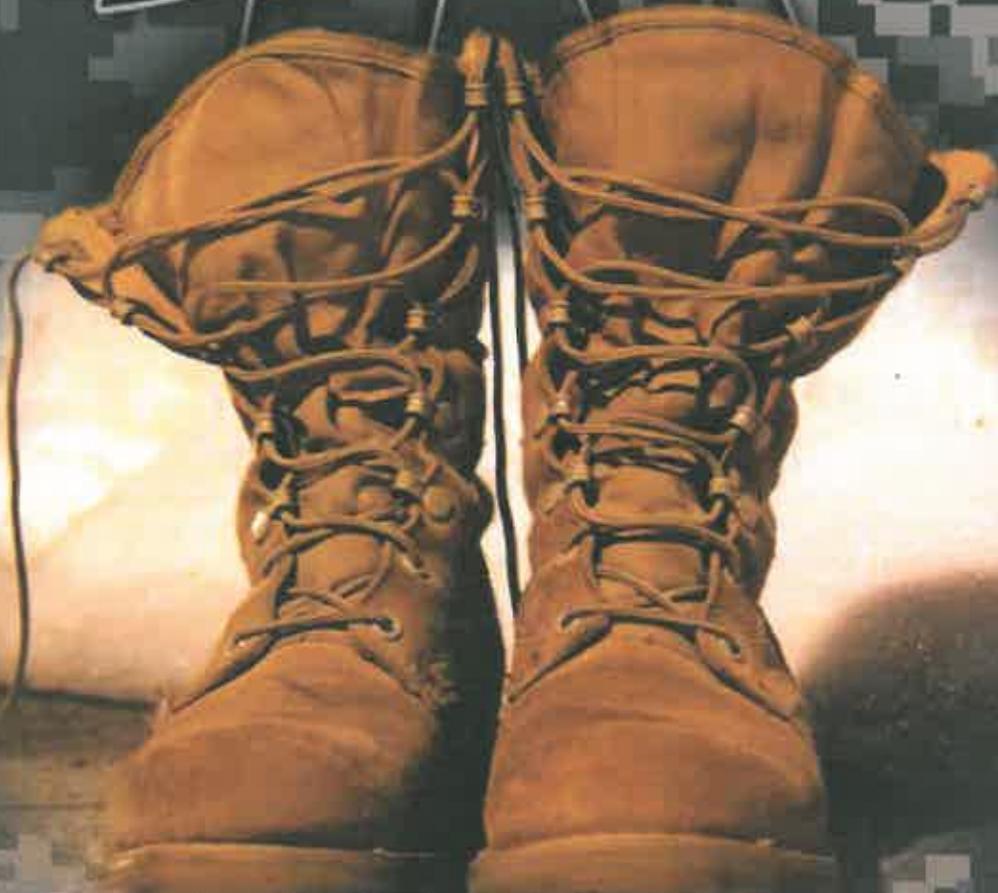


CITY OF KILLEEN



FISCAL YEAR 2013-2014

Annual Budget and Plan of Municipal Services

CITY OF KILLEEN, TEXAS

ANNUAL BUDGET FOR FISCAL 2013-2014

This budget will raise more total property taxes than last year's budget by \$2,444,352, which is a 7.3 percent increase, and of that amount \$1,390,533 is tax revenue to be raised from new property added to the tax roll this year.

City Council Record Vote

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

FOR:	Mayor Pro-Tem Elizabeth Blackstone, Councilman Terry Clark, Councilman Jared Foster, Councilman Wayne Gilmore, Councilman Jonathan Okray and Councilman Jose Segarra
AGAINST:	
PRESENT and not voting:	
ABSENT:	Councilman Steve Harris

These members of the governing body voted
on the ratification of the property tax increase as follows:

FOR:	Mayor Pro-Tem Elizabeth Blackstone, Councilman Terry Clark, Councilman Jared Foster, Councilman Wayne Gilmore and Councilman Jose Segarra
AGAINST:	Councilman Jonathan Okray
PRESENT and not voting:	
ABSENT:	Councilman Steve Harris

These members of the governing body voted
on setting of the property tax rate for fiscal year 2013-2014 as follows:

FOR:	Mayor Pro-Tem Elizabeth Blackstone, Councilman Terry Clark, Councilman Jared Foster, Councilman Wayne Gilmore and Councilman Jose Segarra
AGAINST:	Councilman Jonathan Okray
PRESENT and not voting:	
ABSENT:	Councilman Steve Harris

Tax Rate	Proposed FY 2013-14	Adopted FY 2012-13
Property Tax Rate	0.74280	0.74280
Effective Rate	0.73150	0.75050
Effective M&O Tax Rate	0.49280	0.50563
Rollback Tax Rate	0.79020	0.84290
Debt Rate	0.23870	0.23717

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

Tax Supported	\$181,775,000
Self Supported	88,030,000
TOTAL	\$269,805,000

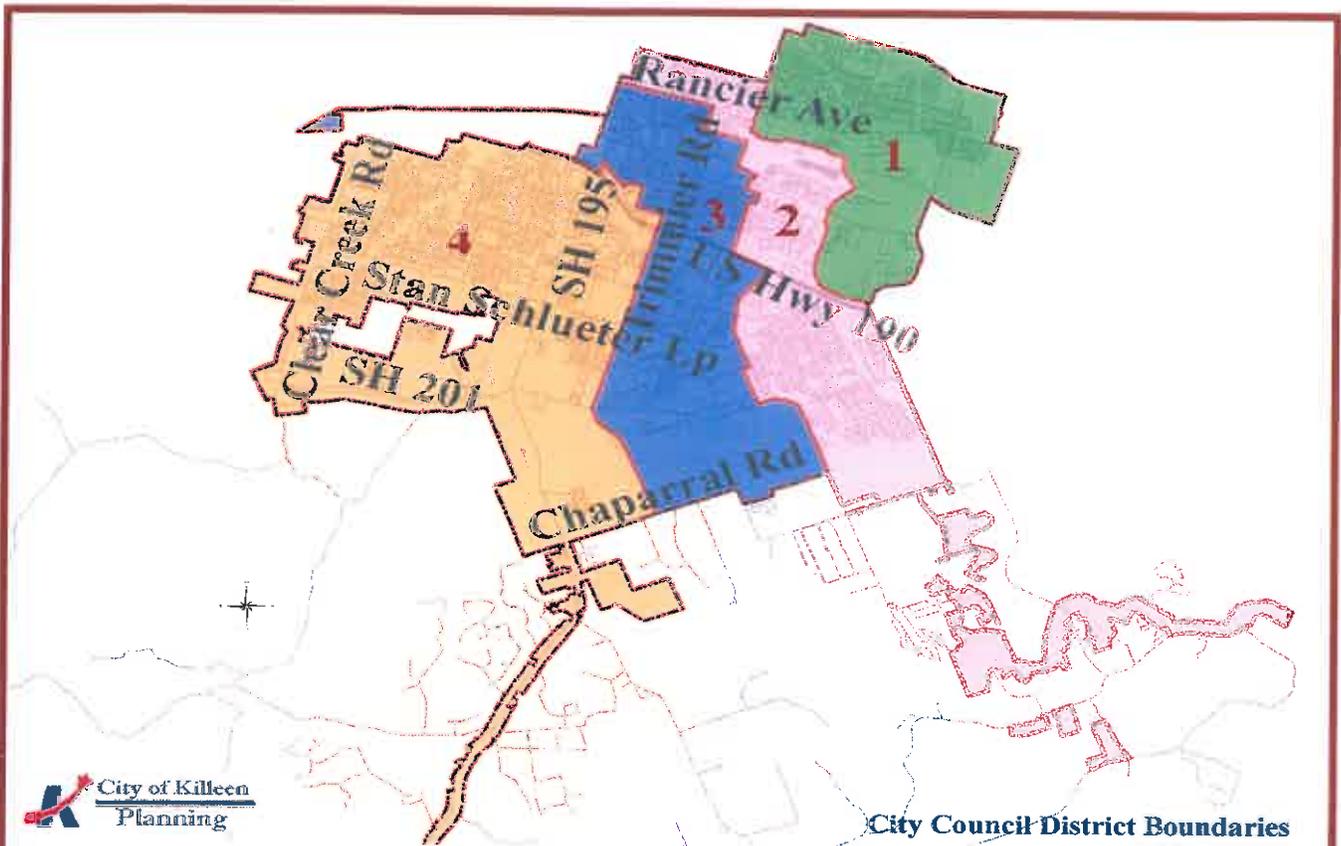


CITY COUNCIL



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





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

Daniel A. Corbin, Mayor

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

Wayne Gilmore, District 1

Phone: 254-690-0530
 wgilmore@killeentexas.gov
 Term expires May 2015

Elizabeth Blackstone, Mayor Pro-Tem

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

Jose Segarra, District 2

Phone: 254-290-0548
 jsegarra@killeentexas.gov
 Term expires May 2015

Jared Foster, At Large

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

Terry Clark, District 3

Phone: 254-289-2329
 tclark@killeentexas.gov
 Term expires May 2015

Jonathan Okray, At Large

Phone: 254-368-8966
 jokray@killeentexas.gov
 Term expires May 2014

Steve Harris, District 4

Phone: 254-251-6902
 sharris@killeentexas.gov
 Term expires May 2015



City Staff

City Manager



Glenn Morrison

Department Heads

Assistant City Manager—External Services	John Sutton
Assistant City Manager—Internal Services	Ann Farris
Municipal Court.....	William P. Gibson
Public Information	Hilary Shine
City Attorney	Kathy Davis
Finance	Martie Simpson, CPA
Support Services.....	Stuart McLennan III
Human Resources	Roshanda Smiley
Information Technology	Donald Fine
Planning & Development	Ray Shanaa
Police	Dennis Baldwin
Fire	Jerry Gardner
Public Works	Scott Osburn
Aviation.....	Matt Von Valkenburgh A.A.E.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Killeen
Texas**

For the Fiscal Year Beginning

October 1, 2012

Tim Firastine

President

Jeffrey R. Brown

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, 2012. 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.



Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting – 1990 to present

Government Finance Officers Association

Distinguished Budget Presentation Award – 1990 to present

Government Treasurer's Organization of Texas

Certificate of Distinction for Investment Policy – 2004 to present

KaBOOM!

Playful City USA - City of Killeen designated 2009 to present

Keep America Beautiful

Presidential Circle Award - 2013

Keep Texas Beautiful

Gold Star Affiliate Award - 2013

Keep Texas Beautiful

Sustained Excellence Award - 2013

Texas City Attorneys Association

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

Texas City Management Association

City Manager Glenn Morrison - 2013 Administrator of the Year

Texas Comptroller of Public Accounts

Silver Leadership Circle Award for Financial Transparency – 2010 to present

Texas Department of Agriculture

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

Texas Film Commission

Film Friendly Community - City of Killeen designated 2011 to present

Texas Historical Commission

Certified Local Government - City of Killeen designated 2010 to present

United Way of the Greater Fort Hood Area

Mega Platinum Award - City of Killeen 2009 to 2012 Employee United Way Campaigns

CITY OF KILLEEN



MISSION

Dedicated Service—Every Day, For Everyone!

VISION

Team Killeen—World Class, Plus One!

VALUES

**Dependability, Integrity, Professionalism,
Dedication, Leadership, Respect**



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ORDINANCE 13-067

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, 2013 AND ENDING ON SEPTEMBER 30, 2014; 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, 2013 to September 30th, 2014 has been prepared by Glenn P. Morrison, City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

WHEREAS, a separate record vote of the City Council is required to adopt a budget that will raise more revenue from property taxes than the previous year; and

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

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1st, 2013 to September 30th, 2014, 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 2013-2014 fiscal year for the different administrative units and purposes of the City of Killeen, Texas, be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

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

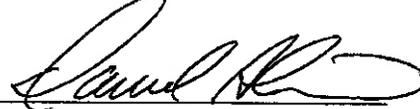
SECTION IV. That should any part, portion, or section of this ordinance be declared invalid, inoperative, or void for any reason by a court of competent jurisdiction, such decision, opinion, or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance,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

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

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

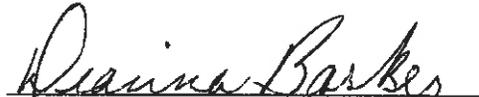
PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 10 day of Sept, 2013, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

APPROVED



Daniel A. Corbin, MAYOR

ATTEST:


Dianna Barker, CITY SECRETARY

APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Executive Director of Finance

RESOLUTION 13-106R

AN RESOLUTION RATIFYING THAT THE ADOPTION OF A BUDGET FOR OPERATING THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING ON OCTOBER 1, 2013, AND ENDING ON SEPTEMBER 30, 2014, WILL REQUIRE RAISING MORE REVENUE FROM PROPERTY TAXES THAN IN THE PREVIOUS YEAR; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the Legislature of the State of Texas has amended Section 102.007 of the Local Government Code: and

WHEREAS, a separate record vote of the City Council is required to ratify that the adoption of the 2013-14 Annual Budget will require raising more revenue from property taxes than the previous year; and

WHEREAS, this resolution represents such action; 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 FY 2013-2014;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KILLEEN;

SECTION I. The facts and recitations contained in the preamble of this resolution are hereby found and declared to be true and correct and are incorporated by reference herein and expressly made a part hereof, as if copied verbatim.

SECTION II. The 2013 notification statement that states "This Budget will raise more total property taxes than last year's budget by \$2,444,354 or 7.3%, and of that amount \$1,390,533 is tax revenue to be raised from new property added to the tax roll this year" has been made.

SECTION III. The Mayor is hereby authorized to sign this resolution and the City Secretary to attest. This resolution shall be effective immediately upon adoption.

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

PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 10th day of September, 2013, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED



Daniel A. Corbin
MAYOR

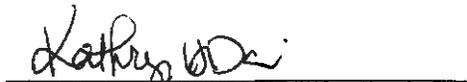
ATTEST:



Dianna Barker
CITY SECRETARY



APPROVED AS TO FORM:



Kathy Hoffman Davis
CITY ATTORNEY

AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY LIMITS OF THE CITY OF KILLEEN, TEXAS, FOR THE 2013 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013, AND ENDING SEPTEMBER 30, 2014; 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, and 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 13, 2013; and,

WHEREAS, a separate record vote of the City Council is required to set the tax rate that will raise more revenue from property taxes than the previous year; 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 2013;

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 2013 be, and is hereby, set at 74.28¢ on each \$100 of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.544771 PERCENT AND WILL RAISE TAXES

FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$11.30.

SECTION II. That there is hereby levied for the tax year 2013 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Killeen, Texas, to provide a sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 50.41¢ on each \$100 of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 23.87¢ on each \$100 of the taxable value of such property as follows:

0.439	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
1.965	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
1.338	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
1.756	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
1.317	per \$100 valuation	to Interest and Sinking Fund Series	2009 GOB
1.003	per \$100 valuation	to Interest and Sinking Fund Series	2009 C/O
0.878	per \$100 valuation	to Interest and Sinking Fund Series	2010 Refunding
3.260	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O
1.484	per \$100 valuation	to Interest and Sinking Fund Series	2011 Refunding
1.965	per \$100 valuation	to Interest and Sinking Fund Series	2011 PTF
2.738	per \$100 valuation	to Interest and Sinking Fund Series	2011A PTF
0.272	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O
2.0066	per \$100 valuation	to Interest and Sinking Fund Series	2012 Refunding
3.449	per \$100 valuation	to Interest and Sinking Fund Series	2013 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 2013-14 Annual Budget and Plan of Municipal Services.

SECTION VI. That all monies collected which are not specifically appropriated shall be deposited in the general fund.

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

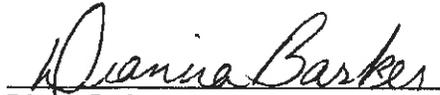
PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 10 day of Sept, 2013, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED



Daniel A. Corbin
MAYOR

ATTEST:

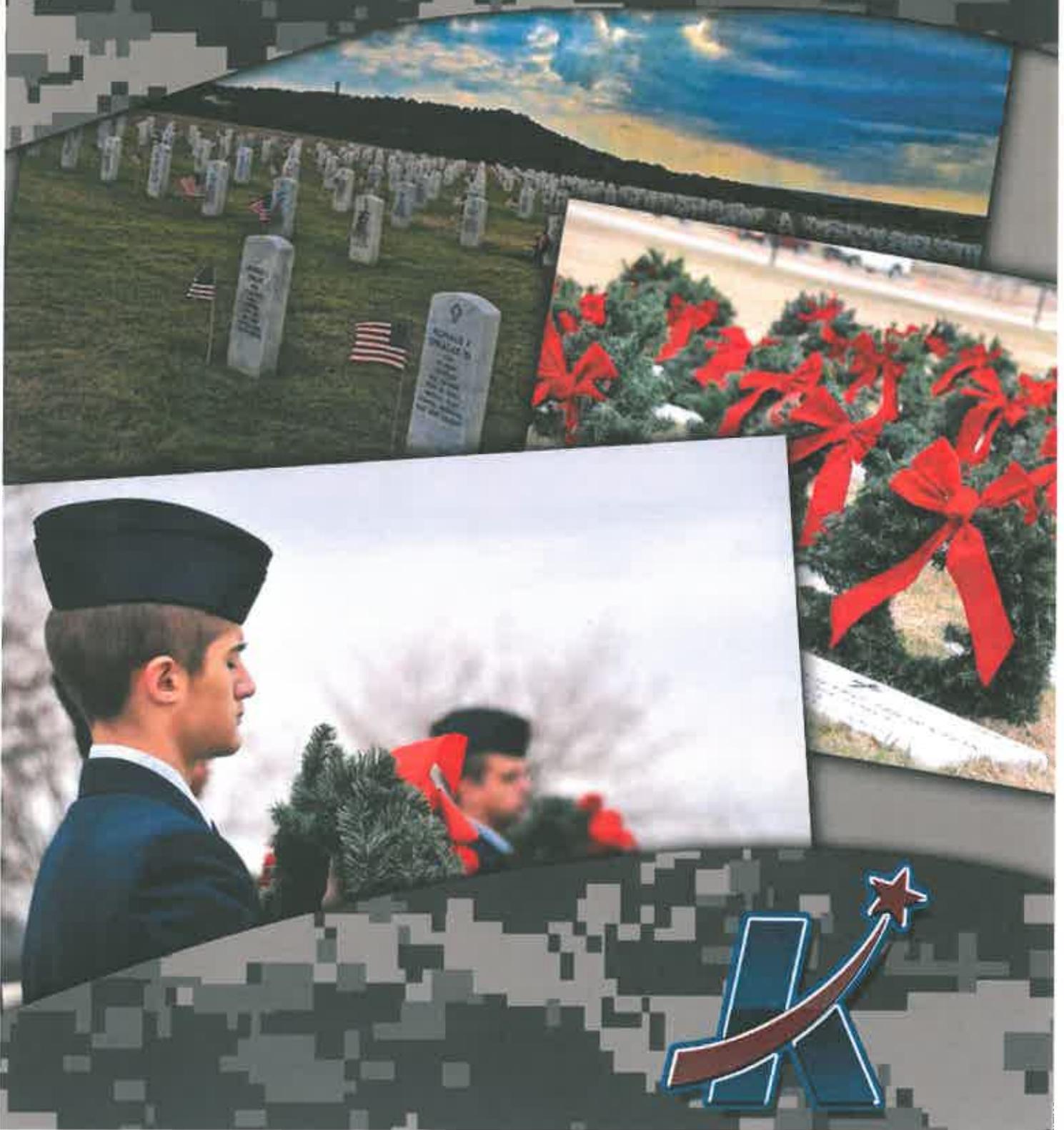

Dianna Barker
CITY SECRETARY

APPROVED AS TO FORM:


Kathy Hoffman Davis
CITY ATTORNEY



COMMUNITY INFORMATION



A MESSAGE FROM THE MAYOR



Dear Killeen:

It seems that everywhere I look these days something new and exciting is starting. I call this progress, and 2013 has been marked by it.

The most noticeable changes are happening with city highways. Work was completed on SH 195 and SH 201 creating safer travel in our southwestern corridor. Construction began on the long-anticipated expansion of US 190 from the Main Gate to Harker Heights. This project will pay great dividends as Killeen continues to grow.

Local road projects are also moving quickly. Rosewood Drive's extension north is well underway and will create a much needed north-south thorough-

fare. Stagecoach Road Phase 1 is complete and Phase 2 has begun. Improving this roadway will create a new east-west connection and relieve congestion on Stan Schlueter Loop.

The Downtown Streetscaping Project has made great progress. This project will breathe new life into our historic district when it is complete next year.

Water has been a major topic locally and regionally, and City Council is taking a proactive approach to planning for the future. They have approved a water reuse project that will use "gray" water to irrigate the city's golf course rather than potable water. This move will add millions of gallons of capacity back to the water supply and ultimately create great savings. Council is also taking steps towards the design of a new water treatment plant that will ensure Killeen has water

for decades to come.

2014 looks to be another progressive year. In addition to the aforementioned projects, the City will be moving forward on designing improvements to the Trimmier Road intersection at US 190 to relieve traffic congestion. Design for Fire Station 9 will be underway to ensure excellent fire service for the growing southwestern part of town. Discussions will also continue on important projects such as citywide recycling and a homeless shelter.

None of this progress would be possible without the dedication of our city staff. These employees work tirelessly under the leadership of City Council to fulfill the needs of the residents and the community. Thank you Team Killeen!

Dan Corbin, Mayor

TAKE A TRIP DOWNTOWN

Downtown Killeen is looking a lot different these days, and we invite you to come see the changes.

The streetscaping project, which began in August 2012, is nearing completion. Through the dust and construction signs, you can now see new sidewalks, mid-block plazas and decorative crosswalks. Crews will soon begin repaving the roads and restoring on-street parking. They will also start finishing touches like landscaping, lighting and benches.



A hike and bike trail extension is also part of the project. The Andy K. Wells Trail, originally ending at 28th Street, now connects to 10th Street and Downtown and offers a whole new way to visit.

These public improvements, scheduled for completion early next year, are a key component in the overall Downtown revitalization effort. Making Downtown more attractive and accessible will help reinvigorate Killeen's most historic area.

- C** **Dan Corbin**
Mayor
mayor@killeentexas.gov
- I** **Elizabeth Blackstone**
Mayor Pro Tem (At Large)
eblackstone@killeentexas.gov
- T** **Terry Clark**
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- J** **Jared Foster**
At Large Councilmember
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- W** **Wayne Gilmore**
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- S** **Steve Harris**
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- J** **Jonathan Okray**
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- J** **Jose Segarra**
District 2 Councilmember
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COMMUNITY INFORMATION



Community Information

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

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

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

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

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

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

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

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

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

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

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

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

With over 1,200 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, the city owns and operates its own emergency medical services, water, sewer, and garbage utilities, two airports, an 18-hole golf course, a public library system with two locations, an Arts and Activities center and numerous parks and recreation facilities, including two public swimming pools and a family aquatics center.

The city of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 340 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the state of Texas with over 50,000 soldiers and more than 5,000 civilians. Fort Hood's total economic impact is estimated at \$25.3 billion statewide.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with 245 beds on a multi-campus facility. Scott & White Healthcare has 9 locations in Killeen including an urgent care clinic. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. The military community is served by the 128-bed Carl R. Darnall Army Medical Center and satellite clinics. Construction is underway for the new Carl R. Darnall Army Medical Center which is scheduled to open for patient care in the summer of 2015.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an estimated enrollment of over 40,000 for 2010-11. KISD employs over 5,600 teachers and support personnel to serve over 50 district campuses and is the area's second largest employer. Students attend classes at thirty-two elementary schools (K-5), eleven middle schools (6-8), four high schools (9-12), and several specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College is a public, open-admission community college offering associate degrees and certificate programs in various fields. Texas A&M University - Central Texas in Killeen is a

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

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

Nomination to National Register of Historic Places

The Texas Historical Commission's State Board of Review has approved nine blocks of downtown Killeen for listing on the National Register of Historic Places, a nomination that should secure the area for the federal designation. It will be the first National Register District in the State of Texas that is heavily influenced by mid-century architecture. City staff worked with Preservation Central, Inc. to complete a National Register of Historic Places



Nomination form for the Downtown District. The National Register of Historic Places (NRHP) is a federal program that provides national recognition to historically or architecturally significant properties and denotes it is worthy of preservation. A NRHP designation helps to increase awareness, within the community and outside the community of the city's historic resources.

Currently underway is our Downtown Streetscaping Project that will transform Avenues C and D from 4th to 8th Street. The project began in August 2012 and has involved demolishing sidewalks, grating streets, and removing lights and signals. New sidewalks, lighting and custom fabricated railing have been installed throughout the project scope. The mid-block plazas on Avenue D are also complete along with decorative crosswalks at each project intersection. The streets will be repaved in the fall of 2013 with the landscaping and final touches of the project to be complete early 2014. This project along with current and upcoming major road constructions continues to improve the quality of life for the citizens of Killeen and those visiting our great city.

KILLEEN AT A GLANCE

Form of Government

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

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

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

The City Manager is appointed by the City Council.

Fiscal year begins October 1st

¹Number of employees 2013-2014 1,296
(Full and Regular Part-Time positions approved in budget)

¹Major Services provided by the City of Killeen

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

² Tax Structure	2013
Property Tax	2.4629
City of Killeen	.74280
Public Schools-KISD	1.128
Bell County	.42120
CTC	.137
Road	.0299
Clear Water	.0040

²2013 Property Tax Valuations

Total Assessed Value	\$5,665,112,893
Exempt Value	662,109,123
Total Taxable Value	\$5,003,003,770

²2013 Ten Largest Taxpayers

Taxable Value

Oncor Electric Delivery	\$47,509,047
Killeen Health System LLC	\$28,553,430
Wal-Mart Real Estate Business Trust	\$19,081,075
Killeen Mall LLC	\$16,555,404
Central Telephone Co. of Texas	\$14,539,279
Stone Creek Investment LLC	\$13,611,988
HEB Grocery Company LP	\$11,931,513
Watercrest Place LP	\$11,720,061
Feiga/Sierra Creek LP	\$9,639,867
Presidium HCO Killeen	\$9,584,613

²2012-13 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	175,353
Passengers Deplaning	174,961

Fire Protection:

Number of Stations	8
Fire Apparatus	23
Number of Hydrants	5,000+
Number of Firefighters	194
Number of Fire Runs	8,426
Number of Paramedic Runs	15,806
EMS Units	14

Libraries:

Number of Libraries	2
Number of Visitors	271,495
Number of Volumes	128,791
Circulation of Volumes	262,835
Library Cards in Force	54,144
Children's Program Attendance	9,425
Public Computer Sessions	100,560

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ U.S. Census Bureau – 2010 Profile Data

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	256
Number of Employees-Other	87

Demographics

¹Area of City (in square miles):

2009	54.72
2010	54.72
2011	55.47
2012	55.562
2013	55.564

³Population:

2009	118,843
2010	119,512
2011*	127,921
2012	130,018
2013	134,654

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

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: \$44,787

³Number of Households: 48,052

³Median Age of Population: 26.5

⁴Unemployment Rates as of September 2013:

(Not seasonally adjusted)	
Killeen	7.8
Texas	6.3
United States	7.0

¹Public Works:

Paved Streets	539 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	878 miles
Open Channels	312 miles
Signalized Intersections	88

¹City of Killeen Wastewater Systems:

Sanitary Sewer Mains	535 mi.
Sewer Connections	52,636
Number of Manholes	7,230
Bell Co. WCID #1 Wastewater Treatment Plants:	
	<u>38th St. Plant</u> <u>South Plant</u>
Average Permitted Capacity	18mgd 6mgd

¹City of Killeen Water System:

Average Daily Consumption	16,256,458 gpd
Rated Daily Capacity	32,000,000 gpd
Water Mains	618 mi.
Water Connections	54,935
Storage Capacity	41 mg

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ U.S. Census Bureau -- 2010 Profile Data

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce

⁵Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)	66,400
KISD	6,000
Central Texas College	1,487
City of Killeen	1,296
Metroplex Hospital	1,200
Aegis Communications	880
ESP, Inc.	420
Scott & White Clinic	361
Camber Corporation	270
Blackboard Student Services	238

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 U.S. Census Bureau – 2010 Profile Data

⁴ U.S. Bureau of Labor Statistics

⁵ Greater Killeen Chamber of Commerce

CITY MANAGER'S MESSAGE



CITY MANAGER'S MESSAGE





CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

September 10, 2013

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

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2013-2014 fiscal year, which begins October 1, 2013 and ends September 30, 2014.

The local and state economies continue to improve. We need to continue to closely monitor the national economy and the future decisions in and around Fort Hood and proceed with caution. Accordingly, the adopted budget has been developed projecting no increase in property tax revenue and a 3% increase in sales tax revenue over the current year.

In developing the budget, staff established several “fence posts” to help guide the process. Those markers included the following: focusing on the mission, focusing on people and maintaining fiscal soundness within the current tax rate.

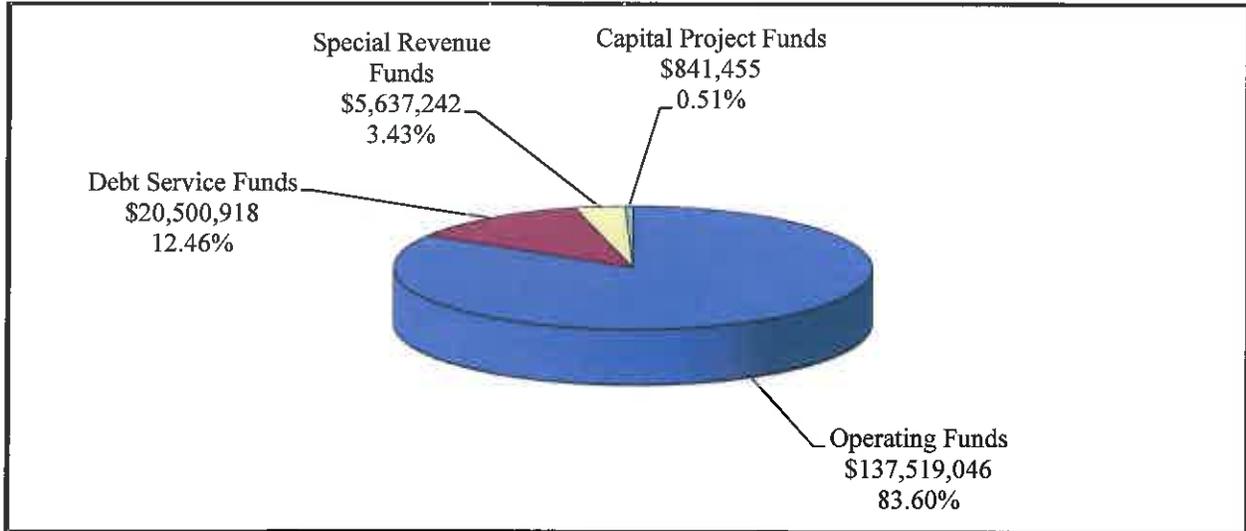
With those in mind, staff diligently evaluated current programs and services in all major operating funds and thoughtfully considered new programs designed to meet the increasing demands for city services. Additionally, a review of the city’s organizational structure was conducted in order to maximize efficiency and effectiveness in the delivery of services to the citizens of Killeen. The adopted budget is a reflection of this thorough and collective process.

OPERATING BUDGET HIGHLIGHTS

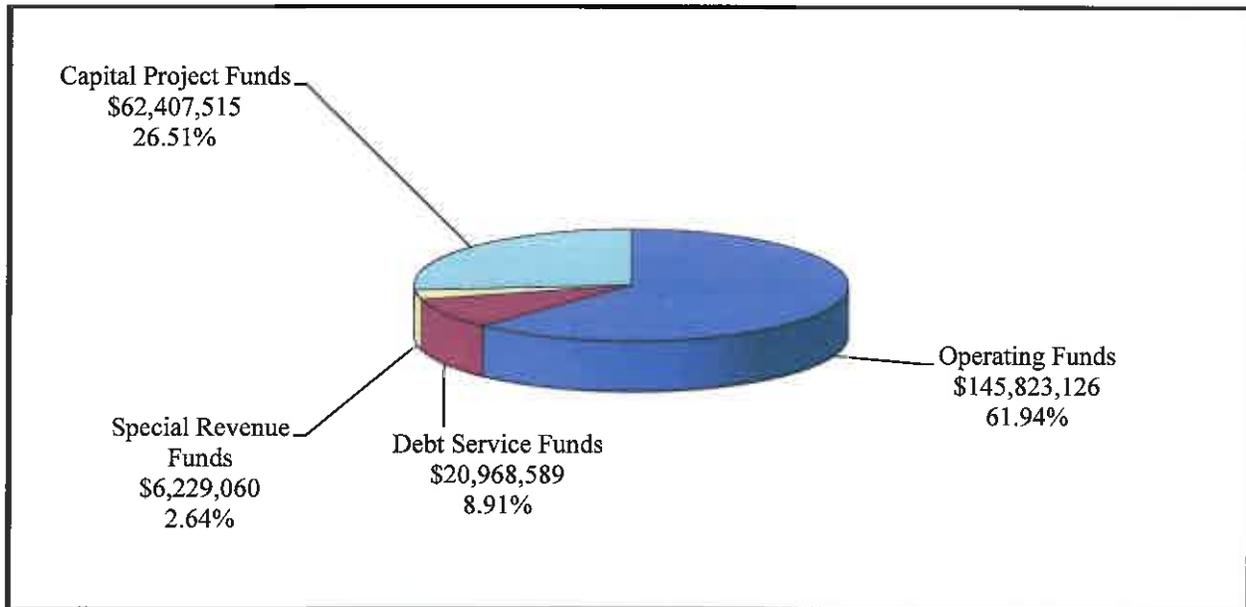
The revenue budget for the City's operating funds is \$137,519,046. Total revenue for all funds in the FY 2013-14 Budget is anticipated to be \$164,498,661.

The expenditure budget for the City's operating funds is \$145,823,126. Total expenditures for all funds in the FY 2013-14 Budget are anticipated to be \$235,428,290. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues – Total All Funds - \$164,498,661



Expenditures – Total All Funds - \$235,428,290



1. The budget maintains the ad valorem tax rate at 0.7428 cents. It provides adequate funding to maintain existing levels of service to our citizens and to make payments on existing debt. The budget maintains a strong beginning fund balance in all major operating funds, to include 26.09% in the General Fund. The budget proposes a draw down from the General Fund balance of \$1,415,068.
2. As a result of several mid- year or partial year items that were approved in the FY 2012-13 Budget, staff was aware of an additional \$1,973,579 that would need to be included in the FY 2013-14 Budget. These items include the following: (1) Additional funding for Pay Adjustments – \$599,159 (2) Additional funding for employees approved at a partial year for FY 2012-13 Budget – \$851,364 and (3) the cost of the pay plans for FY 2013-14 Budget – \$523,056.
3. A priority of the budget is to maintain adequate and fair pay for all City employees. Both the Civil Service and Non-Civil Service Pay Plans are included in the adopted budget. Although the pay plans do provide for adequate and fair pay, the FY 2013-14 Budget does not include any market based adjustment.
4. Premiums for employee health care coverage will increase by 6.5% for FY 2013-14 Budget. The budget for employee health care is \$5,647,801. The adopted budget funds employee coverage at 100%. The City’s opt out program will decrease in funding from \$250 to \$208 per employee monthly for those employees opting out of the City’s health care program and participating in the health care flexible spending account (FSAs) as mandated by the Internal Revenue Service.
5. The FY 2013-14 Budget includes 23 new full-time positions. The total cost for salary, benefits, and equipment for these positions is budgeted at \$1,636,098. New positions within the budget include:

<u>Department/Division</u>	<u>Position Title</u>
Community Services	Executive Director of Community Services - Mid Year (1)
	Executive Assistant – Mid Year (1)
Library	Clerk (1 - PT to FT)
Parks	Grounds Maintenance Worker with vehicle – ¾ year (1)
	Grounds Maintenance Worker – ¾ year (1)
Lions Club Park Ops	Accounting Specialist – Full Year (1)
KAAC	Event Coordinator - Full Year (1)
Planning and Development	Code Enforcement Officer with vehicles – Full Year (2)
Police	Forensic Latent Print Examiner – Full Year (1)
	Animal Control Attendant – Full Year (1)
Solid Waste	Residential Equipment Operators – Full Year (2)
Water & Sewer Bond Fund	Pipe Bursting Crew Operator 1 – Full Year (1)
	Pipe Bursting II Crew Operator/Apprentice – Full Year (4)
Utility Collections	Meter Reader with vehicle – Full Year (1)
Engineering	Chief Construction Inspector -- Full Year (1)
Engineering/Transportation	Project Manager – Full Year (1)
	Construction Inspector – Full Year (1)
Drainage - Engineering	Contract Specialist – Full Year (1)

6. The Budget addresses a reorganization of the Community Services Department. The Department will be separated into distinct areas of focus within the organization in order to maximize resources, improve efficiency, and ensure a focus on service delivery.
7. The fleet replacement and maintenance program remains a priority. Highlights include the purchase of twenty police patrol units, two side loaders for the Solid Waste Division, three dump trucks within

Public Works and other fleet and equipment replacements in various funds. The total budgeted cost for all fleet replacements is \$2,266,621.

8. Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation is included in the adopted budget in the amount of \$1,585,626.
9. There are no utility rate increases adopted for water, sewer, drainage or solid waste services.
10. Fee increases for the Civic and Conference Center the Golf Course are included in the FY 2013-14 Adopted Budget.
11. The franchise fee charged to the Water and Sewer Fund by the General Fund for the use of rights-of-way was increased from 7% to 8%, generating an additional amount of \$418,045 transferred to the General Fund.

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

GENERAL FUND

The FY 2013-14 General Fund expenditure budget is \$74,559,902. This expenditure budget represents a 2% increase over the FY 2012-13 adopted expenditure budget of \$73,067,843.

Revenues for the General Fund are budgeted at \$73,144,834, an increase of 6.8% over the FY 2012-13 budgeted revenues of \$68,460,288.

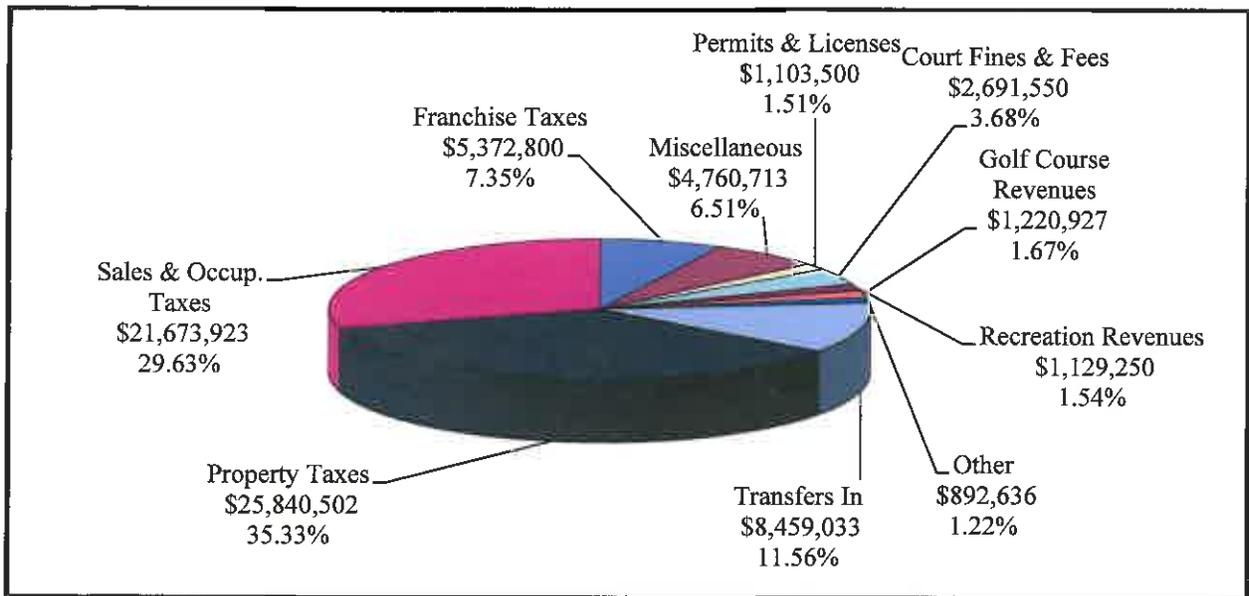
The budgeted ending fund balance for FY 2013-14 is \$19,451,003 a 19.2% increase over the adopted FY 2012-13 ending fund balance of \$16,323,184.

The FY 2013-14 Budget includes several new programs within the General Fund. The total cost for these new programs is \$1,347,506. New programs within the budget include:

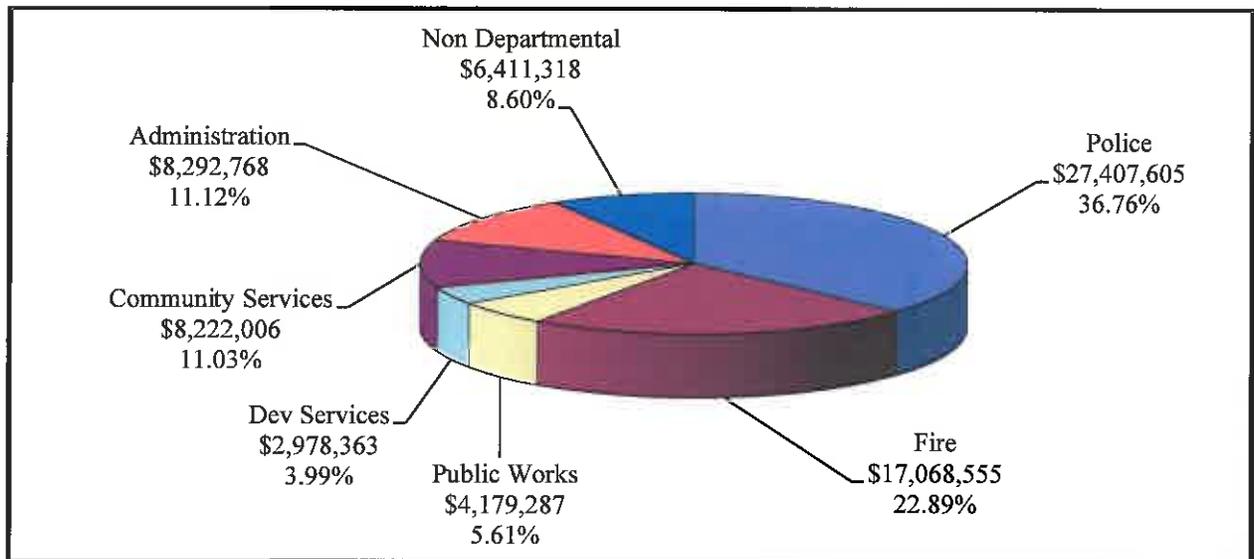
<u>Department/Division</u>	<u>Program Name</u>
Community Center Ops	Executive Director of Community Services – Mid Year
	Community Services Dept Executive Asst – Mid Year
Library Services	Library Clerk (Convert PT to FT)
Parks	Ground Maintenance Worker with Vehicle – ¾ Year
	Ground Maintenance Worker – ¾ Year
Lions Club Park	Accounting Specialist
KAAC	Event Coordinator
Community Development	Analysis of Impediments to Fair Housing Choice
Code Enforcement	Code Enforcement Officer with Vehicle – Mid Year
	Code Enforcement Officer with Vehicle – Mid Year
Police Department	Forensic Latent Print Examiner
	Vehicles
Animal Control	Animal Control Attendant
	Vehicle Cages
	Fire Alarm System
Non-Departmental-IT	Computer Hardware/Software

The following charts indicate the distribution of revenues by category and then by service areas.

General Fund Revenues - \$73,144,834



General Fund Expenditures - \$74,559,902



The budget has been developed using an ad valorem tax rate of 0.7428 cents per \$100 of taxable assessed valuation. This tax rate includes provisions to maintain the debt service portion of the tax rate to meet existing obligations for the City's Capital Improvement Program.

Economic conditions are evaluated during the development of the General Fund Budget, and expectations for major revenue sources such as property tax and sales tax are influenced by that analysis. The Tax Appraisal District of Bell County indicates a preliminary net taxable assessed valuation of \$5,012,906,385. This valuation represents an increase of 4.03 % over the prior year's certified net taxable valuation of \$4,818,504,794. Sales tax revenues are budgeted for FY 2013-14 at \$21,673,923, a projected 3% increase over the 2012-13 estimated sales tax revenue.

WATER AND SEWER OPERATING FUND

The budget for the Water and Sewer Operating Fund expenditures is \$40,749,904. This expenditure budget reflects a 3.7% increase from the FY 2012-13 expenditure budget of \$39,286,415.

Revenues for the Water and Sewer Fund are budgeted at \$37,693,000, an increase of 1.6% over the FY 2012-13 budgeted revenues of \$37,105,638.

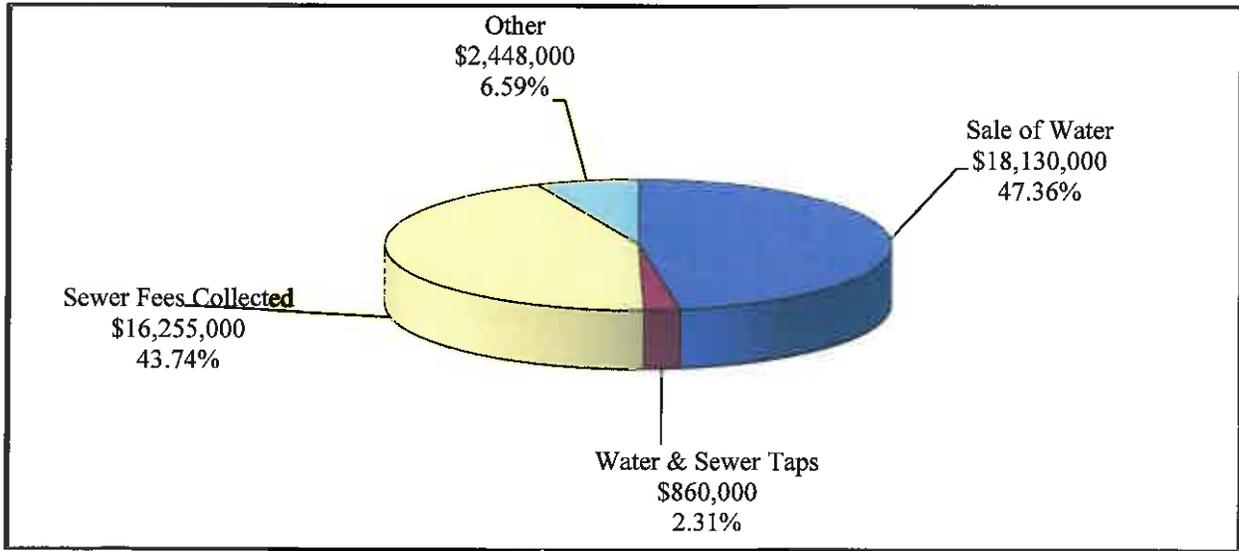
The budgeted ending fund balance for FY 2013-14 is \$22,246,648 a 14.7% increase over the adopted ending fund balance of \$19,403,746.

The FY 2013-14 Budget includes several new programs within the Water and Sewer Operating Fund. The total cost for these new programs is \$1,462,752. New programs within the adopted budget include:

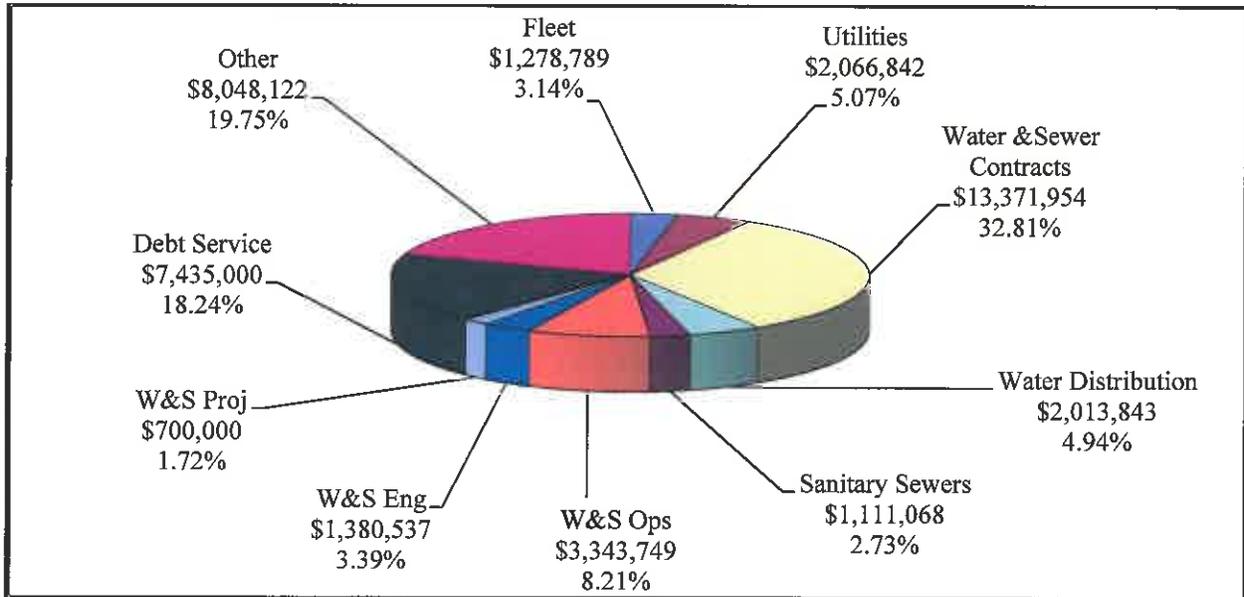
<u>Department/Division</u>	<u>Program Name</u>
Utility Collections	Meter Reader with Vehicle (1)
Water Distribution	CIP Purchase 905 W. Jasper
	12 Yard Dump Truck
	Replacement Unit - 6 Yard Dump Truck
	Replacement Unit – Grasshopper
Sanitary Sewers	CIP Purchase 905 W. Jasper
Water & Sewer Ops	Jet Away Sewer Easement Machine
	CIP Purchase 905 W. Jasper
	Jeep Compass (2)
Water & Sewer Engineering	Chevrolet Colorado
	Chief Construction Inspector (1)
	Project Manager (1)
	Construction Inspector (1)

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

Water and Sewer Fund Revenues - \$37,693,000



Water and Sewer Fund Expenditures - \$40,749,904



SOLID WASTE FUND

The budget for Solid Waste Operating Fund expenditures is \$15,782,857. The budget reflects a decrease of 4.3% from the FY 2012-13 expenditure budget of \$16,494,969. Any solid waste rate increases are contingent on the establishment of a city-wide recycling program.

Revenues for the Solid Waste Fund are budgeted at \$16,019,009, a decrease of 4.9% under the FY 2012-13 budgeted revenues of \$16,844,213. The budget does not include an increase in the residential, commercial, recycling, or transfer station rates this year.

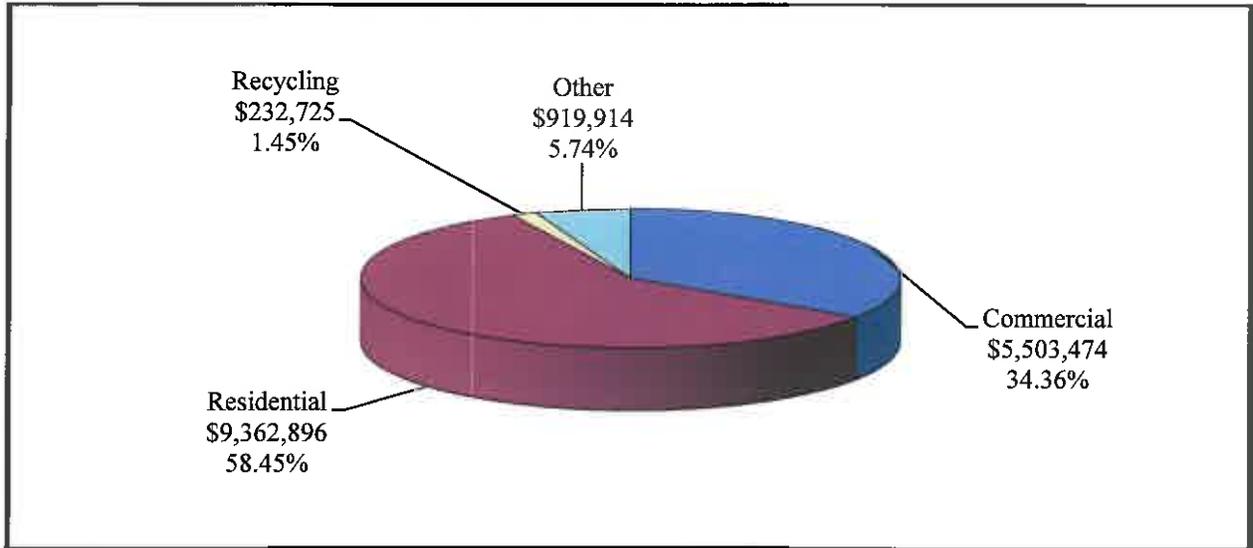
The budgeted ending fund balance for FY 2013-14 is \$3,157,041 a 28.2% decrease from the adopted ending fund balance of \$4,394,702.

The FY 2013-14 Budget includes several new programs within the Solid Waste Operating Fund. The total cost for these new programs is \$667,335. New programs within the budget include:

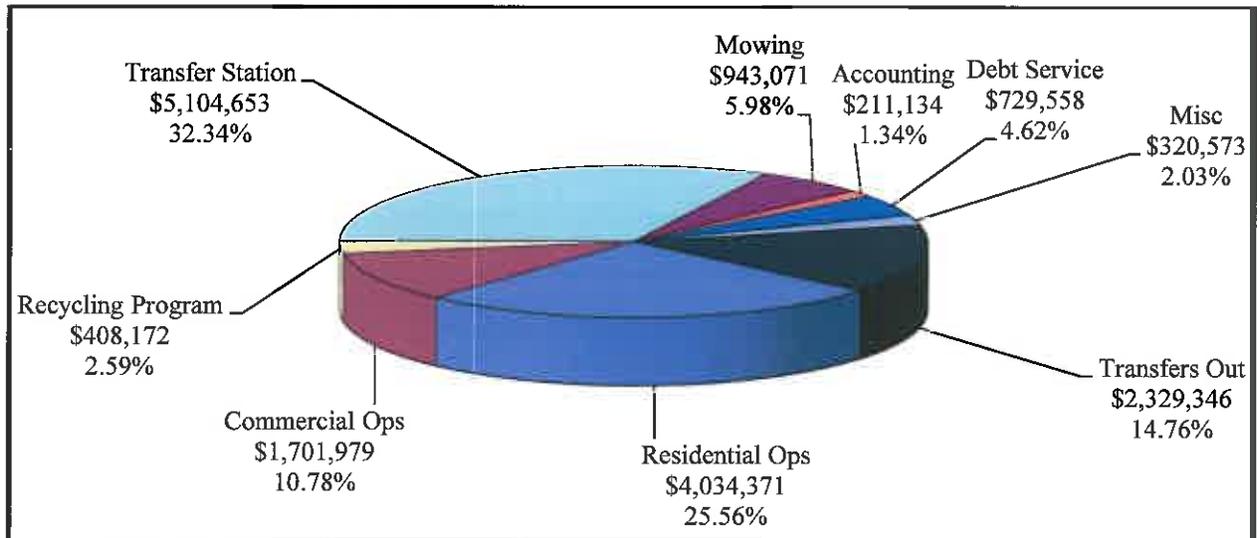
<u>Department/Division</u>	<u>Program Name</u>
Residential	Replacement Unit – Side Loader (2) Residential Equipment Operators (2)
Mowing	Replacement Unit - Truck

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

Solid Waste Fund Revenues - \$16,019,009



Solid Waste Fund Expenditures - \$15,782,857



DRAINAGE UTILITY FUND

The budget for the Drainage Utility Fund expenditures is \$7,647,276. The budget reflects an increase of 5.5% from the FY 2012-13 Budget of \$7,248,965.

Revenues for the Drainage Utility Fund are budgeted at \$3,890,000, an increase of 3.8% over the FY 2012-13 budgeted revenues of \$4,045,417.

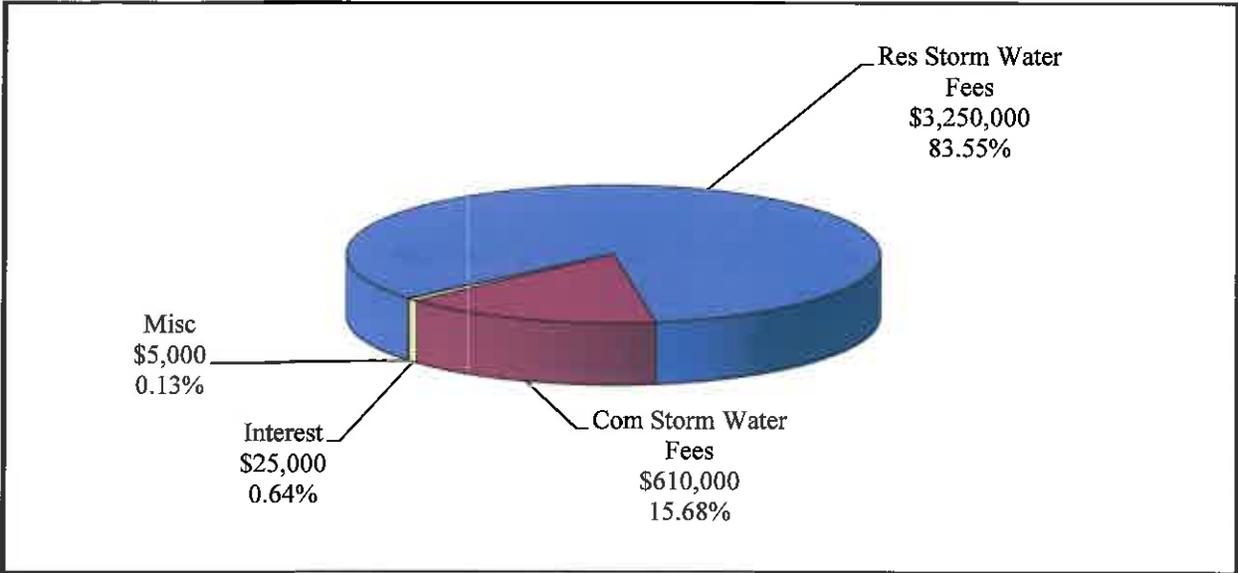
The budgeted ending fund balance for FY 2013-14 is \$2,821,075 a 74.1% increase over the adopted ending fund balance of \$1,620,218.

The FY 2013-14 Budget includes several new programs within the Drainage Utility Fund. The total cost for these new programs is \$225,786. New programs within the budget include:

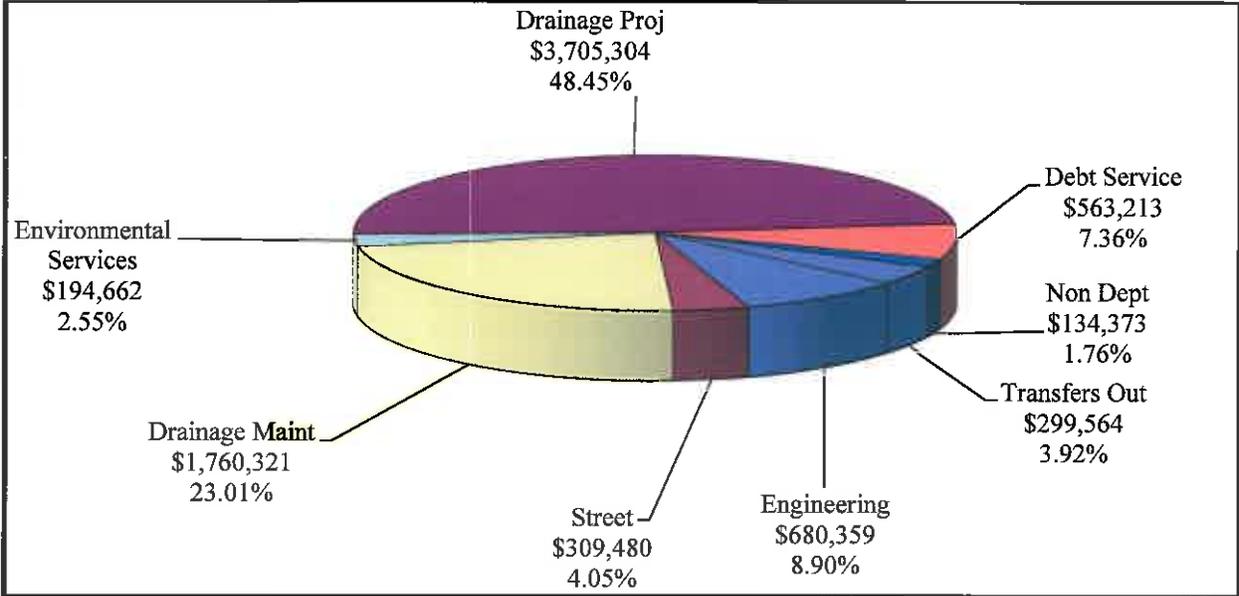
<u>Department/Division</u>	<u>Program Name</u>
Drainage Maintenance	Dump Truck
	Replacement Unit – Van/Truck
Drainage Engineering	Contract Specialist
Non-Departmental-IT	Computer Hardware/Software

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

Drainage Utility Fund Revenues - \$3,890,000



Drainage Utility Fund Expenditures - \$7,647,276



AVIATION FUND

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

The budget for the Skylark Field Operating Fund is \$855,830 reflecting a decrease of 0.7% from the prior year's expenditure budget of \$861,655. The budget for the Killeen-Fort Hood Regional Airport is \$3,489,989 reflecting a decrease of 3.4% from the prior year expenditure budget of \$3,611,675. The total operating expenditure budget for both aviation facilities is \$4,345,819.

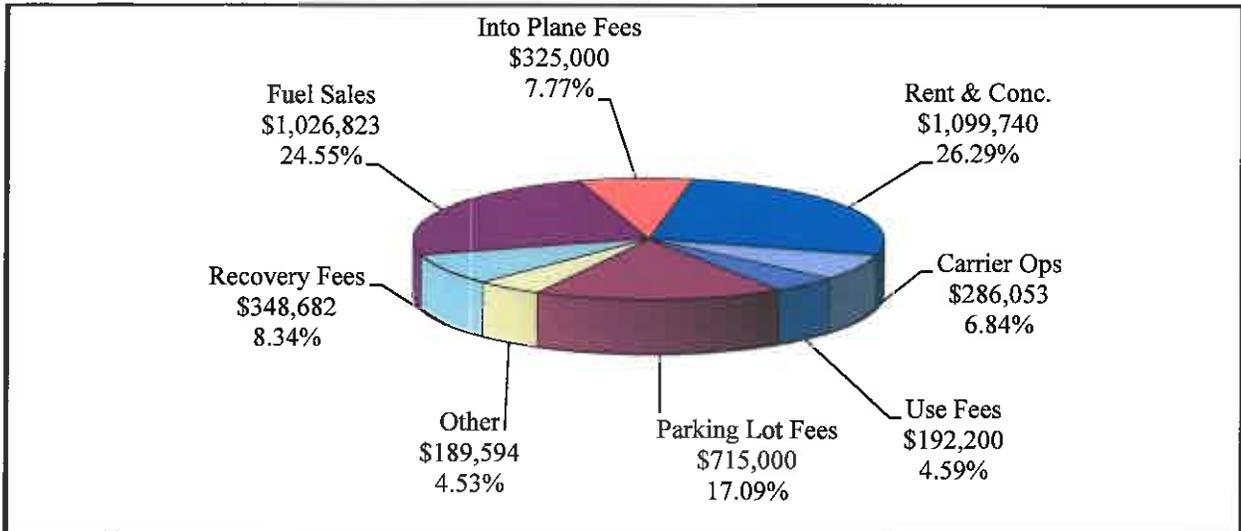
Operating revenues for the Aviation Funds are budgeted at \$4,183,092, an increase of 6.1% over the FY 2012-13 budgeted revenues of \$3,941,881.

The FY 2013-14 Budget includes several new programs within the Killeen-Fort Hood Regional Airport Fund. The total cost for these new programs is \$207,407. New programs within the budget include:

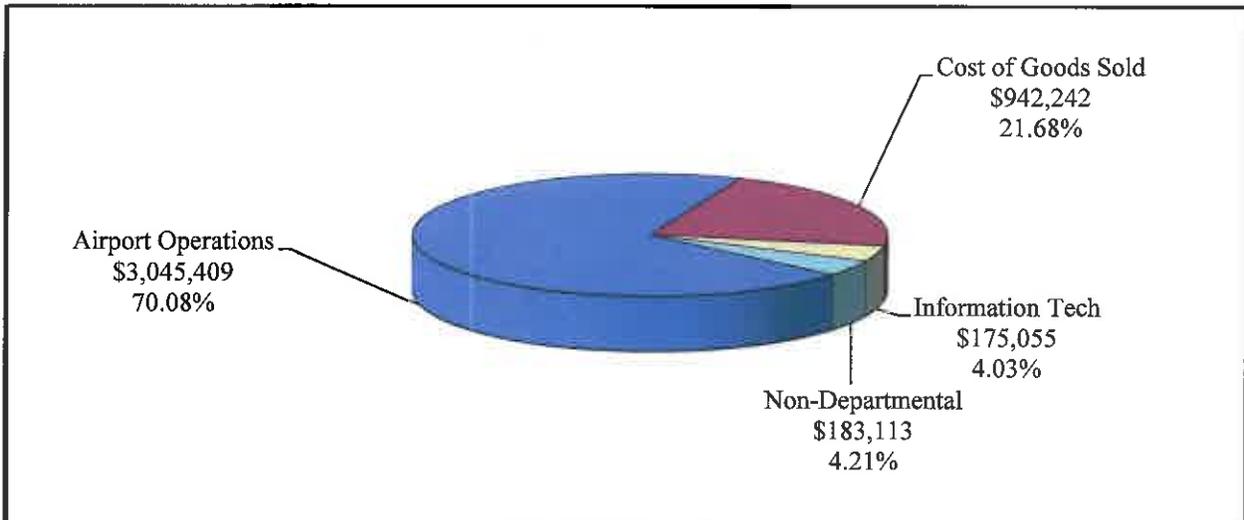
<u>Department/Division</u>	<u>Program Name</u>
PFC Projects	Taxiway B Rehabilitation Design
	Loop Road Rehabilitation Design

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

Aviation Funds Revenues - \$4,183,092



Aviation Funds Expenditures - \$4,345,819



CAPITAL IMPROVEMENT PROGRAM

In FY 2012-13 City Council approved the design phase of the Trimmier/Lowe's Boulevard. project. We anticipate completion of the design phase and a discussion of the potential construction phase to take place in the spring of 2014.

Additionally, the design phase of Fire Station #9 will be complete in the spring of 2014 and a discussion of the potential construction phase of the project will be held. The phases of this project include design and construction, acquisition of fleet and equipment and hiring of personnel.

A review of current and upcoming CIP programs is warranted. We anticipate decisions will be made in FY 2012–13 and in FY 2013–14 regarding water and wastewater infrastructure, solid waste programs and transportation and infrastructure projects.

SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,665,000, slightly up from the current year budget of \$1,661,000.

The budget provides no funding for new programs in the Hotel Occupancy Tax Fund.

CITY OF KILLEEN MAINTAINS EXCELLENT FINANCIAL INTEGRITY

The City of Killeen is in excellent financial condition and continues to maintain strong fund balance reserves.

Standard & Poor's and Fitch Ratings Services affirmed their 'AA' rating to Killeen's series 2013 general obligation refunding bonds and series 2013 waterworks and sewer system revenue refunding and improvement bonds. At the same time, both agencies affirmed this 'AA' underlying rating on the city's existing tax-backed debt. The outlook on all ratings is stable. Given the economic environment, these are good indicators that the City is in a good financial position and is providing due diligence to maintain that position.

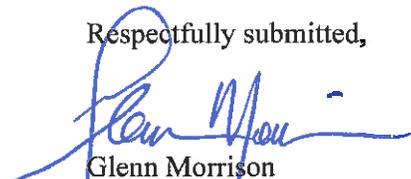
ACKNOWLEDGEMENTS

SUMMARY

The Budget and Plan of Municipal Services for FY 2013-2014, which begins October 1, 2013 and ends September 30, 2014, continues the City's commitment to sound financial management. Input was received from the Mayor and City Council as well as city staff and the citizens of Killeen prior to and during budget development, and "fence posts" were incorporated to guide the process. Through the efforts of many, the FY 2013-14 budget was developed and adopted without raising taxes, fees or reducing fees to citizens.

On behalf of the staff, I would like to thank the Mayor and City Council for the time and effort you invested prior to adoption of the budget. I would also like to give special thanks and appreciation to all employees who assisted in developing this budget. I look forward to the opportunities ahead and the successful implementation of the Budget and Plan of Municipal Services for FY 2013-14.

Respectfully submitted,



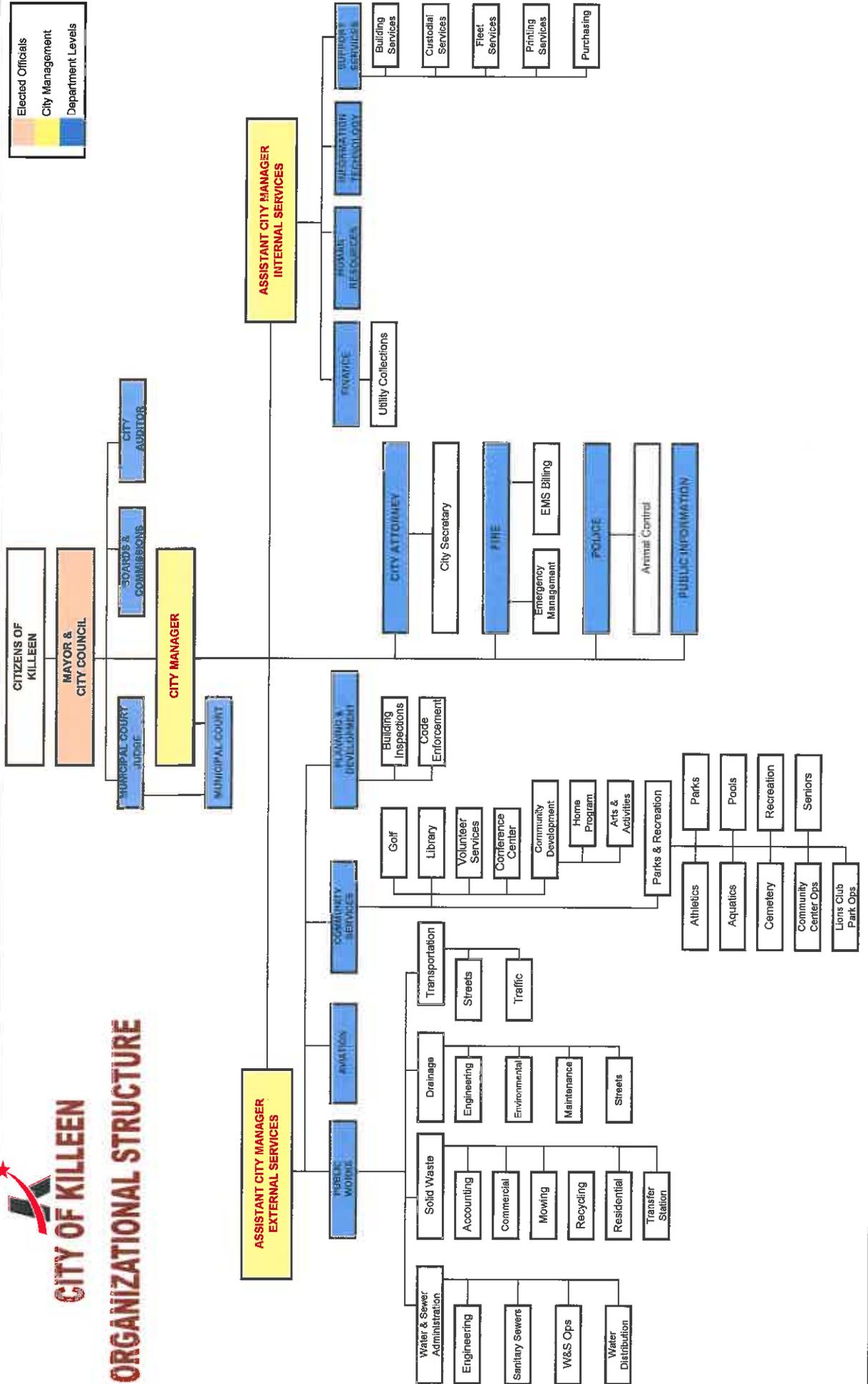
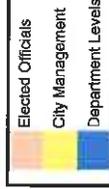
Glenn Morrison
City Manager

BUDGET SUMMARY





CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



City of Killeen
2013-2014 Annual Budget
Organizational Matrix - Department/Division Assignment by Fund

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

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

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

BUDGET SUMMARY

INTRODUCTION

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

The Annual Budget and Plan of Municipal Services are 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 2013-14 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 lapse at year end and are rolled over into the next fiscal year. The budget is amended accordingly. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within an office, department, or agency. At the request of the City Manager, the Council may by ordinance transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another. 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, and annual collections historically exceed 95% of the amount budgeted for current collections.

Sales Tax Revenues - Sales tax revenues represent the largest single source of revenue in the general fund. The City relies on historical trend data and management information from the State Comptroller to project sales tax revenues for the budget. The City sales tax rate is 1.5% of taxable purchases. These taxes are collected by local vendors, reported to the State and the State rebates the revenues to the City on a monthly basis. Based on the prior year's collection data, a conservative increase of 3.0% over the amount estimated to be collected for FY 2012-13 was budgeted as sales tax revenues for FY 2013-14.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Based on the prior year's collection data, a conservative increase of 2.8% over the amount estimated to be collected for FY 2012-13 was budgeted as franchise fee revenues for FY 2013-14.

Investments - Management of the investment portfolio has been delegated to the Executive 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 not to exceed the limitation of the specific investment strategy at the time 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.

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. There were no rate increases for FY 2013-14.

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 Executive 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, January 15, 1994, and May 11, 2013.

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 not less than forty five 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. 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. Two Town Hall meeting were 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 Manager's 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 Waste 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 10, 2013. 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 2% 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 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 to the extent that they shall not have been expended or lawfully encumbered. Encumbrances lapse at year end and are rolled over into the next fiscal year. The budget is amended accordingly.

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 issuances 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 budgeted to receive approximately 11.6% of its General Fund revenues from operating transfers. Transfers from the enterprise funds to the General Fund are based on a definite, quantifiable analysis of the costs incurred by those funds. Currently there are three types of transfers from enterprise funds to the General Fund

1. Franchise Fees
2. Indirect Cost Allocations
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 8%.

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 costs 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 2013-14**

	PROJECTED BEGINNING FUND BALANCE	* 2013-14 REVENUES	* 2013-14 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$ 20,866,071	\$ 73,144,834	\$ 74,559,902	\$ 19,451,003
AVIATION FUND - KILLEEN-FORT HOOD				
REGIONAL AIRPORT	2,147,840	5,938,601	6,227,357	1,859,084
AVIATION FUND - SKYLARK FIELD	469,720	833,602	855,830	447,492
SOLID WASTE FUND	2,920,889	16,019,009	15,782,857	3,157,041
WATER & SEWER FUND	25,303,552	37,693,000	40,749,904	22,246,648
DRAINAGE UTILITY FUND	6,578,351	3,890,000	7,647,276	2,821,075
SUBTOTAL OPERATING FUNDS	\$ 58,286,423	\$ 137,519,046	\$ 145,823,126	\$ 49,982,343
DEBT SERVICE FUNDS				
TAX I&S 2005 COMB TAX & REV C/O	\$ 216,547	\$ 527,050	\$ 733,325	\$ 10,272
TAX I&S 2006 GOB	164,365	940,800	981,788	123,377
TAX I&S 2007 GOB	119,963	640,800	679,400	81,363
TAX I&S 2007 C/O	148,936	841,200	885,600	104,536
TAX I&S 2009 GOB	345,300	630,600	868,413	107,487
TAX I&S 2009 C/O	95,157	621,795	622,045	94,907
G.O. REFUND BOND I&S 2010	171,677	1,030,200	1,028,050	173,827
TAX I&S 2011 C/O	184,594	1,680,000	1,618,425	246,169
G.O. REFUND BOND I&S 2011	86,759	710,160	707,650	89,269
PTF I&S 2011 (195/201)	95,186	940,900	865,500	170,586
PTF I&S 2011 (190/2410)	123,018	1,311,200	1,284,175	150,043
TAX I&S 2012 C/O	131,998	130,200	229,688	32,510
G.O. & REFUNDING BOND I&S 2012	155,870	1,232,413	1,162,470	225,813
G.O. REFUND BOND I&S 2013	258,928	1,826,700	1,838,794	246,834
W&S REFUNDING I&S 2005	385,036	1,635,500	2,020,536	-
WATER & SEWER I&S 2007	261,035	715,400	834,400	142,035
W&S REFUNDING I&S 2010	169,358	900,200	907,950	161,608
W&S REFUNDING I&S 2011	92,558	700,200	514,100	278,658
W&S REFUNDING I&S 2012	64,264	260,200	277,583	46,881
W&S REFUNDING & IMPROVEMENT I&S 2013	216,209	2,600,200	2,616,417	199,992
W&S REFUNDING I&S TAXABLE 2013	49,076	625,200	292,280	381,996
SUBTOTAL DEBT SERVICE FUNDS	\$ 3,535,834	\$ 20,500,918	\$ 20,968,589	\$ 3,068,163

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2013-14**

	PROJECTED BEGINNING FUND BALANCE	* 2013-14 REVENUES	* 2013-14 EXPENDITURES	PROJECTED ENDING FUND BALANCE
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$ 679,871	\$ 220,350	\$ 271,577	\$ 628,644
COMMUNITY DEVELOPMENT BLOCK GRANT	6,567	1,154,300	1,154,300	6,567
COMMUNITY DEVELOPMENT - HOME PROGRAM	6,393	888,639	888,639	6,393
TAX INCREMENT FUND	122,771	72,000	80,000	114,771
HOTEL OCCUPANCY TAX	311,772	2,414,900	2,708,370	18,302
LAW ENFORCEMENT GRANT	2,870	41,923	41,923	2,870
STATE SEIZURE FUND	161,543	55,630	55,610	161,563
FEDERAL SEIZURE FUND	22,190	-	5,000	17,190
EMERGENCY MANAGEMENT FUND	1,836	-	1,836	-
LIBRARY MEMORIAL FUND	2,215	7,500	9,000	715
COURT TECHNOLOGY FUND	582,744	92,000	200,000	474,744
COURT SECURITY FEE FUND	86,842	10,000	79,389	17,453
COURT JUVENILE CASE MANAGER FUND	383,791	90,000	49,065	424,726
PHOTO RED LIGHT ENFORCEMENT FUND	258,751	590,000	591,251	257,500
KAAC FUND	79,412	-	79,412	-
PARK IMPROVEMENT FUND	12,328	-	12,328	-
LIONS CLUB PARK FUND	1,360	-	1,360	-
SUBTOTAL SPECIAL REVENUE FUNDS	\$ 2,723,256	\$ 5,637,242	\$ 6,229,060	\$ 2,131,438
CAPITAL PROJECTS FUNDS				
1993 GENERAL OBLIGATION BONDS	\$ 7,071	\$ -	\$ 7,071	\$ -
1995 GENERAL OBLIGATION BONDS	14,906	-	14,906	-
2001 C/O CONSTRUCTION FUND	136,950	-	136,950	-
2003 C/O CONSTRUCTION FUND	301,322	300	301,622	-
2004 GOLF C/O CONSTRUCTION FUND	379	-	379	-
2004 C/O CONSTRUCTION FUND	606	-	606	-
2004 GENERAL OBLIGATION BONDS	19,394	-	17,750	1,644
2005 C/O CONSTRUCTION FUND	50,937	-	-	50,937
2006 C/O CONSTRUCTION FUND	1,084	-	1,084	-
2007 COMB G/O & C/O BONDS	55,634	300	48,766	7,168
2009 GENERAL OBLIGATION BONDS	496,207	600	472,087	24,720
2009 C/O CONSTRUCTION FUND	88,611	-	88,066	545
PTF 190/2410 CONSTRUCTION FUND	19,751,390	33,900	19,754,765	30,525
PTF 195/201 CONSTRUCTION FUND	26,580	-	26,580	-
2011 C/O CONSTRUCTION FUND	17,856,438	23,000	17,797,278	82,160
2012 C/O CONSTRUCTION FUND	2,150	-	2,150	-
2012 G/O CONSTRUCTION FUND	1,266,350	150	1,266,500	-
2001 WATER & SEWER BOND	55,599	20	35,240	20,379
2007 WATER & SEWER BOND	785,870	300	776,906	9,264
2013 WATER & SEWER IMPROVEMENT BOND	19,972,500	49,500	19,931,340	90,660
2005 SOLID WASTE C/O CONSTRUCTION FUND	5,524	-	5,524	-
PASSENGER FACILITY CHARGE FUND	1,160,368	733,385	1,721,945	171,808
SUBTOTAL CAPITAL PROJECTS FUNDS	\$ 62,055,870	\$ 841,455	\$ 62,407,515	\$ 489,810
TOTAL ALL FUNDS	\$ 126,601,383	\$ 164,498,661	\$ 235,428,290	\$ 55,671,754

*INCLUDES TRANSFERS

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 19,953,213	\$ 2,536,396	\$ 3,110,278	\$ 22,775,423
Revenues				
Property Taxes	25,376,292	-	-	-
Sales & Occupation Taxes	20,254,736	-	-	-
Franchise Fees	5,376,816	-	-	-
Charges for Services	6,818,555	3,779,072	14,837,729	36,229,755
Fines and Penalties	2,401,852	-	-	1,261,550
Federal, State and Local Grants	701,474	517,768	-	-
Bond Proceeds	-	-	-	-
Interest Income	140,868	1,139	7,500	75,588
Other Revenues	786,238	2,206	616,573	277,661
Total Revenues	61,856,831	4,300,185	15,461,802	37,844,554
Transfers from Other Funds	7,282,694	10,901	-	-
Total Available Resources	89,092,738	6,847,482	18,572,080	60,619,977
Expenditures				
Salaries	41,076,020	1,621,196	3,479,431	4,639,077
Supplies	3,707,327	90,656	886,437	717,028
Maintenance	1,388,066	122,553	75,492	688,385
Repairs	1,424,080	146,956	1,327,006	204,892
Support Services	6,938,378	595,341	332,823	2,648,131
Benefits	10,958,131	428,558	988,612	1,288,341
Minor Capital Outlay	268,797	23,007	39,936	143,428
Designated Expenses	575,785	647,089	3,420,201	(227,014)
Capital Improvements	15,699	492,591	647,313	658,007
Capital Outlay	491,860	19,460	151,724	656,714
Sewer Payments	-	-	-	5,452,759
Water Payments	-	-	-	6,692,095
Debt Service	-	-	742,644	6,685,000
Total Expenditures	66,844,143	4,187,407	12,091,619	30,246,843
Transfers to Other Funds	43,975	-	3,251,117	5,779,521
Ending Fund Balances	\$ 22,204,620	\$ 2,660,075	\$ 3,229,344	\$ 24,593,613

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 8,381,571	\$ 7,567,969	\$ 3,026,739	\$ 69,464,591	\$ 2,681	\$ 136,818,861
-	8,988,455	29,340	-	-	34,394,087
-	-	1,652,409	-	-	21,907,145
-	-	245,108	-	-	5,621,924
3,745,252	-	716,778	-	-	66,127,141
-	-	210,539	820,771	-	4,694,712
-	-	1,107,488	-	-	2,326,730
-	4,922	-	40,223,711	-	40,228,633
28,761	152,939	1,318	229,968	-	638,081
12,067	1,841,241	875,528	763,374	102,375	5,277,263
3,786,080	10,987,557	4,838,508	42,037,824	102,375	181,215,716
-	8,928,878	-	10,163	1,947,717	18,180,353
12,167,651	27,484,404	7,865,247	111,512,578	2,052,773	336,214,930
957,090	-	728,030	283,082	-	52,783,926
169,382	-	116,069	8,286	-	5,695,185
262,560	-	157,396	996,913	-	3,691,365
77,072	-	48,186	93	-	3,228,285
259,004	-	529,842	99,117	-	11,402,636
288,093	-	192,873	62,865	-	14,207,473
39,596	-	145,020	21,165	-	680,949
4,150	-	2,113,056	217,428	-	6,750,695
1,274,493	-	13,196	25,353,327	-	28,454,626
319,733	-	32,315	2,441,276	1,085,690	5,198,772
-	-	-	-	-	5,452,759
-	-	-	-	-	6,692,095
577,658	20,573,312	-	-	-	28,578,614
4,228,831	20,573,312	4,075,983	29,483,552	1,085,690	172,817,380
428,360	143,620	607,200	843,394	-	11,097,187
\$ 7,510,460	\$ 6,767,472	\$ 3,182,064	\$ 81,185,632	\$ 967,083	\$ 152,300,363

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 20,930,739	\$ 2,286,292	\$ 4,045,458	\$ 21,584,523
Revenues				
Property Taxes	23,219,148	-	-	-
Sales & Occupation Taxes	20,553,251	-	-	-
Franchise Fees	5,606,582	-	-	-
Charges for Services	6,694,269	3,938,327	16,521,663	35,572,669
Fines and Penalties	2,685,892	-	-	1,250,969
Federal, State and Local Grants	1,296,180	8,529,990	-	-
Interest Income	140,000	1,304	8,400	70,000
Other Revenues	676,800	2,250	314,150	212,000
Total Revenues	60,872,122	12,471,871	16,844,213	37,105,638
Transfers from Other Funds	7,588,166	-	-	-
Total Available Resources	89,391,027	14,758,163	20,889,671	58,690,161
Expenditures				
Salaries	42,953,226	1,750,442	3,765,517	5,269,422
Supplies	4,602,176	162,823	1,086,649	885,406
Maintenance	1,571,149	188,080	114,803	594,265
Repairs	1,296,380	187,374	1,278,998	233,344
Support Services	8,460,900	678,731	451,496	3,184,602
Benefits	11,537,025	507,590	1,101,029	1,520,745
Minor Capital Outlay	565,841	38,948	38,391	250,202
Designated Expenses	418,400	944,342	3,921,722	(69,059)
Capital Improvements	10,000	8,494,722	620,500	1,609,893
Capital Outlay	766,015	15,000	119,003	238,582
Sewer Payments	-	-	-	6,096,330
Water Payments	-	-	-	6,866,910
Debt Service	-	-	745,744	6,500,000
Total Expenditures	72,181,112	12,968,052	13,243,852	33,180,642
Transfers to Other Funds	886,731	-	3,251,117	6,105,773
Ending Fund Balances	\$ 16,323,184	\$ 1,790,111	\$ 4,394,702	\$ 19,403,746

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 4,823,766	\$ 6,366,724	\$ 2,934,099	\$ 80,384,349	\$ 429,631	\$ 143,785,581
-	10,640,000	31,000	-	-	33,890,148
-	-	1,661,000	-	-	22,214,251
-	-	230,000	-	-	5,836,582
3,716,295	-	597,500	-	-	67,040,723
-	-	132,000	20,200,000	-	24,268,861
295,622	-	3,180,177	2,557,897	-	15,859,866
28,000	12,690	1,060	101,020	-	362,474
5,500	27,270	968,313	704,989	117,943	3,029,215
4,045,417	10,679,960	6,801,050	23,563,906	117,943	172,502,120
-	11,672,212	93,318	-	3,586,567	22,940,263
8,869,183	28,718,896	9,828,467	103,948,255	4,134,141	339,227,964
1,130,299	-	806,465	374,009	-	56,049,380
178,053	-	121,683	13,576	-	7,050,366
467,342	-	337,028	60,067	-	3,332,734
93,820	-	160,786	616	-	3,251,318
546,105	-	642,042	277,224	-	14,241,100
357,661	-	244,007	92,458	-	15,360,515
36,536	-	117,150	63,953	-	1,111,021
8,350	-	3,439,461	-	-	8,663,216
3,571,317	-	2,259	97,330,111	-	111,638,802
12,177	-	954,819	2,875,470	3,301,869	8,282,935
-	-	-	-	-	6,096,330
-	-	-	-	-	6,866,910
583,608	22,512,139	-	-	-	30,341,491
6,985,268	22,512,139	6,825,700	101,087,484	3,301,869	272,286,118
263,697	3,605,155	1,158,950	-	-	15,271,423
\$ 1,620,218	\$ 2,601,602	\$ 1,843,817	\$ 2,860,771	\$ 832,272	\$ 51,670,423

**CITY OF KILLEEN
FY 2012-13 ESTIMATED TOTALS
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 23,325,017	\$ 2,660,075	\$ 3,573,822	\$ 24,593,613
Revenues				
Property Taxes	23,960,643	-	-	-
Sales & Occupation Taxes	21,036,588	-	-	-
Franchise Fees	5,228,917	-	-	-
Charges for Services	6,788,590	3,896,952	15,031,855	35,973,000
Fines and Penalties	2,678,300	-	-	1,235,000
Federal, State and Local Grants	890,694	5,098,959	-	-
Interest Income	133,000	1,305	8,667	87,100
Other Revenues	847,653	2,588	78,735	164,880
Total Revenues	61,564,385	8,999,804	15,119,257	37,459,980
Transfers from Other Funds	7,588,166	-	-	-
Total Available Resources	92,477,568	11,659,879	18,693,079	62,053,593
Expenditures				
Salaries	42,470,151	1,628,088	3,587,867	5,115,920
Supplies	4,520,903	128,284	1,084,760	870,570
Maintenance	1,565,816	157,725	104,528	585,294
Repairs	1,360,844	167,338	1,226,674	224,447
Support Services	8,372,177	645,234	380,675	2,908,085
Benefits	11,057,260	498,260	1,021,066	1,425,066
Minor Capital Outlay	559,514	38,900	38,361	248,630
Designated Expenses	269,552	719,531	3,884,322	(139,030)
Capital Improvements	9,000	5,043,959	670,400	999,445
Capital Outlay	715,709	15,000	70,724	237,202
Sewer Payments	-	-	-	5,603,168
Water Payments	-	-	-	7,129,399
Debt Service	-	-	717,058	6,500,000
Total Expenditures	70,900,926	9,042,319	12,786,435	31,708,196
Transfers to Other Funds	710,571	-	2,985,755	5,041,845
Ending Fund Balances	\$ 20,866,071	\$ 2,617,560	\$ 2,920,889	\$ 25,303,552

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Total for All Funds
\$ 7,510,460	\$ 6,767,472	\$ 3,182,064	\$ 81,185,632	\$ 967,083	\$ 153,765,238
-	10,961,600	70,942	-	-	34,993,185
-	-	1,661,000	-	-	22,697,588
-	-	228,000	-	-	5,456,917
3,809,500	-	598,200	-	-	66,098,097
-	-	213,000	20,200,000	-	24,326,300
-	-	1,729,073	2,326,469	-	10,045,195
29,100	12,910	1,115	195,198	-	468,395
1,000	34,824	947,013	697,697	115,301	2,889,691
3,839,600	11,009,334	5,448,343	23,419,364	115,301	166,975,368
-	11,643,526	-	1,635	1,840,571	21,073,898
11,350,060	29,420,332	8,630,407	104,606,631	2,922,955	341,814,504
1,094,900	-	715,755	392,829	-	55,005,510
169,400	-	101,061	9,845	-	6,884,823
467,235	-	327,003	21,164	-	3,228,765
77,817	-	152,694	250	-	3,210,064
535,829	-	600,468	237,541	-	13,680,009
298,244	-	189,601	86,545	-	14,576,042
36,339	-	106,324	43,613	-	1,071,681
8,250	-	2,406,509	-	-	7,149,134
1,224,548	-	-	39,009,896	2,922,955	49,880,203
12,177	-	155,668	2,747,443	-	3,953,923
-	-	-	-	-	5,603,168
-	-	-	-	-	7,129,399
583,273	22,279,343	-	-	-	30,079,674
4,508,012	22,279,343	4,755,083	42,549,126	2,922,955	201,452,395
263,697	3,605,155	1,152,068	1,635	-	13,760,726
\$ 6,578,351	\$ 3,535,834	\$ 2,723,256	\$ 62,055,870	\$ -	\$ 126,601,383

**CITY OF KILLEEN
FY 2013-14 ADOPTED BUDGET
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 20,866,071	\$ 2,617,560	\$ 2,920,889	\$ 25,303,552
Revenues				
Property Taxes	25,840,502	-	-	-
Sales & Occupation Taxes	21,673,923	-	-	-
Franchise Fees	5,372,800	-	-	-
Charges for Services	6,741,577	4,179,374	15,575,546	36,200,000
Fines and Penalties	2,691,550	-	-	1,250,000
Federal, State and Local Grants	759,636	2,589,111	-	-
Interest Income	133,000	1,318	8,200	88,000
Other Revenues	1,472,813	2,400	435,263	155,000
Total Revenues	64,685,801	6,772,203	16,019,009	37,693,000
Transfers from Other Funds	8,459,033	-	-	-
Total Available Resources	94,010,905	9,389,763	18,939,898	62,996,552
Expenditures				
Salaries	44,975,445	1,680,197	3,944,314	5,392,271
Supplies	3,945,857	141,426	1,164,676	951,021
Maintenance	1,854,936	184,042	92,739	639,254
Repairs	1,442,747	181,847	1,207,666	213,938
Support Services	8,442,768	699,655	428,110	3,088,409
Benefits	11,645,544	454,120	1,150,118	1,508,584
Minor Capital Outlay	585,785	15,874	40,490	193,067
Designated Expenses	568,178	944,342	4,092,932	(54,800)
Capital Improvements	-	2,737,368	-	1,821,691
Capital Outlay	1,098,642	44,316	602,908	538,804
Sewer Payments	-	-	-	5,927,383
Water Payments	-	-	-	7,344,571
Debt Service	-	-	729,558	7,435,000
Total Expenditures	74,559,902	7,083,187	13,453,511	34,999,193
Transfers to Other Funds	-	-	2,329,346	5,750,711
Ending Fund Balances	\$ 19,451,003	\$ 2,306,576	\$ 3,157,041	\$ 22,246,648

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
\$ 6,578,351	\$ 3,535,834	\$ 2,723,256	\$ 62,055,870	\$ 126,601,383
-	11,420,000	72,000	-	37,332,502
-	-	1,665,000	-	23,338,923
-	-	220,000	-	5,592,800
3,860,000	-	597,500	-	67,153,997
-	-	192,000	-	4,133,550
-	-	2,140,472	-	5,489,219
25,000	13,360	970	109,070	378,918
5,000	-	749,300	732,385	3,552,161
3,890,000	11,433,360	5,637,242	841,455	146,972,070
-	9,067,558	-	-	17,526,591
10,468,351	24,036,752	8,360,498	62,897,325	291,100,044
1,197,259	-	798,569	546,955	58,535,010
185,673	-	75,723	24,048	6,488,424
413,854	-	122,000	238,903	3,545,728
74,625	-	63,900	1,000	3,185,723
291,355	-	537,250	302,363	13,789,910
354,397	-	206,152	146,730	15,465,645
38,869	-	60,456	10,023	944,564
8,350	-	3,161,639	-	8,720,641
4,052,704	-	-	60,678,565	69,290,328
167,413	-	396,059	458,928	3,307,070
-	-	-	-	5,927,383
-	-	-	-	7,344,571
563,213	20,968,589	-	-	29,696,360
7,347,712	20,968,589	5,421,748	62,407,515	226,241,357
299,564	-	807,312	-	9,186,933
\$ 2,821,075	\$ 3,068,163	\$ 2,131,438	\$ 489,810	\$ 55,671,754

OBJECT CLASS MATRIX OF FY 2013-14 OPERATING BUDGET
ALLOCATION OF FY 2013-14 BUDGET
BY OBJECT CLASS

	<u>Salaries</u>	<u>Supplies</u>	<u>Maintenance</u>	<u>Repairs</u>	<u>Support Services</u>	<u>Benefits</u>
GENERAL FUND SERVICES						
City Council	\$ 10,800	\$ 2,575	\$ -	\$ -	\$ 45,769	\$ 862
City Manager	369,874	1,485	-	-	11,650	67,886
Ext Assistant City Manager	187,536	1,125	-	-	8,030	35,123
Int Assistant City Manager	179,031	1,528	-	-	10,472	34,311
City Auditor & Compliance Office	90,093	200	-	-	2,520	18,430
Municipal Court	723,895	20,439	-	2,406	8,282	229,160
Public Information Officer	140,650	17,578	-	-	11,750	32,642
Volunteer Services	137,475	1,344	-	-	3,800	33,685
City Attorney	630,624	2,646	-	-	59,485	129,946
City Secretary	70,396	400	-	-	2,565	15,753
Finance	790,430	11,693	-	-	44,761	179,632
Purchasing	194,948	2,076	-	-	8,630	52,408
Building Services	232,960	19,639	-	7,300	12,895	63,683
Custodial Services	475,143	70,139	-	7,300	5,520	161,218
Printing Services	98,332	5,763	-	8,025	51,217	28,207
Support Services	154,320	2,070	-	-	2,880	31,037
Human Resources	612,417	35,309	-	600	40,546	149,757
Employee Assistance Program	-	9,700	-	-	69,200	-
Information Technology	828,983	2,975	-	2,000	87,675	200,850
Library	947,699	84,191	-	1,250	59,173	252,826
Golf Course	680,704	161,776	12,000	20,700	238,332	189,620
Community Center Operations	119,647	7,281	-	-	112,100	36,314
Parks	941,622	236,926	100,237	43,830	186,902	312,806
Lions Club Park Operations	411,827	59,296	-	2,900	163,181	109,740
Family Aquatics Center	340,330	53,543	5,000	5,000	53,900	44,317
Killeen Arts and Activities Center	134,378	28,841	90,000	28,500	119,333	39,580
Recreation	79,866	70,582	-	-	28,814	22,781
Athletics	107,312	109,001	-	-	133,736	31,846
Cemetery	224,671	23,893	5,805	9,452	6,545	66,021
Senior Citizens	156,122	20,163	-	2,165	39,186	43,260
Swimming Pools	-	23,304	1,120	-	7,600	-
Public Works	152,139	2,296	-	-	34,226	32,770
Traffic	227,404	35,912	-	6,920	101,763	57,891
Streets	1,712,082	236,181	742,571	219,000	68,416	540,236
Planning and Development	453,993	8,278	-	-	40,321	99,904
Building and Inspection	678,775	25,378	-	10,000	27,198	172,433
Code Enforcement	608,251	68,640	400	9,680	26,107	156,171
Community Development	233,776	5,630	-	600	41,871	53,685
Community Dev. / Home Program	33,045	1,500	-	-	6,104	9,836
Police	18,490,441	1,230,939	131,691	514,789	1,442,373	4,287,229
Animal Control	379,718	105,182	-	8,500	51,493	112,061
Fire	11,674,200	993,753	-	359,300	478,200	3,416,234
Emergency Mgmt/Homeland Security	87,125	8,604	-	300	7,700	18,139
EMS Billings and Collections	172,411	14,410	-	-	5,789	55,174
Non-Departmental	-	121,875	765,312	172,250	4,478,758	-
Subtotal	\$ 44,975,445	\$ 3,945,857	\$ 1,854,936	\$ 1,442,747	\$ 8,442,768	\$ 11,645,544
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport	\$ 1,547,120	\$ 127,692	\$ 171,402	\$ 169,400	\$ 639,946	\$ 416,897
Skylark Field	133,077	13,734	12,640	12,447	59,709	37,223
Subtotal	\$ 1,680,197	\$ 141,426	\$ 184,042	\$ 181,847	\$ 699,655	\$ 454,120
SOLID WASTE FUND						
Residential Services	\$ 1,661,828	\$ 604,487	\$ -	\$ 704,474	\$ 29,550	\$ 477,013
Commercial Services	778,307	325,857	3,500	357,076	22,212	214,227
Recycling Programs	247,790	23,190	-	7,800	14,508	66,735
Transfer Station Operations	537,982	102,140	42,000	68,421	162,164	157,614
Mowing Operations	555,229	85,222	3,400	43,895	23,530	190,040
Accounting	163,180	1,780	-	-	1,685	44,489
Solid Waste Miscellaneous	-	22,000	43,839	26,000	2,503,807	-
Subtotal	\$ 3,944,314	\$ 1,164,676	\$ 92,739	\$ 1,207,866	\$ 2,757,456	\$ 1,150,118
WATER & SEWER FUND						
Fleet Services	\$ 991,796	\$ 121,738	\$ 8,400	\$ 18,750	\$ 60,739	\$ 273,686
Utility Collections	1,227,657	383,857	-	26,750	36,934	363,289
Water and Sewer Contracts	-	-	100,000	-	-	-
Water Distribution	592,317	85,781	122,932	49,500	38,302	186,254
Sanitary Sewers	481,302	61,630	40,800	48,000	14,935	147,634
Water and Sewer Operations	1,124,398	138,490	131,862	21,300	1,237,770	306,112
Water and Sewer Engineering	712,552	85,366	-	15,538	407,651	167,506
Water and Sewer Miscellaneous	262,249	94,159	235,260	34,100	14,477,789	64,103
Subtotal	\$ 5,392,271	\$ 951,021	\$ 639,254	\$ 213,938	\$ 16,274,120	\$ 1,508,584
DRAINAGE UTILITY FUND						
	\$ 1,197,259	\$ 185,673	\$ 413,854	\$ 74,625	\$ 590,919	\$ 354,397
OTHER FUNDS						
	\$ 1,345,524	\$ 99,771	\$ 360,903	\$ 64,900	\$ 839,613	\$ 352,882
TOTAL FY 2013-14 BUDGET PROGRAM ALLOCATION						
	\$ 58,535,010	\$ 6,488,424	\$ 3,545,728	\$ 3,185,723	\$ 29,604,531	\$ 15,465,645
PERCENT OF TOTAL 2013-14 BUDGET PROGRAM ALLOCATION						
	24.86%	2.76%	1.51%	1.35%	12.57%	6.57%

Minor Capital	Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
\$	\$	\$	\$	\$	\$	\$ -	\$ 60,006
							470,895
1,000							231,814
							226,342
							111,243
							984,182
							202,620
							176,304
			20,000				842,701
	50,424						139,538
1,300							1,026,516
							259,362
3,800							336,477
	400						723,120
							191,944
			2,000				190,307
							840,629
5,905							78,900
3,000			173,835				1,128,388
	155,911						1,521,974
5,000							1,456,043
			23,200				280,342
							1,845,523
							746,944
							503,090
35,309	2,000						477,741
							200,043
							381,896
							336,187
							260,896
							32,024
							221,431
							429,890
9,480							3,527,968
7,500							609,988
800							914,582
3,579	150,000		44,830				1,067,658
							335,542
							50,585
184,777	(357,018)		785,000				26,710,201
20,450			20,000				697,404
27,000							16,946,687
							121,868
							247,784
276,885	566,461		29,777				6,411,318
<u>\$ 585,765</u>	<u>\$ 566,178</u>	<u>\$ -</u>	<u>\$ 1,098,642</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 74,559,902</u>
\$ 15,874	\$ 357,342	\$ 2,737,368	\$ 44,316	\$ -	\$ -	\$ -	\$ 6,227,357
	587,000						855,830
<u>\$ 15,874</u>	<u>\$ 944,342</u>	<u>\$ 2,737,368</u>	<u>\$ 44,316</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,083,187</u>
\$ 1,021	\$ -	\$ -	\$ 556,000	\$ -	\$ -	\$ -	\$ 4,034,371
800							1,701,979
849							408,172
	47,300						5,104,653
	4,034,332						943,071
	5,000		38,755				211,134
37,820	735,858		10,153				3,379,477
<u>\$ 40,490</u>	<u>\$ 4,822,490</u>	<u>\$ -</u>	<u>\$ 602,908</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 15,782,857</u>
\$ 17,480	\$ (219,300)	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ 1,278,789
6,555			21,800				2,066,842
				5,927,383	7,344,571		13,371,954
34,400		610,357	294,000				2,013,843
		255,667	61,100				1,111,068
19,000		255,667	109,150				3,343,749
400			11,524				1,360,537
115,232	164,500	700,000	35,730				16,183,122
<u>\$ 193,067</u>	<u>\$ (54,800)</u>	<u>\$ 1,821,891</u>	<u>\$ 538,804</u>	<u>\$ 5,927,383</u>	<u>\$ 7,344,571</u>	<u>\$ -</u>	<u>\$ 40,749,904</u>
<u>\$ 38,969</u>	<u>\$ 183,450</u>	<u>\$ 4,052,704</u>	<u>\$ 167,413</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 388,113</u>	<u>\$ 7,647,276</u>
<u>\$ 70,479</u>	<u>\$ 3,988,951</u>	<u>\$ 60,678,565</u>	<u>\$ 854,987</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,968,589</u>	<u>\$ 89,605,164</u>
<u>\$ 944,564</u>	<u>\$ 10,432,611</u>	<u>\$ 69,280,328</u>	<u>\$ 3,307,070</u>	<u>\$ 5,927,383</u>	<u>\$ 7,344,571</u>	<u>\$ 21,356,702</u>	<u>\$ 235,428,290</u>
0.40%	4.43%	29.43%	1.40%	2.52%	3.12%	9.07%	100.00%

FY 2013-14 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2013-14 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				60,006		60,006
City Manager				470,895		470,895
Ext Assistant City Manager				231,814		231,814
Int Assistant City Manager				226,342		226,342
City Auditor & Compliance Officer				111,243		111,243
Municipal Court				984,182		984,182
Public Information Officer				202,620		202,620
Volunteer Services			176,304			176,304
City Attorney				842,701		842,701
City Secretary				139,538		139,538
Finance				1,026,516		1,026,516
Accounting						
Support Services				190,307		190,307
Building Services				336,477		336,477
Custodial Services				723,120		723,120
Printing Services				191,944		191,944
Purchasing - General Administration				259,362		259,362
Human Resources				840,629		840,629
Employee Assistance Program				78,900		78,900
Information Technology				1,128,388		1,128,388
Library			1,521,974			1,521,974
Golf Course			1,459,043			1,459,043
Community Center Operations			280,342			280,342
Parks			1,845,523			1,845,523
Lions Club Park Operations			746,944			746,944
Family Aquatics Center			503,090			503,090
Killeen Arts and Activities Center			477,741			477,741
Recreation			200,043			200,043
Athletics			381,895			381,895
Cemetery			336,187			336,187
Senior Center			260,896			260,896
Swimming Pools			32,024			32,024
Public Works	221,431					221,431
Engineering						
Traffic	429,890					429,890
Streets	3,527,966					3,527,966
Planning and Development	609,996					609,996
Building and Inspection	914,582					914,582
Code Enforcement	1,067,658					1,067,658
Community Development	335,542					335,542
Community Development/Home Program	50,585					50,585
Police - Operations		26,710,201				26,710,201
Animal Control		697,404				697,404
Fire		16,946,687				16,946,687
Emergency Mgmt / Homeland Security		121,868				121,868
EMS Billings & Collections				247,784		247,784
Non-Departmental				6,411,318		6,411,318
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport					6,227,357	6,227,357
Skylark Field					855,830	855,830
SOLID WASTE FUND						
Residential Services	4,034,371					4,034,371
Commercial Services	1,701,979					1,701,979
Recycling Programs	408,172					408,172
Transfer Station Operations	5,104,653					5,104,653
Mowing Operations	943,071					943,071
Custodial Services						
Accounting	211,134					211,134
Solid Waste Miscellaneous	3,379,477					3,379,477
WATER & SEWER FUND						
Fleet Services	1,278,789					1,278,789
Utility Collections	2,066,842					2,066,842
Water and Sewer Contracts	13,371,954					13,371,954
Water Distribution	2,013,843					2,013,843
Sanitary Sewers	1,111,068					1,111,068
Water and Sewer Operations	3,343,749					3,343,749
Water and Sewer Engineering	1,380,537					1,380,537
Water and Sewer Miscellaneous	16,183,122					16,183,122
DRAINAGE UTILITY FUND						
	<u>7,647,276</u>					<u>7,647,276</u>
TOTAL FY 2013-14 BUDGET PROGRAM ALLOCATION						
	<u>71,337,687</u>	<u>44,476,160</u>	<u>8,222,006</u>	<u>14,704,086</u>	<u>7,083,187</u>	<u>145,823,126</u>
PERCENT OF TOTAL 2013-14 BUDGET PROGRAM ALLOCATION						
	48.92%	30.50%	5.64%	10.08%	4.86%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$94,010,905. Revenues budgeted for FY 2013-14 represent a increase of 5.8% from the estimated revenues for FY 2012-13 and a 18.1% increase over the 2009-10 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 18,127,150	\$ 22,201,438	\$ 19,953,213	\$ 22,204,620	\$ 20,866,071	22.2%
Prior Year Adjustments	\$ 3,540,190			\$ 1,120,397		
Property Taxes	\$ 21,973,412	\$ 22,881,516	\$ 25,376,292	\$ 23,960,643	\$ 25,840,502	27.5%
Sales and Occupancy Taxes	19,305,987	19,087,359	20,254,736	21,036,588	21,673,923	23.0%
Franchise Taxes	5,209,695	6,030,758	5,376,816	5,228,917	5,372,800	5.7%
Misc. Revenues	3,386,940	3,721,794	3,996,506	4,107,040	4,760,713	5.1%
Permits and Licenses	1,191,730	1,106,562	1,176,837	1,103,500	1,103,500	1.2%
Court Fines & Fees	2,332,852	2,548,162	2,401,852	2,678,300	2,691,550	2.9%
Recreation Revenues	1,086,400	1,150,694	1,210,594	1,217,003	1,129,250	1.2%
Interest Earned	112,537	80,291	140,868	133,000	133,000	0.1%
Golf Course Revenues	1,210,904	1,303,725	1,220,856	1,208,700	1,220,927	1.3%
Intergovernmental	608,091	373,409	701,474	890,694	759,636	0.8%
Transfers-In	5,509,773	7,000,682	7,282,694	7,588,166	8,459,033	9.0%
TOTAL RESOURCES	\$ 83,595,661	\$ 87,486,390	\$ 89,092,738	\$ 92,477,568	\$ 94,010,905	100.0%

- * Property Tax Revenues allocated to the General Fund are budgeted to increase 7.9% over estimated FY 2012-13.
- * Revenues from Sales and Occupancy Taxes are budgeted to increase 3% over the FY 2012-13 estimated revenues.
- * Franchise Tax Revenues for FY 2013-14 are budgeted to increase by 2.8% as compared to FY 2012-13 estimates.
- * Courts Fines and Fees are budgeted to increase 0.5% based on current levels of revenue.
- * Interest Earned are budgeted to remain the same as FY 2012-13 estimates.
- * Prior year adjustments to fund balance represent the cancellation of prior year encumbrances, for which the city no longer has a legal obligation or commitment.

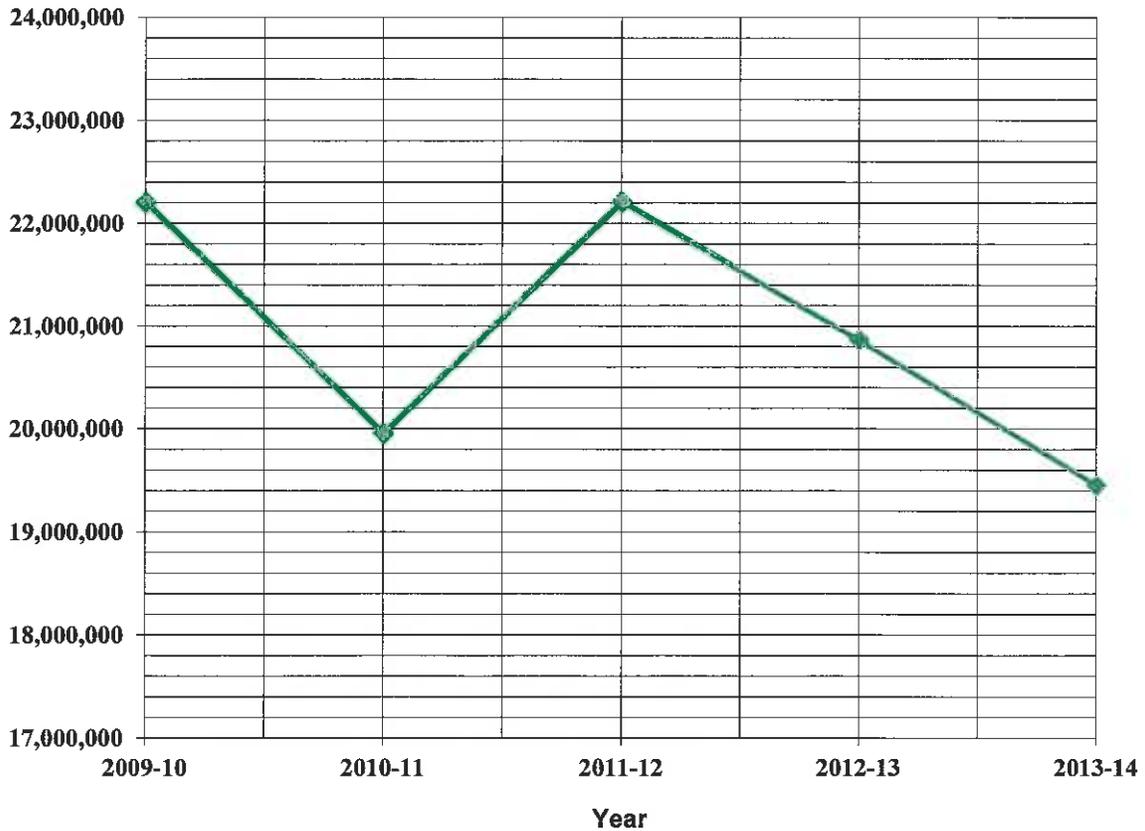
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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 2013-14 the ending fund balance for the general fund is projected to be \$19,451,003.

GENERAL FUND

Fund Balance - Five Years



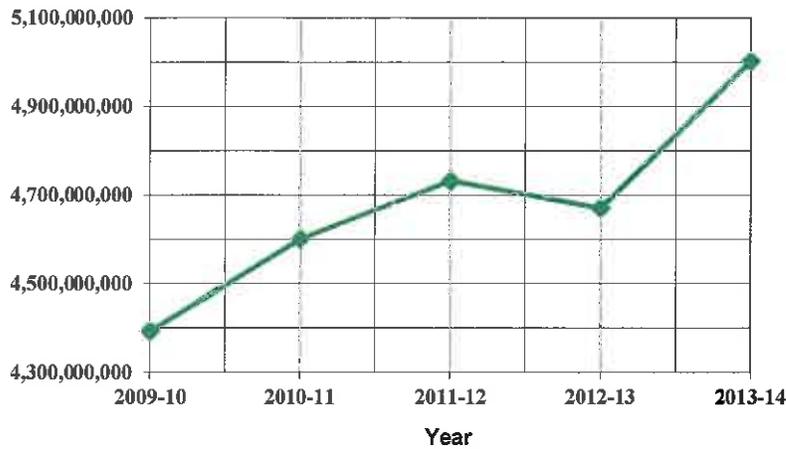
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 35.3% 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 2013-14 budget is \$5,003,003,770. This value represents an increase of \$332,222,052 or 7.0% over the previous years assessed valuation of \$4,670,781,718. The increase in the assessed value can be attributed to moderate growth. The tax rate is distributed 50.410 cents, or 67.86%, to the General Fund and 23.87 cents, or 32.14% to fund debt service.

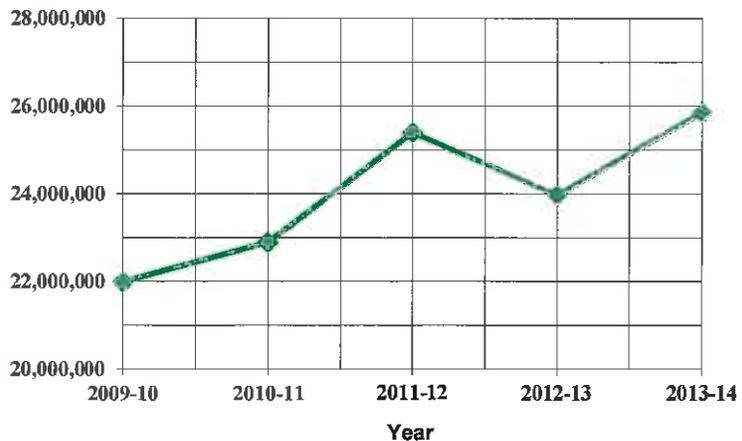
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years



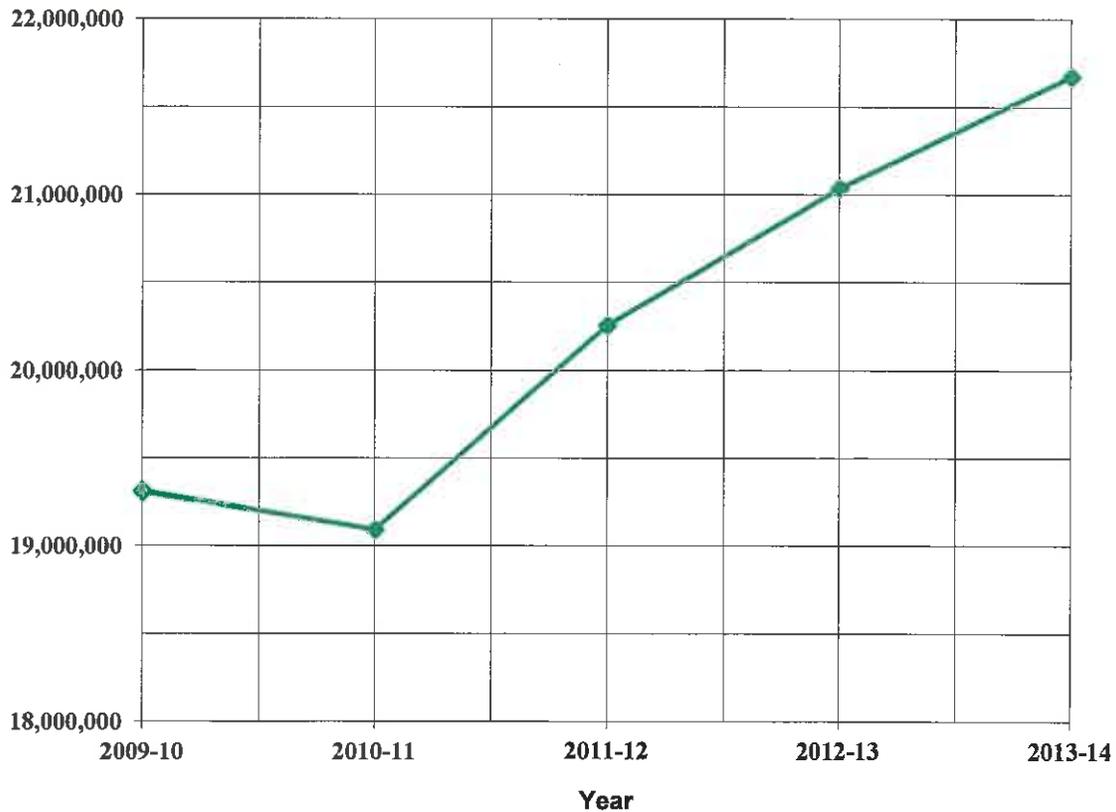
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 29.6% of its General Fund Revenues from sales and occupancy taxes. These taxes include sales tax revenue, mixed beverages tax revenue, and bingo tax revenues. Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales. Mixed beverage tax revenues are derived from a state revenue sharing program for city and county mixed beverage tax allocations. The state statutes levy a tax of 14 percent on the gross receipts from the sales of mixed beverages in Texas. Each city and county is entitled to receive an allocation of 10.7143% of the taxes collected within the city or county on a quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of the gross receipts from the conduct of bingo games within the city. The state rebates half of the taxes collected to the cities. Total sales and occupation tax revenues budgeted for FY 2013-14 is \$21,673,923. This is an increase of 5.8% over estimated revenues for FY 2012-13. The increase in revenues will be used for operating expenses.

GENERAL FUND

Sales Tax Revenue - Five Years



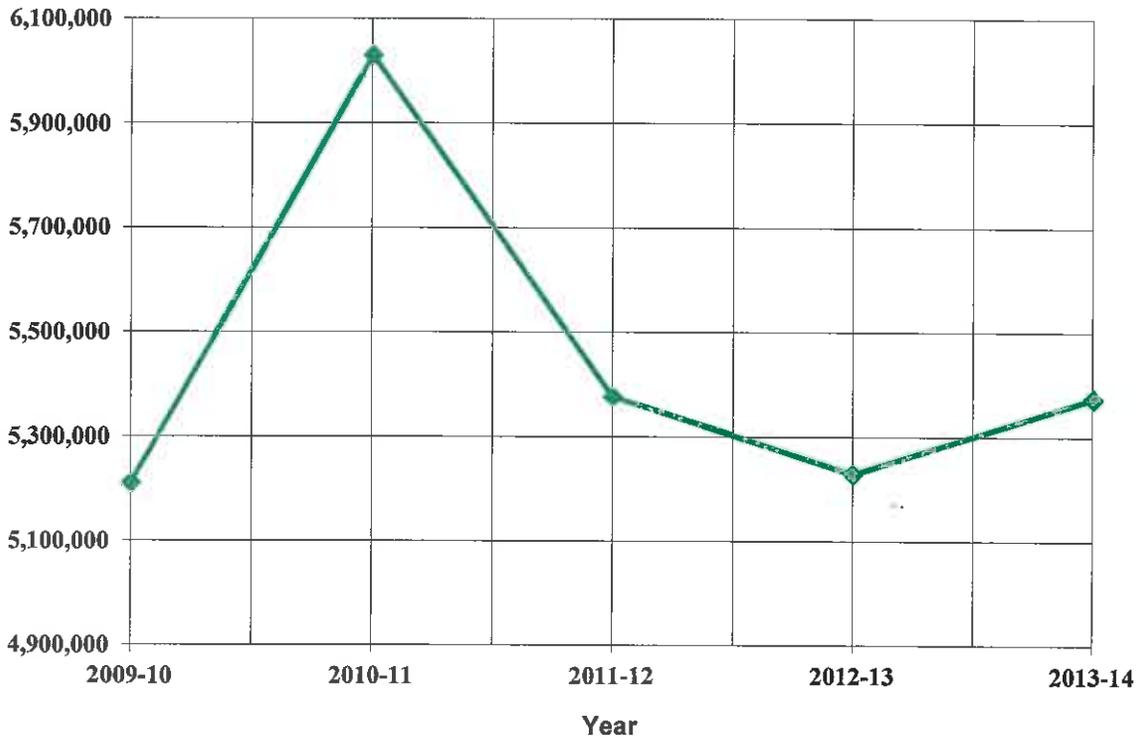
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

FRANCHISE TAXES

The city receives 7.4% 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 2013-14 is \$5,372,800. This is a increase of \$143,883 over the amount estimated in FY 2012-13.

GENERAL FUND

Franchise Tax Revenue - Five Years



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

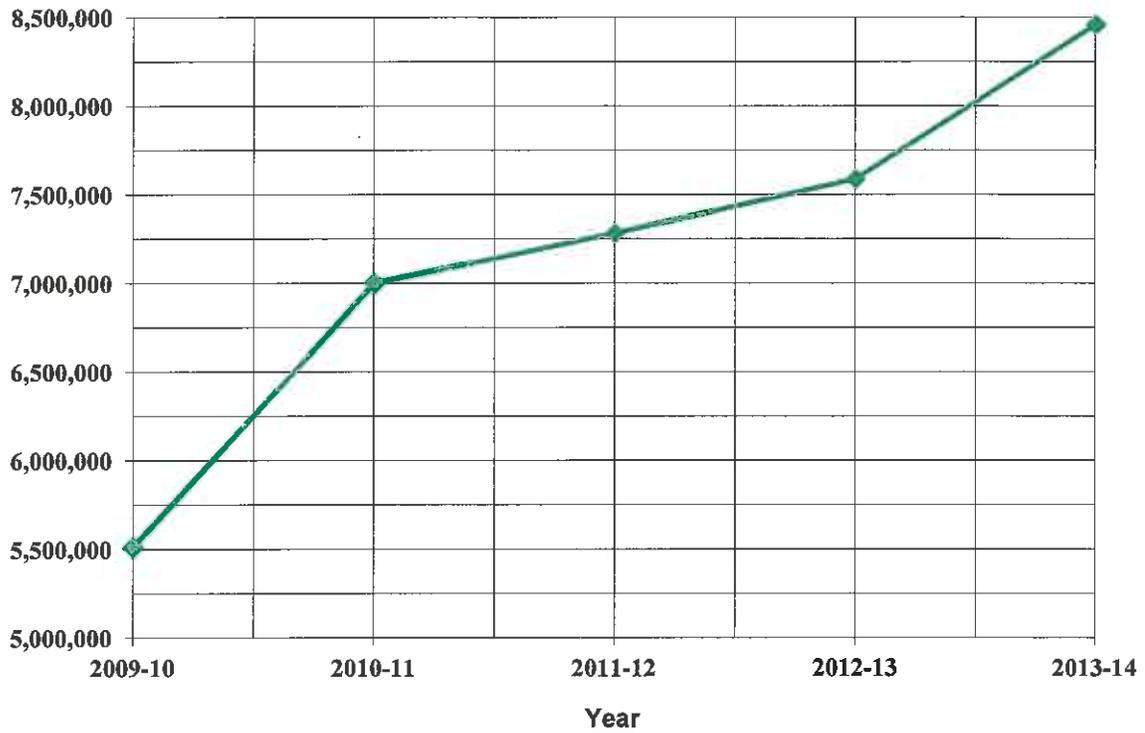
INDIRECT COST TRANSFERS

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 2013-14 is \$8,459,033. This is an increase of \$870,867, or 11.5%, from the estimated 2012-13 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 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$74,559,902. This represents an increase of 4.1% from FY 2012-13 estimated expenses and a 21.4% increase over the 2009-10 actual expenses.

EXPENDITURES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL
General Government	\$ 11,525,128	\$ 12,713,645	\$ 12,450,565	\$ 15,199,229	\$ 14,704,086	19.7%
Public Safety	35,684,324	40,163,087	40,515,107	42,330,583	44,476,160	59.7%
Public Works	4,877,239	4,784,669	6,122,925	6,337,890	6,771,523	9.1%
Community Development	354,336	314,240	289,758	337,211	386,127	0.5%
Community Services	8,953,196	9,557,536	7,509,763	7,406,584	8,222,006	11.0%
TOTAL	\$ 61,394,223	\$ 67,533,177	\$ 66,888,118	\$ 71,611,497	\$ 74,559,902	100.0%

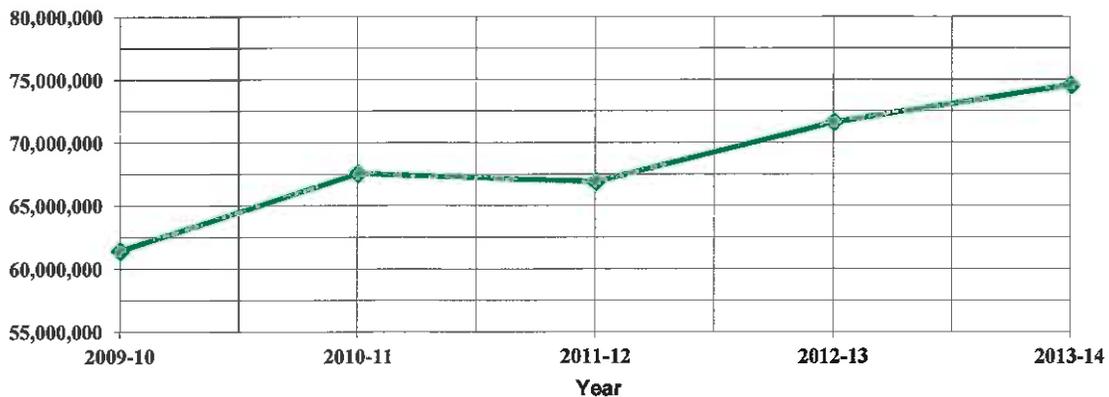
* General Government decreased by 3.3%. The budget addressed a reorganization of departments and divisions and moved employees and their related costs into the General Government divisions to maximize resources, improve efficiency and ensure service delivery.

* The Public Safety budget shows a 5.1% increase in the FY 2013-14 budget. This increase can be attributed to a slight increase in operating costs.

* The increase in Public Works of 6.8% can also be attributed to the reorganization of the cities departments and divisions.

* The Community Services' budget is increased by 11% from the prior year budget as a result of the reorganization of the cities departments and divisions.

GENERAL FUND Expenditures - Five Years



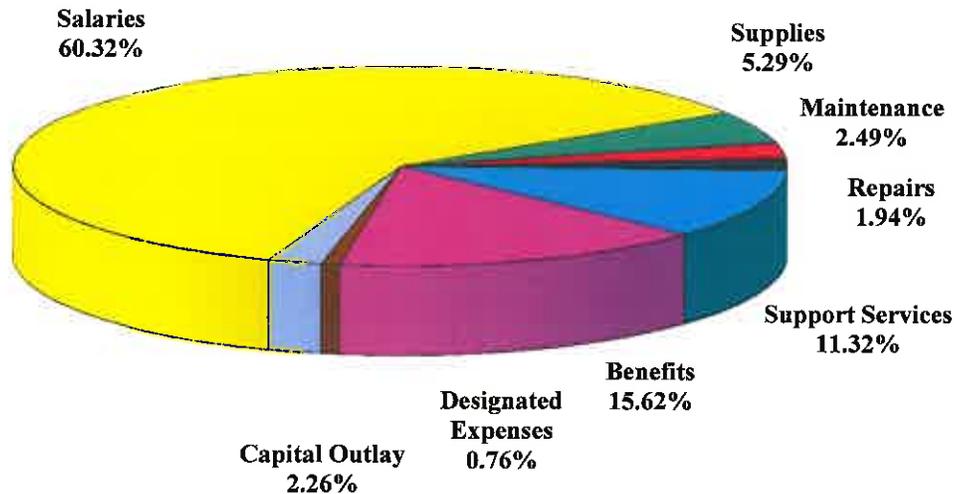
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL
Salaries	\$37,427,982	\$41,155,130	\$41,076,020	\$42,470,151	\$44,975,445	60.32%
Supplies	3,235,050	3,611,756	3,707,327	4,520,903	3,945,857	5.29%
Maintenance	1,305,142	1,160,083	1,388,066	1,565,816	1,854,936	2.49%
Repairs	1,214,335	1,341,335	1,424,080	1,360,844	1,442,747	1.94%
Support Services	6,632,392	6,835,315	6,938,378	8,372,177	8,442,768	11.32%
Benefits	10,570,679	11,300,441	10,958,131	11,057,260	11,645,544	15.62%
Designated Expenses	472,668	1,245,993	575,785	269,552	568,178	0.76%
Capital Improvements	-	19,248	15,699	9,000	-	0.00%
Capital Outlay	511,855	834,408	760,657	1,275,223	1,684,427	2.26%
Transfers to other funds	24,120	29,468	43,975	710,571	-	0.00%
TOTAL EXPENDITURES	\$61,394,223	\$67,533,177	\$66,888,118	\$71,611,497	\$74,559,902	100.00%

FY 2013-14 General Fund Expenditures

By Object Class



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$8,086,441. Revenues budgeted for FY 2013-14 represent an increase of 5.1% from the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 1,938,975	\$ 2,167,104	\$ 2,089,768	\$ 2,187,288	\$ 2,147,840	26.6%
Misc. Receipts	\$ 2,417	\$ 2,753	\$ 2,067	\$ 2,138	\$ 2,100	0.0%
Airport Rent & Concessions	1,042,829	985,363	1,145,617	1,040,800	1,099,740	13.6%
Air Carrier Operations	288,802	307,147	254,678	281,936	286,053	3.5%
Airport Use Fees	157,892	182,150	157,106	184,915	184,915	2.3%
Parking Lot Fees	902,713	832,280	674,955	707,173	715,000	8.8%
Fuel Sales	273,167	292,131	257,196	265,382	370,050	4.6%
Operating Supplies	-	-	-	30	60	0.0%
Into Plane Fees	240,650	237,958	229,753	334,705	325,000	4.0%
CIP Recovery Fees	291,661	281,959	374,249	374,436	374,904	4.6%
Interest Earned	1,876	959	559	805	818	0.0%
Department of Transportation	-	-	50,000	50,000	50,000	0.6%
DOT Grant Match	13,039	35,591	-	-	-	0.0%
Federal Grants and Receipts	1,415,372	2,184,494	461,399	5,043,959	2,529,961	31.4%
AARA Grant	2,514,669	-	-	-	-	0.0%
Transfer from Other Funds	460	-	10,901	-	-	0.0%
TOTAL RESOURCES	\$ 9,084,522	\$ 7,509,889	\$ 5,708,248	\$ 10,473,567	\$ 8,086,441	100.0%

* Airport Rent and Concessions are increasing 5.7% over FY 2012-13. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue is increasing 1.5% over FY 2012-13. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Fuel Sales revenues are increasing 39.4% over FY 2012-13. 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.

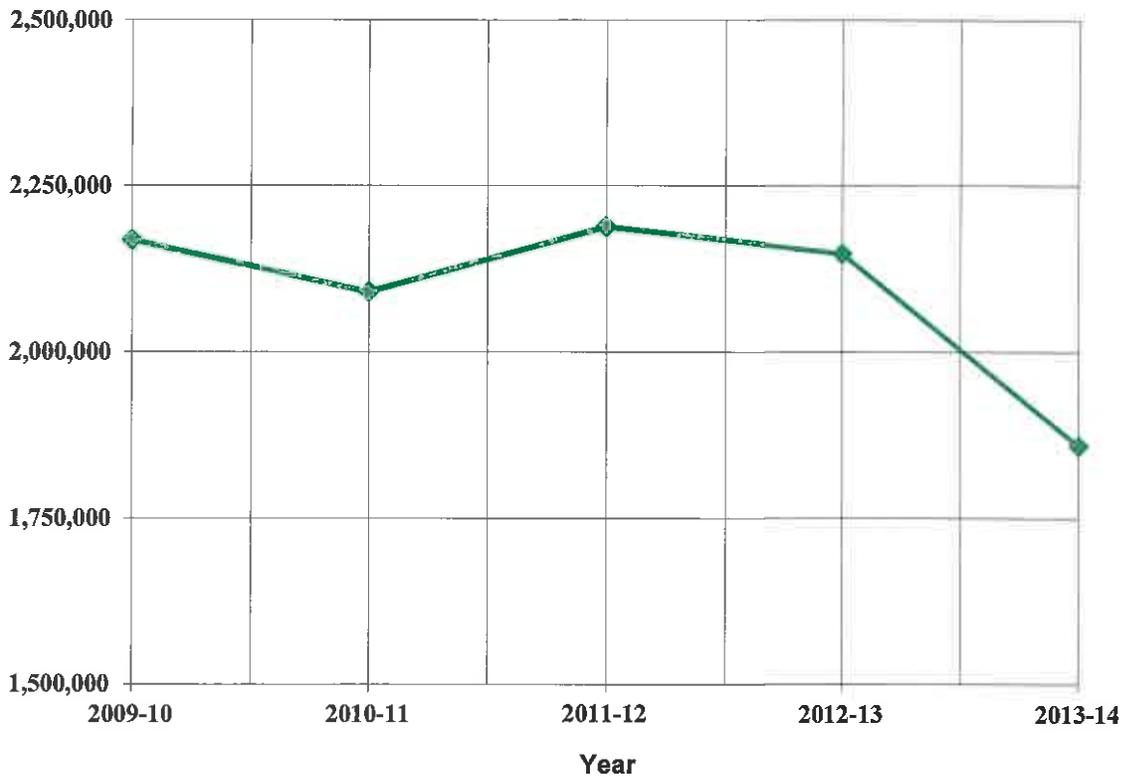
* Into Plane Fees are decreasing 2.9% over FY 2012-13.

Note: FY 2012-13 represents estimated amounts. FY 2013-14 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 2013-14 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$1,859,084 which represents 53% of the adopted operating expenses for FY 2013-14.

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

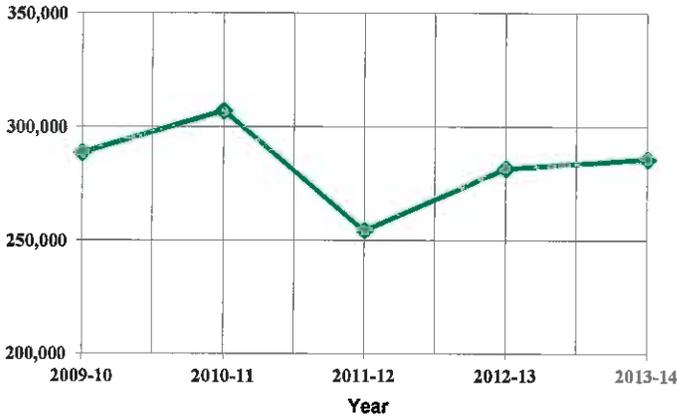


Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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 2013-14 is \$286,053. This is an increase of 1.5% over estimated revenues for FY 2012-13.

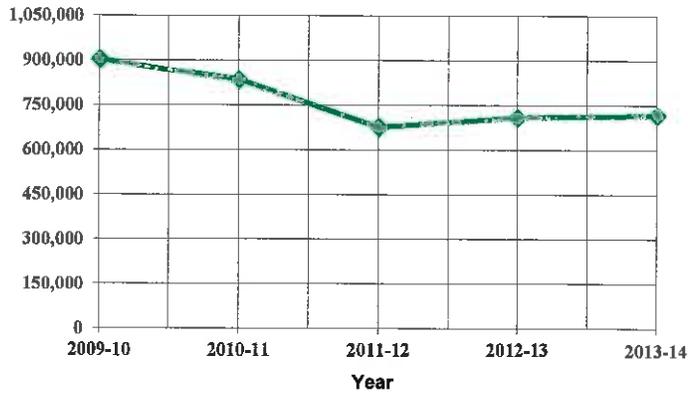
KFHRA FUND
Air Carrier Operations - Five Years



PARKING LOT FEES

The airport receives 23.1% of its operating revenues from parking lot fees. Parking Lot Fees revenues are the City's share of parking lot fees paid by customers utilizing the pay parking lot to the Airport's parking lot concession company. Parking lot fees budgeted for FY 2013-14 is \$715,000. This is an increase of 1.1% over estimated revenues for FY 2012-13. 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 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

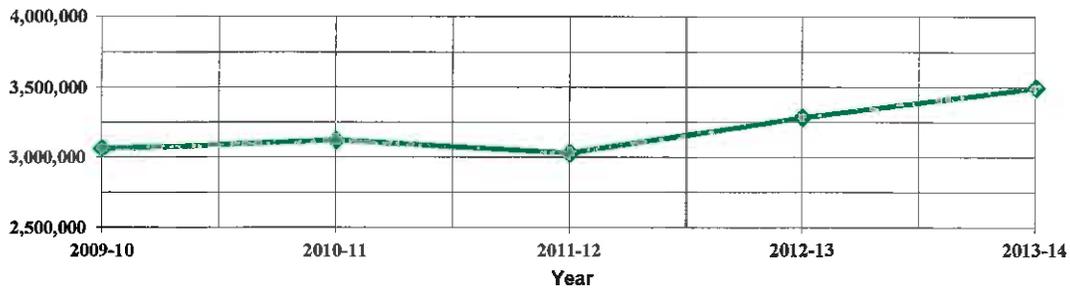
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

Total Killeen-Fort Hood Regional Airport Fund operating expenses are \$3,489,989. This represents an increase of 6.3% over the prior years estimated operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Airport Operations	\$ 2,548,916	\$ 2,593,340	\$ 2,491,465	\$ 2,674,584	\$ 2,785,986	44.7%
Cost of Goods Sold	\$ 207,687	\$ 229,607	\$ 221,551	\$ 240,726	\$ 355,242	5.7%
RGAAF Construction	-	-	-	-	-	0.0%
Information Technology	158,349	166,884	177,610	196,221	175,055	2.8%
Airport Non-Departmental	144,201	129,251	137,743	170,237	173,706	2.8%
Robert Gray Army Airfield Projects	3,858,265	2,301,039	492,591	5,043,959	2,737,368	44.0%
TOTAL	\$ 6,917,418	\$ 5,420,121	\$ 3,520,960	\$ 8,325,727	\$ 6,227,357	100.0%

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

KFHRA FUND Expenses - Five Years



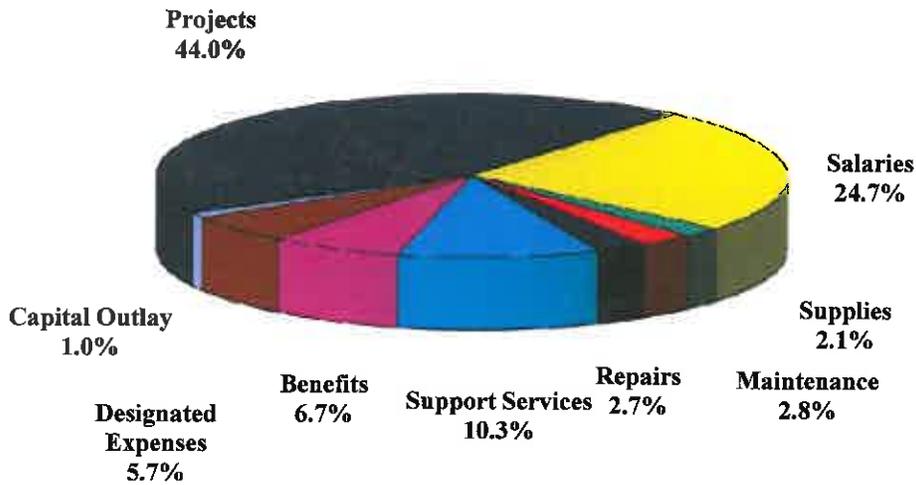
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL
Salaries	\$ 1,410,343	\$ 1,519,889	\$ 1,493,459	\$ 1,502,517	\$ 1,547,120	24.7%
Supplies	77,685	88,272	81,260	117,130	127,692	2.1%
Maintenance	143,222	139,053	115,288	151,050	171,402	2.8%
Repairs	134,010	120,986	135,802	158,348	169,400	2.7%
Support Services	643,989	564,031	547,751	590,537	639,946	10.3%
Benefits	422,709	435,534	393,290	465,460	416,897	6.7%
Designated Expenses	207,687	229,607	221,551	242,826	357,342	5.7%
Capital Outlay	19,508	21,710	39,968	53,900	60,190	1.0%
Projects	3,858,265	2,301,039	492,591	5,043,959	2,737,368	44.0%
TOTAL EXPENDITURES	\$ 6,917,418	\$ 5,420,121	\$ 3,520,960	\$ 8,325,727	\$ 6,227,357	100.0%

FY 2013-14 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,303,322. Operating revenues budgeted for FY 2013-14 represent an increase of 9.9% over the estimated operating revenues for FY 2012-13 and an 50% increase from the 2009-10 actual operating revenues. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 495,468	\$ 493,840	\$ 446,628	\$ 472,787	\$ 469,720	36.0%
Fixed Base Operations	\$ 16,321	\$ 15,426	\$ 18,457	\$ 32,524	\$ 45,600	3.5%
Hangars and Tie Downs	120,974	109,582	113,063	112,394	112,394	8.6%
Airport Use Fees	6,577	7,186	6,777	6,930	7,285	0.6%
Fuel Sales	399,585	525,911	544,533	554,627	656,773	50.4%
Operating Supplies Sales	3,193	4,197	2,688	1,100	1,600	0.1%
Miscellaneous Receipts	1,719	218	139	450	300	0.0%
Interest Earned	1,090	715	580	500	500	0.1%
TXDOT Grants	5,158	11,961	6,369	5,000	9,150	0.7%
TOTAL RESOURCES	\$ 1,050,085	\$ 1,169,036	\$ 1,139,234	\$ 1,186,312	\$ 1,303,322	100.0%

* Fixed Base Operations increased for FY 2013-14.

* Hangars and Tie downs are increasing slightly over FY 2012-13. This slight increase is due to the downturn in general aviation nationwide.

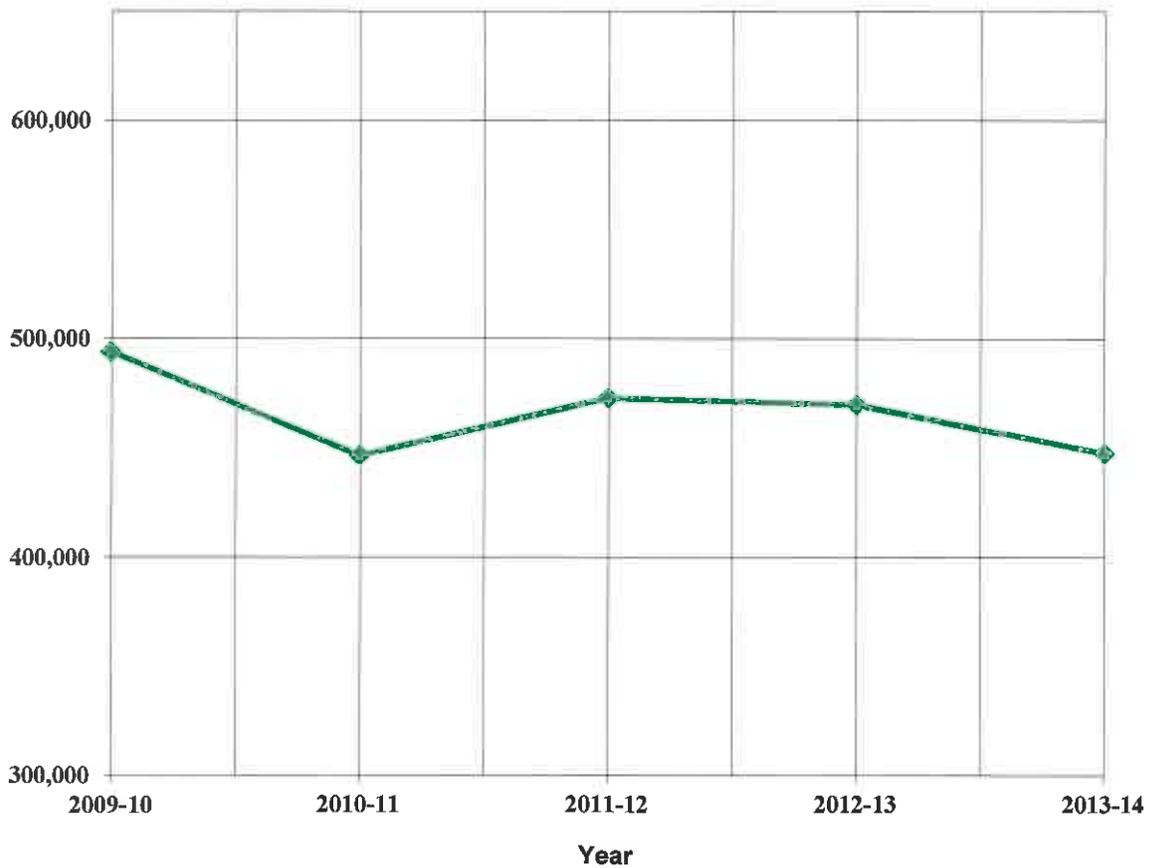
* Fuel Sales are increasing 18.4% over FY 2012-13. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

Note: FY 2012-13 represents estimated amounts. FY 2013-14 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 2013-14 the ending fund balance for the Skylark Field fund is projected to be \$447,492 which represents 52.4% of the adopted expenses for FY 2013-14.

SKYLARK FIELD FUND
Fund Balance - Five Years

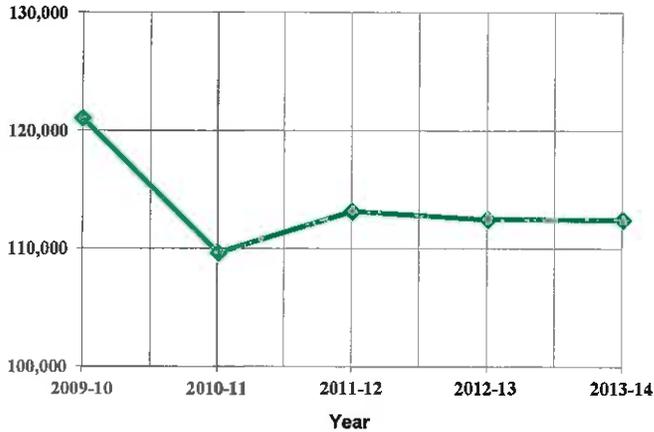


Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

HANGARS AND TIEDOWNS

The Skylark Field Fund receives 13.5% 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 2013-14 is 112,394.

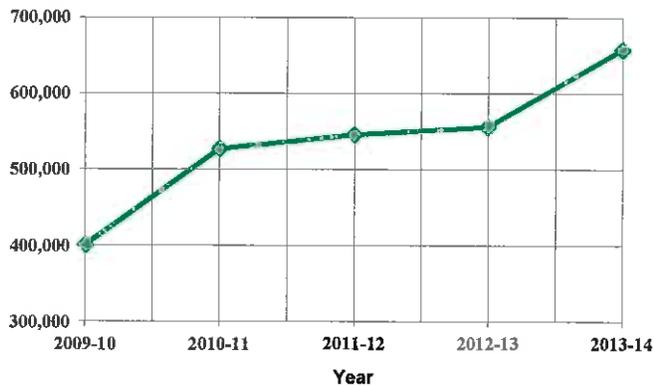
SKYLARK FIELD FUND
Hangars and Tiedowns- Five Years



FUEL SALES

The Skylark Field Fund receives 78.8% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2013-14 are \$656,773. This is an increase of 18.4% over estimated revenues for FY 2012-13, due to the excelerating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

SKYLARK FIELD FUND
Fuel Sales - Five Years



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

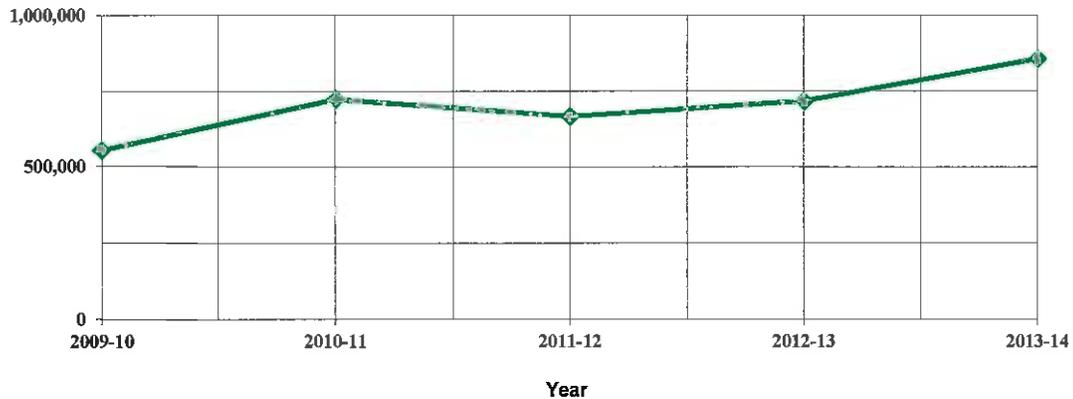
SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$855,830. This represents an increase of 19.4% over the prior years operating budget.

EXPENDITURES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Airport Operations	\$ 223,269	\$ 256,809	\$ 229,821	\$ 229,463	\$ 259,423	30.3%
Cost of Goods Sold	\$ 318,896	\$ 453,666	\$ 425,538	\$ 476,705	\$ 587,000	68.6%
Airport Non-Departmental	14,080	11,933	11,088	10,424	9,407	1.1%
TOTAL	\$ 556,245	\$ 722,408	\$ 666,447	\$ 716,592	\$ 855,830	100.0%

* The increase in Airport Operations of 19.9% can be attributed to increases in salaries and benefits as well as the cost of fuel sales.

SKYLARK FIELD FUND Expenses - Five Years



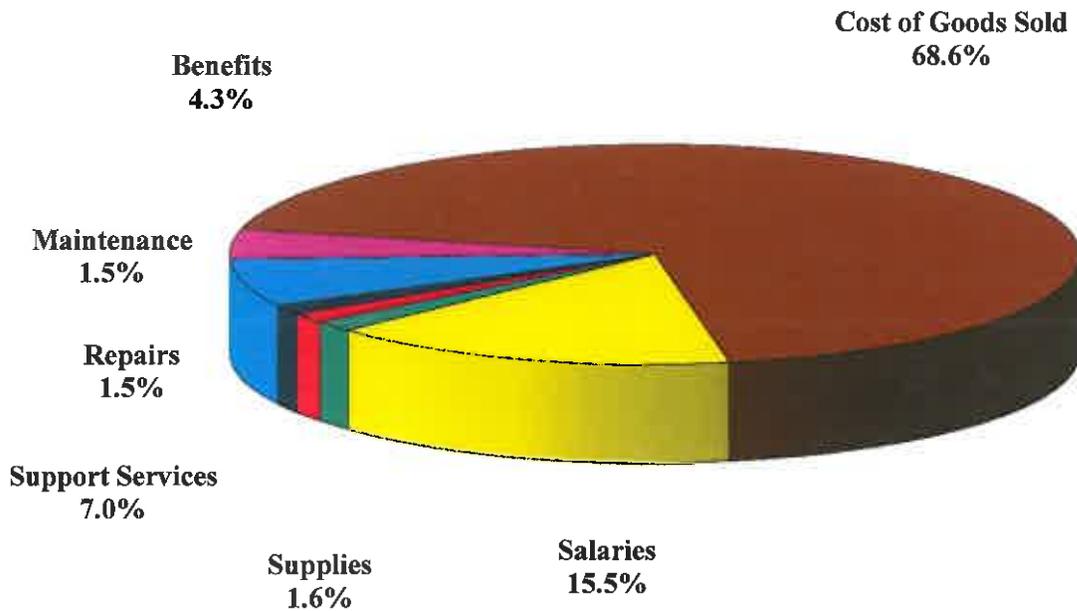
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL
Salaries	\$ 113,108	\$ 126,464	\$ 127,737	\$ 125,571	\$ 133,077	15.5%
Supplies	8,910	13,341	9,396	11,154	13,734	1.6%
Maintenance	12,940	6,207	7,265	6,675	12,640	1.5%
Repairs	12,869	12,901	11,154	8,990	12,447	1.5%
Support Services	53,023	54,728	47,590	54,697	59,709	7.0%
Benefits	36,499	40,044	35,268	32,800	37,223	4.3%
Cost of Goods Sold	318,896	453,666	425,538	476,705	587,000	68.6%
Capital Outlay	-	15,057	2,499	-	-	0.0%
TOTAL EXPENDITURES	\$ 556,245	\$ 722,408	\$ 666,447	\$ 716,592	\$ 855,830	100.0%

FY 2012-13 Skylark Field Fund Expenses

By Object Class



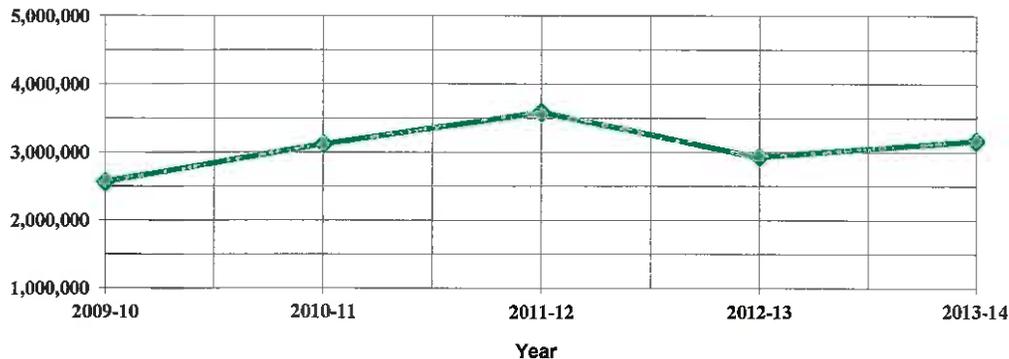
SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$18,939,898 for FY 2013-14. Revenues budgeted for FY 2013-14 represent an increase of 6.0% over the estimated revenues in FY 2012-13 and a 17.6% increase over the 2009-10 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 1,938,123	\$ 2,560,274	\$ 3,110,278	\$ 3,573,822	\$ 2,920,889	15.4%
Residential Sanitation Fees	7,504,292	8,474,410	8,846,363	8,939,948	9,362,896	49.4%
Commercial Sanitation Fees	5,390,214	5,327,768	5,286,025	5,391,062	5,503,474	29.1%
Transfer Station Fees	382,941	384,968	347,304	375,000	375,000	2.0%
Container Rentals	88,182	107,923	99,205	99,462	101,451	0.5%
Recycling Fees	75,024	82,516	85,112	85,548	87,259	0.5%
Misc. Recycle Revenue	135,313	155,467	135,661	121,910	128,500	0.7%
Misc. Revenues	29,423	581,972	654,632	97,660	452,229	2.4%
Interest Earned	13,527	10,132	7,500	8,667	8,200	0.0%
TOTAL RESOURCES	\$ 15,557,039	\$ 17,685,430	\$ 18,572,080	\$ 18,693,079	\$ 18,939,898	100.0%

- * Residential Sanitation Fees are budgeted to increase by 4.7% over FY 2012-13.
- * Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 1.9% over FY 2012-13.
- * Revenues for Container Rentals are budgeted to increase by 2.0%.
- * 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 4.0% over FY 2012-13.
- * Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues shows a 363.1% increase.
- * For FY 2013-14 the Ending Fund Balance is projected to be \$3,157,041. Since FY 2009-10 the Solid Waste Ending Fund Balance has increased 23.3%.

SOLID WASTE FUND Ending Fund Balance - Five Years



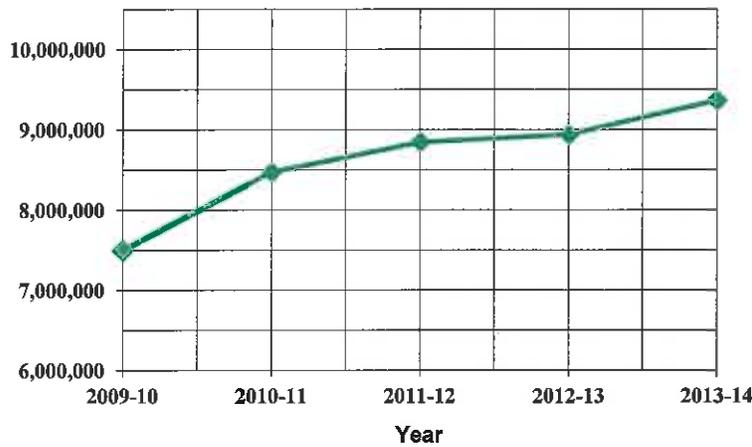
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 58% and Commercial Sanitation Fees represent 34% of the fiscal year 2013-14 budget for Solid Waste Fund revenues. The city provides solid waste services to residential and commercial customers for a specific fee depending on the level of service. These fees are adopted by City Council during each budget process. There are no rate increases for solid waste services in FY 2013-14.

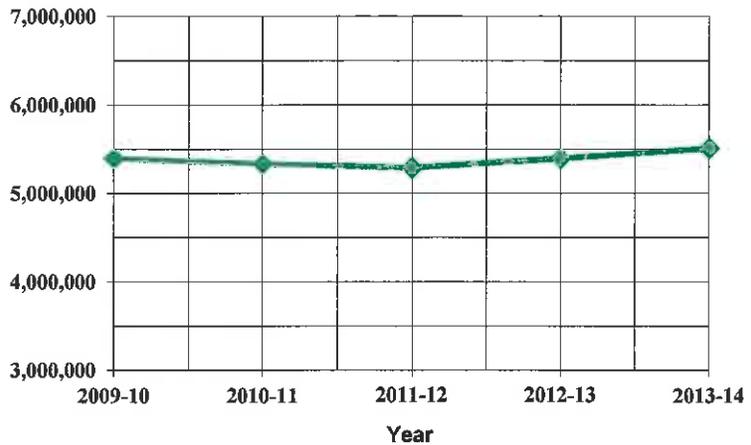
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$15,782,857 for FY 2013-14. This represents an increase of 0.1% over the FY 2012-13 estimated expenses and a 21.4% increase over the 2009-10 actual expenses.

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Residential Operations	2,872,972	3,567,291	3,205,366	3,262,478	4,034,371	25.5%
Commercial Operations	1,491,963	2,069,649	1,738,046	1,614,091	1,701,979	10.8%
Recycling Program	286,285	287,267	338,088	381,932	408,172	2.6%
Transfer Station	4,374,243	4,180,818	4,479,638	5,078,584	5,104,653	32.3%
Mowing	789,510	841,550	680,184	791,422	943,071	6.0%
Debt Service	774,997	570,000	742,644	717,058	729,558	4.6%
Miscellaneous	430,476	927,678	907,653	940,870	531,707	3.4%
Transfers	1,976,319	2,130,899	2,906,639	2,985,755	2,329,346	14.8%
TOTAL EXPENSES	\$12,996,765	\$14,575,152	\$14,998,258	\$15,772,190	\$15,782,857	100.0%

* Residential Operations is budgeted to increase 23.7%, due to cost of living increase and more customers being added.

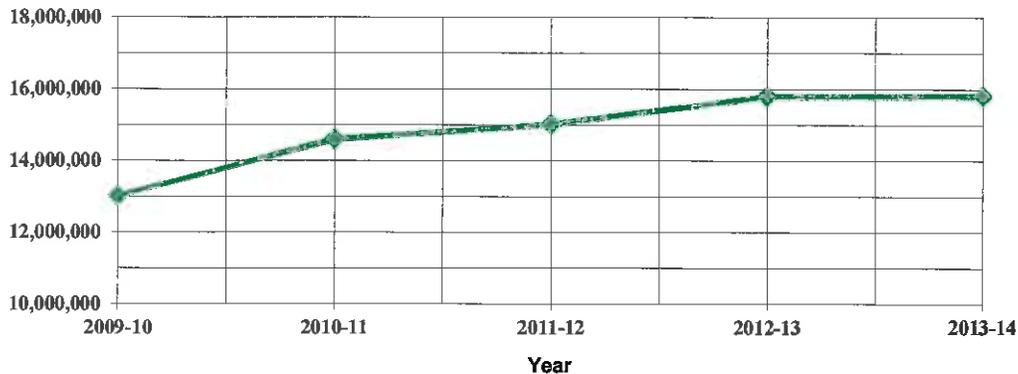
* Commercial Operations reflects a increase of 5.4%, due to the increase costs associated with transportation and disposal of waste materials.

* There is an increase in the Recycling Program of 6.9% over the estimated expenses in FY 2012-13, due to normal increases in salaries, benefits and increased expenditures for household hazardous waste collections.

* The Transfer Station is budgeted to increase 0.5% over the estimated expenses in FY 2012-13, due to normal increases in salaries, benefits and operation costs.

* The Mowing division is budgeted to increase 19.2% over the estimated expenses in FY 2012-13, due to normal increase in salaries, benefits, and operations costs.

SOLID WASTE FUND Expenses - Five Years



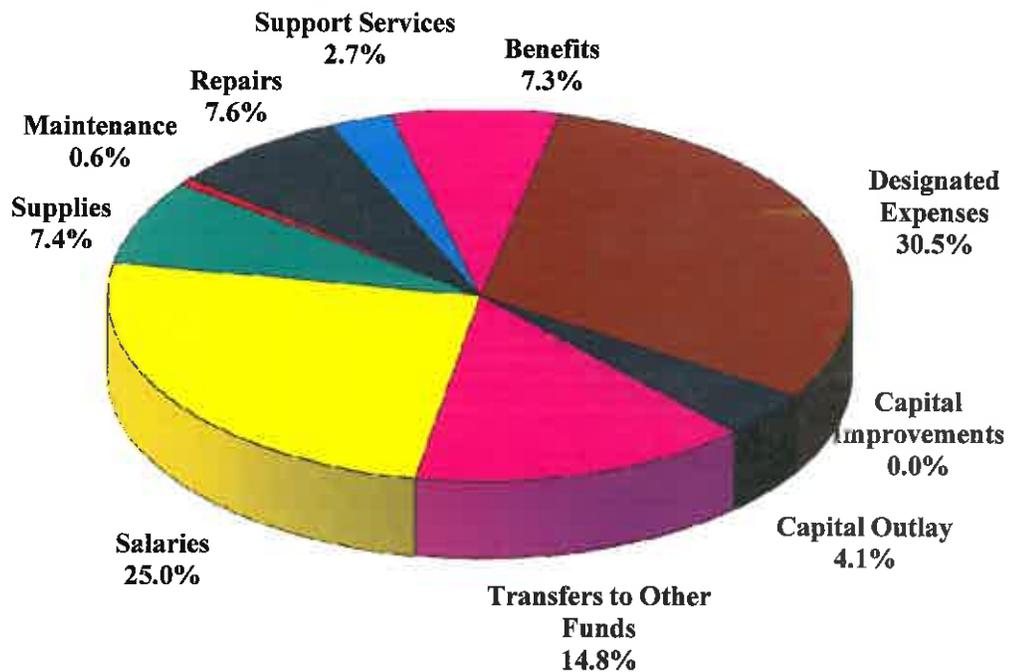
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Salaries	\$ 3,289,916	\$ 3,576,149	\$ 3,479,431	\$ 3,587,867	\$ 3,944,314	25.0%
Supplies	664,921	853,651	886,437	1,084,760	1,164,676	7.4%
Maintenance	55,458	78,643	75,492	104,528	92,739	0.6%
Repairs	1,254,530	1,317,463	1,327,006	1,226,674	1,207,666	7.6%
Support Services	355,582	319,156	332,823	380,675	428,110	2.7%
Benefits	1,040,165	1,095,034	988,612	1,021,066	1,150,118	7.3%
Designated Expenses	3,559,621	3,865,190	4,162,845	4,601,380	4,822,490	30.5%
Capital Improvements	-	499,848	647,313	670,400	-	0.0%
Capital Outlay	25,256	839,119	191,660	109,085	643,398	4.1%
Transfers to Other Funds	2,751,316	2,130,899	2,906,639	2,985,755	2,329,346	14.8%
TOTAL EXPENSES	\$ 12,996,765	\$ 14,575,152	\$ 14,998,258	\$ 15,772,190	\$ 15,782,857	100.0%

FY 2013-14 Solid Waste Fund Expenses

By Object Class



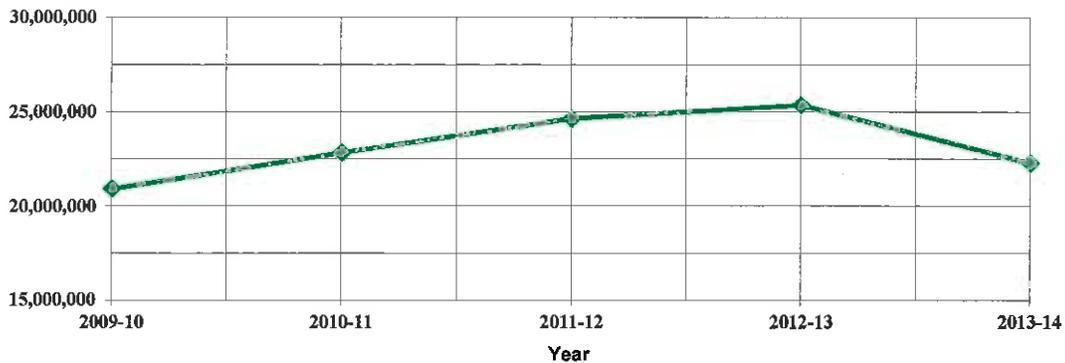
WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$62,996,552. Revenues budgeted for FY 2013-14 represent an increase of 0.6% from the estimated revenues in FY 2012-13 and an increase of 24.7% over the 2009-10 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 20,899,138	\$ 20,869,848	\$ 22,775,423	\$ 24,593,613	\$ 25,303,552	40.2%
Sale of Water	14,553,488	17,872,764	18,123,591	17,978,000	18,130,000	28.8%
Sewer Fees Collected	13,366,427	14,858,185	16,232,619	16,191,000	16,255,000	25.8%
Water & Sewer Taps	927,550	927,581	957,045	897,000	885,000	1.4%
Delinquent Penalty	629,375	1,232,655	1,261,550	1,235,000	1,250,000	2.0%
Misc. Revenues	651,305	958,211	1,194,161	1,071,880	1,085,000	1.7%
Interest Earned	102,604	73,764	75,588	87,100	88,000	0.1%
TOTAL RESOURCES	\$ 51,129,887	\$ 56,793,008	\$ 60,619,977	\$ 62,053,593	\$ 62,996,552	100.0%

- * Sale of Water is budgeted to increase by 0.8% over FY 2012-13.
- * Revenues from Sewer Fees Collected is budgeted to increase 0.4% over FY 2012-13.
- * Water & Sewer Taps and Delinquent Penalties are budgeted to increase 0.1% over FY 12-13 due to normal growth in customers.
- * For FY 2013-14 the Ending Fund Balance for the Water and Sewer fund is projected to be \$22,246,648. Since FY 2009-10 the Water and Sewer Ending Fund Balance has decreased 6.6%.

WATER & SEWER FUND Ending Fund Balance - Five Years



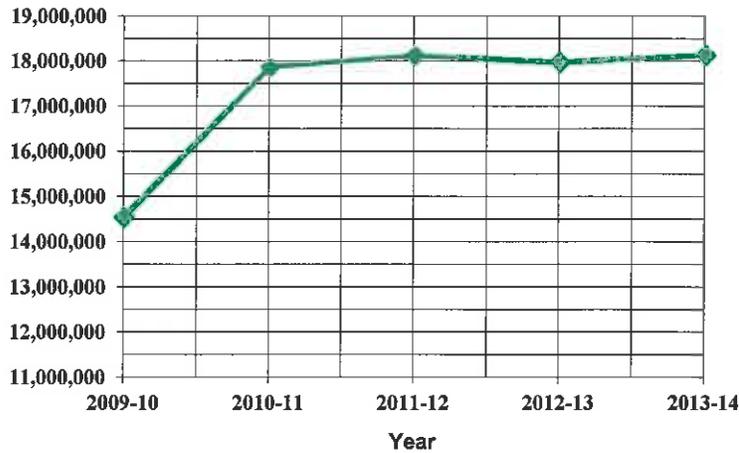
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

Sale of Water Revenue represents 28.8% and Sewer Fee Revenue represents 25.8% of the fiscal year 2013-14 budget for Water and Sewer Fund revenues. The city provides water and sewer services to residential and commercial customers for specific fees depending on the water usage and the type of service. These fees are adopted by City Council during each budget process.

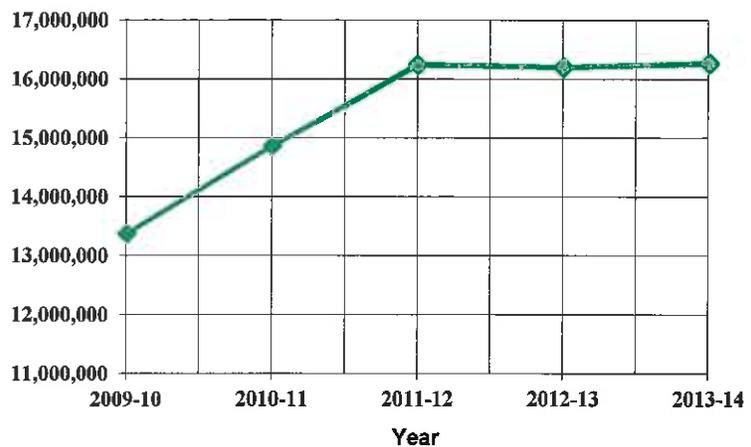
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

WATER & SEWER FUND EXPENSES ANALYSIS

Total Water and Sewer Fund expenses are \$40,749,904. This represents an increase of 10.9% over the FY 2012-13. estimated expenses and a 34.7% increase over the FY 2009-10 actual expenses.

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Fleet Services	\$ 1,027,953	\$ 1,258,614	\$ 1,465,077	\$ 1,373,505	\$ 1,278,789	3.1%
Utility Collections	1,685,700	1,798,039	1,877,979	1,961,449	2,066,842	5.1%
W&S Contracts	12,147,411	12,141,171	12,361,131	12,741,879	13,371,954	32.8%
Water Distribution	1,063,806	1,199,230	1,358,856	1,427,484	2,013,843	5.0%
Sanitary Sewers	554,628	996,657	721,861	817,244	1,111,068	2.7%
W&S Operations	2,470,275	2,565,728	2,629,078	2,973,388	3,343,749	8.2%
W&S Engineering	615,409	958,530	982,143	1,249,918	1,380,537	3.4%
W&S Projects	548,644	195,487	340,707	675,382	700,000	1.7%
Debt Service	5,034,997	6,585,000	6,685,000	6,500,000	7,435,000	18.3%
Miscellaneous	1,595,451	1,682,098	1,825,011	1,987,947	2,297,411	5.6%
Transfers	3,515,765	4,637,031	5,779,521	5,041,845	5,750,711	14.1%
TOTAL EXPENSES	\$30,260,039	\$34,017,585	\$36,026,364	\$36,750,041	\$40,749,904	100.0%

* Fleet Services represents 3.1% of the Water and Sewer budget for FY 2013-14 with a 6.9% decrease below FY 2012-13.

* The Utility Collections budget reflects a 5.1% increase in their FY 2013-14 budget.

* Water Distribution reflects an increase of 4.9% in their FY 2013-14 budget.

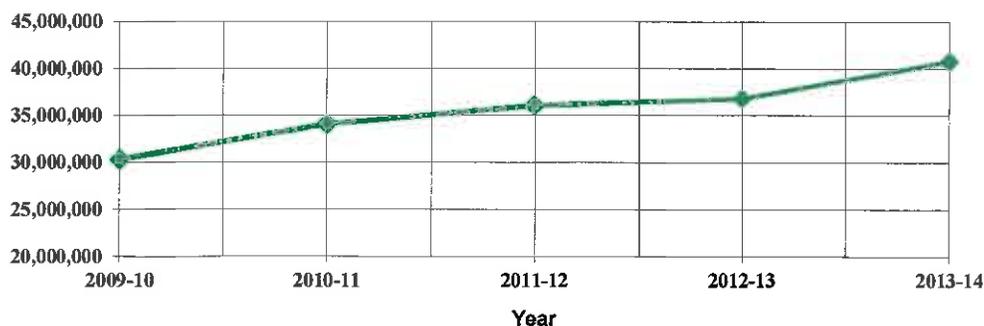
* Sanitary Sewers is increasing 2.7% above FY 2012-13.

* The Water & Sewer Operations budget is increasing 10.9%, due to an increase of customers, along with more meters being calculated.

* There is a increase in Water & Sewer Engineering of 3.4% over the estimated expenses in FY 2012-13.

* Water and Sewer Projects reflects an increase of 1.7% in their FY 2013-14 budget.

WATER & SEWER FUND Expenses - Five Years



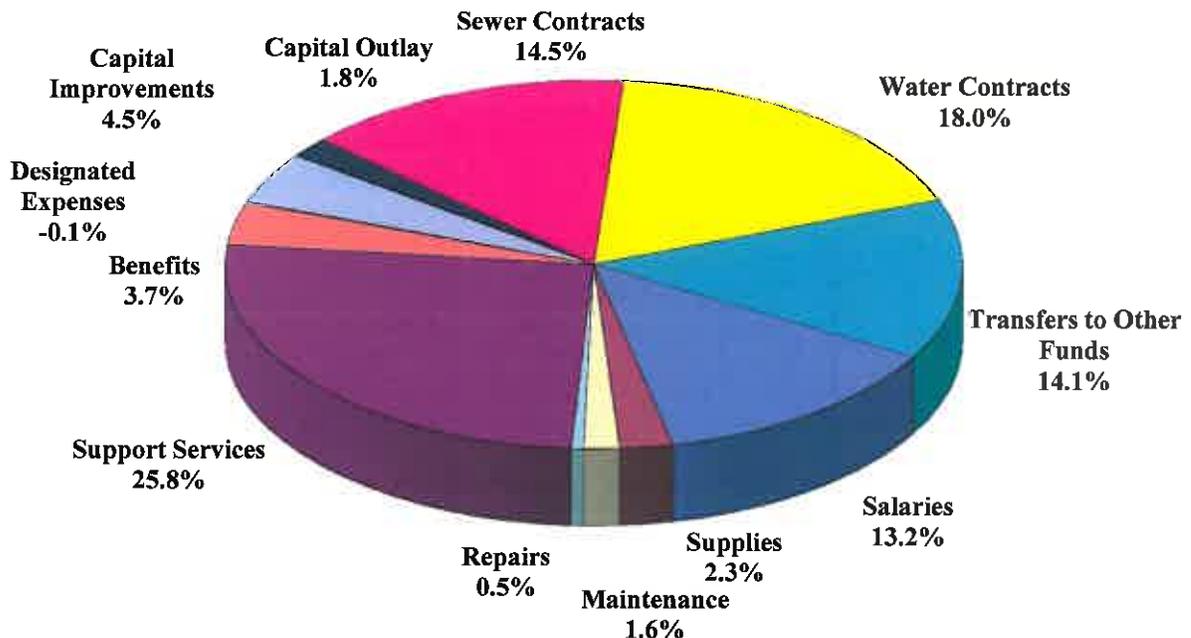
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Salaries	\$ 4,010,801	\$ 4,413,887	\$ 4,639,077	\$ 5,115,920	\$ 5,392,271	13.2%
Supplies	619,495	656,194	717,028	870,570	951,021	2.3%
Maintenance	598,255	521,917	688,385	585,294	639,254	1.6%
Repairs	176,824	190,245	204,892	224,447	213,938	0.5%
Support Services	2,175,255	9,262,821	9,333,131	9,408,085	10,523,409	25.8%
Benefits	1,236,302	1,312,804	1,288,341	1,425,066	1,508,584	3.7%
Designated Expenses	(189,111)	(233,983)	(227,014)	(139,030)	(54,800)	-0.1%
Capital Improvements	782,180	434,822	658,007	999,445	1,821,691	4.5%
Capital Outlay	151,597	680,676	800,142	485,832	731,871	1.8%
Sewer Contracts	6,273,871	5,230,533	5,452,759	5,603,168	5,927,383	14.6%
Water Contracts	5,873,540	6,910,638	6,692,095	7,129,399	7,344,571	18.0%
Transfers to Other Funds	8,551,030	4,637,031	5,779,521	5,041,845	5,750,711	14.1%
TOTAL EXPENSES	\$30,260,039	\$34,017,585	\$36,026,364	\$36,750,041	\$40,749,904	100.0%

FY 2013-14 Water & Sewer Fund Expenses

By Object Class



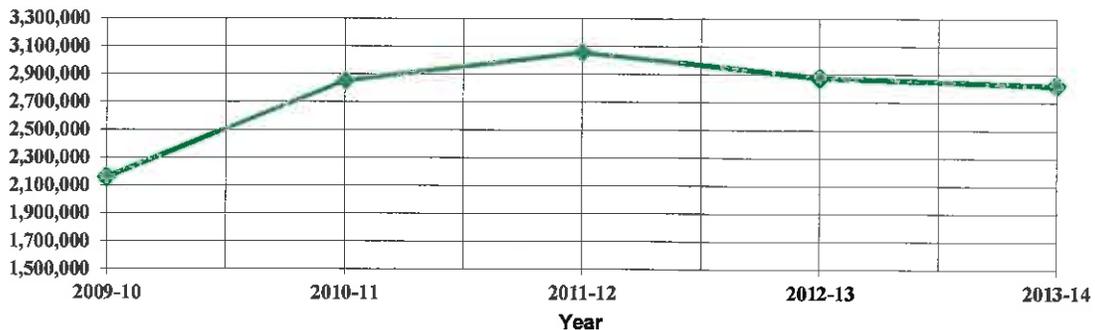
DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$10,468,351. Revenues budgeted for FY 2013-14 reflect an increase of 1.3% above the estimated operating revenues in FY 2012-13 and a 26.7% increase over the 2009-10 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2013-14.

REVENUE CATEGORY	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 7,762,880	\$ 8,203,201	\$ 8,381,571	\$ 7,510,460	\$ 6,578,351	62.9%
Residential Storm Water Fees	2,522,691	3,031,398	3,152,620	3,210,000	3,250,000	31.0%
Commercial Storm Water Fees	500,877	592,698	592,632	599,500	610,000	5.8%
Interest Earned	17,188	12,927	28,761	29,100	25,000	0.2%
Grant Revenue	24,445	1,978	-	-	-	0.0%
Miscellaneous Revenue	5,371	-	12,067	1,000	5,000	0.1%
TOTAL RESOURCES	\$ 10,833,452	\$ 11,842,202	\$ 12,167,651	\$ 11,350,060	\$ 10,468,351	100.0%

- * Residential Storm Water Fees is budgeted to increase by 1.3% from FY 2013-14.
- * Commercial Storm Water Fees is budgeted to increase 1.8%.
- * Interest Earned is projected to decrease 14.1% based on anticipated market conditions.
- * The ending fund balance for FY 2011-12 is projected to be \$2,821,075. This includes \$3,702,704 of bond proceeds reserved for Major Drainage Projects.

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

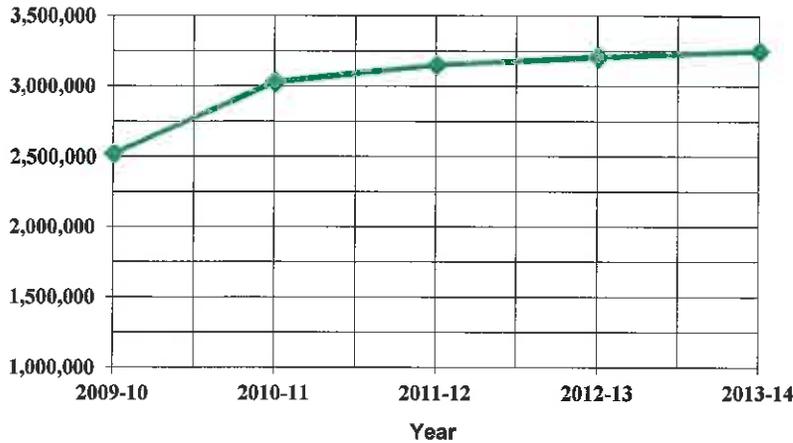


Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

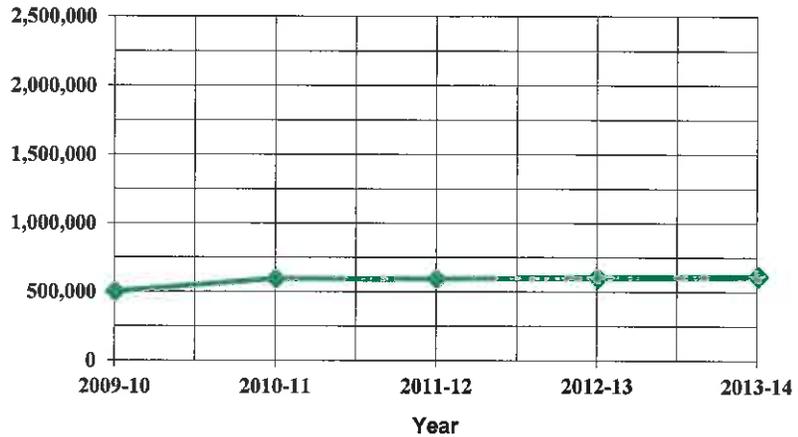
DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 83.5% and Commercial Storm Water Fees represent 15.7% 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 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

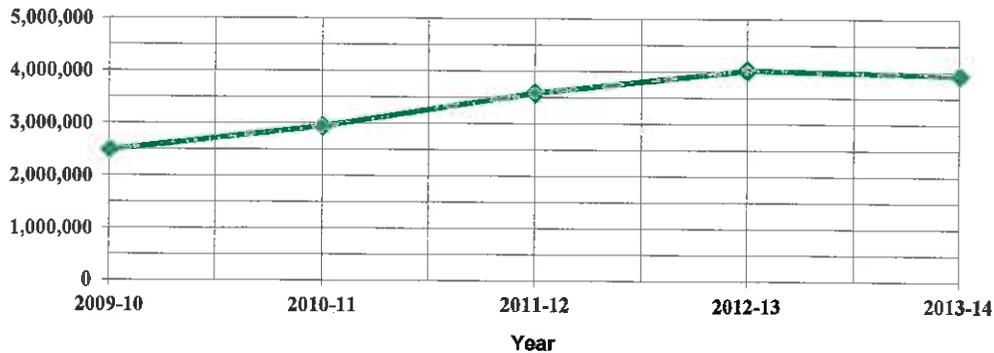
DRAINAGE UTILITY FUND EXPENSES ANALYSIS

Total Drainage Utility Fund expenses are \$7,647,276 for FY 2013-14. This includes \$3,705,304 in major drainage projects. The remaining \$3,941,972 represents an increase of 6.6% above the FY 2012-13 estimated operating expenses and a 58.5% increase over the 2009-10 actual operating expenses.

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Engineering	\$ 399,146	\$ 369,005	\$ 454,169	\$ 354,088	\$ 680,359	8.9%
Street	254,903	298,191	241,757	348,592	309,480	4.0%
Drainage Maintenance	1,108,405	1,269,146	1,587,284	1,497,395	1,760,321	23.0%
Environmental Services	-	-	-	497,384	194,662	2.5%
Minor Drainage Projects	88,810	146,462	193,939	352,600	-	0.0%
Major Drainage Projects	143,372	516,400	1,074,754	748,548	3,705,304	48.5%
Debt Service	582,758	580,268	577,658	583,273	563,213	7.4%
Non-Departmental	35,162	48,407	99,270	126,132	134,373	1.8%
Transfers	17,695	232,752	428,360	263,697	299,564	3.9%
TOTAL EXPENSES	\$ 2,630,251	\$ 3,460,631	\$ 4,657,191	\$ 4,771,709	\$ 7,647,276	100.0%

- * Engineering is budgeted to increase 92.1% from FY 2012-13.
- * Drainage Maintenance is budgeted to decrease 11.2% from FY 2012-13.
- * Major Drainage Projects account for 48.5% of the FY 2013-14 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades.
- * Debt Service represents 7.4% of the Drainage Utility budget which services the bond issued in FY 2005-06.

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



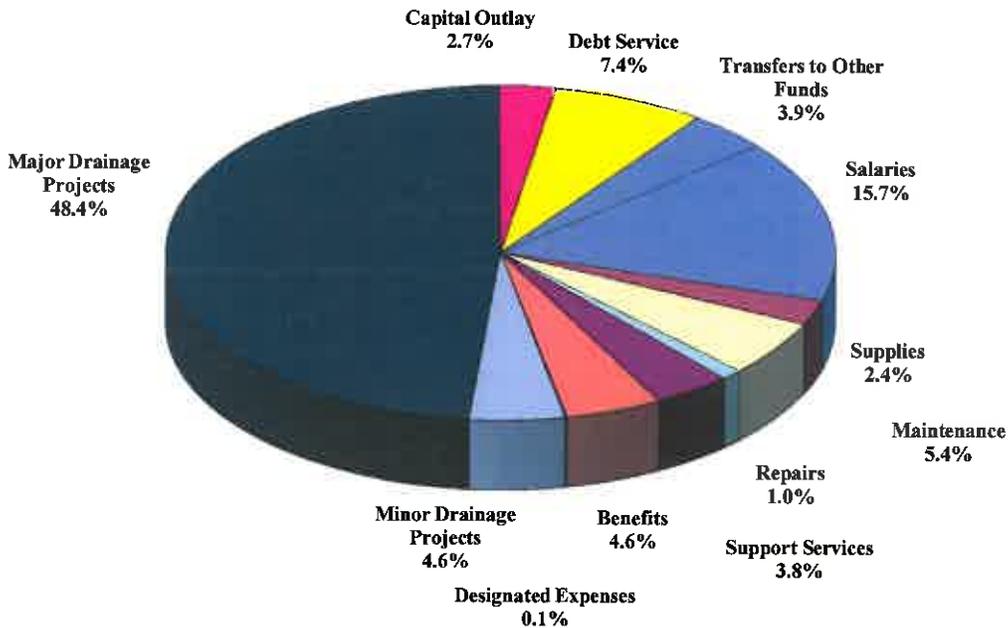
Note: FY 2012-13 represents estimated amounts. FY 2013-14 represents budgeted amounts.

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

EXPENSES	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ESTIMATED 2012-13	ADOPTED 2013-14	% OF TOTAL ADOPTED
Salaries	\$ 845,089	\$ 951,356	\$ 957,000	\$ 1,094,900	\$ 1,197,259	15.7%
Supplies	103,885	145,120	169,382	169,400	185,673	2.4%
Maintenance	293,496	339,268	262,560	467,235	413,854	5.4%
Repairs	52,112	71,485	77,072	77,817	74,625	1.0%
Support Services	215,100	126,785	259,004	535,829	291,355	3.8%
Benefits	279,046	311,742	288,093	298,244	354,397	4.6%
Designated Expenses	2,400	2,445	4,150	8,250	8,350	0.1%
Minor Drainage Projects	88,810	142,773	199,739	476,000	350,000	4.6%
Major Drainage Projects	143,372	516,400	1,074,754	748,548	3,702,704	48.4%
Capital Outlay	6,488	40,237	359,329	48,516	206,282	2.7%
Debt Service	582,758	580,268	577,658	583,273	563,213	7.4%
Transfers to Other Funds	17,695	232,752	428,360	263,697	299,564	3.9%
TOTAL EXPENSES	\$ 2,630,251	\$ 3,460,631	\$ 4,657,101	\$ 4,771,709	\$ 7,647,276	100.0%

FY 2013-14 Drainage Utility Fund Expenses

By Object Class (Excluding Major Drainage Projects)





**CITY OF KILLEEN
 RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
 FY 2013-14**

GENERAL FUND

COMMUNITY CENTER OPERATIONS	COMMUNITY SERVICES DEPT EXECUTIVE DIRECTOR (MID YEAR)	58,090
	COMMUNITY SERVICES DEPT EXECUTIVE ASSISTANT (MID YEAR)	28,173
LIBRARY SERVICES	CONVERT PART-TIME LIBRARY CLERK TO FULL-TIME	14,433
PARKS	GROUND MAINTENANCE WORKER WITH VEHICLE (3/4 YEAR)	45,002
	GROUND MAINTENANCE WORKER (3/4 YEAR)	21,802
LIONS CLUB PARK	ACCOUNTING SPECIALIST	34,833
KILLEEN ARTS & ACTIVITIES CENTER	EVENT COORDINATOR	38,474
COMMUNITY DEVELOPMENT	ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE	28,000
CODE ENFORCEMENT	TWO (2) CODE ENFORCEMENT OFFICERS WITH TWO (2) VEHICLES	163,812
POLICE DEPARTMENT	FORENSIC LATENT PRINT EXAMINER	44,434
	TWENTY (20) VEHICLES	785,000
ANIMAL CONTROL	ATTENDANT	31,880
	VEHICLE CAGES	20,450
	FIRE ALARM SYSTEM	20,000
NON-DEPARTMENTAL - INFORMATION TECHNOLOGY	HARDWARE/SOFTWARE NEEDS - COMM SVCS EXEC DIR/ASST	5,810
	HARDWARE/SOFTWARE NEEDS - CODE ENFORCEMENT OFFICERS	4,150
	HARDWARE/SOFTWARE NEEDS - FORENSIC LATENT PRINT EXAM	3,163
TOTAL GENERAL FUND		\$ 1,347,506

KILLEEN-FORT HOOD REGIONAL AIRPORT

TAXIWAY B REHABILITATION DESIGN	\$195,552 (FAA 90% - 525, PFC 10% - 529)	175,997
LOOP ROAD REHABILITATION DESIGN	\$34,900 (FAA 90% - 525, PFC 10% - 529)	31,410
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND		\$ 207,407

SKYLARK FIELD

THERE WERE NO NEW PROGRAMS OR SERVICES ADDED TO SKYLARK FIELD FOR FISCAL YEAR 2013-14

TOTAL SKYLARK FIELD FUND

\$ -

SOLID WASTE FUND

RESIDENTIAL	REPLACEMENT OF UNIT #443 (SIDE LOADER)	278,000
	REPLACEMENT OF UNIT #444 (SIDE LOADER)	278,000
	TWO (2) RESIDENTIAL EQUIPMENT OPERATORS (RECYCLE)	74,080
MOWING	REPLACEMENT OF VEHICLE UNIT #427 (TRUCK)	37,255
TOTAL SOLID WASTE FUND		\$ 667,335

WATER & SEWER FUND

UTILITY COLLECTIONS	METER READER WITH VEHICLE	68,266
WATER DISTRIBUTION	CIP PURCHASE 905 W. JASPER (COST DIVIDED)	255,667
	12 YARD DUMP TRUCK W/ 20 TON TRAILER HITCH AND TRAILER	145,100
	REPLACE UNIT #579 (2001 INTERNATIONAL 4700 DUMP TRUCK)	145,100
	REPLACE UNIT #549 (1996 GRASSHOPPER 721-D)	11,800
SANITARY SEWERS	CIP PURCHASE 905 W. JASPER (COST DIVIDED)	255,667
	JAJ-600TH JET-AWAY SEWER EASEMENT MACHINE	55,900
W&S OPERATIONS	CIP PURCHASE 905 W. JASPER (COST DIVIDED)	255,667
	TWO (2) JEEP COMPASS FRONT WHEEL DRIVE, 4-DOOR, LATITUDE	68,200
	CHEVROLET COLORADO EXTENDED BODY, FOUR WHEEL DRIVE	28,950
W&S ENGINEERING	CHIEF CONSTRUCTION INSPECTOR	64,440
	PROJECT MANAGER	68,227
	CONSTRUCTION INSPECTOR	39,768
TOTAL WATER & SEWER FUND		\$ 1,462,752

**CITY OF KILLEEN
 RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
 FY 2013-14**

DRAINAGE UTILITY FUND

DRAINAGE MAINTENANCE	NEW EQUIPMENT (DUMP TRUCK)	107,700
	REPLACEMENT OF UNIT #1061 (VAN/TRUCK)	44,735
DRAINAGE ENGINEERING	NEW JOB CLASSIFICATION; CONTRACT SPECIALIST W/O VEHICLE	66,196
NON-DEPARTMENTAL - INFORMATION TECHNOLOGY	HARDWARE/SOFTWARE NEEDS - CONTRACT SPECIALIST	7,155
TOTAL DRAINAGE UTILITY FUND		\$ 225,786
TOTAL NEW PROGRAMS AND SERVICES		\$ 3,910,786



CITY OF KILLEEN BUDGET CALENDAR FY 2013-2014

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					

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

June

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						

July

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

August

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

September

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

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Killeen, TX 76541
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www.killeentexas.gov

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.





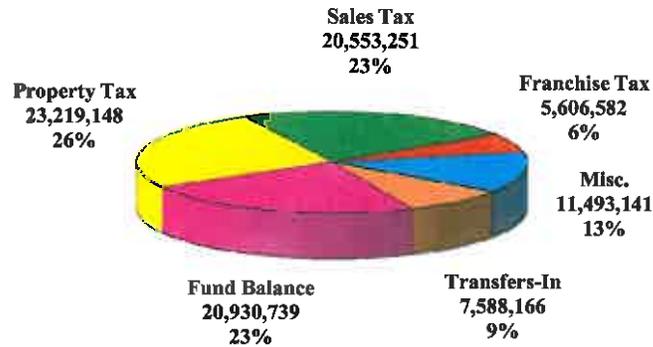
**GENERAL FUND
Adopted Budget
Summary
FY 2013-14**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Prior Period Adjustment	-	-	1,120,397	-
Unreserved Fund Balance	<u>18,428,213</u>	<u>19,405,739</u>	<u>20,679,620</u>	<u>19,341,071</u>
TOTAL BEGINNING FUND BALANCE	<u>19,953,213</u>	<u>20,930,739</u>	<u>23,325,017</u>	<u>20,866,071</u>
REVENUES				
Property Taxes	25,376,292	23,219,148	23,960,643	25,840,502
Sales and Occup. Taxes	20,254,736	20,553,251	21,036,588	21,673,923
Franchise Taxes	5,376,816	5,606,582	5,228,917	5,372,800
Miscellaneous Revenues	3,996,506	3,918,400	4,107,040	4,760,713
Permits and Licenses	1,176,837	1,136,245	1,103,500	1,103,500
Court Fines and Fees	2,401,852	2,685,892	2,678,300	2,691,550
Recreation Revenues	1,210,594	1,102,450	1,217,003	1,129,250
Interest Earned	140,868	140,000	133,000	133,000
Golf Course Revenues	1,220,856	1,213,974	1,208,700	1,220,927
Intergovernmental	701,474	1,296,180	890,694	759,636
TRANSFERS IN	<u>7,282,694</u>	<u>7,588,166</u>	<u>7,588,166</u>	<u>8,459,033</u>
TOTAL CURRENT REVENUES	<u>69,139,525</u>	<u>68,460,288</u>	<u>69,152,551</u>	<u>73,144,834</u>
TOTAL FUNDS AVAILABLE	<u>89,092,738</u>	<u>89,391,027</u>	<u>92,477,568</u>	<u>94,010,905</u>
EXPENDITURES				
City Council	39,308	63,288	50,788	60,006
City Manager	243,178	410,038	407,548	470,895
External Assistant City Manager	191,099	246,127	218,076	231,814
Internal Assistant City Manager	-	220,399	193,210	226,342
City Auditor & Compliance Office	102,814	109,469	107,406	111,243
Municipal Court	872,297	960,566	954,468	984,182
Public Information Office	184,310	207,524	186,876	202,620
Volunteer Services	167,490	174,164	173,614	176,304
City Attorney	840,622	854,005	821,428	842,701
City Secretary	116,378	110,242	107,476	139,538
Finance	571,275	692,821	547,427	1,026,516
Accounting	375,978	407,066	399,946	-
Purchasing	113,963	207,197	167,294	259,362
Building Services	215,442	332,132	325,744	336,477
Custodial Services	469,866	724,810	705,905	723,120
Printing Services	213,535	201,796	192,143	191,944
Support Services	110,965	130,783	105,584	190,307
Human Resources	714,908	818,975	814,843	840,629
Employee Assistance Program	391,254	-	-	78,900
Information Technology	806,205	1,087,186	1,067,267	1,128,388
Library	1,459,137	1,505,758	1,495,528	1,521,974
Golf Course	1,389,106	1,412,299	1,378,358	1,459,043
Community Center Operations	224,236	190,418	170,298	280,342
Parks	1,804,058	1,768,620	1,724,776	1,845,523
Lions Club Park Operations	669,897	709,536	705,983	746,944
Family Aquatics Center	451,962	474,815	455,610	503,090
Killeen Arts and Activities Center	141,080	183,001	163,414	477,741
Recreation	195,712	197,492	178,934	200,043
Athletics	369,404	388,579	345,872	381,895
Cemetery	322,407	333,576	330,255	336,187
Senior Citizens	280,744	267,201	251,682	260,896
Swimming Pools	34,530	33,004	32,260	32,024
Community Dev.	247,123	290,236	288,368	335,542
Community Development/Home Program	42,635	50,380	48,843	50,585
Public Works	239,152	220,637	219,679	221,431
Traffic	883,759	486,354	466,327	429,890
Streets	2,757,818	3,442,088	3,288,987	3,527,966
Planning and Development	574,676	663,088	575,157	609,996
Building and Inspection	891,920	922,040	877,957	914,582
Code Enforcement	775,600	933,601	909,783	1,067,658
Police	23,716,143	24,987,154	24,785,040	26,710,201
Animal Control	520,482	601,723	580,652	697,404
Fire	16,157,474	16,922,344	16,842,708	16,946,687
Emergency Mgmt. / Homeland Security	121,008	125,352	122,183	121,868
EMS Billings & Collections	230,823	249,904	228,267	247,784
Non-Departmental	5,597,370	6,863,324	6,886,962	6,411,318
TOTAL OPERATING EXPENDITURES	<u>66,844,143</u>	<u>72,181,112</u>	<u>70,900,926</u>	<u>74,559,902</u>
TRANSFERS OUT	<u>43,975</u>	<u>886,731</u>	<u>710,571</u>	<u>-</u>
TOTAL EXPENDITURES	<u>66,888,118</u>	<u>73,067,843</u>	<u>71,611,497</u>	<u>74,559,902</u>
ENDING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved Fund Balance	20,679,620	14,798,184	19,341,071	17,926,003
TOTAL ENDING FUND BALANCE	<u>22,204,620</u>	<u>16,323,184</u>	<u>20,866,071</u>	<u>19,451,003</u>

GENERAL FUND

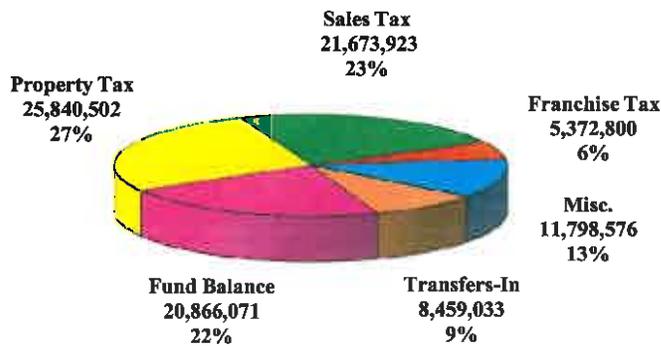
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



Total Fund Balance and Revenues \$89,391,027

FY 2013-14 Resources

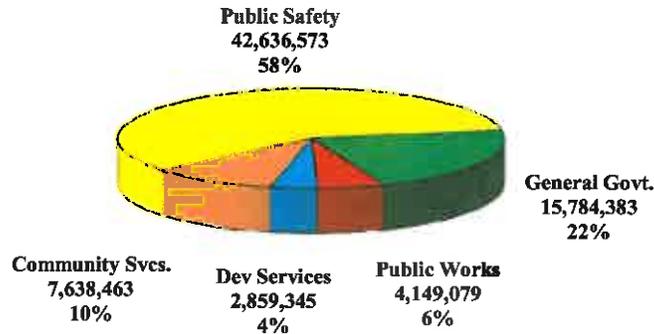


Total Fund Balance and Revenues \$94,010,905

GENERAL FUND

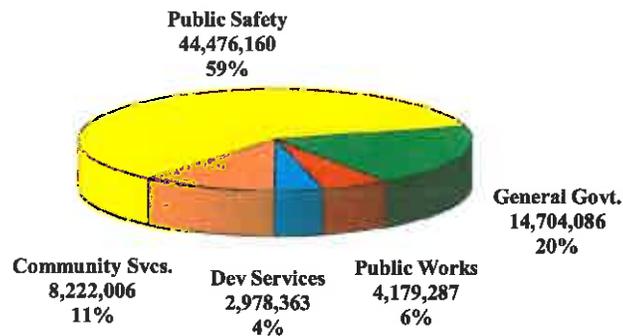
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenditures by Function



Total Expenditures \$73,067,843

FY 2013-14 Expenditures by Function



Total Expenditures \$74,559,902

Note: Significant changes between FY 2012-13 and FY 2013-14 are discussed on each division's financial page

GENERAL FUND REVENUES

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Total Beginning Fund Balance	19,953,213	20,930,739	23,325,017	20,866,071
Property Taxes				
Ad Valorem Taxes	24,765,458	22,684,148	23,425,643	25,288,502
Delinquent Ad Valorem Taxes	262,785	220,000	220,000	230,000
Delinquent Tax Penalties & Interest	254,874	233,000	233,000	240,000
Delinquent Tax Fees	93,175	82,000	82,000	82,000
Total Property Taxes	25,376,292	23,219,148	23,960,643	25,840,502
Sales & Occupancy Tax				
Sales Tax	19,834,205	20,117,251	20,634,877	21,253,923
Bingo Tax	218,269	216,000	221,711	225,000
Drink Tax	202,262	220,000	180,000	195,000
Total Sales & Occupancy Tax	20,254,736	20,553,251	21,036,588	21,673,923
Franchise Tax				
Telephone Franchise Fees	147,918	156,000	182,819	190,000
Miscellaneous Telephone	90,199	90,000	93,398	95,000
TXU Gas Franchise Fees	259,048	275,000	280,000	285,000
Cable Television Franchise Fees	1,225,538	1,300,000	1,170,000	1,200,000
Taxi Cabs Franchise Fees	2,650	3,500	2,700	2,800
TU Electric Franchise Fees	3,651,463	3,782,082	3,500,000	3,600,000
Total Franchise Tax	5,376,816	5,606,582	5,228,917	5,372,800
Miscellaneous Revenues				
Miscellaneous Police Receipts	76,808	70,000	70,000	70,000
Police Background Checks	8,010	10,000	10,000	10,000
Police - False Alarm Fees	535	18,000	2,075	18,000
Police - 2nd Hand Deal Fees	75	100	400	400
Taxi Operators License	4,500	4,500	4,500	4,500
Planning & Zoning Fees	23,420	35,000	30,000	30,000
Fire Dept. Service Fees Collected	2,774,193	2,800,000	2,693,912	2,700,000
Fire Dept - False Alarm Fees	100	-	-	-
Revenue Recovery Fees	66,827	70,000	70,000	72,000
TXDOT Annual Reimburse	-	-	50,000	50,000
Library Xerox Charges	20,542	14,000	20,000	21,000
Library Fines and Contributions	19,888	15,000	14,500	16,000
Animal Control Fees	100,634	110,000	110,000	112,000
Curb and Street Cuts	1,861	1,800	1,800	1,800
Processing Fee	359,069	275,000	393,233	395,000
Code Enforcement - Abatement	114,736	95,000	184,000	184,000
Miscellaneous Receipts	425,308	400,000	452,620	1,076,013
Total Miscellaneous Revenues	3,996,506	3,918,400	4,107,040	4,760,713
Permits & Licenses				
Food Handlers Permits	23,950	19,000	23,500	23,500
Mechanical Inspection Permits	48,978	48,000	48,000	48,000
Building Plans Review Fees	108,925	90,000	105,000	105,000
Garage Sale Permits	11,665	10,000	11,000	11,000

GENERAL FUND REVENUES

Continued

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Permits & Licenses (Continued)				
Contractor License	50,255	67,505	50,000	50,000
Certificates of Occupancy	38,520	40,000	38,000	38,000
Trailer Court License/Permits	10,470	9,000	10,000	10,000
Bldg Permits & Inspections	601,195	590,000	560,000	560,000
Electrical Inspections/Permits	132,253	129,060	120,000	120,000
Plumbing Inspections/Permits	136,261	110,000	120,000	120,000
Inspection Fees	14,190	18,680	18,000	18,000
TABC Permits and Licenses	175	5,000	-	-
Total Permits & Licenses	1,176,837	1,136,245	1,103,500	1,103,500
Court Fines & Fees				
Municipal Court Receipts	1,863,697	2,080,000	2,080,000	2,080,000
Municipal Court Time Payments	40,036	35,000	40,000	41,000
Arrest Fees	322,310	330,000	340,000	350,000
Parking Fines	16,233	15,000	15,250	15,500
Court Tax Service Fees	118,333	108,000	133,000	140,000
Traffic Cost (C.R.)	38,834	48,000	60,000	55,000
Jury Fees	9	50	50	50
Child Safety Fee	-	69,842	-	-
Commercial Motor Vehicle Fine	2,400	-	10,000	10,000
Total Court Fines & Fees	2,401,852	2,685,892	2,678,300	2,691,550
Recreation Revenues				
Swimming Pool Receipts	29,307	20,000	15,000	15,000
Recreation Revenue	27,477	35,000	30,000	32,000
Recreational Classes	90	-	-	-
Cemetery Lots	56,770	32,200	26,909	28,500
Athletic Revenue	179,910	186,000	186,000	186,000
Swimming Pool Lessons	43,610	40,000	40,000	40,000
Life Guard Instruction Receipts	5,325	2,500	8,200	9,000
Facilities Revenue	33,445	32,000	25,000	32,000
Concession Stand Revenue	15,728	15,000	11,000	12,000
Recr Center Memberships	488,912	425,000	537,544	450,000
Capital Replacement Fee	-	-	10,000	10,000
Aquatics Revenue	271,120	270,000	270,000	270,000
Aquatics Concession Revenue	10,350	9,750	9,750	9,750
Aquatics Center Rentals	48,550	35,000	47,600	35,000
Total Recreation Revenue	1,210,594	1,102,450	1,217,003	1,129,250
Interest Earned				
Interest Earned	154,576	157,000	150,000	150,000
Inv-Market Value Adjust	(13,708)	(17,000)	(17,000)	(17,000)
Total Interest Earned	140,868	140,000	133,000	133,000
Golf Course				
Trail Fees	15,691	15,350	14,261	14,546
Green Fee	414,695	387,407	415,200	423,030
Capital Improvement Fee	21,742	25,500	21,447	21,815
Pro Shop	154,939	173,808	154,458	155,673

GENERAL FUND REVENUES

Continued

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Golf Course (Continued)				
Golf Course Tournament Fees			65	-
Carts	278,884	278,398	286,484	286,203
Clubs	2,009	2,000	1,746	2,100
Annual Pass	153,620	153,072	135,500	138,210
Snack Bar	18,450	18,250	18,350	18,000
Cart Shed	75,669	75,290	80,393	80,000
Handicap Fees	743	1,400	1,075	900
Driving Range	80,774	80,299	76,081	76,650
Player Development	3,640	3,200	3,640	3,800
Total Golf Course Revenue	1,220,856	1,213,974	1,208,700	1,220,927
Intergovernmental Revenue				
Police Dept Grant - COPS Grant	395,351	802,770	451,385	451,636
Police Dept Grant - STEP Grant	-	168,800	168,800	-
Home Program	42,634	31,629	31,629	33,000
CDBG Administration	176,741	185,435	185,435	190,000
Title 5310 TXDOT	-	24,945	24,945	25,000
Bell County Contributions	-	3,500	3,500	35,000
Civil Defense Matching Funds	26,956	24,505	25,000	25,000
Fire Department Grant	59,212	54,596	-	-
DHS-Safer Grant	-	-	-	-
DHS-Homeland Security Grant	580	-	-	-
Total Intergovernmental Revenue	701,474	1,296,180	890,694	759,636
Transfers from other funds				
Transfer from Water & Sewer	4,761,667	5,041,845	5,041,845	5,750,711
Transfer from Solid Waste	2,181,275	2,282,624	2,282,624	2,329,346
Transfer from Drainage Utility	267,836	263,697	263,697	299,564
Transfer from Fund 244	-	-	-	79,412
Transfer from Fund 341	62,330	-	-	-
Transfer from Fund 441	9,586	-	-	-
Total Transfers from other funds	7,282,694	7,588,166	7,588,166	8,459,033
Total Fund Balance and Revenue	89,092,738	89,391,027	92,477,568	94,010,905



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 2012-13

- 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.
- Hired an Assistant City Manager (External Services), an Assistant City Manager (Internal Services) & an Executive Director of Aviation

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Determine priorities among City projects and programs to best serve the citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Provide policy oversight and guidance for the City of Killeen
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Continued support of Transportation Projects

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Council for FY 2013-14.

**GENERAL FUND
CITY COUNCIL**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 8,500	\$ 10,800	\$ 10,800	\$ 10,800
Supplies	560	2,106	1,900	2,575
Support Services	29,591	49,518	37,218	45,769
Benefits	657	864	870	862
Total Expenditures	\$ 39,308	\$ 63,288	\$ 50,788	\$ 60,006
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	266	N/A	233	N/A
<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 also acts as the City's representative and liaison to local groups, service organizations and businesses in the community, as well as at the County, State, and Federal levels. The City Manager ensures financial accountability, efficient use of resources, and is the City leader for the overall vision.

MAJOR DIVISION GOALS

- Work with the Killeen Economic Development Corporation to seek out quality development opportunities.
- Promote and support a safe, peaceful community and a positive image of the City.
- Plan and provide for new public facilities, infrastructure 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 ensuring the mission of "Dedicated Service, Every Day for Everyone" is achieved.
- Provide effective communication between the City Council, staff, residents and other customers.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Facilitated Charter Review Process.
- Continued construction and planning of the \$30 million Capital Improvement Program for Streets and Transportation needs.
- Implemented a new organizational structure highlighting an internal and external services concept.
- Began construction phase of Rosewood Drive/US Hwy 190 overpass and FM 2410.
- Completed construction phase of the SH 195/SH 201 overpass and SH 201 Improvements project.
- Completed a System contract with WCID#1 for Affluent Water and the Golf Course Reuse Project.
- Secured \$2 Million in funding through KTMPO for Trimmier Road Project.
- Secured \$1.45 Million in funding through TXDOT for Westside Hike and Bike Trail.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Begin construction of Stagecoach Road from East Trimmier to Hwy 195
- Completion of the Downtown Streetscaping and Andy K. Wells Hike and Bike Trail Project
- Relocate the IT Department to the city-owned "Cornerstone" building on Avenue D
- Develop and implement a Citizens of Killeen Academy highlighting all services offered and opportunities to participate in local government
- Continue planning efforts for the future growth and development of the City
- Begin design and possible construction of Water and Wastewater Treatment Plants
- Complete the Golf Course Reuse Project
- Begin master planning water reuse projects and opportunities in the city of Killeen
- Update the Thoroughfare Plan and Parks Master Plan
- Complete Design Phase of Fire Station #9
- Complete Design Phase of Trimmier/Lowes Blvd.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the City Manager's Office for FY 2013-14.

**GENERAL FUND
CITY MANAGER**

	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 194,915	\$ 326,746	\$ 322,136	\$ 369,874
Supplies	1,531	1,724	1,600	1,485
Support Services	8,536	13,256	11,700	11,650
Benefits	39,989	68,312	72,112	87,886
Minor Capital	3,207	-	-	-
Total Expenditures	\$ 248,178	\$ 410,038	\$ 407,548	\$ 470,895
Personnel Summary / Position Title				
City Manager	1	1	1	1
Administrative Assistant II	1	1	1	1
* Grants Administrator	0	0	0	1
Management Analyst	1	1	1	1
Total	3	3	3	4
<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	33.2%	22.3%	29.1%	26.1%
Bond Ratings:				
Standard & Poor's	AA	AA	AA	AA
Fitch	AA	AA	AA	AA
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	N/A	N/A	N/A	TBD

* Grants Administrator is supervised by Finance.

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Supported departments and associated committees to ensure effectiveness and efficiency of operations
- Worked with city departments budget development
- Continued to serve as the Community Services Director

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the (External) Assistant City Manager's Department for FY 2013-14.

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

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 155,713	\$ 195,063	\$ 176,951	\$ 187,536
Supplies	1,040	1,595	990	1,125
Support Services	4,217	4,489	2,775	8,030
Benefits	30,129	41,351	33,735	35,123
Minor Capital Outlay	-	3,629	3,625	-
Total Expenditures	\$ 191,099	\$ 246,127	\$ 218,076	\$ 231,814
Personnel Summary / Position Title				
Assistant City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Total	2	2	2	2
<u>OUTPUTS</u>				
Number of Meetings Attended by ACM	622	800	727	750
<u>EFFICIENCIES</u>				
Number of Phone Calls Received by Receptionist per Week	293	300	300	300
<u>EFFECTIVENESS</u>				
Percentage of Citizen Requests Resolved per Week	98.0%	98.0%	97.0%	98.0%

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

DIVISION DESCRIPTION

The Assistant City Manager (Internal) is the chief administrative and executive officer in the absence of the City Manager. The Assistant City Manager (Internal) is responsible for providing leadership throughout the city's departments and organizations; leading the leaders of the internal services departments including Finance, Human Resources, Information Technology, and Support Services; and ensuring that work plans are executed and city objectives, achieved.

MAJOR DIVISION GOALS

- Facilitate the success of Finance, Human Resources, Information Technology, and Support Services. (See below for related objectives.)
- Teach and practice leadership.
- Analyze, integrate, and utilize feedback provided by process audits and survey monkey.
- Provide support to the city manager's office. (See below for related objectives.)

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Internal Services began functioning as an entity in January, 2013. The primary tasks have revolved around staffing, studying, gathering input, assessing backwards, and planning forward.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

Finance

- Reorganize for effectiveness and efficiency.
- Assess and redesign, as needed, financial reports, processes, and strategies.

Human Resources

- Develop and implement total rewards and compensation.
- Implement recommendations developed by compensation study.
- Develop and implement a framework and modules for city staff training.

Information Technology

- Reorganize for effectiveness and efficiency.
- Strengthen technology infrastructure, including replacement programs for cores, switches, and desk-top computers and expand the connectivity (both intranet and internet)

Support Services

- Plan and implement security and facility improvements.
- Develop process clarification.

Support to the City Manager's Office

- Update KEEP.R.
- Study compensation and develop recommendations.
- Assess the appraisal system.
- Develop departmental performance goals system.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Assistant City Manager (Internal) division for FY 2013-14.

GENERAL FUND
ASSISTANT CITY MANAGER (INTERNAL)

	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ -	\$ 147,189	\$ 132,233	\$ 179,031
Supplies	-	1,825	2,289	1,528
Support Services	-	21,755	22,265	10,472
Benefits	-	37,522	24,376	34,311
Capital Outlay	-	12,108	12,047	1,000
Total Expenditures	\$ -	\$ 220,399	\$ 193,210	\$ 226,342
Personnel Summary / Position Title				
Assistant City Manager	0	1	1	1
Administrative Assistant	0	1	1	1
Total	0	2	2	2
<i>OUTPUTS</i>				
Training modules (HR, IT, and leadership) and training plans (Finance, HR, IT, and Support Services)	N/A	N/A	N/A	N/A
KEEPER reviewed and revised (71 policies)	N/A	N/A	N/A	N/A
Feedback action plans (Finance, HR, IT, and Support Services)	N/A	N/A	N/A	N/A
<i>EFFICIENCIES</i>				
Desk top manuals (IT and Finance)	N/A	N/A	N/A	N/A
FuelMan reports	N/A	N/A	N/A	N/A
Process charts (Finance and HR)	N/A	N/A	N/A	N/A
<i>EFFECTIVENESS</i>				
Dashboards for internal services (Support Services)	N/A	N/A	N/A	N/A
Redesigned appraisal system	N/A	N/A	N/A	N/A
Redesigned performance goals system	N/A	N/A	N/A	N/A

Note: Newly organized department. Tracking will begin in fiscal year 2013-14.

GENERAL FUND CITY AUDITOR

DIVISION DESCRIPTION

Under the direction of the City Council, 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

- Develop and implement an annual internal audit plan based on the needs of the organization and risk assessment.
- Ensure the City is operating within federal, state and local regulations in accordance with City policies and third party contracts.
- Review the fiscal records of the City and assure that proper accounting procedures are followed as promulgated by the Governmental Accounting Standards Board.
- Audit and analyze work processes, policies and procedures for regulatory compliance and best practice.
- Investigate alleged or potential fraud, waste, and abuse.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Conducted financial, internal control, compliance audits and special reviews as documented in the FY2013 Annual Audit Plan.
- Conducted regular reviews of compliance programs and investigated alleged violations of compliance guidelines.
- Prepared corrective action plans to monitor adherence.
- Coordinated the City's annual financial audit.
- Prepared the City of Killeen Comprehensive Annual Financial Report.
- Created the City of Killeen Audit Committee made up of three City Council Members.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Develop and implement the annual internal audit plan for FY2014.
- Conduct financial, internal control, compliance audits and special reviews as documented in the FY2014 Annual Audit Plan and as needed.
- Conduct regular reviews of compliance programs and investigate alleged violations of compliance guidelines.
- Prepare corrective action plans and monitor adherence.
- Submit annual Internal Audit division reports to the City Manager and the City Council.
- Submit updates and reports to the Audit Committee quarterly and as needed.
- 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.
- Investigate alleged or potential fraud, waste, and abuse.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the City Auditor/Compliance Office for FY 2013-14.

**GENERAL FUND
CITY AUDITOR**

	2011-12 Actual	2012-13 Adopted	2012-13 Estimated	2013-14 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 82,622	\$ 87,421	\$ 87,413	\$ 90,093
Supplies	38	200	150	200
Support Services	2,082	2,665	2,256	2,520
Benefits	17,573	19,183	17,587	18,430
Minor Capital	499	-	-	-
Total Expenditures	\$ 102,814	\$ 109,469	\$ 107,406	\$ 111,243
 Personnel Summary / Position Title				
City Auditor	1	1	1	1
Total	1	1	1	1
 <u>OUTPUTS</u>				
Internal Audits	8	10	8	8
Comprehensive Annual Financial Report	1	1	1	1
 <u>EFFICIENCIES</u>				
Percentage of Violations of City Compliance Issues Investigated/Audited Within 12 Months of Discovery.	100%	100%	100%	100%
Number of Audits/Reviews Completed During the Fiscal Year.	8	10	8	8
Issue CAFR Within 180 Days After the End of the Fiscal Year.	204	<180	<180	<180
 <u>EFFECTIVENESS</u>				
Percentage of Audit Recommendations that Management Agrees to Implement.	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

- Interpret laws and apply them impartially to ensure the integrity of the court and instill the public's trust and confidence in the judicial system
- Conduct all matters before the Court in a fair and impartial manner
- Ensure compliance with appearance requirements and court orders
- Collect fines and costs and remit to the city and state as required
- Report to state agencies as mandated by statute
- Ensure that efficient case flow management practices are in place
- Provide excellent customer service to the public

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- The community garden produced and donated over 2300 pounds of fruits and vegetables to the Killeen Soup Kitchen, the Killeen Food Bank and to two Killeen senior citizens centers
- Contracted with Linebarger Goggan Blair & Sampson, LLP for the collection of fines and court costs; scheduled to implement late October 2013
- Improved the Court's relationship with Fort Hood by coordinating with key law enforcement personnel, the clearing station, and the Police Liaison to develop a system for clearing outstanding warrants

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Explore methods to improve the efficiency of the flow of customers in the court lobby
- Reduce the number of outstanding warrants by utilizing the expertise of the law firm Linebarger, Goggan, Blair & Sampson, LLP
- Conduct a warrant round up to clear outstanding warrants
- Reduce paper records by scanning back log of closed case files and destroying the paper records
- Develop a teen project
- Develop and implement a community service program for adult indigent defendants
- Research new court software that will enable the court to operate at a higher efficiency level than the current software is capable of; and research technology equipment for the court room
- Update court security in the lobby and the court room

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Municipal Court Department for FY 2013-14.

**GENERAL FUND
MUNICIPAL COURT**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 642,793	\$ 674,037	\$ 672,058	\$ 723,895
Supplies	19,463	37,302	36,180	20,439
Repairs	2,254	2,406	2,409	2,406
Support Services	6,064	12,992	9,992	8,282
Benefits	201,723	227,477	227,477	229,160
Minor Capital	-	6,352	6,352	-
Total Expenditures	\$ 872,297	\$ 960,566	\$ 954,468	\$ 984,182

Personnel Summary / Position Title

Presiding Judge	1	1	1	1
Associate Judge	1	1	1	1
Clerk of the Court	1	1	1	1
Assistant Clerk of the Court	1	1	1	1
Compliance/Collections Manager	1	1	1	1
Compliance Assistant	1	1	1	1
Executive Assistant	1	1	1	1
City Marshal	1	1	1	1
Deputy City Marshal	2	2	2	2
Bailiff	1	1	1	1
Juvenile Case Manager	1	1	1	1
Juvenile Coordinator/Accounting Clerk	1	1	1	1
Warrants Coordinator	2	2	2	2
Accounting Clerk	1	1	1	1
Warrants Clerk	1	1	1	1
Court Collections Clerk	4	5	5	5
Court Citation Specialist	1	1	1	1
Files Clerk	1	1	1	1
Senior Collections Clerk	1	1	1	1
Total	24	25	25	25

OUTPUTS

Number of Cases Filed	25,273	30,000	40,065	40,065
Class C Misdemeanor Warrants Issued	13,411	14,000	7,646	7,646
Teen Court Cases Filed	418	900	388	388

EFFICIENCIES

Warrants Issued	13,411	13,000	7,646	7,646
Warrants Cleared	15,053	12,500	11,784	11,784
Number of Cases Closed	24,691	N/A	32,975	32,975

EFFECTIVENESS

Percentage of Warrants Cleared	112.0%	96.2%	154.0%	154.0%
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**GENERAL FUND
PUBLIC INFORMATION**

DIVISION DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Issued 171 press releases.
- Provided daily response to media inquiries.
- Produced 24 City Council meetings for Channel 10 and web streaming.
- Administered the city website.
- Administered city Facebook page, which now has more than 2,500 followers.
- Produced 7 issues of *City Beat*.
- Produced 3 issues of *City Insight*, the resident newsletter distributed in water bills.
- Planned 14 events.
- Produced 38 videos for the Government Access Channel and YouTube.
- Chaired the city employee United Way Campaign raising \$133,739, the most of all givers in the community and a new Team Killeen record.
- Led the Team Killeen Committee, which planned and hosted the employee picnic and administered the monthly Team Spirit Award.
- Produced the employee telephone directory.
- Planned and produced two Mayor's State of the City addresses.
- Produced 42 mayoral proclamations, letters, and awards.
- Began management of city's federal legislative agenda and Washington lobbying visits.
- Planned and administered the Public Information and Government Channel Budgets.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- 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 updating current site and adding new features.
- Implement web streaming of audio at City Council Workshops.
- Expand and enhance the City of Killeen social media presence.
- Produce City Council Meetings.
- Produce 12 issues of *City Beat*.
- Produce 3 issues of *City Insight*.
- Plan and host the 2014 Employee Picnic and other Team Killeen Committee initiatives.
- Reorganize Public Information staff to better meet current communications priorities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Public Information for FY 2013-14.

**GENERAL FUND
PUBLIC INFORMATION**

	2011-12		2012-13		2012-13		2013-14
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 136,375	\$	142,509	\$	128,990	\$	140,650
Supplies	10,492		20,366		17,168		17,578
Support Services	5,532		11,960		10,800		11,750
Benefits	31,911		32,689		29,918		32,642
Total Expenditures	\$ 184,310	\$	207,524	\$	186,876	\$	202,620
Personnel Summary / Position Title							
Executive Director of Public Information	0.5		0.5		0.5		0.5
Public Information Officer	0.7		0.7		0.7		0.7
Executive Assistant	0.6		0.6		0.6		0.6
Community Engagement Coordinator	0.7		0.7		0.7		0.7
Total	2.5		2.5		2.5		2.5
<u>OUTPUTS</u>							
Number of Press Releases Issued	229		200		171		150
Number of City Council Meetings Produced	21		24		24		24
Number of Facebook Fans	1,318		2,000		2,550		3,200
Number of City Insight Issues Produced	2		3		3		3
Number of City Beat Issues Produced	12		12		7		12
Number of Events Coordinated	13		10		14		10
Number of Team Spirit Awards Awarded	12		12		7		12
<u>EFFICIENCIES</u>							
Return of News Stories to Press Releases	154.0%		200.0%		161.0%		200.0%
Unique Media Inquiry Responses	99.1%		100.0%		98.7%		100.0%

GENERAL FUND VOLUNTEER SERVICES

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Effectively recruit, train and utilize volunteers.
- Promote volunteerism and enhance the quality of life in Killeen.
- Provide support and oversight to Killeen Volunteers, Inc. and its program committees.
- Enhance the beautification and safe environment of Killeen through educational programs and citywide projects.
- Provide city-wide 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 2012-2013

- Coordinated the annual Christmas Parade, Tree Lighting Program, Outdoor Lighting Contest, Celebrate Killeen Festival, and Rodeo.
- Provided an annual Youth Community Conference for 300 students in the Killeen Independent School District.
- 1,292 youth performed an additional 59,118 hours of service to earn the Presidential Volunteer Service Awards.
- Provided 481 volunteers for H-E-B's Feast of Sharing Community Meal.
- Hosted the 19th annual Make a Difference Day event with 16,565 registered volunteers who completed 115 service projects.
- Hosted the Annual Trash-off with 556 volunteers who cleaned 115 miles of city streets and collected 8,588 pounds of trash.
- Referred 1,207 volunteers to other Non-Profit Agencies.
- Hosted an Emergency Preparedness Training for forty-two Non-Profit Agencies.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services were to Volunteer Services for FY 2013-14.

**GENERAL FUND
VOLUNTEER SERVICES**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 128,938	\$ 133,750	\$ 133,750	\$ 137,475
Supplies	1,900	1,344	994	1,344
Support Services	3,584	4,300	4,100	3,800
Benefits	33,068	34,770	34,770	33,685
Total Expenditures	\$ 167,490	\$ 174,164	\$ 173,614	\$ 176,304
Personnel Summary / Position Title				
Director of Volunteer Services	1	1	1	1
Youth Program Specialist	1	1	1	1
Senior Secretary	1	1	1	1
Total	3	3	3	3
<u>OUTPUTS</u>				
Number of Volunteer Service Projects	90	75	80	80
Number of Service Hours Performed	59,118	50,000	75,000	75,000
Number of Referrals to Other Agencies	1,207	1,100	1,100	1,500
Number of Inquiries Via (visit/phone)	4,047	3,500	3,500	3,000
<u>EFFICIENCIES</u>				
Division Expenditures as % General Fund	0.25%	0.25%	0.25%	0.25%
# of Inquiries Per Employee (3)	1349	1167	1167	1200
<u>EFFECTIVENESS</u>				
# of Hours Performed in Relation to Projects	1022	667	667	938
% of Filled Volunteer Service Projects	100%	100%	100%	100%

**GENERAL FUND
CITY ATTORNEY**

DIVISION DESCRIPTION

A support department, consisting of 5 attorneys, one paralegal, and one executive assistant, which provides on-going legal support to the City Council, all city departments and divisions, and various City boards and commissions. Primary duties include attendance at all City Council meetings; review of all ordinance revisions, all documents before Council consideration and all contracts before signature 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; and prosecuting all Class "C" misdemeanors that occur within the city limits.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Secured City Council approval of a consent agreement for the creation of the Bell County MUD No. 2.
- Provided legal contract guidance and drafting for various Community Improvement Projects and facilitated the acquisition of right-of-way necessary for the same.
- Worked with Enactus CTC and Centex Grease Recovery to establish a used cooking oil recycling program.
- Assisted City Management and Public Works in their ongoing negotiations with Bell County Water Control & Improvement District No. 1 on various issues including the South Wastewater Treatment Plant, Reclaimed Water Projects and the potential South Water Treatment Plant.
- Worked with the city council to propose revisions to the city charter in the May election.
- Continued to develop community prosecution in Killeen with the goal of compliance through education and community involvement.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Facilitate the acquisition of the CCN needed to supply water to Bell County MUD No. 2 and provide legal guidance as the project moves forward towards development.
- Secure City Council approval of various agreements with Bell County WCID No. 1 relating to the South Wastewater Treatment Plant, Reclaimed Water Projects and the potential South Water Treatment Plant.
- Continue to assist Public Works in revising the FOG program and securing City Council's approval of the same.
- Develop a database of standard contracts for city use.
- Resolve municipal court cases in a timely and successful fashion, work with the Court to process cases more efficiently as the number of court cases continues to grow and expand community prosecution efforts.
- Increase efficiency in our process to collect from persons who have damaged city property.
- Renew juvenile curfew ordinance and implement new false alarm ordinance.

MAJOR NEW PROGRAMS AND SERVICE

- There were no major new programs or services added to the City Attorney's Office for FY 2013-14.

**GENERAL FUND
CITY ATTORNEY**

	2011-12		2012-13		2012-13		2013-14
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 646,369	\$	621,826	\$	617,168	\$	630,624
Supplies	2,210		2,771		2,350		2,646
Repairs	-		170		170		-
Support Services	47,490		75,533		58,100		59,485
Benefits	131,348		133,705		124,640		129,946
Capital Outlay	13,205		20,000		19,000		20,000
Total Expenditures	\$ 840,622	\$	854,005	\$	821,428	\$	842,701

Personnel Summary / Position Title

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

OUTPUTS

Legal Consultations/Opinions	4,019		4,140		4347		4,500
Documents Reviewed	4,817		4,962		5210		5,450
Open Records Requests received and processed	1,569		1,663		1727		1,813
AG letters written in response to Open Records Requests	697		739		514		750

EFFICIENCIES

Legal Consultations/Opinions per Attorney	804		828		869		955
Documents Reviewed per Attorney	963		992		1041		1093
Open Records Requests Received and Processed per Attorney	314		333		345		363
AG Letters Written in Response to Open Records Requests per Attorney	139		148		103		150

EFFECTIVENESS

Percentage of Oral Opinions Provided on Routine Matters Within 48 Hours:	93%		93%		93%		93%
Percentage of Oral Opinions Provided on Nonroutine Matters Within 2 Weeks:	95%		95%		95%		95%
Percentage of Written Opinions Provided on Routine Matters Within 1 Week:	90%		90%		90%		90%
Percentage of Written Opinions Provided on Nonroutine Matters Within 30 Days:	94%		94%		94%		94%
Percentage of Contracts Reviewed Within 2 Days:	95%		95%		95%		95%
Percentage of Public Information Request Handled Within 10 Working Days:	100%		100%		100%		100%

**GENERAL FUND
CITY SECRETARY**

DIVISION DESCRIPTION

The City Secretary's Office keeps and maintains select 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 one election.
- Codify ordinances within one day of passage.
- Process all ordinances, resolutions within one day of passage.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Conducted one election.
- Codified 7 ordinances.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Conduct one general election.
- Codify ordinances.
- The use of Legistar for meeting minutes.
- Set up process to ensure proper acquisition of the Statement of Official and Oath of Office from those officials/employees required to file one.
- Set up process to ensure Open Meetings Act and Public Information Act training is completed by those required to complete by state law.
- Create and put in place a Records Retention/Destruction policy/program that encompasses all city departments and complies with state regulations.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to City Secretary for FY 2013-14.

**GENERAL FUND
CITY SECRETARY**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 68,223	\$ 69,647	\$ 69,092	\$ 70,396
Supplies	488	535	535	400
Support Services	2,255	2,425	2,365	2,565
Benefits	15,347	16,206	15,270	15,753
Designated Expenses	30,065	21,429	20,214	50,424
Total Expenditures	\$ 116,378	\$ 110,242	\$ 107,476	\$ 139,538
 Personnel Summary / Position Title				
City Secretary	1	1	1	1
Total	1	1	1	1
 <u>OUTPUTS</u>				
City Council Minutes	28	29	29	30
Issue Permits, Licenses, Vehicle Registrations	400	418	418	428
Codify Ordinances	20	22	22	23
Conduct Election	2	1	1	1
Index Ordinances, Resolutions	274	302	302	317
 <u>EFFICIENCIES</u>				
# of Documents Processed per 1 Employee	724	772	772	799
 <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 mission of the Finance Department is to safeguard the City's assets. Finance directs the City's budget process, monitors and updates long-term financial plans, prepares policy recommendations, plans and coordinates city debt issuances, including presentations to bond rating agencies, and monitors the City's utility rate structure to ensure financial stability of the City's utility systems. The Finance Department is also responsible for the City's debt and cash management programs, along with implementation of financial policies for the City.

MAJOR DIVISION GOALS

- Plan for the City's future financial growth and strive to aid in maintaining a stable tax rate and a predictable income stream.
- Maintain the City's cash reserve policies.
- Maintain long-range financial plans and update them annually
- 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 2012-13

- Began a process review to ensure efficient operations of the Finance Department.
- Issued over \$80,000,000 in Water and Sewer debt and was successful in increasing the City's debt rating.
- Worked with Public Works and CP@Y to develop and monitor a new Water and Sewer Rate Model.
- Worked with the City's Executive TEAM on the long terms effects of a major development.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Maximized investment earnings while maintaining the safety and liquidity of the City's portfolio.
- Received the Texas Comptroller Leadership Circle Silver Award for Financial Transparency.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Continue and implement the WEB Watch process review and continue to evaluate and make recommendations on City operations and procedures to ensure the most efficient use of City resources.
- Develop a grant program.
- Implement the online Unclaimed funds program.
- 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.
- Be the leader in fostering a "customer-oriented" approach and providing the highest level of service to internal and external customers.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Finance for FY 2013-14.

**GENERAL FUND
FINANCE**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 724,157	\$ 835,456	\$ 716,795	\$ 790,430
Supplies	13,169	13,061	11,748	11,693
Repairs	-	905	-	-
Support Services	40,825	50,606	41,032	44,761
Benefits	157,842	195,639	171,614	179,632
Minor Capital	11,260	4,220	6,184	-
Total Expenditures	\$ 947,253	\$ 1,099,887	\$ 947,373	\$ 1,026,516

Personnel Summary / Position Title

Executive Director of Finance	1	1	1	1
Assistant Director of Finance	1	1	1	1
Executive Assistant	1	1	1	1
Management Accountant	1	1	1	1
Staff Accountant	2	2	2	1
Accounting Clerk	1	0	0	0
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Specialist	4	7	7	8
Total	13	15	15	15

OUTPUTS

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

EFFICIENCIES

Annual Investment Yield	0.33%	0.30%	0.29%	0.28%
Publish budget document within 90 days of adoption	120	121	<90	122
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes

EFFECTIVENESS

Percentage of adopted budget revenues in major operating funds to actual revenues	100%	98%	N/A	N/A
Percentage of actual ending general fund balance to total expenditures	33.2%	23.0%	29.1%	26.1%

^(a) GFOA: Government Finance Officers Association

*Finance and Accounting were merged in the 2013-2014 Budget.

GENERAL FUND PURCHASING

DIVISION DESCRIPTION

Manage, facilitate and provide high quality, team-based, value-added procurement and support services in compliance with federal, state and local law and internal control procedures. The purchasing division assists city staff in making informed decisions and procuring supplies, equipment and services that are the best value for the City. Conduct business with the highest level of customer service, ethical standards, fairness, and transparency, while welcoming qualified, responsible, diverse and "green" vendors. The purchasing division prepares specification, bid and contract documentation and makes recommendations on procurement initiatives; as well as facilitates asset management and disposition.

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
- Implement possible centralization of the purchasing processes for the City
- Implement the E-bid process, ensuring that all vendors get the opportunity to do business with the city
- Provide income to the City using the procurement card platform.
- Streamline the procurement card process to ensure no fraud/waste & abuse

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Completed the implementation process for our electronic bid and electronic vendor management systems
- Improved the fixed asset tracking and accounting processes
- Researched fixed asset tracking software programs
- Revised the purchasing policy as law or policy change dictated
- Provided training for local vendors in reference to bidding procedures, opportunities and requirements by participating in the 2013 Fort Hood Region Government Vendor Conference & Expo
- Evaluated various options provided in the SunGard system to possibly further streamline the purchasing process, fixed asset data entry, and accountability process
- Fine tuned our procedures for evaluating all acquisitions to properly identify ones that may possibly require bidding and facilitate the process for the respective bids
- Provided training/orientation for new city employees regarding procurement card use, purchasing policy and procedures and SunGard data entry
- Conducted Live Auction to drastically reduce surplus/excess equipment

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue to evaluate expenditures for items that may possibly require bidding and facilitate the process for the respective bids.
- Provide continuous training/orientation for new staff members regarding procurement card use, purchasing policy/procedures.
- Enforce better procedural process in completion of Purchase/Change Orders to include a more streamline process of providing supporting documents and better vendor data.
- Organize annual Live Auction to continue to reduce city excess/surplus equipment.
- Hire a Supply Specialist to manage all fixed assets.
- Contact Cooperative members for training to examine better purchasing practices.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Purchasing in FY 2013-14.

**GENERAL FUND
PURCHASING**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 69,167	\$ 144,838	\$ 120,547	\$ 194,948
Supplies	1,508	3,503	2,250	2,076
Support Services	4,099	9,955	8,097	8,630
Benefits	20,302	44,494	32,048	52,408
Minor Capital	387	4,407	4,352	1,300
Capital Outlay	18,500	-	-	-
Total Expenditures	\$ 113,963	\$ 207,197	\$ 167,294	\$ 259,362

Personnel Summary / Position Title

Purchasing Manager	1	1	1	1
Principle Secretary	0	1	1	1
Buyer	1	1	1	1
P-Card Specialist	0	1	1	1
Asset Technician	0	1	1	1
Total	2	5	5	5

OUTPUTS

Purchase Orders	7,000	8,000	6,847	-
Procurement Cards	255	265	260	-
Auction	3	4	1	1
Asset Accountability (number of assets processed)	105	125	-	-
Procurement card transactions	12,500	14,000	13,647	-
Manual purchase orders	225	250	130	-

EFFICIENCY

Purchase orders reviewed and processed per employee (2)	3,500	4,000	3,420	-
Procurement Card issuances per employee (1)	255	265	260	-
Auctions coordinated per employee (2)	2	2	1	-
Assets accounted for per employee (1)	105	125	25	-
Procurement card transactions reviewed per employee(1)	12,500	14,000	13,647	-
Manual purchase orders reviewed and processed per employee(2)	113	125	65	-

EFFECTIVENESS

Percentage of purchase orders processed within 48 hours	50%	50%	50%	100%
Percentage of P-Cards issued within 7 working days	100%	100%	100%	100%
Percentage of auctions completed annually	100%	100%	100%	100%
Percentage of monthly procurement card transactions reviewed	100%	100%	100%	100%
Percentage of manual purchase orders processed within 48 hours	50%	50%	50%	100%

**GENERAL FUND
BUILDING SERVICES**

DIVISION DESCRIPTION

Provides routine, breakdown, and emergency maintenance for 46 City owned or leased primary buildings. The Building Services Division manages building, electrical, and HVAC Non Departmental maintenance funding; as well as monitors pest control, alarms, and elevator contracts.

MAJOR DIVISION GOALS

- Brings 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 2012-2013

- Maintained 100+ city owned properties with a reduced staff.
- Assisted with KC3 carpet replacement process.
- Rehabilitated the Solid Waste secretary office.
- Implemented city wide pest control bid.
- Provided IAQ air testing services throughout the city.
- Integrated an electrician and a full-time secretary.
- Upgraded the Parks & Recreation hike and bike trail lights to compact florescent.
- Built a covered patio at the Killeen Special Events Center's rodeo arena.
- Coordinated Asbestos abatement at 207 W Ave D (aka Cornerstone).
- Coordinated the removal of a catwalk at the North Police Station and follow-on architectural engineering support.
- Power-washed the KCCC.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Define routine and emergency building services priorities, capital improvements and repair responsibilities, and management of outsourced projects.
- Coordinate renovation of the new IT building - 207 W Ave D. (aka Cornerstone).
- Coordinate City Hall structural assessment and security upgrades.
- Assist Printing Services with generating a proposal for a 2,500 sq ft, city owned facility.
- Sustain the work-order process.
- Coordinate energy efficiency initiatives and management funding sources – lighting, HVAC, weather proofing, wastewater, and water treatment.
- Sustain functional synergy with Custodial Services.
- Assist emergency management initiatives that provide back-up power generation to City Hall and annex.
- Hire and train an HVAC specialist. Implement a yearly maintenance and replacement program.
- Provide locksmith training for Building Services personnel.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Building Services in FY 2013-14.

**GENERAL FUND
BUILDING SERVICES**

	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<i>INPUTS</i>				
<hr/>				
Expenditures				
Salaries	\$ 150,187	\$ 224,403	\$ 223,917	\$ 232,960
Supplies	10,915	18,168	17,626	19,639
Repairs	4,192	5,400	5,600	7,300
Support Services	10,441	16,803	13,378	12,895
Benefits	39,707	67,358	65,223	63,683
Total Expenditures	\$ 215,442	\$ 332,132	\$ 325,744	\$ 336,477
Personnel Summary / Position Title				
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	2	3	3	3
Part time Secretary	0.5	-	-	-
Senior Secretary	-	1	1	1
Electrical Maintenance Technician	-	1	1	1
Total	3.5	6	6	6
<i>OUTPUTS</i>				
<hr/>				
General Work Orders	926	1,350	1,114	1,350
HVAC Work Orders	144	275	135	275
Special Projects	56	20	28	20
Electrical Work Orders	-	375	180	375
<i>EFFICIENCY</i>				
<hr/>				
Workload per employee (all outputs)	355	675	557	675
Outsourced	325	300	314	300
<i>EFFECTIVENESS</i>				
<hr/>				
Number of work orders processed within allocated response time	90.00%	80.00%	80.00%	80.00%
Number of work orders processed within allocated response time outsourced.	90.00%	92.00%	92.00%	92.00%

**GENERAL FUND
CUSTODIAL SERVICES**

DIVISION DESCRIPTION

The Custodial Services division maintains 38 City facilities encompassing over 390,000 square feet. Routine duties include providing floor/carpet care, general cleaning, removal of trash and recyclable materials. The division facilitates a safe, clean and healthy work environment. Custodial Services also assists with safety and security measures.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Created new cleaning standards and assumed the cleaning for the new Code Enforcement facility.
- Continued to enhance facilities appearance concentrating on City employees and citizens concerns.
- Researched different green products with various vendors and found better quality trash can liners at the same price.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Create time standards and cleaning procedures for the new Street Department facility.
- Create time standards and cleaning procedures and improve the fire stations appearance with the adequate cleaning standards.
- Create time standards and cleaning procedures for the information technology new facility.
- Reduce the workers compensation claims to zero enhancing our safety program by checking building safety in a monthly basis.
- Reduce the worker turn over recruiting a high quality employee through a better interview screening.
- Maintain supplies and equipment repair cost low by monitoring supplies usage and equipment preventive maintenance.
- Establish a new training program which will require employees' certification.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Custodial Services in FY 2013-14.

**GENERAL FUND
CUSTODIAL SERVICES**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 303,418	\$ 440,495	\$ 437,495	\$ 475,143
Supplies	58,062	80,740	67,865	70,139
Repairs	3,067	6,500	6,000	7,300
Support Services	5,310	8,050	5,520	5,520
Benefits	96,299	163,105	163,105	161,218
Minor Capital	3,710	-	25,920	3,800
Capital Outlay	-	25,920	-	-
Total Expenditures	\$ 469,866	\$ 724,810	\$ 705,905	\$ 723,120
 Personnel Summary / Position Title				
Custodial Supervisor	1	1	1	1
Custodial Crew Leader	1	2	2	2
Custodian	10	15	15	15
Total	12	18	18	18
 <u>OUTPUTS</u>				
Total square footage cleaned	256,420	358,383	358,383	385,370
Supply cost per square foot cleaned	0.17	0.18	0.12	0.16
 <u>EFFICIENCY</u>				
Total square feet cleaned per custodian	21,368.3	19,910.2	19,910.2	22,668.0
 <u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0%	50%	-42%	15%
% change in square feet cleaned	8%	-6%	7%	17%

**GENERAL FUND
PRINTING SERVICES**

DIVISION DESCRIPTION

The Printing Services produces graphics and printed products for the City. Printing Service determines the cost effectiveness of outsourcing versus in-house printing and facilitates completion of contracted jobs.

MAJOR DIVISION GOALS

- Evaluates current equipment and request additional equipment as advances in technology occur in order to perform as many printing requests as possible in-house.
- 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 2012-2013

- Maintained the level of printing quality with limited resources.
- Printed for 46 Divisions with a limited staff of 3 employees.
- Enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.
- Decrease the turn-over time for completion to less than two weeks.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Sustain printing quality and timely support.
- Integrate Apple computers to enhance desktop publishing and graphic design capabilities.
- Continue to enforce evaluation of outsourcing versus in-house printing services and provide the most cost effective means of producing jobs.
- Continue education for Graphics and also attend trainings for current laws and communications skills.
- Secure two (2) new computers.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Printing Services in FY 2013-14.

**GENERAL FUND
PRINTING SERVICES**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 88,633	\$ 90,443	\$ 90,443	\$ 98,332
Supplies	4,987	5,713	5,410	5,763
Repairs	8,450	8,625	8,600	8,025
Support Services	51,273	51,267	51,192	51,217
Benefits	24,450	25,598	25,598	28,207
Minor Capital	594	-	-	-
Designated Expenses	359	400	400	400
Capital Outlay	34,789	19,750	10,500	-
Total Expenditures	\$ 213,535	\$ 201,796	\$ 192,143	\$ 191,944
Personnel Summary / Position Title				
Printing Services Supervisor	1	1	1	1
Press Operator	1	1	1	1
Secretary	0.5	1	1	1
Total	2.5	3	3	3
<i>OUTPUTS</i>				
Work Orders Processed	1,200	1,200	1,200	-
Print Impressions	5,000,000	5,000,000	5,000,000	-
Paper Inventory	19,000	18,000	18,500	-
<i>EFFICIENCY</i>				
Processed work requests with-in the two week allotted	98.0%	99.0%	99.0%	99.0%
<i>EFFECTIVENESS</i>				
Quality Control Survey returned to Print Shop with results meeting excellent service	99.0%	99.0%	98.0%	99.0%
Jobs completed in house	99.0%	99.0%	99.0%	99.0%

GENERAL FUND SUPPORT SERVICES

DEPARTMENT DESCRIPTION

Support Services employs 59 people and consists of the Fleet Services, Building Services, Custodial Services, Printing Services and Purchasing divisions. It manages the operations of 50+ buildings, maintenance of 1000+ vehicles and forecasts and implements a \$2+ million annual budget. It provides city staff with safe, secure, clean and healthy work environments, safe and operable vehicles, efficient and accurate asset tracking and management and timely and resource efficient purchasing and printing support.

MAJOR DEPARTMENT GOALS

- Proactively support the City Manager and staff – our customers.
- Sustain a coaching mechanism that professionally trains and develops employees, informs performance appraisals, facilitates appropriate recognition for commendable service and ensures corrective actions as required.
- Leverage conversations, external consults, and surveys to develop work plans and performance measures that result in reliable, secure and desirable customer support.
- Provide ethical and visionary leadership that sets and enforces standards, institutes processes and internal controls, instills and fosters trust and shapes a positive, team-centric culture.
- Coordinate annual budget submissions that wisely allocate taxpayer funds, achieve department goals, and maximize resource efficiencies.
- Hire best-qualified people to fill all vacancies.
- Implement systems and service contracts that improve Fleet Services security, operations, vehicle maintenance, and parts, tools and equipment accountability.
- Manage bidding, purchasing, and property accountability in coordination with the Finance Department. Secure best value from local companies when possible.
- Conduct effective and efficient cross-department coordination and collaboration.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Support Services: Hired a Fleet Director, Shop Foreman and Purchasing Manager, generated a Facilities Plan and led the transition to Fuel Man/Texas Fleet Fuel.
- Fleet: Reestablished maintenance standards and internal controls and improved equipment and parts accountability and motor pool operations.
- Purchasing: Conducted a successful live auction, revised the Purchasing SOP and implemented bid, purchase order and contract system improvements.
- Building: Generated a standard facility footprint and improved synergy with Custodial Services and improved use of the work order process.
- Custodial: Sustained high standards of customer service and workplace cleanliness.
- Printing: Sustained timely and high-quality responses to staff reproduction requests.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Coordinate and implement Action Plans for facilities and custodial and printing services.
- Implement preventive maintenance initiatives. Integrate vehicle life-cycle replacement into the FY2015 budget. Explore the feasibility of a joint maintenance facility and integration of CNG and/or fuel-efficient vehicles.
- Sustain purchasing and procurement process initiatives. Implement IonWave bidding software. Reclassify two positions into Purchasing Specialists. Hire a Supply Specialist.
- Leverage the facility work order process. Secure an HVAC technician in the FY2015 budget.
- Expand custodial services to new city facilities. Integrate new custodians and vehicles.
- Initiate a life-cycle printing equipment replacement process. Integrate Apple computers to enhance desktop publishing and graphic design capabilities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Support Services in FY 2013-14.

**GENERAL FUND
SUPPORT SERVICES**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 86,306	\$ 91,681	\$ 85,284	\$ 154,320
Supplies	586	1,651	1,480	2,070
Repairs	-	-	-	-
Support Services	2,582	5,186	4,020	2,880
Benefits	21,491	28,314	12,345	31,037
Minor Capital	-	3,951	2,455	-
Total Expenditures	\$ 110,965	\$ 130,783	\$ 105,584	\$ 190,307
Personnel Summary / Position Title				
Executive Director	0	1	1	1
Executive Assistant	0	1	1	1
Total	0	2	2	2
<u>OUTPUTS</u>				
Employee appraisals	N/A	N/A	N/A	5
Annual budget	N/A	N/A	N/A	\$2.3 million
<u>EFFICIENCY</u>				
Employee coaching sessions	N/A	N/A	N/A	20
<u>EFFECTIVENESS</u>				
Appraisals completed w/i 14-days	N/A	N/A	N/A	100%

**GENERAL FUND
HUMAN RESOURCES**

DEPARTMENT DESCRIPTION

Human Resources employs 13 people and develops and administers programs and activities that effectively recruit and retain a quality workforce. It manages benefits and compensation, employee training, and safety and risk management programs; facilitates the development of a positive organizational climate; and provides accurate information and recommendations on workforce issues to the city manager.

MAJOR DIVISION GOALS

- Protect city employees by minimizing risk. Provide direction and assistance to department leaders. Monitor the effectiveness of the risk management program and facilitate resource efficiencies.
- Ensure the city's Total Rewards and Compensation System - salaries and benefits, wellness, and training and education - is competitive within the regional market. Conduct salary and benefit studies. Evaluate wellness, training and education programs and identify best practices and initiatives that provide best value to the city and employees.
- Maximize health care management, including identifying employee insurance options that ensure access to the best alternatives at competitive prices.
- Assist supervisors with recruitment and retention initiatives that focus on core competencies, identify best qualified candidates, and facilitate talent management.
- Facilitate leader professional development by providing a variety of training opportunities. Develop, coordinate, and conduct learning seminars designed to enhance managerial effectiveness.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Coordinated a change of insurance providers.
- Planned, coordinated and facilitated the annual employee recognition ceremony and health festival.
- Managed and administered civil service promotional examinations, including two entry level fire examinations for over 300 applicants.
- Revised in-processing and New Employee Orientation.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Conduct a review of salaries and incentive pay. Update job descriptions.
- Achieve synergy with the Finance Department.
- Refine employee recruitment, professional development, and education programs. Review screening criteria and process. Standardize hiring panels and exit interviews. Expand training with Texas Municipal League and other agencies. Develop linkages with Central Texas College and Texas A&M University Central Texas.
- Process personnel actions in a timely manner. Update civil service local rules. Ensure confidentiality of disciplinary actions.
- Leverage technology with respect to electronic timekeeping, employee self-service, and electronic workflow.
- Update the HR Strategic Plan. Revise process flowcharts and update the City's organization chart.
- Obtain the services of a consultant to examine health care options.
- Provide input on security measures and risk assessment processes. Automate the Workers Compensation process. Analyze TML Risk Pool insurance rates for aviation terminal tenants.

MAJOR NEW PROGRAMS AND SERVICES

- No major new programs or services added for the Human Resources division for Fiscal Year 2013-2014.

**GENERAL FUND
HUMAN RESOURCES**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 509,147	\$ 587,436	\$ 587,243	\$ 622,117
Supplies	28,481	44,791	41,187	35,309
Maintenance	505	-	-	-
Repairs	120	600	300	600
Support Services	96,344	183,660	113,985	109,746
Benefits	417,407	137,188	137,188	149,757
Minor Capital	289	550	550	-
Designated Expense	38,636	-	-	-
Capital Outlay	15,233	2,000	1,890	2,000
Reimbursable Expense	-	(137,250)	(67,500)	-
Total Expenditures	\$ 1,106,162	\$ 818,975	\$ 814,843	\$ 919,529

Personnel Summary / Position Title

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

OUTPUTS

Turnover (Non-Civil Service)	14.13%	14.00%	16.85%	16.00%
Turnover (Civil Service)	5.10%	5.00%	8.00%	7.00%
Number of Applications Processed	16,500	17,000	19,069	20,000
Number of Job Postings	200	200	206	200
Accidents /Injuries	224	198	289	247
Vehicle Accidents	135	100	154	132

EFFICIENCIES

Average Number of Applications per Job	83	85	93	100
Average Number of Applications per Human Resources Generalist	8,250	8,500	9,535	10,000

EFFECTIVENESS

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Airport FIDS replacement
- Airport CUPPS replacement
- VMware upgrade
- Surveillance installation at multiple sites
- Installed components for downtown fiber loop and connectivity
- Reinstated desk top replacement program

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Install virtual environment at airport and PDHQ
- Replace multiple switches city wide
- Replace airport, downtown and PDHQ core switching
- Replace airport security systems
- Move into Cornerstone
- Continue CityWorks expansion
- Installation of stage one city wide fiber loop
- Establish Support Desk city wide

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Information Technology department for FY 2013-14.

**GENERAL FUND
INFORMATION TECHNOLOGY**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 590,531	\$ 781,205	\$ 769,307	\$ 828,983
Supplies	3,220	4,750	3,975	2,975
Repairs	564	1,000	1,000	2,000
Support Services	73,536	94,193	92,316	87,675
Benefits	138,221	204,788	199,669	200,850
Minor Capital	133	1,250	1,000	5,905
Total Expenditures	\$ 806,205	\$ 1,087,186	\$ 1,067,267	\$ 1,128,388

Personnel Summary / Position Title

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

OUTPUTS

Total Services Calls Closed	5,611	5,803	4,000	4,800
Service Calls Per Month	514	484	333	400
Total Employees	1,230	1,330	1,250	1,275
Total Devices Supported	6,150	6,650	6,250	6,375

EFFICIENCIES/EFFECTIVENESS

Percentage of Work Orders Closed in 5 Days	55.0%	49.0%	49.0%	75.0%
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**GENERAL FUND
LIBRARY SERVICES**

DIVISION DESCRIPTION

The Library Services Division operates two facilities: the Main Library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 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 2012-2013

- Re-carpeted and repainted the Branch Library; also rearranged the furnishings to provide more study areas.
- Launched online access to current issues of popular magazines through Zinio.
- Increased summer reading club participation by 18.4%.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue building online "virtual library" to provide enhanced services to all citizens, whether they are able to come into one of our buildings or not.
- Select new online databases to serve the citizens needs for the next three years.

MAJOR NEW PROGRAMS AND SERVICES

- A Library Clerk position was converted from part-time to full-time in the Library Services division in FY 2013-14.

**GENERAL FUND
LIBRARY SERVICE**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 914,250	\$ 946,507	\$ 946,367	\$ 947,699
Supplies	45,270	52,479	50,805	84,191
Maintenance	-	1,320	1,317	-
Repairs	1,374	2,910	2,898	1,250
Support Services	55,763	54,278	54,191	59,173
Benefits	235,523	244,244	235,950	252,826
Minor Capital	-	9,020	9,000	3,000
Capital Outlay	206,957	195,000	195,000	173,835
Total Expenditures	\$ 1,459,137	\$ 1,505,758	\$ 1,495,528	\$ 1,521,974

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	1	1	1
Senior Reference Assistant	2	2	2	2
Principal Secretary	1	1	1	1
Library Clerk	8	8	8	9
Library Clerk (Part-Time)	9	7	7	6
Total	32	29	29	29

OUTPUTS

Number of Items Circulated	304,412	280,000	246,621	255,000
Number of Library Visits	284,072	270,150	272,218	260,000
Number of Children's Program Attendees	2,665	9,400	9,101	9,300
Number of Public Computer Users	98,371	95,500	96,101	96,200
Number of Downloadable Materials Checked Out	5,246	N/A	6,250	8,000

EFFICIENCIES

Division Expenditures as % of General Fund	2.1%	2.1%	2.1%	2.0%
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EFFECTIVENESS

% Increase in Circulation of Materials	4.2%	1.4%	-19.0%	3.3%
% Increase in Library Visits	-2.7%	0.0%	-4.2%	-4.5%
% Increase in Children's Program Attendance	-78.1%	252.7%	241.5%	2.1%
% Increase in Public Computer Users	-1.2%	0.4%	-2.3%	0.1%
% Increase in Downloadable Materials Checked Out	N/A	N/A	1.9%	28.0%

**GENERAL FUND
GOLF COURSE**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Completed a Nine-Hole Greens Renovation Project.
- Tee Box Expansion.
- Annual Ball Mark Repair Project.
- In consultation with the Golf Advisory Committee began developing and prioritizing lists of projects that will utilize the Golf Course Capital Improvements fund.
- Overseeded all fairways during the winter for optimum playing conditions.
- Had the course rerated by the Texas Golf Association.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Development of a Golf Course Master Plan.
- Construct a new on course restroom.
- Continue to improve pace of play for the course through staff training.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Golf Course in FY 2013-14.

**GENERAL FUND
GOLF COURSE**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 625,218	\$ 659,965	\$ 649,580	\$ 680,704
Supplies	181,751	165,786	158,809	161,776
Maintenance	16,316	10,300	11,500	12,000
Repairs	25,133	22,700	22,675	20,700
Support Services	229,785	233,235	231,130	238,332
Benefits	170,068	185,944	170,120	189,620
Minor Capital	602	1,172	1,013	-
Designated Expenses	140,233	133,197	133,531	155,911
Total Expenditures	\$ 1,389,106	\$ 1,412,299	\$ 1,378,358	\$ 1,459,043

Personnel Summary / Position Title

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

OUTPUTS

Rounds of Golf Played Annually	52,567	52,000	48,150	53,500
# of Tournaments Hosted	37	40	29	37
Revenue Generated Annually	\$ 1,246,233	\$ 1,213,974	\$ 1,208,635	\$ 1,276,513
Acres Mowed & Maintained	149	149	149	149

EFFICIENCIES

Division Expenditures as % of Golf Course Fund	111.0%	116.0%	114.0%	113.0%
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EFFECTIVENESS

# of Rounds Per Counter Person	13,142	13,000	12,038	13,375
% of Players Indicating Satisfaction With Course	99.0%	99.0%	97.0%	99.0%
% Tournaments in 2nd Year or More	96.0%	95.0%	98.0%	98.0%

**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 houses the Recreation division of Parks and Recreation as well as Volunteer Services.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Hosted the Hot Summer Nights Concert Series.
- Hosted Movies in the Park.
- Hosted Celebrate Killeen Festival.
- Hosted 2013 Kidsville event.
- Hosted 2012 Holiday Under the Stars event.
- Hosted the Central Texas Boys and Girls Club Summer Camp.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- 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

- A mid-year Community Services Executive Director position, a mid-year Community Services Executive Assistant position, and computer hardware/software (non-departmental – IT) for those positions were added to the Community Center Operations division in FY 2013-14.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

	2011-12		2012-13		2012-13		2013-14
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 102,172	\$	65,093	\$	54,645	\$	119,647
Supplies	10,359		6,600		5,340		7,281
Maintenance	3,826		2,170		2,170		-
Support Services	75,214		92,708		91,750		112,100
Benefits	32,158		23,847		16,393		36,314
Minor Capital	-		-		-		5,000
Major Capital Outlay	507		-		-		-
Total Expenditures	\$ 224,236	\$	190,418	\$	170,298	\$	280,342
Personnel Summary / Position Title							
Office Assistants	2		2		2		2
Custodian	1		0		0		0
Community Center Coordinator	1		1		1		1
Executive Assistant	1		0		0		1
Director of Community Services	1		0		0		1
Total	6		3		3		5
<u>OUTPUTS</u>							
Number of Room Reservations	648		650		650		250
Number of Hours Reserved	12,740		13,550		13,500		1,316
<u>EFFICIENCIES</u>							
Number of Reservations Per Employee	162		216		217		50
<u>EFFECTIVENESS</u>							
Increase in Reservations	78.0%		75.0%		75.0%		-75.0%

**GENERAL FUND
PARKS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Reconstructed 6 baseball infields to comply with Little League standards and improve playing surface.
- Hosted two Little League baseball tournaments at Lions Club Park Complex.
- Hosted 4 ASA softball tournaments at Lions Club Park Complex and Killeen Athletic Complex.
- Continued Graffiti Removal Program.
- Added landscape and irrigation to Lions Club Park Trail.
- Installed additional drinking fountains at Lions Club Park.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Install batting cages at Lions Club Park Complex.
- Install new drinking stations at Lions Club Park Complex.
- Continue with the Graffiti Removal Program.

MAJOR NEW PROGRAMS AND SERVICES

- Two Ground Maintenance Worker positions and one vehicle were added to the Parks division in FY 2013-14.

**GENERAL FUND
PARKS**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 879,556	\$ 868,402	\$ 861,243	\$ 941,622
Supplies	305,783	234,423	228,003	236,926
Maintenance	94,958	97,225	93,500	100,237
Repairs	39,718	52,830	51,000	43,830
Support Services	205,739	187,347	199,122	186,902
Benefits	278,304	306,834	270,797	312,806
Minor Capital	-	2,400	2,400	-
Capital Outlay	-	19,159	18,711	23,200
Total Expenditures	\$ 1,804,058	\$ 1,768,620	\$ 1,724,776	\$ 1,845,523

Personnel Summary / Position Title

Superintendent	1	1	1	1
Graffiti Removal Specialist	1	1	1	1
Supervisor	2	2	2	2
Grounds Maintenance Crew Leaders	5	5	5	5
Grounds Maintenance Workers	23	23	23	25
Equipment Service Technician	1	1	1	1
Total	33	33	33	35

OUTPUTS

Parks/Landscape Acreage Maintained

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

EFFICIENCIES

Man Hours per Acre

Low Maintenance Areas	180	200	200	200
Medium Maintenance Areas	595	600	600	600
High Maintenance Areas	2,100	2,500	2,500	2,500

EFFECTIVENESS

Achieved Park/Landscape Target Maintenance Standard	90.0%	90.0%	100.0%	100.0%
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**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide access to two full 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 an indoor alternative to the Lions Club Park and Andy K. Wells Hike and Bike Trail.
- Provide access to practice facilities for area basketball / volleyball club teams.
- Provide improved health and fitness programming for residents.
- Provide full service athletic and recreational programming.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Implemented a three year equipment replacement program for cardiovascular equipment.
- Provided support services for a full service athletic program.
- Provided access to structured affordable health and fitness facilities for families in the Killeen area.
- Generated in excess of \$500,000 in revenue via memberships sold at the Family Recreation Center.
- Conducted Step Aerobics, Zumba, Bokwa, Spin, and Cardio classes at the Family Recreation Center 7 days a week.
- Provided professional instruction for fitness equipment usage.
- Provided 20 fitness classes per week for all members as a part of their membership.
- Provided multiple youth summer basketball camps.
- Revised organization chart to include Assistant Director of Park & Recreation.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Remodel current game room into an additional fitness room. Remodel will include 10 new pieces of equipment and 20 sets of dumbbells.
- Expand the child care age range to 10 years of age. Child care is included with memberships.
- Continue to provide affordable fitness programs for residents.
- Provide a minimum of 20 fitness classes per week for all members as a part of their membership.
- Continue to increase the membership / revenue totals at the current rate of 15% annually.
- Continue to offer multiple youth summer basketball camps.

MAJOR NEW PROGRAMS AND SERVICES

- An Accounting Specialist position was added to the Lions Club Park division in FY 2013-14.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

INPUTS	Actual 2011-12	Adopted 2012-13	Estimated 2012-13	Adopted 2013-14
Expenditures				
Salaries	\$ 380,118	\$ 384,447	\$ 389,202	\$ 411,827
Supplies	40,597	36,049	47,729	59,296
Repairs	-	2,900	2,900	2,900
Support Services	146,290	170,831	165,225	163,181
Benefits	100,508	106,131	100,927	109,740
Designated Expenses	2,384	-	-	-
Capital Outlay	-	9,178	-	-
Total Expenditures	\$ 669,897	\$ 709,536	\$ 705,983	\$ 746,944

Personnel Summary / Position Title

Director of Parks and Recreation	1	1	1	1
Accounting Specialist	0	0	0	1
Custodian	2	1	1	1
Principal Secretary	1	1	1	1
Supervisor (Recreation Center)	1	1	1	1
Recreation Specialist (Full-time)	2	2	2	2
Recreation Specialist (Part-time)	1	1	1	1
Office Assistants (Full-time)	3	3	3	3
Office Assistants (Part-time)	3	3	3	3
Total	14	13	13	14

OUTPUTS

Memberships	1,950	2,200	2,000	2,200
Membership Joining Fee Revenue	\$ 72,245	\$ 75,000	\$ 79,230	\$ 75,000
Day Pass Revenue	\$ 56,925	\$ 60,000	\$ 90,000	\$ 80,000
Fitness Courses Offered to Members	18/wk	22/wk	20/wk	22/wk
Annual Revenue	\$ 461,626	\$ 425,000	\$ 538,000	\$ 450,000

EFFICIENCIES

Increase in Number of Memberships	350	200	50	200
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EFFECTIVENESS

Percentage Increase in Memberships	10.0%	13.0%	2.5%	10.0%
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**GENERAL FUND
FAMILY AQUATIC CENTER**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide quality of life for residents seeking water leisure activities.
- Provide non-structured recreational aquatic opportunities for members of the Central Texas Community.
- Provide cost effective alternatives to residents seeking aquatic experiences.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Provided multiple levels of swim lessons which included the following: Parents and Tots, American Red Cross level 1-4 for adults and children.
- Recruited and trained an aquatic staff that oversaw the day to day operations of the Family Aquatic Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue recruiting and training an aquatic staff to oversee the day to day operations of the Family Aquatic Center.
- Continue to provide multiple levels of swim lessons for the community.
- Create a revenue source for Parks and Recreation that will cover 70% of the expenditures. Revenue will be accrued through daily admission fees, season passes, pool rentals and reservations, and multiple levels of swim lessons.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Family Aquatic Center Division for FY 2013-14.

**GENERAL FUND
FAMILY AQUATIC CENTER**

	2011-12		2012-13		2012-13		2013-14
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 306,483	\$	312,277	\$	309,725	\$	340,330
Supplies	44,067		41,953		41,228		53,543
Maintenance	4,651		6,667		4,467		6,000
Repairs	880		1,000		1,000		5,000
Support Services	46,370		56,608		53,214		53,900
Benefits	33,375		44,310		36,976		44,317
Minor Capital	944		2,000		-		-
Major Capital Outlay	15,192		10,000		9,000		-
Total Expenditures	\$ 451,962	\$	474,815	\$	455,610	\$	503,090
 Personnel Summary / Position Title							
Supervisor (Aquatics)	1		1		1		1
Crew Leader	1		1		1		1
Total	2		2		2		2
 <u>OUTPUTS</u>							
Private Reservations	29		65		64		72
Pool Reservations During Hours of Operation	84		80		79		80
Swimming Lessons	794		1,185		963		1,000
Daily Attendance	55,325		50,000		57,000		60,000
 <u>EFFICIENCIES</u>							
Swim Courses Offered Weekly	15		15		15		15
Parents and Tots Weekly	6		6		6		6
American Red Cross Courses	10		10		10		10
 <u>EFFECTIVENESS</u>							
Percentage of Swim Lessons Filled	79.0%		79.0%		79.0%		79.0%
Percentage of Family Aquatic Center Reservations Filled	65.0%		95.0%		65.0%		65.0%
Percentage of Daily Attendance Filled	78.0%		78.0%		78.0%		78.0%

**GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER**

DIVISION DESCRIPTION

The Killeen Arts & Activities Center is located at 801 N. 4th Street in downtown Killeen. The center has leased spaces to several social agencies and two schools, as well as a studio for the Killeen Civic Art Guild. The center encompasses a large 415 seat auditorium with plush stadium seating and rich drapery. The dressing rooms and the “Green” room sit behind the stage, which is ADA compliant. The small auditorium, formerly Clements Chapel, has two dressing rooms, a reception hall and a small kitchen. There are several additional spaces available that seat anywhere from 40 –250 people. The center is also equipped with a full commercial kitchen and an outdoor courtyard.

MAJOR DIVISION GOALS

- Provide space for conventions, meetings, reunions, and other related business.
- 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.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Provided excellent customer service for tourists and facility patrons.
- Provided a public entertainment venue that is less expensive but compliments the Civic & Conference Center.
- Encouraged recurring events to grow into signature and annual events to increase bookings and revenues.
- Implemented a facebook page for increased public awareness of the local Farmer’s Market to reach communities throughout Central Texas.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue to develop and implement community awareness and promotion of the center to include an interactive web site.
- Completion of new stage lighting for the Performing Arts Center as well as additional outdoor lighting.
- Continue to improve and market the center to increase event bookings and increase revenue.

MAJOR NEW PROGRAMS AND SERVICES

- An Event Coordinator position was added to the Killeen Arts & Activities Center for FY 2013-14.

**GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 77,415	\$ 99,283	\$ 95,434	\$ 134,378
Supplies	4,289	8,875	7,761	28,641
Maintenance	-	-	-	90,000
Repairs	-	500	500	28,500
Support Services	6,113	20,336	14,666	119,333
Benefits	21,494	30,508	23,404	39,580
Minor Capital Outlay	31,769	23,499	21,649	35,309
Designated Expenses	-	-	-	2,000
Total Expenditures	\$ 141,080	\$ 183,001	\$ 163,414	\$ 477,741

Personnel Summary / Position Title

Operations Supervisor	1	1	1	1
Custodian	1	1	1	1
Custodian (Part Time)	1	1	1	1
Office Assistant (Temporary)	1	0	0	1
Office Assistant	0	1	1	1
Event Coordinator	0	0	0	1
Total	4	4	4	5

OUTPUTS

Number of events booked	54 *	120	273 **	0
Revenue generated	\$ 15,740 *	\$ 30,000	\$ 49,809 **	\$ 46,200

EFFICIENCIES

Percent Increase in Event Revenues	0%	51%	68%	7%
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EFFECTIVENESS

Percent Increase in Events Booked	0%	50%	80%	0%
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* Numbers from April - September 2012

** Numbers from October 2012 - September 2013

GENERAL FUND RECREATION

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Hosted the annual Halloween Carnival, Kidsville, Smallville, Hot Summer Nights, Movies in Your Park, Easter Egg Hunt, and Barktoberfest free of charge to the community.
- Coordinated the Cen-tex Race Series with other central Texas cities and hosted four of the sixteen races, as well as put on the annual awards banquet.
- Coordinated efforts with the Boys and Girls Club of Central Texas to offer a summer day camp program at the Killeen Community Center.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Implement a 10U instructional tennis program.
- Secure corporate sponsors for Hometown Hustle, Hot Summer Nights, Kidsville, Movies in Your Park, Easter Egg Hunt, Barktoberfest, and Halloween events.
- Begin fundraising efforts to build a dog park in Killeen.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Recreation for FY 2013-14.

**GENERAL FUND
RECREATION**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 77,128	\$ 77,449	\$ 67,250	\$ 79,866
Supplies	67,764	70,276	68,135	70,582
Support Services	28,317	27,121	25,375	26,814
Benefits	22,503	22,646	18,174	22,781
Total Expenditures	\$ 195,712	\$ 197,492	\$ 178,934	\$ 200,043

Personnel Summary / Position Title

Superintendent (Recreation)	1	1	1	1
Recreation Supervisor	1	1	1	1
Total	2	2	2	2

OUTPUTS

Programs Offered*	30	35	35	15
Number of Cen-Tex Race Series Participants	1,872	2,000	2,000	2,000
Special Events Supported Annually	25	25	28	30

**Programs Offered will decrease during FY 2013-14 due to Killeen Community Center renovations.*

EFFICIENCIES

Number of Programs Funded Per Employee	15	17	18	8
Number of Events Supported per Funded Employee	13	12	14	15

EFFECTIVENESS

Percentage Increase in Programs Offered	-3.2%	0.0%	0.0%	* -57.2%
Percentage Increase in Events Supported	-3.8%	-3.8%	1.1%	1.1%

**Decrease is due to the Killeen Community Center being closed for renovations.*

GENERAL FUND ATHLETICS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Implemented the Little League Baseball program.
- Hosted the Texas Challenge Series.
- Hosted Little League Baseball City Championship.
- Hosted Little League Baseball District Championship.
- Hosted TAAF Men's 6' and Under State Tournament.
- Hosted Texas ASA Hall of Fame 10U and 12U State Tournament.
- Hosted Texas ASA 16U State Tournament.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Bid and receive at least one state tournament from the Texas Amateur Athletic Federation.
- Bid and receive at least two state tournaments from the Amateur Softball Association.
- Host the Texas Challenge Softball Tournament series.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Athletics for FY 2013-14.

**GENERAL FUND
ATHLETICS**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 94,870	\$ 110,389	\$ 85,922	\$ 107,312
Supplies	119,829	112,200	109,950	109,001
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	128,469	134,293	127,250	133,736
Benefits	26,236	31,697	22,750	31,846
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 369,404	\$ 388,579	\$ 345,872	\$ 381,895

Personnel Summary / Position Title

Athletic Superintendent	1	1	1	1
Athletic Supervisor	2	2	2	2
Total	3	3	3	3

OUTPUTS

# of program participants	6,100	6,600	6,600	6,600
# of teams w/out coaches - 100% recruitment success	0	0	0	0

EFFICIENCIES

% of supervision @ KPR athletic events	100%	100%	100%	100%
Hosted invitational's, regional's, state & national tournaments	7	5	7	5

EFFECTIVENESS

Maintained 100% supervision despite 10% program growth and no increase in staff size	100%	100%	100%	100%
Volunteer Coach Recruiting Success	100%	100%	100%	100%
Games Cancelled due to failure to have adequate referees/umpires	0	0	0	0
Maintained all deadlines for league start dates, coaches meetings, team formation and state registrations.	100%	100%	100%	100%

GENERAL FUND CEMETERY

DIVISION DESCRIPTION

The Cemetery Division is responsible for the overall operation of the Killeen Municipal Cemetery. Operations include permanent record management of interments and disinterments to meet state requirements, cemetery lot sales, funeral arrangements, daily grounds maintenance, and 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 2012-2013

- Mowed and trimmed 1,051 acres.
- Sold 52 adult and 10 infant spaces.
- Received donations and planted 4 living trees and replaced 9 diseased/dead trees.
- Served 3,508 customers by telephone and 4,657 visitors to cemetery office.
- Coordinated 96 funeral arrangements and 2 disinterments.
- Repaired/reset 119 monuments in-house.
- Top dressed and seeded 96 new interment spaces.
- Continued inputting/updating data in cemetery software, continued scanning historical interment records and continued imaging monuments for inputting into cemetery software.
- Maintained the on-line interment list on the city website for genealogists.
- Cemetery's web page was updated working with the PIO office.
- 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 and the Christmas Military Service Branch/Wreath Display.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no new major programs and services for the Cemetery Division FY 2013-2014.

**GENERAL FUND
CEMETERY**

	2011-12	2012-13	2012-13	2013-14
<u>INPUTS</u>	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 215,390	\$ 221,325	\$ 219,473	\$ 224,671
Supplies	22,027	22,872	24,650	23,893
Maintenance	3,151	5,605	5,597	5,605
Repairs	6,962	9,223	10,903	9,452
Support Services	8,702	7,520	6,675	6,545
Benefits	62,923	67,031	62,957	66,021
Capital Outlay	3,252	-	-	-
Total Expenditures	\$ 322,407	\$ 333,576	\$ 330,255	\$ 336,187
Personnel Summary / Position Title				
Superintendent (Cemetery)	1	1	1	1
Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
Total	6	6	6	6
<u>OUTPUTS</u>				
Acreage Mowed & Trimmed	1,512	1,404	1,227	1,404
Occupied Lots Serviced	9,512	9,574	9,615	9,728
Interments/Funeral Arrangements	125	111	103	113
Spaces Sold (Adults/Infants)	82	56	62	70
Customers Served (Telephone/Visitors)	8,738	7,538	8,500	8,619
<u>EFFICIENCIES</u>				
Expenditures as % of General Fund	0.48%	0.47%	0.46%	0.45%
Operating Costs per Person per Resident Annually	\$ 2.52	\$ 2.57	\$ 2.53	\$ 2.50
Cost to Mow/Trim Acreage per Acre Annually	\$ 213	\$ 235	\$ 269	\$ 239
Cost to Service Occupied Lots Annually	\$ 34	\$ 34	\$ 34	\$ 35
<u>EFFECTIVENESS</u>				
Service Satisfaction of Patrons per Occupied Lots	99.96%	99.98%	99.98%	99.98%

**GENERAL FUND
SENIOR CITIZENS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Registered 808 new members from October 2012 to August 2013 (averaging over 73 new members per month).
- Prepared and served a combined total of 16,043 lunches at the senior centers from October 2012 to August 2013 (averaging 1,458 lunches per month).
- A combined total of 56,078 citizens came into the senior centers from October 2012 to August 2013 (averaging 5,098 per month).
- Held two Martin Luther King Programs, a Juneteenth Dinner-Dance and a 4th of July Patriot's Skit & Reception.
- Annual Giving Thanks Luncheon had 436 attendances and was held at the Killeen Community Civic Center. The luncheon included a traditional meal, performances and a band. Kitchen Angels cooked, volunteers decorated and hosted. The luncheon cost of \$5000.00 was provided by the Veterans of Killeen.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Senior Citizens Division for FY 2013-14.

**GENERAL FUND
SENIOR CITIZENS**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 177,232	\$ 154,901	\$ 145,485	\$ 156,122
Supplies	21,222	20,866	20,741	20,163
Repairs	1,021	2,762	2,762	2,165
Support Services	32,458	46,150	46,835	39,186
Benefits	48,811	41,692	35,729	43,260
Minor Capital	-	830	130	-
Total Expenditures	\$ 280,744	\$ 267,201	\$ 251,682	\$ 260,896
Personnel Summary / Position Title				
Senior Centers Manager	1	1	1	1
Office Assistant	1	1	1	1
Custodian	1	0	0	0
Crew Leader (Custodian)	1	0	0	0
Program Coordinator	1	1	1	1
Program Assistant	1	1	1	1
Total	6	4	4	4
<u>OUTPUTS</u>				
Daily Attendance Annually LCPSC/BGC	54,558	50,047	56,195	52,092
Membership Annually LCPSC/BGC	4,011	4,466	3,718	3,447
Lunches Served Annually LCPSC/BGC	12,369	17,880	12,740	13,122
Senior Served per Employee Annually	13,797	12,512	12,644	13,023
<u>EFFICIENCIES</u>				
Operational Costs per Attendee	\$5.15	\$5.31	\$4.45	\$5.01
Operational Costs per Member	\$70.00	\$59.45	\$67.00	\$76.00
Operational Costs per City Population	\$2.19	\$2.08	\$1.96	\$2.04
<u>EFFECTIVENESS</u>				
% of City Population Served	4.3%	4.0%	4.4%	4.1%
% of City Senior Citizen Population Served	2.6%	4.6%	2.4%	2.2%

**GENERAL FUND
SWIMMING POOLS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Provided Water Aerobic Program for citizens.
- Offered necessary re-certification program for CPR, AED, First Aid, Lifeguard, and Water Safety Instructor.
- Long Branch and Pershing bath houses were re-painted.
- Replaced necessary life saving equipment at both facilities.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue to provide a safe, fun, swimming experience for all citizens of Killeen.
- Continue to provide in-service training for our aquatics staff.
- Provide Water Aerobic classes to the citizens.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Swimming Pools division for FY 2013-14.

**GENERAL FUND
SWIMMING POOLS**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 7,029	\$ -	\$ -	\$ -
Supplies	20,544	25,204	24,460	23,304
Maintenance	201	200	200	1,120
Support Services	6,157	7,600	7,600	7,600
Benefits	599	-	-	-
Total Expenditures	\$ 34,530	\$ 33,004	\$ 32,260	\$ 32,024

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

After hours pool parties	10	7	7	6
Daily attendance	9,104	9,000	9,000	9,500

EFFICIENCIES

Water aerobics classes	20	20	20	20
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EFFECTIVENESS

Percentage of pool reservations filled	20%	20%	20%	20%
Percentage of water aerobics classes filled	60%	60%	60%	60%

**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 2012-13

- Provided public services programs to Killeen residents through six public service agencies.
- Provided transportation services for one hundred seventy two elderly Killeen residents with CDBG funds.
- Provided transportation services for seventy nine elderly and disabled persons with TXDOT Title 5310 funding.
- Completed substantial rehabilitation of five owner-occupied housing units, and one hazard mitigation and one additional drainage improvement on completed prior year projects. Four homes of the five rehabilitated required Lead Based Paint testing with one requiring Interim Controls and one requiring Lead Safe Practices.
- Completed the Sidewalk Reconstruction Project.
- Completed the purchase of the Green Avenue Community Park playground equipment.
- Integrated the Lien Collection program and collected \$76,218 in liens within a six month period for deposit into General Fund.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Complete the FY 2012-13 Street Reconstruction Project.
- Complete the FY 2012-13 Andy K. Wells Trail Extension Project.
- Provide funding in the amount of \$73,952 to seven local public services agencies providing assistance to low and moderate income Killeen residents.
- Provide funding in the amount of \$70,000 for transportation services for elderly Killeen residents.
- Provide funding in the amount of \$32,694 for surveillance systems at local Head Start centers.
- Provide funding in the amount of \$510,564 to Families in Crisis, Inc. for the renovation of a homeless shelter.
- Provide funding in the amount of \$221,912 for the rehabilitation of low and moderate income owner-occupied housing in the City of Killeen.
- Complete the Analysis of Impediments to Fair Housing document and submit to HUD for approval.
- Continue to streamline and improve the lien placement and collection process to reduce the number of lien archives from prior years and increase lien collection revenues.

MAJOR NEW PROGRAMS AND SERVICES

- The Community Development division received funding for the required Analysis of Impediments to Fair Housing Choice to be completed in FY 2013-14.

**GENERAL FUND
COMMUNITY DEVELOPMENT**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 191,376	\$ 218,585	\$ 218,585	\$ 233,776
Supplies	3,870	5,376	4,600	5,630
Repairs	85	500	340	600
Support Services	7,924	12,799	11,960	41,871
Benefits	43,269	51,556	51,556	53,665
Minor Capital Outlay	599	1,420	1,327	-
Total Expenditures	\$ 247,123	\$ 290,236	\$ 288,368	\$ 335,542

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
Lien Specialist	0	1	1	1
Total	3	4	4	4

OUTPUTS

Public Services - Persons	2,415	2,518	2,518	2,939
Decent and Affordable Housing Units	9	6	7	6
Street Improvements - LMA Persons	4,055	2,709	10,119	0
Sidewalk Improvements - LMA Persons	1,243	0	1,842	0
Homeless Shelters	0	0	0	1
Public Facilities and Improvements	4	4	0	3
Liens for Collection (Mar-August 2013)	0	0	328	660

EFFICIENCIES

Public Services - Prior Year in Amounts Per Person	\$ 55	\$ 55	\$ 55	\$ 143,952
Decent and Affordable Housing	\$ 25,556	\$ 23,975	\$ 19,456	\$ 221,912
Street Improvements - LMA Persons	\$ 52	\$ 103	\$ 16	-
Sidewalk Improvements - LMA Persons	\$ 31	-	\$ 19	-
Homeless Shelters	-	-	-	\$ 510,564
CDBG Demolitions and Clearance	\$ 5,001	-	-	-
Public Facilities and Improvements	\$ 22,501	\$ 59,683	-	\$ 32,694
Liens for Collection (Mar-August 2013) (223.00 average per lien)	-	-	\$ 76,218	\$ 152,436

EFFECTIVENESS

Public Services - Persons	100%	100%	100%	100%
Decent and Affordable Housing	100%	100%	81%	100%
Street Improvements - LMA Persons	100%	100%	16%	100%
Sidewalk Improvements - LMA Persons	100%	0%	100%	0%
CDBG Demolitions and Clearance	100%	0%	0%	0%
Public Facilities and Improvements	100%	100%	0%	100%
Liens for Collection (Mar-August 2013)	0%	0%	100%	100%

**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.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- First Time Homebuyers assistance to qualified applicants to include: conducting 10 Homebuyer Education classes, with a total of 99 persons attending, and 9 household assisted with down payment and closing costs assistance.
- Tenant Based Rental assistance to 36 elderly Killeen households
- Tenant Based Rental assistance to 29 households of domestic violence abuse.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Provide Tenant Based Rental assistance in the amount of \$207,009 to elderly Killeen households.
- Provide Tenant Based Rental assistance in the amount of \$213,853 to households of domestic violence abuse and veterans.
- Provide funding in the amount of \$47,054 to eligible Community Housing Development Organizations.
- Provide funding in the amount of \$90,000 for the First Time Homebuyer Program.
- Develop and implement new policies and procedures affecting the Homebuyer, Tax Credit, Tenant Based Rental Assistance and Community Housing Development Organization programs to be in line with the new HOME Program regulations.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the HOME Program for FY 2013-14.

**GENERAL FUND
HOME PROGRAM**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 30,107	\$ 32,750	\$ 32,643	\$ 33,045
Supplies	864	1,633	1,276	1,500
Support Services	4,713	5,973	4,900	6,104
Benefits	6,951	10,024	10,024	9,936
Total Expenditures	\$ 42,635	\$ 50,380	\$ 48,843	\$ 50,585
Personnel Summary / Position Title				
Home Program Coordinator	1	1	1	1
Total	1	1	1	1

OUTPUTS

First Time Homebuyer Units Assisted	8	11	9	9
FIC Tenant Based Rental Units Assisted	37	18	29	32
Elderly TBRA Units Assisted	20	12	36	34
CHDO Units Assisted	-	4	-	4

EFFICIENCIES

First Time Homebuyer Expended	\$ 105,020	\$ 160,000	\$ 94,329	\$ 90,000
Average Per Unit Homebuyer	\$ 13,128	\$ 14,545	\$ 10,481	\$ 10,000
FIC Tenant Based Rental Expended	\$ 111,151	\$ 172,772	\$ 141,744	\$ 213,853
Average Per Unit FIC TBRA	\$ 3,004	\$ 9,598	\$ 4,888	\$ 6,683
Elderly TBRA Expended	\$ 51,272	\$ 98,529	\$ 46,803	\$ 207,008
Average Per Unit Elderly	\$ 2,564	\$ 8,211	\$ 1,300	\$ 6,088
CHDO Expended	\$ -	\$ 47,443	\$ -	\$ 47,054
Average Per Unit CHDO	\$ -	\$ 11,861	\$ -	\$ 11,763

EFFECTIVENESS

% of First Time Homebuyer Funds Expended	85%	100%	53%	100%
% of FIC Tenant Based Rental Funds Expended	70%	100%	64%	100%
% Elderly TBRA Funds Expended	34%	100%	24%	100%
% CHDO Funds Expended	0%	100%	0%	100%

**GENERAL FUND
PUBLIC WORKS**

DEPARTMENT DESCRIPTION

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

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

MAJOR DEPARTMENT GOALS

- Maintain a safe and healthy environment for the City's residents and visitors and provide for the highest quality of life through professional engineering, maintenance and operational services for 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 2012-13

- Completed construction of several Water and Wastewater Master Plan projects including Phase VII Septic Tank Elimination Program (STEP).
- Completed SSES Manhole Rehabilitation Phase II; Initiated SSES Manhole Rehabilitation Phase III.
- Completed update of City's Water and Sewer Master Plan Report and Drainage Master Plan.
- Completed construction of SH 195/SH 201 Interchange (Pass-through Funded).
- Began construction of US 190/FM 2410/Rosewood overpass and widening project (Pass-through Funded).
- Continued construction of the downtown streets project and extension of the Andy K. Wells Hike and Bike Trail.
- Completed construction of the Cunningham and Stagecoach Road Phase I Reconstruction Projects and Bunny Trail Project.
- Completed construction of Bending Trail Phase II Channel Project.
- Continued expansion of the Fats, Oils and Grease (FOG) Program into additional areas of the City and revised program.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Complete construction of downtown streets and Andy K. Wells Hike and Bike Trail.
- Continue the reconstruction of Stagecoach Road to include water and wastewater improvements (7W & 6S).
- Continue construction of US 190/Rosewood/FM 2410 overpass and widening project.
- Begin construction of Elms Road from Carpet Lane to Old FM 440.
- Complete Standard Details for Street Construction.
- Begin construction of several Drainage Master Plan Projects including S. Nolan Creek at Odom; Patriotic Ditch; Elms Road Channel; and Bermuda Ditch.
- Complete SSES Manhole Rehabilitation Phase III. Complete construction of Phase VIII Septic Tank Elimination Program (STEP). Complete construction of Lift Station #1 diversion structure and gravity main. Complete Standard Details for Water and Sewer.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Public Works division for FY 2013-2014.

**GENERAL FUND
PUBLIC WORKS**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 179,394	\$ 149,921	\$ 149,921	\$ 152,139
Supplies	1,112	2,123	1,603	2,296
Maintenance	-	-	-	-
Repairs	80	-	-	-
Support Services	21,902	33,939	33,962	34,226
Benefits	36,664	34,193	34,193	32,770
Minor Capital	-	461	-	-
Total Expenditures	\$ 239,152	\$ 220,637	\$ 219,679	\$ 221,431

Personnel Summary / Position Title

Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2

OUTPUTS

Number of Bond Project Contracts Approved by City Council	5	0	20	16
Value of Bond Project Contracts Approved by City Council	\$ 8,889,115	\$ -	\$ 50,348,448	\$ 30,804,803

EFFICIENCIES

CIP Project Contracts for Public Works	40	0	20	13
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EFFECTIVENESS

Percent of construction contracts that exceed Engineer's estimate by greater than 15%	<5%	<5%	<5%	5.0%
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**GENERAL FUND
TRAFFIC**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide scheduled maintenance on the City's 94 traffic signals and 55 school flashers monthly.
- Perform scheduled electrical maintenance and repairs for street lights and "Welcome Killeen" sign.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Inspected and performed monthly maintenance of 9 TXDOT signal locations.
- Continued with the process to upgrade the installation of traffic monitoring software and continued to monitor the Traffic Signal Synchronization Program and communication between all school signals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Provide required maintenance for all traffic control devices and continue the implementation of the additional 32 intersections to the Traffic Signal Synchronization Program.
- Inspect all intersections and school signals monthly.
- Implement a Traffic Management Control Center.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Traffic Division for FY 2013-14.

**GENERAL FUND
TRAFFIC**

	2011-2012 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 410,063	\$ 244,564	\$ 254,570	\$ 227,404
Supplies	44,191	35,669	27,025	35,912
Maintenance	52,191	-	-	-
Repairs	50,743	10,800	9,675	6,920
Support Services	115,219	108,334	106,307	101,763
Benefits	111,449	86,987	68,750	57,891
Capital Outlay	99,903	-	-	-
Total Expenditures	\$ 883,759	\$ 486,354	\$ 466,327	\$ 429,890
 Personnel Summary / Position Title				
Electrical Maintenance Technician	2	1	1	1
Traffic Signal Supervisor	1	1	1	1
Sign Crew Supervisor	1	0	0	0
Senior Traffic Technician	1	1	1	1
Traffic Technician	1	1	1	1
Sign Technician	1	0	0	0
Truck Driver	2	2	2	2
Superintendent (Traffic)	1	1	1	1
Total	10	7	7	7
 <u>OUTPUTS</u>				
Number of Traffic Signal Work Orders	1,371	1,740	1,144	1500
 <u>EFFICIENCIES</u>				
Average Number of Work Orders Per Crew	625	400	525	625
Average Number of Hours Per Week	1.3	2.5	2.5	1.3
 <u>EFFECTIVENESS</u>				
% of Work Orders Completed Within 3 Days of Initial Request	97.0%	97.0%	97.0%	98.0%

GENERAL FUND STREETS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventative maintenance repairs on 1,572 lane miles of street.
- Sweep 2,375 curb miles of street across the entire City, once per quarter.
- Apply 20,000 lbs of thermoplastic to target streets.
- Repair an estimated 200 utility cuts and 1,200 potholes.
- Maintain an estimated 18,000 regulatory street signs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Crack sealed 95 lane miles of street surface.
- Completed 25 lane miles of slurry-seal application.
- Repaired 1,228 potholes.
- Patched 61 utility cuts.
- Replaced/repared 3,000 plus regulatory and non-regulatory signs throughout the City.
- Applied 20,000 lbs of thermoplastic to targeted locations.
- Swept 9,500 curb miles of street.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Continue to apply slurry-seal applications to neighborhood streets and thoroughfares.
- Crack seal 150 lane miles of street surface.
- Repair 1,000 potholes.
- Patch an estimated 100 utility cuts.
- Apply paint/thermoplastic to 15,000 feet of striping on target streets.
- Apply 20,000 lbs of thermoplastics to target streets.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Street Division for FY 2013-14.

**GENERAL FUND
STREETS**

	2011-2012	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 1,433,330	\$ 1,560,959	\$ 1,410,381	\$ 1,712,082
Supplies	203,708	227,574	218,917	236,181
Maintenance	371,224	615,729	615,140	742,571
Repairs	218,268	205,000	214,186	219,000
Support Services	54,185	299,719	297,256	68,416
Benefits	431,605	521,139	521,139	540,236
Minor Capital	9,129	-	-	9,480
Capital Outlay	36,369	11,968	11,968	-
Total Expenditures	\$ 2,757,818	\$ 3,442,088	\$ 3,288,987	\$ 3,527,966
 Personnel Summary / Position Title				
Director of Street Services	1	1	1	1
Street Services Superintendent	2	2	2	2
Equipment Operator	8	9	9	9
Principal Secretary	1	1	1	1
Secretary	1	1	1	1
Street Maintenance Supervisor	6	6	6	6
Sign Crew Supervisor	0	1	1	1
Street Service Worker	13	13	13	13
Truck Driver	15	15	15	15
Sign Technician	0	1	1	1
Welder	1	1	1	1
Signal Technician	0	1	1	1
Total	48	52	52	52
 <u>OUTPUTS</u>				
Slurry-Seal (Lane Mile)	43.25	45	43.25	45
Crackseal (Lane Mile)	125	110	125	110
Sweep (Curb Mile)	9,500	10,000	9,500	10,000
Milling and Overlay (Lane Mile)	8.69	3.50	8.69	3.50
Apply Paint for Striping (Lane Mile)	N/A	0	N/A	N/A
Sign Replacement	N/A	1,655	N/A	1,655
Number of Sign Work Orders	3,215	100	3,215	100
 <u>EFFICIENCIES</u>				
Average Time to Slurry-Seal a Lane Mile (hours)	3.00	3.00	3.00	3.00
Average Time to Mill and Overlay a Lane Mile (hours)	10.00	10.00	10.00	10.00
 <u>EFFECTIVENESS</u>				
% of Pothole and Utility Cut Requests Repaired within 48 hours	98%	98%	98%	99%

**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

DIVISION DESCRIPTION

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

Planning & Development Services, Code Enforcement, Permits & Inspections

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- The Planning staff processed 51 plat cases and 48 zoning cases.
- Continued to work collaboratively on the Central Texas Sustainable Communities Partnership.
- Administered the façade improvement grant program with 2 projects currently under construction.
- Administered the Historic District Sign Grant Program.
- Managed two (2) Certified Local Government (CLG) grant projects to prepare a district nomination for the National Register of Historic Places and to complete a citywide Historic Resources Windshield Survey.
- Received approval from the Texas State Board of Review to nominate Downtown Killeen to the National Register of Historic Places.
- Awarded a Certified Local Government (CLG) grant to nominate City Hall/Former Avenue D School to the National Register of Historic Places.
- Worked with several City departments to plan the Holiday Hoopla and other events at the Green Avenue Park & Farmers Market.
- Submitted a National Endowment of the Arts' Art Works grant application for downtown public art.
- Updated the city's zoning code to include new Suburban Residential Districts (SR-1 & SR-2) and a Neighborhood Residential District (NBD).
- Presented a draft masonry ordinance.
- Presented revisions to the Residential Townhouse Single-Family District.
- Worked with Planning and Zoning Commission and City Council to revise the Comprehensive Plan's Future Land Use Map.
- Drafted a special event policy ordinance.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- There were no major new programs or services added to the Planning & Development Services division in FY 2013-14.

**GENERAL FUND
PLANNING & DEVELOPMENT SERVICES**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 451,733	\$ 509,057	\$ 442,536	\$ 453,993
Supplies	7,071	7,876	7,306	8,278
Repairs	1,535	6	6	-
Support Services	12,178	22,846	22,150	40,321
Benefits	101,359	115,803	98,359	99,904
Minor Capital Outlay	800	7,500	4,800	7,500
Total Expenditures	\$ 574,676	\$ 663,088	\$ 575,157	\$ 609,996

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	0	1	0
Project Manager (Downtown Revitalization)	0	1	0	1
Senior GIS/CAD Technician	1	0	0	0
GIS/CAD Technician	2	0	0	0
Planning Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Total	10	7	7	7

OUTPUTS

Plat Cases	51	50	51	50
Zoning Cases	52	55	48	45
Number of Land Management Transactions recorded in the GIS	60	95	85	80

EFFICIENCIES

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

EFFECTIVENESS

% of Plat Cases processed to completion within state mandated timelines	100%	100%	100%	100%
% of Zoning Cases processed to completion without error	100%	100%	100%	100%
% of Land Management transactions recorded in GIS within 15 days of receipt of closing case documentation	100%	100%	100%	100%

GENERAL FUND BUILDING INSPECTIONS

DIVISION 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, Solid Waste, Environmental, 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, 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 and change of use certificate of occupancies.

MAJOR DIVISION GOALS

- Provide permit review and inspection process to insure minimum building code standards and requirements to safeguard public health, safety and general welfare of building structures.
- 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 2012-2013

- Provided weekly Plan Review Committee meetings between development review staff and applicants.
- Increased participation with local home builders association by attending monthly meetings and hosting joint workshops to provide homebuilders with new department services or regulations.
- Reduced large inventory of paper documents by electronic scanning and data storage.
- Started electronic payment methods online and at the permit counter.
- Provided live inspection results to contractors using Click2Gov.
- Issued 7,064 building permits valuing \$192,043,812 through August 2013.
- Issued 26 building permits for commercial projects valuing \$32,845,987 through August 2013.
- Issued 884 building permits for new single-family structures and 38 duplex structures through August 2013.
- Collected \$762,485 in fee revenues through August 2013.
- Performed 24,183 construction inspections through August 2013.
- Building Inspectors collectively tested and obtained 17 various code certificates.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Implement internal electronic plan review program to conserve paper and space.
- Create methods to issue minor permits on-line through Click2Gov.
- Adopt 2012 International Construction Codes and the 2011 National Electric Code.
- Work with IT to upgrade permit software program.
- Implement TCEQ Lawn Irrigation Water Conversation regulations and procedures.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Building Inspections for FY 2013-14.

**GENERAL FUND
BUILDING INSPECTIONS**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 658,703	\$ 657,332	\$ 653,965	\$ 678,775
Supplies	19,495	22,792	21,795	25,376
Repairs	7,650	7,500	7,500	10,000
Support Services	26,323	29,043	29,050	27,198
Benefits	164,227	179,592	162,686	172,433
Major Capital Outlay	15,522	1,861	1,861	800
Capital Outlay	-	23,920	1,100	-
Total Expenditures	\$ 891,920	\$ 922,040	\$ 877,957	\$ 914,582
Personnel Summary / Position Title				
Building Official	1	1	1	1
Chief Building Inspector	1	1	1	1
Building Inspector	6	6	6	6
Plans Examiner	2	2	2	2
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Receptionst	1	1	1	1
Permit Clerk Supervisor	1	1	1	1
Total	15	15	15	15
<i>OUTPUTS</i>				
Number of Inspections Performed	26,162	25,000	25,000	26,400
Number of Permits Issued	7,640	8,100	8,000	8,100
<i>EFFICIENCIES</i>				
Number of Inspections per Inspector (daily)	17	17	17	18
Average Number of Minutes per Inspection	18	18	18	18
<i>EFFECTIVENESS</i>				
Permit Applicant Favorable Ratings	100.0%	100.0%	100.0%	100.0%
Number of Permits Issued Per Clerk	3,820	4,050	4,000	4,050

GENERAL FUND CODE ENFORCEMENT

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Investigated 13,430 complaints in FY2012-13.
- Performed 29,847 inspections in FY2012-13.
- Abated 12,890 code violations in FY2012-13.
- Billed for cleanup costs on 1,635 properties for a total amount of \$301,600 in FY2012-13.
- Received payment on liens and bills in FY2012-13 for a total amount of \$192,600.
- Continued to improve case entry, accuracy of information and reduced duplicate entries through usage of the mobile computers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Provide a proactive approach to enforcement of violations along the major corridors of the city.
- Continue abatement of nuisance violations.
- 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.

MAJOR NEW PROGRAMS AND SERVICES

- Two Code Enforcement Officer positions and two vehicles were added to the Code Enforcement division in FY 2013-14.

**GENERAL FUND
CODE ENFORCEMENT**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 455,883	\$ 517,711	\$ 516,081	\$ 608,251
Supplies	26,559	50,848	61,600	68,640
Maintenance	45,099	400	400	400
Repairs	9,307	7,074	9,050	9,680
Support Services	16,418	22,194	26,931	26,107
Benefits	115,262	133,666	142,341	156,171
Minor Capital Outlay	17,404	9,788	9,760	3,579
Designated Expenses	89,668	170,300	122,000	150,000
Capital Outlay	-	21,620	21,620	44,830
Total Expenditures	\$ 775,600	\$ 933,601	\$ 909,783	\$ 1,067,658

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	2	2	2	2
Code Enforcement Officer	5	7	7	9
Senior Secretary	1	1	1	1
Total	11	13	13	15

OUTPUTS

Number of Inspections	23,432	27,500	29,847	34,000
Number of Complaints Investigated	10,838	12,380	13,430	16,000
Number of Violations Abated	10,720	12,050	12,890	15,200
Number of Dangerous Buildings Abated	20	30	16	12
Number of City Abatements	1,121	1,600	1,635	1,600
Payments Received For Abatements	\$ 114,736	\$ 130,000	\$ 192,600	\$ 200,000

EFFICIENCIES

Cost Per Inspection / Complaint	\$ 33.10	\$ 33.95	\$ 30.48	\$ 31.40
Abatements Per Code Enforcement Officer	2,144	1,721	1,841	1,689
Cost Per City (contractor) Abatement	\$ 79.99	\$ 106.44	\$ 74.62	\$ 93.75

EFFECTIVENESS

% of Voluntary Compliance	84.1%	80.0%	62.8%	80.0%
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**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 2012-13

- Implemented RAIDS On-line crime mapping system to accommodate citizen information on certain crimes.
- Continued working towards a reduction in the Crime Rate.
- Continued excellence in testing results for state licensing of new police officers (9th straight 100% pass rate).
- Added an additional Police Clerk (Warrants) to staff.
- Added an additional PSO Sergeant.
- Hired 12 Police Officers.
- Added an Animal Control Attendant.
- Added 12 new unmarked vehicles to the fleet.
- Added 25 new patrol vehicles to the fleet.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of the police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Increase the staffing levels in Patrol and investigations services.
- Enhance the Evidence Unit by adding a Latent Print Examiner.
- Increase IVAP and Fleet Program by purchasing additional marked patrol vehicles.

MAJOR NEW PROGRAMS AND SERVICES

- A Forensic Latent Print Examiner position and 20 patrol vehicles were added to the Police Department in FY 2013-14.

**GENERAL FUND
POLICE**

	2011-2012	2012-2013	2012-2013	2013-2014
INPUTS	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 17,149,500	\$ 17,318,949	\$ 17,352,851	\$ 18,490,441
Supplies	1,136,028	1,388,992	1,359,154	1,230,939
Maintenance	84,727	126,667	126,667	131,691
Repairs	507,515	423,829	460,216	514,769
Support Services	893,253	1,197,482	1,265,194	1,442,373
Benefits	4,123,600	4,250,772	4,112,957	4,287,229
Minor Capital Outlay	89,775	218,889	212,944	184,777
Capital Outlay	18,747	410,000	410,000	785,000
Reimbursable Expense	(287,002)	(348,426)	(514,943)	(357,018)
Total Expenditures	\$ 23,716,143	\$ 24,987,154	\$ 24,785,040	\$ 26,710,201
Personnel Summary / Position Title				
Chief of Police	1	1	1	1
Assistant Chief of Police	2	2	2	2
Child Safety Coordinator	0	1	1	1
Communications Specialist	2	2	2	2
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	1	1	1	1
Evidence Manager	1	1	1	1
Evidence Technician I	2	2	2	2
Evidence Technician II	1	1	1	1
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Forensic Latent Print Examiner	0	0	0	1
Intelligence Manager	1	1	1	1
Jailer	1	1	1	0
Facilities Maintenance Technician	1	1	1	1
Police Captain	5	5	5	5
Police Clerk	12	12	12	12
Warrants Clerk	0	1	1	1
Police Crime Analyst	1	0	0	0
Police Fiscal Specialist	3	3	3	3
Police Human Resources Manager	1	1	1	1
Police Lieutenant	10	10	10	10
Police Officer	202	214	214	214
Police Personnel & Equipment Specialist	1	1	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	23	24	24	24
Police Training Assistant	1	1	1	1
Principal Secretary	2	2	2	2
Public Service Officer	39	39	39	40
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	327	341	341	342
OUTPUTS				
Calls for Service Work Load	168,283	176,338	171,752	176,193
UCR Part 1 Crimes	5,809	5,625	5,980	5,510
Vehicle Accidents Reported	2,437	2,054	2,301	2,222
EFFICIENCIES				
Cost per Call for Service	\$ 142.64	\$ 140.26	\$ 147.31	\$ 153.62
EFFECTIVENESS				
UCR Part 1 Crimes Cleared (Calendar Year)	18.8%	14.8%	17.7%	17.9%

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.
- Continue to encourage the sterilization of pets to decrease the number of unwanted animals in the city.
- Increase public awareness programs on animal related issues to include rabies prevention and basic animal care.
- Continue to work to bring staffing to acceptable levels to handle the steady increase of animals managed by the facility.
- Continue to work to gain citizen confidence in the animal control division by enforcing the city's ordinances and state laws fairly, professionally and courteously with the constant goal of achieving customer satisfaction.
- Continue to reduce euthanasia by expanding customer adoptions and the use of outside, nonprofit animal welfare groups.
- Work to attract more customers and increase adoptions by offering healthier animals from a well presented facility.
- Continue working to replace incinerator.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Established cooperative relationship with Fort Hood Veterinarian staff to provide veterinary care for animals through support of the military veterinarian training program.
- Promoted volunteerism within the animal shelter.
- Continued to gain citizen confidence in the animal control department by enforcing the city's ordinances and state laws fairly and courteously with specific focus on customer service and satisfaction.
- Increased animal control staff by one attendant mid-year to work towards meeting the overwhelming demand of animals currently being transitioned through the facility.
- 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 ongoing animal husbandry practices.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- 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 ongoing animal husbandry practices.

MAJOR NEW PROGRAMS AND SERVICES

- An Attendant position, replacement of three vehicle transport cages, and the installation of a fire alarm system were added to the Animal Control division in FY 2013-14.

**GENERAL FUND
ANIMAL CONTROL**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 312,821	\$ 328,011	\$ 319,825	\$ 379,718
Supplies	61,320	104,614	109,531	105,182
Repairs	7,393	15,700	13,483	8,500
Support Services	44,500	56,935	51,313	51,493
Benefits	94,448	96,463	86,500	112,061
Minor Capital Outlay	-	-	-	20,450
Capital Outlay	-	-	-	20,000
Total Expenditures	\$ 520,482	\$ 601,723	\$ 580,652	\$ 697,404

Personnel Summary / Position Title

Animal Control Assistant	2	2	2	2
Animal Control Attendant	2	3	3	4
Animal Control Manager	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Field Supervisor	1	1	1	1
Total	11	12	12	13

OUTPUTS

Calls for Service	7,877	8,665	8,610	9,471
Animals Impounded	5,669	6,235	5,900	6,490
Animals Adopted	1,971	2,168	1,800	1,980

EFFICIENCIES

calls for service per officer	1,575	1,733	1,722	1,549
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EFFECTIVENESS

% of Animals Adopted	35%	35%	31%	36%
% of Animals Transferred	10%	12%	17%	19%

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 and 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 sights for future city growth to provide efficient response, fire stations located within 1.5 miles of 90 percent of all structures.
- Rank Driver / Engine Operator position for all apparatus.
- Personnel for Support Services Division.
- Implement a fleet replacement program to replace aging and worn vehicles.
- Organizational structure meeting industry standards for modern city fire departments.
- Expand Emergency Management Division meeting industry standards for modern city for Emergency Management Service.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Filled Finance Manager position.
- Purchased three new engines to begin replacing aging fleet.
- Purchased new Battalion Command vehicle and one ambulance.
- Utilized storage space at Killeen transfer facility for storage of Emergency Management equipment.
- Acquired a grant and ordered Wild land protective gear for all personnel to meet NFPA 1977.
- Began Supervisory Training Program with Fire Officer 1 certifications for a majority of the current officers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Implement and maintain a fleet replacement program starting with 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.
- Continue working on land acquisition for relocating and expanding services for Station 4.
- 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 to the Fire Department for FY 2013-14.

**GENERAL FUND
FIRE**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 11,117,312	\$ 11,661,083	\$ 11,671,473	\$ 11,674,200
Supplies	1,015,713	946,405	938,899	993,753
Repairs	380,006	316,300	338,781	359,300
Support Services	420,352	562,640	529,698	476,200
Benefits	3,214,394	3,401,241	3,329,149	3,416,234
Minor Capital Outlay	9,697	34,675	34,708	27,000
Total Expenditures	\$ 16,157,474	\$ 16,922,344	\$ 16,842,708	\$ 16,946,687

Personnel Summary / Position Title

Captain	6	6	6	6
Deputy Chief	4	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	24,311	23,214	23,214	23,214
Fire Education - Children in KISD	28,500	28,049	28,049	28,614
Business Fire Inspections	2,050	1,350	1,350	1,350
Cadets Attending Training Academy	56	55	55	57

EFFICIENCIES

Fire & Emergency Medical Responses by station (average)	3,039	2,902	2,902	2,902
Fire Education - Children in KISD per program	125	173	173	175
Business Fire Inspections per FTE	2,050	1,350	1,350	1,350
Cadets Attending Training Academy per FTE	56	55	55	57

EFFECTIVENESS

Percentage calls for service answered	100%	100%	100%	100%
Percentage total KISD children reached	66%	67%	67%	68%
Percentage of total Businesses Inspected	36%	27%	27%	27%
Percentage of cadets passing Texas Commission Fire Protection	100%	99%	99%	99%

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

DIVISION DESCRIPTION

The Emergency Management / Homeland Security division strives 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. The OEM serves 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.

MAJOR DIVISION GOALS

- Be sufficiently prepared to react in the case of a disaster.
- Save lives, prevent injuries; protect property and the environment in our community.
- Maintain inter-agency working relationship related to coordination of emergency management response.
- Develop a systematic Mass Casualty and Mass Fatality system for the City of Killeen
- Increase Emergency Management Volunteers and increase training and preparedness opportunities for them.
- Develop a plan to build an appropriate EOC to serve the City of Killeen and surrounding region
- Develop a plan to increase the OEM personnel to the appropriate scale for the City of Killeen

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Developed together partnerships and participants with citizens and the private sector for a mutual goal in emergency preparedness. Developed communications between the City and the citizens for emergency preparedness education through the READY KILLEEN program
- Maintained 100% compliance with the National Incident Management System (NIMS) standards for emergency management accomplished through NIMSCAST.
- Maintain the Outdoor Early Warning Siren System program
- Hosted the 2012 CTRAC Trauma Conference, Conducted 1 seminar, 2 tabletops and 1 full scale exercise
- Participated with Fort Hood on their annual exercise as well as the CTRAC regional exercise
- Maintained EMPG grant status with the Governors division of Emergency Management
- Developed deployment and trained teams for Regional Mobile Medical Unit (MMU) equipment and supplies.
- Obtained structure to house all OEM assets and facility to train for the Regional MMU

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue ongoing programs and activities from FY13
- Host the Central Texas Family Violence Task Force Conference
- Host the 2014 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, Run a monthly WebEOC drill for all departments
- Expand the internship program for the Killeen Office of Emergency Management through Central Texas College
- Apply for and receive the EMPG grant for 2014 from the Governor's Division of Emergency Management
- Increase Emergency Management Volunteers and increase training and preparedness opportunities for them.
- Develop a plan to build an appropriate EOC to serve the City of Killeen and surrounding region
- Develop a plan to increase the OEM personnel to the appropriate scale for the City of Killeen
- Develop a systematic Mass Casualty and Mass Fatality system for the City of Killeen

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Emergency Management & Homeland Security division for FY 2013-14.

**GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 85,060	\$ 86,830	\$ 85,927	\$ 87,125
Supplies	9,709	12,639	12,656	8,604
Maintenance	-	-	-	-
Repairs	1,221	800	750	300
Support Services	7,279	6,700	5,325	7,700
Benefits	17,739	18,383	17,525	18,139
Total Expenditures	\$ 121,008	\$ 125,352	\$ 122,183	\$ 121,868

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

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

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

EFFICIENCIES

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

EFFECTIVENESS

% of City Covered by Emergency Warning Decices	100%	100%	100%	100%
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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 included 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

- Enter 5 days of emergency medical service transport information, balance accounts receivable report against run-sheets, and verify insurance as necessary daily.
- 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 2012-13

- Increased electronic claims and payment processing.
- Increase Electronic claims filing.
- 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 2013-2014

- Increase delinquency collections by 5%.
- Successfully implement new billing ICD 10 Coding.
- Implement monthly webinar training.
- Increase in house collections.
- Successfully submit more electronic claims.
- Consult with an EMS consultant to assist with audit requirements, regulations and compliance.
- Implement new ICD 10 Coding FY 13-14.

PERFORMANCE AND WORKLOAD MEASURES	Actual 2011-12	Projected 2012-13	Proposed 2013-14
Calls entered	14,220	14,220	14,200
Payments posted	10,495	11,500	10,800
Delinquent letters mailed	8,500	8,500	8,000
Insurance claims processed	6,050	6,050	7000
Appeals processed	497	450	700
EMS Revenue Collections	\$2,774,192	\$2,800,000	2,800,000
Rescue calls entered	618	600	700
Rescue Delinquent letters mailed	500	550	550
Revenue Rescue Collections	\$66,826	\$65,000	\$60,000

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to EMS Billing and Collections for FY 2013-14.

GENERAL FUND
EMS BILLING AND COLLECTIONS

INPUTS	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 166,315	\$ 172,891	\$ 165,745	\$ 172,411
Supplies	14,218	15,009	14,350	14,410
Support Services	3,092	6,965	6,535	5,789
Benefits	47,198	53,759	40,359	55,174
Minor Capital Outlay	-	1,280	1,278	-
Total Expenditures	\$ 230,823	\$ 249,904	\$ 228,267	\$ 247,784

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

OUTPUTS

Number of calls entered	14,220	14,220	14,000	14,000
Payments Posted	10,495	10,468	11,500	11,500
Number of delinquent letters mailed	7,500	7,000	7,000	8,000
Number of insurance claims processed	6,050	6,050	6,500	7,500
Number of appeals processed	497	450	550	700
Number of calls Revenue Rescue	618	600	640	700
Payments Posted Revenue Rescue	339	300	350	350
Number invoices mailed	6,489	6,489	6,500	6,500

EFFICIENCIES

Number of calls entered per EMS billing and collections	2,844	2,844	2,800	2,800
Number of appeals processed per EMS billing collection employee	300	300	350	350

EFFECTIVENESS

EMS revenue collections	\$ 2,774,192	\$ 2,800,000	\$ 2,700,000	\$ 2,800,000
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**GENERAL FUND
NON-DEPARTMENTAL**

DIVISION DESCRIPTION

The General Fund Non-Departmental budget is used to account for expenditures not directly related to any specific department. Detailed descriptions about each non-departmental division are listed below.

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 SERVICES

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 Non-Departmental City Hall Division 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 Street.

INFORMATION TECHNOLOGY

The Information Technology budget accounts for general fund expenditures related to information technology.

HUMAN RESOURCES

The Human Resources budget is used to budget all expenditures that are not directly related to any specific general fund department.

BELL COUNTY COMMUNICATION CENTER

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

GENERAL ADMINISTRATION

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

CHILD SAFETY

Fiscal year 2011-12 was the last year that Child Safety expenditures were budgeted as non-departmental. These expenditures, such as the addition and maintenance of cross-walks, were to help improve safety for children.

**GENERAL FUND
NON-DEPARTMENTAL**

CITY HALL

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 11,001	\$ 15,300	\$ 15,300	\$ 13,800
Repairs	2,500	1,000	1,000	250
Support Services	303,276	339,000	336,000	339,000
Minor Capital	1,475	1,000	1,000	1,000
Total Expenditures	\$ 318,252	\$ 356,300	\$ 353,300	\$ 354,050

INFORMATION TECHNOLOGY

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 53,181	\$ 53,215	\$ 53,200	\$ 51,575
Maintenance	453,691	426,808	426,800	438,562
Repairs	33,625	53,000	53,000	46,000
Support Services	8,299	30,453	30,380	25,580
Minor Capital	71,002	213,579	221,079	275,885
Capital Outlay	44,905	7,500	-	29,777
Total Expenditures	\$ 664,703	\$ 784,555	\$ 784,459	\$ 867,379

HUMAN RESOURCES

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 38,602	\$ 39,000	\$ 39,000	\$ 39,000
Support Services	8,169	22,000	22,000	23,000
Designated Expenses	51,100	51,100	51,100	52,000
Total Expenditures	\$ 97,871	\$ 112,100	\$ 112,100	\$ 114,000

BELL COUNTY COMMUNICATION CENTER

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Support Services	\$ 926,050	\$ 951,142	\$ 951,142	\$ 1,056,865
Total Expenditures	\$ 926,050	\$ 951,142	\$ 951,142	\$ 1,056,865

**GENERAL FUND
NON-DEPARTMENTAL**

CONSOLIDATED

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 3,891	\$ 14,700	\$ 12,500	\$ 8,500
Maintenance	242,543	1,308	1,308	-
Repairs	107,664	8,440	8,440	-
Support Services	1,286,769	2,321,096	2,292,430	1,564,638
Designated Expenses	447,665	527,650	524,750	514,461
Total Expenditures	\$ 2,088,532	\$ 2,873,194	\$ 2,839,428	\$ 2,087,599

AVENUE D BUILDING - MUNICIPAL ANNEX

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 6,210	\$ 8,600	\$ 8,900	\$ 9,000
Maintenance	14,983	-	-	-
Repairs	2,753	500	200	500
Support Services	53,667	75,000	65,500	75,000
Total Expenditures	\$ 77,613	\$ 84,100	\$ 74,600	\$ 84,500

PUBLIC SERVICES

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Support Services	\$ 565,950	\$ 599,683	\$ 599,683	\$ 604,675
Transfers	43,975	886,731	710,571	-
Total Expenditures	\$ 609,925	\$ 1,486,414	\$ 1,310,254	\$ 604,675

STREET LIGHTS

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Support Services	\$ 795,722	\$ 700,000	\$ 770,000	\$ 790,000
Total Expenditures	\$ 795,722	\$ 700,000	\$ 770,000	\$ 790,000

**GENERAL FUND
NON-DEPARTMENTAL**

GENERAL ADMINISTRATION

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Maintenance	\$ -	\$ 276,750	\$ 276,750	\$ 326,750
Repairs	-	125,500	125,500	125,500
Total Expenditures	\$ -	\$ 402,250	\$ 402,250	\$ 452,250

CHILD SAFETY

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Designated Expenses	\$ 62,677	\$ -	\$ -	\$ -
Total Expenditures	\$ 62,677	\$ -	\$ -	\$ -



AVIATION

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

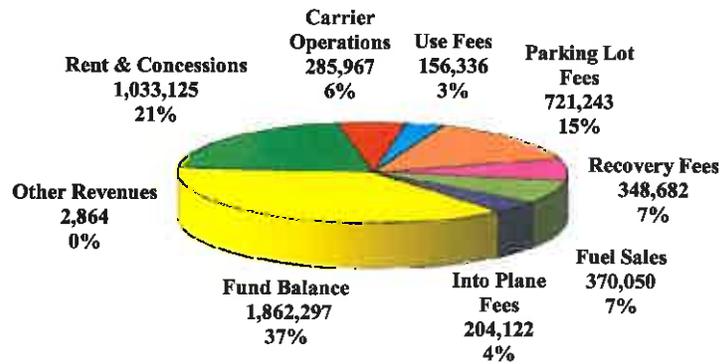
FY 2013-14

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
TOTAL BEGINNING FUND BALANCE	2,089,768	1,862,297	2,187,288	2,147,840
REVENUES				
Airport Rent & Concessions	1,145,617	1,033,125	1,040,800	1,099,740
Air Carrier Operations	254,678	285,967	281,936	286,053
Airport Use Fees	157,106	156,336	184,915	184,915
Airport Parking Lot Fees	674,955	721,243	707,173	715,000
Fuel Sales	257,196	370,050	265,382	370,050
Operating Supplies	-	60	30	60
Into Plane Fees	229,753	204,122	334,705	325,000
CIP Recovery Fees	374,249	348,682	374,436	374,904
Miscellaneous Receipts	2,067	2,000	2,138	2,100
Interest Earned	559	804	805	818
TSA Agreement	221,793	4,071,837	1,520,145	1,447,365
FAA Grants	-	-	-	207,407
FAA Grants Prior Years	239,606	4,399,003	3,523,814	875,189
TXDOT Grants	50,000	50,000	50,000	50,000
Transfer from Aviation PFC	10,901	-	-	-
TOTAL CURRENT REVENUES	3,618,480	11,643,229	8,286,279	5,938,601
TOTAL FUNDS AVAILABLE	5,708,248	13,505,526	10,473,567	8,086,441
EXPENSES				
Airport Operations	2,491,465	2,884,928	2,674,584	2,785,986
Cost of Goods Sold	221,551	355,242	240,726	355,242
Information Technology	177,610	201,143	196,221	175,055
Airport Non-Departmental	137,743	170,362	170,237	173,706
TOTAL OPERATING EXPENSES	3,028,369	3,611,675	3,281,768	3,489,989
PFC Projects	-	-	-	-
Robert Gray Army Airfield Projects	492,591	8,494,722	5,043,959	2,737,368
TOTAL EXPENSES	3,520,960	12,106,397	8,325,727	6,227,357
ENDING FUND BALANCE				
Unreserved Fund Balance	2,187,288	1,399,129	2,147,840	1,859,084
TOTAL ENDING FUND BALANCE	2,187,288	1,399,129	2,147,840	1,859,084

KILLEEN-FORT HOOD REGIONAL AIRPORT

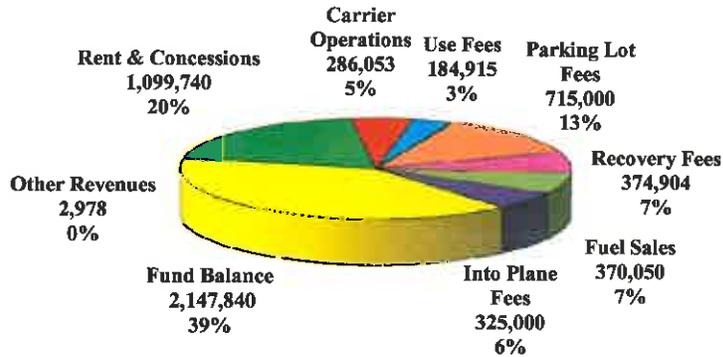
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



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

FY 2013-14 Resources



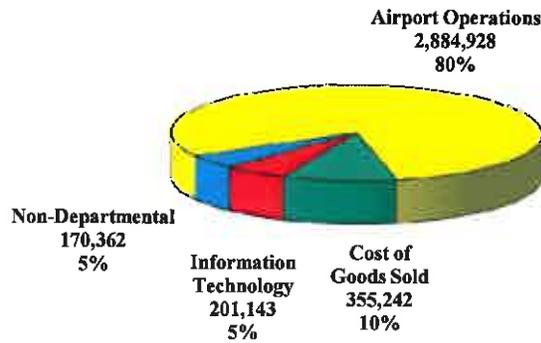
Total Fund Balance and Revenues \$5,506,480

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

KILLEEN-FORT HOOD REGIONAL AIRPORT

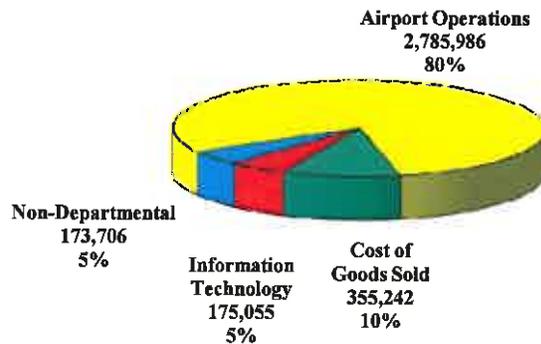
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenses by Function



Total Expenses \$3,611,675

FY 2013-14 Expenses by Function



Total Expenses \$3,489,989

Note: Significant changes between FY 2012-13 and FY 2013-14 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 facility operates on an 85-acre tract which includes an air-carrier terminal building, a vehicle parking facility, a rental car facility, a fuel farm, a corporate aviation facility, and an air-carrier ramp at Robert Gray Army Airfield in a joint-use operation with the U.S. Army at Fort Hood. The airport leases space to 15 business tenants including airline operators, rental car companies, parking lot, restaurant, bar, gift shop, arcade, and other miscellaneous concession activities. Airport staff operates an aviation fuel business for sales and delivery of aviation fuel to airlines and corporate aircraft, and sells unleaded gasoline to the tenant rental car companies. Airport staff provides maintenance of the City-owned facilities and provides in-kind services on the airfield to the Army in lieu of rental payments for the area occupied by the City.

MAJOR DIVISION GOALS

- Efficiently operate and maintain City owned airport facilities.
- Ensure K-FHRA aviation activities are conducted safely and efficiently.
- Maintain a Master Plan and comprehensive Capital Improvement Plan (CIP) for future aviation needs.
- Advise the Assistant City Manager (External), City Manager, and City Council on all aviation matters.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Continued to provide excellent customer service to people utilizing K-FHRA.
- Initiated construction of the Terminal Building Expansion and the upgrade of the Checked Baggage Inspection System.
- Completed design for the airport security system upgrade.
- Upgraded to digital airport advertising media in the terminal and installed kiosks with recharging stations at various locations throughout the terminal for customer convenience.
- Procured contingency supplies necessary to accommodate stranded passengers due to weather or emergency-related aircraft diversions into Killeen.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue to provide excellent customer service to people utilizing K-FHRA.
- Continue marketing efforts to increase passenger enplanements.
- Continue to pursue additional airline/destination service.
- Complete construction on the Terminal Building Expansion and upgrade of the Checked Baggage Inspection System.
- Initiate and complete the airport security system upgrade.
- Complete design of taxiway and entry road rehabilitation projects.
- Continue to seek FAA funding for capital improvement projects.

MAJOR NEW PROGRAMS AND SERVICES

- The Taxiway B Rehabilitation Design and Loop Road Rehabilitation Design projects were authorized for the Killeen-Fort Hood Regional Airport for FY 2013-14.

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

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 1,493,459	\$ 1,616,610	\$ 1,502,517	\$ 1,547,120
Supplies	76,266	140,152	109,530	119,579
Maintenance	73,378	126,354	100,750	125,200
Repairs	131,180	167,900	150,848	161,900
Support Services	501,502	568,771	541,700	588,171
Benefits	393,290	466,284	465,460	416,897
Minor Capital	-	-	-	2,174
Cost of Goods Sold	221,551	355,242	240,726	355,242
Total Expenditures	\$ 2,890,626	\$ 3,441,313	\$ 3,111,531	\$ 3,316,283

Personnel Summary / Position Title

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

OUTPUTS

Enplaned Passengers	168,487	186,005	172,956	176,415
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EFFICIENCIES

Avg Operational Cost per Enplanement	\$ 17.16	\$ 18.50	\$ 17.99	\$ 18.79
Avg Operational Revenue per Enplanement	\$ 18.67	\$ 17.06	\$ 18.75	\$ 19.32

EFFECTIVENESS

Number of Passengers Served	334,055	370,489	345,489	351,483
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**AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT**

	2011-12		2012-13		2012-13		2013-14
	ACTUAL		ADOPTED		ESTIMATED		ADOPTED
<u>AIRPORT NON-DEPARTMENTAL</u>							
Expenditures							
Support Services	\$ 39,133	\$	45,937	\$	45,937	\$	49,875
Human Resources	1,048		4,600		4,600		4,000
Information Technology	97,562		119,825		119,700		119,831
Total Expenditures	\$ 137,743	\$	170,362	\$	170,237	\$	173,706
 <u>KFHRA CONSTRUCTION</u>							
Expenditures							
Terminal Loop Road Construction	\$ -	\$	-	\$	-	\$	62,820
Taxiway Construction	161,955		-		-		351,994
Terminal Building Design	328,153		23,882		-		-
Terminal Building Construction	-		8,470,840		5,043,959		2,322,554
Planning - Contracts	2,483		-		-		-
Total Expenditures	\$ 492,591	\$	8,494,722	\$	5,043,959	\$	2,737,368

SKYLARK FIELD

Adopted Budget

Summary

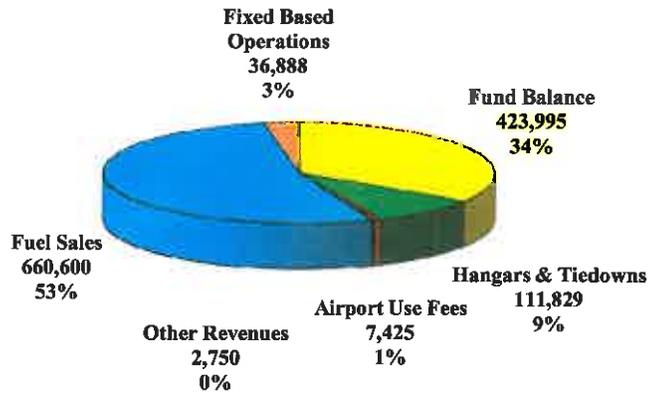
FY 2013-14

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
BEGINNING FUND BALANCE				
Unreserved Fund Balance	446,628	423,995	472,787	469,720
TOTAL BEGINNING FUND BALANCE	446,628	423,995	472,787	469,720
REVENUES				
Fixed Base Operations	18,457	36,888	32,524	45,600
Hangars and Tiedowns	113,063	111,829	112,394	112,394
Airport Use Fees	6,777	7,425	6,930	7,285
Fuel Sales	544,533	660,600	554,627	656,773
Operating Supplies Sales	2,688	2,000	1,100	1,600
Miscellaneous Receipts	139	250	450	300
Interest Earned	580	500	500	500
TXDOT Grants	6,369	9,150	5,000	9,150
Transfer from General Fund				-
TOTAL CURRENT REVENUES	692,606	828,642	713,525	833,602
TOTAL FUNDS AVAILABLE	1,139,234	1,252,637	1,186,312	1,303,322
EXPENSES				
Airport Operations	229,821	264,231	229,463	259,423
Cost of Goods Sold	425,538	587,000	476,705	587,000
Airport Non-Departmental	11,088	10,424	10,424	9,407
TOTAL OPERATING EXPENSES	666,447	861,655	716,592	855,830
ENDING FUND BALANCE				
Unreserved Fund Balance	472,787	390,982	469,720	447,492
TOTAL ENDING FUND BALANCE	472,787	390,982	469,720	447,492

SKYLARK FIELD

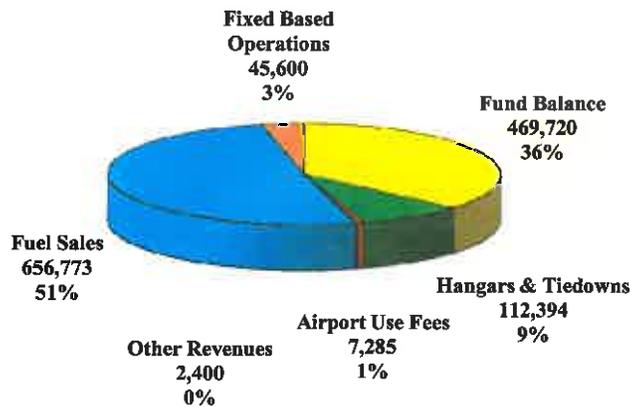
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



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

FY 2013-14 Resources



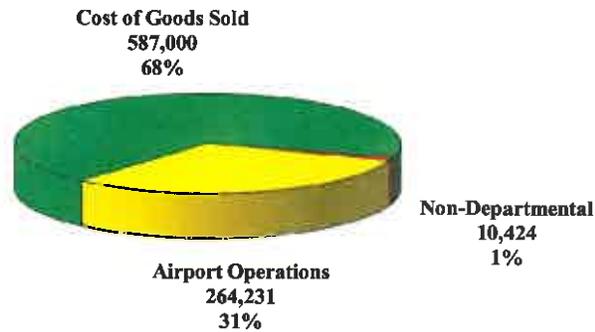
Total Fund Balance and Revenues \$1,294,172

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

SKYLARK FIELD

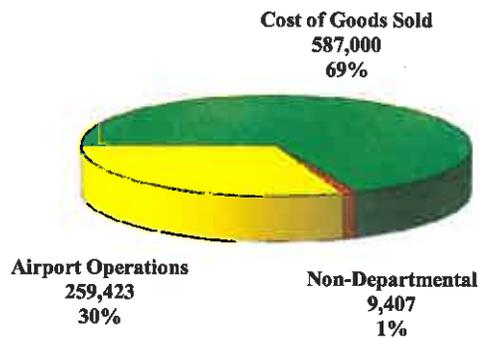
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenses by Object Class



Total Expenses \$861,655

FY 2013-14 Expenses by Object Class



Total Expenses \$855,830

Note: Significant changes between FY 2012-13 and FY 2013-14 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 for the use of all aircraft other than commercial air carriers. The Department of Aviation leases T-hangars to aircraft owners for storage of light aircraft, leases buildings or large hangars to aviation business tenants, and leases available property to prospective 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 for use by general aviation and military aircraft using the airport. Airport staff inspects and maintains the runway, taxiways, aprons, and all City-owned buildings and grounds on the airport.

MAJOR DIVISION GOALS

- Provide a safe and secure operating environment for general aviation and military aircraft operations.
- Improve general aviation facilities and services and encourage growth in this market area.
- Continue to maintain financial self-sustainment.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Continued to provide excellent service and maintain safe aviation facilities for tenants and transient customers.
- Completed construction of a new aircraft hangar and negotiated a lease with an air ambulance operator.
- Worked with the FAA and other agencies as necessary to mitigate the impact of the Rosewood and FM 2410 highway construction projects.
- Continued to market the airport and negotiate with potential airport tenants and developers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Continue to provide excellent service and maintain safe aviation facilities for tenants and transient customers.
- Initiate coordination with TxDOT – Aviation Division to procure funding for an Airport Master Plan.
- Continue to work with the FAA and other agencies as necessary to mitigate the impacts to the airport of the Rosewood and FM 2410 highway construction projects.
- Continue to negotiate with interested third-party investors for possible Airport development opportunities.
- Continue to work on solutions for the use or disposition of the former airline passenger terminal building.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Skylark Field for FY 2013-14.

**AVIATION FUND
SKYLARK FIELD**

	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 127,737	\$ 133,832	\$ 125,571	\$ 133,077
Supplies	9,396	15,071	11,154	13,734
Maintenance	7,265	11,349	6,675	12,640
Repairs	11,154	11,974	8,990	12,447
Support Services	39,001	50,699	44,273	50,302
Benefits	35,268	41,306	32,800	37,223
Cost of Goods Sold	425,538	587,000	476,705	587,000
Capital Outlay	-	-	-	-
Total Expenditures	\$ 655,359	\$ 851,231	\$ 706,168	\$ 846,423
Personnel Summary / Position Title				
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Opns & Mnt Crew Leader	1	1	1	1
Airport Specialist	0	0	0	0
Flightline Service Crew Leader	0	0	0	0
Senior Aircraft Fuel Handler	0	0	0	0
Total	4	4	4	4
<i>OUTPUTS</i>				
Based Aircraft	59	59	59	58
Fuel Sold - Gallons	117,201	135,000	126,000	132,450
<i>EFFICIENCIES</i>				
Avg Amt of Fuel Sold per based Aircraft	1,986	2,288	2,136	2,284
Avg Gross Revenue per Gallon Sold	\$ 1.02	\$ 0.54	\$ 0.63	\$ 0.54
<i>EFFECTIVENESS</i>				
Number of Based Aircraft	59	59	59	58

**AVIATION FUND
SKYLARK FIELD**

<u>AIRPORT NON-DEPARTMENTAL</u>	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Information Technology	\$ 2,499	\$ -	\$ -	\$ -
Support Services	8,589	10,424	10,424	9,407
Total Expenditures	\$ 11,088	\$ 10,424	\$ 10,424	\$ 9,407

SOLID WASTE



SOLID WASTE



SOLID WASTE FUND

The Solid Waste Fund is one of the five enterprise funds that the City of Killeen maintains. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that "the enterprise fund type may be used: to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination 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

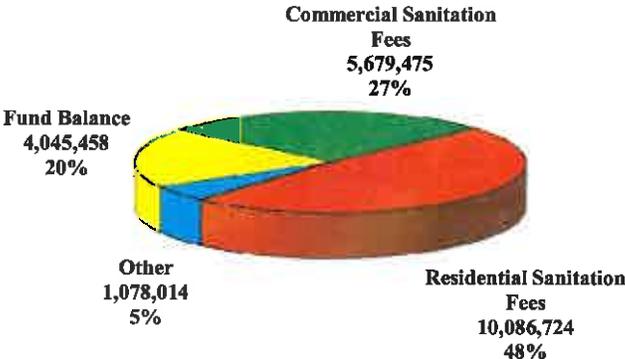
FY 2013-14

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Unreserved Fund Balance	1,575,278	2,510,458	2,038,822	1,385,889
TOTAL BEGINNING FUND BALANCE	3,110,278	4,045,458	3,573,822	2,920,889
REVENUES				
Transfer Station Fees	347,304	405,281	375,000	375,000
Container Rentals	99,205	104,336	99,462	101,451
Sale of Equipment	31,364	7,000	12,000	9,000
Tire Disposal Fees	6,695	7,500	6,925	7,966
Sale of Metals-Recycling	52,732	54,220	52,566	54,000
Paper Products Recycling	67,725	73,000	56,000	60,000
Public Scale Fees	9,426	8,200	6,586	8,000
Other Recycle Revenues	5,778	4,700	6,758	6,500
Customer Recycling Fees	85,112	91,227	85,548	87,259
Commercial Sanitation Fees	5,286,025	5,679,475	5,391,062	5,503,474
Residential Sanitation Fees	8,846,363	10,086,724	8,939,948	9,362,896
Interest Earned	7,500	8,400	8,667	8,200
Compost Facility Lease	-	18,000	18,000	18,000
Knife River Lease	27,500	30,000	30,000	30,000
Transfer Station Fire	-	-	20,735	-
TNG Parking Lot Improve	-	265,650	10,000	387,263
Miscellaneous Receipts	589,073	500	-	-
TOTAL CURRENT REVENUES	15,461,802	16,844,213	15,119,257	16,019,009
TOTAL FUNDS AVAILABLE	18,572,080	20,889,671	18,693,079	18,939,898
EXPENSES				
Residential Operations	3,205,366	3,329,610	3,262,478	4,034,371
Commercial Operations	1,738,046	1,678,739	1,614,091	1,701,979
Recycling Program	338,088	404,251	381,932	408,172
Transfer Station	4,479,638	5,137,257	5,078,584	5,104,653
Mowing	680,184	961,461	791,422	943,071
Custodial Services	32,664	-	-	-
Accounting	175,850	204,195	202,142	211,134
TNG Parking Lot Improve	-	471,500	471,500	-
Debt Service	742,644	745,744	717,058	729,558
Solid Waste Miscellaneous	699,139	311,095	267,228	320,573
TOTAL CURRENT EXPENSES	12,091,619	13,243,852	12,786,435	13,453,511
TRANSFERS OUT	2,906,639	3,251,117	2,985,755	2,329,346
TOTAL EXPENSES	14,998,258	16,494,969	15,772,190	15,782,857
ENDING FUND BALANCE				
Reserved Fund Balance	1,535,000	-	1,535,000	1,535,000
Unreserved Fund Balance	2,038,822	4,394,702	1,385,889	1,622,041
TOTAL ENDING FUND BALANCE	3,573,822	4,394,702	2,920,889	3,157,041

SOLID WASTE FUND

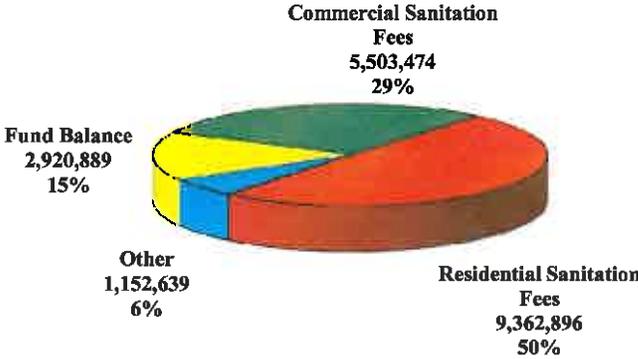
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



Total Fund Balance and Revenues \$20,889,671

FY 2013-14 Resources

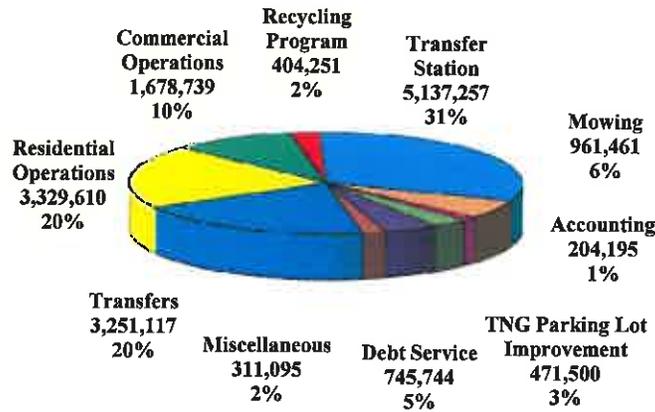


Total Fund Balance and Revenues \$18,939,898

SOLID WASTE FUND

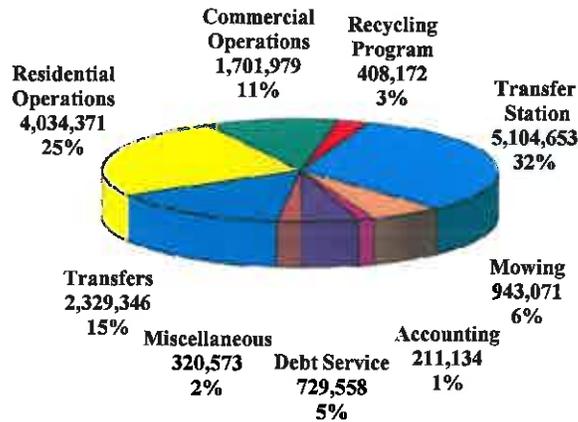
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenses by Function



Total Expenses \$16,494,969

FY 2013-14 Expenses by Function



Total Expenses \$15,782,857

Note: Significant changes between FY 2012-13 and FY 2013-14 are discussed on each division's financial page

**SOLID WASTE FUND
ACCOUNTING DIVISION**

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. The Accounting Division provides customer service for the Solid Waste Department. The Accounting Division handles approximately 95,000 customer contacts annually. The Division inputs and processes solid waste charges, container/component information, and customer issue/concern requests.

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 2012-13

- Assisted one-hundred (100) residents with solid waste and recycling issues/concerns through e-mail correspondence.
- Assisted thirty (30) businesses with solid waste issues and concerns through e-mail correspondence.
- Updated 2,100 residential and commercial accounts in HTE with the correct solid waste component information.
- Entered and processed 5,300 residential work order container requests in HTE.
- Entered and processed 615 commercial work order container requests in HTE.
- Converted physical hard copies into an electronic filing system for residential and commercial operations special collections and brush tickets.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Accounting Division for FY 2013-14.

**SOLID WASTE FUND
ACCOUNTING DIVISION**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 136,736	\$ 157,299	\$ 155,699	\$ 163,180
Supplies	668	1,880	1,625	1,780
Support Services	1,037	1,398	1,200	1,685
Benefits	37,409	43,618	43,618	44,489
Total Expenditures	\$ 175,850	\$ 204,195	\$ 202,142	\$ 211,134
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)	95,048	95,048	96,542	97,083
Number of finance requisitions processed	1,615	1,530	1,615	1,650
Number of solid waste charges entered into HTE	28,730	27,202	22,193	25,202
<u>EFFICIENCIES</u>				
Number of contacts with customers handled per accounting specialist	31,683	31,683	32,181	32,361
Number of purchase requisitions processed per accounting specialist	538	510	538	550
Number of solid waste charges entered into HTE per accounting specialist	9,577	9,067	7,398	8,401
<u>EFFECTIVENESS</u>				
% of requisitions returned with valid error	0.002%	0.002%	0.002%	0.002%
% of charges billed in error to customer account	0%	0%	0%	0%

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Ended the fiscal year with approximately 47,985 residential households receiving solid waste services, which is an increase of 4.4% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 40.90 tons of recyclable material was collected at curbside per month, which is a 2.9% decrease from last fiscal year of 42.08 tons.
- Supported the Commercial Division by providing the resources (manpower and collection vehicles) to clean-up dumpster sites and pick-up solid waste items not placed in containers (special collection).
- Added and adjusted collection routes for the normal growth of the City, and adjusted routes for the annexed area as residents signed up for services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Continue to adjust collection routes as needed to accommodate the increase in residential units.
- Increase the number of authorized employees in the current Curb Side Recycling Program from two full-time employees to four full-time employees. These positions are classified as Residential Equipment Operators (Recycle).
- Implementation of a City Wide Single Stream Recycling Program.
- Review operating policies and procedures, and place increased emphasis on operator maintenance of equipment and vehicles.
- Offer residents of the City of Killeen a special Saturday Curb-side Cleanup Event once per fiscal year, set around Texas Trash Off.

MAJOR NEW PROGRAMS AND SERVICES

- Two Residential Equipment Operator (Recycle) positions were added and replacement of two side loaders (Units #443 & #444) were authorized for the Solid Waste Residential Operations division for FY 2013-14.

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

	2011-12	2012-13	2012-13	2013-14
<u>INPUTS</u>	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Expenditures				
Salaries	\$ 1,425,851	\$ 1,537,835	\$ 1,498,027	\$ 1,661,826
Supplies	468,547	554,917	546,154	604,487
Maintenance	-	8,000	-	-
Repairs	853,328	754,524	753,516	704,474
Support Services	23,306	28,276	27,771	29,550
Benefits	399,868	435,228	426,459	477,013
Minor Capital	16,775	8,021	8,021	1,021
Capital Outlay	17,691	2,809	2,530	556,000
Total Expenditures	\$ 3,205,366	\$ 3,329,610	\$ 3,262,478	\$ 4,034,371
Personnel Summary / Position Title				
Director of Solid Waste & Drainage Services	1	1	1	1
Assistant Director of Public Works	0	0	0	0
Equipment Operator (Flatbed)	6	6	6	6
Principal Secretary	1	1	1	1
Residential Equipment Operator (Sideload)	15	15	15	15
Residential Equipment Operator (Recycling)	2	2	2	4
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	0	0	0	0
Solid Waste Crew Chief (Rearloader)	4	4	4	4
Solid Waste Specialist	4	4	4	4
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
Total	44	44	44	46
<u>OUTPUTS</u>				
Tons collected by residential collection vehicles	50,320	51,742	51,476	52,506
<u>EFFICIENCIES</u>				
Cost to collect one ton of residential garbage (daily operation costs only)	\$0.33	\$0.16	\$0.16	\$0.02
<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 yards; and 96 and 300 gallons. 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 stock 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 2012-13

- Ended fiscal year 12/13 with 1,702 dumpster containers issued to commercial customers, which was a 1.5% increase above the previous fiscal year (1,676 containers – FY 11/12).
- Completed 2,143 roll-off collections from commercial customers, which is a decrease of 8% from the prior fiscal year (2,329 collections – FY 11/12).
- Supported recycling operations by transporting 249 roll-off loads of recycling materials (metals, glass, paper, and plastic) to market (214 collections – FY 11/12).
- Adjusted collection routes because of 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 2013-14

- 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

- There were no major new programs or services added to the Solid Waste Commercial Services division for FY 2013-14.

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 768,255	\$ 769,093	\$ 762,666	\$ 778,307
Supplies	266,190	324,850	323,802	325,857
Maintenance	2,500	2,500	2,500	3,500
Repairs	347,163	335,076	300,058	357,076
Support Services	18,117	22,188	22,062	22,212
Benefits	209,488	224,232	202,203	214,227
Minor Capital	-	800	800	800
Capital Outlay	126,333	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 1,738,046	\$ 1,678,739	\$ 1,614,091	\$ 1,701,979
Personnel Summary / Position Title				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	11	11	11	11
Commercial Operations Supervisor	2	2	2	2
Container Operations Supervisor	1	1	1	1
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
Total	20	20	20	20
OUTPUTS				
Tons collected by commercial waste collection vehicles from commercial customers	39,500	41,049	34,705	35,052
EFFICIENCIES				
Operating cost to collect one ton of commercial garbage	\$0.00	\$0.02	\$0.02	\$0.02
EFFECTIVENESS				
% 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. 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, Home Chemical Collection Program, Tire Recovery Program, Low Cost Freon Extraction Service, and a recycling education program, including periodic backyard composting classes.

MAJOR DIVISION GOALS

- Promote material recovery, waste reduction, 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 resource collection services to return valuable material to industry, preserve natural resources, and reduce the waste stream.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Served approximately 1,300 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Served approximately 40 citizens (primarily soldiers) at the public scales each month.
- Provided a resource recovery service to city and county facilities/offices, schools, and some businesses.
- Provided a resource collection service to twelve (12) apartment complexes.
- Served approximately 17 households each week by picking up cardboard shipping boxes and packing paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Held a Home Chemical Collection event.
- Conducted two (2) Backyard Composting Classes.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Recover, sort, prepare for transport, and market 1,300 to 1,500 tons of material.
- Continue public awareness programs for residential recycling opportunities.
- Continue a close association with the Keep Killeen Beautiful Committee to promote recycling.
- Conduct two Home Chemical Collection events, one supporting the CTCOG area, and one receiving materials from Killeen and Harker Heights residents.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Recycling Division for FY 2013-14.

**SOLID WASTE FUND
RECYCLING**

	2011-12	2012-13	2012-13	2013-14
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 221,382	\$ 242,312	\$ 233,471	\$ 247,790
Supplies	13,229	26,070	18,541	23,190
Repairs	13,760	8,500	5,200	7,800
Support Services	9,766	13,895	12,670	14,508
Benefits	59,331	66,174	64,900	66,735
Designated Expenses	20,620	47,300	47,150	47,300
Minor Capital	-	-	-	849
Total Expenditures	\$ 338,088	\$ 404,251	\$ 381,932	\$ 408,172
 Personnel Summary / Position Title				
Recycling Attendant	2	2	3	3
Recycling Attendant (Part-Time)	3	3	2	2
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	7
 <u>OUTPUTS</u>				
Metals Recycled (Tons)	246	250	212	255
Glass Recycled (Tons)	147	150	143	150
Paper Products Recycled (Tons)	801	800	734	805
Plastic Containers Recycled (Tons)	77	80	79	80
Brush Recycled (Tons)	4,500	4,112	4,140	4,300
Automotive Oil Recycled (Gallons)	2,896	2,500	2,993	3,000
Antifreeze Recycled (Gallons)	305	300	510	350
Lead-acid Batteries Recycled (Each)	256	130	135	170
Appliances w/Freon Recycled (Each)	34	48	38	50
 <u>EFFICIENCIES</u>				
Cost Per Ton to Process Materials Through the Facility (Daily Operation costs Only)	\$250	\$234	\$267	\$275
 <u>EFFECTIVENESS</u>				
% of Recyclables collected from the Waste Stream and Diverted from the Landfill	5.6%	6.4%	6.4%	5.8%

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 the 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, generated from either 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 2012-13

- Transported and disposed a total weight of 95,319 tons of municipal solid waste in the Temple Landfill, which was a 3% increase above last fiscal year's weight of 92,598 tons.
- Completed two (2) capital improvement projects for the Transfer Station: (1) modified the scale in tunnel #1; (2) remodeled the scale house by raising the transaction windows, teller drawers, and counter tops.
- Tyco Security Systems added eight (8) additional cameras at the administration building, scale house, and recycle drop-off area.
- Initiated a three (3) year land maintenance agreement with Rut Fencing for maintenance of approximately 200 acres of the landfill site.
- Completed the installation of two (2) unattended weighing kiosks located on the inbound and outbound scales.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Transfer billing and collection activity from Utilities Collection to Transfer Station for all roll-off and landfill accounts.
- Enter into a lease to purchase option with Holt Caterpillar for lease of a 938K wheel loader.
- Execute a Material Recycling Facility at the old transfer site.
- Purchase a new tire-shredding machine to replace the old one currently in use.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Transfer Station division for FY 2013-14.

**SOLID WASTE FUND
TRANSFER STATION**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 482,539	\$ 518,104	\$ 511,613	\$ 537,982
Supplies	60,254	71,800	86,363	102,140
Maintenance	35,348	55,500	53,500	42,000
Repairs	51,911	103,898	97,950	68,421
Support Services	153,553	179,216	156,350	162,164
Benefits	141,935	148,467	147,636	157,614
Minor Capital	867	-	-	-
Designated Expenses	3,396,904	3,863,272	3,826,272	4,034,332
Major Capital Outlay	156,327	149,000	198,900	-
Capital Outlay	-	48,000	-	-
Total Expenditures	\$ 4,479,638	\$ 5,137,257	\$ 5,078,584	\$ 5,104,653

Personnel Summary / Position Title

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

OUTPUTS

• Total tons transported and landfilled	92,486	99,690	95,319	99,690
• Number of trailer loads of waste hauled from Transfer Station	4,218	4,747	4,539	4,747
• Cost per ton to transport and landfill	\$ 36.67	\$ 38.50	\$ 37.00	\$ 38.50
• Tons of brush received	4,241	4,500	4,361	4,500
• Number of violations/warnings from TCEQ	0	0	0	0

EFFICIENCIES

Cost per ton for operation of facility (daily operation costs only)	\$ 11.70	\$ 12.78	\$ 13.14	\$ 10.74
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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 tires, trash, and rubbish, trims trees/brush in the right-of-ways, and applies herbicide in designated areas of the City. In the winter months, the Mowing Crew assists the Drainage Crew on various projects.

MAJOR DIVISION GOALS

- Continue to improve the appearance of the City of Killeen by removing tires, 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 2012-13

- Assumed responsibility for maintenance of all the downtown area.
- 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 126.13 lane miles, 645.96 acres.
- Refined/adjusted the mowing schedule for the three (3) week cycle and the six to eight (6-8) week cycle.
- Provided support to the Community Supervision and Corrections Department (CSCD) by providing two (2) representatives on Saturday & Sunday (bi-monthly) to assist in administering the Community Service Program for the City of Killeen. Probationers were used to pickup litter/trash along selected roadway right-of-ways and drainage ditches for the first 6 months of the year.
- Implemented the expansion of the CSCD Program to include every weekend.
- Implemented the addition of the Central Mowing Crew.
- Adjusted the maintenance schedule to three (3) crews to reflect the addition of the Central Mowing Crew and the additional inventory of the city owned property.
- Purchased two (2) ½-ton pickups, 16-foot cargo trailer, 16-foot flatbed trailer, and equipment for Central Mowing Crew.
- Completed lease for John Deere riding mower for the Central Mowing Crew.
- Replaced units #393 tractor and #356 chipper.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Continue to refine the program to service and maintain the mowing and drainage equipment.
- Collect and refine data on right-of-ways, including the newly annexed areas, and modify schedules.
- Our target is to complete sixteen (16) cycles on the three (3) week list 712.32 miles 2404.8 acres.
- Our target is to complete seven (7) cycles on the six to eight (6-8) week list 209.02 miles 927.29 acres.
- Our target is to complete one (1) cycle on the TX Dot list 22 miles 194 acres.
- Complete the acquisition of the new and replacement units approved.

MAJOR NEW PROGRAMS AND SERVICES

- The replacement of one truck (Unit #427) was authorized for the Solid Waste Mowing division for FY 2013-14.

**SOLID WASTE FUND
MOWING OPERATIONS**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 421,927	\$ 540,874	\$ 426,391	\$ 555,229
Supplies	64,738	90,169	88,275	85,222
Maintenance	1,937	8,054	7,828	3,400
Repairs	43,993	46,000	43,950	43,895
Support Services	9,574	23,026	18,950	23,530
Benefits	132,670	183,310	136,250	190,040
Minor Capital	3,395	-	-	-
Designated Expenses	1,950	4,850	4,600	5,000
Capital Outlay	-	65,178	65,178	36,755
Total Expenditures	\$ 680,184	\$ 961,461	\$ 791,422	\$ 943,071

Personnel Summary / Position Title

Mowing and Drainage Director	-	0.50	0.50	0.50
Mowing and Drainage Superintendent	0.50	-	-	-
Mowing and Drainage Secretary	0.50	0.50	0.50	0.50
Equipment Services Technician	0.50	0.50	0.50	0.50
Mowing Supervisor	1.00	1.00	1.00	1.00
Mowing Crew Leader	2.00	3.00	3.00	3.00
Mowing Service Worker	13.00	17.00	17.00	17.00
Mowing Service Worker (part-time)	-	-	-	-
Total	17.50	22.50	22.50	22.50

OUTPUTS

Lane miles mowed	885	1,069	1,072	943
Acreage mowed	3,472	3,745	3,796	3,526

EFFICIENCIES

Lane Miles Per Full Time Employee	-	-	41.20	36.28
Acres Per Full Time Employee	-	-	146.00	135.61

EFFECTIVENESS

% of 3 week cycles completed as scheduled	100%	100%	100%	100%
% of 6-8 week cycles completed as scheduled	100%	100%	100%	100%

**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.

HUMAN RESOURCES

The Human Resources budget is used to account for the Solid Waste Fund expenses for unemployment reimbursements, legal and public notices and other expenses related to human resources.

INFORMATION TECHNOLOGY

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

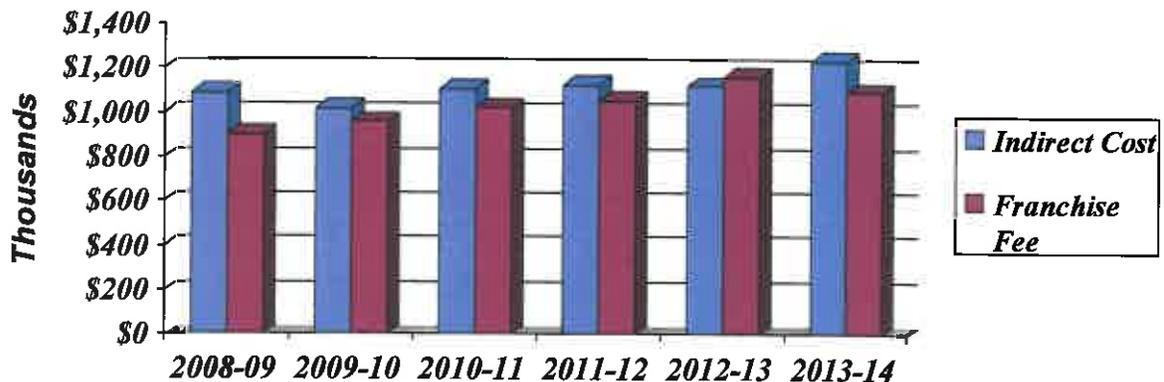
GENERAL ADMINISTRATION

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

NON-DEPARTMENTAL

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

Transfers to General Fund



**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Designated Expenses	\$ 742,644	\$ 745,744	\$ 717,058	\$ 729,558
Total Expenditures	\$ 742,644	\$ 745,744	\$ 717,058	\$ 729,558

HUMAN RESOURCES

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 947	\$ 5,000	\$ 5,000	\$ 5,000
Support Services	2,028	2,700	2,700	2,700
Designated Expenses	727	6,300	6,300	6,300
Total Expenditures	\$ 3,702	\$ 14,000	\$ 14,000	\$ 14,000

INFORMATION TECHNOLOGY

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 9,852	\$ 14,000	\$ 14,000	\$ 14,000
Maintenance	30,454	33,749	33,700	34,339
Repairs	12,838	16,000	16,000	16,000
Support Services	12,468	17,863	17,800	3,000
Minor Capital Outlay	18,899	29,570	29,540	37,820
Capital Outlay	7,700	3,016	3,016	10,153
Total Expenditures	\$ 92,211	\$ 114,198	\$ 114,056	\$ 115,312

GENERAL ADMINISTRATION

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ -	\$ 2,963	\$ 1,000	\$ 3,000
Maintenance	-	7,000	7,000	9,500
Repairs	-	10,000	10,000	10,000
Total Expenditures	\$ -	\$ 19,963	\$ 18,000	\$ 22,500

**SOLID WASTE FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Maintenance	\$ 5,253	\$ -	\$ -	\$ -
Repairs	4,013	-	-	-
Support Services	102,974	162,934	121,172	168,761
Designated Expenses	-	-	-	-
Major Capital Outlay	490,986	471,500	471,500	-
Transfers Out	2,906,639	3,251,117	2,985,755	2,329,346
Total Expenditures	\$ 3,509,865	\$ 3,885,551	\$ 3,578,427	\$ 2,498,107

WATER AND SEWER



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.





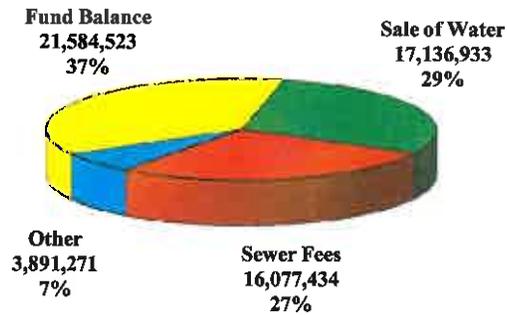
WATER & SEWER FUND**Adopted Budget
Summary
FY 2013-14**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	21,048,423	19,857,523	22,866,613	23,576,552
TOTAL BEGINNING FUND BALANCE	22,775,423	21,584,523	24,593,613	25,303,552
REVENUES				
Sale of Water	17,602,982	17,136,933	17,450,000	17,600,000
Replacement Fleet Fee	520,609	514,709	528,000	530,000
Water & Sewer Taps	931,438	869,377	870,000	860,000
Septic Tank Elimination	25,607	22,350	27,000	25,000
Sewer Fees Collected	16,232,619	16,077,434	16,191,000	16,255,000
Miscellaneous Srvcs. & Chrgs.	916,500	951,866	907,000	930,000
Delinquent Penalty	1,261,550	1,250,969	1,235,000	1,250,000
Interest Earned	75,588	70,000	87,100	88,000
Miscellaneous Receipts	32,971	12,000	24,880	15,000
FOG Revenue	244,690	200,000	140,000	140,000
TOTAL CURRENT REVENUES	37,844,554	37,105,638	37,459,980	37,693,000
TOTAL FUNDS AVAILABLE	60,619,977	58,690,161	62,053,593	62,996,552
EXPENSES				
Fleet Services	1,164,515	1,546,213	1,373,505	1,278,789
Fleet Replacement Program	300,562	-	-	-
Utility Collections	1,877,979	1,966,336	1,961,449	2,066,842
Water and Sewer Contracts	12,361,131	12,972,552	12,741,879	13,371,954
Water Distribution	1,358,856	1,427,875	1,427,484	2,013,843
Sanitary Sewers	721,861	859,285	817,244	1,111,068
Water and Sewer Operations	2,629,078	3,011,656	2,973,388	3,343,749
Water and Sewer Engineering	982,143	1,371,340	1,249,918	1,380,537
Water and Sewer Projects	340,707	1,253,962	675,382	700,000
Debt Service	6,685,000	6,500,000	6,500,000	7,435,000
Water & Sewer Miscellaneous	1,825,011	2,271,423	1,987,947	2,297,411
TOTAL CURRENT EXPENSES	30,246,843	33,180,642	31,708,196	34,999,193
TRANSFERS OUT	5,779,521	6,105,773	5,041,845	5,750,711
TOTAL EXPENSES	36,026,364	39,286,415	36,750,041	40,749,904
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	22,866,613	24,176,746	23,576,552	20,519,648
TOTAL ENDING FUND BALANCE	24,593,613	19,403,746	25,303,552	22,246,648

WATER & SEWER FUND

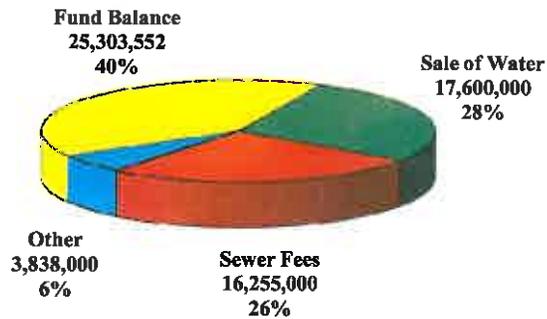
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



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

FY 2013-14 Resources

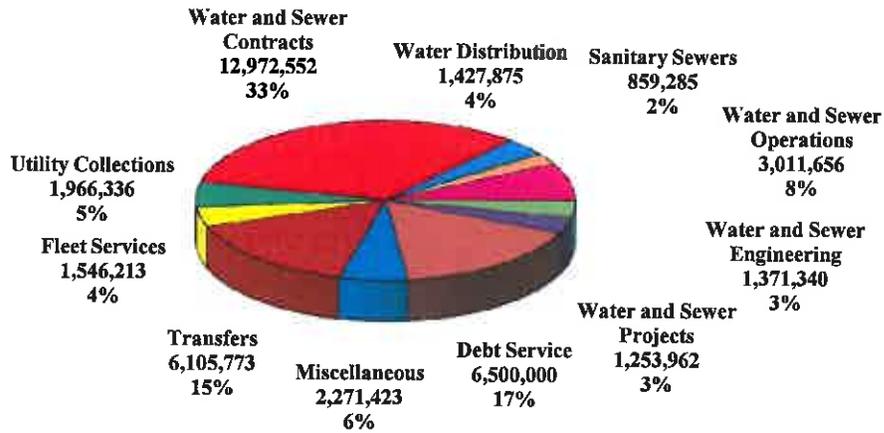


Total Fund Balance and Revenues \$62,996,552

WATER & SEWER FUND

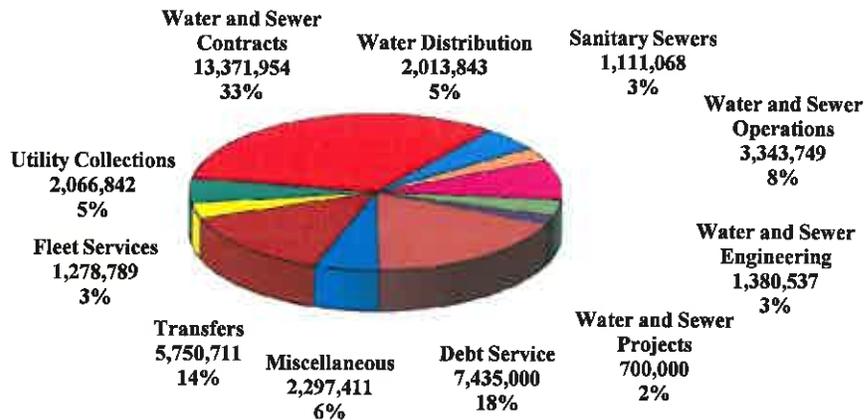
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenses by Function



Total Expenses \$39,286,415

FY 2013-14 Expenses by Function



Total Expenses \$40,749,904

Note: Significant changes between FY 2012-13 and FY 2013-14 are discussed on each division's financial page

**WATER & SEWER FUND
FLEET SERVICES**

DIVISION DESCRIPTION

Provides maintenance and recovery operations and fueling services for over 1,000 vehicles and pieces of equipment. Prepares specifications and assessments; manages preventive maintenance, repairs and services; maintains loaner vehicles; and coordinates the inter-departmental vehicle replacement program. Facilitates equipment safety, reliability and availability; prompt and high-quality repairs; and resource efficient means that maximize equipment lifecycles.

MAJOR DIVISION GOALS

- Manage preventive maintenance programs and services.
- Maintain equipment and vehicles.
- Implement the Texas Fleet Fuel program.
- Manage procurement of 35 new vehicles in FY14.
- Update and maintain the 5-year fleet replacement and equipment schedule.
- Research the feasibility of integrating CNG and hybrid vehicles.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Conducted monthly reconciliation of parts and fuel inventory.
- Processed specifications, ensured competitive procurement practices, and initiated bidding process, leases, and State procurement of new vehicles, and heavy equipment.
- Filled three technical and three administrative positions to help solidify culture change.
- Initiated the transition to Texas Fleet Fuel.
- Improved motor pool security. Added automated gate controllers and cameras.
- Installed an additional vehicle lift to facilitate a future alignment capability.
- Expanded large truck lift capabilities to assist with maintenance operations.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Improve maintenance scheduling to limit not mission capable time and improve equipment utilization. Focus initially on mission critical vehicles (aka pacing items).
- Improve training on operator-level preventive maintenance.
- Upgrade the security system by adding a vehicle RFI capability.
- Initiate contracts for oil, lubricants, tires, hydraulics, and vehicle body repairs.
- Establish a technician training program.
- Streamline the scrap metal program to improve efficiencies.
- Install an exhaust system in the vehicle bays. Provide a safe environment and meet TCEQ standards.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Water & Sewer Fleet Services division for FY 2013-14.

**WATER AND SEWER FUND
FLEET SERVICES**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 1,018,574	\$ 1,079,071	\$ 999,166	\$ 991,796
Supplies	73,423	111,725	89,940	121,738
Maintenance	4,907	8,380	10,000	8,400
Repairs	8,452	16,600	9,450	18,750
Support Services	41,454	53,210	54,211	60,739
Benefits	275,090	298,402	272,006	273,686
Minor Capital	9,521	28,370	27,087	17,480
Designated Expenses	1,441	4,500	4,400	4,300
Capital Outlay	304,951	169,555	173,175	5,500
Reimbursable Expense	(272,736)	(223,600)	(265,930)	(223,600)
Total Expenditures	\$ 1,465,077	\$ 1,546,213	\$ 1,373,505	\$ 1,278,789

Personnel Summary / Position Title

Director of Fleet Services	1	1	1	1
Fleet Services Shop Foreman	1	1	1	1
Principal Secretary	1	1	1	1
Fleet Service Supervisor	2	2	2	2
Fleet Services Parts Supervisor	1	1	1	1
Parts Assistant	3	3	3	3
Fleet Services Technicians	13	13	13	13
Accounting Specialist	1	1	1	1
Lube Technicians	3	3	3	3
Total	26	26	26	26

OUTPUTS

Preventive Maintenance Services	2,817	2,831	1,869	2,000
Sublet, Repairs	447	236	418	368
Motor Vehicle Inspections	480	517	548	575
General Repairs	3,424	4,632	3,728	3,780
Road Calls	65	66	73	65
Tire Repairs - internal	827	642	913	950
Tire Repairs - sublet	637	600	559	580
Accident Repairs	46	43	56	50
Fuel Gallons Dispensed / Purchase of Fuel	706,900	702,300	733,786	675,084
Fuel Transactions (UI / DI)	-	46,128	49,292	49,500

EFFICIENCY

Number of Oil Services completed routinely per three (3) Lube Technicians	93	980	1,308	1,350
Number of six (6) month Preventive Maintenance services per thirteen (13) Technicians	40	288	576	580
Number of MVI (State Inspections) per eighteen (17) Technicians	480	480	540	560
Number of General Repairs completed routinely per thirteen (13) Technicians	3,420	3,420	3,720	3,680

EFFECTIVENESS

% of Preventive Maintenance including oil changes, six (6) month services, and state inspections (NAFA Standard = 48%)	47%	42%	41%	42%
% of sublet repairs (NAFA Standard = 12%)	12%	9%	12%	11%
% of general repairs (NAFA Standards = 40%)	40%	49%	47%	46%

WATER & SEWER FUND UTILITY COLLECTIONS

DIVISION DESCRIPTION

The Utility Collections Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, sewer, solid waste and drainage fee revenue. The division also accomplishes all monthly meter reading, initiates the water and sewer tap process for new development, performs utility service work orders, handles bad debt and collection issues, and provides customer counseling with conservation and water use recommendations. Customer service is provided to citizens initiating and terminating utility accounts and those requesting assistance with billing issues.

MAJOR DIVISION GOALS

- Ensure the efficient delivery of timely and accurate billing and payment information for 44,658 customers.
- Performs accurate and timely monthly meter readings and prompt notification to customers whose meter reading and water usage indicate a possible leak.
- Provide prompt and friendly responses to customer billing issues.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Continued to operate three runs each day to serve our customers and provide the ability to receive same day services for utilities requested in the office by 1:45pm.
- Continued to promote e-billing to reduce postage and paper costs and more efficiently deliver bills to customers.
- Continued to scan on a daily basis and continued the destruction of stored documents twice a year.
- Continued to provide "After Hours Services" during the evening, weekends, and holidays.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- A new and customer oriented IVR system that will accommodate our customers when processing automated payments on their utility accounts without issues.
- 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/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 by mail or Fed Ex. Payments will continue to be posted to accounts in a timelier manner.
- Continue to become more automated with application process to avoid scanning and destruction of paperwork and the cost that comes along with it.

MAJOR NEW PROGRAMS AND SERVICES

- One Meter Reader position and one vehicle were added to the Water & Sewer Utility Collections division for FY 2013-14.

**WATER & SEWER FUND
UTILITY COLLECTIONS**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 1,116,112	\$ 1,184,303	\$1,184,927	\$1,227,657
Supplies	331,425	336,297	351,760	383,857
Repairs	20,866	25,700	25,105	26,750
Support Services	31,031	36,935	36,795	36,934
Benefits	328,535	361,924	341,760	363,289
Designated Expenses	49,635	1,605	1,530	6,555
Capital Outlay	375	19,572	19,572	21,800
Total Expenditures	\$ 1,877,979	\$ 1,966,336	\$ 1,961,449	\$ 2,066,842
Personnel Summary / Position Title				
Clerk	1	1	1	1
Code Enforcement Officer	1	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	8	8	8	9
Principal Secreatry	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	4	4	4	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	6	6	6	6
Total	40	40	40	41
OUTPUTS				
Number of utility customers	43,384	43,231	44,289	45,618
Number of meters read	560,967	550,480	575,048	592,299
Delinquent disconnects	12,971	11,929	11,253	11,591
EFFICIENCIES				
Number of customers per utility collections customer relations employee	<2,000	<2,000	<2,000	<2,000
Number of meters read per month per reader	<6,000	<6553	<6000	<5500
EFFECTIVENESS				
Meter reading error rate	0.0023%	0.0024%	0.0023%	0.0022%

**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.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Reviewed mapping locations of the water and sewer system for the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located approximately 1,022 water lines for contractors and construction.
- Performed approximately 311 emergency water main repairs.
- Set 1,049 new water meters for new residential and commercial subdivisions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- 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 locations are documented.
- Maintain the water distribution infrastructure, while providing properly disinfected water for the City of Killeen.
- Flow test all fire hydrants to ensure the Fire Department has correct data.

MAJOR NEW PROGRAMS AND SERVICES

- The replacement of a 1996 Grasshopper 721-D mower (Unit #549), the replacement of a 2001 International 4700, 6 yard dump truck (Unit #579), and the addition of a 12 yard dump truck with a 20 ton pintle hook trailer hitch and heavy duty utility trailer were authorized for the Water & Sewer Water Distribution division for FY 2013-14.
- The purchase of 905 West Jasper, split between the Water & Sewer Water Distribution, Sanitary Sewers, and Water & Sewer Operations divisions, was authorized for FY 2013-14.

**WATER & SEWER FUND
WATER DISTRIBUTION**

<u>INPUTS</u>	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 464,165	\$ 548,205	\$ 585,168	\$ 592,317
Supplies	72,252	86,303	86,603	85,781
Maintenance	151,180	132,145	132,145	122,932
Repairs	68,414	48,247	48,247	49,500
Support Services	21,796	36,167	35,900	38,302
Benefits	149,317	192,028	185,509	186,254
Minor Capital	12,772	29,849	29,849	34,400
Major Capital Outlay	268,142	354,931	324,063	610,357
Capital Outlay	150,818	-	-	294,000
Total Expenditures	\$ 1,358,856	\$ 1,427,875	\$ 1,427,484	\$ 2,013,843

Personnel Summary / Position Title

Operator III	1	1	1	1
Operator II	1	1	1	1
Operator I	5	5	5	5
Operator/Apprentice	12	12	12	12
Total	19	19	19	19

OUTPUTS

New Customer Services	1,254	1,500	1,049	1,200
Water Main Repairs	300	325	311	325
Water Lines (Miles)	620	617	620	622
Water Line Locates	950	1,200	1,028	1,100
Fire Hydrants Repaired/Replaced	40	45	21	50
Water Service Calls	1,125	1,100	1,114	1,200

EFFICIENCIES

Maintenance Cost per 100 Miles of Water Piping System	\$ 219,170	\$ 231,422	\$ 230,239	\$ 323,769
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EFFECTIVENESS

% of Unaccounted Water Loss	15.0%	9.0%	15.0%	15.0%
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**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 2012-13

- Repaired over \$3.1 million in infrastructure to control/reduce/eliminate inflow and infiltration into the City's sewer system.
- Completed 1,040 line locations for construction work performed by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- Assisted the Street Division with the street overlay/chip-seal project by raising/preparing manholes, clean-outs, and valves on each street scheduled for the overlay/chip-seal project.
- Completed the camera inspection of more than 58,200 feet of sewer mains.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Repair sewer system mains, manholes, and manhole crowns to reduce inflow and infiltration problems.
- Keep all vegetation and trees out of the City's sewer easements.
- Continue preventive maintenance program of flushing the City's sewer mains, reducing sanitary sewer overflows and sewer system blockages.
- Continue working with the GIS department to populate the SSO database.
- Continue to assist the Street Division with the overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for rehabilitation.
- Complete system rehab projects totaling more than \$2 million dollars.
- Continue camera inspections of the sanitary sewer system to locate problems for repair.

MAJOR NEW PROGRAMS AND SERVICES

- The addition of a JAJ-600TH Jet-Away Sewer Easement Machine was authorized for the Water & Sewer Sanitary Sewers division for FY 2013-14.
- The purchase of 905 West Jasper, split between the Water & Sewer Water Distribution, Sanitary Sewers, and Water & Sewer Operations divisions, was authorized for FY 2013-14.

**WATER & SEWER FUND
SANITARY SEWERS**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 366,847	\$ 488,149	\$ 478,313	\$ 481,302
Supplies	55,847	71,070	69,500	61,630
Maintenance	39,300	42,591	42,000	40,800
Repairs	46,227	71,000	65,000	48,000
Support Services	9,647	22,445	14,000	14,935
Benefits	109,170	153,330	138,731	147,634
Minor Capital	5,448	4,500	4,500	-
Major Capital Outlay	-	1,000	-	255,667
Capital Outlay	89,375	5,200	5,200	61,100
Total Expenditures	\$ 721,861	\$ 859,285	\$ 817,244	\$ 1,111,068

Personnel Summary / Position Title

Operator III (Inflow and Infiltration Supervisor)	1	1	1	1
Operator III (Sanitary Sewer Supervisor)	1	1	1	1
Operator II (Senior Water & Sewer Worker)	1	1	1	1
Operator I (Equipment)	3	3	3	3
Operator Apprentice	9	9	9	9
Total	15	15	15	15

OUTPUTS

Lines Cleaned (Feet)	500,000	600,000	642,000	700,000
Sewer Service Calls	635	650	624	650
Sewer Lines (Miles)	535	550	550	552
Manhole Inspections	2,275	2,000	2,425	2,500
Sewer Line Locates	915	950	1,040	1,050
Sewer Line Replaced (Feet)	2,920	4,000	1,440	1,500
Stoppages Cleared	112	50	120	110
Wastewater Overflows	81	20	82	65

EFFICIENCIES

Maintenance Cost per 100 miles of Wastewater Piping System	\$ 134,927	\$ 156,234	\$ 148,590	\$ 202,012
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EFFECTIVENESS

Gallons per minute (GPM) per Mile of Inflow and Infiltration	95	85	95	85
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Note: Rainfall has a significant impact on the GPM per Mile of Inflow and Infiltration due to line seepage and some runoff from manholes, etc.

**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 to performing daily preventive maintenance checks, chemical disinfection monitoring services, maintenance services on all facilities, and corrective maintenance as needed to all water storage tanks, 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 2012-13

- Adhered to consistent operating practices and proactive maintenance for pump stations.
- Performed routine and construction bacteriological, chlorine residual, ammonia, and pH tests.
- Performed over 12,500 documented water quality tests.
- Continued to implement testing of grease traps to bring restaurants into compliance with City Ordinance for Fats, Oil, and Grease (FOG).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Perform water quality testing to ensure high standards of continuous delivery of properly disinfected water.
- Perform sanitary sewer pretreatment program for commercial businesses.
- Continue the preventive maintenance program by rebuilding pumps and motors at all facilities.
- Continue to ensure safe drinking water through the cross connection control and customer service inspection program.
- Continue implementation of the FOG Program to reduce fats, oils, and grease discharge into the sanitary sewer system through proactive inspection and investigation of food preparation establishments.

MAJOR NEW PROGRAMS AND SERVICES

- The addition of two front wheel drive, four door, latitude Jeep Compass' and one four wheel drive, extended body Chevrolet Colorado was authorized for the Water & Sewer Operations division for FY 2013-14.
- The purchase of 905 West Jasper, split between the Water & Sewer Water Distribution, Sanitary Sewers, and Water & Sewer Operations divisions, was authorized for FY 2013-14.

WATER & SEWER FUND
WATER & SEWER OPERATIONS

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
INPUTS				
Expenditures				
Salaries	\$ 850,773	\$ 1,100,394	\$ 1,084,683	\$ 1,124,398
Supplies	125,954	181,706	180,628	138,490
Maintenance	156,588	173,305	178,305	131,862
Repairs	28,335	25,000	35,000	21,300
Support Services	1,175,494	1,200,048	1,171,550	1,237,770
Benefits	241,487	315,983	308,002	306,112
Minor Capital	1,289	15,220	15,220	19,000
Major Capital Outlay	49,158	-	-	255,667
Capital Outlay	-	-	-	109,150
Total Expenditures	\$ 2,629,078	\$ 3,011,656	\$ 2,973,388	\$ 3,343,749

Personnel Summary / Position Title

Director of Water & Sewer Utilities	0	1	1	1
Director of Water & Sewer Services	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
Operator Apprentice (Water & Sewer)	1	1	1	1
Chief Operator	1	1	1	1
Operator II	1	1	1	1
Operator I	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
Operator III (BPAT)	1	1	1	1
Operator II (Backflow Prevention Assembly Tester)	3	3	3	3
FOG Enforcement Specialist	2	2	2	2
Principal Secretary	1	1	1	1
Secretary (BPAT/FOG)	1	1	1	1
Accounting Specialist	1	1	1	1
Total	27	28	28	28

OUTPUTS

Pump Station Water Pumpage (Gallons)	5,750,083,000	5,628,420,000	5,632,751,000	6,371,708,064
Lift Station Sewage Collection (Gallons)	3,882,933,421	3,817,366,443	3,682,897,871	3,954,512,346
Water Analysis Tests	1,300	1,300	1,300	1,300
Bacteriological Tests	1,200	1,560	1,580	1,600

EFFICIENCIES

Water Delivered Cost per 1,000 Gallons	\$3.11	\$2.72	\$3.48	\$2.85
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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

Water and Sewer Facility Inspections	N/A	10,950	10,950	11,000
Average of all Disinfectant Residuals	2.48	2.50	2.52	2.50
Lowest Disinfectant Residual	0.50	0.50	0.50	0.50

WATER & SEWER FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division of the Public Works Department (Water & Sewer Fund) is to provide professional engineering management services to citizens, and the business and development community to ensure public works infrastructure is designed, constructed, operated, and maintained in accordance with applicable regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and development plans for code conformance, review of residential and commercial construction plan sets before release for construction, inspection and testing of construction materials and methods to ensure compliance with project plans and specifications, development of scopes of work and contracts for capital improvement project studies and designs, project management and contract administration of Master Plan and Bond Issue public infrastructure improvements, and analysis and evaluation of the adequacy and functionality of public infrastructure.

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 2012-13

- Reviewed civil infrastructure plan sets for 51 new subdivisions (plats) and 68 new commercial development permits.
- Inspected public infrastructure construction within 52 active residential subdivisions (12 added within fiscal year).
- Inspected public infrastructure construction within 133 active commercial developments.
- Managed design and construction of \$4.5 Million in Water and Sewer Bond Capital Improvement Projects (CIPs).
- Completed design of Stagecoach Road Improvements (Projects 7W & 6S) 2007 W&S Master Plan project.
- Completed construction of Central Basin Gravity Interceptor (Project 18S) 2007 W&S Master Plan bond project.
- Completed design of Lift Station (LS) No. 1 Diversion Structure (Project 2S) 2012 W&S Master Plan project.
- Completed construction of Septic Tank Elimination Program (STEP) Phase VII project and design of STEP Phase VII project.
- Completed construction of Sanitary Sewer Evaluation Study (SSES) Manhole Rehabilitation Phase II project.
- Completed design of SSES Manhole Rehabilitation Phase III project.
- Evaluated various future water supply options for the City.
- Continued performance under Sanitary Sewer Overflow Initiative Agreement with the TCEQ (Years 2 and 3 of 10).

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Continue implementation of 2012 Water & Sewer Master Plan CIP.
- Adopt Water and Wastewater sections of City’s Infrastructure Design and Development Standards Manual, with supporting revised standard construction details and specifications.
- Complete STEP Phase VIII project; initiate design of STEP Phase IX.
- Complete construction of LS No. 1 Diversion Structure W&S Master Plan project.
- Complete design and begin construction of LS No. 23 (Airport LS) Diversion Structure, Water Distribution System Rehabilitation Phase I, Trimmer Road (Stagecoach to Chaparral) Transmission Main, and Water Reuse W&S Master Plan projects.

MAJOR NEW PROGRAMS AND SERVICES

- One Chief Construction Inspector position, one Project Manager position, and one Construction Inspector position was added to the Water & Sewer Engineering division for FY 2013-14.

**WATER & SEWER FUND
ENGINEERING**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 569,402	\$ 608,499	\$ 524,269	\$ 712,552
Supplies	29,827	48,754	45,539	65,366
Repairs	5,455	10,954	10,735	15,538
Support Services	254,950	561,440	547,788	407,651
Benefits	122,290	134,493	114,601	167,506
Minor Capital	219	1,200	986	400
Capital Outlay	-	6,000	6,000	11,524
Total Expenditures	\$ 982,143	\$ 1,371,340	\$ 1,249,918	\$ 1,380,537

Personnel Summary / Position Title

City Engineer	1	1	1	1
Director of Environmental Services	0.8	0.8	0.8	0.8
Project Engineer	1	1	1	1
Engineer-in-Training	0	1	1	1
Engineering Specialist	0	0	0	0
Chief Construction Inspector	0	0	0	1
Senior Construction Inspector	3	3	3	3
Construction Inspector	1	1	1	0
Project Manager	2	1	1	2
Project Manager (PT)	1	1	1	1
Storm Water Drainage Technician	0	0	0	1
Accounting Specialist	1	0	0	0
Principal Secretary	1	1	1	1
Secretary	0	0	0	1
Total	11.8	10.8	10.8	13.8

OUTPUTS

2007 Water & Sewer Bond Issue	(21 Projects Budgeted + 4 Added FY 11-12)			
Under Design (Projects)	3	0	0	0
Under Construction (Projects)	4	3	0	0
Completed (Projects)	18	22	25	0
2012 Water & Sewer Bond Issue	(17 Projects Budgeted)			
Under Design (Projects)	0	0	0	11
Under Construction (Projects)	0	0	0	9
Completed (Projects)	0	0	0	4
Other CIP Projects (within FY budget)				
Under Design (Projects)	1	2	2	4
Under Construction (Projects)	0	2	2	2
Completed (Projects)	2	0	2	2

EFFICIENCIES

CIP Project contracts for Public Works (Projects)	36	27	27	0
Average number of Projects per Construction Inspector	65	62	62	68

EFFECTIVENESS

Percent of projects where project cost exceeds project cost estimate by greater than 15%	<5%	<5%	<5%	<5%
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**WATER & SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

The Water and Sewer Contracts division was established to account for payments for the purchase of water and for the processing of sewer to Water Control Improvement District (WCID) #1. Payments for future water rights are also included in the payments for water.

	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>	<u>Actual</u> <u>2010-11</u>	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>
Rainfall (inches)	28.25"	45.46"	15.14"	35.08"	24.07"
Sewer treatment (gallons)	3,764,424,833	5,285,007,300	3,744,463,788	3,882,933,421	4,627,404,948
Water purchased (gallons)	5,330,785,038	4,898,303,410	5,948,584,000	5,750,083,000	5,620,477,000
Water sold (gallons)	4,587,580,600	4,240,814,300	5,188,767,198	4,934,183,349	3,703,126,242
Water loss ratio	13.5%	13.4%	12.7%	14.2%	17.7%

HUMAN RESOURCES

The Human Resources budget is used to account for the Solid Waste Fund expenses for unemployment reimbursements, legal and public notices and other expenses related to human resources.

INFORMATION TECHNOLOGY

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

GENERAL ADMINISTRATION

The General Administration division is utilized to budget for Water and Sewer non-departmental supplies, building maintenance and repairs.

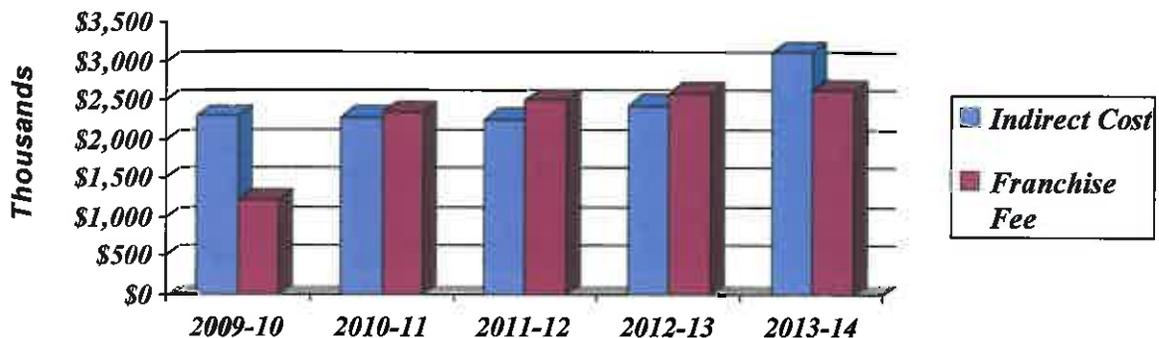
WATER AND SEWER PROJECTS

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.

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

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Maintenance	\$ 85,511	\$ 9,312	\$ 9,312	\$ 100,000
Support Services	130,766	-	-	-
Sewer Contracts	5,452,759	6,096,330	5,603,168	5,927,383
Water Contracts	6,692,095	6,866,910	7,129,399	7,344,571
Total Expenditures	\$ 12,361,131	\$ 12,972,552	\$ 12,741,879	\$ 13,371,954

HUMAN RESOURCES

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 891	\$ 6,000	\$ 6,000	\$ 6,000
Support Services	1,779	3,500	3,500	3,500
Designated Expenses	7,700	8,500	8,500	8,500
Total Expenditures	\$ 10,370	\$ 18,000	\$ 18,000	\$ 18,000

INFORMATION TECHNOLOGY

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Salaries	\$ 253,204	\$ 260,801	\$ 259,394	\$ 262,249
Supplies	25,944	36,000	34,500	80,559
Maintenance	207,697	178,532	178,532	183,260
Repairs	18,119	20,000	20,000	20,000
Support Services	35,319	63,507	63,507	65,771
Benefits	62,452	64,585	64,457	64,103
Minor Capital	64,544	169,458	169,458	115,232
Capital Outlay	111,195	33,255	33,255	35,730
Total Expenditures	\$ 778,474	\$ 826,138	\$ 823,103	\$ 826,904

**WATER & SEWER FUND
OTHER APPROPRIATIONS**

GENERAL ADMINISTRATION

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ -	\$ 3,451	\$ 2,000	\$ 3,500
Maintenance	-	50,000	35,000	52,000
Repairs	-	14,100	9,500	14,100
Total Expenditures	\$ -	\$ 67,551	\$ 46,500	\$ 69,600

WATER & SEWER PROJECTS

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Capital Improvements	340,707	1,253,962	675,382	700,000
Total Expenditures	\$ 340,707	\$ 1,253,962	\$ 675,382	\$ 700,000

DEBT SERVICE

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Interest & Sinking Transfer	6,685,000	6,500,000	6,500,000	7,435,000
Total Expenditures	\$ 6,685,000	\$ 6,500,000	\$ 6,500,000	\$ 7,435,000

NON-DEPARTMENTAL

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 1,465	\$ 4,100	\$ 4,100	\$ 4,100
Maintenance	43,202	-	-	-
Repairs	9,024	1,743	1,410	-
Support Services	945,895	1,207,350	980,834	1,222,807
Designated Expenses	36,581	141,541	114,000	156,000
Capital Outlay	-	5,000	-	-
Transfers	5,779,521	6,105,773	5,041,845	5,750,711
Total Expenditures	\$ 6,815,688	\$ 7,465,507	\$ 6,142,189	\$ 7,133,618

DRAINAGE UTILITY FUND



DRAINAGE UTILITY FUND



DRAINAGE UTILITY FUND

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

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.





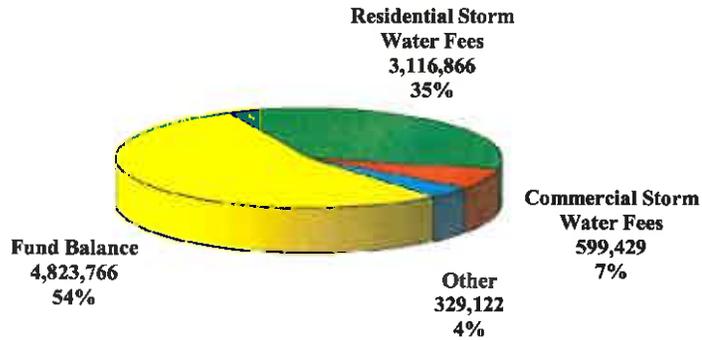
DRAINAGE UTILITY FUND**Adopted Budget****Summary****FY 2013-14**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
BEGINNING FUND BALANCE				
Reserved Fund Balance	8,381,571	4,823,766	7,510,460	6,578,351
TOTAL BEGINNING FUND BALANCE	8,381,571	4,823,766	7,510,460	6,578,351
REVENUES				
Residential Storm Water Fees	3,152,620	3,116,866	3,210,000	3,250,000
Commercial Storm Water Fees	592,632	599,429	599,500	610,000
Interest Earned	28,761	28,000	29,100	25,000
Grant Revenue	-	295,622	-	-
Miscellaneous Receipts	12,067	5,500	1,000	5,000
TOTAL CURRENT REVENUES	3,786,080	4,045,417	3,839,600	3,890,000
TOTAL FUNDS AVAILABLE	12,167,651	8,869,183	11,350,060	10,468,351
EXPENSES				
Engineering	454,169	366,571	354,088	680,359
Street	241,757	348,592	348,592	309,480
Drainage Maintenance	1,587,284	1,592,174	1,497,395	1,760,321
Environmental Services	-	503,706	497,384	194,662
Drainage Projects - Minor	193,939	468,221	352,600	-
Drainage Projects - Major	1,074,754	2,994,196	748,548	3,705,304
Debt Service	577,658	583,608	583,273	563,213
Non-Departmental	99,270	128,200	126,132	134,373
TOTAL CURRENT EXPENSES	4,228,831	6,985,268	4,508,012	7,347,712
TRANSFERS OUT	428,360	263,697	263,697	299,564
TOTAL EXPENSES	4,657,191	7,248,965	4,771,709	7,647,276
ENDING FUND BALANCE				
Reserved Fund Balance	7,510,460	1,620,218	6,578,351	2,821,075
TOTAL ENDING FUND BALANCE	7,510,460	1,620,218	6,578,351	2,821,075

DRAINAGE UTILITY FUND

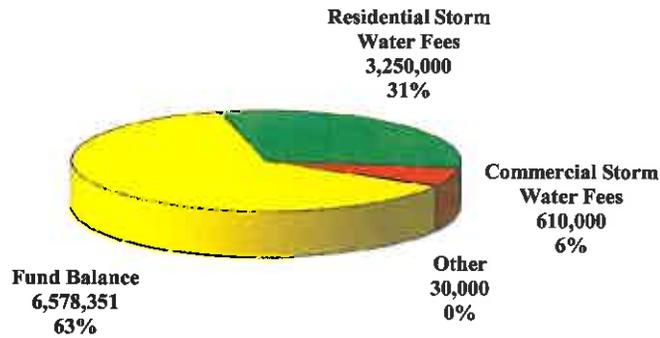
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Resources



Total Fund Balance and Revenues \$8,869,183

FY 2013-14 Resources

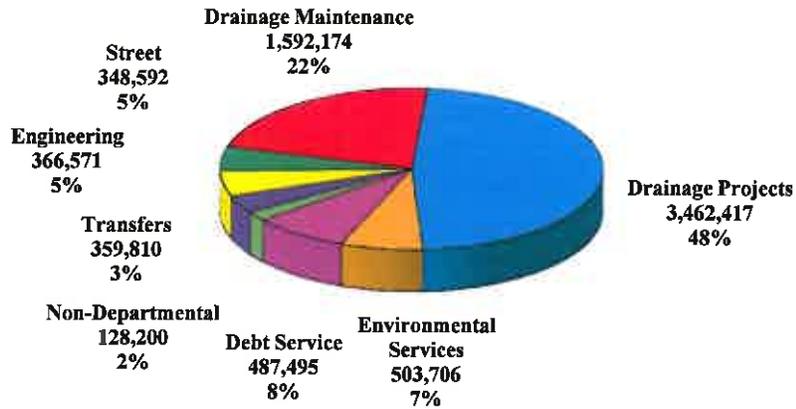


Total Fund Balance and Revenues \$10,468,351

DRAINAGE UTILITY FUND

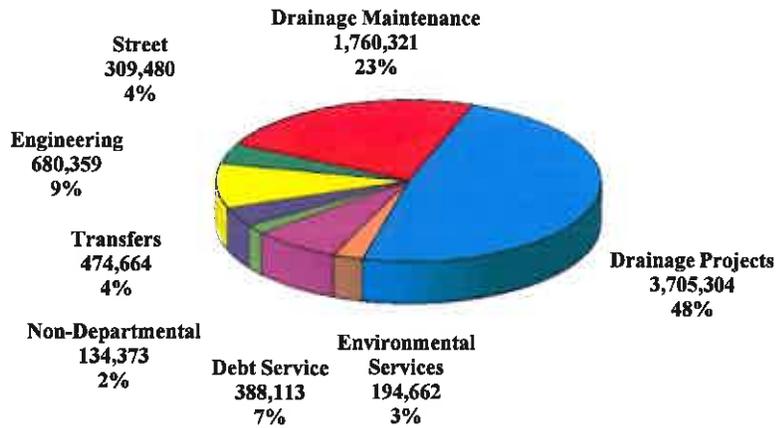
Comparison of FY 2012-13 Budget to FY 2013-14 Budget

FY 2012-13 Expenses by Function



Total Expenses \$7,248,965

FY 2013-14 Expenses by Function



Total Expenses \$7,647,276

Note: Significant changes between FY 2012-13 and FY 2013-14 are discussed on each division's financial page

DRAINAGE UTILITY FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Drainage Utility – Engineering Division is to provide drainage management services for the citizens and businesses of the City of Killeen, support water quality improvements, investigate storm water run-off controls, develop beneficial usage solutions, promote system sustainability, address chronic maintenance problems, and develop environmental and aesthetic enhancement opportunities. The Drainage Utility has completed year five of the Storm Water Management Program (SWMP) in order to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Drainage Utility – Engineering Division is also responsible for enforcement of compliance with the provisions in Chapter 32 of the Killeen Code of Ordinances.

MAJOR DIVISION GOALS

- Implement the City’s Storm Water Master Plan and Industrial Site Storm Water Permits.
- Physically inventory, assess, and recommend improvements to the City’s drainage infrastructure.
- Update “Storm” Geographic Information Systems (GIS) datasets and applications.
- Investigate reported drainage concerns and perform water quality testing on illicit discharges.
- Inspect erosion and sediment controls and post construction compliance measures on development projects within the city.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Educated contractors and developers on maintaining compliance with the newly-adopted erosion and sediment control and post-construction ordinances.
- Provided public education and storm water outreach to local and regional water quality stakeholder groups and Killeen ISD.
- Updated “Storm” Geographic Information Systems (GIS) datasets for minor tributaries in the South Nolan Creek Basin.
- Performed field investigations as scheduled, in response to reports by citizens and in response to reports by other City departments.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Perform compliance inspections with the erosion and sediment control and post-construction ordinances.
- Provide public education and storm water outreach to local and regional water quality stakeholder groups and Killeen ISD.
- Update “Storm” Geographic Information Systems (GIS) datasets for minor tributaries in the Little Nolan Creek Basin.
- Perform field investigations as scheduled, in response to reports by citizens and in response to reports by other City departments.

MAJOR NEW PROGRAMS AND SERVICES IN FISCAL YEAR 2013-2014

- One new job classification, a Contract Specialist, and computer hardware/software (non-departmental – IT) for that position were added for the Drainage Utility Engineering division for FY 2013-14.

**DRAINAGE UTILITY FUND
ENGINEERING**

	2011-12 ACTUAL	2012-2013 ADOPTED	2012-2013 ESTIMATED	2013-2014 ADOPTED
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 137,080	\$ 132,224	\$ 130,331	\$ 175,615
Supplies	30,233	36,766	29,955	37,470
Repairs	1,130	2,200	1,517	2,200
Support Services	227,877	162,407	160,149	64,975
Benefits	35,158	30,415	29,577	47,540
Minor Capital Outlay	-	2,559	2,559	2,559
Capital Outlay	22,691	-	-	-
Projects Expense	-	-	-	350,000
Total Expenditures	\$ 454,169	\$ 366,571	\$ 354,088	\$ 680,359
Personnel Summary / Position Title				
Director of Environmental Services	0.2	0	0	0
Secretary	1	0	0	0
Project Manager	1	1	1	1
Drainage Technician (Storm Water)	1	1	1	1
Environmental Specialist I	1	1	1	1
Contract Specialist	0	0	0	1
Total	4.2	3.0	3.0	4.0
<u>OUTPUTS</u>				
% Completion of Phase II Water Quality Testing for Permit 1	100%	100%	100%	N/A
% Completion of Phase II Water Quality Testing for Permit 2	N/A	20%	20%	40%
<u>EFFICIENCIES</u>				
% of City Updated in 'Storm' Geodataset base	50%	20%	20%	20%
<u>EFFECTIVENESS</u>				
# of Total Inspections	183	150	175	200
# of Environmental Code Violation Cases	N/A	N/A	25	20
# of Field Inspections	N/A	N/A	115	104
# of Illicit Discharge Inspections	N/A	N/A	35	14
# of Erosion Control Inspections	N/A	N/A	N/A	52
# of Post Construction Inspections	N/A	N/A	N/A	10

***DRAINAGE UTILITY FUND
STREET DIVISION***

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 failure repairs 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 2012-13

- Replaced curb & gutter and all driveways on the north-side of Avenue G between 10th Street and 28th Street.
- Repaired sections of curb & gutter on Avenue C, Avenue D, Green, Dimple, and Brewster.
- Repaired failed curb & gutter and concrete valley gutters at 31 locations.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- Repair failed curbs & gutters and valley gutters on approximately 55 locations.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Street Division for FY 2013-14.

**DRAINAGE UTILITY FUND
STREET DIVISION**

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2103-14 ADOPTED
<u>INPUTS</u>				
Expenditures				
Maintenance	\$ 241,757	\$ 348,592	\$ 348,592	\$ 300,000
Capital Outlay	-	-	-	9,480
Total Expenditures	\$ 241,757	\$ 348,592	\$ 348,592	\$ 309,480
Personnel Summary / Position Title				
* No Full-Time Personnel	0	0	0	0
Total	0	0	0	0
<i>* Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.</i>				
<u>OUTPUTS</u>				
Roadway Drainage Projects Completed	31	55	55	55
<u>EFFICIENCIES</u>				
Average Time to Complete a Roadway Project (days)	10.00	7.00	7.00	7.00
<u>EFFECTIVENESS</u>				
% of Requested Roadway Projects Completed	100.0%	100.0%	100.0%	100.0%

DRAINAGE UTILITY FUND DRAINAGE MAINTENANCE

DIVISION DESCRIPTION

The mission of the Drainage Utility – Drainage Maintenance Division is to maintain, repair, and/or improve the municipal drainage infrastructure for the City of Killeen. Tasks include: removal of non-beneficial growth, removal of sediment, clean out blockages in channels, repair washouts, reshape channels, perform minor and major repair projects, place rip-rap and erosion control matting, reseed areas as needed, maintain detention basins, flumes and bridge heads, and bar ditches, and respond to sanitary sewer overflows as needed by placing absorbent materials to contain the spill.

MAJOR DIVISION GOALS

- Improve the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the instructions and priority set by the Director of Environmental Services and the Director of Mowing & Drainage Services.
- Assist in the inventory, assessment, addition, and improvement of the City's Drainage infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-13

- Refined the additional inventory added by the implementation of the Bar Ditch Crew.
- Provided support to the Community Supervision and Corrections Department (CSCD) for the first 6 months by supplying two (2) representatives on Saturdays and Sundays (bi-monthly) to assist in administering the Community Service Program for the City of Killeen. Probationers were used to pick up litter/trash along selected roads right-of-ways and drainage ditches.
- Successfully implemented the Expansion of the CSCD Program to include every weekend.
- Continued implementation of the Drainage Maintenance Plan.
- Refined the inventory of the drainage infrastructure. Continued to collect data on length and acreage, to include the annexed areas. The current channel inventory consists of 38.1 miles / 278.1 acres, and 58.9 miles / 173.11 acres of bar ditches.
- Successfully transferred funds to purchase a tandem axel Gooseneck trailer to haul 3rd Skid Steer.
- Successfully hired the Maintenance Supervisor position and refined the maintenance schedule for the Mowing and Drainage truck's and equipment.
- Completed two (2) maintenance cycles for the total inventory of drainage infrastructure this fiscal year.
- Completed sixty-two (62) repairs of Minor CIP projects to include 22 caused by Tropical Storm Hermine storm damage.
- Successfully completed the lease on a Caterpillar 953D track loader which replaced Unit #60.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-14

- 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 76 miles / 556 acres.
 - Complete seven (7) maintenance cycles for the bar ditch inventory, a total of 412 miles / 1212 acres.
 - Complete fifty (50) repairs or minor CIP projects.
 - Complete the acquisition of new and replacement units approved.

MAJOR NEW PROGRAMS AND SERVICES

- The replacement of a van (Unit #1061) with a truck and the addition of a dump truck were authorized for the Drainage Utility Maintenance division for FY 2013-14.

**DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE**

INPUTS	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
Expenditures				
Salaries	\$ 820,010	\$ 946,189	\$ 915,500	\$ 980,740
Supplies	135,837	133,683	132,453	137,668
Maintenance	15,798	67,393	67,343	61,982
Repairs	75,886	74,620	73,800	69,925
Support Services	7,346	37,688	34,050	57,291
Benefits	252,935	314,770	256,700	294,730
Minor Capital	3,643	3,120	2,938	4,000
Designated Expenses	1,350	5,550	5,450	5,550
Major Capital Outlay	5,800	-	-	-
Capital Outlay	268,679	9,161	9,161	148,435
Total Expenditures	\$ 1,587,284	\$ 1,592,174	\$ 1,497,395	\$ 1,760,321

Personnel Summary / Position Title

Supervisor (Drainage Maintenance)	2	2	2	2
Crew Leader (Drainage)	4	4	4	4
Equipment Operator	9	9	9	9
Director of Mowing & Drainage	-	0.5	0.5	0.5
Mowing and Drainage Superintendent	0.5	-	-	-
Secretary	0.5	0.5	0.5	0.5
Equipment Services Technician	0.5	0.5	0.5	0.5
Service Worker (Drainage)	16	16	16	16
Total	32.50	32.50	32.50	32.50

OUTPUTS

Number of Miles of Drainage Channels Maintained	72	84	95	76
Number of Acres of Drainage Channels Maintained	609	624	745	556
Number of Miles of Bar Ditches Maintained	416	404	414	412
Number of Acres of Bar Ditches Maintained	1,388	1,477	1,337	1,212
Number of Minor CIP Projects Completed	64	50	63	50

EFFICIENCIES

Number of Miles of Drainage Channels Maintained Per Full Time Employee (14 assigned)	5.80	7.00	6.70	5.42
Number of Miles of Bar Ditches Maintained Per Full Time Employee (8 assigned)	N/A	59.00	52.00	51.50
Number of Minor Construction Projects Completed Per Full Time Employee (7 assigned)	N/A	7.10	9.00	7.10

EFFECTIVENESS

% of Drainage Channels Maintained (miles) versus Target	*78%	100%	100%	100%
% of Bar Ditches Maintained (miles) versus Target	100%	100%	100%	100%
% of Projects Completed**	N/A	N/A	100%	100%

* In FY 11-12 the Drainage Maintenance division received 1/3 of the Mowing Divisions inventory (due to a Mowing Crew being unfunded) reducing the crews performing channel maintenance from 3 to 2.

** The average number of vacant positions in FY 12/13 for worker positions (including Equipment Operators and Service Workers) was 2 positions.

***DRAINAGE UTILITY FUND
ENVIRONMENTAL SERVICES***

DIVISION DESCRIPTION

The mission of the Environmental Services Division is to provide environmental management services for Killeen's citizens, businesses, and City Departments. This will be accomplished through development, monitoring, and support of water quality improvement measures, storm water run-off controls, system sustainability, and environmental and aesthetic enhancement opportunities. The Environmental Services Division is also responsible for monitoring the City of Killeen's environmental programs. Environmental programs remain under the present organization for execution and reporting; however, the Environmental Services Division has the responsibility of assembling management reports, ensuring that deadlines for reporting are met, and verifying that these reports are administratively correct. In addition, the Environmental Services Division is responsible for monitoring programs, which are being formulated at Federal and State levels that will be applicable to the City in the future. It is not intended to relieve or take any programs and responsibilities away from any entity, but instead to provide additional assistance and advice in meeting the program responsibilities. The Drainage Utility has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Environmental Services Division will manage the major and minor CIP program.

MAJOR DIVISION GOALS

- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Supervise implementation of the City's Storm Water Master Plan and other environmental permits.
- Receive, present, and implement approved recommendations from the stakeholder process.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2012-2013

- Adoption of the 2012 Drainage Master Plan Update.
- Implemented post-construction ordinance and the fiscal year 2011-2012 revisions to the design manual.
- Began the re-evaluation of the drainage design manual utilizing the stakeholder process.
- Entered into an agreement for a TCEQ 319(h) grant for the Nolan Creek Watershed.
- Entered into an agreement for a TDPS Repetitive Flood Claims Grant for homes along South Nolan Creek.
- Entered into two professional service agreements and two construction contracts for major CIPs approved in the 2006 Drainage Bond.
- Monitored and provided comment on the TCEQ's development of the next Phase II program.
- Coordinated environmental compliance with State and Federal agencies on behalf of multiple City Divisions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2013-2014

- Complete the re-evaluation of and adopt an update to the drainage design manual.
- Provide technical support to local and regional water quality stakeholder groups.
- Enter into professional service agreements and construction contracts for the last funded major CIPs approved in the 2006 Drainage Bond.
- Prepare, submit, and implement the next Phase II program mandated by the TCEQ.
- Coordinate environmental compliance with State and Federal agencies.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Environmental Services Division for FY 2013-2014.

**DRAINAGE UTILITY FUND
ENVIRONMENTAL SERVICES**

INPUTS	2011-2012 ACTUAL	2012-2013 ADOPTED	2012-2013 ESTIMATED	2013-2014 ADOPTED
Expenditures				
Salaries	\$ -	\$ 51,886	\$ 49,069	\$ 40,904
Supplies	-	2,471	1,859	2,430
Support Services	-	308,877	306,497	139,201
Benefits	-	12,476	11,967	12,127
Minor Capital Outlay	-	1,996	1,992	-
Project Expense	-	126,000	126,000	-
Total Expenditures	\$ -	\$ 503,706	\$ 497,384	\$ 194,662

Personnel Summary / Position Title

Director of Environmental Services	0	0.2	0.2	0.2
Secretary	0	1	1	1
Total	0.0	1.2	1.2	1.2

OUTPUTS

Minor Drainage CIP (\$) Expended	\$ 321,569	\$ 300,000	\$ 262,190	\$ 300,000
Number of Minor CIP Projects ¹	62	50	6	6
Major Drainage CIP (\$) Construction Projects Contracted	\$ 1,419,213	\$ 4,339,465	\$ 798,547	\$ 3,500,567
Number of Construction Contracts ²	4	6	2	5

EFFICIENCIES

% Completion of Total Phase II Objectives for Permit 1	100%	100%	100%	N/A
% Completion of Total Phase II Objectives for Permit 2	N/A	20%	20%	40%

EFFECTIVENESS

% of Contracted Projects where Project Cost exceeds Original Construction Contract by greater than 15%	25%	<25%	0%	<25%
% of Contracted Projects where Project Cost exceeds Project Construction Cost Estimate by greater than 15%	0%	<25%	25%	<25%

¹ In FY 12-13 the number of CIP projects was lower than anticipated since two projects were large enough to be bid out instead of being completed by the city's Drainage Maintenance crews. Staff anticipates the same to occur in FY 13-14.

² Low numbers in FY 12-13 was a direct result of issues with easement acquisitions.

***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.

HUMAN RESOURCES

The Human Resources budget is used to account for the Drainage Utility Fund expenses for unemployment reimbursements, legal and public notices and other expenses related to human resources.

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

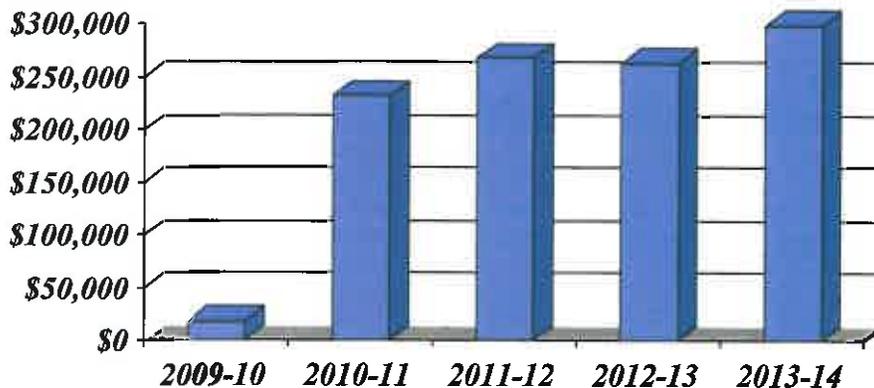
DRAINAGE PROJECTS

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

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENSES</i>				
Bond Interest	\$ 277,358	\$ 168,495	\$ 168,160	\$ 59,113
Bond Principal	300,000	315,000	315,000	325,000
Bank Fees	300	4,000	4,000	4,000
Transfers	-	96,113	96,113	175,100
Total Expenses	\$ 577,658	\$ 583,608	\$ 583,273	\$ 563,213

HUMAN RESOURCES

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENDITURES</i>				
Supplies	\$ 738	\$ 2,133	\$ 2,133	\$ 2,000
Support Services	519	1,200	1,200	1,200
Designated Expenses	2,800	2,800	2,800	2,800
Total Expenditures	\$ 4,057	\$ 6,133	\$ 6,133	\$ 6,000

INFORMATION TECHNOLOGY

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENSES</i>				
Supplies	\$ 2,574	\$ 3,000	\$ 3,000	\$ 6,105
Maintenance	5,005	51,357	51,300	51,872
Repairs	56	2,500	2,500	2,500
Support Services	6,600	11,750	11,750	2,000
Minor Capital Outlay	35,953	28,861	28,850	32,310
Capital Outlay	28,363	3,016	3,016	9,498
Total Expenses	\$ 78,551	\$ 100,484	\$ 100,416	\$ 104,285

DRAINAGE PROJECTS

	2011-12 ACTUAL	2012-13 ADOPTED	2012-13 ESTIMATED	2013-14 ADOPTED
<i>EXPENSES</i>				
Repairs	\$ -	\$ 14,500	\$ -	\$ -
Support Services	\$ -	\$ 2,600	\$ 2,600	\$ 2,600
Minor Drainage Projects	193,939	451,121	350,000	-
Major Capital Improvements	1,074,754	2,994,196	748,548	3,702,704
Total Expenses	\$ 1,268,693	\$ 3,462,417	\$ 1,101,148	\$ 3,705,304

**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	2011-12	2012-13	2012-13	2013-14
<i>EXPENSES</i>	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
Support Services	\$ 16,662	\$ 21,583	\$ 19,583	\$ 24,088
Transfers Out	428,360	263,697	263,697	299,564
Total Expenses	\$ 445,022	\$ 285,280	\$ 283,280	\$ 323,652

DEBT SERVICE 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>Fitch</u>
General Obligation	AA	AA
Certificate of Obligation	AA	AA
Waterworks and Sewer System Revenue Bonds	AA	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 2013	\$ 5,003,003,770
Proposed Tax Rate of \$100 Valuation	0.7428
Gross Revenue from Taxes	37,162,312
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	36,604,877
Less Discount for Early Payment	(1,067,480)
Estimated Funds Available	<u>\$ 35,537,397</u>

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	67.86%	50.410	\$ 24,117,397
Interest & Sinking Fund 2005 C/O	0.59%	0.439	\$ 210,000
Interest & Sinking Fund 2006 G.O.B.	2.65%	1.965	\$ 940,000
Interest & Sinking Fund 2007 G.O.B.	1.80%	1.338	\$ 640,000
Interest & Sinking Fund 2007 C/O	2.36%	1.756	\$ 840,000
Interest & Sinking Fund 2009 G.O.B.	1.77%	1.317	\$ 630,000
Interest & Sinking Fund 2009 C/O	1.35%	1.003	\$ 480,000
Interest & Sinking Fund 2010 - Refunding	1.18%	0.878	\$ 420,000
Interest & Sinking Fund 2011 C/O 30M	4.39%	3.261	\$ 1,560,000
Interest & Sinking Fund 2011 - Refunding	2.00%	1.484	\$ 710,000
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011 (195/201)	2.65%	1.965	\$ 940,000
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011A	3.69%	2.738	\$ 1,310,000
Interest & Sinking Fund 2012 C/O	0.37%	0.272	\$ 130,000
Interest & Sinking Fund 2012 - G.O.B. & Refunding	2.70%	2.007	\$ 960,000
Interest & Sinking Fund 2013 - G.O.B. Refunding	4.64%	3.449	\$ 1,650,000
Total	<u>100.00%</u>	<u>74.280</u>	<u>\$ 35,537,397</u>

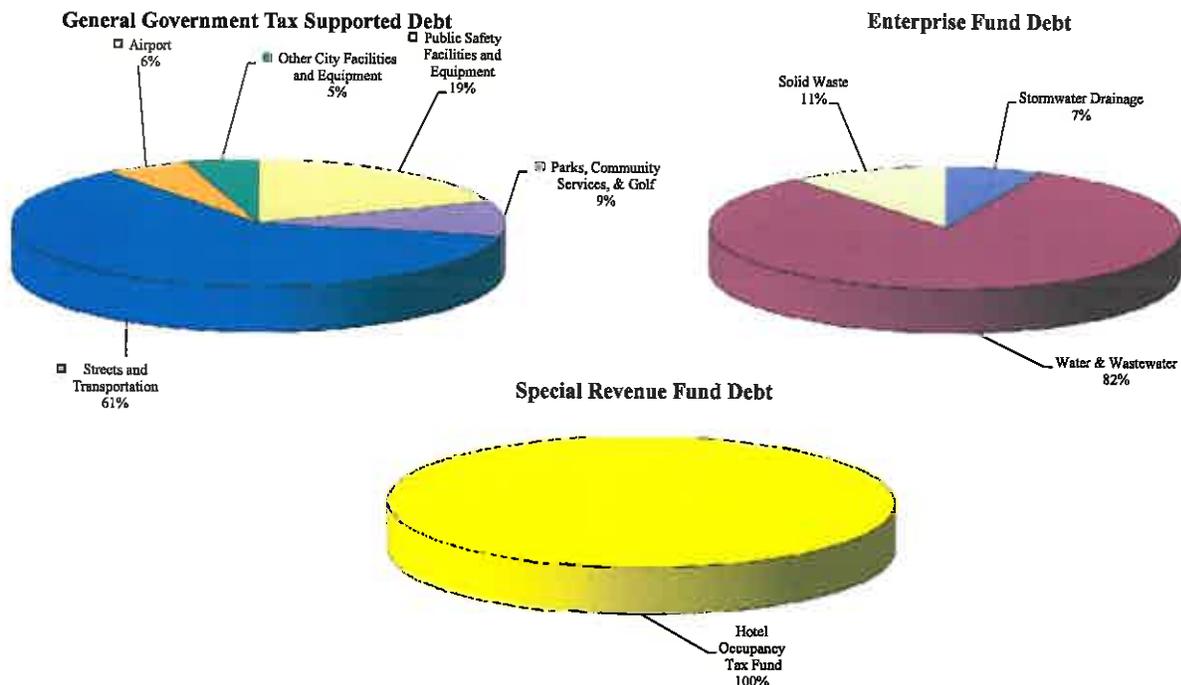
COMPARISON OF PREVIOUS YEAR TAX RATES

	2009-10	2010-11	2011-12	2012-13	2013-14
General Fund	49.057	50.872	54.734	50.563	50.410
Interest & Sinking 1999	-	-	-	-	-
I & S 1999 - Refunding	0.541	-	-	-	-
Interest & Sinking 2001	1.035	0.292	-	-	-
Interest & Sinking 2002	0.635	0.561	0.471	-	-
Interest & Sinking 2003	1.835	-	-	-	-
Interest & Sinking 2004 C/O	1.482	1.414	1.370	1.293	-
Interest & Sinking 2004 G.O.B.	4.282	2.446	2.476	2.352	-
Interest & Sinking 2005 C/O	2.023	1.751	1.830	1.583	0.439
Interest & Sinking 2006 G.O.B.	1.388	2.693	2.673	2.430	1.965
Interest & Sinking Fund 2007 G.O.B.	2.635	2.469	2.531	2.530	1.338
Interest & Sinking Fund 2007 C/O	4.093	3.838	3.769	3.320	1.756
Interest & Sinking Fund 2009 G.O.B.	-	1.391	1.852	1.750	1.317
Interest & Sinking Fund 2009 C/O	-	0.157	0.887	0.958	1.003
Capital Lease (Ambulances)	0.494	0.539	0.416	-	-
I & S 2009 - Refunding	-	0.449	0.405	0.245	-
I & S 2010 - Refunding	-	0.628	0.866	0.825	0.878
Interest & Sinking Fund 2011 C/O 1.5M	-	0.231	-	-	-
Interest & Sinking Fund 2011 C/O 30M	-	4.549	-	2.240	3.261
Interest & Sinking Fund 2011 - Refunding	-	-	-	1.360	1.484
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011	-	-	-	1.003	1.965
Pass-Through Toll Revenue and Limited Tax Bonds, Series 2011A	-	-	-	1.159	2.738
Interest & Sinking Fund 2012 C/O	-	-	-	0.669	0.272
Interest & Sinking Fund 2012 - G.O.B. & Refunding	-	-	-	-	2.007
Interest & Sinking Fund 2013 - G.O.B. Refunding	-	-	-	-	3.449
Total	<u>69.500</u>	<u>74.280</u>	<u>74.280</u>	<u>74.280</u>	<u>74.280</u>

OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2013

	Debt Outstanding 10/01/2013	FY 2013/14 Principal	FY 2013/14 Interest	Debt Outstanding 09/30/2014	%
GENERAL GOVERNMENT TAX SUPPORTED DEBT:					
Public Safety Facilities and Equipment	\$ 35,427,113	\$ 1,103,098	\$ 1,493,362	\$ 34,324,015	19%
Parks, Community Services, & Golf	16,798,367	1,152,210	725,276	15,646,157	9%
Streets and Transportation	110,327,564	865,671	4,837,878	109,461,893	62%
Airport	10,650,000	720,000	397,800	9,930,000	6%
Other City Facilities and Equipment	8,571,956	144,021	377,447	8,427,935	5%
TOTAL TAX SUPPORTED DEBT	\$ 181,775,000	\$ 3,985,000	\$ 7,831,763	\$ 177,790,000	100%
ENTERPRISE DEBT: (Self-Supporting)					
Stormwater Drainage	\$ 5,270,000	\$ 325,000	\$ 234,213	\$ 4,945,000	7%
Water & Wastewater	65,430,000	4,655,000	2,780,579	60,775,000	82%
Solid Waste	8,550,000	365,000	364,558	8,185,000	11%
TOTAL ENTERPRISE SUPPORTED DEBT	\$ 79,250,000	\$ 5,345,000	\$ 3,379,350	\$ 73,905,000	100%
HOTEL OCCUPANCY TAX SUPPORTED DEBT:					
Killeen Civic & Conference Center	\$ 8,780,000	\$ 375,000	\$ 352,900	\$ 8,405,000	100%
TOTAL CITY SUPPORTED DEBT	\$ 269,805,000	\$ 9,705,000	\$ 11,564,013	\$ 260,100,000	

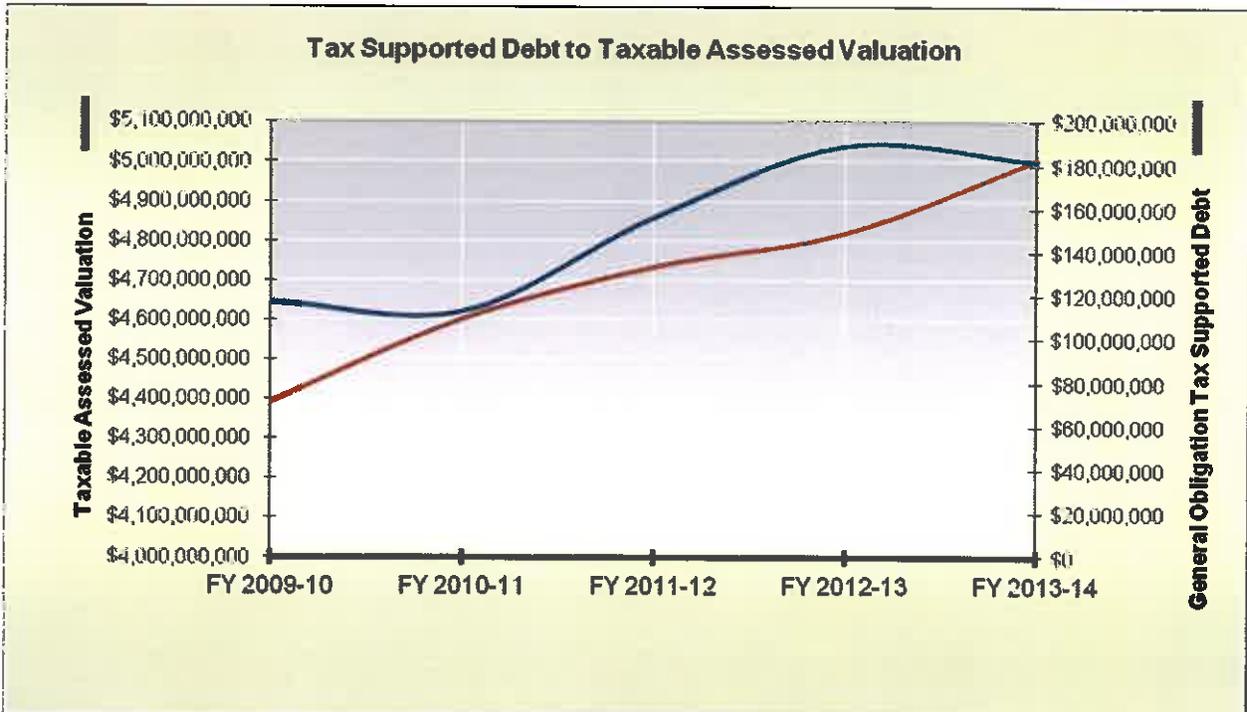
OUTSTANDING DEBT BY TYPE



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 2013 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 2014:

Assessed Value, 2013 Tax Roll	\$ 5,003,003,770
Limit on Amount Designated for Debt Service	<u> X 2.5%</u>
Legal Limit	<u>\$ 125,075,094</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2014.	<u>\$ 11,816,763</u>

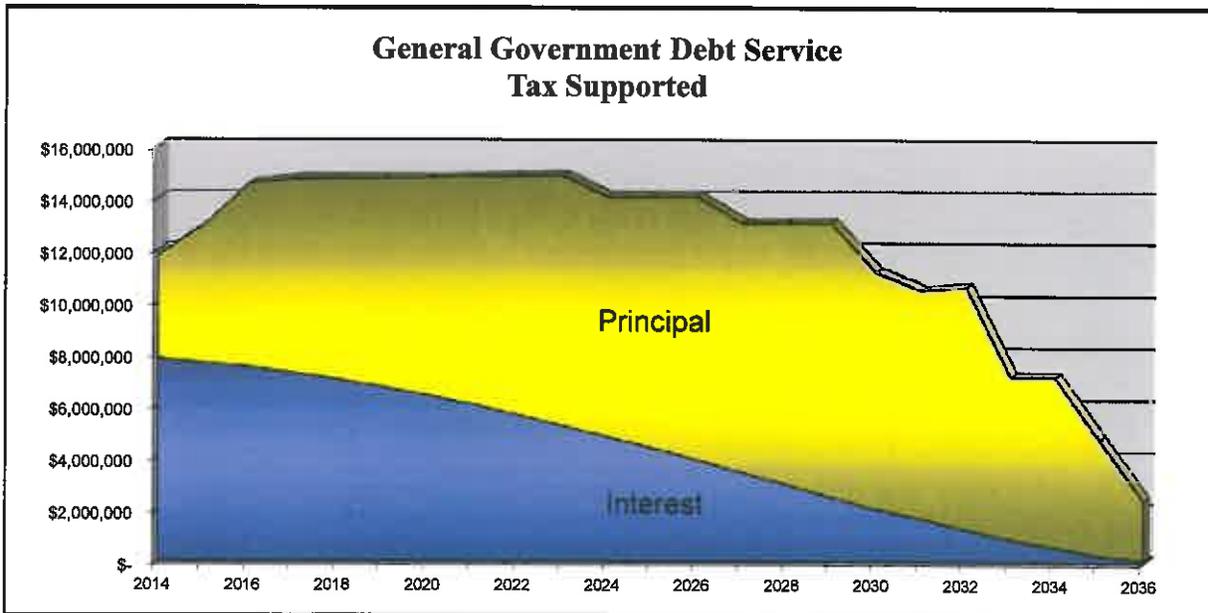


SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2014	\$ 181,775,000	\$ 7,831,763	\$ 3,985,000	\$ 11,816,763
2015	177,790,000	7,687,488	5,270,000	12,957,488
2016	172,520,000	7,521,088	7,050,000	14,571,088
2017	165,470,000	7,298,538	7,465,000	14,763,538
2018	158,005,000	7,042,975	7,740,000	14,782,975
2019	150,265,000	6,750,213	8,045,000	14,795,213
2020	142,220,000	6,420,353	8,400,000	14,820,353
2021	133,820,000	6,075,228	8,775,000	14,850,228
2022	125,045,000	5,666,893	9,205,000	14,871,893
2023	115,840,000	5,256,863	9,645,000	14,901,863
2024	106,195,000	4,823,650	9,250,000	14,073,650
2025	96,945,000	4,406,440	9,680,000	14,086,440
2026	87,265,000	3,942,725	10,150,000	14,092,725
2027	77,115,000	3,455,650	9,605,000	13,060,650
2028	67,510,000	2,991,913	10,080,000	13,071,913
2029	57,430,000	2,521,908	10,560,000	13,081,908
2030	46,870,000	2,059,776	9,130,000	11,189,776
2031	37,740,000	1,695,795	8,800,000	10,495,795
2032	28,940,000	1,287,583	9,335,000	10,622,583
2033	19,605,000	901,270	6,280,000	7,181,270
2034	13,325,000	612,140	6,565,000	7,177,140
2035	6,760,000	309,825	4,455,000	4,764,825
2036	2,305,000	109,488	2,305,000	2,414,488
	<u>\$ 181,775,000</u>	<u>\$ 96,669,565</u>	<u>\$ 181,775,000</u>	<u>\$ 278,444,565</u>

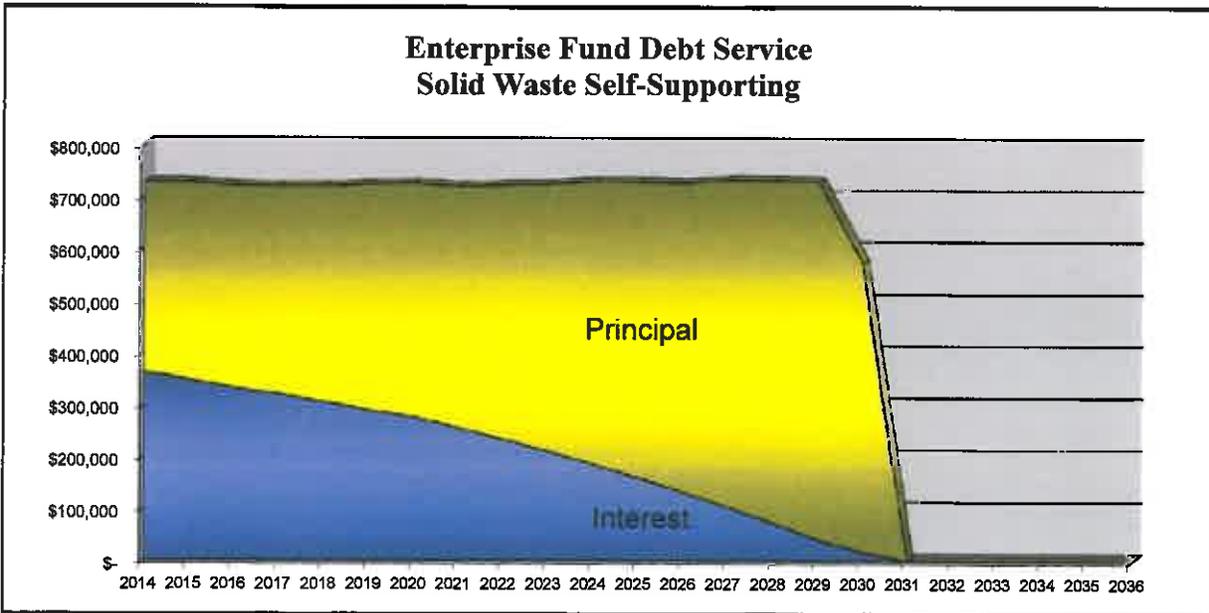


SUMMARY OF DEBT SERVICE TO MATURITY

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
2014	\$ 8,550,000	\$ 364,558	\$ 365,000	\$ 729,558
2015	8,185,000	349,258	380,000	729,258
2016	7,805,000	333,358	390,000	723,358
2017	7,415,000	321,658	400,000	721,658
2018	7,015,000	306,295	415,000	721,295
2019	6,600,000	290,370	435,000	725,370
2020	6,165,000	277,035	450,000	727,035
2021	5,715,000	256,035	465,000	721,035
2022	5,250,000	234,085	490,000	724,085
2023	4,760,000	210,795	515,000	725,795
2024	4,245,000	186,195	545,000	731,195
2025	3,700,000	160,085	570,000	730,085
2026	3,130,000	132,648	595,000	727,648
2027	2,535,000	103,873	630,000	733,873
2028	1,905,000	73,423	660,000	733,423
2029	1,245,000	41,438	690,000	731,438
2030	555,000	18,038	555,000	573,038
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 3,659,147	\$ 8,550,000	\$ 12,209,147

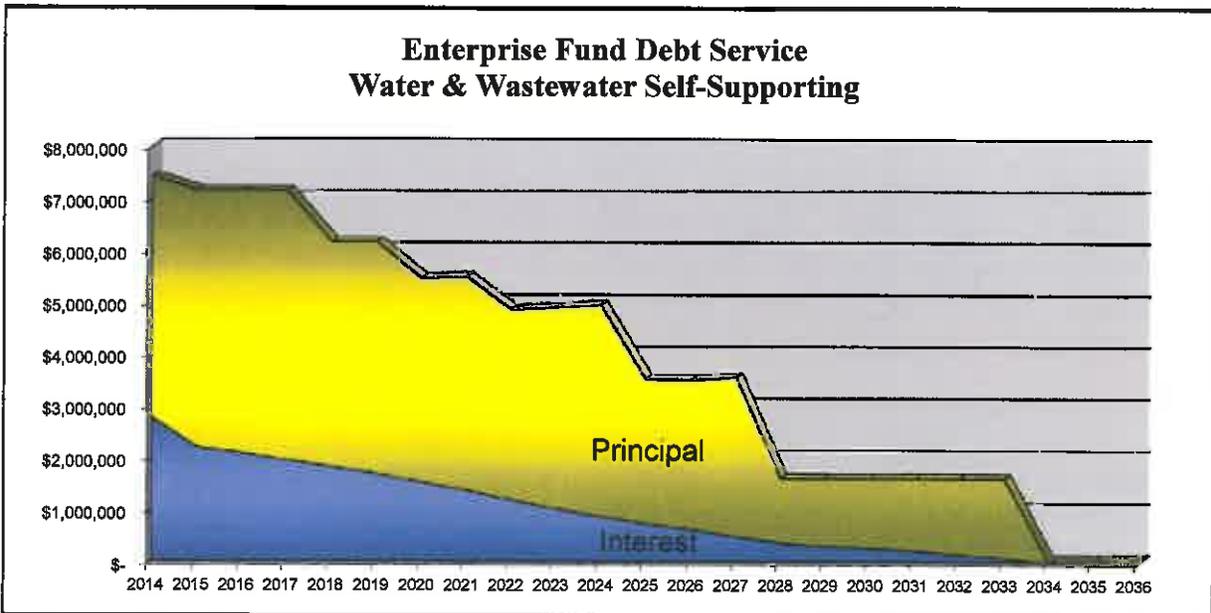


SUMMARY OF DEBT SERVICE TO MATURITY

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
2014	\$ 65,430,000	\$ 2,780,579	\$ 4,655,000	\$ 7,435,579
2015	60,775,000	2,204,430	4,955,000	7,159,430
2016	55,820,000	2,088,175	5,075,000	7,163,175
2017	50,745,000	1,956,301	5,205,000	7,161,301
2018	45,540,000	1,830,871	4,335,000	6,165,871
2019	41,205,000	1,690,688	4,480,000	6,170,688
2020	36,725,000	1,528,158	3,935,000	5,463,158
2021	32,790,000	1,371,421	4,125,000	5,496,421
2022	28,665,000	1,191,934	3,675,000	4,866,934
2023	24,990,000	1,019,298	3,880,000	4,899,298
2024	21,110,000	872,970	4,085,000	4,957,970
2025	17,025,000	740,629	2,785,000	3,525,629
2026	14,240,000	629,229	2,880,000	3,509,229
2027	11,360,000	485,229	3,070,000	3,555,229
2028	8,290,000	369,806	1,245,000	1,614,806
2029	7,045,000	307,556	1,305,000	1,612,556
2030	5,740,000	265,144	1,345,000	1,610,144
2031	4,395,000	219,750	1,395,000	1,614,750
2032	3,000,000	150,000	1,465,000	1,615,000
2033	1,535,000	76,750	1,535,000	1,611,750
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 21,778,918	\$ 65,430,000	\$ 87,208,918

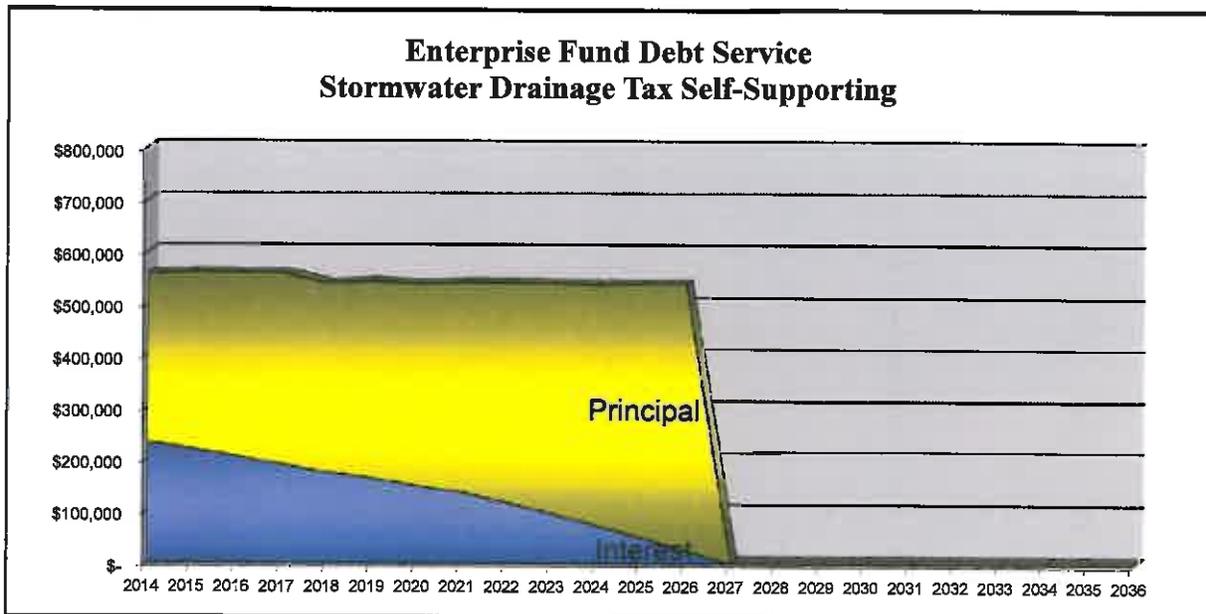


SUMMARY OF DEBT SERVICE TO MATURITY

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
2014	\$ 5,270,000	\$ 234,213	\$ 325,000	\$ 559,213
2015	4,945,000	221,213	340,000	561,213
2016	4,605,000	205,913	355,000	560,913
2017	4,250,000	190,825	370,000	560,825
2018	3,880,000	175,100	365,000	540,100
2019	3,515,000	164,150	380,000	544,150
2020	3,135,000	148,950	390,000	538,950
2021	2,745,000	137,250	405,000	542,250
2022	2,340,000	117,000	425,000	542,000
2023	1,915,000	95,750	445,000	540,750
2024	1,470,000	73,500	465,000	538,500
2025	1,005,000	50,250	490,000	540,250
2026	515,000	25,750	515,000	540,750
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
2035	-	-	-	-
2036	-	-	-	-
		\$ 1,839,864	\$ 5,270,000	\$ 7,109,864

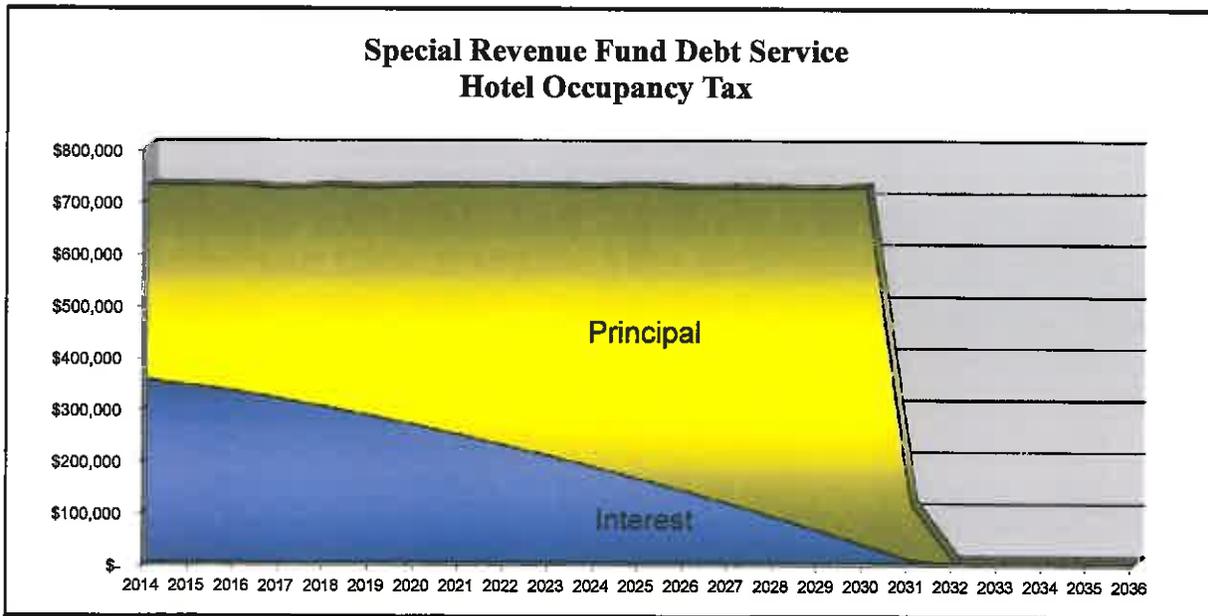


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

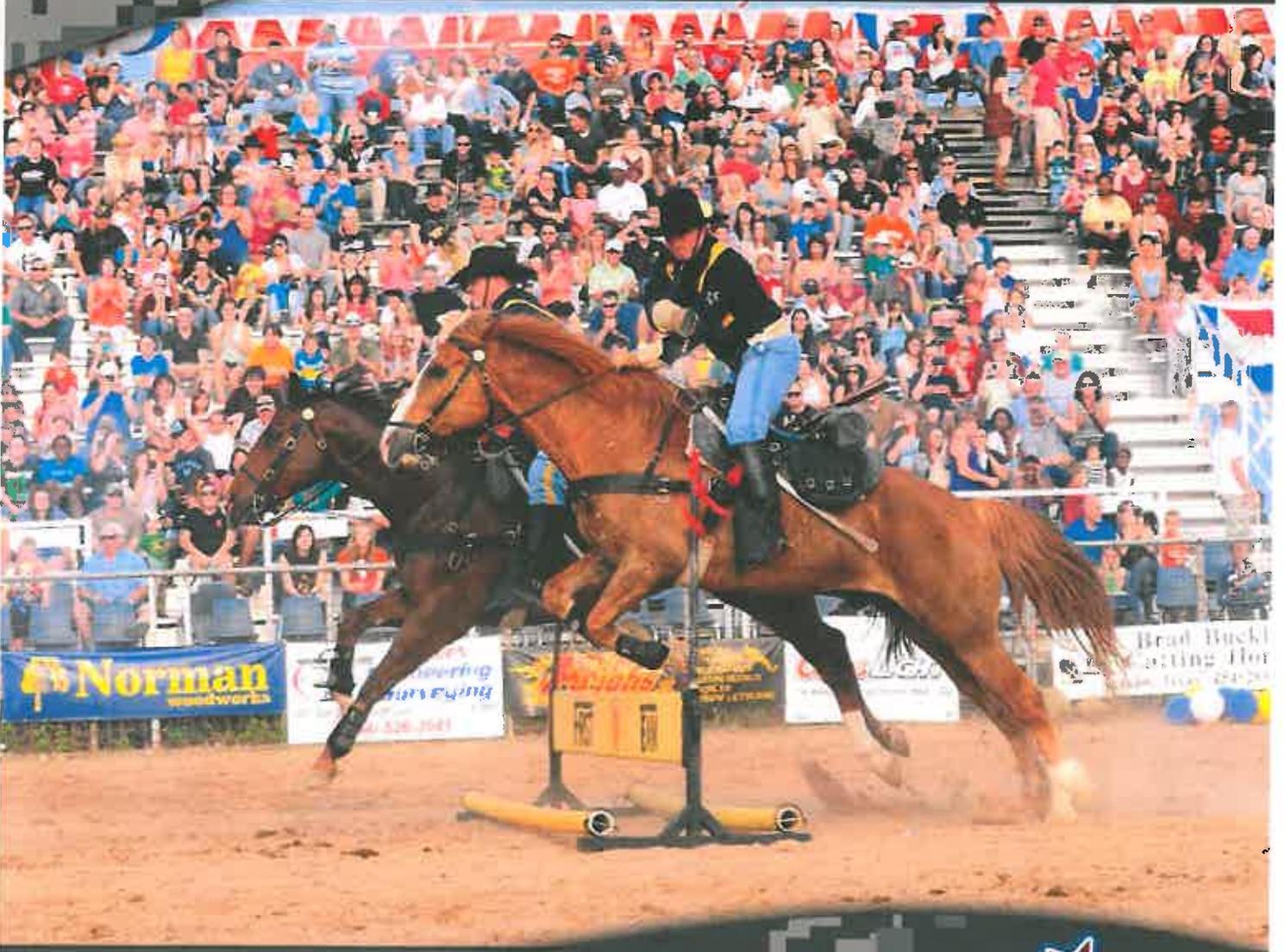
Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2014	\$ 8,780,000	\$ 352,900	\$ 375,000	\$ 727,900
2015	8,405,000	342,200	385,000	727,200
2016	8,020,000	331,200	395,000	726,200
2017	7,625,000	315,950	405,000	720,950
2018	7,220,000	300,300	425,000	725,300
2019	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>\$ 3,649,550</u>	<u>\$ 8,780,000</u>	<u>\$ 12,429,550</u>





SPECIAL REVENUE FUNDS

SPECIAL REVENUE FUNDS



SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are required by law to be used for specified purposes.





SPECIAL REVENUE FUNDS

The City of Killeen has the following Special Revenue Funds:

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

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

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

Court Technology Fund: To account for fees assessed and collected from defendants upon conviction of a misdemeanor offense. Funds are used to finance the purchase of technological enhancements for the Municipal Court.

Court Security Fee Fund: To account for fees assessed and collected from defendants convicted in a trial of a misdemeanor. Funds are used to finance the purchase of security devises/services for the Municipal Court Building.

Emergency Management Fund: To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

Fire Department Special Revenue Fund: To account for Fire Department special revenue programs.

Fire State Seizure Fund: To account for revenues and expenditures that is restricted by state seizure requirements.

Grant Programs Fund: To account for various programs and projects utilizing Federal, State and Local grants.

Hotel Occupancy Tax Fund: To account for the levy and utilization of the hotel occupancy tax. Revenues from this tax must be used in compliance with State law, which includes advertising and promotion of the City. Operations of the City's civic and conference center and special events center complex are presented in this fund, as allowed by law.

Juvenile Case Manager Fund: To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used to finance the salary and benefits of the Juvenile Case Manager appointed to assist in administering the Municipal Court juvenile docket and supervising the Court's orders in juvenile court.

KAAC Fund: To account for revenues and expenditures related to the Killeen Arts & Activity Center.

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

Library Memorial Fund: To account for revenue that is restricted to the Killeen Public Library.

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

Parks Improvements Fund: To account for funds allocated for development and improvement of City park land.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

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

Police State Seizure Fund: To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

Tax Increment Fund: To account for the ad valorem tax revenues collected from the taxable property in the tax increment zone. This fund also accounts for expenditures on projects that take place in the tax increment zone.

**TOTAL REVENUES & EXPENDITURES
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Revenues				
Cable System PEG Improvements	\$ 769,150	\$ 793,850	\$ 830,317	\$ 900,221
CDBG	661,886	1,184,898	1,266,746	1,160,867
Community Dev. - Home Program	319,500	1,168,419	326,781	895,032
Court Technology	541,922	611,169	629,922	674,744
Court Security	179,666	147,733	165,258	96,842
Emergency Management	74,908	35,416	37,212	1,836
Fire State Seizure Fund	581	581	581	-
Grant Programs	13,196	-	-	-
Hotel Occupancy Tax	3,142,036	2,839,517	3,044,435	2,726,672
Juvenile Case Manager	363,970	323,582	432,856	473,791
KAAC	227,096	273,842	268,324	79,412
Law Enforcement Grant	46,610	847,154	92,591	44,793
Library Memorial	39,225	30,198	32,142	9,715
Lions Club Park	1,360	-	1,360	1,360
Park Improvements	12,328	-	12,328	12,328
Photo Red Light Enforcement Fund	1,291,854	1,336,270	1,183,050	848,751
Police Federal Seizure	22,178	34,929	22,190	22,190
Police State Seizure	105,952	116,420	161,543	217,173
Tax Increment	51,829	84,489	122,771	194,771
Total Revenues	\$ 7,865,247	\$ 9,828,467	\$ 8,630,407	\$ 8,360,498
Expenditures				
Cable System PEG Improvements	\$ 167,283	\$ 247,477	\$ 150,446	\$ 271,577
CDBG	655,319	1,427,037	1,260,179	1,154,300
Community Dev. - Home Program	313,107	953,280	320,388	888,639
Court Technology	-	47,178	47,178	200,000
Court Security	24,408	54,568	78,416	79,389
Fire State Seizure Fund	-	581	581	-
Emergency Management	37,721	35,376	35,376	1,836
Grant Programs	13,196	2,259	-	-
Hotel Occupancy Tax	2,475,376	2,971,874	2,732,663	2,708,370
Juvenile Case Manager	46,114	49,262	49,065	49,065
KAAC	192,785	189,901	188,912	79,412
Law Enforcement Grant	43,740	842,284	89,721	41,923
Library Memorial	15,283	29,927	29,927	9,000
Lions Club Park	-	-	-	1,360
Park Improvements	-	-	-	12,328
Photo Red Light Enforcement Fund	698,804	997,931	924,299	591,251
Police Federal Seizure	-	20,000	-	5,000
Police State Seizure	47	75,715	-	55,610
Tax Increment	-	40,000	-	80,000
Total Expenditures	\$ 4,683,183	\$ 7,984,650	\$ 5,907,151	\$ 6,229,060

CABLE SYSTEM PEG IMPROVEMENTS

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 523,522	\$ 563,450	\$ 601,867	\$ 679,871
Revenues				
Interest Earned	\$ 520	\$ 400	\$ 450	\$ 350
Cable Franchise PAC fee	245,108	230,000	228,000	220,000
Total Fund Balance and Revenues	\$ 769,150	\$ 793,850	\$ 830,317	\$ 900,221
Expenditures				
Salaries & Benefits	\$ 155,881	\$ 221,572	\$ 130,516	\$ 209,797
Supplies	286	4,600	6,150	7,500
Repairs	68	1,000	100	1,000
Support Services	6,155	14,580	13,680	23,280
Year End Salary Accrual	407	-	-	-
Minor Capital Outlay	-	5,725	-	-
Capital Outlay	4,486	-	-	30,000
Total Expenditures	\$ 167,283	\$ 247,477	\$ 150,446	\$ 271,577
Ending Fund Balance	\$ 601,867	\$ 546,373	\$ 679,871	\$ 628,644

COMMUNITY DEVELOPMENT FUND

	Actual		Budget		Estimated		Adopted
	2011-12		2012-13		2012-13		2013-14
Beginning Fund Balance	\$ 5,120	\$	5,120	\$	6,567	\$	6,567
Revenues							
CDBG Program Income	28,309		3,000		4,044		3,000
Federal Receipts	331,929		896,131		904,415		959,678
Federal Receipts - Prior Year	293,876		206,671		351,720		191,622
Transfer from General Fund	-		73,976		-		-
Transportation	2,652		-		-		-
Total Fund Balance and Revenues	\$ 661,886	\$	1,184,898	\$	1,266,746	\$	1,160,867
Expenditures							
One Stop Social Services Center	\$ 1,593	\$	-	\$	-	\$	-
Housing Rehab Program	266		-		-		-
Hill Country Act/Aging	1,801		-		-		-
Central Texas 4C, Inc.	6,792		-		-		-
Housing Rehab Program	67,819		-		-		-
Greater Killeen Free Clinic	7,103		-		-		-
CoK Planning	109,421		-		-		-
Transportation	1,810		-		-		-
Cmnty Dev Administration	176,786		-		-		-
Families in Crisis	5,000		-		-		-
Greater Killeen Free Clinic	19,962		39		-		-
Hill Country Act/Aging	10,000		-		-		-
CoK Street/Sidewalks Impr	945		37,440		37,440		-
Food Care Center	27,060		12,940		-		-
CoK Street Maintenance	274		210,870		210,870		-
Bell County Human Services	5,000		-		-		-
CoK Transportation Program	50,000		-		-		-
CoK Code Enf Clear/Demolition	-		20,003		-		-
Housing Rehab Program	121,294		108,710		108,710		-
Communities in Schools	40,587		-		-		-
Aware Central Texas	940		61		-		-
Killeen Housing Authority	974		27		-		-
CoK Planning	-		50,003		-		10,000
Cmnty Dev Administration	-		185,435		185,435		-

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Families in Crisis	-	5,000	5,000	-
Greater Killeen Free Clinic	-	25,000	25,000	-
Hill Country Act/Aging	-	12,000	12,000	-
Killeen Transportation Program	-	176,890	176,890	-
COK Street Maintenance	-	279,304	278,004	1,300
Bell County Human Services	-	5,000	5,000	-
CoK Transportation Program	-	70,000	70,000	-
Central Texas 4C, Inc.	-	40,000	-	-
Housing Rehab Program	-	143,850	101,913	41,937
Communities in Schools	-	21,000	21,000	-
Killeen Housing Authority	-	1,076	1,076	-
COK Planning	-	21,841	21,841	-
Cmnty Dev Administration	-	-	-	191,936
Families in Crisis	-	-	-	5,975
Greater Killeen Free Clinic	-	-	-	25,000
Hill Country Act/Aging	-	-	-	5,981
Families in Crisis Improvements	-	-	-	510,565
Bell County Human Services	-	-	-	4,975
Killeen Transportation Program	-	-	-	70,000
Central Texas 4C, Inc.	-	-	-	32,695
Housing Rehab Program	-	-	-	221,912
Communities in Schools	-	-	-	20,057
Bring Everyone in Zone	-	-	-	10,975
Killeen Housing Authority	-	-	-	992
Housing Rehabilitation	74,079	72,461	70,154	72,352
Contra Account	(74,187)	(71,913)	(70,154)	(72,352)
Total Expenditures	\$ 655,319	\$ 1,427,037	\$ 1,260,179	\$ 1,154,300
Ending Fund Balance	\$ 6,567	\$ (242,139)	\$ 6,567	\$ 6,567

HOME PROGRAM

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 13,586	\$ 13,586	\$ 6,393	\$ 6,393
Revenues				
Program Income	\$ 40,724	\$ 38,000	\$ 44,416	\$ 51,849
Federal Receipts	118,180	510,000	156,629	313,692
Prior Year Receipts	147,010	587,491	119,343	523,098
Transfer from General Fund	-	19,342	-	-
Total Fund Balance and Revenues	\$ 319,500	\$ 1,168,419	\$ 326,781	\$ 895,032
Expenditures				
First Time Homebuyer's (15th yr.)	\$ 105,020	\$ 17,884	\$ 17,884	\$ -
Families in Crisis -Tenant Based (15th yr.)	4,632	-	-	-
CHDO Set Aside (15th yr.)	-	-	-	-
Tremont Apartment Homes (15th yr.)	-	-	-	-
Home Program Match	3,524	42,480	13,000	29,480
Elderly Tenant Based Rent (15th yr.)	50,578	-	-	-
Housing Reconstruction Program	-	169,995	-	-
Administration (16th yr.)	42,679	570	570	-
Families in Crisis -Tenant Based (16th yr.)	106,519	47,655	47,655	-
CHDO Set Aside (16th yr.)	-	64,874	-	-
Elderly Tenant Based Rent (16th yr.)	694	99,301	70,000	29,301
Administration	-	31,629	31,629	-
First Time Homebuyer's	-	160,000	54,650	105,350
Families in Crisis -Tenant Based	-	172,772	85,000	87,778
CHDO Set Aside	-	47,443	-	47,443
Elderly Tenant Based Rent	-	98,530	-	-
Administration	-	-	-	31,370
Families in Crisis -Tenant Based	-	-	-	213,854
CHDO Set Aside	-	-	-	47,054
HAP: Assistance	-	-	-	90,000
Elderly Tenant Based Rent	-	-	-	207,009
Administrative Personnel	2,985	19,130	16,432	19,053
Contra Account	(3,524)	(18,983)	(16,432)	(19,053)
Total Expenditures	\$ 313,107	\$ 953,280	\$ 320,388	\$ 888,639
Ending Fund Balance	\$ 6,393	\$ 215,139	\$ 6,393	\$ 6,393

COURT TECHNOLOGY FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 471,169	\$ 531,169	\$ 541,922	\$ 582,744
Revenues				
Technology Fund Receipts	\$ 70,753	\$ 80,000	\$ 88,000	\$ 92,000
Total Fund Balance and Revenues	\$ 541,922	\$ 611,169	\$ 629,922	\$ 674,744
Expenditures				
Capital Outlay	\$ -	\$ 47,178	\$ 47,178	\$ 200,000
Total Expenditures	\$ -	\$ 47,178	\$ 47,178	\$ 200,000
Ending Fund Balance	\$ 541,922	\$ 563,991	\$ 582,744	\$ 474,744

COURT SECURITY FEE FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 126,506	\$ 97,733	\$ 155,258	\$ 86,842
Revenues				
Security Fund Receipts	\$ 53,160	\$ 50,000	\$ 10,000	\$ 10,000
Total Fund Balance and Revenues	\$ 179,666	\$ 147,733	\$ 165,258	\$ 96,842
Expenditures				
Municipal Court Reimbursement	\$ 24,408	\$ 54,568	\$ 29,389	\$ 29,389
Capital Outlay	-	-	49,027	50,000
Total Expenditures	\$ 24,408	\$ 54,568	\$ 78,416	\$ 79,389
Ending Fund Balance	\$ 155,258	\$ 93,165	\$ 86,842	\$ 17,453

EMERGENCY MANAGEMENT FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 69,862	\$ 35,416	\$ 37,187	\$ 1,836
Revenues				
Interest Earned	\$ 46	\$ -	\$ 25	\$ -
Federal/State Grants	5,000	-	-	-
Total Fund Balance and Revenues	\$ 74,908	\$ 35,416	\$ 37,212	\$ 1,836
Expenditures				
Print Supplies	\$ 16,999	\$ 15,376	\$ 15,376	\$ -
Minor Tools	20,722	4,964	4,964	-
Minor Capital Outlay	-	-	-	1,836
Capital Outlay	-	15,036	15,036	-
Total Expenditures	\$ 37,721	\$ 35,376	\$ 35,376	\$ 1,836
Ending Fund Balance	\$ 37,187	\$ 40	\$ 1,836	\$ -

FIRE STATE SEIZURE FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ 581	\$ 581	\$ -
Revenues				
State Seizure Receipts	\$ 581	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 581	\$ 581	\$ 581	\$ -
Expenditures				
Minor Capital Outlay	\$ -	\$ 581	\$ 581	\$ -
Total Expenditures	\$ -	\$ 581	\$ 581	\$ -
Ending Fund Balance	\$ 581	\$ -	\$ -	\$ -

GRANT PROGRAMS FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
American Recovery Grant	\$ 13,196	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 13,196	\$ -	\$ -	\$ -
Expenditures				
Project Expense	\$ 13,196	\$ 2,259	\$ -	\$ -
Total Expenditures	\$ 13,196	\$ 2,259	\$ -	\$ -
Ending Fund Balance	\$ -	\$ (2,259)	\$ -	\$ -

HOTEL OCCUPANCY TAX

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 767,656	\$ 428,579	\$ 666,660	\$ 311,772
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,652,409	\$ 1,661,000	\$ 1,661,000	\$ 1,665,000
Interest Earned	708	600	600	600
Miscellaneous Receipts	511	1,000	1,000	1,000
Take 190 West Contributions	9,455	10,000	7,000	5,000
Catering Revenues	45,757	46,000	40,000	35,000
Mixed Beverage Receipts	210,441	230,000	220,000	278,300
Event Revenue	417,848	460,000	445,000	430,000
Texas Historical Commission	18,275	2,338	3,175	-
Prior Year Adjustment	18,976	-	-	-
Total Fund Balance and Revenues	\$ 3,142,036	\$ 2,839,517	\$ 3,044,435	\$ 2,726,672
Expenditures				
Grants to the Arts	\$ 187,241	\$ 303,209	\$ 285,686	\$ 207,750
Historical Restoration/Preservation	4,382	21,138	2,338	-
KAAC Activities	36,550	25,000	1,000	-
Supplies & Support Services	1,400	2,190	2,100	2,190
Transfer to Debt Service	607,200	725,200	725,200	727,900
Conference Center Salaries/Benefits	562,977	588,893	540,893	560,758
Conference Center Supplies	42,648	42,461	30,385	31,800
Conference Center Maint/Repairs	106,585	177,519	161,400	134,200
Conference Center Support Svcs	215,367	242,024	236,600	232,900
Conf Center Designated & Advertising	27,509	34,000	34,000	35,000
Conference Center Minor Capital Outlay	9,949	11,500	6,500	-
Mixed Beverage Operations	177,103	208,200	188,900	234,282
Convention/Visitors Bur Salaries/Benefits	137,598	154,012	149,512	152,149
Convention/Visitors Bur Supplies	11,125	14,489	10,300	13,100
Convention/Visitors Bur Maint/Repairs	2,548	500	-	-
Convention/Visitors Bur Support Svcs	102,341	121,325	111,800	112,933
Convention/Visitors Bur Minor Capital	2,156	-	-	-
Conv/Visitors Bur Take 190 West Expenses	29,849	38,000	40,000	30,000
Conv/Visitors Bur Advertising/Marketing	83,442	100,858	60,800	80,500
Consolidated Support Services	31,688	33,399	17,399	34,101
Information Technology	95,718	127,957	127,850	118,807
Total Expenditures	\$ 2,475,376	\$ 2,971,874	\$ 2,732,663	\$ 2,708,370
Ending Fund Balance	\$ 666,660	\$ (132,357)	\$ 311,772	\$ 18,302

JUVENILE CASE MANAGER FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 277,344	\$ 321,582	\$ 317,856	\$ 383,791
Revenues				
Juvenile Case Manager Receipts	\$ 86,626	\$ 2,000	\$ 115,000	\$ 90,000
Total Fund Balance and Revenues	\$ 363,970	\$ 323,582	\$ 432,856	\$ 473,791
Expenditures				
Juvenile Case Mgr Reimbursement	\$ 46,114	\$ 46,262	\$ 46,065	\$ 46,065
Training & Travel	-	3,000	3,000	3,000
Total Expenditures	\$ 46,114	\$ 49,262	\$ 49,065	\$ 49,065
Ending Fund Balance	\$ 317,856	\$ 274,320	\$ 383,791	\$ 424,726

KILLEEN ARTS & ACTIVITIES CENTER FUND

	Actual		Budget		Estimated		Adopted
	2011-12		2012-13		2012-13		2013-14
Beginning Fund Balance	\$ 38,232	\$	\$ 52,529	\$	\$ 34,311	\$	\$ 79,412
Revenues							
Miscellaneous Receipts	\$ 188,864	\$	\$ 221,313	\$	\$ 234,013	\$	\$ -
Total Fund Balance and Revenues	\$ 227,096	\$	\$ 273,842	\$	\$ 268,324	\$	\$ 79,412
Expenditures							
Salaries	\$ 1,388	\$	\$ 1,000	\$	\$ 1,000	\$	\$ -
Supplies	7,568		12,000		12,000		-
Maintenance	63,906		-		-		-
Support Services	78,751		80,000		80,000		-
Benefits	533		194		332		-
Minor Capital Outlay	19,893		3,359		3,359		-
Other Services	9,746		-		-		-
Capital Outlay	11,000		-		-		-
General Administration	-		93,348		92,221		-
Transfer to General Fund	-		-		-		79,412
Total Expenditures	\$ 192,785	\$	\$ 189,901	\$	\$ 188,912	\$	\$ 79,412
Ending Fund Balance	\$ 34,311	\$	\$ 83,941	\$	\$ 79,412	\$	\$ -

LAW ENFORCEMENT GRANT

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 4,870	\$ 4,870	\$ 2,870	\$ 2,870
Revenues				
JAG (Byrne) Grant 2009/10	\$ 8,781	\$ -	\$ -	\$ -
JAG 09 Recovery Grant	6,812	361	361	-
JAG (Byrne) Grant 2010/11	26,147	-	-	-
JAG (Byrne) Grant 2011/12	-	47,360	47,360	-
JAG (Byrne) Grant 2012/13	-	794,563	42,000	41,923
Total Fund Balance and Revenues	\$ 46,610	\$ 847,154	\$ 92,591	\$ 44,793
Expenditures				
Tobacco Compliance Grant	\$ 2,000	\$ -	\$ -	\$ -
LE Equip 2009/10 Jag Byrne Grant	8,781	-	-	-
LE Equipment JAG 09 Recovery Grant	6,812	361	361	-
LE Equipment 2010 Jag Byrne Grant	26,147	-	-	-
LE Equipment 2011 Jag Byrne Grant	-	47,360	47,360	-
LE Equipment 2012 Jag Byrne Grant	-	794,563	42,000	41,923
Total Expenditures	\$ 43,740	\$ 842,284	\$ 89,721	\$ 41,923
Ending Fund Balance	\$ 2,870	\$ 4,870	\$ 2,870	\$ 2,870

LIBRARY MEMORIAL

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 29,813	\$ 22,698	\$ 23,942	\$ 2,215
Revenues				
Memorials Collected	\$ 9,412	\$ 7,500	\$ 8,200	\$ 7,500
Total Fund Balance and Revenues	\$ 39,225	\$ 30,198	\$ 32,142	\$ 9,715
Expenditures				
Maintenance	\$ -	\$ 26,500	\$ 26,500	\$ -
Support Services	2,693	1,000	1,000	-
Minor Capital Outlay	9,762	-	-	6,000
Capital Outlay	2,828	2,427	2,427	3,000
Total Expenditures	\$ 15,283	\$ 29,927	\$ 29,927	\$ 9,000
Ending Fund Balance	\$ 23,942	\$ 271	\$ 2,215	\$ 715

LIONS CLUB PARK

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 1,360	\$ -	\$ 1,360	\$ 1,360
Revenues				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 1,360	\$ -	\$ 1,360	\$ 1,360
Expenditures				
Park Improvements	\$ -	\$ -	\$ -	\$ 1,360
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,360
Ending Fund Balance	\$ 1,360	\$ -	\$ 1,360	\$ -

PARK IMPROVEMENTS FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 12,328	\$ -	\$ 12,328	\$ 12,328
Revenues				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Total Fund Balance and Revenues	\$ 12,328	\$ -	\$ 12,328	\$ 12,328
Expenditures				
Expense	\$ -	\$ -	\$ -	\$ 12,328
Total Expenditures	\$ -	\$ -	\$ -	\$ 12,328
Ending Fund Balance	\$ 12,328	\$ -	\$ 12,328	\$ -

PHOTO RED LIGHT ENFORCEMENT FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 584,488	\$ 746,270	\$ 593,050	\$ 258,751
Revenues				
Photo Red Light Violation	\$ 707,366	\$ 590,000	\$ 590,000	\$ 590,000
Total Fund Balance and Revenues	\$ 1,291,854	\$ 1,336,270	\$ 1,183,050	\$ 848,751
Expenditures				
Maintenance	\$ -	\$ 71,503	\$ 71,503	\$ -
Repairs	-	68,726	68,726	-
Support Services	-	6,372	6,372	-
Minor Capital Outlay	21,346	19,580	19,580	-
Police Reimbursement	81,885	65,000	72,500	75,000
State - Violation Receipts	595,573	333,000	258,750	257,500
Red Flex Available Funds	-	-	-	258,751
Transfer to Internal Service Fund	-	433,750	426,868	-
Total Expenditures	\$ 698,804	\$ 997,931	\$ 924,299	\$ 591,251
Ending Fund Balance	\$ 593,050	\$ 338,339	\$ 258,751	\$ 257,500

POLICE FEDERAL SEIZURE FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 18,633	\$ 16,282	\$ 22,178	\$ 22,190
Revenues				
Interest Earned	\$ 13	\$ -	\$ 12	\$ -
Federal Seizure Receipts	3,532	18,647	-	-
Total Fund Balance and Revenues	\$ 22,178	\$ 34,929	\$ 22,190	\$ 22,190
Expenditures				
Capital Outlay	\$ -	\$ 20,000	\$ -	\$ 5,000
Total Expenditures	\$ -	\$ 20,000	\$ -	\$ 5,000
Ending Fund Balance	\$ 22,178	\$ 14,929	\$ 22,190	\$ 17,190

POLICE STATE SEIZURE FUND

	Actual		Budget		Estimated		Adopted
	2011-12		2012-13		2012-13		2013-14
Beginning Fund Balance	\$ 40,785	\$	\$ 40,745	\$	\$ 105,905	\$	\$ 161,543
Revenues							
State Seizure Receipts	\$ 65,136	\$	\$ 75,615	\$	\$ 55,610	\$	\$ 55,610
Interest Earned	31		60		28		20
Total Fund Balance and Revenues	\$ 105,952	\$	\$ 116,420	\$	\$ 161,543	\$	\$ 217,173
Expenditures							
Office Supplies	\$ 47	\$	\$ 100	\$	\$ -	\$	\$ -
Capital Outlay	-		75,615		-		55,610
Total Expenditures	\$ 47	\$	\$ 75,715	\$	\$ -	\$	\$ 55,610
Ending Fund Balance	\$ 105,905	\$	\$ 40,705	\$	\$ 161,543	\$	\$ 161,563

TAX INCREMENT FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 22,489	\$ 53,489	\$ 51,829	\$ 122,771
Revenues				
Property Taxes	\$ 29,340	\$ 31,000	\$ 70,942	\$ 72,000
Total Fund Balance and Revenues	\$ 51,829	\$ 84,489	\$ 122,771	\$ 194,771
Expenditures				
Designated Expense	\$ -	\$ 40,000	\$ -	\$ 80,000
Total Expenditures	\$ -	\$ 40,000	\$ -	\$ 80,000
Ending Fund Balance	\$ 51,829	\$ 44,489	\$ 122,771	\$ 114,771

CAPITAL OUTLAY



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 2013-14 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$3,307,070. This amount represents a decrease of \$4,975,865 or 60.1% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	FY 2012-13	FY 2013-14	Dollar Increase (Decrease)
General Fund	\$ 766,015	\$ 1,098,642	\$ 332,627
Killeen-Fort Hood Regional Airport Fund	15,000	44,316	29,316
Skylark Field Fund	-	-	-
Solid Waste Fund	119,003	602,908	483,905
Water and Sewer Fund	238,582	538,804	300,222
Drainage Utility Fund	12,177	167,413	155,236
Other Funds	7,132,158	854,987	(6,277,171)
Total	\$ 8,282,935	\$ 3,307,070	\$ (4,975,865)



CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2012-13	ADOPTED FY 2013-14
GENERAL FUND		
City Council	-	-
City Manager	-	-
External Assistant City Manager	-	-
Internal Assistant City Manager	-	-
Downtown Revitalization	-	-
City Auditor/Compl Office	-	-
Municipal Court	-	-
Public Information Office	-	-
Volunteer Services	-	-
City Attorney	20,000	20,000
City Secretary	-	-
Finance	-	-
Purchasing	-	-
Building Services	-	-
Custodial Services	25,920	-
Printing Services	19,750	-
Support Services	-	-
Human Resources	2,000	2,000
Employee Assistance Program	-	-
Information Technology	-	-
Library	195,000	173,835
Golf Course	-	-
Community Center Operations	-	-
Parks	19,159	23,200
Lions Club Park Operations	9,178	-
Family Aquatics Center	-	-
Killeen Arts and Activities Center	-	-
Recreation	-	-
Athletics	-	-
Cemetery	-	-
Senior Citizens	-	-
Swimming Pools	-	-
Community Development	-	-
Home Program	-	-
Public Works	-	-
Traffic	-	-
Streets	11,968	-
Planning and Development	-	-
Building and Inspection	23,920	-
Code Enforcement	21,620	44,830
Police	410,000	785,000
Animal Control	-	20,000
Fire	-	-
Emergency Mgmt / Homeland Security	-	-
EMS Billing & Collection	-	-
Non-Departmental	7,500	29,777
TOTAL GENERAL FUND	766,015	1,098,642

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2012-13	ADOPTED FY 2013-14
KILLEEN-FORT HOOD REGIONAL AIRPORT		
Operations	-	-
Information Technology	-	-
Non-Departmental	15,000	44,316
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND	15,000	44,316
SKYLARK FIELD FUND		
Operations	-	-
Non-Departmental	-	-
TOTAL SKYLARK FIELD FUND	-	-
SOLID WASTE FUND		
Accounting	-	-
Residential	2,809	556,000
Commercial	-	-
Recycling Program	-	-
Transfer Station	48,000	-
Mowing	65,178	36,755
Non-Departmental	3,016	10,153
TOTAL SOLID WASTE FUND	119,003	602,908
WATER & SEWER FUND		
Fleet Services	169,555	5,500
Fleet Replacement Program	-	-
Utility Collections	19,572	21,800
Water Distribution	-	294,000
Sanitary Sewer	5,200	61,100
Operations	-	109,150
Engineering	6,000	11,524
Non-Departmental	38,255	35,730
TOTAL WATER & SEWER FUND	238,582	538,804
DRAINAGE UTILITY FUND		
Engineering	-	-
Streets	-	9,480
Drainage Maintenance	9,161	148,435
Environmental Services	-	-
Non-Departmental	3,016	9,498
TOTAL DRAINAGE UTILITY FUND	12,177	167,413
OTHER FUNDS		
Law Enforcement Grant	794,563	41,923
Police State Seizure Fund	75,615	55,610
Police Federal Seizure Fund	20,000	5,000
Emergency Management Fund	15,036	-
Killeen Civic and Conference Center	-	10,526
Cablesystem Peg	-	30,000
Library Memorial	2,427	3,000
Community Development	-	-
Court Technology Fund	47,178	200,000
Court Security Fee Fund	-	50,000
Photo Red Light Enforcement	-	-

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2012-13	ADOPTED FY 2013-14
Killeen Arts and Activities Center	-	-
Fire Department Special Revenue	-	-
Aviation Capital Improvement 2003	156,533	-
Certificate of Obligation 2004	-	-
C/O Const Fund Ser 2004	59,882	606
General Obligation Series 2004	748,248	-
Golf Revenue C/O Const	-	-
General Obligation Series 2006	1,061	-
Comb G/O C/O 2007	38,484	38,484
Certificate of Obligation 2009	26,333	26,333
Pass Thru Fin Const Fund	-	-
Certificate of Obligation 2011	48,435	3,435
Certificate of Obligation 2012	1,764,033	-
Water & Sewer Impr 2013	-	368,093
General Obligation Series 1993	7,056	7,071
General Obligation Series 1995	25,405	14,906
Fleet Internal Service Fund	3,301,869	-
TOTAL OTHER FUNDS	7,132,158	854,987
TOTAL CAPITAL OUTLAY	<u>\$ 8,282,935</u>	<u>\$ 3,307,070</u>



**CAPITAL OUTLAY BUDGET
FY 2013-14**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
City Attorney	010-1005-416.61-20	New Books	20,000	20,000
Human Resources	010-2305-418.61-20	New Books	2,000	2,000
Library	010-3015-423.61-20	New Books	173,835	173,835
Parks	010-3025-425.61-10	Motor Vehicles - 1.2 Ton Crew Cab Pickup (W/ Tool Box)	23,200	23,200
Code Enforcement	010-4053-450.61-10	Motor Vehicles - (2) Mid-Size Extended Cab S/W/B Pickup	44,830	44,830
Police Department	010-6000-441.61-10	Motor Vehicles - (20) 4-Door Police Pursuit Vehicles	785,000	785,000
Animal Control	010-6070-441.61-35	Equipment - Fire Alarm System	20,000	20,000
Non-Departmental	010-9508-491.61-40	Computer Hardware	29,777	29,777
TOTAL GENERAL FUND				\$ 1,098,642
KILLEEN-FORT HOOD REGIONAL AIRPORT				
Non-Departmental	525-9508-521.61-40	Computer Hardware	44,316	44,316
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND				\$ 44,316
SKYLARK FIELD FUND				
There were no approved capital outlay items for the Skylark Field Fund for FY 2013-14				
TOTAL SKYLARK FIELD FUND				\$ -
SOLID WASTE FUND				
Residential Services	540-3460-439.61-10	Motor Vehicles - (2) Automated Side Loading Truck	556,000	556,000
Mowing	540-3478-439.61-10	Motor Vehicles - 3/4 Ton Crew Cab, Long Bed 4x4	36,755	36,755
Non-Departmental	540-9508-439.61-40	Computer Hardware	10,153	10,153
TOTAL SOLID WASTE FUND				\$ 602,908
WATER & SEWER FUND				
Fleet Services	550-2033-415.61-35	Equipment	5,500	5,500
Utility Collections	550-2050-411.61-10	Motor Vehicles - Full Size, Regular Cab Pickup Truck	21,800	21,800
Water Distribution	550-3410-436.61-10	Motor Vehicles - (2) 12 Yard Dump Truck W/ 16' Utility	282,200	
	550-3410-436.61-35	Equipment - 1996 Grasshopper 721-D	11,800	294,000
Sanitary Sewer	550-3415-437.61-35	Equipment	61,100	61,100
Operations	550-3420-438.61-10	Motor Vehicles - (2) Jeep Compass	68,200	
	550-3420-438.61-10	Motor Vehicles - Chevrolet Colorado	24,950	
	550-3420-438.61-35	Equipment	16,000	109,150
Engineering	550-3435-432.61-40	Computer Hardware	1,999	
	550-3435-432.61-45	Computer Software	9,525	11,524
Non-Departmental	550-9508-492.61-40	Computer Hardware	35,730	35,730
TOTAL WATER & SEWER FUND				\$ 538,804

**CAPITAL OUTLAY BUDGET
FY 2013-14**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
DRAINAGE UTILITY FUND				
Streets	575-3445-434.61-35	Equipment	9,480	9,480
Drainage Maintenance	575-3448-434.61-10	Motor Vehicles - International 7400 12 Yd Dump Truck	103,700	
	575-3448-434.61-10	Motor Vehicles - 1 Ton, Crew Cab, Long Bed 4x4	40,735	
	575-3448-434.61-30	New Radios	4,000	148,435
Non-Departmental	575-9508-492.61-40	Computer Hardware	9,498	9,498
TOTAL DRAINAGE UTILITY FUND				\$ 167,413
OTHER FUNDS				
Law Enforcement Grant	207-0000-495.61-49	Equipment -'12 JAG Byrne Grant	41,923	41,923
Police State Seizure	208-0000-495.61-35	Equipment	55,610	55,610
Police Federal Seizure	209-0000-495.61-35	Equipment	5,000	5,000
Civic and Conference Center	214-9508-457.61-40	Computer Hardware	10,526	10,526
Cablesystem Peg	220-0000-495.61-35	Equipment	30,000	30,000
Library Memorial	224-0000-580.61-20	New Books	3,000	3,000
Court Technology Fund	240-0000-417.61-35	Equipment	200,000	200,000
Court Security Fee Fund	241-0000-417.61-35	Equipment	50,000	50,000
C/O Const Fund Ser 2004	333-3490-800.61-10	Motor Vehicles	606	606
Comb G/O & C'O Bond 2007	337-3490-800.61-10	Motor Vehicles	10,116	
	337-3490-800.61-35	Equipment	10,275	
	337-3490-800.61-45	Computer Software	17,732	
	337-3490-800.61-50	Furniture & Fixtures	361	38,484
Certificate of Obligation 2009	340-3490-800.61-45	Computer Software	26,333	26,333
Certificate of Obligation 2011	343-3490-800.61-45	Computer Software	3,435	3,435
Water & Sewer Impr 2013	386-3415-437.61-55	Machinery	368,093	368,093
General Obligation Series 1993	394-3490-800.61-35	Equipment	7,071	7,071
General Obligation Series 1995	395-3490-800.61-35	Equipment	14,906	14,906
TOTAL OTHER FUNDS				\$ 854,987
TOTAL CAPITAL OUTLAY				\$ 3,307,070



CAPITAL IMPROVEMENTS



CAPITAL IMPROVEMENTS



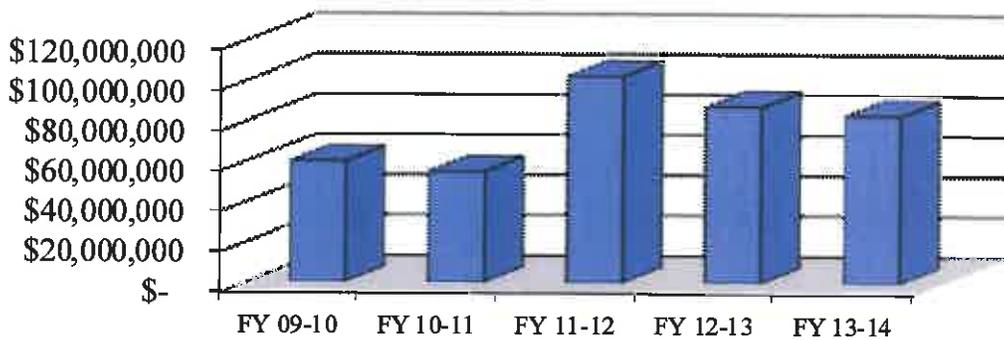
CAPITAL IMPROVEMENTS PROGRAM

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 2013-14 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.

Other Transaction Agreements - Funds received from other agency agreements.

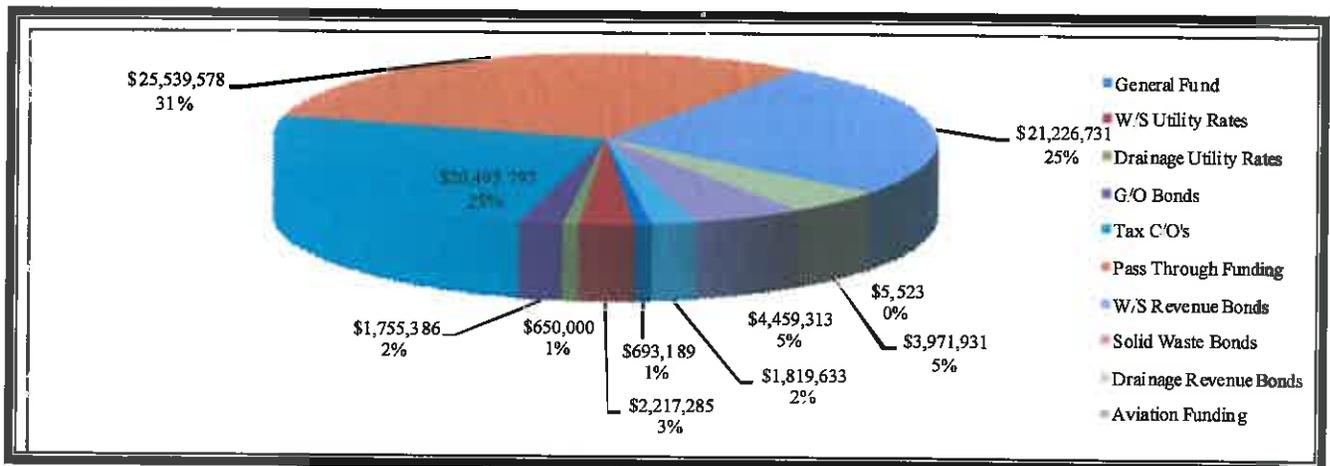
CAPITAL IMPROVEMENTS PROGRAM FY 2013-14 Funded Capital Improvement Projects

The FY 2013-14 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 82,834,366

<u>Funding Source</u>	<u>Amount</u>
General Fund - Ad Valorem Taxes	\$ 693,189
Tax Supported General Obligation Bonds (G/O's)	\$ 1,755,386
Tax Supported Certificates of Obligation (C/O's)	\$ 20,495,797
Tax Supported Pass Through Funding	\$ 25,539,578
Enterprise Revenue Supported Debt	\$ 25,204,185
Water and Sewer Bonds	\$ 21,226,731
Solid Waste Bonds	\$ 5,523
Drainage Utility	\$ 3,971,931
Enterprise Fund Operating Revenues	\$ 2,867,285
Water and Sewer	\$ 2,217,285
Drainage and Utility	\$ 650,000
Aviation Funding – FAA Grants, TSA Agreement, PFC Receipts	\$ 4,459,313
Community Development Block Grant & Home Program Funds	\$ 1,819,633
Total budget amount for FY 2012-13 Capital Improvements Program	\$ 82,834,366

SOURCES OF FUNDING



Total FY 2013-14 Capital Improvements Budget - \$82,834,366

CIP Projects

The FY 2013-14 budget includes the appropriation of \$82,834,366 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 2013-14 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 Airport Capital Improvement Plan includes a Terminal Building Expansion Project. The Airport is also receiving funding from the Transportation Security Administration for upgrades to the in-line Checked Baggage Inspection System. Other improvements include equipment purchases and other improvements to KFHRA.
Cost:	\$4,780,834
Funding Source:	Federal Aviation Administration (FAA) Grants, Transportation Security Administration (TSA) Funding, Passenger Facility Charges and 2003 Airport Capital Improvement Funds
Budget Impact:	Will increase maintenance and 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:	\$13,727
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:	\$5,523
Funding Source:	2005 Solid Waste Construction Fund
Budget Impact:	Will have minimal impact on operating costs.

Water and Sewer Projects

Project: Water & Sewer Facility, Customer Services, Hydrants, and Meters

Project Description: There are plans to purchase property for a facility to add administrative, training and other operational offices in the upcoming Fiscal Year. Also, 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 2013-14.

Cost: \$1,157,787

Funding Source: Water & Sewer operating fund and 2001 Water & Sewer Revenue Bonds

Budget Impact: Will increase maintenance and operating costs.

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 Maintenance

Project Description: The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure.

Cost: \$295,594

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 in the previous and updated Water & Sewer Master plans. The updated Master Plan was approved by council on November 27, 2012 via Resolution 12-099R.

Cost: \$21,190,635

Funding Source: 2007 and 2013 Water & Sewer Revenue Bond Funds

Budget Impact: Costs will depend on improvements.

Drainage Projects

Project: Drainage Projects (Minor)

Project Description: This program will provide funding for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge.

Cost: \$350,000

Funding Source: Drainage Utility operating fund

Budget Impact: Costs will depend on improvements.

Project: Roadway Drainage

Project Description: This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: This program is funded within the Drainage operating fund; there will be no additional budget impact.

Project: Drainage Projects (Major)

Project Description: The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY 2005-06 to fund these major projects. The major drainage projects identified in the FY 2013-14 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan. The 2012 Drainage Master Plan was adopted on March 26, 2013 via Resolution 13-027R and will be funded by a future Bond issuance.

Cost: \$3,971,931

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: \$805,297

Funding Source: General Fund Streets Division, Water and Sewer Operating Fund, 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. These programs include comprehensive plans and traffic control.

Cost: \$24,095

Funding Source: 2004 General Obligation Bond Construction Fund and 2001 Certificate of Obligation Construction Fund

Budget Impact: Costs will depend on improvements.

Project: Street Reconstruction – Downtown Streets

Program Description: This program provides funding for the Downtown Street projects. The program also includes walks, drives, curb, gutter, and drainage improvements.

Cost: \$972,732

Funding Source: 2004 General Obligation Bond Fund, 2009 General Obligation Bond Fund, 2001 Certificate of Obligation Construction Fund, 2009 Certificate of Obligation Construction Fund and 2011 Certificate of Obligation Construction 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: \$757,000

Funding Source: 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: \$22,296,723

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: \$3,242,855

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 Downtown Street Projects.

Cost: \$16,804,843

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: \$12,836

Funding Source: 2007 General Obligation bond Construction Funds and the 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies are estimated at \$415,000 a year.

Project: **Fire Department A&E and Station Renovations**

Program Description: This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #8 and station #9, as approved by voters in the 2002 capital improvements bond election.

Cost: \$5,083

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: The renovation of this project is completed and the remainder of the funds will provide additional minor equipment for the Fire Stations resulting in minimal operating costs.

Project: **Various Public Safety Equipment**

Program Description: This program will provide funding for the acquisition of additional fire engines for the Fire Department, brush trucks, the re-chassis of ambulances and other public safety equipment

Cost: \$121,635

Funding Source: 1995 General Obligation Bond Fund, 1994 General Obligation Bond Fund, 2004 Certificate of Obligation Bond Fund, 2007 Combination General and Certificate of Obligation Bond Fund and 2012 Certificate of Obligation Construction Fund

Budget Impact: Will have minimal impact on operating cost.

Project: **Emergency Warning System**

Program Description: This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system.

Cost: \$1,728

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Community Service Projects

Project: **Family Aquatic Center**

Program Description: This program provides funding for the construction of the Lions Club Family Aquatic Center, as approved by voters in the 2002 capital improvements bond election.

Cost: \$1,271

Funding Source: 2007 Combination General and Certificate of Obligation Bond Fund

Budget Impact: The construction of this project is completed and the remainder of the funds will provide minor equipment for the Aquatic Center resulting in minimal operating costs.

Project: Long Branch Skate Park
Program Description: This program will provide funding for construction of a skate park at Long Branch Park.
Cost: \$4,665
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: \$4,999
Funding Source: 2009 Certificate of Obligation Bond Fund
Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Project: Gilmore and Community Center
Program Description: This program will provide funding for architectural, engineering and construction services for renovation of the Bob Gilmore Senior Center and the Community Center.
Cost: \$1,282,221
Funding Source: 2009 Certificate of Obligation Bond Fund and 2012 General Obligation Bond Fund
Budget Impact: No operational budget impact is expected from this project.

Project: Parks Equipment
Program Description: This program will provide funding for parks equipment.
Cost: \$1,170
Funding Source: 2006 General Obligation Bonds and 2009 Certificate of Obligation Bond Fund
Budget Impact: No operational budget impact is expected from this project.

Community Development Block Grant & Home Program Projects

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: \$1,819,633
Funding Source: CDBG and Home Program Funds
Budget Impact: Costs will depend on improvements

General City Projects

Project: **Contract Management and Grants Administration Software**
Program Description: This program will provide funding for the purchase of software for Contracts Management and Grants Administration.
Cost: \$47,000
Funding Source: 2007 Certificate of Obligation Construction Fund, 2009 Certificates of Obligation Construction Fund and 2011 Certificate of Obligation Construction Fund
Budget Impact: No operational budget impact is expected from this project.

Project: **Downtown Improvements**
Program Description: This program will provide façade improvements, a farmers market, a playscape to the downtown area, a Historic Windshield Survey and other Community Projects.
Cost: \$623,829
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: \$1,238,720
Funding Source: 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and the 2009 Certificate of Obligation Construction Fund
Budget Impact: There will be increased maintenance and operating costs during the 2013-14 budget year.



GENERAL OBLIGATION BONDS 1994

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 7,064	\$ 7,071
Revenues				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	759,050	759,043	7	-
Miscellaneous Receipts	32,770	32,770	-	-
Total Fund Balance and Revenues	\$ 4,541,820	\$ 4,541,813	\$ 7,071	\$ 7,071
Expenditures				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmier Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	25,050	-	-
Land Acquisition - Fire Dept	1,100	1,100	-	-
Expense	854	854	-	-
Rancier Renovations	58,138	58,138	-	-
Community Center Roof	61,000	61,000	-	-
Equipment	7,071	-	-	7,071
Total Expenditures	\$ 4,541,820	\$ 4,534,749	\$ -	\$ 7,071
Ending Fund Balance	\$ -	\$ 7,064	\$ 7,071	\$ -

GENERAL OBLIGATION BONDS 1995

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 41,955	\$ 14,907
Revenues				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,067,033	2,067,010	23	-
Miscellaneous Receipts	\$ 196,777	196,777	-	-
Total Fund Balance and Revenues	\$ 9,008,810	\$ 9,008,787	\$ 41,978	\$ 14,907
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 - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
Pass Through Funding App	98,646	98,646	-	-
Equipment	25,477	-	10,571	14,907
Total Expenditures	\$ 9,008,810	\$ 8,966,833	\$ 27,071	\$ 14,907
Ending Fund Balance	\$ -	\$ 41,954	\$ 14,907	\$ -

GENERAL OBLIGATION BONDS 2004

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 784,662	\$ 19,392
Revenues				
Sale of Bonds	\$ 15,990,732	\$ 15,990,732	\$ -	\$ -
Interest Earned	2,153,328	2,152,850	478	-
Community Partnership Program	280,000	280,000	-	-
TxDot Projects	1,446	1,446	-	-
Total Fund Balance and Revenues	\$ 18,425,506	\$ 18,425,028	\$ 785,140	\$ 19,392
Expenditures				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,075,849	1,075,849	-	-
CS - Restroom & Lighting @ LCP	718,257	718,257	-	-
CS - Parks/Skateboard Parks	351,788	351,788	-	-
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,030,766	2,030,766	-	-
PW - South Robinett Road	1,978,989	1,978,989	-	-
PW - North Robinett Road	2,227,453	2,227,453	-	-
PW - Major Street Rehabilitation	189,500	189,500	-	-
PW - Street Projects Management	186,984	186,984	-	-
PW - Operations	146,686	146,686	-	-
PW - HWY 195-201 grade separation	2,269,416	2,269,416	-	-
PW - Traffic Signals	836,527	836,527	-	-
PW - Traffic Synchronization	233,175	233,175	-	-
PW - Trimmier Reconstruction	71,300	53,800	17,500	-
PW - Dlowntown Street Eng Ph 1	4,485	2,095	-	2,390
PW - Comprehensive Plan	269,148	253,788	-	15,360
PD - Police HQ	2,895,557	2,895,557	-	-
PD - Trng Facility Imp & Equipment	37,800	37,800	-	-
FD - A&E Station #8	425,459	425,459	-	-
FD - Station #6	11,264	11,264	-	-
FD - Land Purchase - Station #8	81,297	81,297	-	-
FD - Construction - Station #8	918,663	918,663	-	-
FD - A&E Station #9	14,555	14,555	-	-
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	25,746	25,746	-	-
FD - Land Purchase Station #9	94,003	94,003	-	-
FD - Transfer to Fire SRF	421,117	421,117	-	-
FD - Vehicles	748,248	-	748,248	-
Total Expenditures	\$ 18,423,864	\$ 17,640,366	\$ 765,748	\$ 17,750
Ending Fund Balance	\$ 1,642	\$ 784,662	\$ 19,392	\$ 1,642

GENERAL OBLIGATION BONDS 2006

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 1,084	\$ 1,084
Revenues				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	755,350	755,350	-	-
HUD Grant	96,224	96,224	-	-
Community Partnership Program	377,200	377,200	-	-
Total Fund Balance and Revenues	\$ 11,228,774	\$ 11,228,774	\$ 1,084	\$ 1,084
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	78,475	-	-
Building Maintenance	20,000	20,000	-	-
Equipment	58,096	58,096	-	-
Minor Equipment	11,934	10,850	-	1,084
Total Expenditures	\$ 11,228,774	\$ 11,227,690	\$ -	\$ 1,084
Ending Fund Balance	\$ -	\$ 1,084	\$ 1,084	\$ -

GENERAL OBLIGATION BONDS 2009

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 3,815,374	\$ 415,001
Revenues				
Sale of Bonds	\$ 13,175,000	\$ 13,175,000	\$ -	\$ -
Interest Earned	59,422	52,638	6,184	600
Investment Expense	(3,212)	(2,753)	(459)	-
JSL Spray Pad Donations	120,000	120,000	-	-
American Recovery Grant	269,245	269,245	-	-
TxDot Projects	1,742,469	98,429	1,644,040	-
Watercrest Road Improvements	8,141	8,141	-	-
Total Fund Balance and Revenues	\$ 15,371,065	\$ 13,720,700	\$ 5,465,139	\$ 415,601
Expenditures				
Cost of Issuance	\$ 73,900	\$ 73,900	\$ -	\$ -
City Owner Agreements	2,129,140	3,133	1,814,784	311,223
Community Projects	315,806	315,806	-	-
Downtown Street Eng Phase 1	3,980,280	687,393	3,235,354	57,533
Traffic Synchronization	336,556	336,556	-	-
Walks & Drives	25,900	3,700	-	22,200
Trimmer Reconstruction	2,361,969	2,361,969	-	-
Watercrest Reconstruction	6,114,717	6,114,717	-	-
Welcome Sign Landscaping	8,152	8,152	-	-
Total Expenditures	\$ 15,346,420	\$ 9,905,326	\$ 5,050,138	\$ 390,956
Ending Fund Balance	\$ 24,645	\$ 3,815,374	\$ 415,001	\$ 24,645

GENERAL OBLIGATION BONDS 2012

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 1,265,138	\$ 1,266,336
Revenues				
Sale of Bonds	\$ 1,265,000	\$ 1,265,000	\$ -	\$ -
Interest Earned	1,500	138	1,198	150
Total Fund Balance and Revenues	\$ 1,266,500	\$ 1,265,138	\$ 1,266,336	\$ 1,266,486
Expenditures				
Community Center Renovation	\$ 1,266,500	\$ -	\$ -	\$ 1,266,486
Total Expenditures	\$ 1,266,500	\$ -	\$ -	\$ 1,266,486
Ending Fund Balance	\$ -	\$ 1,265,138	\$ 1,266,336	\$ -

COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 1,999,085	\$ 663,880
Revenues				
Sale of Bonds	41,279,000	\$ 41,279,000	\$ -	\$ -
Interest Earned	1,499,841	1,495,549	3,892	400
Investment Gain/Loss	(1,275)	(1,275)	-	-
Investment Expense	(1,200)	(761)	(339)	(100)
Grant Receipts	21,438	17,501	3,937	-
Miscellaneous Receipts	47,878	47,878	-	-
Total Fund Balance and Revenues	\$ 42,845,682	\$ 42,837,892	\$ 2,006,575	\$ 664,180
Expenditures				
Cost of Issuance	\$ 194,347	\$ 194,347	\$ -	\$ -
Family Aquatic Center A&E	483,000	483,000	-	-
Family Aquatic Center Construction	4,113,129	4,113,129	-	-
Family Aquatic Center Capital	32,817	31,546	-	1,271
Aquatic Center Security System	47,378	47,378	-	-
Building Maintenance	4,683	4,683	-	-
FD - Station #1 - A&E	351,125	351,125	-	-
FD - Station #1 - Construction	3,571,883	3,571,883	-	-
FD - Station #8	2,964,821	2,964,821	-	-
FD - Station #1 - Equipment	28,250	25,427	-	2,823
FD - Station #1 - Computer Hardware	15,500	14,092	-	1,408
FD - Station #1 - Computer Software	1,215	1,215	-	-
FD - Station #1 - Furniture & Fixtures	22,000	21,509	-	491
FD - Station #1 - Furniture & Fixtures	8,000	7,639	-	361
FD - Motor Vehicles	10,116	-	-	10,116
Transfer to Fire SRF	67,183	67,183	-	-
Street Department Building	1,994,877	120,534	1,316,484	557,859
Equipment Replacement	2,996,409	2,996,409	-	-
Emergency Warning System	398,383	396,655	-	1,728
Farmers Market	121,847	112,918	8,879	50
Playscape	62,942	62,916	-	26
Façade	92,681	25,490	17,332	49,859
Computer Software	17,232	-	-	17,232
Police Headquarters - Construction	22,862,101	22,860,417	-	1,684
Police Headquarters - A&E	888,781	888,781	-	-
Police Headquarters - Land	233,351	233,351	-	-
Police Headquarters - Network	65,280	65,280	-	-
Police Headquarters - Furniture	781,289	780,412	-	877
Police Headquarters - Equipment	63,673	53,398	-	10,275
PD - Motor Vehicles	42,011	42,011	-	-
Animal Control Shelter	301,258	301,258	-	-
Total Expenditures	\$ 42,837,562	\$ 40,838,807	\$ 1,342,695	\$ 656,060
Ending Fund Balance	\$ 8,120	\$ 1,999,085	\$ 663,880	\$ 8,120

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2001

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 355,423	\$ 157,826
Revenues				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	350,625	350,342	283	-
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	-	-
TxDot Projects	135,490	135,490	-	-
Prior Period Adjustment	1,225,183	1,225,183	-	-
Total Fund Balance and Revenues	\$ 13,651,011	\$ 13,650,728	\$ 355,706	\$ 157,826
Expenditures				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	62,115	62,115	-	-
Skylark Project	43,023	43,023	-	-
RGAAF Project	10,651,063	10,651,063	-	-
Transfer to RGAAF	177,200	177,200	-	-
City Owner Agreements	1,233,667	1,045,439	188,228	-
Downtown Street Eng Ph 1	333,346	196,363	-	136,983
Street Maintenance	1,000,000	978,836	9,056	12,108
Traffic Signals	79,960	76,489	596	2,875
Comprehensive Plan	5,860	-	-	5,860
Tiger Grant Application	9,000	9,000	-	-
Total Expenditures	\$ 13,651,011	\$ 13,295,305	\$ 197,880	\$ 157,826
Ending Fund Balance	\$ -	\$ 355,423	\$ 157,826	\$ -

AVIATION CAPITAL IMPROVEMENT FUND 2003

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 448,899	\$ 321,221
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,992,388	3,992,388	-	-
Interest Earned	629,956	629,284	372	300
Transfer from Aviation PFC	1,571,745	1,571,745	-	-
Prior Period Adjustments	(459,533)	(459,533)	-	-
Total Fund Balance and Revenues	\$ 14,734,556	\$ 14,733,884	\$ 449,271	\$ 321,521
Expenditures				
Cost of Issuance	\$ 106,122	\$ 106,122	\$ -	\$ -
ARFF Gear	72,001	72,001	-	-
Burnisher	15,032	15,032	-	-
Charter Package	219,825	219,825	-	-
Corporate Hangar	352,011	495,151	(143,140)	-
Equipment - ZTR for ILE	7,817	7,817	-	-
Equipment - ZTR for KFHRA	13,508	-	13,508	-
Fuel Truck	62,654	62,654	-	-
Ground Power Unit	58,529	-	58,529	-
Heavy Aircraft Tug	119,450	119,450	-	-
Tow Tractor	39,900	-	-	39,900
Diesel Pump	7,721	-	7,721	-
Pavement Rehabilitation	11,029	11,029	-	-
Phone System Migration	20,587	20,587	-	-
Computer Hardware-Check-In Eq	9,000	8,100	900	-
Professional Services	1,800	1,800	-	-
Ramp	13,731	13,731	-	-
RGAAF Project	9,583,948	9,115,665	186,662	281,621
Scrubber	13,461	13,461	-	-
SUV	38,049	38,049	-	-
Terminal Seating	16,120	12,250	3,870	-
T-Hangar	542,261	542,261	-	-
Transfer to RGAAF Operating Fund	1,400,000	1,400,000	-	-
Transfer to Debt Service Fund-446	393,000	393,000	-	-
Transfer to Debt Service Fund-431	1,617,000	1,617,000	-	-
Total Expenditures	\$ 14,734,556	\$ 14,284,985	\$ 128,050	\$ 321,521
Ending Fund Balance	\$ -	\$ 448,899	\$ 321,221	\$ -

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 60,163	\$ 607
Revenues				
Sale of Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Interest Earned	126,988	126,953	35	-
Total Fund Balance and Revenues	\$ 3,106,014	\$ 3,105,979	\$ 60,198	\$ 607
Expenditures				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	728,625	728,625	-	-
Timberridge: 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	270,800	59,591	291
Total Expenditures	\$ 3,105,698	\$ 3,045,816	\$ 59,591	\$ 291
Ending Fund Balance	\$ 316	\$ 60,163	\$ 607	\$ 316

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 724,419	\$ 496,781
Revenues				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
Milburn Academy	10,355	10,355	-	-
Miscellaneous Receipts	1,296	1,296	-	-
Grant-Misc Receipts	50,000	50,000	-	-
KAAC - Contributions	17,865	17,865	-	-
KAAC - Central Texas 4 C	119,982	119,982	-	-
Interest Earned	1,190,622	1,190,007	615	-
Total Fund Balance and Revenues	\$ 12,890,120	\$ 12,889,505	\$ 725,034	\$ 496,781
Expenditures				
Cost of Issuance	\$ 172,537	\$ 172,537	\$ -	\$ -
BCCC Tower	213,851	213,851	-	-
TXDOT / CTE Projects	988,900	988,900	-	-
City Owner Agreements	4,830,035	4,156,005	228,253	445,777
Building Purchase	4,363,725	4,363,725	-	-
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	279,424	-	-
Street Maintenance Equipment	157,025	157,025	-	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	299,284	299,284	-	-
Watercrest Road - Design	543,469	543,469	-	-
Elms, Cody Poe, & Robinett Roads	872,134	872,134	-	-
Total Expenditures	\$ 12,839,116	\$ 12,165,086	\$ 228,253	\$ 445,777
Ending Fund Balance	\$ 51,004	\$ 724,419	\$ 496,781	\$ 51,004

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2009

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 1,145,387	\$ 762,968
Revenues				
Sale of Bonds	\$ 8,500,000	\$ 8,500,000	\$ -	\$ -
Interest Earned	16,332	15,599	733	-
Investment Expense	(746)	(746)	-	-
Misc Receipts	15,984	15,984	-	-
Contribution & Donation	86,770	86,770	-	-
Total Fund Balance and Revenues	\$ 8,618,340	\$ 8,617,607	\$ 1,146,120	\$ 762,968
Expenditures				
Cost of Issuance	\$ 67,700	\$ 67,700	\$ -	\$ -
Landfill Maintenance	324,000	307,297	2,976	13,727
AS400 Replacement	87,433	87,433	-	-
Restrooms at Condor/Davis	56,135	56,135	-	-
Gilmore & Community Center	70,785	55,050	-	15,735
Long Branch Skate Park	171,434	146,729	20,040	4,665
Aquatic Facility	1,478,847	1,478,847	-	-
Aquatic Facility Sound System	16,398	16,398	-	-
Lions Park Hike & Bike	1,449,894	1,436,583	8,312	4,999
Building maintenance	4,215	4,215	-	-
Scoreboards at LCP	46,712	46,712	-	-
Street Dept. Equipment	1,190,281	1,190,281	-	-
Street Dept. Building	1,026,948	-	346,087	680,861
Solid Waste Equipment	1,350,575	1,350,575	-	-
Field Computers	39,265	39,265	-	-
SS Loop Improvements	1,168,500	1,168,500	-	-
Computer Software	26,333	-	-	26,333
Computer Software Purchase	20,500	20,500	-	-
Minor Capital - Equipment	5,823	-	5,737	86
Downtown Street Eng Ph 1	15,984	-	-	15,984
Total Expenditures	\$ 8,617,762	\$ 7,472,220	\$ 383,152	\$ 762,390
Ending Fund Balance	\$ 578	\$ 1,145,387	\$ 762,968	\$ 578

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2011

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 24,113,193	\$ 18,190,509
Revenues				
Sale of Bonds	\$ 32,040,000	\$ 32,040,000	\$ -	\$ -
Sale of Property	27,600	27,600	-	-
Interest Earned	199,942	95,870	75,572	28,500
Investment Expense	(22,761)	(9,284)	(7,977)	(5,500)
Texas Historical Commission	2,943	-	2,943	-
TxDot Projects	678,492	-	678,492	-
Premium on Bond	1,316,012	1,316,012	-	-
Total Fund Balance and Revenues	\$ 34,242,228	\$ 33,470,198	\$ 24,862,223	\$ 18,213,509
Expenditures				
Cost of Issuance	\$ 137,000	\$ 137,000	\$ -	\$ -
Underwriters Discount	215,710	215,710	-	-
Operations	362,978	186,079	176,899	-
Stagecoach Improvements	20,813,515	2,858,558	2,239,750	15,715,207
Bunny Trail	3,443,242	1,272,002	2,156,868	14,372
Elms Road	1,173,682	141,137	201,801	830,744
Cunningham Road	2,955,129	2,188,315	560,294	206,520
Lowe's Boulevard	138,500	7,500	93,000	38,000
Rosewood	-	-	-	-
1 Stop CTP - KAAC	1,301,871	1,301,871	-	-
KAAC - CO Fund Portion	583,152	583,152	-	-
Computer Hardware - minor	16,250	-	-	16,250
Computer Software - minor	11,250	-	11,175	75
Equipment - KAAC Lighting	45,000	-	16,259	28,741
Computer Software	3,435	-	-	3,435
Historic Windshield Survey	7,000	-	4,878	2,122
Cornerstone	50,000	-	43,090	6,910
Land Acquisition	465,681	465,681	-	-
Communty Projects	519,796	-	-	519,796
Downtown Street Construction	1,905,342	-	1,167,700	737,642
Total Expenditures	\$ 34,148,533	\$ 9,357,005	\$ 6,671,714	\$ 18,119,814
Ending Fund Balance	\$ 93,695	\$ 24,113,193	\$ 18,190,509	\$ 93,695

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2012

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 1,764,033	\$ 89,250
Revenues				
Sale of Bonds	\$ 6,765,000	\$ 6,765,000	\$ -	\$ -
Premiumn on Bond	4,999	4,999	-	-
Interest Earned	3,288	1,128	2,160	-
Total Fund Balance and Revenues	\$ 6,773,287	\$ 6,771,127	\$ 1,766,193	\$ 89,250
Expenditures				
Cost of Issuance	\$ 64,500	\$ 64,500	\$ -	\$ -
US 190 Expansion	3,000,000	3,000,000	-	-
Motor Vehicles	1,531,570	1,470,712	60,858	-
Equipment	2,175,057	471,882	1,616,085	87,090
Equipment - Minor	2,160	-	-	2,160
Total Expenditures	\$ 6,773,287	\$ 5,007,094	\$ 1,676,943	\$ 89,250
Ending Fund Balance	\$ -	\$ 1,764,033	\$ 89,250	\$ -

PASS THROUGH FINANCING PROCEEDS FUND 2011

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 9,969,297	\$ 3,242,855
Revenues				
Interest Earned	\$ 75,931	\$ 42,391	\$ 33,540	\$ -
Investment Expense	(7,266)	(3,708)	(3,558)	-
Sale of Bonds	18,060,000	18,060,000	-	-
Premium on Bond	1,059,415	1,059,415	-	-
Total Fund Balance and Revenues	\$ 19,188,080	\$ 19,158,098	\$ 9,999,279	\$ 3,242,855
Expenditures				
Cost of Issuance	\$ 112,500	\$ 112,500	\$ -	\$ -
Underwriters Discount	121,068	121,068	-	-
Capitalized Interest	1,383,425	1,383,425	-	-
Operations	218,512	112,019	106,493	-
SH 195 / SH 201 Interchange	17,352,575	7,459,789	6,649,931	3,242,855
Total Expenditures	\$ 19,188,080	\$ 9,188,801	\$ 6,756,424	\$ 3,242,855
Ending Fund Balance	\$ -	\$ 9,969,297	\$ 3,242,855	\$ -

PASS THROUGH FINANCING PROCEEDS FUND 2012

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 27,993,733	\$ 22,296,723
Revenues				
Sale of Bonds	\$ 31,400,000	\$ 31,400,000	\$ -	\$ -
Transfer from General Fund	62,330	62,330	-	-
Premium on Bond	788,712	788,712	-	-
Interest Earned	191,035	67,948	83,087	40,000
Investment Expense	(21,066)	(6,209)	(8,757)	(6,100)
FAA Reimbursement	18,897	-	18,897	-
Total Fund Balance and Revenues	\$ 32,439,908	\$ 32,312,781	\$ 28,086,960	\$ 22,330,623
Expenditures				
Cost of Issuance	\$ 153,137	\$ 153,137	\$ -	\$ -
Capitalized Interest	1,827,023	1,827,023	-	-
Underwriter's Discount	209,925	209,925	-	-
Transfer to General Fund	62,330	62,330	-	-
Operations	1,198,552	213,301	193,247	792,004
Motor Vehicles	35,760	35,760	-	-
US 190/Rosewood/FM 2410	28,919,281	1,817,572	5,596,990	21,504,719
Total Expenditures	\$ 32,406,008	\$ 4,319,048	\$ 5,790,237	\$ 22,296,723
Ending Fund Balance	\$ 33,900	\$ 27,993,733	\$ 22,296,723	\$ 33,900

WATER & SEWER BOND 2001

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 66,281	\$ 56,461
Revenues				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	560,426	560,350	56	20
Total Fund Balance and Revenues	\$ 9,260,426	\$ 9,260,350	\$ 66,337	\$ 56,481
Expenditures				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,512	707,512	-	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robinett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	219,682	219,682	-	-
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	1,653,200	-	-
Expenses	23,190	23,190	-	-
Wastewater Metering	95,687	84,123	8,719	2,845
Waterflow Meters	48,501	39,000	-	9,501
Professional Services	49,999	25,092	1,157	23,750
16" Waterline 38th Street	572,351	572,351	-	-
Total Expenditures	\$ 9,240,041	\$ 9,194,069	\$ 9,876	\$ 36,096
Ending Fund Balance	\$ 20,385	\$ 66,281	\$ 56,461	\$ 20,385

WATER & SEWER BOND 2004

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 589,583	\$ -
Revenues				
Sale of Bonds	\$ 21,003,884	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,666,446	1,666,170	276	-
Total Fund Balance and Revenues	\$ 22,670,330	\$ 22,670,054	\$ 589,859	\$ -
Expenditures				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
Transfer to W&S Bond 2004	1,635	-	1,635	-
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	2,427,601	2,427,601	-	-
City Part/Lift STNS & FMS	396,162	396,162	-	-
Utilities Building	1,300,224	1,300,224	-	-
Cunningham Rd Waterline	828,574	828,574	-	-
Nth Reece Crk Interc Phase I	522,271	522,271	-	-
Lift Stn #20 & Force Main	1,143,261	1,143,261	-	-
Hwy 195 Waterline Extension	1,755,740	1,755,740	-	-
Lift Stn #26 & F.M., CC Gravity	958,064	958,064	-	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,607,023	2,607,023	-	-
A - Diversion Interceptor Phase I	433,914	433,914	-	-
B - East Loop Waterline Ext Ph I	76,349	76,349	-	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Constr (A-C) - Eastside Infrastr	5,545,341	5,545,341	-	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Constr (D-G) - Hwy195 WW Impr	1,639,322	1,639,322	-	-
Monte Carlo Sewer Line	68,863	68,863	-	-
Sewerline Rehab Phase 1	637,109	48,885	588,224	-
Water Reuse - Stonetree	37,891	37,891	-	-
16" Waterline 38th Street	630,723	630,723	-	-
Total Expenditures	\$ 22,670,330	\$ 22,080,471	\$ 589,859	\$ -
Ending Fund Balance	\$ -	\$ 589,583	\$ -	\$ -

WATER & SEWER BOND 2007

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 4,380,880	\$ 1,018,187
Revenues				
Sale of Bonds	\$ 21,096,978	\$ 21,096,978	\$ -	\$ -
Grant Receipts	478,000	478,000	-	-
Interest Earned	890,922	882,097	8,525	300
Investment Expense	(3,708)	(3,012)	(696)	-
Investment Gain/Loss	(2,124)	(2,124)	-	-
Transfer from W&S Bond 2004	1,635	-	1,635	-
Total Fund Balance and Revenues	\$ 22,461,703	\$ 22,451,939	\$ 4,390,344	\$ 1,018,487
Expenditures				
Cost of Issuance	\$ 115,963	\$ 115,963	\$ -	\$ -
PRJ 1W - Reece Creek Road	681,265	681,265	-	-
PRJ 2W - Bundrant Expansion	2,693,111	2,693,111	-	-
PRJ 3W - Southeast Loop	2,181,333	2,181,333	-	-
PRJ 4W - Pump Station 3 Upgrade	1,495,422	1,495,422	-	-
PRJ 1S - Lift Station #8	1,071,460	1,071,460	-	-
PRJ 2S & 3S - Trimmer Creek	1,586,428	1,586,428	-	-
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 & 16" Wl 38th	661,901	661,901	-	-
Family Aquatic Center Construction	240,416	240,416	-	-
SH 195 Gravity Intcpt	626,679	592,346	34,333	-
LNC Interceptor Phase 1A & 1B	1,371,577	1,371,577	-	-
Manhole Rehab Phase 1&1A	315,568	315,568	-	-
Force Main Repair & Realignment	127,448	127,448	-	-
W&S Master Plan Update	115,095	92,002	2,612	20,481
W&WW Design Standards	44,540	13,600	30,350	590
LSI Diversion Structure & Gravity	648,715	20,269	547,371	81,075
Manhole Inhouse Rehab 1&2	65,000	62,413	599	1,988
Manhole Rehab Phase 2	1,787,985	329,326	1,421,349	37,310
Sewerline Rehab Phase 1	1,256,865	-	1,225,165	31,700
Lift Station 23 Expansion	170,000	-	22,255	147,745
W& WW Rate Study & Project 5S	64,050	-	64,050	-
South Plant Diffusers	893,020	893,020	-	-
Stagecoach W&WW Improvements	170,028	122,000	-	48,028
Master Plan Update & Project 5S	275,497	218,359	24,073	33,065
Waterline Rehab Ph 1	50,000	-	-	50,000
South Sewer Plant Analysis	30,000	-	-	30,000
Manhole Rehab Phase 2	296,073	-	-	296,073
18" Gravity Main (11S)	231,240	-	-	231,240
Total Expenditures	\$ 22,452,511	\$ 18,071,059	\$ 3,372,157	\$ 1,009,295
Ending Fund Balance	\$ 9,192	\$ 4,380,880	\$ 1,018,187	\$ 9,192

WATER & SEWER BOND 2013

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 20,227,046
Revenues				
Sale of Bonds	\$ 20,200,000	\$ -	\$ 20,200,000	\$ -
Interest Earned	93,356	-	30,356	63,000
Investment Expense	(16,810)	-	(3,310)	(13,500)
Total Fund Balance and Revenues	\$ 20,276,546	\$ -	\$ 20,227,046	\$ 20,276,546
Expenditures				
Water System Improvements	\$ 414,490	\$ -	\$ -	\$ 414,490
12" Stagecoach Waterline	752,640	-	-	752,640
Waterline Rehab Ph 1	1,567,650	-	-	1,567,650
8" Onion Road Waterline	608,030	-	-	608,030
Airport Pressure Plane LP	205,640	-	-	205,640
Mohawk Dr / Clear Creek Waterline	1,430,560	-	-	1,430,560
Waterline Rehab Ph 2	1,232,180	-	-	1,232,180
12" Trimmier Road Waterline	1,499,910	-	-	1,499,910
LS #23 Expansion /F.M./Gravity	1,427,330	-	-	1,427,330
LSI Diversion & Gravity	495,540	-	-	495,540
LS #20 Force Main/Gravity	1,690,760	-	-	1,690,760
City Water Reuse Project	2,037,510	-	-	2,037,510
Manhole Rehab Phase 3	3,000,000	-	-	3,000,000
Sewerline Rehab Phase 2	1,824,238	-	-	1,824,238
PBII Crew Operations	759,722	-	-	759,722
WW Main Replace - Central Basin	674,690	-	-	674,690
Lift Station 20 Expansion	291,650	-	-	291,650
Lift Station 22 Expansion	268,800	-	-	268,800
	-	-	-	-
Total Expenditures	\$ 20,181,340	\$ -	\$ -	\$ 20,181,340
Ending Fund Balance	\$ 95,206	\$ -	\$ 20,227,046	\$ 95,206

SOLID WASTE BOND 2005

	Project Authorizations	Actual through 2011-12	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ -	\$ -	\$ 9,230	\$ 5,523
Revenues				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000	\$ -	\$ -
Interest Earned	518,549	518,544	5	-
Total Fund Balance and Revenues	\$ 9,618,549	\$ 9,618,544	\$ 9,235	\$ 5,523
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	260,660	251,425	3,712	5,523
Total Expenditures	\$ 9,618,549	\$ 9,609,314	\$ 3,712	\$ 5,523
Ending Fund Balance	\$ -	\$ 9,230	\$ 5,523	\$ -

AVIATION PFC FUND

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 1,518,283	\$ 979,348	\$ 1,578,461	\$ 1,160,368
Revenues				
Passenger Facility Charges	\$ 689,164	\$ 704,989	\$ 697,697	\$ 732,385
Interest Earned	1,656	1,080	1,785	1,000
Prior Period Adjustments	82,044	-	-	-
Total Fund Balance and Revenues	\$ 2,291,147	\$ 1,685,417	\$ 2,277,943	\$ 1,893,753
Expenditures				
PFC Projects	\$ 691,622	\$ 1,628,700	\$ 1,117,575	\$ 1,721,945
Transfer to AV Fund - RGAAF Fund	10,901	-	-	-
Transfer to Construction Fund	10,163	-	-	-
Total Expenditures	\$ 712,686	\$ 1,628,700	\$ 1,117,575	\$ 1,721,945
Ending Fund Balance	\$ 1,578,461	\$ 56,717	\$ 1,160,368	\$ 171,808

SPECIAL EVENTS CENTER

	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Adopted 2013-14
Beginning Fund Balance	\$ 71,759	\$ 71,959	\$ 71,909	\$ 71,999
Revenues				
Interest Earned	\$ 150	\$ -	\$ 90	\$ -
Total Fund Balance and Revenues	\$ 71,909	\$ 71,959	\$ 71,999	\$ 71,999
Expenditures				
Expense	\$ -	\$ 71,959	\$ -	\$ 71,999
Total Expenditures	\$ -	\$ 71,959	\$ -	\$ 71,999
Ending Fund Balance	\$ 71,909	\$ -	\$ 71,999	\$ -



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 2013-14 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 2013-14 and FY 2017-18.

Finally, two bar graphs are presented after each forecast showing the fund projections over a five year period including a comparison between the revenues, expenditures, ending fund balance and the fund balance requirement, (as required by City ordinance).

- The first graph reflects the static results of the forecast and assumes that budgeted revenues are collected at 100% and that budgeted expenditures are incurred at 100%. This graph reflects a "least-likely" scenario for the next five years.
- The second bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget. For this reason, the second bar chart presented reflects a "most likely" scenario.

The forecasts attempt to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of the forecasts to understand that these estimates are based on various statistical methods and are not representation of fact.



**CITY OF KILLEEN
GENERAL FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the general fund. The City of Killeen uses the general fund to record 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 2013-2014 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. Property tax revenue is calculated using the current year assessed valuation plus a 5% projected growth in assessed property value. The model reflects a stable tax rate of 74.28 cents per \$100. Sales tax revenue is projected at a steady growth rate of 5% per year. The model shows conservative growth projections in all other revenue categories based upon historical trends.

Expenditures:

Due to the current state of the economy, salaries and benefits are projected at a 2% 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 expenditures, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts each year are 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 expenditures 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**

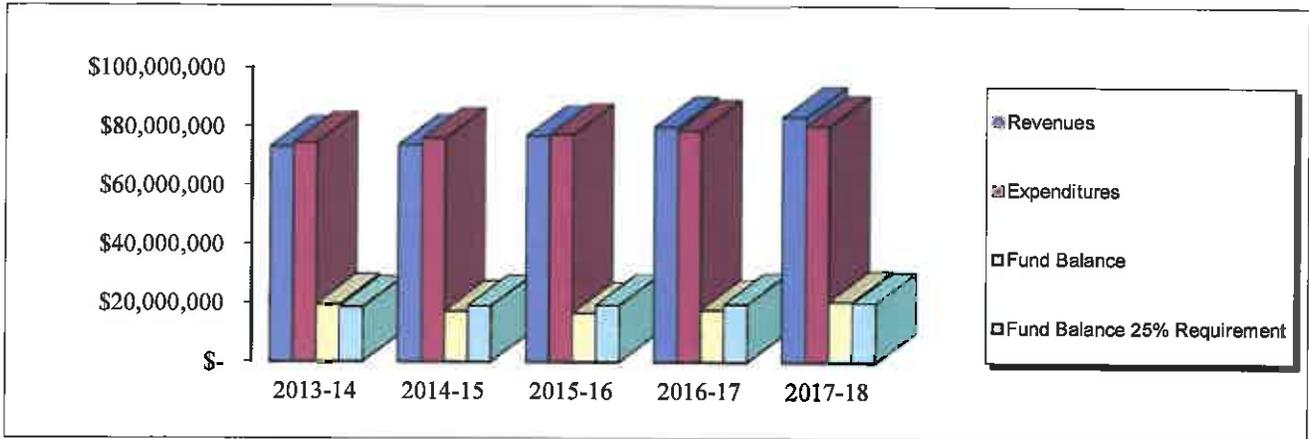
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	\$ 20,866,071	\$ 19,451,003	\$ 17,230,308	\$ 16,623,186	\$ 17,717,250	(15.1%)
Revenues						
Property Taxes	25,288,502	24,168,493	25,376,918	26,645,763	27,978,052	10.6%
Total Property Taxes Previous	552,000	579,600	608,580	639,009	670,959	21.6%
Sales and Occup. Taxes	21,673,923	22,757,619	23,895,500	25,090,275	26,344,789	21.6%
Franchise Taxes	5,372,800	5,587,712	5,811,220	6,043,669	6,285,416	17.0%
Miscellaneous Revenues	4,576,713	4,668,247	4,761,612	4,856,844	4,953,981	8.2%
Permits and Licenses	1,287,500	1,324,285	1,362,137	1,401,087	1,441,166	11.9%
Court Fines and Fees	2,691,550	2,745,481	2,800,494	2,856,610	2,913,851	8.3%
Recreation Revenue	1,129,250	1,153,858	1,188,473	1,224,127	1,260,851	11.7%
Interest Earned	133,000	135,660	138,373	141,141	143,963	8.2%
Golf Course Revenues	1,220,927	1,235,085	1,272,138	1,310,302	1,349,611	10.5%
Intergovernmental	759,636	774,829	790,325	806,132	822,254	8.2%
Transfers from Other Funds	8,459,033	8,628,214	8,800,778	8,976,793	9,156,329	8.2%
Total Revenues	\$ 73,144,834	\$ 73,759,083	\$ 76,806,548	\$ 79,991,752	\$ 83,321,222	13.9%
Expenditures						
City Council	60,006	61,206	62,430	63,679	64,952	8.2%
City Manager	470,895	479,927	489,140	498,537	508,122	7.9%
External Assistant City Manager	231,814	236,329	240,935	245,632	250,424	8.0%
Internal Assistant City Manager	226,342	230,739	235,223	239,798	244,464	8.0%
City Auditor & Compliance Office	111,243	113,371	115,542	117,757	120,016	7.9%
Municipal Court	984,182	1,001,742	1,019,654	1,037,923	1,056,558	7.4%
Public Information Officer	202,620	206,456	210,370	214,361	218,432	7.8%
Volunteer Services	176,304	179,578	182,917	186,323	189,798	7.7%
City Attorney	842,701	859,080	875,793	892,846	910,246	8.0%
City Secretary	139,538	142,232	144,981	147,784	150,643	8.0%
Finance	1,026,516	1,045,899	1,065,670	1,085,836	1,106,406	7.8%
Support Services	259,362	264,103	268,939	273,871	278,903	7.5%
Building Services	336,477	342,664	348,975	355,411	361,977	7.6%
Custodial Services	723,120	735,910	748,955	762,261	775,834	7.3%
Printing Services	191,944	195,530	199,187	202,917	206,722	7.7%
Purchasing	190,307	193,952	197,669	201,461	205,329	7.9%
Human Resources	840,629	856,388	872,462	888,858	905,583	7.7%
Employee Assitance Program	78,900	80,478	82,088	83,729	85,404	8.2%
Information Systems	1,128,388	1,149,555	1,171,147	1,193,173	1,215,641	7.7%
Library	1,521,974	1,552,037	1,582,755	1,614,142	1,646,212	8.2%
Golf	1,459,043	1,486,615	1,514,738	1,543,424	1,572,683	7.8%
Community Center Operations	280,342	285,642	290,998	296,460	302,033	7.7%
Parks	1,845,523	1,879,526	1,914,217	1,949,608	1,985,715	7.6%
Lions Club Park Operations	746,944	760,983	775,303	789,910	804,808	7.7%
Family Aquatics	503,090	512,959	523,025	533,293	543,766	8.1%
Killeen Arts and Activities Center	477,741	486,933	496,309	505,872	515,627	7.9%
Recreation	200,043	203,851	207,735	211,697	215,738	7.8%
Athletics	381,895	389,244	396,739	404,385	412,183	7.9%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

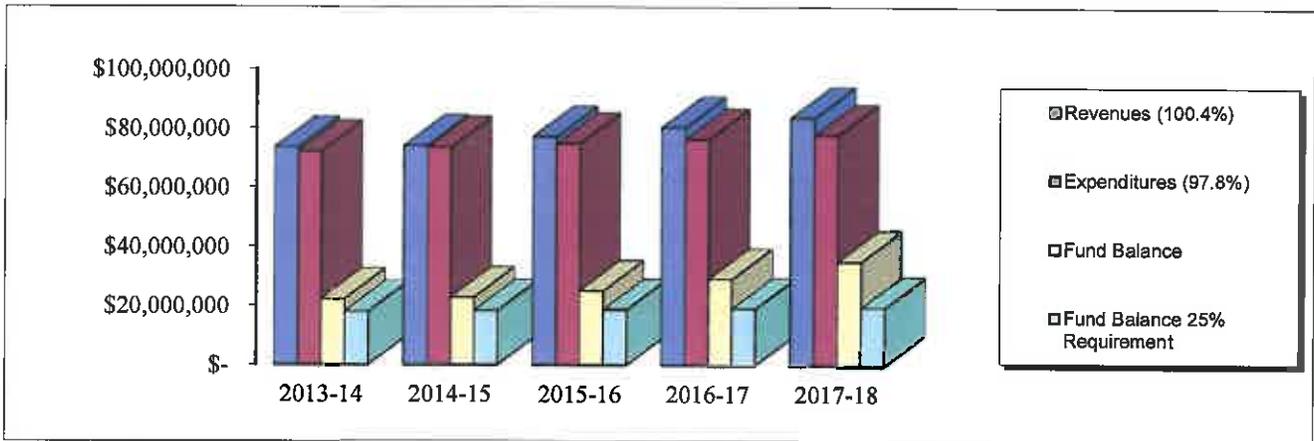
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Cemetery	336,187	342,332	349,064	355,945	362,978	8.0%
Senior Citizens	260,896	265,728	270,657	275,685	280,813	7.6%
Swimming Pools	32,024	32,664	33,318	33,984	34,664	8.2%
Public Works	221,431	225,667	229,987	234,394	238,889	7.9%
Traffic	429,890	438,092	446,459	454,992	463,697	7.9%
Streets	3,527,966	3,593,727	3,660,803	3,729,220	3,799,006	7.7%
Planning and Development	609,996	621,593	633,421	645,487	657,793	7.8%
Building and Inspection	914,582	931,499	948,755	966,355	984,308	7.6%
Code Enforcement	1,067,658	1,088,214	1,109,195	1,130,609	1,152,465	7.9%
Community Development	335,542	341,903	348,391	355,009	361,760	7.8%
Home Program	50,585	51,500	52,434	53,386	54,357	7.5%
Police	26,710,201	27,219,193	27,738,494	28,268,313	28,808,864	7.9%
Animal Control	697,404	710,502	702,651	715,654	728,917	4.5%
Fire	16,946,687	17,267,341	17,594,408	17,928,017	18,268,298	7.8%
Emergency Management	121,868	124,209	126,597	129,032	131,516	7.9%
EMS Billing & Collections	247,784	252,113	256,529	261,033	265,627	7.2%
Non-Departmental	6,411,318	6,540,572	6,678,611	6,819,625	6,963,685	8.6%
Total Expenditures	\$ 74,559,902	\$ 75,979,778	\$ 77,413,670	\$ 78,897,688	\$ 80,411,856	7.8%
Ending Fund Balance	\$ 19,451,003	\$ 17,230,308	\$ 16,623,186	\$ 17,717,250	\$ 20,626,616	6.0%

**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 the five year financial forecast for the Killeen-Fort Hood Regional Airport (KFHRA) fund. The KFHRA fund is utilized for operating and maintenance expenses of the joint-use airport with the U.S. Army. The KFHRA revenues include air carrier operations, parking lot fees, airport facility fees, rental car fees, concessions, and other types of revenues. This fund includes the basic operating revenues and expenses relating to the operation of the air carrier terminal area, those areas on the airfield in direct control of KFHRA and the cost of performing "in-kind" maintenance services to the U.S. Army in lieu of land lease payments. The financial forecast presented herein represents operating revenues, expenditures and TxDOT routine airport maintenance grants only; Federal Aviation Administration grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this forecast.

Methodology:

Staff prepared a statement of revenues, expenses, and changes in fund balance for the KFHRA fund. Staff used comparative 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 KFHRA fund, the following projections are used in the five year forecast:

Revenues:

The KFHRA fund forecast uses historical trends to predict future revenues. For example, air carrier operations and parking lot fees increase variably each year based on historical trends and activity forecasts. The model shows slight growth in all other revenue categories based upon historical trends and activity forecasts.

Expenses:

Expenses are projected at a 0.05% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a nominal 2% annual increase to cover employee performance increases.

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.

Conclusions:

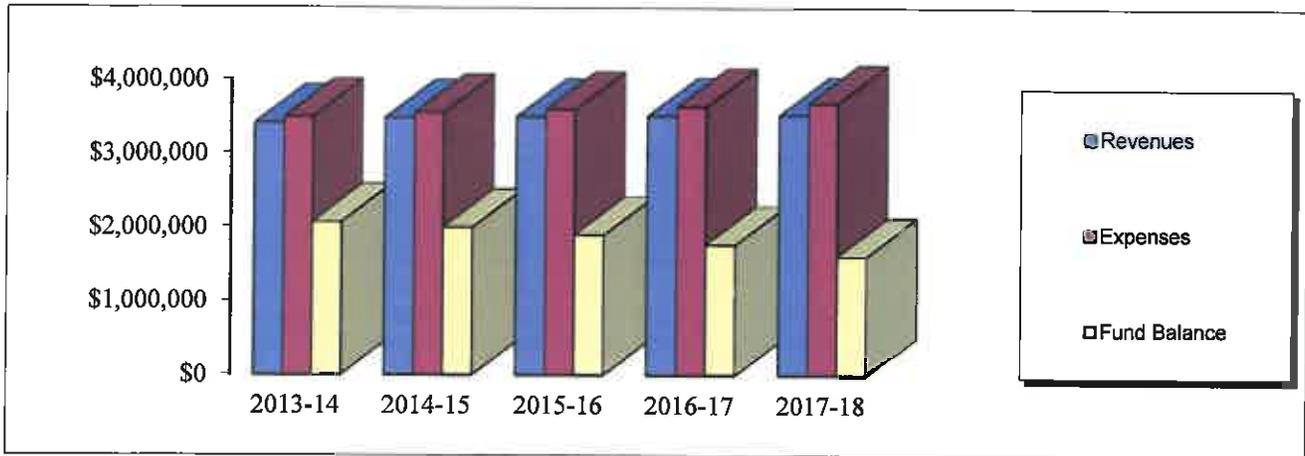
This forecast attempts to provide the reader, and City staff, a glance into the future as to the financial stability of the KFHRA fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The 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**

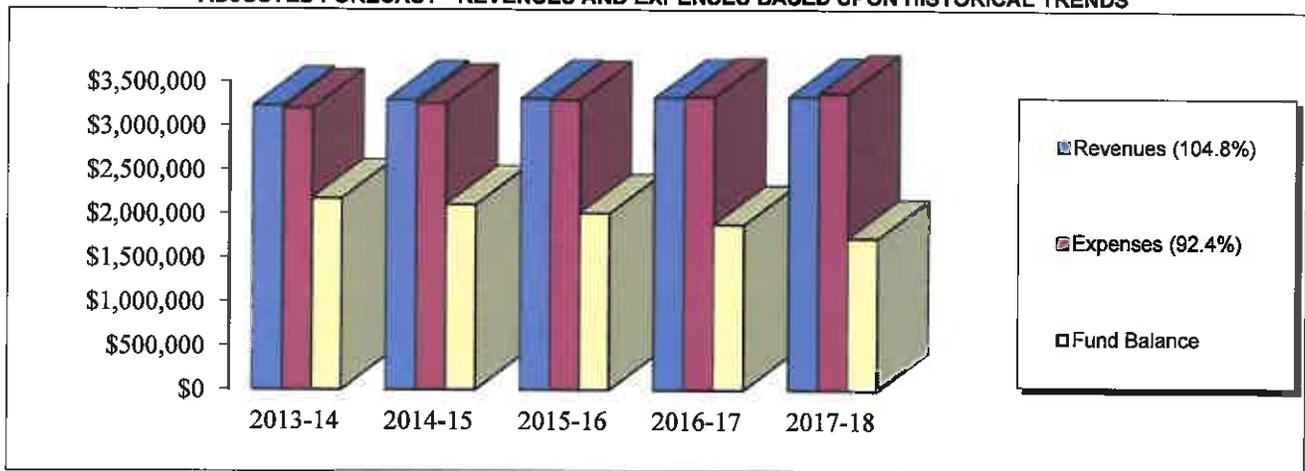
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	2,147,840	2,066,491	1,996,031	1,897,688	1,769,257	(17.6%)
Revenues						
Airport Rent & Concessions	1,099,740	1,126,240	1,127,972	1,130,091	1,131,952	2.9%
Air Carrier Operations	286,053	307,064	308,940	309,784	311,396	8.9%
Airport Use Fees	184,915	190,975	192,775	194,134	196,010	6.0%
Airport Parking Lot Fees	715,000	726,005	728,005	730,005	730,500	2.2%
Fuel Sales	370,050	371,848	373,636	374,915	376,621	1.8%
Operating Supplies	60	60	60	60	60	0.0%
Into Plane Fees	325,000	328,200	331,440	334,752	338,100	4.0%
CIP Recovery Fees	374,904	375,510	378,600	381,840	384,600	2.6%
Miscellaneous Receipts	2,100	2,112	2,124	2,130	2,136	1.7%
Interest Earned	818	822	828	834	840	2.7%
Grants	50,000	50,000	50,000	50,000	50,000	0.0%
Total Revenues	3,408,640	3,478,836	3,494,380	3,508,545	3,522,215	3.3%
Expenses						
Salaries	1,547,120	1,577,210	1,607,903	1,639,209	1,671,141	8.0%
Benefits	416,897	425,235	433,740	442,414	451,263	8.2%
Supplies	119,579	123,676	123,738	123,800	124,419	4.0%
Maintenance	125,200	125,259	126,512	127,777	129,054	3.1%
Repairs	161,900	162,979	163,061	163,142	163,224	0.8%
Support Services	638,046	635,517	636,617	637,737	639,088	0.2%
Minor Capital	2,174	0	0	0	0	(100.0%)
Cost of Goods Sold	355,242	355,420	355,953	356,487	357,021	0.5%
Capital Outlay	0	20,000	20,000	20,000	20,000	0.0%
Non-Departmental	123,831	124,000	125,199	126,410	127,633	3.1%
Total Expenses	3,489,989	3,549,296	3,592,723	3,636,976	3,682,843	5.5%
Ending Fund Balance	2,066,491	1,996,031	1,897,688	1,769,257	1,608,629	(22.2%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The KFRA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation



**CITY OF KILLEEN
SKYLARK FIELD FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Skylark Field fund. This fund is utilized for operating and maintenance expenses and revenues for the general aviation airport. The fund revenues include fixed-based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenue. The financial forecast presented herein represents operating revenues, expenditures and TxDOT routine airport maintenance grants only.

Methodology:

Staff prepared a statement of revenues, expenses, and changes in fund balance for the Skylark Field fund. Staff used comparative 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 (not including fuel and supply sales):

The fund forecast uses historical trends to predict future revenues. For example, the fixed-base operations account reflects a 19% increase in FY 2013-14 due to the completion and rental of a new hangar, with continuing growth in the ensuing years; hangars & tiedowns are estimated to increase by 0.05% annually based on historical trends. The forecast in most revenue accounts reflect small increases based upon historical trends.

Expenses (not including fuel and supply sales):

Expenses are projected at a 0.05% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a nominal 2% annual increase to cover employee performance increases.

Fuel and pilot operating supply sales (revenue & expense):

The fuel sales business represents approximately 65 to 80% of the revenue and expense budget for the Skylark Field fund. The historical volatility of both fuel costs (cost of goods) and quantity of fuel sales results in significant variations of expenses and revenues from year-to-year and provides difficulty in predicting future revenues and expenses from this segment of the business operation. Recent history has shown a decline in jet fuel sales, but an increase in 100LL Avgas sales which roughly balance the end financial effect. The amounts indicated in the forecast assume a steady volume of fuel sales with minor increases in cost-of-goods and slight increases in the gross-profit margin resulting in slight revenue increases. The reader is reminded that any change in revenue from increased or decreased sales volume will increase or reduce the cost-of-goods expense by the approximate same percentage.

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 any new programs and services will require future City Council approval.

Conclusions:

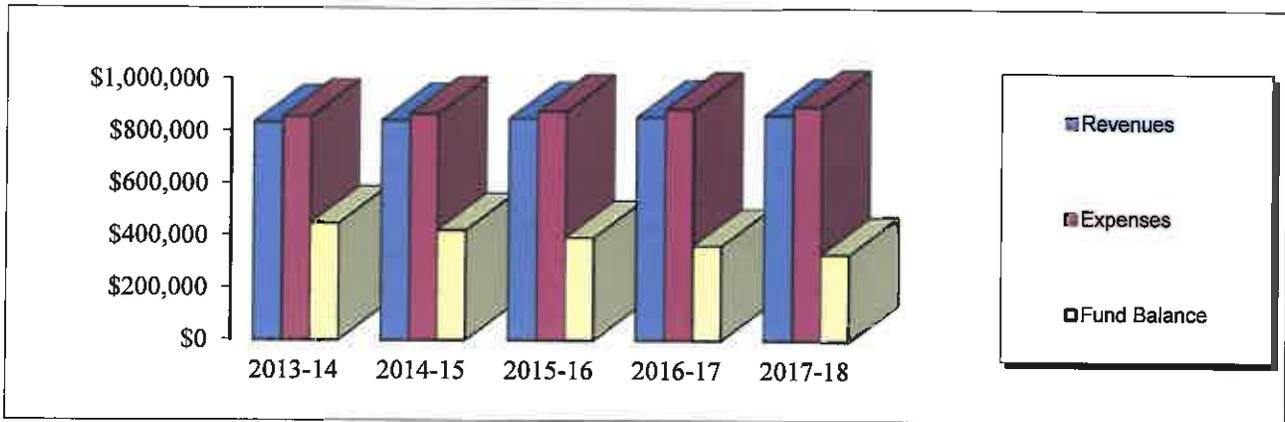
This forecast attempts to provide the reader, and City staff, a glance into the future as to the financial stability of the Skylark Field fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The 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**

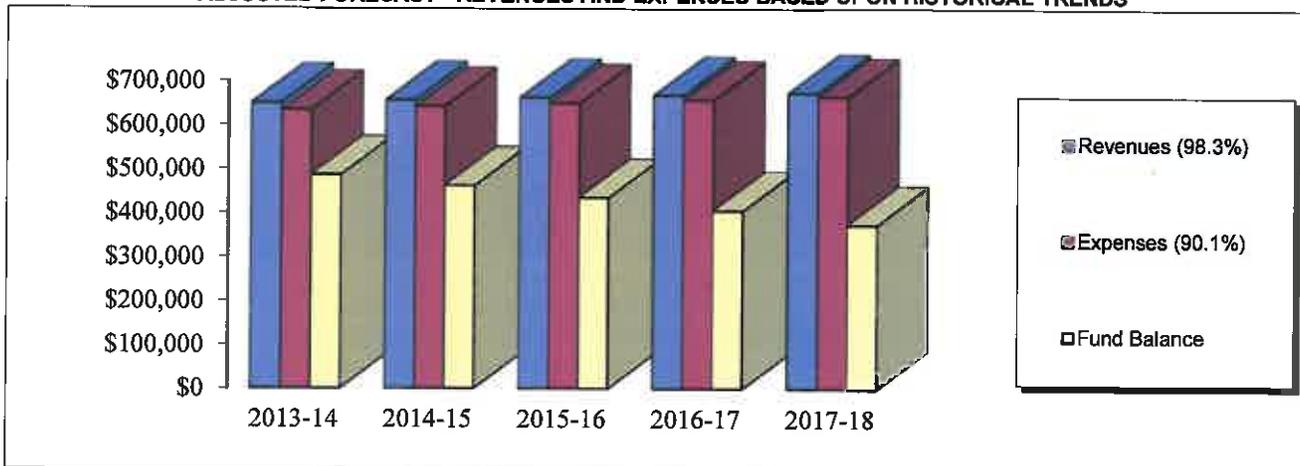
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	469,720	447,492	421,985	394,136	363,890	(22.5%)
Revenues						
Fixed Base Operations	45,600	45,828	46,057	46,287	46,519	2.0%
Hangars & Tiedowns	112,394	112,956	113,521	114,088	114,659	2.0%
Airport Use Fees	7,285	7,358	7,431	7,506	7,581	4.1%
Fuel Sales	656,773	663,341	669,974	676,674	683,441	4.1%
Operating Supplies	1,600	1,608	1,616	1,624	1,632	2.0%
Interest Earned	500	503	505	508	510	2.0%
Miscellaneous Receipts	300	302	303	305	306	2.0%
State Grants-TXDOT Projects	9,150	9,196	9,242	9,288	9,334	2.0%
Total Revenues	833,602	841,092	848,649	856,280	863,982	3.6%
Expenses						
Salaries	133,077	135,739	138,453	141,222	144,047	8.2%
Supplies	13,734	13,803	13,872	13,941	14,011	2.0%
Maintenance	12,640	12,703	12,767	12,831	12,895	2.0%
Repairs	12,447	12,509	12,572	12,635	12,698	2.0%
Support Services	59,709	60,008	60,308	60,609	60,912	2.0%
Benefits	37,223	37,967	38,727	39,501	40,291	8.2%
Cost of Goods Sold	587,000	592,870	598,799	604,787	610,835	4.1%
Capital Outlay	0	1,000	1,000	1,000	1,000	100.0%
Total Expenses	855,830	866,599	876,498	886,526	896,689	4.8%
Ending Fund Balance	447,492	421,985	394,136	363,890	331,183	(26.0%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The Skylark Field fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation



**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 the 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 2013-2014 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 3% annual citywide growth in solid waste residential and commercial customers. Interest earnings are projected at a rate of return of 1% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balance.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the solid waste divisions. Transport and disposal costs are projected using a 3% annual increase, which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the general fund are projected to increase at a rate of 3% due to an average increase across all solid waste expenses. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast.

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:

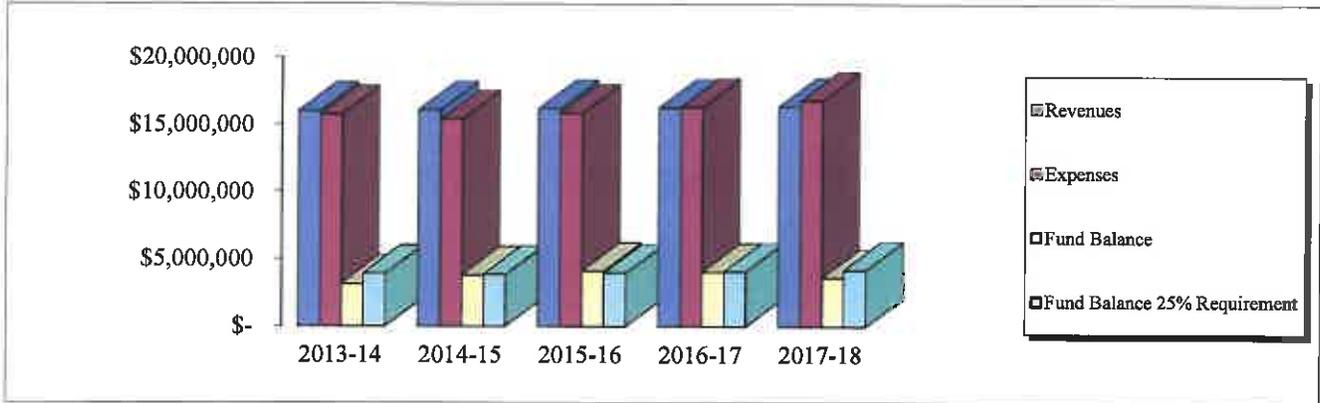
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the solid waste fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

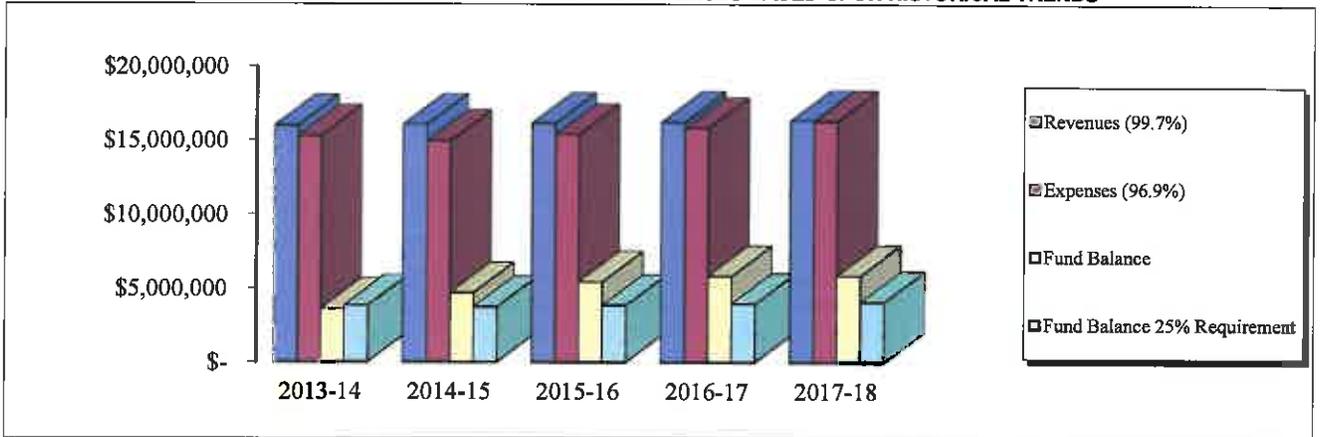
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	\$ 2,920,889	\$ 3,157,041	\$ 3,818,158	\$ 4,123,702	\$ 4,061,802	39.1%
Revenues						
Commercial Sanitation Fees	5,503,474	5,530,991	5,558,646	5,586,440	5,614,372	2.0%
Residential Sanitation Fees	9,362,896	9,409,710	9,456,759	9,504,043	9,551,563	2.0%
Transfer Station Fees	375,000	376,875	378,759	380,653	382,556	2.0%
Container Rentals	101,451	101,451	101,451	101,451	101,451	0.0%
Sale of Equipment	9,000	9,000	9,000	9,000	9,000	0.0%
Tire Disposal Fees	7,966	7,966	7,966	7,966	7,966	0.0%
Sale of Metals - Recycling	54,000	54,000	54,000	54,000	54,000	0.0%
Paper Products - Recycling	60,000	60,000	60,000	60,000	60,000	0.0%
Public Scale Fees	8,000	8,000	8,000	8,000	8,000	0.0%
Other Recycling Fees	6,500	6,500	6,500	6,500	6,500	0.0%
Customer Recycling Fees	87,259	87,695	88,134	88,574	89,017	2.0%
Interest Earned	8,200	8,200	8,200	8,200	8,200	0.0%
Miscellaneous Receipts	435,263	446,881	458,847	471,173	483,868	11.2%
Total Revenues	\$ 16,019,009	\$ 16,107,269	\$ 16,196,262	\$ 16,286,000	\$ 16,376,493	2.2%
Expenses						
Residential Services	4,034,371	3,580,500	3,685,692	3,794,041	3,905,640	(3.2%)
Commercial Services	1,701,979	1,753,038	1,805,630	1,859,798	1,915,592	12.6%
Recycling	408,172	371,698	382,849	394,335	406,165	(0.5%)
Transfer Station	5,104,653	5,257,793	5,415,526	5,577,992	5,745,332	12.6%
Mowing	943,071	932,990	960,980	989,810	1,019,504	8.1%
Accounting	211,134	217,468	223,992	230,712	237,633	12.6%
Information Technology	115,312	118,771	122,335	126,005	129,785	12.6%
Non-Departmental	2,534,607	2,610,645	2,688,965	2,769,633	2,852,722	12.6%
Debt Service	729,558	603,249	604,749	605,574	605,724	(17.0%)
Total Expenses	\$ 15,782,857	\$ 15,446,152	\$ 15,890,718	\$ 16,347,900	\$ 16,818,097	6.6%
Ending Fund Balance	\$ 3,157,041	\$ 3,818,158	\$ 4,123,702	\$ 4,061,802	\$ 3,620,198	14.7%

**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 2013-14 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 3% annual citywide growth in water and sewer residential and commercial customers. Interest earnings are projected at a rate of return of 1% of the average fund balance. Sale of water will increase by 4% and sewer fees collected will increase by 3% from 2012-2013 to 2013-2014. The model includes rate increases; however, projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 4% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the water and sewer divisions. Water purchase and sewage treatment costs are projected using a 3% increase, which is based on a 3% 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 3% 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 1% 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:

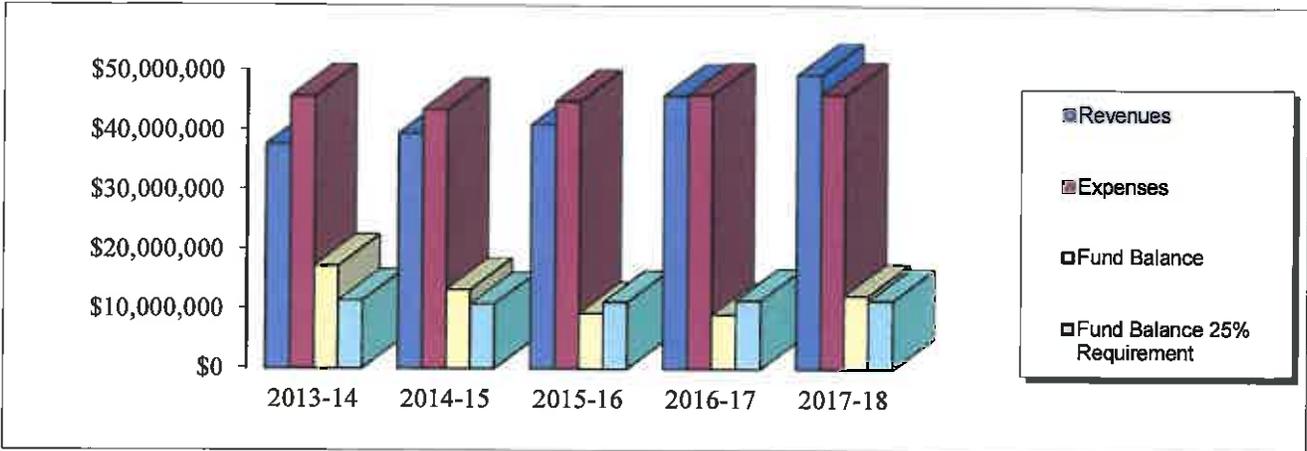
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the water and sewer fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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**

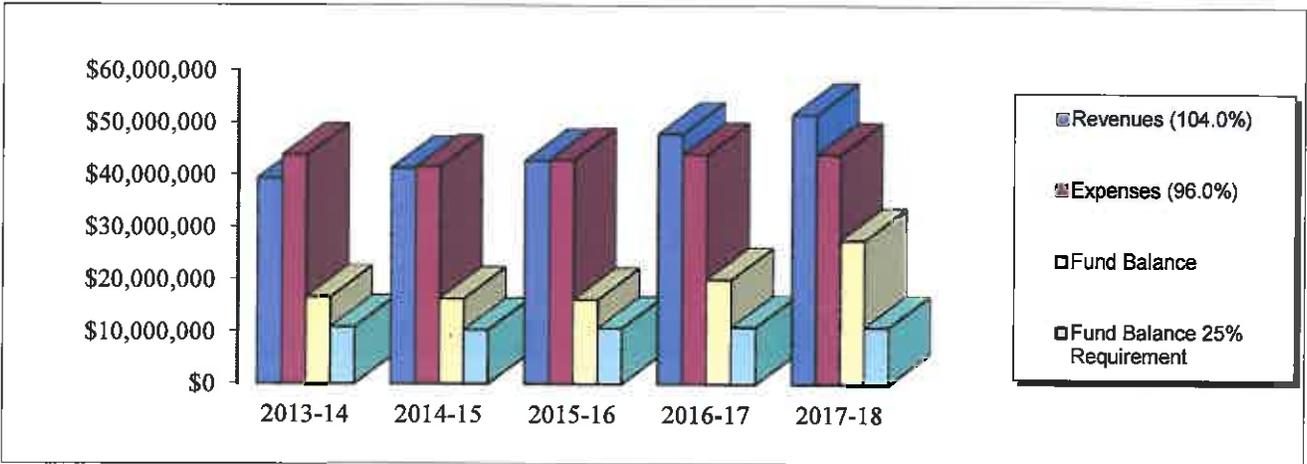
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	25,303,552	17,246,648	13,283,723	9,312,449	9,135,752	(63.9%)
Revenues						
Sale of Water	17,600,000	17,975,898	18,344,074	22,253,039	24,648,631	40.0%
Replacement Fleet Fee	530,000	543,226	556,807	570,752	584,879	10.4%
Water & Sewer Taps	860,000	884,080	908,834	934,282	960,441	11.7%
Septic Tank Elimination	25,000	25,700	26,420	27,159	27,920	11.7%
Sewer Fees Collected	16,255,000	17,605,348	18,514,687	19,473,261	20,483,813	26.0%
Misc Services & Charges	930,000	956,040	982,809	1,010,328	1,038,617	11.7%
Delinquent Penalty	1,250,000	1,285,000	1,320,980	1,357,967	1,395,991	11.7%
Interest Earned	88,000	90,464	92,997	95,601	98,278	11.7%
FOG Revenue	140,000	143,920	147,950	152,092	156,351	11.7%
Miscellaneous Receipts	15,000	15,420	15,852	16,296	16,752	11.7%
Total Revenues	37,693,000	39,525,096	40,911,410	45,890,777	49,411,673	31.1%
Expenses						
Fleet Services	1,278,789	1,323,867	1,370,554	1,418,908	1,468,988	14.9%
Utility Collections	2,066,842	2,138,895	2,213,491	2,290,723	2,370,684	14.7%
Water and Sewer Contracts	13,371,954	13,743,569	14,125,589	14,518,305	14,922,018	11.6%
Water Distribution	2,013,843	2,077,154	2,142,499	2,209,944	2,279,557	13.2%
Sanitary Sewers	1,111,068	1,147,248	1,184,626	1,223,241	1,263,135	13.7%
Water and Sewer Operations	3,343,749	3,460,261	3,580,912	3,705,851	3,835,233	14.7%
Water and Sewer Engineering	1,380,537	1,424,693	1,470,294	1,517,389	1,566,027	13.4%
Water and Sewer Projects	700,000	719,600	739,749	760,462	781,755	11.7%
Debt Service	7,435,000	9,173,425	9,537,733	9,660,546	8,620,553	15.9%
Capital Projects	5,000,000	-	-	-	-	(100.0%)
Non-Departmental	2,297,411	2,367,578	2,439,978	2,514,682	2,591,765	12.8%
Transfers	5,750,711	5,911,731	6,077,259	6,247,423	6,422,350	11.7%
Total Expenses	45,749,904	43,488,021	44,882,684	46,067,474	46,122,065	0.8%
Ending Fund Balance	17,246,648	13,283,723	9,312,449	9,135,752	12,425,360	(28.0%)

**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 the 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 2013-14 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by sources while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the drainage utility fund, the following projections are used in the five-year forecast-modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in drainage utility residential and commercial customers. Interest earnings are projected at a rate of return of 1% of the average fund balance. The model does not include rate increases; however, the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses, which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Drainage Utility funded divisions. Minor drainage projects are projected at a 2% increase to be consistent with the other operating expenses. Indirect costs for the general fund are projected to increase at a rate of 2% to cover salary and benefit increases that are currently funded with indirect revenue from the drainage utility. Debt service payments are projected using the existing debt service schedule. At this time, there are no anticipated debt issuances in the near future for the drainage utility fund. Capital outlay is projected using a tentative five-year fleet replacement schedule prepared by the fleet services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

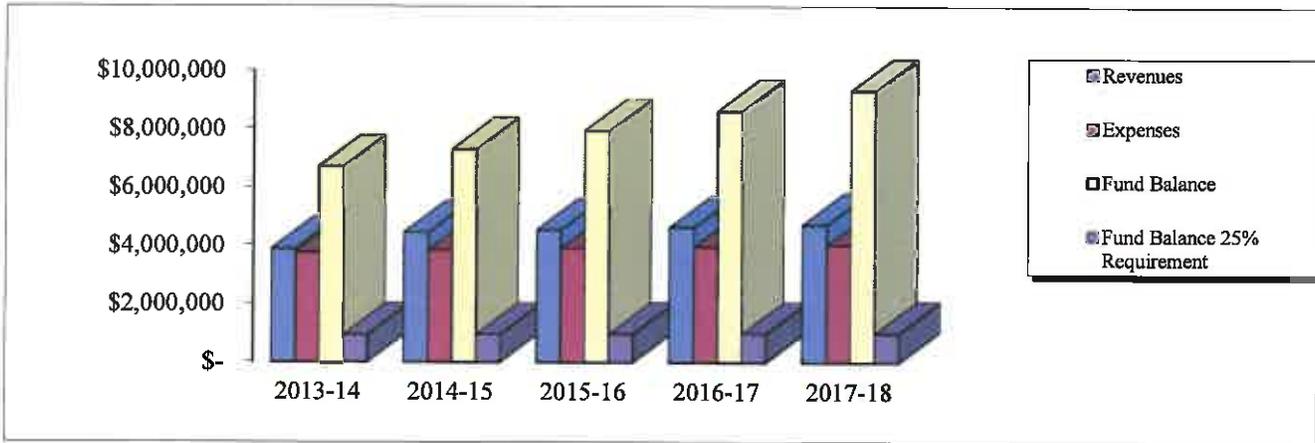
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the drainage utility fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion, it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

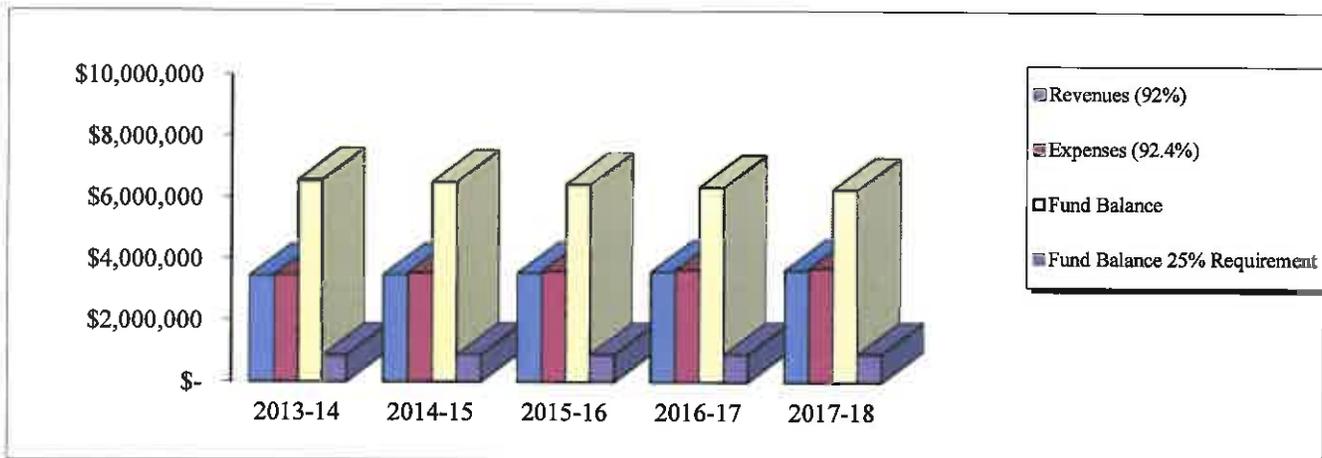
	2013-14 Budget	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	% Change 2013-18
Beginning Fund Balance	\$ 6,578,351	\$ 6,693,792	\$ 7,299,948	\$ 7,936,590	\$ 8,604,106	30.8%
Revenues						
Residential Storm Water Fees	3,250,000	3,710,130	3,784,333	3,860,019	3,937,220	21.1%
Commercial Storm Water Fees	610,000	713,525	727,795	742,351	757,198	24.1%
Interest Earned	25,000	25,500	26,010	26,530	27,061	8.2%
Miscellaneous Receipts	5,000	5,100	5,202	5,306	5,412	8.2%
Total Revenues	\$ 3,890,000	\$ 4,454,255	\$ 4,543,340	\$ 4,634,206	\$ 4,726,891	21.5%
Expenses						
Salaries and Benefits	1,551,656	1,582,689	1,614,343	1,646,630	1,679,562	8.2%
Operations and Maintenance	935,251	953,956	973,035	992,496	1,012,346	8.2%
Streets	300,000	300,000	300,000	300,000	300,000	0.0%
Information Technology	94,787	96,683	98,616	100,589	102,600	8.2%
Human Resources	6,000	6,120	6,242	6,367	6,495	8.3%
Non-Departmental	323,652	329,643	335,754	341,988	348,346	7.6%
Debt Service	563,213	579,008	578,708	578,620	577,895	2.6%
Total Expenses	\$ 3,774,559	\$ 3,848,099	\$ 3,906,698	\$ 3,966,690	\$ 4,027,244	6.7%
Ending Fund Balance	\$ 6,693,792	\$ 7,299,948	\$ 7,936,590	\$ 8,604,106	\$ 9,303,753	39.0%

**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



Officer Hornsby



Officer Obregon

The Killeen Police Department along with the Hornsby and the Obregon Families

Would like to extend our heartfelt gratitude to the citizens and businesses of Killeen and the surrounding areas for the overwhelming support that was received after the tragic event on July 14, 2013. The communities coming together with such tremendous support has helped our hearts begin to heal. We cannot say "THANK YOU" enough.

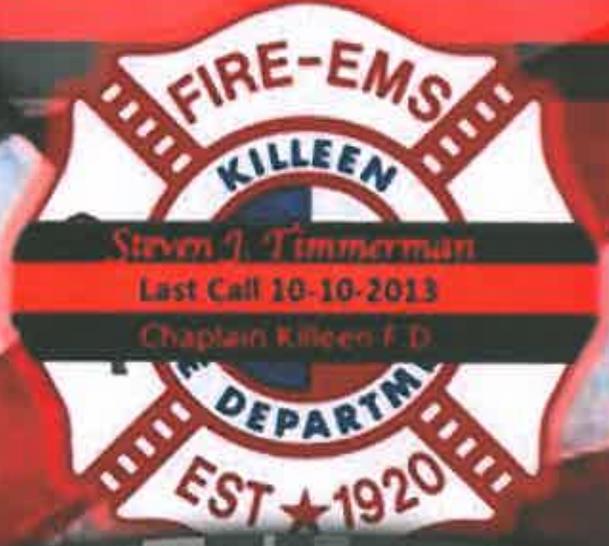


KILLEENPD.COM



APPENDIX

*Thanks for Your Service
Above and Beyond
Your Calling*



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 & Acronyms: This section provides a listing of terminology and acronyms 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**



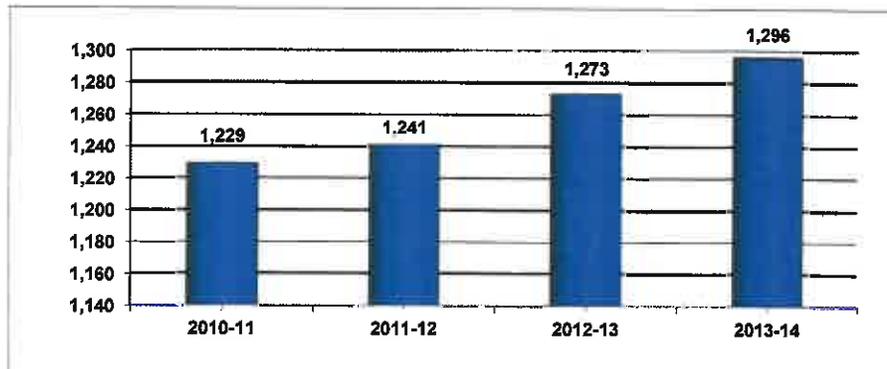
FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2010-11	2011-12	2012-13	2013-14
General Fund				
City Manager	4	3	3	4
Assistant City Manager-External	3	2	2	2
Assistant City Manager-Internal	0	0	2	2
Downtown Revitalization	0	1	0	0
City Auditor and Compliance Office	1	1	1	1
Grant Administration	1	0	0	0
Municipal Court	24	24	25	25
Public Information	1.95	2.5	2.5	2.5
Killeen Volunteer Services	3	3	3	3
City Attorney	8	8	7	7
City Secretary	1	1	1	1
Finance	13	13	15	15
Purchasing	5	2	5	5
Building Services	3.5	3.5	6	6
Custodial Services	13	12	18	18
Printing Services	2.5	2.5	3	3
Purchasing - General Administration	0	3	0	0
Support Services	0	0	2	2
Human Resources	12	12	13	13
Information Technology	15	14	17	17
Library Services	32	32	29	29
Golf Course	19	19	20	20
Golf Course Food & Beverage	5	0	0	0
Community Center Operations	6	6	3	5
Parks	33	33	33	35
Lions Club Park	14	14	13	14
Family Aquatics Center	2	2	2	2
Killeen Arts and Activities Center	0	4	4	5
Recreation	2	2	2	2
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	6	6	4	4
Public Works	2	2	2	2
** Engineering	2	0	0	0
Traffic	10	10	7	7
Streets	47	48	52	52
Planning & Development	10	10	7	7
Building Inspections	15	15	15	15
Code Enforcement	11	11	13	15
Community Development	3	3	4	4
Home Program	1	1	1	1
Police	316	327	341	342
Animal Control	11	11	12	13
Fire	200	200	200	200
Emergency Management & Homeland Security	1	1	1	1
* EMS Billing & Collections	0	6	6	6
Total General Fund	867.95	879.5	905.5	916.5
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

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2010-11	2011-12	2012-13	2013-14
Solid Waste				
Custodial	1	1	0	0
Accounting	4	4	4	4
Residential Services	42.2	44	44	46
Commercial Services	20	20	20	20
Recycle Center	7	7	7	7
Transfer Station	16	16	16	16
Mowing	22	17.5	22.5	22.5
Total Solid Waste Fund	112.2	109.5	113.5	115.5
Water and Sewer				
Fleet Services	23	26	26	26
Utility Collections	38	40	40	41
GIS	5	5	5	5
Water Distribution	19	19	19	19
Sanitary Sewer	15	15	15	15
Water and Sewer Operations	26	27	28	28
Engineering	10.6	11.8	10.8	13.8
Total Water and Sewer Fund	136.6	143.8	143.8	147.8
Drainage Utility Fund				
Engineering	4.2	4.2	3	4
Environmental Services	0	0	1.2	1.2
Maintenance	31	32.5	32.5	32.5
Total Drainage Utility Fund	35.2	36.7	36.7	37.7
Special Revenue Fund				
Cablesystem PEG	3.05	3.5	3.5	3.5
Civic and Conference Center	14	14	14	14
Community Development Block Grant	2	2	2	2
Home Program	1	1	1	1
Fire Department Special Revenue Fund	6	0	0	0
Total Special Revenue Fund	26.05	20.5	20.5	20.5
Capital Improvement				
Bond Construction	1	1	1	1
Water & Sewer Improvements	0	0	0	5
Pass Thru Finance Construction Fund	5	5	7	7
Total Capital Improvement Fund	6	6	8	13
TOTAL ALL FUNDS	1,229	1,241	1,273	1,296

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.

** Engineering has been moved from the General Fund to the Water & Sewer and Drainage Utility Funds.



**CITY OF KILLEEN
POSITION CLASSIFICATION
PAY PLAN
AND
SCHEDULE OF INCENTIVES**





City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,527	\$2,224
	Clerk (Court Files)	\$1,527	\$2,224
	Clerk (Utility Collections Mail)	\$1,527	\$2,224
	Utility Cashier	\$1,527	\$2,224
<u>52</u>	Aircraft Fuel Handler	\$1,674	\$2,438
	Animal Control Assistant	\$1,674	\$2,438
	Animal Control Attendant	\$1,674	\$2,438
	Cart Fleet & Range Attendant	\$1,674	\$2,438
	Code Enforcement Clerk	\$1,674	\$2,438
	Communications Specialist	\$1,674	\$2,438
	Community Center Coordinator	\$1,674	\$2,438
	Court Citation Specialist	\$1,674	\$2,438
	Court Collections Clerk	\$1,674	\$2,438
	Custodian	\$1,674	\$2,438
	Customer Svc Representative	\$1,674	\$2,438
	Fire Clerk	\$1,674	\$2,438
	Golf Shop Attendant	\$1,674	\$2,438
	Greenskeeper	\$1,674	\$2,438
	Grounds Maintenance Worker	\$1,674	\$2,438
	Juvenile Coordinator/Accounting Clerk	\$1,674	\$2,438
	Lien Clerk	\$1,674	\$2,438
	Meter Reader	\$1,674	\$2,438
	Office Assistant	\$1,674	\$2,438
	Operator/Apprentice	\$1,674	\$2,438
	Police Clerk	\$1,674	\$2,438
	Press Operator	\$1,674	\$2,438
	Receptionist	\$1,674	\$2,438
	Recycling Attendant	\$1,674	\$2,438
	Scale Attendant	\$1,674	\$2,438
	Secretary	\$1,674	\$2,438
	Secretary (BPAT/FOG)	\$1,674	\$2,438
	Service Worker (Airport)	\$1,674	\$2,438
	Service Worker (Bldgs & Grounds)	\$1,674	\$2,438
	Service Worker (Drainage)	\$1,674	\$2,438
	Service Worker (Mowing)	\$1,674	\$2,438
	Service Worker (Street)	\$1,674	\$2,438
	Solid Waste Worker	\$1,674	\$2,438
Utility Clerk	\$1,674	\$2,438	
Warrants Clerk	\$1,674	\$2,438	
Warrants Coordinator (Court)	\$1,674	\$2,438	
Welder's Assistant	\$1,674	\$2,438	

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>53</u>	Accounting Clerk	\$1,876	\$2,733
	Bailiff	\$1,876	\$2,733
	Building Permit Clerk	\$1,876	\$2,733
	EMS Billing Clerk	\$1,876	\$2,733
	Golf Course Maintenance Technician	\$1,876	\$2,733
	Graffiti Removal Specialist	\$1,876	\$2,733
	Human Resources Assistant I	\$1,876	\$2,733
	Jailer	\$1,876	\$2,733
	Library Assistant	\$1,876	\$2,733
	Lube Technician	\$1,876	\$2,733
	Operator (Water/Wastewater)	\$1,876	\$2,733
	Parts Assistant	\$1,876	\$2,733
	Program Assistant	\$1,876	\$2,733
	Recreation Specialist	\$1,876	\$2,733
	Sign Technician	\$1,876	\$2,733
	Solid Waste Crew Chief	\$1,876	\$2,733
	Sr Meter Reader	\$1,876	\$2,733
	Sr Secretary	\$1,876	\$2,733
	Sr Utility Clerk	\$1,876	\$2,733
	Truck Driver	\$1,876	\$2,733
	Utility Service Worker	\$1,876	\$2,733
 <u>54</u>	Accounting Specialist	 \$2,100	 \$3,059
	Animal Control Officer	\$2,100	\$3,059
	Compliance/Collections Enforcement Asst	\$2,100	\$3,059
	Construction Inspector	\$2,100	\$3,059
	Criminal Victims Liaison	\$2,100	\$3,059
	Electrical Maintenance Technician	\$2,100	\$3,059
	Equipment Operator	\$2,100	\$3,059
	Equipment Operator (Commercial)	\$2,100	\$3,059
	Equipment Operator (Residential)	\$2,100	\$3,059
	Evidence Technician	\$2,100	\$3,059
	Human Resources Assistant II	\$2,100	\$3,059
	Juvenile Case Manager	\$2,100	\$3,059
	Operator I	\$2,100	\$3,059
	Payroll Coordinator	\$2,100	\$3,059
	Police Crime Analyst	\$2,100	\$3,059
	Police Personnel & Equipment Specialist	\$2,100	\$3,059
	Police Training Assistant	\$2,100	\$3,059
	Principal Secretary	\$2,100	\$3,059
	Sr Collections Clerk	\$2,100	\$3,059
	Sr Reference Assistant	\$2,100	\$3,059

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>55</u>	Airport Specialist	\$2,352	\$3,427
	Asset Technician	\$2,352	\$3,427
	Assistant Clerk of the Court	\$2,352	\$3,427
	Buyer	\$2,352	\$3,427
	Crew Leader	\$2,352	\$3,427
	EMS Billing Specialist	\$2,352	\$3,427
	Equipment Services Technician	\$2,352	\$3,427
	Event Coordinator	\$2,352	\$3,427
	Evidence Technician II	\$2,352	\$3,427
	Executive Assistant	\$2,352	\$3,427
	Facilities Maintenance Specialist	\$2,352	\$3,427
	Fleet Services Technician	\$2,352	\$3,427
	FOG Enforcement Program Specialist	\$2,352	\$3,427
	Library Supervisor	\$2,352	\$3,427
	Operator II	\$2,352	\$3,427
	Permits Clerk Supervisor	\$2,352	\$3,427
	Planning Assistant	\$2,352	\$3,427
	Program Coordinator	\$2,352	\$3,427
	Public Service Officer	\$2,352	\$3,427
	Recreation Supervisor	\$2,352	\$3,427
	Sr Aircraft Fuel Handler	\$2,352	\$3,427
	Technology Unit Technician	\$2,352	\$3,427
	Traffic Technician	\$2,352	\$3,427
	Welder	\$2,352	\$3,427
<u>56</u>	Association Sales Manager	\$2,636	\$3,841
	CAD/GIS Technician	\$2,636	\$3,841
	Code Enforcement Officer	\$2,636	\$3,841
	Community Development Housing Specialist	\$2,636	\$3,841
	Computer Operator	\$2,636	\$3,841
	Computer Technician	\$2,636	\$3,841
	Convention Services Manager	\$2,636	\$3,841
	Crime Statistical Analyst	\$2,636	\$3,841
	Customer Svc Supervisor	\$2,636	\$3,841
	Deputy City Marshal	\$2,636	\$3,841
	Forensic Latent Print Examiner	\$2,636	\$3,841
	Home Program Coordinator	\$2,636	\$3,841
	Information Technology Training Specialist	\$2,636	\$3,841
	Lien Collections Specialist	\$2,636	\$3,841
	Operations Specialist	\$2,636	\$3,841
	Paralegal	\$2,636	\$3,841
	Police Records Supervisor	\$2,636	\$3,841
	Procurement Card Administrator	\$2,636	\$3,841
	Solid Waste Specialist	\$2,636	\$3,841
	Sr Construction Inspector	\$2,636	\$3,841
	Sr Traffic Technician	\$2,636	\$3,841
	Utility Collections Supervisor	\$2,636	\$3,841
	Water & Sewer Materials Manager	\$2,636	\$3,841
	Youth Program Specialist	\$2,636	\$3,841

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>57</u>	Administrative Assistant	\$2,952	\$4,563
	Airport Maintenance Crew Leader	\$2,952	\$4,563
	Airport Operations & Maintenance Crew Leader (ILE)	\$2,952	\$4,563
	Building Inspector	\$2,952	\$4,563
	Cataloguer	\$2,952	\$4,563
	Chief Operator	\$2,952	\$4,563
	Child Safety Coordinator	\$2,952	\$4,563
	City Marshal	\$2,952	\$4,563
	Code Enforcement Supervisor I	\$2,952	\$4,563
	Community Development Prg/Manager	\$2,952	\$4,563
	Community Development Specialist	\$2,952	\$4,563
	Computer Mainframe Specialist	\$2,952	\$4,563
	Construction Record Keeper	\$2,952	\$4,563
	Crime Prevention Coordinator	\$2,952	\$4,563
	Employee Benefits Specialist	\$2,952	\$4,563
	Engineering Technician	\$2,952	\$4,563
	Environmental Specialist	\$2,952	\$4,563
	Facility Supervisor	\$2,952	\$4,563
	Flightline Service Crew Leader	\$2,952	\$4,563
	GIS Data Technician	\$2,952	\$4,563
	Government Channel Producer	\$2,952	\$4,563
	Network Technician	\$2,952	\$4,563
	Network Technician (Airport)	\$2,952	\$4,563
	Operator III	\$2,952	\$4,563
	Reference Librarian	\$2,952	\$4,563
	Sex Offender Coordinator	\$2,952	\$4,563
	Storm Water Drainage Technician	\$2,952	\$4,563
	Supervisor (Animal Control)	\$2,952	\$4,563
	Supervisor (Aquatics)	\$2,952	\$4,563
	Supervisor (Commercial Operations)	\$2,952	\$4,563
	Supervisor (Container Operations)	\$2,952	\$4,563
	Supervisor (Drainage Maintenance)	\$2,952	\$4,563
	Supervisor (Maintenance)	\$2,952	\$4,563
	Supervisor (Mowing Operations)	\$2,952	\$4,563
	Supervisor (Parks)	\$2,952	\$4,563
	Supervisor (Print Services)	\$2,952	\$4,563
	Supervisor (Recreation Center)	\$2,952	\$4,563
	Supervisor (Recycling Operations)	\$2,952	\$4,563
	Supervisor (Residential Operations)	\$2,952	\$4,563
	Supervisor (Scale Operations)	\$2,952	\$4,563
	Supervisor (Sign Crew)	\$2,952	\$4,563
	Supervisor (Street Maintenance)	\$2,952	\$4,563
	Supervisor (Traffic Signal)	\$2,952	\$4,563
	Supervisor (Transfer Station)	\$2,952	\$4,563
	Supervisor (Utility Service)	\$2,952	\$4,563

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>58</u>	Administrative Assistant II	\$3,307	\$5,112
	Building Plans Examiner	\$3,307	\$5,112
	Clerk of the Court	\$3,307	\$5,112
	Code Enforcement Supervisor II	\$3,307	\$5,112
	Compliance/Collections Manager	\$3,307	\$5,112
	Custodian Supervisor	\$3,307	\$5,112
	EMS Billing Supervisor	\$3,307	\$5,112
	Fleet Services Parts Supervisor	\$3,307	\$5,112
	Fleet Services Supervisor	\$3,307	\$5,112
	GIS Analyst	\$3,307	\$5,112
	IT Airport Technology Supervisor	\$3,307	\$5,112
	IT Software Specialist	\$3,307	\$5,112
	Network Exchange Administrator	\$3,307	\$5,112
	Operations Supervisor	\$3,307	\$5,112
	Special Projects Coordinator	\$3,307	\$5,112
	Webmaster	\$3,307	\$5,112
 <u>59</u>	Accounting Supervisor	 \$3,703	 \$5,725
	Animal Control Manager	\$3,703	\$5,725
	Assistant Director of Library Services	\$3,703	\$5,725
	Chief Building Inspector	\$3,703	\$5,725
	Chief Construction Inspector	\$3,703	\$5,725
	City Secretary	\$3,703	\$5,725
	Contract Specialist	\$3,703	\$5,725
	Engineer in Training	\$3,703	\$5,725
	Evidence Manager	\$3,703	\$5,725
	Facilities Manager	\$3,703	\$5,725
	Finance Manager	\$3,703	\$5,725
	Fleet Services Shop Foreman	\$3,703	\$5,725
	Golf Shop Manager	\$3,703	\$5,725
	Human Resources Generalist	\$3,703	\$5,725
	Human Resources Manager	\$3,703	\$5,725
	Intelligence Manager	\$3,703	\$5,725
	Operations Manager	\$3,703	\$5,725
	Public Information Officer	\$3,703	\$5,725
	Records Manager	\$3,703	\$5,725
	Risk Manager	\$3,703	\$5,725
	Senior Center Manager	\$3,703	\$5,725
	Staff Accountant	\$3,703	\$5,725
	Superintendent (Athletics)	\$3,703	\$5,725
	Superintendent (Cemetery)	\$3,703	\$5,725
	Superintendent (Commercial Operations)	\$3,703	\$5,725
	Superintendent (Parks/Pub Grds)	\$3,703	\$5,725
	Superintendent (Recreation)	\$3,703	\$5,725
	Superintendent (Residential Operations)	\$3,703	\$5,725
	Superintendent (Street Services)	\$3,703	\$5,725
	Superintendent (Traffic)	\$3,703	\$5,725
	Superintendent (Transfer Station)	\$3,703	\$5,725
	Superintendent (Water & Sewer)	\$3,703	\$5,725
	Training & Development Coordinator	\$3,703	\$5,725

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

<u>60</u>	Director of Code Enforcement	\$4,148	\$6,413
	Director of Mowing & Drainage Services	\$4,148	\$6,413
	Director of Volunteer Services	\$4,148	\$6,413
	Golf Course Superintendent	\$4,148	\$6,413
	Golf Professional	\$4,148	\$6,413
	Manager (Accounting)	\$4,148	\$6,413
	Manager (Airport Facilities)	\$4,148	\$6,413
	Manager (Airport Operations)	\$4,148	\$6,413
	Manager (Conference Center)	\$4,148	\$6,413
	Manager (Purchasing)	\$4,148	\$6,413
	Manager (Recycling)	\$4,148	\$6,413
	Manager (Utility Collections)	\$4,148	\$6,413
	Project Manager	\$4,148	\$6,413
	Resident Project Representative	\$4,148	\$6,413
	Sr. Human Resources Generalist	\$4,148	\$6,413
<u>61</u>	Assistant Director of Human Resources	\$4,645	\$7,181
	Director of Street Services	\$4,645	\$7,181
	Director of Water & Sewer Services	\$4,645	\$7,181
	Emergency Mgmt/Homeland Security Coordinator	\$4,645	\$7,181
	GIS Technical Project Manager	\$4,645	\$7,181
	Information Technology Network Manager	\$4,645	\$7,181
	Information Technology Operations Manager	\$4,645	\$7,181
	Management Analyst	\$4,645	\$7,181
	Sr. Planner	\$4,645	\$7,181
<u>62</u>	Assistant City Attorney	\$5,201	\$8,041
	Assistant Director of Aviation	\$5,201	\$8,041
	Building Official	\$5,201	\$8,041
	City Planner	\$5,201	\$8,041
	Director of Civic & Conference Center	\$5,201	\$8,041
	Director of Fleet Services	\$5,201	\$8,041
	Director of Library Services	\$5,201	\$8,041
	Director of Parks & Recreation	\$5,201	\$8,041
	Director of Solid Waste Services	\$5,201	\$8,041
	General Manager (Golf Course)	\$5,201	\$8,041
	Management Accountant	\$5,201	\$8,041
<u>63</u>	Assistant Director of Finance	\$5,826	\$9,559
	City Auditor	\$5,826	\$9,559
	City Engineer	\$5,826	\$9,559
	Deputy City Attorney	\$5,826	\$9,559
	Director of Community Development	\$5,826	\$9,559
	Director of Environmental Services	\$5,826	\$9,559
	Director of Transportation	\$5,826	\$9,559
	Director of Water & Sewer Utilities	\$5,826	\$9,559

City of Killeen
Position Classification and Pay Plan
Effective April 1, 2013 (Updated October 1, 2013)

Unclassified Positions

<u>4</u>	Executive Director of Aviation	\$6,525	\$10,706
	Executive Director of Community Services	\$6,525	\$10,706
	Executive Director of Human Resources	\$6,525	\$10,706
	Executive Director of Information Technology	\$6,525	\$10,706
	Executive Director of Planning & Eco Development	\$6,525	\$10,706
	Executive Director of Public Information	\$6,525	\$10,706
	Executive Director of Public Works	\$6,525	\$10,706
	Executive Director of Support Services	\$6,525	\$10,706
	Fire Chief	\$6,525	\$10,706
<u>5</u>	Assistant City Manager	\$7,308	\$11,990
	Chief of Police	\$7,308	\$11,990
	City Attorney	\$7,308	\$11,990
	Executive Director of Finance	\$7,308	\$11,990
<u>99</u>	City Manager	City Council Determined	City Council Determined
	Associate Municipal Judge	City Council Determined	City Council Determined
	Presiding Municipal Judge	City Council Determined	City Council Determined

POLICE PAY PLAN

EFFECTIVE APRIL 1, 2013

SVCYR	POLICE OFFICER	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	YEAR SIX	YEAR EIGHT	YEAR TEN	YEAR TWELVE	YEAR FOURTEEN	YEAR SIXTEEN	YEAR EIGHTEEN
	PROBATIONARY												
	3,365	3,660	3,779	3,896	4,014	4,132	4,251	4,369	4,486	4,604	4,723	4,841	4,959
	40,381	43,915	45,342	46,756	48,170	49,583	51,009	52,423	53,837	55,250	56,677	58,091	59,505

POLICE OFFICER	YEAR	YEAR	YEAR	YEAR
1-2	3-4	5-9	10+	

POLICE SERGEANT	5,233	5,409	5,584	5,759									
	62,795	64,909	67,009	69,109									
POLICE LIEUTENANT	6,081	6,257	6,432	6,608									
	72,966	75,079	77,179	79,293									
POLICE CAPTAIN	6,899	7,076	7,251	7,426									
	82,793	84,907	87,007	89,107									
ASSIST CHIEF OF POLICE	7,923	8,098	8,273	8,449									
	95,077	97,177	99,279	101,391									

Police Incentive Pay	Police Assignment Pay
Associate Degree or, Bachelor Degree or, Master's Degree	Bilingual Certification(Level II)
	Clothing
	Field Training Officer
	Hostage Negotiation Team
	Investigator
	SWAT
	HAZMAT Certification
	Shift Differential (Patrol personnel only)
	\$75
	\$50
	\$75
	\$75
	\$50
	\$75
	\$100
	3% of base pay

(Officers may receive education in conjunction with Police Officer certification pay)

Hiring Incentive:

Individuals with a TCLEOSE license are offered the incentive in two stages:

Stage one: \$2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.

Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period during the first year of service.

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: \$1000.00 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: \$1000.00 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages

- Stage one: \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000 when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages

- Stage one: \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
Applicator License	\$30
Automotive Service Excellence (ASE) Technician - Master	\$60
Backflow Tester-Certified	\$25
Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Building Code Official	\$25
Building Inspector	\$20
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
Construction Inspector-Certified	\$25
Chemical Insecticide	\$15
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Enforcement Officer State Certified or Code Enforcement Officer I	\$50
Code Enforcement Officer Intermediate or Code Enforcement Officer II	\$50
Code Enforcement Officer - Professional	\$50
Code Professional-Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Court Clerk Management Certified	\$50
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Electrical Inspector	\$20
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Energy Manager	\$300
Erosion Inspector	\$25
Erosion , Sediment and Storm Water Inspector-Certified	\$50
Floodplain Manager-Certified	\$25
General Pesticide	\$15
Herbicide License	\$15
Historical Preservation Officer	\$250
Housing Code Official	\$25
Insecticide General/Basic	\$15
Irrigation License	\$25
Lead Risk Assessor Certification	\$50
Longevity - Less that 20 years of service	\$4 per year of service
Longevity - 20+ years of service	\$6 per year of service
Mechanical Code Official	\$25
Mechanical Inspector	\$20
Mechanical Inspector - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification	\$25
Municipal Court Clerk Level II Certification	\$35
Municipal Court Clerk Level III Certification	\$45
National Air Transportation Association (NATA) Line Certification	\$75
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate	\$75
Peace Officer Intermediate Certificate	\$60
Peace Officer Master Certificate	\$100
Permit Technician (for permit clerks)	\$15

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Pest Control /Weed Control	\$15
Pest Control General/Basic	\$15
Pest Control/Lawn & Ornamental	\$15
Plumber-Journeyman	\$60
Plumber-Master	\$120
Plumbing Code Official	\$25
Plumbing Inspector	\$20
Plumbing Inspector - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Pool Operator-Certified	\$15
Professional in Erosion and Sediment Control-Certified	\$50
Professional in Storm Water Quality-Certified	\$50
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License	\$25
Sanitary Sewers Type II License	\$35
Signs and Markings Level I	\$50
Signs and Markings Level II	\$70
Signs and Markings Level III	\$90
Solid Waste Class A	\$60
Solid Waste Class B	\$45
Solid Waste Class C	\$32
Solid Waste Class D	\$25
State Code Enforcement Officer-Certified	\$50
State Licensed Plumbing Inspector-Certified	\$50
Stormwater Inspector-Certified	\$25
Texas Master Naturalist-Certified	\$25
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$90

**City of Killeen
Incentive Pay Schedule
(Non Civil Service) **
Effective October 1, 2012**

Incentive Title	Per Month
Utility Class D Water License	\$40
Vacation Buyback - Employees with 10 + years of service	The lesser of \$600 or the equivalent of 40 hours (gross)
Wastewater Collection Grade A or Wastewater Treatment Operator A	\$160
Wastewater Collection Grade B or Wastewater Treatment Operator B	\$120
Wastewater Collections Class I or Wastewater Treatment Operator D	\$40
Wastewater Collections Class II or Wastewater Treatment Operator C	\$80
Wastewater Collections Class III or Wastewater Treatment Operator B	\$120
Water Distribution Grade A or Water Treatment Operator A	\$160
Water Distribution Grade B or Water Treatment Operator B	\$120
Water Distribution Grade C or Water Treatment Operator C	\$80
Water Distribution Grade D or Water Treatment Operator D	\$40
Water Production C License	\$80
Water Production D License	\$40
Zoning Inspector	\$10

***All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.*

**CITY OF KILLEEN
WATER, SEWER, DRAINAGE
AND SOLID WASTE
RATES**





WATER AND WASTEWATER RATES

Water Fees:

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$3.00		
Over 25,000 gallons, per 1,000 gallons							\$3.58		

The following water charges shall apply to all commercial users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.46	\$13.83	\$17.17	\$21.19	\$30.59	\$44.04	\$78.60	\$117.98	\$164.86
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.11		

The following water charges shall apply to all apartment, small apartment, and mobile home park users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$12.03	\$13.32	\$16.54	\$20.41	\$29.45	\$42.38	\$75.61	\$113.36	\$158.56
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.00		

The water rates for all residential users outside the city limits shall be double the water rates for residential users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$6.00		
Over 25,000 gallons, per 1,000 gallons							\$7.15		

The water rates for all commercial users outside the city limits shall be double the water rates for commercial users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.93	\$26.65	\$33.34	\$41.38	\$60.19	\$87.07	\$156.20	\$234.96	\$328.72
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.22		

The water rates for all apartment, small apartment, and mobile home parks users outside the city limits shall be double the water rates for apartment, small apartment, and mobile home park users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$23.06	\$25.64	\$32.09	\$39.82	\$57.90	\$83.76	\$150.22	\$225.73	\$316.12
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.00		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$28.45
All over 2,000 gallons, per 1,000 gallons	3.11

Wastewater Rates:

Single family residential	\$18.21 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$18.59 minimum charge for the first 3,000 gallons, plus \$3.69 per 1,000 gallons thereafter.
Mobile home parks	\$18.59 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.69 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	700.00
8" meters	900.00	

DRAINAGE UTILITY RATES

Residential Property:

Single family	\$6.00 per month
Duplex	\$9.89 per month
Multi-family (three or more units)	\$4.88 per month per unit - maximum \$300.00 per month.

Non-Residential Property:

Based on Lot or Parcel Size:

Less than 10,001 square feet	\$ 8.30 per month
10,001 to 50,000 square feet	\$ 17.51 per month
50,001 to 100,000 square feet	\$ 26.28 per month
100,001 to 200,000 square feet	\$ 52.56 per month
200,001 to 350,000 square feet	\$ 96.36 per month
350,001 to 700,000 square feet	\$140.16 per month
700,001 to 1,000,000 square feet	\$192.72 per month
More than 1,000,000 square feet	\$306.59 per month

SOLID WASTE RATES

RESIDENTIAL RATES:

96-gallon container	\$17.50/month
64-gallon container	15.60/month
32-gallon container	14.38/month

Container Exchange Fee:

\$10.00 to change to a larger container or to add an additional container

Brush Collection:

\$7.00 per cubic yard in excess of 6 cubic yards on scheduled collection day

Special Collection Service Fee:

\$20.00 minimum for a volume up to three (3) cubic yards

\$7.00 per cubic yard in excess of three (3) cubic yards

Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):

\$19.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

Missed Service Fee:

\$7.00 for return trip

Automated Container Reload for Excess garbage placed in plastic bags:

\$6.00 per reload; maximum of two (2) reloads

Fee charged for an overloaded container: \$6.00

Fee to remove roll-out container from curb by city employee: \$6.00

COMMERCIAL RATES:

96-gallon container	\$17.50/month
300-gallon container	52.97/month

MONTHLY CHARGES – CITY OWNED DUMPSTERS

Dumpster Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
2 cu. yd.	\$ 73.02	\$ 111.37	\$ 155.76	\$ 200.15	\$ 245.48	\$ 288.92	\$333.31
3 cu. yd.	89.12	138.24	194.70	251.18	307.65	364.12	420.59
4 cu. yd.	104.24	164.19	232.74	301.27	369.85	438.41	506.96
6 cu. yd.	136.47	217.92	310.64	403.35	496.07	588.78	681.49
8 cu. yd.	168.69	271.51	388.51	505.40	622.27	739.17	856.05

CHARGES FOR EXTRA PICKUPS

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 25.65 each	\$ 11.38 each
3 cu. yd.	28.76 each	14.51 each
4 cu. yd.	31.86 each	17.60 each
6 cu. yd.	38.07 each	23.82 each
8 cu. yd.	44.28 each	30.02 each

MONTHLY CHARGES – PRIVATELY OWNED COMPACTORS

Compactor Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
4 cu. yd.	\$138.25	\$271.42	\$404.59	\$537.73	\$670.93	\$804.10	\$937.27
6 cu. yd.	185.48	365.56	545.65	725.74	905.82	1,085.90	1,265.97
8 cu. yd.	232.76	459.68	686.84	913.91	1,140.95	1,368.00	1,595.04

RATES FOR ROLL-OFF CONTAINER SERVICE

Size of Container	Rental Fee	Service + Tax
20 yard open top	\$123.89	\$ 126.81 + weight*
30 yard open top	146.34	126.81 + weight*
40 yard open top	167.81	126.81 + weight*
20 yard compactor	Must own	126.81 + weight*
30 yard compactor	Must own	126.81 + weight*
42 yard compactor	Must own	126.81 + weight*

* as provided in Section 24-64

PREPAID DEPOSIT FOR ROLL-OFF CONTAINER SERVICE

Size of Roll Off	Number of Services Per Month							
	1	2	3	4	5	6	7	8
20yd open top	\$399.00	\$695.40	\$991.80	\$1,288.20	\$1,584.60	\$1,881.00	\$2,177.40	\$2,473.80
30yd open top	484.50	839.04	1,194.72	1,550.40	1,906.08	2,261.76	2,575.26	2,929.80
40yd open top	558.60	974.70	1,390.80	1,803.48	2,217.30	2,631.12	3,047.22	3,463.32

Installation of locking bar device on containers: \$31.38 installation fee plus \$3.14 monthly rental

Dumpster cleaning \$ 65.00 per wash

Dumpster cleaning and painting \$230.00

Mechanical assistance to customer to unload unauthorized items in container \$50.50

MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$138.37 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.

SPECIAL MECHANICAL/"FLATBED" COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$20.00 minimum for a volume up to three cubic yards

\$7.00 per cubic yard in excess of three cubic yards

Waiting Time (blocked dumpster asked to wait) 128.27/hr
2.15/min

After hours special pickup of dumpsters (under two hours) 50.50

Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs 125.00

Installation of dumpster 50.50

Relocation of dumpster 50.50
 RECYCLING RATES:

Subscription to residential curbside recycling service	\$2.48 per month
Additional 22-gallon recycling bin	City's current cost to purchase container
Lid cover for the 22-gallon recycling bin	City's current cost to purchase lid
Public scale fee	9.00 per weigh
Public scale fee – copy of ticket	6.00
Roll-off rental for special purposes or events	65.00 per service
CFC evacuation and disposal of appliance – Received at Recycling Center	20.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	40.00 per appliance

TRANSFER STATION RATES:

Weight	<u>Disposal Fee</u>	Fee
0-100 pounds		\$ 2.93 (minimum fee)
		.0293 cents per pound
2,000 pounds (one ton)		58.70 per ton
Surcharge for unsecured load		25.00
Tire Disposal Fees:		
Passenger/light truck tires up to a 12" rim size		2.50/each
Passenger/light truck tires greater than a 12" rim size up to a 22" rim size		3.00/each
Commercial tires, but not larger than a 2" bead		6.00/each

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	25.00
Transferring services	25.00
Collection fee for delinquent accounts where service call Is already being made	5.00
Penalty-Assessed if payment is not received by the due date - the 15th day from the billing date or mailing date	10.00
Delinquent account late charge/reconnection fee	25.00
Administrative handling of returned checks	30.00
Returned check late charge - Assessed if returned check not redeemed by disconnect date - the 7th day from mailing date	25.00
After hours service	40.00
When water service is turned on by anyone other than an authorized water department personnel	75.00
If, after a water meter has been pulled, an attempt to obtain water from the city in any manner other than through a meter has been made	100.00
Delinquent garbage only late charge	10.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	50.00
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00
Broken lock fee -- Assessed if a customer breaks or damages the meter lock installed by city personnel	100.00



GLOSSARY & ACRONYMS





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.

Balanced Budget: Total estimated expenditures shall not exceed the total estimated resources of each fund.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond 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.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

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.

ACRONYMS

ALS: Advanced Life Support
AMCC: Association of Mayors, Council members & Commissioners
AP: Accounts Payable
APA: American Planning Association
APWA: American Public Works Association
AWWA: American Water Works Association
BCCC: Bell County Communication Center
BCWCID: Bell County Water Control and Improvement District
BEDC: Belton Economic Development Corporation
BISD: Belton Independent School District
BLS: Basic Life Support
BOAT: Building Official Association of Texas
BRA: Brazos River Authority
CAFR: Comprehensive Annual Financial Report (audit)
CAPS: Community Awareness Policing Services (grant)
CID: Criminal Investigation Division
COBRA: Consolidated Omnibus Budget Reconciliation Act
COPS: Community Oriented Policing Services (grant)
CSS: Community Service Specialist
CTCOG: Central Texas Council of Governments
CTHRMA: Central Texas Human Resource Management Association
CTLS: Central Texas Library System
CY: Cubic yard
EMS: Emergency Medical Services
EPCR: Electronic Patient Care Reporting
ERCOT: Electric Reliability Council of Texas
FEMA: Federal Emergency Management Association
FICA: Federal Insurance Contribution Act (commonly referred to as Social Security)
FY: Fiscal Year
GAAFR: Governmental Accounting, Auditing, and Financial Reporting
GAAP: Generally Accepted Accounting Procedures
GASB: Governmental Accounting Standards Board
GF: General Fund
GFOA: Government Finance Officers Association
GFOAT: Government Finance Officers Association of Texas
GIS: Geographic Information System
HCFA: Health Care Financing Administration
HIPAA: Health Insurance Portability and Accountability Act
HMAC: Hot Mixed Asphalted Concrete
ICMA: International City/County Management Association
IEDC: International Economic Development Council
IPMA: International Public Management Association
ISO: International Organization for Standardization
KTMPO: Killen-Temple Metropolitan Planning Organization
LETS: Law Enforcement Teaching Students
LF: Linear foot
NAIOP: National Association of Industrial & Office Properties
NFPA: National Fire Protection Association
NLC: National League of Cities
NTCAR: North Texas Commercial Association of Realtors
O&M: Operations and maintenance
P/R: Payroll

P&Z: Planning and Zoning
PC: Personal Computer
PRCA: Professional Rodeo Cowboys Association
PSO: Public Service Officer
PTF: Pass-Through Funding
PW: Public Works
R&M: Repair and maintenance
ROW: Right of way
RV: Recreational Vehicle
SBCCI: Southern Building Code Congress International
SCBA: Self-Contained Breathing Apparatus
SHRM: Society for Human Resource Management
SIDC: Southern Industrial Development Council
SRT: Special Response Team
TABA: Temple Area Builders Association
TBRSS: Temple-Belton Regional Sewerage System
TCCA: Texas Court Clerks Association
TCEQ: Texas Commission on Environmental Quality
TCFP: Texas Commission on Fire Protection
TCLEDDS: Texas Commission on Law Enforcement Data Distributions System
TCLEOSE: Texas Commission on Law Enforcement Officer Standards & Education
TCMA: Texas City Managers Association
TEDC: Texas Economic Development Council
TIDC: Texas Industrial Development Council
TIRZ: Tax Increment Reinvestment Zone
TLETS: Texas Law Enforcement Telecommunications System
TMCA: Texas Municipal Clerks Association
TMHRA: Texas Municipal Human Resource Association
TML: Texas Municipal Leagues
TMPA: Texas Municipal Personnel Association
TMRS: Texas Municipal Retirement System
TPWA: Texas Public Works Association
TWUA: Texas Water Utilities Association
TXU: Texas Utilities
W&S: Water and Sewer
YAC: Youth Advisory Committee

CITY OF KILLEEN

PHOTOGRAPH DESCRIPTIONS





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Youth Advisory Commission Graffiti Clean-up Squad.

Community Information



Central Texas State Veterans Cemetery Photo Contest and Wreaths for Vets.

City Manager's Message



City Manager, Glenn Morrison, receiving the 2013 Administrator of the Year Award from Texas City Management Association (TCMA).

Budget Summary



Mayor Dan Corbin presents Black History Month proclamation to NAACP President TaNeika Driver-Moultrie.

General Fund



Top photo: The "Peacekeeper" (Killeen Police Department Armored Vehicle) displayed at a community event.
Bottom photo: Killeen Police Department officers visit different neighborhood parties during National Night Out.

Aviation



Ribbon Cutting Ceremony for PHI Air Medical's new hangar at Skylark Field.

Solid Waste



Sorting curb sorted recyclables for the city's current subscription recycling service.

Water and Sewer



Operator John San Nicholas (left) and Ike Perez pump water out of hole to replace an old water line.

Drainage Utility Fund



Storm Water Drainage Technician, Chuck Stanfill, and Sewer Supervisor, Ralph Castor, responding to a report of a sanitary sewer overflow in the area.

Debt Services Funds



Groundbreaking for the US 190 - Rosewood Overpass.

Special Revenue Funds



The last remaining Horse Detachment with the 1st Cavalry Association performs for Rodeo Killeen.

Capital Outlay



Fire Rescue Officers Cody Morrow and Jimmy Don Sumerour on stand-by at Ellison High School football game.

Capital Improvements



New Transportation Building on 2003 Little Nolan Road.

Five Year Forecast



Streetscaping project along Avenue D at dawn

Appendix

The Killeen Police Department along with the Hornsby and the Obergon Families

Would like to extend our heartfelt gratitude to the citizens and businesses of Killeen and the surrounding areas for the overwhelming support that was received after the tragic event on July 14, 2013. The communities coming together with such tremendous support has helped our hearts begin to heal. We cannot say "THANK YOU" enough.

Officers Hornsby
Officers Obergon

Thanks for Your Service Above and Beyond Your Calling

CHAPLAIN
FIRE DEPARTMENT
FIRE-EMS
KILLEEN
EST. 1920

Killeen Police Department and Fire Department commemorations.

Finance Department

Budget Staff

Martie Simpson, CPA
Executive Director of Finance

Karen Evans, CPA
Assistant Director of Finance

Jerry Sparks, CPA
Management Accountant

Tanya Strickland
Staff Accountant

Rachel Jones
Accounting Specialist

Dianne Morrow
Executive Assistant





FISCAL YEAR 2013 -2014
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES

AS ADOPTED BY THE CITY COUNCIL ON SEPTEMBER 10, 2013

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