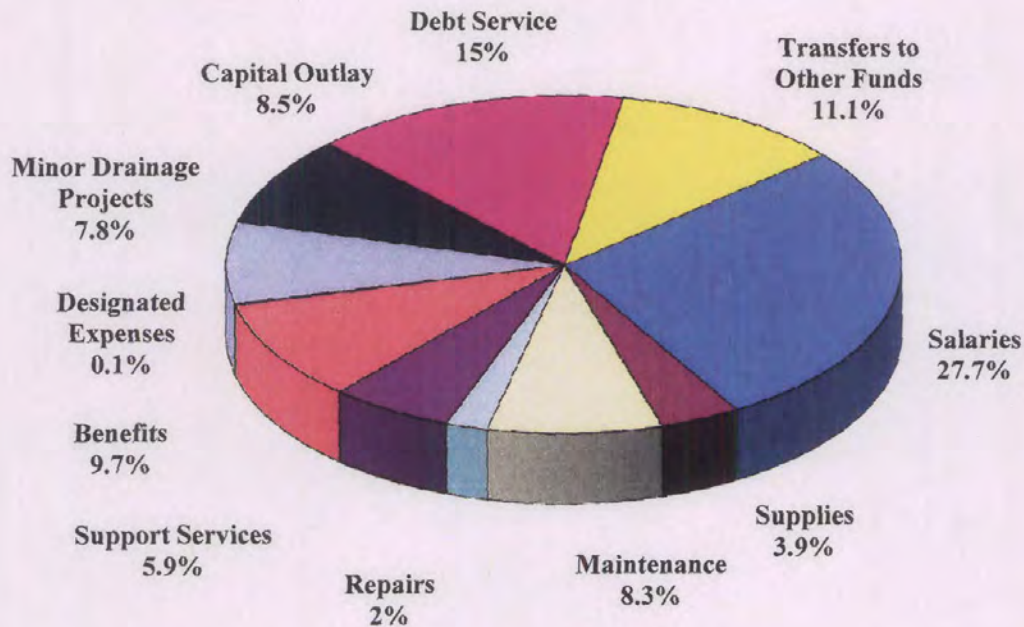
Note: FY 2010-11 represents estimated amounts. FY 2011-12 represents budgeted amounts.

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

EXPENSES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ESTIMATED 2010-11	ADOPTED 2011-12	% OF TOTAL ADOPTED
Salaries	\$ 529,339	\$ 753,897	\$ 845,089	\$ 1,001,743	\$ 1,068,149	15.9%
Supplies	91,983	88,088	103,885	126,470	149,112	2.2%
Maintenance	256,526	333,549	293,496	358,317	320,107	4.8%
Repairs	46,220	62,455	52,112	70,674	77,400	1.2%
Support Services	181,786	114,547	215,100	213,783	229,247	3.4%
Benefits	159,654	242,955	279,046	316,598	374,287	5.6%
Designated Expenses	45,016	17,292	2,400	2,500	5,300	0.1%
Minor Drainage Projects	304,726	697,582	88,810	300,000	300,000	4.5%
Major Drainage Projects	874,826	387,125	143,372	3,091,007	2,864,446	42.6%
Capital Outlay	591,341	177,290	6,488	83,804	329,388	4.9%
Debt Service	576,458	583,058	582,758	582,958	581,358	8.6%
Transfers to Other Funds	17,695	17,695	17,695	232,752	428,665	6.4%
TOTAL EXPENSES	\$ 3,675,570	\$ 3,475,533	\$ 2,630,251	\$ 6,380,606	\$ 6,727,459	100.0%

FY 2011-12 Drainage Utility Fund Expenses

By Object Class (Excluding Major Drainage Projects)



**CITY OF KILLEEN
RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
FY 2011-12**

GENERAL FUND		
CITY SECRETARY	RECALL ELECTION	22,000
	SPECIAL ELECTION TO FILL VACANCIES	14,000
POLICE	PUBLIC SERVICE OFFICERS (10)	396,910
	RECORDS CLERK	31,733
TRANSFERS OUT	HOME PROGRAM MATCH	10,027
	CDBG PROGRAM MATCH	87,521
	INTERNAL SERVICE FUND	43,975
TOTAL GENERAL FUND		\$ 606,166
KILLEEN-FORT HOOD REGIONAL AIRPORT		
OPERATIONS	RUNWAY TREAD REMOVAL AND PAINT MARKINGS	57,703
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND		\$ 57,703
SKYLARK FIELD		
TOTAL SKYLARK FIELD FUND		\$ -
SOLID WASTE FUND		
RESIDENTIAL SERVICES	CAP INCREASE MOTOR VEHICLE SUPPLIES	111,338
	EQUIPMENT OPERATOR	48,177
	SOLID WASTE SPECIALIST WITH VEHICLE	79,337
COMMERCIAL SERVICES	CAP INCREASE MOTOR VEHICLE SUPPLIES	48,289
RECYCLING	CONVERT PART TIME TO FULL TIME RECYCLE ATTENDANT	7,735
	HOUSEHOLD HAZARDOUS WASTE COLLECTION	32,500
TRANSFERS OUT	INTERNAL SERVICE FUND	797,828
TOTAL SOLID WASTE FUND		\$ 1,125,204
WATER & SEWER FUND		
FLEET SERVICES	LUBE CENTER	92,331
	LUBE TECHNICIANS (3)	108,609
UTILITY COLLECTIONS	SERVICE WORKER WITH VEHICLE	63,389
	DATAMATIC HANDHELD	32,655
	CAP INCREASE FOR FUEL	5,804
	SENIOR UTILITY CLERK	33,879
	RECLASS ACCOUNTING CLERK TO ACCOUNTING SPECIALIST	172
WATER DISTRIBUTION	BACKHOES (2)	101,198
	NEW CUSTOMER SERVICES	175,000
	NEW HAND HELD RADIOS	50,000
SANITARY SEWERS	DEWATERING CONTAINER	25,000
W&S OPERATIONS	TCEQ WATER SYSTEM FEES	20,000
	COMBINATION SEWER CLEANER MACHINE	65,200
	BPAT/FOG SECRETARY	32,945
W&S ENGINEERING	TEMP PROJECT MANAGER	56,618
TRANSFERS OUT	INTERNAL SERVICE FUND	513,535
TOTAL WATER & SEWER FUND		\$ 1,376,335

CITY OF KILLEEN
RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
FY 2011-12

DRAINAGE UTILITY FUND			
DRAINAGE UTILITY MAINTENANCE	REGENERATIVE STREET SWEEPER WITH CHASSIS	172,504	
	CATERPILLAR 299C RUBBER TRACKED SKID STEER	81,184	
	VIBRATORY ROLLER - MULTI PURPOSE COMPACTOR	13,500	
	BACKHOE ATTACHMENT	8,100	
TRANSFERS OUT	INTERNAL SERVICE FUND	160,829	
TOTAL DRAINAGE UTILITY FUND		\$	436,117
INTERNAL SERVICE FUND			
BUILDING INSPECTIONS	MID SIZE PICKUP WITH TOOL BOX	23,025	
LIBRARY	MID SIZE CREW CAB	20,950	
POLICE	PATROL VEHICLES (30)	537,219	
RESIDENTIAL SERVICES	FLEET REPLACEMENT, SIDELOADER (2)	568,728	
	FLEET REPLACEMENT, CRANE TRUCK	201,200	
COMMERCIAL SERVICES	FLEET REPLACEMENT, 1/2 TON PICKUP TRUCK	27,900	
UTILITY COLLECTIONS	MID SIZE PICKUP	21,500	
WATER DISTRIBUTION	FLEET REPLACEMENT, 3/4 TON PICKUP	44,865	
	FLEET REPLACEMENT, 3/4 TON PICKUP	42,015	
	FLEET REPLACEMENT, RIDING MOWER	7,500	
SANITARY SEWERS	FLEET REPLACEMENT, LARGE BACKHOE	103,545	
	FLEET REPLACEMENT, VACTOR TRUCK	126,800	
	FLEET REPLACEMENT, 3/4 TON PICKUP	41,115	
	FLEET REPLACEMENT, 3/4 TON PICKUP	43,965	
W&S OPERATIONS	FLEET REPLACEMENT, 3/4 TON PICKUP	41,115	
	FLEET REPLACEMENT, 3/4 TON PICKUP	41,115	
DRAINAGE UTILITY MAINTENANCE	FLEET REPLACEMENT, 3/4 PICKUP TRUCK	50,129	
	FLEET REPLACEMENT, TRACTOR MOWER BOOM	110,700	
TOTAL INTERNAL SERVICE FUND		2,053,386	
TOTAL NEW PROGRAMS AND SERVICES		\$	5,654,911



CITY OF KILLEEN BUDGET CALENDAR FY 2011-12

January

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

February

- Distribute budget worksheets.

March

- Begin budget process.
- Hold City Council planning sessions.
- Conduct budget training class.

April

- Deadline for staff completion of preliminary budget forms.

May

- Hold budget meetings between City Manager and Department Heads.

June

- Hold Town Hall meeting to obtain citizen input on budget issues.

July

- City Manager finalizes proposed budget.
- City Manager delivers proposed budget to City Council.
- Proposed budget is filed with the City Secretary.

August

- Hold Public Hearing on proposed budget.
- Hold City Council meetings to discuss proposed budget and any changes to proposed budget.
- Set preliminary tax rate.

September

- Hold Public Hearing on the tax rate.
- Hold Public Hearings on proposed budget.
- Adopt the budget.
- Adopt the tax rate.
- Present adopted budget to Department Heads.

October

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

November

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

December

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

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www.ci.killeen.tx.us





General Fund

GENERAL FUND

The primary operating fund of the City of Killeen is the General Fund. The General Fund is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The use of this fund is outlined by the *Codification of Governmental Accounting and Financial Reporting Standards*, Section 1300.104. The Governmental Accounting Standards Board *Codification*, Section 1300.106, prohibits the use of more than one general fund.

The City of Killeen, uses the General Fund to account for revenues received from tax levies, permits and inspections, golf course, and various other permits, licenses and fees. Appropriations made from the General Fund are made up of services for public safety, administration of the municipality, recreational activities provided by the City to the citizens and the maintaining of the City infrastructure.

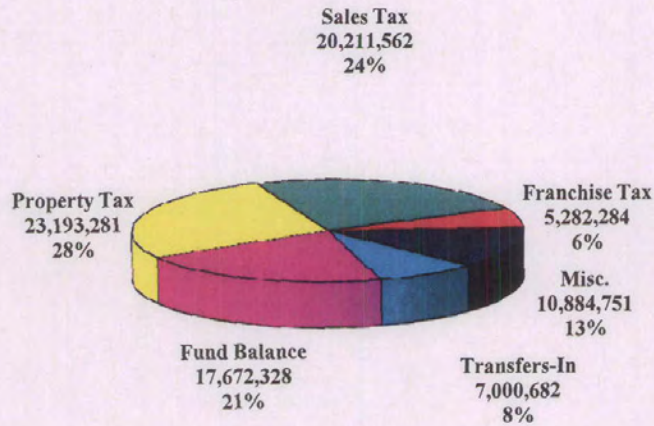


GENERAL FUND Adopted Budget Summary FY 2011-12				
	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Prior Period Adjustment	3,540,190	-	-	-
Unreserved Fund Balance	16,602,150	16,147,328	20,676,438	16,193,946
TOTAL BEGINNING FUND BALANCE	21,667,340	17,672,328	22,201,438	17,718,946
REVENUES				
Property Taxes	21,973,412	23,193,281	22,959,071	25,528,319
Sales and Occup. Taxes	19,305,987	20,211,562	19,289,207	19,292,000
Franchise Taxes	5,209,695	5,282,284	5,170,385	5,448,530
Miscellaneous Revenues	3,386,940	3,667,839	3,672,890	3,857,400
Permits and Licenses	1,191,730	1,187,500	1,129,400	1,137,000
Court Fines and Fees	2,332,852	2,478,881	2,510,050	2,600,050
Recreation Revenues	1,086,400	1,269,686	1,078,750	1,187,000
Interest Earned	112,537	89,000	97,516	125,000
Golf Course Revenues	1,210,904	1,275,780	1,329,790	1,372,304
Intergovernmental	608,091	916,065	627,820	906,920
TRANSFERS IN	5,509,773	7,000,682	7,000,682	7,210,778
TOTAL CURRENT REVENUES	61,928,321	66,572,560	64,865,561	68,665,301
TOTAL FUNDS AVAILABLE	83,595,661	84,244,888	87,066,999	86,384,247
EXPENDITURES				
City Council	49,774	62,193	58,961	63,288
City Manager	449,909	362,222	353,920	405,336
Assistant City Manager	260,582	290,022	286,181	263,109
Downtown Revitalization	-	35,264	-	67,530
City Auditor & Compliance Office	88,379	105,528	105,579	109,146
Municipal Court	778,001	945,697	925,263	951,515
Public Information Office	126,824	157,139	151,879	198,245
Volunteer Services	150,641	165,829	164,538	170,250
City Attorney	765,193	841,291	829,227	880,596
City Secretary	96,001	99,677	98,802	135,488
Finance	549,497	654,893	612,097	653,100
Accounting	360,728	387,651	384,556	384,754
General Services Administration	229,975	282,475	282,475	157,199
Building Services	185,132	212,823	214,783	216,373
Custodial Services	369,549	484,697	467,294	491,698
Printing Services	175,322	187,052	180,572	188,524
Purchasing -General Administration	-	-	-	148,587
Human Resources	757,969	969,888	960,281	788,118
Information Systems	860,025	983,670	930,190	930,523
Library	1,371,290	1,629,030	1,601,710	1,492,741
Golf Course	1,461,435	1,467,716	1,468,862	1,411,105
Golf Course Food and Beverage	217,029	234,167	211,756	-
Community Center Operations	372,553	483,121	402,359	276,177
Parks	1,650,391	1,895,185	1,829,020	1,765,004
Lions Club Park Operations	609,396	804,404	751,773	754,827
Family Aquatics Center	321,869	534,771	441,524	401,101
Aquatic Concession	83,891	112,920	2,433	-
Killeen Arts and Activities Center	-	-	-	182,865
Recreation	175,435	304,039	254,857	205,730
Athletics	355,628	439,240	419,407	399,687
Cemetery	323,816	350,062	346,145	326,078
Senior Citizens	318,891	361,550	373,443	357,462
Swimming Pools	107,414	54,054	125,254	117,624
Public Works	213,543	235,549	268,056	239,465
Engineering	264,630	282,634	265,333	0
Traffic	736,004	887,455	898,081	834,829
Streets	2,966,322	3,504,245	2,976,689	2,880,790
Planning and Development	696,740	786,635	763,532	729,677
Building and Inspection	839,253	933,095	869,037	917,465
Code Enforcement	594,264	747,467	732,177	758,226
Community Dev.	304,435	274,214	261,668	256,798
Community Dev./Home Program	49,901	52,892	50,839	54,199
Police	20,348,433	23,794,640	23,728,238	23,763,771
Animal Control	532,407	613,584	516,821	585,539
Fire	14,680,959	16,009,257	16,009,254	16,220,945
Emergency Mgmt / Homeland Security	122,525	116,205	116,205	122,980
EMS Billings & Collections	182,680	224,931	224,931	248,432
Non-Departmental	5,215,557	6,401,845	6,354,343	6,060,857
TOTAL OPERATING EXPENDITURES	61,370,192	70,762,918	69,270,345	68,567,753
TRANSFERS OUT	24,031	77,708	77,708	97,548
TOTAL EXPENDITURES	61,394,223	70,840,626	69,348,053	68,665,301
ENDING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved Fund Balance	20,676,438	11,879,262	16,193,946	16,193,946
TOTAL ENDING FUND BALANCE	22,201,438	13,404,262	17,718,946	17,718,946

GENERAL FUND

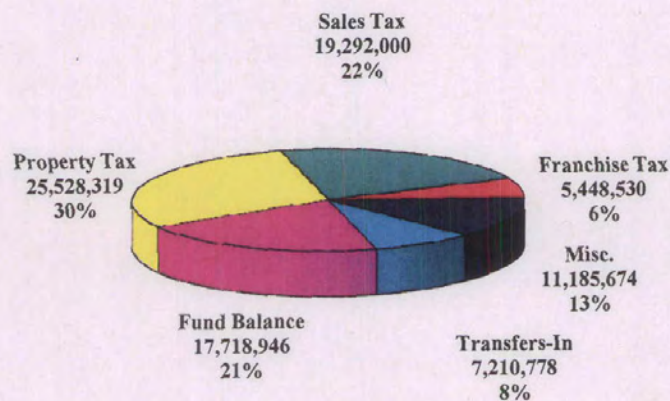
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Resources



Total Fund Balance and Revenues \$84,244,888

FY 2011-12 Resources

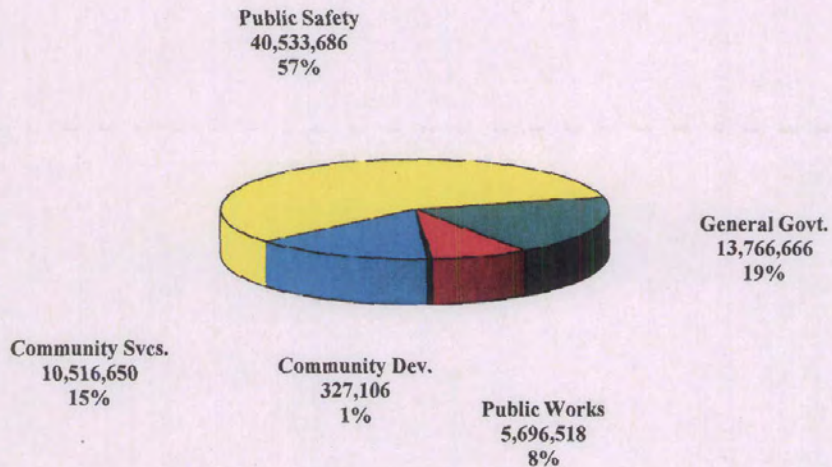


Total Fund Balance and Revenues \$86,384,247

GENERAL FUND

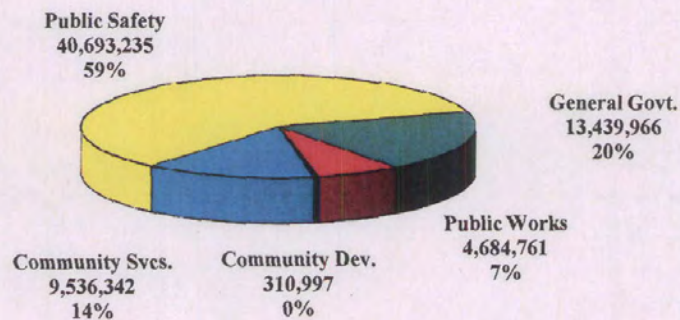
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenditures by Function



Total Expenditures \$70,840,626

FY 2011-12 Expenditures by Function



Total Expenditures \$68,665,301

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial page

GENERAL FUND REVENUES

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Total Beginning Fund Balance	21,667,340	17,672,328	22,201,438	17,718,946
Property Taxes				
Ad Valorem Taxes	21,430,292	22,667,191	22,424,877	24,978,319
Delinquent Ad Valorem Taxes	205,072	196,090	199,194	205,000
Delinquent Tax Penalties & Interest	250,000	255,000	260,000	270,000
Delinquent Tax Fees	88,048	75,000	75,000	75,000
Total Property Taxes	21,973,412	23,193,281	22,959,071	25,528,319
Sales & Occupancy Tax				
Sales Tax	18,792,173	19,686,838	18,800,000	18,800,000
Bingo Tax	220,694	222,000	221,291	222,000
Drink Tax	293,120	302,724	267,916	270,000
Total Sales & Occupancy Tax	19,305,987	20,211,562	19,289,207	19,292,000
Franchise Tax				
Telephone Franchise Fees	243,579	210,000	184,819	185,000
Miscellaneous Telephone	30,702	72,000	66,765	72,000
TXU Gas Franchise Fees	310,682	315,000	327,000	330,000
Cable Television Franchise Fees	1,337,581	1,300,000	1,305,988	1,400,000
Taxi Cabs Franchise Fees	3,670	3,300	3,500	3,500
TU Electric Franchise Fees	3,283,481	3,381,984	3,282,313	3,458,030
Total Franchise Tax	5,209,695	5,282,284	5,170,385	5,448,530
Miscellaneous Revenues				
Miscellaneous Police Receipts	47,034	50,000	70,000	70,000
Police Background Checks	10,252	10,000	10,000	10,000
Police - False Alarm Fees	4,770	18,000	8,000	18,000
Police - 2nd Hand Deal Fees	200	250	400	400
Taxi Operators License	4,090	4,400	4,500	4,500
Graffiti Removal Fees	50	50	-	-
Planning & Zoning Fees	21,760	30,000	35,000	35,000
Fire Dept. Service Fees Collected	2,724,016	2,864,265	2,785,163	2,800,000
Library Xerox Charges	17,588	12,500	14,700	14,700
Library Fines and Contributions	25,292	24,000	16,111	15,000
Animal Control Fees	113,479	96,000	108,000	108,000
Curb and Street Cuts	1,710	2,000	1,800	1,800
Processing Fee	-	-	120,000	250,000
Code Enforcement - Abatement	55,903	95,000	70,000	95,000
Miscellaneous Receipts	360,796	461,374	429,216	435,000
First Baptist Lease Payment	-	-	-	-
Total Miscellaneous Revenues	3,386,940	3,667,839	3,672,890	3,857,400
Permits & Licenses				
Food Handlers Permits	22,225	21,000	19,400	19,000

GENERAL FUND REVENUES

Continued

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Permits & Licenses (Continued)				
Mechanical Inspection Permits	50,297	45,000	48,000	48,000
Building Plans Review Fees	91,685	94,000	100,000	110,000
Garage Sale Permits	11,980	11,500	10,000	10,000
Animal License Receipts	365	-	-	-
Contractor License	45,510	60,000	60,000	60,000
Certificates of Occupancy	38,790	45,000	40,000	38,000
Trailer Court License/Permits	17,815	9,000	9,000	9,000
Bldg Permits & Inspections	619,039	650,000	550,000	550,000
Electrical Inspections/Permits	128,452	107,000	130,000	130,000
Plumbing Inspections/Permits	137,822	105,000	130,000	130,000
Inspection Fees	27,750	40,000	28,000	28,000
TABC Permits and Licenses	-	-	5,000	5,000
Total Permits & Licenses	1,191,730	1,187,500	1,129,400	1,137,000
Court Fines & Fees				
Municipal Court Receipts	1,874,562	1,979,573	2,000,000	2,080,000
Municipal Court Time Payments	31,574	35,000	35,000	35,000
Arrest Fees	258,847	300,000	310,000	310,000
Parking Fines	21,130	35,000	35,000	35,000
Court Tax Service Fees	108,865	94,374	90,000	100,000
Traffic Cost (C.R.)	37,865	34,884	40,000	40,000
Jury Fees	9	50	50	50
Total Court Fines & Fees	2,332,852	2,478,881	2,510,050	2,600,050
Recreation Revenues				
Swimming Pool Receipts	20,219	12,000	25,000	25,000
Recreation Revenue	22,098	59,000	45,000	74,000
Recreational Classes	2,550	5,000	100	-
Cemetery Lots	27,265	30,000	35,000	30,000
Athletic Revenue	164,468	185,000	175,000	175,000
Swimming Pool Lessons	34,209	50,000	40,000	40,000
Life Guard Instruction Receipts	1,150	1,000	3,150	2,500
Facilities Revenue	9,885	9,500	25,000	25,000
Concession Stand Revenue	11,251	16,600	15,000	15,000
Recr Center Memberships	382,700	423,200	400,000	400,000
Aquatics Revenue	267,921	288,886	270,000	355,000
Aquatics Concession Revenue	115,284	150,000	10,500	10,500
Aquatics Center Rentals	27,400	39,500	35,000	35,000
Total Recreation Revenue	1,086,400	1,269,686	1,078,750	1,187,000
Interest Earned				
Interest Earned	112,537	89,000	97,516	125,000
Inv-Market Value Adjust	-	-	-	-
Total Interest Earned	112,537	89,000	97,516	125,000
Golf Course				
Trail Fees	16,592	17,000	15,850	16,064
Green Fee	373,151	395,000	396,000	420,000
Pro Shop	146,336	170,430	203,385	188,450

GENERAL FUND REVENUES

Continued

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Golf Course (Continued)				
Carts	250,370	270,000	278,585	280,000
Clubs	5,844	5,000	5,000	4,900
Annual Pass	135,281	134,300	138,750	150,755
Cart Shed	70,278	69,000	72,500	76,500
Handicap Fees	1,004	650	1,740	1,800
Driving Range	79,078	58,175	74,560	84,255
Player Development	-	-	500	500
PGA Lessons	-	-	2,000	5,500
Alcohol Beverage Sales	46,556	53,555	53,120	54,440
Food and Beverage Sales	82,381	96,695	81,600	83,640
Event Rental	3,526	4,975	5,200	5,500
Golf Misc Receipts	507	1,000	1,000	-
Total Golf Course Revenue	1,210,904	1,275,780	1,329,790	1,372,304
Intergovernmental Revenue				
Police Dept Grant - COPS Grant	-	561,310	223,955	602,077
LEOSE Grant	13,439	15,000	-	-
Home Program	49,874	48,628	48,628	43,251
CDBG Administration	191,799	210,428	210,428	176,783
Bell County Contributions	-	3,500	3,500	3,500
Grant - Misc Receipts	-	-	-	-
Civil Defense Matching Funds	37,290	21,309	21,309	21,309
Fire Department Grant	18,491	-	-	-
DHS-Safer Grant	297,198	55,890	100,000	60,000
DHS-Homeland Security Grant	-	-	20,000	-
Total Intergovernmental Revenue	608,091	916,065	627,820	906,920
Transfers from other funds				
Transfer from Water & Sewer	3,515,761	4,637,031	4,637,031	4,761,667
Transfer from Solid Waste	1,976,317	2,130,899	2,130,899	2,181,275
Transfer from Drainage Utility	17,695	232,752	232,752	267,836
Total Transfers from other funds	5,509,773	7,000,682	7,000,682	7,210,778
Total Fund Balance and Revenue	83,595,661	84,244,888	87,066,999	86,384,247

GENERAL FUND CITY COUNCIL

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Adopted a Budget and Plan of Municipal Services.
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Continued implementation of the Down-Town Revitalization Program.
- Completed Comprehensive City-wide Street Improvement Master Plan.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Adopt a balanced budget for the next fiscal year.
- Provide policy oversight and guidance for the City of Killeen
- Continue to implement and review the Comprehensive Master Plan.
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Continued support of Transportation Projects
- Discuss and consider options for Water and Wastewater Capital Improvement Projects
- Assist in the continued development plans for Texas A&M –Central Texas.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
CITY COUNCIL**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 10,800	\$ 10,829	\$ 10,800	\$ 10,800
Supplies	1,063	1,026	1,000	935
Support Services	37,076	49,500	46,326	50,718
Benefits	835	838	835	835
Total Expenditures	\$ 49,774	\$ 62,193	\$ 58,961	\$ 63,288
Personnel Summary / Position Title				
Mayor	1	1	1	1
At Large	3	3	3	3
District #1	1	1	1	1
District #2	1	1	1	1
District #3	1	1	1	1
District #4	1	1	1	1
Total	8	8	8	8
<u>OUTPUTS</u>				
# of Ordinances / Resolutions Passed	341	420	413	TBD
<u>EFFICIENCIES</u>				
Adopt a Strategic Plan that is aligned with City Council Goals	Yes	Yes	Yes	Yes
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year	TBD

GENERAL FUND CITY MANAGER

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Implemented a new Citizen Relationship Management System to improve communications with citizens.
- Obtained State Transportation Commission approval/funding of the US Hwy 190 Improvements project
- Developed and presented a balanced budget for FY 11-12 to City Council
- Maintained AA Bond Rating

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Open the Killeen Arts and Activities Center
- Begin construction on a new Streets and Transportation Division Building.
- Continue implementation of the City's Comprehensive Plan.
- Align operations to mirror the City's Strategic Plan
- Conduct Executive training and Leadership Program for City department heads and managers.
- Continue planning efforts for the future growth and development of the City.
- Continue administration of the \$30 million Capital Improvements Plan for Streets and transportation needs.
- Begin the construction phase of the Avenue C and D Streetscaping program in historic downtown.
- Update existing Master Plans in various service areas.
- Review city staff organizational structure.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the City Manager's Office for FY 2011-12.

**GENERAL FUND
CITY MANAGER**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 338,714	\$ 276,027	\$ 275,657	\$ 318,568
Supplies	1,750	2,362	2,151	2,551
Support Services	18,955	15,576	9,024	13,350
Benefits	88,289	68,257	67,088	70,867
Capital Outlay	2,201	-	-	-
Total Expenditures	\$ 449,909	\$ 362,222	\$ 353,920	\$ 405,336
Personnel Summary / Position Title				
City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Executive Assistant	1	1	1	0
Management Analyst	1	1	1	1
Total	4	4	4	3
<u>OUTPUTS</u>				
Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	16	16	16	16
<u>EFFICIENCIES</u>				
Percentage of ending general fund balance to total expenditures	36%	19%	26%	26%
Maintain AA General Obligation Bond Rating:				
Standard & Poor's	AAA	AAA	AAA	AAA
Moody's	Aa3	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Moody's	Aa3	Aa3	Aa3	Aa3
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	N/A	N/A	N/A	Conduct a series of Town Hall Meetings

**GENERAL FUND
ASSISTANT CITY MANAGER**

DIVISION DESCRIPTION

The Assistant City Manager is the chief administrative and executive officer in the absence of the City Manager. The Assistant City Manager's office is responsible for providing leadership throughout the City's organization and specifically oversees the Aviation Department, Community Services Department, Information Technology Department, Planning and Development Department, and the Public Works Department. Responsibilities include providing guidance to assigned departments and divisions ensuring city goals and work plans are achieved. The Assistant City Manager's office also oversees the City Hall receptionist, providing superior customer service to all citizens.

MAJOR DIVISION GOALS

- Provide support to the city manager's office
- Provide quality customer service to all citizens via the telephone or at City Hall
- Serve as the conduit between city government and the citizens of Killeen

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Supported five (5) departments and associated committees to ensure effectiveness and efficiency of operations
- Continued support and fundraising for scholarships through the annual Texas A & M University – Central Texas golf tournament
- Continued to promote the WOW fitness program for City employees
- Helped to create the Transportation Division
- Worked with city departments and City Council on citywide budget development
- Served as Interim City Manager since March 2011

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Assistant City Manager's Department FY 11-12

**GENERAL FUND
ASSISTANT CITY MANAGER**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 205,629	\$ 224,595	\$ 222,766	\$ 208,205
Supplies	915	1,971	1,515	1,650
Support Services	6,503	8,300	8,200	7,015
Benefits	46,645	54,206	52,810	46,239
Capital Outlay	890	950	890	-
Total Expenditures	\$ 260,582	\$ 290,022	\$ 286,181	\$ 263,109
Personnel Summary / Position Title				
Assistant City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
* Receptionist	1	1	1	0
Total	3	3	3	2
<u>OUTPUTS</u>				
Number of Meetings Attended by ACM	617	650	780	800
<u>EFFICIENCIES</u>				
Number of phone calls received by receptionist per week	293	290	300	300
<u>EFFECTIVENESS</u>				
Percentage of citizen requests resolved per week	98.0%	98.0%	97.0%	98.0%

* Receptionist was moved to the Building Inspections Division

GENERAL FUND DOWNTOWN REVITALIZATION

DIVISION DESCRIPTION

The mission is to revitalize downtown as an economic development and cultural center for the city. The Downtown Revitalization Division is responsible for serving as a liaison between the city government and the downtown business community, coordinating downtown development and redevelopment, preserving and enhancing the city's tax base, and implementing the Killeen Downtown Plan. The Downtown Partnership Committee, the Chamber of Commerce, Tax Increment Reinvestment Zone Board of Directors, and the Killeen Economic Development Corporation are essential partners of the division in downtown revitalization efforts.

MAJOR DIVISION GOALS

- Attract new development and redevelopment opportunities to downtown through the recruitment of developers, realtors, investors and other interested parties to aid in the revitalization of the downtown.
- Assist with the retention and expansion of current downtown businesses through any means available including but not limited to incentive programs, establishment of business connections and assistance in problem solving.
- Serve as liaison to the Chamber of Commerce, Downtown Partnership Committee and the Tax Increment Reinvestment Zone Board of Directors, and other entities as needed.
- Coordinate the agreed upon incentives for development projects including infrastructure, funding and other related elements.
- Negotiate contracts, agreements, tax abatement, and all available incentives with development partners for the establishment of new businesses in downtown and other similar actions relevant to the invigoration of the downtown.
- Work with City staff to address complications and problems that may interfere with downtown development and redevelopment projects.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Due to economic conditions, the Development Services Manager position was not filled in Fiscal Year 2010-11. The Planning Division assisted by accomplishing the following in Fiscal Year 2010-11:
- Established a Historic District Sign Grant Program.
- Administered a historic district sign grant for a total private investment of \$290 and grant of \$290.
- Revised the Façade Improvement Program guidelines and administered three grant projects to completion and one that is currently under construction for a total private investment of \$47,580 and total grant award of \$53,840 for all projects.
- Coordinated the re-adoption of the Downtown Tax Abatement Program and the City-Wide Tax Abatement Program.
- Administered a downtown tax abatement application and agreement on a project demonstrating an addition or retention of more than five (5) jobs and \$325,000 in improvements to the building.
- Prepared and submitted a U.S.D.A Farmers Market Promotional Program grant application.
- Oversaw the development of the downtown Green Avenue Park and Farmers' Market project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Implement portions of the Downtown Plan.
- Create new stand-alone Downtown ('D') zoning district.
- Produce outreach videos detailing the history of Killeen.
- Nominate the Historic Overlay District (HOD) for the National Register of Historic Places.
- Prepare a city-wide historic resources survey.
- Begin construction on downtown historic district streetscaping improvement project.
- Work with contractor, city departments, and the Killeen Area Growers Association to ensure construction completion and advertising for the Green Avenue Farmers' Market.

MAJOR NEW PROGRAMS AND SERVICES

There were no major new programs or services added for the Downtown Services Division for FY 2011-12.

**GENERAL FUND
DOWNTOWN REVITALIZATION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 49,424
Supplies	-	-	-	717
Support Services	-	-	-	1,900
Benefits	-	-	-	13,789
Capital Outlay	-	-	-	1,700
Total Expenditures	\$ -	\$ -	\$ -	\$ 67,530
Personnel Summary / Position Title				
Downtown Services Manager	0	0	0	1
Total	0	0	0	1
<u>OUTPUTS</u>				
Number of promotinal events, special events for business recruitment, retention	N/A	N/A	N/A	1
<u>EFFICIENCIES</u>				
Cost per promotional event, special event	N/A	N/A	N/A	\$1,500
<u>EFFECTIVENESS</u>				
Promotional events completed	N/A	N/A	N/A	100%

**GENERAL FUND
CITY AUDITOR/COMPLIANCE OFFICE**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Conducted financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conducted regular reviews of compliance programs and investigated alleged violations of compliance guidelines.
- Prepared corrective action plans to monitor adherence.
- Coordinated the City's annual financial audit.
- Prepared the Comprehensive Annual Financial Report for the City of Killeen.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the City Auditor/Compliance Office for FY 2011-12.

**GENERAL FUND
CITY AUDITOR/COMPLIANCE OFFICE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 68,746	\$ 80,678	\$ 81,086	\$ 84,988
Supplies	55	495	80	220
Support Services	2,346	3,764	3,764	3,040
Benefits	17,232	19,091	19,341	20,379
Minor Capital	-	1,500	1,308	519
Total Expenditures	\$ 88,379	\$ 105,528	\$ 105,579	\$ 109,146
Personnel Summary / Position Title				
City Auditor	1	1	1	1
Total	1	1	1	1
<u>OUTPUTS</u>				
Internal Audits	8	10	13	10
Comprehensive Annual Financial Report	1	1	1	1
<u>EFFICIENCIES</u>				
Percentage of violations of City compliance issues corrected within 12 months of discovery	100%	100%	100%	100%
<u>EFFECTIVENESS</u>				
Percentage of audits/reviews initiated and completed during the fiscal year	100%	100%	100%	100%

GENERAL FUND MUNICIPAL COURT

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- The Court will conduct at least two Warrant Round-ups per year which will help to clear delinquent fines and increase revenue.
- Provide superior customer service by implementing an interactive voice recognition phone system that would allow defendants access to court information and pay court fines 24 hours a day.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Increase the issuance of warrants.
- Replace current teleconferencing system with state of the art equipment between the court room and jail and add visual aids to the court room.
- Provide vegetables to the Food Care Center from our Community Garden.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
MUNICIPAL COURT**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 547,444	\$ 678,740	\$ 666,776	\$ 685,366
Supplies	17,840	21,608	21,604	18,503
Repairs	2,167	2,000	1,072	2,406
Support Services	5,148	8,441	8,457	8,795
Benefits	192,653	234,908	227,354	236,445
Capital Outlay	12,749	-	-	-
Total Expenditures	\$ 778,001	\$ 945,697	\$ 925,263	\$ 951,515
Personnel Summary / Position Title				
Presiding Judge	1	1	1	1
Associate Judge	1	1	1	1
Clerk of the Court	1	1	1	1
Assistant Clerk of the Court	1	1	1	1
Compliance/Collections Manager	1	1	1	1
Compliance Assistant	1	1	1	1
Executive Assistant	1	1	1	1
City Marshal	1	1	1	1
Deputy City Marshal	2	2	2	2
Bailiff	1	1	1	1
Juvenile Case Manager	1	1	1	1
Teen Court Coordinator	1	1	1	1
Warrants Coordinator	2	2	2	2
Accounting Clerk	1	1	1	1
Clerk	1	1	1	1
Court Collections Clerk	4	4	4	4
Court Citation Specialist	1	1	1	1
Files Clerk	1	1	1	1
Senior Court Clerk	1	1	1	1
Total	24	24	24	24
<u>OUTPUTS</u>				
Number of Cases Filed	29,310	29,500	29,500	30,000
Class C Misdemeanors Warrants	13,795	14,000	14,000	15,000
Teen Court Cases Filed	832	850	875	900
<u>EFFICIENCIES</u>				
Warrants Issued	13795	14000	15500	16000
Warrants Cleared	8008	9000	9500	10000
<u>EFFECTIVENESS</u>				
Percentage of Warrants Cleared	58.1%	64.3%	61.3%	62.5%

GENERAL FUND PUBLIC INFORMATION

DIVISION DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Responded to 484 media calls and produced 184 press releases.
- Produced 24 City Council meetings and 42 videos for Channel 10.
- Produced 12 issues of *City Beat*, won the TAMI award for best employee newsletter in the state.
- Produced 2 issues of *City Insight*, the resident newsletter distributed in water bills.
- Produced 7 issues of the new Working on Wellness newsletter.
- Planned 13 events.
- Co-chaired the city employee United Way Campaign raising more than \$110,000.
- Led the Team Killeen Committee, which planned and hosted the employee picnic and administered the monthly Team Spirit Award.
- Produced the employee telephone directory.
- Maintained the mayor's schedule and produced 144 proclamations, letters, and awards.
- Planned and administered the Public Information and Government Channel Budgets.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Improve Public Information support of all city departments.
- Improve the Government Access Channel to increase the amount and improve the quality of programming.
- Improve the City website to include revamping current site and adding new features.
- Implement web streaming of City Council Meetings and program videos.
- Develop and launch City of Killeen Facebook presence.
- Produce City Council Meetings.
- Produce 12 issues of *City Beat* and 12 issues of the Working on Wellness newsletter.
- Produce 3 issues of *City Insight*.
- Plan and host the 2012 Employee Picnic and other Team Killeen Committee initiatives.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Public Information Office for FY 2011-12.

**GENERAL FUND
PUBLIC INFORMATION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 90,138	\$ 97,256	\$ 97,256	\$ 135,073
Supplies	7,477	20,998	17,738	16,798
Support Services	5,240	12,450	10,450	10,650
Benefits	23,969	26,435	26,435	35,724
Total Expenditures	\$ 126,824	\$ 157,139	\$ 151,879	\$ 198,245
Personnel Summary / Position Title				
Executive Director of Public Information	0.5	0.5	0.5	0.5
Public Information Officer	1	0.7	0.7	0.7
Executive Assistant	1	0.75	0.75	0.6
Webmaster	0	0	0	0.7
Total	2.5	1.95	1.95	2.5
<u>OUTPUTS</u>				
Number of Media Calls	297*	300	484	300
Number of Press Releases Issued	162	150	184	150
Number of City Council Meetings Produced	24	24	24	24
Number of City Insight Issues Produced	3	3	2	3
Number of City Beat Issues Produced	12	12	12	12
Number of WOW Newsletters Produced	3	12	7	12
Number of Program Videos Produced	54	60	42	48
Number of Events Coordinated	9	10	13	10
Number of Team Spirit Awards Awarded	12	12	12	12
<u>EFFICIENCIES</u>				
Return of News Stories to Press Releases	162%*	250.0%	125.0%	200.0%
Unique Media Inquiry Responses	99.0%	100.0%	99.2%	100.0%
184 press releases resulting in 230 media stories				
377 unique media calls with 273 responded to				

*November 2009 not reflected due to events of November 5 Tragedy

*Webmaster was moved from Information Technology to Public Information Office.

**GENERAL FUND
VOLUNTEER SERVICES DIVISION**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Organized and executed 80 Community-wide programs.
- Started a Junior Youth Advisory Commission (YAC) program for Elementary/Junior High School students.
- Won the Keep America Beautiful Presidential Circle Recognition Award and the Gold Star Affiliate Award for Keep Killeen Beautiful.
- Refined our Volunteer Management Program to more effectively recruit, train and utilize volunteers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Recruit, train and utilize volunteers to meet all City-wide programs.
- Increase the number of youth volunteers who receive the President's Volunteer Service Awards.
- Win Keep Texas Beautiful Governor's Achievement Award.
- Relocate to a Permanent Facility.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Volunteer Services for FY 2011-12.

**GENERAL FUND
VOLUNTEER SERVICES DIVISION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 112,676	\$ 121,118	\$ 121,118	\$ 127,454
Supplies	1,568	2,226	1,530	2,156
Support Services	3,457	7,000	6,405	4,600
Benefits	32,940	35,485	35,485	36,040
Total Expenditures	\$ 150,641	\$ 165,829	\$ 164,538	\$ 170,250
Personnel Summary / Position Title				
Director of Volunteer Services	1	1	1	1
Youth Program Specialist	1	1	1	1
Senior Secretary	1	1	1	1
Total	3	3	3	3
<u>OUTPUTS</u>				
Number of annual service projects	75	80	80	90
Number of service hours performed	50,000	65,000	75,000	85,000
Value of volunteer hours	1,012,500	1,316,250	1,518,750	1,721,250
<u>EFFICIENCIES</u>				
Operating cost per volunteer service hour performed	\$2.87	\$2.21	\$2.05	\$1.94
<u>EFFECTIVENESS</u>				
%Increase in service hours performed	1.3%	7.7%	8.7%	8.8%

GENERAL FUND CITY ATTORNEY

DIVISION DESCRIPTION

A support department, consisting of 5 attorneys, one executive assistant and one senior secretary, which provides on-going legal support to the City Council, all city departments and divisions, and various City boards and commissions. Primary duties include attendance at all City Council meetings; review of all ordinance revisions, all documents before Council consideration, and all contracts before signing by the City Manager; providing litigation support and coordination; representation of the City's interests before various state agencies, commissions and the State Legislature; review and respond to every Public Information request received by the City; prosecuting all Class "C" misdemeanors that occur within the city limits.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Redistricting based upon 2010 census numbers.
- Highly involved in the drafting and presentation of the following: "B3-A," Chapter 3 (TABC fee share), conditional use permit, erosion and sediment control, Youth Curfew renewal, HOD ordinance revisions, plat approval streamlining ordinance, sign ordinance, second-hand dealer ordinance and the tow truck ordinance revisions;
- Minimized and resolved three TCEQ notices of enforcement and participated in advocating and securing preliminary TCEQ approval of the City's participation in the Sanitary Sewer Overflow Initiative;
- Drafted, negotiated, and/or presented multiple contracts of interest (Texas A&M MOU, Both Pass-through financing projects (and associated design and construction contracts), Street Administrative Facility design contract, Bunny Trail (and associated city-owner agreement and KISD interlocal agreement), Stagecoach Road design and construction contracts (and associated Harker Heights interlocal agreement), Cunningham Road, Lowe's extension design, Fort Hood sewer line agreements, Elms Road design, and various other water, sewer and drainage community improvement project design and construction contracts;
- Provided legal assistance for the Texas A&M campus annexation

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Assist in the drafting and passage of several revisions to the zoning and subdivision codes;
- Draft and secure approval of the Post Construction storm water management ordinance (required by the City's Phase II permit) of current city contracts.
- Review and revise the Adult Oriented Business ordinance
- Provide employee training on various issues, in conjunction with Human Resource
- Comprehensive review of City's Charter.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Attorney for FY 2011-2012.

**GENERAL FUND
CITY ATTORNEY**

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 555,390	\$ 605,384	\$ 605,331	\$ 643,626
Supplies	1,656	4,916	4,021	2,705
Repairs	-	200	150	-
Support Services	58,007	64,823	64,292	61,126
Benefits	132,193	144,230	135,333	152,839
Minor Capital	660	1,438	-	-
Capital Outlay	17,287	20,300	20,100	20,300
Total Expenditures	\$ 765,193	\$ 841,291	\$ 829,227	\$ 880,596

Personnel Summary / Position Title

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

OUTPUTS

Legal Consultations/Opinions	3,661	3,879	3,790	3,980
Documents Reviewed	4,168	3,997	4,542	4,769
Open Records Requests received and processed	1,297	1,274	1,244	1,306
AG letters written in response to Open Records Requests	214	227	219	230

EFFICIENCIES

Legal Consultations/Opinions per Attorney	733	776	758	796
Documents Reviewed per Attorney	834	780	908	954
Open Records Requests received and processed per Attorney	260	255	249	261
AG letters written in response to Open Records Requests per Attorney	43	46	44	46

EFFECTIVENESS

Percentage of oral opinions provided on routine matters within 48 hours:	93%	93%	93%	93% (Estimate)
Percentage of oral opinions provided on routine matters within 1 weeks:	5%	5%	5%	5% (Estimate)
Percentage of written opinions provided on routine matters within 2 weeks:	2%	2%	2%	2% (Estimate)
Percentage of contracts reviewed within 2 days:	96%	96%	96%	96% (Estimate)
Percentage of Public Information Requests handled withing 10 working days:	100%	100%	100%	100%

**GENERAL FUND
CITY SECRETARY**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Conduct general election
- Codify ordinances within one day of passage
- Process all ordinances, resolutions within one day of passage

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Conducted one general election
- Codified 16 ordinances

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Conduct two elections (one recall, one special)
- Codify 18 ordinances

MAJOR NEW PROGRAMS AND SERVICES

- Increased election expense to fill city council vacancies

**GENERAL FUND
CITY SECRETARY**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 66,166	\$ 68,764	\$ 68,244	\$ 68,256
Supplies	886	809	800	505
Support Services	2,790	2,885	2,860	2,860
Benefits	16,712	16,978	16,898	17,343
Designated Expenses	9,447	10,241	10,000	46,524
Total Expenditures	\$ 96,001	\$ 99,677	\$ 98,802	\$ 135,488
Personnel Summary / Position Title				
City Secretary	1	1	1	1
Total	1	1	1	1
<u>OUTPUTS</u>				
City Council minutes	31	30	30	28
Issue permits, licenses, title vehicles	378	380	395	400
Codify ordinances	15	22	16	20
Conduct election	1	1	1	2
Index ordinances, resolutions	232	302	260	274
<u>EFFICIENCIES</u>				
# documents processed per employee	657	735	702	724
<u>EFFECTIVENESS</u>				
Ordinances, resolutions indexed within two days of adoption				100.0%
Council minutes completed within one day of meeting				100.0%
Application for titles for City vehicles processed within two days of receipt				100.0%
License plates processed within two days of receipt				100.0%
Ordinances codified within three days of passage				100.0%
Permits and licenses issued within seven days of receipt:				100.0%

GENERAL FUND FINANCE

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Coordinated one (1) resolution expressing official intent to reimburse for certain costs related to the Pass Through Project Toll agreement with TxDOT on project relating to 195 and State Highway 201 Interchange; and Improvements to State Highway 201.
- Coordinated the debt issuance in reference to four (4) resolutions expressing official intent to reimburse for certain costs related to two (2) Pass Through Projects Toll agreements with TxDOT: 1) Rosewood Drive/US 190 Overpass and Extension, FM 2410 and Stagecoach Road, reasonably expecting to incur debt up to \$29.8 million and, 2) 195 and State Highway 201 Interchange; Improvements to State Highway 201, reasonably expecting to issue debt up to \$19.9 million. The third resolution includes transportation capital improvement plan cost for major street improvements on \$30 million issuance; and the fourth resolution includes \$1.5 million in downtown city building and facilities and \$1.5 million for a downtown performing arts center, downtown streets, street landscaping, and street lighting.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Maximized Investments given the state of the economy and the fed's stance on the interest earning rates.
- Updated long term financial plans for all of the major funds.
- Analyzed and approved processing fees city wide.
- Updated the investment policy.
- Updated the fund balance policy to comply with GASB Statement Number 54.
- Continued facilitating the Killeen Arts Commission and Finance Director staffs various boards and/or committees including Killeen Firefighter's Relief and Retirement Fund, TIRZ and any assigned by the City Manager.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

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

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
FINANCE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 411,302	\$ 477,994	\$ 451,564	\$ 491,058
Supplies	2,577	5,737	5,439	4,361
Support Services	37,943	50,750	46,158	41,373
Benefits	97,675	115,294	105,236	116,308
Capital Outlay	-	5,118	3,700	-
Total Expenditures	\$ 549,497	\$ 654,893	\$ 612,097	\$ 653,100
Personnel Summary / Position Title				
Director of Finance	1	1	1	1
Assistant Director of Finance	0	1	1	1
Executive Assistant	1	1	1	1
Management Accountant	3	1	1	1
Staff Accountant	0	2	2	2
Total	5	6	6	6
<u>OUTPUTS</u>				
Number of monthly financial reports prepared and submitted to City Council	12	12	12	12
Number of quarterly investment reports prepared and submitted to Council	4	4	4	4
<u>EFFICIENCIES</u>				
Annual Investment Yield	0.35%	0.50%	0.24%	0.30%
Issue CAFR within 180 days after the end of the fiscal year	173	<180	180	<180
Publish budget document within 90 days of adoption	105	<90	142	<90
Receive GFOA ^(a) Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes
<u>EFFECTIVENESS</u>				
Percentage of adopted budget revenues in major operating funds to actual revenues	101%	101%	N/A	N/A
Percentage of ending general fund balance to total expenditures	36.2%	18.9%	25.6%	25.8%

^(a) GFOA: Government Finance Officers Association

GENERAL FUND ACCOUNTING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

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

MAJOR NEW PROGRAMS AND SERVICES:

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

**GENERAL FUND
ACCOUNTING**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 265,078	\$ 289,109	\$ 287,624	\$ 290,974
Supplies	10,167	6,966	6,701	4,400
Support Services	7,712	6,815	6,750	9,788
Benefits	76,684	79,499	78,219	82,592
Capital Outlay	1,087	5,262	5,262	-
Total Expenditures	\$ 360,728	\$ 387,651	\$ 384,556	\$ 387,754
 Personel Summary / Position Title				
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Clerk	1	1	1	1
Clerk (part-time)	0	0	0	0
Total	7	7	7	7
 <u>OUTPUTS</u>				
Payroll direct deposit processd	35,818	34,182	40,563	41,780
Payroll checks issued	5,078	4,472	4,641	4,687
Accounts payable checks issued	14,700	13,971	14,821	15,562
Journal entries preparad	4,666	5,524	5,577	5,744
 <u>EFFICIENCIES</u>				
Number of direct deposit per Specialist	8,955	8,546	10,141	10,445
Number of payroll checks per Specialist	1,270	1,118	1,160	1,172
Number of AP checks per Specialist (2)	7,350	6,986	7,411	7,781
 <u>EFFECTIVENESS</u>				
% of direct deposit rejected	0.004%	0.002%	0.002%	0.002%
% of payroll checks voided	0.001%	0.001%	0.001%	0.001%
% of AP checks reissued	0.005%	0.005%	0.005%	0.005%

**GENERAL FUND
GENERAL SERVICES ADMINISTRATION**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Provided training for local vendors in reference to bidding procedures, opportunities and requirements at the Fort Hood Region Government Vendor Conference & Expo
- Installed a new procurement card platform for the City from Citibank through the State of Texas contract.
- Provided training/orientation for new staff members – purchasing policy, procedures and HTE data entry.
- Rolling purchasing orders from one fiscal year to the next.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Improve the Fixed Asset tracking and accounting process.
- Research procurement related software for automated vendor bid notifications.
- Revision of the Purchasing Policy and Procurement Card Policy as law or policy change dictates.
- Provide training for local vendors in reference to bidding procedures, opportunities and requirements by participating in the 2012 Fort Hood Region Government Vendor Conference & Expo.
- Evaluate various options provided in the HTE system to possibly further streamline the Purchasing process, fixed asset data entry, and accountability process.
- Evaluate expenditures for items that may possibly require bidding and facilitate or process the respective bids.
- Provide training/orientation for new staff members – purchasing policy, procedures and HTE data entry.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for General Services Administration for FY 2011-12.

GENERAL FUND
GENERAL SERVICES ADMINISTRATION

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$130,379	\$142,087	\$145,212	\$146,232
Supplies	4,557	8,354	8,213	9,701
Repairs	2,470	4,849	4,835	4,336
Support Services	7,757	14,009	14,009	13,161
Benefits	39,969	43,524	42,514	42,943
Designated Expenses	0	0	0	0
Major Capital Outlay	0	0	0	0
Capital Outlay	0	0	0	0
Reimbursable Expense	0	0	0	0
Total Expenditures	\$ 185,132	\$ 212,823	\$ 214,783	\$ 216,373
Personnel Summary / Position Title				
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	2	2	2	2
Part time Secretary	0.5	0.5	0.5	0.5
Total	3.5	3.5	3.5	3.5
OUTPUTS				
General Work Orders	926	800	874	800
HVAC Work Orders	144	375	134	250
Special Projects	56	10	44	10
EFFICIENCIES				
Workload per employee (all outputs)	355	395	355	395
Outsourced	325	375	325	375
EFFECTIVENESS				
Number of work orders processed within allocated response time	90.0%	92.5%	90.0%	92.0%
Number of work orders processed within allocated response time outsourced.	90.0%	92.5%	90.0%	92.0%

GENERAL FUND BUILDING SERVICES

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Maintained over one-hundred (100) city owned properties with a limited staff of 3 ½ employees
- Assist in KAAC project
- Rehab seven offices at KCCC
- Rehab RM 105 Bath KCCC
- Rehab old PD building for Custodial & Cemetery operations.
- Provide IAQ air testing services throughout city.
- Assist Risk Manager with safety inspections.
- Assist police department with start up and maintenance of new police department.
- Upgrade lighting at KAAC and procure energy grant
- Responded to emergency repair issues due to freezing temperatures
- Complete EECBG projects.
- Assist in fire damage repair at transfer station.
- Remove old golf course sheds and install fencing.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Expand energy efficiency and power quality survey to include major City buildings.
- Implement a proactive HVAC upgrade program.
- Continue IAQ testing services
- Implement repairs generated by city wide safety inspection
- Bring on electrician and take over electrical repair duties.
- Assist in the implementation of EECBG programs.
- Streamline work order process through AS400 training.
- Assist with KAAC project.
- Assist with Community Services building renovation project.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
BUILDING SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$130,379	\$142,087	\$145,212	\$146,232
Supplies	4,557	8,354	8,213	9,701
Repairs	2,470	4,849	4,835	4,336
Support Services	7,757	14,009	14,009	13,161
Benefits	39,969	43,524	42,514	42,943
Designated Expenses	0	0	0	0
Major Capital Outlay	0	0	0	0
Capital Outlay	0	0	0	0
Reimbursable Expense	0	0	0	0
Total Expenditures	\$ 185,132	\$ 212,823	\$ 214,783	\$ 216,373
Personnel Summary / Position Title				
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	2	2	2	2
Part time Secretary	0.5	0.5	0.5	0.5
Total	3.5	3.5	3.5	3.5
<i>OUTPUTS</i>				
General Work Orders	926	800	874	800
HVAC Work Orders	144	375	134	250
Special Projects	56	10	44	10
<i>EFFICIENCIES</i>				
Workload per employee (all outputs)	355	395	355	395
Outsourced	325	375	325	375
<i>EFFECTIVENESS</i>				
Number of work orders processed within allocated response time	90.0%	92.5%	90.0%	92.0%
Number of work orders processed within allocated response time outsourced.	90.0%	92.5%	90.0%	92.0%

GENERAL FUND CUSTODIAL SERVICES

DIVISION DESCRIPTION

The General Services / Custodial Services division is responsible for maintaining twenty-five (25) City facilities. These facilities equate to 236,502 square feet. Routine duties include floor care, carpet care, general cleaning which includes trash removal, collection of recyclable papers, cardboards, plastics and aluminum cans, furniture dusting, walls cleaning, windows cleaning, entrance way cleaning, restrooms cleaning, sanitation and replenishing tissue dispensers. Additional tasks include dusting light fixtures, high dusting, air vents, baseboards cleaning, stair hand rails, door frames; disinfecting and cleaning phones; cleaning chairs and chair mats; dusting blinds and window ledges; cleaning spills and providing cleaning services after normal duty hours for city facilities. The division also assists in the enforcement of security and safety measures in the City facilities. Custodial Services organizes, cleans and inventories their storage and supply rooms.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued to reduce the negative impact chemicals have on the environment by using green seal approved products, without increasing costs.
- Maintained a high standard of cleaning service for City facilities

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- To reduce the negative impact that chemicals cause on the environment by using green seal approved products, without increasing costs.
- To provide services to the Killeen Arts and Activities Center additional 52,497sf and the new Code Enforcement office additional 2,500sf
- Continue weekly safety training to reduce accident rate to a 3% or less.
- To improve the attendance record.
- Maintain a high standard of cleaning service for City facilities.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
CUSTODIAL SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$223,799	\$302,377	\$295,392	\$315,822
Supplies	57,915	56,078	56,727	53,935
Repairs	2,726	2,766	2,766	2,750
Support Services	2,971	6,934	6,674	6,644
Benefits	76,074	113,962	103,555	112,547
Capital Outlay	6,064	2,580	2,180	0
Total Expenditures	\$ 369,549	\$ 484,697	\$ 467,294	\$ 491,698
Personnel Summary / Position Title				
Custodial Supervisor	1	1	1	1
Custodial crew leader	1	1	1	1
Custodian	9	10	10	10
Total	11	12	12	12
<u>OUTPUTS</u>				
Total square footage cleaned	141,277	221,802	221,802	291,499
Supply cost per square foot cleaned	0.41	0.25	0.26	0.19
<u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	14,478.0	18,484,478.0	18,484,478.0	24,291.0
<u>EFFECTIVENESS</u>				
% change of supply cost per square feet	-11%	11%	-58%	-58%
% change in square feet cleaned	2%	0%	114%	114%

**GENERAL FUND
PRINTING SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
PRINTING SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$85,112	\$90,286	\$87,695	\$93,986
Supplies	5,218	7,216	5,200	5,605
Maintenance	0	0	0	0
Repairs	9,176	8,625	8,625	8,625
Support Services	49,896	52,127	52,099	51,700
Benefits	25,920	28,398	26,600	28,208
Designated Expenses	0	400	353	400
Total Expenditures	\$ 175,322	\$ 187,052	\$ 180,572	\$ 188,524
Personnel Summary / Position Title				
Press Operator	1	1	1	1
Printing Services Supervisor	1	1	1	1
Part Time Secretary	0.5	0.5	0.5	0.5
Total	2.5	2.5	2.5	2.5
<u>OUTPUTS</u>				
Work orders processed	1,189	1200	1164	1200
Print Impressions	5,181,000	5,200,000	4,052,059	5,000,000
Paper Inventory	\$19,000	\$19,000	\$17,000	\$18,000
<u>EFFICIENCIES</u>				
Processed work request with-in the two week time allotted	95.0%	98.0%	98.0%	99.0%
<u>EFFECTIVENESS</u>				
Quality Control Survey returned to Print Shop with results meeting excelent service	99.0%	99.9%	99.0%	99.9%
Jobs completed in house	98.0%	99.0%	99.0%	99.0%

**GENERAL FUND
PURCHASING GENERAL ADMINISTRATION**

DIVISION DESCRIPTION

The General Services Department is responsible for the oversight of Purchasing, Printing Services, Custodial Services, and Facility Maintenance Divisions. The General Administration staff assists employees within General Services with a variety of needs including policy, law, and procedure requirements.

It is also the responsibility of the General Services Department to provide staff, management, and Council with the tools to make decisions for the behalf of the citizens to procure supplies and services that will serve as the best value to the City.

MAJOR DIVISION GOALS

- Assist all members of General Services staff when needed as needed.
- Maintain the current level of service with the increasing demands placed upon the Purchasing, Printing Services, Custodial Services, and Facility Maintenance Divisions.
- Provide departments the resources needed to successfully procure items/services at the best value for the City with minimal difficulty (standardize and streamline processes).
- Ensure that procurements are made in compliance with all laws and policies.
- Give all vendors a fair and equal opportunity to compete for the City's business.
- Guard against misappropriation of any assets procured/safeguard public funds.
- Develop method of accounting for inventory and fixed assets per City guidelines.
- Future centralization of the Purchasing process.
- Research cost cutting measures to save the City money.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Provided training for local vendors in reference to bidding procedures, opportunities and requirements at the Fort Hood Region Government Vendor Conference & Expo

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Assist with integrating an electrician position within Facility Maintenance.
- Streamline Custodial Services for a larger part of the City.
- Research a mail carrier system throughout the City and research the consolidation of mail machines within the City to reduce costs.

MAJOR NEW PROGRAMS AND SERVICES

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

GENERAL FUND
PURCHASING GENERAL ADMINISTRATION

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$0	\$0	\$0	\$113,561
Supplies	0	0	0	1,552
Maintenance	0	0	0	0
Repairs	0	0	0	500
Support Services	0	0	0	3,165
Benefits	0	0	0	29,809
Designated Expenses	0	0	0	0
Major Capital Outlay	0	0	0	0
Capital Outlay	0	0	0	0
Reimbursable Expense	0	0	0	0
Total Expenditures	\$0	\$0	\$0	\$ 148,587
Personnel Summary / Position Title				
Director of General Services	0	0	0	1
General Services Secretary	0	0	0	1
Total	0	0	0	2
<i>OUTPUTS</i>				
Agenda items reviewed and routed	0	0	0	150
Payables reviewed	0	0	0	18,000
Bids/RFP/RFQ	0	0	0	40
Contracts reviewed	0	0	0	120
Sole source reviewed	0	0	0	30
<i>EFFICIENCIES</i>				
Agenda items reviewed and routed per employee (1)	0	0	0	150
Payables reviewed by employee (1)	0	0	0	18,000
Bids/RFP/RFQ facilitated per employee (1)	0	0	0	40
Contracts reviewed per employee (1)	0	0	0	120
Sole source reviewed per employee (1)	0	0	0	30
<i>EFFECTIVENESS</i>				
Percentage of agenda items reviewed and routed within 48 hours	0%	0%	0%	100%
Percentage of payables reviewed within 5 days	0%	0%	0%	100%
Percentage of Bids/RFP/RFQ processed and awarded within 90 days	0%	0%	0%	100%
Percentage of contracts reviewed and routed within 48 hours	0%	0%	0%	100%
Percentage of sole source reviewed and routed within 48 hours	0%	0%	0%	100%
Percentage of gift cards ordered and distributed within deadline	0%	0%	0%	100%

GENERAL FUND HUMAN RESOURCES

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Enhanced the use of the web based application system for improved effectiveness in the selection process.
- Implemented the second phase of a wellness initiative to include wellness seminars on smoking cessation, a health fair (Work on Wellness Festival), and biometric screening for employees.
- Updated KEEPR policies to incorporate new regulations, legislative changes and procedure changes.
- Assisted 8,100+ customers in the Human Resources Office.
- Posted and advertised 179 job postings.
- Received and reviewed over 13,384 for job applications.
- Processed 2,488 payroll action/changes.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue to enhance the use of the web based application system for improved effectiveness in the selection process.
- Continue with wellness initiatives. Implement next phase of a wellness initiative to include exercise classes and various fitness initiatives.
- Update KEEPR policies to incorporate new regulations resulting from the legislative session.
- Enhance the HRIS systems for improved effectiveness in the management of employee information.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
HUMAN RESOURCES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 436,289	\$ 527,174	\$ 527,905	\$ 548,493
Supplies	73,913	87,699	83,296	38,998
Repairs	334	-	800	-
Support Services	73,978	158,539	154,340	45,287
Benefits	112,115	149,008	147,672	151,442
Designated Expenses	77,665	69,000	68,000	2,000
Major Capital	-	2,680	2,480	-
Capital Outlay	1,199	-	-	1,898
Reimbursable Expense	(17,524)	(24,212)	(24,212)	-
Total Expenditures	\$ 757,969	\$ 969,888	\$ 960,281	\$ 788,118

Personnel Summary / Position Title

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

OUTPUTS

Turnover (Non-Civil Service)	14.43%	14.00%	14.00%	14.00%
Turnover (Civil Service)	4.56%	5.00%	5.00%	5.00%
Number of Applications Processed	13,384	14,000	14,000	14,000
Number of Job Postings	179	200	200	200
Accidents /Injuries	224	190	190	190
Vehicle Accidents	102	90	90	90

EFFICIENCIES

Average Number of Applications per Job	75	80	80	80
Average Number of Applications per Human Resources Specialist	4,461	4,667	4,667	4,667

EFFECTIVENESS

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

DIVISION DESCRIPTION

The Department of Information Technology (IT) is dedicated to providing support for the network, surveillance, alarms, access control systems, VOIP phone system, computer hardware, software, and communications infrastructure. IT also provides support for internal and external customers to ensure the effectiveness of the organization as it relates to technology. IT designs and procures technology to support the Departments and Divisions of the City of Killeen in completing their missions.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Implementation of agenda automation software and Citizen's Request software.
- Implemented virtualizations of servers and desktops.
- Reduce cell phone and printer costs while expanding functionality.
- Upgrade network infrastructure.
- Upgrade VOIP phone system.
- Upgrading surveillance cameras at various locations.
- Completed the network connections of the Killeen Arts and Activity Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Expansion of storage and replication ability for uptime and disaster recovery.
- Upgrade of network infrastructure.
- Upgrades to various surveillance infrastructures.
- Implementation/upgrade of redundant services for citywide disaster recovery requirements.
- Upgrades to downtown fiber loop.
- Expansion of our network to 10 gig connections.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
INFORMATION TECHNOLOGY**

INPUTS	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
Expenditures				
Salaries	\$ 619,479	\$ 709,930	\$ 669,280	\$ 666,839
Supplies	2,710	3,775	3,700	4,200
Repairs	1,304	1,000	1,000	1,000
Support Services	65,004	75,915	72,282	76,090
Benefits	171,251	192,180	183,058	182,144
Capital Outlay	277	870	870	250
Total Expenditures	\$ 860,025	\$ 983,670	\$ 930,190	\$ 930,523

Personnel Summary / Position Title

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

OUTPUTS

Service calls per month	425	450	480	550
# of Calls per 4 Technicians per month	106	112	120	137
# of Employees supported by 4 technicians	322	325	326	342
# of Devices supported	2400	2500	2500	2600
# of devices per 4 technicians	600	625	625	650

EFFICIENCIES

Average time to resolve service call (days)	5	5	5	5
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EFFECTIVENESS

Customer satisfaction	95%	98%	98%	98%
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* Web Technician Specialist was moved to the Public Information Office

**GENERAL FUND
LIBRARY SERVICES DIVISION**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Expanded selection of downloadable materials to encompass books, audio books, movies and music.
- Reimplemented programming targeted to teens, creating more awareness of what the library has to offer.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Expand system wide hours of operation
- Maintain current services levels.
- Continue commitment to build a dynamic online collection that meets the education and leisure needs of Killeen's citizens.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Library Services for FY 2011-12.

**GENERAL FUND
LIBRARY SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 848,824	\$ 968,494	\$ 949,494	\$ 904,808
Supplies	74,349	74,008	75,008	53,490
Repairs	574	1,675	1,600	800
Support Services	58,592	62,876	62,525	55,550
Benefits	245,817	280,806	267,937	260,010
Minor Capital Outlay	-	2,000	1,950	-
Capital Outlay	143,134	239,171	243,196	218,083
Total Expenditures	\$ 1,371,290	\$ 1,629,030	\$ 1,601,710	\$ 1,492,741
Personnel Summary / Position Title				
Director of Library Services	1	1	1	1
Assistant Director of Library Services	2	2	2	2
Reference Librarian	2	2	2	2
Cataloger	1	1	1	1
Library Supervisor	4	4	4	4
Library Assistant	2	2	2	2
Senior Reference Assistant	2	2	2	2
Principal Secretary	1	1	1	1
Library Clerk	8	8	8	8
Library Clerk (Part-Time)	9	9	9	9
Total	32	32	32	32
OUTPUTS				
Number of items circulated	276,826	306,791	289,932	301,127
Number of library visits	294,139	289,345	288,256	285,671
Number of reference questions received	31,224	30,624	26,516	21,322
Number of children's program attendees	14,701	12,750	12,750	12,318
Number of public computer users	92,110	83,100	96,408	96,240
EFFICIENCIES				
Division expenditures as % of General Fund	6.1%			
EFFECTIVENESS				
% increase in circulation of materials	-10.2%	10.8%	4.7%	3.9%
% increase in library visits	10.0%	-1.6%	-2.0%	-0.8%
% increase in reference questions answered	-1.8%	-1.9%	-15.0%	-2.0%
% increase in children's program attendance	27.9%	-1.3%	1-.3%	-3.4%
% increase in public computer users	n/a	-9.8%	4.7%	15.8%

GENERAL FUND GOLF COURSE

DIVISION DESCRIPTION

Stonetree Golf Club is a championship public golf course owned and operated by the City of Killeen. The golf course attracts approximately 50,000 rounds of golf each year and is open every day except Christmas from daylight to dark, weather permitting. The golf course holds up to 45 golf tournaments per year and is host to some of the major charity fundraisers in the area. The pro shop is kept fully stocked with the latest in golf equipment and apparel. Stonetree employs a Golf Professional offering player development through personal instruction and a schedule of golf clinics throughout the year. The clubhouse is an 8,000 square foot structure that is available for a variety of functions and parties. The golf course and clubhouse employ 25 staff members.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Improved the pace of play for the course through staff training.
- Continued to improve course conditions and expand customer base.
- Implemented expanded player development program through monthly clinics and the Junior Golf Academy.
- Started construction of new #4 green complex related to the widening of FM 2410.
- Renovated the on course restrooms at #13 tee area.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Finish construction of #4 green complex and open the new hole when appropriate.
- Overseed all fairways during the winter for optimum playing conditions.
- Renovate the on course restrooms at #9 tee area.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Golf Course Division for FY 2011-12.

**GENERAL FUND
GOLF COURSE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 595,156	\$ 652,844	\$ 648,940	\$ 676,822
Supplies	183,535	178,600	169,655	158,579
Maintenance	15,644	21,451	19,700	14,000
Repairs	24,756	25,500	25,500	19,200
Support Services	212,371	236,131	228,431	226,382
Benefits	177,838	202,660	202,660	203,167
Minor Capital	4,046	5,600	3,679	-
Designated Expenses	222,416	144,930	170,297	112,955
Capital Outlay	25,673	-	-	-
Total Expenditures	\$ 1,461,435	\$ 1,467,716	\$ 1,468,862	\$ 1,411,105
Personnel Summary / Position Title				
Director of Golf	1	1	1	1
Golf Professional	1	1	1	1
Golf Course Superintendent	1	1	1	1
Golf Shop Manager	1	1	1	1
Golf Shop Attendant (Part-Time)	1	1	1	1
Golf Shop Attendant	2	2	2	2
Cart Fleet/Range Attendant	1	1	1	1
Maintenance Technician	2	2	2	2
Equipment Services Technician	1	1	1	7
Greenskeeper	7	7	7	1
Principal Secretary	1	1	1	1
Total	19	19	19	19
<u>OUTPUTS</u>				
Rounds of golf played annually	45,991	47,500	52,627	47,500
# of tournaments hosted	50	45	45	46
Revenue generated annually	1,124,479	1,097,115	1,226,743	1,211,924
Acres Mowed & Maintained	149	149	149	149
<u>EFFICIENCIES</u>				
Division expenditures as % of Golf Course Fund	129.0%	134.0%	120.0%	116.0%
<u>EFFECTIVENESS</u>				
# of rounds per counter person	11,498	11,875	13,157	11,875
% of players indicating satisfaction with course	99.0%	99.0%	99.0%	99.0%
% tournaments in 2nd year or more	96.0%	96.0%	96.0%	97.0%

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

DIVISION DESCRIPTION

The Killeen Community Center Operations division supports the day to day operations of the Killeen Community Center. The facility offices the Director of Community Services, Executive Assistant, and Parks and Recreation staff.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Hosted the Hot Summer Nights Concert Series.
- Hosted Movies in the Park.
- Hosted Celebrate Killeen Festival.
- Hosted 2011 Kidsville event.
- Hosted 2010 Holiday Under the Stars event.
- The Community Center will serve as the new location for the Volunteer Services division.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Community Center Operations Division for FY 2011-12.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 212,197	\$ 234,504	\$ 234,504	\$ 122,720
Supplies	8,847	17,753	12,053	11,428
Maintenance	-	-	-	4,000
Support Services	86,471	131,810	85,818	94,518
Benefits	65,038	69,984	69,984	43,511
Minor Capital	-	600	-	-
Major Capital Outlay	-	28,470	-	-
Total Expenditures	\$ 372,553	\$ 483,121	\$ 402,359	\$ 276,177
Personnel Summary / Position Title				
Custodian	1	1	1	1
Community Center Coordinator	1	1	1	1
Director of Community Services	1	1	1	1
Executive Assistant	1	1	1	1
Office Assistant (Full-time)	2	2	2	2
Total	6	6	6	6
<u>OUTPUTS</u>				
Number of Room Rentals at KCC	2,759	3,679	4,000	3,750
Hours reserved at KCC	13,715	18,286	20,000	18,750
<u>EFFICIENCIES</u>				
Number of facility reservations per employee	920	1226	1,333	1,250
<u>EFFECTIVENESS</u>				
Percentage increase in facility reservations	5.4%	33.4%	45.0%	-12.5%

GENERAL FUND PARKS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- The primary goal for the Parks Division is to maintain the aesthetic and recreational value of all city parks, athletic fields, landscaped areas, and urban forest.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Oversaw the construction of a walking trail at Lions Club Park.
- Re-constructed the Conder Softball Field to accommodate a multi-sport field.
- Construction of a skate park at Long Branch Park.
- Continued the Graffiti Removal Program.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Beautify the Lions Club Park walking trail with the addition of trees, benches, and water stations.
- Construct batting cages adjacent to the Davis baseball fields.
- Continue and expand the Graffiti Removal Program.
- Promote participation in the Living Tree program to increase tree planting within the city.
- Continue weed abatement programs.
- Continue City wide beautification with the addition of trees, benches, and flower beds.
- Re-construct Parks Division maintenance storage sheds.
- Construct new restroom facilities at Conder Community Park.
- Implement a year round maintenance program for all outdoor athletic facilities and year round weed abatement program.
- Identify and update all antiquated irrigation systems and improve landscaped areas within Parks and Recreation.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Park's Division for FY 2011-12.

**GENERAL FUND
PARKS**

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 771,649	\$ 942,324	\$ 899,549	\$ 912,902
Supplies	238,754	239,056	238,516	212,469
Maintenance	137,287	133,778	138,778	93,955
Repairs	39,334	44,000	44,000	36,000
Support Services	200,165	187,968	185,118	192,392
Benefits	258,876	323,059	323,059	317,286
Minor Capital	4,326	-	-	-
Capital Outlay	-	25,000	-	-
Total Expenditures	\$ 1,650,391	\$ 1,895,185	\$ 1,829,020	\$ 1,765,004
Personnel Summary / Position Title				
Parks Superintendent	1	1	1	1
Graffiti Removal Specialist	1	1	1	1
Parks Supervisors	2	2	2	2
Grounds Maint. Crew Leaders	5	5	5	5
Grounds Maint. Workers	23	23	23	23
Equipment Service Technician	1	1	1	1
Total	33	33	33	33
<u>OUTPUTS</u>				
Parks/ Landscape Acreage Maintained				
Low Maintenance Areas	405	405	405	775
Medium Maintenance Areas	54	54	54	61
High Maintenance Areas	8	8	8	20
<u>EFFICIENCIES</u>				
Man Hours per Acre, FY				
Low Maintenance	180 hrs./acre	180 hrs./acre	180 hrs./acre	180 hrs./acre
Medium Maintenance	595 hrs./acre	595 hrs./acre	595 hrs./acre	595 hrs./acre
High Maintenance	2100 hrs./acre	2100 hrs./acre	2100 hrs./acre	2100 hrs./acre
<u>EFFECTIVENESS</u>				
Achieved park/landscape target maintenance standard	90.0%	90.0%	90.0%	90.0%

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide access to two full size gymnasiums to accommodate adult and youth basketball and volleyball programs.
- Provide cost effective alternatives for residents seeking to utilize training equipment.
- Provide access to practice facilities for area basketball and volleyball club teams.
- Provide improved health and fitness programming for residents.
- Provide full service athletic and recreational programming.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Provided gym access for the growing number of club volleyball and basketball teams.
- Provided access to structured affordable health and fitness facilities for families in the community.
- Generated over \$400,000 in revenue via memberships sold at the Family Recreation Center.
- Conducted Step Aerobics, Zumba, Body Blast, Body Works, Spin, and Pilates classes at the Family Recreation Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue to provide affordable fitness programs for residents.
- Provide a minimum of 10 structured fitness classes per week for all members at no additional charge.
- Offer personal training for members of the Family Recreation Center.
- Implement an annual open house, where non-members can experience the fitness classes offered and have access to the gym at no cost.
- Offer a summer youth weight training program.
- Offer Zumba and Tae Kwon Do youth classes.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Lion's Club Park Operation Division for FY 2011-12.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 323,342	\$ 382,645	\$ 372,237	\$ 405,844
Supplies	51,755	102,573	101,850	59,977
Support Services	132,371	200,663	159,163	168,780
Benefits	94,284	118,523	118,523	120,226
Minor Capital	7,856	-	-	-
Designated Expense	(212)			
Total Expenditures	\$ 609,396	\$ 804,404	\$ 751,773	\$ 754,827
Personnel Summary / Position Title				
Director of Parks and Recreation	1	1	1	1
Custodian	2	2	2	2
Principal Secretary	1	1	1	1
Recreation Supervisor	1	1	1	1
Recreation Specialist (Full-time)	2	2	2	2
Recreation Specialist (Part-time)	1	1	1	1
Office Assistants (Full-time)	3	3	3	3
Office Assistants (Part-time)	3	3	3	3
Total	14	14	14	14
OUTPUTS				
Memberships	1,460	3,045	1,800	2,200
Membership Joining Fee	1,100		1,250	1,500
Fitness Courses Offered to Members	4/wk	15/wk	18/wk	10/wk
Annual Revenue	\$ 371,323	\$ 425,000	\$ 430,000	\$ 450,000
EFFICIENCIES				
Increase in number of memberships	700	500	500	500
EFFECTIVENESS				
Percentage increase in memberships	40.0%	50.0%	25.0%	25.0%
Percentage increase in revenue	45.0%	20.0%	20.0%	20.0%

**GENERAL FUND
FAMILY AQUATIC CENTER**

DIVISION DESCRIPTION

The Family Aquatic Center division supports the day to day operations of the Family Aquatic Center. The Family Aquatic Center amenities include a lap pool, activity pool, water play structure, beach area, spray grounds, a bowl slide, and four slides. The Family Aquatic Center also features concession facilities and shade structures to promote facility rentals.

MAJOR DIVISION GOALS

- Provide a revenue generating Parks and Recreation facility.
- Provide non-structured recreational aquatic opportunities for members of the community.
- Provide access to a designated lap pool for patrons seeking to do structured lap swimming.
- Provide structured aquatic programming for the entire community.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Provided multiple levels of swim lessons which included a Mother and Toddler/Baby Swim program and American Red Cross levels 1-4 for adults and children.
- Recruited and trained aquatic staff overseeing day to day operations of the Family Aquatic Center.
- Marketed the Family Aquatic Center to residents of Central Texas.
- Hosted 55 private party reservations, generating \$27,500 in revenue.
- Generated \$4,200 in revenue from pavilion rentals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue recruiting and training aquatic staff.
- Provide a Youth Swim team and a Master Swim Program.
- Provide citizens of the community with the opportunity to rent the facility on weekends for both aquatic and non-aquatic related activities and events.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Family Aquatics Division for FY 2011-12.

**GENERAL FUND
FAMILY AQUATIC CENTER**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 196,671	\$ 343,052	\$ 266,052	\$ 257,764
Supplies	40,698	63,700	62,790	44,050
Maintenance	3,473	9,000	6,000	4,667
Repairs	830	2,000	1,800	1,000
Support Services	59,688	71,872	66,334	55,300
Benefits	20,509	45,147	38,548	38,320
Total Expenditures	\$ 321,869	\$ 534,771	\$ 441,524	\$ 401,101
Personnel Summary / Position Title				
Aquatics Supervisor	1	1	1	1
Pool Manager (Part-time)	0	0	0	0
Water Safety Instructor (Part-time)	0	0	0	0
Crew Leader	1	1	1	1
Pool Cashier	0	0	0	0
Total	2	2	2	2
<u>OUTPUTS</u>				
In-Service Training Hours	20		20	
After Hours Pool Parties	29		45	
Pool Reservations during hours of operation	84		33	
Daily Attendance (FAC Capacity 780)	55,325		50,639	
Pool Pass Purchases	57		166	
American Red Cross courses	N/A		27	
Swimming Lessons	794		1,049	
<u>EFFICIENCIES</u>				
Swim courses offered weekly			15	
Parents and tots courses weekly			6	
American Red Cross courses			12	
<u>EFFECTIVENESS</u>				
Percentage of Swim Lessons Filled	90.0%		90.0%	
Percentage of Pool Reservations Filled	90.0%		94.8%	
Percentage of Daily Attendance Filled	90.0%		67.0%	

GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER

DIVISION DESCRIPTION

The Killeen Arts & Activities Center, formerly known as the 1st Baptist Church, is located at 802 N. 2nd street in downtown Killeen. The various wings are leased to several social agencies and two schools, as well as a studio for the Killeen Civic Art Guild. The “Civic” portion, is a division under the Killeen Civic and Conference Center. It encompasses a large, 418 seat auditorium with large stage, plush stadium seating and rich drapery. Dressing rooms and “Green” room sit behind the stage, which is ADA compliant. The small auditorium, formerly Clements Chapel, has two dressing rooms, a reception hall and small kitchen. Several additional spaces seat from 40 – 250. It is also equipped with a full commercial kitchen and an outdoor courtyard.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- The facility has been under construction with a Grand Opening set for March 30-31, 2012.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Provide excellent customer service for tourists and facility patrons.
- Provide a public entertainment venue that is less expensive and complements the KCCC.
- Develop marketing materials, including interactive web sites.
- Add additional meeting space to include a chapel, performing arts auditorium, and meeting space in downtown Killeen.
- Promote the venue as an art incubator.

MAJOR NEW PROGRAMS AND SERVICES

- Add a large Performing Arts auditorium , small auditorium and meeting space to the downtown.

**GENERAL FUND
KILLEEN ARTS & ACTIVITES CENTER**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 99,699
Supplies	-	-	-	8,674
Support Services	-	-	-	46,398
Benefits	-	-	-	28,094
Total Expenditures	\$ -	\$ -	\$ -	\$ 182,865
Personnel Summary / Position Title				
Operations Supervisor	0	0	0	1
Full-Time Custodian	0	0	0	2
Part-Time Custodian	0	0	0	1
Total	0	0	0	4
<u>OUTPUTS</u>				
Events booked	N/A	N/A	N/A	200
Revenue generated	N/A	N/A	N/A	\$90,000
<u>EFFICIENCIES</u>				
Revenue's generated per event	N/A	N/A	N/A	\$450
<u>EFFECTIVENESS</u>				
% of rooms occupied	N/A	N/A	N/A	95%

GENERAL FUND RECREATION

DIVISION DESCRIPTION

The Recreation Division provides affordable and diverse recreation programming and strives to promote and make accessible a wide variety of cultural and recreational services for citizens of all ages.

MAJOR DIVISION GOALS

- Offer diverse recreation programs to the entire community.
- Promote the Killeen Community Center as a viable option for community events.
- Offer a variety of recreational classes to members of the community at the Killeen Community Center.
- 100% implementation of the CLASS software for online registration.
- Continue to foster positive relationships with businesses in the community.
- Create a comprehensive Parks and Recreation sponsorship program to help provide quality athletic and recreation activities without impacting the annual city budget.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Implemented three new special events; Daddy Daughter Dance, Barktoberfest and Mother Daughter Sleepover.
- Hosted the annual Halloween Carnival, Kidsville, Smallville, Hot Summer Nights, Movies in your Park and Easter Egg Hunt free of charge to the community.
- Offered Spring Break and Summer Day Camp programs.
- Coordinated the Centex Race Series with other central Texas cities and hosted four of the 14 races as well as put on the annual awards banquet.
- Secured Carlson Law Firm as the title sponsor of the Centex Race Series.
- Re-introduced the community to four neighborhood parks through a parade of parks program that highlighted the parks during National Parks and Recreation Month.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Initiate an annual disc golf tournament at Conder Park.
- Secure corporate sponsors for Hot Summer Nights, Kidsville, Movies in your Park, Easter Egg Hunt and Halloween events.
- Provide after school tutoring and recreational opportunities for students as an affordable after school care alternative for Killeen families.
- Initiate an Adopt-a-Park program to enable civic organizations to adopt and help maintain parks in the community.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Recreation Division for FY 2011-12.

**GENERAL FUND
RECREATION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 55,587	\$ 167,105	\$ 126,105	\$ 75,290
Supplies	63,087	68,400	67,000	71,946
Support Services	32,711	37,645	37,165	29,575
Benefits	12,336	30,889	24,587	28,919
Designated Expenses	(286)			-
Minor Capital	12,000	-	-	-
Total Expenditures	\$ 175,435	\$ 304,039	\$ 254,857	\$ 205,730
Personnel Summary / Position Title				
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	1	1	1
Total	2	2	2	2
<i>OUTPUTS</i>				
Programs offered	17	30	31	30
Centex Race Series Participants	953	1,500	1,750	2,000
Number of events supported each year	21	22	26	25
<i>EFFICIENCIES</i>				
Number of programs per funded employee	8.5	15	16	15
Number of events supported per funded employee	10.5	11	13	13
<i>EFFECTIVENESS</i>				
Percentage increase in programs offered	13.3%	25.0%	82.3%	-3.2%
Percentage increase in events supported each year	-47.5%	22.2%	23.8%	-3.8%

GENERAL FUND ATHLETICS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Hosted the Texas Teen-Age Baseball District Tournaments for 10 & Under, 12 & Under, and 14 & Under.
- Hosted the Texas Teen-Age Softball District Tournament for 10 & Under.
- Hosted a Mid-American Youth Basketball Tournament for middle school and high school-aged boys.
- Secured Academy Sports & Outdoors as a major sponsor of our soccer and baseball programs.
- Revitalized the adult volleyball & basketball program with 25 total teams registering for the leagues.
- Offered a new 250 foot field co-ed adult softball league.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Bid and receive at least one state tournament from the Texas Amateur Athletic Federation.
- Bid and receive at least one state tournament from the Amateur Softball Association.
- Bid and receive at least one state tournament from Texas Teen Age Baseball.
- Bid and receive at least two district tournaments from Texas Teen Age Baseball.
- Add an additional age group (8 & Under) to the girls volleyball and girls basketball programs.
- Host invitational tournaments in adult basketball, adult football, youth soccer, youth baseball and softball.
- Partner with Killeen Independent School District to offer a middle school soccer program for the Districts' 12 middle schools.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Athletic's Division for FY 2011-12.

**GENERAL FUND
ATHLETICS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 90,975	\$ 107,100	\$ 106,007	\$ 107,353
Supplies	108,678	131,198	126,400	117,365
Support Services	127,144	167,475	153,533	141,731
Benefits	28,831	33,467	33,467	33,238
Total Expenditures	\$ 355,628	\$ 439,240	\$ 419,407	\$ 399,687
 Personnel Summary / Position Title				
Recreation Superintendent	1	1	1	1
Recreation Supervisor	2	2	2	2
Total	3	3	3	3
 <u>OUTPUTS</u>				
# of program participants	5,000	5,500	6,000	6,250
# of teams w/ out coaches- 100% recruitment success	0	0	0	0
Received distinguish rating from Amateur Softball Association and Texas Amateur Athletic Federation based on evaluator and team scores from the state and national tournaments hosted in Killeen.				
 <u>EFFICIENCIES</u>				
% of Supervision @KPR athletic events- 10% growth	100.0%	100.0%	100.0%	100.0%
Secured major youth & adult sponsor that gives free team parties to our participants & offers discounts at the restaurant. (Plucker's Restaurant)	100.0%	100.0%	100.0%	100.0%
Hosted Invitationals, Regionals, State & National Tournaments	8	6	5	6
 <u>EFFECTIVENESS</u>				
Maintained 100% supervision despite 10% program growth and no increase in staff size	100.0%	100.0%	100.0%	100.0%
Volunteer Coach Recruiting Success	100.0%	100.0%	100.0%	100.0%
Games Cancelled due to failure of adequate referees/umpires	0	0	0	0
Maintained all deadlines for league start dates, coaches meetings, team formation and state registrations.	100.0%	100.0%	100.0%	100.0%

GENERAL FUND CEMETERY DIVISION

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Acreage mowed and trimmed by the cemetery is comprised of 65 acres of cemetery memorial park land, Facilities Maintenance/Custodial/Cemetery Complex, and animal control which converts into 1,404 acres of land maintained annually based upon the planned maintenance schedule.
- Received donations for and planted 18 living trees and installed one memorial bench from since July 10.
- Served 2,972 customers by telephone and 3,279 visitors to cemetery office.
- Coordinated 104 funeral arrangements and 3 disinterments.
- Repaired/reset six corner markers, one statue and 13 vases in-house to date and outsourced the repair and straightening of 14 monuments since July 10.
- Top dressed and seeded 104 new interment spaces to date, planted 662 seasonal winter bedding plants and landscaped new administrative facility.
- Relocated cemetery administrative operations into vacated and renovated police academy increasing administrative space from 104 to 527 square feet as well as adding 414 square feet of storage space and adding a 238 square foot chapel, two public restrooms one of which is handicapped accessible.
- Continued inputting/updating data in cemetery software, continued scanning historical interment records and began imaging monuments in Section F (266) for inputting into cemetery software.
- Maintained the on-line interment list on the city website for genealogists.
- Held, assisted and hosted special events/activities - Keep Killeen Beautiful Arbor Day Ceremony, Memorial Day Flags for Veterans Project, Avenue of Flags on Bob Gray Day, Memorial Day and Veteran's Day, Tony the Vet Walkathon Across America, Christmas Military Service Branch/Wreath Display, Confederate Monument Dedication for three Confederate monuments and Hometown Hustle (Sep 10).
- Received Certificate of Appreciation from the Exchange Club for Avenue of Flags display.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no new major programs and services added for the Cemetery Division for FY 2011-12.

**GENERAL FUND
CEMETERY DIVISION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 209,708	\$ 220,454	\$ 215,735	\$ 216,352
Supplies	23,187	28,767	27,951	20,939
Maintenance	5,738	5,794	5,740	3,105
Repairs	11,362	9,700	11,800	9,478
Support Services	7,836	11,740	11,652	8,020
Benefits	65,985	69,259	68,927	68,184
Capital Outlay	-	4,348	4,340	-
Total Expenditures	\$ 323,816	\$ 350,062	\$ 346,145	\$ 326,078
Personnel Summary / Position Title				
Cemetery Superintendent	1	1	1	1
Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
Total	6	6	6	6
<u>OUTPUTS</u>				
Acreage Mowed & Trimmed	1,430	2,018	1,245	1,404
Occupied Lots Serviced	9,260	9,219	9,365	9,470
Interments/Funeral Arrangements	108	102	105	105
Spaces Sold	41	36	52	43
Customers Served (Telephone/Visitors)	7,133	6,643	7,022	7,000
<u>EFFICIENCIES</u>				
Expenditures as % of General Fund	0.51%	0.49%	0.48%	0.47%
Operating Costs per Person per Resident Annually	\$2.87	\$3.10	\$2.87	\$2.56
Cost to Mow/Trim Acreage per Acre Annually	\$226	\$173	\$275	\$233
Cost to Service Occupied Lots Annually	\$35	\$38	\$37	\$35
<u>EFFECTIVENESS</u>				
Acreage Mowed/Trimmed Yearly per Employee	272	384	237	281
Occupied Lots Serviced per Employee	1,764	1,756	1,784	1,894
Interment/Funeral Arrangements per Employee	108	102	105	105
Spaces Sold Per Employee	41	36	52	43
Number of Customers Served per Employee	7,133	6,643	7,022	7,000
Service Satisfaction of Patrons Per Occupied Lots	99.98%	99.99%	99.98%	99.98%

GENERAL FUND SENIOR CITIZENS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Registered 651 new members.
- Prepared 9,829 meals at the Bob Gilmore Center and 6,693 at the Lions Club Park Senior Center.
- Annual attendance of 45,000 at both Senior Centers.
- Involved seniors in purposeful and meaningful volunteer opportunities (i.e. Kitchen Angels, Senior Council chairmanship, Love Gifts for the Community ladies group, Love Basket Project) at both senior centers.
- Coordinated senior trips to Panama, Caribbean, New Orleans, Albuquerque, Santa Fe and Alaska.
- Hosted the 2nd Annual *A Night to Remember* Senior Prom in conjunction with the Officers Wives Club.
- Coordinated Educational Excursions to Austin, San Antonio, and Bryan/College Station.
- The Lions Club Park Senior Center made 7 quilted lap robes and 23 knitted/crocheted lap robes for Windcrest Nursing Center as well as 17 blankets and hat sets, 2 hats, 4 blankets, 5 bootie and hat sets, and one bunting and hat set for the premature babies born at Metroplex Hospital.
- The Thanksgiving Program & Luncheon had over 300 attendees with inspirational multi-cultural entertainment preceding a traditional Thanksgiving feast made and served by the Kitchen Angels.
- Held the first Media and More Sale with 277 attendees.
- Hosted the third annual Senior Market Day with 49 vendors and 446 attendees.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- Implement an after-hours program to enable the Senior Centers to be open later in the evening on weekdays and open to seniors on alternating Saturdays.

**GENERAL FUND
SENIOR CITIZENS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 191,298	\$ 209,346	\$ 202,118	\$ 215,216
Supplies	20,313	25,426	25,773	27,361
Repairs	100	1,655	1,000	1,080
Support Services	47,270	59,510	79,272	48,439
Benefits	59,910	65,613	65,280	65,366
Total Expenditures	\$ 318,891	\$ 361,550	\$ 373,443	\$ 357,462
Personnel Summary / Position Title				
Senior Centers Manager	1	1	1	1
Office Assistant	1	1	1	1
Custodian	1	1	1	1
Crew Leader (Custodian)	1	1	1	1
Program Coordinator	1	1	1	1
Program Assistant	1	1	1	1
Total	6	6	6	6
<i>OUTPUTS</i>				
Daily Attendance Annually	52,020	48,896	53,581	55,188
Membership Annually	4,668	4,681	4,327	4,011
Lunches Served Annually	11,659	12,207	12,009	12,369
Seniors Served per Employee Annually	13,005	12,224	13,395	13,797
<i>EFFICIENCIES</i>				
Operational Costs per Attendee	\$6.13	\$7.39	\$6.97	\$6.50
Operational Costs per Member	\$68.32	\$77.24	\$86.31	\$89.39
Operational Costs per City Population	\$2.49	\$2.83	\$2.91	\$2.80
<i>EFFECTIVENESS</i>				
% of City Population Served	4.7%	4.3%	4.2%	4.3%
% of City Senior Citizen Population Served	4.0%	3.5%	3.2%	3.0%

GENERAL FUND SWIMMING POOLS

DIVISION DESCRIPTION

The goal of the Pools Division is to support the increased aquatic needs of the community. The Pools Division strives to ensure that all citizens can enjoy a safe and fun swimming experience.

MAJOR DIVISION GOALS

- Maintain TML standards at both swimming pools.
- Provide safe aquatic facilities and programming to all citizens.
- Continue to enhance the appearance of Long Branch and Pershing Park pools, bath houses, and facilities.
- Implement a comprehensive training program for lifeguard instruction.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued to provide a safe and fun swimming experience for all citizens of Killeen.
- Hosted in-service training for our aquatics staff to ensure compliance to TML.
- Offered necessary re-certification for CPR to all lifeguards.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue to provide a safe and fun swimming experience for all citizens of Killeen.
- Provide more in-depth in-service training for aquatics staff to ensure compliance with TML and better preparation during emergency situations.
- Increase programming and special events at each of the pools
- Replace necessary life saving equipment at both facilities to ensure compliance with TML.
- Offer additional morning and evening swim lessons to provide families with added opportunities for aquatic instruction.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Swimming Pool Division for FY 2011-12.

**GENERAL FUND
SWIMMING POOLS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 68,074	\$ -	\$ 77,000	\$ 77,000
Supplies	24,240	27,421	27,324	25,786
Maintenance	1,086	2,500	2,242	600
Support Services	8,225	12,400	12,171	7,600
Benefits	5,789	-	6,517	6,638
Minor Capital	-	2,996	-	-
Major Capital Outlay	-	8,737	-	-
Total Expenditures	\$ 107,414	\$ 54,054	\$ 125,254	\$ 117,624

Personnel Summary / Position Title

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

Total	0	0	0	0
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OUTPUTS

In-Service Staff Training Hours	20	20	20	20
Pool Reservations (Maximum of 26 Weekend Days)	15	5	5	5
Annual Attendance	20,219	28,028	28,400	28,400
Pool Passses Purchased		39	39	40

EFFICIENCIES

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

Percentage of Reservations Filled	20.0%	20.0%	20.0%	20.0%
Percentage of Pool Passes Purchased	100.0%	100.0%	100.0%	100.0%
Percentage of Daily Attendance	24.0%	33.0%	33.0%	33.0%

GENERAL FUND PUBLIC WORKS

DIVISION DESCRIPTION

The Public Works Department provides the citizens of Killeen with quality infrastructure systems and orderly planning and development. Public Works includes the following departments/divisions:

- Public Works Administration
- Transportation Services
- Street & Traffic Services
- Water & Sewer Services
- Water & Sewer Engineering
- Capital Improvements Projects
- Solid Waste Accounting
- Solid Waste Collection, Transport & Disposal
- Recycling Center
- Right-of-Way Mowing
- Drainage Utility Engineering
- Drainageway Maintenance

MAJOR DIVISION GOALS

- Maintain a safe and healthy environment for the City's residents and visitors and provide for the highest quality of life through professional engineering, maintenance and operational services for City infrastructure and public streets.
- Develop and implement a comprehensive, five-year streets maintenance and repair program.
- Maintain a water/sewer/drainage strategy and develop annual maintenance and construction programs to support City of Killeen growth through master planning.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Completed construction of several Water and Wastewater Master Plan projects including (4W) Pump Station #3 Upgrade; (6W) 16-Inch Stagecoach Road Waterline; (7S) SH 195 12-Inch & 15-Inch Gravity Sewer Interceptor; (18S) Little Nolan Gravity Interceptor, Phase 1A; and Septic Tank Elimination, Phase 5.
- Completed reconstruction and widening of Watercrest Road from Willowsprings to SH 201.
- Awarded the contract for the construction of the SH 195/201 Interchange (Pass-Through Funding).
- Completed design of the US 190/Rosewood Overpass and Widening of FM 2410 (Pass-Through Funding).
- Continued implementation of the Fats, Oils, and Grease (FOG) Ordinance.
- Awarded contract for Cunningham Road Reconstruction.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Construct Stagecoach Road Water & Wastewater Improvements (Master Plan Projects 7W & 6S).
- Construct the Lift Station #8 Force Main and Realignment Project.
- Approve the 2011 Water & Wastewater Master Plan Update.
- Begin construction of the US 190/Rosewood Overpass and Widening of FM 2410 Project.
- Complete construction of Bunny Trail from Stan Schlueter Loop to Clear Creek Road.
- Begin construction of Elms Road from Carpet Lane to Old FM 440.
- Begin construction of several Drainage Master Plan Projects including South Nolan Creek at Odom; Patriotic Ditch; Elms Road Channel; Bermuda Ditch; and Valley Ditch.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Public Works Admin for FY 2011-12.

**GENERAL FUND
PUBLIC WORKS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 164,758	\$ 184,357	\$ 207,761	\$ 161,109
Supplies	1,213	2,263	1,803	2,622
Support Services	8,696	9,168	11,000	37,606
Benefits	38,365	39,761	47,492	38,128
Capital Outlay	511	-	-	-
Total Expenditures	\$ 213,543	\$ 235,549	\$ 268,056	\$ 239,465
Personnel Summary / Position Title				
Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2
<u>OUTPUTS</u>				
Number of Bond Project Contracts Approved by City Council	23	20	26	17
Value of Bond Project Contracts Approved by City Council	10,343,037	30,000,000	30,200,000	51,500,000
<u>EFFICIENCIES</u>				
CIP Project Contracts for Public Works	23	42	35	40
Average Number of Contracts per Engineer	8	14	9	10
<u>EFFECTIVENESS</u>				
Percent of construction contracts that exceed Engineer's estimate by greater than 15%	<5%	<5%	<3%	<5%

**GENERAL FUND
TRAFFIC DIVISION**

DIVISION DESCRIPTION

The Traffic Division installs all traffic control devices to include traffic signals, electrical wiring, school zone flashers and regulatory signs. In agreement with Texas Department of Transportation, the division performs preventative maintenance on traffic signals within the US 190 corridor. In addition to these duties, the division provides electrical maintenance on all city owned facilities.

MAJOR DIVISION GOALS

- Provide scheduled maintenance on the City's 90 traffic signals and 54 school flashers monthly.
- Perform scheduled electrical maintenance and repairs at 136 city owned facilities.
- Perform maintenance and repair on over 10,000 City owned signs.
- Install, upgrade, and maintain adequate signage at 39 school campuses.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Performed repair and maintenance on over 1,400 sign locations.
- Inspected and performed monthly maintenance of 8 TXDOT signal locations.
- Developed and implemented sign maintenance program on major thoroughfares.
- Upgraded the installation of traffic monitoring software in cooperation and continue to monitor the Signal Synchronization Program and communication between all School Signals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Provide required maintenance for all traffic control devices and continued the implementation of the additional 32 intersections to the Traffic Signal Synchronization Program.
- Continue with the upgrade school signs at the proposed school campuses.
- Provide electrical maintenance for the 136 city owned facilities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Traffic Division for FY 2011-12.

**GENERAL FUND
TRAFFIC DIVISION**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 408,335	\$ 436,238	\$ 406,844	\$ 428,350
Supplies	32,437	50,662	49,618	47,216
Maintenance	43,131	45,000	40,480	49,437
Repairs	30,364	84,037	45,052	48,970
Support Services	101,760	143,230	126,517	131,265
Benefits	119,977	128,288	123,070	129,591
Capital Outlay	-	-	106,500	-
Total Expenditures	\$ 736,004	\$ 887,455	\$ 898,081	\$ 834,829
Personnel Summary / Position Title				
Electrical Maintenance Technician	2	2	2	2
Signal Technician	1	1	1	1
Sign Crew Supervisor	1	1	1	1
Sign Technician	1	1	1	1
Traffic Signal Supervisor	1	1	1	1
Senior Signal Technician	1	1	1	1
Traffic Superintendent	1	1	1	1
Truck Driver	2	2	2	2
Total	10	10	10	10
<u>OUTPUTS</u>				
Number of Traffic Signal Work Orders	450	1,050	1,144	1,100
Number of Sign Work Orders	1,008	1,475	1,300	976
Number of Electrical Work Orders	467	725	725	600
<u>EFFICIENCIES</u>				
Average Number of Work Orders Per Crew	989	525	650	892
Average Number of Hours Per Week	2.5	2.5	2.5	2.5
<u>EFFECTIVENESS</u>				
% of Work Orders Completed within 3 days of initial request	95.0%	95.0%	95.0%	97.0%

GENERAL FUND STREET

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Repair major road failures on 7.90 lane miles of projected streets.
- Sweep 1,770 curb miles across the entire City once per quarter.
- Apply paint to 100,000 feet of striping on target streets.
- Apply 25,000 lbs. of thermoplastic to target streets.
- Provide pothole repair crews for pothole failures in all maintenance areas.
- Install French drain in 7 major areas that have affected both road condition and storm water runoff.
- Replace 20,000 square feet of concrete flat work.
- Replace 1,500 feet of concrete curb and gutter.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Repaired 891 pothole failures.
- Repaired 8 roadway drainage projects at various locations.
- Swept 7,080 curb miles on target streets.
- Applied surface treatment on 26.88 lane miles.
- Concrete stabilized and asphalt overlay 5.88 lane miles.
- Reconstruct and asphalt overlay .10 lane miles on projected streets.
- Applied paint to 91,000 feet of striping on target streets.
- Applied 20,000 lbs of thermoplastic to target streets.
- Replaced 18,634 square feet of concrete flat work.
- Replaced 1,292 feet of concrete curb and gutter.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Repair 900 pothole failures.
- Repair 1 roadway drainage project at yet-to-be determined location.
- Sweep 7,080 curb miles on target streets.
- Mill and overlay 55.94 lane miles.
- Remove grass and crackseal 50 lane miles.
- Apply paint to 100,000 feet of striping on target streets.
- Apply 25,000 lbs of thermoplastic to target streets.
- Replace 20,000 square feet of concrete flat work.
- Replace 1,500 feet of concrete curb and gutter.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Street Division for FY 2011-12.

**GENERAL FUND
STREET**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,496,382	\$ 1,603,495	\$ 1,565,356	\$ 1,581,448
Supplies	169,044	202,790	203,927	198,524
Maintenance	554,060	904,300	463,700	359,620
Repairs	179,664	177,250	130,928	132,250
Support Services	72,092	69,510	69,042	66,453
Benefits	485,376	533,323	530,643	529,873
Minor Capital	9,704	7,077	6,723	12,622
Capital Outlay	-	6,500	6,370	-
Total Expenditures	\$ 2,966,322	\$ 3,504,245	\$ 2,976,689	\$ 2,880,790

Personnel Summary / Position Title

Director of Street Services	1	1	1	1
Street Services Superintendent	2	2	2	2
Equipment Operator	8	8	8	8
Principal Secretary	1	1	1	1
Secretary	0	0	0	1
Street Maintenance Supervisor	6	6	6	6
Street Service Worker	9	13	13	13
Truck Driver	15	15	15	15
Welder	1	1	1	1
Total	43	47	47	48

OUTPUTS

Sealcoat (Lane Mile)	60	60	65	0
Crackseal (Lane Mile)	50	25	75	50
Sweep (Curb Mile)	17,560	5,750	6,000	7,080
Milling and Overlay (Lane Mile)	0.00	0.00	5.82	55.94
Apply Paint for Striping (Lane Mile)	0	0	18	19

EFFICIENCIES

Average Time to Sealcoat a Lane Mile (hours)	2.10	2.10	2.10	0.00
Average Time to Mill and Overlay a Lane Mile (hours)	0.00	0.00	10.00	10.00

EFFECTIVENESS

% of Pothole and Utility Cut Requests Repaired within 48 hours	96.0%	98%	98%	98%
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GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES

DIVISION DESCRIPTION

The mission of the Planning & Development Department is to direct the orderly growth of residential and commercial development within the City's development standards for new development and individual property owners. The Department directs the orderly growth of private development by systematically applying the City's development standards and zoning regulations and, through the Planning and Zoning Commission and the City Council, provides long range assessments of the City's needs and programs.

MAJOR DIVISION GOALS

- Provide timely growth of the tax base and enhance the quality of life of the community by processing 100% of development plats to completion within state mandated timelines.
- Provide efficient & accurate land use data management services to citizens, developers & builders by recording 100% of land management transactions in the GIS within 15 days of receipt of closing case.
- Provide high quality customer service to citizens, builders, developers and neighborhood groups by processing 100% of land use inquiries within 48 hours.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- The City's first Comprehensive Plan and Downtown Plan were adopted by the City Council.
- The Planning and Development Services Department developed a new sign ordinance.
- The Planning staff processed 50 plat cases and 50 zoning cases.
- Staff successfully implemented a new administrative approval process for minor and amending plats.
- Continued to work collaboratively on the Central Texas Sustainable Communities Partnership.
- Coordinated with the legal staff to develop new alcohol zoning district.
- Administered a historic district sign grant for a total private investment of \$290 and grant of \$290.
- Revised the Façade Improvement Program guidelines and administered 3 grant projects to completion.
- Coordinated and administered a downtown tax abatement application and agreement on a project.
- Prepared and submitted a U.S.D.A. Farmers Market Promotional Program grant application.
- Oversaw the development of the downtown Green Avenue Park and Farmer's Market project.
- Awarded 2 Certified Local Government grants to prepare a district nomination for the National Register of Historic Places and to develop historical outreach videos on Killeen's heritage.
- Prepared a community special events policy.
- Worked with several City departments to plan the Take 190 West Arts Festival.
- Developed a downtown tour map highlighting historic points of interest.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Implement portions of the Comprehensive Plan and Downtown Plan.
- Receive fiscal impact model from consultant Kendig Keast.
- Update to the city's zoning to include new Suburban Residential District, Conservation Subdivision District and Neighborhood Business District.
- Update to the city's subdivision regulations.
- Create new stand-alone 'D' Downtown zoning district.
- Produce outreach videos detailing the history of Killeen.
- Nominate the Historic Overlay District (HOD) for the National Register of Historic Places.
- Apply for a CLG grant for creation of a Historic Preservation Plan.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Planning and Development Services for FY 2011-12.

**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 525,448	\$ 591,720	\$ 578,090	\$ 554,828
Supplies	10,627	13,891	12,278	10,650
Repairs	2,591	2,000	1,260	1,000
Support Services	19,911	30,143	27,785	20,143
Benefits	137,353	148,581	143,821	143,056
Minor Capital Outlay	810	300	298	-
Total Expenditures	\$ 696,740	\$ 786,635	\$ 763,532	\$ 729,677
Personnel Summary / Position Title				
Exec Dir of Planning & Development Svcs	1	1	1	1
City Planner	1	1	1	1
Senior Planner	1	1	1	1
Planner I	1	1	1	1
Senior GIS/CAD Technician	1	1	1	1
GIS/CAD Technician	2	2	2	2
Planning Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Total	10	10	10	10
<i>OUTPUTS</i>				
Plat Cases	39	70	65	60
Zoning Cases	37	45	70	65
Number of Land Management Transactions recorded in the GIS	60	70	85	95
<i>EFFICIENCIES</i>				
Average days to process Plat Cases	45	45	45	45
Average days to process Zoning Cases	45	45	45	45
<i>EFFECTIVENESS</i>				
% of Plat Cases processed to completion within state mandated timelines	100.0%	100.0%	100.0%	100.0%
% of Zoning Cases processed to completion without error	100.0%	100.0%	100.0%	100.0%
% of Land Management transactions recorded in GIS within 15 days of receipt of closing case documentation	100.0%	100.0%	100.0%	100.0%

GENERAL FUND BUILDING INSPECTIONS

DEPARTMENT DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Adopted the 2009 International Construction Codes effective April 01, 2011.
- Established weekly Plan Review Committee meetings between staff and applicants.
- Implemented new sign ordinance.
- Implemented new fence ordinance.
- Increase participation with local home builders association by attending monthly meetings and hosting joint workshops to provide homebuilders with new city services or regulations.
- Reduced large inventory of paper documents by half by electronic scanning and data storage.
- Issued 6652 building permits valuing \$183,147,820 through July 2011.
- Issued 48 building permits for commercial projects valuing \$33,799,428 through July 2011.
- Issued 813 building permits for new single-family structures and 44 duplex structures through July 2011.
- Collected \$927,492 in fee revenues through July 2011.
- Performed 19,597 construction inspections through July 2011.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Implement internal electronic plan review program.
- Start electronic payment methods online and at the permit counter.
- Continue electronic scanning of building permits and plans backlog.
- Continue implementation of the new sign ordinance changes.
- Create methods to issue minor permits on-line through Click-2-Gov.

MAJOR NEW PROGRAMS AND SERVICES:

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

**GENERAL FUND
BUILDING INSPECTIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 610,779	\$ 682,356	\$ 638,717	\$ 678,099
Supplies	20,157	22,589	21,364	21,086
Repairs	4,339	4,000	4,000	5,000
Support Services	24,766	31,197	29,482	23,469
Benefits	170,473	188,643	171,214	189,408
Minor Capital Outlay	8,739	4,310	4,260	403
Total Expenditures	\$ 839,253	\$ 933,095	\$ 869,037	\$ 917,465
Personnel Summary / Position Title				
Building Official	1	1	1	1
Chief Building Inspector	1	1	1	1
Building Inspector	5	6	6	6
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Permit Clerk Supervisor	1	1	1	1
Plans Examiner	2	2	2	2
Plans Reviewer	1	0	0	0
Principal Secretary	1	1	1	0
Receptionist	0	0	0	1
Total	15	15	15	15
<u>OUTPUTS</u>				
Number of Inspections Performed	25,980	24,000	24,000	27,000
Number of Permits Issued	10,170	8,052	8,052	9,000
<u>EFFICIENCIES</u>				
Number of Inspections per Inspector	27	20	20	20
Average Number of Minutes per Inspection	16	20	20	20
<u>EFFECTIVENESS</u>				
Permit Applicant Favorable Ratings	100%	100%	100%	100%
Number of Permits Issued per Clerk	8,428	10,000	10,000	10,500

GENERAL FUND CODE ENFORCEMENT

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Investigated 10,630 complaints in FY2010-11.
- Performed 20,210 inspections in FY2010-11.
- Abated 10,910 code violations in FY2010-11.
- Billed for cleanup costs on 805 properties for a total amount of \$171,640 in FY2010-11.
- Received payment on liens and bills in FY2010-11 for a total amount of \$55,850.
- Continue to improve case entry, accuracy of information and reduced duplicate entries through implementation of the mobile computers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
CODE ENFORCEMENT**

	2009-10	2010-11	2010-11	2011-12
INPUTS	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 352,442	\$ 440,547	\$ 432,786	\$ 464,663
Supplies	23,581	34,769	33,367	29,529
Repairs	3,967	4,800	4,767	3,860
Support Services	17,202	25,444	25,112	15,614
Benefits	99,622	135,058	129,324	133,524
Designated Expenses	93,380	105,000	104,990	110,000
Capital Outlay	4,070	1,849	1,831	1,036
Total Expenditures	\$ 594,264	\$ 747,467	\$ 732,177	\$ 758,226

Personnel Summary / Position Title

Director of Code Enforcement	1	1	1	1
Supervisor II	1	1	1	1
Supervisor I	1	1	1	1
Code Enforcement Clerk	1	2	2	2
Code Enforcement Officer	4	5	5	5
Senior Secretary	1	1	1	1
Total	9	11	11	11

OUTPUTS

Number of Inspections	21,870	23,500	20,210	21,500
Number of Complaints Investigated	9,806	10,500	10,630	10,800
Number of Violations Abated	10,677	9,950	10,910	11,400
Number of Dangerous Buildings Abated	58	70	65	70
Number of City Abatements	709	740	805	880
Payments Received For Abatements	55,904	90,000	55,850	95,000

EFFICIENCIES

Cost Per Inspection / Complaint	\$27.17	\$31.81	\$36.23	\$35.27
Abatements Per Code Enforcement Officer	2,669	1,990	2,182	2,280
Cost Per City (contractor) Abatement	\$838.17	\$1,010.09	\$909.54	\$861.62

EFFECTIVENESS

% of Voluntary Compliance	72.0%	80.0%	69.0%	80.0%
% of Abatements Resulting in Collections	59.9%	85.7%	53.2%	86.4%

GENERAL FUND COMMUNITY DEVELOPMENT

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Provided public services programs to approximately 3423 Killeen residents through six public service agencies.
- Provided transportation services for 203 elderly Killeen residents.
- Completed rehabilitation of 4 owner-occupied housing units.
- Completed 4 demolitions and clearances of substandard structures.
- Completed the architecture and Engineering of social services component at the Killeen Arts and Activities Center (KAAC)
- Completed the construction of the Head Start/Early Head Start site at the KAAC.
- Completed the playground installation for the Head Start site at the KAAC.
- Completed the Greater Killeen Free Clinic Expansion project at the KAAC.
- Begin the Green Ave. Community Park and Farmer's Market project.
- Completed the reconstruction of parking lot with ramp and handicap accessible parking for the Killeen Food Care Center.
- Completed the installation of commercial freezers at the Killeen Food Care Center.
- Completed façade improvements to 3 non-residential, historical downtown buildings.
- Completed the reconstruction of 11 streets in low-mod residential census tract.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Provide funding in the amount of \$82,589.33 to 7 public services agencies providing assistance to low-low moderate income Killeen residents.
- Provide funding in the amount of \$50,000.32 for transportation services for elderly Killeen residents.
- Provide funding in the amount of \$40,000.00 for the installation of refrigeration units at the Killeen Food Care Center.
- Provide funding in the amount of \$211,143.70 for the reconstruction of residential streets in low-mod income areas to the City of Killeen Street Division.
- Provide funding in the amount of \$38,385.00 for the reconstruction of sidewalks located in low-mod income areas to the City of Killeen Street Division.
- Provide funding in the amount of \$50,002.93 for façade improvements non-residential historical downtown buildings.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
COMMUNITY DEVELOPMENT**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 223,065	\$ 193,484	\$ 184,850	\$ 191,088
Supplies	4,938	5,648	5,151	4,314
Repairs	356	500	200	300
Support Services	21,674	17,458	16,750	12,430
Benefits	54,103	48,665	46,123	48,001
Major Capital Outlay	299	8,459	8,594	665
Total Expenditures	\$ 304,435	\$ 274,214	\$ 261,668	\$ 256,798
Personnel Summary / Position Title				
Director of Community Development	1	1	1	1
Community Development Program Manager	1	1	1	1
Community Development Specialist	1	1	1	1
Community Development Program Assistant	0	0	0	0
Community Development Housing Specialist	0	0	0	0
Total	3	3	3	3
OUTPUTS				
Public services-people	5,372	2,499	3,626	2,415
Decent and Affordable housing	5	8	4	9
Street improvements-LMA people	0	618	618	4,055
Sidewalk Improvements - LMA people	0	0	0	1,243
Homeless & other special needs populations	0	0	0	0
CDBG demolition and clearance of vacant and unsafe structures	4	5	4	4
Public Facilities and Improvements	5	4	7	4
EFFICIENCIES				
Public services-people	\$33.59	\$83.31	\$56.11	\$54.90
Decent and Affordable housing	\$36,282.00	\$26,895.00	\$43,152.16	\$25,555.80
Street improvements-LMA people	\$0.0	\$255.37	\$255.37	\$52.07
Sidewalk Improvements - LMA people	\$0.0	\$0.00	\$0.00	\$30.88
Homeless & other special needs populations	\$0.0	\$0.00	\$0.00	\$0.0
CDBG demolition and clearance of vacant and unsafe structures	\$2,451.00	\$8,389.00	\$4,736.00	\$5,001.0
Public Facilities and Improvements	\$78,056.12	\$132,250.00	\$102,678.24	\$22,500.73
EFFECTIVENESS				
Public services-people	95.0%	98.0%	97.0%	100.0%
Decent and Affordable housing	82.0%	48.0%	60.0%	100.0%
Street improvements-LMA people	0.0%	100.0%	100.0%	100.0%
Sidewalk Improvements - LMA people	0.0%	0.0%	0.0%	100.0%
Homeless & other special needs populations	0.0%	0.0%	0.0%	0.0%
CDBG demolition and clearance of vacant and unsafe structures	29.0%	56.0%	65.0%	100.0%
Public Facilities and Improvements	65.00%	76.00%	80.00%	100.00%

GENERAL FUND HOME PROGRAM

DIVISION DESCRIPTION

The HOME Program is a function within the direction of the Community Development Division, which provides guidance and appropriate policy development from which to implement strategies, programs, and design projects to assist in meeting decent and affordable housing needs for all citizens of Killeen—particularly, low and moderate income citizens. The HOME program is funded through an entitlement grant from the U.S. Department of Housing and Urban Development. This is strictly an affordable housing grant.

MAJOR DIVISION GOALS

- Increase, improve, and maintain affordable housing for low and moderate income residents.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- First Time Homebuyers assistance to qualified applicants to include: conducting 8 Homebuyer Education classes, with a total of 92 persons attending, and 1 household assisted with down payment and closing costs assistance.
- Tenant Based Rental assistance to 33 Elderly Killeen households
- Tenant Based Rental assistance to 13 households of domestic violence abuse.
- Although no funding was provided to Habitat, 1 unit was completed and closed.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Provide Tenant Based Rental assistance in the amount of \$99,994.75 to elderly Killeen households.
- Provide Tenant Based Rental assistance in the amount of \$154,173.30 to households of domestic violence abuse.
- Provide funding in the amount of \$64,873.35 to eligible Community Housing Development Organizations.
- Provide funding in the amount of \$169,994.75 for the Housing Reconstruction Program.
- Complete the Tremont Apartment Homes- a 112-unit, single story, rental housing development for eligible individuals and households age 55 years and older.

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUNDS
HOME PROGRAM**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 32,119	\$ 34,469	\$ 33,160	\$ 35,396
Supplies	662	1,850	1,696	1,800
Support Services	6,975	5,706	5,610	5,806
Benefits	9,734	10,767	10,273	11,197
Major Capital Outlay	411	100	100	-
Total Expenditures	\$ 49,901	\$ 52,892	\$ 50,839	\$ 54,199
Personnel Summary / Position Title				
HOME Program Coordinator	1	1	1	1
HOME Program Assistant	0	0	0	0
Total	1	1	1	1
<u>OUTPUTS</u>				
Number of decent and affordable housing units assisted with federal, state, and local funds	94	184	161	59
<u>EFFICIENCIES</u>				
Average cost of decent and affordable housing services funded	\$7,762.88	\$5,907.65	\$4,339.45	\$8,288.75
<u>EFFECTIVENESS</u>				
% of decent and affordable housing funds expended	59.0%	81.0%	64.0%	87.0%

GENERAL FUND POLICE

DEPARTMENT DESCRIPTION

The mission of the Killeen Police Department is to create a partnership with the community to combat crime and improve the quality of life for all citizens of Killeen, and to provide effective and efficient police services to our citizens, in the most professional and courteous manner possible by tailoring our manifold operations to meet the needs and expectations of our community. Direction and guidance is based upon our core values: 1) We will maintain the highest level of integrity 2) We will engage in open honest communication 3) We will treat all persons with compassion, respect and dignity 4) We will be self critical and accountable for our commitments and results 5) We will always seek to provide the highest quality service and, 6) We will preserve and safeguard individual rights and liberties. The Department offers many police services to the community. These services include uniformed patrol, traffic enforcement, criminal investigations, narcotics trafficking, training and intelligence gathering/analysis. Additional services such as our community-based program offer citizens a police academy, citizens on patrol and handicap enforcement. Community policing districts divide the city into four areas, each under the direct responsibility of a district commander who uses CompStat methodologies to deliver effective and efficient police services to reduce crime and improve the quality of life for all citizens.

MAJOR DEPARTMENT GOALS

- Reduce crime while improving the quality of life for all citizens.
- Maintain an active recruiting program to fill vacancies and new positions.
- Continue to increase police per citizen ratio for effective delivery of police services.
- Maintain a progressive partnership with the community through various programs and services.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Received our 3-year CALEA Accreditation.
- Received the LEED Gold award for the Police Headquarters.
- Implemented On-line offense reporting system to accommodate citizen reporting of certain crimes.
- Continued working towards a reduction in the Crime Rate.
- Continued excellence in testing results for state licensing of new police officers (7th straight 100% pass rate).
- Increased staffing in Burglary Unit.
- Staffed the Facilities Maintenance Specialist position.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of the police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Reprogram part time employee salaries to one full time Records Clerk.
- Reprogram overtime funds to 10 Public Service Officers positions.

MAJOR NEW PROGRAMS AND SERVICES

- Thirty new patrol vehicles.
- Added ten Public Service Officers.
- Added one Records Clerk.

**GENERAL FUND
POLICE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 14,788,607	\$ 16,984,790	\$ 16,934,724	\$ 16,794,915
Supplies	919,900	1,046,263	1,003,084	1,249,938
Building Maintenance	-	95,000	45,000	93,667
Repairs	427,455	456,227	456,227	329,404
Support Services	647,932	934,276	942,010	1,100,215
Benefits	3,996,088	4,361,643	4,361,643	4,632,018
Minor Capital Outlay	3,409	75,036	75,036	2,477
Capital Outlay	-	245,273	245,272	0
Reimbursable Expense	(446,312)	(417,217)	(355,253)	(438,863)
State and Federal Grants	11,354	13,349	20,495	-
Total Expenditures	\$ 20,348,433	\$ 23,794,640	\$ 23,728,238	23,763,771
Personnel Summary / Position Title				
Chief of Police	1	1	1	1
Assistant Chief of Police	2	2	2	2
Communications Specialist	2	2	2	2
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	1	1	1	1
Evidence Manager	1	1	1	1
Evidence Technician	2	2	2	2
Evidence Technician II	1	1	1	1
Executive Assistant	1	1	1	1
Facilities Manager	0	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	1	1	1	1
Jailer	1	1	1	1
Police Captain	5	5	5	5
Police Clerk	11	11	11	12
Police Crime Analyst	1	1	1	1
Police Fiscal Specialist	3	3	3	3
Police Human Resources Manager	1	1	1	1
Police Lieutenant	10	10	10	10
Police Officer	204	202	202	202
Police Personnel & Equipment Specialist	1	1	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	21	23	23	23
Police Training Assistant	1	1	1	1
Principal Secretary	2	2	2	2
Public Service Officer	29	29	29	39
Senior Secretary	5	5	5	5
Sex Offender Coordinator	1	1	1	1
Special Projects Coordinator	1	1	1	1
Technology Unit Technician	2	2	2	2
Total	315	316	316	327
<u>OUTPUTS</u>				
Calls for Service Work Load	151,842	N/A	160,474	178,489
UCR Part 1 Crimes	6,889	N/A	6,844	7,015
Vehicle Accidents Reported	3,164	N/A	2,547	2,052
<u>EFFICIENCIES</u>				
Cost per Call for Service	\$136.88	N/A	\$149.95	\$135.60
<u>EFFECTIVENESS</u>				
UCR Part 1 Crimes Cleared (Calendar Year)	17.0%	N/A	15.2%	14.8%

GENERAL FUND ANIMAL CONTROL

DIVISION DESCRIPTION

The Animal Control Division protects the health and safety of both humans and animals through enforcement of all Federal, State, Local Laws and City Ordinances in regards to all animals within the city limits of Killeen. Rabies control, public safety and the protection of animals are the divisions' primary goals. Informing the public through proactive education and awareness on animal related matters helps to achieve these goals.

MAJOR DIVISION GOALS

- Enforce state and local laws to make the city a safer place for the animals and humans within the community.
- Encouraging the sterilization of pets to decrease the number of unwanted animals in the city.
- Increase public awareness on animal related issues to include rabies and basic animal care.
- Submit additional animal control ordinance improvements that will more clearly state the city's health and safety goals.
- Continue to gain citizen confidence in the animal control division by enforcing the city's ordinances and state laws fairly, professionally and courteously.
- Continue to successfully keep euthanasia lowered through the use of outside, nonprofit animal welfare groups.
- Increase adoptions by offering healthy animals in a clean environment to the public.
- Replace incinerator.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

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

**GENERAL FUND
ANIMAL CONTROL**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 312,411	\$ 333,711	\$ 293,233	\$ 339,477
Supplies	70,016	92,449	58,859	77,872
Maintenance	-	-	-	-
Repairs	7,364	23,245	23,235	2,700
Support Services	44,266	55,017	49,325	55,052
Benefits	98,350	109,162	92,169	110,438
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 532,407	\$ 613,584	\$ 516,821	\$ 585,539
Personnel Summary / Position Title				
Animal Control Assistant	2	2	2	2
Animal Control Attendant	2	2	2	2
Animal Control Manager	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Field Supervisor	1	1	1	1
Total	11	11	11	11
<u>OUTPUTS</u>				
Calls for Service	11,619	8,593	9,293	10,222
Animals Impounded	5,896	6,281	6,371	7,008
Animals Adopted	1,699	2,096	2,015	2,216
<u>EFFICIENCIES</u>				
Calls for service per officer	1953	1228	2323	2044
<u>EFFECTIVENESS</u>				
% of Animals Adopted	29%	33%	32%	32%
% of Animals Transferred	8%	9%	6%	6%

GENERAL FUND FIRE

DIVISION DESCRIPTION

The Killeen Fire Department (KFD) serves the citizens of Killeen with Fire, EMS, Rescue and Haz-Mat response capability. KFD provides this service with 8 fire stations and 194 full time personnel. The administration section has oversight of personnel issues and the full service training facility with an open to the public accredited fire academy. With a contractual agreement with KISD career and technical education program, an accredited fire academy for high school students is provided. The support service section has oversight of equipment building maintenance. A fire prevention section provides fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

MAJOR DIVISION GOALS

- Protect life, property and environment through prevention, public education and emergency response.
- Staff Rescue Truck with 3 people as a minimum.
- Achieve 4 personnel staffing for all Fire Engines and 5 personnel staffing for all Ladder Companies (aerial devices) in the future.
- Construct a fully functioning fire training field and training burn facility.
- Achieve a fire department work force demographically represented of Killeen's population.
- Secure fire station land sites for future city growth to provide efficient response, fire stations located within 1.5 miles of 90 percent of all structures.
- Rank driver / Engine position for all apparatus.
- Personnel for Support Services Division.
- Replacement engines for aging fire engine fleet- meeting National Fire Protection Association standards.
- Organizational structure meeting industry standards for modern city fire departments.
- Expand Emergency Management Division meeting industry standards for modern city for Emergency Management Service.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Expanding hazardous material team specialized training.
- Fire prevention paperless conversion in process.
- Fire company pre-planning program implemented.
- Continued technical rescue training.
- Moved EMS billing under the KFD
- Purchased new engine to begin replacing aging fleet.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Implement and maintain a fleet replacement program by purchasing new engines / trucks and re-chasseing aging ambulances.
- Pursue SAFER grant in order to hire and train personnel required to operate Fire Station 9.
- Begin construction of Fire Station 9 and training burn facility and field.
- Working to acquire land for new central station, administration, emergency operations center, and training field.
- Remodel fire stations –central, 3, 6 and relocate 5.
- Continue installation engine bay ventilation systems.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Fire Department for FY 2011-12.

**GENERAL FUND
FIRE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 10,128,929	\$ 10,906,490	\$ 10,903,058	\$ 11,219,805
Supplies	838,814	1,029,692	1,029,692	951,809
Maintenance	2,344	2,500	2,500	1,800
Repairs	312,478	361,422	364,851	334,700
Support Services	341,042	452,247	452,247	421,185
Benefits	2,998,171	3,236,706	3,236,706	3,291,646
Minor Capital Outlay	15,719	200	200	-
Capital Outlay	43,462	20,000	20,000	-
Total Expenditures	\$ 14,680,959	\$ 16,009,257	\$ 16,009,254	\$ 16,220,945

Personnel Summary / Position Title

Captain	7	6	6	6
Deputy Chief	3	4	4	4
Deputy Chief - Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire Rescue Officer	153	153	153	153
Fire Chief	1	1	1	1
Fire prevention Officer	3	3	3	3
Lieutenant	26	26	26	26
Principal Secretary	2	2	2	2
Fire Clerk	2	2	2	2
Finance Manager	1	1	1	1
Total	200	200	200	200

OUTPUTS

Fire and Emergency Medical Responses	21,213	22,511	22,511	24,311
Fire Education - Children in KISD	26,511	27,400	27,400	28,500
Business Fire Inspections	1,804	1,950	1,950	2,050
Cadets Completing Training Academy	57	51	51	52

EFFICIENCIES

Fire and Emergency Medical Responses by station (average)	2651	2814	2814	3039
Fire Education - Children in KISD per program	102	112	112	125
Business Fire Inspections per FTE	1804	1950	1950	2050
Cadets Completing Training Academy per FTE	57	51	51	52

EFFECTIVENESS

Percentage calls for service answered	100.0%	100.0%	100.0%	100.0%
Percentage total KISD children reached	49.0%	48.0%	48.0%	46.0%
Percentage of total Businesses Inspected	36.0%	39.0%	39.0%	41.0%
Percentage of cadet passing Texas Commission Fire protection	100.0%	100.0%	100.0%	100.0%

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Developed together partnerships and participants with citizens and the private sector for a mutual goal in emergency preparedness.
- Coordinated the efforts of local, county, regional and state agencies to respond to and recover from an event if a disaster would strike.
- Continue to provide methods of ensuring that our citizens have adequate notice of emergencies to prevent the needless loss of life.
- Developed communications between the City and the citizens for emergency preparedness education through the READY KILLEEN program.
- Maintained 100% compliance with the National Incident Management System (NIMS) standards for emergency management accomplished through NIMSCAST.
- Maintain the Outdoor Early Warning Siren System program.
- Hosted the 2011 CTRAC Trauma Conference.
- Hosted the 2011 Skywarn Conference.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue going programs and activities from FY11.
- Host the Central Texas Family Violence Task Force Inaugural Conference.
- Host the 2012 CTRAC Trauma Conference.
- Conduct 2 tabletops, 1 functional, and 1 full scale exercise involving COOP plans.
- Participate with Fort Hood on their annual exercise.
- Have all of the EOC staff fully trained on WebEOC.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Emergency Management and Homeland Security for FY 2011-12.

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 81,060	\$ 79,809	\$ 79,809	\$ 85,101
Supplies	2,553	7,634	\$ 8,094	\$ 8,064
Repairs	3,386	1,500	\$ 1,500	\$ 1,500
Support Services	16,036	8,300	\$ 7,840	\$ 7,840
Benefits	19,490	18,962	\$ 18,962	\$ 20,475
Total Expenditures	\$ 122,525	\$ 116,205	\$ 116,205	\$ 122,980

Personnel Summary / Position Title

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

OUTPUTS

# of Ready Killeen Public Education Packets Distributed to Killeen Households	0	2,000	10,000	3,000
# of Distribution Methods Used for Public Outreach**	6	6	6	6
# of City Officials and Staff Trained in Emergency Management to 2010 Standards	20	20	60	60
#of exercises conducted in the City of Killeen***	2	2	5	5
#of Staff Trained in WebEOC Crisis Managemnent Program	15	10	60	60
# of CERT Training Sessions	10	10	24	24
#of active CERT Volunteers	42	42	100	100
# of ICS 300/400 classes conducted by City of Killeen	0	0	3	3
# of additional sirens added to the Outdoor Warning System.	0	0	3	0

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

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

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

EFFICIENCIES

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

EFFECTIVENESS

% of City Covered by Emergency Warning Decices	98.0%	98.0%	100%	98%
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GENERAL FUND

EMS BILLING AND COLLECTIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Process insurance claims accurately and in a timely manner to ensure eligibility for payment.
- Meet program deadlines for all insurance appeals.
- Monitor outstanding accounts receivable and follow-up on outstanding accounts to ensure collection of city revenues.
- Cross train EMS Staff.
- Reduce accounts forwarded to outside collections.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Increased electronic claims and payment processing.
- Increased the number of appeals processed by 1%.
- Maintained compliance with all applicable laws related to EMS billing practices.
- Successfully implemented update to coding ambulance transports.
- Successfully implemented billing process for Fire and Rescue Services.
- EMS staff utilized web base training.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Increase delinquency collections by 5%.
- Successfully implement new billing format (5010).
- Implement quarterly inter-office audit review for compliance.
- Increase in house collections.
- Prepare for new ICD10 Coding implementation.
- Consult with an EMS consultant to assist with audit requirements, regulations and compliance.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to EMS Billing & Collection for FY 2011-12.

GENERAL FUND
EMS BILLING AND COLLECTIONS

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 128,392	\$ 155,939	\$ 155,939	\$ 174,105
Supplies	9,995	9,809	9,809	9,809
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	3,504	6,890	6,890	6,890
Benefits	40,789	49,160	49,160	57,628
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	3,133	3,133	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 182,680	\$ 224,931	\$ 224,931	\$ 248,432
Personnel Summary / Position Title				
EMS Billing Supervisor	1	1	1	1
EMS Billing Specialist	1	1	1	1
EMS Billing Clerks	4	4	4	4
Total	6	6	6	6
<u>OUTPUTS</u>				
Number of calls entered	13,493	13,806	13,000	12,900
Payments Posted	9,968	10,555	10,555	10,700
Number of delinquent letters mailed	6,398	9,236	9,236	8,000
Number of insurance claims processed	7,278	6,454	7,000	7,500
Number of appeals processed	757	589	700	700
<u>EFFICIENCIES</u>				
Number of calls entered per ems billing and collections	2462	2,120	2,060	2,120
Number of appeals processed per EMS	152	250	250	250
<u>EFFECTIVENESS</u>				
EMS revenue collections	2,723,417	2,790,650	2,790,650	2,800,000

GENERAL FUND

NON-DEPARTMENTAL

DESCRIPTION:

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

CONSOLIDATED:

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

AVENUE D BUILDING - MUNICIPAL ANNEX:

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

PUBLIC SERVICE:

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

STREET LIGHTS:

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

CITY HALL:

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

INFORMATION TECHNOLOGY:

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

BELL COUNTY COMMUNICATION CENTER:

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

**GENERAL FUND
NON-DEPARTMENTAL**

CONSOLIDATED

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ 7,389	\$ 6,400	\$ 7,500	\$ 7,500
Maintenance	181,071	200,000	200,000	225,000
Repairs	90,622	105,000	105,000	125,000
Support Services	1,472,486	1,548,204	1,548,204	1,472,663
Minor Capital	-	-	-	-
Designated Expenses	391,469	1,273,903	1,282,903	522,564
Capital Outlay	9,377	8,450	8,450	-
Total Expenditures	\$ 2,152,414	\$ 3,141,957	\$ 3,152,057	\$ 2,352,727

AVENUE D BUILDING - MUNICIPAL ANNEX

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ 8,410	\$ 10,000	\$ 10,000	\$ 11,000
Maintenance	4,505	15,000	15,000	15,000
Repairs	4,223	7,500	7,500	5,500
Support Services	61,895	73,500	73,500	75,000
Minor Capital	-	-	-	-
Total Expenditures	\$ 79,033	\$ 106,000	\$ 106,000	\$ 106,500

PUBLIC SERVICES

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Support Services	\$ 544,580	\$ 557,279	\$ 557,279	\$ 571,219
Transfers	24,120	77,708	77,708	384,523
Total Expenditures	\$ 568,700	\$ 634,987	\$ 634,987	\$ 955,742

STREET LIGHTS

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Support Services	\$ 691,060	\$ 700,000	\$ 700,000	\$ 700,000
Total Expenditures	\$ 691,060	\$ 700,000	\$ 700,000	\$ 700,000

**GENERAL FUND
NON-DEPARTMENTAL**

CITY HALL

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ 15,637	\$ 16,400	\$ 16,400	\$ 14,100
Repairs	6,767	11,500	11,500	11,500
Support Services	270,046	308,000	308,000	314,000
Total Expenditures	\$ 292,450	\$ 335,900	\$ 335,900	\$ 339,600

INFORMATION TECHNOLOGY

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ 57,417	\$ 55,521	\$ 55,521	\$ 53,215
Maintenance	356,803	425,602	405,000	446,810
Repairs	43,241	45,692	45,692	42,750
Support Services	46,353	61,080	39,080	12,080
Minor Capital	85,686	113,146	98,146	74,905
Capital Outlay	90,170	19,654	19,654	36,100
Total Expenditures	\$ 679,670	\$ 720,695	\$ 663,093	\$ 665,860

HUMAN RESOURCES

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ -	\$ 38,926
Repairs	-	-	-	21,900
Support Services	-	-	-	51,100
Total Expenditures	\$ -	\$ -	\$ -	\$ 111,926

BELL COUNTY COMMUNICATION CENTER

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Support Services	\$ 776,261	\$ 840,014	\$ 840,014	\$ 926,050
Total Expenditures	\$ 776,261	\$ 840,014	\$ 840,014	\$ 926,050



Aviation

AVIATION FUND

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

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



KILLEEN-FORT HOOD REGIONAL AIRPORT

Adopted Budget

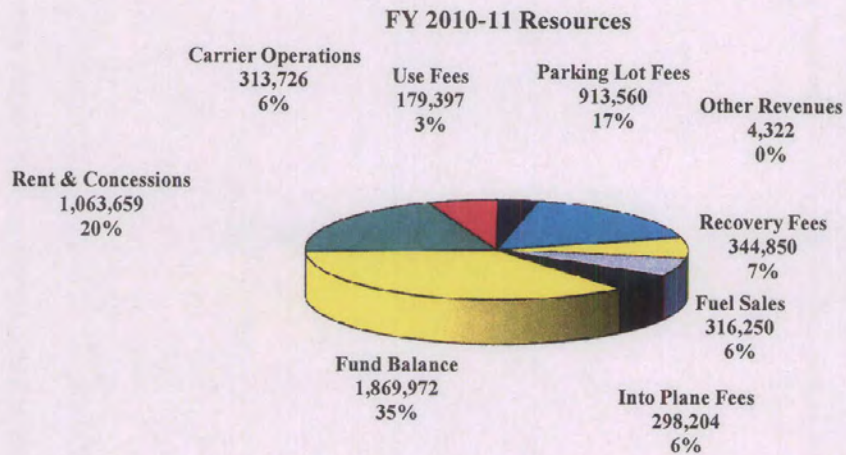
Summary

FY 2011-12

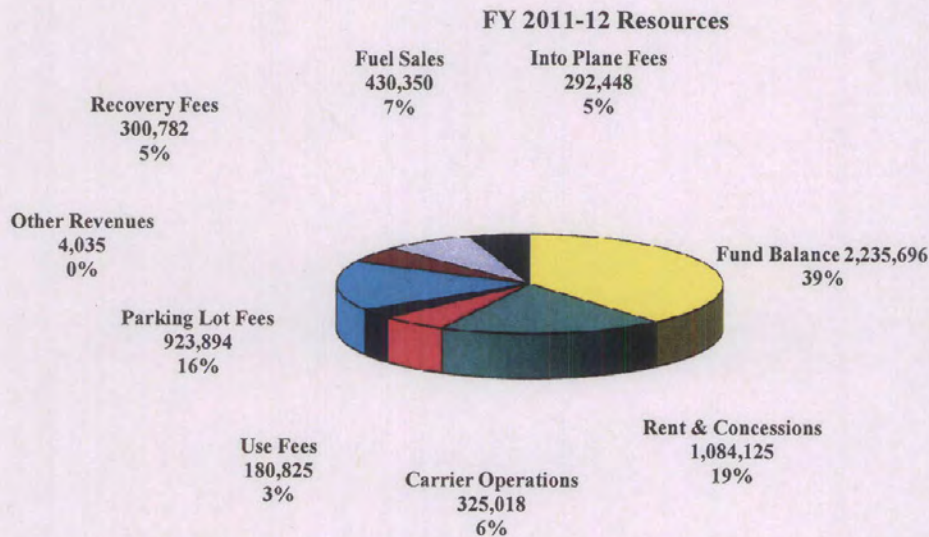
	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
TOTAL BEGINNING FUND BALANCE	1,938,975	1,869,972	2,167,104	2,235,696
REVENUES				
Airport Rent & Concessions	1,042,829	1,063,659	1,019,893	1,084,125
Air Carrier Operations	288,802	313,726	315,379	325,018
Airport Use Fees	157,892	179,397	179,746	180,825
Airport Parking Lot Fees	902,713	913,560	917,986	923,894
Fuel Sales	273,167	316,250	356,643	430,350
Operating Supplies	-	60	40	60
Into Plane Fees	240,650	298,204	283,930	292,448
CIP Recovery Fees	291,661	344,850	292,021	300,782
Miscellaneous Receipts	2,417	2,522	1,283	2,535
Interest Earned	1,876	1,740	2,530	1,440
FAA Grants	-	-	-	2,559,329
FAA Grants Prior Years	1,415,372	3,347,323	2,506,887	37,765
ARRA	2,514,669	-	-	-
TXDOT Grant Match	13,039	30,000	45,000	50,000
Transfer from Aviation PFC	460	-	-	-
TOTAL CURRENT REVENUES	7,145,547	6,811,291	5,921,338	6,188,571
TOTAL FUNDS AVAILABLE	9,084,522	8,681,263	8,088,442	8,424,267
EXPENSES				
Airport Operations	2,548,916	2,836,484	2,730,365	2,937,019
Cost of Goods Sold	207,687	294,042	320,608	407,842
Information Technology	158,349	195,919	182,647	198,016
Airport Non-Departmental	144,201	150,953	150,833	151,033
TOTAL OPERATING EXPENSES	3,059,153	3,477,398	3,384,453	3,693,910
PFC Projects	2,514,674	-	-	-
Robert Gray Army Airfield Projects	1,343,591	3,267,483	2,468,293	2,559,329
TOTAL EXPENSES	6,917,418	6,744,881	5,852,746	6,253,239
ENDING FUND BALANCE				
Unreserved Fund Balance	2,167,104	1,936,382	2,235,696	2,171,028
TOTAL ENDING FUND BALANCE	2,167,104	1,936,382	2,235,696	2,171,028

KILLEEN-FORT HOOD REGIONAL AIRPORT

Comparison of FY 2010-11 Budget to FY 2011-12 Budget



Total Fund Balance and Revenues \$5,303,940



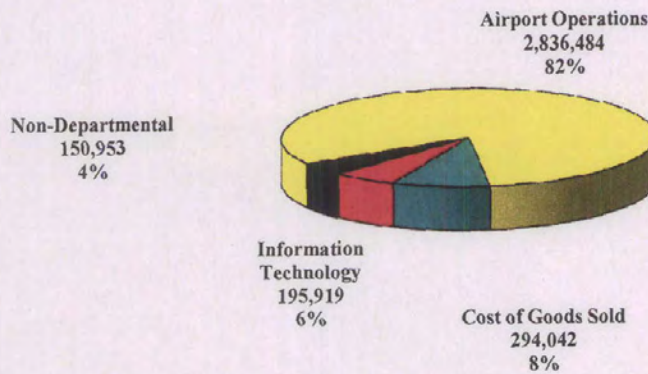
Total Fund Balance and Revenues \$5,777,173

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

KILLEEN-FORT HOOD REGIONAL AIRPORT

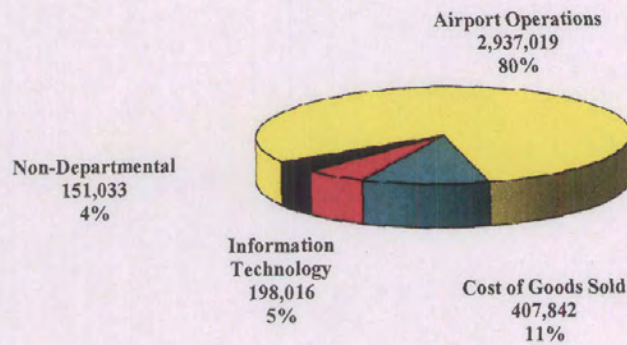
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenses by Function



Total Expenses \$3,477,398

FY 2011-12 Expenses by Function



Total Expenses \$3,693,910

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial page.

Note: Excludes FAA funded capital improvement projects.

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued to provide excellent customer service to the flying public in a safe and efficient manner.
- Completed construction for the Rehabilitation of Taxiway E at Robert Gray Army Airfield.
- Completed construction for a new connector taxiway at the south end of Runway 15 (Taxiway G).
- Continued to lobby the FAA and Congress for funding required for the 2nd Runway Project.
- Continued to seek FAA, AIP funding for capital improvement projects on the airfield.
- Completed design for the Terminal Expansion Project with construction expected to begin in 2013.
- Continued the project to expand and upgrade the airport security system.
- Completed design for replacement of both the Common Use Passenger Processing System (CUPPs) and the Flight Information Display System (FIDs/BIDs).
- Continued to add and improve signage needed to better direct customers to desired areas and services.
- Completed design for upgrade of the Checked Baggage Inspection system Project with construction to begin in 2012.
- Received funding in the form of an Other Transaction Agreement (OTA) from the Transportation Security Administration (TSA) totaling \$4,370,331 to upgrade the checked baggage inspection system.
- Attended Network USA and held meetings with seven airlines in an attempt to bring additional service into the airport.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Continue efforts to increase passenger enplanements.
- Continue to pursue additional airline/destination service.
- Begin construction for the upgrade of the Checked Baggage Inspection System.
- Begin construction for the replacement of the Common Use Passenger Processing System (CUPPs) and the Flight Information Display System (FIDs/Bids).
- Continue to work on the Planning & Programming, Initial Design and Environmental Work for proposed 2nd Runway.

MAJOR NEW PROGRAMS AND SERVICES

- Purchase of a Heavy Aircraft Tug, De-Ice Vehicle and Ground Power Unit (GPU) necessary to support ground servicing functions and expand business.

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 1,288,806	\$ 1,460,598	\$ 1,435,715	\$ 1,487,451
Supplies	73,122	110,490	99,339	111,186
Maintenance	75,461	104,600	83,245	159,057
Repairs	128,879	156,146	159,890	160,200
Support Services	592,166	558,558	513,220	557,176
Benefits	390,482	445,880	438,756	461,949
Cost of Goods Sold	207,687	294,042	320,608	407,842
Capital Outlay	-	212	200	-
Aviation Information Technology	158,349	195,919	182,647	198,016
Non-Departmental	144,201	150,953	150,833	151,033
Total Expenditures	\$ 3,059,153	\$ 3,477,398	\$ 3,384,453	\$ 3,693,910

Personel Summary / Position Title

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

OUTPUTS

Enplaned Passengers	211,439	227,607	194,995	209,877
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EFFICIENCIES

Avg Operational Cost per Enplanement	\$ 14.47	\$ 14.61	\$ 17.36	\$ 17.60
Avg Operational Revenue per Enplanement	\$ 13.16	\$ 15.22	\$ 16.43	\$ 16.50

EFFECTIVENESS

Number of Passengers Served	419,930	439,859	392,579	420,149
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AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Support Services	44,333	47,740	47,740	43,220
Human Resources	-	-	-	4,600
Information Technology	99,868	103,213	103,093	103,213
Total Expenditures	\$ 144,201	\$ 150,953	\$ 150,833	\$ 151,033

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>KFHRA CONSTRUCTION</u>				
Expenditures				
Runway Rehabilitation	2,514,674	-	-	-
RSA Improvement	557,063	-	-	-
Taxiway Construction	231,717	3,174,076	2,374,886	-
Terminal Building Design	521,517	90,923	90,923	-
Terminal Building Construction	-	-	-	2,559,329
Planning - Contracts	14,072	2,484	2,484	-
Passenger Boarding Bridge	9,195	-	-	-
Runway 15R/33L	10,027	-	-	-
Total Expenditures	\$ 3,858,265	\$ 3,267,483	\$ 2,468,293	\$ 2,559,329

SKYLARK FIELD

Adopted Budget

Summary

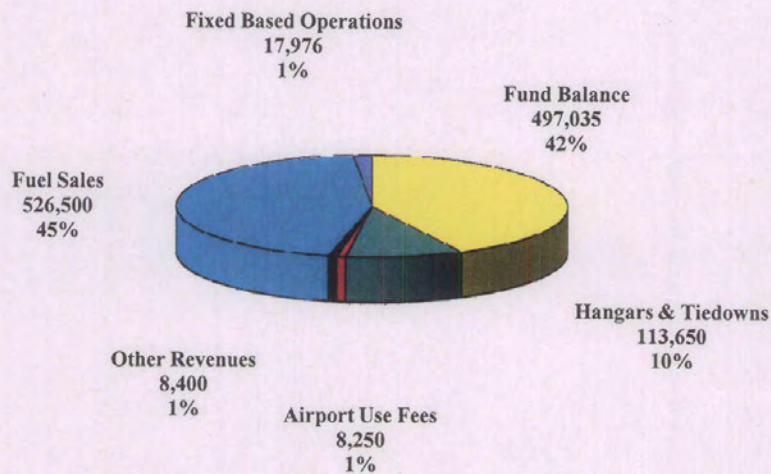
FY 2011-12

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
TOTAL BEGINNING FUND BALANCE	495,468	497,035	493,840	440,890
REVENUES				
Fixed Base Operations	16,321	17,976	17,708	17,976
Hangars and Tiedowns	120,974	113,650	108,895	115,894
Airport Use Fees	6,577	8,250	6,615	7,700
Fuel Sales	399,585	526,500	495,706	672,600
Operating Supplies Sales	3,193	6,000	3,357	4,000
Miscellaneous Receipts	1,719	1,400	200	250
Interest Earned	1,090	1,000	900	1,100
TXDOT Grants	5,158	14,750	14,000	9,150
Transfer from General Fund	-	-	-	-
TOTAL CURRENT REVENUES	554,617	689,526	647,381	828,670
TOTAL FUNDS AVAILABLE	1,050,085	1,186,561	1,141,221	1,269,560
EXPENSES				
Airport Operations	223,269	273,644	262,973	266,505
Cost of Goods Sold	318,896	447,000	421,284	596,750
Airport Non-Departmental	14,080	16,089	16,074	13,005
TOTAL OPERATING EXPENSES	556,245	736,733	700,331	876,260
ENDING FUND BALANCE				
Unreserved Fund Balance	493,840	449,828	440,890	393,300
TOTAL ENDING FUND BALANCE	493,840	449,828	440,890	393,300

SKYLARK FIELD

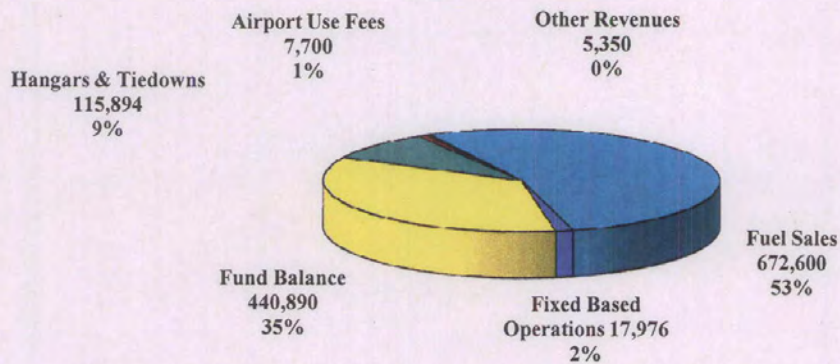
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Resources



Total Fund Balance and Revenues \$1,171,811

FY 2011-12 Resources



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

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

SKYLARK FIELD

Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenses by Object Class

Cost of Goods Sold
447,000
61%



Non-Departmental
16,089
2%

Airport Operations
273,644
37%

Total Expenses \$736,733

FY 2011-12 Expenses by Object Class

Cost of Goods Sold
596,750
68%



Airport Operations
266,505
30%

Non-Departmental
13,005
2%

Total Expenses \$876,260

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

AVIATION FUND SKYLARK FIELD

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide a safe environment for general aviation and military aircraft operations by providing adequate airport facilities, enforcing rules and regulations and budgeting for necessary security, safety, maintenance and growth demands.
- Improve general aviation facilities and services and, encourage growth in this market area.
- Work towards achieving financial self-sustainment as quickly as possible.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued to provide excellent service and maintain safe aviation facilities for use by both our resident tenants and transient customers.
- Completed construction work for the rehabilitation of the runway and treatment of all other associated airport pavement.
- Received an American Recovery and Reinvestment Act (ARRA) grant from TxDOT Aviation and the FAA totaling \$2,752,473 for construction work relating to the rehabilitation of the runway as well as treatment of all other associated airport pavement.
- Continued to upgrade security by installing an additional camera for remote observation.
- Continued to market and negotiate with potential tenants for the former airline passenger terminal building.
- Selected a new Fixed Base Operator (FBO) to rent the unoccupied hangar and provide aircraft maintenance as well as other aviation related services to Skylark Field customers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Continue to provide excellent service and maintain safe aviation facilities for use by both our resident tenants and transient customers.
- Continue to market and negotiate with potential tenants for the former airline passenger terminal building.

MAJOR NEW PROGRAMS AND SERVICES

- Design and construct an 80' x 80' aircraft hangar for lease.

**AVIATION FUND
SKYLARK FIELD**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 113,108	\$ 125,591	\$ 123,916	\$ 132,174
Supplies	8,910	16,159	12,225	16,902
Maintenance	12,940	10,025	9,125	12,349
Repairs	12,555	11,938	10,000	12,793
Support Services	39,257	52,389	50,165	48,441
Benefits	36,499	41,542	41,542	43,846
Cost of Goods Sold	318,896	447,000	421,284	596,750
Capital Outlay	-	16,000	16,000	-
Non-Departmental	14,080	16,089	16,074	13,005
Total Expenditures	\$ 556,245	\$ 736,733	\$ 700,331	\$ 876,260
Personel Summary / Position Title				
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Opns & Mnt Crew Leader	0	0	0	0
Airport Specialist	1	1	1	1
Flightline Service Crew Leader	0	0	0	0
Senior Aircraft Fuel Handler	0	0	0	0
Total	4	4	4	4
<u>OUTPUTS</u>				
Based Aircraft	60	60	60	60
Fuel Sold - Gallons	123,859	150,000	122,958	140,000
<u>EFFICIENCIES</u>				
Avg Operational Cost per based Aircraft	\$ 3,955.82	\$ 1,201.73	\$ 4,384.12	\$ 4,658.50
Avg Gross Revenue per Gallon Sold	\$ 0.95	\$ 0.53	\$ 0.76	\$ 0.57
<u>EFFECTIVENESS</u>				
Number of Based Aircraft	60	60	60	60

**AVIATION FUND
SKYLARK FIELD FUND**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Information Technology	314	2,415	2,400	2,500
Support Services	13,766	13,674	13,674	10,505
Total Expenditures	\$ 14,080	\$ 16,089	\$ 16,074	\$ 13,005



Solid Waste

SOLID WASTE FUND

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

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



SOLID WASTE FUND

Adopted Budget

Summary

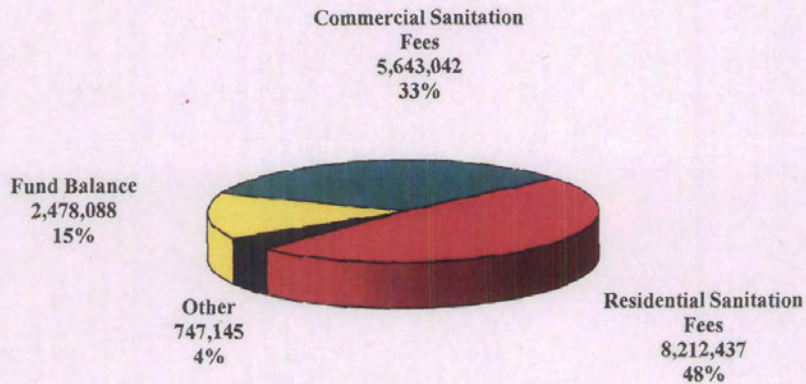
FY 2011-12

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Unreserved Fund Balance	403,123	943,088	1,025,274	1,350,483
TOTAL BEGINNING FUND BALANCE	1,938,123	2,478,088	2,560,274	2,885,483
REVENUES				
Transfer Station Fees	382,941	375,950	405,000	405,000
Container Rentals	88,182	105,000	110,000	115,000
Sale of Equipment	814	20,000	21,334	6,000
Tire Disposal Fees	6,123	5,600	7,100	7,250
Sale of Metals-Recycling	52,100	35,000	41,000	45,000
Paper Products Recycling	67,100	50,000	52,000	60,000
Public Scale Fees	11,504	10,000	8,000	10,000
Other Recycle Revenues	4,609	5,000	4,500	5,000
Customer Recycling Fees	75,024	89,095	87,185	91,545
Commercial Sanitation Fees	5,390,214	5,643,042	5,401,000	5,554,859
Residential Sanitation Fees	7,504,292	8,212,437	8,399,482	8,705,186
Interest Earned	13,527	8,000	15,034	30,000
Compost Facility Lease	18,000	18,000	18,000	18,000
Knife River Lease	-	25,000	29,112	30,000
Miscellaneous Receipts	4,486	500	2,783	500
TOTAL CURRENT REVENUES	13,618,916	14,602,624	14,601,530	15,083,340
TOTAL FUNDS AVAILABLE	15,557,039	17,080,712	17,161,804	17,968,823
EXPENSES				
Residential Operations	2,872,972	3,525,877	3,496,470	3,287,162
Commercial Operations	1,491,963	2,005,400	2,033,083	1,632,091
Recycling Program	286,285	324,046	282,902	366,182
Transfer Station	4,374,243	4,744,472	4,470,696	4,759,551
Mowing	789,510	902,361	847,441	769,960
Custodial Services	32,510	35,293	34,510	36,452
Accounting	174,890	189,123	175,105	191,639
Debt Service	774,997	570,000	570,000	742,644
Solid Waste Miscellaneous	223,076	251,723	235,215	261,868
TOTAL CURRENT EXPENSES	11,020,446	12,548,295	12,145,422	12,047,549
TRANSFERS OUT	1,976,319	2,130,899	2,130,899	2,979,103
TOTAL EXPENSES	12,996,765	14,679,194	14,276,321	15,026,652
ENDING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Debt Service Reserve	-	-	-	-
Unreserved Fund Balance	1,025,274	866,518	1,350,483	1,407,171
TOTAL ENDING FUND BALANCE	2,560,274	2,401,518	2,885,483	2,942,171

SOLID WASTE FUND

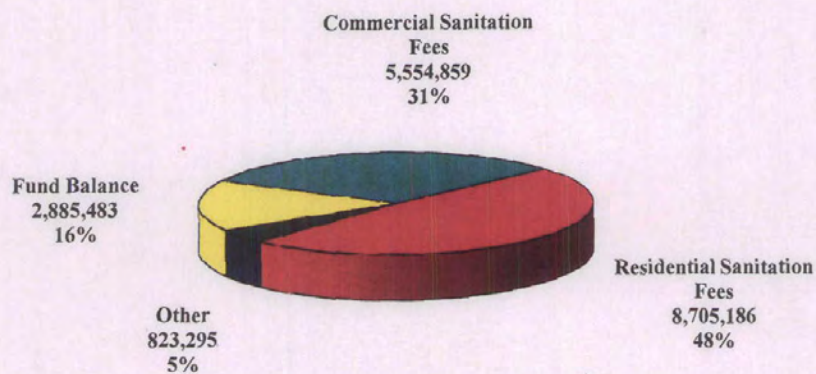
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Resources



Total Fund Balance and Revenues \$17,080,712

FY 2011-12 Resources

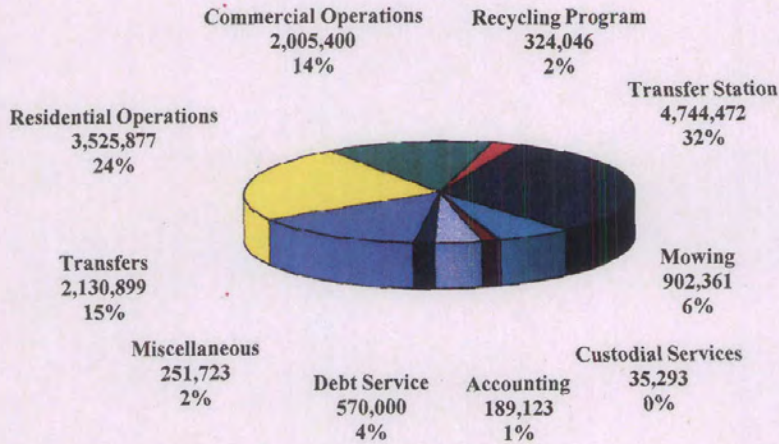


Total Fund Balance and Revenues \$17,968,823

SOLID WASTE FUND

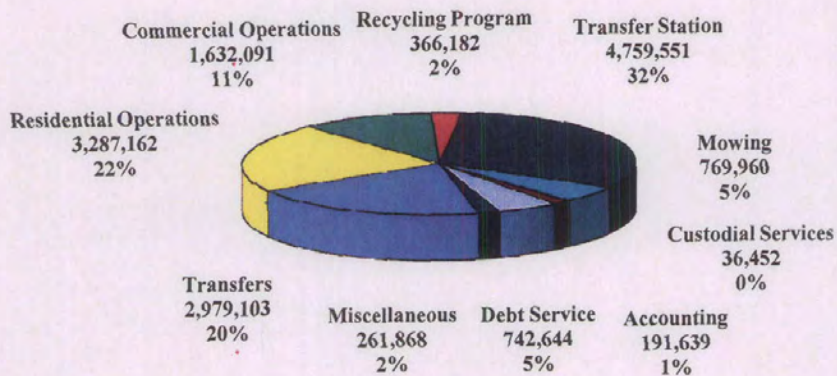
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenses by Function



Total Expenses \$14,679,194

FY 2011-12 Expenses by Function



Total Expenses \$15,026,652

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial age.

SOLID WASTE FUND CUSTODIAL SERVICES

DIVISION DESCRIPTION

The General Services / Custodial Services division is responsible for maintaining twenty-five (25) City facilities. These facilities equate to 236,502 square feet. Routine duties include floor care, carpet care, general cleaning which includes trash removal, collection of recyclable papers, cardboards, plastics and aluminum cans, furniture dusting, walls cleaning, windows cleaning, entrance way cleaning, restrooms cleaning, sanitation and replenishing tissue dispensers. Additional tasks include dusting light fixtures, high dusting, air vents, baseboards cleaning, stair hand rails, door frames; disinfecting and cleaning phones; cleaning chairs and chair mats; dusting blinds and window ledges; cleaning spills and providing cleaning services after normal duty hours for city facilities. The division also assists in the enforcement of security and safety measures in the City facilities. Custodial Services organizes, cleans and inventories their storage and supply rooms.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued to reduce the negative impact chemicals have on the environment by using green seal approved products, without increasing costs.
- Maintained a high standard of cleaning service for City facilities

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- To reduce the negative impact that chemicals cause on the environment by using green seal approved products, without increasing costs.
- To provide services to the Killeen Arts and Activities Center additional 52,497SF and the new Code Enforcement office additional 2,500sf
- Continue weekly safety training to reduce accident rate to a 3% or less.
- To improve the attendance record.
- Maintain a high standard of cleaning service for City facilities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Solid Waste Custodial Services for FY 2011-12.

**SOLID WASTE FUND
CUSTODIAL SERVICES**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$22,119	\$24,183	\$23,562	\$24,352
Supplies	1,795	1,960	1,887	2,678
Benefits	8,596	9,150	9,061	9,422
Total Expenditures	\$ 32,510	\$ 35,293	\$ 34,510	\$ 36,452
Personnel Summary / Position Title				
Custodian	1	1	1	1
Total	1	1	1	1
<u>OUTPUTS</u>				
Total square footage cleaned	15,180	15,180	15,180	15,180
Supply cost per square foot cleaned	1.46	1.59	1.55	1.60
<u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	15,180.0	15,180.0	15,180.0	15,180.0
<u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0%	16%	-8%	8%
% change in square feet cleaned	0%	0%	0%	0%

SOLID WASTE FUND ACCOUNTING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Implemented a work order system in HTE to effectively handle customer/resident issues. Work orders are printed and given to supervisors for completion and close-out of the work order.
- Assumed transfer of responsibility from Utility Collections to open and close final accounts to bill owners for special collection fees. Information gathered from Bell County Tax Appraisal's website is used to initiate the setup of the owner's account.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Accounting Division for FY 2011-12.

**SOLID WASTE FUND
ACCOUNTING**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 130,699	\$ 141,823	\$ 131,776	\$ 143,120
Supplies	1,697	1,752	1,538	1,653
Repairs	-	-	-	-
Support Services	461	1,700	1,300	1,670
Benefits	40,899	43,848	40,491	45,196
Designated Expenses	-	-	-	-
Capital Outlay	1,134	-	-	-
Total Expenditures	\$ 174,890	\$ 189,123	\$ 175,105	\$ 191,639
Personnel Summary / Position Title				
Accounting Supervisor	1	1	1	1
Accounting Specialist	3	3	3	3
Total	4	4	4	4
<u>OUTPUTS</u>				
Number of contacts with customers of solid waste services (calls, visitors, written)	56,420	56,420	59,745	59,745
Number of finance requisitions processed	1,727	1,727	1,615	1,615
Number of solid waste charges entered into	29,580	29,580	28,730	28,730
<u>EFFICIENCIES</u>				
Number of contacts with customers handled per accounting specialist	18,807	18,807	19,915	19,915
Number of purchase requisitions processed per accounting specialist	576	576	538	538
Number of solid waste charges entered into HTE per accounting specialist	9,860	9,860	9,577	9,577
<u>EFFECTIVENESS</u>				
% of requisitions returned with valid error	0.004%	0.004%	0.002%	0.002%
% of charges billed in error to customer account	0%	0%	0%	0%

SOLID WASTE FUND RESIDENTIAL OPERATIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Ended the fiscal year with approximately 44,942 residential households receiving solid waste services, which is an increase of 4.5% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 39.26 tons of recycling materials was collected at curbside per month.
- Supported the Commercial Division by providing the resources (manpower and collection vehicles) to clean-up dumpster sites and pick-up solid waste items not placed in containers (special collection).
- Added and adjusted collection routes for the normal growth of the city, and adjusted routes for the annexed area as residents signed up for services.
- Completed the implementation of the program that allows the billing of special collection fees at curbside by the Residential Supervisors and Solid Waste Specialists. Purchased the remaining handheld computer devices and mobile printers that allow the input of assessed fees directly into HTE for billing to the customer's utility account.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue to adjust collection routes as needed to accommodate the increase in residential units.
- Review operating policies and procedures, and continue to place emphasis on operator maintenance of equipment and vehicles.

MAJOR NEW PROGRAMS AND SERVICES

- Cap Increase for Motor Vehicle Supplies (fuel)
- Additional position – One (1) Solid Waste Specialist (Bulky) with ½ ton pickup
- Additional position – One (1) Residential Equipment Operator (Sideloader)
- Replacement Fleet - Two (2) Sideloaders, Unit #441 & Unit #442
- Replacement Fleet – One (1) Flatbed, Unit #407

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,311,692	\$ 1,460,692	\$ 1,485,805	\$ 1,576,941
Supplies	353,594	401,564	394,454	485,325
Repairs	779,625	733,262	732,658	669,664
Support Services	24,381	21,900	21,842	23,290
Benefits	403,680	469,677	451,044	507,188
Minor Capital Outlay	-	6,400	6,400	4,254
Capital Outlay	-	432,382	404,267	20,500
Total Expenditures	\$ 2,872,972	\$ 3,525,877	\$ 3,496,470	\$ 3,287,162
Personnel Summary / Position Title				
Director of Solid Waste	1	1	1	1
Assistant Director of Public Works	0	0.2	0.2	0
Equipment Operator (Flatbed)	6	6	6	6
Principal Secretary	1	1	1	1
Residential Equipment Operator (Sideload)	14	14	14	15
Residential Equipment Operator (Recycling)	1	2	2	2
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	1	0	0	0
Solid Waste Crew Chief (Rearloader)	4	4	4	4
Solid Waste Specialist	2	3	3	4
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
Total	41	42.2	42.2	44
<u>OUTPUTS</u>				
Tons collected by residential collection vehicles	51,339	54,278	48,385	50,320
<u>EFFICIENCIES</u>				
Cost to collect one ton of residential garbage (daily operation costs only)	\$55.96	\$64.96	\$72.26	\$65.33
<u>EFFECTIVENESS</u>				
% of Residential customer service complaints compared to service opportunities	<.01%	<.01%	<.01%	<.01%

SOLID WASTE FUND COMMERCIAL OPERATIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Ended the fiscal year with 1,660 dumpster containers issued to commercial customers, which was a 1.3% increase above the previous fiscal year (1,639 containers – FY 10/11).
- Completed 2,427 roll-off collections from commercial customers, which is a decrease of 2.9% from the prior fiscal year (2,500 collections – FY 09/10).
- Supported recycling operations by transporting 216 roll-off loads of recycling materials (metals, glass, paper, and plastic) to market. (193 collections – FY 09/10).
- Adjusted collection routes due to new accounts or cancellations and other changes in services that are requested by customers on a daily basis.
- Managed inventory and acquisition of containers to accommodate the growth of the city, and the replacement of uneconomically repairable containers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue to adjust collection routes as needed to accommodate the increase in commercial customers.
- Review operating policies and procedures, and place increased emphasis on operator maintenance of equipment and vehicles.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for Motor Vehicle Supplies.
- Replacement Fleet – One (1) ½ ton pickup truck, Unit #416.

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 712,301	\$ 766,843	\$ 763,063	\$ 758,036
Supplies	183,054	205,148	213,582	252,598
Maintenance	2,500	2,500	2,500	2,500
Repairs	357,266	356,717	378,650	354,886
Support Services	14,327	21,200	19,100	19,713
Benefits	222,515	227,652	230,848	244,358
Capital Outlay	-	425,340	425,340	-
Total Expenditures	\$ 1,491,963	\$ 2,005,400	\$ 2,033,083	\$ 1,632,091
Personnel Summary / Position Title				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	11	11	11	11
Commercial Operations Supervisor	2	2	2	2
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	0	0	0
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
Total	21	20	20	20
<u>OUTPUTS</u>				
Tons collected by commercial waste collection vehicles from commercial customers.	40,165	42,000	37,240	39,500
<u>EFFICIENCIES</u>				
Operating cost to collect one ton of commercial garbage	\$37.15	\$47.75	\$54.59	\$41.32
<u>EFFECTIVENESS</u>				
% of Commercial customer complaints compared to service opportunities	< .01%	< .01%	< .01%	< .01%

SOLID WASTE FUND RECYCLING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Served approximately 1200 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Served approximately 70 citizens (primarily soldiers) at the public scales each month.
- Provided a recycling collection service to city and county facilities/offices, higher education facilities, and some businesses.
- Provided a recycling collection service to twelve (12) apartment complexes.
- Provided recycling service to Peebles, Trimmier and Timber Ridge Elementary Schools.
- Served approximately 18 households each week by picking up cardboard shipping boxes and wrapping paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Conducted two (2) Backyard Composting Classes.
- Increase revenue from sales of paper by directly shipping to a manufacturer in Waco.
- Began shipping plastic to local buyer (vs. Ft. Hood).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue public awareness programs for business and residential recycling opportunities.
- Continue a close association with the Keep Killeen Beautiful Committee to promote recycling and overall environmental issues.
- Assist the Keep Killeen Beautiful Committee with their projects to increase recycling at major City events such as Celebrate Killeen, Hot Summer Nights, and Killeen PRCA Rodeo.
- Establish a recycling program at the Killeen Arts and Activity Center and Farmers' Market.
- Establish a recycling program and service to the shopping mall located adjacent to Trimmier HEB.
- Commence Old Corrugated Cardboard (OCC) collection at five (5) SUBWAY sandwich shops.
- Work with Centex Sustainable Communities Partnership to establish regional environmental programs.

MAJOR NEW PROGRAMS AND SERVICES

- Conduct one (1) Household Hazardous Waste collection event.
- Converted one (1) Part-Time Recycling Attendant to a Full-Time Position.

**SOLID WASTE FUND
RECYCLING**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 198,841	\$ 220,508	\$ 189,440	\$ 224,599
Supplies	12,851	21,324	14,671	17,842
Repairs	8,145	8,600	7,825	8,500
Support Services	7,767	9,736	10,566	10,920
Benefits	56,695	63,578	60,100	74,021
Designated Expenses	300	300	300	30,300
Capital Outlay	1,686	-	-	-
Total Expenditures	\$ 286,285	\$ 324,046	\$ 282,902	\$ 366,182
Personnel Summary / Position Title				
Recycling Attendant	2	2	2	3
Recycling Attendant (Part-Time)	3	3	3	2
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	7
<i>OUTPUTS</i>				
Metals Recycled (Tons)	352	360	248	250
Glass Recycled (Tons)	123	135	146	150
Paper Products Recycled (Tons)	850	900	763	800
Plastic Containers Recycled (Tons)	36	40	80	80
Brush Recycled (Tons)	4,467	4,500	4,241	4,500
Automotive Oil Recycled (Gallons)	2,582	2,500	2,797	2,500
Antifreeze Recycled (Gallons)	220	55	165	220
Lead-acid Batteries Recycled (Each)	260	200	139	130
Appliances w/Freon Recycled (Each)	79	85	48	48
<i>EFFICIENCIES</i>				
Cost per ton to process materials through the facility (daily operation costs only)	\$217	\$224	\$227	\$283
<i>EFFECTIVENESS</i>				
% of recyclables collected from the waste stream and diverted from the landfill	5.8%	5.8%	5.8%	5.6%

SOLID WASTE FUND TRANSFER STATION

DIVISION DESCRIPTION

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. It must be operated in compliance with the Site Operating Plan, and Texas Commission on Environmental Quality (TCEQ) Rules and Regulations. City employees load the waste onto trailers, which are then transported by a contractor (Comal Transportation Company) to the Temple landfill, which is operated by Waste Management, Inc. The contracts for solid waste transport and disposal were amended in March 2010. The term for both contracts was extended to October 2015. The landfill sites in the vicinity of the Transfer Station were closed in 1993, but must be maintained in accordance with TCEQ closure criteria. All brush is collected from the city as a segregated waste, and taken to the Water Control Improvement District (WCID) #1 Regional Sludge/Composting Site for chipping, composting, and the generation of a compost end product.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Transported and disposed a total weight of 90,529 tons of municipal solid waste in the Temple Landfill, which was a 6.4% decrease below last fiscal year's weight of 96,762 tons.
- Received approval of the permit modification to the Landfill Site Plan, MSW Permit #513, the closed/inactive landfill, from the TCEQ MSW Permit Section on October 8, 2010. The revised site plan was prepared and submitted to TCEQ by SCS Engineers on the behalf of the City. The revised site map shows the location of all facilities on the 418 acre site, to include, police facilities, Old Transfer Station, New Transfer Station (15 acres), WCID #1 Regional Sludge/Composting Site (20 acres), the Knife River Concrete Batch Plant (8 acres), and the location of landfilled waste.
- Received approval from the TCEQ MSW Permit Section on April 4, 2011 on our request to voluntarily revoke the MSW Registration No. 40043 for the Old Transfer Station. No further waste management activities are authorized to be conducted at this facility.
- Received written notification dated January 3, 2011 from the TCEQ Waco Regional Office that "no violations or deficiencies" were found during the conduct of an inspection of the City's new Transfer Station, Registration No. 40209. The purpose of the inspection was to evaluate compliance with Municipal Solid Waste (MSW) Rules, the Site Operating Plan, and the Storm Water Pollution Prevention Plan.
- Hired SCS Engineers to provide alternatives and costs for the remediation of subsidence that has occurred on the WS Young Landfill.
- The Water Control Improvement District (WCID) No. 1 completed the construction of the Regional Sludge/Composting Facility on their leased 20-acre site adjacent to the transfer station in June 2011.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Complete all repairs to the transfer station which suffered major damage resulting from a fire that ignited within the structure on July 27, 2011. The total estimated cost to restore the facility is \$1,172,284.
- Complete five (5) capital improvement projects for the transfer station, as follows: (1) Construct a secondary containment for the 6,000 gallon leachate tank. (2) Construct a trench drain on each end of the tunnel area to prevent the tunnel from flooding. (3) Modify the tunnel loading area to reduce litter. (4) Replace 2,000 square feet of floor topping. (5) Install a fire/heat detection and alarm monitoring system.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Transfer Station for FY 2011-12.

**SOLID WASTE FUND
TRANSFER STATION**

INPUTS	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
Expenditures				
Salaries	\$ 413,179	\$ 507,744	\$ 474,871	\$ 520,625
Supplies	49,081	60,243	59,175	59,720
Maintenance	13,952	20,902	20,900	18,950
Repairs	45,247	52,300	58,500	54,210
Support Services	158,397	162,382	151,500	164,947
Benefits	134,317	168,197	153,200	173,443
Minor Capital	1,724	-	-	-
Designated Expenses	3,558,346	3,772,704	3,552,550	3,767,656
Total Expenditures	\$ 4,374,243	\$ 4,744,472	\$ 4,470,696	\$ 4,759,551

Personnel Summary / Position Title

Building/Grounds Service Worker	3	3	3	3
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	4	4	4	4
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	3	3	3	3
Senior Secretary	1	1	1	1
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
Scale Operations Supervisor	0	1	1	1
Total	15	16	16	16

OUTPUTS

Total tons transported and landfilled	96,762	98,537	90,529	98,710
Number of trailer loads of waste hauled from Transfer Station	4,348	4,693	4,118	4,701
Cost per ton to transport and landfill	\$36.00	\$37.00	\$36.00	\$38.00
Tons of brush received	4,467	4,500	4,241	4,500
Number of violations/warnings from TCEQ	0	0	0	0

EFFICIENCIES

Cost per ton for operation of facility (daily operation costs only)	\$8.43	\$9.86	\$10.14	\$10.40
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EFFECTIVENESS

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Continued to refine the inventory of roadway right-of-ways to be mowed. Re-checked data on length/acreage of right-of-ways. The current inventory consists of 151.32 lane miles, 611.66 acres.
- Refined/adjusted the mowing schedule for the three (3) week cycle and the six to eight (6-8) week cycle.
- Provided support to the Community Supervision and Corrections Department (CSCD) by providing two (2) representatives on Saturday & Sunday (bi-weekly) to assist in administering the Community Service Program for the City of Killeen. Probationers were used to pickup litter/trash along selected roadway right-of-ways and drainage ditches.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Refine the program to service and maintain the mowing and drainage equipment.
- Collect and refine data on right-of-ways, including the newly annexed areas, and modify schedules.
- Implement the reorganization of the Mowing & Drainage Division under the Environmental Services Division.
- Transfer the maintenance responsibilities of 59.5 miles/175.44 acres of ROW to the Drainage Bar Ditch Crew.
- Reduce the FY 11/12 ROW inventory for a new total of 91.82 miles, 436.23 acres.
- Adjust the maintenance schedules to reflect the decrease in mowing personnel (5 ea).
- Complete the assigned goals as established below:
 - 18 maintenance cycles on the 3 week inventory: 559 miles, 2,713 acres.
 - 7 maintenance cycles on the 6-8 week inventory: 267 miles, 614 acres.
 - 2 maintenance cycles on the TX Dot inventory: 46 miles, 396 acres.

MAJOR NEW PROGRAMS AND SERVICES

- Transfer the Mowing and Drainage Division from Solid Waste Department to the Environmental Services Division.
- New Position – one (1) Mowing and Drainage Secretary (funded 50% by Solid Waste Fund and 50% Drainage Utility Fund).
- Abolished one (1) Crew Leader position.
- Abolished three (3) Mowing Service Worker positions.
- Abolished one (1) Part-Time Mowing Service Worker position.

**SOLID WASTE FUND
MOWING OPERATIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 501,085	\$ 572,705	\$ 543,684	\$ 465,852
Supplies	53,651	66,344	64,924	69,711
Maintenance	3,030	2,100	1,950	2,100
Repairs	47,791	44,500	43,500	47,975
Support Services	5,430	14,195	12,483	14,862
Benefits	173,463	201,017	179,400	167,460
Minor Capital	2,460	-	-	-
Designated Expenses	975	1,500	1,500	2,000
Capital Outlay	1,625	-	-	-
Total Expenditures	\$ 789,510	\$ 902,361	\$ 847,441	\$ 769,960
Personnel Summary / Position Title				
Mowing and Drainage Superintendent	1	1	1	0.5
Mowing and Drainage Secretary	0	0	0	0.5
Equipment Services Technician	1	1	1	0.5
Mowing Supervisor	1	1	1	1
Mowing Crew Leader	3	3	3	2
Mowing Service Worker	15	15	15	13
Mowing Service Worker (part-time)	1	1	1	0
Total	22	22	22	17.5
<u>OUTPUTS</u>				
Lane miles mowed	1,304	1,380	1,300	872
Acreage mowed	4,405	4,840	4,685	3,723
<u>EFFICIENCIES</u>				
Cost per lane mile	\$605	\$654	\$652	\$883
Cost per acre	\$179	\$186	\$181	\$207
<u>EFFECTIVENESS</u>				
% of 3 week cycles completed as scheduled	>100%	100%	*94%	100%
% of 6-8 week cycles completed as scheduled	>100%	100%	*94%	100%

* The average personnel strength for FY 10/11 was 95%, or an average of one (1) vacant service worker position. During the winter months of January and February 2011, all personnel resources in the Mowing Division were used to assist Drainage Maintenance in the completion of their priority projects and schedule. A total of 4,212 manhours were used in support of Drainage Maintenance for the fiscal year.

SOLID WASTE FUND OTHER APPROPRIATIONS

DEBT SERVICE

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

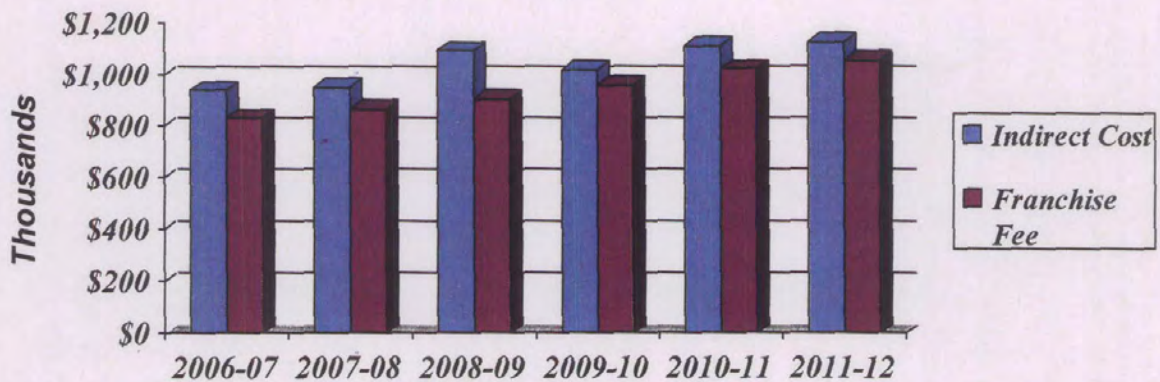
INFORMATION TECHNOLOGY

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

NON-DEPARTMENTAL

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

Transfers to General Fund



**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Designated Expenses	\$ 774,997	\$ 570,000	\$ 570,000	\$ 742,644
Total Expenditures	\$ 774,997	\$ 570,000	\$ 570,000	\$ 742,644

HUMAN RESOURCE

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ -	\$ 4,799
Support Services	-	-	-	2,700
Designated Expenses	-	-	-	6,300
Total Expenditures	\$ -	\$ -	\$ -	\$ 13,799

INFORMATION TECHNOLOGY

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ 9,198	\$ 9,000	\$ 9,000	\$ 9,880
Maintenance	26,291	31,261	31,000	31,020
Repairs	16,456	24,000	24,000	15,000
Support Services	13,795	20,139	20,139	-
Minor Capital Outlay	2,788	2,500	2,500	32,575
Capital Outlay	13,839	-	-	4,000
Total Expenditures	\$ 82,367	\$ 86,900	\$ 86,639	\$ 92,475

NON-DEPARTMENTAL

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Maintenance	\$ 9,685	\$ 18,750	\$ 6,750	\$ 7,000
Repairs	-	4,000	4,000	4,000
Support Services	131,024	142,073	137,826	144,594
Designated Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Transfers Out	1,976,319	2,130,899	2,130,899	2,979,103
Total Expenditures	\$ 2,117,028	\$ 2,295,722	\$ 2,279,475	\$ 3,134,697



Water and Sewer

WATER & SEWER FUND

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

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Water & Sewer services provided by the City. Appropriations are made for eight functions provided by Water & Sewer. These functions include Water and Sewer Contracts, Water and Sewer Projects, Water & Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services.



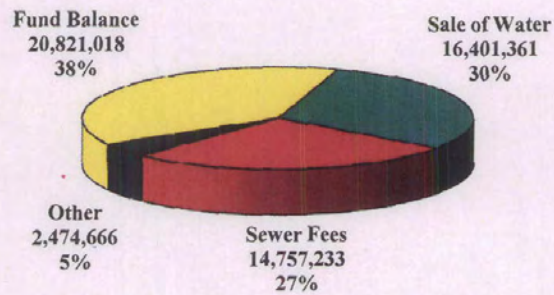
WATER & SEWER FUND**Adopted Budget
Summary
FY 2011-12**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	19,172,138	19,094,018	19,142,848	17,121,928
TOTAL BEGINNING FUND BALANCE	20,899,138	20,821,018	20,869,848	18,848,928
REVENUES				
Sale of Water	14,553,488	16,401,361	16,052,181	16,855,282
Water & Sewer Taps	927,550	946,000	835,618	852,330
Septic Tank Elimination	-	-	24,538	22,350
Sewer Fees Collected	13,366,427	14,757,233	14,108,695	15,853,193
Miscellaneous Svcs. & Chrgs.	643,112	702,000	855,881	873,000
Delinquent Penalty	629,375	633,000	1,184,785	1,208,000
Interest Earned	102,604	78,000	104,974	85,000
Miscellaneous Receipts	8,193	18,000	34,112	13,000
Lease Proceeds	-	55,066	55,066	-
Accident Insurance Reimb	-	27,000	-	-
Loaner Fee	-	15,600	11,760	-
Transfers-In	-	-	-	-
TOTAL CURRENT REVENUES	30,230,749	33,633,260	33,267,610	35,762,155
TOTAL FUNDS AVAILABLE	51,129,887	54,454,278	54,137,458	54,611,083
EXPENSES				
Fleet Services	1,027,953	1,356,056	1,272,881	1,435,907
Fleet Replacement Program	-	514,050	514,050	-
Utility Collections	1,685,700	1,846,660	1,798,752	1,973,870
Water and Sewer Contracts	12,147,411	11,915,324	12,064,246	12,144,320
Water Distribution	1,063,806	1,292,237	1,187,901	1,564,049
Sanitary Sewers	554,628	1,096,153	1,054,769	801,526
Water and Sewer Operations	2,470,275	2,753,986	2,709,849	2,910,745
Water and Sewer Engineering	615,409	1,191,936	1,053,729	1,376,905
Water and Sewer Projects	548,644	700,000	609,753	700,000
Debt Service	5,034,997	6,585,000	6,585,000	6,685,000
Water & Sewer Miscellaneous	1,595,451	2,184,203	1,800,569	2,156,274
TOTAL CURRENT EXPENSES	26,744,274	31,435,605	30,651,499	31,748,596
TRANSFERS OUT	3,515,765	4,637,031	4,637,031	5,275,202
TOTAL EXPENSES	30,260,039	36,072,636	35,288,530	37,023,798
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	19,142,848	16,654,642	17,121,928	15,860,285
TOTAL ENDING FUND BALANCE	20,869,848	18,381,642	18,848,928	17,587,285

WATER & SEWER FUND

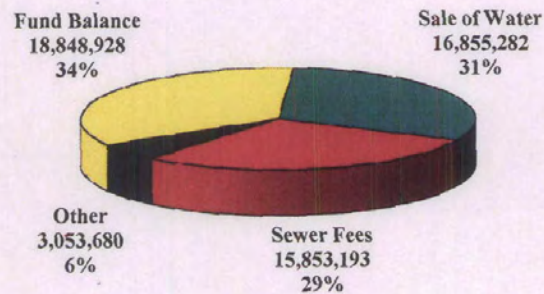
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Resources



Total Fund Balance and Revenues \$54,454,278

FY 2011-12 Resources

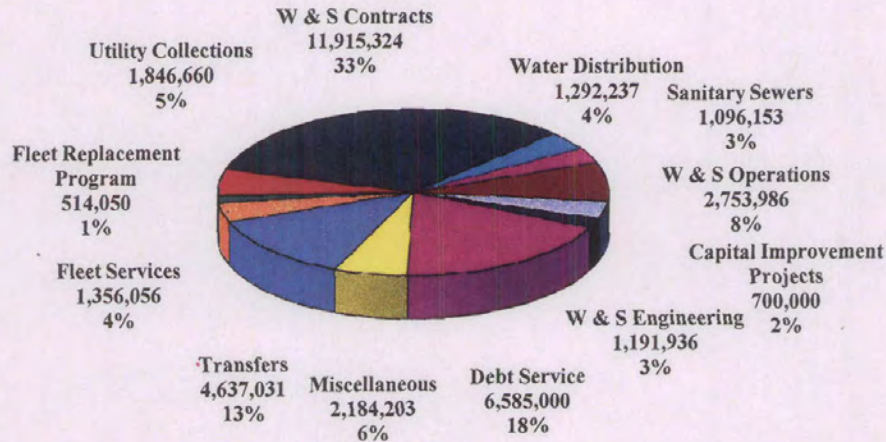


Total Fund Balance and Revenues \$54,611,083

WATER & SEWER FUND

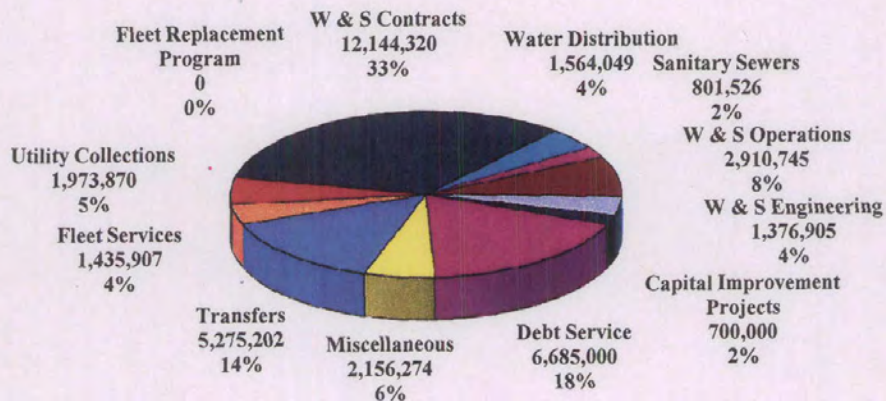
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenses by Function



Total Expenses \$36,072,636

FY 2011-12 Expenses by Function



Total Expenses \$37,023,798

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial page

WATER & SEWER FUND FLEET SERVICES

DIVISION DESCRIPTION

Fleet Services is responsible for all vehicle and equipment replacements of City's Fleet. Fleet Services prepared specifications for all vehicles and equipment acquired by the City; coordinates the Leasing of all City fleet. Fleet Services maintains a city fleet for a Loaner Program for all City Departments availability, processes Inter-Departmental charges for fuel and repairs performed at the Fleet Facility. Fleet Services prepares a five-year vehicle and equipment replacement and new Fleet program schedules as part of the City's annual budget process. Fleet Services focuses on equipment reliability and availability, promptness, and quality of repairs, and maintenance efforts to increase life expectancy of units to maximum capacity.

MAJOR DIVISION GOALS

- Manage preventive maintenance on all Fleet through programs and services Citywide.
- Maintain equipment and vehicles on all general, major repairs, and accidents to City's Fleet.
- Manage a 24-hour fuel site and Fleet Facility for all emergency and / or road repairs.
- Maintain the 5-year Fleet replacement and equipment schedule, new Fleet programs, and the processing of specifications for ensuring competitive procurement practices on all Fleet purchases.
- Maintaining a reconciliation process on the Departmental monthly billing, parts, fuel purchases, and loaner fees Citywide.
- Manage 24 hour Car Wash Facility for city Fleet availability.
- Maintains several city Fleet for a Loaner Program for city Departments.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Continued training classes for Technicians and Operators on specialized equipment purchased.
- Finalizing the monthly reconciliation process for parts and fuel inventory purchases.
- Enforcing cross training with the Fleet Services Administrative Staff on preventive maintenance services, inventory process, fuel process, safety programs, and the Staff assistance of writing an SOP (Standard Operating Procedure).
- Processed specifications and ensured competitive procurement practices on thirty- seven (37) budgeted replacement and new vehicles, and twenty-two (22) budgeted replacement and new heavy equipment.
- Upgraded fuel system, TRAK, with new digital touch Sentry Gold for increasing the fuel transaction storage, software version update availability and control of extreme weather conditions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011 - 12

- Complete exhaust system to provide safe environmental and to meet TCEQ standards.
- Continue the Development of an Inter- Department assistance on accountability with Fleet Maintenance accounts and capital fleet accounts; availability of account balances within FASTER software which reconciles to the HTE automatically.
- Expand the Fleet Diagnostic software for light and heavy trucks for shop floor Diagnostic capabilities.
- Upgrade the security system and access to the facility during the after and weekend hours; suspended due to Citywide security program through IT Department.
- Maintain the upgrade on the FASTER maintenance software, report runners and ability to increase the Staff productivity during daily operations.
- Create a tool inventory program within our maintenance software to assist staff with the checking out and in Diagnostic tools, large jacks, major shop equipment to a specific work order for accountability purposes.

MAJOR NEW PROGRAMS AND SERVICES

- Initiate a Quick Lube area within existing facility to accompany three (3) Lube Technicians; ability to increase the Citywide Fleet / tire service availability
- Implement an Internal Service Fund, which will provide assistance needed to purchase future Fleet through reimbursement processing. This will be maintained and recorded by Staff for tracking and future fleet budget procedures.

**WATER & SEWER FUND
FLEET SERVICES**

	2009-10	2010-11	2010-11	2011-12
INPUTS	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 875,665	\$ 972,471	\$ 950,416	\$ 1,045,668
Supplies	63,500	80,326	77,705	101,551
Maintenance	3,156	2,500	3,300	10,900
Repairs	14,659	16,950	15,580	16,300
Support Services	41,511	61,494	55,310	63,394
Benefits	263,523	287,449	282,370	324,393
Minor Capital	5,678	12,670	11,300	6,670
Designated Expense	4,084	6,500	4,100	4,500
Capital Outlay	-	134,396	127,600	84,831
Reimbursable Expense	(243,823)	(218,700)	(254,800)	(222,300)
Total Expenditures	\$ 1,027,953	\$ 1,356,056	\$ 1,272,881	\$ 1,435,907

Personnel Summary / Position Title

Director of Fleet Services	1	1	1	1
Shop Foreman	1	1	1	1
Principal Secretary	1	1	1	1
Service Supervisor	2	2	2	2
Parts Supervisor	1	1	1	1
Parts Assistants	3	3	3	3
Technicians	13	13	13	13
Accounting Specialist	1	1	1	1
Lube Technicians	0	0	0	3
Total	23	23	23	26

OUTPUTS

Preventive Maintenance Services	2,545	2,670	2,610	2,750
Sublet, repairs	200	215	207	195
Motor Vehicle Inspections	434	575	482	492
General Repairs	4,950	4,920	3,269	3,400
Road Calls	103	115	64	99
Tire Repairs	575	550	489	529
Accident Repairs	25	21	38	42
Fuel Gallons Dispensed / Purchases of fuel	560,000	630,000	674,000	690,000
Fuel transactions (UI / DI)	43,000	41,900	44,000	50,000

EFFICIENCIES

Number of Oil Services completed routinely per thirteen (13) Technicians	238	223	82	164
Number of six (6) month Preventive maintenance services per thirteen (13) Technicians	49	62	37	42
Number of MVI (State Inspections) per thirteen (13) Technicians	32	49	37	34
Number of General Repairs completed routinely per thirteen (13) Technicians	445	510	264	280

EFFECTIVENESS

% of preventive maintenance including oil changes, six (6) month services, and state inspections (NAFA Standard = 48%)	32.00%	31.40%	34.40%	35.00%
% of sublet repairs (NAFA Standard = 12%)	5.80%	9.30%	18.30%	11.00%
% of general repairs (NAFA Standards = 40%)	55.30%	52.90%	43.14%	41.00%

WATER & SEWER FUND UTILITY COLLECTIONS

DIVISION DESCRIPTION

The Utility Collections Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, sewer, solid waste and drainage fee revenue. The division also accomplishes all monthly meter reading, initiates the water and sewer tap process for new development, performs utility service work orders, handles bad debt and collection issues and provides customer counseling with conservation and water use recommendations. Customer service is provided to citizens initiating and terminating utility accounts and those requesting assistance with billing issues.

MAJOR DIVISION GOALS

- Ensure the efficient delivery of timely and accurate billing and payment information for over 42,000 customers.
- Perform accurate and timely monthly meter reading and prompt notification to customers whose meter reading and water usage indicate a possible leak.
- Provide prompt and customer-friendly response to customer billing issues.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- Service Worker with vehicle.
- Datamatic Handheld Radios.
- Senior Utility Clerk.
- Midsize pickup.

**WATER & SEWER FUND
UTILITY COLLECTIONS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,019,879	\$ 1,126,352	\$1,102,619	\$1,152,261
Supplies	282,529	290,179	289,809	300,856
Repairs	19,717	20,450	20,363	21,450
Support Services	27,570	33,954	31,950	33,430
Benefits	334,234	375,470	353,771	398,908
Minor Capital	1,535	255	240	46,990
Capital Outlay	236	0	0	19,975
Total Expenditures	\$ 1,685,700	\$ 1,846,660	\$ 1,798,752	\$ 1,973,870
Personnel Summary / Position Title				
Clerk	1	1	1	1
Code Enforcement Officer	0	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	8	8	8	8
Principal Secreatry	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	2	3	3	4
Utilities Clerk	4	4	4	4
Utility Accounting Specialist	1	1	1	1
Utility Cashier	4	4	4	4
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Service Worker	4	5	5	6
Total	35	38	38	40
<u>OUTPUTS</u>				
Number of utility customers	40,376	40,500	41,850	42,200
Number of meters read	506,760	508,275	540,095	540,468
Delinquent disconnects	9,609	9,642	9,624	10,779
<u>EFFICIENCIES</u>				
Number of customers per utility collections customer relations employee	<2,000	<2,000	<2,000	<2,000
Number of meters read per month per reader	5,127	<5,500	<5,500	<5926
<u>EFFECTIVENESS</u>				
Meter reading error rate	0.0023%	0.0025%	0.0025%	0.0025%

WATER & SEWER FUND WATER DISTRIBUTION

DIVISION DESCRIPTION

The Water Distribution Division is responsible for maintaining, repairing, and expanding the Water Distribution Infrastructure to supply the City with properly disinfected drinking water. The division is responsible for making long/short taps on water mains to new subdivisions, installing water meters, maintaining all fire hydrants, locating and marking water lines, and investigating and repairing water leaks. The division responds to customer service calls regarding possible water leaks, water pressure checks, water quality, etc. The division includes two specialized programs, the meter change-out program and the valve & hydrant maintenance program.

MAJOR DIVISION GOALS

- Improve water quality and disinfection residual by unidirectional flushing of 800 fire hydrants annually.
- Lower interruption time in the repair of water main and fire hydrant repairs.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality in Water Distribution.
- Upgrade older sections of the water distribution system by installing valves in the older areas to minimize service interruptions during emergencies and when performing routing maintenance.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Reviewed mapping locations of the water and sewer system for the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located 869 water lines for contractors and construction.
- Performed 286 emergency water main repairs.
- Set water meters for new residential and commercial subdivisions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

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

MAJOR NEW PROGRAMS AND SERVICES

- Purchase two new backhoes for the repair of water mains.
- Replace three service vehicles to continue the best customer service available.
- Purchase new hand held radios.
- Cap increase for new customer services.

WATER & SEWER FUND
WATER DISTRIBUTION

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 412,819	\$ 515,299	\$ 503,224	\$ 538,331
Supplies	53,531	66,975	62,338	85,744
Maintenance	163,612	149,109	149,109	146,480
Repairs	38,726	52,518	50,558	47,622
Support Services	25,023	33,192	31,603	35,237
Benefits	137,046	185,164	176,089	194,057
Minor Capital Outlay	9,993	10,000	10,000	17,000
Major Capital Outlay	223,056	204,980	204,980	348,380
Capital Outlay	-	75,000	-	151,198
Total Expenditures	\$ 1,063,806	\$ 1,292,237	\$ 1,187,901	\$ 1,564,049
Personnel Summary / Position Title				
Water Supervisor (Opr III)	1	1	1	1
Sr Water & Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	12	12	12	12
Total	19	19	19	19
<u>OUTPUTS</u>				
New Customer Services	440	600	556	600
Water Main Repairs	415	110	300	350
Water Lines (Miles)	581	730	600	650
Water Line Locates	1008	950	786	800
Fire Hydrants Repaired/Replaced	47	25	45	35
Water Service Calls	1,672	900	964	900
<u>EFFICIENCIES</u>				
Maintenance Cost per 100 Miles of Water Piping System	\$183,099	\$177,019	\$197,984	\$240,623
<u>EFFECTIVENESS</u>				
% of Unaccounted Water Loss	13.9%	15.2%	13.4%	16.8%

WATER & SEWER FUND SANITARY SEWERS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Repaired over \$40,000 of infrastructure to control/reduce/eliminate I&I into the City's sewer system.
- Completed 869 line locations for construction work performed by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- Assisted the Street Division with the street overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for the overlay/chip-seal project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Repair sewer system mains, manholes, and manhole crowns to reduce I&I problems.
- Keep all vegetation and trees out of the City's sewer easements.
- Continue preventive maintenance program of flushing the City's sewer mains reducing sanitary sewer overflows and sewer system blockages.
- Continue working with the GIS department to populate the SSO database.
- Continue to assist the Street Division with the overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for rehabilitation.
- Work with Water Distribution Division as needed to repair water main breaks.

MAJOR NEW PROGRAMS AND SERVICES

- Replacement fleet – Vactor truck
- Replacement fleet - Backhoe (2)
- Replacement fleet – ¾ Ton Utility Pickup
- Replacement fleet – ¾ Ton Utility Pickup
- Dewatering Container

**WATER & SEWER FUND
SANITARY SEWERS**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 312,792	\$ 436,512	\$ 407,371	\$ 445,477
Supplies	34,152	54,063	53,123	69,758
Maintenance	39,515	38,351	38,351	35,428
Repairs	52,188	41,000	41,000	38,500
Support Services	7,741	21,520	18,975	22,345
Benefits	103,772	151,848	144,090	157,218
Minor Capital Outlay	4,468	29,434	29,434	6,800
Major Capital Outlay	-	1,000	-	1,000
Capital Outlay	-	322,425	322,425	25,000
Total Expenditures	\$ 554,628	\$ 1,096,153	\$ 1,054,769	\$ 801,526
Personnel Summary / Position Title				
Inflow and Infiltration Supervisor (Opr III)	1	1	1	1
Sanitary Sewer Supervisor (Opr III)	1	1	1	1
Sr Water and Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	3	3	3	3
Water & Sewer Service Worker (Opr/Appr)	9	9	9	9
Total	15	15	15	15
<u>OUTPUTS</u>				
Lines Cleaned (Feet)	797,219	500,000	842,569	550,000
Sewer Service Calls	400	1,000	536	650
Sewer Lines (Miles)	524	560	695	715
Manhole Inspections	1,579	2,500	4,760	2,000
Sewer Line Locates	1,695	1,200	1,106	1,000
Sewer Line Replaced (Feet)	3,000	1,000	800	1,500
Stoppages Cleared	53	100	188	100
Wastewater Overflows	69	45	69	40
<u>EFFICIENCIES</u>				
Maintenance Cost per 100 miles of Wastewater Piping System	\$105,845	\$195,742	\$151,765	\$112,102
<u>EFFECTIVENESS</u>				
Gallons per minute (GPM) per Mile of Inflow and Infiltration	86	105	92	95
Note: Rainfall has a significant impact on the GPM per Mile of Inflow and Infiltration due to line seepage and some runoff from manholes, etc.				

WATER & SEWER FUND WATER & SEWER OPERATIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Adhered to consistent operating practices and proactive maintenance for pump stations.
- Performed routine and construction bacteriological, chlorine residual, ammonia, and pH tests.
- Performed over 12,500 documented water quality tests.
- Upgraded the computerized SCADA system to include the City's Lift Stations for 24 hour monitoring.
- Implemented testing of grease traps to bring restaurants into compliance with City Ordinance for Fats, Oil, and Grease (FOG).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Perform water quality testing to assure high standards of continuous delivery of properly disinfected water.
- Perform sanitary sewer pretreatment program for commercial businesses.
- Continue the preventive maintenance program by rebuilding pumps and motors at all facilities.
- Continue to ensure safe drinking water through the cross connection control and customer service inspection program.
- Continue implementation of the FOG Program to reduce fats, oils, and grease discharge into the sanitary sewer system through proactive inspection and investigation of food preparation establishments.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for TCEQ water system fee
- Cap increase for the repair and maintenance of pumps and motors
- Combination Sewer Cleaning Machine
- Additional Position – One (1) Secretary in BPAT and FOG

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

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 759,018	\$ 901,657	\$ 897,164	\$ 945,995
Supplies	145,363	150,606	146,863	200,603
Maintenance	193,765	172,061	172,000	227,975
Repairs	16,292	16,500	16,500	23,000
Support Services	1,097,730	1,164,650	1,162,338	1,136,059
Benefits	237,317	292,438	258,910	310,035
Minor Capital Outlay	1,310	6,074	6,074	1,878
Major Capital Outlay	10,480	50,000	50,000	-
Capital Outlay	9,000	-	-	65,200
Total Expenditures	\$ 2,470,275	\$ 2,753,986	\$ 2,709,849	\$ 2,910,745

Personnel Summary / Position Title

Director of Water & Sewer Services	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
W&S Warehouse Assistant (Opr/Appr)	1	1	1	1
Chief Operator (Opr III)	1	1	1	1
Assistant to Chief Operator (Opr II)	1	1	1	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
BPAT / CSI Operator (Opr III)	1	1	1	1
Backflow Prevention Assembly Tester (Opr)	3	3	3	3
FOG Enforcement Specialist	0	2	2	2
Principal Secretary	1	1	1	1
Secretary BPAT/FOG	0	0	0	1
Secretary (Part-time)	1	0	0	0
Account Specialist	0	1	1	1
Total	24	26	26	27

OUTPUTS

Pump Station Water Pumpage (Gallons)	5,350,711,000	5,215,250,000	5,973,223,000	5,440,000,500
Lift Station Sewage Collection (Gallons)	5,285,007,299	4,650,490,000	3,650,528,231	4,806,000,000
Water Analysis Tests	13,000	13,000	13,000	13,000
Bacteriological Tests	1,200	1,200	1,200	1,200

EFFICIENCIES

Water Delivered Cost per 1,000 Gallons	\$3.03	\$3.84	\$2.88	\$3.66
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Note: The Water Delivered Cost above is calculated in the City's Water and Sewer Financial Model where expenses are determined to be water or sewer related. Then the water expenses are divided by the consumption of water to calculate the cost to provide 1,000 gallons of water.

EFFECTIVENESS

Average of Total Trihalomethanes / Haloacetic Acids (TTHM/HAA5) -- 5 types of Bacteriological Tests	39.6 / 15.1	24.07/16.05	43.0 / 18.6	24.7 / 17.0
Average of all Disinfectant Residuals	2.17	2.50	2.735	3.40
Lowest Disinfectant Residual	0.40	0.53	0.50	0.80

Note: The Average TTHM/HAA5 Bacteriological Tests are recommended to be below 20/10, but the current regulation requires below 60/60. The TCEQ Regulation for the Disinfectant Residuals sets the average level below 4.0 and the Lowest Residual greater than or equal to 0.5

WATER & SEWER FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division of the Water & Sewer Fund is to provide professional engineering management services to citizens, and the business and development community to ensure potable water and sanitary sewer infrastructure is designed, constructed, operated, and maintained in accordance with applicable regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and development plans for codes conformance; review of residential and commercial construction plan sets for new development and re-development before release for construction; inspection and testing of construction materials and methods to ensure compliance with plans and specifications; development of scopes of work and contracts for capital improvement project studies and designs; project management and contract administration of Master Plan and Bond Issue public infrastructure improvements; and analysis and evaluation of public water and sewer infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

- Sound fiscal management of capital improvement projects.
- Conformance with established standards to ensure the City maintains acceptable regulatory compliance ratings.
- Familiarity with “state of the industry” design, construction, operation, and maintenance standards for public works infrastructure projects.
- Responsive support of the citizen, and business and development community infrastructure needs.
- Improvement of infrastructure development and technical design standards.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Reviewed approximately 58 subdivision plats and 45 commercial development plan sets.
- Oversaw public water and sewer infrastructure construction in 7 new residential subdivisions.
- Completed construction of \$2.2 million in Water and Sewer Bond capital improvement projects.
- Completed construction of the Little Nolan Creek Phase 1A Gravity/Diversion Interceptor project.
- Completed construction of the Pump Station #3 Rehabilitation project.
- Completed construction of Phase V Septic Tank Elimination Program (STEP).
- Continued construction of SH-195 Gravity Interceptor (Project 7S) W&S master plan bond project.
- Continued support of the new Fort Hood (Avenue G) 42-inch Sanitary Sewer Interceptor construction project (Shelton & Shelton/The Wallace Group for American Water).
- Continue to support the KAAC, Green Avenue Farmers Market, and Vive Les Arts classroom projects.
- Continued program to address the United States Environmental Protection Agency Stage 2 Disinfectant and Disinfection By-Products Rule.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Complete construction of SH 195 Gravity Interceptor, Sanitary Sewer Evaluation Survey (SSES) projects, Phase VI Septic Tank Elimination Project (STEP), and (Water & Sewer Bond) projects.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.
- Develop Engineering Division website and post standard design guides.

MAJOR NEW PROGRAMS AND SERVICES

- Reorganization moved the funding for the General Fund Engineering Division to the Water & Sewer Engineering Division.
- Temporary Project Manager.

**WATER & SEWER FUND
ENGINEERING**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 430,216	\$ 448,345	\$ 438,742	\$ 562,058
Supplies	9,671	12,798	14,317	14,836
Repairs	15,020	10,610	9,700	11,200
Support Services	320,461	84,629	83,024	401,476
Benefits	108,320	119,351	117,949	151,444
Minor Capital Outlay	-	-	-	2,502
Capital Outlay	19,283	-	-	-
Total Expenditures	\$ 902,971	\$ 675,733	\$ 663,732	\$ 1,143,516

Personnel Summary / Position Title

Assistant Director of Public Works	0.6	0.6	0.6	0
Assistant City Engineer	0	0	0	0
City Engineer	0	0	0	1
Director of Environmental Services	0	0	1	0.8
Project Engineer	2	2	2	1
Senior Construction Inspector	2	2	2	3
Construction Inspector	1	1	1	1
Project Manager	2	2	2	2
Accounting Specialist	1	1	1	1
Principal Secretary	1	1	1	1
Engineering Specialist	0	0	0	1
Total	9.6	9.6	10.6	11.8

OUTPUTS

2004 Water & Sewer Bond Issue (\$21 Mil)	(13 Projects Initially Funded + 2 Added)			
Under Design (Projects)	0	1	1	0
Under Construction (Projects)	0	0	0	1
Completed (Projects)	13	13	14	14
2007 Water & Sewer Bond Issue (\$22 Mil)	(9 Projects Initially Budgeted + 12 Added)			
Under Design (Projects)	2	0	6	0
Under Construction (Projects)	1	0	1	4
Completed (Projects)	12	13	14	17
ADA Compliance Inspections	665	700	834	850

EFFICIENCIES

CIP Project contracts for Public Works (Projects)	33	42	39	36
Average number of Project Contracts per Engineer (3 engineers)	11	14	13	12

EFFECTIVENESS

Percent of projects where project cost exceeds project cost estimate by greater than 15%	<5%	<5%	<3%	<5%
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WATER & SEWER FUND OTHER APPROPRIATIONS

WATER AND SEWER CONTRACTS

The Water and Sewer Contracts division was established to account for payments for the purchase of water and for the processing of sewer to Water Control Improvement District (WCID) #1. Payments for future water rights are also included in the payments for water.

	<u>Actual</u> <u>2006-07</u>	<u>Actual</u> <u>2007-08</u>	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>
Rainfall (inches)	56.82"	17.75"	28.25"	45.46"	15.14"
Sewer treatment (gallons)	5,065,930,511	3,707,963,400	3,764,424,833	5,285,007,300	3,744,463,788
Water purchased (gallons)	4,408,956,228	5,335,797,524	5,330,785,038	4,898,303,410	5,948,584,000
Water sold (gallons)	3,560,321,300	4,246,584,000	4,587,580,600	4,240,814,300	5,188,767,198
Water loss ratio	19.2%	20.4%	13.5%	13.4%	12.7%

INFORMATION TECHNOLOGY

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

WATER AND SEWER PROJECTS

The Water and Sewer Projects division is used to account for major projects that are paid from the Water and Sewer operating fund. Other major projects are paid from Water and Sewer bond funds.

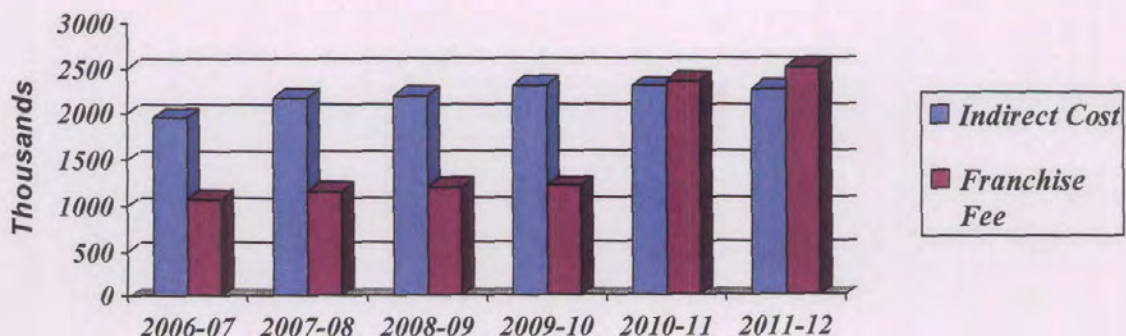
DEBT SERVICE

The Debt Service transfers to the Water and Sewer Debt Service Funds are used to account for current year expenses for principal, interest, and bank fees.

NON-DEPARTMENTAL

The Water and Sewer Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include transfers to the General Fund for a levied franchise fee and an indirect cost allocation. Other charges include professional services, bad debts, collection expenses, a building purchase, and a contingency account.

Transfers to General Fund



**WATER & SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Sewer Contracts	\$ 6,273,871	\$ 5,725,843	\$ 5,664,388	\$ 5,845,730
Water Contracts	5,873,540	6,189,481	6,399,858	6,298,590
Total Expenditures	\$ 12,147,411	\$ 11,915,324	\$ 12,064,246	\$ 12,144,320

HUMAN RESOURCE

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ -	\$ 5,866
Support Services	-	-	-	3,300
Designated Expenses	-	-	-	7,700
Total Expenditures	\$ -	\$ -	\$ -	\$ 16,866

INFORMATION TECHNOLOGY

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Salaries	\$ 196,188	\$ 250,363	\$ 241,868	\$ 252,221
Supplies	26,352	31,779	31,779	29,556
Maintenance	157,063	190,310	190,000	193,990
Repairs	15,329	19,000	19,000	20,000
Support Services	24,147	39,074	38,800	46,600
Benefits	54,014	67,916	66,840	70,143
Minor Capital Outlay	48,708	87,960	85,108	93,510
Capital Outlay	70,410	68,279	68,279	48,414
Total Expenditures	\$ 592,211	\$ 754,681	\$ 741,674	\$ 754,434

WATER AND SEWER PROJECTS

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Capital Improvements	\$ 548,644	\$ 700,000	\$ 609,753	\$ 700,000
Total Expenditures	\$ 548,644	\$ 700,000	\$ 609,753	\$ 700,000

**WATER & SEWER FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
EXPENDITURES				
Interest & Sinking Transfer	\$ 5,034,997	\$ 6,585,000	\$ 6,585,000	\$ 6,685,000
Total Expenditures	\$ 5,034,997	\$ 6,585,000	\$ 6,585,000	\$ 6,685,000

NON-DEPARTMENTAL

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
EXPENDITURES				
Supplies	\$ 1,114	\$ 4,000	\$ 1,200	\$ 4,000
Maintenance	41,144	34,957	34,957	50,000
Repairs	13,647	14,500	14,500	14,500
Support Services	896,707	1,211,765	910,638	1,225,474
Designated Expenses	50,628	157,600	91,000	91,000
Capital Outlay	-	6,700	6,600	-
Transfers Out	3,515,765	4,637,031	4,637,031	5,275,202
Total Expenditures	\$ 4,519,005	\$ 6,066,553	\$ 5,695,926	\$ 6,660,176



Drainage Utility Fund

DRAINAGE UTILITY FUND

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

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.



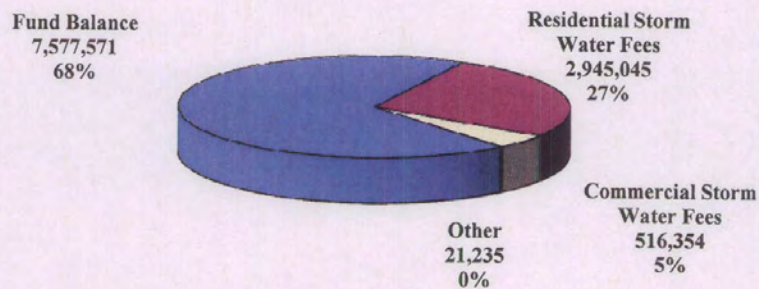
DRAINAGE UTILITY FUND**Adopted Budget****Summary****FY 2011-12**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
TOTAL BEGINNING FUND BALANCE	<u>7,762,880</u>	<u>7,577,571</u>	<u>8,203,201</u>	<u>5,391,194</u>
REVENUES				
Residential Storm Water Fees	2,522,691	2,945,045	2,953,350	3,012,417
Commercial Storm Water Fees	500,877	516,354	587,666	599,419
Interest Earned	17,188	15,735	12,167	12,000
Grant Revenue	24,445	-	10,216	-
Miscellaneous Receipts	5,371	5,500	5,200	5,500
TOTAL CURRENT REVENUES	<u>3,070,572</u>	<u>3,482,634</u>	<u>3,568,599</u>	<u>3,629,336</u>
TOTAL FUNDS AVAILABLE	<u>10,833,452</u>	<u>11,060,205</u>	<u>11,771,800</u>	<u>9,020,530</u>
EXPENSES				
Engineering	399,146	519,343	476,271	460,322
Street	254,903	300,000	300,000	300,000
Drainage Maintenance	1,108,405	1,369,615	1,314,839	1,700,817
Drainage Projects - Minor	88,810	250,000	300,000	300,000
Drainage Projects - Major	143,372	5,955,633	3,091,007	2,864,446
Debt Service	582,758	582,958	582,958	581,358
Non-Departmental	35,162	84,115	82,779	91,851
TOTAL CURRENT EXPENSES	<u>2,612,556</u>	<u>9,061,664</u>	<u>6,147,854</u>	<u>6,298,794</u>
TRANSFERS OUT	<u>17,695</u>	<u>232,752</u>	<u>232,752</u>	<u>428,665</u>
TOTAL EXPENSES	<u>2,630,251</u>	<u>9,294,416</u>	<u>6,380,606</u>	<u>6,727,459</u>
ENDING FUND BALANCE				
Reserved Fund Balance	8,203,201	1,765,789	5,391,194	2,293,071
TOTAL ENDING FUND BALANCE	<u>8,203,201</u>	<u>1,765,789</u>	<u>5,391,194</u>	<u>2,293,071</u>

DRAINAGE UTILITY FUND

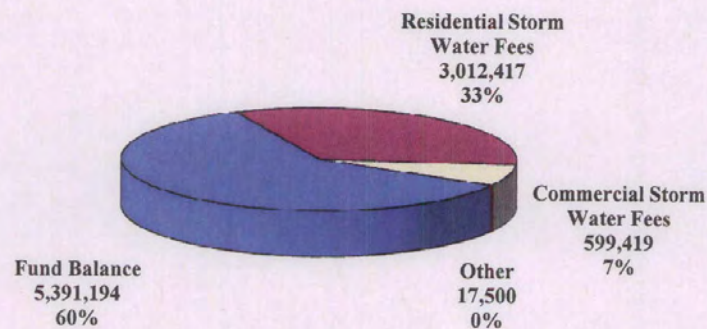
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Resources



Total Fund Balance and Revenues \$11,060,205

FY 2011-12 Resources

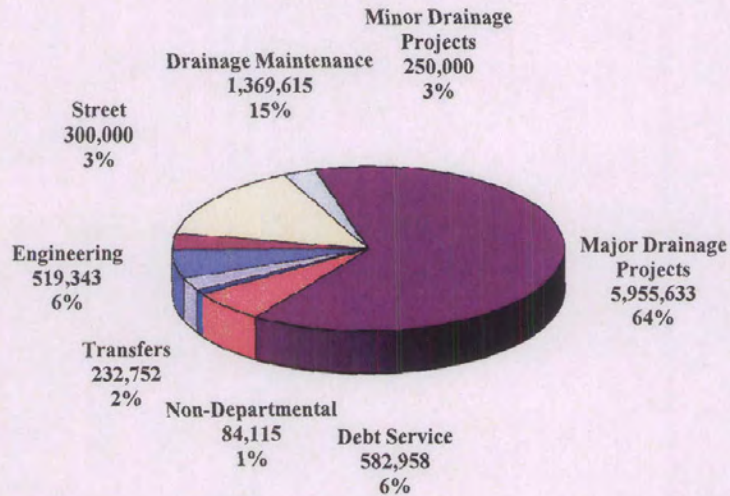


Total Fund Balance and Revenues \$9,020,530

DRAINAGE UTILITY FUND

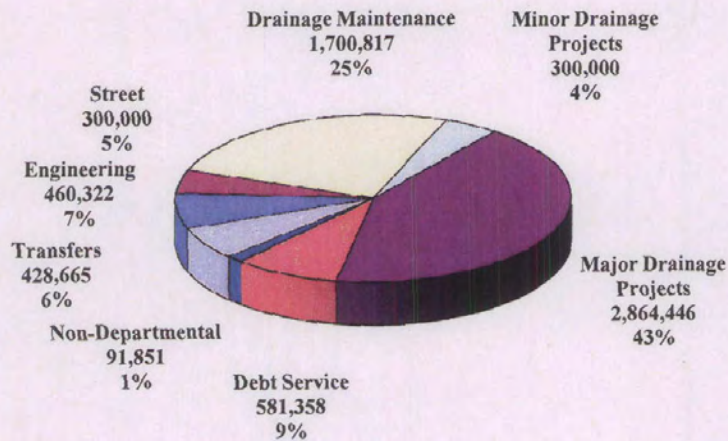
Comparison of FY 2010-11 Budget to FY 2011-12 Budget

FY 2010-11 Expenses by Function



Total Expenses \$9,294,416

FY 2011-12 Expenses by Function



Total Expenses \$6,727,459

Note: Significant changes between FY 2010-11 and FY 2011-12 are discussed on each division's financial page

DRAINAGE UTILITY FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Drainage Utility – Engineering Division is to provide drainage management services for the citizens and businesses of the City of Killeen that support water quality improvements; storm water run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities. The Drainage Utility has completed year four of the Storm Water Management Program (SWMP) in order to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Drainage Utility includes a Drainage Maintenance Program to address degradation of and damage to the municipal drainage system.

MAJOR DIVISION GOALS

- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Implement the SWMP and approved recommendations from the drainage master planning process.
- Physically inventory, assess, and plan improvements to the City's drainage infrastructure.
- Further develop "Storm" Geographic Information Systems (GIS) datasets and applications.
- Investigate reported drainage concerns and perform water quality testing.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Utilized the Drainage Stakeholder group and professional engineering services to begin development of a citywide Drainage Master Plan Update and drainage design manual.
- Managed eight professional engineering services agreements and three construction contracts for CIP projects.
- Coordinated with Drainage Maintenance, Mowing, and Parks crews to implement Drainage Maintenance Plan.
- Coordinated with Solid Waste, Water & Sewer, Fleet, and Parks & Recreation on environmental compliance measures.
- Educated the public on the newly adopted Erosion & Sediment Control Ordinance.
- Development and implementation of City Works work order program for Drainage Utility.
- Data collection, investigations, and began repairs to the 2 system failures due to the September 2010 flood.
- Provided local and regional water quality stakeholder groups with educational outreach tools and technical support (e.g., Stillhouse Hollow Clean Water Steering Committee; Clean Rivers Program; Lampasas Watershed Protection Plan Partnership; Nolan Creek Watershed Task Force).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Adopt a citywide Drainage Master Plan Update to include a drainage design manual.
- Adopt a post-construction ordinance and design manual in accordance with the Phase II program.
- Implement final stages of the original Phase II program and submit second Phase II program to TCEQ.
- Provide technical support to local and regional water quality stakeholder groups
- Support the Drainage Maintenance Program by determining and scheduling drainage maintenance projects throughout the City.

MAJOR NEW PROGRAMS AND SERVICES IN FISCAL YEAR 2011-12

- Environmental Services Division.

**DRAINAGE UTILITY FUND
ENGINEERING**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 157,930	\$ 201,911	\$ 186,383	\$ 177,737
Supplies	15,553	31,166	23,022	31,204
Repairs	935	2,200	1,076	2,200
Support Services	181,607	189,521	186,866	196,876
Benefits	43,121	56,159	50,852	52,305
Minor Capital Outlay	-	1,496	1,422	-
Capital Outlay	-	36,890	26,650	-
Total Expenditures	\$ 399,146	\$ 519,343	\$ 476,271	\$ 460,322
Personnel Summary / Position Title				
Assistant Director of Public Works	0.2	0.2	0.2	0
Director of Environmental Services	0	0	0	0.2
Project Engineer	1	1	1	0
Project Manager	0	0	0	1
Secretary	1	1	1	1
Drainage Technician	1	1	1	1
Environmental Specialist I	0	0	0	1
Total	3.2	3.2	3.2	4.2
<u>OUTPUTS</u>				
Minor Drainage CIP (\$) Expended	\$ 88,810	\$ 250,000	\$ 180,464	\$ 300,000
Number of Minor CIP Projects	23	25	59	30
Major Drainage CIP (\$) Contracted	\$ -	\$ 1,488,320	\$ 1,199,978	\$ 1,989,960
Number of Construction Contracts	0	3	3	5
<u>EFFICIENCIES</u>				
% of City Updated in 'Storm' Geodataset base	0.0%	10.0%	15.0%	50.0%
% Completion of Phase II objectives	98.0%	100.0%	98.0%	100.0%
<u>EFFECTIVENESS</u>				
% of Projects where Project Cost exceeds Project Cost Estimate by greater than 15%	0.00%	<5%	33.00%	<25%
# of Field Inspections	310	150	203	150

DRAINAGE UTILITY FUND STREET

DIVISION DESCRIPTION

The Street Division in the Drainage Utility Fund provides funding for roadway drainage projects. Maintenance such as curb and gutter repairs, valley gutter repairs and street failures due to groundwater infiltration keep the street drainage infrastructure operational.

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventive maintenance repairs on drainage related infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-2011

- Repaired 47 minor repairs to curb & gutter and valley gutters throughout the city at various locations.
- Installed French drain and repaired the street on Robinett Road near Frigate Drive.
- Installed French drain and repaired the street on Westwood Drive near Tallwood Drive & Willow Springs Road.
- Installed French drain and repaired the street on Shawn Drive near Honeysuckle Drive.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-2012

- Repair an estimated 55 minor repairs throughout the city at various locations.
- Re-establish drainage gradation on Trimmier Road, Hallmark Avenue & 10th Street area.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Street Division for FY 2011-12.

**DRAINAGE UTILITY FUND
STREET**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Maintenance	254,903	300,000	300,000	300,000
Total Expenditures	\$ 254,903	\$ 300,000	\$ 300,000	\$ 300,000
Personnel Summary / Position Title				
No Full-Time Personnel**	0	0	0	0
Total	0	0	0	0
Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.				
<u>OUTPUTS</u>				
Roadway Drainage Projects Completed	47	55	55	55
<u>EFFICIENCIES</u>				
Average Time to Complete a Roadway Project	7.00	10.00	10.00	7.00
<u>EFFECTIVENESS</u>				
% of Requested Roadway Projects Completed	100.0%	100.0%	100.0%	100.0%

DRAINAGE UTILITY FUND DRAINAGE MAINTENANCE

DIVISION DESCRIPTION

The mission of the Drainage Utility – Drainage Maintenance is to maintain, repair, and/or improve the municipal drainage infrastructure for the City of Killeen. Tasks include: removal of non-beneficial growth; removal of sediment; clean out blockages in channels; repair washouts; reshape channels; perform minor repair projects; place rip-rap and erosion control matting; reseed areas as needed; maintain detention basins, flumes and bridge heads.

MAJOR DIVISION GOALS

- Improve the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the instructions and priority set by Environmental Services Division.
- Assist in the inventory, assessment and improvement of the City's Drainage infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2010-11

- Continued implementation of the Drainage Maintenance Plan.
- Refined the inventory of the drainage infrastructure. Continued to collect data on length and acreage, to include the annexed areas. The current inventory of the drainage infrastructure consists of: 46 miles/335 acres of drainage channels, and 59.5 miles/175.44 acres of bar ditches.
- Completed three (3) maintenance cycles for the total inventory of channel infrastructure this fiscal year.
- Identified 199 "points" via GPS that required repairs as a result of the flooding events caused by tropical storm Hermine. Completed 58 projects to repair the storm damage.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2011-12

- Continue to collect and refine the demographics for the drainage infrastructure.
- Perform the assigned goals as established below:
 - Complete two (2) maintenance cycles for the drainage channels, a total of 92 miles/670 acres.
 - Complete seven (7) maintenance cycles for the bar ditch inventory, a total of 416 miles/1228 acres.
- Complete sixty (60) repair or minor CIP projects to repair storm damage caused by tropical storm Hermine.
- Implement the re-organization of the Mowing and Drainage Division under the Environmental Services Division.

MAJOR NEW PROGRAMS AND SERVICES

- Transfer the Drainage Division from the Solid Waste Department to the Environmental Services Division.
- New Position – one (1) Mowing & Drainage Secretary (funded 50% by Solid Waste Fund and 50% Drainage Utility Fund).
- Replacement Fleet – one (1) ¾ Ton Truck (Unit #1061).
- Replacement Equipment – one (1) Tractor w/Boom Arm (Unit #59).
- New Equipment – one (1) Vibratory Roller/Compactor.
- New Equipment – one (1) Backhoe Attachment.
- New Equipment – one (1) Street Sweeper.
- New Equipment – one (1) Skid Steer Loader.

**DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE**

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 687,159	\$ 869,885	\$ 815,360	\$ 890,412
Supplies	86,333	96,836	101,448	113,186
Maintenance	35,006	34,638	53,132	15,897
Repairs	51,177	49,508	67,598	73,200
Support Services	7,972	9,657	7,937	9,252
Benefits	235,925	305,473	265,746	321,982
Minor Capital Outlay	2,433	1,118	1,118	4,254
Designated Expenses	2,400	2,500	2,500	2,500
Capital Outlay	-	-	-	270,134
Total Expenditures	\$ 1,108,405	\$ 1,369,615	\$ 1,314,839	\$ 1,700,817
Personnel Summary / Position Title				
Drainage Supervisor	1	1	1	2
Drainage Crew Leader	4	4	4	4
Drainage Equipment Operator	9	9	9	9
Drainage Service Worker	16	16	16	16
Total	30	30	30	31
<u>OUTPUTS</u>				
Drainage infrastructure repaired or rehabilitated by maintenance crew (miles and acres) - (Operations only)	48 383	80 646	150 802	139 963
<u>EFFICIENCIES</u>				
Average cost per mile and acre of drainage infrastructure repaired or rehabilitated by maintenance crew (Operations only)	\$24,746/mile \$3,101/acre	\$15,747/mile \$1,950/acre	\$7,137/mile \$1,335/acre	\$9,853/mile \$1,422/acre
<u>EFFECTIVENESS</u>				
Drainage repair and rehabilitation projects completed by scheduled completion date (%) - (Operations and Capital Improvement Projects)	12 projects 100%	16 projects 100%	24 projects 100%	37 projects 100%

DRAINAGE UTILITY FUND OTHER APPROPRIATIONS

DEBT SERVICE

The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

PUBLIC SERVICES

The Public Services division is used to account for current year expenses for grants that benefit public services.

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

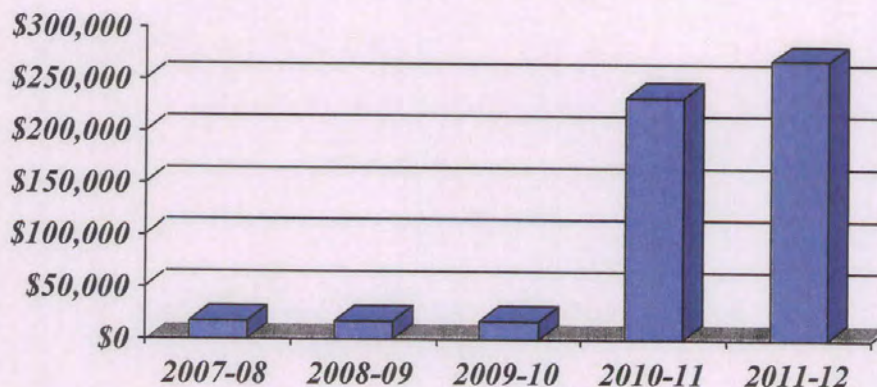
DRAINAGE PROJECTS

The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

NON-DEPARTMENTAL

The Drainage Utility Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include a transfer to the General Fund for indirect cost allocation. The indirect cost transfer is to fund a portion of the salary and benefits related to a City Attorney assigned to Public Works projects and activities exclusively. Other charges include professional services, insurance, and a salary accrual account.

Indirect Cost Transfer to the General Fund



**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENSES				
Bond Interest	\$ 300,158	\$ 288,958	\$ 288,958	\$ 277,358
Bond Principal	280,000	290,000	290,000	300,000
Bank Fees	2,600	4,000	4,000	4,000
Total Expenses	\$ 582,758	\$ 582,958	\$ 582,958	\$ 581,358

HUMAN RESOURCE

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENDITURES				
Supplies	\$ -	\$ -	\$ -	\$ 2,133
Support Services	-	-	-	1,200
Designated Expenses	-	-	-	2,800
Total Expenditures	\$ -	\$ -	\$ -	\$ 6,133

INFORMATION TECHNOLOGY

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENSES				
Supplies	\$ 1,999	\$ 2,000	\$ 2,000	\$ 2,589
Maintenance	3,587	5,185	5,185	4,210
Repairs	-	2,000	2,000	2,000
Support Services	-	-	-	-
Minor Capital Outlay	2,055	38,089	38,089	52,000
Capital Outlay	2,000	16,525	16,525	3,000
Total Expenses	\$ 9,641	\$ 63,799	\$ 63,799	\$ 63,799

DRAINAGE PROJECTS

	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATED	2011-12 ADOPTED
EXPENSES				
Cost of Issuance	\$ -	\$ -	\$ -	\$ -
Minor Drainage Projects	88,810	250,000	300,000	300,000
Major Capital Improvements	143,372	5,955,633	3,091,007	2,864,446
Total Expenses	\$ 232,182	\$ 6,205,633	\$ 3,391,007	\$ 3,164,446

***DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS***

NON-DEPARTMENTAL

	2009-10	2010-11	2010-11	2011-12
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<i>EXPENSES</i>				
Support Services	\$ 25,521	\$ 20,316	\$ 18,980	\$ 21,919
Designated Expenses	-	-	-	-
Transfers Out	17,695	232,752	232,752	428,665
Total Expenses	\$ 43,216	\$ 253,068	\$ 251,732	\$ 450,584



Debt Services Funds

DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants, and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard & Poors</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA	N/A	AA
Certificate of Obligation	AA	N/A	AA
Waterworks and Sewer System Revenue Bonds	AA	N/A	N/A



TAX INFORMATION

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

For definition purposes:

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

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

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

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

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

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

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

AD VALOREM TAXES

ESTIMATE OF AD VALOREM TAX REVENUE AND PROPOSED DISTRIBUTION OF COLLECTIONS

TAX ESTIMATE

Assessed Valuation for 2011	\$ 4,749,256,992
Proposed Tax Rate of \$100 Valuation	0.7428
Gross Revenue from Taxes	35,277,481
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	34,748,319
Less Discount for Early Payment	(850,000)
Estimated Funds Available	<u>\$ 33,898,319</u>

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	73.69%	54.734	\$ 24,978,319
Interest & Sinking Fund 2002	0.63%	0.471	\$ 215,000
Interest & Sinking Fund 2004 C/O	1.84%	1.370	\$ 625,000
Interest & Sinking Fund 2004 G.O.B.	3.33%	2.476	\$ 1,130,000
Interest & Sinking Fund 2005 C/O	2.46%	1.830	\$ 835,000
Interest & Sinking Fund 2006 G.O.B.	3.60%	2.673	\$ 1,220,000
Interest & Sinking Fund 2007 G.O.B.	3.41%	2.531	\$ 1,155,000
Interest & Sinking Fund 2007 C/O	5.07%	3.769	\$ 1,720,000
Interest & Sinking Fund 2009 G.O.B.	2.49%	1.852	\$ 845,000
Interest & Sinking Fund 2009 C/O	1.19%	0.887	\$ 405,000
Capital Lease (Ambulances)	0.56%	0.416	\$ 190,000
Interest & Sinking Fund 2009 - Refunding	0.55%	0.405	\$ 185,000
Interest & Sinking Fund 2010 - Refunding	1.17%	0.866	\$ 395,000
Total	100.00%	74.280	\$ 33,898,319

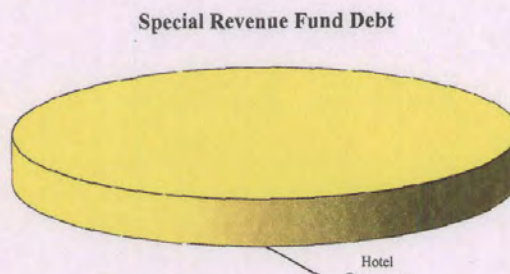
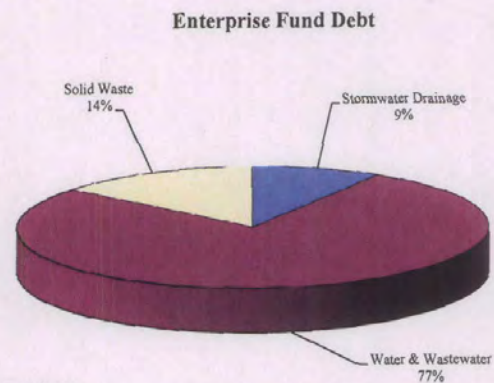
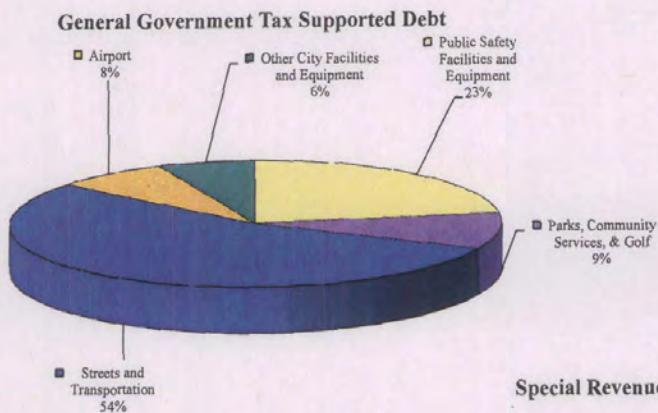
COMPARISON OF PREVIOUS YEAR TAX RATES

	2007-08	2008-09	2009-10	2010-11	2011-12
General Fund	46.256	49.281	49.057	50.872	54.734
Interest & Sinking 1999	0.525	0.297	-	-	-
I & S 1999 - Refunding	0.538	0.424	0.541	-	-
Interest & Sinking 2001	1.211	0.941	1.035	0.292	-
Interest & Sinking 2002	0.699	0.541	0.635	0.561	0.471
Interest & Sinking 2003	1.278	-	1.835	-	-
Interest & Sinking 2004 C/O	1.767	1.294	1.482	1.414	1.370
Interest & Sinking 2004 G.O.B.	9.227	6.237	4.282	2.446	2.476
Interest & Sinking 2005 C/O	0.901	1.153	2.023	1.751	1.830
Interest & Sinking 2006 G.O.B.	1.076	1.777	1.388	2.693	2.673
Interest & Sinking Fund 2007 G.O.B.	2.391	0.941	2.635	2.469	2.531
Interest & Sinking Fund 2007 C/O	3.631	2.412	4.093	3.838	3.769
Interest & Sinking Fund 2009 G.O.B.	-	2.754	-	1.391	1.852
Interest & Sinking Fund 2009 C/O	-	0.706	-	0.157	0.887
Capital Lease (Ambulances)	-	0.741	0.494	0.539	0.416
I & S 2009 - Refunding	-	-	-	0.449	0.405
I & S 2010 - Refunding	-	-	-	0.628	0.866
Interest & Sinking Fund 2011 C/O 1.5M	-	-	-	0.231	-
Interest & Sinking Fund 2011 C/O 30M	-	-	-	4.549	-
Total	69.500	69.500	69.500	74.280	74.280

OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2011

	Debt Outstanding 10/01/2011	FY 2011/12 Principal	FY 2011/12 Interest	Debt Outstanding 09/30/2012	%
GENERAL GOVERNMENT TAX SUPPORTED DEBT:					
Public Safety Facilities and Equipment	\$ 35,993,495	\$ 1,472,521	\$ 1,594,384	\$ 34,520,974	23%
Parks, Community Services, & Golf	14,816,272	965,477	646,543	13,850,795	9%
Streets and Transportation	82,963,941	1,386,583	4,060,843	81,577,358	54%
Airport	12,070,000	720,000	448,855	11,350,000	8%
Other City Facilities and Equipment	10,349,093	725,520	456,990	9,623,573	6%
TOTAL TAX SUPPORTED DEBT	\$ 156,192,801	\$ 5,270,101	\$ 7,207,615	\$ 150,922,700	100%
ENTERPRISE DEBT: (Self-Supporting)					
Stormwater Drainage	\$ 6,185,000	\$ 300,000	\$ 277,358	\$ 5,885,000	9%
Water & Wastewater	55,196,800	4,234,500	2,409,074	50,962,300	77%
Solid Waste	9,525,000	335,000	407,620	9,190,000	14%
TOTAL ENTERPRISE SUPPORTED DEBT	\$ 70,906,800	\$ 4,869,500	\$ 3,094,052	\$ 66,037,300	100%
HOTEL OCCUPANCY TAX SUPPORTED DEBT:					
Killeen Civic & Conference Center	\$ 9,450,000	\$ 305,000	\$ 374,491	\$ 9,145,000	100%
TOTAL CITY SUPPORTED DEBT	\$ 236,549,601	\$ 10,444,601	\$ 10,676,158	\$ 226,105,000	

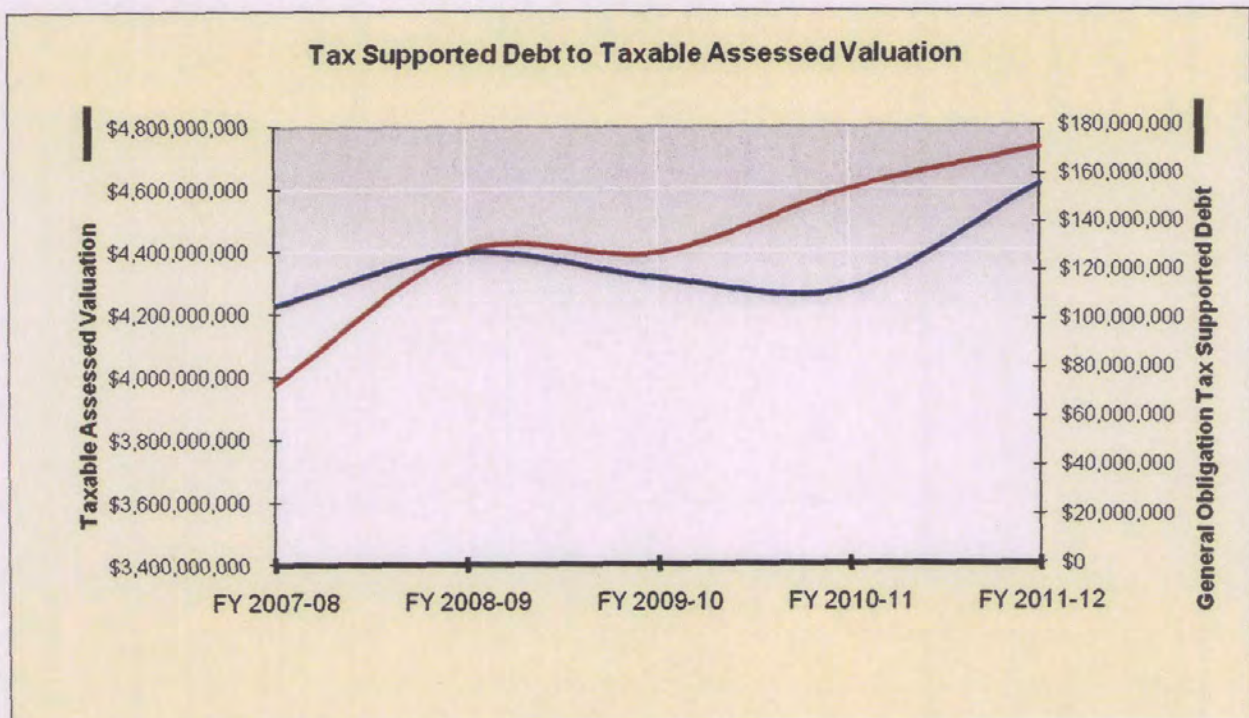
OUTSTANDING DEBT BY TYPE



LEGAL DEBT MARGIN FOR GENERAL OBLIGATIONS

All taxable property within the City of Killeen is subject to the assessment, levy, and collection by the City of a continuing direct annual ad valorem tax sufficient to provide for the payment of principal and interest on City issued bonds, within the limits prescribed by law. Although the City has no legal debt limit established by its charter or ordinances, the Constitution of the State of Texas (Article 11, Section 5) limits the maximum amount that a City can designate for debt service to 2.5% of its total assessed value. Following is an analysis of the City of Killeen's total assessed value for the 2011 tax roll, a calculation of the maximum amount the City can designate for debt service requirements, and the actual amount to be expended for general obligation debt service during fiscal year 2012:

Assessed Value, 2011 Tax Roll	\$ 4,749,256,992
Limit on Amount Designated for Debt Service	<u> X 2.5%</u>
Legal Limit	<u>\$ 118,731,425</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2012.	<u>\$ 12,477,716</u>

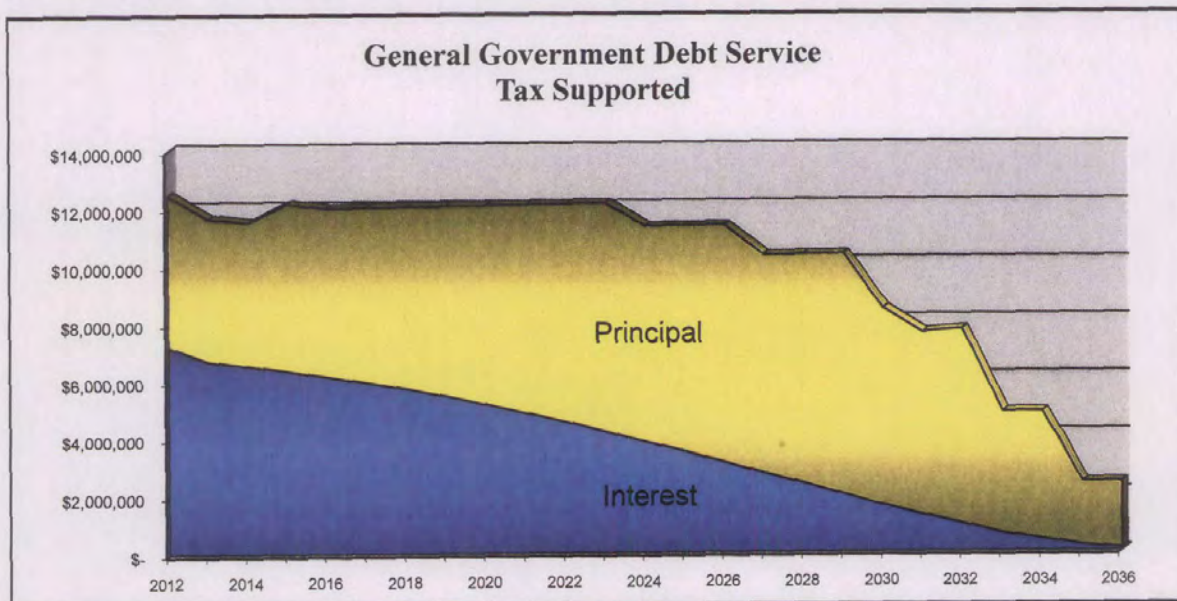


SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2012	\$ 156,192,801	\$ 7,207,608	\$ 5,270,101	\$ 12,477,709
2013	150,922,700	6,702,432	4,947,700	11,650,132
2014	145,975,000	6,529,643	4,995,000	11,524,643
2015	140,980,000	6,343,168	5,820,000	12,163,168
2016	135,160,000	6,141,293	5,860,000	12,001,293
2017	129,300,000	5,926,768	6,095,000	12,021,768
2018	123,205,000	5,702,745	6,340,000	12,042,745
2019	116,865,000	5,434,303	6,625,000	12,059,303
2020	110,240,000	5,144,699	6,930,000	12,074,699
2021	103,310,000	4,840,336	7,265,000	12,105,336
2022	96,045,000	4,520,236	7,600,000	12,120,236
2023	88,445,000	4,175,239	7,970,000	12,145,239
2024	80,475,000	3,812,651	7,505,000	11,317,651
2025	72,970,000	3,471,418	7,860,000	11,331,418
2026	65,110,000	3,109,529	8,230,000	11,339,529
2027	56,880,000	2,727,651	7,570,000	10,297,651
2028	49,310,000	2,373,609	7,940,000	10,313,609
2029	41,370,000	1,993,588	8,325,000	10,318,588
2030	33,045,000	1,594,183	6,830,000	8,424,183
2031	26,215,000	1,264,545	6,335,000	7,599,545
2032	19,880,000	956,064	6,765,000	7,721,064
2033	13,115,000	625,445	4,205,000	4,830,445
2034	8,910,000	424,503	4,405,000	4,829,503
2035	4,505,000	213,988	2,200,000	2,413,988
2036	2,305,000	109,488	2,305,000	2,414,488
		<u>\$ 91,345,132</u>	<u>\$ 156,192,801</u>	<u>\$ 247,537,933</u>

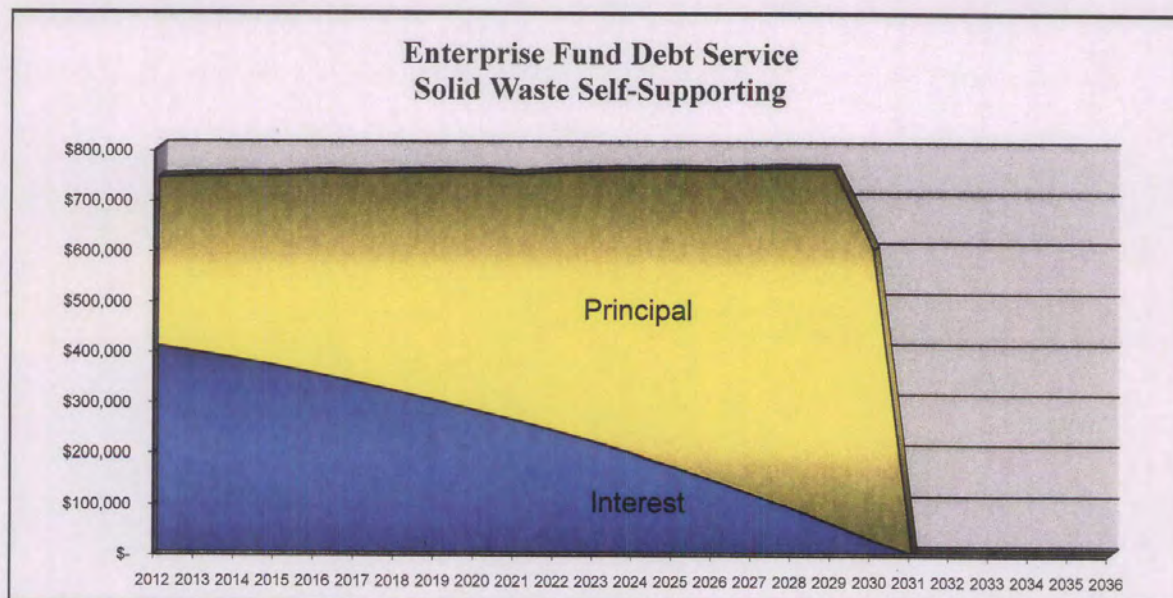


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: SOLID WASTE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2012	\$ 9,525,000	\$ 407,619	\$ 335,000	\$ 742,619
2013	9,190,000	395,756	350,000	745,756
2014	8,840,000	382,694	365,000	747,694
2015	8,475,000	367,394	380,000	747,394
2016	8,095,000	351,494	400,000	751,494
2017	7,695,000	334,769	415,000	749,769
2018	7,280,000	317,156	435,000	752,156
2019	6,845,000	298,706	455,000	753,706
2020	6,390,000	279,371	475,000	754,371
2021	5,915,000	259,934	490,000	749,934
2022	5,425,000	239,659	515,000	754,659
2023	4,910,000	217,650	540,000	757,650
2024	4,370,000	194,456	565,000	759,456
2025	3,805,000	170,128	590,000	760,128
2026	3,215,000	144,015	615,000	759,015
2027	2,600,000	116,665	645,000	761,665
2028	1,955,000	87,990	675,000	762,990
2029	1,280,000	57,375	705,000	762,375
2030	575,000	25,875	575,000	600,875
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		<u>\$ 4,648,706</u>	<u>\$ 9,525,000</u>	<u>\$ 14,173,706</u>

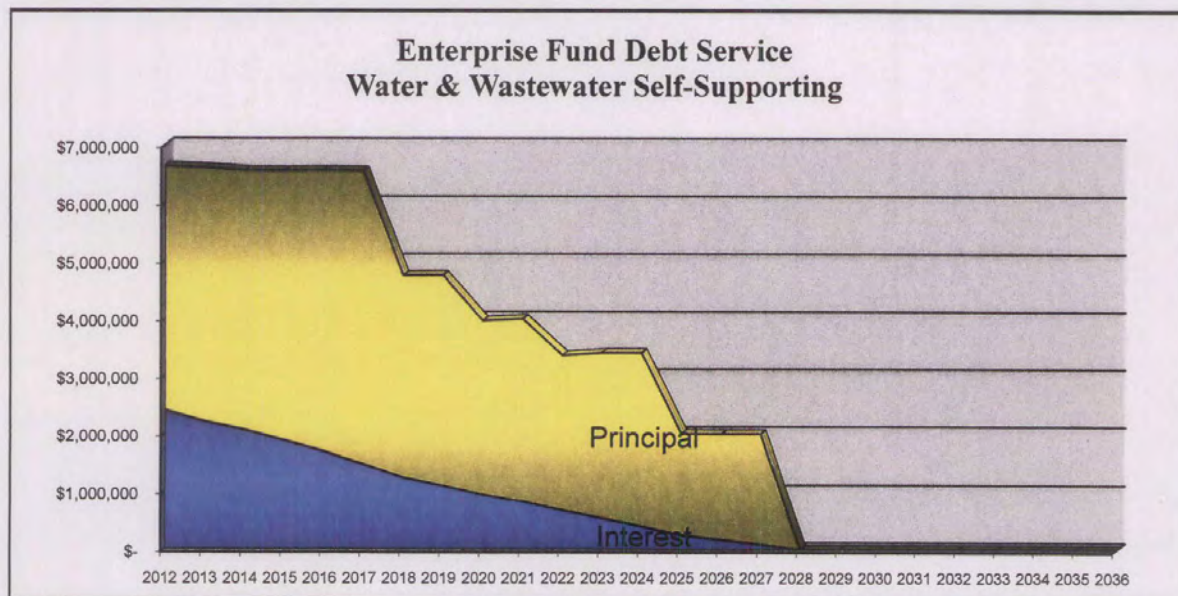


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: WATER & WASTEWATER - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2012	\$ 55,196,800	\$ 2,409,073	\$ 4,234,500	\$ 6,643,573
2013	50,962,300	2,209,742	4,407,300	6,617,042
2014	46,555,000	2,069,219	4,500,000	6,569,219
2015	42,055,000	1,876,219	4,690,000	6,566,219
2016	37,365,000	1,686,194	4,885,000	6,571,194
2017	32,480,000	1,472,294	5,090,000	6,562,294
2018	27,390,000	1,246,544	3,500,000	4,746,544
2019	23,890,000	1,103,344	3,650,000	4,753,344
2020	20,240,000	952,575	3,015,000	3,967,575
2021	17,225,000	829,638	3,170,000	3,999,638
2022	14,055,000	677,688	2,690,000	3,367,688
2023	11,365,000	543,188	2,865,000	3,408,188
2024	8,500,000	399,938	3,010,000	3,409,938
2025	5,490,000	249,438	1,755,000	2,004,438
2026	3,735,000	170,463	1,825,000	1,995,463
2027	1,910,000	88,338	1,910,000	1,998,338
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		<u>\$ 17,983,895</u>	<u>\$ 55,196,800</u>	<u>\$ 73,180,695</u>

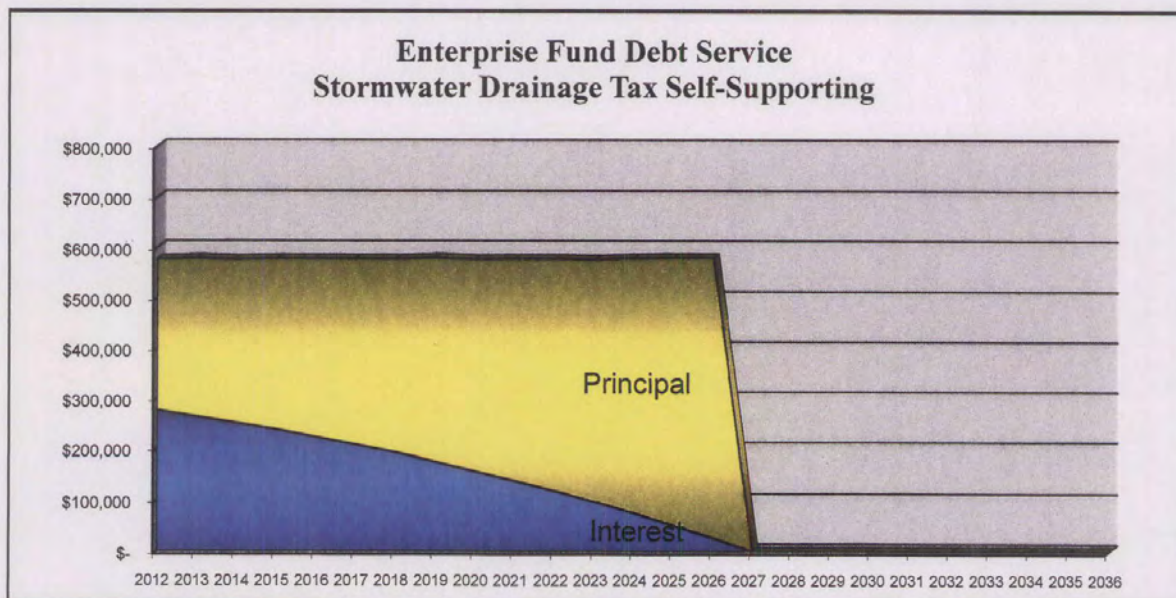


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: STORMWATER DRAINAGE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2012	\$ 6,185,000	\$ 277,358	\$ 300,000	\$ 577,358
2013	5,885,000	264,608	315,000	579,608
2014	5,570,000	252,008	325,000	577,008
2015	5,245,000	239,008	340,000	579,008
2016	4,905,000	223,708	355,000	578,708
2017	4,550,000	208,620	370,000	578,620
2018	4,180,000	192,895	385,000	577,895
2019	3,795,000	175,570	405,000	580,570
2020	3,390,000	157,345	420,000	577,345
2021	2,970,000	138,445	440,000	578,445
2022	2,530,000	118,205	460,000	578,205
2023	2,070,000	96,930	480,000	576,930
2024	1,590,000	74,730	505,000	579,730
2025	1,085,000	50,995	530,000	580,995
2026	555,000	26,085	555,000	581,085
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		<u>\$ 2,496,510</u>	<u>\$ 6,185,000</u>	<u>\$ 8,681,510</u>

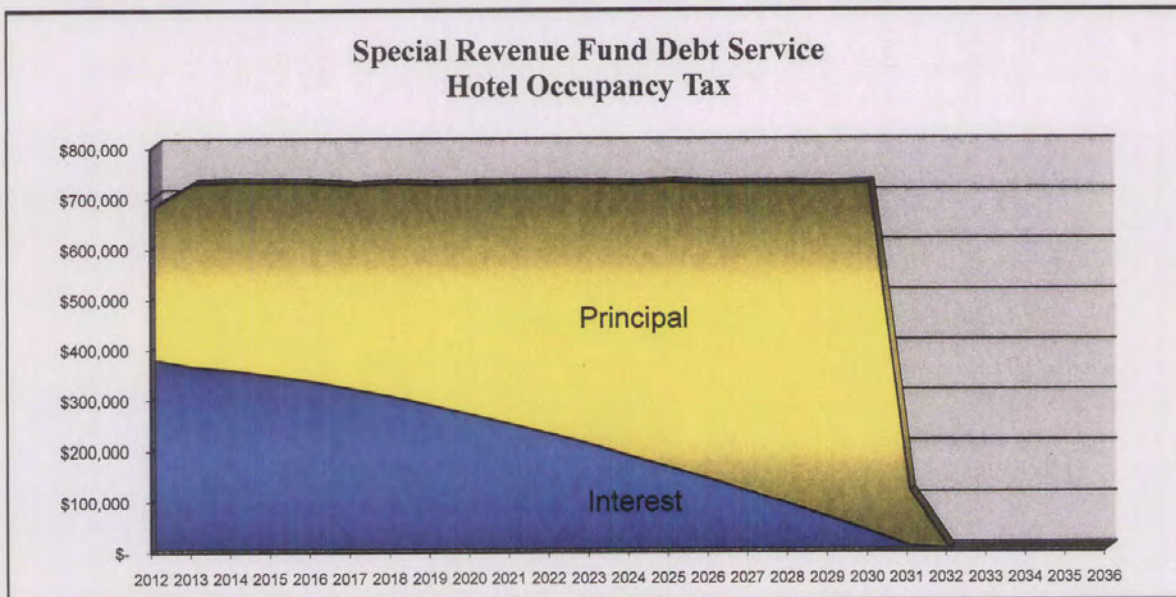


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2012	\$ 9,450,000	\$ 374,491	\$ 305,000	\$ 679,491
2013	9,145,000	360,200	365,000	725,200
2014	8,780,000	352,900	375,000	727,900
2015	8,405,000	342,200	385,000	727,200
2016	8,020,000	331,200	395,000	726,200
2017	7,625,000	315,950	405,000	720,950
2018	7,220,000	300,300	425,000	725,300
2019	6,795,000	282,700	440,000	722,700
2020	6,355,000	264,500	460,000	724,500
2021	5,895,000	245,450	480,000	725,450
2022	5,415,000	225,550	500,000	725,550
2023	4,915,000	204,850	520,000	724,850
2024	4,395,000	183,300	540,000	723,300
2025	3,855,000	160,900	565,000	725,900
2026	3,290,000	137,450	585,000	722,450
2027	2,705,000	113,200	610,000	723,200
2028	2,095,000	87,900	635,000	722,900
2029	1,460,000	61,550	660,000	721,550
2030	800,000	34,150	690,000	724,150
2031	110,000	5,500	110,000	115,500
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		<u>\$ 4,384,241</u>	<u>\$ 9,450,000</u>	<u>\$ 13,834,241</u>





Special Revenue Funds

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are required by law to be used for specified purposes.



SPECIAL REVENUE FUNDS

The City of Killeen has the following Special Revenue Funds:

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

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

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

Court Technology Fund: To account for fees assessed and collected from defendants upon conviction of a misdemeanor offense. Funds are used to finance the purchase of technological enhancements for the Municipal Court.

Court Security Fee Fund: To account for fees assessed and collected from defendants convicted in a trial of a misdemeanor. Funds are used to finance the purchase of security devises/services for the Municipal Court Building.

Emergency Management Fund: To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

Fire Department Special Revenue Fund: To account for special revenue and expenditures to include certain nonemergency transport fees as well as certain grant programs.

Grant Programs Fund: To account for various programs and projects utilizing Federal, State and Local grants.

Hotel Occupancy Tax Fund: To account for the levy and utilization of the hotel occupancy tax. Revenues from this tax must be used in compliance with State law, which includes advertising and promotion of the City. Operations of the City's civic and conference center and special events center complex are presented in this fund, as allowed by law.

Juvenile Case Manager Fund: To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used to finance the salary and benefits of the Juvenile Case Manager appointed to assist in administering the Municipal Court juvenile docket and supervising the Court's orders in juvenile court.

KAAC Fund: To account for revenues and expenditures related to the Killeen Arts & Activity Center.

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

Library Memorial Fund: To account for revenue that is restricted to the Killeen Public Library.

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

Parks Improvements Fund: To account for funds allocated for development and improvement of City park land.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

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

Police State Seizure Fund: To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

Tax Increment Fund: To account for the ad valorem tax revenues collected from the taxable property in the tax increment zone. This fund also accounts for expenditures on projects that take place in the tax increment zone.

**TOTAL REVENUES & EXPENDITURES
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Revenues				
Cable System PEG Improvements	\$ 543,963	\$ 637,526	\$ 643,483	\$ 527,693
CDBG	1,022,757	1,735,384	1,736,232	966,327
Community Dev. - Home Program	885,015	1,313,053	921,299	909,312
Court Technology	397,874	468,171	463,874	533,874
Court Security	119,309	134,929	139,689	158,499
Emergency Management	73,188	69,743	69,854	27,505
Fire Department Special Revenue	-	1,023,040	1,023,040	-
Grant Programs	-	1,027,000	981,908	50,000
Hotel Occupancy Tax	3,724,758	3,323,857	3,422,937	3,268,950
Juvenile Case Manager	267,685	304,837	308,563	352,801
KAAC	2,620	55,186	52,537	220,534
Law Enforcement Grant	491,865	315,901	212,740	54,259
Library Memorial	43,240	26,081	44,014	17,166
Lions Club Park	1,359	-	1,360	-
Park Improvements	12,408	-	12,328	12,328
Photo Red Light Enforcement Fund	1,973,088	1,464,972	1,508,369	1,215,968
Police Federal Seizure	36,200	27,903	42,022	44,871
Police State Seizure	295,035	170,266	163,412	98,256
Tax Increment	5,501	12,450	24,546	42,868
Total Revenues	\$ 9,895,865	\$ 12,110,299	\$ 11,772,207	\$ 8,501,211
Expenditures				
Cable System PEG Improvements	\$ 128,480	\$ 596,742	\$ 347,290	\$ 435,565
CDBG	1,013,706	1,944,355	1,727,181	957,276
Community Dev. - Home Program	806,248	1,211,058	842,532	830,545
Court Technology	10,000	10,000	10,000	20,000
Court Security	29,620	31,190	31,190	31,190
Fire Department Special Revenue	-	1,023,040	1,023,040	-
Emergency Management	3,406	42,349	42,349	-
Grant Programs	-	1,027,000	981,908	50,000
Hotel Occupancy Tax	2,618,887	2,898,842	2,635,587	2,716,062
Juvenile Case Manager	46,122	47,762	47,762	47,762
KAAC	-	55,186	6,500	220,534
Law Enforcement Grant	486,981	270,164	207,841	49,360
Library Memorial	22,074	20,500	33,348	10,000
Lions Club Park	-	-	1,360	-
Park Improvements	80	-	-	12,328
Photo Red Light Enforcement Fund	1,164,719	1,127,307	921,401	677,102
Police Federal Seizure	8,992	14,800	14,800	20,000
Police State Seizure	178,294	125,390	115,216	50,000
Tax Increment	-	12,450	-	42,868
Total Expenditures	\$ 6,517,609	\$ 10,458,135	\$ 8,989,305	\$ 6,170,592

CABLE SYSTEM PEG IMPROVEMENTS

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 347,069	\$ 409,526	\$ 415,483	\$ 296,193
Revenues				
Interest Earned	\$ 583	\$ 1,000	\$ 1,000	\$ 1,500
Cable Franchise PAC fee	196,311	227,000	227,000	230,000
Total Fund Balance and Revenues	\$ 543,963	\$ 637,526	\$ 643,483	\$ 527,693
Expenditures				
Salaries & Benefits	\$ 121,070	\$ 178,542	\$ 140,190	\$ 216,285
Supplies	6,409	7,700	3,500	7,700
Repairs	44	1,000	500	1,000
Support Services	577	9,500	3,100	10,580
Year End Salary Accrual	500	-	-	-
Capital Outlay	(120)	400,000	200,000	200,000
Total Expenditures	\$ 128,480	\$ 596,742	\$ 347,290	\$ 435,565
Ending Fund Balance	\$ 415,483	\$ 40,784	\$ 296,193	\$ 92,128

COMMUNITY DEVELOPMENT FUND

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 7,021	\$ 11,371	\$ 9,051	\$ 9,051
Revenues				
CDBG Program Income	2,396	2,000	10,260	3,000
Federal Receipts	659,700	1,154,968	1,088,124	814,307
Federal Receipts - Prior Year	203,640	463,102	524,854	52,448
CDBG - Recovery	150,000	103,943	103,943	-
Transfer from General Fund	-	-	-	87,521
Total Fund Balance and Revenues	\$ 1,022,757	\$ 1,735,384	\$ 1,736,232	\$ 966,327
Expenditures				
Food Care Center	\$ -	\$ 103,973	\$ 103,973	\$ -
FBC Renovation Social Service	150,000	-	-	-
One Stop Social Services Center (32nd yr.	144,865	5,135	3,365	1,770
Food Care Center (34th yr.)	287	95,915	95,915	-
CoK Code Enf Clear/Demolition (34th yr.)	1,745	-	-	-
Housing Rehab Program (34th yr.)	21,278	-	-	-
CoK Downtown Fascade Program (34th yr.)	27,200	52,800	52,800	-
Sweet Eats Loan (34th yr.)	(1,175)	-	-	-
Cent Tx Youth Serv HS (34th yr.)	9,440	286	286	-
Cmnty Dev Administration (35th yr.)	192,973	-	-	-
Families in Crisis (35th yr.)	5,000	-	-	-
Greater Killeen Free Clinic (35th yr.)	29,993	8	8	-
Hill Country Act/Aging (35th yr.)	15,001	1,000	-	-
Families in Crisis Improvements (35th yr.)	8,500	-	-	-
Killeen Housing Authority (35th yr.)	1,100	236	236	-
Killeen Street Division (35th yr.)	-	157,817	157,817	-
Bell County Human Services (35th yr.)	10,000	157,817	-	-
CoK Transportation Program (35th yr.)	61,729	-	-	-
Central Texas 4C, Inc. (35th yr.)	-	155,000	155,000	-
CoK Code Enforcement Abatement (35th yr.)	82,797	9,734	9,734	-
CoK Code Enf Clear/Demolition (35th yr.)	8,057	21,943	21,943	-
Housing Rehab Program (35th yr.)	172,700	27,263	27,263	-
Communities in Schools (35th yr.)	19,971	29	29	-
CoK Longbranch Parks Improvements (35th yr.)	49,989	11	11	-
Killeen Housing Authority	1,900	417	417	-
Cmnty Dev Administration (36th yr.)	-	210,428	210,428	-

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Families in Crisis (36th yr.)	-	5,000	5,000	-
Greater Killeen Free Clinic (36th yr.)	-	27,500	27,500	-
Hill Country Act/Aging (36th yr.)	-	13,740	13,740	-
Food Care Center (36th yr.)	-	54,000	49,910	4,090
Bell County Human Services (36th yr.)	-	10,000	10,000	-
CoK Transportation Program (36th yr.)	-	57,143	57,143	-
Central Texas 4C, Inc. (36th yr.)	-	25,000	25,000	-
CoK Code Enforcement Abatement (36th yr.)	-	22,562	22,562	-
CoK Code Enf Clear/Demolition (36th yr.)	-	20,000	20,000	-
Housing Rehab Program (36th yr.)	-	215,158	202,661	12,497
Communities in Schools (36th yr.)	-	43,082	43,082	-
Greater Killeen Free Clinic (36th yr.)	-	300,000	260,000	40,000
Killeen Housing Authority (36th yr.)	-	1,358	1,358	-
CoK Planning (36th yr.)	-	150,000	150,000	-
Cmnty Dev Administration (37th yr.)	-	-	-	176,786
Families in Crisis (37th yr.)	-	-	-	5,001
Greater Killeen Free Clinic (37th yr.)	-	-	-	20,001
Hill Country Act/Aging (37th yr.)	-	-	-	10,001
CoK Street/Sidewalks Impr (37th yr.)	-	-	-	38,385
Food Care Center (37th yr.)	-	-	-	40,000
CoK Street Maintenance (37th yr.)	-	-	-	211,144
Bell County Human Services (37th yr.)	-	-	-	5,001
CoK Transportation Program (37th yr.)	-	-	-	50,001
CoK Code Enf Clear/Demolition (37th yr.)	-	-	-	20,003
Housing Rehab Program (37th yr.)	-	-	-	230,003
Communities in Schools (37th yr.)	-	-	-	40,588
Aware Central Texas	-	-	-	1,001
Killeen Housing Authority (37th yr.)	-	-	-	1,001
CoK Planning (37th yr.)	-	-	-	50,003
Code Enforcement Personnel	83,137	24,573	24,573	-
Contra Account	(82,797)	(24,573)	(24,573)	-
Housing Rehabilitation	101,704	100,043	100,043	85,302
Contra Account	(101,688)	(100,043)	(100,043)	(85,302)
Total Expenditures	\$ 1,013,706	\$ 1,944,355	\$ 1,727,181	\$ 957,276
Ending Fund Balance	\$ 9,051	\$ (208,971)	\$ 9,051	\$ 9,051

HOME PROGRAM

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 11,158	\$ 11,158	\$ 78,767	\$ 78,767
Revenues				
Program Income	\$ 43,580	\$ 37,634	\$ 37,000	\$ 38,000
Federal Receipts	503,402	625,684	388,211	525,402
Prior Year Receipts	302,754	560,869	339,613	257,116
Transfer from General Fund	24,121	77,708	77,708	10,027
Total Fund Balance and Revenues	\$ 885,015	\$ 1,313,053	\$ 921,299	\$ 909,312
Expenditures				
FTH Habitat for Humanity (10th yr.)	\$ 8,899	\$ -	\$ -	\$ -
Ft Hood Area Hab CHDO Project (11th yr.)	3,654	55,580	58,096	-
Families in Crisis -Tenant Based (12th yr.)	77,612	5,776	5,776	-
Elderly Tenant Based Rent (12th yr.)	67,055	-	-	-
Owner Occupied Rehab	118,028	48,441	48,441	-
First Time Homebuyer's (13th yr.)	12,230	-	-	-
First Time Homebuyer - Cash Match (13th yr.)	24,121	17,153	17,153	-
Administration (14th yr.)	49,900	-	-	-
First Time Homebuyer's (14th yr.)	146,892	3,108	3,108	-
CHDO Set Aside (14th yr.)	-	73,269	-	-
Tremont Apartment Homes (14th yr.)	190,771	278,348	278,833	-
Elderly Tenant Based Rent (14th yr.)	107,086	42,914	42,914	-
Administration (15th yr.)	-	48,628	48,628	-
First Time Homebuyer's (15th yr.)	-	150,000	75,000	75,000
Families in Crisis -Tenant Based (15th yr.)	-	58,234	35,000	23,234
FH Area Habitat for Humanity (15th yr.)	-	72,941	-	72,941
Tremont Apartment Homes (15th yr.)	-	165,882	165,882	-
Home Program Match	-	60,784	13,701	47,083
Elderly Tenant Based Rent (15th yr.)	-	130,000	50,000	80,000
Housing Reconstruction Program	-	-	-	169,995
Administration (16th yr.)	-	-	-	43,249
Families in Crisis -Tenant Based (16th yr.)	-	-	-	154,174
CHDO Set Aside (16th yr.)	-	-	-	64,874
Elderly Tenant Based Rent (16th yr.)	-	-	-	99,995
Administrative Personnel	24,121	34,158	30,854	34,451
Contra Account	(24,121)	(34,158)	(30,854)	(34,451)
Total Expenditures	\$ 806,248	\$ 1,211,058	\$ 842,532	\$ 830,545
Ending Fund Balance	\$ 78,767	\$ 101,995	\$ 78,767	\$ 78,767

COURT SECURITY FEE FUND

		Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12
Beginning Fund Balance	\$	66,119	\$	84,929	\$	89,689	\$	108,499
Revenues								
Security Fund Receipts	\$	53,190	\$	50,000	\$	50,000	\$	50,000
Total Fund Balance and Revenues	\$	119,309	\$	134,929	\$	139,689	\$	158,499
Expenditures								
Municipal Court Reimbursement	\$	29,620	\$	31,190	\$	31,190	\$	31,190
Total Expenditures	\$	29,620	\$	31,190	\$	31,190	\$	31,190
Ending Fund Balance	\$	89,689	\$	103,739	\$	108,499	\$	127,309

COURT TECHNOLOGY FUND

	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Beginning Fund Balance	\$ 327,171	\$ 392,171	\$ 387,874	\$ 453,874
Revenues				
Technology Fund Receipts	\$ 70,703	\$ 76,000	\$ 76,000	\$ 80,000
Total Fund Balance and Revenues	\$ 397,874	\$ 468,171	\$ 463,874	\$ 533,874
Expenditures				
Capital Outlay	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000
Total Expenditures	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000
Ending Fund Balance	\$ 387,874	\$ 458,171	\$ 453,874	\$ 513,874

EMERGENCY MANAGEMENT FUND

	Actual		Budget		Estimated		Adopted	
	2009-10		2010-11		2010-11		2011-12	
Beginning Fund Balance	\$	73,049	\$	69,743	\$	69,782	\$	27,505
Revenues								
Interest Earned	\$	139	\$	-	\$	72	\$	-
Total Fund Balance and Revenues	\$	73,188	\$	69,743	\$	69,854	\$	27,505
Expenditures								
Salaries	\$	2,818	\$	-	\$	-	\$	-
Supplies		-		40,854		40,854		-
Benefits		588		-		-		-
Minor Capital Outlay		-		1,495		1,495		-
Total Expenditures	\$	3,406	\$	42,349	\$	42,349	\$	-
Ending Fund Balance	\$	69,782	\$	27,394	\$	27,505	\$	27,505

FIRE DEPARTMENT SPECIAL REVENUE FUND

		Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$	-	\$ -	\$ -	\$ -
Revenues					
Revenue Recovery Fees	\$	-	\$ 67,000	\$ 67,000	\$ -
Federal Grant Receipts		-	467,740	467,740	-
Transfers from Other Funds		-	488,300	488,300	-
Total Fund Balance and Revenues	\$	-	\$ 1,023,040	\$ 1,023,040	\$ -
Expenditures					
Capital Outlay	\$	-	\$ 1,023,040	\$ 1,023,040	\$ -
Total Expenditures	\$	-	\$ 1,023,040	\$ 1,023,040	\$ -
Ending Fund Balance	\$	-	\$ -	\$ -	\$ -

GRANT PROGRAMS FUND

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
American Recovery Grant	\$ -	\$ 1,027,000	\$ 977,000	\$ 50,000
FT Hood - Quiet Zone Horns	-	-	4,908	-
Total Fund Balance and Revenues	\$ -	\$ 1,027,000	\$ 981,908	\$ 50,000
Expenditures				
Project Expense	\$ -	\$ 1,027,000	\$ 981,908	\$ 50,000
Total Expenditures	\$ -	\$ 1,027,000	\$ 981,908	\$ 50,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

HOTEL OCCUPANCY TAX

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 1,316,101	\$ 903,457	\$ 1,105,871	\$ 787,350
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,701,360	\$ 1,715,000	\$ 1,716,861	\$ 1,725,000
Interest Earned	1,987	1,400	1,512	1,600
Miscellaneous Receipts	736	1,500	1,000	1,000
Take 190 West Contributions	3,680	-	2,650	2,000
Catering Revenues	55,408	60,000	35,043	36,000
Mixed Beverage Receipts	267,167	240,000	160,000	260,000
Event Revenue	378,319	400,000	400,000	456,000
Exhibit Revenue	-	2,500	-	-
Total Fund Balance and Revenues	\$ 3,724,758	\$ 3,323,857	\$ 3,422,937	\$ 3,268,950
Expenditures				
Grants to the Arts	\$ 215,535	\$ 208,802	\$ 208,802	\$ 207,750
Historical Restoration/Preservation	4,414	15,973	-	19,450
KAAC Activities	-	25,000	-	-
Office Expense & Support Services	885	1,600	1,600	1,440
Transfer to Debt Service	690,000	765,000	603,100	607,200
Conference Center Salaries/Benefits	506,777	544,003	543,500	571,186
Conference Center Supplies	29,358	45,452	41,950	55,147
Conference Center Maint/Repairs	133,861	145,381	143,381	136,929
Conference Center Support Svcs	245,798	327,664	277,400	271,908
Conference Center Minor Capital Outlay	7,076	19,850	14,612	10,000
Conf Center Designated & Advertising	29,250	30,000	30,000	31,000
Conference Center Capital Outlay	-	30,000	30,000	-
Mixed Beverage Operations	215,904	144,796	144,796	238,900
Convention/Visitors Bur Salaries/Benefits	129,814	145,645	145,445	149,682
Convention/Visitors Bur Supplies	8,628	11,370	10,750	13,850
Convention/Visitors Bur Maint/Repairs	458	500	-	12,521
Convention/Visitors Bur Support Svcs	114,481	146,525	144,725	144,875
Conv/Visitors Bur Take 190 West Expenses	-	45,000	45,000	30,000
Conv/Visitors Bur Advertising/Marketing	161,907	125,249	130,449	94,000
Consolidated Support Services	14,159	13,767	13,767	12,959
Information Technology	110,582	107,265	106,310	107,265
Total Expenditures	\$ 2,618,887	\$ 2,898,842	\$ 2,635,587	\$ 2,716,062
Ending Fund Balance	\$ 1,105,871	\$ 425,015	\$ 787,350	\$ 552,888

JUVENILE CASE MANAGER FUND

		Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12
Beginning Fund Balance	\$	181,599	\$	217,837	\$	221,563	\$	260,801
Revenues								
Juvenile Case Manager Receipts	\$	86,086	\$	87,000	\$	87,000	\$	92,000
Total Fund Balance and Revenues	\$	267,685	\$	304,837	\$	308,563	\$	352,801
Expenditures								
Juvenile Case Mgr Reimbursement	\$	46,122	\$	47,762	\$	47,762	\$	47,762
Total Expenditures	\$	46,122	\$	47,762	\$	47,762	\$	47,762
 Ending Fund Balance	 \$	 221,563	 \$	 257,075	 \$	 260,801	 \$	 305,039

KILLEEN ARTS & ACTIVITIES CENTER FUND

		Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12
Beginning Fund Balance	\$	-	\$	-	\$	2,620	\$	46,037
Revenues								
Miscellaneous Receipts	\$	2,620	\$	55,186	\$	49,917	\$	174,497
Total Fund Balance and Revenues	\$	2,620	\$	55,186	\$	52,537	\$	220,534
Expenditures								
Designated Expenses	\$	-	\$	-	\$	-	\$	220,534
Maintenance		-		6,500		6,500		-
Support Services		-		48,686		-		-
Total Expenditures	\$	-	\$	55,186	\$	6,500	\$	220,534
 Ending Fund Balance	 \$	 2,620	 \$	 -	 \$	 46,037	 \$	 -

LAW ENFORCEMENT GRANT

		Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12
Beginning Fund Balance	\$	5,401	\$	45,737	\$	4,884	\$	4,899
Revenues								
Tobacco Compliance Grant	\$	2,000	\$	5,000	\$	200	\$	2,000
JAG (Byrne) Grant 2006		40,336		-		-		-
JAG (Byrne) Grant 2007		44,076		-		-		-
JAG (Byrne) Grant 2008/09		-		25,699		25,699		-
JAG (Byrne) Grant 2009/10		70,686		70,686		70,686		-
JAG 09 Recovery Grant		329,382		52,570		52,570		-
JAG (Byrne) Grant 2010/11		-		116,209		58,686		-
JAG (Byrne) Grant 2011/12		-		-		-		47,360
Interest Earned		(16)		-		15		-
Total Fund Balance and Revenues	\$	491,865	\$	315,901	\$	212,740	\$	54,259
Expenditures								
Tobacco Compliance Grant	\$	2,500	\$	5,000	\$	200	\$	2,000
Minor Capital Outlay		192,836		65,099		6,328		-
LE Equipment 2006 Jag Byrne Grant		33,900		-		-		-
LE Equipment 2007 Jag Byrne Grant		8,421		-		-		-
LE Equipment 2008 Jag Byrne Grant		-		25,699		25,699		-
LE Equipment 2009 Jag Byrne Grant		-		70,686		70,686		-
LE Equipment JAG 09 Recovery Grant		249,324		46,157		46,242		-
LE Equipment 2010 Jag Byrne Grant		-		57,523		58,686		-
LE Equipment 2011 Jag Byrne Grant		-		-		-		47,360
Total Expenditures	\$	486,981	\$	270,164	\$	207,841	\$	49,360
Ending Fund Balance	\$	4,884	\$	45,737	\$	4,899	\$	4,899

LIBRARY MEMORIAL

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 14,331	\$ 2,331	\$ 21,166	\$ 10,666
Revenues				
Memorials Collected	\$ 10,120	\$ 9,250	\$ 7,500	\$ 6,500
Library State Grants	18,789	14,500	15,348	-
Total Fund Balance and Revenues	\$ 43,240	\$ 26,081	\$ 44,014	\$ 17,166
Expenditures				
Supplies	\$ 6,668	\$ -	\$ 7,500	\$ -
Support Services	11,114	12,000	10,200	5,000
Minor Capital Outlay	1,374	-	5,148	-
Capital Outlay	2,918	8,500	10,500	5,000
Total Expenditures	\$ 22,074	\$ 20,500	\$ 33,348	\$ 10,000
Ending Fund Balance	\$ 21,166	\$ 5,581	\$ 10,666	\$ 7,166

LIONS CLUB PARK

	Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12	
Beginning Fund Balance	\$	1,356	\$	-	\$	1,359	\$	-
Revenues								
Interest Earned	\$	3	\$	-	\$	1	\$	-
Total Fund Balance and Revenues	\$	1,359	\$	-	\$	1,360	\$	-
Expenditures								
Park Improvements	\$	-	\$	-	\$	1,360	\$	-
Total Expenditures	\$	-	\$	-	\$	1,360	\$	-
Ending Fund Balance	\$	1,359	\$	-	\$	-	\$	-

PARK IMPROVEMENTS FUND

	Actual		Budget		Estimated		Adopted	
	2009-10		2010-11		2010-11		2011-12	
Beginning Fund Balance	\$	12,403	\$	-	\$	12,328	\$	12,328
Revenues								
Interest Earned	\$	5	\$	-	\$	-	\$	-
Total Fund Balance and Revenues	\$	12,408	\$	-	\$	12,328	\$	12,328
Expenditures								
Expense	\$	80	\$	-	\$	-	\$	12,328
Total Expenditures	\$	80	\$	-	\$	-	\$	12,328
Ending Fund Balance	\$	12,328	\$	-	\$	12,328	\$	-

PHOTO RED LIGHT ENFORCEMENT FUND

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 1,271,488	\$ 764,972	\$ 808,369	\$ 586,968
Revenues				
Photo Red Light Violation	\$ 701,600	\$ 700,000	\$ 700,000	\$ 629,000
Total Fund Balance and Revenues	\$ 1,973,088	\$ 1,464,972	\$ 1,508,369	\$ 1,215,968
Expenditures				
Police Reimbursement	\$ 58,203	\$ 50,000	\$ 64,233	\$ 65,000
State - Violation Receipts	564,697	537,044	319,978	317,883
Capital Outlay	541,819	540,263	537,190	-
Transfer to Internal Service Fund	-	-	-	294,219
Total Expenditures	\$ 1,164,719	\$ 1,127,307	\$ 921,401	\$ 677,102
Ending Fund Balance	\$ 808,369	\$ 337,665	\$ 586,968	\$ 538,866

POLICE FEDERAL SEIZURE FUND

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 12,977	\$ 13,078	\$ 27,208	\$ 27,222
Revenues				
Interest Earned	\$ 32	\$ 25	\$ 14	\$ 10
Federal Seizure Receipts	23,191	14,800	14,800	17,639
Total Fund Balance and Revenues	\$ 36,200	\$ 27,903	\$ 42,022	\$ 44,871
Expenditures				
Minor Capital Outlay	\$ 8,992	\$ -	\$ -	\$ -
Capital Outlay	-	14,800	14,800	20,000
Total Expenditures	\$ 8,992	\$ 14,800	\$ 14,800	\$ 20,000
Ending Fund Balance	\$ 27,208	\$ 13,103	\$ 27,222	\$ 24,871

POLICE STATE SEIZURE FUND

	Actual		Budget		Estimated		Adopted
	2009-10		2010-11		2010-11		2011-12
Beginning Fund Balance	\$ 247,716	\$	99,966	\$	116,741	\$	48,196
Revenues							
State Seizure Receipts	\$ 46,980	\$	70,000	\$	46,578	\$	50,000
Interest Earned	339		300		93		60
Total Fund Balance and Revenues	\$ 295,035	\$	170,266	\$	163,412	\$	98,256
Expenditures							
Support Services	\$ 2,047	\$	-	\$	-	\$	-
Minor Capital Outlay	69,297		-		-		-
Capital Outlay	106,950		124,800		114,626		50,000
Expense	-		590		590		-
Total Expenditures	\$ 178,294	\$	125,390	\$	115,216	\$	50,000
Ending Fund Balance	\$ 116,741	\$	44,876	\$	48,196	\$	48,256

TAX INCREMENT FUND

		Actual 2009-10		Budget 2010-11		Estimated 2010-11		Adopted 2011-12
Beginning Fund Balance	\$	-	\$	6,225	\$	5,501	\$	24,546
Revenues								
Property Taxes	\$	5,501	\$	6,225	\$	19,045	\$	18,322
Total Fund Balance and Revenues	\$	5,501	\$	12,450	\$	24,546	\$	42,868
Expenditures								
Designated Expense	\$	-	\$	12,450	\$	-	\$	42,868
Total Expenditures	\$	-	\$	12,450	\$	-	\$	42,868
Ending Fund Balance	\$	5,501	\$	-	\$	24,546	\$	-



Capital Outlay

CAPITAL OUTLAY

Capital Outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of five years or less. Since long-term financing is not necessary and expenditures of this type are of a recurring nature, these items are not part of the Capital Improvements Program. Capital Outlay expenditures that meet the City's established capitalization thresholds or minimum reporting requirements will be capitalized. Standard capitalization thresholds for assets have been established for each major class of assets.

Capitalization Thresholds

Class of Asset	Threshold	Residual Value
Land/land improvements	Capitalize All	N/A
Buildings/building improvements	\$25,000	10%
Facilities and other improvements	\$25,000	10%
Infrastructure	\$25,000	10%
Personal property (equipment)	\$ 5,000	10%
Library books/materials (collections)	Capitalize All	N/A
Works of art/historical treasures	Capitalize All	N/A
Leasehold improvements	\$25,000	10%

The total FY 2011-12 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$6,389,283. This amount represents a decrease of \$1,527,580 or 19.3% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	FY 2010-11	FY 2011-12	Dollar Increase (Decrease)
General Fund	\$ 613,105	\$ 292,381	\$ (320,724)
Killeen-Fort Hood Regional Airport Fund	7,500	5,000	(2,500)
Skylark Field Fund	16,000	-	(16,000)
Solid Waste Fund	857,722	24,500	(833,222)
Water and Sewer Fund	2,070,130	1,443,998	(626,132)
Drainage Utility Fund	53,415	273,134	219,719
Other Funds	4,081,729	4,349,666	267,937
Total	\$ 7,699,601	\$ 6,388,679	\$ (1,310,922)



CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2010-11	ADOPTED FY 2011-12
GENERAL FUND		
City Council	-	-
City Manager	-	-
Assistant City Manager	-	-
Downtown Revitalization	-	-
City Auditor/Compl Office	-	-
Municipal Court	-	-
Public Information Office	-	-
Volunteer Services	-	-
City Attorney	20,300	20,300
City Secretary	-	-
Finance	-	-
Accounting	-	-
General Services Administration	-	-
Building Services	-	-
Custodial Services	-	-
Printing Services	-	-
Purchasing - General Administration	-	-
Human Resources	-	1,898
Employee Assistance Program	-	16,000
Information Technology	-	-
Library	239,171	218,083
Golf Course	-	-
Golf Course Food and Beverage	-	-
Community Center Operations	28,470	-
Parks	25,000	-
Lions Club Park Operations	-	-
Family Aquatics Center	-	-
Killeen Arts and Activities Center	-	-
Recreation	-	-
Athletics	-	-
Cemetery	-	-
Senior Citizens	-	-
Swimming Pools	8,737	-
Public Works	-	-
Engineering	-	-
Traffic	-	-
Street	6,500	-
Planning and Development	-	-
Building and Inspection	-	-
Code Enforcement	-	-
Community Development	-	-
Home Program	-	-
Police	245,273	-
Animal Control	-	-
Fire	20,000	-
Emergency Mgmt / Homeland Security	-	-
EMS Billing & Collection	-	-
Non-Departmental	19,654	36,100
TOTAL GENERAL FUND	613,105	292,381

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2010-11	ADOPTED FY 2011-12
KILLEEN-FORT HOOD REGIONAL AIRPORT		
Operations	-	-
Information Technology	-	-
Non-Departmental	7,500	5,000
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND	7,500	5,000
SKYLARK FIELD FUND		
Operations	16,000	-
Non-Departmental	-	-
TOTAL SKYLARK FIELD FUND	16,000	-
SOLID WASTE FUND		
Accounting	-	-
Residential	432,382	20,500
Commercial	425,340	-
Recycling Program	-	-
Transfer Station	-	-
Mowing	-	-
Non-Departmental	-	4,000
TOTAL SOLID WASTE FUND	857,722	24,500
WATER & SEWER FUND		
Fleet Services	134,396	84,831
Fleet Replacement Program	514,050	-
Utility Collections	-	19,975
Water Distribution	279,980	499,578
Sanitary Sewer	323,425	26,000
Operations	50,000	65,200
Engineering	-	-
Non-Departmental	768,279	748,414
TOTAL WATER & SEWER FUND	2,070,130	1,443,998
DRAINAGE UTILITY FUND		
Engineering	36,890	-
Drainage Maintenance	-	270,134
Non-Departmental	16,525	3,000
TOTAL DRAINAGE UTILITY FUND	53,415	273,134
OTHER FUNDS		
Law Enforcement Grant	200,065	47,360
Police State Seizure Fund	124,800	50,000
Police Federal Seizure Fund	14,800	20,000
Killeen Civic and Conference Center	65,917	5,000
Cablesystem Peg	400,000	200,000
Library Memorial	8,500	5,000
Community Development	-	-
Court Technology Fund	10,000	20,000
Court Security Fee Fund	-	-
Photo Red Light Enforcement	540,263	-
Fire Department Special Revenue	1,023,040	-
Aviation Capital Improvement	182,104	833,800
General Obligation Series 1993	-	9,515

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2010-11	ADOPTED FY 2011-12
General Obligation Series 1995	-	25,405
Certificate of Obligation 2004	330,682	330,682
General Obligation Series 2004	748,248	749,518
Golf Revenue C/O Const	12,903	-
General Obligation Series 2006	138,736	-
Comb G/O C/O 2007	232,725	-
Certificate of Obligation 2009	196	-
Pass Thru Fin Const Fund	48,750	-
Fleet Internal Service Fund		2,053,386
TOTAL OTHER FUNDS	4,081,729	4,349,666
TOTAL CAPITAL OUTLAY	\$ 7,699,601	\$ 6,388,679

**CAPITAL OUTLAY BUDGET
FY 2011-12**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
City Attorney	010-1005-416.61-20	New Books	20,300	20,300
Human Resources	010-2305-418.61-20	New Books	1,898	1,898
Employee Assistance Program	010-2306-418.61-35	Wellness Program Equipment	16,000	16,000
Library	010-3015-423.61-20	New Books	218,083	218,083
Non-Departmental Information Systems	010-9508-491.61-40	Infrastructure Upgrades	36,100	36,100
TOTAL GENERAL FUND				\$ 292,381
KILLEEN-FORT HOOD REGIONAL AIRPORT				
Non-Departmental	525-9508-521.61-40	Infrastructure Upgrades	5,000	5,000
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND				\$ 5,000
SKYLARK FIELD FUND				
There were no approved capital outlay items for the Skylark Field Fund for FY 2011-12				
TOTAL SKYLARK FIELD FUND				\$ -
SOLID WASTE FUND				
Residential	540-3460-439.61-10	Vehicle for SW Specialist	20,500	20,500
Non-Departmental	540-9508-439.61-40	Infrastructure Upgrades	4,000	4,000
TOTAL SOLID WASTE FUND				\$ 24,500
WATER & SEWER FUND				
Fleet Services	550-2033-415.61-35	Car/Truck Lift	7,000	
	550-2033-415.61-35	Air Compressor	4,300	
	550-2033-415.61-35	Tire Changer	7,361	
	550-2033-415.61-35	Tire Wheel Balancer	6,170	
	550-2033-415.61-35	Oil Containment Storage	60,000	84,831
Utility Collections	550-2050-411.61-10	Mid Size Regular Cab Pickup Truck	19,975	19,975
Water Distribution	550-3410-436.60-65	New Customer Service (500)	250,000	
	550-3410-436.60-70	New Fire Hydrants (20)	25,000	
	550-3410-436.60-75	New Customer Meters	73,380	
	550-3410-436.61-30	New Radios	56,430	
	550-3410-436.61-35	Backhoe	45,184	
	550-3410-436.61-35	Backhoe	49,584	499,578
Sanitary Sewer	550-3415-437.60-65	New Customer Service	1,000	
	550-3415-437.61-35	Dewatering Container	25,000	26,000
Operations	550-3420-438.61-35	Sewer Cleaning Machine	65,200	65,200
Non-Departmental				
Fleet	550-9508-492.61-40	Sentry Gold to Build Fluid Controls	10,714	
Information Technology	550-9508-492.61-40	Infrastructure Upgrades	31,000	
Information Technology GIS	550-9508-492.61-45	Autocad Revit Architecture	6,700	
Water and Sewer Projects	550-9590-495.62-78	Waterline Ext. Participation	200,000	
	550-9590-495.62-79	Sewer line Ext. Participation	400,000	
	550-9590-495.62-98	Sewer Serv Extend Annexed	100,000	748,414

**CAPITAL OUTLAY BUDGET
FY 2011-12**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
TOTAL WATER & SEWER FUND				\$ 1,443,998
DRAINAGE UTILITY FUND				
Maintenance	575-3448-434.61-35	Street Sweeper with Chassis	167,350	
	575-3448-434.61-35	Rubber Tracked Skid Steer	81,184	
	575-3448-434.61-35	Multi-Purpose Compactor	13,500	
	575-3448-434.61-35	Backhoe Attachment	8,100	270,134
Non-Departmental	575-9508-492.61-40	Infrastructure Upgrades	3,000	3,000
TOTAL DRAINAGE UTILITY FUND				\$ 273,134
OTHER FUNDS				
Law Enforcement Grant	207-0000-495.61-48	Equipment '11 Jag Byrne Grant	47,360	47,360
Police State Seizure	208-0000-495.61-35	Equipment	50,000	50,000
Police Federal Seizure	209-0000-495.61-35	Equipment	20,000	20,000
Killeen Civic and Conf Ctr	214-9508-457.61-40	Infrastructure Upgrades	5,000	5,000
Cablesystem PEG	220-0000-495.61-35	Government Channel Equipment Updates	200,000	200,000
Library Memorial	224-0000-580.61-20	New Books	5,000	5,000
Court Technology Fund	240-0000-417.61-35	Equipment	20,000	20,000
Aviation Capital Improvement	331-3490-800.60-10	Hangar	550,000	
	331-3490-800.61-35	ZTR Riding Mower	14,000	
	331-3490-800.61-50	Retail Counters	59,800	
	331-3490-800.61-55	Heavy Aircraft Tug	150,000	833,800
	331-3490-800.61-55	Ground Power Unit	60,000	
Certificate of Obligation 2004	333-3490-800.61-10	Rechassis Ambulances	330,682	330,682
General Obligation Series 2004	334-3490-800.61-10	Fire Truck	749,518	749,518
General Obligation Series 1993	394-3490-800.61-35	Equipment	9,515	9,515
General Obligation Series 1995	395-3490-800.61-35	Fire Equipment	25,405	25,405
Fleet Internal Service Fund	601-2050-411.61-10	Midsize Pickup	21,500	
	601-3015-423.61-10	Mid Size Crew Cab	20,950	
	601-3410-436.61-10	3/4 Ton Utility Pickup	44,865	
	601-3410-436.61-10	3/4 Ton Pickup	42,015	
	601-3410-436.61-35	Riding Mower	7,500	
	601-3415-436.61-10	Vactor Truck	126,800	
	601-3415-436.61-10	3/4 Ton Utility Pickup	41,115	
	601-3415-436.61-10	3/4 Ton Utility Pickup	43,965	
	601-3415-437.61-35	Large Backhoe	103,545	
	601-3420-436-61-10	3/4 Ton Utility Pickup	41,115	
	601-3420-436-61-10	3/4 Ton Utility Pickup	41,115	
	601-3448-434.61-10	3/4 Ton Pickup	50,129	
	601-3448-434.61-10	Tractor Mower Boom	110,700	
	601-3460-439.61-10	Sideloaders (2)	568,728	
	601-3460-439.61-10	Crane Truck	201,200	
	601-3465-439.61-10	1/2 Ton Pickup Truck	27,900	
	601-4052-450.61-10	Mid Size Pickup With Toolbox	23,025	
	601-6000-441.61-10	Patrol Vehicles (30)	537,219	
TOTAL OTHER FUNDS			2,053,386	\$ 4,349,666
TOTAL CAPITAL OUTLAY				\$ 6,388,679



Capital Improvements

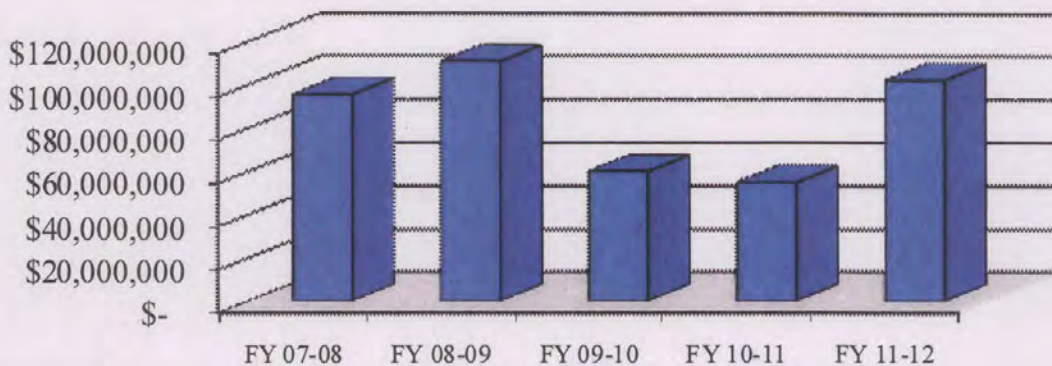
CAPITAL IMPROVEMENTS PROGRAM

A Capital Improvement project is a capital expenditure of public funds for the acquisition, construction, or improvement of a physical facility or infrastructure asset. The life span of capital improvements is generally ten years or more, and is not normally funded through operating budgets. The City of Killeen plans capital expenditures over a five-year period; however, a formal capital improvements budget is adopted by the City Council for the current year only. Needed capital improvements are identified through city growth, system models, repair and maintenance costs, and various other analyses. Capital spending is monitored continuously and the capital improvements plan is monitored and updated accordingly. The City is committed to an on-going process of reviewing the Capital Improvements Program.

The Capital Improvements Program (CIP) is primarily funded through the issuance of revenue bonds, general obligation bonds, certificates of obligation, and grants. The corresponding principal and interest payments from debt issuances are budgeted within the respective interest and sinking fund. Other than debt service payments, there are no other budgeted amounts for operations unless specifically identified. The majority of the projects within the CIP are for infrastructure improvements. The operational impact of these projects is usually minimal other than incorporating those projects into ongoing maintenance and upkeep with other infrastructure assets. Conceptually, a physical improvement should reduce operational expenses for maintenance and repairs.



CAPITAL IMPROVEMENTS BUDGET COMPARISON



Total budgeted expenditures for the last five fiscal years

CIP Funding

Funding for the FY 2011-12 Capital Improvements Program comes from a variety of sources. Time constraints, previous commitments, voter approvals, revenues, and fund balances can determine which of the various sources is most appropriate for a particular project. The following definitions are used to determine the project funding:

Ad Valorem Taxes - Funds received from a tax levy on all non-exempt property within the City limits.

General Obligation Bonds (G/O's) - Bonds that finance a variety of public projects such as major street reconstruction projects (including rights-of way acquisition), development of park and recreational facilities, and construction of public facilities such as libraries, fire stations, swimming pools, city offices, municipal court buildings, community centers, and other general public use facilities. G/O's are backed by the full faith and credit of the government entity and repaid through assessment of a property tax levy. G/O's are issued only after receiving voter approval.

Certificates of Obligation (C/O's) - Debt instruments used to finance capital improvement projects. C/O's are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. C/O's differ from G/O's in that they are approved by the City Council and are not voter approved. The use of this type of financing is generally limited to the purchase of major equipment items and heavy use vehicles, which have a useful life of 5-10 years.

Revenue Bonds - Funds received from the sale of bonds, which are repaid through user fees. Revenue Bonds are backed by the full faith and credit of the government entity. The financing of water and sewer infrastructure projects is generally accomplished through the use of revenue bonds. Revenue bonds do not require voter approval and are repaid from a pledge of the revenues generated by the City's Water and Sewer Enterprise Utility Fund. Revenue bonds may also be used for projects in the Solid Waste Enterprise Fund and the Drainage Utility Enterprise Fund.

Revenues - Funds received from the City's current operating budgets for projects which may benefit the community as a whole (General Fund), utility users (Water and Sewer Fund, Solid Waste Fund, and Drainage Utility Fund) or airport users (Killeen-Fort Hood Regional Airport and Skylark Field.)

Grants - Cash or assets received from another governmental agency or foundation to be used for a specific purpose, activity, or facility.

Passenger Facility Charges - Funds received from a levy paid by users at the airport.

CAPITAL IMPROVEMENTS PROGRAM

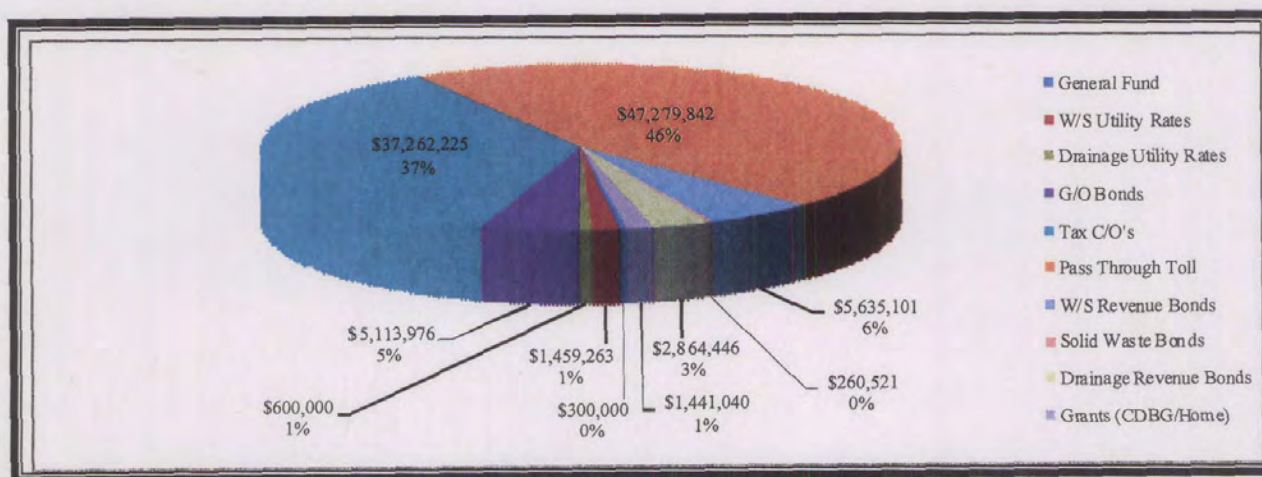
FY 2011-12 Funded Capital Improvement Projects

The FY 2011-12 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 102,216,414

<u>Funding Source</u>	<u>Amount</u>
General Fund - Ad Valorem Taxes	\$ 300,000
Tax Supported General Obligation Bonds (G/O's)	\$ 5,113,976
Tax Supported Certificates of Obligation (C/O's)	\$ 37,256,365
Tax Supported Pass Through Tolls	\$ 47,279,842
Enterprise Revenue Supported Debt	\$ 8,760,068
Water and Sewer Bonds	\$ 5,635,101
Solid Waste Bonds	\$ 260,521
Drainage Utility	\$ 2,864,446
Enterprise Fund Operating Revenues	\$ 2,059,263
Water and Sewer	\$ 1,459,263
Drainage and Utility	\$ 600,000
Community Development Block Grant & Home Program Funds	\$ 1,441,040
Total budget amount for FY 2011-12 Capital Improvements Program	\$ 102,216,414

SOURCES OF FUNDING



Total FY 2011-12 Capital Improvements Budget - \$102,216,414

CIP Projects

The FY 2011-12 budget includes the appropriation of \$102,216,414 in total capital improvement program funding. The Capital Improvements Program includes several new projects. The following is a brief narrative of some of the significant FY 2011-12 capital improvement projects:

Aviation Projects

Project:	Continuing Improvements to Killeen-Fort Hood Regional Airport (KFHRA) –
Project Description:	This program will allow for the continuing of improvements to the Killeen-Fort Hood Regional Airport. The improvements include Pavement Rehabilitation, Charter Package, Phone System Migration, and other improvements to KFHRA.
Cost:	\$2,048,702
Funding Source:	2003 Airport Capital Improvement Funds
Budget Impact:	Will have minimal impact on operating costs.

Solid Waste Projects

Project:	Landfill Maintenance
Project Description:	This program will provide funding for the repair of areas in the landfill site that has subsided.
Cost:	\$26,864
Funding Source:	2009 Certificate of Obligation Bond Fund
Budget Impact:	Will have minimal impact on operating costs.
Project:	Transfer Station
Project Description:	This program will provide funding for repairs and improvement to the Transfer Station.
Cost:	\$260,521
Funding Source:	2005 Solid Waste Construction Fund
Budget Impact:	Will have minimal impact on operating costs.

Water and Sewer Projects

Project:	Customer Services, Hydrants, and Meters
Project Description:	The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising. In addition, supplies and equipment are necessary for the estimated new service connections in FY 2011-12.

Cost:	\$349,380
Funding Source:	Water & Sewer operating fund
Budget Impact:	This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.
Project:	Water and Sewer Line Extensions
Project Description:	The budget includes funds for City participation in the cost of oversized water and sewer lines, as well as funding for the installation of Water and Sewer Infrastructure to areas undergoing annexation.
Cost:	\$700,000
Funding Source:	Water & Sewer operating fund
Budget Impact:	Will increase maintenance cost.
Project:	Water & Sewer Infrastructure Projects
Project Description:	The City currently has numerous major water and sewer infrastructure improvement and capital addition projects in progress. These projects are primarily funded through debt issuances and are managed through the bond construction funds.
Cost:	\$1,840,368
Funding Source:	The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds
Budget Impact:	Costs will depend on improvements.
Project:	Water & Sewer Infrastructure Maintenance
Project Description:	The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure.
Cost:	\$409,883
Funding Source:	Water & Sewer operating fund
Budget Impact:	This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.
Project:	Master Plan Projects
Project Description:	The budget includes funding for high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan was approved by council on July 10, 2007 via Resolution 07-109R.
Cost:	\$3,794,733
Funding Source:	2007 Water and Sewer Revenue Bond Fund

Budget Impact: Costs will depend on improvements.

Drainage Projects

Project: Drainage Projects (Minor)

Project Description: This program will provide funding for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: Costs will depend on improvements.

Project: Roadway Drainage

Project Description: This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: This program is funded within the Drainage operating fund; there will be no additional budget impact.

Project: Drainage Projects (Major)

Project Description: The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY2005-06 to fund these major CIPs. The major drainage projects identified in the FY 2008-09 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan.

Cost: \$2,864,446

Funding Source: Drainage Utility fund

Budget Impact: Costs will depend on improvements.

Transportation Projects

Project: Street Maintenance

Project Description: This program will provide funding for maintenance and repairs on existing city streets. Maintenance and reconstruction projects will be designed to ensure that vehicle and pedestrian safety concerns are addressed.

Cost: \$1,300,000

Funding Source: General Fund, Streets Division and 2001 Certificate of Obligation Construction Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways

Project: Street Reconstruction and Widening Projects

Program Description: This program, which began in FY 2004-05, provides funding for the extension and widening of City streets to accommodate current and future growth. Specific streets included in this program are Elms Road, South Robinett, North Robinett, and the HWY 195-201 grade separation. These programs include curb, gutter, and drainage improvements.

Cost: \$303,397

Funding Source: 2004 and 1995 General Obligation Bond Construction Fund and 2001 Certificate of Obligation Construction Fund

Budget Impact: Costs will depend on improvements.

Project: Street Reconstruction – Trimmier Road/Watercrest Road

Program Description: This program, which began in FY 2005-06, provides funding for street improvements, to include the construction of Trimmer Road from Stan Schlueter Loop to Stagecoach Road as well as reconstruction to Watercrest Road. The program also includes curb, gutter, and drainage improvements.

Cost: \$1,845,308

Funding Source: 2009 General Obligation Bond Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: City/Owner Agreements

Project Description: This program provides funding for the City to enter into City/Owner agreements for the over sizing of streets to bring them into conformance with the City's approved thoroughfare plan. This program will ensure that collector and arterials are adequately sized for future growth and traffic patterns.

Cost: \$3,119,687

Funding Source: 2001 and 2005 Certificate of Obligation Construction Funds and the 2009 General Obligation Bond Fund

Budget Impact: Costs will depend on improvements.

Project: US 190/Rosewood/FM 2410

Project Description: This program provides funding for the construction of an overpass at the intersection of US 190 and Rosewood Drive. It also provides funding for improvements to be made to FM 2410.

Cost: \$29,671,457

Funding Source: 2012 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: **SH 195/ SH 201 Interchange**

Project Description: This program provides funding for the construction of an overpass at the intersection of SH 195 and SH 201. It also provides funding for improvements to be made to SH 201.

Cost: \$17,608,385

Funding Source: 2011 Pass Through Financing Proceeds Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: **High Priority Street Improvement Projects**

Project Description: This program provides funding for the improvements of high priority streets within the city. It includes improvements to be made Stagecoach Rd, Bunny Trail, Elms Rd, Cunningham Rd, Lowes Boulevard and Rosewood Dr.

Cost: \$27,149,122

Funding Source: 2011 Certificate of Obligation Construction Funds

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Public Safety Projects

Project: **Police Department Headquarters**

Program Description: This program, which began in FY 2004-05, provides funding for the design, engineering, and construction of the new Police Department Headquarters building, as approved by voters in the 2002 capital improvements bond election.

Cost: \$11,542

Funding Source: 2007 General Obligation bond Construction Funds and the 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies are estimated at \$415,000 a year.

Project: **Fire Department A&E and Station Renovations**

Program Description: This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #8 and station #9, as approved by voters in the 2002 capital improvements bond election.

Cost: \$5,083

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: The renovation of this project is completed and the remainder of the funds will provide additional minor equipment for the Fire Stations resulting in minimal operating costs.

Project: **Various Public Safety Equipment**

Program Description: This program will provide funding for the acquisition of an additional fire engine for the Fire Department, the re-chassis of ambulances and other public safety equipment

Cost: \$1,302,350

Funding Source: 1995 General Obligation Bond Fund, 1994 General Obligation Bond Fund, 2004 General Obligation Bond Construction Fund, 2004 Certificate of Obligation Bond Fund and Combination 2007 General and Certificate of Obligation Bond Fund

Budget Impact: Will have minimal impact on operating cost.

Project: Emergency Warning System

Program Description: This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system.

Cost: \$1,728

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Community Service Projects

Project: Family Aquatic Center

Program Description: This program provides funding for the construction of the Lions Club Family Aquatic Center, as approved by voters in the 2002 capital improvements bond election.

Cost: \$2,760

Funding Source: 2007 Combination General and Certificate of Obligation Bond Fund and in the 2009 Certificate of Obligation Bond Fund

Budget Impact: The construction of this project is completed and the remainder of the funds will provide minor equipment for the Aquatic Center resulting in minimal operating costs.

Project: Restrooms at Condor and Davis Park

Program Description: This program will provide funding for a restroom improvements at Condor and Davis Park.

Cost: \$68,304

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Long Branch Skate Park

Program Description: This program will provide funding for construction of a skate park at Long Branch Park.

Cost: \$8,525

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Lions Park Hike & Bike Trail

Program Description: This program will provide funding for construction of a hike and bike trail at Lions Club Park.

Cost: \$586,066

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Project: Gilmore and Community Center

Program Description: This program will provide funding for architectural and engineering services for renovation of the Bob Gilmore Senior Center and the Community Center.

Cost: \$75,000

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: No operational budget impact is expected from this project.

Project: Parks Equipment

Program Description: This program will provide funding to procure three vehicles, seven trailers and various other parks equipment.

Cost: \$65,916

Funding Source: 2006 General Obligation Bonds

Budget Impact: No operational budget impact is expected from this project.

Community Development Block Grant & Home Program Projects

Project: Community Development Projects

Program Description: The Community Development Block Grant program and the Home Program fund numerous improvements and rehabilitation projects to provide decent housing and a suitable living environment for low-income and moderate-income persons and areas. The City of Killeen is an "entitlement community," allowing the City to receive grant funds from the department of Housing and Urban Development (HUD) to fund qualifying projects.

Cost: \$1,441,040

Funding Source: CDBG and Home Program Funds

Budget Impact: Costs will depend on improvements.

General City Projects

Project: Killeen Arts and Activity Center

Program Description: This program, which began in FY 2005-06, will provide funding for the purchase and renovations of a building to provide multi-use health and human services facility in the downtown area.

Cost: \$511,375

Funding Source: 2005 Certificate of Obligation Construction Fund and 2011 Certificate of Obligation Construction Fund

Budget Impact: Operational costs for this facility are estimated at \$403,278 a year. .

Project: Downtown Improvements

Program Description: This program will provide façade improvements, a farmers market and a playscape to the downtown area.

Cost: \$1,280,407

Funding Source: 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and 2011 Certificate of Obligation Construction Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Street Department Building

Program Description: This program will provide a new building for the Public Works department.

Cost: \$2,964,065

Funding Source: 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and the 2009 Certificate of Obligation Construction Fund

Budget Impact: No operational impact is expected during the 2010-11 budget year.

GENERAL OBLIGATION BONDS 1993 / 1994

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 120,434	\$ 7,058
Revenues				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	759,037	758,955	82	-
Miscellaneous Receipts	32,770	32,770	-	-
Total Fund Balance and Revenues	\$ 4,541,807	\$ 4,541,725	\$ 120,516	\$ 7,058
Expenditures				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	25,050	-	-
Land Acquisition - Fire Dept	1,100	1,100	-	-
Expense	854	854	-	-
Rancier Renovations	58,138	5,680	52,458	-
Community Center Roof	61,000	-	61,000	-
Equipment	7,056	-	-	7,056
Total Expenditures	\$ 4,541,805	\$ 4,421,291	\$ 113,458	\$ 7,056
Ending Fund Balance	\$ 2	\$ 120,434	\$ 7,058	\$ 2

GENERAL OBLIGATION BONDS 1995

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 52,369	\$ 41,909
Revenues				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,066,964	2,066,913	51	-
Miscellaneous Receipts	\$ 196,777	196,777	-	-
Total Fund Balance and Revenues	\$ 9,008,741	\$ 9,008,690	\$ 52,420	\$ 41,909
Expenditures				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	48,750	32,250	-	16,500
W.S.Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	249,952	249,952	-	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,298,288	1,298,288	-	-
Parking Lot Repairs - Cmmty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
Pass Through Funding App	98,646	88,135	10,511	-
Equipment	25,405	-	-	25,405
Total Expenditures	\$ 9,008,737	\$ 8,956,321	\$ 10,511	\$ 41,905
Ending Fund Balance	\$ 4	\$ 52,369	\$ 41,909	\$ 4

GENERAL OBLIGATION BONDS 2004

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 1,375,976	\$ 787,479
Revenues				
Sale of Bonds	\$ 15,990,732	\$ 15,990,732	\$ -	\$ -
Interest Earned	2,152,860	2,150,356	1,604	900
Community Partnership Program	280,000	280,000	-	-
Total Fund Balance and Revenues	\$ 18,423,592	\$ 18,421,088	\$ 1,377,580	\$ 788,379
Expenditures				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,075,849	1,070,649	5,200	-
CS - Restroom & Lighting @ LCP	718,258	718,257	-	-
CS - Parks/Skateboard Parks	351,788	288,263	63,525	-
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,030,766	2,030,766	-	-
PW - South Robinett Road	1,978,989	1,978,989	-	-
PW - North Robinett Road	2,227,453	2,227,453	-	-
PW - Major Street Rehabilitation	189,500	189,500	-	-
PW - Street Projects Management	186,984	186,984	-	-
PW - Operations	146,686	146,686	-	-
PW - HWY 195-201 grade separation	2,269,416	2,269,416	-	-
PW - Traffic Signals	839,572	813,097	20,380	6,095
PW - Traffic Synchronization	233,175	233,175	-	-
PW - Trimmer Stagecoach Signal	-	-	-	-
PW - Trimmer Reconstruction	71,300	42,300	11,500	17,500
PW - Comprehensive Plan	269,140	228,574	25,206	15,360
PD - Police HQ	2,895,557	2,852,384	43,173	-
PD - Trng Facility Imp & Equipment	37,800	37,800	-	-
PD - OCU & YSU Renovations	-	-	-	-
FD - A&E Station #8	425,459	425,459	-	-
FD - Station #6	11,264	11,264	-	-
FD - Land Purchase - Station #8	81,297	81,297	-	-
FD - Construction - Station #8	918,663	918,663	-	-
FD - A&E Station #9	14,555	14,555	-	-
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	25,746	25,746	-	-
FD - Land Purchase Station #9	94,003	94,003	-	-
FD - Transfer to Fire SRF	421,117	-	421,117	-
FD - Vehicles	748,248	-	-	748,248
Total Expenditures	\$ 18,422,416	\$ 17,045,112	\$ 590,101	\$ 787,203
Ending Fund Balance	\$ 1,176	\$ 1,375,976	\$ 787,479	\$ 1,176

GENERAL OBLIGATION BONDS 2006

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 168,316	\$ 65,918
Revenues				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	755,369	755,161	168	40
HUD Grant	96,224	96,224	-	-
Community Partnership Program	377,200	377,200	-	-
Total Fund Balance and Revenues	\$ 11,228,793	\$ 11,228,585	\$ 168,484	\$ 65,958
Expenditures				
Cost of Issuance	\$ 174,829	\$ 174,829	\$ -	\$ -
Senior and Recreation Center	10,346,459	10,346,459	-	-
HUD Grant - Admin	335	335	-	-
Rec & Snr Constr - Cmnty Partnersh	22,619	22,619	-	-
Equipment	314,301	314,301	-	-
Furniture/Fixtures	158,938	158,938	-	-
Machinery Repairs	1,122	1,122	-	-
Supplies	41,666	41,666	-	-
Motor Vehicles	78,475	-	13,620	64,855
Building Maintenance	20,000	-	20,000	-
Equipment	59,157	-	58,096	1,061
Minor Equipment	10,850	-	10,850	-
Total Expenditures	\$ 11,228,751	\$ 11,060,269	\$ 102,566	\$ 65,916
Ending Fund Balance	\$ 42	\$ 168,316	\$ 65,918	\$ 42

GENERAL OBLIGATION BONDS 2009

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 6,633,207	\$ 4,094,887
Revenues				
Sale of Bonds	\$ 13,175,000	\$ 13,175,000	\$ -	\$ -
Interest Earned	36,004	24,818	8,186	3,000
JSL Spray Pad Donations	120,000	120,000	-	-
American Recovery Grant	229,340	-	229,340	-
Watercrest Road Improvements	8,141	8,141	-	-
Total Fund Balance and Revenues	\$ 13,568,485	\$ 13,327,959	\$ 6,870,733	\$ 4,097,887
Expenditures				
Cost of Issuance	\$ 73,900	\$ 73,900	\$ -	\$ -
City Owner Agreements	2,173,536	-	-	2,173,536
Community Projects	315,806	315,806	-	-
Downtown Street Eng Phase I	2,036,700	160,054	298,865	1,577,781
Traffic Synchronization	337,600	148,315	185,958	3,327
Trimmier Reconstruction	2,361,969	2,239,615	122,354	-
Watercrest Reconstruction	6,181,779	3,757,062	2,161,517	263,200
Welcome Sign Landscaping	8,152	-	7,152	1,000
Total Expenditures	\$ 13,489,442	\$ 6,694,752	\$ 2,775,846	\$ 4,018,844
Ending Fund Balance	\$ 79,043	\$ 6,633,207	\$ 4,094,887	\$ 79,043

COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 3,166,585	\$ 2,394,631
Revenues				
Sale of Bonds	41,279,000	\$ 41,279,000	\$ -	\$ -
Interest Earned	1,499,319	1,474,914	14,405	10,000
Investment Gain/Loss	(1,275)	-	(1,275)	-
Miscellaneous Receipts	44,723	44,723	-	-
Total Fund Balance and Revenues	\$ 42,821,767	\$ 42,798,637	\$ 3,179,715	\$ 2,404,631
		\$ -		
Expenditures				
Cost of Issuance	\$ 194,347	\$ 194,347	\$ -	\$ -
Family Aquatic Center A&E	483,000	483,000	-	-
Family Aquatic Center Construction	4,113,129	4,113,129	-	-
Family Aquatic Center Capital	32,817	24,620	6,926	1,271
Aquatic Center Security System	48,671	47,378	-	1,293
Building Maintenance	4,683	-	4,683	-
FD - Station #1 - A&E	351,125	351,125	-	-
FD - Station #1 - Construction	3,391,041	3,391,041	-	-
FD - Station #8	2,964,821	2,964,821	-	-
FD - Station #1 - Equipment	28,250	25,427	-	2,823
FD - Station #1 - Computer Hardware	15,500	14,092	-	1,408
FD - Station #1 - Computer Software	1,215	1,215	-	-
FD - Station #1 - Furniture & Fixtures	22,000	21,509	-	491
FD - Station #1 - Furniture & Fixtures	8,000	7,639	-	361
FD - Motor Vehicles	190,959	-	-	190,959
Transfer to Fire SRF	67,183	-	67,183	-
Street Department Building	2,000,000	-	77,188	1,922,812
Equipment Replacement	2,996,409	2,996,409	-	-
Emergency Warning System	398,383	396,655	-	1,728
Farmers Market	97,247	-	-	97,247
Playscape	60,000	-	-	60,000
Façade	92,681	-	3,840	88,841
Police Headquarters - Construction	22,862,101	22,269,887	590,530	1,684
Police Headquarters - A&E	888,781	888,781	-	-
Police Headquarters - Land	233,351	233,351	-	-
Police Headquarters - Network	65,280	65,280	-	-
Police Headquarters - Furniture	781,289	776,809	3,604	876
Police Headquarters - Equipment	62,380	22,268	31,130	8,982
PD - Motor Vehicles	42,011	42,011	-	-
Animal Control Shelter	301,258	301,258	-	-
Total Expenditures	\$ 42,797,912	\$ 39,632,052	\$ 785,084	\$ 2,380,776
Ending Fund Balance	\$ 23,855	\$ 3,166,585	\$ 2,394,631	\$ 23,855

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2001

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 2,522,085	\$ 1,436,372
Revenues				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	350,834	346,367	2,967	1,500
Transfer from Aviation PFC	843,884	843,884	-	-
Transfer from RGAAF Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,779,575	1,779,575	-	-
Prior Period Adjustment	1,225,183	1,225,183	-	-
Total Fund Balance and Revenues	\$ 13,515,730	\$ 13,511,263	\$ 2,525,052	\$ 1,437,872
Expenditures				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	62,115	62,115	-	-
Skylark Project	43,023	43,023	-	-
RGAAF Project	10,651,063	10,651,063	-	-
Transfer to RGAAF	177,200	177,200	-	-
City Owner Agreements	1,233,668	-	1,045,439	188,229
Street Maintenance	1,000,000	-	-	1,000,000
HWY 195-201 grade separation	10,806	-	-	10,806
Traffic Signals	115,517	-	43,241	72,276
Comprehensive Plan	5,860	-	-	5,860
Signal Trimmer/Stagecoach	150,000	-	-	150,000
Tiger Grant Application	9,000	-	-	9,000
Total Expenditures	\$ 13,514,029	\$ 10,989,178	\$ 1,088,680	\$ 1,436,171
Ending Fund Balance	\$ 1,701	\$ 2,522,085	\$ 1,436,372	\$ 1,701

AVIATION CAPITAL IMPROVEMENT FUND 2003

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 3,031,729	\$ 2,048,576
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,992,388	3,992,388	-	-
Interest Earned	631,505	624,804	3,201	3,500
Transfer from Aviation PFC	1,561,582	1,557,552	4,030	-
Prior Period Adjustments	(459,533)	(459,533)	-	-
Total Fund Balance and Revenues	\$ 14,725,942	\$ 14,715,211	\$ 3,038,960	\$ 2,052,076
Expenditures				
Cost of Issuance	\$ 106,122	\$ 106,122	\$ -	\$ -
ARFF Gear	72,001	72,001	-	-
Burnisher	15,032	-	15,032	-
Charter Package	226,421	42,780	-	183,641
Corporate Hangar	550,000	-	-	550,000
Equipment - ZTR for ILE	14,000	-	-	14,000
Fuel Truck	62,654	-	62,654	-
Ground Power Unit	60,000	-	-	60,000
Heavy Aircraft Tug	150,000	-	-	150,000
Pavement Rehabilitation	11,029	11,029	-	-
Phone System Migration	25,916	-	12,242	13,674
Phone System Migration Hardware	6,200	-	-	6,200
Phone System Migration Software	6,000	-	-	6,000
Professional Services	1,800	1,800	-	-
Ramp	13,731	-	13,731	-
RGAAF Project	9,325,841	9,017,489	62,965	245,387
Scrubber	13,461	-	13,461	-
SUV	38,049	-	38,049	-
Terminal Seating	72,050	-	12,250	59,800
T-Hangar	542,261	542,261	-	-
Transfer to RGAAF Operating Fund	1,400,000	1,400,000	-	-
Transfer to Debt Service Fund	2,010,000	490,000	760,000	760,000
Total Expenditures	\$ 14,722,568	\$ 11,683,482	\$ 990,384	\$ 2,048,702
Ending Fund Balance	\$ 3,374	\$ 3,031,729	\$ 2,048,576	\$ 3,374

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 330,350	\$ 330,770
Revenues				
Sale of Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Interest Earned	127,060	126,340	420	300
Total Fund Balance and Revenues	\$ 3,106,086	\$ 3,105,366	\$ 330,770	\$ 331,070
Expenditures				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	728,625	728,625	-	-
Timberidge: WDN Rosewood Project	294,337	294,337	-	-
WDN Goldengate: Bridgewood Project	164,126	164,126	-	-
WHT Rock Ph I: WDN Rosewd Project	176,668	176,668	-	-
WHT Rock Ph II: WDN Rosewd Project	233,712	233,712	-	-
WHT Rock Ph II: WDN Sulf Spr Project	104,698	104,698	-	-
WHT Rock Ph I: WDN Plat	41,130	41,130	-	-
FD Vehicles	330,682	-	-	330,682
Total Expenditures	\$ 3,105,698	\$ 2,775,016	\$ -	\$ 330,682
Ending Fund Balance	\$ 388	\$ 330,350	\$ 330,770	\$ 388

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 2,921,348	\$ 793,509
Revenues				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
KAAC - Contributions	138,601	16,905	105,122	16,574
Interest Earned	1,190,189	1,186,287	2,902	1,000
Total Fund Balance and Revenues	\$ 12,828,790	\$ 12,703,192	\$ 3,029,372	\$ 811,083
Expenditures				
Cost of Issuance	\$ 172,537	\$ 172,537	\$ -	\$ -
BCCC Tower	213,851	213,851	-	-
TXDOT / CTE Projects	988,900	988,900	-	-
City Owner Agreements	4,830,033	4,013,911	58,200	757,922
Building Purchase	4,352,456	2,126,076	2,174,164	52,216
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	279,424	-	-
Street Maintenance Equipment	157,025	157,025	-	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	299,284	299,284	-	-
Watercrest Road - Design	543,469	539,970	3,499	-
Elms, Cody Poe, & Robinett Roads	872,134	872,134	-	-
Total Expenditures	\$ 12,827,845	\$ 9,781,844	\$ 2,235,863	\$ 810,138
Ending Fund Balance	\$ 945	\$ 2,921,348	\$ 793,509	\$ 945

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2009

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 2,821,083	\$ 1,813,395
Revenues				
Sale of Bonds	\$ 8,500,000	\$ 8,500,000	\$ -	\$ -
Interest Earned	12,365	6,776	3,589	2,000
Contribution & Donation	86,770	86,770	-	-
Total Fund Balance and Revenues	\$ 8,599,135	\$ 8,593,546	\$ 2,824,672	\$ 1,815,395
Expenditures				
Cost of Issuance	\$ 67,700	\$ 67,700	\$ -	\$ -
Landfill Maintenance	324,000	275,183	21,953	26,864
AS400 Replacement	87,433	87,433	-	-
Restrooms at Condor/Davis	75,000	-	6,696	68,304
Gilmore & Community Center	75,000	-	-	75,000
Long Branch Skate Park	155,000	-	146,475	8,525
Aquatic Facility	1,478,847	1,478,847	-	-
Aquatic Facility Sound System	16,594	16,398	-	196
Lions Park Hike & Bike	1,453,288	77,781	789,441	586,066
Scoreboards at LCP	46,712	-	46,712	-
Street Dept. Equipment	1,190,281	1,190,281	-	-
Street Dept. Building	1,041,253	-	-	1,041,253
Solid Waste Equipment	1,350,575	1,350,575	-	-
Field Computers	39,265	39,265	-	-
SS Loop Improvements	1,168,500	1,168,500	-	-
Computer Software Purchase	20,500	20,500	-	-
Total Expenditures	\$ 8,589,948	\$ 5,772,463	\$ 1,011,277	\$ 1,806,208
Ending Fund Balance	\$ 9,187	\$ 2,821,083	\$ 1,813,395	\$ 9,187

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2011

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 28,668,274
Revenues				
Sale of Bonds	\$ 32,040,000	\$ -	\$ 32,040,000	\$ -
Interest Earned	46,897	-	6,897	40,000
Premium on Bond	1,316,012	-	1,316,012	-
Total Fund Balance and Revenues	\$ 33,402,909	\$ -	\$ 33,362,909	\$ 28,708,274
Expenditures				
Cost of Issuance	\$ 137,000	\$ -	\$ 137,000	\$ -
Underwriters Discount	215,710	-	215,710	-
Operations	49,520	-	49,511	9
Stagecoach Improvements	14,618,000	-	1,133,247	13,484,753
Bunny Trail	3,585,207	-	995,953	2,589,254
Elms Road	2,693,798	-	39,945	2,653,853
Cunningham Road	3,026,250	-	616,747	2,409,503
Lowe's Boulevard	2,208,700	-	-	2,208,700
Rosewood	3,803,050	-	-	3,803,050
1 Stop CTP - KAAC	1,082,352	-	718,459	363,893
KAAC - CO Fund Portion	417,648	-	322,382	95,266
Land Acquisition	465,681	-	465,681	-
Downtown Projects	1,034,319	-	-	1,034,319
Total Expenditures	\$ 33,337,235	\$ -	\$ 4,694,635	\$ 28,642,600
Ending Fund Balance	\$ 65,674	\$ -	\$ 28,668,274	\$ 65,674

PASS THROUGH FINANCING PROCEEDS FUND 2011

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 17,024,651
Revenues				
Interest Earned	\$ 603,649	\$ -	\$ 3,649	\$ 600,000
Sale of Bonds	18,060,000	-	18,060,000	-
Premium on Bond	1,059,415	-	1,059,415	-
Total Fund Balance and Revenues	\$ 19,723,064	\$ -	\$ 19,123,064	\$ 17,624,651
Expenditures				
Cost of Issuance	\$ 112,500	\$ -	\$ 112,500	\$ -
Underwriters Discount	121,068	\$ -	\$ 121,068	-
Capitalized Interest	1,383,425	\$ -	\$ 1,383,425	-
Operations	29,805	-	29,805	-
SH 195 / SH 201 Interchange	18,060,000	-	451,615	17,608,385
Total Expenditures	\$ 19,706,798	\$ -	\$ 2,098,413	\$ 17,608,385
Ending Fund Balance	\$ 16,266	\$ -	\$ 17,024,651	\$ 16,266

PASS THROUGH FINANCING PROCEEDS FUND 2012

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ (54,074)
Revenues				
Sale of Bonds	\$ 30,009,500	\$ -	\$ -	\$ 30,009,500
Interest Earned	42,010	-	2,010	40,000
Total Fund Balance and Revenues	\$ 30,051,510	\$ -	\$ 2,010	\$ 29,995,426
Expenditures				
Cost of Issuance	\$ 9,500	\$ -	\$ 9,500	\$ -
Salaries	239,591	-	29,938	209,653
Supplies	9,826	-	867	8,959
Repairs	1,500	-	-	1,500
Support Services	172,975	-	1,815	171,160
Benefits	71,572	-	7,814	63,758
Minor Capital	23,827	-	6,124	17,703
Moto Vehicles	48,750	-	-	48,750
US 190/Rosewood/FM 2410	29,150,000	-	26	29,149,974
Total Expenditures	\$ 29,727,541	\$ -	\$ 56,084	\$ 29,671,457
Ending Fund Balance	\$ 323,969	\$ -	\$ (54,074)	\$ 323,969

WATER & SEWER BOND 2001

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 688,103	\$ 534,844
Revenues				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	560,352	559,283	829	240
Total Fund Balance and Revenues	\$ 9,260,352	\$ 9,259,283	\$ 688,932	\$ 535,084
Expenditures				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,512	707,512	-	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robinett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	219,682	219,682	-	-
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	1,653,200	-	-
Expenses	23,190	23,190	-	-
Wastewater Metering	108,687	58,677	14,305	35,705
Waterflow Meters	85,500	39,000	-	46,500
16" Waterline 38th Street	592,223	-	139,783	452,440
Total Expenditures	\$ 9,259,913	\$ 8,571,180	\$ 154,088	\$ 534,645
Ending Fund Balance	\$ 439	\$ 688,103	\$ 534,844	\$ 439

WATER & SEWER BOND 2004

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 1,304,504	\$ 1,306,170
Revenues				
Sale of Bonds	\$ 21,003,884	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,666,098	1,663,592	1,666	840
Total Fund Balance and Revenues	\$ 22,669,982	\$ 22,667,476	\$ 1,306,170	\$ 1,307,010
Expenditures				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	2,427,601	2,427,601	-	-
City Part/Lift STNS & FMS	396,162	396,162	-	-
Utilities Building	1,300,224	1,300,224	-	-
Cunningham Rd Waterline	828,574	828,574	-	-
Nth Reece Crk Interc Phase I	522,271	522,271	-	-
Lift Stn #20 & Force Main	1,143,261	1,143,261	-	-
Hwy 195 Waterline Extension	1,755,740	1,755,740	-	-
Lift Stn #26 & F.M., CC Gravity	958,064	958,064	-	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,607,023	2,607,023	-	-
A - Diversion Interceptor Phase I	433,914	433,914	-	-
B - East Loop Waterline Ext Ph I	76,349	76,349	-	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Construction (A-C)-Eastside Infrastructure	5,545,341	5,545,341	-	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Construction (D-G)-Hwy195 Wastewater Impr	1,639,322	1,639,322	-	-
Monte Carlo Sewer Line	68,863	68,863	-	-
Water Reuse - Stonetree	675,000	-	-	675,000
16" Waterline 38th Street	630,723	-	-	630,723
Total Expenditures	\$ 22,668,695	\$ 21,362,972	\$ -	\$ 1,305,723
Ending Fund Balance	\$ 1,287	\$ 1,304,504	\$ 1,306,170	\$ 1,287

WATER & SEWER BOND 2007

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 8,126,754	\$ 6,174,892
Revenues				
Sale of Bonds	\$ 21,096,978	\$ 21,096,978	\$ -	\$ -
Interest Earned	885,405	830,882	28,123	26,400
Investment Gain/Loss	(2,124)	-	(2,124)	-
Total Fund Balance and Revenues	\$ 21,980,259	\$ 21,927,860	\$ 8,152,753	\$ 6,201,292
Expenditures				
Cost of Issuance	\$ 115,963	\$ 115,963	\$ -	\$ -
PRJ 1W - Reece Creek Road	681,265	681,265	-	-
PRJ 2W - Bundrant Expansion	2,693,111	2,637,070	56,041	-
PRJ 3W - Southeast Loop	2,181,333	2,181,333	-	-
PRJ 4W - Pump Station 3 Upgrade	1,528,149	250,024	1,130,539	147,586
PRJ 1S - Lift Station #8	1,071,460	1,071,460	-	-
PRJ 2S - Trimmier Creek	1,570,428	1,570,428	-	-
PRJ 3S - Trimmier Creek	16,000	16,000	-	-
PRJ 4S - Lift Station 20/FM/SH195	1,749,280	1,749,280	-	-
PRJ 5S - Lift Station 22 and FM	669,546	669,546	-	-
Lake Road Waterline	767,006	767,006	-	-
Eastside Phase 2	641,901	641,901	-	-
Family Aquatic Center - Construction	240,416	240,416	-	-
SH 195 Gravity Intcpt	740,616	-	510,203	230,413
LNC Interceptor Phase 1 A	622,760	239,234	243,818	139,708
LNC Interceptor Phase 1 B	862,275	-	-	862,275
Force Main Repair & Realignment	127,485	-	4,213	123,272
W&S Master Plan Update	159,635	77,160	8,492	73,983
South Plant Diffusers	893,020	893,020	-	-
16" Waterline 38th Street	20,000	-	-	20,000
Stagecoach W&WW Improvements	1,722,000	-	6,218	1,715,782
Master Plan Update	231,510	-	18,337	213,173
Manhole Rehab Phase 1	268,541	-	-	268,541
Total Expenditures	\$ 19,573,700	\$ 13,801,106	\$ 1,977,861	\$ 3,794,733
Ending Fund Balance	\$ 2,406,559	\$ 8,126,754	\$ 6,174,892	\$ 2,406,559

SOLID WASTE BOND 2005

	Project Authorizations	Actual through 2009-10	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ -	\$ -	\$ 260,228	\$ 260,560
Revenues				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000	\$ -	\$ -
Interest Earned	\$ 518,699	518,117	332	250
Total Fund Balance and Revenues	\$ 9,618,699	\$ 9,618,117	\$ 260,560	\$ 260,810
Expenditures				
Cost of Issuance	\$ 131,137	\$ 131,137	\$ -	\$ -
Solid Waste Admin Facility	1,595,820	1,595,820	-	-
Transfer Station & Compost Site	7,173,559	7,173,559	-	-
Heavy Equipment Solid Waste	402,574	402,574	-	-
Furniture & Fixtures	54,799	54,799	-	-
Transfer Station	260,521	-	-	260,521
Total Expenditures	\$ 9,618,410	\$ 9,357,889	\$ -	\$ 260,521
Ending Fund Balance	\$ 289	\$ 260,228	\$ 260,560	\$ 289

AVIATION PFC FUND

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 141,720	\$ 432,748	\$ 923,786	\$ 1,245,928
Revenues				
Passenger Facility Charges	\$ -	\$ -	\$ -	\$ -
FY 2006-07 Passenger Facility Charges	\$ 884,345	\$ 959,073	\$ 886,352	\$ 946,352
Interest Earned	903	1,020	1,678	1,560
Total Fund Balance and Revenues	\$ 1,026,968	\$ 1,392,841	\$ 1,811,816	\$ 2,193,840
Expenditures				
Passenger Boarding Bridges	\$ -	\$ -	\$ -	\$ -
PFC Project	21,601	1,100,877	565,888	947,912
Terminal & Apron Design	-	-	-	-
Transfer to AV Fund - RGAAF Fund	460	-	-	-
Transfer to Construction Fund	81,121	4,031	-	-
Total Expenditures	\$ 103,182	\$ 1,104,908	\$ 565,888	\$ 947,912
Ending Fund Balance	\$ 923,786	\$ 287,933	\$ 1,245,928	\$ 1,245,928

SPECIAL EVENTS CENTER

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Beginning Fund Balance	\$ 78,056	\$ 78,306	\$ 78,354	\$ 71,725
Revenues				
Interest Earned	\$ 298	\$ 50	\$ 210	\$ -
Total Fund Balance and Revenues	\$ 78,354	\$ 78,356	\$ 78,564	\$ 71,725
Expenditures				
Expense	\$ -	\$ 70,167	\$ -	\$ 71,725
Christmas Ornaments	-	8,189	6,839	-
Total Expenditures	\$ -	\$ 78,356	\$ 6,839	\$ 71,725
Ending Fund Balance	\$ 78,354	\$ -	\$ 71,725	\$ -



Five Year Forecast

FINANCIAL FORECASTS

This section presents five year forecasts for the City's major operating funds in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this year's five year forecast is limited to revenues and expenditures for the City's major operating funds: the General Fund, the Aviation Funds, the Solid Waste Fund, the Water and Sewer Fund, and the Drainage Utility Fund.

The City's financial position over the past decade has been strong. Revenue streams have been very dependable and stable and the city has kept effective control over expenditures. Revenue growth has outpaced inflation in the past several years and these trends are expected to continue. Fund balances continue to be strong and position the city with the ability to withstand unanticipated emergencies or cyclical economic downturns.

The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and the Drainage Utility Fund during the FY 2011-12 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate adjustments, capital outlay needs, and impacts to the tax rate. The benefit of the models is that management can analyze the multi-year impact to each of the major operating funds. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality. The static picture reflected in these forecasts, in all likelihood, portrays a "least likely" scenario.

For each major fund's financial forecast there is a brief summary of the fund and the methodology used in the forecast. A statement of revenues, expenditures, and changes in fund balance has also been prepared for each fund. Revenues are depicted by sources while expenditures, or expenses, are presented by operating division or program area. The projections behind the forecast for each operating division are at the category of expense level. A category of expense is defined as salaries, benefits, supplies, maintenance, repairs, support services, and capital outlay. Each forecast provides a column showing the percentage change between FY 2011-12 and FY 2015-16.

Finally, two bar graphs are presented after each forecast showing the fund projections over a five year period including a comparison between the Revenues, Expenditures, Ending Fund Balance and the Fund Balance Requirement, (as required by City ordinance).

- The first graph reflects the static results of the forecast and assumes that budgeted revenues are collected at 100% and that budgeted expenditures are incurred at 100%. This graph reflects a "least-likely" scenario for the next five years.
- The second bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget. For this reason, the second bar chart presented reflects a "most likely" scenario.

The forecasts attempt to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of the forecasts to understand that these estimates based on various statistical methods and are not representation of fact.



**CITY OF KILLEEN
GENERAL FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the General Fund. The City of Killeen uses the General Fund to revenues and expenditures applicable to the general operations of city government which are not properly accounted for in another fund. General Fund revenues include sales taxes, property taxes, licenses and permits, local franchise taxes, and other types of revenues. This fund includes most of the basic operating services such as fire and police protection, finance, parks and recreation, libraries and general administration.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the General Fund. The City utilized an interactive financial modeling tool for the General Fund during the FY 2011-12 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and revenue adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division. The expense projections behind the forecast for each operating division are at the category of expense level. For the General Fund the following projections are used in the five year forecast modeling tool:

Revenues:

The General Fund Model incorporates historical trends for most revenues. Ad Valorem Tax revenue is calculated using the current year assessed valuation plus a projected growth in assessed property value of 3%. The model reflects a stable tax rate of 74.28 cents per \$100 valuation in all years. Sales tax revenue is projected at a moderate growth rate of 1% per year. Staff will continue to monitor this revenue source due to the current decline in the economy. The model shows conservative growth projections in all other revenue categories based upon historical trends.

Expenses:

Due to the current state of the economy, salaries and benefits are projected at a 3% annual increase to cover annual step increases in the General Fund. Additional personnel are not reflected in the model, as staff additions will be evaluated each year based on availability of resources and the needs of the City. Operating expenses, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts in each year will be expected to be absorbed through savings and efficiencies. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the General Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

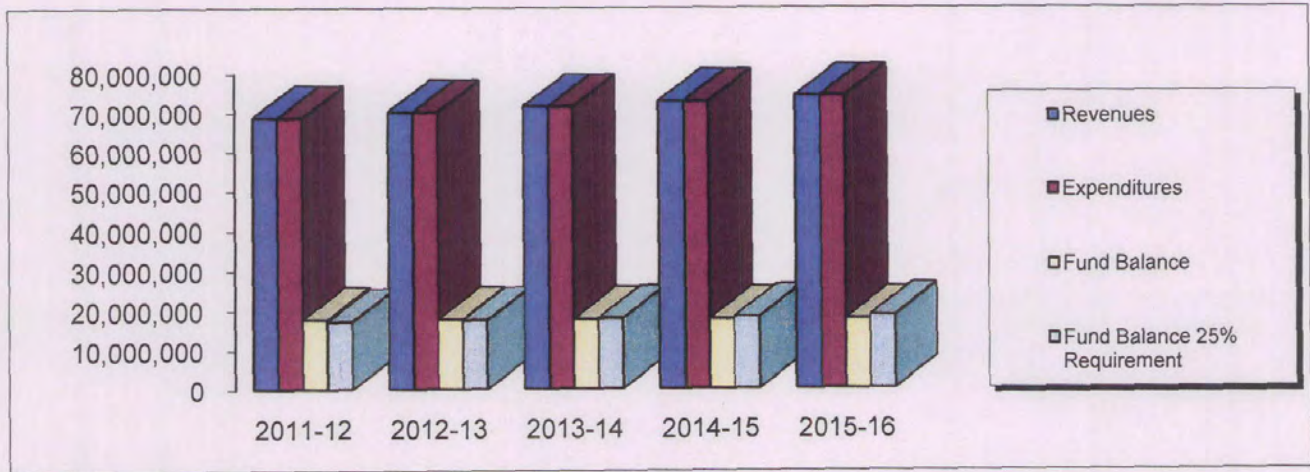
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	17,718,946	17,718,946	17,718,946	17,718,946	17,718,946	0.0%
Revenues						
Property Taxes	24,978,319	25,900,124	26,787,722	27,624,993	28,467,866	14.0%
Total Property Taxes Previous	550,000	572,000	594,880	618,675	643,422	17.0%
Sales and Occup. Taxes	19,292,000	19,484,920	19,679,769	19,876,567	20,075,333	4.1%
Franchise Taxes	5,448,530	5,503,015	5,558,045	5,613,626	5,669,762	4.1%
Miscellaneous Revenues	3,857,400	3,858,777	3,860,168	3,861,572	3,862,991	0.1%
Permits and Licenses	1,137,000	1,143,320	1,154,753	1,166,301	1,177,964	3.6%
Court Fines and Fees	2,600,050	2,626,051	2,652,311	2,678,834	2,705,622	4.1%
Recreation Revenue	1,187,000	1,198,870	1,210,859	1,222,967	1,235,197	4.1%
Interest Earned	125,000	126,250	127,513	128,788	130,076	4.1%
Golf Course Revenues	1,372,304	1,386,027	1,399,887	1,413,886	1,428,025	4.1%
Intergovernmental	906,920	925,058	943,560	962,431	981,679	8.2%
Transfers from Other Funds	7,210,778	7,354,994	7,502,093	7,652,135	7,805,178	8.2%
Total Revenues	68,665,301	70,079,406	71,471,560	72,820,775	74,183,116	8.0%
Expenditures						
City Council	63,288	64,554	65,845	67,162	68,505	8.2%
City Manager	405,336	413,203	421,228	429,414	437,763	8.0%
Assistant City Manager	263,109	268,215	273,423	278,735	284,154	8.0%
Downtown Revitalization	67,530	69,556	71,643	73,792	76,006	12.6%
City Auditor & Compliance Office	109,146	111,236	113,368	115,542	117,760	7.9%
Municipal Court	951,515	968,645	986,118	1,003,940	1,022,118	7.4%
Public Information Officer	198,245	201,997	205,824	209,727	213,709	7.8%
Volunteer Services	170,250	173,406	176,625	179,908	183,257	7.6%
City Attorney	880,596	897,534	914,810	932,432	950,406	7.9%
City Secretary	135,488	138,105	140,774	143,497	146,274	8.0%
Finance	653,100	665,654	678,459	691,520	704,842	7.9%
Accounting	384,754	391,868	399,124	406,525	414,074	7.6%
General Services Administration	157,199	160,104	163,066	166,089	169,171	7.6%
Building Services	216,373	220,410	224,527	228,727	233,011	7.7%
Custodial Services	491,698	500,516	509,509	518,683	528,040	7.4%
Printing Services	188,524	192,087	195,721	199,428	203,209	7.8%
Purchasing - General Admin	148,587	151,373	154,214	157,113	160,069	7.7%
Human Resources	788,118	802,874	817,925	833,277	848,936	7.7%
Information Systems	930,523	947,971	965,767	983,920	1,002,436	7.7%
Library	1,492,741	1,520,779	1,549,377	1,578,547	1,608,301	7.7%
Golf	1,411,105	1,437,832	1,465,094	1,492,901	1,521,264	7.8%
Community Center Operations	276,177	281,295	286,516	291,841	297,272	7.6%
Parks	1,765,004	1,815,063	1,843,524	1,877,654	1,912,466	8.4%
Lions Club Park Operations	754,827	769,093	783,644	798,487	813,626	7.8%
Family Aquatics	401,101	408,957	416,970	425,143	433,480	8.1%
Killeen Arts and Activities Center	182,865	188,351	194,001	199,822	205,816	12.6%
Recreation	205,730	209,679	213,706	217,814	222,004	7.9%
Athletics	399,687	407,432	415,331	423,389	431,607	8.0%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

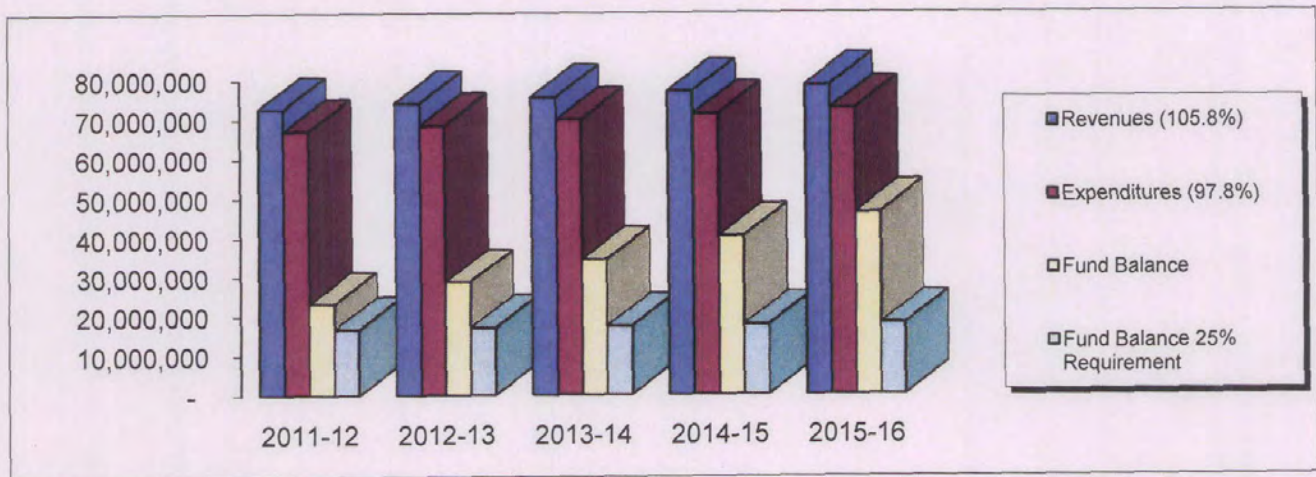
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Cemetery	326,078	332,101	338,245	344,512	350,903	7.6%
Senior Citizens	357,462	364,113	370,897	377,816	384,874	7.7%
Swimming Pools	117,624	119,976	122,376	124,824	127,320	8.2%
Public Works	239,465	247,148	251,925	256,797	261,767	9.3%
Traffic	834,829	850,695	866,878	883,385	900,223	7.8%
Streets	2,880,790	2,934,409	2,989,101	3,044,886	3,101,787	7.7%
Planning and Development	729,677	743,464	757,527	783,371	796,192	9.1%
Building and Inspection	917,465	934,559	951,994	969,778	987,918	7.7%
Code Enforcement	758,226	772,457	786,973	801,779	816,881	7.7%
Community Development	256,798	261,934	267,173	272,516	277,966	8.2%
Home Program	54,199	55,190	56,201	57,232	58,284	7.5%
Police	23,763,771	24,297,583	24,817,364	25,231,980	25,708,949	8.2%
Animal Control	585,539	596,336	607,349	618,583	630,041	7.6%
Fire	16,220,945	16,528,846	16,842,906	17,191,246	17,492,033	7.8%
Emergency Management	122,980	125,347	127,761	130,223	132,734	7.9%
EMS Billing & Collections	248,432	255,885	263,562	271,468	279,612	12.6%
Non-Departmental	6,158,405	6,281,574	6,407,195	6,535,350	6,666,055	8.2%
Total Expenditures	68,665,301	70,079,406	71,471,560	72,820,775	74,183,115	8.0%
 Ending Fund Balance	 17,718,946	 17,718,946	 17,718,946	 17,718,946	 17,718,946	 0.0%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENDITURES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Killeen-Fort Hood Regional Airport Fund. The City of Killeen uses the Killeen-Fort Hood Regional Airport Fund to account for air carrier operations and related activities of the city. Killeen-Fort Hood Regional Airport Fund revenues include air carrier operations, parking lot fees, airport rent and concessions and other types of revenues. This fund includes most of the basic operating revenues and expensed relating to the operation of the air carrier terminal building. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Killeen-Fort Hood Regional Airport Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Killeen-Fort Hood Regional Airport Fund the following projections are used in the five year forecast:

Revenues:

The Killeen-Fort Regional Airport Fund forecast incorporates historical trend for revenues. Air Carrier Operations increased variably each year based on historical trends. Parking Lot Fees increase variably each year based on historical trends. The model shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 1% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Killeen-Fort Hood Regional Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

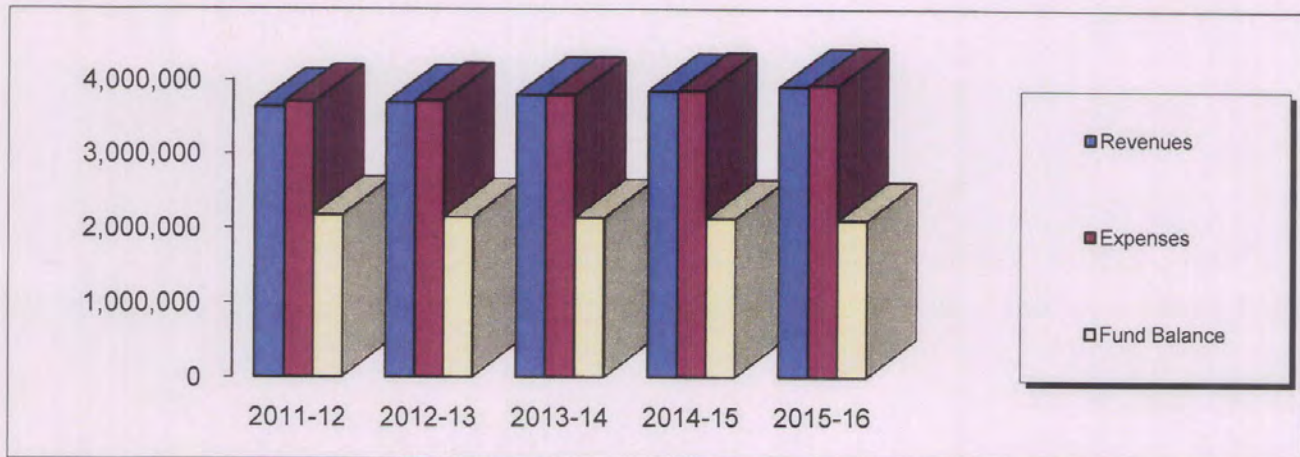
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

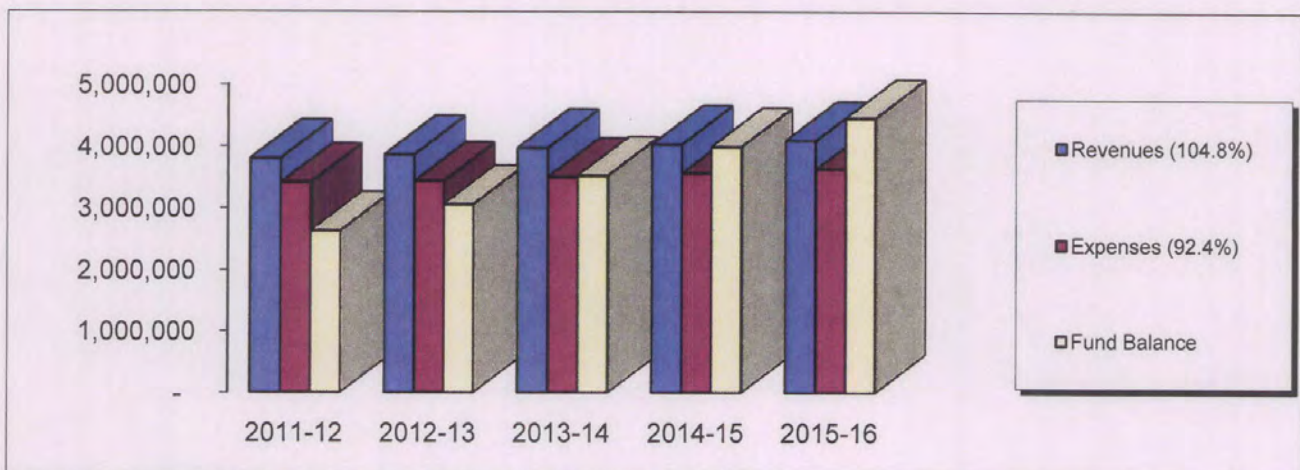
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	2,235,696	2,171,028	2,139,057	2,134,885	2,121,526	(5.1%)
Revenues						
Airport Rent & Concessions	1,084,125	1,130,611	1,147,298	1,157,817	1,181,890	9.0%
Air Carrier Operations	325,018	334,531	342,859	360,714	366,280	12.7%
Airport Use Fees	180,825	184,384	187,875	190,856	193,968	7.3%
Airport Parking Lot Fees	923,894	927,182	984,185	990,181	999,861	8.2%
Fuel Sales	430,350	441,035	449,655	458,449	467,418	8.6%
Operating Supplies	60	60	60	60	60	0.0%
Into Plane Fees	292,448	298,297	304,263	307,305	310,378	6.1%
CIP Recovery Fees	300,782	314,438	320,411	326,504	332,718	10.6%
Miscellaneous Receipts	2,535	2,535	2,535	2,560	2,633	3.9%
Interest Earned	1,440	1,560	1,680	1,680	1,680	16.7%
Grants	87,765	50,000	50,000	50,000	50,000	(43.0%)
Total Revenues	3,629,242	3,684,633	3,790,821	3,846,126	3,906,886	7.7%
Expenses						
Salaries	1,637,990	1,669,906	1,702,460	1,735,665	1,769,534	8.0%
Supplies	113,236	117,724	118,901	120,090	121,291	7.1%
Maintenance	159,057	108,806	109,817	110,838	111,869	(29.7%)
Repairs	160,200	162,875	164,365	165,869	167,507	4.6%
Support Services	562,949	604,721	607,154	609,620	612,221	8.8%
Benefits	504,103	514,185	524,469	534,958	545,657	8.2%
Cost of Goods Sold	409,942	415,999	424,319	432,805	441,461	7.7%
Capital Outlay	0	5,000	25,000	30,000	40,000	0.0%
Non-Departmental	146,433	117,388	118,508	119,640	120,783	(17.5%)
Total Expenses	3,693,910	3,716,604	3,794,993	3,859,485	3,930,323	6.4%
Ending Fund Balance	2,171,028	2,139,057	2,134,885	2,121,526	2,098,089	(3.4%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The KFARA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation

**CITY OF KILLEEN
SKYLARK FIELD FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Skylark Field Fund. The City of Killeen uses the Skylark Field Fund to account for general aviation activities. Skylark Field Fund revenues include fixed based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenues. This fund includes most of the basic operating revenues and expenses relating to the operation of the general aviation facility. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Skylark Field Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Skylark Field Fund the following projections are used in the five year forecast:

Revenues:

The Skylark Field Fund forecast incorporates historical trend for revenues. Hangars & Tiedowns are estimated to increase by 2% annually based on historical trends. Fuel Sales reflect a conservative increase of 3% annually due to the volatility of the fuel market. The forecast shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Skylark Field Fund.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

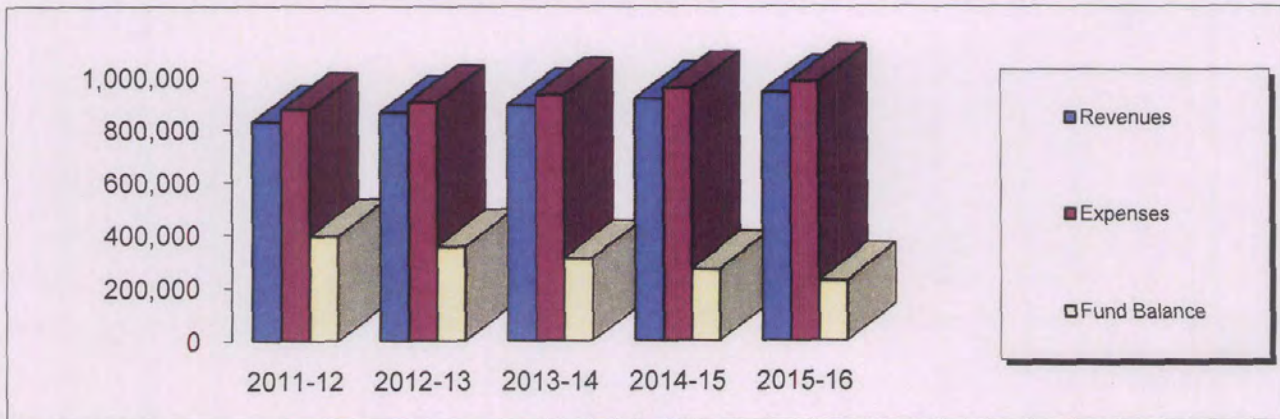
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

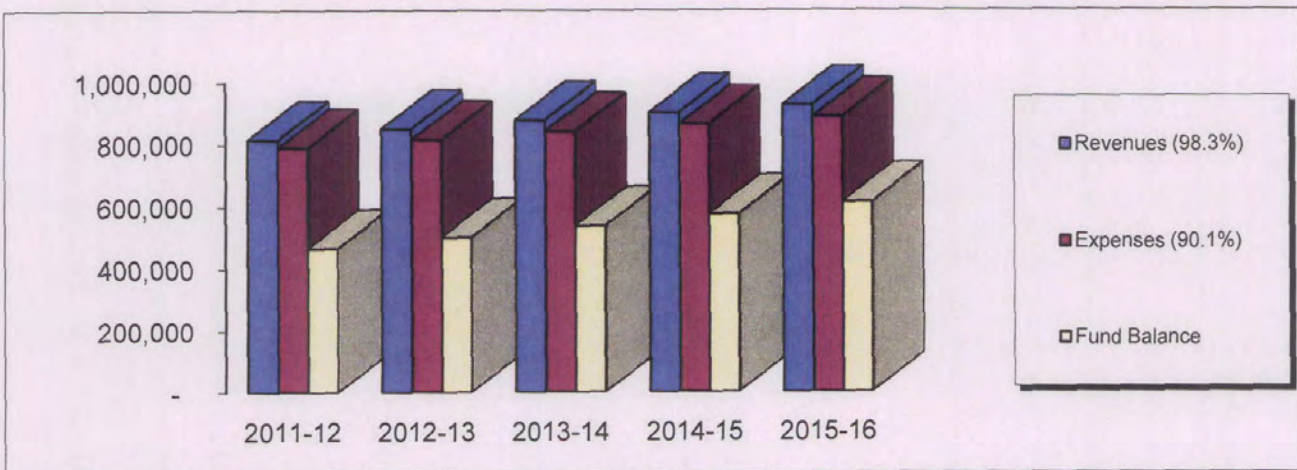
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	440,890	393,300	353,423	312,245	270,276	(38.7%)
Revenues						
Fixed Base Operations	17,976	20,700	25,200	25,200	25,200	40.2%
Hangars & Tiedowns	115,894	118,212	120,576	122,988	125,447	8.2%
Airport Use Fees	7,700	7,931	8,169	8,414	8,666	12.5%
Fuel Sales	672,600	692,778	713,561	734,968	757,017	12.6%
Operating Supplies	4,000	4,000	4,000	4,000	4,000	0.0%
Interest Earned	1,100	1,000	950	900	860	(21.8%)
Miscellaneous Receipts	250	255	260	265	271	8.4%
State Grants-TXDOT Projects	9,150	20,000	20,000	20,000	20,000	118.6%
Total Revenues	828,670	864,876	892,716	916,735	941,461	13.6%
Expenses						
Salaries	132,174	134,817	137,514	140,264	143,069	8.2%
Supplies	16,902	17,240	17,585	17,937	18,295	8.2%
Maintenance	12,349	12,596	12,848	13,105	13,367	8.2%
Repairs	15,293	15,599	15,911	16,229	16,554	8.2%
Support Services	58,946	60,125	61,327	62,554	63,805	8.2%
Benefits	43,846	44,723	45,617	46,530	47,460	8.2%
Cost of Goods Sold	596,750	614,653	633,092	652,085	671,647	12.6%
Capital Outlay	0	5,000	10,000	10,000	10,000	100.0%
Total Expenses	876,260	904,753	933,894	958,704	984,197	12.3%
Ending Fund Balance	393,300	353,423	312,245	270,276	227,540	(42.1%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The Skylark Field fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation

**CITY OF KILLEEN
SOLID WASTE FUND
FIVE-YEAR FORECAST**

Description and Purpose:

Following is a five-year financial forecast for the Solid Waste Enterprise Fund. The City of Killeen uses the Solid Waste Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Solid Waste services. The fund manages resources and appropriations to provide for the following Solid Waste services: Solid Waste Residential and Commercial Operations, Solid Waste Transfer Station, Recycle Program, and Mowing Program. In addition to these services, the Solid Waste Fund includes non-departmental accounts including Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Solid Waste Fund. The City utilized an interactive financial modeling tool for the Solid Waste Fund during the FY 2011-12 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and possible rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Solid Waste fund, the following projections are used in the five-year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Solid Waste residential and commercial customers and a 1% annual increase for various recycling revenues and transfer station fees. Interest earnings are projected at a rate of return of 1% of the average fund balance. Residential fees increase by 1% and Commercial fees increase 1% from 2010-2011 to 2011-2012 due to the increase of transport and disposal cost. The model shows the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 3% annual increase, which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 3% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

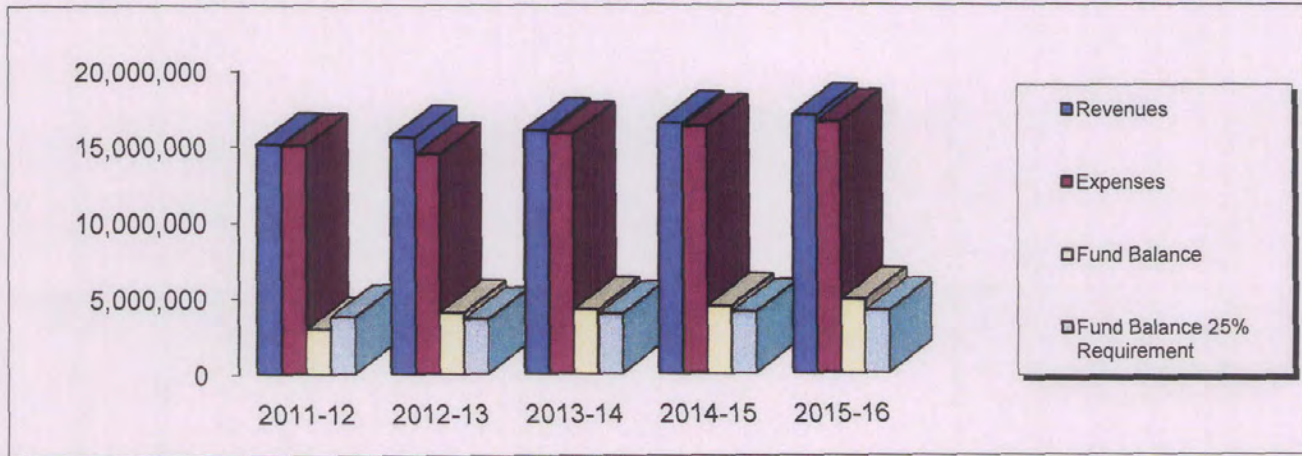
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

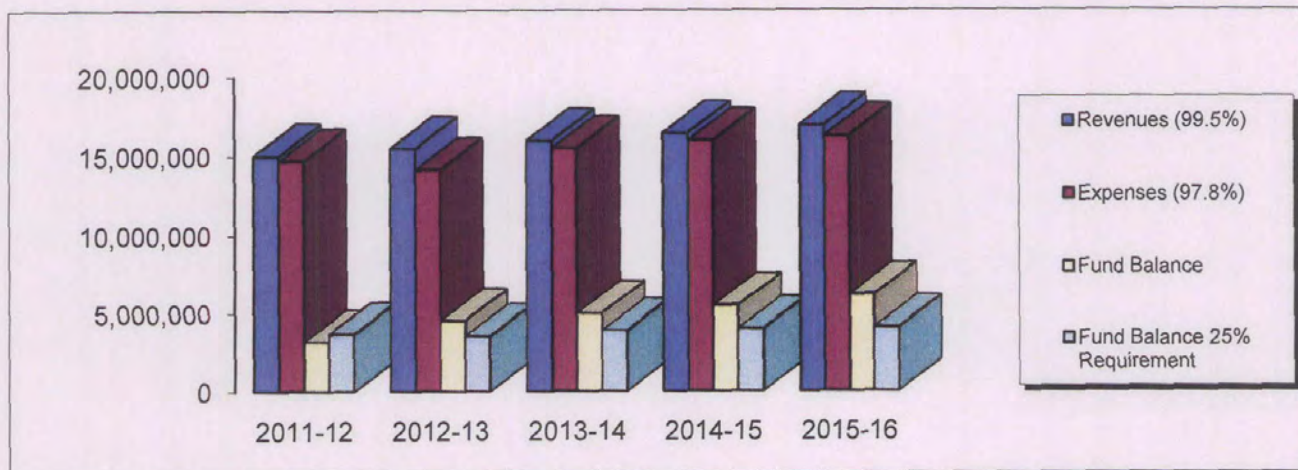
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	2,885,483	2,942,171	4,049,219	4,257,210	4,466,825	54.8%
Revenues						
Transfer Station Fees	405,000	417,231	425,576	434,087	442,769	9.3%
Container Rentals	115,000	116,150	117,312	118,485	119,669	4.1%
Sale of Equipment	6,000	6,060	6,121	6,182	6,244	4.1%
Tire Disposal Fees	7,250	7,323	7,396	7,470	7,544	4.1%
Sale of Metals - Recycling	45,000	45,450	45,905	46,364	46,827	4.1%
Paper Products - Recycling	60,000	60,600	61,206	61,818	62,436	4.1%
Public Scale Fees	10,000	10,100	10,201	10,303	10,406	4.1%
Other Recycling Fees	5,000	5,050	5,101	5,152	5,203	4.1%
Customer Recycling Fees	91,545	91,722	93,557	95,428	97,336	6.3%
Commercial Sanitation Fees	5,554,859	5,722,574	5,895,396	6,073,437	6,256,855	12.6%
Residential Sanitation Fees	8,705,186	8,968,050	9,238,885	9,517,899	9,805,339	12.6%
Interest Earned	30,000	40,380	51,698	63,016	75,308	151.0%
Miscellaneous Receipts	48,500	48,985	49,475	49,970	50,469	4.1%
Total Revenues	15,083,340	15,539,675	16,007,829	16,489,611	16,986,405	12.6%
Expenses						
Residential Services	4,057,090	3,360,280	4,064,250	4,168,082	4,275,030	5.4%
Commercial Services	1,659,991	1,684,454	2,065,760	2,117,705	2,070,933	24.8%
Recycling	366,182	345,958	356,337	367,027	378,038	3.2%
Transfer Station	4,759,551	4,902,338	5,049,408	5,200,890	5,356,917	12.6%
Mowing	769,960	793,059	816,851	883,656	866,597	12.6%
Accounting	191,639	195,957	200,376	204,898	209,526	9.3%
Information Technology	92,475	95,249	98,107	101,050	104,081	12.6%
Non-Departmental	205,845	212,021	218,382	224,932	231,681	12.6%
Debt Service	742,644	745,756	747,694	747,394	751,494	1.2%
Transfers	2,181,275	2,097,555	2,182,673	2,264,362	2,332,292	6.9%
Total Expenses	15,026,652	14,432,627	15,799,838	16,279,996	16,576,589	10.3%
Ending Fund Balance	2,942,171	4,049,219	4,257,210	4,466,825	4,876,641	65.7%

**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
WATER & SEWER FUND
FIVE-YEAR FORECAST**

Description and Purpose:

Following is a five-year financial forecast for the Water and Sewer Enterprise Fund. The City of Killeen uses the Water and Sewer Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Water and Sewer services. The fund manages resources and appropriations to provide for the following Water and Sewer services: Water and Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services. In addition to these services, the Water and Sewer Fund includes non-departmental accounts including Water and Sewer Contracts, Water and Sewer Projects, Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Water and Sewer Fund. The City utilized an interactive financial modeling tool for the Water and Sewer Fund during the FY 2011-12 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Water and Sewer fund, the following projections are used in the five-year forecast-modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Water and Sewer residential and commercial customers and a 2% annual increase for tap fees, delinquent fees, and miscellaneous services. Interest earnings are projected at a rate of return of 1% of the average fund balance. Sale of Water will increase by 1% and Sewer Fees Collected will increase by 5% from 2010-2011 to 2011-2012. The model shows the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Water and Sewer divisions. Water purchase and sewage treatment costs are projected using a 5% increase, which is based on a 2% residential, and commercial customer growth and a 3% rate increase from the Water Control Improvement District (WCID.) Option water purchase and additional water purchase costs are projected using a 5% increase due to inflation per the Bell County Water Contract that was approved by the City. Fixed Water and Sewer changes are based on the City of Killeen's portion of WCID's current debt service obligation. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 3% due to an average increase across all Water and Sewer expenses. Debt service payments are projected using the existing debt service schedules. At this time, there are no anticipated debt issuances in the near future for the Water and Sewer Fund. Capital Outlay is projected using a tentative five-year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

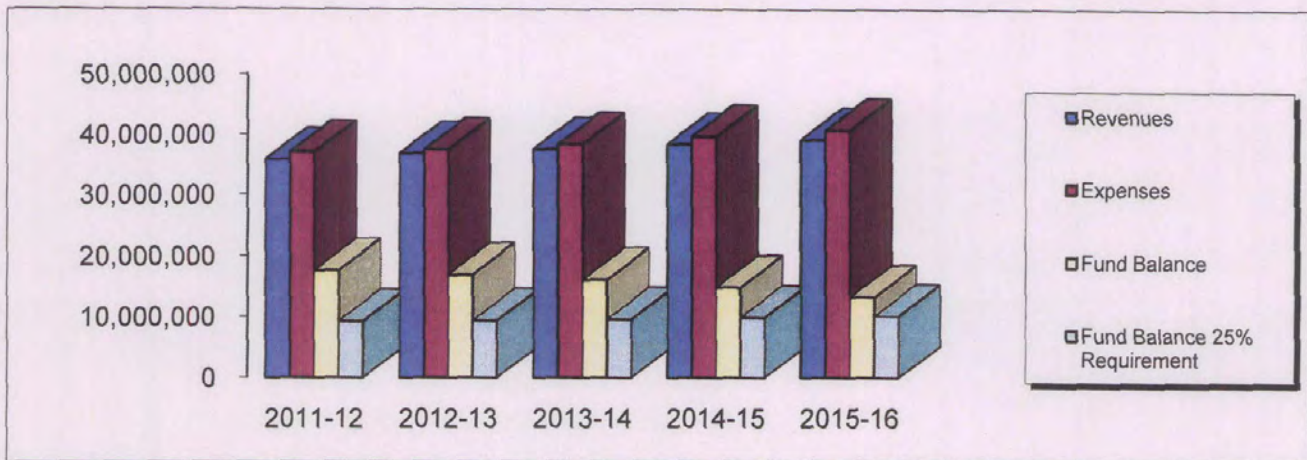
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion, it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

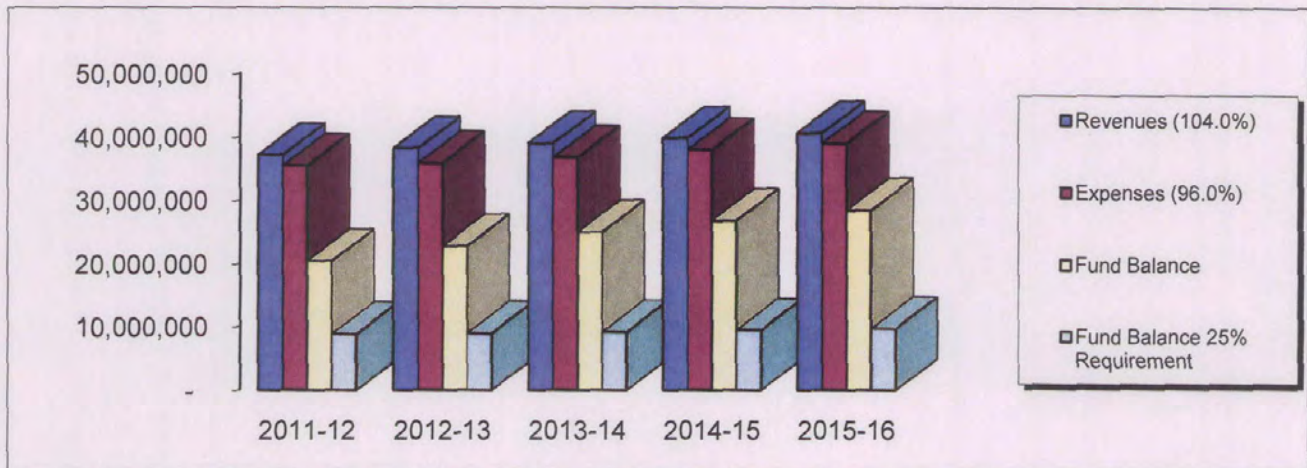
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	18,848,928	17,587,285	16,928,821	16,106,184	14,819,710	(21.4%)
Revenues						
Sale of Water	16,855,282	17,364,312	17,711,598	18,065,830	18,427,147	9.3%
Water & Sewer Taps	874,680	900,920	927,948	955,786	984,460	12.6%
Sewer Fees Collected	15,853,193	16,170,257	16,493,662	16,823,535	17,160,006	8.2%
Misc Services & Charges	873,000	899,190	926,166	953,951	982,569	12.6%
Delinquent Penalty	1,208,000	1,244,240	1,281,567	1,320,014	1,359,615	12.6%
Interest Earned	85,000	175,873	169,288	161,062	148,197	74.3%
Miscellaneous Receipts	13,000	13,390	13,792	14,205	14,632	12.6%
Total Revenues	35,762,155	36,768,182	37,524,021	38,294,383	39,076,626	9.3%
Expenses						
Fleet Services	1,435,907	1,468,528	1,501,918	1,536,096	1,571,082	9.4%
Utility Billing & Collection	1,995,370	1,952,590	1,999,414	2,047,409	2,096,603	5.1%
Water Distribution	1,658,429	1,702,799	1,748,392	1,795,242	1,843,387	11.2%
Sanitary Sewers	1,116,951	1,146,005	1,175,841	1,206,482	1,237,949	10.8%
Water and Sewer Operations	2,992,975	3,073,304	3,155,854	3,240,688	3,327,869	11.2%
Water and Sewer Engineering	1,376,905	1,411,160	1,446,302	1,482,353	1,519,340	10.3%
Information Technology	754,434	774,545	795,209	816,441	838,257	11.1%
Water and Sewer Projects	700,000	721,000	742,630	764,909	787,856	12.6%
Water Purchase	6,298,590	6,271,280	6,498,324	6,919,093	7,158,334	13.6%
Wastewater Treatment	5,845,730	5,852,827	6,090,186	6,381,429	6,674,484	14.2%
Non-Departmental	1,401,840	1,443,895	1,487,212	1,531,828	1,577,784	12.6%
Debt Service	6,685,000	6,704,196	6,653,723	6,655,685	6,657,413	(0.4%)
Transfers	4,761,667	4,904,517	5,051,653	5,203,202	5,359,298	12.6%
Total Expenses	37,023,798	37,426,646	38,346,658	39,580,857	40,649,656	9.8%
Ending Fund Balance	17,587,285	16,928,821	16,106,184	14,819,710	13,246,680	(24.7%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
DRAINAGE UTILITY FUND
FIVE-YEAR FORECAST**

Description and Purpose:

Following is a five-year financial forecast for the Drainage Utility Enterprise Fund. The City of Killeen uses the Drainage Utility Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of the Drainage Utility. The fund manages resources and appropriations to provide for the following Drainage Utility services: Drainage Engineering, Drainage Maintenance, and Streets. In addition to these services, the Drainage Utility Fund includes the Capital Improvement Program (CIP) for Major Drainage Projects and non-departmental accounts including Minor Drainage Projects, Information Technology and Debt Service. The financial forecast presented herein represents operating revenues and expenses only. Revenues from bond proceeds and the associated major drainage capital improvement project expenses have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Drainage Utility Fund. The City utilized an interactive financial modeling tool for the Drainage Utility Fund during the FY 2011-12 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by sources while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Drainage Utility fund, the following projections are used in the five-year forecast-modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Drainage Utility residential and commercial customers. Interest earnings are projected at a rate of return of 1% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Drainage Utility funded divisions. Minor drainage projects are projected at a 3% increase to be consistent with the other operating expenses. Indirect costs for the General Fund are projected to increase at a rate of 3% to cover salary and benefit increases that are currently funded with indirect revenue from the Drainage Utility. Debt service payments are projected using the existing debt service schedule. At this time, there are no anticipated debt issuances in the near future for the Drainage Utility Fund. Capital Outlay is projected using a tentative five-year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

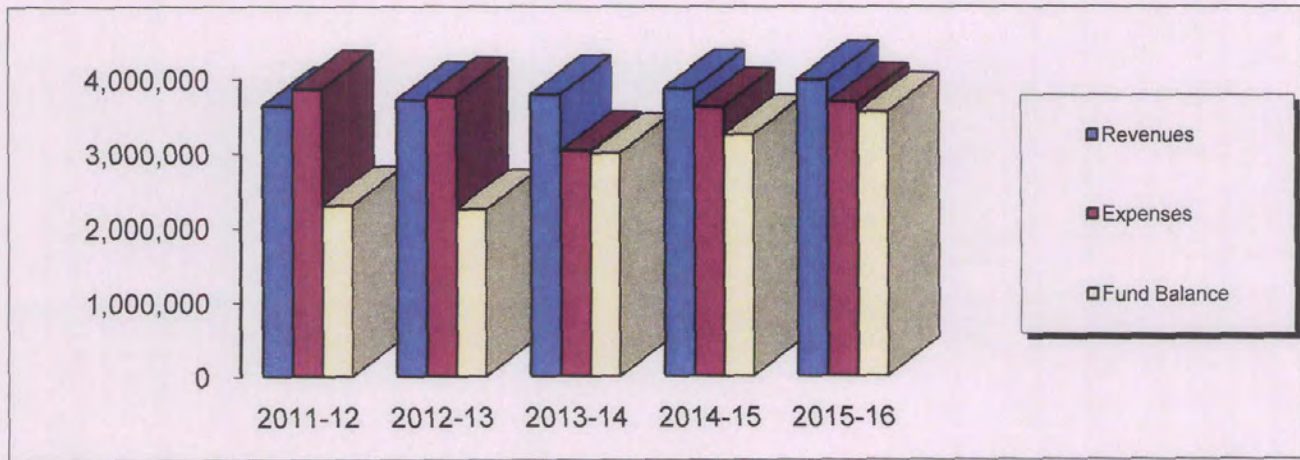
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Drainage Utility Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion, it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

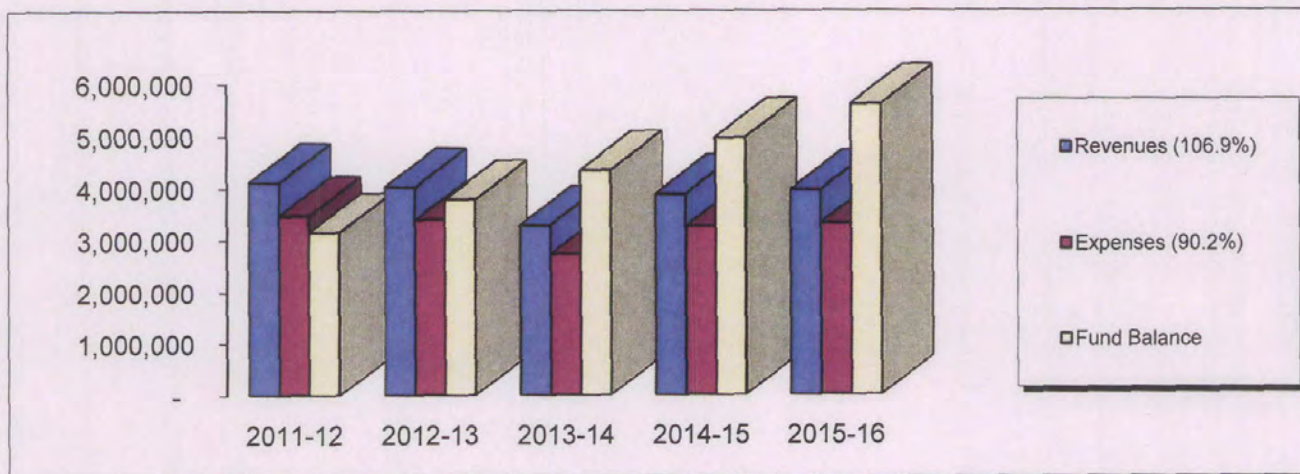
	2011-12 Budget	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	% Change 2011-2016
Beginning Fund Balance	2,526,748	2,293,071	2,240,047	2,997,142	3,247,542	28.5%
Revenues						
Residential Storm Water Fees	3,012,417	3,072,665	3,134,119	3,196,801	3,293,344	9.3%
Commercial Storm Water Fees	599,419	611,407	623,635	636,108	655,318	9.3%
Interest Earned	12,000	22,931	22,400	29,971	32,475	170.6%
Miscellaneous Receipts	5,500	5,610	5,722	5,837	5,953	8.2%
Total Revenues	3,629,336	3,712,613	3,785,876	3,868,717	3,987,090	9.9%
Expenses						
Drainage Engineering	460,322	471,831	483,640	495,756	508,187	10.4%
Streets	300,000	300,000	300,000	300,000	300,000	0.0%
Drainage Maintenance	1,861,646	1,731,298	1,488,444	1,520,484	1,553,233	(16.6%)
Information Technology	63,799	65,713	67,684	69,715	71,806	12.6%
Minor Drainage Projects	300,000	309,000	318,270	327,818	337,653	12.6%
Non-Departmental	28,052	28,236	28,426	28,620	28,822	2.7%
Debt Service	581,358	583,688	58,170	583,253	583,038	0.3%
Transfers	267,836	275,871	284,147	292,672	301,452	12.6%
Total Expenses	3,863,013	3,765,637	3,028,781	3,618,318	3,684,191	(4.6%)
Ending Fund Balance	2,293,071	2,240,047	2,997,142	3,247,542	3,550,441	54.8%

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



Capital Improvement Program (CIP) is not included in this financial forecast.



Appendix



APPENDIX

Full Time/Permanent Part-Time Employee Schedule: This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.

City of Killeen Position Classification and Pay Plan and Schedule of Incentives: This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.

City of Killeen Water, Sewer and Solid Waste Rates: This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.

Glossary: The glossary provides a listing of terminology pertaining to the governmental fund accounting, and municipal government.

Photograph Acknowledgements and Descriptions: Description of photographs presented in this book.



**FULL TIME AND REGULAR PART-TIME
EMPLOYEES SCHEDULE**



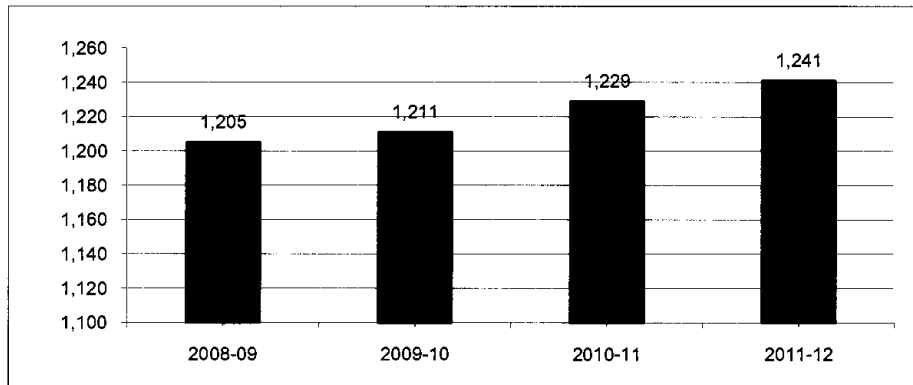
FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2008-09	2009-10	2010-11	2011-12
General Fund				
City Manager	4	4	4	3
Assistant City Manager	3	3	3	2
Downtown Revitalization	0	0	0	1
City Auditor and Compliance Office	1	1	1	1
Grant Administration	0	1	1	0
Municipal Court	24	24	24	24
Public Information	2.5	1.95	1.95	2.5
Killeen Volunteer Services	3	3	3	3
City Attorney	7	7	8	8
City Secretary	1	1	1	1
Finance	6	5	6	6
Accounting	7	7	7	7
General Services Administration	4	4	5	2
Building Services	3.5	3.5	3.5	3.5
Custodial Services	10	13	13	12
Printing Services	2.5	2.5	2.5	2.5
Purchasing - General Administration	0	0	0	3
Human Resources	12	12	12	12
Information Technology	15	15	15	14
Library Services	32	32	32	32
Golf Course	18	19	19	19
Golf Course Food & Beverage	5	5	5	0
Community Center Operations	6	6	6	6
Parks	33	33	33	33
Lions Club Park	14	14	14	14
Family Aquatics Center	2	2	2	2
Killeen Arts and Activities Center	0	0	0	4
Recreation	2	2	2	2
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	6	6	6	6
Public Works	2	2	2	2
** Engineering	2	2	2	0
Traffic	10	10	10	10
Streets	47	47	47	48
Planning & Development	9	10	10	10
Building Inspections	14	15	15	15
Code Enforcement	9	9	11	11
Community Development	3	3	3	3
Home Program	1	1	1	1
Police	314	314	316	327
Animal Control	11	11	11	11
Fire	200	200	200	200
Emergency Management & Homeland Security	1	1	1	1
* EMS Billing & Collections	5	5	0	6
Total General Fund	860.5	865.95	867.95	879.5
Killeen-Fort Hood Regional Airport				
Killeen-Fort Hood Regional Airport	41	41	41	41
Total Killeen-Fort Hood Regional Airport Fund	41	41	41	41
Skylark Field				
Skylark Field	4	4	4	4
Total Skylark Field Fund	4	4	4	4
Solid Waste				
Custodial	1	1	1	1
Accounting	4	4	4	4
Residential Services	41.2	41.2	42.2	44
Commercial Services	20	20	20	20

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2008-09	2009-10	2010-11	2011-12
Recycle Center	7	7	7	7
Transfer Station	15	15	16	16
Mowing	22	22	22	17.5
Total Solid Waste Fund	110.2	110.2	112.2	109.5
Water and Sewer				
Fleet Services	23	23	23	26
Utility Collections	38	38	38	40
GIS	5	5	5	5
Water Distribution	19	19	19	19
Sanitary Sewer	15	15	15	15
Water and Sewer Operations	24	24	26	27
Engineering	9.6	9.6	10.6	11.8
Total Water and Sewer Fund	133.6	133.6	136.6	143.8
Drainage Utility Fund				
Engineering	3.2	3.2	4.2	4.2
Maintenance	30	30	31	32.5
Total Drainage Utility Fund	33.2	33.2	35.2	36.7
Special Revenue Fund				
Cablesystem PEG	1.5	3.05	3.05	3.5
Civic and Conference Center	14	14	14	14
Community Development Block Grant	5	4	2	2
Home Program	1	1	1	1
Fire Department Special Revenue Fund	0	0	6	0
Total Special Revenue Fund	21.5	22.05	26.05	20.5
Capital Improvement				
Bond Construction	1	1	1	1
Pass Thru Finance Construction Fund	0	0	5	5
Total Capital Improvement Fund	1	1	6	6
TOTAL ALL FUNDS	1,205	1,211	1,229	1,241

Note: In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.



* EMS Division was moved from the Fire Department Special Revenue Fund to the General Fund under the Fire Department

**CITY OF KILLEEN
POSITION CLASSIFICATION
PAY PLAN
AND
SCHEDULE OF INCENTIVES**



City of Killeen
Position Classification and Pay Plan
Effective October 1, 2011

<u>Grade</u>	<u>Classified Positions</u>	Salary Schedule (monthly)	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,497	\$2,181
	Court Files Clerk	\$1,497	\$2,181
	Mail Clerk (UB)	\$1,497	\$2,181
	Utility Cashier	\$1,497	\$2,181
<u>52</u>	Aircraft Fuel Handler	\$1,641	\$2,393
	Airport Service Worker	\$1,641	\$2,393
	Animal Control Assistant	\$1,641	\$2,393
	Animal Control Attendant	\$1,641	\$2,393
	Bldgs & Grounds Service Worker	\$1,641	\$2,393
	Cart Fleet & Range Attendant	\$1,641	\$2,393
	Code Enforcement Clerk	\$1,641	\$2,393
	Communications Specialist	\$1,641	\$2,393
	Community Center Coordinator	\$1,641	\$2,393
	Court Citation Specialist	\$1,641	\$2,393
	Court Collections Clerk	\$1,641	\$2,393
	Custodian	\$1,641	\$2,393
	Customer Svc Representative	\$1,641	\$2,393
	Drainage Service Worker	\$1,641	\$2,393
	Fire Clerk	\$1,641	\$2,393
	Golf Shop Attendant	\$1,641	\$2,393
	Greenskeeper	\$1,641	\$2,393
	Grounds Maintenance Worker	\$1,641	\$2,393
	Juvenile Coordinator/Accounting Clerk	\$1,641	\$2,393
	Meter Reader	\$1,641	\$2,393
	Mowing Service Worker	\$1,641	\$2,393
	Office Assistant	\$1,641	\$2,393
	Operator/Apprentice	\$1,641	\$2,393
	Police Clerk	\$1,641	\$2,393
	Press Operator	\$1,641	\$2,393
	Receptionist	\$1,641	\$2,393
	Recycling Attendant	\$1,641	\$2,393
	Scale Attendant	\$1,641	\$2,393
	Secretary	\$1,641	\$2,393
	Solid Waste Worker	\$1,641	\$2,393
	Street Service Worker	\$1,641	\$2,393
	Utility Clerk	\$1,641	\$2,393
	Warrants Clerk	\$1,641	\$2,393
	Warrants Coordinator (Court)	\$1,641	\$2,393
	Welder's Assistant	\$1,641	\$2,393

<u>53</u>	Accounting Clerk	\$1,840	\$2,680
	Bailiff	\$1,840	\$2,680
	Building Permit Clerk	\$1,840	\$2,680
	Community Development Program Assistant	\$1,840	\$2,680
	EMS Billing Clerk	\$1,840	\$2,680
	Golf Course Maintenance Technician	\$1,840	\$2,680
	Graffiti Removal Specialist	\$1,840	\$2,680
	Human Resources Assistant	\$1,840	\$2,680
	Jailer	\$1,840	\$2,680
	Library Assistant	\$1,840	\$2,680
	Lube Technician	\$1,840	\$2,680
	Parts Assistant	\$1,840	\$2,680
	Police Fiscal Specialist	\$1,840	\$2,680
	Program Assistant	\$1,840	\$2,680
	Recreation Specialist	\$1,840	\$2,680
	Sign Technician	\$1,840	\$2,680
	Solid Waste Crew Chief	\$1,840	\$2,680
	Sr Meter Reader	\$1,840	\$2,680
	Sr Secretary	\$1,840	\$2,680
	Sr Utility Clerk	\$1,840	\$2,680
	Truck Driver	\$1,840	\$2,680
	Utility Service Worker	\$1,840	\$2,680
<u>54</u>	Accounting Specialist	\$2,059	\$3,000
	Animal Control Officer	\$2,059	\$3,000
	Commercial Equipment Operator	\$2,059	\$3,000
	Compliance/Collections Enforcement Asst	\$2,059	\$3,000
	Construction Inspector	\$2,059	\$3,000
	Criminal Victims Liaison	\$2,059	\$3,000
	Electrical Maintenance Technician	\$2,059	\$3,000
	Equipment Operator	\$2,059	\$3,000
	Evidence Technician	\$2,059	\$3,000
	Juvenile Case Manager	\$2,059	\$3,000
	Operator I	\$2,059	\$3,000
	Payroll Coordinator	\$2,059	\$3,000
	Police Crime Analyst	\$2,059	\$3,000
	Police Personnel & Equipment Specialist	\$2,059	\$3,000
	Police Training Assistant	\$2,059	\$3,000
	Principal Secretary	\$2,059	\$3,000
	Residential Equipment Operator	\$2,059	\$3,000
	Sr Collections Clerk	\$2,059	\$3,000
	Sr Reference Assistant	\$2,059	\$3,000

<u>55</u>	Airport Specialist	\$2,306	\$3,361
	Assistant Clerk of the Court	\$2,306	\$3,361
	Buyer	\$2,306	\$3,361
	Crew Leader	\$2,306	\$3,361
	Drainage Crew Operator	\$2,306	\$3,361
	EMS Billing Specialist	\$2,306	\$3,361
	Equipment Services Technician	\$2,306	\$3,361
	Event Coordinator	\$2,306	\$3,361
	Evidence Technician II	\$2,306	\$3,361
	Executive Assistant	\$2,306	\$3,361
	Facilities Maintenance Specialist	\$2,306	\$3,361
	Fleet Services Technician	\$2,306	\$3,361
	Heavy Equipment Crew Leader	\$2,306	\$3,361
	Library Supervisor	\$2,306	\$3,361
	Operator II	\$2,306	\$3,361
	Permits Clerk Supervisor	\$2,306	\$3,361
	Planning Assistant	\$2,306	\$3,361
	Program Coordinator	\$2,306	\$3,361
	Public Service Officer	\$2,306	\$3,361
	Recreation Supervisor	\$2,306	\$3,361
	Sr Aircraft Fuel Handler	\$2,306	\$3,361
	Technology Unit Technician	\$2,306	\$3,361
	Traffic Technician	\$2,306	\$3,361
	Welder	\$2,306	\$3,361
<u>56</u>	Association Sales Manager	\$2,584	\$3,765
	CAD/GIS Technician	\$2,584	\$3,765
	Code Enforcement Officer	\$2,584	\$3,765
	Community Development Housing Specialist	\$2,584	\$3,765
	Computer Operator	\$2,584	\$3,765
	Computer Technician	\$2,584	\$3,765
	Convention Services Manager	\$2,584	\$3,765
	Crime Statistical Analyst	\$2,584	\$3,765
	Customer Svc Supervisor	\$2,584	\$3,765
	Deputy City Marshal	\$2,584	\$3,765
	Home Program Coordinator	\$2,584	\$3,765
	Information Technology Training Specialist	\$2,584	\$3,765
	Operations Specialist	\$2,584	\$3,765
	Paralegal	\$2,584	\$3,765
	Police Records Supervisor	\$2,584	\$3,765
	Procurement Card Administrator	\$2,584	\$3,765
	Solid Waste Specialist	\$2,584	\$3,765
	Sr Construction Inspector	\$2,584	\$3,765
	Sr Traffic Technician	\$2,584	\$3,765
	Utility Collections Supervisor	\$2,584	\$3,765
	Water & Sewer Materials Manager	\$2,584	\$3,765
	Youth Program Specialist	\$2,584	\$3,765

<u>57</u>	Administrative Assistant	\$2,893	\$4,475
	Airport Maintenance Crew Leader	\$2,893	\$4,475
	Airport Operations & Maintenance Crew Leader (ILE)	\$2,893	\$4,475
	Animal Control Supervisor	\$2,893	\$4,475
	Aquatics Supervisor	\$2,893	\$4,475
	Building Inspector	\$2,893	\$4,475
	Cataloguer	\$2,584	\$4,475
	Chief Operator	\$2,893	\$4,475
	City Marshal	\$2,893	\$4,475
	Code Enforcement Supervisor I	\$2,893	\$4,475
	Commercial Operations Supervisor	\$2,893	\$4,475
	Community Development Prg/Manager	\$2,893	\$4,475
	Community Development Specialist	\$2,893	\$4,475
	Computer Mainframe Specialist	\$2,893	\$4,475
	Construction Record Keeper	\$2,893	\$4,475
	Container Operations Supervisor	\$2,893	\$4,475
	Crime Prevention Coordinator	\$2,893	\$4,475
	Custodian Supervisor	\$2,893	\$4,475
	Drainage Maintenance Supervisor	\$2,893	\$4,475
	Employee Benefits Specialist	\$2,893	\$4,475
	Environmental Specialist	\$2,893	\$4,475
	Flightline Service Crew Leader	\$2,893	\$4,475
	GIS Data Technician	\$2,893	\$4,475
	Government Channel Producer	\$2,893	\$4,475
	Maintenance Technician	\$2,893	\$4,475
	Mowing Operations Supervisor	\$2,893	\$4,475
	Network Technician	\$2,893	\$4,475
	Network Technician (Airport)	\$2,893	\$4,475
	Operator III	\$2,893	\$4,475
	Parks Supervisor	\$2,893	\$4,475
	Print Services Supervisor	\$2,893	\$4,475
	Public Information Officer	\$2,893	\$4,475
	Recreation Center Supervisor	\$2,893	\$4,475
	Recycling Operations Supervisor	\$2,893	\$4,475
	Reference Librarian	\$2,893	\$4,475
	Residential Operations Supervisor	\$2,893	\$4,475
	Scale Operations Supervisor	\$2,893	\$4,475
	Sex Offender Coordinator	\$2,893	\$4,475
	Sign Crew Supervisor	\$2,893	\$4,475
	Storm Water Drainage Technician	\$2,893	\$4,475
	Street Maintenance Supervisor	\$2,893	\$4,475
	Traffic Signal Supervisor	\$2,893	\$4,475
	Transfer Station Supervisor	\$2,893	\$4,475
	Utility Service Supervisor	\$2,893	\$4,475

<u>58</u>	Building Plans Examiner	\$3,241	\$5,011
	Clerk of the Court	\$3,241	\$5,011
	Code Enforcement Supervisor II	\$3,241	\$5,011
	Compliance/Collections Manager	\$3,241	\$5,011
	EMS Billing Supervisor	\$3,241	\$5,011
	Engineering Specialist	\$3,241	\$5,011
	Fleet Services Parts Supervisor	\$3,241	\$5,011
	Fleet Services Supervisor	\$3,241	\$5,011
	GIS Analyst	\$3,241	\$5,011
	Human Resources Generalist	\$3,241	\$5,011
	Information Technology Software Specialist	\$3,241	\$5,011
	IT Airport Technology Supervisor	\$3,241	\$5,011
	Network Exchange Administrator	\$3,241	\$5,011
	Operations Supervisor	\$3,241	\$5,011
	Special Projects Coordinator	\$3,241	\$5,011
	Webmaster	\$3,241	\$5,011
<u>59</u>	Accounting Supervisor	\$3,631	\$5,612
	Animal Control Manager	\$3,631	\$5,612
	Assistant Director of Library Services	\$3,631	\$5,612
	Cemetery Superintendent	\$3,631	\$5,612
	Chief Building Inspector	\$3,631	\$5,612
	City Secretary	\$3,631	\$5,612
	Commercial Operations Superintendent	\$3,631	\$5,612
	Evidence Manager	\$3,631	\$5,612
	Facilities Manager	\$3,631	\$5,612
	Finance Manager	\$3,631	\$5,612
	Fleet Services Shop Foreman	\$3,631	\$5,612
	Golf Shop Manager	\$3,631	\$5,612
	Grants Administrator	\$3,631	\$5,612
	Human Resources Manager	\$3,631	\$5,612
	Intelligence Manager	\$3,631	\$5,612
	Mowing & Drainage Superintendent	\$3,631	\$5,612
	Operations Manager	\$3,631	\$5,612
	Parks/Pub Grds Superintendent	\$3,631	\$5,612
	Recreation Superintendent	\$3,631	\$5,612
	Residential Operations Superintendent	\$3,631	\$5,612
	Risk Manager	\$3,631	\$5,612
	Senior Center Manager	\$3,631	\$5,612
	Sr CAD/GIS Technician	\$3,631	\$5,612
	Staff Accountant	\$3,631	\$5,612
	Street Services Superintendent	\$3,631	\$5,612
	Traffic Superintendent	\$3,631	\$5,612
	Training & Development Coordinator	\$3,631	\$5,612
	Transfer Station Superintendent	\$3,631	\$5,612
	Water & Sewer Superintendent	\$3,631	\$5,612

<u>60</u>	Accounting Manager	\$4,066	\$6,285
	Airport Facilities Manager	\$4,066	\$6,285
	Airport Operations Manager	\$4,066	\$6,285
	Conference Center Manager	\$4,066	\$6,285
	Director of Code Enforcement	\$4,066	\$6,285
	Director of Volunteer Services	\$4,066	\$6,285
	Golf Course Superintendent	\$4,066	\$6,285
	Golf Professional	\$4,066	\$6,285
	Purchasing Manager	\$4,066	\$6,285
	Recycling Manager	\$4,066	\$6,285
	Resident Project Representative	\$4,066	\$6,285
	Utility Collections Manager	\$4,066	\$6,285
<u>61</u>	Assistant City Attorney I	\$4,554	\$7,040
	Assistant Director of Human Resources	\$4,554	\$7,040
	Development Serv Mgr (Downtown Revitalization)	\$4,554	\$7,040
	Director of Fleet Services	\$4,554	\$7,040
	Director of Street Services	\$4,554	\$7,040
	Director of Water & Sewer Services	\$4,554	\$7,040
	Emergency Mgmt/Homeland Security Coordinator	\$4,554	\$7,040
	GIS Technical Project Manager	\$4,554	\$7,040
	Information Technology Network Manager	\$4,554	\$7,040
	Information Technology Operations Manager	\$4,554	\$7,040
	Management Analyst	\$4,554	\$7,040
<u>62</u>	Assistant City Attorney II	\$5,100	\$7,885
	Assistant Director of Aviation	\$5,100	\$7,885
	Building Official	\$5,100	\$7,885
	City Planner	\$5,100	\$7,885
	Director of Civic & Conference Center	\$5,100	\$7,885
	Director of Community Development	\$5,100	\$7,885
	Director of General Services	\$5,100	\$7,885
	Director of Library Services	\$5,100	\$7,885
	Director of Parks & Recreation	\$5,100	\$7,885
	General Manager (Golf Course)	\$5,100	\$7,885
	Management Accountant	\$5,100	\$7,885
	Project Engineer	\$5,100	\$7,885
<u>63</u>	Assistant Director of Finance	\$5,712	\$9,371
	City Auditor	\$5,712	\$9,371
	City Engineer	\$5,712	\$9,371
	Director of Environmental Services	\$5,712	\$9,371
	Deputy City Attorney	\$5,712	\$9,371
	Director of Solid Waste & Drainage Services	\$5,712	\$9,371
	Director of Transportation	\$5,712	\$9,371

Unclassified Positions

Executive Director of Aviation	\$6,397	\$10,496
Executive Director of Community Services	\$6,397	\$10,496
Executive Director of Human Resources	\$6,397	\$10,496
Executive Director of Information Technology	\$6,397	\$10,496
Executive Director of Planning & Eco Development	\$6,397	\$10,496
Executive Director of Public Information	\$6,397	\$10,496
Executive Director of Public Works	\$6,397	\$10,496
Fire Chief	\$6,397	\$10,496
Assistant City Manager	\$7,166	\$11,755
Chief of Police	\$7,166	\$11,755
City Attorney	\$7,166	\$11,755
Executive Director of Finance	\$7,166	\$11,755
City Manager	City Council Determined	City Council Determined
Associate Municipal Judge	City Council Determined	City Council Determined
Presiding Municipal Judge	City Council Determined	City Council Determined

EFFECTIVE OCTOBER 1, 2011

<u>Police Incentive Pay</u>	
Associate Degree or,	\$100
Bachelor Degree or,	\$200
Master's Degree	\$300
AND	
Intermediate Certificate or,	\$60
Advanced Certificate or,	\$75
Master Peace Officer	\$100
<i>(Officers may receive education in conjunction with Police Officer certification pay)</i>	

Individuals with a TCLEOSE license are offered the incentive in two stages:

Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period during the first year of service.

Bilingual Certification (Level II)	\$75
Clothing	\$50
Field Training Officer	\$75
Hostage Negotiation Team	\$75
Investigator	\$50
SWAT	\$75
HAZWAT Certification	\$100
Shift Differential	(Patrol personnel only)

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2011

PROBATIONARY FIRE & RESCUE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN
	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN
\$3,083 \$37,000	\$3,250 \$39,000	\$3,366 \$40,387	\$3,481 \$41,775	\$3,597 \$43,162	\$3,713 \$44,552	\$3,829 \$45,942	\$3,944 \$47,329	\$4,062 \$48,749	\$4,184 \$50,211	\$4,310 \$51,718	\$4,439 \$53,269	\$4,572 \$54,867
	YEAR 1-2	YEAR 3-4	YEAR 5-9	YEAR 10+								
FIRE PREVENTION OFFICER	\$4,701 \$56,408	\$4,873 \$58,471	\$5,045 \$60,535	\$5,217 \$62,599								
FIRE LIEUTENANT	\$4,701 \$56,408	\$4,873 \$58,471	\$5,045 \$60,535	\$5,217 \$62,599								
FIRE CAPTAIN	\$5,389 \$64,662	\$5,561 \$66,726	\$5,733 \$68,790	\$5,904 \$70,853								
FIRE DEPUTY CHIEF	\$6,535 \$78,420	\$6,764 \$81,172	\$6,994 \$83,924	\$7,223 \$86,675								
FIRE MARSHALL	\$6,535 \$78,420	\$6,764 \$81,172	\$6,994 \$83,924	\$7,223 \$86,675								
<u>Fire/EMS Incentive Pay</u>			<u>Monthly</u>									
EMT/Beginner or, EMT/Intermediate or, EMT/Paramedic AND Firefighter/Intermediate or, Firefighter/Advanced or, Firefighter Master AND Apparatus Technician and, HAZMAT ARFF			\$100 \$120 \$300 \$60 \$120 \$175 \$50 \$100 \$100									
<u>Fire/EMS Assignment Pay</u>												
Training Officer Arson Investigator Emergency Management Coordinator Emergency Medical Services (EMS) Coordinator Bilingual Certification (Level I) or, Bilingual Certification (Level II) (can only receive Level I or II for each language certified/authorized.)			\$200 \$100 \$200 \$200 \$50 \$75									
EMS Driver Paramedic Attendant			\$25.00/day \$50.00/day									

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2011

Hiring Incentive:

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

- | | |
|------------|---|
| Stage one: | \$500 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer. |
| Stage two: | \$500 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service. |

Or

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

- | | |
|------------|--|
| Stage one: | \$1000 paid on the first regular pay day after the TDSHS certified or licensed Paramedic is hired by the department and begins the paramedic duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department. |
| Stage two: | \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service. |

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages

- | | |
|------------|---|
| Stage one: | \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department. |
| Stage two: | \$1000 when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service. |

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages

- | | |
|------------|--|
| Stage one: | \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer. |
| Stage two: | \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service. |

City of Killeen
Incentive Pay Schedule *(Non-Civil Service) ***
Effective October 1, 2010

Incentive Title	Per Month
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
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 - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Enf Officer - Intermediate	\$50
Code Enf Officer - Professional	\$50
Code Enf Officer State - Certified	\$50
Code Professional - Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Energy Manager	\$300
Floodplain Manager-Certified	\$25
Historical Preservation Officer	\$250
Housing Code Official	\$25
Insecticide General/Basic	\$15
Irrigation License	\$25
Lead Risk Assessor Certification	\$50
Longevity - Less than 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 - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification	\$25
Municipal Court Clerk Level II Certification	\$35

City of Killeen
Incentive Pay Schedule *(Non-Civil Service)***
Effective October 1, 2010

Incentive Title	Per Month
Municipal Court Clerk Level III Certification	\$45
National Air Transportation Association (NATA) Line Certification	\$75
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate	\$75
Peace Officer Intermediate Certificate	\$60
Peace Officer Master Certificate	\$100
Permit Technician (for permit clerks)	\$15
Pest Control/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 - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Pool Operator-Certified	\$15
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License	\$25
Sanitary Sewers Type II License	\$35
Signs and Markings Level I	\$50
Signs and Markings Level II	\$70
Signs and Markings Level III	\$90
Solid Waste Class A	\$60
Solid Waste Class B	\$45
Solid Waste Class C	\$32
Solid Waste Class D	\$25
State Code Enforcement Officer-Certified	\$50
State Licensed Plumbing Inspector-Certified	\$50
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$90
Utility Class D Water License	\$25
Vacation Buyback - Employees with 10+ years of service	The lesser of \$600 or equivalent of 40 hours (gross)
Wastewater Collection Grade A or Wastewater Treatment Operator A	\$55
Wastewater Collection Grade B or Wastewater Treatment Operator B	\$45
Wastewater Collections Class I or Wastewater Treatment Operator D	\$25
Wastewater Collections Class II or Wastewater Treatment Operator C	\$35
Wastewater Collections Class III or Wastewater Treatment Operator B	\$45
Water Distribution Grade A or Water Treatment Operator A	\$55
Water Distribution Grade B or Water Treatment Operator B	\$45
Water Distribution Grade C or Water Treatment Operator C	\$35
Water Distribution Grade D or Water Treatment Operator D	\$25

City of Killeen
Incentive Pay Schedule *(Non-Civil Service)* **
Effective October 1, 2010

Incentive Title	Per Month
Water Production C License	\$35
Water Production D License	\$25
Zoning Inspector	\$10

***All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.*

**CITY OF KILLEEN
WATER, SEWER, DRAINAGE
AND SOLID WASTE
RATES**



WATER AND WASTEWATER RATES

Water Fees:

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$3.00		
Over 25,000 gallons, per 1,000 gallons							\$3.58		

The following water charges shall apply to all commercial users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.46	\$13.83	\$17.17	\$21.19	\$30.59	\$44.04	\$78.60	\$117.98	\$164.86
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.11		

The following water charges shall apply to all apartment, small apartment, and mobile home park users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.00		

The water rates for all residential users outside the city limits shall be double the water rates for residential users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$6.00		
Over 25,000 gallons, per 1,000 gallons							\$7.15		

The water rates for all commercial users outside the city limits shall be double the water rates for commercial users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.93	\$26.65	\$33.34	\$41.38	\$60.19	\$87.07	\$156.20	\$234.96	\$328.72
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.22		

The water rates for all apartment, small apartment, and mobile home parks users outside the city limits shall be double the water rates for apartment, small apartment, and mobile home park users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.00		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$28.45
All over 2,000 gallons, per 1,000 gallons	3.11

Wastewater Rates:

Single family residential	\$18.21 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter.
Mobile home parks	\$18.59 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.69 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	700.00
	8" meters	900.00

DRAINAGE UTILITY RATES

Residential Property:

Single family	\$6.00 per month
Duplex	\$9.89 per month
Multi-family (three or more units)	\$4.88 per month per unit - maximum \$300.00 per month.

Non-Residential Property:

Based on Lot or Parcel Size:

Less than 10,001 square feet	\$ 8.30 per month
10,001 to 50,000 square feet	\$ 17.51 per month
50,001 to 100,000 square feet	\$ 26.28 per month
100,001 to 200,000 square feet	\$ 52.56 per month
200,001 to 350,000 square feet	\$ 96.36 per month
350,001 to 700,000 square feet	\$140.16 per month
700,001 to 1,000,000 square feet	\$192.72 per month
More than 1,000,000 square feet	\$306.59 per month

SOLID WASTE RATES

RESIDENTIAL RATES:

96-gallon container	\$17.50/month
64-gallon container	15.60/month
32-gallon container	14.38/month

Container Exchange Fee:

\$10.00 to change to a larger container or to add an additional container

Brush Collection:

\$7.00 per cubic yard in excess of 6 cubic yards on scheduled collection day

Special Collection Service Fee:

\$20.00 minimum for a volume up to three (3) cubic yards

\$7.00 per cubic yard in excess of three (3) cubic yards

Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):

\$19.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

Missed Service Fee:

\$7.00 for return trip

Automated Container Reload for Excess garbage placed in plastic bags:

\$6.00 per reload; maximum of two (2) reloads

Fee charged for an overloaded container: \$6.00

Fee to remove roll-out container from curb by city employee: \$6.00

COMMERCIAL RATES:

96-gallon container	\$17.50/month
300-gallon container	52.97/month

MONTHLY CHARGES – CITY OWNED DUMPSTERS

Scheduled Number of Pickups Per Week

Dumpster Size	1	2	3	4	5	6	7
2 cu. yd.	\$ 73.02	\$ 111.37	\$ 155.76	\$ 200.15	\$ 245.48	\$ 288.92	\$333.31
3 cu. yd.	89.12	138.24	194.70	251.18	307.65	364.12	420.59
4 cu. yd.	104.24	164.19	232.74	301.27	369.85	438.41	506.96
6 cu. yd.	136.47	217.92	310.64	403.35	496.07	588.78	681.49
8 cu. yd.	168.69	271.51	388.51	505.40	622.27	739.17	856.05

CHARGES FOR EXTRA PICKUPS

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 25.65 each	\$ 11.38 each
3 cu. yd.	28.76 each	14.51 each
4 cu. yd.	31.86 each	17.60 each
6 cu. yd.	38.07 each	23.82 each
8 cu. yd.	44.28 each	30.02 each

MONTHLY CHARGES – PRIVATELY OWNED COMPACTORS

Scheduled Number of Pickups Per Week

Compactor Size	1	2	3	4	5	6	7
4 cu. yd.	\$138.25	\$271.42	\$404.59	\$537.73	\$670.93	\$804.10	\$937.27
6 cu. yd.	185.48	365.56	545.65	725.74	905.82	1,085.90	1,265.97
8 cu. yd.	232.76	459.68	686.84	913.91	1,140.95	1,368.00	1,595.04

RATES FOR ROLL-OFF CONTAINER SERVICE

Size of Container	Rental Fee	Service + Tax
20 yard open top	\$123.89	\$ 126.81 + weight*
30 yard open top	146.34	126.81 + weight*
40 yard open top	167.81	126.81 + weight*
20 yard compactor	Must own	126.81 + weight*
30 yard compactor	Must own	126.81 + weight*
42 yard compactor	Must own	126.81 + weight*

* as provided in Section 24-64

PREPAID DEPOSIT FOR ROLL-OFF CONTAINER SERVICE

Number of Services Per Month

Size of Roll Off	1	2	3	4	5	6	7	8
20yd open top	\$399.00	\$695.40	\$991.80	\$1,288.20	\$1,584.60	\$1,881.00	\$2,177.40	\$2,473.80
30yd open top	484.50	839.04	1,194.72	1,550.40	1,906.08	2,261.76	2,575.26	2,929.80
40yd open top	558.60	974.70	1,390.80	1,803.48	2,217.30	2,631.12	3,047.22	3,463.32

Installation of locking bar device on containers:	\$31.38 installation fee plus \$3.14 monthly rental
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Dumpster cleaning \$ 65.00 per wash

Dumpster cleaning and painting	\$230.00
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Mechanical assistance to customer to unload unauthorized items in container	\$50.50
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MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$138.37 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.

SPECIAL MECHANICAL/"FLATBED" COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$20.00 minimum for a volume up to three cubic yards

\$7.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait)	128.27/hr 2.15/min
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After hours special pickup of dumpsters (under two hours)	50.50
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Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs	125.00
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Installation of dumpster	50.50
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Relocation of dumpster	50.50
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RECYCLING RATES:

Subscription to residential curbside recycling service	\$2.48 per month
Additional 22-gallon recycling bin	City's current cost to purchase container
Lid cover for the 22-gallon recycling bin	City's current cost to purchase lid
Public scale fee	9.00 per weigh
Public scale fee – copy of ticket	6.00
Roll-off rental for special purposes or events	65.00 per service
CFC evacuation and disposal of appliance – Received at Recycling Center	20.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	40.00 per appliance

TRANSFER STATION RATES:

Weight	<u>Disposal Fee</u>	Fee
0-100 pounds		\$ 2.93 (minimum fee)
		.0293 cents per pound
2,000 pounds (one ton)		58.70 per ton
Surcharge for unsecured load		25.00
Tire Disposal Fees:		
Passenger/light truck tires up to a 12" rim size		2.50/each
Passenger/light truck tires greater than a 12" rim size up to a 22" rim size		3.00/each
Commercial tires, but not larger than a 2" bead		6.00/each

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on	
8:00 a.m. to 5:00 p.m. Monday - Friday	25.00
Transferring services	25.00
Collection fee for delinquent accounts where service call	
Is already being made	5.00
Penalty-Assessed if payment is not received by the due date -	
the 15th day from the billing date or mailing date	10.00
Delinquent account late charge/reconnection fee	25.00
Administrative handling of returned checks	30.00
Returned check late charge - Assessed if returned check not	
redeemed by disconnect date - the 7th day from mailing date	25.00
After hours service	40.00
When water service is turned on by anyone other	
than an authorized water department personnel	75.00
If, after a water meter has been pulled, an attempt	
to obtain water from the city in any manner other	
than through a meter has been made	100.00
Delinquent garbage only late charge	10.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	50.00
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00
Broken lock fee – Assessed if a customer breaks or damages	
the meter lock installed by city personnel	100.00

GLOSSARY



BUDGET GLOSSARY

To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes: Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Appropriation: An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

Attrition: Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

Authorized Positions: Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

Balance Sheet: A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond Fund: A fund used to account for the proceeds of general obligation bond issues.

Bond Refinancing/Refunding: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Capital Improvement Project: The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

Capital Improvements Program (CIP): A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay: Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Cost Center: An administrative branch of a department.

Debt Service Fund: The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than 30 days principal and interest obligations for the next fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division: A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Efficiency Measure: Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input.)

Effectiveness Measure: Performance measure that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

Effective Tax Rate: Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

Encumbrance: The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated in the same manner as those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, airport, drainage utilities and solid waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expense: Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

Full-Time Equivalent (FTE): A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

Infrastructure: Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Input Measures: Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

Modified Accrual Basis: The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

Output Measure: Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

Policy: A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

Performance Measure: An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Revenue Appropriation: A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Funds: Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purposes.

Strategy: A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Target: A performance measure target is the desired level of a service or activity.

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Trust Fund: The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

Unencumbered Balance: The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

CITY OF KILLEEN

PHOTOGRAPH DESCRIPTIONS



Table of Contents



Celebrate Killeen Festival - May 2011

Community Information



Celebrate Killeen Festival - May 2011

City Manager's Message



Assistant City Manager's Office receiving the Team Spirit Award - June 2011

Budget Summary



Mayor Timothy Hancock at the Support Our Veterans Association Proclamation - June 2011

General Fund



Celebrate Killeen Festival - May 2011

Aviation



Lucy Aldrich, Aviation Executive Assistant and Dan Peterson, Aviation Maintenance Crew Leader
April 2011

Solid Waste Fund



Jonathan Bennett, Equipment Operator - December 2011

Water and Sewer Fund



Earl Johns (Left), Operator and Francisco Solis, Crew Leader - November 2011

Drainage Utility Fund



(From Left to Right) Israel Garza, Drainage Technician; Joe Stuart, Mowing & Drainage; Sara Christensen, Environmental Specialist; David Delgado, Mowing Supervisor - October 2011

Debt Services Fund



Mayor Timothy Hancock at the SH 201-195 Groundbreaking - October 2011

Special Revenue Funds



2011 Rodeo at the Special Events Center - May 2011

Capital Outlay



Killeen Fire Department for Breast Cancer Awareness - November 2011

Capital Improvements



Mr. & Mrs. Morrison at the Lion's Club Park Hike & Bike Trail Grand Opening - November 2011

Financial Forecast



Killeen Art's and Activities Center - October 2011

Appendix



2010-2011 Team Spirit Award Recipients

Finance Department

Budget Staff

Barbara A. Gonzales
Director of Finance

Martie Gillespie, CPA
Assistant Director of Finance

Jerry Sparks, CPA
Management Accountant

Sara E. Doyle
Staff Accountant

Whitney Pfaltzgraff
Accounting Specialist





Fiscal Year 2011-2012 Annual Budget and Plan of Municipal Services

AS ADOPTED BY THE CITY COUNCIL ON SEPTEMBER 13, 2011
WWW.KILLENTEXAS.GOV