

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES

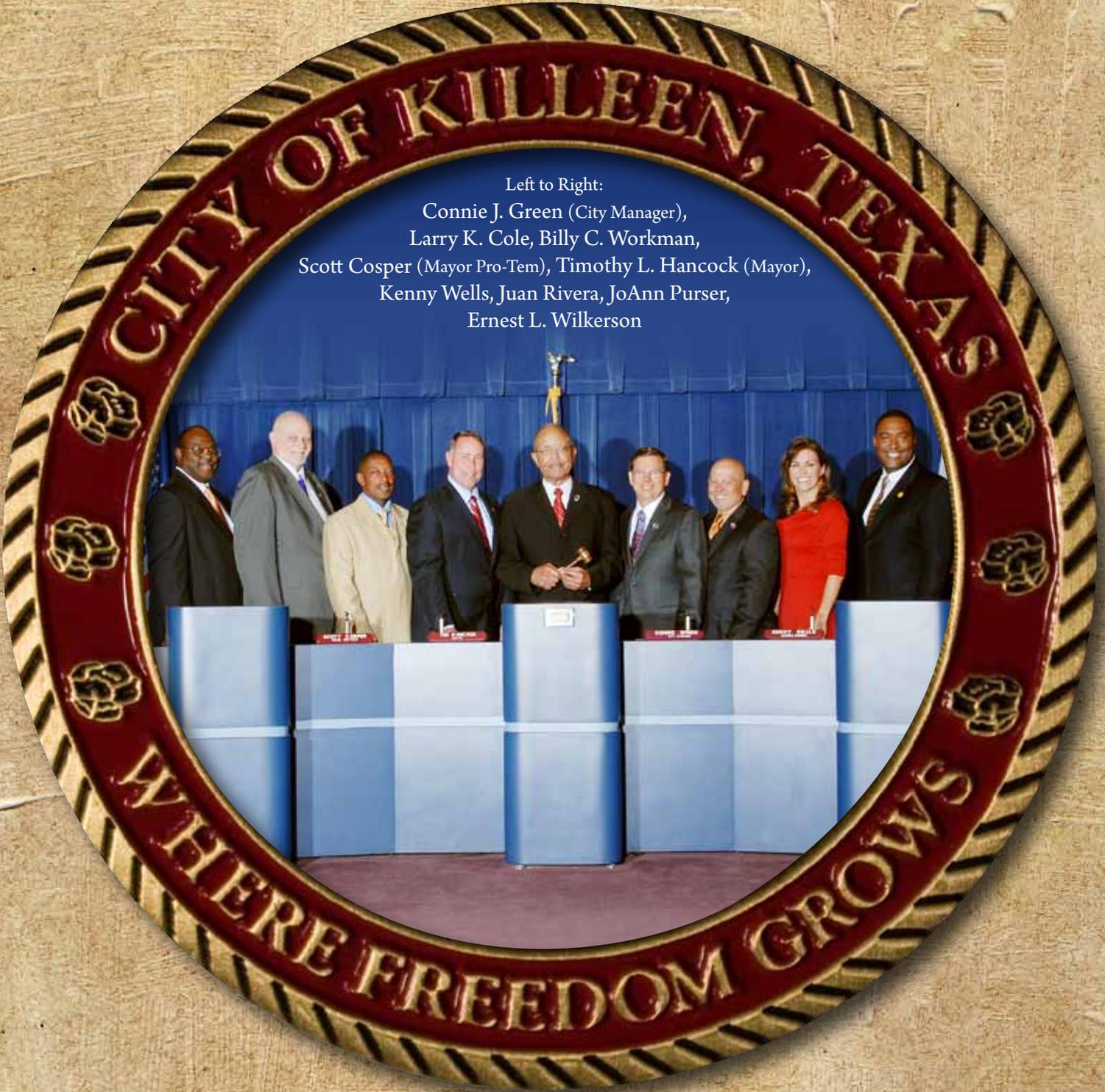


AS ADOPTED BY THE CITY COUNCIL ON SEPTEMBER 14, 2010

www.ci.killeen.tx.us

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES

Left to Right:
Connie J. Green (City Manager),
Larry K. Cole, Billy C. Workman,
Scott Cosper (Mayor Pro-Tem), Timothy L. Hancock (Mayor),
Kenny Wells, Juan Rivera, JoAnn Purser,
Ernest L. Wilkerson



CITY COUNCIL



City of Killeen Mayor and City Council 2010-2011



Timothy L. Hancock
Mayor



Scott Cospers
Mayor Pro Tem



Kenny Wells
District 1



Juan Rivera
District 2



JoAnn Purser
District 3



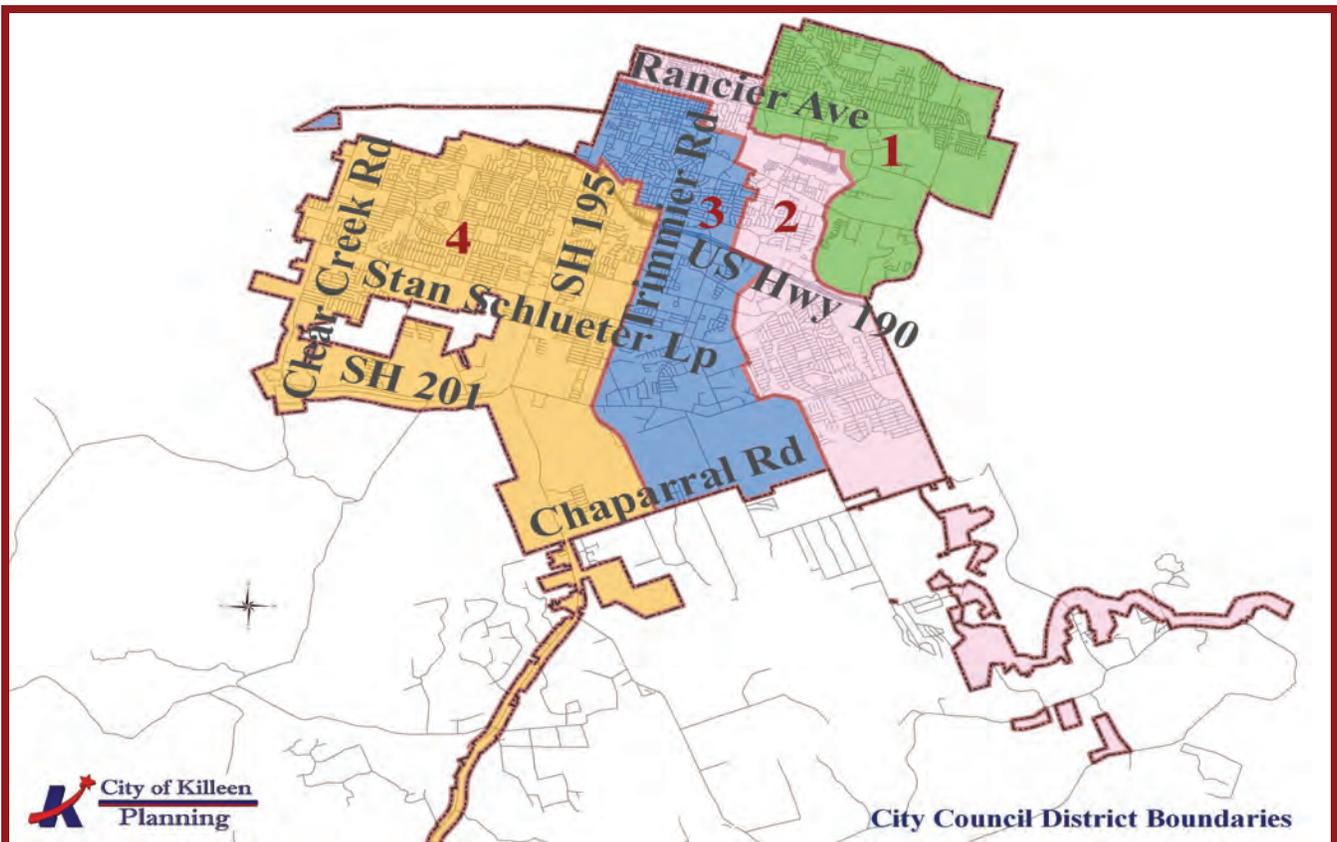
Ernest L. Wilkerson
District 4



Larry K. Cole
At Large



Billy C. Workman
At Large



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

Timothy L. Hancock, Mayor

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

Scott Cosper, Mayor Pro Tem

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

Larry K. Cole, At Large

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

Billy C. Workman, At Large

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

Kenny Wells, District 1

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

Juan Rivera, District 2

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

JoAnn Purser, District 3

Phone: 254-526-5635
 jpurser@ci.killeen.tx.us
 Term expires May 2011

Ernest L. Wilkerson, District 4

Phone: 254-220-8618
 ewilkerson@ci.killeen.tx.us
 Term expires May 2011



City Staff

City Manager



Connie J. Green

Assistant City Manager



Glenn Morrison

Department Heads

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Killeen
Texas**

For the Fiscal Year Beginning

October 1, 2009

President

Executive Director

THE CITY OF KILLEEN RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) AWARD FOR THEIR ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2009. IN ORDER TO RECEIVE THIS AWARD, A GOVERNMENT UNIT MUST PUBLISH A BUDGET DOCUMENT THAT MEETS PROGRAM CRITERIA AS A COMMUNICATIONS DEVICE, POLICY DOCUMENT, OPERATIONS GUIDE, AND FINANCIAL PLAN.

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



American Planning Association

Certificate of Achievement for Planning Excellence - Awarded 2000-2010

Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting - Awarded 1990-2010

Government Finance Officers Association

Distinguished Budget Presentation Award - Awarded 1990-2010

Government Treasurer's Organization of Texas

Certificate of Distinction for Investment Policy - Awarded 2004-present

KaBOOM!

Playful City USA - City of Killeen designated 2009-2010

Texas City Attorneys Association

Certified City Attorneys Office - City of Killeen 1998-present

Texas Historical Commission

Certified Local Government - City of Killeen designated 2010

Texas Comptroller of Public Accounts

Silver Leadership Circle Award for Financial Transparency - Awarded 2010

American Advertising Federation

Gold ADDY Award for Take 190 West invitation

Silver ADDY Award for Take 190 West campaign

People's Choice for Arts and Sciences ADDY Award for Take 190 West invitation

Tree City USA

City of Killeen designated 2008-2010

Amateur Softball Association

James Farrell Award of Excellence - Awarded 2010

United Way of the Greater Fort Hood Area

Mega Platinum Award for the City of Killeen 2009 Employee United Way Campaign

CITY OF KILLEEN



MISSION

Dedicated Service—Everyday, For Everyone!

VISION

Team Killeen—World Class, Plus One!

VALUES

Dependability, Integrity, Professionalism,
Dedication, Leadership, Respect

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



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ORDINANCE 10-049

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, 2010 AND ENDING ON SEPTEMBER 30, 2011; 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, 2010, to September 30th, 2011, has been prepared by Connie J. Green, 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**,

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, 2010, to September 30th, 2011, 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 2010-2011 fiscal year for the different administrative units and purposes of the City of Killeen, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

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

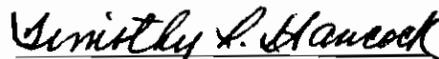
SECTION IV. That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of a section of this ordinance,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

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

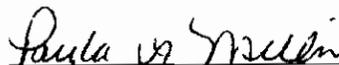
SECTION VI. That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED AND APPROVED at a ^{regular}~~special~~ meeting of the City Council of the City of Killeen, Texas this 14th day of September, 2010, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, §551.001 *et. seq.*

APPROVED

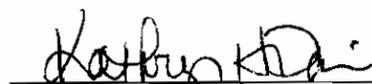

Timothy L. Hancock, MAYOR

ATTEST:


Paula A. Miller, CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Director of Finance

ORDINANCE NO. 10-050

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

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

WHEREAS, the Chief Appraiser of the Bell County Tax Appraisal District has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted rates to the City Council of said City prior to the City Council meeting of August 10, 2010; 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 2010; **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 2010 be, and is hereby, set at 74.28 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$18.15.

SECTION II. That there is hereby levied for the tax year 2010 upon all real and personal property

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

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 50.872 cents on each one hundred dollars (\$100) of the taxable value; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 23.408 cents on each one hundred (\$100) of the taxable value of such property as follows:

0.292	per \$100 valuation	to Interest and Sinking Fund Series	2001 C/O
0.561	per \$100 valuation	to Interest and Sinking Fund Series	2002 C/O
1.414	per \$100 valuation	to Interest and Sinking Fund Series	2004 C/O
2.446	per \$100 valuation	to Interest and Sinking Fund Series	2004 GOB
1.751	per \$100 valuation	to Interest and Sinking Fund Series	2005 C/O
2.693	per \$100 valuation	to Interest and Sinking Fund Series	2006 GOB
2.469	per \$100 valuation	to Interest and Sinking Fund Series	2007 GOB
3.838	per \$100 valuation	to Interest and Sinking Fund Series	2007 C/O
1.391	per \$100 valuation	to Interest and Sinking Fund Series	2009 GOB
0.157	per \$100 valuation	to Interest and Sinking Fund Series	2009 C/O
0.539	per \$100 valuation	to Capital Lease	
0.449	per \$100 valuation	to Interest and Sinking Fund Series	2009 Refunding
0.628	per \$100 valuation	to Interest and Sinking Fund Series	2010 Refunding
0.231	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O
4.549	per \$100 valuation	to Interest and Sinking Fund Series	2011 C/O

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

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

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

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

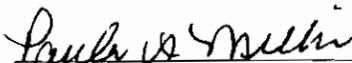
SECTION VII. That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

PASSED AND APPROVED at a ~~special~~^{regular} meeting of the City Council of the City of Killeen, Texas this 14th day of September, 2010, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED

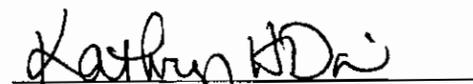

Timothy L. Hancock
MAYOR

ATTEST:


Paula A. Miller
CITY SECRETARY



APPROVED AS TO FORM:


Kathy Hoffman Davis
CITY ATTORNEY

FISCAL YEAR 2010-2011

ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



City Insight

A MESSAGE FROM THE MAYOR



Dear Residents,

Traffic and congestion are consistently ranked a top priority in citizen surveys, and City Council took a major step with the adoption of the 2010-2011 city budget. You will soon see the start of a number of road projects designed to drastically improve mobility in Killeen.

The largest of four roads scheduled for construction is Stagecoach. This project will widen the road to four lanes from SH 195 to the Harker Heights city limit creating a new east-west connector and servicing the growing southern area of town.

The two portions of Elms Rd. will be connected creating a new east-west route between Clear Creek Rd. to Stan Schlueter

Loop. The road will be connected through SH 195.

Cunningham Rd. will be reconstructed from Stan Schlueter Loop to Stagecoach Rd. The three-lane road will relieve traffic on W.S. Young Dr. and Onion Rd.

Finally, Bunny Tr. will become a five-lane road between Stan Schlueter Loop and Clear Creek Rd. Increasing the capacity of this connection will alleviate growing traffic from residential development and a new school.

Two other projects included on the list are the extension of Lowe's Blvd. from Trimmier Rd. to Florence Rd. and Rosewood Dr. from US 190 to Fawn Dr.

Mobility is not just a local government priority. The state recently awarded two major highway projects to Killeen at the Rosewood Dr. at US 190 and the SH 195 at SH 201 intersections.

As Killeen continues to grow,

these transportation connections will prove essential to our quality of life.

Timothy L. Hancock
MAYOR

CITY COUNCIL

Timothy L. Hancock, Mayor

254-290-0310

Scott Cosper, Mayor Pro Tem

254-526-2167

Larry Cole, At Large

254-289-7012

Billy Workman, At Large

254-338-8337

Kenny Wells, District 1

254-681-4977

Juan Rivera, District 2

254-338-4304

JoAnn Purser, District 3

254-526-5635

Ernest Wilkerson, District 4

254-220-8618

VISIT HISTORIC DOWNTOWN KILLEEN

Big things are happening in Downtown Killeen. Revitalizing the city's oldest area has been a hot topic for many years, and the signs of progress are becoming increasingly visible.

In 2008, the city commissioned a historic resources survey of Downtown to establish a list of historic assets and the boundaries of a potential historic district. The following year, the Historic Overlay District was created encompassing the area of Veterans Memorial Blvd. to Rancier Ave. from 10th St. to Root Ave.

With the historic area identified, design guidelines were enacted to protect and enhance historic assets. Then a façade improvement grant program was

created to improve the appearance of Downtown properties.

A series of new directional signs have been placed in and around Downtown pointing visitors toward the area and helping guide their way once there.

Killeen was accepted into the Certified Local Government Program of the Texas Historical Commission. This state program provides grant funding and support for preservation initiatives.

The city will next apply for national recognition in the National Register of Historic Places.

In July, Killeen received a \$2.5 million grant from TxDOT to extend the Andy K. Wells Hike & Bike Trail all the way to Downtown. The grant also provides for

a downtown pedestrian loop and streetscaping. Construction is set to begin in 2011.

While the signs of revitalization are increasingly evident, the work is just beginning. City Council is now working toward the adoption of the Downtown Plan to ensure progress continues for the next 20-plus years.



ONLINE SYSTEM MAKES CITY HALL JUST A CLICK AWAY

Residents can now submit requests for services, voice concerns, and make suggestions 24 hours a day via the Citizen Support Center available on the city web site, www.ci.killeen.tx.us. The system offers the convenience of a "virtual city hall," where users can submit a request at any time and track its status online without leaving home.

To submit a request, click the *Make a Request* link on the right side of the city homepage. To ensure that the request is forwarded to the appropriate department, choose from a list of responsible units such as *Animal Control* or a list of standard

issues such as *Code Enforcement – Grass and Weeds*. To report a pothole for example, you would select the *Street Maintenance* unit; to inquire about room availability at the Civic and Conference Center, you would select the *Civic and Conference Center – Reservations and Bookings* issue. You will be prompted to complete a form detailing the request, click save, and an issue number appears on your screen confirming that the request has been assigned.

You can track the status of your request by clicking the *My Report Center* link on the city homepage then the *View my Issues* link. You will need your issue number

and the phone number provided on the initial request form to view the progress of your request as it is processed including when it was submitted, to whom it was assigned, and its current resolution status.



Killeen's water supply has been rated superior by the EPA after meeting or exceeding all public water standards. The entire 2008 Water Quality Report is available at www.ci.killeen.tx.us.

KILLEEN POPULATION AT NEW HIGH

In July, the U.S. Census Bureau released its 2008 population estimates ranking Killeen the ninth fastest-growing city in the nation and the third fastest-growing city in Texas.

"The new Census numbers again confirm what we already knew, that Killeen is a dynamic community with outstanding potential for sustained future growth," said City Manager

Connie Green. "Our community has everything families look for like low cost of living, affordable housing, great schools, and an excellent quality of life."

Now estimated at 119,510, Killeen's population grew by 4% in the last year, up from 112,434.

The official US Census is conducted every ten years.

DISC GOLF AT CONDER PARK

Conder Park has a new attraction. The Kiwanis Club of Killeen Disc Golf Course is officially open to the public at 810 Conder Street.

The course is open during daylight hours every day, and there is no cost for use, but players must bring their own discs.

The nine-hole course was made possible by a \$10,000 donation by the Kiwanis Club of Killeen. It was designed by John Houck, an industry leader in disc golf course design, the Temple Disc Golf Association, and city staff.

City Parks and Public Grounds staff was able to complete the entire installation minimizing construction costs.

Disc golf, or Frisbee golf as it is often called, is a game where players traverse a course by throwing discs into a basket. Much like golf, players begin at a tee box and aim towards a hole. A player can take multiple throws at one hole, but the goal is to complete all of the holes on the course with the fewest throws. Disc golf can be played individually or as a group.

A course guide and scorecard are available on the city's website, www.ci.killeen.tx.us.



COMMUNITY INFORMATION



Community Information

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

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

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

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

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

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

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

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

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

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

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

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

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

The city of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 340 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the state of Texas with over 50,000 soldiers and more than 8,000 civilians. Fort Hood's total economic impact is estimated at \$6.9 billion statewide.

Killeen is served by Metroplex Hospital and Pavilion, which offers a full range of medical services with 233 beds on a multi-campus facility. Scott & White has two clinics in Killeen offering 13 Family Medicine physicians, 4 pediatricians, and 8 specialists. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. The military community is served by the 128-bed Carl B. Darnall Army Medical Center and the satellite clinics.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an estimated enrollment of over 39,000 for 2009-10. KISD employs over 6,000 teachers and support personnel to serve the District's 50 campuses and is the area's second largest

employer. Students attend classes at thirty-one 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.

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 2010-2011 1,227

¹Major Services provided by the City of Killeen

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

² Tax Structure	2010-11
Property Tax	2.440790
City of Killeen	.74280
Public Schools-KISD	1.141190
Bell County	.3820
CTC	.1409
Road	.0299
Clear Water	.0040

²2010 Property Tax Valuations

Total Assessed Value	\$5,136,747,476
Exempt Value	535,751,159
Total Taxable Value	\$ 4,600,996,317

²Ten Largest Taxpayers 2010 Taxable Value

Oncor Electric Delivery CO LLC	\$41,590,784
Wal-Mart Real Estate Business Trust	19,886,932
Central Telephone Co. of Texas	18,657,540
Killeen Mall LLC	16,973,485
Watercrest Place LP	14,114,812
TWE Advance/Newhouse Partnership	12,512,870
HEB Grocery Company LP	12,177,851
Aegis Communications Group, Inc.	11,326,849
Feiga/Sierra Creek LP	11,321,315
WLC Brookside Apartments LP	10,404,461

¹2009-10 Service Statistics

Airport:

Number of Airports	2
Number of Acres	289
Number of Airlines	3
Passengers Enplaning	211,439
Passengers Deplaning	208,473

Fire Protection:

Number of Stations	8
Fire Apparatus	35
Number of Hydrants	3,630
Number of Firemen	199
Number of Fire Runs	7,515
Number of Paramedic Runs	13,248
EMS Units	11

Libraries:

Number of Libraries	2
Number of Visitors	294,139
Number of Volumes	111,501
Circulation of Volumes	276,826
Library Cards in Force	41,841
Story Time Attendance	14,701
Public Computer Sessions	92,110

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

Parks and Recreation

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

Police Protection:

Number of Facilities	5
Commissioned Police Officers	240
Number of Employees-Other	84

Demographics

¹Area of City (in square miles):

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

³Population:

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

³Racial Composition:

White	52.4%
Black	31.6%
American Indian	0.7%
Asian Alone	4.0%
Native Hawaiian	1.1%
Other	2.7%
Mixed	7.5%
Hispanic	22.8%

³Gender Composition:

Male	48.9%
Female	51.1%

³Median Household Income: \$39,742

³Number of Households: 42,303

³Median Age of Population: 25.9

⁴Annual Unemployment Rates 2009:

Killeen	7.0
Texas	7.6
United States	9.3

¹Public Works:

Paved Streets	522.48 mi.
Unpaved Streets	1.0 mi.
Arterial Streets (State)	34.16 mi.
Storm Water Piping	150,000 linear ft.
Inlets & Outfalls	3,173 structures
Curb and Gutter	866 miles
Open Channels	283 miles
Drainage Easements	295 acres
Signalized Intersections	89
Street Lights	3,976

¹City of Killeen Wastewater Systems:

Sanitary Sewer Mains	520.197 mi.		
Sewer Connections	40,786		
Number of Manholes	6,630		
Sewer Treatment Plant is Activated Sludge			
Plant 1	Plant 2	Plant 3	
Max Capacity	15 MGD	6 MGD	6MGD

¹City of Killeen Water System:

Average Daily Consumption	14,663,000 gpd
Rated Daily Capacity	32,000,000 gpd
Water Mains	602.406 mi.
Water Connections	42,611
Max System Daily Capacity (Killeen)	29,500,000 gal
	80,000,000 WCID
Max Daily Use to Date (Killeen)	26,010,000 gal
Pressure on Mains	37-100 PSI Killeen
	45-175 PSI WCID
Storage Capacity	29,250,000 Killeen
	30,000,000 WCID
Size of Mains	6"-30" Killeen
	18"-54" WCID

Source

¹ City of Killeen

² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

⁵Top 10 Major Employers in Killeen Area:

Fort Hood (Includes Soldiers and Civilians)	57,580
KISD	6,000
Central Texas College	1,500
City of Killeen	1,227
Metroplex Hospital	1,200
Westar Aerospace & Defense Group, Inc.	1,050
L-3 Communications	600
Aegis Communications	600
ESP, Inc.	510
Presidium, Inc.	401

⁵Elevation: 827 feet above sea level

⁵Average Temperature: 69.7
Monthly Avg High Temp 77.8
Monthly Avg Low Temp 56.4

⁵Average Annual Rainfall: 34.2 inches/year

⁵Average Annual Snowfall: .9 inches/year

Area Universities/Colleges (name and location)

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

Source

¹ City of Killeen

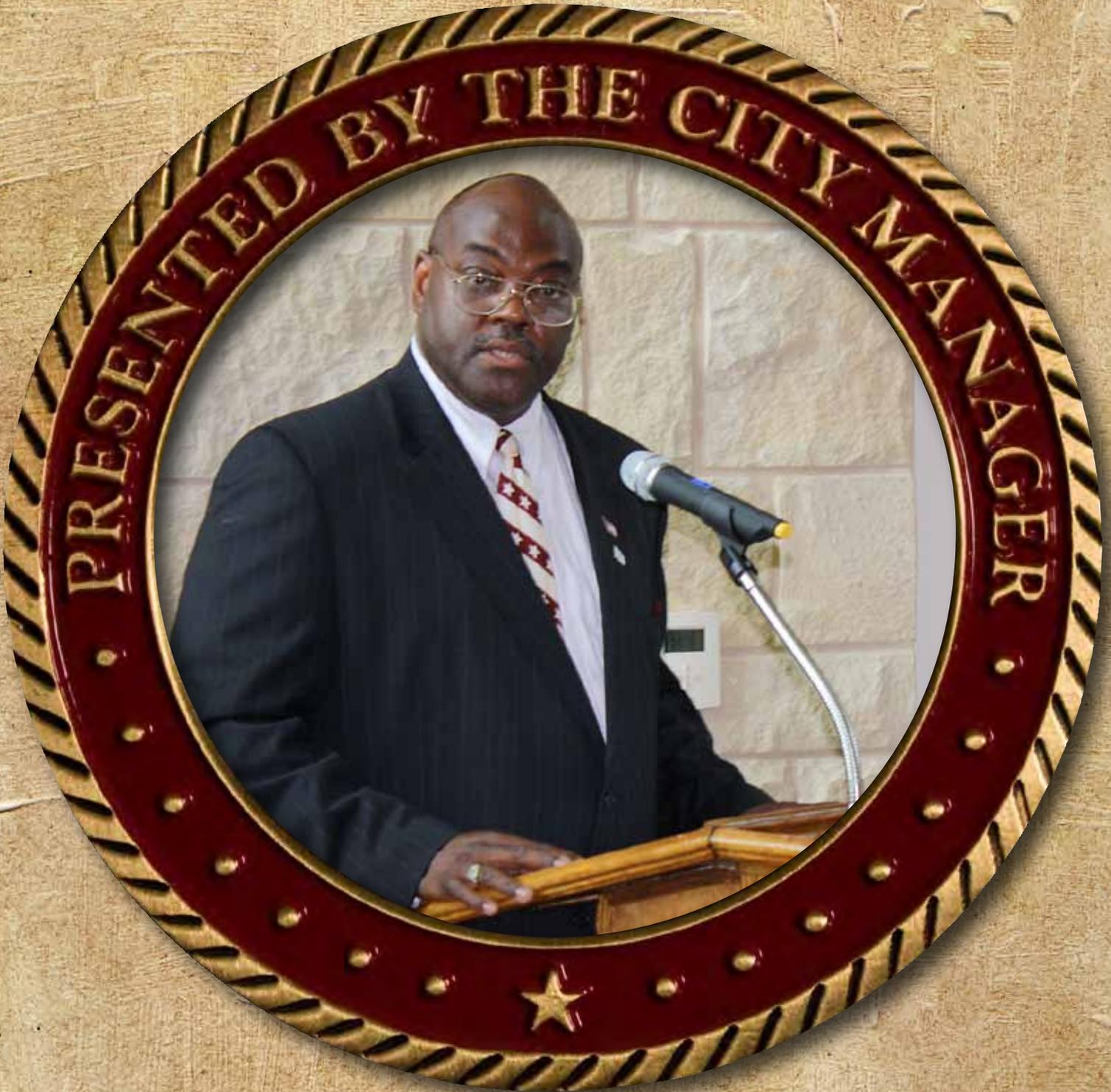
² Bell County Tax Appraisal District

³ US Census Bureau – 2009 American Community Survey

⁴ Texas Workforce Commission

⁵ Greater Killeen Chamber of Commerce

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



CITY MANAGER'S MESSAGE

CITY MANAGER'S MESSAGE



CITY OF KILLEEN
OFFICE OF THE CITY MANAGER

September 14, 2010

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

I am pleased to submit to you the Annual Budget and Plan of Municipal Services for the 2010-11 fiscal year, which begins October 1, 2010 and ends September 30, 2011. The preparation of this budget considered many factors. Citizen input was obtained through a town hall meeting and the results of previous citizen surveys. A public forum was held to give citizens an opportunity to address issues of concern in the development of the budget. This meeting provided citizens with opportunities to voice their concerns over a wide range of issues such as crime prevention, street maintenance, drainage issues, quality of life issues and other City services. City Departments spent many hours reviewing current programs and services and assessing the need for new programs to meet increasing service levels. Council budget priorities, as previously established, were considered in maintaining the current tax rate and level of municipal services. The state of our national and local economies continues to be a concern. Although some of our economic indicators are showing signs of a slow but steady recovery, overall economic growth during the last year has been moderate.

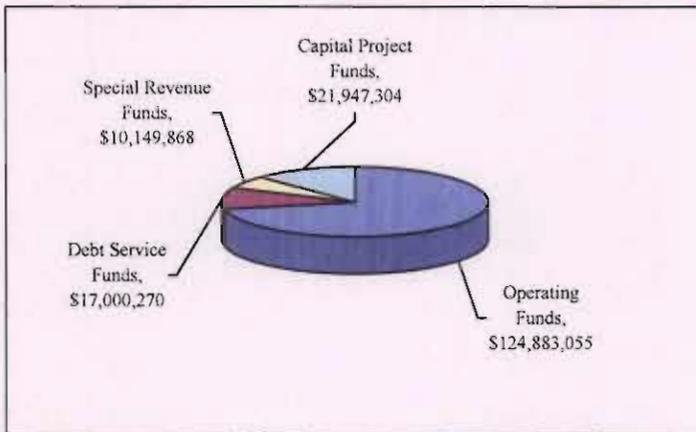
There are seven economic indicators monitored by city staff and reported to City Council on a monthly basis. They are 1) Killeen Unemployment Rate, 2) Sales Tax Revenue, 3) Aviation Enplanements and Deplanements, 4) Building Permits, 5) Utility Customers, 6) Water and Sewer Tap Fees, and 7) Hotel Occupancy Tax Revenue. At the close of 2009-10; five of the seven economic indicators were showing signs of economic recovery. These indicators include, Sales Tax Revenue, Aviation Enplanement and Deplanements, Building Permits, Utility Customers, and Water and Sewer Tap Fees. The only two negative economic indicators were the Killeen Unemployment Rate and Hotel Occupancy Tax Revenues.

Several goals and priorities were identified with the development of the budget last year and many of those priorities continue to be of significance as the FY 2010-11 budget was prepared. The priorities addressed in the FY 2010-11 budget were: 1) continue to maintain current programs, services, and the ad valorem property tax rate; 2) continue strengthening our police department resources in order to provide proactive patrol to deter crime and to provide an enhanced feeling of safety for our citizens; 3) continue adequate funding for street improvements and infrastructure needs; 4) continue funding adequate pay and benefits to City employees; 5) continue the development of the right-of-way mowing program and drainage maintenance program to provide a safe, clean living environment for our citizens; and, 6) adequately fund economic development activities to promote Killeen as an ideal place to live and to do business. I believe this budget addresses each of these priorities.

OPERATING BUDGET HIGHLIGHTS

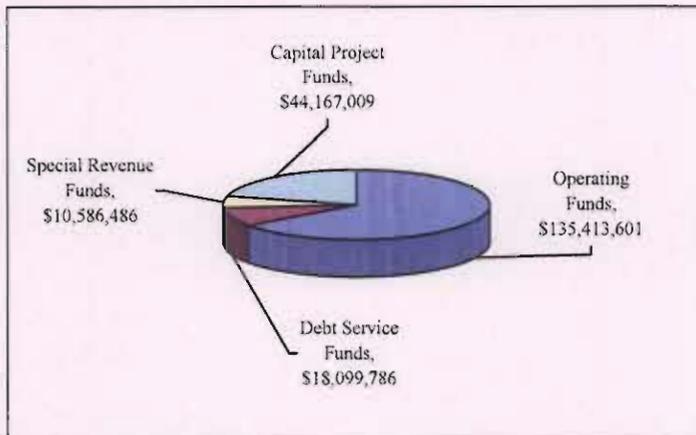
The expenditure budget for the City's operating funds is \$135,413,601. Total expenditures for all funds in the FY 2010-11 budget are anticipated to be \$208,266,882. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues



	Amount	Percent of Total
Operating Funds	\$ 124,883,055	71.8%
Debt Service Funds	17,000,270	9.8%
Special Revenue Fund	10,149,868	5.8%
Capital Project Funds	21,947,304	12.6%
Total FY Revenues	\$ 173,980,497	100.0%

Expenditures



	Amount	Percent of Total
Operating Funds	\$ 135,413,601	65.0%
Debt Service Funds	18,099,786	8.7%
Special Revenue Fund	10,586,486	5.1%
Capital Project Funds	44,167,009	21.2%
Total FY Expenses	\$ 208,266,882	100.0%

1. The operating budget provides for minimal funding to maintain existing levels of services to our citizens. The ad valorem tax rate was increased to 0.7428 in order to issue debt to fund various street projects.
2. A priority of the budget is to maintain adequate and fair pay for all City employees. The budget includes compensation increases for all city employees. Non-civil service employees will not receive a market based pay adjustment; however a 3% cost of living increase has been budgeted for all non-

civil service employees. The cost of the non-civil service COLA is \$926,095. The last fiscal year the non-civil service employees received a COLA was FY 2008. The budget provides for a market based compensation increase for civil service police in the amount of \$642,960 and fire fighters in the amount of \$552,316. The total budgeted for civil service market based compensation increases is \$1,195,276. The market based increases averaged 4-5% and bring our civil service pay plan closer to the market averages used by the City to assess the reasonableness of our civil service pay plans. The total funding included in the budget for employee pay raises is \$405,024. The budget also increases the longevity pay to \$6 for our employees who have twenty or more years of service and vacation buyback to \$600 for employees with ten or more years of service. Generally, these employees have maxed out on the city pay plan scales and have not received any increase in their compensation for several years.

3. Premiums for employee health care coverage continue to rise. These cost increases present a significant issue in providing adequate health care coverage for all City employees. The City Of Killeen continues to provide the best package of coverage and benefits considering premiums driven by an escalating market. The new health care reform laws will increase costs and make the challenge to provide health care coverage to our employees more difficult. The budget for employee health insurance is \$5,058,612. This is an increase of \$461,184 (10%) over last year's actual costs. Although City costs for employee health insurance coverage has increased, our objective has been to hold the line on any premium increases our employees would have to pay for their family and dependant coverage.
4. The budget proposes eighteen new full-time positions. Most of these positions are funded at mid-year. The new positions include paralegal, staff accountant, procurement card specialist, maintenance technician, equipment operator, scale operations supervisor, engineering specialist, environmental specialist, drainage maintenance supervisor, EMS billing clerk, director of transportation, executive assistant, transportation engineer, resident project representative, construction record keeper, FOG Enforcement Specialists (2), and a secretary. The total budgeted cost of the new positions is \$1,284,546. Five of these new positions are necessary because of the Rosewood Drive and FM 2410 capital improvements project.
5. The FY 2009-10 Adopted Budget included twenty-one civil service positions and four non-civil service positions unfunded in the general fund budget due to the limited resources and declining economy resulting from the national economic crisis. The FY 2010-11 Budget includes nine of the twenty-one civil service positions (police officers) (\$575,482); grant administrator for ½ year (\$36,411); human resource specialist for ½ year (\$30,753); permits clerk supervisor for ½ year (\$23,917) and Fire Department financial manager for ½ year (\$35,011) for a total increase to the general fund budget of \$701,574.
6. The budget implements a new Vehicle Replacement Program. The program will be administered by the city Fleet Services division, and will allow us to "finance" our vehicle purchases internally. Fleet units will be acquired by the Fleet Services division as pool units, and leased to the various city departments. The funds generated from the "lease" payments will be used to fund replacements units for the departments according to our vehicle replacement schedule. The vehicle Replacement Program has many advantages, to include 1) the city fleet is replaced as needed providing our employee's with proper resources, 2) the program allows the city to finance fleet needs internally, thus saving the cost of borrowing externally, 3) the program will assure that adequate funding is available for fleet replacement, and 4) the program will stabilize the annual budget impact of fleet purchases. The proposed fleet replacement program budget calls for an addition of fifteen units at a total cost of \$514,050.

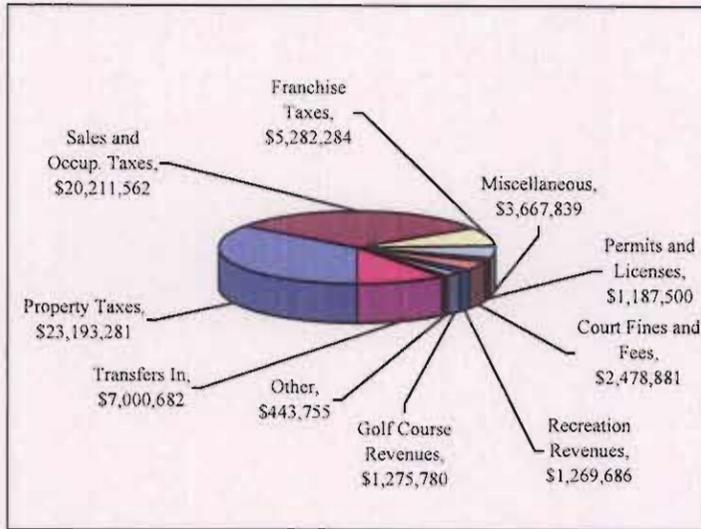
7. In previous years, a code enforcement officer and a code enforcement clerk were funded by the Community Development Block Grant Program (CDBG). These positions were not fully funded by the CDBG program for FY 2010-2011. Therefore, the general fund budget fully funds these positions.
8. The public library must have a ratio of one book per capita in order to maintain State accreditation. The library new book purchase budget has been increased by \$100,000 in order to increase inventory and meet the State accreditation standards.
9. The budget includes two new programs in the Fire Department. These new programs are Non-Emergency Ambulance Transport and Rescue and Recovery Revenue Program. Both of these new programs will bill for the cost of providing services of the Fire Department, and the revenue from these services will be dedicated to a fund to provide equipment, vehicles and other cost of providing those services.
10. Funding for the Greater Killeen Chamber of Commerce and the Killeen Economic Development Corporation is included in the budget to expand marketing efforts and promote Killeen as an ideal place to live and to do business. Funding for the Killeen Chamber of Commerce (GKCC) and the Killeen Economic Development Corporation (KEDC) in FY 2010-11 is \$1,563,542.
11. Utility rates for water, sewer, solid waste and drainage have been adjusted to reflect the cost of providing services and rate increases recommended in the utility rate studies previously adopted. Water, sewer and solid rates will increase an average of 8%. Drainage residential rates will increase \$1 per month. The franchise fee that the water and sewer fund pays to the city general fund has been increased to 7%, which is the same franchise fee rate paid by the solid waste fund to the city general fund.

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

GENERAL FUND

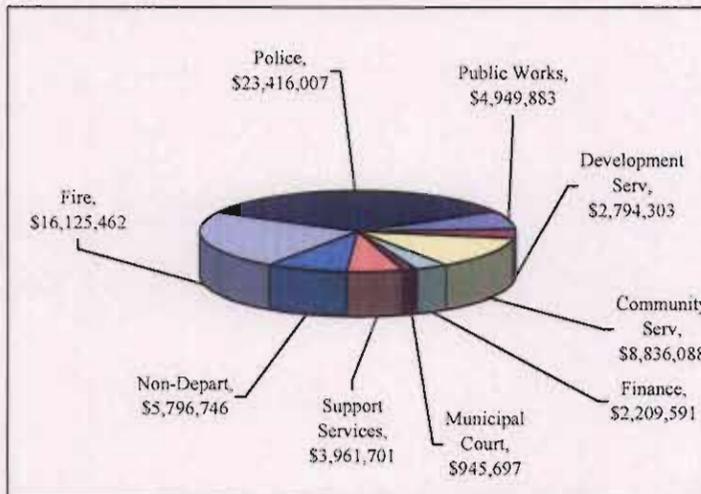
The General Fund expenditure budget is \$69,035,478. Revenues are budgeted at \$66,011,250. The expenditure budget represents 8.4% increase from the FY 2009-10 adopted expenditure budget of \$63,696,696. The budget includes several new programs and services in the General Fund for FY 2010-11, which are outlined in the budget summary section. The following charts indicate how the revenues are distributed by category and expenditures are distributed across service areas.

Revenues



	Amount	Percent of Total
Property Taxes	\$ 23,193,281	35.1%
Sales and Occ. Tax	20,211,562	30.6%
Franchise Tax	5,282,284	8.0%
Miscellaneous	3,667,839	5.6%
Permits and Lic.	1,187,500	1.8%
Court Fines & Fees	2,478,881	3.8%
Recreation Revenue	1,269,686	1.9%
Other	443,755	.7%
Golf	1,275,780	1.9%
Transfers In	7,000,682	10.6%
Total FY Revenues	\$ 66,011,250	100.0%

Expenditures



	Amount	Percent of Total
Public Works	\$ 4,949,883	7.2%
Development Serv.	2,794,303	4.1%
Community Serv.	8,836,088	12.8%
Finance	2,209,591	3.2%
Municipal Court	945,697	1.4%
Support Services	3,961,701	5.7%
Non-Depart.	5,796,746	8.3%
Fire	16,125,462	23.4%
Police	23,416,007	33.9%
Total FY Expenses	\$ 69,035,478	100.0%

The operating budget was developed using an ad valorem tax rate of .695 cents per \$100 of taxable assessed valuation. However, the tax rate was increased to .7428 cents per \$100 of taxable assessed valuation in order to fund a debt issuance necessary for various street projects.

Economic conditions are evaluated during the development of the General Fund budget and expectations for major revenue sources such as property tax and sales tax revenues are influenced by that analysis. The Tax Appraisal District of Bell County indicates a certified net taxable assessed valuation of \$4,600,996,317. This valuation represents a slight increase over the prior year's certified taxable valuation of \$4,597,388,192. The effective tax rate for 2010-11, which is the tax rate that will generate the same

amount of ad valorem tax revenue as the prior year, excluding new property additions, is calculated at 74.28 cents per \$100 of taxable assessed valuation.

Sales tax revenues are budgeted for FY 2010-11 at \$19,686,838. This is a 5.4% increase over the prior year, and reflects some improvement in the local economy.

The ending fund balance is \$14,648,100 as compared to the adopted ending fund balance for 2009-10 of \$12,954,220. This increase of \$1,693,880 (13.1%) can be attributed to stronger sales tax revenues as well as a slight increase in the ad valorem revenues.

WATER AND SEWER OPERATING FUND

The City of Killeen provides water and sanitary sewer utility services to approximately 41,850 residential and commercial customers. Treated surface water from Lake Belton is purchased from Bell County Water Control and Improvement District #1 (WCID #1). The City's potable water distribution network is comprised of approximately 581 miles of water mains, which is distributed through seven pump stations, nine elevated storage tanks, and four ground storage tanks. Total storage capacity is 32.35 million gallons. The City's distribution system has the potential capacity to deliver 34.3 million gallons per day (MGD) of potable water. Current peak water demand is about 25.7 MGD, with an average daily water usage of 13.93 (MGD) as of June 2010.

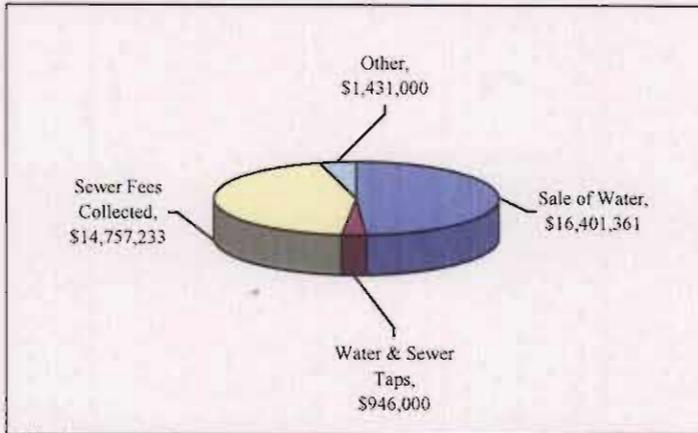
Wastewater generated by the City of Killeen is treated by the Bell County WCID #1, which operates two wastewater treatment plants. The capacities of these plants are 21 MGD at the 38th Street Facility, and 6 MGD at the Trimmier Creek Facility (South Plant). The capacity allocated to the City of Killeen is 13.5 MGD in Plant #1, and 6 MGD in Plant #2. Total available capacity is 19.5 MGD. The City's sanitary sewer collection network is comprised of approximately 524 miles of sanitary sewer water mains, and includes 14 lift stations.

The City has implemented numerous capital improvement programs necessary to provide infrastructure for the growing population served by the City, as well as provide rehabilitation services for selected existing assets. These projects resulted in the City's issuance of \$21 million in water and sewer revenue bonds in FY 2006-07 to be repaid from the revenues of the system. The City's Water and Wastewater Master Plan is being updated to identify and prioritize additional capital improvement projects necessary to continue the provision of safe, clean drinking water and sound wastewater conveyance for our citizens. The current Water and Wastewater Master Plan was approved by the City Council on July 10, 2007.

The budget for the Water and Sewer Operating Fund expenditures is \$35,510,166. This budget reflects an increase from the FY 2009-10 expenditure budget of \$31,211,829 or 13.8% over the prior year budget. There are several new programs and services included in this budget.

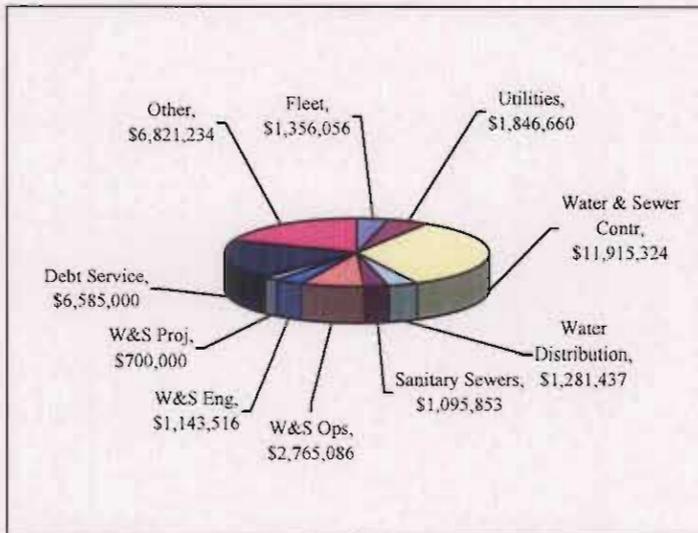
Revenues for the Water and Sewer Fund are budgeted at \$33,535,594, an increase of 10.2% over the FY 2009-10 estimated revenues of \$30,417,805. The budget includes an increase in the sale of water, sewer fees collected and miscellaneous charges services. Revenue is projected to increase by \$1,774,234 as a result of this increase. These rate increases are proposed as a result of the Water and Sewer and Solid Waste Rate Study with a 6% rate increase for the Sale of Water and 8% rate increase for Sewer Fees Collected. The following charts indicate how the revenues and expenditures are distributed across functions.

Revenues



	Amount	Percent of Total
Sale of Water	\$ 16,401,361	48.9%
Water & Sewer Taps	946,000	2.8%
Sewer Fees Collected	14,757,233	44.0%
Other	1,431,000	4.3%
Total FY Revenues	\$ 33,535,594	100.0%

Expenditures



	Amount	Percent of Total
Fleet Service	\$ 1,356,056	3.8%
Utility Collections	1,846,660	5.2%
Water & Sewer Contr.	11,915,324	33.6%
Water Distribution	1,281,437	3.6%
Sanitary Sewers	1,095,853	3.1%
Water & Sewer Ops	2,765,086	7.8%
Water & Sewer Eng	1,143,516	3.2%
Water & Sewer Proj.	700,000	1.9%
Debt Service	6,585,000	18.5%
Other	6,821,234	19.3%
Total FY Expenses	\$ 35,510,166	100.0%

SOLID WASTE FUND

Solid Waste operates as an enterprise fund and has four major processes; (a) residential collection, (b) commercial collection, (c) recycling, and (d) waste transfer and landfill. In addition, the Solid Waste Fund accounts for the operation of the right-of-way mowing crew which was established in FY 2005-06. The City currently provides solid waste collection and disposal services to over 38,600 residential households, and over 1,600 commercial locations.

The single most significant challenge to solid waste operations continues to be hauling and disposal of solid waste. The City entered into a contract with Waste Management for disposal of MSW effective

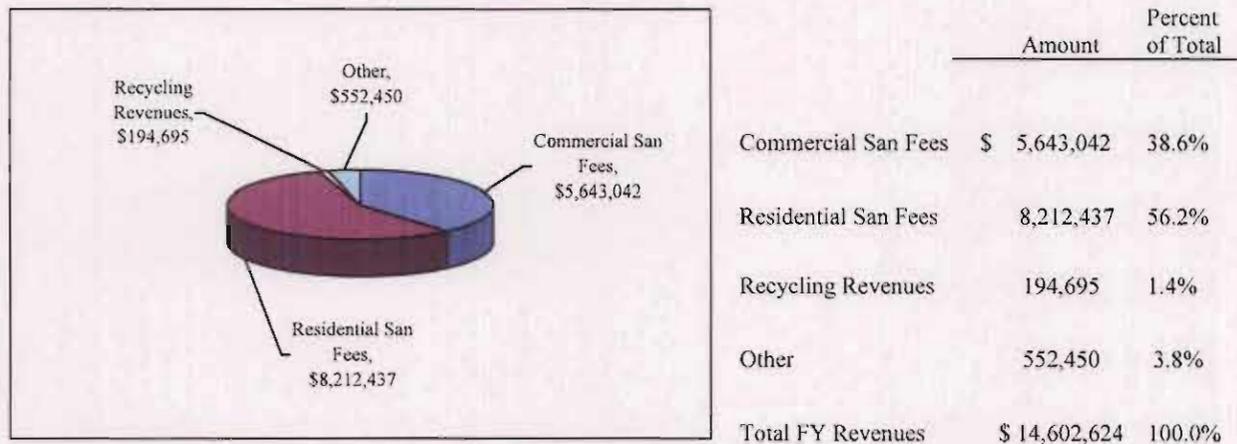
October 8, 2008. The term of the contract is for 3 years with the option of two, one-year extensions. The MSW will be taken to the Temple Landfill as primary destination and Williamson County as secondary or backup destination. The City entered into a contract with Comal Transportation Company for transport of the MSW effective October 8, 2008. The term of the contract is for 3 years with the option of two, one-year extensions. The contract included provisions for a fuel surcharge for the 3-year contract term and a CPI increase in years two and three. Both contracts have been extended with no increase in fees except for a minimal increase in the transportation portion, resulting in significant savings to the City of Killeen in the upcoming budget year. The total budgeted for the hauling and disposal of solid waste is \$3,772,704. The increase in this cost must be passed on to our customers in order to recover cost and balance the budget.

The budget for the Solid Waste Operating Fund expenditures is \$14,679,194. The budget reflects an increase of 10.8% from the FY 2009-10 budget of \$13,250,123. Solid waste rate increases are included in this budget.

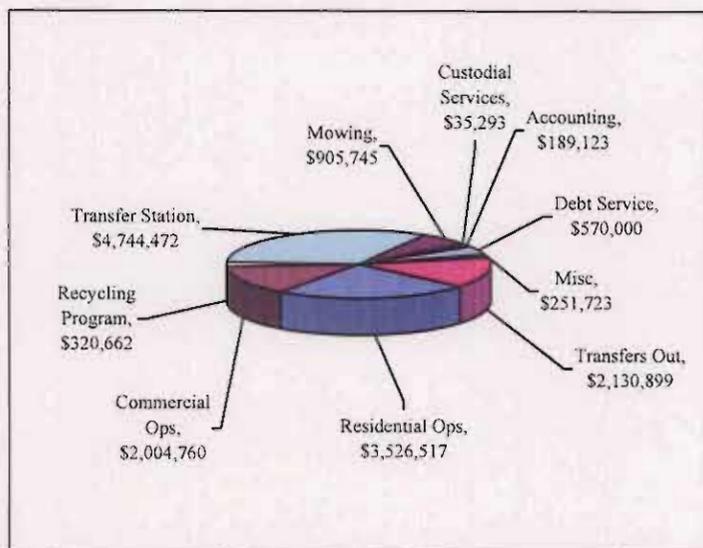
Revenues for the Solid Waste Fund are budgeted at \$14,602,624, an increase of 6.4% over the FY 2009-10 estimated revenues of \$13,726,300. The budget includes an increase in the residential, commercial, recycling and transfer station rates this year due to anticipated additional cost increases for transport and disposal services and city growth. Revenue is projected to increase by \$836,824 as a result of this increase. These rate increases are approximately 3% per month for residential customers. Commercial rates are increasing approximately 3%.

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

Revenues



Expenditures



	Amount	Percent of Total
Residential Ops	\$ 3,526,517	24.0%
Commercial Ops	2,004,760	13.7%
Recycling Program	320,662	2.2%
Transfer Station	4,744,472	32.3%
Mowing	905,745	6.2%
Custodial Services	35,293	.2%
Accounting	189,123	1.3%
Debt Service	570,000	3.9%
Solid Waste Misc	251,723	1.7%
Transfers Out	2,130,899	14.5%
Total FY Expenses	\$ 14,679,194	100.0%

DRAINAGE UTILITY FUND

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

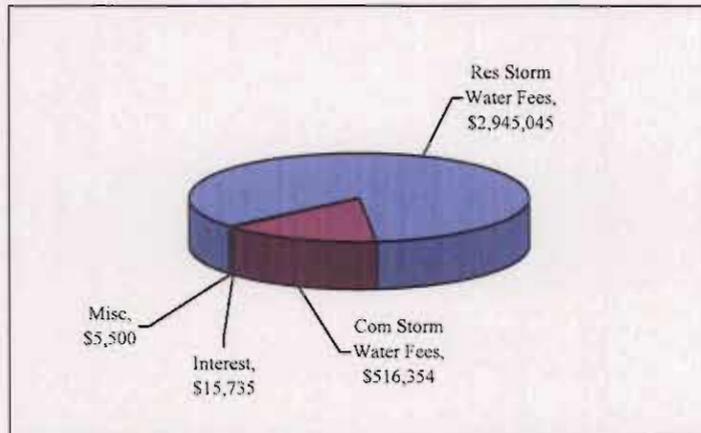
The State of Texas has been delegated NPDES permitting authority by the EPA. As a small municipal separate storm sewer system (MS4) operator, the City has developed a 5-year Storm Water Management Program (SWMP) to meet the mandates of the State of Texas Phase II program. The City currently manages storm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

The City implemented a drainage capital improvements program and has developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The City Council adopted a Drainage Master Plan Update for the 2008 annexation area on May 25, 2010. This fiscal year the City completed the Section 319(h) Nonpoint Source Grant for the Lampasas River watershed. The data obtained from this grant will be used to enhance the City's Phase II program. This year the City began to educate the public on enforcement of the new illicit discharge ordinance. This ordinance prohibits anything other than storm water from being discharged in the drainage system.

The budget for the Drainage Utility Fund expenditures is \$8,917,093. The budget reflects a decrease of 1% from the FY 2009-10 budget of \$9,028,646. There are several new programs included in the FY 2010-11 budget.

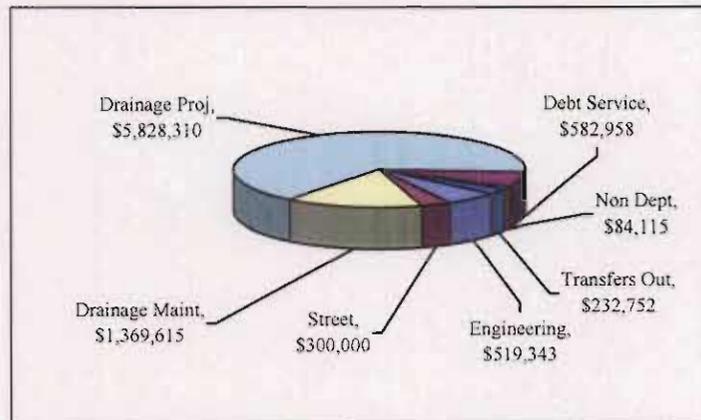
The following charts indicate how the revenues and expenditures are distributed across functions.

Revenues



	Amount	Percent of Total
Res Storm Water Fees	\$ 2,945,045	84.6%
Com Storm Water Fee	516,354	14.8%
Interest	15,735	.5%
Misc	5,500	.1%
Total FY Revenues	\$ 3,482,634	100.0%

Expenditures



	Amount	Percent of Total
Engineering	\$ 519,343	5.8%
Street	300,000	3.4%
Drainage Maintenance	1,369,615	15.4%
Drainage Projects	5,828,310	65.4%
Debt Service	582,958	6.5%
Non Departmental	84,115	.9%
Transfers Out	232,752	2.6%
Total FY Expenses	\$ 8,917,093	100.0%

AVIATION FUND

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

The budget for the Skylark Field Operating Fund is \$736,733 in comparison to prior year's expenditures of \$965,954 reflecting a decrease of 23.7% decrease. The budget for the Killeen-Fort Hood Regional Airport is \$3,477,398 reflecting a slight increase of almost 2.3% from the prior year \$3,400,037 in FY 2009-10. Total operating expenditures budget for both aviation facilities is \$4,214,131. There are new programs included in the budget.

New programs and services for K-FHRA totaling \$171,124 are included for funding from the Aviation CIP fund budget including Fuel Truck Buyout - (\$65,000), Terminal Seating - (\$12,400), Floor Burnisher - (\$15,000), Floor Scrubber - (\$15,000), two Sport Utility Vehicles - (\$32,525 each), Phone System Migration - (\$12,000), and Loading Ramp - (\$13,000).

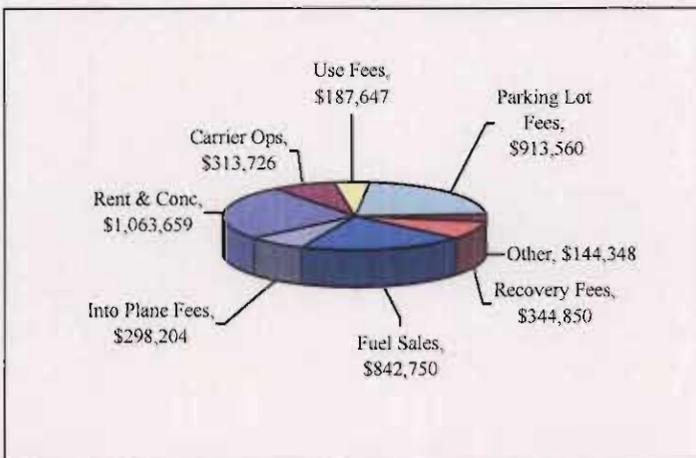
The only New Program for Skylark is the Architect for the redesign of skylark terminal building.

The Killeen-Fort Hood Regional Airport recently completed a significant 100% American Recovery and Reinvestment Act (ARRA) funded project to mill and overlay the center 100' of the Robert Gray Army Airfield runway. K-FHRA is also currently completing three significant capital improvement projects that are 95% funded with FY 2008-09 and FY 2009-10 FAA Airport Improvement Program (AIP) grants. These consist of Terminal Building Expansion Design, an Airport Layout Plan and the design of Taxiway E and G.

A 90% FAA Airport Improvement Program (AIP) grant funded project (administered through TxDOT) to resurface runway, taxiway, and apron pavements is in progress at Skylark Field.

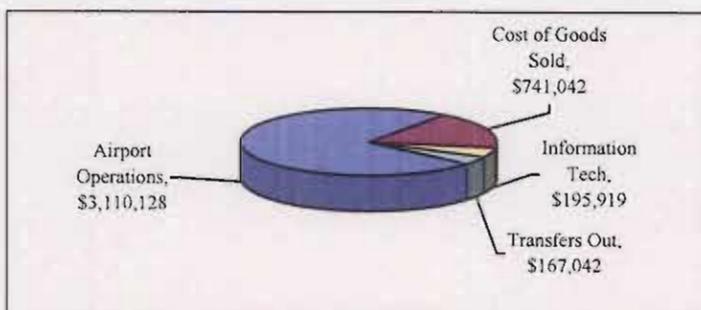
The following charts indicate how the revenues and expenditures are distributed across functions combined for both locations excluding FAA and TxDOT grant revenues for capital improvement projects.

Revenues



	Amount	Percent of Total
Rent & Concessions	\$1,063,659	25.9%
Carrier Operations	313,726	7.6%
Use Fees	187,647	4.6%
Parking Lot Fees	913,560	22.2%
Other Revenues	144,348	3.5%
Recovery Fees	344,850	8.4%
Fuel Sales	842,750	20.5%
Into Plane Fees	298,204	7.3%
Total FY Revenues	\$ 4,108,744	100.0%

Expenditures



	Amount	Percent of Total
Airport Operations	\$ 3,110,128	73.8%
Cost of Goods Sold	741,042	17.6%
Information Tech	195,919	4.6%
Transfers Out	167,042	4.0%
Total FY Expenses	\$ 4,214,131	100.0%

CAPITAL IMPROVEMENT PROGRAM

The budget does include funding to issue the 2010 Certificate of Obligations against Hotel Motel Revenue in the amount of \$1,500,000. This bond issuance is for the performing arts center at the former First Baptist Church, downtown streets, street landscaping and street lighting.

The budget also includes funding to issue the 2011 Certificate of Obligations against Hotel Motel Revenue in the amount of \$1,500,000.

A major project the City of Killeen is proposing is a \$29,815,000 pass-through toll project to acquire right-of-way, relocate conflicting utilities, and design and construct a project which consists of US 190, FM 2410 and Rosewood Drive within the City limits of Killeen and located in Bell County, Texas. The City of Killeen is proposing to initially fund the entire \$29,815,000 project cost of which \$20,150,000 of the project will be repaid with pass-through funding. The project is located on the east side of the City of Killeen. The project addresses needed safety and mobility improvements in the FM 2410 / US 190 area specifically and along the US 190 corridor across the Killeen / Fort Hood region. The proposed project will include the construction of a new interchange between US 190 and Rosewood Drive which will include improvements to both westbound and eastbound frontage roads. These improvements will include the construction of two new ramps along US 190 with one exit ramp located to the east of the proposed US 190 / Rosewood Drive Interchange and one located to the west.

The City of Killeen will be administering a \$19,985,000 million pass-through toll project to design and construct a project that consists of SH 195 / SH 201 Interchange and SH 201 widening within the City limits of Killeen and located in Bell County, Texas. The City will initially fund the entire \$19,985,000 project cost, \$13,537,500 of which is to be repaid with pass-through funding. The project is located on the southwestern side of the City of Killeen and addresses needed safety and mobility improvements in the SH 195 / SH 201 area.

Funding sources from Certificate of Obligation Series 2007 and Series 2009, initially issued for the first phase and purchase of land for streets, are currently presented in FY 2010-2011 Budget for the design and construction of a Street Building. The current conditions of the Street and Traffic Division and major needs of the City of Killeen streets warrant these major projects as a high priority and are identified as: 1) Stagecoach Road, 2) Bunny Trail, 3) Elms Road, 4) Cunningham Road, 5) Lowes Boulevard Extension, and 6) Rosewood Drive. On September 14, 2010, the tax rate was set at 74.28 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation, 4.78 cents

higher than the rate of 69.5 adopted in the 2009-10 fiscal year. This rate has remained the same for the past six fiscal years. The additional amount will be allocated to interest and sinking funds for the principal and interest relating to the debt issuance in the amount of \$30,000,000 necessary to fund these major street improvements.

SPECIAL REVENUE FUNDS

Hotel occupancy tax receipts are budgeted at \$1,715,000, down 3.3% from the current year budget of \$1,775,000. The reduction in revenue is attributable to the state of the economy.

The budget provides no funding for new programs in the Hotel Occupancy Tax Fund. The operating transfer from the General Fund to the Conference Center has been reduced to zero; therefore, making this the second year the Conference Center is self supporting.

CITY OF KILLEEN MAINTAINS EXCELLENT FINANCIAL INTEGRITY

The City received two bond rating increases from Standard & Poors for the GOB and COs in the 2009 Bond Issues and Refunding Issues from 'AA-' Upgraded to 'AA'; and more recently a second Upgrade on the Water and Sewer System Revenue Bonds from 'AA-' to 'AA'. Given the economic environment, these are good indicators that the City is in a good financial position and is providing due diligence to maintain their good financial position.

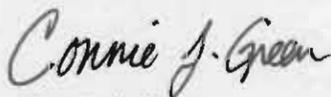
ACKNOWLEDGEMENTS

SUMMARY

The Annual Budget and Plan of Municipal Services for the 2010-11 fiscal year, which begins October 1, 2010 and ends September 30, 2011 was submitted for review by the City Council, in accordance with the provisions of our City Charter of the City of Killeen. I believe that this budget formulates a plan of municipal services that reflects the general directions and concerns of the City Council and the input from citizens received during the public forums. The Budget and Plan of Municipal Services must be reviewed by the City Council, and in accordance with the Charter of the City of Killeen, a Public Hearing must be called at least five days prior to having the first public meeting on the Budget and Plan of Municipal Services for FY 2010-11. The City Council, by charter has until September 20, 2010 to adopt the budget for FY 2010-11.

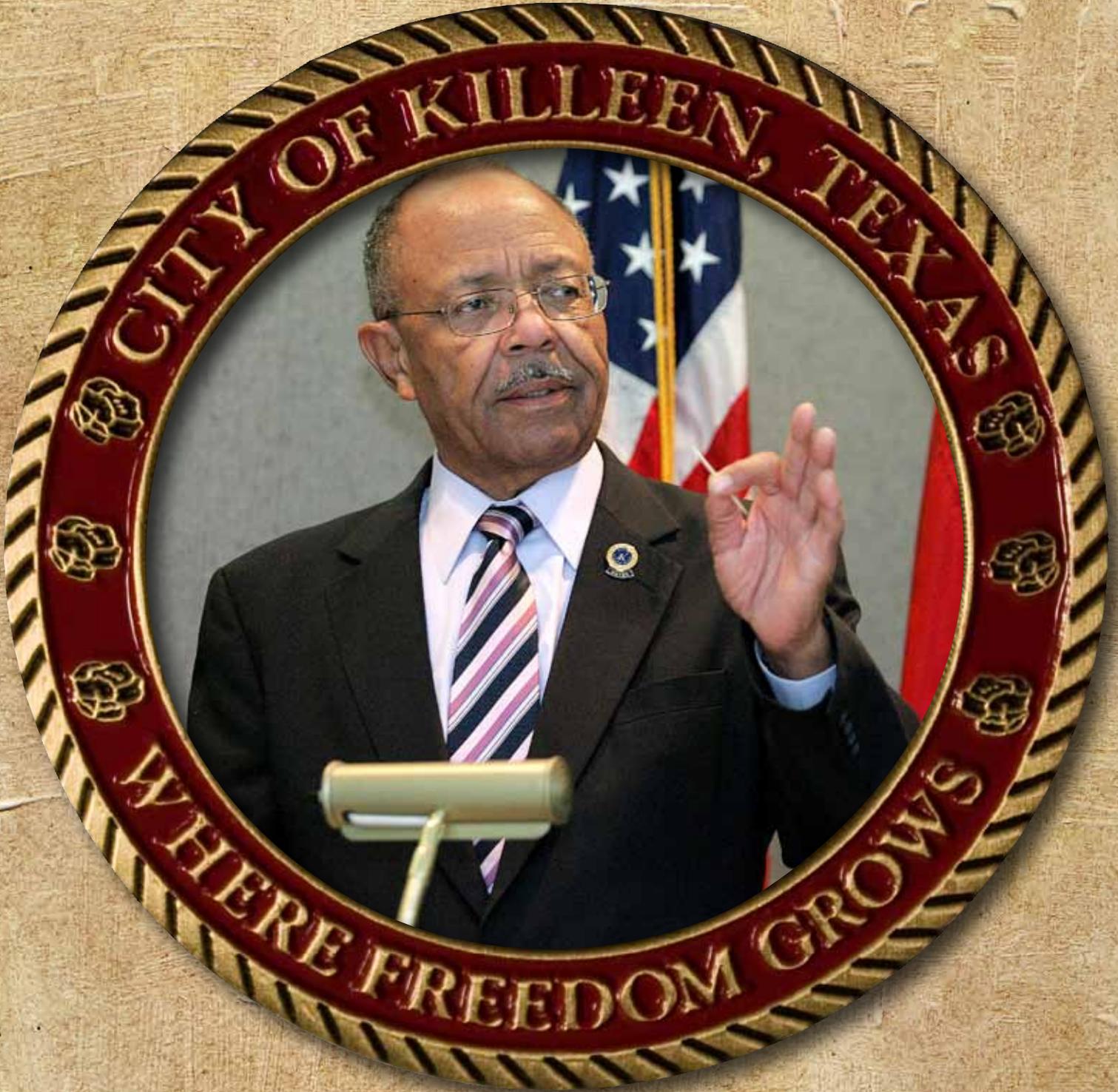
On behalf of the staff, I would like to thank the elected officials for providing the leadership, policy and direction in formulating this budget. Special thanks and appreciation are extended to all employees who worked very hard to prepare this budget. I look forward to the successful implementation of this Budget and Plan of Municipal Services for FY 2010-11.

Respectfully submitted,



Connie J. Green
City Manager

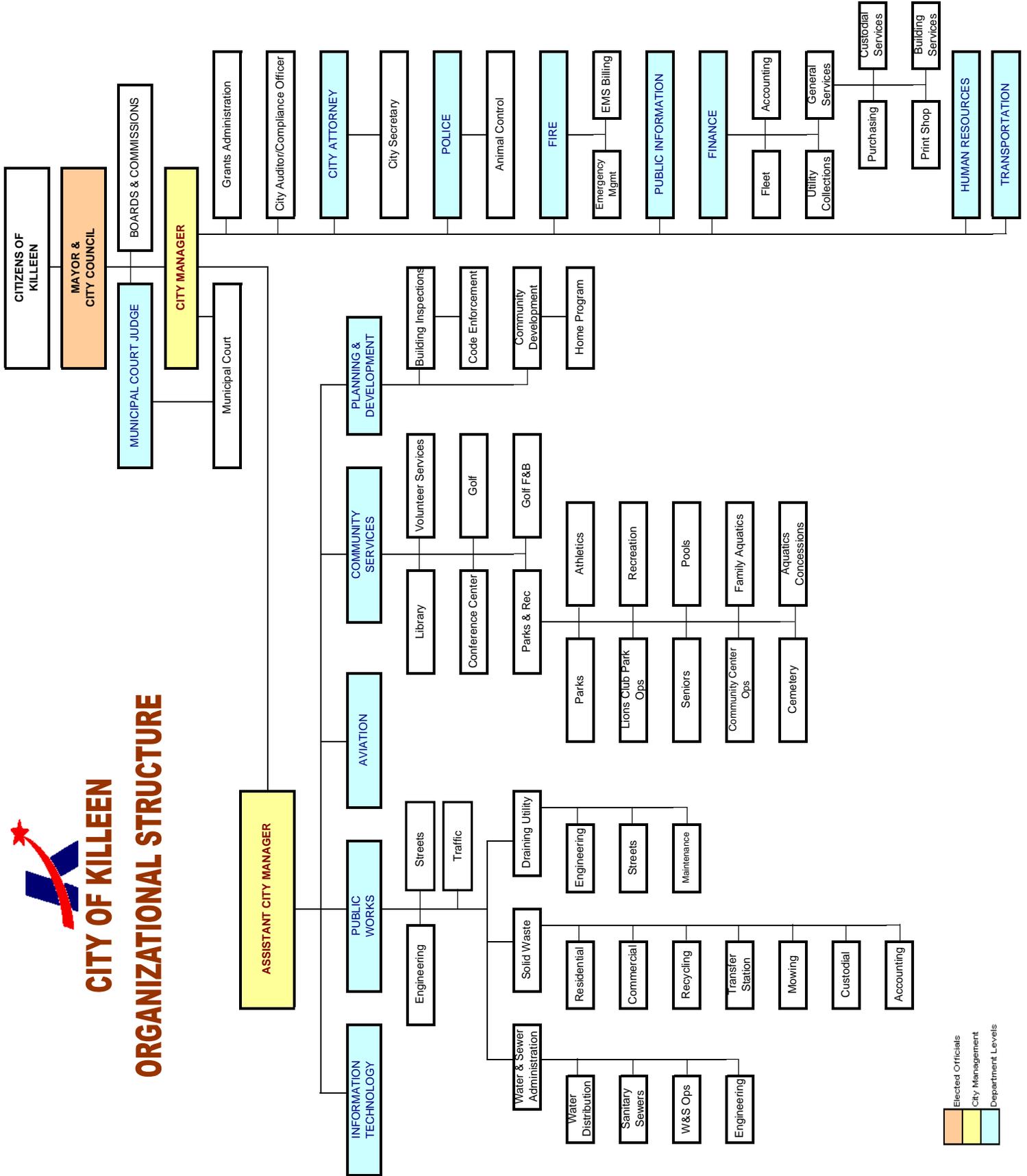
FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



BUDGET SUMMARY



CITY OF KILLEEN ORGANIZATIONAL STRUCTURE



Elected Officials
 City Management
 Department Levels

City of Killeen

2010-11 Annual Budget

Organizational Matrix - Department/Division Assignment by Fund

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

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

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

BUDGET SUMMARY

INTRODUCTION

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

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

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

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

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

THE BUDGETING PROCESS

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

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

LEGAL REQUIREMENTS

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

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

BASIS OF ACCOUNTING

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

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

BUDGET BASIS

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

FUNDS

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

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

SOURCES OF REVENUE

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

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

exceed 95% of the amount budgeted for current collections.

Sales Tax Revenues - Sales tax revenues represent the largest single source of revenue in the general fund. The City relies on historical trend data and management information from the State Comptroller to project sales tax revenues for the budget. The City sales tax rate is 1.5% of taxable purchases. These taxes are collected by local vendors, reported to the State and the State rebates the revenues to the City on a monthly basis. Based on the prior years collection data, a conservative increase of 4% over the amount estimated to be collected for FY 2009-10 was budgeted as sales tax revenues for FY 2010-11.

Franchise Fees - Franchise Fees from utility companies (electric, telephone, and cablevision) is a major source of revenue in the General Fund. Revenues from franchise fees are projected to increase slightly in FY 2010-11.

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

Utility Rates - The rates charged for water, sewer and solid waste services have been set based upon engineering studies and the data derived from the long term financial planning models developed for each major fund. Prior year engineering studies prepared a rate structure plan designed to finance utility operations over future periods. Recent significant increases in operating costs, primarily fuel and energy, have impacted the original rate plans proposed by the engineering studies. The financial planning models used by the City in the budget process allowed staff to evaluate additional rate increases and to forecast the impact of the rate changes past the first year. Rate increases were adopted for solid waste rates effective October 1, the beginning of FY 2010-11. A detailed analysis was performed on the current Solid Waste rates, Water and Sewer rates and Drainage Utility rates including a comparison with surrounding cities and costs to perform services. Rates were adjusted throughout the current rate scale.

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

BUDGET POLICIES

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

BUDGETARY

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

CHARTER MANDATES

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

1. The charter designates the City Manager as the budget officer for the city. Duties of the budget officer include

preparation and submission of the annual budget to the City Council.

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

CITY COUNCIL BUDGET DIRECTIVES

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

ADMINISTRATIVE BUDGET POLICIES

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

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

D. The budget for full-time employee salaries and benefits will be prepared assuming a 4% merit increase.

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

Fund Balances and Operating Reserves - The policy was adopted by Resolution dated July 9, 1996. The policy requires a minimum fund balance of 25% of annual budget expenditures be maintained in the major operating funds (general fund, water and sewer fund, solid waste fund). Reserves in excess of the required amounts are to be used for planning capital outlay and improvements.

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

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

OPERATING TRANSFERS

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

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

FRANCHISE FEES

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

Franchise fees for these Enterprise Funds were determined as follows:

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

INDIRECT COST ALLOCATIONS

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

BUDGET TRANSFERS

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

EXPENDITURE OBJECT CLASSES

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

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

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2010-11**

	PROJECTED BEGINNING FUND BALANCE	* 2010-11 REVENUES	* 2010-11 EXPENDITURES	PROJECTED ENDING FUND BALANCE
OPERATING FUNDS				
GENERAL FUND	\$17,672,328	\$66,011,250	\$69,035,478	\$14,648,100
AVIATION FUND - KILLEEN-FORT HOOD REGIONAL AIRPORT	1,869,972	6,561,427	6,534,937	1,896,462
AVIATION FUND - SKYLARK FIELD	497,035	689,526	736,733	449,828
SOLID WASTE FUND	2,478,088	14,602,624	14,679,194	2,401,518
WATER & SEWER FUND	20,821,018	33,535,594	35,510,166	18,846,446
DRAINAGE UTILITY FUND	7,577,571	3,482,634	8,917,093	2,143,112
SUBTOTAL OPERATING FUNDS	\$50,916,012	\$124,883,055	\$135,413,601	\$40,385,466
DEBT SERVICE FUNDS				
TAX I&S 2001 C/O	\$80,320	\$130,400	\$210,720	\$0
TAX I&S 2002 C/O	64,028	250,400	267,750	46,678
TAX I&S 2003 C/O	163,649	760,700	785,675	138,674
TAX I&S 2004 C/O	128,157	630,800	645,223	113,734
2004 GO BONDS I&S	269,935	1,092,500	1,163,825	198,610
TAX I&S 2005 COMB TAX & REV C/O	347,301	1,351,500	1,438,286	260,515
TAX I&S 2006 GOB	239,980	1,201,000	1,234,692	206,288
TAX I&S 2007 GOB	221,727	1,101,200	1,126,877	196,050
TAX I&S 2007 C/O	339,635	1,712,000	1,751,654	299,981
TAX I&S 2009 GOB	373,980	622,000	845,413	150,567
TAX I&S 2009 C/O	577,243	70,600	543,083	104,760
TAX I&S 2007 CAPITAL LEASE	49,338	240,300	241,171	48,467
G O REFUND BOND I&S 2009	295,114	1,165,600	1,248,900	211,814
G O REFUND BOND I&S 2010	120,571	900,400	811,450	209,521
I&S HOTEL OCCUPANCY TAX 2010	-	145,200	124,834	20,366
WATER & SEWER I&S 2001	108,206	202,470	310,676	-
WATER & SEWER I&S 2004	234,640	1,381,000	1,378,338	237,302
W&S REFUNDING I&S 2005	363,437	1,891,200	1,926,075	328,562
WATER & SEWER I&S 2007	291,055	1,757,500	1,753,394	295,161
W&S REFUNDING I&S 2010	20,479	393,500	291,750	122,229
SUBTOTAL DEBT SERVICE FUNDS	\$4,288,795	\$17,000,270	\$18,099,786	\$3,189,279
SPECIAL REVENUE FUNDS				
CABLESYSTEM IMPROVEMENTS	\$409,526	\$228,000	\$596,742	\$40,784
COMMUNITY DEVELOPMENT BLOCK GRANT	11,371	1,724,013	1,722,046	13,338
COMMUNITY DEVELOPMENT - HOME PROGRAM	11,158	1,301,895	1,241,112	71,941
TAX INCREMENT FUND	6,225	6,225	12,450	-
HOTEL OCCUPANCY TAX	903,457	2,420,400	2,898,842	425,015
LAW ENFORCEMENT GRANT	45,737	270,164	270,164	45,737
STATE SEIZURE FUND	99,966	70,300	79,980	90,286
FEDERAL SEIZURE FUND	13,078	14,825	14,800	13,103
EMERGENCY MANAGEMENT FUND	69,743	-	42,349	27,394
LIBRARY MEMORIAL FUND	2,331	23,750	20,500	5,581
COURT TECHNOLOGY FUND	392,171	76,000	10,000	458,171
COURT SECURITY FEE FUND	84,929	50,000	31,190	103,739
COURT JUVENILE CASE MANAGER FUND	217,837	87,000	47,762	257,075
PHOTO RED LIGHT ENFORCEMENT FUND	764,972	700,000	992,044	472,928
KAAC FUND	-	55,186	55,186	-
AMERICAN RECOVERY GRANT	-	1,027,000	1,027,000	-
FIRE DEPARTMENT SPECIAL REVENUE FUND	-	2,095,110	1,524,319	570,791
SUBTOTAL SPECIAL REVENUE FUNDS	\$3,032,501	\$10,149,868	\$10,586,486	\$2,595,883

**CITY OF KILLEEN
ADOPTED BUDGET SUMMARY
ALL FUNDS, FY 2010-11**

	PROJECTED BEGINNING FUND BALANCE	* 2010-11 REVENUES	* 2010-11 EXPENDITURES	PROJECTED ENDING FUND BALANCE
CAPITAL PROJECTS FUNDS				
1994 GENERAL OBLIGATION BONDS	\$126,085	\$180	\$126,000	\$265
1995 GENERAL OBLIGATION BONDS	25,346	65	-	25,411
2001 C/O CONSTRUCTION FUND	2,521,350	3,500	2,524,850	-
2003 C/O CONSTRUCTION FUND	1,431,974	5,000	1,411,936	25,038
2004 GOLF REVENUE I&S	19,408	25	19,398	35
2004 C/O CONSTRUCTION FUND	330,256	500	323,393	7,363
2004 GENERAL OBLIGATION BONDS	1,285,673	3,000	1,286,783	1,890
2005 C/O CONSTRUCTION FUND	2,513,803	5,000	2,510,686	8,117
2006 GENERAL OBLIGATION BONDS	169,386	200	169,586	-
2007 COMB G/O & C/O BONDS	2,552,799	54,000	2,436,643	170,156
2009 GENERAL OBLIGATION BONDS	7,232,672	148,000	5,060,251	2,320,421
2009 C/O CONSTRUCTION FUND	2,685,380	5,600	2,682,809	8,171
PASS THROUGH FINANCE CONSTRUCTION FUND	-	20,718,041	20,718,041	-
2001 WATER & SEWER BOND	687,956	1,000	100,000	588,956
2004 WATER & SEWER BOND	1,286,664	3,000	978,838	310,826
2007 WATER & SEWER BOND	8,144,175	40,000	2,634,531	5,549,644
2005 SOLID WASTE CONSTRUCTION FUND	33,981	50	-	34,031
PASSENGER FACILITY CHARGE FUND	432,748	960,093	1,104,908	287,933
SPECIAL EVENTS CENTER	78,306	50	78,356	-
SUBTOTAL CAPITAL PROJECTS FUNDS	\$31,557,962	\$21,947,304	\$44,167,009	\$9,338,257
TOTAL ALL FUNDS	\$89,795,270	\$173,980,497	\$208,266,882	\$55,508,885

*INCLUDES TRANSFERS

**CITY OF KILLEEN
FY 2008-09 ACTUALS
COMBINED SUMMARY OF REVENUES & EXPENDITURES**

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 19,935,812	\$ 2,535,821	\$ 3,006,334	\$ 19,339,030
Revenues				
Property Taxes	\$ 21,261,303			
Sales & Occupation Taxes	18,569,629			
Franchise Fees	4,977,108			
Charges for Services	6,118,204	3,319,096	11,729,835	30,516,304
Interest Income	343,469	6,990	47,584	225,358
Federal, State and Local Grants	731,522	1,754,505		
Other Revenues	628,899	27,698	31,777	33,448
Fines and Penalties	2,555,770			597,350
Bond Proceeds				
Total Revenues	\$ 55,185,904	\$ 5,108,289	\$ 11,809,196	\$ 31,372,460
Transfers from Other Funds	5,404,037	10,237		383
Total Available Resources	\$ 80,525,753	\$ 7,654,347	\$ 14,815,530	\$ 50,711,873
Expenditures				
Salaries	\$ 37,568,664	\$ 1,589,498	\$ 3,321,673	\$ 4,180,007
Supplies	3,235,200	81,250	578,889	588,826
Maintenance	1,905,356	149,860	50,768	567,996
Repairs	1,145,493	147,076	1,098,153	187,161
Support Services	6,852,989	740,591	352,033	2,359,392
Benefits	10,053,425	487,027	1,050,247	1,290,016
Minor Capital Outlay	23,984			
Designated Expenses	462,621	411,047	3,404,066	122,971
Capital Improvements	28,962	1,534,637		673,848
Capital Outlay	1,106,683	78,918	254,434	292,569
Sewer Payments				4,870,662
Water Payments				6,278,400
Debt Service				
Total Expenditures	\$ 62,383,377	\$ 5,219,904	\$ 10,110,263	\$ 21,411,848
Transfers to Other Funds	15,226		2,767,144	8,400,887
Ending Fund Balances	\$ 18,127,150	\$ 2,434,443	\$ 1,938,123	\$ 20,899,138

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
\$ 8,195,604	\$ 9,236,618	\$ 2,941,129	\$ 74,088,164	\$ 139,278,512
	\$ 8,630,853			\$ 29,892,156
		1,725,955		20,295,584
		226,223		5,203,331
2,920,854		708,852	818,843	56,131,988
72,061	192,958	15,037	711,654	1,615,111
46,727		1,524,479	57,704	4,114,937
3,167		82,441	195,948	1,003,378
		1,437,740		4,590,860
	4,380,000		21,675,000	26,055,000
\$ 3,042,809	\$ 13,203,811	\$ 5,720,727	\$ 23,459,149	\$ 148,902,345
	7,097,733	15,226	444,005	12,971,621
\$ 11,238,413	\$ 29,538,162	\$ 8,677,082	\$ 97,991,318	\$ 301,152,478
\$ 753,897		\$ 720,523		\$ 48,134,262
88,088		69,227	200	4,641,680
333,549		92,036	21,175	3,120,740
62,455		44,842		2,685,180
114,547		694,050	1,800	11,115,402
242,955		218,939		13,342,609
		6,915	7,555	38,454
17,292	52,500	589,827		5,060,324
1,084,707		1,377,064	38,949,672	43,648,890
177,290		208,700	2,616,191	4,734,785
				4,870,662
				6,278,400
583,058	17,386,617			17,969,675
\$ 3,457,838	\$ 17,439,117	\$ 4,022,123	\$ 41,596,593	\$ 165,641,063
17,695	57,845	760,000	952,824	12,971,621
\$ 7,762,880	\$ 12,041,200	\$ 3,894,959	\$ 55,441,901	\$ 122,539,794

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 16,065,657	\$ 1,844,079	\$ 1,613,379	\$ 19,280,225
Revenues				
Property Taxes	\$ 21,353,763			
Sales & Occupation Taxes	19,171,074			
Franchise Fees	4,859,500			
Charges for Services	6,147,913	4,056,244	13,627,800	29,588,279
Interest Income	380,000	64,200	80,000	224,400
Federal, State and Local Grants	589,980	4,424,966		
Other Revenues	402,000	3,020	18,500	20,000
Fines and Penalties	2,171,250			585,126
Bond Proceeds				
Total Revenues	\$ 55,075,480	\$ 8,548,430	\$ 13,726,300	\$ 30,417,805
Transfers from Other Funds	5,509,779			
Total Available Resources	\$ 76,650,916	\$ 10,392,509	\$ 15,339,679	\$ 49,698,030
Expenditures				
Salaries	\$ 38,317,858	\$ 1,638,327	\$ 3,447,368	\$ 4,303,468
Supplies	3,563,065	119,466	718,658	671,837
Maintenance	1,431,287	182,392	59,985	603,550
Repairs	1,132,255	161,540	1,144,535	190,574
Support Services	7,252,637	773,605	392,407	2,325,973
Benefits	10,912,587	499,406	1,120,588	1,360,703
Minor Capital Outlay	186,152	500	7,785	81,151
Designated Expenses	618,669	981,742	3,600,724	(68,800)
Capital Improvements	9,500	4,421,214		918,260
Capital Outlay	231,583	9,013	6,754	48,845
Sewer Payments				6,029,126
Water Payments				6,196,377
Debt Service				
Total Expenditures	\$ 63,655,593	\$ 8,787,205	\$ 10,498,804	\$ 22,661,064
Transfers to Other Funds	41,103		2,751,319	8,550,765
Ending Fund Balances	\$ 12,954,220	\$ 1,605,304	\$ 2,089,556	\$ 18,486,201

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
\$ 7,460,651	\$ 7,562,568	\$ 3,806,560	\$ 48,401,047	\$ 106,034,166
	\$ 8,690,000			\$ 30,043,763
		1,775,000		20,946,074
		225,000		5,084,500
2,933,049		756,000	768,842	57,878,127
81,300	90,900	18,150	343,990	1,282,940
		3,879,687		8,894,633
3,200		6,290		453,010
		1,109,000		3,865,376
				0
\$ 3,017,549	\$ 8,780,900	\$ 7,769,127	\$ 1,112,832	\$ 128,448,423
	6,825,029	41,103		12,375,911
\$ 10,478,200	\$ 23,168,497	\$ 11,616,790	\$ 49,513,879	\$ 246,858,500
\$ 942,860		\$ 747,315		\$ 49,397,196
104,367		101,051	5,334	5,283,778
343,682		115,669	302,825	3,039,390
56,500		56,475		2,741,879
225,233		752,727		11,722,582
322,206		235,878		14,451,368
4,780		60,945	840,734	1,182,047
2,500		928,541	77,994	6,141,370
6,418,165		3,168,615	53,035,894	67,971,648
6,500		1,541,663	209,694	2,054,052
				6,029,126
				6,196,377
584,158	19,361,821			19,945,979
\$ 9,010,951	\$ 19,361,821	\$ 7,708,879	\$ 54,472,475	\$ 196,156,792
17,695	325,029	690,000		12,375,911
\$ 1,449,554	\$ 3,481,647	\$ 3,217,911	\$ (4,958,596)	\$ 38,325,797

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 18,127,150	\$ 2,434,443	\$ 1,938,123	\$ 20,899,138
Revenues				
Property Taxes	\$ 21,929,594			
Sales & Occupation Taxes	19,439,961			
Franchise Fees	5,170,735			
Charges for Services	6,607,277	3,746,560	13,509,285	30,129,340
Interest Income	89,827	2,600	9,797	75,740
Federal, State and Local Grants	567,448	4,031,661		
Other Revenues	402,000	4,181	22,487	6,000
Fines and Penalties	2,312,900			614,645
Bond Proceeds				
Total Revenues	\$ 56,519,742	\$ 7,785,002	\$ 13,541,569	\$ 30,825,725
Transfers from Other Funds	5,509,779			
Total Available Resources	\$ 80,156,671	\$ 10,219,445	\$ 15,479,692	\$ 51,724,863
Expenditures				
Salaries	\$ 37,682,996	\$ 1,536,651	\$ 3,354,789	\$ 4,062,514
Supplies	3,556,527	106,630	654,548	657,049
Maintenance	1,412,871	174,130	59,173	614,674
Repairs	1,185,623	147,064	1,214,107	176,995
Support Services	7,074,130	744,115	343,243	2,292,532
Benefits	10,545,373	490,572	1,032,435	1,334,081
Minor Capital Outlay	174,208	475	6,010	95,675
Designated Expenses	600,362	575,579	3,580,980	(52,560)
Capital Improvements	8,500	4,068,210		917,480
Capital Outlay	219,284	9,012	5,000	29,137
Sewer Payments				6,029,124
Water Payments				6,196,379
Debt Service				
Total Expenditures	\$ 62,459,874	\$ 7,852,438	\$ 10,250,285	\$ 22,353,080
Transfers to Other Funds	24,469		2,751,319	8,550,765
Ending Fund Balances	\$ 17,672,328	\$ 2,367,007	\$ 2,478,088	\$ 20,821,018

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
\$ 7,762,880	\$ 12,041,200	\$ 3,894,959	\$ 55,441,901	\$ 122,539,794
	\$ 8,917,700	\$ 6,225		\$ 30,853,519
		1,684,627		21,124,588
		226,000		5,396,735
2,983,975		714,680	908,975	58,600,092
15,277	80,415	2,777	166,390	442,823
30,041		2,251,989	144,000	7,025,139
5,371	5,441	9,000		454,480
		859,000		3,786,545
	21,623			21,623
\$ 3,034,664	\$ 9,025,179	\$ 5,754,298	\$ 1,219,365	\$ 127,705,544
	7,885,499	24,469		13,419,747
\$ 10,797,544	\$ 28,951,878	\$ 9,673,726	\$ 56,661,266	\$ 263,665,085
\$ 841,915		\$ 733,734		\$ 48,212,599
96,460		86,269		5,157,483
343,476		119,764	284,069	3,008,157
54,974		53,200		2,831,963
187,087		718,248		11,359,355
255,693		226,862		13,885,016
4,760		17,896	835,124	1,134,148
2,500	36,370	1,005,336	460	5,749,027
824,855		1,791,907	23,805,995	31,416,947
6,400		1,198,009	177,656	1,644,498
				6,029,124
				6,196,379
584,158	23,241,214			23,825,372
\$ 3,202,278	\$ 23,277,584	\$ 5,951,225	\$ 25,103,304	\$ 160,450,068
17,695	1,385,499	690,000		13,419,747
\$ 7,577,571	\$ 4,288,795	\$ 3,032,501	\$ 31,557,962	\$ 89,795,270

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

	General Fund	Aviation Funds	Solid Waste Fund	Water & Sewer Fund
Beginning Fund Balance	\$ 17,672,328	\$ 2,367,007	\$ 2,478,088	\$ 20,821,018
Revenues				
Property Taxes	\$ 23,193,281			
Sales & Occupation Taxes	20,211,562			
Franchise Fees	5,282,284			
Charges for Services	6,937,431	4,102,082	14,551,124	32,806,594
Interest Income	89,000	2,740	8,000	78,000
Federal, State and Local Grants	354,755	3,142,209		
Other Revenues	463,374	3,922	43,500	18,000
Fines and Penalties	2,478,881			633,000
Bond Proceeds				
Total Revenues	\$ 59,010,568	\$ 7,250,953	\$ 14,602,624	\$ 33,535,594
Transfers from Other Funds	7,000,682			
Total Available Resources	\$ 83,683,578	\$ 9,617,960	\$ 17,080,712	\$ 54,356,612
Expenditures				
Salaries	\$ 41,308,427	\$ 1,735,013	\$ 3,746,266	\$ 4,759,012
Supplies	3,386,402	131,208	761,451	701,925
Maintenance	1,969,432	164,745	62,763	624,504
Repairs	1,134,510	174,592	1,146,079	181,368
Support Services	7,823,312	700,367	405,175	2,971,775
Benefits	11,904,185	528,164	1,203,557	1,511,729
Minor Capital Outlay	240,183	5,500	8,900	118,418
Designated Expenses	650,486	741,042	3,774,504	(56,000)
Capital Improvements	11,733	3,057,539		955,980
Capital Outlay	529,100	33,500	869,600	604,100
Sewer Payments				5,725,843
Water Payments				6,189,481
Debt Service				
Total Expenditures	\$ 68,957,770	\$ 7,271,670	\$ 11,978,295	\$ 24,288,135
Transfers to Other Funds	77,708		2,700,899	11,222,031
Ending Fund Balances	\$ 14,648,100	\$ 2,346,290	\$ 2,401,518	\$ 18,846,446

Drainage Utility Fund	Debt Service Funds	Special Revenue Funds	Capital Projects Funds	Total for All Funds
\$ 7,577,571	\$ 4,288,795	\$ 3,032,501	\$ 31,557,962	\$ 89,795,270
	\$ 10,430,000	\$ 6,225		\$ 33,629,506
		1,715,000		21,926,562
		227,000		5,509,284
3,461,399		1,939,000	959,073	64,756,703
15,735	20,270	2,725	144,190	360,660
		4,812,404	126,000	8,435,368
5,500		64,436	20,718,041	21,316,773
		913,000		4,024,881
				0
\$ 3,482,634	\$ 10,450,270	\$ 9,679,790	\$ 21,947,304	\$ 159,959,737
	8,680,000	470,078		16,150,760
\$ 11,060,205	\$ 23,419,065	\$ 13,182,369	\$ 53,505,266	\$ 265,905,767
\$ 1,071,296		\$ 952,119	\$ 239,591	\$ 53,811,724
130,002		136,483	9,826	5,257,297
339,823		130,955	18,756	3,310,978
53,708		317,956	6,000	3,014,213
230,234		655,332	375,321	13,161,516
361,632		290,199	71,572	15,871,038
37,908		34,884	47,752	493,545
2,500		1,069,574	78,356	6,260,462
5,828,310		3,990,158	41,567,518	55,411,238
45,970		2,243,826	599,947	4,926,043
				5,725,843
				6,189,481
582,958	18,986,703			19,569,661
\$ 8,684,341	\$ 18,986,703	\$ 9,821,486	\$ 43,014,639	\$ 193,003,039
232,752		765,000	1,152,370	16,150,760
\$ 2,143,112	\$ 4,432,362	\$ 2,595,883	\$ 9,338,257	\$ 56,751,968

OBJECT CLASS MATRIX OF FY 2010-11 OPERATING BUDGET

ALLOCATION OF FY 2010-11 BUDGET

BY OBJECT CLASS

	<u>Salaries</u>	<u>Supplies</u>	<u>Maintenance</u>	<u>Repairs</u>	<u>Support Services</u>	<u>Benefits</u>	<u>Minor Capital</u>
GENERAL FUND SERVICES							
City Council	10,829	1,026			49,500	838	
City Manager	364,547	2,362			27,656	84,657	
Assistant City Manager	224,145	1,971			8,750	54,206	950
Grant Administration	23,712	299			2,400	7,235	1,618
City Auditor & Compliance Office	80,878	495			5,264	19,091	
Municipal Court	675,740	23,908		2,000	9,141	234,908	
Public Information Officer	97,256	20,998			12,450	26,435	
Volunteer Services	121,118	2,226			7,000	35,485	
City Attorney	605,384	4,918		200	64,823	144,230	1,438
City Secretary	68,764	809			2,885	16,978	
Finance	480,894	5,439			51,648	115,294	1,618
Accounting	288,756	8,166			6,780	83,949	
Purchasing	211,600	2,230		500	7,825	59,401	919
Building Services	142,087	8,354		4,849	14,009	43,524	
Custodial Services	305,877	53,038		2,966	6,674	113,962	2,180
Printing Services	92,286	5,216		8,625	52,127	28,398	
Human Resources	541,529	80,099		800	89,464	153,208	
Information Technology	709,930	3,775		500	76,285	192,180	1,000
Library	966,395	76,008		850	59,775	280,806	2,000
Golf Course	659,844	171,600	21,451	25,500	236,131	202,660	5,600
Golf Course Food & Beverage	105,150	11,378			16,663	29,218	
Community Center Operations	234,504	18,353			160,280	69,984	
Parks	942,324	239,056	137,585	44,000	187,968	323,059	
Lions Club Park Operations	382,645	102,573			200,663	118,523	
Family Aquatics Center	266,052	63,700	9,000	2,000	71,872	38,548	
Aquatic Concessions	39,805	2,660		500	2,000	3,455	4,500
Recreation	167,105	68,400			37,645	30,889	
Athletics	107,100	132,391			167,475	33,467	
Cemetery	220,454	28,767	5,794	9,700	11,740	69,259	4,348
Senior Citizens	209,346	26,001		1,080	79,510	65,613	
Swimming Pools	77,000	27,421	2,500		12,400	6,599	
Public Works	175,047	2,263			13,668	40,731	
Engineering	160,561	5,765		3,996	74,121	38,191	
Traffic	436,238	50,662	45,000	48,337	143,230	128,288	
Streets	1,647,335	207,638	980,000	132,250	69,662	533,323	7,077
Planning and Development	571,020	13,891		2,000	36,143	148,581	15,000
Building and Inspection	670,191	22,634		4,000	30,517	188,643	4,310
Code Enforcement	453,347	34,769		4,800	25,444	135,058	9,699
Community Development	193,484	5,563		500	17,672	48,665	480
Community Dev. / Home Program	34,469	1,950			5,706	10,767	
Police	15,968,894	825,342	125,000	415,621	1,094,954	4,476,153	62,839
Animal Control	337,582	91,498		2,700	50,642	109,162	
Fire	11,157,594	843,377	2,500	242,151	421,833	3,341,602	200
Emergency Mgmt/Homeland Security	79,809	8,094		1,500	7,840	18,962	
Non-Departmental		79,321	640,602	172,585	4,170,785		114,407
Subtotal	41,308,427	3,386,402	1,969,432	1,134,510	7,901,020	11,904,185	240,183
AVIATION FUNDS							
Killeen-Fort Hood Regional Airport	1,609,422	115,049	154,720	157,739	636,804	488,622	5,500
Skylark Field	125,591	16,159	10,025	16,853	63,563	41,542	
Subtotal	1,735,013	131,208	164,745	174,592	700,367	528,164	5,500
SOLID WASTE FUND							
Residential Services	1,516,276	401,564		655,962	21,900	479,515	6,400
Commercial Services	756,243	205,148	2,500	356,717	21,200	238,252	
Recycling Programs	223,908	15,440		8,600	8,836	63,578	
Transfer Station Operations	507,744	60,243	20,902	52,300	162,382	168,197	
Mowing Operations	576,089	66,344	2,100	44,500	14,195	201,017	
Custodial Services	24,183	1,960				9,150	
Accounting	141,823	1,752			1,700	43,848	
Solid Waste Miscellaneous		9,000	37,261	28,000	2,875,861		2,500
Subtotal	3,746,266	761,451	62,763	1,146,079	3,106,074	1,203,557	8,900
WATER & SEWER FUND							
Fleet Services	971,871	89,826	3,500	17,200	63,744	287,449	7,670
Utility Collections	1,126,352	290,179		20,450	33,954	375,470	255
Water and Sewer Contracts							
Water Distribution	514,999	67,475	149,109	41,518	33,192	185,164	10,000
Sanitary Sewers	436,212	54,063	46,085	41,000	21,520	151,848	11,700
Water and Sewer Operations	900,157	149,767	185,500	16,500	1,164,650	292,438	6,074
Water and Sewer Engineering	559,058	14,836		11,200	404,476	151,444	2,502
Water and Sewer Miscellaneous	250,363	35,779	240,310	33,500	12,472,270	67,916	80,217
Subtotal	4,759,012	701,925	624,504	181,368	14,193,806	1,511,729	118,418
DRAINAGE UTILITY FUND	1,071,296	130,002	339,823	53,708	462,986	361,632	37,908
OTHER FUNDS	1,191,710	146,309	149,711	323,956	2,948,023	361,771	82,636
TOTAL FY 2010-11 BUDGET PROGRAM ALLOCATION	53,811,724	5,257,297	3,310,978	3,014,213	29,312,276	15,871,038	493,545
PERCENT OF TOTAL 2010-11 BUDGET PROGRAM ALLOCATION	25.73%	2.51%	1.58%	1.44%	14.01%	7.59%	0.24%

Designated Expenses	Capital Improvements	Capital Outlay	Sewer Payments	Water Payments	Debt Service	TOTAL
						62,193
						479,222
						290,022
						35,264
						105,528
						945,697
						157,139
						165,829
		20,300				841,291
10,241						99,677
						654,893
						387,651
						282,475
						212,823
						484,697
400						187,052
104,788						969,888
						983,670
		243,196				1,629,030
144,930						1,467,716
71,758						234,167
						483,121
						1,873,992
						804,404
						451,172
60,000						112,920
						304,039
						440,433
						350,062
	11,733					381,550
						137,653
						231,709
						282,634
						851,755
		6,500				3,583,785
						786,635
						920,295
105,000						768,117
						266,364
						52,892
(387,984)		243,604				22,824,423
						591,584
						16,009,257
						116,205
541,353		15,500				5,734,553
650,486	11,733	529,100	-	-	-	69,035,478
294,042	3,057,539	17,500				6,534,937
447,000		16,000				736,733
741,042	3,057,539	33,500	-	-	-	7,271,670
		444,900				3,526,517
		424,700				2,004,760
300						320,662
3,772,704						4,744,472
1,500						905,745
						35,293
						189,123
						2,952,622
3,774,504	-	869,600	-	-	-	14,679,194
(213,600)		128,396				1,356,056
						1,846,660
			5,725,843	6,189,481		11,915,324
	204,980	75,000				1,281,437
	1,000	332,425				1,095,853
	50,000					2,765,086
						1,143,516
157,600	700,000	68,279				14,106,234
(56,000)	955,980	604,100	5,725,843	6,189,481	-	35,510,166
2,500	5,828,310	45,970			582,958	8,917,093
1,147,930	45,557,676	2,843,773	-	-	18,988,703	73,740,198
6,260,462	55,411,238	4,926,043	5,725,843	6,189,481	19,569,661	209,153,799
2.99%	26.49%	2.36%	2.74%	2.96%	9.36%	100.00%

FY 2010-11 MAJOR FUNDS OPERATING BUDGET BY PROGRAM AREA

ALLOCATION OF FY 2010-11 BUDGET BY PROGRAM AREA - MAJOR FUNDS	PUBLIC WORKS	PUBLIC SAFETY	COMMUNITY SERVICES	ADMIN	AVIATION	TOTAL
GENERAL FUND						
City Council				62,193		62,193
City Manager				479,222		479,222
Assistant City Manager				290,022		290,022
Grant Administrator				35,264		35,264
City Auditor & Compliance Officer				105,528		105,528
Municipal Court				945,697		945,697
Public Information Officer				157,139		157,139
Volunteer Services			165,829			165,829
City Attorney				841,291		841,291
City Secretary				99,677		99,677
Finance				654,893		654,893
Accounting				387,651		387,651
General Services				282,475		282,475
Building Services				212,823		212,823
Custodial Services				484,697		484,697
Printing Services				187,052		187,052
EMS Billings & Collections				0		0
Human Resources				969,888		969,888
Information Technology				983,670		983,670
Library			1,629,030			1,629,030
Golf Course			1,467,718			1,467,718
Golf Course Food & Beverage			234,167			234,167
Community Center Operations			483,121			483,121
Parks			1,873,992			1,873,992
Lions Club Park Operations			804,404			804,404
Family Aquatics Center			451,172			451,172
Aquatics Concession			112,920			112,920
Recreation			304,039			304,039
Athletics			440,433			440,433
Cemetery			350,062			350,062
Senior Center			381,550			381,550
Swimming Pools			137,653			137,653
Public Works	231,709					231,709
Engineering	282,634					282,634
Traffic	851,755					851,755
Streets	3,583,785					3,583,785
Planning and Development	786,635					786,635
Building and Inspection			920,295			920,295
Code Enforcement			768,117			768,117
Community Development			266,364			266,364
Community Development/Home Program			52,892			52,892
Police - Operations		22,824,423				22,824,423
Animal Control		591,584				591,584
Fire		16,009,257				16,009,257
Emergency Mgmt / Homeland Security		116,205				116,205
Non-Departmental				5,734,553		5,734,553
AVIATION FUNDS						
Killeen-Fort Hood Regional Airport					6,534,937	6,534,937
Skylark Field					736,733	736,733
SOLID WASTE FUND						
Residential Services	3,526,517					3,526,517
Commercial Services	2,004,760					2,004,760
Recycling Programs	320,662					320,662
Transfer Station Operations	4,744,472					4,744,472
Mowing Operations	905,745					905,745
Custodial Services	35,293					35,293
Accounting	189,123					189,123
Solid Waste Miscellaneous	2,952,622					2,952,622
WATER & SEWER FUND						
Fleet Services	1,356,056					1,356,056
Utility Collections	1,846,660					1,846,660
Water and Sewer Contracts	11,915,324					11,915,324
Water Distribution	1,281,437					1,281,437
Sanitary Sewers	1,095,853					1,095,853
Water and Sewer Operations	2,765,086					2,765,086
Water and Sewer Engineering	1,143,516					1,143,516
Water and Sewer Miscellaneous	14,106,234					14,106,234
DRAINAGE UTILITY FUND	8,917,093					8,917,093
TOTAL FY 2010-11 BUDGET PROGRAM ALLOCATION	64,842,971	39,541,469	10,843,756	12,913,735	7,271,670	135,413,601
PERCENT OF TOTAL 2010-11 BUDGET PROGRAM ALLOCATION	47.89%	29.20%	8.01%	9.54%	5.37%	100.00%

GENERAL FUND REVENUES ANALYSIS

Total General Fund Resources are \$83,683,578. Revenues budgeted for FY 2010-11 represent an increase of 4.4% over the estimated revenues for FY 2009-10 and a 9.5% increase over the 2006-07 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 19,282,890	\$ 19,279,795	\$ 19,935,812	\$ 18,127,150	\$ 17,672,328	21.1%
Prior Year Adjustments	\$ -	\$ 1,728,919				
Property Taxes	\$ 16,423,981	\$ 18,135,342	\$ 21,261,303	\$ 21,929,594	\$ 23,193,281	27.7%
Sales and Occupancy Taxes	19,020,957	20,037,429	18,569,629	19,439,961	20,211,562	24.2%
Franchise Taxes	4,960,867	4,859,782	4,977,108	5,170,735	5,282,284	6.3%
Misc. Revenues	3,080,123	3,121,875	3,665,527	3,460,071	3,667,839	4.4%
Permits and Licenses	1,257,833	1,406,346	1,008,931	1,128,060	1,187,500	1.4%
Court Fines & Fees	1,735,530	2,087,985	2,555,770	2,312,900	2,478,881	3.0%
Recreation Revenues	233,268	277,930	777,941	1,170,908	1,269,686	1.5%
Interest Earned	1,584,375	1,056,641	343,469	89,827	89,000	0.1%
Golf Course Revenues	1,084,481	1,267,776	1,294,705	1,250,238	1,275,780	1.5%
Intergovernmental	2,912,567	758,031	731,521	567,448	354,755	0.4%
Transfers-In	4,813,454	5,160,124	5,404,037	5,509,779	7,000,682	8.4%
TOTAL RESOURCES	\$ 76,390,326	\$ 79,177,975	\$ 80,525,753	\$ 80,156,671	\$ 83,683,578	100.0%

* Property Tax Revenues are budgeted to increase 5.8% over estimated FY 2009-10. This increase is can be attributed to moderate growth and a slight increase in property values.

* Revenues from Sales and Occupancy Taxes are budgeted to increase 4% over the FY 2009-10 estimated revenues, which is based on current economic conditions and a forecasted continued area retail growth.

* Franchise Tax Revenues for FY 2010-11 are budgeted to increase by 2.2% as compared to FY 2009-10 estimates. This increase can be attributed to economic recovery.

* Courts Fines and Fees are budgeted to increase 7.2% based on current levels of revenue.

* Interest Earned are budgeted to remain level based on anticipated market conditions.

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

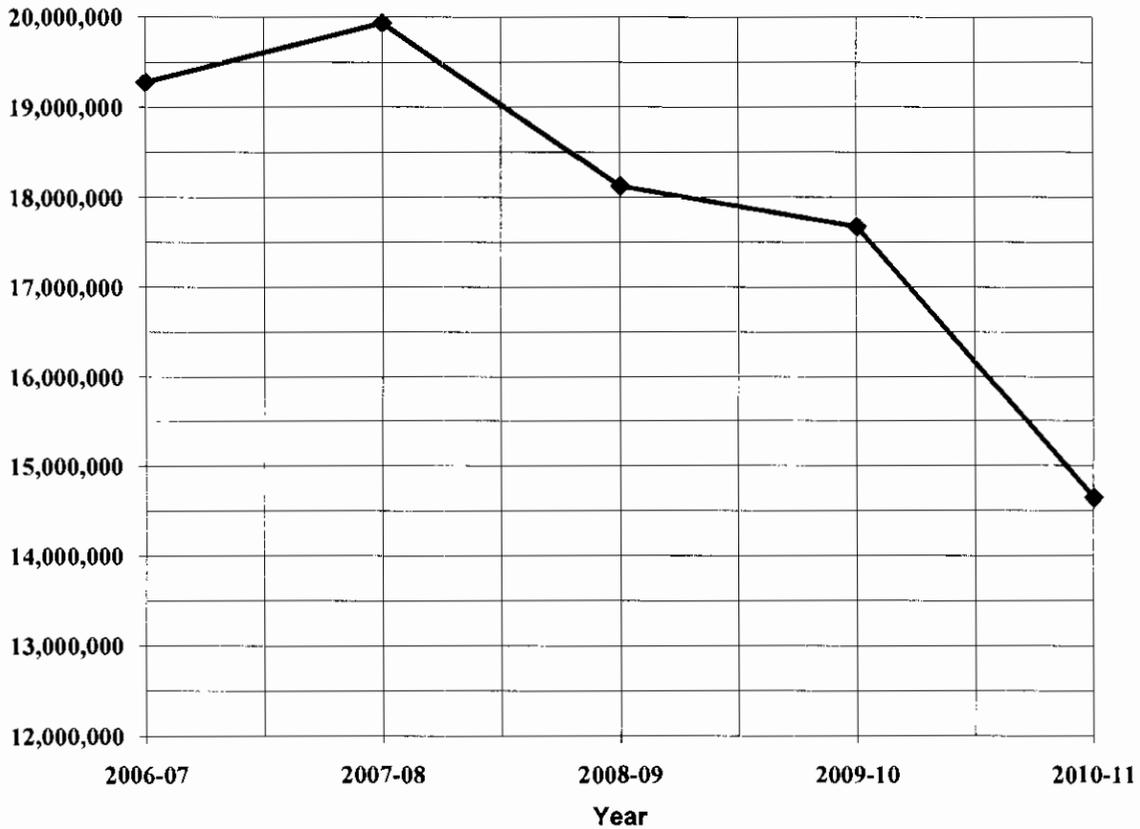
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. The City of Killeen, has a fiscal policy requiring the maintenance of adequate fund balances and reserves in the major operating funds. Generally, the policy requires that the fund balances be equal to three-months operating expenditures plus amounts designated as emergency use only reserve funds. For FY 2010-11 the ending fund balance for the general fund is projected to be \$14,648,100.

GENERAL FUND

Fund Balance - Five Years



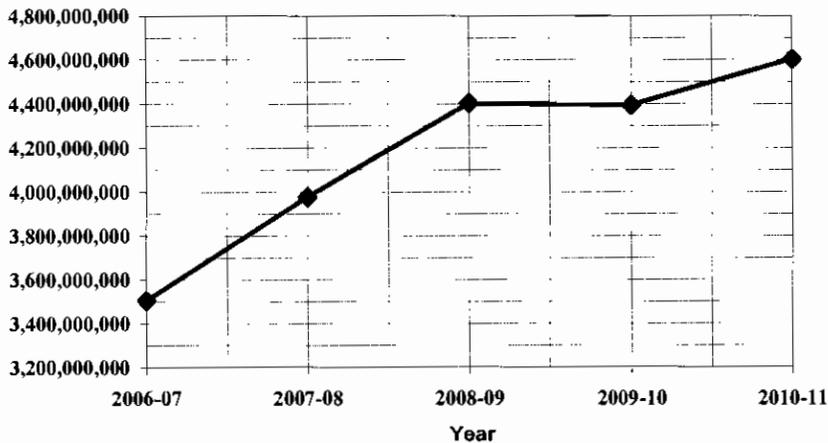
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

AD VALOREM TAXES

Ad Valorem Taxes represent 35.1% 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 2010-11 budget is \$4,600,996,317. This value represents an increase of \$3,608,125 or less than 1% over the previous years assessed valuation of \$4,597,388,192. The increase in the assessed value can be attributed to moderate growth. The tax rate is distributed .50872 cents, or 68.49%, to the General Fund and .23408 cents, or 31.51% to fund debt service.

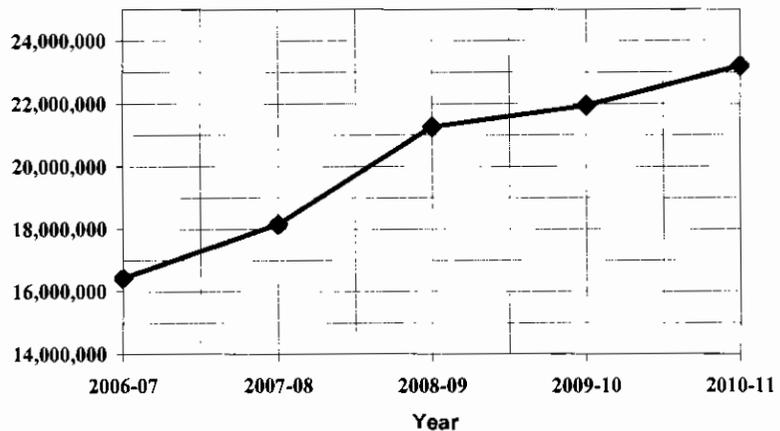
GENERAL FUND

Assessed Property Value - Five Years



GENERAL FUND

Ad Valorem Tax Revenues - Last 5 Years

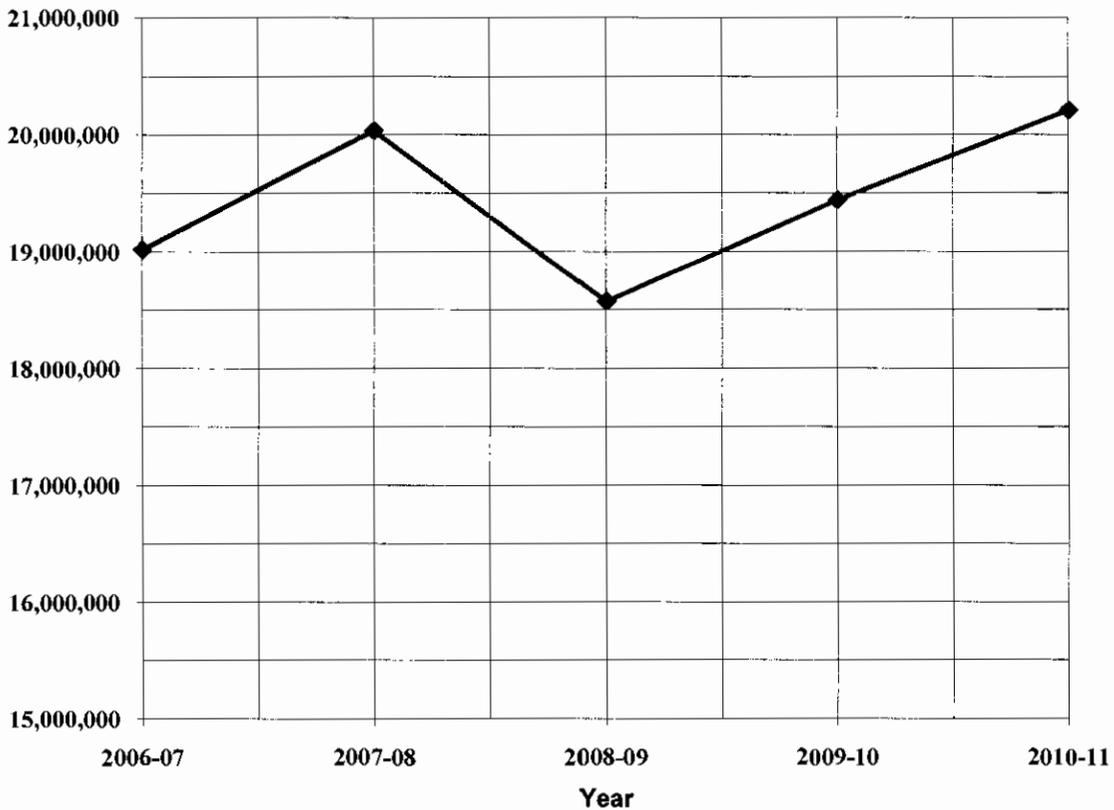


Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

SALES AND OCCUPANCY TAXES

The city receives 30.6% of its General Fund Revenues from sales and occupancy taxes. These taxes include sales tax revenue, mixed beverages tax revenue, and bingo tax revenues. Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales. Mixed beverage tax revenues are derived from a state revenue sharing program for city and county mixed beverage tax allocations. The state statutes levy a tax of 14 percent on the gross receipts from the sales of mixed beverages in Texas. Each city and county is entitled to receive an allocation of 10.7143% of the taxes collected within the city or county on a quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of the gross receipts from the conduct of bingo games within the city. The state rebates half of the taxes collected to the cities. Total sales and occupation tax revenues budgeted for FY 2010-11 is \$20,211,562. This is an increase of 3.9% over estimated revenues for FY 2009-10. The increase in revenues will be used for operating expenses.

GENERAL FUND
Sales Tax Revenue - Five Years

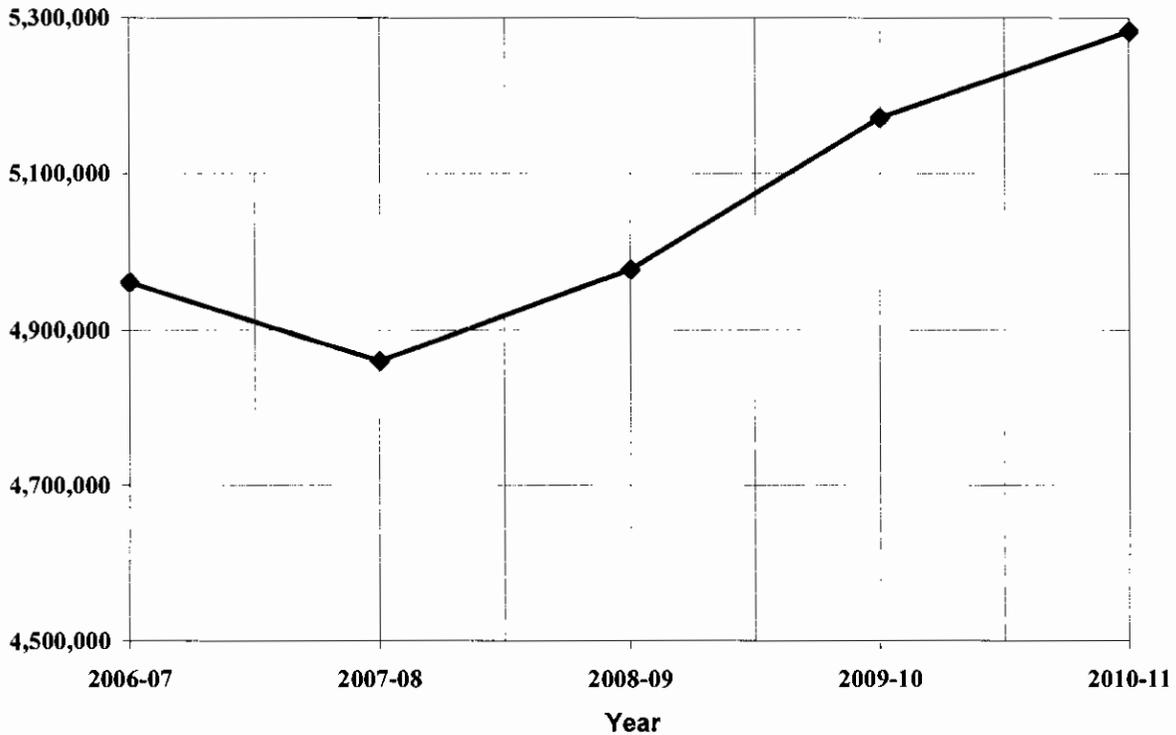


Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

FRANCHISE TAXES

The city receives 8% of its General Fund revenues from franchise taxes. The city imposes a tax on public utility companies for the use of city property and right-of-ways. The tax is referred to as a franchise fee and is based on a percentage of the gross revenues of the public utility company. The telephone franchise fee is an access line rate established by the Public Utility Commission of Texas. The natural gas franchise fee is 4% of the gross receipts from domestic and commercial gas sales. The electric utility franchise fee is equal to 4% of its gross receipts from the sale of electric power. The cablevision franchise fee is 5% of the Utility's gross receipts. Total franchise taxes budgeted for FY 2010-11 is \$5,282,284. This is a increase of \$111,549 over the amount estimated in FY 2009-10.

GENERAL FUND
Franchise Tax Revenue - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

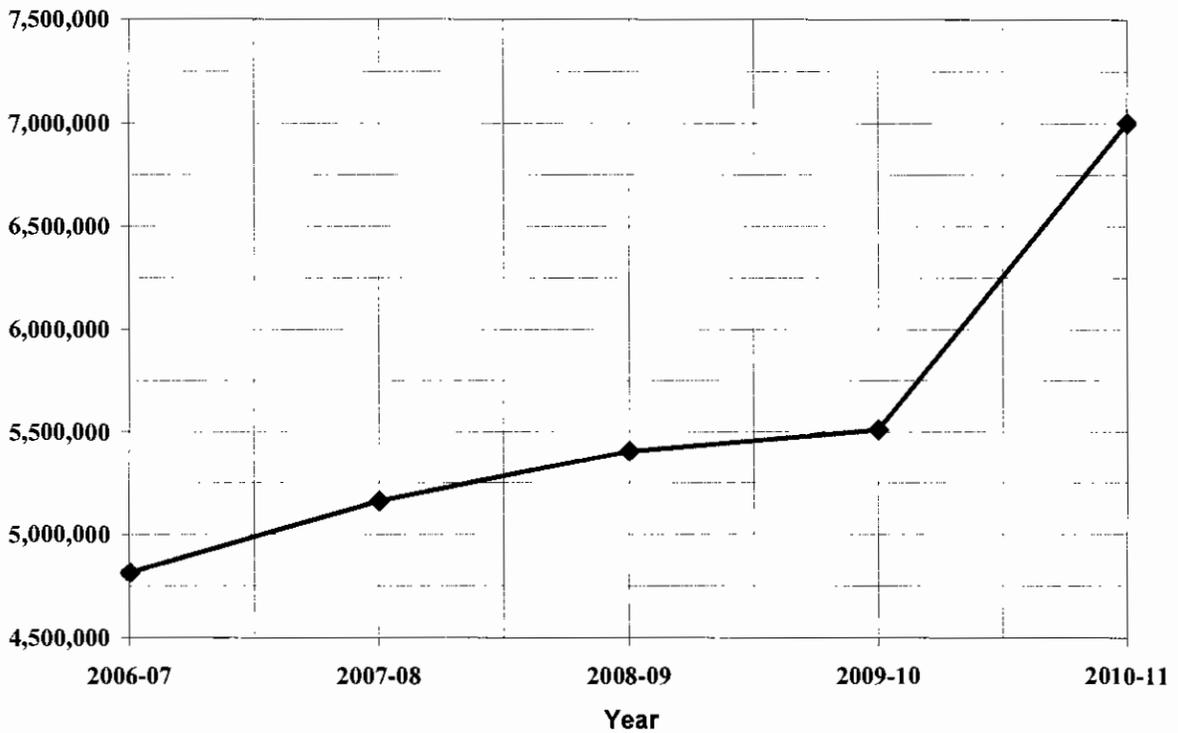
INDIRECT COST TRANSFERS

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 2010-11 is \$7,000,682. This is an increase of \$1,490,903, or 27%, from the estimated 2009-10 amounts. This can be attributed to the steady growth of the Solid Waste, Water & Sewer Funds and Drainage Utility Fund.

GENERAL FUND

Total Transfers - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

GENERAL FUND EXPENDITURES

Total General Fund expenditures are \$69,035,478. This represents an increase of 10.5% from FY 2009-10 estimated expenses and a 20.9% increase over the 2006-07 actual expenses.

EXPENDITURES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL
General Government	\$ 14,368,253	\$ 12,064,134	\$ 11,978,736	\$ 12,010,294	\$ 12,913,735	18.7%
Public Safety	30,284,298	33,257,299	35,892,999	35,717,838	39,541,469	57.3%
Public Works	4,749,773	5,077,160	5,240,119	4,967,050	5,417,262	7.8%
Community Development	328,273	405,821	325,865	327,092	319,256	0.5%
Community Services	7,379,934	8,437,749	8,960,884	9,462,069	10,843,756	15.7%
TOTAL	\$ 57,110,531	\$ 59,242,163	\$ 62,398,603	\$ 62,484,343	\$ 69,035,478	100.0%

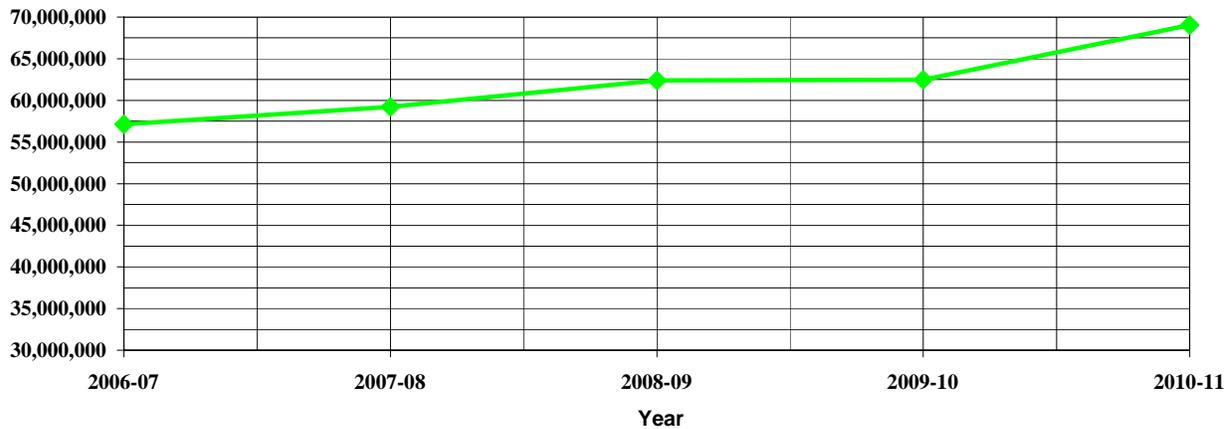
* The increase in General Government of 7.5% can be attributed to increase in departmental budgets due to anticipated economic recovery.

* The Public Safety budget is showing a 10.7% increase in the FY 2010-11 budget. This increase can be attributed to the opening of the police headquarters and funding nine police officers that were unfunded in the 2009-10 budget.

* The increase in Public Works of 9.1% can be attributed to increase in funding for street maintenance. Funding was limited in the prior year due to the state of the economy making it imperative that funding be included in the FY 2010-11 budget.

* The Community Services' budget is increasing 14.6% over the prior year budget primarily due to increased costs associated with the first full year of operation of the Family Aquatics Center.

GENERAL FUND Expenditures - Five Years



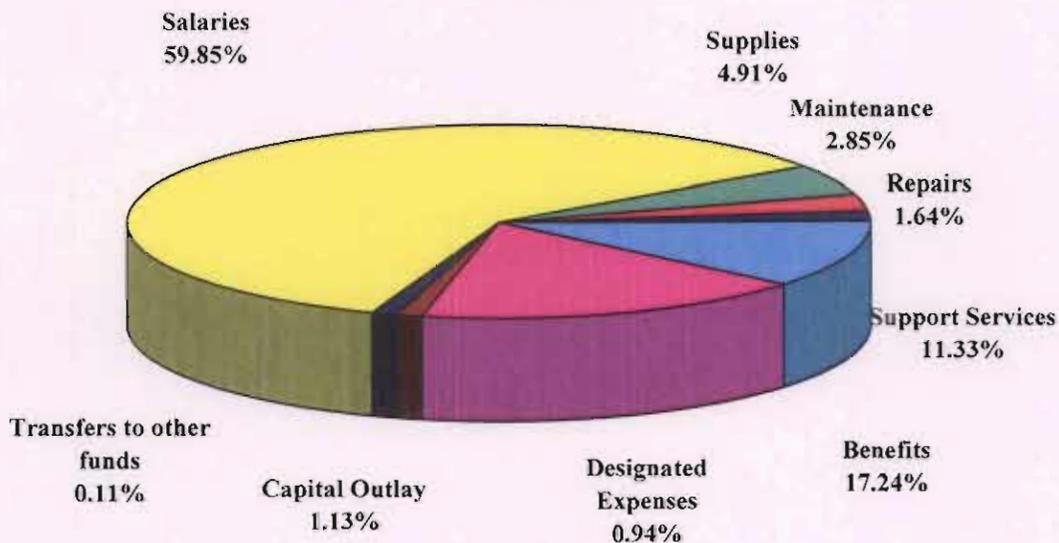
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL
Salaries	\$29,965,835	\$34,540,643	\$37,568,664	\$37,682,996	\$41,308,427	59.85%
Supplies	2,790,108	3,071,458	3,235,200	3,556,527	3,386,402	4.91%
Maintenance	1,429,039	1,683,235	1,905,356	1,412,871	1,969,432	2.85%
Repairs	1,052,118	1,171,436	1,145,493	1,185,623	1,134,510	1.64%
Support Services	8,478,172	6,829,837	6,852,989	7,074,130	7,823,312	11.33%
Benefits	8,267,016	9,500,379	10,053,425	10,545,373	11,904,185	17.24%
Designated Expenses	662,660	773,944	462,621	600,362	650,486	0.94%
Capital Improvements	-	-	-	-	-	0.00%
Capital Outlay	3,215,583	1,371,231	1,159,629	401,992	781,016	1.13%
Transfers to other funds	1,250,000	300,000	15,226	24,469	77,708	0.11%
TOTAL EXPENDITURES	\$57,110,531	\$59,242,163	\$62,398,603	\$62,484,343	\$69,035,478	100.00%

FY 2010-11 General Fund Expenditures

By Object Class



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

KILLEEN-FORT HOOD REGIONAL AIRPORT REVENUES ANALYSIS

Total Killeen-Fort Hood Regional Airport fund resources are \$8,431,399. Revenues budgeted for FY 2010-11 represent a decrease of 8% from the prior years estimated revenues excluding federal and state grants. The following is a summary of the KFARA Funds major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 844,159	\$ 1,305,280	\$ 938,701	\$ 1,938,975	\$ 1,869,972	22.2%
Prior Period Adjustment	\$ -	\$ -	\$ 1,168,951	\$ -	\$ -	
Misc. Receipts	\$ 12,210	\$ 4,139	\$ 2,354	\$ 2,522	\$ 2,522	0.0%
Airport Rent & Concessions	853,166	960,433	975,725	1,054,091	1,063,659	12.6%
Air Carrier Operations	249,673	300,802	268,445	303,497	313,726	3.7%
Airport Use Fees	118,929	146,823	136,312	171,305	179,397	2.1%
Parking Lot Fees	682,978	762,910	730,230	846,363	913,560	10.8%
Recovery Fees	-	-	-	-	-	0.0%
Fuel Sales	152,498	206,731	159,604	280,911	316,250	3.8%
Operating Supplies	-	-	-	40	60	0.0%
Into Plane Fees	351,531	258,005	271,650	262,697	298,204	3.5%
CIP Recovery Fees	205,916	234,380	236,711	264,968	344,850	4.1%
Interest Earned	72,190	16,704	2,468	1,728	1,740	0.0%
Department of Transportation	155,206	-	-	-	-	0.0%
DOT Grant Match	48,802	-	-	15,000	30,000	0.4%
Federal Grants and Receipts	3,046,661	3,103,963	1,749,883	4,012,911	3,097,459	36.8%
RGAAF Environ Study City Match		-	-	-	-	0.0%
Transfer from Other Funds	477,200	-	10,237	-	-	0.0%
Transfer from General Fund	-	-	-	-	-	0.0%
TOTAL RESOURCES	\$ 7,271,119	\$ 7,300,170	\$ 6,651,271	\$ 9,155,008	\$ 8,431,399	100.0%

* Airport Rent and Concessions are increasing .91% over FY 2009-10. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Air Carrier Operations revenue is increasing 3.4% over FY 2009-10. This is due to an increase in the number of enplanements over the course of the fiscal year.

* Airport Use Fees are increasing 4.7% over FY 2009-10. This increase is due to an increase in the amount of aircraft landing weights (larger aircraft) by the airlines over the course of the fiscal year.

* Fuel Sales revenues are increasing 12.6% over FY 2009-10. This increase is due to the increased cost of fuel and the resulting increased retail sales price per gallon of gasoline sold to the rental car companies.

* Into Plane Fees are increasing 13.5% over FY 2009-10. This increase is due to an increased number of gallons of fuel pumped to the airlines and charter aircraft.

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

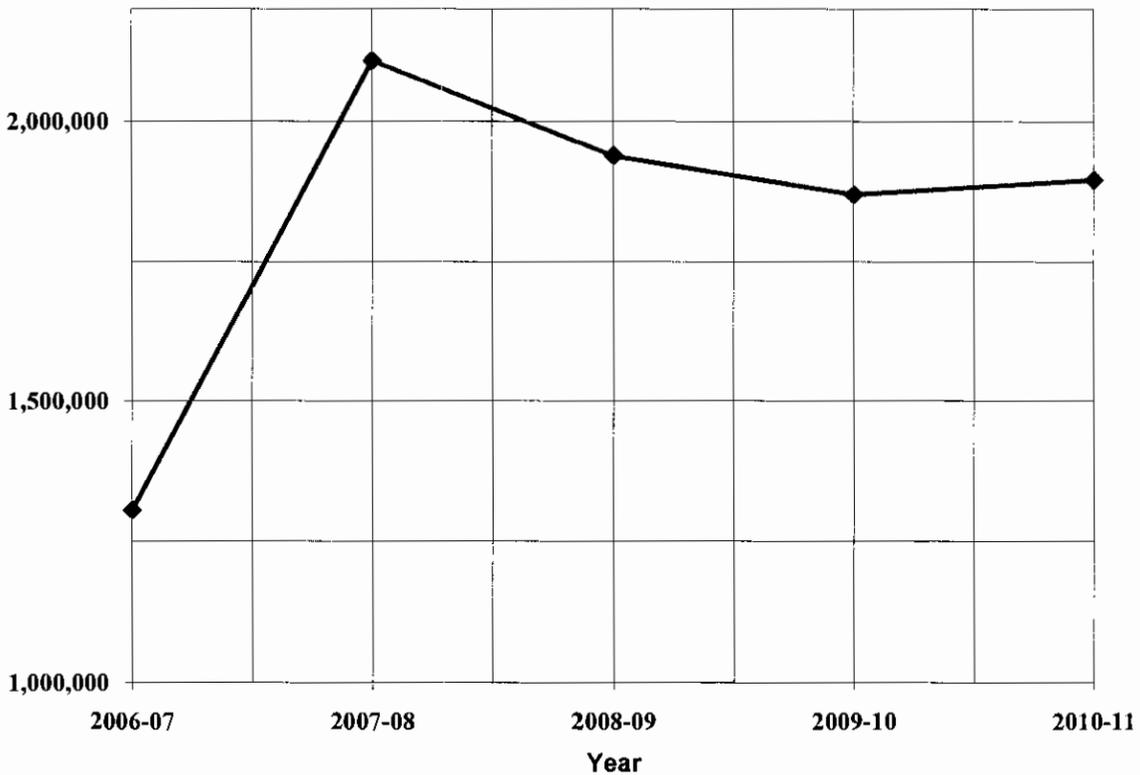
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2010-11 the ending fund balance for the Killeen-Fort Hood Regional Airport fund is projected to be \$1,896,672 which represents 55% of the adopted operating expenses for FY 2010-11.

**KILLEEN-FORT HOOD REGIONAL
AIRPORT FUND**

Fund Balance - Five Years



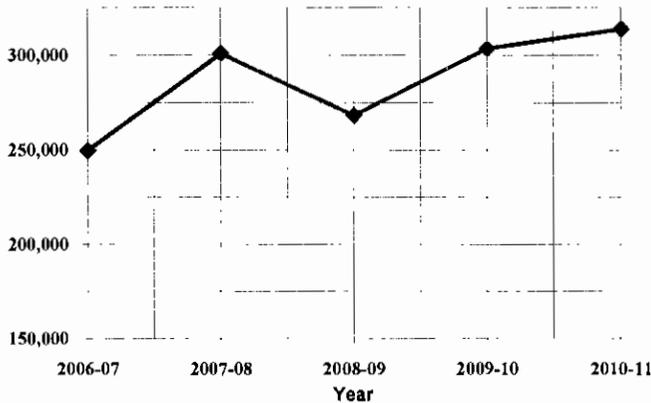
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

AIR CARRIER OPERATIONS

The Killeen-Fort Hood Regional Airport receives 9.1% 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 2010-11 is \$313,726. This is an increase of 3.4% over estimated revenues for FY 2009-10.

KFHRA FUND

Air Carrier Operations - Five Years

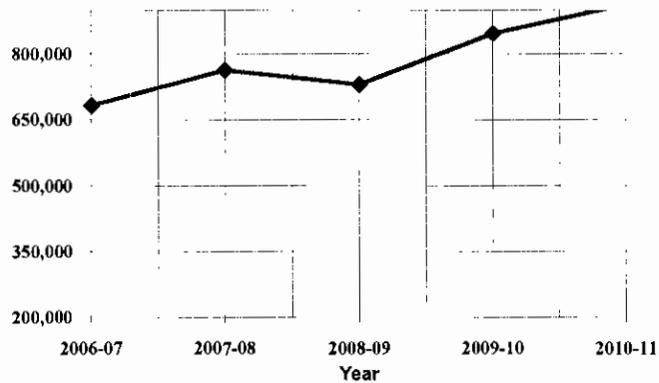


PARKING LOT FEES

The airport receives 26.7% of its operating revenues from parking lot fees. Parking Lot Fees revenues are the City's share of parking lot fees paid by customers utilizing the pay parking lot to the Airport's parking lot concession company. Parking lot fees budgeted for FY 2010-11 is \$913,560. This is an increase of 7.9% over estimated revenues for FY 2009-10. This increase is primarily due to the increased number of enplanements over the course of the fiscal year.

KFHRA FUND

Airport Parking Lot Fees - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

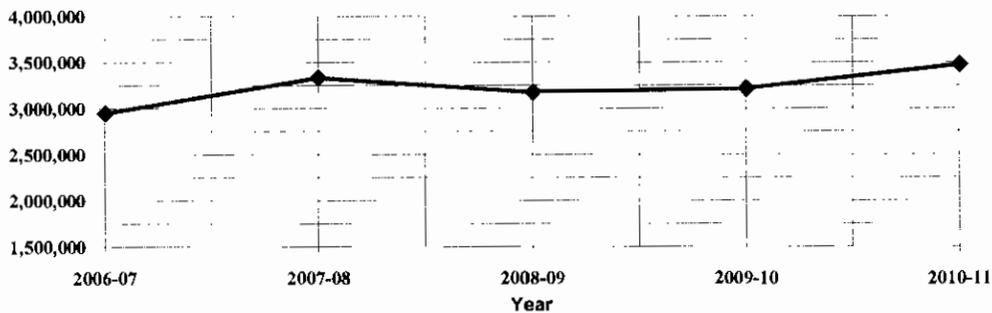
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND EXPENSES

Total Killeen-Fort Hood Regional Airport Fund operating expenses are \$3,477,398. This represents an increase of 8.1% over the prior years estimated operating budget, which excludes airfield capital improvement projects.

EXPENDITURES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Airport Operations	\$ 2,640,773	\$ 2,799,612	\$ 2,675,266	\$ 2,629,593	\$ 2,836,484	43.4%
Cost of Goods Sold	\$ 139,493	\$ 198,668	\$ 131,664	\$ 245,105	\$ 294,042	4.5%
RGAAF Construction	-	-	-	-	-	0.0%
Information Technology	-	162,600	185,783	186,080	195,919	3.0%
Airport Non-Departmental	171,254	175,733	184,946	156,048	150,953	2.3%
Robert Gray Army Airfield Projects	3,014,319	3,024,856	1,534,637	4,068,210	3,057,539	46.8%
TOTAL	\$ 5,965,839	\$ 6,361,469	\$ 4,712,296	\$ 7,285,036	\$ 6,534,937	100.0%

* The decrease in airport operations can be attributed to decreases in the budget due to the declining economy.

KFHRA FUND Expenses - Five Years



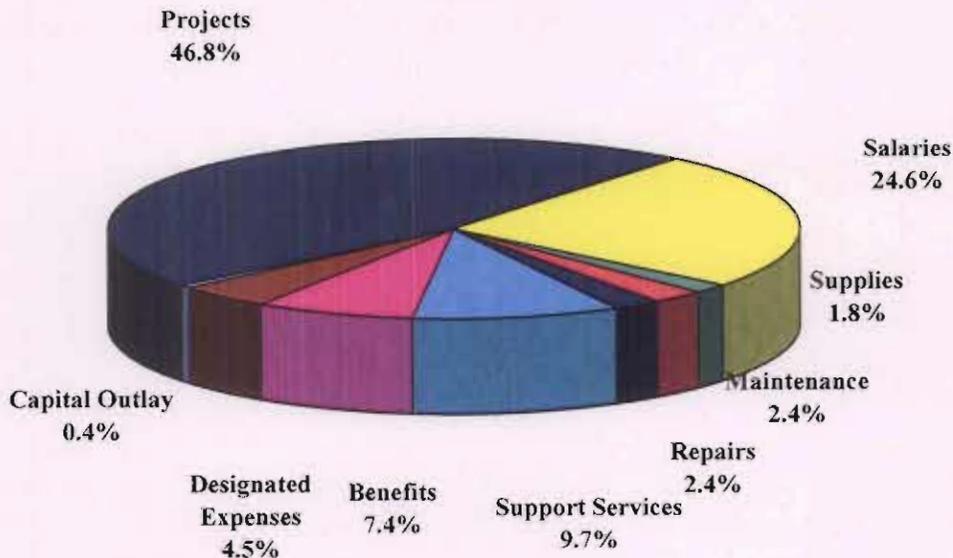
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL
Salaries	\$ 1,266,140	\$ 1,417,387	\$ 1,478,132	\$ 1,422,934	\$ 1,609,422	24.6%
Supplies	77,245	90,273	74,303	95,545	115,049	1.8%
Maintenance	156,214	181,309	140,655	164,400	154,720	2.4%
Repairs	82,305	134,724	128,321	133,778	157,739	2.4%
Support Services	572,359	722,649	696,494	691,025	636,804	9.7%
Benefits	385,913	419,152	451,154	454,552	486,622	7.4%
Designated Expenses	160,128	212,153	131,664	245,105	294,042	4.5%
Capital Outlay	251,216	158,966	76,936	9,487	23,000	0.4%
Projects	3,014,319	3,024,856	1,534,637	4,068,210	3,057,539	46.8%
TOTAL EXPENDITURES	\$ 5,965,839	\$ 6,361,469	\$ 4,712,296	\$ 7,285,036	\$ 6,534,937	100.0%

FY 2010-11 Killeen-Fort Hood Regional Airport Fund Expenses

By Object Class



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

SKYLARK FIELD FUND REVENUES ANALYSIS

Total Skylark Field fund resources are \$1,186,561. Operating revenues budgeted for FY 2010-11 represent an increase of 19.4% over the estimated operating revenues for FY 2009-10 and a 5.4% decrease from the 2006-07 actual operating revenues. The following is a summary of the Skylark Field Funds major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 437,095	\$ 451,740	\$ 428,169	\$ 495,468	\$ 497,035	41.9%
Fixed Base Operations	\$ 19,883	\$ 20,284	\$ 22,651	\$ 16,527	\$ 17,976	1.5%
Hangars and Tie downs	94,713	109,155	110,957	112,986	113,650	9.6%
Airport Use Fees	10,672	7,944	6,674	6,806	8,250	0.7%
Fuel Sales	558,730	578,296	396,763	423,854	526,500	44.4%
Operating Supplies Sales	9,575	6,787	3,374	2,515	6,000	0.5%
Miscellaneous Receipts	479	485	25,344	1,659	1,400	0.1%
Interest Earned	19,348	17,635	4,522	872	1,000	0.1%
FAA Grants	1,030,278	-	-	-	-	0.0%
TXDOT Grants	16,113	21,223	4,622	3,750	14,750	1.2%
Transfer from General Fund	-	-	-	-	-	0.0%
TOTAL RESOURCES	\$ 2,196,886	\$ 1,213,549	\$ 1,003,076	\$ 1,064,437	\$ 1,186,561	100.0%

* Hangars and Tie downs are increasing slightly over FY 2009-10. This slight increase is due to the downturn in general aviation nationwide.

* Fuel Sales are increasing 24.2% over FY 2009-10. This increase is due to the increased cost of fuel and the resulting increased sales price per gallon.

* Interest Earnings are increasing slightly from FY 2009-10. This slight increase is a result of current market conditions.

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

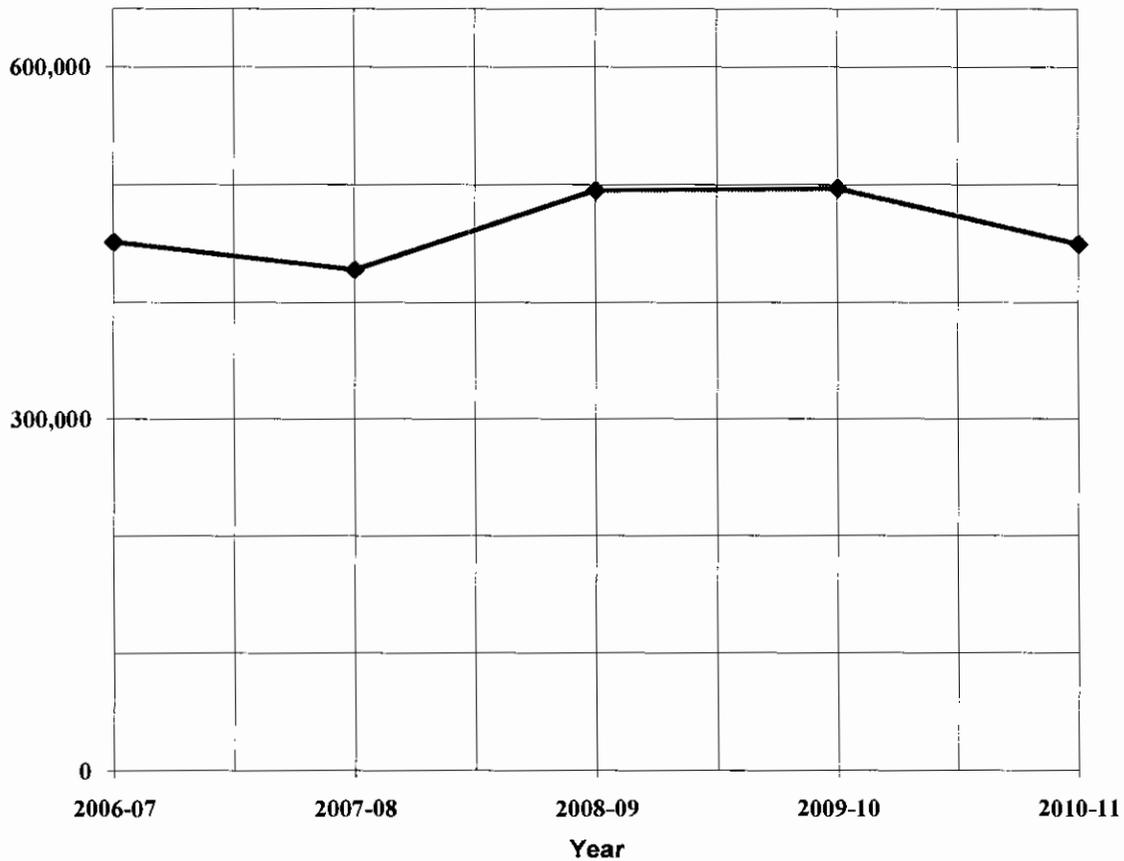
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

FUND BALANCES

Fund balances represent the excess of the assets of a fund over its liabilities, reserves, and encumbrances. The fund balance is a good measure of the fiscal strength and stability of a fund. For FY 2010-11 the ending fund balance for the Skylark Field fund is projected to be \$449,828 which represents 61.1% of the adopted expenses for FY 2010-11.

SKYLARK FIELD FUND

Fund Balance - Five Years

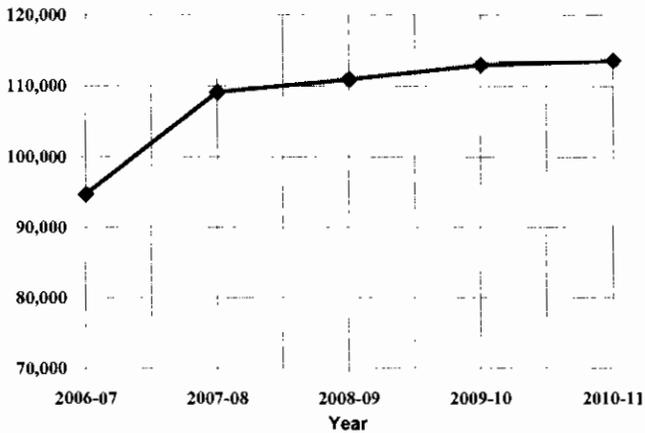


Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

HANGARS AND TIEDOWNS

The Skylark Field Fund receives 16.5% of its revenues from hangars and tiedowns. Hangars and Tiedowns revenues are received from individuals who utilize space at the airport for parking and tying down their aircraft and land rental from other tenants for purposes of building an operating their own hangars. Total revenues budgeted for FY 2010-11 is \$113,650. This is an increase of 1% over estimated revenues for FY 2009-10.

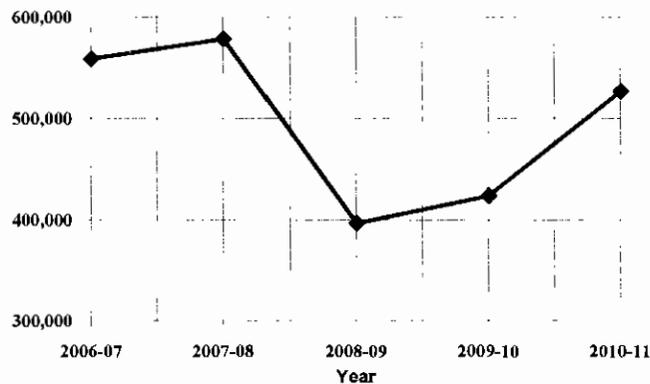
SKYLARK FIELD FUND Hangars and Tiedowns- Five Years



FUEL SALES

The Skylark Field Fund receives 76.4% of its revenues from fuel sales. Fuel Sales revenues are received from fuel sales to customers. Total revenues budgeted for FY 2010-11 are \$526,500. This is an increase of 24% over estimated revenues for FY 2009-10, due to the accelerating cost and the resulting increased retail sales price of jet fuel and 100LL Avgas.

SKYLARK FIELD FUND Fuel Sales - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

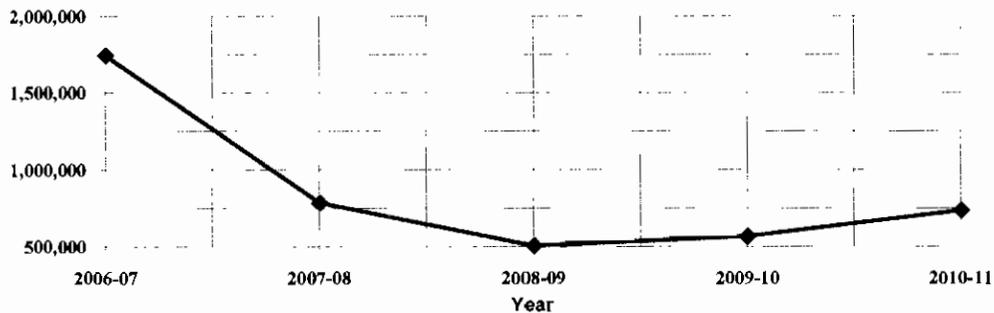
SKYLARK FIELD FUND EXPENSES

Total Skylark Field Fund expenses are \$736,733. This represents an increase of 30% over the prior years operating budget.

EXPENDITURES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Airport Operations	\$ 220,035	\$ 206,599	\$ 217,609	\$ 221,508	\$ 273,644	37.1%
Cost of Goods Sold	\$ 454,364	\$ 527,007	\$ 279,383	\$ 330,474	\$ 447,000	60.7%
Skylark Improvements	32,226	42,500	-	-	-	0.0%
Skylark Construction	1,028,243	-	-	-	-	0.0%
Airport Non-Departmental	10,278	9,274	10,616	15,420	16,089	2.2%
TOTAL	\$ 1,745,146	\$ 785,380	\$ 507,608	\$ 567,402	\$ 736,733	100.0%

* The increase in airport operations of 31% can be attributed to the increase in the cost of fuel sales.

SKYLARK FIELD FUND Expenses - Five Years



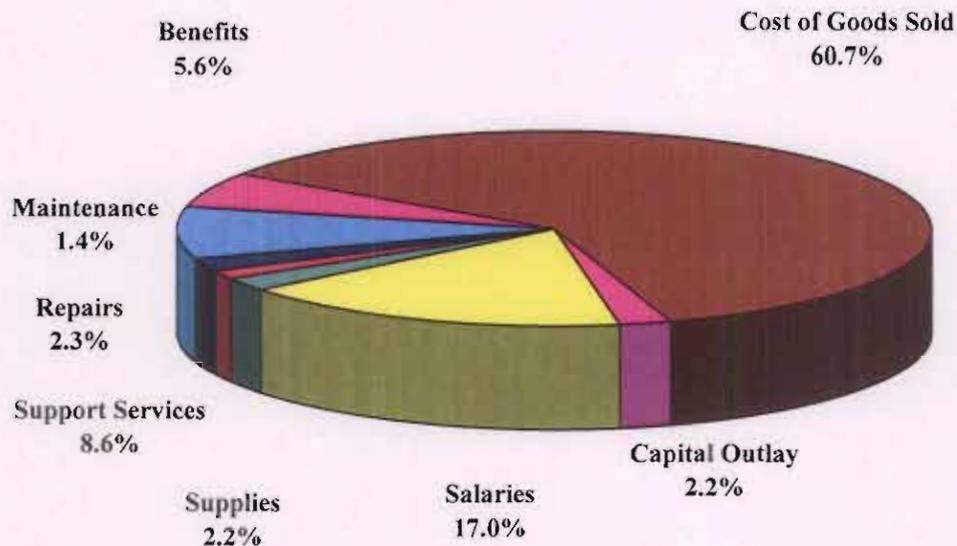
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

EXPENDITURES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL
Salaries	\$ 99,363	\$ 109,255	\$ 111,366	\$ 113,717	\$ 125,591	17.0%
Supplies	10,361	11,513	6,947	11,085	16,159	2.2%
Maintenance	8,936	17,450	9,205	9,730	10,025	1.4%
Repairs	14,305	15,924	18,755	13,286	16,853	2.3%
Support Services	53,654	42,448	44,097	53,090	63,563	8.6%
Benefits	33,419	35,325	35,873	36,020	41,542	5.6%
Cost of Goods Sold	454,364	527,007	279,383	330,474	447,000	60.7%
Designated Expenses	532	758	-	-	-	0.0%
Major Capital Outlay	32,226	24,519	-	-	-	0.0%
Capital Outlay	9,743	1,181	1,982	-	16,000	2.2%
Projects	1,028,243	-	-	-	-	0.0%
TOTAL EXPENDITURES	\$ 1,745,146	\$ 785,380	\$ 507,608	\$ 567,402	\$ 736,733	100.0%

FY 2010-11 Skylark Field Fund Expenses

By Object Class



SOLID WASTE FUND REVENUES ANALYSIS

Total Solid Waste Fund Resources are \$17,080,712 for FY 2010-11. Revenues budgeted for FY 2010-11 represent an increase of 7.8% over the estimated revenues in FY 2009-10 and a 22.5% increase over the 2006-07 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 4,930,049	\$ 4,143,798	\$ 3,006,334	\$ 1,938,123	\$ 2,478,088	14.5%
Residential Sanitation Fees	5,932,790	6,261,284	6,385,299	7,445,000	8,212,437	48.1%
Commercial Sanitation Fees	4,995,339	4,860,543	4,787,442	5,416,500	5,643,042	33.0%
Transfer Station Fees	303,756	338,195	306,519	359,100	375,950	2.2%
Container Rentals	202,879	93,427	84,520	95,000	105,000	0.6%
Recycling Fees	39,588	44,769	56,720	77,400	89,095	0.5%
Misc. Recycle Revenue	132,305	155,946	82,008	98,600	100,000	0.6%
Misc. Revenues	29,232	37,590	59,104	40,172	69,100	0.4%
Interest Earned	284,923	187,876	47,584	9,797	8,000	0.0%
TOTAL RESOURCES	\$ 16,850,861	\$ 16,123,428	\$ 14,815,530	\$ 15,479,692	\$ 17,080,712	100.0%

* Residential Sanitation Fees are budgeted to increase by 10.3% over FY 2009-10 due to a 3% rate increase in monthly residential rates.

* Revenues for Commercial Sanitation Fees and Transfer Station Fees are budgeted to increase at a combined rate of 4.2% over FY 2009-10 due to a 3% increase in monthly commercial rates.

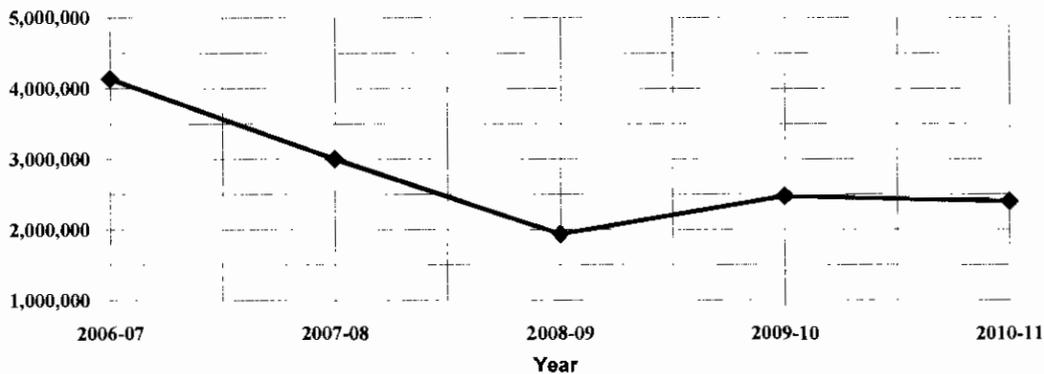
* Revenues for Container Rentals are budgeted to increase by 10.5% due to rate increases.

* Subscription Recycling Fees and Miscellaneous Recycling Revenues including tire disposal fees, sale of metals, sale of paper products and other recycling revenues are budgeted to increase over FY 2009-10 due to rate increases.

* Miscellaneous Revenues which include equipment sales, public scale fees and other miscellaneous revenues shows an increase of 72.0% due to several lease revenues now being received in Solid Waste.

* For FY 2009-10 the Ending Fund Balance is projected to be \$2,478,088. Since FY 2006-07 the Solid Waste Ending Fund Balance has decreased 40.2%.

SOLID WASTE FUND Ending Fund Balance - Five Years



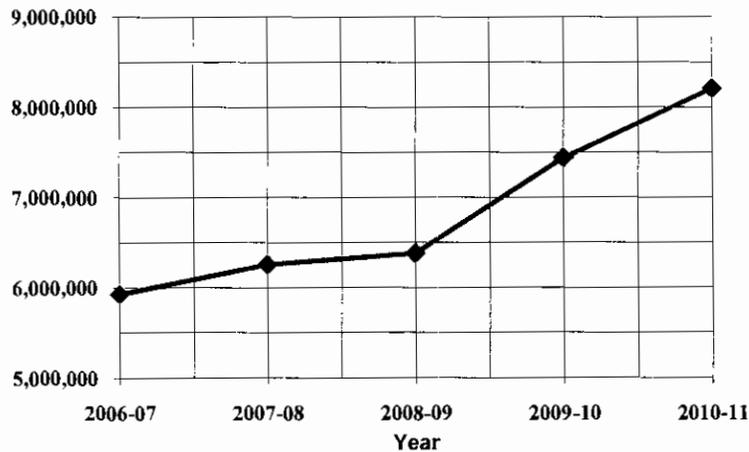
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

SOLID WASTE RESIDENTIAL AND COMMERCIAL SANITATION FEE REVENUE

Residential Sanitation Fees represent 56.2% and Commercial Sanitation Fees represent 38.6% of the fiscal year 2010-11 budget for Solid Waste Fund revenues. The city provides solid waste services to residential and commercial customers for a specific fee depending on the level of service. These fees are adopted by City Council during each budget process. The FY 2010-11 adopted budget allows for a 3% monthly rate increase for residential customers and a 3% increase of fees for commercial customers.

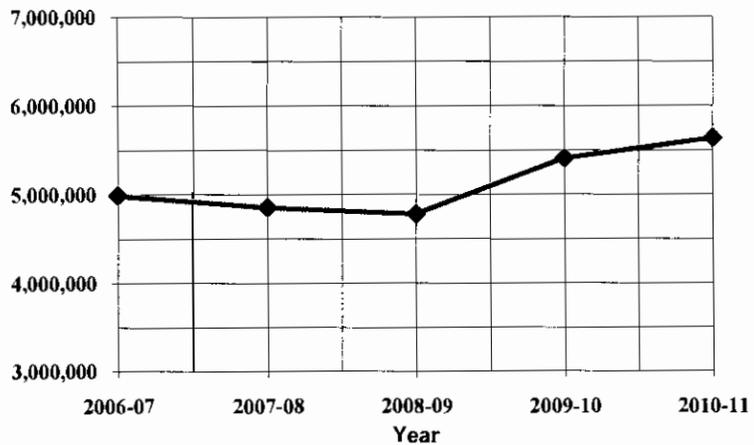
SOLID WASTE FUND

Residential Sanitation Fees - Five Years



SOLID WASTE FUND

Commercial Sanitation Fees - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

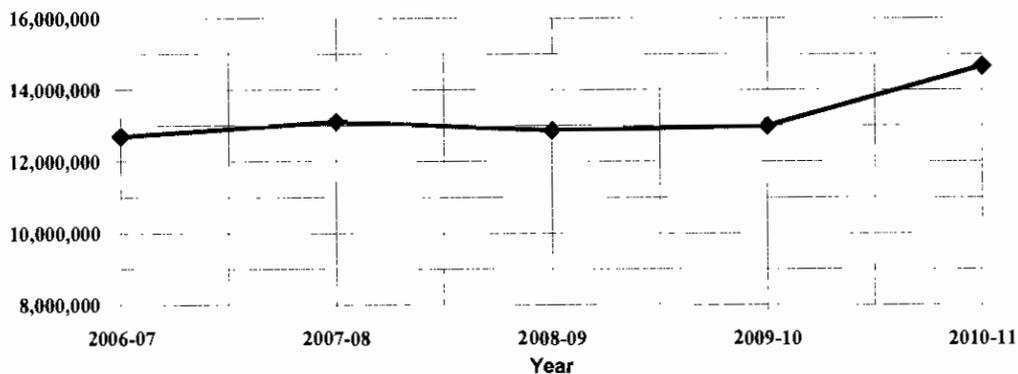
SOLID WASTE FUND EXPENSES ANALYSIS

Total Solid Waste Fund expenses are \$14,679,194 for FY 2010-11. This represents an increase of 12.9% over the FY 2009-10 estimated expenses and a 15.5% increase over the 2006-07 actual expenses.

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Residential Operations	2,839,819	3,367,803	2,865,321	2,852,263	3,526,517	24.0%
Commercial Operations	1,564,865	1,786,549	1,497,564	1,494,512	2,004,760	13.7%
Recycling Program	288,036	290,842	350,151	297,332	320,662	2.2%
Transfer Station	4,079,834	3,754,632	4,164,921	4,392,699	4,744,472	32.3%
Mowing	546,531	911,847	782,850	792,961	905,745	6.2%
Debt Service	735,000	732,000	774,000	775,000	570,000	3.9%
Miscellaneous	886,227	459,811	449,456	420,518	476,139	3.2%
Transfers	1,766,751	1,813,610	1,993,144	1,976,319	2,130,899	14.5%
TOTAL EXPENSES	\$12,707,063	\$13,117,094	\$12,877,407	\$13,001,604	\$14,679,194	100.0%

- * Residential Operations is budgeted to increase 23.6% which is primarily due to budgeting replacement of heavy equipment and the purchase of new containers.
- * Commercial Operations reflects an increase of 34.1% due to budgeting replacement of heavy equipment.
- * There is an increase in the Recycling Program of 7.85% over the estimated expenses in FY 2009-10, due to normal increases in salaries, benefits and operations costs.
- * The Transfer Station is budgeted to increase 8.0% over the estimated expenses in FY 2009-10, due to increases in transport and disposal fees.
- * The Mowing division is budgeted to increase 14.2% due to normal increases in salaries, benefits, and operations costs.

SOLID WASTE FUND Expenses - Five Years



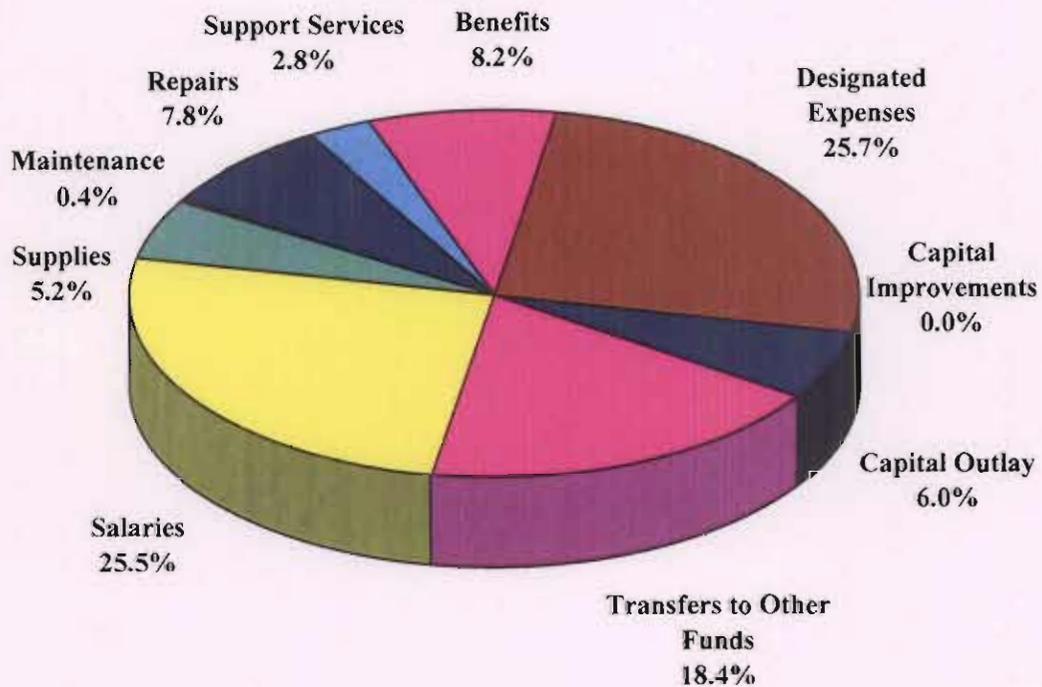
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Salaries	\$ 2,560,912	\$ 2,933,108	\$ 3,321,673	\$ 3,354,789	\$ 3,746,266	25.5%
Supplies	620,592	904,171	578,889	654,548	761,451	5.2%
Maintenance	330,269	55,353	50,768	59,173	62,763	0.4%
Repairs	925,357	1,002,102	1,098,153	1,214,107	1,146,079	7.8%
Support Services	309,334	425,668	352,033	343,243	405,175	2.8%
Benefits	766,838	877,071	1,050,247	1,032,435	1,203,557	8.2%
Designated Expenses	3,178,086	3,200,137	3,404,066	3,580,980	3,774,504	25.7%
Capital Improvements	511,820	178,500	-	-	-	0.0%
Capital Outlay	1,002,104	995,374	254,434	11,010	878,500	6.0%
Transfers to Other Funds	2,501,751	2,545,610	2,767,144	2,751,319	2,700,899	18.4%
TOTAL EXPENSES	\$ 12,707,063	\$ 13,117,094	\$ 12,877,407	\$ 13,001,604	\$ 14,679,194	100.0%

FY 2010-11 Solid Waste Fund Expenses

By Object Class



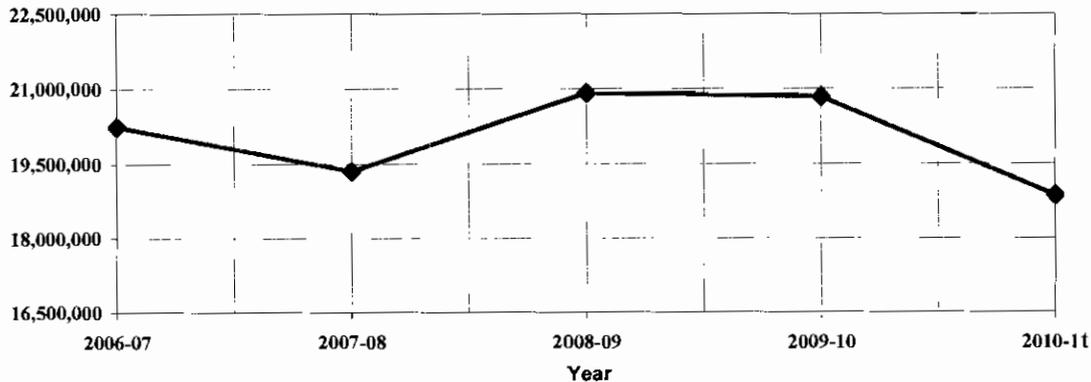
WATER & SEWER FUND REVENUES ANALYSIS

Total Water & Sewer Fund Resources are \$54,356,612. Revenues budgeted for FY2010-11 represent an increase of 8.8% from the estimated revenues in FY 2009-10 and an increase of 18.5% over the 2006-07 actual revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 20,419,932	\$ 20,229,989	\$ 19,339,030	\$ 20,899,138	\$ 20,821,018	38.4%
Sale of Water	12,421,442	14,690,483	15,713,185	15,188,389	16,401,361	30.2%
Sewer Fees Collected	11,942,055	13,037,040	13,385,900	13,340,154	14,757,233	27.1%
Water & Sewer Taps	1,469,180	1,360,255	717,293	918,881	946,000	1.7%
Delinquent Penalty	543,815	560,904	597,350	614,645	633,000	1.2%
Misc. Revenues	774,515	732,208	733,374	687,916	720,000	1.3%
Interest Earned	1,150,302	702,412	225,358	75,740	78,000	0.1%
Transfers-In	-	-	383	-	-	0.0%
TOTAL RESOURCES	\$ 48,721,241	\$ 51,313,291	\$ 50,711,873	\$ 51,724,863	\$ 54,356,612	100.0%

- * Sale of Water is budgeted to increase by 8.0% over FY 2009-10 due to a 6% rate increase in the sale of water.
- * Revenues from Sewer Fees Collected is budgeted to increase 10.6% due to an 8% rate increase in the sewer fees.
- * Water & Sewer Taps, Delinquent Penalties and Miscellaneous Revenues are budgeted to increase 3.5%. These increases are based on area growth.
- * For FY 2009-10 the Ending Fund Balance for the Water and Sewer fund is projected to be \$20,821,018. Since FY 2006-07 the Water and Sewer Ending Fund Balance has increased 2.8%.

WATER & SEWER FUND Ending Fund Balance - Five Years



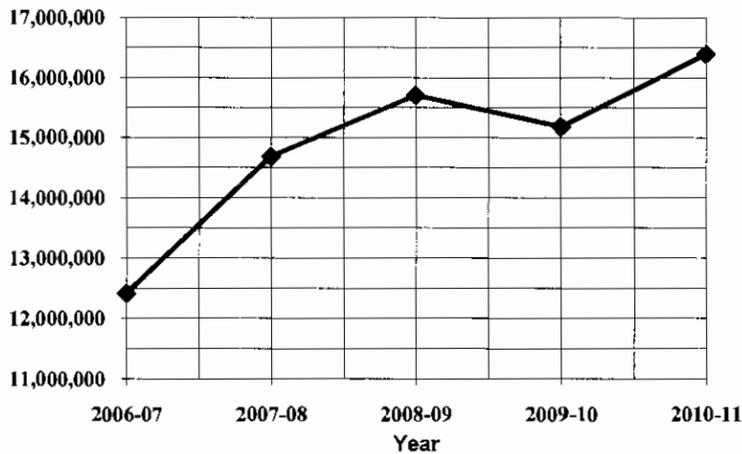
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

Sale of Water Revenue represents 48.9% and Sewer Fee Revenue represents 44.0% of the fiscal year 2010-11 budget for Water and Sewer Fund revenues. The city provides water and sewer services to residential and commercial customers for specific fees depending on the water usage and the type of service. These fees are adopted by City Council during each budget process. There was a 6% rate increase for the sale of water and an 8% rate increase for sewer fees in the FY 2010-11 adopted budget.

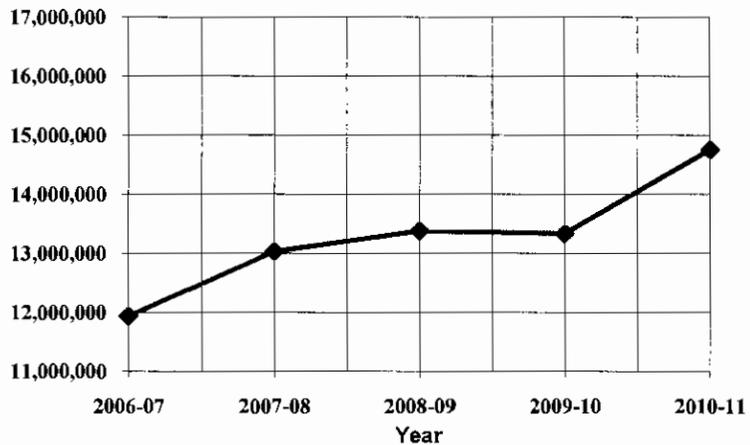
WATER & SEWER FUND

Sale of Water - Five Years



WATER & SEWER FUND

Sewer Fees - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

WATER & SEWER FUND EXPENSES ANALYSIS

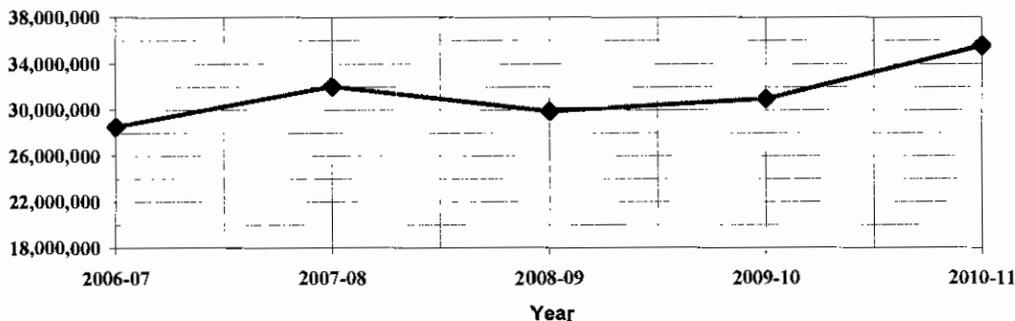
Total Water and Sewer Fund expenses are \$35,510,166. This represents an increase of 14.9% over the FY 2009-10 estimated expenses and a 24.6% increase over the FY 2006-07 actual expenses.

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Fleet Services	\$ 832,358	\$ 1,004,545	\$ 1,258,738	\$ 1,111,079	\$ 1,356,056	3.8%
Utility Collections	1,461,314	1,588,751	1,772,073	1,711,448	1,846,660	5.2%
W&S Contracts	10,300,729	10,170,438	11,149,062	12,225,503	11,915,324	33.6%
Water Distribution	928,688	1,224,237	1,125,634	1,027,893	1,281,437	3.6%
Sanitary Sewers	869,508	628,752	641,303	641,069	1,095,853	3.1%
W&S Operations	1,900,921	2,421,880	2,336,708	2,418,642	2,765,086	7.8%
W&S Engineering	375,387	1,064,715	902,971	663,732	1,143,516	3.2%
W&S Projects	147,577	2,201,417	367,268	700,000	700,000	2.0%
Debt Service	6,307,762	6,681,675	5,007,689	5,035,000	6,585,000	18.5%
Miscellaneous	2,338,000	1,659,032	1,858,092	1,853,714	2,184,203	6.2%
Transfers	3,029,008	3,328,819	3,393,198	3,515,765	4,637,031	13.0%
TOTAL EXPENSES	\$28,491,252	\$31,974,261	\$29,812,736	\$30,903,845	\$35,510,166	100.0%

- * Fleet Services represents 3.8% of the Water and Sewer budget for FY 2010-11 with a 22.0% increase above FY 2009-10. The increase is primarily attributed to the FY 2010-11 budget including non-recurring capital expenses.
- * The Utility Collections budget reflects a 7.9% increase in their FY 2010-11 budget due to cap increases for operational expenses as well as normal increases in salary and benefit costs.
- * Water Distribution reflects an increase of 24.7% in their FY 2010-11 budget due to non-recurring capital expenses.
- * Sanitary Sewers is increasing 70.9% due to budgeting for replacement capital items.
- * The Water & Sewer Operations budget is increasing 14.3%. This increase is primarily due to an increase in the water system fee regulated by TCEQ and new fats, oils and grease enforcement program.
- * There is an increase in the Water & Sewer Engineering of 72.3% over the estimated expenses in FY 2009-10, due to the addition of an Engineering Specialist and an increase in professional services.
- * Water and Sewer Projects are remaining consistent with the FY 2009-10 budget.

WATER & SEWER FUND

Expenses - Five Years



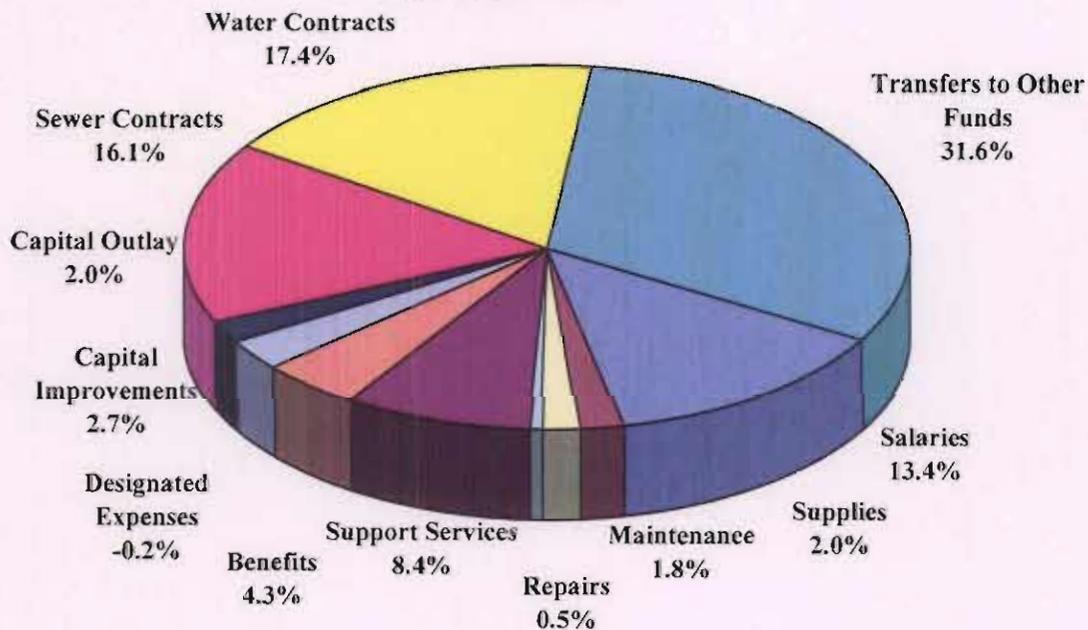
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Salaries	\$ 3,209,487	\$ 3,779,484	\$ 4,180,007	\$ 4,062,514	\$ 4,759,012	13.4%
Supplies	539,305	651,341	588,826	657,049	701,925	2.0%
Maintenance	456,983	623,334	567,996	614,674	624,504	1.8%
Repairs	153,094	177,497	187,161	176,995	181,368	0.5%
Support Services	1,756,006	2,381,057	2,359,392	2,292,532	2,971,775	8.4%
Benefits	975,701	1,127,431	1,290,016	1,334,081	1,511,729	4.3%
Designated Expenses	(98,284)	48,585	122,971	(52,560)	(56,000)	-0.2%
Capital Improvements	1,335,829	2,486,378	673,848	917,480	955,980	2.7%
Capital Outlay	525,632	518,222	292,569	124,812	722,518	2.0%
Sewer Contracts	5,580,526	4,716,864	4,870,662	6,029,124	5,725,843	16.1%
Water Contracts	4,720,203	5,453,574	6,278,400	6,196,379	6,189,481	17.4%
Transfers to Other Funds	9,336,770	10,010,494	8,400,887	8,550,765	11,222,031	31.6%
TOTAL EXPENSES	\$28,491,252	\$31,974,261	\$29,812,735	\$30,903,845	\$35,510,166	100.0%

FY 2010-11 Water & Sewer Fund Expenses

By Object Class



DRAINAGE UTILITY FUND REVENUES ANALYSIS

Total Drainage Utility Fund Resources are \$11,060,205. Resources of \$5,578,310 are related to the bond proceeds issued in FY 2005-06 are reserved for Major Drainage Projects which allows for available operating resources of \$5,481,895. Revenues budgeted for FY 2010-11 reflect an increase of 14.8% above the estimated operating revenues in FY 2009-10 and a 33% increase over the 2006-07 actual operating revenues. The following is a summary of the City's major revenue categories and their revenue assumptions for FY 2010-11.

REVENUE CATEGORY	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Beginning Fund Balance	\$ 9,021,895	\$ 8,705,843	\$ 8,195,604	\$ 7,762,880	\$ 7,577,571	68.6%
Prior Year Adjustment	-	-	-	-	-	0.0%
Residential Storm Water Fees	1,720,435	2,330,898	2,420,814	2,482,660	2,945,045	26.6%
Commercial Storm Water Fees	393,422	489,323	500,040	501,315	516,354	4.7%
Intrest Earned	479,877	291,558	72,061	15,277	15,735	0.1%
Sale of Bonds	-	-	-	-	-	0.0%
Grant Revenue	25,303	49,885	46,727	30,041	-	0.0%
Miscellaneous Revenue	-	3,667	3,167	5,371	5,500	0.0%
TOTAL RESOURCES	\$ 11,640,932	\$ 11,871,174	\$ 11,238,413	\$ 10,797,544	\$ 11,060,205	100.0%

* Residential Storm Water Fees is budgeted to increase by 18.6% from FY 2009-10, due to a \$1 rate increase in monthly residential rates.

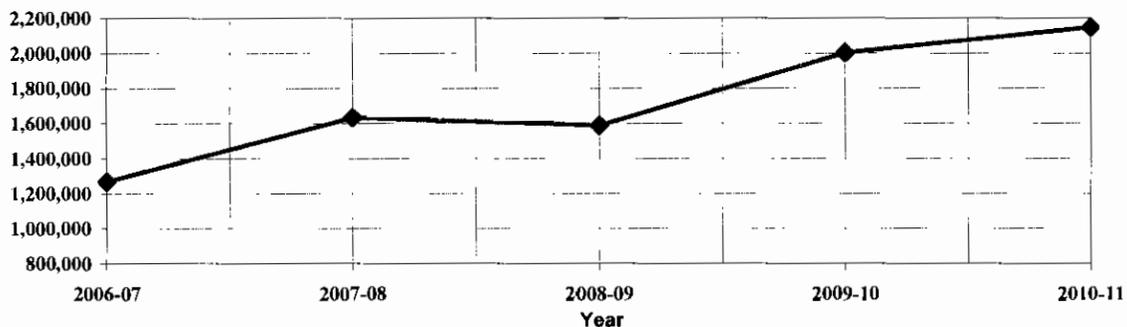
* Commercial Storm Water Fees is budgeted to increase 3.0% due to a rate increase in monthly commercial rates.

* Interest Earned is projected to increase 3.0% based on anticipated market conditions.

* The ending fund balance for FY 2009-10 is projected to be \$7,577,571. This includes \$5,578,310 of bond proceeds reserved for Major Drainage Projects. Excluding the fund balance reserved for major projects, the ending fund balance is \$1,999,261. Since FY 2006-07 the Drainage Utility Ending Fund Balance has increased 69.3%.

DRAINAGE UTILITY FUND

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



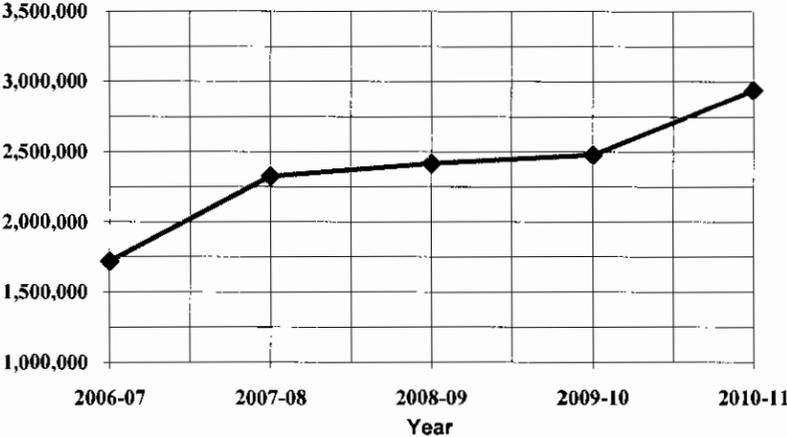
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

DRAINAGE UTILITY REVENUE FOR RESIDENTIAL AND COMMERCIAL FEES

Residential Storm Water Fees represent 84.6% and Commercial Storm Water Fees represent 14.8% 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.

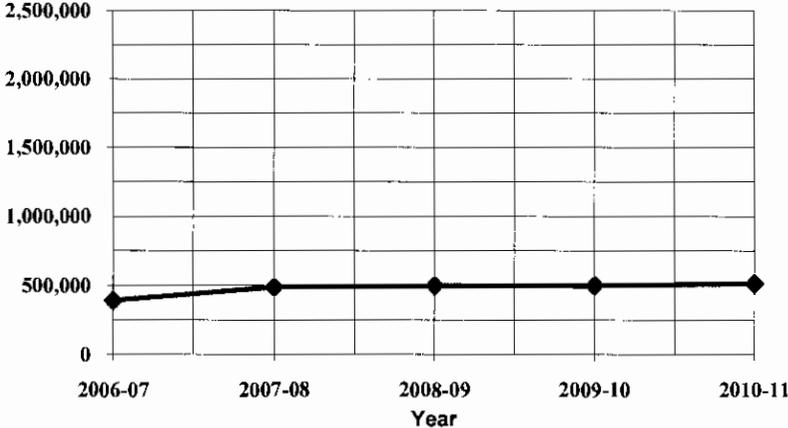
DRAINAGE UTILITY FUND

Residential Storm Water Fees - Five Years



DRAINAGE UTILITY FUND

Commercial Storm Water Fees - Five Years



Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

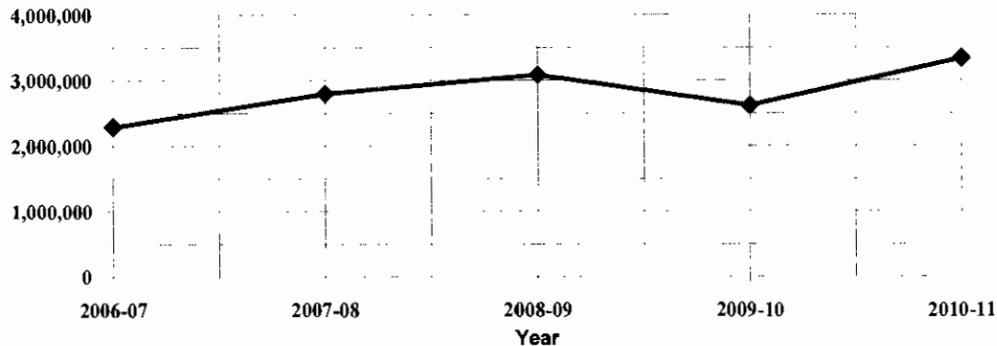
DRAINAGE UTILITY FUND EXPENSES ANALYSIS

Total Drainage Utility Fund expenses are \$8,917,093 for FY 2010-11. This includes \$5,578,310 in major drainage projects. The remaining \$3,338,783 represents an increase of 27.4% above the FY 2009-10 estimated operating expenses and a 45.4% increase over the 2006-07 actual operating expenses.

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Engineering	\$ 231,453	\$ 285,759	\$ 297,884	\$ 398,715	\$ 519,343	5.8%
Street	199,029	242,089	266,533	300,000	300,000	3.4%
Drainage Maintenance	664,734	1,302,064	1,187,810	1,072,950	1,369,615	15.4%
Minor Drainage Projects	555,402	304,726	697,582	225,000	250,000	2.8%
Major Drainage Projects	638,865	874,826	387,125	599,855	5,578,310	62.6%
Debt Service	581,458	576,458	583,058	584,158	582,958	6.5%
Non-Departmental	46,453	71,953	37,846	21,600	84,115	0.9%
Transfers	17,695	17,695	17,695	17,695	232,752	2.6%
TOTAL EXPENSES	\$ 2,935,089	\$ 3,675,570	\$ 3,475,533	\$ 3,219,973	\$ 8,917,093	100.0%

- * Engineering is budgeted to increase 30.3% from FY 2009-10. This is primarily due to the addition of an Environmental Specialist.
- * Drainage Maintenance is budgeted to increase 27.6% from FY 2009-10. This is primarily due to the addition of a Drainage Maintenance Supervisor.
- * Major Drainage Projects account for 62.6% of the FY 2010-11 budget. The City began the implementation of a drainage capital improvements program in FY 2004-05 to address drainage infrastructure inadequacies and system upgrades. This program is increasing costs in various accounts above.
- * Debt Service represents 6.5% of the Drainage Utility budget which services the bond issued in FY 2005-06.
- * The increase in total expenses for FY 2010-11 is primarily due to the funding of the drainage capital improvement projects.

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



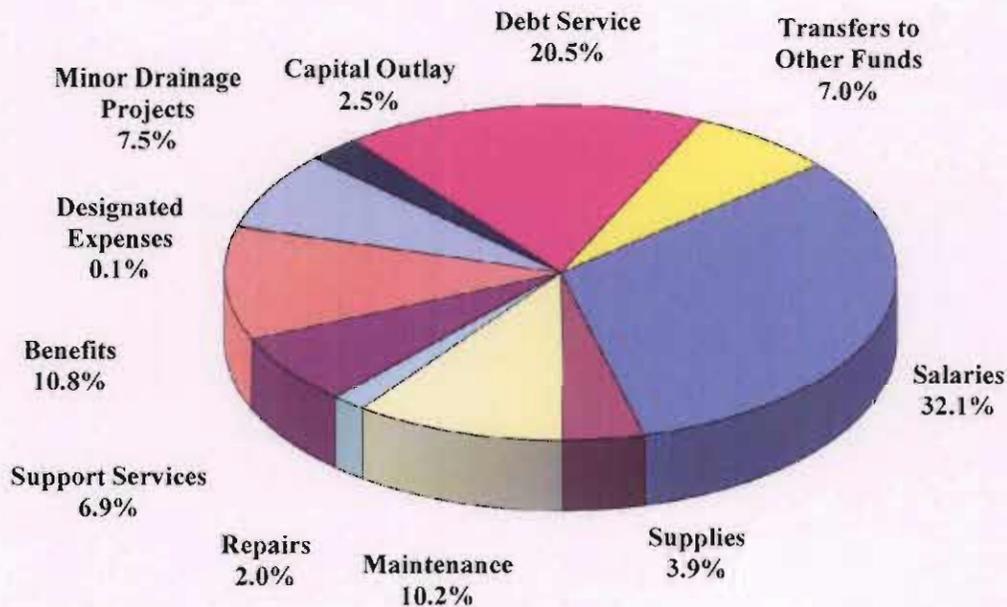
Note: FY 2009-10 represents estimated amounts. FY 2010-11 represents budgeted amounts.

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

EXPENSES	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ESTIMATED 2009-10	ADOPTED 2010-11	% OF TOTAL ADOPTED
Salaries	\$ 254,530	\$ 529,339	\$ 753,897	\$ 841,915	\$ 1,071,296	12.0%
Supplies	39,584	91,983	88,088	96,460	130,002	1.5%
Maintenance	210,066	256,526	333,549	343,476	339,823	3.8%
Repairs	28,388	46,220	62,455	54,974	53,708	0.6%
Support Services	110,841	181,786	114,547	187,087	230,234	2.6%
Benefits	69,868	159,654	242,955	255,693	361,632	4.1%
Designated Expenses	22,283	45,016	17,292	2,500	2,500	0.0%
Minor Drainage Projects	555,402	304,726	697,582	225,000	250,000	2.8%
Major Drainage Projects	638,865	874,826	387,125	599,855	5,578,310	62.6%
Capital Outlay	406,109	591,341	177,290	11,160	83,878	0.9%
Debt Service	581,458	576,458	583,058	584,158	582,958	6.5%
Transfers to Other Funds	17,695	17,695	17,695	17,695	232,752	2.6%
TOTAL EXPENSES	\$ 2,935,089	\$ 3,675,570	\$ 3,475,533	\$ 3,219,973	\$ 8,917,093	100.0%

FY 2010-11 Drainage Utility Fund Expenses

By Object Class (Excluding Major Drainage Projects)



**CITY OF KILLEEN
RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
FY 2010-11**

GENERAL FUND		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA CIVIL SERVICE MARKET ADJUSTMENT	539,870 1,195,276
CITY ATTORNEY'S OFFICE	PARALEGAL (1/2 YEAR)	26,134
FINANCE	STAFF ACCOUNTANT (FULL YEAR)	61,826
GENERAL SERVICES	PROCUREMENT CARD SPECIALIST (1/2 YEAR)	26,741
LIBRARY	NEW BOOKS TO MEET ACCREDITATION	100,000
POLICE	15 POLICE PATROL VEHICLES - REPLACEMENT RECLASS TWO POLICE SERGEANTS MAINTENANCE TECH (SALARY & BENEFITS ONLY)	243,604 23,134 45,817
FIRE	UPGRADE EMS CAPTAIN TO DEPUTY CHIEF	15,313
CODE ENFORCEMENT	CODE ENFORCEMENT CLERK MOVED FROM CDBG CODE ENFORCEMENT OFFICER MOVED FROM CDBG	35,553 55,125
TRANSFERS OUT	HOME PROGRAM MATCH	60,784
TOTAL GENERAL FUND		\$ 2,429,177
KILLEEN-FORT HOOD REGIONAL AIRPORT		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA	53,872
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND		\$ 53,872
SKYLARK FIELD		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA	3,989
TOTAL SKYLARK FIELD FUND		\$ 3,989
SOLID WASTE FUND		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA	116,388
RESIDENTIAL SERVICES	REFUSE CONTAINER PURCHASES RESIDENTIAL EQUIPMENT OPERATOR (RECYCLE) FLEET REPLACEMENT, SIDELoader FLEET REPLACEMENT, CURBSORTER	88,862 36,765 249,200 203,900
COMMERCIAL SERVICES	FLEET REPLACEMENT, FRONTLOADER FLEET REPLACEMENT, ROLL-OFF	235,900 190,600
TRANSFER STATION	SCALE OPERATIONS SUPERVISOR TRANSPORT & DISPOSAL FEES	49,307 165,155
TOTAL SOLID WASTE FUND		\$ 1,336,077
WATER & SEWER FUND		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA	150,354
FLEET SERVICES	OVERHEAD CRANE HOIST SECURITY GATE ACCESS WASTE OIL RECYCLE FLUSH MACHINE MOBILE LIFT SYSTEM	14,900 32,846 37,500 43,150
WATER DISTRIBUTION	ALTomATIC FLUSHING DEVICE EASY VALVE TOOL	15,000 75,000
SANITARY SEWERS	TV/CAMERA TRUCK REPLACEMENT HAUL TRUCK - CONVERSION (2) 12 YARD DUMP TRUCK HAUL TRAILER - NEW EQUIPMENT (2)	182,000 30,000 97,825 18,800
W&S OPERATIONS	TCEQ WATER SYSTEM FEES PUMPS & MOTORS FATS, OILS AND GREASE ENFORCEMENT PROGRAM W&S ACCOUNT SPECIALIST	110,000 50,000 123,876 14,276
W&S ENGINEERING	ENGINEERING SPECIALIST	58,328
	NON-DEPARTMENTAL INFORMATION TECHNOLOG' UPGRADE REMAINING LIFT STATIONS WITH SCADA	51,920
TOTAL WATER & SEWER FUND		\$ 1,105,775

**CITY OF KILLEEN
 RECAP OF SIGNIFICANT NEW PROGRAMS AND SERVICES
 FY 2010-11**

DRAINAGE UTILITY FUND		
PAY PLAN INCREASES	NON-CIVIL SERVICE - 3% COLA	32,892
DRAINAGE ENGINEERING	ENVIRONMENTAL SPECIALIST I	88,312
DRAINAGE UTILITY MAINTENANCE	DRAINAGE MAINTENANCE SUPERVISOR	54,570
NON-DEPARTMENTAL INFORMATION TECHNOLOG	ENVIRONMENTAL SPECIALIST I - HARDWARE/SOFTWARE	23,599
	CITY WORKS - HARDWARE/SOFTWARE	16,000
TOTAL DRAINAGE UTILITY FUND		\$ 215,373
TOTAL NEW PROGRAMS AND SERVICES		\$ 5,144,263



CITY OF KILLEEN BUDGET CALENDAR FY 2010-11

January

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

February

- Distribute budget worksheets.

March

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

April

- Deadline for staff completion of preliminary budget forms.

May

- Hold budget meetings between City Manager and Department Heads.

June

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

July

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

August

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

September

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

October

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

November

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

December

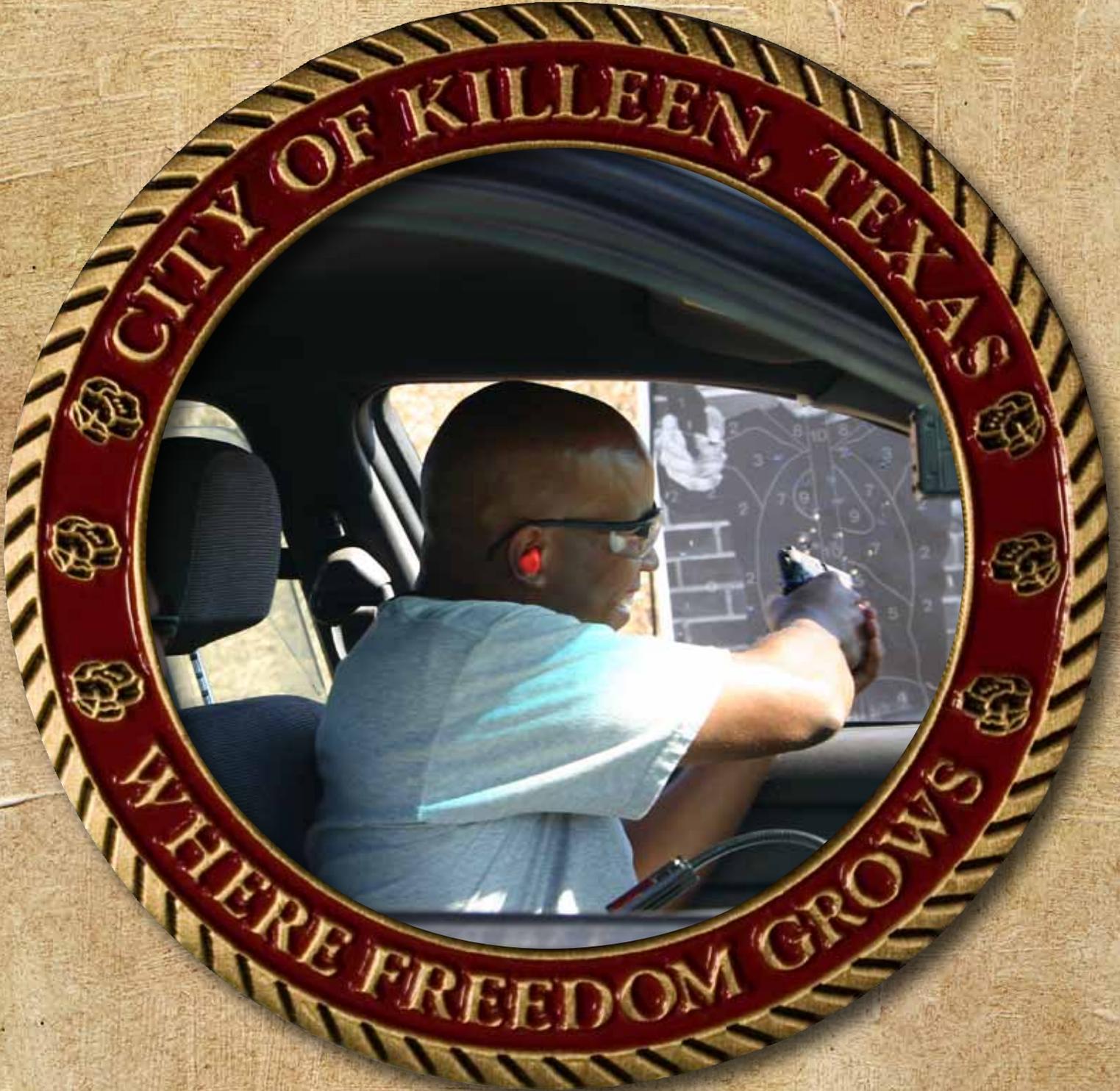
S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
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26	27	28	29	30	31	

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FISCAL YEAR 2010-2011

ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



GENERAL FUND

GENERAL FUND

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

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



**GENERAL FUND
Adopted Budget
Summary
FY 2010-11**

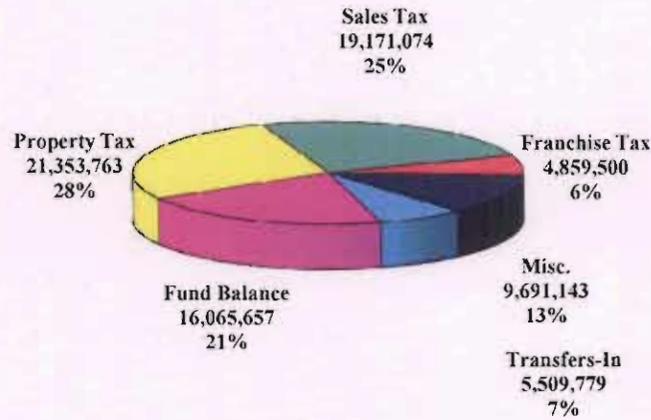
	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATED	2010-11 ADOPTED
TOTAL BEGINNING FUND BALANCE	19,935,812	16,065,657	18,127,150	17,672,328
REVENUES				
Property Taxes	21,261,303	21,353,763	21,929,594	23,193,281
Sales and Occup. Taxes	18,569,629	19,171,074	19,439,961	20,211,562
Franchise Taxes	4,977,108	4,859,500	5,170,735	5,282,284
Miscellaneous Revenues	3,665,527	3,480,225	3,460,071	3,667,839
Permits and Licenses	1,008,931	972,000	1,128,060	1,187,500
Court Fines and Fees	2,555,770	2,171,250	2,312,900	2,478,881
Recreation Revenues	777,941	855,100	1,170,908	1,269,686
Interest Earned	343,469	380,000	89,827	89,000
Golf Course Revenues	1,294,705	1,242,388	1,250,238	1,275,780
Intergovernmental	731,521	589,980	567,448	354,755
TRANSFERS IN	5,404,037	5,509,779	5,509,779	7,000,682
TOTAL CURRENT REVENUES	60,589,941	60,585,259	62,029,521	66,011,250
TOTAL FUNDS AVAILABLE	80,525,753	76,650,916	80,156,671	83,683,578
EXPENDITURES				
City Council	54,932	62,167	59,427	62,193
City Manager	449,802	466,533	458,898	479,222
Assistant City Manager	250,594	277,971	272,784	290,022
Grant Administrator	0	0	0	35,264
City Auditor & Compliance Office	78,921	84,435	87,731	105,528
Municipal Court	845,479	934,729	749,387	945,697
Public Information Office	134,296	178,734	168,431	157,139
Volunteer Services	145,877	153,553	151,727	165,829
City Attorney	727,031	770,546	765,047	841,291
City Secretary	96,308	96,824	96,504	99,677
Finance	551,239	561,349	557,077	654,893
Accounting	353,450	365,550	358,467	387,651
General Services	234,255	237,917	230,554	282,475
Building Services	166,782	189,546	188,925	212,823
Custodial Services	354,056	406,215	395,819	484,697
Printing Services	174,860	179,453	179,110	187,052
* EMS Billings & Collections	192,668	201,461	187,865	0
Human Resources	778,000	909,318	905,560	969,888
Information Systems	804,378	912,998	898,129	983,670
Library	1,440,026	1,478,884	1,446,148	1,629,030
Golf Course	1,528,877	1,552,619	1,476,304	1,467,716
Golf Course Food and Beverage	217,970	237,941	218,451	234,167
Community Center Operations	324,978	397,134	394,274	483,121
Parks	1,677,007	1,779,604	1,729,572	1,873,992
Lions Club Park Operations	622,890	760,402	704,137	804,404
Family Aquatics Center	127,851	421,463	373,972	451,172
Aquatic Concession	-	109,308	109,308	112,920
Recreation	218,087	240,499	185,492	304,039
Athletics	372,856	429,479	401,768	440,433
Cemetery	312,196	328,799	326,148	350,062
Senior Citizens	322,323	367,574	363,243	381,550
Swimming Pools	211,271	125,920	124,710	137,653
Public Works	216,062	222,719	217,412	231,709
Engineering	261,190	272,915	264,278	282,634
Traffic	752,923	797,659	786,986	851,755
Streets	3,399,985	3,062,857	2,998,127	3,583,785
Planning and Development	609,959	713,955	700,247	786,635
Building and Inspection	819,083	856,821	843,554	920,295
Code Enforcement	619,592	641,252	613,261	768,117
Community Dev.	277,321	278,763	275,798	266,364
Community Dev./Home Program	48,544	51,344	51,294	52,892
Police	20,401,264	20,358,988	20,358,988	22,824,423
Animal Control	563,716	572,177	551,553	591,584
Fire	14,801,334	14,969,603	14,683,451	16,009,257
Emergency Mgmt / Homeland Security	126,685	124,046	123,846	116,205
Non-Departmental	5,716,459	5,513,569	5,426,110	5,656,845
TOTAL OPERATING EXPENDITURES	62,383,377	63,655,593	62,459,874	68,957,770
TRANSFERS OUT	15,226	41,103	24,469	77,708
TOTAL EXPENDITURES	62,398,603	63,696,696	62,484,343	69,035,478
ENDING FUND BALANCE				
Reserved Fund Balance	1,525,000	1,525,000	1,525,000	1,525,000
Unreserved Fund Balance	16,602,150	11,429,220	16,147,328	13,123,100
TOTAL ENDING FUND BALANCE	18,127,150	12,954,220	17,672,328	14,648,100

* EMS Division was moved from the General Fund to the Fire Department Special Revenue Fund

GENERAL FUND

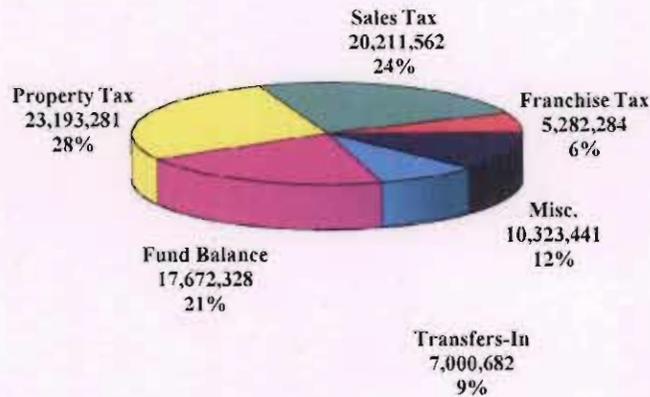
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Resources



Total Fund Balance and Revenues \$76,650,916

FY 2010-11 Resources

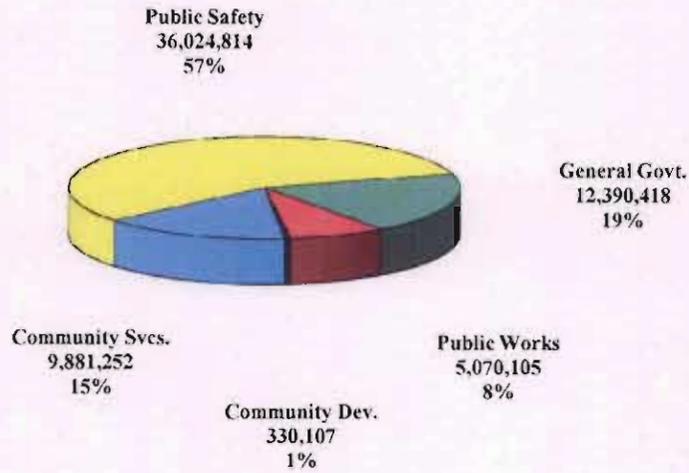


Total Fund Balance and Revenues \$83,683,578

GENERAL FUND

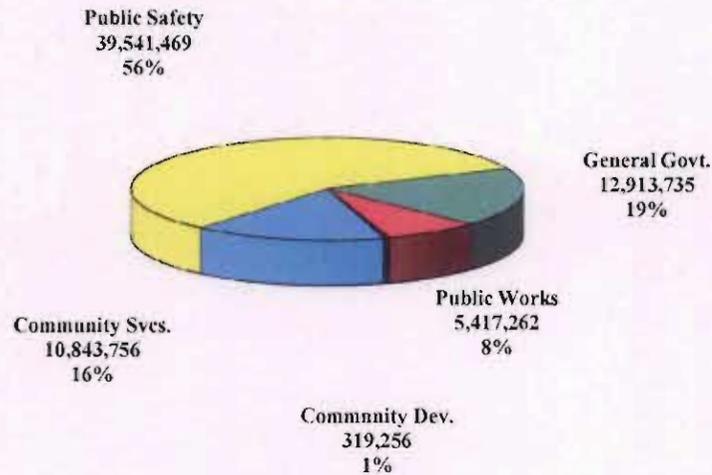
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Expenditures by Function



Total Expenditures \$63,696,696

FY 2010-11 Expenditures by Function



Total Expenditures \$69,035,478

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page

GENERAL FUND REVENUES

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Total Beginning Fund Balance	19,935,812	16,065,657	18,127,150	17,672,328
Property Taxes				
Ad Valorem Taxes	20,760,327	20,853,763	21,404,782	22,667,191
Delinquent Ad Valorem Taxes	187,396	190,000	195,602	196,090
Delinquent Tax Penalties & Interest	238,617	230,000	256,857	255,000
Delinquent Tax Fees	74,963	80,000	72,353	75,000
Total Property Taxes	21,261,303	21,353,763	21,929,594	23,193,281
Sales & Occupancy Tax				
Sales Tax	18,079,496	18,679,074	18,929,652	19,686,838
Bingo Tax	221,231	222,000	222,000	222,000
Drink Tax	268,902	270,000	288,309	302,724
Total Sales & Occupancy Tax	18,569,629	19,171,074	19,439,961	20,211,562
Franchise Tax				
Telephone Franchise Fees	184,876	192,000	204,261	210,000
Miscellaneous Telephone	84,524	76,000	71,765	72,000
TXU Gas Franchise Fees	339,000	308,000	311,253	315,000
Cable Television Franchise Fees	1,131,117	1,100,000	1,296,416	1,300,000
Taxi Cabs Franchise Fees	3,445	3,500	3,560	3,300
TU Electric Franchise Fees	3,234,146	3,180,000	3,283,480	3,381,984
Total Franchise Tax	4,977,108	4,859,500	5,170,735	5,282,284
Miscellaneous Revenues				
Miscellaneous Police Receipts	68,980	56,000	45,000	50,000
Police Background Checks	9,866	8,500	10,000	10,000
Police - False Alarm Fees	24,425	30,000	18,000	18,000
Police - 2nd Hand Deal Fees	675	550	250	250
Taxi Operators License	4,570	4,300	4,400	4,400
Graffiti Removal Fees	125	125	50	50
Planning & Zoning Fees	29,480	48,000	25,000	30,000
Fire Dept. Service Fees Collected	2,674,324	2,700,000	2,727,871	2,864,265
Library Xerox Charges	13,203	15,750	12,500	12,500
Library Fines and Contributions	26,770	24,000	24,000	24,000
Animal Control Fees	87,319	96,000	96,000	96,000
Curb and Street Cuts	1,714	2,000	2,000	2,000
Code Enforcement - Abatement	96,890	95,000	95,000	95,000
Miscellaneous Receipts	614,786	400,000	400,000	461,374
First Baptist Lease Payment	12,400	-	-	-
Total Miscellaneous Revenues	3,665,527	3,480,225	3,460,071	3,667,839
Permits & Licenses				
Food Handlers Permits	21,740	21,000	21,000	21,000

GENERAL FUND REVENUES

Continued

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Permits & Licenses (Continued)				
Mechanical Inspection Permits	43,827	42,000	42,000	45,000
Building Plans Review Fees	67,060	91,000	91,000	94,000
Garage Sale Permits	11,345	8,500	11,000	11,500
Animal License Receipts	735	1,000	365	-
Contractor License	51,270	55,000	55,000	60,000
Certificates of Occupancy	45,630	44,000	45,000	45,000
Trailer Court License/Permits	6,495	5,500	8,695	9,000
Bldg Permits & Inspections	523,037	477,000	615,000	650,000
Electrical Inspections/Permits	105,578	99,000	99,000	107,000
Plumbing Inspections/Permits	100,414	88,000	100,000	105,000
Inspection Fees	31,800	40,000	40,000	40,000
Total Permits & Licenses	1,008,931	972,000	1,128,060	1,187,500
Court Fines & Fees				
Municipal Court Receipts	1,822,276	1,745,000	1,816,126	1,979,573
Municipal Court Time Payments	308,727	35,000	35,000	35,000
Arrest Fees	253,701	250,000	300,000	300,000
Parking Fines	38,514	35,000	35,000	35,000
Court Tax Service Fees	99,997	72,000	92,524	94,374
Traffic Cost (C.R.)	32,519	34,200	34,200	34,884
Jury Fees	36	50	50	50
Total Court Fines & Fees	2,555,770	2,171,250	2,312,900	2,478,881
Recreation Revenues				
Swimming Pool Receipts	20,546	17,000	12,000	12,000
Recreation Revenue	54,122	59,000	10,000	59,000
Recreational Classes	7,840	5,000	5,000	5,000
Cemetery Lots	28,956	24,500	24,500	30,000
Athletic Revenue	172,845	200,500	185,000	185,000
Swimming Pool Lessons	18,395	18,000	48,300	50,000
Life Guard Instruction Receipts	-	-	1,000	1,000
Facilities Revenue	6,000	4,500	9,500	9,500
Concession Stand Revenue	17,100	16,600	16,600	16,600
Recr Center Memberships	321,018	260,000	408,000	423,200
Aquatics Revenue	131,119	250,000	270,250	288,886
Aquatics Concession Revenue	-	-	141,508	150,000
Aquatics Center Rentals	-	-	39,250	39,500
Total Recreation Revenue	777,941	855,100	1,170,908	1,269,686
Interest Earned				
Interest Earned	343,469	380,000	89,827	89,000
Inv-Market Value Adjust	-	-	-	-
Total Interest Earned	343,469	380,000	89,827	89,000
Golf Course				
Trail Fees	15,320	12,500	17,000	17,000
Green Fee	387,623	350,288	388,000	395,000
Pro Shop	188,663	182,250	166,275	170,430

GENERAL FUND REVENUES

Continued

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Golf Course (Continued)				
Carts	276,645	260,000	270,000	270,000
Clubs	6,288	3,500	5,000	5,000
Annual Pass	124,512	134,500	121,605	134,300
Cart Shed	68,786	73,850	69,000	69,000
Handicap Fees	244	600	600	650
Driving Range	58,123	56,400	58,000	58,175
PGA Lessons	-	10,000	-	-
Alcohol Beverage Sales	54,734	47,900	52,505	53,555
Food and Beverage Sales	103,725	99,800	95,738	96,695
Event Rental	6,920	9,200	5,515	4,975
Golf Misc Receipts	3,122	1,800	1,000	1,000
Total Golf Course Revenue	1,294,705	1,242,588	1,250,238	1,275,780
Intergovernmental Revenue				
LEOSE Grant	-	15,000	15,000	15,000
Home Program	44,160	48,846	48,846	48,628
CDBG Administration	187,015	192,973	192,973	210,428
Bell County Contributions	-	3,500	3,500	3,500
Grant - Misc Receipts	3,000	-	-	-
Civil Defense Matching Funds	10,655	19,094	21,309	21,309
Fire Department Grant	6,509	49,747	25,000	-
DHS-Safer Grant	480,182	260,820	260,820	55,890
Total Intergovernmental Revenue	731,521	589,980	567,448	354,755
Transfers from other funds				
Transfer from Water & Sewer	3,393,198	3,515,765	3,515,765	4,637,031
Transfer from Solid Waste	1,993,144	1,976,319	1,976,319	2,130,899
Transfer from Drainage Utility	17,695	17,695	17,695	232,752
Total Transfers from other funds	5,404,037	5,509,779	5,509,779	7,000,682
Total Fund Balance and Revenue	80,525,753	76,650,916	80,156,671	83,683,578

**GENERAL FUND
CITY COUNCIL**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Identify the needs of Killeen residents and develop policies that enhance quality of life in the City.
- Formulate 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.
- Develop a Master Plan for the future growth and development of the City.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Adopted a Budget and Plan of Municipal Services.
- Called an election for four council member at-large positions.
- Determined priorities among City projects and programs to best serve the Citizens of Killeen.
- Continued implementation of the Down-Town Revitalization Program.
- Continued local efforts for the establishment of a Killeen site for an upper-level state supported University.
- Completed Comprehensive City-wide Street Improvement Master Plan.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Determine priorities among City projects and programs to best serve the Citizens of Killeen.
- Adopt a balanced budget for the next fiscal year.
- Adopt a Comprehensive City-wide Master Plan.
- Work with the Killeen Economic Development Corporation to create new jobs and expand the tax base.
- Call an election for the District council member positions.
- Assist in development plans for Texas A&M –Central Texas.

MAJOR NEW PROGRAMS AND SERVICES

- There were no major new programs or services added for City Council for FY 2010-11.

**GENERAL FUND
CITY COUNCIL**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 11,500	\$ 10,829	\$ 10,829	\$ 10,829
Supplies	437	1,000	950	1,026
Support Services	42,105	49,500	46,810	49,500
Benefits	890	838	838	838
Total Expenditures	\$ 54,932	\$ 62,167	\$ 59,427	\$ 62,193
Personnel Summary / Position Title				
Mayor	1	1	1	1
At Large	3	3	3	3
District #1	1	1	1	1
District #2	1	1	1	1
District #3	1	1	1	1
District #4	1	1	1	1
Total	8	8	8	8
<u>OUTPUTS</u>				
# of Ordinances / Resolutions Passed	341	420	413	425
<u>EFFICIENCIES</u>				
Adopt a Strategic Plan that is aligned with City Council Goals	N/A*	Yes	Yes	Yes
<u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	No Survey Data this Year	No Survey Data this Year	No Survey Data this Year	No Survey Data this Year

* New Performance Measure - Data not available.

GENERAL FUND CITY MANAGER

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Implemented a new Citizen Relationship Management System to improve communications with citizens.
- Conducted a City Council Strategic Planning Retreat.
- Obtained Council Approval of \$30 million Capital Improvement Program for Streets and Transportation needs
- Completed Internal staff review of facilities needs for City Hall and other City Offices
- Obtained State Transportation Commission approval of the Rosewood Drive\US Hwy 190 overpass and FM 2410 Improvements project
- Obtained State Transportation Commission approval of the SH 195\ SH 201 overpass and SH 201 Improvements project.
- Began construction on the Killeen Arts and Activities Center revitalization project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2009-10

- Complete independent facilities needs assessment for a new City Hall to be located downtown. Fund project in FY 2011-2012 budget.
- Begin construction on a new building for the Streets and Transportation departments.
- Begin implementation of the City's new Comprehensive Strategic Plan.
- Conduct Executive training and Leadership Program for City department heads and managers.
- Continue planning efforts for the future growth and development of the City.
- Begin implementation of the \$30 million Capital Improvements Plan for Streets and transportation needs.
- Begin the reconstruction of Avenue D Street in historic downtown.
- Update existing Master Plans in various service areas.
- Review city staff organizational structure

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CITY MANAGER**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 340,286	\$ 345,449	\$ 341,714	\$ 364,547
Supplies	2,619	3,336	1,836	2,362
Support Services	27,499	27,856	25,456	27,656
Benefits	78,668	89,892	89,892	84,657
Capital Outlay	730	-	-	-
Total Expenditures	\$ 449,802	\$ 466,533	\$ 458,898	\$ 479,222
 Personnel Summary / Position Title				
City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Executive Assistant	0	1	1	1
Management Analyst	1	1	1	1
Deputy City Manager	0	0	0	0
Total	3	4	4	4
 <u>OUTPUTS</u>				
Presented Monthly/Quarterly Operating, Legislative, and Business Reports to City Council	16	16	16	16
 <u>EFFICIENCIES</u>				
Percentage of ending general fund balance to total expenditures	34%	24%	30%	21%
Maintain AA General Obligation Bond Rating:				
Standard & Poor's	AA-	AA-	AAA	AAA
Moody's	Aa3	Aa3	Aa3	Aa3
Maintain AA Revenue Bond Rating:				
Standard & Poor's	AA-	AA-	AA-	AA-
Moody's	Aa3	A1	Aa3	Aa3
 <u>EFFECTIVENESS</u>				
Citizen Satisfaction Rating	83%	No Survey Data this Year	No Survey Data this Year	No Survey Data this Year

**GENERAL FUND
ASSISTANT CITY MANAGER**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Supported five (5) departments and associated committees to ensure effectiveness and efficiency of operations
- Helped establish first annual Texas A & M University – Central Texas golf tournament to raise scholarship funds
- Helped organize the WOW fitness program for City employees

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

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

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
ASSISTANT CITY MANAGER**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 198,211	\$ 214,846	\$ 210,735	\$ 224,145
Supplies	694	2,847	2,070	1,971
Support Services	3,952	7,865	7,765	8,750
Benefits	47,737	52,413	52,214	54,206
Capital Outlay	-	-	-	950
Total Expenditures	\$ 250,594	\$ 277,971	\$ 272,784	\$ 290,022
 Personnel Summary / Position Title				
Assistant City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Receptionist	1	1	1	1
Total	3	3	3	3
 <u>OUTPUTS</u>				
Number of Meetings Attended by ACM	617	650	780	800
 <u>EFFICIENCIES</u>				
Number of phone calls received by receptionist per week	282	290	300	300
 <u>EFFECTIVENESS</u>				
Percentage of citizen requests resolved per week	98.0%	98.0%	97.0%	98.0%

**GENERAL FUND
GRANT ADMINISTRATION**

DIVISION DESCRIPTION

Under the direction of the City Manager, the Grant Administrator directs and coordinates the activities related to researching and identifying grant funding, writing and submitting grant applications. Responsibilities include developing, preparing, negotiating, monitoring and administering federal, state, local and private grant/loan applications and contracts, as well as performing project research and development for the city. Develops and maintains information about funding sources and reporting deadlines. The Grant Administrator also prepares reports of funded projects as required by funding sources, grants or loans, in a timely and appropriate manner.

MAJOR DIVISION GOALS

- Conduct research to identify, apply for, administer, supervise, coordinate and monitor federal, state, local, and private grants or loans in accordance with applicable standards, regulations, and guidelines.
- Develop all grant financial compliance policies and procedures for approval in accordance with City policies.
- Interact with Federal, State, and local agencies to ensure that grant projects comply with program guidelines for expenditure, funding, and accountability.
- Coordinate and participate in city and other governmental meetings related to grant needs and applications.
- Provide timely advice and information on funding opportunities, requirements and procedures.
- Collaborate in defining and implementing project funding strategies.
- Serve as liaison between the city and outside funding agencies and groups.
- Provides assistance in resolving issues and conflicts with funding agencies.
- Participates in meetings and discussions in which decisions affecting city projects are made.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Due to economic conditions, the Grant Administrator position was not filled in Fiscal Year 2009-10

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Write and submit grant applications on behalf of various city departments/divisions.
- Develop and maintain a grant application calendar for all grant requests city wide.
- Develop in conjunction with the City Manager, grant administration policies and procedures in accordance with state, local and federal regulations.
- Ensure accurate and timely preparation of grant billings and grant reports.
- Submit semi-annual Grant Administration division reports to the City Manager and the City Council.
- Monitor grant budgets and expenditures to ensure targets are being met.
- Monitor grant program goals and monthly grant performance.
- Ensure compliance with various grants on behalf of the City.
- Communicate relevant grant information with departments and all appropriate users.
- Work with departments, divisions and outside agencies in gathering data for reports and to ensure proper records are maintained.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
GRANT ADMINISTRATION**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ -	\$ -	\$ -	\$ 23,712
Supplies	-	-	-	299
Support Services	-	-	-	2,400
Benefits	-	-	-	7,235
Capital Outlay	-	-	-	1,618
Total Expenditures	\$ -	\$ -	\$ -	\$ 35,264
Personnel Summary / Position Title				
Grant Administrator	0	1	1	1
Total	0	1	1	1
<u>OUTPUTS</u>				
Presented Quarterly Reports to the City Manager	4	4	4	4
<u>EFFICIENCIES</u>				
Percentage of grants applications received	N/A	N/A	N/A	75%
<u>EFFECTIVENESS</u>				
Percentage of grants initiated and completed during the fiscal year	N/A	N/A	N/A	100%

**GENERAL FUND
CITY AUDITOR AND COMPLIANCE OFFICE**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Develop and implement an annual and five-year internal audit plan.
- Conduct financial, internal control, compliance audits and special reviews as requested by the City Manager or City Council.
- Conduct regular reviews of compliance programs and investigate alleged violations of compliance guidelines.
- Prepare corrective action plans and monitor adherence.
- Submit semi-annual Internal Audit division reports to the City Manager and the City Council.
- Prepare the Comprehensive Annual Financial Report in-house.
- 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.
- Review procurement card guidelines and program criteria.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CITY AUDITOR AND COMPLIANCE OFFICE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 60,153	\$ 62,659	\$ 65,802	\$ 80,678
Supplies	190	620	295	495
Support Services	3,714	5,290	5,290	5,264
Benefits	14,864	15,866	16,344	19,091
Capital Outlay	-	-	-	-
Total Expenditures	\$ 78,921	\$ 84,435	\$ 87,731	\$ 105,528
Personnel Summary / Position Title				
City Auditor	1	1	1	1
Total	1	1	1	1
<i>OUTPUTS</i>				
Presented Quarterly Reports to the City Manager	4	4	4	4
<i>EFFICIENCIES</i>				
Percentage of violations of City compliance issues corrected within 12 months of discovery	100%	100%	100%	100%
<i>EFFECTIVENESS</i>				
Percentage of audits/reviews initiated and completed during the fiscal year	100%	100%	100%	100%

**GENERAL FUND
MUNICIPAL COURT**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Provided superior customer service by implementing an interactive voice recognition phone system that would allow defendants access to court information and pay court fines 24 hours a day.
- Provided vegetables to the Food Care Center from our Community Garden.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Conduct quarterly warrant round ups to clear delinquent fines and increase revenue.
- Increase the issuance of warrants.
- Replace current teleconferencing system with state of the art equipment between the court room and jail and add visual aids to the court room.
- Increase arraignment sessions of court from three days a week to four days a week.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
MUNICIPAL COURT**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 620,506	\$ 660,859	\$ 553,417	\$ 675,740
Supplies	20,112	22,175	19,897	23,908
Maintenance	-	-	-	-
Repairs	1,523	2,500	1,925	2,000
Support Services	8,751	12,804	11,089	9,141
Benefits	193,059	236,123	162,791	234,908
Designated Expenses	-	-	-	-
Major Capital Outlay	1,528	-	-	-
Minor Capital Outlay	-	268	268	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 845,479	\$ 934,729	\$ 749,387	\$ 945,697

Personnel Summary / Position Title

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

OUTPUTS

Number of Cases Filed	27,537	30,000	30,000	30,000
Class C Misdemeanors Warrants	11,454	15,000	15,000	15,000
Teen Court Cases Filed	710	900	900	900

EFFICIENCIES

Warrants Issued	11454	15000	11826	13000
Warrants Cleared	16384	12500	9888	11000

EFFECTIVENESS

Percentage of Warrants Cleared	143.0%	83.3%	83.6%	84.6%
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**GENERAL FUND
PUBLIC INFORMATION**

DIVISION DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Responded to 446 media calls and produced 150 press releases
- Provided the city media response to the November 5 tragedy on Fort Hood and presented courses on the experience at the state emergency training school and state PIO conference
- Produced 24 City Council meetings and 56 videos for Channel 10
- Produced 12 issues of *City Beat*
- Produced 3 issues of *City Insight*, the resident newsletter distributed in water bills
- Produced the *2010 City Manager's Annual Report* distributed in water bills
- Produced 3 issues of the new Working on Wellness newsletter
- Designed and produced the new recreation guide, *Now Playing*
- Implemented a city billboard calendar
- Planned 8 events
- Co-chaired the city employee United Way Campaign raising more than \$100,000
- Led the Team Killeen Committee (formerly the Wellness Committee), which planned and hosted the employee picnic and started the monthly Team Spirit Award
- Served on the Wellness Committee in design, planning, and implementation of the employee wellness program
- Produced the employee telephone directory
- Maintained the mayor's schedule and produced 144 proclamations, letters, and awards
- Planned and administered the Public Information and Government Channel Budgets

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Produce the 2011 Annual Report
- Improve Public Information support of all city departments
- Improve the Government Access Channel through in-house production to increase the amount and improve the quality of programming
- Implement web streaming of City Council Meetings and program videos
- Produce 24 City Council Meetings
- Produce 12 issues of *City Beat* and 12 issues of the Working on Wellness newsletter
- Produce 4 issues of *City Insight*
- Produce the recreation guide, *Now Playing*
- Plan and host the 2011 Employee Picnic and other Team Killeen Committee initiatives

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
PUBLIC INFORMATION**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 87,914	\$ 113,941	\$ 113,941	\$ 97,256
Supplies	12,083	19,005	14,658	20,998
Support Services	10,418	13,806	7,850	12,450
Benefits	23,881	31,982	31,982	26,435
Total Expenditures	\$ 134,296	\$ 178,734	\$ 168,431	\$ 157,139

Personnel Summary / Position Title

Executive Director of Public Information	0.5	0.5	0.5	0.5
Public Information Officer	1	0.7	0.7	0.7
Executive Assistant	1	0.75	0.75	0.75
Total	2.5	1.95	1.95	1.95

OUTPUTS

Number of Media Calls	324	300	297*	300
Number of Press Releases Issued	159	150	155	150
Number of City Council Meetings Produced	24	24	24	24
Number of City Insight Issues Produced	4	4	3	4
Number of City Beat Issues Produced	12	12	12	12
Number of WOW Newsletters Produced	0	3	3	12
Number of Program Videos Produced	39	48	59	60
Number of Events Coordinated	23	20	9	10
Number of Team Spirit Awards Awarded	0	12	12	12

EFFICIENCIES

Return of News Stories to Press Releases	228.0%	300.0%	162%*	250.0%
Unique Media Inquiry Responses	99.0%	100.0%	99.0%	100.0%

155 press releases resulting in 251 media stories*

297 media calls with 294 responded to*

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

**GENERAL FUND
VOLUNTEER SERVICES DIVISION**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Performed 80 projects/activities with Killeen Volunteers, Inc. and its four program committees.
- 486 students performed 54,891 hours of Community Service and earned the Presidential Service Award.
- 15,740 volunteers reported 33,780 hours of services at a cost avoidance of \$ 291,190.00.
- Supported the City's Second Annual H-E-B Feast of Sharing Community Meal with 685 volunteers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Refine the Volunteer Management Program to more effectively recruit, train and utilize volunteers.
- Assist Keep Killeen Beautiful efforts to win the Governor's Achievement Award.
- Move to a permanent facility.
- Establish a Kids Care Club for younger volunteers.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
VOLUNTEER SERVICES DIVISION**

	2008-09		2009-10		2009-10		2010-11
	Actual		Adopted		Estimated		Adopted
<i>INPUTS</i>							
<hr/>							
Expenditures							
Salaries	\$ 109,933	\$	111,141	\$	111,141	\$	121,118
Supplies	374		2,326		1,500		2,226
Support Services	3,214		6,900		5,900		7,000
Benefits	32,356		33,186		33,186		35,485
Total Expenditures	\$ 145,877	\$	153,553	\$	151,727	\$	165,829
Personnel Summary / Position Title							
Director of Volunteer Services	1		1		1		1
Senior Secretary	1		1		1		1
Youth Programs Specialist	1		1		1		1
Total	3		3		3		3
<i>OUTPUTS</i>							
<hr/>							
Number of annual service projects	80		80		80		90
Number of service hours performed	65,000		75,000		75,000		85,000
Value of volunteer hours	\$1,316,250		\$1,518,750		\$1,518,750		\$1,721,250
<i>EFFICIENCIES</i>							
<hr/>							
Operating cost per volunteer service hour performed	\$2.24		\$2.05		\$2.02		\$1.95
<i>EFFECTIVENESS</i>							
<hr/>							
% Increase in service hours performed	1.3%		17.5%		17.5%		13.3%

**GENERAL FUND
CITY ATTORNEY**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Drafted, presented, and secured adoption of the sewer protection (FOG) ordinance;
- Drafted or co-drafted and assisted in presentation of multiple chapter 31 ordinance revisions ("family" ordinance, R1-A ordinance, Multi-family ordinance, and the Sign moratorium ordinance);
- Resolved three TCEQ notices of violation/enforcement; contested one TCEQ permit issuance; and currently assisting in two TCEQ permit modifications that should be resolved before the end of this FY;
- Drafted, negotiated and/or presented multiple contracts of interest (Knife River lease, Waste Management/Comal Transportation contract amendments, Rosewood Pass-Through Financing contract, Downtown Streetscaping design, and a permit for Liquid Environmental Solutions); and
- Following my revisions to the Septic Tank Elimination Program in FY 2009, assisted in gathering support in the community and working out the details of the new program. It appears that this phase of the program will be more successful than the first four phases combined and will eliminate approximately 55 septic tanks.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Ensure proper implementation of the FOG ordinance;
- Passage of multiple ordinances derived from the comprehensive on-premises alcohol sales ordinance to include revisions to chapter 3 and chapter 31;
- Completion and passage of a Parkland Dedication ordinance;
- Comprehensive Chapter 26 re-write;
- Draft and secure preliminary approval of a Post-construction and sediment control ordinance (required under the City's Phase II permit); and
- Various revisions to Chapter 31 in the event that the comprehensive plan is adopted.
- Provide Open Records update training to staff.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.
- A Paralegal was added to the budget and funded at mid-year.

**GENERAL FUND
CITY ATTORNEY**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted	
<u>INPUTS</u>					
Expenditures					
Salaries	\$ 552,497	\$ 554,266	\$ 554,103	\$ 605,384	
Supplies	2,915	2,840	4,100	4,916	
Maintenance	-	-	-	-	
Repairs	150	-	-	200	
Support Services	26,522	61,349	62,900	64,823	
Benefits	129,234	131,106	122,909	144,230	
Minor Capital Outlay	-	685	685	1,438	
Capital Outlay	15,713	20,300	20,350	20,300	
Reimbursable Expense	-	-	-	-	
Total Expenditures	\$ 727,031	\$ 770,546	\$ 765,047	\$ 841,291	
 Personnel Summary / Position Title					
City Attorney	1	1	1	1	
Deputy City Attorney	1	1	1	1	
Assistant City Attorney II/Legal Advisor	1	1	1	1	
Assistant City Attorney II/Public Works	1	1	1	1	
Assistant City Attorney I/Prosecutor	1	1	1	1	
Executive Assistant	1	1	1	1	
Paralegal	0	0	0	1	
Senior Secretary	1	1	1	1	
Total	7	7	7	8	
 <u>OUTPUTS</u>					
Legal Consultations/Opinions	4,825	3,335	3,879	3,879	
Documents Reviewed	4,276	2,705	3,997	3,997	
Open Records Requests received and processed	1,332	1,498	1,274	1,274	
AG letters written in response to Open Records Requests	331	234	227	227	
 <u>EFFICIENCIES</u>					
Legal Consultations/Opinions per Attorney	965	667	775	775	
Documents reviewed per Attorney	855	541	799	799	
Open Records Requests received and processed per Attorney	266	299	255	255	
AG letters written in response to Open Records Requests per Attorney	66	47	45	45	
 <u>EFFECTIVENESS</u>					
Percentage of oral opinions provided on routine matters within 48 hours:	93%	93%	93%	93%	(Estimate)
Percentage of oral opinions provided on non-routine matters within 2 weeks:	95%	95%	95%	95%	(Estimate)
Percentage of written opinions provided on routine matters within 1 week:	90%	90%	90%	90%	(Estimate)
Percentage of written opinions provided on non-routine matters within 30 days:	94%	94%	94%	94%	(Estimate)
Percentage of contracts reviewed within 2 days:	95%	95%	95%	95%	(Estimate)
Percentage of Public Information Request handled within 10 working days:	100%	100%	100%	100%	

**GENERAL FUND
CITY SECRETARY**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Conducted one general election
- Codified 22 ordinances

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Conduct one general election
- Codify 22 ordinances

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CITY SECRETARY**

	2008-09		2009-10		2009-10		2010-11
	Actual		Adopted		Estimated		Adopted
<u>INPUTS</u>							
Expenditures							
Salaries	\$ 68,660	\$	66,380	\$	66,178	\$	68,764
Supplies	756		1,100		1,100		809
Maintenance	-		-		-		-
Repairs	-		-		-		-
Support Services	3,097		2,835		2,814		2,885
Benefits	16,557		16,509		16,412		16,978
Designated Expenses	7,238		10,000		10,000		10,241
Major Capital Outlay	-		-		-		-
Capital Outlay	-		-		-		-
Reimbursable Expense	-		-		-		-
Total Expenditures	\$ 96,308	\$	96,824	\$	96,504	\$	99,677

Personnel Summary / Position Title

City Secretary	1		1		1		1
Total	1		1		1		1

OUTPUTS

City Council minutes	32		29		30		30
Issue permits, licenses, vehicle registrations	360		370		370		380
Codify ordinances	21		22		22		22
Conduct general election	1		1		1		1
Index ordinances, resolutions	298		320		300		302

EFFICIENCIES

# of documents processed per 1 employee	712		742		723		735
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EFFECTIVENESS

Ordinances, resolutions indexed within two days of adoption	100.0%
Council minutes completed within one day of meeting	100.0%
Application for titles for City vehicles processed within two days of receipt	100.0%
License plates processed within two days of receipt	100.0%
Ordinances codified within three days of passage	100.0%
Permits and licenses issued within seven days of receipt:	100.0%

GENERAL FUND FINANCE

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Coordinated three (3) resolutions of expressing official intent to reimburse for certain costs related to the following: 1) Rosewood Drive / US 190 Overpass and Extension, FM 2410 and Stagecoach Road, 2) 195 and State Highway 201 Interchange; Improvements to State Highway 201; and 3) \$1.5 million in downtown city building and facilities and \$1.5 million a downtown performing arts center, downtown streets, street landscaping, and street lighting.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting and the (GFOA) Distinguished Budget Presentation Award.
- Maximize Investments given the state of the economy and the fed's stance on the interest earning rates.
- Updated long term financial plans for all of the major funds.
- Developed reporting mechanism for TIRZ two to the Tax Reinvestment Zone Number Two Board of Directors.
- Continued finance support for the Killeen Arts Commission and promote positive public awareness of the arts
- Continued finance support for the Killeen Firefighter's Relief and Retirement Fund by evaluating investments.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

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

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
FINANCE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 411,845	\$ 409,829	\$ 413,164	\$ 480,894
Supplies	3,058	4,444	3,001	5,439
Support Services	37,615	49,809	41,000	51,648
Benefits	98,721	97,267	99,912	115,294
Capital Outlay	-	-	-	1,618
Total Expenditures	\$ 551,239	\$ 561,349	\$ 557,077	\$ 654,893
Personnel Summary / Position Title				
Director of Finance	1	1	1	1
Assistant Director of Finance	0	0	0	1
Executive Assistant	1	1	1	1
Management Accountant	3	3	3	1
Staff Accountant	0	0	0	2
Total	5	5	5	6
OUTPUTS				
Number of monthly financial reports prepared and submitted to City Council	12	12	12	12
Number of quarterly investment reports prepared and submitted to Council	4	4	4	4
EFFICIENCIES				
Annual Investment Yield	1.01%	0.50%	0.34%	0.50%
Issue CAFR within 180 days after the end of the fiscal year	135	<180	142	<180
Publish budget document within 90 days of adoption	110	<90	121	<90
Receive GFOA ^(a) Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA ^(a) Budget Award	Yes	Yes	Yes	Yes
Maintain Certification of Investment Report	Yes	Yes	Yes	Yes
EFFECTIVENESS				
Percentage of adopted budget revenues in major operating funds to actual revenues	101%	101%	N/A	N/A
Percentage of ending general fund balance to total expenditures	29.1%	20.3%	28.3%	21.2%

^(a) GFOA: Government Finance Officers Association

GENERAL FUND ACCOUNTING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- File accurate reports and meet all reporting deadlines to Federal and State tax agencies.
- File accurate reports and meet all reporting deadlines for the City's employee retirement contributions.
- File accurate reports and meet all reporting deadlines for revenue, statistics and audit reports to state agencies.
- Meet all reporting deadlines for employee check distribution and direct deposits.
- Monitor timeliness of invoice payments to ensure vendors are paid in a prompt matter to ensure discounts are met and to avoid late fees.
- To further incorporate the process of ACH payment for vendors by using existing applications available to the division,

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
ACCOUNTING**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 263,864	\$ 270,724	\$ 269,047	\$ 288,756
Supplies	10,996	8,814	7,050	8,166
Support Services	5,606	6,550	5,896	6,780
Benefits	72,984	79,462	76,474	83,949
Capital Outlay	-	-	-	-
Total Expenditures	\$ 353,450	\$ 365,550	\$ 358,467	\$ 387,651
 Personnel Summary / Position Title				
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Specialist	4	4	4	4
Accounting Clerk	0	1	1	1
Clerk (part-time)	1	0	0	0
Total	7	7	7	7
 <u>OUTPUTS</u>				
Payroll direct deposit processed	31,799	35,818	34,182	35,207
Payroll checks issued	4,664	5,078	4,472	4,517
Accounts payable checks issued	17,835	14,700	13,971	14,670
Journal entries prepared	4,222	4,666	5,524	5,690
 <u>EFFICIENCIES</u>				
Number of direct deposit per Specialist	7,950	8,955	8,546	8,802
Number of payroll checks per Specialist	1,166	1,270	1,118	1,129
Number of AP checks per Specialist (2)	8,918	7,350	6,986	7,335
 <u>EFFECTIVENESS</u>				
% of direct deposit rejected	0.02%	0.004%	0.002%	0.002%
% of payroll checks voided	1.0%	0.001%	0.001%	0.001%
% of AP checks reissued	1.0%	0.005%	0.005%	0.005%

GENERAL FUND PURCHASING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Provided training for local vendors in reference to bidding procedures, opportunities and requirements at the Fort Hood Region Government Vendor Conference & Expo
- Installed a new office supply contract for the City, which now allows the City to utilize strategic sourcing for the ordering of office supplies Citywide.
- Installed a new uniform contract for the City.
- Provided training/orientation for new staff members – purchasing policy, procedures and HTE data entry.
- Evaluated expenditures for items that may possibly require bidding and facilitate or process the respective bids.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Improve the Fixed Asset tracking and accounting process.
- Research procurement related software for automated vendor bid notifications.
- Revision of the Purchasing Policy and Procurement Card Policy as law or policy change dictates.
- Update the Purchasing Manual containing all updates to policies and procedures that relate to procurement for departmental reference and provide training / orientation for such to city staff.
- Provide training for local vendors in reference to bidding procedures, opportunities and requirements by participating in the 2010 Fort Hood Region Government Vendor Conference & Expo.
- Evaluate various options provided in the HTE system to possibly further streamline the Purchasing process, fixed asset data entry, and accountability process.
- Evaluate expenditures for items that may possibly require bidding and facilitate or process the respective bids.
- Evaluate and install new P-Card platform from Citibank through the State of Texas contract.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.
- A Procurement Card Specialist was added to the budget and funded at mid-year.

**GENERAL FUND
PURCHASING**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 180,079	\$ 181,003	\$ 177,628	211,600
Supplies	2,636	1,571	1,263	2,230
Maintenance	-	-	-	-
Repairs	310	500	490	500
Support Services	3,804	4,428	4,075	7,825
Benefits	45,876	50,415	47,098	59,401
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	919
Capital Outlay	1,550	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 234,255	\$ 237,917	\$ 230,554	282,475

Personnel Summary / Position Title

General Services Director	1	1	1	1
Principle Secretary	1	1	1	1
Purchasing Manager	1	1	1	1
Buyer	1	1	1	1
P-Card Specialist	0	0	0	1
Total	4	4	4	5

OUTPUTS

Purchase Orders	15,000	14,000	16,250	16,000
Bids/RFPs	25	25	35	40
Procurement Cards	60	60	94	100
Payables Reviewed	18,000	17,000	18,445	18,500
Auction	3	4	11	4
Asset Accountability (number of assets processed)	2,000	400	200	300
Agenda items reviewed and routed	150	125	141	150
Procurement card transactions	10,755	11,021	11,754	12,000

EFFICIENCIES

Purchase orders reviewed and processed by management (2)	7,500	7,000	8,125	8,000
Bids/RFPs facilitated per employee (2)	13	13	18	20
Procurement Card issuances per employee (1)	60	30	94	100
Payables reviewed by Management (1)	18,000	17,000	18,445	18,500
Auctions coordinated per employee (2)	2	2	6	2
Assets accounted for per employee (1)	1,000	400	200	300

EFFECTIVENESS

Percentage of Purchase Orders processed within 24 hours	99%	100%	80%	90%
Percentage of Bids/RFPs processed and awarded within 90 days	98%	98%	100%	100%
Percentage of PCards issued within 7 working days	98%	100%	60%	25%
Percentage of payables reviewed within 5 days	98%	100%	100%	100%
Percentage of auctions completed annually	100%	100%	100%	100%

GENERAL FUND BUILDING SERVICES

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009--2010

- Maintained over one-hundred (100) city owned properties with a limited staff of 3 ½ FTE's
- Assisted in KAAC project
- Rehabilitated water and drain lines at Rodeo Arena .
- Rehabilitated fencing at Rodeo Arena
- Remodeled Water and Sewer admin office.
- Rehabilitated break area and stairs to office water and sewer.
- Replaced concrete pad in front of fleet gas pumps(to include rewiring of gas pump controls).
- Remodeled bath area at fleet services.
- Installed HVAC unit in new animal control kennel
- Implemented city wide HVAC preventative maintenance contract.
- Implemented city wide HVAC filter change contract.
- Provided Indoor Air Quality testing services throughout city.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Expand energy efficiency and power quality survey to include major City buildings.
- Implement a proactive HVAC upgrade program.
- Continue Indoor Air Quality testing services
- Implement repairs generated by city wide safety inspection
- Remodel old PD Academy for cemetery /custodial use.
- Continue to assist with maintenance needs at new PD building.
- Assist water and sewer department with energy audit.
- Assist in the implementation of EECBG programs.
- Streamline work order process through AS400 training.
- Assist with KAAC project.
- Tear down old golf cart sheds and replace fencing at Golf Course.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
BUILDING SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 118,781	\$ 131,262	\$ 132,623	\$ 142,087
Supplies	6,728	8,517	7,059	8,354
Maintenance	-	-	-	-
Repairs	1,544	2,249	2,352	4,849
Support Services	6,988	7,881	8,800	14,009
Benefits	32,741	39,637	38,091	43,524
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 166,782	\$ 189,546	\$ 188,925	\$ 212,823
Personnel Summary / Position Title				
Facilities Manager	1	1	1	1
Facilities Maintenance Specialist	2	2	2	2
Part time Secretary	0.5	0.5	0.5	0.5
Total	3.5	3.5	3.5	3.5
<u>OUTPUTS</u>				
General Work Orders	724	531	711	800
HVAC Work Orders	120	265	325	375
Special Projects	28	0	28	10
<u>EFFICIENCIES</u>				
Workload per employee (all outputs)	291	265	355	395
Outsourced	227	265	325	375
<u>EFFECTIVENESS</u>				
Number of work orders processed within allocated response time	85.0%	90.0%	90.0%	92.5%
Number of work orders processed within allocated response time outsourced.	85.0%	90.0%	90.0%	92.5%

**GENERAL FUND
CUSTODIAL SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Continued to reduce the negative impact chemicals have on the environment by using green seal approved products, without increasing costs.
- Addition of Mowing and Drainage (480 sq ft) and the Police Headquarters (85,000 sq ft), Custodial Services added 85,480 sq ft to the daily schedule without negatively impacting services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- To reduce the negative impact that chemicals cause on the environment by using green seal approved products, without increasing costs.
- Continue weekly safety training to reduce accident rate to a 3% or less.
- To improve the attendance record.
- Maintain a high standard of cleaning service for City facilities.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CUSTODIAL SERVICES**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 236,169	\$ 261,918	\$ 251,295	\$ 305,877
Supplies	37,176	40,064	42,236	53,038
Maintenance	-	-	-	-
Repairs	7,986	3,200	3,150	2,966
Support Services	3,406	2,988	3,162	6,674
Benefits	69,319	94,065	89,786	113,962
Designated Expenses	-	-	-	-
Major Capital Outlay	-	3,980	6,190	2,180
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 354,056	\$ 406,215	\$ 395,819	\$ 484,697
 Personnel Summary / Position Title				
Custodial Supervisor	1	1	1	1
Custodial crew leader	0	1	1	1
Custodian	9	9	9	11
Total	10	12	12	12
 <u>OUTPUTS</u>				
Total square footage cleaned	141,277	141,277	221,802	221,802
Supply cost per square foot cleaned	0.26	0.28	0.19	0.24
 <u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	14,600.0	14,478.0	18,484,478.0	18,484,478.0
 <u>EFFECTIVENESS</u>				
% change of supply cost per square feet		11%	11%	58%
% change in square feet cleaned		2%	0%	114%

**GENERAL FUND
PRINTING SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

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

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

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

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
PRINTING SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 83,960	\$ 86,419	85764	92,286
Supplies	6,497	4,766	5188	5,216
Maintenance	-	-	-	-
Repairs	8,728	9,178	9178	8,625
Support Services	49,825	52,024	51974	52,127
Benefits	25,390	26,666	26606	28,398
Designated Expenses	348	400	400	400
Major Capital Outlay	112	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 174,860	\$ 179,453	\$179,110	\$ 187,052
Personnel Summary / Position Title				
Press Operator	1	1	1	1
Printing Services Supervisor	1	1	1	1
Part Time Secretary	0.5	0.5	0.5	0.5
Total	2.5	2.5	2.5	2.5
<i>OUTPUTS</i>				
Work orders processed	999	1,150	1191	1200
Print Impressions	5,181,316	5,200,000	5,110,210	5,200,000
Paper Inventory	\$19,108	\$19,000	\$19,156	\$19,000
<i>EFFICIENCIES</i>				
Processed work request with-in the two week time allotted	76.0%	76.0%	95.0%	98.0%
<i>EFFECTIVENESS</i>				
Quality Control Survey returned to Print Shop with results meeting excellent service	99.9%	99.9%	95.0%	99.9%
Jobs completed in house	98.0%	98.0%	98.0%	99.0%

**GENERAL FUND
HUMAN RESOURCES**

DIVISION DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Completed the implementation of a web based application system for improved recruitment effectiveness which allows for an online application process
- Implemented the second phase of a wellness initiative to include wellness seminars.
- Updated KEEP PR polices to incorporate new regulations, legislative changes and procedure changes.
- Assisted 8,100+ customer in the Human Resources Office
- Posted and advertised 130+ job postings.
- Received and reviewed over 10,000+ for non civil service applications.
- Processed 1,100+ payroll action/changes.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Enhance the use of the web based application system for improved effectiveness in the selection process.
- Implemented the next phase of a wellness initiative to include follow up health assessments.
- Update KEEP PR polices to incorporate new regulations resulting from the legislative session.
- Enhance the HRIS systems for improved effectiveness in the management of employee information

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
HUMAN RESOURCES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 465,693	\$ 494,072	\$ 493,500	\$ 541,529
Supplies	76,404	81,570	81,220	80,099
Repairs	163	800	800	800
Support Services	77,957	83,780	83,710	89,464
Benefits	122,297	137,596	134,930	153,208
Designated Expenses	50,280	129,300	129,300	129,000
Capital Outlay	2,138	1,200	1,100	-
Reimbursable Expense	(16,932)	(19,000)	(19,000)	(24,212)
Total Expenditures	\$ 778,000	\$ 909,318	\$ 905,560	\$ 969,888

Personnel Summary / Position Title

Director of Human Resources	1	1	1	1
Assistant Director of Human Resources	1	1	1	1
Employee Benefits Specialist	1	1	0	0
Executive Assistant	1	1	1	1
Human Resources Assistant	2	2	2	2
Human Resources Payroll Coordinator	1	1	1	1
Human Resources Specialist	3	3	4	4
Risk Manager	1	1	1	1
Training & Development Specialist	1	1	1	1
Total	12	12	12	12

OUTPUTS

Turnover (Non-Civil Service)	14.97%	14.00%	14.00%	14.00%
Turnover (Civil Service)	5.00%	5.00%	5.00%	5.00%
Number of Applications Processed	14,482	14,000	14,000	14,000
Number of Job Postings	146	250	250	250
Accidents /Injuries	257	220	220	220
Vehicle Accidents	154	120	120	120

EFFICIENCIES

Average Number of Applications per Job Posting	99	56	56	56
Average Number of Applications per Human Resources Specialist	4,827	4,667	3,500	3,500

EFFECTIVENESS

Ratio of City Positions to Human	127:1	127:1	127:1	127:1
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**GENERAL FUND
INFORMATION TECHNOLOGY**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide technical service to enhance the efficiency and effectiveness of our customers; maximizing their productivity.
- Provide City of Killeen employees and council members with the most current hardware and software at a reasonable cost.
- A continuing priority for IT is to reduce the cost of ongoing operations. Our goals are achieved through standardization, contract renegotiation, and innovation.
- Develop technologically advanced systems to assist employees and citizens to interact and advance the City of Killeen.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Installed various technology systems at Police Headquarters, Fire Station 8, and Fire Station 1.
- Installed agenda automation software and Citizen's Request software.
- Updated HTE, Chameleon, Class, Laserfiche, and EBMS.
- Installed alarm system at City Hall.
- Installed new helpdesk software, internet monitoring, desktop hardware and software monitoring, and server monitoring software.
- Implemented virtualizations of servers and desktops.
- Reduced cell phone and printer costs while expanding functionality.
- Upgraded network infrastructure.
- Upgraded VOIP phone system.
- Installed innovative upgrades to radio systems to allow more locations to attach to the network with minimal time loss.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Expansion of storage and replication ability for uptime and disaster recovery.
- Upgrade of network infrastructure.
- Upgrades to various surveillance infrastructures.
- Replacement of various computers.
- Implementation/upgrade of redundant services for citywide disaster recovery requirements.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
INFORMATION TECHNOLOGY**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 565,449	\$ 652,821	\$ 640,556	\$ 709,930
Supplies	4,203	3,876	3,683	3,775
Maintenance	975	-	-	-
Repairs	306	1,700	500	500
Support Services	82,994	73,798	72,637	76,285
Benefits	149,005	179,803	179,803	192,180
Capital Outlay	1,446	1,000	950	1,000
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 804,378	\$ 912,998	\$ 898,129	\$ 983,670
Personnel Summary / Position Title				
Executive Assistant	1	1	1	1
CAD/GIS Technician	1	1	1	1
Computer Mainframe Specialist	1	1	1	1
Computer Operator	1	1	1	1
Computer Technician	2	2	2	2
Director of IT	1	1	1	1
IT Clerk - Part Time	1	1	1	1
IT Network Manager	1	1	1	1
IT Operations Manager	1	1	1	1
IT Software Specialist	1	1	1	1
IT Training Specialist	1	1	1	1
Network Exchange Administrator	1	1	1	1
Network Technician	1	1	1	1
Web Technician Specialist	1	1	1	1
Total	15	15	15	15
<i>OUTPUTS</i>				
Service calls per month	300	350	350	350
PCs / devices Supported	750	800	900	1200
Phones Supported	800	815	950	1000
IT Classes Delivered	50	50	50	60
<i>EFFICIENCIES</i>				
Average time to resolve service call (days)	5	5	5	5
<i>EFFECTIVENESS</i>				
Customer satisfaction	95%	98%	98%	97%

**GENERAL FUND
LIBRARY SERVICES**

DIVISION DESCRIPTION

The Library Services Division operates two facilities: the Main library, a 14,200 square foot building in the downtown area, and the Copper Mountain Branch Library, a 9,800 square foot building near the heart of Killeen's retail district. These two buildings house a dynamic collection of more than 100,000 items for all ages and educational levels. In addition to books, the libraries provide audio books, DVD's, e-books and online database access. A strong commitment to preschool literacy is reflected in more than ten story times each week during the school year and during the annual summer reading club program. Remote access to a wide variety of online databases and e-books has allowed the Killeen City Library System to provide the service of a large city library to our citizens.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Replaced an outdated proprietary integrated library automation system.
- Participated in the Take 190 West festival by handling the arrangements for authors and illustrators.
- Laid groundwork for two ongoing community projects with Killeen Parks and Recreation.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Launch a youth community garden in collaboration with the Gilmore Senior Center.
- Create a new outreach program to make citizens more aware of library services targeted at adults.
- Continue working with authors and illustrators to support the Take 190 West festival.

MAJOR NEW PROGRAMS AND SERVICES

- Increased funding in the amount of \$100,000 was included for new book expenditures.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
LIBRARY SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 924,237	\$ 927,980	\$ 904,397	\$ 966,395
Supplies	66,504	77,193	76,885	76,008
Repairs	1,433	950	850	850
Support Services	66,640	64,150	63,699	59,775
Benefits	251,527	267,230	258,936	280,806
Minor Capital	-	-	-	2,000
Capital Outlay	129,685	141,381	141,381	243,196
Total Expenditures	\$ 1,440,026	\$ 1,478,884	\$ 1,446,148	\$ 1,629,030
Personnel Summary / Position Title				
Assistant Director of Library Services	2	2	2	2
Cataloguer	1	1	1	1
Clerk	8	8	8	8
Director of Library Services	1	1	1	1
Library Assistant	2	2	2	2
Library Clerks (part-time)	9	9	9	9
Library Supervisor	4	4	4	4
Reference Librarian	2	2	2	2
Senior Reference Assistant	2	2	2	2
Senior Secretary	1	1	1	1
Total	32	32	32	32
OUTPUTS				
Number of items circulated	308,210	306,000	304,982	306,791
Number of library visits	269,370	305,000	272,600	289,345
Number of reference questions received	38,014	37,000	29,408	30,624
Number of children's program attendees	11,496	8,750	12,535	12,750
EFFICIENCIES				
Number of library visits per number of employees	8,418	9,531	8,519	9,042
EFFECTIVENESS				
% increase in circulation of materials	-4.6%	-0.7%	-1.0%	0.6%
% increase in library visits	-12.5%	13.2%	1.2%	6.1%
% increase in reference questions answered	6.2%	-2.7%	-22.6%	4.1%
% increase in children's program attendance	-31.9%	-23.9%	9.0%	1.7%

GENERAL FUND GOLF COURSE

DIVISION DESCRIPTION

Stonetree Golf Club is a public golf course owned and operated by the City of Killeen. The golf course attracts about 50,000 rounds of golf each year. The golf course holds up to 45 golf tournaments a year and is host to some of the major charity fundraisers in the area. The pro shop is kept fully stocked with the latest in golf equipment and apparel. Stonetree employs a PGA Golf Professional who offers private lessons as well as several clinics. The golf course and clubhouse have 26 employees. The golf course is open every day except Christmas from daylight to dark, weather permitting. The clubhouse is an 8,000 square foot structure that offers a daily menu, sports bar, and is also available for a variety of functions and parties. The clubhouse is also owned and operated by the City of Killeen.

MAJOR DIVISION GOALS

- Ensure that the golf course is in consistently good condition, with Greens conditions being a priority.
- Challenge and train all staff to provide the highest levels of customer service in all facets of our operation.
- Provide professionally run tournaments and golf clinics.
- Advise City Manager and City Council on all golf course matters.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Improved level of safety training.
- Improved customer service through staff development and training.
- Increased driving range revenue through several range improvements.
- Updated cart fleet and maintenance equipment.
- Improved course aesthetics by continuing to clean up the native area.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Improve the pace of play for the course through staff training.
- Continue to improve course conditions and expand customer base.
- Implement expanded player development program through monthly clinics.
- Relocate #4 green.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
GOLF COURSE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 642,302	\$ 675,283	\$ 639,869	\$ 659,844
Supplies	269,654	247,687	236,265	171,600
Maintenance	29,766	21,213	14,400	21,451
Repairs	23,490	26,712	21,000	25,500
Support Services	214,100	224,075	222,564	236,131
Benefits	175,718	206,149	189,871	202,660
Minor Capital	-	1,900	1,870	5,600
Designated Expenses	162,255	134,700	135,565	144,930
Major Capital Outlay	5,656	-	-	-
Capital Outlay	5,936	14,900	14,900	-
Total Expenditures	\$ 1,528,877	\$ 1,552,619	\$ 1,476,304	\$ 1,467,716
Personnel Summary / Position Title				
General Manager	1	1	1	1
Golf Professional	1	1	1	1
Golf Course Superintendent	1	1	1	1
Golf Shop Manager	1	1	1	1
Golf Shop Attendant (Part-Time)	0	1	1	1
Golf Shop Attendant	2	2	2	2
Cart Fleet/Range Attendant	1	1	1	1
Maintenance Technician	2	2	2	2
Greenskeeper	8	8	8	8
Principal Secretary	1	1	1	1
Total	18	19	19	19
<i>OUTPUTS</i>				
Rounds of golf played annually	51,220	48,500	47,500	48,500
# of tournaments hosted	50	45	45	46
Revenue generated annually	\$1,129,326	\$1,085,688	\$1,096,480	\$1,120,555
Acres Mowed & Maintained	149	149	149	149
<i>EFFICIENCIES</i>				
Division expenditures as % of Golf Course Revenues	135%	143%	135%	131%
<i>EFFECTIVENESS</i>				
# of rounds per counter person	12,805	12,125	11,875	12,125
% of players indicating satisfaction with course	99.0%	99.0%	99.0%	99.0%
% tournaments in 2nd year or more	90.0%	96.0%	95.0%	95.0%

**GENERAL FUND
GOLF COURSE FOOD AND BEVERAGE**

DIVISION DESCRIPTION

The Grill is located within the clubhouse at the Stonetree Golf Club. The Food and Beverage operations' primary focus is to service the citizen and visitor golfers that play the course each year. The Stonetree Grill offers a daily menu, sports bar, and is also available to reserve rooms for a variety of functions and parties.

MAJOR DIVISION GOALS

- Ensure that all golf course patrons get the highest service and quality in all their food and beverage needs.
- Operate the Grill in a clean, friendly, and professional manner.
- Provide a clean and welcoming atmosphere.
- Offer quality meals at an affordable price.
- Provide quick foods for golfers at the turn.
- Operate the Beverage Cart on the course during peak times.
- Enhance and support the overall golf operation.
- Host a variety of functions in a first class manner.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Standardized operation hours.
- Reviewed Clubhouse utilization.
- Finalized and implemented expansion of the Food and Beverage section to better serve our customers.
- Maintained landscaping around the clubhouse.
- Proposed new methods of recruiting and retaining quality food service workers.
- Examined workload and staffing requirements to better serve our patrons.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Dedicate advertising to attract a variety of venues and tournaments.
- Improve the operation of the beverage cart on course, to include peak times.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
GOLF COURSE FOOD AND BEVERAGE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 93,884	\$ 102,662	\$ 96,984	\$ 105,150
Supplies	6,031	10,206	9,124	11,378
Support Services	15,407	17,950	17,312	16,663
Benefits	24,859	32,107	26,189	29,218
Minor Capital	3,577	-	-	-
Designated Expenses	73,014	75,016	68,842	71,758
Capital Outlay	1,198	-	-	-
Total Expenditures	\$ 217,970	\$ 237,941	\$ 218,451	\$ 234,167
Personnel Summary / Position Title				
Food and Beverage Manager	1	1	1	1
Full time Food Service Worker	1	1	1	1
Part time Food Service Worker	3	3	3	3
Total	5	5	5	5
<i>OUTPUTS</i>				
# of events/functions hosted	250	220	132	119
Revenue generated annually	\$165,379	\$156,900	\$153,758	\$155,225
<i>EFFICIENCIES</i>				
Division expenditures as % of Golf Course Food and Beverage Revenues	132.0%	152.0%	142.0%	151.0%
<i>EFFECTIVENESS</i>				
# of events per counter person	63.0	55.0	33.0	29.8
% of customers indicating satisfaction with service	96.0%	97.0%	96.0%	96.0%
% of recurring monthly events	20.0%	20.0%	18.0%	18.0%

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

DIVISION DESCRIPTION

The Killeen Community Center Operations division supports the day to day operations of the Killeen Community Center. The facility lodges Community Services staff and members of Parks and Recreation.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Hosted the Hot Summer Nights Concert Series.
- Hosted Movies in the Park.
- Hosted Celebrate Killeen Festival
- Hosted 2010 Kidsville event
- Hosted 2009 Holiday Under the Stars event

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- 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.
- Continue to provide recreational programming for the northern portion of Killeen.
- Facilitate gym usage by various groups that need practice time for basketball and volleyball club teams
- Serve as an alternate location for program participants to register for Parks and Recreation programming.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
COMMUNITY CENTER OPERATIONS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 186,742	\$ 220,932	\$ 220,932	\$ 234,504
Supplies	15,054	20,903	18,403	18,353
Support Services	71,835	88,915	88,555	160,280
Benefits	51,347	66,384	66,384	69,984
Major Capital Outlay	-	-	-	-
Total Expenditures	\$ 324,978	\$ 397,134	\$ 394,274	\$ 483,121
Personnel Summary / Position Title				
Custodian	1	1	1	1
Community Center Coordinator	1	1	1	1
Director of Community Services	1	1	1	1
Executive Assistant	1	1	1	1
Office Assistant (Full-time)	2	2	2	2
Total	6	6	6	6
<i>OUTPUTS</i>				
Number of Room Rentals at KCC	2,617	2,759	3,679	4,000
Hours Reserved @ KCC	10,961	13,715	18,286	20,000
Events Supported	40	40	18	22
<i>EFFICIENCIES</i>				
Number of Room Rentals per employee	872	920	1226	1333
<i>EFFECTIVENESS</i>				
% increase in Room Rentals	-39.0%	5.4%	33.3%	8.7%

**GENERAL FUND
PARKS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- The primary goal for the Parks Division is the beautification and enhancement of all City parks, athletic complexes and various administrative facilities.
- Ensure effective and efficient maintenance of municipal landscapes throughout the City.
- Provide logistical support for various City festivals and events.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Completed nine-hole disc course at Conder Park.
- Supported 2010 ASA Regional Tournament, 2010 ASA National Tournament, 2010 TTAB District Tournament, and 2010 TTAB State Tournament.
- Supported 2010 Arbor Day event.
- Continued city wide beautification with the addition of trees, benches, and flower beds around Killeen to include the Andy K. Wells Hike and Bike Trail, Family Aquatic Center, Family Recreation Center and various neighborhood parks.
- Promoted the Living Tree program to enhance tree planting within the city and to ensure the city remains a Tree City USA recognized municipality.
- Promoted the graffiti abatement program to ensure graffiti is removed in a timely manner.
- Continued the weed abatement programs for all the areas around the city.
- Continued revitalization of Long Brach Park to include a new playground unit funded via CDBG grant.
- Installed irrigation at Davis I and Davis II fields.
- Provided landscaping for Spray Pad at Long Branch Park.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Reconstruct Pagel Baseball Field into a Special Needs Field to accommodate children with disabilities.
- Construct a skate park at Long Branch Park.
- Construct a playscape at Green Avenue Farmer's Market.
- Reconstruct the Conder Softball Fields to a multi-sports field.
- Beautify and irrigate sections of the Andy K. Wells Hike and Bike Trail.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
PARKS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 842,560	\$ 843,037	\$ 821,414	\$ 942,324
Supplies	225,503	252,791	237,999	239,056
Maintenance	123,703	139,063	137,063	137,585
Repairs	45,784	47,000	47,000	44,000
Support Services	188,826	217,182	209,507	187,968
Benefits	250,631	280,531	276,589	323,059
Total Expenditures	\$ 1,677,007	\$ 1,779,604	\$ 1,729,572	\$ 1,873,992
Personnel Summary / Position Title				
Graffiti Removal Specialist	1	1	1	1
Grounds Maintenance Crew Leader	5	5	5	5
Grounds Maintenance Worker	23	23	23	23
Parks Supervisor	2	2	2	2
Parks and Public Grounds Superintendent	1	1	1	1
Equipment Service Technician	1	1	1	1
Total	33	33	33	33
<i>OUTPUTS</i>				
Parks/ Landscape Acreage Maintained				
Low Maintenance Areas	400	405	405	430
Medium Maintenance Areas	54	54	54	61
High Maintenance Areas	8	8	8	22
<i>EFFICIENCIES</i>				
Man Hours per Acre, FY				
Low Maintenance	180	180	180	205
Medium Maintenance Areas	595	595	595	625
High Maintenance Areas	2000	2100	2100	2103
<i>EFFECTIVENESS</i>				
Achieved park/landscape target maintenance standard	90.0%	100.0%	100.0%	100.0%

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Provided full service recreation and athletic program for residents.
- Hosted invitational basketball tournaments.
- Provided gym access for the growing number of club volleyball / basketball teams.
- Provided access to structured affordable health and fitness facilities.
- Provided an indoor alternative for walkers seeking refuge from inclement weather walking conditions.
- Provided access to structured game facilities for area youth.
- Generated in excess of \$400,000 in revenue via memberships sold at the Family Recreation Center.
- Conducted Jazzercise, Zumba, Body Blast, Circuit City, Yoga, and Pilates classes at the Family Recreation Center.
- Implemented Fitness Fiesta which is a program that showcases different fitness classes.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Host two invitational basketball tournaments at the Family Recreation Center.
- Continue to provide affordable fitness programs for residents.
- Provide a minimum of 15 classes per week for all members at no additional charge.
- Offer structured fitness courses for members of the Family Recreation Center.
- Host quarterly Fitness Fiesta events to promote facility membership and community health and fitness.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
LIONS CLUB PARK OPERATIONS**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 335,314	\$ 360,676	322,114	\$ 382,645
Supplies	57,972	108,335	105,221	102,573
Support Services	133,519	180,670	175,081	200,663
Benefits	96,214	110,721	101,721	118,523
Designated Expenses	(129)	-	-	-
Total Expenditures	\$ 622,890	\$ 760,402	\$ 704,137	\$ 804,404
Personnel Summary / Position Title				
Director of Parks and Recreation	1	1	1	1
Custodian	2	2	2	2
Office Assistants (Full-time)	3	3	3	3
Office Assistants (Part-time)	3	3	3	3
Principal Secretary	1	1	1	1
Recreation Specialist (Full-time)	2	2	2	2
Recreation Specialist (Part-time)	1	1	1	1
Recreation Supervisor	1	1	1	1
Total	14	14	14	14
<i>OUTPUTS</i>				
Memberships	2,919	3,000	3,000	3,045
New Members	250	350	350	300
Youth Basketball Participants	450	550	645	700
Fitness Courses Offered to Members	4	6	4	15
Annual Revenue	\$321,018	\$260,000	\$408,000	\$423,200
<i>EFFICIENCIES</i>				
Increase in number of memberships	1,500	1,000	1,000	500
<i>EFFECTIVENESS</i>				
Percentage increase in memberships	*	2.8%	2.8%	1.5%
Percentage Increase in Revenue	*	-19.0%	27.1%	3.7%

* Note: The Lions Club Park facility opened in FY 2007-08. At that time the new division had no data to base its performance measures.

**GENERAL FUND
FAMILY AQUATICS CENTER**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide community access to a state of the art aquatic facility for public and private events.
- Serve as a location for local and regional water competitions.
- Provide non-structured recreational aquatic opportunities.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Increased number of participants in swim lessons by more than 40%.
- Added morning and evening swim lessons.
- Implemented a training program for Central Texas area lifeguards, water safety instructors, and lifeguard instructors.
- Implemented a lifeguard recognition program.
- Hosted 55 birthday parties.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Implement Master Swim Program, Parents and Tots Swim Lessons, and a water aerobics program.
- Host a TAAF swim meet.
- Start a competitive swim team program.
- Implement sunrise swim for Family Recreation Center members.
- Implement an adult swim night for patrons 30 years of age and older.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
FAMILY AQUATICS CENTER**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 51,695	\$ 271,904	\$ 218,261	\$ 266,052
Supplies	34,327	59,344	58,694	63,700
Maintenance	-	3,750	3,750	9,000
Repairs	-	1,000	1,000	2,000
Support Services	26,234	41,300	59,000	71,872
Benefits	6,913	33,665	24,067	38,548
Major Capital Outlay	3,585	9,500	8,500	-
Capital Outlay	5,097	1,000	700	-
Total Expenditures	\$ 127,851	\$ 421,463	\$ 373,972	\$ 451,172

Personnel Summary / Position Title

Aquatics Supervisor	1	1	1	1
Crew Leader	1	1	1	1
Total	2	2	2	2

OUTPUTS

In-Service Staff Training Hours	*	20	20	20
Pool Parties	*	15	15	74
Swim Courses Offered (Weekly)	*	8	8	5
Water Aerobic Courses Offered (Weekly)	*	2	-	2
Mother and Toddler/Baby Courses Offered (Weekly)	*	2	-	3

EFFICIENCIES

Percentage of Swim Lessons Filled	*	90%	90%	100%
Percentage of Water Aerobic Courses Filled	*	90%	90%	100%
Percentage of Mother and Toddler/Baby Courses Filled	*	90%	90%	100%
Percentage of Pool Reservations Filled	*	90%	90%	100%
Percentage of Daily Attendance Filled	*	90%	90%	100%

EFFECTIVENESS

Percentage Increase in Swim Lessons	*	5%	5%	60%
Percentage Increase in Pool Reservations	*	5%	5%	100%
Percentage Increase in Daily Attendance	*	5%	5%	5%

* Note: The Family Aquatics Center facility opened in FY 2008-09. Prior to this time the new division had no data to base its performance measures.

**GENERAL FUND
FAMILY AQUATICS CENTER CONCESSIONS**

DIVISION DESCRIPTION

The Family Aquatics Center Concessions operations support the food and beverage needs of patrons to the facility. The Concessions operations' primary focus is to provide quality and cost effective concession products for patrons of the facility.

MAJOR DIVISION GOALS

- Ensure that all aquatic center patrons get the highest service and quality in all their concession needs.
- Operate the Concessions in a clean, friendly, and professional manner.
- Provide a clean and welcoming atmosphere.
- Offer quality concession items at an affordable price and in a timely manner.
- Enhance and support the overall aquatic center operation.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Started and implemented the new division to support the Family Aquatics Center operations.
- Recruited and trained workers that oversee the day to day operations of the Concessions facility.
- \$115,285 in concession sales in the initial year of service
- Entered into partnerships with Pizza Hut and Blue Bell Ice Cream for concession products.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue recruiting and training a concessions staff that will run the division efficiently and professionally.
- Increase sales and revenues to help offset aquatic center expenditures.
- Enter into an agreement with local pizza and ice cream vendors to promote products and cross market at their facilities.
- Sell items such as sun block, swim diapers, and swim goggles.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

GENERAL FUND
FAMILY AQUATICS CENTER CONCESSIONS

INPUTS	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
Expenditures				
Salaries	\$ -	\$ 39,805	\$ 39,805	\$ 39,805
Supplies	-	2,000	2,000	2,660
Repairs	-	500	500	500
Support Services	-	2,000	2,000	2,000
Benefits	-	3,455	3,455	3,455
Minor Capital	-	6,548	6,548	4,500
Designated Expenses	-	55,000	55,000	60,000
Total Expenditures	\$ -	\$ 109,308	\$ 109,308	\$ 112,920

Personnel Summary / Position Title

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

Total	-	-	-	-
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OUTPUTS				
# of events/functions hosted	*	29	29	40
Revenue generated annually	*	\$141,508	\$115,285	\$150,000
Cost of Goods sold annually	*	\$55,000	\$55,000	\$60,000

EFFICIENCIES				
Division expenditures as % of Concession Revenues	*	152.0%	142.0%	151.0%
Cost of Goods sold as % of Concession Revenues	*	38.9%	47.7%	40.0%

EFFECTIVENESS				
# of events per counter person	*	2.9	2.9	4.0
Revenue per counter person	*	\$14,151	\$11,529	\$15,000

* Note: The Family Aquatics Center Concessions Division started operations in FY 2009-10. Prior to this time the new division had no data to base its performance measures.

GENERAL FUND RECREATION

DIVISION DESCRIPTION

The goal of the Recreation Division is to provide an affordable diverse offering of recreation programming for the community. Free community events such as Kidsville, Celebrate Killeen, Holiday Under the Stars, Hot Summer Nights, and Movies in the Park are quality of life events offered to the community. Day camps, 5K runs, and various specialized courses are offered 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 people of all ages.

MAJOR DIVISION GOALS

- Offer a diverse recreation program to the entire community.
- Promote the Killeen Community Center as a viable option for community events.
- Offer a variety of recreational classes to members of the community at the Killeen Community Center.
- Institute a new day camp program based on an educational curriculum and the promotion of healthy, active lifestyles.
- 100% implementation of the CLASS software system as the operating system for all recreational activities.
- Continue to foster positive relationships with the business community.
- Seek methods to collaborate with the private sector to include corporate sponsorship for events to offset the cost to the City.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Hosted the following events free of charge to the community: Easter Egg Hunt, Halloween Carnival, Kidsville, Hot Summer Nights, Movies in the Park, Teen Scene and Smallville.
- Started Smallville, a one day special event for children 5-10 years old.
- Hosted Teen Scene, a one evening special at the Family Aquatic Center for teens 13-17 years old. Event took place twice during the summer, once in June and once in August.
- Coordinated the Centex Race Series with other central Texas cities and hosted four of the fourteen Centex races as well as put on the annual banquet.
- Partnered with Library Services to start Hometown Hustle, a one day race around Killeen.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Increase the number of affordable recreational and educational classes offered at the Killeen Community Center by 10%.
- Start new annual special events including Barktoberfest, Mother Daughter Sleepover, and a Daddy Daughter Dance.
- Introduce a new curriculum for Spring Break and Summer Break day camp programs.
- Start an annual disc golf tournament at Conder Park.
- Initiate a well planned marketing campaign for annual events and programs.
- Secure corporate sponsors for Hot Summer Nights, Movies in the Park, Kidsville, Easter and Halloween events.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
RECREATION**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 105,179	\$ 96,179	\$ 67,633	\$ 167,105
Supplies	48,362	65,525	59,645	68,400
Support Services	29,528	34,869	30,215	37,645
Benefits	18,618	31,926	15,999	30,889
Minor Capital Outlay	-	12,000	12,000	-
Capital Outlay	16,400	-	-	-
Total Expenditures	\$ 218,087	\$ 240,499	\$ 185,492	\$ 304,039
Personnel Summary / Position Title				
Recreation Specialist (Full-Time)	2	2	2	2
Recreation Specialist (Part-Time)	1	1	1	1
Recreation Superintendent	1	1	1	1
Recreation Supervisor	1	1	1	1
Recreation Supervisor	1	1	1	1
Total	6	6	6	6
<i>OUTPUTS</i>				
Programs offered	15	25	24	30
Centex Race Series Participants	1,289	1,000	1,300	1,500
Number of events supported each year	40	40	18	22
<i>EFFICIENCIES</i>				
Number of programs per funded employee	8	13	12	15
Number of events supported per funded employee	20	20	9	11
<i>EFFECTIVENESS</i>				
Percentage increase in Programs offered	36.4%	66.7%	60.0%	25.0%
Percentage increase in events supported each year	14.3%	0.0%	-55.0%	22.2%

GENERAL FUND ATHLETICS

DIVISION DESCRIPTION

The Athletics Division exists to provide and promote a wide variety of youth and adult team sports and clinics. In addition, the Athletics Division exists to promote the City of Killeen as a viable option for championship play for youth and adult baseball, basketball, softball and flag football, thus enhancing the city's tourism efforts and regional shopping center efforts.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Hosted the Texas Amateur Softball Association 14 & Under Fast Pitch Southern Regional Tournament (20 teams).
- Hosted the Mid America Youth Basketball Tournament (22 teams).
- Hosted the 2010 Texas Teen-Age Baseball 12 & Under Boys District Tournament (8 teams).
- Hosted the 2010 Texas Teen-Age Baseball 12 & Under Boys State Tournament (14 teams).
- Hosted the Amateur Softball Association 14 & Under 'B' Fast Pitch Nationals Tournament (20 teams).
- Secured Plucker's Restaurant and Dick's Sporting Goods as sponsors of our youth & adult sports.
- Hosted a major invitational softball tournament with the assistance of surrounding cities and Plucker's Restaurant.
- Experienced an overall growth of 10% in program participants.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Bid and receive at least four state tournaments, two from the Texas Amateur Athletic Federation and two from the Amateur Softball Association.
- Start an area adult sports series between Killeen, Copperas Cove, Harker Heights and Temple involving adult flag football, slow pitch softball and basketball.
- Host 2 out-of-season invitational tournaments for all major sports that are not highly marketed in our community (basketball, flag football, soccer, baseball, volleyball).
- Develop 2 new adult softball leagues that will provide the community with other options.
- Develop a major sponsorship program that will allow local businesses to partner with the City's athletic programs to receive city wide exposure while providing financial assistance to our department.
- Market, advertise, and promote our leagues, camps, clinics, and tournaments to Family Recreation Center members, our current league participants, and Parks & Recreation Departments in the surrounding area to experience a 10% growth in our leagues and at least a 20% growth in our camps, clinics, and tournaments.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
ATHLETICS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 109,010	\$ 104,331	\$ 99,400	\$ 107,100
Supplies	98,976	131,934	122,500	132,391
Support Services	134,461	160,786	147,440	167,475
Benefits	30,409	32,428	32,428	33,467
Total Expenditures	\$ 372,856	\$ 429,479	\$ 401,768	\$ 440,433
Personnel Summary / Position Title				
Recreation Superintendent	1	1	1	1
Recreation Supervisor	2	2	2	2
Total	3	3	3	3
<i>OUTPUTS</i>				
Number of program participants	5,000	5,500	5,500	6,000
Number of state and national tournaments hosted	8	6	5	6
<i>EFFICIENCIES</i>				
Number of participants per employee	1,667	1,833	1,833	2,000
Percentage growth in KPR Athletics	10%	10%	10%	10%
<i>EFFECTIVENESS</i>				
Percentage of Supervision @all events	100%	100%	100%	100%
Volunteer Coach Recruiting Success	100%	100%	100%	100%
Percentage of deadlines made for league start dates, coaches meetings, team formation and state registrations.	100%	100%	100%	100%

GENERAL FUND CEMETERY

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Maintained 65 acres of cemetery memorial and park land.
- Received donations for and planted 24 living trees and installed four memorial benches.
- Served 3,007 customers by telephone and 2,894 visitors to cemetery office to date
- Coordinated 87 funeral arrangements and 5 disinterments to date.
- Repaired and straightened 18 monuments in-house to date.
- Outsourced the repair and straightening of 23 monuments from June 09 to date.
- Top dressed and seeded 110 new interment spaces from June 09 to date.
- Continued inputting Old Section D data into new cemetery software.
- Continued scanning interment records to reduce paper files.
- Maintained an on-line interment list on the city website for genealogists.
- Held, assisted, and hosted six special events/activities - Keep Killeen Beautiful Arbor Day Ceremony, American Legion Memorial Day Flags for Veterans Project, Make a Difference Project, and Avenue of Flags on Bob Gray Day, Memorial Day and Veteran's Day.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue beautification with the addition of trees, benches, and flower garden areas.
- Continue research and review of cemetery records and modernizing records through digital imaging.
- Continue mapping Old Section B and C.
- Initiate interactive interment data search engine for use by genealogists on the city website.
- Move cemetery administrative operations into vacated police academy facility and reorganize old cemetery facility for better space utilization for the storage and servicing of cemetery maintenance equipment.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CEMETERY**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 204,108	\$ 210,820	\$ 210,071	\$ 220,454
Supplies	22,442	26,757	25,946	28,767
Maintenance	4,379	6,186	5,908	5,794
Repairs	7,562	9,700	9,580	9,700
Support Services	8,818	8,490	7,885	11,740
Benefits	58,167	66,846	66,758	69,259
Minor Capital	-	-	-	4,348
Capital Outlay	6,720	-	-	-
Total Expenditures	\$ 312,196	\$ 328,799	\$ 326,148	\$ 350,062
Personnel Summary / Position Title				
Cemetery Superintendent	1	1	1	1
Crew Leader	1	1	1	1
Grounds Maintenance Worker	4	4	4	4
Total	6	6	6	6
<i>OUTPUTS</i>				
Acreage Mowed & Trimmed Yearly	1,521	2,018	1,558	2,018
Occupied Lots Mowed & Trimmed Yearly	378,630	383,544	382,914	387,198
Interments/Funeral Arrangements Yearly	101	107	102	102
Spaces Sold Yearly	46	36	36	36
Customers Served (Telephone/Visitors)	6,986	6,406	6,643	6,643
<i>EFFICIENCIES</i>				
Acreage Mowed/Trimmed Yearly Per Employee	290	384	297	384
Occupied Lots Mowed Per Employee	72,120	73,056	72,936	73,752
Interment/Funeral Arrangements per Employee	101	107	102	102
<i>EFFECTIVENESS</i>				
Service Satisfaction of Citizens with family interred	99.98%	99.99%	99.98%	99.98%

**GENERAL FUND
SENIOR CITIZENS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Registered 866 new members from May 1, 2009 to April 30, 2010.
- Prepared 6,124 meals at the Bob Gilmore Center and 6,550 at the Lions Club Park Senior Center from May 1, 2009 to April 30, 2010.
- Annual attendance at the Bob Gilmore Center was 21,138 and 27,105 at the Lions Club Park Senior Center from May 1, 2009 to April 30, 2010.
- Five major trips included Southern Caribbean Halloween Cruise, Mount Rushmore, Marshall, TX, Nashville, TN and Hawaii.
- Accepted purchases made by the Senior Council for the Lions Club Park Senior Center for a 36 tray food warmer, commercial slicer and serpentine tables.
- Coordinated donation from Ken and Suzi Chapman in the purchase of a Dyson vacuum and Wii console and games for the senior centers.
- The Sews & Sews crocheted afghans and quilted blankets for the Linus Project; made lap robes for the nursing homes; blankets, small pillows and drain bag covers for the Killeen Scott & White Cancer Center.
- Love Gifts for the Community crocheted: 80 squares for the Warm Up America project; 26 preemie sets (blanket, booties and hat), 31 preemie hats, 13 preemie hat and blanket sets, 31 chemo caps for Metroplex Hospital; 2 small quilts and 9 preemie (blanket, booties and hat) sets for Scott & White Hospital; 11 chemo caps, 37 preemie hats, 23 preemie hat and bootie sets for Darnall Army Medical Hospital.
- Held a 50's Sock Hop with disco jockey, hot dog supper and 94 attendees- free event.
- Hosted Senior Market Day with 42 vendors and 401 attendees.
- Held *A Night to Remember* Senior Prom 300 attendees, live band, sit-down dinner, soldiers as dance escorts, Ft. Hood Officers Wives Club served meal- free event for members.
- Held first Treasure Toss with 44 vendors and 186 participants.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue to promote activities at both the Bob Gilmore Center and the Lions Club Park Senior Center
- Continue to expand programming at both centers
- Continue charitable projects that benefit the community
- Continue to interface with organizations and agencies that have services of interest or benefit to senior citizens

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
SENIOR CITIZENS**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 197,464	\$ 199,143	\$ 195,730	\$ 209,346
Supplies	24,011	24,433	24,310	26,001
Repairs	862	1,080	1,000	1,080
Support Services	45,249	81,073	81,024	79,510
Benefits	54,737	61,845	61,179	65,613
Major Capital Outlay	-	-	-	-
Total Expenditures	\$ 322,323	\$ 367,574	\$ 363,243	\$ 381,550
 Personnel Summary / Position Title				
Senior Centers Manager	1	1	1	1
Program Coordinator	1	1	1	1
Program Assistant	1	1	1	1
Office Assistant	1	1	1	1
Crew Leader (Custodian)	1	1	1	1
Custodian	1	1	1	1
Total	6	6	6	6
 <u>OUTPUTS</u>				
Daily Attendance Annually	46,089	46,383	47,472	48,896
Membership Annually	4,413	4,096	4,545	4,681
Lunches Served Annually	11,506	10,922	11,851	12,207
 <u>EFFICIENCIES</u>				
Operational Costs per Attendee	\$6.99	\$7.92	\$7.65	\$7.80
Operational Costs per Member	\$73.04	\$89.74	\$79.92	\$81.51
Seniors Served per Employee Annually	11,522	11,596	11,868	12,224
 <u>EFFECTIVENESS</u>				
Membership Growth	19.6%	-7.2%	3.0%	3.0%
Percentage of City Population Served	4.1%	4.1%	4.2%	4.3%
Percentage of City Senior Citizen Population	37.9%	30.5%	33.9%	34.9%

GENERAL FUND SWIMMING POOLS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Continue to maintain both Long Branch Park and Pershing Park pools in accordance with TML standards.
- Provide quality neighborhood access to swimming facilities.
- Continue to enhance the appearance and capabilities of Long Branch and Pershing Park pools, the bath houses, and associated facilities.
- Offer swim team training at Long Branch Park.
- Increase swim lessons at Long Branch Park and Pershing Park pools.
- Implement a comprehensive training program for lifeguard instruction.
- Promote the use of Long Branch Park and Pershing Park pools for special events.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Continued to provide a safe, fun swimming experience for all citizens of Killeen.
- Hosted in-service training for our aquatics staff to ensure compliance to TML.
- Offered necessary re-certification for CPR to all lifeguards.
- Certified 11 Water Safety Instructors, 24 Lifeguards, and 9 Lifeguard Instructors.
- Updated cash controls mechanisms for both facilities to ensure financial accountability at both locations.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue to provide a safe, fun swimming experience at Long Branch Park and Pershing Park pools.
- Provide a more in-depth training program for our aquatics staff to ensure compliance to TML and better preparation for emergency situations.
- Create programming and special events at both pools to include offering lap swim.
- Become the regional leader in lifeguard training.
- Offer Water Aerobic Classes.
- Upgrade life saving equipment at both facilities to ensure compliance to TML.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
SWIMMING POOLS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 153,269	\$ 77,000	\$ 76,500	\$ 77,000
Supplies	30,658	28,700	28,460	27,421
Maintenance	2,415	2,500	2,500	2,500
Support Services	11,782	11,000	10,530	12,400
Benefits	13,147	6,720	6,720	6,599
Major Capital Outlay	-	-	-	11,733
Total Expenditures	\$ 211,271	\$ 125,920	\$ 124,710	\$ 137,653

Personnel Summary / Position Title

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

Total	-	-	-	-
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OUTPUTS

Swim Lessons (Maximum Capacity - 645 Participants)	450	485	450	N/A
In-Service Staff Training Hours	20	20	20	20
Pool Reservations (Maximum of 26 Weekend Days)	10	15	15	15
Daily Attendance (Combined Pool Capacity - 350)	235	250	90	90
Pool Passes Purchased	160	200	25	25

EFFICIENCIES

Percentage of swimming lessons taught using American	100%	100%	100%	N/A
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EFFECTIVENESS

Percentage of Swim Lessons Filled	70%	75%	70%	N/A
Percentage of Pool Reservations Filled	39%	58%	58%	58%
Percentage of Daily Attendance Filled	67%	72%	26%	26%

* Note: The Family Aquatics Center facility opened in FY 2008-09. Because of this, the attendance and activities will be greatly reduced for the Swimming Pools division. Swim lessons will be conducted only at the Family Aquatics Center.

**GENERAL FUND
PUBLIC WORKS**

DEPARTMENT DESCRIPTION

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

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Completed construction of several Water and Wastewater Master Plan projects including Hwy. 195, West Stagecoach Road, Reeces Creek Road Waterline, Phases I & II; Eastside Infrastructure, Phase 2 (water and sewer); 1.5 MG Bundrant Elevated Storage Tank and Lake Road Waterline; Lift Station #8 Reconstruction and elimination of Lift Station #7; North Reeces Creek Interceptor, Force Main and Lift Station #20; Lift Station #22, Force Main and Gravity Main.
- Completed reconstruction and widening of Trimmier Road from Stan Schlueter Loop to Stagecoach Road and Phase I of the reconstruction and widening of Watercrest Road; began Phase II of the Watercrest Road project.
- Entered into two Pass Through Funding Agreements with TxDOT to (1) construct an interchange for Rosewood Drive at U.S. Hwy. 190 and widen FM Rd. 2410 from FM 3470 to east city limits, and (2) construct an overpass at S.H. 195 and S.H. 201 and widen S.H. 201 to 4 lanes from SH 195 to Oakalla Road.
- Developed and began implementation of a Fats, Oils, and Grease (FOG) Ordinance; met with Fort Hood Public Works officials to discuss common concerns and planning issues.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue to identify and implement "economies and efficiencies" program in utilities and streets activities.
- Continue to develop Backflow Prevention Compliance program to meet inspection requirements per TCEQ.
- Implement programs to improve water meter reading capabilities and reduce water losses.
- Expand infrastructure to meet new demands and upgrade existing infrastructure to bring it up to standards through new construction and upgrading existing systems.
- Continue to work toward the development and construction of the ZEROS project.
- Complete construction and implementation of the Sludge/Composting program in cooperation with Bell County WCID #1.
- Perform maintenance and repairs of the Sanitary Sewer Collection System to reduce Inflow and Infiltration quantities.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
PUBLIC WORKS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 167,392	\$ 168,029	\$ 164,759	\$ 175,047
Supplies	1,010	1,761	1,533	2,263
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	7,827	12,352	11,862	13,668
Benefits	39,833	39,682	38,363	40,731
Minor Capital	-	895	895	-
Designated Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 216,062	\$ 222,719	\$ 217,412	\$ 231,709
Personnel Summary / Position Title				
Director of Public Works	1	1	1	1
Executive Assistant	1	1	1	1
Total	2	2	2	2
<i>OUTPUTS</i>				
Number of Bond Project Contracts Approved by City Council	23	20	12	20
Value of Bond Project Contracts Approved by City Council	\$16,664,188	\$30,000,000	\$ 5,740,036	\$30,000,000
<i>EFFICIENCIES</i>				
CIP Project contracts for Public Works (Projects)	34	40	38	42
Average number of Project Contracts per Engineer (3 engineers)	11	15	13	14
<i>EFFECTIVENESS</i>				
Percent of construction contracts that exceed engineer's estimate by greater than 15%	2.9%	<5%	2.6%	<5%

GENERAL FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division is to provide professional engineering management services to citizens, and the business and development community to ensure potable water, sanitary sewer, storm drainage, and transportation infrastructure is designed, constructed, operated, and maintained in accordance with applicable regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and development plans for code conformance; review of residential and commercial construction plan sets for new development and re-development before release for construction; inspection and testing of construction materials and methods to ensure compliance with plans and specifications; development of scopes of work and contracts for capital improvement project studies and designs; project management and contract administration of Master Plan and Bond Issue public infrastructure improvements; performance of traffic impact analyses and enhancement studies; and analysis and evaluation of public infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

- Sound fiscal management of capital improvement projects.
- Conformance with established standards to ensure the City maintains acceptable regulatory compliance ratings.
- Familiarity with “state of the industry” design, construction, operation, and maintenance standards for public works infrastructure projects.
- Responsive support of citizen, and business and development community infrastructure needs.
- Improvement of infrastructure development and technical design standards.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Reviewed approximately 45 subdivision plats and 60 commercial developments plan sets.
- Conducted approximately 540 right-of-way improvement construction inspections.
- Oversaw public works infrastructure construction in approximately 10 new residential subdivisions.
- Completed construction of \$3.8 million in Water and Sewer Bond capital improvement projects.
- Completed Citywide Inflow/Infiltration Flow Metering and Sanitary Sewer Basin Prioritization Study.
- Completed Sanitary Sewer Evaluation Survey Phase 1A Action Plan project.
- Upgraded City’s permanent water and wastewater flow metering stations.
- Completed construction of the Trimmer Road Widening and Improvements project.
- Continued construction of the Watercrest Road Widening and Improvement project.
- Oversaw construction of public utilities for the new Police Headquarters and Fire Station #1.
- Provided engineering review and oversight for the former First Baptist Church re-purposement project.
- Completed engineering design and began construction of Phase V Septic Tank Elimination Program (STEP).
- Continued program to address the United States Environmental Protection Agency Stage 2 Disinfectant and Disinfection By-Products Rule.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Complete construction of Pump Station #3 Upgrades, SH 195 Gravity Interceptor, and Little Nolan Gravity/Diversion Interceptor Phase 1 Master Plan (Water & Sewer Bond) projects.
- Complete construction of \$6.3 million in major thoroughfare improvement projects.
- Construct Phase V STEP; initiate and complete design of Phase VI STEP.
- Complete 75% construction of \$2 million in Downtown Streets Improvements.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
ENGINEERING**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 154,643	\$ 152,606	\$ 154,072	\$ 160,561
Supplies	3,682	5,377	4,720	5,765
Repairs	839	4,000	3,500	3,996
Support Services	65,719	74,509	63,983	74,121
Benefits	36,307	36,423	38,003	38,191
Capital Outlay	-	-	-	-
Total Expenditures	\$ 261,190	\$ 272,915	\$ 264,278	\$ 282,634
 Personnel Summary / Position Title				
City Engineer	1	1	1	1
Senior Construction Inspector	1	1	1	1
Total	2	2	2	2
 <u>OUTPUTS</u>				
2004 Water & Sewer Bond Issue (\$21 Mil)	(13 Projects Initially Budgeted + 1 Added)			
Under Design (Projects)	1	0	0	1
Under Construction (Projects)	0	1	0	0
Completed (Projects)	12	12	13	13
2004 Streets/Traffic Bond Issue (\$10 Mil)	(5 Projects Initially Budgeted + 2 Added)			
Under Design (Projects)	1	1	0	0
Under Construction (Projects)	0	0	0	1
Completed (Projects)	5	5	6	6
2007 Water & Sewer Bond Issue (\$22 Mil)	(9 Projects Initially Budgeted + 4 Added)			
Under Design (Projects)	1	0	2	0
Under Construction (Projects)	7	2	1	0
Completed (Projects)	0	8	10	13
Construction Plan Review (Sets)	166	225	105	125
 <u>EFFICIENCIES</u>				
CIP Project contracts for Public Works (Projects)	34	40	38	42
Average number of Project Contracts per Engineer (3 engineers)	11	13	13	14
 <u>EFFECTIVENESS</u>				
Percent of projects where project cost exceeds project cost estimate by greater than 15%	0.1%	<5%	0.1%	<5%

**GENERAL FUND
TRAFFIC**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide scheduled monthly maintenance on the City's 87 traffic signals and 54 school flashers.
- Perform scheduled electrical maintenance and repairs at 134 city owned facilities.
- Perform maintenance and repair on over 10,000 City-owned signs.
- Install, upgrade, and maintain adequate signage at 37 school campuses.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Performed repair and maintenance on over 1,400 sign locations.
- Inspected and performed monthly maintenance of 8 TXDOT signal locations.
- Developed and implemented sign maintenance program on major thoroughfares.
- Completed the installation of traffic monitoring software and continued to monitor the Signal Synchronization Program along with communication with all school signals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Provide required maintenance for all traffic control devices and implement the added 32 intersections to the Traffic Signal Synchronization Program.
- Continue to upgrade school signs at the proposed school campuses that will be completed by 2011.
- Provide electrical maintenance for the 134 city owned facilities.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
TRAFFIC**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 399,489	\$ 408,080	\$ 410,441	\$ 436,238
Supplies	35,039	42,923	36,600	50,662
Maintenance	42,811	50,000	48,000	45,000
Repairs	53,779	54,554	51,300	48,337
Support Services	109,104	121,213	117,000	143,230
Benefits	112,701	120,889	123,645	128,288
Total Expenditures	\$ 752,923	\$ 797,659	\$ 786,986	\$ 851,755
Personnel Summary / Position Title				
Electrical Maintenance Technician	2	2	2	2
Signal Technician	1	1	1	1
Sign Crew Supervisor	1	1	1	1
Sign Technician	1	1	1	1
Traffic Signal Supervisor	1	1	1	1
Traffic Signal Technician	1	1	1	1
Traffic Superintendent	1	1	1	1
Truck Driver	2	2	2	2
Total	10	10	10	10
OUTPUTS				
Number of Traffic Signal work orders	650	450	1,050	1,144
Number of Sign work orders	1,810	1,008	1,475	1,300
Number of Electrical work orders	480	467	725	725
EFFICIENCIES				
Average number of work orders per 2 member crew	825	989	525	650
Average number of man hours per workorder per week	5.1	4.2	7.9	6.4
EFFECTIVENESS				
% of work orders completed within 3 days of initial request	95.0%	95.0%	95.0%	97.0%

GENERAL FUND STREET

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Repair major road failures on 7.90 lane miles of streets.
- Sweep 1,217.50 curb miles of street across the entire City once per quarter.
- Apply paint to 170,000 feet of striping on target streets.
- Apply 40,000 lbs of thermoplastic to target streets.
- Provide a pothole repair crew to complete pothole failures in all maintenance areas.
- Install french drain on 7 major areas that have affected both road condition and storm water run off.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Installed 5,331 feet of french drain as part of Street Drainage Maintenance Projects.
- Repaired 784 potholes.
- Patched 104 utility cuts.
- Repaired 1,645 square yards of road failures.
- Applied paint to 163,270 feet of striping.
- Applied 35,000 lbs of thermoplastic to 3,077 feet of striping.
- Replaced 29,828 square feet of concrete flat work.
- Replaced 895 feet of concrete curb and gutter.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Repair 392 pothole failures.
- Repair 5 roadway drainage projects at various locations.
- Apply paint to 170,000 feet of striping.
- Apply thermoplastic to 3,000 feet of striping.
- Apply 40,000 lbs of thermoplastic to target streets.
- Replace 10,000 square feet of concrete flat work.
- Replace 500 feet of concrete curb and gutter.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
STREET**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 1,548,858	\$ 1,546,202	\$ 1,485,459	\$ 1,647,335
Supplies	161,362	179,865	174,124	207,638
Maintenance	992,354	582,647	590,750	980,000
Repairs	175,401	143,378	142,430	132,250
Support Services	65,689	85,039	73,259	69,662
Benefits	442,640	512,626	519,280	533,323
Minor Capital	-	-	-	7,077
Capital Outlay	13,681	13,100	12,825	6,500
Total Expenditures	\$ 3,399,985	\$ 3,062,857	\$ 2,998,127	\$ 3,583,785
Personnel Summary / Position Title				
Director of Street Services	1	1	1	1
Street Services Superintendent	2	2	2	2
Equipment Operator	8	8	8	8
Principal Secretary	1	1	1	1
Street Maintenance Supervisor	6	6	6	6
Street Service Worker	9	9	13	13
Truck Driver	15	15	15	15
Welder	1	1	1	1
Total	43	43	47	47
<i>OUTPUTS</i>				
Sealcoat (Lane Mile)	60	60	60	65
Crackseal (Lane Mile)	50	50	25	75
Sweep (Curb Mile)	17,560	17,560	5,750	6,000
<i>EFFICIENCIES</i>				
Average Time to Sealcoat a Lane Mile (hours)	2.20	2.10	2.10	2.10
<i>EFFECTIVENESS</i>				
% of Pothole and Utility Cut Requests Repaired within 48 hours	94.0%	96.0%	98%	98%

**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Provide timely growth of the tax base and enhance the quality of life of the community by processing 95% of development plats to completion within state mandated timelines.
- Provide efficient & accurate land use data management services to citizens, developers & builders by recording 95% 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 95% of land use inquiries within 48 hours.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Oversaw the development of the Killeen 20 year Comprehensive Plan to include numerous stakeholder meetings, public workshops, and citizen symposiums.
- Administered major updates to the City's Thoroughfare Plan as approved by City Council.
- Awarded Certificate for Planning Excellence by the Texas Chapter of the APA (9th consecutive year).
- Provided exceptional mapping support for critical City projects and other key division initiatives.
- Participated in the update of 2010 Census Addresses & Census Bureau New Construction Program.
- Collected GPS data and created Hike & Bike Trail Master plan features for implementation.
- Achieved Certified Local Government (CLG) status.
- Created way-finding signage in and around the downtown.
- Hosted and participated in the Central Texas Sustainable Communities Partnership conference.
- Worked with the Chamber to plan a series of trips to thriving downtowns & the Embrace the Place event to support downtown revitalization.
- Developed and administered CDBG funded Façade Improvement Grant Program.
- Prepared and submitted a Texas Department of Transportation enhancement grant application.
- Developed a \$3 million downtown streetscaping project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Complete the Comprehensive Plan for the City.
- Exceed platting and zoning case processing goals.
- Streamline the plat processing time and reduce associated costs by automating the review and plat distribution process.
- Re-write of the city's subdivision regulations and update zoning regulations.
- Develop means for parkland dedication through the platting process.
- Embark on a regional sustainability masterplan with the Central Texas Sustainable Communities.
- Revise the city's signage regulations.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
PLANNING AND DEVELOPMENT SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	462,400	523,479	523,783	571,020
Supplies	11,207	14,891	11,767	13,891
Maintenance	-	-	-	-
Repairs	126	3,142	2,718	2,000
Support Services	19,144	33,776	26,900	36,143
Benefits	113,683	138,667	135,079	148,581
Designated Expenses	-	-	-	-
Minor Capital Outlay	3,399	-	-	15,000
Total Expenditures	\$ 609,959	\$ 713,955	\$ 700,247	\$ 786,635
Personnel Summary / Position Title				
Director of Planning & Development Svcs	1	1	1	1
City Planner	1	1	1	1
Senior Planner	1	1	1	1
Planner 1	0	1	1	1
Senior GIS/CAD Technician	1	1	1	1
GIS/CAD Technician	2	2	2	2
Planning Assistant	1	1	1	1
Executive Assistant	1	1	1	1
Principal Secretary	1	1	1	1
Total	9	10	10	10
<i>OUTPUTS</i>				
Plat Cases	50	85	60	70
Zoning Cases	46	65	35	45
Number of Land Management Transactions recorded in the GIS	56	85	60	70
<i>EFFICIENCIES</i>				
Average days to process Plat Cases	45	45	45	45
Average days to process Zoning Cases	45	45	45	45
<i>EFFECTIVENESS</i>				
% of Plat Cases processed to completion within state mandated timelines	100.0%	100.0%	100.0%	100.0%
% of Zoning Cases processed to completion without error	100.0%	100.0%	100.0%	100.0%
% of Land Management transactions recorded in GIS within 15 days of receipt of closing case documentation	94.0%	100.0%	100.0%	100.0%

**GENERAL FUND
BUILDING INSPECTIONS**

DEPARTMENT DESCRIPTION

The Building Inspections Division promotes quality building and development, conducts field inspections, provides technical assistance for construction and responds to emergency call-outs regarding damaged structures. The department also provides homeowners, developers, builders, contractors, architects, and engineers with information for the application process and issuance of permits in a professional and courteous manner.

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Reduced residential building permit plan review time to three day average.
- Improved commercial building permit plan review to a two week review cycle.
- Implemented a Plan Review Committee (Building, Fire, Planning & Public Works) that meets every Wednesday where staff and contractors discuss project plans and resolve issues.
- Phased in inspections for accessory permitted items (sheds, reroofs, fences, etc.).
- City building official was awarded the 2010 Building Official's of Texas Building Official of the Year award.
- Hosted first Town Hall Meeting for local contractors, builders and designers to evaluate department's programs and services.
- Staff introduced the Click2Gov on-line inspection request/result program with a live demonstration to the local home builder's association.
- Started electronic scanning of building permits and plans in order to reduce substantial paper storage and space issues.
- Issued 9,704 building permits valuing \$357,587,803 through June 2010.
- Issued 90 permits for commercial projects valuing \$29,931,951 through June 2010.
- Issued building permits for 872 new single-family structures, and 25 duplex structures through June 2010.
- Generated \$931,333 in fee revenue through June 2010.
- Performed 19,636 construction inspections through June 2010.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Implement electronic plan review program.
- Introduce electronic payment methods both online and at the permit counter.
- Pursue adoption of the 2009 International Construction Codes.
- Continue electronic scanning of building permits and plans backlog.
- Implement proposed sign ordinance changes.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
BUILDING INSPECTIONS**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 601,002	\$ 619,584	\$ 609,079	\$ 670,191
Supplies	17,867	22,807	22,285	22,634
Repairs	5,979	6,000	6,000	4,000
Support Services	33,105	32,453	30,828	30,517
Benefits	156,049	174,317	173,702	188,643
Minor Capital Outlay	5,081	1,660	1,660	4,310
Major Capital Outlay	-	-	-	-
Capital Outlay	-	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 819,083	\$ 856,821	\$ 843,554	\$ 920,295
 Personnel Summary / Position Title				
Building Official	1	1	1	1
Chief Building Inspector	1	1	1	1
Building Inspector	5	6	6	6
Plans Examiner	2	2	2	2
Plans Reviewer	1	0	0	0
Principal Secretary	1	1	1	1
Building Permit Clerk	2	2	2	2
Office Assistant	1	1	1	1
Permit Clerk Supervisor	0	1	1	1
Total	14	15	15	15
 <u>OUTPUTS</u>				
Number of Inspections Performed	26,984	34,000	27,312	30,000
Number of Permits Issued	16,856	20,000	13,891	15,000
 <u>EFFICIENCIES</u>				
Number of Inspections per Inspector	19	27	18	20
Average Number of Minutes per Inspection	15	11	16	15
 <u>EFFECTIVENESS</u>				
Permit Applicant Favorable Ratings	100%	100%	100%	100%
Number of Permits Issued per Clerk	8,428	10,000	10,000	10,500

**GENERAL FUND
CODE ENFORCEMENT**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Investigated 9,810 complaints during the fiscal year.
- Performed 22,250 inspections during the fiscal year.
- Abated 9,700 code violations during the fiscal year.
- Billed for cleanup costs on 710 properties for a total amount of \$142,370 during the fiscal year.
- Received payment on liens and bills in FY2009-10 for a total amount of \$77,600.
- Continued to improve case entry, accuracy of information and reduced duplicate entries through implementation of the mobile computers.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

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

MAJOR NEW PROGRAMS AND SERVICES

- Code Enforcement Officer & Clerk moved from CDBG
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
CODE ENFORCEMENT**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 352,616	\$ 373,356	\$ 355,126	\$ 453,347
Supplies	25,153	28,394	27,578	34,769
Maintenance	-	-	-	-
Repairs	5,074	3,000	2,989	4,800
Support Services	26,997	20,375	20,184	25,444
Benefits	99,995	108,245	101,209	135,058
Minor Capital Outlay	265	2,882	1,238	9,699
Designated Expenses	107,721	105,000	104,937	105,000
Capital Outlay	1,771	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 619,592	\$ 641,252	\$ 613,261	\$ 768,117
Personnel Summary / Position Title				
Director of Code Enforcement	1	1	1	1
Supervisor II	1	1	1	1
Supervisor I	1	1	1	1
Code Enforcement Clerk	1	1	1	2
Code Enforcement Officer	3	4	4	5
Senior Secretary	1	1	1	1
Total	8	9	9	11
OUTPUTS				
Number of Inspections	31,308	27,400	22,250	23,500
Number of Complaints Investigated	16,806	14,200	9,810	10,500
Number of Violations Abated	15,902	12,400	9,700	9,950
Number of Dangerous Buildings Abated	75	72	69	70
Number of City Abatements	554	740	710	740
Payments Received For Abatements	\$96,890	\$95,000	\$77,600	\$90,000
EFFICIENCIES				
Cost Per Inspection / Complaint	\$19.79	\$23.40	\$27.56	\$32.69
Abatements Per Code Enforcement Officer	3,976	3,100	2,425	1,990
Cost Per City (contractor) Abatement	\$194.44	\$141.89	\$147.80	\$141.89
EFFECTIVENESS				
% of Voluntary Compliance	75.0%	78.0%	73.0%	75.0%
% of Abatements Resulting in Collections	89.9%	90.5%	73.9%	85.7%

**GENERAL FUND
COMMUNITY DEVELOPMENT**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Provided public services programs to approximately 2,600 Killeen residents through six public service agencies.
- Began the reconstruction of parking lot with ramp and handicap accessible parking for the Killeen Food Care Center.
- Provided transportation services for 212 elderly Killeen residents.
- Completed rehabilitation of 7 owner-occupied housing units.
- Completed emergency repairs of 3 owner occupied housing units.
- Completed three demolitions and clearances of substandard structures.
- Completed rehab of the Options House facility that houses homeless children in Killeen.
- Started on the architecture and engineering of social services component at the First Baptist Church facility.
- Completed flooring project for Families in Crisis, Inc. and Head Start facilities.
- Completed installation of playground equipment at Long Branch Community Park.
- Completed façade improvements to two non-residential, historical downtown buildings.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Provide funding in the amount of \$100,678.44 to six (6) public services agencies providing assistance to low-low moderate income Killeen residents.
- Provide funding for playground equipment totaling \$25,000 for the Head Start Facility proposed at the First Baptist Church Center.
- Provide funding in the amount of \$150,000.00 for the development of Green Avenue Community Park and Farmer's Market.
- Provide funding in the amount of \$57,142.41 for transportation services for elderly Killeen residents.
- Provide funding in the amount of \$215,157.38 for housing rehabilitation.
- Provide funding in the amount of \$300,000.00 for the expansion of the Greater Killeen Free Clinic
- Provide funding in the amount of \$54,000.00 for structural refrigeration fixtures at the Food Care Center.
- Provide funding in the amount of \$22,561.94 for Code Enforcement Violations program.
- Provide funding in the amount of \$20,000.00 for Code Enforcement clearance and demolition of substandard structures.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
COMMUNITY DEVELOPMENT**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 204,154	\$ 199,317	\$ 198,823	\$ 193,484
Supplies	4,457	5,288	5,263	5,563
Maintenance	-	-	-	-
Repairs	643	400	400	500
Support Services	17,344	23,745	23,465	17,672
Benefits	50,723	49,613	47,548	48,665
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	400	299	480
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 277,321	\$ 278,763	\$ 275,798	\$ 266,364
Personnel Summary / Position Title				
Director of Community Development	1	1	1	1
Community Development Program Manager	1	1	1	1
Community Development Specialist	1	1	1	1
Total	3	3	3	3
OUTPUTS				
Public services-people	2,151	3,008	2,250	2,418
Decent and Affordable housing	17	23	10	18
Street improvements-LMA people	N/A	2,778	0	0
Homeless and other special needs populations	N/A	300	300	0
CDBG demolition and clearance of vacant and unsafe structures	4	12	5	4
Public Facilities and Improvements	2	3	5	4
EFFICIENCIES				
Public services-people	\$69.42	\$48.11	\$64.32	\$65.27
Decent and Affordable housing	\$11,369.37	\$4,978.73	\$11,451.07	\$11,953.19
Street improvements-LMA people	N/A	\$56.81	\$0.00	\$0.0
Homeless and other special needs populations	N/A	\$61.67	\$26.36	\$0.0
CDBG demolition and clearance of vacant and unsafe structures	\$7,063.64	\$2,500.00	\$6,000.00	\$5,000.0
Public Facilities and Improvements	\$40,286.00	\$71,166.67	\$49,083.12	\$132,250.00
EFFECTIVENESS				
Public services-people	100.0%	100.0%	100.0%	100.0%
Decent and Affordable housing	98.8%	100.0%	100.0%	100.0%
Street improvements-LMA people	N/A	100.0%	0.0%	0.0%
Homeless and other special needs populations	N/A	100.0%	98.0%	0.0%
CDBG demolition and clearance of vacant and unsafe structures	94.2%	100.0%	100.0%	100.0%
Public Facilities and Improvements	100.00%	100.00%	37.00%	100.00%

**GENERAL FUND
HOME PROGRAM**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Provided First Time Homebuyers assistance to qualified applicants including eight homebuyer education classes with 125 persons attending and 14 households receiving down payment and closing costs assistance. Of 14 households assisted, 14 housing units rehabbed.
- Provided Tenant Based Rental assistance to 54 Elderly Killeen households
- Provided Tenant Based Rental assistance to 22 households of domestic violence abuse.
- Provided funding to Habitat for Humanity for construction of two housing units.
- Provided rehabilitation for three Owner Occupied Housing units.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Provide First Time Homebuyers assistance to qualified applicants.
- Provide Tenant Based Rental assistance to Elderly Killeen households.
- Provide Tenant Based Rental assistance to households of domestic violence abuse.
- Provide funding to Habitat for Humanity for construction of housing units.
- Provide additional funding for the new tax credit award Elderly housing complex.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
HOME PROGRAM**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 31,848	\$ 32,300	\$ 32,300	\$ 34,469
Supplies	1,353	1,250	1,250	1,950
Maintenance	-	-	-	-
Repairs	-	-	-	-
Support Services	6,468	7,378	7,328	5,706
Benefits	8,875	9,976	9,976	10,767
Designated Expenses	-	-	-	-
Major Capital Outlay	-	-	-	-
Capital Outlay	-	440	440	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 48,544	\$ 51,344	\$ 51,294	\$ 52,892
Personnel Summary / Position Title				
HOME Program Coordinator	1	1	1	1
Total	1	1	1	1
<i>OUTPUTS</i>				
Number of decent and affordable housing	92	97	96	185
<i>EFFICIENCIES</i>				
Average cost of decent and affordable	\$4,657.66	\$6,854.06	\$8,727.70	\$3,119.22
<i>EFFECTIVENESS</i>				
% of decent and affordable housing funds	40.9%	84.5%	68.0%	100.0%

GENERAL FUND POLICE

DEPARTMENT DESCRIPTION

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

MAJOR DEPARTMENT GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Received our CALEA Accreditation.
- Completed and staffed the new Police Headquarters Building.
- Implemented and staffed a two precinct concept for delivery of effective police services.
- Completed organizational changes to better facilitate police services and effective unity of command.
- Continued excellence in testing results for state licensing of new police officers (6th straight 100% pass rate).
- Increased staffing in Patrol and Criminal Investigations.
- Reclassified existing police officer positions to supervisor positions, including an additional Assistant Chief.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Improve human capital by hiring, developing and maintaining the right people.
- Improve public perception of police department by increasing community outreach through public forums that discuss police issues and quality of life concerns.
- Implement field reporting system with viable communication technologies.
- Implement On-line offense reporting system to better serve our customers.
- Increase staffing in Patrol and CID.
- Continue working towards a reduction in the Crime Rate.

MAJOR NEW PROGRAMS AND SERVICES

- Received a civil service market adjustment.
- Reclassification of 2 police officer positions to 2 police sergeants to reduce supervisory span of control issues.
- Maintenance Technician position for police facilities.
- Fifteen new patrol vehicles.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
POLICE**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 14,649,773	\$ 14,632,489	\$ 14,704,501	\$ 15,968,894
Supplies	905,495	945,555	968,765	825,342
Maintenance	-	-	-	125,000
Repairs	404,308	370,270	419,504	415,621
Support Services	612,027	827,132	720,275	1,094,954
Benefits	3,882,196	3,951,603	3,886,319	4,476,153
Minor Capital Outlay	-	18,923	18,915	62,839
Capital Outlay	307,391	-	-	243,604
State and Federal Grants	-	15,000	15,000	15,000
Reimbursable Expense	(359,926)	(401,984)	(374,291)	(402,984)
Total Expenditures	\$ 20,401,264	\$ 20,358,988	\$ 20,358,988	\$ 22,824,423
Personnel Summary / Position Title				
Chief of Police	1	1	1	1
Assistant Chief of Police	1	2	2	2
Communications Specialist	2	2	2	2
Crime Prevention Coordinator	1	1	1	1
Crime Statistical Analyst	1	1	1	1
Crime Victim Liaison	1	1	1	1
Evidence Manager	1	1	1	1
Evidence Technician	3	2	2	2
Evidence Technician II	0	1	1	1
Executive Assistant	1	1	1	1
Finance Manager	1	1	1	1
Intelligence Manager	1	1	1	1
Jailer	1	1	1	1
Maintenance Technician	0	0	0	1
Police Captain	4	5	5	5
Police Clerk	10	10	10	10
Police Crime Analyst	1	1	1	1
Police Fiscal Specialist	3	3	3	3
Police Human Resources Manager	1	1	1	1
Police Lieutenant	8	10	10	10
Police Officer	193	204	204	202
Police Personnel & Equipment Specialist	1	1	1	1
Police Records Supervisor	1	1	1	1
Police Sergeant	18	21	21	23
Police Training Assistant	1	1	1	1
Principal Secretary	1	2	2	2
Public Service Officer	23	29	29	29
Senior Secretary	4	5	5	5
Sex Offender Coordinator	1	1	1	1
Special Projects Coordinator	1	1	1	1
Technology Unit Technieian	2	2	2	2
Total	288	314	314	315
<u>OUTPUTS</u>				
Calls for Service Work Load	134,766	N/A	133,318	147,169
UCR Part I Crimes	5,649	N/A	5,709	6,365
Vehicle Accidents Reported	3,807	N/A	3,277	3,565
<u>EFFICIENCIES</u>				
Cost per Call for Service	\$154.05	N/A	\$155.52	\$157.83
<u>EFFECTIVENESS</u>				
UCR Part I Crimes Cleared (Calendar Year)	16.0%	N/A	14.2%	13.4%

**GENERAL FUND
ANIMAL CONTROL**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Management continued to enhance the in-service training for division staff to keep staff progressive.
- Exceeded last year's totals in the categories of animals reclaimed by guardian/ rescued/ and adopted.
- Greatly decreased the loss of animal life due to illnesses in Animal Controls' care.
- Continued to promote microchip program to assist with increased return to owner rates.
- Installed air conditioner unit in the new stray building.
- Completed roadway directional signs to help promote the shelter.
- Continued to perform statistical analysis of all operations to be proactive in the division's effectiveness of current policies, procedures and on going animal husbandry practices.
- Submitted animal control ordinance improvements that will more clearly state the city's health and safety goals.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

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

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
ANIMAL CONTROL**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 291,716	\$ 322,854	\$ 312,036	\$ 337,582
Supplies	67,922	85,249	85,249	91,498
Maintenance	-	-	-	-
Repairs	5,635	7,157	7,157	2,700
Support Services	45,483	49,881	49,881	50,642
Benefits	83,656	107,036	97,230	109,162
Designated Expenses	-	-	-	-
Major Capital Outlay	19,721	-	-	-
Capital Outlay	49,583	-	-	-
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 563,716	\$ 572,177	\$ 551,553	\$ 591,584
 Personnel Summary / Position Title				
Animal Control Assistant	2	2	2	2
Animal Control Attendant	2	2	2	2
Animal Control Manager	1	1	1	1
Animal Control Officer	5	5	5	5
Animal Control Field Supervisor	1	1	1	1
Total	11	11	11	11
 <u>OUTPUTS</u>				
Calls for Service	11,439	11,619	8,593	8,593
Animals Impounded	5,515	5,896	6,281	6,281
Animals Adopted	1,484	1,699	2,096	2,096
 <u>EFFICIENCIES</u>				
calls for service per officer	1953	1953	1228	1228
 <u>EFFECTIVENESS</u>				
% of Animals Adopted	29%	29%	33%	35%
% of Animals Transferred	8%	8%	9%	10%

GENERAL FUND FIRE

DIVISION DESCRIPTION

The Killeen Fire Department (KFD) serves the citizens of Killeen with Fire, EMS, Rescue and Haz-Mat response capability. KFD provides this service with 8 fire stations and 201 full time personnel. The administration section has oversight of personnel issues and the full service training facility with an open to the public accredited fire academy. With a contractual agreement with KISD career and technical education program, an accredited fire academy for high school students is provided. The support service section has oversight of equipment building maintenance. A fire prevention section provides fire code safety inspections, fire and arson investigation, plan reviews and public fire education.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Completed construction for Fire Station 1.
- Acquired land for Fire Station 9.
- Expanded hazardous material team specialized training.
- Continued fire prevention paperless conversion.
- Fire company pre-planning program implemented.
- Created a functioning two battalion command system for span of control efficiencies.
- Hire 2 full time fire clerks.
- Sent personnel to swift water rescue training for certification.
- Continued technical rescue training.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Hire a financial manager for the fire department.
- Work to acquire land for new central station, administration, emergency operations center, and training field.
- Begin construction of Fire Station 9 and training burn facility and field.
- Remodel Fire Stations – Central, 3, 6 and relocate 5.
- Continue installation engine bay ventilation systems.
- Move EMS billing under the KFD Special Revenue Fund.

MAJOR NEW PROGRAMS AND SERVICES

- Civil Service market adjustment.
- Upgrade EMS Captain position to Deputy Chief.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**GENERAL FUND
FIRE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$10,273,489	\$10,362,981	\$10,121,953	\$11,157,594
Supplies	830,135	858,510	909,615	843,377
Maintenance	-	2,500	2,500	2,500
Repairs	254,702	262,500	282,500	242,151
Support Services	441,304	369,920	381,883	421,833
Benefits	2,781,754	3,085,871	2,965,000	3,341,602
Minor Capital Outlay	2,891	5,019	-	200
Capital Outlay	217,059	22,302	20,000	-
Total Expenditures	\$14,801,334	\$14,969,603	\$14,683,451	\$16,009,257
Personnel Summary / Position Title				
Captain	7	7	7	6
Deputy Chief	3	3	3	4
Deputy Chief - Fire Marshal	1	1	1	1
Executive Assistant	1	1	1	1
Fire and Rescue Officer	153	153	153	153
Fire Chief	1	1	1	1
Fire Prevention Officer	3	3	3	3
Lieutenant	26	26	26	26
Principal Secretary	2	2	2	2
Fire Clerk	2	2	2	2
Finance Manager	1	1	1	1
Total	200	200	200	200
<i>OUTPUTS</i>				
Fire and Emergency Medical Service responses	15,000	16,000	18,000	19,000
Fire education Killeen Independent School District children	19,464	20,000	21,000	20,000
Business fire inspections	2,577	2,700	1,804	2,500
Cadets completing training academy	68	70	75	60
<i>EFFICIENCIES</i>				
Fire and Emergency Medical Service responses by station (average)	2,142	2,000	2,250	2,375
Fire education children per program	130	164	185	176
Inspections per Full Time Employee	1,288	1,350	902	1,250
<i>EFFECTIVENESS</i>				
Percentage calls for service answered	100.0%	100.0%	100.0%	100.0%
Percentage total Killeen Independent School District children reached	51.2%	52.6%	55.2%	52.6%
Percentage of total businesses inspected	49.0%	50.9%	34.0%	50.0%
Percentage of cadets passing Texas Commission on Fire Protection	100.0%	100.0%	100.0%	100.0%

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Improvement of the Central Texas Regional Interoperability through WebEOC project.
- Provided multiple emergency warning systems to the City of Killeen (Siren System and FirstCall).
- Maintained our good standing with the Texas GDEM and the DHS.
- Provided emergency training and exercises to city staff.
- Developed a joint public education program with Fort Hood.
- Hosted a NWS SKYWARN Conference.
- Participated in local, regional and state committees
- Developed a basic plan that coordinates with County and State Public Health Departments on Pandemic Influenza planning.
- Training and exercises conducted with area jurisdictions.
- Worked on response capabilities to include Regional Mass Fatality Response Unit and Medical Reserve Corps.
- Responded to several incidents including the November Fort Hood shootings and September flood.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue the emergency training and exercise program that is developed for city staff.
- Further develop the Citizen Corp programs to include the Community Emergency Response Team and Medical Reserve Corps.
- Launch a major public education program.
- Fine tune our policies and procedures for the Office of Emergency Management
- Reduce the impacts associated with our current vulnerability through coordination, training and education.
- Host a City of Killeen Disaster Symposium.
- Host the Central Texas Regional Trauma Conference.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

GENERAL FUND
EMERGENCY MANAGEMENT AND HOMELAND SECURITY

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 73,917	\$ 77,682	\$ 74,335	\$ 79,809
Supplies	12,077	7,985	10,583	8,094
Repairs	794	1,500	1,200	1,500
Support Services	22,338	18,895	20,046	7,840
Benefits	17,559	17,984	17,682	18,962
Total Expenditures	\$ 126,685	\$ 124,046	\$ 123,846	\$ 116,205

Personnel Summary / Position Title

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

OUTPUTS

# of Ready Killeen Public Education Packets Distributed to Killeen Households	N/A	2,000	2,000	2,000
# of Distribution Methods Used for Public Outreach**	6	6	6	6
# of City Officials and Staff Trained in Emergency Management to 2010 Standards	N/A	80	40	40
#of exercises conducted in the City of Killeen***	2	2	3	2
#of Staff Trained in WebEOC Crisis Management Program	15	80	40	40
# of CERT Training Sessions	12	10	10	10
#of active CERT Volunteers	42	100	100	250
# of ICS 300/400 classes conducted by City of Killeen	0	2	1	2
# of additional sirens added to the Outdoor Warning System.	1	0	3	0

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

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

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

EFFICIENCIES

Division Cost per Square Mile of Area Serviced	\$2,315	\$2,267	\$2,263	\$2,124
Division Cost per Capita	\$1.08	\$1.06	\$1.06	\$0.99

EFFECTIVENESS

% of City Covered by Emergency Warning Devices	100%	96%	94%	94%
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GENERAL FUND

NON-DEPARTMENTAL

DESCRIPTION:

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

CONSOLIDATED:

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

AVENUE D BUILDING - MUNICIPAL ANNEX:

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

PUBLIC SERVICE:

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

STREET LIGHTS:

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

CITY HALL:

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

INFORMATION TECHNOLOGY:

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

BELL COUNTY COMMUNICATION CENTER:

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

**GENERAL FUND
NON-DEPARTMENTAL**

CONSOLIDATED

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Supplies	\$ 7,646	\$ 7,000	\$ 7,117	\$ 6,400
Maintenance	188,127	200,000	185,000	200,000
Repairs	88,210	105,000	105,000	105,000
Support Services	1,504,297	1,508,087	1,493,087	1,553,204
Minor Capital	7,559	-	-	-
Designated Expenses	438,752	515,237	474,609	541,353
Capital Outlay	3,825	9,372	-	-
Total Expenditures	\$ 2,238,416	\$ 2,344,696	\$ 2,264,813	\$ 2,405,957

AVENUE D BUILDING - MUNICIPAL ANNEX

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Supplies	\$ 2,539	\$ 10,000	\$ 10,000	\$ 10,000
Maintenance	190,000	10,000	10,000	15,000
Repairs	6,278	6,000	6,000	7,500
Support Services	65,804	80,000	80,000	73,500
Minor Capital	1,100	-	-	-
Total Expenditures	\$ 265,721	\$ 106,000	\$ 106,000	\$ 106,000

PUBLIC SERVICES

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Support Services	\$ 698,605	\$ 557,792	\$ 557,792	\$ 557,279
Transfers	15,226	41,103	24,469	77,708
Total Expenditures	\$ 713,831	\$ 598,895	\$ 582,261	\$ 634,987

STREET LIGHTS

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Support Services	\$ 647,729	\$ 700,000	\$ 700,000	\$ 700,000
Total Expenditures	\$ 647,729	\$ 700,000	\$ 700,000	\$ 700,000

**GENERAL FUND
NON-DEPARTMENTAL**

CITY HALL

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
EXPENDITURES				
Supplies	\$ 7,971	\$ 15,400	\$ 12,400	\$ 7,400
Repairs	4,490	9,700	7,600	11,500
Support Services	308,104	293,000	293,000	308,000
Total Expenditures	\$ 320,565	\$ 318,100	\$ 313,000	\$ 326,900

INFORMATION TECHNOLOGY

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
EXPENDITURES				
Supplies	\$ 43,648	\$ 56,521	\$ 55,910	\$ 55,521
Maintenance	330,826	413,428	413,000	425,602
Repairs	39,394	48,585	48,000	48,585
Support Services	48,856	54,606	61,056	61,080
Minor Capital	-	129,552	122,250	114,407
Capital Outlay	323,270	8,028	8,028	15,500
Total Expenditures	\$ 785,994	\$ 710,720	\$ 708,244	\$ 720,695

BELL COUNTY COMMUNICATION CENTER

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
EXPENDITURES				
Support Services	\$ 759,429	\$ 776,261	\$ 776,261	\$ 840,014
Total Expenditures	\$ 759,429	\$ 776,261	\$ 776,261	\$ 840,014

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



AVIATION FUND

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

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



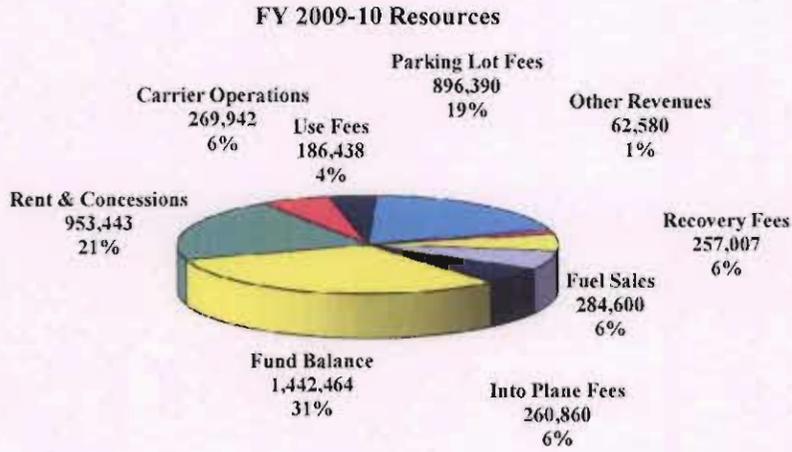
KILLEEN-FORT HOOD REGIONAL AIRPORT

Adopted Budget
Summary
FY 2010-11

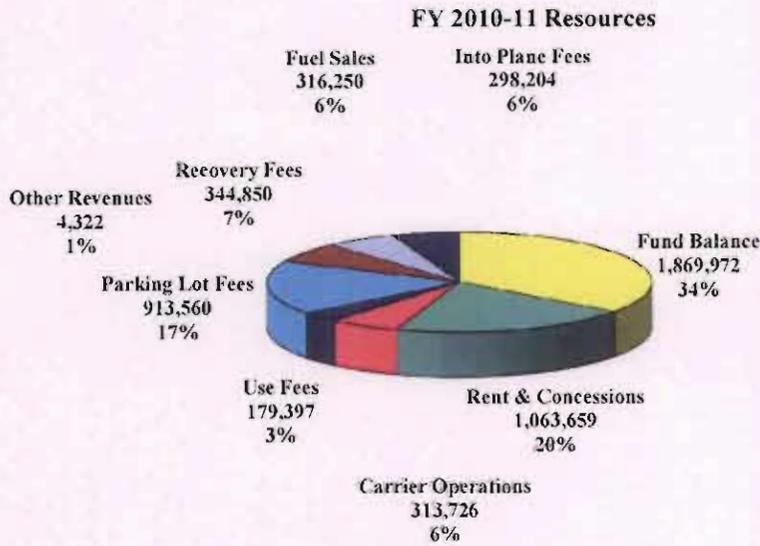
	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATED	2010-11 ADOPTED
TOTAL BEGINNING FUND BALANCE	2,107,652	1,442,464	1,938,975	1,869,972
REVENUES				
Airport Rent & Concessions	975,725	953,443	1,054,091	1,063,659
Air Carrier Operations	268,445	269,942	303,497	313,726
Airport Use Fees	136,312	186,438	171,305	179,397
Airport Parking Lot Fees	730,230	896,390	846,363	913,560
Fuel Sales	159,604	284,600	280,911	316,250
Operating Supplies	0	60	40	60
Into Plane Fees	271,650	260,860	262,697	298,204
CIP Recovery Fees	236,711	257,007	264,968	344,850
Miscellaneous Receipts	2,354	2,520	2,522	2,522
Interest Earned	2,468	60,000	1,728	1,740
FAA Grants	883,093	-	-	-
FAA Grants Prior Years	689,776	1,845,757	1,498,235	3,097,459
ARRA	177,014	2,575,459	2,514,676	-
TXDOT Grant Match	-	-	15,000	30,000
Transfer from Aviation PFC	10,237	-	-	-
TOTAL CURRENT REVENUES	4,543,619	7,592,476	7,216,033	6,561,427
TOTAL FUNDS AVAILABLE	6,651,271	9,034,940	9,155,008	8,431,399
 EXPENSES				
Airport Operations	2,675,266	2,780,771	2,629,593	2,836,484
Cost of Goods Sold	131,664	273,242	245,105	294,042
Information Technology	185,783	189,462	186,080	195,919
Airport Non-Departmental	184,946	156,562	156,048	150,953
TOTAL OPERATING EXPENSES	3,177,659	3,400,037	3,216,826	3,477,398
PFC Projects	177,016	2,575,457	2,514,676	-
Robert Gray Army Airfield Projects	1,357,621	1,845,757	1,553,534	3,057,539
TOTAL EXPENSES	4,712,296	7,821,251	7,285,036	6,534,937
 ENDING FUND BALANCE				
Unreserved Fund Balance	1,938,975	1,213,689	1,869,972	1,896,462
TOTAL ENDING FUND BALANCE	1,938,975	1,213,689	1,869,972	1,896,462

KILLEEN-FORT HOOD REGIONAL AIRPORT

Comparison of FY 2009-10 Budget to FY 2010-11 Budget



Total Fund Balance And Revenues \$4,613,724



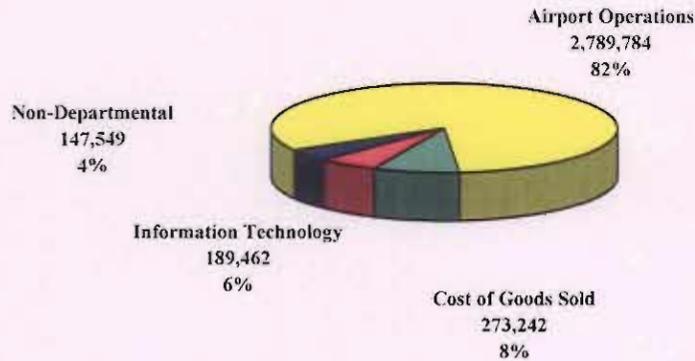
Total Fund Balance and Revenues \$5,303,940

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

KILLEEN-FORT HOOD REGIONAL AIRPORT

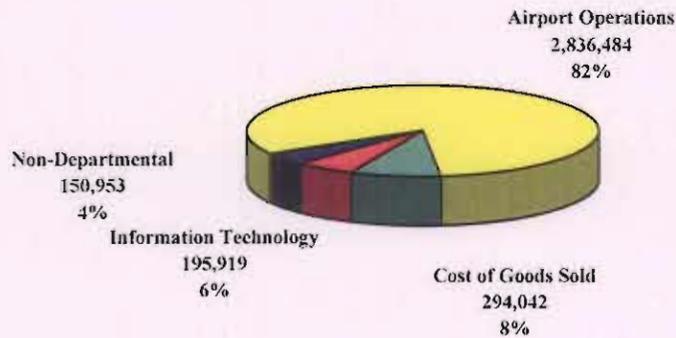
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Expenses by Function



Total Expenses \$3,400,037

FY 2010-11 Expenses by Function



Total Expenses \$3,477,398

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page.

Note: Excludes FAA funded capital improvement projects.

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Continued to provide excellent customer service to the flying public in a safe and efficient manner.
- Increased passenger enplanements nearly 9% despite the continuing economic slowdown. K-FHRA was the only commercial airport in the state of Texas to show an increase in passenger enplanements for 2009/10.
- Completed construction of a "Blast Pad" for the north end of Runway 15.
- Completed construction of approximately 2100 linear feet of concrete drainage flume.
- Completed design for expansion of the current terminal building (Phase 1). Expect to begin construction FY 2012/13.
- Completed design for the Rehabilitation of Taxiway E at Robert Gray Army Airfield. Construction to begin FY 09/10.
- Completed design of new Taxiway G at Robert Gray Army Airfield. Construction expected to begin FY 2010/11.
- Received an American Recovery and Reinvestment Act (ARRA) Grant in the amount of \$2,752,473.
- Completed construction on the Rehabilitation of Runway 15/33 at Robert Gray Army Airfield using ARRA funding.
- Completed an update of the Airport Layout Plan.
- Continued to add and improve signage needed to better direct customers to desired areas and services.
- Continued work on Planning & Programming, Initial Design and Environmental Work for proposed 2nd Runway.
- Continued to lobby the FAA and Congress for funding required for the 2nd Runway Project.
- Visited with the Transportation Security Administration in Washington to lobby for funding to upgrade security.
- Received FAA Airport Improvement Program (AIP) Grant totaling \$3,630,612.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue to provide excellent customer service to the flying public in a safe and efficient manner.
- Continue efforts to increase passenger enplanements.
- Begin construction for the Rehabilitation of Taxiway E at Robert Gray Army Airfield.
- Begin construction for a new connector taxiway at the south end of Runway 15 (Taxiway G).
- Continue to work on the Planning & Programming, Initial Design and Environmental Work for proposed 2nd Runway.
- Continue to lobby the FAA and Congress for funding required for the 2nd Runway Project.
- Continue to seek FAA, AIP funding for capital improvement projects on the airfield.
- Continue the project to expand and upgrade the airport security system.
- Continue the project to add signage needed to better direct customers to desired areas and services.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

AVIATION FUND
KILLEEN-FORT HOOD REGIONAL AIRPORT

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
INPUTS				
Expenditures				
Salaries	\$ 1,478,132	\$ 1,520,573	\$ 1,422,934	\$ 1,609,422
Supplies	71,238	98,497	91,645	111,049
Maintenance	56,207	82,300	75,500	84,600
Repairs	125,389	138,913	127,778	151,146
Support Services	645,758	669,147	642,789	589,064
Benefits	451,154	460,303	454,552	486,622
Cost of Goods Sold	131,664	273,242	245,105	294,042
Capital Outlay	33,171	500	475	500
Total Expenditures	\$ 2,992,713	\$ 3,243,475	\$ 3,060,778	\$ 3,326,445
Personnel Summary / Position Title				
Accounting Specialist	2	2	2	2
Aircraft Fuel Handler	5	5	5	5
Airport Facilities Manager	1	1	1	1
Airport Info Tech Supervisor	1	1	1	1
Airport Maintenance Crew Leader	1	1	1	1
Airport Operations Manager	1	1	1	1
Airport Service Worker	10	10	10	10
Airport Specialist	4	4	4	4
Aviation Assistant Director	1	1	1	1
Director of Aviation	1	1	1	1
Executive Assistant	1	1	1	1
Flightline Service Crew Leader	1	1	1	1
Airport Technology Network Technician	2	2	2	2
Operations Specialist	6	6	6	6
Operations Supervisor	1	1	1	1
Principal Secretary	1	1	1	1
Senior Aircraft Fuel Handler	2	2	2	2
Total	41	41	41	41
OUTPUTS				
Enplaned Passengers	198,827	215,000	217,145	227,607
EFFICIENCIES				
Avg Operational Cost per Enplanement	\$ 15.05	\$ 15.00	\$ 14.10	\$ 14.61
Avg Operational Revenue per Enplanement	\$ 14.00	\$ 14.00	\$ 14.75	\$ 15.22
EFFECTIVENESS				
Number of Passengers Served	397,314	400,000	400,192	439,859

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

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Support Services	50,736	44,336	44,336	47,740
Information Technology	134,210	112,226	111,712	103,213
Total Expenditures	\$ 184,946	\$ 156,562	\$ 156,048	\$ 150,953

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>KFHRA CONSTRUCTION</u>				
Expenditures				
Runway Rehabilitation	177,016	2,575,457	2,514,676	-
RSA Improvement	660,260	698,436	557,064	-
Taxiway Construction	41,893	356,475	348,254	3,057,539
Terminal Building Design	71,659	722,498	612,439	-
Planning - Contracts	-	19,038	16,555	-
Passenger Boarding Bridge	204,731	9,197	9,195	-
Fuel Farm Expansion	198,586	-	-	-
Runway 15R/33L	180,492	40,113	10,027	-
Total Expenditures	\$ 1,534,637	\$ 4,421,214	\$ 4,068,210	\$ 3,057,539

SKYLARK FIELD

Adopted Budget

Summary

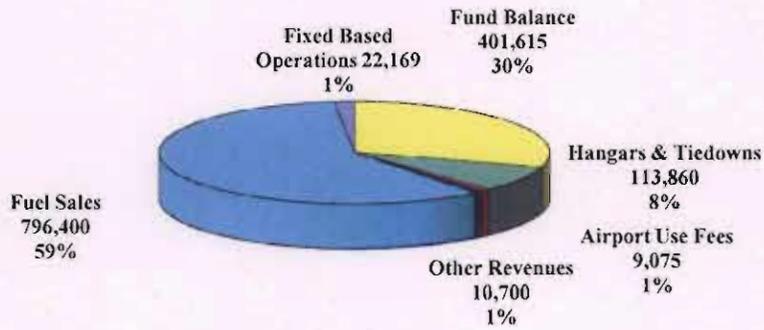
FY 2010-11

	2008-09	2009-10	2009-10	2010-11
	ACTUAL	ADOPTED	ESTIMATED	ADOPTED
TOTAL BEGINNING FUND BALANCE	428,169	401,615	495,468	497,035
REVENUES				
Fixed Base Operations	22,651	22,169	16,527	17,976
Hangars and Tiedowns	110,957	113,860	112,986	113,650
Airport Use Fees	6,674	9,075	6,806	8,250
Fuel Sales	396,763	796,400	423,854	526,500
Operating Supplies Sales	3,374	6,000	2,515	6,000
Miscellaneous Receipts	25,344	500	1,659	1,400
Interest Earned	4,522	4,200	872	1,000
TXDOT Grants	4,622	3,750	3,750	14,750
Transfer from General Fund	-	-	-	-
TOTAL CURRENT REVENUES	574,907	955,954	568,969	689,526
TOTAL FUNDS AVAILABLE	1,003,076	1,357,569	1,064,437	1,186,561
EXPENSES				
Airport Operations	217,609	241,272	221,508	273,644
Cost of Goods Sold	279,383	708,500	330,474	447,000
Airport Non-Departmental	10,616	16,182	15,420	16,089
TOTAL OPERATING EXPENSES	507,608	965,954	567,402	736,733
ENDING FUND BALANCE				
Unreserved Fund Balance	495,468	391,615	497,035	449,828
TOTAL ENDING FUND BALANCE	495,468	391,615	497,035	449,828

SKYLARK FIELD

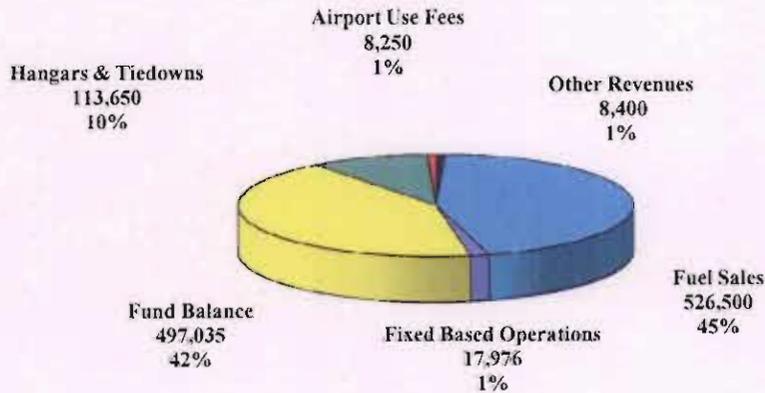
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Resources



Total Fund Balance and Revenues \$1,353,819

FY 2010-11 Resources



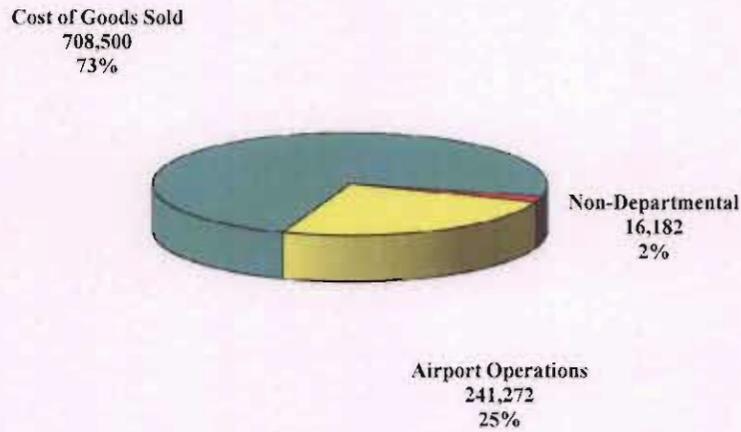
Total Fund Balance and Revenues \$1,171,811

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

SKYLARK FIELD

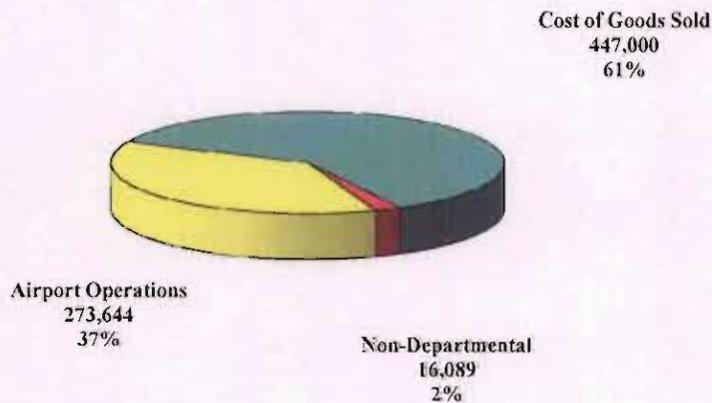
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Expenses by Object Class



Total Expenses \$965,954

FY 2010-11 Expenses by Object Class



Total Expenses \$736,733

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page

Note: Excludes FAA funded capital improvement projects.

**AVIATION FUND
SKYLARK FIELD**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Continued to provide excellent service and safe aviation facilities for use by both our resident tenants and transient customers.
- Completed design work for the rehabilitation of the runway and associated pavement.
- Continued to work with TxDOT Aviation to secure necessary funding for the rehabilitation of the runway, taxiways and aprons. Expect construction to begin early in FY 2010/11.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Continue to provide excellent service and safe aviation facilities for use by both our resident tenants and transient customers.
- Complete rehabilitation of the runway, taxiways and aprons.
- Continue to upgrade security by installing additional cameras for remote observation.
- Continue to market and negotiate with a potential tenant for the former airline passenger terminal building.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**AVIATION FUND
SKYLARK FIELD**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 111,366	\$ 117,754	\$ 113,716	\$ 125,591
Supplies	6,947	16,969	11,086	16,159
Maintenance	9,205	11,100	9,730	10,025
Repairs	17,327	13,991	10,886	14,438
Support Services	34,909	42,355	40,070	49,889
Benefits	35,873	39,103	36,020	41,542
Cost of Goods Sold	279,383	708,500	330,474	447,000
Capital Outlay	1,982	-	-	16,000
Total Expenditures	\$ 496,992	\$ 949,772	\$ 551,982	\$ 720,644

Personnel Summary / Position Title

Accounting Specialist	1	1	1	1
Aircraft Fuel Handler	2	2	2	2
Airport Specialist	1	1	1	1
Flightline Service Crew Leader	0	0	0	0
Senior Aircraft Fuel Handler	0	0	0	0
Total	4	4	4	4

OUTPUTS

Based Aircraft	60	60	60	60
Fuel Sold - Gallons	121,502	122,000	123,747	150,000

EFFICIENCIES

Avg Operational Cost per based Aircraft	\$ 8,283.20	\$ 15,829.53	\$ 9,199.70	\$ 12,010.73
Avg Gross Revenue per Gallon Sold	\$ 0.97	\$ 0.70	\$ 0.75	\$ 0.53

EFFECTIVENESS

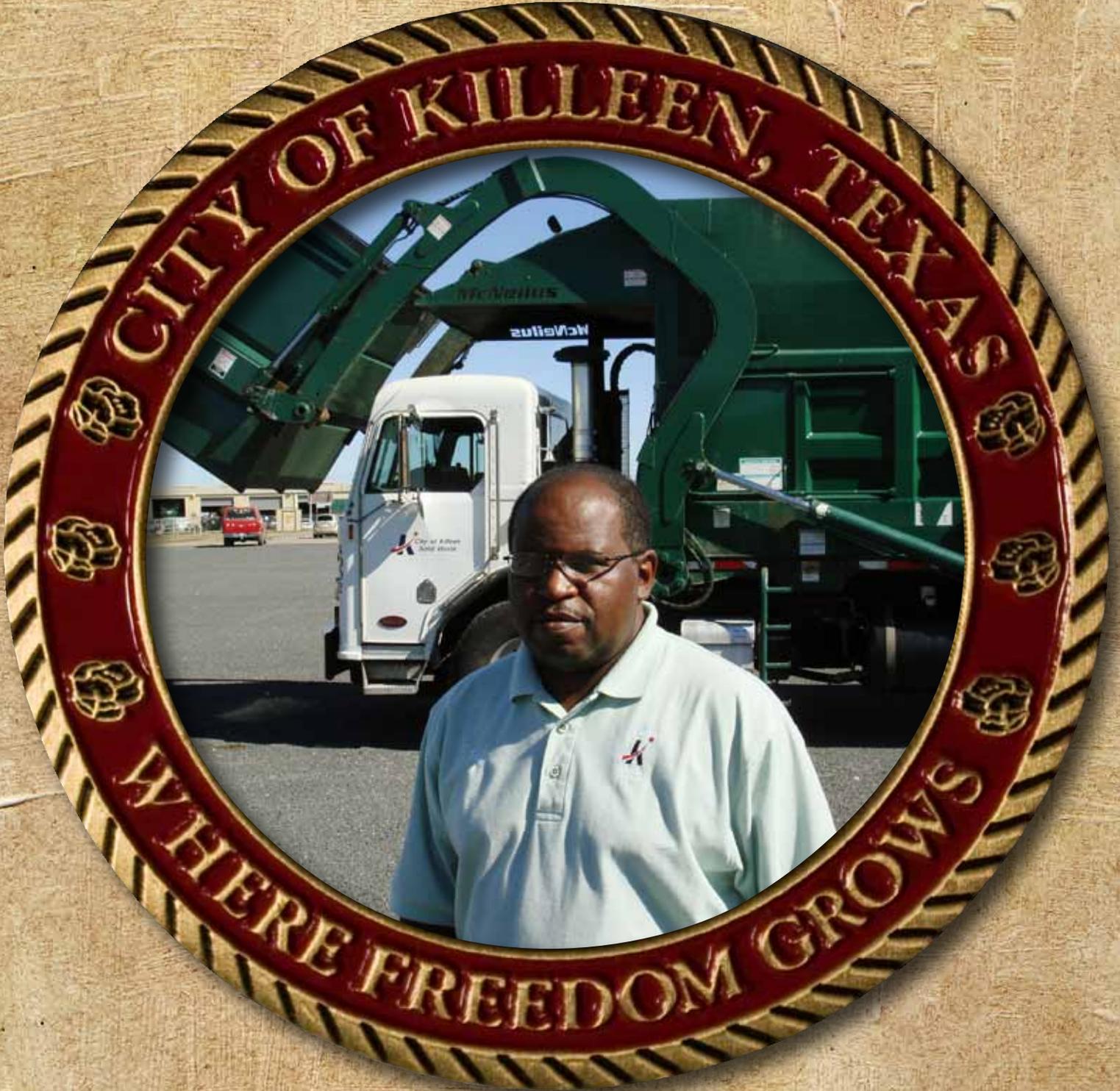
Number of Based Aircraft	60	60	60	60
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**AVIATION FUND
SKYLARK FIELD FUND**

	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Adopted
<u>AIRPORT NON-DEPARTMENTAL</u>				
Expenditures				
Information Technology	1,428	2,415	2,400	2,415
Support Services	9,188	13,767	13,020	13,674
Total Expenditures	\$ 10,616	\$ 16,182	\$ 15,420	\$ 16,089

FISCAL YEAR 2010-2011

ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



SOLID WASTE

SOLID WASTE FUND

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

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



SOLID WASTE FUND

Adopted Budget

Summary

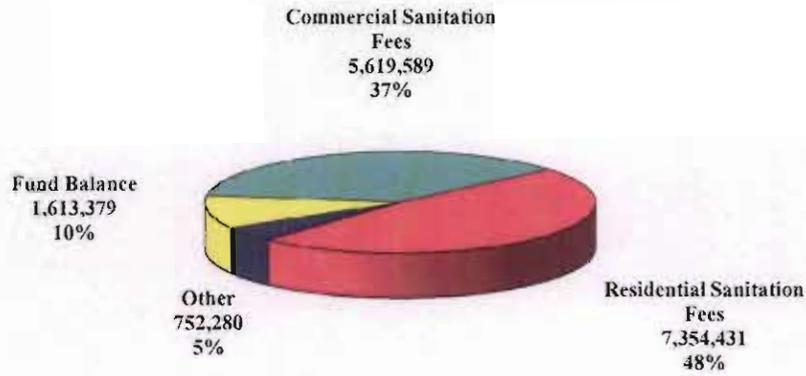
FY 2010-11

	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATED	2010-11 ADOPTED
TOTAL BEGINNING FUND BALANCE	3,006,334	1,613,379	1,938,123	2,478,088
REVENUES				
Transfer Station Fees	306,519	359,100	359,100	375,950
Container Rentals	84,520	110,000	95,000	105,000
Sale of Equipment	22,353	35,000	12,000	20,000
Tire Disposal Fees	4,974	5,500	5,685	5,600
Sale of Metals-Recycling	37,547	30,000	35,000	35,000
Paper Products Recycling	30,810	36,000	48,000	50,000
Public Scale Fees	9,137	8,000	10,800	10,000
Other Recycle Revenues	4,514	5,200	4,800	5,000
Customer Recycling Fees	56,720	64,980	77,400	89,095
Commercial Sanitation Fees	4,787,442	5,619,589	5,416,500	5,643,042
Residential Sanitation Fees	6,385,299	7,354,431	7,445,000	8,212,437
Interest Earned	47,584	80,000	9,797	8,000
Compost Facility Lease	18,000	18,000	18,000	18,000
Knife River Lease	-	-	-	25,000
Miscellaneous Receipts	13,777	500	4,487	500
TOTAL CURRENT REVENUES	11,809,196	13,726,300	13,541,569	14,602,624
TOTAL FUNDS AVAILABLE	14,815,530	15,339,679	15,479,692	17,080,712
EXPENSES				
Residential Operations	2,865,321	2,915,760	2,852,263	3,526,517
Commercial Operations	1,497,564	1,525,854	1,494,512	2,004,760
Recycling Program	350,151	307,414	297,332	320,662
Transfer Station	4,164,921	4,477,097	4,392,699	4,744,472
Mowing	782,850	840,688	792,961	905,745
Custodial Services	31,548	32,510	32,510	35,293
Accounting	142,954	173,579	172,757	189,123
Debt Service	774,000	775,000	775,000	570,000
Solid Waste Miscellaneous	274,954	225,902	215,251	251,723
TOTAL CURRENT EXPENSES	10,884,263	11,273,804	11,025,285	12,548,295
TRANSFERS OUT	1,993,144	1,976,319	1,976,319	2,130,899
TOTAL EXPENSES	12,877,407	13,250,123	13,001,604	14,679,194
ENDING FUND BALANCE				
Reserved Fund Balance	1,535,000	1,535,000	1,535,000	1,535,000
Debt Service Reserve	-	-	-	-
Unreserved Fund Balance	403,123	554,556	943,088	866,518
TOTAL ENDING FUND BALANCE	1,938,123	2,089,556	2,478,088	2,401,518

SOLID WASTE FUND

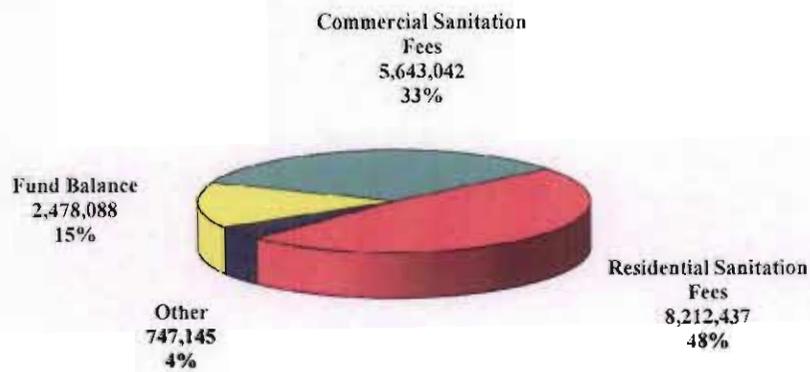
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Resources



Total Fund Balance and Revenues \$15,339,679

FY 2010-11 Resources

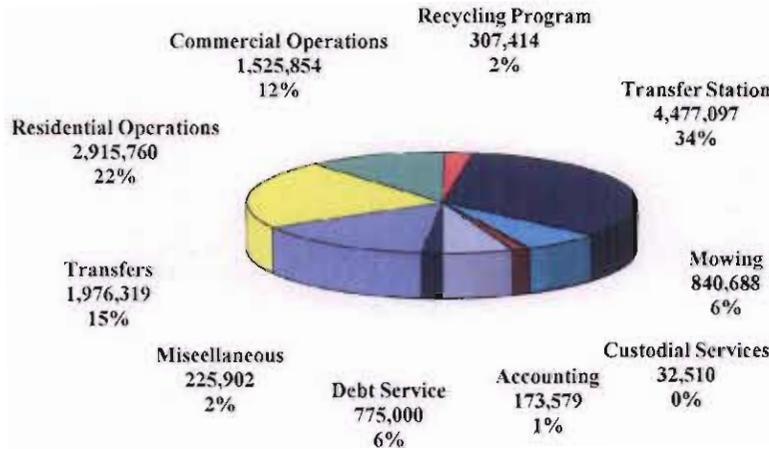


Total Fund Balance and Revenues \$17,080,712

SOLID WASTE FUND

Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Expenses by Function



Total Expenses \$13,250,123

FY 2010-11 Expenses by Function



Total Expenses \$14,679,194

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page

**SOLID WASTE FUND
CUSTODIAL SERVICES**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Continued to reduce the negative impact chemicals have on the environment by using green seal approved products, without increasing costs.
- Addition of Mowing and Drainage (480 sq ft) and the Police Headquarters (85,000 sq ft), Custodial Services added 85,480 sq ft to the daily schedule without negatively impacting services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- To reduce the negative impact that chemicals cause on the environment by using green seal approved products, without increasing costs.
- Continue weekly safety training to reduce accident rate to a 3% or less.
- To improve the attendance record.
- Maintain a high standard of cleaning service for City facilities.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
CUSTODIAL SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 22,057	\$ 22,055	\$ 22,897	\$ 24,183
Supplies	1,049	1,946	869	1,960
Benefits	8,442	8,509	8,744	9,150
Reimbursable Expense	-	-	-	-
Total Expenditures	\$ 31,548	\$ 32,510	\$ 32,510	\$ 35,293
 Personnel Summary / Position Title				
Custodial Supervisor	0	0	0	0
Custodian	1	1	1	1
Total	1	1	1	1
 <u>OUTPUTS</u>				
Total square footage cleaned	15,180	15,180	15,180	15,180
Supply cost per square foot cleaned	0.07	0.13	0.06	0.13
 <u>EFFICIENCIES</u>				
Total square feet cleaned per custodian	15,180.0	15,180.0	15,180.0	15,180.0
 <u>EFFECTIVENESS</u>				
% change of supply cost per square feet	0%	16%	-8%	8%
% change in square feet cleaned	0%	0%	0%	0%

SOLID WASTE FUND ACCOUNTING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Obtained training for personnel in the use of the HTE system and its various applications.
- Coordinated with IT for training and implementation of processing work orders from HTE.
- Assumed transfer of responsibility from Utility Collections for entering the new rate structure for Solid Waste.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

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

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
ACCOUNTING**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Salaries	\$ 107,434	\$ 129,448	\$ 129,448	\$ 141,823
Supplies	962	2,471	2,374	1,752
Repairs	-	-	-	-
Support Services	151	1,000	500	1,700
Benefits	32,883	40,660	40,435	43,848
Designated Expenses	-	-	-	-
Capital Outlay	1,524	-	-	-
Total Expenditures	\$ 142,954	\$ 173,579	\$ 172,757	\$ 189,123
 Personnel Summary / Position Title				
Accounting Supervisor	1	1	1	1
Accounting Specialist	3	3	3	3
Total	4	4	4	4
 <u>OUTPUTS</u>				
Number of contacts with customers of solid waste services (calls, visitors, written)	59,280	59,280	56,420	56,420
Number of finance requisitions processed	1,731	1,731	1,727	1,727
Number of solid waste charges entered into HTE	27,208	27,208	29,580	29,580
 <u>EFFICIENCIES</u>				
Number of contacts with customers handled per accounting specialist	19,760	19,760	18,807	18,807
Number of purchase requisitions processed per accounting specialist	577	577	576	576
Number of solid waste charges entered into HTE per accounting specialist	9,069	9,069	9,860	9,860
 <u>EFFECTIVENESS</u>				
% of requisitions returned with valid error	<0.7%	<0.7%	<0.4%	<0.4%
% of charges billed in error to customer account	<0.2%	<0.2%	<0%	<0%

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Ended the fiscal year with approximately 42,995 residential households receiving solid waste services, which is an increase of 3.8% over the prior fiscal year.
- Supported the Residential Curbside Recycling Program. An average of 37.37 tons of recycling materials was collected at curbside per month.
- Supported the Commercial Division by providing the resources (manpower and collection vehicles) to clean-up dumpster sites and pick-up solid waste items not placed in containers (special collection).
- Successfully executed the annual budget. Reduced operating expenses by 1.41% percent below the amended budget for FY 09/10.
- Added and adjusted collection routes for the normal growth of the city, and adjusted routes for the annexed area as residents signed up for services.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

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

MAJOR NEW PROGRAMS AND SERVICES

- Cap Increase for Container Purchases
- Additional position – One (1) Residential Equipment Operator (Recycle).
- Replacement Fleet - One (1) Sideloader, Unit #488
- Replacement Fleet - One (1) Curbsorter, Unit \$428
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
RESIDENTIAL OPERATIONS**

INPUTS	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
Expenditures				
Salaries	\$ 1,332,387	\$ 1,391,295	\$ 1,354,504	\$ 1,516,276
Supplies	288,019	387,873	349,008	401,564
Repairs	652,075	654,816	712,907	655,962
Support Services	30,661	34,400	24,449	21,900
Benefits	418,085	447,376	411,395	479,515
Designated Expenses	-	-	-	6,400
Capital Outlay	144,094	-	-	444,900
Total Expenditures	\$ 2,865,321	\$ 2,915,760	\$ 2,852,263	\$ 3,526,517
Personnel Summary / Position Title				
Director of Solid Waste & Drainage Services	1	1	1	1
Assistant Director of Public Works	0	0.2	0.2	0.2
Equipment Operator	6	6	6	6
Principal Secretary	1	1	1	1
Residential Equipment Operator	14	15	15	16
Residential Operations Superintendent	1	1	1	1
Residential Operations Supervisor	4	4	4	4
Secretary	1	0	0	0
Solid Waste Crew Chief	4	4	4	4
Solid Waste Specialist	2	3	3	3
Solid Waste Worker	5	5	5	5
Welder's Assistant	1	1	1	1
Total	40	41.2	41.2	42.2
OUTPUTS				
Tons collected by residential collection vehicles	47,502	48,400	51,339	54,278
EFFICIENCIES				
Cost to collect one ton of residential garbage (daily operation costs only)	\$60.32	\$60.24	\$55.56	\$64.97
EFFECTIVENESS				
% of Residential customer service complaints compared to service opportunities	< .01%	<.01%	<.01%	<.01%

SOLID WASTE FUND COMMERCIAL OPERATIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Ended the fiscal year with 1,639 dumpster containers issued to commercial customers, which was a 1% increase above the previous fiscal year.
- Completed 2,500 roll-off collections from commercial customers, which is a decrease of 11.8% from the prior fiscal year (2,834 collections – FY 08/09).
- Supported recycling operations by transporting 193 roll-off loads of recycling materials (metals, glass, paper, plastic) to market. (224 collections – FY 08/09)
- Adjusted collection routes due to new accounts or cancellations and other changes in services that are requested by customers on a daily basis.
- Managed inventory and acquisition of containers to accommodate the growth of the city, and the replacement of uneconomically repairable containers.
- Successfully executed the annual budget. Reduced operating expenses by 1.93% below the adjusted budget for FY 09/10.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- 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.
- Relocate Container Services to the old Transfer Station after receiving the approval from TCEQ to revoke the MSW Registration for this facility.

MAJOR NEW PROGRAMS AND SERVICES

- Replacement Fleet - One (1) Frontloader, Unit #494
- Replacement Fleet - One (1) Roll-Off, Unit #493
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
COMMERCIAL OPERATIONS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 716,282	\$ 714,448	\$ 702,157	\$ 756,243
Supplies	162,477	196,742	178,915	205,148
Maintenance	2,468	2,500	3,000	2,500
Repairs	311,637	362,319	374,050	356,717
Support Services	19,813	22,800	21,500	21,200
Benefits	225,651	227,045	214,890	238,252
Designated Expenses	-	-	-	-
Capital Outlay	59,236	-	-	424,700
Total Expenditures	\$ 1,497,564	\$ 1,525,854	\$ 1,494,512	\$ 2,004,760
Personnel Summary / Position Title				
Commercial Operations Superintendent	1	1	1	1
Commercial Equipment Operator	11	11	11	11
Commercial Operations Supervisor	2	2	2	2
Container Operations Supervisor	1	1	1	1
Principal Secretary	1	0	0	0
Welder	3	3	3	3
Welder's Assistant	2	2	2	2
Total	21	20	20	20
<i>OUTPUTS</i>				
Tons collected by commercial waste collection vehicles from commercial customers.	39,551	41,000	40,165	42,000
<i>EFFICIENCIES</i>				
Operating cost to collect one ton of commercial garbage	\$37.86	\$37.22	\$37.21	\$47.73
<i>EFFECTIVENESS</i>				
% of Commercial customer complaints compared to service opportunities	< .01%	<.01%	<.01%	<.01%

SOLID WASTE FUND RECYCLING

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Promote waste reduction, material reuse, and recycling through various media, education programs, contact with the general public, civic organizations, schools and excellence in on-going programs.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Served approximately 1,200 citizens and businesses who visited the Killeen Recycling Center to drop-off materials each month.
- Served approximately 70 citizens (primarily soldiers) at the public scales each month.
- Provided a recycling collection service to city and county facilities/offices, and some businesses.
- Provided a recycling collection service to twelve (12) apartment complexes.
- Served approximately 18 households each week by picking up cardboard shipping boxes and wrapping paper.
- Processed and marketed the materials received from the Residential Curbside Recycling Program.
- Conducted three (3) Backyard Composting Classes.
- Conducted two days of classes at Iduma Elementary; one day on household recycling, the other on backyard composting.
- Provided recycling service to Peebles, Trimmier and Timber Ridge Elementary Schools.
- Initiated recycling program at the new Texas A&M – Central Texas campus in northern Killeen.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue public awareness programs for business and residential recycling opportunities.
- Continue a close association with the Keep Killeen Beautiful Committee to promote recycling and overall environmental issues.
- Assist the Keep Killeen Beautiful Committee with their projects to increase recycling at major City events such as Celebrate Killeen and Hot Summer Nights.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
RECYCLING**

INPUTS	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
Expenditures				
Salaries	\$ 213,939	\$ 214,262	\$ 206,222	\$ 223,908
Supplies	12,000	14,422	15,608	15,440
Repairs	9,143	8,900	9,650	8,600
Support Services	8,564	9,540	8,830	8,836
Benefits	61,508	59,990	56,722	63,578
Designated Expenses	-	300	300	300
Capital Outlay	44,997	-	-	-
Total Expenditures	\$ 350,151	\$ 307,414	\$ 297,332	\$ 320,662

Personnel Summary / Position Title

Recycling Attendant	2	2	2	2
Recycling Attendant (Part-Time)	3	3	3	3
Recycling Manager	1	1	1	1
Recycling Operations Supervisor	1	1	1	1
Total	7	7	7	7

OUTPUTS

Metals Recycled (Tons)	397	425	352	360
Glass Recycled (Tons)	134	140	123	135
Paper Products Recycled (Tons)	863	900	850	900
Plastic Containers Recycled (Tons)	36	40	36	40
Brush Recycled (Tons)	4,016	4,500	4,100	4,300
Automotive Oil Recycled (Gallons)	3,653	3,600	2,582	2,500
Antifreeze Recycled (Gallons)	55	55	220	55
Lead-acid Batteries Recycled (Each)	194	200	260	200
Appliances w/Freon Recycled (Each)	225	100	79	85

EFFICIENCIES

Cost per ton to process materials through the facility (daily operation costs only)	\$242	\$202	\$219	\$220
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EFFECTIVENESS

% of recyclables collected from the waste stream and diverted from the landfill	5.6%	5.9%	5.4%	5.5%
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SOLID WASTE FUND TRANSFER STATION

DIVISION DESCRIPTION

The Transfer Station is the central receiving facility for all solid waste generated by the City of Killeen. It must be operated in compliance with the Site Operating Plan, and Texas Commission on Environmental Quality (TCEQ) Rules and Regulations. City employees load the waste onto trailers, which are then transported by a contractor (Comal Transportation Company) to the Temple landfill, which is operated by Waste Management, Inc. The contracts for solid waste transport and disposal were amended in March 2010. The term for both contracts was extended to October 2015. The landfill sites in the vicinity of the Transfer Station were closed in 1993, but must be maintained in accordance with TCEQ closure criteria. All brush is collected from the city as a segregated waste, stockpiled at a site in the vicinity of the Transfer Station, and chipped two (2) or three (3) times a year until WCID #1 completes construction and begins operation of the sludge/composting Facility.

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Transported 4,348 trailer loads of solid waste to the landfill for a total weight of 96,762 tons, using the scale data from the Transfer Station. The total weight landfilled this fiscal year was 4.86% more than the total weight landfilled in FY 08/09, which was 92,273 tons.
- Substantially completed the project to repair subsidence on the landfill cover. The contractor was Ranger Excavating of Austin, TX. Retainage is being held until the contractor establishes vegetation over the landfill cover.
- Conducted two (2) brush chipping events by two (2) different contractors, Austin Wood Recycling and Thelin Recycling Company. A total of 39,191 cubic yards of brush was chipped @ a total cost of \$34,665.90. The total weight of brush received at the Transfer Station for the fiscal year was 4,467 tons.
- Began the process with TCEQ to close and revoke the registration of the old transfer station. Submitted all required documentation to TCEQ on October 1, 2010.
- Obtained a professional services agreement with SCS Consulting Engineers to prepare and submit a Landfill Site Plan Revision to TCEQ. Submitted the required documentation to TCEQ on September 13, 2010.
- Amended the contract with Comal Transportation Company for the transport of municipal solid waste from the transfer station to the Temple Landfill. The term of the agreement was extended to October 2015.
- Amended the contract with Waste Management, Inc., for the disposal of municipal solid waste at the Temple Landfill. The term of the agreement was extended to October 2015.
- Received one (1) major item of equipment, Caterpillar Wheeled Loader, Model 938H, on a 3-year lease with Holt Cat.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Provide assistance as needed to the Water Control Improvement District (WCID #1) for the program to construct and operate the new Sludge/Composting Facility on twenty (20) acres adjacent to the 15-acre Transfer Station site.
- Provide information and assistance as needed to support the Zeros Project.
- Provide information and assistance as needed to support the project to construct/operate the Knife River Batch Plant.
- Execute projects to modify the scale platform with the objective of reducing litter when loading the transfer trailers; modify ramps to prevent storm water from entering the tunnel loading area.

MAJOR NEW PROGRAMS AND SERVICES

- Cap Increase for the Transport & Disposal of Municipal Solid Waste
- Additional position – One (1) Scale Operations Supervisor
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
TRANSFER STATION**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 431,846	\$ 450,563	\$ 428,855	\$ 507,744
Supplies	45,449	49,283	45,224	60,243
Maintenance	15,890	18,000	17,063	20,902
Repairs	60,340	42,300	46,000	52,300
Support Services	143,622	165,534	141,813	162,382
Benefits	138,142	150,268	134,064	168,197
Minor Capital	-	1,725	-	-
Designated Expenses	3,329,632	3,599,424	3,579,680	3,772,704
Capital Outlay	-	-	-	-
Total Expenditures	\$ 4,164,921	\$ 4,477,097	\$ 4,392,699	\$ 4,744,472

Personnel Summary / Position Title

Building/Grounds Service Worker	2	3	3	3
Building/Grounds Service Worker (Part-Time)	1	1	1	1
Equipment Operator	4	4	4	4
Heavy Equipment Crew Leader	1	1	1	1
Scale Attendant	3	3	3	3
Senior Secretary	0	1	1	1
Transfer Station Superintendent	1	1	1	1
Transfer Station Supervisor	1	1	1	1
Scale Operations Supervisor	0	0	0	1
Total	13	15	15	16

OUTPUTS

• Total tons transported and landfilled	92,273	95,000	95,667	98,537
• Number of trailer loads of waste hauled from Transfer Station	4,239	4,524	4,349	4,693
• Cost per ton to transport and landfill	35	37	36	37
• Tons of brush received	4,400	4,500	4,467	4,500
• Number of violations/warnings from TCEQ	0	0	0	0

EFFICIENCIES

Cost per ton for operation of facility (daily operation costs only)	\$45.14	\$47.11	\$45.92	\$48.15
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EFFECTIVENESS

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Moved into the new equipment repair facility; organized and set up offices, work bay, and parts storage; and moved vehicles/equipment to the new yard.
- Assisted the Drainage crews with the Westside Park Project, clearing out major overgrowth, trash, debris, and drainage blockages. A total of 3,308 manhours were used by the Mowing Division during the month of January and February 2010 to help clean up this property that was donated to the City.
- Continued to refine the inventory of roadway right-of-ways to be mowed. Re-checked data on length/acreage of right-of-ways. The current inventory consists of 161 lane miles, 620 acres.
- Refined/adjusted the mowing schedule for the three (3) week cycle and the six to eight (6-8) week cycle.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- 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.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**SOLID WASTE FUND
MOWING OPERATIONS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 497,728	\$ 525,297	\$ 510,706	\$ 576,089
Supplies	61,535	56,921	53,600	66,344
Maintenance	2,797	3,791	3,510	2,100
Repairs	48,287	52,200	48,500	44,500
Support Services	5,967	10,654	7,000	14,195
Benefits	165,536	186,740	166,185	201,017
Minor Capital	-	2,460	2,460	-
Designated Expenses	1,000	1,000	1,000	1,500
Buildings	-	-	-	-
Capital Outlay	-	1,625	-	-
Total Expenditures	\$ 782,850	\$ 840,688	\$ 792,961	\$ 905,745
Personnel Summary / Position Title				
Mowing and Drainage Superintendent	1	1	1	1
Equipment Services Technician	1	1	1	1
Mowing Supervisor	1	1	1	1
Mowing Crew Leader	3	3	3	3
Mowing Service Worker	12	15	15	15
Mowing Service Worker (part-time)	1	1	1	1
Total	19	22	22	22
<i>OUTPUTS</i>				
Lane miles mowed	1,174	1,230	1,304	1,380
Acreage mowed	3,905	4,010	4,405	4,840
<i>EFFICIENCIES</i>				
Cost per lane mile	\$667	\$683	\$608	\$656
Cost per acre	\$200	\$210	\$180	\$187
<i>EFFECTIVENESS</i>				
% of 3 week cycles completed as scheduled	98%	99%	98%	100%
% of 6-8 week cycles completed as scheduled	100%	99%	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.

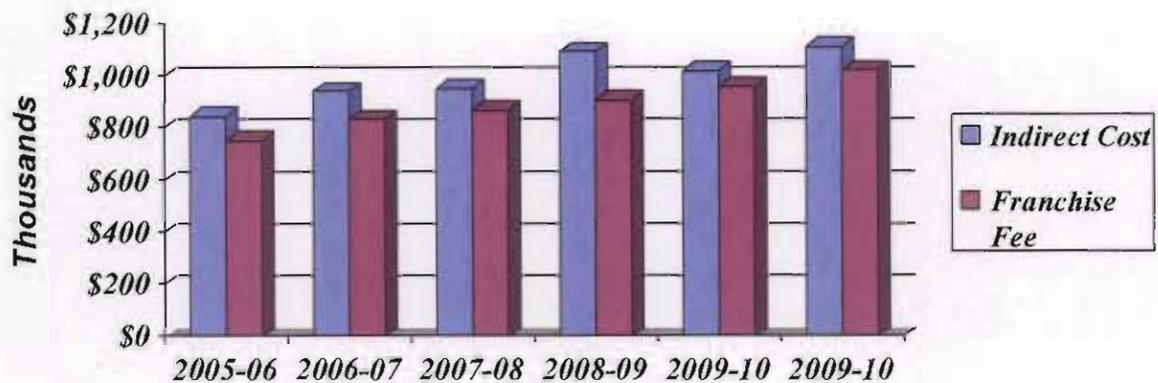
INFORMATION TECHNOLOGY

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

NON-DEPARTMENTAL

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

Transfers to General Fund



**SOLID WASTE FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Designated Expenses	\$ 774,000	\$ 775,000	\$ 775,000	\$ 570,000
Total Expenditures	\$ 774,000	\$ 775,000	\$ 775,000	\$ 570,000

INFORMATION TECHNOLOGY

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Supplies	\$ 7,398	\$ 9,000	\$ 8,950	\$ 9,000
Maintenance	24,832	29,691	29,600	31,261
Repairs	16,671	24,000	23,000	24,000
Support Services	12,167	12,980	12,900	20,139
Minor Capital Outlay	-	3,600	3,550	2,500
Capital Outlay	4,583	5,129	5,000	-
Total Expenditures	\$ 65,651	\$ 84,400	\$ 83,000	\$ 86,900

NON-DEPARTMENTAL

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Maintenance	\$ 4,781	\$ 6,003	\$ 6,000	\$ 6,000
Repairs	-	-	-	4,000
Support Services	131,088	135,499	126,251	154,823
Designated Expenses	73,434	-	-	-
Capital Outlay	-	-	-	-
Transfers Out	1,993,144	1,976,319	1,976,319	2,130,899
Total Expenditures	\$ 2,202,447	\$ 2,117,821	\$ 2,108,570	\$ 2,295,722

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



WATER AND SEWER

WATER AND SEWER

WATER & SEWER FUND

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

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



WATER & SEWER FUND

Adopted Budget

Summary

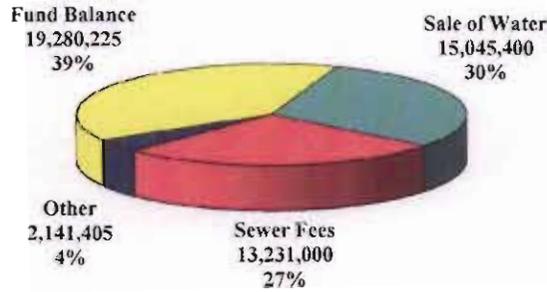
FY 2010-11

	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATED	2010-11 ADOPTED
TOTAL BEGINNING FUND BALANCE	19,339,030	19,280,225	20,899,138	20,821,018
REVENUES				
Sale of Water	15,713,185	15,045,400	15,188,389	16,401,361
Water & Sewer Taps	717,293	596,806	918,881	946,000
Sewer Fees Collected	13,385,900	13,231,000	13,340,154	14,757,233
Miscellaneous Srvc. & Chrgs.	699,926	715,073	681,916	702,000
Delinquent Penalty	597,350	585,126	614,645	633,000
Interest Earned	225,358	224,400	75,740	78,000
Miscellaneous Receipts	33,448	20,000	6,000	18,000
Transfers-In	383	-	-	-
TOTAL CURRENT REVENUES	31,372,843	30,417,805	30,825,725	33,535,594
TOTAL FUNDS AVAILABLE	50,711,873	49,698,030	51,724,863	54,356,612
EXPENSES				
Fleet Services	1,258,738	1,130,525	1,111,079	1,356,056
Utility Collections	1,772,073	1,716,960	1,711,448	1,846,660
Water and Sewer Contracts	11,149,062	12,225,503	12,225,503	11,915,324
Water Distribution	1,125,634	1,116,654	1,027,893	1,281,437
Sanitary Sewers	641,303	728,458	641,069	1,095,853
Water and Sewer Operations	2,336,708	2,467,258	2,418,642	2,765,086
Water and Sewer Engineering	902,971	675,733	663,732	1,143,516
Water and Sewer Projects	367,268	700,000	700,000	700,000
Debt Service	5,007,689	5,035,000	5,035,000	6,585,000
Water & Sewer Miscellaneous	1,858,092	1,899,973	1,853,714	2,184,203
TOTAL CURRENT EXPENSES	26,419,538	27,696,064	27,388,080	30,873,135
TRANSFERS OUT	3,393,198	3,515,765	3,515,765	4,637,031
TOTAL EXPENSES	29,812,736	31,211,829	30,903,845	35,510,166
ENDING FUND BALANCE				
Reserved Fund Balance	1,727,000	1,727,000	1,727,000	1,727,000
Unreserved Fund Balance	19,172,138	16,759,201	19,094,018	17,119,446
TOTAL ENDING FUND BALANCE	20,899,138	18,486,201	20,821,018	18,846,446

WATER & SEWER FUND

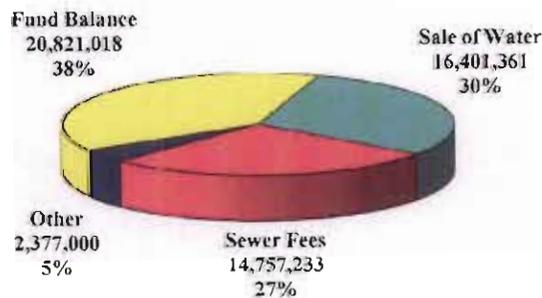
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Resources



Total Fund Balance and Revenues \$49,698,030

FY 2010-11 Resources

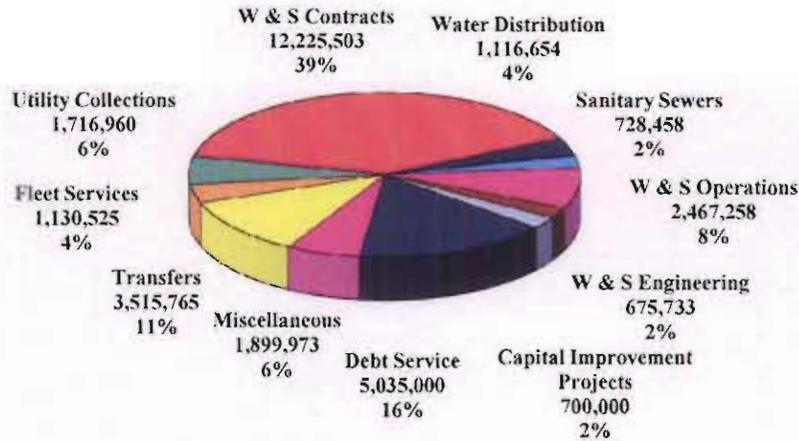


Total Fund Balance and Revenues \$54,356,612

WATER & SEWER FUND

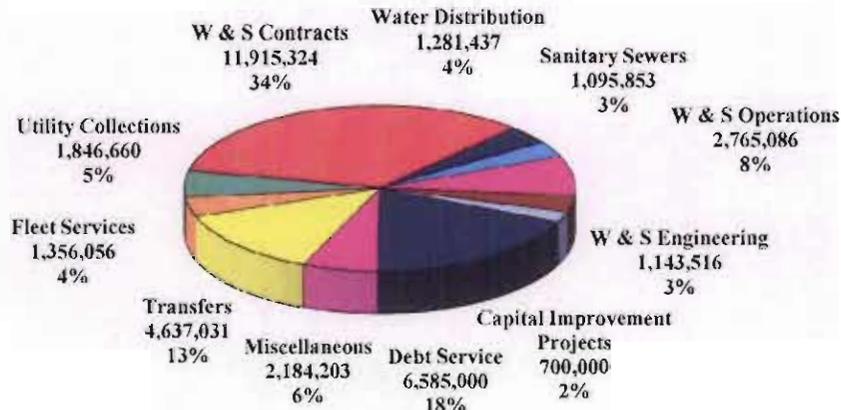
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Expenses by Function



Total Expenses \$31,211,829

FY 2010-11 Expenses by Function



Total Expenses \$35,510,166

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page

**WATER & SEWER FUND
FLEET SERVICES**

DIVISION DESCRIPTION

Fleet Services is responsible for all vehicle and equipment replacements of City's Fleet. Fleet Services prepares specifications for all vehicles and equipment acquired by the City and coordinates the leasing of all City vehicles and equipment. Fleet Services processes Inter-departmental charges for fuel and repairs performed at the Fleet Facility. Fleet Services prepares a five-year vehicle and equipment replacement and new Fleet program schedule as part of the City's annual budget process. Fleet Services focuses on equipment reliability and availability, promptness and quality of repairs, and maintenance efforts to increase life expectancy of units to maximum capacity.

MAJOR DIVISION GOALS

- Manage preventive maintenance on all Fleet through programs and services City wide.
- Maintain equipment and vehicles on all general, major repairs, and accidents to City's Fleet.
- Manage a 24-hour fuel site and Fleet Facility for all emergency and / or road repairs.
- Maintain the 5-year Fleet replacement and equipment schedule, new Fleet programs, and the processing of specifications for ensuring competitive procurement practices on all Fleet purchases.
- Maintaining a reconciliation process on the Departmental monthly billing, parts, and fuel purchases City wide.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Continued training classes for Technicians and Operators on specialized equipment purchased.
- Finalized the monthly reconciliation process for parts and fuel inventory purchases.
- Enforced cross training with the Fleet Services Administrative Staff on preventive maintenance services, inventory process, fuel process, safety programs, and the Staff assistance of writing an SOP (Standard Operating Procedure).
- Processed specifications and ensured competitive procurement practices on eight (8) budgeted replacement and new vehicles, and three (3) budgeted replacement and new heavy equipment.
- Upgraded fleet diagnostic software in order to assist Technicians in evaluating Fleet, with the On-line Mitchell On Demand Diagnostic Software.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Expand storage facility to improve safety concerns of facility work areas.
- Complete exhaust system to provide safe environmental and to meet TCEQ standards.
- Updating fleet's software on diagnostics equipment, in order to assist technicians in the equipment needed to fulfill Fleets reliability of fleet to city departments.
- Continue the Development of an inter-department assistance on accountability with fleet maintenance accounts and capital fleet accounts; availability of account balances within FASTER software which reconciles to the HTE automatically.
- Maintain Staff recognition due to the increased volume of fleet to assist in maintaining the preventive maintenance programs.
- Create a tool inventory program within our maintenance software to assist staff with the checking out and in Diagnostic tools, large jacks, major shop equipment to a specific work order for accountability purposes.

MAJOR NEW PROGRAMS AND SERVICES

- Shop equipment procurements to assist Staff with the various job operations and compliances:
 - 1) Overhead Crane Hoist
 - 2) Security Gate Access
 - 3) Waste Oil Recycle Flush Machine
 - 4) Mobile Lift System
- Implement a Lease program to purchase Fleet needed and maintain the monthly / annual charges to Departments through a reimbursement payment program process, which will be maintained and reconciled by Staff.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**WATER & SEWER FUND
FLEET SERVICES**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 873,820	\$ 904,028	\$ 879,149	\$ 971,871
Supplies	61,493	95,218	86,946	89,826
Maintenance	2,092	3,500	3,000	3,500
Repairs	20,871	18,000	17,360	17,200
Support Services	44,118	64,455	65,850	63,744
Benefits	267,856	248,249	261,804	287,449
Minor Capital Outlay	-	4,875	4,790	7,670
Designated Expenses	4,164	5,200	5,180	5,100
Major Capital Outlay	148,000	-	-	-
Capital Outlay	49,826	-	-	128,396
Reimbursable Expense	(213,502)	(213,000)	(213,000)	(218,700)
Total Expenditures	\$ 1,258,738	\$ 1,130,525	\$ 1,111,079	\$ 1,356,056
Personnel Summary / Position Title				
Director of Fleet Services	1	1	1	1
Shop Foreman	1	1	1	1
Principal Secretary	1	1	1	1
Service Supervisor	2	2	2	2
Parts Supervisor	13	13	13	13
Parts Assistants	3	3	3	3
Technicians	1	1	1	1
Accounting Specialist	1	1	1	1
Total	23	23	23	23
OUTPUTS				
Preventive maintenance services	2,495	2,545	2,670	3,088
Sublet, repairs	289	200	215	190
Motor Vehicle Inspections	384	434	575	456
General repairs	4,789	4,950	4,920	3,088
Road calls	110	103	115	101
Tire repairs	565	575	550	566
Accident repairs	27	25	21	50
Fuel gallons Dispensed/Purchases of fuel	550,000	560,000	630,000	640,000
Fuel Transactions (UI/DI)	38,477	43,000	41,900	40,429
EFFICIENCIES				
Number of Oil Services completed routinely per 4 Technicians	242	238	223	254
Number of six month preventive maintenance services per 13 Technicians	41	49	62	41
Number of MVI (State Inspections) per 13 Technicians	31	32	49	35
Number of General Repairs completed routinely per 13 Technicians	447	445	510	504
EFFECTIVENESS				
% of preventive maintenance including oil changes, six month services, and state inspections (NAFA Standard = 48%)	31.5%	32.0%	31.4%	31.6%
% of sublet repairs (NAFA Standard = 12%)	6.3%	5.8%	9.3%	7.1%
% of general repairs (NAFA Standards = 40%)	57.2%	55.3%	52.9%	55.1%

WATER & SEWER FUND UTILITY COLLECTIONS

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

- Ensure the efficient delivery of timely and accurate billing and payment information for over 40,000 customers.
- Perform accurate and timely monthly meter reading and prompt notification to customers whose meter reading and water usage indicate a possible leak.
- Provide prompt and customer-friendly response to customer billing issues.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Implemented 8:00 am opening hours for the lobby for the convenience of our customers.
- Implemented voice-activated telephone credit card payment program to allow faster response time.
- Promoted e-billing to reduce postage and paper costs and more efficiently deliver bills to customers.
- Completed scanning and destruction of stored paper records and is an on going yearly process.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-2011

- Increase departmental cross training to better serve our customers in a more time efficient manner.
- Continue to promote e-billing to reduce postage and paper costs and become more convenient for our customers.
- Work with banking institutions to receive utility payments via electronic transfers versus the current paper checks we receive in the mail or by Fed Ex which will get payments posted to accounts in a timelier manner.
- Increase the amount of IVR lines to be able to handle the increase of telephone payments received by the increasing number of customers.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**WATER & SEWER FUND
UTILITY COLLECTIONS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 1,085,261	\$ 1,050,086	\$1,042,051	\$1,126,352
Supplies	261,019	261,651	270,360	290,179
Repairs	19,024	18,914	18,615	20,450
Support Services	24,675	32,945	29,282	33,954
Benefits	348,792	351,573	349,367	375,470
Minor Capital Outlay	-	1,536	1,536	255
Capital Outlay	33,302	255	237	-
Total Expenditures	\$ 1,772,073	\$ 1,716,960	\$ 1,711,448	\$ 1,846,660
Personnel Summary / Position Title				
Clerk	1	1	1	1
Code Enforcement Officer	0	1	1	1
Customer Service Representative	4	4	4	4
Customer Service Supervisor	1	1	1	1
Mail Clerk (Part-time)	1	1	1	1
Meter Reader	8	8	8	8
Principal Secretary	1	1	1	1
Senior Meter Reader	1	1	1	1
Senior Utility Clerk	2	3	3	3
Utilities Clerk	4	4	4	4
Utility Accounting Clerk	1	1	1	1
Utility Cashier	4	4	4	4
Utility Collections Manager	1	1	1	1
Utility Collections Supervisor	1	1	1	1
Utility Service Supervisor	1	1	1	1
Utility Service Worker	4	5	5	5
Total	35	38	38	38
<i>OUTPUTS</i>				
Number of utility customers	39,200	40,376	40,500	41,850
Number of meters read	492,000	506,760	508,275	540,095
Delinquent disconnects	9,330	9,609	9,642	9624
<i>EFFICIENCIES</i>				
Number of customers per utility collections customer relations employee	1,960	<2,000	<2,000	<2,000
Number of meters read per month per reader	5,127	<5,500	<5,500	5,626
<i>EFFECTIVENESS</i>				
Meter reading error rate	0.0023%	0.0025%	0.0025%	0.0025%

**WATER & SEWER FUND
WATER DISTRIBUTION**

DIVISION DESCRIPTION

The Water Distribution Division is responsible for maintaining, repairing, and expanding the Water Distribution Infrastructure to supply the City with properly disinfected drinking water. The division is responsible for making long/short taps on water mains to new subdivisions, installing water meters, maintaining all fire hydrants, locating and marking water lines, and investigating and repairing water leaks. The division responds to customer service calls regarding possible water leaks, water pressure checks, water quality, etc. The division includes two specialized programs, the meter change-out program and the valve & hydrant maintenance program.

MAJOR DIVISION GOALS

- Improve water quality and disinfection residual by unidirectional flushing of 800 fire hydrants annually.
- Lower interruption time in the repair of water main and fire hydrant repairs.
- Encourage all employees to participate in employee training programs to achieve the highest levels of certifications from the Texas Commission on Environmental Quality in Water Distribution.
- Upgrade older sections of the water distribution system by installing valves in the older areas to minimize service interruptions during emergencies and when performing routing maintenance.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Reviewed mapping locations of the water and sewer system for the GIS database.
- Maintained the water distribution infrastructure and provided properly disinfected water for the City of Killeen.
- Located 786 water lines for contractors and construction.
- Performed 300 emergency water main repairs.
- Set 702 water meters for new residential and commercial subdivisions.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

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

MAJOR NEW PROGRAMS AND SERVICES

- Purchase an "E-Z Valve Tool" insertion tool for use on pressurized water mains.
- Add 10 automatic flushing devices to ensure proper circulation in the water distribution system.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**WATER & SEWER FUND
WATER DISTRIBUTION**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 472,784	\$ 456,502	\$ 402,118	\$ 514,999
Supplies	43,165	54,380	50,600	67,475
Maintenance	169,059	136,131	129,260	149,109
Repairs	42,254	38,750	36,550	41,518
Support Services	16,711	35,097	29,050	33,192
Benefits	156,799	179,014	164,315	185,164
Minor Capital Outlay	-	10,000	10,000	10,000
Major Capital Outlay	154,080	206,780	206,000	204,980
Capital Outlay	70,782	-	-	75,000
Total Expenditures	\$ 1,125,634	\$ 1,116,654	\$ 1,027,893	\$ 1,281,437

Personnel Summary / Position Title

Water Supervisor (Opr III)	1	1	1	1
Sr Water & Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Workcr (Opr/Appr)	12	12	12	12
Total	19	19	19	19

OUTPUTS

New Customer Services	440	600	556	600
Water Main Repairs	415	110	300	350
Water Lines (Miles)	581	730	600	650
Water Line Locates	1008	950	786	800
Fire Hydrants Repaired/Replaced	47	25	45	35
Water Service Calls	1,672	900	964	900

EFFICIENCIES

Maintenance Cost per 100 Miles of Water Piping System	\$193,741	\$152,966	\$171,316	\$197,144
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EFFECTIVENESS

% of Unaccounted Water Loss	13.9%	15.2%	13.4%	16.8%
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**WATER & SEWER FUND
SANITARY SEWERS**

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Continued the program to reduce and control inflow and infiltration (I&I) to meet compliance with the U.S. EPA's Capacity, Management, Operations, and Maintenance (CMOM) regulations regarding sanitary sewer overflows (SSOs); repaired over \$40,000 of infrastructure to control/reduce/eliminate I&I into the City's sewer system.
- Added computer system to track SSOs in conjunction with the City's Geographic Information System (GIS).
- Located and marked all City manholes and cleanouts for greater visibility.
- Completed 786 line locations for construction work performed by other utilities or citizens of Killeen in accordance with the new Texas One Call Law.
- Assisted the Street Division with the street overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for the overlay/chip-seal project.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Repair sewer system mains, manholes, and manhole crowns to reduce I&I problems; assist with the I&I Reduction Study to further the City's compliance with CMOM regulations and control of SSOs.
- Keep all vegetation and trees out of the City's sewer easements.
- Continue preventive maintenance program of flushing the City's sewer mains reducing sanitary sewer overflows and sewer system blockages.
- Continue working with the GIS department to populate the SSO database.
- Continue to assist the Street Division with the overlay/chip-seal project by raising/preparing manholes, clean outs, and valves on each street scheduled for rehabilitation.
- Work with Water Distribution Division as needed to repair water main breaks.

MAJOR NEW PROGRAMS AND SERVICES

- Replacement fleet – TV/Camera truck.
- New fleet - I2 yard dump truck.
- New equipment – two haul trailers.
- Two haul truck conversions.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**WATER & SEWER FUND
SANITARY SEWERS**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 362,708	\$ 413,331	\$ 348,365	\$ 436,212
Supplies	38,384	48,147	46,125	54,063
Maintenance	51,121	44,245	58,740	46,085
Repairs	51,092	47,500	39,980	41,000
Support Services	12,692	20,445	19,080	21,520
Benefits	116,592	146,590	120,629	151,848
Minor Capital Outlay	-	2,000	2,000	11,700
Major Capital Outlay	-	1,000	1,000	1,000
Capital Outlay	8,714	5,200	5,150	332,425
Total Expenditures	\$ 641,303	\$ 728,458	\$ 641,069	\$ 1,095,853
Personnel Summary / Position Title				
Inflow and Infiltration Supervisor (Opr III)	1	1	1	1
Sanitary Sewer Supervisor (Opr III)	1	1	1	1
Sr Water and Sewer Service Worker (Opr II)	1	1	1	1
Equipment Operator (Opr I)	3	3	3	3
Water & Sewer Service Worker (Opr/Appr)	9	9	9	9
Total	15	15	15	15
OUTPUTS				
Lines Cleaned (Feet)	797,219	500,000	270,785	450,000
Sewer Service Calls	400	1,000	300	450
Sewer Lines (Miles)	524	560	550	600
Manhole Inspections	1,579	2,500	1,884	2,000
Sewer Line Locates	1,695	1,200	786	1,000
Sewer Line Replaced (Feet)	3,000	1,000	5,000	2,500
Stoppages Cleared	53	100	38	50
Wastewater Overflows	69	45	45	40
EFFICIENCIES				
Maintenance Cost per 100 miles of Wastewater Piping System	\$122,386	\$130,082	\$116,558	\$182,642
EFFECTIVENESS				
Gallons per minute (GPM) per Mile of Inflow and Infiltration	86	105	92	95

Note: Rainfall has a significant impact on the GPM per Mile of Inflow and Infiltration due to line seepage and some runoff from manholes, etc.

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

DIVISION DESCRIPTION

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

MAJOR DIVISION GOALS

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

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Adhered to consistent operating practices and proactive maintenance for pump stations.
- Performed routine and construction bacteriological, chlorine residual, ammonia, and pH tests.
- Performed over 12,500 documented water quality tests.
- Upgraded the computerized SCADA system to include the Historian Software to collect data for reporting to the TCEQ.
- Expanded the Backflow Prevention Assembly Tester/Customer Service Inspector (BPAT/CSI) Program to meet the TCEQ rules and regulations and ensure the safety of the City's water supply.
- Implemented testing of grease traps to bring restaurants into compliance with City Ordinance for Fats, Oil, and Grease (FOG).
- Began operation of new lift stations #20 and #22 to serve Texas A & M - Central Texas University and the continued growth of the city to the south.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue upgrading the computerized SCADA system adding additional lift stations for optimal system use.
- Perform routine and construction bacteriological, chlorine residual, and ammonia tests.
- Perform water quality testing to assure high standards of continuous delivery of properly disinfected water.
- Perform sanitary sewer pretreatment program for commercial businesses.
- Begin improving the chlorinator systems at all of the pump stations.
- Continue the preventive maintenance program by rebuilding pumps and motors at all facilities.
- Continue to ensure safe drinking water through the cross connection control and customer service inspection program.
- Continue implementation of the FOG Program to reduce fats, oils, and grease discharge into the sanitary sewer system through proactive inspection and investigation of food preparation establishments.

MAJOR NEW PROGRAMS AND SERVICES

- Cap increase for TCEQ water system fee.
- Cap increase for the repair and maintenance of pumps and motors.
- New fats, oil and grease enforcement program.
- Upgrade part time secretary to full time W&S account specialist.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

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

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
INPUTS				
Expenditures				
Salaries	\$ 757,358	\$ 799,280	\$ 755,601	\$ 900,157
Supplies	110,378	165,524	158,088	149,767
Maintenance	160,914	197,637	201,637	185,500
Repairs	11,070	22,000	21,790	16,500
Support Services	1,034,241	1,014,062	1,008,680	1,164,650
Benefits	236,265	252,775	256,866	292,438
Minor Capital Outlay	-	5,500	5,500	6,074
Major Capital Outlay	-	10,480	10,480	50,000
Capital Outlay	26,482	-	-	-
Total Expenditures	\$ 2,336,708	\$ 2,467,258	\$ 2,418,642	\$ 2,765,086

Personnel Summary / Position Title

Director of Water & Sewer Services	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Water & Sewer Materials Manager	1	1	1	1
W&S Warehouse Assistant (Opr/Appr)	1	1	1	1
Chief Operator (Opr III)	1	1	1	1
Assistant to Chief Operator (Opr II)	1	1	1	1
Equipment Operator (Opr I)	5	5	5	5
Water & Sewer Service Worker (Opr/Appr)	7	7	7	7
BPAT / CSI Operator (Opr III)	1	1	1	1
Backflow Prevention Assembly Tester (Opr II)	3	3	3	3
FOG Enforcement Specialist	0	0	0	2
Principal Secretary	1	1	1	1
Secretary (Part-time)	1	1	1	0
Account Specialist	0	0	0	1
Total	24	24	24	26

OUTPUTS

Pump Station Water Pumpage (Gallons)	5,460,315,000	5,000,000,000	5,120,231,000	5,215,250,000
Lift Station Sewage Collection (Gallons)	4,131,452,653	4,500,000,000	4,510,678,100	4,650,490,000
Water Analysis Tests	13,000	13,000	13,000	13,000
Bacteriological Tests	1,200	1,200	1,200	1,200

EFFICIENCIES

Water Delivcred Cost per 1,000 Gallons	\$2.91	\$3.45	\$3.27	\$3.40
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Note: The Water Delivered Cost above is calculated in the City's Water and Sewer Financial Model where expenses are determined to be water or sewer related. Then the water expenses are divided by the consumption of water to calculate the cost to provide 1,000 gallons of water.

EFFECTIVENESS

Average of Total Trihalomethanes / Haloacctic Acids (TTHM/HAA5) -- 5 types of Bacteriological Tests	27.5 / 17.0	24.07/16.05	39.6 / 15.1	24.7 / 17.0
Average of all Disinfectant Residuals	3.18	2.50	2.17	3.40
Lowest Disinfectant Residual	0.80	0.53	0.50	0.80

Note: The Average TTHM/HAA5 Bacteriological Tests are recommended to be below 20/10, but the current regulation requires below 60/60. The TCEQ Regulation for the Disinfectant Residuals sets the average level below 4.0 and the Lowest Residual greater than or equal to 0.5

WATER & SEWER FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Engineering Division of the Water & Sewer Fund is to provide professional engineering management services to citizens, and the business and development community to ensure potable water and sanitary sewer infrastructure is designed, constructed, operated, and maintained in accordance with applicable regulatory standards and good industry practices. Key processes and activities performed by the division include review of subdivision plats and development plans for codes conformance; review of residential and commercial construction plan sets for new development and re-development before release for construction; inspection and testing of construction materials and methods to ensure compliance with plans and specifications; development of scopes of work and contracts for capital improvement project studies and designs; project management and contract administration of Master Plan and Bond Issue public infrastructure improvements; and analysis and evaluation of public water and sewer infrastructure adequacy and functionality.

MAJOR DIVISION GOALS

- Sound fiscal management of capital improvement projects.
- Conformance with established standards to ensure the City maintains acceptable regulatory compliance ratings.
- Familiarity with “state of the industry” design, construction, operation, and maintenance standards for public works infrastructure projects.
- Responsive support of the citizen, and business and development community infrastructure needs.
- Improvement of infrastructure development and technical design standards.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Reviewed approximately 45 subdivision plats and 60 commercial development plan sets.
- Oversaw public water and sewer infrastructure construction in 10 new residential subdivisions.
- Completed construction of \$3.8 million in Water and Sewer Bond capital improvement projects.
- Completed Citywide Inflow/Infiltration Flow Metering and Sanitary Sewer Basin Prioritization Study.
- Completed Sanitary Sewer Evaluation Survey Phase 1A Action Plan project.
- Upgraded City’s permanent water and wastewater flow metering stations.
- Oversaw construction of public utilities for the new Police Headquarters and Fire Station #1.
- Completed engineering design and began construction of Phase V Septic Tank Elimination Program (STEP).
- Continued program to address the United States Environmental Protection Agency Stage 2 Disinfectant and Disinfection By-Products Rule.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue development of program to address USEPA Capacity, Management, Operations and Maintenance requirements for wastewater collection system operators.
- Complete construction of Pump Station #3 Upgrades, SH 195 Gravity Interceptor, and Little Nolan Gravity/Diversion Interceptor Phase 1 Master Plan (Water & Sewer Bond) projects.
- Construct Phase V STEP; initiate and complete design of Phase VI STEP.
- Complete draft Water and Wastewater, Drainage, and Streets Technical Design Manuals for development.
- Develop Engineering Division website and post standard design guides.

MAJOR NEW PROGRAMS AND SERVICES

- New employee – Engineering Specialist.
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**WATER & SEWER FUND
ENGINEERING**

INPUTS	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
Expenditures				
Salaries	\$ 430,216	\$ 448,345	\$ 438,742	\$ 562,058
Supplies	9,671	12,798	14,317	14,836
Repairs	15,020	10,610	9,700	11,200
Support Services	320,461	84,629	83,024	401,476
Benefits	108,320	119,351	117,949	151,444
Minor Capital Outlay	-	-	-	2,502
Capital Outlay	19,283	-	-	-
Total Expenditures	\$ 902,971	\$ 675,733	\$ 663,732	\$ 1,143,516

Personnel Summary / Position Title

Assistant Director of Public Works	0.6	0.6	0.6	0.6
Assistant City Engineer	0	0	0	1
Project Engineer	2	2	2	1
Senior Construction Inspector	2	2	2	2
Construction Inspector	1	1	1	1
Project Manager	2	2	2	2
Engineering Assistant	0	0	0	0
Accounting Specialist	1	1	1	1
Principal Secretary	1	1	1	1
Engineering Specialist	0	0	0	1
Total	9.6	9.6	9.6	10.6

OUTPUTS

2004 Water & Sewer Bond Issue (\$21 Mil)	(13 Projects Initially Funded + 1 Added)			
Under Design (Projects)	1	0	0	1
Under Construction (Projects)	0	1	0	0
Completed (Projects)	12	12	13	13
2007 Water & Sewer Bond Issue (\$22 Mil)	(9 Projects Initially Budgeted + 4 Added)			
Under Design (Projects)	1	0	2	0
Under Construction (Projects)	7	2	1	0
Completed (Projects)	0	8	10	13
Construction Plan Review (Sets)	166	225	198	225

EFFICIENCIES

CIP Project contracts for Public Works (Projects)	34	40	38	42
Average number of Project Contracts per Engineer (3 engineers)	11	13	13	14

EFFECTIVENESS

Percent of projects where project cost exceeds project cost estimate by greater than 15%	0.1%	<5%	0.1%	<5%
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**WATER & SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

The Water and Sewer Contracts division was established to account for payments for the purchase of water and for the processing of sewer to Water Control Improvement District (WCID) #1. Payments for future water rights are also included in the payments for water.

	<u>Actual</u> <u>2005-06</u>	<u>Actual</u> <u>2006-07</u>	<u>Actual</u> <u>2007-08</u>	<u>Actual</u> <u>2008-09</u>	<u>Actual</u> <u>2009-10</u>
Rainfall (inches)	11.95"	53.76"	17.75"	28.25"	33.71"
Sewer treatment (gallons)	3,753,100,282	5,065,930,511	3,707,963,400	3,764,424,833	5,285,007,300
Water purchased (gallons)	4,732,431,364	4,408,956,228	5,335,797,524	5,330,785,038	4,898,303,410
Water sold (gallons)	4,041,533,500	3,560,321,300	4,246,584,000	4,587,580,600	4,240,814,300
Water loss ratio	14.6%	19.2%	20.4%	13.5%	13.4%

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for Water and Sewer Fund expenses related to information technology.

WATER AND SEWER PROJECTS

The Water and Sewer Projects division is used to account for major projects that are paid from the Water and Sewer operating fund. Other major projects are paid from Water and Sewer bond funds.

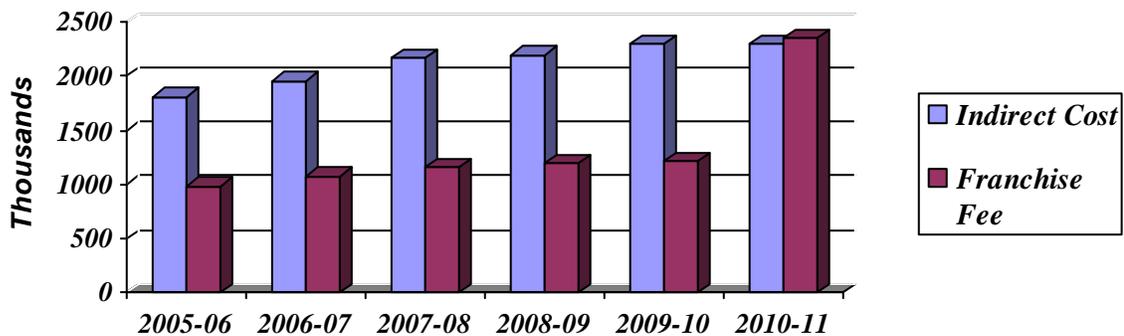
DEBT SERVICE

The Debt Service transfers to the Water and Sewer Debt Service Funds are used to account for current year expenses for principal, interest, and bank fees.

NON-DEPARTMENTAL

The Water and Sewer Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include transfers to the General Fund for a levied franchise fee and an indirect cost allocation. Other charges include professional services, bad debts, collection expenses, a building purchase, and a contingency account.

Transfers to General Fund



**WATER & SEWER FUND
OTHER APPROPRIATIONS**

WATER AND SEWER CONTRACTS

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Sewer Contracts	\$ 4,870,662	\$ 6,029,126	\$ 6,029,124	\$ 5,725,843
Water Contracts	6,278,400	6,196,377	6,196,379	6,189,481
Total Expenditures	\$ 11,149,062	\$ 12,225,503	\$ 12,225,503	\$ 11,915,324

INFORMATION TECHNOLOGY

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Salaries	\$ 197,860	\$ 231,896	\$ 196,488	\$ 250,363
Supplies	44,504	30,119	28,613	31,779
Maintenance	146,462	172,037	172,037	190,310
Repairs	26,603	20,000	19,000	19,000
Support Services	36,817	47,400	45,030	39,074
Benefits	55,392	63,151	63,151	67,916
Minor Capital Outlay	-	57,240	71,849	80,217
Capital Outlay	84,180	43,390	23,750	68,279
Total Expenditures	\$ 591,818	\$ 665,233	\$ 619,918	\$ 746,938

WATER AND SEWER PROJECTS

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Capital Improvements	\$ 367,268	\$ 700,000	\$ 700,000	\$ 700,000
Total Expenditures	\$ 367,268	\$ 700,000	\$ 700,000	\$ 700,000

DEBT SERVICE

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
EXPENDITURES				
Interest & Sinking Transfer	\$ 5,007,689	\$ 5,035,000	\$ 5,035,000	\$ 6,585,000
Total Expenditures	\$ 5,007,689	\$ 5,035,000	\$ 5,035,000	\$ 6,585,000

**WATER & SEWER FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	2008-09		2009-10		2009-10		2010-11
	Actual		Adopted		Estimated		Adopted
<i>EXPENDITURES</i>							
Supplies	\$ 20,212	\$	4,000	\$	2,000	\$	4,000
Maintenance	38,348		50,000		50,000		50,000
Repairs	1,227		14,800		14,000		14,500
Support Services	869,677		1,026,940		1,012,536		1,211,165
Designated Expenses	332,309		139,000		155,260		157,600
Capital Outlay	4,500		-		-		-
Transfers Out	3,393,198		3,515,765		3,515,765		4,637,031
Total Expenditures	\$ 4,659,471	\$	4,750,505	\$	4,749,561	\$	6,074,296

FISCAL YEAR 2010-2011

ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



DRAINAGE UTILITY FUND

DRAINAGE UTILITY FUND

DRAINAGE UTILITY FUND

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

The City of Killeen uses this fund to account for all expenses incurred and revenues received pertaining to the operation, maintenance, and improvement of Drainage services provided by the City. Appropriations are made for five functions provided by Drainage Utility. These functions include the Capital Improvement Program for Major Drainage Projects and the operational functions including Drainage Engineering, Minor Drainage Projects, Drainage Maintenance, and Streets.



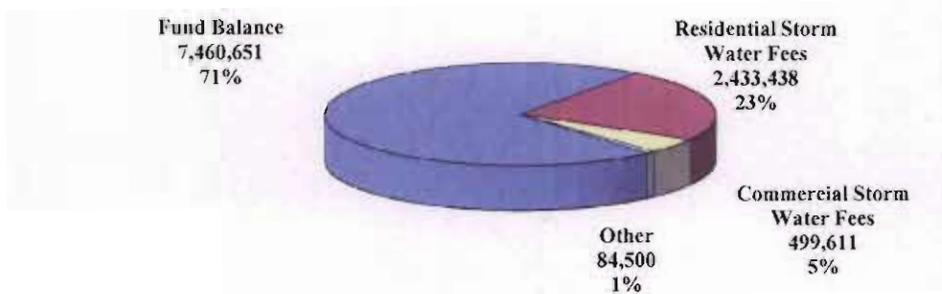
DRAINAGE UTILITY FUND**Adopted Budget****Summary****FY 2010-11**

	2008-09 ACTUAL	2009-10 ADOPTED	2009-10 ESTIMATED	2010-11 ADOPTED
TOTAL BEGINNING FUND BALANCE	8,195,604	7,460,651	7,762,880	7,577,571
REVENUES				
Residential Storm Water Fees	2,420,814	2,433,438	2,482,660	2,945,045
Commercial Storm Water Fees	500,040	499,611	501,315	516,354
Interest Earned	72,061	81,300	15,277	15,735
Grant Revenue	46,727	-	30,041	-
Miscellaneous Receipts	3,167	3,200	5,371	5,500
TOTAL CURRENT REVENUES	3,042,809	3,017,549	3,034,664	3,482,634
TOTAL FUNDS AVAILABLE	11,238,413	10,478,200	10,797,544	11,060,205
EXPENSES				
Engineering	297,884	405,321	398,715	519,343
Street	266,533	300,000	300,000	300,000
Drainage Maintenance	1,187,810	1,259,780	1,072,950	1,369,615
Drainage Projects - Minor	697,582	240,000	225,000	250,000
Drainage Projects - Major	387,125	6,178,165	599,855	5,578,310
Debt Service	583,058	584,158	584,158	582,958
Non-Departmental	37,846	43,527	21,600	84,115
TOTAL CURRENT EXPENSES	3,457,838	9,010,951	3,202,278	8,684,341
TRANSFERS OUT	17,695	17,695	17,695	232,752
TOTAL EXPENSES	3,475,533	9,028,646	3,219,973	8,917,093
ENDING FUND BALANCE				
Reserved Fund Balance	7,762,880	1,449,554	7,577,571	2,143,112
TOTAL ENDING FUND BALANCE	7,762,880	1,449,554	7,577,571	2,143,112

DRAINAGE UTILITY FUND

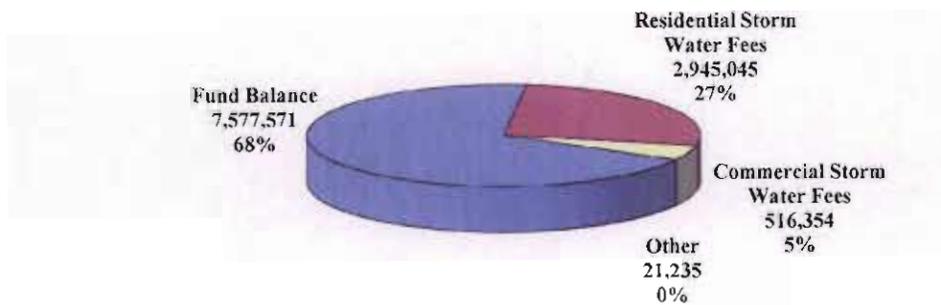
Comparison of FY 2009-10 Budget to FY 2010-11 Budget

FY 2009-10 Resources



Total Fund Balance and Revenues \$10,478,200

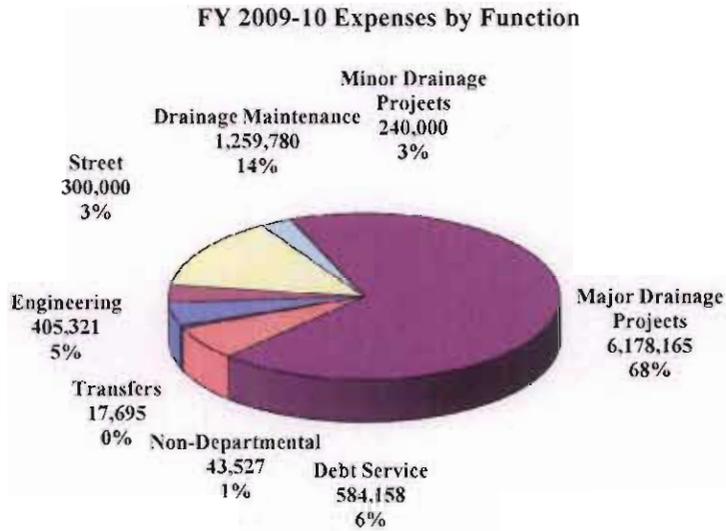
FY 2010-11 Resources



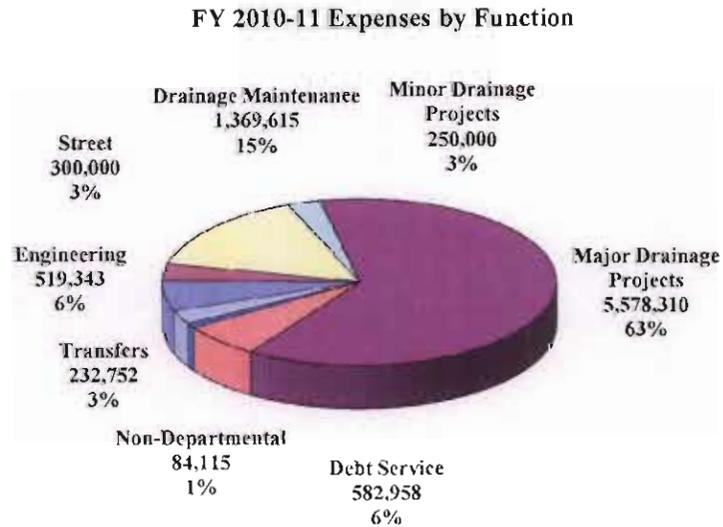
Total Fund Balance and Revenues \$11,060,205

DRAINAGE UTILITY FUND

Comparison of FY 2009-10 Budget to FY 2010-11 Budget



Total Expenses \$9,028,646



Total Expenses \$8,917,093

Note: Significant changes between FY 2009-10 and FY 2010-11 are discussed on each division's financial page

DRAINAGE UTILITY FUND ENGINEERING

DIVISION DESCRIPTION

The mission of the Drainage Utility – Engineering Division is to provide drainage management services for the citizens and businesses of the City of Killeen that support water quality improvements; storm water run-off controls and beneficial usage solutions; system sustainability and chronic maintenance problem reduction; and environmental and aesthetic enhancement opportunities. The Drainage Utility has completed year three of the Storm Water Management Program (SWMP) in order to meet the mandates of the State of Texas Phase II program. The Drainage Utility manages storm water discharge permits for selected municipal industrial operations, and for City-performed/City-sponsored construction activities that disturb 1 acre of land or greater. The Drainage Utility has implemented a Capital Improvement Program (CIP) and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades. The Drainage Utility completed surface water quality monitoring projects in the South Nolan Creek and Lampasas River Watersheds under Clean Water Act 319(h) grant agreements with the Texas Commission on Environmental Quality (TCEQ). The Drainage Utility includes a Drainage Maintenance Program to address degradation of and damage to the municipal drainage system.

MAJOR DIVISION GOALS

- Design and construct drainage CIPs in accordance with well-defined master planning priorities.
- Implement the SWMP and approved recommendations from the drainage master planning process.
- Physically inventory, assess, and plan improvements to the City’s drainage infrastructure.
- Further develop “Storm” Geographic Information Systems (GIS) datasets and applications.
- Investigate reported drainage concerns and illicit discharges to include performing water quality testing.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Adopted the Drainage Master Plan Update covering those areas annexed in 2008.
- Managed professional engineering services agreements on eight of the Major CIP projects including El Dorado, South Nolan Creek at Stallion, Little Nolan Creek Tributary 1 at Cantabrian, Bermuda/Ronstan, Acorn, Bending Trail, Valley, and Patriotic.
- Utilized City Crews to construct the 40th Street ditch emergency repair project and Long Branch Major CIP.
- Completed surface water quality monitoring projects in the South Nolan Creek and Lampasas River Watersheds under Clean Water Act 319(h) grant agreements with the Texas Commission on Environmental Quality (TCEQ).
- Worked with Drainage Maintenance Crews to implement Drainage Maintenance Plan.
- Educated the public on the newly adopted Illicit Discharge Ordinance.
- Provided local and regional surface water quality stakeholder groups with educational outreach tools and technical support.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Adopt a post-construction ordinance and design manual in accordance with the Phase II program.
- Adopt an erosion and sediment control ordinance in accordance with the Phase II program.
- Adopt a citywide Drainage Master Plan Update.
- Implement additional stages of the State of Texas Phase II program.
- Provide technical support to local and regional surface water quality stakeholder groups (e.g., Stillhouse Clean Water Steering Committee; Clean Rivers Program; Lampasas Watershed Protection Plan).
- Support the Drainage Maintenance Program by determining and scheduling drainage maintenance projects throughout the City.

MAJOR NEW PROGRAMS AND SERVICES

- Environmental Specialist I
- Illicit Discharge investigations and water quality testing
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**DRAINAGE UTILITY FUND
ENGINEERING**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 142,378	\$ 156,261	\$ 163,615	\$ 201,411
Supplies	8,334	17,551	16,260	31,166
Maintenance	-	-	-	-
Repairs	573	1,500	574	2,200
Support Services	105,536	186,979	174,805	200,261
Benefits	38,412	43,030	43,461	56,159
Minor Capital Outlay	-	-	-	1,496
Capital Outlay	2,651	-	-	26,650
Total Expenditures	\$ 297,884	\$ 405,321	\$ 398,715	\$ 519,343
Personnel Summary / Position Title				
Assistant Director of Public Works	0.2	0.2	0.2	0.2
Project Engineer	1	1	1	1
Secretary	1	1	1	1
Drainage Technician	1	1	1	1
Environmental Specialist I	0	0	0	1
Total	3.2	3.2	3.2	4.2
<i>OUTPUTS</i>				
Number of Minor Drainage CIP Projects	20	20	23	20
Major Drainage CIP (\$) Budgeted	20	19	19	16
Major Drainage CIP (\$) Expended				
Engineering	8	8	8	0
Construction	4	5	3	7
<i>EFFICIENCIES</i>				
% Completion of the Development of 'Storm' Geodataset base file	90.0%	100.0%	100.0%	100.0%
% Completion of Phase II objectives	94.4%	98.0%	98.0%	100.0%
<i>EFFECTIVENESS</i>				
% of Projects where Project Cost exceeds Project Cost Estimate by greater than 15%	0.00%	0.00%	0.00%	<5%
# of Field Inspections	104	100	152	150

**DRAINAGE UTILITY FUND
STREET**

DIVISION DESCRIPTION

The Street Division in the Drainage Utility Fund provides funding for roadway drainage projects. Maintenance such as curb and gutter repairs, valley gutter repairs and street failures due to groundwater infiltration keep the street drainage infrastructure operational.

MAJOR DIVISION GOALS

- Provide superior pavement maintenance services by performing preventive maintenance repairs on drainage related infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-2010

- Completed Street Drainage Maintenance projects on Tucker, Robinett, Tiger, Stallion, Chantz, Daude, Gautier, Westwood, Botanical and various other locations.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Repair an estimated 45 roadway drainage projects.

MAJOR NEW PROGRAMS AND SERVICES

- A 3% Cost of Living Adjustment was given to all non civil service employees.

**DRAINAGE UTILITY FUND
STREET**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<u>INPUTS</u>				
Expenditures				
Maintenance	266,533	300,000	300,000	300,000
Total Expenditures	\$ 266,533	\$ 300,000	\$ 300,000	\$ 300,000
Personnel Summary / Position Title				
No Full-Time Personnel**	0	0	0	0
Total	0	0	0	0
 ** Personnel in the Street Department and outside contractors perform the work for the roadway drainage repairs.				
<u>OUTPUTS</u>				
Roadway Drainage Projects Completed	35	55	45	60
<u>EFFICIENCIES</u>				
Average Time to Complete a Roadway	7 days	7 days	14 days	10 days
<u>EFFECTIVENESS</u>				
% of Requested Roadway Drainage Repairs	90.0%	100.0%	75.0%	100.0%

***DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE***

DIVISION DESCRIPTION

The mission of the Drainage Utility – Drainage Maintenance Division is to maintain, repair, and/or improve the municipal drainage infrastructure for the City of Killeen. Tasks include: removal of non-beneficial growth; removal of sediment; clean out blockages in channels; repair washouts; reshape channels; perform minor repair projects; place rip-rap and erosion control matting; reseed areas as needed; maintain detention basins, flumes and bridge heads.

MAJOR DIVISION GOALS

- Improve the quality of the drainage infrastructure throughout the City by accomplishing work in accordance with the instructions and priority set by Drainage Utility – Engineering Division.
- Assist in the inventory, assessment and improvement of the city’s infrastructure.

WHAT WE ACCOMPLISHED IN FISCAL YEAR 2009-10

- Continued implementation of the Drainage Maintenance Plan.
- Moved into the new equipment repair facility; organized and set up offices, work bay, and parts storage; and moved vehicles/equipment to the new yard.
- Refined the inventory of the drainage infrastructure. Continued to collect data on length and acreage, to include the annexed areas. The current inventory consists of 46.4 miles/321.3 acres.
- Completed three (3) maintenance cycles for the total inventory of drainage infrastructure this fiscal year.
- Successfully implemented the assignment of three crews to three separate geographical areas of the city for the performance of routine maintenance cycles.
- Completed seven (7) minor CIP and seventeen (17) minor operational projects that were generated by work orders from the work crews.

WHAT WE PLAN TO ACCOMPLISH IN FISCAL YEAR 2010-11

- Continue to collect and refine the demographics for the drainage infrastructure.
- Complete three (3) maintenance cycles for the total inventory of drainage infrastructure for the fiscal year.
- Complete seven (7) minor CIP projects and thirty (30) operational projects/flood repair.

MAJOR NEW PROGRAMS AND SERVICES

- New Employee – Drainage Maintenance Supervisor
- A 3% Cost of Living Adjustment was given to all non civil service employees.

**DRAINAGE UTILITY FUND
DRAINAGE MAINTENANCE**

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>INPUTS</i>				
Expenditures				
Salaries	\$ 611,519	\$ 786,599	\$ 678,300	\$ 869,885
Supplies	77,755	84,816	78,300	96,836
Maintenance	62,225	38,497	38,376	34,638
Repairs	59,678	53,000	52,500	49,508
Support Services	3,776	12,732	8,282	9,657
Benefits	204,543	279,176	212,232	305,473
Minor Capital Outlay	-	2,460	2,460	1,118
Designated Expenses	2,275	2,500	2,500	2,500
Capital Outlay	166,039	-	-	-
Total Expenditures	\$ 1,187,810	\$ 1,259,780	\$ 1,072,950	\$ 1,369,615
Personnel Summary / Position Title				
Drainage Supervisor	1	1	1	2
Drainage Crew Leader	3	4	4	4
Drainage Equipment Operator	7	9	9	9
Drainage Service Worker	10	16	16	16
Total	21	30	30	31
<i>OUTPUTS</i>				
Drainage infrastructure repaired or rehabilitated by maintenance crew (miles and acres) - (Operations only)	48	80	150	139
	383	646	802	963
<i>EFFICIENCIES</i>				
Average cost per mile and acre of drainage infrastructure repaired or rehabilitated by maintenance crew (Operations only)	\$24,746/mile \$3,101/acre	\$15,747/mile \$1,950/acre	\$7,137/mile \$1,335/acre	\$9,853/mile \$1,422/acre
<i>EFFECTIVENESS</i>				
Drainage repair and rehabilitation projects completed by scheduled completion date (%) - (Operations and Capital Improvement Projects)	12 projects 100%	16 projects 100%	24 projects 100%	37 projects 100%

**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

The Debt Service division is used to account for current year expenses for principal, interest, and bank fees.

PUBLIC SERVICES

The Public Services division is used to account for current year expenses for grants that benefit public services.

INFORMATION TECHNOLOGY

The Information Technology budget is used to account for the Drainage Utility Fund expenses related to information technology.

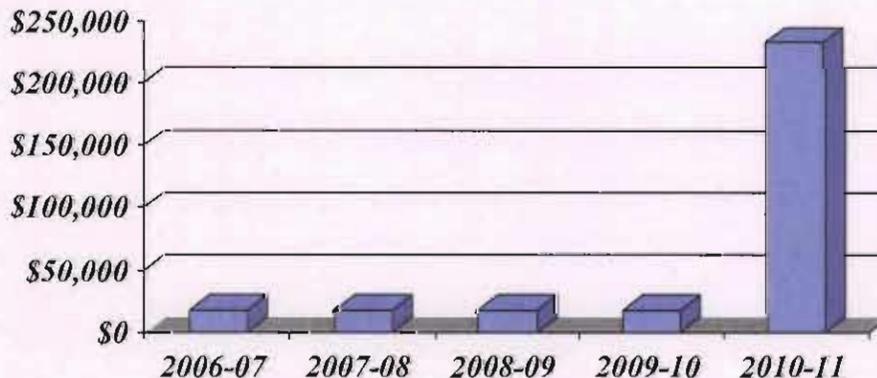
DRAINAGE PROJECTS

The Drainage Utility Projects division is used to account for minor drainage projects and all major capital improvement projects related to the issuance of the Certificates of Obligation.

NON-DEPARTMENTAL

The Drainage Utility Non-Departmental division is utilized to account for charges that are not directly related to a specific division. These charges include a transfer to the General Fund for indirect cost allocation. The indirect cost transfer is to fund a portion of the salary and benefits related to a City Attorney assigned to Public Works projects and activities exclusively. Other charges include professional services, insurance, and a salary accrual account.

Indirect Cost Transfer to the General Fund



**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

DEBT SERVICE

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>EXPENSES</i>				
Bond Interest	\$ 310,958	\$ 300,158	\$ 300,158	\$ 288,958
Bond Principal	270,000	280,000	280,000	290,000
Bank Fees	2,100	4,000	4,000	4,000
Total Expenses	\$ 583,058	\$ 584,158	\$ 584,158	\$ 582,958

PUBLIC SERVICES

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>EXPENSES</i>				
TCEQ Grant	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ -

INFORMATION TECHNOLOGY

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>EXPENSES</i>				
Supplies	\$ 1,999	\$ 2,000	\$ 1,900	\$ 2,000
Maintenance	4,791	5,185	5,100	5,185
Repairs	2,204	2,000	1,900	2,000
Support Services	-	-	-	-
Minor Capital Outlay	-	2,320	2,300	35,294
Capital Outlay	8,600	6,500	6,400	19,320
Total Expenses	\$ 17,594	\$ 18,005	\$ 17,600	\$ 63,799

DRAINAGE PROJECTS

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>EXPENSES</i>				
Cost of Issuance	\$ -	\$ -	\$ -	\$ -
Minor Drainage Projects	697,582	240,000	225,000	250,000
Major Capital Improvements	387,125	6,178,165	599,855	5,578,310
Total Expenses	\$ 1,084,707	\$ 6,418,165	\$ 824,855	\$ 5,828,310

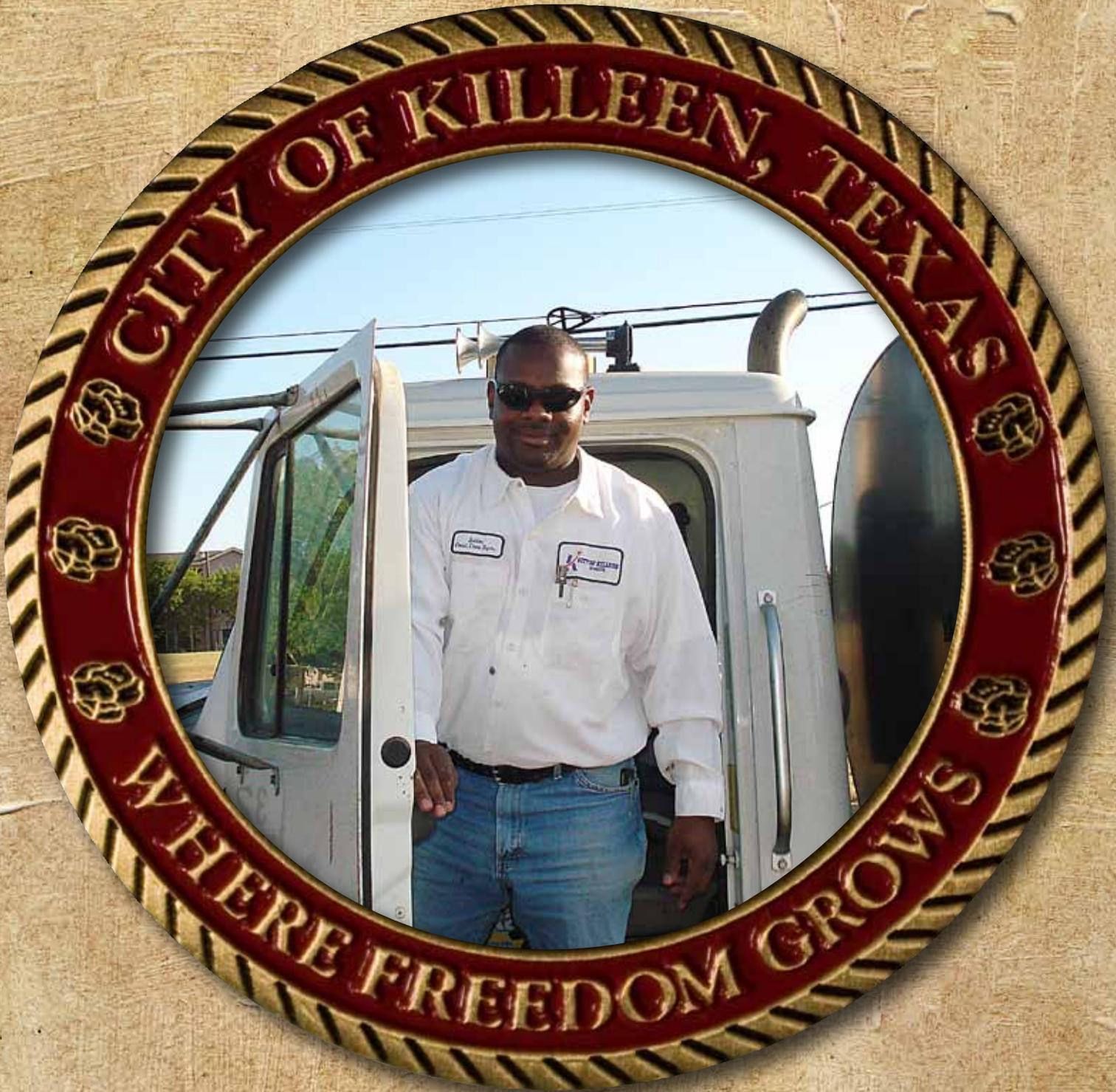
**DRAINAGE UTILITY FUND
OTHER APPROPRIATIONS**

NON-DEPARTMENTAL

	2008-09 Actual	2009-10 Adopted	2009-10 Estimated	2010-11 Adopted
<i>EXPENSES</i>				
Support Services	\$ 5,235	\$ 25,522	\$ 4,000	\$ 20,316
Designated Expenses	15,017	-	-	-
Transfers Out	17,695	17,695	17,695	232,752
Total Expenses	\$ 37,947	\$ 43,217	\$ 21,695	\$ 253,068

FISCAL YEAR 2010-2011

ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



DEBT SERVICES FUND

DEBT SERVICE FUND

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. The City established separate interest and sinking funds for each general obligation debt and revenue bond issue. City policy attempts to maintain a fund balance of at least two months of annual appropriated expenditures for debt service and any associated fees as a fund balance in the debt service fund at fiscal year end.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments must stay within provisions of state law, bond covenants, and council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

<u>Bond Type</u>	<u>Standard & Poors</u>	<u>Moody's</u>	<u>Fitch</u>
General Obligation	AA	N/A	N/A
Certificate of Obligation	AA	N/A	N/A
Waterworks and Sewer System Revenue Bonds	AA	N/A	N/A



TAX INFORMATION

Since 1982, the appraisal of property within the City has been the responsibility of the county wide appraisal district. The appraisal district is required, under the property tax code, to assess all property within the appraisal district on the basis of 100 percent of its appraised value and is prohibited from applying any assessments ratios. The value of property within the appraisal district must be reviewed at least every five years. The City may challenge appraised values established by the appraisal district through various appeals and, if necessary, legal action. Under this legislation, the City continues to set tax rates on property within the City's limits. The City Council may not adopt a tax rate that raises more tax revenue than the prior year without holding a public hearing on the tax increase. The hearing is held following a published notice to taxpayers and otherwise complying with the State Tax Code. If the adopted tax rate exceeds the rollback tax rate, the qualified voters of the City by petition, may require that an election be held to determine whether or not to reduce the tax rate adopted for the current year to the rollback rate.

For definition purposes:

"Effective tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted). "Adjusted" means lost values are not included in the calculation of last year's taxes and new values are not included in this year's taxable values. If the effective tax rate, excluding tax rates for bonds and other contractual obligations, and adjusted for new improvements, exceeds the rate of the previous year by more than 8 percent, qualified voters of the City may petition for an election to determine whether to limit the tax rate to no more than 8 percent above the tax rate of the previous year.

"Rollback tax rate" means the rate that will produce last year's maintenance and operation tax levy (adjusted) multiplied by 1.08 plus a rate that will produce this year's debt service from this year's values (unadjusted) divided by the anticipated tax collection rate.

By each September 1, or as soon thereafter as practicable, the City Council adopts a tax rate. The rate is expressed in terms of \$100 of taxable assessed valuation and consists of two components: (1) a tax rate for maintenance and operations, and (2) a tax rate for debt service.

Current tax notices are mailed out in early October of each year. Current taxes are due by January 31 of each year and incur penalty and interest after that date. There is a 15% attorney fee added after July 1. The penalty and interest rates are as follows:

<u>Month of Payment</u>	<u>Penalty</u>	<u>Interest</u>	<u>Total</u>
February	6%	1%	7%
March	7%	2%	9%
April	8%	3%	11%
May	9%	4%	13%
June	10%	5%	15%
July	12%	6%	18%

The City Council of Killeen has elected to provide that current taxes paid prior to December 31 of the year shall be subject to discounts as follows:

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

AD VALOREM TAXES

**ESTIMATE OF AD VALOREM TAX REVENUE
AND PROPOSED DISTRIBUTION OF COLLECTIONS**

TAX ESTIMATE

Assessed Valuation for 2010	\$ 4,600,996,317
Proposed Tax Rate of \$100 Valuation	0.7428
Gross Revenue from Taxes	34,176,201
Estimated Percent of Collections	98.5%
Estimated Funds from Tax Levy	33,663,558
Less Discount for Early Payment	(566,367)
Estimated Funds Available	<u>\$ 33,097,191</u>

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	68.49%	50.872 \$	22,667,191
Interest & Sinking Fund 2001	0.39%	0.292 \$	130,000
Interest & Sinking Fund 2002	0.76%	0.561 \$	250,000
Interest & Sinking Fund 2004 C/O	1.90%	1.414 \$	630,000
Interest & Sinking Fund 2004 G.O.B.	3.29%	2.446 \$	1,090,000
Interest & Sinking Fund 2005 C/O	2.36%	1.751 \$	780,000
Interest & Sinking Fund 2006 G.O.B.	3.63%	2.693 \$	1,200,000
Interest & Sinking Fund 2007 G.O.B.	3.32%	2.469 \$	1,100,000
Interest & Sinking Fund 2007 C/O	5.17%	3.838 \$	1,710,000
Interest & Sinking Fund 2009 G.O.B.	1.87%	1.391 \$	620,000
Interest & Sinking Fund 2009 C/O	0.21%	0.157 \$	70,000
Capital Lease (Ambulances)	0.73%	0.539 \$	240,000
Interest & Sinking Fund 2009 - Refunding	0.60%	0.449 \$	200,000
Interest & Sinking Fund 2010 - Refunding	0.85%	0.628 \$	280,000
Interest & Sinking Fund 2011 C/O	0.31%	0.231 \$	103,000
Interest & Sinking Fund 2011 C/O	6.12%	4.549 \$	2,027,000
Total	<u>100.00%</u>	<u>74.280 \$</u>	<u>33,097,191</u>

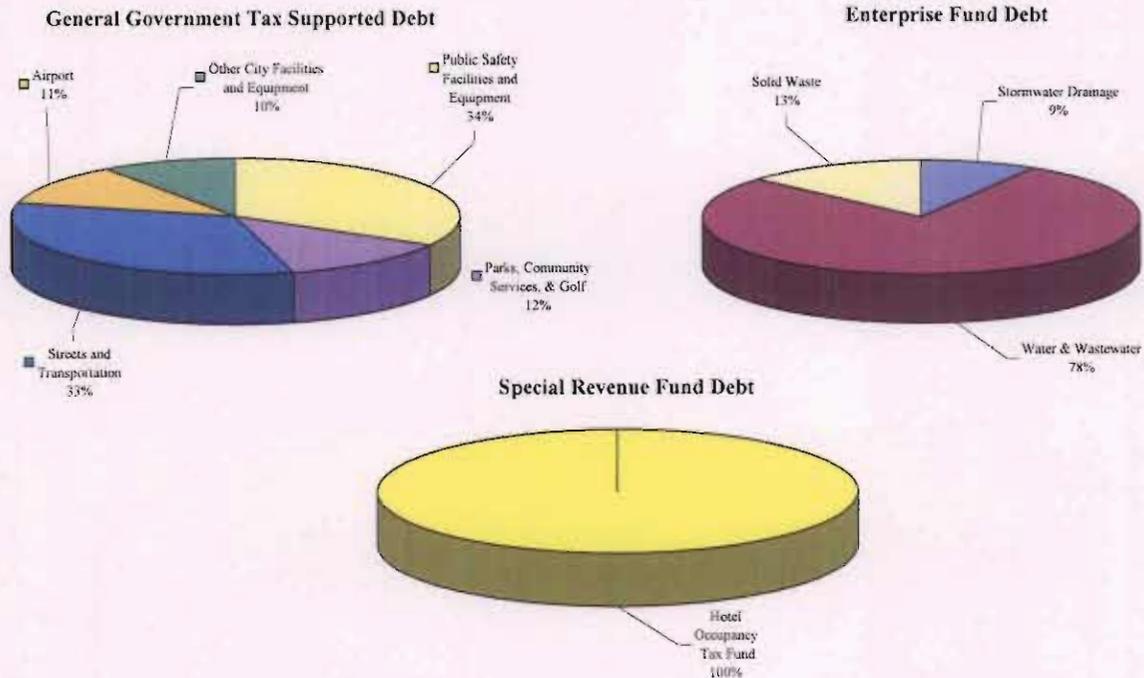
COMPARISON OF PREVIOUS YEAR TAX RATES

	2006-07	2007-08	2008-09	2009-10	2010-11
General Fund	47.625	46.256	49.281	49.057	50.872
Interest & Sinking 1999	0.582	0.525	0.297	-	-
I & S 1999 - Refunding	0.747	0.538	0.424	0.541	-
Interest & Sinking 2000	1.463	-	-	-	-
Interest & Sinking 2001	1.344	1.211	0.941	1.035	0.292
Interest & Sinking 2002	0.791	0.699	0.541	0.635	0.561
Interest & Sinking 2003	1.463	1.278	-	1.835	-
Interest & Sinking 2004 C/O	1.717	1.767	1.294	1.482	1.414
Interest & Sinking 2004 G.O.B.	10.736	9.227	6.237	4.282	2.446
Interest & Sinking 2005 C/O	1.643	0.901	1.153	2.023	1.751
Interest & Sinking 2006 G.O.B.	1.389	1.076	1.777	1.388	2.693
Interest & Sinking Fund 2007 G.O.B.	-	2.391	0.941	2.635	2.469
Interest & Sinking Fund 2007 C/O	-	3.631	2.412	4.093	3.838
Interest & Sinking Fund 2009 G.O.B.	-	-	2.754	-	1.391
Interest & Sinking Fund 2009 C/O	-	-	0.706	-	0.157
Capital Lease (Ambulances)	-	-	0.741	0.494	0.539
I & S 2009 - Refunding	-	-	-	-	0.449
I & S 2010 - Refunding	-	-	-	-	0.628
Interest & Sinking Fund 2011 C/O	-	-	-	-	0.231
Interest & Sinking Fund 2011 C/O	-	-	-	-	4.549
Total	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>	<u>69.500</u>	<u>74.280</u>

OUTSTANDING DEBT SUMMARY – OCTOBER 1, 2010

	Debt Outstanding 10/01/2010	FY 2010/11 Principal	FY 2010/11 Interest	Debt Outstanding 09/30/2011	%
GENERAL GOVERNMENT TAX SUPPORTED DEBT:					
Public Safety Facilities and Equipment	\$ 37,386,739	\$ 1,393,244	\$ 1,650,425	\$ 35,993,495	33%
Parks, Community Services, & Golf	14,229,200	943,678	601,208	13,285,522	12%
Streets and Transportation	37,167,070	1,347,379	1,577,175	35,819,691	33%
Airport	12,975,000	690,000	502,920	12,285,000	11%
Other City Facilities and Equipment	11,046,590	697,497	483,032	10,349,093	10%
TOTAL TAX SUPPORTED DEBT	\$ 112,804,599	\$ 5,071,798	\$ 4,814,760	\$ 107,732,801	100%
ENTERPRISE DEBT: (Self-Supporting)					
Stormwater Drainage	\$ 6,475,000	\$ 290,000	\$ 288,958	\$ 6,185,000	9%
Water & Wastewater	59,254,500	4,092,700	2,576,800	55,161,800	78%
Solid Waste	9,845,000	320,000	418,969	9,525,000	13%
TOTAL ENTERPRISE SUPPORTED DEBT	\$ 75,574,500	\$ 4,702,700	\$ 3,284,727	\$ 70,871,800	100%
HOTEL OCCUPANCY TAX SUPPORTED DEBT:					
Killeen Civic & Conference Center	\$ 8,320,000	\$ 295,000	\$ 308,100	\$ 8,025,000	100%
TOTAL CITY SUPPORTED DEBT	\$ 196,699,099	\$ 10,069,498	\$ 8,407,587	\$ 186,629,601	

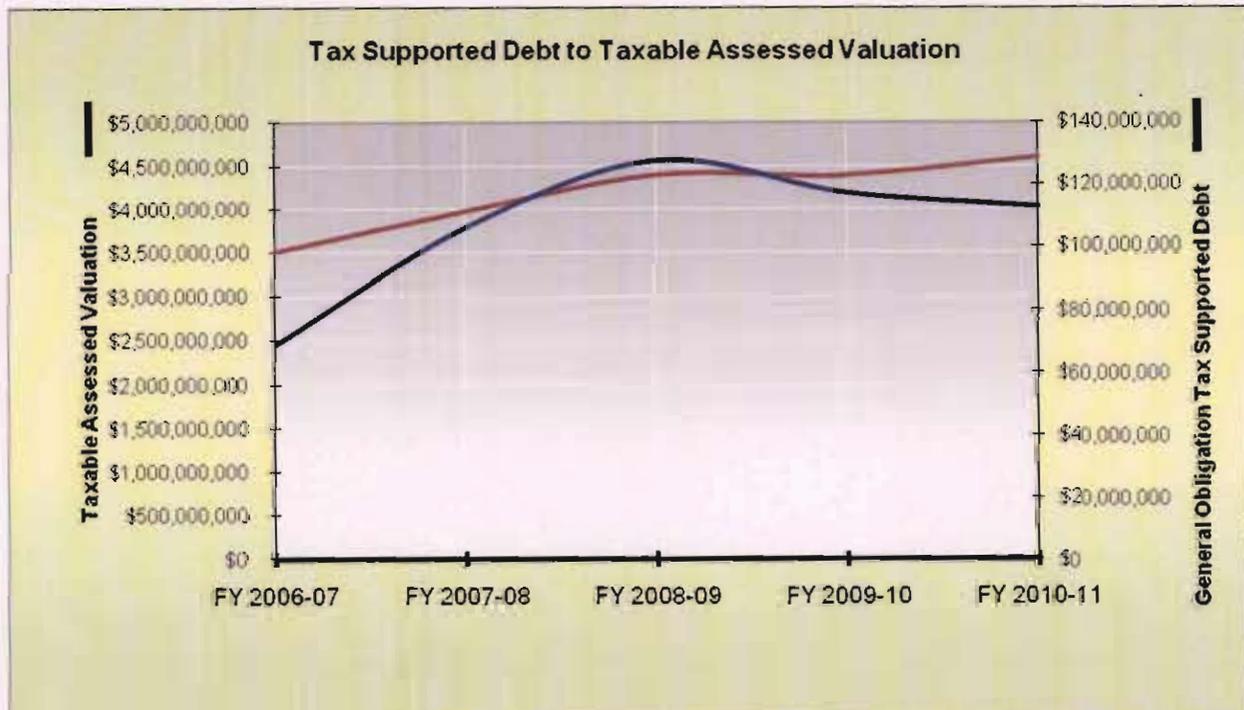
OUTSTANDING DEBT BY TYPE



LEGAL DEBT MARGIN FOR GENERAL OBLIGATIONS

All taxable property within the City of Killeen is subject to the assessment, levy, and collection by the City of a continuing direct annual ad valorem tax sufficient to provide for the payment of principal and interest on City issued bonds, within the limits prescribed by law. Although the City has no legal debt limit established by its charter or ordinances, the Constitution of the State of Texas (Article 11, Section 5) limits the maximum amount that a City can designate for debt service to 2.5% of its total assessed value. Following is an analysis of the City of Killeen's total assessed value for the 2010 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 2011:

Assessed Value, 2010 Tax Roll	\$ 4,600,996,317
Limit on Amount Designated for Debt Service	<u> X 2.5%</u>
Legal Limit	<u>\$ 115,024,908</u>
Actual Amount to be Expended for General Obligation Debt Service During the Year Ending September 30, 2011.	<u>\$ 9,886,558</u>

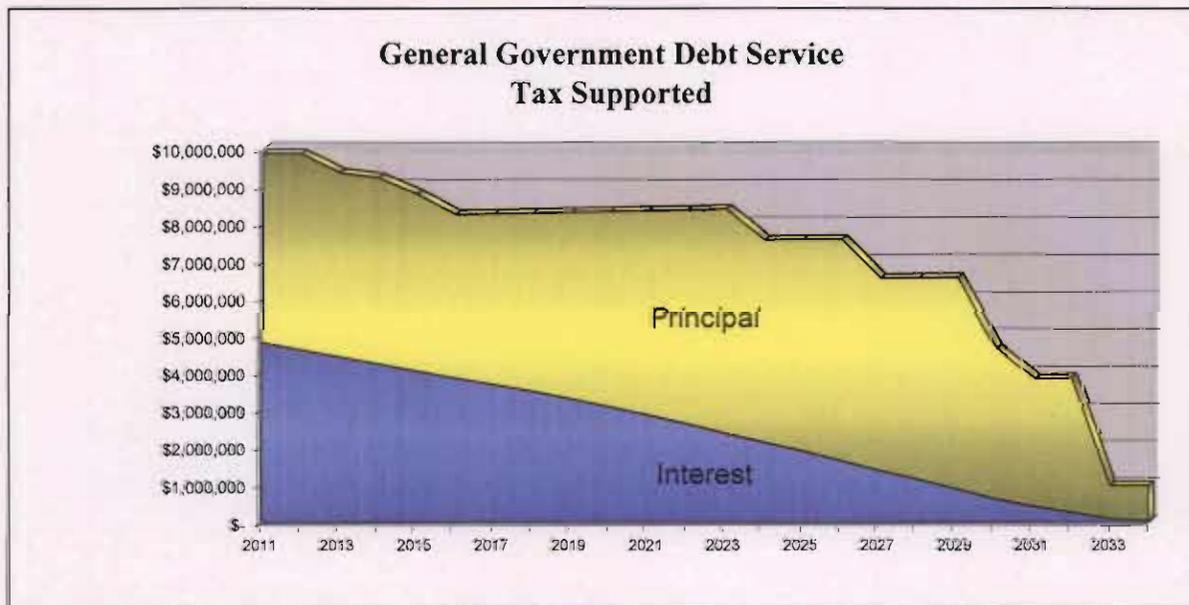


SUMMARY OF DEBT SERVICE TO MATURITY

Debt funded by dedicated portion of local ad valorem tax

TAX SUPPORTED

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2011	\$ 112,804,599	\$ 4,814,760	\$ 5,071,798	\$ 9,886,558
2012	107,732,801	4,617,111	5,270,101	9,887,212
2013	102,462,700	4,419,614	4,952,700	9,372,314
2014	97,510,000	4,239,430	5,005,000	9,244,430
2015	92,505,000	4,044,443	4,755,000	8,799,443
2016	87,750,000	3,854,462	4,410,000	8,264,462
2017	83,340,000	3,678,183	4,605,000	8,283,183
2018	78,735,000	3,492,589	4,815,000	8,307,589
2019	73,920,000	3,293,646	5,025,000	8,318,646
2020	68,895,000	3,083,055	5,255,000	8,338,055
2021	63,640,000	2,860,586	5,505,000	8,365,586
2022	58,135,000	2,625,515	5,755,000	8,380,515
2023	52,380,000	2,376,114	6,030,000	8,406,114
2024	46,350,000	2,133,076	5,445,000	7,578,076
2025	40,905,000	1,894,843	5,700,000	7,594,843
2026	35,205,000	1,640,954	5,960,000	7,600,954
2027	29,245,000	1,372,577	5,185,000	6,557,577
2028	24,060,000	1,137,784	5,435,000	6,572,784
2029	18,625,000	883,013	5,695,000	6,578,013
2030	12,930,000	615,108	4,070,000	4,685,108
2031	8,860,000	423,470	3,435,000	3,858,470
2032	5,425,000	259,989	3,610,000	3,869,989
2033	1,815,000	87,120	885,000	972,120
2034	930,000	44,640	930,000	974,640
		<u>\$ 57,892,082</u>	<u>\$ 112,804,599</u>	<u>\$ 170,696,681</u>

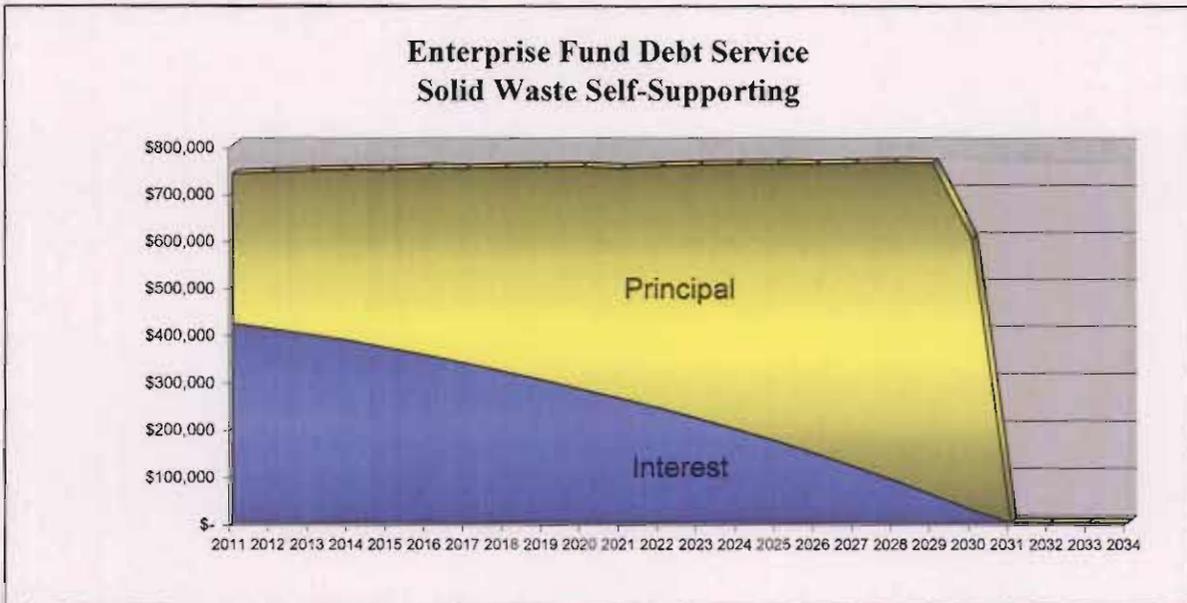


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: SOLID WASTE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2011	\$ 9,845,000	\$ 418,969	\$ 320,000	\$ 738,969
2012	9,525,000	407,619	335,000	742,619
2013	9,190,000	395,756	350,000	745,756
2014	8,840,000	382,694	365,000	747,694
2015	8,475,000	367,394	380,000	747,394
2016	8,095,000	351,494	400,000	751,494
2017	7,695,000	334,769	415,000	749,769
2018	7,280,000	317,156	435,000	752,156
2019	6,845,000	298,706	455,000	753,706
2020	6,390,000	279,371	475,000	754,371
2021	5,915,000	259,934	490,000	749,934
2022	5,425,000	239,659	515,000	754,659
2023	4,910,000	217,650	540,000	757,650
2024	4,370,000	194,456	565,000	759,456
2025	3,805,000	170,128	590,000	760,128
2026	3,215,000	144,015	615,000	759,015
2027	2,600,000	116,665	645,000	761,665
2028	1,955,000	87,990	675,000	762,990
2029	1,280,000	57,375	705,000	762,375
2030	575,000	25,875	575,000	600,875
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
		<u>\$ 5,067,675</u>	<u>\$ 9,845,000</u>	<u>\$ 14,912,675</u>

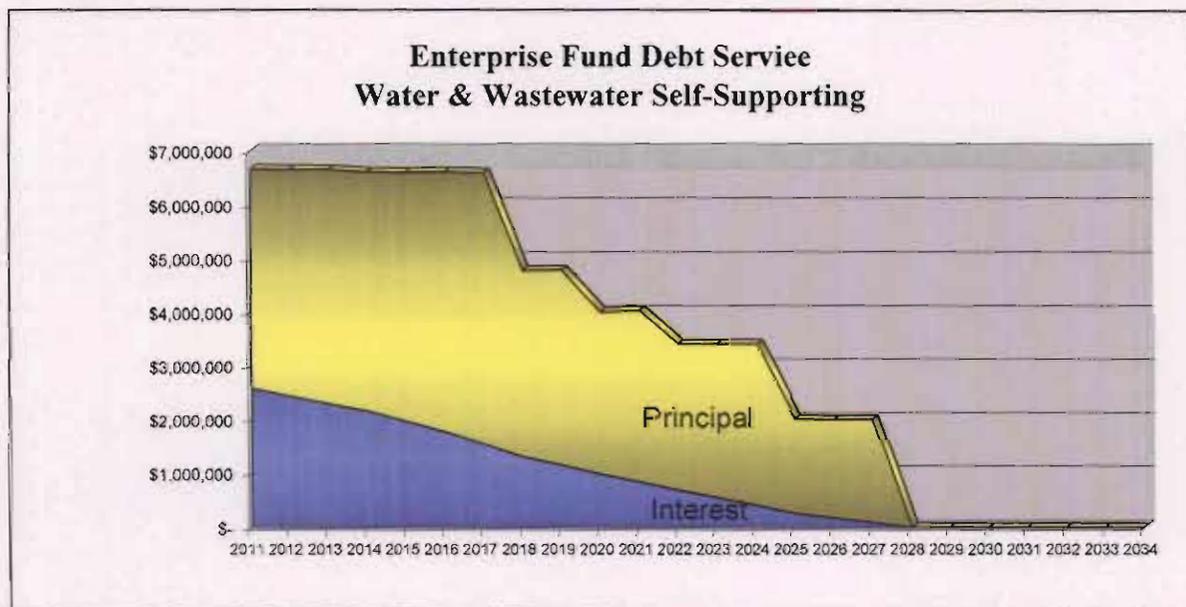


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: WATER & WASTEWATER - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2011	\$ 59,254,500	\$ 2,576,800	\$ 4,092,700	\$ 6,669,500
2012	55,161,800	2,430,120	4,234,500	6,664,620
2013	50,927,300	2,288,942	4,372,300	6,661,242
2014	46,555,000	2,149,119	4,465,000	6,614,119
2015	42,090,000	1,956,819	4,655,000	6,611,819
2016	37,435,000	1,756,694	4,860,000	6,616,694
2017	32,575,000	1,531,744	5,075,000	6,606,744
2018	27,500,000	1,293,994	3,495,000	4,788,994
2019	24,005,000	1,137,594	3,660,000	4,797,594
2020	20,345,000	972,375	3,040,000	4,012,375
2021	17,305,000	833,638	3,210,000	4,043,638
2022	14,095,000	679,688	2,730,000	3,409,688
2023	11,365,000	543,188	2,865,000	3,408,188
2024	8,500,000	399,938	3,010,000	3,409,938
2025	5,490,000	249,438	1,755,000	2,004,438
2026	3,735,000	170,463	1,825,000	1,995,463
2027	1,910,000	88,338	1,910,000	1,998,338
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
		<u>\$ 21,058,892</u>	<u>\$ 59,254,500</u>	<u>\$ 80,313,392</u>

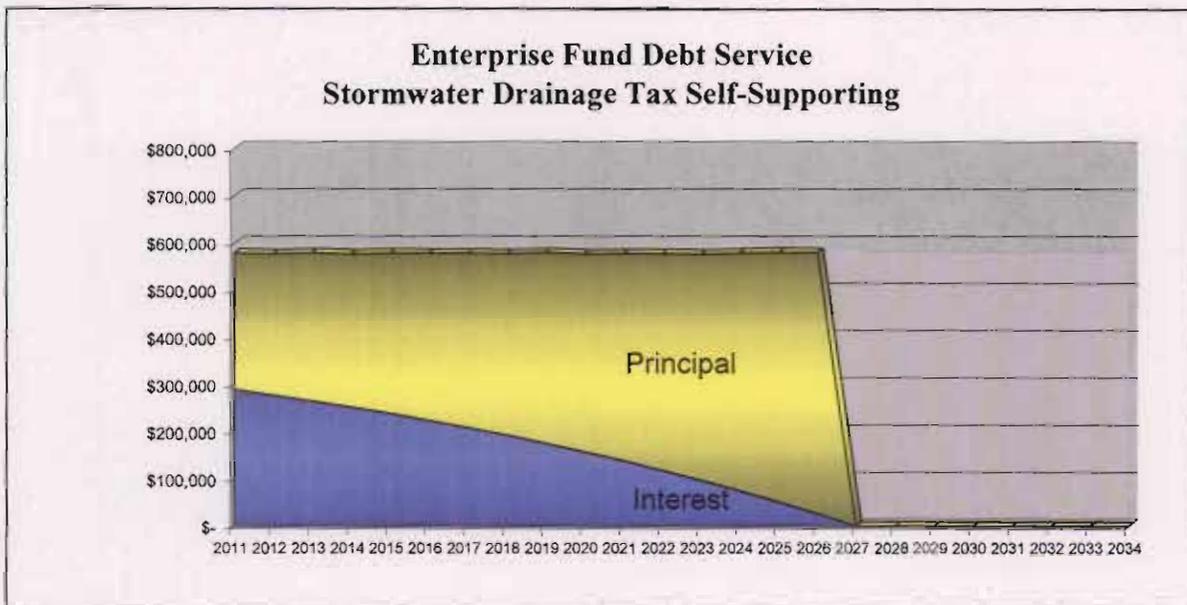


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

ENTERPRISE FUND: STORMWATER DRAINAGE - SELF-SUPPORTING

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2011	\$ 6,475,000	\$ 288,958	\$ 290,000	\$ 578,958
2012	6,185,000	277,358	300,000	577,358
2013	5,885,000	264,608	315,000	579,608
2014	5,570,000	252,008	325,000	577,008
2015	5,245,000	239,008	340,000	579,008
2016	4,905,000	223,708	355,000	578,708
2017	4,550,000	208,620	370,000	578,620
2018	4,180,000	192,895	385,000	577,895
2019	3,795,000	175,570	405,000	580,570
2020	3,390,000	157,345	420,000	577,345
2021	2,970,000	138,445	440,000	578,445
2022	2,530,000	118,205	460,000	578,205
2023	2,070,000	96,930	480,000	576,930
2024	1,590,000	74,730	505,000	579,730
2025	1,085,000	50,995	530,000	580,995
2026	555,000	26,085	555,000	581,085
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
	<u>\$ 6,475,000</u>	<u>\$ 2,785,468</u>	<u>\$ 6,475,000</u>	<u>\$ 9,260,468</u>

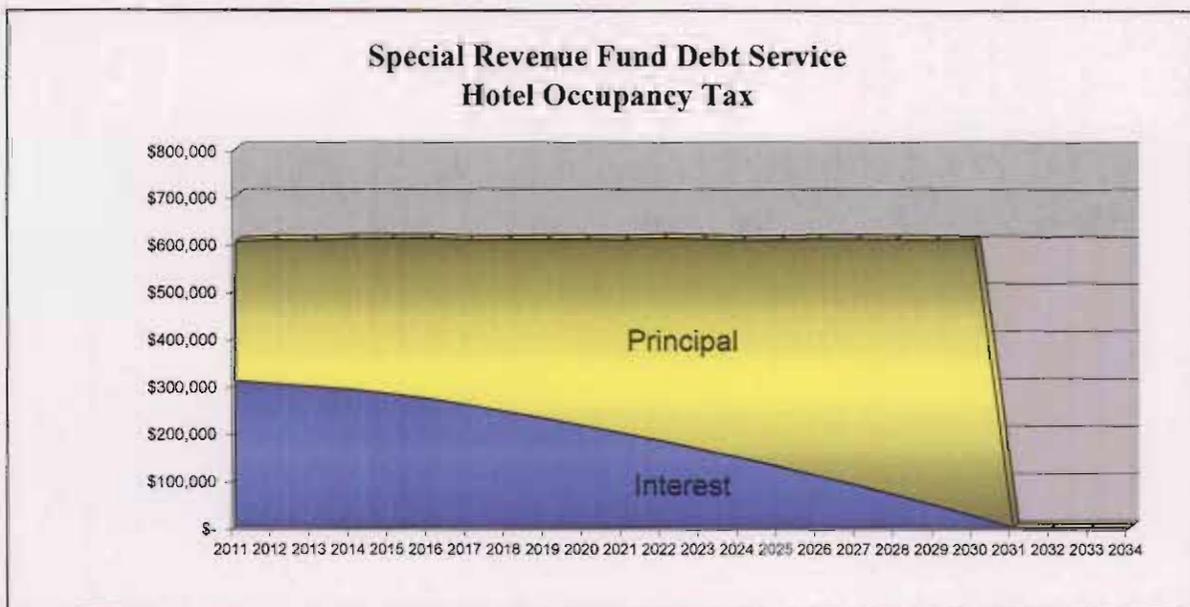


SUMMARY OF DEBT SERVICE TO MATURITY

Debt issued for specific purposes and repaid through dedicated revenue

SPECIAL REVENUE FUND: HOTEL OCCUPANCY TAX

Year Ending September 30	Outstanding Beginning of Year	Interest	Principal	Total Requirements
2011	\$ 8,320,000	\$ 308,100	\$ 295,000	\$ 603,100
2012	8,025,000	302,200	305,000	607,200
2013	7,720,000	296,100	310,000	606,100
2014	7,410,000	289,900	320,000	609,900
2015	7,090,000	280,300	330,000	610,300
2016	6,760,000	270,400	340,000	610,400
2017	6,420,000	256,800	350,000	606,800
2018	6,070,000	242,800	365,000	607,800
2019	5,705,000	228,200	380,000	608,200
2020	5,325,000	213,000	395,000	608,000
2021	4,930,000	197,200	410,000	607,200
2022	4,520,000	180,800	430,000	610,800
2023	4,090,000	163,600	445,000	608,600
2024	3,645,000	145,800	460,000	605,800
2025	3,185,000	127,400	480,000	607,400
2026	2,705,000	108,200	500,000	608,200
2027	2,205,000	88,200	520,000	608,200
2028	1,685,000	67,400	540,000	607,400
2029	1,145,000	45,800	560,000	605,800
2030	585,000	23,400	585,000	608,400
2031	-	-	-	-
2032	-	-	-	-
2033	-	-	-	-
2034	-	-	-	-
		<u>\$ 3,835,600</u>	<u>\$ 8,320,000</u>	<u>\$ 12,155,600</u>



PROPOSED FY 2010-11 DEBT

General Tax Supported Debt		
Certificate of Obligation	<i>Street Projects</i>	\$30,000,000
Certificate of Obligation	<i>Downtown City Facilities</i>	1,500,000
Total New General Debt (Tax Supported)		\$ 31,500,000
Special Revenue Fund Self Supporting Debt		
Hotel Occupancy Tax	<i>Performing Arts Center</i>	1,500,000
Total New Special Revenue Fund Debt (Self-Supporting)		\$ 1,500,000
Total Proposed New Debt FY 2010-11		\$ 33,000,000

FINANCIAL IMPACT:

General Debt:

Proceeds from the Certificate of Obligation Bond (\$30,000,000) will fund various Street Projects.

Proceeds from the Certificate of Obligation Bond (\$1,500,000) will fund downtown City buildings and facilities improvements.

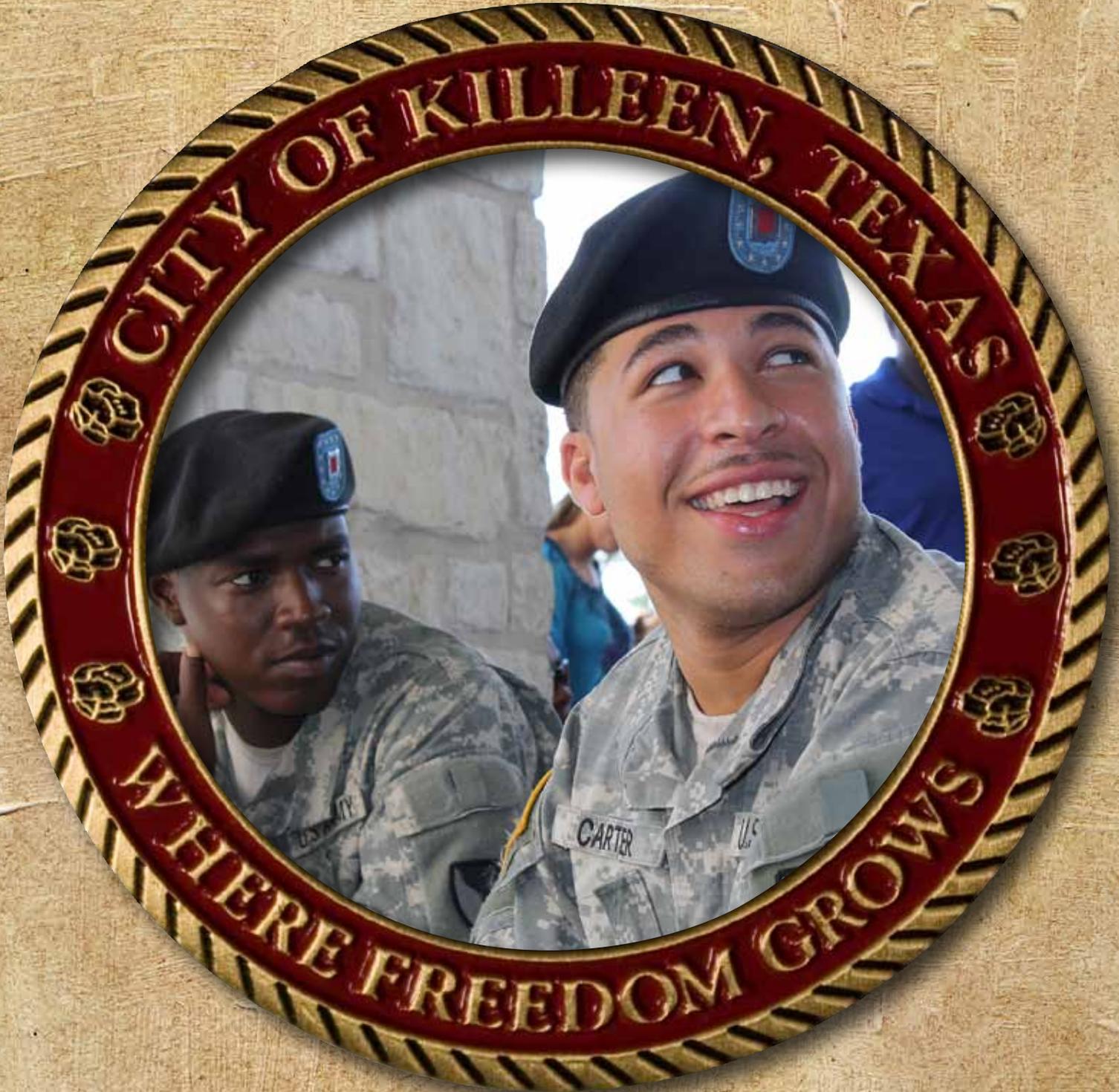
The debt service impact for these issuances were evaluated in the General Fund Long Term Planning Model during the budget adoption process. Ad Valorem Tax revenues have been allocated to fund the estimated debt service requirements in the adopted fiscal year 2010-11 budget. The future debt service does not negatively impact the City's general obligation debt ratio, as other debt service obligations will retire, and continued growth in the City is expected.

Special Revenue Fund Debt:

Hotel Occupancy Tax: Proceeds from the Certificate of Obligation debt issuance (\$1,500,000) will fund the performing arts center improvements at the former First Baptist Church.

The estimated amortization of the debt to support the Hotel Occupancy Tax debt issuance is included in the adopted fiscal year 2010-11 budget.

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are required by law to be used for specified purposes.



SPECIAL REVENUE FUNDS

The City of Killeen has the following Special Revenue Funds:

Cable System PEG Improvements Fund: To account for resources contributed to the City, the use of which is restricted to the acquisition of appropriate equipment and other expense items for the benefit of the cable franchise system.

Community Development Block Grant Fund: To account for the operations of projects utilizing Community Development Block Grant funds. Such revenues are restricted to expenditures for specified projects by the Department of Housing and Urban Development.

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

Court Technology Fund: To account for fees assessed and collected from defendants upon conviction of a misdemeanor offense. Funds are used to finance the purchase of technological enhancements for the Municipal Court.

Court Security Fee Fund: To account for fees assessed and collected from defendants convicted in a trial of a misdemeanor. Funds are used to finance the purchase of security devices/services for the Municipal Court Building.

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

Fire Department Special Revenue Fund: To account for special revenue and expenditures to include certain nonemergency transport fees as well as certain grant programs.

Grant Programs Fund: To account for various programs and projects utilizing Federal, State and Local grants.

Hotel Occupancy Tax Fund: To account for the levy and utilization of the hotel occupancy tax. Revenues from this tax must be used in compliance with State law, which includes advertising and promotion of the City. Operations of the City's civic and conference center and special events center complex are presented in this fund, as allowed by law.

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

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

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

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

Lions Club Park Fund: To account for the construction of the Lion's Club Park. This fund also accounts for the revenues received from the State Parks and Wildlife Commission and donations from the Lion's Club and other constituents.

Parks Improvements Fund: To account for funds allocated for development and improvement of City park land.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

Police Federal Seizure Fund: To account for revenues and expenditures that is restricted by federal seizure requirements.

Police State Seizure Fund: To account for the revenues and expenditures restricted to the Chapter 429 Fund and State seizure requirements.

Tax Increment Fund: To account for the ad valorem tax revenues collected from the taxable property in the tax increment zone. This fund also accounts for expenditures on projects that take place in the tax increment zone.

**TOTAL REVENUES & EXPENDITURES
SPECIAL REVENUE FUNDS**

Fund Name	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Revenues				
Cable System PEG Improvements	\$ 512,475	\$ 582,339	\$ 573,769	\$ 637,526
CDBG	777,256	1,726,084	1,088,921	1,735,384
Community Dev. - Home Program	617,985	1,686,567	725,515	1,313,053
Court Technology	327,171	406,521	402,171	468,171
Court Security	93,522	81,742	116,119	134,929
Emergency Management	98,218	-	73,149	69,743
Fire Department Special Revenue	-	-	-	2,095,110
Grant Programs	-	-	-	1,027,000
Hotel Occupancy Tax	4,151,600	3,929,161	3,717,108	3,323,857
Juvenile Case Manager	214,050	270,645	265,599	304,837
KAAC	-	-	-	55,186
Law Enforcement Grant	34,538	520,140	394,813	315,901
Library Memorial	42,493	32,158	42,120	26,081
Lions Club Park	1,356	-	1,358	-
Park Improvements	12,483	12,423	12,408	-
Photo Red Light Enforcement Fund	1,517,373	2,125,626	1,921,488	1,464,972
Police Federal Seizure	12,977	33,130	32,997	27,903
Police State Seizure	263,585	210,254	299,966	170,266
Tax Increment	-	-	6,225	12,450
Total Revenues	\$ 8,677,082	\$ 11,616,790	\$ 9,673,726	\$ 13,182,369
Expenditures				
Cable System PEG Improvements	\$ 165,406	\$ 206,654	\$ 164,243	\$ 596,742
CDBG	770,235	1,738,831	1,077,550	1,722,046
Community Dev. - Home Program	606,827	1,429,723	714,357	1,241,112
Court Technology	-	10,000	10,000	10,000
Court Security	27,403	31,190	31,190	31,190
Fire Department Special Revenue	-	-	-	1,524,319
Emergency Management	25,179	-	3,406	42,349
Grant Programs	-	-	-	1,027,000
Hotel Occupancy Tax	2,835,499	2,924,768	2,813,651	2,898,842
Juvenile Case Manager	32,451	47,762	47,762	47,762
KAAC	-	-	-	55,186
Law Enforcement Grant	29,137	485,635	349,076	270,164
Library Memorial	28,162	24,789	39,789	20,500
Lions Club Park	-	-	1,358	-
Park Improvements	80	12,423	12,408	-
Photo Red Light Enforcement Fund	245,885	1,267,104	1,156,516	992,044
Police Federal Seizure	-	20,000	19,919	14,800
Police State Seizure	15,869	200,000	200,000	79,980
Tax Increment	-	-	-	12,450
Total Expenditures	\$ 4,782,133	\$ 8,398,879	\$ 6,641,225	\$ 10,586,486

CABLE SYSTEM PEG IMPROVEMENTS

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 284,729	\$ 356,339	\$ 347,069	\$ 409,526
Revenues				
Interest Earned	\$ 1,523	\$ 1,000	\$ 700	\$ 1,000
Cable Franchise PAC fee	226,223	225,000	226,000	227,000
Total Fund Balance and Revenues	\$ 512,475	\$ 582,339	\$ 573,769	\$ 637,526
Expenditures				
Presentations Broadcast	\$ -	\$ 20,000	\$ -	\$ -
Salaries & Benefits	121,880	165,704	153,443	178,542
Supplies	1,198	7,700	6,200	7,700
Maintenance	-	-	-	-
Repairs	216	750	-	1,000
Support Services	4,464	12,500	4,600	9,500
Minor Capital Outlay	4,983	-	-	-
Year End Salary Accrual	(488)	-	-	-
Capital Outlay	33,153	-	-	400,000
Total Expenditures	\$ 165,406	\$ 206,654	\$ 164,243	\$ 596,742
Ending Fund Balance	\$ 347,069	\$ 375,685	\$ 409,526	\$ 40,784

COMMUNITY DEVELOPMENT FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 7,021	\$ 11,371
Revenues				
CDBG Program Income	11,458	10,000	4,350	2,000
Federal Receipts	636,018	1,021,703	673,022	1,154,968
Federal Receipts - Prior Year	129,780	450,408	254,528	463,102
CDBG - Recovery	-	243,973	150,000	103,943
Total Fund Balance and Revenues	\$ 777,256	\$ 1,726,084	\$ 1,088,921	\$ 1,735,384
Expenditures				
Neighborhood Sidewalk Impr (32nd yr.)	\$ 1,190	\$ -	\$ -	\$ -
Housing Rehab Program (32nd Yr.)	47,783	-	-	-
One Stop Social Services Center (32nd yr.)	-	150,000	144,865	5,135
CoK Code Enforcement Abatement (33rd yr.)	9,487	-	-	-
CoK Outdoor Emergency Warning (33rd yr.)	12,750	1,741	-	-
CoK Sewer Rehab Program (33rd yr.)	519	-	-	-
Cmnty Dev Administration (34th yr.)	187,015	-	-	-
Families in Crisis (34th yr.)	4,297	-	-	-
Greater Killeen Free Clinic (34th yr.)	26,797	-	-	-
Hill Country Act/Aging (34th yr.)	12,593	1,705	-	-
Food Care Center (34th yr.)	2,100	96,201	50,000	46,201
Bell County Human Services (34th yr.)	9,297	-	-	-
CoK Transportation Program (34th yr.)	51,111	-	-	-
Home & Hope Shelter (34th yr.)	-	19,298	-	-
Central Texas 4C, Inc. (34th yr.)	10,591	-	-	-
CoK Code Enforcement Abatement (34th yr.)	73,888	19,342	-	-
CoK Code Enf Clear/Demolition (34th yr.)	28,255	1,746	1,745	-
Housing Rehab Program (34th yr.)	202,111	21,278	21,278	-
Communities in Schools (34th yr.)	19,297	-	-	-
CoK Downtown Fascade Program (34th yr.)	20,000	80,000	27,200	52,800
Sweet Eats Loan (34th yr.)	1,175	51,825	-	-
Cent Tx Youth Serv HS (34th yr.)	275	9,725	9,440	285
CoK Longbranch Parks Improvements (34th yr.)	49,706	294	-	-
Food Care Center	-	103,973	-	103,973
FBC Renov Social Service	-	150,000	150,000	-
Cmnty Dev Administration (35th yr.)	-	192,973	192,973	-
Families in Crisis (35th yr.)	-	5,000	5,000	-

**COMMUNITY DEVELOPMENT FUND
(CONTINUED)**

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Greater Killeen Free Clinic (35th yr.)	-	30,000	25,000	5,000
Hill Country Act/Aging (35th yr.)	-	15,000	14,000	1,000
Families in Crisis Improvements (35th yr.)	-	8,500	8,500	-
Killeen Housing Authority (35th yr.)	-	1,100	900	200
Killeen Street Division (35th yr.)	-	157,817	-	157,817
Bell County Human Services (35th yr.)	-	10,000	10,000	-
CoK Transportation Program (35th yr.)	-	61,730	61,730	-
Central Texas 4C, Inc. (35th yr.)	-	155,000	-	155,000
CoK Code Enforcement Abatement (35th yr.)	-	92,720	84,719	8,001
CoK Code Enf Clear/Demolition (35th yr.)	-	30,000	20,000	10,000
Housing Rehab Program (35th yr.)	-	199,963	180,000	19,963
Communities in Schools (35th yr.)	-	20,000	20,000	-
CoK Longbranch Parks Improvements (35th yr.)	-	50,000	49,000	1,000
Killeen Housing Authority	-	1,900	1,200	700
Cmnty Dev Administration (36th yr.)	-	-	-	210,428
Families in Crisis (36th yr.)	-	-	-	5,000
Greater Killeen Free Clinie (36th yr.)	-	-	-	27,500
Hill Country Act/Aging (36th yr.)	-	-	-	13,740
Food Care Center (36th yr.)	-	-	-	54,000
Bell County Human Services (36th yr.)	-	-	-	10,000
CoK Transportation Program (36th yr.)	-	-	-	57,143
Central Texas 4C, Inc. (36th yr.)	-	-	-	25,000
CoK Code Enforcement Abatement (36th yr.)	-	-	-	22,562
CoK Code Enf Clear/Demolition (36th yr.)	-	-	-	20,000
Housing Rehab Program (36th yr.)	-	-	-	215,158
Communities in Schools (36th yr.)	-	-	-	43,082
Greater Killeen Free Clinie (36th yr.)	-	-	-	300,000
Killeen Housing Authority (36th yr.)	-	-	-	1,358
CoK Planning (36th yr.)	-	-	-	150,000
Code Enforcement Personnel	83,373	91,311	84,719	24,573
Contra Account	(83,375)	(91,311)	(84,719)	(24,573)
Housing Rehabilitation	62,478	106,730	105,941	100,043
Contra Account	(62,478)	(106,730)	(105,941)	(100,043)
Total Expenditures	\$ 770,235	\$ 1,738,831	\$ 1,077,550	\$ 1,722,046
Ending Fund Balance	\$ 7,021	\$ (12,747)	\$ 11,371	\$ 13,338

HOME PROGRAM

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 22,155	\$ 55,995	\$ 11,158	\$ 11,158
Revenues				
Program Income	\$ 37,375	\$ 38,393	\$ 38,393	\$ 37,634
Federal Receipts	79,808	891,233	450,846	625,684
Prior Year Receipts	463,421	659,553	200,649	560,869
Transfer from General Fund	15,226	41,393	24,469	77,708
Total Fund Balance and Revenues	\$ 617,985	\$ 1,686,567	\$ 725,515	\$ 1,313,053
Expenditures				
FTH Habitat for Humanity (10th yr.)	\$ 29,465	\$ 8,899	\$ 8,899	\$ -
First Time Homebuyer Program Grant Match	9,381	-	-	-
First Time Homebuyer's (11th yr.)	107,788	-	-	-
Ft Hood Area Hab CHDO Project (11th yr.)	12,959	59,234	1,000	58,234
Elderly Tenant Based Rent (11th yr.)	73,888	-	-	-
First Time Homebuyer's (12th yr.)	103,348	-	-	-
Families in Crisis -Tenant Based (12th yr.)	65,126	83,388	83,388	-
Elderly Tenant Based Rent (12th yr.)	82,945	67,056	67,056	-
Administration (13th yr.)	44,160	-	-	-
Owner Occupied Rehab	8,531	266,469	66,469	100,000
First Time Homebuyer's (13th yr.)	54,010	12,230	12,230	-
First Time Homebuyer - Cash Match (13th yr.)	15,226	41,274	24,469	16,805
Administration (14th yr.)	-	48,846	48,846	-
First Time Homebuyer's (14th yr.)	-	150,000	125,000	25,000
FH Area Habitat for Humanity (14th yr.)	-	73,269	-	73,269
Tremont Apartment Homes (14th yr.)	-	469,119	190,000	279,119
Elderly Tenant Based Rent (14th yr.)	-	150,000	87,000	63,000
Administration (15th yr.)	-	-	-	48,628
First Time Homebuyer's (15th yr.)	-	-	-	150,000
Families in Crisis -Tenant Based (15th yr.)	-	-	-	58,234
FH Area Habitat for Humanity (15th yr.)	-	-	-	72,941
Tremont Apartment Homes (15th yr.)	-	-	-	165,882
Elderly Tenant Based Rent (15th yr.)	-	-	-	130,000
Administrative Personnel	24,607	32,582	24,469	33,080
Contra Account	(24,607)	(32,643)	(24,469)	(33,080)
Total Expenditures	\$ 606,827	\$ 1,429,723	\$ 714,357	\$ 1,241,112
Ending Fund Balance	\$ 11,158	\$ 256,844	\$ 11,158	\$ 71,941

COURT SECURITY FEE FUND

		Actual 2008-09		Budget 2009-10		Estimated 2009-10		Adopted 2010-11
Beginning Fund Balance	\$	44,242	\$	31,742	\$	66,119	\$	84,929
Revenues								
Security Fund Receipts	\$	49,280	\$	50,000	\$	50,000	\$	50,000
Total Fund Balance and Revenues	\$	93,522	\$	81,742	\$	116,119	\$	134,929
Expenditures								
Expense	\$	27,403	\$	31,190	\$	31,190	\$	31,190
Total Expenditures	\$	27,403	\$	31,190	\$	31,190	\$	31,190
Ending Fund Balance	\$	66,119	\$	50,552	\$	84,929	\$	103,739

COURT TECHNOLOGY FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 261,521	\$ 331,521	\$ 327,171	\$ 392,171
Revenues				
Technology Fund Receipts	\$ 65,650	\$ 75,000	\$ 75,000	\$ 76,000
Total Fund Balance and Revenues	\$ 327,171	\$ 406,521	\$ 402,171	\$ 468,171
Expenditures				
Capital Outlay	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenditures	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Ending Fund Balance	\$ 327,171	\$ 396,521	\$ 392,171	\$ 458,171

EMERGENCY MANAGEMENT FUND

	Actual 2008-09		Budget 2009-10		Estimated 2009-10		Adopted 2010-11
Beginning Fund Balance	\$ (18,214)	\$	-	\$	73,049	\$	69,743
Revenues							
Interest Earned	\$ 101	\$	-	\$	100	\$	-
Miscellaneous Receipts	65,547		-		-		-
FEMA Grant	50,784		-		-		-
Total Fund Balance and Revenues	\$ 98,218	\$	-		73,149		69,743
Expenditures							
Salaries	\$ 39,959	\$	-	\$	2,818	\$	-
Supplies	702		-		-		40,854
Benefits	8,961		-		588		-
Minor Capital Outlay	-		-		-		1,495
Year End Salary Accrual	(24,443)		-		-		-
Total Expenditures	\$ 25,179	\$	-	\$	3,406	\$	42,349
Ending Fund Balance	\$ 73,039	\$	-	\$	69,743	\$	27,394

FIRE DEPARTMENT SPECIAL REVENUE FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Revenue Recovery Fees	\$ -	\$ -	\$ -	\$ 635,000
Non-Emergency Transp Fees	-	-	-	600,000
Federal Grant Receipts	-	-	-	467,740
Transfers from Other Funds	-	-	-	392,370
Total Fund Balance and Revenues	\$ -	\$ -	\$ -	\$ 2,095,110
Expenditures				
Repairs	\$ -	\$ -	\$ -	\$ 250,000
Capital Outlay	-	-	-	1,023,040
EMS Billing/Collection Salaries	-	-	-	172,220
EMS Billing/Collection Supplies	-	-	-	9,809
EMS Billing/Coll Support Services	-	-	-	6,890
EMS Billing/Collection Benefits	-	-	-	59,227
EMS Billing/Coll Minor Capital	-	-	-	3,133
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,524,319
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 570,791

GRANT PROGRAMS FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
American Recovery Grant	\$ -	\$ -	\$ -	\$ 1,027,000
Total Fund Balance and Revenues	\$ -	\$ -	\$ -	\$ 1,027,000
Expenditures				
Project Expense	\$ -	\$ -	\$ -	\$ 1,027,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,027,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

HOTEL OCCUPANCY TAX

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 1,516,983	\$ 1,383,161	\$ 1,316,101	\$ 903,457
Prior Year Adjustment - Fund Balance	185,511			
Revenues				
Hotel Occupancy Tax Receipts	\$ 1,725,955	\$ 1,775,000	\$ 1,684,627	\$ 1,715,000
Interest Earned	11,299	15,000	1,700	1,400
Miscellaneous Receipts	32,417	1,000	1,000	1,500
Take 190 West Contributions	2,574	-	3,680	-
Catering Revenues	46,848	70,000	70,000	60,000
Mixed Beverage Receipts	237,281	260,000	240,000	240,000
Event Revenue	389,732	425,000	400,000	400,000
Exhibit Revenue	-	-	-	2,500
TCA Grant - Take 190 West	3,000	-	-	-
Total Fund Balance and Revenues	\$ 4,151,600	\$ 3,929,161	\$ 3,717,108	\$ 3,323,857
Expenditures				
Grants to the Arts	\$ 202,040	\$ 207,750	\$ 207,750	\$ 207,750
Take 190 West	3,000	50,000	-	-
Historical Restoration/Preservation	10,003	12,200	12,200	17,025
KAAC Activities	-	-	-	25,000
Office Expense & Support Services	938	1,600	1,200	1,600
Transfer to Debt Service	760,000	690,000	690,000	765,000
Conference Center Salaries/Benefits	495,636	496,280	495,580	544,003
Conference Center Supplies	35,527	42,510	38,000	45,452
Conference Center Maint/Repairs	111,411	134,064	129,764	145,881
Conference Center Support Svcs	336,961	417,782	411,564	347,164
Conference Center Minor Capital Outlay	-	4,504	2,459	4,650
Conf Center Designated & Advertising	14,142	32,000	30,000	30,000
Conference Center Capital Outlay	59,675	-	-	10,000
Mixed Beverage Operations	199,894	236,000	215,600	144,796
Convention/Visitors Bur Salaries/Benefits	119,753	134,305	131,365	145,645
Convention/Visitors Bur Supplies	11,318	15,372	10,900	12,270
Convention/Visitors Bur Maint/Repairs	1,595	1,930	1,700	500
Convention/Visitors Bur Support Svcs	220,211	154,077	145,508	155,625
Conv/Visitors Bur Take 190 West Expenses	-	-	-	45,000
Conv/Visitors Bur Advertising/Marketing	160,129	169,500	169,500	130,449
Convention/Visitors Bur Capital Outlay	2,865	-	-	-
Consolidated Support Services	13,748	13,761	13,761	13,767
Information Technology	76,653	111,133	106,800	107,265
Total Expenditures	\$ 2,835,499	\$ 2,924,768	\$ 2,813,651	\$ 2,898,842
Ending Fund Balance	\$ 1,316,101	\$ 1,004,393	\$ 903,457	\$ 425,015

JUVENILE CASE MANAGER FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 135,096	\$ 186,645	\$ 181,599	\$ 217,837
Revenues				
Juvenile Case Manager Receipts	\$ 78,954	\$ 84,000	\$ 84,000	\$ 87,000
Total Fund Balance and Revenues	\$ 214,050	\$ 270,645	\$ 265,599	\$ 304,837
Expenditures				
Expense	\$ 32,451	\$ 47,762	\$ 47,762	\$ 47,762
Total Expenditures	\$ 32,451	\$ 47,762	\$ 47,762	\$ 47,762
Ending Fund Balance	\$ 181,599	\$ 222,883	\$ 217,837	\$ 257,075

KILLEEN ARTS & ACTIVITIES CENTER FUND

		Actual 2008-09		Budget 2009-10		Estimated 2009-10		Adopted 2010-11
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-
Revenues								
Miscellaneous Receipts	\$	-	\$	-	\$	-	\$	55,186
Total Fund Balance and Revenues	\$	-	\$	-	\$	-	\$	55,186
Expenditures								
Support Services	\$	-	\$	-	\$	-	\$	55,186
Total Expenditures	\$	-	\$	-	\$	-	\$	55,186
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-

LAW ENFORCEMENT GRANT

	Actual		Budget		Estimated		Adopted
	2008-09		2009-10		2009-10		2010-11
Beginning Fund Balance	\$ 33,859	\$	34,505	\$	5,401	\$	45,737
Prior Year Adjustment - Fund Balance	(30,658)						
Revenues							
Tobacco Compliance Grant	\$ 2,500	\$	5,000	\$	5,000	\$	5,000
JAG (Byrne) Grant 2006	4		-		40,336		-
JAG (Byrne) Grant 2007	28,833		57,379		44,076		-
JAG (Byrne) Grant 2008/09	-		-		-		25,699
JAG (Byrne) Grant 2009/10	-		70,686		-		70,686
JAG 09 Recovery Grant	-		352,570		300,000		52,570
JAG (Byrne) Grant 2010/11	-		-		-		116,209
Total Fund Balance and Revenues	\$ 34,538	\$	520,140	\$	394,813	\$	315,901
Expenditures							
Tobacco Compliance Grant	\$ 300	\$	5,000	\$	5,000	\$	5,000
LE Equipment 2006 Jag Byrne Grant	4		-		-		-
LE Equipment 2007 Jag Byrne Grant	28,833		57,379		44,076		-
LE Equipment 2008 Jag Byrne Grant	-		-		-		25,699
LE Equipment 2009 Jag Byrne Grant	-		70,686		-		70,686
LE Equipment JAG 09 Recovery Grant	-		352,570		300,000		52,570
LE Equipment 2010 Jag Byrne Grant	-		-		-		116,209
Total Expenditures	\$ 29,137	\$	485,635	\$	349,076	\$	270,164
Ending Fund Balance	\$ 5,401	\$	34,505	\$	45,737	\$	45,737

LIBRARY MEMORIAL

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 13,411	\$ 7,369	\$ 14,331	\$ 2,331
Revenues				
Memorials Collected	\$ 14,922	\$ 6,000	\$ 9,000	\$ 9,250
Library State Grants	14,160	18,789	18,789	14,500
Total Fund Balance and Revenues	\$ 42,493	\$ 32,158	\$ 42,120	\$ 26,081
Expenditures				
Supplies	\$ -	\$ 6,689	\$ 6,689	\$ -
Support Services	6,070	12,100	12,100	12,000
Minor Capital Outlay	1,932	-	1,374	-
Capital Outlay	20,160	6,000	19,626	8,500
Total Expenditures	\$ 28,162	\$ 24,789	\$ 39,789	\$ 20,500
Ending Fund Balance	\$ 14,331	\$ 7,369	\$ 2,331	\$ 5,581

LIONS CLUB PARK

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 1,348	\$ -	\$ 1,356	\$ -
Revenues				
Interest Earned	\$ 8	\$ -	\$ 2	\$ -
Total Fund Balance and Revenues	\$ 1,356	\$ -	\$ 1,358	\$ -
Expenditures				
Park Improvements	\$ -	\$ -	\$ 1,358	\$ -
Total Expenditures	\$ -	\$ -	\$ 1,358	\$ -
Ending Fund Balance	\$ 1,356	\$ -	\$ -	\$ -

PARK IMPROVEMENTS FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 12,423	\$ 12,423	\$ 12,403	\$ -
Revenues				
Interest Earned	\$ 60	\$ -	\$ 5	\$ -
Total Fund Balance and Revenues	\$ 12,483	\$ 12,423	\$ 12,408	\$ -
Expenditures				
Expense	\$ 80	\$ 12,423	\$ 12,408	\$ -
Total Expenditures	\$ 80	\$ 12,423	\$ 12,408	\$ -
Ending Fund Balance	\$ 12,403	\$ -	\$ -	\$ -

PHOTO RED LIGHT ENFORCEMENT FUND

	Actual		Budget		Estimated		Adopted
	2008-09		2009-10		2009-10		2010-11
Beginning Fund Balance	\$ 273,517	\$	1,225,626	\$	1,271,488	\$	764,972
Revenues							
Photo Red Light Violation	\$ 1,243,856	\$	900,000	\$	650,000	\$	700,000
Total Fund Balance and Revenues	\$ 1,517,373	\$	2,125,626	\$	1,921,488	\$	1,464,972
Expenditures							
Expense	\$ 245,885	\$	475,000	\$	614,697	\$	587,044
Capital Outlay	-		792,104		541,819		405,000
Total Expenditures	\$ 245,885	\$	1,267,104	\$	1,156,516	\$	992,044
Ending Fund Balance	\$ 1,271,488	\$	858,522	\$	764,972	\$	472,928

POLICE FEDERAL SEIZURE FUND

	Actual 2008-09		Budget 2009-10		Estimated 2009-10		Adopted 2010-11
Beginning Fund Balance	\$ 12,880	\$	12,980	\$	12,977	\$	13,078
Revenues							
Interest Earned	\$ 97	\$	150	\$	20	\$	25
Federal Seizure Receipts	-		20,000		20,000		14,800
Total Fund Balance and Revenues	\$ 12,977	\$	33,130	\$	32,997	\$	27,903
Expenditures							
Capital Outlay	\$ -	\$	20,000	\$	19,919	\$	14,800
Total Expenditures	\$ -	\$	20,000	\$	19,919	\$	14,800
Ending Fund Balance	\$ 12,977	\$	13,130	\$	13,078	\$	13,103

POLICE STATE SEIZURE FUND

	Actual		Budget		Estimated		Adopted
	2008-09		2009-10		2009-10		2010-11
Beginning Fund Balance	\$ 192,326	\$	168,254	\$	247,716	\$	99,966
Revenues							
State Seizure Receipts	\$ 69,310	\$	40,000	\$	52,000	\$	70,000
Interest Earned	1,949		2,000		250		300
Total Fund Balance and Revenues	\$ 263,585	\$	210,254	\$	299,966	\$	170,266
Expenditures							
Supplies	\$ 5,369	\$	-	\$	-	\$	-
Support Services	-		4,000		4,000		4,000
Minor Capital Outlay	-		30,000		-		-
Capital Outlay	10,500		166,000		196,000		75,980
Total Expenditures	\$ 15,869	\$	200,000	\$	200,000	\$	79,980
Ending Fund Balance	\$ 247,716	\$	10,254	\$	99,966	\$	90,286

TAX INCREMENT FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 6,225
Revenues				
Property Taxes	\$ -	\$ -	\$ 6,225	\$ 6,225
Total Fund Balance and Revenues	\$ -	\$ -	\$ 6,225	\$ 12,450
Expenditures				
Designated Expense	\$ -	\$ -	\$ -	\$ 12,450
Total Expenditures	\$ -	\$ -	\$ -	\$ 12,450
Ending Fund Balance	\$ -	\$ -	\$ 6,225	\$ -

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CAPITAL OUTLAY

CAPITAL OUTLAY

Capital Outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of five years or less. Since long-term financing is not necessary and expenditures of this type are of a recurring nature, these items are not part of the Capital Improvements Program. Capital Outlay expenditures that meet the City's established capitalization thresholds or minimum reporting requirements will be capitalized. Standard capitalization thresholds for assets have been established for each major class of assets.

Capitalization Thresholds

Class of Asset	Threshold	Residual Value
Land/land improvements	Capitalize All	N/A
Buildings/building improvements	\$25,000	10%
Facilities and other improvements	\$25,000	10%
Infrastructure	\$25,000	10%
Personal property (equipment)	\$ 5,000	10%
Library books/materials (collections)	Capitalize All	N/A
Works of art/historical treasures	Capitalize All	N/A
Leasehold improvements	\$25,000	10%

The total FY 2010-11 Adopted Budget and Plan of Municipal Services for Capital Outlay is \$5,893,756. This amount represents an increase of \$3,047,589 or 107.1% in Capital Outlay from the prior year. The changes in Capital Outlay expenditures for operations by fund are as follows:

	<u>FY 2009-10</u>	<u>FY 2010-11</u>	<u>Dollar Increase</u> <u>(Decrease)</u>
General Fund	\$ 241,083	\$ 540,833	\$ 299,750
Killeen-Fort Hood Regional Airport Fund	9,013	17,500	8,487
Skylark Field Fund	-	16,000	16,000
Solid Waste Fund	6,754	869,600	862,846
Water and Sewer Fund	967,105	1,560,080	592,975
Drainage Utility Fund	6,500	45,970	39,470
Other Funds	1,615,712	2,843,773	1,228,061
Total	<u>\$ 2,846,167</u>	<u>\$ 5,893,756</u>	<u>\$ 3,047,589</u>



CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2009-10	ADOPTED FY 2010-11
GENERAL FUND		
City Council	-	-
City Manager	-	-
Emergency Mgmt/Homeland Security	-	-
City Auditor/Compl Office	-	-
Municipal Court	-	-
Public Information	-	-
Volunteer Services	-	-
City Attorney	20,300	20,300
City Secretary	-	-
Finance	-	-
Accounting	-	-
Purchasing	-	-
Building Services	-	-
Custodial Services	-	-
Printing Services	-	-
EMS Billing & Collection	-	-
Human Resources	1,200	-
Information Technology	-	-
Permits & Inspections	-	-
Code Enforcement	-	-
Library	141,381	243,196
Golf Course	14,900	-
Golf Course Food and Beverage	-	-
Parks	-	-
Family Aquatics Center	10,500	-
Recreation	-	-
Athletics	-	-
Cemetery	-	-
Senior Citizens	-	-
Swimming Pools	-	11,733
Public Works	-	-
Engineering	-	-
Traffic	-	-
Street	13,100	6,500
Planning and Development	-	-
Building and Inspection	-	-
Community Development	-	-
Home Program	-	-
Police	-	243,604
Animal Control	-	-
Fire	22,302	-
Non-Departmental	17,400	15,500
TOTAL GENERAL FUND	241,083	540,833
KILLEEN-FORT HOOD REGIONAL AIRPORT		
Operations	-	-
Information Technology	-	-
Non-Departmental	9,013	17,500
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND	9,013	17,500

CAPITAL OUTLAY SUMMARY

	ADOPTED FY 2009-10	ADOPTED FY 2010-11
SKYLARK FIELD FUND		
Operations	-	16,000
Non-Departmental	-	-
TOTAL SKYLARK FIELD FUND	-	16,000
SOLID WASTE FUND		
Accounting	-	-
Residential	-	444,900
Commercial	-	424,700
Recycling Program	-	-
Transfer Station	-	-
Mowing	1,625	-
Non-Departmental	5,129	-
TOTAL SOLID WASTE FUND	6,754	869,600
WATER & SEWER FUND		
Fleet Services	-	128,396
Utility Collections	255	-
Water Distribution	206,780	279,980
Sanitary Sewer	6,200	333,425
Operations	10,480	50,000
Engineering	-	-
Non-Departmental	743,390	768,279
TOTAL WATER & SEWER FUND	967,105	1,560,080
DRAINAGE UTILITY FUND		
Engineering	-	26,650
Drainage Maintenance	-	-
Non-Departmental	6,500	19,320
TOTAL DRAINAGE UTILITY FUND	6,500	45,970
OTHER FUNDS		
Law Enforcement Grant	480,635	265,164
Police State Seizure Fund	166,000	75,980
Police Federal Seizure Fund	20,000	14,800
Killeen Civic and Conference Center	46,355	38,917
Cablesystem Peg	-	400,000
Library Memorial	6,000	8,500
Community Development	20,569	2,425
Court Technology Fund	10,000	10,000
Court Security Fee Fund	-	-
Photo Red Light Enforcement	792,104	405,000
Fire Department Special Revenue	-	1,023,040
Aviation Capital Improvement	-	182,104
Golf Revenue C/O Const	19,398	19,398
General Obligation Series 2006	12,651	158,736
Comb G/O C/O 2007	42,000	190,959
Certificate of Obligation 2009	-	48,750
TOTAL OTHER FUNDS	1,615,712	2,843,773
TOTAL CAPITAL OUTLAY	\$ 2,846,167	\$ 5,893,756

**CAPITAL OUTLAY BUDGET
FY 2010-11**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
GENERAL FUND				
City Attorney	010-1005-416.61-20	New Books	20,300	20,300
Library	010-3015-423.61-20	New Books	243,196	243,196
Swimming Pools	010-3045-429.60-35	New Pumps (3) - Long Branch Pool	11,733	11,733
Streets	010-3445-434.61-35	Walk Behind Steel Wheel Roller	6,500	6,500
Police	010-6000-441.61-10	Patrol Vehicles (15)	243,604	243,604
Non-Departmental				
Information Systems	010-9508-491.61-40	48 Port Switch	6,000	
	010-9508-491.61-40	3745 Router	9,500	15,500
TOTAL GENERAL FUND				\$ 540,833
KILLEEN-FORT HOOD REGIONAL AIRPORT				
Non-Departmental	525-9508-521.61-40	48 Port Blade for 4507 Chassis 1st Floor	5,000	
	525-9508-521.61-40	Tenant Internet Gateway	7,500	
	525-9508-521.61-40	48 Port Blade for 4507 Chassis 3rd Floor	5,000	17,500
TOTAL KILLEEN-FORT HOOD REGIONAL AIRPORT FUND				\$ 17,500
SKYLARK FIELD FUND				
Aviation Operations	527-0505-521.61-35	Security Camera Upgrade	16,000	16,000
TOTAL SKYLARK FIELD FUND				\$ 16,000
SOLID WASTE FUND				
Residential	540-3460-439.61-10	Sideloader	245,100	
	540-3460-439.61-10	Curbsorter	199,800	444,900
Commercial	540-3465-439.61-10	Frontloader	235,000	
	540-3465-439.61-10	Roll-Off	189,700	424,700
TOTAL SOLID WASTE FUND				\$ 869,600
WATER & SEWER FUND				
Fleet Services	550-2033-415.61-35	Overhead Crane Hoist	14,900	
	550-2033-415.61-35	Security Gate Access	32,846	
	550-2033-415.61-35	Waste Oil Recycle Flush Machine	37,500	
	550-2033-415.61-35	Mobile Lift System	43,150	128,396
Water Distribution	550-3410-436.60-60	Automatic Flushing Device	15,000	
	550-3410-436.60-65	New Customer Service (500)	112,000	
	550-3410-436.60-70	New Fire Hydrants (20)	25,000	
	550-3410-436.60-75	New Customer Meters	52,980	
	550-3410-436.61-35	Easy Valve Tool	75,000	279,980
Sanitary Sewer	550-3415-437.60-65	New Customer Service	1,000	
	550-3415-437.61-10	TV/Camera Truck	178,800	
	550-3415-437.61-10	12 Yard Dump Truck	94,625	
	550-3415-437.61-10	Haul Truck - Conversion (2)	30,000	
	550-3415-437.61-35	Haul Trailer (2)	18,800	
	550-3415-437.61-35	Soil Surgeon Program	5,000	
	550-3415-437.61-35	Piranha Sewer Hoses (2)	5,200	333,425
Operations	550-3420-438.60-35	Pumps & Motors	50,000	50,000

**CAPITAL OUTLAY BUDGET
FY 2010-11**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
Non-Departmental				
Operations	550-9508-492.61-40	Upgrade Remaining Lift Stations with Scada	51,920	
Information Technology	550-9508-492.61-40	Network Storage	16,359	
Water and Sewer Projects	550-9590-495.62-78	Waterline Ext. Participation	200,000	
	550-9590-495.62-79	Sewer line Ext. Participation	400,000	
	550-9590-495.62-98	Sewer Serv Extend Annexed	100,000	768,279
TOTAL WATER & SEWER FUND				\$ 1,560,080
DRAINAGE UTILITY FUND				
Engineering	575-3435-432.61-10	Midsize Crew Cab Truck with Four Wheel Drive	26,650	26,650
Non-Departmental				
Engineering	575-9508-492.61-40	GEOXH Handfield with Hard Case - Environmental Specialist	6,125	
	575-9508-492.61-45	ARC Editor GIS - Environmental Specialist	7,000	
Maintenance	575-9508-492.61-40	Computer - Drainage Snpervisor	1,200	
	575-9508-492.61-40	Printer/Color Laser Small - Drainage Supervisor	900	
	575-9508-492.61-40	Digital Camera Small - Drainage Snpervisor	150	
	575-9508-492.61-40	20 in Monitor - Drainage Supervisor	145	
	575-9508-492.61-45	MS OfficePro - Drainage Supervisor	315	
	575-9508-492.61-45	Windows Client 2000 - Drainage Supervisor	30	
	575-9508-492.61-45	Exchange Client - Drainage Supervisor	55	
	575-9508-492.61-45	ARC View GIS - Drainage Snpervisor	3,400	19,320
TOTAL DRAINAGE UTILITY FUND				\$ 45,970
OTHER FUNDS				
Law Enforcement Grant	207-0000-495.61-43	Equipment '08 Jag Byrne Grant	25,699	
	207-0000-495.61-44	Equipment '09 Jag Byrne Grant	70,686	
	207-0000-495.61-46	Equipment '09 Recovery Jag Byrne Grant	52,570	
	207-0000-495.61-47	Equipment '10 Jag Byrne Grant	116,209	265,164
Police State Seizure	208-0000-495.61-35	Equipment	75,980	75,980
Police Federal Seizure	209-0000-495.61-35	Equipment	14,800	14,800
Killeen Civic and ConfCtr	214-0705-457.61-50	8ft Tables, 4ft Tables and Folding Chairs	10,000	
	214-9508-457.61-40	Network Storage	28,917	38,917
Cablesystem PEG	220-0000-495.61-35	Audio Video at KAAC	300,000	
	220-0000-495.61-35	Sound Rehab in City Council Chambers	100,000	400,000
Library Memorial	224-0000-580.61-20	New Books	6,000	
Library Memorial	224-0000-580.61-35	CD/DVD Repair Unit	2,500	8,500
Community Development	228-0045-495.61-10	Fiberglass Cover with Lockable Access	1,850	
	228-0045-495.61-10	Spray - in Bed Liner	575	2,425
Court Technology Fndd	240-0000-417.61-35	Equipment	10,000	10,000
Photo Red Light Enforcement	243-0000-495.61-10	Patrol Vehicles (15)	405,000	405,000
Fire Dept Special Revenue	246-7070-442.61-10	Fire Truck	763,365	
	246-7070-442.61-35	Integrated/Automatic Personal Alert Safety Systems (235)	233,782	
	246-7070-442.61-35	Rehabilitation Keys (150)	3,750	
	246-7070-442.61-35	Micro Repeater-Portable 9 Volt Battery Powered (9)	5,355	
	246-7070-442.61-35	Watchdog System Monitors and In-Command Software (2)	15,998	
	246-7070-442.61-35	Software Upgrades and Support (2 years)	790	1,023,040
Aviation Capital Improvement	331-3490-800.61-10	Fnel Truck	62,654	
	331-3490-800.61-10	SUV	64,050	
	331-3490-800.61-35	Bnmisher	15,000	
	331-3490-800.61-35	Scrubber	15,000	
	331-3490-800.61-35	Ramp	13,000	
	331-3490-800.61-50	Terminal Seating	12,400	182,104

**CAPITAL OUTLAY BUDGET
FY 2010-11**

FUND/DEPARTMENT/DIVISION	ACCOUNT #	DESCRIPTION	AMOUNT	TOTAL
Golf Revenue C/O Const	332-3490-800.61-35	Hydraulic Dump Trailer	9,075	
	332-3490-800.61-35	Utility Vehicle	10,323	19,398
General Obligation Series 2006	336-3490-800.61-10	Truck	28,150	
	336-3490-800.61-10	Truck	28,150	
	336-3490-800.61-10	1/2 Pickup Truck	22,175	
	336-3490-800.61-35	Various Parks Equipment	69,411	
	336-3490-800.61-35	Trailer (7)	10,850	158,736
Comb G/O C/O 2007	337-3490-800.61-10	FD - Refurbish Ambulance	190,959	190,959
Certificate of Obligation 2009	341-3446-434.61-10	Mid-Size Regular Cab Picknp Truck (2)	48,750	48,750
TOTAL OTHER FUNDS				<u>\$ 2,843,773</u>
TOTAL CAPITAL OUTLAY				<u>\$ 5,893,756</u>

FISCAL YEAR 2010-2011
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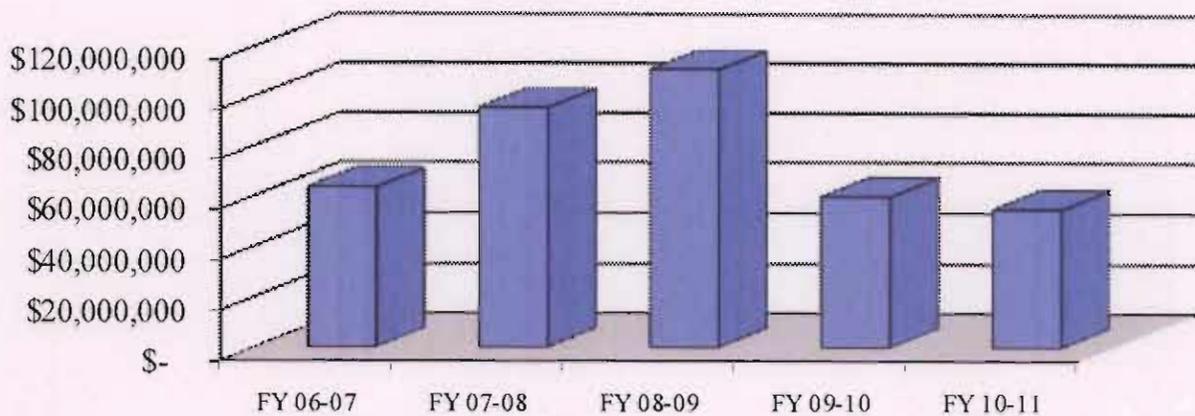
CAPITAL IMPROVEMENTS PROGRAM

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.



CAPITAL IMPROVEMENTS BUDGET COMPARISON



Total budgeted expenditures for the last five fiscal years

CIP Funding

Funding for the FY 2010-11 Capital Improvements Program comes from a variety of sources. Time constraints, previous commitments, voter approvals, revenues, and fund balances can determine which of the various sources is most appropriate for a particular project. The following definitions are used to determine the project funding:

Ad Valorem Taxes - Funds received from a tax levy on all non-exempt property within the City limits.

General Obligation Bonds (G/O's) - Bonds that finance a variety of public projects such as major street reconstruction projects (including rights-of way acquisition), development of park and recreational facilities, and construction of public facilities such as libraries, fire stations, swimming pools, city offices, municipal court buildings, community centers, and other general public use facilities. G/O's are backed by the full faith and credit of the government entity and repaid through assessment of a property tax levy. G/O's are issued only after receiving voter approval.

Certificates of Obligation (C/O's) - Debt instruments used to finance capital improvement projects. C/O's are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. C/O's differ from G/O's in that they are approved by the City Council and are not voter approved. The use of this type of financing is generally limited to the purchase of major equipment items and heavy use vehicles, which have a useful life of 5-10 years.

Revenue Bonds - Funds received from the sale of bonds, which are repaid through user fees. Revenue Bonds are backed by the full faith and credit of the government entity. The financing of water and sewer infrastructure projects is generally accomplished through the use of revenue bonds. Revenue bonds do not require voter approval and are repaid from a pledge of the revenues generated by the City's Water and Sewer Enterprise Utility Fund. Revenue bonds may also be used for projects in the Solid Waste Enterprise Fund and the Drainage Utility Enterprise Fund.

Revenues - Funds received from the City's current operating budgets for projects which may benefit the community as a whole (General Fund), utility users (Water and Sewer Fund, Solid Waste Fund, and Drainage Utility Fund) or airport users (Killeen-Fort Hood Regional Airport and Skylark Field.)

Grants - Cash or assets received from another governmental agency or foundation to be used for a specific purpose, activity, or facility.

Passenger Facility Charges - Funds received from a levy paid by users at the airport.

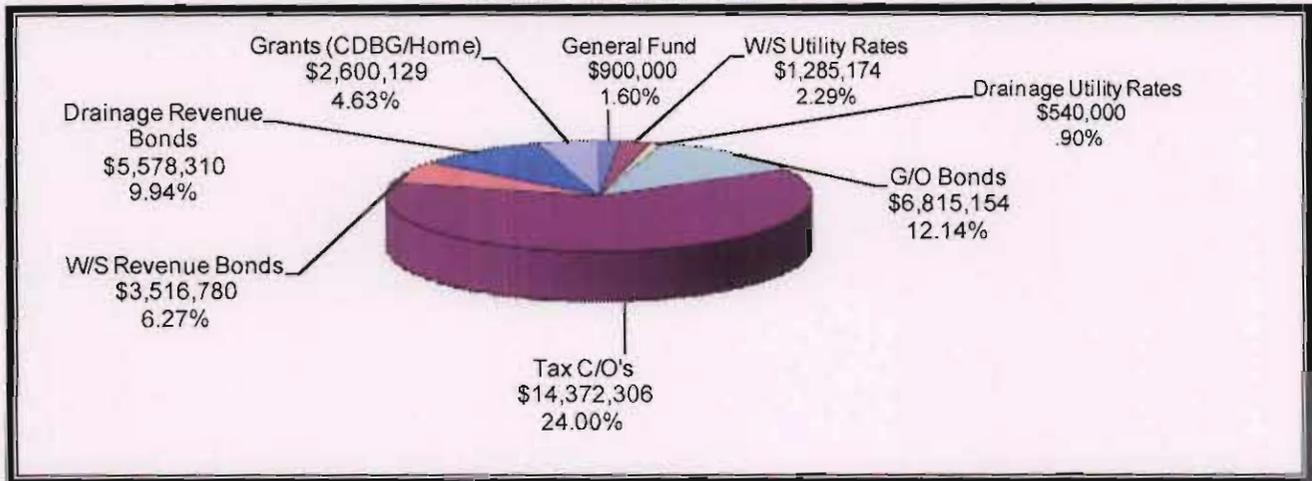
CAPITAL IMPROVEMENTS PROGRAM FY 2010-11 Funded Capital Improvement Projects

The FY 2010-11 Capital Improvements Program includes funding from the following sources.

Total of All Capital Improvement Projects: \$ 54,887,294

<u>Funding Source</u>	<u>Amount</u>
General Fund - Ad Valorem Taxes	\$ 900,000
Tax Supported General Obligation Bonds (G/O's)	\$ 6,815,154
Tax Supported Certificates of Obligation (C/O's)	\$ 33,641,747
Enterprise Revenue Supported Debt	\$ 9,095,090
Water and Sewer Bonds	
Drainage Utility	\$ 3,516,780
Drainage Utility	\$ 5,578,310
Enterprise Fund Operating Revenues	\$ 1,835,174
Water and Sewer	\$ 1,285,174
Drainage and Utility	\$ 550,000
Community Development Block Grant & Home Program Funds	\$ 2,600,129
Total budget amount for FY 2010-11 Capital Improvements Program	\$ 54,887,294

SOURCES OF FUNDING



Total FY 2010-11 Capital Improvements Budget - \$54,887,294

CIP Projects

The FY 2010-11 budget includes the appropriation of \$54,887,294 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 2010-11 capital improvement projects:

Aviation Projects

Project:	Continuing Improvements to Killeen-Fort Hood Regional Airport (KFHRA) –
Project Description:	This program will allow for the continuing of improvements to the Killeen-Fort Hood Regional Airport. The improvements include Pavement Rehabilitation, Charter Package, Phone System Migration, and other improvements to KFHRA.
Cost:	\$2,331,206
Funding Source:	2003 Airport Capital Improvement Funds
Budget Impact:	Will have minimal impact on operating costs.

Solid Waste Projects

Project:	Landfill Maintenance
Project Description:	This program will provide funding for the repair of areas in the landfill site that has subsided.
Cost:	\$48,816
Funding Source:	2009 Certificate of Obligation Bond Fund
Budget Impact:	Will have minimal impact on operating costs.

Water and Sewer Projects

Project:	Customer Services, Hydrants, and Meters
Project Description:	The Water and Sewer Distribution department continues an aggressive schedule for maintenance of water meters and valve exercising. In addition, supplies and equipment are necessary for the estimated new service connections in FY 2010-11.
Cost:	\$204,980
Funding Source:	Water & Sewer operating fund
Budget Impact:	This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.
Project:	Water and Sewer Line Extensions

Project Description: The budget includes funds for City participation in the cost of oversized water and sewer lines, as well as funding for the installation of Water and Sewer Infrastructure to areas undergoing annexation.

Cost: \$700,000

Funding Source: Water & Sewer operating fund

Budget Impact: Will increase maintenance cost.

Project: **Water & Sewer Infrastructure Projects**

Project Description: The City currently has numerous major water and sewer infrastructure improvement and capital addition projects in progress. These projects are primarily funded through debt issuances and are managed through the bond construction funds.

Cost: \$1,260,124

Funding Source: The majority of the current projects are being funded from the 2004-05 issuance of \$21,000,000 in Water & Sewer Revenue Bonds

Budget Impact: Costs will depend on improvements.

Project: **Water & Sewer Infrastructure Maintenance**

Project Description: The budget includes funds for maintenance and repair of existing Water and Sewer infrastructure.

Cost: \$380,194

Funding Source: Water & Sewer operating fund

Budget Impact: This program is funded within the Water & Sewer operating fund; there will be no additional budget impact.

Project: **Master Plan Projects**

Project Description: The budget includes funding for high priority projects as identified on the updated Water and Sewer Master plan. The updated Master Plan was approved by council on July 10, 2007 via Resolution 07-109R.

Cost: \$2,256,656

Funding Source: 2007 Water and Sewer Revenue Bond Fund

Budget Impact: Costs will depend on improvements.

Drainage Projects

Project: **Drainage Projects (Minor)**

Project Description: This program will provide funding for the improvements to minor drainage infrastructure inadequacies within the City of Killeen to ensure compliance with the Environmental Protection

Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase II Rule that regulates storm water discharge.

Cost: \$250,000

Funding Source: Drainage Utility operating fund

Budget Impact: Costs will depend on improvements.

Project: Roadway Drainage

Project Description: This program will provide funding for the maintenance and repair of streets damaged by water runoff and other drainage related issues.

Cost: \$300,000

Funding Source: Drainage Utility operating fund

Budget Impact: This program is funded within the Drainage operating fund; there will be no additional budget impact.

Project: Drainage Projects (Major)

Project Description: The City implemented a drainage capital improvements program and developed a Drainage Master Plan to address drainage infrastructure inadequacies and required system upgrades in FY 2005-06. The Master Plan identified major drainage infrastructure capital improvement projects, totaling in excess of \$8,000,000. Revenue Bonds were issued in FY2005-06 to fund these major CIPs. The major drainage projects identified in the FY 2008-09 budget are a continuation of the projects identified in the FY 2005-06 Drainage Master Plan.

Cost: \$5,578,310

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: \$900,000

Funding Source: General Fund, Streets Division

Budget Impact: This program will reduce re-occurring repair costs on failing roadways

Project: Street Reconstruction and Widening Projects

Program Description: This program, which began in FY 2004-05, provides funding for the extension and widening of City streets to accommodate current and future growth. Specific streets included in this program are Elms Road, South Robinett, North Robinett, and the HWY 195-201 grade separation. These programs include curb, gutter, and drainage improvements.

Cost: \$403,724

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: Costs will depend on improvements.

Project: Street Reconstruction – Trimmer Road/Watercrest Road

Program Description: This program, which began in FY 2005-06, provides funding for street improvements, to include the construction of Trimmer Road from Stan Schlueter Loop to Stagecoach Road as well as reconstruction to Watercrest Road. The program also includes curb, gutter, and drainage improvements.

Cost: \$4,591,529

Funding Source: 2005 Certificate of Obligation Construction Fund and the 2009 General Obligation Bond Fund

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Project: City/Owner Agreements

Project Description: This program provides funding for the City to enter into City/Owner agreements for the over sizing of streets to bring them into conformance with the City’s approved thoroughfare plan. This program will ensure that collector and arterials are adequately sized for future growth and traffic patterns.

Cost: \$3,664,365

Funding Source: 2001, 2004 and 2005 Certificate of Obligation Construction Funds

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: \$20,150,000

Funding Source: 2011 Certificate of Obligation Construction Funds

Budget Impact: This program will reduce re-occurring repair costs on failing roadways.

Public Safety Projects

Project: Police Department Headquarters

Program Description: This program, which began in FY 2004-05, provides funding for the design, engineering, and construction of the new Police Department Headquarters building, as approved by voters in the 2002 capital improvements bond election.

Cost: \$679,979

Funding Source: 2004 and 2007 General Obligation bond Construction Funds and the 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water, mechanical system maintenance, and information technologies are estimated at \$415,000 a year.

Project: Police Department Training Facility

Program Description: This program, which began in FY 2004-05, provides funding for renovating and equipping the Police Department Training Facility, as approved by voters in the 2002 capital improvements bond election.

Cost: \$263,300

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: No operational impact is expected during the 2010-11 budget year.

Project: Police Department OCU & YSU Renovations

Program Description: This program, which began in FY 2004-05, provides funding for renovating and equipping the Police Department Organized Crime Unit (OCU) and Youth Services Unit (YSU) facilities as approved by voters in the 2002 capital improvements bond election.

Cost: \$150,000

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: Will have minimal impact on operating cost.

Project: Fire Department A&E and Station Renovations

Program Description: This program, which began in FY 2004-05, provides funding for renovations and A&E to stations #8 and station #9, as approved by voters in the 2002 capital improvements bond election.

Cost: \$68,500

Funding Source: 2004 General Obligation Bond Construction Fund and 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs for electricity, water and gas is estimated at \$45,084 a year. In addition, employee costs are estimated at \$437,957. Employee costs are already included in the 2009-10 budget.

Project: Various Public Safety Equipment

Program Description: This program will provide funding for the acquisition of an additional fire engine for the Fire Department and other public safety equipment

Cost: \$583,329

Funding Source: 2004 General Obligation Bond Construction Fund and Combination 2007 General and 2007 Certificate of Obligation Bond Fund

Budget Impact: Will have minimal impact on operating cost.

Project: Emergency Warning System

Program Description: This program will provide funding for the acquisition and Citywide installation of a twenty-one unit Emergency Warning system.

Cost: \$1,728

Funding Source: 2007 Certificate of Obligation Bond Fund

Budget Impact: Operational costs are anticipated to be immaterial and will be absorbed in the current budget.

Community Service Projects

Project: Parks and Skateboard Parks

Program Description: This program, which began in FY 2004-05, provides funding for improvements to existing City parks and the construction of skateboard parks at existing facilities, as approved by citizens in the 2002 capital improvements bond election.

Cost: \$104,848

Funding Source: 2004 General Obligation Bond Construction Fund

Budget Impact: No expected operational expenses associated with this facility.

Project: Family Aquatic Center

Program Description: This program provides funding for the construction of the Lions Club Family Aquatic Center, as approved by voters in the 2002 capital improvements bond election.

Cost: \$14,369

Funding Source: 2007 Combination General and Certificate of Obligation Bond Fund and in the 2008 Certificate of Obligation Bond Fund

Budget Impact: Operational budget for the facility is \$564,092. Anticipated revenue is \$478,386.

Project: Restrooms at Condor and Davis Park

Program Description: This program will provide funding for a restroom improvements at Condor and Davis Park.

Cost: \$150,000

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Long Branch Skate Park

Program Description: This program will provide funding for construction of a skate park at Long Branch Park.

Cost: \$155,000

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: There will be minimal operational cost associated with these projects.

Project: Lions Park Hike & Bike Trail

Program Description: This program will provide funding for construction of a hike and bike trail at Lions Club Park.

Cost: \$1,422,219

Funding Source: 2009 Certificate of Obligation Bond Fund

Budget Impact: No operational impact is expected during the 2010-11 budget year.

Project: Rancier Renovations

Program Description: This program will provide funding for renovate the old Police Academy building to provide office space for Custodial and Cemetery personnel.

Cost: \$59,320

Funding Source: 1994 General Obligation Bonds

Budget Impact: No operational budget impact is expected from this project.

Project: Community Center Roof

Program Description: This program will provide funding to replace the roof on the Community Center.

Cost: \$61,000

Funding Source: 1994 General Obligation Bonds

Budget Impact: No operational budget impact is expected from this project.

Project: Parks Equipment

Program Description: This program will provide funding to procure three vehicles, seven trailers and various other parks equipment.

Cost: \$168,515

Funding Source: 2006 General Obligation Bonds

Budget Impact: No operational budget impact is expected from this project.

Golf Course Projects

Project: Golf Course Improvement Projects

Program Description: This program, which began in 2004, provides funding for construction, improvements and equipment to the golf course.

Cost: \$12,903

Funding Source: 2004 Golf Revenue Certificate of Obligation Construction 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: \$2,600,129
Funding Source: CDBG and Home Program Funds
Budget Impact: Costs will depend on improvements.

General City Projects

Project: Building Purchase
Program Description: This program, which began in FY 2005-06, will provide funding for the purchase and renovations of a building to provide multi-use health and human services facility in the downtown area.
Cost: \$2,081,068
Funding Source: 2005 Certificate of Obligation Construction Fund
Budget Impact: Construction is set to begin on this project in FY 10-11 and continue throughout the fiscal year so any additional operational cost will be minimal.

Project: Downtown Improvements
Program Description: This program will provide façade improvements, a farmers market and a playscape to the downtown area.
Cost: \$249,928
Funding Source: 2007 Certificate of Obligation Construction Fund and 2007 General Obligation Bonds
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: \$3,041,253

Funding Source: 2007 Certificate of Obligation Construction Fund, 2007 General Obligation Bonds and the 2009 Certificate of Obligation Construction Fund

Budget Impact: No operational impact is expected during the 2010-11 budget year.

Proposed FY 2010-11 Bonds

General Debt:

Proceeds from the Certificate of Obligation Bond (\$30,000,000) will fund various Street Projects.

Proceeds from the Certificate of Obligation Bond (\$19,000,000) will fund the SH 195/SH 201 interchange street project.

Proceeds from the Certificate of Obligation Bond (\$1,500,000) will fund downtown City buildings and facilities improvements.

Special Revenue Fund Debt:

Hotel Occupancy Tax: Proceeds from the Certificate of Obligation debt issuance (\$1,500,000) will fund the performing arts center improvements at the former First Baptist Church.

GENERAL OBLIGATION BONDS 1993 / 1994

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 125,869	\$ 120,434
Revenues				
Sale of Bonds	\$ 3,750,000	\$ 3,750,000	\$ -	\$ -
Interest Earned	759,135	758,710	245	180
Miscellaneous Receipts	32,770	32,770	-	-
Total Fund Balance and Revenues	\$ 4,541,905	\$ 4,541,480	\$ 126,114	\$ 120,614
Expenditures				
Bond Issue Costs	\$ 34,572	\$ 34,572	\$ -	\$ -
Library Expansion	829,721	829,721	-	-
Animal Control Facilities	188,617	188,617	-	-
Street and Traffic Projects	109,672	109,672	-	-
Drainage Master Plan & FEMA	15,065	15,065	-	-
Fire Station #6	32,000	32,000	-	-
Reconstruct Old 440	563,903	563,903	-	-
Reconstruct Westcliff	350,687	350,687	-	-
Reconstruct Hilliard	97,812	97,812	-	-
Reconstruct W.S. Young	512,296	512,296	-	-
Elms Road Construction	16,695	16,695	-	-
City Part - Elms/Stratford III	84,917	84,917	-	-
Mapping Center	117,646	117,646	-	-
Fire Dept. Training Facility	861,764	861,764	-	-
Pumper	145,636	145,636	-	-
Trimmer Road South	85,142	85,142	-	-
Municipal Court Building	248,928	248,928	-	-
Police Department Network	93,534	93,534	-	-
Drill Field Upgrade - Fire Dept	25,050	25,050	-	-
Land Acquisition - Fire Dept	1,100	1,100	-	-
Expense	854	854	-	-
Rancier Renovations	65,000	-	5,680	59,320
Community Center Roof	61,000	-	-	61,000
Total Expenditures	\$ 4,541,611	\$ 4,415,611	\$ 5,680	\$ 120,320
Ending Fund Balance	\$ 294	\$ 125,869	\$ 120,434	\$ 294

GENERAL OBLIGATION BONDS 1995

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 52,285	\$ 41,858
Revenues				
Sale of Bonds	\$ 6,745,000	\$ 6,745,000	\$ -	\$ -
Interest Earned	\$ 2,066,978	2,066,829	84	65
Miscellaneous Receipts	\$ 196,777	196,777	-	-
Total Fund Balance and Revenues	\$ 9,008,755	\$ 9,008,606	\$ 52,369	\$ 41,923
Expenditures				
Reconst. Trimmier (South)	\$ 763,973	\$ 763,973	\$ -	\$ -
Fire Station #6	463,611	463,611	-	-
Pumper	438,238	438,238	-	-
Booster	66,714	66,714	-	-
Bond Issuance Costs	90,875	90,875	-	-
City Participation	301,331	301,331	-	-
Reconst. Trimmier (North)	576,525	576,525	-	-
Fire Station #7	677,003	677,003	-	-
Elms Road	56,148	56,148	-	-
Clear Ck, Reese Ck Design	250,163	250,163	-	-
W.S Young / Elms - SS Loop	799,068	799,068	-	-
W.S. Young Design & R.O.W.	172,875	172,875	-	-
W.S. Young\CTE-B. Hwy190	1,267,264	1,267,264	-	-
W.S.Young Widening Project	235,147	235,147	-	-
W.S. Young Widening - LNR-BRR	48,750	32,250	-	16,500
W.S.Young Const-SSL Stagecoach	722,791	722,791	-	-
Reconstruct W/D Robinett	249,952	249,952	-	-
Trimmier-Public Improvements	206,097	206,097	-	-
Elms Road Construction	1,298,288	1,298,288	-	-
Parking Lot Repairs - Cmnty Center	99,874	99,874	-	-
Ramp Reversal - US190/Wal-Mart	100,000	100,000	-	-
Pass Through Funding App	98,646	88,135	10,511	-
Total Expenditures	\$ 8,983,332	\$ 8,956,321	\$ 10,511	\$ 16,500
Ending Fund Balance	\$ 25,423	\$ 52,285	\$ 41,858	\$ 25,423

GENERAL OBLIGATION BONDS 2004

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 1,974,348	\$ 1,375,976
Revenues				
Sale of Bonds	\$ 15,990,732	\$ 15,990,732	\$ -	\$ -
Interest Earned	2,153,356	2,147,003	3,353	3,000
Community Partnership Program	280,000	280,000	-	-
Total Fund Balance and Revenues	\$ 18,424,088	\$ 18,417,735	\$ 1,977,701	\$ 1,378,976
Expenditures				
Cost of Issuance	\$ 120,732	\$ 120,732	\$ -	\$ -
CS - Design/Eng LCP Projects	1,097,107	1,070,649	-	26,458
CS - Restroom & Lighting @ LCP	718,258	718,257	-	-
CS - Parks/Skateboard Parks	366,653	288,263	-	78,390
PW - Prelim Streets Eng Report	11,000	11,000	-	-
PW - Elms Road	2,030,766	2,030,766	-	-
PW - South Robinett Road	1,978,989	1,978,989	-	-
PW - North Robinett Road	2,227,453	2,227,453	-	-
PW - Major Street Rehabilitation	189,500	180,990	8,510	-
PW - Street Projects Management	186,984	186,984	-	-
PW - Operations	146,686	146,686	-	-
PW - HWY 195-201 grade separation	2,280,222	2,269,416	-	10,806
PW - Traffic Signals	964,089	802,049	11,048	150,992
PW - Traffic Synchronization	233,175	233,175	-	-
PW - Trimmier Stagecoach Signal	150,000	-	-	150,000
PW - Trimmier Reconstruction	71,300	-	42,300	29,000
PW - Comprhensive Plan	275,000	55,310	173,264	46,426
PD - Police HQ	2,895,557	2,497,045	355,339	43,173
PD - Trng Facility Imp & Equipment	301,100	37,800	-	263,300
PD - OCU & YSU Renovations	150,000	-	-	150,000
FD - A&E Station #8	425,484	425,459	-	25
FD - Station #6	15,250	-	11,264	3,986
FD - Land Purchase - Station #8	81,297	81,297	-	-
FD - Construction - Station #8	922,090	918,663	-	3,427
FD - A&E Station #9	14,555	14,555	-	-
FD - Station Location Study	28,100	28,100	-	-
FD - Renovate Station #5	25,746	25,746	-	-
FD - Land Purchase Station #9	94,003	94,003	-	-
FD - Transfer to Fire SRF	392,370	-	-	392,370
Total Expenditures	\$ 18,393,465	\$ 16,443,387	\$ 601,725	\$ 1,348,353
Ending Fund Balance	\$ 30,623	\$ 1,974,348	\$ 1,375,976	\$ 30,623

GENERAL OBLIGATION BONDS 2006

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 169,110	\$ 168,315
Revenues				
Sale of Bonds	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
Interest Earned	755,360	754,833	327	200
HUD Grant	96,224	96,224	-	-
Community Partnership Program	377,200	377,200	-	-
Total Fund Balance and Revenues	\$ 11,228,784	\$ 11,228,257	\$ 169,437	\$ 168,515
Expenditures				
Cost of Issuance	\$ 174,829	\$ 174,829	\$ -	\$ -
Senior and Recreation Center	10,346,459	10,346,459	-	-
HUD Grant - Admin	335	335	-	-
Rec & Snr Constr - Cmnty Partnersh	22,619	22,619	-	-
Equipment	404,341	314,301	-	90,040
Furniture/Fixtures	158,938	158,938	-	-
Machinery Repairs	1,122	-	1,122	-
Supplies	41,666	41,666	-	-
Motor Vehieles	78,475	-	-	78,475
Total Expenditures	\$ 11,228,784	\$ 11,059,147	\$ 1,122	\$ 168,515
Ending Fund Balance	\$ -	\$ 169,110	\$ 168,315	\$ -

GENERAL OBLIGATION BONDS 2009

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 12,902,196	\$ 6,633,207
Revenues				
Sale of Bonds	\$ 13,175,000	\$ 13,175,000	\$ -	\$ -
Interest Earned	46,818	1,658	23,160	22,000
JSL Spray Pad Donations	120,000	120,000	-	-
American Recovery Grant	270,000	-	-	270,000
Watercrest Road Improvements	8,141	-	8,141	-
Total Fund Balance and Revenues	\$ 13,619,959	\$ 13,296,658	\$ 12,933,497	\$ 6,925,207
Expenditures				
Cost of Issuance	\$ 73,900	\$ 73,900	\$ -	\$ -
Trimmer Reconstruction	2,326,928	-	2,239,615	87,313
Traffic Synchronization	337,600	-	148,315	189,285
Watercrest Reconstruction	6,191,131	8,869	3,748,193	2,434,069
Downtown Street Eng Phase I	2,036,700	-	160,054	1,876,646
Community Projects	315,806	311,693	4,113	-
Total Expenditures	\$ 11,282,065	\$ 394,462	\$ 6,300,290	\$ 4,587,313
Ending Fund Balance	\$ 2,337,894	\$ 12,902,196	\$ 6,633,207	\$ 2,337,894

COMBINATION GENERAL AND CERTIFICATE OF OBLIGATION BOND 2007

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 14,148,308	\$ 3,204,104
Revenues				
Sale of Bonds	41,279,000	\$ 41,279,000	\$ -	\$ -
Interest Earned	1,528,914	1,414,853	60,061	54,000
Market Value Adjust	37,520	37,520	-	-
Miscellaneous Receipts	44,723	44,723	-	-
Total Fund Balance and Revenues	\$ 42,890,157	\$ 42,776,096	\$ 14,208,369	\$ 3,258,104
Expenditures				
Cost of Issuance	\$ 194,347	\$ 194,347	\$ -	\$ -
Family Aquatic Center A&E	483,000	483,000	-	-
Family Aquatic Center Construction	4,113,129	4,113,129	-	-
Family Aquatic Center Capital	37,500	14,063	10,557	12,880
Aquatic Center Security System	48,671	-	47,378	1,293
FD - Station #1 - A&E	382,057	350,636	490	30,931
FD - Station #1 - Construction	3,392,000	3,320,814	70,227	959
FD - Station #8	2,988,910	2,964,821	-	24,089
FD - Station #1 - Equipment	28,250	-	25,427	2,823
FD - Station #1 - Computer Hardware	15,500	6,340	7,752	1,408
FD - Station #1 - Computer Software	1,215	1,215	-	-
FD - Station #1 - Furniture & Fixtures	22,000	-	21,509	491
FD - Station #1 - Furniture & Fixtures	8,000	-	7,639	361
FD - Motor Vehicles	190,959	-	-	190,959
Street Department Building	2,000,000	-	-	2,000,000
Equipment Replacement	2,996,409	2,996,409	-	-
Emergency Warning System	398,383	389,496	7,159	1,728
Farmers Market	97,247	-	-	97,247
Playscape	60,000	-	-	60,000
Façade	92,681	-	-	92,681
Police Headquarters - Construction	22,862,101	12,370,128	9,899,759	592,214
Police Headquarters - A&E	888,781	888,781	-	-
Police Headquarters - Land	233,351	233,351	-	-
Police Headquarters - Network	65,280	-	65,280	-
Police Headquarters - Furniture	781,289	-	776,809	4,480
Police Headquarters - Equipment	62,380	-	22,268	40,112
PD - Motor Vehicles	42,011	-	42,011	-
Animal Control Shelter	301,258	301,258	-	-
Total Expenditures	\$ 42,786,709	\$ 28,627,788	\$ 11,004,265	\$ 3,154,656
Ending Fund Balance	\$ 103,448	\$ 14,148,308	\$ 3,204,104	\$ 103,448

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2001

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 2,517,337	\$ 2,522,085
Revenues				
Sale of Bonds	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
Interest Earned	349,867	341,619	4,748	3,500
Transfer from Aviation PFC	843,884	843,884	-	-
Transfer from RGAAF Aviation	2,063,425	2,063,425	-	-
Transfer from KEDC	252,829	252,829	-	-
Bell County Contributions	1,000,000	1,000,000	-	-
FAA Grants	1,779,575	1,779,575	-	-
Prior Period Adjustment	1,225,183	1,225,183	-	-
Total Fund Balance and Revenues	\$ 13,514,763	\$ 13,506,515	\$ 2,522,085	\$ 2,525,585
Expenditures				
Cost of Issuance	\$ 55,777	\$ 55,777	\$ -	\$ -
Professional Services	62,115	62,115	-	-
Skylark Project	43,023	43,023	-	-
RGAAF Project	10,651,063	10,651,063	-	-
Transfer to RGAAF	177,200	177,200	-	-
City Owner Agreements	2,524,850	-	-	2,524,850
Total Expenditures	\$ 13,514,028	\$ 10,989,178	\$ -	\$ 2,524,850
Ending Fund Balance	\$ 735	\$ 2,517,337	\$ 2,522,085	\$ 735

AVIATION CAPITAL IMPROVEMENT FUND 2003

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 3,010,860	\$ 3,031,729
Revenues				
Sale of Bonds	\$ 9,000,000	\$ 9,000,000	\$ -	\$ -
FAA Grants	3,992,388	3,992,388	-	-
Interest Earned	629,804	619,859	4,945	5,000
Transfer from Aviation PFC	1,557,552	1,476,431	81,121	-
Prior Period Adjustments	(459,533)	(459,533)	-	-
Total Fund Balance and Revenues	\$ 14,720,211	\$ 14,629,145	\$ 3,096,926	\$ 3,036,729
Expenditures				
Cost of Issuance	\$ 106,122	\$ 106,122	\$ -	\$ -
RGAAF Project	9,810,774	8,955,572	61,917	793,285
Professional Services	1,800	1,800	-	-
ARFF Gear	72,001	72,001	-	-
T-Hangar	542,261	542,261	-	-
Pavement Rehabilitation	312,000	7,749	3,280	300,971
Charter Package	123,280	42,780	-	80,500
Phone System Migration Software	4,500	-	-	4,500
Phone System Migration Hardware	7,500	-	-	7,500
Fuel Truck Buyouy	2,346	-	-	2,346
Fuel Truck	62,654	-	-	62,654
SUV	64,050	-	-	64,050
Burnisher	15,000	-	-	15,000
Scrubber	15,000	-	-	15,000
Ramp	13,000	-	-	13,000
Terminal Seating	12,400	-	-	12,400
Bldg 1525 Design Services	200,000	-	-	200,000
Transfer to RGAAF Operating Fund	1,400,000	1,400,000	-	-
Transfer to Debt Service Fund	1,250,000	490,000	-	760,000
Total Expenditures	\$ 14,014,688	\$ 11,618,285	\$ 65,197	\$ 2,331,206
Ending Fund Balance	\$ 705,523	\$ 3,010,860	\$ 3,031,729	\$ 705,523

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizatiuous	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 329,710	\$ 330,351
Revenues				
Sale of Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Interest Earned	126,841	125,700	641	500
Total Fund Balance and Revenues	\$ 3,105,867	\$ 3,104,726	\$ 330,351	\$ 330,851
Expenditures				
Cost of Issuance	\$ 27,444	\$ 27,444	\$ -	\$ -
Ambulances (4)	440,000	440,000	-	-
Quint Truck	564,276	564,276	-	-
Motor Vehicles/Heavy Equipment	728,625	728,625	-	-
Timberidge: WDN Rosewood Project	294,337	294,337	-	-
WDN Goldengate: Bridgewood Project	164,126	164,126	-	-
WHT Rock Ph I: WDN Rosewd Project	176,668	176,668	-	-
WHT Rock Ph II: WDN Rosewd Project	233,712	233,712	-	-
WHT Rock Ph II: WDN Sulf Spr Project	104,698	104,698	-	-
WHT Rock Ph I: WDN Plat	41,130	41,130	-	-
City Owner Agreements	323,393	-	-	323,393
Total Expenditures	\$ 3,098,409	\$ 2,775,016	\$ -	\$ 323,393
Ending Fund Balance	\$ 7,458	\$ 329,710	\$ 330,351	\$ 7,458

GOLF REVENUE CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2004

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 19,379	\$ 12,918
Revenues				
Sale of Bonds	\$ 2,979,026	\$ 2,979,026	\$ -	\$ -
Interest Earned	22,296	22,237	34	25
Total Fund Balance and Revenues	\$ 3,001,322	\$ 3,001,263	\$ 19,413	\$ 12,943
Expenditures				
Cost of Issuance	\$ 21,014	\$ 21,014	\$ -	\$ -
Operations	115,153	115,153	-	-
Golf Construction/Improvements	2,739,423	2,739,423	-	-
Capital Outlay	4,429	4,429	-	-
Transfer to Golf Fund	101,865	101,865	-	-
Golf Course Equipment	19,398	-	6,495	12,903
Total Expenditures	\$ 3,001,282	\$ 2,981,884	\$ 6,495	\$ 12,903
Ending Fund Balancee	\$ 40	\$ 19,379	\$ 12,918	\$ 40

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2005

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 3,149,763	\$ 2,921,349
Revenues				
Sale of Bonds	\$ 11,500,000	\$ 11,500,000	\$ -	\$ -
KAAC - Killeen Free Clinic	16,905	-	16,905	-
Interest Earned	1,191,287	1,180,417	5,870	5,000
Total Fund Balance and Revenues	\$ 12,708,192	\$ 12,680,417	\$ 3,172,538	\$ 2,926,349
Expenditures				
Cost of Issuance	\$ 172,537	\$ 172,537	\$ -	\$ -
BCCC Tower	213,851	213,851	-	-
TXDOT / CTE Projects	988,900	988,900	-	-
City Owner Agreements	4,830,033	3,825,563	188,348	816,122
Building Purchase	4,207,144	2,076,956	49,120	2,081,068
Street Equipment - Paver	116,680	116,680	-	-
Fire - Ambulances	279,424	279,424	-	-
Street Maintenance Equipment	157,025	157,025	-	-
Trimmier - 3470 - Stagecoach	2,052	2,052	-	-
Trimmier Road - Design	300,000	293,251	6,033	716
Watercrest Road - Design	543,469	532,281	7,688	3,500
Elms, Cody Poe, & Robinett Roads	872,134	872,134	-	-
Total Expenditures	\$ 12,683,249	\$ 9,530,654	\$ 251,189	\$ 2,901,406
Ending Fund Balance	\$ 24,943	\$ 3,149,763	\$ 2,921,349	\$ 24,943

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2009

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 3,113,503	\$ 2,821,082
Revenues				
Sale of Bonds	\$ 8,500,000	\$ 8,500,000	\$ -	\$ -
Interest Earned	12,376	654	6,122	5,600
Contribution & Donation	86,770	31,225	55,545	-
Total Fund Balance and Revenues	\$ 8,599,146	\$ 8,531,879	\$ 3,175,170	\$ 2,826,682
Expenditures				
Cost of Issuance	\$ 67,700	\$ 67,700	\$ -	\$ -
Landfill Maintenance	324,000	21,175	254,009	48,816
AS400 Replacement	87,433	87,433	-	-
Restrooms at Condor/Davis	150,000	-	-	150,000
Long Branch Skate Park	155,000	-	-	155,000
Aquatic Facility	1,478,847	1,471,347	7,500	-
Aquatic Facility Sound System	16,594	-	16,398	196
Lions Park Hike & Bike	1,500,000	1,600	76,181	1,422,219
Street Dept. Equipment	1,190,281	1,190,281	-	-
Street Dept. Building	1,041,253	-	-	1,041,253
Solid Waste Equipment	1,350,575	1,350,575	-	-
Field Computers	39,265	39,265	-	-
SS Loop Improvements	1,168,500	1,168,500	-	-
Computer Software Purchase	20,500	20,500	-	-
Total Expenditures	\$ 8,589,948	\$ 5,418,376	\$ 354,088	\$ 2,817,484
Ending Fund Balance	\$ 9,198	\$ 3,113,503	\$ 2,821,082	\$ 9,198

CONTRACTUAL OBLIGATION CONSTRUCTION FUND SERIES 2011

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
Sale of Bonds	\$ 20,718,041	\$ -	\$ -	\$ 20,718,041
Interest Earned	-	-	-	-
Total Fund Balance and Revenues	\$ 20,718,041	\$ -	\$ -	\$ 20,718,041
Expenditures				
Salaries	\$ 239,591	\$ -	\$ -	\$ 239,591
Supplies	9,826	-	-	9,826
Repairs	1,500	-	-	1,500
Support Services	172,975	-	-	172,975
Benefits	71,572	-	-	71,572
Minor Capital	23,827	-	-	23,827
Moto Vehicles	48,750	-	-	48,750
US 190/Rosewood/FM 2410	20,150,000	-	-	20,150,000
Total Expenditures	\$ 20,718,041	\$ -	\$ -	\$ 20,718,041
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

WATER & SEWER BOND 2001

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 881,150	\$ 688,103
Revenues				
Sale of Bonds	\$ 8,700,000	\$ 8,700,000	\$ -	\$ -
Interest Earned	560,283	557,751	1,532	1,000
Total Fund Balance and Revenues	\$ 9,260,283	\$ 9,257,751	\$ 882,682	\$ 689,103
Expenditures				
Cost of Issuance	\$ 90,000	\$ 90,000	\$ -	\$ -
Little Nolan Trib#1 Phase II	707,512	707,512	-	-
Little Nolan Trib#1 Phase III	205,652	205,652	-	-
Robinett Road Water Line	1,390,850	1,390,850	-	-
Airport Water Line	935,370	935,370	-	-
Airport Pump Station	419,142	419,142	-	-
Master Plan - WO18 I&I Program	997,433	997,433	-	-
WS Young South Water Line	440,719	440,719	-	-
South Trimmier Rd Water Line	105	105	-	-
Hwy 195 Water Line	219,682	64,204	155,478	-
Old FM 440 Water Line	1,207,810	1,207,810	-	-
McMillan Mt St Tank Design	127,533	127,533	-	-
Master Plan Update 2002	55,305	55,305	-	-
East Loop Waterline	1,653,200	1,653,200	-	-
Expenses	23,190	23,190	-	-
Wastewater Metering	108,677	58,576	101	50,000
Waterflow Meters	89,000	-	39,000	50,000
16" Waterline 38th Street	181,286	-	-	181,286
Total Expenditures	\$ 8,852,466	\$ 8,376,601	\$ 194,579	\$ 281,286
Ending Fund Balance	\$ 407,817	\$ 881,150	\$ 688,103	\$ 407,817

WATER & SEWER BOND 2004

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 2,775,750	\$ 1,304,504
Revenues				
Sale of Bonds	\$ 21,003,884	\$ 21,003,884	\$ -	\$ -
Interest Earned	1,666,592	1,659,913	3,679	3,000
Total Fund Balance and Revenues	\$ 22,670,476	\$ 22,663,797	\$ 2,779,429	\$ 1,307,504
Expenditures				
Cost of Issuance	\$ 118,377	\$ 118,377	\$ -	\$ -
McMillan Mtn Storage Tank	962,824	962,824	-	-
Downtown Infrastructure	2,427,601	2,427,601	-	-
City Part/Lift STNS & FMS	700,000	396,162	-	303,838
Utilities Building	1,300,224	1,298,324	1,900	-
Cunningham Rd Waterline	828,574	828,574	-	-
Nth Reece Crk Interc Phase I	522,271	522,271	-	-
Lift Stn #20 & Force Main	1,143,261	1,143,261	-	-
Hwy 195 Waterline Extension	1,755,740	286,158	1,469,582	-
Lift Stn #26 & F.M., CC Gravity	958,064	958,064	-	-
Reece Creek Loop Waterline	450,332	450,332	-	-
Lift Stn #2/Force Main	2,607,023	2,607,023	-	-
A - Diversion Interceptor Phase I	433,914	433,914	-	-
B - East Loop Waterline Ext Ph I	76,349	76,349	-	-
C - East Loop Waterline Ext Ph II	455	455	-	-
Construction (A-C)-Eastside Infrastructure	5,545,341	5,545,341	-	-
E - Lift Stn #21 & Force Main	128,275	128,275	-	-
Construction (D-G)-Hwy195 Wastewater Impr	1,639,322	1,639,322	-	-
Monte Carlo Sewer Line	68,863	65,420	3,443	-
Water Reuse - Stonetree	675,000	-	-	675,000
Total Expenditures	\$ 22,341,810	\$ 19,888,047	\$ 1,474,925	\$ 978,838
Ending Fund Balance	\$ 328,666	\$ 2,775,750	\$ 1,304,504	\$ 328,666

WATER & SEWER BOND 2007

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 11,190,806	\$ 8,150,202
Revenues				
Sale of Bonds	\$ 21,096,978	\$ 21,096,978	\$ -	\$ -
Interest Earned	870,881	777,542	53,339	40,000
Market Value Adjustment	23,450	23,450	-	-
Total Fund Balance and Revenues	\$ 21,991,309	\$ 21,897,970	\$ 11,244,145	\$ 8,190,202
Expenditures				
Cost of Issuance	\$ 115,963	\$ 115,963	\$ -	\$ -
PRJ 1W - Reece Creek Road	681,265	134,816	546,449	-
PRJ 2W - Bundrant Expansion	2,699,974	2,428,967	208,104	62,903
PRJ 3W - Southeast Loop	2,181,333	2,181,333	-	-
PRJ 4W - Pump Station 3 Upgrade	1,881,659	149,818	100,206	1,631,635
PRJ 1S - Lift Station #8	1,071,461	982,179	89,282	-
PRJ 2S - Trimmier Creek	1,570,427	1,368,169	202,258	-
PRJ 3S - Trimmier Creek	16,000	16,000	-	-
PRJ 4S - Lift Station 20/FM/SH195	1,749,280	1,749,280	-	-
PRJ 5S - Lift Station 22 and FM	669,546	-	669,546	-
Lake Road Waterline	767,006	686,947	80,059	-
Eastside Phase 2	641,901	625,457	16,444	-
Family Aquatic Center - Construction	240,416	240,416	-	-
SH 195 Gravity Intcpt	81,107	-	-	81,107
LNC Interceptor Phase 1 A	622,760	-	239,234	383,526
Force Main Repair & Realignment	15,010	-	-	15,010
W&S Master Plan Update	159,635	27,819	49,341	82,475
South Plant Diffusers	893,020	-	893,020	-
Total Expenditures	\$ 16,057,763	\$ 10,707,164	\$ 3,093,943	\$ 2,256,656
Ending Fund Balance	\$ 5,933,546	\$ 11,190,806	\$ 8,150,202	\$ 5,933,546

SOLID WASTE BOND 2005

	Project Authorizations	Actual through 2008-09	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ -	\$ -	\$ 260,033	\$ 260,228
Revenues				
Sale of Bonds	\$ 9,100,000	\$ 9,100,000	\$ -	\$ -
Interest Earned	\$ 518,167	517,922	195	50
Total Fund Balance and Revenues	\$ 9,618,167	\$ 9,617,922	\$ 260,228	\$ 260,278
Expenditures				
Cost of Issuance	\$ 131,137	\$ 131,137	\$ -	\$ -
Solid Waste Admin Facility	1,595,820	1,595,820	-	-
Transfer Station & Compost Site	7,173,559	7,173,559	-	-
Heavy Equipment Solid Waste	402,574	402,574	-	-
Furniture & Fixtures	54,799	54,799	-	-
Total Expenditures	\$ 9,357,889	\$ 9,357,889	\$ -	\$ -
Ending Fund Balance	\$ 260,278	\$ 260,033	\$ 260,228	\$ 260,278

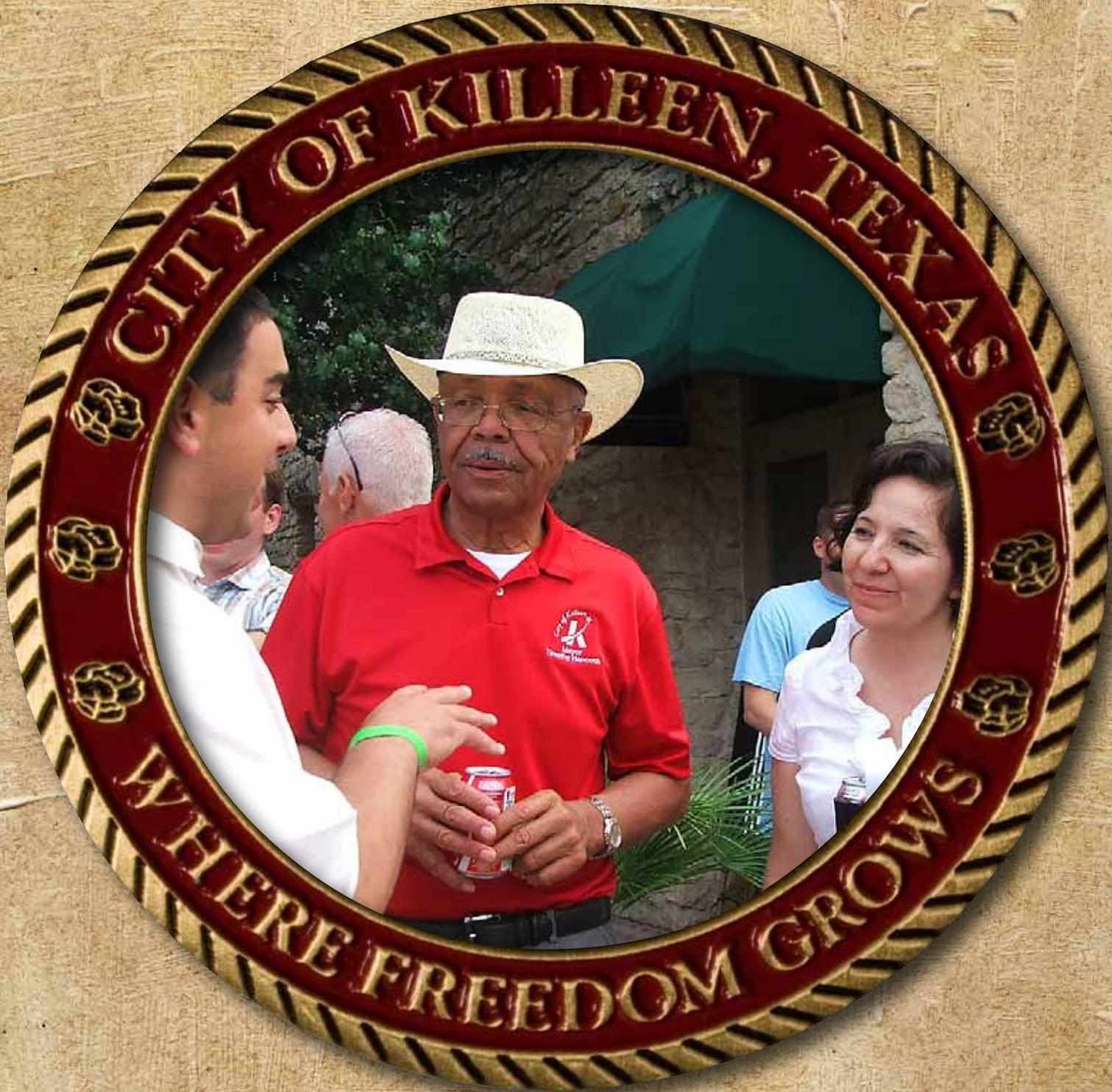
AVIATION PFC FUND

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ (132,880)	\$ 681,431	\$ 155,561	\$ 432,748
Revenues				
Passenger Facility Charges	\$ -	\$ -	\$ -	\$ -
FY 2006-07 Passenger Facility Charges	\$ 818,843	\$ 768,842	\$ 908,975	\$ 959,073
Interest Earned	6,101	8,000	700	1,020
Total Fund Balance and Revenues	\$ 692,064	\$ 1,458,273	\$ 1,065,236	\$ 1,392,841
Expenditures				
Passenger Boarding Bridges	\$ -	\$ -	\$ -	\$ -
PFC Project	82,261	776,842	632,028	1,104,908
Terminal & Apron Design	-	-	-	-
Transfer to AV Fund - RGAAF Fund	10,237	-	460	-
Transfer to Construction Fund	444,005	-	-	-
Total Expenditures	\$ 536,503	\$ 776,842	\$ 632,488	\$ 1,104,908
Ending Fund Balance	\$ 155,561	\$ 681,431	\$ 432,748	\$ 287,933

SPECIAL EVENTS CENTER

	Actual 2008-09	Budget 2009-10	Estimated 2009-10	Adopted 2010-11
Beginning Fund Balance	\$ 77,244	\$ 77,994	\$ 78,056	\$ 78,306
Revenues				
Interest Earned	\$ 812	\$ 700	\$ 250	\$ 50
Total Fund Balance and Revenues	\$ 78,056	\$ 78,694	\$ 78,306	\$ 78,356
Expenditures				
Expense	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 78,056	\$ 78,694	\$ 78,306	\$ 78,356

FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES



FIVE YEAR FORECAST

FINANCIAL FORECASTS

This section presents five year forecasts for the City's major operating funds in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this year's five year forecast is limited to revenues and expenditures for the City's major operating funds: the General Fund, the Aviation Funds, the Solid Waste Fund, the Water and Sewer Fund, and the Drainage Utility Fund.

The City's financial position over the past decade has been strong. Revenue streams have been very dependable and stable and the city has kept effective control over expenditures. Revenue growth has outpaced inflation in the past several years and these trends are expected to continue. Fund balances continue to be strong and position the city with the ability to withstand unanticipated emergencies or cyclical economic downturns.

The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and the Drainage Utility Fund during the FY 2010-11 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 2010-11 and FY 2014-15.

Finally, two bar graphs are presented after each forecast showing the fund projections over a five year period including a comparison between the Revenues, Expenditures, Ending Fund Balance and the Fund Balance Requirement, (as required by City ordinance).

- The first graph reflects the static results of the forecast and assumes that budgeted revenues are collected at 100% and that budgeted expenditures are incurred at 100%. This graph reflects a "least-likely" scenario for the next five years.
- The second bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget. For this reason, the second bar chart presented reflects a "most likely" scenario.

The forecasts attempt to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of the forecasts to understand that these estimates based on various statistical methods and are not representation of fact.



**CITY OF KILLEEN
GENERAL FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the General Fund. The City of Killeen uses the General Fund to revenues and expenditures applicable to the general operations of city government which are not properly accounted for in another fund. General Fund revenues include sales taxes, property taxes, licenses and permits, local franchise taxes, and other types of revenues. This fund includes most of the basic operating services such as fire and police protection, finance, parks and recreation, libraries and general administration.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the General Fund. The City utilized an interactive financial modeling tool for the General Fund during the FY 2010-11 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and revenue adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division. The expense projections behind the forecast for each operating division are at the category of expense level. For the General Fund the following projections are used in the five year forecast modeling tool:

Revenues:

The General Fund Model incorporates historical trends for most revenues. Ad Valorem Tax revenue is calculated using the current year assessed valuation plus a projected growth in assessed property value of 3%. The model reflects an increase in tax rate from 69.50 to 74.28 cents per \$100 valuation in all years. Sales tax revenue is projected at a moderate growth rate of 2% per year. Staff will continue to monitor this revenue source due to the current decline in the economy. The model shows conservative growth projections in all other revenue categories based upon historical trends.

Expenses:

Due to the current state of the economy, salaries and benefits are projected at a 3% annual increase to cover annual step increases in the General Fund. Additional personnel are not reflected in the model, as staff additions will be evaluated each year based on availability of resources and the needs of the City. Operating expenses, which include supplies, maintenance, repairs, and professional services, reflect level funding. Inflationary impacts in each year will be expected to be absorbed through savings and efficiencies. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the General Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

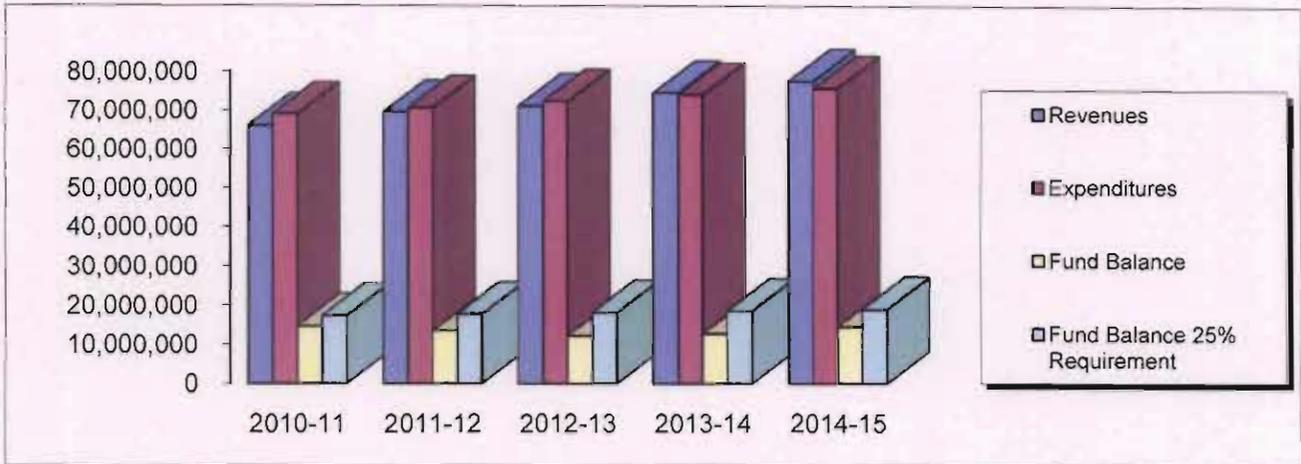
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	17,672,328	14,648,100	13,443,369	12,202,314	12,705,237	(28.1%)
Revenues						
Property Taxes	22,667,191	24,479,309	25,102,903	26,092,627	27,304,509	20.5%
Total Property Taxes Previous	526,090	550,434	575,916	602,591	630,515	19.8%
Sales and Occup. Taxes	20,211,562	20,722,825	21,247,334	21,785,449	22,337,538	10.5%
Franchise Taxes	5,282,284	5,547,293	5,826,048	6,119,274	6,427,741	21.7%
Miscellaneous Revenues	3,667,839	3,831,437	4,003,421	4,184,279	4,374,533	19.3%
Permits and Licenses	1,187,500	1,241,495	1,298,215	1,357,812	1,420,448	19.6%
Court Fines and Fees	2,478,881	2,540,316	2,603,703	2,669,121	2,736,656	10.4%
Recreation Revenue	1,269,686	1,352,900	1,442,644	1,539,458	1,643,925	29.5%
Interest Earned	89,000	90,780	92,596	94,448	96,336	8.2%
Golf Course Revenues	1,275,780	1,310,953	655,477	1,385,471	1,424,965	11.7%
Intergovernmental	354,755	361,579	368,588	375,788	383,185	8.0%
Transfers from Other Funds	7,000,682	7,396,184	7,816,534	8,263,388	8,738,512	24.8%
Total Revenues	66,011,250	69,425,505	71,033,379	74,469,706	77,518,863	17.4%
Expenditures						
City Council	62,193	62,543	62,904	63,275	63,657	2.4%
City Manager	479,222	492,141	505,448	519,154	533,271	11.3%
Assistant City Manager	290,022	297,966	306,149	314,577	323,257	11.5%
City Auditor & Compliance Office	105,528	108,386	111,329	114,361	117,483	11.3%
Grant Administration	35,264	36,116	36,993	37,897	38,827	10.1%
Municipal Court	945,697	969,765	994,556	1,020,090	1,046,390	10.6%
Public Information Officer	157,139	160,586	164,136	167,792	171,558	9.2%
Volunteer Services	165,829	170,121	174,541	179,094	183,784	10.8%
City Attorney	841,291	862,755	884,863	907,634	931,088	10.7%
City Secretary	99,677	102,114	104,624	107,209	109,872	10.2%
Finance	654,893	671,948	689,515	707,608	726,245	10.9%
Accounting	387,651	397,884	408,424	419,280	430,462	11.0%
General Services	282,475	289,998	297,748	305,729	313,950	11.1%
Building Services	212,823	217,917	223,164	228,569	234,135	10.0%
Custodial Services	484,697	493,451	504,714	516,314	528,262	9.0%
Printing Services	187,052	190,334	193,714	197,196	200,782	7.3%
Human Resources	969,888	989,087	1,008,863	1,029,232	1,050,211	8.3%
Information Technology	983,670	1,008,837	1,034,759	1,061,458	1,088,959	10.7%
Library	1,629,030	1,663,331	1,698,660	1,735,049	1,772,530	8.8%
Golf	1,467,716	1,491,153	1,515,293	1,540,157	1,565,767	6.7%
Golf Food & Beverage	234,167	237,927	241,800	245,789	249,898	6.7%
Community Center Operations	483,121	491,443	500,014	508,843	517,937	7.2%
Parks	1,873,992	1,907,483	1,941,980	1,977,511	2,014,108	7.5%
Lions Club Park Operations	804,404	818,084	832,175	846,689	861,638	7.1%
Family Aquatics	451,172	460,039	469,172	478,579	488,269	8.2%
Aquatics Concession	112,920	114,218	115,555	116,931	118,350	4.8%
Recreation	304,039	309,708	315,547	321,561	327,756	7.8%
Athletics	440,433	444,244	448,169	452,211	456,375	3.6%

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

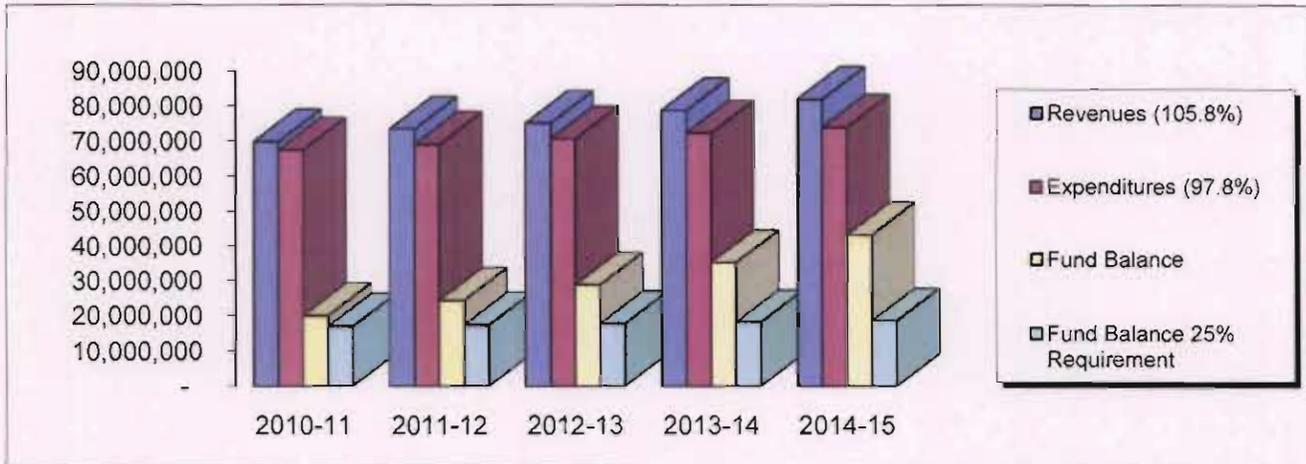
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Cemetery	350,062	357,941	366,056	374,414	383,023	9.4%
Senior Citizens	381,550	388,986	396,645	404,534	412,660	8.2%
Swimming Pools	137,653	140,161	142,744	145,405	148,145	7.6%
Public Works	231,709	237,911	244,300	250,880	257,658	11.2%
Engineering	282,634	288,326	294,188	300,226	306,446	8.4%
Traffic	851,755	867,336	883,385	899,915	916,941	7.7%
Streets	3,583,785	3,642,838	3,703,663	3,766,313	3,830,842	6.9%
Planning and Development	786,635	806,868	827,709	849,175	871,284	10.8%
Building and Inspection	920,295	944,087	968,593	993,835	1,019,833	10.8%
Code Enforcement	768,117	784,244	800,855	817,964	835,586	8.8%
Community Development	266,364	272,742	279,806	287,082	294,576	10.6%
Home Program	52,892	54,114	55,372	56,668	58,003	9.7%
Police	22,824,423	23,396,265	23,985,262	24,591,929	25,216,796	10.5%
Animal Control	591,584	603,496	615,766	628,404	641,421	8.4%
Fire	16,009,257	16,417,065	16,837,107	17,269,751	17,715,374	10.7%
Emergency Management	116,205	119,033	121,945	124,945	128,035	10.2%
Non-Departmental	5,734,553	5,849,244	5,966,229	6,085,554	6,207,265	8.2%
Total Expenditures	69,035,478	70,630,236	72,274,434	73,966,783	75,708,709	9.7%
Ending Fund Balance	14,648,100	13,443,369	12,202,314	12,705,237	14,515,392	(0.9%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
GENERAL FUND**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENDITURES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
KILLEEN-FORT HOOD REGIONAL AIRPORT FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Killeen-Fort Hood Regional Airport Fund. The City of Killeen uses the Killeen-Fort Hood Regional Airport Fund to account for air carrier operations and related activities of the city. Killeen-Fort Hood Regional Airport Fund revenues include air carrier operations, parking lot fees, airport rent and concessions and other types of revenues. This fund includes most of the basic operating revenues and expensed relating to the operation of the air carrier terminal building. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Killeen-Fort Hood Regional Airport Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Killeen-Fort Hood Regional Airport Fund the following projections are used in the five year forecast:

Revenues:

The Killeen-Fort Regional Airport Fund forecast incorporates historical trend for revenues. Air Carrier Operations increased variably each year based on historical trends. Parking Lot Fees increase variably each year based on historical trends. The model shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the Killeen-Fort Hood Regional Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

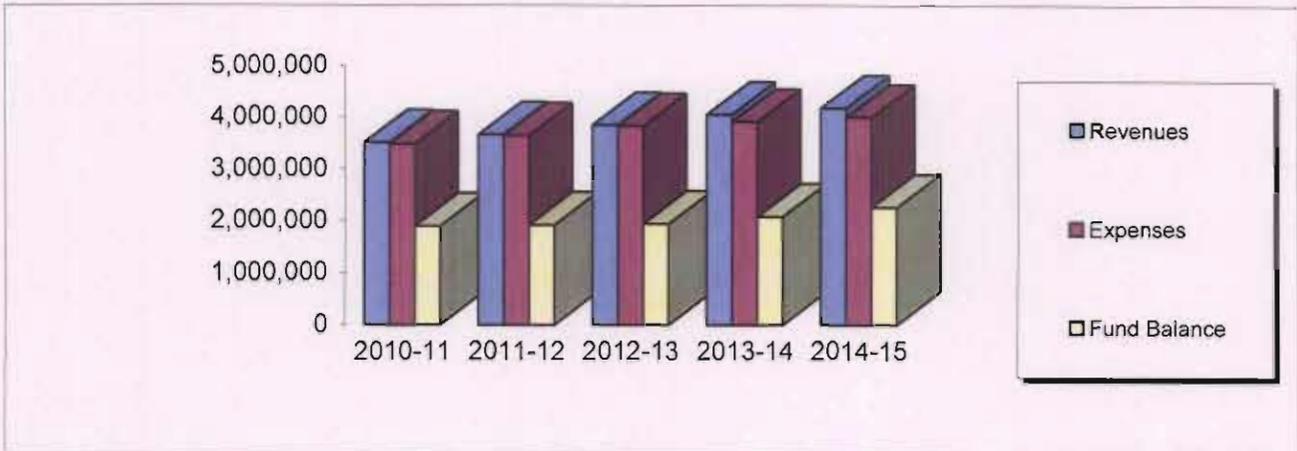
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Killeen-Fort Hood Regional Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

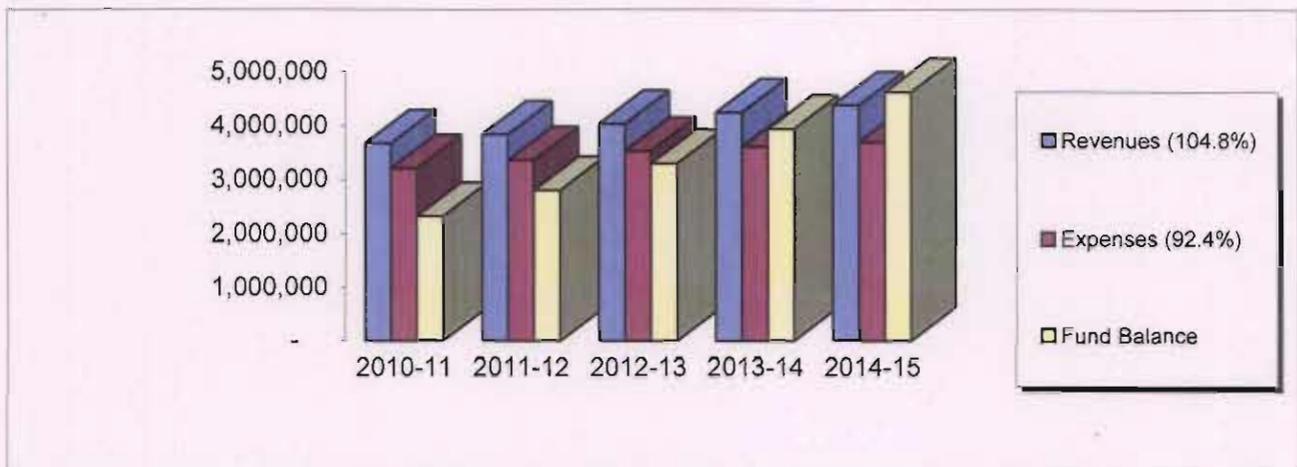
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	1,869,972	1,896,462	1,918,128	1,940,764	2,081,432	11.3%
Revenues						
Airport Rent & Concessions	1,063,659	1,118,740	1,219,042	1,325,229	1,351,640	27.1%
Air Carrier Operations	313,726	323,160	326,914	334,008	337,796	7.7%
Airport Use Fees	179,397	189,435	195,103	198,957	202,888	13.1%
Airport Parking Lot Fees	913,560	954,405	999,887	1,048,590	1,102,863	20.7%
Fuel Sales	316,250	333,410	346,802	364,370	379,593	20.0%
Operating Supplies	60	65	73	80	88	46.7%
Into Plane Fees	298,204	307,150	313,293	322,692	332,373	11.5%
CIP Recovery Fees	344,850	359,676	370,466	381,580	393,028	14.0%
Miscellaneous Receipts	2,522	3,265	3,183	3,278	3,377	33.9%
Interest Earned	1,740	2,450	2,520	2,580	2,640	51.7%
Grants	69,920	70,000	71,000	72,000	74,000	5.8%
Total Revenues	3,503,888	3,661,756	3,848,283	4,053,364	4,180,286	19.3%
Expenses						
Salaries	1,609,422	1,657,705	1,707,436	1,758,659	1,811,419	12.6%
Supplies	110,490	112,700	113,827	114,965	116,115	5.1%
Maintenance	84,600	88,140	91,897	95,837	99,967	18.2%
Repairs	151,146	154,106	157,208	160,460	163,869	8.4%
Support Services	631,510	668,459	728,883	739,034	749,344	18.7%
Benefits	486,622	496,354	506,282	516,407	526,735	8.2%
Cost of Goods Sold	294,042	302,023	308,063	314,225	320,509	9.0%
Capital Outlay	0	50,000	100,400	100,400	100,400	0.0%
Non-Departmental	109,566	110,603	111,651	112,709	113,777	3.8%
Total Expenses	3,477,398	3,640,090	3,825,647	3,912,696	4,002,135	15.1%
Ending Fund Balance	1,896,462	1,918,128	1,940,764	2,081,432	2,259,583	19.1%

**CITY OF KILLEEN
FIVE YEAR FORECAST
KILLEEN-FORT HOOD REGIONAL AIRPORT**

STATIC FORECAST - REVENUES AND EXPENDITURES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The KFARA fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

**CITY OF KILLEEN
SKYLARK FIELD FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Skylark Field Fund. The City of Killeen uses the Skylark Field Fund to account for general aviation activities. Skylark Field Fund revenues include fixed based operations, hangars and tie-downs, fuel sales and other types of miscellaneous revenues. This fund includes most of the basic operating revenues and expenses relating to the operation of the general aviation facility. The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Skylark Field Fund. City staff compared historical data to determine trends to calculate future changes in resources or appropriations.

Revenues are depicted by source while expenses are presented by object class. The expense projections behind the forecast for each object class are at the category of expense level. For the Skylark Field Fund the following projections are used in the five year forecast:

Revenues:

The Skylark Field Fund forecast incorporates historical trend for revenues. Fixed Based Operations are estimated to increase by 3% annually based on historical trends. Fuel Sales reflect a conservative increase of 3% annually due to the volatility of the fuel market. The forecast shows growth in all other revenue categories based upon historical trends.

Expenses:

Expenses are projected at a 2% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 2% annual increase to cover annual step increases in the Skylark Field Fund.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

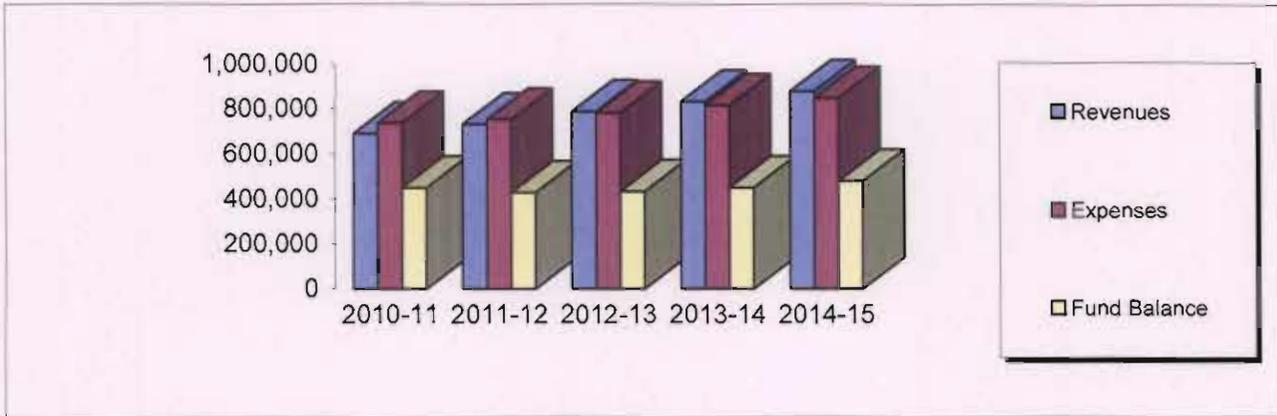
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Skylark Field Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

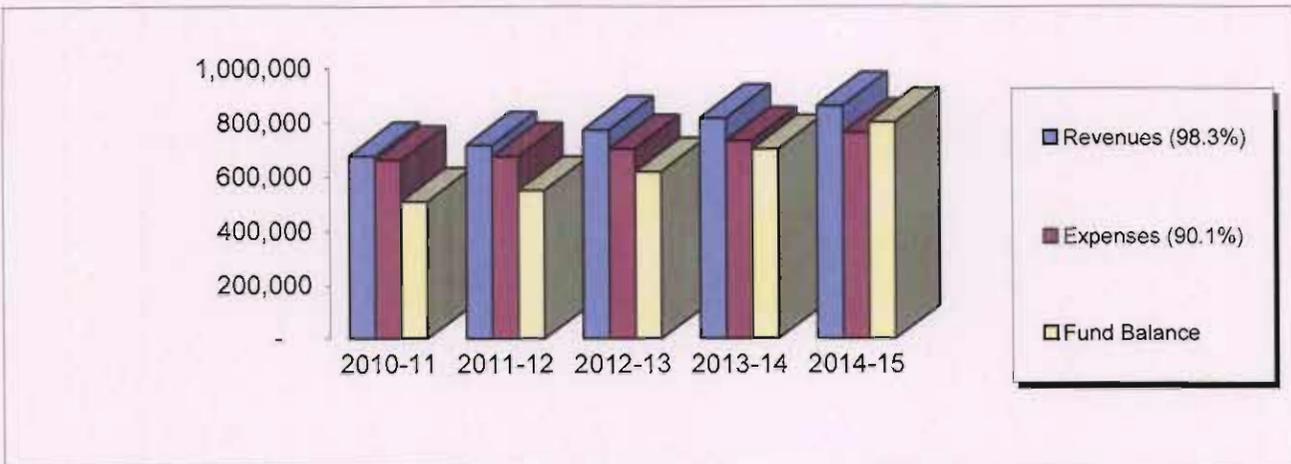
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	497,035	449,828	428,643	433,693	450,675	(9.3%)
Revenues						
Fixed Base Operations	17,976	18,875	19,819	20,809	21,850	21.6%
Hangars & Tiedowns	113,650	115,923	118,241	120,606	123,018	8.2%
Airport Use Fees	8,250	8,663	9,096	9,550	10,028	21.6%
Fuel Sales	526,500	558,090	591,575	627,070	664,994	26.3%
Operating Supplies	6,000	6,120	6,240	6,360	6,480	8.0%
Interest Earned	1,000	1,100	1,111	1,122	1,133	13.3%
Miscellaneous Receipts	1,400	1,530	1,561	1,592	1,624	16.0%
State Grants-TXDOT Projects	14,750	20,000	40,000	45,000	50,000	239.0%
Total Revenues	689,526	730,301	787,643	832,109	879,127	27.5%
Expenses						
Salaries	125,591	129,359	133,239	137,237	141,354	12.6%
Supplies	16,159	16,482	16,812	17,148	17,491	8.2%
Maintenance	10,025	10,226	10,430	10,639	10,851	8.2%
Repairs	16,853	17,190	17,534	17,885	18,242	8.2%
Support Services	63,563	64,834	66,131	67,454	68,803	8.2%
Benefits	41,542	42,374	43,220	44,085	44,966	8.2%
Cost of Goods Sold	447,000	470,021	494,227	519,679	546,443	22.2%
Capital Outlay	16,000	1,000	1,000	1,000	1,000	100.0%
Total Expenses	736,733	751,486	782,593	815,127	849,150	15.3%
Ending Fund Balance	449,828	428,643	433,693	450,675	480,652	6.9%

**CITY OF KILLEEN
FIVE YEAR FORECAST
SKYLARK FIELD**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



The Skylark Field fund is not required by City ordinance to maintain the 25% Fund Balance Reserve applicable to the City's other major operating funds.

The financial forecast presented herein represents operating revenues and expenditures only. FAA grant revenues and major capital improvement project expenditures related to the construction of the new airport have been excluded for the purposes of this evaluation

**CITY OF KILLEEN
SOLID WASTE FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Solid Waste Enterprise Fund. The City of Killeen uses the Solid Waste Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Solid Waste services. The fund manages resources and appropriations to provide for the following Solid Waste services: Solid Waste Residential and Commercial Operations, Solid Waste Transfer Station, Recycle Program, and Mowing Program. In addition to these services, the Solid Waste Fund includes non-departmental accounts including Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Solid Waste Fund. The City utilized an interactive financial modeling tool for the Solid Waste Fund during the FY 2010-11 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and possible rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Solid Waste fund the following projections are used in the five year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Solid Waste residential and commercial customers and a 2% annual increase for various recycling revenues and transfer station fees. Interest earnings are projected at a rate of return of 2% of the average fund balance. Residential fees increase by 3% and Commercial fees increase 3% from 2009-2010 to 2010-2011 due to the increase of transport and disposal cost. The model shows the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the Solid Waste divisions. Transport and disposal costs are projected using a 3% annual increase which is based on the allowable increase in the current transport and disposal contract with the City's vendor. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 3% due to an average increase across all Solid Waste expenses. Debt service payments are projected using the existing debt service schedules. Any other estimated future debt service obligations are not included in this forecast. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

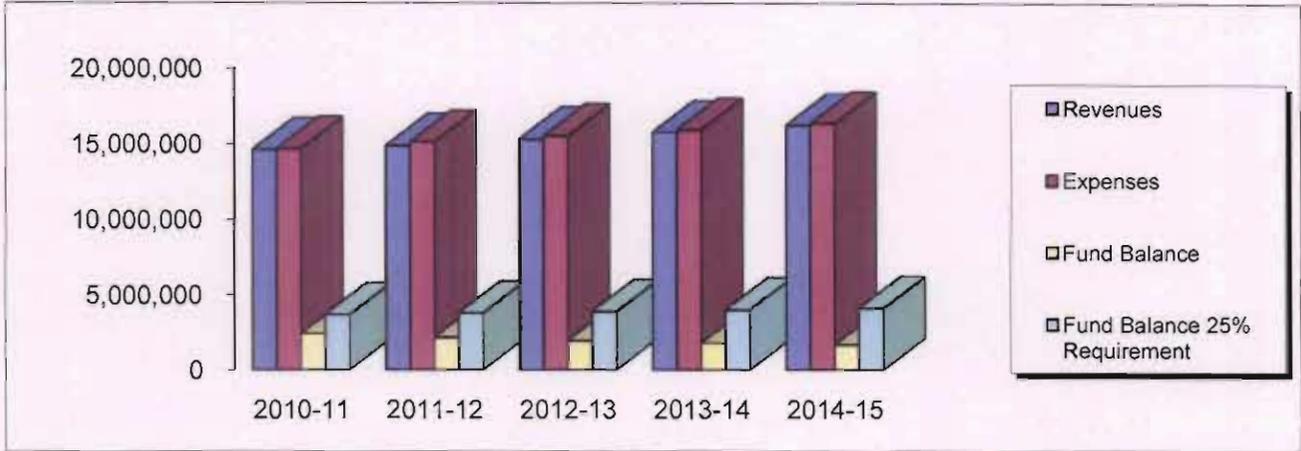
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Solid Waste Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

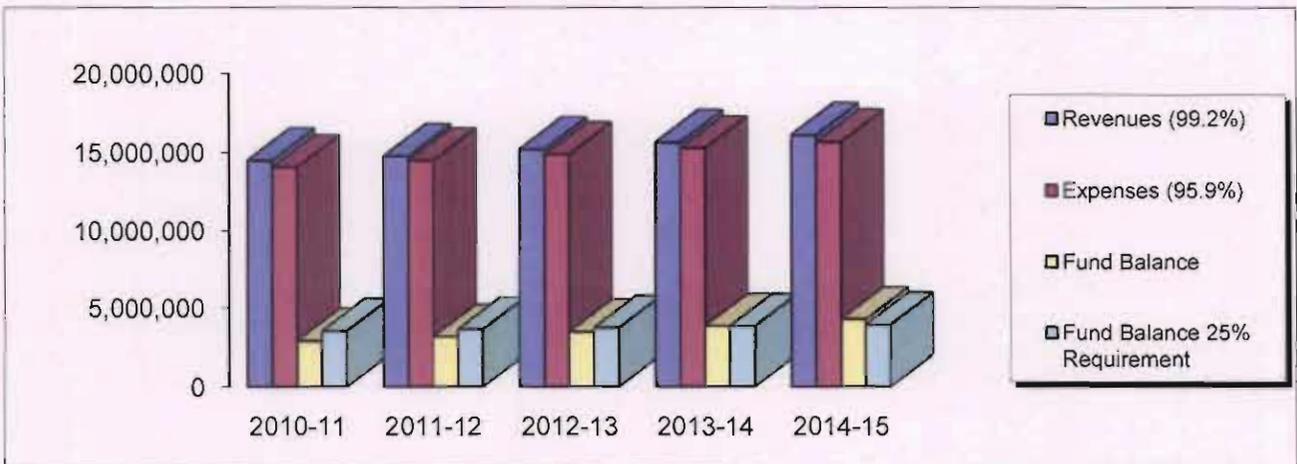
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	2,478,088	2,401,518	2,149,963	1,940,756	1,771,929	(28.5%)
Revenues						
Transfer Station Fees	365,000	372,300	379,746	387,341	395,088	8.2%
Container Rentals	115,950	119,429	123,011	126,702	130,503	12.6%
Sale of Equipment	20,000	20,600	21,218	21,855	22,510	12.6%
Tire Disposal Fees	5,600	5,768	5,941	6,119	6,303	12.6%
Sale of Metals - Recycling	35,000	36,050	37,132	38,245	39,393	12.6%
Paper Products - Recycling	50,000	51,500	53,045	54,636	56,275	12.6%
Public Scale Fees	10,000	10,300	10,609	10,927	11,255	12.6%
Other Recycling Fees	5,000	5,150	5,305	5,464	5,628	12.6%
Customer Recycling Fees	89,095	90,876	92,694	94,548	96,439	8.2%
Commercial Sanitation Fees	5,643,042	5,651,556	5,822,233	5,998,065	6,179,206	9.5%
Residential Sanitation Fees	8,212,437	8,460,453	8,715,958	8,979,180	9,250,352	12.6%
Interest Earned	8,000	8,160	8,323	8,490	8,659	8.2%
Miscellaneous Receipts	43,500	43,500	43,500	43,500	43,500	0.0%
Total Revenues	14,602,624	14,875,642	15,318,715	15,775,072	16,245,111	11.2%
Expenses						
Residential Services	3,526,517	3,662,678	3,767,668	3,875,709	3,986,891	13.1%
Commercial Services	2,004,760	2,055,079	2,114,301	2,175,252	2,237,981	11.6%
Recycling	320,662	329,337	338,569	348,064	357,832	11.6%
Transfer Station	4,744,472	4,885,124	5,029,962	5,179,111	5,332,700	12.4%
Mowing	905,745	930,907	956,784	983,396	1,010,765	11.6%
Accounting	189,123	194,358	199,742	205,278	210,971	11.6%
Information Technology	86,900	86,932	89,540	92,226	94,993	9.3%
Non-Departmental	200,116	205,029	210,070	215,237	220,537	10.2%
Debt Service	570,000	604,236	604,299	608,299	603,249	5.8%
Transfers	2,130,899	2,173,517	2,216,987	2,261,327	2,306,554	8.2%
Total Expenses	14,679,194	15,127,197	15,527,922	15,943,899	16,362,473	11.5%
Ending Fund Balance	2,401,518	2,149,963	1,940,756	1,771,929	1,654,567	(31.1%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
SOLID WASTE FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
WATER & SEWER FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Water and Sewer Enterprise Fund. The City of Killeen uses the Water and Sewer Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of Water and Sewer services. The fund manages resources and appropriations to provide for the following Water and Sewer services: Water and Sewer Operations, Sanitary Sewers, Water Distribution, Engineering, Utility Collections, and Fleet Services. In addition to these services, the Water and Sewer Fund includes non-departmental accounts including Water and Sewer Contracts, Water and Sewer Projects, Information Technology and Debt Service.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Water and Sewer Fund. The City utilized an interactive financial modeling tool for the Water and Sewer Fund during the FY 2010-11 budget process. This modeling tool allowed scenario planning to evaluate the impact of new programs and services, city growth projections, and rate adjustments. One of the benefits provided by the financial model is the ability to view a multi-year impact related to individual and cumulative proposed changes to resources or appropriations.

Revenues are depicted by source while expenses are presented by operating division or program area. The expense projections behind the forecast for each operating division are at the category of expense level. For the Water and Sewer fund the following projections are used in the five year forecast modeling tool:

Revenues:

Revenues are projected with a 2% annual citywide growth in Water and Sewer residential and commercial customers and a 2% annual increase for tap fees, delinquent fees, and miscellaneous services. Interest earnings are projected at a rate of return of 2% of the average fund balance. Sale of Water will increase by 6% and Sewer Fees Collected will increase by 8% from 2009-2010 to 2010-2011. The model shows the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the Water and Sewer divisions. Water purchase and sewage treatment costs are projected using a 5% increase which is based on a 2% residential and commercial customer growth and a 3% rate increase from the Water Control Improvement District (WCID.) Option water purchase and additional water purchase costs are projected using a 5% increase due to inflation per the Bell County Water Contract that was approved by the City. Fixed Water and Sewer changes are based on the City of Killeen's portion of WCID's current debt service obligation. Indirect costs and derived franchise fees for the General Fund are projected to increase at a rate of 3% due to an average increase across all Water and Sewer expenses. Debt service payments are projected using the existing debt service schedules. At this time, there are no anticipated debt issuances in the near future for the Water and Sewer Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

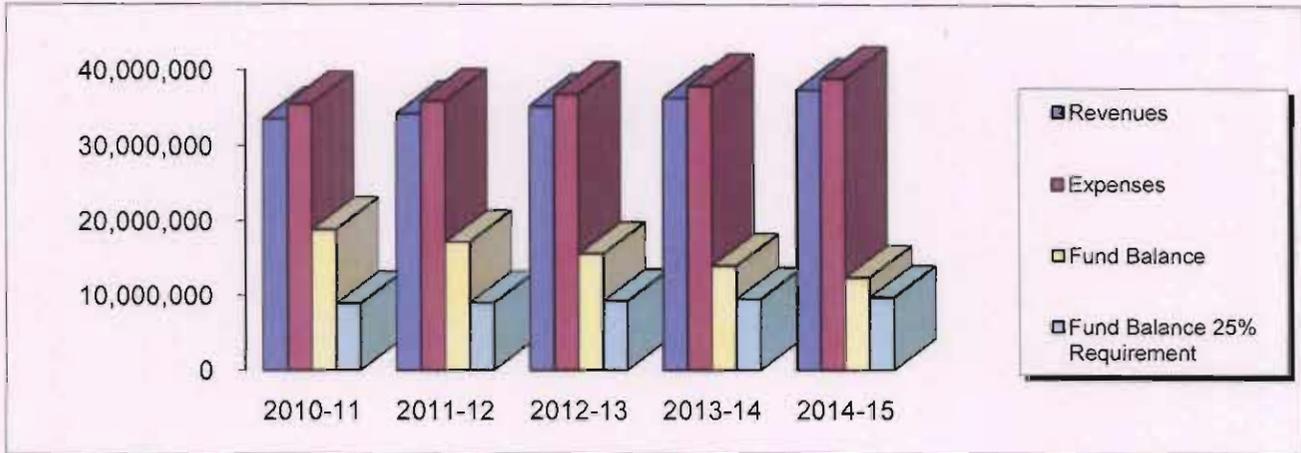
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Water and Sewer Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

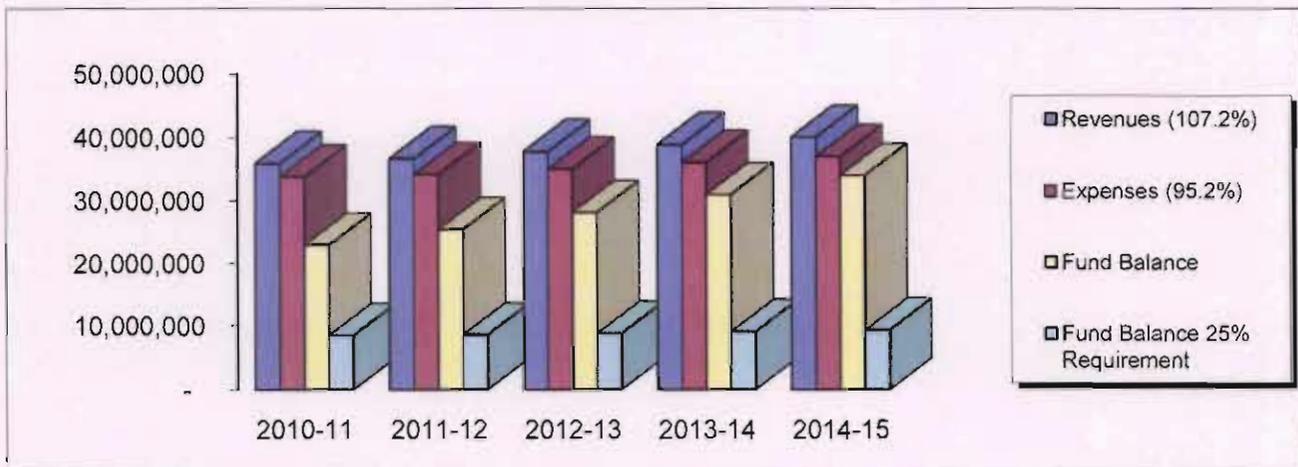
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	20,821,018	18,846,446	17,151,360	15,567,638	13,958,253	(33.0%)
Revenues						
Sale of Water	16,401,361	16,694,702	17,195,543	17,711,410	18,242,752	11.2%
Water & Sewer Taps	946,000	974,380	1,003,611	1,033,720	1,064,731	12.6%
Sewer Fees Collected	14,757,233	15,052,378	15,503,949	15,969,068	16,448,140	11.5%
Misc Services & Charges	702,000	723,060	744,752	767,094	790,107	12.6%
Delinquent Penalty	633,000	651,990	671,550	691,696	712,447	12.6%
Interest Earned	78,000	78,780	79,568	81,159	82,782	6.1%
Miscellaneous Receipts	18,000	18,540	19,096	19,669	20,259	12.6%
Total Revenues	33,535,594	34,193,830	35,218,069	36,273,816	37,361,218	11.4%
Expenses						
Fleet Services	1,356,056	1,260,276	1,301,714	1,344,335	1,388,176	2.4%
Utility Billing & Collection	1,846,660	1,898,042	1,951,154	2,005,782	2,061,971	11.7%
Water Distribution	1,281,437	1,224,329	1,259,170	1,295,019	1,331,905	3.9%
Sanitary Sewers	1,095,853	971,731	999,334	1,027,735	1,056,955	(3.5%)
Water and Sewer Operations	2,765,086	2,837,358	2,919,496	3,004,038	3,091,056	11.8%
Water and Sewer Engineering	1,143,516	1,173,730	1,207,397	1,242,043	1,277,698	11.7%
Information Technology	746,938	724,533	745,576	767,237	789,533	5.7%
Water and Sewer Projects	700,000	721,000	742,630	764,909	787,856	12.6%
Water Purchase	6,189,481	6,271,280	6,498,324	6,919,093	7,158,334	15.7%
Wastewater Treatment	5,725,843	5,852,827	6,090,186	6,381,429	6,674,484	16.6%
Non-Departmental	1,437,265	1,476,089	1,515,992	1,508,760	1,500,258	4.4%
Debt Service	6,585,000	6,747,949	6,746,451	6,653,723	6,655,685	1.1%
Transfers	4,637,031	4,729,772	4,824,367	4,969,098	5,118,171	10.4%
Total Expenses	35,510,166	35,888,916	36,801,791	37,883,201	38,892,082	9.5%
Ending Fund Balance	18,846,446	17,151,360	15,567,638	13,958,253	12,427,389	(34.1%)

**CITY OF KILLEEN
FIVE YEAR FORECAST
WATER & SEWER FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



**CITY OF KILLEEN
DRAINAGE UTILITY FUND
FIVE YEAR FORECAST**

Description and Purpose:

Following is a five year financial forecast for the Drainage Utility Enterprise Fund. The City of Killeen uses the Drainage Utility Fund to account for all revenues and expenses pertaining to operation, maintenance, and improvement of the Drainage Utility. The fund manages resources and appropriations to provide for the following Drainage Utility services: Drainage Engineering, Drainage Maintenance, and Streets. In addition to these services, the Drainage Utility Fund includes the Capital Improvement Program (CIP) for Major Drainage Projects and non-departmental accounts including Minor Drainage Projects, Information Technology and Debt Service. The financial forecast presented herein represents operating revenues and expenses only. Revenues from bond proceeds and the associated major drainage capital improvement project expenses have been excluded for the purposes of this evaluation.

Methodology:

A statement of revenues, expenses, and changes in fund balance has been prepared for the Drainage Utility Fund. The City utilized an interactive financial modeling tool for the Drainage Utility Fund during the FY 2010-11 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 2% of the average fund balance. Residential fees increased by \$1.00 and Commercial fees increased by 3% from 2009-2010 to 2010-2011. The model shows the projected trends indicate that rate increases will be required in future years to maintain adequate fund balances.

Expenses:

Expenses are projected at a 3% annual increase for operating expenses which include supplies, maintenance, repairs, and professional services. Salaries and benefits are projected at a 3% annual increase to cover annual step increases in the Drainage Utility funded divisions. Minor drainage projects are projected at a 3% increase to be consistent with the other operating expenses. Indirect costs for the General Fund are projected to increase at a rate of 3% to cover salary and benefit increases that are currently funded with indirect revenue from the Drainage Utility. Debt service payments are projected using the existing debt service schedule. At this time, there are no anticipated debt issuances in the near future for the Drainage Utility Fund. Capital Outlay is projected using a tentative five year fleet replacement schedule prepared by the Fleet Services division.

The assumptions applied herein are conservative. Forecasts for staffing and other operating expenses are based on current program authorizations, with moderate annual increases as noted above, with the exception of the fleet replacement forecasts. Rate increases and new programs and services will require future City Council approval and are not included in this financial forecast.

Conclusions:

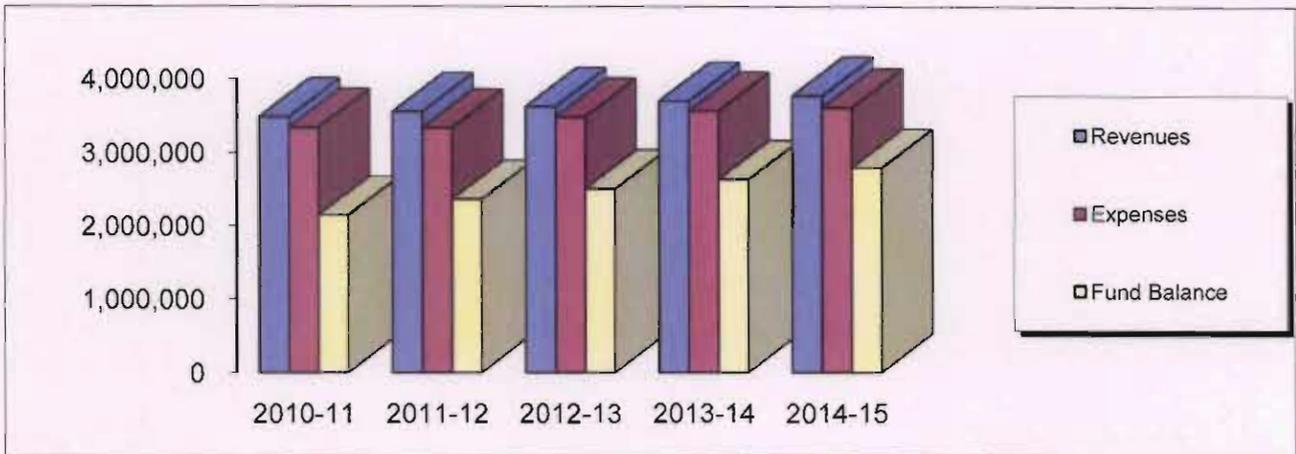
This forecast attempts to provide the reader, along with City staff, a look into the future as to the financial stability of the Drainage Utility Fund. It is important for the user of this forecast to understand that these numbers are estimates based on various statistical methods and are not representation of fact. The static picture reflected in this forecast, in all likelihood, portrays a "least likely" scenario. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

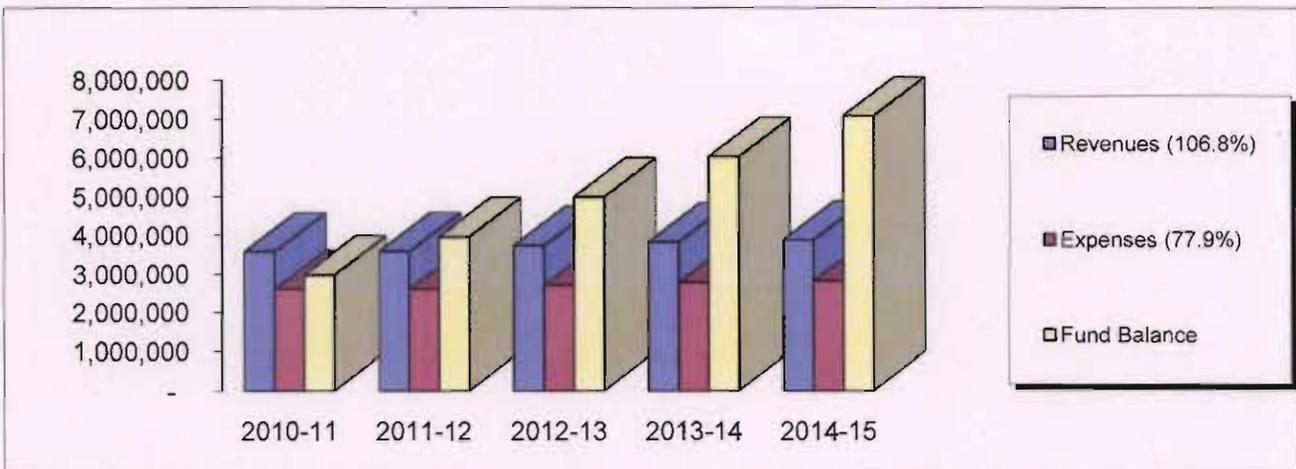
	2010-11 Budget	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	% Change 2010-2015
Beginning Fund Balance	1,999,261	2,143,112	2,359,486	2,500,845	2,631,523	31.6%
Revenues						
Residential Storm Water Fees	2,945,045	3,003,946	3,064,025	3,125,305	3,187,811	8.2%
Commercial Storm Water Fees	516,354	526,681	537,215	547,959	558,918	8.2%
Interest Earned	15,735	16,050	16,371	16,698	17,032	8.2%
Miscellaneous Receipts	5,500	5,665	5,835	6,010	6,190	12.5%
Total Revenues	3,482,634	3,552,342	3,623,446	3,695,972	3,769,951	8.2%
Expenses						
Drainage Engineering	519,343	505,371	519,960	534,974	550,427	6.0%
Streets	300,000	309,000	318,270	327,818	337,653	12.6%
Drainage Maintenance	1,369,615	1,407,649	1,446,762	1,486,987	1,528,355	11.6%
Information Technology	63,799	24,461	25,194	25,950	26,729	(58.1%)
Minor Drainage Projects	250,000	250,000	325,000	340,000	310,000	24.0%
Non-Departmental	20,316	20,722	21,137	21,560	21,991	8.2%
Debt Service	582,958	581,358	583,608	581,008	583,008	0.0%
Transfers	232,752	237,407	242,155	246,998	251,938	8.2%
Total Expenses	3,338,783	3,335,968	3,482,086	3,565,295	3,610,101	8.1%
Ending Fund Balance	2,143,112	2,359,486	2,500,845	2,631,523	2,791,373	30.2%

**CITY OF KILLEEN
FIVE YEAR FORECAST
DRAINAGE UTILITY FUND**

STATIC FORECAST - REVENUES AND EXPENSES REALIZED AT 100% OF BUDGET



ADJUSTED FORECAST - REVENUES AND EXPENSES BASED UPON HISTORICAL TRENDS



Capital Improvement Program (CIP) is not included in this financial forecast.

FISCAL YEAR 2010-2011 ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES



2009 EMPLOYEE OF THE YEAR
PAT MARTIN
FACILITIES MANAGER, FINANCE DEPARTMENT

OCTOBER 2009
JOHN VULLO
ANIMAL CONTROL OFFICER,
ANIMAL CONTROL



NOVEMBER 2009
LISA ROSALES
PRINCIPAL SECRETARY,
FIRE DEPARTMENT



DECEMBER 2009
PAT MARTIN
FACILITIES MANAGER,
FINANCE DEPARTMENT



JANUARY 2010
ROXANNE WINDER
PRINCIPAL SECRETARY,
LIBRARY SERVICES DIVISION



APPENDIX HONORING OUR EMPLOYEES OF THE MONTH

FISCAL YEAR 2010-2011

ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES

FEBRUARY 2010
SCOTT OSBURN
ASSISTANT CITY ATTORNEY
FOR PUBLIC WORKS,
CITY ATTORNEY DEPARTMENT



MARCH 2010
JORGE MALDONADO
FLEET SERVICES TECHNICIAN,
FINANCE DEPARTMENT



APRIL 2010
ROBERTA MORNEAU
GROUNDS MAINTENANCE WORKER,
PARKS & RECREATION DIVISION



MAY 2010
SHERI WATSON
YOUTH PROGRAM SPECIALIST,
VOLUNTEER SERVICES DIVISION



JUNE 2010
SANDRA SANCLEMENTE
OPERATOR/APPRENTICE,
WATER & SEWER DIVISION



JULY 2010
EMILIO FENDERSON
GRAFFITI REMOVAL SPECIALIST,
PARKS & RECREATION DIVISION



AUGUST 2010
LUCY ALDRICH
EXECUTIVE ASSISTANT,
AVIATION DEPARTMENT



SEPTEMBER 2010
CINDA HAYWARD
COMMUNITY DEVELOPMENT
PROGRAM MANAGER,
COMMUNITY DEVELOPMENT
DIVISION



APPENDIX

Full Time/Permauent Part-Time Employee Schedule: This appendix provides a detailed schedule of full time and permanent part-time employees over the last four years.

City of Killeen Position Classification and Pay Plan and Schedule of Incentives: This appendix provides detailed listings and schedules of how and what the City's pay plan is designed.

City of Killeen Water, Sewer and Solid Waste Rates: This section provides a detailed presentation of the City of Killeen's Water & Sewer & Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.

Glossary: The glossary provides a listing of terminology pertaining got the governmental fund accounting, and municipal government.

Photograph Acknowledgements and Descriptions: Description of photographs presented in this book.



**FULL TIME AND REGULAR PART-TIME
EMPLOYEES SCHEDULE**



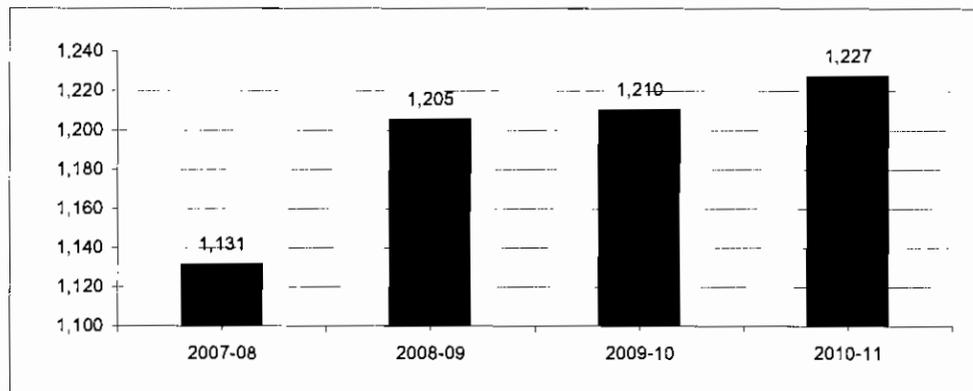
FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2007-08	2008-09	2009-10	2010-11
General Fund				
City Manager	4	4	4	4
Assistant City Manager	0	3	3	3
City Auditor and Compliance Office	1	1	1	1
Grant Administration	0	0	1	1
Municipal Court	23	24	24	24
Public Information	1.5	2.5	1.95	1.95
Killeen Volunteer Services	3	3	3	3
City Attorney	7	7	7	8
City Secretary	1	1	1	1
Finance	6	6	5	6
Accounting	7	7	7	7
Purchasing	4	4	4	5
Building Services	3	3.5	3.5	3.5
Custodial Services	10	10	12	12
Printing Services	2	2.5	2.5	2.5
* EMS Billing & Collections	5	5	5	0
Human Resources	11	12	12	12
Information Technology	14	15	15	15
Library Services	32	32	32	32
Golf Course	18	18	19	19
Golf Course Food & Beverage	5	5	5	5
Community Center Operations	6	6	6	6
Parks	33	33	33	33
Lions Club Park	14	14	14	14
Family Aquatics Center	0	2	2	2
Recreation	2	2	2	2
Athletics	3	3	3	3
Cemetery	6	6	6	6
Senior Citizens	6	6	6	6
Public Works	2	2	2	2
Engineering	2	2	2	2
Traffic	10	10	10	10
Street	43	47	47	47
Planning & Development	9	9	10	10
Building Inspections	14	14	15	15
Code Enforcement	8	9	9	11
Community Development	3	3	3	3
Downtown Revitalization	1	0	0	0
Home Program	1	1	1	1
Police	287	314	314	315
Animal Control	11	11	11	11
Fire	194	200	200	200
Emergency Management & Homeland Security	1	1	1	1
Total General Fund	813.5	860.5	864.95	865.95
Killeen-Fort Hood Regional Airport				
Killeen-Fort Hood Regional Airport	41	41	41	41
Total Killeen-Fort Hood Regional Airport Fund	41	41	41	41
Skylark Field				
Skylark Field	4	4	4	4
Total Skylark Field Fund	4	4	4	4
Solid Waste				
Custodial	1	1	1	1
Accounting	0	4	4	4
Residential Services	40	41.2	41.2	42.2
Commercial Services	21	20	20	20
Recycle Center	7	7	7	7

FULL TIME AND REGULAR PART-TIME EMPLOYEES

	2007-08	2008-09	2009-10	2010-11
Transfer Station	13	15	15	16
Mowing	19	22	22	22
Total Solid Waste Fund	101	110.2	110.2	112.2
Water and Sewer				
Fleet Services	23	23	23	23
Utility Collections	35	38	38	38
GIS	4	5	5	5
Water Distribution	19	19	19	19
Sanitary Sewer	13	15	15	15
Water and Sewer Operations	24	24	24	26
Engineering	9	9.6	9.6	10.6
Total Water and Sewer Fund	127	133.6	133.6	136.6
Drainage Utility Fund				
Engineering	3	3.2	3.2	4.2
Maintenance	21	30	30	31
Total Drainage Utility Fund	24	33.2	33.2	35.2
Special Revenue Fund				
Cablesystem PEG	1.5	1.5	3.05	3.05
Civic and Conference Center	14	14	14	14
Community Development Bloek Grant	4	5	4	2
Home Program	1	1	1	1
Fire Department Special Revenue Fund	0	0	0	6
Total Special Revenue Fund	20.5	21.5	22.05	26.05
Capital Improvement				
Bond Construction	0	1	1	1
Pass Thru Finance Constructioun Fund	0	0	0	5
Total Capital Improvement Fund	0	1	1	6
TOTAL ALL FUNDS	1,131	1,205	1,210	1,227

Note: In order to be consistent, all data for prior years presented has been included in each Division's current position of the organizational structure.



* EMS Division was moved from the General Fund to the Fire Department Special Revenue Fund

**CITY OF KILLEEN
POSITION CLASSIFICATION
PAY PLAN
AND
SCHEDULE OF INCENTIVES**



City of Killeen
Position Classification and Pay Plan
Effective October 1, 2010

<u>Grade</u>	<u>Classified Positions</u>	<u>Salary Schedule (monthly)</u>	
		<u>Minimum</u>	<u>Maximum</u>
<u>51</u>	Clerk	\$1,497	\$2,181
	Court Files Clerk	\$1,497	\$2,181
	Food Service Worker	\$1,497	\$2,181
	Mail Clerk (UB)	\$1,497	\$2,181
	Utility Cashier	\$1,497	\$2,181
<u>52</u>	Aircraft Fuel Hauler	\$1,641	\$2,393
	Airport Service Worker	\$1,641	\$2,393
	Animal Control Assistant	\$1,641	\$2,393
	Animal Control Attendant	\$1,641	\$2,393
	Bldgs & Grounds Service Worker	\$1,641	\$2,393
	Cart Fleet & Range Attendant	\$1,641	\$2,393
	Code Enforcement Clerk	\$1,641	\$2,393
	Communications Specialist	\$1,641	\$2,393
	Community Center Coordinator	\$1,641	\$2,393
	Court Citation Specialist	\$1,641	\$2,393
	Court Collections Clerk	\$1,641	\$2,393
	Custodian	\$1,641	\$2,393
	Customer Svc Representative	\$1,641	\$2,393
	Drainage Service Worker	\$1,641	\$2,393
	Fire Clerk	\$1,641	\$2,393
	Golf Shop Attendant	\$1,641	\$2,393
	Greenskeeper	\$1,641	\$2,393
	Grounds Maintenance Worker	\$1,641	\$2,393
	Juvenile Coordinator/Accounting Clerk	\$1,641	\$2,393
	Meter Reader	\$1,641	\$2,393
	Mowing Service Worker	\$1,641	\$2,393
	Office Assistant	\$1,641	\$2,393
	Operator/Apprentice	\$1,641	\$2,393
	Police Clerk	\$1,641	\$2,393
	Press Operator	\$1,641	\$2,393
	Receptionist	\$1,641	\$2,393
	Recycling Attendant	\$1,641	\$2,393
	Scale Attendant	\$1,641	\$2,393
	Secretary	\$1,641	\$2,393
	Solid Waste Worker	\$1,641	\$2,393
	Street Service Worker	\$1,641	\$2,393
	Utility Clerk	\$1,641	\$2,393
Warrants Clerk	\$1,641	\$2,393	
Warrants Coordinator (Court)	\$1,641	\$2,393	
Welder's Assistant	\$1,641	\$2,393	

<u>53</u>	Accounting Clerk	\$1,840	\$2,680
	Bailiff	\$1,840	\$2,680
	Building Permit Clerk	\$1,840	\$2,680
	Community Development Program Assistant	\$1,840	\$2,680
	EMS Billing Clerk	\$1,840	\$2,680
	Golf Course Maintenance Technician	\$1,840	\$2,680
	Graffiti Removal Specialist	\$1,840	\$2,680
	Human Resources Assistant	\$1,840	\$2,680
	Jailer	\$1,840	\$2,680
	Library Assistant	\$1,840	\$2,680
	Parts Assistant	\$1,840	\$2,680
	Police Fiscal Specialist	\$1,840	\$2,680
	Program Assistant	\$1,840	\$2,680
	Recreation Specialist	\$1,840	\$2,680
	Sign Technician	\$1,840	\$2,680
	Solid Waste Crew Chief	\$1,840	\$2,680
	Sr Meter Reader	\$1,840	\$2,680
	Sr Secretary	\$1,840	\$2,680
	Sr Utility Clerk	\$1,840	\$2,680
	Truck Driver	\$1,840	\$2,680
	Utility Service Worker	\$1,840	\$2,680
<u>54</u>	Accounting Specialist	\$2,059	\$3,000
	Animal Control Officer	\$2,059	\$3,000
	Commercial Equipment Operator	\$2,059	\$3,000
	Compliance/Collections Enforcement Asst	\$2,059	\$3,000
	Construction Inspector	\$2,059	\$3,000
	Criminal Victims Liaison	\$2,059	\$3,000
	Electrical Maintenance Technician	\$2,059	\$3,000
	Equipment Operator	\$2,059	\$3,000
	Evidence Technician	\$2,059	\$3,000
	Juvenile Case Manager	\$2,059	\$3,000
	Operator I	\$2,059	\$3,000
	Payroll Coordinator	\$2,059	\$3,000
	Police Crime Analyst	\$2,059	\$3,000
	Police Personnel & Equipment Specialist	\$2,059	\$3,000
	Police Training Assistant	\$2,059	\$3,000
	Principal Secretary	\$2,059	\$3,000
	Residential Equipment Operator	\$2,059	\$3,000
	Sr Collections Clerk	\$2,059	\$3,000
	Sr Reference Assistant	\$2,059	\$3,000

<u>55</u>	Airport Specialist	\$2,306	\$3,361
	Assistant Clerk of the Court	\$2,306	\$3,361
	Buyer	\$2,306	\$3,361
	Crew Leader	\$2,306	\$3,361
	Drainage Crew Operator	\$2,306	\$3,361
	EMS Billing Specialist	\$2,306	\$3,361
	Equipment Services Technician	\$2,306	\$3,361
	Event Coordinator	\$2,306	\$3,361
	Evidence Technician II	\$2,306	\$3,361
	Executive Assistant	\$2,306	\$3,361
	Facilities Maintenance Specialist	\$2,306	\$3,361
	Fleet Services Technician	\$2,306	\$3,361
	Heavy Equipment Crew Leader	\$2,306	\$3,361
	Library Supervisor	\$2,306	\$3,361
	Operator II	\$2,306	\$3,361
	Operations Coordinator	\$2,306	\$3,361
	Permits Clerk Supervisor	\$2,306	\$3,361
	Planning Assistant	\$2,306	\$3,361
	Program Coordinator	\$2,306	\$3,361
	Public Service Officer	\$2,306	\$3,361
	Recreation Supervisor	\$2,306	\$3,361
	Sr Aircraft Fuel Handler	\$2,306	\$3,361
	Technology Unit Technician	\$2,306	\$3,361
	Traffic Technician	\$2,306	\$3,361
	Welder	\$2,306	\$3,361
<u>56</u>	Association Sales Manager	\$2,584	\$3,765
	CAD/GIS Technician	\$2,584	\$3,765
	Code Enforcement Officer	\$2,584	\$3,765
	Community Development Housing Specialist	\$2,584	\$3,765
	Computer Operator	\$2,584	\$3,765
	Computer Technician	\$2,584	\$3,765
	Convention Services Manager	\$2,584	\$3,765
	Crime Statistical Analyst	\$2,584	\$3,765
	Customer Svc Supervisor	\$2,584	\$3,765
	Deputy City Marshal	\$2,584	\$3,765
	Home Program Coordinator	\$2,584	\$3,765
	Information Technology Training Specialist	\$2,584	\$3,765
	Operations Specialist	\$2,584	\$3,765
	Paralegal	\$2,584	\$3,765
	Police Records Supervisor	\$2,584	\$3,765
	Procurement Card Administrator	\$2,584	\$3,765
	Solid Waste Specialist	\$2,584	\$3,765
	Sr Construction Inspector	\$2,584	\$3,765
	Sr Traffic Technician	\$2,584	\$3,765
	Utility Collections Supervisor	\$2,584	\$3,765
	Water & Sewer Materials Manager	\$2,584	\$3,765
	Youth Program Specialist	\$2,584	\$3,765

57	Administrative Assistant	\$2,893	\$4,475
	Airport Maintenance Crew Leader	\$2,893	\$4,475
	Airport Operations & Maintenance Crew Leader (ILE)	\$2,893	\$4,475
	Animal Control Supervisor	\$2,893	\$4,475
	Aquatics Supervisor	\$2,893	\$4,475
	Building Inspector	\$2,893	\$4,475
	Cataloguer	\$2,584	\$4,475
	Chief Operator	\$2,893	\$4,475
	City Marshal	\$2,893	\$4,475
	Code Enforcement Supervisor I	\$2,893	\$4,475
	Commercial Operations Supervisor	\$2,893	\$4,475
	Community Development Prg/Manager	\$2,893	\$4,475
	Community Development Specialist	\$2,893	\$4,475
	Computer Mainframe Specialist	\$2,893	\$4,475
	Construction Record Keeper	\$2,893	\$4,475
	Container Operations Supervisor	\$2,893	\$4,475
	Crime Prevention Coordinator	\$2,893	\$4,475
	Custodian Supervisor	\$2,893	\$4,475
	Drainage Maintenance Supervisor	\$2,893	\$4,475
	Employee Benefits Specialist	\$2,893	\$4,475
	Environmental Specialist	\$2,893	\$4,475
	Flightline Service Crew Leader	\$2,893	\$4,475
	Food and Beverage Manager	\$2,893	\$4,475
	GIS Data Technician	\$2,893	\$4,475
	Government Channel Producer	\$2,893	\$4,475
	Maintenance Technician	\$2,893	\$4,475
	Mowing Operations Supervisor	\$2,893	\$4,475
	Network Technician	\$2,893	\$4,475
	Network Technician (Airport)	\$2,893	\$4,475
	Operator III	\$2,893	\$4,475
	Parks Supervisor	\$2,893	\$4,475
	Print Services Supervisor	\$2,893	\$4,475
	Public Information Officer	\$2,893	\$4,475
	Recreation Center Supervisor	\$2,893	\$4,475
	Recycling Operations Supervisor	\$2,893	\$4,475
	Reference Librarian	\$2,893	\$4,475
	Residential Operations Supervisor	\$2,893	\$4,475
	Scale Operations Supervisor	\$2,893	\$4,475
	Sex Offender Coordinator	\$2,893	\$4,475
	Sign Crew Supervisor	\$2,893	\$4,475
	Storm Water Drainage Technician	\$2,893	\$4,475
	Street Maintenance Supervisor	\$2,893	\$4,475
	Traffic Signal Supervisor	\$2,893	\$4,475
	Transfer Station Supervisor	\$2,893	\$4,475
	Utility Service Supervisor	\$2,893	\$4,475

<u>58</u>	Building Plans Examiner	\$3,241	\$5,011
	Clerk of the Court	\$3,241	\$5,011
	Code Enforcement Supervisor II	\$3,241	\$5,011
	Compliance/Collections Manager	\$3,241	\$5,011
	EMS Billing Supervisor	\$3,241	\$5,011
	Engineering Specialist	\$3,241	\$5,011
	Fleet Services Parts Supervisor	\$3,241	\$5,011
	Fleet Services Supervisor	\$3,241	\$5,011
	GIS Analyst	\$3,241	\$5,011
	Human Resources Specialist	\$3,241	\$5,011
	Information Technology Software Specialist	\$3,241	\$5,011
	IT Airport Technology Supervisor	\$3,241	\$5,011
	Network Exchange Administrator	\$3,241	\$5,011
	Operations Supervisor	\$3,241	\$5,011
	Special Projects Coordinator	\$3,241	\$5,011
	Webmaster	\$3,241	\$5,011
<u>59</u>	Accounting Supervisor	\$3,631	\$5,612
	Animal Control Manager	\$3,631	\$5,612
	Assistant Director of Library Services	\$3,631	\$5,612
	Cemetery Superintendent	\$3,631	\$5,612
	Chief Building Inspector	\$3,631	\$5,612
	City Secretary	\$3,631	\$5,612
	Commercial Operations Superintendent	\$3,631	\$5,612
	Evidence Manager	\$3,631	\$5,612
	Facilities Manager	\$3,631	\$5,612
	Finance Manager	\$3,631	\$5,612
	Fleet Services Shop Foreman	\$3,631	\$5,612
	Golf Shop Manager	\$3,631	\$5,612
	Human Resources Manager	\$3,631	\$5,612
	Intelligence Manager	\$3,631	\$5,612
	Mowing & Drainage Superintendent	\$3,631	\$5,612
	Operations Manager	\$3,631	\$5,612
	Parks/Pub Grds Superintendent	\$3,631	\$5,612
	Recreation Superintendent	\$3,631	\$5,612
	Residential Operations Superintendent	\$3,631	\$5,612
	Risk Manager	\$3,631	\$5,612
	Senior Center Manager	\$3,631	\$5,612
	Sr CAD/GIS Technician	\$3,631	\$5,612
	Staff Accountant	\$3,631	\$5,612
	Street Services Superintendent	\$3,631	\$5,612
	Traffic Superintendent	\$3,631	\$5,612
	Training & Development Coordinator	\$3,631	\$5,612
	Transfer Station Superintendent	\$3,631	\$5,612
	Water & Sewer Superintendent	\$3,631	\$5,612

<u>60</u>	Accounting Manager	\$4,066	\$6,285
	Airport Facilities Manager	\$4,066	\$6,285
	Airport Operations Manager	\$4,066	\$6,285
	Conference Center Manager	\$4,066	\$6,285
	Director of Code Enforcement	\$4,066	\$6,285
	Director of Volunteer Services	\$4,066	\$6,285
	Golf Course Superintendent	\$4,066	\$6,285
	Grants Administrator	\$4,066	\$6,285
	Project Manager	\$4,066	\$6,285
	Purchasing Manager	\$4,066	\$6,285
	Recycling Manager	\$4,066	\$6,285
	Resident Project Representative	\$4,066	\$6,285
	Utility Collections Manager	\$4,066	\$6,285
<u>61</u>	Assistant City Attorney I	\$4,554	\$7,040
	Assistant Director of Human Resources	\$4,554	\$7,040
	Director of Fleet Services	\$4,554	\$7,040
	Director of Street Services	\$4,554	\$7,040
	Director of Water & Sewer Services	\$4,554	\$7,040
	Emergency Mgmt/Homeland Security Coordinator	\$4,554	\$7,040
	GIS Technical Project Manager	\$4,554	\$7,040
	Golf Professional	\$4,554	\$7,040
	Information Technology Network Manager	\$4,554	\$7,040
	Information Technology Operations Manager	\$4,554	\$7,040
	Management Analyst	\$4,554	\$7,040
	Sr Planner/Downtown Revitalization Mgr	\$4,554	\$7,040
<u>62</u>	Assistant City Attorney II	\$5,100	\$7,885
	Assistant City Engineer	\$5,100	\$7,885
	Assistant Director of Aviation	\$5,100	\$7,885
	Building Official	\$5,100	\$7,885
	City Planner	\$5,100	\$7,885
	Director of Civic & Conference Center	\$5,100	\$7,885
	Director of Community Development	\$5,100	\$7,885
	Director of General Services	\$5,100	\$7,885
	Director of Library Services	\$5,100	\$7,885
	Director of Parks & Recreation	\$5,100	\$7,885
	General Manager (Golf Course)	\$5,100	\$7,885
	Management Accountant	\$5,100	\$7,885
	Project Engineer	\$5,100	\$7,885
	Transportation Engineer	\$5,100	\$7,885
<u>63</u>	Assistant Director of Finance	\$5,712	\$9,371
	Assistant Director of Public Works	\$5,712	\$9,371
	City Auditor	\$5,712	\$9,371
	City Engineer	\$5,712	\$9,371
	Deputy City Attorney	\$5,712	\$9,371
	Director of Solid Waste & Drainage Services	\$5,712	\$9,371
	Director of Transportation	\$5,712	\$9,371

Unclassified Positions

Director of Public Information	\$5,100	\$7,885
Director of Aviation	\$6,397	\$10,496
Director of Community Services	\$6,397	\$10,496
Director of Human Resources	\$6,397	\$10,496
Director of Information Technology	\$6,397	\$10,496
Director of Planning & Eco Development	\$6,397	\$10,496
Director of Public Works	\$6,397	\$10,496
Fire Chief	\$6,397	\$10,496
Assistant City Manager	\$7,166	\$11,755
Chief of Police	\$7,166	\$11,755
City Attorney	\$7,166	\$11,755
Director of Finance	\$7,166	\$11,755
City Manager	City Council Determined	City Council Determined
Associate Municipal Judge	City Council Determined	City Council Determined
Presiding Municipal Judge	City Council Determined	City Council Determined

POLICE PAY PLAN

EFFECTIVE OCTOBER 1, 2010

PROBATIONARY	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
POLICE OFFICER	ONE	TWO	THREE	FOUR	FIVE	SIX	EIGHT	TEN	TWELVE	FOURTEEN	SIXTEEN	EIGHTEEN	
\$3,299	\$3,588	\$3,704	\$3,820	\$3,935	\$4,051	\$4,167	\$4,283	\$4,398	\$4,514	\$4,631	\$4,746	\$4,862	
			YEAR	YEAR	YEAR	YEAR	YEAR	YEAR					
			1-2	3-4	5-9	10+							
POLICE SERGEANT	\$ 5,130	\$ 5,303	\$ 5,475	\$ 5,646									
POLICE LIEUTENANT	\$ 5,961	\$ 6,134	\$ 6,306	\$ 6,478									
POLICE CAPTAIN	\$ 6,764	\$ 6,937	\$ 7,108	\$ 7,280									
ASSISTANT CHIEF OF POLICE	\$ 7,768	\$ 7,939	\$ 8,111	\$ 8,284									

Police Incentive Pay

- Associate Degree or, \$100
- Bachelor Degree or, \$200
- Master's Degree \$300
- AND
- Intermediate Certificate or, \$60
- Advanced Certificate or, \$75
- Master Peace Officer \$100

(Officers may receive education in conjunction with Police Officer certification pay)

Hiring Incentive:

Individuals with a TCLEOSE license are offered the incentive in two stages:

Stage one: \$2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.

Stage two: \$1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period during the first year of service.

Police Assignment Pay:

- Bilingual Certification (Level II) \$75
- Clothing \$50
- Field Training Officer \$75
- Hostage Negotiation Team \$75
- Investigator \$50
- SWAT \$75
- HAZMAT Certification \$100
- Shift Differential (Patrol personnel only) 3% of Base Pay

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2010

PROBATIONARY FIRE & RESCUE OFFICER	YEAR	YEAR											
	ONE	TWO	THREE	FOUR	FIVE	SIX	EIGHT	TEN	TWELVE	FOURTEEN	SIXTEEN	EIGHTEEN	
	\$3,083	\$3,366	\$3,481	\$3,597	\$3,713	\$3,829	\$3,944	\$4,062	\$4,184	\$4,310	\$4,439	\$4,572	
	\$37,000	\$40,387	\$41,775	\$43,162	\$44,552	\$45,942	\$47,329	\$48,749	\$50,211	\$51,718	\$53,269	\$54,867	
	YEAR												
	1-2	3-4	5-9	10+									
FIRE PREVENTION OFFICER	\$4,701	\$4,873	\$5,045	\$5,217									
	\$56,408	\$58,471	\$60,535	\$62,599									
FIRE LIEUTENANT	\$4,701	\$4,873	\$5,045	\$5,217									
	\$56,408	\$58,471	\$60,535	\$62,599									
FIRE CAPTAIN	\$5,389	\$5,561	\$5,733	\$5,904									
	\$64,662	\$66,726	\$68,790	\$70,853									
FIRE DEPUTY CHIEF	\$6,535	\$6,764	\$6,994	\$7,223									
	\$78,420	\$81,172	\$83,924	\$86,675									
FIRE MARSHALL	\$6,535	\$6,764	\$6,994	\$7,223									
	\$78,420	\$81,172	\$83,924	\$86,675									
<u>Fire/EMS Incentive Pay</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.)													
EMS Driver			\$25.00/day										
Paramedic Attendant			\$50.00/day										

FIRE/EMS PAY PLAN

EFFECTIVE OCTOBER 1, 2010

Hiring Incentive:

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

- Stage one: \$500 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$500 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

Or

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

- Stage one: \$1000.00 paid on the first regular pay day after the TDSHS certified or licensed Paramedic is hired by the department and begins the paramedic duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000.00 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT) - basic or intermediate, in two stages

- Stage one: \$1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.
- Stage two: \$1000 when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages

- Stage one: \$2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.
- Stage two: \$1000 paid when the Fire department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

City of Killeen
Incentive Pay Schedule *(Non-Civil Service)***
Effective October 1, 2010

Incentive Title	Per Month
Animal Control Administrative	\$40
Animal Control Advanced	\$30
Animal Control Basic	\$20
Automotive Service Excellence (ASE) Technician - Master	\$60
Backflow Tester-Certified	\$25
Bilingual Certification (Level I)	\$50
Bilingual Certification (Level II)	\$75
Building Code Official	\$25
Building Inspector - Commercial	\$10
Building Inspector - Residential	\$10
Building Official- Certified	\$50
Building Plans Examiner	\$20
City Marshal - Associates Degree	\$100
City Marshal - Bachelor's Degree	\$200
City Marshal - Master's Degree	\$300
Code Enf Officer - Intermediate	\$50
Code Enf Officer - Professional	\$50
Code Enf Officer State - Certified	\$50
Code Professional - Master	\$25
Commercial Driver's License (CDL) Class A License	\$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	\$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	\$95
Commercial Energy Inspector	\$10
Commercial Energy Plans Examiner	\$20
Dumpster Operator (Night Shift)	\$100
Electrical Code Official	\$25
Electrical Inspector - Commercial	\$10
Electrical Inspector - Residential	\$10
Electrical Plans Examiner	\$20
Electrician Journeyman	\$60
Electrician-Master	\$120
Energy Manager	\$300
Floodplain Manager-Certified	\$25
Historical Preservation Officer	\$250
Housing Code Official	\$25
Insecticide General/Basic	\$15
Irrigation License	\$25
Lead Risk Assessor Certification	\$50
Longevity - Less than 20 years of service	\$4 per year of service
Longevity - 20+ years of service	\$6 per year of service
Mechanical Code Official	\$25
Mechanical Inspector - Commercial	\$10
Mechanical Inspector - Residential	\$10
Mechanical Plans Examiner	\$20
Municipal Court Clerk Level I Certification	\$25
Municipal Court Clerk Level II Certification	\$35

City of Killeen
Incentive Pay Schedule *(Non-Civil Service)***
Effective October 1, 2010

Incentive Title	Per Month
Municipal Court Clerk Level III Certification	\$45
National Air Transportation Association (NATA) Line Certification	\$75
On Call - Scheduled/Non-Exempt Only	\$10/per day \$20/per holiday
Peace Officer Advanced Certificate	\$75
Peace Officer Intermediate Certificate	\$60
Peace Officer Master Certificate	\$100
Permit Technician (for permit clerks)	\$15
Pest Control/Weed Control	\$15
Pest Control General/Basic	\$15
Pest Control Lawn & Ornamental	\$15
Plumber-Journeyman	\$60
Plumber-Master	\$120
Plumbing Code Official	\$25
Plumbing Inspector - Commercial	\$10
Plumbing Inspector - Residential	\$10
Plumbing Plans Examiner	\$20
Pool Operator-Certified	\$15
Property Maintenance & Housing Inspector	\$10
Refrigeration and Recovery Recycling License	\$10
Residential Energy Plans Examiner / Inspector	\$15
Sanitary Sewers Type I License	\$25
Sanitary Sewers Type II License	\$35
Signs and Markings Level I	\$50
Signs and Markings Level II	\$70
Signs and Markings Level III	\$90
Solid Waste Class A	\$60
Solid Waste Class B	\$45
Solid Waste Class C	\$32
Solid Waste Class D	\$25
State Code Enforcement Officer-Certified	\$50
State Licensed Plumbing Inspector-Certified	\$50
Texas Motor Vehicle Inspection License	\$15
Traffic Signal Certification Level I	\$50
Traffic Signal Certification Level II	\$70
Traffic Signal Certification Level III	\$90
Utility Class D Water License	\$25
Vacation Buyback - Employees with 10+ years of service	The lesser of \$600 or equivalent of 40 hours (gross)
Wastewater Collection Grade A or Wastewater Treatment Operator A	\$55
Wastewater Collection Grade B or Wastewater Treatment Operator B	\$45
Wastewater Collections Class I or Wastewater Treatment Operator D	\$25
Wastewater Collections Class II or Wastewater Treatment Operator C	\$35
Wastewater Collections Class III or Wastewater Treatment Operator B	\$45
Water Distribution Grade A or Water Treatment Operator A	\$55
Water Distribution Grade B or Water Treatment Operator B	\$45
Water Distribution Grade C or Water Treatment Operator C	\$35
Water Distribution Grade D or Water Treatment Operator D	\$25

City of Killeen
Incentive Pay Schedule (Non-Civil Service)**
Effective October 1, 2010

Incentive Title	Per Month
Water Production C License	\$35
Water Production D License	\$25
Zoning Inspector	\$10

***All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.*

**CITY OF KILLEEN
WATER, SEWER, DRAINAGE
AND SOLID WASTE
RATES**



WATER AND WASTEWATER RATES

Water Fees:

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	\$10.92	\$12.20	\$15.39	\$19.22	\$28.17	\$40.97	\$73.87	\$111.25	\$156.00
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$2.97		
Over 25,000 gallons, per 1,000 gallons							\$3.54		

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	\$11.35	\$12.70	\$16.01	\$19.99	\$29.30	\$42.61	\$76.83	\$115.82	\$162.24
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$3.08		

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	\$10.92	\$12.20	\$15.39	\$19.22	\$28.17	\$40.97	\$73.87	\$111.25	\$156.00
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$2.97		

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	\$21.84	\$24.40	\$30.78	\$38.44	\$56.34	\$81.94	\$147.74	\$222.50	\$312.00
Applicable to all meter sizes									
2,001 to 25,000 gallons, per 1,000 gallons							\$5.94		
Over 25,000 gallons, per 1,000 gallons							\$7.08		

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	\$22.70	\$25.40	\$32.02	\$39.98	\$58.60	\$85.22	\$153.66	\$231.64	\$324.48
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$6.16		

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	\$21.84	\$24.40	\$30.78	\$38.44	\$56.34	\$81.94	\$147.74	\$222.50	\$312.00
Applicable to all meter sizes									
All over 2,000 gallons, per 1,000 gallons							\$5.94		

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	\$28.17
All over 2,000 gallons, per 1,000 gallons	3.08

Wastewater Rates:

Single family residential	\$16.39 minimum charge for the first 3,000 gallons, plus \$3.51 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	\$16.75 minimum charge for the first 3,000 gallons, plus \$3.51 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	\$16.75 minimum charge for the first 3,000 gallons, plus \$3.51 per 1,000 gallons thereafter.
Mobile home parks	\$16.75 per unit, minimum charge for the first 3,000 gallons per unit, plus \$3.51 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	\$17.33/month
64-gallon container	15.45/month
32-gallon container	14.24/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	\$17.33/month
300-gallon container	52.45/month

MONTHLY CHARGES – CITY OWNED DUMPSTERS

Scheduled Number of Pickups Per Week

Dumpster Size	1	2	3	4	5	6	7
2 cu. yd.	\$ 72.30	\$ 110.27	\$ 154.22	\$ 198.17	\$ 243.05	\$ 286.06	\$330.01
3 cu. yd.	88.24	136.87	192.77	248.69	304.60	360.51	416.43
4 cu. yd.	103.21	162.56	230.44	298.29	366.19	434.07	501.94
6 cu. yd.	135.12	215.76	307.56	399.36	491.16	582.95	674.74
8 cu. yd.	167.02	268.82	384.66	500.40	616.11	731.85	847.57

CHARGES FOR EXTRA PICKUPS

Size of Container	For Call-In Service	For Customer Reload on Site
2 cu. yd.	\$ 25.40 each	\$ 11.27 each
3 cu. yd.	28.48 each	14.37 each
4 cu. yd.	31.54 each	17.43 each
6 cu. yd.	37.69 each	23.58 each
8 cu. yd.	43.84 each	29.72 each

MONTHLY CHARGES – PRIVATELY OWNED COMPACTORS

Compactor Size	Scheduled Number of Pickups Per Week						
	1	2	3	4	5	6	7
4 cu. yd.	\$136.88	\$268.73	\$400.58	\$532.41	\$664.29	\$796.14	\$927.99
6 cu. yd.	183.64	361.94	540.25	718.55	896.85	1,075.15	1,253.44
8 cu. yd.	230.46	455.13	680.04	904.86	1,129.65	1,354.46	1,579.25

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: \$31.07 installation fee plus \$3.11 monthly rental

Dumpster cleaning \$ 65.00 per wash

Dumpster cleaning and painting \$230.00

Mechanical assistance to customer to unload unauthorized items in container \$50.00

MANUAL COLLECTION FOR A COMMERCIAL ESTABLISHMENT

\$137.00 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)	I27.00/hr 2.13/min
After hours special pickup of dumpsters (under two hours)	50.00
Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs	125.00
Installation of dumpster	50.00

Relocation of dumpster 50.00
 RECYCLING RATES:

Subscription to residential curbside recycling service	\$2.46 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:		
Car and truck tires up to a 16.5 rim size		2.50/each
Large truck tires, but not larger than a 2" bead		6.00/each

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	25.00
Transferring services	25.00
Collection fee for delinquent accounts where service call Is already being made	5.00
Penalty-Assessed if payment is not received by the due date - the 15th day from the billing date or mailing date	10.00
Delinquent account late charge/reconnection fee	25.00
Administrative handling of returned checks	30.00
Returned check late charge - Assessed if returned check not redeemed by disconnect date - the 7th day from mailing date	25.00
After hours service	40.00
When water service is turned on by anyone other than an authorized water department personnel	75.00
If, after a water meter has been pulled, an attempt to obtain water from the city in any manner other than through a meter has been made	100.00
Delinquent garbage only late charge	10.00
New account fee	15.00
Meter check	15.00
Meter check (pull and test)	50.00
Annual itemized bill, per account	3.00
Alphabetical listing of accounts	35.00
Broken lock fee – Assessed if a customer breaks or damages the meter lock installed by city personnel	100.00

GLOSSARY



BUDGET GLOSSARY

To assist the reader of the Annual Budget document in understanding various terms, a budget glossary has been included.

Accrual Accounting: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

Ad Valorem Taxes: Commonly referred to as property taxes are the charges levied on all real and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Appropriation: An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

Attrition: Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

Authorized Positions: Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

Balance Sheet: A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond Fund: A fund used to account for the proceeds of general obligation bond issues.

Bond Refinancing/Refunding: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Capital Improvement Project: The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

Capital Improvements Program (CIP): A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay: Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles, that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Cost Center: An administrative branch of a department.

Debt Service Fund: The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than 30 days principal and interest obligations for the next fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division: A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Efficiency Measure: Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input.)

Effectiveness Measure: Performance measure that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

Effective Tax Rate: Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

Encumbrance: The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated in the same manner as those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, airport, drainage utilities and solid waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expense: Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges.)

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Killeen has specified October 1 - September 30 as its fiscal year.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt.)

Full-Time Equivalent (FTE): A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest is backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

Infrastructure: Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Input Measures: Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue: Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

Modified Accrual Basis: The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

Output Measure: Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

Policy: A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

Performance Measure: An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Revenue Appropriation: A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Funds: Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purposes.

Strategy: A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Target: A performance measure target is the desired level of a service or activity.

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

Tax Rate: The amount of tax levied for each \$100 of assessed valuation.

Trust Fund: The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

Unencumbered Balance: The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

CITY OF KILLEEN

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Lisa Stone, Aviation Accounting Specialist

Solid Waste Fund



Eddie Wallace, Solid Waste Commercial Superintendent

Water and Sewer Fund



Robert White, Director of Water & Sewer Services

Drainage Utility Fund



Kristina Ramirez (right), Drainage Project Engineer, at Killeen Independent School District's Groundhog Job Shadow Day- January 2010

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Paul Seldon, Street Maintenance Supervisor - Construction Crew

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Eric Walker, Fire Rescue Officer

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Killeen Police Department Honor Guards at the Police Headquarters grand opening - May 14, 2010

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Appendix



Photos of the distinguished employees of the month for FY 2009-10

Finance Department

Budget Staff

Barbara A. Gonzales
Director of Finance

Martie Gillespie, CPA
Assistant Director of Finance

Jerry Sparks, CPA
Chief Accounting Officer

Sara E. Doyle
Staff Accountant

Dianne Morrow
Executive Assistant





FISCAL YEAR 2010-2011
ANNUAL BUDGET AND
PLAN OF MUNICIPAL SERVICES

AS ADOPTED BY THE CITY COUNCIL ON SEPTEMBER 14, 2010

www.ci.killeen.tx.us

