

City of Killeen



Dedicated Service - Every Day, for Everyone!

2014-2015

Annual Budget & Plan of Municipal Services

CITY OF KILLEEN, TEXAS

ANNUAL BUDGET FOR FISCAL YEAR 2015

This budget will raise less total property taxes than last year's budget by \$1,001,328, which is a 2.8 percent decrease, and of that amount \$1,089,821 is tax revenue to be raised from new property added to the tax roll this year.

City Council 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 Juan Rivera, Councilman Wayne Gilmore, and Councilman Jose Segarra
AGAINST:	Councilman Steve Harris and Councilman Jonathan Okray
PRESENT and not voting:	
ABSENT:	

These members of the governing body voted
on setting of the property tax rate for fiscal year 2014-2015 as follows:

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

Tax Rate	Proposed FY 2014-15	Adopted FY 2013-14
Property Tax Rate	0.7498	0.74280
Effective Rate	0.7498	0.73150
Effective M&O Tax Rate	0.5229	0.49280
Rollback Tax Rate	0.8009	0.79020
Debt Rate	0.2269	0.23870

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

Tax Supported	\$191,100,000
Self Supported	76,235,000
TOTAL	\$267,335,000



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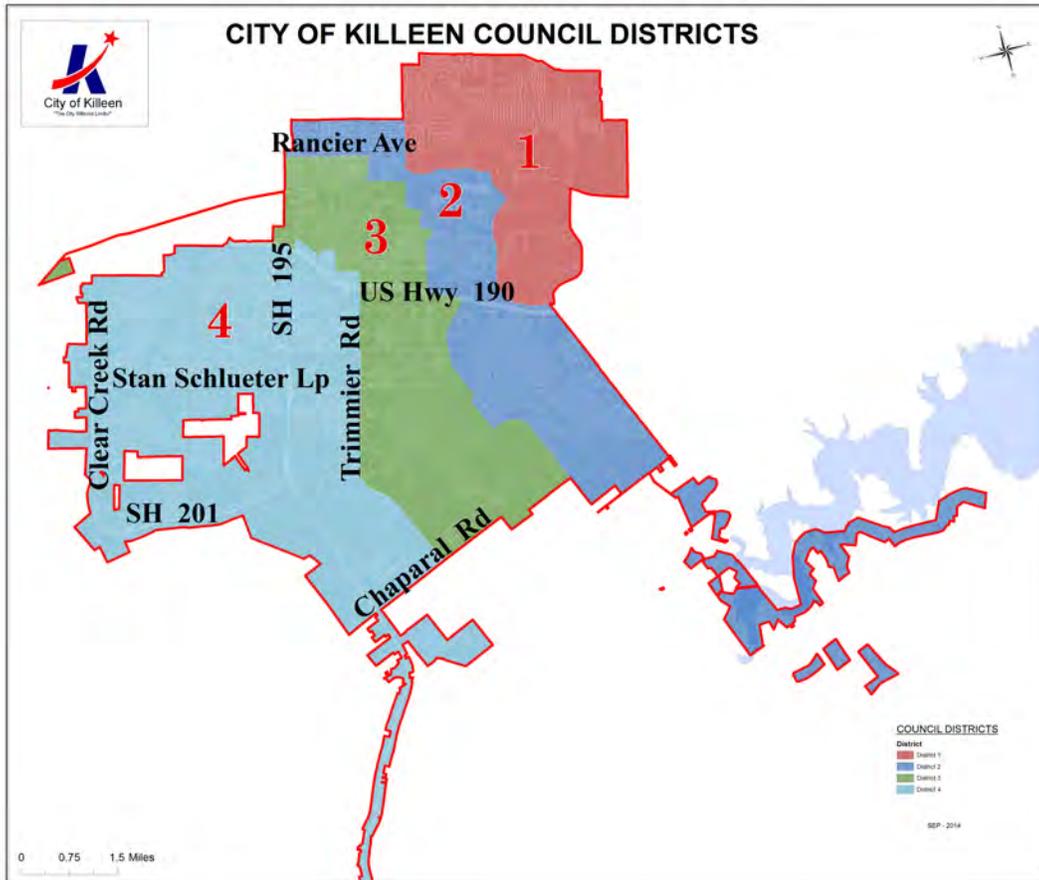
City Council



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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.

Scott Cosper, Mayor

Phone: 254-290-1042
mayor@killeentexas.gov
Term expires May 2016

Wayne Gilmore, District 1

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

Elizabeth Blackstone, Mayor Pro-Tem

Phone: 254-634-5090
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Term expires May 2016

Jose Segarra, District 2

Phone: 254-290-0548
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Term expires May 2015

Juan Rivera, At Large

Phone: 254-251-7149
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Term expires May 2016

Terry Clark, District 3

Phone: 254-289-2329
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Term expires May 2015

Jonathan Okray, At Large

Phone: 254-368-8966
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Term expires May 2016

Steve Harris, District 4

Phone: 254-251-6902
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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.....	Mark Kimball
Public Information	Hilary Shine
City Attorney.....	Kathy Davis
Finance.....	Karen Evans, CPA
Support Services	Stuart McLennan III
Human Resources	Eva Bark
Information Technology.....	Thomas Moore
Community Development.....	Leslie Hinkle
Planning & Development.....	Ray Shanaa
Police.....	Dennis Baldwin
Fire	Jerry Gardner
Public Works	Scott Osburn
Aviation.....	Matt Van 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, 2013

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, 2013. 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.



Arbor Day Foundation
Tree City USA - City of Killeen designated 2009 to present

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 to present

Keep Texas Beautiful
Gold Star Affiliate Award - 2013 to present

Keep Texas Beautiful
Sustained Excellence Award - 2013 to present

National Register of Historic Places
Killeen Downtown Historic District - designated 2014

Texas Association of Telecommunications Officers & Advisors
1st Place Video Programming Award, Public Education - 2013

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

Texas Comptroller of Public Accounts
Silver Leadership Circle Award for Financial Transparency - 2010 to present

Texas Department of Agriculture
GO TEXAN Certified Retirement Community - 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 2013 Employee United Way Campaigns
Biggest Giver Award - City of Killeen 2011 to 2013

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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Dedicated Service - Every Day, for Everyone!

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Community Information



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A MESSAGE FROM THE MAYOR



Dear Killeen:

Our community came together in 2007 to create a shared vision for our future. The result of this collaboration was a strategic plan we call Vision 2030. With the engagement of individuals and organizations throughout Killeen, the document brought together diverse ideas to set a clear path to follow.

Now looking back, the first seven years of Vision 2030 have been filled with accomplishment. Because of community input and investment, our vision is becoming reality.

Goal 1: Quality Community Development and Revitalization envisioned a revitalized downtown. The City made an investment in beautifying the streets and public spaces, businesses are making improvements and new ones are moving in.

Goal 3: Safety and Security envisioned better police and fire protection. A new police headquarters, more police officers and a lowered crime rate have resulted. Fire Stations 1 and 8 opened and Station 9 will begin construction next year making fire and EMS response faster throughout our city.

Goal 5: Improved Efficient and Effective Transportation is the most visible accomplishment. More than \$100 million of highway and local road improvement projects are in progress in Killeen adding new capacity for decades to come.

Goal 9: Quality Educational Opportunities envisioned bringing higher level education to Killeen. The opening of Texas A&M University-Central Texas built on the foundations laid by Killeen Independent School District and Central Texas College. Students in Killeen can now receive a quality education from grammar to graduate school.

Goal 12: Local and Central Texas Regional Leadership focuses our efforts on the power of collaboration with other entities. Killeen's work with the county and surrounding cities on issues such as water and roads have moved major, long-term projects ahead of schedule. Our work with Texas Mayors of Military Communities, the Heart of Texas Defense Alliance and state and federal agencies is building relationships that will help protect and expand Fort Hood.

The plan identifies a total of 12 goals. The dozens of successes we have achieved were only possible because of clear ideas enumerated in the plan which guided your city government. I encourage you to visit KilleenTexas.gov and click on the 2030 icon to learn more about Vision 2030.

2015 will bring the opportunity for the community to come back together to evaluate our successes and to envision new goals for our future. It is only through community engagement and collaboration that we can create a shared vision for our city and its future.

A handwritten signature in black ink, appearing to read "Scott Cosper". The signature is fluid and cursive.

Scott Cosper, Mayor

MAKING CONNECTIONS

Amidst the ongoing highway projects, the city will soon begin work on two long-awaited local road projects to make new connections and improve mobility throughout Killeen.

The Elms Road Extension Project will connect the roadway from SH 195 to Carpet Lane. Elms Road will then stretch from Stan Schlueter Loop to Clear Creek Road creating a new east-west thoroughfare and relieving congestion on Stan Schlueter.

The Elms Road Extension Project is scheduled to begin this December and take approximately one year to complete.

The Trimmier Road Widening Project is also scheduled to begin in December but will take approximately two years to complete.

This three-part project will first widen Trimmier Road from Jasper Drive to Elms Road. It will add a continuous center turn lane and alleviate congestion in one of Killeen's busiest intersections.

The project will then extend Lowe's Boulevard west from its current end at HEB to Florence Road creating a new connection to the busy retail area.

Lastly, the Trimmier project will rework WS Young Drive at Little Nolan Road by continuing the center turn lane and straightening the curve in the road.

While it may seem that area road projects are endless, the New Year will bring some relief. The US 190 Expansion Project and the US 190/Rosewood/FM 2410 Project are both scheduled for completion in August 2015.



COMMUNITY INFORMATION



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Community Information

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

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

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

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

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

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

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

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

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

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

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

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

With over 1,200 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 42,000 for 2013-14. KISD employs over 6,100 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.



The Downtown Streetscaping Project for Avenues C and D from 4th to 8th Street was completed in April 2014. The project consisted of removing and installing water lines, sidewalks, and street lights. Signal lights were removed and stop signs installed. Mid-block plazas and decorative paving on Avenue D and railing throughout the project were also installed. The streets were grated and repaved. Decorative planting was a part of the project as well. This project is one phase of future prospective improvements to the downtown area.



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 FY 2015 1,280
(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

²Tax Structure

	2014
Property Tax	2.4695
City of Killeen	.7498
Public Schools-KISD	1.128
Bell County	.42120
CTC	.1366
Road	.0299
Clear Water	.0040

²2014 Property Tax Valuations

Total Assessed Value	\$5,783,657,875
Exempt Value	\$765,110,031
Net Taxable Value	\$5,019,547,844

²2014 Ten Largest Taxpayers Taxable Value

Oncor Electric Delivery	\$55,621,757
Wal-Mart Real Estate Business Trust	\$19,032,497
Killeen Mall LLC	\$16,388,819
Central Telephone Co. of Texas	\$14,835,487
Stone Creek Investment LLC	\$12,874,850
HEB Grocery Company LP	\$11,989,175
Watercrest Place LP	\$11,464,836
Bentina LTD	\$9,494,733
Feiga/Sierra Creek LP	\$9,429,867
Presidium HCO Killeen	\$9,065,475

¹2014 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	165,452
Passengers Deplaning	163,722

Fire Protection:

Number of Stations	8
Fire Apparatus	23
Number of Hydrants	5,000+
Number of Firefighters	194
Number of Fire Runs	9,022
Number of Paramedic Runs	12,181
EMS Units	14

Libraries:

Number of Libraries	2
Number of Visitors	270,983
Number of Volumes	129,563
Circulation of Volumes	287,769
Library Cards in Force	77,156
Children's Program Attendance	7,816
Public Computer Sessions	100,057

Parks and Recreation

Number of Parks	21
Playgrounds	22
Municipal Golf Course	1
Disc Golf Course	1
Swimming Pools	2
Tennis Courts	7
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):

2010	54.72
2011	55.47
2012	55.562
2013	55.564
2014	55.564

³Population:

2010	119,512
2011*	127,921
2012	130,018
2013	134,654
2014	137,147

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

³Racial Composition:

White	50.7%
Black	33.1%
American Indian	0.7%
Asian	3.8%
Native Hawaiian	1.2%
Two or More Races	6.7%
Hispanic	24.2%

³Gender Composition:

Male	48.7%
Female	51.3%

³Median Household Income: \$44,799

³Number of Households: 43,843

³Median Age of Population: 27.2

⁴Unemployment Rates as of September 2014:

(Not seasonally adjusted)

Killeen	6.3
Texas	5.0
United States	5.7

¹Public Works:

Paved Streets	552 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	38.9 mi.
Curb and Gutter	878 miles
Signalized Intersections	92

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	56,109
Storage Capacity	41 mg

¹City of Killeen Drainage System:

Storm Water Mains	93,099 linear ft.
Inlets & Outfalls	3,125 structures
Open Channels & Bar Ditches	96 miles
Drainage Properties	14 tracts

⁵Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)	61,434
KISD	6,000
Central Texas College	1,487
Metroplex Hospital	1,200
Aegis Communications	1,200
City of Killeen	1,100
ESP, Inc.	420
Scott & White Clinic	361
Seaton Medical Center Harker Heights	350
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

City Manager's Message



CITY MANAGER'S MESSAGE

Dedicated Service - Every Day, for Everyone!



CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

November 7, 2014

The Honorable Scott Cospser and Members of the City Council:

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for FY 2015, which begins October 1, 2014 and ends September 30, 2015.

Prior to budget development, the following considerations were identified and presented to City Council:

- Identify efficiencies and opportunities for cost savings
- Incorporate the \$20 Million Capital Improvement Program
- Consider employee compensation/benefits
- Ensure City services are maintained and adequately funded

In developing the Budget, staff used several “fence posts” to guide the way to include maintaining fiscal soundness within the existing tax rate, focusing on the mission and service levels, aligning programs and services with our Strategic, Financial and Master Plans and assessing economic conditions and military trends.

We continue to see signs of improvement in our local and state economies. However, we must remain mindful of the national picture as decisions made in the near future in Washington, D.C. may have a significant impact on Fort Hood, this community and Central Texas as a whole. Accordingly, the adopted budget has been developed projecting only slight increases in revenues.

A comprehensive employee compensation study was conducted and will be briefed as part of the budget process. A plan of action will encompass multiple budget cycles starting with this year’s emphasis on the Civil Service ranks. In addition to the study, staff reviewed the current organizational structure and will continue to align staffing levels to ensure the proper delivery of services to the citizens of Killeen.

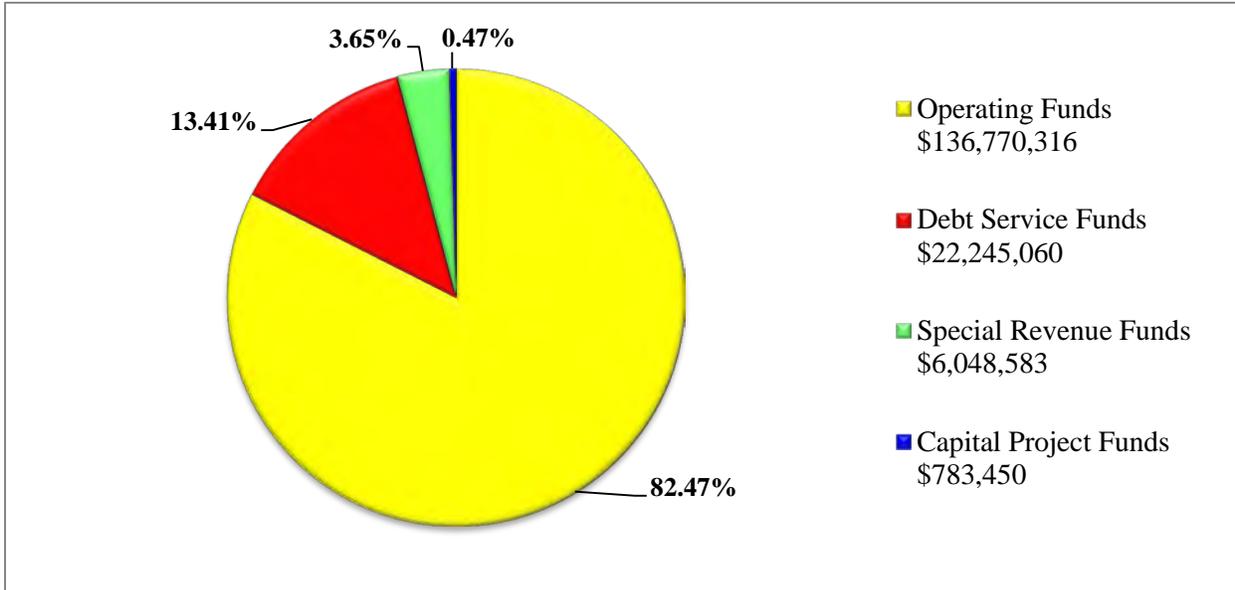
Through the collective effort of all departments, the Annual Budget and Plan of Municipal Services for Fiscal Year 2015 is hereby submitted for your review.

OPERATING BUDGET HIGHLIGHTS

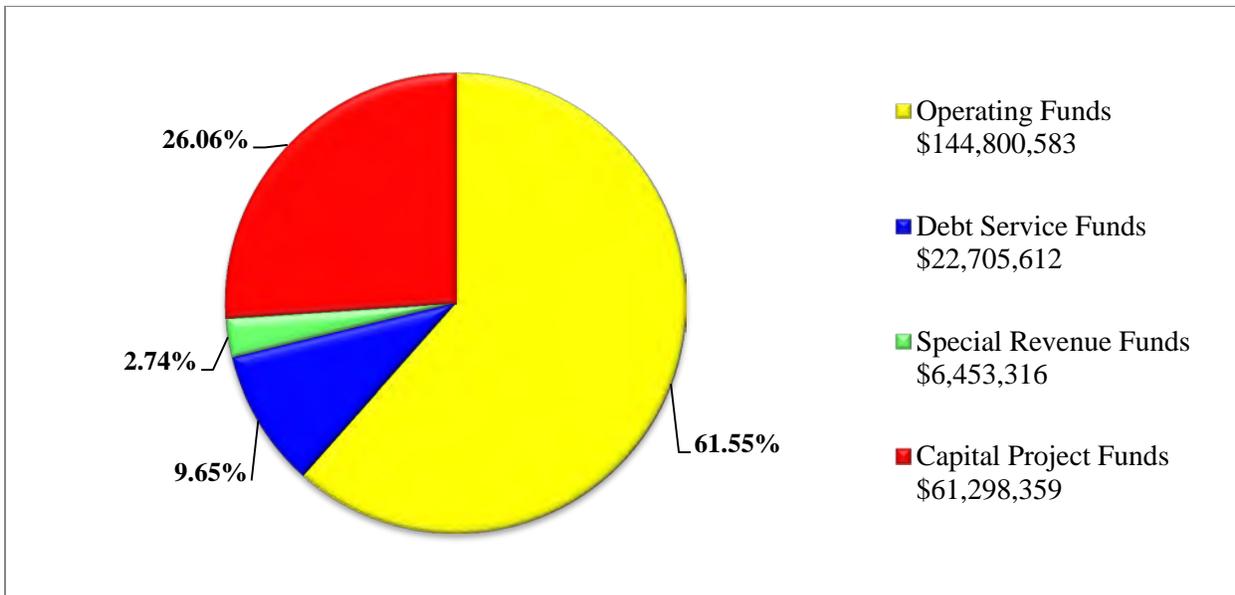
The revenue budget for the City’s operating funds is \$136,770,316. Total revenue for all funds in the FY 2015 Budget is anticipated to be \$165,847,409, which includes the revenues for the City’s operating funds as well as debt service, special revenue and capital projects funds.

The expenditure budget for the City’s operating funds is \$144,800,583. Total expenditures for all funds in the FY 2015 Budget are anticipated to be \$235,257,870, which includes the expenditures for the City’s operating funds as well as debt service, special revenue and capital projects funds. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues – Total All Funds - \$165,847,409



Expenditures – Total All Funds - \$235,257,870



1. The Killeen City Council adopted the effective rate of rate at \$0.7498. It provides adequate funding to maintain existing levels of service to our citizens and to make payments on new and existing debt. The budget maintains a strong ending fund balance in all major operating funds, to include 22.80% in the General Fund.
2. Maintaining adequate and fair pay for all City employees is a priority of the City. As a result of the 3% increase to employee compensation in FY 2014, an additional \$1,915,623 was included in the FY 2015 Budget. In addition, a comprehensive compensation study was conducted and the results will be presented along with a new civil service and non-civil service pay plans. As previously discussed, it will take multiple fiscal years to completely incorporate the study. For FY 2015 an 8% market based adjustment for Civil Service personnel in the Police and Fire Departments has been included in the adopted budget at a cost of \$1,130,000. Adjustments to Non-Civil Service positions are not included in the adopted budget but could be considered during the FY 2015 Budget process or during the fiscal year.
3. The \$20 million Capital Improvements Program approved in FY 2014 is incorporated into the budget. Improvements to roadways, renovation of the Killeen Community Center, construction of Fire Station #9 and general park improvements highlight the list.
4. Premiums for employee health care coverage could decrease by up to 8.77% for the FY 2015 Budget. The budgeted amount for employee health care is \$4,842,475. The budget funds 100% of employee coverage. The City's opt out program will be funded at \$208 monthly per employee opting out of the City's health care program and participating in the health care flexible spending account (FSA) as mandated by the Internal Revenue Service.
5. The FY 2015 Budget includes 9 new full-time positions. The total cost for salary, benefits and equipment for these positions is budgeted at \$276,975. New positions within the budget include:

<u>Department/Division</u>	<u>Position Title</u>
Planning and Development	Code Enforcement Clerk
Police	Animal Control Officers with vehicles (2) Animal Control Attendant Animal Control Assistant
Support Services	Custodians (2) HVAC Technician
Juvenile Case Manager Fund	Juvenile Case Manager (1)

6. The total budgeted cost for all fleet replacements is \$1,648,780.
7. Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation is included in the budget in the amount of \$1,612,400.
8. A 3% increase is proposed for water and sewer rates per the City of Killeen's existing rate model. This increase will have an effect of 36 cents per month for residential customers for the base rate of 0-2,000 gallons and 41 cents per month for commercial customers with a one-inch meter for the base rate 0-2,000 gallons. No rate increase is proposed for solid waste services pending the results of an ongoing rate study.
9. The franchise fee charged to the Water and Sewer Fund by the General Fund for the use of rights-of-way was increased from 8% to 9%, generating an additional \$394,092 transferred to the General Fund.

10. Technological improvements to our libraries and senior centers are underway. The process of reestablishing Library accreditation will begin this fiscal year with the first phase addressing the Interlibrary Loan (ILL) program as required for full accreditation.
11. Council received a street condition assessment briefing during FY 2014. The assessment identified a need to allocate increased funding to ensure street conditions were maintained and improved. Our consultant, Kimley Horn and Associates, is conducting a Transportation Utility Study. The results of the study are not yet available; however, City Council will receive a briefing and recommendations once completed.

The following is a brief summary of the FY 2015 Budget by major operating fund.

GENERAL FUND

The FY 2015 General Fund expenditure budget is \$75,133,394 with revenues estimated at \$73,380,225. The expenditure budget represents a 4.39% decrease over the FY 2014 adopted expenditure budget of \$78,580,031.

Revenues for the General Fund are budgeted at \$73,380,225, an increase of 0.21% over the FY 2014 budgeted revenues of \$73,226,434.

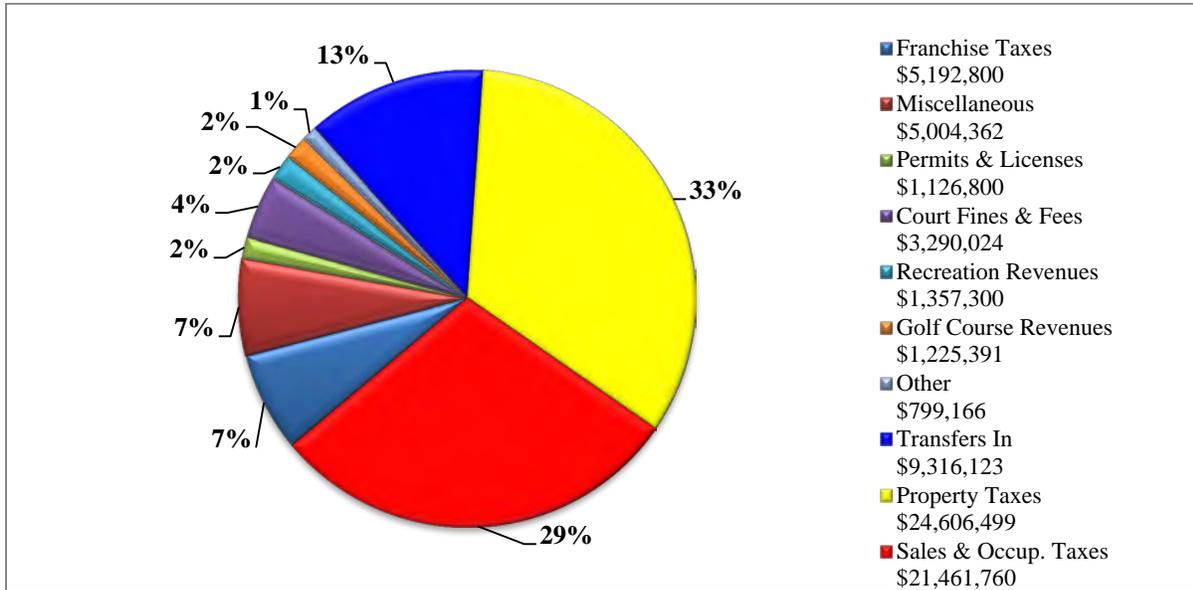
The budgeted ending fund balance for FY 2015 is \$17,133,609, a 0.89% increase from the FY 2014 adopted ending fund balance of \$16,982,271.

The FY 2015 budget includes limited new programs within the General Fund. The total cost for these new programs is \$469,165. New programs within the budget include:

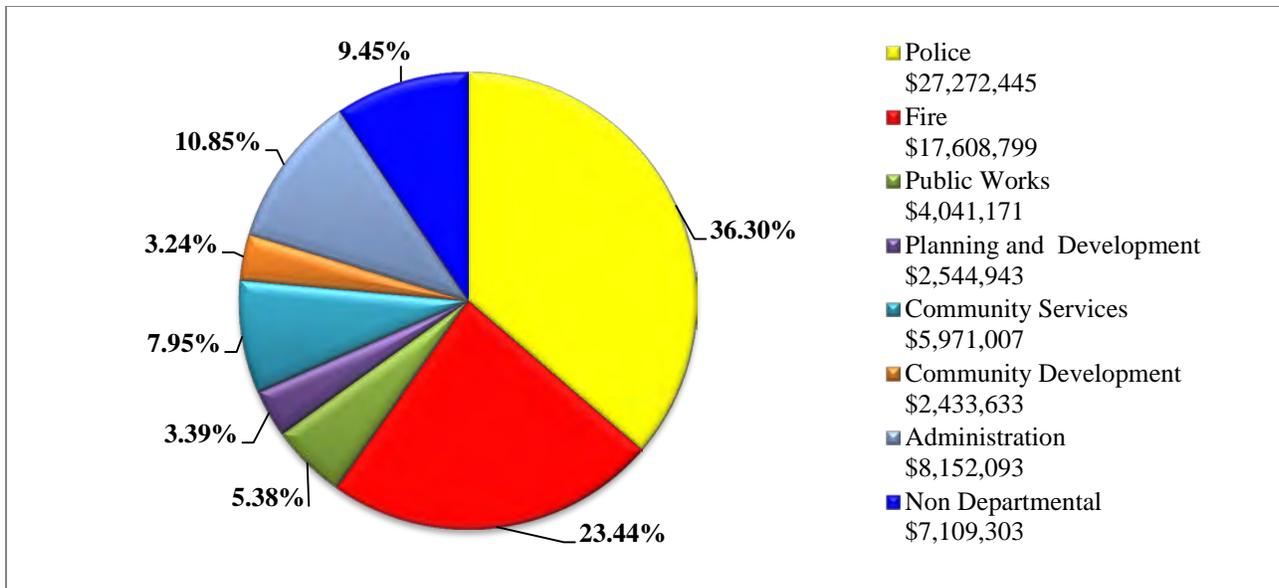
<u>Department/Division</u>	<u>Program Name</u>
Community Development	Housing Market Analysis
Code Enforcement	Code Enforcement Clerk Tablets
Police Department	Police Canines (3) Livescan Machine
Animal Control	Animal Control Officers (2) w/vehicles Animal Control Attendant Animal Control Assistant
Support Services	Custodians (2) HVAC Technician
Cemetery	½ Ton, CC, SWB Truck
Building Inspection	½ Ton, CC, SWB Truck

The following charts indicate the distribution of revenues and expenditures by category and by service area.

General Fund Revenues and Transfers-In - \$73,380,225



General Fund Expenditures - \$75,133,394



The budget has been developed using an ad valorem tax rate of \$0.7498 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 certified net taxable assessed valuation of \$5,019,547,844. This valuation represents a decrease of 0.31% from the prior year's certified taxable valuation of \$5,004,176,039. Sales and Occupancy Tax revenues are budgeted for FY 2015 at \$21,461,760, a projected 1% decrease from the FY 2014 adopted Sales and Occupancy Tax revenue.

WATER AND SEWER OPERATING FUND

The budget for the Water and Sewer Operating Fund expenditures is \$42,152,084. This expenditure budget reflects a 10.91% decrease from the FY 2014 expenditure budget of \$47,314,422. The FY 2014 budget included a one-time capital contribution in the amount of \$5,000,000 for a water treatment plant with WCID #1.

Revenues for the Water and Sewer Fund are budgeted at \$39,410,151, an increase of 4.56% over the FY 2014 budgeted revenues of \$37,693,000.

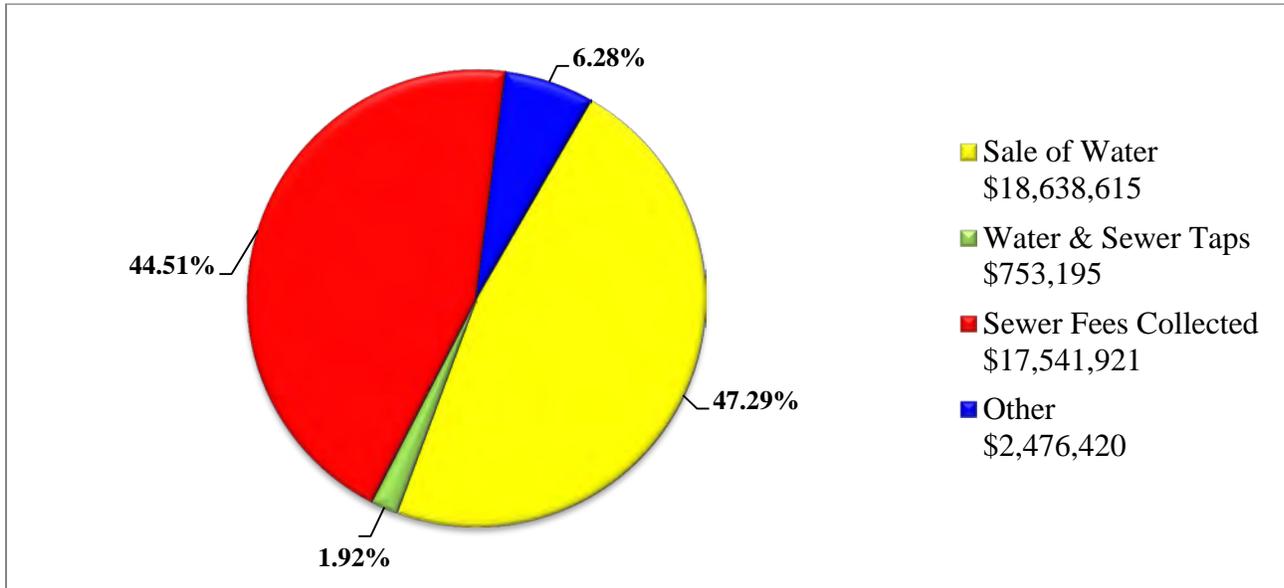
The budget includes a 3% increase for water and sewer rates per the City of Killeen's existing rate model.

The FY 2015 Budget includes several new pieces of equipment and fleet within the Water and Sewer Operating Fund. The total cost for these assets is \$1,168,274. New programs within the budget include:

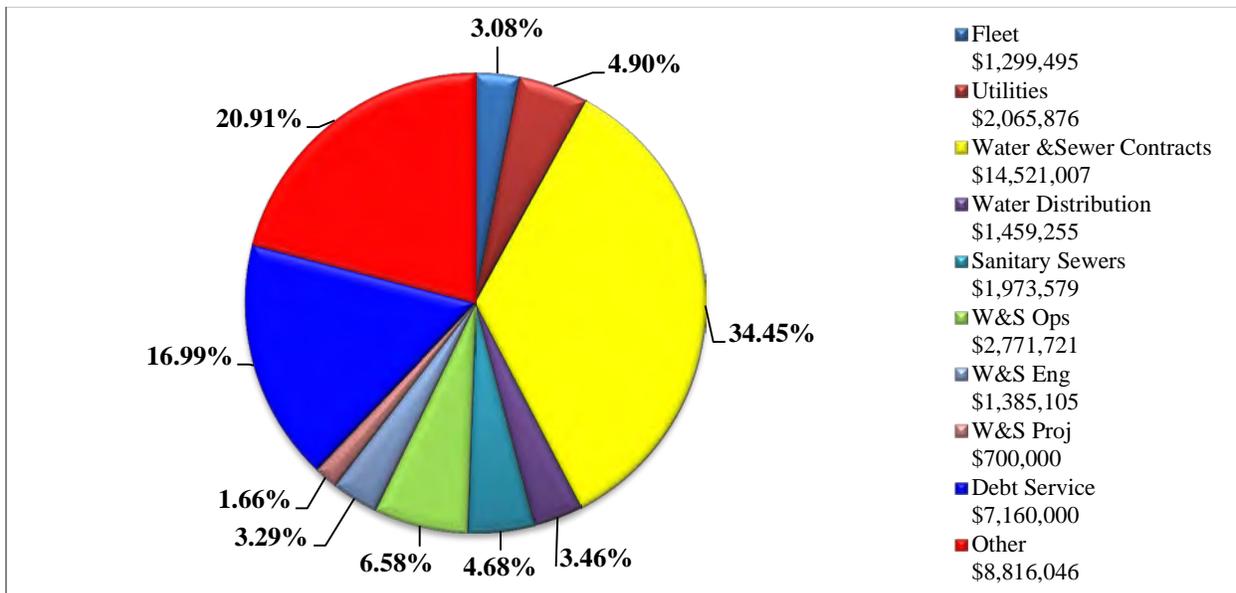
<u>Department/Division</u>	<u>Program Name</u>
Sanitary Sewers	1 Ton, RC, w/Utility Bed Truck
	Combination Vacon/Jetter
	Jetter
	Camera Truck
	Overflow Monitors
	Computer Software/Hardware
	Root Control
	Dewatering Container

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

Water and Sewer Fund Revenues - \$39,410,151



Water and Sewer Fund Expenditures and Transfers Out- \$42,152,084



SOLID WASTE FUND

The budget for Solid Waste Operating Fund expenditures is \$15,732,133. The budget reflects a decrease of 4.90% from the FY 2014 expenditure budget of \$16,542,677.

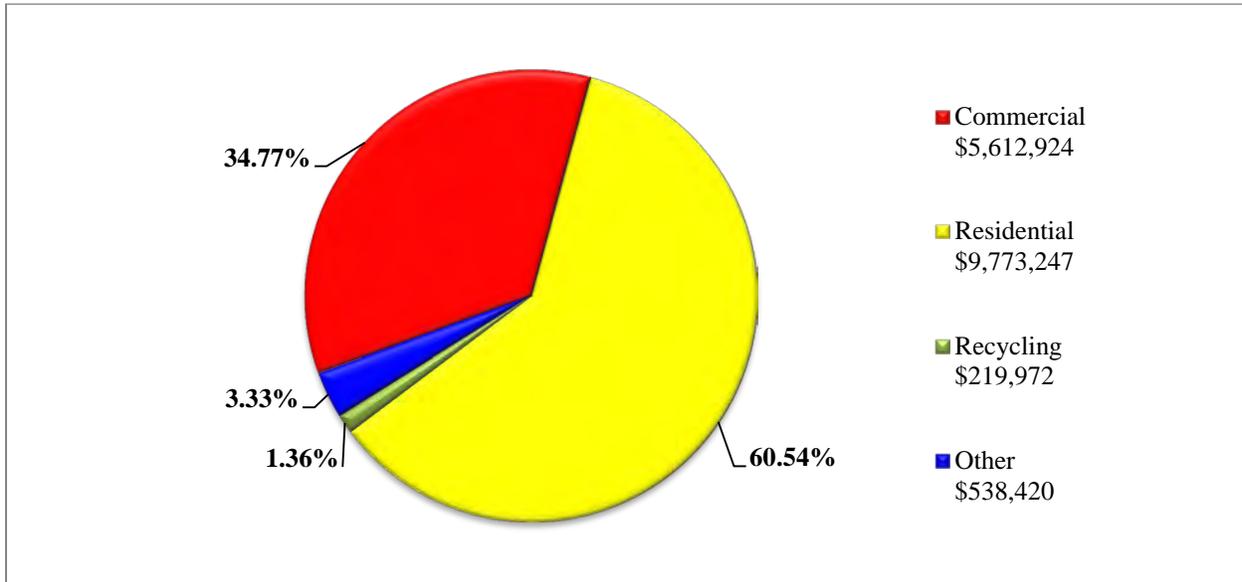
Revenues for the Solid Waste Fund are budgeted at \$16,144,563, an increase of 0.78% over the FY 2014 budgeted revenues of \$16,019,009. The budget does not include an increase in the residential, commercial, recycling or transfer station rates; however, a rate study is underway, and the results will be briefed in calendar year 2014 for Council consideration.

The FY 2015 Budget includes several new programs within the Solid Waste Fund. The total cost for these new programs is \$500,000. New programs within the budget include:

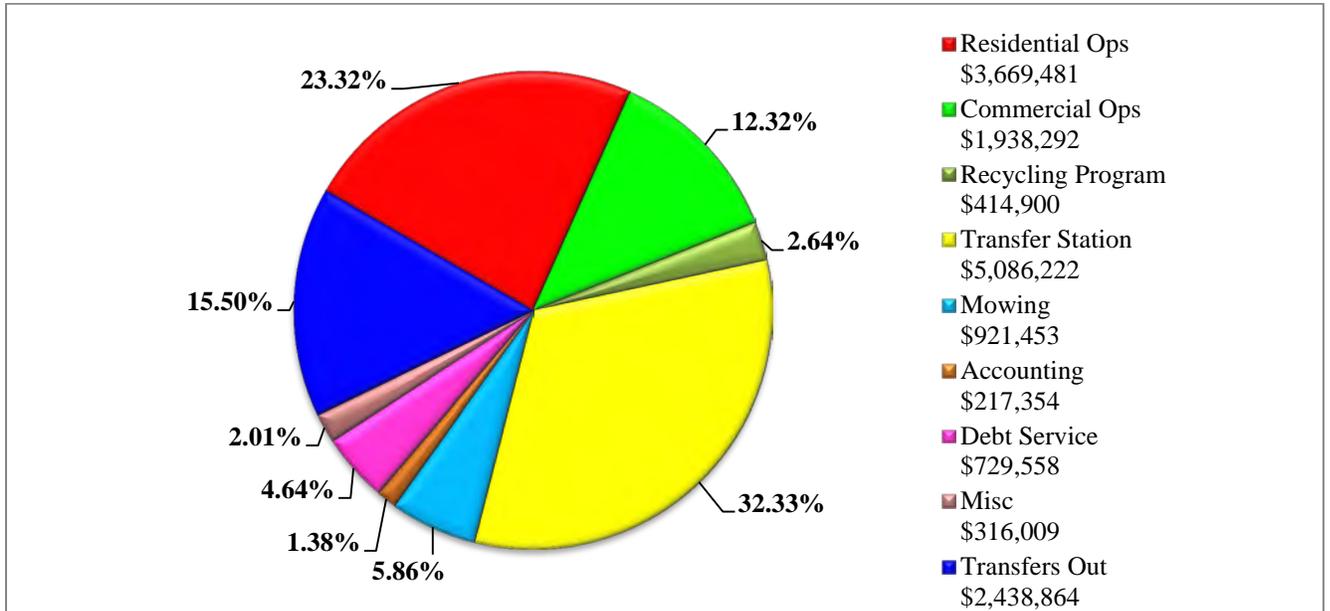
<u>Department/Division</u>	<u>Program Name</u>
Residential - Leased	Side Loaders (4)
	Rear Loaders (2)
	Brush Trucks (2)
Commercial - Leased	Front Loaders (2)
	Roll-off (1)

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

Solid Waste Fund Revenues - \$16,144,563



Solid Waste Fund Expenditures and Transfers Out - \$15,732,133



DRAINAGE UTILITY FUND

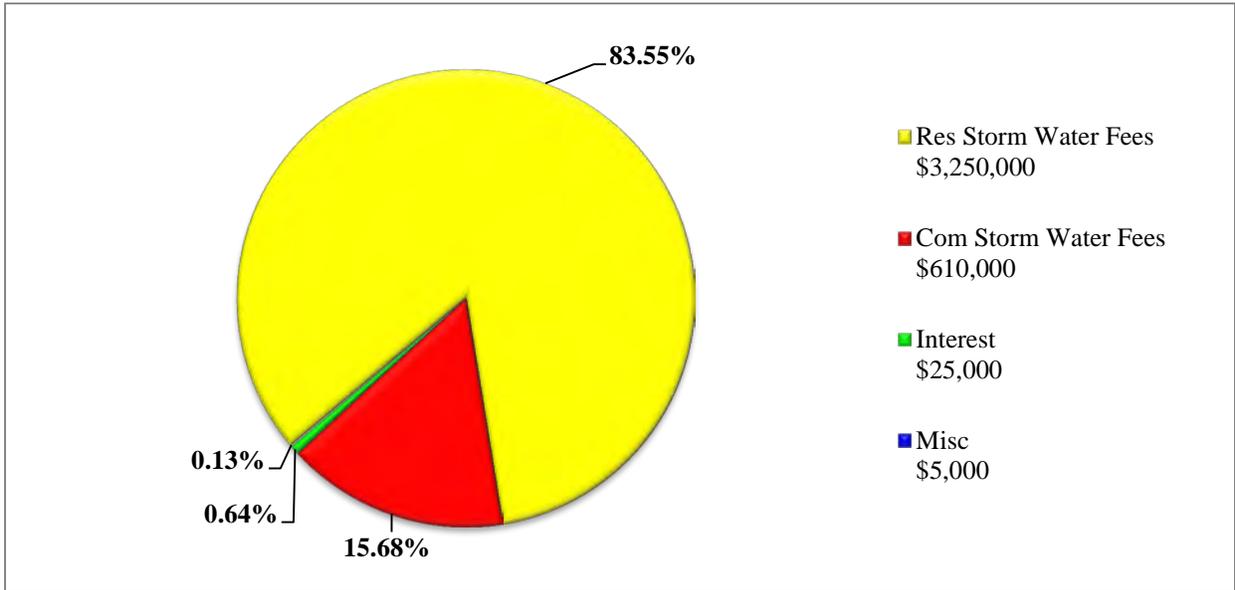
The budget for the Drainage Utility Fund expenditures is \$7,470,981. The budget reflects a decrease of 14.94% from the FY 2014 Budget of \$8,783,340.

Revenues for the Drainage Utility Fund are budgeted at \$3,890,000, a decrease of 7.06% from the FY 2014 budgeted revenues of \$4,185,622.

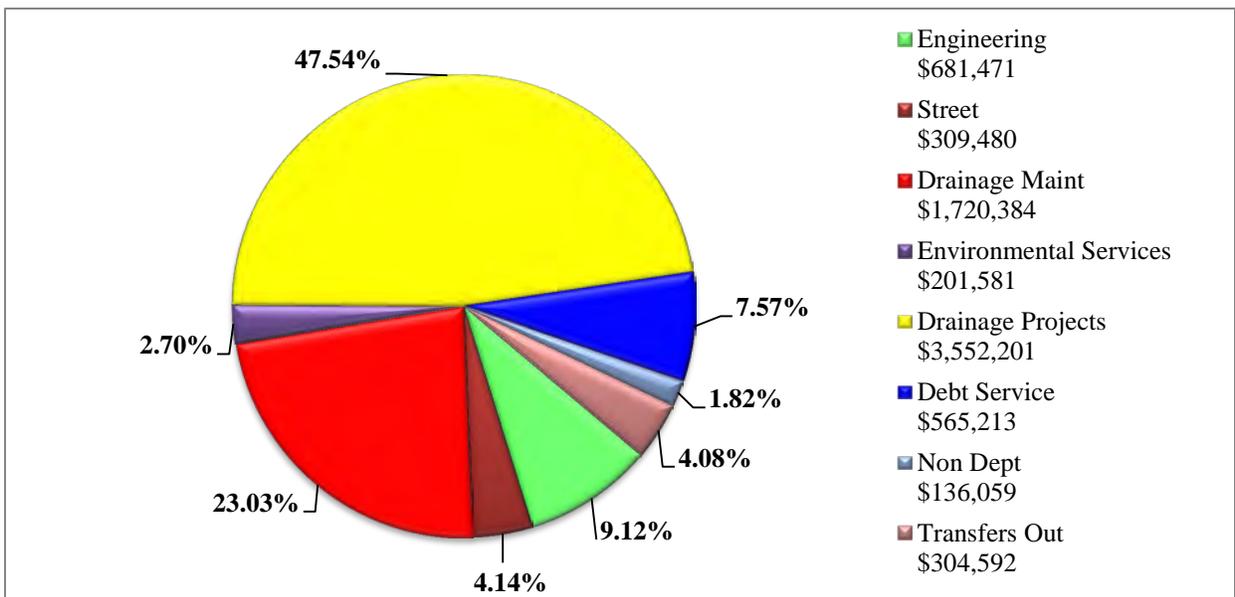
The FY 2015 Budget includes one replacement truck in the amount of \$37,700 within the Drainage Utility Fund.

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

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



Drainage Utility Fund Expenditures & Transfers Out- \$7,470,981



AVIATION FUNDS

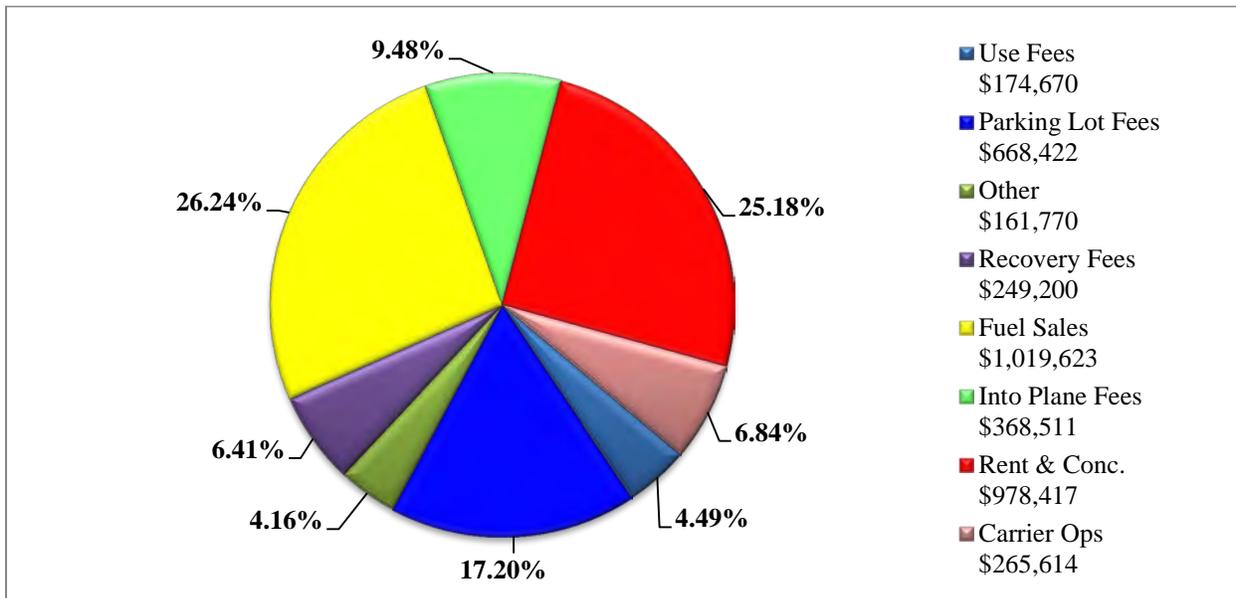
The Aviation Budget incorporates operations for Skylark Field and Killeen-Fort Hood Regional Airport (KFHRA). Skylark Field operates as a general aviation airport for private and corporate travelers with tie down and T-hangar space and fuel sales. Killeen-Fort Hood Regional Airport offers commercial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

The budget for the Skylark Field Operating Fund is \$861,152 reflecting a slight increase of 0.46% from the prior year's expenditure budget of \$857,226. The budget for the Killeen-Fort Hood Regional Airport is \$3,450,839 reflecting a decrease of 2.82% from the prior year expenditure budget of \$3,550,924. The total operating expenditure budget for both aviation facilities is \$4,311,991.

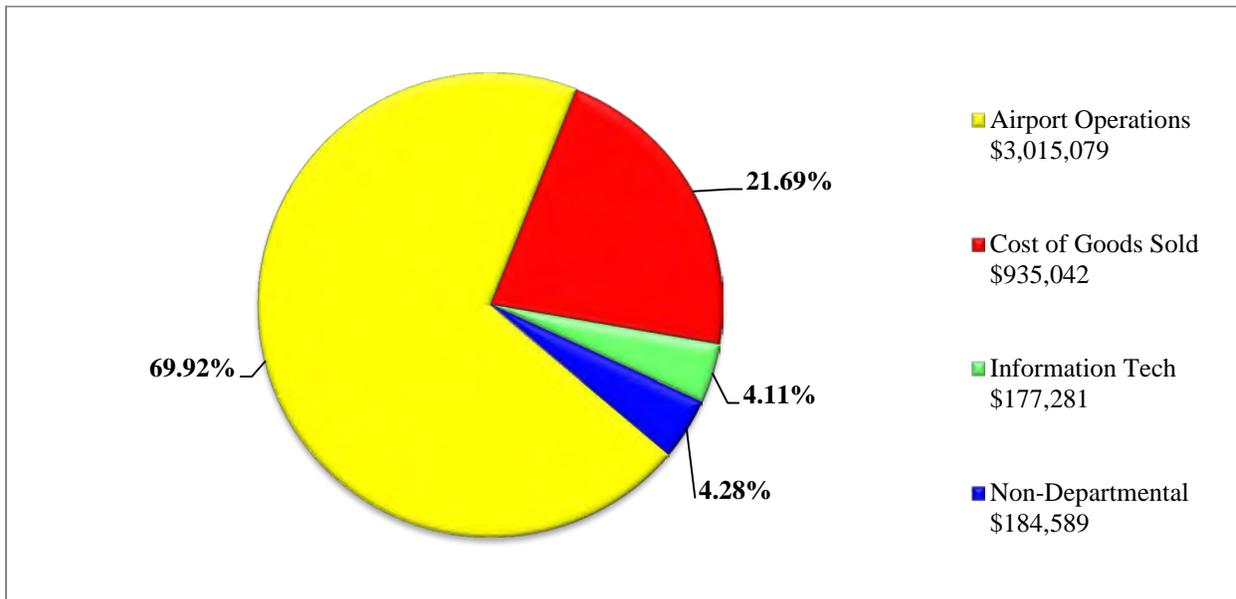
Operating revenues for the Aviation Funds are budgeted at \$3,886,227, a decrease of 7.10% over the FY 2014 budgeted revenues of \$4,183,092.

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

Aviation Funds Revenues - \$3,886,227



Aviation Funds Expenditures - \$4,311,991



Capital Improvement Program

In FY 2014, City Council approved a \$20 million Capital Improvements Program. This program includes the construction phase for the Trimmier Road/Lowe's Boulevard Project, improvements to W.S. Young Drive at Bacon Ranch Road, constructing and equipping Fire Station #9, renovation of the Killeen Community Center and general park improvement projects.

The majority of the projects will commence in FY 2015 and will continue through FY 2015-16.

Special Revenue Funds

Hotel occupancy tax receipts are budgeted at \$1,732,708, an increase of 4.07% from the current year budget of \$1,665,000. 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.

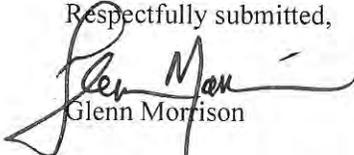
Standard & Poor's and Fitch Ratings Services affirmed their 'AA' ratings to Killeen's series 2014 general obligation refunding and improvement bonds and series 2014 combination tax and revenue certificates of obligation. At the same time, both agencies affirmed this 'AA' underlying rating on the city's existing tax-backed debt. The outlook on all ratings is stable. Given the economic environment, these are good indicators that the City is in a good financial position and is providing due diligence to maintain that position.

Acknowledgements

The Budget and Plan of Municipal Services for FY 2014-2015, which begins October 1, 2014 and ends September 30, 2015, continues the City 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.

On behalf of the staff, I would like to thank the Mayor and City Council for the time and effort 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 2015.

Respectfully submitted,



Glenn Morrison
City Manager



Dedicated Service – Every Day, for Everyone!

Budget Summary



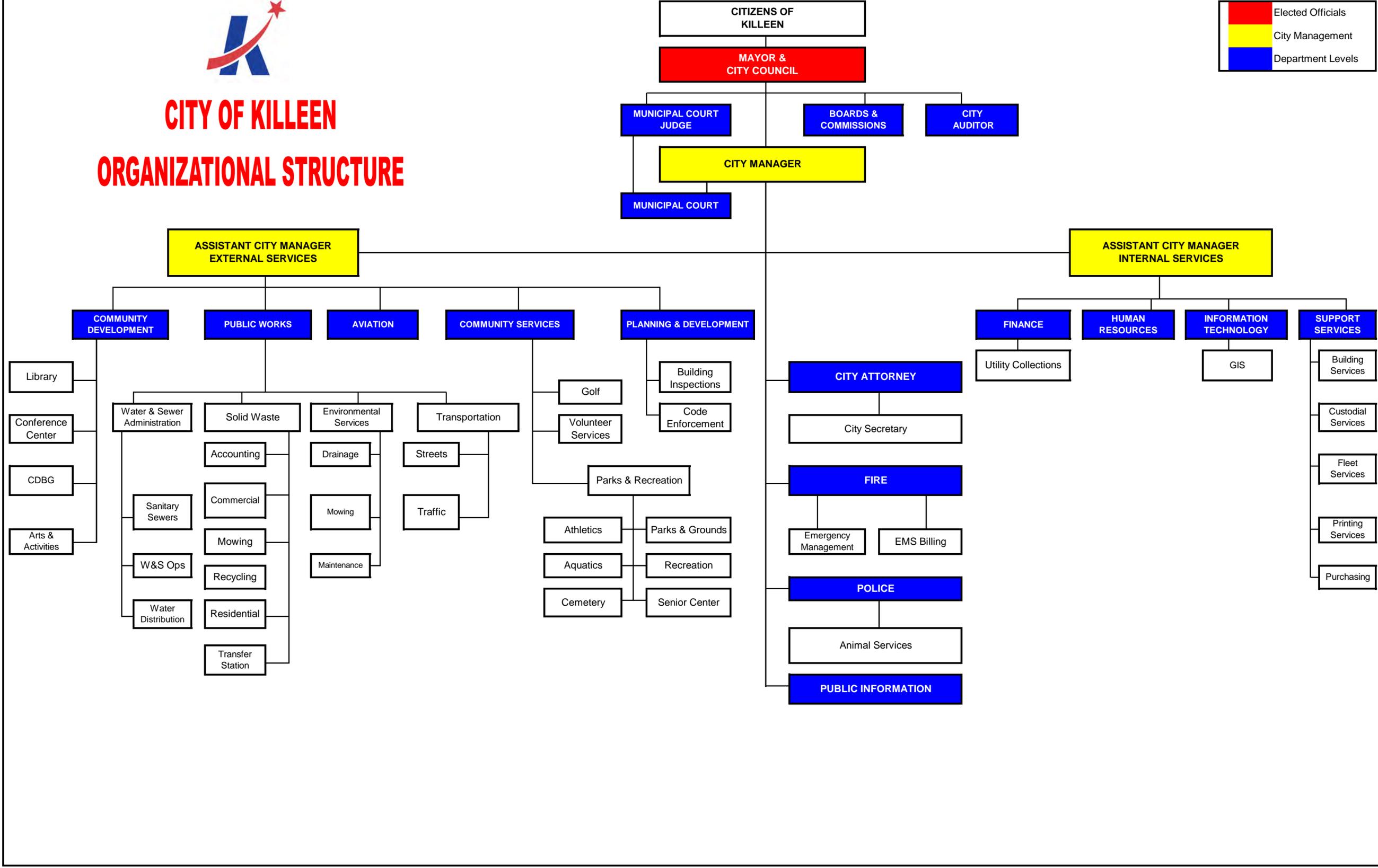
BUDGET SUMMARY

Dedicated Service - Every Day, for Everyone!



CITY OF KILLEEN ORGANIZATIONAL STRUCTURE

	Elected Officials
	City Management
	Department Levels



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 2014-15 Annual Budget and Plan of Municipal Services. Departmental operating budgets are provided 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 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 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 City staff a look into the future as to where the City may be financially.

Finally, the appendix includes 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 BUDGET & ACCOUNTING

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the city prepares its budget. Exceptions are as follows:

- Liabilities for compensated absences that are expected to be liquidated with available financial resources are accrued as earned by employees (GAAP) as opposed to being expensed when paid (Budget basis).
- Principal payments on long-term debt are applied to the outstanding liability on a GAAP basis, as opposed to being expensed on a Budget basis.
- Capital outlays are recorded as assets on a GAAP basis and expended on a Budget basis.

CITY FUNDS

The City is organized into Funds. For fiscal (financial) purposes, a fund is a separate accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, residual equities, and the changes therein are segregated and recorded. All funds are budgeted.

Governmental Funds:

1. **General Fund:** Accounts for all financial resources except those required to be accounted for in another Fund. The General Fund of the City of Killeen contains general administration, recreation, libraries, police services, fire

services, etc.

2. Debt Service Funds: Accounts for the accumulation of resources for, and the payment of general long-term debt principal and interest.
3. Hotel/Motel Occupancy Tax Fund: Accounts for the levy and utilization of the local hotel occupancy tax. State law requires that revenue from this tax be used for advertising and promotion of the City.
4. Tax Increment Fund: Accounts for economic development projects in the City's tax increment and reinvestment zone. Financing is provided by certain tax revenues collected within the City's tax increment and reinvestment zone pursuant to state tax code statutes and county contributions.
5. Capital Project Funds: Accounts for the acquisition or construction of major capital facilities.

Enterprise Funds:

1. Airport Fund: Accounts for the provision of airport facilities. All activities necessary to provide such services are accounted for in this fund.
2. Solid Waste Fund: Accounts for the provision of solid waste collection and disposal services to customers who are billed monthly at a rate sufficient to cover the cost of providing the service.
3. Water/Sewer Fund: Accounts for the provision of water and sewer services to the residents of the City of Killeen. All activities necessary to provide such services are accounted for in this fund, including but not limited to administration, operations, maintenance, billing, and collection.
4. Drainage Fund: Accounts for operations related to providing storm drainage service to the citizens of Killeen. All activities necessary to provide such services are accounted for in this fund including but not limited to, administration, operations, maintenance, billing, and collection.

Trust and Agency Funds:

1. Trust and Agency Funds: 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 \$0.7498 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 4.0% over the amount estimated to be collected for FY 2014 was budgeted as sales tax revenues for FY 2015.

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, franchise taxes were budgeted at the same level for FY 2015 as were estimated to be collected for FY 2014.

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 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. A 3% rate increase was budgeted for FY 2015.

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 the 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. 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 9, 2014. 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 12.7% 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% of total revenues.
3. Water and Sewer Fund - For use of rights-of-way, the fee was set at 8% of total revenues.

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**: Full Time, Part Time, Overtime, Longevity, Incentive Pay, Assignment, Car Allowance, On-Call, Vacation Buyback
2. **Supplies**: 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**: 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**: 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**: Hospital Insurance, Retirement, Social Security, and Workers Compensation
7. **Designated Expenses**: 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**: 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** 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



Dedicated Service – Every Day, for Everyone!



CITY OF KILLEEN
Annual Budget Summary - All Funds
FY 2015

	Projected Beginning Fund Balance	* FY 2015 Revenues	* FY 2015 Expenditures	Projected Ending Fund Balance
Operating Funds				
General Fund	\$ 18,886,778	\$ 73,380,225	\$ 75,133,394	\$ 17,133,609
Airport	1,877,043	3,112,175	3,450,839	1,538,379
Aviation Fund - Skylark Field	662,331	833,202	861,152	634,381
Solid Waste Fund	2,960,638	16,144,563	15,732,133	3,373,068
Water & Sewer Fund	16,236,564	39,410,151	42,152,084	13,494,631
Drainage Utility Fund	6,339,658	3,890,000	7,470,981	2,758,677
Subtotal Operating Funds	46,963,012	136,770,316	144,800,583	38,932,745
Debt Service Funds				
Tax I&S 2005 Comb Tax & Rev C\O	17,456	-	17,456	-
Tax I&S 2006 Gob	126,183	810,000	934,050	2,133
Tax I&S 2007 Gob	87,010	520,000	607,010	-
Tax I&S 2007 C/O	116,132	670,000	784,000	2,132
Tax I&S 2009 Gob	115,578	850,000	870,013	95,565
Tax I&S 2009 C/O	97,134	584,145	627,295	53,984
G.O. Refund Bond I&S 2010	174,889	1,020,300	1,025,950	169,239
Tax I&S 2011 C/O	239,060	2,056,900	2,046,425	249,535
G.O. Refund Bond I&S 2011	88,175	790,000	788,250	89,925
Ptf I&S 2011 (195/201)	596,605	1,821,270	1,445,500	972,375
Ptf I&S 2011 (190/2410)	782,265	640,088	1,284,175	138,178
Tax I&S 2012 C/O	46,231	240,000	228,688	57,543
G.O. & Refunding Bond I&S 2012	218,423	1,645,069	1,641,670	221,822
G.O. Refund Bond I&S 2013	264,003	1,785,100	1,838,794	210,309
2014 Co'S Tax I&S	-	660,000	593,896	66,104
2014 Refunding Go'S Tax I&S	-	992,188	783,168	209,020
W&S Refunding I&S 2005	5,841	-	5,841	-
Water & Sewer I&S 2007	143,895	830,000	834,800	139,095
W&S Refunding I&S 2010	163,788	940,000	942,100	161,688
W&S Refunding I&S 2011	280,517	1,660,000	1,663,400	277,117
W&S Refunding I&S 2012	50,686	270,000	275,944	44,742
W&S Refunding & Improvement I&S 2013	207,265	1,190,000	1,190,957	206,308
W&S Refunding I&S Taxable 2013	385,416	2,270,000	2,276,230	379,186
Subtotal Debt Service Funds	4,206,552	22,245,060	22,705,612	3,746,000
Special Revenue Funds				
Cablesystem Improvements	679,541	220,350	275,557	624,334
Community Development Block Grant	7,762	1,480,335	1,480,335	7,762
Community Development - Home Program	6,055	875,733	875,733	6,055
Tax Increment Fund	212,852	92,000	150,000	154,852
Hotel Occupancy Tax	255,285	2,486,708	2,625,365	116,628
Law Enforcement Grant	2,870	56,182	56,182	2,870
State Seizure Fund	49,071	57,851	106,922	-
Federal Seizure Fund	22,193	-	5,000	17,193
Emergency Management Fund	1,616	-	1,616	-
Library Memorial Fund	2,757	8,000	9,300	1,457
Court Technology Fund	327,733	81,950	201,425	208,258
Court Security Fee Fund	140,585	62,117	82,664	120,038



CITY OF KILLEEN
Annual Budget Summary - All Funds
FY 2015

	Projected Beginning Fund Balance	* FY 2015 Revenues	* FY 2015 Expenditures	Projected Ending Fund Balance
Court Juvenile Case Manager Fund	444,582	112,357	52,806	504,133
Photo Red Light Enforcement Fund	220,411	500,000	515,411	205,000
Police Department Donations Fund	-	15,000	15,000	-
Subtotal Special Revenue Funds	2,373,313	6,048,583	6,453,316	1,968,580
Capital Projects Funds				
1993 General Obligation Bonds	7,073	-	7,073	-
1995 General Obligation Bonds	14,911	-	14,911	-
2001 C/O Construction Fund	144,470	-	144,470	-
2003 C/O Construction Fund	261,765	100	261,865	-
2004 C/O Construction Fund	607	-	607	-
2004 General Obligation Bonds	4,035	-	4,035	-
2005 C/O Construction Fund	496,876	-	496,876	-
2006 C/O Construction Fund	1,084	-	1,084	-
2007 Comb G/O & C/O Bonds	79,118	-	79,118	-
2009 General Obligation Bonds	24,110	-	24,110	-
2009 C/O Construction Fund	326,538	-	293,166	33,372
Ptf 190/2410 Construction Fund	9,655,403	8,500	9,663,903	-
Ptf 195/201 Construction Fund	2,476,815	100	2,476,915	-
2011 C/O Construction Fund	10,229,555	11,500	9,914,889	326,166
2012 C/O Construction Fund	15,384	-	15,384	-
2012 G/O Construction Fund	1,266,686	-	1,266,686	-
2014 C/O Construction Fund	13,810,000	-	13,810,000	-
2014 G/O Construction Fund	6,129,687	-	6,129,687	-
2001 Water & Sewer Bond	47,968	-	47,968	-
2007 Water & Sewer Bond	127,494	-	127,494	-
2013 Water & Sewer Improvement Bond	15,583,780	40,000	15,583,780	40,000
2005 Solid Waste C/O Construction Fund	5,523	-	5,523	-
Passenger Facility Charge Fund	205,565	723,250	928,815	-
Subtotal Capital Projects Funds	60,914,447	783,450	61,298,359	399,538
Total All Funds	\$ 114,457,324	\$ 165,847,409	\$ 235,257,870	\$ 45,046,863

**Includes Transfers*



CITY OF KILLEEN
Annual Budget
Combined Summary of Revenues & Expenditures
FY 2015

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund	Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
Revenues									
Property Taxes	\$ 24,606,499	\$ -	\$ -	\$ -	\$ -	\$ 10,960,000	\$ 92,000	\$ -	\$ 35,658,499
Sales & Occupation Taxes	21,461,760	-	-	-	-	-	1,732,708	-	23,194,468
Franchise Fees	5,192,800	-	-	-	-	-	220,000	-	5,412,800
Charges for Services	7,331,441	3,883,911	16,088,363	37,874,370	3,860,000	-	500,000	723,130	70,261,215
Fines and Penalties	3,290,024	-	-	1,255,391	-	-	256,424	-	4,801,839
Grants	709,166	59,150	-	-	-	1,821,270	2,470,101	-	5,059,687
Bond Proceeds	-	-	-	-	-	-	-	-	-
Interest Income	90,000	386	8,200	80,390	25,000	-	950	60,320	265,246
Other	1,382,412	1,930	48,000	200,000	5,000	-	776,400	-	2,413,742
Total Revenues	64,064,102	3,945,377	16,144,563	39,410,151	3,890,000	12,781,270	6,048,583	783,450	147,067,496
Expenditures									
Salaries	45,999,962	1,747,349	4,000,300	5,577,593	1,248,644	-	852,704	582,676	60,009,228
Supplies	4,193,688	150,334	1,059,908	883,681	180,864	-	79,245	22,922	6,570,642
Maintenance	1,783,802	184,137	108,210	652,341	401,720	-	178,852	241,164	3,550,226
Repairs	1,486,072	175,697	1,237,286	215,945	81,000	-	61,900	22,500	3,280,400
Support Services	8,081,445	623,730	449,710	2,841,501	303,266	-	539,149	268,637	13,107,438
Benefits	11,981,303	433,731	1,136,445	1,486,142	374,510	-	215,305	145,834	15,773,270
Minor Capital Outlay	647,072	54,438	51,381	127,114	61,793	-	59,841	38,334	1,039,973
Designated Expenses	463,505	937,142	4,022,793	(51,100)	8,350	-	3,397,335	-	8,778,025
Capital Improvements	-	-	-	1,059,000	3,898,601	-	-	59,022,793	63,980,394
Capital Outlay	496,545	5,433	505,228	1,227,950	42,428	-	341,785	313,411	2,932,780
Sewer Payments	-	-	-	6,484,405	-	-	-	-	6,484,405
Water Payments	-	-	-	7,936,602	-	-	-	-	7,936,602
Total Expenditures	75,133,394	4,311,991	12,571,261	28,441,174	6,601,176	-	5,726,116	60,658,271	193,443,383
Other Financing Sources (Uses)									
Transfers from Other Funds	9,316,123	-	-	-	-	9,463,790	-	-	18,779,913
Debt Service	-	-	-	-	(364,175)	(22,692,156)	-	-	(23,056,331)
Transfers to Other Funds	-	-	(3,160,872)	(13,710,910)	(505,630)	(13,456)	(727,200)	(640,088)	(18,758,156)
Total Other Financing Sources (Uses)	9,316,123	-	(3,160,872)	(13,710,910)	(869,805)	(13,241,822)	(727,200)	(640,088)	(23,034,574)
Net Change in Fund Balance	(1,753,169)	(366,614)	412,430	(2,741,933)	(3,580,981)	(460,552)	(404,733)	(60,514,909)	(69,410,461)
Fund Balance, Beginning	18,886,778	2,539,374	2,960,638	16,236,564	6,339,658	4,206,552	2,373,313	60,914,447	114,457,324
Fund Balance, Ending	\$ 17,133,609	\$ 2,172,760	\$ 3,373,068	\$ 13,494,631	\$ 2,758,677	\$ 3,746,000	\$ 1,968,580	\$ 399,538	\$ 45,046,863



CITY OF KILLEEN
Combined Annual Budget Summary
FY 2015

	FY 2013 Actuals	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
General Fund	\$ 60,846,904	\$ 64,767,401	\$ 63,207,924	\$ 64,064,102
Aviation Funds	9,292,200	6,772,203	5,531,205	3,945,377
Solid Waste Fund	15,217,177	16,019,009	15,587,497	16,144,563
Water & Sewer Fund	36,909,170	37,693,000	37,144,109	39,410,151
Drainage Utility Fund	3,827,175	4,185,622	3,837,967	3,890,000
Debt Service Funds	11,085,232	11,433,360	11,348,770	12,781,270
Special Revenue Funds	5,254,127	5,637,242	5,047,524	6,048,583
Capital Projects Funds	23,494,275	1,141,455	21,341,013	783,450
Internal Service Funds	87,546	-	-	-
Total Revenues	166,013,806	147,649,292	163,046,009	147,067,496
Expenditures				
General Fund	68,612,280	78,580,031	75,265,680	75,133,394
Aviation Funds	9,472,885	8,071,631	5,471,221	4,311,991
Solid Waste Fund	11,440,998	13,483,773	13,030,960	12,571,261
Water & Sewer Fund	23,801,353	34,128,711	33,483,254	28,441,174
Drainage Utility Fund	2,845,850	7,920,563	4,285,498	6,601,176
Debt Service Funds	-	-	-	-
Special Revenue Funds	4,289,187	6,339,273	4,851,809	5,726,116
Capital Projects Funds	34,309,535	71,229,539	29,726,100	60,658,271
Internal Service Funds	2,556,458	-	-	-
Total Expenditures	157,328,546	219,753,521	166,114,522	193,443,383
Other Financing Sources (Uses)				
General Fund	6,925,860	8,459,033	8,459,033	9,316,123
Aviation Funds	-	-	-	-
Solid Waste Fund	(3,886,996)	(3,058,904)	(3,058,904)	(3,160,872)
Water & Sewer Fund	(11,940,010)	(13,185,711)	(13,185,711)	(13,710,910)
Drainage Utility Fund	(841,819)	(862,777)	(862,777)	(869,805)
Debt Service Funds	(14,164,729)	(11,901,031)	(10,830,193)	(13,241,822)
Special Revenue Funds	(1,140,337)	(807,312)	(829,069)	(727,200)
Capital Projects Funds	-	-	(1,070,838)	(640,088)
Internal Service Funds	1,501,829	-	-	-
Total Other Financing Sources (Uses)	(23,546,202)	(21,356,702)	(21,378,459)	(23,034,574)
Net Change in Fund Balance	(14,860,942)	(93,460,931)	(24,446,972)	(69,410,461)
Fund Balance, Beginning	153,765,238	136,770,911	138,904,296	114,457,324
Fund Balance, Ending	\$ 138,904,296	\$ 43,309,980	\$ 114,457,324	\$ 45,046,863



CITY OF KILLEEN
Allocation of FY 2014-15 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						
City Council	\$ 10,800	\$ 2,300	\$ -	\$ -	\$ 46,044	\$ 871
City Manager	261,981	1,350	-	-	25,285	49,994
Ext Assistant City Manager	195,459	1,079	-	-	8,775	35,658
Int Assistant City Manager	187,532	1,200	-	-	11,100	34,411
City Auditor & Compliance Office	94,423	300	-	-	3,920	18,956
Municipal Court	713,315	15,395	-	3,000	7,730	204,616
Public Information Officer	142,711	17,578	-	-	14,750	32,821
Volunteer Services	144,069	1,237	-	-	3,901	32,531
City Attorney	627,063	2,646	-	-	59,485	126,635
City Secretary	51,270	987	-	-	2,018	12,340
Finance	780,385	10,900	-	-	43,838	170,330
Purchasing	187,632	2,610	-	-	10,400	47,035
Building Services	247,657	16,700	-	7,300	7,653	67,521
Custodial Services	508,085	75,700	-	6,500	3,300	164,749
Printing Services	101,541	5,147	-	8,000	51,760	27,537
Support Services	101,651	1,120	-	-	3,830	27,335
Human Resources	644,240	35,409	-	-	40,546	149,805
Employee Assistance Program	-	9,700	-	-	156,300	-
Information Technology	825,467	6,544	-	1,000	99,455	195,391
Library	980,960	99,413	-	2,150	17,982	244,863
Golf Course	711,848	166,095	12,000	19,820	148,668	192,924
Community Center Operations	179,497	8,181	-	-	21,700	48,113
Parks	1,018,010	247,737	100,251	39,350	58,600	314,881
Lions Club Park Operations	527,751	51,129	-	5,600	83,882	127,462
Family Aquatics Center	351,354	54,543	6,000	4,000	7,400	45,816
Killeen Arts and Activities Center	139,431	28,641	90,000	28,500	28,779	42,110
Recreation	75,400	70,696	-	-	26,700	21,368
Athletics	106,563	114,851	-	-	127,886	27,237
Cemetery	228,764	22,985	9,105	9,452	525	64,540
Senior Citizens	157,137	20,163	-	2,165	23,186	41,659
Swimming Pools	-	23,304	1,120	-	1,400	-
Community Development	246,692	4,421	-	500	32,991	51,518
Community Dev. / Home Program	34,839	1,600	-	-	6,004	9,732
Lien Services	92,553	4,500	-	-	20,400	24,867
Public Works	164,229	1,558	-	-	34,964	34,425
Traffic	236,262	27,488	-	7,972	21,157	60,485
Streets	1,651,506	246,589	747,275	212,318	47,416	535,468
Planning and Development	471,039	9,139	-	-	39,460	100,191
Building and Inspection	688,512	23,348	-	9,000	27,607	166,959
Code Enforcement	561,720	56,448	1,000	9,680	51,337	135,499
Police	19,125,990	1,293,631	70,400	570,165	1,073,628	4,401,470
Animal Control	462,689	137,399	-	8,500	37,303	146,451
Fire	11,692,466	1,134,821	-	359,300	343,819	3,677,680
Emergency Mgmt/Homeland Security	89,521	8,996	-	300	7,700	18,385
EMS Billings and Collections	179,948	14,410	-	-	5,789	48,664
Non-Departmental	-	113,700	746,651	171,500	5,185,072	-
Total General Fund	45,999,962	4,193,688	1,783,802	1,486,072	8,081,445	11,981,303
Aviation Funds						
Killeen-Fort Hood Regional Airport	1,608,298	137,607	172,597	160,681	565,933	395,710
Skylark Field	139,051	12,727	11,540	15,016	57,797	38,021
Total Aviation Funds	1,747,349	150,334	184,137	175,697	623,730	433,731
Solid Waste Fund						
Residential Services	1,612,549	552,350	-	766,059	31,750	456,773
Commercial Services	835,771	292,468	3,500	317,127	20,140	219,286
Recycling Programs	257,127	26,476	-	8,300	13,510	65,500
Transfer Station Operations	554,677	80,827	56,000	81,684	181,514	169,164
Mowing Operations	571,266	83,582	900	41,116	24,393	181,989
Accounting	168,910	2,205	-	-	2,506	43,733
Solid Waste Miscellaneous	-	22,000	47,810	23,000	2,614,761	-
Total Solid Waste Fund	4,000,300	1,059,908	108,210	1,237,286	2,888,574	1,136,445
Water & Sewer Fund						
Fleet Services	1,036,233	88,808	27,400	17,300	49,835	269,168
Utility Collections	1,255,190	383,736	-	22,007	36,096	361,597
Water and Sewer Contracts	-	-	100,000	-	-	-
Water Distribution	626,688	72,395	131,296	47,500	23,930	178,446
Sanitary Sewers	497,676	71,240	27,491	51,500	11,000	142,398
Water and Sewer Operations	1,142,495	139,596	111,962	26,000	1,039,775	301,893
Water and Sewer Engineering	746,298	33,747	-	15,538	407,567	168,776
Water and Sewer Miscellaneous	273,013	94,159	254,192	36,100	14,984,208	63,864
Total Water & Sewer Fund	5,577,593	883,681	652,341	215,945	16,552,411	1,486,142
Drainage Utility Fund	1,248,644	180,864	401,720	81,000	607,858	374,510
Other Funds	1,435,380	102,167	420,016	84,400	807,786	361,139
Total Object Class Allocation	\$ 60,009,228	\$ 6,570,642	\$ 3,550,226	\$ 3,280,400	\$ 29,561,804	\$ 15,773,270
Percent of Total Budget	25.51%	2.79%	1.51%	1.39%	12.57%	6.70%

CITY OF KILLEEN
Allocation of FY 2014-15 Budget by Object Class (continued)

Minor Capital	Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,015
-	-	-	-	-	-	-	338,610
-	-	-	-	-	-	-	240,971
700	-	-	-	-	-	-	234,943
-	-	-	-	-	-	-	117,599
-	-	-	-	-	-	-	944,056
-	-	-	-	-	-	-	207,860
-	-	-	-	-	-	-	181,738
-	-	-	20,000	-	-	-	835,829
-	50,384	-	-	-	-	-	116,999
-	-	-	2,000	-	-	-	1,007,453
4,500	-	-	-	-	-	-	252,177
-	-	-	-	-	-	-	346,831
-	-	-	-	-	-	-	758,334
-	400	-	-	-	-	-	194,385
-	-	-	-	-	-	-	133,936
-	-	-	2,000	-	-	-	872,000
-	-	-	-	-	-	-	166,000
14,500	-	-	-	-	-	-	1,142,357
-	-	-	162,712	-	-	-	1,508,080
500	156,883	-	-	-	-	-	1,408,738
5,000	-	-	-	-	-	-	262,491
-	-	-	55,648	-	-	-	1,834,477
-	-	-	-	-	-	-	795,824
-	-	-	-	-	-	-	469,113
35,475	2,000	-	-	-	-	-	394,936
-	-	-	-	-	-	-	194,164
-	-	-	-	-	-	-	376,537
-	-	-	24,158	-	-	-	359,529
-	-	-	-	-	-	-	244,310
-	-	-	-	-	-	-	25,824
-	-	-	-	-	-	-	336,122
-	-	-	-	-	-	-	52,175
-	-	-	-	-	-	-	142,320
-	-	-	-	-	-	-	235,176
-	-	-	-	-	-	-	353,364
12,059	-	-	-	-	-	-	3,452,631
7,500	-	-	-	-	-	-	627,329
1,174	-	-	26,808	-	-	-	943,408
23,064	135,458	-	-	-	-	-	974,206
202,331	(445,094)	-	111,842	-	-	-	26,404,363
23,690	-	-	52,050	-	-	-	868,082
27,000	-	-	-	-	-	-	17,235,086
-	-	-	-	-	-	-	124,902
-	-	-	-	-	-	-	248,811
289,579	563,474	-	39,327	-	-	-	7,109,303
647,072	463,505	-	496,545	-	-	-	75,133,394
54,438	350,142	-	5,433	-	-	-	3,450,839
-	587,000	-	-	-	-	-	861,152
54,438	937,142	-	5,433	-	-	-	4,311,991
-	-	-	250,000	-	-	-	3,669,481
-	-	-	250,000	-	-	-	1,938,292
400	43,587	-	-	-	-	-	414,900
-	3,962,356	-	-	-	-	-	5,086,222
15,207	3,000	-	-	-	-	-	921,453
-	-	-	-	-	-	-	217,354
35,774	735,858	-	5,228	-	-	-	3,484,431
51,381	4,744,801	-	505,228	-	-	-	15,732,133
20,351	(215,600)	-	6,000	-	-	-	1,299,495
7,250	-	-	-	-	-	-	2,065,876
-	-	-	-	6,484,405	7,936,602	-	14,521,007
20,000	-	359,000	-	-	-	-	1,459,255
1,000	-	-	1,171,274	-	-	-	1,973,579
10,000	-	-	-	-	-	-	2,771,721
400	-	-	12,779	-	-	-	1,385,105
68,113	164,500	700,000	37,897	-	-	-	16,676,046
127,114	(51,100)	1,059,000	1,227,950	6,484,405	7,936,602	-	42,152,084
61,793	209,388	3,898,601	42,428	-	-	364,175	7,470,981
98,175	4,778,079	59,022,793	655,196	-	-	22,692,156	90,457,287
\$ 1,039,973	\$ 11,081,815	\$ 63,980,394	\$ 2,932,780	\$ 6,484,405	\$ 7,936,602	\$ 23,056,331	\$ 235,257,870
0.44%	4.71%	27.20%	1.25%	2.76%	3.37%	9.80%	100.00%



CITY OF KILLEEN
Major Funds Operating Budget by Function
FY 2015

	<u>General Government</u>	<u>Public Safety</u>	<u>Public Works</u>	<u>Community Services</u>	<u>Community Development</u>	<u>Aviation</u>	<u>Total</u>
General Fund							
City Council	\$ 60,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,015
City Manager	338,610	-	-	-	-	-	338,610
Ext Assistant City Manager	240,971	-	-	-	-	-	240,971
Int Assistant City Manager	234,943	-	-	-	-	-	234,943
City Auditor & Compliance Officer	117,599	-	-	-	-	-	117,599
Municipal Court	944,056	-	-	-	-	-	944,056
Public Information Officer	207,860	-	-	-	-	-	207,860
Volunteer Services	-	-	-	181,738	-	-	181,738
City Attorney	835,829	-	-	-	-	-	835,829
City Secretary	116,999	-	-	-	-	-	116,999
Finance	1,007,453	-	-	-	-	-	1,007,453
Purchasing	252,177	-	-	-	-	-	252,177
Building Services	346,831	-	-	-	-	-	346,831
Custodial Services	758,334	-	-	-	-	-	758,334
Printing Services	194,385	-	-	-	-	-	194,385
Support Services	133,936	-	-	-	-	-	133,936
Human Resources	872,000	-	-	-	-	-	872,000
Employee Assistance Program	166,000	-	-	-	-	-	166,000
Information Technology	1,142,357	-	-	-	-	-	1,142,357
Library	-	-	-	-	1,508,080	-	1,508,080
Golf Course	-	-	-	1,408,738	-	-	1,408,738
Community Center Operations	-	-	-	262,491	-	-	262,491
Parks	-	-	-	1,834,477	-	-	1,834,477
Lions Club Park Operations	-	-	-	795,824	-	-	795,824
Family Aquatics Center	-	-	-	469,113	-	-	469,113
Killeen Arts and Activities Center	-	-	-	-	394,936	-	394,936
Recreation	-	-	-	194,164	-	-	194,164
Athletics	-	-	-	376,537	-	-	376,537
Cemetery	-	-	-	359,529	-	-	359,529
Senior Center	-	-	-	244,310	-	-	244,310
Swimming Pools	-	-	-	25,824	-	-	25,824
Community Development	-	-	-	-	336,122	-	336,122
Community Development/Home Program	-	-	-	-	52,175	-	52,175
Lien Services	-	-	-	-	142,320	-	142,320
Public Works	-	-	235,176	-	-	-	235,176
Traffic	-	-	353,364	-	-	-	353,364
Streets	-	-	3,452,631	-	-	-	3,452,631
Planning and Development	627,329	-	-	-	-	-	627,329
Building and Inspection	943,408	-	-	-	-	-	943,408
Code Enforcement	974,206	-	-	-	-	-	974,206
Police - Operations	-	26,404,363	-	-	-	-	26,404,363
Animal Control	-	868,082	-	-	-	-	868,082
Fire	-	17,235,086	-	-	-	-	17,235,086
Emergency Mgmt / Homeland Security	-	124,902	-	-	-	-	124,902
EMS Billings & Collections	-	248,811	-	-	-	-	248,811
Non-Departmental	7,109,303	-	-	-	-	-	7,109,303
Aviation Funds							
Killeen-Fort Hood Regional Airport	-	-	-	-	-	3,450,839	3,450,839
Skylark Field	-	-	-	-	-	861,152	861,152
Solid Waste Fund							
Residential Services	-	-	3,669,481	-	-	-	3,669,481
Commercial Services	-	-	1,938,292	-	-	-	1,938,292
Recycling Programs	-	-	414,900	-	-	-	414,900
Transfer Station Operations	-	-	5,086,222	-	-	-	5,086,222
Mowing Operations	-	-	921,453	-	-	-	921,453
Accounting	-	-	217,354	-	-	-	217,354
Solid Waste Miscellaneous	-	-	3,484,431	-	-	-	3,484,431
Water & Sewer Fund							
Fleet Services	-	-	1,299,495	-	-	-	1,299,495
Utility Collections	-	-	2,065,876	-	-	-	2,065,876
Water and Sewer Contracts	-	-	14,521,007	-	-	-	14,521,007
Water Distribution	-	-	1,459,255	-	-	-	1,459,255
Sanitary Sewers	-	-	1,973,579	-	-	-	1,973,579
Water and Sewer Operations	-	-	2,771,721	-	-	-	2,771,721
Water and Sewer Engineering	-	-	1,385,105	-	-	-	1,385,105
Water and Sewer Miscellaneous	-	-	16,676,046	-	-	-	16,676,046
Drainage Utility Fund							
	-	-	7,470,981	-	-	-	7,470,981
Total Function Allocation	<u>\$ 17,624,601</u>	<u>\$ 44,881,244</u>	<u>\$ 69,396,369</u>	<u>\$ 6,152,745</u>	<u>\$ 2,433,633</u>	<u>\$ 4,311,991</u>	<u>\$ 144,800,583</u>
Percent of Total Budget	12.17%	31.00%	47.93%	4.25%	1.68%	2.98%	100.00%

CITY OF KILLEEN
Annual Budget
General Fund Revenue Analysis

Total General Fund revenues and transfers-in are \$73,380,225. Revenues and transfers-in budgeted for FY 2015 represent an increase of 2.4% from the estimated revenues and transfers-in for FY 2014 and a 7.2% increase over the FY 2013 actual revenues and transfers-in. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2015.

REVENUE & TRANSFERS-IN	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Property Taxes	\$ 22,881,516	\$ 25,376,292	\$ 23,774,584	\$ 24,806,853	\$ 24,606,499	33.5%
Sales and Occupancy Taxes	19,087,359	20,254,736	20,760,340	20,609,423	21,461,760	29.1%
Franchise Taxes	6,030,758	5,376,816	5,040,941	5,167,757	5,192,800	7.1%
Misc. Revenues	3,721,794	3,996,506	4,027,778	4,701,555	4,712,436	6.4%
Permits and Licenses	1,106,562	1,176,837	1,290,444	1,476,924	1,615,300	2.2%
Court Fines & Fees	2,548,162	2,401,852	2,496,707	3,024,565	3,043,450	4.1%
Recreation Revenues	1,150,694	1,210,594	1,334,560	1,325,200	1,357,300	1.8%
Interest	80,291	140,868	116,417	90,000	90,000	0.1%
Golf Course Revenues	1,303,725	1,220,856	1,093,152	1,190,635	1,225,391	1.7%
Intergovernmental	373,409	701,474	911,981	815,012	759,166	1.0%
Transfers-In	7,000,682	7,282,694	7,588,166	8,459,033	9,316,123	12.7%
TOTAL	\$ 65,284,952	\$ 69,139,525	\$ 68,435,070	\$ 71,666,957	\$ 73,380,225	100.0%

- * Property Tax Revenues allocated to the General Fund are budgeted to decrease 0.8% as compared to FY 2014 estimates.
- * Revenues from Sales and Occupancy Taxes are budgeted to increase 4.1% as compared to FY 2014 estimates.
- * Franchise Tax Revenues for FY 2015 are budgeted to increase by 0.5% as compared to FY 2014 estimates.
- * Courts Fines and Fees are budgeted to increase 0.6% based on current levels of revenue.
- * Interest is budgeted to remain the same as FY 2014 estimates.

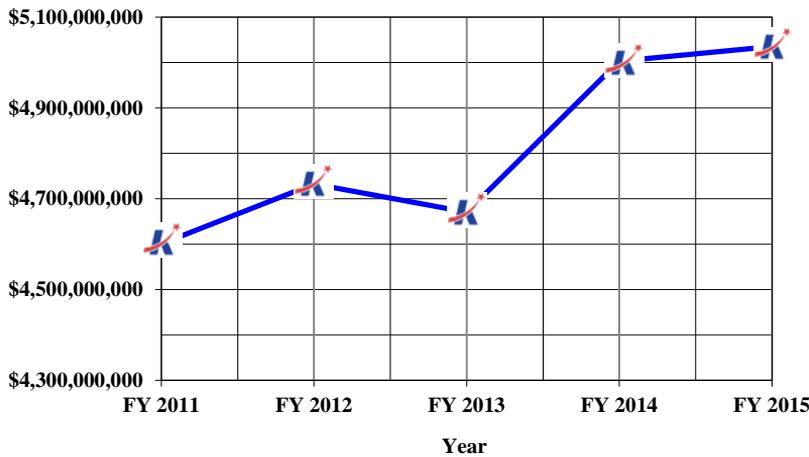
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 38.4% of the General Fund revenues. The city's property tax is levied each October 1 on the assessed valuation listed as of the previous January 1 for all real and personal property located in the city. The appraisal of property within the city is the responsibility of the Bell County Tax Appraisal District. The appraisal district is required under the state property tax code to assess all property within the district on the basis of 100 percent of its appraised value and is prohibited from applying any assessment ratios. The total assessed valuation for the FY 2015 budget is \$5,034,977,627. This value represents an increase of \$31,973,857 or 0.64% over the previous years assessed valuation of \$5,003,003,770. The increase in the assessed value can be attributed to moderate growth. The tax rate is distributed 52.29 cents, or 69.74%, to the General Fund and 22.69 cents, or 30.26% to fund debt service.

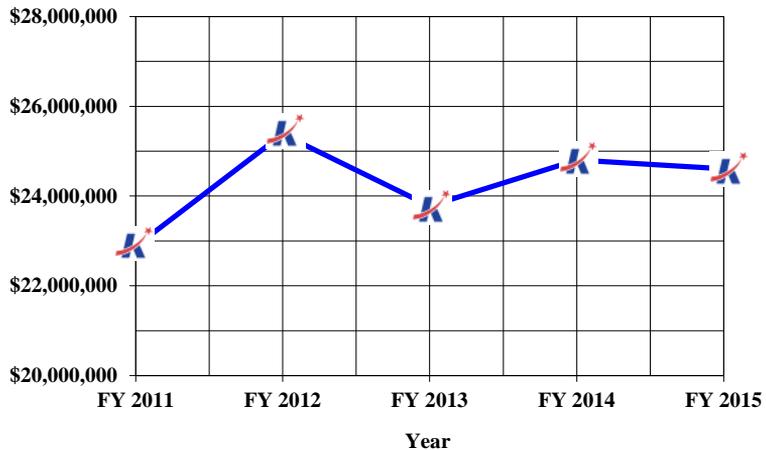
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years



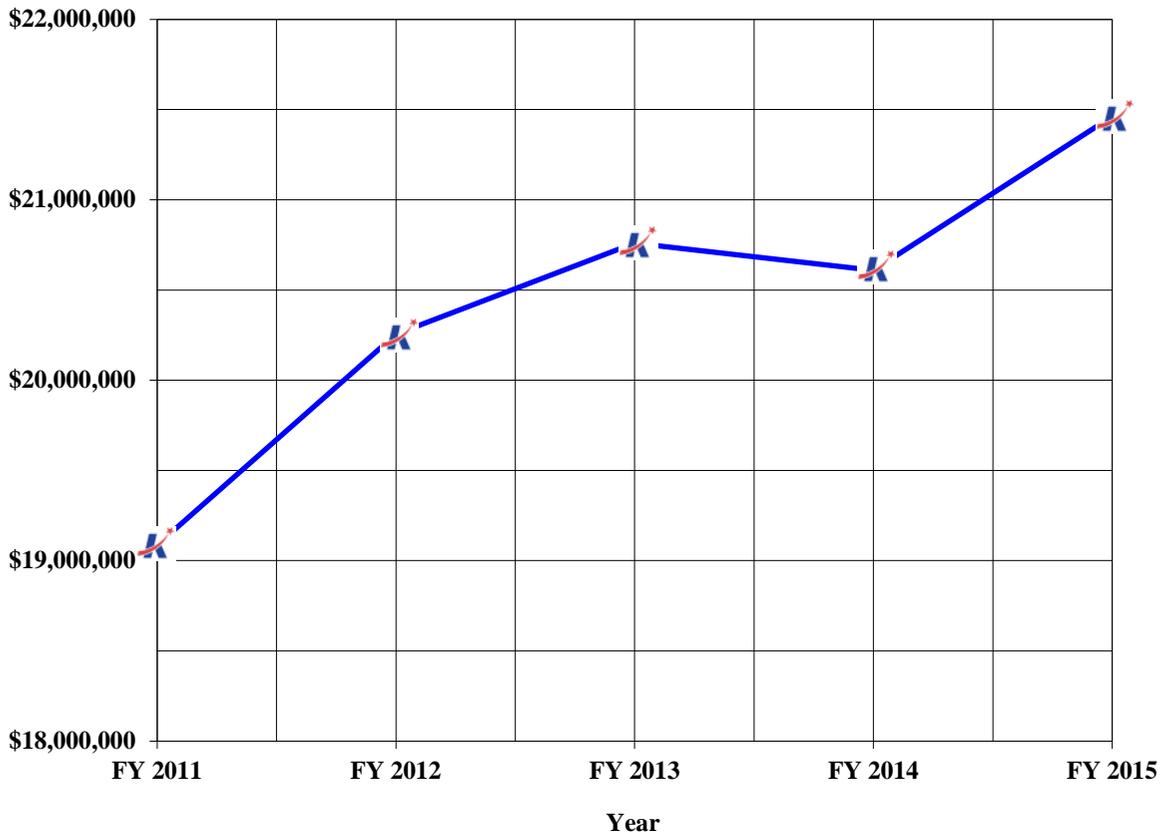
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 33.5% of its General Fund Revenues from sales and occupancy taxes. These taxes include sales tax revenue, mixed beverages tax revenue, and bingo tax revenue. Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales. Mixed beverage tax revenue is 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 2015 is \$21,461,760. This is an increase of 4.1% over estimated revenues for FY 2014. The increase in revenues will be used for operating expenses.

GENERAL FUND

Sales Tax Revenue - Five Years

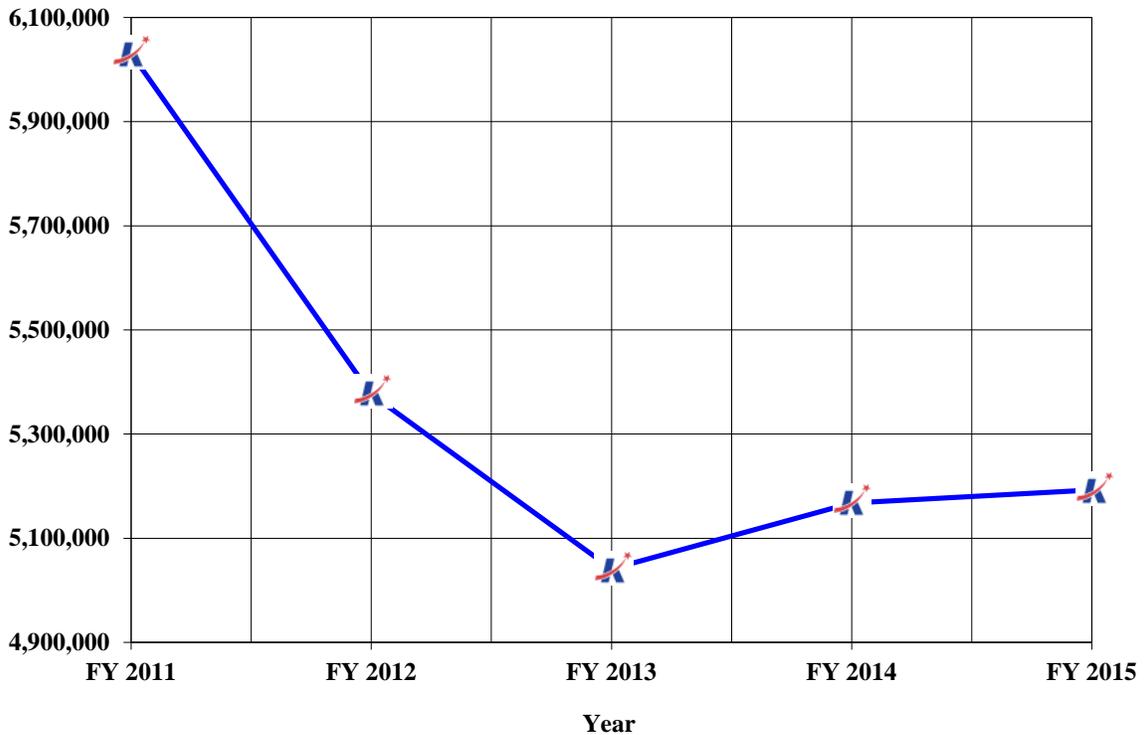


Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

FRANCHISE TAXES

The city receives 8.1% 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 4.5% of the gross receipts from domestic and commercial gas sales. The electric utility franchise fee is equal to 4.5% 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 2015 is \$5,192,800. This is a increase of 0.5% over the amount estimated in FY 2014.

GENERAL FUND
Franchise Tax Revenue - Five Years



Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

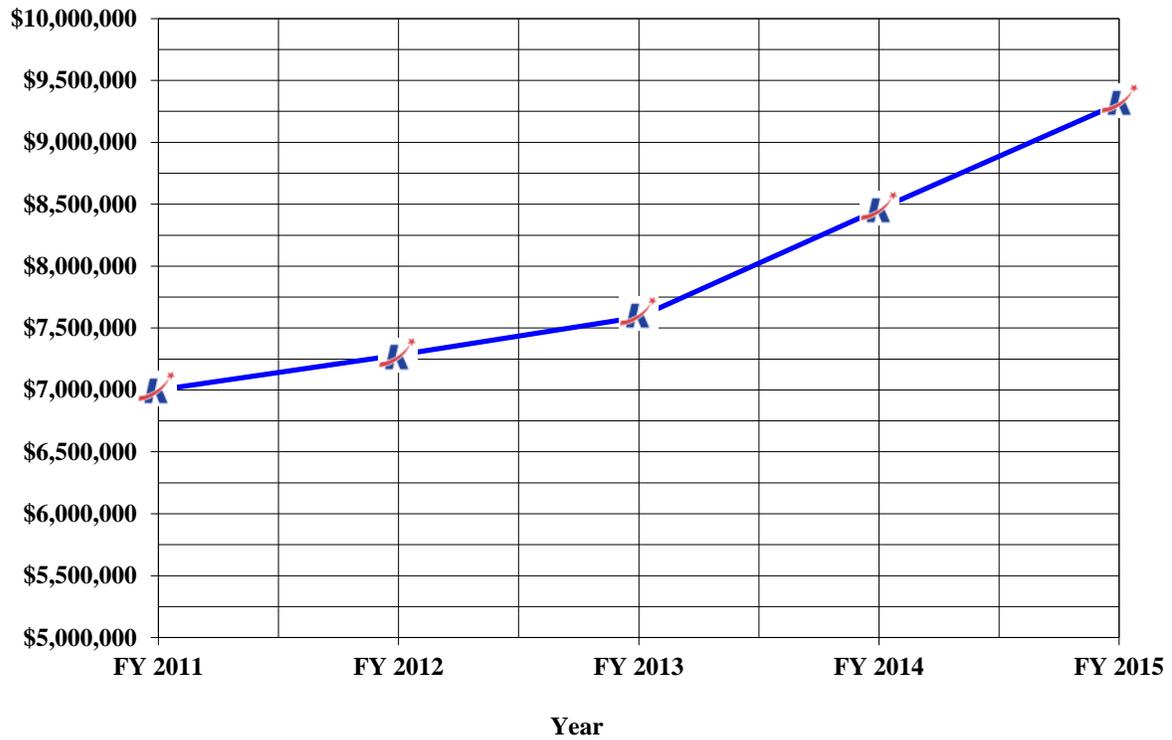
INDIRECT COST TRANSFERS

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 2015 are \$9,316,123. This is an increase of \$857,090, or 10.1%, from the estimated 2013-14 amounts. This can be attributed to the steady growth of the Solid Waste, Water & Sewer and Drainage Utility Funds.

GENERAL FUND

Total Transfers - Five Years



Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
General Fund Expenditures & Transfers Out

Total General Fund expenditures and transfers out are \$75,133,394. This represents a decrease of 0.18% from FY 2014.

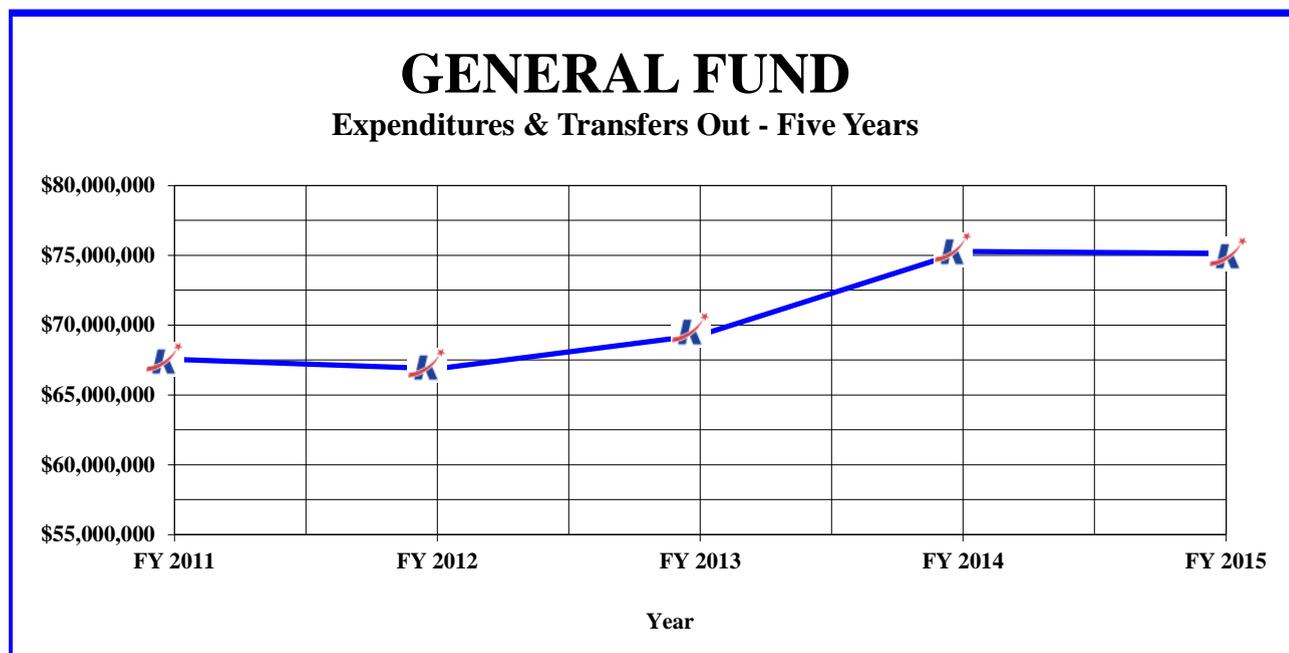
EXPENDITURES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
General Government	\$ 14,989,569	\$ 14,461,938	\$ 15,772,919	\$ 17,271,916	\$ 17,624,601	23.5%
Public Safety	40,373,224	40,745,930	42,444,784	45,172,448	44,881,244	59.7%
Public Works	3,860,640	3,880,729	3,488,618	4,573,047	4,041,171	5.4%
Community Development	1,890,159	1,889,975	1,924,438	2,307,340	2,433,633	3.2%
Community Services	6,419,585	5,909,546	5,643,827	5,940,929	6,152,745	8.2%
TOTAL	\$ 67,533,177	\$ 66,888,118	\$ 69,274,586	\$ 75,265,680	\$ 75,133,394	100.0%

* General Government increased by 2%. 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 has a 0.6% decrease for FY 2015. This decrease can be attributed to a slight decrease in operating costs.

* The decrease in Public Works of 11.6% can also be attributed to the reorganization of the cities departments and divisions.

* The Community Services' budget is increased by 3.6% from the prior year budget as a result of the reorganization of the cities departments and divisions.

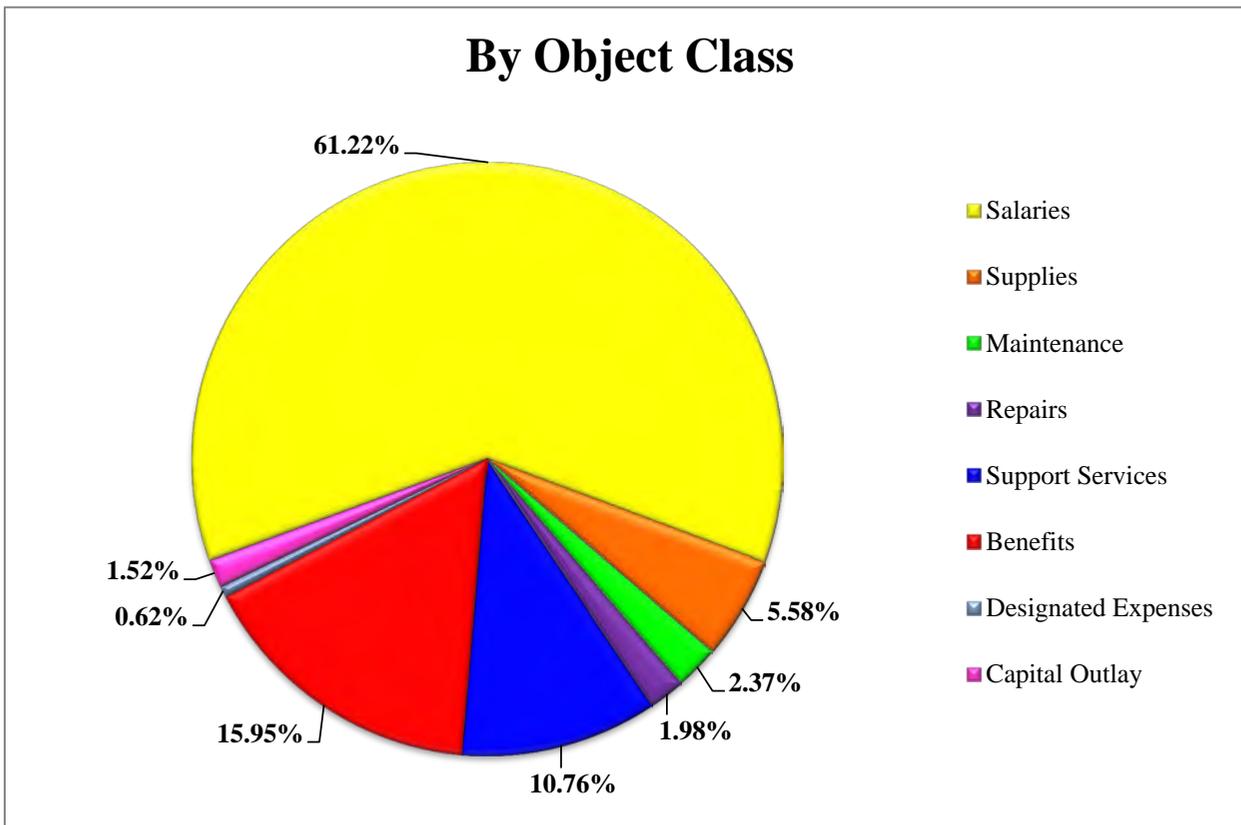


Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

EXPENDITURES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$41,155,130	\$41,076,020	\$42,353,415	\$43,149,342	\$45,999,962	61.22%
Supplies	3,611,756	3,707,327	3,916,077	4,188,362	4,193,688	5.58%
Maintenance	1,160,083	1,388,066	1,117,374	2,176,633	1,783,802	2.37%
Repairs	1,341,335	1,424,080	1,384,085	1,489,767	1,486,072	1.98%
Support Services	6,835,315	6,938,378	7,357,801	9,339,664	8,081,445	10.76%
Benefits	11,300,441	10,958,131	10,682,889	11,411,204	11,981,303	15.95%
Designated Expenses	1,245,993	575,785	654,662	624,405	463,505	0.62%
Capital Improvements	19,248	15,699	11,259	8,000	-	0.00%
Capital Outlay	834,408	760,657	1,134,718	2,878,303	1,143,617	1.52%
Transfers to other funds	29,468	43,975	662,306	-	-	0.00%
TOTAL	\$67,533,177	\$66,888,118	\$69,274,586	\$75,265,680	\$75,133,394	100.00%

FY 2015 General Fund Expenditures & Transfers Out



Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Killeen-Fort Hood Regional Airport Revenue Analysis

Total Killeen-Fort Hood Regional Airport fund revenues and transfers in are \$3,112,175. Revenues and transfers in budgeted for FY 2015 represent an increase of 4.0% from the prior years estimated revenues and transfers in excluding federal and state grants. The following is a summary of the KFHRA Funds major revenue categories and their revenue assumptions for FY 2015.

REVENUE & TRANSFERS IN	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Misc. Receipts	\$ 2,753	\$ 2,067	\$ 3,158	\$ 1,795	\$ 1,630	0.1%
Airport Rent & Concessions	985,363	1,145,617	1,034,830	945,061	978,417	31.4%
Air Carrier Operations	307,147	254,678	285,182	274,621	265,614	8.5%
Airport Use Fees	182,150	157,106	185,632	169,500	167,385	5.4%
Parking Lot Fees	832,280	674,955	711,671	692,425	668,422	21.5%
Fuel Sales	292,131	257,196	246,368	241,827	362,850	11.7%
Operating Supplies	-	-	-	30	60	0.0%
Into Plane Fees	237,958	229,753	364,786	327,182	368,511	11.8%
CIP Recovery Fees	281,959	374,249	359,750	252,434	249,200	8.0%
Interest Earned	959	559	502	86	86	0.0%
Department of Transportation	-	50,000	12,718	87,282	50,000	1.6%
DOT Grant Match	35,591	-	-	-	-	0.0%
Federal Grants and Receipts	2,184,494	461,399	5,276,391	1,877,021	-	0.1%
Transfer from Other Funds	-	10,901	-	-	-	0.0%
TOTAL	\$ 5,342,785	\$ 3,618,480	\$ 8,480,988	\$ 4,869,264	\$ 3,112,175	100.0%

* Airport Rent and Concessions increased 3.5% from FY 2014. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue decreased 3.3% from FY 2014. This is due to a decrease in the number of enplanements over the course of the fiscal year.

* Fuel Sales revenues increased 50.0% from FY 2014. 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 increased 12.6% from FY 2014.

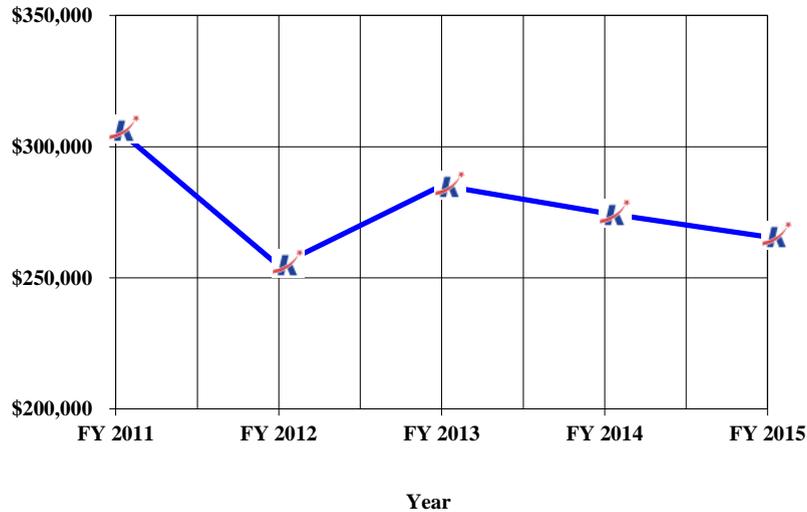
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 8.7% 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 2015 is \$265,614. This is a decrease of 3.3% from estimated revenues for FY 2014.

KFHRA FUND

Air Carrier Operations - Five Years

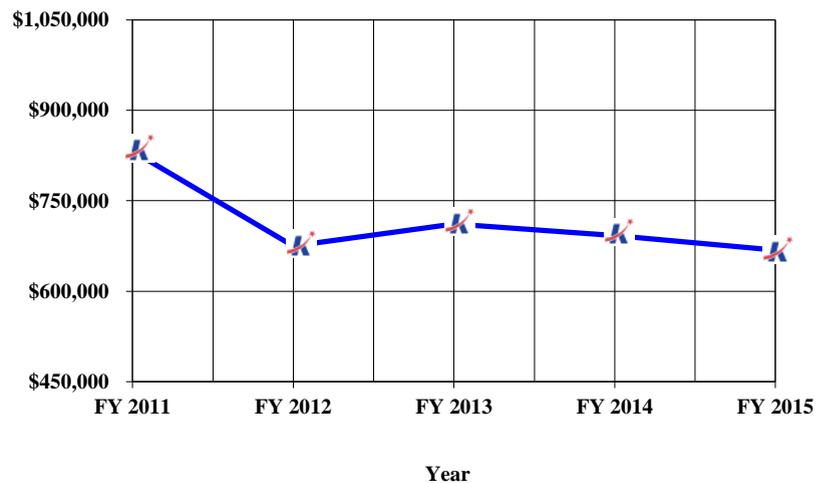


PARKING LOT FEES

The airport receives 21.8% of its operating revenues from parking lot fees. Parking Lot Fee 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 2015 are \$668,422. This is a decrease of 3.5% from estimated revenues for FY 2014. This decrease is primarily due to the decreased number of enplanements over the course of the fiscal year.

KFHRA FUND

Airport Parking Lot Fees - Five Years



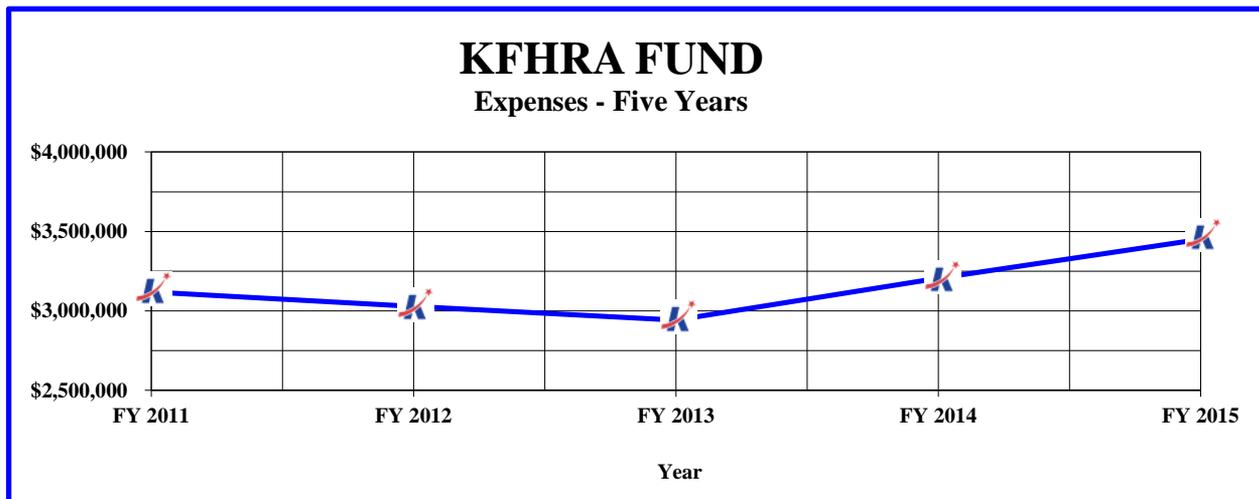
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Killeen-Fort Hood Regional Airport Fund Expenses

Total Killeen-Fort Hood Regional Airport Fund operating expenses are \$3,450,839. This represents an increase of 7.6% over the prior years estimated operating budget, which excludes airfield capital improvement projects.

EXPENSES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Airport Operations	\$ 2,593,340	\$ 2,491,465	\$ 2,472,402	\$ 2,644,118	\$ 2,751,666	79.7%
Cost of Goods Sold	\$ 229,607	\$ 221,551	\$ 208,140	\$ 227,577	\$ 348,042	10.1%
Information Technology	166,884	177,610	141,358	175,055	177,281	5.1%
Airport Non-Departmental	129,251	137,743	121,245	159,553	173,850	5.0%
Robert Gray Army Airfield Projects	2,301,039	492,591	5,856,110	1,654,939	-	0.0%
TOTAL	\$ 5,420,121	\$ 3,520,960	\$ 8,799,255	\$ 4,861,242	\$ 3,450,839	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.

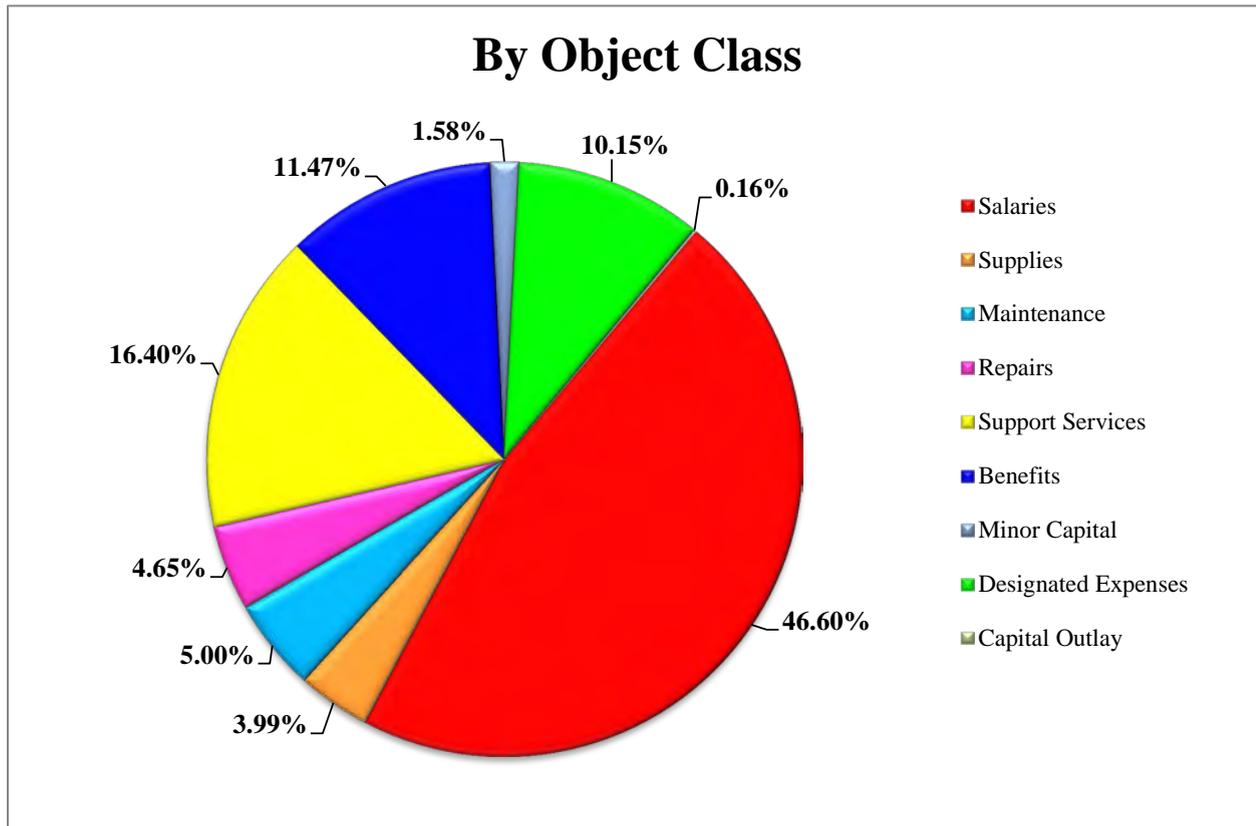


Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

EXPENSES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$ 1,519,889	\$ 1,493,459	\$ 1,438,399	\$ 1,532,381	\$ 1,608,298	46.6%
Supplies	88,272	81,260	103,623	113,823	137,607	4.0%
Maintenance	139,053	115,288	136,469	157,352	172,597	5.0%
Repairs	120,986	135,802	145,464	123,580	160,681	4.7%
Support Services	564,031	547,751	533,467	535,199	565,933	16.4%
Benefits	435,534	393,290	361,767	416,053	395,710	11.5%
Minor Capital	-	-	11,957	56,022	54,438	1.6%
Designated Expenses	229,607	221,551	211,999	227,577	350,142	10.1%
Capital Outlay	21,710	39,968	-	44,316	5,433	0.2%
Projects	2,301,039	492,591	5,856,110	1,654,939	-	0.0%
TOTAL	\$ 5,420,121	\$ 3,520,960	\$ 8,799,255	\$ 4,861,242	\$ 3,450,839	100.0%

FY 2015 Killeen-Fort Hood Regional Airport Fund Expenses



Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Skylark Field Fund Reveue Analysis

Total Skylark Field fund revenue is \$1,495,533. Operating revenues budgeted for FY 2015 represent an increase of 25.9% over the estimated operating revenues for FY 2014. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2014-15.

REVENUE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Fixed Base Operations	\$ 15,426	\$ 18,457	\$ 29,524	\$ 45,100	\$ 45,400	5.4%
Hangars and Tie Downs	109,582	113,063	110,707	116,798	112,394	13.5%
Airport Use Fees	7,186	6,777	6,141	5,665	7,285	0.9%
Fuel Sales	525,911	544,533	507,803	480,047	656,773	78.8%
Operating Supplies Sales	4,197	2,688	1,509	1,146	1,600	0.2%
Miscellaneous Receipts	218	139	153,997	7,935	300	0.0%
Interest Earned	715	580	484	250	300	0.1%
TXDOT Grants	11,961	6,369	1,047	5,000	9,150	1.1%
TOTAL	\$ 675,196	\$ 692,606	\$ 811,212	\$ 661,941	\$ 833,202	100.0%

* Fixed Base Operations increased for FY 2015.

* Hangars and Tie downs are decreasing slightly from FY 2014. This slight decrease is due to the downturn in general aviation nationwide.

* Fuel Sales are increasing 36.8% from FY 2014. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

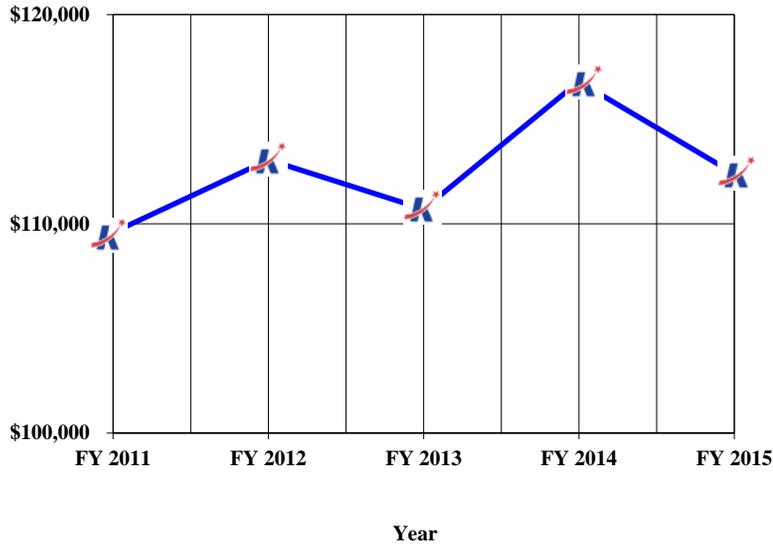
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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 and operating their own hangars. Total revenues budgeted for FY 2015 is 112,394.

SKYLARK FIELD FUND

Hangars and Tiedowns- Five Years

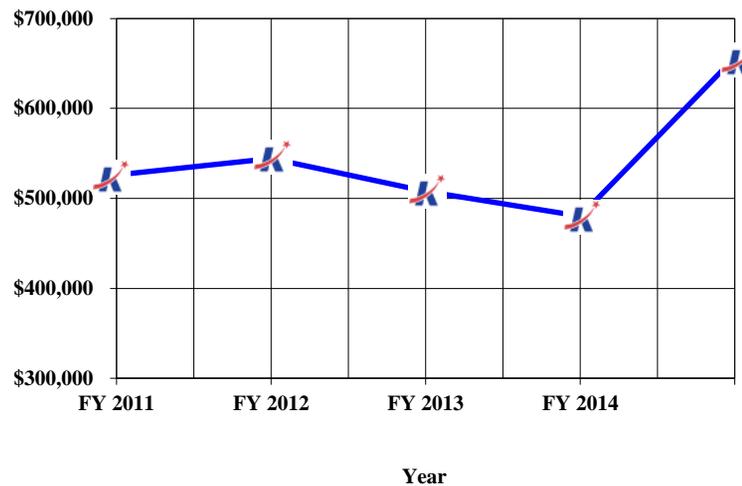


FUEL SALES

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 2014-15 are \$656,773. This is an increase of 18.4% over estimated revenues for FY 2013-14, due to the exceleating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

SKYLARK FIELD FUND

Fuel Sales - Five Years



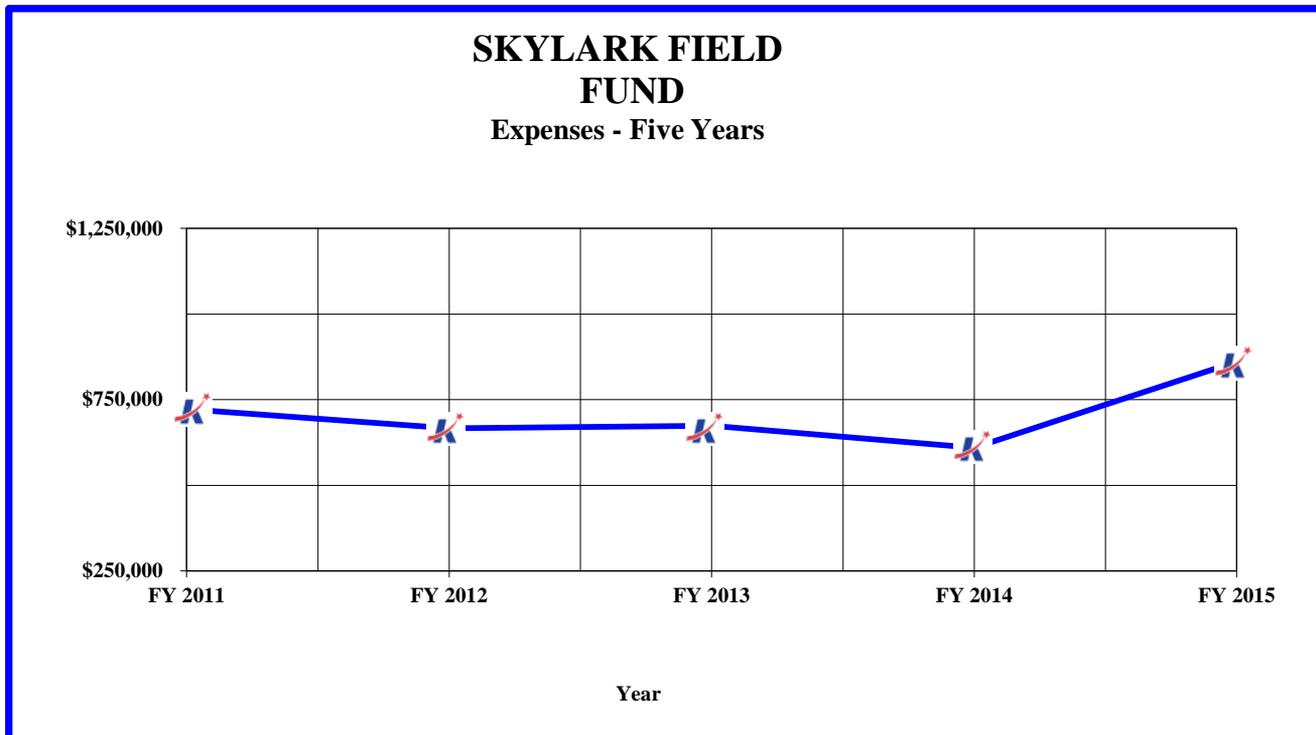
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Skylark Field Fund Expenses

Total Skylark Field Fund expenses are \$861,152. This represents an increase of 41.2% over the prior years operating budget.

EXPENSES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Airport Operations	\$ 256,809	\$ 229,821	\$ 226,375	\$ 250,172	\$ 263,413	30.6%
Cost of Goods Sold	\$ 453,666	\$ 425,538	\$ 432,451	\$ 350,400	\$ 587,000	68.2%
Airport Non-Departmental	11,933	11,088	14,804	9,407	10,739	1.2%
TOTAL	\$ 722,408	\$ 666,447	\$ 673,630	\$ 609,979	\$ 861,152	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.

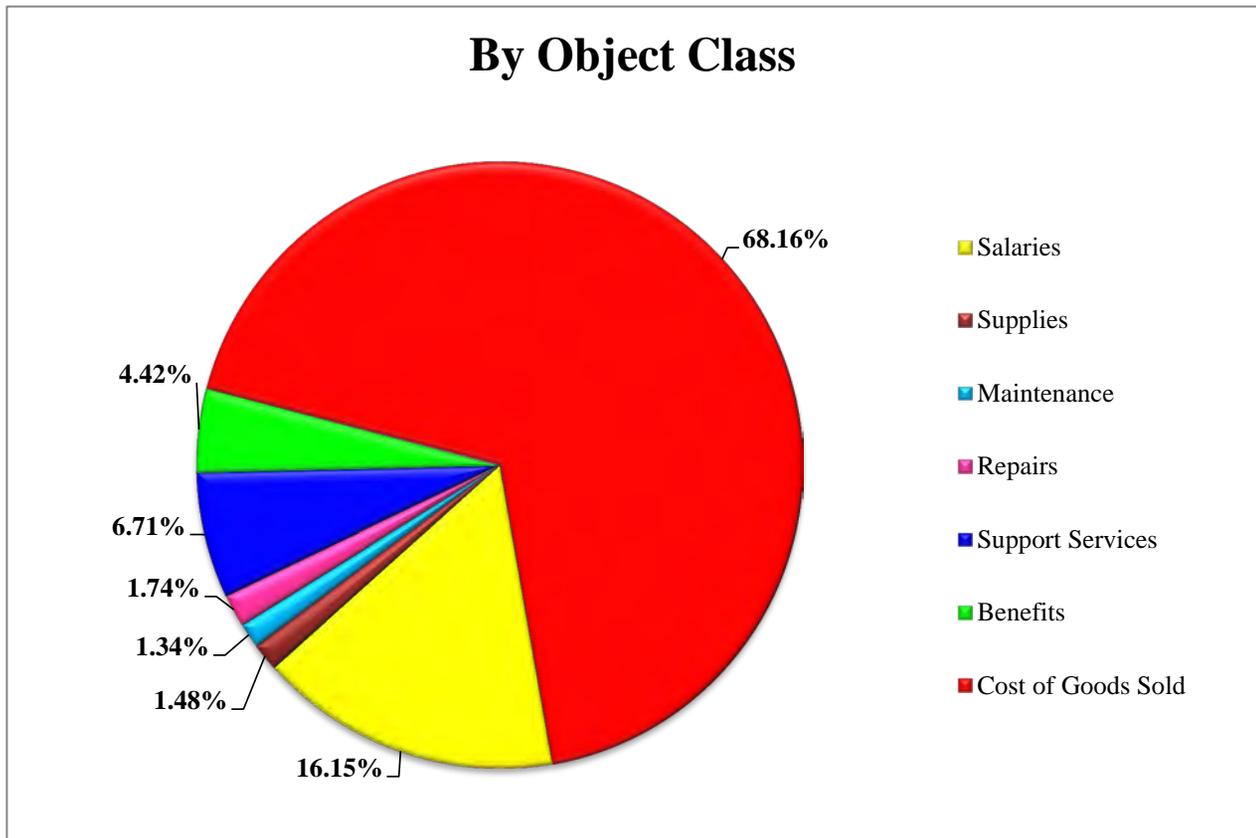


Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

EXPENSES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$ 126,464	\$ 127,737	\$ 126,126	\$ 131,180	\$ 139,051	16.1%
Supplies	13,341	9,396	9,501	12,105	12,727	1.5%
Maintenance	6,207	7,265	4,537	9,645	11,540	1.3%
Repairs	12,901	11,154	7,733	13,842	15,016	1.7%
Support Services	54,728	47,590	52,655	55,085	57,797	6.7%
Benefits	40,044	35,268	34,950	37,223	38,021	4.4%
Cost of Goods Sold	453,666	425,538	432,451	350,400	587,000	68.2%
Designated Expenses	-	-	5,677	-	-	0.0%
Minor Capital Outlay	-	-	-	499	-	0.0%
Capital Outlay	15,057	2,499	-	-	-	0.0%
TOTAL	\$ 722,408	\$ 666,447	\$ 673,630	\$ 609,979	\$ 861,152	100.0%

FY 2015 Skylark Field Fund Expenses



CITY OF KILLEEN
Annual Budget
Solid Waste Fund Revenue Analysis

Total Solid Waste Fund revenues are \$16,144,563 for FY 2015. Revenues budgeted for FY 2015 represent an increase of 3.57% over the estimated revenues in FY 2014. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2015.

REVENUE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Residential Sanitation Fees	\$ 8,474,410	\$ 8,846,363	\$ 8,951,206	\$ 9,011,405	\$ 9,773,247	60.5%
Commercial Sanitation Fees	5,327,768	5,286,025	5,476,276	5,436,548	5,612,924	34.8%
Transfer Station Fees	384,968	347,304	374,251	377,500	380,800	2.4%
Container Rentals	107,923	99,205	96,306	99,431	101,420	0.6%
Recycling Fees	82,516	85,112	85,487	84,439	86,972	0.5%
Misc. Recycle Revenue	155,467	135,661	118,755	120,000	117,000	0.7%
Misc. Revenues	581,972	654,632	107,063	456,274	64,000	0.4%
Interest Earned	10,132	7,500	7,833	1,900	8,200	0.1%
TOTAL	\$ 15,125,156	\$ 15,461,802	\$ 15,217,177	\$ 15,587,497	\$ 16,144,563	100.0%

- * Residential Sanitation Fees are budgeted to increase by 8.45% from FY 2014.
- * Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 11.7% from FY 2014.
- * Revenues for Container Rentals are budgeted to increase by 2.0%.
- * Subscription Recycling Fees and Miscellaneous Recycling Revenues including sale of metals, sale of paper products, public scale fees, and other recycling revenues are budgeted to increase at a combined rate of 0.5% over FY 2014.
- * Miscellaneous Revenues which include equipment sales, and other miscellaneous revenues shows a 85.97% decrease.

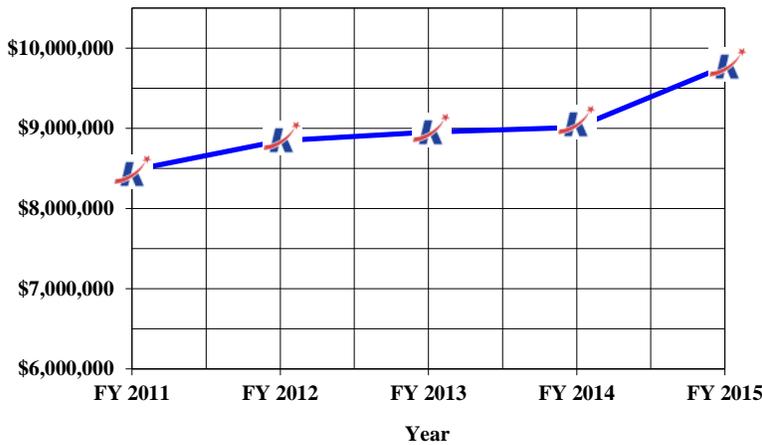
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 61% and Commercial Sanitation Fees represent 35% of the fiscal year 2015 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 2015.

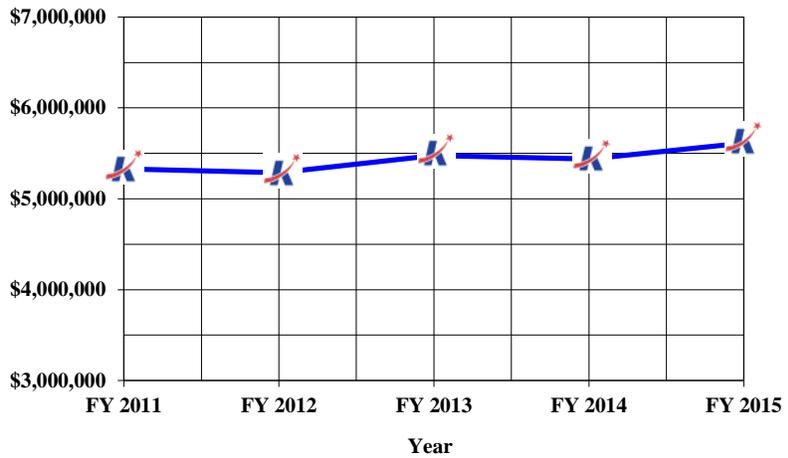
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Solid Waste Fund Expense Analysis

Total Solid Waste Fund expenses and transfers out are \$15,732,313 for FY 2015. This represents a decrease of 2.2% over FY 2014.

EXPENSES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Residential Operations	\$ 3,567,291	\$ 3,205,366	\$ 3,222,540	\$ 4,034,188	\$ 3,669,481	23.3%
Commercial Operations	2,069,649	1,738,046	1,601,748	1,706,665	1,938,292	12.3%
Recycling Program	287,267	338,088	335,403	396,143	414,900	2.7%
Transfer Station	4,180,818	4,479,638	4,771,292	5,002,388	5,086,222	32.3%
Mowing	841,550	680,184	851,581	948,722	921,453	5.9%
Debt Service	570,000	742,644	716,642	729,558	729,558	4.6%
Miscellaneous	927,678	907,653	658,850	942,854	533,363	3.4%
Transfers	2,130,899	2,906,639	3,169,938	2,329,346	2,438,864	15.5%
TOTAL	\$ 14,575,152	\$ 14,998,258	\$ 15,327,994	\$ 16,089,864	\$ 15,732,133	100.0%

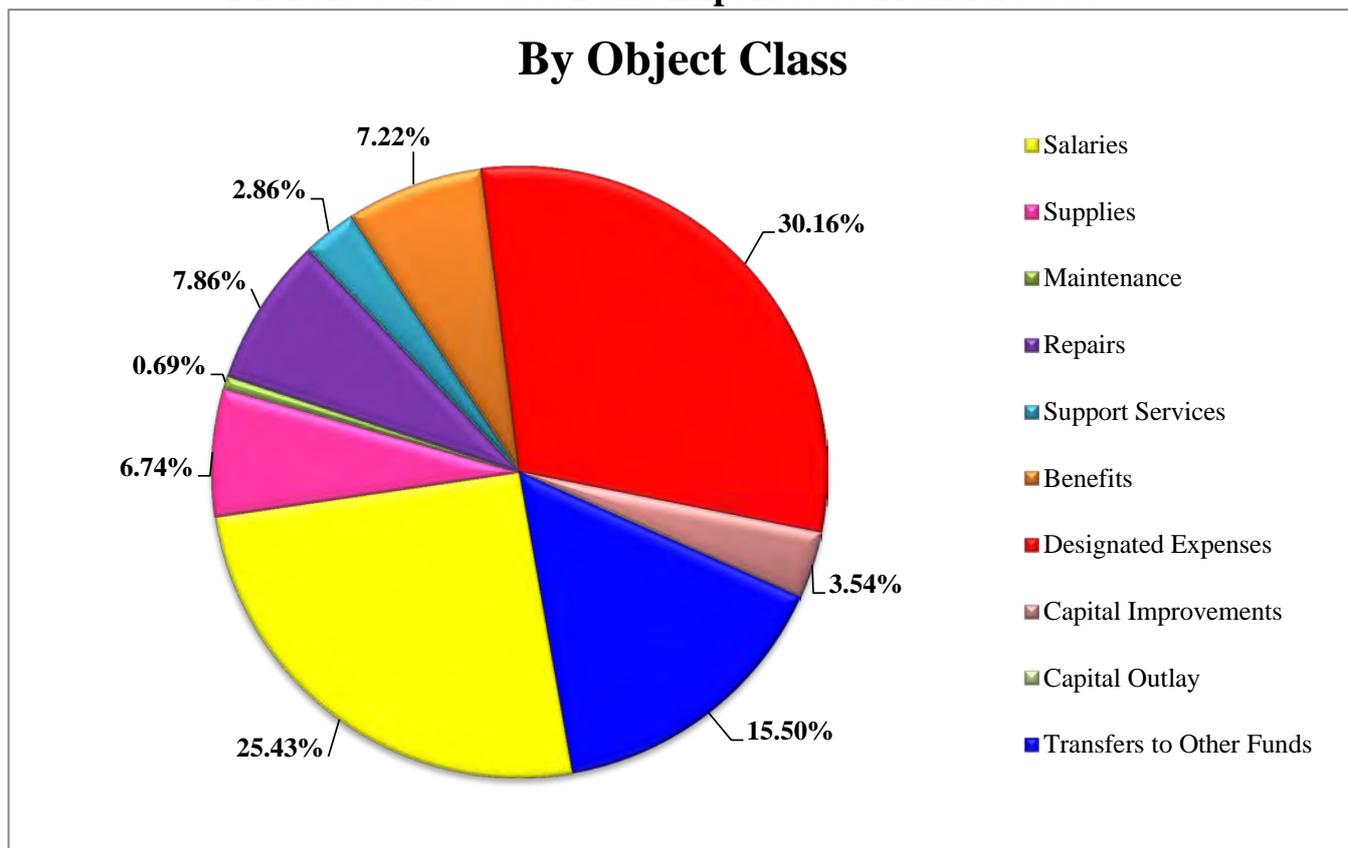
- * Residential Operations is budgeted to decrease 9.0% over the estimated expenses in FY 2014.
- * Commercial Operations reflects a increase of 13.6%, due to the increase costs associated with transportation and disposal of waste materials.
- * There is an increase in the Recycling Program of 4.7% over the estimated expenses in FY 2014, due to normal increases in salaries, benefits and increased expenditures for household hazardous waste collections.
- * The Transfer Station is budgeted to increase 1.7% over the estimated expenses in FY 2014, due to normal increases in salaries, benefits and operation costs.
- * The Mowing division is budgeted to decrease 2.9% over the estimated expenses in FY 2014.



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

EXPENSES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$ 3,576,149	\$ 3,479,431	\$ 3,665,257	\$ 3,786,300	\$ 4,000,300	25.4%
Supplies	853,651	886,437	966,935	1,131,826	1,059,908	6.7%
Maintenance	78,643	75,492	87,093	102,284	108,210	0.7%
Repairs	1,317,463	1,327,006	1,258,041	1,367,957	1,237,286	7.9%
Support Services	319,156	332,823	317,697	532,916	449,710	2.9%
Benefits	1,095,034	988,612	1,009,126	1,124,359	1,136,445	7.2%
Designated Expenses	3,865,190	4,162,845	4,535,650	4,663,255	4,744,801	30.2%
Capital Improvements	499,848	647,313	190,754	727,139	556,609	3.5%
Capital Outlay	839,119	191,660	127,503	324,482	-	0.0%
Transfers to Other Funds	2,130,899	2,906,639	3,169,938	2,329,346	2,438,864	15.5%
TOTAL	\$ 14,575,152	\$ 14,998,258	\$ 15,327,994	\$ 16,089,864	\$ 15,732,133	100.0%

FY 2015 Solid Waste Fund Expenses & Transfers Out



CITY OF KILLEEN
Annual Budget
Water & Sewer Fund Revenue Analysis

Total Water & Sewer Fund revenues are \$39,410,151. Revenues budgeted for FY 2015 represent an increase of 6.1% from the estimated revenues in FY 2014. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2015.

REVENUE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Beginning Fund Balance	\$ 20,869,848	\$ 22,775,423	\$ 24,593,613	\$ 25,761,420	\$ 16,236,564	29.2%
Sale of Water	17,872,764	18,123,591	17,388,100	17,570,338	18,638,615	33.5%
Sewer Fees Collected	14,858,185	16,232,619	16,192,282	16,535,559	17,541,921	31.5%
Water & Sewer Taps	927,581	957,045	880,180	747,303	777,195	1.4%
Delinquent Penalty	1,232,655	1,261,550	1,258,058	1,195,155	1,255,391	2.3%
Misc. Revenues	958,211	1,194,161	1,095,161	1,018,456	1,116,639	2.0%
Interest Earned	73,764	75,588	95,389	77,298	80,390	0.1%
TOTAL	\$ 56,793,008	\$ 60,619,977	\$ 61,502,783	\$ 62,905,529	\$ 55,646,715	100.0%

*Sale of Water is budgeted to increase by 6.1% over FY 2014.

*Revenues from Sewer Fees Collected is budgeted to increase 6.1% over FY 2014.

*Water & Sewer Taps and Delinquent Penalties are budgeted to increase 4.6% over FY 2014 due to normal growth in customers.

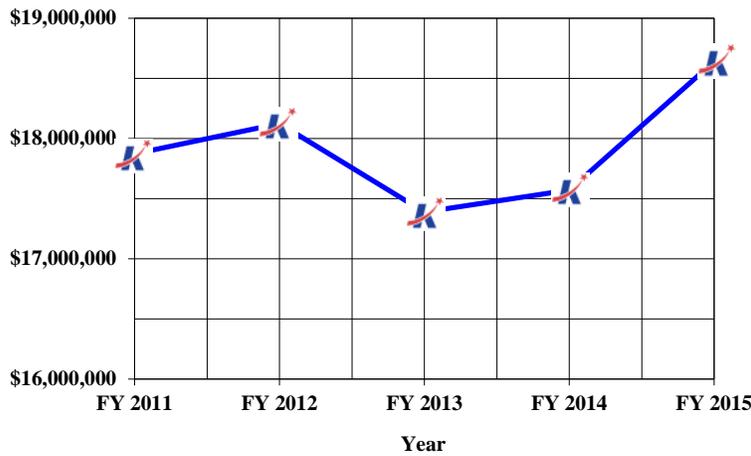
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

Sale of Water Revenue represents 35.5% and Sewer Fee Revenue represents 31.5% of the fiscal year 2015 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.

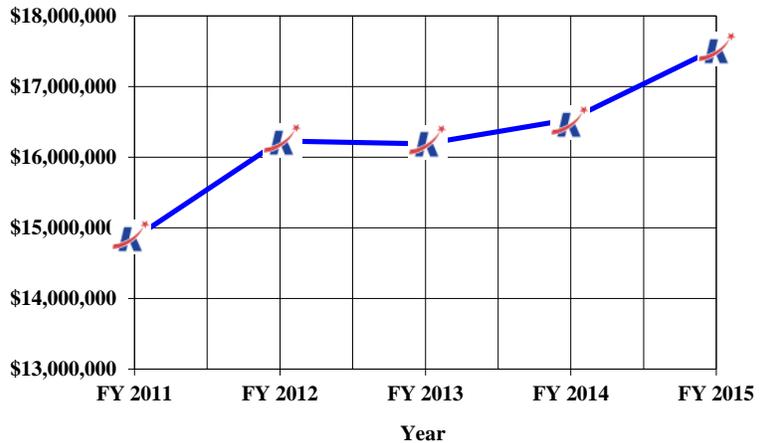
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



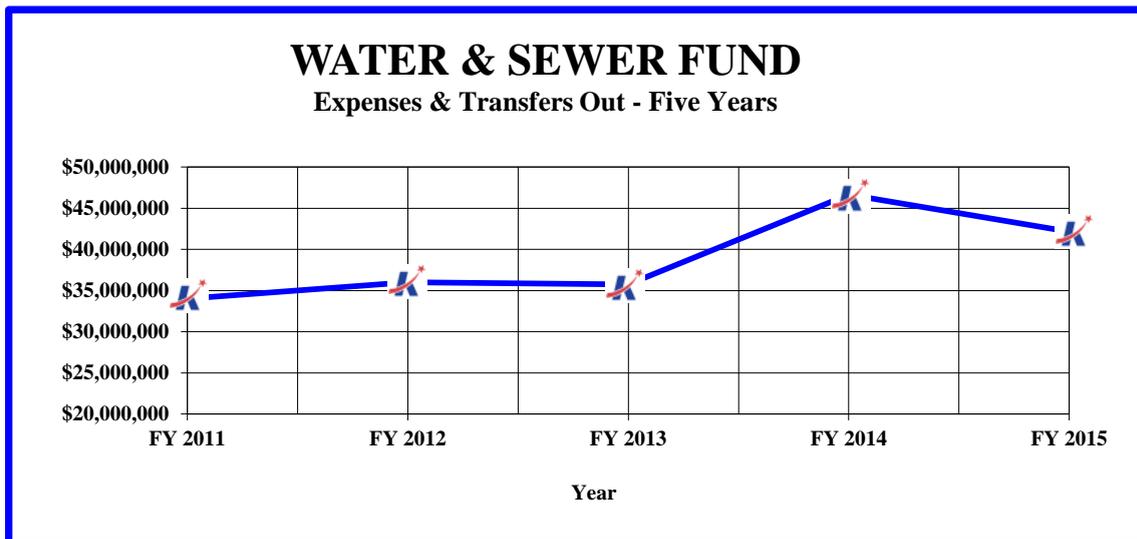
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Water & Sewer Fund Expense Analysis

Total Water and Sewer Fund expenses and transfers out are \$42,152,084. This represents a decrease of 9.7% over the FY 2014 estimated expenses and transfers out.

EXPENSES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Fleet Services	\$ 1,258,614	\$ 1,465,077	\$ 1,138,896	\$ 1,353,315	\$ 1,299,495	3.1%
Utility Collections	1,798,039	1,877,979	1,899,666	2,044,365	2,065,876	4.9%
W&S Contracts	12,141,171	12,361,131	12,460,363	18,984,837	14,521,007	34.4%
Water Distribution	1,199,230	1,358,856	1,289,152	2,043,476	1,459,255	3.6%
Sanitary Sewers	996,657	721,861	684,843	1,180,444	1,973,579	4.7%
W&S Operations	2,565,728	2,629,078	2,717,721	3,485,995	2,771,721	6.6%
W&S Engineering	958,530	982,143	1,035,496	1,386,558	1,385,105	3.3%
W&S Projects	195,487	340,707	480,104	1,071,476	700,000	1.7%
Debt Service	6,585,000	6,685,000	6,500,000	7,435,000	7,160,000	17.1%
Miscellaneous	1,682,098	1,825,011	2,095,112	1,932,788	2,265,136	5.4%
Transfers	4,637,031	5,779,521	5,440,010	5,750,711	6,550,910	15.5%
TOTAL	\$ 34,017,585	\$ 36,026,364	\$ 35,741,363	\$ 46,668,965	\$ 42,152,084	100.0%

- * Fleet Services represents 3.1% of the Water and Sewer budget for FY 2015 with a 4.0% decrease below FY 2014 estimated expenses.
- * Utility Collections represents 4.9% of the Water and Sewer budget for FY 2015 with a 1.1% increase over the estimated expenses in FY 2014 budget.
- * Water Distribution represents 3.6% of the Water and Sewer budget for FY 2015 with a 28.6% decrease over the estimated expenses in FY 2014 budget.
- * Sanitary Sewers represents 4.7% of the Water and Sewer budget for FY 2015 with a 67.2% increase over the estimated expenses in FY 2014 budget.
- * Operations represents 6.6% of the Water and Sewer budget for FY 2015 with a 20.5% decrease over the estimated expenses in FY 2014 budget.
- * Engineering represents 3.3% of the Water and Sewer budget for FY 2015 with a 0.1% decrease over the estimated expenses in FY 2014 budget.
- * Water and Sewer Projects represents 1.7% of the Water and Sewer budget for FY 2015 with a 34.7% decrease over the estimated expenses in FY 2014 budget.

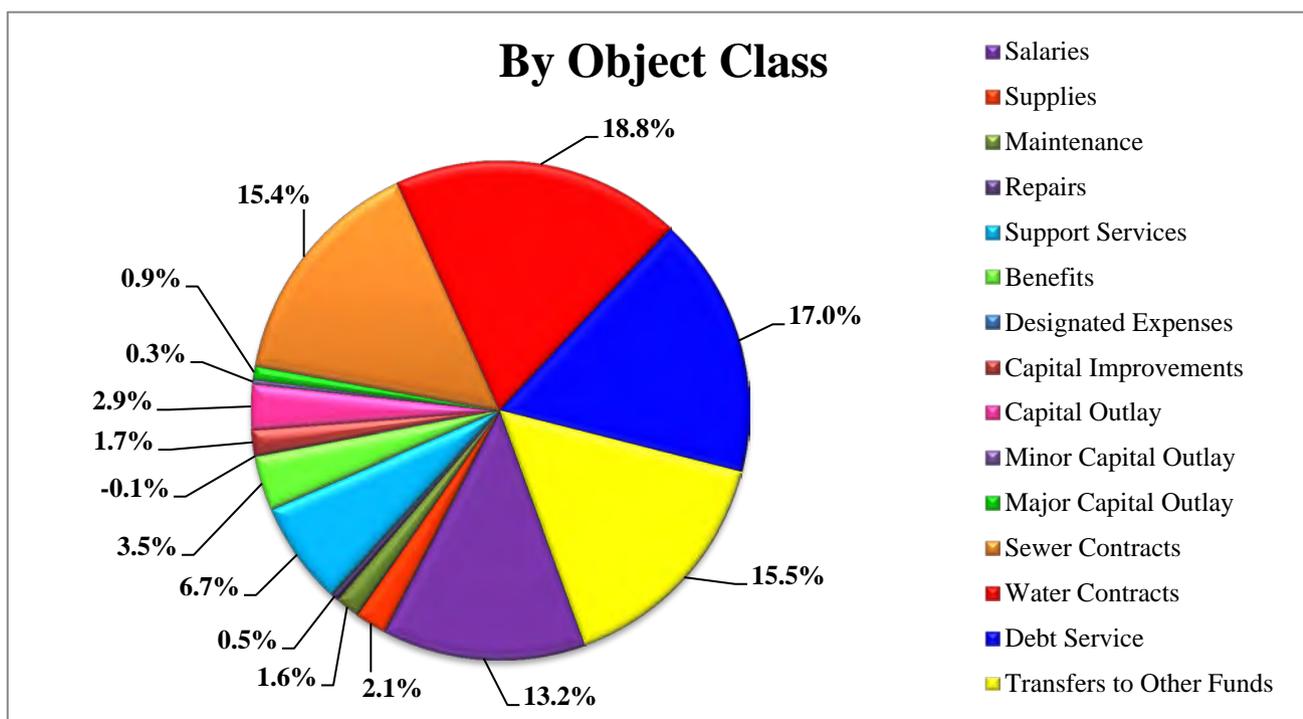


Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

EXPENSES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$ 4,413,887	\$ 4,639,077	\$ 4,820,211	\$ 5,183,811	\$ 5,577,593	13.2%
Supplies	656,194	717,028	716,406	885,972	883,681	2.1%
Maintenance	521,917	688,385	505,991	742,815	652,341	1.6%
Repairs	190,245	204,892	201,552	191,082	215,945	0.5%
Support Services	2,677,821	2,648,131	2,548,943	2,884,329	2,841,501	6.7%
Benefits	1,312,804	1,288,341	1,271,032	1,423,014	1,486,142	3.5%
Designated Expenses	(233,983)	(227,014)	104,772	4,815,611	(51,100)	-0.1%
Capital Improvements	195,487	340,707	480,104	1,071,476	700,000	1.7%
Capital Outlay	559,377	656,714	146,694	1,050,800	1,227,950	2.9%
Minor Capital Outlay	121,299	143,428	188,872	251,901	127,114	0.3%
Major Capital Outlay	239,335	317,300	365,585	1,097,606	359,000	0.9%
Sewer Contracts	5,230,533	5,452,759	5,553,338	6,232,462	6,484,405	15.4%
Water Contracts	6,910,638	6,692,095	6,897,853	7,652,375	7,936,602	18.8%
Debt Service	6,585,000	6,685,000	6,500,000	7,435,000	7,160,000	17.0%
Transfers to Other Funds	4,637,031	5,779,521	5,440,010	5,750,711	6,550,910	15.5%
TOTAL	\$ 34,017,585	\$ 36,026,364	\$ 35,741,363	\$ 46,668,965	\$ 42,152,084	100.0%

FY 2015 Water & Sewer Fund Expenses & Transfers Out



CITY OF KILLEEN
Annual Budget
Drainage Utility Fund Revenue Analysis

Total Drainage Utility Fund revenues are \$3,890,000. Revenues budgeted for FY 2015 reflect an increase of 1.4% above the estimated operating revenues in FY 2014. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2015.

REVENUES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Residential Storm Water Fees	3,031,398	3,152,620	3,209,573	3,239,738	3,250,000	83.6%
Commercial Storm Water Fees	592,698	592,632	590,396	584,729	610,000	15.7%
Interest Earned	12,927	28,761	25,283	13,000	25,000	0.7%
Grant Revenue	1,978	-	-	-	-	0.0%
Miscellaneous Revenue	-	12,067	1,923	500	5,000	0.2%
TOTAL	\$ 3,639,001	\$ 3,786,080	\$ 3,827,175	\$ 3,837,967	\$ 3,890,000	100.0%

- * Residential Storm Water Fees is budgeted to increase by 1.3% from FY 2014.
- * Commercial Storm Water Fees is budgeted to increase 4.3%.
- * Interest Earned is projected to increase 92.3% based on anticipated market conditions.

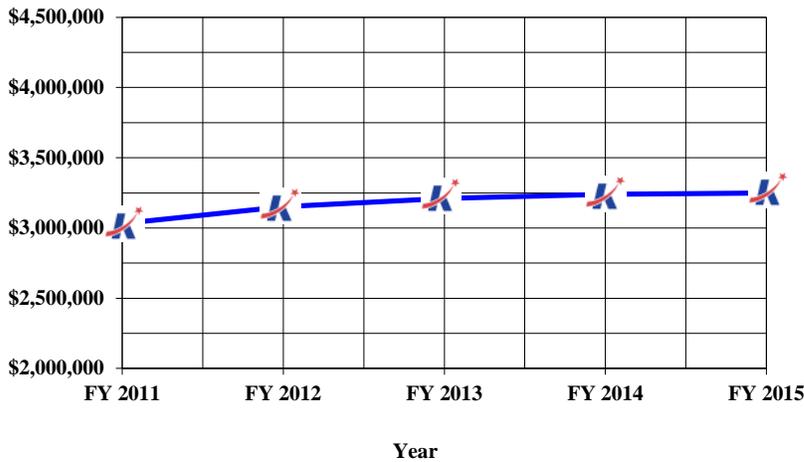
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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.

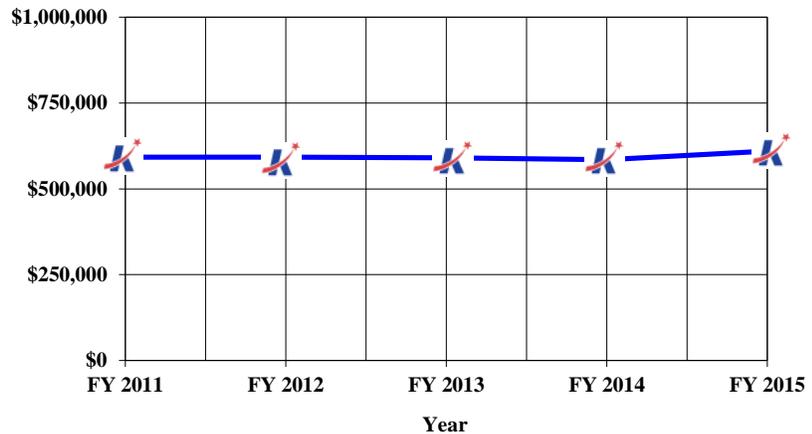
DRAINAGE UTILITY FUND

Residential Storm Water Fees - Five Years



DRAINAGE UTILITY FUND

Commercial Storm Water Fees - Five Years



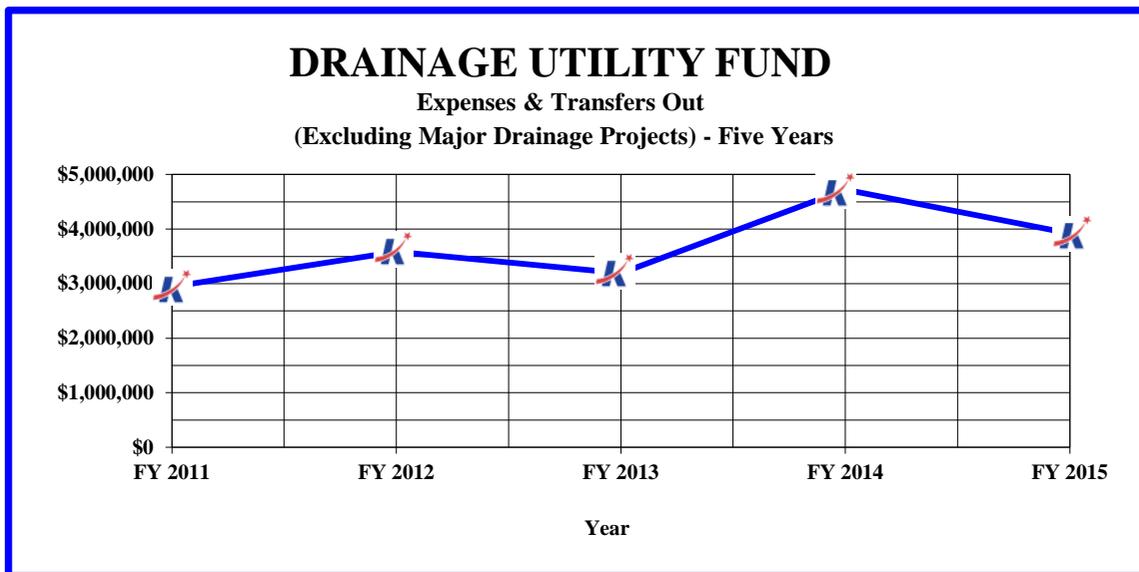
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

CITY OF KILLEEN
Annual Budget
Drainage Utility Fund Expense Analysis

Total Drainage Utility Fund expenses and transfers out are \$7,470,981 for FY 2015. This includes \$3,552,201 in major drainage projects. Total expenses and transfers out represent an increase of 45.12% over the FY 2014 estimated operating expenses and transfers out.

EXPENSES & TRANSFERS IN	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Engineering	\$ 369,005	\$ 454,169	\$ 247,308	\$ 706,475	\$ 681,471	9.1%
Street	298,191	241,757	142,746	513,236	309,480	4.1%
Drainage Maintenance	1,269,146	1,587,284	1,527,708	1,741,225	1,720,384	23.0%
Environmental Services	-	-	181,685	642,437	201,581	2.7%
Minor Drainage Projects	146,462	193,939	101,449	116,560	-	0.0%
Major Drainage Projects	516,400	1,074,754	496,964	424,933	3,552,201	47.6%
Debt Service	580,268	577,658	574,508	563,213	565,213	7.6%
Non-Departmental	48,407	99,270	147,990	140,632	136,059	1.8%
Transfers	232,752	428,360	267,311	299,564	304,592	4.1%
TOTAL	\$ 3,460,631	\$ 4,657,191	\$ 3,687,669	\$ 5,148,275	\$ 7,470,981	100.0%

- * Engineering is budgeted to decrease 3.5% from FY 2014.
- * Drainage Maintenance is budgeted to decrease 1.2% from FY 2014.
- * Major Drainage Projects account for 47.5% of the FY 2015 budget. The City began the implementation of a drainage capital improvements program in FY 2005 to address drainage infrastructure inadequacies and system upgrades.
- * Debt Service represents 7.6% of the Drainage Utility budget which services the bond issued in FY 2006.



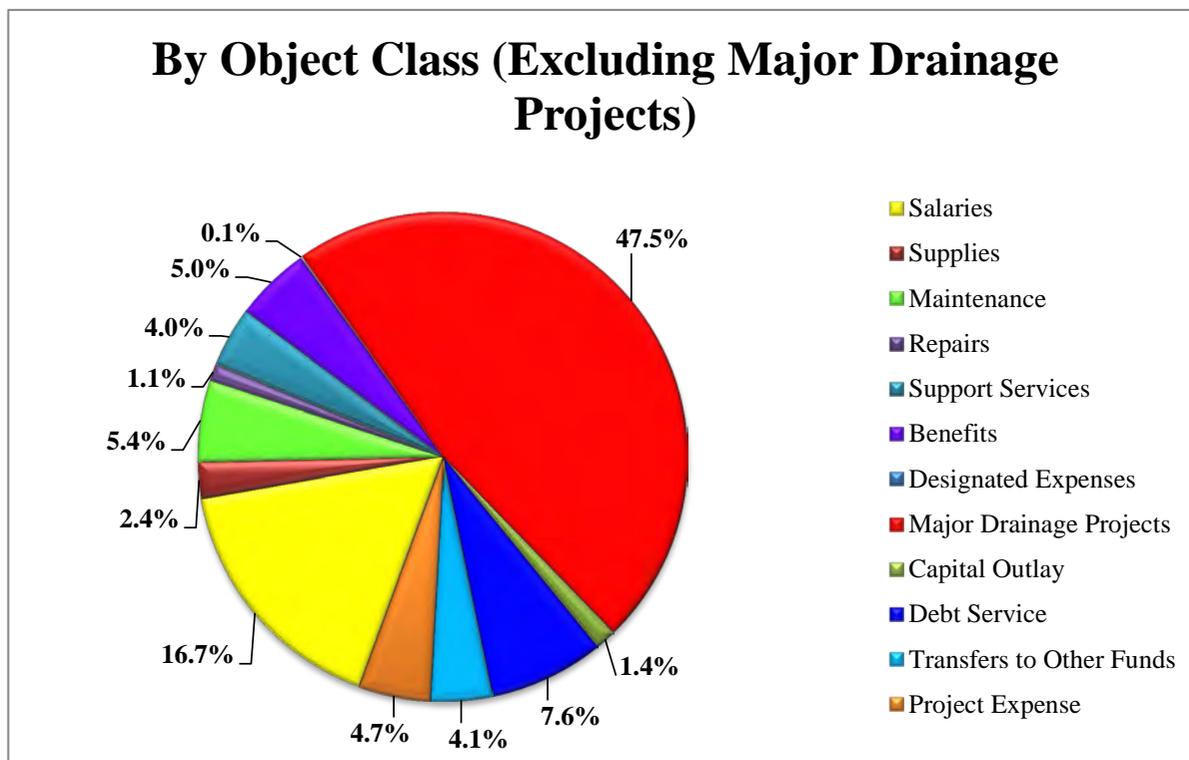
Note: FY 2014 represents estimated amounts. FY 2015 represents budgeted amounts.

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

EXPENSES & TRANSFERS OUT	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ESTIMATED	FY 2015 BUDGET	% OF BUDGET
Salaries	\$ 951,356	\$ 957,000	\$ 1,063,902	\$ 1,189,277	\$ 1,248,644	16.7%
Supplies	145,120	169,382	178,053	185,175	180,864	2.4%
Maintenance	339,268	262,560	249,528	542,432	401,720	5.4%
Repairs	71,485	77,072	91,414	93,186	81,000	1.1%
Support Services	126,785	259,004	262,692	626,975	303,266	4.0%
Benefits	311,742	288,093	316,704	349,032	374,510	5.0%
Designated Expenses	2,445	4,150	62,908	5,975	8,350	0.1%
Minor Drainage Projects	142,773	199,739	101,449	116,560	-	0.0%
Major Drainage Projects	516,400	1,074,754	479,319	422,333	3,549,601	47.5%
Capital Outlay	40,237	359,329	39,881	241,368	104,221	1.4%
Debt Service	580,268	577,658	574,508	563,213	565,213	7.6%
Transfers to Other Funds	232,752	428,360	267,311	299,564	304,592	4.1%
Project Expense				513,185	349,000	4.7%
TOTAL	\$ 3,460,631	\$ 4,657,101	\$ 3,687,669	\$ 5,148,275	\$ 7,470,981	100.0%

FY 2014-15 Drainage Utility Fund Expenses & Transfers Out

By Object Class (Excluding Major Drainage Projects)





CITY OF KILLEEN
Annual Budget
Recap of Significant New Programs and Services
FY 2015

General Fund			
Custodial	Custodian (Mid Year)	\$	26,239
Parks	Overtime - Downtown Event Support		20,000
	1/2 Ton, CC, LWB Trucks - Replacement (2)		55,648
Building Services	HVAC Tech (Mid Year)		23,500
Community Development	Housing Market Analysis		10,000
Code Enforcement	Tablets		20,000
	Code Enforcement Clerk (Mid Year)		15,689
Police Department	Canines (3)		40,000
	Livescan machine - To transmit fingerprints and arrest charges		27,000
Animal Control	Animal Control Officer (2) with vehicles		124,668
	Animal Control Assistant (1)		26,774
	Animal Control Attendant (1)		28,681
Cemetery	1/2 Ton, CC, SWB Truck		24,158
Building Inspection	1/2 Ton, CC, LWB Trucks - Replacement		26,808
Total General Fund			469,165
Solid Waste Fund			
Residential	Side Loaders (4) - Leased		
	Rear Loaders (2) - Leased		
	Brush Trucks (2) - Leased		
			250,000
Commercial	Front Loaders (2) - Leased		
	Roll-Off (1) - Leased		
			250,000
Total Solid Waste Fund			500,000
Water & Sewer Fund			
Sanitary Sewers	1 Ton , RC, w/Utility Bed Truck - Replacement		47,274
	Combination Vacon/Jetter (1)		370,000
	Jetter (1)		236,000
	Camera Truck (1)		235,000
	Overflow Monitors		100,000
	Computer Software/Hardware		50,000
	Root Control		100,000
	Dewatering Container		30,000
Total Water & Sewer Fund			1,168,274
Drainage Utility Fund			
Drainage Maintenance	3/4 Ton, CC, LWB, 4X4, Truck - Replacement		107,700
Total Drainage Utility Fund			107,700
Total New Programs and Services		\$	2,245,139



**CITY OF KILLEEN
BUDGET CALENDAR
FY 2014 - 2015**

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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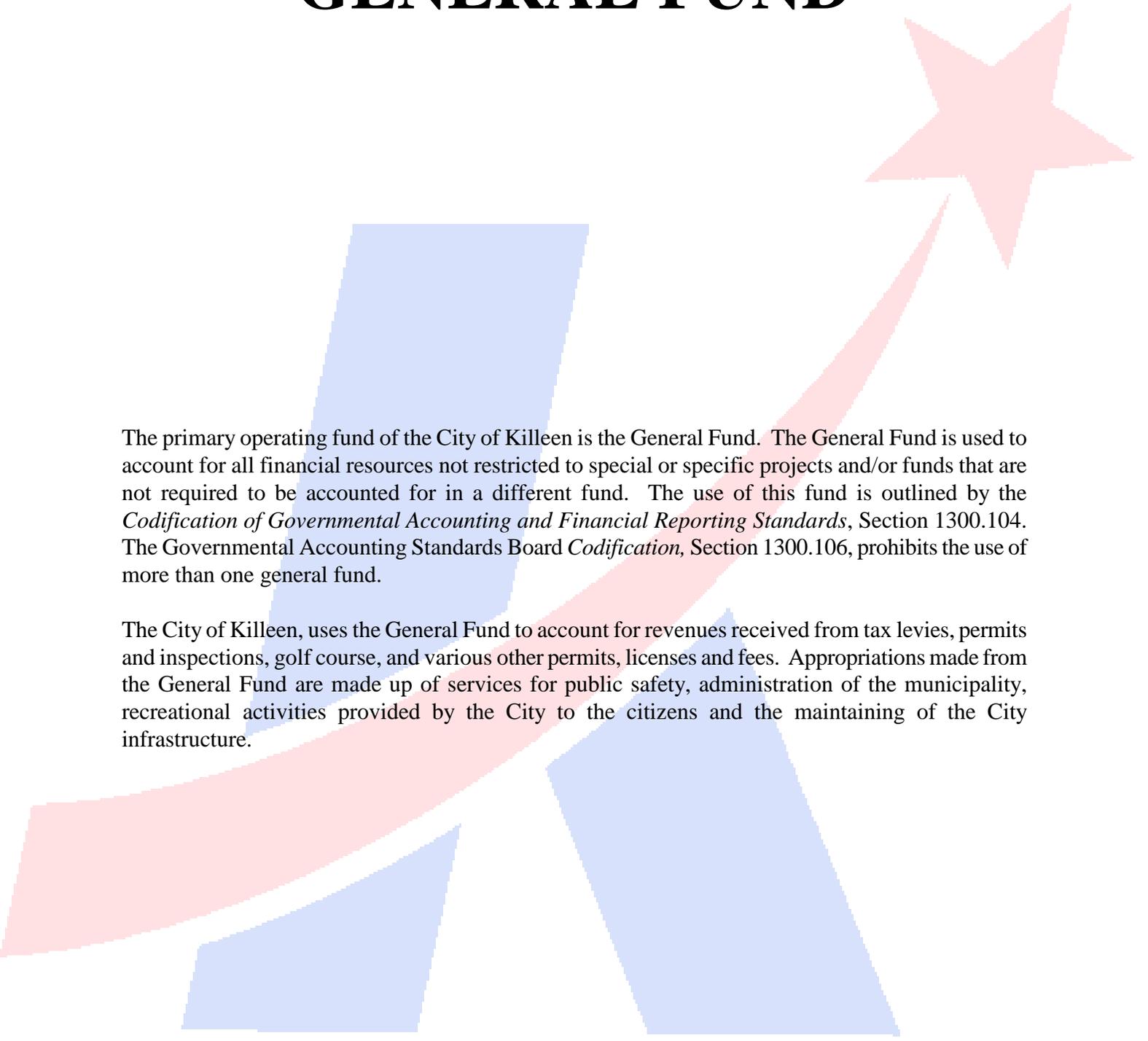
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General Fund



Dedicated Service - Every Day, for Everyone!

GENERAL FUND



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

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.



CITY OF KILLEEN
General Fund
Annual Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Property Taxes	\$ 23,774,584	\$ 25,840,502	\$ 24,806,853	\$ 24,606,499
Sales and Occupancy Taxes	20,760,340	21,673,923	20,609,423	21,461,760
Franchise Taxes	5,040,941	5,372,800	5,167,757	5,192,800
Licenses, Permits and Fees	1,290,444	1,404,000	1,476,924	1,615,300
Intergovernmental Revenues	911,981	891,236	815,012	759,166
General Charges for Services	2,496,707	2,900,400	3,024,565	3,043,450
Recreation Revenues	1,334,560	1,129,250	1,325,200	1,357,300
Golf Course Revenues	1,093,152	1,220,927	1,190,635	1,225,391
Library Revenues	38,892	37,000	38,500	40,000
Fines	3,035,507	2,691,550	3,169,524	3,290,024
Investment Income	116,417	133,000	90,000	90,000
Miscellaneous Revenues	953,379	1,472,813	1,493,531	1,382,412
Total Revenues	60,846,904	64,767,401	63,207,924	64,064,102
Expenditures				
General Government				
City Council	39,239	60,480	55,102	60,015
City Manager	396,908	319,013	314,375	338,610
External Assistant City Manager	216,536	230,939	225,225	240,971
Internal Assistant City Manager	174,934	231,223	226,867	234,943
City Auditor & Compliance Office	106,260	113,008	112,008	117,599
Municipal Court	865,504	1,036,047	1,032,546	944,056
Public Information Office	144,348	206,359	198,599	207,860
City Attorney	790,327	890,657	825,967	835,829
City Secretary	139,330	140,461	97,076	116,999
Finance	927,210	1,162,259	1,020,830	1,007,453
Purchasing	178,907	238,298	236,315	252,177
Building Services	288,818	382,191	369,171	346,831
Custodial Services	682,265	713,077	700,201	758,334
Printing Services	204,084	216,117	215,026	194,385
Support Services	105,590	121,762	121,762	133,936
Human Resources	771,771	824,806	630,030	872,000
Employee Assistance Program	-	100,935	99,850	166,000
Information Technology	889,407	1,254,558	1,246,249	1,142,357
Planning and Development	563,861	620,227	599,020	627,329
Building and Inspection	879,077	948,666	905,615	943,408
Code Enforcement	893,219	1,076,082	1,044,437	974,206
Non-Departmental	5,853,018	7,779,670	6,995,645	7,109,303
Total General Government	15,110,613	18,666,835	17,271,916	17,624,601

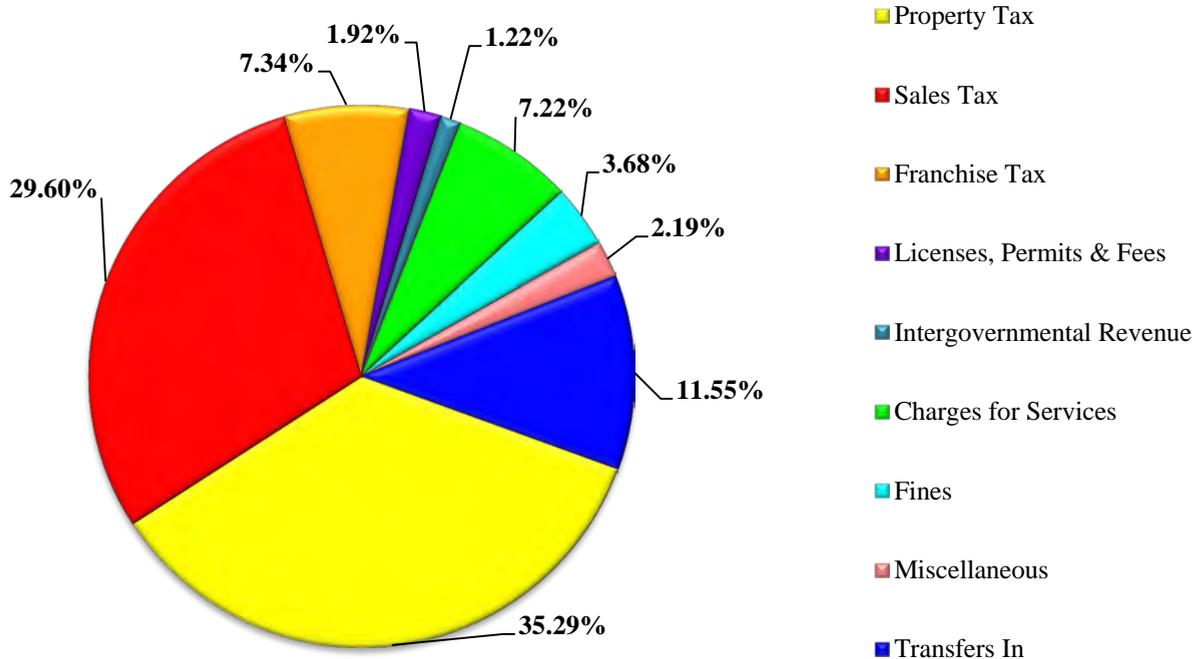
CITY OF KILLEEN
General Fund
Annual Budget Summary (continued)
FY 2015

	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Public Safety				
Police	24,787,880	28,059,690	26,954,571	26,404,363
Animal Control	560,276	835,631	754,283	868,082
Fire	16,750,678	17,136,398	17,136,398	17,235,086
Emergency Mgmt / Homeland Security	124,283	123,267	108,278	124,902
EMS Billings & Collections	221,667	249,686	218,918	248,811
Total Public Safety	<u>42,444,784</u>	<u>46,404,672</u>	<u>45,172,448</u>	<u>44,881,244</u>
Public Works				
Public Works	187,759	223,200	220,556	235,176
Traffic	423,483	480,393	471,532	353,364
Streets	2,877,376	4,009,767	3,880,959	3,452,631
Total Public Works	<u>3,488,618</u>	<u>4,713,360</u>	<u>4,573,047</u>	<u>4,041,171</u>
Community Services				
Volunteer Services	169,102	177,938	176,345	181,738
Golf Course	1,375,375	1,472,510	1,426,275	1,408,738
Community Center Operations	162,731	194,745	173,915	262,491
Parks	1,714,134	1,861,529	1,742,466	1,834,477
Lions Club Park Operations	655,067	893,975	810,252	795,824
Family Aquatics Center	461,244	484,541	464,190	469,113
Recreation	177,811	200,392	178,475	194,164
Athletics	357,767	395,556	369,931	376,537
Cemetery	315,180	338,538	320,228	359,529
Senior Citizens	229,480	262,457	250,095	244,310
Swimming Pools	25,936	35,124	28,757	25,824
Total Community Services	<u>5,643,827</u>	<u>6,317,305</u>	<u>5,940,929</u>	<u>6,152,745</u>
Community Development				
Library	1,445,502	1,532,219	1,499,958	1,508,080
Killeen Arts and Activities Center	150,096	484,596	424,325	394,936
Community Development	282,784	410,108	333,987	336,122
HOME Program	46,056	50,936	49,070	52,175
Lien Services	-	-	-	142,320
Total Community Development	<u>1,924,438</u>	<u>2,477,859</u>	<u>2,307,340</u>	<u>2,433,633</u>
Total Expenditures	<u>68,612,280</u>	<u>78,580,031</u>	<u>75,265,680</u>	<u>75,133,394</u>
Other Financing Sources (Uses)				
Transfers In	7,588,166	8,459,033	8,459,033	9,316,123
Transfers Out	(662,306)	-	-	-
Total Other Financing Sources (Uses)	<u>6,925,860</u>	<u>8,459,033</u>	<u>8,459,033</u>	<u>9,316,123</u>
Net Change in Fund Balance	(839,516)	(5,353,597)	(3,598,723)	(1,753,169)
Fund Balance, Beginning	23,325,017	22,335,868	22,485,501	18,886,778
Fund Balance, Ending	<u>\$ 22,485,501</u>	<u>\$ 16,982,271</u>	<u>\$ 18,886,778</u>	<u>\$ 17,133,609</u>

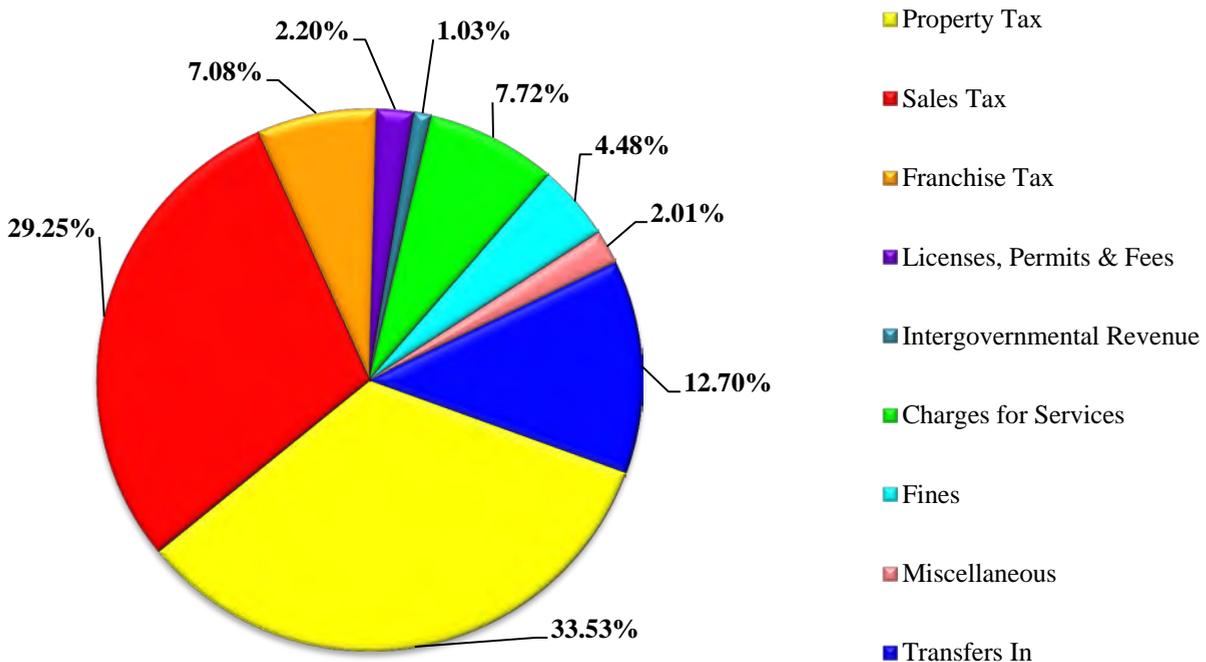
CITY OF KILLEEN

Comparison of FY 2015 Budget to FY 2014 Budget

FY 2014 Revenues & Transfers In



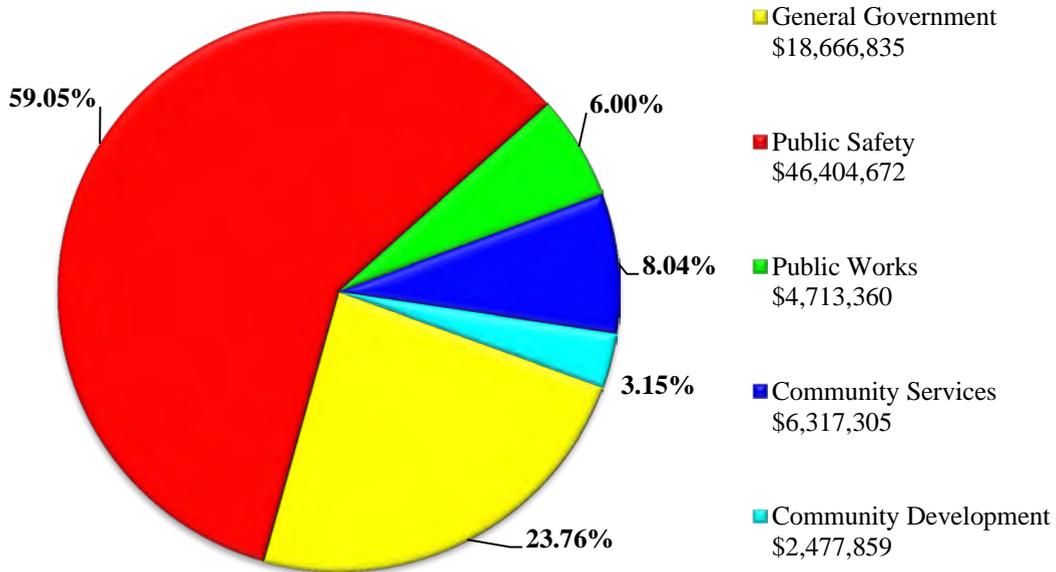
FY 2015 Revenues & Transfers In



GENERAL FUND

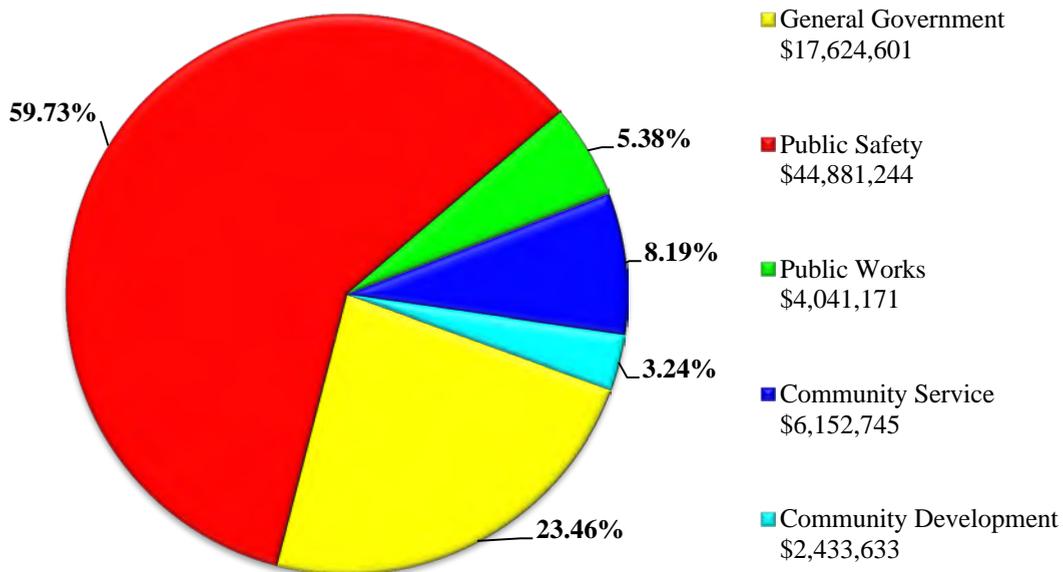
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenditures by Function



Total Expenditures \$78,580,031

FY 2015 Expenditures by Function



Total Expenditures \$75,133,394

Note: Significant changes between FY2013-14 and FY2014-15 are discussed on each division's financial page.



**CITY OF KILLEEN
GENERAL FUND
Revenues & Transfers In
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Taxes				
Property Taxes				
Ad Valorem Taxes	\$ 23,288,567	\$ 25,288,502	\$ 24,219,853	\$ 24,018,999
Delinquent Ad Valorem Taxes	172,543	230,000	240,000	240,000
Delinquent Tax Penalties & Interest	236,548	240,000	264,000	264,000
Delinquent Tax Fees	76,926	82,000	83,000	83,500
Total Property Taxes	23,774,584	25,840,502	24,806,853	24,606,499
Sales & Occupancy Tax				
Sales Tax	20,361,889	21,253,923	20,158,270	20,981,760
Bingo Tax	218,595	225,000	225,504	240,000
Drink Tax	179,856	195,000	225,649	240,000
Total Sales & Occupancy Tax	20,760,340	21,673,923	20,609,423	21,461,760
Franchise Tax				
Telephone Franchise Fees	141,037	190,000	185,000	190,000
Miscellaneous Telephone	17,286	95,000	89,000	90,000
Gas Franchise Fees	270,101	285,000	344,483	350,000
Cable Television Franchise Fees	1,224,757	1,200,000	1,093,745	1,060,000
Taxi Cabs Franchise Fees	2,850	2,800	2,800	2,800
TU Electric Franchise Fees	3,384,910	3,600,000	3,452,729	3,500,000
Total Franchise Tax	5,040,941	5,372,800	5,167,757	5,192,800
Total Taxes	49,575,865	52,887,225	50,584,033	51,261,059
Licenses, Permits and Fees				
Food Handlers Permits	24,400	23,500	23,500	23,500
Mechanical Inspection Permits	31,522	48,000	48,000	48,000
Building Plans Review Fees	69,792	105,000	105,000	105,000
Garage Sale Permits	11,410	11,000	12,000	12,500
Contractor License	48,845	50,000	65,000	65,000
Certificates of Occupancy	34,232	38,000	38,000	38,000
Trailer Court License/Permits	9,220	10,000	9,500	9,800
Building Permits & Inspections	543,629	560,000	560,000	560,000
Electrical Inspections/Permits	97,720	120,000	110,000	110,000
Plumbing Inspections/Permits	93,528	120,000	110,000	110,000
Inspection Fees	19,680	18,000	20,000	20,000

**CITY OF KILLEEN
GENERAL FUND
Revenues & Transfers In
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
TABC Permits and Licenses	-	-	21,000	25,000
Taxi Operators License	4,345	4,500	4,500	4,500
Code Enforcement - Abatement	208,318	184,000	238,424	370,000
Animal Control Fees	93,803	112,000	112,000	114,000
Total Licenses, Permits and Fees	1,290,444	1,404,000	1,476,924	1,615,300
Intergovernmental Revenue				
Police Dept Grant - COPS Grant	475,688	451,636	400,412	326,920
Police Dept Grant - STEP Grant	168,800	81,600	81,600	99,246
Home Program	32,199	33,000	33,000	33,000
CDBG Administration	185,435	190,000	190,000	190,000
Title 5310 TXDOT	19,789	25,000	25,000	25,000
Bell County Contributions	-	35,000	-	-
Civil Defense Matching Funds	-	25,000	35,000	35,000
Fire Department Grant	6,000	-	-	-
TXDOT Annual Reimburse	24,070	50,000	50,000	50,000
Total Intergovernmental Revenue	911,981	891,236	815,012	759,166
Charges for Services				
General Charges for Services				
Miscellaneous Police Receipts	44,821	70,000	70,000	50,000
Police Background Checks	9,537	10,000	10,000	5,000
Police - False Alarm Fees	2,675	18,000	3,000	3,000
Police - 2nd Hand Deal Fees	375	400	400	200
Graffiti Removal Fees	-	-	250	250
Planning & Zoning Fees	32,590	30,000	35,000	40,000
Fire Dept. Service Fees Collected	2,367,177	2,700,000	2,865,915	2,900,000
Revenue Recovery Fees	39,532	72,000	40,000	45,000
Total General Charges for Services	2,496,707	2,900,400	3,024,565	3,043,450
Recreation Revenues				
Swimming Pool Receipts	29,940	15,000	21,000	21,000
Pool Season Passes	-	-	500	500
Pool Reservations	-	-	1,500	1,500
Recreation Revenue	36,946	32,000	40,000	41,000
Recreational Classes	10	-	200	200
Cemetery Lots	46,130	28,500	45,000	45,000



**CITY OF KILLEEN
GENERAL FUND
Revenues & Transfers In
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Athletic Revenue	219,048	186,000	200,000	210,000
Swimming Pool Lessons	53,342	40,000	55,000	56,000
Life Guard Instruction Receipts	7,800	9,000	8,000	7,100
Facilities Revenue	31,999	32,000	32,000	35,000
Concession Stand Revenue	15,204	12,000	16,000	16,500
Lions Park Memberships	556,726	450,000	550,000	560,000
Capital Replacement Fee	10,474	10,000	21,000	21,000
Aquatics Revenue	269,941	270,000	270,000	275,000
Aquatics Concessions	9,900	9,750	10,000	10,500
Aquatics Center Rentals	47,100	35,000	50,000	52,000
Aquatic Center Season Passes	-	-	5,000	5,000
Total Recreation Revenue	1,334,560	1,129,250	1,325,200	1,357,300
Golf Course				
Golf Course Tournament Fees	65	-	-	-
Trail Fees	14,494	14,546	20,000	20,000
Green Fee	368,193	423,030	386,793	405,707
Capital Improvement Fee	19,264	21,815	41,916	38,915
Pro Shop	139,854	155,673	147,559	150,510
Carts	226,545	286,203	263,572	276,526
Clubs	1,991	2,100	2,500	2,500
Annual Pass	147,173	138,210	150,000	150,000
Snack Bar	18,075	18,000	19,000	19,000
Cart Shed	81,013	80,000	82,000	82,000
Handicap Fees	1,125	900	1,395	1,273
Driving Range	71,750	76,650	72,000	75,000
Player Development	3,610	3,800	3,900	3,960
Total Golf Course Revenue	1,093,152	1,220,927	1,190,635	1,225,391
Library				
Library Xerox Charges	22,225	21,000	21,500	22,500
Library Fines and Contributions	16,667	16,000	17,000	17,500
Total Library Revenue	38,892	37,000	38,500	40,000
Total Charges for Services	4,963,311	5,287,577	5,578,900	5,666,141

**CITY OF KILLEEN
GENERAL FUND
Revenues & Transfers In
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Fines				
Municipal Court Receipts	2,417,840	2,080,000	2,500,000	2,600,000
Municipal Court Time Payments	40,521	41,000	41,000	42,500
Arrest Fees	322,434	350,000	350,000	360,000
Parking Fines	13,351	15,500	13,500	15,500
Court Tax Service Fees	158,664	140,000	160,000	165,000
Traffic Cost	69,384	55,000	70,000	72,000
Jury Fees	33	50	24	24
Commercial Motor Vehicle Fine	13,280	10,000	35,000	35,000
Total Fines	3,035,507	2,691,550	3,169,524	3,290,024
Investment Income				
Interest Earned	127,350	150,000	100,000	100,000
Inv-Market Value Adjust	(10,933)	(17,000)	(10,000)	(10,000)
Total Investment Income	116,417	133,000	90,000	90,000
Miscellaneous Revenues				
Curb and Street Cuts	2,118	1,800	1,800	1,800
Processing Fee	447,740	395,000	450,000	450,000
Restitution Tech Receipts	400	1,000	500	500
P-Card Rebate	51,620	60,000	60,000	60,000
Flex Spending Forfeitures	153,555	375,000	350,000	190,000
Lease Revenue	-	193,813	220,412	229,412
Miscellaneous Receipts	297,946	446,200	410,819	450,700
Total Miscellaneous Revenues	953,379	1,472,813	1,493,531	1,382,412
Transfers from Other Funds				
Transfer from Water & Sewer	5,041,845	5,750,711	5,750,711	6,550,910
Transfer from Solid Waste	2,282,624	2,329,346	2,329,346	2,438,864
Transfer from Drainage Utility	263,697	299,564	299,564	304,592
Transfer from Fund 244	-	79,412	79,412	21,757
Total Transfers from Other Funds	7,588,166	8,459,033	8,459,033	9,316,123
Total Revenues & Transfers In	\$ 68,435,070	\$ 73,226,434	\$ 71,666,957	\$ 73,380,225



GENERAL FUND CITY COUNCIL

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.

ACCOMPLISHMENTS

- Adopted a Budget and Plan of Municipal Services.
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Approved a \$20 million Capital Improvements Program to enhance local roads, renovation of the Killeen Community Center, construction of Fire Station # 9 and general park improvements.
- Approved contracts with Water Control and Improvement District #1 for the Stillhouse Water Treatment Plant, the South Waste Water Treatment Plant and development of a Reuse Program.

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.
- Lead a strategic planning effort for the City 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.
- Implement the \$20 million Capital Improvements Program and continue to support transportation and infrastructure related projects.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Council for FY 2015.

**GENERAL FUND
CITY COUNCIL**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 10,900	\$ 10,800	\$ 10,800	\$ 10,800
Supplies	1,630	2,575	2,420	2,300
Support Services	25,864	46,243	41,050	46,044
Benefits	845	862	832	871
Total	\$ 39,239	\$ 60,480	\$ 55,102	\$ 60,015

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Ordinances / Resolutions Passed	266	273	273	N/A
Adopt a Strategic Plan that is aligned with City Council Goals	Yes	Yes	Yes	Yes
Citizen Satisfaction Rating	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year



GENERAL FUND CITY AUDITOR

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 ensures fiscal compliance with the standards set by the Governmental Accounting Standards Board (GASB).

ACCOMPLISHMENTS

- Conducted financial, internal control, compliance audits, and special reviews as documented in the FY2014 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.
- Held quarterly Audit Committee Meetings.

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.
- Develop and implement the annual internal audit plan for FY2015.
- Conduct financial, internal control, compliance audits, and special reviews as documented in the FY2015 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.
- Present quarterly Internal Audit activity 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.
- Serve on project teams as needed as part of an ongoing effort to improve the City's processes and reporting practices.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the City Auditor for FY 2015.

**GENERAL FUND
CITY AUDITOR**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 87,100	\$ 91,058	\$ 90,093	\$ 94,423
Supplies	72	250	215	300
Support Services	1,385	3,270	3,270	3,920
Benefits	17,660	18,430	18,430	18,956
Minor Capital	43	-	-	-
Total	\$ 106,260	\$ 113,008	\$ 112,008	\$ 117,599

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
City Auditor	1	1	1	1
Total	1	1	1	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Internal Audits	8	9	6	12
Comprehensive Annual Financial Report	1	1	1	1
Number of Audits/Reviews Completed During the Fiscal Year.	8	9	6	12

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Percentage of Violations of City Compliance Issues Investigated/Audited Within 12 Months of Discovery.	100%	100%	100%	100%
Issue CAFR Within 180 Days After the End of the Fiscal Year.	176	<180	<180	<180
Percentage of Audit Recommendations that Management Agrees to Implement.	100%	100%	100%	100%



GENERAL FUND CITY MANAGER

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.

ACCOMPLISHMENTS

- Continued construction and planning of the \$30 million Capital Improvement Program for Streets and Transportation needs.
- Completed construction phase of the SH 195/SH 201 overpass and SH 201 improvements project.
- Completed a system contract with Water Control Improvement District #1 for Affluent Water and the Golf Course Reuse Project.
- Led the development of the \$20 million Capital Improvements Program.
- Led the effort for approval of the Stillhouse Water Treatment Plant and the South Wastewater Treatment Plant.
- 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.

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.
- Begin construction of Trimmier Road and W.S. Young Drive improvements.
- Relocate the Information Technology Department to the city-owned "Cornerstone" building on Avenue D.
- Continue planning efforts for the future growth and development of the City.
- Complete the Golf Course Reuse Project.
- Begin master planning water reuse projects and opportunities in the city of Killeen.
- Update several Master Plans to include the Solid Waste Master Plan, Thoroughfare Master Plan and the Parks Master Plan.
- Complete design phase and begin construction phase of Fire Station #9.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Manager for FY 2015.

**GENERAL FUND
CITY MANAGER**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 317,481	\$ 244,160	\$ 239,770	\$ 261,981
Supplies	1,296	1,085	1,009	1,350
Support Services	12,357	15,080	15,036	25,285
Benefits	65,774	58,688	58,560	49,994
Total Expenditures	\$ 396,908	\$ 319,013	\$ 314,375	\$ 338,610

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
City Manager	1	1	1	1
Administrative Assistant II	1	1	1	1
Grants Administrator	1	1	-	-
Management Analyst	1	1	-	-
Total	4	4	2	2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	16	16	16	16

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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
Citizen Satisfaction Rating	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year	No Survey Data This Year



GENERAL FUND MUNICIPAL COURT

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, including penal code, traffic code and City Ordinance violations, as well as limited civil cases.

ACCOMPLISHMENTS

- The community garden produced and donated over 1092 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; implemented in February, 2014.
- Cut docket wait by approximately 45 days.
- Coordinated with non-profit organizations to implement a community service program for adults and expanded community service opportunities for juvenile offenders.
- Community garden was featured in the Texas Gardner Magazine.

GOALS

- Interpret laws and apply them impartially to ensure the integrity of the court, instill the public's trust and confidence in the judicial system, and to ensure justice is done.
- Conduct all matters before the Court efficiently 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.
- 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.
- Continue to develop a teen court program .
- Implement 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.
- Improve docket management efficiencies.

MAJOR NEW PROGRAMS AND SERVICES

- New court software
- Community service program

**GENERAL FUND
MUNICIPAL COURT**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 636,450	\$ 745,376	\$ 738,733	\$ 713,315
Supplies	31,878	21,439	20,439	15,395
Repairs	2,430	2,406	2,406	3,000
Support Services	8,533	7,600	11,742	7,730
Benefits	186,213	214,322	214,322	204,616
Minor Capital	-	44,904	44,904	-
Total	\$ 865,504	\$ 1,036,047	\$ 1,032,546	\$ 944,056

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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/Collections Enforce	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	2
Juvenile Coordinator/Accounting Clerk	1	1	-	-
Warrants Coordinator	2	2	-	-
Accounting Clerk	1	1	1	1
Warrants Clerk	1	1	-	-
Court Collections Clerk	5	5	-	-
Court Citation Specialist	1	1	-	-
Files Clerk	1	1	1	1
Senior Collections Clerk	1	1	1	1
Deputy Court Clerk	-	-	10	10
Total	25	25	25	26

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Cases Filed	40,748	40,065	30,184	32,000
Class C Misdemeanor Warrants Issued	13,411	14,000	7,646	7,646
Teen Court Cases Filed	418	388	300	353
Warrants Issued	15,574	13,000	6,365	7,646
Warrants Cleared	13,411	11,784	6,082	7,218

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Percentage of Warrants Cleared	86.1%	90.6%	95.6%	94.4%



GENERAL FUND CITY ATTORNEY

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.

ACCOMPLISHMENTS

- Conducted city-wide ADA customer service training for supervisors with Human Resources.
- Responded to 1,782 open records requests.
- Worked with court staff to reduce time for case resolution from 6 months-1 year to 30-60 days.
- Created specialty dockets, including the MRS (microchip, rabies and sterilization) and Attorney Plea dockets, to increase efficiency and compliance.
- Assisted in negotiations and drafted agreements and other documents to facilitate the acquisition of right of way for Streets projects, drainage and parks purposes, and to address three Sanitary Sewer overflow incidents.
- Assisted in drafting and presenting revisions to the City of Killeen's Zoning Ordinance and Animal Ordinance.
- Reviewed/revised multiple documents for compliance with Chapter 32 Post-Construction requirements.
- Represented the City in one Civil Service Committee hearing, three Texas Workforce Commission hearings and one Employment Board hearing.
- Presented legal information to all new employees and two Citizen Police Academy classes.

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.
- 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.
- Work with staff to revise civil service local rules.
- Revise the transportation ordinance regarding taxis, limos and other carriers.
- Continue process of developing a contract database with Purchasing.
- Additional city-wide training, including ethics and Equal Employment Opportunities (EEO).
- Finalize Open Records policy and conduct mandatory Open Records Requests training for city staff.
- Purge non-prosecutable court cases and increase involvement in the Teen Court Program.
- Draft new Alarm program for false alarms and Blood Draw agreement and policy for Fire Department.
- Update the City's engineering and construction contracts and draft and negotiate solid waste disposal contracts.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the City Attorney's Office for FY 2015.

**GENERAL FUND
CITY ATTORNEY**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 616,833	\$ 637,138	\$ 628,860	\$ 627,063
Supplies	3,104	2,746	2,318	2,646
Repairs	170	-	-	-
Support Services	33,802	97,661	58,440	59,485
Benefits	123,540	129,946	121,038	126,635
Minor Capital	-	3,166	311	-
Capital Outlay	12,878	20,000	15,000	20,000
Total	\$ 790,327	\$ 890,657	\$ 825,967	\$ 835,829

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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/Police	1	1	1	1
Assistant City Attorney I/Courts	1	1	1	1
Paralegal	1	1	1	1
Executive Assistant	1	1	1	1
Total	7	7	7	7

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Legal Consultations/Opinions	4,347	4,500	4,725	4,914
Documents Reviewed	5,210	5,450	5,723	5,951
Open Records Requests received and processed	1,727	1,813	1,758	1828
AG letters written in response to Open Records Requests	514	750	654	680

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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 Requests Handled Within 10 Working Days:	100%	100%	100%	100%



GENERAL FUND CITY SECRETARY

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 maintains listing of members/applicants to Boards and Commissions. The City Secretary attends and prepares for all City Council meetings, including procedures to maintain ordinances and resolutions current and in safekeeping. The City Secretary's office also conducts an active permit issuance program including applications for permits for carnivals, amusement, parades, assembly, roadway solicitations, alcohol, taxi, limousine, and wrecker permits.

ACCOMPLISHMENTS

- Conducted one election.
- Acquired Municode to codify city ordinances.
- Restructure and streamline alcohol permitting process.
- Create and put in place a Records Retention/Destruction policy/program that encompasses all city departments and complies with state regulations.
- Took over maintenance of Boards and Commissions.
- Assist the municipal court with inputting tickets, processing attorney files, and other miscellaneous activities as needed.

GOALS

- Conduct one election.
- Update and streamline Boards and Commissions members/applicant listing.
- Process all ordinances, resolutions within one day of passage.
- Conduct one general election.
- 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.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to City Secretary for FY 2015.

**GENERAL FUND
CITY SECRETARY**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 103,355	\$ 70,919	\$ 47,818	\$ 51,270
Supplies	436	400	363	987
Support Services	1,114	2,965	1,282	2,018
Benefits	19,790	15,753	11,613	12,340
Designated Expenses	14,635	50,424	36,000	50,384
Total	\$ 139,330	\$ 140,461	\$ 97,076	\$ 116,999

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
City Secretary	1	1	1	1
Total	1	1	1	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
City Council Minutes	28	24	24	26
Issue Permits, Licenses, Vehicle Registrations	400	426	418	428
Codify Ordinances	20	12	22	23
Conduct Election	2	1	1	1
Index Ordinances, Resolutions	274	274	302	317

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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 FIRE

DESCRIPTION

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

ACCOMPLISHMENTS

- Through Assistance to Firefighters Grant we were able to outfit all firefighting personnel with Wild land firefighting gear.
- Placed an additional EMS unit in service to enhance the operational efficiency of the Killeen Fire Department.
- Continued our ongoing program to certify all Killeen Fire Rescue Officers in Texas State certified Driver/Pump Operator.
- Through a Texas State Forest Service grant certified a number of personnel in Fire Service Instructor II.
- Installed and configured, with the assistance of City of Killeen Information Technology, a new EMS reporting and billing system to replace a system that had reached end of life status.
- Replaced all Mobile Data Terminals and patient reporting tablets for all fire and EMS response units

GOALS

- Protect life, property and environment through prevention, public education and emergency response.
- Improve the city's ISO (Insurance Service Office) rating to a Class 1.
- Staff Rescue Truck with 3 people as a minimum.
- Achieve 4 personnel staffing for all Fire Engines and 5 personnel staffing for all Ladder Companies (aerial devices) in the future.
- Relocate several fire stations to provide adequate coverage to growing populated areas and construct new fire stations to cover expanding city limits.
- Construct a fully functioning fire training field and training burn facility.
- Achieve a fire department work force demographically represented of Killeen's population.
- Secure fire station land sights for future city growth to provide efficient response, fire stations located within 1.5 miles of 90 percent of all structures.
- Rank Driver / Engineer positions for all apparatus.
- Replacement apparatus for aging fleet of both Fire and EMS vehicles.
- Expand Emergency Management Division meeting industry standards for modern city for Emergency Management Service.
- Start construction of Station 9 and apply for a SAFER grant to employ needed personnel.
- Acquire land for relocating both Stations 5 and 4 for improved response times to affected areas.
- Continue to work towards replacing aging fleet of both Fire and EMS apparatus.
- Work towards creating a Support Services Division to manage the State mandated programs affecting the Fire Department.
- Move to new Mobile for Public Safety System for the Mobile Data terminals in all fire and EMS response units to replace I mobile which is end of life.

MAJOR NEW PROGRAMS AND SERVICES

- With the addition of a Mobile Intensive Care Unit, the need for Mutual Aid for EMS calls inside the city limits of Killeen have been reduced thereby providing an improved service for the citizens of Killeen.

GENERAL FUND
FIRE

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 11,559,352	\$ 11,674,200	\$ 11,753,032	\$ 11,692,466
Supplies	1,025,657	993,753	1,082,272	1,134,821
Maintenance	5,196	450	450	-
Repairs	359,351	359,300	352,605	359,300
Support Services	435,494	476,200	423,890	343,819
Benefits	3,309,315	3,416,234	3,474,289	3,677,680
Minor Capital Outlay	56,313	27,000	49,860	27,000
Total	\$ 16,750,678	\$ 16,947,137	\$ 17,136,398	\$ 17,235,086

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Civil Service				
Fire Chief	1	1	1	1
Deputy Chief	4	4	4	4
Deputy Chief - Fire Marshal	1	1	1	1
Battalion Chief	6	6	6	6
Lieutenant	26	26	26	26
Fire Rescue Officer	153	153	153	153
Fire Prevention Officer	3	3	3	3
Total Civil Service	194	194	194	194
Civilian				
Executive Assistant	1	1	1	1
Principal Secretary	2	2	2	2
Fire Clerk	2	2	2	2
Finance Manager	1	1	1	1
Total Civilian	6	6	6	6
Total	200	200	200	200

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Fire and Emergency Medical Responses	24,311	23,214	23,704	23,743
Fire Education - Children in KISD	28,500	28,049	37,360	31,300
Business Fire Inspections	2,050	1,350	1,225	1,550
Cadets Attending Training Academy	56	55	38	50

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Fire & Emergency Medical Responses by station (average)	3,039	2,902	2963	2968
Fire Education - Children in KISD per program	125	173	195	164
Calls for service answered	100%	100%	100%	100%
KISD children reached	67%	66%	80%	71%
Businesses Inspected	36%	27%	24%	29%
Cadets passing Texas	100%	100%	100%	100%
Commission Fire Protection				



GENERAL FUND EMERGENCY MANAGEMENT AND HOMELAND SECURITY

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.

ACCOMPLISHMENTS

- Initiated partnerships and participants with citizens and the private sector for a mutual goal in emergency preparedness.
- Maintained 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.
- Hosted the 2014 CTRAC Trauma Conference, Conducted 2 seminar, 2 tabletops and 1 functional exercise.
- Maintained EMPG grant status with the Governors division of Emergency Management by meeting annual objectives that are set forth by FEMA.
- Trained and Deployed teams for Regional Mobile Medical Unit (MMU) equipment and supplies to State incidents and Exercises.
- Upgraded structure to house all OEM assets and facility to train for the Regional MMU.
- Maintained an inventory of necessary supplies for Mass Casualty Incidents for incidents ranging from local to state level deployments.

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.
- Equip and support 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.
- Build, equip and staff an appropriate EOC to serve the City of Killeen and surrounding region.
- Increase the OEM personnel structure to the appropriate scale for the City of Killeen.
- Continue ongoing programs and activities from FY14 to include maintaining the EMPG program.
- Host the 2015 CTRAC Trauma Conference, Conduct 2 tabletops, 1 functional, and 1 full scale exercise involving COOP plans to include the annual joined exercise with Fort Hood.
- Have all of the EOC staff fully trained on WebEOC and designate Bell County as the Primary WebEOC support jurisdiction.
- Expand the internship program for the Killeen Office of Emergency Management through Central Texas College.
- Increase Emergency Management Volunteers and increase training and preparedness opportunities for them.
- Research and acquire funding streams to build an appropriate EOC to serve the City of Killeen and surrounding region.
- Research methods and strive to increase the OEM personnel to the appropriate scale for the City of Killeen.
- Review and implement a Mass Fatality Management System for the City of Killeen.
- Perform Maintenance to the Outdoor Warning System, educate the public about the system and exercise the system on a monthly basis.
- Develop new teams to support Search & Rescue as well as other strategic disaster response teams.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services funded for the Emergency Management & Homeland Security division for FY 2015.

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 86,553	\$ 88,086	\$ 77,052	\$ 89,521
Supplies	12,364	8,467	8,363	8,996
Repairs	1,972	700	785	300
Support Services	5,663	7,875	7,198	7,700
Benefits	17,731	18,139	14,880	18,385
Total Expenditures	\$ 124,283	\$ 123,267	\$ 108,278	\$ 124,902

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Emergency Management/Homeland Security Coordinator	1	1	1	1
Total	1	1	1	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Ready Killeen Public Education Packets Distribution Methods Used for Public Outreach**	2,500	2,500	2,500	1,000
City Officials and Staff Trained in Emergency Management to 2010 Standards	40	80	80	80
Exercisis conducted in City of Killeen ***	3	3	3	3
Staff Trained in WebEOC Crisis Management Program	15	60	60	60
CERT Training Sessions	12	6	6	12
Active CERT Volunteers	42	100	42	200
ICS 300/400 classes conducted by City of Killeen	3	3	2	2

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

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

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Implementation Cost per Square Mile of Area Serviced	\$ 6,992	\$ 6,992	\$ 6,992	\$ 6,992
Implementation Cost per Capita City Covered by Emergency Warning Devices	3.68	3.68	3.68	3.68
	90%	90%	90%	90%



GENERAL FUND EMS BILLING AND COLLECTIONS

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

ACCOMPLISHMENTS

- Increased electronic claims and payment processing.
- Increase Electronic claims filing.
- Maintained compliance with all applicable laws related to EMS billing practices.
- Staff trained on new Zoll PCR software.
- Successfully implemented Zoll software, working through minor issues.
- EMS staff utilized in house and web base training for this process.

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.
- Consider ordinance change to come in line with current industry standards regarding collection of debts.
- Continues cross training of all EMS billing Staff.
- Reduce accounts forwarded to outside collections.
- Increase delinquency collections by 5%.
- Hire a new EMS Billing supervisor.
- Successfully implement new billing ICD 10 Coding in the Zoll software.
- Implement monthly webinar training, continue monthly staff training meetings
- Consider removing rescue revenue from ordinance.
- Successfully submit 15% more electronic claims.
- Enlist outside EMS consultant to assist with audit requirements, regulations and compliance.

MAJOR NEW PROGRAMS AND SERVICES

- There was a major software changeover to EMS Billing and Collections started in August of this year.
- A major concern is that the new software (Zoll) is not prepared for the ICD 10 coding changes due in October 2015

GENERAL FUND
EMS BILLING AND COLLECTIONS

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 160,353	\$ 171,813	\$ 158,573	\$ 179,948
Supplies	13,577	13,315	11,188	14,410
Support Services	5,277	9,384	9,159	5,789
Benefits	41,262	55,174	39,998	48,664
Minor Capital Outlay	1,198	-	-	-
Total	\$ 221,667	\$ 249,686	\$ 218,918	\$ 248,811

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Calls entered	14,220	14,220	14,358	15,000
Payments Posted	10,495	10,468	9,842	11,500
Delinquent letters mailed	7,500	7,000	6,150	8,000
Insurance claims processed	6,050	6,050	6,500	7,000
Appeals processed	497	450	233	500
Calls Revenue Rescue	618	600	334	700
Payments Posted Revenue Rescue	339	300	249	350
Invoices mailed	6,489	6,489	5,614	6,500



GENERAL FUND POLICE

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.

ACCOMPLISHMENTS

- Continued working towards a reduction in the Crime Rate.
- Continued excellence in testing results for state licensing of new police officers (11th straight 100% pass rate).
- Added a Latent Print Examiner to the Evidence Processing Unit.
- Added 20 new patrol vehicles to the fleet.

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.
- 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.
- Increase IVAP and Fleet Program by purchasing additional marked patrol vehicles.
- Continue to seek grants to fund equipment and personnel.

MAJOR NEW PROGRAMS AND SERVICES

- Replace three (3) Canines that have reached effective serviceability.
- LiveScan Machine to transmit fingerprints and arrest charges to State and Federal databases.

**GENERAL FUND
POLICE**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 17,464,588	\$ 18,490,441	\$ 17,856,811	\$ 19,125,990
Supplies	1,357,599	1,230,939	1,703,071	1,293,631
Maintenance	83,149	131,691	126,084	70,400
Repairs	492,321	514,769	504,174	570,165
Support Services	991,487	1,442,373	1,723,392	1,073,628
Benefits	4,040,919	4,287,229	4,223,400	4,401,470
Minor Capital Outlay	217,308	184,777	418,428	202,331
Capital Outlay	293,393	785,000	1,339,910	111,842
Reimbursable Expense	(152,884)	(357,018)	(251,398)	(445,094)
Total Expenditures	\$ 24,787,880	\$ 26,710,201	\$ 27,643,872	\$ 26,404,363

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Civil Service				
Chief of Police	1	1	1	1
Assistant Chief of Police	2	2	2	2
Police Captain	5	5	5	5
Police Lieutenant	10	10	10	10
Police Sergeant	23	24	24	24
Police Officer	202	214	214	214
Total Civil Service	243	256	256	256

Civilian				
Child Safety Coordinator	-	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
Forensic Latent Print Examiner	-	1	1	1
Intelligence Manager	1	1	1	1
Jailer	1	1	1	-
Facility Supervisor	1	1	1	1
Police Clerk	13	13	13	13
Police Crime Analyst	1	-	-	1
Police Human Resources Manager	1	1	1	1
Police Personnel & Equipment Specialist	1	1	1	1
Records Manager	1	1	1	1
Police Training Assistant	1	1	1	1
Public Service Officer	39	39	39	40
Executive Assistant	1	1	1	1
Principal Secretary	2	2	2	2
Finance Manager	1	1	1	1
Accounting Specialist	3	3	3	3
Total Civilian	76	77	77	78
Total	319	333	333	334

Performance Measures	Actual	Budget	Estimated	Budget
Cost per Call for Service	\$ 146.22	\$ 153.62	\$ 150.83	\$ 138.22
UCR Part 1 Crimes Cleared (Calendar Year)	21.0%	17.9%	20.9%	21.8%



GENERAL FUND ANIMAL SERVICES

DESCRIPTION

The Animal Service Unit protects the health and safety of both humans and animals through enforcement of all Federal, State, and City Ordinances in regards to animals kept within the city limits of Killeen. Rabies control, public safety and the protection of animals are the divisions' primary goals with the ultimate goal of ensuring each animal that can be, is placed in a potential home for long and prosperous life. These goals are accomplished by informing the public through proactive education and awareness on animal related matters and engaging in active adoption programs to ensure each animal has the best chance for a long life.

ACCOMPLISHMENTS

- Refurbished the interior of the shelter to provide a more positive artistic for customer interaction.
- Increased the volume of volunteer participation at the shelter improving on the ability to meet each animal's needs.
- Provide new storage options to manage inventory and open the shelter space improving work flows.
- Redesigned the cleaning & sanitation process to include new steam cleaning equipment, included vaccinations on intake, this reduces and provides better disease control improving the health of animals leaving the shelter.
- Replaced 3 old vehicle transportation units with new fiberglass containers. Access, cleaning & sanitation has been greatly improved with the new designs creating a better work flow for the employee and disease control for the animal.
- Created a partnership with PETCO establishing a steady outsource for adoptions. This improved our public image, increased adoptions overall and resulted in a donation source that provides funding for higher cost medical care for potential adoption animals that would not necessarily be available, thus improving our live release rate.
- Installed a new fire and burglary alarm system better protect the shelter and the animals housed there.

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 and micro chipping of pets to decrease the number of unwanted animals and ensure the return of lost animals to their owners.
- Increase public awareness programs on animal related issues to include rabies and disease prevention.
- Continue to work to bring staffing to acceptable levels to handle the steady increase of animals managed in and through the facility.
- Continue to work to gain citizen confidence in the Animal Services Unit by educating the community and enforcing the city's ordinances and state laws fairly, professionally and courteously with the constant goal of achieving a healthy environment for all animals kept in our community.
- Continue to reduce the euthanasia rate by expanding adoption programs and through the use of outside, nonprofit animal welfare groups to attain the highest live release possible.
- Work to improve the animal health from intake to better provide the healthiest animal possible for adoption.
- Continue to promote volunteerism within the animal shelter.
- Continue to improve our relationship with the community, developing positive adoption programs.
- Increase Animal Services staff to meet the overwhelming needs of the citizens.
- Expand on the educational program for children by increasing the number of children contacted.

MAJOR NEW PROGRAMS AND SERVICES

- Add one Animal Services Attendant, one Assistant and two Animal Services Officers.
- Acquire two new ASU vehicles with transportation cages to support new staff.
- Complete the new wash room and refurbish the treatment room to provide a better health assessment work area.

**GENERAL FUND
ANIMAL SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 327,352	\$ 379,718	\$ 362,135	\$ 462,689
Supplies	74,458	105,182	130,698	137,399
Building Maintenance	-	-	11,674	-
Repairs	11,647	8,500	12,078	8,500
Support Services	50,472	51,493	51,776	37,303
Benefits	90,991	112,061	101,097	146,451
Minor Capital Outlay	5,356	20,450	36,421	23,690
Capital Outlay	-	20,000	63,629	52,050
Total	\$ 560,276	\$ 697,404	\$ 769,508	\$ 868,082

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Animal Services Assistant	2	2	2	3
Animal Services Attendant	3	4	4	5
Animal Services Manager	1	1	1	1
Animal Services Officer	5	5	5	7
Animal Services Field Supervisor	1	1	1	1
Total	12	13	13	17

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Calls for Service	9,030	8,665	9,605	10,500
Animals Impounded	5,617	6,235	5,806	6,490
Animals Budget	1,754	2,168	1,934	1,980

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Animals Transferred	18%	12%	17%	18%



GENERAL FUND PUBLIC INFORMATION

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, city activities, accomplishments and other useful information. The Public Information Department is responsible for resident relations, media relations, employee relations, community engagement, protocol, publications, the city website, social media and the government access channel. It is also responsible for the city's federal legislative agenda, employee morale and wellness programs, event planning, service on various committees in city government and the community and providing assistance to the Mayor, City Council and City Manager.

ACCOMPLISHMENTS

- Issued 175 press releases and 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 4,100 followers (65% increase).
- Produced 11 issues of *City Beat* and nine issues of *WOW*.
- Planned and hosted six employee wellness seminars.
- Produced two issues of *City Insight*.
- Managed the city's federal legislative agenda and planned two Washington lobbying visits.
- Developed and launched the Killeen Citizen's Academy.
- Created a City Speakers Bureau and arranged and supported 38 speaking engagements.
- Produced 59 videos for the Government Access Channel and YouTube.
- Fully upgraded Channel 10 meeting production and broadcasting equipment.
- Chaired the city employee United Way Campaign raising \$153,835, the most of all givers in the community, a new Team Killeen record and a 15% increase over the previous year's record.
- Led the Team Killeen Committee, which planned and hosted employee picnic and administered monthly Team Spirit Award.
- Revised and reestablished the Employee of the Month program and presented nine awards.
- Planned and produced two Mayor's State of the City addresses and 75 mayoral proclamations, letters and awards.
- Provided staff support to the mayor in the creation and management of the Texas Mayors of Military Communities organization.
- Planned and administered the Public Information and Government Channel budgets.

GOALS

- Provide relevant, concise, timely information to residents, media and staff through various communication tools to enhance the relationship between the City of Killeen and its customers.
- Instill public trust in the City of Killeen and create a positive city image.
- Create a positive work environment for Team Killeen through morale and wellness programs.
- Expand and improve Public Information support of all city departments.
- Improve the City website to include updating current site and adding new features.
- Expand and enhance the City of Killeen social media presence.
- Produce 12 issues of *City Beat*, 12 issues of *WOW* and three issues of *City Insight*.
- Plan and host the 2014 Employee Picnic and other Team Killeen Committee employee morale initiatives.
- Enhance the Working on Wellness Program to benefit the wellbeing of Team Killeen.
- Host the second Killeen Citizen's Academy.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Public Information for FY 2015.

**GENERAL FUND
PUBLIC INFORMATION**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 105,345	\$ 143,102	\$ 137,250	\$ 142,711
Supplies	10,659	16,478	15,978	17,578
Support Services	5,104	11,410	11,000	14,750
Benefits	22,975	32,642	31,644	32,821
Minor Capital	265	2,727	-	-
Capital Outlay	-	-	2,727	-
Total	\$ 144,348	\$ 206,359	\$ 198,599	\$ 207,860

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Press Releases Issued	173	150	175	150
City Council Meetings Produced	24	24	24	24
Number of Facebook Fans	2,550	3,200	4,100	5,000
City Insight Issues Produced	3	3	2	3
City Beat Issues Produced	7	12	11	12
WOW Issues Produced	-	12	9	12
Number of Events Coordinated	14	10	16	12
Number of Team Spirit Awards	12	12	7	12
Number of Employee of the Month Awards	-	9	9	12
Speakers Bureau Engagements	-	-	38	48

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Return of News Stories to Press Releases	161.0%	200.0%	134.0%	150.0%
Facebook Reach per Post	not tracked	not tracked	314.0%	300.0%



GENERAL FUND ASSISTANT CITY MANAGER (INTERNAL)

DESCRIPTION

The Assistant City Manager (Internal) is the chief administrative and executive officer in the absence of the City Manager; 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.

ACCOMPLISHMENTS

- Primary tasks have revolved around staffing, studying, gathering input, assessing backwards, and planning forward.
- **Finance** - Process charters in various steps of completion (financial reports, timekeeping, GAP, and encumbrances)
- **Human Resources** - Reinvented benefits plan
 - Compensation study completed; recommendations formulated
 - Documented workflow (hiring, exiting, and responding to complaints)
- **Information Technology** - Restructured department
 - Call manager updated
 - Five-year replacement program for desk computers, cores, and switches begun
- **Support Services** - Fleet pacers plan and FuelMan implemented
 - Cornerstone remodeling begun
 - Security plan developed; three projects begun
- **IS** - KEEPR, review completed for nine policies

GOALS

- Facilitate the success of Finance, Human Resources, Information Technology, and Support Services. (See below.)
- 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.)
- **Finance** - Reorganize for effectiveness and efficiency.
 - Develop grants matrix and documentation.
 - Complete the RFA process for banking and RFP/Q merchant services.
- **Human Resources** - Implement benefits design.
 - Assess property insurance strategy.
 - Develop and implement a framework for professional learning.
 - Develop a security and retention strategy.
 - Reconsider job description strategy.
- **Information Technology** - Document infrastructure, hardware, and software, and procedures.
 - Strengthen technology infrastructure, including replacement programs for cores, switches, and desk-top computers and expand the connectivity (both intranet and internet), Phase 2 of 5.
 - Strengthen communications strategies.
- **Support Services** - Plan and implement security and facility improvements.
- **Support to the City Manager's Office** - Update KEEPR.
 - Implement compensation and job class families recommendations.
 - Assess the appraisal system and develop professional learning plans.
 - Develop departmental performance goals system.
 - Assess comp time, on-call, and incentive pay strategies.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Assistant City Manager (Internal) division for FY 2015.

GENERAL FUND
ASSISTANT CITY MANAGER (INTERNAL)

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ -	\$ 180,954	\$ 178,453	\$ 187,532
Supplies	-	1,548	1,356	1,200
Support Services	-	12,873	11,773	11,100
Benefits	-	34,311	34,048	34,411
Capital Outlay	-	1,537	1,237	700
Total Expenditures	\$ -	\$ 231,223	\$ 226,867	\$ 234,943

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Assistant City Manager	-	1	1	1
Administrative Assistant	-	1	1	1
Total	-	2	2	2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Training modules (HR, IT, and leadership) and training plans (Finance, HR, IT, and Support Services)	N/A	N/A	2	2
KEEPR reviewed and revised (71 policies)	N/A	N/A	9	15
Feedback action plans (Finance, HR, IT, and Support Services)	N/A	N/A	1	4
Desk top manuals (IT and Finance)	N/A	N/A	0	10
FuelMan reports	N/A	N/A	YES	YES
Process charts and strategies (Finance and HR)	N/A	N/A	7	5

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Dashboards for internal services (Support Services)	N/A	N/A	1	4
Redesigned appraisal system	N/A	N/A	0	YES
Redesigned performance goals system	N/A	N/A	0	YES



GENERAL FUND FINANCE

DESCRIPTION

The mission of the Finance Department is to safeguard and maximize 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.

ACCOMPLISHMENTS

- Developed charters for various areas to increase efficiency and effectiveness of financial operations.
- Issued \$20,000,000 in General Obligation Refunding and Improvement bonds and Certificate of Obligation bonds to fund streets, public safety and quality of life projects.
- Implemented changes in procedures including sealed bank bags with deposits and cash collection point moved to Utility Collections.
- Began the implementation of the online unclaimed funds program.
- 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.
- Created a monthly flash report that summarizes key areas of interest including property tax collections, sales tax receipts, electrical costs and usage, and overtime costs.

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.
- Implement long-range financial plans.
- Protect the City's assets by maximizing available resources, minimizing costs, and protecting cash principal.
- Monitor the City's operating and capital budgets.
- Evaluate and make recommendations on City operations and procedures to ensure the most efficient use of City resources.
- Be the leader in fostering a "customer-oriented" approach and providing the highest level of service to internal and external customers.
- Continue the process review of the Finance Department to ensure efficient operations.
- Develop a city wide grant program to include participation from various departments throughout the city.
- Review and revise the cash handling policy to ensure safety and efficiency. Train staff throughout the city.
- Continue to implement recommendations from the process charters.
- Explore electronic timekeeping options, collaboratively, with HR and IT.
- Develop a debt policy and explore the possibilities of debt laddering to maintain a stable tax rate.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Finance for FY 2015.

**GENERAL FUND
FINANCE**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 399,143	\$ 817,194	\$ 700,009	\$ 780,385
Supplies	1,991	11,693	8,911	10,900
Support Services	44,998	140,578	156,534	43,838
Benefits	83,003	191,142	154,360	170,330
Minor Capital	1,618	1,017	1,016	-
Capital Outlay	-	635	-	2,000
Total	\$ 530,753	\$ 1,162,259	\$ 1,020,830	\$ 1,007,453

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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
Accountant	2	1	2	2
Accounting Clerk	1	-	-	-
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Specialist	4	7	5	4
Financial Analyst - Grants	-	-	1	1
Total	13	14	14	13

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of charters developed for process review to improve efficiency	N/A	N/A	4	4
Number of quarterly investment reports prepared and submitted to Council	4	4	4	4

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Annual Investment Yield	0.29%	0.29%	0.19%	0.29%
Publish budget document within 90 days of adoption	121	<90	<90	<90
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes
Percent of charters completed for process review to improve efficiency	N/A	N/A	25.00%	75.00%
Percentage of actual ending general fund balance to total expenditures	32.5%	21.6%	25.0%	22.8%

^(a) GFOA: Government Finance Officers Association



GENERAL FUND HUMAN RESOURCES

DESCRIPTION

Human Resources employs 13 people and develops and administers programs and activities that effectively recruit, train, engage and retain a valued, valuable 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.

ACCOMPLISHMENTS

- Coordinated a change of health benefits providers, maximizing resources.
- Implemented online enrollment and hosted an employee benefits bazar.
- 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 more than 300 applicants.
- Revised in-processing and new employee orientation.

GOALS

- Ensure the city's Total Rewards and Compensation System - salaries and benefits, wellness, and training and education - is competitive within the regional market; 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 department heads with recruitment and retention initiatives that focus on core competencies, identify best qualified candidates, and facilitate talent management.
- Develop, coordinate, and conduct learning opportunities designed to enhance effectiveness.
- Provide direction and assistance to department leaders regarding employee challenges and opportunities. Monitor the effectiveness of the risk management program.
- Update job descriptions.
- Develop a professional development plan that will assist in recruiting, engaging and retaining a valued, valuable workforce.
- Achieve synergy with the Finance Department.
- Refine employee recruitment, professional development, and education programs. Review screening criteria and process. 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.
- Establish goals, objectives, and action plans for the HR Strategic Plan
- Revise process flowcharts and update the City's organization chart, incorporating job families and titles recommended in compensation study.
- 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 2015.

**GENERAL FUND
HUMAN RESOURCES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 552,438	\$ 617,783	\$ 465,136	\$ 644,240
Supplies	42,164	24,909	16,333	45,109
Repairs	25	-	-	-
Support Services	109,917	131,292	145,460	196,846
Benefits	117,296	149,757	102,845	149,805
Capital Outlay	234	2,000	106	2,000
Reimbursable Expense	(50,303)	-	-	-
Total	\$ 771,771	\$ 925,741	\$ 729,880	\$ 1,038,000

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Executive Director of Human Resources	1	1	1	1
Assistant Director of Human Resources	1	1	1	1
Compensation & Benefits Manager	1	1	1	1
Executive Assistant	1	1	1	1
Human Resources Assistant I	1	1	1	1
Benefits Specialist	1	1	1	1
Payroll Specialist	1	1	1	1
Human Resources Generalist	3	3	3	3
Risk Manager	1	1	1	1
Senior Human Resources Generalist	1	1	1	1
Professional Development & Learning Coordinator	-	1	1	1
Total	12	13	13	13

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Applications Processed	16,500	17,000	22,859	23,000
Number of Job Postings	200	200	255	200
Accidents /Injuries	224	198	253	200
Vehicle Accidents	135	100	109	100

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Turnover (Non-Civil Service)	14.13%	14.00%	28.20%	18.00%
Turnover (Civil Service)	5.10%	5.00%	8.00%	8.00%
Average Number of Applications per Job Posting	83	85	90	85



GENERAL FUND INFORMATION TECHNOLOGY

DESCRIPTION

The Department of Technology Services designs, procures and manages state of the art information technology to support city departments. It is dedicated to providing superior support for network, desktop, server, surveillance, alarms, access control and VOIP phone systems.

ACCOMPLISHMENTS

- Reinstated desk top replacement program, 130 systems replaced
- Fire Department Training Center Systems upgrade (24 Systems)
- Establish Support Desk city wide
- Established SunGard online training program
- Provided connectivity into the City Network to new Transportation Building, Code Enforcement, and Finance.
- Installed Wi-Fi at senior center and KCCC
- Started Wi-Fi rollout throughout city
- Installed Cisco Telepresence for court video arraignment
- Upgraded surveillance at Animal Control and Aquatic Center
- Cityworks Asset Management expansion
- Transmap Project – Streets condition assessment data collection and integration
- Micropaver Project – Software integration and Phase 2 of Transmap Project
- Migrate Autodesk license inventory to BIM Suites
- Map older sections of Killeen Cemetery
- Fiber Loop Project

GOALS

- Implement state of the art systems that facilitates employee interaction and staff coordination
- Provide technical service to enhance the efficiency and effectiveness of staff, maximizing their productivity
- Increase efficiencies through standardization, contract renegotiation, and innovation.
- Upgrade SunGard Enterprise Software
- Installation of stage one city wide fiber loop
- Finish city and public Wi-Fi access in multiple locations
- Upgrade Family Recreation Center video surveillance
- Bring new Water & Sewer building onto city network
- Repair and configure all Communications rooms
- Continue Map Book development for FD and WS
- Develop training plans for all GIS staff members
- GIS Day 2015
- Investigate mobile GIS

MAJOR NEW PROGRAMS AND SERVICES

- Bell County Fiber Loop
- Mobile device contract
- Cisco based network
- Standardize Operating system and software build on City PCs.

**GENERAL FUND
INFORMATION TECHNOLOGY**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 648,402	\$ 726,193	\$ 718,983	\$ 825,467
Supplies	3,146	3,775	3,775	6,544
Repairs	1,065	1,200	1,200	1,000
Support Services	86,707	130,637	129,538	99,455
Benefits	150,087	200,850	200,850	195,391
Minor Capital	-	106,903	106,903	14,500
Capital Outlay	-	85,000	85,000	-
Total Expenditures	\$ 889,407	\$ 1,254,558	\$ 1,246,249	\$ 1,142,357

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Executive Assistant	1	1	1	1
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	2	2	2	3
Executive Director	1	1	1	1
GIS Analyst	2	2	2	1
CAD GIS Technician	3	3	3	1
Network Manager	1	1	1	1
Enterprise Operations Manager	1	1	1	1
Clerk	1	1	1	1
Software Specialist	1	1	1	1
Training & Development Coordinator	1	1	1	1
Network Administrator	1	1	1	1
Network Technician	2	2	2	3
Total	19	19	19	18

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Services Calls Closed	5,611	5,803	4,000	6180
Service Calls Per Month	468	484	333	515
Devices Supported	6,150	6,650	6,250	6,120

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Work Orders Closed in 5 Days	55.0%	49.0%	49.0%	75.0%



GENERAL FUND SUPPORT SERVICES

DESCRIPTION

Consists of 60 people assigned to Fleet, Building, Custodial, Printing, and Purchasing Services; manages the operations of 50+ buildings, maintenance of 1100+ vehicles, and forecasts and implements a \$2+ million annual budget. 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.

ACCOMPLISHMENTS

- Implemented the Fuel Man system. Secured immediate accountability improvements and resource efficiencies.
- Initiated a facilities upgrade and security plan. Conducted a structural analysis and initiated physical security measures at City Hall.
- Relocated Code Enforcement and the Finance Department.
- Secured council approval for best-value service contracts including uniforms, oils and lubricants, and tires.
- Sustained high maintenance standards, internal controls, equipment and parts, accountability, and operations.
- Coordinated electrical initiatives with the CoK energy broker. Secured an electricity contract for 2016-2020. Identified and implemented lighting and electrical upgrades at selected CoK facilities.
- Implemented use of IonWave bidding software. Improved bid, purchase order, and contract system improvements.
- Sustained facility maintenance initiatives and synergy with Custodial Services. Implemented facility upgrades at the senior centers.
- Sustained high standards of custodial support, customer service and workplace cleanliness.
- Sustained timely and high-quality responses to staff reproduction requests.

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 staff interaction and external consultants to develop and implement 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 an annual budget that wisely allocates taxpayer funds, achieves department goals, and maximizes 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.
- Implement a life-cycle Fleet Replacement Program.
- Revise the Purchasing Policy. Sustain process initiatives and synergy with the Finance Department.
- Hire a new HVAC technician.
- Hire two new custodians and expand custodial services to new city facilities.
- Initiate a life-cycle equipment replacement process at Printing Services.

MAJOR NEW PROGRAMS AND SERVICES

- Electricity resource efficiencies at selected city facilities.
- Fleet Replacement Program.

**GENERAL FUND
SUPPORT SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 81,523	\$ 99,415	\$ 100,326	\$ 101,651
Supplies	975	1,320	670	1,120
Repairs	-	-	-	-
Support Services	5,989	3,295	2,845	3,830
Benefits	16,492	17,732	17,921	27,335
Minor Capital	611	-	-	-
Total	\$ 105,590	\$ 121,762	\$ 121,762	\$ 133,936

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Executive Director	1	1	1	1
Executive Assistant	1	0	0	0
Total	2	1	1	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Employee appraisals	N/A	N/A	N/A	5
Annual budget	N/A	N/A	N/A	\$2.3 million
Employee coaching sessions	N/A	N/A	N/A	20

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Appraisals completed w/i 14-days	N/A	N/A	N/A	100%



GENERAL FUND BUILDING SERVICES

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.

ACCOMPLISHMENTS

- Maintained 100+ city owned properties.
- Coordinate renovation of new Code enforcement/Permits building.
- Coordinate City Hall structural assessment and security upgrades.
- Assist printing services with generating a proposal for a 2,500 sqft, city owned facility.
- Provided IAQ air testing services throughout the city.
- Coordinate energy efficiency initiatives and management funding sources- lighting, HVAC, weather proofing, waste, water, and water treatment.
- Assist police department with engineering, design, and Construction bids for catwalk at North Police department.
- Assist with re-alignment of city hall offices (HR, Public information, Main Conference room, finance).
- Upgrade exterior of cemetery support building (including installation of mop sink in admin building).
- Provided engineering and implementation of repairs to Fire Training Tower

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 property and to provide a safe professional environment for the citizens and employees of the City of Killeen.
- Sustain building maintenance “lane”-routine and emergency repairs, limited capital improvements, management of outsourced projects.
- Coordinate renovation of the new IT building- 207 W Ave D. (aka Cornerstone).
- 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.
- Support renovations of KCC.
- Support construction of Fire station #9.
- Provide locksmith training for Building Services personnel.
- Assist emergency management initiatives that provide back-up power generation to City Hall and Annex.
- Coordinate insurance coverage and replaced roof coverings on multiple city owned facilities.
- Generate and individual training plan for Building Services personnel.
- Assist Animal Control with building, lighting, HVAC, and electrical upgrades.
- Assist Police Department with construction of a catwalk at the north headquarters.
- Air quality assessment and renovations at the Fire Marshal’s office.

MAJOR NEW PROGRAMS AND SERVICES

- Hire and train an HVAC technician.
- Implement a yearly maintenance and replacement program.

**GENERAL FUND
BUILDING SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 204,696	\$ 233,230	\$ 229,889	\$ 247,657
Supplies	17,230	21,639	17,549	16,700
Maintenance	-	33,500	43,000	-
Repairs	5,931	7,300	7,300	7,300
Support Services	6,372	22,839	7,750	7,653
Benefits	54,589	63,683	63,683	67,521
Total	\$ 288,818	\$ 382,191	\$ 369,171	\$ 346,831

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	3	3	3	3
Senior Secretary	1	1	1	1
Electrical Maintenance Technician	1	1	1	1
HVAC Technician	-	-	-	1
Total	6	6	6	7

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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
Outsourced	325	300	314	300

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

DESCRIPTION

Custodial Services is responsible for maintaining thirty one (31) City facilities. These facilities equate to 390,000 square feet. Routine duties include floor care, carpet care, general cleaning which includes trash removal, collection of recyclable papers, cardboards, plastics and aluminum cans, furniture dusting ,walls cleaning, windows cleaning, entrance way cleaning, restrooms cleaning, sanitation and replenishing tissue dispensers. Additional tasks include dusting light fixtures, high dusting, air vents, baseboards cleaning, stair hand rails, door frames, disinfecting and cleaning phones, cleaning chairs and chair mats, dusting blinds and window ledges, cleaning spills and providing cleaning services after normal duty hours for city facilities. The division also assists in the enforcement of security and safety measures in the City facilities. Custodial Services organizes, cleans and inventories their storage and supply rooms.

ACCOMPLISHMENTS

- Assumed the daily cleaning responsibilities of the Street Department new facility and the bi-weekly cleaning responsibilities Central Fire Station, Fire Training Academy, Fire stations #1 and #8.
- Established a certification program sponsored by Spartan Chemical Company.
- Maintained a high standard of cleaning service for City facilities.

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.
- Research the use of green seal approved products, without increasing costs.
- Review new product opportunities, to reduce costs of cleaning supplies.
- Maintain a high standard of cleaning service for City facilities.
- Increase productivity by reviewing the established areas procedures.
- Continue to enhance facilities appearance.
- Reduce chemical use and cost by using Spartan Chemicals Clean on the go dispenser system.
- Reduce employees turn over.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services funded for Custodial Services for FY 2015.

**GENERAL FUND
CUSTODIAL SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 432,348	\$ 460,302	\$ 455,143	\$ 508,085
Supplies	82,266	70,168	59,475	75,700
Repairs	7,856	7,300	7,300	6,500
Support Services	5,169	5,685	5,765	3,300
Benefits	133,439	162,218	161,218	164,749
Minor Capital	-	5,550	6,800	-
Capital Outlay	21,187	1,854	4,500	-
Total	\$ 682,265	\$ 713,077	\$ 700,201	\$ 758,334

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Custodial Supervisor	1	1	1	1
Custodial Crew Leader	2	2	2	2
Custodian	15	15	15	15
Total	18	18	18	18

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Square footage cleaned	256,420	358,383	358,383	385,370
Change in square feet cleaned	8%	-6%	7%	17%

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Change of supply cost per square feet	0%	50%	-42%	15%
Supply cost per square foot cleaned	0.17	0.18	0.12	0.16



GENERAL FUND PRINTING SERVICES

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.

ACCOMPLISHMENTS

- Maintained the level of printing quality with limited resources.
- Printed for 46 Divisions with a limited staff of three 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.
- Purchased two pieces of equipment, Booklet Maker & Envelope Feeder.

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.
- 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 The Graphic Expo to learn about new industry machinery and useful skills.
- Secure one new computer.
- Project a capital replacement plan.
- Budget to replace 14-year old press with a true two color press (\$80K).
- Form a Killeen Mac Users Guide (KMUG) and coordinate with CTC & KISD.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Printing Services for FY 2015.

**GENERAL FUND
PRINTING SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 94,415	\$ 99,378	\$ 98,332	\$ 101,541
Supplies	4,971	5,203	5,763	5,147
Repairs	8,562	7,025	8,025	8,000
Support Services	50,799	52,777	51,172	51,760
Benefits	25,261	28,207	28,207	27,537
Designated Expenses	425	400	400	400
Capital Outlay	19,651	23,127	23,127	-
Total	\$ 204,084	\$ 216,117	\$ 215,026	\$ 194,385

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Printing Services Supervisor	1	1	1	1
Press Operator	1	1	1	1
Secretary	1	1	1	1
Total	3	3	3	3

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Work Orders Processed	1,200	1,200	1,200	1,279
Print Impressions	5,000,000	5,000,000	5,000,000	4,800,000
Paper Inventory	19,000	18,000	18,500	18,300

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Processed work requests with-in the two week allotted	98.0%	99.0%	99.0%	99.0%
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 PURCHASING

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.

ACCOMPLISHMENTS

- Completed the implementation process for our electronic bid and electronic vendor management systems
- Improved the fixed asset tracking and accounting processes
- 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 Exchange Club monthly meeting
- 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
- Hired a Supply Specialist to manage all fixed assets; Implemented the accountability forms; Began accountability inventories
- Contacted Cooperative members for training to examine better purchasing practices
- Implemented the use and management of the Sam’s Club Direct Charge account
- Acquired ownership of the Master Vendor File; Received “one-on-one” training from SunGard to facilitate move.

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 mis-appropriation of any assets procured/safeguard public funds
- Develop method of accounting for inventory and fixed assets per City guidelines
- Implement the fully electronic receipt of all bid process, ensuring that all vendors get the opportunity to do business with the city
- Streamline the procurement card process to ensure no fraud/waste & abuse
- Continue to evaluate expenditures for items that may possibly require bidding and facilitate the process for the respective bids.
- Provide continuous training/orientation for all City employees regarding procurement card use, and 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; Schedule quarterly encumbrance scrubs with dept/div heads.
- Organize annual Live Auction/ Quarterly “On-Line” Auctions to reduce excess and surplus property
- Facilitate 2 additional team members acquiring the necessary accreditation
- Schedule annual P-Card/Sam’s Card refresher training; Schedule Year End Purchasing training
- Continue to manage/monitor the Master Vendor File for anomalies

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Purchasing for FY 2015.

**GENERAL FUND
PURCHASING**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 120,144	\$ 173,884	\$ 171,948	\$ 187,632
Supplies	1,916	1,811	1,784	2,610
Support Services	6,799	8,695	8,675	10,400
Benefits	30,541	52,408	52,408	47,035
Minor Capital	4,257	1,500	1,500	4,500
Capital Outlay	15,250	-	-	-
Total	\$ 178,907	\$ 238,298	\$ 236,315	\$ 252,177

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Purchasing Manager	1	1	1	1
Senior Purchasing Specialist	1	1	1	1
Purchasing Specialist	1	1	1	1
Procurement Card Administrator	1	1	1	1
Supply Specialist	1	1	1	1
Total	5	5	5	5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Purchase Orders	7,000	8,000	5,842	-
Procurement Cards	255	265	263	-
Auctions	3	4	5	-
Asset Accountability (number of assets processed)	105	125	208	-
Procurement card transactions	12,500	14,000	13,676	-
Manual purchase orders	225	250	137	-

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Purchase orders processed within 48 hours	50%	50%	100%	0%
P-Cards issued within 7 working days	100%	100%	100%	0%
Monthly procurement card transactions reviewed	100%	100%	100%	0%
Manual purchase orders processed within 48 hours	50%	50%	100%	0%



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

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, Community Development 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.

ACCOMPLISHMENTS

- Supported departments and associated committees to ensure effectiveness and efficiency of operations.
- Worked with city departments' budget development.
- Separated the Community Services Department into two departments, (Community Services and Community Development) to better meet the needs of the community and to improve the span of control.

GOALS

- Provide support to the City Manager's office.
- Serve as the conduit between city government and the citizens of Killeen.
- Oversee operations of five Departments (Aviation, Community Services, Community Development, Planning, and Public Works).
- Continued support of the City Manager and City Council.
- Continue to seek efficiencies throughout the City of Killeen's operations.
- 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 2015.

GENERAL FUND
ASSISTANT CITY MANAGER (EXTERNAL)

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 176,859	\$ 189,221	\$ 185,937	\$ 195,459
Supplies	741	1,125	660	1,079
Support Services	1,889	5,175	5,920	8,775
Benefits	33,435	35,418	32,708	35,658
Minor Capital Outlay	3,612	-	-	-
Total	\$ 216,536	\$ 230,939	\$ 225,225	\$ 240,971

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Assistant City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Total	2	2	2	2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Meetings Attended by ACM	821	750	720	730
Phone Calls Received by Receptionist per Week	289	300	293	300

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Percentage of Citizen Requests Resolved per Week	98.0%	98.0%	97.0%	98.0%



GENERAL FUND COMMUNITY DEVELOPMENT

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.

ACCOMPLISHMENTS

- Expended funding in the amount of \$ 73,944.00 for public services programs to Killeen residents through seven public service agencies who provided assistance to 3430 persons.
- Expended \$110,292 to provide transportation services for 235 elderly Killeen residents through the CoK Elderly Transportation Program.
- Expended \$223,885 to completed substantial rehabilitation of 5 owner-occupied homes, 2 of those homes required Lead Based Paint testing with only one requiring Interim Controls. In addition, 9 “Urgent Need” rehabs were completed as well. 6 of those urgent needs rehabs were for plumbing, 2 were HVAC related, and 1 was an electrical issue.
- Expended \$32,694 to complete installation of surveillance systems at two Head Start locations, securing entrances and six classrooms serving approximately 90 children Head Start children and families.
- Completed the 2012 Andy K. Wells Trail Construction and 2012 Street Reconstruction Projects in low income areas.
- Collaborated with the Parks and Recreation Division and Street Services Division to complete the installation of the Green Avenue Community Park playground equipment.
- Assisted Texas AM Central Texas with the development the Analysis of Impediments to Fair Housing.

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.
- Improve infrastructure in identified low-income areas to include street reconstructions, sewer and water improvements and public facilities
- Improve the quality of life for low-income residents with new construction and/or improvements of neighborhood parks, community, youth and senior centers.
- Complete the FY 2014 Families in Crisis, Inc. Homeless Shelter.
- Complete the Stewart Street Neighborhood Improvements Project consisting of street, sidewalk, and accessible ramp entrances connecting sidewalks along Stewart St. to Duncan Ave.
- Complete the Central TX 4C Head Start Classroom Transfer Project.
- Provide subrecipient oversight and management to eight local public services agencies and provide funding in the amount of \$147,660.90 for public service assistance to low and moderate income Killeen residents.
- Procure safe, affordable and efficient transportation services from responsible providers for participants assisted under the Elderly Transportation Program.
- Provide funds in amount of \$286,487 to provide for the rehab of low and moderate income owner-occupied housing in the City of Killeen.
- Streamline quarterly reporting and reimbursement processes for CDBG grant recipients by implementing an electronic reporting format and direct deposit of reimbursed funds reducing overall processing cost and time for program staff.
- Continue to assist Texas AM Central Texas in the development and completion of the Analysis of Impediments to Fair Housing and prepare document for submittal to HUD by January 2015.
- Complete a Housing Market Analysis by working with area housing agencies and intergovernmental entities to evaluate and assess current housing issues to improve the area’s housing market.
- Complete and submit to HUD the new FY 2015-19 five-year Consolidated Strategic Plan and Actions for addressing housing and community development needs.

MAJOR NEW PROGRAMS AND SERVICES

- The Community Development division received funding for a Housing Market Analysis to be used in the development of the Five Year Consolidated Strategic Plan in FY 2016.

**GENERAL FUND
COMMUNITY DEVELOPMENT**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 218,390	\$ 294,445	\$ 233,620	\$ 246,692
Supplies	5,737	5,930	5,363	4,421
Repairs	120	600	600	500
Support Services	7,396	41,869	40,739	32,991
Benefits	48,892	67,264	53,665	51,518
Minor Capital Outlay	2,249	-	-	-
Total	\$ 282,784	\$ 410,108	\$ 333,987	\$ 336,122

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Executive Director of Community Development	-	-	-	1
Director of Community Development	1	1	1	-
Executive Assistant	-	-	-	1
Community Development Program Manager	1	1	1	1
Community Development Specialist	1	1	1	1
Lien Specialist	1	2	2	-
Total	4	5	5	4

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Public Services - Persons Assisted	2,518	2,939	3,644	2,212
Public Services -Funding Allocated	0	193,952	193,952	197,661
Public Services -Amount Expended	0	0	180,241	0
Housing Units Rehabilitated	7	6	14	6
Housing Rehabilitation Funding Allocated	0	221,912	253,052	286,487
Housing Rehabilitation Amount Expended	0	0	223,885	0
Street Improvements - LMA Persons	10,119	0	10,119	1
Street Improvements -Funding Allocated	0	0	0	359,035
Street Improvements Amount Expended	0	0	102,972	0
Sidewalk Improvements - LMA Persons	1,243	0	1,842	0
Sidewalk Improvements Amount Expended	0	0	163,015	0
Homeless Shelters	0	1	0	0
Homeless Shelters-Funding Allocated	0	510,564	760,564	0
Homeless Shelters Amount Expended	0	0	0	0
Public Facilities/Improvements	4	1	1	1
Public Facilities/Improvements Funding	0	32,694	32,694	42,700
Public Facilities/Imp Amount Expended	0	0	32,694	42,700

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Public Services - Persons	100%	100%	93%	100%
Decent and Affordable Housing	100%	100%	88%	100%
Street Improvements - LMA Persons	100%	100%	100%	100%
Sidewalk Improvements - LMA Persons	100%	0%	100%	0%
Homeless Shelters	0%	100%	0%	0%
CDBG Demolitions and Clearance	100%	0%	0%	0%
Public Facilities and Improvements	100%	100%	100%	100%



GENERAL FUND LIBRARY SERVICES

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 120,000 items for all ages and educational levels. In addition to physical items, the libraries provide over 10,000 downloadable audio books, e-books and e-magazines as well as a selection of online databases. 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.

ACCOMPLISHMENTS

- Doubled usage of downloadable e-books and e-audiobooks.
- Launched public Wi-Fi at both library buildings.

GOALS

- Promote an early start to lifelong literacy through story times and summer reading club activities for children ages 0-17.
- Provide a dynamic collection of physical and electronic resources that meet the instructional and leisure needs of Killeen's citizens.
- Provide an adequate number of public computers to meet the needs of citizens who otherwise might not have access to computers and the internet for their home, business and school needs.
- 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.
- Replace 28 public access computers with new PC's that meet current industry standards.
- Prepare for the State Library System accreditation process.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added Library Services for FY 2015.

**GENERAL FUND
LIBRARY SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 913,745	\$ 957,944	\$ 939,444	\$ 980,960
Supplies	53,650	78,188	80,392	99,413
Maintenance	1,316	-	-	-
Repairs	2,897	1,250	1,100	2,150
Support Services	53,187	56,243	48,236	17,982
Benefits	226,765	252,976	252,976	244,863
Minor Capital	8,986	11,783	4,310	-
Capital Outlay	184,956	173,835	173,500	162,712
Total	\$ 1,445,502	\$ 1,532,219	\$ 1,499,958	\$ 1,508,080

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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	1	1	1	1
Senior Reference Assistant	2	2	2	2
Principal Secretary	1	1	1	1
Library Clerk	8	8	9	9
Library Clerk (Part-Time)	7	7	6	6
Total	29	29	29	29

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Items Circulated	304,412	280,000	287,769	290,000
Number of Library Visits	284,072	270,150	270,983	271,000
Number of Children's Program Attendees	2,665	9,400	7,816	8,000
Number of Public Computer Users	98,371	95,500	100,057	100,100
Number of Downloadable Materials Checked Out	5,246	N/A	10,224	12,000

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% Increase in Circulation of Materials	4.2%	-8.0%	-5.5%	1.0%
% Increase in Library Visits	-2.7%	-4.9%	-4.6%	0.0%
% Increase in Children's Program Attendance	-78.1%	252.7%	193.3%	2.4%
% Increase in Public Computer Users	-1.2%	-2.9%	1.7%	0.0%
% Increase in Downloadable Materials Checked Out	N/A	N/A	94.9%	17.4%



GENERAL FUND HOME PROGRAM

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.

ACCOMPLISHMENTS

- First Time Homebuyers assistance to qualified applicants to include: conducting 10 Homebuyer Education classes, with a total of 122 households attending, and 5 household were assisted with down payment and closing costs assistance.
- Tenant Based Rental assistance to 30 elderly Killeen households
- Tenant Based Rental assistance to 22 households of domestic violence abuse.
- Developed 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.

GOALS

- Increase, improve, and maintain affordable housing for low and moderate income residents.
- Provide Tenant Based Rental assistance in the amount of \$230,262.04 to elderly Killeen households.
- Provide Tenant Based Rental assistance in the amount of \$112,356.43 to households of domestic violence abuse and veterans.
- Provide funding in the amount of \$49,197.00 to eligible Community Housing Development Organizations.

MAJOR NEW PROGRAMS AND SERVICES

- Planning a Fair Housing Event to be held in April 2015.

**GENERAL FUND
HOME PROGRAM**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 31,819	\$ 33,396	\$ 33,011	\$ 34,839
Supplies	1,067	1,500	1,012	1,600
Support Services	3,748	6,104	5,111	6,004
Benefits	9,422	9,936	9,936	9,732
Total	\$ 46,056	\$ 50,936	\$ 49,070	\$ 52,175

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Home Program Coordinator	1	1	1	1
Total	1	1	1	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
First Time Homebuyer Units Assisted	8	9	5	9
FIC Tenant Based Rental Units Assisted	37	32	29	32
Elderly TBRA Units Assisted	20	34	34	30

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of First Time Homebuyer Funds Expended	85%	100%	80%	100%
% of FIC Tenant Based Rental Funds Expended	70%	100%	76%	100%
% Elderly TBRA Funds Expended	34%	100%	70%	100%
% CHDO Funds Expended	0%	0%	0%	0%



**GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER**

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 “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, an outdoor courtyard, a covered pavilion, and a playscape with park space.

ACCOMPLISHMENTS

- 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.
- Updated information through the city website and Facebook page for increased public awareness of events.
- Increased advertising through several engagement and bridal magazines and participated in several extravaganzas to promote the spaces available at the center.
- Completed new stage lighting and curtains in the Performing Arts Center as well as outdoor lighting.

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.
- Continue to improve and market the center to increase event bookings and increase revenue.
- Continue to develop and implement community awareness and promotion of the center to include an interactive web site.
- Update options on more audio/visual needs for clients
- Update Performing Arts Center with drop down screens, projectors and improve sound with ceiling speakers.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Killeen Arts & Activities Center for FY 2015.

GENERAL FUND
KILLEEN ARTS & ACTIVITIES CENTER

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 85,673	\$ 132,558	\$ 120,361	\$ 139,431
Supplies	7,889	27,116	25,575	28,641
Maintenance	-	90,000	90,000	90,000
Repairs	93	28,500	28,000	28,500
Support Services	14,382	125,997	92,675	28,779
Benefits	21,211	39,580	29,269	42,110
Minor Capital Outlay	20,848	38,845	37,445	35,475
Designated Expenses	-	2,000	1,000	2,000
Total	\$ 150,096	\$ 484,596	\$ 424,325	\$ 394,936

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Operations Supervisor	1	1	1	1
Custodian	1	1	1	2
Custodian (Part Time)	1	1	1	-
Office Assistant	1	1	1	1
Event Coordinator	-	-	1	1
Total	4	4	5	5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Events booked	54	120	273	341 **
Revenue generated	\$ 15,740	\$ 30,000	\$ 49,809	\$ 88,052 **

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Percent Increase in Event Revenues	0%	51%	68%	57%
Percent Increase in Events Booked	0%	50%	80%	80%

* Numbers from April - September 2012

** Numbers from October 2013 - September 2014



GENERAL FUND LIEN SERVICES

DESCRIPTION

Streamline and improve the lien placement and collection process to reduce the number of lien archives from prior years and increase lien collection revenues.

ACCOMPLISHMENTS

- Integrated the billing collection program and collected \$29,215.87 for deposit into General Fund, which reduced placement of liens on properties.
- Increased city revenue by \$195,909.38 from outstanding liens, for deposit into General Fund.
- Acquired the ability to accept credit card payments over the phone, which improved customer services and collection efforts.

GOALS

- Notify property owners and property management companies of outstanding liens in a timely manner.
- Notify tax appraisal district of properties that are abandoned and more than three years delinquent in paying taxes, and request these properties be included in future tax sales.
- Search for property owner's current address information and send lien notices to improve the collection process success rate.
- Attend tax sales and provide property buyers with lien payoff amounts along with our address and phone numbers to improve the collection process success rate.
- Work with Code Enforcement to ensure accuracy of liens and property owner information so they are 100% collectible.
- Provide accurate lien payoff information to title companies, realtors, property owners and property management companies.
- Continue to provide the tax appraisal district with properties that are abandoned and have delinquent taxes, to be auctioned at future tax sales.
- Educate property owners and property management companies on the importance of city ordinances and encourage them to provide updated information to the tax appraisal district for prompt notification purposes.
- Continue to collect on outstanding liens.
- Continue to attend tax sales and provide property buyers with lien payoffs for property they have purchased.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Lien Services for FY 2015.

**GENERAL FUND
LIEN SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ -	\$ -	\$ -	\$ 92,553
Supplies	-	-	-	4,500
Support Services	-	-	-	20,400
Benefits	-	-	-	24,867
Total	\$ -	\$ -	\$ -	\$ 142,320

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Lien Specialist	0	0	0	2
Total	0	0	0	2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Billing Notices Sent	0	0	1,130	660
Number of Lien Letters Sent	0	0	587	0
Number of Liens Recorded	0	0	819	0
Invalid liens released	\$ -	\$ -	34	\$ 152,436
Valid Liens Released	\$ -	\$ -	879	\$ -
Number of Liens for Collections	\$ -	\$ -	\$ 163,800.00	\$ -

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Liens Collected	0%	0%	\$ 195,909.38	100%
Billing Collected	0%	0%	\$ 29,215.87	0%



GENERAL FUND PUBLIC WORKS

DESCRIPTION

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

- Public Works Administration
- Transportation Services
- Water & Sewer Services
- Engineering Services
- Environmental Services/Drainage Utility
- Mowing & Drainage Services
- Solid Waste Services
- Capital Improvement Programs

ACCOMPLISHMENTS

- Completed negotiations with Bell County WCID No.1 for the design and construction of the Stillhouse Hollow Water Treatment Plant.
- Completed the construction of the Septic Tank Elimination Program, Phase VII and the design of STEP, Phase IX.
- Completed SSES Rehabilitation Phase II project and began SSES Manhole Rehabilitation Phase III.
- Continued construction of US 190/FM 2410/Rosewood overpass and widening project (Pass-through Funded).
- Began construction of Lift Station No. 23, Diversion Structure.
- Began construction of Trimmier Road 12" Transmission Line.
- Began construction on a 10-inch diameter interceptor in the Yowell Ranch, Phase IV Subdivision.
- Began construction on the Wisconsin Street Culvert Replacement project.
- Completed construction of the downtown streets improvement project and began the design of Phase II.
- Completed the extension of the Andy K. Wells Hike and Bike Trail and began construction of the Killeen-Fort Hood Regional Trail, Segment 3.
- Began construction on the Ellison High School and KISD Elementary School #33 Sidewalk Improvement project.
- Continued the reconstruction of Stagecoach Road to include water and wastewater improvements.
- Awarded a construction contract for the Trimmier/Lowes/WS Young Widening Project.
- Began Water, Sewer, Roadway Impact Fee Study, Water Reuse Master Plan development, the 2014 Thoroughfare Plan Update, the Solid Waste Masterplan and Rate Study, and adopted Phase II of the Stormwater Management Plan.
- Began design of the Valley Ditch Reconstruction, Phase 1 project.
- Purchased four properties in accordance with the Repetitive Flood Claims Grant Program.

GOALS

- Maintain a safe and healthy environment for the City of Killeen, and visitors and provide for the highest quality of life through professional engineering, maintenance and operational services for City infrastructure and public services.
- Develop Thoroughfare and Solid Waste master plans for implementation.
- Develop and implement a comprehensive, five-year streets maintenance and repair program.
- Maintain a water/sewer/drainage strategy and annual maintenance and construction programs to support City of Killeen growth through master planning.
- Begin construction of STEP IX and initiate design of STEP Phase X.
- Continue the reconstruction of Stagecoach Road to include water and wastewater improvements.
- 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.

MAJOR NEW PROGRAMS AND SERVICE

- There were no major new programs or services added to the Public Works division for FY 2015.

**GENERAL FUND
PUBLIC WORKS**

Expenditure Summary	2012-13 Actual	2013-14 Budget	2013-14 Estimated	2014-15 Budget
Salaries	\$ 147,259	\$ 153,797	\$ 152,889	\$ 164,229
Supplies	988	2,296	1,413	1,558
Support Services	5,407	34,337	33,937	34,964
Benefits	31,385	32,770	32,317	34,425
Minor Capital	461	-	-	-
Project Expense	2,259	-	-	-
Total	\$ 187,759	\$ 223,200	\$ 220,556	\$ 235,176

Staffing	2012-13 Actual	2013-14 Budget	2013-14 Estimated	2014-15 Budget
Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2

Workload/Demand Measures	2012-13 Actual	2013-14 Budget	2013-14 Estimated	2014-15 Budget
Bond Project Contracts Approved by City Council	20	16	20	N/A
Bond Project Contracts Approved by City Council Value	\$ 50,348,448	\$ 30,804,803	\$ 11,050,537	N/A

Performance Measures	2012-13 Actual	2013-14 Budget	2013-14 Estimated	2014-15 Budget
Percent of construction contracts that exceed Engineer's estimate by greater than 15%	<5%	5.0%	N/A	N/A



GENERAL FUND STREETS

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

ACCOMPLISHMENTS

- Crack sealed 52 lane miles of street surface.
- Placed 1.5 inch Overlay on Old 440, 2nd Street, Ave G and various downtown Streets.
- Repaired 540 potholes.
- Patched 52 utility cuts.
- Replaced/repaired 3,000 plus regulatory and non-regulatory signs throughout the City.
- Applied 20,000 lbs of thermoplastic to targeted locations.
- Swept 7,800 curb miles of street.
- Transmap conducted a Street Condition Assessment.
- Transmap conducted a Nighttime Retro reflectivity Assessment on Regulatory Signs.
- Transmap conducted an assessment on pavement markings, ADA Access Ramps, Regulatory Signs and Sidewalks.
- Moved into New Facility.

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.
- Continue to apply slurry-seal applications to 38.5 lane miles neighborhood streets and thoroughfares.
- Crack seal 150 lane miles of street surface.
- Repair 1000 potholes.
- Patch an estimated 100 utility cuts.
- Apply paint/thermoplastic to 15,000 feet of striping on target streets.
- Apply 20,000 lbs of thermoplastic to target streets.
- Replace noncompliant retro reflective signs.
- Update school zone signage.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Street Division for FY 2015.

**GENERAL FUND
STREETS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 1,586,922	\$ 1,697,605	\$ 1,599,086	\$ 1,651,506
Supplies	219,351	240,131	228,201	246,589
Maintenance	240,453	1,028,956	998,478	747,275
Repairs	212,477	219,000	247,314	212,318
Support Services	134,831	274,359	270,422	47,416
Benefits	473,770	540,236	527,978	535,468
Minor Capital	-	9,480	9,480	12,059
Capital Outlay	9,572	-	-	-
Total	\$ 2,877,376	\$ 4,009,767	\$ 3,880,959	\$ 3,452,631

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director of Street Services	1	1	1	1
Street Services Superintendent	2	2	2	2
Equipment Operator	8	8	8	8
Principal Secretary	1	1	1	1
Secretary	1	1	1	1
Street Maintenance Supervisor	6	6	6	6
Sign Crew Supervisor	1	1	1	1
Street Service Worker	13	13	13	13
Truck Driver	17	17	17	17
Sign Technician	1	1	1	1
Welder	1	1	1	1
Total	52	52	52	52

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Slurry-Seal (Lane Mile)	43.25	45	43.25	38.5
Crackseal (Lane Mile)	125	110	125	150
Sweep (Curb Mile)	9,500	7,800	10,000	10,000
Milling and Overlay (Lane Mile)	8.69	3.50	8.69	3.50
Sign Replacement	N/A	1,655	1655	2,027
Sign Work Orders	3,215	1,000	3,215	5,648

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Pothole and Utility Cut Requests Repaired within 48 hours	98%	98%	98%	99%



GENERAL FUND TRAFFIC

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.

ACCOMPLISHMENTS

- 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.
- Moved into new facility and enhanced traffic flow through the new Traffic Management Center.

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.
- 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.
- Develop a 5 Year Signal Replacement Program.
- Continue to upgrade existing signals and bring online to the Traffic Management Center

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Traffic Division for FY 2015.

**GENERAL FUND
TRAFFIC**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 241,938	\$ 205,916	\$ 198,833	\$ 236,262
Supplies	27,930	35,912	35,084	27,488
Repairs	7,721	80,020	73,886	7,972
Support Services	88,010	100,654	105,838	21,157
Benefits	57,884	57,891	57,891	60,485
Total	\$ 423,483	\$ 480,393	\$ 471,532	\$ 353,364

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Electrical Maintenance Technician	1	1	1	1
Traffic Signal Supervisor	1	1	1	1
Senior Traffic Technician	1	1	1	1
Traffic Technician	1	1	1	1
Superintendent (Traffic)	1	1	1	1
Total	5	5	5	5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Traffic Signal Work Orders	1,371	1,740	1,144	1,329

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Work Orders Completed Within 3 Days of Initial Request	97.0%	98.0%	97.0%	98.0%



GENERAL FUND GOLF COURSE

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 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.

ACCOMPLISHMENTS

- Constructed a new on course restroom.
- Upgraded areas around the clubhouse to include landscaping, painting, and restriping the parking lot.
- Planted more than 50 new trees to improve the golf course.

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 Management and City Council on all golf course matters.
- Prepare an annual review of facilities and course conditions and identify and schedule upgrades and improvements.
- Development of a Golf Course Master Plan.
- Continue to improve pace of play for the course through staff training.
- Complete annual ball mark repair project.
- Oversee greens, tee boxes, and fairways for optimum playing conditions.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Golf Course in FY 2015.

**GENERAL FUND
GOLF COURSE**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 636,200	\$ 687,729	\$ 668,101	\$ 711,848
Supplies	164,983	160,276	157,716	166,095
Maintenance	11,458	12,000	11,222	12,000
Repairs	23,480	20,700	19,985	19,820
Support Services	229,474	238,791	230,672	148,668
Benefits	170,493	189,620	183,558	192,924
Minor Capital	1,163	1,950	1,779	500
Designated Expenses	138,124	155,461	153,242	156,883
Capital Outlay	-	5,983	-	-
Total	\$ 1,375,375	\$ 1,472,510	\$ 1,426,275	\$ 1,408,738

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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	5
Cart Fleet/Range Attendant	1	1	1	2
Part time Cart Fleet/Range Attendant	1	1	1	0
Golf Course Maintenance Technician	2	2	2	2
Equipment Services Technician	1	1	1	1
Greenskeeper	7	7	7	6
Principal Secretary	1	1	1	1
Total	20	20	20	22

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Rounds of Golf Played Annually	48,637	53,500	45,330	50,000
Tournaments Hosted	29	37	40	42
Acres Mowed & Maintained	149	149	149	149

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of Players Indicating Satisfaction With Course	98.0%	99.0%	98.0%	99.0%
% Tournaments in 2nd Year or More	98.0%	98.0%	99.0%	99.0%



GENERAL FUND VOLUNTEER SERVICES

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.

ACCOMPLISHMENTS

- Hosted 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.
- 402 youth performed an additional 32,509 hours of service to earn the Presidential Volunteer Service Awards.
- Recruited 651 volunteers for H-E-B's Feast of Sharing Community Meal and 120 volunteers for Color Up Run.
- Provided quarterly Volunteer orientation training classes for new volunteers.
- Coordinated the 20th annual Make a Difference Day event with 5,565 registered volunteers who completed 86 service projects.
- Supported the America Cancer Relay For Life with volunteers.
- Hosted the Annual Trash-off with 389 volunteers who cleaned 68 miles of city streets and collected 4,760 pounds of trash.
- Referred 1,200 volunteers to other Non-Profit Agencies.
- Hosted an Emergency Preparedness Training for forty-two Non-Profit Agencies.

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.
- Host the Texas Municipal League Youth Summit and a Youth Conference.
- Host Annual Christmas Parade; Celebrate Killeen Festival, Tree Lighting and Rodeo.
- Host Annual Waterway Cleanup and Great America's Trashoff Event.
- Host monthly recruiting events for boards, commissions and committees.
- Provide for Monthly New Volunteer Orientation Classes.
- Host Quarterly Recruiting Volunteer and participate in others.
- Host National Volunteer Appreciation Week.
- Integrate new software to track volunteer hours.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Volunteer Services for FY 2015.

**GENERAL FUND
VOLUNTEER SERVICES**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 132,912	\$ 138,939	\$ 137,451	\$ 144,069
Supplies	972	1,300	1,339	1,237
Support Services	2,731	3,970	3,870	3,901
Benefits	32,487	33,685	33,685	32,531
Minor Capital	-	44	-	-
Total	\$ 169,102	\$ 177,938	\$ 176,345	\$ 181,738

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Volunteer Service Opportunities	216	80	230	250
Service Hours Performed	56,373	75,000	75,000	80,000
Referrals to Other Agencies	1,200	1,100	1,100	1,500
Inquiries By Volunteers	6,900	3,500	3,500	7,000

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
# of Hours Performed in Relation to Projects	710	938	929	930
% of Filled Volunteer Service Projects	100%	100%	100%	100%



GENERAL FUND ATHLETICS

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.

ACCOMPLISHMENTS

- Secured the Texas Amateur Athletic Annual Conference for the year 2017
- Secured the TAAF Men's Major Basketball State Tournament for the year 2015.
- Secured the TAAF Men's 6ft & Under Basketball State Tournament for the year 2015.
- Secured the TAAF Women's Major Basketball State Tournament for the year 2015.
- Secured Academy Sports & Outdoors as a major sponsor for all youth sport programs.
- Secured Plucker's Wing Bar as a major sponsor for all adult sport programs.
- Offered an additional Men's Basketball season during the summer season of 2014.
- Offered an additional age group (10 and under) for youth flag football during the fall season 2013.
- Offered an additional boys' baseball season during the fall season of 2014.
- Hosted the Texas Challenge Series.
- Hosted Little League Baseball District Tournament.
- Hosted the Baseball Super Series Tournament.
- Hosted TAAF Men's 35 and Over State Tournament.
- Hosted Texas ASA Hall of Fame 10U and 12U State Tournament.
- Hosted NFL Punt Pass & Kick (local).

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.
- 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 2015.

**GENERAL FUND
ATHLETICS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 82,868	\$ 108,410	\$ 91,090	\$ 106,563
Supplies	109,714	126,032	114,851	114,851
Support Services	144,012	129,268	127,886	127,886
Benefits	21,173	31,846	36,104	27,237
Total	\$ 357,767	\$ 395,556	\$ 369,931	\$ 376,537

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Athletic Superintendent	1	1	1	1
Recreation Supervisor	2	2	2	2
Total	3	3	3	3

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Program participants	6,100	6,600	7,000	6,600

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of supervision @ KPR athletic events	100%	100%	100%	100%
Hosted invitational's, regional's, state & national tournaments	7	5	7	7
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 PARKS

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.

ACCOMPLISHMENTS

- Installed batting cages at Lions Club Park South Complex and Davis Fields.
- Installed hitting stations at Lions Club Park North Complex.
- Installed new drinking fountains and bottle fillers at Lions Club Park Complex and Killeen Athletic Complex.
- Converted tennis courts to basketball courts at Conder Park.
- Installed a Playscape at Green Avenue Park.
- Continued with the Graffiti Removal Program.
- Installed sidewalks and swing set at Stewart Lions Park.

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.
- Install six new scoreboards at the Killeen Athletic Complex and Davis Fields.
- Construct a dog park along the Andy K. Wells Hike and Bike Trail.
- Renovate Long Branch Park basketball court.
- Renovate AA Lane basketball court.
- Renovate Pershing Pool.
- Renovate Long Branch Pool.

MAJOR NEW PROGRAMS AND SERVICES

- Launch a downtown crew consisting of one crew leader and three grounds maintenance workers.

**GENERAL FUND
PARKS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 869,984	\$ 948,112	\$ 873,868	\$ 1,018,010
Supplies	238,393	240,498	237,139	247,737
Maintenance	96,808	105,787	101,800	100,251
Repairs	48,007	43,830	37,000	39,350
Support Services	179,137	184,969	178,133	58,600
Benefits	269,828	312,806	291,326	314,881
Minor Capital	2,398	-	-	-
Capital Outlay	9,579	25,527	23,200	55,648
Total	\$ 1,714,134	\$ 1,861,529	\$ 1,742,466	\$ 1,834,477

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Superintendent	1	1	1	1
Graffiti Removal Specialist	1	1	1	1
Supervisor	2	2	2	3
Grounds Maintenance Crew Leaders	5	5	5	5
Grounds Maintenance Workers	23	23	25	26
Equipment Service Technician	1	1	1	1
Total	33	33	35	37

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Parks/Landscape Acreage Maintained				
Low Maintenance Areas	520	589	775	807
Medium Maintenance Areas	54	54	61	72
High Maintenance Areas	8	8	20	29
Man Hours per Acre				
Low Maintenance Areas	180	200	200	223
Medium Maintenance Areas	595	600	600	628
High Maintenance Areas	2,100	2,500	2,500	2,532

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Achieved Park/Landscape Target Maintenance Standard	90.0%	90.0%	100.0%	100.0%



GENERAL FUND FAMILY AQUATICS CENTER

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.

ACCOMPLISHMENTS

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

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.
- 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.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Family Aquatic Center Division for FY 2015.

**GENERAL FUND
FAMILY AQUATICS CENTER**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 314,214	\$ 316,455	\$ 311,249	\$ 351,354
Supplies	43,763	53,543	51,981	54,543
Maintenance	4,677	6,000	5,800	6,000
Repairs	731	5,000	5,000	4,000
Support Services	52,281	54,026	52,330	7,400
Benefits	34,480	44,317	36,830	45,816
Minor Capital	2,098	-	-	-
Major Capital Outlay	9,000	5,200	1,000	-
Total	\$ 461,244	\$ 484,541	\$ 464,190	\$ 469,113

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supervisor (Aquatics)	1	1	1	1
Crew Leader	1	1	1	-
Total	2	2	2	1

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Private Reservations	58	72	61	75
Umbrella Reservations During Hours of Operation	101	80	115	125
Swimming Lesson Registrations	1,273	1,000	1,404	1,500
Yearly Attendance	70,316	60,000	67,811	72,000
Swim Courses Offered Weekly	15	15	15	15
Parents and Tots Weekly	6	6	10	10
American Red Cross Courses	7	10	7	8

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Swim Lessons Filled	79.0%	79.0%	79.0%	79.0%
Family Aquatic Center Reservations Filled	53.0%	65.0%	55.0%	70.0%
Daily Attendance Filled	57.0%	78.0%	55.0%	60.0%



GENERAL FUND SWIMMING POOLS

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.

ACCOMPLISHMENTS

- Provided Water Aerobic Program for citizens.
- Offered necessary re-certification programs for CPR, AED, First Aid, Lifeguard, and Water Safety Instructor.

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.
- 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 2015.

**GENERAL FUND
SWIMMING POOLS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 21,025	\$ 23,304	\$ 23,237	\$ 23,304
Maintenance	-	1,120	1,120	1,120
Support Services	4,911	7,600	4,400	1,400
Minor Capital	-	3,100	-	-
Total	\$ 25,936	\$ 35,124	\$ 28,757	\$ 25,824

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
After hours pool parties	13	6	7	15
Yearly attendance	9,000	9,500	7,500	9,000
Water aerobics classes	20	20	12	20

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Pool reservations filled	43%	20%	23%	50%
Water aerobics classes filled	60%	60%	40%	60%



GENERAL FUND CEMETERY

DESCRIPTION

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

ACCOMPLISHMENTS

- Mowed and trimmed 1,397 acres.
- Sold 46 adult and 8 infant spaces.
- Received donations and planted 21 living trees and replaced 13 diseased/dead trees.
- Received donation and installed one memorial bench.
- Served 3,455 customers by telephone and 4,885 visitors to cemetery.
- Coordinated 111 funeral arrangements.
- Repaired/reset 227 monuments in-house.
- Top dressed and seeded 111 new interment spaces and leveled 695 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.
- Held, assisted and hosted special events/activities - Keep Killeen Beautiful Arbor Day Ceremony, Memorial Day Flag Placement Project for Veteran's Graves, Memorial Day and Veteran's Day Avenue of Flags Display, and the Christmas Military Service Branch/Wreath Display.

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.
- 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.
- Implement a monument leveling program for the larger markers that require special equipment.

MAJOR NEW PROGRAMS AND SERVICES

- A monument leveling program was approved for the Cemetery Division FY 2015.

**GENERAL FUND
CEMETERY**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 215,192	\$ 226,925	\$ 214,405	\$ 228,764
Supplies	19,940	23,893	23,665	22,985
Maintenance	4,528	5,605	5,562	9,105
Repairs	8,784	9,452	7,426	9,452
Support Services	5,283	6,642	5,884	525
Benefits	61,201	66,021	62,866	64,540
Minor Capital	252	-	420	-
Capital Outlay	-	-	-	24,158
Total	\$ 315,180	\$ 338,538	\$ 320,228	\$ 359,529

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Superintendent (Cemetery)	1	1	1	1
Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	3
Total	6	6	6	5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Acreage Mowed & Trimmed	1,224	1,404	1,397	1,404
Occupied Lots Serviced	9,615	9,728	9,726	9,833
Interments/Funeral Arrangements	103	113	111	107
Spaces Sold (Adults/Infants)	71	70	54	62
Customers Served (Telephone/Visitors)	9,023	8,619	8,340	8,681

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Operating Costs per Person per Resident Annually	\$ 2.46	\$ 2.60	\$ 2.46	\$ 2.67
Cost to Mow/Trim Acreage per Acre Annually	\$ 258	\$ 241	\$ 229	\$ 256
Cost to Service Occupied Lots Annually	\$ 33	\$ 35	\$ 33	\$ 37
Expenditures as % of General Fund	0.45%	0.43%	0.43%	0.48%
Service Satisfaction of Patrons per Occupied Lots	99.97%	99.98%	99.96%	99.98%



GENERAL FUND RECREATION

DESCRIPTION

The goal of the Recreation Division is to provide diverse recreation programming for the community. Free annual special events such as Splash Bash, 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.

ACCOMPLISHMENTS

- Hosted the annual Holiday Under the Stars, Halloween Carnival, Splash Bash, Hot Summer Nights Concert Series, Movies in Your Park Series, Easter Egg Hunt, and Barktoberfest free of charge to the community.
- Added a Flash Light Easter Egg Hunt.
- Coordinated the Cen-tex Race Series with other central Texas cities and hosted four of the sixteen races, as well as hosted 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.
- Secured a corporate sponsor for Hot Summer Nights Movie and Concert Series, the Halloween Carnival and one hosted run in the Cen-tex Race Series.

GOALS

- Offer a diverse recreation program to the entire community.
- Promote the Killeen Community Center and city parks as a viable option for community events.
- 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.
- Reinvent marketing plan for the Father Son Campout and Hometown Hustle to secure adequate registrants.
- Host sanctioned BBQ Cook-off in conjunction with Celebrate Killeen Festival.
- Host a Parade of Parks during Parks and Recreation Month (July).
- Secure corporate sponsors for Hometown Hustle, Hot Summer Nights, Splash Bash, Easter Egg Hunt, and Barktoberfest.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Recreation for FY 2015.

**GENERAL FUND
RECREATION**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 69,429	\$ 79,866	\$ 64,102	\$ 75,400
Supplies	66,139	70,582	71,713	70,696
Support Services	23,724	27,163	25,549	26,700
Benefits	18,519	22,781	17,111	21,368
Total	\$ 177,811	\$ 200,392	\$ 178,475	\$ 194,164

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Superintendent (Recreation)	1	1	1	1
Recreation Supervisor	1	1	1	1
Total	2	2	2	2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Programs Offered*	35	15	25	17
Cen-Tex Race Series Participants	2,135	2,000	2,000	2,000
Special Events Supported Annually	25	30	30	30

**Programs Offered will decrease during FY 2013-14 & FY 2014-15 due to Killeen Community Center renovations.*

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Increase in Programs Offered	17.0%	-60.0%	-30.0%	-32.0%
Increase in Events Supported	0.0%	1.2%	0.0%	0.0%

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



GENERAL FUND COMMUNITY CENTER OPERATIONS

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.

ACCOMPLISHMENTS

- Hosted the Hot Summer Nights Concert Series.
- Hosted Movies in the Park.
- Hosted Celebrate Killeen Festival.
- Hosted the Jingle Bell Dash 5K.
- Hosted Breakfast in Toy Land.
- Hosted 2013 Holiday Tree Lighting and movie event.
- Hosted the Central Texas Boys and Girls Club Summer Camp.
- Reclassified Director of Parks and Recreation to Executive Director of Community Services.
- Reclassified Parks and Recreation Principal Secretary to Community Services Executive Assistant.

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

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Community Center Operations for FY 2015.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 58,433	\$ 66,369	\$ 56,299	\$ 179,497
Supplies	6,307	5,846	5,200	8,181
Maintenance	7,085	-	-	-
Support Services	73,159	99,620	90,896	21,700
Benefits	17,747	22,910	16,520	48,113
Minor Capital	-	-	5,000	5,000
Total	\$ 162,731	\$ 194,745	\$ 173,915	\$ 262,491

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Recreation Assistants	2	2	2	3
Community Center Coordinator	1	1	1	-
Executive Assistant	-	-	1	-
Director of Community Services	-	-	1	-
Total	3	3	5	3

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Room Reservations	497	250	240	125
Hours Reserved	9,531	1,316	5,575	658

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Increase in Reservations	-23.0%	-49.0%	-51.0%	-48.0%



GENERAL FUND SENIOR CITIZENS

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.

ACCOMPLISHMENTS

- Registered 847 new members from October 2013 to August 2014 (averaging over 77 new members per month).
- Prepared and served a combined total of 15,670 lunches at the Senior Centers from October 2013 to August 2014 (averaging 1,425 lunches per month) utilizing an all-volunteer staff. Managed to keep cost per meal down to only \$2 per person.
- A combined total of 58,954 citizens came into the Senior Centers from October 2013 to August 2014 (averaging 5,359 per month). This was accomplished through innovative programming and scheduled activities that motivate and inspire seniors.
- Love Gifts for the Community produced 880 individual pieces (i.e. lap, fleece & preemie/baby blankets, baby ensembles, chemo caps, head bands, scarves with & without pockets, booties, shawls, etc.) for Metroplex Hospital, Indian Oaks Nursing Home and The Rosewood Care Center.
- Hosted the Giving Thanks Program & Luncheon at the Killeen Civic & Conference Center with over 500 attendees funded by the Veterans of Killeen.

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 Center's involvement in community charitable activities and events.
- 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 and services for the Senior Citizens Division FY 2015.

**GENERAL FUND
SENIOR CITIZENS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 144,388	\$ 157,683	\$ 151,193	\$ 157,137
Supplies	16,933	21,969	21,831	20,163
Repairs	2,922	2,165	2,165	2,165
Support Services	27,521	37,186	35,266	23,186
Benefits	36,958	43,260	39,446	41,659
Minor Capital	758	194	194	-
Total	\$ 229,480	\$ 262,457	\$ 250,095	\$ 244,310

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Senior Centers Manager	1	1	1	1
Program Assistant	1	1	1	1
Program Coordinator	1	1	1	1
Office Assistant	1	1	1	1
Total	4	4	4	4

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Annual Attendance LCPSC/BGC	58,472	52,092	64,313	66,242
Memberships LCPSC/BGC	4,532	3,447	5,003	5,153
Lunches Served LCPSC/BGC	17,945	13,122	17,095	17,608

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Operational Costs per Attendee	\$3.92	\$5.01	\$3.89	\$3.69
Operational Costs per Member	\$50.64	\$76.00	\$49.99	\$47.41
Operational Costs per City Population	\$1.76	\$2.00	\$1.86	\$1.81
% of City Population Served	4.5%	4.1%	4.8%	4.9%
% of City Senior Citizen Population Served	2.8%	2.2%	3.0%	3.1%



GENERAL FUND LIONS CLUB PARK OPERATIONS

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 and restroom/shower facilities. The facility serves as the primary location for Parks and Recreation staff.

ACCOMPLISHMENTS

- Provided support services for a full service athletic program.
- Provided access to structured affordable health and fitness facilities for families in the Killeen area.
- Expanded the child care age range to 10 years of age.
- Generated in excess of \$570,000 in revenue via memberships and day passes sold at the Family Recreation Center.
- Remodeled current game room into an additional mirrored fitness room, which now includes 10 new pieces of equipment and 20 sets of dumbbells.
- Provided professional instruction for fitness equipment usage.
- Added a variety of new classes such as Insanity, Turbo Kick, PIYO and Focused Interval Training (F.I.T.) to the current fitness class schedule.
- Provided 21 fitness classes per week for all members as a part of their membership.
- Provided multiple youth summer basketball camps.

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 Trails.
- Provide access to practice facilities for area basketball/volleyball club teams.
- Provide improved health and fitness programming for residents.
- Provide full service athletic and recreational programming.
- Continue to provide affordable fitness programs for residents.
- Continue to provide a minimum of 20 fitness classes per week for all members as a part of their membership.
- Continue to increase the membership / revenue.
- Offer youth winter basketball camp in addition to the youth summer basketball camps already offered.
- Offer youth winter/summer volleyball camps.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Lions Club Park Operations for FY 2015.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 368,444	\$ 503,309	\$ 408,814	\$ 527,751
Supplies	26,809	39,768	51,129	51,129
Maintenance	-	17,571	-	-
Repairs	2,150	2,900	5,100	5,600
Support Services	157,000	166,016	156,217	83,882
Benefits	92,173	127,719	152,300	127,462
Designated Expenses	(687)	-	-	-
Capital Outlay	9,178	36,692	36,692	-
Total	\$ 655,067	\$ 893,975	\$ 810,252	\$ 795,824

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Executive Director Community Services	-	-	-	1
Asst. Director of Parks and Recreation	1	1	1	1
Executive Assistant	-	-	-	1
Accounting Specialist	-	-	1	1
Custodian	1	1	1	3
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
Assistant Director	-	-	-	1
Total	13	13	14	19

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Memberships	2,163	2,200	2,005	2,100
Fitness Courses Offered to Members	18/wk	22/wk	21/wk	22/wk

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Increase in Number of Memberships	213	200	245	95
Percentage Increase in Memberships	9.0%	25.0%	14.0%	5.0%



GENERAL FUND PLANNING AND DEVELOPMENT

DESCRIPTION

The mission of the Planning and Development Services Department (*Planning and Economic Development, Code Enforcement, Permits & Inspections, and Downtown Revitalization*) is to promote a positive city image and quality of life through proactive community-based planning, quality community development and downtown 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.

ACCOMPLISHMENTS

- The Planning staff processed 43 zoning cases and 66 plat cases.
- Continued to work collaboratively on the Central Texas Sustainable Communities Partnership.
- Updated the Residential Townhouse Single-Family District (RT-1).
- Revised B-3 (Local Business District) zoning regulations to allow restaurants to sell on-premises alcohol as permitted use.
- Streamlined the plat approval process to reduce unnecessary delays. Now all plats are approved by staff or the Planning and Zoning Commission.
- Presented revisions to the PUD regulations contained in Chapter 31 to the Planning and Zoning Commission.
- Four (4) façade improvements were completed in the Downtown Historic Overlay District with the help of the Façade Improvement Grant Program.
- Four (4) more Façade Improvement Grant Projects are currently underway.
- Managed the Texas Historic Commission Grant to nominate City Hall to the National Register of Historic Places. Nomination to be complete early in 2015.
- Downtown Killeen Historic District was listed in the National Register of Historic Places.
- Downtown streetscaping project was completed and a successful celebratory street party was organized and carried out in connection with the Celebrate Killeen Kick-Off Event.
- Downtown successfully hosted an Inaugural Army Birthday Event that will take place every year in June.
- Developed several marketing material handouts to better represent downtown. Made several presentations to interested boards and groups.
- Helped organize first speaker presentation for the Embrace the Place Speaker Series- Michele Reeves.

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.
- Implement portions of the Comprehensive Plan and Downtown Plan.
- Update the City's zoning code to include new Conservation Subdivision District.
- Update to the City's subdivision regulations.
- Create new Downtown zoning districts.
- Create a parkland dedication ordinance.
- Create LEED (Leadership in Energy & Environmental Design) policy.
- Explore land assembly opportunities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to Planning and Development Services for FY 2015.

**GENERAL FUND
PLANNING AND DEVELOPMENT**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 443,410	\$ 458,780	\$ 448,546	\$ 471,039
Supplies	5,634	8,003	7,732	9,139
Repairs	6	-	-	-
Support Services	18,324	45,765	38,927	39,460
Benefits	94,965	99,904	97,573	100,191
Minor Capital Outlay	1,522	7,775	6,242	7,500
Total	\$ 563,861	\$ 620,227	\$ 599,020	\$ 627,329

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Exec Dir of Planning & Development Srvs	1	1	1	1
City Planner	1	1	1	1
Senior Planner	1	1	1	1
Planner 1	-	1	-	-
Project Manager (Downtown Revitalization)	1	-	1	1
Planning Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Total	7	7	7	7

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Plat Cases	60	50	66	70
Zoning Cases	47	45	43	45

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Average days to process Plat Cases	45	45	45	45
Average days to process Zoning Cases	45	45	45	45
Plat Cases processed to completion within state mandated timelines	100%	100%	100%	100%
Zoning Cases processed to completion without error	100%	100%	100%	100%



GENERAL FUND BUILDING INSPECTIONS

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, 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.

ACCOMPLISHMENTS

- Moved Building Inspections and Code Enforcement into same location (100 E. Ave C).
- March 2014 area hail storm resulted in 4784 re-roof permits issued and inspections.
- Building Inspectors collectively tested and obtained eight various building related code certificates.
- Continue membership participation with local home builders association by attending monthly meetings and hosting joint workshops to provide homebuilders with new department services or regulations.
- Started electronic payment methods online and at the permit counter.
- Provided live inspection results to contractors using Click2Gov.
- Issued 11,685 building permits valuing \$205,284,836 through August 2014.
- Issued 31 building permits for commercial projects valuing \$29,495,317 through August 2014.
- Issued 681 building permits for new single-family structures and 80 duplex structures through August 2014.
- Collected \$1,243,236 in fee revenues through August 2014.
- Performed 26,796 construction inspections through August 2014.

GOALS

- Provide permit review and inspection process to insure compliance with minimum building code standards and requirements to safeguard public health, safety and general welfare.
- 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.
- Improve internal electronic plans review program to conserve paper and space.
- Create methods to issue minor permits on-line through Click2Gov.
- Review 2015 International Building Codes and the 2011 National Electric Code for future adoption.
- Work with IT to upgrade permit software.
- Implement TCEQ Lawn Irrigation Water Conversation regulations and procedures.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Building Inspections for FY 2015.

**GENERAL FUND
BUILDING INSPECTIONS**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 656,123	\$ 685,695	\$ 653,655	\$ 688,512
Supplies	22,473	25,826	21,855	23,348
Repairs	7,933	10,000	9,000	9,000
Support Services	25,355	28,551	26,028	27,607
Benefits	164,327	172,433	172,528	166,959
Minor Capital Outlay	1,861	650	647	1,174
Capital Outlay	1,005	25,511	21,902	26,808
Total	\$ 879,077	\$ 948,666	\$ 905,615	\$ 943,408

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Building Official	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	-	-	-
Permit Clerk Supervisor	1	1	1	1
Total	15	14	14	13

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Inspections Performed	25,000	25,000	26,400	26,796
Number of Permits Issued	8,100	8,000	8,100	11,685

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Average Number of Minutes per Inspection	18	18	18	18
Permit Applicant Favorable Ratings	100%	100%	100%	100%
Number of Permits Issued Per Clerk	4,050	4,000	4,050	5,842



GENERAL FUND CODE ENFORCEMENT

DESCRIPTION

Code Enforcement 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 patrol the streets, 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.

ACCOMPLISHMENTS

- Combined both Building Inspections and Code Enforcement staff into one location to improve productivity..
- Created Commercial Team to provide a proactive approach to enforcement of violations along the major corridors and other commercial areas of the city.
- Provided enforcement support for improving maintenance of Downtown properties.
- Opened 10,687 new cases.
- Performed 22,949 inspections.
- Abated 1,158 property code violations.
- Removed an estimated 3,000 illegal signs from the right-of-way.
- Written 619 citations.
- Continued to improve case entry, accuracy of information.

GOALS

- Provide timely and efficient response to code enforcement complaints.
- Provide an aesthetically pleasing and safe community by ensuring adopted codes and ordinances are enforced citywide.
- 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.
- Implement new technology to provide live case entry to increase officer time in the field.
- Continue abatement of violations.
- Educate owners and tenants to promote voluntary compliance and maintenance of properties.
- Improve the processing of customer reported nuisances.
- Improve identification of property owners and notification processes.
- Continue to support Environmental, Solid Waste and Utilities enforcement activities.
- Provide technical training to ensure uniform interpretation and enforcement of codes and ordinances.

MAJOR NEW PROGRAMS AND SERVICES

- One Code Enforcement Clerk will be added to the Code Enforcement division.
- Purchase new software and tablets to provide live case entry in the field.

**GENERAL FUND
CODE ENFORCEMENT**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 511,954	\$ 601,729	\$ 568,448	\$ 561,720
Supplies	36,029	67,840	51,760	56,448
Maintenance	310	1,200	1,000	1,000
Repairs	4,701	9,680	9,600	9,680
Support Services	16,868	44,847	49,281	51,337
Benefits	123,389	156,171	148,974	135,499
Minor Capital Outlay	9,703	40,279	41,000	23,064
Designated Expenses	169,078	107,000	132,000	135,458
Capital Outlay	21,187	47,336	42,374	-
Total	\$ 893,219	\$ 1,076,082	\$ 1,044,437	\$ 974,206

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Manager 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	3
Code Enforcement Officer	7	7	9	9
Senior Secretary	1	1	1	1
Total	13	13	15	16

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Inspections	22,811	25,000	23,025	24,000
Complaints Investigated	10,861	12,000	11,200	12,000
Abated by Owners	8,810	9,000	8,255	9,300
Dangerous Buildings Abated	7	10	5	7
City Abatements	1,534	1,600	1,150	1,200

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Cost Per Inspection / Complaint	39.16	43.04	45.36	40.59
% of Voluntary Compliance	84.1%	80.0%	62.8%	81.7%



GENERAL FUND NON-DEPARTMENTAL

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.

ELECTRICITY

The Electricity budget is utilized to account for general fund expenditures related to electricity for City buildings and facilities.

**GENERAL FUND
NON- DEPARTMENTAL**

CONSOLIDATED

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 7,166	\$ 6,000	\$ 3,500	\$ 3,500
Maintenance	11,308	2,500	2,500	2,500
Repairs	8,440	-	-	-
Support Services	1,499,782	2,178,871	1,953,283	1,566,625
Designated Expenses	486,388	1,002,027	506,461	518,474
Total	\$ 2,013,084	\$ 3,189,398	\$ 2,465,744	\$ 2,091,099

AVENUE D BUILDING - MUNICIPAL ANNEX

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 7,343	\$ 9,000	\$ 9,000	\$ 8,400
Maintenance	-	-	-	-
Repairs	-	500	-	-
Support Services	56,014	75,000	75,000	61,300
Total	\$ 63,357	\$ 84,500	\$ 84,000	\$ 69,700

PUBLIC SERVICES

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Support Services	\$ 551,773	\$ 854,675	\$ 854,675	\$ 671,486
Transfers	662,306	-	-	-
Total	\$ 1,214,079	\$ 854,675	\$ 854,675	\$ 671,486

STREET LIGHTS

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Support Services	\$ 763,191	\$ 790,000	\$ 774,173	\$ 658,047
Total	\$ 763,191	\$ 790,000	\$ 774,173	\$ 658,047

**GENERAL FUND
NON- DEPARTMENTAL**

CITY HALL

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 12,735	\$ 13,800	\$ 10,564	\$ 10,800
Repairs	-	250	-	-
Support Services	319,629	339,758	323,500	315,850
Minor Capital	-	1,000	1,000	1,000
Total	\$ 332,364	\$ 354,808	\$ 335,064	\$ 327,650

INFORMATION TECHNOLOGY

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 53,207	\$ 51,575	\$ 51,575	\$ 52,000
Maintenance	387,194	451,193	451,193	417,401
Repairs	51,233	46,587	46,587	46,000
Support Services	27,190	55,080	55,080	25,580
Minor Capital	171,201	248,962	248,962	288,579
Capital Outlay	7,401	29,777	29,777	39,327
Total	\$ 697,426	\$ 883,174	\$ 883,174	\$ 868,887

HUMAN RESOURCES

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 42,011	\$ 39,000	\$ 33,000	\$ 39,000
Support Services	14,736	23,000	10,000	23,000
Designated Expenses	49,886	52,000	46,700	45,000
Total	\$ 106,633	\$ 114,000	\$ 89,700	\$ 107,000

BELL COUNTY COMMUNICATION CENTER

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Support Services	\$ 951,142	\$ 1,056,865	\$ 1,056,865	\$ 1,021,851
Total	\$ 951,142	\$ 1,056,865	\$ 1,056,865	\$ 1,021,851

**GENERAL FUND
NON- DEPARTMENTAL**

GENERAL ADMINISTRATION

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Maintenance	\$ 263,892	\$ 326,750	\$ 326,750	\$ 326,750
Repairs	110,156	125,500	125,500	125,500
Total	\$ 374,048	\$ 452,250	\$ 452,250	\$ 452,250

ELECTRICTY

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Support Services	\$ -	\$ -	\$ -	\$ 841,333
Total	\$ -	\$ -	\$ -	\$ 841,333
	\$ 6,515,324	\$ 7,779,670	\$ 6,995,645	\$ 7,109,303



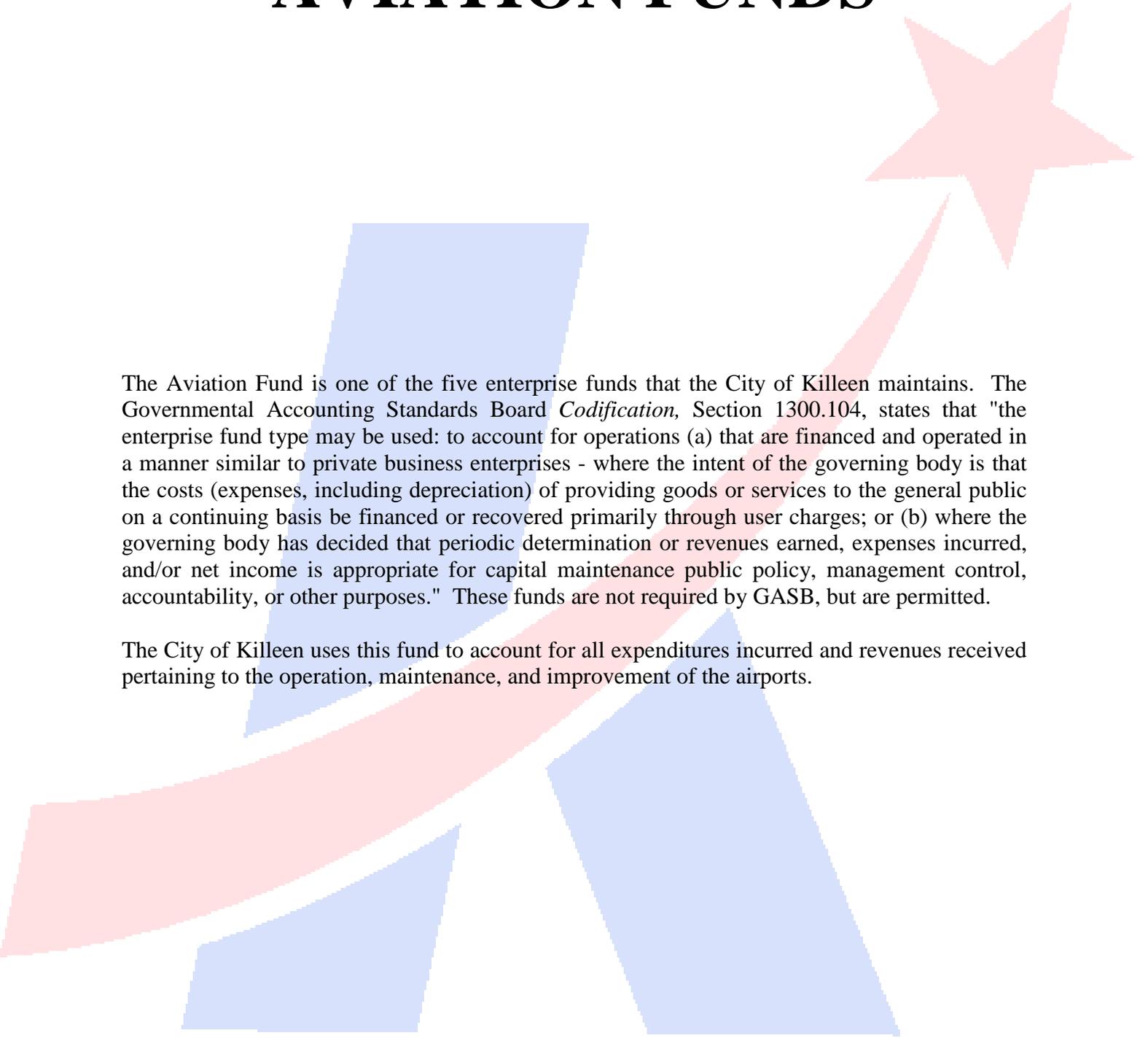
Dedicated Service – Every Day, for Everyone!

Aviation Funds



Dedicated Service - Every Day, for Everyone!

AVIATION FUNDS

A decorative background featuring a large, light pink five-pointed star in the upper right quadrant. A thick, curved pink arrow-like shape points from the bottom left towards the star. Several light blue, angular geometric shapes are scattered across the page, including a large trapezoid on the left and several smaller polygons at the bottom.

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.



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KILLEEN-FORT HOOD REGIONAL AIRPORT

Budget Summary

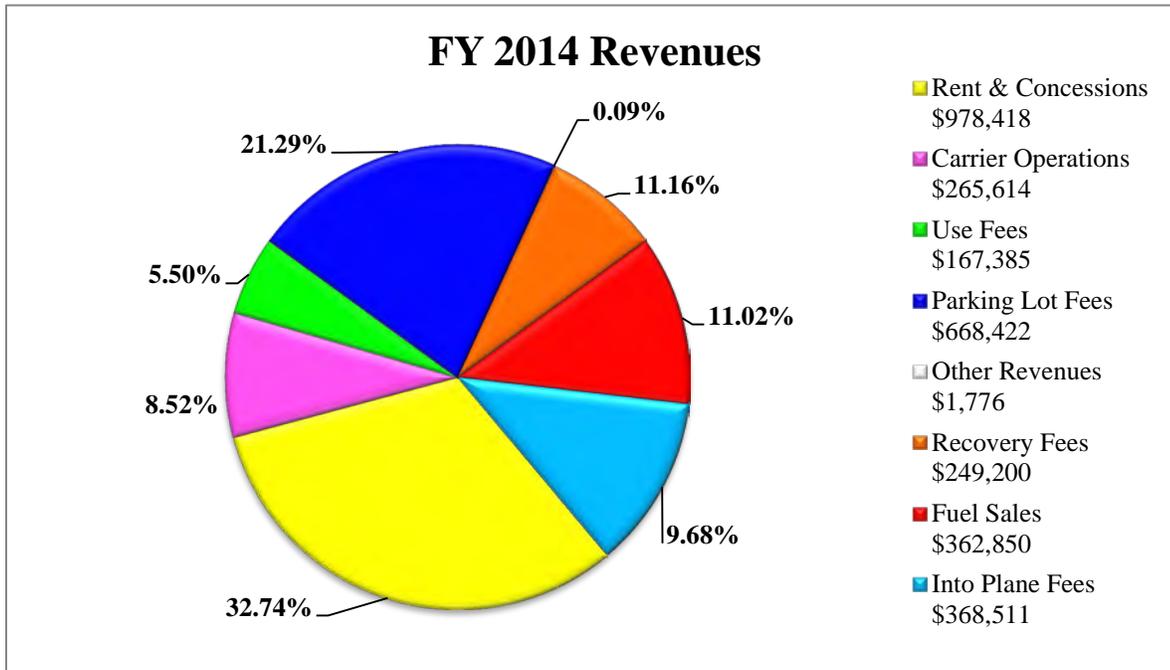
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Airport Rent & Concessions	\$ 1,034,830	\$ 1,099,740	\$ 945,061	\$ 978,417
Air Carrier Operations	285,182	286,053	274,621	265,614
Airport Use Fees	185,632	184,915	169,500	167,385
Airport Parking Lot Fees	711,671	715,000	692,425	668,422
Fuel Sales	246,368	370,050	241,827	362,850
Operating Supplies	-	60	30	60
Into Plane Fees	364,786	325,000	327,182	368,511
CIP Recovery Fees	359,750	374,904	252,434	249,200
Miscellaneous Receipts	3,158	2,100	1,795	1,630
Interest Earned	502	818	86	86
TSA Agreement	1,580,378	1,447,365	948,086	-
FAA Grants	-	207,407	189,856	-
FAA Grants Prior Years	3,696,013	875,189	739,079	-
TXDOT Grants	12,718	50,000	87,282	50,000
Total Revenues	8,480,988	5,938,601	4,869,264	3,112,175
Expenses				
Airport Operations	2,472,402	2,800,800	2,644,118	2,751,666
Cost of Goods Sold	208,140	360,242	227,577	348,042
Information Technology	141,358	176,454	175,055	177,281
Airport Non-Departmental	121,245	213,428	159,553	173,850
Total Operating Expenses	2,943,145	3,550,924	3,206,303	3,450,839
Capital				
Robert Gray Army Airfield Projects	5,856,110	3,663,481	1,654,939	-
Total Expenses	8,799,255	7,214,405	4,861,242	3,450,839
Net Change in Fund Balance	(318,267)	(1,275,804)	8,022	(338,664)
Fund Balance, Beginning	2,187,288	2,147,840	1,869,021	1,877,043
Fund Balance, Ending	\$ 1,869,021	\$ 872,036	\$ 1,877,043	\$ 1,538,379

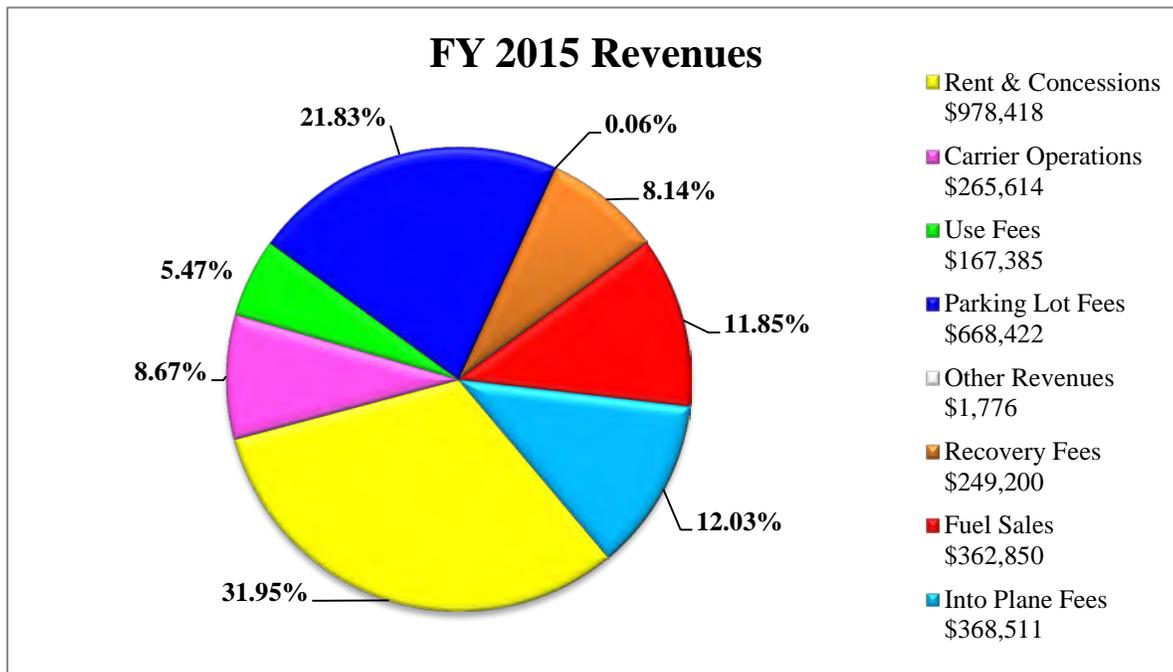
Decrease in fund balance is planned, and results from the use of fund balance for information technology upgrades.

KILLEEN-FORT HOOD REGIONAL AIRPORT

Comparison of FY 2014 Budget to FY 2015 Budget



Total Revenues \$3,358,640



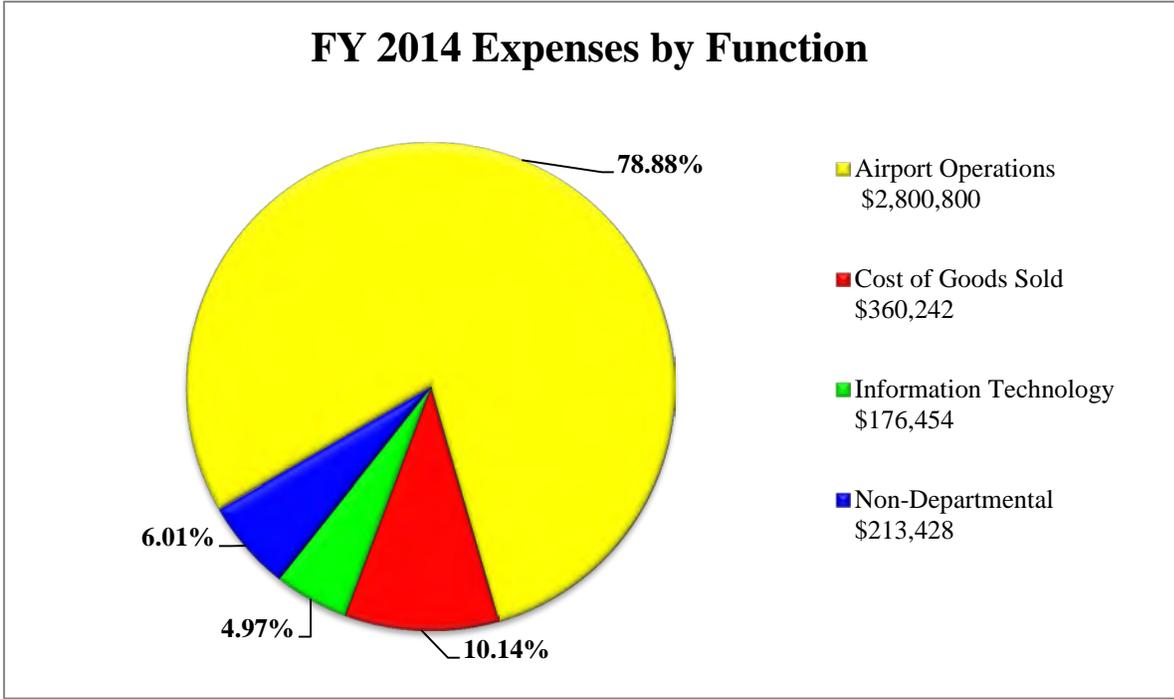
Total Revenues \$3,062,175

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

KILLEEN-FORT HOOD REGIONAL AIRPORT

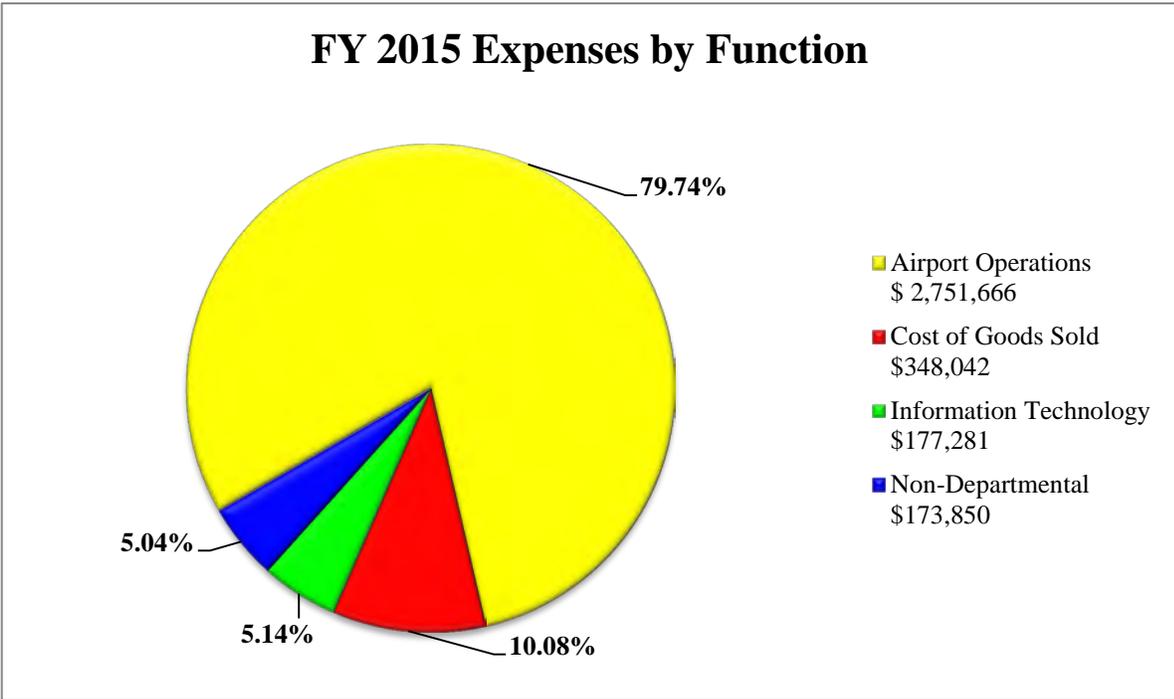
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenses by Function



Total Expenses \$3,550,924

FY 2015 Expenses by Function



Total Expenses \$3,450,839

Note: Significant changes between FY 2013-14 and FY 2014-15 are discussed on each division's financial page.

Note: Excludes FAA funded capital improvement projects.



AVIATION FUND

KILLEEN-FORT HOOD REGIONAL AIRPORT

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 business tenants including airline operators, rental car companies, parking lot, restaurant, coffee shop, gift shop, and other miscellaneous concession activities. Airport staff operates an aircraft line services business for sales and delivery of aviation fuel to airlines and corporate aircraft, aircraft de-icing, aircraft towing, and related ground support services. It also 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 for the area occupied by the City.

ACCOMPLISHMENTS

- Continued to provide excellent customer service to people utilizing K-FHRA.
- Completed construction of the Terminal Building Expansion and Checked Baggage Inspection System.
- Initiated construction for the airport security system upgrade.
- Initiated construction of the Parking and Revenue Control System upgrade.
- Continued to promote air service improvements for regional transportation.
- Initiated design of Taxiway B Rehabilitation and Loop Road Rehabilitation projects

GOALS

- Efficiently operate and maintain City owned airport facilities.
- Ensure K-FHRA aviation activities are conducted safely and efficiently.
- Maintain a comprehensive Capital Improvement Plan (CIP) for future aviation needs.
- Advise the Assistant City Manager (External), City Manager, and City Council on all aviation matters.
- Continue fiscal sustainability initiatives.
- 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 Parking and Revenue Control System
- Complete the airport security system upgrade.
- Complete design and begin construction of taxiway and entry road rehabilitation projects.
- Continue to seek FAA funding for capital improvement projects.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for K-FHRA for FY 2015.

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 1,438,399	\$ 1,563,208	\$ 1,532,381	\$ 1,608,298
Supplies	97,077	133,679	106,710	128,607
Maintenance	86,123	127,925	111,150	130,026
Repairs	140,469	152,900	116,080	153,681
Support Services	489,925	579,571	534,199	510,651
Benefits	361,767	416,897	416,053	395,710
Minor Capital	-	3,074	2,600	1,974
Cost of Goods Sold	208,140	360,242	227,577	348,042
Total	\$ 2,821,900	\$ 3,337,496	\$ 3,046,750	\$ 3,276,989

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Enplaned Passengers	175,353	176,415	168,243	169,711
Number of Passengers Served	350,314	351,483	334,730	339,422

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Avg Operational Cost per Enplanement	\$ 16.09	\$ 18.90	\$ 18.09	\$ 19.30
Avg Operational Revenue per Enplanement	\$ 18.28	\$ 19.32	\$ 17.79	\$ 18.34

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

AIRPORT NON-DEPARTMENTAL

	FY 2013	FY 2014	FY 2014	FY 2015
Expense Summary	Actual	Budget	Estimated	Budget
Support Services	\$ 42,171	\$ 49,875	\$ -	\$ 50,019
Human Resources	1,149	4,000	-	4,000
Information Technology	74,294	159,553	159,553	119,831
Designated Expenses	3,631	-	-	-
Total Airport Non-Departmental	\$ 121,245	\$ 213,428	\$ 159,553	\$ 173,850

KFHRA CONSTRUCTION

	FY 2013	FY 2014	FY 2014	FY 2015
Expense Summary	Actual	Budget	Estimated	Budget
Terminal Loop Road Construction	\$ -	\$ 62,820	\$ 60,845	\$ -
Taxiway Construction	-	351,994	129,010	-
Terminal Building Design	-	23,882	-	-
Terminal Building Construction	5,856,110	2,724,785	965,084	-
Secuirty System Upgrade	-	500,000	500,000	-
Total KFHRA Construction	\$ 5,856,110	\$ 3,663,481	\$ 1,654,939	\$ -

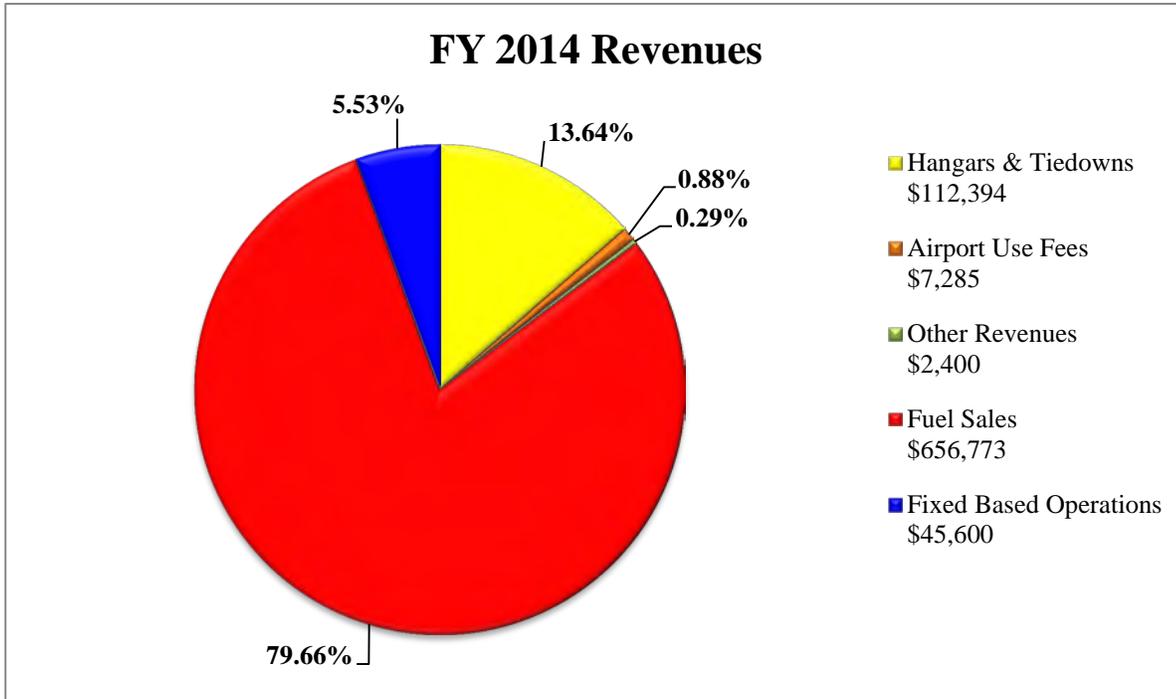


SKYLARK FIELD
Budget Summary
FY 2015

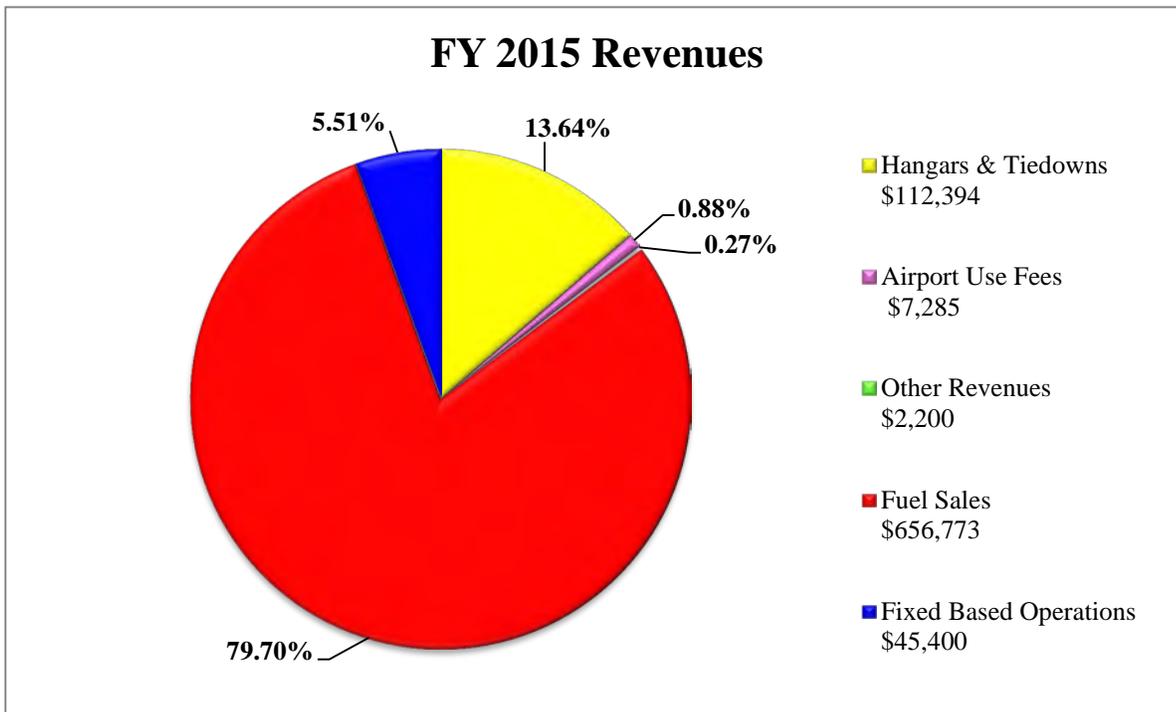
	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Fixed Base Operations	29,524	45,600	45,100	45,400
Hangars and Tiedowns	110,707	112,394	116,798	112,394
Airport Use Fees	6,141	7,285	5,665	7,285
Fuel Sales	507,803	656,773	480,047	656,773
Operating Supplies Sales	1,509	1,600	1,146	1,600
Miscellaneous Receipts	153,997	300	7,935	300
Interest Earned	484	500	250	300
TXDOT Grants	1,047	9,150	5,000	9,150
Total Revenues	811,212	833,602	661,941	833,202
Expenses				
Airport Operations	226,375	260,819	250,172	263,413
Cost of Goods Sold	432,451	587,000	350,400	587,000
Airport Non-Departmental	14,804	9,407	9,407	10,739
Total Operating Expenses	673,630	857,226	609,979	861,152
Net Change in Fund Balance	137,582	(23,624)	51,962	(27,950)
Fund Balance, Beginning	472,787	469,720	610,369	662,331
Total Ending Fund Balance	\$ 610,369	\$ 446,096	\$ 662,331	\$ 634,381

SKYLARK FIELD

Comparison of FY 2014 Budget to FY 2015 Budget



Total Revenues \$824,452



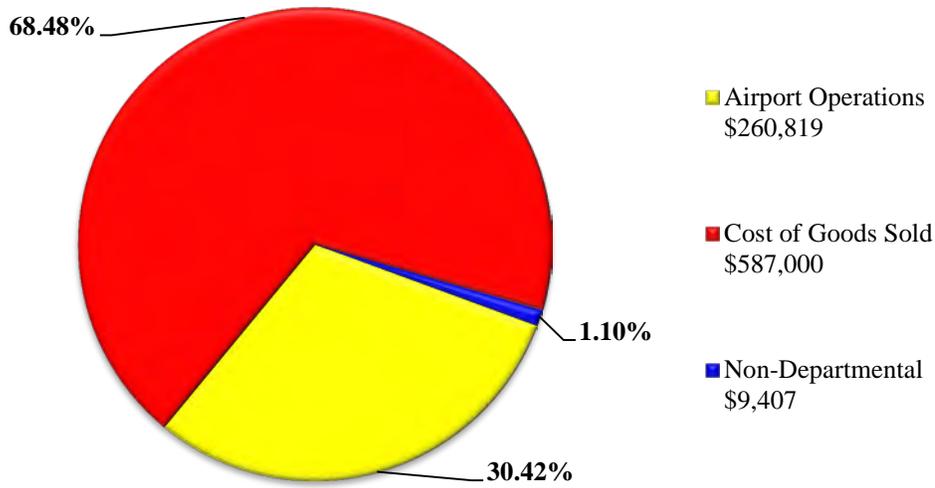
Total Revenues \$824,052

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

SKYLARK FIELD

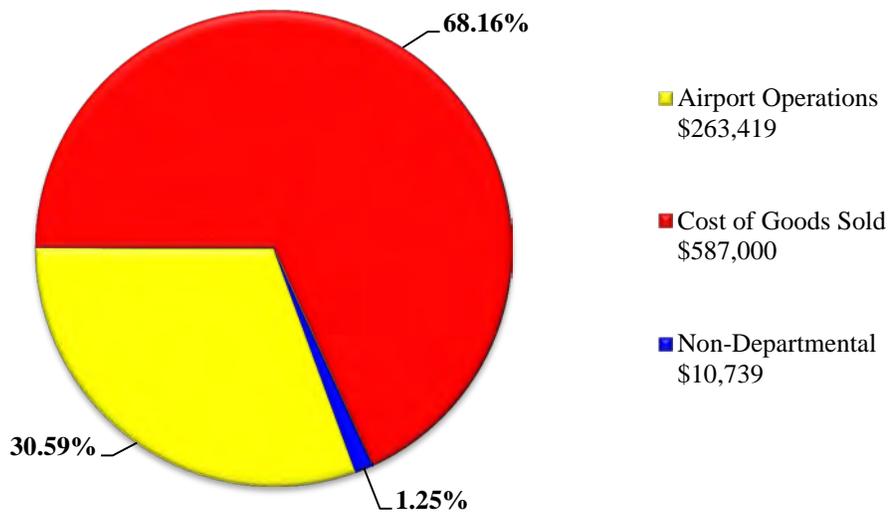
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenses by Object Class



Total Expenses \$857,226

FY 2015 Expenses by Object Class



Total Expenses \$861,152

Note: Significant changes between FY 2013-14 and FY 2014-15 are discussed on each division's financial page.

Note: Excludes FAA funded capital improvement projects.



AVIATION FUND SKYLARK FIELD

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.

ACCOMPLISHMENTS

- Continued to provide excellent service and maintain safe aviation facilities for tenants and transient customers.
- 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.
- Procured funding from TxDOT-Aviation Division and initiated the Airport Master Plan process

GOALS

- Provide a safe and secure operating environment for general aviation, business aviation, and military aircraft operations.
- Improve general aviation facilities and services and encourage growth in this market area.
- Continue to maintain financial self-sustainment.
- Ensure Skylark Field aviation activities are conducted safely and efficiently
- Continue to provide excellent service and maintain safe aviation facilities for tenants and transient customers.
- 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 the Airport Master Plan process
- Expand the security camera system for the Airport

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Skylark Field for FY 2015.

**AVIATION FUND
SKYLARK FIELD**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 126,126	\$ 134,393	\$ 131,180	\$ 139,051
Supplies	9,501	13,734	12,105	12,727
Maintenance	4,537	10,640	9,645	11,540
Repairs	7,733	15,812	13,842	15,016
Support Services	43,528	48,517	45,678	47,058
Benefits	34,950	37,223	37,223	38,021
Minor Capital	-	500	499	-
Cost of Goods Sold	432,451	587,000	350,400	587,000
Total	\$ 658,826	\$ 847,819	\$ 600,572	\$ 850,413

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Opns & Mnt Crew Leader	1	1	1	1
Total	4	4	4	4

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Based Aircraft	59	59	64	59
Fuel Sold - Gallons	115,635	132,450	103,000	132,450

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Avg Amt of Fuel Sold per based Aircraft	1,960	2,245	1,609	2,245
Avg Gross Margin per Gallon Sold	\$ 0.66	\$ 0.54	\$ 1.26	\$ 0.54
Aircraft hangars leased %	100%	100%	100%	100%

**AVIATION FUND
SKYLARK FIELD**

AIRPORT NON-DEPARTMENTAL

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Designated Expenses	\$ 5,677	\$ -	\$ -	\$ -
Support Services	9,127	9,407	9,407	10,739
Total Non-Departmental	\$ 14,804	\$ 9,407	\$ 9,407	\$ 10,739

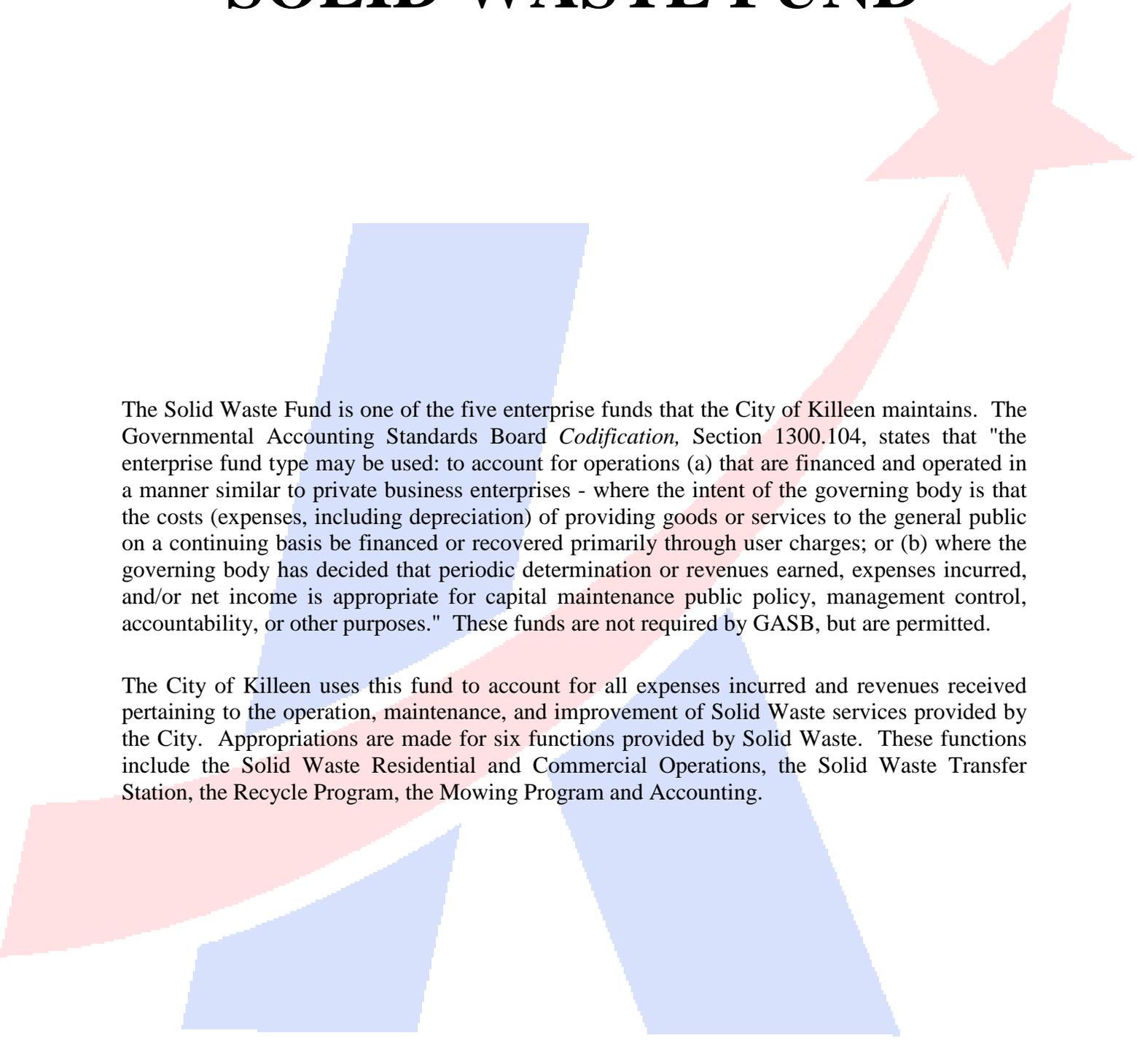
Solid Waste Fund



SOLID WASTE FUND

Dedicated Service - Every Day, for Everyone!

SOLID WASTE FUND



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

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.



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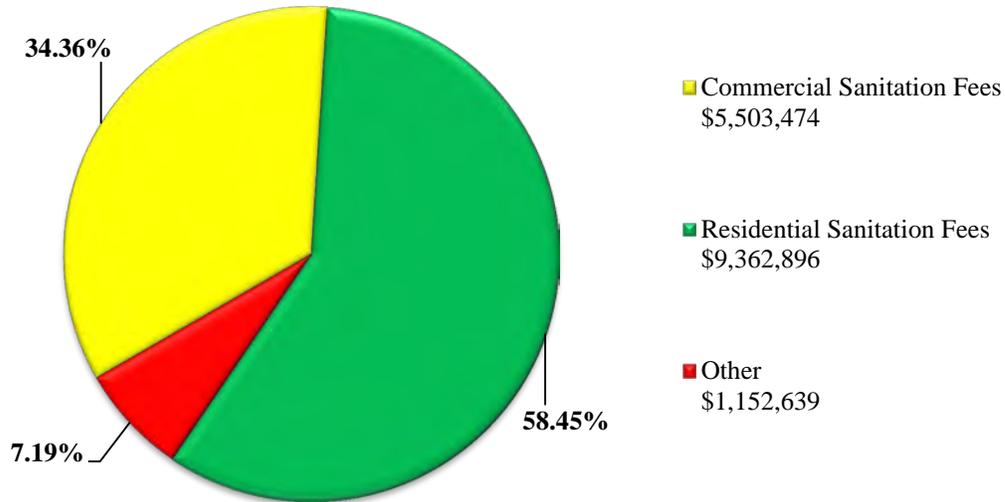
SOLID WASTE FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Transfer Station Fees	\$ 374,251	\$ 375,000	\$ 377,500	380,800
Container Rentals	96,306	101,451	99,431	101,420
Sale of Equipment	10,412	9,000	3,000	9,000
Tire Disposal Fees	7,642	7,966	5,100	7,000
Sale of Metals-Recycling	50,754	54,000	45,000	50,000
Paper Products Recycling	50,329	60,000	59,000	52,000
Public Scale Fees	7,370	8,000	6,000	8,000
Other Recycle Revenues	10,302	6,500	10,000	7,000
Customer Recycling Fees	85,487	87,259	84,439	86,972
Commercial Sanitation Fees	5,476,276	5,503,474	5,436,548	5,612,924
Residential Sanitation Fees	8,951,206	9,362,896	9,011,405	9,773,247
Investment Revenue	7,833	8,200	1,900	8,200
Compost Facility Lease	18,000	18,000	18,000	18,000
Knife River Lease	30,096	30,000	30,000	30,000
Transfer Station Fire	20,735	-	6,911	-
TNG Parking Lot Improve	20,127	387,263	387,263	-
Miscellaneous Receipts	51	-	6,000	-
Total Revenues	15,217,177	16,019,009	15,587,497	16,144,563
Expenses				
Residential Operations	3,222,540	4,131,999	4,034,188	3,669,481
Commercial Operations	1,601,748	1,750,408	1,706,665	1,938,292
Recycling Program	335,403	448,879	396,143	414,900
Transfer Station	4,771,292	5,182,468	5,002,388	5,086,222
Mowing	851,581	968,274	948,722	921,453
Accounting	199,381	212,385	205,346	217,354
TNG Parking Lot Improve	-	324,482	324,482	-
Solid Waste Miscellaneous	459,469	464,878	413,026	316,009
Total Expenses	11,441,414	13,483,773	13,030,960	12,563,711
Other Financing Sources (Uses)				
Franchise Fee	(1,160,500)	(1,094,222)	(1,094,222)	(1,130,119)
Indirect Cost Allocations	(1,122,124)	(1,235,124)	(1,235,124)	(1,308,745)
Debt Service	(716,642)	(729,558)	(729,558)	(729,558)
Transfers Out	(887,314)	-	-	-
Total Other Financing Sources (Uses)	(3,886,580)	(3,058,904)	(3,058,904)	(3,168,422)
Net Change In Fund Balance	(110,817)	(523,668)	(502,367)	412,430
Fund Balance, Beginning	3,573,822	2,920,889	3,463,005	2,960,638
Fund Balance, Ending	\$ 3,463,005	\$ 2,397,221	\$ 2,960,638	\$ 3,373,068

SOLID WASTE FUND

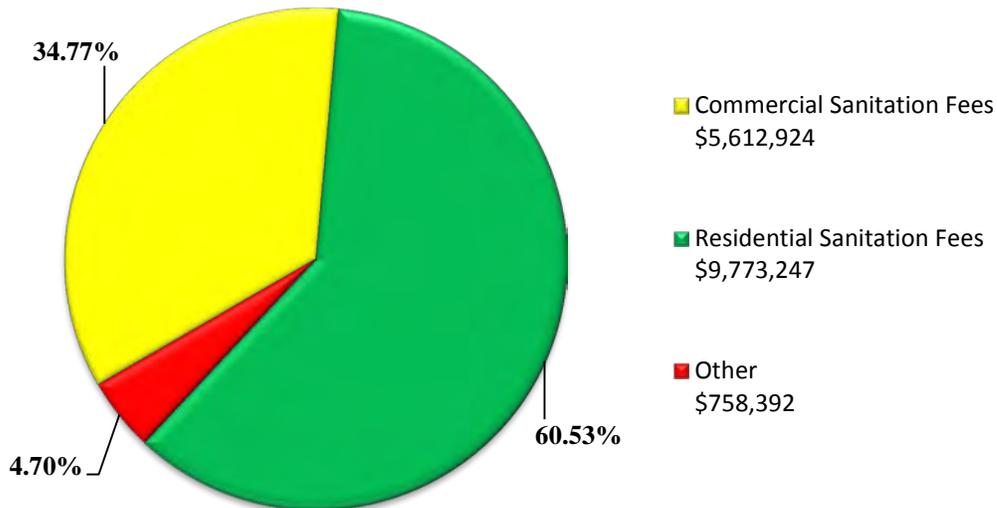
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Revenues



Total Revenues \$16,019,009

FY 2015 Revenues

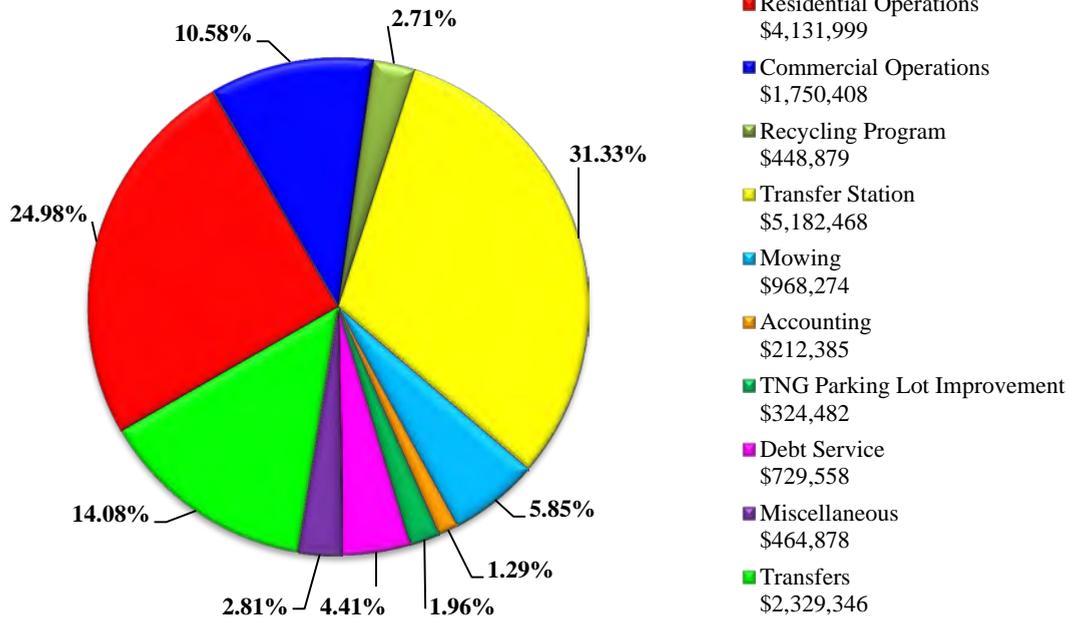


Total Revenues \$16,144,563

SOLID WASTE FUND

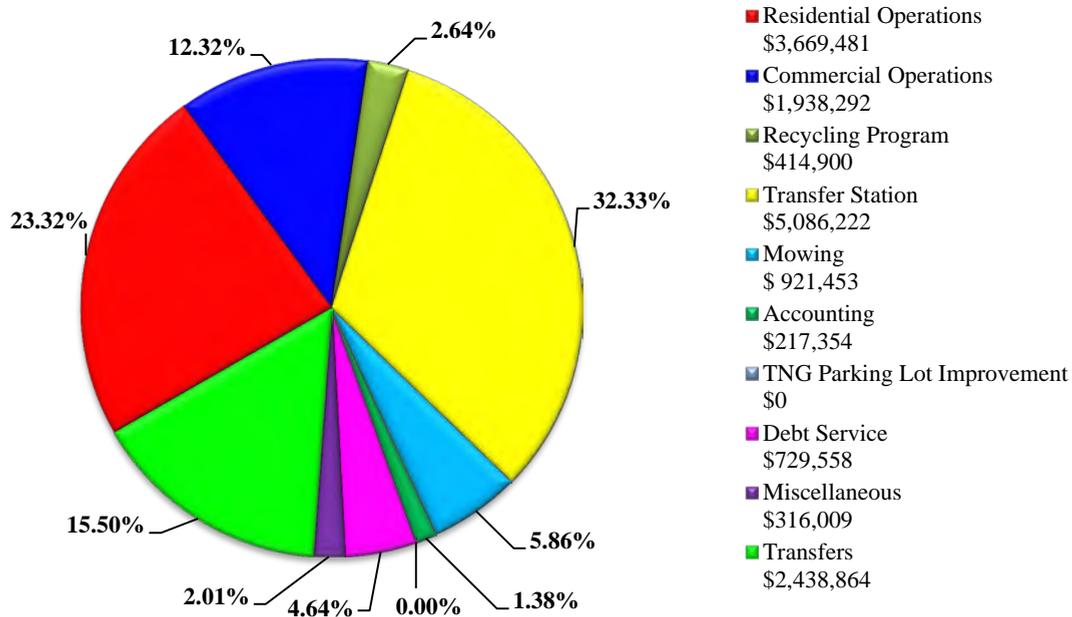
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenses & Transfers Out by Function



Total Expenses and Transfers out \$16,542,677

FY 2015 Expenses & Transfers Out by Function



Total Expenses and Transfers out \$15,732,133

Note: Significant changes between FY 2013-14 and FY 2014-15 are discussed on each division's financial page.



SOLID WASTE FUND ACCOUNTING DIVISION

DESCRIPTION

The Accounting Division is responsible for maintaining accurate financial records for the Solid Waste Fund in compliance with the City's fiscal policies and procedures. The Division processes accounts payable, accounts receivable, assimilates data and prepares various financial reports, and monitors internal controls. The Accounting Division provides customer service for the Solid Waste Department. The Accounting Division handles approximately 98,000 customer contacts annually. The Division inputs and processes solid waste charges, container/component information, and customer issue/concern requests.

ACCOMPLISHMENTS

- Assisted 120 residents with solid waste and recycling issues/concerns through e-mail correspondence.
- Assisted 100 businesses with solid waste issues and concerns through e-mail correspondence.
- Updated 830 residential and commercial accounts in HTE with the correct solid waste component information.
- Entered and processed 6,237 residential work order container requests in HTE.
- Entered and processed 540 commercial work order container requests in HTE.
- Established an electronic filing system for residential special collections reports for FY 13-14.
- Established an electronic filing system for commercial special collections charges for FY 13-14.

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.
- 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.
- Implement the use of Routeware for front end users in the Accounting division.
- Continue with electronic filing system for Residential and Commercial reports and charges.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Solid Waste Accounting Division for FY 2015.

**SOLID WASTE FUND
ACCOUNTING DIVISION**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 155,796	\$ 164,431	\$ 158,579	\$ 168,910
Supplies	756	1,780	1,585	2,205
Support Services	1,007	1,685	1,300	2,506
Benefits	41,822	44,489	43,882	43,733
Total	\$ 199,381	\$ 212,385	\$ 205,346	\$ 217,354

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Accounting Supervisor	1	1	1	1
Accounting Specialist	3	3	3	3
Total	4	4	4	4

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Doncontacts with customers of solid waste services (calls, visitors, written)	96,525	97,083	111,745	113,980
Requisitions processed	1,615	1,650	1,721	1,754
Charges processed	21,263	25,202	27,386	27,903

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of requisitions returned with valid error	0%	0%	0.007%	0%
% of charges billed in error to customer account	0%	0%	0%	0%



SOLID WASTE FUND RESIDENTIAL OPERATIONS

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 pickup 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.

ACCOMPLISHMENTS

- Ended the fiscal year with approximately 49,041 residential households receiving solid waste services, which is an increase of 2.2% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 42.50 tons of recyclable material was collected at curbside per month, which is a 3.76% increase from last fiscal year of 40.90 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 new subdivisions as residents signed up for services.
- Implemented a Driver Awareness Program, decreasing at-fault accidents by 67%, 18 the previous year to six this fiscal year.

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.
- Continue to adjust collection routes as needed to accommodate the increase in residential units.
- 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 Killeen a special Saturday curbside cleanup event once per fiscal year, set around Texas Trash Off.
- Continue Driver Awareness Program.
- Implementation of a 90 day Routeware Pilot Program to be tested on 8 side-loader units and 3 pickup trucks. This program will assist in back office support, improper customer service and response time, lower fuel and maintain cost and support the operators in the field.
- Implementation of a Lease Purchase Program for replacing Solid Waste vehicles, 11 units this fiscal year and seven vehicles every year thereafter.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for replacement dumpster (roll-out containers).
- Replacement Fleet - one rearload (Unit# 445) and one crane boom truck (Unit # 407).

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 1,521,896	\$ 1,650,614	\$ 1,533,693	\$ 1,612,549
Supplies	502,310	608,057	593,939	552,350
Maintenance	7,476	2,100	2,000	-
Repairs	744,769	739,895	811,765	766,059
Support Services	24,688	30,299	30,237	31,750
Benefits	412,388	496,847	458,735	456,773
Minor Capital	8,593	2,471	2,103	-
Capital Outlay	420	601,716	601,716	250,000
Total	\$ 3,222,540	\$ 4,131,999	\$ 4,034,188	\$ 3,669,481

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director of Solid Waste & Drainage Services	1	1	1	1
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	4	4
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
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	46	46

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Tons collected	51,433	52,506	52,421	54,959

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Cost to collect one ton of residential garbage (daily operation costs only)	\$ 62.66	\$ 78.70	\$ 76.96	\$ 66.77



SOLID WASTE FUND COMMERCIAL OPERATIONS

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 rollout 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.

ACCOMPLISHMENTS

- Ended fiscal year 13/14 with 1,730 dumpster containers issued to commercial customers, which was a 1.6% increase above the previous fiscal year (1,702 containers – FY 12/13).
- Completed 2,104 roll-off collections from commercial customers, which is a decrease of 1.8% from the prior fiscal year (2,143 collections – FY 12/13).
- Supported recycling operations by transporting 275 roll-off loads of recycling materials (metals, glass, paper, and plastic) to market (249 collections – FY 12/13).
- 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 non-economical repairable containers.

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.
- 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

- Implement Routeware for Solid Waste Commercial Services division fleet for FY 2015.

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 767,936	\$ 792,264	\$ 775,065	\$ 835,771
Supplies	270,912	325,427	311,018	292,468
Maintenance	2,500	4,000	3,500	3,500
Repairs	334,988	365,467	377,991	317,127
Support Services	20,263	22,365	22,200	20,140
Benefits	204,349	213,227	216,091	219,286
Minor Capital	800	800	800	-
Capital Outlay	-	26,858	-	250,000
Total	\$ 1,601,748	\$ 1,750,408	\$ 1,706,665	\$ 1,938,292

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Tons collected	39,500	41,049	35,838	35,052

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Operating cost to collect one ton of commercial garbage	\$40.55	\$42.64	\$47.62	\$55.30



SOLID WASTE FUND RECYCLING

DESCRIPTION

The Solid Waste Recycling Operations Division develops and maintains resource recovery programs for the City of Killeen. The Division operates the Killeen Recycling Center and its annex area, and services collection routes for some 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.

ACCOMPLISHMENTS

- Served approximately 1,300 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Provided a resource recovery service to city and county facilities/offices, schools, and some businesses.
- Served approximately 40 citizens (primarily soldiers) at the public scales each month.
- Provided a resource collection service to ten 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 two Home Chemical Collection events.
- Conducted two Backyard Composting Classes.

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.
- 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 supporting 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 2015.

**SOLID WASTE FUND
RECYCLING**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 227,011	\$ 251,601	\$ 235,586	\$ 257,127
Supplies	13,687	29,468	22,598	26,476
Repairs	12,747	9,800	7,800	8,300
Support Services	11,702	14,126	13,180	13,510
Benefits	61,509	66,735	66,359	65,500
Designated Expenses	8,747	76,300	50,000	43,587
Minor Capital	-	849	620	400
Total	\$ 335,403	\$ 448,879	\$ 396,143	\$ 414,900

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Recycling Attendant	2	3	3	3
Recycling Attendant (Part-Time)	3	2	2	0
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Metals Recycled (Tons)	246	250	318	255
Glass Recycled (Tons)	147	150	175	150
Paper Products Recycled (Tons)	801	800	753	805
Plastic Containers Recycled (Tons)	77	80	163	80
Brush Recycled (Tons)	4,500	4,112	4,140	4,300
Automotive Oil Recycled (Gallons)	2,896	2,500	4,105	3,000
Antifreeze Recycled (Gallons)	305	300	715	350
Lead-acid Batteries Recycled (Each)	256	130	179	170
Appliances w/Freon Recycled (Each)	34	48	24	50

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Cost Per Ton to Process Materials Through the Facility (Daily Operation costs Only)	\$250	\$234	\$281	\$275
% of Recyclables diverted from the landfill	5.6%	6.4%	6.4%	5.8%



SOLID WASTE FUND TRANSFER STATION

DESCRIPTION

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. It must be operated in compliance with the Site Operating Plan and Texas Commission on Environmental Quality (TCEQ) Rules and Regulations. City employees load the waste onto trailers, which are then transported by the 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 terms for both contracts were 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 for the City as a segregated waste and taken to the Water Control Improvement District (WCID) #1 Regional Sludge/Composting Site for shipping, composting, and the generation of a compost end product.

ACCOMPLISHMENTS

- Transported and disposed of a total of 93,937 tons of municipal solid waste in the Temple Landfill, which was a 1.10% decrease below last fiscal year's weight of 94,985 tons.
- Executed a CCMR for the purchase of a new BuiltRight MSW crane for \$175,000
- Enter into a lease to purchase option with Holt Caterpillar for lease of a 938K wheel loader.
- Established a cardboard recycling program at the public drop-off site located at the Transfer Station.
- Diverted 282 tons of metal, cardboard, fiber, plastics and glass from being transported and disposed of in the Temple Landfill.

GOALS

- Efficiently operate the Transfer Station, which is the receiving point for all solid waste, generated from either within or outside of 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.
- Enter into a transport contract with Comal Transportation, LLC. The current contract expires on October 8, 2015.
- Enter into an MSW disposal contract with Waste Management, Inc. The current contract expires on October 8, 2015.
- Purchase a new tire shredding machine to replace the old one currently in use.
- Enter into a lease to purchase option with Holt Caterpillar for lease of a D5K bulldozer for use in the landfill subsidence repairs.
- Complete the Solid Waste billing and collection from Utilities Collections for roll-off and landfill accounts.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Solid Waste Transfer Station Division for FY 2015.

**SOLID WASTE FUND
TRANSFER STATION**

Expense Summary	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Salaries	\$ 502,657	\$ 543,392	\$ 527,599	\$ 554,677
Supplies	79,823	106,360	100,200	80,827
Maintenance	30,268	76,907	49,800	56,000
Repairs	101,047	100,180	97,125	81,684
Support Services	124,958	183,644	173,750	181,514
Benefits	143,859	157,614	158,496	169,164
Minor Capital	-	4,977	-	-
Designated Expenses	3,610,922	3,991,650	3,872,697	3,962,356
Major Capital Outlay	148,154	-	-	-
Capital Outlay	29,604	17,744	22,721	-
Total	\$ 4,771,292	\$ 5,182,468	\$ 5,002,388	\$ 5,086,222

Staffing	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
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

Workload/Demand Measures	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Tons transported and landfilled	94,985	99,690	98,755	98,386
Trailer loads of waste hauled from Transfer Station	4,395	4,747	4,703	4,685
Tons of brush received	4,140	4,500	4,350	4,350

Performance Measures	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Cost per ton to transport and landfill	\$ 37.60	\$ 38.50	\$ 38.14	\$ 38.82
Number of violations/warnings from TCEQ	0	0	0	0
Cost per ton for operation of facility (daily operation costs only)	\$ 12.22	\$ 10.74	\$ 11.44	\$ 11.42



SOLID WASTE FUND MOWING OPERATIONS

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 Crews on various projects.

ACCOMPLISHMENTS

- Continued shared responsibility for maintenance of the downtown area with Parks Department.
- Refined the inventory of roadway right-of-ways to be mowed. Continued to collect data on length and acreage, to include the annexed areas.
- Refined/adjusted the mowing schedules to reflect high visibility areas, assigned mowing areas to reflect the addition of the Central Mowing Crew and the additional inventory of the city owned property.
- Successfully implemented the expansion of the Community Supervision and Corrections Department (CSCD) weekend program in conjunction with Drainage Utility - Drainage Maintenance crews. Probationers were used to pick up litter/trash along selected roads right-of-ways and drainage ditches.
- Successfully replaced unit #427 (1997 GMC 1500) pickup truck. With the savings that came from the replacement of #427, staff was able to purchase (2) new cargo trailers to accommodate and secure equipment used for right-of-way mowing equipment (edger, trimmers, blowers, and mowers), this allowed staff to reuse older trailers.
- The mowing right-of-way areas were re-organized to reflect the City's growth and the additional 42 miles of roadway mowing responsibility added to our mowing crews. Mowing staff identified and assigned these areas to all (3) mowing crews, each crew will be scheduled to maintain these high visibility areas on a more frequent basis.

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, as per city ordinance described in Sec. 18-21C.
- 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.
- Participate in the Community Supervision and Corrections Department (CSCD) weekend program in conjunction with Drainage Utility – Drainage Maintenance crews.
- Our target is to complete all high visibility right of way areas (80.28 miles/295.58acres) every 3 weeks during the mowing season.
- Our target is to complete (4 cycles) on all six to eight week areas (88.08miles/328.49acres) during the mowing season.
- Our target is to complete 1,155 miles / 4,269acres of right of way mowing for FY 14-15.
- Complete the acquisition of the new and replacement units approved.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Drainage Utility Engineering Division for FY 2015.

**SOLID WASTE FUND
MOWING OPERATIONS**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 489,961	\$ 571,613	\$ 555,778	\$ 571,266
Supplies	82,144	75,422	82,536	83,582
Maintenance	7,648	1,000	3,200	900
Repairs	45,070	47,795	47,776	41,116
Support Services	17,877	22,747	23,636	24,393
Benefits	145,199	190,040	180,796	181,989
Minor Capital	-	-	-	15,207
Designated Expenses	2,550	4,000	5,000	3,000
Capital Outlay	61,132	55,657	50,000	-
Total	\$ 851,581	\$ 968,274	\$ 948,722	\$ 921,453

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Mowing and Drainage Director	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	3.00	3.00	3.00	3.00
Mowing Service Worker	17.00	16.00	16.00	16.00
Total	23	21	21	21

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Lane miles mowed	1,072	943	1,197	1,155
Acreage mowed	3,796	3,526	4,637	4,269

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% 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.

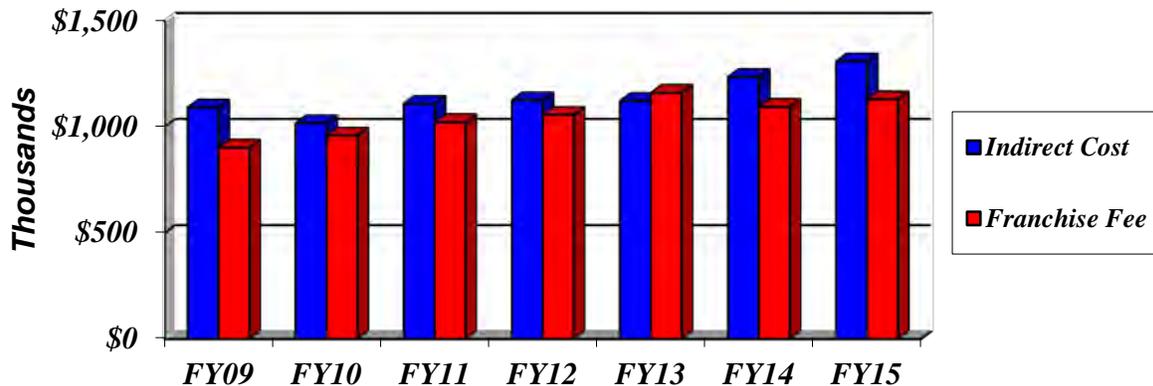
GENERAL ADMINISTRATION

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

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted
Expense Summary				
Designated Expenses	\$ 716,642	\$ 729,558	\$ 729,558	\$ 729,558
Total	\$ 716,642	\$ 729,558	\$ 729,558	\$ 729,558

HUMAN RESOURCES

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted
Expense Summary				
Supplies	\$ 3,358	\$ 5,000	\$ 3,000	\$ 5,000
Support Services	426	2,700	1,000	2,700
Designated Expenses	7,211	6,300	6,000	6,300
Total	\$ 10,995	\$ 14,000	\$ 10,000	\$ 14,000

INFORMATION TECHNOLOGY

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted
Expense Summary				
Supplies	\$ 13,945	\$ 14,000	\$ 14,000	\$ 14,000
Maintenance	32,541	34,339	34,339	38,310
Repairs	14,861	16,000	16,000	13,000
Support Services	14,650	3,613	3,613	5,000
Minor Capital Outlay	23,938	39,026	39,026	35,774
Capital Outlay	3,016	10,153	10,153	5,228
Total	\$ 102,951	\$ 117,131	\$ 117,131	\$ 111,312

GENERAL ADMINISTRATION

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted
Expense Summary				
Supplies	\$ -	\$ 3,000	\$ 2,950	\$ 3,000
Maintenance	6,660	9,500	9,445	9,500
Repairs	4,559	10,000	9,500	10,000
Total	\$ 11,219	\$ 22,500	\$ 21,895	\$ 22,500

NON-DEPARTMENTAL

	FY 2013 Actual	FY 2014 Adopted	FY 2014 Estimated	FY 2015 Adopted
Expense Summary				
Support Services	102,126	311,247	264,000	168,197
Designated Expenses	189,578	-	-	-
Major Capital Outlay	42,600	324,482	324,482	-
Transfers Out	3,169,938	2,329,346	2,329,346	2,438,864
Total	\$ 3,504,242	\$ 2,965,075	\$ 2,917,828	\$ 2,607,061



Dedicated Service – Every Day, for Everyone!

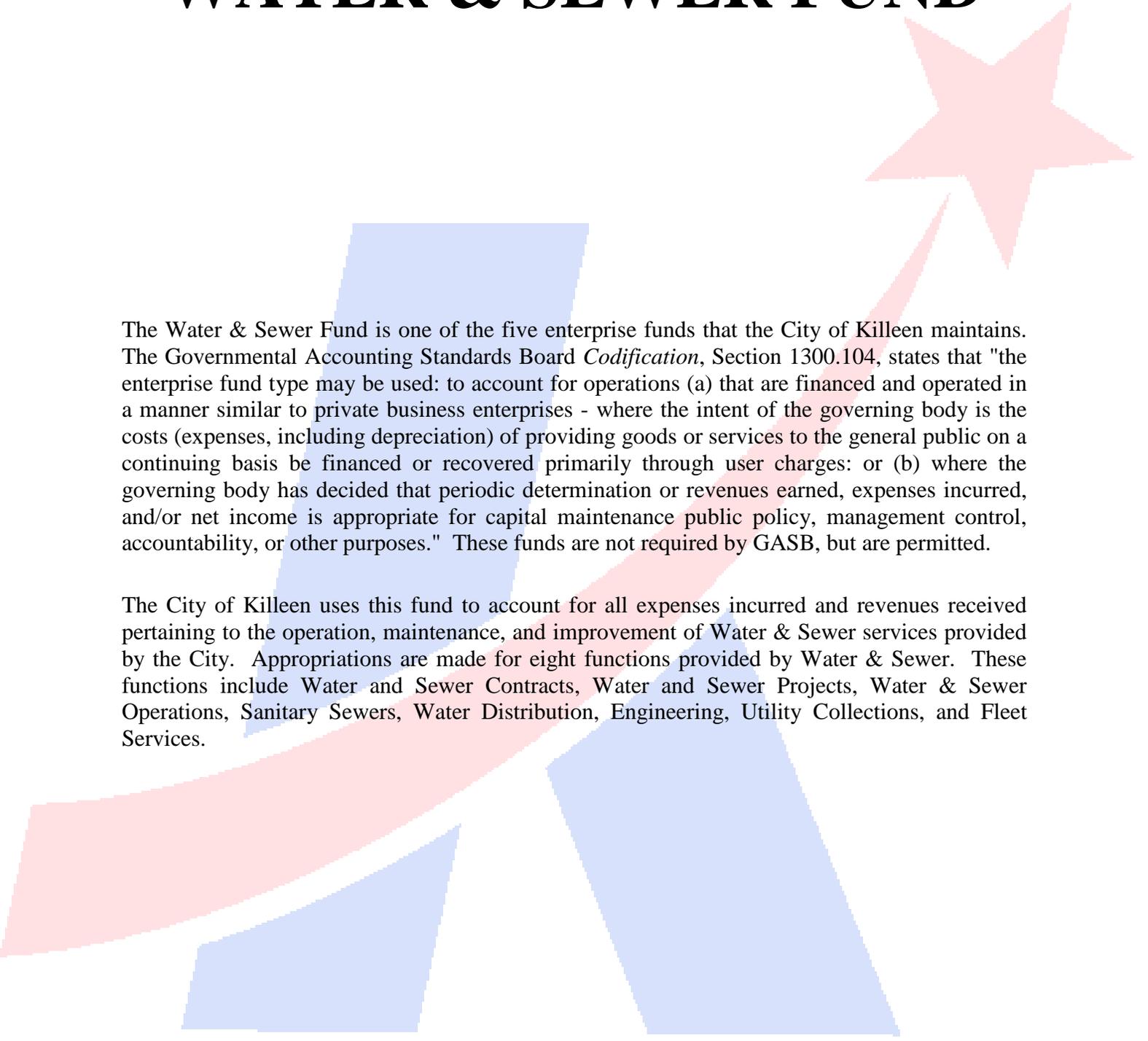
Water and Sewer Fund



WATER AND SEWER FUND

Dedicated Service - Every Day, for Everyone!

WATER & SEWER FUND



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

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.



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WATER & SEWER FUND
Budget Summary
FY 2015

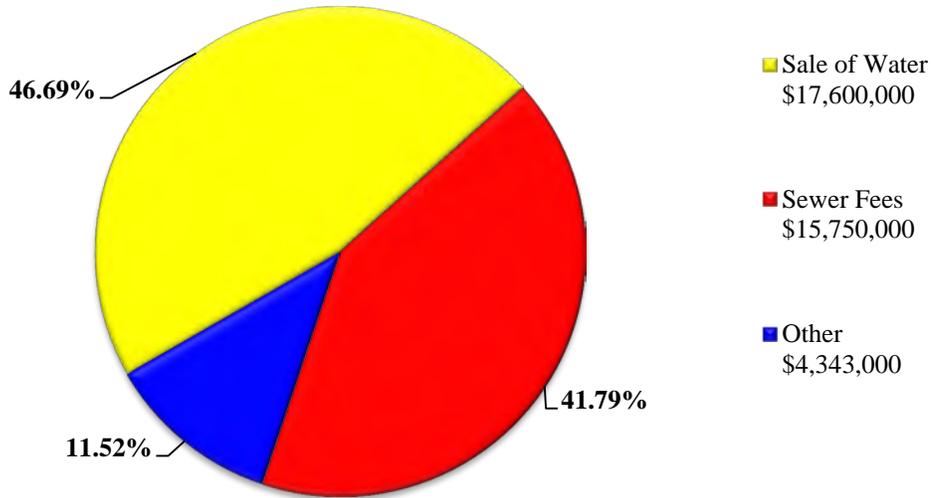
	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Sale of Water	\$ 16,856,864	\$ 17,600,000	\$ 17,040,338	\$ 18,638,615
Replacement Fleet Fee	531,236	530,000	530,000	-
Water & Sewer Taps	852,030	860,000	724,226	753,195
Septic Tank Elimination	28,150	25,000	23,077	24,000
Sewer Fees Collected	16,192,282	16,255,000	16,535,559	17,541,921
Miscellaneous Srvcs. & Chrgs.	890,287	930,000	881,384	916,639
Delinquent Penalty	1,258,058	1,250,000	1,195,155	1,255,391
Interest Earned	95,389	88,000	77,298	80,390
Miscellaneous Receipts	60,019	15,000	70,000	55,000
FOG Revenue	138,437	140,000	67,072	145,000
Designated Revenue	6,418	-	-	-
Total Revenues	36,909,170	37,693,000	37,144,109	39,410,151
Expenses				
Fleet Services	1,138,896	1,399,154	1,353,315	1,299,495
Utility Collections	1,899,666	2,082,610	2,044,365	2,065,876
Water and Sewer Contracts	12,460,363	18,371,954	18,984,837	14,521,007
Water Distribution	1,289,152	2,079,522	2,043,476	1,459,255
Sanitary Sewers	684,843	1,232,021	1,180,444	1,973,579
Water and Sewer Operations	2,717,721	3,670,913	3,485,995	2,771,721
Water and Sewer Engineering	1,035,496	1,564,094	1,386,558	1,385,105
Water and Sewer Projects	480,104	1,331,640	1,071,476	700,000
Water & Sewer Miscellaneous	2,095,112	2,396,803	1,932,788	2,265,136
Total Expenses	23,801,353	34,128,711	33,483,254	28,441,174
Other Financing Sources (Uses)				
Indirect Cost Allocations	(2,444,450)	(3,112,201)	(3,112,201)	(3,004,086)
Franchise Fee	(2,597,395)	(2,638,510)	(2,638,510)	(3,546,824)
Debt Service	(6,500,000)	(7,435,000)	(7,435,000)	(7,160,000)
Transfers Out	(398,165)	-	-	-
Total Other Financing Sources (Uses)	(11,940,010)	(13,185,711)	(13,185,711)	(13,710,910)
Net Change In Fund Balance	1,167,807	(9,621,422)	(9,524,856)	(2,741,933)
Fund Balance, Beginning	24,593,613	25,303,552	25,761,420	16,236,564
Fund Balance, Ending	\$ 25,761,420	\$ 15,682,130	\$ 16,236,564	\$ 13,494,631

Decrease in fund balance is planned, and results from the use of fund balance for water and sewer capital outlay.

WATER & SEWER FUND

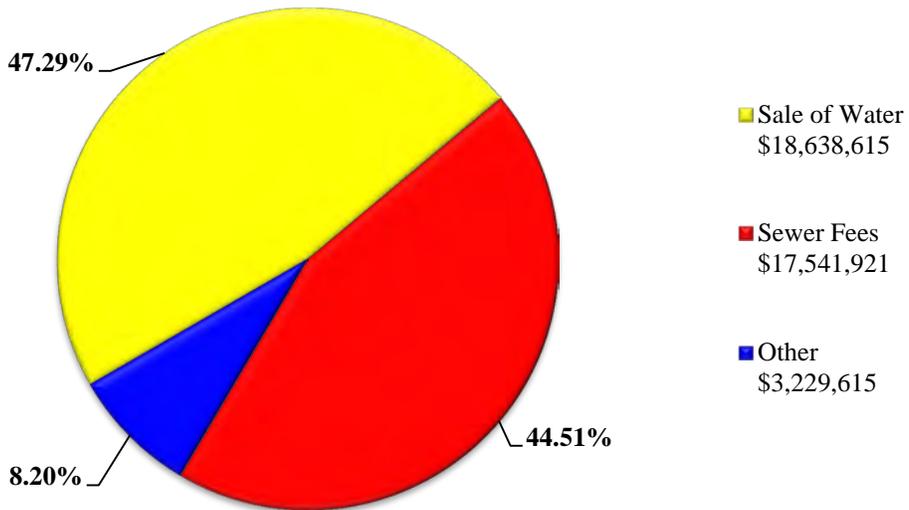
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Revenues



Total Revenues \$37,693,000

FY 2015 Revenues

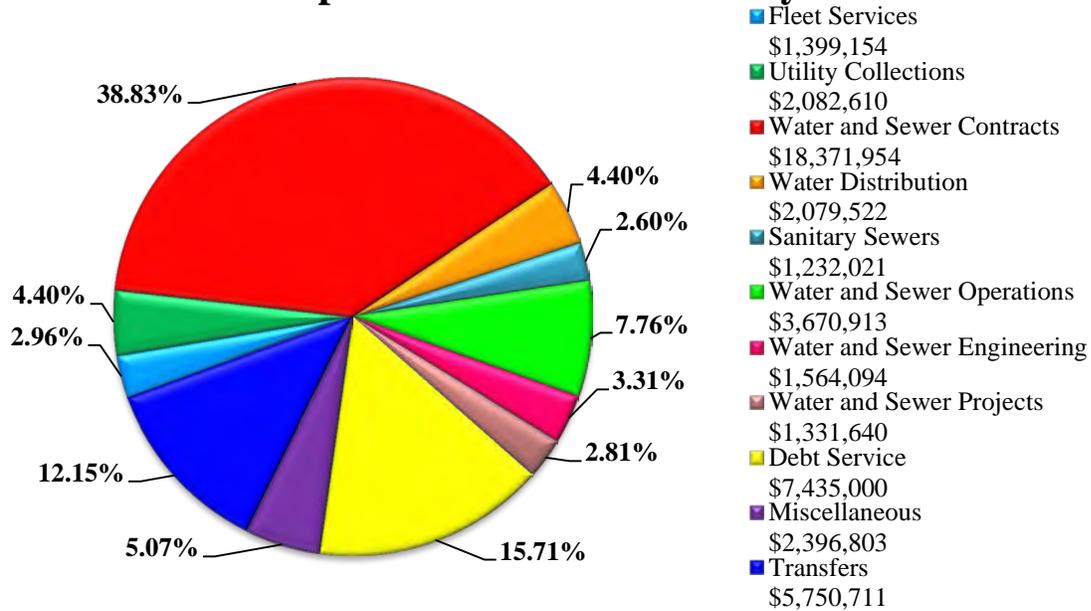


Total Revenues \$39,410,151

WATER & SEWER FUND

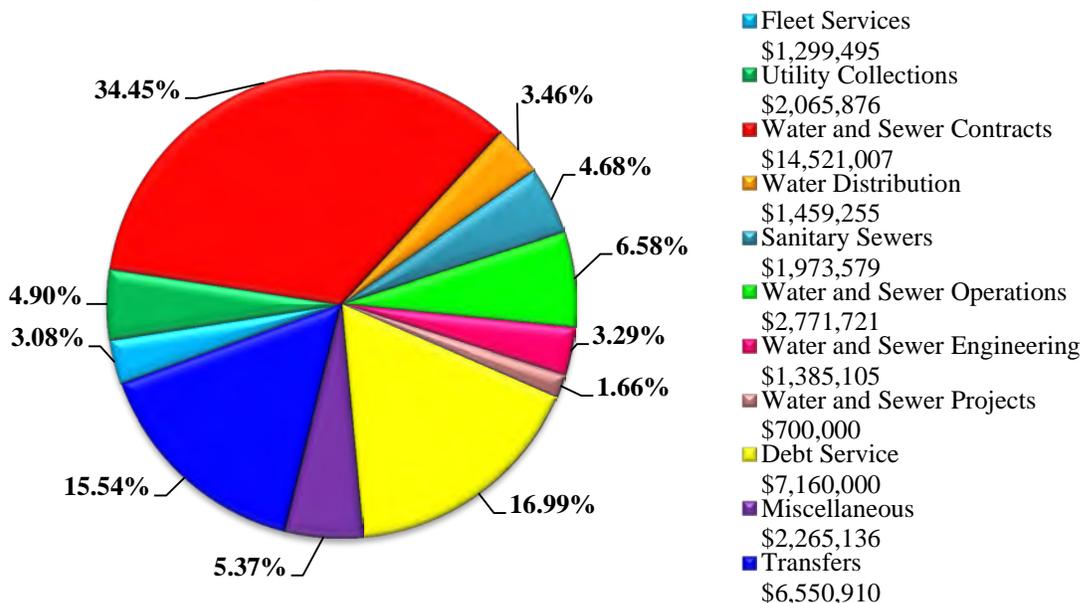
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenses & Transfers Out by Function



Total Expenses \$47,314,422

FY 2015 Expenses & Transfers Out by Function



Total Expenses \$42,152,084

Note: Significant changes between FY 2013-14 and FY 2014-15 are discussed on each division's financial page.



WATER/SEWER FUND FLEET SERVICES

DESCRIPTION

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

ACCOMPLISHMENTS

- Processed specifications, ensured competitive procurement practices, and initiated bidding process, leases, and State procurement of new vehicles, and heavy equipment.
- Developed “Pacer List” to limit downtime of high priority vehicles.
- Completed the transition to Texas Fleet Fuel.
- Corrected UST compliance issues regarding existing equipment and operator licensing.
- Installed heaters in east bays, replaced main heater for west bays, and installed man door on north wall.
- Initiated contracts for oil, lubricants, and tire services.
- Procured alignment machine and began in-house alignments.
- Established a technician training program with TAMUCT which has contributed to two ASE certified technicians.
- Upgraded heavy truck diagnostic tools to increase efficiency and productivity.

GOALS

- Manage preventive maintenance programs and services.
- Maintain equipment and vehicles.
- Manage the Texas Fleet Fuel program.
- Manage procurement of 51 new vehicles in FY15.
- Update and maintain the fleet replacement program utilizing Utilimarc data.
- Research the feasibility of integrating CNG, propane, and hydrostatic hybrid vehicles.
- Improve training on operator-level preventive maintenance.
- Replace unsafe vehicle lifts in bays #3 and #4.
- Obtain lower pricing on many stock parts through Kyrish partnership.
- Renew expiring contracts for tires and parts.
- Initiate training on FASTER system for supervisors and continue ASE & EVT certification training for techs.

MAJOR NEW PROGRAMS AND SERVICES

- Vehicle chassis alignments
- Heavy truck diagnostic capabilities

**WATER/SEWER FUND
FLEET SERVICES**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 958,565	\$ 1,002,001	\$ 998,338	\$ 1,036,233
Supplies	72,135	92,326	106,064	88,808
Maintenance	10,298	14,200	12,951	27,400
Repairs	8,359	18,762	16,244	17,300
Support Services	35,893	69,113	45,195	49,835
Benefits	242,916	273,686	259,290	269,168
Minor Capital	31,366	26,078	20,148	20,351
Designated Expenses	(561)	4,300	1,976	5,900
Capital Outlay	71,193	122,288	110,109	6,000
Reimbursable Expense	(291,268)	(223,600)	(217,000)	(221,500)
Total	\$ 1,138,896	\$ 1,399,154	\$ 1,353,315	\$ 1,299,495

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Preventive Maintenance Services	1,869	2,000	2230	2500
Sublet, Repairs	418	368	387	400
Motor Vehicle Inspections	548	575	492	630
General Repairs	3,728	3,780	3600	3675
Road Calls	73	65		
Tire Repairs - internal	913	950	1126	1150
Tire Repairs - sublet	559	580	641	700
Accident Repairs	56	50	44	42
Fuel Gallons Dispensed / Purchase of Fuel	733,786	675,084	749,428	762,857

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of Preventive Maintenance including oil changes, six (6) month services, and state inspections (NAFA Standard = 48%)	41%	42%	45%	47%
% of sublet repairs (NAFA Standard = 12%)	12%	11%	12%	12%
% of general repairs (NAFA Standards = 40%)	47%	46%	42%	41%



WATER/SEWER FUND UTILITY COLLECTIONS

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.

ACCOMPLISHMENTS

- Continued to provide same day service with three daily schedules to activate utility services.
- Continued to promote e-billing to reduce postage and paper costs and more efficiently deliver bills to customers.
- Continued paper reduction practices.
- Continued to provide “After Hours Services” during the evening, weekends, and holidays.

GOALS

- Ensure the efficient delivery of timely and accurate billing and payment information for all of the city’s customers.
- Perform 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 customer service with accurate responses to customer billing issues.
- Implement a new customer oriented IVR system that will accommodate our utility customers while processing automated payments to their accounts.
- Increase departmental cross training to serve our customers in a more time efficient manner.
- Promote e-billing and bank drafts to reduce postage/paper costs and become more customer friendly.
- Work with banking institutions to expand electronic payment options for our customers.
- Become more automated with application process to avoid copying and destruction of paperwork and the cost that comes along with it.
- Expand electronic storage capabilities.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Utility Collections Department for FY 2015.

**WATER/SEWER FUND
UTILITY COLLECTIONS**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 1,156,345	\$ 1,239,697	\$1,226,276	\$1,255,190
Supplies	340,418	377,897	371,822	383,736
Repairs	22,991	26,750	22,486	22,007
Support Services	29,136	37,052	31,864	36,096
Benefits	330,386	363,289	357,610	361,597
Minor Capital	1,506	12,515	12,507	7,250
Capital Outlay	18,884	25,410	21,800	-
Total	\$ 1,899,666	\$ 2,082,610	\$ 2,044,365	\$ 2,065,876

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Clerk	1.5	1.5	1.5	1.5
Code Enforcement Officer	1	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Meter Reader	8	8	9	9
Principal Secreatry	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	4	4	4	4
Clerk	4	4	4	4
Accounting Specialist	1	1	1	1
Cashier	4	4	4	4
Collections Manager	1	1	1	1
Collections Supervisor	1	1	1	1
Service Supervisor	1	1	1	1
Service Worker	6	6	6	6
Total	39.5	39.5	40.5	40.5

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Utility customers	44,270	44,289	45,618	46,987
Meters read	574,919	575,048	592,299	610,006
Delinquent disconnects	12,449	11,929	11,253	11,590

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Meter reading error rate	0.0024%	0.0023%	0.0022%	0.0022%



WATER/SEWER FUND WATER DISTRIBUTION

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.

ACCOMPLISHMENTS

- Added GPS capabilities to valve and hydrant equipment to more accurately update the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located approximately 1,102 water lines for contractors and construction.
- Performed approximately 130 emergency water main repairs.
- Set 983 water meters for new residential and commercial subdivisions.

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.
- Create a safe working environment that results in zero time-loss accidents.
- Effectively provide water services to ensure that all City of Killeen customers are supplied with water that meets or exceeds TCEQ requirements.
- Assist in the rehabilitation of water infrastructure in the older parts of the City of Killeen.
- Maintain the water distribution infrastructure, while providing limited water service disruptions.
- Flow test and maintain all fire hydrants in accordance with TCEQ regulations.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for the Water Distribution Division for FY 2015.

**WATER/SEWER FUND
WATER DISTRIBUTION**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 489,075	\$ 597,703	\$ 586,643	\$ 626,688
Supplies	59,028	85,781	78,812	72,395
Maintenance	137,809	132,932	122,932	131,296
Repairs	38,025	49,500	46,852	47,500
Support Services	10,741	39,485	37,964	23,930
Benefits	141,799	186,254	177,725	178,446
Minor Capital	47,090	34,970	29,159	20,000
Major Capital Outlay	365,585	473,239	483,734	359,000
Capital Outlay	-	479,658	479,655	-
Total	\$ 1,289,152	\$ 2,079,522	\$ 2,043,476	\$ 1,459,255

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
New Customer Services	1,049	1,200	983	1,050
Water Main Repairs	311	325	130	150
Water Lines (Miles)	620	622	618	619
Water Line Locates	1,028	1,100	1,102	1,150
Fire Hydrants Repaired/Replaced	21	50	32	35
Water Service Calls	1,114	1,200	524	550

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Maintenance Cost per 100 Miles of Water Piping System	\$ 230,239	\$ 323,769	\$ 19,892	\$ 21,211
Unaccounted Water Loss %	15.0%	15.0%	16.0%	16.0%



WATER/SEWER FUND SANITARY SEWERS

DESCRIPTION

The Sanitary Sewer 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, identifies and repairs damaged sewer mains. The Division monitors the City's compliance with Federal & State regulatory agency requirements for wastewater collection.

ACCOMPLISHMENTS

- Completed 1,122 line locates for construction work performed by other utilities or citizens of Killeen in accordance with the 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.
- Cleaned 640,686 feet of sewer mains.
- Completed the camera inspection of 122,330 feet of sewer mains.

GOALS

- Reduce the annual number of wastewater overflows to 4 overflows per 100 miles of sewer main.
- Clean 20 percent of the City's sewer infrastructure per year.
- Inspect and evaluate 10 percent of the City's sewer mains and 100 percent of all new sewer mains.
- Rehabilitate 3 miles of sewer main through the use of pipe bursting.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality in sewer collection.
- Create a safe working environment that results in zero time-loss accidents.
- Rehabilitate 3 miles of sewer main through the use of pipe bursting.
- Maintain existing manhole level alarms and install 50 new alarms.
- Clean 20 percent of the City's sewer infrastructure per year.
- Inspect and evaluate 10 percent of the City's sewer mains and 100 percent of all new sewer mains.
- Continue working with the GIS department to populate the database.

MAJOR NEW PROGRAMS AND SERVICES

- Purchase one replacement truck.
- Purchase one combination vacuum/jet truck, one jet truck, and one camera truck.
- Purchase 50 manhole level alarms.

**WATER/SEWER FUND
SANITARY SEWERS**

Expense Summary	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Salaries	\$ 391,914	\$ 485,016	\$ 452,773	\$ 497,676
Supplies	53,637	61,630	56,283	71,240
Maintenance	35,554	86,360	85,860	27,491
Repairs	75,633	55,500	55,500	51,500
Support Services	9,337	14,935	13,700	11,000
Benefits	108,458	147,634	135,383	142,398
Minor Capital	5,920	1,484	1,484	1,000
Major Capital Outlay	-	144,068	144,067	-
Capital Outlay	4,390	235,394	235,394	1,171,274
Total	\$ 684,843	\$ 1,232,021	\$ 1,180,444	\$ 1,973,579

Staffing	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Operator III (Inflow and Infiltration)	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	4
Operator Apprentice	9	9	9	13
Total	15	15	15	20

Workload/Demand Measures	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Lines Cleaned (Feet)	642,000	700,000	640,686	750,000
Sewer Service Calls	624	650	219	230
Sewer Lines (Miles)	550	552	536	537
Manhole Inspections	2,425	2,500	1,902	2,200
Sewer Line Locates	1,040	1,050	1,122	1,200
Sewer Line Replaced (Feet)	1,440	1,500	1,350	15,840
Stoppages Cleared	120	110	120	110
Wastewater Overflows	82	65	38	30

Performance Measures	FY 2013	FY 2014	FY 2014	FY 2015
	Actual	Budget	Estimated	Budget
Maintenance Cost per 100 miles of Wastewater Piping System	\$ 124,517	\$ 223,192	\$ 16,019	\$ 4,980
Gallons per minute (GPM) per Mile of Inflow and Infiltration	95	85	2	2



WATER/SEWER FUND WATER AND SEWER OPERATIONS

DESCRIPTION

Water & Sewer Operations includes operation and maintenance of City water storage tanks, water pumping facilities, and wastewater lift stations. A significant amount of time is dedicated to performing daily system monitoring, chemical disinfection monitoring, and preventative maintenance on all facilities.

ACCOMPLISHMENTS

- Remodeled the newly purchased Summit Electric building for administration, BPAT, and FOG offices.
- Initiated a more comprehensive approach to inputting work orders into City Works.
- Performed 2,136 documented water quality tests.
- Managed 14,719 BPAT accounts.
- Reinstated the testing and surcharging components of the FOG Program for 351 restaurants.
- Efficiently operated, maintained, and monitored six pump stations and fourteen lift stations.

GOALS

- Provide continuous delivery of properly disinfected water at adequate pressure and sufficient volume to all residential, commercial, and industrial customers.
- Efficiently operate all lift stations in a manner that prevents any sewer overflows in the collection system.
- Operate the water distribution system in a manner that efficiently manages electrical consumption.
- Meet or exceed all federal and state regulations regarding water and sewer operations.
- Manage all BPAT and FOG accounts in a customer friendly manner that protects public health and safety.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality in their respective field.
- Create a safe working environment that results in zero time-loss accidents.
- Move into the new Water and Sewer Administration Building.
- Perform water quality testing to ensure high standards of continuous delivery of properly disinfected water.
- Complete the final phase of the FOG Program by bringing automotive service and car wash facilities into compliance.
- Inspect all water storage facilities and clean when necessary.
- Continue to ensure safe drinking water through the cross connection control and customer service inspection program.
- Upgrade and maintain all SCADA equipment and software.
- Hire a Water and Sewer Technology Technician.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for Water and Sewer Operations for FY 2015.

WATER/SEWER FUND
WATER AND SEWER OPERATIONS

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 1,059,177	\$ 1,134,293	\$ 1,051,782	\$ 1,142,495
Supplies	129,739	146,040	123,222	139,596
Maintenance	123,050	198,640	198,640	111,962
Repairs	24,179	21,300	21,000	26,000
Support Services	1,087,531	1,235,861	1,168,231	1,039,775
Benefits	280,724	306,112	295,953	301,893
Minor Capital	13,321	32,269	30,769	10,000
Major Capital Outlay	-	469,805	469,805	-
Capital Outlay	-	126,593	126,593	-
Total	\$ 2,717,721	\$ 3,670,913	\$ 3,485,995	\$ 2,771,721

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director of Water & Sewer Utilities	-	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)	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

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Pump Station Water Pumpage (Gallons)	5,632,751,000	6,371,708,064	5,314,529,000	5,750,000,000
Lift Station Sewage Collection (Gallons)	3,682,897,871	3,954,512,346	3,813,345,083	3,900,000,000
Water Analysis Tests	1,300	1,300	1,512	1,512
Bacteriological Tests	1,580	1,600	2,136	2,200
Water and Sewer Facility Inspections	10,950	11,000	9,490	9,500

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Water Delivered Cost per 1,000 Gallons	\$4.72	\$3.58	\$5.10	\$3.58
Average of all Disinfectant Residuals	2.52	2.50	2.52	2.50
Lowest Disinfectant Residual	0.50	0.50	0.50	0.50

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.



WATER/SEWER FUND ENGINEERING

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 plans 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.

ACCOMPLISHMENTS

- Reviewed civil infrastructure plan sets for 60 new subdivisions (plats) and 53 new commercial development permits.
- Inspected public infrastructure construction within 57 active residential subdivisions (9 added within fiscal year).
- Inspected public infrastructure construction within 121 active commercial developments.
- Managed design and construction of \$4.8 Million in Water and Sewer Bond Capital Improvement Projects (CIPs).
- Managed design and construction of \$1.26 Million in Septic Tank Elimination Program (STEP) Projects.
- Completed construction of Lift Station No. 1 Diversion Structure (Project 2S) 2012 W&S Master Plan project.
- Completed construction of Septic Tank Elimination Program (STEP) Phase VIII project and design of STEP Phase IX project.
- Continued construction of Stagecoach Road Improvements (Projects 7W & 6S) 2007 W&S Master Plan project.
- Completed SSES Rehabilitation Phase II project and began SSES Rehabilitation Phase III project.
- Began construction of Lift Station No. 23 Diversion Structure (Project 1S) 2012 W&S Master Plan project.
- Began construction of Trimmier Road 12" Transmission Line (Project 8W) 2012 W&S Master Plan bond project.
- Began Water and Sewer Impact Fee Study and Water Reuse Master Plan development.
- Adopted Water and Wastewater sections of City's Infrastructure Design and Development Standards Manual, with supporting revised standard construction details and specifications.
- Evaluated various future potable and reuse water supply options for the City.
- Continued performance under Sanitary Sewer Overflow Initiative Agreement with the TCEQ (Years 3 and 4 of 10).

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.
- Continue implementation of 2012 Water & Sewer Master Plan.
- Update City's Flexible Pavement Design Procedures for Public Streets.
- Complete construction of STEP Phase IX project; initiate design of STEP Phase X.
- Complete construction of W&S Master Plan projects initiated in FY 2013-2014.
- Complete Water and Sewer Impact Fee Study and Water Reuse Master Plan development.

MAJOR NEW PROGRAMS AND SERVICE

- There are no new major programs or services in the Water & Sewer Engineering Division for FY 2015.

**WATER/SEWER FUND
ENGINEERING**



Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 508,992	\$ 717,725	\$ 605,750	\$ 746,298
Supplies	23,104	65,366	61,864	33,747
Repairs	5,061	12,538	8,500	15,538
Support Services	385,085	551,960	535,500	407,567
Benefits	106,453	167,616	132,950	168,776
Minor Capital	801	675	475	400
Capital Outlay	6,000	48,214	41,519	12,779
Total Expenditures	\$ 1,035,496	\$ 1,564,094	\$ 1,386,558	\$ 1,385,105

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
City Engineer	1	1	1	1
Director of Environmental Services	1	1	1	1
Project Engineer	1	1	1	1
Engineer-in-Training	-	1	1	1
Chief Construction Inspector	-	-	-	1
Senior Construction Inspector	3	3	3	3
Construction Inspector	1	1	1	2
Project Manager	2	1	1	2
Project Manager (PT)	1	1	1	1
Accounting Specialist	1	-	-	1
Principal Secretary	1	1	1	1
Total	11.8	10.8	10.8	14.8

2012 Water & Sewer Bond CIP				
Under Design (Projects)	0	11	7	10
Under Construction (Projects)	0	9	7	7
Completed (Projects)	0	4	4	7

Other CIP Projects (within FY budget)				
Under Design (Projects)	2	12	12	9
Under Construction (Projects)	2	7	7	7
Completed (Projects)	2	7	5	0

Average number of Projects per Construction Inspector	62	59	59	60
Residential Finals Performed by Construction Inspectors	1148	--	1003	TBD
Flatwork Inspections Performed by Construction Inspectors	--	--	949	TBD

Percent of projects where project cost exceeds project cost estimate by greater than 15%	<5%	<5%	<5%	<5%
Percent of actual participants among total eligible participants for STEP project	72.0%	--	80.0%	TBD



**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.

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014
Rainfall (in.)	45.46"	15.14"	35.08"	24.07"	29.56"
Sewer treatment (gal.)	5,285,007,300	3,744,463,788	3,882,933,421	4,627,404,948	4,237,049,776
Water purchased (gal.)	4,898,303,410	5,948,584,000	5,750,083,000	5,620,477,000	5,314,529,000
Water sold (gal.)	4,240,814,300	5,188,767,198	4,934,183,349	3,703,126,242	4,305,739,113

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.

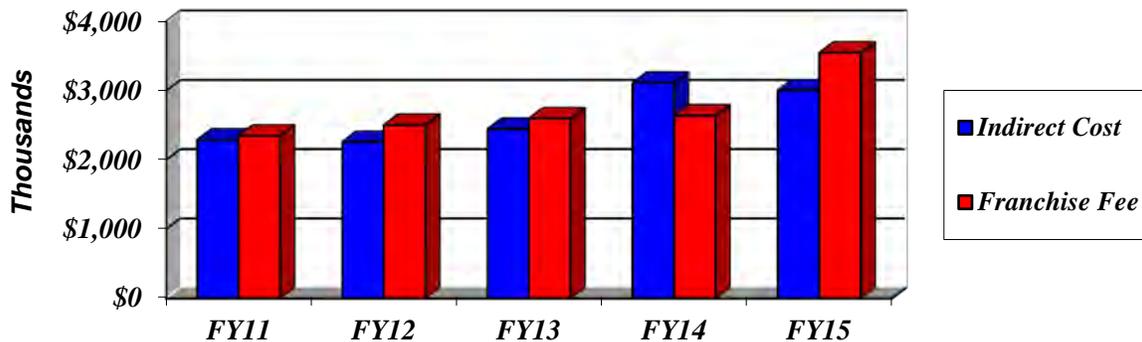
WATER AND SEWER PROJECTS

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

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Maintenance	\$ 9,172	\$ 100,000	\$ 100,000	\$ 100,000
Support Services	-	5,000,000	5,000,000	-
Sewer Contracts	5,553,338	5,927,383	6,232,462	6,484,405
Water Contracts	6,897,853	7,344,571	7,652,375	7,936,602
Total	\$ 12,460,363	\$ 18,371,954	\$ 18,984,837	\$ 14,521,007

HUMAN RESOURCES

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 2,702	\$ 6,000	\$ 2,500	\$ 6,000
Support Services	2,144	3,500	1,000	3,500
Designated Expenses	8,143	8,500	1,200	8,500
Total	\$ 12,989	\$ 18,000	\$ 4,700	\$ 18,000

INFORMATION TECHNOLOGY

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 256,143	\$ 264,739	\$ 262,249	\$ 273,013
Supplies	31,957	80,559	80,559	80,559
Maintenance	153,828	183,260	183,260	202,192
Repairs	18,714	20,500	20,500	22,000
Support Services	44,794	75,892	75,892	89,105
Benefits	60,296	64,103	64,103	63,864
Minor Capital	88,868	157,359	157,359	68,113
Capital Outlay	41,532	35,730	35,730	37,897
Total	\$ 696,132	\$ 882,142	\$ 879,652	\$ 836,743

GENERAL ADMINISTRATION

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ -	\$ 3,500	\$ 1,000	\$ 3,500
Maintenance	36,280	52,000	39,172	52,000
Repairs	7,180	14,100	-	14,100
Total	\$ 43,460	\$ 69,600	\$ 40,172	\$ 69,600

**WATER/SEWER FUND
OTHER APPROPRIATIONS**

WATER & SEWER PROJECTS

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Expense Summary				
Capital Improvements	480,104	1,331,640	1,071,476	700,000
Total	\$ 480,104	\$ 1,331,640	\$ 1,071,476	\$ 700,000

DEBT SERVICE

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Interest & Sinking Transfer	6,500,000	7,435,000	7,435,000	7,160,000
Total	\$ 6,500,000	\$ 7,435,000	\$ 7,435,000	\$ 7,160,000

NON-DEPARTMENTAL

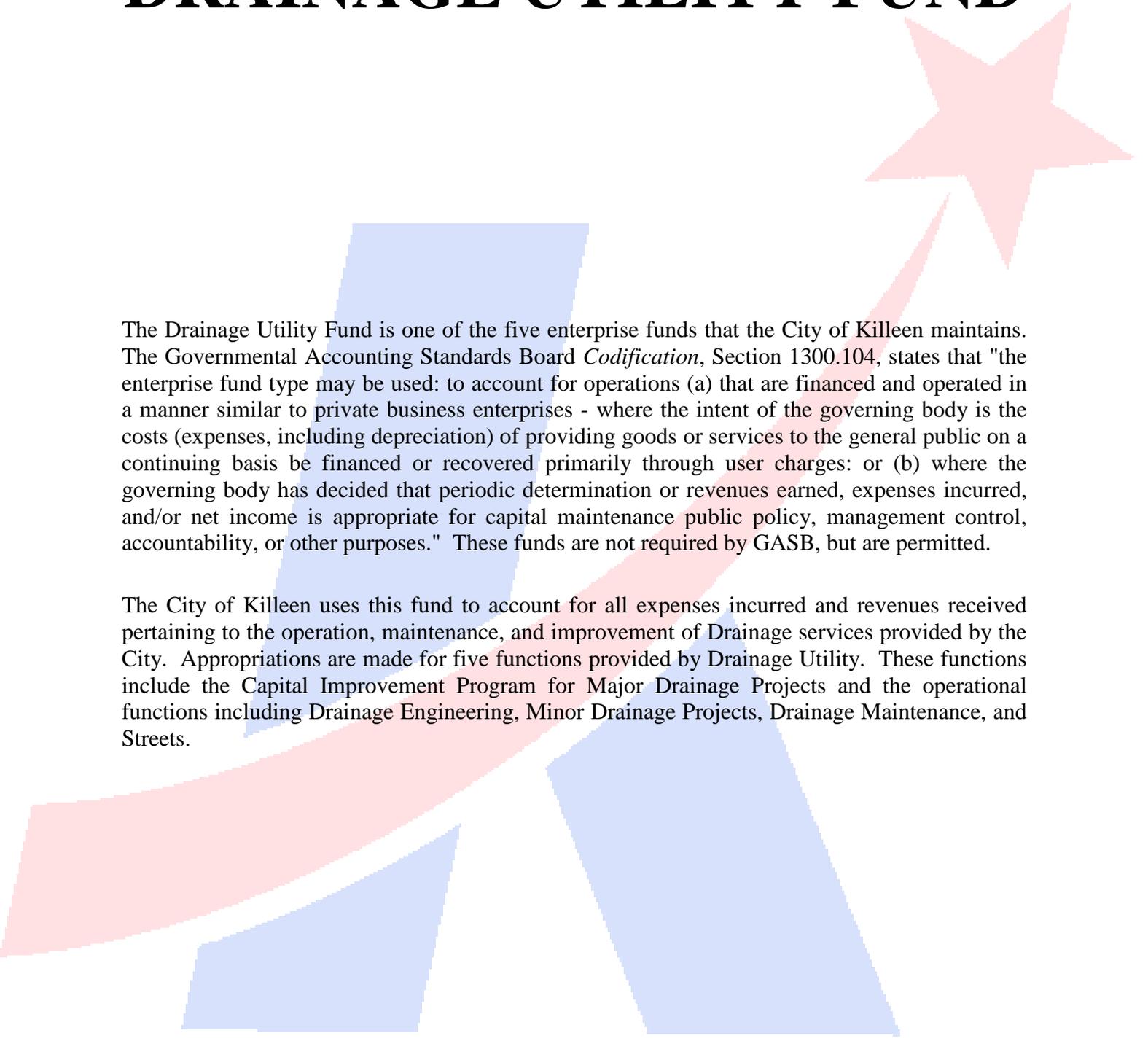
	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Expense Summary				
Supplies	\$ 3,686	\$ 4,100	\$ 3,846	\$ 4,100
Repairs	1,410	-	-	-
Support Services	944,282	1,293,730	974,983	1,180,693
Designated Expenses	388,458	129,231	29,435	156,000
Capital Outlay	4,695	-	-	-
Transfers	5,440,010	5,750,711	5,750,711	6,550,910
Total	\$ 6,782,541	\$ 7,177,772	\$ 6,758,975	\$ 7,891,703

Drainage Utility Fund



Dedicated Service - Every Day, for Everyone!

DRAINAGE UTILITY FUND



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

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.



Dedicated Service – Every Day, for Everyone!



DRAINAGE UTILITY FUND
Budget Summary
FY 2015

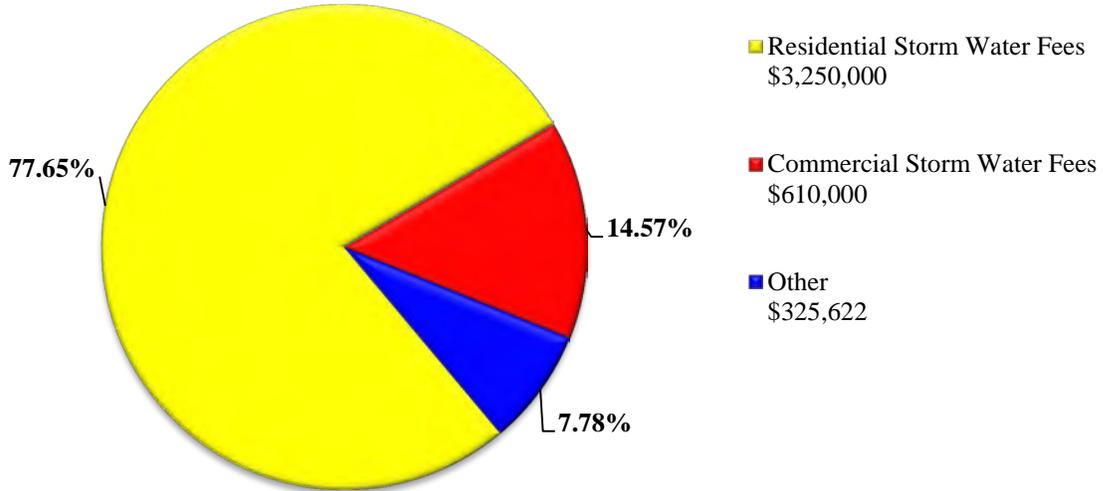
	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Residential Storm Water Fees	\$ 3,209,573	\$ 3,250,000	\$ 3,239,738	\$ 3,250,000
Commercial Storm Water Fees	590,396	610,000	584,729	610,000
Interest Earned	25,283	25,000	13,000	25,000
Grant Revenue	-	295,622	-	-
Miscellaneous Receipts	1,923	5,000	500	5,000
Total Revenues	3,827,175	4,185,622	3,837,967	3,890,000
Expenses				
Engineering	247,308	739,410	706,475	681,471
Street	142,746	516,242	513,236	309,480
Drainage Maintenance	1,527,708	1,785,540	1,741,225	1,720,384
Environmental Services	181,685	644,648	642,437	201,581
Drainage Projects - Minor	119,094	119,160	119,160	2,600
Drainage Projects - Major	479,319	3,971,931	422,333	3,549,601
Non-Departmental	147,990	143,632	140,632	136,059
Total Expenses	2,845,850	7,920,563	4,285,498	6,601,176
Other Financing Sources (Uses)				
Indirect Cost Allocation	(263,697)	(299,564)	(299,564)	(304,592)
Debt Service	(574,508)	(563,213)	(563,213)	(565,213)
Transfers Out	(3,614)	-	-	-
Total Other Financing Sources (Uses)	(841,819)	(862,777)	(862,777)	(869,805)
Net Change In Fund Balance	139,506	(4,597,718)	(1,310,308)	(3,580,981)
Fund Balance, Beginning	7,510,460	6,847,578	7,649,966	6,339,658
Fund Balance, Ending	\$ 7,649,966	\$ 2,249,860	\$ 6,339,658	\$ 2,758,677

Decrease in fund balance is planned, and results from the use of fund balance for drainage maintenance projects.

DRAINAGE UTILITY FUND

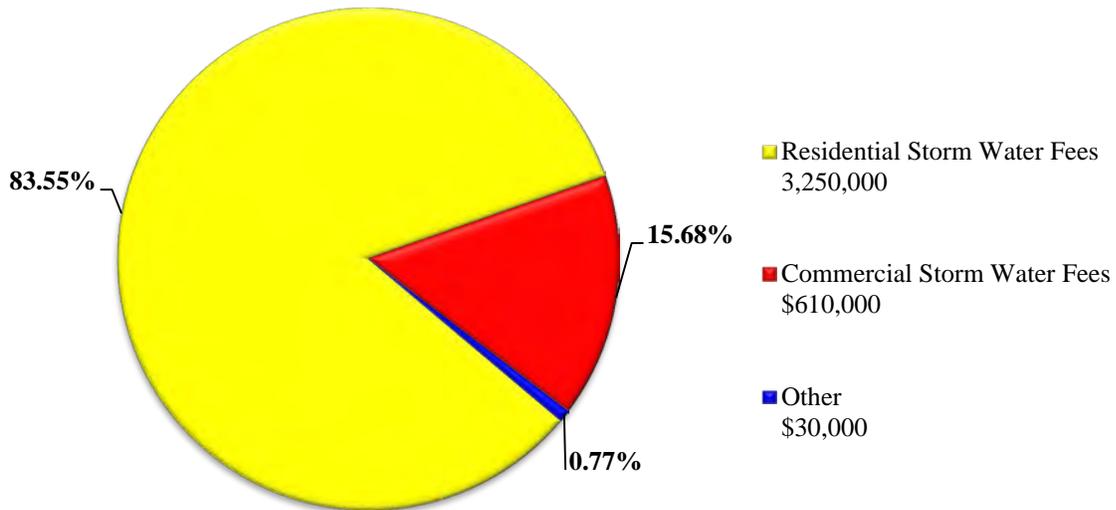
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Revenues



Total Revenues \$4,185,622

FY 2015 Revenues

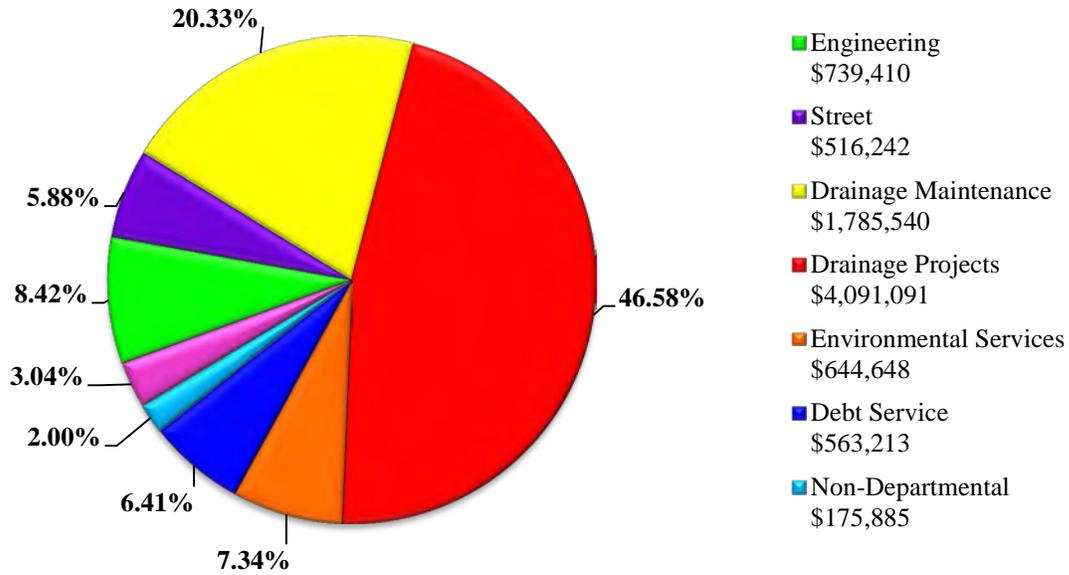


Total Revenues \$3,890,000

DRAINAGE UTILITY FUND

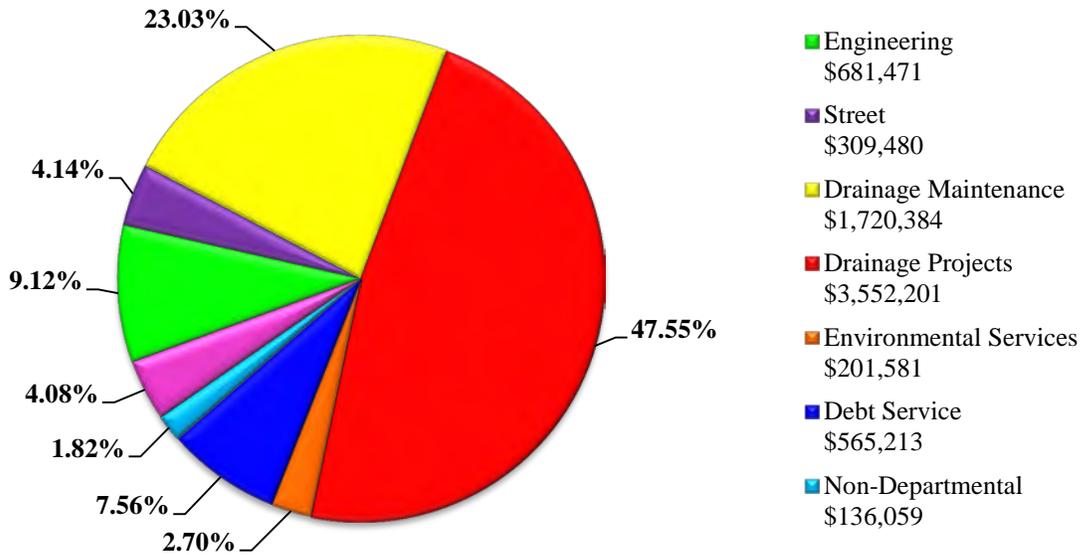
Comparison of FY 2014 Budget to FY 2015 Budget

FY 2014 Expenses & Transfers Out by Function



Total Expenses \$8,783,340

FY 2015 Expenses & Transfers Out by Function



Total Expenses \$7,470,981

Note: Significant changes between FY 2013-14 and FY 2014-15 are discussed on each division's financial page.



DRAINAGE FUND ENGINEERING

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 one of the current 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.

ACCOMPLISHMENTS

- Educated residents, contractors and developers on maintaining compliance with the illicit discharge, erosion and sediment control, and post-construction ordinances.
- Provided public education and storm water outreach to local and regional water quality stakeholder groups, Killeen ISD, and higher education venues.
- Updated “Storm” Geographic Information Systems (GIS) datasets with minor tributary information.
- Performed field investigations as scheduled, in response to reports by citizens and in response to reports by other City departments.

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.
- Maintain “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.
- 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, Killeen ISD, and higher education venues.
- Update “Storm” Geographic Information Systems (GIS) datasets.
- Perform field investigations as scheduled, in response to reports by citizens and in response to reports by other City departments.
- Create city wide map books of drainage infrastructure and drainage features.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Drainage Utility Engineering Division for FY 2015.

**DRAINAGE FUND
ENGINEERING**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 101,239	\$ 177,154	\$ 168,249	\$ 181,659
Supplies	26,385	38,895	23,745	26,131
Repairs	21	2,200	1,361	3,500
Support Services	91,735	128,537	116,855	72,536
Benefits	25,486	47,540	44,424	44,775
Minor Capital Outlay	2,442	3,084	2,841	3,870
Capital Outlay	-	-	-	-
Projects Expense	-	342,000	349,000	349,000
Total	\$ 247,308	\$ 739,410	\$ 706,475	\$ 681,471

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Project Manager	1	1	1	1
Drainage Technician (Storm Water)	1	1	1	1
Environmental Specialist I	1	1	1	1
Contract Specialist	0	1	1	1
Total	3	4	4	4

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Environmental Code Violation Cases	25	20	50	20
Field Inspections	115	104	104	100
Illicit Discharge Inspections	35	14	31	20
Erosion Control Inspections	N/A	52	25	30
Post Construction Inspections	N/A	10	24	30
Total	175	200	234	200

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Phase II Water Quality Testing for Permit 1 Completion %	100%	N/A	N/A	N/A
Phase II Water Quality Testing for Permit 2 Completion %	N/A	20%	20%	40%
% of City Updated in 'Storm' Geodataset base ¹	20.0%	20%	10%	20%



DRAINAGE FUND STREETS

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.

ACCOMPLISHMENTS

- Repaired 18 areas of failed curb & gutter and valley gutter.
- Restored original crown to Old 440 (CTE to Anna Lee) and 2nd Street (VMB to Ave B) by milling off multiple layers of asphalt overlay and restoring the original grade profile.

GOALS

- Provide superior pavement maintenance services by performing preventive maintenance repairs on drainage-related infrastructure.
- Repair failed curbs & gutters and valley gutters on approximately 45 locations.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added to the Street Division for FY 2015.

**DRAINAGE FUND
STREETS**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Maintenance	\$ 142,746	\$ 467,582	\$ 464,576	\$ 309,480
Capital Outlay	-	48,660	48,660	-
Total	\$ 142,746	\$ 516,242	\$ 513,236	\$ 309,480

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Roadway Drainage Projects Completed	31	55	55	19

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Average Time to Complete a Roadway Project (days)	10.00	7.00	7.00	7.00
Requested Roadway Projects Completed %	100.0%	100.0%	100.0%	100.0%



DRAINAGE FUND DRAINAGE MAINTENANCE

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 primarily include: removal of non-beneficial growth, removal of sediment, clean out blockages, perform minor and major repair projects, placement of erosion control infrastructure, re-vegetate areas as needed, maintain publically dedicated and accepted drainage infrastructure, and provide emergency response support as needed for flood events, illicit discharges and fires.

ACCOMPLISHMENTS

- Successfully implemented the expansion of the Community Supervision and Corrections Department (CSCD) weekend program in conjunction with Solid Waste Mowing crews. Probationers were used to pick up litter/trash along selected roads right-of-ways and drainage ditches.
- Continued implementation of the Drainage Maintenance Plan.
- Refined the inventory of the drainage infrastructure. Continued to collect data on length and acreage, to include the annexed areas.
- Replacement of a cargo van (Unit #1061) with a truck and the addition of a dump truck to the division's fleet.
- Purchased a new 26 FT dual axle gooseneck trailer with savings from the replacement of Unit 1061 and purchase of the additional dump truck.
- Completed two (2) maintenance cycles for the total inventory of drainage infrastructure this fiscal year.
- Completed fifty-one (51) repairs of Minor Capital Improvement Projects (CIP).
- Continued a lease on a Caterpillar 953D track loader, which replaced Unit #60.

GOALS

- Improve and maintain the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the adopted Drainage Master Plan and regulatory requirements.
- Assist in the inventory, assessment, addition, and improvement of the City's Drainage infrastructure.
- Collect and refine the demographics for the drainage infrastructure.
- Participate in the Community Supervision and Corrections Department (CSCD) weekend program in conjunction with Solid Waste Mowing crews.
- Perform the assigned goals as established below:
 - Complete two (2) maintenance cycles of drainage channels, a total of 84 miles / 624 acres.
 - Complete Eight (8) maintenance cycles of bar ditches, a total of 400 miles / 1400 acres.
 - Complete fifty (50) repairs or minor CIP projects.
 - Complete the acquisition of approved replacement fleet.

MAJOR NEW PROGRAMS AND SERVICES

- The replacement of a truck (Unit 1062) with a truck was authorized for the Drainage Utility – Drainage Maintenance division in FY 2015.

DRAINAGE FUND
DRAINAGE MAINTENANCE

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 924,047	\$ 990,100	\$ 977,064	\$ 1,020,011
Supplies	146,288	155,968	152,945	143,012
Maintenance	68,505	24,635	25,984	44,358
Repairs	73,164	94,925	89,325	72,500
Support Services	19,501	55,986	55,338	55,915
Benefits	281,389	294,730	291,994	317,453
Minor Capital	2,938	4,000	4,000	23,885
Designated Expenses	2,715	4,575	4,575	5,550
Capital Outlay	9,161	160,621	140,000	37,700
Total Expenditures	\$ 1,527,708	\$ 1,785,540	\$ 1,741,225	\$ 1,720,384

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supervisor (Drainage Maintenance)	3	3	3	3
Crew Leader (Drainage)	4	4	4	4
Equipment Operator ²	9	9	9	9
Manager of Mowing & Drainage Maintenance	-	1.0	1.0	1.0
Mowing and Drainage Maintenance Director	0.5	-	-	-
Secretary (Mowing and Drainage Maintenance) ¹	0.5	0.5	0.5	0.5
Equipment Services Technician ¹	0.5	0.5	0.5	0.5
Service Worker (Drainage)	16	16	16	16
Total	33.5	34	34	34

50% of salaries are funded by Solid Waste Fund; 50% by Drainage Fund.

One Equipment Operator reports to the Streets Division and operates a street sweeper.

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Miles of Drainage Channels Maintined	95	76	110	84
Acres of Drainage Channels Maintained	745	556	715	624
Miles of Bar Ditches Maintained	414	412	385	400
Acres of Bar Ditches Maintained	1,337	1,212	1,372	1,400
Minor CIP Projects Completed	63	50	51	50

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% of Drainage Channels Maintained (miles) verses Target	113%	100%	145%	100%
% of Bar Ditches Maintained (miles) verses Target	104%	100%	113%	100%
% of Projects Completed	126%	100%	102%	100%



DRAINAGE FUND ENVIRONMENTAL SERVICES

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 assisting with management reports, monitoring reporting deadlines, and verifying that these reports are administratively complete. 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.

ACCOMPLISHMENTS

- Completed the re-evaluation of the drainage design manual and infrastructure design and development standards manual and adopted revisions.
- Provide technical support to local and regional water quality stakeholder groups.
- Entered into professional service agreements and construction contracts for the funded drainage capital improvement projects (CIPs).
- Prepared, submitted, and implemented the City's second Phase II water quality program mandated by the TCEQ.
- Coordinated environmental compliance with State and Federal agencies.
- Developed, coordinated and provided support to TIAERS for the TCEQ 319(h) water quality grant for South Nolan Creek.
- Completed the purchase of homes along South Nolan Creek through the TDPS Repetitive Flood Claims Grant.

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.
- Complete the demolition and restoration phases of the TDPS Repetitive Flood Claims Grant project.
- Provide support to TIAERS for the TCEQ 319(h) water quality grant for South Nolan Creek.
- Contract for the construction of the last funded major drainage CIPs approved in the 2006 Drainage Bond.
- Implement the Phase II water quality program in accordance with the City's permit with 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 2015.

**DRAINAGE FUND
ENVIRONMENTAL SERVICES**

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 38,616	\$ 45,322	\$ 43,964	\$ 46,974
Supplies	1,238	1,830	1,380	1,721
Support Services	130,130	420,694	420,294	139,604
Benefits	9,829	12,617	12,614	12,282
Minor Capital Outlay	1,872	-	-	1,000
Project Expense	-	164,185	164,185	-
Total	\$ 181,685	\$ 644,648	\$ 642,437	\$ 201,581

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director of Environmental Services	0.2	0.2	0.2	0.2
Secretary	1	1	1	1
Total	1.2	1.2	1.2	1.2

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Number of Minor CIP Projects	61	50	51	4
Number of Construction Contracts	3	6	2	4

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Total Phase II Objectives for Permit 1 Completion %	100%	N/A	N/A	N/A
Total Phase II Objectives for Permit 2 Completion %	N/A	20%	20%	40%
% of Contracted Projects where Project Cost exceeds Original Construction Contract by greater than 15%	33%	<25%	0%	<25%
% of Contracted Projects where Project Cost exceeds Project Construction Cost Estimate by greater than 15%	0%	<25%	100%	<25%

Low numbers are a direct result of combining drainage projects with transportation projects and delays with easement



**DRAINAGE 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.

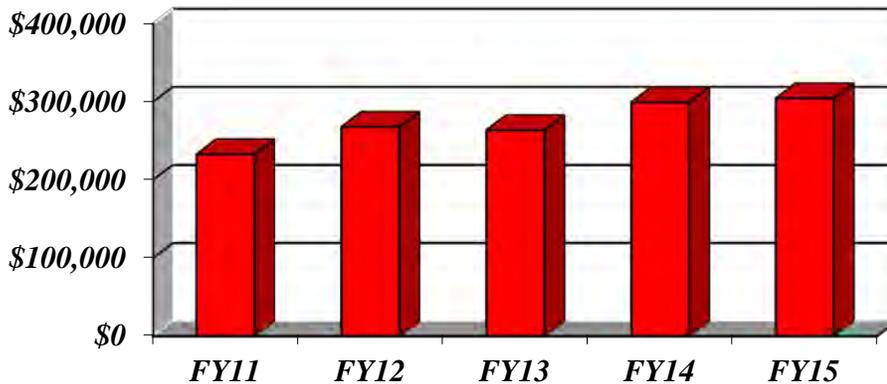
DRAINAGE PROJECTS

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 FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Bond Interest	\$ 163,095	\$ 59,113	\$ 59,113	\$ 15,300
Bond Principal	315,000	325,000	325,000	340,000
Bank Fees	300	4,000	4,000	8,875
Transfers	96,113	175,100	175,100	201,038
Total	\$ 574,508	\$ 563,213	\$ 563,213	\$ 565,213

HUMAN RESOURCES

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 1,183	\$ 2,000	\$ 1,000	\$ 2,000
Support Services	641	1,200	600	1,200
Designated Expenses	1,776	2,800	1,400	2,800
Total	\$ 3,600	\$ 6,000	\$ 3,000	\$ 6,000

INFORMATION TECHNOLOGY

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Supplies	\$ 2,959	\$ 6,105	\$ 6,105	\$ 8,000
Maintenance	38,277	51,872	51,872	47,882
Repairs	1,932	2,500	2,500	5,000
Support Services	4,154	7,200	7,200	5,637
Minor Capital Outlay	20,452	36,369	36,369	33,038
Capital Outlay	3,016	9,498	9,498	4,728
Total	\$ 70,790	\$ 113,544	\$ 113,544	\$ 104,285

DRAINAGE PROJECTS

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Repairs	\$ 16,297	\$ -	\$ -	\$ -
Support Services	1,348	2,600	2,600	2,600
Minor Drainage Projects	101,449	116,560	116,560	-
Major Capital Improvements	479,319	3,971,931	422,333	3,549,601
Total	\$ 598,413	\$ 4,091,091	\$ 541,493	\$ 3,552,201

NON-DEPARTMENTAL

Expense Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Support Services	\$ 15,183	\$ 24,088	\$ 24,088	\$ 25,774
Designated Expenses	58,417	-	-	-
Transfers Out	267,311	299,564	299,564	304,592
Total	\$ 340,911	\$ 323,652	\$ 323,652	\$ 330,366



Dedicated Service – Every Day, for Everyone!

Debt Services Funds



Dedicated Service - Every Day, for Everyone!

DEBT SERVICE FUNDS

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	AA



Dedicated Service – Every Day, for Everyone!



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:

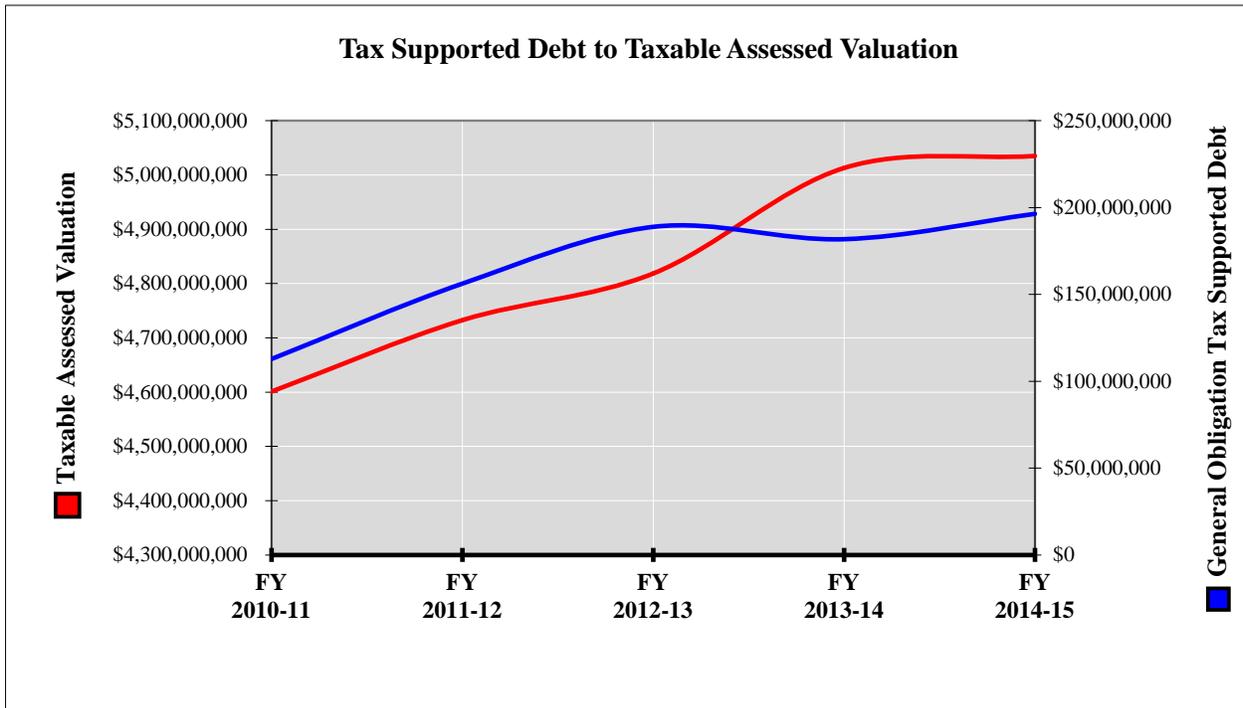
Paid October 1 to October 31	3%
Paid November 1 to November 30	2%
Paid December 1 to December 31	1%



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 2014 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 2015:

Assessed Value, 2014 Tax Roll	\$5,034,977,627
Limit on Amount Designated for Debt Service	<u> X 2.5%</u>
Legal Limit	<u>\$ 125,874,441</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2015.	<u>\$ 13,788,825</u>





City of Killeen Annual Budget FY 2015

City Wide Bonded Debt

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding 10/01/14
		Low	High		
2006 CO's	8/1/2015	4.00%	4.70%	\$ 8,000,000	\$ 340,000
2006 GO's	8/1/2015	4.00%	4.70%	10,000,000	890,000
2007 CO's	8/1/2015	4.00%	5.00%	24,120,000	750,000
2007 GO's	8/1/2015	4.00%	4.63%	17,665,000	580,000
2007 Revenue	8/15/2016	4.00%	5.00%	21,165,000	1,570,000
2009 CO's	8/1/2029	2.75%	4.35%	8,500,000	7,365,000
2009 GO's	8/1/2034	3.00%	4.80%	13,175,000	11,940,000
2010 Refunding GO's	8/1/2030	2.00%	4.00%	13,330,000	11,070,000
2010 Revenue Refunding Bonds	8/15/2021	2.00%	4.00%	6,870,000	4,890,000
2011 CO's	8/1/2036	2.00%	5.00%	32,040,000	31,840,000
2011 Refunding GO's	8/1/2023	2.00%	5.00%	6,875,000	5,950,000
2011 Pass Through Bonds	8/1/2034	2.00%	5.00%	18,060,000	18,060,000
2011 Revenue Refunding Bonds	8/15/2022	2.00%	5.00%	11,135,000	11,065,000
2011A Pass Through Bonds	8/1/2035	2.00%	5.00%	31,400,000	31,400,000
2012 CO's	8/1/2032	2.00%	3.00%	6,765,000	6,715,000
2012 Revenue Refunding Bonds	8/15/2027	2.98%	2.98%	7,365,000	7,280,000
2012 Refunding & Improvement GO's	8/1/2032	2.00%	5.00%	25,715,000	25,635,000
2013 Refunding GO's	8/1/2032	2.00%	5.00%	41,225,000	40,675,000
2013 Revenue Refunding & Improvement	8/15/2033	2.00%	5.00%	29,030,000	28,040,000
2013 Revenue Refunding Bonds	8/15/2019	0.40%	1.62%	8,270,000	7,930,000
2014 CO's	8/1/2039	2.00%	5.00%	13,060,000	13,060,000
2014 Refunding & Improvement GO's	8/1/2034	2.00%	5.00%	11,620,000	11,620,000

\$365,385,000

Total Bonded Debt Outstanding **\$278,665,000**

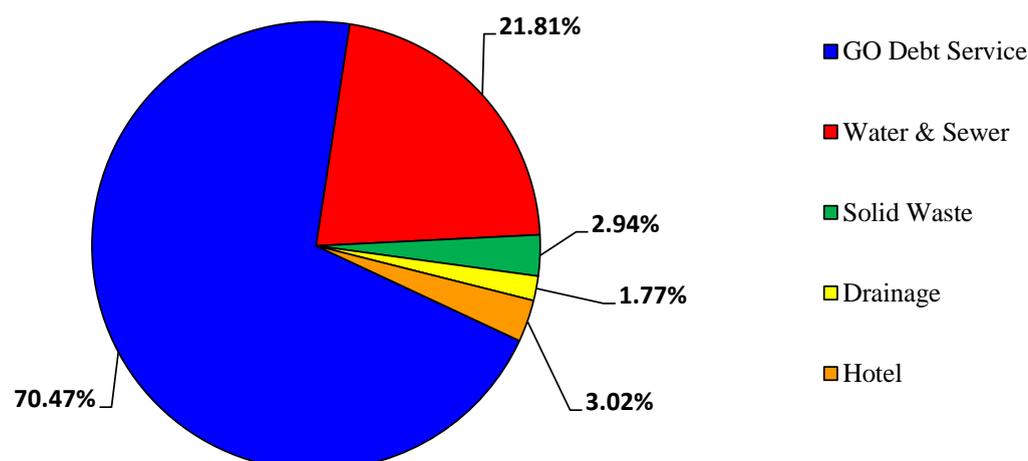
By Fund:

Issue	Last Maturity Date	---Interest Rates---		Original Issues	Outstanding 10/01/14
		Low	High		
GO Debt	8/1/2039	2.00%	5.00%	\$250,465,000	\$196,370,000
Water & Sewer	8/15/2033	0.40%	5.00%	83,835,000	60,775,000
Solid Waste	8/1/2030	2.00%	5.00%	8,515,000	8,185,000
Drainage	8/1/2026	2.00%	5.00%	12,645,000	4,930,000
Hotel	8/1/2031	2.00%	5.00%	9,925,000	8,405,000

\$365,385,000

Total Bonded Debt Outstanding **\$278,665,000**

Bonded Debt Outstanding





**City of Killeen
Annual Budget
FY 2015**

**City Wide Debt
Schedule of Requirements**

Fiscal Year	2006 CO's		2006 GO's		2007 CO's		2007 GO's		2007 Revenue		2009 CO's		2009 GO's	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2015	\$340,000	\$ 15,300	\$ 890,000	\$ 40,050	\$ 750,000	\$ 30,000	\$580,000	\$ 23,200	\$ 770,000	\$ 60,800	\$ 340,000	\$ 283,295	\$ 350,000	\$ 516,013
FY 2016									800,000	30,000	360,000	273,095	370,000	502,013
FY 2017											375,000	262,295	390,000	487,213
FY 2018											395,000	250,108	410,000	471,613
FY 2019											415,000	237,271	430,000	455,213
FY 2020											435,000	223,576	455,000	438,013
FY 2021											455,000	208,351	480,000	419,813
FY 2022											480,000	191,516	505,000	400,613
FY 2023											505,000	172,796	530,000	380,413
FY 2024											530,000	152,596	555,000	359,213
FY 2025											555,000	131,131	585,000	336,458
FY 2026											585,000	108,098	615,000	311,888
FY 2027											615,000	83,235	650,000	285,750
FY 2028											645,000	57,098	685,000	257,800
FY 2029											675,000	29,363	720,000	228,345
FY 2030													760,000	195,945
FY 2031													795,000	161,745
FY 2032													840,000	125,970
FY 2033													885,000	87,120
FY 2034													930,000	44,640
FY 2035														
FY 2036														
FY 2037														
FY 2038														
FY 2039														
Totals	\$340,000	\$ 15,300	\$ 890,000	\$ 40,050	\$ 750,000	\$ 30,000	\$580,000	\$ 23,200	\$ 1,570,000	\$ 90,800	\$ 7,365,000	\$ 2,663,824	\$11,940,000	\$ 6,465,791



**City of Killeen
Annual Budget
FY 2015**

**City Wide Debt
Schedule of Requirements (ctd)**

Fiscal Year	2010 Refunding GO's		2010 Revenue Refunding Bonds		2011 CO's		2011 Revenue Refunding Bonds		2011 Pass Through Bonds		2011 Refunding GO's	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2015	\$ 585,000	\$ 436,950	\$ 750,000	\$ 188,100	\$ 530,000	\$ 1,512,425	\$ 560,000	\$ 224,250	\$ 580,000	\$ 861,500	\$ 1,185,000	\$ 474,400
FY 2016	605,000	419,400	805,000	165,600	910,000	1,501,825	575,000	213,050	595,000	849,900	1,230,000	427,000
FY 2017	630,000	395,200	770,000	133,400	940,000	1,474,525	600,000	195,800	610,000	832,050	1,275,000	377,800
FY 2018	660,000	370,000	655,000	102,600	965,000	1,446,325	625,000	177,800	630,000	813,750	1,345,000	326,800
FY 2019	685,000	343,600	630,000	76,400	1,015,000	1,398,075	650,000	159,050	660,000	782,250	1,395,000	273,000
FY 2020	715,000	316,200	625,000	51,200	1,065,000	1,347,325	680,000	133,050	695,000	749,250	1,455,000	217,200
FY 2021	745,000	287,600	655,000	26,200	1,120,000	1,294,075	715,000	105,850	730,000	714,500	1,515,000	159,000
FY 2022	780,000	257,800			1,175,000	1,238,075	750,000	77,250	765,000	678,000	1,665,000	83,250
FY 2023	810,000	226,600			1,235,000	1,179,325	795,000	39,750	805,000	639,750		
FY 2024	845,000	194,200			1,295,000	1,117,575			845,000	599,500		
FY 2025	885,000	160,400			1,360,000	1,052,825			885,000	557,250		
FY 2026	920,000	125,000			1,425,000	984,825			930,000	513,000		
FY 2027	520,000	88,200			1,500,000	913,575			975,000	466,500		
FY 2028	540,000	67,400			1,575,000	838,575			1,025,000	417,750		
FY 2029	560,000	45,800			1,650,000	759,825			1,080,000	366,500		
FY 2030	585,000	23,400			1,735,000	677,325			1,130,000	312,500		
FY 2031					1,820,000	590,575			1,190,000	256,000		
FY 2032					1,910,000	499,575			1,245,000	196,500		
FY 2033					2,010,000	404,075			1,310,000	134,250		
FY 2034					2,100,000	311,113			1,375,000	68,750		
FY 2035					2,200,000	213,988						
FY 2036					2,305,000	109,488						
FY 2037												
FY 2038												
FY 2039												
Totals	\$ 11,070,000	\$ 3,757,750	\$ 4,890,000	\$ 743,500	\$ 31,840,000	\$ 20,865,314	\$ 5,950,000	\$ 1,325,850	\$ 18,060,000	\$ 10,809,450	\$ 11,065,000	\$ 2,338,450



**City of Killeen
Annual Budget
FY 2015**

**City Wide Debt
Schedule of Requirements (ctd)**

Fiscal Year	2011A Pass Through Bonds		2012 CO's		2012 Revenue Refunding Bonds		2012 Refunding & Improvement GO's		2013 Refunding GO's	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2015	\$ -	\$ 1,280,175	\$ 50,000	\$ 174,688	\$ 55,000	\$ 216,944	\$ 520,000	\$ 1,117,669	\$ -	\$ 1,834,794
FY 2016	1,070,000	1,280,175	315,000	173,688	55,000	215,305	1,275,000	1,107,269	-	1,834,794
FY 2017	1,090,000	1,258,775	320,000	167,388	60,000	213,666	1,300,000	1,069,019	180,000	1,834,794
FY 2018	1,125,000	1,226,075	325,000	160,988	60,000	211,878	1,360,000	1,017,019	955,000	1,831,194
FY 2019	1,155,000	1,192,325	335,000	154,488	60,000	210,090	1,410,000	962,619	2,545,000	1,802,544
FY 2020	1,215,000	1,134,575	340,000	147,788	65,000	208,302	1,455,000	920,319	2,645,000	1,700,744
FY 2021	1,275,000	1,073,825	350,000	140,988	65,000	206,365	1,525,000	847,569	2,730,000	1,621,394
FY 2022	1,340,000	1,010,075	360,000	133,988	70,000	204,428	1,605,000	771,319	2,860,000	1,484,894
FY 2023	1,380,000	969,875	375,000	126,788	1,860,000	202,342	1,680,000	691,069	3,010,000	1,341,894
FY 2024	1,420,000	926,750	385,000	118,350	3,045,000	146,914	1,770,000	607,069	3,155,000	1,191,394
FY 2025	1,470,000	880,600	395,000	106,800	-	56,173	1,855,000	518,569	3,315,000	1,033,644
FY 2026	1,540,000	807,100	410,000	94,950	-	56,173	1,945,000	425,819	3,475,000	867,894
FY 2027	1,620,000	730,100	420,000	82,650	1,885,000	56,173	2,050,000	328,569	2,495,000	694,144
FY 2028	1,700,000	649,100	435,000	70,050			2,150,000	226,069	2,620,000	569,394
FY 2029	1,770,000	581,100	450,000	57,000			2,255,000	118,569	2,750,000	438,394
FY 2030	1,840,000	510,300	465,000	43,500			1,315,000	48,101	2,545,000	300,894
FY 2031	1,910,000	436,700	485,000	29,550			80,000	5,363	2,630,000	221,363
FY 2032	1,990,000	357,913	500,000	15,000			85,000	2,763	2,765,000	89,863
FY 2033	2,075,000	275,825								
FY 2034	2,160,000	187,638								
FY 2035	2,255,000	95,838								
FY 2036										
FY 2037										
FY 2038										
FY 2039										
Totals	\$ 31,400,000	\$ 16,864,839	\$6,715,000	\$1,998,642	\$ 7,280,000	\$ 2,204,753	\$25,635,000	\$ 10,784,762	\$ 40,675,000	\$20,694,030



**City of Killeen
Annual Budget
FY 2015**

**City Wide Debt
Schedule of Requirements (ctd)**

Fiscal Year	2013 Revenue Refunding & Improvement		2013 Revenue Refunding Bonds		2014 CO's		2014 Refunding & Improvement GO's		Annual Totals		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
FY 2015	\$ -	\$ 1,186,956	\$ 2,195,000	\$ 77,230	\$ -	\$ 589,896	\$ 300,000	\$ 479,167	\$ 11,330,000	\$ 11,623,802	\$ 22,953,802
FY 2016	-	1,186,956	2,185,000	63,313	105,000	566,300	2,075,000	454,000	13,330,000	11,263,683	24,593,683
FY 2017	830,000	1,186,956	2,270,000	44,479	195,000	564,200	2,140,000	391,750	13,975,000	10,889,310	24,864,310
FY 2018	1,670,000	1,170,356	605,000	19,236	200,000	558,350	1,675,000	306,150	13,660,000	10,460,242	24,120,242
FY 2019	1,720,000	1,120,256	675,000	10,942	385,000	550,350	250,000	239,150	14,415,000	9,967,623	24,382,623
FY 2020	1,790,000	1,051,456			400,000	534,950	260,000	231,650	14,295,000	9,405,598	23,700,598
FY 2021	1,890,000	979,856			415,000	522,950	270,000	221,250	14,935,000	8,829,586	23,764,586
FY 2022	1,940,000	904,256			430,000	506,350	280,000	210,450	15,005,000	8,152,264	23,157,264
FY 2023	2,020,000	816,956			445,000	489,150	290,000	199,250	15,740,000	7,475,958	23,215,958
FY 2024	1,040,000	726,056			465,000	471,350	300,000	187,650	15,650,000	6,798,617	22,448,617
FY 2025	2,785,000	684,456			485,000	452,750	315,000	175,650	14,890,000	6,146,706	21,036,706
FY 2026	2,880,000	573,056			500,000	433,350	325,000	163,050	15,550,000	5,464,203	21,014,203
FY 2027	1,185,000	429,056			520,000	413,350	340,000	150,050	14,775,000	4,721,352	19,496,352
FY 2028	1,245,000	369,806			545,000	392,550	355,000	136,450	13,520,000	4,052,042	17,572,042
FY 2029	1,305,000	307,556			565,000	370,750	370,000	122,250	14,150,000	3,425,452	17,575,452
FY 2030	1,345,000	265,144			595,000	342,500	385,000	103,750	12,700,000	2,823,359	15,523,359
FY 2031	1,395,000	219,750			625,000	312,750	405,000	84,500	11,335,000	2,318,296	13,653,296
FY 2032	1,465,000	150,000			655,000	281,500	425,000	64,250	11,880,000	1,783,334	13,663,334
FY 2033	1,535,000	76,750			685,000	248,750	445,000	43,000	8,945,000	1,269,770	10,214,770
FY 2034					720,000	214,500	415,000	20,750	7,700,000	847,391	8,547,391
FY 2035					755,000	178,500			5,210,000	488,326	5,698,326
FY 2036					790,000	145,850			3,095,000	255,338	3,350,338
FY 2037					825,000	111,700			825,000	111,700	936,700
FY 2038					860,000	76,000			860,000	76,000	936,000
FY 2039					895,000	38,750			895,000	38,750	933,750
Totals	\$ 28,040,000	\$ 13,405,634	\$ 7,930,000	\$ 215,200	\$13,060,000	\$ 9,367,396	\$ 11,620,000	\$ 3,984,167	\$ 278,665,000	\$ 128,688,702	\$ 407,353,702



**City of Killeen
Annual Budget
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**General Obligation Debt
Schedule of Bonded Debt**

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding 10/01/14
		Low	High		
2006 GO's	8/1/2015	4.00%	4.70%	\$ 10,000,000	\$ 890,000
2007 CO's	8/1/2015	4.00%	5.00%	24,120,000	750,000
2007 GO's	8/1/2015	4.00%	4.63%	17,665,000	580,000
2009 CO's - GO Portion	8/1/2029	2.75%	4.35%	6,500,000	5,695,000
2009 GO's	8/1/2034	3.00%	4.80%	13,175,000	11,940,000
2010 GO Refunding Bonds - GO Portion	8/1/2026	2.00%	4.00%	4,830,000	3,980,000
2011 CO's - GO Portion	8/1/2036	2.00%	5.00%	30,615,000	30,525,000
2011 Pass Through Bonds	8/1/2034	2.00%	5.00%	18,060,000	18,060,000
2011 GO Refunding Bonds	8/1/2023	3.25%	5.00%	6,875,000	5,950,000
2011A Pass Through Bonds	8/1/2035	2.00%	5.00%	31,400,000	31,400,000
2012 CO's	8/1/2032	2.00%	3.00%	6,765,000	6,715,000
2012 Refunding & Impr GO's - GO Portion	8/1/2032	2.00%	5.00%	19,500,000	19,420,000
2013 Refunding GO's - GO Portion	8/1/2032	2.00%	5.00%	37,290,000	36,795,000
2014 CO's	8/1/2039	2.00%	5.00%	13,060,000	13,060,000
2014 Refunding & Impr GO's - GO Portion	8/1/2034	2.00%	5.00%	10,610,000	10,610,000
				\$ 250,465,000	
Total General Obligation Debt Outstanding					\$ 196,370,000



**City of Killeen
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**General Obligation Debt
Schedule of Requirements**

Fiscal Year	Fund 436 2006 GO's		Fund 438 2007 CO's GO Portion		Fund 437 2007 GO's		Fund 440 2009 CO's GO Portion		Fund 439 2009 GO's		Fund 443 2010 Refunding GO's GO Portion	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2015	\$ 890,000	\$ 40,050	\$ 750,000	\$ 30,000	\$ 580,000	\$ 23,200	\$ 260,000	\$ 219,150	\$ 350,000	\$ 516,013	\$ 255,000	\$ 156,650
FY 2016							275,000	211,350	370,000	502,013	265,000	149,000
FY 2017							290,000	203,100	390,000	487,213	280,000	138,400
FY 2018							305,000	193,675	410,000	471,613	295,000	127,200
FY 2019							320,000	183,763	430,000	455,213	305,000	115,400
FY 2020							335,000	173,203	455,000	438,013	320,000	103,200
FY 2021							355,000	161,478	480,000	419,813	335,000	90,400
FY 2022							370,000	148,343	505,000	400,613	350,000	77,000
FY 2023							390,000	133,913	530,000	380,413	365,000	63,000
FY 2024							410,000	118,313	555,000	359,213	385,000	48,400
FY 2025							430,000	101,708	585,000	336,458	405,000	33,000
FY 2026							455,000	83,863	615,000	311,888	420,000	16,800
FY 2027							475,000	64,525	650,000	285,750		
FY 2028							500,000	44,338	685,000	257,800		
FY 2029							525,000	22,838	720,000	228,345		
FY 2030									760,000	195,945		
FY 2031									795,000	161,745		
FY 2032									840,000	125,970		
FY 2033									885,000	87,120		
FY 2034									930,000	44,640		
FY 2035												
FY 2036												
FY 2037												
FY 2038												
FY 2039												
Totals	\$ 890,000	\$ 40,050	\$ 750,000	\$ 30,000	\$ 580,000	\$ 23,200	\$ 5,695,000	\$ 2,063,560	\$ 11,940,000	\$ 6,465,791	\$ 3,980,000	\$ 1,118,450



**City of Killeen
Annual Budget
FY 2015**

**General Obligation Debt
Schedule of Requirements (ctd)**

Fiscal Year	Fund 445 2011 CO's GO Portion		Fund 447 2011 Pass Through Bonds		Fund 446 2011 Refunding GO's		Fund 448 2011A Pass Through Bonds		Fund 449 2012 CO's	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
FY 2015	\$ 475,000	\$ 1,450,525	\$ 580,000	\$ 861,500	\$ 560,000	\$ 224,250	\$ -	\$ 1,280,175	\$ 50,000	\$ 174,688
FY 2016	855,000	1,441,025	595,000	849,900	575,000	213,050	1,070,000	1,280,175	315,000	173,688
FY 2017	885,000	1,415,375	610,000	832,050	600,000	195,800	1,090,000	1,258,775	320,000	167,388
FY 2018	905,000	1,388,825	630,000	813,750	625,000	177,800	1,125,000	1,226,075	325,000	160,988
FY 2019	955,000	1,343,575	660,000	782,250	650,000	159,050	1,155,000	1,192,325	335,000	154,488
FY 2020	1,000,000	1,295,825	695,000	749,250	680,000	133,050	1,215,000	1,134,575	340,000	147,788
FY 2021	1,050,000	1,245,825	730,000	714,500	715,000	105,850	1,275,000	1,073,825	350,000	140,988
FY 2022	1,105,000	1,193,325	765,000	678,000	750,000	77,250	1,340,000	1,010,075	360,000	133,988
FY 2023	1,160,000	1,138,075	805,000	639,750	795,000	39,750	1,380,000	969,875	375,000	126,788
FY 2024	1,215,000	1,080,075	845,000	599,500			1,420,000	926,750	385,000	118,350
FY 2025	1,275,000	1,019,325	885,000	557,250			1,470,000	880,600	395,000	106,800
FY 2026	1,340,000	955,575	930,000	513,000			1,540,000	807,100	410,000	94,950
FY 2027	1,410,000	888,575	975,000	466,500			1,620,000	730,100	420,000	82,650
FY 2028	1,480,000	818,075	1,025,000	417,750			1,700,000	649,100	435,000	70,050
FY 2029	1,550,000	744,075	1,080,000	366,500			1,770,000	581,100	450,000	57,000
FY 2030	1,630,000	666,575	1,130,000	312,500			1,840,000	510,300	465,000	43,500
FY 2031	1,710,000	585,075	1,190,000	256,000			1,910,000	436,700	485,000	29,550
FY 2032	1,910,000	499,575	1,245,000	196,500			1,990,000	357,913	500,000	15,000
FY 2033	2,010,000	404,075	1,310,000	134,250			2,075,000	275,825		
FY 2034	2,100,000	311,113	1,375,000	68,750			2,160,000	187,638		
FY 2035	2,200,000	213,988					2,255,000	95,838		
FY 2036	2,305,000	109,488								
FY 2037										
FY 2038										
FY 2039										
Totals	\$ 30,525,000	\$ 20,207,964	\$ 18,060,000	\$ 10,809,450	\$ 5,950,000	\$ 1,325,850	\$ 31,400,000	\$ 16,864,839	\$ 6,715,000	\$ 1,998,642



**City of Killeen
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**General Obligation Debt
Schedule of Requirements (ctd)**

Fiscal Year	Fund 450 2012 Refunding & Impr GO's GO Portion		Fund 451 2013 Refunding GO's GO Portion		Fund 454 2014 CO's		2014 Refunding & Impr GO's GO Portion		Annual Totals		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
FY 2015	\$ 520,000	\$ 846,056	\$ -	\$ 1,659,694	\$ -	\$ 589,896	\$ -	\$ 446,979	\$ 5,270,000	\$ 8,518,826	\$ 13,788,826
FY 2016	970,000	835,656	-	1,659,694	105,000	566,300	1,725,000	429,100	7,120,000	8,310,951	15,430,951
FY 2017	985,000	806,556	180,000	1,659,694	195,000	564,200	1,780,000	377,350	7,605,000	8,105,901	15,710,901
FY 2018	1,035,000	767,156	590,000	1,656,094	200,000	558,350	1,675,000	306,150	8,120,000	7,847,676	15,967,676
FY 2019	1,070,000	725,756	2,165,000	1,638,394	385,000	550,350	250,000	239,150	8,680,000	7,539,714	16,219,714
FY 2020	1,105,000	693,656	2,255,000	1,551,794	400,000	534,950	260,000	231,650	9,060,000	7,186,954	16,246,954
FY 2021	1,160,000	638,406	2,325,000	1,484,144	415,000	522,950	270,000	221,250	9,460,000	6,819,429	16,279,429
FY 2022	1,225,000	580,406	2,435,000	1,367,894	430,000	506,350	280,000	210,450	9,915,000	6,383,694	16,298,694
FY 2023	1,280,000	519,156	2,565,000	1,246,144	445,000	489,150	290,000	199,250	10,380,000	5,945,264	16,325,264
FY 2024	1,345,000	455,156	2,690,000	1,117,894	465,000	471,350	300,000	187,650	10,015,000	5,482,651	15,497,651
FY 2025	1,410,000	387,906	2,825,000	983,394	485,000	452,750	315,000	175,650	10,480,000	5,034,841	15,514,841
FY 2026	1,480,000	317,406	2,960,000	842,144	500,000	433,350	325,000	163,050	10,975,000	4,539,126	15,514,126
FY 2027	1,560,000	243,406	2,495,000	694,144	520,000	413,350	340,000	150,050	10,465,000	4,019,050	14,484,050
FY 2028	1,635,000	165,406	2,620,000	569,394	545,000	392,550	355,000	136,450	10,980,000	3,520,913	14,500,913
FY 2029	1,715,000	83,656	2,750,000	438,394	565,000	370,750	370,000	122,250	11,495,000	3,014,908	14,509,908
FY 2030	760,000	30,063	2,545,000	300,894	595,000	342,500	385,000	103,750	10,110,000	2,506,027	12,616,027
FY 2031	80,000	5,363	2,630,000	221,363	625,000	312,750	405,000	84,500	9,830,000	2,093,046	11,923,046
FY 2032	85,000	2,763	2,765,000	89,863	655,000	281,500	425,000	64,250	10,415,000	1,633,334	12,048,334
FY 2033					685,000	248,750	445,000	43,000	7,410,000	1,193,020	8,603,020
FY 2034					720,000	214,500	415,000	20,750	7,700,000	847,391	8,547,391
FY 2035					755,000	178,500			5,210,000	488,326	5,698,326
FY 2036					790,000	145,850			3,095,000	255,338	3,350,338
FY 2037					825,000	111,700			825,000	111,700	936,700
FY 2038					860,000	76,000			860,000	76,000	936,000
FY 2039					895,000	38,750			895,000	38,750	933,750
Totals	\$ 19,420,000	\$ 8,103,929	\$ 36,795,000	\$ 19,181,030	\$ 13,060,000	\$ 9,367,396	\$ 10,610,000	\$ 3,912,679	\$ 196,370,000	\$ 101,512,830	\$ 297,882,830



**City of Killeen
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**Water & Sewer Debt
Schedule of Bonded Debt**

Issue	Maturity Date	--Interest Rates--		Original Issue	Outstanding 10/01/14
		Low	High		
2007 Revenue Bonds	8/15/2016	4.00%	5.00%	\$ 21,165,000	\$ 1,570,000
2010 Refunding	8/15/2021	2.00%	4.00%	6,870,000	4,890,000
2011 Refunding	8/15/2022	3.75%	5.00%	11,135,000	11,065,000
2012 Refunding	8/15/2027	2.98%	2.98%	7,365,000	7,280,000
2013 Refunding & Improvement	8/15/2033	2.00%	5.00%	29,030,000	28,040,000
2013 Refunding Bonds	8/15/2019	0.40%	1.62%	8,270,000	7,930,000
				\$ 83,835,000	
Total Revenue Debt Outstanding					\$ 60,775,000



**City of Killeen
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**Water & Sewer Debt
Schedule of Requirements**

Fiscal Year	Fund 484 2007 Revenue		Fund 485 2010 Refunding		Fund 486 2011 Refunding		Fund 487 2012 Refunding		Fund 488 2013 Refunding & Improvement		Fund 489 2013 Refunding		Annual Totals		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
FY 2015	\$ 770,000	\$ 60,800	\$ 750,000	\$ 188,100	\$ 1,185,000	\$ 474,400	\$ 55,000	\$ 216,944	\$ -	\$ 1,186,956	\$ 2,195,000	\$ 77,230	\$ 4,955,000	\$ 2,204,430	\$ 7,159,430
FY 2016	800,000	30,000	805,000	165,600	1,230,000	427,000	55,000	215,305	-	1,186,956	2,185,000	63,313	5,075,000	2,088,174	7,163,174
FY 2017			770,000	133,400	1,275,000	377,800	60,000	213,666	830,000	1,186,956	2,270,000	44,479	5,205,000	1,956,301	7,161,301
FY 2018			655,000	102,600	1,345,000	326,800	60,000	211,878	1,670,000	1,170,356	605,000	19,236	4,335,000	1,830,870	6,165,870
FY 2019			630,000	76,400	1,395,000	273,000	60,000	210,090	1,720,000	1,120,256	675,000	10,942	4,480,000	1,690,688	6,170,688
FY 2020			625,000	51,200	1,455,000	217,200	65,000	208,302	1,790,000	1,051,456			3,935,000	1,528,158	5,463,158
FY 2021			655,000	26,200	1,515,000	159,000	65,000	206,365	1,890,000	979,856			4,125,000	1,371,421	5,496,421
FY 2022					1,665,000	83,250	70,000	204,428	1,940,000	904,256			3,675,000	1,191,934	4,866,934
FY 2023							1,860,000	202,342	2,020,000	816,956			3,880,000	1,019,298	4,899,298
FY 2024							3,045,000	146,914	1,040,000	726,056			4,085,000	872,970	4,957,970
FY 2025							-	56,173	2,785,000	684,456			2,785,000	740,629	3,525,629
FY 2026							-	56,173	2,880,000	573,056			2,880,000	629,229	3,509,229
FY 2027							1,885,000	56,173	1,185,000	429,056			3,070,000	485,229	3,555,229
FY 2028									1,245,000	369,806			1,245,000	369,806	1,614,806
FY 2029									1,305,000	307,556			1,305,000	307,556	1,612,556
FY 2030									1,345,000	265,144			1,345,000	265,144	1,610,144
FY 2031									1,395,000	219,750			1,395,000	219,750	1,614,750
FY 2032									1,465,000	150,000			1,465,000	150,000	1,615,000
FY 2033									1,535,000	76,750			1,535,000	76,750	1,611,750
Totals	\$ 1,570,000	\$ 90,800	\$ 4,890,000	\$ 743,500	\$ 11,065,000	\$ 2,338,450	\$ 7,280,000	\$ 2,204,753	\$ 28,040,000	\$ 13,405,634	\$ 7,930,000	\$ 215,200	\$ 60,775,000	\$ 18,998,337	\$ 79,773,337



**City of Killeen
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FY 2015**

**Solid Waste Fund Debt
Schedule of Bonded Debt**

Issue	Maturity Date	--Interest Rates--		Original Issue	Outstanding 10/01/14
		Low	High		
2009 CO's - SW Portion	8/1/2029	2.75%	4.35%	\$ 2,000,000	\$ 1,670,000
2012 Refunding & Improvement GO's - SW Portion	8/1/2030	2.00%	5.00%	6,215,000	6,215,000
2014 Refunding & Improvement GO's - SW Portion	8/1/2015	2.00%	5.00%	300,000	300,000
				\$ 8,515,000	
Total Revenue Debt Outstanding					\$ 8,185,000



**City of Killeen
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**Solid Waste Fund Debt
Schedule of Requirements**

Fiscal Year	Fund 440 2009 CO's		2012 Refunding & Impr GO's		Fund 455 2014 Refunding & Impr GO's		Annual Totals		
	Solid Waste Portion Principal	Interest	Solid Waste Portion Principal	Interest	Solid Waste Portion Principal	Interest	Principal	Interest	Total
FY 2015	\$ 80,000	\$ 64,145	\$ -	\$ 271,613	\$ 300,000	\$ 6,250	\$ 380,000	\$ 342,008	\$ 722,008
FY 2016	85,000	61,745	305,000	271,613			390,000	333,358	723,358
FY 2017	85,000	59,195	315,000	262,463			400,000	321,658	721,658
FY 2018	90,000	56,433	325,000	249,863			415,000	306,296	721,296
FY 2019	95,000	53,508	340,000	236,863			435,000	290,371	725,371
FY 2020	100,000	50,373	350,000	226,663			450,000	277,036	727,036
FY 2021	100,000	46,873	365,000	209,163			465,000	256,036	721,036
FY 2022	110,000	43,173	380,000	190,913			490,000	234,086	724,086
FY 2023	115,000	38,883	400,000	171,913			515,000	210,796	725,796
FY 2024	120,000	34,283	425,000	151,913			545,000	186,196	731,196
FY 2025	125,000	29,423	445,000	130,663			570,000	160,086	730,086
FY 2026	130,000	24,235	465,000	108,413			595,000	132,648	727,648
FY 2027	140,000	18,710	490,000	85,163			630,000	103,873	733,873
FY 2028	145,000	12,760	515,000	60,663			660,000	73,423	733,423
FY 2029	150,000	6,525	540,000	34,913			690,000	41,438	731,438
FY 2030			555,000	18,038			555,000	18,038	573,038
Totals	\$ 1,670,000	\$ 600,264	\$ 6,215,000	\$ 2,680,833	\$ 300,000	\$ 6,250	\$ 8,185,000	\$ 3,287,347	#####



**City of Killeen
Annual Budget
FY 2015**

**Drainage Debt
Schedule of Bonded Debt**

Issue	Maturity Date	--Interest Rates--		Original Issue	Outstanding 10/01/14
		Low	High		
2006 CO's	8/1/2015	4.00%	4.70%	\$ 8,000,000	\$ 340,000
2013 Refunding GO's - Drainage Portion	8/1/2026	2.00%	5.00%	3,935,000	3,880,000
2014 Refunding & Improvement GO's - Drainage Portion	8/1/2017	2.00%	5.00%	710,000	710,000
				\$ 12,645,000	
Total Revenue Debt Outstanding					\$ 4,930,000



**City of Killeen
Annual Budget
FY 2015**

**Drainage Debt
Schedule of Requirements**

Fiscal Year	Fund 575 2006 CO's		Fund 575 2013 Refunding GO's		Fund 575 2014 Refunding & Impr GO's		Annual Totals		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
FY 2015	\$ 340,000	\$ 15,300	\$ -	\$ 175,100	\$ -	\$ 25,938	\$ 340,000	\$ 216,338	\$ 556,338
FY 2016			-	175,100	350,000	24,900	350,000	200,000	550,000
FY 2017			-	175,100	360,000	14,400	360,000	189,500	549,500
FY 2018			365,000	175,100			365,000	175,100	540,100
FY 2019			380,000	164,150			380,000	164,150	544,150
FY 2020			390,000	148,950			390,000	148,950	538,950
FY 2021			405,000	137,250			405,000	137,250	542,250
FY 2022			425,000	117,000			425,000	117,000	542,000
FY 2023			445,000	95,750			445,000	95,750	540,750
FY 2024			465,000	73,500			465,000	73,500	538,500
FY 2025			490,000	50,250			490,000	50,250	540,250
FY 2026			515,000	25,750			515,000	25,750	540,750
Totals	\$ 340,000	\$ 15,300	\$ 3,880,000	\$ 1,513,000	\$ 710,000	\$ 65,238	\$ 4,930,000	\$ 1,593,538	\$ 6,523,538



**City of Killeen
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FY 2015**

**Hotel/Motel Fund Debt
Schedule of Bonded Debt**

Issue	Maturity Date	---Interest Rates---		Original Issue	Outstanding 10/01/14
		Low	High		
2010 GO's Refunding Bonds - Hotel/Motel Portion	8/1/2030	2.00%	4.00%	\$ 8,500,000	\$ 7,090,000
2011 CO's - Hotel/Motel Portion	8/1/2031	2.00%	5.00%	1,425,000	1,315,000
				\$ 9,925,000	
Total Hotel Supported Bonds Outstanding October 1, 2014					\$ 8,405,000



**City of Killeen
Annual Budget
FY 2015**

**Hotel/Motel Fund Debt
Schedule of Requirements**

Fiscal Year	Fund 443 2010 Refunding GO's		Fund 445 2011 CO's		Annual Totals		
	Principal	Interest	Principal	Interest	Principal	Interest	Total
FY 2015	\$ 330,000	\$ 280,300	\$ 55,000	\$ 61,900	\$ 385,000	\$ 342,200	\$ 727,200
FY 2016	340,000	270,400	55,000	60,800	395,000	331,200	726,200
FY 2017	350,000	256,800	55,000	59,150	405,000	315,950	720,950
FY 2018	365,000	242,800	60,000	57,500	425,000	300,300	725,300
FY 2019	380,000	228,200	60,000	54,500	440,000	282,700	722,700
FY 2020	395,000	213,000	65,000	51,500	460,000	264,500	724,500
FY 2021	410,000	197,200	70,000	48,250	480,000	245,450	725,450
FY 2022	430,000	180,800	70,000	44,750	500,000	225,550	725,550
FY 2023	445,000	163,600	75,000	41,250	520,000	204,850	724,850
FY 2024	460,000	145,800	80,000	37,500	540,000	183,300	723,300
FY 2025	480,000	127,400	85,000	33,500	565,000	160,900	725,900
FY 2026	500,000	108,200	85,000	29,250	585,000	137,450	722,450
FY 2027	520,000	88,200	90,000	25,000	610,000	113,200	723,200
FY 2028	540,000	67,400	95,000	20,500	635,000	87,900	722,900
FY 2029	560,000	45,800	100,000	15,750	660,000	61,550	721,550
FY 2030	585,000	23,400	105,000	10,750	690,000	34,150	724,150
FY 2031			110,000	5,500	110,000	5,500	115,500
Totals	\$ 7,090,000	\$ 2,639,300	\$ 1,315,000	\$ 657,350	\$ 8,405,000	\$ 3,296,650	#####



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Special Revenue Funds

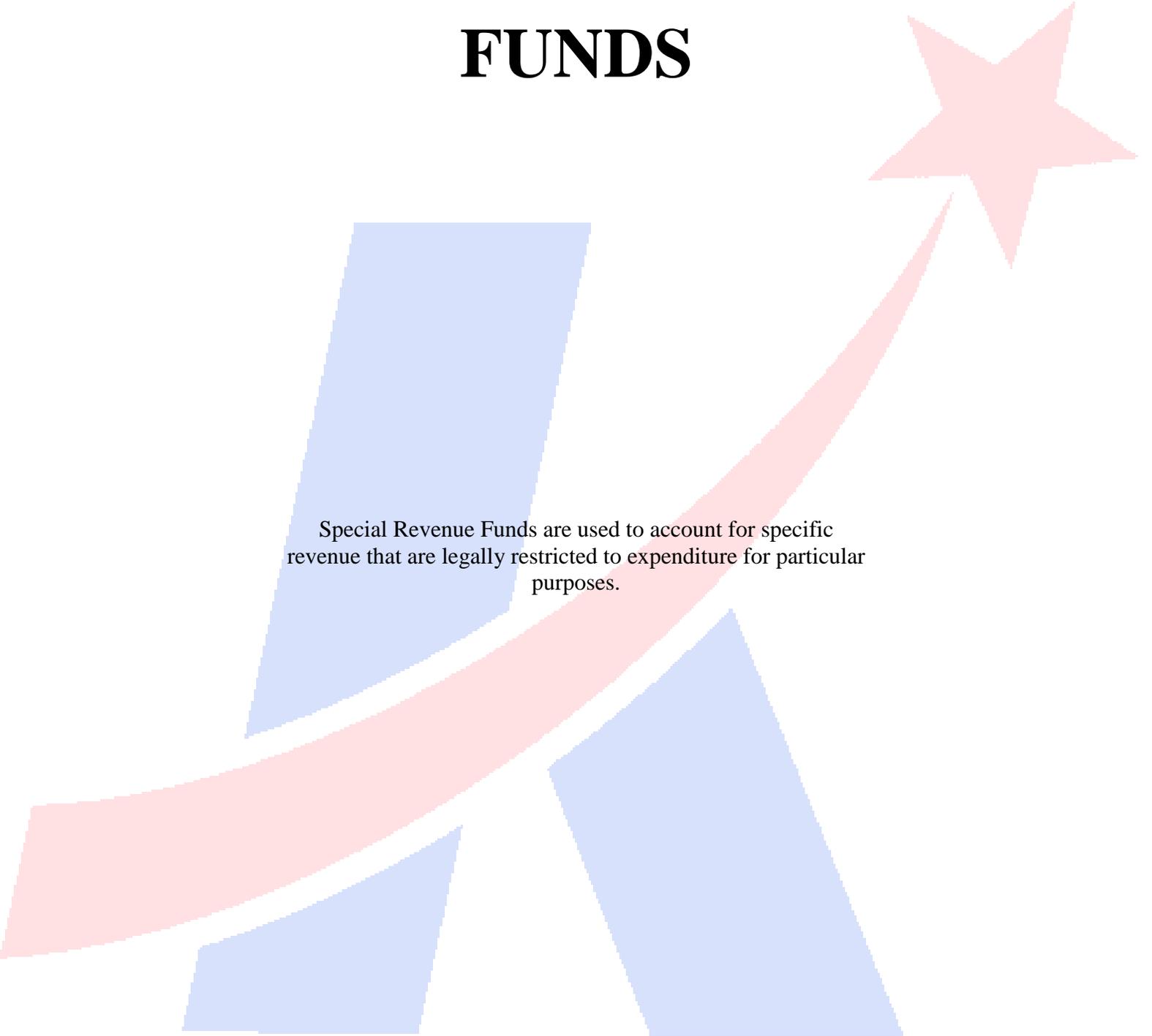


SPECIAL REVENUE FUNDS



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SPECIAL REVENUE FUNDS



Special Revenue Funds are used to account for specific revenue that are legally restricted to expenditure for particular purposes.



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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 Fund: To account for program funds received from Housing Urban & Development (HUD). These programs are restricted to expenditures authorized by the Department of Housing and Urban Development.

Court Technology Fund: To account for court technology fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for technological enhancements of the Municipal Court.

Court Security Fee Fund: To account for court security fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for security enhancements of the Municipal Court and/or the building that houses the court.

Emergency Management Fund: To account for monetary donations and grant revenues restricted to use for the support of emergency and disaster relief operations.

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 local hotel occupancy tax. State law requires that revenue from this tax be used for advertising and promotion of the City.

Juvenile Case Manager Fund: To account for fees assessed and collected from defendants upon conviction of a fine-only misdemeanor offense. Funds are used for the salary and benefits of the Juvenile Case Manager appointed to assist in administering the Municipal Court juvenile docket and supervising the Court's orders in juvenile court.

Killeen Arts & Activities Center Fund: To account for revenues and expenditures related to the Killeen Arts & Activity Center.

Law Enforcement Grant Fund: To account for the operation of projects utilizing Law Enforcement Block Grant Funds. These projects are for the purpose of reducing crime and improving public safety.

Library Memorial Fund: To account for revenue that is restricted to the Killeen Public Library.

Lions Club Park Fund: To account for receipts and expenditures related to the construction of the Lion's Club Park.

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 Donation Fund: To account for receipts and expenditures related to animal control and other police related activities.

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 economic development projects in the City's tax increment and reinvestment zone. Financing is provided by certain tax revenues collected within the City's tax increment and reinvestment zone pursuant to state tax code statutes and County contributions.



KILLEEN CIVIC & CONFERENCE CENTER CONVENTION & VISITORS BUREAU

DESCRIPTION

Killeen Civic & Conference Center & Convention & Visitors Bureau (KCCC/CVB) is a City of Killeen owned facility, operated as an enterprise fund through the Hotel Occupancy Tax fund. It is a 55 acre entertainment complex, located conveniently to US 190 with 64,000 sq. ft. of beautiful flexible meeting space at the KCCC, a 51,000 sq. ft. Special Events Center/ Exhibition Hall, and a 5,500 seat rodeo arena, co-located with a 160 room all suite hotel and performing arts facility.

ACCOMPLISHMENTS

- *Take 190 West* arts festival continues to grow in quality and quantity of sales and attendees. Attracted more “buyers” of art and book sales. Increased the quality and quantity of fine art. Increased the number of sculptors in the limestone sculpture contest, hosted the metal sculptor, added the Tap-Tap Art Bus.
- Made improvements to the Rodeo arena refreshing paint, replaced roofs on concessions and meeting room, replaced some wooden seats.
- Extended the walking trail near the Community Garden at the rear of the complex. All design and construction performed by City Street and Transportation Departments.
- Hosted record number of conventions and have booked events well into 2017.
- Hosted a very successful Army Marathon II with almost 2,000 registered competitors.
- Removed old sound boards in meeting rooms 5 & 6 and improved appearance and cleanliness with new plaster and paint.
- Replaced carpet in ballrooms and hallways.
- Maintained level of event booking and event revenues.
- Produced a new Visitor guide with map of hotels and conference center, Fort hood Museums, and lakes.
- Increased visibility of fund raising efforts for the Fort Hood November 5th Memorial and increased the number of in-kind donations from businesses.

GOALS

- Attract conventions, meetings, reunions, and other related business utilizing hotels, restaurants and attractions, thereby contributing to the local economy.
- Provide space for entertainment for both local citizens and visitors who come from outside the local area.
- Provide space for civic organizations, private events and commercial entities.
- Market the city as a tourism destination.
- Continue to provide excellent customer service for tourists and facility patrons.
- *Take 190 West* will grow the outdoor sculpture contest in stone and metal casting and other art forms.
- Improve Conference Center facility with improved Wi-Fi and Internet for customers and staff.
- Improve marketing of Killeen through interactive web sites, adding social media and replacing most print.
- Construct the Fort Hood November 5, 2009 Memorial.
- Host the second “Color Up 5K” benefiting the Fort Hood November 5, 2009 Memorial.
- Develop strategies to promote Killeen as the premier sports city by collaborating with Parks and Recreation.
- Include restaurants in our monthly CVB “good will” calls to create awareness of upcoming conventions and events that impact the community. Encourage them to produce coupons, welcome signs, and great customer service.
- Continue to conduct Texas Hospitality training to the hospitality and service industry.

MAJOR NEW PROGRAMS AND SERVICES

- Remove acoustic panels and paint meeting rooms 3 & 4.
- Replace and upgrade audio visual equipment including ceiling mounted projection screens.

**HOTEL OCCUPANCY TAX FUND
KILLEEN CIVIC & CONFERENCE CENTER**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 418,365	\$ 451,946	\$ 401,784	\$ 436,668
Supplies	26,775	31,960	28,754	30,049
Maintenance	84,702	84,193	84,193	77,000
Repairs	48,464	57,040	49,700	57,200
Support Services	218,778	239,400	221,526	205,150
Benefits	106,529	113,817	102,761	116,097
Minor Capital	-	4,975	4,975	-
Designated Expenses	2,137	-	-	-
Advertising/Marketing	33,206	35,000	34,984	27,960
Total	\$ 938,956	\$ 1,018,331	\$ 928,677	\$ 950,124

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director KCCC (1/2)	1	1	1	1
Conference Center Manager	1	1	1	1
Operations Manager	1	1	1	1
Event Coordinator	2	2	2	2
Principal Secretary	1	1	1	1
Custodian Crew Leader	1	1	1	1
Custodian	5	5	5	5
Total	12	12	12	12

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Event Days Booked	1,000	950	975	910
Conventions booked (Room nights)	11,000	11,000	11,000	11,000

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% Increase in event revenues	9.0%	34.0%	-4%	5%
% Increase in HOT revenues	2.8%	0.0%	8%	2%

**HOTEL OCCUPANCY TAX FUND
CONVENTION & VISITOR'S BUREAU**

Expenditure Summary	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Salaries	\$ 117,265	\$ 123,169	\$ 119,466	\$ 126,491
Supplies	10,667	13,100	10,500	13,100
Support Services	108,481	113,834	104,895	98,585
Benefits	29,366	30,809	30,694	30,589
Designated Expenses	38,000	30,000	29,962	30,000
Advertising/Marketing	53,953	80,500	78,326	77,500
Total	\$ 357,732	\$ 391,412	\$ 373,843	\$ 376,265

Staffing	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Director KCCC (1/2)	1	1	1	1
Convention Services Manager	1	1	1	1
Association Sales Manager	1	1	1	1
Total	3	3	3	3

Workload/Demand Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Events Days Booked	1,000	950	910	910
Conventions booked (Room nights)	11,000	11,000	11,000	11000

Performance Measures	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
% Increase in event revenues	9.0%	34.0%	-4%	5%
% Increase in HOT revenues	2.8%	0.0%	8%	2%



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SPECIAL REVENUE FUNDS
Budget Summary
FY 2015

	<u>FY 2013 Actual</u>	<u>FY 2014 Budget</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Revenues				
Cable System PEG Improvements Fund	\$ 228,918	\$ 220,350	\$ 200,185	\$ 220,350
Community Development Block Grant Fund	977,898	1,154,300	950,623	1,480,335
Home Program Fund	357,420	888,639	438,570	875,733
Court Technology Fund	108,467	92,000	81,950	81,950
Court Security Fee Fund	81,403	10,000	62,117	62,117
Emergency Management Fund	28	-	2	-
Fire State Seizure Fund	-	-	-	-
Grant Programs Fund	13,196	-	-	-
Hotel Occupancy Tax Fund	2,333,881	2,414,900	2,393,142	2,486,708
Juvenile Case Manager Fund	134,546	90,000	112,357	112,357
Killeen Arts & Activities Center Fund	249,638	-	-	-
Law Enforcement Grant Fund	114,476	41,923	99,915	56,182
Library Memorial Fund	8,732	7,500	8,400	8,000
Lions Club Park Fund	-	-	-	-
Park Improvements Fund	-	-	-	-
Photo Red Light Enforcement Fund	533,414	590,000	562,320	500,000
Police Donation Fund	-	-	-	15,000
Police Federal Seizure Fund	12	-	3	-
Police State Seizure Fund	54,352	55,630	47,859	57,851
Tax Increment Fund	70,942	72,000	90,081	92,000
Total Revenues	<u>5,267,323</u>	<u>5,637,242</u>	<u>5,047,524</u>	<u>6,048,583</u>
Expenditures				
Cable System PEG Improvements Fund	134,329	277,047	217,100	275,557
Community Development Block Grant Fund	976,703	1,438,480	950,623	1,480,335
Home Program Fund	369,489	938,500	438,570	875,733
Court Technology Fund	43,727	547,827	360,879	201,425
Court Security Fee Fund	74,841	79,639	83,352	82,664
Emergency Management Fund	-	-	581	-
Fire State Seizure Fund	23,265	12,336	12,336	1,616
Grant Programs Fund	13,196	2,259	-	-
Hotel Occupancy Tax Fund	1,792,883	2,108,126	1,892,415	1,898,165
Juvenile Case Manager Fund	46,831	49,465	73,346	52,806
Killeen Arts & Activities Center Fund	182,780	-	-	-
Law Enforcement Grant Fund	114,476	73,054	99,915	56,182
Library Memorial Fund	29,332	9,000	8,985	9,300
Lions Club Park Fund	-	1,360	1,360	-
Park Improvements Fund	-	12,328	12,328	-
Photo Red Light Enforcement Fund	451,496	596,921	590,009	515,411
Police Donation Fund	-	-	-	15,000
Police Federal Seizure Fund	-	5,000	-	5,000
Police State Seizure Fund	49,035	110,010	110,010	106,922
Tax Increment Fund	-	80,000	-	150,000
Total Expenditures	<u>\$ 4,302,383</u>	<u>\$ 6,341,352</u>	<u>\$ 4,851,809</u>	<u>\$ 5,726,116</u>

CABLE SYSTEM PEG IMPROVEMENTS FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Interest Earned	\$ 527	\$ 350	\$ 185	\$ 350
Cable Franchise PAC fee	228,391	220,000	200,000	220,000
Total Revenues	228,918	220,350	200,185	220,350
Expenditures				
Salaries & Benefits	123,458	212,642	156,070	214,756
Supplies	530	2,500	1,900	7,821
Repairs	45	1,000	400	1,000
Support Services	6,853	14,930	12,780	15,280
Year End Salary Accrual	640	-	-	-
Minor Capital Outlay	2,803	6,086	6,085	7,000
Capital Outlay	-	39,889	39,865	29,700
Total Expenditures	134,329	277,047	217,100	275,557
Net Change in Fund Balance	94,589	(56,697)	(16,915)	(55,207)
Fund Balance, Beginning	601,867	679,871	696,456	679,541
Fund Balance, Ending	\$ 696,456	\$ 623,174	\$ 679,541	\$ 624,334

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COMMUNITY DEVELOPMENT BLOCK GRANT FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
CDBG Program Income	\$ 8,795	\$ 3,000	\$ 5,000	\$ 3,000
Federal Receipts	640,455	959,678	648,495	984,406
Federal Receipts - Prior Year	326,708	191,622	297,128	492,929
Transportation	1,940	-	-	-
Total Revenues	977,898	1,154,300	950,623	1,480,335
Expenditures				
CoK Street/Sidewalks Impr	35,831	1,609	-	-
CoK Street Maintenance	210,870	-	-	-
Housing Rehab Program	108,709	-	-	-
CoK Planning	-	10,000	-	-
Cmnty Dev Administration	185,435	-	-	-
Families in Crisis	5,000	-	-	-
Greater Killeen Free Clinic	25,000	-	-	-
Hill Country Act/Aging	12,000	-	-	-
CoK Transportation	13,875	163,015	163,015	-
CoK Street Maintenance	148,458	130,846	102,972	-
Bell County Human Services	5,000	-	-	-
CoK Transportation Program	70,000	-	-	-
Housing Rehab Program	112,709	31,141	31,141	-
Communities in Schools	21,000	-	-	-
Killeen Housing Authority	996	81	-	-
CoK Planning	21,841	-	-	-
Cmnty Dev Administration	-	191,936	191,936	-
Families in Crisis	-	5,975	4,954	1,021
Greater Killeen Free Clinic	-	25,000	25,000	-
Hill Country Act/Aging	-	5,981	5,981	-
Families in Crisis Improvements	-	510,565	100,000	410,565
Bell County Human Services	-	4,975	4,975	-
CoK Transportation Program	-	70,000	70,000	-
Central Texas 4C, Inc.	-	32,695	32,695	-
Housing Rehab Program	-	221,912	185,930	35,982
Communities in Schools	-	20,057	20,057	-
Bring Everyone in Zone	-	10,975	10,975	-
Killeen Housing Authority	-	992	992	-
Cmnty Dev Administration	-	-	-	196,882
Families in Crisis	-	-	-	6,000
Greater Killeen Free Clinic	-	-	-	25,000
Killeen Housing Authority	-	-	-	863
Hill Country Comm Act ASO	-	-	-	10,000
Heritage House of Cen Tex	-	-	-	5,000
Bell County Human Services	-	-	-	5,000
CoK Transportation Program	-	-	-	68,899

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
Budget Summary (continued)
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Central Texas 4C, Inc.	-	-	-	42,700
CoK PW Street Dept	-	-	-	359,036
Housing Rehab Program	-	-	-	286,488
Communities in Schools	-	-	-	16,399
Bring Everyone in Zone	-	-	-	10,500
Housing Rehabilitation	62,348	73,077	70,242	53,796
Contra Account	(62,369)	(72,352)	(70,242)	(53,796)
Total Expenditures	<u>976,703</u>	<u>1,438,480</u>	<u>950,623</u>	<u>1,480,335</u>
Net Change in Fund Balance	1,195	(284,180)	-	-
Fund Balance, Beginning	<u>6,567</u>	<u>6,567</u>	<u>7,762</u>	<u>7,762</u>
Fund Balance, Ending	<u>\$ 7,762</u>	<u>\$ (277,613)</u>	<u>\$ 7,762</u>	<u>\$ 7,762</u>

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HOME PROGRAM FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Program Income	\$ 49,191	\$ 51,849	\$ 51,849	\$ 51,849
Federal Receipts	201,841	313,692	151,350	327,980
Prior Year Federal Receipts	106,388	523,098	235,371	495,904
Total Revenues	357,420	888,639	438,570	875,733
Expenditures				
First Time Homebuyer's (15th yr.)	17,883	-	-	-
Home Program Match	11,731	30,749	16,299	13,181
Administration (16th yr.)	570	-	-	-
Families in Crisis -Tenant Based (16th yr.)	47,655	-	-	-
Elderly Tenant Based Rent (16th yr.)	58,589	40,712	40,712	-
Administration	31,629	-	-	-
First Time Homebuyer's	99,187	60,814	60,814	-
Families in Crisis -Tenant Based	101,907	70,865	70,865	-
CHDO Set Aside	-	47,443	-	-
Elderly Tenant Based Rent	-	98,350	98,530	-
Administration	-	31,370	31,370	-
Families in Crisis -Tenant Based	-	213,854	102,255	111,599
CHDO Set Aside	-	47,054	-	47,054
HAP: Assistance	-	90,000	7,546	82,454
Elderly Tenant Based Rent	-	207,009	10,179	196,830
Administration	-	-	-	32,798
Families in Crisis -Tenant Based	-	-	-	112,357
CHDO Set Aside	-	-	-	49,197
Elderly Tenant Based Rent	-	-	-	230,263
Administrative Personnel	12,069	19,333	16,348	18,458
Contra Account	(11,731)	(19,053)	(16,348)	(18,458)
Total Expenditures	369,489	938,500	438,570	875,733
Other Financing Sources (Uses)				
Transfer from General Fund	11,731	-	-	-
Total Other Financing Sources (Uses)	11,731	-	-	-
Net Change in Fund Balance	(338)	(49,861)	-	-
Beginning Fund Balance	6,393	6,393	6,055	6,055
Ending Fund Balance	\$ 6,055	\$ (43,468)	\$ 6,055	\$ 6,055

COURT TECHNOLOGY FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Technology Fund Receipts	\$ 108,467	\$ 92,000	\$ 81,950	\$ 81,950
Total Revenues	<u>108,467</u>	<u>92,000</u>	<u>81,950</u>	<u>81,950</u>
Expenditures				
Computer Maintenance	-	-	-	58,806
Support Services	-	-	250	28,925
Minor Capital Outlay	-	1,500	-	9,000
Capital Outlay	43,727	546,327	360,629	104,694
Total Expenditures	<u>43,727</u>	<u>547,827</u>	<u>360,879</u>	<u>201,425</u>
Net Change in Fund Balance	64,740	(455,827)	(278,929)	(119,475)
Beginning Fund Balance	<u>541,922</u>	<u>582,744</u>	<u>606,662</u>	<u>327,733</u>
Ending Fund Balance	<u>\$ 606,662</u>	<u>\$ 126,917</u>	<u>\$ 327,733</u>	<u>\$ 208,258</u>

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COURT SECURITY FEE FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Security Fund Receipts	\$ 81,403	\$ 10,000	\$ 62,117	\$ 62,117
Total Revenues	81,403	10,000	62,117	62,117
Expenditures				
Salaries & Benefits	-	29,639	32,852	30,414
Supplies	-	1,000	1,500	4,100
Support Services	-	2,000	2,000	10,650
Minor Capital Outlay	-	3,000	3,000	6,600
Municipal Court Reimbursement	25,815	-	-	-
Capital Outlay	49,026	44,000	44,000	30,900
Total Expenditures	74,841	79,639	83,352	82,664
Net Change in Fund Balance	6,562	(69,639)	(21,235)	(20,547)
Beginning Fund Balance	155,258	86,842	161,820	140,585
Ending Fund Balance	\$ 161,820	\$ 17,203	\$ 140,585	\$ 120,038

EMERGENCY MANAGEMENT FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Interest Earned	\$ 28	\$ -	\$ 2	\$ -
Total Revenues	<u>28</u>	<u>-</u>	<u>2</u>	<u>-</u>
Expenditures				
Salaries & Benefits	146	-	-	-
Print Supplies	7,011	-	-	-
Minor Tools	221	-	-	-
Building Maintenance	8,604	-	-	-
Vehicle Repair	2,123	-	-	-
Minor Capital Outlay	-	31	31	1,616
Capital Outlay	5,160	12,305	12,305	-
Total Expenditures	<u>23,265</u>	<u>12,336</u>	<u>12,336</u>	<u>1,616</u>
Net Change in Fund Balance	(23,237)	(12,336)	(12,334)	(1,616)
Beginning Fund Balance	37,187	1,836	13,950	1,616
Ending Fund Balance	<u>\$ 13,950</u>	<u>\$ (10,500)</u>	<u>\$ 1,616</u>	<u>\$ -</u>

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**FIRE STATE SEIZURE FUND
Budget Summary
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
State Seizure Receipts	\$ -	\$ -	\$ -	\$ -
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Minor Capital Outlay	-	-	581	-
Total Expenditures	<u>-</u>	<u>-</u>	<u>581</u>	<u>-</u>
Net Change in Fund Balance	-	-	(581)	-
Beginning Fund Balance	581	-	581	-
Ending Fund Balance	<u>\$ 581</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

GRANT PROGRAMS FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
American Recovery Grant	\$ 13,196	\$ -	\$ -	\$ -
Total Revenues	<u>13,196</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Project Expense	13,196	2,259	-	-
Total Expenditures	<u>13,196</u>	<u>2,259</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	-	(2,259)	-	-
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	<u>\$ -</u>	<u>\$ (2,259)</u>	<u>\$ -</u>	<u>\$ -</u>

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HOTEL OCCUPANCY TAX FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,696,609	\$ 1,665,000	\$ 1,715,552	\$ 1,732,708
Interest Earned	466	600	90	600
Miscellaneous Receipts	1,011	1,000	1,000	1,000
Take 190 West Contributions	5,950	5,000	1,500	2,000
Catering Revenues	30,738	35,000	30,000	40,000
Mixed Beverage Receipts	213,997	278,300	220,000	270,400
Event Revenue	381,935	430,000	425,000	440,000
Texas Historical Commission	3,175	-	-	-
Total Revenues	2,333,881	2,414,900	2,393,142	2,486,708
Expenditures				
Grants to the Arts	208,465	280,991	253,473	207,750
Historical Restoration/Preservation	3,752	15,048	2,000	5,000
KAAC Activities	319	-	-	-
Supplies & Support Services	1,562	2,190	1,050	1,050
Conference Center Salaries/Benefits	524,894	565,763	504,545	552,765
Conference Center Supplies	26,775	31,960	28,754	30,049
Conference Center Maint/Repairs	133,166	141,233	133,893	134,200
Conference Center Support Svcs	218,778	239,400	221,526	205,150
Conf Center Designated & Advertising	35,343	35,000	34,984	27,960
Conference Center Minor Capital Outlay	-	4,975	4,975	-
Mixed Beverage Operations	180,092	234,282	188,500	236,560
Convention/Visitors Bur Salaries/Benefits	146,631	153,978	150,160	157,080
Convention/Visitors Bur Supplies	10,667	13,100	10,500	13,100
Convention/Visitors Bur Support Svcs	108,481	113,834	104,895	98,585
Conv/Visitors Bur Take 190 West Expenses	38,000	30,000	29,962	30,000
Conv/Visitors Bur Advertising/Marketing	53,953	80,500	78,326	77,500
Consolidated Support Services	12,462	34,101	13,101	35,483
Information Technology	89,543	131,771	131,771	85,933
Total Expenditures	1,792,883	2,108,126	1,892,415	1,898,165
Other Financing Sources (Uses)				
Transfer to Debt Service	(725,200)	(727,900)	(727,900)	(727,200)
Total Other Financing Sources (Uses)	(725,200)	(727,900)	(727,900)	(727,200)
Net Change in Fund Balance	(184,202)	(421,126)	(227,173)	(138,657)
Beginning Fund Balance	666,660	311,772	482,458	255,285
Ending Fund Balance	\$ 482,458	\$ (109,354)	\$ 255,285	\$ 116,628

JUVENILE CASE MANAGER FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Juvenile Case Manager Receipts	\$ 134,546	\$ 90,000	\$ 102,543	\$ 102,543
Truancy Prevention	-	-	9,814	9,814
Total Revenues	134,546	90,000	112,357	112,357
Expenditures				
Salaries & Benefits	-	46,465	70,665	47,081
Supplies	-	500	500	800
Training & Travel	989	2,500	1,500	2,100
Minor Capital Outlay	-	-	681	2,825
Juvenile Case Mgr Reimbursement	45,842	-	-	-
Total Expenditures	46,831	49,465	73,346	52,806
Net Change in Fund Balance	87,715	40,535	39,011	59,551
Beginning Fund Balance	317,856	383,791	405,571	444,582
Ending Fund Balance	\$ 405,571	\$ 424,326	\$ 444,582	\$ 504,133

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KILLEEN ARTS & ACTIVITIES CENTER FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Miscellaneous Receipts	\$ 249,638	\$ -	\$ -	\$ -
Total Revenues	<u>249,638</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Salaries	708	-	-	-
Supplies	9,354	-	-	-
Support Services	81,307	-	-	-
Benefits	256	-	-	-
Minor Capital Outlay	3,293	-	-	-
General Administration	87,862	-	-	-
Total Expenditures	<u>182,780</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Financing Sources (Uses)				
Transfer to General Fund	-	(79,412)	(101,169)	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>(79,412)</u>	<u>(101,169)</u>	<u>-</u>
Net Change in Fund Balance	66,858	(79,412)	(101,169)	-
Beginning Fund Balance	34,311	79,412	101,169	-
Ending Fund Balance	<u>\$ 101,169</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

LAW ENFORCEMENT GRANT FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
JAG (Byrne) Grant 2009/10	\$ 762	\$ -	\$ -	\$ -
JAG 09 Recovery Grant	2,543	-	-	-
JAG (Byrne) Grant 2010/11	15,477	-	-	-
JAG (Byrne) Grant 2011/12	65,065	-	28,717	-
JAG (Byrne) Grant 2012/13	30,629	41,923	31,130	10,793
JAG (Byrne) Grant 2013/14	-	-	40,068	-
JAG (Byrne) Grant 2014/15	-	-	-	45,389
Total Revenues	114,476	41,923	99,915	56,182
Expenditures				
Equipment	114,115	71,199	71,199	-
Computer Hardware	361	-	-	-
LE Equipment 2011 Jag Byrne Grant	-	-	28,716	-
LE Equipment 2012 Jag Byrne Grant	-	1,855	-	10,793
LE Equipment 2014 Jag Byrne Grant	-	-	-	45,389
Total Expenditures	114,476	73,054	99,915	56,182
Net Change in Fund Balance	-	(31,131)	-	-
Beginning Fund Balance	2,870	2,870	2,870	2,870
Ending Fund Balance	\$ 2,870	\$ (28,261)	\$ 2,870	\$ 2,870

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LIBRARY MEMORIAL FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Memorials Collected	\$ 8,732	\$ 7,500	\$ 8,400	\$ 8,000
Total Revenues	8,732	7,500	8,400	8,000
Expenditures				
Maintenance	26,500	-	-	-
Support Services	430	-	-	-
Minor Capital Outlay	-	6,000	6,000	6,300
Capital Outlay	2,402	3,000	2,985	3,000
Total Expenditures	29,332	9,000	8,985	9,300
Net Change in Fund Balance	(20,600)	(1,500)	(585)	(1,300)
Beginning Fund Balance	23,942	2,215	3,342	2,757
Ending Fund Balance	\$ 3,342	\$ 715	\$ 2,757	\$ 1,457

LIONS CLUB PARK FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Total Revenues	-	-	-	-
Expenditures				
Minor Capital	-	1,360	1,360	-
Total Expenditures	-	1,360	1,360	-
Net Change in Fund Balance	-	(1,360)	(1,360)	-
Beginning Fund Balance	1,360	1,360	1,360	-
Ending Fund Balance	\$ 1,360	\$ -	\$ -	\$ -

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PARKS IMPROVEMENTS FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Total Revenues	-	-	-	-
Expenditures				
Expense	-	8,875	8,875	-
Minor Capital Outlay	-	3,453	3,453	-
Total Expenditures	-	12,328	12,328	-
Net Change in Fund Balance	-	(12,328)	(12,328)	-
Beginning Fund Balance	12,328	12,328	12,328	-
Ending Fund Balance	\$ 12,328	\$ -	\$ -	\$ -

PHOTO RED LIGHT ENFORCEMENT FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Photo Red Light Violation	\$ 533,414	\$ 590,000	\$ 562,320	\$ 500,000
Total Revenues	<u>533,414</u>	<u>590,000</u>	<u>562,320</u>	<u>500,000</u>
Expenditures				
Maintenance	70,579	-	-	-
Repairs	56,003	5,670	5,670	-
Support Services	1,280	-	-	-
Minor Capital Outlay	19,580	-	-	-
Police Reimbursement	74,759	75,000	88,857	90,000
State - Violation Receipts	229,295	257,500	236,731	205,000
Red Flex Available Funds	-	258,751	258,751	220,411
Total Expenditures	<u>451,496</u>	<u>596,921</u>	<u>590,009</u>	<u>515,411</u>
Other Financing Sources (Uses)				
Transfer to Internal Service Fund	(426,868)	-	-	-
Total Other Financing Sources (Uses)	<u>(426,868)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(344,950)	(6,921)	(27,689)	(15,411)
Beginning Fund Balance	593,050	258,751	248,100	220,411
Ending Fund Balance	<u>\$ 248,100</u>	<u>\$ 251,830</u>	<u>\$ 220,411</u>	<u>\$ 205,000</u>

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POLICE DONATION FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Animal Control Donations	\$ -	\$ -	\$ -	\$ 15,000
Total Revenues	-	-	-	15,000
Expenditures				
Support Services	-	-	-	15,000
Total Expenditures	-	-	-	15,000
Net Change in Fund Balance	-	-	-	-
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

POLICE FEDERAL SEIZURE FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Interest Earned	\$ 12	\$ -	\$ 3	\$ -
Federal Seizure Receipts	-	-	-	-
Total Revenues	<u>12</u>	<u>-</u>	<u>3</u>	<u>-</u>
Expenditures				
Capital Outlay	-	5,000	-	5,000
Total Expenditures	<u>-</u>	<u>5,000</u>	<u>-</u>	<u>5,000</u>
Net Change in Fund Balance	12	(5,000)	3	(5,000)
Beginning Fund Balance	<u>22,178</u>	<u>22,190</u>	<u>22,190</u>	<u>22,193</u>
Ending Fund Balance	<u>\$ 22,190</u>	<u>\$ 17,190</u>	<u>\$ 22,193</u>	<u>\$ 17,193</u>

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POLICE STATE SEIZURE FUND
Budget Summary
FY 2015

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
State Seizure Receipts	\$ 54,327	\$ 55,610	\$ 47,851	\$ 57,851
Interest Earned	25	20	8	-
Total Revenues	<u>54,352</u>	<u>55,630</u>	<u>47,859</u>	<u>57,851</u>
Expenditures				
Motor Vehicles	-	13,200	13,200	-
Equipment	49,035	96,810	96,810	106,922
Total Expenditures	<u>49,035</u>	<u>110,010</u>	<u>110,010</u>	<u>106,922</u>
Net Change in Fund Balance	5,317	(54,380)	(62,151)	(49,071)
Beginning Fund Balance	<u>105,905</u>	<u>161,543</u>	<u>111,222</u>	<u>49,071</u>
Ending Fund Balance	<u>\$ 111,222</u>	<u>\$ 107,163</u>	<u>\$ 49,071</u>	<u>\$ -</u>

**TAX INCREMENT FUND
Budget Summary
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Revenues				
Property Taxes	\$ 70,942	\$ 72,000	\$ 90,081	\$ 92,000
Total Revenues	70,942	72,000	90,081	92,000
Expenditures				
Designated Expense	-	80,000	-	150,000
Total Expenditures	-	80,000	-	150,000
Net Change in Fund Balance	70,942	(8,000)	90,081	(58,000)
Beginning Fund Balance	51,829	122,771	122,771	212,852
Ending Fund Balance	\$ 122,771	\$ 114,771	\$ 212,852	\$ 154,852

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Capital Outlay



CAPITAL OUTLAY

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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%



CAPITAL OUTLAY SUMMARY

	FY 2014 Budget	FY 2015 Budget	% Change
General Fund			
City Attorney	\$ 20,000	\$ 20,000	0.00%
Finance	-	2,000	0.00%
Human Resources	2,000	2,000	0.00%
Library	173,835	162,712	-6.40%
Parks	23,200	55,648	139.86%
Cemetery	-	24,158	0.00%
Building and Inspection	-	26,808	0.00%
Code Enforcement	44,830	-	-100.00%
Police	785,000	111,842	-85.75%
Animal Control	20,000	52,050	160.25%
Non-Departmental	29,777	39,327	32.07%
Total General Fund	1,098,642	496,545	-54.80%
Killeen-Fort Hood Regional Airport			
Non-Departmental	44,316	5,433	-87.74%
Total Killeen-Fort Hood Regional Airport	44,316	5,433	-87.74%
Solid Waste Fund			
Residential	556,000	250,000	-55.04%
Commercial	-	250,000	0.00%
Mowing	36,755	-	-100.00%
Non-Departmental	10,153	5,228	-48.51%
Total Solid Waste Fund	602,908	505,228	-16.20%
Water & Sewer Fund			
Fleet Services	5,500	6,000	9.09%
Utility Collections	21,800	-	-100.00%
Water Distribution	294,000	-	-100.00%
Sanitary Sewer	61,100	1,171,274	1816.98%
Operations	109,150	-	-100.00%
Engineering	11,524	12,779	10.89%

CAPITAL OUTLAY SUMMARY

	FY 2014 Budget	FY 2015 Budget	% Change
Non-Departmental	35,730	37,897	6.06%
Total Water & Sewer Fund	538,804	1,227,950	127.90%
Drainage Utility Fund			
Streets	9,480	-	-100.00%
Drainage Maintenance	148,435	37,700	-74.60%
Non-Departmental	9,498	4,728	-50.22%
Total Drainage Utility Fund	167,413	42,428	-74.66%
Other Funds			
Law Enforcement Grant	41,923	56,182	34.01%
Police State Seizure Fund	55,610	106,922	92.27%
Police Federal Seizure Fund	5,000	5,000	0.00%
Killeen Civic and Conference Center	10,526	5,387	-48.82%
Cablesystem Peg	30,000	29,700	-1.00%
Library Memorial	3,000	3,000	0.00%
Court Technology Fund	200,000	104,694	-47.65%
Court Security Fee Fund	50,000	30,900	-38.20%
C/O Const Fund Ser 2004	606	607	0.17%
Comb G/O C/O 2007	38,484	79,118	105.59%
Certificate of Obligation 2009	26,333	-	-100.00%
Pass Thru Fin 190/2410 Const Fund	-	64,142	0.00%
Certificate of Obligation 2011	3,435	32,176	836.71%
General Obligation Bonds 2012	-	15,384	0.00%
Water & Sewer Impr 2013	368,093	100,000	-72.83%
General Obligation Series 1993	7,071	7,073	0.03%
General Obligation Series 1995	14,906	14,911	0.03%
Total Other Funds	854,987	655,196	-23.37%
Total Capital Outlay	\$ 3,307,070	\$ 2,932,780	-11.32%

Note: Skylark Field does not have capital outlay; therefore, it has been excluded from this schedule.

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CAPITAL OUTLAY BUDGET FY 2015

Fund/Department/Division	Account #	Account Description	Amount	Total
General Fund				
City Attorney	010-1005-416.61-20	New Books	\$ 20,000	\$ 20,000
Finance	010-2010-415.61-50	Furniture & Fixtures	2,000	2,000
Human Resources	010-2305-418.61-20	New Books	2,000	2,000
Library	010-3015-423.61-20	New Books	162,712	162,712
Parks	010-3025-425.61-10	Motor Vehicles - (2) 1/2 Ton Crew Cab L/W/B Truck	55,648	55,648
Cemetery	010-3035-429.61-10	Motor Vehicles - 1/2 Ton Crew Cab L/W/B Truck	24,158	24,158
Building and Inspection	010-4052-450.61-10	Motor Vehicles - 1/2 Ton Crew Cab S/W/B Truck	26,808	26,808
Police Department	010-6000-441.61-35	Equipment	50,350	
	010-6000-441.61-50	Furniture & Fixtures	21,492	
	010-6000-441.61-95	Canines (3)	40,000	
Total Police Department				111,842
Animal Control	010-6070-441.61-10	Motor Vehicles - (2) 1/2 Ton Extended Cab 4-Door Truck	52,050	52,050
Non-Departmental	010-9508-491.61-40	Computer Hardware	16,052	
	010-9508-491.61-45	Computer Software	23,275	
Total Non-Departmental				39,327
Total General Fund				496,545
Killeen-Fort Hood Regional Airport Fund				
Non-Departmental	525-9508-521.61-40	Computer Hardware	2,218	
	525-9508-521.61-45	Computer Software	3,215	
Total Non-Departmental				5,433
Total Killeen-Fort Hood Regional Airport Fund				5,433
Solid Waste Fund				
Residential Services	540-3460-439.61-10	Motor Vehicles Leased - (4) Side Loaders, (2) Rear Loaders and (2) Brush Trucks	250,000	250,000
Commercial Services	540-3465-439.61-10	Motor Vehicles Leased - (2) Front Loaders, (1) Roll-off	250,000	250,000
Non-Departmental	540-9508-439.61-40	Computer Hardware	2,134	
	540-9508-439.61-45	Computer Software	3,094	
Total Non-Departmental				5,228
Total Solid Waste Fund				505,228
Water & Sewer Fund				
Fleet Services	550-2033-415.61-35	Equipment	6,000	6,000
Sanitary Sewer	550-3415-437.61-10	Motor Vehicles - 1 Ton, RC, w/ Utility Bed Truck	47,274	
	550-3415-437.61-10	Motor Vehicles - Combination Vacon/Jetter	370,000	
	550-3415-437.61-10	Motor Vehicles - Jetter	236,000	
	550-3415-437.61-10	Motor Vehicles - Camera Truck	235,000	
	550-3415-437.61-10	Overflow Monitors	100,000	
	550-3415-437.61-10	Computer Software/Hardware	50,000	
	550-3415-437.61-10	Root Control	100,000	
	550-3415-437.61-10	Dewatering Container	30,000	
	550-3415-437.61-35	Equipment	3,000	
	Total Sanitary Sewer			
Engineering	550-3435-432.61-40	Computer Hardware	3,249	
	550-3435-432.61-45	Computer Software	9,530	
Total Engineering				12,779
Non-Departmental	550-9508-492.61-40	Computer Hardware	15,468	
	550-9508-492.61-45	Computer Software	22,429	
Total Non-Departmental				37,897
Total Water & Sewer Fund				1,227,950
Drainage Utility Fund				
Drainage Maintenance	575-3448-434.61-10	Motor Vehicles - 3/4 Ton, Crew Cab, Long Bed 4x4 Truck	37,700	37,700
Non-Departmental	575-9508-492.61-40	Computer Hardware	1,930	
	575-9508-492.61-45	Computer Hardware	2,798	
Total Non-Departmental				4,728
Total Drainage Utility Fund				42,428
Other Funds				
Law Enforcement Grant	207-0000-495.61-49	Equipment -'12 JAG Byrne Grant	10,793	
	207-0000-495.61-52	Equipment -'14 JAG Byrne Grant	45,389	

CAPITAL OUTLAY BUDGET FY 2015

Fund/Department/Division	Account #	Account Description	Amount	Total
Total Law Enforcement Grant				56,182
Police State Seizure	208-0000-495.61-35	Equipment	106,922	106,922
Police Federal Seizure	209-0000-495.61-35	Equipment	5,000	5,000
Civic and Conference Center	214-9508-457.61-40	Computer Hardware	2,199	
	214-9508-457.61-45	Computer Software	3,188	
Total Civic and Conference Center				5,387
Cablesystem Peg	220-0000-495.61-35	Equipment	29,700	29,700
Library Memorial	224-0000-580.61-20	New Books	3,000	3,000
Court Technology Fund	240-0000-417.61-05	Office Machinery & Equipment	9,000	
	240-0000-417.61-35	Equipment	95,694	
Total Court Technology Fund				104,694
Court Security Fee Fund	241-0000-417.61-35	Equipment	30,900	30,900
C/O Const Fund Ser 2004	333-3490-800.61-10	Motor Vehicles	607	607
Comb G/O & C/O Bond 2007	337-3490-800.61-35	Equipment	79,118	79,118
PTF 190/2410 Const Fund	341-3446-434.61-10	Motor Vehicles - (2) 1/2 Ton Crew Cab L/W/B 4X4 Truck	64,142	64,142
Certificate of Obligation 2011	343-3490-800.61-35	Equipment	28,741	
	343-3490-800.61-45	Computer Software	3,435	
Total Certificate of Obligation 2011				32,176
General Obligation Bonds 2012	344-3490-800.61-35	Equipment	15,384	15,384
Water & Sewer Impr 2013	386-3415-437.61-55	Machinery	100,000	100,000
General Obligation Series 1993	394-3490-800.61-35	Equipment	7,073	7,073
General Obligation Series 1995	395-3490-800.61-35	Equipment	14,911	14,911
Total Other Funds				<u>655,196</u>
Total Budgeted Capital Outlay				<u><u>\$ 2,932,780</u></u>

Note: The Skylark Field Fund did not have capital outlay items approved in the FY2014-15 budget.



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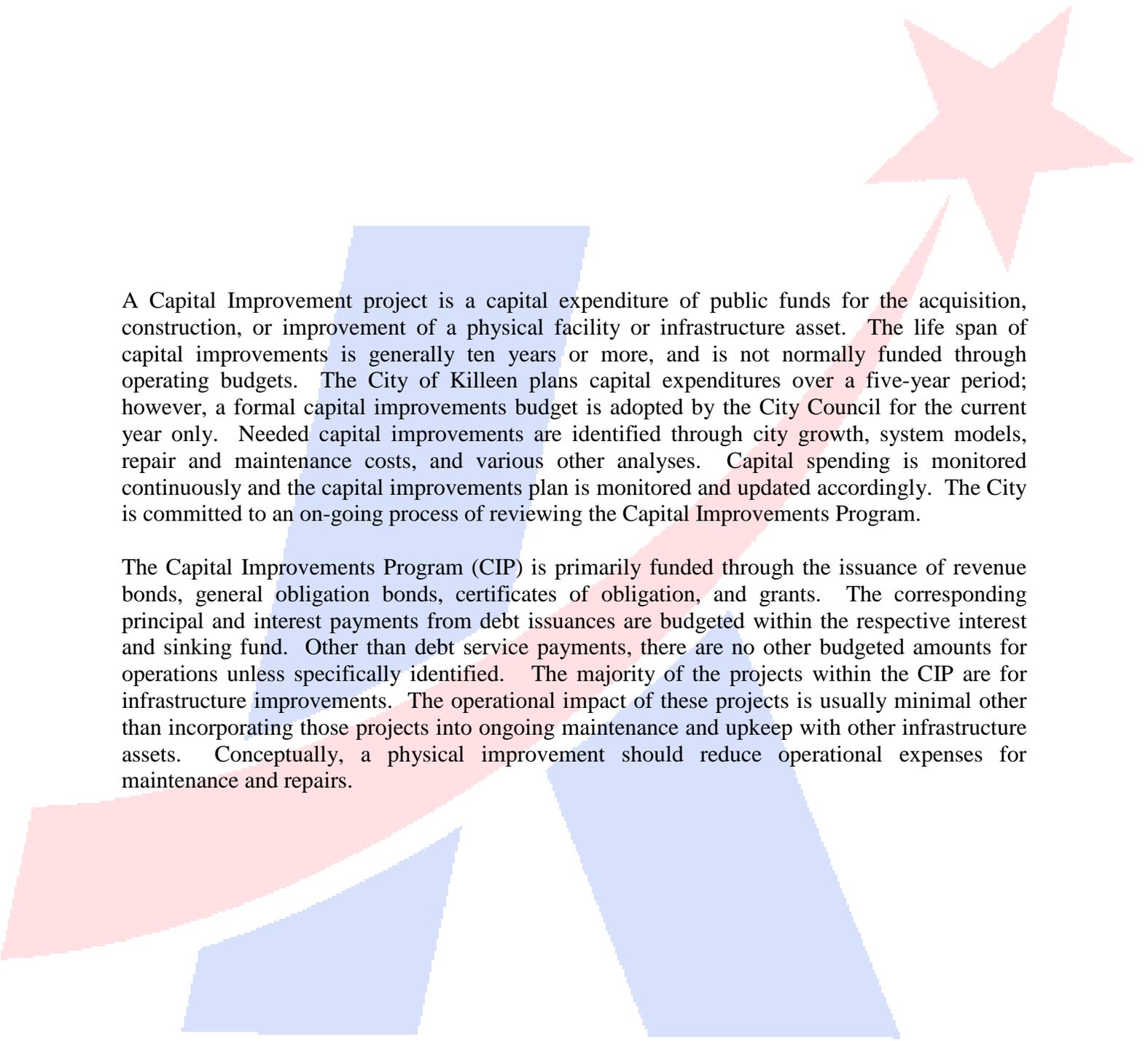
Capital Improvements



CAPITAL IMPROVEMENTS

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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.

CIP FUNDING

Funding for the FY 2015 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 (GOs) – 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. GOs are backed by the full faith and credit of the governmental entity and repaid through assessment of a property tax levy. GOs are issued only after receiving voter approval.

Certificates of Obligation (COs) – Debt instruments used to finance capital improvement projects. COs are backed by the full faith and credit of the governmental entity and are fully payable from a property tax levy. COs differ from GOs 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 governmental 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.

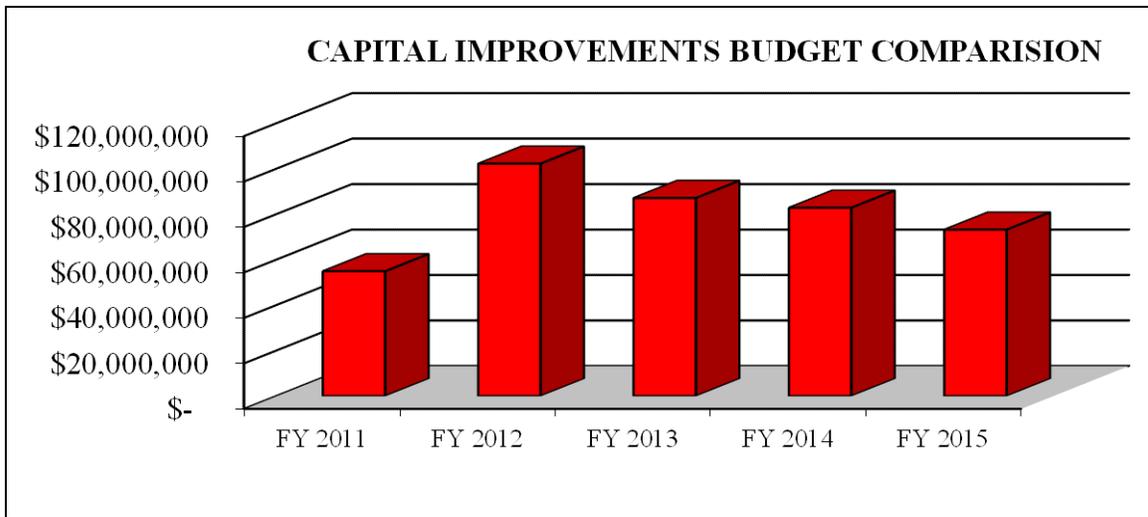
Other Transaction Agreements – Funds received from other agency agreements.

FY 2015 FUNDED CAPITAL IMPROVEMENT PROJECTS

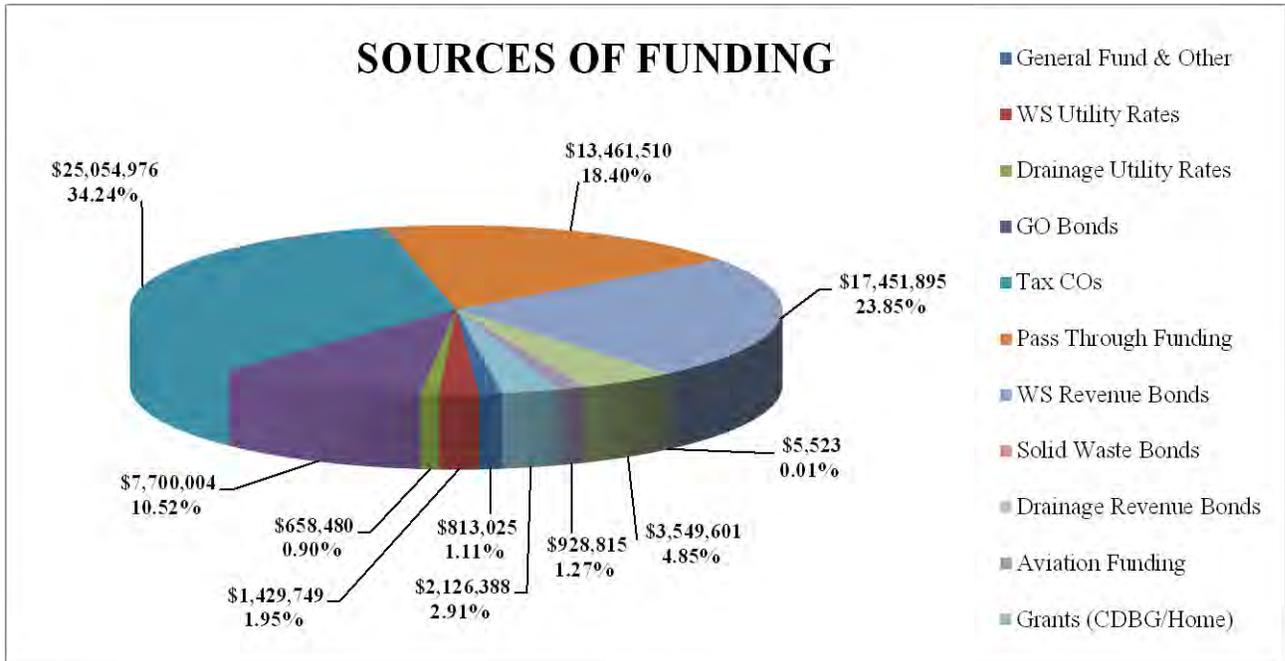
The FY 2015 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 73,179,966

Funding Source	Amount
General Fund - Ad Valorem Taxes and Other Funds	\$ 813,025
Tax Supported General Obligation Bonds (GOs)	\$ 7,700,004
Tax Supported Certificates of Obligation (COs)	\$ 25,054,976
Tax Supported Pass Through Funding	\$ 13,461,510
Enterprise Revenue Supported Debt	\$ 21,007,019
Water and Sewer Bonds	\$ 17,451,895
Solid Waste Bonds	\$ 5,523
Drainage Utility	\$ 3,549,601
Enterprise Fund Operating Revenues	\$ 2,088,229
Water and Sewer	\$ 1,429,749
Drainage and Utility	\$ 658,480
Aviation Funding – FAA Grants, TSA Agreement, PFC Receipts	\$ 928,815
Community Development Block Grant & Home Program Funds	<u>\$ 2,126,388</u>
Total budget amount for FY 2015 Capital Improvements Program	\$ 73,179,966



Total budgeted expenditures for the last five fiscal years.



CIP PROJECTS

The FY 2015 budget includes the appropriation of \$73,179,966 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 2015 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 Improvements Plan monitors current and future conditions to maintain a safe, modern and efficient facility. Improvements include security and facility upgrades along with other improvements to KFHRA.

Cost: \$1,175,870

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: 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: The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising.

Cost: \$406,970

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: \$270,749

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: \$17,403,925

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: \$349,000

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: \$309,480

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 2015 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: \$3,549,601

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: \$793,244

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 – 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: \$264,966

Funding Source: 2009 Certificate of Obligation Construction Fund, 2011 Certificate of Obligation Construction Fund and Killeen Economic Development Downtown match

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: \$371,282

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: \$10,808,663

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: \$2,652,847

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 on Stagecoach Rd, Bunny Trail, Elms Rd, Cunningham Rd, Lowes Boulevard and

Trimmier Rd along with a Thoroughfare Plan update for new street standards.

Cost: \$17,821,340

Funding Source: 2001 Certificate of Obligation Construction Fund, 2004 General Obligation Bond Fund, 2009 General Obligation and Certificate of Obligation Construction Bond Funds , 2011 Certificate of Obligation Construction Fund and 2014 Certificate of Obligation Construction Fund.

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

PUBLIC SAFETY PROJECTS

Project: Fire Station #9

Program Description: This program provides funding for the constructing, repairing, equipping and improving of the Fire Station #9 facility.

Cost: \$7,504,500

Funding Source: 2014 General Obligation Bond Construction Funds and the 2014 Certificate of Obligation Construction Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies will be increased for the new facility.

Project: Various Public Safety Equipment

Program Description: This program will provide funding for the acquisition of additional ambulances for the Fire Department along with other public safety equipment.

Cost: \$513,877

Funding Source: 1995 General Obligation Bond Fund, 1994 General 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.

COMMUNITY SERVICE PROJECTS

Project: Community Services

Program Description: This program will provide funding for Community Services projects and equipment. These are funds that are remaining from previous projects.

Cost: \$14,063

Funding Source: 2006 General Obligation Bond Fund and 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Parks and Westside Trail Projects

Program Description: This program will provide funding for purchasing, acquiring and improving land for general park use including related drainage, landscaping and lighting. The Westside Trail project will be a multi-use trail that will connect the downtown westward to the Texas A&M Central Texas Campus.

Cost: \$3,719,997

Funding Source: 2014 General Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Community Center Renovation

Program Description: This program will provide funding for renovating, repairing, equipping and improving the existing Community Center.

Cost: \$2,001,762

Funding Source: 2012 General Obligation Bond Fund and 2014 General Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

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: \$2,126,388

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: \$26,683

Funding Source: 2007 Certificate of Obligation Construction Fund and 2009 Certificates 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 and other Community Projects.

Cost: \$258,116

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: \$131,120

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 2015 fiscal year.



Dedicated Service – Every Day, for Everyone!



1994 GENERAL OBLIGATION BONDS - FUND 394
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Total Funding Sources	<u>3,750,000</u>	<u>3,750,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Equipment	7,073	-	-	7,073
Total Expenditures	<u>7,073</u>	<u>-</u>	<u>-</u>	<u>7,073</u>
Net Change in Fund Balance				(7,073)
Fund Balance, Beginning				<u>7,073</u>
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			

1995 GENERAL OBLIGATION BONDS - FUND 395
Budget Summary
FY 2015

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Total Funding Sources	<u>6,745,000</u>	<u>6,745,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Equipment	25,481	10,570	-	14,911
Total Expenditures	<u>25,481</u>	<u>10,570</u>	<u>-</u>	<u>14,911</u>
Net Change in Fund Balance				(14,911)
Fund Balance, Beginning				<u>14,911</u>
Fund Balance, Ending				<u>\$ -</u>
Unassigned Project Funding	<u>\$ -</u>			



**2001 CONTRACTUAL OBLIGATION
CONSTRUCTION BOND - FUND 329
Budget Summary
FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Total Funding Sources	<u>6,000,000</u>	<u>6,000,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Elms Road	145,780	-	898	144,882
Street Maintenance	1,000,000	987,892	12,053	55
Total Expenditures	<u>1,145,780</u>	<u>987,892</u>	<u>12,951</u>	<u>144,937</u>
Net Change in Fund Balance				(144,937)
Fund Balance, Beginning				<u>144,937</u>
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			

**2003 AVIATION CAPITAL IMPROVEMENT
BOND - FUND 331
Budget Summary
FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,992,388	3,992,388	-	-
Interest Earned	629,885	629,657	128	100
Total Funding Sources	<u>13,622,273</u>	<u>13,622,045</u>	<u>128</u>	<u>100</u>
Expenditures				
RGAAF Project	9,594,639	9,304,702	42,882	247,055
Total Expenditures	<u>9,594,639</u>	<u>9,304,702</u>	<u>42,882</u>	<u>247,055</u>
Net Change in Fund Balance		4,317,343	(42,754)	(246,955)
Fund Balance, Beginning		-	4,317,343	246,955
Fund Balance, Ending		<u>\$ 4,317,343</u>	<u>\$ 4,274,589</u>	<u>\$ -</u>
Unassigned Project Funding	<u>\$ -</u>			



**2004 CONTRACTUAL OBLIGATION
 CONSTRUCTION BOND - FUND 333
 Budget Summary
 FY 2015**

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Total Funding Sources	<u>2,979,026</u>	<u>2,979,026</u>	<u>-</u>	<u>-</u>
Expenditures				
FD Vehicles	330,998	330,391	-	607
Total Expenditures	<u>330,998</u>	<u>330,391</u>	<u>-</u>	<u>607</u>
Net Change in Fund Balance				(607)
Fund Balance, Beginning				607
Fund Balance, Ending				<u>\$ -</u>
Unassigned Project Funding	<u>\$ -</u>			

2004 GENERAL OBLIGATION BONDS - FUND 334
Budget Summary
FY 2015

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 15,990,732	\$ 15,990,732	\$ -	\$ -
Total Funding Sources	<u>15,990,732</u>	<u>15,990,732</u>	<u>-</u>	<u>-</u>
Expenditures				
PW - Elms Road	19,396	-	-	19,396
Total Expenditures	<u>19,396</u>	<u>-</u>	<u>-</u>	<u>19,396</u>
Net Change in Fund Balance				(19,396)
Fund Balance, Beginning				<u>19,396</u>
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			



**2005 CONTRACTUAL OBLIGATION
 CONSTRUCTION BOND - FUND 335
 Budget Summary
 FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
Total Funding Sources	<u>11,500,000</u>	<u>11,500,000</u>	<u>-</u>	<u>-</u>
Expenditures				
City Owner Agreements	4,844,575	4,384,258	349,152	60,059
Total Expenditures	<u>4,844,575</u>	<u>4,384,258</u>	<u>349,152</u>	<u>60,059</u>
Net Change in Fund Balance				(60,059)
Fund Balance, Beginning				<u>111,165</u>
Fund Balance, Ending				<u>\$ 51,106</u>
Unassigned Project Funding	<u>\$ -</u>			

2006 GENERAL OBLIGATION BONDS - FUND 336
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Total Funding Sources	<u>10,000,000</u>	<u>10,000,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Minor Equipment	11,934	10,850	717	367
Total Expenditures	<u>11,934</u>	<u>10,850</u>	<u>717</u>	<u>367</u>
Net Change in Fund Balance				(367)
Fund Balance, Beginning				<u>367</u>
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			



**2007 COMBINATION GENERAL & CERTIFICATE
 OF OBLIGATION BOND - FUND 337
 Budget Summary
 FY 2015**

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 41,279,000	\$ 41,279,000	\$ -	\$ -
Total Funding Sources	<u>41,279,000</u>	<u>41,279,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Façade	92,681	42,822	38,721	11,138
City Equipment	38,481	-	-	38,481
Computer Software	17,232	-	-	17,232
Total Expenditures	<u>148,394</u>	<u>42,822</u>	<u>38,721</u>	<u>66,851</u>
Net Change in Fund Balance				(66,851)
Fund Balance, Beginning				66,851
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			

2009 GENERAL OBLIGATION BONDS - FUND 339
Budget Summary
FY 2015

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 13,175,000	\$ 13,175,000	\$ -	\$ -
Total Funding Sources	<u>13,175,000</u>	<u>13,175,000</u>	<u>-</u>	<u>-</u>
Expenditures				
City Owner Agreements	2,129,140	1,817,917	-	311,223
Elms Road	24,137	-	-	24,137
Total Expenditures	<u>2,153,277</u>	<u>1,817,917</u>	<u>-</u>	<u>335,360</u>
Net Change in Fund Balance				(335,360)
Fund Balance, Beginning				<u>335,360</u>
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			



**2009 CONTRACTUAL OBLIGATION
CONSTRUCTION BOND - FUND 340
Budget Summary
FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 8,500,000	\$ 8,500,000	\$ -	\$ -
Total Funding Sources	<u>8,500,000</u>	<u>8,500,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Gilmore & Community Center	61,970	55,050	-	6,920
Street Dept. Building	1,026,948	346,087	549,741	131,120
Computer Software	9,451	-	-	9,451
Minor Capital - Computer Hdwe	9,362	-	5,807	3,555
Minor Capital - Furn & Fixtures	7,608	-	4,387	3,221
Downtown Street Eng Ph 1	15,984	-	5,768	10,216
Elms Road	442	-	-	442
Total Expenditures	<u>1,131,765</u>	<u>401,137</u>	<u>565,703</u>	<u>164,925</u>
Net Change in Fnnd Balance				(164,925)
Fund Balance, Beginning				164,925
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			

**2011 CONTRACTUAL OBLIGATION
CONSTRUCTION BOND - FUND 343
Budget Summary
FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 32,040,000	\$ 32,040,000	\$ -	\$ -
Interest Earned	222,147	173,295	33,852	15,000
Investment Expense	(27,847)	(19,115)	(5,232)	(3,500)
Total Funding Sources	<u>32,234,300</u>	<u>32,194,180</u>	<u>28,620</u>	<u>11,500</u>
Expenditures				
Stagecoach Improvements	20,572,876	5,098,308	6,877,485	8,597,083
Elms Road	1,393,323	342,937	596,005	454,381
Lowe's Boulevard	138,500	100,500	35,000	3,000
Computer Hardware - minor	16,250	-	15,783	467
Computer Software - minor	11,250	11,175	-	75
Historic Windshield Survey	7,000	4,878	2,082	40
Communtly Projects	219,796	-	23,400	196,396
Façade	50,000	-	-	50,000
Downtown Street Construction	1,922,015	1,167,700	619,401	134,914
Total Expenditures	<u>24,331,010</u>	<u>6,725,498</u>	<u>8,169,156</u>	<u>9,436,356</u>
Net Change in Fund Balance				(9,424,856)
Fund Balance, Beginning				<u>9,446,356</u>
Fund Balance, Ending				<u>\$ 21,500</u>
Unassigned Project Funding	<u>\$ 21,500</u>			



**2012 CONTRACTUAL OBLIGATION
 CONSTRUCTION BOND - FUND 344
 Budget Summary
 FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Bonds	\$ 6,765,000	\$ 6,765,000	\$ -	\$ -
Total Funding Sources	<u>6,765,000</u>	<u>6,765,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Equipment	2,177,229	2,087,967	73,878	15,384
Total Expenditures	<u>2,177,229</u>	<u>2,087,967</u>	<u>73,878</u>	<u>15,384</u>
Net Change in Fund Balance				(15,384)
Fund Balance, Beginning				15,384
Fund Balance, Ending				<u><u>\$ -</u></u>
Unassigned Project Funding	<u><u>\$ -</u></u>			

2012 GENERAL OBLIGATION BONDS - FUND 345
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 1,265,000	\$ 1,265,000	\$ -	\$ -
Total Funding Sources	<u>1,265,000</u>	<u>1,265,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Community Center Renovation	1,266,762	-	-	1,266,762
Total Expenditures	<u>1,266,762</u>	<u>-</u>	<u>-</u>	<u>1,266,762</u>
Net Change in Fund Balance				(1,266,762)
Fund Balance, Beginning				<u>1,266,762</u>
Fund Balance, Ending				<u>\$ -</u>
Unassigned Project Funding	<u>\$ (1,762)</u>			



**DOWNTOWN IMPROVEMENT
PHASE II - FUND 346
Budget Summary
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
KEDC Capital Contribution	\$ -	\$ 300,000	\$ 300,000	\$ -
Total Funding Sources	-	300,000	300,000	-
Expenditures				
Downtown Match	-	300,000	180,164	119,836
Total Expenditures	-	300,000	180,164	119,836
Net Change in Fund Balance				(119,836)
Fund Balance, Beginning				119,836
Fund Balance, Ending				\$ -

**2014 CONTRACTUAL OBLIGATION
CONSTRUCTION BOND - FUND 347
Budget Summary
FY 2015**

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 13,060,000	\$ -	\$ 13,060,000	\$ -
Premium on Bond	933,838	-	933,838	-
TxDot Reimbursement	2,000,000	-	-	2,000,000
Interest Earned	6,224	-	3,224	3,000
Investment Expense	(3,413)	-	(413)	(3,000)
Total Funding Sources	<u>15,996,649</u>	<u>-</u>	<u>13,996,649</u>	<u>2,000,000</u>
Expenditures				
Trimmier	8,454,437	-	38,047	8,416,390
Fire Station #9	5,914,500	-	-	5,914,500
Trimmier A&E	780,000	-	774,000	6,000
Thoroughfare Plan	165,563	-	9,934	155,629
Motor Vehicles	495,500	-	58,079	437,421
Total Expenditures	<u>15,810,000</u>	<u>-</u>	<u>880,060</u>	<u>14,929,940</u>
Net Change in Fund Balnace				(12,929,940)
Fund Balance, Beginning				<u>12,932,751</u>
Fund Balance, Ending				<u><u>\$ 2,811</u></u>
Unassigned Project Funding	<u><u>\$ 2,811</u></u>			



2014 GENERAL OBLIGATION BONDS - FUND 348
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 5,670,000	\$ -	\$ 5,670,000	\$ -
Premium on Bond	550,917	-	550,917	-
Interest Earned	2,732	-	1,232	1,500
Investment Expense	(1,639)	-	(139)	(1,500)
Total Funding Sources	6,222,010	-	6,222,010	-
Expenditures				
Community Center Renovations	735,000	-	-	735,000
Fire Station #9	1,590,000	-	-	1,590,000
Parks	1,649,189	-	35,589	1,613,600
Westside Trail	2,256,664	-	49,101	2,106,397
Total Expenditures	6,230,853	-	84,690	6,044,997
Net Change in Fund Balance				(6,044,997)
Fund Balance, Beginning				6,095,191
Fund Balance, Ending				\$ 50,194
Unassigned Project Funding	\$ 50,194			

2005 SOLID WASTE BOND - FUND 385
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 9,100,000	\$ 9,100,000	\$ -	\$ -
Total Funding Sources	<u>9,100,000</u>	<u>9,100,000</u>	<u>-</u>	<u>-</u>
Expenditures				
Transfer Station	260,660	255,137	-	5,523
Total Expenditures	<u>260,660</u>	<u>255,137</u>	<u>-</u>	<u>5,523</u>
Net Change in Fund Balance				(5,523)
Beginning Fund Balance				<u>5,523</u>
Ending Fund Balance				<u>\$ -</u>
Unassigned Project Funding	<u>\$ -</u>			



2001 WATER & SEWER BOND - FUND 381
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Total Funding Sources	8,700,000	8,700,000	-	-
Expenditures				
Wastewater Metering	149,318	92,842	8,508	47,968
Total Expenditures	149,318	92,842	8,508	47,968
Net Change in Fund Balance				(47,968)
Fund Balance, Beginning				47,968
Fund Balance, Ending				\$ -
Unassigned Project Funding	\$ -			

2007 WATER & SEWER BOND - FUND 384

Budget Summary

FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 21,096,978	\$ 21,096,978	\$ -	\$ -
Total Funding Sources	<u>21,096,978</u>	<u>21,096,978</u>	<u>-</u>	<u>-</u>
Expenditures				
Lift Station 23 Expansion	170,000	22,255	115,540	32,205
Stagecoach W&WW Improvements	135,118	122,000	-	13,118
Master Plan Update	275,497	242,432	15,901	17,164
South Sewer Plant Analysis	30,000	-	25,268	4,732
18" Gravity Main (11S)	276,505	-	-	276,505
Total Expenditures	<u>887,120</u>	<u>386,687</u>	<u>156,709</u>	<u>343,724</u>
Net Change in Fund Balance				(343,724)
Fund Balance, Beginning				415,641
Fund Balance, Ending				<u>\$ 71,917</u>
Unassigned Project Funding	<u>\$ 71,917</u>			



**2013 WATER & SEWER BOND
FUND 386
Budget Summary
FY 2015**

	<u>Project Authorizations</u>	<u>Prior Years Combined</u>	<u>FY 2014 Estimated</u>	<u>FY 2015 Budget</u>
Funding Sources				
Revenue Bonds	\$ 20,200,000	\$ 20,200,000	\$ -	\$ -
Interest Earned	146,555	30,356	66,199	50,000
Investment Expense	(23,822)	(3,310)	(10,512)	(10,000)
Total Funding Sources	<u>20,322,733</u>	<u>20,227,046</u>	<u>55,687</u>	<u>40,000</u>
Expenditures				
PBII Crew Operations	1,075,795	-	491,998	583,797
Little Trimmier Creek Gravity Main	165,000	-	-	165,000
Sewerline SSES Phase 3	430,000	-	89,496	340,504
Water System Improvements	414,490	-	39,630	374,860
Waterline Rehab Ph 1	1,567,650	-	2,900	1,564,750
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	-	635,750	864,160
LS #23 Expansion /F.M./Gravity	1,427,330	-	748	1,426,582
LSI Diversion & Gravity	495,540	-	-	495,540
LS #20 Force Main/Gravity	1,690,760	-	136,297	1,554,463
City Water Reuse Project	2,037,510	-	963,146	1,074,364
Manhole Rehab Phase 3	2,405,000	-	97,288	2,307,712
Sewerline Rehab Phase 2	1,649,558	-	12,639	1,596,919
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	<u>19,570,093</u>	<u>-</u>	<u>2,469,892</u>	<u>17,060,201</u>
Net Change in Fund Balance				(17,020,201)
Fund Balane, Beginning				17,060,201
Fund Balance, Ending				<u>\$ 40,000</u>
Unassigned Project Funding	<u>\$ -</u>			

**2012 PASS THROUGH FINANCING
PROCEEDS BOND - FUND 341
Budget Summary
FY 2015**

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Bonds	\$ 31,400,000	\$ 31,400,000	\$ -	\$ -
Premium on Bond	788,712	788,712	-	-
Interest Earned	197,194	151,036	35,158	11,000
Investment Expense	(22,836)	(14,966)	(5,370)	(2,500)
Total Funding Sources	32,363,070	32,324,782	29,788	8,500
Expenditures				
Transfer to Fund 448	1,280,176	-	640,088	640,088
Operations	1,505,321	406,549	299,000	799,772
Motor Vehicles	99,902	35,760	-	64,142
US 190/Rosewood/FM 2410	27,306,483	7,414,562	9,947,172	9,944,749
Total Expenditures	30,191,882	7,856,871	10,886,260	11,448,751
Net Change in Fund Balance				(11,440,251)
Fund Balance, Beginning				11,440,251
Fund Balance, Ending				\$ -
Unassigned Project Funding	\$ -			



2011 PASS THROUGH FINANCING
PROCEEDS BOND - FUND 342
Budget Summary
FY 2015

	Project Authorizations	Prior Years Combined	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Interest Earned	\$ 77,099	\$ 75,931	\$ 1,068	\$ 100
Bonds	18,060,000	18,060,000	-	-
Premium on Bond	1,059,415	1,059,415	-	-
Total Funding Sources	19,196,514	19,195,346	1,068	100
Expenditures				
SH 195 / SH 201 Interchange	16,918,891	14,109,720	156,324	2,652,847
Total Expenditures	16,918,891	14,109,720	156,324	2,652,847
Net Change in Fund Balance				(2,652,747)
Fund Balance, Beginning				2,652,747
Fund Balance, Ending				\$ -
Unassigned Project Funding	\$ -			

**AVIATION PASSENGER FACILITY
CHARGES - FUND 529
Budget Summary
FY 2015**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Estimated	FY 2015 Budget
Funding Sources				
Passenger Facility Charges	\$ 722,343	\$ 732,385	\$ 713,345	\$ 723,130
Interest Earned	1,231	1,000	350	120
Total Funding Sources	<u>723,574</u>	<u>733,385</u>	<u>713,695</u>	<u>723,250</u>
Expenditures				
PFC Projects	<u>1,257,465</u>	<u>1,831,181</u>	<u>1,540,450</u>	<u>928,815</u>
Total Expenditures	<u>1,257,465</u>	<u>1,831,181</u>	<u>1,540,450</u>	<u>928,815</u>
Net Change in Fund Balance				(205,565)
Fund Balance, Beginning				<u>205,565</u>
Fund Balance, Ending				<u><u>\$ -</u></u>



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Five Year Forecasts



FIVE YEAR FORECASTS

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FIVE YEAR FORECASTS

This section presents five year forecasts for the City's major operating funds in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this year's five year forecast is limited to revenues and expenditures for the City's major operating funds: 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 2015 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 2015 and FY 2019.

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.



**GENERAL FUND
Five Year Forecast
FY 2015**

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, expenditures, 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 2015 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 expenditures are presented by operating division. The expenditure projections behind the forecast for each operating division are at the category of expenditure 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 74.98 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.

**GENERAL FUND
Five Year Forecast
FY 2015**

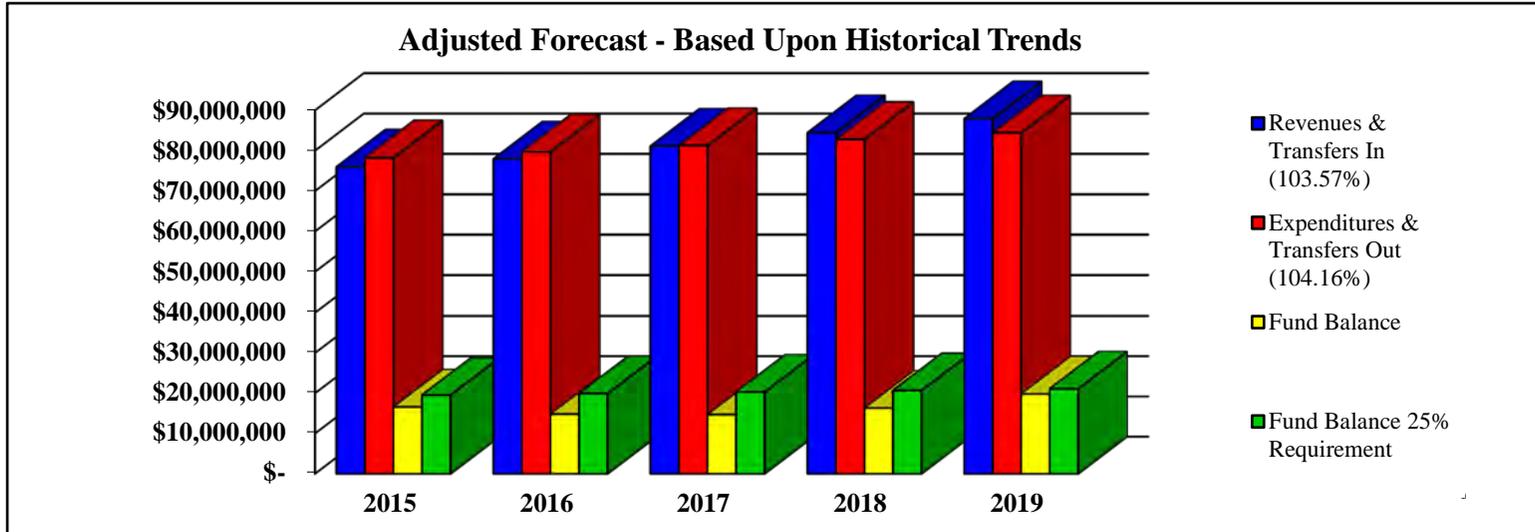
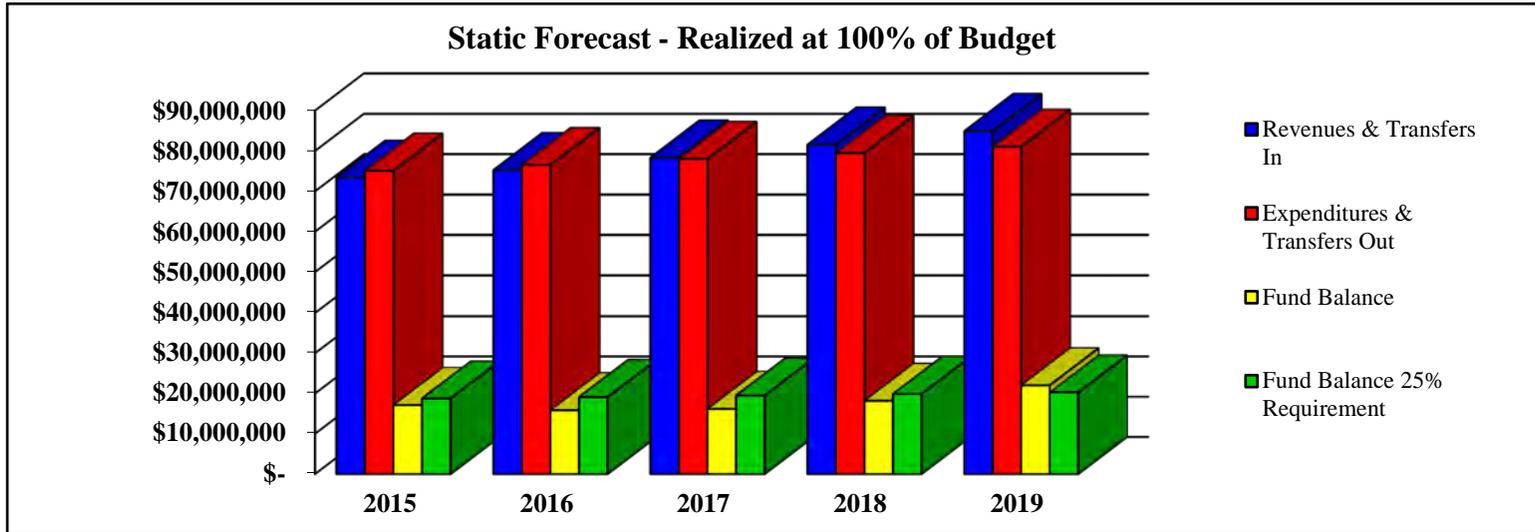
	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2015-19 % Change
Revenues						
Property Taxes	\$24,018,999	\$24,168,493	\$25,376,918	\$26,645,763	\$27,978,052	16.48%
Total Property Taxes Previous	587,500	616,875	647,719	680,105	714,110	21.55%
Sales and Occupancy Taxes	21,461,760	22,534,848	23,661,590	24,844,670	26,086,903	21.55%
Franchise Taxes	5,192,800	5,400,512	5,616,532	5,841,194	6,074,842	16.99%
Licenses, Permits and Fees	1,615,300	1,658,874	1,703,658	1,749,685	1,796,991	11.25%
Intergovernmental Revenue	759,166	774,349	789,836	805,633	821,746	8.24%
General Charges for Services	3,043,450	3,104,319	3,166,405	3,229,733	3,294,328	8.24%
Recreation Revenue	1,357,300	1,398,019	1,439,960	1,483,158	1,527,653	12.55%
Golf Course Revenues	1,225,391	1,222,070	1,258,732	1,296,494	1,335,389	8.98%
Library Revenues	40,000	40,800	41,616	42,448	43,297	8.24%
Court Fines and Fees	3,290,024	3,356,174	3,423,658	3,492,503	3,562,735	8.29%
Investment Income	90,000	91,800	93,636	95,509	97,419	8.24%
Miscellaneous Revenues	1,382,412	1,410,060	1,438,261	1,467,027	1,496,367	8.24%
Total Revenues	64,064,102	65,777,193	68,658,521	71,673,922	74,829,832	16.80%
Expenditures						
General Government						
City Council	60,015	61,215	62,440	63,688	64,962	8.24%
City Manager	338,610	345,213	351,947	358,817	365,823	8.04%
External Assistant City Manager	240,971	245,695	250,513	255,428	260,441	8.08%
Internal Assistant City Manager	234,943	239,546	244,242	249,031	253,916	8.08%
City Auditor & Compliance Office	117,599	119,866	122,179	124,537	126,944	7.95%
Municipal Court	944,056	961,117	978,519	996,269	1,014,373	7.45%
Public Information Officer	207,860	211,805	215,829	219,934	224,121	7.82%
City Attorney	835,829	846,024	862,531	879,377	896,555	7.27%
City Secretary	116,999	119,254	121,555	123,901	126,294	7.94%
Finance	1,007,453	1,026,669	1,046,271	1,066,265	1,086,659	7.86%
Purchasing	252,177	256,871	261,658	266,541	271,522	7.67%
Building Services	346,831	353,256	359,809	366,494	373,312	7.64%
Custodial Services	758,334	771,969	785,876	800,062	814,531	7.41%
Printing Services	194,385	198,055	201,799	205,618	209,513	7.78%
Support Services	133,936	136,482	139,079	141,728	144,430	7.84%
Human Resources	872,000	887,125	903,910	921,030	938,493	7.63%
Employee Assitance Program	166,000	169,320	172,706	176,161	179,684	8.24%
Information Systems	1,142,357	1,164,229	1,186,371	1,208,961	1,232,007	7.85%
Planning and Development	627,329	639,356	651,624	664,137	676,900	7.90%
Building and Inspection	943,408	961,394	979,748	998,478	1,017,591	7.86%
Code Enforcement	974,206	992,754	1,011,673	1,030,970	1,050,653	7.85%
Non-Departmental	7,109,303	7,252,542	7,405,527	7,561,810	7,721,463	8.61%
Total General Government	17,624,601	17,959,757	18,315,806	18,679,237	19,050,187	8.09%
Public Safety						
Police	26,404,363	26,904,105	27,413,741	27,933,468	28,463,483	7.80%
Animal Control	868,082	884,651	901,566	918,836	936,468	7.88%
Fire	17,235,086	17,563,553	17,898,590	18,240,328	18,588,900	7.85%
Emergency Management	124,902	127,315	129,777	132,288	134,848	7.96%
EMS Billing & Collections	248,811	253,380	258,041	262,795	267,644	7.57%
Total Public Safety	44,881,244	45,733,004	46,601,715	47,487,715	48,391,343	7.82%



GENERAL FUND
Five Year Forecast (continued)
FY 2015

	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2015-19 % Change
Public Works						
Public Works	235,176	239,710	244,335	249,052	253,863	7.95%
Traffic	353,364	360,037	366,843	373,785	380,866	7.78%
Streets	3,452,631	3,517,534	3,583,735	3,651,260	3,720,137	7.75%
Total Public Works	4,041,171	4,117,281	4,194,913	4,274,097	4,354,866	7.76%
Community Services						
Volunteer Services	181,738	185,174	188,679	192,253	195,899	7.79%
Golf	1,408,738	1,434,914	1,462,123	1,489,876	1,518,185	7.77%
Community Center Operations	262,491	267,397	272,350	277,403	282,557	7.64%
Parks	1,834,477	1,868,830	1,903,886	1,939,661	1,976,169	7.72%
Lions Club Park Operations	795,824	810,919	826,316	842,020	858,039	7.82%
Family Aquatics	469,113	478,326	487,723	497,308	507,084	8.09%
Recreation	194,164	197,878	201,666	205,529	209,470	7.88%
Athletics	376,537	383,887	391,385	399,032	406,832	8.05%
Cemetery	359,529	366,453	373,951	381,619	389,462	8.33%
Senior Citizens	244,310	248,857	253,495	258,226	263,051	7.67%
Swimming Pools	25,824	26,340	26,867	27,405	27,953	8.24%
Total Community Services	6,152,745	6,268,975	6,388,441	6,510,332	6,634,701	7.83%
Community Development						
Library	1,508,080	1,538,067	1,568,702	1,600,000	1,631,976	8.22%
Killeen Arts and Activities Center	394,936	402,448	410,110	417,925	425,897	7.84%
Community Development	336,122	342,568	349,142	355,848	362,688	7.90%
Home Program	52,175	53,134	54,112	55,109	56,126	7.57%
Lien Services	142,320	144,997	147,727	150,512	153,353	7.75%
Total Community Development	2,433,633	2,481,214	2,529,793	2,579,394	2,630,040	8.07%
Total Expenditures	75,133,394	76,560,231	78,030,668	79,530,775	81,061,137	7.89%
Other Financing Sources (Uses)						
Transfers In	9,316,123	9,502,445	9,692,494	9,886,344	10,084,071	8.24%
Total Other Financing Sources (Uses)	9,316,123	9,502,445	9,692,494	9,886,344	10,084,071	8.24%
Net Change in Fund Balance	(1,753,169)	(1,280,593)	320,347	2,029,491	3,852,766	(319.76%)
Fund Balance, Beginning	18,886,778	17,133,609	15,853,016	16,173,363	18,202,854	(3.62%)
Fund Balance, Ending	\$ 17,133,609	\$ 15,853,016	\$ 16,173,363	\$ 18,202,854	\$ 22,055,620	28.73%
Fund Balance %	22.80%	20.71%	20.73%	22.89%	27.21%	

GENERAL FUND
Five Year Forecast (continued)
FY 2015



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KILLEEN-FORT HOOD REGIONAL AIRPORT FUND
Five Year Forecast
FY 2015

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 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 other revenue categories based upon historical trends and activity forecasts. With no new airport tenant commitments for the next few years, revenues are forecasted to remain relatively flat, with only CPI (Consumer Price Index) adjustments in the revenue plan. Staff continues to pursue business development opportunities with airlines and concessions that can increase the revenues, but the five year budget plan does not include speculation from that effort.

Expenses:

Expenses are projected at a .05% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 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 reviewer, 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.

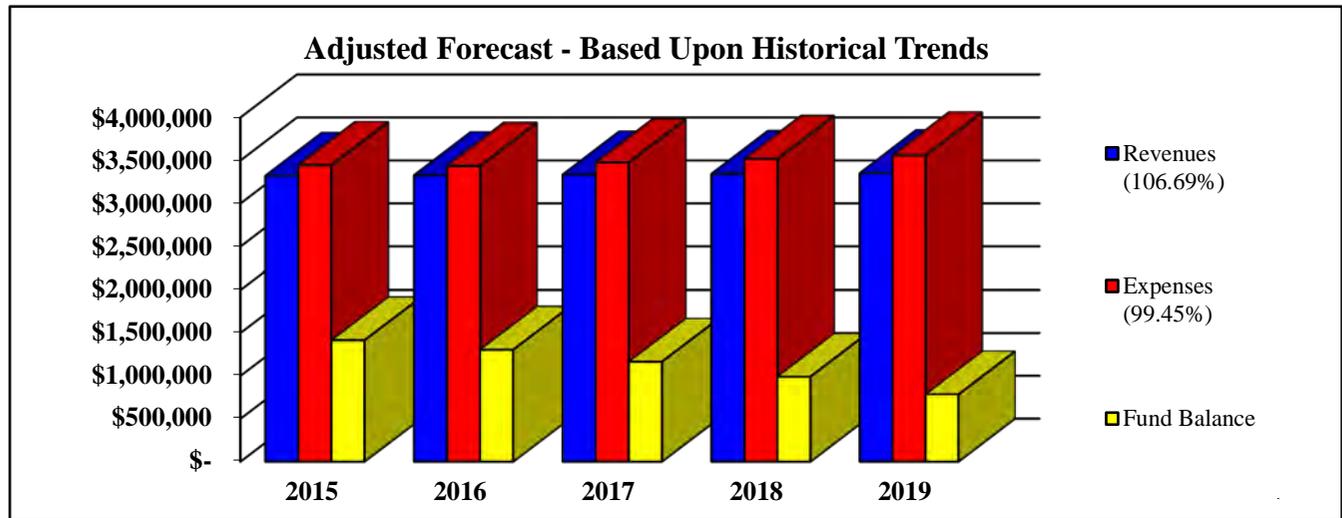
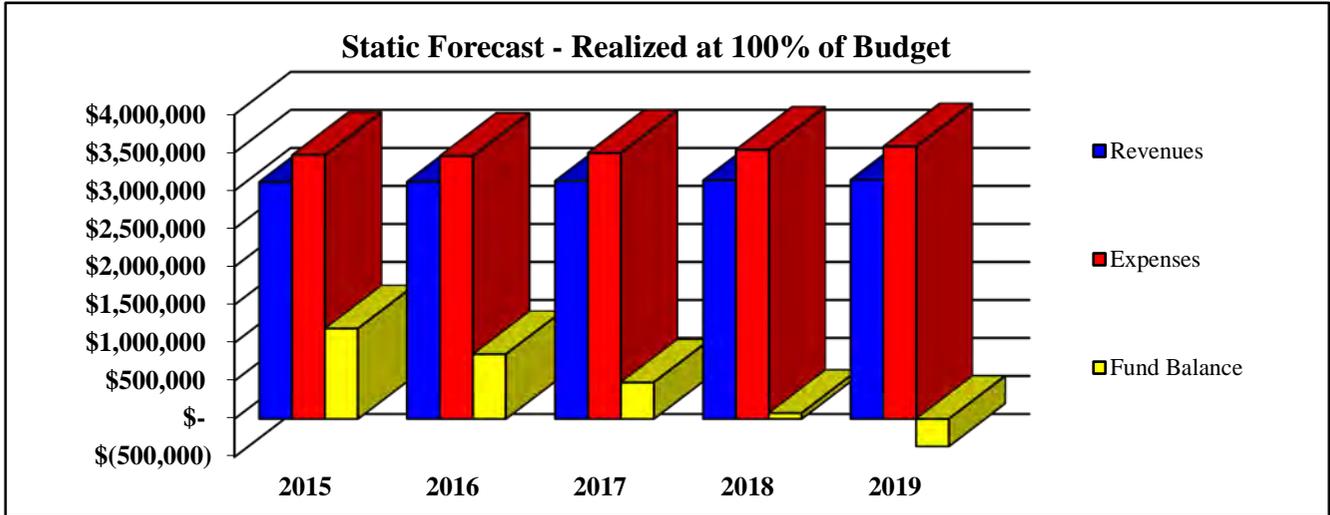


KILLEEN-FORT HOOD REGIONAL AIRPORT
Five Year Forecast
FY 2015

	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2015-19 % Change
Revenues						
Airport Rent & Concessions	\$ 978,417	\$ 983,309	\$ 988,226	\$ 993,167	\$ 998,133	2.02%
Air Carrier Operations	265,614	266,942	268,277	269,618	270,966	2.02%
Airport Use Fees	167,385	167,385	169,059	169,904	170,754	2.01%
Airport Parking Lot Fees	668,422	668,422	668,422	668,422	668,422	0.00%
Fuel Sales	362,850	362,886	362,923	362,959	362,995	0.04%
Operating Supplies	60	60	60	60	60	0.00%
Into Plane Fees	368,511	368,585	368,658	368,732	368,806	0.08%
CFC Recovery Fees	249,200	249,225	249,250	249,275	249,300	0.04%
Interest Earned	86	90	90	90	90	4.65%
Miscellaneous Receipts	1,630	1,700	1,700	1,700	1,700	4.29%
Grants	50,000	50,000	50,000	50,000	50,000	0.00%
Total Revenues	3,112,175	3,118,604	3,126,664	3,133,927	3,141,225	0.93%
Expenses						
Salaries	1,467,878	1,497,236	1,527,180	1,557,724	1,588,878	8.24%
Benefits	478,136	487,699	497,453	507,402	517,550	8.24%
Supplies	123,186	123,738	123,800	124,000	124,100	0.74%
Maintenance	130,026	130,091	130,156	130,221	130,286	0.20%
Repairs	153,681	153,758	153,835	153,912	153,989	0.20%
Support Services	587,739	587,857	587,974	588,092	588,209	0.08%
Capital Outlay	1,974	10,000	10,000	10,000	10,000	406.59%
Non-Departmental	173,850	116,760	116,783	116,807	116,830	(32.80%)
Cost of Goods Sold	348,853	348,923	348,993	349,062	349,132	0.08%
Total Expenses	3,465,323	3,456,061	3,496,174	3,537,219	3,578,975	3.28%
Net Change in Fund Balance	(353,148)	(337,457)	(369,510)	(403,292)	(437,749)	23.96%
Beginning Fund Balance	1,540,536	1,187,388	849,931	480,422	77,129	(94.99%)
Ending Fund Balance	\$ 1,187,388	\$ 849,931	\$ 480,422	\$ 77,129	\$ (360,620)	(130.37%)

Note: The KFHRA 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.

KILLEEN-FORT HOOD REGIONAL AIRPORT
Five Year Forecast (continued)
FY 2015



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SKYLARK FIELD FUND
Five Year Forecast
FY 2015

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; Federal Aviation Administration grant revenues and major capital improvement project expenditures related to the construction have been excluded for the purposes of this forecast.

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. With no new hangar facilities planned for the next few years, Fixed Base Operations and Hangar & Tie-down revenues are expected to remain relatively flat, with only CPI (Consumer Price Index) adjustments in the revenue plan. Staff continues to pursue business development opportunities that can increase the revenues, but the five year budget plan does not include speculation from that effort.

Expenses (not including fuel and supply sales):

Expenses are projected at a .05% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a nominal 2% annual increase to cover employee performance increases.

Fuel and Pilot operating supply sales (revenue & expense):

The fuel sales business represents approximately 70% of the revenues and 60% of the 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 no change in cost-of-goods or gross-profit margins. The reviewer 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. Similarly, an increase or decline in the wholesale cost of fuel (cost-of-goods) will increase or decrease fuel sale revenues 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 reviewer, 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.

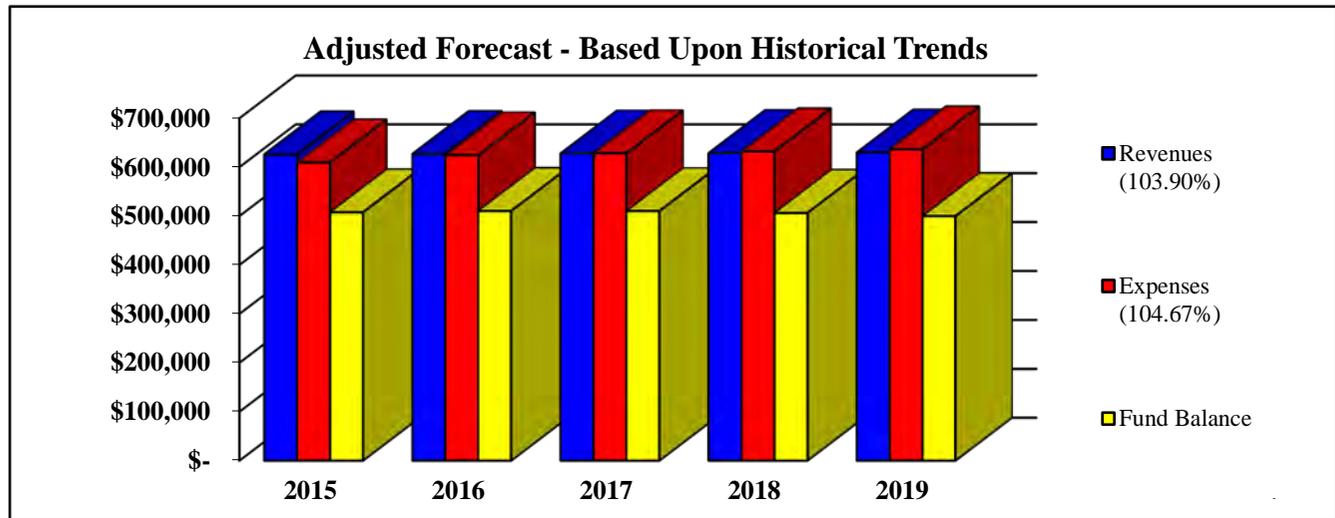
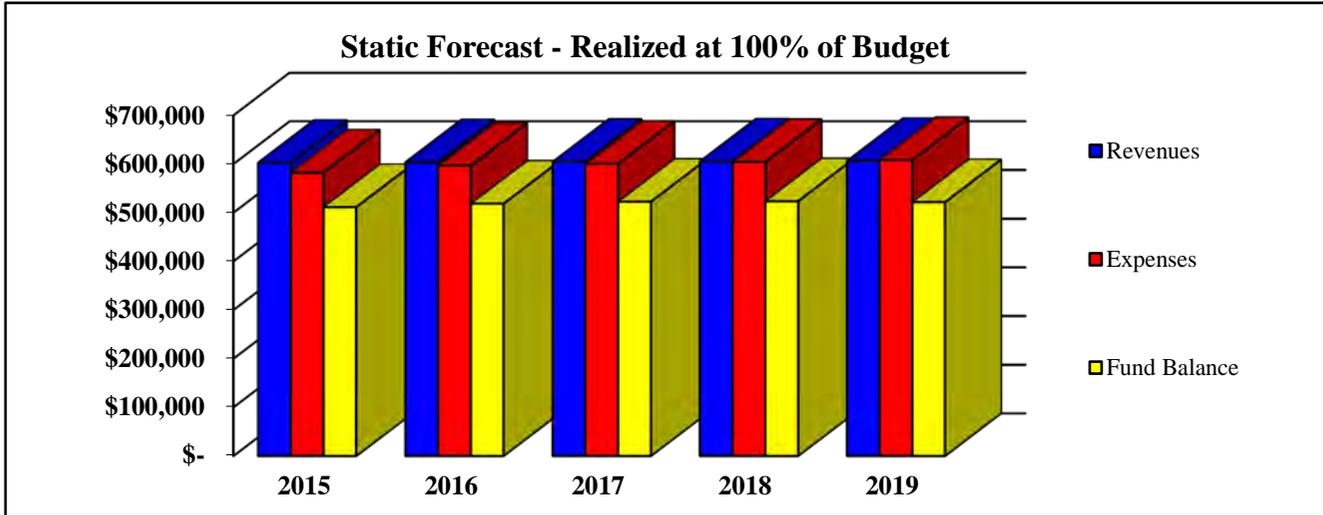


SKYLARK FIELD
Five Year Forecast
FY 2015

	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2015-19 % Change
Revenues						
Fixed Base Operations	\$ 45,326	\$ 45,552	\$ 45,780	\$ 46,009	\$ 46,239	2.01%
Hangars & Tiedowns	115,835	116,414	116,997	117,582	118,169	2.01%
Airport Use Fees	5,214	5,240	5,266	5,293	5,319	2.01%
Fuel Sales	420,998	420,998	420,998	420,998	420,998	0.00%
Operating Supplies	1,393	1,400	1,407	1,414	1,421	2.01%
Interest Earned	201	202	203	204	205	1.99%
Miscellaneous Receipts	7,934	7,974	8,014	8,054	8,094	2.02%
State Grants-TXDOT Projects	5,548	5,575	5,603	5,631	5,659	2.00%
Total Revenues	602,449	603,355	604,268	605,185	606,104	0.61%
Expenses						
Salaries	134,504	137,194	139,938	142,737	145,592	8.24%
Supplies	7,454	7,491	7,529	7,566	7,604	2.01%
Maintenance	4,348	4,369	4,391	4,413	4,435	2.00%
Repairs	18,015	18,105	18,195	18,286	18,378	2.01%
Support Services	38,632	38,825	39,019	39,215	39,411	2.02%
Benefits	37,193	37,937	38,696	39,470	40,259	8.24%
Cost of Goods Sold	342,442	342,442	342,442	342,442	342,442	0.00%
Capital Outlay	-	10,000	10,000	10,000	10,000	100.00%
Total Expenses	582,588	596,363	600,210	604,129	608,121	4.38%
Net Change in Fund Balance	19,861	6,992	4,058	1,056	(2,017)	(110.16%)
Beginning Fund Balance	491,495	511,356	518,348	522,406	523,462	6.50%
Ending Fund Balance	\$ 511,356	\$ 518,348	\$ 522,406	\$ 523,462	\$ 521,445	1.97%

Note: 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 have been excluded for the purposes of this evaluation.

SKYLARK FIELD
Five Year Forecast (continued)
FY 2015



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SOLID WASTE FUND Five Year Forecast FY 2015

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 2015 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 2% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 3% annual increase, which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the general fund are projected to increase at a rate of 3% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast.

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.

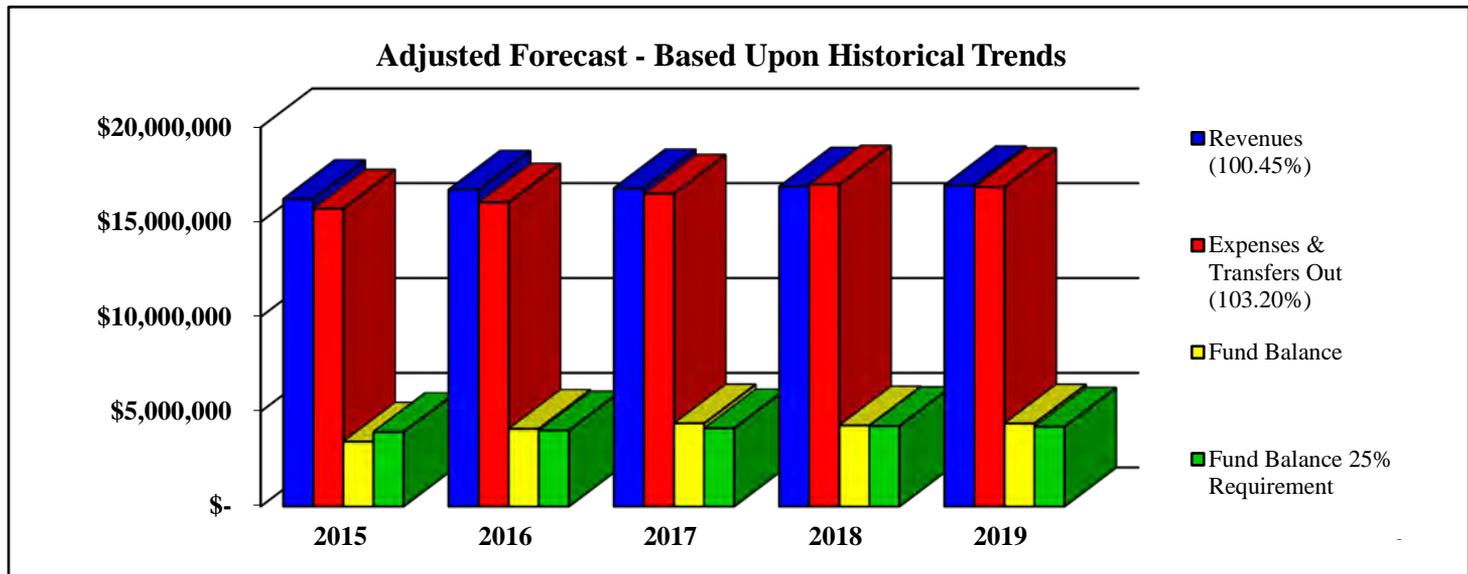
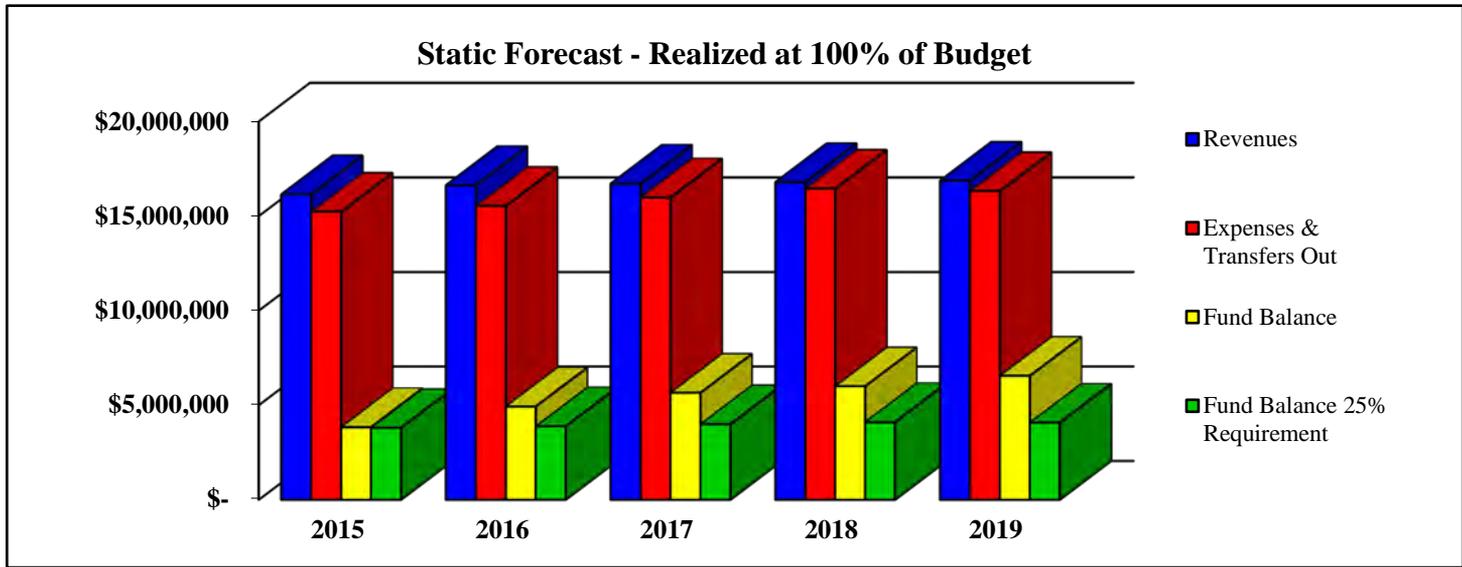


SOLID WASTE FUND
Five Year Forecast
FY 2015

	2015 Budget	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2015-19 % Change
Revenues						
Transfer Station Fees	\$ 380,800	\$ 407,307	\$ 409,344	\$ 411,391	\$ 413,448	8.57%
Container Rentals	101,420	103,448	105,517	107,628	109,780	8.24%
Sale of Equipment	9,000	9,090	9,181	9,273	9,365	4.06%
Tire Disposal Fees	7,000	7,140	7,283	7,428	7,577	8.24%
Sale of Metals - Recycling	50,000	51,000	52,020	53,060	54,122	8.24%
Paper Products - Recycling	52,000	53,040	54,101	55,183	56,286	8.24%
Public Scale Fees	8,000	8,160	8,323	8,490	8,659	8.24%
Other Recycling Fees	7,000	7,140	7,283	7,428	7,577	8.24%
Customer Recycling Fees	86,972	91,683	92,142	92,602	93,065	7.01%
Commercial Sanitation Fees	5,612,924	5,702,973	5,726,590	5,750,325	5,774,178	2.87%
Residential Sanitation Fees	9,773,247	10,134,233	10,181,982	10,229,969	10,278,196	5.17%
Investment Revenue	8,200	8,200	8,200	8,200	8,200	0.00%
Compost Facility Lease	18,000	18,000	18,000	18,000	18,000	0.00%
Knife River Lease	30,000	30,000	30,000	30,000	30,000	0.00%
Total Revenues	16,144,563	16,631,414	16,709,966	16,788,977	16,868,454	4.48%
Expenses						
Operating Expenses						
Accounting	217,354	223,875	230,591	237,509	244,634	12.55%
Residential Services	3,419,481	3,522,065	3,627,727	3,736,559	3,848,656	12.55%
Commercial Services	1,688,292	1,738,941	1,791,109	1,844,842	1,900,188	12.55%
Recycling	414,900	427,347	440,167	453,372	466,974	12.55%
Transfer Station	5,086,222	5,238,809	5,395,973	5,557,852	5,724,588	12.55%
Mowing	921,453	949,097	977,569	1,006,897	1,037,103	12.55%
Information Technology - Non-Dept	106,084	109,267	112,545	115,921	119,398	12.55%
Non-Departmental	204,697	210,838	217,163	223,677	230,388	12.55%
Total Operating Expenses	12,058,483	12,420,239	12,792,844	13,176,629	13,571,929	12.55%
Total Expenses	12,058,483	12,420,239	12,792,844	13,176,629	13,571,929	12.55%
Other Financing Sources (Uses)						
Transfers Out						
Debt Service	(729,558)	(604,749)	(605,574)	(605,724)	-	(100.00%)
Indirect Cost Allocations	(1,308,745)	(1,348,007)	(1,388,448)	(1,430,101)	(1,473,004)	12.55%
Franchise Fees	(1,130,119)	(1,164,023)	(1,198,943)	(1,234,912)	(1,271,959)	12.55%
Total Transfers Out	(3,168,422)	(3,116,779)	(3,192,965)	(3,270,737)	(2,744,963)	(13.36%)
Total Other Financing Sources (Uses)	(3,168,422)	(3,116,779)	(3,192,965)	(3,270,737)	(2,744,963)	(13.36%)
Net Change in Fund Balance	917,658	1,094,396	724,157	341,611	551,562	(39.89%)
Fund Balance, Beginning	2,920,889	3,838,547	4,932,943	5,657,100	5,998,711	105.37%
Fund Balance, Ending	\$3,838,547	\$4,932,943	\$5,657,100	\$5,998,711	\$6,550,274	70.64%
Fund Balance %	25.21%	31.75%	35.39%	36.47%	40.14%	

Note: Five Year Forecast excludes capital projects & improvements.

SOLID WASTE FUND
Five Year Forecast (continued)
FY 2015



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WATER & SEWER FUND Five Year Forecast FY 2015

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 2015 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 9% and sewer fees collected will increase by 9% from FY 2014 to FY 2015. 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 2% 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:

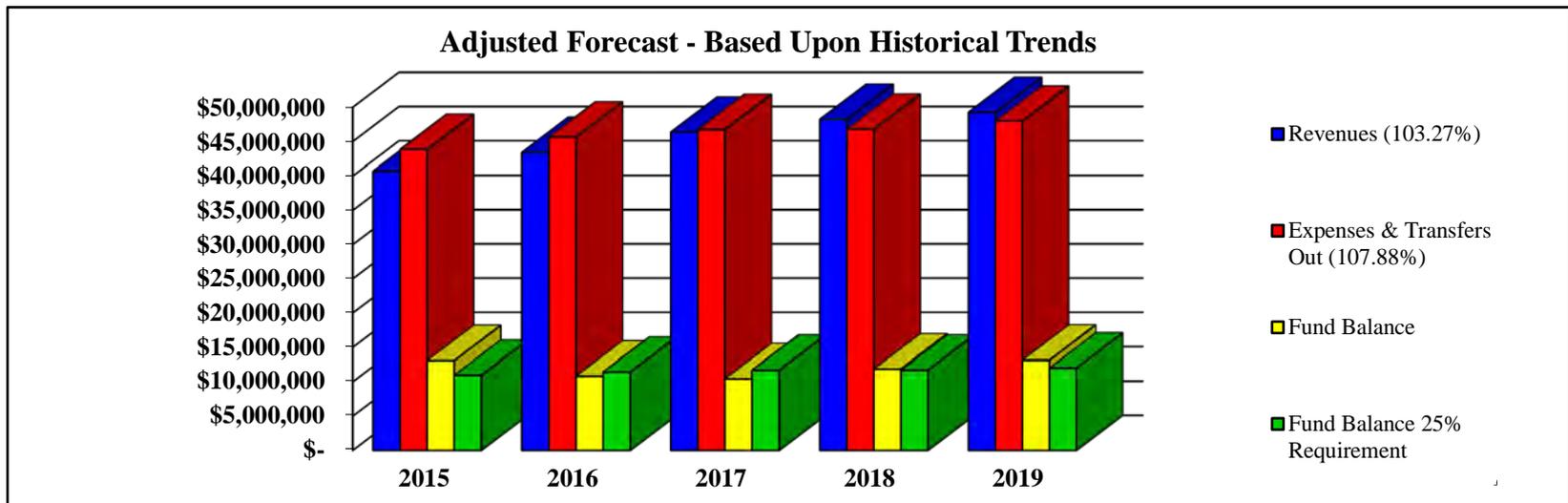
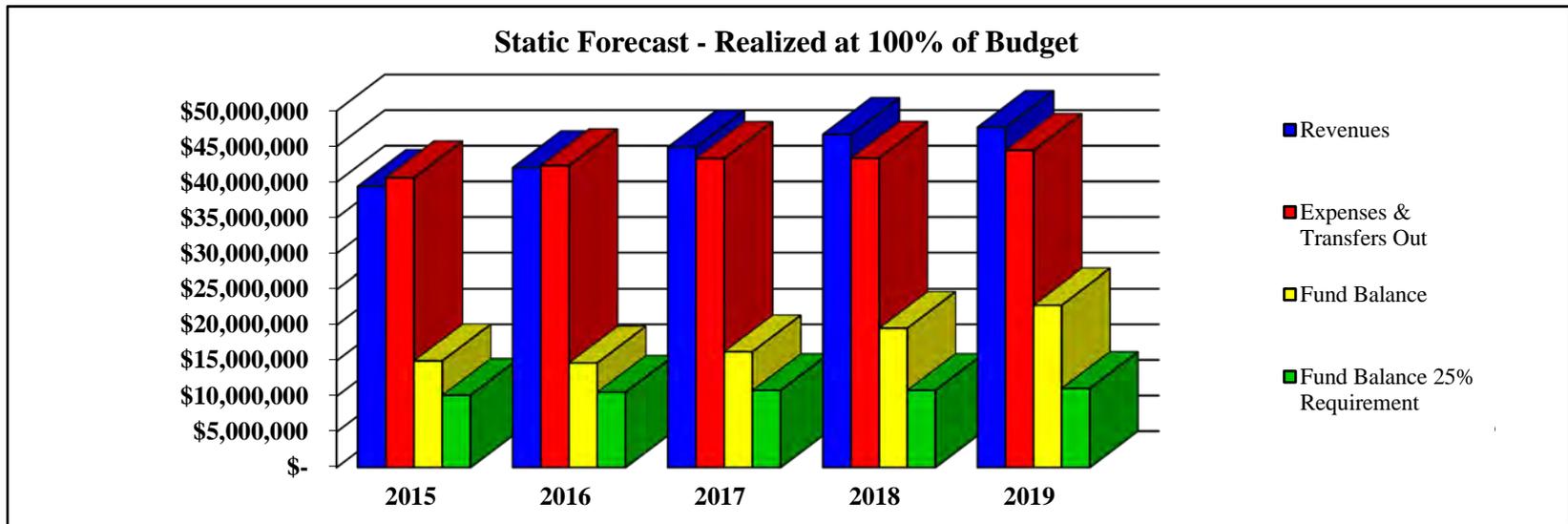
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation 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.



WATER & SEWER FUND
Five Year Forecast
FY 2015

	FY 2015 Budget	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2015-19 % Change
Revenues						
Sale of Water	\$ 18,638,615	\$ 19,950,247	\$ 21,364,918	\$ 22,229,120	\$ 22,677,731	21.67%
Water & Sewer Taps	753,195	774,284	795,964	818,251	841,162	11.68%
Septic Tank Elimination	24,000	24,672	25,363	26,073	26,803	11.68%
Sewer Fees Collected	17,541,921	18,780,985	20,135,864	20,974,092	21,421,273	22.11%
Misc Services & Charges	916,639	942,305	968,689	995,813	1,023,695	11.68%
Delinquent Penalty	1,255,391	1,290,542	1,326,677	1,363,824	1,402,011	11.68%
Investment Revenue	80,390	82,641	84,955	87,334	89,779	11.68%
FOG Revenue	145,000	149,060	153,234	157,524	161,935	11.68%
Miscellaneous Receipts	55,000	56,540	58,123	59,751	61,424	11.68%
Total Revenues	39,410,151	42,051,276	44,913,787	46,711,782	47,705,813	21.05%
Expenses						
Fleet Services	1,299,495	1,344,393	1,390,878	1,439,006	1,488,837	14.57%
Utility Collections	2,065,876	2,137,985	2,212,642	2,289,938	2,369,968	14.72%
Water and Sewer Contracts	14,521,007	14,924,795	15,339,889	15,766,606	16,205,271	11.60%
Water Distribution	1,459,255	1,507,114	1,556,566	1,607,665	1,660,467	13.79%
Sanitary Sewers	1,973,579	2,001,265	2,029,913	2,059,556	2,090,230	5.91%
Water and Sewer Operations	2,771,721	2,867,579	2,966,896	3,069,798	3,176,418	14.60%
Water and Sewer Engineering	1,385,105	1,429,128	1,474,582	1,521,515	1,569,977	13.35%
Capital Projects	-	719,600	739,749	760,462	781,755	0.00%
Non-Departmental	2,265,136	2,332,471	2,401,911	2,473,521	2,547,373	12.46%
Total Expenses	27,741,174	29,264,330	30,113,026	30,988,067	31,890,296	14.96%
Other Financing Sources (Uses)						
Debt Service	(7,160,000)	(7,163,175)	(7,161,301)	(6,165,871)	(6,170,688)	(13.82%)
Transfers Out	(5,750,711)	(5,911,731)	(6,077,259)	(6,247,423)	(6,422,350)	11.68%
Total Other Financing Sources (Uses)	(12,910,711)	(13,074,906)	(13,238,560)	(12,413,294)	(12,593,038)	(2.46%)
Net Change in Fund Balance	(1,241,734)	(287,960)	1,562,201	3,310,421	3,222,479	(359.51%)
Fund Balance, Beginning	16,236,564	14,994,830	14,706,870	16,269,071	19,579,492	20.59%
Fund Balance, Ending	\$ 14,994,830	\$ 14,706,870	\$ 16,269,071	\$ 19,579,492	\$ 22,801,971	52.07%
Fund Balance %	36.89%	34.74%	37.53%	45.11%	51.26%	

WATER & SEWER FUND
Five Year Forecast (continued)
FY 2015



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DRAINAGE UTILITY FUND
Five Year Forecast
FY 2015

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 2015 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.

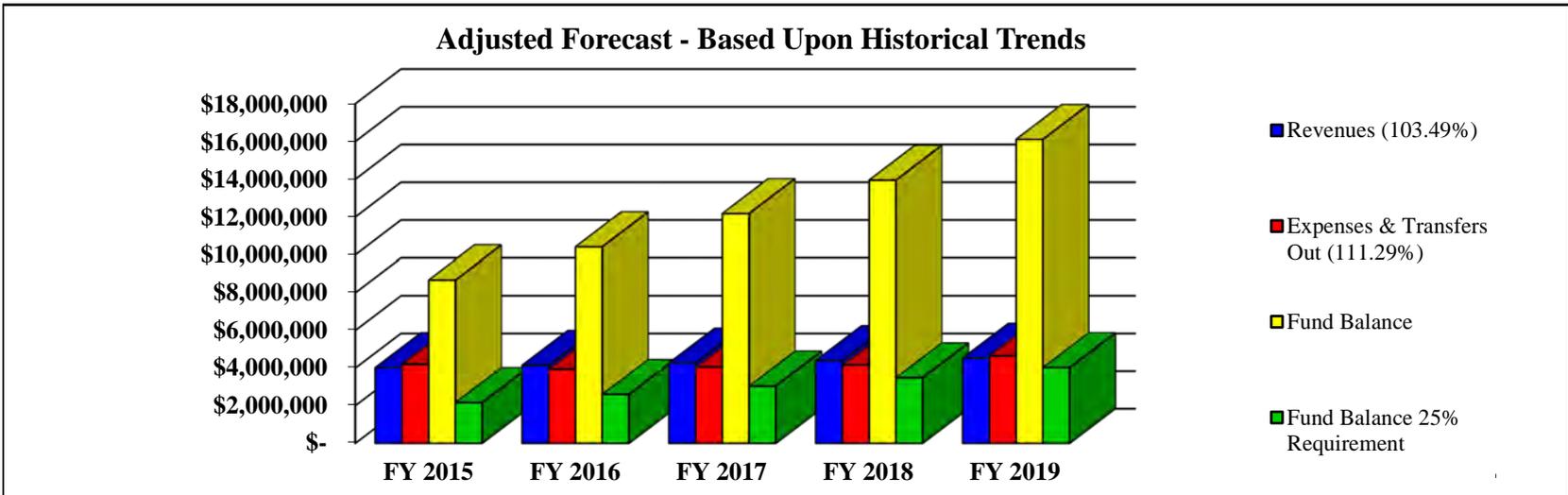
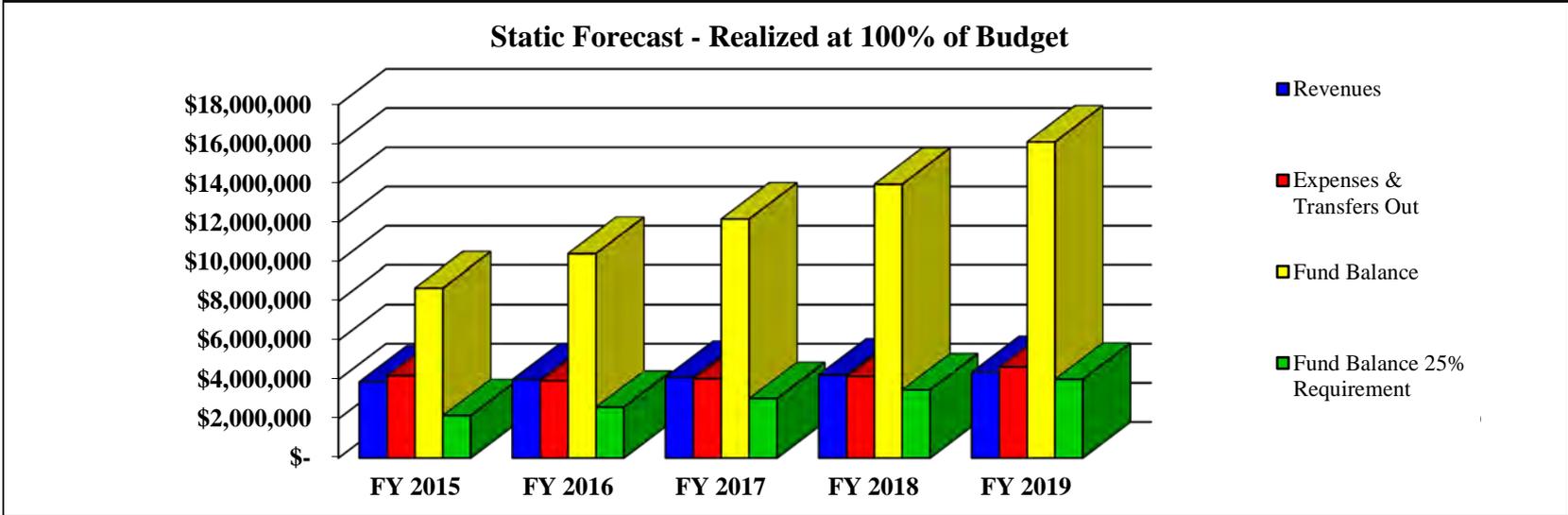


DRAINAGE UTILITY FUND
Five Year Forecast
FY 2015

	FY 2015 Budget	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2015-19 % Change
Revenues						
Operating Revenues						
Residential Storm Water Fees	\$ 3,250,000	\$ 3,347,500	\$ 3,447,925	\$ 3,551,363	\$ 3,657,904	12.55%
Commercial Storm Water Fees	610,000	628,300	647,149	666,563	686,560	12.55%
Miscellaneous Receipts	5,000	5,100	5,202	5,306	5,412	8.24%
Total Operating Revenues	3,865,000	3,980,900	4,100,276	4,223,232	4,349,876	12.55%
Investment Revenue						
Interest Earned	25,000	25,500	26,010	26,530	27,061	8.24%
Total Investment Revenue	25,000	25,500	26,010	26,530	27,061	8.24%
Total Revenues	3,890,000	4,006,400	4,126,286	4,249,762	4,376,937	12.52%
Expenses						
Engineering	681,471	703,283	724,909	747,292	770,468	13.06%
Streets	309,480	318,145	327,054	336,211	345,625	11.68%
Drainage Maintenance	1,679,264	1,738,817	1,802,816	1,869,573	1,939,252	15.48%
Environmental Services	201,581	207,763	211,671	215,700	219,857	9.07%
Non-Departmental	131,331	135,008	141,995	149,703	158,229	20.48%
Total Expenses	3,003,127	3,103,016	3,208,445	3,318,479	3,433,431	14.33%
Other Financing Sources (Uses)						
Transfers Out	1,207,480	843,305	840,705	842,705	1,216,777	0.77%
Total Other Financing Sources (Uses)	1,207,480	843,305	840,705	842,705	1,216,777	0.77%
Net Change in Fund Balance	2,094,353	1,746,689	1,758,546	1,773,988	2,160,283	3.15%
Fund Balance, Beginning	6,578,351	8,672,704	10,419,393	12,177,939	13,951,927	112.09%
Fund Balance, Ending	\$ 8,672,704	\$ 10,419,393	\$ 12,177,939	\$ 13,951,927	\$ 16,112,210	85.78%

Note: Five Year Forecast excludes major capital projects & improvements.

DRAINAGE UTILITY FUND
Five Year Forecast
FY 2015





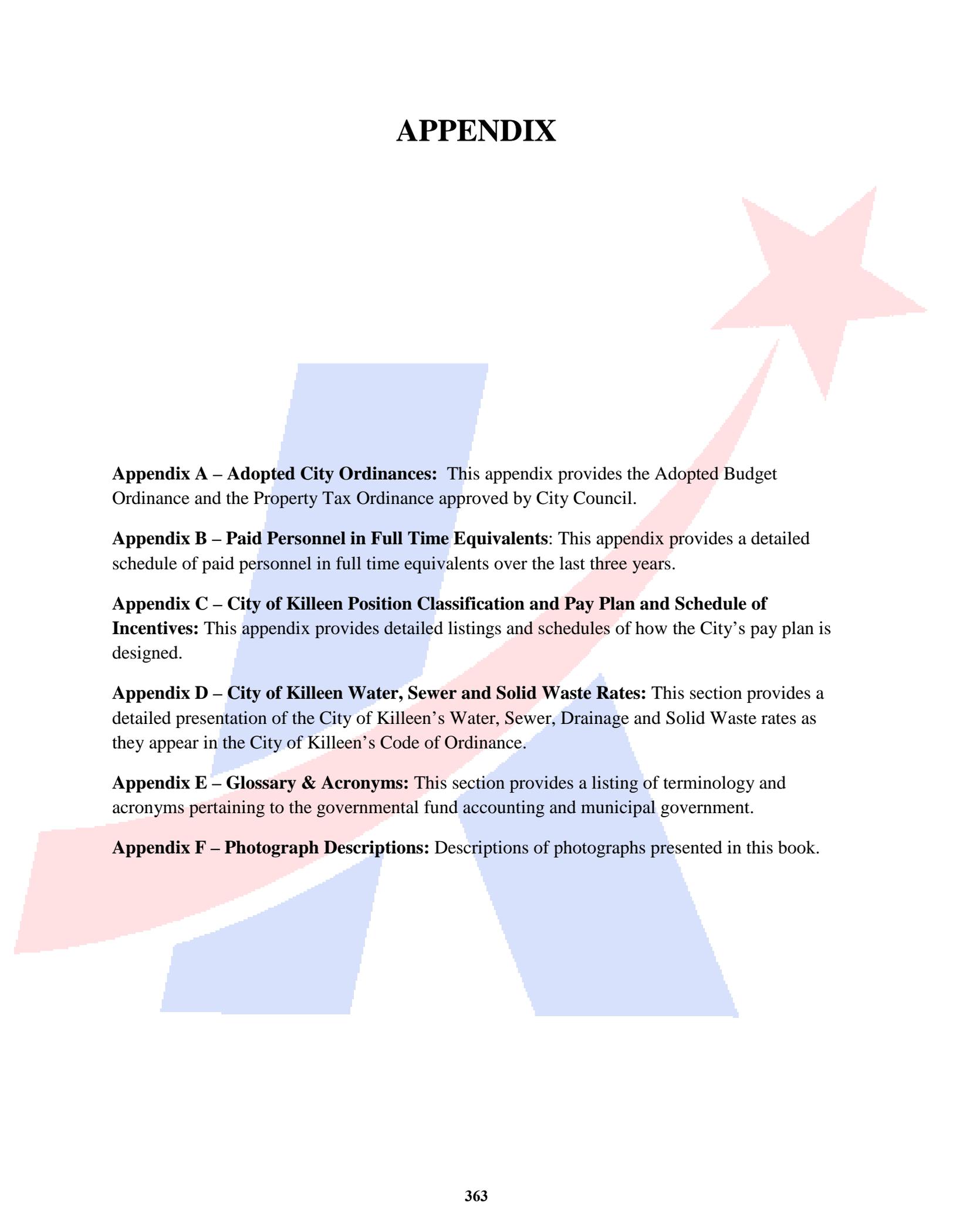
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Appendix



In Memory of Charles "Chuck" Dinwiddie

APPENDIX



Appendix A – Adopted City Ordinances: This appendix provides the Adopted Budget Ordinance and the Property Tax Ordinance approved by City Council.

Appendix B – Paid Personnel in Full Time Equivalents: This appendix provides a detailed schedule of paid personnel in full time equivalents over the last three years.

Appendix C – City of Killeen Position Classification and Pay Plan and Schedule of Incentives: This appendix provides detailed listings and schedules of how the City’s pay plan is designed.

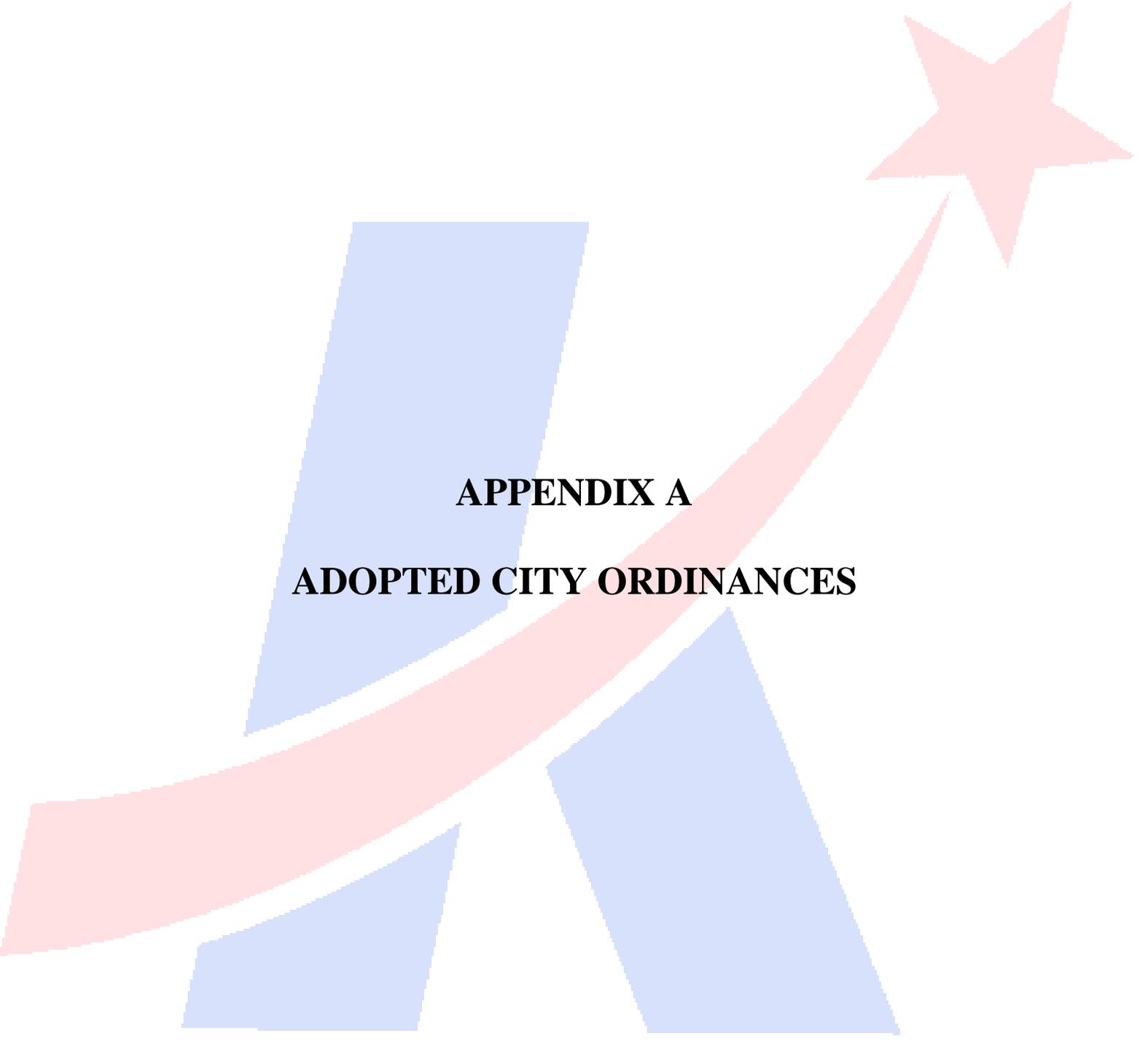
Appendix D – City of Killeen Water, Sewer and Solid Waste Rates: This section provides a detailed presentation of the City of Killeen’s Water, Sewer, Drainage and Solid Waste rates as they appear in the City of Killeen’s Code of Ordinance.

Appendix E – Glossary & Acronyms: This section provides a listing of terminology and acronyms pertaining to the governmental fund accounting and municipal government.

Appendix F – Photograph Descriptions: Descriptions of photographs presented in this book.



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APPENDIX A
ADOPTED CITY ORDINANCES

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, 2014 AND ENDING ON SEPTEMBER 30, 2015; 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, 2014 to September 30th, 2015 has been prepared by Glenn P. Morrison, City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

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

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

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1st, 2014 to September 30th, 2015, 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 2014-2015 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.

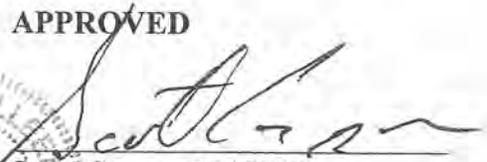
SECTION V. That all ordinances and appropriations for which provision has heretofore been made are hereby expressly repealed if in conflict with the provisions of this ordinance.

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.

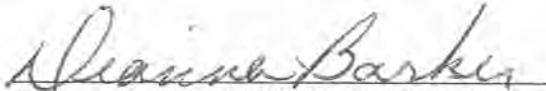
PASSED AND APPROVED at a regular meeting of the City Council of the City of Killeen, Texas this 9 day of Sept, 2014, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

APPROVED

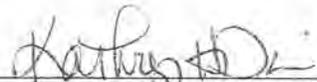



Scott Cospers, MAYOR

ATTEST:


Dianna Barker, CITY SECRETARY

APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Executive Director of Finance

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 2014 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014, AND ENDING SEPTEMBER 30, 2015; 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 12, 2014; 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 2014;

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 2014 be, and is hereby, set at _____ ¢ 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.

SECTION II. That there is hereby levied for the tax year 2014 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) 52.29¢ 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, 22.69¢ on each \$100 of the taxable value of such property as follows:

1.676	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
1.076	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
1.387	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
1.759	per \$100 valuation	to Interest and Sinking Fund Series	2009 GOB
0.911	per \$100 valuation	to Interest and Sinking Fund Series	2009 C/O
0.849	per \$100 valuation	to Interest and Sinking Fund Series	2010 Refunding
4.015	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O
1.635	per \$100 valuation	to Interest and Sinking Fund Series	2011 Refunding
0.497	per \$100 valuation	to Interest and Sinking Fund Series	2012 C/O
2.815	per \$100 valuation	to Interest and Sinking Fund Series	2012 GOB & Refunding
3.332	per \$100 valuation	to Interest and Sinking Fund Series	2013 GOB Refunding
1.366	per \$100 valuation	to Interest and Sinking Fund Series	2014 C/O
1.366	per \$100 valuation	to Interest and Sinking Fund Series	2014 GOB & 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 2014-15 Annual Budget and Plan of Municipal Services.

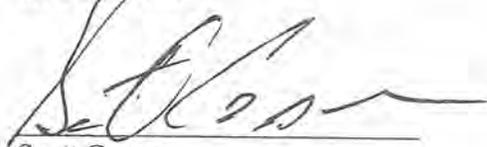
SECTION VI. That all monies collected which are not specifically appropriated shall be deposited in the general fund.

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 9 day of Sept, 2014, 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.

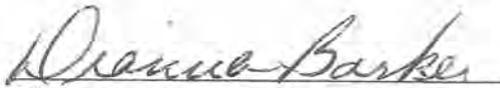
APPROVED



Scott Coper
MAYOR



ATTEST:



Dianna Barker
CITY SECRETARY

APPROVED AS TO FORM:



Kathy Hoffman Davis
CITY ATTORNEY



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A decorative graphic featuring a large, stylized number '1' composed of blue and red geometric shapes. A red star is positioned at the top right, with a red arrow-like shape pointing towards it from the bottom left. The text is centered over the blue part of the '1'.

APPENDIX B
PAID PERSONNEL IN FULL TIME
EQUIVALENTS

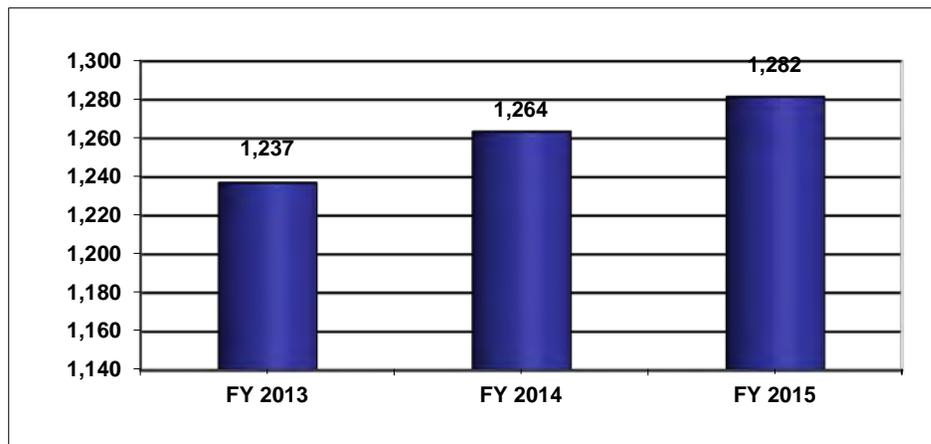
**PAID PERSONNEL
IN FULL TIME EQUIVALENTS**

	FY 2013	FY 2014	FY 2015
General Fund			
City Manager	4.0	2.0	2.0
Assistant City Manager-External	2.0	2.0	2.0
Assistant City Manager-Internal	-	2.0	2.0
City Auditor	1.0	1.0	1.0
Municipal Court	25.0	25.0	26.0
Public Information	2.5	2.5	2.5
Volunteer Services	3.0	3.0	3.0
City Attorney	7.0	7.0	7.0
City Secretary	1.0	1.0	1.0
Finance	13.0	14.0	13.0
Purchasing	5.0	5.0	5.0
Building Services	6.0	6.0	7.0
Custodial Services	18.0	18.0	18.0
Printing Services	3.0	3.0	3.0
Support Services	2.0	1.0	1.0
Human Resources	12.0	13.0	13.0
Information Technology	19.0	19.0	18.0
Library Services	29.0	29.0	29.0
Golf Course	20.0	20.0	22.0
Community Center Operations	3.0	5.0	3.0
Parks	33.0	35.0	37.0
Lions Club Park	13.0	14.0	19.0
Aquatics Center	2.0	2.0	1.0
Killeen Arts and Activities Center	4.0	5.0	5.0
Recreation	2.0	2.0	2.0
Athletics	3.0	3.0	3.0
Cemetery	6.0	6.0	5.0
Senior Citizens	4.0	4.0	4.0
Community Development	4.0	5.0	4.0
Home Program	1.0	1.0	1.0
Lien Services	-	-	2.0
Public Works	2.0	2.0	2.0
Traffic	5.0	5.0	5.0
Streets	52.0	52.0	52.0
Planning & Development	7.0	7.0	7.0
Building Inspections	15.0	14.0	13.0
Code Enforcement	13.0	15.0	16.0
Police	319.0	333.0	334.0
Animal Control	12.0	13.0	17.0
Fire	200.0	200.0	200.0
Emergency Management & Homeland Security	1.0	1.0	1.0
EMS Billing & Collections	6.0	6.0	6.0
Total General Fund	879.5	903.5	914.5
Aviation Funds			
Killeen-Fort Hood Regional Airport	41.0	41.0	41.0
Skylark Field	4.0	4.0	4.0
Total Aviation Funds	45.0	45.0	45.0

**PAID PERSONNEL
IN FULL TIME EQUIVALENTS**

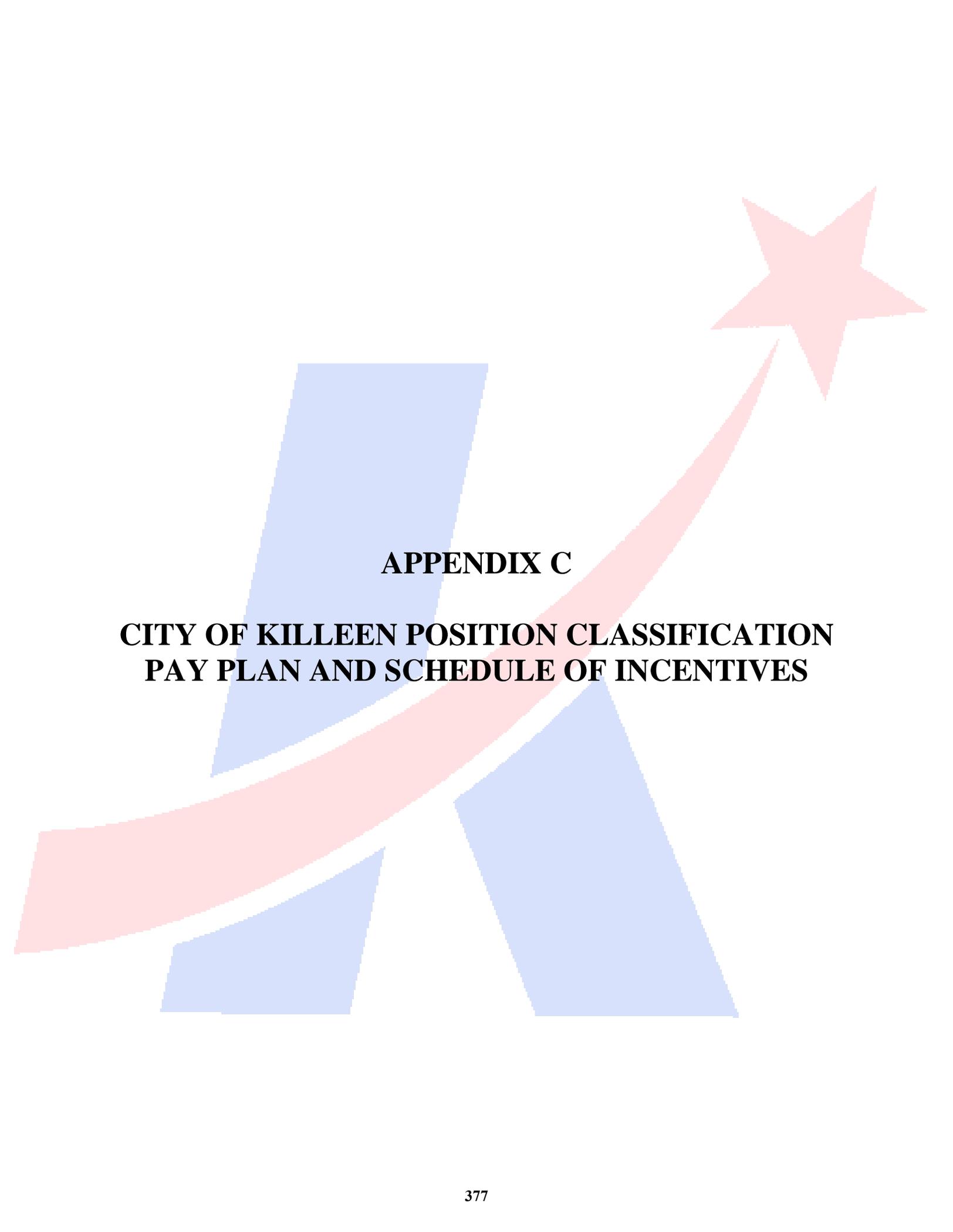
	FY 2013	FY 2014	FY 2015
Solid Waste Fund			
Accounting	4.0	4.0	4.0
Residential Operations	44.0	46.0	46.0
Commercial Operations	20.0	20.0	20.0
Recycling	7.0	7.0	5.0
Transfer Station	16.0	16.0	16.0
Mowing Operations	23.0	21.0	21.0
Total Solid Waste Fund	114.0	114.0	112.0
Water/Sewer Fund			
Fleet Services	26.0	26.0	26.0
Utility Collections	39.5	40.5	40.5
Water Distribution	19.0	19.0	19.0
Sanitary Sewers	15.0	15.0	20.0
Water and Sewer Operations	27.0	28.0	28.0
Engineering	11.8	10.8	14.8
Total Water/Sewer Fund	138.3	139.3	148.3
Drainage Utility Fund			
Engineering	3.0	4.0	4.0
Drainage Maintenance	33.5	34.0	34.0
Environmental Services	1.2	1.2	1.2
Total Drainage Utility Fund	37.7	39.2	39.2
Special Revenue Fund			
Cablesystem PEG	3.5	3.5	3.5
Civic and Conference Center	3.0	3.0	3.0
Community Development Block Grant	2.0	2.0	2.0
Home Program	1.0	1.0	1.0
Total Special Revenue Fund	9.5	9.5	9.5
Capital Improvement			
Water & Sewer Improvements	5.0	5.0	5.0
Pass Thru Finance Construction Fund	8.0	8.0	8.0
Total Capital Improvement Fund	13.0	13.0	13.0
TOTAL ALL FUNDS	1,237.0	1,263.5	1,281.5

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.





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The background features a large, stylized graphic composed of several overlapping geometric shapes. A prominent red five-pointed star is positioned in the upper right quadrant. A thick, curved red band sweeps across the page from the bottom left towards the star. Several light blue trapezoidal shapes are scattered around the red band, creating a dynamic, abstract composition.

APPENDIX C
CITY OF KILLEEN POSITION CLASSIFICATION
PAY PLAN AND SCHEDULE OF INCENTIVES



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CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N51</u>	Clerk	\$1,572	\$2,291
	Clerk (Court Files)	\$1,572	\$2,291
	Clerk (Utility Collections Mail)	\$1,572	\$2,291
	Utility Cashier	\$1,572	\$2,291
<u>N52</u>	Aircraft Fuel Handler	\$1,724	\$2,514
	Animal Control Assistant	\$1,724	\$2,514
	Animal Control Attendant	\$1,724	\$2,514
	Cart Fleet & Range Attendant	\$1,724	\$2,514
	Code Enforcement Clerk	\$1,724	\$2,514
	Communications Specialist	\$1,724	\$2,514
	Community Center Coordinator	\$1,724	\$2,514
	Court Citation Specialist	\$1,724	\$2,514
	Court Collections Clerk	\$1,724	\$2,514
	Custodian	\$1,724	\$2,514
	Customer Svc Representative	\$1,724	\$2,514
	Fire Clerk	\$1,724	\$2,514
	Golf Shop Attendant	\$1,724	\$2,514
	Greenskeeper	\$1,724	\$2,514
	Grounds Maintenance Worker	\$1,724	\$2,514
	Juvenile Coordinator/Accounting Clerk	\$1,724	\$2,514
	Lien Clerk	\$1,724	\$2,514
	Meter Reader	\$1,724	\$2,514
	Office Assistant	\$1,724	\$2,514
	Operator/Apprentice	\$1,724	\$2,514
	Police Clerk	\$1,724	\$2,514
	Press Operator	\$1,724	\$2,514
	Receptionist	\$1,724	\$2,514
	Recycling Attendant	\$1,724	\$2,514
	Scale Attendant	\$1,724	\$2,514
	Secretary	\$1,724	\$2,514
	Secretary (BPAT/FOG)	\$1,724	\$2,514
	Service Worker (Airport)	\$1,724	\$2,514
	Service Worker (Bldgs & Grounds)	\$1,724	\$2,514
	Service Worker (Drainage)	\$1,724	\$2,514
	Service Worker (Mowing)	\$1,724	\$2,514
	Service Worker (Street)	\$1,724	\$2,514
Solid Waste Worker	\$1,724	\$2,514	
Utility Clerk	\$1,724	\$2,514	
Warrants Clerk	\$1,724	\$2,514	
Warrants Coordinator (Court)	\$1,724	\$2,514	
Welder's Assistant	\$1,724	\$2,514	



CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N53</u>	Accounting Clerk	\$1,932	\$2,816
	Bailiff	\$1,932	\$2,816
	Building Permit Clerk	\$1,932	\$2,816
	EMS Billing Clerk	\$1,932	\$2,816
	Golf Course Maintenance Technician	\$1,932	\$2,816
	Graffiti Removal Specialist	\$1,932	\$2,816
	Human Resources Assistant I	\$1,932	\$2,816
	Jailer	\$1,932	\$2,816
	Library Assistant	\$1,932	\$2,816
	Lube Technician	\$1,932	\$2,816
	Operator (Water/Wastewater)	\$1,932	\$2,816
	Parts Assistant	\$1,932	\$2,816
	Program Assistant	\$1,932	\$2,816
	Recreation Specialist	\$1,932	\$2,816
	Sign Technician	\$1,932	\$2,816
	Solid Waste Crew Chief	\$1,932	\$2,816
	Sr Meter Reader	\$1,932	\$2,816
	Sr Secretary	\$1,932	\$2,816
	Sr Utility Clerk	\$1,932	\$2,816
	Truck Driver	\$1,932	\$2,816
Utility Service Worker	\$1,932	\$2,816	
<u>N54</u>	Accounting Specialist	\$2,163	\$3,152
	Animal Control Officer	\$2,163	\$3,152
	Compliance/Collections Enforcement Asst	\$2,163	\$3,152
	Construction Inspector	\$2,163	\$3,152
	Criminal Victims Liaison	\$2,163	\$3,152
	Electrical Maintenance Technician	\$2,163	\$3,152
	Equipment Operator	\$2,163	\$3,152
	Equipment Operator (Commercial)	\$2,163	\$3,152
	Equipment Operator (Residential)	\$2,163	\$3,152
	Evidence Technician	\$2,163	\$3,152
	Human Resources Assistant II	\$2,163	\$3,152
	Juvenile Case Manager	\$2,163	\$3,152
	Operator I	\$2,163	\$3,152
	Payroll Coordinator	\$2,163	\$3,152
	Police Crime Analyst	\$2,163	\$3,152
	Police Personnel & Equipment Specialist	\$2,163	\$3,152
	Police Training Assistant	\$2,163	\$3,152
	Principal Secretary	\$2,163	\$3,152
	Sr Collections Clerk	\$2,163	\$3,152
	Sr Reference Assistant	\$2,163	\$3,152



CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N55</u>	Airport Specialist	\$2,423	\$3,531
	Asset Technician	\$2,423	\$3,531
	Assistant Clerk of the Court	\$2,423	\$3,531
	Buyer	\$2,423	\$3,531
	Crew Leader	\$2,423	\$3,531
	EMS Billing Specialist	\$2,423	\$3,531
	Equipment Services Technician	\$2,423	\$3,531
	Event Coordinator	\$2,423	\$3,531
	Evidence Technician II	\$2,423	\$3,531
	Executive Assistant	\$2,423	\$3,531
	Facilities Maintenance Specialist	\$2,423	\$3,531
	Fleet Services Technician	\$2,423	\$3,531
	FOG Enforcement Program Specialist	\$2,423	\$3,531
	Library Supervisor	\$2,423	\$3,531
	Operator II	\$2,423	\$3,531
	Permits Clerk Supervisor	\$2,423	\$3,531
	Planning Assistant	\$2,423	\$3,531
	Program Coordinator	\$2,423	\$3,531
	Recreation Supervisor	\$2,423	\$3,531
	Sr Aircraft Fuel Handler	\$2,423	\$3,531
Technology Unit Technician	\$2,423	\$3,531	
Traffic Technician	\$2,423	\$3,531	
Welder	\$2,423	\$3,531	
<u>O55</u>	Public Service Officer	\$2,617	\$3,813
<u>N56</u>	Association Sales Manager	\$2,715	\$3,955
	CAD/GIS Technician	\$2,715	\$3,955
	Code Enforcement Officer	\$2,715	\$3,955
	Community Development Housing Specialist	\$2,715	\$3,955
	Computer Operator	\$2,715	\$3,955
	Computer Technician	\$2,715	\$3,955
	Convention Services Manager	\$2,715	\$3,955
	Crime Statistical Analyst	\$2,715	\$3,955
	Customer Svc Supervisor	\$2,715	\$3,955
	Deputy City Marshal	\$2,715	\$3,955
	Forensic Latent Print Examiner	\$2,715	\$3,955
	Home Program Coordinator	\$2,715	\$3,955
	Information Technology Training Specialist	\$2,715	\$3,955
	Lien Collections Specialist	\$2,715	\$3,955
	Operations Specialist	\$2,715	\$3,955
	Paralegal	\$2,715	\$3,955
	Police Records Supervisor	\$2,715	\$3,955
	Procurement Card Administrator	\$2,715	\$3,955
	Solid Waste Specialist	\$2,715	\$3,955
	Sr Construction Inspector	\$2,715	\$3,955
	Sr Traffic Technician	\$2,715	\$3,955
	Utility Collections Supervisor	\$2,715	\$3,955
Water & Sewer Materials Manager	\$2,715	\$3,955	
Youth Program Specialist	\$2,715	\$3,955	



CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
N57	Administrative Assistant	\$3,040	\$4,702
	Airport Maintenance Crew Leader	\$3,040	\$4,702
	Airport Operations & Maintenance Crew Leader (ILE)	\$3,040	\$4,702
	Building Inspector	\$3,040	\$4,702
	Cataloguer	\$3,040	\$4,702
	Chief Operator	\$3,040	\$4,702
	Child Safety Coordinator	\$3,040	\$4,702
	City Marshal	\$3,040	\$4,702
	Code Enforcement Supervisor I	\$3,040	\$4,702
	Community Development Prg/Manager	\$3,040	\$4,702
	Community Development Specialist	\$3,040	\$4,702
	Computer Mainframe Specialist	\$3,040	\$4,702
	Construction Record Keeper	\$3,040	\$4,702
	Crime Prevention Coordinator	\$3,040	\$4,702
	Employee Benefits Specialist	\$3,040	\$4,702
	Engineering Technician	\$3,040	\$4,702
	Environmental Specialist	\$3,040	\$4,702
	Facility Supervisor	\$3,040	\$4,702
	Flightline Service Crew Leader	\$3,040	\$4,702
	GIS Data Technician	\$3,040	\$4,702
	Government Channel Producer	\$3,040	\$4,702
	Network Technician	\$3,040	\$4,702
	Network Technician (Airport)	\$3,040	\$4,702
	Operator III	\$3,040	\$4,702
	Reference Librarian	\$3,040	\$4,702
	Sex Offender Coordinator	\$3,040	\$4,702
	Storm Water Drainage Technician	\$3,040	\$4,702
	Supervisor (Animal Control)	\$3,040	\$4,702
	Supervisor (Aquatics)	\$3,040	\$4,702
	Supervisor (Commercial Operations)	\$3,040	\$4,702
	Supervisor (Container Operations)	\$3,040	\$4,702
	Supervisor (Drainage Maintenance)	\$3,040	\$4,702
	Supervisor (Maintenance)	\$3,040	\$4,702
	Supervisor (Mowing Operations)	\$3,040	\$4,702
	Supervisor (Parks)	\$3,040	\$4,702
	Supervisor (Print Services)	\$3,040	\$4,702
	Supervisor (Recreation Center)	\$3,040	\$4,702
	Supervisor (Recycling Operations)	\$3,040	\$4,702
	Supervisor (Residential Operations)	\$3,040	\$4,702
	Supervisor (Scale Operations)	\$3,040	\$4,702
Supervisor (Sign Crew)	\$3,040	\$4,702	
Supervisor (Street Maintenance)	\$3,040	\$4,702	
Supervisor (Traffic Signal)	\$3,040	\$4,702	
Supervisor (Transfer Station)	\$3,040	\$4,702	
Supervisor (Utility Service)	\$3,040	\$4,702	



CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N58</u>	Administrative Assistant II	\$3,406	\$5,264
	Building Plans Examiner	\$3,406	\$5,264
	Clerk of the Court	\$3,406	\$5,264
	Code Enforcement Supervisor II	\$3,406	\$5,264
	Community Engagement Coordinator	\$3,406	\$5,264
	Compliance/Collections Manager	\$3,406	\$5,264
	Custodian Supervisor	\$3,406	\$5,264
	EMS Billing Supervisor	\$3,406	\$5,264
	Fleet Services Parts Supervisor	\$3,406	\$5,264
	Fleet Services Supervisor	\$3,406	\$5,264
	GIS Analyst	\$3,406	\$5,264
	Grants Administrator	\$3,406	\$5,264
	IT Airport Technology Supervisor	\$3,406	\$5,264
	IT Software Specialist	\$3,406	\$5,264
	Network Exchange Administrator	\$3,406	\$5,264
	Operations Supervisor	\$3,406	\$5,264
	Special Projects Coordinator	\$3,406	\$5,264
Webmaster	\$3,406	\$5,264	
<u>N59</u>	Accounting Supervisor	\$3,814	\$5,896
	Animal Control Manager	\$3,814	\$5,896
	Assistant Director of Library Services	\$3,814	\$5,896
	Chief Building Inspector	\$3,814	\$5,896
	Chief Construction Inspector	\$3,814	\$5,896
	City Secretary	\$3,814	\$5,896
	Contract Specialist	\$3,814	\$5,896
	Engineer in Training	\$3,814	\$5,896
	Evidence Manager	\$3,814	\$5,896
	Facilities Manager	\$3,814	\$5,896
	Finance Manager	\$3,814	\$5,896
	Fleet Services Shop Foreman	\$3,814	\$5,896
	Golf Shop Manager	\$3,814	\$5,896
	Human Resources Generalist	\$3,814	\$5,896
	Human Resources Manager	\$3,814	\$5,896
	Intelligence Manager	\$3,814	\$5,896
	Operations Manager	\$3,814	\$5,896
	Public Information Officer	\$3,814	\$5,896
	Records Manager	\$3,814	\$5,896
	Risk Manager	\$3,814	\$5,896
	Senior Center Manager	\$3,814	\$5,896
	Staff Accountant	\$3,814	\$5,896
	Superintendent (Athletics)	\$3,814	\$5,896
Superintendent (Cemetery)	\$3,814	\$5,896	
Superintendent (Commercial Operations)	\$3,814	\$5,896	
Superintendent (Parks/Pub Grds)	\$3,814	\$5,896	



CITY OF KILLEEN
Position Classification and Pay Plan

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N59</u>	Superintendent (Recreation)	\$3,814	\$5,896
cont'd	Superintendent (Residential Operations)	\$3,814	\$5,896
	Superintendent (Street Services)	\$3,814	\$5,896
	Superintendent (Traffic)	\$3,814	\$5,896
	Superintendent (Transfer Station)	\$3,814	\$5,896
	Superintendent (Water & Sewer)	\$3,814	\$5,896
	Training & Development Coordinator	\$3,814	\$5,896
<u>N60</u>	Director of Code Enforcement	\$4,272	\$6,603
	Director of Mowing & Drainage Services	\$4,272	\$6,603
	Director of Volunteer Services	\$4,272	\$6,603
	Golf Course Superintendent	\$4,272	\$6,603
	Golf Professional	\$4,272	\$6,603
	Manager (Accounting)	\$4,272	\$6,603
	Manager (Airport Facilities)	\$4,272	\$6,603
	Manager (Airport Operations)	\$4,272	\$6,603
	Manager (Conference Center)	\$4,272	\$6,603
	Manager (Purchasing)	\$4,272	\$6,603
	Manager (Recycling)	\$4,272	\$6,603
	Manager (Utility Collections)	\$4,272	\$6,603
	Project Manager	\$4,272	\$6,603
	Resident Project Representative	\$4,272	\$6,603
	Sr. Human Resources Generalist	\$4,272	\$6,603
<u>N61</u>	Assistant Director of Human Resources	\$4,784	\$7,396
	Assistant Director of Parks & Recreation	\$4,784	\$7,396
	Director of Street Services	\$4,784	\$7,396
	Director of Water & Sewer Services	\$4,784	\$7,396
	Emergency Mgmt/Homeland Security Coordinator	\$4,784	\$7,396
	GIS Technical Project Manager	\$4,784	\$7,396
	Information Technology Network Manager	\$4,784	\$7,396
	Information Technology Operations Manager	\$4,784	\$7,396
	Sr. Planner	\$4,784	\$7,396
<u>N62</u>	Assistant City Attorney	\$5,357	\$8,283
	Assistant Director of Aviation	\$5,357	\$8,283
	Building Official	\$5,357	\$8,283
	City Planner	\$5,357	\$8,283
	Director of Civic & Conference Center	\$5,357	\$8,283
	Director of Fleet Services	\$5,357	\$8,283
	Director of Library Services	\$5,357	\$8,283
	Director of Parks & Recreation	\$5,357	\$8,283
	Director of Solid Waste Services	\$5,357	\$8,283
	General Manager (Golf Course)	\$5,357	\$8,283
	Management Accountant	\$5,357	\$8,283



**CITY OF KILLEEN
Position Classification and Pay Plan**

Effective: October 1, 2014

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>N63</u>	Assistant Director of Finance	\$6,001	\$9,845
	City Auditor	\$6,001	\$9,845
	City Engineer	\$6,001	\$9,845
	Deputy City Attorney	\$6,001	\$9,845
	Director of Environmental Services	\$6,001	\$9,845
	Director of Transportation	\$6,001	\$9,845
	Director of Water & Sewer Utilities	\$6,001	\$9,845
<u>N64</u>	City Attorney	\$6,721	\$11,027
	Executive Director of Aviation	\$6,721	\$11,027
	Executive Director of Community Development	\$6,721	\$11,027
	Executive Director of Community Services	\$6,721	\$11,027
	Executive Director of Finance	\$6,721	\$11,027
	Executive Director of Human Resources	\$6,721	\$11,027
	Executive Director of Information Technology	\$6,721	\$11,027
	Executive Director of Planning & Eco Development	\$6,721	\$11,027
	Executive Director of Public Information	\$6,721	\$11,027
	Executive Director of Public Works	\$6,721	\$11,027
	Executive Director of Support Services	\$6,721	\$11,027
	Fire Chief	\$6,721	\$11,027
	Police Chief	\$6,721	\$11,027
<u>N65</u>	Assistant City Manager	\$7,528	\$12,350
<u>99</u>	City Manager	City Council Determined	
	Associate Municipal Judge	City Council Determined	
	Presiding Municipal Judge	City Council Determined	



CITY OF KILLEEN
Police Pay Plan

Effective: October 1, 2014

Step:		P01-1	P01-2	P01-3	P01-4	P01-5	P01-6	P01-7	P01-8	P01-9	P01-10	P01-11	P01-12
Year:	Probationary	One	Two	Three	Four	Five	Six	Eight	Ten	Twelve	Fourteen	Sixteen	Eighteen
Police Officer	Monthly	3,743	\$ 4,071	\$ 4,203	\$ 4,334	\$ 4,465	\$ 4,596	\$ 4,729	\$ 4,860	\$ 4,991	\$ 5,122	\$ 5,254	\$ 5,385
Grade P00/P1	Annual	44,920	\$ 48,851	\$ 50,438	\$ 52,011	\$ 53,584	\$ 55,156	\$ 56,742	\$ 58,315	\$ 59,888	\$ 61,460	\$ 63,047	\$ 64,620
			\$ 66,193										\$ 66,193

Step:		1	2	3	4
Year:		1-2	3-4	5-9	10+
Police Sergeant	Monthly	\$ 5,821	\$ 6,017	\$ 6,212	\$ 6,406
Grade P2	Annual	\$ 69,853	\$ 72,206	\$ 74,542	\$ 76,878
Police Lieutenant	Monthly	\$ 6,764	\$ 6,960	\$ 7,155	\$ 7,350
Grade P3	Annual	\$ 81,167	\$ 83,519	\$ 85,855	\$ 88,206
Police Captain	Monthly	\$ 7,675	\$ 7,871	\$ 8,066	\$ 8,260
Grade P4	Annual	\$ 92,099	\$ 94,451	\$ 96,787	\$ 99,123
Assistant Chief of Police	Monthly	\$ 8,814	\$ 9,008	\$ 9,203	\$ 9,399
Grade P6	Annual	\$ 105,764	\$ 108,100	\$ 110,439	\$ 112,788

Police Incentive Pay

Associate Degree or,	\$100
Bachelor Degree or,	\$200
Master's Degree	\$300
AND	
Intermediate Certificate or,	\$60
Advanced Certificate or,	\$75
Master Peace Officer	\$100

Police Assignment Pay

Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Clothing	\$50
Field Training Officer	\$75
Investigator	\$50
HAZMAT Certification	\$100
Shift Differential (Patrol Personnel only)	3% of Base Pay
TRU (Tactical Response Unit)	\$75

NOTE: Officers may receive an education incentive in conjunction with Police Officer certification pay.

Hiring Incentive Pay

Individuals with a TCOLE

- Stage one: \$2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.
- Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.



CITY OF KILLEEN
Fire / EMS Pay Plan

Effective: October 1, 2014

		F00-1	F01-1	F01-2	F01-3	F01-4	F01-5	F01-6	F01-7	F01-8	F01-9	F01-10	F01-11	F01-12
		<u>Probationary</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7/8</u>	<u>9/10</u>	<u>11/12</u>	<u>13/14</u>	<u>15/16</u>	<u>17/18</u>	<u>19/20</u>
Fire and Rescue Officer F00 and F01	Monthly	\$3,499	\$3,688	\$3,819	\$3,950	\$4,081	\$4,213	\$4,344	\$4,475	\$4,609	\$4,748	\$4,890	\$5,037	\$5,188
	Annual	\$41,983	\$44,252	\$45,825	\$47,401	\$48,974	\$50,552	\$52,128	\$53,703	\$55,313	\$56,972	\$58,682	\$60,442	\$62,254
		1	2	3	4									
		<u>1-2</u>	<u>3-4</u>	<u>5-9</u>	<u>10+</u>									
Fire Prevention Officer F02	Monthly	\$5,334	\$5,529	\$5,724	\$5,919									
	Annual	\$64,004	\$66,344	\$68,687	\$71,028									
Fire Lieutenant F03	Monthly	\$5,334	\$5,529	\$5,724	\$5,919									
	Annual	\$64,004	\$66,344	\$68,687	\$71,028									
Fire Captain F04	Monthly	\$6,114	\$6,309	\$6,504	\$6,700									
	Annual	\$73,369	\$75,711	\$78,053	\$80,394									
Fire Marshall F05	Monthly	\$7,415	\$7,675	\$7,935	\$8,196									
	Annual	\$88,979	\$92,101	\$95,225	\$98,347									
Fire Deputy Chief F06	Monthly	\$7,415	\$7,675	\$7,935	\$8,196									
	Annual	\$88,979	\$92,101	\$95,225	\$98,347									



CITY OF KILLEEN
Fire / EMS Pay Plan

Effective: October 1, 2014

<u>Fire/EMS Incentive Pay</u>	<u>Monthly</u>
EMT/Beginner or,	\$100
EMT/Intermediate or,	\$120
EMT/Paramedic	\$300
AND	
Firefighter/Intermediate or,	\$60
Firefighter/Advanced or,	\$120
Firefighter Master	\$175
AND	
Apparatus Technician and,	\$50
HAZMAT	\$100
ARFF	\$100

<u>Fire/EMS Assignment Pay</u>	
Training Officer	\$200
Arson Investigator	\$100
Emergency Management Coordinator	\$200
Emergency Medical Services (EMS) Coordinator	\$200
Bilingual Certification (Level I) or,	\$50
Bilingual Certification (Level II)	\$75
(can only receive Level I or II for each language certified/authorized.)	
SWAT	\$75
EMS Driver	\$25.00/day
Paramedic Attendant	\$50.00/day

Hiring Incentive:

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

Stage one: \$500 paid on the first regular payday after TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.

Stage two: \$500 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

OR

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

Stage one: \$1,000 paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.

Stage two: \$1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages:

Stage one: \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.

Stage two: \$1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages:

Stage one: \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.

Stage two: \$1,000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year 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, 2014

<u>Incentive Title</u>	<u>Per Month</u>
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
Applicator License	\$30
Automotive Service Excellence (ASE) Technician - Master	\$60
Backflow Tester-Certified	\$25
Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Building Code Official	\$25
Building Inspector	\$20
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
Construction Inspector-Certified	\$25
Chemical Insecticide	\$15
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Enforcement Officer State Certified or Code Enforcement Officer I	\$50
Code Enforcement Officer Intermediate or Code Enforcement Officer II	\$50
Code Enforcement Officer - Professional	\$50
Code Professional-Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Court Clerk Management Certified	\$50
De-Icer	\$50
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25
Electrical Inspector	\$20
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Energy Manager	\$300
Erosion Inspector	\$25
Erosion , Sediment and Storm Water Inspector-Certified	\$50



**CITY OF KILLEEN
Incentive Pay Schedule
(Non Civil Service)****

Effective October 1, 2014

<u>Incentive Title</u>	<u>Per Month</u>
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
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



**CITY OF KILLEEN
Incentive Pay Schedule
(Non Civil Service)****

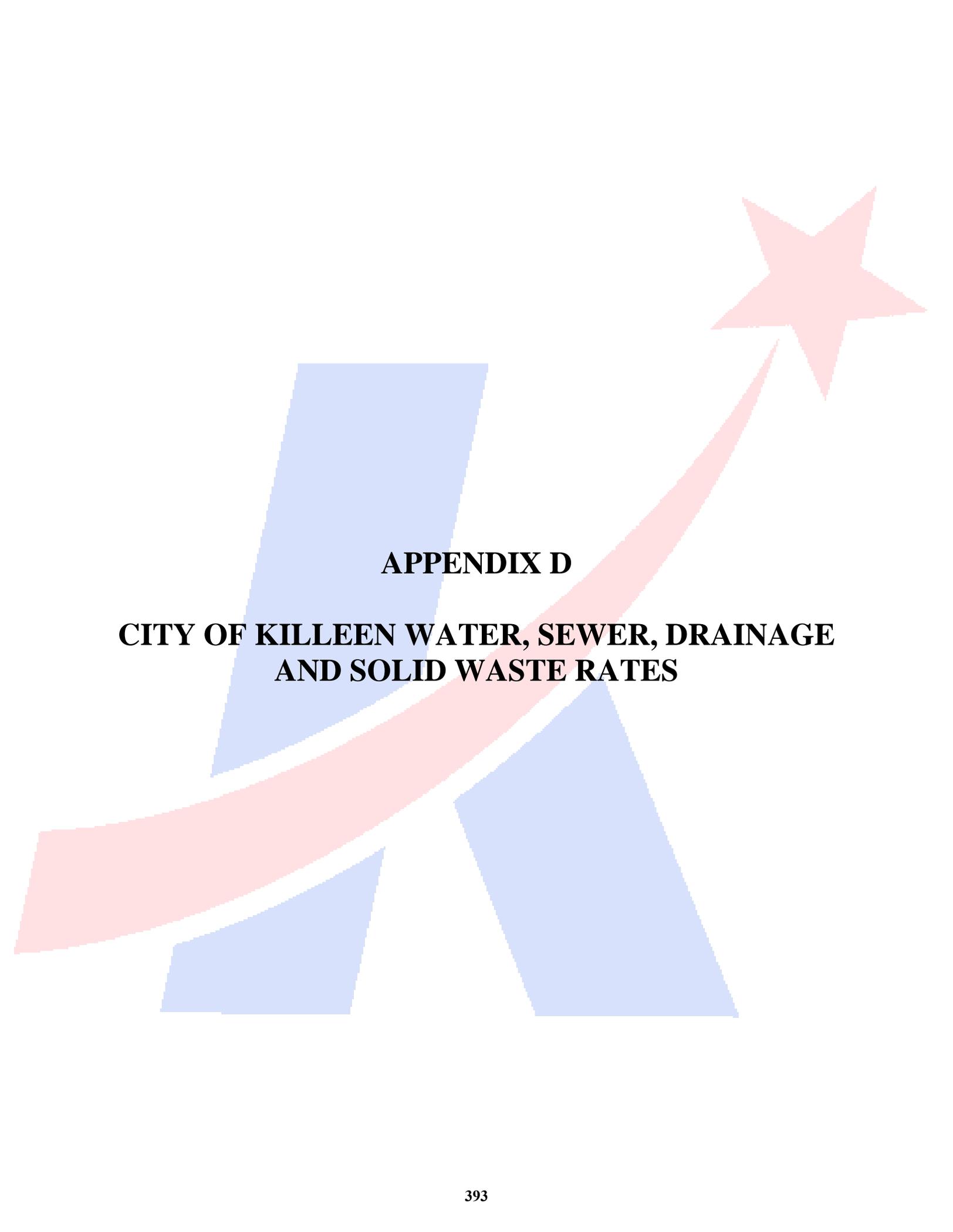
Effective October 1, 2014

<u>Incentive Title</u>	<u>Per Month</u>
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
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.*



Dedicated Service – Every Day, for Everyone!

The background features a large, stylized graphic composed of several overlapping geometric shapes. A prominent light blue shape, resembling a large letter 'A' or a similar abstract form, is centered. A thick, curved red band sweeps across the page from the bottom left towards the top right. In the upper right corner, there is a red five-pointed star. The text is centered over these elements.

APPENDIX D
**CITY OF KILLEEN WATER, SEWER, DRAINAGE
AND SOLID WASTE RATES**



Dedicated Service – Every Day, for Everyone!

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	\$12.39	\$13.72	\$17.04	\$21.02	\$30.33	\$43.65	\$77.88	\$116.76	\$163.32
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons								\$3.09	
Over 25,000 gallons, per 1,000 gallons								\$3.69	

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	\$12.83	\$14.24	\$17.69	\$21.83	\$31.51	\$45.36	\$80.96	\$121.52	\$169.81
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons								\$3.20	

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	\$12.39	\$13.72	\$17.04	\$21.02	\$30.33	\$43.65	\$77.88	\$116.76	\$163.32
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons								\$3.09	

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	\$23.75	\$26.41	\$33.05	\$41.01	\$59.64	\$86.27	\$154.73	\$232.50	\$325.60
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons								\$6.18	
Over 25,000 gallons, per 1,000 gallons								\$7.36	

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	\$24.65	\$27.45	\$34.34	\$42.62	\$62.00	\$89.68	\$160.89	\$242.01	\$338.58
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons								\$6.41	

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	\$23.75	\$26.41	\$33.05	\$41.01	\$59.64	\$86.27	\$154.73	\$232.50	\$325.60
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons								\$6.18	

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$29.30
All over 2,000 gallons, per 1,000 gallons	3.20

Wastewater Rates:

Single family residential	\$18.76 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$19.15 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$19.15 minimum charge for the first 3,000 gallons, plus \$3.80 per 1,000 gallons thereafter.
Mobile home parks	\$19.15 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.80 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	\$350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		350.00

WATER DEPOSITS

Residential Meters	3/4" meters	\$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	700.00
	8" meters	900.00

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



Dedicated Service – Every Day, for Everyone!

A decorative graphic featuring a large, light red five-pointed star in the upper right corner. A thick, curved, light red ribbon-like shape originates from the bottom left and points towards the star. Several light blue, trapezoidal shapes are scattered around the central text, some overlapping the red ribbon.

APPENDIX E
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 Expenditures: Expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from operating budgets. These items generally have a life expectancy of five years or less.

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.

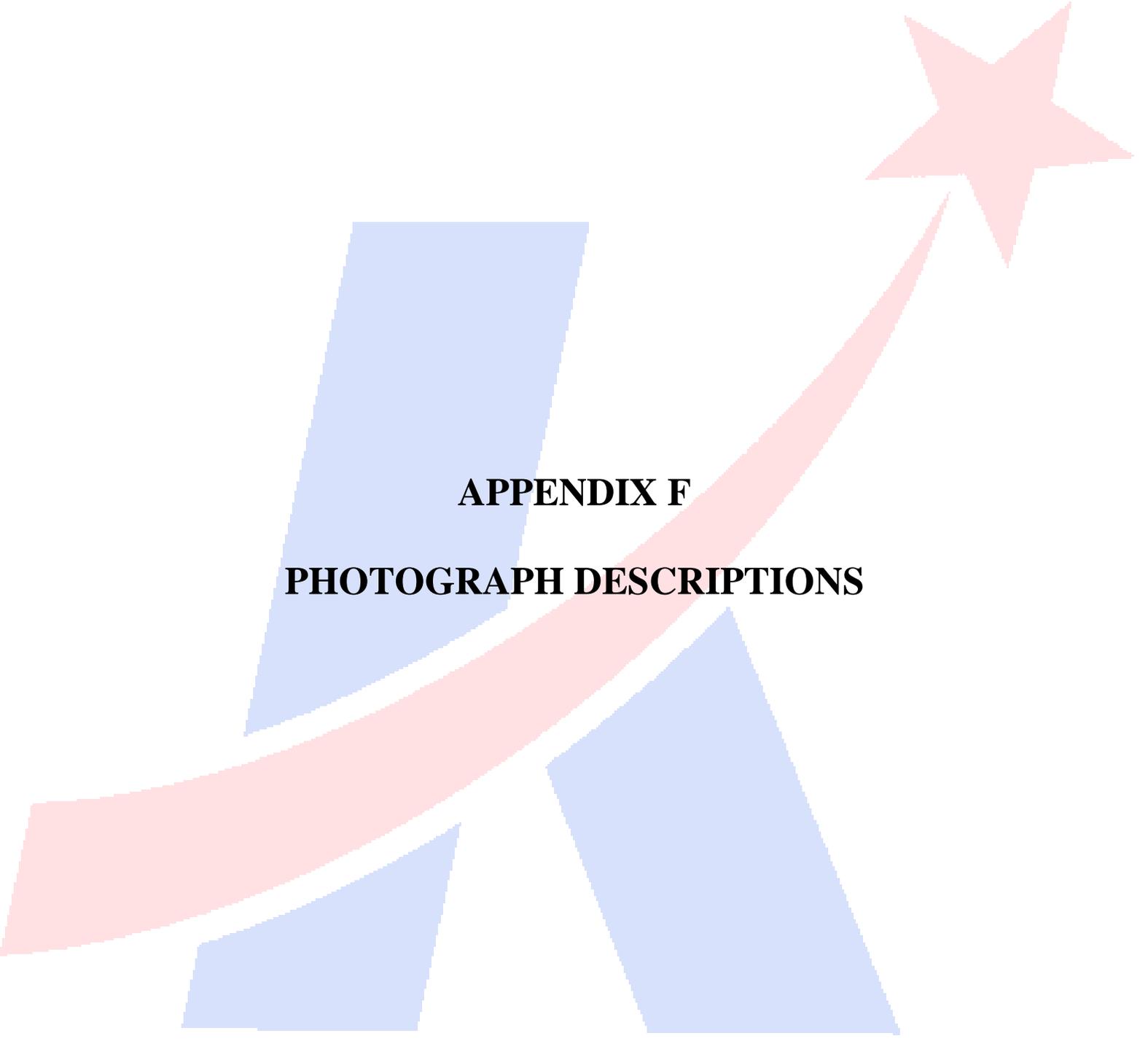
ACRONYMS

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



Dedicated Service – Every Day, for Everyone!



APPENDIX F
PHOTOGRAPH DESCRIPTIONS



Dedicated Service – Every Day, for Everyone!

Table of Contents



Killeen Fire Department staff being served lunch at the HRB Helping Heroes Luncheon.

Community Information



Executive Director of Community Services, Brett Williams, speaking at the Conder Park Tip Off Tournament.

City Manager's Message



Glenn Morrison, City Manager, speaks with press at the groundbreaking for the 190/Rosewood project.

Budget Summary



Mayor, Scott Cospo, Lieutenant General Mark Milley of III Corps, and Retired General Robert Shoemaker celebrating the US Army's 239th Birthday at Military Plaza in downtown Killeen.

General Fund



KPD's SWAT Team marching in a 5K memorial at Celebrate Killeen to honor Officer Hornsby.

Aviation Funds



City of Killeen's Airport Expansion Committee returned to Killeen-Fort Hood Regional Airport to celebrate the 10 year anniversary of the airport's unveiling.

Solid Waste Fund



Solid Waste's Residential Equipment Operator, Herbie Perez, collecting brush during a weekly collection.

Water and Sewer Fund



Water & Sewer employees assisting with WCID water main break at Belton Lake in July 2014.

Drainage Utility Fund



Environmental Services team members, Joan Rivera & Chris Noll, took time to educate Team Killeen employees at the City's WOW event on services provided and enforced by Environmental Services.

Debt Service Fund



Contractors working on the Rosewood bridge pedestal and screeding concrete at the Rosewood bridge approach.

Special Revenue Funds



Human Resources, Print Shop, and Solid Waste employees gather at the city's Working on Wellness event.

Capital Outlay



Scott Osburn, Executive Director of Public Works, speaks at the unveiling of the new Transportation building which houses the Traffic Management Center. This is the centerpiece of how the City of Killeen facilitates traffic flow. This center allows engineers and technicians to remotely monitor traffic flow and make adjustments remotely to traffic signals.

Capital Improvements



Director of Transportation, George Lueck, prepares for a press briefing on the Rosewood project.

Five Year Forecast



Killeen's downtown district undergoing repaving to establish new curbs and gutter lines.

Appendix



Killeen Police Department's commemoration to Detective Charles "Chuck" Dinwiddie.



Finance Department Budget Staff

Karen Evans, CPA
Interim Executive Director of Finance

Jerry Sparks, CPA
Management Accountant

Tanya Strickland
Staff Accountant

Dana Haines
Executive Assistant



2014-2015

Annual Budget & Plan of Municipal Services

As Adopted by City Council on
September 9, 2014
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