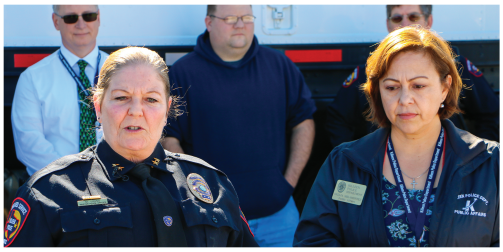
City of Killeen Annual Budget & Plan of Municipal Services











"Dedicated Service - Every Day, for Everyone!"









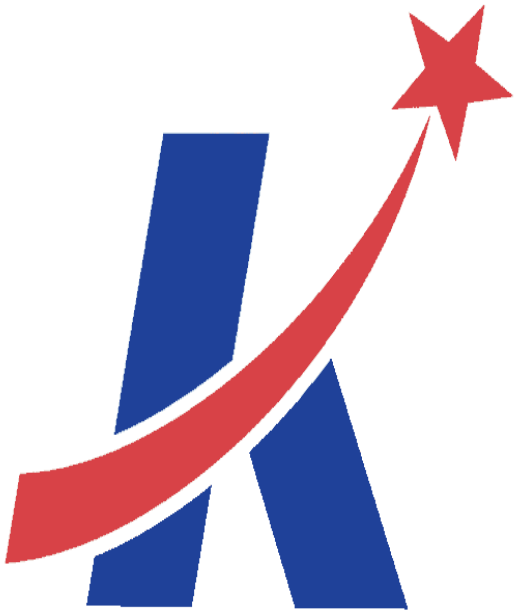








2019



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN, TEXAS

ANNUAL BUDGET
FOR FISCAL YEAR 2019

This budget will raise more revenue from property taxes than last year's budget by an amount of $463,535*, which is a 1.08 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $980,149*.

	Property Value	Tax Levy
Increase in Assessed Value	$ 140,901,225	$ 1,056,478
New Taxable Value	130,721,412	980,149
Increase in Tax Exemptions	209,275,788	(1,569,150)
Frozen Tax Levy		(3,942)
***Property Taxes Raised in Excess of Last Year's Budget**		**$ 463,535**

City Council Vote

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

FOR:	Shirley Fleming, Debbie Nash-King, Gregory Johnson, Juan Rivera, Butch Menking
AGAINST:	Steve Harris
PRESENT and not voting:	Jim Kilpatrick, Mayor Pro-Tem (acting as non-voting role for mayor)
ABSENT:	Jose Segarra, Mayor

These members of the governing body voted on setting of the property tax rate for fiscal year 2019 as follows:

FOR:	Shirley Fleming, Debbie Nash-King, Gregory Johnson, Juan Rivera, Butch Menking
AGAINST:	Steve Harris
PRESENT and not voting:	Jim Kilpatrick, Mayor Pro-Tem (acting as non-voting role for mayor)
ABSENT:	Jose Segarra, Mayor

Tax Rate	Adopted FY 2019	Adopted FY 2018
Property Tax Rate	0.7498	0.7498
Effective Rate	0.7449	0.7027
Effective M&O Tax Rate	0.6310	0.5564
Rollback Tax Rate	0.7575	0.7223
Debt Rate	0.2145	0.2565

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

Tax Supported	$166,100.000
Self Supported	57,725,000
TOTAL	**$223,825,000**



Dedicated Service – Everyday, for Everyone!



Table of Contents



Dedicated Service – Everyday, for Everyone!

TABLE OF CONTENTS

Page

Community Information
- City Council ... 16
- Organizational Structure ... 17
- Appointed Officials ... 18
- Paid Personnel – In Full Time Equivalents ... 19
- Community Information ... 25
- Killeen at a Glance ... 29
- Budget Calendar ... 33

City Manager's Message
- Letter of Transmittal ... 37

Strategic Plan
- Vision 2030 ... 47

Budget Summary
- Fund Structure ... 65
- Budget Policy & Guidelines ... 67
- Budget Summary – All Funds ... 77
- Combined Annual Budget Summary ... 78
- All Funds Revenue Graphs ... 79
- All Funds Expenditure Graphs ... 80

General Fund
- Budget Summary ... 85
- Revenue Graphs ... 88
- Expenditure Graphs ... 89
- Revenues ... 90
- City Council ... 97
- Administration ... 99
  - City Manager ... 101
  - Assistant City Manager ... 102
  - Deputy City Manager ... 103
- City Auditor ... 105
- Municipal Court ... 107
- Communications ... 111
  - Communications ... 112
  - Printing Services ... 115
  - Legislative Affairs ... 118
- Legal ... 121
  - City Attorney ... 122
  - City Secretary ... 125
- Finance ... 129
  - Finance Administration ... 130
  - Accounting ... 132
  - Budget ... 136
  - Purchasing ... 139
  - EMS Billing and Collections ... 142
- Support Services ... 143
- Human Resources ... 145
- Information Technology ... 149
- Community Services ... 151
  - Administration ... 152
  - Golf Course ... 155
  - Community Center ... 158

TABLE OF CONTENTS

Parks 161
Lions Club Park Operations 164
Family Aquatics Center 168
Recreation 171
Athletics 176
Cemetery 179
Senior Citizens 181
Volunteer Services 184
Community Development 187
Library Services 188
Killeen Arts & Activities Center 192
Community Development 195
Home Program 198
Building Services 199
Custodial Services 202
Public Works 205
Public Works 206
Street Operations 209
Engineering 213
Planning and Development 217
Planning and Development 218
Building Inspections 222
Code Enforcement 225
Police 229
Police 230
Animal Services 236
Fire 241
Fire 242
Emergency Management and Homeland Security 246
Non-Departmental 249

Water and Sewer Fund

Budget Summary. 257
Revenue Graphs 258
Expense Graphs 259
Finance
Utility Collections 263
Information Technology
GIS 267
Administration 269
Water Distribution 273
Sanitary Sewers 277
Water and Sewer Operations 281
Engineering 285
Public Works 289
Other Appropriations 293

Solid Waste Fund

Budget Summary. 299
Revenue Graphs 300
Expense Graphs 301
Public Works 305
Accounting 307
Residential Services 309
Commercial Services 313
Recycling 317
Transfer Station 321

Mowing 325
Other Appropriations 329

Aviation Funds
Budget Summary 335
Revenue Graphs 336
Expense Graphs 337
Killeen-Fort Hood Regional Airport
Killeen-Fort Hood Regional Aviation Operations 345
Information Technology 349
Other Appropriations 351
Skylark Field
Skylark Field Aviation Operations 353
Other Appropriations 357

Drainage Utility Fund
Budget Summary. 363
Revenue Graphs 364
Expense Graphs 365
Public Works 367
Engineering 371
Street Operations 375
Drainage Maintenance 379
Environmental Services 383
Other Appropriations 387

Special Revenue Funds
Special Revenue Funds 391
Law Enforcement Grant Fund 393
Police State Seizure Fund 394
Police Federal Seizure Fund 395
Emergency Management Fund 396
Hotel Occupancy Tax Fund 397
Killeen Civic & Conference Center 399
Convention & Visitors Bureau 403
Other Appropriations 405
Special Events Center Fund 407
Cable System PEG Improvements Fund 408
Library Memorial Fund 410
Community Development Block Grant Fund 411
Senior Citizen Assistance Fund 415
Home Program Fund 417
Tax Increment Fund 421
Parks Donations Fund 422
Teen Court Program Fund 423
Court Technology Fund 424
Court Security Fee Fund 425
Juvenile Case Manager Fund 427
Photo Red Light Enforcement Fund 429
Fire Department 430
Animal Control Donations Fund 431
Child Safety Fund 432
Police Donations Fund 433
JLUS Grant 434
Wellness Non-Assessment Fund 435

TABLE OF CONTENTS

Internal Service Funds

Fleet Services –
- Budget Summary. 441
- Revenue & Expense Graph 442
- Fleet Services 445

Information Technology –
- Budget Summary. 449
- Revenue & Expense Graph 450
- Information Technology..... 453

Risk Management –
- Budget Summary. 457
- Revenue & Expense Graph 458
- Risk Management 461

Debt Service Fund
- Budget Summary 469
- Tax Structure..... 473
- Historical Tax Data..... 474
- Bonded Debt 475
- City Wide Bonded Debt
  - Schedule of Bonded Debt 477
  - Schedule of Requirements 479
- General Obligation Debt
  - Schedule of Bonded Debt 489
  - Schedule of Requirements..... 490
- Solid Waste Debt
  - Schedule of Bonded Debt 499
  - Schedule of Requirements..... 500
- Water & Sewer Debt
  - Schedule of Bonded Debt 503
  - Schedule of Requirements..... 504
- Drainage Debt
  - Schedule of Bonded Debt 507
  - Schedule of Requirements..... 508
- Hotel/Motel Fund Debt
  - Schedule of Bonded Debt 509
  - Schedule of Requirements..... 510

Capital Improvement Program
- Capital Improvement Program Policy & Guidelines..... 517
- Capital Improvements Summary…… 521
- Governmental Projects..... 522
- Water & Sewer Projects 523
- Drainage Projects..... 524
- Aviation Projects 525
- Solid Waste Projects 526

Five Year Forecast
- Forecast Methodology..... 585
- General Fund Five Year Forecast..... 587
- Water & Sewer Fund Five Year Forecast 590
- Solid Waste Fund Five Year Forecast 591
- Aviation Funds Five Year Forecast..... 593
- Drainage Utility Fund Five Year Forecast 594

TABLE OF CONTENTS

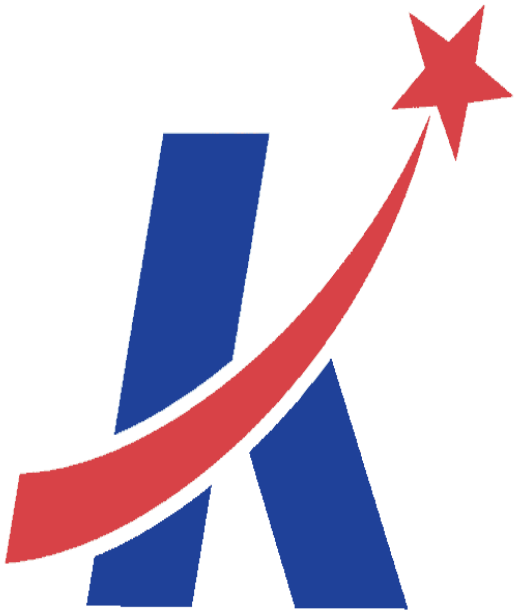
Appendix

Appendix A – Adopted City Ordinances 599
Ordinance for Adopting the Budget 601
Ordinance for Setting the Tax Rate 606

Appendix B – Position Classifications and Pay Plans and Schedule of Incentives 611
Position Classification and Pay Plan 613
Police Pay Plan 621
Fire/EMS Pay Plan 623
Incentive Pay Schedule (Non-Civil Service) 625

Appendix C – City of Killeen Water, Sewer, Drainage and Solid Waste Rates 631
Water and Wastewater Rates 633
Drainage Utility Rates 635
Solid Waste Rates 636

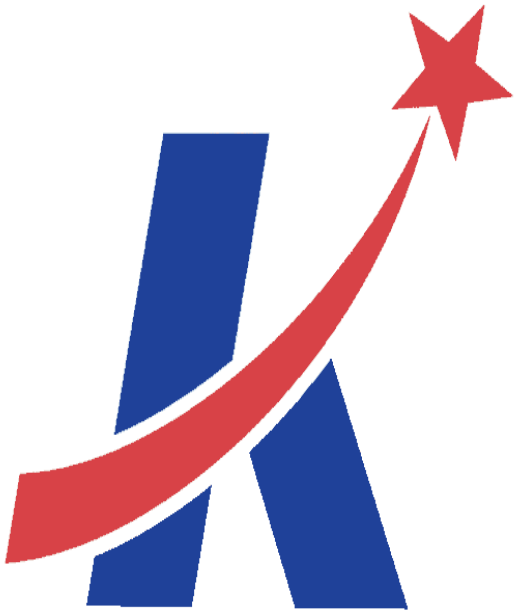
Appendix D – Glossary & Acronyms 641
Budget Glossary 643
Acronyms 647



Dedicated Service – Everyday, for Everyone!

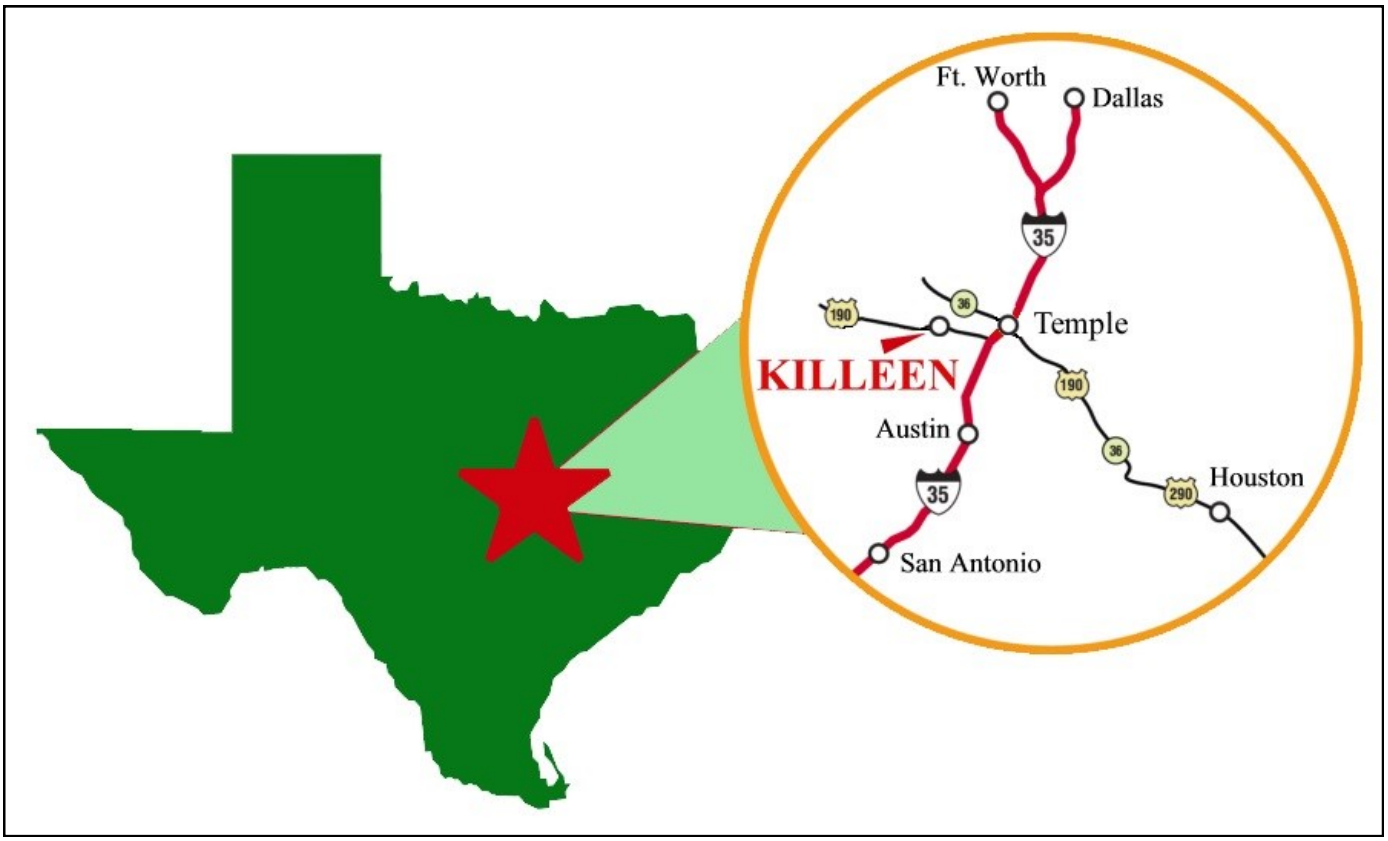


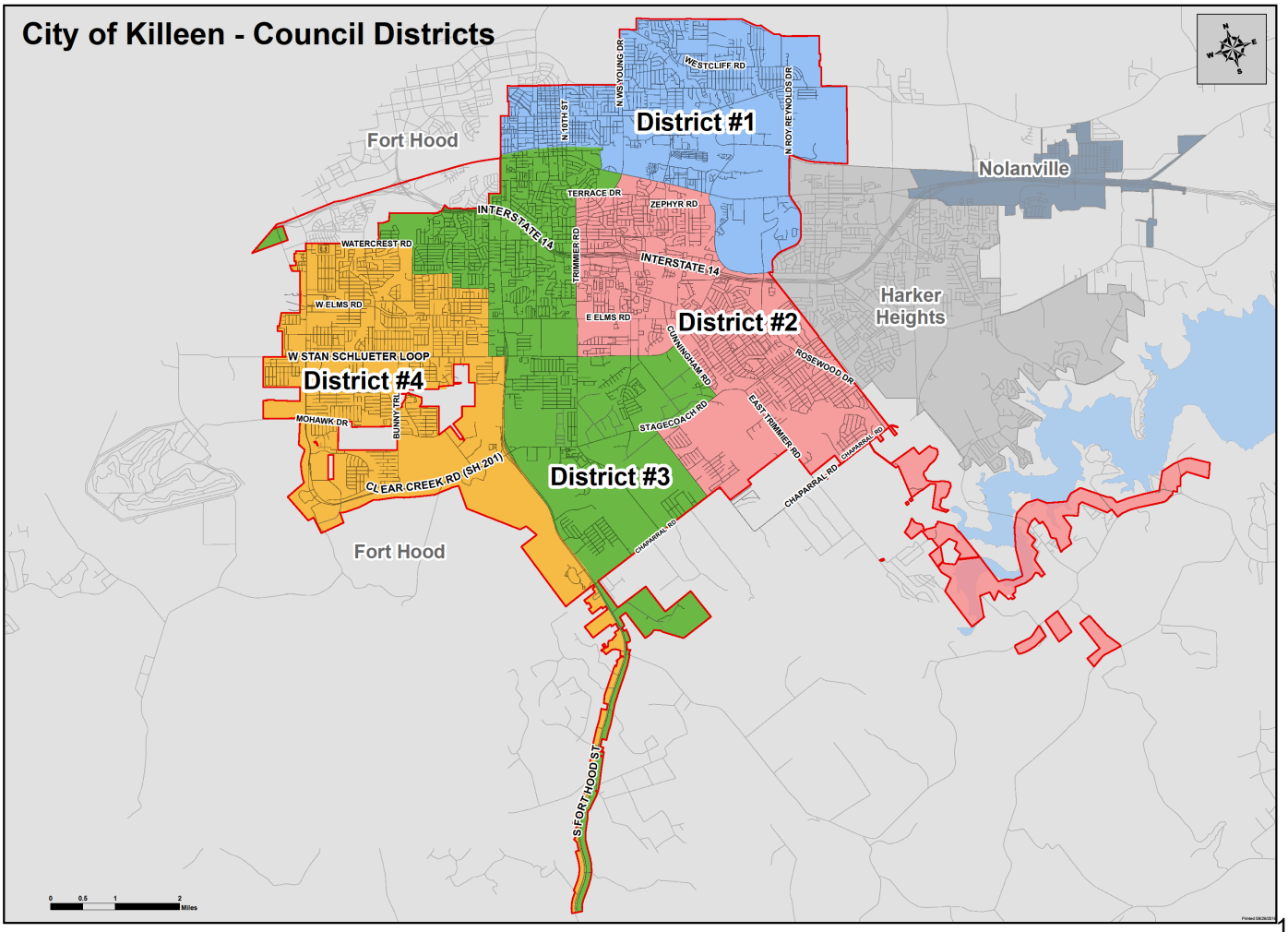
Community Information



Dedicated Service – Everyday, for Everyone!

Texas Map


Ft. Worth
Dallas
35
190
36
Temple
KILLEEN
190
Austin
36
290
Houston
35
San Antonio


City of Killeen - Council Districts
District #1
District #2
District #3
District #4
Fort Hood
Fort Hood
Nolanville
Harker Heights
WESTCLIFF RD
N MS YOUNG DR
N 10TH ST
N ROY REYNOLDS DR
TERRACE DR
ZEPHYR RD
INTERSTATE 14
INTERSTATE 14
TRIMMER RD
WATERCREST RD
W ELMS RD
E ELMS RD
W STAN SCHLUETER LOOP
CUNNINGHAM RD
ROSEWOOD DR
EAST TRIMMIER RD
STAGECOACH RD
CHAPARRAL RD
CHAPARRAL RD
CHAPARRAL RD
MOHAWK DR
BUNNY TRL
CLEAR CREEK RD (SH 201)
S FORT HOOD ST
0 0.5 1 2 Miles

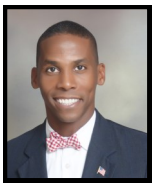
The Mayor and seven Councilmembers serve two-year staggered terms with a three-consecutive-term limitation. The Mayor and three At Large Councilmembers are elected in even-numbered years by all voters in Killeen. The four District Councilmembers are elected in odd-numbered years by voters living in the same geographical districts.



Jose Segarra, Mayor
Phone: 254-290-0548
mayor@killeentexas.gov
Term expires May 2020



Jim Kilpatrick, Mayor Pro-Tem, District 3
Phone: 254-526-2710
jkilpatrick@killeentexas.gov
Term expires May 2019



Gregory Johnson, At Large
Phone: 254-702-5162
gdjohnson@killeentexas.gov
Term expires May 2020



Butch Menking, At Large
Phone: 254-383-2041
bmenking@killeentexas.gov
Term expires May 2020



Juan Rivera, At Large
Phone: 254-251-7149
jrrivera@killeentexas.gov
Term expires May 2020



Shirley Fleming, District 1
Phone: 254-392-2719
sfleming@killeentexas.gov
Term expires May 2019

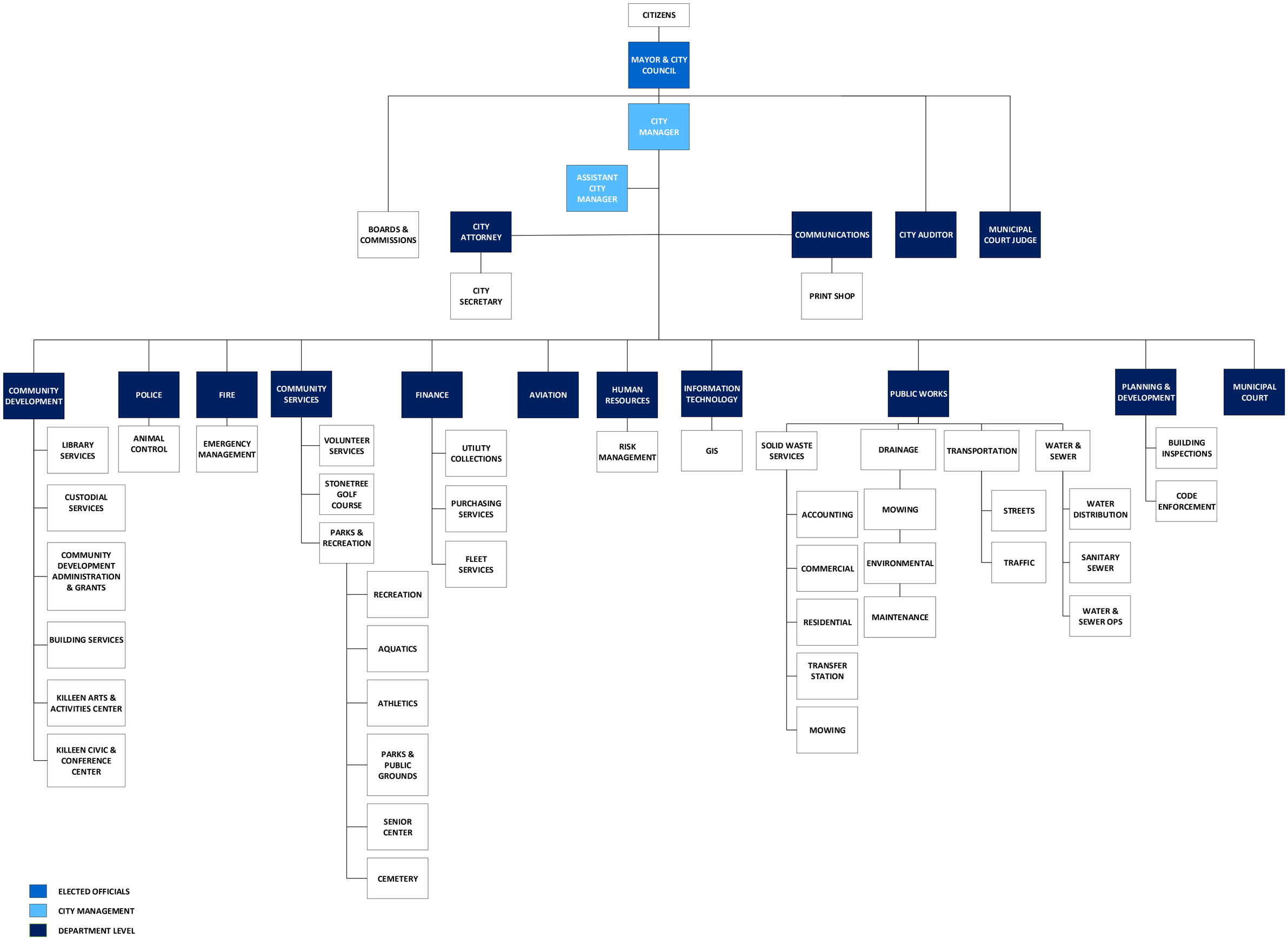


Debbie Nash-King, District 2
Phone: 254-290-1336
dnash-king@killeentexas.gov
Term expires May 2019



Steve Harris, District 4
Phone: 254-290-0052
stharris@killeentexas.gov
Term expires May 2019

CITY OF KILLEEN:
ORGANIZATIONAL CHART



City Staff

City Manager



Ronald L. Olson

Department Heads

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

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

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated Actual	FY 2019 Proposed Budget	% Change from FY 2017
General Fund					
City Manager					
City Manager	2.00	2.00	2.00	2.00	0.00%
Assistant City Manager [1]	1.00	1.00	1.00	1.00	0.00%
Deputy City Manager [2]	2.00	0.34	0.34	-	-100.00%
Total City Manager	5.00	3.34	3.34	3.00	-40.00%
City Auditor	1.00	1.00	1.00	1.00	0.00%
Municipal Court [1, 2, 19]	22.00	19.68	19.68	20.00	-9.09%
Communications [3]					
Communications	2.50	4.90	4.90	4.80	92.00%
Printing Services [4]	2.00	2.00	2.00	2.00	0.00%
Legislative Affairs	-	0.10	0.10	0.20	---
Total Communications	4.50	7.00	7.00	7.00	55.56%
City Attorney					
City Attorney [4]	7.00	7.00	7.00	7.00	0.00%
City Secretary	1.00	1.00	1.00	1.00	0.00%
Total City Attorney	8.00	8.00	8.00	8.00	0.00%
Finance					
Finance [2, 4, 17]	13.00	13.00	13.00	13.00	0.00%
EMS Billing [5]	3.26	-	-	-	-100.00%
Purchasing	5.00	5.00	5.00	5.00	0.00%
Total Finance	21.26	18.00	18.00	18.00	-15.33%
Human Resources [6, 16]					
Human Resources	13.00	12.00	12.00	12.00	-7.69%
Total Human Resources	13.00	12.00	12.00	12.00	-7.69%
Information Technology [2, 7, 16]	17.00	-	-	-	-100.00%
Community Services					
Administration [8]	-	3.00	3.00	3.00	---
Volunteer Services	3.00	3.00	3.00	3.00	0.00%
Golf Course [2, 4, 20]	19.02	16.89	16.89	12.97	-31.81%
Community Center [2, 20]	3.00	2.00	2.00	4.77	59.00%
Parks [2, 4, 20]	32.99	31.99	31.99	33.59	1.82%
Lions Club Park [2, 8, 9, 20]	14.50	7.59	7.59	8.17	-43.66%
Family Aquatics Center [2]	16.35	14.25	14.25	14.46	-11.56%
Recreation [9]	2.00	3.00	3.00	3.00	50.00%
Athletics	3.00	3.00	3.00	3.00	0.00%
Cemetery [4]	4.00	4.00	4.00	4.00	0.00%
Senior Citizens [9, 20]	3.00	3.50	3.50	4.09	36.33%
Total Community Services	100.86	92.22	92.22	94.05	-6.75%

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

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated Actual	FY 2019 Proposed Budget	% Change from FY 2017
Community Development					
Library [2, 4]	25.50	24.34	24.34	24.00	-5.88%
Arts/Activities Center [21]	6.00	6.00	6.00	5.25	-12.50%
Community Development [10]	4.00	0.98	0.98	0.94	-76.50%
HOME Program [10]	1.00	-	-	-	-100.00%
Lien Services [17]	2.00	-	-	-	-100.00%
Building Services	7.00	7.00	7.00	7.00	0.00%
Custodial Services [2]	18.00	16.00	16.00	16.00	-11.11%
Total Community Development	63.50	54.32	54.32	53.19	-16.24%
Public Works [14]					
Public Works	0.10	0.13	0.13	0.18	80.00%
Street Operations [11]	54.00	54.00	54.00	54.00	0.00%
Engineering [12]	2.30	3.04	3.04	2.66	15.65%
Total Public Works	56.40	57.17	57.17	56.84	0.78%
Planning & Development					
Planning & Development	6.00	8.00	8.00	8.00	33.33%
Building & Inspections	14.00	14.00	14.00	14.00	0.00%
Code Enforcement [2]	14.00	14.00	14.00	14.00	0.00%
Total Planning & Development	34.00	36.00	36.00	36.00	5.88%
Police Department					
Police [2, 4, 22]					
Civil Service	280.00	260.00	260.00	258.00	-7.86%
Non-Civil Service	85.00	82.00	82.00	79.00	-7.06%
Animal Services [2]	18.00	16.00	16.00	16.00	-11.11%
Total Police Department	383.00	358.00	358.00	353.00	-7.83%
Fire Department					
Fire [4, 18]					
Civil Service	230.00	230.00	230.00	230.00	0.00%
Non-Civil Service	6.00	6.00	6.00	6.00	0.00%
Emergency Management [5]	1.00	1.00	1.00	1.00	0.00%
Total Fire Department	237.00	237.00	237.00	237.00	0.00%
TOTAL GENERAL FUND	966.52	903.73	903.73	899.08	-6.98%
Water & Sewer Fund [14]					
Finance					
Utility Collections	39.50	39.50	39.50	39.50	0.00%
Total Finance	39.50	39.50	39.50	39.50	0.00%
Public Works	1.20	1.56	1.56	2.17	80.83%
Information Technology [16]	5.00	-	-	-	-100.00%

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

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated Actual	FY 2019 Proposed Budget	% Change from FY 2017
Water Distribution	19.00	19.00	19.00	18.00	-5.26%
Sanitary Sewers [23]	19.00	19.00	19.00	23.00	21.05%
Water & Sewer Operations	29.00	28.00	28.00	28.00	-3.45%
Engineering (includes Trans.) [12]	12.20	11.68	11.68	10.22	-16.23%
Environmental Services	-	0.80	0.80	0.80	--
TOTAL WATER & SEWER FUND	124.90	119.54	119.54	121.69	-2.57%
Solid Waste Fund [14]					
Public Works	0.60	1.16	1.16	1.44	140.00%
Accounting [19]	4.00	4.00	4.00	5.00	25.00%
Residential Services [15]	38.00	37.00	37.00	37.00	-2.63%
Commercial Services	23.00	23.00	23.00	23.00	0.00%
Recycling Program [15]	5.16	5.18	5.18	5.18	0.39%
Transfer Station [19]	15.50	15.50	15.50	16.50	6.45%
Mowing	20.50	16.50	16.50	16.50	-19.51%
TOTAL SOLID WASTE FUND	106.76	102.34	102.34	104.62	-2.00%
Aviation Funds					
Killeen-Fort Hood Regional Airport					
Aviation Operations [2, 4]	37.00	36.34	36.34	36.00	-2.70%
Information Technology [16]	1.00	-	-	-	-100.00%
Total Killeen-Fort Hood Regional Airport	38.00	36.34	36.34	36.00	-5.26%
Skylark Field [2]	4.00	3.34	3.34	3.00	-25.00%
TOTAL AVIATION FUNDS	42.00	39.68	39.68	39.00	-7.14%
Drainage Utility Fund [14]					
Public Works	0.10	0.15	0.15	0.21	110.00%
Engineering (includes Trans.) [12]	3.30	1.28	1.28	1.12	-66.06%
Streets	-	2.00	2.00	2.00	---

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

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated Actual	FY 2019 Proposed Budget	% Change from FY 2017
Drainage Maintenance	35.95	34.14	34.14	34.14	-5.03%
Environmental Services	1.20	5.20	5.20	5.20	333.33%
Mowing	-	0.50	0.50	0.50	---
TOTAL DRAINAGE UTILITY FUND	40.55	43.27	43.27	43.17	6.46%
Special Revenue Funds					
Killeen Convention & Civic Center					
Conference Center [19]	11.00	11.00	11.00	13.63	23.91%
Convention & Visitors Bureau	2.50	2.50	2.50	2.50	0.00%
Total Killeen Convention & Civic Center	13.50	13.50	13.50	16.13	19.48%
Community Development [10]					
Housing & Rehabilitation [21]	1.00	1.39	1.39	1.10	10.00%
CDBG Program	-	2.14	2.14	2.26	---
HOME Program	-	0.49	0.49	0.45	---
Total Community Development	1.00	4.02	4.02	3.81	281.00%
Communications					
Public Education Gov't Channel	2.50	-	-	-	-100.00%
Total Communications	2.50	-	-	-	-100.00%
Municipal Court					
Court Security Fund	1.00	1.00	1.00	1.00	0.00%
Juvenile Case Manager Fund	2.00	2.00	2.00	2.00	0.00%
Total Municipal Court	3.00	3.00	3.00	3.00	0.00%
TOTAL SPECIAL REVENUE FUNDS	20.00	20.52	20.52	22.94	14.70%
Internal Service Funds					
Finance					
Fleet Services [13, 19]	26.00	26.00	26.00	27.00	3.85%
Total Finance	26.00	26.00	26.00	27.00	3.85%
Human Resources [16]					
Risk Management	-	3.00	3.00	3.00	---
Total Human Resources	-	3.00	3.00	3.00	---
Information Technology [2, 7, 16]	-	24.00	24.00	24.00	---
TOTAL INTERNAL SERVICE FUNDS	26.00	53.00	53.00	54.00	107.69%
TOTAL ALL FUNDS	**1,326.73**	**1,282.08**	**1,282.08**	**1,284.50**	**-3.18%**

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

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated Actual	FY 2019 Proposed Budget	% Change from FY 2017

[1] - Unfunded/frozen position in FY 2017 added back during fiscal year

[2] - Positions are being eliminated in FY 2018 and any filled positions will be funded through 1/31/18

[3] - Public Information Office was renamed Communications and a Legislative Affairs Division was added in FY 2018; transferred 0.10 FTE from Communications to Legislative Affairs in FY 2019

[4] - Positions unfunded and/or frozen in FY 2017

[5] - EMS billing outsourcing took longer to implement than originally intended, actual termination of division was in May 2017

[6] - New Risk Management Division created within Human Resources in FY 2018

[7] - Network, Computer & Help Desk Technician positions were frozen in FY 2017, Help Desk and Computer Technicians were restored during FY 2017

[8] - In FY 2018, moved Community Services Administration staff from Lions Club Park Operations to a new division

[9] - In FY 2018, moved Recreation Supervisor position from Lions Club Park Operations to Recreation division; moved part-time Recreation Assistant to Senior Citizens

[10] - Transferring grant funded positions to the CDBG & HOME Grant Fund

[11] - In FY 2018, combined Streets and Traffic into Street Operations Division

[12] - In FY 2018, changed Transportation to Engineering and when applicable, combined the two divisions

[13] - In FY 2017, set up Fleet Services as an Internal Service Fund and moved employees from Water & Sewer Fund

[14] - In FY 2018, Public Works redistributed positions based on work assignments and responsibilities.; transferred Contract Specialist from Engineering to Public Works Administration and reclassified to Finance Manager position.

[15] - In FY 2017, eliminated curbside recycling program that eliminated 4 full-time Equipment Operator positions and 1 part-time Recycling Attendant

[16] - In FY 2018, Human Resources new Risk Management Division and Information Technology Department were set up as Internal Service Funds

[17] - In FY 2018, transferred Lien Services to the Finance Department

[18] - In FY 2016, the Fire Department obtained a SAFER grant to hire 37 positions

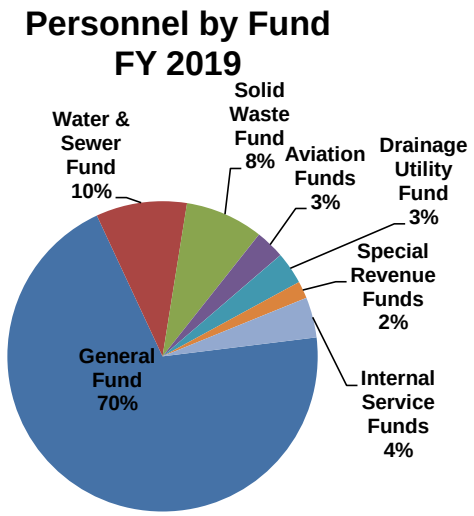
[19] - In FY 2019, positions added thru decision package approval.

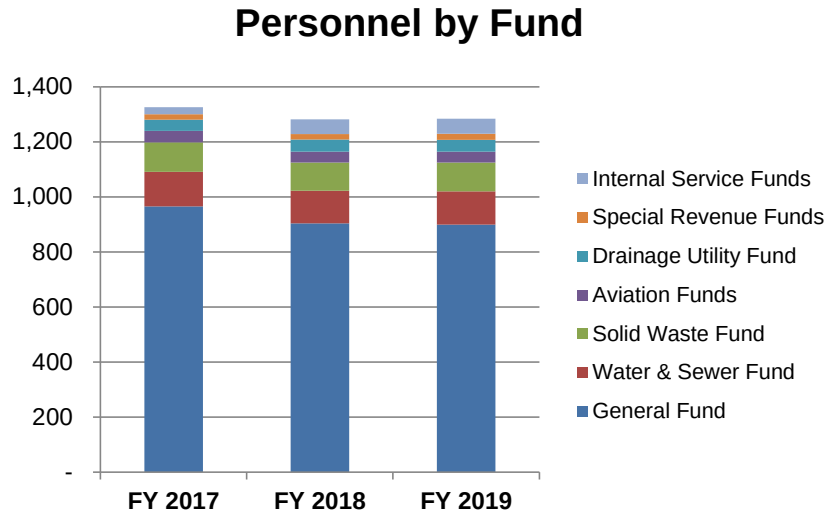
[20] - In FY 2019, reallocation of resources in Community Services.

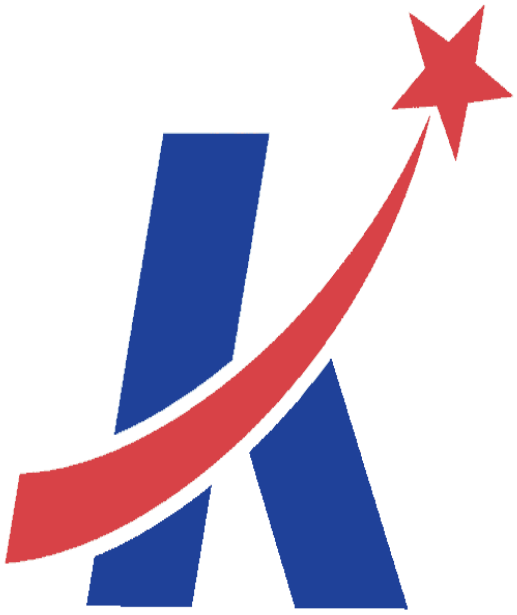
[21] - In FY 2019, transferred 0.25 FTE from Community Development to KAAC for facility management.

[22] - In FY 2019, unfunded three (3) Communication Specialist positions and two (2) Police Officer positions.

[23] - In FY 2019, added two Operator positions and one Senior Operator position as part of the Sanitary Sewer Service Maint. Program







Dedicated Service – Everyday, for Everyone!

Community Information

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

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

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

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

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

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

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

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

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

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

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

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

With over 1,300 regular employees, the city is one of the largest employers in the Killeen area. In addition to police and fire forces, the city owns and operates its own emergency medical services, water, sewer, and garbage utilities, two airports, an 18-hole golf course, a public library system with two locations, an Arts and Activities center and numerous parks and recreation facilities, including two public swimming pools and a family aquatics center.

The City of Killeen continues to enjoy a favorable economic environment. The city's economy is primarily military and service-oriented. Fort Hood is the largest armored military installation in the nation. Located adjacent to Killeen, the post covers an area of 340 square miles. Fort Hood is the only post in the United States capable of stationing and training two armored divisions and is the Army's "premier installation to train and deploy heavy forces." Fort Hood is the largest single location employer in the State of Texas with over 33,000 soldiers and more than 13,000 civilians and contractors. Fort Hood's total economic impact is estimated at $25.3 billion statewide.

Killeen is served by Scott & White Health Care with one hospital, Metroplex Hospital and Pavilion, which offers a full range of medical services with 245 beds on a multi-campus facility, and 9 clinics including an urgent care clinic. They offer referral service to specialists in their regional hospital located 25 miles away in Temple. The military community is served by the 128-bed Carl R. Darnall Army Medical Center and satellite clinics. Construction for the new Carl R. Darnall Army Medical Center began in December 2010 and was completed in April 2016.

Killeen boasts a high quality education for students from kindergarten through graduate school. The Killeen Independent School District is the largest school district between Dallas and Austin and has grown from an enrollment of 20,413 students in 1986-87 to an estimated enrollment of over 44,000 for 2016-17. KISD employs over 6,200 teachers and support personnel to serve over 50 district campuses and is the area's second largest employer. Students attend classes at thirty-two elementary schools (K-

5), eleven middle schools (6-8), four high schools (9-12), two alternative schools, the KISD Career Center and several specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College is a public, open-admission community college offering associate degrees and certificate programs in various fields. Texas A&M University - Central Texas in Killeen is a unique university, offering upper-level undergraduate and graduate courses toward bachelor's and master's degrees and currently serves over 2,500 students providing a wide range of flexible course schedules. Within a one hour drive of Killeen, there are several major four-year universities including: 1) University of Texas - Austin, Texas, 2) Baylor University - Waco, Texas, 3) Southwestern University - Georgetown, Texas and 4) University of Mary Hardin Baylor - Belton, Texas.

Killeen offers many services of a metropolitan city while maintaining the quality of life of a smaller town. Killeen has a shopping center with a large mall anchored by major department stores and numerous retail shopping centers. The city also has dozens of chain and local restaurants featuring cuisines from all over the world. There is plenty of entertainment including bowling alleys, a stadium, movie theater, community theatre, skating rinks, 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.

<u>Nomination to National Register of Historic Places</u>



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



Dedicated Service – Everyday, for Everyone!

KILLEEN AT A GLANCE

Form of Government

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

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

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

Fiscal year begins October 1st

Number of employees[1] FY 2019 1,285
(Full and regular part-time positions approved in budget)

Major Services provided by the City of Killeen[1]

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

Tax Structure[2]

Property Tax	**2.63333**
KISD	1.26000
City of Killeen	0.74980
Bell County	0.42120
Central Texas College	0.13860
Bell County Road District	0.02990
WCID #6	0.03000
Clearwater UWCD	0.00383

2018 Property Tax Valuations[2]

Total Assessed Value	$7,154,418,661
Exempt Value	$1,319,944,348
Net Taxable Value	$5,834,474,313

2018 Ten Largest Taxpayers Taxable Value[2]

Oncor Electric Delivery	$61,337,125
Credit Suisse First Boston Mortgage Securities	$22,515,495
HEB Grocery	$20,782,185
Amber Chase Townhomes LLC & Huntington Apartments	$16,625,471
Walmart Real Estate Business Trust	$15,591,748
Watercrest Place, LP	$15,049,062
Keystone 212 Partners LP	$12,191,271
LHCS LLC	$12,010,372
Feiga/Sierra Creek LP	$11,547,744
Dorel Killeen Holdings, LLC	$10,834,500

2018 Service Statistics[1]

Airport:

Number of airports	2
Number of acres	85
Number of airlines	2*
Passengers enplaning	134,934
Passengers deplaning	134,479

*Delta Airline left in February 2018

Fire Protection:

Number of stations	8
Fire apparatus	16
Number of hydrants	4,931
Number of firefighters	229
Number of fire runs	9,445
Number of paramedic runs	19,239
EMS units	8

Libraries:

Number of libraries	2
Number of visitors	251,262
Number of volumes	149,744
Circulation in volumes	249,536
Library cards in force	86,521
Adult program attendance	2,901
Children's program attendance	15,190
Public computer sessions	56,964

Killeen at a Glance Sources
[1]City of Killeen
[2]Bell County Tax Appraisal District
[3]U.S. Census Bureau-2010 Profile Data
[4]U.S. Bureau of Labor Statistics
[5]Greater Killeen Chamber of Commerce

KILLEEN AT A GLANCE

Parks and Recreation:

Number of parks	23
Number of playgrounds	26
Municipal Golf Course	1
Disc golf course	1
Number of swimming pools	1
Number of tennis courts	4
Baseball/softball fields	15
Soccer fields	7
Jogging/walking trails	3
Senior centers	2
Aquatics center	1

Police Protection:

Number of facilities	4
Commissioned police officers	258
Number of employees-other	95

Demographics

Area of City[3] (in square miles)	
2011	55.470
2012	55.562
2013	55.564
2014	55.564
2015	55.564
2016	55.564
2017	53.580

Population[3]	
2011*	127,921
2012	130,018
2013	134,654
2014	137,147
2015	140,806
2016	143,400
2017	145,482

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

Racial Composition[3]	
White	45.8%
Black	36.0%
Hispanic	24.8%
Two or more races	6.2%
Asian	3.5%
Native Hawaiian	1.5%
American Indian	.9%

Gender Composition[3]:
Male ♂ 49.4%
Female ♀ 50.6%

Median Household Income[3]: $48,157
Number of Households[3]: 48,723
Median Age of Population[3]: 29.69

Unemployment Rates[4] as of August 2018:
(Not seasonally adjusted)
Killeen 4.1
Texas 3.9
United States 3.9

Public Works[1]:

City Maintained Paved Streets	572 mi
City Maintained Unpaved Streets	1.0 mi
State Maintained Paved Streets	73 mi
Curb & Gutter	920 mi
Signalized Intersections	98

City of Killeen Wastewater Systems[1]:

Sanitary sewer mains	597 mi
Sewer connections	47,975
Number of manholes	8,291
Bell Co. WCID #1 Treatment Plant Average permitted capacity: 38th St. Plant	18 mgd
Bell Co. WCID #1 Treatment Plant Average permitted capacity: South Plant	6 mgd

City of Killeen Water System[1]:

Average daily consumption	15.1 mgd
Rated daily capacity	32 mgd
Water mains	673 mi
Water connections	60,036
Storage capacity	41 mg

City of Killeen Drainage System[1]:

Storm water mains	127,677 linear ft
Inlets & outfalls	3,173 structures
Open channels & Bar ditches	144.3 mi
Drainage properties	93 tracts
Right of way mowing	192.1 mil

Elevation[1]: 890 feet above sea level

Killeen at a Glance Sources
[1]City of Killeen
[2]Bell County Tax Appraisal District
[3]U.S. Census Bureau-2010 Profile Data
[4]U.S. Bureau of Labor Statistics
[5]Greater Killeen Chamber of Commerce

KILLEEN AT A GLANCE

Top 10 Major Employers in Killeen Area[5]:	
Fort Hood (includes soldier and civilians)	48,585
KISD	6,000
Teleperformance	1,700
Central Texas College	1,487
City of Killeen	1,143
Metroplex Hospital	1,000
Seton Medical Center Harker Heights	425
Texas A&M Central Texas	260
Blackboard Student Services	238
City of Harker Heights	229

Area Universities/Colleges (name and location)

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

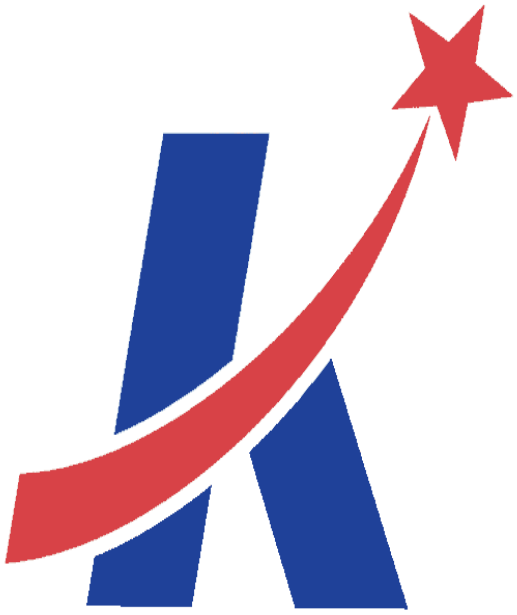
Killeen at a Glance Sources
[1]City of Killeen
[2]Bell County Tax Appraisal District
[3]U.S. Census Bureau-2010 Profile Data
[4]U.S. Bureau of Labor Statistics
[5]Greater Killeen Chamber of Commerce



Dedicated Service – Everyday, for Everyone!

FY 2019 Budget & Tax Calendar for City Council

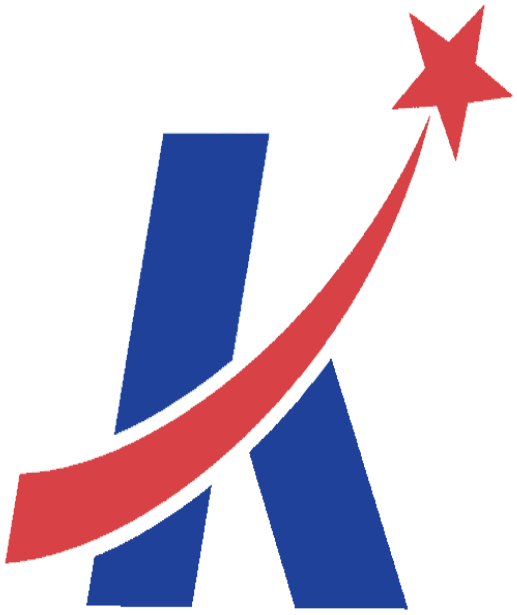
Date	Event
July 25th	• Deadline for Chief Appraiser to deliver Certified Tax Roll
August 7th	• City Council Workshop & Special City Council Meeting – Present Proposed Budget to Council • Budget Workshop 1 of 4 – Provide overview of FY 2019 Proposed Budget • Council announces public hearing on budget
August 8th	• File Budget with City Secretary
August 14th	• City Council Meeting and Special City Council Workshop to receive feedback following initial budget presentation • Budget Workshop 2 of 4 – General Fund Departments
August 21st	• Budget Workshop 3 of 4 – Follow-up to Budget Workshop #2; Aviation, Water & Sewer, Solid Waste, & Drainage Departments • Special City Council Meeting – o Set tax rate by taking record vote and scheduling public hearing (set date, time, and place of public hearing)
August 28th	• Special City Council Budget Workshop 4 of 4 – Follow-up to Budget Workshop #3; Community Partners (Bell County Health District; HOP, KVI, Bell County Communications Center, & KEDC/Chamber). Receive feedback on Community Partners from City Council.
September 1 – 7	• City Manager – Citizen Engagement
September 4th	• Special City Council Meeting – o Budget public hearing 1 of 2 (2, if City Council requests changes) o Tax increase public hearing 1 of 2
September 11th	• City Council Meeting – o Budget public hearing 2 of 2 (2, if City Council requests changes) o Tax increase public hearing 2 of 2
September 18th	• Special City Council Meeting – Adoption of: o Budget o Approve employee authorizations o Fee increase approval o Ratify tax increase o Adopt I&S and M&O tax rates o Set tax rate



Dedicated Service – Everyday, for Everyone!



City Manager's Message



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN

September 19, 2018

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

It is my pleasure to submit the City of Killeen's Fiscal Year 2019 Annual Budget and Plan of Municipal Services. The City Council formally approved this document, which includes operating budgets and funding for the Capital Improvement Program on September 18, 2018. The budget establishes the framework the City will follow in providing for the delivery of services, facilities, and infrastructure to the citizens of Killeen.

This budget and plan of municipal services represents the combined efforts and input from citizens, City Council, and City staff. Essential components of our success are the confirmation of priorities by City Council and adherence to the City's mission. During the past year, each department has worked hard to create a business plan. Each plan has a clearly defined mission, mission elements, functions to support each element, along with goals and targets. This budget is in alignment with those department business plans.

In January, 2018, the City Council adopted the Financial Governance Policies document. This comprehensive set of financial policies provides parameters to be followed in the development of the budget. The proposed budget is being presented in compliance with all of those adopted policies.

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

There are five strategic issues that were considered in the development of the budget. The strategic issues include 1) adopting a balanced budget, 2) compensation equity, 3) the Texas Municipal Retirement System (TMRS), 4) deferred street maintenance, and 5) deferred building maintenance. Each of these strategic issues will have a significant service and financial impact on the City of Killeen's future. Below, they are further explained.

Balanced Budget

The City must strive to adopt a structurally balanced budget. It is becoming increasingly difficult to accomplish this in the General Fund. This is primarily due to the disproportionate impact the disabled veterans' exemption has on Killeen. In FY 2019, the total exempted value attributable to the disabled veterans' exemption is $706.9 million, which represents more than 11% of the City's net taxable value.

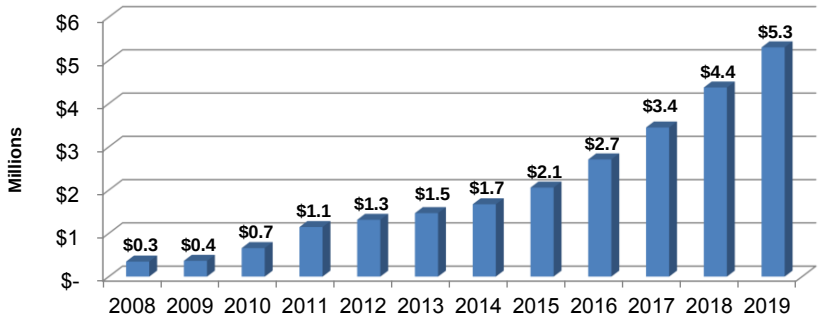


Figure 1: Revenue Loss from Disabled Veteran Exemptions

The associated revenue loss in property tax will reach $5.3 million in Fiscal Year 2019. This loss in revenue represents nine cents on the tax roll. Disabled veteran exemptions have grown on average more than 20% per year. The growth in exemptions is unsustainable and threatens Killeen's financial future. Figure 1 shows the loss of revenue due to exemptions since inception in 2008.

The impact of the exemption on Killeen's ad valorem tax revenue is twenty times the statewide average. Figure 2 projects the estimated shortfall in the City's ability to keep pace with projected inflation. The City's ability to continue to provide the same level of services to citizens is in jeopardy.

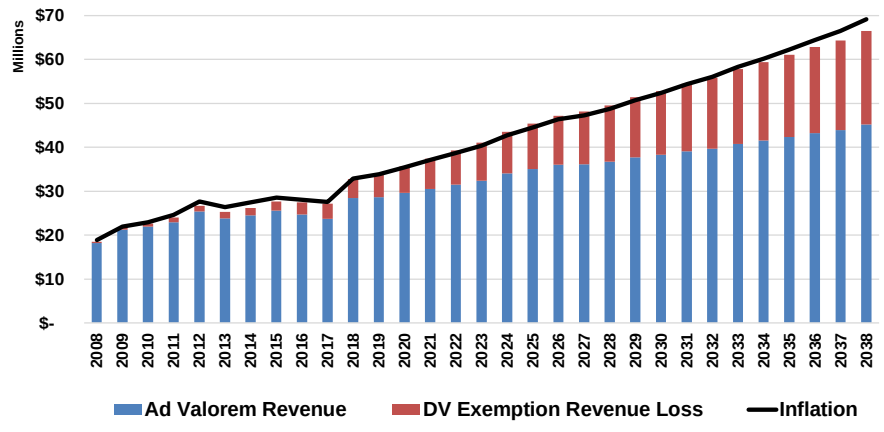


Figure 2: General Fund Revenue Compared to Inflation

Given current tax rates and other conditions, it is not practical to make up this disproportional impact through tax increases. The best solution is to solicit help from the state legislature so as to allow the entire State the privilege of supporting our disabled veterans.

Staff will recommend that this issue be our primary legislative priority for the 2019 legislative session.

Even with the significant challenges to our revenue stream, this operating budget is being presented as balanced wherein projected expenditures are equal to projected operating resources.

During the FY 2018 budget process, we clearly separated operating budgets from capital budgets. The FY 2019 capital budget is also balanced, using accumulated existing resources from fund balances and bond proceeds to accomplish specific projects in equal amounts.

Compensation Equity

Fair compensation of employees is one of the most important issues facing the City. The average classified employee is more than 13% below market and as high as 40% for specific classes of employees. Civil service employees are more than 7% below market. Closing the inequity in employee compensation will be challenging.

Compensation that is not competitive with the market place creates several significant problems. For example, the City's turnover rate is in excess of 19% for classified employees and 7% for civil service. This creates hidden costs for recruiting and training. It also makes us less efficient than we would otherwise be. Being able to recruit and retain a competent workforce is vital to our success. Plus, it is part of our ethical foundation to treat people fairly.

The estimated cost to bring all employees to market is more than $7 million. The FY 2019 Budget increases salaries citywide by 2.6%, which is the estimated inflation rate for next fiscal year. Although the increase will not move the City closer to market, it will at least prevent employees from losing more ground. The disparity in employee compensation must be addressed in order for the City to attract and retain a talented workforce.

Texas Municipal Retirement System (TMRS)

The Texas Municipal Retirement System permits municipalities to adopt plan changes on either an ad hoc or annually repeating basis. The ad hoc basis considers a shorter actuarial term for its contribution rate. The ad hoc for the City of Killeen is currently 11.15%. It is recalculated and, because by its very nature, retirement is a long-term commitment, it goes up every year.

On the other hand, the annually repeating basis is actuarially long-term. It more accurately reflects the realities of a retirement system. If the City contributed on this basis, the rate would be 20.12%, but in 2037 it would flatten out and in 2042, it would drop. Figure 3 clearly shows that the lowest long-term cost is to contribute on an annually repeating basis. However, to make that change would require an additional $4.4 million per year.

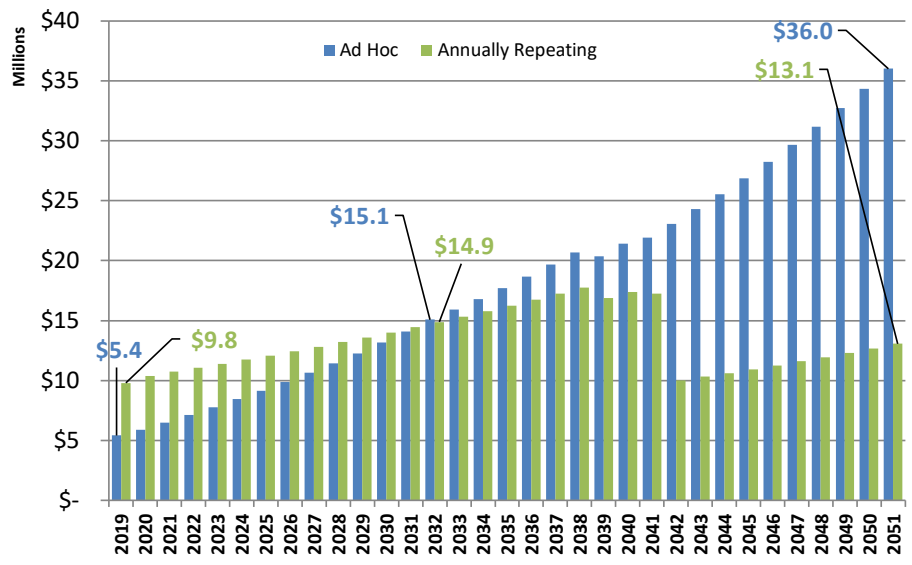


Figure 3: TMRS Contribution Comparison

Deferred Street Maintenance

A study performed in 2013 rated the City's street condition according to the Pavement Condition Index (PCI). The PCI rates the condition of street surfaces on a scale of 0 to 100, where 86-100 is Good; 71-85 Satisfactory; 51-70 Fair; and anything below is Poor. In 2013, the City's streets were rated 83.

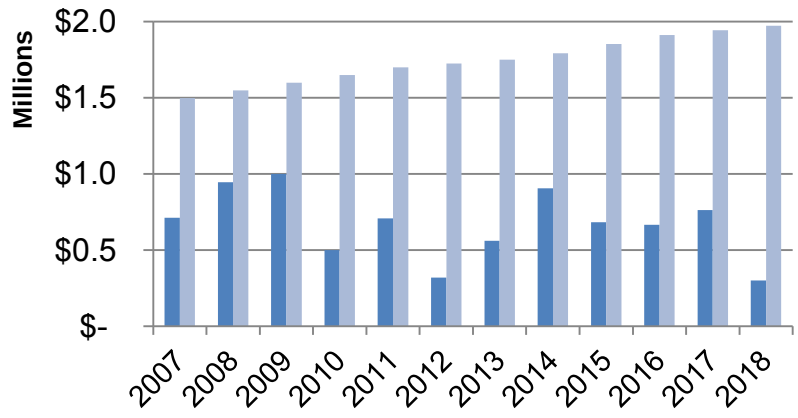


Figure 4: Street Maintenance Funding Level

The study recommended dedicated budgeting of $900 per lane mile. Figure 4 indicates what the recommended versus actual funding has been. When the streets are not properly maintained, they deteriorate at an exponential rate. The future cost of maintenance will be much higher than the current cost. In other words, the City is building deferred maintenance cost by not maintaining the streets now at the

recommended level. To fully fund street maintenance would require about $2 million per year more than has traditionally been budgeted.

Due to the City being unable to fund street maintenance at the recommended level, the City's streets are estimated to have downgraded to a rating of 74 in 2018. Without proper funding during Fiscal Year 2019, the streets PCI rating will further reduce to a rating of 71.

Deferred Building Maintenance

The final strategic issue concerns building maintenance. The City operates out of a total of 41 major facilities citywide. Over half of these facilities are 20 years of age or older. Although the City does a good job of custodial and minor maintenance, a total of $42 million of rehabilitation and/or general maintenance costs have been identified over the next ten years for major maintenance, such as roofs, parking lots, HVAC systems, etc. There is a lack of funding to address the total cost of doing major maintenance to the City's facilities. Deferred building maintenance contributes to the decline of facilities and creates higher costs for future years.

In the FY 2019 budget, the only issue that was even partially addressed is compensation equity. The budget contains funding for a 2.6% cost of living adjustment. While this will not advance us closer to the market, it should counter balance projected inflation and keep our position from getting worse. Further, that group of employees that are further from market average (about 40% below market) are being recommended for a 12% increase. Again, this will not totally correct the problem, but it is a step in the right direction.

Summary of Revenues and Expenditures

The combined operating revenue budget for FY 2019 totals $179.9 million, which is $1.6 million or 1% lower than the FY 2018 adopted budget. The operating revenue budget is lower than the FY 2018 adopted operating revenue budget due to a change in accounting for fleet purchases. Beginning in FY 2019, fleet purchases will be made out of a capital fund, instead of an operating fund, to continue the effort of clearly separating operating budgets from capital budgets. Adjusted for this change, the operating revenue budget for FY 2019 would be $3 million or 1.6% higher than the FY 2018 adopted budget.

There are no proposed changes to the property tax rate or user fee rates. The increase in revenue is primarily attributed to increases in ad valorem taxes due to higher

reappraisal valuations and new property value added, as well as projected population growth that will increase sales tax and utility revenues.

The budget as presented has a total combined operating expenditure budget of $181.5 million, which is a $1.3 million or 0.7% increase from the FY 2018 adopted budget. The increase in expenditures is primarily due to an allowance for an inflationary increase to operating budgets and addressing compensation equity.

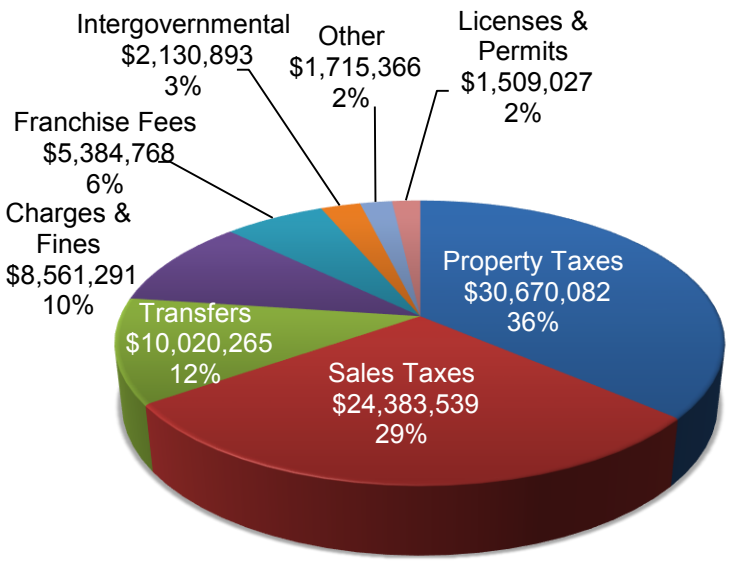
Operating expenditures are budgeted to be $1.6 million more than revenues. This is due to the use of fund balance in the Debt Service Fund and Aviation as shown in the chart below.

Fund	Revenues FY 2019	Expenditures FY 2019	Fund Balance FY 2019
General	$84,375,230	$84,375,230	$0
Water & Sewer	41,656,366	41,656,366	0
Solid Waste	18,768,780	18,768,780	0
Debt Service	14,116,274	15,866,274	(1,750,000)
Internal Service Funds	5,861,085	5,861,085	0
Special Revenue	7,708,338	7,394,667	313,671
Drainage	4,335,691	4,335,691	0
Aviation	3,034,539	3,219,124	(184,585)
Total	$179,856,303	$181,477,217	($1,620,914)

The citywide budget includes 1,281.5 full time equivalents (FTE), which is a slight decrease from the FY 2018 adopted budget. The ratio of employees to 1,000 residents continues a downward trend, declining from 8.7 in FY 2018 to 8.5 in FY 2019. For perspective, the ratio was 9.8 in FY 2008. This decline presents a growing challenge to provide the same level of services to our citizens. Even though there is a reduction in the number of FTEs per population, there will be no material service reductions.

General Fund

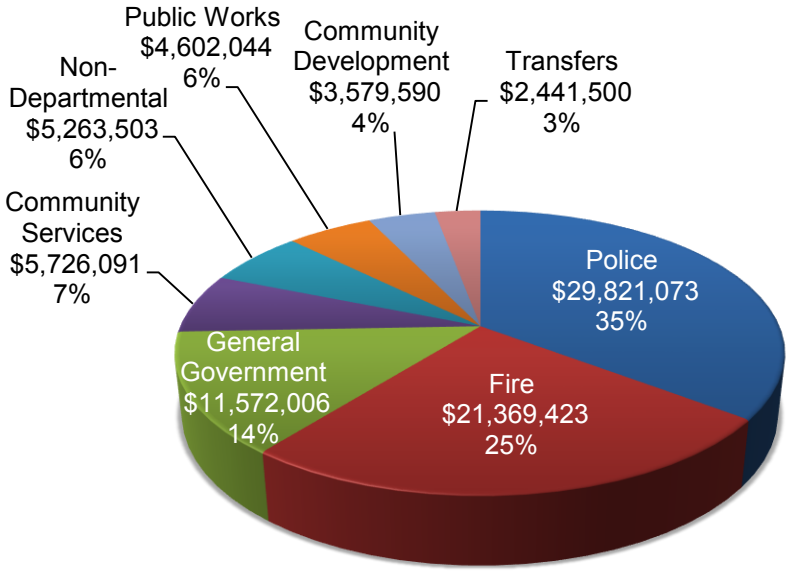
The General Fund is the general operating fund of the City. It accounts for all financial resources except those required to be accounted for in other funds. It is primarily supported by taxes. General Fund revenues are expected to total $84.4 million, a $2.2



Fiscal Year 2019 General Fund Revenues: $84,375,230

million or 2.7% increase over the FY 2018 adopted budget. The increase in revenue is attributable to increased property valuations, projected sales tax growth, and a shift in the tax rate from debt to operations due to the use of accumulated fund balance in the Debt Service Fund. The budget as proposed assumes the property tax rate will remain the same at 74.98¢ per $100 of property valuation.

General Fund expenditures for Fiscal Year 2019 are budgeted at $84.4 million, which is a $2.2 million or 2.7% increase over the FY 2018 adopted budget. This increase is primarily attributable to increasing operating budgets by the projected 2.6% increase in inflation. This increase will allow the departments to not lose ground in their ability to provide services, as well as prevent the compensation of City employees from losing further ground to the market.



Fiscal Year 2019 General Fund Expenditures: $84,375,230

Killeen experienced growth in assessed property valuation. According to the Bell County Appraisal District, the 2018 certified freeze adjusted taxable value for the City of Killeen is $5.56 billion. This represents a $63 million or 1.2% increase over the 2017 certified taxable value. There was a total of $130.7 million of new taxable value added to the roll. This increase in value was nearly erased due to the increase in the disabled veterans' exemption.

As previously mentioned, the loss of taxable value as a result of this exemption continues to be an area of concern. The taxable value of properties that qualify for the exemption increased $123.9 million or 21.3% from the 2017 to 2018 certified tax roll.

Utility Rates

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

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

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

The FY 2019 budget offers the citizens of Killeen a sound financial plan. As the City continues to grow, we must focus on our long-range financial planning to ensure the financial health and sustainability of Killeen. I want to thank the City Council, boards and commissions, citizens, and City staff for their time and effort through this point of the budget process and for their continued commitment to the success of our City.

Respectfully submitted,

Ronald L. Olson
City Manager



Strategic Plan



Dedicated Service – Everyday, for Everyone!



City of Killeen, Texas

Strategic Plan



Scott Cosper
Mayor

Elizabeth Blackstone
Mayor Pro Tem

Jonathan Okray
Councilmember At Large

Juan Rivera
Councilmember At Large

Glenn Morrison
City Manager

Wayne Gilmore
Councilmember District 1

Jose Segarra
Councilmember District 2

Terry Clark
Councilmember District 3

Steve Harris
Councilmember District 4

City Of Killeen Mission:

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

Our Vision for Killeen in 2030:

- The success center of Central Texas.

A community for:

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

Goal #1:
Quality Community Development and Revitalization

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



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

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



Goal #3:
Safety and Security

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



Goal #4:
Financial Stability



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

Goal #5:
Improved Efficient and Effective Transportation System



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

Goal #6:
Preserve and Promote a Positive City Image

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



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

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



Goal #8:
Targeted Economic Development



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

Goal #9:
Quality Educational Opportunities

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



Goal #10:
Sound Infrastructure



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

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



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

Goal #12:
Local and Central Texas Regional Leadership

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

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

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



2030 Strategic Plan
Adopted December 11, 2007

City of Killeen

www.killeentexas.gov | 501-7600



Budget Summary



Dedicated Service – Everyday, for Everyone!

Fund Structure

Governmental Fund Types

General Fund

General Government:
- City Council
- City Manager
- City Auditor
- Municipal Court
- Communications
- City Attorney
- Finance
- Human Resources
- Planning & Development

Public Safety:
- Police
- Fire

Community Development

Community Services

Public Works

Special Revenue Funds

- Hotel Occupancy Tax Fund
- Tax Increment Fund
- Teen Court Program
- Court Technology Fund
- Court Security Fee Fund
- Juvenile Case Manager Fund
- Child Safety Fund
- Cable System PEG Improvements Fund
- JLUS Grant Fund
- Parks Donations Fund
- Special Event Center Fountain Fund
- Library Memorial Fund
- Community Development Block Grant Fund
- HOME Program Fund
- Law Enforcement Grant Fund
- Police State Seizure Fund
- Police Federal Seizure Fund
- Photo Red Light Enforcement Fund
- Animal Control Donations Fund
- Police Donation Fund
- Emergency Management Fund
- Fire Department Special Revenue

Debt Service Fund

- Debt Service

Capital Project Funds

- Pass Thru Finance Construction
- 2011 Certificates of Obligation
- 2012 General Obligation Bonds
- Downtown Improvement Phase II
- 2014 Certificate of Obligation
- 2014 General Obligation Bonds
- Governmental Capital Projects (non-bonds)
- Golf Capital Projects
- Drainage Utility Fund Capital Projects
- 2013 Water & Sewer Improvement Bonds
- Water & Sewer Capital Projects
- Aviation Capital Projects Fund
- Aviation Airport Improvement Program (AIP) Grant
- Aviation Customer Facility Charge (CFC)
- Aviation DEAAG Grant
- Aviation Passenger Facility Charge (PFC)

Proprietary Fund Types

Enterprise Funds

Aviation Funds:
- Killeen-Fort Hood Regional Airport
- Skylark Field

Water & Sewer Fund

Solid Waste Fund

Drainage Utility Fund

Internal Service Funds

- Fleet Services
- Information Technology
- Risk Management



Dedicated Service – Everyday, for Everyone!

Budget Policy and Guidelines

I. ANNUAL BUDGET

A. FISCAL YEAR

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

B. BUDGET PROCESS

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

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

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

Budget Policy and Guidelines

C. BUDGET TIMELINE

Date	Event	Governing Source
January 31st	Last day for City Council to begin the review of the financial policies.	• City of Killeen Financial Policies IV(B) requires review to begin no later than the end of January.
July 25th	Certified tax roll received from Appraisal District.	• Property Tax Code 26.01(a) requires Chief Appraiser to submit certified roll by July 25th.
August 1st – August 16th	City Manager submits proposed budget to City Council. City Council sets the time and place of the public hearing on the budget.	• City of Killeen Financial Policies III(C) states City Manager will submit proposed budget after receipt of certified roll. • City Charter V(50) requires budget to be submitted to City Council not less than forty-five days prior to the beginning of fiscal year. • City Charter V(54) requires City Council to fix the time and place of a public hearing on the budget at the meeting it is submitted.
August 7th	Tax rates (rollback and effective rates) submitted to City Council.	• Property Tax Code 26.04(e) states rates must be submitted to City Council by August 7th or as soon thereafter as practicable.
August 7th – August 31st	City Council sets preliminary tax rate.	• Local Government Code 140.010(f) requires a notice to be published not later than the later of September 1st or the 30th day after the City receives the certified tax roll if the preliminary rate exceeds the lower of the effective or rollback rate.
September 1st – September 20th	Budget public hearing(s) held.	• Local Government Code 102.006(b) requires a public hearing to occur after the 15th day the proposed budget is filed with the municipal clerk. • City Charter V(54)&(55) requires a public hearing to be held on the budget. City Council may make changes to the proposed budget after the public hearing. If changes are made to the budget, a 2nd public hearing is required.
September 1st – September 20th	Tax rate public hearings held.	• Property Tax Code Section 26.05(d) requires two public hearings if tax rate exceeds the lower of the rollback or effective rate.
September 20th	Adopt the Budget. Set the tax rate.	• City Charter V(59) requires the budget to be adopted by September 20th or the budget as submitted by the City Manager is deemed to be adopted. • City of Killeen Financial Policies III(H)(2) states the City Council will adopt the tax rate by September 20th.

D. BUDGET PRESENTATION

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

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

E. BUDGET FILING

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

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

F. PUBLIC HEARINGS

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

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

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

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

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

G. BUDGET ADOPTION

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

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

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

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

H. REVENUE PROJECTIONS

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

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

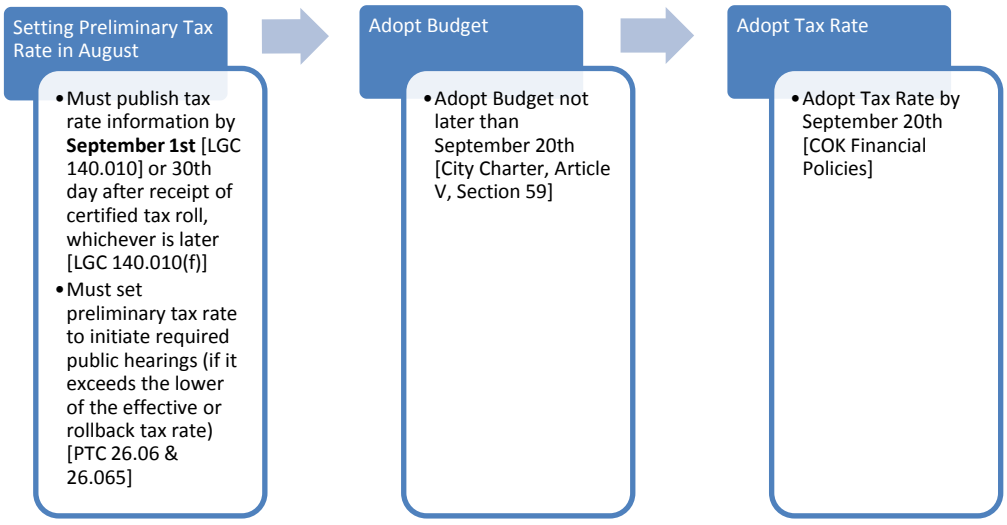
I. PROPERTY TAXES

1. TAX RATE TYPES

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

2. SETTING TAX RATE

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



3. PROPERTY TAX POLICIES

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

J. 20 YEAR FORECAST OF REVENUES AND EXPENDITURES

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

II. BASIS OF ACCOUNTING AND BUDGETING

A. CONFORMANCE TO ACCOUNTING PRINCIPLES AND RECOMMENDED PRACTICES

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

B. ORGANIZATION OF FUNDS AND ACCOUNTS

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

Governmental Fund Types –

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

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

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

Proprietary Fund Types –

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

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

C. BUDGET BASIS

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

D. ENCUMBRANCES

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

E. GASB STATEMENT 34

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

III. BUDGET ADMINISTRATION

A. LEVEL OF CONTROL

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

B. AMENDING THE BUDGET

Texas law provides for two types of expenditure budget amendments.

1. AMENDMENTS

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

2. TRANSFERS

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



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Budget Summary - All Funds
FY 2019

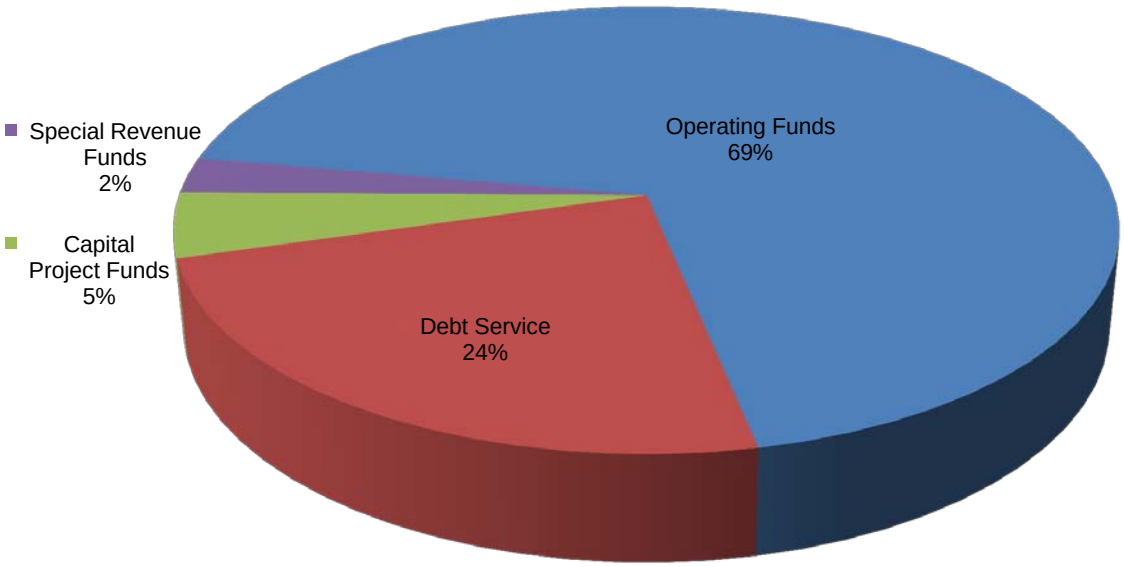
	Projected Beginning Fund Balance	FY 2019 Revenues	FY 2019 Expenditures	Change in Fund Balance	Projected Ending Fund Balance	Fund Balance Reserve
Operating Funds						
* General Fund	$ 21,241,538	$ 84,375,230	$ 84,375,230	$ -	$ 21,241,538	26.22%
* Aviation Fund - Killeen-Fort Hood Regional Airport	301,444	3,034,539	3,219,124	(184,585)	116,859	3.63%
* Solid Waste Fund	4,961,346	18,768,780	18,768,780	-	4,961,346	37.95%
* Water & Sewer Fund	11,312,688	41,656,366	41,656,366	-	11,312,688	27.16%
* Drainage Utility Fund	1,045,342	4,335,691	4,335,691	-	1,045,342	29.60%
* Internal Service Fund (FRP)	445,117	1,604,857	1,604,857	-	445,117	7.59%
* Internal Service Fund (Risk Management)	-	1,341,084	1,341,084	-	-	0.00%
* Internal Service Fund (Information Technology)	-	2,915,144	2,915,144	-	-	0.00%
Subtotal Operating Funds	39,307,475	158,031,691	158,216,276	(184,585)	39,122,890	24.73%
Debt Service Fund *	5,030,531	14,116,274	15,866,274	(1,750,000)	3,280,531	20.68%
Special Revenue Funds						
Law Enforcement Grant	3,981	570,051	570,051	-	3,981	
Police State Seizure	90,713	88,975	88,975	-	90,713	
Police Federal Seizure	355,703	352,380	352,380	-	355,703	
Emergency Management Fund	1,776	-	-	-	1,776	
Hotel Occupancy Tax	381,391	2,550,752	2,550,752	-	381,391	
KCCC Fountain	17,848	-	-	-	17,848	
Cablesystem PEG	704,978	76,332	76,332	-	704,978	
Library Memorial Fund	41,959	9,500	9,500	-	41,959	
Community Development Block Grant	(62,161)	1,614,476	1,614,476	-	(62,161)	
Senior Citizen Assistance Program	-	20,000	20,000	-	-	
Community Development - Home Program	112,958	1,073,826	1,073,826	-	112,958	
Tax Increment Fund	755,266	238,476	-	238,476	993,742	
Parks Donations	45,723	295,000	295,000	-	45,723	
Teen Court	7,640	1,777	2,320	(543)	7,097	
Court Technology Fund	85,897	52,523	83,007	(30,484)	55,413	
Court Security Fee Fund	153,040	41,513	39,524	1,989	155,029	
Court Juvenile Case Manager Fund	533,928	79,432	101,789	(22,357)	511,571	
Photo Red Light Enforcement Fund	7,945	-	-	-	7,945	
Fire Department Special Revenue	1,316	-	-	-	1,316	
Animal Control Donations Fund	103,486	185,122	199,739	(14,617)	88,869	
Child Safety Fund	263,064	35,000	33,500	1,500	264,564	
Police Department Donations Fund	220,861	159,680	233,496	(73,816)	147,045	
Wellness Non-Assessment	140,119	263,523	50,000	213,523	353,642	
Subtotal Special Revenue Funds	3,967,431	7,708,338	7,394,667	313,671	4,281,102	57.89%
Capital Projects Funds						
PTF 190/2410 Construction Fund	110,629	-	-	-	110,629	
PTF 195/201 Construction Fund	-	-	-	-	-	
2011 C/O Construction Fund	322,474	-	317,492	(317,492)	4,982	
2012 G/O Construction Fund	137,406	-	137,125	(137,125)	281	
Downtown Improvements	79,244	-	79,082	(79,082)	162	
2014 C/O Construction Fund	433,955	-	432,868	(432,868)	1,087	
2014 G/O Construction Fund	900,805	-	495,364	(495,364)	405,441	
Governmental Capital Projects	10,498,374	5,554,935	13,893,997	(8,339,062)	2,159,312	
Golf Capital Project Fund	51,694	67,093	67,093	-	51,694	
Rosewood Extension Grant	59,146	-	59,025	(59,025)	121	
Aviation AIP Grants	21,312	4,988,575	4,988,575	-	21,312	
Aviation Customer Facility Charge	2,193,543	171,854	1,000,000	(828,146)	1,365,397	
Aviation DEAAG	-	-	-	-	-	
Passenger Facility Charge Fund	622,803	661,500	661,500	-	622,803	
2013 Water & Sewer Improvement Bond	6,657,046	-	4,434,933	(4,434,933)	2,222,113	
W/S Capital Projects Fund	5,119,193	503,700	5,608,819	(5,105,119)	14,074	
Solid Waste Capital Project Fund	2,202,909	1,536,400	3,737,118	(2,200,718)	2,191	
2006 Drainage CO Bonds	1,064,963	-	300,061	(300,061)	764,902	
Drainage Utility Fund CIP	3,621,978	131,700	3,457,306	(3,325,606)	296,372	
Subtotal Capital Projects Funds	34,097,474	13,615,757	39,670,358	(26,054,601)	8,042,873	20.27%
Total All Funds	$ 82,402,911	$ 193,472,060	$ 221,147,575	$ (27,675,515)	$ 54,727,396	24.75%

CITY OF KILLEEN
Combined Annual Budget Summary
FY 2019

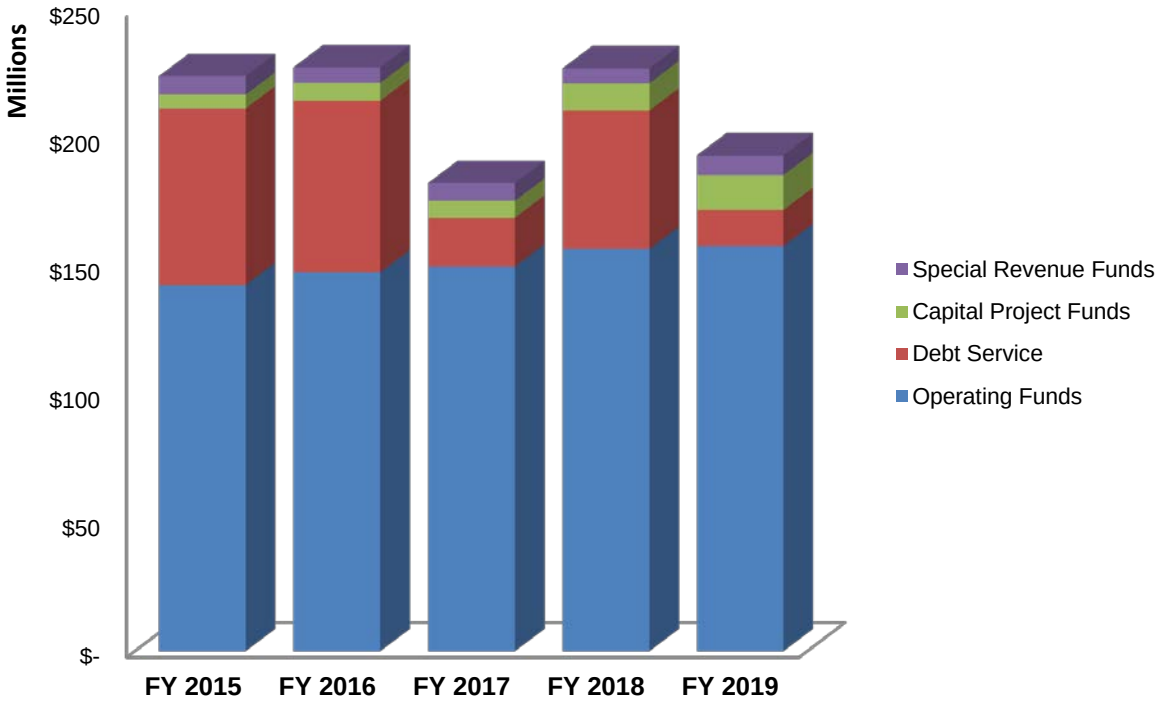
	FY 2017 Actuals	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget
Revenues				
General Fund	$ 79,337,926	$ 82,128,036	$ 80,290,791	$ 84,375,230
Aviation Funds	3,415,624	2,957,410	3,192,764	3,034,539
Solid Waste Fund	19,118,300	18,058,725	18,239,739	18,768,780
Water & Sewer Fund	42,747,332	40,924,938	40,356,284	41,656,366
Drainage Utility Fund	4,336,835	4,220,262	4,135,695	4,335,691
Internal Service Fund (FRP)	1,152,011	6,083,881	6,630,481	1,604,857
Internal Service Fund (Risk Management)	-	1,281,989	1,281,989	1,341,084
Internal Service Fund (Information Technology)	-	2,780,059	2,809,476	2,915,144
Debt Service Fund	19,003,299	16,417,853	54,038,410	14,116,274
Special Revenue Funds	6,917,586	5,695,634	5,887,071	7,708,338
Capital Projects Funds	6,594,022	10,056,493	10,625,493	13,615,757
Total Revenues	$182,622,935	$190,605,280	$227,488,193	$193,472,060
Operating Expenditures				
General Fund	74,709,897	77,028,512	72,267,411	80,789,495
Aviation Funds	3,041,670	3,083,597	2,914,467	3,219,124
Solid Waste Fund	16,336,509	15,410,678	14,335,034	16,472,762
Water & Sewer Fund	29,672,143	34,015,870	29,673,325	33,078,031
Drainage Utility Fund	2,601,356	3,027,573	2,669,654	3,658,600
Internal Service Fund (FRP)	1,412,816	1,490,716	1,445,605	1,604,857
Internal Service Fund (Risk Management)	-	1,281,989	1,204,913	1,341,084
Internal Service Fund (Information Technology)	-	2,526,076	2,505,121	2,630,144
Special Revenue Funds	5,142,296	4,524,949	5,188,413	6,477,257
Total Operating Expenditures	132,916,687	142,389,960	132,203,943	149,271,354
Debt Service				
Solid Waste Fund	295,268	719,643	719,643	759,618
Water & Sewer Fund	7,166,532	6,171,911	6,171,911	7,576,729
Drainage Utility Fund	541,341	541,341	541,341	545,391
Debt Service Fund	15,459,661	15,736,661	53,064,734	15,866,274
Special Revenue Funds	739,719	722,060	722,060	723,410
Total Debt Service	24,202,521	23,891,616	61,219,689	25,471,422
Non-Operating Expenditures				
General Fund	2,106,217	5,099,524	3,360,969	3,585,735
Aviation Funds	385,633	519,735	534,735	-
Solid Waste Fund	-	1,505,920	1,500,420	1,536,400
Water & Sewer Fund	571,803	1,629,527	1,631,001	1,001,606
Drainage Utility Fund	-	1,451,496	1,823,240	131,700
Internal Service Fund (FRP)	1,377,665	5,612,806	8,667,451	-
Internal Service Fund (Information Technology)	-	253,983	304,355	285,000
Special Revenue Funds	1,065,070	446,000	532,431	194,000
Capital Projects Funds	12,951,902	15,149,593	31,533,254	39,670,358
Total Non-Operating Expenditures	18,458,290	31,668,584	49,887,856	46,404,799
Total Expenditures	175,577,498	197,950,160	243,311,488	221,147,575
Net Change in Fund Balance	$ 7,045,436	$ (7,344,880)	$ (15,823,295)	$ (27,675,515)
Fund Balance, Beginning				82,402,911
Fund Balance, Ending				$ 54,727,396

All Funds

-Revenues by Fund FY 2019 Budget-

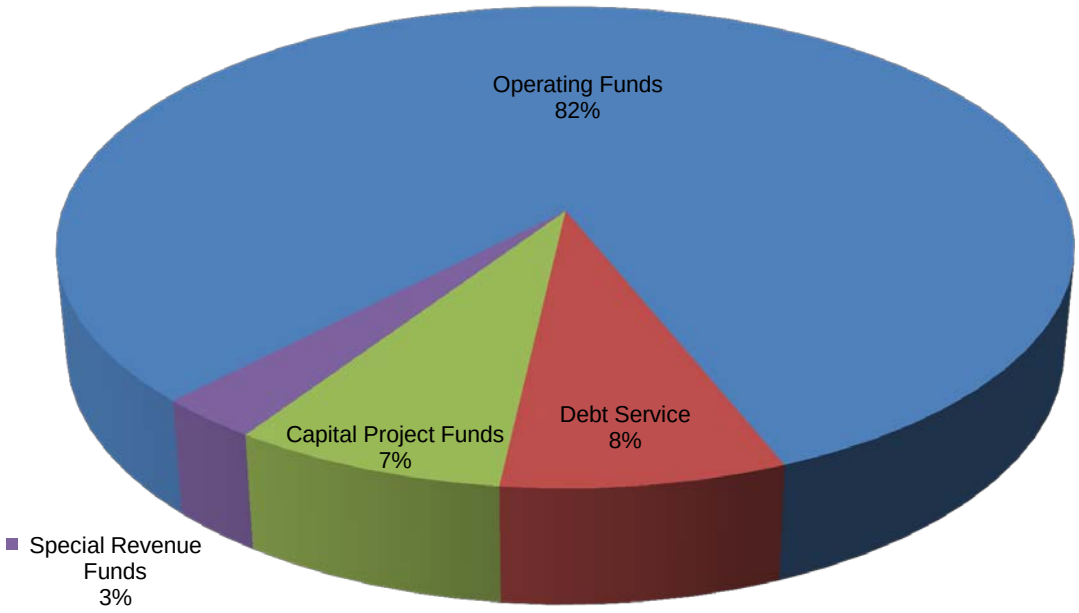


-Revenues by Fund Last Five Years-

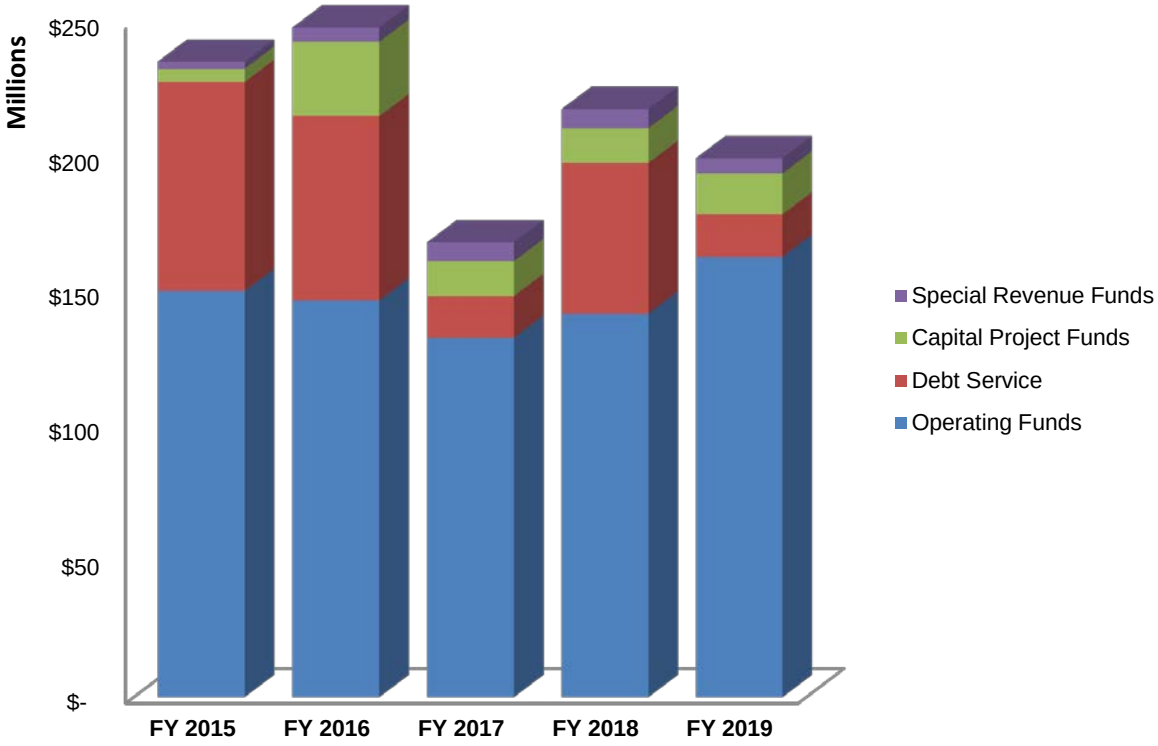


All Funds

-Expenditures by Fund FY 2019 Budget-



-Expenditures by Fund Last Five Years-





General Fund



Dedicated Service – Everyday, for Everyone!

GENERAL FUND



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

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



Dedicated Service – Everyday, for Everyone!

General Fund
Budget Summary
FY 2019

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Taxes						
Property Taxes	$ 23,728,512	$ 28,435,735	$ 27,974,953	$ 30,670,082	36.35%	7.86%
Sales Taxes	22,945,956	23,376,949	23,605,524	24,383,538	28.90%	4.31%
Franchise Taxes	5,279,080	5,341,797	5,305,350	5,384,768	6.38%	0.80%
Total Taxes	51,953,548	57,154,481	56,885,827	60,438,388	71.63%	5.75%
Charges for Services						
Licenses, Permits and Fees	1,525,455	1,548,257	1,534,471	1,509,027	1.79%	-2.53%
Court Fines and Fees	3,052,125	2,851,871	2,455,576	2,850,000	3.38%	-0.07%
Ambulance Service Fees	2,632,557	3,376,033	2,909,571	3,352,560	3.97%	-0.70%
Miscellaneous Police Receipts	26,899	33,795	25,201	43,493	0.05%	28.70%
Planning and Zoning Fees	53,420	46,953	48,174	47,892	0.06%	2.00%
Community Services	2,202,717	2,443,942	2,224,100	2,267,346	2.69%	-7.23%
Revenue Recovery Fees	3,325	2,976	-	-	0.00%	-100.00%
Total Charges for Services	9,496,498	10,303,827	9,197,093	10,070,318	11.94%	-2.27%
Other						
Investment Income	200,213	177,580	347,607	355,184	0.42%	100.01%
Contributions and Donations	5,110	-	-	-	0.00%	0.00%
Miscellaneous Revenues	1,035,427	1,136,765	1,068,475	1,168,781	1.39%	2.82%
Intergovernmental Revenues	5,016,515	3,965,295	3,414,682	2,130,893	2.53%	-46.26%
Lease Revenue	351,917	184,959	191,057	191,401	0.23%	3.48%
Total Other	6,609,182	5,464,599	5,021,821	3,846,259	4.56%	-29.61%
Transfers In	11,278,698	9,205,129	9,186,050	10,020,265	11.88%	8.86%
Total Revenues	$ 79,337,926	$ 82,128,036	$ 80,290,791	$ 84,375,230	100.00%	2.74%
Operating Expenditures						
General Government						
City Council	$ 52,936	$ 54,379	$ 59,641	$ 70,953	0.08%	30.48%
City Manager						
City Manager	499,183	459,670	446,755	458,431	0.54%	-0.27%
Assistant City Manager	132,483	202,852	206,460	221,123	0.26%	9.01%
Deputy City Manager	228,098	72,504	60,245	-	0.00%	-100.00%
City Auditor & Compliance Office	67,942	97,837	96,835	101,730	0.12%	3.98%
Total City Manager	927,706	832,863	810,295	781,284	0.93%	-6.19%
Municipal Court	931,057	952,783	874,699	1,040,416	1.23%	9.20%
Communications						
Communications	173,655	492,949	348,373	415,006	0.49%	-15.81%
Printing Services	204,772	165,843	181,029	167,527	0.20%	1.02%
Legislative Affairs	-	133,874	128,275	154,135	0.18%	15.13%
Total Communications	378,427	792,666	657,677	736,668	0.87%	-7.06%
City Attorney						
City Attorney	833,273	863,985	867,522	893,787	1.06%	3.45%
City Secretary	104,668	113,952	148,136	153,624	0.18%	34.81%
Total City Attorney	937,941	977,937	1,015,658	1,047,411	1.24%	7.10%

General Fund
Budget Summary (continued)
FY 2019

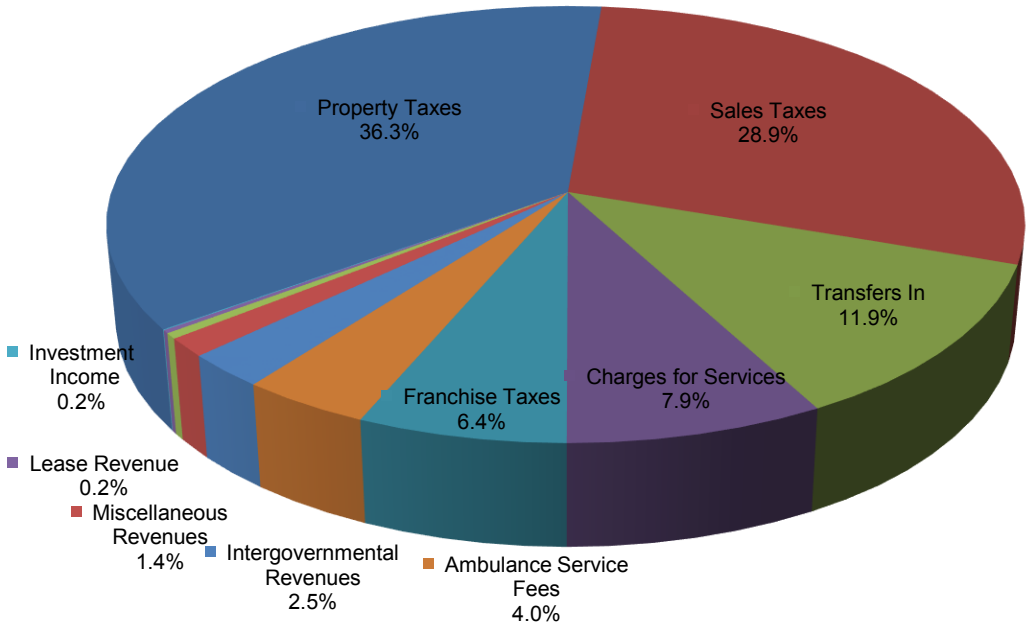
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Finance						
Finance	$ 1,543,198	$ 1,298,896	$ 1,191,433	$ 1,367,241	1.62%	5.26%
Purchasing	258,538	257,224	262,866	316,941	0.38%	23.22%
EMS Billing & Collections	136,703	-	-	-	0.00%	0.00%
Total Finance	1,938,439	1,556,120	1,454,299	1,684,182	2.00%	8.23%
Support Services	31,075	-	-	-	0.00%	0.00%
Human Resources	1,032,676	1,072,945	1,037,096	1,086,529	1.29%	1.27%
Information Technology	1,536,195	-	-	-	0.00%	0.00%
Planning & Development						
Planning & Development	496,298	721,731	649,398	750,282	0.89%	3.96%
Building & Inspection	850,301	887,005	839,085	903,103	1.07%	1.81%
Code Enforcement	729,652	800,034	717,134	825,732	0.98%	3.21%
Total Planning & Development	2,076,251	2,408,770	2,205,617	2,479,117	2.94%	2.92%
Non-Departmental						
Consolidated	501,556	722,279	1,081,223	2,194,625	2.60%	203.85%
Municipal Annex	45,273	52,468	38,013	53,832	0.06%	2.60%
City Hall	188,486	164,591	119,288	40,914	0.05%	-75.14%
Bell County Communication Center	865,548	1,469,885	1,469,885	1,478,732	1.75%	0.60%
Bell County Appraisal District	-	461,523	460,040	510,278	0.60%	10.56%
ISF - Equipment/Vehicles	-	672,798	672,798	718,969	0.85%	6.86%
ISF - Risk Management	-	781,808	781,808	817,847	0.97%	4.61%
ISF - Information Technology	-	1,039,263	1,055,827	1,099,887	1.30%	5.83%
Designated Funds	-	-	-	-	0.00%	0.00%
Electricity	-	-	-	-	0.00%	0.00%
Total Non-Departmental	1,600,863	5,364,615	5,678,882	6,915,084	8.20%	28.90%
Total General Government	11,443,566	14,013,078	13,793,864	15,841,644	18.78%	13.05%
Public Safety						
Police						
Police	28,056,296	28,201,335	25,257,876	28,972,790	34.34%	2.74%
Animal Services	799,860	839,245	706,265	851,365	1.01%	1.44%
Total Police	28,856,156	29,040,580	25,964,141	29,824,155	35.35%	2.70%
Fire						
Fire	21,071,672	20,677,908	20,070,298	21,238,172	25.17%	2.71%
Emergency Mgmt / Homeland Security	62,167	113,792	43,842	133,838	0.16%	17.62%
Total Fire	21,133,839	20,791,700	20,114,140	21,372,010	25.33%	2.79%
Total Public Safety	49,989,995	49,832,280	46,078,281	51,196,165	60.68%	2.74%
Public Works						
Public Works	9,074	11,451	25,362	15,099	0.02%	31.86%
Street Operations	4,203,522	4,232,079	3,766,777	4,389,254	5.20%	3.71%
Engineering	161,110	199,933	298,022	200,278	0.24%	0.17%
Total Public Works	4,373,706	4,443,463	4,090,161	4,604,631	5.46%	3.63%

General Fund
Budget Summary (continued)
FY 2019

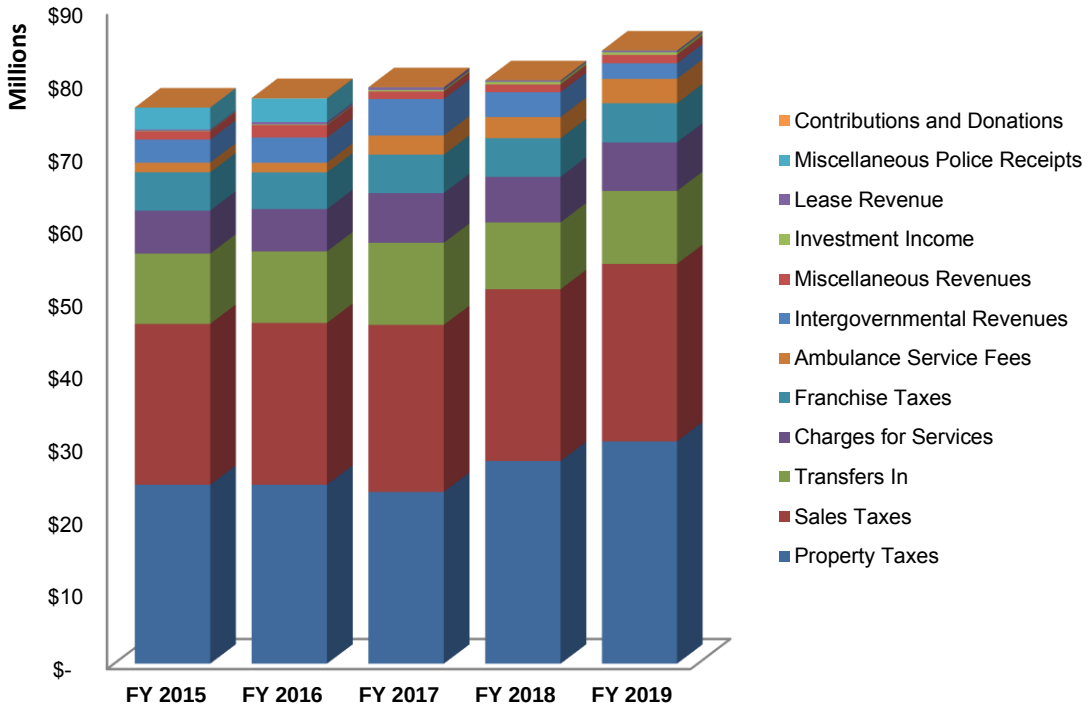
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Community Services						
Community Center Administration	$ -	$ 230,905	$ 212,770	$ 244,599	0.29%	5.93%
Community Center Operations	141,157	129,036	113,248	235,174	0.28%	82.25%
Senior Citizens	161,601	182,452	176,349	228,233	0.27%	25.09%
Parks	1,744,348	1,818,301	1,670,586	1,950,464	2.31%	7.27%
Lions Club Park Operations	778,564	472,071	403,644	547,379	0.65%	15.95%
Recreation	191,791	232,807	158,648	269,235	0.32%	15.65%
Athletics	293,145	325,689	328,070	345,342	0.41%	6.03%
Family Aquatics Center	455,409	451,792	455,107	454,826	0.54%	0.67%
Golf Course	1,451,161	1,240,000	1,207,058	1,095,319	1.30%	-11.67%
Cemetery	198,432	189,263	177,615	189,962	0.23%	0.37%
Volunteer Services	156,831	161,848	151,252	165,558	0.20%	2.29%
Total Community Services	5,572,439	5,434,164	5,054,347	5,726,091	6.79%	5.37%
Community Development						
Library	1,293,702	1,247,746	1,338,716	1,323,921	1.57%	6.11%
Killeen Arts and Activities Center	385,381	441,132	344,620	444,067	0.53%	0.67%
Community Development	151,187	144,317	143,289	146,490	0.17%	1.51%
HOME Program	30,728	-	-	-	0.00%	0.00%
Building Services	818,503	807,082	787,553	768,164	0.91%	-4.82%
Custodial Services	650,690	665,250	636,580	738,322	0.88%	10.98%
Total Community Development	3,330,191	3,305,527	3,250,758	3,420,964	4.05%	3.49%
Operating Transfers						
Transfers To Governmental CIP	-	-	-	-	0.00%	0.00%
Total Operating Transfers	-	-	-	-	0.00%	0.00%
Total Operating Expenditures	74,709,897	77,028,512	72,267,411	80,789,495	95.75%	4.88%
Non-Operating Expenditures						
Contributions						
KEDC/GKCC	362,527	362,527	362,527	362,527	0.43%	0.00%
Bell County Health District	308,293	331,368	331,368	331,368	0.39%	0.00%
Bell County Help Center Utilities	777	500	564	900	0.00%	80.00%
Elderly Transportation	19,674	50,000	50,000	50,000	0.06%	0.00%
Hill Country Transit (HOP)	195,981	120,850	120,850	120,850	0.14%	0.00%
Killeen Volunteer Inc	100,000	100,000	100,000	100,000	0.12%	0.00%
Total Contributions	987,252	965,245	965,309	965,645	1.14%	0.04%
Capital Outlay						
Buildings	-	-	-	-	0.00%	0.00%
Motor Vehicles	-	-	-	-	0.00%	0.00%
Machinery & Equipment	672,508	20,000	-	17,002	0.02%	-14.99%
Computer Equipment/Software	303,307	-	-	-	0.00%	0.00%
Book Collections	143,150	174,648	-	161,588	0.19%	-7.48%
Sound System	-	-	-	-	0.00%	0.00%
Canine	-	-	-	-	0.00%	0.00%
Total Capital Outlay	1,118,965	194,648	-	178,590	0.21%	-8.25%
Transfers Out						
Transfers to CIP	-	1,543,971	-	2,441,500	2.89%	58.13%
Transfers To Fleet Services	-	2,395,660	2,395,660	-	0.00%	-100.00%
Total Transfers Out	-	3,939,631	2,395,660	2,441,500	2.89%	-38.03%
Total Non-Operating Expenditures	2,106,217	5,099,524	3,360,969	3,585,735	4.25%	-29.68%
Total Expenditures	$ 76,816,114	$ 82,128,036	$ 75,628,380	$ 84,375,230	100.00%	2.74%
Net Change in Fund Balance	$ 2,521,812	$ -	$ 4,662,411	-		
Fund Balance, Beginning				21,241,538		
Fund Balance, Ending				$ 21,241,538		

General Fund

-Revenues by Source FY 2019 Budget-

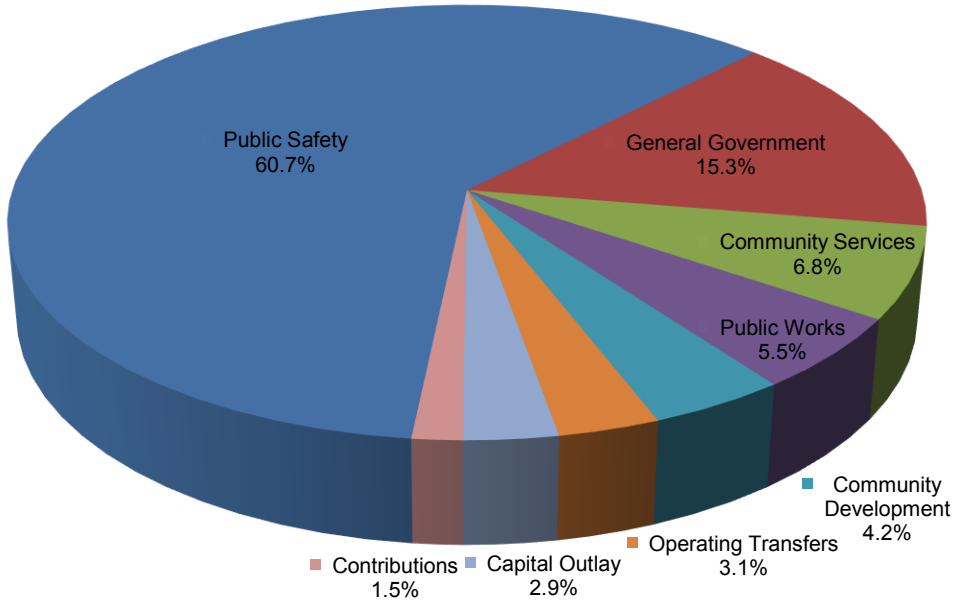


-Revenues by Source Last Five Years-

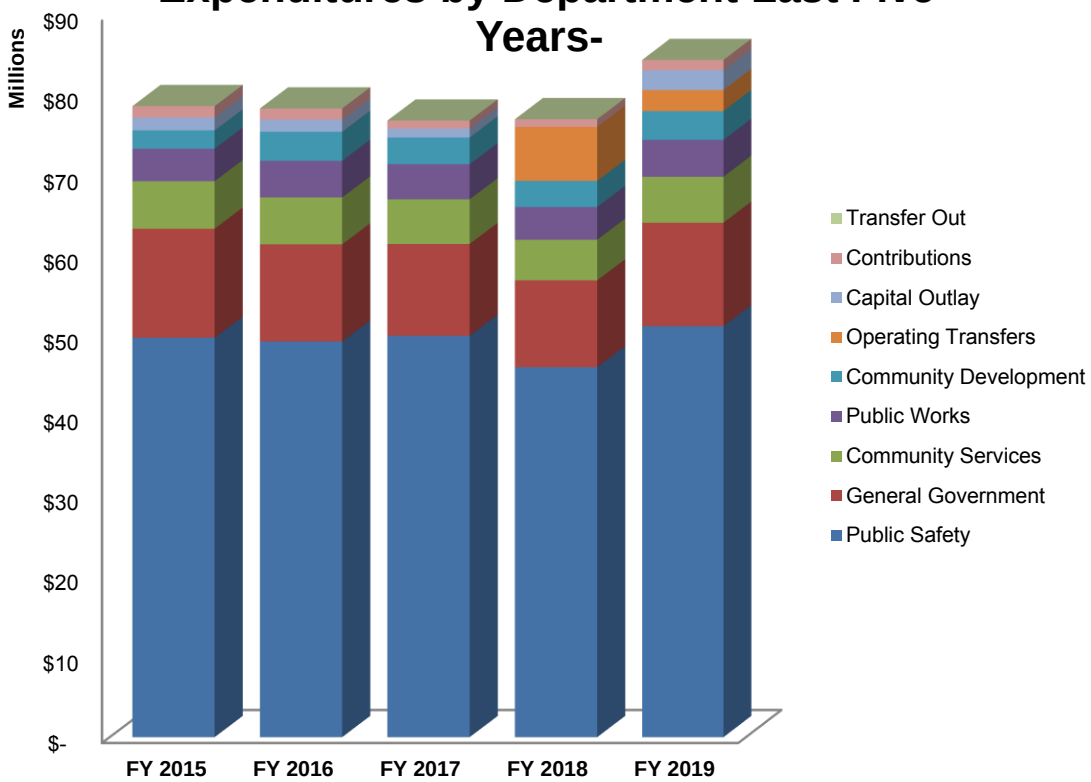


General Fund

-Expenditures by Department FY 2019-



-Expenditures by Department Last Five Years-



General Fund
Revenues
FY 2019

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget
Revenues				
Taxes				
Property Taxes				
Ad Valorem Taxes	$ 23,432,574	$ 27,695,079	$ 27,713,956	$ 30,366,020
Delinquent Ad Valorem Taxes	152,387	565,206	115,091	154,929
Delinquent Tax Penalties & Interest	143,551	175,450	145,906	149,133
Total Property Taxes	23,728,512	28,435,735	27,974,953	30,670,082
Sales Taxes				
Sales Tax	22,539,599	22,935,849	23,199,402	23,979,822
Mixed Beverage Tax	253,215	244,916	256,122	253,716
Bingo Tax	153,142	196,184	150,000	150,000
Total Sales Taxes	22,945,956	23,376,949	23,605,524	24,383,538
Franchise Taxes				
Cable Television Franchise Fees	1,131,565	1,111,795	1,169,785	1,149,347
Electric Franchise Fees	3,581,824	3,660,538	3,573,842	3,652,381
Gas Franchise Fees	308,258	305,992	342,248	339,732
Telephone Franchise Fees	254,733	260,147	217,071	240,347
Other	2,700	3,325	2,404	2,961
Total Franchise Taxes	5,279,080	5,341,797	5,305,350	5,384,768
Total Taxes	51,953,548	57,154,481	56,885,827	60,438,388
Licenses, Permits and Fees				
Alcohol Permits and Licenses	38,710	35,562	23,995	40,000
Animal Control Fees	89,037	97,073	67,052	90,651
Building Permits & Inspections	551,767	592,931	586,000	551,767
Building Plans Review Fees	147,146	134,565	164,602	135,911
Certificates of Occupancy	37,170	34,765	38,880	37,546
Code Enforcement - Abatement	185,827	189,191	166,397	168,380
Contractor License	81,610	80,730	76,760	76,694
Electrical Inspections/Permits	131,337	120,878	133,135	135,383
Fire Marshall Inspection	22,083	19,195	24,255	23,034
Food Handlers Permits	25,400	25,673	25,850	25,673
Infrastructure Inspection Fee	22,588	18,698	23,275	23,373
Inspection Fees	28,415	30,452	25,575	24,362
Mechanical Inspection Permits	43,393	39,007	50,487	46,808
Plumbing Inspections/Permits	100,767	107,597	108,786	109,202
Taxi Operators License	2,285	3,046	1,987	3,520
Trailer Court License/Permits	8,745	9,643	8,930	8,582
Other	9,175	9,251	8,505	8,141
Total Licenses, Permits and Fees	1,525,455	1,548,257	1,534,471	1,509,027
Fines				
Municipal Court Receipts	2,937,517	2,851,871	2,350,014	2,740,000
Court Tax Service Fees	106,873	-	103,760	110,000
Commercial Motor Vehicle Fine	7,735	-	1,802	-
Total Fines	3,052,125	2,851,871	2,455,576	2,850,000

General Fund
Revenues
FY 2019

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget
Charges for Services				
Ambulance Service Fee	2,632,557	3,376,033	2,909,571	3,352,560
Miscellaneous Police Receipts				
Miscellaneous Police Receipts	23,824	29,408	22,406	36,680
Police Background Checks	2,950	3,891	2,645	5,777
Police - False Alarm Fees	-	359	-	861
Police - 2nd Hand Deal Fees	125	137	150	175
Total Miscellaneous Police Receipts	26,899	33,795	25,201	43,493
Planning and Zoning Fees	53,420	46,953	48,174	47,892
Community Services				
Athletic Revenue	116,985	135,000	132,205	130,000
Cemetery Lots	55,070	52,891	45,905	53,824
Concession Stand	15,000	15,000	15,000	15,000
Facilities Revenue	47,267	55,000	33,115	32,000
Family Aquatics Center	316,346	367,304	347,659	357,000
Golf Course Receipts	1,043,385	1,195,967	1,072,026	1,095,319
Killeen Arts and Activities Center	60,385	78,518	57,413	59,136
Library Charges & Contributions	33,109	30,500	36,213	33,000
Recreation Center Memberships	402,406	400,000	372,536	375,000
Recreation Center Memberships - CRF	14,570	15,500	13,530	13,667
Recreation Revenues	29,566	25,000	31,225	30,000
Recreational Classes	3,248	1,622	995	1,800
Swimming Pool Receipts and Lessons	65,380	71,640	66,278	71,600
Total Community Services	2,202,717	2,443,942	2,224,100	2,267,346
Revenue Recovery Fees	3,325	2,976	-	-
Total Charges for Services	4,918,918	5,903,699	5,207,046	5,711,291
Interest and Other				
Interest	200,213	177,580	347,607	355,184
Contributions	5,110	-	-	-
ATM Lease	4,320	4,320	4,320	4,320
Bell County lease	48,211	-	3,878	-
Bring Everyone in Zone	6,327	12,359	-	-
Lease Revenue	18,625	-	8,137	12,359
Milburn Lease	103,777	-	-	-
Tower Leases	170,657	168,280	174,722	174,722
Total Interest and Other	557,240	362,539	538,664	546,585

General Fund
Revenues
FY 2019

	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget
Miscellaneous Revenues				
Central Texas Trauma Council	3,183	-	-	-
Credit Card Processing Fee	515,718	470,817	542,548	558,824
Curb and Street Cuts	1,738	1,474	11,253	1,391
Flex Spending Forfeitures	-	56,433	-	-
Insurance Proceeds	295,067	351,977	152,538	500,000
Miscellaneous Receipts	34,760	48,718	13,731	12,180
Open Records Fees	2,026	2,843	1,853	1,706
Other Rebates	16,976	16,976	41,860	16,976
Pcard Rebates	139,941	175,000	52,732	52,500
Restitution Tech Receipts	354	251	1,377	284
Sale of City Property	25,664	12,276	250,583	24,920
Total Miscellaneous Revenues	1,035,427	1,136,765	1,068,475	1,168,781
Intergovernmental Revenue				
Airport Security Reimbursement	150,785	77,555	29,051	77,555
FEMA Grant	572,231	-	-	-
EMPG Grant	23,565	45,647	28,719	45,647
Fire Academy	159,907	135,000	85,376	135,000
DHS-Safer Grant	2,217,180	1,499,070	1,242,794	-
TX Task Force	1,826	-	31,191	-
Police Grants	69,459	-	180,457	-
Police Dept Grant - COPS Grant	729,477	991,253	404,804	589,463
Joint Terrorism Task Force	5,327	2,000	10,194	4,311
LEOSE Grant	-	-	795	-
Safe Streets Task Force	3,291	-	1,801	3,353
Police Dept Grant - STEP Grant	114,604	100,000	15,865	-
Victims Crime Grant	25,950	-	-	-
Library State Grant	1,414	-	-	-
Miscellaneous Reimbursement	2,247	-	7,206	-
Election Reimbursements	12,230	-	35,000	35,000
Federal Grants	-	-	100,865	-
DV Exemption Reimbursement	902,952	1,090,700	1,216,494	1,216,494
TXDOT Annual Reimbursement	24,070	24,070	24,070	24,070
Total Intergovernmental Revenue	5,016,515	3,965,295	3,414,682	2,130,893
Transfers In	11,278,698	9,205,129	9,186,050	10,020,265
Total Revenues	**$ 79,337,926**	**$ 82,128,036**	**$ 80,290,791**	**$ 84,375,230**

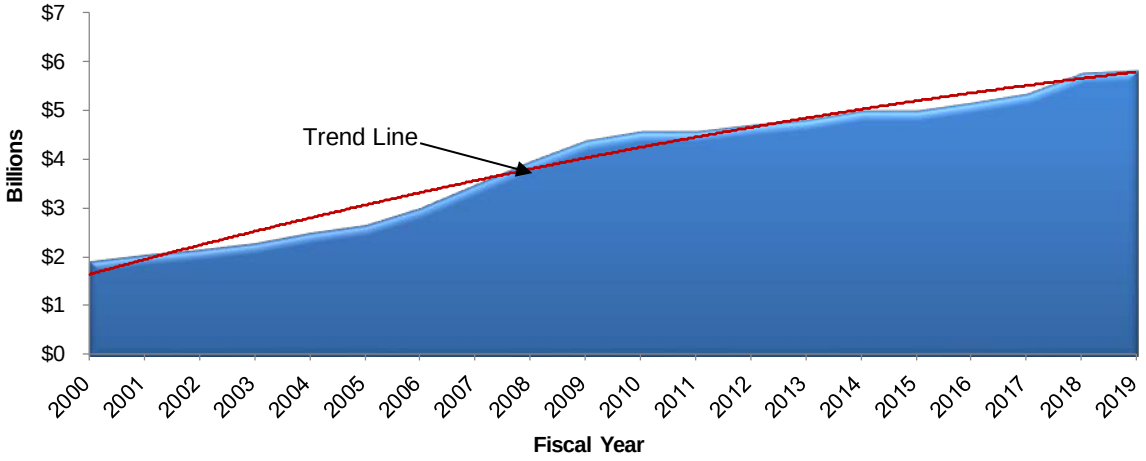
- GENERAL FUND REVENUES -
Revenue Assumptions

Current Ad Valorem Taxes	**$30,366,020**
Delinquent Ad Valorem Taxes	**154,929**
Penalty & Interest	**149,133**

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

The certified 2018 freeze adjusted taxable value less the Tax Increment Reinvestment Zone (TIRZ) value for taxation in FY 2019 per the Appraisal District is $5,540,563,126, an increase of $62,347,032 or 1.14% from the 2017 freeze adjusted taxable value (less TIRZ).

Growth in AV Tax Values

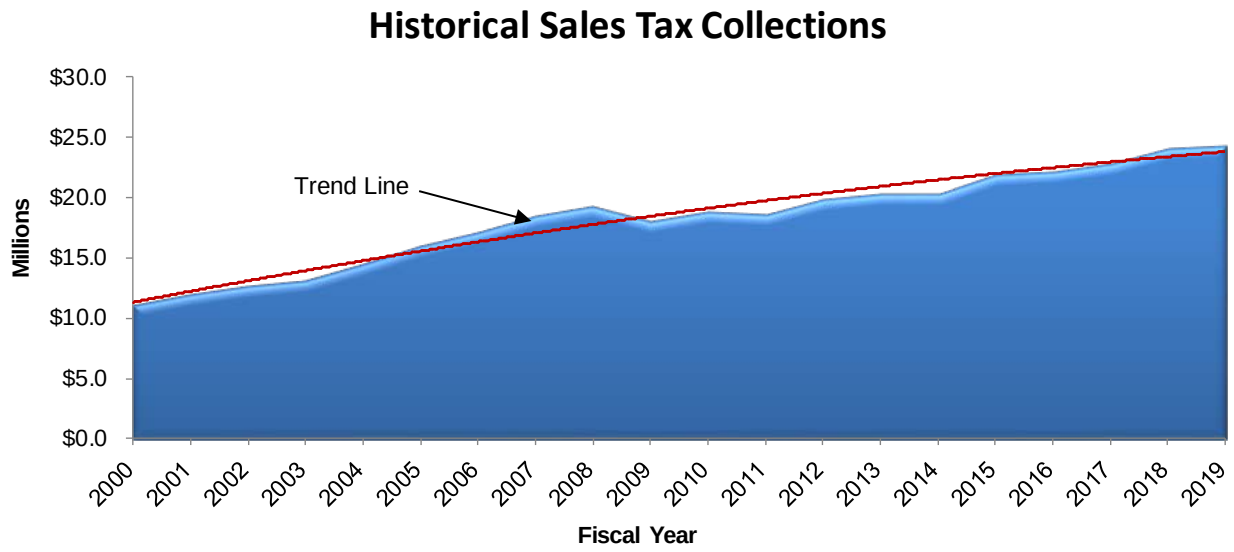


Current tax revenue in the General Fund is calculated using the maintenance and operations tax rate of $0.5353 per $100 of taxable value and a collection rate of 98%. Delinquent tax revenues, and penalty and interest are calculated as a percentage of the estimated delinquent taxes receivable at the beginning of the fiscal year.

Sales Tax	**$23,979,822**
Mixed Beverage Tax	**253,716**
Bingo Tax	**150,000**

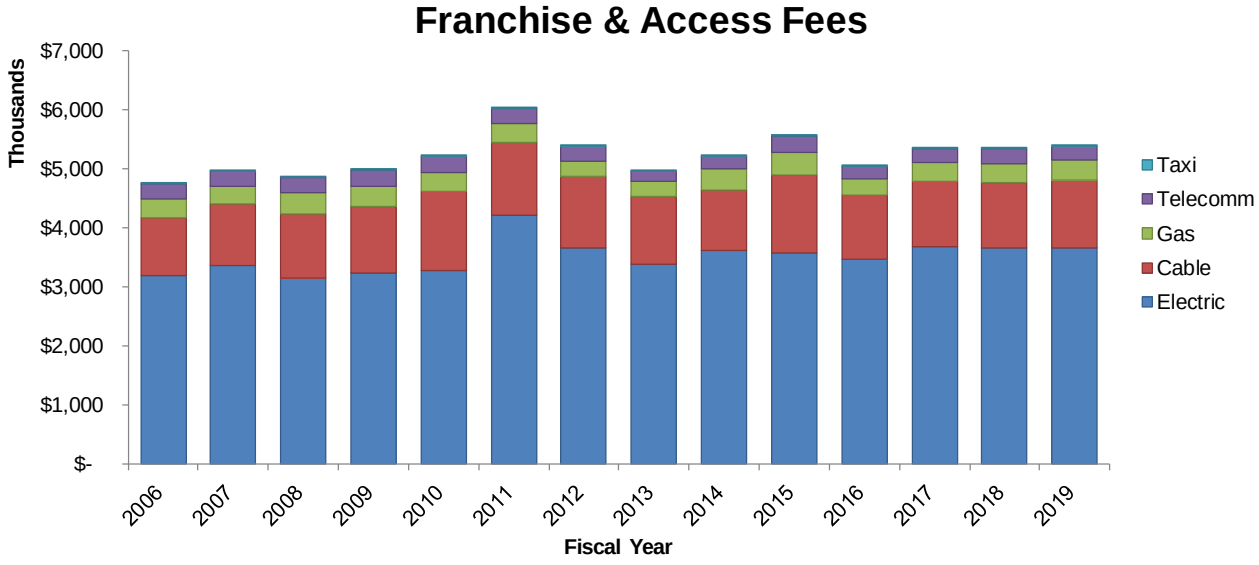
Sales tax revenues are derived from the local sales tax which is 1.5% of taxable sales within the City. Mixed beverage tax revenue is derived from a state revenue sharing program for city and county mixed beverage tax allocations. State statutes levy a tax of 14% on the gross receipts from the sales of mixed beverages in Texas. Each city is entitled to receive an allocation of 10.7143% of the taxes collected within the city on a quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of gross receipts from bingo games within the city. The state rebates 50% of the taxes to the city.

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



Electric Franchise	**$3,652,381**
Cablevision Franchise	**1,149,347**
Gas Franchise	**339,732**
Telecomm Line Access Fees	**240,347**
Taxi Franchise	**2,961**

Utility companies that use the City's streets and rights-of-way in the course of conducting their business pay fees to the City for that use. Franchise and access fees are paid by these companies as a percentage of gross receipts collected from their customers within the City of Killeen. FY 2019 revenues are projected using FY 2018 receipts as a benchmark.



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

Permits	**$916,974**
Inspections & Review	**206,680**
Code Enforcement Abatements	**168,380**
License	**126,342**
Animal Control Fees	**90,651**

Permits, Inspections and License revenue streams are elastic in nature and are directly related to the level of construction activity in the community. The Central Texas area has not experienced housing market difficulties as significantly as other areas of the country. Construction activity has continued, as evidenced by permit numbers and revenues. The FY 2019 budget is projected based on FY 2018 levels.

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

Animal Control Fees include adoption, redemption and other services. The average collection for the past three (3) years has been $82,770.

Municipal Court Fines	**$2,850,000**

Court fines and fees are levied by the Municipal Judge for violations of State laws and City ordinances. The State also levies fees on municipal fines, which are collected by the City and remitted to the State. The City is allowed to retain 10% of State fees as an administrative fee for collecting and processing the fees.

Court fines and fees are projected using multi-year trend analysis with ticket level and collection activity taken into account. FY 2019 revenues are projected to be steady at the FY 2018 budget levels.

Ambulance Revenues	**$3,352,560**

This revenue is dependent on the number of ambulance runs made each year. Ambulance revenue is projected using a multi-year trend analysis, with consideration given for the level of ambulance runs, collection activity, and rate changes. FY 2019 revenues are projected to be greater than the FY 2018 year-end projected levels.

Inter-fund Transfers	**$10,020,265**

Transfers from the Water and Sewer, Solid Waste, Aviation and Drainage Funds are for reimbursement of administrative costs and franchise fees. The FY 2019 Budget includes:

- Franchise fee transfers to the General Fund calculated as 9% of budgeted operating revenues. Franchise fees are paid from the Water and Sewer and Solid Waste funds.
- Reimbursement transfers to the General Fund for each fund's respective portion of administrative costs. Reimbursement transfers are paid from the Water and Sewer, Solid Waste, Aviation, and Drainage funds.

Interest Income **$355,184**

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

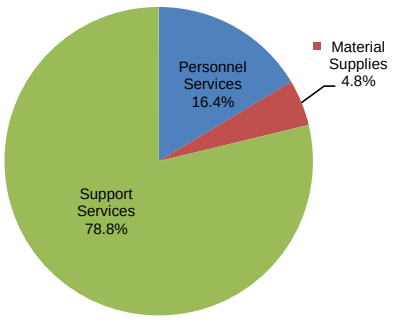
The projected interest earnings for FY 2019 are $355,184.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 40,972	$ 54,379	$ 61,079	$ 70,953
Total	$ 40,972	$ 54,379	$ 61,079	$ 70,953

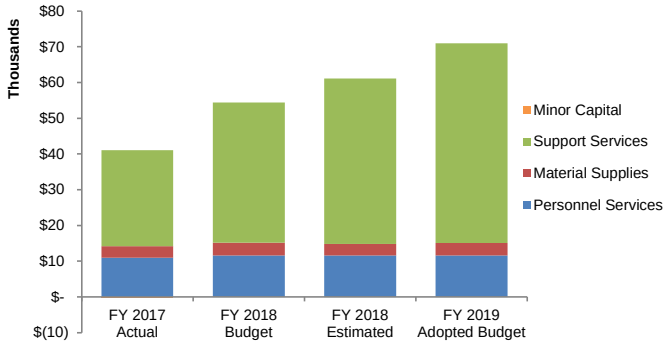
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 10,995	$ 11,642	$ 11,643	$ 11,643
Material Supplies	3,171	3,547	3,155	3,410
Support Services	26,863	39,190	46,281	55,900
Minor Capital	(57)	-	-	-
Total Expenditures	$ 40,972	$ 54,379	$ 61,079	$ 70,953

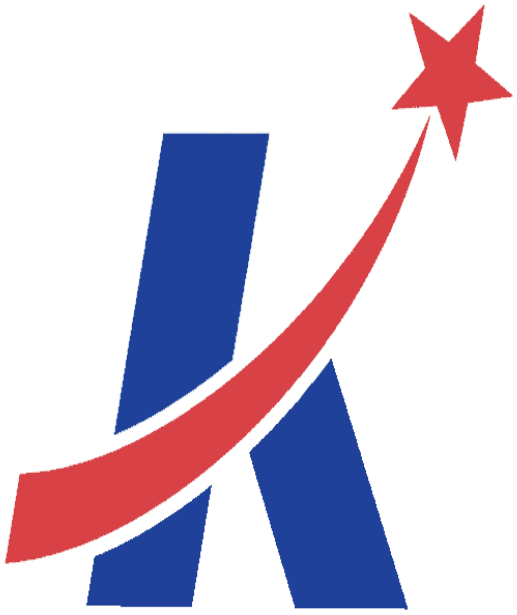
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Mayor	1.00	1.00	1.00
At Large	3.00	3.00	3.00
District #1	1.00	1.00	1.00
District #2	1.00	1.00	1.00
District #3	1.00	1.00	1.00
District #4	1.00	1.00	1.00
Total Staffing	8.00	8.00	8.00

Department Expenditures



Department Expenditure History





Dedicated Service – Everyday, for Everyone!

Description:

The City Manager department is comprised of two divisions:

1. City Manager 2. Assistant City Manager 3. Deputy City Manager [1]

[1] - Deputy City Manager division was unfunded during FY 2018

Mission:

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

Mission Elements:

- Provide leadership to the organization.
- Advise the City Council.
- Manage city operations.
- Intergovernmental and community engagement.

Goals:

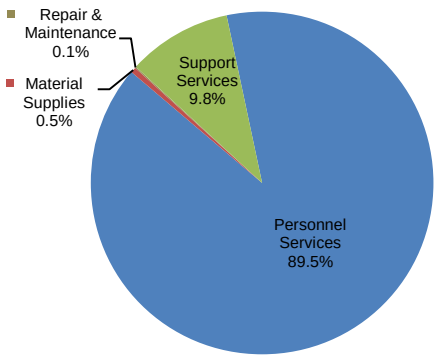
- Deliver a balanced FY 19/20 budget to City Council.
- Monitor and manage the City's financial condition.
- Advance the work on a draft comprehensive plan.
- Develop and execute FY 19 Business Plans.
- Create an Economic Development Policy.
- Shepherd the State Legislative lobbying efforts regarding property tax exemptions.
- Work on the major strategic issues:
    - Compensation Equity.
    - Retirement.
    - Deferred Street Maintenance.
    - Deferred Building Maintenance.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 696,745	$ 735,026	$ 710,818	$ 679,554
Total	$ 696,745	$ 735,026	$ 710,818	$ 679,554

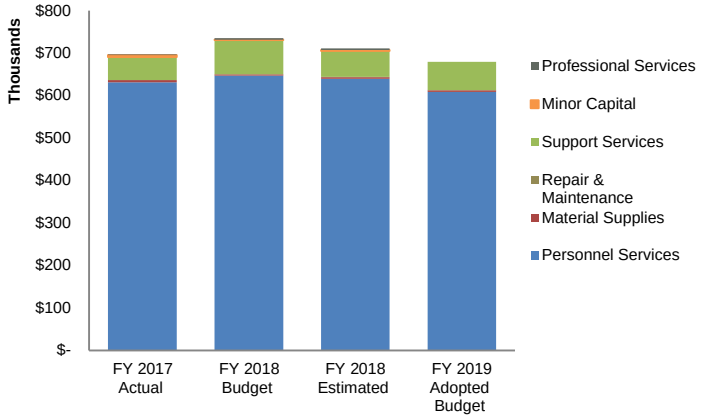
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 631,147	$ 646,592	$ 639,685	$ 608,429
Material Supplies	4,802	3,102	3,127	3,520
Repair & Maintenance	-	-	747	750
Support Services	54,945	80,682	61,525	66,855
Minor Capital	3,831	750	2,234	-
Professional Services	2,020	3,900	3,500	-
Total	$ 696,745	$ 735,026	$ 710,818	$ 679,554

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	5.00	3.34	3.00

Department Expenditures



Department Expenditure History

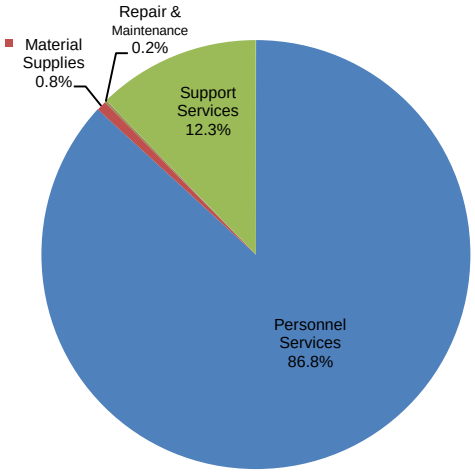


Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 336,164	$ 459,670	$ 444,529	$ 458,431
Total	$ 336,164	$ 459,670	$ 444,529	$ 458,431

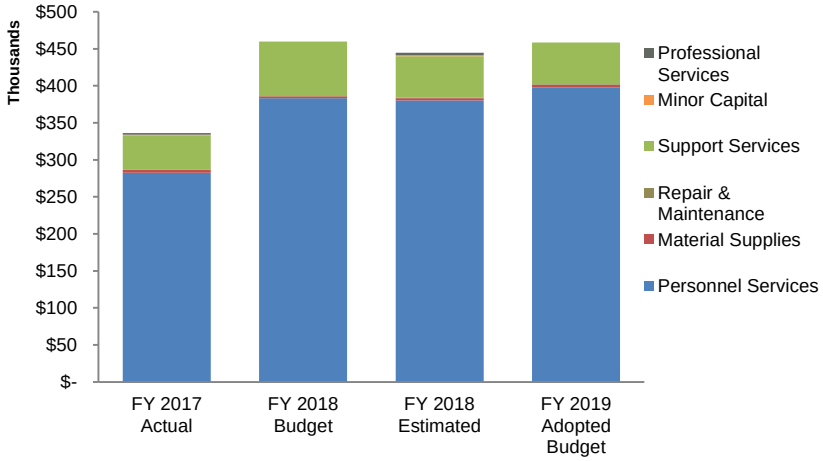
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 282,429	$ 383,465	$ 380,182	$ 397,986
Material Supplies	4,677	2,522	3,075	3,470
Repair & Maintenance	-	-	747	750
Support Services	45,896	73,683	56,025	56,225
Minor Capital	1,142	-	1,000	-
Professional Services	2,020	-	3,500	-
Total	$ 336,164	$ 459,670	$ 444,529	$ 458,431

	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Administrative Assistant II	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Total Staffing	2.00	2.00	2.00

Department Expenditures



Department Expenditure History

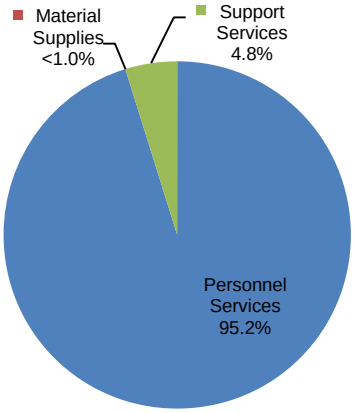


Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 132,483	$ 202,852	$ 207,017	$ 221,123
Total	$ 132,483	$ 202,852	$ 207,017	$ 221,123

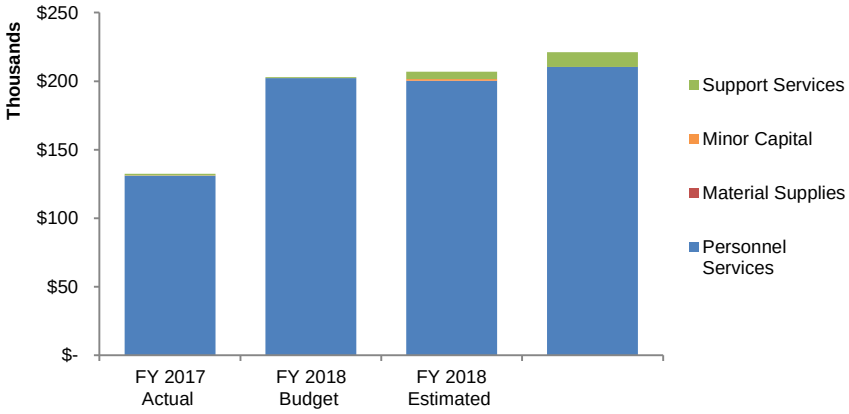
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 130,985	$ 202,225	$ 200,231	$ 210,443
Material Supplies	-	-	52	50
Support Services	1,352	627	5,500	10,630
Minor Capital	146	-	1,234	-
Total	$ 132,483	$ 202,852	$ 207,017	$ 221,123

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant City Manager	1.00	1.00	1.00
	1.00	1.00	1.00

Department Expenditures



Department Expenditure History

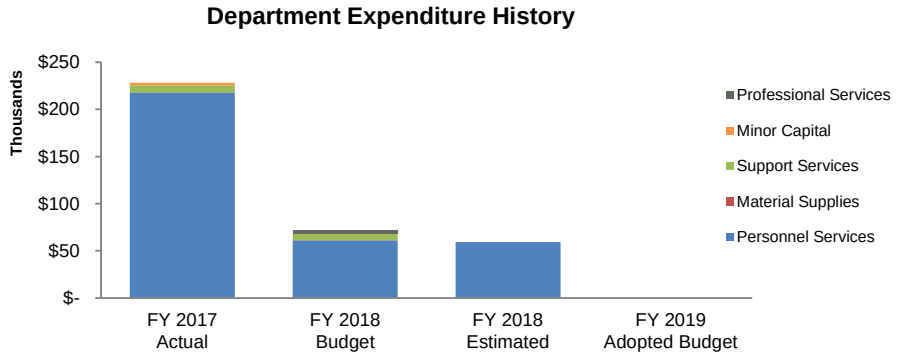


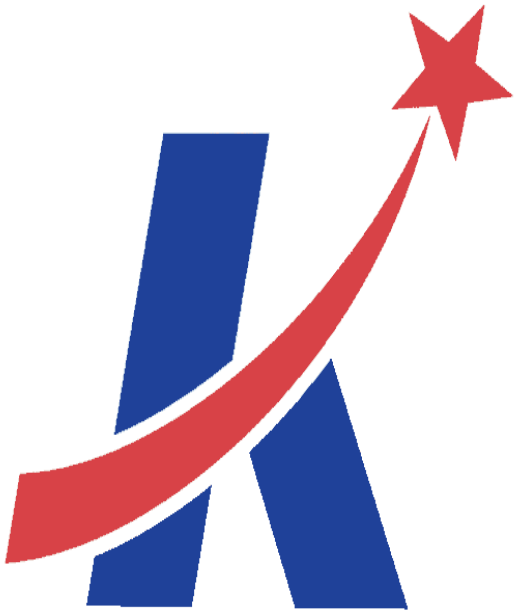
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 228,098	$ 72,504	$ 59,272	$ -
Total	$ 228,098	$ 72,504	$ 59,272	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 217,733	$ 60,902	$ 59,272	$ -
Material Supplies	125	580	-	-
Support Services	7,697	6,372	-	-
Minor Capital	2,543	750	-	-
Professional Services	-	3,900	-	-
Total	$ 228,098	$ 72,504	$ 59,272	$ -

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Administrative Assistant [1]	1.00	-	-
Deputy City Manager [1]	1.00	0.34	-
Total Staffing	2.00	0.34	-

[1] - Deputy City Manager division was unfunded during FY 2018





Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

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

Goals:

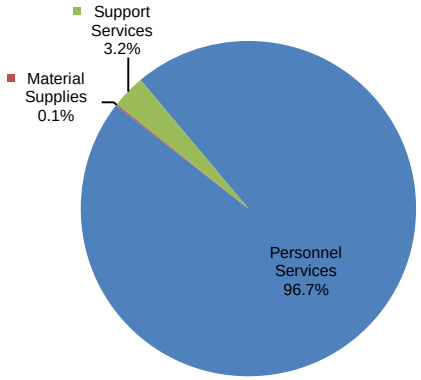
- The Audit Plan for Fiscal Year 2018/19 includes:
  - -Golf Course: Review of Opportunities for Enhanced Revenue.
  - -City's Planning and Funding Process for Vehicle Replacement.
  - -Ethics Survey.
  - -Submit updated Audit Plan to Audit Committee for discussion and approval.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 67,941	$ 97,837	$ 96,907	$ 101,730
Total	$ 67,941	$ 97,837	$ 96,907	$ 101,730

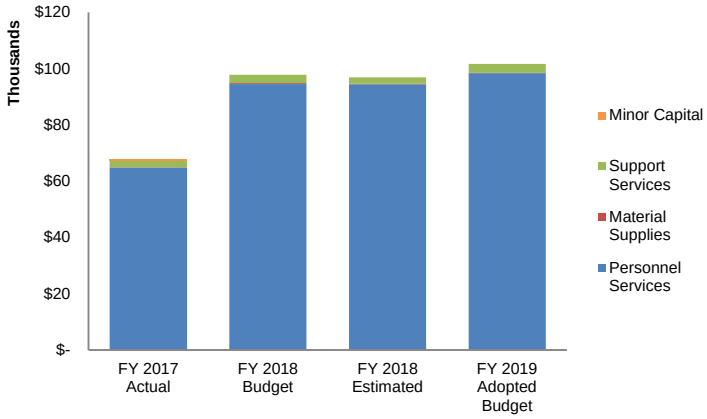
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 64,794	$ 94,537	$ 94,423	$ 98,328
Material Supplies	107	300	150	150
Support Services	2,546	3,000	2,334	3,252
Minor Capital	494	-	-	-
Total	$ 67,941	$ 97,837	$ 96,907	$ 101,730

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
City Auditor	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

Department Expenditures



Department Expenditure History



Mission:

The Municipal Court Department's mission is to provide a neutral, courteous, and fair forum for all class C misdemeanor offenses arising under Texas civil and criminal statutes and city ordinances and providing for the efficient and timely adjudication of court cases.

Mission Elements:

- Provide for the collection of fines, fees and court costs of adjudicated court cases.
- File and process citations, complaints, and all court orders.
- Provide for the service and enforcement of court orders.
- Ensure reliability and integrity of case files.
- Ensure access and fairness.

Goals:

- Identify backlog of delinquent cases and timely process compliance order's in an effort to increase the collection of fines, fees, and cost owed on adjudicated cases.
- Train and implement a team of clerks specifically to work on compliance of court orders.
- Identify court case records eligible for destruction.
- Implement outgoing automated call system.

Revenues Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Municipal Court Fines	$ 2,937,517	$ 2,851,871	$ 2,455,576	$ 2,740,000
Court Admin Fees	106,873	-	103,760	110,000
Commercial Motor Vehicle Fine	7,735	-	1,802	-
General Resources	(2,121,066)	(1,899,088)	(1,669,946)	(1,809,584)
Total	$ 931,059	$ 952,783	$ 891,192	$ 1,040,416

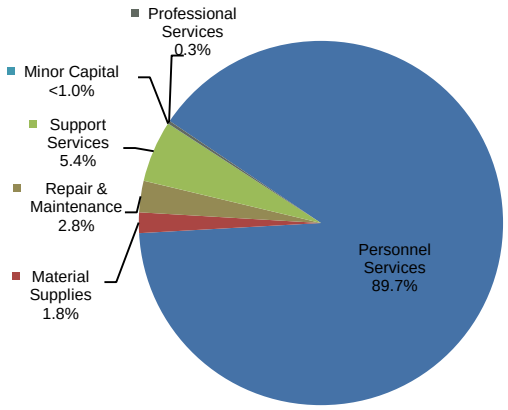
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 859,224	$ 869,564	$ 810,578	$ 932,942
Material Supplies	14,706	18,949	18,543	18,934
Repair & Maintenance	3,851	3,850	3,600	29,101
Support Services	52,398	57,730	55,699	56,599
Minor Capital	-	-	192	150
Professional Services	880	2,690	2,580	2,690
Total	$ 931,059	$ 952,783	$ 891,192	$ 1,040,416

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Clerk of the Court	1.00	1.00	1.00
Associate Municipal Judge	1.00	1.00	1.00
City Marshal	1.00	1.00	1.00
Collections Specialist	-	-	1.00
Compliance/Collections Enf. [1]	1.00	1.00	-
Compliance/Collections Manager [1]	1.00	0.34	-
Court Administrator [2]	1.00	1.00	-
Deputy City Marshal	2.00	1.34	1.00
Deputy Court Clerk [1]	10.00	9.00	-
Deputy Court Clerk I [1]	-	-	9.00
Deputy Court Clerk II [1]	-	-	1.00
Deputy Court Clerk III [1]	-	-	2.00
Executive Assistant	1.00	1.00	1.00
Executive Director of Municipal Court [2]	-	-	1.00
Presiding Municipal Judge	1.00	1.00	1.00
Senior Collections Clerk [1]	2.00	2.00	-
Total	22.00	19.68	20.00
Special Revenue Funds			
Bailiff	1.00	1.00	1.00
Juvenile Case Manager	2.00	2.00	2.00
Total Special Revenue Funds Staffing	3.00	3.00	3.00
Total Staffing	25.00	22.68	23.00

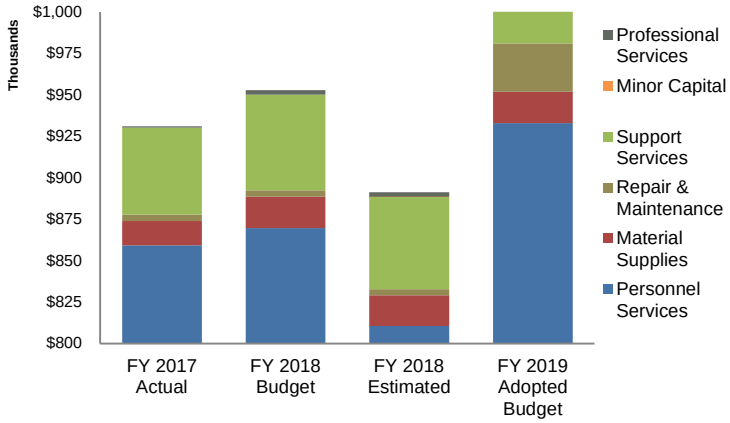
[1] - Position titles changed during FY 2018

[2] - Court Coordinator was reclassified to Executive Director of Municipal Court during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Provide for the collection of fines, fees and court cost for adjudicated court cases.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process payments for fines, fees, and costs.	7,565	32,000	30,000	30,000	33,215
Number of hours spent specifically on the collection of fines, fees and costs on adjudicated cases.	2,080	33,215	N/A	N/A	33,215
Process and forward delinquent cases to collections.	15	8,379	8,100	8,100	8,379
Process and forward delinquent cases to Department of Public Safety to flag driver's license to prevent renewal.	4	4,248	7,100	7,100	4,248
Review defendant financial information and process payment plans for qualifying defendants.	3,292	10,000	8,756	9,976	10,000

Mission Element 2: File and process citations, complaints and court orders.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process Code Enforcement violations.	653	1,000	900	1,086	923
Process Animal Services violations.	144	1,400	1,422	1,455	1,236
Process Police Department violations.	2,002	25,000	25,000	19,032	16,177
Process TAMU-CT violations.	10	123	75	123	104
Process Fire Department violations.	0	2	2	0	2
Process Failure to Appear/Violate Promise to appear violations.	606	2,500	2,572	2,748	3,032
Process driver's safety processed.	766	5,000	5,000	5,425	7,375
Process deferred dispositions.	827	2,670	2,670	3,054	6,486
Process credit for time served processed.	81	3,000	N/A	2,959	2,436
Process and mail delinquent defendant notices.	1,451	2,077	N/A	4,930	8,602
Process compliance dismissals.	43	700	N/A	545	641

Mission Element 3: Provide administrative support to judges and defendants.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process warrants and capias pro fines.	1,087	3,937	3,937	3,937	3,937
Warrants and capias pro fines cleared.	100	2,000	2,000	2,024	2,000
Process Code Enforcement search warrants.	25	500	500	617	500
Process felony/misdemeanor warrants.	8	120	100	124	120
Assist defendants and other members of the public at the defendant customer service windows and the telephone (other than payments, driver's safety, and deferrals)	333	5,000	N/A	N/A	5,000
Receive and log court documents via email.	124	4,000	N/A	N/A	4,000
Answer defendant correspondence via mail/email.	712	6,300	N/A	N/A	6,100
Outgoing mail processed.	125	12,000	N/A	N/A	12,276
Administrative assistance for court dockets.	2,115	12,000	11,659	11,659	16,503

Mission Element 4: Ensure reliability and integrity of the court.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review all court case files for accuracy.	5,540	60,000	N/A	59,332	76,000
Conduct quarterly staff training.	20	4	4	3	4
Attend approved continuing education hours required to maintain court clerk certification.	52	56	56	56	56

Mission Element 5: Ensure access and fairness.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process all open record requests.	343	352	N/A	352	352
Participate in Municipal Court week.	9	1/year	1	1	1
Conduct a jury survey after each jury trial.	6	12	N/A	2	12
Report statistical data to the Office of Court Administration by the 20th of every month.	12	12	12	12	12
Report convictions to the Department of Public Safety three times a month.	9	36	36	36	36

Description

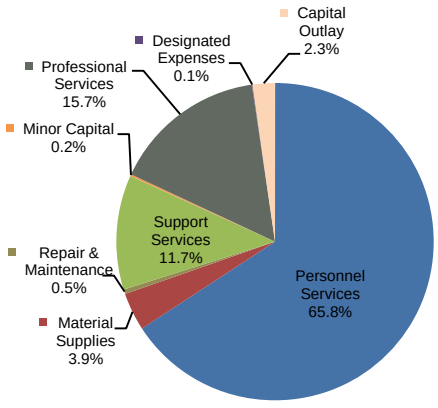
The Communications department is comprised of three divisions:
1. Communications 2. Printing Services 3. Legislative Affairs

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Reimbursement	$ 4,485	$ 5,980	$ 4,485	$ 5,980
General Resources	490,389	812,666	700,595	747,690
Total	$ 494,874	$ 818,646	$ 705,080	$ 753,670

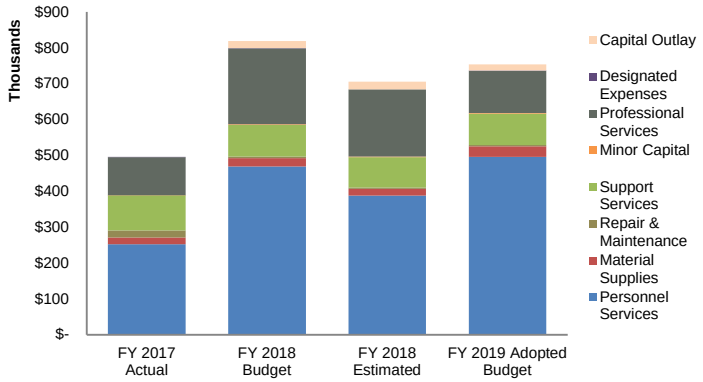
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 251,783	$ 468,783	$ 387,993	$ 495,829
Material Supplies	19,281	23,114	18,211	29,126
Repair & Maintenance	19,440	5,000	4,100	3,500
Support Services	98,023	87,683	84,650	87,953
Minor Capital	295	1,856	1,846	1,300
Professional Services	105,728	211,760	187,220	118,460
Designated Expenses	324	450	-	500
Capital Outlay	-	20,000	21,060	17,002
Total	$ 494,874	$ 818,646	$ 705,080	$ 753,670

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	7.00	7.00	7.00

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

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

Goals:

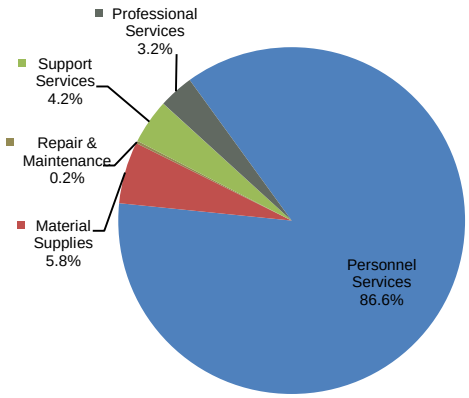
- Advance Strategic Communications Plan to increase departmental support.
- Launch the new website and use it to proactively communicate with the public.
- Relaunch Killeen Citizens Academy.
- Host two public engagement events.
- Expand video products to include additional meeting broadcasts.
- Create video production studio.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 173,654	$ 492,949	$ 386,086	$ 415,006
Total	$ 173,654	$ 492,949	$ 386,086	$ 415,006

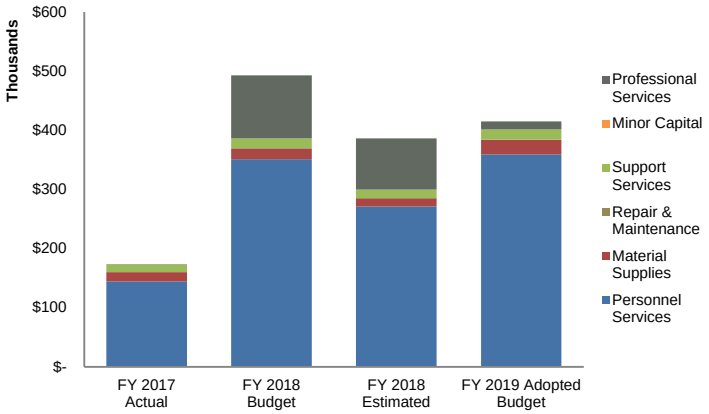
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 144,388	$ 350,858	$ 271,186	$ 359,382
Material Supplies	15,440	18,261	13,608	23,878
Repair & Maintenance	-	1,000	100	1,000
Support Services	13,076	16,070	14,532	17,286
Professional Services	750	106,760	86,660	13,460
Total	$ 173,654	$ 492,949	$ 386,086	$ 415,006

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Communications Manager [1]	-	-	1.00
Communications Specialist [1]	-	-	1.00
Community Engagement Coordinator [1]	0.70	1.00	-
Executive Assistant	0.60	1.00	1.00
Executive Director of Communications [2]	0.50	0.90	0.80
Government Channel Producer	-	1.00	1.00
Public Information Officer [1]	0.70	1.00	-
Total	2.50	4.90	4.80
Special Revenue Fund			
Community Engagement Coordinator	0.30	-	-
Executive Assistant	0.40	-	-
Executive Director of Communications	0.50	-	-
Government Channel Producer	1.00	-	-
Public Information Officer	0.30	-	-
Total Special Revenue Fund Staffing	2.50	-	-
Total Staffing	5.00	4.90	4.80

Department Expenditures



Department Expenditure History



Mission Element 1: Disseminate information to external audiences.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain website daily.	962	365	N/A	365	365
Produce City Insight.	72	3	3	2	3
Create and distribute annual report.	52	1	1	1	1
Produce City Council meetings.	718	48	24	33	48
Attract web hits annually.	N/A	1 million	1 million	881,325	1 million
Maintain social media daily.	548	365	365	365	365
Create Facebook posts.	624	>250	300	312	>250
Grow Facebook audience annually.	N/A	>10%	12%	13%	>10%
Create program videos.	480	>12	>12	14	18
Produce Good News Killeen.	390	26	26	25	22
Produce Mayoral correspondence.	416	100	N/A	105	100
Produce flyers/posters/graphics.	452	>50	>50	122	>50
Strategic project support.	820	12	N/A	18	15
Organizational advancement.	580	12	N/A	18	12
Administrative tasks.	1,270	N/A	N/A	N/A	N/A

Mission Element 2: Disseminate information to internal audiences.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Produce issues of City Beat.	120	12	12	2	12
Distribute all employee emails.	64	50	N/A	66	50
Produce training videos.	52	4	4	4	4
Employee of the Month Awards.	48	12	12	12	12
Team Spirit Awards.	48	12	12	1	12
Produce phone guide.	50	1	N/A	1	1
Provide Communications support to departments.	1,178	N/A	N/A	N/A	N/A

Mission Element 3: Support media relations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Issue news releases.	648	200	200	196	200
Return of news stories to news releases.	N/A	>1.25	>1.25	1.22	1.25
Number of media requests received.	N/A	N/A	N/A	N/A	N/A
Respond to media requests within 24 hours.	392	90%	N/A	N/A	90%

Mission:

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

Mission Elements:

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

Goals:

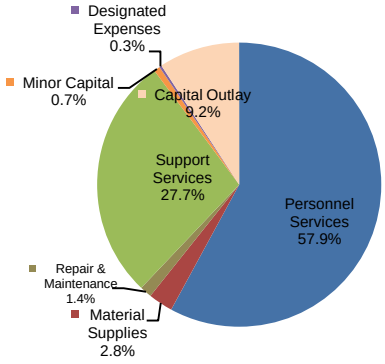
- Evaluate pricing structure and propose/implement changes.
- Implement print review process and performance standards.
- Explore additional services to be offered.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 204,772	$ 185,843	$ 185,697	$ 184,529
Total	$ 204,772	$ 185,843	$ 185,697	$ 184,529

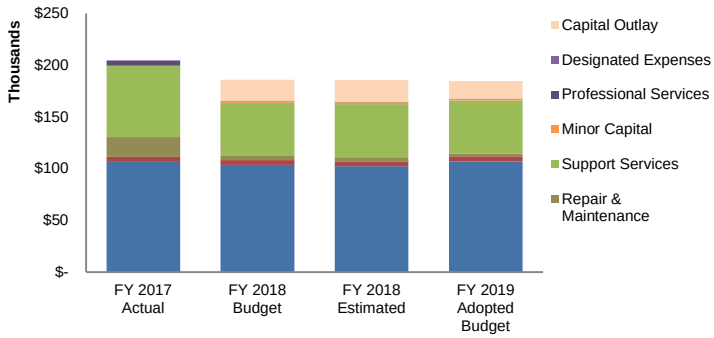
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 107,395	$ 103,651	$ 102,545	$ 106,912
Material Supplies	3,841	4,753	4,553	5,148
Repair & Maintenance	19,440	4,000	4,000	2,500
Support Services	68,498	51,133	51,133	51,167
Minor Capital	295	1,856	1,846	1,300
Professional Services	4,979	-	560	-
Designated Expenses	324	450	-	500
Capital Outlay	-	20,000	21,060	17,002
Total	$ 204,772	$ 185,843	$ 185,697	$ 184,529

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Press Operator	1.00	1.00	1.00
Supervisor (Print Services)	1.00	1.00	1.00

Department Expenditures



Department Expenditure History



Mission Element 1: Print materials used by City departments.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process work orders.	405	900	900	856	900
Produce printed materials.	3,447	4,000,000	4,000,000	3,867,657	4,000,000
Work order completion time.	N/A	<10 days	<7 days	<5 days	<7 days
Customer satisfaction.	204	>95%	>95%	98%	>95%

Mission Element 2: Coordinate and manage contracted printing.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Outsource printing jobs.	104	4	5	4	4

Mission:

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

Mission Elements:

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

Goals:

- Develop state and federal legislative principles for Council adoption.
- Support interim state legislative efforts.
- Implement and support 86th Legislative Session strategies.
- Strengthen federal legislative efforts.

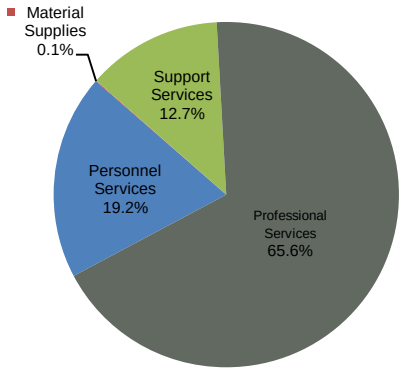
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Reimbursement	$ 4,485	$ 5,980	$ 4,485	$ 5,980
General Resources	111,963	133,874	128,812	148,155
Total	$ 116,448	$ 139,854	$ 133,297	$ 154,135

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 14,274	$ 14,262	$ 29,535
Material Supplies	-	100	50	100
Support Services	16,449	20,480	18,985	19,500
Professional Services	99,999	105,000	100,000	105,000
Total	$ 116,448	$ 139,854	$ 133,297	$ 154,135

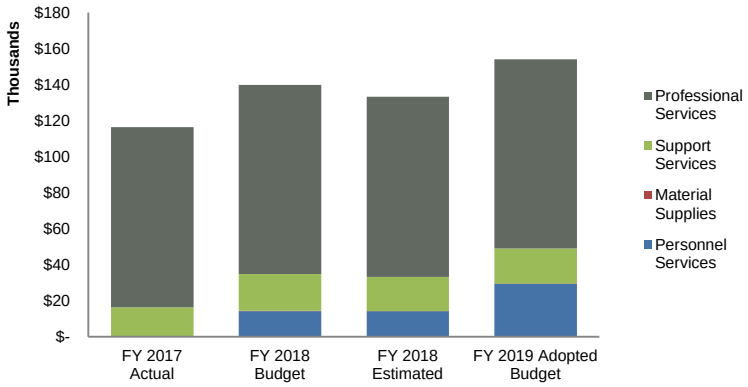
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Executive Director of Communications [1]	-	0.10	0.20
Total Staffing	-	0.10	0.20

[1] - Transferred 0.20 of position from Communications to Legislative Affairs Division

Department Expenditures



Department Expenditure History



Mission Element 1: Assist City Council in developing legislative principles.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Draft State Legislative Principles.	30	1	1	1	1
Draft Federal Legislative Principles.	10	1	1	1	1

Mission Element 2: Establish and maintain relationships with state and federal elected officials and agencies.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Update legislator and staff contact list annually.	2	1	1	1	1
Make annual local/regional offices visits.	24	100%	100%	100%	100%
Visit State Capitol offices as needed.	30	100%	100%	100%	100%
Make contact with all legislative offices at least quarterly.	8	100%	100%	100%	100%

Mission Element 3: Advocate the City's interests to state and federal legislators and agencies directly and through lobbyists.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide legislative principles and supporting documentation to all appropriate legislators.	8	100%	100%	100%	100%
Provide legislative principles and supporting documentation to lobbyist.	4	100%	100%	100%	100%
Attend Legislative Session.	200	100%	100%	100%	100%
Submit testimony at all applicable Texas interim and session hearings.	60	100%	100%	100%	100%
Submit comments on all applicable bills.	40	100%	100%	100%	100%

Description

The City Attorney department is comprised of two divisions:

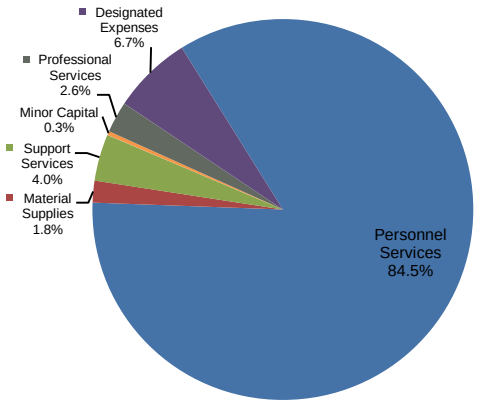
1. City Attorney 2. City Secretary

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Open Records Request Fees	$ 2,026	$ 2,843	$ 1,853	$ 1,706
Alcohol Permits	38,710	35,562	23,995	40,000
Taxi Cab Franchise Fees	2,700	3,325	2,404	2,961
School Election Reimbursement	12,230	-	35,000	35,000
General Resources	882,276	936,207	929,650	967,744
Total	$ 937,942	$ 977,937	$ 992,902	$ 1,047,411

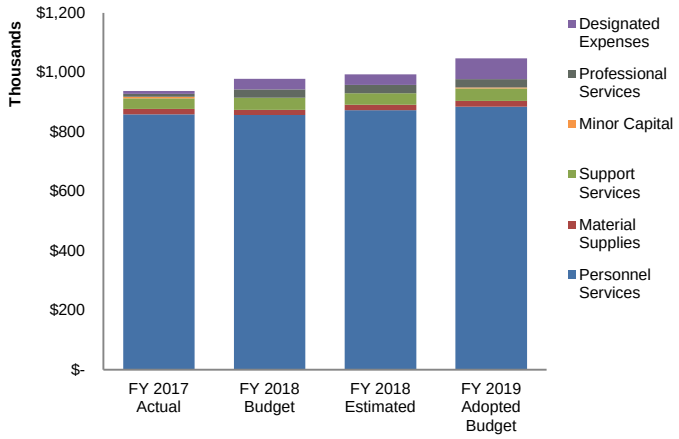
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 859,147	$ 856,498	$ 872,576	$ 884,719
Material Supplies	17,982	17,840	18,277	19,320
Support Services	35,640	40,680	38,796	41,676
Minor Capital	5,300	-	-	3,500
Professional Services	9,442	27,919	27,753	27,696
Designated Expenses	10,431	35,000	35,500	70,500
Total	$ 937,942	$ 977,937	$ 992,902	$ 1,047,411

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	8.00	8.00	8.00

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

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

Goals:

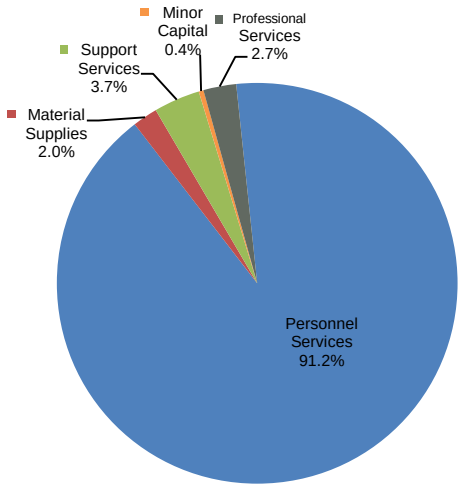
- Review and update ordinances as necessary for compliance with current state laws and city priorities.
- Develop training and standardized rules for boards and commissions.
- Establish rules for November 5 Memorial.
- Draft guidelines for determination of roadway maintenance responsibilities.
- Draft/review ordinances supporting the City's goals for future development as directed by management to include impact fees, transportation utility fees, unified development code, and international code adoption/revision.
- Provide support for updating City's comprehensive plan, and implementation of a strategic growth plan.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 833,273	$ 863,985	$ 859,489	$ 893,787
Total	$ 833,273	$ 863,985	$ 859,489	$ 893,787

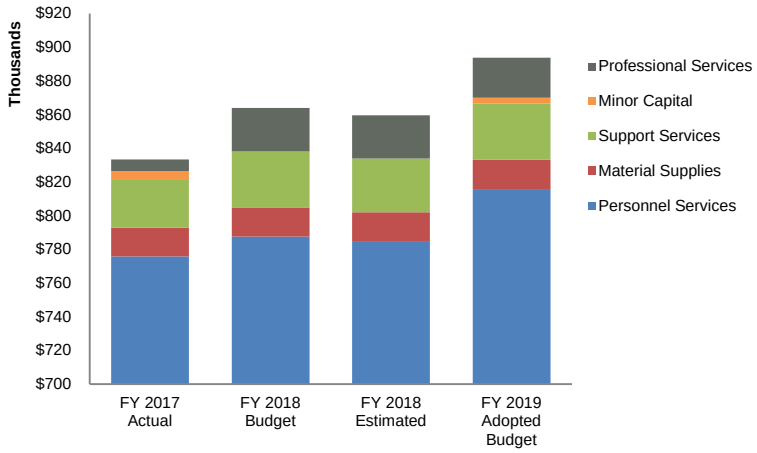
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 775,862	$ 787,588	$ 784,889	$ 815,269
Material Supplies	17,090	17,249	17,186	17,949
Support Services	28,294	33,229	31,885	33,373
Minor Capital	5,300	-	-	3,500
Professional Services	6,727	25,919	25,529	23,696
Total	$ 833,273	$ 863,985	$ 859,489	$ 893,787

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant City Attorney (Courts)	1.00	1.00	1.00
Assistant City Attorney (Police)	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Deputy City Attorney (Public Works)	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00
Total Staffing	7.00	7.00	7.00

Department Expenditures



Department Expenditure History



Mission Element 1: Provide ongoing advice to city officials.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Legal consultations/opinions given.	1,351	1,925	N/A	2,888	2,888
Legal research (hours).	275	184 hrs	N/A	275 hrs	275 hrs
Attend meetings (hours).	698	465 hrs	N/A	698 hrs	698 hrs
Prepare for meetings (hours).	859	573 hrs	N/A	859 hrs	859 hrs

Mission Element 2: Prepare and review legal documents.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Documents prepared and reviewed.	947	1,995	N/A	2,993	2,993
Litigation/discovery preparation (hours).	251	167 hrs	N/A	251 hrs	251 hrs

Mission Element 3: Process public information requests and appeals to Attorney General.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Number of PIA requests received.	166	2,035	3,048	3,489	3,489
Complete responses to PIA requests within 10 business days (%).	1,872	99%	100%	100%	100%
Opinion Briefs submitted to Attorney General.	42	319	516	547	547
Opinion Briefs submitted to Attorney General within 15 business days (%).	42	100%	100%	100%	100%

Mission Element 4: Prosecute persons accused of violating state laws and city ordinances.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Conduct Pre-trial Hearings to plead out cases before trial.	390	413	N/A	619	624
Conduct Special Arraignment docket for code violations.	175	1,560	N/A	1,560	2,160
Conduct Special Arraignment docket for Micro-chip/ Rabies/Sterilization.	100	1,293	N/A	1,293	1,680
Attorney Pretrial Hearings.	108	248	N/A	372	350
Animal Administrative Hearings (cruelty/ nuisance/dangerous dog).	144	24	N/A	36	40
95% trial conviction rate.	54	100%	N/A	100%	100%
Review complaints.	25	30	45	45	45

Mission:

The Office of the City Secretary supports facilitates and strengthens the city's governmental process by maintaining the integrity of municipal elections, protecting, documenting and preserving official city records, and providing effective support to city staff.

Mission Elements:

- Conduct election of City Officials.
- Prepare Council agendas/meeting minutes.
- City records management.
- Manage appointments to boards and commissions.
- Process permits (alcohol, assembly, block party, solicitors, taxi cab, police wrecker rotation).

Goals:

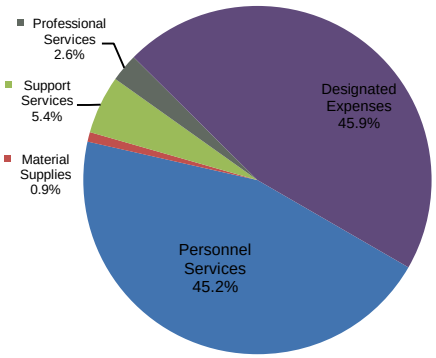
- Create and distribute regular training bulletin to Police Department.
- Assist with creation of Open Records page on new city website.
- Employee training on Open Records.
- Research consolidation of election polling locations.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Open Records Request Fees	$ 2,026	$ 2,843	$ 1,853	$ 1,706
Alcohol Permits	38,710	35,562	23,995	40,000
Taxi Cab Franchise Fees	2,700	3,325	2,404	2,961
School Election Reimbursement	12,230	-	35,000	35,000
General Resources	49,003	72,222	70,161	73,957
Total	$ 104,669	$ 113,952	$ 133,413	$ 153,624

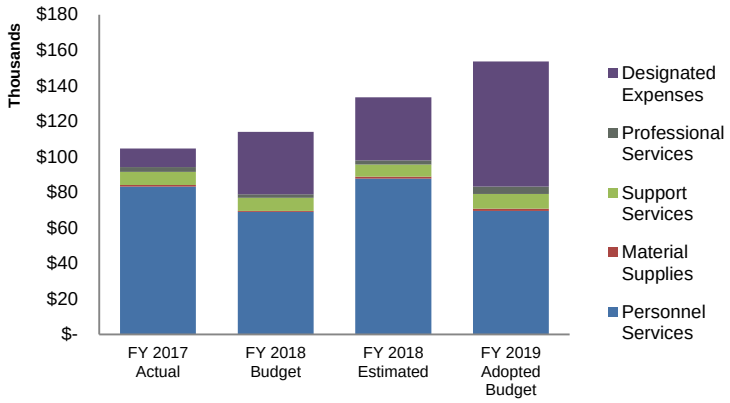
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 83,285	$ 68,910	$ 87,687	$ 69,450
Material Supplies	892	591	1,091	1,371
Support Services	7,346	7,451	6,911	8,303
Professional Services	2,715	2,000	2,224	4,000
Designated Expenses	10,431	35,000	35,500	70,500
Total	$ 104,669	$ 113,952	$ 133,413	$ 153,624

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
City Secretary	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

Department Expenditures



Department Expenditure History



Mission Element 1: Conduct Election of City Officials.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Prepare Candidate Packets.	**50**	**20**	**15**	**20**	**12**
Process Candidate Applications.	35	17	N/A	17	12
Secure Election Judges.	35	51	51	51	51
Secure Polling Locations.	40	17	17	17	17
Secure Voting Supplies: • M100s. • Automarks. • Election Kits.	75	 19 14 17	 19 13 17	 19 14 17	 19 13 17
Coordinate with KISD for Joint Election.	10	1	1	1	1
Conduct Election Judge Training.	10	1	1	1	1
Election Administrative Duties (hours).	295	295	295	295	295

Mission Element 2: Prepare Council Agendas/Meeting Minutes.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Monitor and review submitted agenda items for grammar and formatting.	177	79	184	184	184
Transfer data to Staff Reports/CCMO/CCMR's.	177	79	184	184	184
Generate Agenda for Posting Hard Copies and Website.	137	37	48	48	48
Print Council Packets.	101	45	72	72	72
Prepare Mayor's Script.	29	37	24	24	24
Attend Council Meetings.	45	14	24	24	24
Prepare Official Minutes.	53	14	24	24	24

Mission Element 3: City Records Management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Prepare and Route Official Records for Signature.	105	92	233	233	233
Prepare Documents for Permanent Storage.	105	92	233	233	233
Maintain Retention Policy.	18	0	1	1	1
Conduct Annual Training.	4	0	1	1	1
Conduct Shred Days.	6	1	2	1	1

Mission Element 4: Manage Appointments to Boards and Commissions.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Solicit Applications.	7	0	1	1	1
Prepare Council Binders.	16	0	10	10	10
Verify Applicants' Continued Interest.	45	153	169	169	169
Prepare Resolution.	9	0	1	1	1
Prepare welcome, renewal and thank you letters for Mayor.	12	0	59	59	59
Update Boards & Commissions spreadsheets.	8	12	17	17	17

Mission Element 5: Process Permits (Alcohol, Assembly, Block Party, Solicitors, Taxi Cab, Police Wrecker Rotation).

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Receive and Process Applications.	80	122	171	171	171
Notify Annual Permit Holders of Renewal.	79	133	141	141	141
Process Payments.	50	151	178	178	178
Issue Permits.	236	273	349	349	349
Maintain Logs.	4	4	4	4	4

Description

The Finance department is comprised of four divisions:

1. Finance Administration 2. Accounting 3. Budget 4. Purchasing 5. EMS Billing/Collections [1]

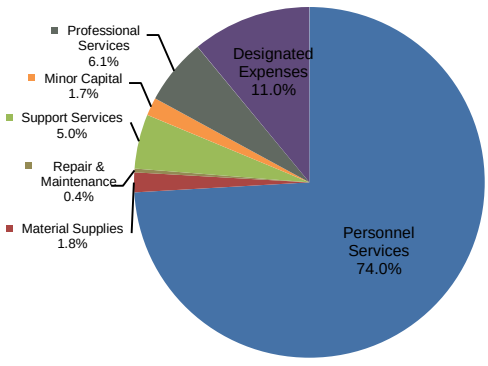
[1] - EMS Billing/Collections outsourced during FY 2017

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Procurement Card Rebates	$ 139,941	$ 175,000	$ 52,732	$ 52,500
General Resources	1,798,499	1,381,120	1,381,151	1,631,682
Total	$ 1,938,440	$ 1,556,120	$ 1,433,883	$ 1,684,182

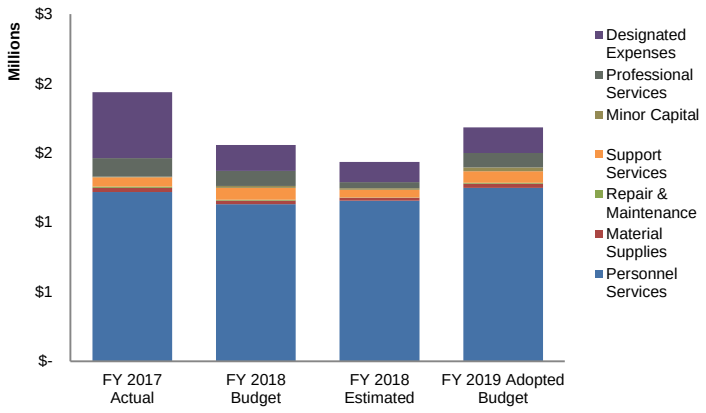
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,218,966	$ 1,130,020	$ 1,154,939	$ 1,247,590
Material Supplies	29,406	26,489	21,429	30,844
Repair & Maintenance	9,767	5,905	2,438	5,906
Support Services	65,208	85,608	55,036	84,547
Minor Capital	5,215	15,000	11,291	27,897
Professional Services	134,026	108,200	45,646	102,500
Designated Expenses	475,852	184,898	143,104	184,898
Total	$ 1,938,440	$ 1,556,120	$ 1,433,883	$ 1,684,182

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	23.26	18.00	18.00

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

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

Goals:

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

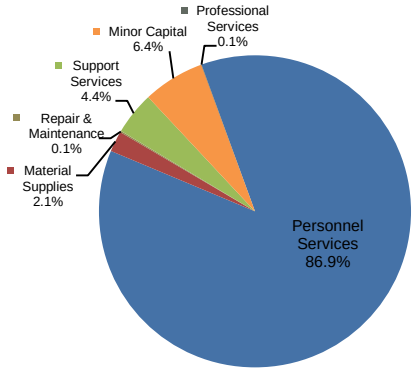
[1] - Finance Department Reorganized in FY 2019

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,411,015	$ 1,155,235	$ 1,059,727	$ 221,349
Total	$ 1,411,015	$ 1,155,235	$ 1,059,727	$ 221,349

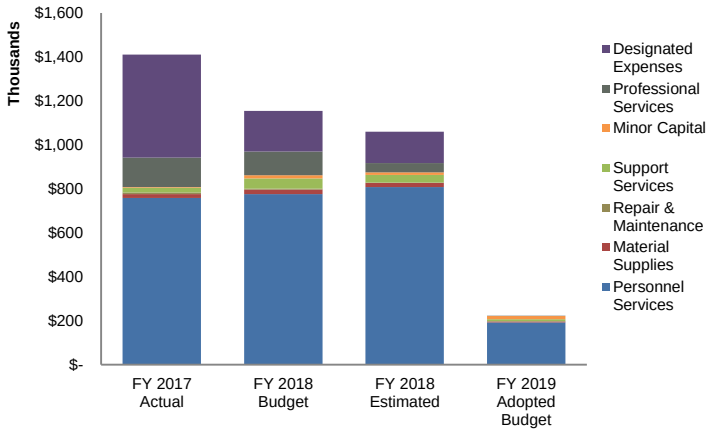
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 759,100	$ 776,413	$ 807,661	$ 192,284
Material Supplies	17,136	19,319	18,756	4,733
Repair & Maintenance	6,489	5,405	2,438	323
Support Services	22,327	46,000	34,359	9,832
Minor Capital	3,006	15,000	11,291	14,077
Professional Services	134,026	108,200	42,118	100
Designated Expenses	468,931	184,898	143,104	-
Total	$ 1,411,015	$ 1,155,235	$ 1,059,727	$ 221,349

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Executive Assistant	1.00	1.00	1.00
Executive Director of Finance	1.00	1.00	1.00
Total Staffing	2.00	2.00	2.00

Department Expenditures



Department Expenditure History



Mission:

The Accounting Division's mission is to support City departments in meeting their finance and accounting requirements, and to support the organization in maintaining the fiscal integrity of the City.

Mission Elements:

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

Goals:

- Establish financial management policies.
- Provide timely financial reports for departments.

[1] - Finance Department Reorganized in FY 2019

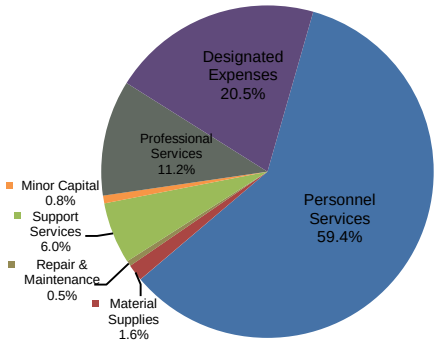
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 132,182	$ 143,661	$ 111,291	$ 901,346
Total	$ 132,182	$ 143,661	$ 111,291	$ 901,346

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 116,345	$ 117,816	$ 94,646	$ 535,050
Material Supplies	1,455	1,340	730	14,622
Repair & Maintenance	-	-	-	4,769
Support Services	14,382	24,505	15,915	53,897
Minor Capital	-	-	-	6,910
Professional Services	-	-	-	101,200
Designated Expenses	-	-	-	184,898
Total	$ 132,182	$ 143,661	$ 111,291	$ 901,346

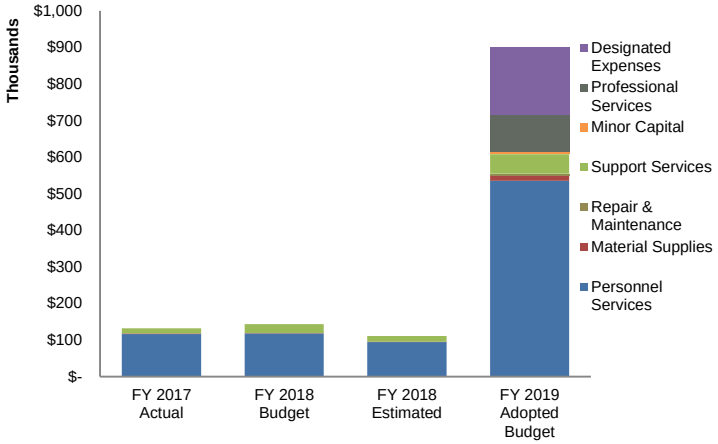
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist [2]	4.00	3.00	3.00
Accounting Supervisor	1.00	1.00	1.00
Controller	1.00	1.00	1.00
EMS Business Analyst [1]	1.00	-	-
Lien Collections Specialist [3]	2.00	1.00	1.00
Management Accountant [3]	-	1.00	1.00
Staff Accountant	1.00	1.00	1.00
Total Staffing	10.00	8.00	8.00

[1] - EMS Billing/Collections outsourced during FY 2017
[2] - One Accounting Specialist position was unfunded in FY 2018 Budget
[3] - Reorganized Finance, position reclassified during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Maintain accounting records for receipts, disbursements, and inventories.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Close accounting period in a timely manner.	12	30 days	15	20	15
Maintain ratio of accounts receivable collected versus billed.	12	98%	98%	98%	98%
Pay invoices within 8 days of receipt by Finance.	1,805	100%	100%	95%	100%
Pay invoices within 30 days of receipt by City.	1,805	100%	100%	95%	100%
Reduce the number of corrected payroll checks issued per pay period.		<1%	<1%	<1%	<1%
Reconcile inventories monthly.		100%	100%	84%	100%
Reduce the number of Accounts Payable checks issued.	360	5,857	5,271	8,620	8,245
Increase the number of virtual credit card payments.	360	262	865	620	931
Increase the number of electronic funds transfer payments.	52	2,677	2,945	2,000	3,067
Reduce the number of annual payroll checks issued.	52	1,289	390	1,062	806
Eliminate the number of off-cycle payroll checks issued.		12	0	17	5
Issue payroll direct deposits on-time.	1,163	31,121	32,020	29,694	30,585
Process personnel action forms.	1,163	232	255	1,300	255
Reduce amount of retroactive payroll calculations.		511	250	445	400
Reduce the number of employees not on direct deposit. (excluding summer hires)		37	15	10	8
Process journal entries.	204	13,987	13,000	5,758	6,333
Process cash receipts.	204	3,193	3,512	5,564	5,842
Process accounts receivable.	104	1,198	1,318	1,200	1,320
Issue bills for code enforcement citations.	228	729	802	738	715
Process liens.	280	559	615	575	600
Release liens	333	665	732	519	650
Attend Sheriff sales.	40	3	3	4	5
Add assets to the schedule in a timely manner.		158	150	90	100
Dispose of assets in a timely manner.		1,896	100	220	175
Import daily cash receipts from 3rd party software.	400	260	260	260	520
Review and recommend payment amounts for Arts Commission grantees.		10	10	11	9
Prepare quarterly grant report.		4	4	4	4

Mission Element 2: Prepare financial reports.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Submit CAFR to GFOA by deadline.		1	1	1	1
Receive Certificate of Achievement for Excellence in Financial Reporting from GFOA.		1	1	1	1
Submit draft monthly financial report to City Manager within 5 days.	648	12/year	12	8	12
Publish monthly financial report to website within 30 days of month end.	1,128	12/year	12	8	12
Transparency portal updated within 15 days of month-end.	80	12	12	100%	100%
Submit quarterly status report to City Manager within 30 days.	320	4	4	19	19
Minimize the number of audit management letter comments.		0	0	8	0

Mission Element 3: Monitor fiscal and performance compliance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Implement approved management policies document.	120	1	1	1	1
Finalize financial standard operating procedures document.	120	1	1	1	1

Mission Element 4: Administer centralized treasury for debt, cash, and investment management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Build a certificate of deposit ladder.	6	15	18	16	18
Maintain money market and investment pool accounts.	230	5	5	5	5
Reconcile financial accounts monthly.	1,500	10	10	10	10
Prepare monthly investment tracker report.	200	12	12	12	12
Prepare monthly collateral coverage report.	360	12	12	6	12
Quarterly interest earnings exceed benchmark (rolling 6 month treasury bill).		4	4	4	4

Mission:

The Budget Division's mission is to support City departments in the creation of an annual budget, and to ensure compliance with the adopted budget.

Mission Elements:

- Prepare annual budget.
- Monitor fiscal and performance compliance.

Goals:

- Build account structure that facilitates financial reporting by mission element.
- Create funds to help City achieve long-term goals (i.e. CIP transportation, etc.).
- Provide timely financial reports for departments.

[1] - Finance Department Reorganized in FY 2019

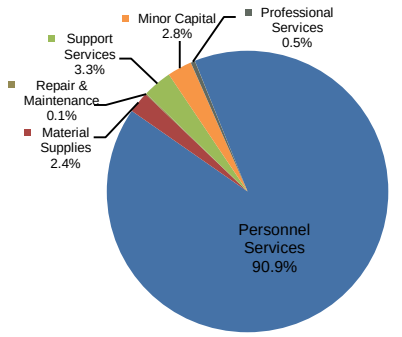
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ -	$ -	$ -	$ 244,546
Total	$ -	$ -	$ -	$ 244,546

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ -	$ -	$ 222,019
Material Supplies	-	-	-	5,976
Repair & Maintenance	-	-	-	314
Support Services	-	-	-	8,127
Minor Capital	-	-	-	6,910
Professional Services	-	-	-	1,200
Total	$ -	$ -	$ -	$ 244,546

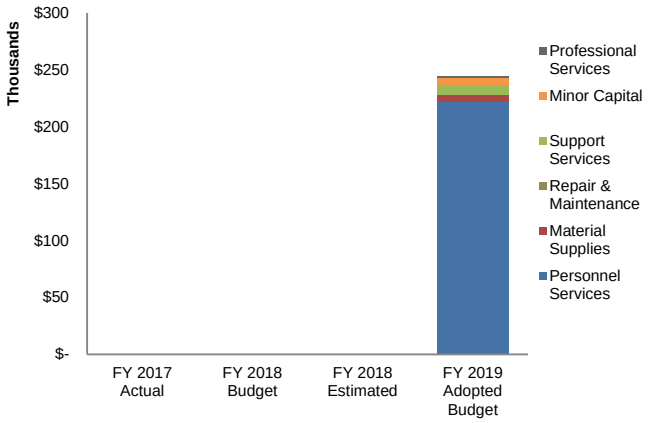
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Budget Analyst [1]	1.00	2.00	2.00
Director of Budget and Research	1.00	1.00	1.00
Staff Accountant [1]	1.00	-	-
Total Staffing	3.00	3.00	3.00

[1] - Position title changed during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Prepare annual budget.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Deliver budget to City Council on time in accordance with the budget calendar.	5,888	1	1	1	1
Receive the GFOA Distinguished Budget Presentation award.	500	1	1	1	1
Create and implement CIP project code reporting.	300	30	30	45	50

Mission Element 2: Monitor fiscal and performance compliance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Create budget standard operating procedures document.	100	1	1	1	1
Deliver department monthly budget reports within 15 days.	100	12	12	2	12
Update monthly key performance indicators.	100	12	12	12	12
Process budget transfers (annual number).	225	450	450	575	400
Process budget amendments (annual number).	300	18	15	15	10
Review procurement routing slips (annual number).	0	150	150	Moved to Accounting	Moved to Accounting
Review purchase orders over $25,000 (annual number).	0	150	150	Moved to Accounting	Moved to Accounting
Review Legistar items (annual number).	100	50	50	50	50

Mission:

The Purchasing Services Division's mission is to support City departments by providing procurement services which ensures the City receives the best value on purchases, while following applicable regulations and policies.

Mission Elements:

- Administer the purchasing and procurement system.

Goals:

- Automate the purchase order and budget transfer process in conjunction with IT.
- Transition four departments to centralized purchasing.
- Obtain a warehouse for centralized purchasing inventory.

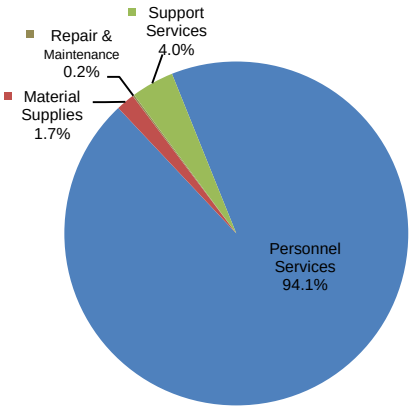
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Procurement Card Rebate	$ 139,941	$ 175,000	$ 52,732	$ 52,500
General Resources	118,598	82,224	210,133	264,441
Total	$ 258,539	$ 257,224	$ 262,865	$ 316,941

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 226,001	$ 235,791	$ 252,632	$ 298,237
Material Supplies	2,505	5,830	1,943	5,513
Repair & Maintenance	2,861	500	-	500
Support Services	24,963	15,103	4,762	12,691
Minor Capital	2,209	-	-	-
Professional Services	-	-	3,528	-
Total	$ 258,539	$ 257,224	$ 262,865	$ 316,941

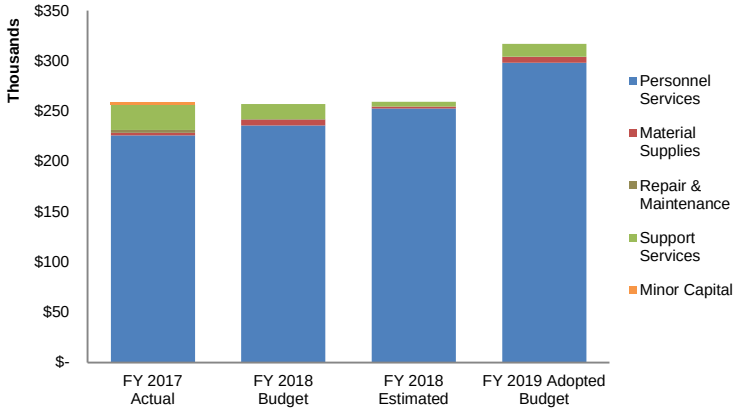
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Director of Purchasing & Contract Mgmt.[1]	-	-	1.00
Procurement Card Administrator	1.00	1.00	1.00
Purchasing Manager[1]	1.00	1.00	-
Purchasing Specialist	1.00	1.00	1.00
Senior Purchasing Specialist	1.00	1.00	1.00
Supply Specialist	1.00	1.00	1.00
Total	5.00	5.00	5.00

[1] - Position was reclassified during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Administer the Purchasing and Procurement System.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Create purchasing standard operating procedures document.	393	1	1	1	1
Transition departments to centralized purchasing.	180	4	4	4	4
Process POs > $3,000.	1,410	2,387	2,500	1,300	1,500
Reduce manual POs processed.		295	200	0	0
Process change orders.	1,710	479	500	500	500
Facilitate competitive bids.	780	10	12	14	16
Mange RFPs.	394	0	6	3	3
Manage RFQs.	694	8	8	3	3
Issue P-cards.	104	54	20	17	20
Cancel P-cards.	260	132	60	108	24
Update/change P-cards.	260	69	30	25	25
Review department P-card approval lists (annual number).	163	1,639	1,000	1,495	1,500
Review P-card transactions (annual number).	1,293	12,647	10,000	6,300	6,500
Review contracts (annual number).	656	189	200	140	145
Review Sole Sourced requests (annual number).	356	38	35	36	38
Add vendor files (annual number).	1,560	482	400	354	350
Update vendor files (annual number).	1,560	188	150	410	300

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 136,704	$ -	$ -	$ -
Total	$ 136,704	$ -	$ -	$ -

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 117,520	$ -	$ -	$ -
Material Supplies	8,310	-	-	-
Repair & Maintenance	417	-	-	-
Support Services	3,536	-	-	-
Designated Expenses	6,921	-	-	-
Total	$ 136,704	$ -	$ -	$ -

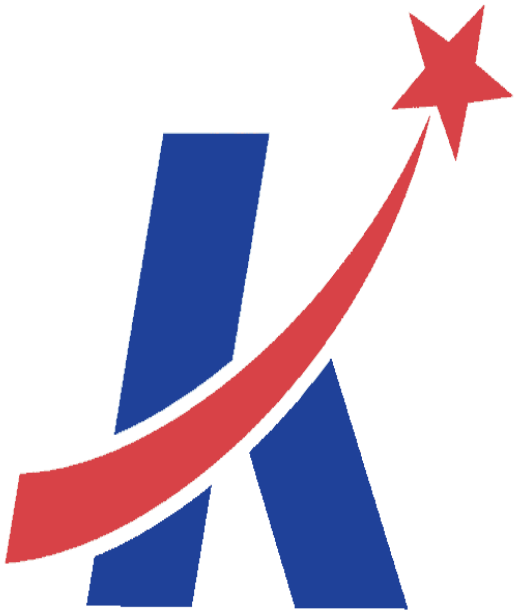
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
EMS Billing Clerks [1]	1.98	-	-
EMS Billing Specialist [1]	0.66	-	-
EMS Billing Supervisor [1]	0.62	-	-
Total	3.26	-	-

[1] - EMS Billing/Collections outsourced during FY 2017

Expenditure Summary	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 30,319	$ -	$ -	$ -
Supplies	7	-	-	-
Support Services	750	-	-	-
Total	$ 31,076	$ -	$ -	$ -

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Executive Assistant	-	-	-
Executive Director	-	-	-
Total Staffing	-	-	-

[1] - Support Services dissolved in FY 2017.



Dedicated Service – Everyday, for Everyone!

Mission:

The Human Resources mission is to recruit, train, engage, and retain a diverse, valuable, and safe workforce in support of public safety, public works, and all city services.

Mission Elements:

- Manage recruitment, placement, retention and staff well-being.
- Manage a fair classification and compensation plan, and a benefits system.
- Manage career management, staff development and training, in support of the City's performance management initiative.
- Communicate and enforce policies, rules and practices that are in compliance with employment law and regulations.

Goals:

- Preparation for implementation of a new Compensation System for FY20.
- Design a new performance appraisal system.
- Continued focus on wellness to include:
  - -Smoking cessation.
  - -Obesity.

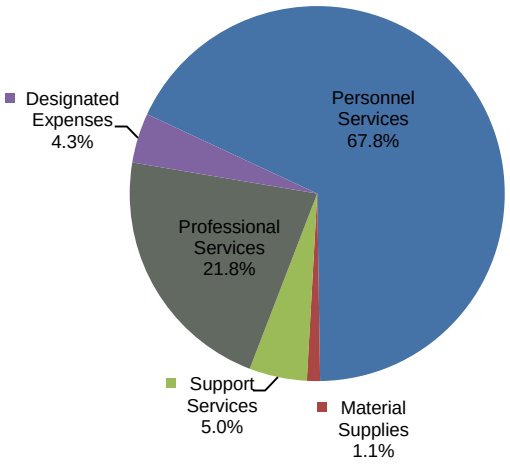
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,032,678	$ 1,072,945	$ 1,031,908	$ 1,086,529
Total	$ 1,032,678	$ 1,072,945	$ 1,031,908	$ 1,086,529

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 698,649	$ 702,745	$ 701,300	$ 736,783
Material Supplies	17,222	54,402	10,555	12,200
Repair & Maintenance	-	-	480	-
Support Services	38,574	57,144	43,257	54,060
Minor Capital	14,959	-	952	150
Professional Services	232,256	192,375	228,785	236,757
Designated Expenses	31,018	66,279	46,579	46,579
Total	$ 1,032,678	$ 1,072,945	$ 1,031,908	$ 1,086,529

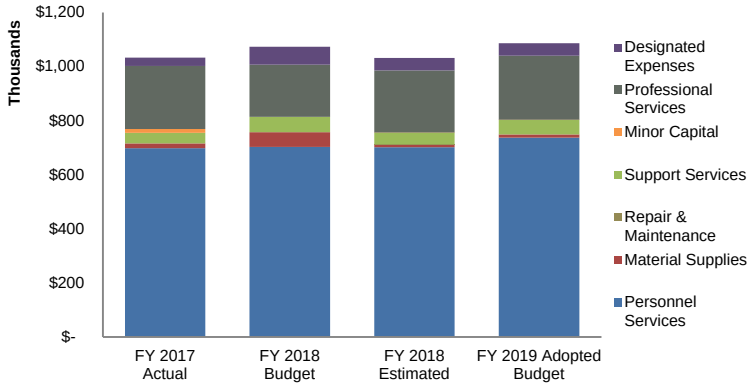
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Director of Human Resources	1.00	1.00	1.00
Benefits Specialist	1.00	1.00	1.00
Compensation & Benefits Manager	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Executive Director of Human Resources	1.00	1.00	1.00
Human Resources Assistant I [2]	1.00	1.00	-
Human Resources Generalist	3.00	3.00	3.00
Human Resources Specialist [2]	-	-	1.00
Payroll Specialist	1.00	1.00	1.00
Professional Development & Training Coordinator	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00
Workers Compensation Specialist [1]	1.00	-	-
Total Staffing	13.00	12.00	12.00

[1] - Transferred Workers Compensation Specialist to the Risk Management Division
[2] - Position was reclassified during FY 2018

Department Expenditures



Department Expenditure History



EMPLOYMENT SERVICES DIVISION:

Mission Element 1: Manage recruitment, placement, retention, and staff well-being.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Screen applications to seek a talent-based workforce.	3,120	18,000	12,800	13,017	15,000
Refer applicants.	1,560	6,000	6,500	7,102	7,500
Schedule interviews.	780	500	N/A	646	700
Hire talent.	780	200	148	204	220
Attend local job fairs.	16	5	N/A	N/A	5
Administer entry level firefighters exams.	12	2	2	2	2
Administer promotional Fire exams.	12	2	2	2	2
Administer entry level police exams.	12	2	2	2	2
Administer promotional police exams.	12	2	2	2	2
Decrease general employee turnover.		13%	N/A	18.91%	15%
Decrease Police officer turnover.		10%	N/A	10.75%	9%
Decrease Firefighter turnover.		10%	N/A	11.90%	8%
Average amount of time to fill a position.		3 weeks	N/A	N/A	3 weeks
Coordinate service awards.	480	1	1	1	1

Mission Element 2: Communicate and enforce policies, rules and practices that are in compliance with employment law and regulations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review disciplinary action items.	431	20	N/A	N/A	15
Review employment policies.	431	65	10	10	10

COMPENSATION AND BENEFITS DIVISION:

Mission Element 1: Manage a fair classification and compensation plan, and a benefits system.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Conduct market driven compensation study.	960	1	1	1	1
Review job descriptions.	780	150	N/A	N/A	50
Review reclassifications.	520	10	N/A	39	20
Monitor employees enrolled in the healthcare plan.		950	N/A	947	960
Monitor employees' dependents enrollment.		1,400	N/A	1,495	1,500
Monitor employee who opt out of the healthcare plan.		300	N/A	333	300

Mission Element 1: continued

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19

Monitor employees who participate in wellness. incentive and wellness assessment.	1,040	947	750	742	780
Offer onsite flu shots to all employees.	8	80	100	60	100
Monitor employees who have City gym membership.		130	N/A	631	740
Review and purge employee files per purging schedule.	1,040	200	N/A	N/A	225
Review and purge employee applications per purging schedule.	1,040	100	N/A	N/A	100

LEARNING AND DEVELOPMENT DIVISION:

Mission Element 1: Manage career management, staff development and training, in support of the City's performance management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Monitor new employee orientation sessions.	96	12	N/A	12	12
Process onboarding.	416	190	N/A	194	200
Monitor education assistance class enrollment.	260	50	N/A	49	55
Monitor bilingual testing.	8	10	N/A	4	5
Provide online annual training.	520	4	N/A	0	3
Provide online training classes.	520	50	N/A	0	50
Provide various training.	520	10	N/A	11	15
Provide Leadership Academy.	288	2	1	1	2

Mission:

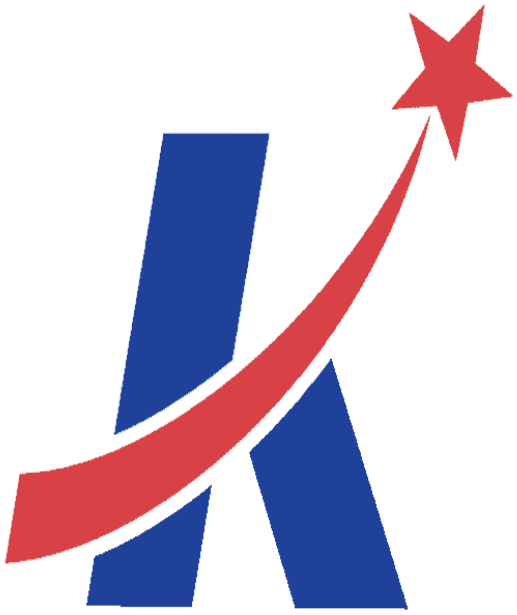
To improve operational efficiencies and employee productivity through the use of technology, innovative solutions, and quality IT services.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,839,501	$ -	$ -	$ -
Total	$ 1,839,501	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 993,664	$ -	$ -	$ -
Material Supplies	5,164	-	-	-
Repair & Maintenance	333,137	-	-	-
Support Services	42,839	-	-	-
Minor Capital	131,025	-	-	-
Professional Services	30,365	-	-	-
Capital Outlay	303,307	-	-	-
Total	$ 1,839,501	$ -	$ -	$ -

Staffing [1]	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Applications Support Manager	1.00	-	-
CAD GIS Technician	2.00	-	-
Computer Operator	1.00	-	-
Computer Technician	1.00	-	-
Enterprise Operations Manager	1.00	-	-
Executive Assistant	1.00	-	-
Executive Director	1.00	-	-
Help Desk Technician	1.00	-	-
Network Administrator	1.00	-	-
Network Manager	1.00	-	-
Network Technician	3.00	-	-
Project Coordinator	1.00	-	-
Software Specialist	1.00	-	-
Systems Administrator II	1.00	-	-
Total Staffing	17.00	-	-

[1] - Realigned Information Technology Department to Information Technology Internal Service Fund in FY 2018



Dedicated Service – Everyday, for Everyone!

Description

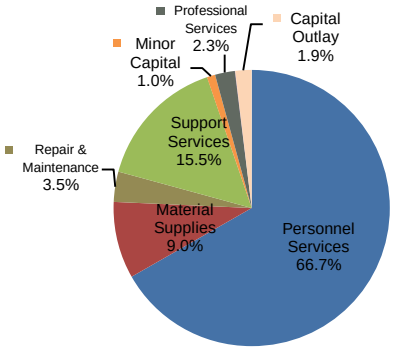
The Community Services department is comprised of eleven divisions:
1. Administration 2. Golf 3. Community Center 4. Parks 5. Lions Club Park
6. Family Aquatics Center 7. Recreation 8. Athletics 9.Cemetery 10. Senior Citizens
11. Volunteer Services

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Golf Course Revenues	$ 1,043,386	$ 1,195,967	$ 1,072,024	$ 1,095,319
Community Center Revenues	47,267	55,000	33,115	32,000
Lions Club Park Revenues	416,976	415,500	386,066	388,667
Aquatics Revenue	381,726	438,944	413,937	428,600
Recreation Revenue	32,814	26,622	32,220	31,800
Athletic Revenue	131,985	150,000	147,205	145,000
Cemetery Revenue	55,070	52,891	45,905	53,824
General Resources	3,488,079	3,099,240	3,042,524	3,550,881
Total	$ 5,597,303	$ 5,434,164	$ 5,172,996	$ 5,726,091

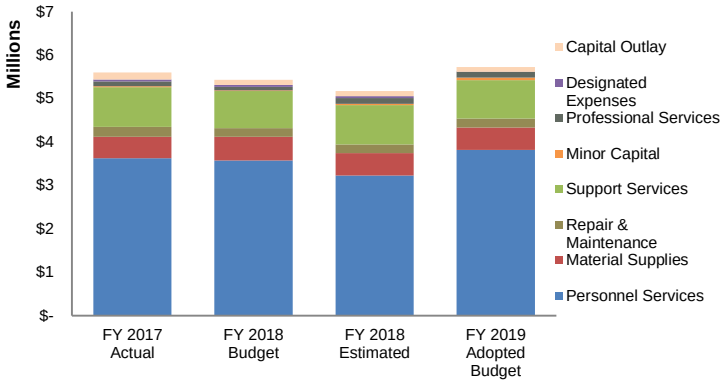
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 3,623,070	$ 3,572,816	$ 3,228,290	$ 3,820,933
Material Supplies	499,394	544,178	517,059	514,200
Repair & Maintenance	223,693	202,167	194,877	202,267
Support Services	918,868	856,054	909,400	888,899
Minor Capital	21,017	13,469	28,089	54,828
Professional Services	109,483	82,832	133,132	132,541
Designated Expenses	46,298	42,648	42,148	2,423
Capital Outlay	155,480	120,000	120,000	110,000
Total	$ 5,597,303	$ 5,434,164	$ 5,172,996	$ 5,726,091

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	100.86	92.22	94.05

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

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

Goals:

- Comprehensive evaluation of fee structures.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.
- Oversee phase 1 and phase 2 of CDBG renovation project at the Bob Gilmore Senior Center.

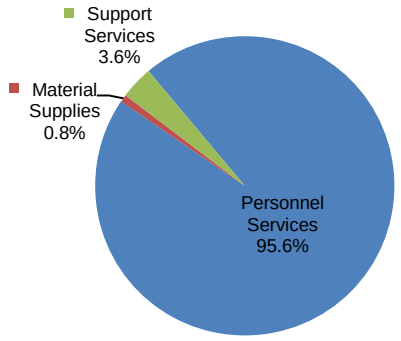
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ -	$ 230,905	$ 214,222	$ 244,599
Total	$ -	$ 230,905	$ 214,222	$ 244,599

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 225,838	$ 208,355	$ 233,932
Material Supplies	-	2,267	1,867	1,967
Support Services	-	2,800	4,000	8,700
Total	$ -	$ 230,905	$ 214,222	$ 244,599

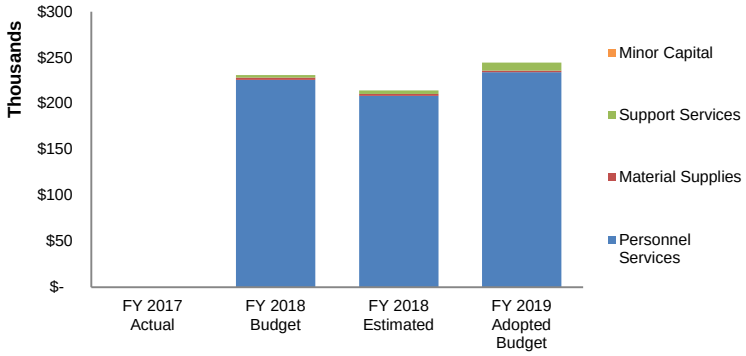
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	-	1.00	1.00
Executive Assistant [1]	-	1.00	-
Executive Director Community Services	-	1.00	1.00
Finance Manager [1]	-	-	1.00
Total Staffing	-	3.00	3.00

[1] - Reclassified Executive Assistant to Finance Manager during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Management oversight of parks/public grounds.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Bi weekly meetings with parks staff.	96	48	24	24	24

Mission Element 2: Management oversight of recreation programming.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Bi weekly meetings with parks staff.	288	144	24	24	24

Mission Element 3: Management oversight of aquatics programming.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Bi weekly meetings with parks staff.	96	24	24	24	24

Mission Element 4: Fiscal Management of Community Services

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Bi weekly meetings with parks staff.	1,560	24	24	24	24

Mission:

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

Mission Elements:

- Manage and maintain the golf course.

Goals:

- Re-organize staff to improve business operation.
- Increase our capital dollar generation to expense equipment from capital budget, lowering expense budget.
- Identify potential for increased revenue via concession operations.
- Learn to operate new software with improved reports, customer services and marketing.

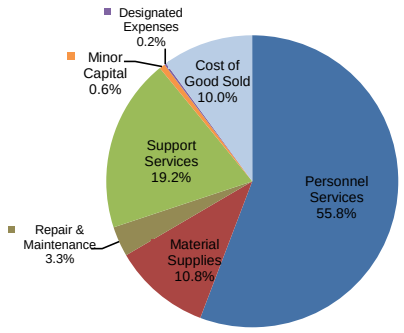
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Trail Fees	$ 6,949	$ 8,334	$ 9,826	$ 9,000
Green Fees	403,352	387,489	364,714	410,919
Capital Improvement Fee	-	46,903	-	-
Pro Shop	163,115	154,295	154,794	155,000
Carts	217,264	225,500	221,123	225,000
Clubs	2,262	2,549	6,446	6,000
Annual Pass	88,975	141,292	124,352	90,000
User Fees	-	-	20,910	20,000
Snack Bar	1,925	20,000	6,918	10,000
Alcohol Sales	22,001	50,000	25,039	25,000
Cart Shed	62,812	80,634	65,628	70,000
Handicap Fees	1,300	1,200	868	1,400
Driving Range	72,771	75,771	68,633	70,000
Player Development	660	2,000	2,773	3,000
General Resources	407,776	44,033	137,867	-
Total	$ 1,451,162	$ 1,240,000	$ 1,209,891	$ 1,095,319

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 859,089	$ 711,749	$ 663,951	$ 611,043
Material Supplies	147,357	134,937	130,219	117,937
Repair & Maintenance	41,100	35,375	31,888	36,675
Support Services	261,463	228,322	242,716	210,272
Minor Capital	825	3,969	6,969	6,969
Professional Services	-	-	9,000	-
Designated Expenses	10,703	5,648	5,148	2,423
Cost of Good Sold	130,625	120,000	120,000	110,000
Total	$ 1,451,162	$ 1,240,000	$ 1,209,891	$ 1,095,319

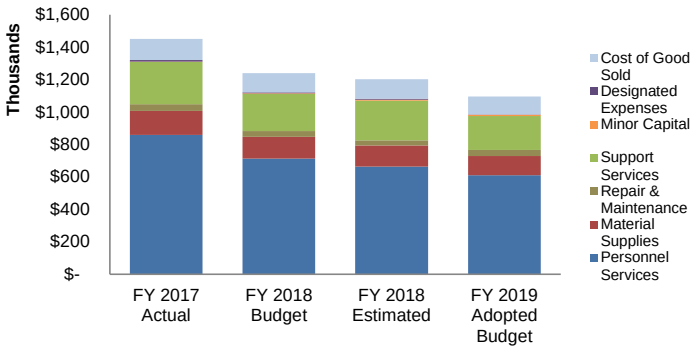
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Agronomy Supervisor [3]	-	1.00	-
Cart Fleet & Range Attendant [4]	2.00	2.00	1.00
Director of Golf [1]	-	1.00	1.00
Equipment Services Technician	1.00	1.00	1.00
General Manager [1]	1.00	-	-
Golf Course Maintenance Technician [3]	2.00	1.00	2.00
Golf Course Superintendent [2]	1.00	-	-
Golf Professional [2]	1.00	0.34	-
Golf Shop Attendant	2.00	2.00	2.00
Golf Shop Attendant - part-time [4]	0.50	0.50	-
Golf Shop Manager	1.00	1.00	1.00
Greenskeeper [4]	6.00	6.00	4.00
Seasonal Cart/Range Attendant	0.57	0.38	0.49
Seasonal Greenskeeper [4]	0.95	0.67	0.48
Total Staffing	19.02	16.89	12.97

[1] - General Manager reclassified to Director of Golf position during FY 2018
[2] - Positions were unfunded in FY 2018
[3] - Position was reclassified from Agronomy Supervisor to Golf Course Maint. Tech. during FY 2018
[4] - Community Services Reorganization in FY 2019 Budget

Department Expenditures



Department Expenditure History



Mission Element 1: Manage and maintain the golf course.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acres of greens mowed.	5,258	1,150	1,150	1,150	1,150
Acres of tees mowed.	3,140	460	460	460	460
Acres of fairways mowed.	3,924	2,200	2,200	2,200	2,200
Acres of rough land mowed annually.	4,922	2,640	2,640	2,640	2,640
Annual Golf Passes Sold.	1,157	150	150	137	150
Annual Cart Shed Rentals.	1,500	75	75		
Annual Pro Shop Merchandise Sales	750	$150,000	$154,295	$150,000	$160,000
Annual Food and Beverage Sales.	1,976	$20,000	$20,000	$33,000	$0
Annual Alcohol Sales.	1,144	$50,000	$50,000	$30,000	$30,000
Annual Youth Clinics.	116	30	30	24	30
Annual Adult Clinics.	4	4	4	0	4
Annual customer service training for all golf course employees.	240	12	12	0	12
Annual championship and charity golf tournaments.	1,680	40	40	32	40
Annual Retail / Member Rounds of Golf Played.	6,240	33,000	33,000	33,000	35,000
Annual Tournament Rounds of Golf Played.	n/a	3,000	3,000	3,000	3,000

Mission:

The Community Center's mission is to enhance the quality of life in Killeen by providing an affordable facility and programs for recreation, special services, education, and public use for citizens of all ages.

Mission Elements:

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

Goals:

- Implement joint use facility program for Bob Gilmore Senior Center and Killeen Community Center.
- Revise hours of operation to accommodate usage demands.
- Implement comprehensive marketing strategy to promote facility usage to the entire Killeen, Harker Heights, Copperas Cove region.

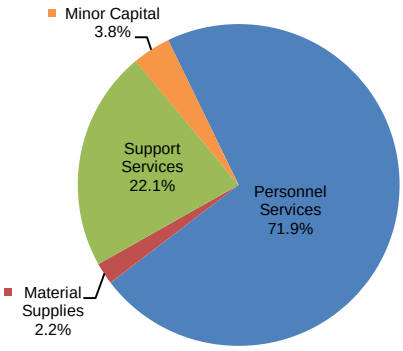
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Facilities Revenue	$ 47,267	$ 55,000	$ 33,115	$ 32,000
General Resources	93,889	74,036	101,465	203,174
Total	$ 141,156	$ 129,036	$ 134,580	$ 235,174

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 84,079	$ 59,468	$ 65,012	$ 168,990
Material Supplies	3,895	5,140	5,140	5,140
Support Services	47,389	59,428	59,428	52,044
Minor Capital	5,793	5,000	5,000	9,000
Total	$ 141,156	$ 129,036	$ 134,580	$ 235,174

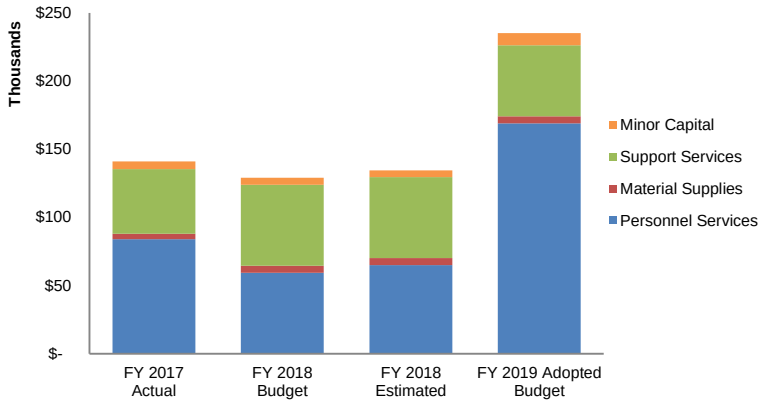
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Recreation Assistant [1]	3.00	2.00	3.77
Supervisor (Community Center) [1]	-	-	1.00
Total Staffing	3.00	2.00	4.77

[1] - Community Services Reorganization in FY 2019 Budget

Department Expenditures



Department Expenditure History



Mission Element 1: Provide gym space for public use, free of charge.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
'Open gym' hours available annually.	1,040	1,144	1,144	1,144	1,144

Mission Element 2: Provide a variety of affordable public meeting spaces for rental.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual meeting space hours available annually.	208	1,872	1,872	1,800	1,800
Process annual rental reservations.	772	1,292	1,292	1,292	1,300
Instructor agreements.	60	4	5	3	3

Mission:

The Parks and Public Grounds mission is to maintain parks, public grounds, and athletics fields to enhance quality of life for our citizens.

Mission Elements:

- Mow and maintain parks.
- Mow and maintain public grounds.
- Mow and maintain athletic fields.

Goals:

- Acquire funding for a Pool Technician to increase efficiencies of pool functions at the Family Aquatic Center and Long Branch pool by assisting with the chemical budget and off season maintenance to increase the life of pool operating systems.
- Increase safety and ADA compliance at our playgrounds by mulching all playgrounds to have a 3" fall surface.
- Provide significant improvements to lighting at ballfields and hike and bike trails through capital projects to provide a safe athletic and recreation experience for citizens of Killeen.
- Acquire funding for the addition of a parks crew to provide maintenance at the recently constructed Killeen / Ft. Hood Regional Trail and the future Heritage Oaks Hike and Bike Trail. Current staffing levels are not adequate to maintain these facilities in accordance with the city's tall grass ordinance.
- Install new multi-purpose field and lighting at Condor Park to provide an additional area for citizens to play a variety of sports.
- Level baseball / softball fields to increase drainage during and following rain events to reduce the number of games cancelled due to inadequate drainage of water.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,751,511	$ 1,818,301	$ 1,688,073	$ 1,950,464
Total	$ 1,751,511	$ 1,818,301	$ 1,688,073	$ 1,950,464

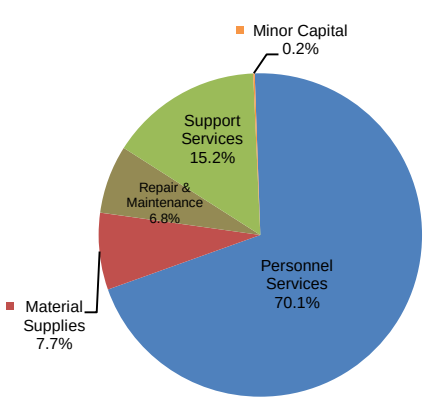
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,147,298	$ 1,241,348	$ 1,112,046	$ 1,366,977
Material Supplies	118,313	149,869	154,245	149,869
Repair & Maintenance	149,663	133,200	129,097	133,200
Support Services	318,915	290,884	289,684	297,418
Minor Capital	10,161	3,000	3,000	3,000
Capital Outlay	7,161	-	-	-
Total	$ 1,751,511	$ 1,818,301	$ 1,688,073	$ 1,950,464

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Crew Leader (Parks)	5.00	5.00	5.00
Equipment Service Technician	1.00	1.00	1.00
Graffiti Removal Specialist	1.00	1.00	1.00
Greenskeeper [2]	-	-	2.00
Grounds Maintenance Workers [1]	20.00	19.00	19.00
Seasonal Grounds Maintenance Workers	1.99	1.67	1.59
Superintendent (Parks/Public Grounds)	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00
Total Staffing	32.99	31.67	33.59

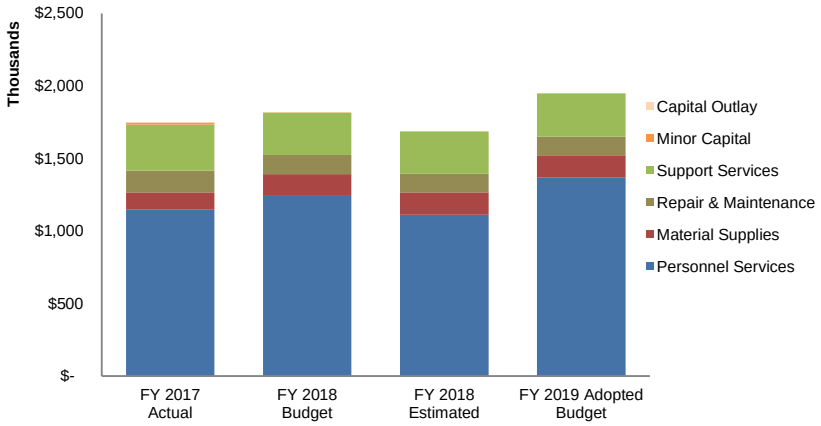
[1] - One position was unfunded in FY 2018

[2] - Community Services Reorganization in FY 2019 Budget

Department Expenditures



Department Expenditure History



Note: Parks and Public Grounds Division and Cemetery Division are combined. This data is duplicated in each division.

Mission Element 1: Mow and maintain parks.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	8,320	11,821	11,820	11,821	11,821
Weekly playground inspections of 23 parks.	4,160	1,196	1,196	1,196	1,196
Annual maintenance inspections of Long Branch Pool.	2,080	260	260	260	260

Mission Element 2: Mow and maintain public grounds.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	10,400	23,329	23,329	23,329	23,329
Annual maintenance projects of landscape beds at City facilities.	10,400	3,060	3,060	3,060	3,060

Mission Element 3: Mow and maintain athletic fields.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to maintain 21 athletic fields.	20,800	819	819	615	819
Number of times infield dirt is serviced annually at athletic fields.	20,800	280	280	210	280

Mission:

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

Mission Elements:

- Manage and maintain the fitness center.
- Recreation program and event support.

Goals:

- Transition to an automated telephone answering service.
- Eliminate the non-resident rate and target them as a source of increased revenue.
- Provide additional fitness classes to the members of the Family Recreation Center.
- Replace fitness equipment.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.

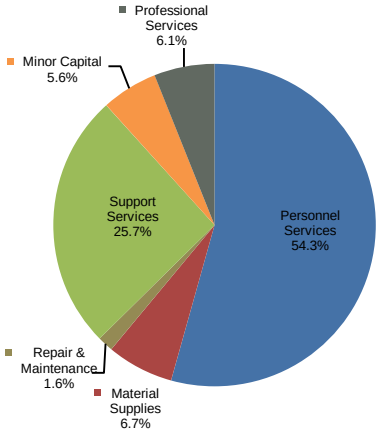
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Recreation Center Memberships	$ 402,406	$ 400,000	$ 372,536	$ 375,000
Capital Replacement Fee	14,570	15,500	13,530	13,667
General Resources	361,587	56,571	63,120	158,712
Total	$ 778,563	$ 472,071	$ 449,186	$ 547,379

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 537,042	$ 265,905	$ 199,160	$ 297,457
Material Supplies	36,419	37,161	36,121	36,661
Repair & Maintenance	9,097	8,542	8,542	8,542
Support Services	125,497	103,706	139,206	140,706
Minor Capital	2,725	-	7,900	30,859
Professional Services	32,300	19,757	21,257	33,154
Designated Expenses	35,483	37,000	37,000	-
Total	$ 778,563	$ 472,071	$ 449,186	$ 547,379

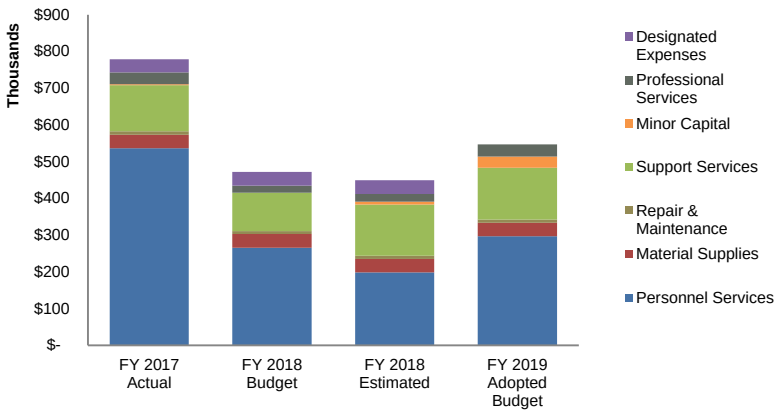
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist [1]	1.00	-	-
Custodian [3]	3.00	2.00	2.00
Executive Assistant [1]	1.00	-	-
Executive Director Community Services [1]	1.00	-	-
Recreation Assistant [3]	6.00	4.00	4.00
Recreation Assistant - part-time [3, 4]	1.50	1.59	2.17
Supervisor (Recreation Center) [2]	1.00	-	-
Total Staffing	14.50	7.59	8.17

[1] - Transferred positions to new Administration Division in FY 2018
[2] - Transferred Supervisor position to Recreation in FY 2018
[3] - Reduced part-time staff and unfunded positions in FY 2018
[4] - Community Services Reorganization in FY 2019 Budget

Department Expenditures



Department Expenditure History



Mission Element 1: Manage and maintain the fitness center.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual facility inspections.	6,908	1,092	1,092	720	720
Annual maintenance of cardiovascular equipment.	2,763	360	360	1,086	1,086
Annual maintenance of weight equipment.	2,786	720	720	1,001	1,086
Annual maintenance of wipe stations.	2,321	1,080	1,080	141	153
Annual cleaning and maintenance of facility.	37,336	360	360	660	720
Annual membership registrations conducted.	11,052	2,242	2,242	6,600	6,600
Annual day pass registrations received.	15,197	19,657	19,657	12,000	11,960
Annual telephone inquiries.	16,579	29,900	29,900	29,900	30,000

Mission Element 2: Recreation program and event support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Draft and finalize accessories for events.	360	360 hrs per year	360	360	360
Support required for conducting events.	360	285 hrs per year	285	285	285

Mission Element 3: Parks inquiries and registrations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual responses to rental/park inquiries.	5,460	10,920	10,920	10,920	10,920
Process pavilion/field reservations.	90	180 per year	190	180	180

Mission Element 4: Athletics inquiries and registrations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual responses to league inquiries.	5,460	21,840	21,840	21,840	21,840
Process league registrations.	655	2,620	2,620	2,620	2,620

Mission Element 5: Aquatics inquiries and registrations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual responses to aquatic inquires.	5,070	20,280	20,280	7,020	7,020
Annual aquatic reservations.	136	136	136	135	136
Annual season pass registrations sold.	13	50	50	66	70
Annual registrations for swim lessons.	242	969	969	926	930
Annual registrations for WSI/LG training.	8	33	33	41	40

Mission Element 6: Recreation inquiries and registrations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual responses to recreation inquires.	4,225	16,900	16,900	16,900	17,000
Annual recreation registrations.	375	1,500	1,500	1,375	1,500

Mission Element 7: Lions Club Park Senior Center custodial services.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Annual maintenance days of the facility.	1,440	360	360	360	360

Mission:

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

Mission Elements:

- Family Aquatic Center
  - -Provide American Red Cross Swim instruction.
  - -Manage and oversee daily swim.
  - -Coordinate private reservations.
  - -Coordinate event rentals.
- Long Branch Pool
  - -Manage and oversee daily swim.

Goals:

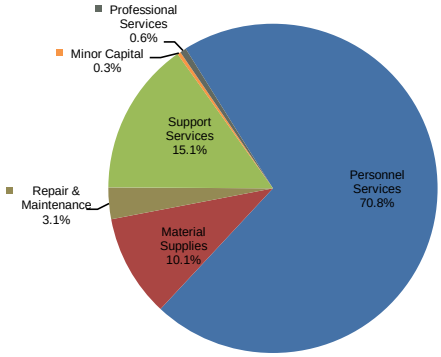
- Reclassify positions to provide adequate supervision of the Family Aquatic Center.
- Implement comprehensive marketing strategy to promote programs/ activities to the entire Killeen, Harker Heights, Copperas Cove region.
- Host at least two swim meets.
- Establish local youth swim team.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Swimming Pool Receipts	$ 14,920	$ 20,000	$ 10,833	$ 15,000
Pool Season Passes	340	200	172	170
Pool Reservations	250	940	433	600
Swimming Pool Lessons	47,205	45,500	49,843	50,980
Lifeguard Instruction Receipts	2,665	5,000	4,997	4,850
Aquatics Revenues	252,658	300,304	280,347	290,000
Aquatics Concession Revenue	9,700	10,000	9,617	10,000
Aquatics Center Rentals	49,613	50,000	50,769	50,000
Aquatics Center Season Passes	4,375	7,000	6,926	7,000
General Resources	91,377	12,848	41,171	26,226
Total	$ 473,103	$ 451,792	$ 455,108	$ 454,826

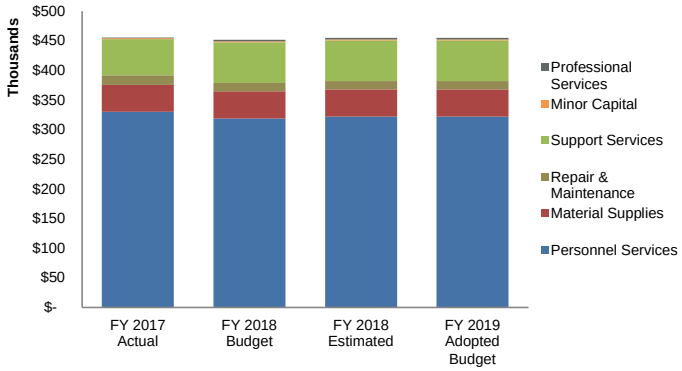
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 330,360	$ 319,084	$ 322,400	$ 322,118
Material Supplies	45,414	45,757	45,757	45,757
Repair & Maintenance	16,161	14,120	14,120	14,120
Support Services	60,908	68,531	68,531	68,531
Minor Capital	1,451	1,500	1,500	1,500
Professional Services	1,115	2,800	2,800	2,800
Capital Outlay	17,694			
Total	$ 473,103	$ 451,792	$ 455,108	$ 454,826

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Seasonal Lifeguard	9.48	9.44	9.65
Seasonal Pool Cashier	2.10	1.59	1.59
Seasonal Pool Manager	1.55	1.21	1.21
Seasonal Water Safety Instructor	2.22	1.01	1.01
Supervisor (Aquatics)	1.00	1.00	1.00
Total Staffing	16.35	14.25	14.46

Department Expenditures



Department Expenditure History



Mission Element 1: Provide gym space for public use, free of charge.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide daily maintenance of pump rooms.	1,095	365	365	365	365
Provide public swim at the Family Aquatic Center.	15,312	66	66	60	66
Maintain water at sanitary levels during swim season.	672	180	180	180	180
Conduct facility inspections.	84	317	317	200	250
Annual umbrella rentals.	612	44	44	83	85
Service after hours reservations.	270	33	33	50	50
The number of coordinated swim lessons.	120	70	70	70	70
Coordinate lifeguard certification courses.	245	7	7	7	7

Mission Element 2: Operate Long Branch Pool and Junior Service League Spray Park.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide daily maintenance of pump rooms.	1,460	365	365	365	365
Provide public swim at Long Branch pool.	2,400	6	6	6	6
Provide public access to spray park.	2,436	200	200	200	200
Maintain water at sanitary levels during swim season.	672	180	180	113	180
Conduct facility inspections.	84	317	317	200	200
The number of annual swimmers at Long Branch pool.	3,024	5,700	5,800	4,100	4,500

Mission:

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

Mission Elements:

- Provide recreation events.
- Provide recreation programs.
- Supervision of the Family Recreation Center.

Goals:

- Expand and maintain recreational activities and programs via community and corporate partnerships.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Recreation Revenue	$ 29,566	$ 25,000	$ 31,225	$ 30,000
Recreational Classes	3,248	1,622	995	1,800
General Resources	158,976	206,185	139,844	237,435
Total	$ 191,790	$ 232,807	$ 172,064	$ 269,235

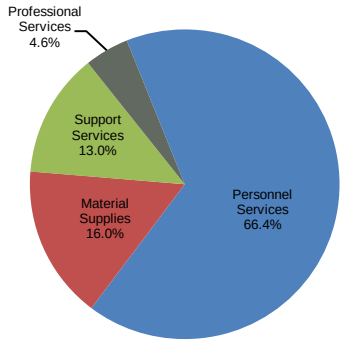
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 88,109	$ 152,466	$ 86,150	$ 178,718
Material Supplies	58,597	42,386	38,569	43,186
Support Services	39,917	31,955	35,345	34,955
Professional Services	5,055	6,000	12,000	12,376
Designated Expenses	112	-	-	-
Total	$ 191,790	$ 232,807	$ 172,064	$ 269,235

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Recreation Manager [2]	-	-	1.00
Recreation Services Supervisor	1.00	1.00	1.00
Recreation Supervisor [1]	1.00	2.00	1.00
Total Staffing	2.00	3.00	3.00

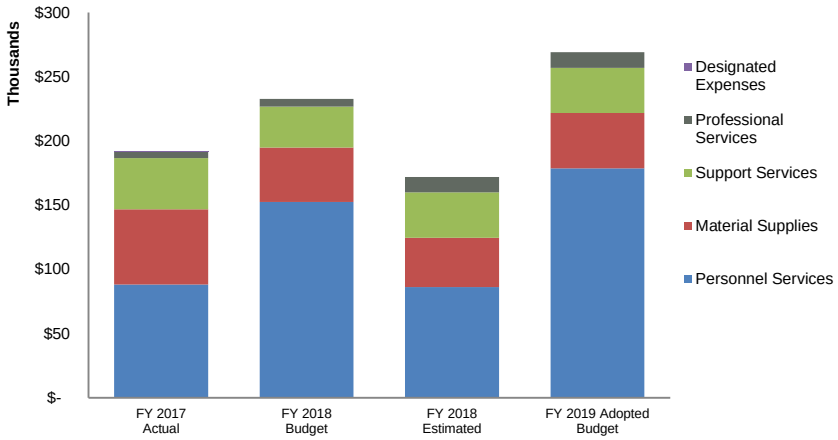
[1] - Transferred Supervisor position from Lions Club Park Ops to Recreation in FY 2018

[2] - Reclassified one Recreation Supervisor to Recreation Manager position in FY 2019 as part of Community Services Reorganization

Department Expenditures



Department Expenditure History



Mission Element 1: Supervision of the Family Recreation Center.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Target FY 18	Actual FY 18	Target FY 19
Annual facility inspections.	6,908	1,092	720	720
Address employee concerns and corrective action. and corrective action.	520	520	360	360
Conduct employee training.	312	320	12	12
Annual verification of change fund.	226	104	720	720
Annual verification of cash at start of employee's shift. start of employee’s shift.	376	1,800	720	720
Annual verification of cash at end of employee's shift. end of employee’s shift.	376	1,800	720	720
Provide front desk support.	1,456	1,456	1,456	1,456
Respond to public inquiries.	12,480	12,480	12,480	12,480
Resolve customer complaints or issues. or issues.	5,460	5,460	1,800	1,800
System overrides/corrections.	1,499	520	1,400	1,400
Create and route fitness instructor contracts. instructor contracts.	26	13	30	30
Contact vendors for equipment repairs. equipment repairs.	252	20	24	24
Procure supplies for the facility.	806	64	806	806
Record and file facility incident/accident reports.	157	50	157	157
Conduct custodial duties.	208	208	720	720

Mission Element 2: Provide recreational events.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Target FY 18	Actual FY 18	Target FY 19
Barktoberfest – Planning and design.	34	34	34	34
Barktoberfest – Event day staging/execution/clean up.	8	8	8	8
Halloween – Planning and design.	40	40	40	40
Halloween – Decorating of Special Events Center.	50	50	50	50
Halloween – Event day staging/execution/clean up.	12	12	12	12
Turkey Trot 5K – Planning and design.	12	12	12	12
Turkey Trot 5K – Event day staging/execution/clean up.	8	8	8	8
Christmas Tree Lighting – Event day staging/execution/clean up.	6	6	6	6

Mission Element 2: continued

Function	Hours	Target FY 18	Actual FY 18	Target FY 19
Jingle Bell Dash 5K – Planning and design.	27	27	27	27
Jingle Bell Dash 5K – Event day staging/execution/clean up.	8	8	8	8
Holiday Under the Stars – Event day staging/execution/clean up.	7	7	7	7
Christmas Parade – Event day staging/execution/clean up.	12	12	12	12
Centex Race Series Banquet – Planning and design.	38	38	38	38
Centex Race Series Banquet – Event day staging/execution/clean up.	13	13	13	13
Daddy Daughter Dance – Planning and design.	46	46	46	46
Daddy Daughter Dance – Event day staging/execution/clean up.	14	14	14	14
Easter Egg'Stravaganza – Planning and design.	8	8	8	8
Easter Egg'Stravaganza – Event day staging/execution/clean up.	4	4	4	4
Fallen Heroes 5K – Planning and design.	27	27	27	27
Fallen Heroes 5K – Event day staging/execution/clean up.	8	8	8	8
Mother Daughter Sleepover – Planning and design.	48	48	48	48
Mother Daughter Sleepover – Event day staging/execution/clean up.	25	25	25	25
Movies in Your Park – Planning and design.	18	18	18	18
Movies in Your Park – Event day staging/execution/clean up.	42	42	42	42
Park & Recreation Month – Planning and design.	32	32	32	32
Park & Recreation Month – Event day staging/execution/clean up.	41	41	41	41
Hot Bunz Run 5K – Planning and design.	31	31	31	31
Hot Bunz Run 5K – Event day staging/execution/clean up.	8	8	8	8
Back 2 School Splash Bash – Planning and design.	22	22	22	22
Back 2 School Splash Bash – Event day staging/execution/clean up.	10	10	10	10
Acquiring sponsorships.	78	78	78	78
Attend committee meetings.	20	20	20	20
Update the runners points for the Centex Race Series.	43	17	17	17
Contact race hosts for the Centex Race Series.	42	42	27	27

Mission Element 3: Provide recreational programs.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Create and route basketball contracts.	4	4	4	4	4
Create flyers and registrations forms.	8	8	8	8	8
Contact camp instructors.	4	4	4	4	4
Procure needed supplies.	4	4	4	4	4

Mission:

The Athletic Division's mission is to provide athletic programming primarily to youth.

Mission Elements:

- Provide league administration for sports.

Goals:

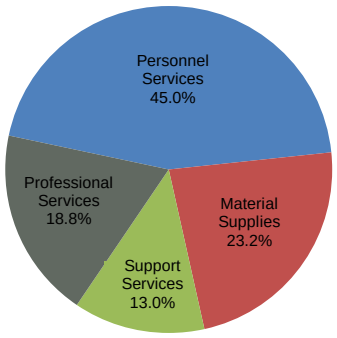
- Provide supervision for all youth and adult sports game days.
- Explore affiliations to re-establish adult basketball and adult soccer via community partnerships.
- Provide facility supervision for the Family Recreation Center.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Athletic Revenue	$ 116,985	$ 135,000	$ 132,205	$ 130,000
Concession Stand Revenue	15,000	15,000	15,000	15,000
General Resources	161,163	175,689	190,595	200,342
Total	$ 293,148	$ 325,689	$ 337,800	$ 345,342

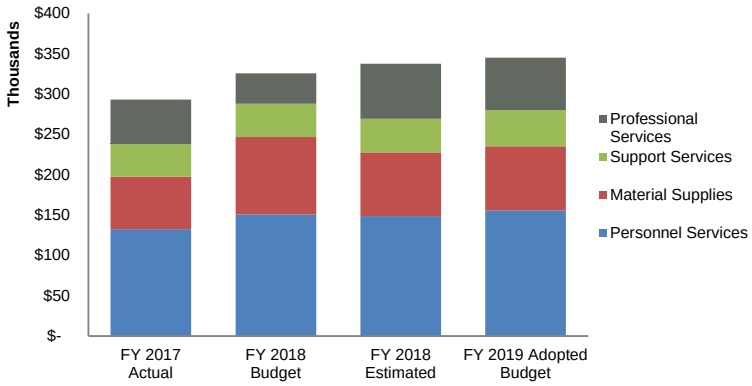
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 132,422	$ 150,836	$ 148,947	$ 155,408
Material Supplies	65,003	95,953	78,953	79,953
Support Services	41,104	41,464	41,464	44,909
Minor Capital	62	-	-	-
Professional Services	54,557	37,436	68,436	65,072
Total	$ 293,148	$ 325,689	$ 337,800	$ 345,342

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Recreation Supervisor	2.00	2.00	2.00
Superintendent (Athletics)	1.00	1.00	1.00
Total Staffing	3.00	3.00	3.00

Department Expenditures



Department Expenditure History



Mission Element 1: Provide league administration for sports.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide supervision for all youth and adult sports game days.	2,340	195	195	195	200
Conduct operational audit of programs.	72	12	1	1	1
Administer youth sports to area youth.	1,764	2,200	2,500	2,500	2,500
Youth sports games coordinated via Athletics division.	1,764	1,000	1,000	1,000	1,000
Adult sports games coordinated via Athletics division.	1,152	300	300	300	300

Mission:

The Cemetery's mission is to maintain the cemetery.

Mission Elements:

•Mow and maintain cemetery.

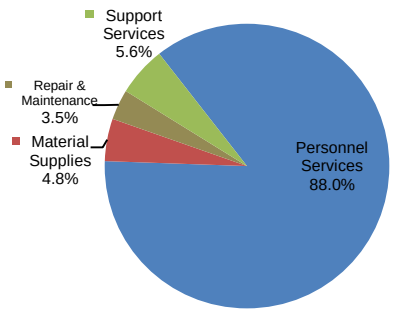
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Cemetery Lots	$ 55,070	$ 52,891	$ 45,905	$ 53,824
General Resources	143,365	136,372	130,043	136,138
Total	$ 198,435	$ 189,263	$ 175,948	$ 189,962

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 181,978	$ 161,677	$ 148,300	$ 163,576
Material Supplies	5,542	9,159	9,159	9,159
Repair & Maintenance	3,861	7,746	7,746	6,546
Support Services	7,054	10,681	10,743	10,681
Total	$ 198,435	$ 189,263	$ 175,948	$ 189,962

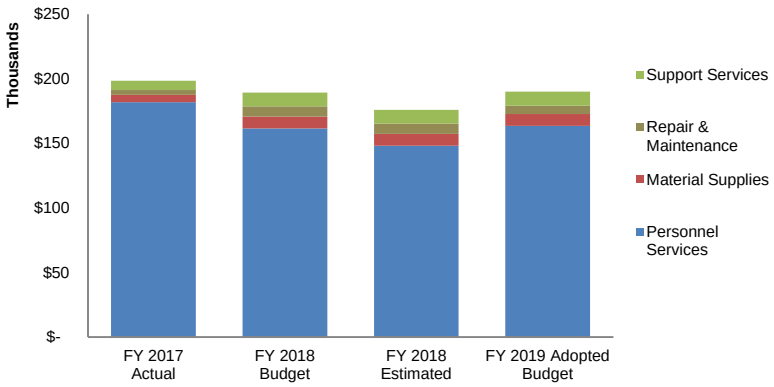
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Crew Leader [1]	-	1.00	1.00
Grounds Maintenance Worker [1]	3.00	2.00	2.00
Parks & Public Grounds Assistant	1.00	1.00	1.00
Total Staffing	4.00	4.00	4.00

[1] - Reclassified one Grounds Maintenance Worker positions to Crew Leader position in FY 2018

Department Expenditures



Department Expenditure History



Note: Parks and Public Grounds Division and Cemetery Division are combined. This data is duplicated in each division.

Mission Element 1: Mow and maintain parks.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	8,320	11,821	11,820	11,821	11,821
Weekly playground inspections of 23 parks.	4,160	1,196	1,196	1,196	1,196
Annual maintenance inspections of Long Branch Pool.	2,080	260	260	260	260

Mission Element 2: Mow and maintain public grounds.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	10,400	23,329	23,329	23,329	23,329
Annual maintenance projects of landscape beds at City facilities.	10,400	3,060	3,060	3,060	3,060

Mission Element 3: Mow and maintain athletic fields.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Acreage mowed annually to maintain 21 athletic fields.	20,800	819	819	615	819
Number of times infield dirt is serviced annually at athletic fields.	20,800	280	280	210	280

Mission:

The Senior Center's mission is to provide high quality facilities and services that offer wellness, life long learning, and social opportunities to seniors age 55 and over.

Mission Elements:

- Senior social programs.
- Senior wellness programs.

Goals:

- Relocate senior center operations to the Killeen Community Center for the duration of the CDBG renovation.
- Modify senior center staffing model to increase management oversight of operations.
- Explore modifications to the meal program at both senior centers to ensure they remain viable to seniors.

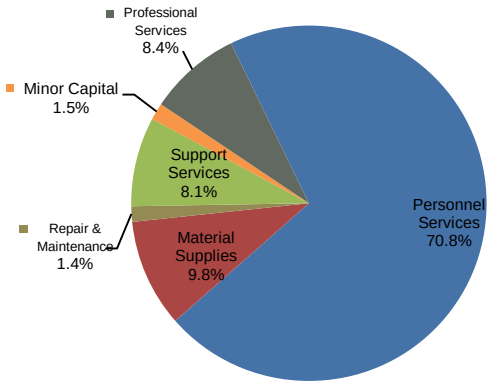
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 161,602	$ 182,452	$ 184,766	$ 228,233
Total	$ 161,602	$ 182,452	$ 184,766	$ 228,233

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 109,149	$ 126,870	$ 126,884	$ 161,429
Material Supplies	17,070	19,410	14,890	22,432
Repair & Maintenance	3,811	3,184	3,484	3,184
Support Services	15,116	16,149	16,149	18,549
Minor Capital	-	-	3,720	3,500
Professional Services	16,456	16,839	19,639	19,139
Total	$ 161,602	$ 182,452	$ 184,766	$ 228,233

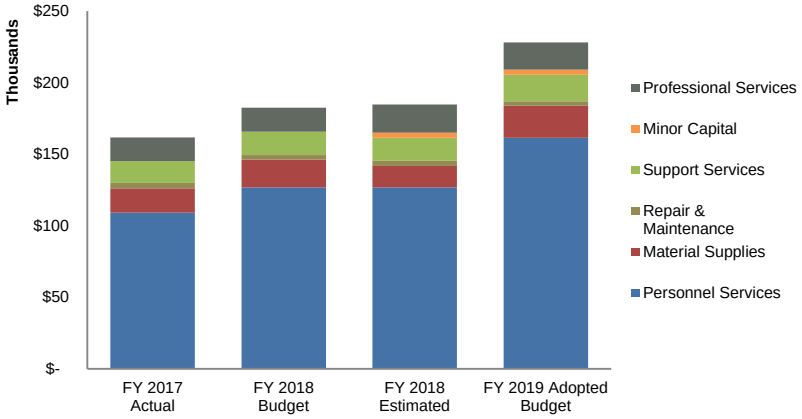
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Office Assistant	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00
Program Coordinator [1]	1.00	1.00	-
Recreation Assistant (PT) [1]	-	0.50	1.09
Senior Center Manager [1]	-	-	1.00
Total Staffing	3.00	3.50	4.09

[1] - Reclassified Program Coordinator to Senior Center Manager and added additional Recreation Assistant part-time as part of the Community Services Reorganization in FY 2019 Budget

Department Expenditures



Department Expenditure History



Mission Element 1: Provide social programs for senior citizens.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Track monthly social programs via ActiveNet software.	410	12	12	0	12
Social programs coordinated annually.	460	110	115	140	150
Annual attendees at social programs.	704	22,000	22,000	46,182	22,000

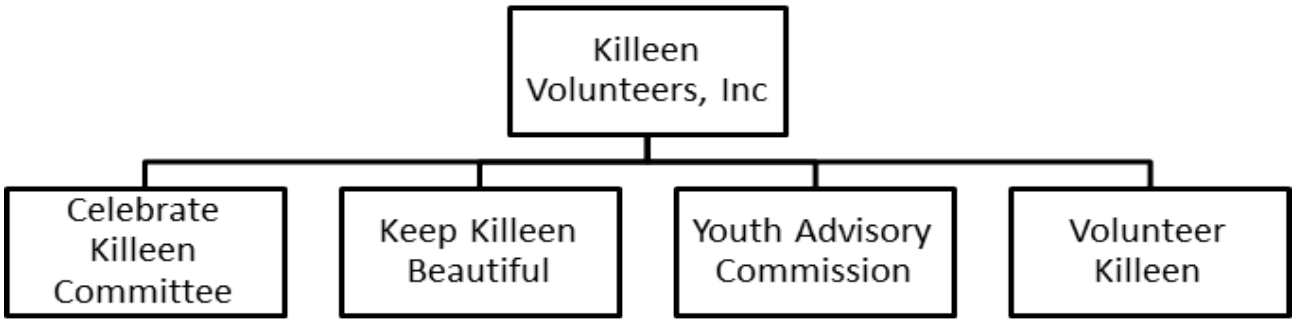
Mission Element 2: Provide wellness programs for senior citizens.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide a monthly newsletter to highlight programs and services.	510	12	12	8	12

Mission:

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



Mission Elements:

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

Goals:

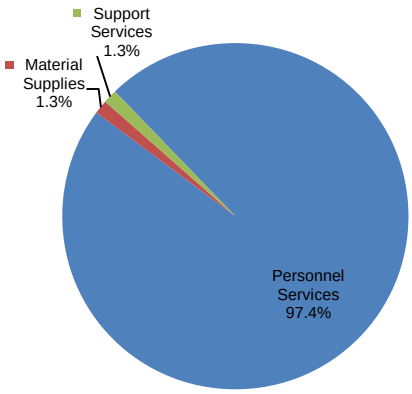
- Increase participation in events via the solicitation of participation of KISD schools, civic clubs, and faith based agencies.
- Review and improve current format of Volunteer Orientation, examining ways to incorporate computer-based and self-paced learning modules.
- Create and investigate procedures for one computerized system that coordinates placement of volunteers in all volunteer programs.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 156,833	$ 161,848	$ 151,358	$ 165,558
Total	$ 156,833	$ 161,848	$ 151,358	$ 165,558

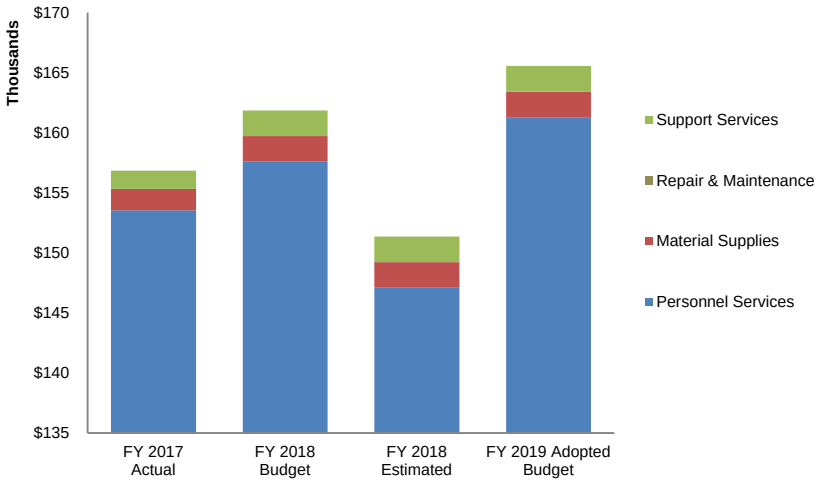
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 153,544	$ 157,575	$ 147,085	$ 161,285
Material Supplies	1,784	2,139	2,139	2,139
Support Services	1,505	2,134	2,134	2,134
Total	$ 156,833	$ 161,848	$ 151,358	$ 165,558

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Director of Volunteer Services	1.00	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Youth Program Specialist	1.00	1.00	1.00
Total Staffing	3.00	3.00	3.00

Department Expenditures



Department Expenditure History



Mission Element 1: Recruit a base of reliable volunteers to support events city-wide.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Offer a quarterly volunteer training course.	160	4	4	2	4
Create a monthly online training portal for volunteers to receive training at home or at their worksites.	145	12	12	12	12
Hours spent with the automation of paperwork and tracking of volunteer hours.	840	1,200	1,200	1,200	1,200
Volunteers recruited annually.	1,360	265	270	270	270
Hours volunteered annually by program participants.	120	81,451	81,455	61,900	61,900

Mission Element 2: Constructively use volunteers.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Offer community service projects for volunteers.	820	4/year	4	4	4
Engage volunteers at Holiday Under the Stars.	360	132	145	96	96
Engage volunteers at Celebrate Killeen Festival.	420	220	245	162	162
Engage volunteers at Don't Mess with Texas Trash-Off.	180	2,800	2,870	1,894	2,800
Engage volunteers at Make A Difference Day.	160	3,845	4,000	2,640	3,845
Engage volunteers with weekly social media posts and user-friendly apps.	120	52	52	52	52

Mission Element 3: Celebrate volunteer contributions.

Operational Targets: Essential department functions within the mission element.

Function	Number	Target FY 18	Actual FY 18	Target FY 19
The number of community volunteers recognized annually.	450	450	450	450
The number of youth volunteers recognized annually.	1,750	1,750	1,750	1,750

Description

The Community Development department is comprised of six divisions:

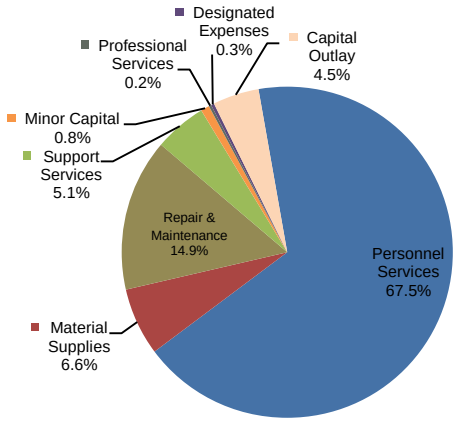
1. Library 2. Killeen Arts & Activity Center 3. Community Development Operations
4. Home Program 5. Building Services 6. Custodial Services

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Library Revenue	$ 33,109	$ 30,500	$ 36,214	$ 33,000
Event Revenue	60,385	78,518	57,413	59,136
General Resources	3,379,856	3,371,157	3,230,990	3,490,416
Total	$ 3,473,350	$ 3,480,175	$ 3,324,617	$ 3,582,552

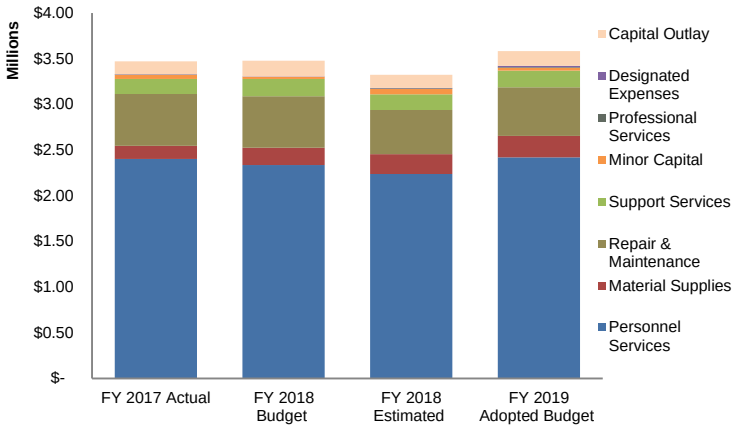
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 2,405,023	$ 2,336,468	$ 2,239,461	$ 2,419,696
Material Supplies	142,804	188,170	218,089	236,517
Repair & Maintenance	565,433	566,261	482,228	532,330
Support Services	164,585	187,728	170,959	182,958
Minor Capital	47,463	25,900	59,897	29,900
Professional Services	4,495	-	5,500	8,500
Designated Expenses	397	1,000	3,835	11,063
Capital Outlay	143,150	174,648	144,648	161,588
Total	$ 3,473,350	$ 3,480,175	$ 3,324,617	$ 3,582,552

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	61.50	53.57	53.19

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

- Provide access to print resources for information and personal enrichment.
- Provide online access to materials for general reading and for information needs.
- Provide access to public computers and printers.
- Provide a variety of programs for all ages.

Goals:

- Support expanded programming for all ages to foster lifelong learning and community engagement.
- Continue to increase visibility in the community and market programming more aggressively.
- Provide access to public computers and printers.
- Replace unreliable time and print management system to improve patron experience for computer users.

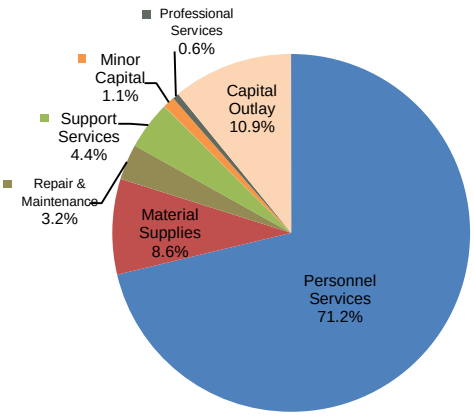
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Library Copier Charges	$ 19,393	$ 18,500	$ 20,158	$ 20,000
Library Fees & Contributions	13,716	12,000	16,056	13,000
General Resources	1,403,747	1,391,894	1,383,056	1,452,509
Total	$ 1,436,856	$ 1,422,394	$ 1,419,270	$ 1,485,509

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,112,330	$ 1,032,161	$ 996,348	$ 1,058,359
Material Supplies	64,374	104,847	133,622	128,350
Repair & Maintenance	28,105	29,850	29,625	47,600
Support Services	50,492	68,388	57,027	65,112
Minor Capital	38,405	12,500	52,500	16,000
Professional Services	-	-	5,500	8,500
Capital Outlay	143,150	174,648	144,648	161,588
Total	$ 1,436,856	$ 1,422,394	$ 1,419,270	$ 1,485,509

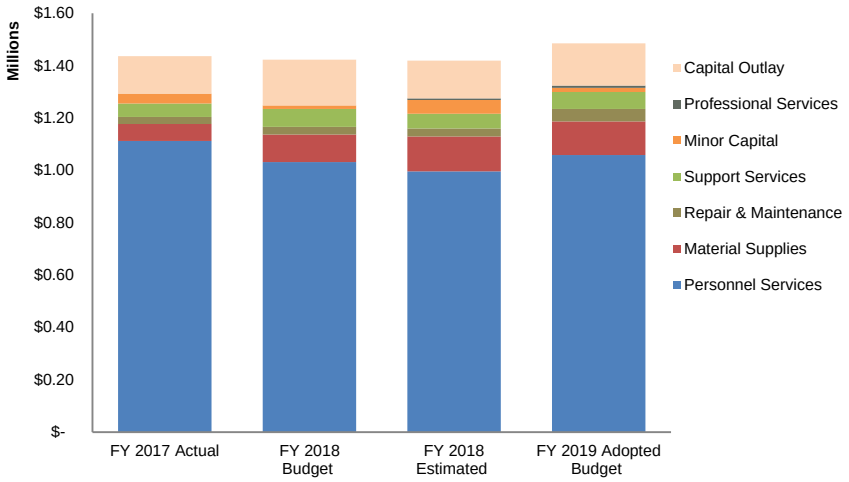
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Director of Library Services	1.00	1.00	1.00
Children's Services Assistant [2]	1.00	0.50	-
Clerk (Administration) - PT	0.50	0.50	0.50
Clerk (Children's Svc) - PT [2]	0.50	0.50	1.50
Clerk (Circulation)	7.00	7.00	7.00
Clerk (Circulation) - PT [2]	1.50	2.00	1.50
Clerk (Reference)	2.00	1.00	1.00
Clerk (Reference) - PT [2]	-	0.50	0.50
Director of Library Services	1.00	1.00	1.00
Inter-Library Loan Librarian	1.00	1.00	1.00
Librarian Adult Services [1]	1.00	-	-
Librarian Cataloguer	1.00	1.00	1.00
Librarian Children's Services	1.00	1.00	1.00
Library Program Coordinator [2]	1.00	-	-
Library Supervisor	2.00	2.00	2.00
Principal Secretary	1.00	1.00	1.00
Manager (Reference) [1]	1.00	0.34	-
Senior Library Assistant [2]	2.00	4.00	4.00
Total Staffing	25.50	24.34	24.00

[1] - Positions unfunded in FY 2018
[2] - Positions reclassified in FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Provide access to print resources for information and personal enrichment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Continually develop the library's print collections, ensuring time-sensitive areas are updated regularly.	1,872	6,400 Items	5,800 Items	5,910 Items	6,400 Items
Circulate library materials.	25,325	240,000 Circulations	230,000 Circulations	243,939 Circulations	250,000 Circulations
Repair damaged items.	1,602	1,300 Items	1,300 Items	1,404 Items	1,300 Items
Catalog library materials and prepare them for use.	2,492	6,000 Items	6,000 Items	6,375 Items	6,500 Items
Maintain interlibrary loan service.	672	400 Items	480 Items	173 Items	410 Items

Mission Element 2: Provide online access to materials for general reading and for informational needs.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Add downloadable books and audio books for leisure reading and research.	165	1,500 Items	850 Items	773 Items	850 Items
Make access available to a range of authoritative research databases, with most available through remote access.	43	33 Databases	33 Databases	33 Databases	33 Databases

Mission Element 3: Provide access to public computers and printers.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide and maintain public workstations with word processing, spreadsheet and internet access (split equally between the libraries).	9,880	28 Public Computers	28 Public Computers	28 Public Computers	28 Public Computers
Provide public printers for patron needs (split equally between the libraries).	395	2 Printers	2 Printers	2 Printers	2 Printers
Provide photocopiers for patron use (split equally between the libraries)	316	2 Photocopiers	2 Photocopiers	2 Photocopiers	2 Photocopiers

Mission Element 4: Provide a variety of programs for all ages.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hold fall and spring story times for preschool literacy engagement.	2,593	150 Story times	150 Story times	150 Story times	150 Story times
Hold summer programs for preschool and elementary-aged children to encourage reading and aid in the retention and improvement of literacy skills.	1,816	100 Programs	100 Programs	117 Programs	106 Programs
Host summer programs and movies for teens to encourage learning and creativity, giving them something productive to do with their free time.	806	40 Programs	45 Programs	48 Programs	40 Programs

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Host movie days for children, as covered under Library Services' blanket performance licenses, to entertain them and encourage their parents to take advantage of other library services.	375	20 Movie Days	30 Movie Days	20 Movie Days	20 Movie Days
Host programs for adults to engage them in lifelong learning and spark creativity.	390	25 Programs	25 Programs	20 Programs	25 Programs
Maintain a presence on social media to keep citizens informed of library services and programs.	1,300	104 Postings	145 Postings	159 Postings	104 Postings

Mission:

The mission of the Killeen Arts & Activities Center is to manage and maintain the civic event space and city office space in the KAAC.

Mission Elements:

- Marketing and promoting the facility to expand the clientele and generate revenues.
- Event planning and coordination with individualized customer care.
- Provide a facility with advance audio-visual equipment , well-maintained furnishings and room setups.
- Maintaining 75,000 square feet, addressing the cleanliness and sanitation of the interior and exterior of the campus.

Goals:

- Review fee schedule to ensure space and services offered are market competitive.
- Promote event space to increase bookings during the weekdays.
- Develop a cost analysis of each city office that is cleaned by the KAAC staff.
- Develop and implement replacement plan for damaged furnishings.

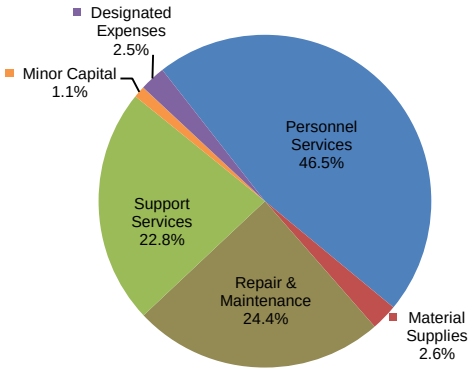
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Event Revenue	$ 60,385	$ 78,518	$ 57,413	$ 59,136
General Resources	324,996	362,614	326,570	384,931
Total	$ 385,381	$ 441,132	$ 383,983	$ 444,067

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 197,992	$ 215,942	$ 168,569	$ 206,696
Material Supplies	8,745	9,946	10,142	11,372
Repair & Maintenance	81,590	98,417	96,921	108,500
Support Services	89,968	105,827	100,516	101,436
Minor Capital	6,689	10,000	4,000	5,000
Designated Expenses	397	1,000	3,835	11,063
Total	$ 385,381	$ 441,132	$ 383,983	$ 444,067

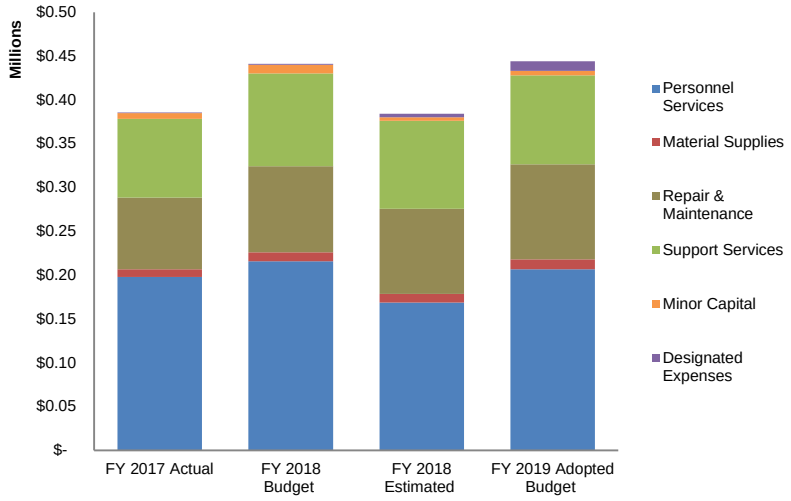
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
CD Housing & Facilities Manager [1]	-	0.25	0.25
Event Assistant	3.00	3.00	3.00
Event Coordinator	1.00	1.00	1.00
KAAC Manager [2]	-	1.00	1.00
Office Assistant [3]	1.00	-	-
Operations Supervisor [2]	1.00	-	-
Total Staffing	6.00	5.25	5.25

[1] - Position reclassified with a split distribution between CDBG and KAAC during FY 2018
[2] - Position reclassified from Operations Supervisor to KAAC Manager during FY 2018
[3] - Position eliminated during FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Marketing and promoting the facility to expand clientele and generate revenue.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Increase website views.	215	25,000 Views	23,157 Views	25,982 Views	28,580 Views
Increase website booking request.	45	150 Requests	80 Requests	90 Requests	100 Requests
Increase Facebook views.	45	2,000 Views	1,788 Views	2,150 Views	2,365 Views
Increase Facebook posts.	215	52 Posts	52 Posts	110 Posts	156 Posts
Increase events booked.	1,240	200 Events	180 Events	150 Events	180 Events

Mission Element 2: Event planning and coordination with individualized customer care.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Attract client contacts through increased marketing.	100	1,200 Contacts	1,560 Contacts	1,570 Contacts	1,727 Contacts
Increase number of days booked.	390	353 Days	200 Days	229 Days	275 Days
Increase number of events booked during weekdays.	150	48 Events	48 Events	37 Events	48 Events
Room Set Ups.	200	200 Set Ups	180 Set ups	150 Set Ups	180 Set Ups
Room Break Downs.	200	200 Break Downs	180 Break Downs	150 Break Downs	180 Break Downs

Mission Element 3: Provide a facility with advanced audio-visual equipment, well-maintained furnishings, and room setups.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide equipment rentals.	780	17 Units	25 Units	17 Units	25 Units
Twice weekly cleaning of tables (before and after events).	520	110 Tables	110 Tables	110 Tables	110 Tables
Monthly inspection of all furnishings.	48	12 Inspections	12 Inspections	12 Inspections	12 Inspections
Monthly deep cleaning of fabric-covered furnishings.	732	2,000 Furnishings	2,000 Furnishings	2,000 Furnishings	2,000 Furnishings

Mission Element 4: Maintain 75,000 square feet addressing the cleanliness and sanitation of the interior and exterior of the campus.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Daily cleaning of facilities.	3,622	75,000 sf	75,000 sf	75,000 sf	75,000 sf
Weekly vacuuming of carpets.	312	60,000 sf	60,000 sf	60,000 sf	60,000 sf
Daily auto-scrubbing and buffing tile floors.	420	15,000 sf	15,000 sf	15,000 sf	15,000 sf
Bi-weekly shampooing carpets.	340	26 Cleanings	26 Cleanings	15 Cleanings	26 Cleanings
Bi-weekly maintenance on floor cleaning equipment.	260	26 Servicing's	26 Servicing's	10 Servicing's	26 Servicing's
Bi-weekly power-washing sidewalks and building exterior.	366	26 Cleanings	26 Cleanings	26 Cleanings	26 Cleanings
Daily exterior facility and outdoor venue rental space upkeep.	400	48,861 sf	48,861 sf	48,861 sf	48,861 sf

Mission:

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

Mission Elements:

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

Goals:

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

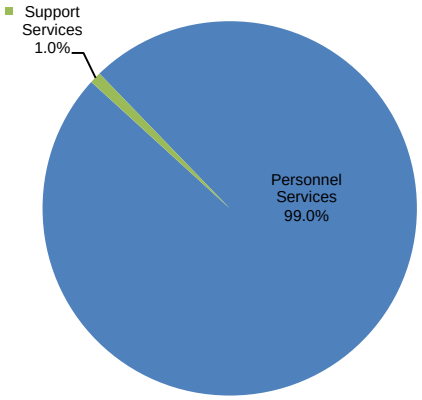
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 151,188	$ 144,317	$ 143,290	$ 146,490
Total	$ 151,188	$ 144,317	$ 143,290	$ 146,490

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 143,066	$ 144,317	$ 143,290	$ 145,032
Support Services	8,122	-	-	1,458
Total	$ 151,188	$ 144,317	$ 143,290	$ 146,490

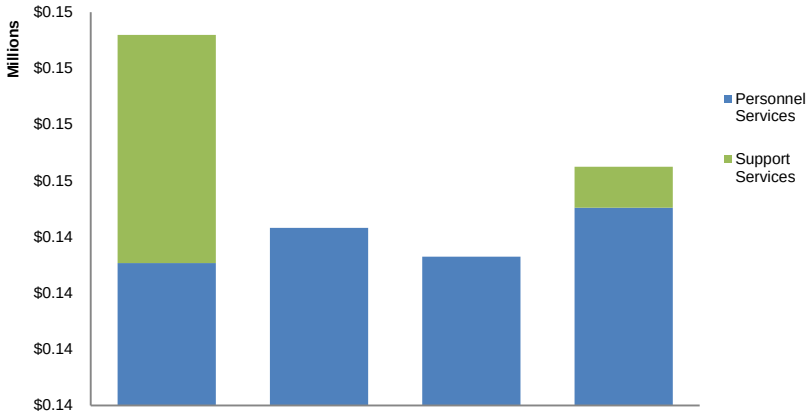
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Community Dev. Programs Administrator [1]	1.00	-	-
Community Development Specialist [1]	1.00	-	-
Executive Assistant [1]	1.00	-	-
Executive Director of Community Development [2]	1.00	0.98	0.94
Total Staffing	4.00	0.98	0.94

[1] - Realigned staff to CDBG and HOME Program Grant Fund
[2] - Position is partially funded by CDBG Grant Fund

Department Expenditures



Department Expenditure History



Mission Element 1: Provide oversight, reporting, and compliance for CDBG & HOME Program.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide integrated orientation and training workshops outlining broad program objectives and methods.	401	33 Workshops	33 Workshops	37 Workshops	38 Workshops
Provide clear guidance to CDAC committee at meetings.	40	4 Meetings	4 Meetings	4 Meetings	4 Meetings
Provide oversight and guidance to division staff related to Community Development tasks and programs.	300	Continues meeting and reviews	300	300	300

Mission Element 2: Administer sub-grants to qualifying entities.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Develop clear scope of work for sub-grantee agreements.	58	13 Agreements	13 Agreements	13 Agreements	13 Agreements
Execute sub-grantee agreements within 15 days of federal award (or in accordance with federal award).	58	13 Agreements	13 Agreements	13 Agreements	13 Agreements

Mission Element 3: Conduct compliance monitoring for sub-grantee performance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Perform sub-grantee monitoring on quarterly basis.	25	1 visit per quarter	4 visits	17 Units	25 Units
Submit report back to sub-grantee on result of monitoring.	36	1 report per sub-grantee per quarter	13 reports	110 Tables	110 Tables

Mission Element 4: Submit required reports to federal awarding agency.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Ensure all major reports submitted as required by HUD.	441	13 Reports	13 Reports	13 Reports	13 Reports
Submit quarterly reports from sub-grantees entered into IDIS on time.	88	32 Reports	32 Reports	32 Reports	48 Reports

Mission Element 5: Provide oversight, guidance and administrative functions to seven (7) divisions within Community Development Department.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Meet with each division supervisor to discuss division work.	168	7 meetings per month	84	42	84
Perform employee evaluations for department staff.	18	9 Evaluations	18	12	18
Provide administrative and oversight to all seven (7) divisions.	636	Daily	636	636	636

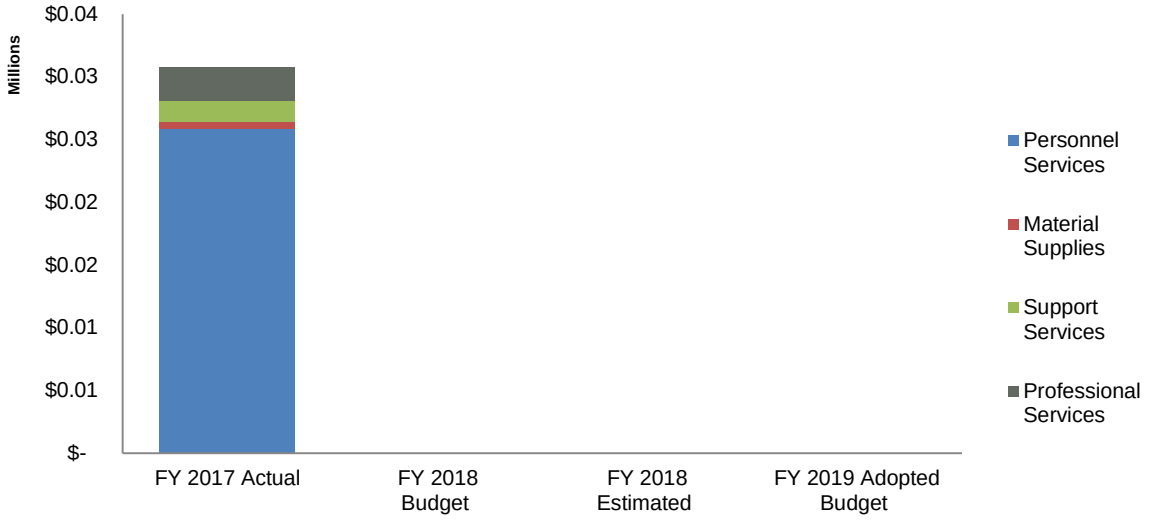
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 30,727	$ -	$ -	$ -
Total	$ 30,727	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 25,875	$ -	$ -	$ -
Material Supplies	535	-	-	-
Support Services	1,647	-	-	-
Professional Services	2,670	-	-	-
Total	$ 30,727	$ -	$ -	$ -

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Home Program Coordinator [1]	1.00	-	-
Total Staffing	1.00	-	-

[1] - Realigned staff to CDBG and HOME Program Grant Fund

Department Expenditure History



Mission:

The mission of the Building Services Division is to provide routine, breakdown, and emergency maintenance for all City owned buildings with the exception of Aviation and Police Headquarters.

Mission Elements:

- Repair and maintain facility components consisting of heating, ventilation, air conditioning (HVAC), plumbing, electrical, roofs, windows, doors, overhead commercial doors and related items.
- Service fire safety alarms and equipment.
- Service elevators and ensure annual compliance with regulations.

Goals:

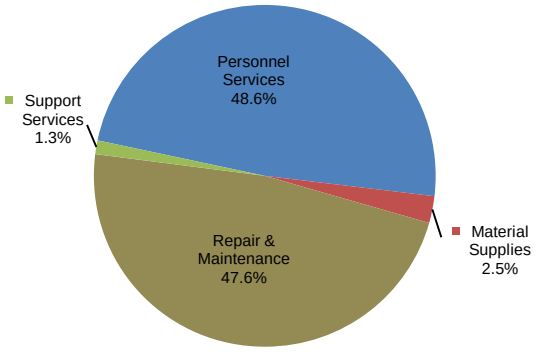
- Implement an HVAC replacement plan with regards to R22 refrigerant phase out.
- Maintain City facilities.
- Respond to work orders in a timely manner to satisfy end-users.
- Maintain elevators, fire alarm systems, and safety equipment.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 818,505	$ 807,082	$ 717,277	$ 768,164
Total	$ 818,505	$ 807,082	$ 717,277	$ 768,164

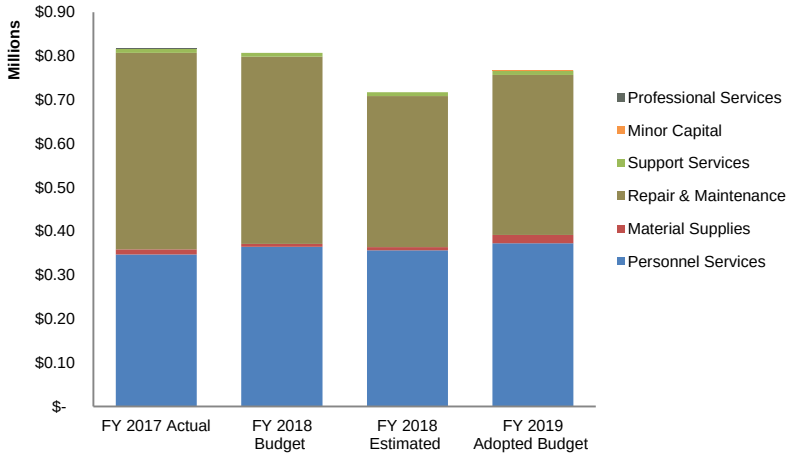
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 347,224	$ 364,827	$ 356,314	$ 372,580
Material Supplies	11,789	6,757	7,730	19,411
Repair & Maintenance	448,469	426,947	344,682	365,183
Support Services	9,198	8,551	8,551	9,990
Minor Capital	-	-	-	1,000
Professional Services	1,825	-	-	-
Total	$ 818,505	$ 807,082	$ 717,277	$ 768,164

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Electrical Maintenance Technician	1.00	1.00	1.00
Facilities Maintenance Specialist	3.00	3.00	3.00
Facilities Manager	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00
Senior Secretary	1.00	1.00	1.00
Total Staffing	7.00	7.00	7.00

Department Expenditures



Department Expenditure History



Mission Element 1: Repair and maintain facility components – plumbing, Heating, Ventilation Air Conditioning(HVAC), roofs, electrical, doors, windows, commercial overhead doors and related items.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain City facilities.	5,483	38 major facilities, 59 minor facilities 1,100,000 sf	1,100,000 sf	1,100,000 sf	1,100,000 sf
Respond to work orders in ten business days to satisfy end-users.	5,483	893 Work Orders	1,050 Work Orders	940 Work Orders	1,200 Work Orders
Perform HVAC air filter replacement on all city systems quarterly.	1,040	708 Filters	708 Filters	708 Filters	708 Filters
Respond to roof leaks and roof replacements.	830	97 Roofs	97 Roofs	97 Roofs	97 Roofs
Respond to HVAC system requirements.	1,040	346 Units	346 Units	346 Units	346 Units
Respond to commercial overhead door repairs and adjustments.	148	42 Doors	42 Doors	42 Doors	42 Doors

Mission Element 2: Service fire safety alarms and equipment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to and monitor fire alarm systems and failures.	520	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems
Inspect fire safety equipment.	520	450 Extinguishers	450 Extinguishers	450 Extinguishers	0 Extinguishers

Mission Element 3: Service elevators and ensure annual compliance with regulations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Service elevators throughout city facilities.	1,040	8 Elevators	8 Elevators	8 Elevators	8 Elevators

Mission:

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

Mission Elements:

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

Goals:

- Train non-custodial staff in the standard operating procedures for proper handling of minor issues.
- Standardize soap, toilet paper and paper towels across all facilities to universal models for improved cost-effectiveness.
- Implement monthly HR policy training for all Custodial Services staff.

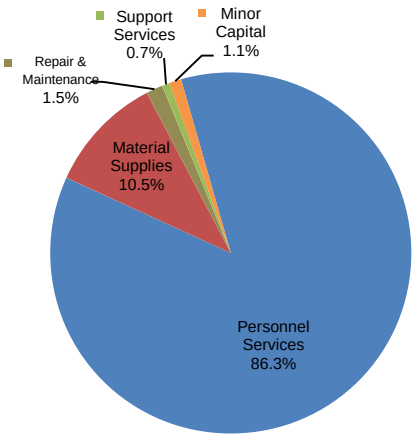
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 650,693	$ 665,250	$ 660,797	$ 738,322
Total	$ 650,693	$ 665,250	$ 660,797	$ 738,322

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 578,536	$ 579,221	$ 574,940	$ 637,029
Material Supplies	57,361	66,620	66,595	77,384
Repair & Maintenance	7,269	11,047	11,000	11,047
Support Services	5,158	4,962	4,865	4,962
Minor Capital	2,369	3,400	3,397	7,900
Total	$ 650,693	$ 665,250	$ 660,797	$ 738,322

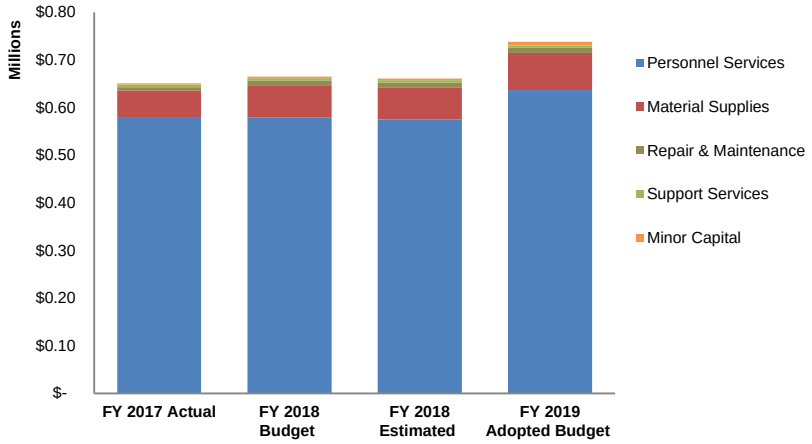
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Custodial Crew Leader	2.00	2.00	2.00
Custodial Supervisor	1.00	1.00	1.00
Custodian [1]	15.00	13.00	13.00
Total Staffing	18.00	16.00	16.00

[1] - Two positions unfunded in FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Clean designated City facilities.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Cleaning of City facilities that require daily service.	29,234	25 facilities 297,865 sf	297,865 sf	297,865 sf	297,865 sf
Cleaning of City buildings that require bi-weekly service.	1,638	3 facilities 10,715 sf	10,715 sf	8,906 sf	10,715 sf
Cleaning of City buildings that require weekly service.	1,872	5 facilities 10,606 sf	10,606 sf	10,606 sf	10,606 sf

Mission Element 2: Provide and maintain reliable equipment to aid in cleaning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain service contracts for equipment annually.	104	23 Units	23 Units	9 Units	23 Units
Clean and inspect vacuum cleaners weekly.	780	15 Vacuums	14 Vacuums	14 Vacuums	14 Vacuums
Stock and maintain personal protective equipment (PPE's).	208	18 PPE's	18 PPE's	20 PPE's	20 PPE's

Mission Element 3: Provide a staff well-trained in the proper use of cleaning chemicals, equipment and methods and in issues related to health and safety.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hold staff meetings at least once per month to discuss safety procedures and concerns.	1,309	12 Meetings	12 Meetings	12 Meetings	12 Meetings
Hold annual training with external vendors on equipment and new methods.	170	1 Training	2 Trainings	1 Training	2 Trainings
Ensure documentation binders for all chemicals are available in each area where chemicals are stored.	33	33 Binders	33 Binders	33 Binders	33 Binders
Inspect chemicals at least once per month to ensure that they have not passed the expiration date.	12	12 Inspections	12 Inspections	12 Inspections	12 Inspections

Description

The Public Works department is comprised of three divisions:

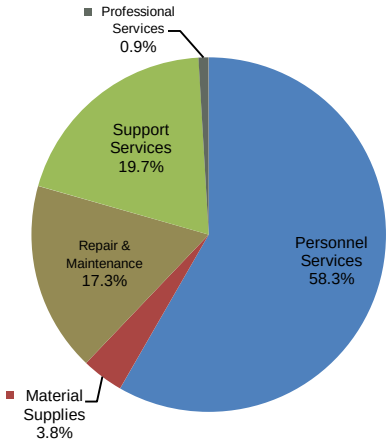
1. Public Works 2. Street Operations 3. Engineering

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 4,373,710	$ 4,443,463	$ 4,176,661	$ 4,604,631
Total	$ 4,373,710	$ 4,443,463	$ 4,176,661	$ 4,604,631

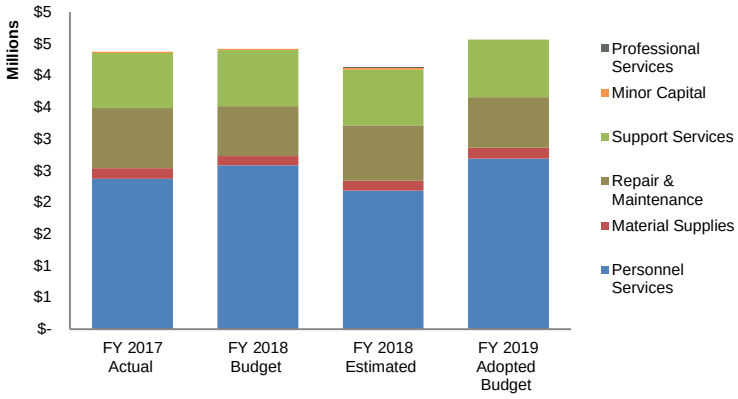
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 2,368,236	$ 2,581,223	$ 2,183,021	$ 2,685,321
Material Supplies	165,768	146,328	154,583	176,082
Repair & Maintenance	951,575	786,361	876,379	795,757
Support Services	865,625	883,148	877,696	904,891
Minor Capital	22,257	20,916	29,783	-
Professional Services	249	25,487	49,000	42,580
Capital Outlay	-	-	6,199	-
Total	$ 4,373,710	$ 4,443,463	$ 4,176,661	$ 4,604,631

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	56.40	57.22	55.84

Department Expenditures



Department Expenditures History



Mission:

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

Mission Elements:

- Divisional Oversight:
  - -Plan
  - -Execute
  - -Evaluate

Goals:

- Complete improvement plans for Water & Sewer, Street Operations, Environmental Services, and Engineering.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Update CIP Plan accordingly.

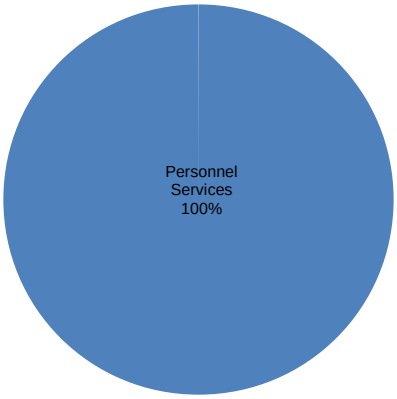
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 9,076	$ 11,451	$ 25,363	$ 15,099
Total	$ 9,076	$ 11,451	$ 25,363	$ 15,099

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 7,000	$ 11,451	$ 25,081	$ 15,099
Material Supplies	439	-	-	-
Support Services	1,388	-	-	-
Minor Capital	-	-	282	-
Professional Services	249	-	-	-
Total	$ 9,076	$ 11,451	$ 25,363	$ 15,099

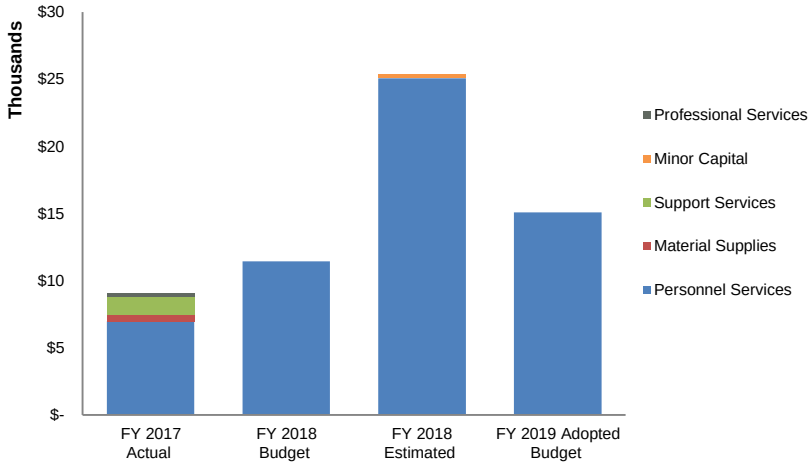
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Director of Public Works [1]	-	0.03	0.03
Executive Assistant	0.05	0.05	0.05
Executive Director of Public Works	0.05	0.05	0.05
Finance Manager [2]	-	0.05	0.05
Total Staffing	0.10	0.18	0.18

[1] - Reclassified Director of Solid Waste to Asst. Director of Public Works in FY 2018
[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018

Department Expenditures



Department Expenditure History



Note: The following Public Works Administration mission elements are divided between General Fund, Water & Sewer Fund, Solid Waste Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Provide general oversight to all Public Works divisions.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Prepare & present City Council action items.	100	30	30	24	30
Present City Council discussion items.	100	40	40	6	15
Provide Engineering division oversight.	83	1%	1%	5%	1%
Provide Environmental Services division oversight.	416	5%	5%	5%	5%
Provide Solid Waste Services division oversight.	3,062	38%	38%	30%	38%
Provide Street Operations division oversight.	416	5%	5%	3%	5%
Provide Water & Sewer division oversight.	4,143	51%	51%	57%	51%

Mission:

The Street Operations Division's mission is to provide a safe and functional complete street network.

Mission Elements:

- Maintain streets, including pavement treatment.
- Maintain concrete infrastructure, including sidewalks, drive approaches, alleys, curb and gutter, and valley gutter.
- Street sweeping.
- Maintain & install traffic control devices.
- Maintain pavement markings.
- Maintain school zones and safety features.
- Operate traffic management center.
- Provide emergency services for traffic signal malfunctions.

Goals:

- Apply surface treatments based on approved funding levels.
- Sweep up to 10,000 curb miles in conjunction with the MS4 Permit.
- Apply pavement markings program based on the funding available.
- Conduct traffic timing and coordination study on select corridors.
- Upgrade cabinet components at 10 signalized intersections to allow communication with the TMC. Currently 70 intersections communicate.
- Develop employee performance management system.
- Develop and improve GIS capabilities within asset management system.
- Develop and improve departmental communication and cooperation.

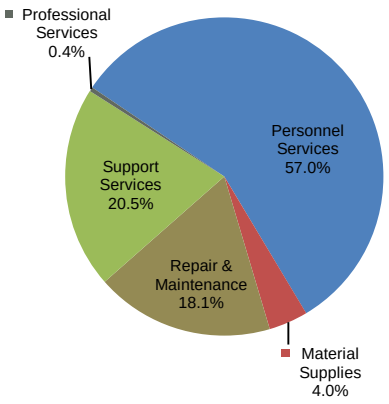
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 4,203,524	$ 4,232,079	$ 4,002,360	$ 4,389,254
Total	$ 4,203,524	$ 4,232,079	$ 4,002,360	$ 4,389,254

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 2,208,545	$ 2,375,290	$ 2,051,813	$ 2,500,566
Material Supplies	163,582	144,002	154,583	173,971
Repair & Maintenance	950,927	786,361	876,379	795,757
Support Services	858,213	880,023	876,085	899,960
Minor Capital	22,257	20,916	19,500	-
Professional Services	-	25,487	24,000	19,000
Total	$ 4,203,524	$ 4,232,079	$ 4,002,360	$ 4,389,254

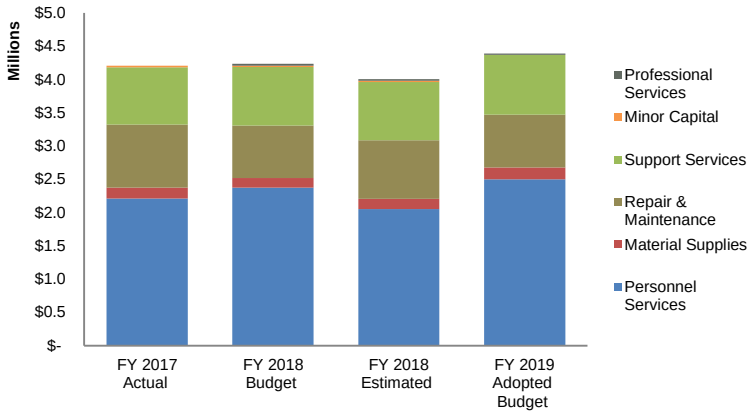
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Director of Street Services	1.00	1.00	1.00
Equipment Operator	8.00	8.00	8.00
Equipment Services Technician	1.00	1.00	1.00
Lube Technician [1]	-	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Senior Traffic Technician	1.00	1.00	1.00
Service Worker (Street)	12.00	12.00	12.00
Sign Technician	1.00	1.00	1.00
Superintendent (Street Services)	2.00	2.00	2.00
Superintendent (Traffic)	1.00	1.00	1.00
Supervisor (Sign & Pavement Marking)	1.00	1.00	1.00
Supervisor (Street Maintenance)	5.00	5.00	5.00
Supervisor (Traffic Signals)	1.00	1.00	1.00
Traffic Technician	2.00	2.00	2.00
Truck Driver [1]	16.00	15.00	15.00
Total Staffing	54.00	54.00	54.00

[1] - Reclassified Truck Driver to Lube Technician position during FY 2018

Department Expenditures



Department Expenditure History



Note: The following Street Operations mission elements are divided between General Fund, Drainage Utility Fund, and Water and Sewer Fund. This data is duplicated in each fund.

Mission Element 1: Maintain streets.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Apply slurry-seal to street surface (lane miles).	0	0	20	30	0
Apply reclamite to street surface (lane miles).	16,640	11	0	0	11
Repair potholes.	4,160	365	400	365	450
Repair utility cuts.	4,160	125	250	125	175
Apply crackseal material to street (lane miles).	12,480	125	125	125	150
Sweep Streets (curb miles).	8,320	12,500	7,500	12,500	12,500

Mission Element 2: Maintain concrete infrastructure.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Repair sidewalk work orders.	14,560	155	N/A	155	125
Repair drive approach work orders.	9,360	14	N/A	14	25
Repair valley gutter work orders.	3,120	8	15	8	15
Repair curb & gutter work orders.	6,240	22	15	22	15

Mission Element 3: Install and maintain traffic control devices.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Inspect signalized intersections.	6,240	1,128	1,128	1,128	1,128
Inspect & program school flashers.	1,040	780	780	780	780
Conduct traffic counts.	3,120	48	48	48	48
Repair sign work orders.	6,240	1,127	1,500	1,127	1,500

Mission Element 4: Maintain pavement markings.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain crosswalks (KISD campuses).	520	426	426	426	426
Carry out pavement marking program (linear miles).	6,240	2.5	5	5	2.5
Process pavement marking work orders.	1,560	95	135	60	95

Mission Element 5: Emergency response services.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to emergency events.	1,040	342	N/A	342	350

Mission Element 6: Administrative support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Input Cityworks work orders.	1,560	4,600	4,960	4,600	4,960
Process AP – P.O. & receiving.	4,160	1,920	1,440	1,920	1,920
Process telephone calls.	520	1,200	N/A	N/A	1,200
Process payroll.	2,600	26	26	26	26
Process performance appraisals.	1,560	56	56	68	56
Track uniforms for employees.	520	224	224	224	224
Process new hires.	520	24	N/A	24	30

Mission:

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

Mission Elements:

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

Goals:

- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Develop construction inspection work reporting system.
- Continue construction on Rosewood Drive Extension and Heritage Oaks Hike & Bike Trails, Septic Tank Elimination Project (STEP) X, and minor drainage improvements.
- Submit candidate projects to KTMPO for funding and progress Chaparral Road preliminary and final design.

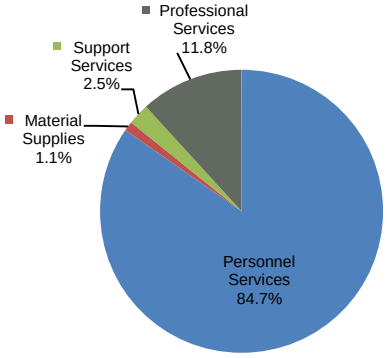
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 161,110	$ 199,933	$ 148,938	$ 200,278
Total	$ 161,110	$ 199,933	$ 148,938	$ 200,278

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 152,691	$ 194,482	$ 106,127	$ 169,656
Material Supplies	1,747	2,326	-	2,111
Repair & Maintenance	648	-	-	-
Support Services	6,024	3,125	1,611	4,931
Minor Capital	-	-	10,001	-
Professional Services	-	-	25,000	23,580
Capital Outlay	-	-	6,199	-
Total	$ 161,110	$ 199,933	$ 148,938	$ 200,278

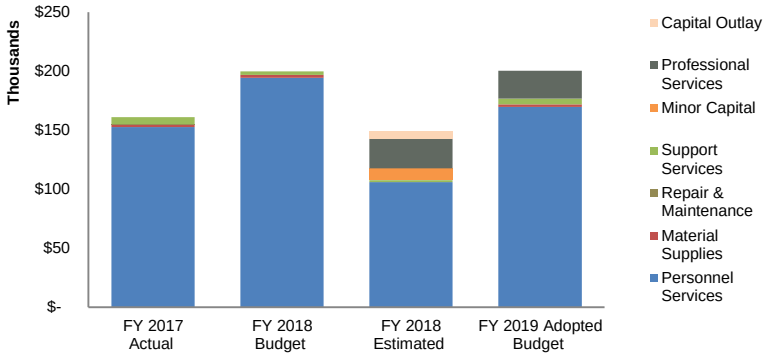
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Construction Inspector [1]	-	0.38	0.38
Contract Specialist [2]	-	0.38	-
Director of Transportation [1]	0.40	0.38	-
Principle Secretary	0.40	0.38	0.38
Project Manager	1.50	1.52	1.52
Senior Project Engineer [3]	-	-	0.38
Total Staffing	2.30	3.04	2.66

[1] - Realignment of Transportation Division into Engineering Division in FY 2018
[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018
[3] - Reclassified position during FY 2018

Department Expenditures



Department Expenditure History



Note: The following Engineering mission elements are divided between General Fund, Water & Sewer Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Transportation planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review internal plan sets for compliance with TMP.	600	30	30	2	10
Review external permit and plan submissions for compliance with TMP.	440	220	220	230	250
Review and approve traffic control plans for internal and external lane closures.	150	150	150	110	150
Evaluate and identify opportunities for Federal funding participation in all CIP projects.	300	15	1	0	3
Submit requests for grants or other funding.	300	15	2	0	5

Mission Element 2: CIP Project Management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assign Project Manager to each CIP project prior to start of project.	4	15	15	1	15
Review project design in process and provide substantive comments at periodic intervals (30%, 60%, 90%, 95%, & 100%).	300	15	15	2	15
Inspect project during construction at appropriate intervals (daily, weekly, etc).	3,000	1,500	1,500	80	1,500
Record observations of inspections daily and file timely.	2,080	1,040	98%	80	98%
Close out project when complete within three weeks of completion.	600	15	100%	N/A	100%

Mission Element 3: Development review: platting and permitting.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review plats.	150	50	50	40	150
Review subdivision construction plans.	35	7	6	8	12
Review commercial construction plans.	375	75	75	64	75
Attend pre-development meetings.	150	75	1	75	1
Evaluate and revise construction standard details.	312	156	20%	1	20%
Issue documentation for final acceptance of public improvements.	7	7	7	4	7
Review zoning cases.	60	30	30	10	30
Review street cut permits.	250	250	250	20	250
Review curb cut permits.	250	250	250	50	250

Mission Element 4: Construction inspection.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Perform flatwork inspections.	2,000	1,000	1,000	64	1,000
Perform subdivision inspections.	7,500	3,000	3,000	1,400	3,000
Perform density testing (subdivision).	1,150	750	750	15	750
Perform density testing (street cuts).	375	250	250	40	250
Observe geotechnical testing.	30	20	20	3	20
Inspect water taps.	1,000	500	500		500
Perform commercial C/O inspections.	120	60	60	41	60

Description

The Planning and Development department is comprised of three divisions:

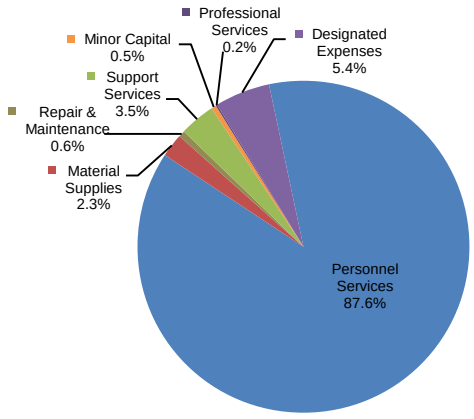
1. Planning and Development 2. Building Inspections 3. Code Enforcement

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Planning & Development Revenue	$ 53,420	$ 46,953	$ 48,174	$ 47,892
Building & Inspections Revenue	1,187,513	1,204,190	1,250,785	1,183,442
Code Enforcement Revenue	185,827	189,191	166,397	168,380
General Resources	649,490	969,589	815,178	1,079,403
Total	$ 2,076,250	$ 2,409,923	$ 2,280,534	$ 2,479,117

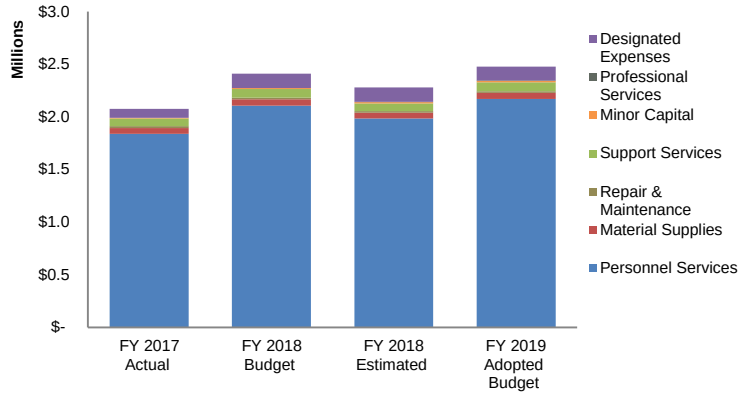
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,838,583	$ 2,105,826	$ 1,985,261	$ 2,172,410
Material Supplies	54,169	62,588	56,169	56,640
Repair & Maintenance	20,037	14,960	14,472	15,496
Support Services	73,174	80,619	72,138	85,987
Minor Capital	4,911	9,100	11,564	11,800
Professional Services	-	-	4,100	3,940
Designated Expenses	85,376	136,830	136,830	132,844
Total	$ 2,076,250	$ 2,409,923	$ 2,280,534	$ 2,479,117

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	34.00	36.00	36.00

Department Expenditures



Department Expenditure History



Mission:

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

Mission Elements:

- Conduct long-term comprehensive planning.
- Conduct current planning.
- Provide support to boards, commissions, and technical committees.

Goals:

- Update the comprehensive plan.
- Update development regulations.
- Create economic development policies.

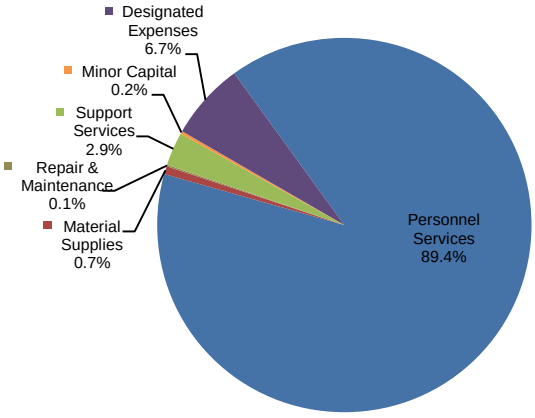
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Planning & Zoning Fees	$ 53,420	$ 46,953	$ 48,174	$ 47,892
General Resources	442,878	674,778	634,273	702,390
Total	$ 496,298	$ 721,731	$ 682,447	$ 750,282

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 479,532	$ 645,486	$ 611,383	$ 670,659
Material Supplies	5,114	6,030	4,684	5,240
Repair & Maintenance	960	960	972	996
Support Services	10,692	14,955	12,283	21,587
Minor Capital	-	4,300	3,125	1,800
Designated Expenses	-	50,000	50,000	50,000
Total	$ 496,298	$ 721,731	$ 682,447	$ 750,282

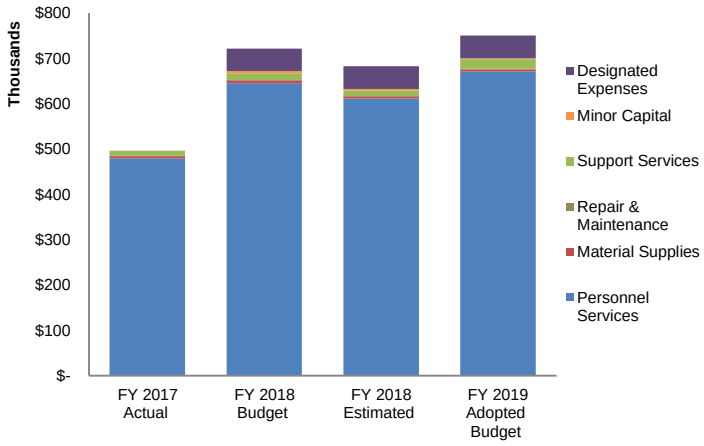
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
City Planner	1.00	1.00	1.00
Exec Dir of Planning & Development Svcs	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Planning Assistant	1.00	1.00	1.00
Principal Secretary [1]	-	1.00	1.00
Revitalization Planner	1.00	1.00	1.00
Senior Planner [1]	1.00	2.00	2.00
Total Staffing	6.00	8.00	8.00

[1] - Added two positions to facilitate the Comprehensive Plan in FY 2018

Department Expenditures



Department Expenditures History



Mission Element 1: Conduct long term comprehensive planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide updates on City population trends/counts and historic data.	160	2	1	1	2
Provide updates and evaluations on the Comprehensive Plan.	3,828	-0-	1	1	4
Hold meetings with P&Z to review and discuss the Comprehensive Plan components.	12	N/A	15	0	12
Meet with other Departments to work on the Comprehensive Plan.	160	N/A	15	5	15

Mission Element 2: Conduct current planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review plat applications; provide comments to applicants.	1,933	60	60	55	60
Prepare staff reports and make recommendations to P&Z regarding Final Plats and Replats.	1,289	40	40	40	40
Review zoning change and FLUM amendment applications, prepare staff reports, and make recommendations to P&Z and City Council.	1,128	35	35	50	35
Attend meetings with developers in order to ensure a seamless development process.	1,611	50	55	50	50
Draft ordinance amendments and updates to the Code of Ordinances.	64	2	2	1	1
Respond to inquiries from the public regarding zoning and platting.	215	1,300	N/A	1,300	1,300

Mission Element 3: Downtown and North Killeen revitalization.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
North Killeen/Downtown permits reviewed for revitalization incentives.	40	416	30	19	40
Meeting/visiting with Downtown property/business owners.	300	624	240	120	300
Downtown visual surveying/monitoring of buildings, alleys, streetscape, etc.	260	832	220	180	300

Mission Element 3: continued

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Promote and process (when possible) Façade and Sign grants.	10	208	10	6	10

Mission Element 4: Provide support to boards, commissions, and technical committees.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide the required staff support to the Planning and Zoning Commission and the Heritage Preservation Board.	4,160	20	22	17	25

Mission:

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

Mission Elements:

- Conduct plan review, permitting, and construction inspections.

Goals:

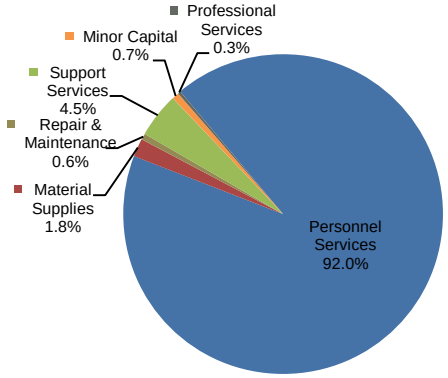
- Prepare Unified Development Code (UDC).
- Update building codes.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Food Handlers Permits	$25,400.00	$ 25,673	$ 25,850	$ 25,673
Mechanical Inspection Permits	43,393	39,007	50,487	46,808
Building Plan Review Fees	147,146	134,565	164,602	135,911
Garage Sale Permits	8,625	9,251	8,260	7,291
Contractor License	81,610	80,730	76,760	76,694
Certificate of Occupancy	37,170	34,765	38,880	37,546
Trailer Court License & Permits	8,745	9,643	8,930	8,582
Building Permits & Inspections	551,767	592,931	586,000	551,767
Electrical Inspections & Permits	131,337	120,878	133,135	135,383
Plumbing Inspections & Permits	100,767	107,597	108,786	109,202
Inspection Fees	28,415	30,452	25,575	24,362
Infrastructure Inspection Fees	22,588	18,698	23,275	23,373
Credit Access Permit	550	-	245	850
General Resources	(337,212)	(317,185)	(404,218)	(280,339)
Total	$ 850,301	$ 887,005	$ 846,567	$ 903,103

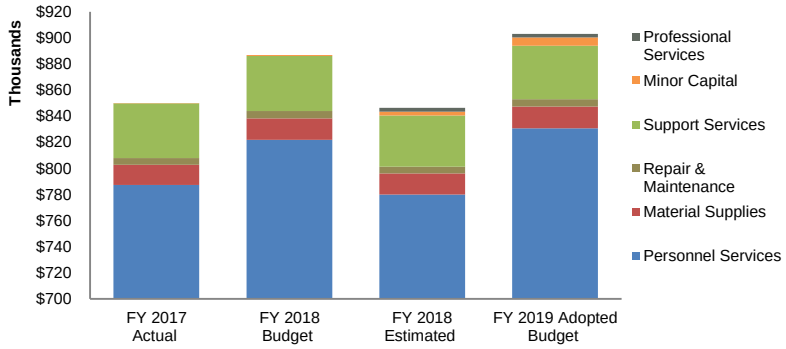
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 787,527	$ 821,926	$ 780,028	$ 830,913
Material Supplies	15,263	16,586	16,300	16,700
Repair & Maintenance	5,192	5,500	5,000	5,500
Support Services	42,029	42,193	39,200	41,050
Minor Capital	290	800	3,139	6,300
Professional Services	-	-	2,900	2,640
Total	$ 850,301	$ 887,005	$ 846,567	$ 903,103

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Building Inspector	6.00	6.00	6.00
Building Official	1.00	1.00	1.00
Building Permit Clerk	2.00	2.00	2.00
Building Plans Examiner	2.00	2.00	2.00
Chief Building Inspector	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Supervisor (Clerk)	1.00	1.00	1.00
Total Staffing	14.00	14.00	14.00

Department Expenditures



Department Expenditure History



Mission Element 1: Conduct plan review, permitting and construction inspections.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Number of permits.	6,240	7,000	7,200	7,300	7,300
Number of plan reviews.	6,240	3,300	3,300	3,600	3,700
Number of inspections.	12,480	22,000	22,000	20,000	22,000

Mission Element 2: Provide support to boards, commissions and technical committees.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Construction Board of Appeals.	2,080	12	3	3	2
Zoning Board of Appeals.	2,080	12	1	1	2

Mission:

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

Mission Elements:

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

Goals:

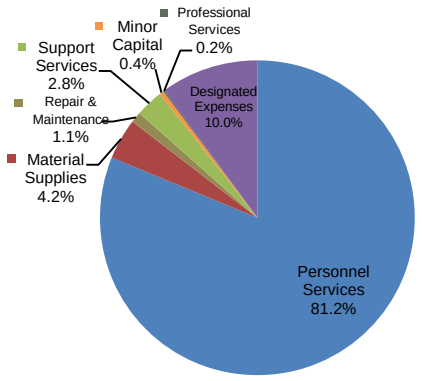
- Develop education materials for public.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Code Enforcement Abatements	$ 185,827	$ 189,191	$ 166,397	$ 168,380
General Resources	543,824	611,996	585,123	657,352
Total	$ 729,651	$ 801,187	$ 751,520	$ 825,732

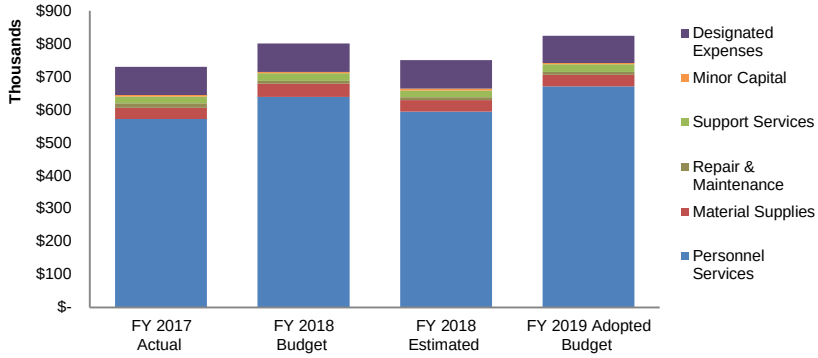
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 571,524	$ 638,414	$ 593,850	$ 670,838
Material Supplies	33,792	39,972	35,185	34,700
Repair & Maintenance	13,885	8,500	8,500	9,000
Support Services	20,453	23,471	20,655	23,350
Minor Capital	4,621	4,000	5,300	3,700
Professional Services	-	-	1,200	1,300
Designated Expenses	85,376	86,830	86,830	82,844
Capital Outlay				
Total	$ 729,651	$ 801,187	$ 751,520	$ 825,732

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Code Enforcement Clerk	3.00	3.00	3.00
Code Enforcement Officer	8.00	8.00	8.00
Code Enforcement Supervisor	2.00	2.00	2.00
Senior Secretary	1.00	1.00	1.00
Total Staffing	14.00	14.00	14.00

Department Expenditures



Department Expenditure History



Mission Element 1: Enforce housing, zoning, nuisance codes, etc.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Housing violation cases.	500	250	250	289	300
Zoning violation cases.	30	15	0	15	15
High grass violation cases.	8,000	4,000	4,000	4,188	4,200
Junked vehicle cases.	400	300	300	329	350
Care of premises.	4,400	2,000	2,000	2,054	2,100
Trash and debris.	800	400	400	407	450
Other violation cases.	2,570	10,000	10,000	3,266	11,000
Total inspections (field time).	8,920	20,000	20,000	20,778	22,000
Citations issued and court time.	500	100	100	134	140

Mission Element 2: Educate the public about property maintenance to keep our community free from public health and safety risks.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Improve informational handouts.	100	900	900	900	900
Improve City website.	20	2	2	2	2
Public workshops.	24	3	N/A	2	3
Direct citizen contact.	2,856	9,000	9,000	9,000	9,000



Dedicated Service – Everyday, for Everyone!

Description

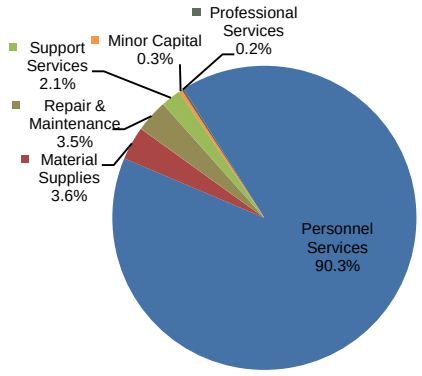
The Police department is comprised of two divisions:
1. Police 2. Animal Services

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Police Revenues	$ 29,184	$ 36,841	$ 27,188	$ 47,013
Police Grants	948,107	1,093,253	613,915	597,127
Animal Services Revenues	89,037	97,073	67,052	90,651
General Resources	27,789,828	27,813,413	25,913,862	29,089,364
Total	$ 28,856,156	$ 29,040,580	$ 26,622,017	$ 29,824,155

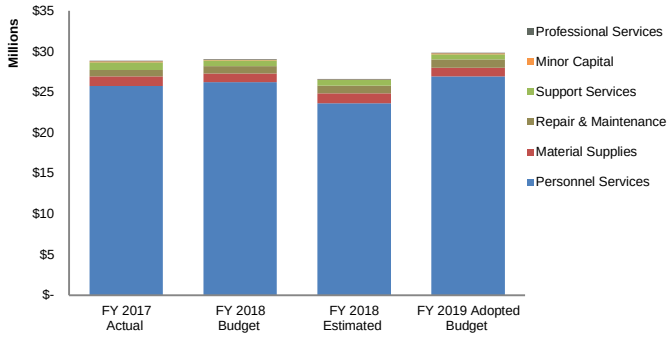
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 25,742,651	$ 26,212,127	$ 23,607,264	$ 26,922,163
Material Supplies	1,164,179	1,050,670	1,233,175	1,065,198
Repair & Maintenance	790,507	937,415	930,574	1,034,798
Support Services	956,356	690,032	701,213	626,676
Minor Capital	120,142	66,676	69,476	102,000
Professional Services	82,321	83,660	80,315	73,320
Total	$ 28,856,156	$ 29,040,580	$ 26,622,017	$ 29,824,155

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	383	358	353

Department Expenditures



Department Expenditure History



Mission:

The mission of the Police Department is to promote public safety by enforcing the law, reducing crime and the fear of crime.

Mission Elements:

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

Goals:

- Reduce crime by utilizing crime analysis to have the most impact with limited resources.
- Increase investigative clearance rate.
- Reduce crime through increased public education.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Miscellaneous Police Receipts	$ 23,824	$ 29,408	$ 22,406	$ 36,680
Background Checks	2,950	3,891	2,645	5,777
False Alarm Fees	-	359	-	861
2nd Hand Deal Fees	125	137	150	175
Taxi Operators License	2,285	3,046	1,987	3,520
Police Grants	948,107	1,093,253	613,915	597,127
General Resources	27,079,006	27,071,241	25,253,388	28,328,650
Total	$ 28,056,297	$ 28,201,335	$ 25,894,491	$ 28,972,790

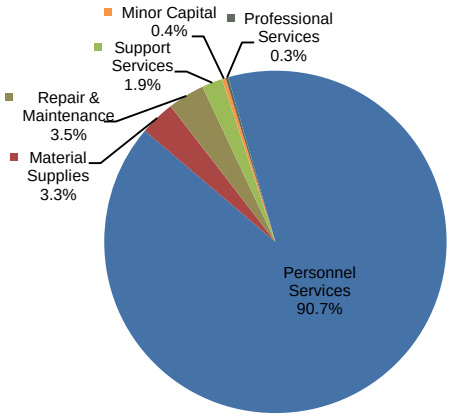
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 25,200,087	$ 25,564,756	$ 23,063,981	$ 26,267,660
Material Supplies	1,036,398	941,936	1,128,472	961,918
Repair & Maintenance	745,059	916,972	909,308	1,005,748
Support Services	904,076	639,030	657,434	562,679
Minor Capital	113,847	65,116	65,116	101,600
Professional Services	56,830	73,525	70,180	73,185
Total	$ 28,056,297	$ 28,201,335	$ 25,894,491	$ 28,972,790

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Civil Service			
Assistant Chief of Police	1.00	1.00	1.00
Chief of Police	1.00	1.00	1.00
Police Captain	5.00	4.00	4.00
Police Lieutenant	10.00	10.00	10.00
Police Officer [1, 3]	239.00	220.00	218.00
Police Sergeant	24.00	24.00	24.00
Total Civil Service	280.00	260.00	258.00
Civilian			
Accounting Specialist	2.00	2.00	2.00
Child Safety Coordinator	1.00	1.00	1.00
Communications Specialist [3]	12.00	12.00	9.00
Compliance Coordinator [2]	-	1.00	1.00
Crime Prevention Coordinator	1.00	1.00	1.00
Crime Statistical Analyst	2.00	2.00	2.00
Crime Victim Liaison	1.00	1.00	1.00
Evidence Manager	1.00	1.00	1.00
Evidence Technician I	2.00	2.00	2.00
Evidence Technician II	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Facility Supervisor	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00
Intelligence Manager	1.00	1.00	1.00
Jailer	24.00	24.00	24.00
Latent Print Technician	1.00	1.00	1.00
Police Clerk [3]	12.00	10.00	10.00
Police Human Resources Manager	1.00	1.00	1.00
Police Personnel & Equipment Specialist	1.00	1.00	1.00
Police Training Administrator	1.00	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Public Service Supervisor	6.00	6.00	6.00
Records Manager	1.00	1.00	1.00
Sex Offender Coordinator	1.00	1.00	1.00
Special Projects Coordinator	1.00	1.00	1.00
Sr. Secretary [1]	5.00	3.00	3.00
Technology Unit Technician	2.00	2.00	2.00
Video Evidence Technician	1.00	1.00	1.00
Total Civilian	85.00	82.00	79.00
Total Staffing	365.00	342.00	337.00

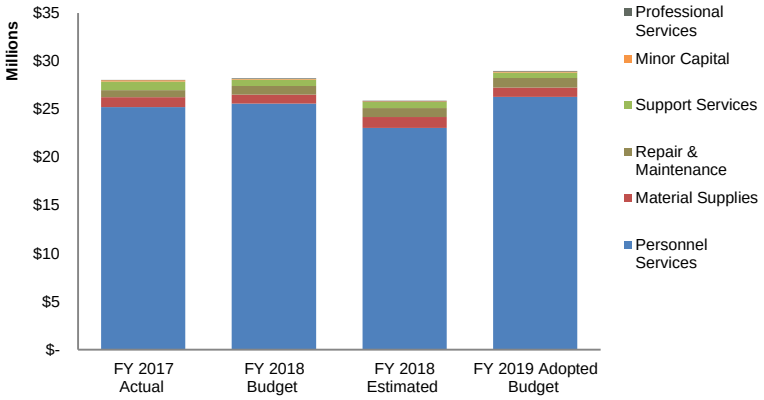
[1] - Positions unfunded in FY 2018

[2] - Positions unfunded in FY 2019

Department Expenditures



Department Expenditure History



ADMINISTRATIVE SERVICES DIVISION:

Department Core Mission Element 1: Reduce Crime.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Promote community outreach					
• Social media followers.	6,160	15,500	16,000	19,600	20,000
• Interactions with press.		210	220	450	475
• Safety related community events.		699	770	770	770
• Neighborhood Watch.		154	160	160	160
Analyze crime, identify offenders, and recommend solutions					
• Intelligence and analysis produced.	6,320	429	450	450	465
• Crime Stoppers tips.		1008/14	1010/15	1020/17	1020/17

PATROL DIVISION:

Department Core Mission Element 1: Reduce Crime.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Engage in proactive patrol					
• Number of officers on the street.	80,751	18	18	18	18
Participate in community outreach					
• Number of events attended.	400	45	45	45	45

Department Core Mission Element 2: Enhance Traffic Safety.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Take enforcement action					
• Number of citations.	36,002	15,000	15,000	15,393	14,565
• Number of arrests resulting from traffic stops.		620	620	769	562
• Number of DWI arrests.		350	350	346	334
Investigate accidents					
• Number of Crash reports filed.	5,000	2,260	2,260	1,906	2,000
• Number of fatality Crash's investigated.		15	15	12	12

Department Core Mission Element 3: Respond to Requests for Assistance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to calls					
• Number of calls received.	57,814	164,500	164,500	162,118	162,861
• Response Time Priority 1.		8:45	8:45	9:00	9:21
• Response Time Priority 2.		13:30	13:30	13:25	13:36

PATROL DIVISION: continued

Department Core Mission Element 4: Investigate Crime and Enforce the Law.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
File reports for criminal offenses • Number of incident reports filed.	167,222	16,000	15,820	16,116	16,031

Department Core Mission Element 5: Arrest Offenders and/or Assist in the Adjudicative Process.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Arrest offenders • Number of arrests.	76,279	4,000	4,700	3,955	3,419

CRIMINAL INVESTIGATION DIVISION:

Department Core Mission Element 3: Respond to Requests for Assistance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide Victim's Assistance Services • Number of crime victims referred.	2080	346	350	360	370

Department Core Mission Element 4: Investigate Crime and Enforce the Law.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assign criminal cases • Number of cases assigned. • Case clearance rate. • Number of investigations resulting in arrest.	101,740	3,923 54% 2,135	3,950 60% 1,538	3,384 54% 1,828	3,400 55% 1,900
Execute Search Warrants • Number of warrants executed.	2,000	63	80	68	70

Department Core Mission Element 5: Arrest Offenders and/or Assist in the Adjudicative Process.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assist with Adjudicative Process • Number of Cases cleared by arrest or warrant issuance.	16,848	1,170	1,000	1,018	1,000

STAFF SERVICES DIVISION:

Department Core Mission Element 3: Respond to Requests for Assistance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide administrative assistance					
• Number of services provided to public.	3,640	6,400	6,400	8,542	8,500

Department Core Mission Element 5: Arrest Offenders and/or Assist in the Adjudicative Process.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Preserve Evidence					
• Pieces of Evidence.	9,360	30,000	30,000	17,125	20,000
Incident and arrest reports					
• Number of reports.	10,920	53,000	53,000	53,772	55,00
Process computers and mobile devices					
• Number of devices analyzed.	2,080	250	250	265	275

Department Core Mission Element 6: Provide Qualified Police Personnel to Service the Community

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Reduce number of vacancies					
• Number of Sworn vacancies.	5,200	26	12	22	10
• Number of Civilian vacancies.		25	25	25	12
Increase number of hours of training provided					
• TCOLE training hours.	15,730	28,700	28,700	16,514 *	25,000

* The Academy Training Center will complete only one Basic Peace Officer Course this year. The BPOC accounts for thousands of contact hours. With the Academy returning to the two-BPOC per year cycle, the number of hours will return to normal.

Mission:

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

Mission Elements:

- Administer animal code compliance.
- Control stray animal population.
- Care for in-custody animals.
- Promote pet adoption.
- Serve as rabies control authority for the City of Killeen.

Goals:

- Maintain a live release rate goal of 90%.
- Expand partnerships with local businesses to promote adoptions.
- Increase education of public regarding responsible pet ownership.
- Increase volunteer participation.

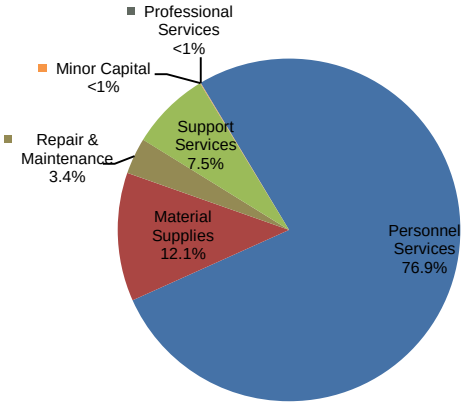
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Animal Control Fees	$ 89,037	$ 97,073	$ 67,052	$ 90,651
General Resources	710,822	742,172	660,474	760,714
Total	$ 799,859	$ 839,245	$ 727,526	$ 851,365

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 542,564	$ 647,371	$ 543,283	$ 654,503
Material Supplies	127,781	108,734	104,703	103,280
Repair & Maintenance	45,448	20,443	21,266	29,050
Support Services	52,280	51,002	43,779	63,997
Minor Capital	6,295	1,560	4,360	400
Professional Services	25,491	10,135	10,135	135
Total	$ 799,859	$ 839,245	$ 727,526	$ 851,365

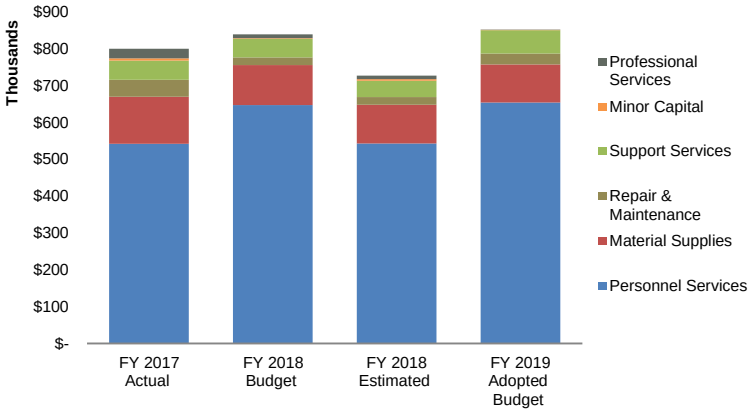
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Animal Control Assistant	3.00	3.00	3.00
Animal Control Attendant	5.00	5.00	5.00
Animal Control Officer [1]	7.00	5.00	5.00
Animal Services Manager	1.00	1.00	1.00
Animal Services Supervisor	1.00	1.00	1.00
Veterinary Technician	1.00	1.00	1.00
Total Staffing	18.00	16.00	16.00

[1] - Positions unfunded in FY 2018

Department Expenditures



Department Expenditure History



Mission Element 1: Administer animal code compliance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Enforcement contacts.	2,496	1,700	1,700	1,859	1,900
Public Education.	584	100	100	100	100
Manage/monitor adoption contracts.	3,120	2,300	2,300	2,070	2,300
Coordinate with State Department of Health (Inspections).	8	1	1	1	1
Manage Cat Colony Permits.	32	4	4	4	4

Mission Element 2: Control stray animal population.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to stray calls.	4,680	3,900	3,900	3,607	3,700
Pick up stray animals.	2,600	3,400	3,400	3662	3600
Proactive patrols.	1,560	*248	248	248	248
Enforce spay/neuter ordinance.	1,560	700	700	811	850

* Indicates this function is a regular daily function. It is not the actual number of patrols.

Mission Element 3: Care for in-custody animals.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Examine upon intake.	4,080	4,500	4,500	4,857	4,800
Feed animals.	2,920	*365	365	365	365
Provide medical care.	2,460	800	800	960	1,000
Clean kennels and cages.	2,380	*365	365	365	365
Socialize animals.	640	*52	52	52	52

***** Indicates this function is a regular daily or weekly function for all animals. It does not represent the actual number of animals.

Mission Element 4: Promote pet adoption and rescue coordination.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Temperament Evaluations.	416	4,500	4,500	4,857	4,800
Photograph Animals.	100	4,500	4,500	4,857	4,800
Contact rescue organizations.	644	*248	248	248	248
Arrange transportation.	298	*52	52	52	52
Coordinate local adoption events.	154	*26	26	26	26
Arrange pre-event medical care and evaluation.	208	*26	26	26	26
Public education.	104	*52	52	52	52
Keep local partner stores stocked with cats for adoption.	104	175	175	162	175

Mission Element 4: continued

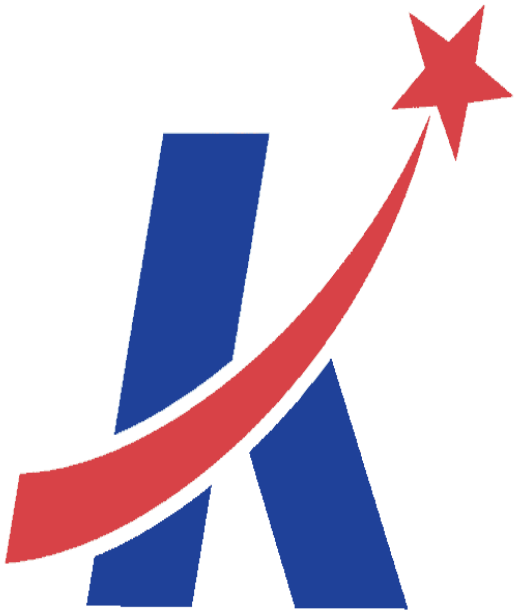
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Manage student interns at adoption events.	52	*26	26	26	26

* Indicates this function is a regular daily, weekly or biweekly function for this mission element.

Mission Element 5: Rabies Control Authority for City of Killeen.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Investigate animal bites.	1,768	300	300	307	325
Prepare and ship specimens to laboratory for analysis.	208	20	20	25	25
Public notices.	104	2	2	2	2



Dedicated Service – Everyday, for Everyone!

Description

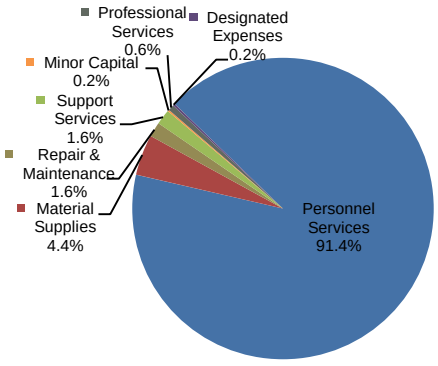
The Fire department is comprised of two divisions:
1. Fire 2. Emergency Management and Homeland Security

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Fire Revenue	$ 2,814,547	$ 3,530,228	$ 3,094,255	$ 3,510,594
Fire Grants	2,814,802	1,544,717	1,403,569	45,647
General Resources	16,152,147	15,716,755	15,985,301	17,815,769
Total	$ 21,781,496	$ 20,791,700	$ 20,483,125	$ 21,372,010

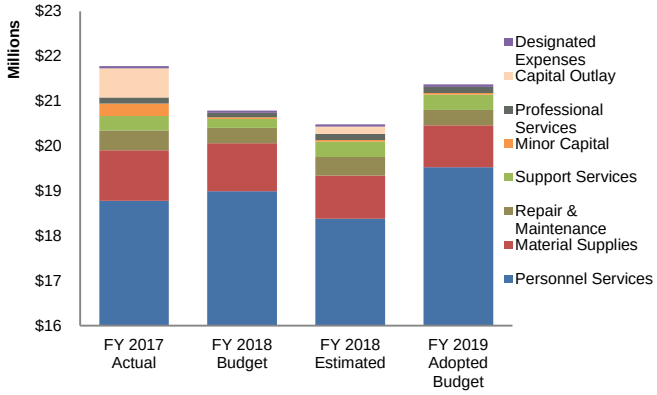
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 18,781,747	$ 18,996,669	$ 18,383,700	$ 19,532,367
Material Supplies	1,122,832	1,066,868	957,589	931,537
Repair & Maintenance	443,352	341,504	416,623	337,724
Support Services	322,133	203,321	343,365	347,545
Minor Capital	276,730	30,000	32,802	36,000
Professional Services	136,160	102,450	135,620	135,949
Designated Expenses	50,888	50,888	50,888	50,888
Capital Outlay	647,654	-	162,538	-
Total	$ 21,781,496	$ 20,791,700	$ 20,483,125	$ 21,372,010

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	237.00	237.00	237.00

Department Expenditures



Department Expenditure History



Mission:

The Killeen Fire Department's mission is to promote public safety through fire protection, emergency medical and rescue services.

Mission Elements:

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

Goals:

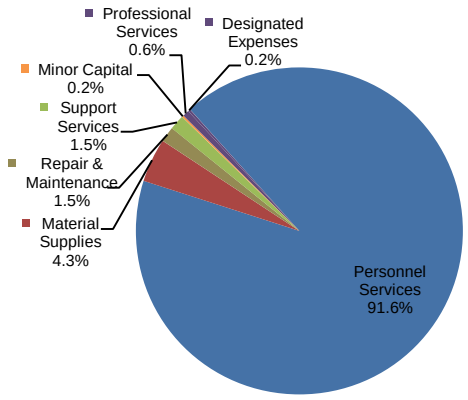
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
EMS Revenue	$ 2,632,557	$ 3,376,033	$ 2,984,624	$ 3,352,560
Fire Marshal Inspections	22,083	19,195	24,255	23,034
Fire Training Academy	159,907	135,000	85,376	135,000
Fire Grants	2,814,802	1,544,717	1,302,704	45,647
General Resources	16,089,982	15,602,963	16,068,076	17,681,931
Total	$ 21,719,331	$ 20,677,908	$ 20,465,035	$ 21,238,172

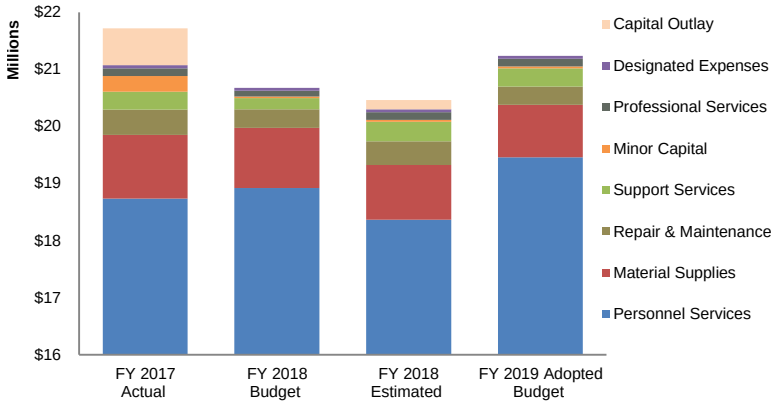
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 18,732,988	$ 18,920,182	$ 18,365,610	$ 19,457,058
Material Supplies	1,120,230	1,054,341	957,589	919,937
Repair & Maintenance	442,349	327,347	416,623	320,767
Support Services	312,397	192,700	343,365	317,573
Minor Capital	276,665	30,000	32,802	36,000
Professional Services	136,160	102,450	135,620	135,949
Designated Expenses	50,888	50,888	50,888	50,888
Capital Outlay	647,654	-	162,538	-
Total	$ 21,719,331	$ 20,677,908	$ 20,465,035	$ 21,238,172

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Civil Service			
Battalion Chief	6.00	6.00	6.00
Fire Captain	36.00	36.00	36.00
Deputy Chief	3.00	3.00	3.00
Deputy Chief - Fire Marshal	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Fire Rescue Officer	183.00	183.00	183.00
Total Civil Service	230.00	230.00	230.00
Civilian			
Executive Assistant	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00
Fire Clerk	2.00	2.00	2.00
Principal Secretary	2.00	2.00	2.00
Total Civilian	6.00	6.00	6.00
Total Staffing	236.00	236.00	236.00

Department Expenditures



Department Expenditure History



OPERATIONS DIVISION:

Mission Element 1: Respond to emergency calls and mitigate for positive outcomes.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to fire calls.	445,434	8,734	8,734	8,734	9,000
Respond to EMS calls.	65,016	18,576	18,576	18,576	20,000
Respond to rescue calls.	37,035	2,469	2,469	2,469	2,600
Respond to Haz-Mat calls.	43,836	562	562	562	650

Mission Element 2: Provide best practices policy shaping.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Consider policy safety and operational efficiency.	77	51	51	51	51

Mission Element 3: Ensure accurate and efficient record keeping and manage open records requests.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain accurate and efficient record keeping.	3,120	All documents	100%	100%	100%
Manage open records requests.	324	432	100%	432	100%

SUPPORT DIVISION:

Mission Element 1: Acquisition and Maintenance of Facilities and Equipment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assess equipment needs.	6,926	As Needed	100%	100%	100%
Maintain repair of facilities.	686	As Needed	100%	100%	100%
Maintain equipment to TCFP standards.	4,846	Required	100%	100%	100%

Mission Element 2: Killeen Fire Department Training.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Train New Cadets to TCFP standards.	1,728	52	52	52	52
Continued educational training to TCFP Standards.	1,560	229	229	229	229
Continue enhanced technological training.	108	229	229	229	229

Mission Element 3: Assist with Financial Planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Conduct needs assessment for new purchases.	87	1	1	1	9/30/2019
Conduct needs assessment for new facilities.	87	1	1	1	9/30/2019
Conduct needs assessment for required staffing.	87	1	1	1	9/30/2019

FIRE PREVENTION DIVISION:

Mission Element 1: Plans Review.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Commercial Plan Review.	135	270	100%	100%	270

Mission Element 2: Fire Inspections.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Fire Inspections.	521	1,041	100%	1,041	1,353

Mission Element 3: Investigations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Fire Investigations.	1,147	122	100%	100%	122

Mission Element 4: Public Fire Education.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Public Education.	244	14,967	100%	100%	15,000

Mission:

The Emergency Management Division's mission is to develop and communicate plans of disaster preparedness for natural disasters.

Mission Elements:

- Disaster preparedness.
- Maintain Local, State and Federal Grants.

Goals:

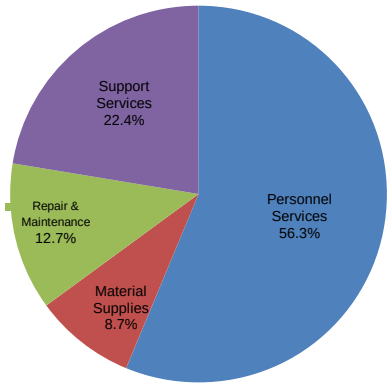
- Develop a functioning Emergency Operation Center.
- Update Essential Support Functions (ESF).
- Coordinate and expand the Citizens Emergency Response Team (CERT).
- Maintain Emergency Management Performance Grant (EMPG).

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Grants	$ -	$ -	$ 100,865	$ -
General Resources	62,165	113,792	(82,775)	133,838
Total	$ 62,165	$ 113,792	$ 18,090	$ 133,838

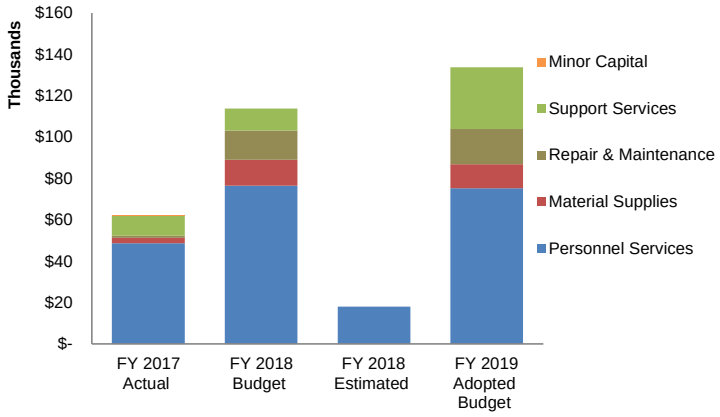
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 48,759	$ 76,487	$ 18,090	$ 75,309
Material Supplies	2,602	12,527	-	11,600
Repair & Maintenance	1,003	14,157	-	16,957
Support Services	9,736	10,621	-	29,972
Minor Capital	65	-	-	-
Total	$ 62,165	$ 113,792	$ 18,090	$ 133,838

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Emer Mgt/Homeland Sec Coordinator	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

Department Expenditures



Department Expenditure History



EMERGENCY MANAGEMENT DIVISION:

Mission Element 1: Disaster preparedness.

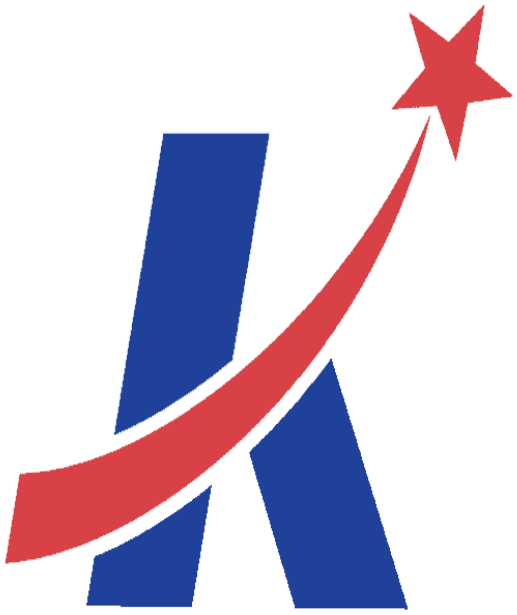
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Evaluate Essential Support Functions as outlined by FEMA.	66	22	22	22	22
Develop local master plan for catastrophic event mitigation.	15	1	1	1	1
Emergency Operation Center activation training.	113	2	2	2	2

Mission Element 2: Maintain Local, State and Federal Grants.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Submit EMPG grant report quarterly.	20	4	4	4	4



Dedicated Service – Everyday, for Everyone!

CONSOLIDATED

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 864,083	$ 1,546,329	$ 2,021,124	$ 3,067,430
Total	**$ 864,083**	**$ 1,546,329**	**$ 2,021,124**	**$ 3,067,430**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 300,000	$ 759,425	$ 1,000,000
Support Services	230,948	75,000	75,000	500,000
Industrial Development	362,527	362,527	362,527	362,527
Professional Services	274,622	210,000	230,570	228,420
Designated Expenses	(4,014)	598,802	593,602	976,483
Total	**$ 864,083**	**$ 1,546,329**	**$ 2,021,124**	**$ 3,067,430**

AVENUE D BUILDING - MUNICIPAL ANNEX

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 45,273	$ 52,468	$ 38,013	$ 53,832
Total	**$ 45,273**	**$ 52,468**	**$ 38,013**	**$ 53,832**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Supplies	$ 266	$ 1,200	$ 400	$ 1,231
Support Services	45,007	51,268	37,613	52,601
Total	**$ 45,273**	**$ 52,468**	**$ 38,013**	**$ 53,832**

PUBLIC SERVICES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 624,725	$ 602,718	$ 602,782	$ 603,118
Total	**$ 624,725**	**$ 602,718**	**$ 602,782**	**$ 603,118**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Bell County Health District	$ 308,293	$ 331,368	$ 331,368	$ 331,368
Help Center - Utilities	777	500	564	900
Elderly Transportation	19,674	50,000	50,000	49,350
Hill Country Transit District (HOP)	195,981	120,850	120,850	120,850
Killeen Volunteer, Inc. (KVI)	100,000	100,000	100,000	100,000
Notices Required by Law	-	-	-	650
Total	**$ 624,725**	**$ 602,718**	**$ 602,782**	**$ 603,118**

CITY HALL

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 188,486	$ 164,591	$ 119,288	$ 40,914
Total	**$ 188,486**	**$ 164,591**	**$ 119,288**	**$ 40,914**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Support Services	$ 188,486	$ 164,591	$ 119,288	$ 40,914
Total	**$ 188,486**	**$ 164,591**	**$ 119,288**	**$ 40,914**

BELL COUNTY COMMUNICATION CENTER

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 865,548	$ 1,469,885	$ 1,469,885	$ 1,478,732
Total	**$ 865,548**	**$ 1,469,885**	**$ 1,469,885**	**$ 1,478,732**

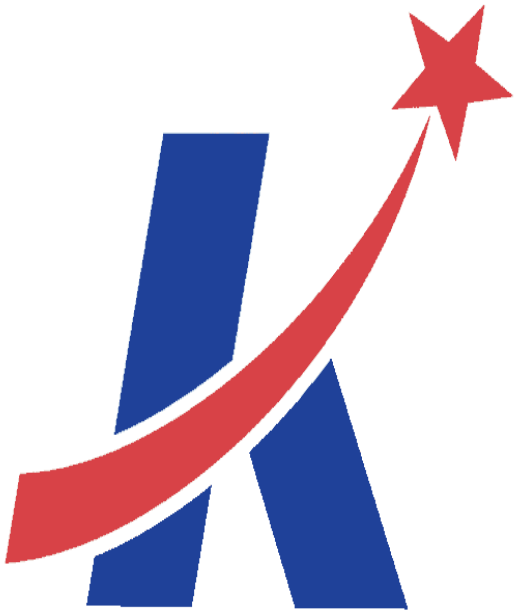
Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Professional Services	$ 865,548	$ 1,469,885	$ 1,469,885	$ 1,478,732
Total	**$ 865,548**	**$ 1,469,885**	**$ 1,469,885**	**$ 1,478,732**

DESIGNATED FUNDS

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ -	$ 6,433,500	$ 6,463,901	$ 5,078,203
Total	**$ -**	**$ 6,433,500**	**$ 6,463,901**	**$ 5,078,203**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Transfer to CDBG Fund	$ -	$ -	$ 13,837	$ -
Transfer to General Fund CIP	-	1,543,971	1,543,971	2,441,500
Transfer to Fleet Services ISF	-	3,068,458	3,068,458	718,969
Transfer to Risk Management ISF	-	781,808	781,808	817,847
Transfer to Information Technology ISF	-	1,039,263	1,055,827	1,099,887
Total	**$ -**	**$ 6,433,500**	**$ 6,463,901**	**$ 5,078,203**

Total Revenues	**$ 2,588,115**	**$ 10,269,491**	**$ 10,714,993**	**$ 10,322,229**
Total Expenses	**$ 2,588,115**	**$ 10,269,491**	**$ 10,714,993**	**$ 10,322,229**



Dedicated Service – Everyday, for Everyone!



Water and Sewer Fund

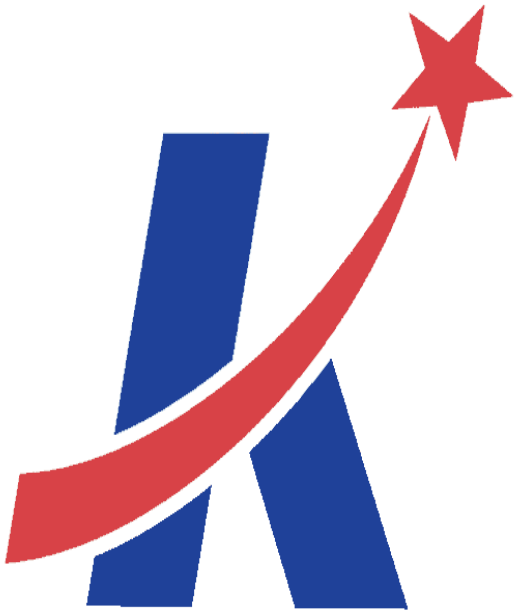


Dedicated Service – Everyday, for Everyone!

WATER & SEWER FUND

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

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



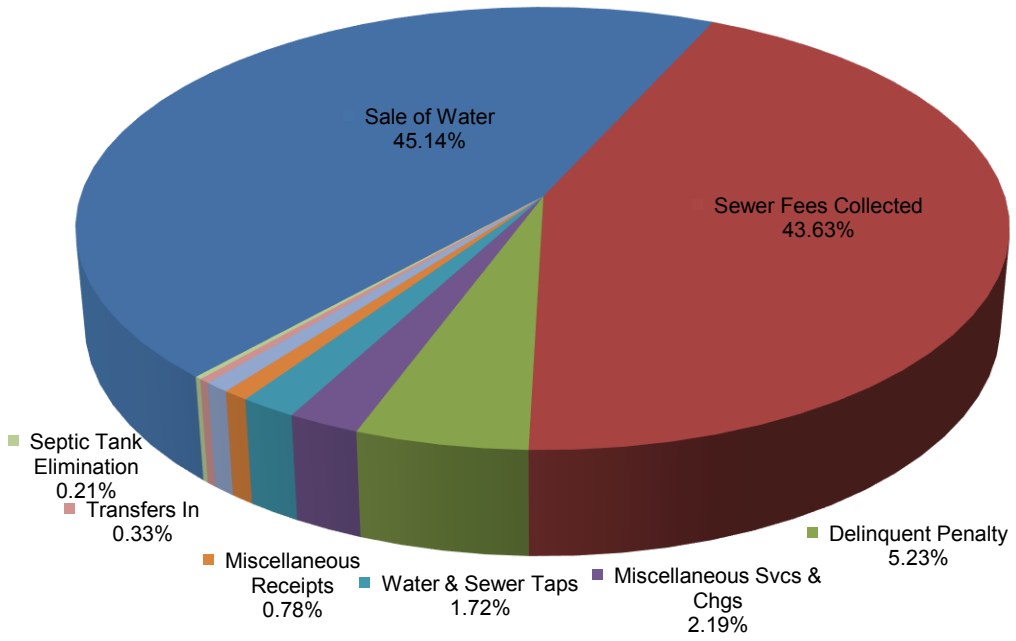
Dedicated Service – Everyday, for Everyone!

Water & Sewer Fund
Budget Summary
FY 2019

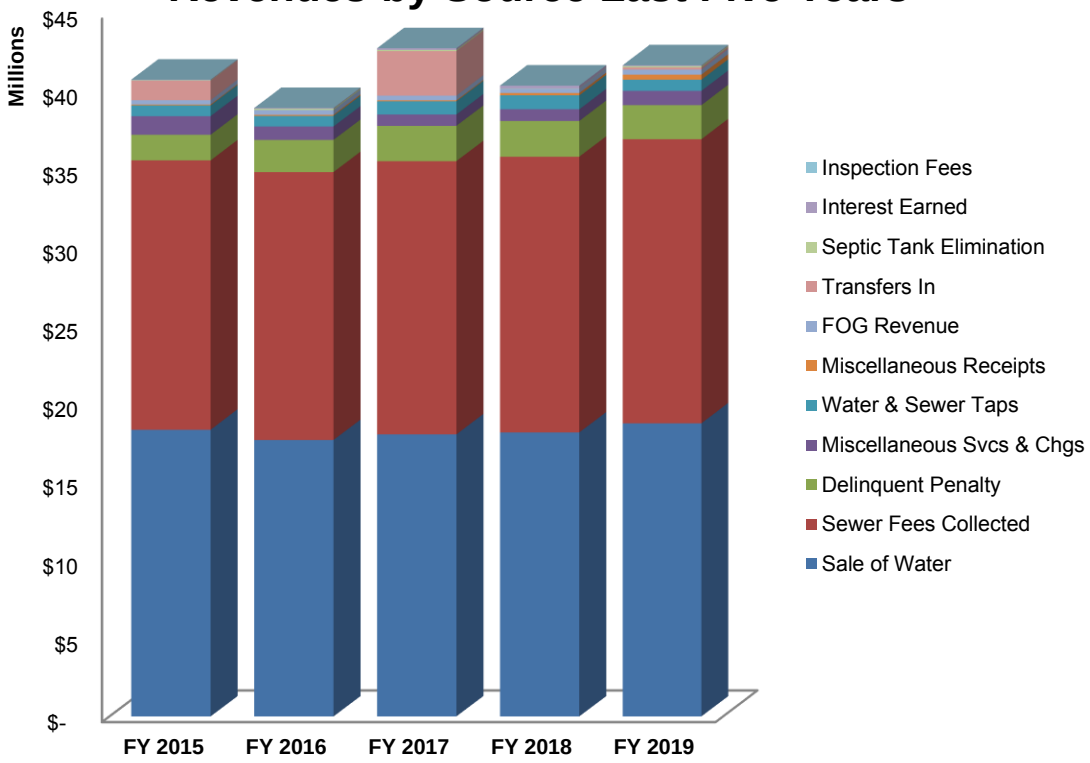
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Sale of Water	$ 18,073,950	$ 18,413,262	$ 18,198,969	$ 18,781,527	45.09%	2.00%
Sewer Fees Collected	17,459,200	17,795,342	17,617,918	18,151,249	43.57%	2.00%
Delinquent Penalty	2,252,503	2,134,592	2,281,199	2,177,284	5.23%	2.00%
Miscellaneous Svcs & Chgs	728,113	892,814	748,035	910,670	2.19%	2.00%
Water & Sewer Taps	841,807	700,778	891,112	714,794	1.72%	2.00%
Miscellaneous Receipts	58,712	538,790	150,025	325,000	0.78%	-39.68%
FOG Revenue	299,485	315,511	272,867	321,821	0.77%	2.00%
Septic Tank Elimination	74,803	83,727	16,754	85,402	0.21%	2.00%
Investment Revenue	107,828	50,122	179,405	51,125	0.12%	2.00%
Transfers In	2,850,931	-	-	137,494	0.33%	0.00%
Total Revenues	$ 42,747,332	$ 40,924,938	$ 40,356,284	$ 41,656,366	100.00%	1.79%
Operating Expenses						
Water and Sewer Contracts	$ 14,854,228	$ 16,940,549	$ 14,316,014	$ 15,019,370	36.06%	-11.34%
Franchise Fee	3,495,308	3,630,243	3,630,243	3,702,847	8.89%	2.00%
Water and Sewer Operations	2,577,194	2,817,746	2,481,289	2,848,433	6.84%	1.09%
Utility Collections	2,412,739	2,526,731	2,269,891	2,750,267	6.60%	8.85%
Indirect Cost Allocation	2,833,783	2,503,524	2,503,524	2,738,499	6.57%	9.39%
Sanitary Sewers	831,641	983,835	834,193	1,286,560	3.09%	30.77%
Water and Sewer Engineering	644,371	1,520,900	908,867	1,214,770	2.92%	-20.13%
Water Distribution	767,167	1,003,969	638,261	1,189,942	2.86%	18.52%
ISF - Information Technology	-	1,158,196	1,158,196	1,188,475	2.85%	2.61%
Non-Departmental	466,236	433,657	429,744	585,021	1.40%	34.90%
Public Works	92,879	160,628	167,211	197,947	0.48%	23.23%
ISF - Risk Management	-	158,723	158,723	166,040	0.40%	4.61%
ISF - Fleet Service	-	95,087	95,087	101,613	0.24%	6.86%
Building Services	41,049	64,512	64,512	70,220	0.17%	8.85%
Human Resources	1,892	17,570	17,570	18,027	0.04%	2.60%
Information Technology	653,656	-	-	-	0.00%	0.00%
Total Operating Expenses	29,672,143	34,015,870	29,673,325	33,078,031	79.41%	-2.76%
Debt Service	7,166,532	6,171,911	6,171,911	7,576,729	18.19%	22.76%
Non-Operating Expenses						
Capital Projects						
Customer Services	81,035	75,000	76,474	75,000	0.18%	0.00%
Fire Hydrants	1,795	15,000	15,000	25,000	0.06%	66.67%
Customer Meters	126,446	155,000	155,000	35,379	0.08%	-77.17%
Fleet Replacement Program	-	1,009,500	1,009,500	503,700	1.21%	-50.10%
Total Capital Projects	209,276	1,254,500	1,255,974	639,079	1.53%	-49.06%
Infrastructure Projects						
Waterline Extension	-	-	-	-	0.00%	0.00%
Sewer Service Extension - Annexation	-	-	-	-	0.00%	0.00%
Total Infrastructure Projects	-	-	-	-	0.00%	0.00%
Other						
Water and Sewer Capital Projects	-	12,500	12,500	-	0.00%	-100.00%
Contributions - KEDC/GKCC	362,527	362,527	362,527	362,527	0.87%	0.00%
Total Other	362,527	375,027	375,027	362,527	0.87%	-3.33%
Total Non-Operating Expenses	571,803	1,629,527	1,631,001	1,001,606	2.40%	-38.53%
Total Expenses	$ 37,410,478	$ 41,817,308	$ 37,476,237	$ 41,656,366	100.00%	-0.38%
Net Change In Working Capital	$ 5,336,854	$ (892,370)	$ 2,880,047	-		
Working Capital Balance, Beginning				11,312,688		
Working Capital Balance, Ending				$ 11,312,688		

Water & Sewer Fund

-Revenues by Source FY 2019-

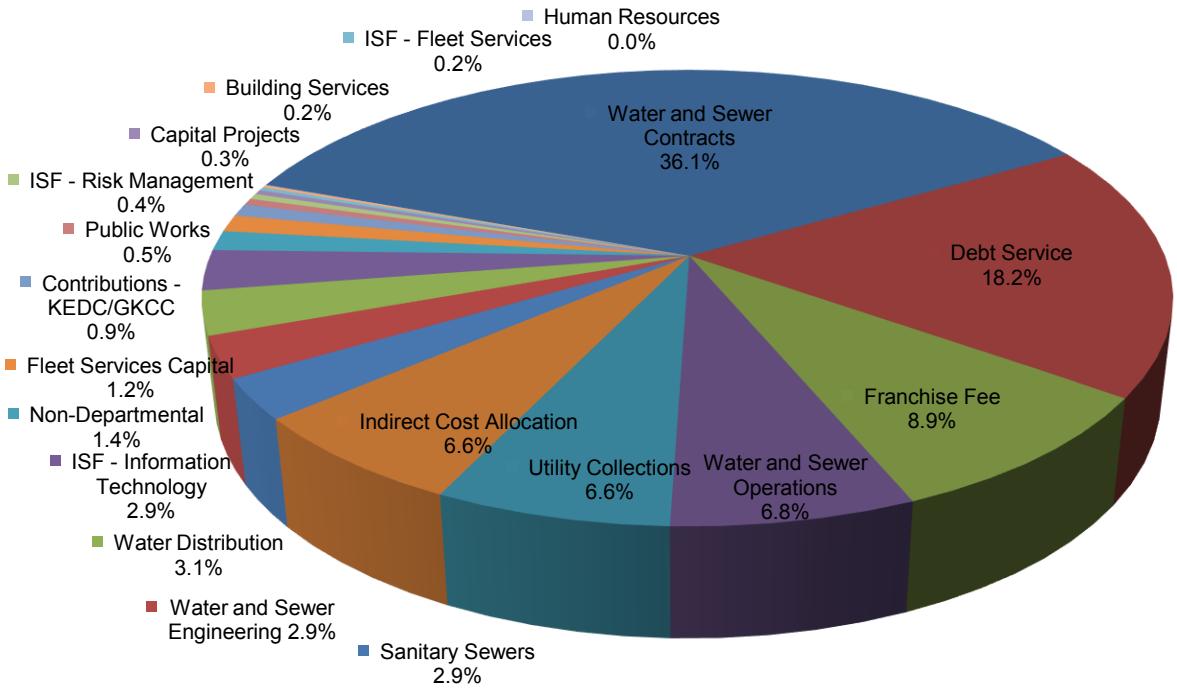


-Revenues by Source Last Five Years-

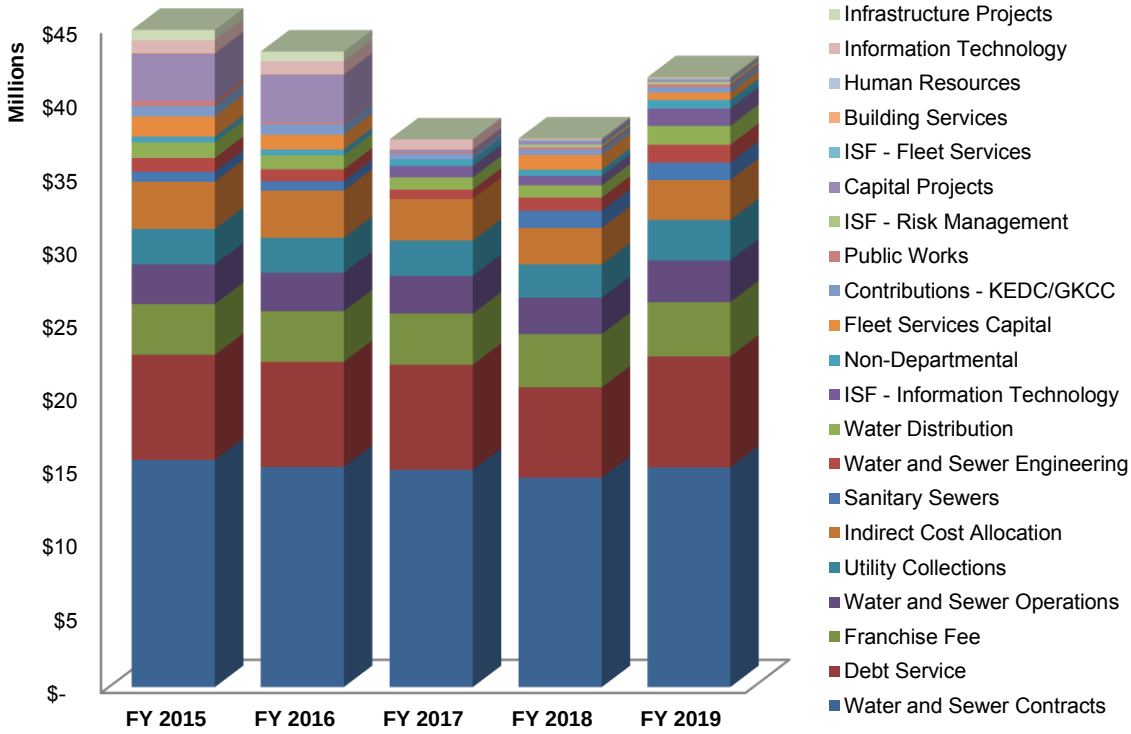


Water & Sewer Fund

-Expenses by Character FY 2019-



-Expenses by Character Last Five Years-



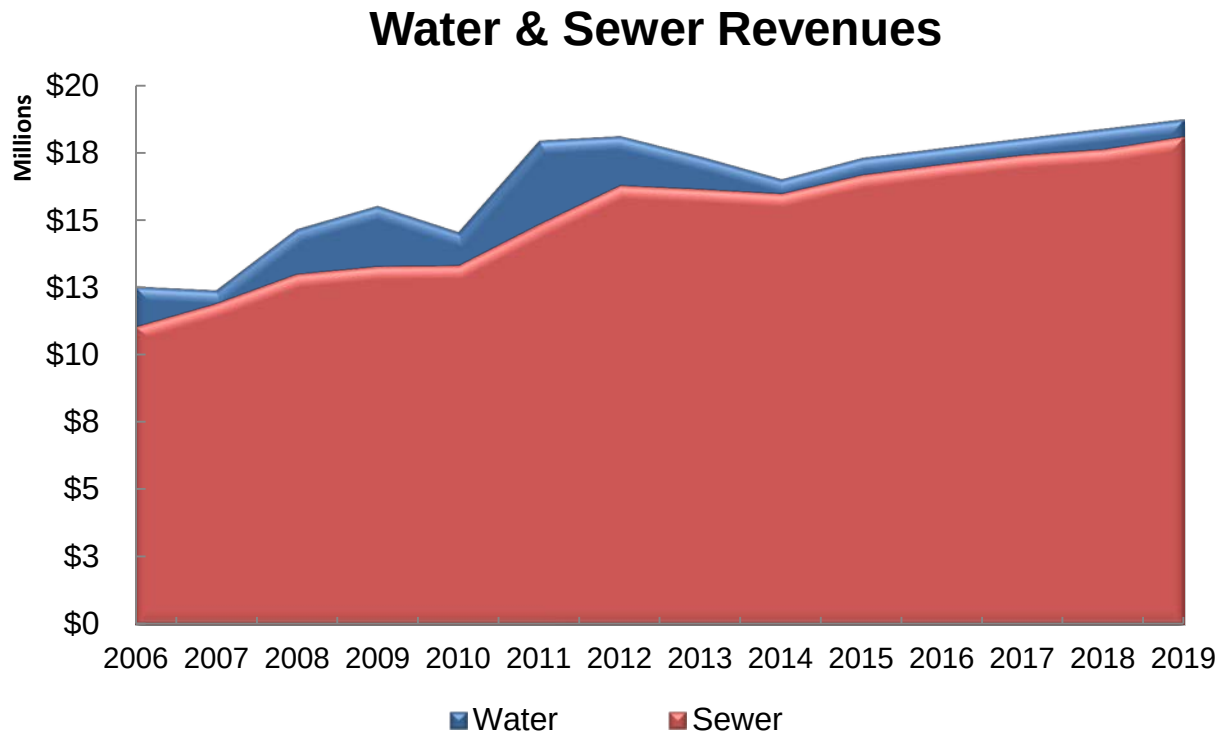
Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
	Water & Sewer Fund Revenues				
	Charges for Services				
550-0000-322.05-00	SALE OF WATER	$18,073,950	$18,413,262	$18,198,969	$18,781,527
550-0000-322.10-00	TAP FEES	841,807	700,778	870,262	714,794
550-0000-322.12-00	SEPTIC TANK ELIMINATION	74,803	83,727	16,754	85,402
550-0000-322.15-00	SEWER FEES	17,459,200	17,795,342	17,617,918	18,151,249
550-0000-322.20-00	WATER SVCS. AND CHARGES	728,113	892,814	748,035	910,670
550-0000-322.25-00	DELINQUENT PENALTIES	2,252,503	2,134,592	2,281,199	2,177,284
	Charges for Services	**39,430,376**	**40,020,515**	**39,733,137**	**40,820,926**
	Intergovernmental Revenue				
550-0000-333.02-03	DHS-EMERGENCY DECLARATION	-	-	1,443	-
	Intergovernmental Revenue	**-**	**-**	**1,443**	**-**
	Investment Income				
550-0000-361.05-00	INTEREST EARNED	112,132	55,481	185,607	56,591
550-0000-361.05-10	INVESTMENT EXPENSE	(4,302)	(5,359)	(6,202)	(5,466)
550-0000-363.99-99	FOG REVENUE	299,485	315,511	272,867	321,821
	Investment Income	**407,315**	**365,633**	**452,272**	**372,946**
	Miscellaneous Income				
550-0000-371.10-02	PURCHASING CARDS	4,170	-	-	-
550-0000-379.99-99	OTHER INCOME	32,945	538,790	148,582	75,000
	Miscellaneous Income	**37,115**	**538,790**	**148,582**	**75,000**
	Other Financing Sources				
550-0000-391.03-87	TRANSFER IN FROM FUND 387	-	-	-	137,494
550-0000-391.06-01	TRANSFER IN FROM FUND 601	885,839	-	-	-
550-0000-392.01-01	SALE OF ASSETS	12,060	-	-	-
550-0000-392.02-01	INSURANCE PROCEEDS	9,537	-	-	250,000
	Other Financing Sources	**907,436**	**-**	**-**	**387,494**
	Water & Sewer Fund Revenues	**$40,782,242**	**$40,924,938**	**$40,335,434**	**$41,656,366**

- WATER AND SEWER REVENUES – Revenue Assumptions

Water Revenue	**$18,781,527**
Sewer Revenue	**$18,151,249**

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

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



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

Delinquent Penalties **$2,177,284**

This revenue is generated by a $10 late penalty assessed on past due utility payments and a $25 delinquent account fee assessed prior to disconnection for non-payment. FY 2019 budget projections are based on current average monthly late fees at budget development.

Water Services and Charges **$ 910,670**

These revenue sources are generated from the connection and transfer of utility accounts, after hours service fees, and meter checks. The amount of revenue generated by these fees normally remains stable. FY 2019 revenues are budgeted at a slight increase from the FY 2018 budget, based on year-end projected levels.

Tap Fees **$714,794**

Tap fees are charged to new customers who "tap" into the City's water and sewer systems. This revenue is highly dependent on building and construction activity within the City that is difficult to forecast. The revenue projection is based on trend analysis, taking into account predicted construction levels. FY 2019 budgeted revenues are projected at the FY 2018 budget level, in anticipation of a leveling of housing activity.

Interest Income **$51,125**

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

The projected interest earnings for FY 2019 are $51,125.

Mission:

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

Mission Elements:

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

Goals:

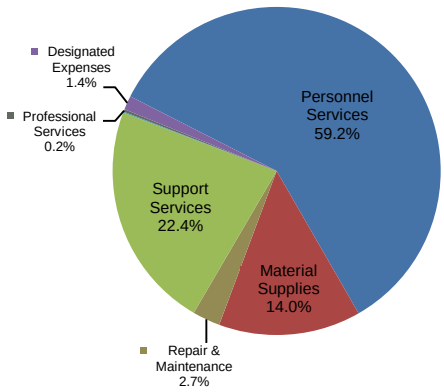
- Implement Selectron outbound Interactive Voice Response (IVR) call out system for delinquent notifications.
- Improve online services offered to our customers.
- Upgrade meter reading devices and software.
- Purge outdated and unnecessary data from Superion software.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 2,414,917	$ 2,526,731	$ 2,370,085	$ 2,750,267
Total	$ 2,414,917	$ 2,526,731	$ 2,370,085	$ 2,750,267

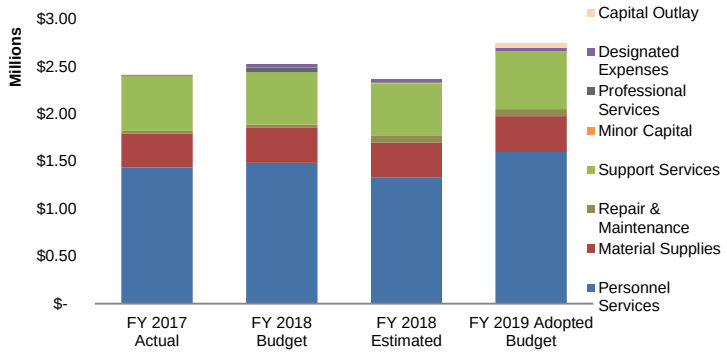
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,437,362	$ 1,485,623	$ 1,331,992	$ 1,598,943
Material Supplies	354,463	373,320	366,221	378,523
Repair & Maintenance	30,827	26,305	76,654	73,605
Support Services	575,971	555,163	548,671	604,442
Minor Capital	1,700	-	5,500	2,654
Professional Services	5,500	51,320	6,345	6,600
Designated Expenses	9,094	35,000	34,702	37,000
Capital Outlay	-	-	-	48,500
Total	$ 2,414,917	$ 2,526,731	$ 2,370,085	$ 2,750,267

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	2.00	2.00	2.00
Clerk	1.50	1.50	1.50
Code Enforcement Officer	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00
Customer Service Supervisor	1.00	1.00	1.00
Meter Reader	8.00	8.00	8.00
Principal Secretary	1.00	1.00	1.00
Senior Meter Reader	1.00	1.00	1.00
Senior Utility Clerk	4.00	4.00	4.00
Utility Cashier	4.00	4.00	4.00
Utility Clerk	3.00	3.00	3.00
Utility Collections Manager	1.00	1.00	1.00
Utility Collections Supervisor	1.00	1.00	1.00
Utility Service Supervisor	1.00	1.00	1.00
Utility Service Worker	6.00	6.00	6.00
Total Staffing	39.50	39.50	39.50

Department Expenses



Department Expense History



Mission Element 1: Read meters.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Read water meters in a timely manner.	14,426	625,632	641,268	629,424	635,718
Maintain over reads at less than 1%.	14,426	1,584	<6,408	1,176	<6,300
Download addresses to handheld for reading.	102	625,632	641,268	629,424	635,718
Upload readings to billing software.	102	625,632	641,268	629,424	635,718
Decrease annual water loss.	4,224	N/A	<1.0 billion gallons	N/A	<1.0 billion gallons

Mission Element 2: Bill for service.

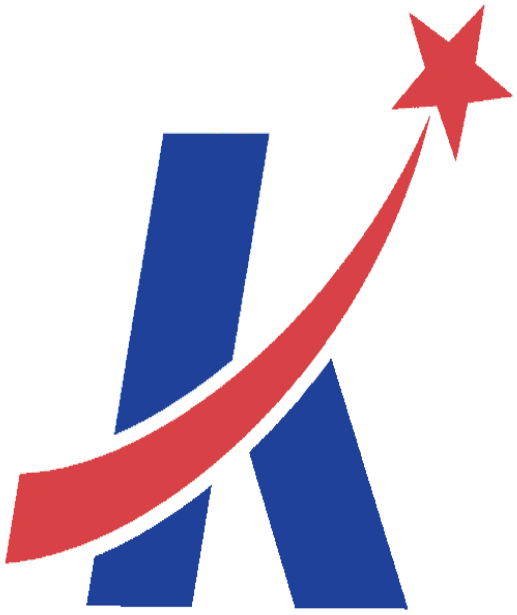
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Mail bills within 10-days of meter read.	8,320	604,932	620,052	608,244	614,326

Mission Element 3: Collect accounts.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Increase utility collection rate.	35,856	98%	100%	99%	100%
Process and mail late notices.	960	131,784	135,084	129,600	130,896
Process and deliver delinquent tags.	3,774	30,000	30,756	29,400	27,000



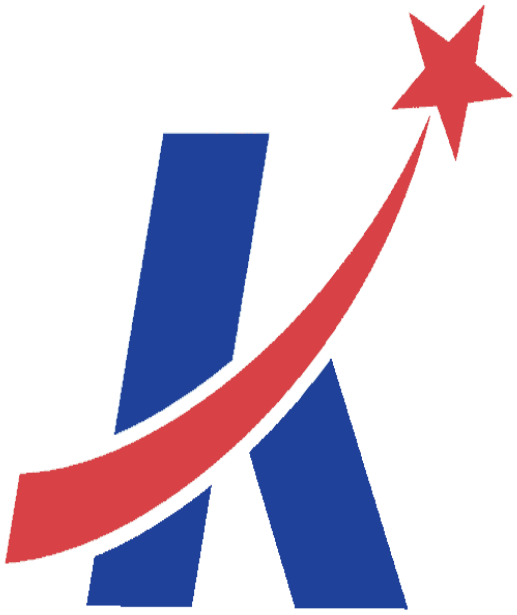
Dedicated Service – Everyday, for Everyone!

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 830,303	$ -	$ -	$ -
Total	$ 830,303	$ -	$ -	$ -

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 349,735	$ -	$ -	$ -
Material Supplies	5,073	-	-	-
Repair & Maintenance	230,739	-	-	-
Support Services	23,103	-	-	-
Minor Capital	42,205	-	-	-
Professional Services	2,800			
Capital Outlay	176,648	-	-	-
Total	$ 830,303	$ -	$ -	$ -

Staffing [1]	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
GIS Manager	1.00	-	-
Senior CAD/GIS Technician	1.00	-	-
GIS Analyst	3.00	-	-
Total Staffing	5.00	-	-

[1] *In FY 2018, set up Information Technology as an Internal Service Fund*



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

- Divisional Oversight:
  - -Plan
  - -Execute
  - -Evaluate

Goals:

- Complete improvement plans for Water & Sewer, Street Operations, Environmental Services, and Engineering.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Update CIP Plan accordingly.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 92,878	$ 160,382	$ 160,914	$ 197,947
Total	$ 92,878	$ 160,382	$ 160,914	$ 197,947

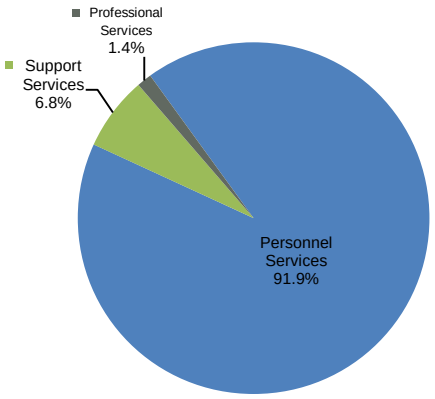
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 85,586	$ 137,435	$ 154,130	$ 181,858
Material Supplies	364	1,174	628	-
Support Services	6,928	8,273	6,156	13,414
Professional Services	-	13,500	-	2,675
Total	$ 92,878	$ 160,382	$ 160,914	$ 197,947

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Director of Public Works [1]	-	0.34	0.34
Executive Assistant	0.60	0.61	0.61
Executive Director of Public Works	0.60	0.61	0.61
Finance Manager [2]	-	-	0.61
Total Staffing	1.20	1.56	2.17

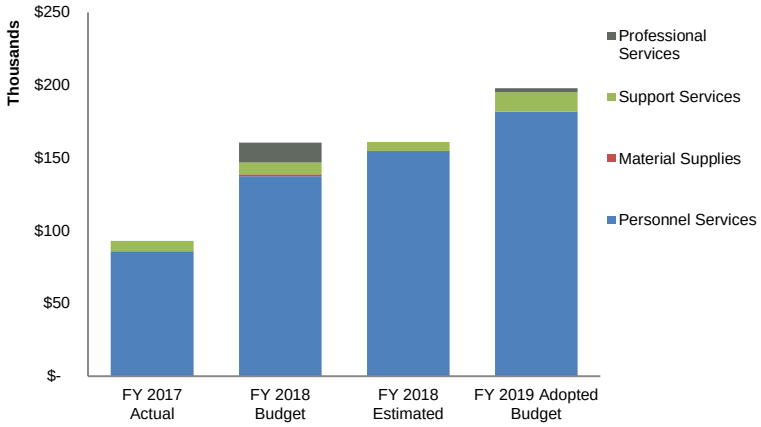
[1] - Reclassified Director of Solid Waste to Asst. Director of Public Works in FY 2018

[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018

Department Expenses



Department Expense History

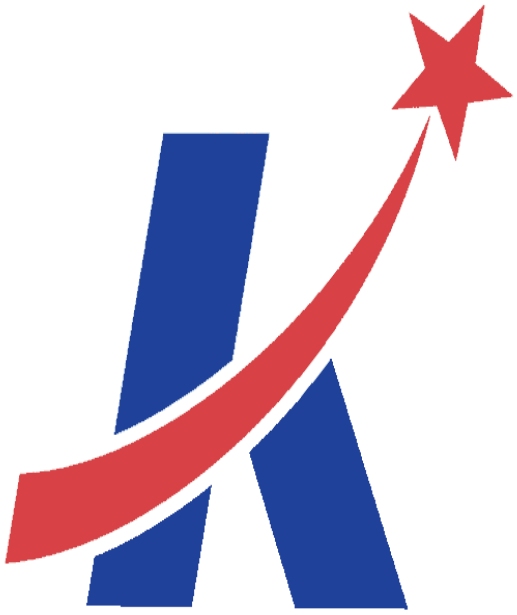


Note: The following Public Works Administration mission elements are divided between General Fund, Water & Sewer Fund, Solid Waste Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Provide general oversight to all Public Works divisions.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Prepare & present City Council action items.	100	30	30	24	30
Present City Council discussion items.	100	40	40	6	15
Provide Engineering division oversight.	83	1%	1%	5%	1%
Provide Environmental Services division oversight.	416	5%	5%	5%	5%
Provide Solid Waste Services division oversight.	3,062	38%	38%	30%	38%
Provide Street Operations division oversight.	416	5%	5%	3%	5%
Provide Water & Sewer division oversight.	4,143	51%	51%	57%	51%



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

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

Goals:

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

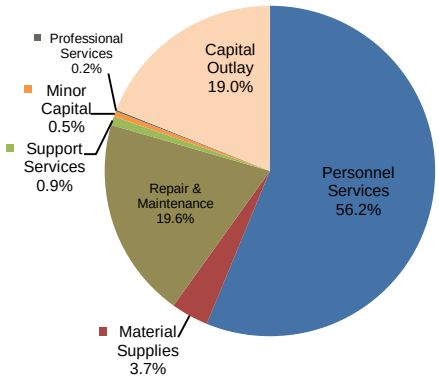
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,193,950	$ 1,265,969	$ 898,750	$ 1,325,321
Total	$ 1,193,950	$ 1,265,969	$ 898,750	$ 1,325,321

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 643,352	$ 738,469	$ 573,328	$ 745,323
Material Supplies	34,786	51,500	40,997	48,500
Repair & Maintenance	266,830	212,000	144,168	259,628
Support Services	34,157	12,000	6,056	11,500
Minor Capital	7,344	7,000	350	7,000
Professional Services	-	-	-	2,000
Capital Outlay	207,481	245,000	133,851	251,370
Total	$ 1,193,950	$ 1,265,969	$ 898,750	$ 1,325,321

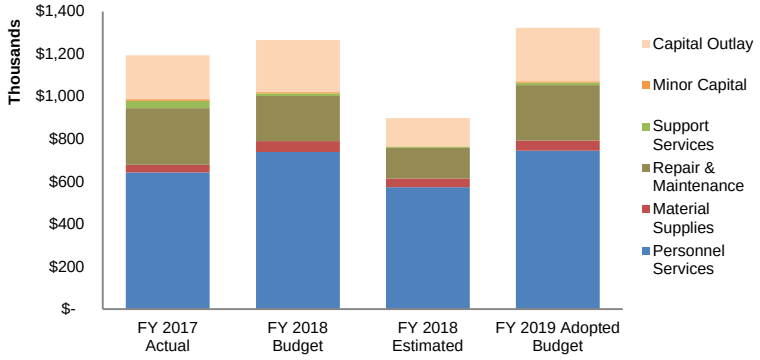
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Asst. Chief Operator of Water [1]	-	-	1.00
Chief Operator of Water [1]	-	-	1.00
Operator (Water/Wastewater) [1]	-	-	12.00
Operator I [1]	5.00	5.00	-
Operator II [1]	1.00	1.00	-
Operator III [1]	1.00	1.00	-
Operator/Apprentice [1]	12.00	12.00	-
Sr. Operator [1]	-	-	4.00
Total Staffing	19.00	19.00	18.00

[1] - Position title changes during FY 2018

Department Expenses



Department Expense History



Water & Sewer Mission Element 1: Water Distribution.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Install water taps.	9,360	800	850	920	850
Set water meters.	3,744	800	850	935	850
Replace water meters.	1,872	5,900	5,900	27	5,900
Repair water mains.	11,232	120	220	114	120
Repair water service lines.	3,744	230	135	216	230
Repair/Replace fire hydrants and valves.	2,995	35	44	37	44
Flush water lines.	1,872	7,920	5,000	4,090	5,000
Locate lines for dig.	2,621	700	700	899	900



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

- Monitor, report, and prevent sanitary sewer overflows (SSO).
- Service manhole monitoring devices.
- Maintain sewer mains.
- Replace and/or rehabilitate defective manholes and sewer mains.

Goals:

- Maintain SSOs below 4.0 per 100 miles of sewer main.
- Evaluate 25% and clean 15% of sewer main.
- Complete Sewer Line Rehab Ph. 4 Project.
- Complete Septic Tank Elimination Program (STEP) XI Project.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 831,639	$ 993,185	$ 792,716	$ 1,286,560
Total	$ 831,639	$ 993,185	$ 792,716	$ 1,286,560

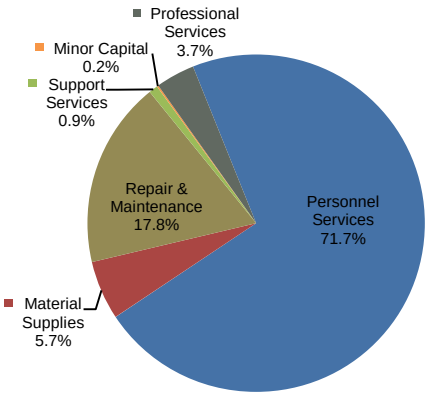
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 634,031	$ 702,685	$ 587,867	$ 923,028
Material Supplies	55,299	64,000	58,250	73,000
Repair & Maintenance	79,524	213,500	126,637	229,632
Support Services	46,491	12,000	6,615	11,000
Minor Capital	960	1,000	-	2,000
Professional Services	15,334	-	13,347	47,900
Total	$ 831,639	$ 993,185	$ 792,716	$ 1,286,560

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Asst. Chief Operator of Sewer [1]	-	-	2.00
Chief Operator of Sewer [1]	-	-	1.00
Operator (Water/Wastewater) [1, 2]	-	-	15.00
Operator I [1]	4.00	4.00	-
Operator II [1]	1.00	1.00	-
Operator III [1]	1.00	1.00	-
Operator/Apprentice [1]	13.00	13.00	-
Sr. Operator [1, 2]	-	-	5.00
Total Staffing	19.00	19.00	23.00

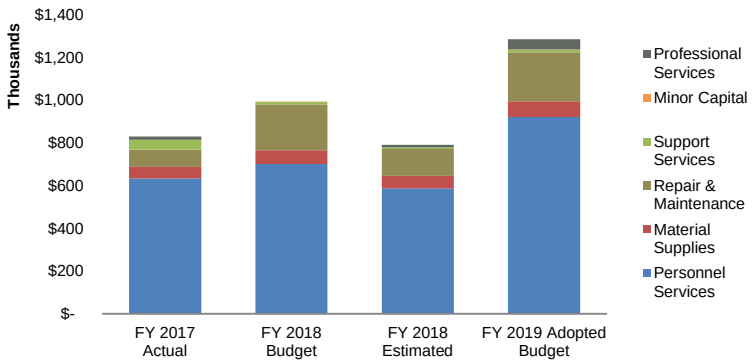
[1] - Position title changes during FY 2018

[2] - Added two Operators and one Sr. Operator position as part of Sanitary Sewer Service Maint. Program

Department Expenses



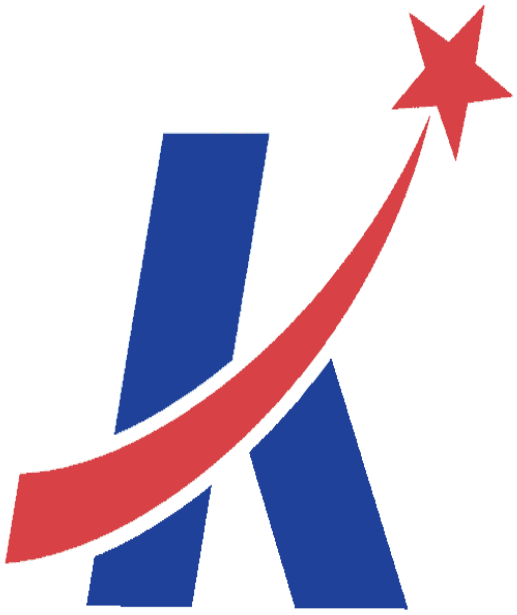
Department Expense History



Water & Sewer Mission Element 2: Sewer Collection.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Clean sewer main (feet).	16,640	314,160	1,300,000	810,000	1,000,000
Respond to sanitary sewer overflows.	2,080	24	24	18	24
Repair sewer main (point repairs).	6,240	100	110	78	100
Evaluate sewer main by camera (feet).	8,320	310,000	350,000	235,000	310,000
Inspect sewer main (SL- Rat) (feet).	4,160	300,000	300,000	120,000	200,000
Service manhole level alarms.	2,080	84	100	60	84
Pipe burst sewer main (feet).	2,080	5,280	5,280	1,200	2,000



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

- Manage personnel and contracts.
- Provide customer service.
- Monitor and prevent Water and Sewer accidents.
- Collect water and sewer samples as required.
- Maintain pump stations, lift stations, and water storage facilities.
- Input work orders.
- Implement Backflow Prevention Assembly Tester (BPAT), Fats, Oils and Grease (FOG), and Customer Service Inspection (CSI) program including mandatory reporting, inspections, and plan reviews.
- Manage Capital Improvement Projects.
- Provide long-range water and sewer planning.

Goals:

- Develop and implement an employee training and compensation package that reduces annual vacancies to 20%.
- Update W&S Master Plan.
- Complete an electrical consumption analysis of pump stations.
- Zero time-loss accidents and Notice of Violations from TCEQ.

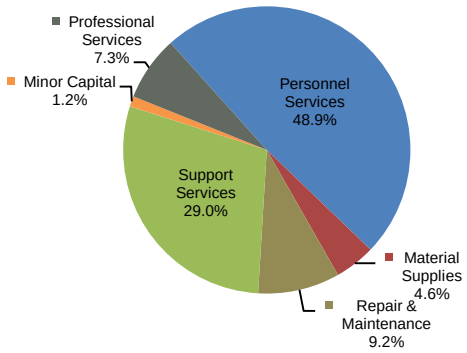
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 2,577,193	$ 2,749,926	$ 2,448,123	$ 2,851,515
Total	$ 2,577,193	$ 2,749,926	$ 2,448,123	$ 2,851,515

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,314,703	$ 1,417,426	$ 1,232,602	$ 1,393,108
Material Supplies	96,765	119,900	105,834	130,400
Repair & Maintenance	189,186	192,500	198,769	262,407
Support Services	793,482	865,600	587,094	825,600
Minor Capital	45,475	14,500	52,923	33,000
Professional Services	137,582	140,000	237,081	207,000
Capital Outlay	-	-	33,820	-
Total	$ 2,577,193	$ 2,749,926	$ 2,448,123	$ 2,851,515

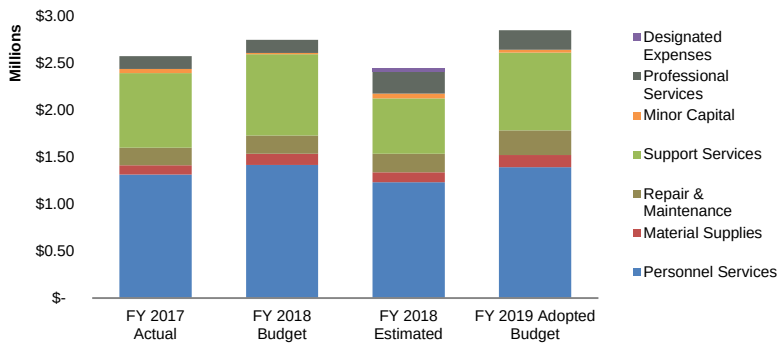
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Asst. Chief Operator of Operations [1]	-	-	1.00
BPAT/FOG Data Specialist [1]	-	-	1.00
BPAT/FOG Specialist [1]	-	-	2.00
Chief Operator [1]	1.00	1.00	-
Chief Operator of BPAT/FOG [1]	-	-	1.00
Chief Operator of Operations [1]	-	-	1.00
Director of Water & Sewer [1]	-	-	1.00
Director of Water & Sewer Services [1]	1.00	1.00	-
Director of Water & Sewer Utilities [1]	1.00	1.00	-
Equipment Services Tech [1]	-	-	1.00
FOG Enforcement PGM Spec [1]	-	-	1.00
FOG Enforcement Specialist [1]	2.00	2.00	-
Manager Water & Sewer [1]	-	-	1.00
Operator (Water/Wastewater) [1]	-	-	9.00
Operator Apprentice (Water & Sewer) [1]	2.00	2.00	-
Operator I [1]	5.00	4.00	-
Operator II (Backflow Prevention Assembly) [1]	3.00	3.00	-
Operator II [1]	1.00	1.00	-
Operator III (BPAT) [1]	1.00	1.00	-
Principal Secretary	1.00	1.00	1.00
Secretary (BPAT/FOG) [1]	1.00	1.00	-
Sr. Operator [1]	-	-	5.00
Technology Technician	1.00	1.00	1.00
Water & Sewer Materials Manager	1.00	1.00	1.00
Water & Sewer Service Worker (Opr/Appr) [1]	7.00	7.00	-
Total Staffing	29.00	28.00	28.00

[1] - Position title changes during FY 2018

Department Expenses



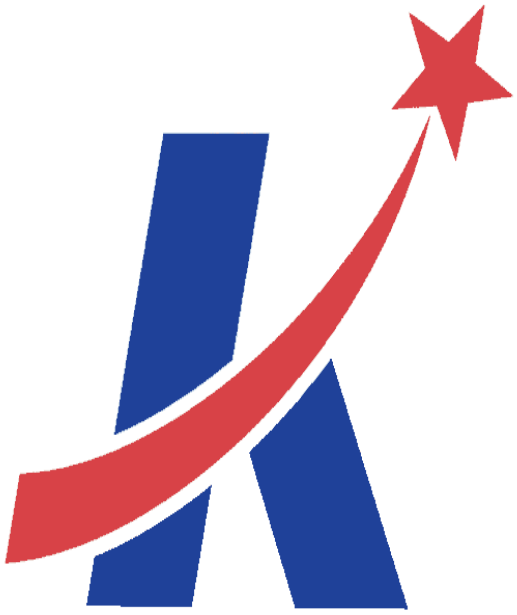
Department Expense History



Water & Sewer Mission Element 3: Water and Sewer Administration.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Monitor SCADA control room (hours).	11,648	11,648	8,760	11,648	11,648
Inspect water and sewer facilities.	8,736	13,000	13,700	13,602	13,700
Repair/Service pump station pumps.	2,912	21	30	47	40
Repair/Service lift station pumps.	4,659	30	40	53	45
Collect water samples.	4,077	20,000	21,000	18,600	20,000
Respond to customer service calls.	5,824	1,600	1,900	2,270	2,100
Repair/Service auto- flushers.	2,912	400	500	677	600
Input work orders.	1,165	1,700	1,750	1,100	1,700
Enter BPAT/FOG/CSI reports.	2,912	15,000	18,000	16,134	16,000
Perform BPAT/FOG/CSI inspections.	5,824	800	950	1,250	1,100
Mail BPAT letters.	1,747	19,000	21,000	19,785	20,000
Turn off water service.	1,165	450	485	552	500
Process pump manifests.	1,747	1,500	2,200	1,550	1,600
Review plans.	1,165	150	220	180	200
Set fire hydrant meters.	1,747	100	110	105	110



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

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

Goals:

- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Develop construction inspection work reporting system.
- Continue construction on Rosewood Drive Extension and Heritage Oaks Hike & Bike Trails, Septic Tank Elimination Project (STEP) X, and minor drainage improvements.
- Submit candidate projects to KTMPO for funding and progress Chaparral Road preliminary and final design.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 644,372	$ 1,182,746	$ 726,921	$ 1,214,770
Total	$ 644,372	$ 1,182,746	$ 726,921	$ 1,214,770

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 590,459	$ 844,828	$ 613,304	$ 810,484
Material Supplies	15,618	31,262	17,160	63,581
Repair & Maintenance	14,156	15,438	3,848	23,075
Support Services	18,046	17,728	7,695	25,940
Minor Capital	362	750	-	27,825
Professional Services	5,731	272,740	84,914	263,865
Total	$ 644,372	$ 1,182,746	$ 726,921	$ 1,214,770

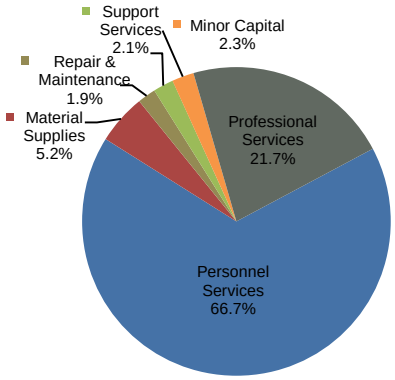
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Chief Construction Inspector	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
Construction Inspector [1]	1.00	0.46	0.46
Contract Specialist [2]	-	0.46	-
Director of Environmental Services	0.80	0.80	0.80
Director of Transportation [1]	0.50	0.46	-
Engineer-In-Training [1]	-	1.00	1.00
Principal Secretary	1.50	1.46	0.46
Project Engineer	1.00	1.00	1.00
Project Manager [1]	2.40	1.84	1.84
Senior Construction Inspector	3.00	3.00	3.00
Senior Project Engineer [3]	-	-	0.46
Total Staffing	12.20	12.48	11.02

[1] - Realignment of Transportation Division into Engineering Division in FY 2018

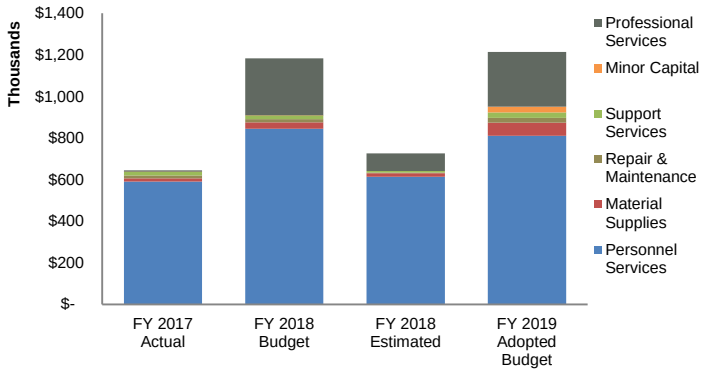
[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018

[3] - Reclassified position during FY 2018

Department Expenses



Department Expense History



Note: The following Engineering mission elements are divided between General Fund, Water & Sewer Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Transportation planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review internal plan sets for compliance with TMP.	600	30	30	2	10
Review external permit and plan submissions for compliance with TMP.	440	220	220	230	250
Review and approve traffic control plans for internal and external lane closures.	150	150	150	110	150
Evaluate and identify opportunities for Federal funding participation in all CIP projects.	300	15	1	0	3
Submit requests for grants or other funding.	300	15	2	0	5

Mission Element 2: CIP Project Management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assign Project Manager to each CIP project prior to start of project.	4	15	15	1	15
Review project design in process and provide substantive comments at periodic intervals (30%, 60%, 90%, 95%, & 100%).	300	15	15	2	15
Inspect project during construction at appropriate intervals (daily, weekly, etc.).	3,000	1,500	1,500	80	1,500
Record observations of inspections daily and file timely.	2,080	1,040	98%	80	98%
Close out project when complete within three weeks of completion.	600	15	100%	N/A	100%

Mission Element 3: Development review: platting and permitting.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review plats.	150	50	50	40	150
Review subdivision construction plans.	35	7	6	8	12
Review commercial construction plans.	375	75	75	64	75
Attend pre-development meetings.	150	75	1	75	1
Evaluate and revise construction standard details.	312	156	20%	1	20%
Issue documentation for final acceptance of public improvements.	7	7	7	4	7
Review zoning cases.	60	30	30	10	30
Review street cut permits.	250	250	250	20	250
Review curb cut permits.	250	250	250	50	250

Mission Element 4: Construction inspection.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Perform flatwork inspections.	2,000	1,000	1,000	64	1,000
Perform subdivision inspections.	7,500	3,000	3,000	1,400	3,000
Perform density testing (subdivision).	1,150	750	750	15	750
Perform density testing (street cuts).	375	250	250	40	250
Observe geotechnical testing.	30	20	20	3	20
Inspect water taps.	1,000	500	500		500
Perform commercial C/O inspections.	120	60	60	41	60

Mission:

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

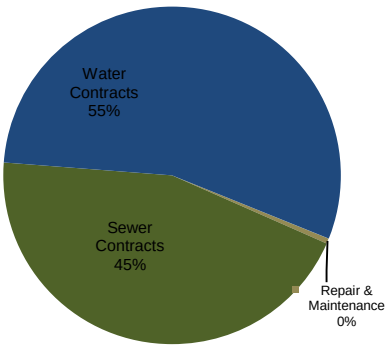
Mission Elements:

- Manage personnel and contracts.
- Maintain pump stations, lift stations, and water storage facilities.
- Provide long-range water and sewer planning.

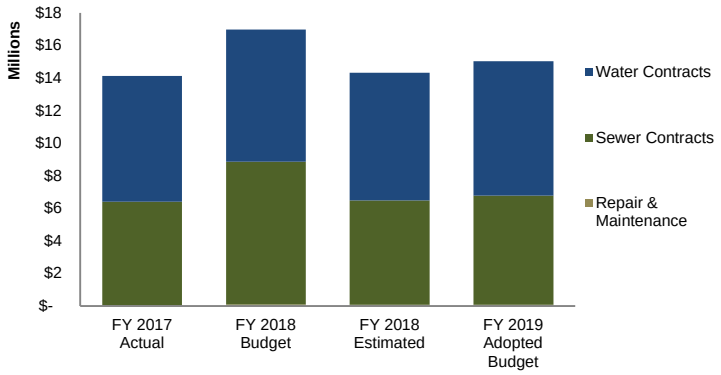
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Sale of Water	$ 18,073,950	$ 18,413,262	$ 18,198,969	$ 18,781,527
Tap Fees	841,807	700,778	870,262	714,794
Septic Tank Elimination	74,803	83,727	16,754	85,402
Sewer Fees	17,459,200	17,795,342	17,617,918	18,151,249
Water Services & Charges	728,113	892,814	748,035	910,670
Delinquent Penalties	2,252,503	2,134,592	2,281,199	2,177,284
General Resources	(25,316,147)	(23,059,034)	(25,417,123)	(25,801,556)
Total	$ 14,114,229	$ 16,961,481	$ 14,316,014	$ 15,019,370

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 40,477	$ 100,000	$ 75,000	$ 75,000
Sewer Contracts	6,366,159	8,754,364	6,403,451	6,700,440
Water Contracts	7,707,593	8,107,117	7,837,563	8,243,930
Total	$ 14,114,229	$ 16,961,481	$ 14,316,014	$ 15,019,370

Department Expenses



Department Expense History



Note: The following Street Operations mission elements are divided between General Fund, Drainage Utility Fund, and Water and Sewer Fund. This data is duplicated in each fund.

Mission Element 1: Maintain streets.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Apply slurry-seal to street surface (lane miles).	0	0	20	30	0
Apply reclamite to street surface (lane miles).	16,640	11	0	0	11
Repair potholes.	4,160	365	400	365	450
Repair utility cuts.	4,160	125	250	125	175
Apply crackseal material to street (lane miles).	12,480	125	125	125	150
Sweep Streets (curb miles).	8,320	12,500	7,500	12,500	12,500

Mission Element 2: Maintain concrete infrastructure.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Repair sidewalk work orders.	14,560	155	N/A	155	125
Repair drive approach work orders.	9,360	14	N/A	14	25
Repair valley gutter work orders.	3,120	8	15	8	15
Repair curb & gutter work orders.	6,240	22	15	22	15

Mission Element 3: Install and maintain traffic control devices.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Inspect signalized intersections.	6,240	1,128	1,128	1,128	1,128
Inspect & program school flashers.	1,040	780	780	780	780
Conduct traffic counts.	3,120	48	48	48	48
Repair sign work orders.	6,240	1,127	1,500	1,127	1,500

Mission Element 4: Maintain pavement markings.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain crosswalks (KISD campuses).	520	426	426	426	426
Carry out pavement marking program (linear miles).	6,240	2.5	5	5	2.5
Process pavement marking work orders.	1,560	95	135	60	95

Mission Element 5: Emergency response services.

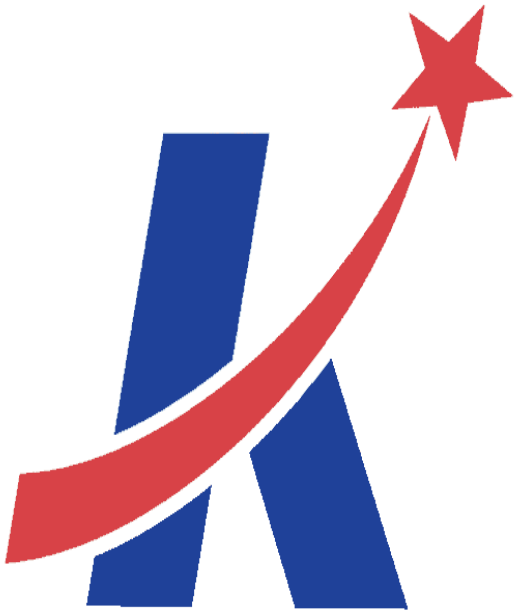
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to emergency events.	1,040	342	N/A	342	350

Mission Element 6: Administrative support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Input Cityworks work orders.	1,560	4,600	4,960	4,600	4,960
Process AP – P.O. & receiving.	4,160	1,920	1,440	1,920	1,920
Process telephone calls.	520	1,200	N/A	N/A	1,200
Process payroll.	2,600	26	26	26	26
Process performance appraisals.	1,560	56	56	68	56
Track uniforms for employees.	520	224	224	224	224
Process new hires.	520	24	N/A	24	30



Dedicated Service – Everyday, for Everyone!

DEBT SERVICE

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 7,166,532	$ 6,171,911	$ 6,171,911	$ 7,576,729
Total	**$ 7,166,532**	**$ 6,171,911**	**$ 6,171,911**	**$ 7,576,729**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Bond Principal Payment	$ 5,205,000	$ 4,335,000	$ 4,335,000	$ 5,880,000
Bond Interest	1,956,287	1,830,871	1,830,871	1,690,689
Arbitrage Calculation Fees	2,745	5,040	5,040	5,040
Paying Agent Fees	2,500	1,000	1,000	1,000
Total	**$ 7,166,532**	**$ 6,171,911**	**$ 6,171,911**	**$ 7,576,729**

HUMAN RESOURCES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 1,892	$ -	$ -	$ -
Total	**$ 1,892**	**$ -**	**$ -**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Professional Services	$ 1,892	$ -	$ -	$ -
Total	**$ 1,892**	**$ -**	**$ -**	**$ -**

BUILDING SERVICES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 41,050	$ -	$ -	$ -
Total	**$ 41,050**	**$ -**	**$ -**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 41,050	$ -	$ -	$ -
Total	**$ 41,050**	**$ -**	**$ -**	**$ -**

NON-DEPARTMENTAL

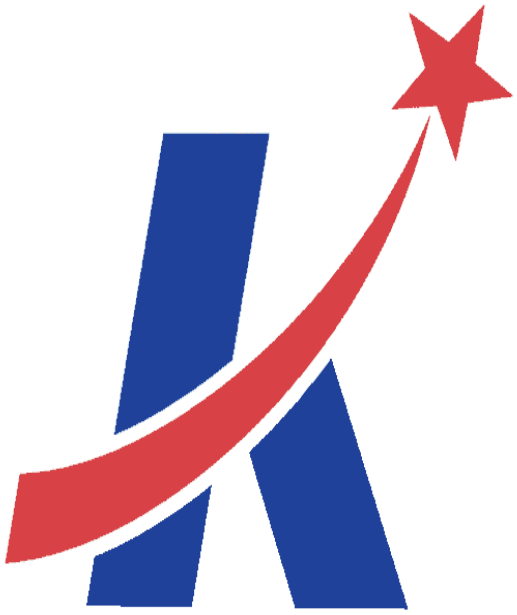
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 7,223,609	$ 8,912,607	$ 8,432,626	$ 9,433,887
Total	**$ 7,223,609**	**$ 8,912,607**	**$ 8,432,626**	**$ 9,433,887**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 30,066	$ 26,153	$ 30,848
Support Services	115,873	2,002,656	1,514,088	1,794,375
Franchise Fees	3,495,308	3,630,243	3,630,243	3,702,847
Indirect Cost Allocation	2,833,783	2,503,524	2,503,524	2,738,499
Industrial Development	362,527	362,527	362,527	362,527
Professional Services	94,141	20,000	23,101	22,500
Designated Expenses	321,977	363,591	360,490	278,591
Transfer to Fund 387	-	-	12,500	503,700
Total	**$ 7,223,609**	**$ 8,912,607**	**$ 8,432,626**	**$ 9,433,887**

TOTAL OTHER APPROPRIATIONS REVENUES	**$ 14,433,083**	**$ 15,084,518**	**$ 14,604,537**	**$ 17,010,616**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 14,433,083**	**$ 15,084,518**	**$ 14,604,537**	**$ 17,010,616**



Solid Waste Fund



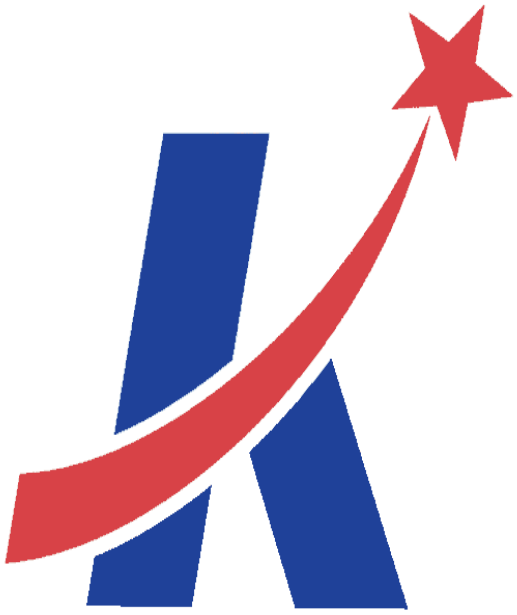
Dedicated Service – Everyday, for Everyone!

SOLID WASTE FUND



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

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



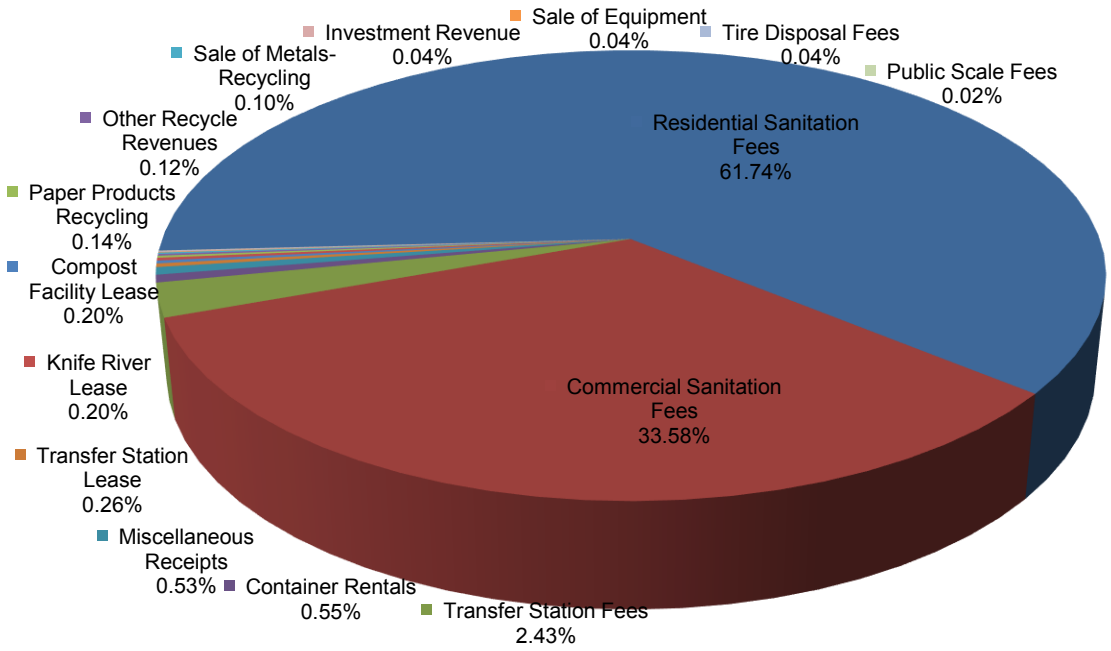
Dedicated Service – Everyday, for Everyone!

Solid Waste Fund
Budget Summary
FY 2019

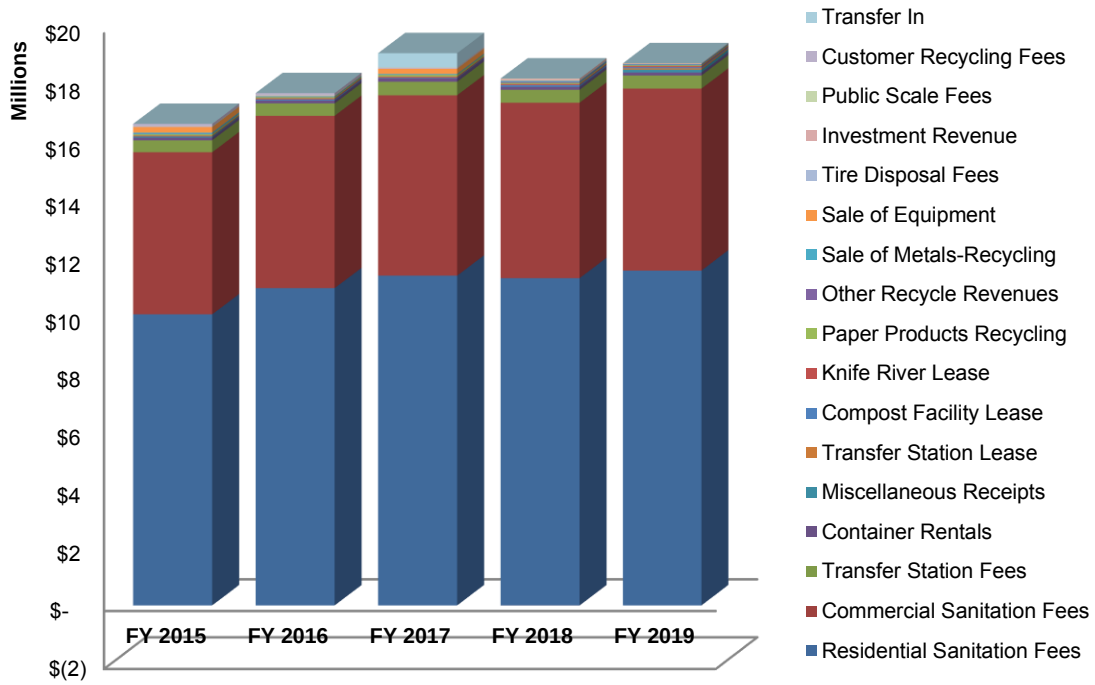
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Charges for Services						
Residential Sanitation Fees	$ 11,410,149	$ 11,279,403	$ 11,326,304	$ 11,588,459	61.74%	2.74%
Commercial Sanitation Fees	6,251,292	6,134,330	6,076,983	6,302,411	33.58%	2.74%
Transfer Station Fees	468,518	443,065	447,954	455,205	2.43%	2.74%
Container Rentals	111,713	99,887	102,299	102,624	0.55%	2.74%
Paper Products Recycling	64,244	-	40,888	26,854	0.14%	0.00%
Other Recycling Fees	8,815	-	35,245	23,450	0.12%	0.00%
Sale of Metals-Recycling	25,650	-	31,973	19,070	0.10%	0.00%
Tire Disposal Fees	8,982	7,631	9,538	7,840	0.04%	2.74%
Public Scale Fees	6,935	-	5,518	3,463	0.02%	0.00%
Customer Recycling Fees	6,696	-	(545)	-	0.00%	0.00%
Total Charges for Services	18,362,994	17,964,316	18,076,157	18,529,376	98.72%	3.15%
Other						
Investment Revenue	27,569	7,567	60,174	7,775	0.04%	2.75%
Compost Facility Lease	18,000	36,986	48,000	38,000	0.20%	2.74%
Knife River Lease	36,000	36,473	36,000	37,472	0.20%	2.74%
Transfer Station Lease	-	-	-	48,000	0.26%	0.00%
Miscellaneous Receipts	7,333	5,551	11,576	100,111	0.53%	1703.48%
Sale of Equipment	174,578	7,832	7,832	8,046	0.04%	2.73%
Transfers In	491,826	-	-	-	0.00%	0.00%
Total Other	755,306	94,409	163,582	239,404	1.28%	153.58%
Total Revenues	19,118,300	18,058,725	18,239,739	18,768,780	100.00%	3.93%
Operating Expenses						
Transfer Station	4,949,180	5,346,301	4,864,201	5,375,596	28.64%	0.55%
Residential Operations	3,056,598	2,788,049	2,467,734	2,886,646	15.38%	3.54%
Commercial Operations	1,946,048	1,796,784	1,730,481	1,821,362	9.70%	1.37%
Franchise Fee	1,603,869	1,616,789	1,616,789	1,667,644	8.89%	3.15%
Transfer to General Fund	3,050,521	1,066,917	1,066,917	1,238,814	6.60%	16.11%
Mowing	791,312	782,120	660,836	789,628	4.21%	0.96%
ISF - Fleet Services	-	709,785	709,785	758,493	4.04%	6.86%
Non-Departmental	288,226	123,108	77,695	663,361	3.53%	438.84%
Recycling Program	315,473	365,537	349,030	372,286	1.98%	1.85%
ISF - Information Technology	-	270,409	270,409	290,600	1.55%	7.47%
Accounting	198,699	210,967	190,665	243,146	1.30%	15.25%
ISF - Risk Management	-	196,129	196,129	205,169	1.09%	4.61%
Public Works	42,032	106,715	103,295	124,161	0.66%	16.35%
Human Resources	24,544	13,315	13,315	13,981	0.07%	5.00%
Information Technology	50,302	-	-	-	0.00%	0.00%
Building Services	19,705	17,753	17,753	21,875	0.12%	23.22%
Total Operating Expenses	16,336,509	15,410,678	14,335,034	16,472,762	87.77%	6.89%
Debt Service	295,268	719,643	719,643	759,618	4.05%	5.55%
Non-Operating Expenses						
Capital Outlay						
Fleet Replacement Program	-	1,500,420	1,500,420	1,536,400	8.19%	2.40%
Solid Waste CIP	-	5,500	-	-	0.00%	-100.00%
Total Capital Outlay	-	1,505,920	1,500,420	1,536,400	8.19%	2.02%
Total Non-Operating Expenses	-	1,505,920	1,500,420	1,536,400	8.19%	2.02%
Total Expenses	$ 16,631,777	$ 17,636,241	$ 16,555,097	$ 18,768,780	100.00%	6.42%
Net Change In Working Capital	$ 2,486,523	$ 422,484	$ 1,684,642	-		
Working Capital Balance, Beginning				4,961,346		
Working Capital Balance, Ending				$ 4,961,346		

Solid Waste Fund

-Revenues by Source FY 2019-

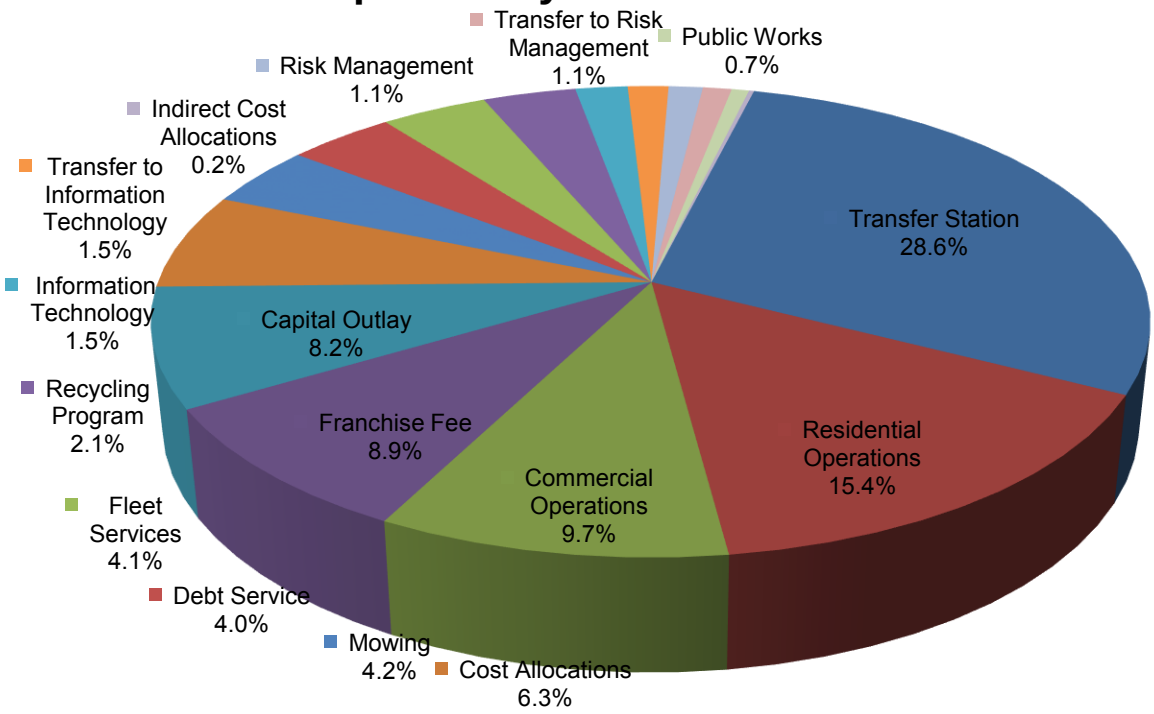


-Revenues by Source Last Five Years-

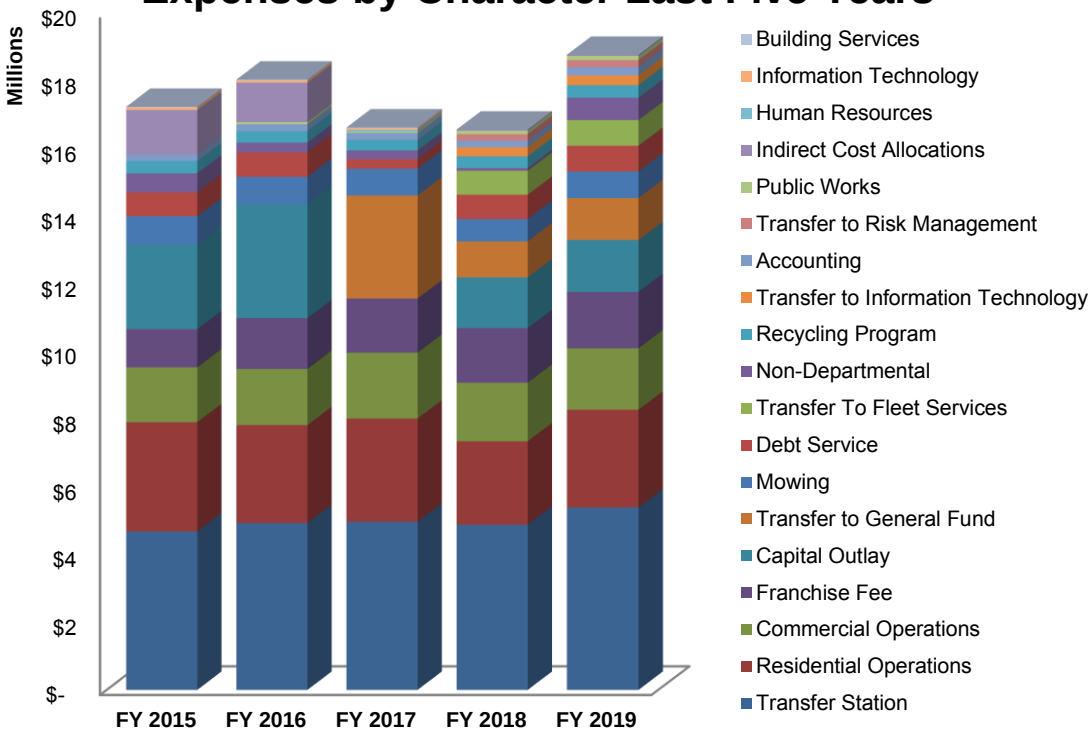


Solid Waste Fund

-Expenses by Character FY 2019-



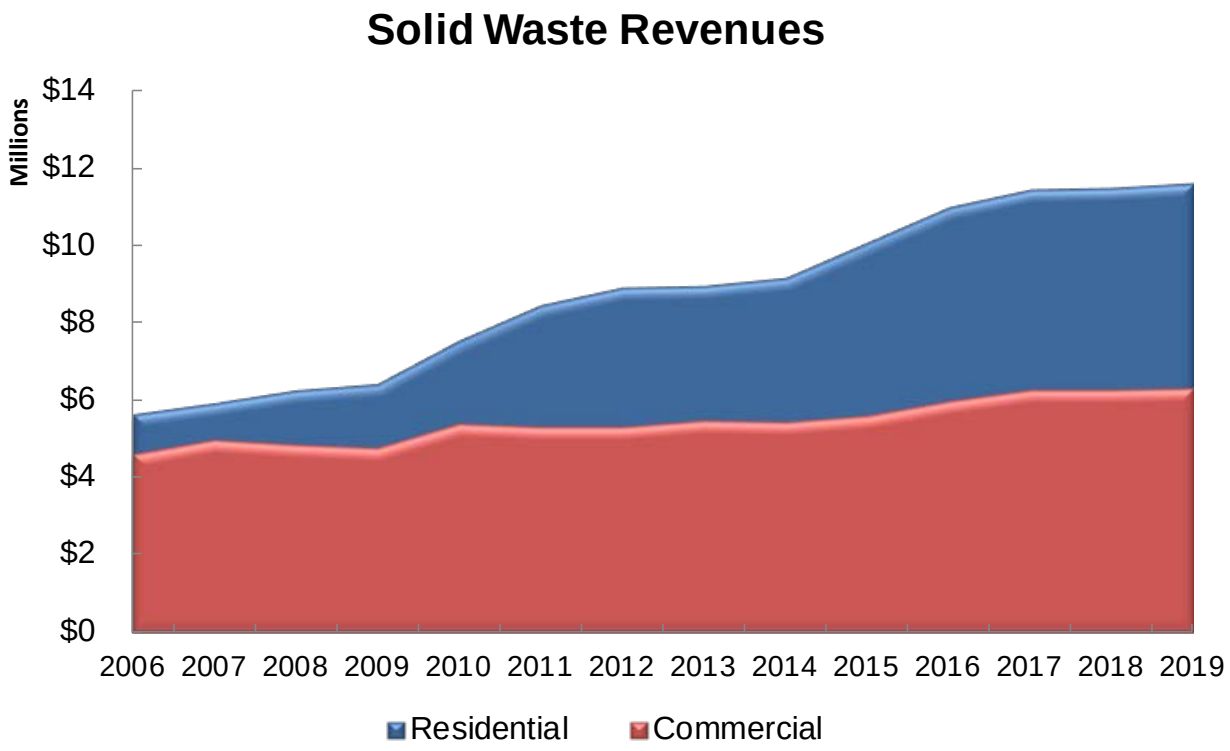
-Expenses by Character Last Five Years-



- SOLID WASTE REVENUES -
Revenue Assumptions

Residential Sanitation Revenue	**$11,588,459**
Commercial Sanitation Revenue	**$6,302,411**

In FY 2015, the City contracted with an outside firm to perform a solid waste rate study, using information from Killeen's customer base. The City implemented the proposed rate increases in FY 2015. The City chose to defer utility rate increases scheduled for FY 2016, 2017, 2018 and 2019.



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

Transfer Station Revenue	**$455,205**

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

Interest Income **$7,775**

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

The projected interest earnings for FY 2019 are $7,775.

Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
	Solid Waste Fund Revenues				
	Charges for Services				
540-0000-321.45-00	TRANSFER STATION FEES	$ 468,518	$ 443,065	$ 447,954	$ 455,205
540-0000-323.05-00	CONTAINER RENTALS	111,713	99,887	102,299	102,624
540-0000-323.15-00	TIRE DISPOSAL FEES	8,982	7,631	9,538	7,840
540-0000-323.30-01	SALE OF METALS-RECYCLING	25,650	-	31,973	19,070
540-0000-323.30-02	PAPER PRODUCTS RECYCLING	64,244	-	40,888	26,854
540-0000-323.30-03	PUBLIC SCALE FEES	6,935	-	5,518	3,463
540-0000-323.30-04	OTHER RECYCLE REVENUES	8,815	-	35,245	23,450
540-0000-323.30-05	CUSTOMER RECYCLING FEES	6,697	-	(545)	-
540-0000-323.35-00	COMMERCIAL SANITATION FEE	6,251,292	6,134,330	6,076,983	6,302,411
540-0000-323.40-00	RESIDENTIAL SANITATION FE	11,410,149	11,279,403	11,326,304	11,588,459
	Charges for Services	**18,362,995**	**17,964,316**	**18,076,157**	**18,529,376**
	Investments Income				
540-0000-361.05-00	INTEREST EARNED	28,364	8,103	61,818	8,325
540-0000-361.05-10	INVESTMENT EXPENSE	(795)	(536)	(1,644)	(550)
540-0000-362.01-05	COMPOST FACILITY	18,000	36,986	48,000	38,000
540-0000-362.01-06	KNIFE RIVER	36,000	36,473	36,000	37,472
540-0000-362.01-07	TRANSFER STATION	4,000	-	-	48,000
	Investments Income	**85,569**	**81,026**	**144,174**	**131,247**
	Miscellaneous Income				
540-0000-371.10-02	PURCHASING CARDS	2,332	-	-	-
540-0000-379.99-99	OTHER INCOME	-	108	108	111
	Miscellaneous Income	**2,332**	**108**	**108**	**111**
	Other Financing Sources				
540-0000-391.06-01	TRANSFER IN FROM FUND 601	491,826	-	-	-
540-0000-392.01-01	SALE OF ASSETS	174,578	7,832	7,832	8,046
540-0000-392.02-01	INSURANCE PROCEEDS	966	5,443	11,468	100,000
	Other Financing Sources	**667,370**	**13,275**	**19,300**	**108,046**
	Solid Waste Fund Revenues	**$19,118,266**	**$18,058,725**	**$18,239,739**	**$18,768,780**

Mission:

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

Mission Elements:

- Divisional Oversight:
  - -Plan
  - -Execute
  - -Evaluate

Goals:

- Complete Improvement plans for Water & Sewer, Street Operations, Environmental Services, and Engineering.
- Complete Impact Fee studies as directed by City Council.
- Continue implementation of various master plans.
- Update CIP Plan accordingly.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Adopted Budget
General Resources	$ 42,032	$ 106,715	$ 101,760	$ 124,161
Total	$ 42,032	$ 106,715	$ 101,760	$ 124,161

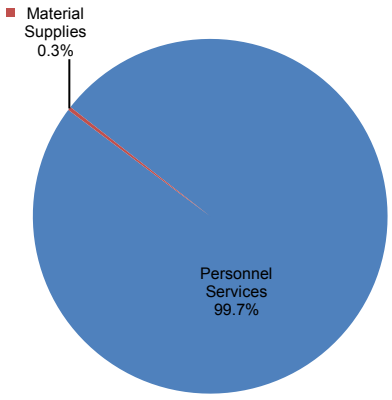
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimate	FY 2019 Adopted Budget
Personnel Services	$ 39,285	$ 101,921	$ 101,681	$ 123,758
Material Supplies	1,005	602	62	403
Support Services	1,742	4,192	17	-
Minor Capital	$ 42,032	$ 106,715	$ 101,760	$ 124,161
Total				

Staffing	FY 2017 Actual	FY 2018 Estimate	FY 2019 Adopted Budget
Assistant Director of Public Works [1]	-	0.60	0.60
Executive Director of Public Works	0.30	0.28	0.28
Executive Assistant	0.30	0.28	0.28
Finance Manager [2]	-	-	0.28
Total Staffing	0.60	1.16	1.44

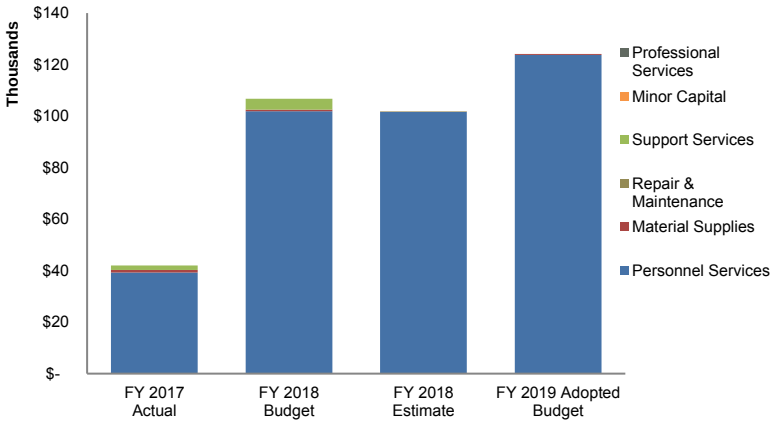
[1] - Reclassified Director of Solid Waste to Asst. Director of Public Works in FY 2018

[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018

Department Expenses



Department Expense History



Mission:

The Solid Waste Division's mission is to collect, process, and dispose of solid waste refuse and recycled materials.

Mission Elements:

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

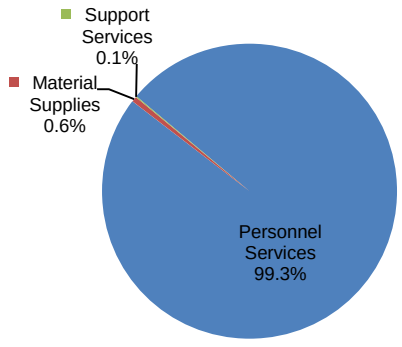
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 198,698	$ 210,967	$ 190,985	$ 243,146
Total	$ 198,698	$ 210,967	$ 190,985	$ 243,146

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 196,806	$ 209,317	$ 189,335	$ 240,486
Material Supplies	820	1,400	1,400	1,400
Support Services	58	250	250	260
Minor Capital	1,014	-	-	1,000
Total	$ 198,698	$ 210,967	$ 190,985	$ 243,146

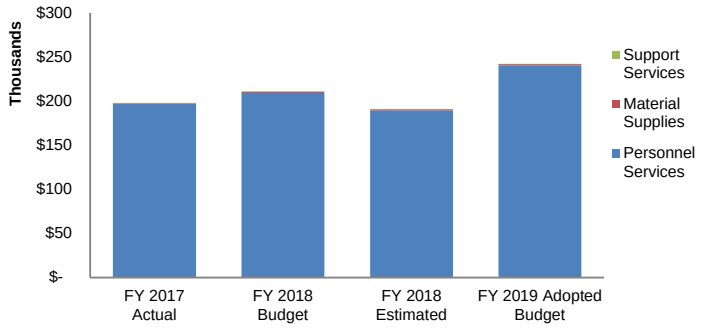
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist [1]	3.00	3.00	4.00
Supervisor (Accounting)	1.00	1.00	1.00
Total Staffing	4.00	4.00	5.00

[1] - Additional position added in FY 2019

Department Expenses



Department Expense History



Solid Waste Mission Element 1: Maintain accounting records for receipts, disbursements, and inventories.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Customer Contacts (calls, visitors, written).	5,824	115,950	117,000	101,046	105,088
Residents assisted via email.	416	1,659	1,820	4,128	4,211
Businesses assisted via email.	416	1,345	1,365	2,288	2,334
Residential and commercial accounts updated.	166	320	275	454	455
Residential work orders entered and processed.	250	7,280	7,320	5,808	5,823
Commercial work orders entered and processed.	250	745	750	606	607
Requisitions/P-cards processed.	166	1,469	1,469	1,499	1,500
Special Collections Charges processed.	832	52,766	51,950	43,691	48,060

Mission:

The Solid Waste Division's mission is to collect, process, and dispose of solid waste refuse and recycled materials.

Mission Elements:

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

Goals:

- Streamline residential route services by implementing route realignment to allow for the most efficient use of resources, while encompassing the growth of the City.
- Improve division's fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Evaluate residential and commercial customer fees, as recommended in the Solid Waste Master Plan and Rate Study.
- Revise and implement policies and procedures for Solid Waste Operations.

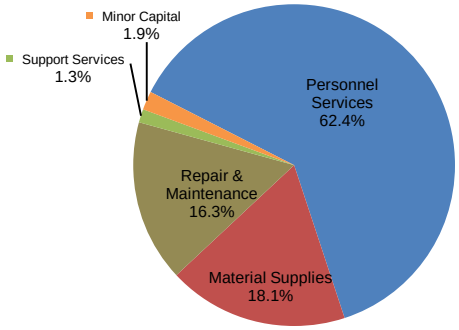
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Residential Sanitation Fee	$ 11,410,149	$ 11,279,403	$ 11,279,403	$ 11,588,459
General Resources	(8,353,551)	(8,488,354)	(8,681,906)	(8,698,912)
Total	$ 3,056,598	$ 2,791,049	$ 2,597,497	$ 2,889,547

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,615,471	$ 1,714,621	$ 1,521,299	$ 1,803,413
Material Supplies	430,939	602,627	546,628	523,635
Repair & Maintenance	547,496	381,801	443,843	469,700
Support Services	453,536	38,987	31,714	38,786
Minor Capital	9,156	53,013	54,013	54,013
Total	$ 3,056,598	$ 2,791,049	$ 2,597,497	$ 2,889,547

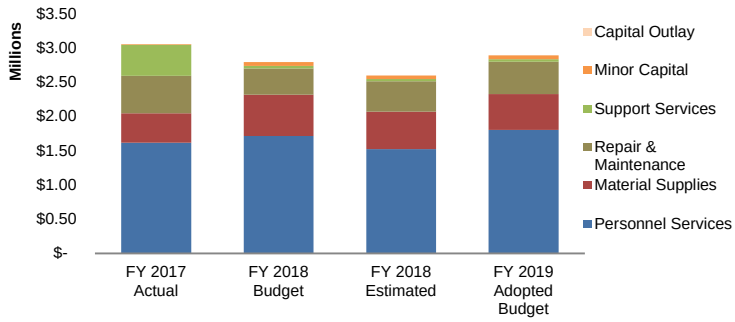
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Director of Solid Waste [1]	1.00	-	-
Principal Secretary	1.00	1.00	1.00
Residential Equipment Operator [2]	6.00	25.00	25.00
Residential Equipment Operator (Side loader) [2]	15.00	-	-
Solid Waste Crew Chief [2]	4.00	-	-
Solid Waste Specialist	3.00	3.00	3.00
Solid Waste Worker	4.00	4.00	4.00
Superintendent (Residential)	1.00	1.00	1.00
Supervisor (Residential)	3.00	3.00	3.00
Total Staffing	38.00	37.00	37.00

[1] - Reclassified Director of Solid Waste to Asst. Director of Public Works in FY 2018
[2] - Position titles changed in FY 2018

Department Expenses

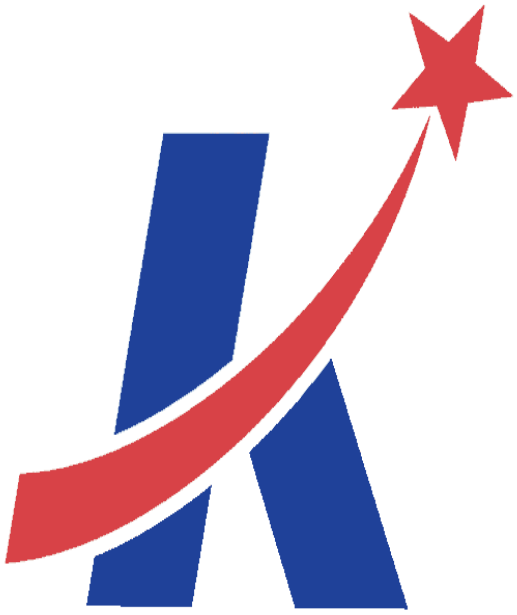


Department Expense History



Solid Waste Mission Element 2: Collect and dispose of residential trash.

Operational Targets: Essential department functions within the mission element.					
Function	**Hours**	**Number**	**Target FY 18**	**Actual FY 18**	**Target FY 19**
Service residential customers.	60,029	47,377	47,000	49,095	51,000
Service disabled customers.	608	195	179	200	195
Special collections/reloads.	15,392	51,206	56,400	43,338	43,417
Collect brush and bulky waste.	Included in special collections	As needed	N/A	N/A	N/A
Garbage Collected (Tons).	Included in service	58,067	59,091	56,744	57,856
Reduce At-Fault Accidents – Safety Meetings.	931	52	52	52	52



Dedicated Service – Everyday, for Everyone!

Mission:

The Solid Waste Division's mission is to collect, process, and dispose of solid waste refuse and recycled materials.

Mission Elements:

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

Goals:

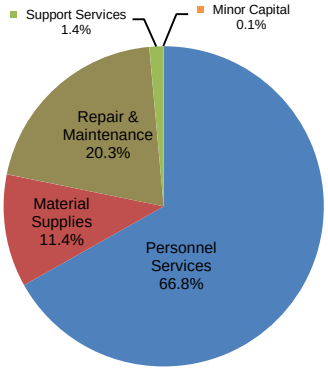
- Streamline residential route services by implementing route realignment to allow for the most efficient use of resources, while encompassing the growth of the City.
- Improve division's fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Evaluate residential and commercial customer fees, as recommended in the Solid Waste Master Plan and Rate Study.
- Revise and implement policies and procedures for Solid Waste Operations.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Commercial Sanitation Fee	$ 6,251,292	$ 6,134,330	$ 6,134,330	$ 6,302,411
Container Rentals	111,713	99,887	99,887	102,624
General Resources	(4,416,958)	(4,440,433)	(4,506,505)	(4,583,673)
Total	$ 1,946,047	$ 1,793,784	$ 1,727,712	$ 1,821,362

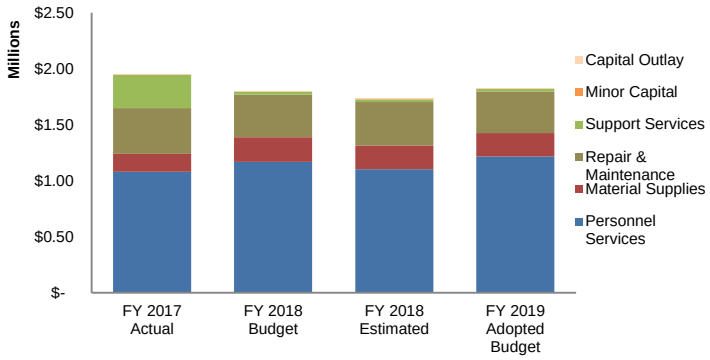
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,079,478	$ 1,168,373	$ 1,103,083	$ 1,217,268
Material Supplies	160,329	218,246	211,749	207,312
Repair & Maintenance	409,200	381,168	386,140	370,629
Support Services	295,306	25,347	24,930	24,838
Minor Capital	1,734	650	1,485	1,315
Capital Outlay	-	-	325	-
Total	$ 1,946,047	$ 1,793,784	$ 1,727,712	$ 1,821,362

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Code Enforcement Supervisor	1.00	1.00	1.00
Equipment Operator (Commercial)	11.00	11.00	11.00
Solid Waste Specialist	1.00	1.00	1.00
Superintendent (Commercial)	1.00	1.00	1.00
Supervisor (Commercial)	2.00	2.00	2.00
Supervisor (Container Ops)	1.00	1.00	1.00
Welder Solid Waste	3.00	3.00	3.00
Welder's Assistant	3.00	3.00	3.00
Total Staffing	23.00	23.00	23.00

Department Expenses

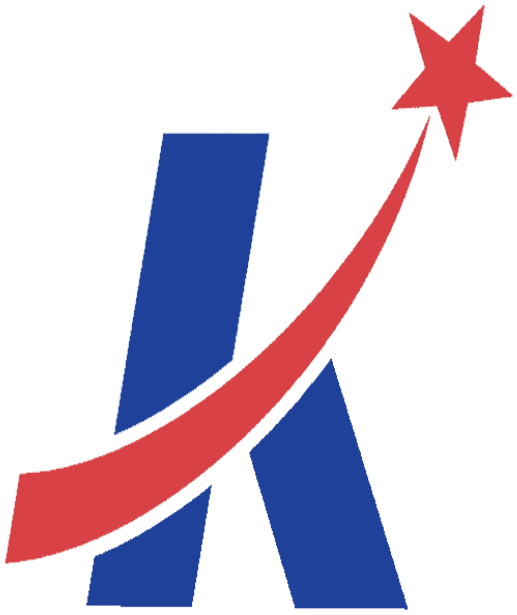


Department Expense History



Solid Waste Mission Element 3: Collect and dispose of commercial trash.

Operational Targets: Essential department functions within the mission element.					
Function	**Hours**	**Number**	**Target FY 18**	**Actual FY 18**	**Target FY 19**
Roll Off Services.	14,352	2,685	3,069	2,559	2,565
Dumpster Services.	28,704	160,320	163,526	160,523	163,733
Special Collections.	1,555	631	891	583	630
Roll off support to recycling.	2,631	142	144	158	172
Reduce At-Fault Accidents • Safety Meetings	598	52	52	52	52



Dedicated Service – Everyday, for Everyone!

Mission:

The Solid Waste Division's mission is to collect, process, and dispose of solid waste refuse and recycled materials.

Mission Elements:

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

Goals:

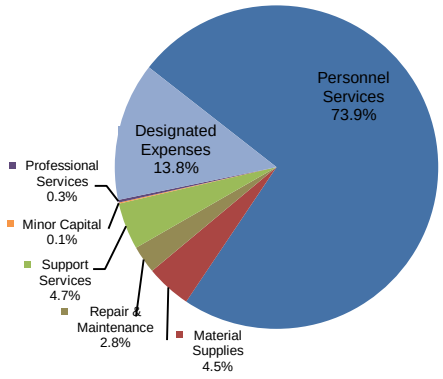
- Revise and implement policies and procedures for Solid Waste Operations.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Tire Disposal Fees	$ 8,982	$ 7,631	$ 7,631	$ 7,840
Sale of Metals - Recycling	25,650	-	18,881	19,070
Paper Products Recycling	64,244	-	26,588	26,854
Public Scale Fees	6,935	-	3,429	3,463
Other Recycle Revenues	8,815	-	23,218	23,450
Customer Recycling Fees	6,697	-	-	-
General Resources	194,149	357,906	273,752	291,609
Total	$ 315,472	$ 365,537	$ 353,499	$ 372,286

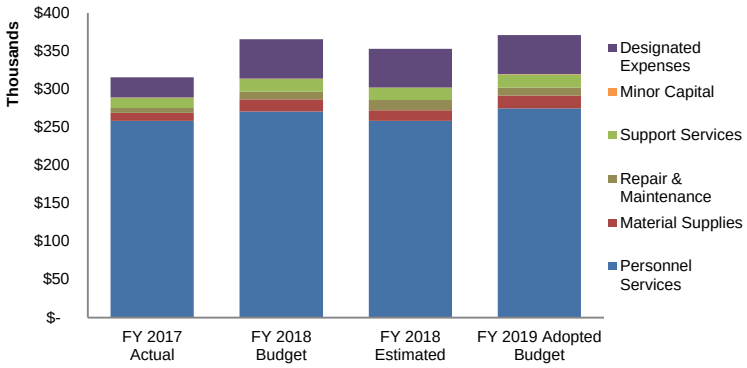
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 258,319	$ 270,681	$ 258,643	$ 274,963
Material Supplies	10,500	15,852	13,916	16,868
Repair & Maintenance	6,582	10,300	13,265	10,300
Support Services	13,206	16,904	16,124	17,355
Minor Capital	384	400	100	400
Professional Services	-	-	400	1,000
Designated Expenses	26,481	51,400	51,051	51,400
Total	$ 315,472	$ 365,537	$ 353,499	$ 372,286

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Manager (Recycling)	1.00	1.00	1.00
Recycling Attendant	3.00	3.00	3.00
Seasonal-Recycling Attendant	0.16	0.18	0.18
Supervisor (Recycling Ops)	1.00	1.00	1.00
Total Staffing	5.16	5.18	5.18

Department Expenses



Department Expense History



Solid Waste Mission Element 4: Properly process and dispose of recyclables.

Operational Targets: Essential department functions within the mission element.					
Function	**Hours**	**Number**	**Target FY 18**	**Actual FY 18**	**Target FY 19**
Metal recycled (Tons).	119	260	260	314	351
Glass recycled (Tons).	215	75	60	68	77
Paper products recycled (Tons).	7,003	500	500	475	499
Plastic containers recycled (Tons).	970	70	60	52	60
Automotive oil recycled (Gallons).	162	4,000	4,000	4,694	5,398
Antifreeze recycled (Gallons).	108	500	500	480	499
Lead-acid batteries recycled (Each).	108	300	300	268	300
Appliances w/Freon recycled (Each).	1	300	300	91	93
Number of Citizens at the public scales each month.	2,089	346	350	260	350



Dedicated Service – Everyday, for Everyone!

Mission:

The Solid Waste Division's mission is to collect, process, and dispose of solid waste refuse and recycled materials.

Mission Elements:

- Receive and transport material to landfill.
- Maintain the closed landfill.

Goals:

- Revise and implement policies and procedures for Solid Waste Operations.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Transfer Station Fees	$ 468,518	$ 443,065	$ 443,065	$ 455,205
General Resources	4,949,180	5,221,301	5,382,763	5,375,596
Total	$ 4,949,180	$ 5,221,301	$ 5,382,763	$ 5,375,596

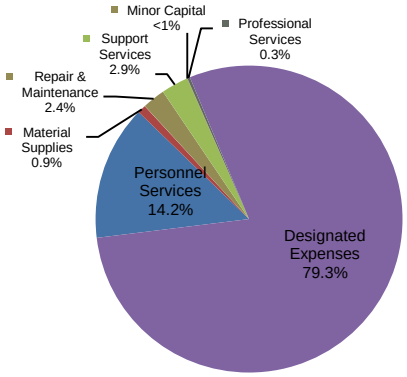
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 640,384	$ 670,427	$ 645,669	$ 762,857
Material Supplies	39,526	46,232	45,357	48,069
Repair & Maintenance	131,161	132,595	128,928	128,550
Support Services	130,272	159,550	158,246	153,585
Minor Capital	1,454	-	2,866	1,900
Professional Services	3,025	14,300	15,200	15,200
Designated Expenses	4,003,358	4,198,197	4,199,497	4,265,435
Capital Outlay	-	-	187,000	-
Total	$ 4,949,180	$ 5,221,301	$ 5,382,763	$ 5,375,596

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Equipment Operator [1]	5.00	5.00	6.00
Manager of Solid Waste Operations [2]	-	-	1.00
Scale Attendant	3.00	3.00	3.00
Senior Secretary	1.00	1.00	1.00
Service Worker (Building & Grounds)	3.00	3.00	3.00
Service Worker (Building & Grounds)-PT	0.50	0.50	0.50
Superintendent (Transfer Station) [2]	1.00	1.00	-
Supervisor (Scale Operation)	1.00	1.00	1.00
Supervisor (Transfer Station)	1.00	1.00	1.00
Total	15.50	15.50	16.50

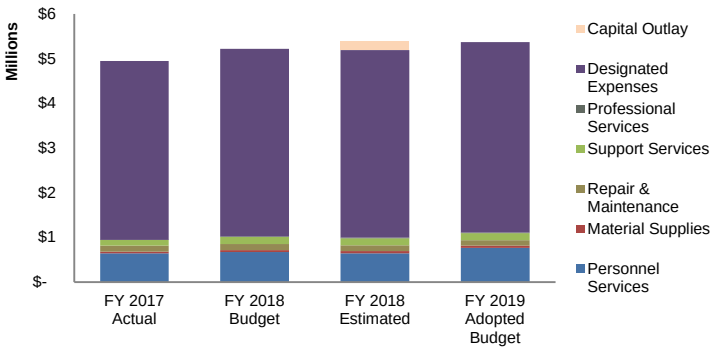
[1] - Added additional position in FY 2019

[2] - Reclassified Superintendent to Manager of Solid Waste Operations in FY 2019

Department Expenses

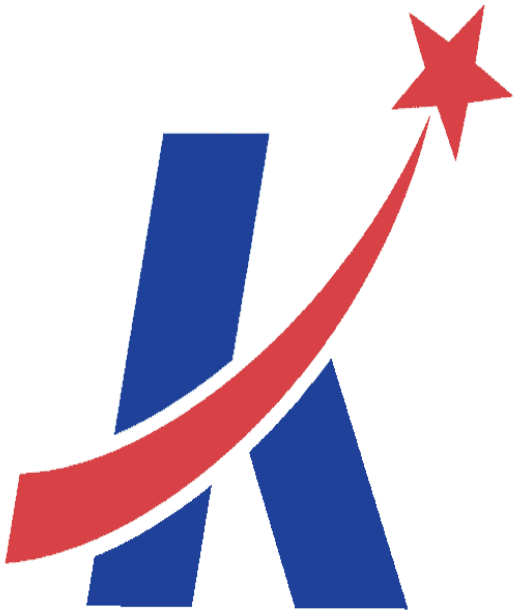


Department Expense History



Solid Waste Mission Element 4: Properly process and dispose of recyclables.

Operational Targets: Essential department functions within the mission element.					
Function	**Hours**	**Number**	**Target FY 18**	**Actual FY 18**	**Target FY 19**
Incoming Tonnage.	12,896	106,803	108,500	105,010	108,160
Incoming Vehicles Serviced.	6,448	49,528	51,084	49,391	50,873
Incoming Brush.	2,579	5,688	4,526	4,956	5,402
Incoming Bulk Tonnage.	2,579	2,544	2,591	2,330	2,586
Outgoing Metal.	1,290	155	167	157	166
Outgoing Plastic Tonnage.	645	11	10	21	20
Outgoing Cardboard Tonnage.	967	48	66	66	66
Comal's Trailer Outgoing.	4,836	105,249	107,614	102,984	107,103



Dedicated Service – Everyday, for Everyone!

Mission:

The Environmental Services Division's mission is to manage and maintain the storm water drainage system.

Mission Elements:

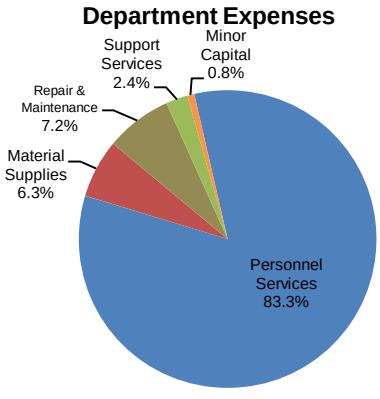
•Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.

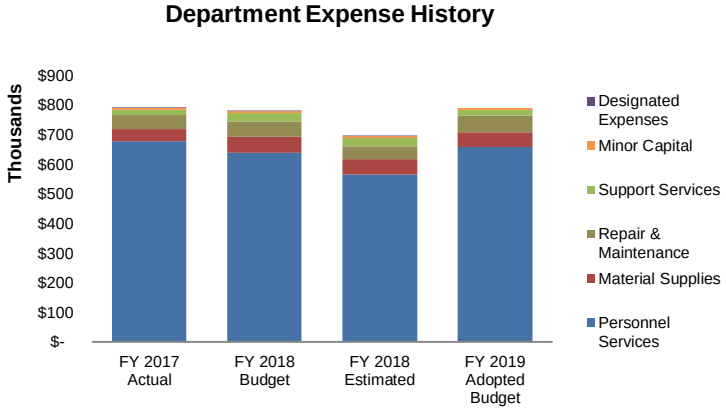
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 791,310	$ 782,120	$ 697,093	$ 789,628
Total	$ 791,310	$ 782,120	$ 697,093	$ 789,628

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 678,551	$ 638,110	$ 566,503	$ 657,838
Material Supplies	39,971	55,640	51,593	50,100
Repair & Maintenance	48,689	50,100	41,721	57,050
Support Services	15,623	29,270	28,276	18,640
Minor Capital	6,151	6,000	6,000	6,000
Designated Expenses	2,325	3,000	3,000	-
Total	$ 791,310	$ 782,120	$ 697,093	$ 789,628

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Equipment Services Technician	0.50	0.50	0.50
Crew Leader (Mowing)	3.00	3.00	3.00
Service Worker (Mowing) [1]	16.00	12.00	12.00
Supervisor (Mowing)	1.00	1.00	1.00
Total Staffing	20.50	16.50	16.50

[1] - Positions unfunded in FY 2018





Note: Drainage Maintenance Division, Environmental Services Division, and Mowing Divisions are combined. This data is duplicated in each division.

Mission Element 1: Manage the City's Storm Water Management Plan and Industrial Storm Water permits.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22
Host/Attend regional events.	70	22	22	18	22
Attend school events.	384	12	12	12	12
Perform illicit discharge inspections.	168	50	48	56	48
Perform dry weather inspections & testing.	400	200	200	200	200
Perform post construction BMP inspections.	136	30	17	17	17
Conduct annual employee storm water training class.	20	12	12	12	12
Inspect City facilities.	367	147	147	147	147
Perform water quality testing (point source).	50	10	10	30	10
Inspect City storm water permitted facilities.	80	20	16	16	16
Provide emergency response.	5,610	30	0	66	0

Mission Element 2: Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain drainage channel (miles).	24,480	140	132	147	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000
Maintain storm drain inlets.	1,632	500	250	176	250
Complete general maintenance work orders.	1,152	350	350	390	350
Complete in-house repair projects.	11,424	40	40	50	40
Manage CSCD participants.	260	250	225	265	225

Mission Element 3: Implement the City's Drainage Capital Improvement Program and Master Plans.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Manage professional service contracts.	448	5	5	5	4
Manage environmental services contracts.	32	1	1	1	1
Manage grant contracts.	88	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5
Monitor other permitting.	40	1	1	1	1

Mission Element 4: Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review zoning cases.	15	30	30	22	30
Review plat cases.	100	50	50	105	50
Review subdivision plans.	72	6	6	28	6
Review commercial construction plans.	450	40	75	151	75

Mission Element 4: continued

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review land/site disturbance permits.	120	40	30	57	30
Review storm water management site plans.	120	40	40	34	40
Perform field inspections.	350	100	100	187	100
Perform environmental construction inspections.	150	50	50	94	50
Perform C/O inspections.	360	50	60	40	60
Issue environmental code citations.	76	15	0	30	0
Issue environmental warnings.	125	50	0	61	0

Mission Element 5: Mow & maintain the vegetative portions of the City's public right of ways.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600
Complete mowing rotations.	3,323	12	7	12	11
Complete mowing work orders.	672	900	100	952	900
Complete tree trimming work orders.	7,200	12	12	12	12
Complete city facility work orders.	2,016	35	35	43	35
Manage CSCD participants.	260	225	225	292	225



Dedicated Service – Everyday, for Everyone!

DEBT SERVICE

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 720,459	$ 719,643	$ 719,643	$ 759,618
Total	$ 720,459	$ 719,643	$ 719,643	$ 759,618

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Bond Principal Payment	$ 400,000	$ 415,000	$ 415,000	$ 435,000
Bond Interest	319,140	303,823	303,823	323,798
Arbitrage Calculation Fees	1,110	320	320	320
Paying Agent Fees	209	500	500	500
Total	$ 720,459	$ 719,643	$ 719,643	$ 759,618

HUMAN RESOURCES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 24,544	$ -	$ -	$ -
Total	$ 24,544	$ -	$ -	$ -

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ (125)	$ -	$ -	$ -
Professional Services	2,609	-	-	-
Designated Expenses	22,060	-	-	-
Total	$ 24,544	$ -	$ -	$ -

INFORMATION TECHNOLOGY

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 86,834	$ -	$ -	$ -
Total	$ 86,834	$ -	$ -	$ -

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 42,015	$ -	$ -	$ -
Minor Capital	8,287	-	-	-
Capital Outlay	36,532	-	-	-
Total	$ 86,834	$ -	$ -	$ -

BUILDING SERVICES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 19,706	$ -	$ -	$ -
Total	$ 19,706	$ -	$ -	$ -

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 19,706	$ -	$ -	$ -
Total	$ 19,706	$ -	$ -	$ -

NON-DEPARTMENTAL

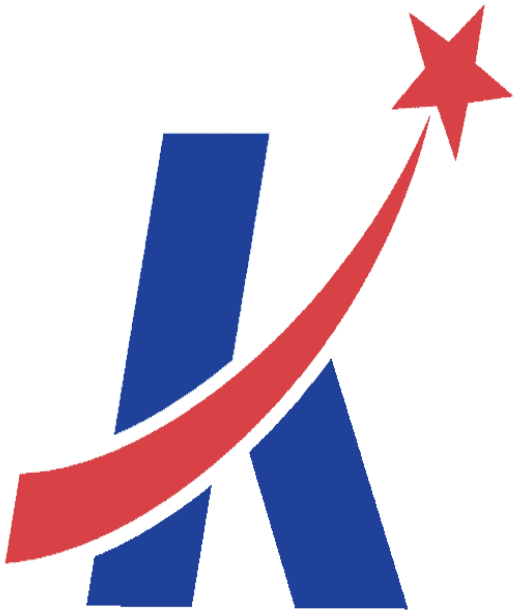
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 4,914,124	$ 5,422,880	$ 5,469,749	$ 6,393,436
Total	$ 4,914,124	$ 5,422,880	$ 5,469,749	$ 6,393,436

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 27,656	$ 67,092	$ 100,000
Support Services	142,460	1,000	1,000	100,000
Direct Cost Allocation	-	31,068	31,068	35,856
Franchise Fees	1,603,869	1,616,789	1,616,789	1,667,644
Indirect Cost Allocation	3,050,521	1,066,917	1,066,917	1,238,814
Professional Services	45,209	6,300	10,140	10,000
Designated Expenses	72,065	-	-	450,460
Transfer to Fleet Services ISF	-	2,210,205	2,210,205	758,493
Transfer to Risk Management ISF	-	196,129	196,129	205,169
Transfer to Information Technology ISF	-	266,816	270,409	290,600
Transfer to Solid Waste Fund-CIP	-	-	-	1,536,400
Total	$ 4,914,124	$ 5,422,880	$ 5,469,749	$ 6,393,436

TOTAL OTHER APPROPRIATIONS	**$ 5,765,667**	**$ 6,142,523**	**$ 6,189,392**	**$ 7,153,054**
TOTAL OTHER APPROPRIATIONS	**$ 5,765,667**	**$ 6,142,523**	**$ 6,189,392**	**$ 7,153,054**



Aviation Funds



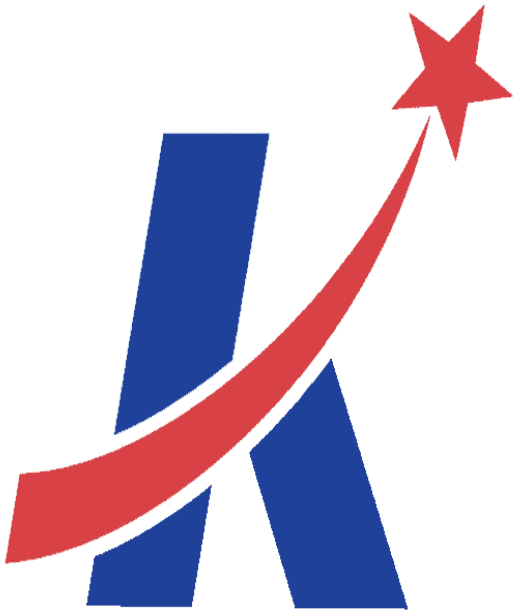
Dedicated Service – Everyday, for Everyone!

AVIATION FUNDS



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

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



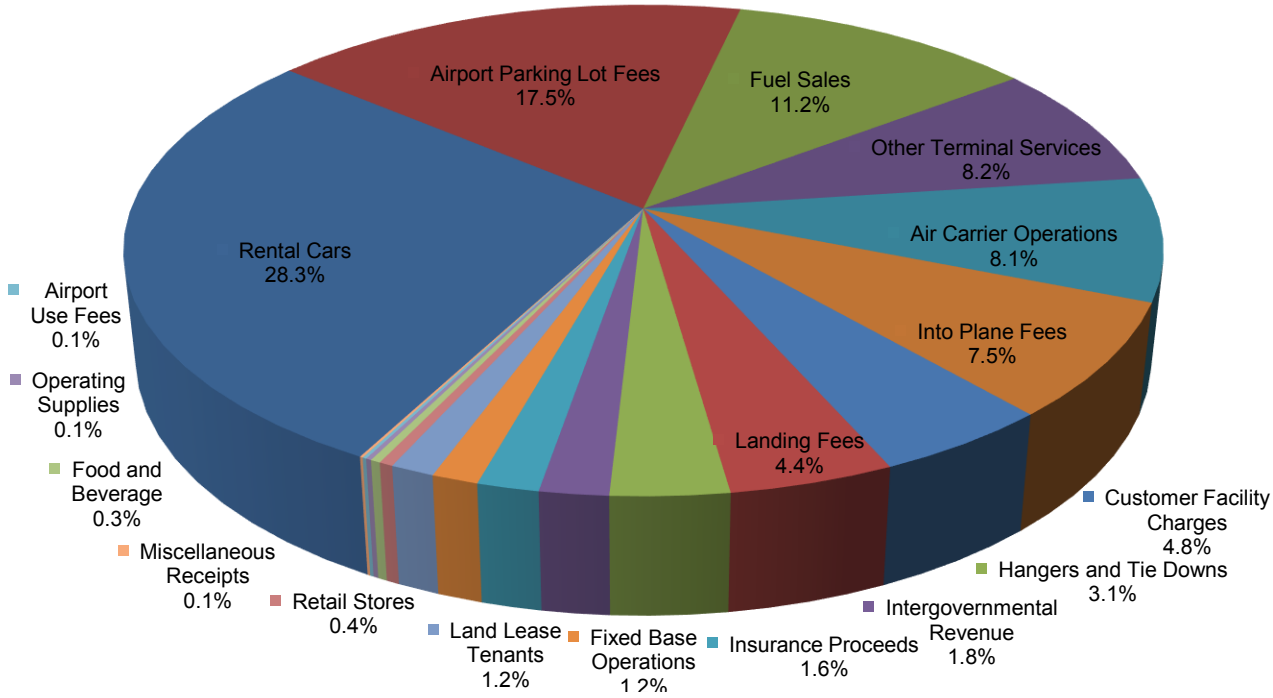
Dedicated Service – Everyday, for Everyone!

Aviation Funds
Budget Summary
FY 2019

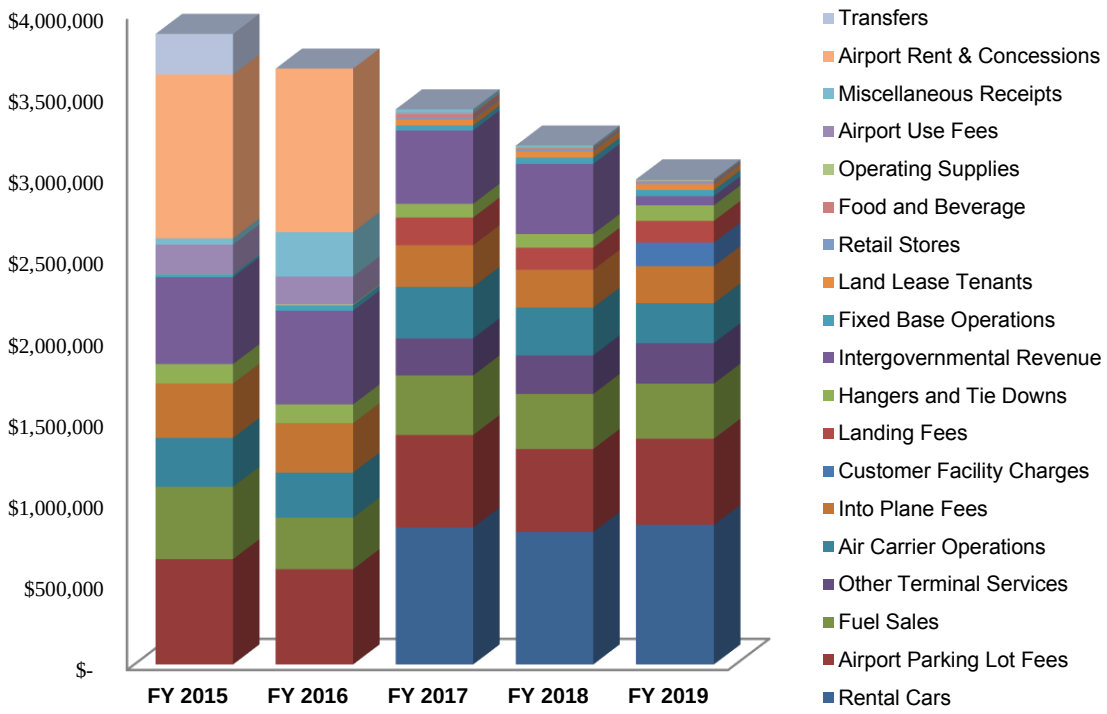
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Rental Cars	$ 843,106	$ 793,257	$ 814,992	$ 859,134	28.31%	8.30%
Airport Parking Lot Fees	568,587	592,342	510,556	530,040	17.47%	-10.52%
Fuel Sales	366,690	310,262	338,893	339,206	11.18%	9.33%
Other Terminal Services	227,859	230,774	237,137	248,397	8.19%	7.64%
Air Carrier Operations	316,735	311,648	294,494	245,789	8.10%	-21.13%
Into Plane Fees	256,695	309,051	232,313	228,511	7.53%	-26.06%
Customer Facility Charges	-	-	-	145,000	4.78%	0.00%
Landing Fees	170,177	158,922	135,833	133,611	4.40%	-15.93%
Hangars and Tiedowns	84,571	89,853	84,223	95,454	3.15%	6.23%
Intergovernmental Revenue	450,992	41,600	430,886	55,800	1.84%	34.13%
Insurance Proceeds	-	-	-	50,000	1.65%	0.00%
Fixed Base Operations	30,660	40,251	39,182	37,800	1.25%	-6.09%
Land Lease Tenants	33,765	38,537	38,537	35,837	1.18%	-7.01%
Retail Stores	11,344	11,257	11,339	11,379	0.37%	1.08%
Food and Beverage	27,784	16,226	9,501	8,204	0.27%	-49.44%
Operating Supplies	2,988	6,602	4,012	4,532	0.15%	-31.35%
Airport Use Fees	3,037	3,825	3,109	3,245	0.11%	-15.16%
Miscellaneous Receipts	20,634	3,003	7,757	2,600	0.09%	-13.42%
Total Revenues	3,415,624	2,957,410	3,192,764	3,034,539	100.00%	2.61%
Operating Expenses						
Airport Operations	2,591,642	2,575,667	2,395,878	2,632,723	81.78%	2.22%
Cost of Goods Sold - Motor Gas	263,776	265,532	295,270	306,460	9.52%	15.41%
Information Technology	108,104	-	-	-	0.00%	0.00%
Human Resources	404	23,079	4,000	3,326	0.10%	-85.59%
Non-Departmental	77,744	11,276	11,276	61,276	1.90%	443.42%
ISF - Risk Management	-	93,893	93,893	98,221	3.05%	4.61%
ISF - Information Technology	-	114,150	114,150	117,118	3.64%	2.60%
Total Operating Expenses	3,041,670	3,083,597	2,914,467	3,219,124	100.00%	4.40%
Non-Operating Expenses						
Major Capital Outlay	385,633	519,735	534,735	-	0.00%	-100.00%
Total Non-Operating Expenses	385,633	519,735	534,735	-	0.00%	-100.00%
Total Expenses	$ 3,427,303	$ 3,603,332	$ 3,449,202	$ 3,219,124	100.00%	-10.66%
Net Change in Working Capital	$ (11,679)	$ (645,922)	$ (256,438)	(184,585)		
Working Capital Balance, Beginning				301,444		
Working Capital Balance, Ending				$ 116,859		

Aviation Funds

-Revenues by Source FY 2019-

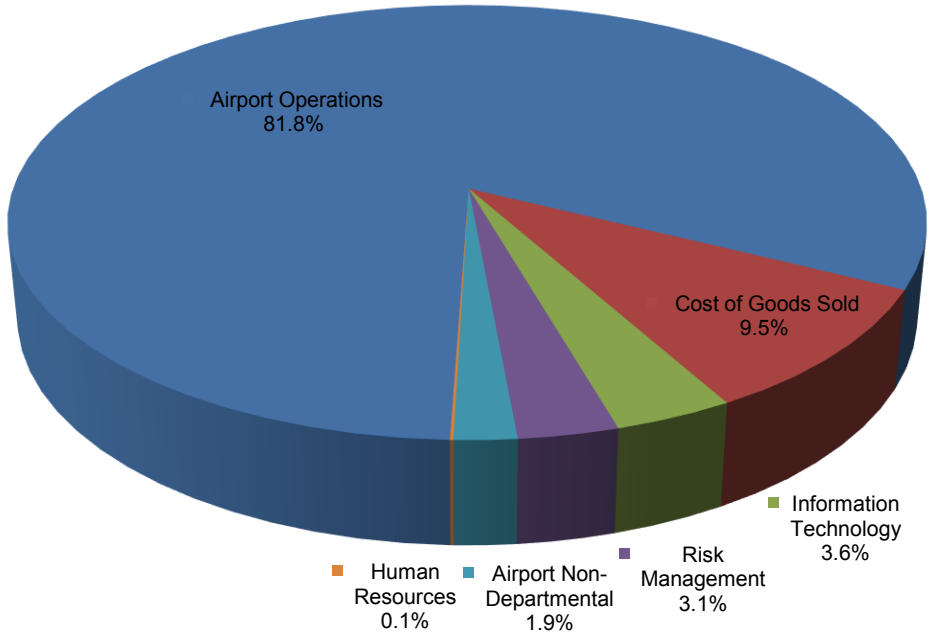


-Revenues by Source Last Five Years-

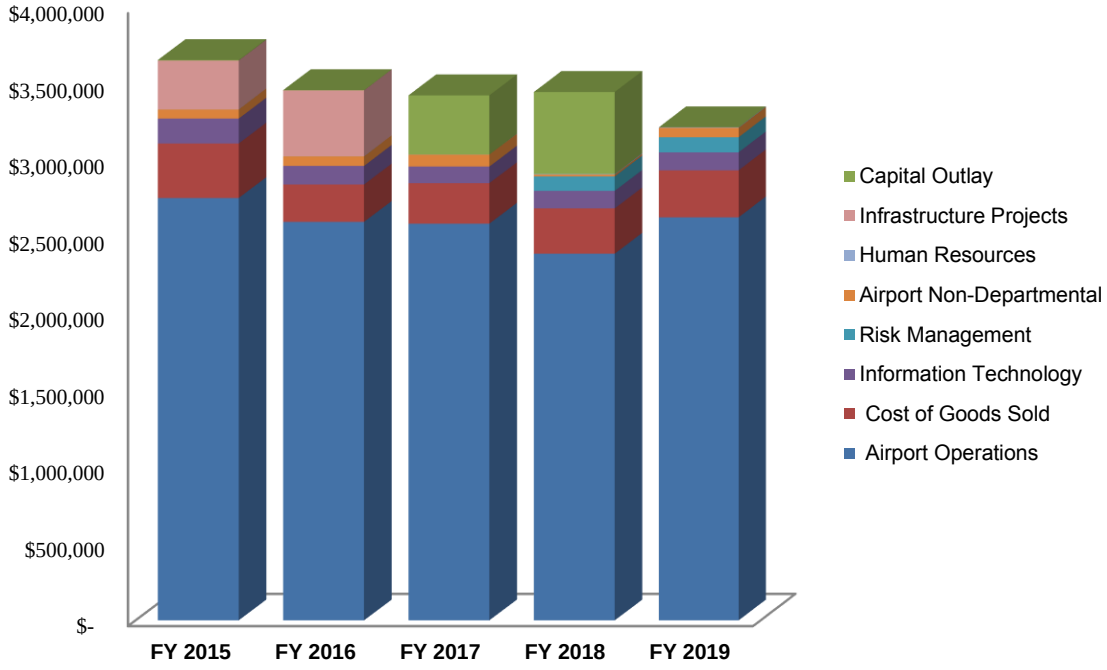


Aviation Funds

-Expenses by Character FY 2019-



-Expenses by Character Last Five Years-

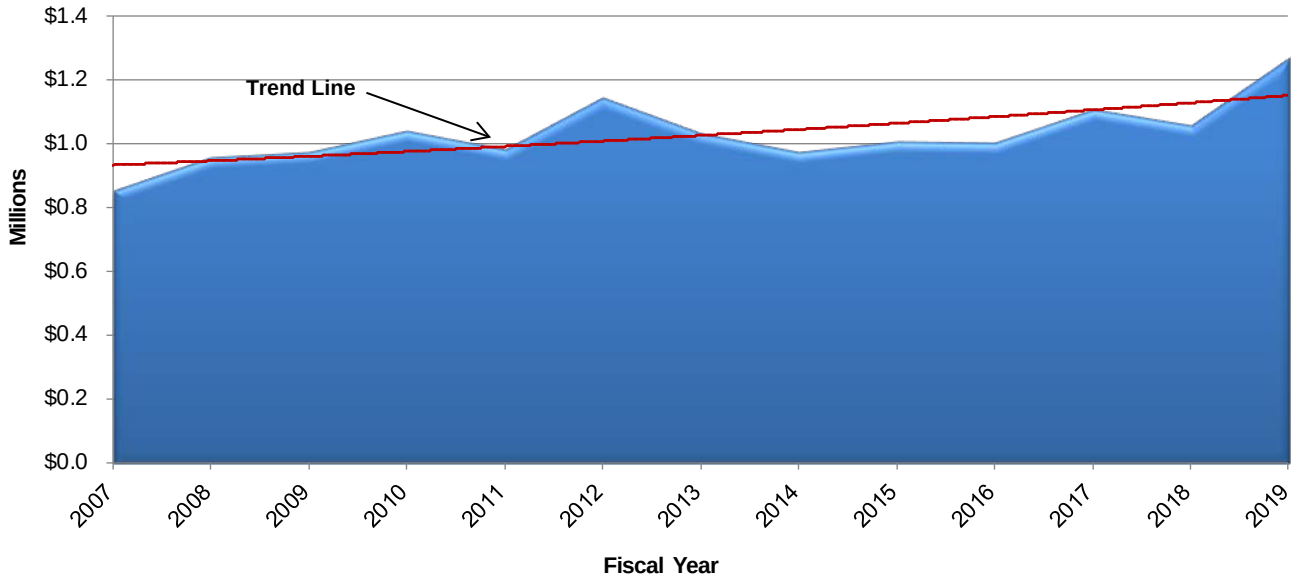


- KILLEEN-FORT HOOD REGIONAL AIRPORT FUND REVENUES – Revenue Assumptions

Rents and Concessions **$1,272,114**

Rents revenue is generated by leasing airport space and concession fees are generated from rental car companies and retail vendors. FY 2019 revenue forecast assumes continued rents and fees from five rental car agencies, a gift shop, restaurant, bar, GSA, advertising, two cellular services, ATM, and others. Rental car and most concession business activity levels are expected to remain relatively unchanged during FY 2019.

Historical Rents & Concessions

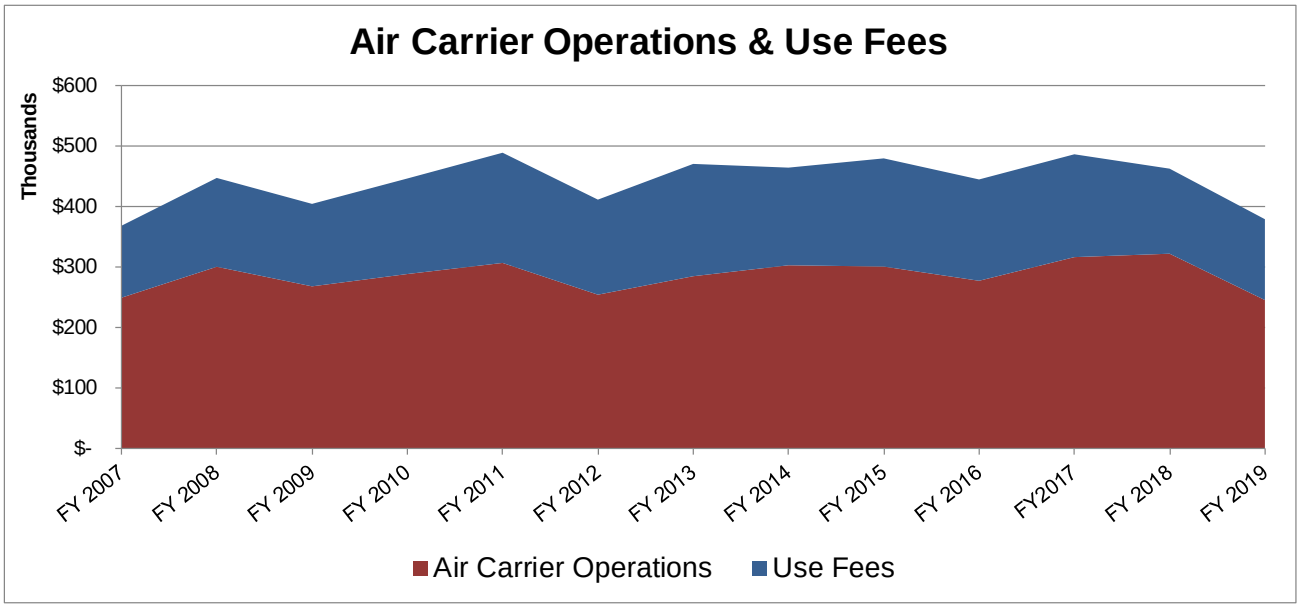


Air Carrier Operations **$245,789**
Airport Use Fees **$133,611**

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

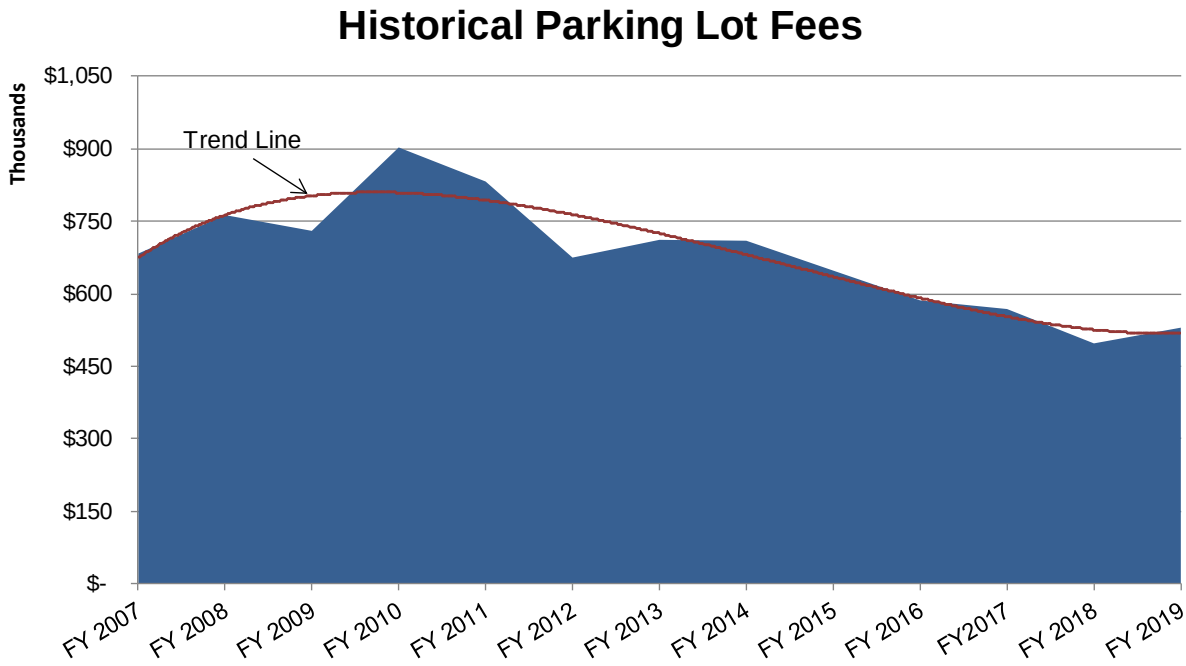
FY 2019 revenue estimates assume the continued presence and activity of the two remaining airline companies. There was an early termination of one airline in January 2018, leaving only two airlines servicing the Killeen-Fort Hood Regional Airport.

Airport Use fees include airline landing fees and fuel flow fees for general aviation fuel sales. The landing fee is based on the anticipated airline activity rate with a landing fee of $0.84 per 1,000 pounds of the certified landing weights of the signatory airline aircraft landed. No significant change in airline activity is expected in FY 2019. Fuel flow fee rate is set at $0.055 per gallon. Anticipated sale of Jet fuel for general aviation use is approximately 2,562 gallons.



Parking Lot Fees **$530,040**

Parking lot fees are the City's share of parking lot charges collected by the parking lot company for use of the airport parking lot. The City's share of the total gate fees collected are based upon a tiered formula whereby the city receives 74% of the first $125,000 gross revenue per quarter and 85% of quarterly revenue between $125,000 and $250,000, minus contracted deductions for capital escrow, maintenance escrow, and credit card fees. Parking lot fees charged to customers are based on a maximum of $8.00 per day or $48.00 per week for long-term parking and $10.00 a day or $60.00 per week for short-term parking. Parking lot fees peaked in FY 2010, and have steadily declined in subsequent years. Revenue forecast assumptions contributing to the decline include the airport's corresponding decline in passenger enplanements and the continued increase in parking fee exemptions provided to certain veterans according to the provisions in the City's current code of ordinances. The FY 2019 budget is based upon FY 2018 forecast year end actuals.

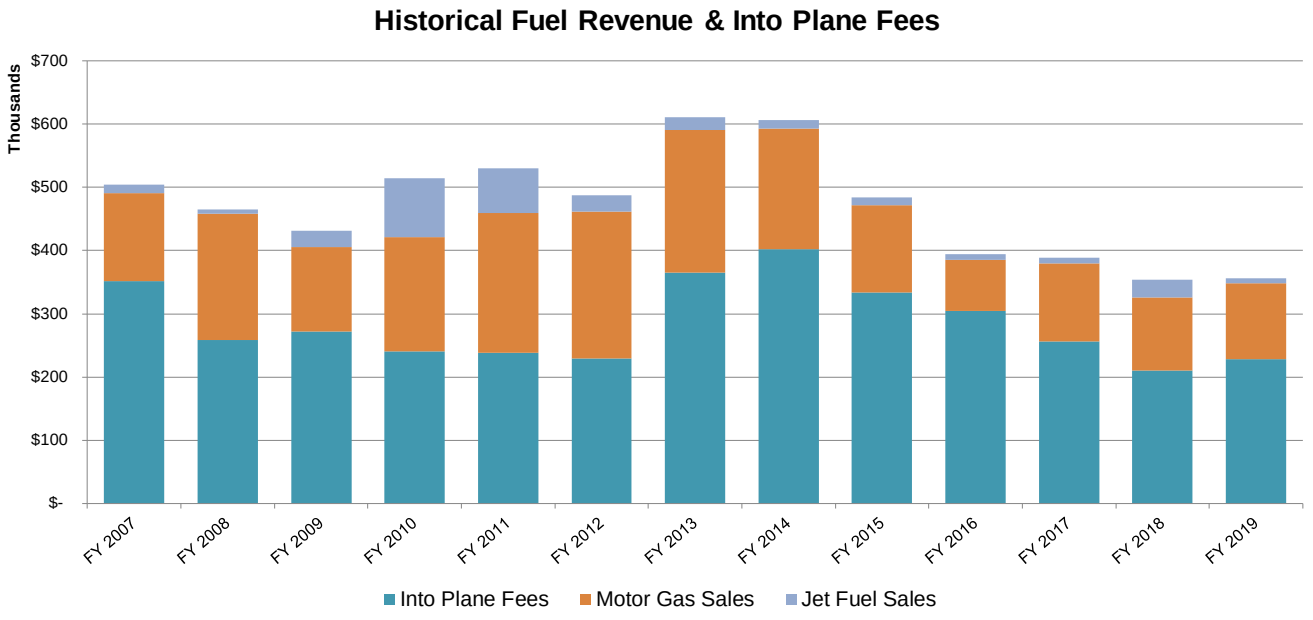


Into Plane Fees	**$228,511**
Motor Gas Sales	**119,856**
Jet Fuel Sales	**7,770**

Jet fuel sale revenues are fuel sales to corporate aviation customers (non-airline activity). A market based retail price is set based upon obtaining an average gross profit margin of $0.50 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the current actual wholesale fuel prices were used to determine the FY 2019 budget. Estimating the quantity of fuel to be sold is also extremely difficult as the history is extremely varied from year to year. For budget purposes the airport used an estimated forecast sale of 2,562 gallons for FY 2019.

Motor fuel sales are the sale of gasoline to rental car agencies and airlines. The selling price is set based upon an approximate $0.15 mark up from the local market average with the goal of obtaining a gross profit margin of $0.05 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the current actual wholesale fuel prices were used to determine the FY 2019 budget. The airport estimated that it will sell approximately 51,493 gallons in FY 2019.

Into plane fees are for the storage and retail delivery of jet fuel to airlines and other commercial customers who hold a fuel purchase contract with the airport's bulk fuel supplier. The rates for this service vary based upon the customer category, but range from $0.35 per gallon with a minimum of $35.00 per transaction for airlines to $0.65 per gallon for corporate aircraft. The revenue assumption for FY 2019 is based upon the continued presence and activity of two airline companies operating at the same level as the previous year for an estimated delivery of 1,270,426 gallons of jet fuel via 3,004 annual transactions.



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
	Killeen Fort Hood Regional Airport Revenues				
	Charges for Services				
525-0000-324.05-02	FOOD AND BEVERAGE	$ 27,784	$ 16,226	$ 9,501	$ 8,204
525-0000-324.05-03	RETAIL STORES	11,344	11,257	11,339	11,379
525-0000-324.05-04	OTHER TERMINAL SERVICES	227,859	230,774	237,137	248,397
525-0000-324.05-05	RENTAL CARS	843,106	793,257	814,992	859,134
525-0000-324.20-00	AIR CARRIER OPERATIONS	316,735	311,648	294,494	245,789
525-0000-324.25-01	LANDING FEES	169,978	158,814	135,833	133,611
525-0000-324.25-02	FUEL FLOW FEES	199	108	198	132
525-0000-324.30-00	AIRPORT PARKING LOT FEES	568,587	592,342	510,556	530,040
525-0000-324.35-15	FUEL SALES-JET FUEL	9,948	6,553	13,500	7,770
525-0000-324.35-20	FUEL SALES-MOTOR GAS	122,506	84,176	132,000	119,856
525-0000-324.50-11	AIRCRAFT SUPPLIES	590	5,202	2,414	3,000
525-0000-324.50-15	INTO PLANE FEES	256,695	309,051	232,313	228,511
525-0000-324.52-00	CUSTOMER FACILITY CHARGES	-	-	-	145,000
	Charges for Services	**2,555,331**	**2,519,408**	**2,394,277**	**2,540,823**
	Intergovernmental Revenue				
525-0000-332.15-02	USDOT-FAA	386,083	-	388,718	-
525-0000-333.02-03	DHS-EMERGENCY DECLARATION	-	-	511	-
525-0000-334.15-02	TXDOT	49,948	37,500	37,500	50,000
	Intergovernmental Revenue	**436,031**	**37,500**	**426,729**	**50,000**
	Miscellaneous Income				
525-0000-371.10-02	PURCHASING CARDS	2,442	-	559	-
525-0000-379.99-99	OTHER INCOME	1,578	1,339	2,704	960
	Miscellaneous Income	**4,020**	**1,339**	**3,263**	**960**
	Other Financing Sources				
525-0000-391.03-31	TRANSFER IN FROM FUND 331	976	-	-	-
525-0000-392.02-01	INSURANCE PROCEEDS	647	-	704	25,000
	Other Financing Sources	**1,623**	**-**	**704**	**25,000**
	Killeen Fort Hood Regional Airport Revenues	**$ 2,997,005**	**$ 2,558,247**	**$ 2,824,973**	**$ 2,616,783**

- SKYLARK AIRPORT FUND REVENUES -
Revenue Assumptions

Fixed Base Operations **$37,800**

Revenue received from fixed base operators. These are commercial companies utilizing airport facilities that provide various aviation business services to the public on a for profit basis. FY 2019 budget was based on a historical trend analysis adjusted to consider expiring lease agreements and anticipated terms of lease extensions or rental to new business tenants.

Hangers and Tie-downs **$95,454**

Hanger and tie-down revenues are received from customers that lease T-hangar units (individual aircraft storage units) and those who utilize ramp space at the airport for parking and tying down their aircraft. The FY 2019 budget was based upon 100% rental of the airport's 48 T-hangar and covered tie-down units and an average of 4 tie downs spaces utilized.

Land Lease **$35,837**

Land lease revenue is generated by renting land to tenants for the purpose of building and operating aviation businesses on the airport. Land leases are based upon a land lease rate of $0.046 per sq ft per month. The FY 2019 budget was based upon a long-term land lease agreement for a 60,030 sq. ft. tract. The airport also expects continued revenue through FY 2019 for a small area temporarily leased to a construction company.

Airport Use Fees **$3,245**

Airport Use fees are assessed as a fuel flow fee for each gallon of aviation fuel sold at the rate of $0.055 per gallon of fuel sold. The FY 2019 budget is based upon the anticipated sale of 59,000 gallons of fuel.

Jet Fuel Sales **$57,420**

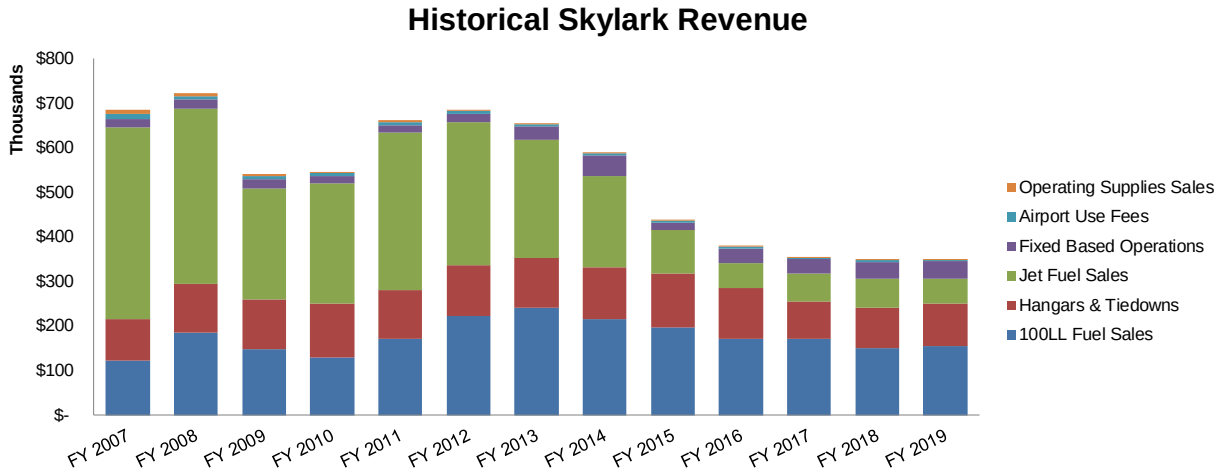
Jet Fuel sale revenue is generated by the sale of Jet A fuel to general aviation, corporate, and military customers. Retail price is set based on an average gross profit margin of $0.65 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the approximate current wholesale price was used to determine the FY 2019 budget. The airport estimated that it will sell approximately 18,000 gallons for FY 2019.

100LL Fuel Sales **$154,160**

100LL fuel sale revenue is generated by the sale of 100LL fuel to general aviation customers. Retail price is set based on an average gross profit margin of $0.38 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead is extremely difficult given the historical volatility of the fuel market, however for budget purposes the approximate current wholesale price was used to determine the FY 2019 budget. Based upon historical demand, the airport estimated that it will sell approximately 41,000 gallons for FY 2019.

Operating Supplies $1,400

Operating supplies revenue is generated from the sale of aviation oil and miscellaneous pilot supplies. Estimated revenue is based upon an average mark up of approximately 17% over cost of goods. Operating supplies revenue for FY 2019 is based on a multi-year trend analysis.



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
	Skylark Field Revenues				
	Charges for Services				
527-0000-324.10-00	FIXED BASE OPERATIONS	$ 30,660	$ 40,251	$ 39,182	$ 37,800
527-0000-324.15-00	HANGERS AND TIEDOWNS	84,571	89,853	84,223	95,454
527-0000-324.16-00	LAND LEASE TENANTS	33,765	38,537	38,537	35,837
527-0000-324.25-00	AIRPORT USE FEES	3,037	3,825	3,109	3,245
527-0000-324.35-15	FUEL SALES-JET FUEL	63,821	43,043	52,821	57,420
527-0000-324.35-25	FUEL SALES-100LL	170,415	176,490	140,572	154,160
527-0000-324.50-10	OPERATING SUPPLIES	2,398	1,400	1,400	1,400
	Charges for Services	**388,667**	**393,399**	**359,844**	**385,316**
	Intergovernmental Revenue				
527-0000-333.02-03	DHS-EMERGENCY DECLARATION	-	-	57	-
527-0000-334.15-02	TXDOT	14,450	4,100	4,100	5,800
	Intergovernmental Revenue	**14,450**	**4,100**	**4,157**	**5,800**
	Investments Income				
527-0000-361.05-00	INTEREST EARNED	5,241	1,625	4,000	1,625
527-0000-361.05-10	INVESTMENT EXPENSE	(337)	(136)	(400)	(135)
	Investments Income	**4,904**	**1,489**	**3,600**	**1,490**
	Miscellaneous Income				
527-0000-379.99-99	OTHER INCOME	6,333	175	190	150
	Miscellaneous Income	**6,333**	**175**	**190**	**150**
	Other Financing Sources				
527-0000-392.02-01	INSURANCE PROCEEDS	5,240	-	-	25,000
	Other Financing Sources	**5,240**	**-**	**-**	**25,000**
	Skylark Field Revenues	**$ 419,594**	**$ 399,163**	**$ 367,791**	**$ 417,756**

Mission:

The Killeen-Fort Hood Regional Airport's mission is to provide a safe, reliable, and efficient commercial service airport.

Mission Elements:

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

Goals:

- Complete the Airport Master Plan.
- Continue construction for the passenger boarding bridge project.
- Design/initiate construction of a commercial hangar (pending FAA MAP Grant approval).
- Design/initiate construction of rental car quick turn facility car wash improvements.
- Design/initiate construction of rental car covered parking.

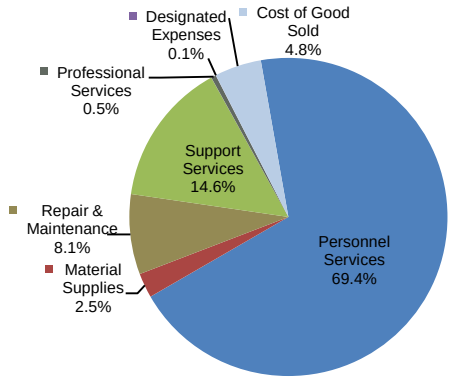
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Operations Fees	$ 2,555,331	$ 2,519,408	$ 2,394,277	$ 2,540,823
Miscellaneous Revenue	4,667	1,339	3,967	25,960
Grants	436,031	37,500	426,729	50,000
General Resources	(562,913)	(121,998)	(490,134)	(74,600)
Total	$ 2,433,116	$ 2,436,249	$ 2,334,839	$ 2,542,183

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,677,343	$ 1,771,689	$ 1,605,582	$ 1,765,377
Material Supplies	71,841	65,660	61,845	63,855
Repair & Maintenance	190,356	149,844	155,219	206,734
Support Services	378,166	361,096	367,375	372,395
Minor Capital	6,614	-	-	-
Professional Services	18,237	12,260	14,018	12,522
Designated Expenses	-	-	-	340
Cost of Good Sold	90,559	75,700	130,800	120,960
Total	$ 2,433,116	$ 2,436,249	$ 2,334,839	$ 2,542,183

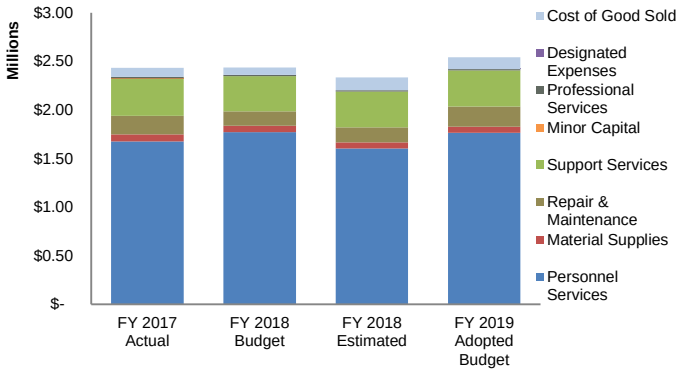
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	2.00	2.00	2.00
Airport Maintenance Manager	1.00	1.00	1.00
Airport Maintenance Supervisor	1.00	1.00	1.00
Airport Operations Manager	1.00	1.00	1.00
Airport Specialist	4.00	4.00	4.00
Assistant Director of Aviation	1.00	1.00	1.00
Aviation Line Services Supervisor [2]	1.00	1.00	1.00
Aviation Line Services Technician [3]	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00
Executive Director of Aviation	1.00	1.00	1.00
Operations Specialist	6.00	6.00	6.00
Operations Supervisor	1.00	1.00	1.00
Senior Line Services Technician [4]	2.00	2.00	2.00
Service Worker (Airport) [1]	10.00	9.34	9.00
Total Staffing	**37.00**	**36.34**	**36.00**

[1] - Position unfunded in FY 2018
[2] - Position titles changed from Flight Line Services Crew Leader to Aviation Line Services Supervisor during FY 2018
[3] - Position titles changed from Aircraft Fuel Handler to Aviation Line Services Technician during FY 2018
[4] - Position titles changed from Senior Aircraft Fuel Handler to Senior Line Services Technician during FY 2018

Department Expenses



Department Expense History



Mission Element 1: Maintain airport-owned facilities and equipment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hours to respond to tenant work orders.	720	2	N/A	N/A	2
Daily terminal equipment inspections.	720	1	N/A	N/A	1
Daily fueling equipment inspections.	1,440	2	N/A	N/A	2
Daily GSE inspections.	720	1	N/A	N/A	1
Daily major equipment inspection.	2,172	1	N/A	N/A	1
Weekly duress alarm test.	100	1	N/A	N/A	1

Mission Element 2: Manage Airport Operations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Complete number of daily inspections.	5,760	4	4	4	4
Review / update the Airport Certification Manual.	720	1	N/A	N/A	1
Review / update the Airport Emergency Plan.	360	1	N/A	N/A	1
Review / update the Airport Security Plan.	1,080	1	N/A	N/A	1
Review the Joint Operations Plan with RGAAF Operations.	720	1	N/A	N/A	1
Ensure safe, regulatory compliant Airport (FAA insp).	2,500	1	N/A	N/A	1

Mission Element 3: Plan and Develop Airport.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Initiation of projects in annual CIP.	1,560	2	N/A	N/A	2
Submit annual CIP to FAA.	360	1	N/A	N/A	1
Design, initiate construction of rental car carwash upgrade.	1,040	1	N/A	N/A	1
Design, initiate construction of rental car covered parking.	1,040	1	N/A	N/A	1
Construction of passenger boarding bridge project.	1,040	1	N/A	N/A	1
Design, construct commercial hangar.	1,040	1	N/A	N/A	1
Complete Airport Master Plan.	520	1	N/A	N/A	1



Dedicated Service – Everyday, for Everyone!

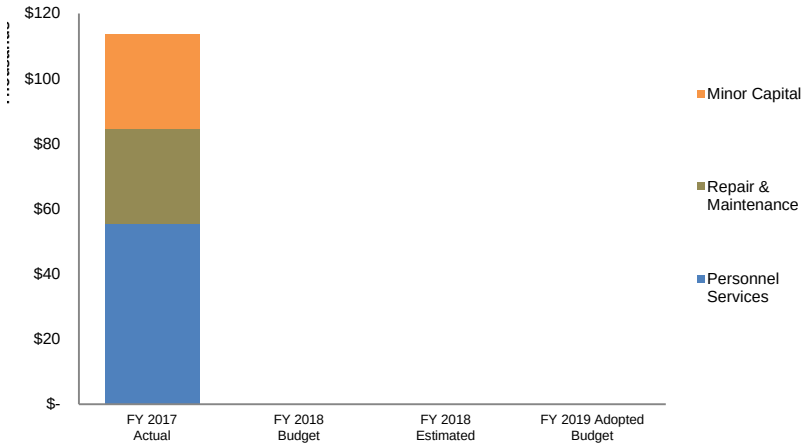
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 136,573	$ -	$ -	$ -
Total	$ 136,573	$ -	$ -	$ -

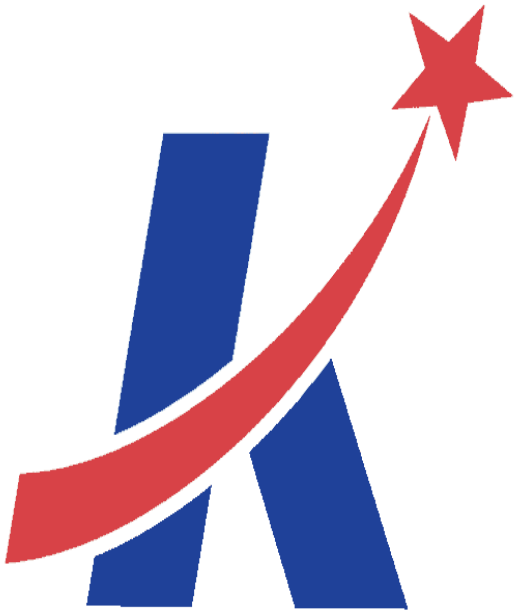
Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 55,535	$ -	$ -	$ -
Repair & Maintenance	29,039	-	-	-
Minor Capital	22,997	-	-	-
Capital Outlay	29,002			
Total	$ 136,573	$ -	$ -	$ -

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Network Technician [1]	1.00	-	-
Total	1.00	-	-

[1] Realigned position to Information Technology Internal Service Fund FY18

Department Expense History





Dedicated Service – Everyday, for Everyone!

HUMAN RESOURCES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 404	$ -	$ -	$ -
Total Airport Human Resources Revenue	$ 404	$ -	$ -	$ -

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Professional Services	$ 404	$ -	$ -	$ -
Total Airport Human Resources Expense	$ 404	$ -	$ -	$ -

NON-DEPARTMENTAL

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 59,765	$ 225,886	$ 206,807	$ 237,674
Total Airport Human Resources Revenue	$ 59,765	$ 225,886	$ 206,807	$ 237,674

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 9,872	$ 9,872	$ 9,872
Support Services	59,765	23,079	118,150	145,444
Direct Cost Allocation [Human Resources]	-	-	78,785	82,358
Transfer to Risk Management ISF	-	78,785	-	-
Transfer to Information Technology ISF	-	114,150	-	-
Total Airport Non-Departmental Expense	$ 59,765	$ 225,886	$ 206,807	$ 237,674

TOTAL OTHER APPROPRIATIONS REVENUE	**$ 60,169**	**$ 225,886**	**$ 206,807**	**$ 237,674**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 60,169**	**$ 225,886**	**$ 206,807**	**$ 237,674**



Dedicated Service – Everyday, for Everyone!

Mission:

Skylark Field's mission is to provide a safe, reliable, and efficient General Aviation Airport.

Mission Elements:

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

Goals:

- Market business opportunities.
- Construct T-hanger facility.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Operations Fees	$ 388,667	$ 393,399	$ 359,844	$ 385,316
Miscellaneous Revenue	16,477	1,664	3,790	26,640
Grants	14,449	4,100	4,157	5,800
General Resources	14,563	136,804	196,510	(20,756)
Total	$ 434,156	$ 535,967	$ 564,301	$ 397,000

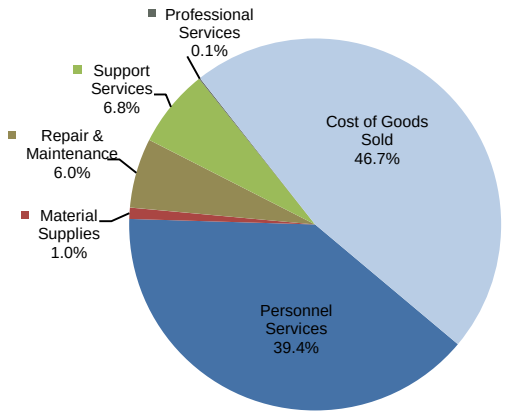
Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 179,680	$ 161,470	$ 147,172	$ 156,269
Material Supplies	4,221	3,750	3,510	3,900
Repair & Maintenance	27,215	13,200	77,800	24,000
Support Services	36,305	35,428	25,065	26,948
Professional Services	1,670	1,270	267	383
Cost of Goods Sold	173,215	189,832	164,470	185,500
Capital Outlay	11,850	131,017	146,017	-
Total	$ 434,156	$ 535,967	$ 564,301	$ 397,000

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Aircraft Fuel Handler [1, 2]	2.00	1.34	-
Airport Operations Maint. Crew Leader	1.00	1.00	1.00
Aviation Line Services Technician [2]	-	-	1.00
Total Staffing	4.00	3.34	3.00

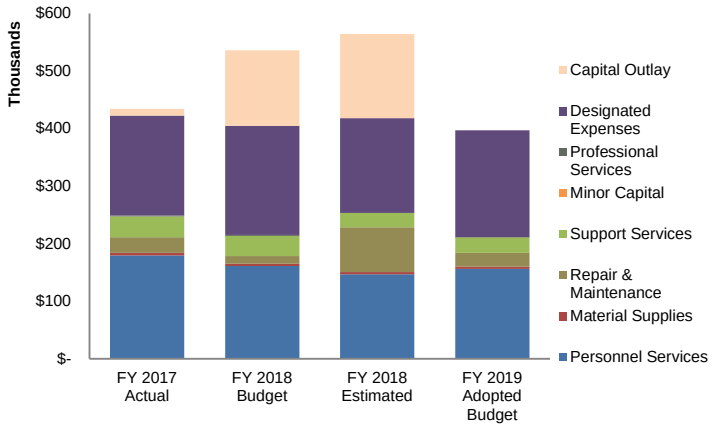
[1] - One Aircraft Fuel Handler position was unfunded in FY 2018

[2] - Position titles changed from Aircraft Fuel Handler to Aviation Line Services Technician during FY 2018

Department Expenses



Department Expense History



Mission Element 1: Maintain airport-owned facilities and equipment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Perform daily runway, taxiway, and lighting system safety inspection.	720	1	N/A	N/A	1
Daily fueling equipment inspections.	540	1	N/A	N/A	1

Mission Element 2: Manage Airport Operations.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Complete number of daily Airport inspections.	720	1	N/A	N/A	1
Perform quarterly inventory / reconciliation of based aircraft.	80	1	N/A	N/A	4

Mission Element 3: Manage leased properties within the Airport.

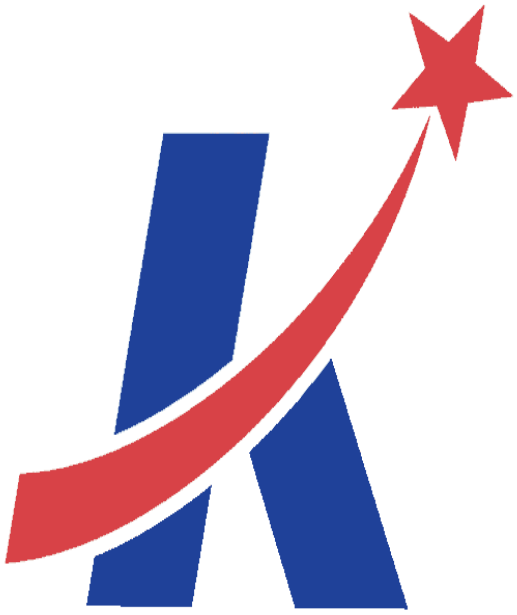
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hours to respond to tenant work orders.	360	8	N/A	N/A	8
Send monthly tenant invoices by 5th of each month.	1,080	40/month	N/A	N/A	480

Mission Element 4: Plan and Develop Airport.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Construction of T-hangar facility.	1,080	1	N/A	N/A	1



Dedicated Service – Everyday, for Everyone!

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 13,187	$ 16,512	$ 16,512	$ 42,267
Total Non-Departmental Revenue	$ 13,187	$ 16,512	$ 16,512	$ 42,267

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 1,304	$ 1,304	$ 1,304
Support Services	12,653	15,108	15,108	40,863
Designated Expenses	-	100	100	100
Information Technology	534	-	-	-
Total Non-Departmental Expenses	$ 13,187	$ 16,512	$ 16,512	$ 42,267



Dedicated Service – Everyday, for Everyone!

Drainage Utility Fund



Dedicated Service – Everyday, for Everyone!

DRAINAGE UTILITY FUND

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

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



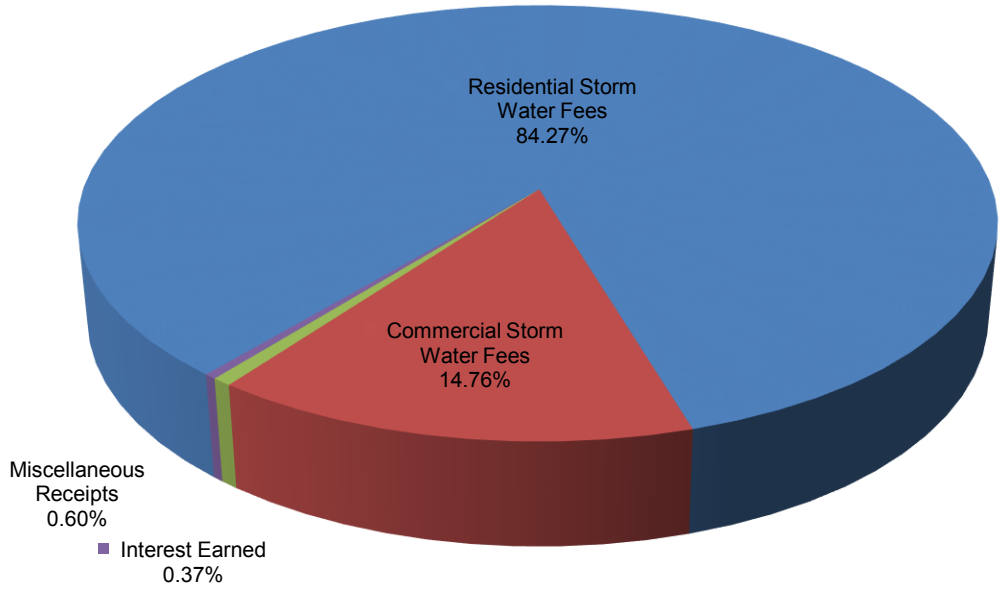
Dedicated Service – Everyday, for Everyone!

Drainage Utility Fund
Budget Summary
FY 2019

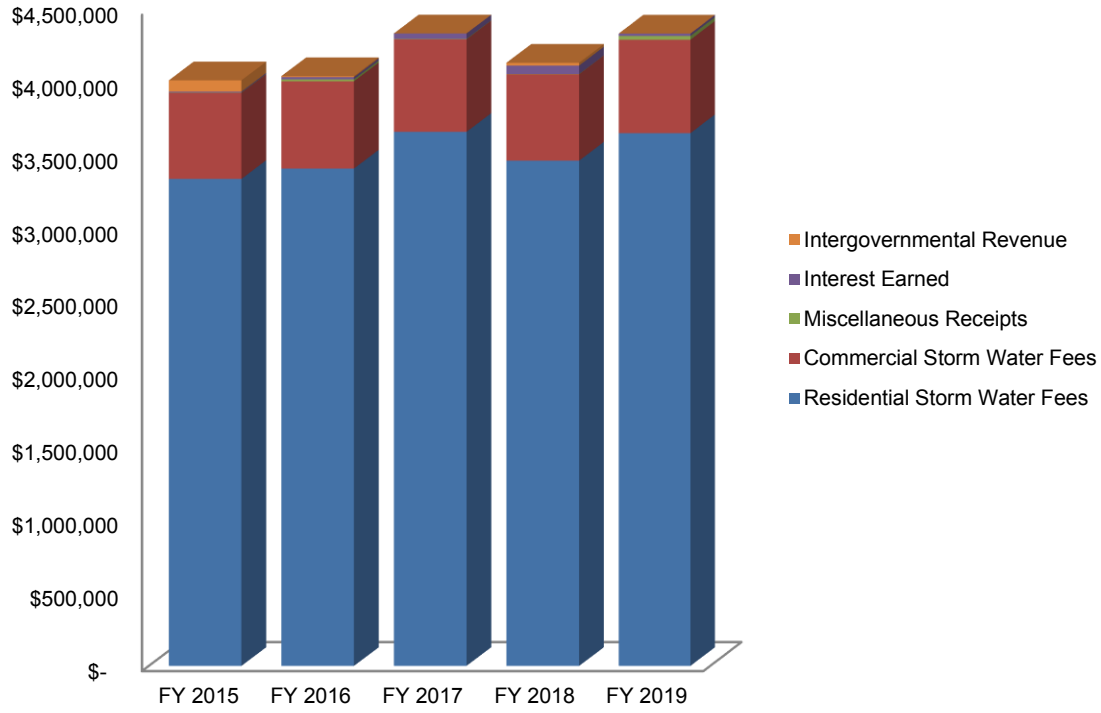
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Residential Storm Water Fees	$ 3,662,333	$ 3,565,567	$ 3,465,223	$ 3,653,637	84.27%	2.47%
Commercial Storm Water Fees	634,358	624,419	592,012	639,842	14.76%	2.47%
Miscellaneous Receipts	2,274	13,853	1,402	26,000	0.60%	87.68%
Interest Earned	37,870	16,423	58,045	16,212	0.37%	-1.28%
Intergovernmental Revenue	-	-	19,013	-	0.00%	0.00%
Total Revenues	$ 4,336,835	$ 4,220,262	$ 4,135,695	$ 4,335,691	100.00%	2.74%
Operating Expenses						
Drainage Maintenance	$ 1,597,677	$ 1,696,552	$ 1,568,055	$ 1,829,690	42.20%	7.85%
Environmental Services	254,877	453,700	387,895	466,151	10.75%	2.74%
Franchise Fee	-	-	-	386,413	8.91%	0.00%
Indirect Cost Allocation	245,652	251,427	245,652	286,048	6.60%	13.77%
Streets	81,730	254,085	124,868	257,582	5.94%	1.38%
ISF - Information Technology	-	167,866	168,694	174,754	4.03%	4.10%
Non-Departmental	52,762	49,524	46,878	90,574	2.09%	82.89%
Engineering	309,476	81,826	55,107	94,630	2.18%	15.65%
ISF - Risk Management	-	27,660	27,660	28,935	0.67%	4.61%
ISF - Fleet Services	-	19,017	19,017	20,322	0.47%	6.86%
Public Works	9,083	20,141	20,053	17,576	0.41%	-12.74%
Human Resources	564	5,775	5,775	5,925	0.14%	2.60%
Information Technology	49,535	-	-	-	0.00%	0.00%
Total Operating Expenses	2,601,356	3,027,573	2,669,654	3,658,600	84.38%	20.84%
Debt Service	541,341	541,341	541,341	545,391	12.58%	0.75%
Non-Operating Expenses						
Capital Projects						
Machinery & Equipment	-	36,180	-	-	0.00%	-100.00%
Fleet Replacement Program	-	175,216	175,216	131,700	3.04%	-24.84%
Transfer To General Fund CIP	-	750,000	750,000	-	0.00%	-100.00%
Transfer To Drainage CIP	-	320,600	728,524	-	0.00%	-100.00%
Total Capital Projects	-	1,281,996	1,653,740	131,700	3.04%	-89.73%
Infrastructure Projects						
Minor Drainage Projects	-	169,500	169,500	-	0.00%	-100.00%
Total Infrastructure Projects	-	169,500	169,500	-	0.00%	-100.00%
Total Non-Operating Expenses	-	1,451,496	1,823,240	131,700	3.04%	-90.93%
Total Expenses	$ 3,142,697	$ 5,020,410	$ 5,034,235	$ 4,335,691	100.00%	-13.64%
Net Change In Working Capital	$ 1,194,138	$ (800,148)	$ (898,540)	-		
Working Capital Balance, Beginning				1,045,342		
Working Capital Balance, Ending				$ 1,045,342		

Drainage Utility Fund

-Revenues by Source FY 2019-

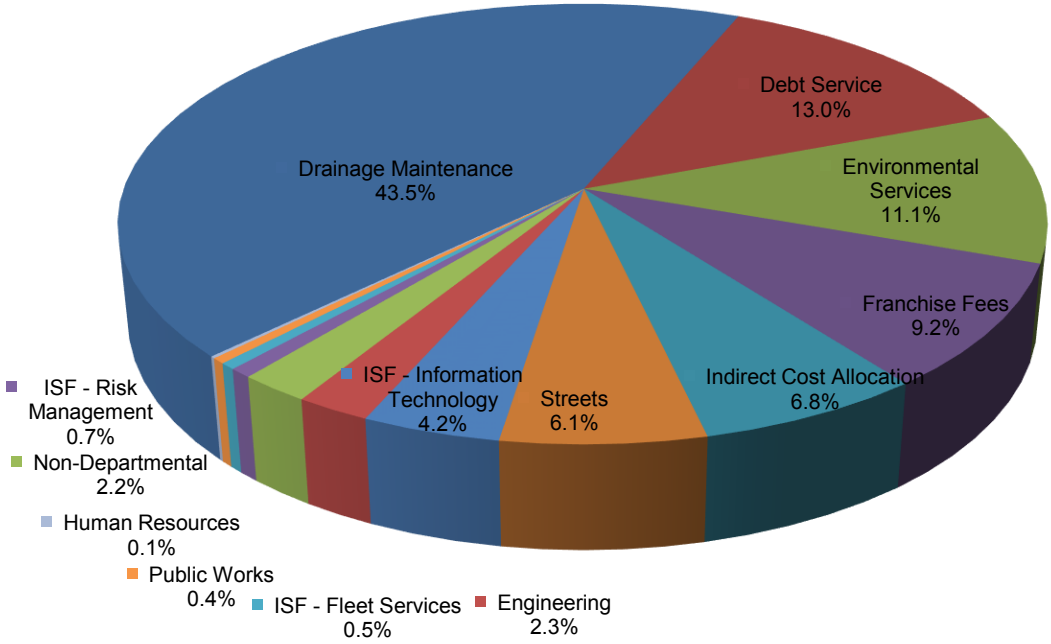


-Revenues by Source Last Five Years-

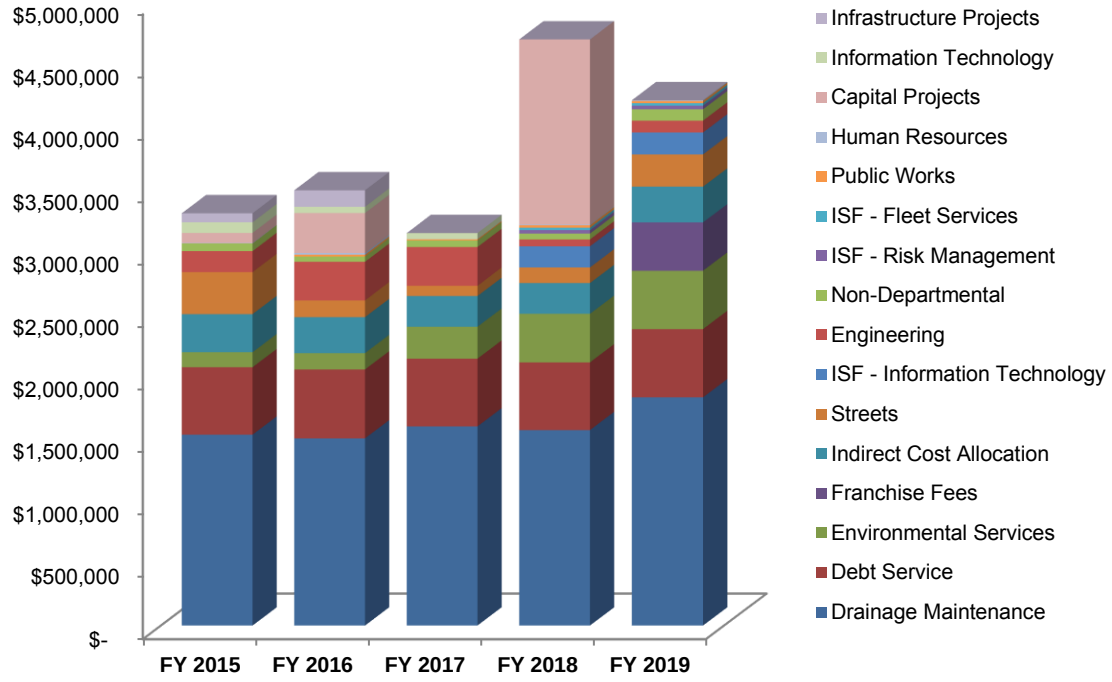


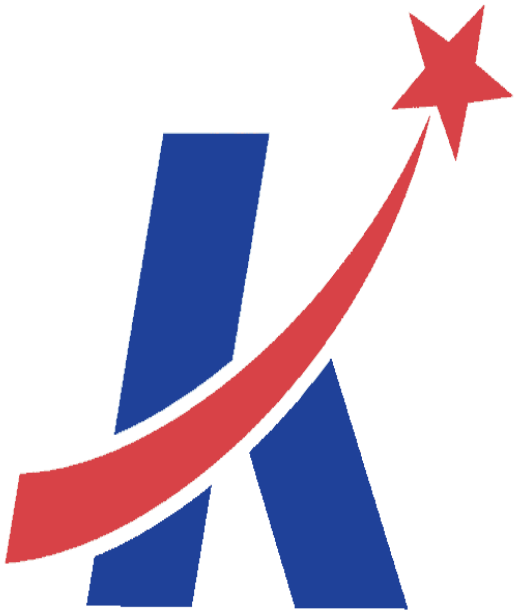
Drainage Utility Fund

-Expenses by Character FY 2019-



-Expenses by Character Last Five Years-





Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

- Divisional Oversight:
  - -Plan
  - -Execute
  - -Evaluate

Goals:

- Meet all of the Mission Elements and Performance Indicators.
- Update the Drainage Master Plan and Rate Model.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 9,082	$ 14,724	$ 19,178	$ 17,576
Total	$ 9,082	$ 14,724	$ 19,178	$ 17,576

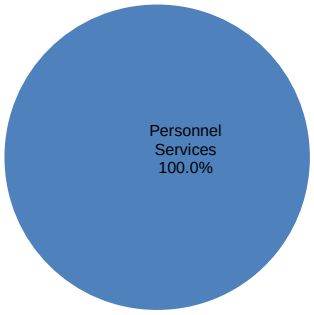
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 8,417	$ 13,217	$ 18,964	$ 17,576
Material Supplies	48	118	60	-
Support Services	617	1,275	154	-
Professional Services	-	114	-	-
Total	$ 9,082	$ 14,724	$ 19,178	$ 17,576

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Assistant Director of Public Works [1]	-	0.03	0.03
Executive Assistant	0.05	0.06	0.06
Executive Director of Public Works	0.05	0.06	0.06
Finance Manager [2]	-	-	0.06
Total	0.10	0.15	0.21

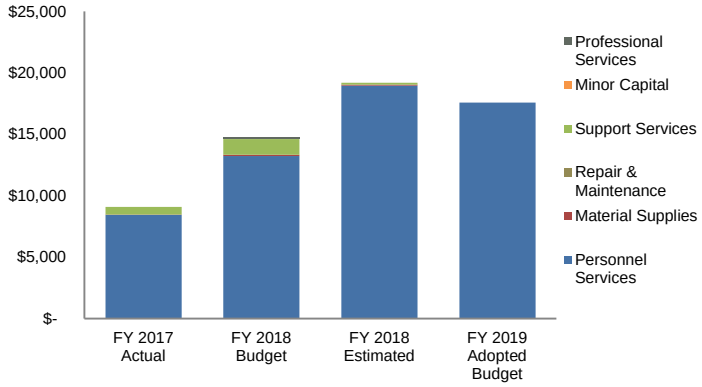
[1] - Reclassified Director of Solid Waste to Asst. Director of Public Works in FY 2018

[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018

Department Expenses



Department Expense History

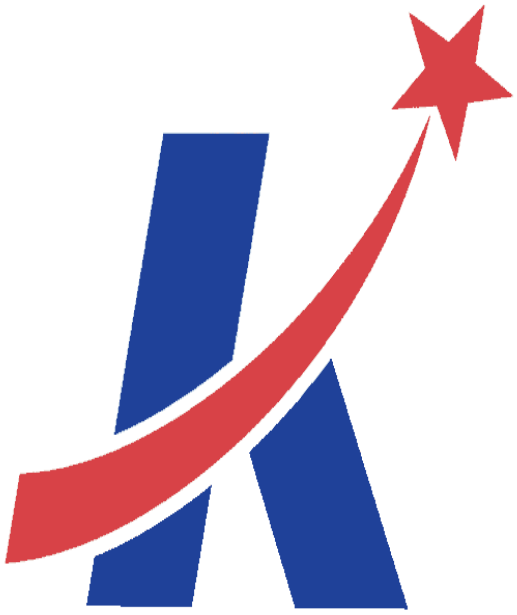


Note: The following Public Works Administration mission elements are divided between General Fund, Water & Sewer Fund, Solid Waste Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Provide general oversight to all Public Works divisions.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Prepare & present City Council action items.	100	30	30	24	30
Present City Council discussion items.	100	40	40	6	15
Provide Engineering division oversight.	83	1%	1%	5%	1%
Provide Environmental Services division oversight.	416	5%	5%	5%	5%
Provide Solid Waste Services division oversight.	3,062	38%	38%	30%	38%
Provide Street Operations division oversight.	416	5%	5%	3%	5%
Provide Water & Sewer division oversight.	4,143	51%	51%	57%	51%



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

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

Goals:

- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Develop construction inspection work reporting system.
- Continue construction on Rosewood Drive Extension and Heritage Oaks Hike & Bike Trails, Septic Tank Elimination Project (STEP) X, and minor drainage improvements.
- Submit candidate projects to KTMPO for funding and progress Chaparral Road preliminary and final design.

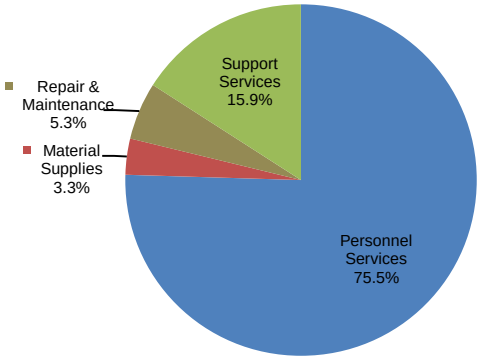
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 429,717	$ 97,243	$ 53,388	$ 94,630
Total	$ 429,717	$ 97,243	$ 53,388	$ 94,630

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 247,062	$ 81,884	$ 44,022	$ 71,430
Material Supplies	28,608	2,372	232	3,130
Repair & Maintenance	3,068	2,169	51	5,000
Support Services	25,501	10,818	9,083	15,070
Minor Capital	5,238	-	-	-
Projects Expense	120,240	-	-	-
Total	$ 429,717	$ 97,243	$ 53,388	$ 94,630

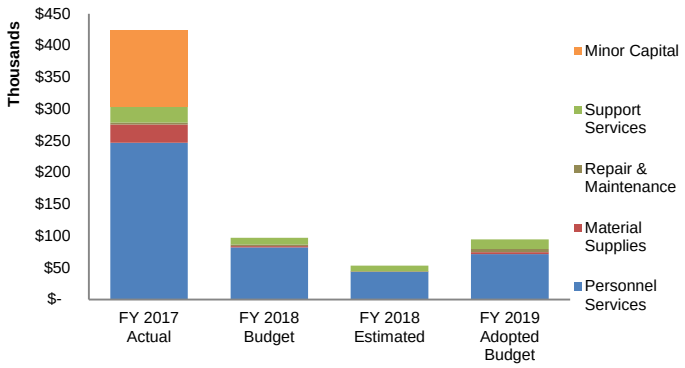
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Construction Inspector [1]	-	0.16	0.16
Contract Specialist [2]	-	0.16	-
Director of Transportation [1]	0.10	0.16	-
Drainage Technician (Storm Water)	1.00	-	-
Environmental Specialist I	1.00	-	-
Principal Secretary	0.10	0.16	0.16
Project Manager [1]	1.00	0.64	0.64
Senior Project Engineer [3]	-	-	0.16
Total Staffing	3.20	1.28	1.12

[1] - Realignment of Transportation Division into Engineering Division in FY 2018
[2] - Reclassified Contract Specialist to Finance Manager position during FY 2018
[3] - Reclassified position during FY 2018

Department Expenses



Department Expense History



Note: The following Engineering mission elements are divided between General Fund, Water & Sewer Fund, and Drainage Utility Fund. This data is duplicated in each fund.

Mission Element 1: Transportation planning.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review internal plan sets for compliance with TMP.	600	30	30	2	10
Review external permit and plan submissions for compliance with TMP.	440	220	220	230	250
Review and approve traffic control plans for internal and external lane closures.	150	150	150	110	150
Evaluate and identify opportunities for Federal funding participation in all CIP projects.	300	15	1	0	3
Submit requests for grants or other funding.	300	15	2	0	5

Mission Element 2: CIP Project Management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Assign Project Manager to each CIP project prior to start of project.	4	15	15	1	15
Review project design in process and provide substantive comments at periodic intervals (30%, 60%, 90%, 95%, & 100%).	300	15	15	2	15
Inspect project during construction at appropriate intervals (daily, weekly, etc.).	3,000	1,500	1,500	80	1,500
Record observations of inspections daily and file timely.	2,080	1,040	98%	80	98%
Close out project when complete within three weeks of completion.	600	15	100%	N/A	100%

Mission Element 3: Development review: platting and permitting.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review plats.	150	50	50	40	150
Review subdivision construction plans.	35	7	6	8	12
Review commercial construction plans.	375	75	75	64	75
Attend pre-development meetings.	150	75	1	75	1
Evaluate and revise construction standard details.	312	156	20%	1	20%
Issue documentation for final acceptance of public improvements.	7	7	7	4	7
Review zoning cases.	60	30	30	10	30
Review street cut permits.	250	250	250	20	250
Review curb cut permits.	250	250	250	50	250

Mission Element 4: Construction inspection.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Perform flatwork inspections.	2,000	1,000	1,000	64	1,000
Perform subdivision inspections.	7,500	3,000	3,000	1,400	3,000
Perform density testing (subdivision).	1,150	750	750	15	750
Perform density testing (street cuts).	375	250	250	40	250
Observe geotechnical testing.	30	20	20	3	20
Inspect water taps.	1,000	500	500		500
Perform commercial C/O inspections.	120	60	60	41	60

Mission:

The Street Operations Division's mission is to:

- Maintain the existing transportation network including, streets, sidewalks, drive approaches, trails, curb & gutter, and valley gutters.
- Provide street sweeping in conjunction with the approved MS4 permit.
- Maintain and install traffic control devices (traffic signals, signs, etc.).
- Maintain pavement markings.
- Provide emergency response for malfunctions related to streets or traffic signals.

Mission Elements:

- Maintain Streets, including pavement treatment.
- Maintain Concrete Infrastructure, including sidewalks, drive approaches, alleys, curb and gutter and valley gutter.
- Street Sweeping.
- Maintain & Install Traffic Control Devices.
- Maintain Pavement Markings.
- Maintain Signalized Intersections.
- Maintain 65 School Flashers.
- Operate Traffic Management Center.
- Provide Emergency Services for Traffic Signal Malfunctions.

Goals:

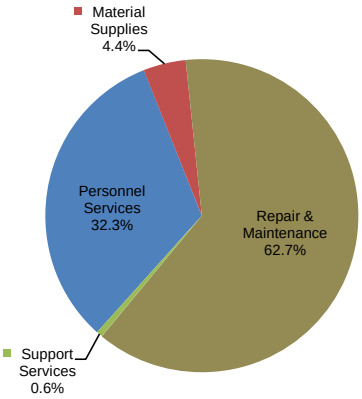
- Apply surface treatments based on approved funding levels.
- Sweep up to 10,000 curb miles in conjunction with the MS4 Permit.
- Apply pavement markings program based on the funding available.
- Conduct traffic timing and coordination study on select corridors.
- Upgrade cabinet components at 10 signalized intersections to allow communication with the TMC. Currently 70 intersections communicate.
- Develop employee performance management system.
- Develop and improve GIS capabilities within asset management system.
- Develop and improve departmental communication and cooperation.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 81,730	$ 250,085	$ 135,305	$ 257,582
Total	$ 81,730	$ 250,085	$ 135,305	$ 257,582

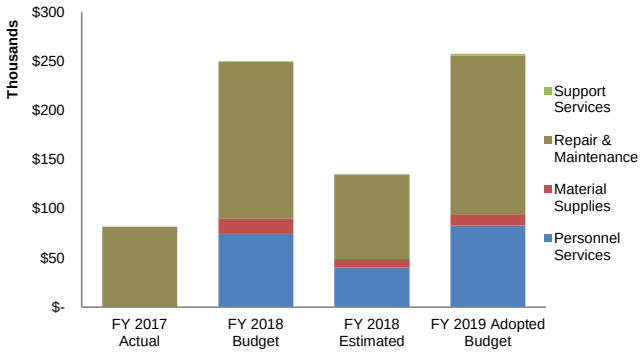
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 75,409	$ 40,555	$ 83,200
Material Supplies	-	15,002	8,500	11,300
Repair & Maintenance	81,730	159,018	85,500	161,426
Support Services	-	656	750	1,656
Total	$ 81,730	$ 250,085	$ 135,305	$ 257,582

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Equipment Operator	-	2.00	2.00
Total Staffing	-	2.00	2.00

Department Expenses



Department Expense History



Note: The following Street Operations mission elements are divided between General Fund, Drainage Utility Fund, and Water and Sewer Fund. This data is duplicated in each fund.

Mission Element 1: Maintain streets.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Apply slurry-seal to street surface (lane miles).	0	0	20	30	0
Apply reclamite to street surface (lane miles).	16,640	11	0	0	11
Repair potholes.	4,160	365	400	365	450
Repair utility cuts.	4,160	125	250	125	175
Apply crackseal material to street (lane miles).	12,480	125	125	125	150
Sweep Streets (curb miles).	8,320	12,500	7,500	12,500	12,500

Mission Element 2: Maintain concrete infrastructure.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Repair sidewalk work orders.	14,560	155	N/A	155	125
Repair drive approach work orders.	9,360	14	N/A	14	25
Repair valley gutter work orders.	3,120	8	15	8	15
Repair curb & gutter work orders.	6,240	22	15	22	15

Mission Element 3: Install and maintain traffic control devices.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Inspect signalized intersections.	6,240	1,128	1,128	1,128	1,128
Inspect & program school flashers.	1,040	780	780	780	780
Conduct traffic counts.	3,120	48	48	48	48
Repair sign work orders.	6,240	1,127	1,500	1,127	1,500

Mission Element 4: Maintain pavement markings.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain crosswalks (KISD campuses).	520	426	426	426	426
Carry out pavement marking program (linear miles).	6,240	2.5	5	5	2.5
Process pavement marking work orders.	1,560	95	135	60	95

Mission Element 5: Emergency response services.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Respond to emergency events.	1,040	342	N/A	342	350

Mission Element 6: Administrative support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Input Cityworks work orders.	1,560	4,600	4,960	4,600	4,960
Process AP – P.O. & receiving.	4,160	1,920	1,440	1,920	1,920
Process telephone calls.	520	1,200	N/A	N/A	1,200
Process payroll.	2,600	26	26	26	26
Process performance appraisals.	1,560	56	56	68	56
Track uniforms for employees.	520	224	224	224	224
Process new hires.	520	24	N/A	24	30

Mission:

The Drainage Maintenance Division's mission is to manage and maintain the storm water drainage system.

Mission Elements:

- Manage the City's Storm Water Management Plan and Industrial Storm Water permits.
- Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.
- Implement the City's Drainage Capital Improvement Program and Master Plans.
- Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

Goals:

- Meet all of the Mission Elements and Performance Indicators.
- Update the Drainage Master Plan and Rate Model.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Storm Water Fees - Residential	$ 3,662,333	$ 3,565,567	$ 3,465,223	$ 3,653,637
Storm Water Fees - Commercial	634,358	624,419	592,012	639,842
General Resources	(2,457,866)	(2,365,606)	(2,467,288)	(2,463,789)
Total	$ 1,838,825	$ 1,824,380	$ 1,589,947	$ 1,829,690

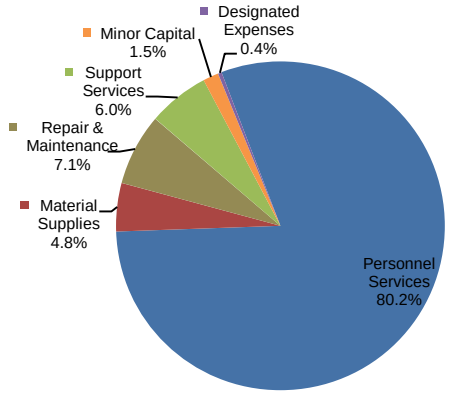
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,360,336	$ 1,419,936	$ 1,249,887	$ 1,468,637
Material Supplies	74,597	122,770	84,674	87,286
Repair & Maintenance	105,413	127,784	125,813	129,150
Support Services	32,921	69,265	62,821	110,017
Minor Capital	21,053	48,925	63,677	28,000
Designated Expenses	3,360	5,550	3,075	6,600
Capital Outlay	241,145	30,150	-	-
Total	$ 1,838,825	$ 1,824,380	$ 1,589,947	$ 1,829,690

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Crew Leader (Drainage)	4.00	4.00	4.00
Equipment Operator	11.00	10.00	10.00
Equipment Services Technician [1]	0.50	0.50	0.50
Manager (Mowing & Drainage)	1.00	1.00	1.00
Seasonal Drainage Service Worker	0.73	1.07	1.07
Seasonal Mowing Service Worker	0.72	1.07	1.07
Secretary [2]	1.00	-	-
Service Worker (Drainage)	14.00	14.00	14.00
Supervisor (Drainage Maint.)	3.00	3.00	3.00
Total Staffing	35.95	34.64	34.64

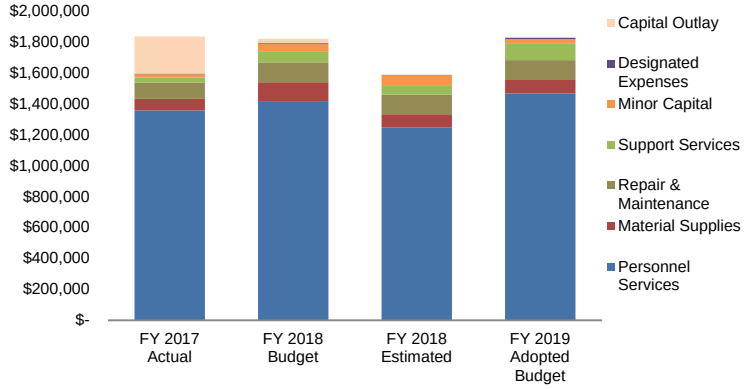
[1] - Equipment Services Technician position is split between Drainage Maintenance and Mowing

[2] - Position was reclassified to Emergency Response and Regulatory Coordinator during FY 2017 and transferred to Environmental Services Division

Department Expenses



Department Expense History



Note: Drainage Maintenance Division, Environmental Services Division, and Mowing Divisions are combined. This data is duplicated in each division.

Mission Element 1: Manage the City's Storm Water Management Plan and Industrial Storm Water permits.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22
Host/Attend regional events.	70	22	22	18	22
Attend school events.	384	12	12	12	12
Perform illicit discharge inspections.	168	50	48	56	48
Perform dry weather inspections & testing.	400	200	200	200	200
Perform post construction BMP inspections.	136	30	17	17	17
Conduct annual employee storm water training class.	20	12	12	12	12
Inspect City facilities.	367	147	147	147	147
Perform water quality testing (point source).	50	10	10	30	10
Inspect City storm water permitted facilities.	80	20	16	16	16
Provide emergency response.	5,610	30	0	66	0

Mission Element 2: Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain drainage channel (miles).	24,480	140	132	147	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000
Maintain storm drain inlets.	1,632	500	250	176	250
Complete general maintenance work orders.	1,152	350	350	390	350
Complete in-house repair projects.	11,424	40	40	50	40
Manage CSCD participants.	260	250	225	265	225

Mission Element 3: Implement the City's Drainage Capital Improvement Program and Master Plans.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Manage professional service contracts.	448	5	5	5	4
Manage environmental services contracts.	32	1	1	1	1
Manage grant contracts.	88	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5
Monitor other permitting.	40	1	1	1	1

Mission Element 4: Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review zoning cases.	15	30	30	22	30
Review plat cases.	100	50	50	105	50
Review subdivision plans.	72	6	6	28	6
Review commercial construction plans.	450	40	75	151	75

Mission Element 4: continued

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review land/site disturbance permits.	120	40	30	57	30
Review storm water management site plans.	120	40	40	34	40
Perform field inspections.	350	100	100	187	100
Perform environmental construction inspections.	150	50	50	94	50
Perform C/O inspections.	360	50	60	40	60
Issue environmental code citations.	76	15	0	30	0
Issue environmental warnings.	125	50	0	61	0

Mission Element 5: Mow & maintain the vegetative portions of the City's public right of ways.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600
Complete mowing rotations.	3,323	12	7	12	11
Complete mowing work orders.	672	900	100	952	900
Complete tree trimming work orders.	7,200	12	12	12	12
Complete city facility work orders.	2,016	35	35	43	35
Manage CSCD participants.	260	225	225	292	225

Mission:

The Environmental Services Division's mission is to manage and maintain the storm water drainage system.

Mission Elements:

- Manage the City's Storm Water Management Plan and Industrial Storm Water permits.
- Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.
- Implement the City's Drainage Capital Improvement Program and Master Plans.
- Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

Goals:

- Meet all of the Mission Elements and Performance Indicators.
- Update the Drainage Master Plan and Rate Model.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 254,877	$ 481,179	$ 436,010	$ 469,113
Total	$ 254,877	$ 481,179	$ 436,010	$ 469,113

Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 59,914	$ 298,762	$ 276,444	$ 306,064
Material Supplies	1,618	45,707	42,662	37,635
Repair & Maintenance	-	5,547	5,000	5,000
Support Services	19,238	46,365	27,552	30,714
Minor Capital	1,431	5,000	5,000	13,000
Professional Services	172,676	73,768	79,352	76,700
Capital Outlay	-	6,030	-	-
Total	$ 254,877	$ 481,179	$ 436,010	$ 469,113

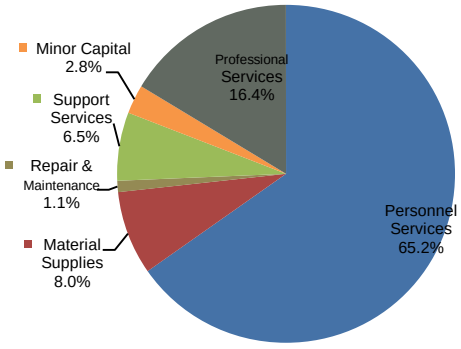
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Director of Environmental Services [1]	0.20	0.20	0.20
Emergency Response & Reg Coordinator [2]	-	1.00	1.00
Environmental Specialist [3]	-	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Project Manager (Drainage) [3]	-	1.00	1.00
Storm Water Drainage Technician [3]	-	1.00	1.00
Total	1.20	5.20	5.20

[1] - Director of Environmental Services position is split between Environmental Services and Water & Sewer Engineering

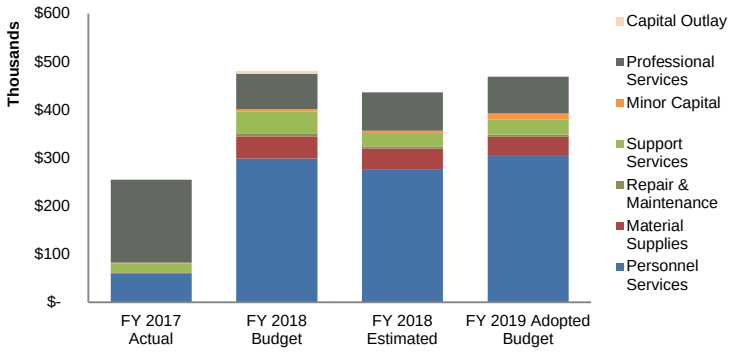
[2] - Position was reclassified to Emergency Response and Regulatory Coordinator during FY 2017 and transferred to Environmental Services Division

[3] - Positions were transferred to Environmental Services in FY 2018

Department Expenses



Department Expense History



Note: Drainage Maintenance Division, Environmental Services Division, and Mowing Divisions are combined. This data is duplicated in each division.

Mission Element 1: Manage the City's Storm Water Management Plan and Industrial Storm Water permits.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22
Host/Attend regional events.	70	22	22	18	22
Attend school events.	384	12	12	12	12
Perform illicit discharge inspections.	168	50	48	56	48
Perform dry weather inspections & testing.	400	200	200	200	200
Perform post construction BMP inspections.	136	30	17	17	17
Conduct annual employee storm water training class.	20	12	12	12	12
Inspect City facilities.	367	147	147	147	147
Perform water quality testing (point source).	50	10	10	30	10
Inspect City storm water permitted facilities.	80	20	16	16	16
Provide emergency response.	5,610	30	0	66	0

Mission Element 2: Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain drainage channel (miles).	24,480	140	132	147	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000
Maintain storm drain inlets.	1,632	500	250	176	250
Complete general maintenance work orders.	1,152	350	350	390	350
Complete in-house repair projects.	11,424	40	40	50	40
Manage CSCD participants.	260	250	225	265	225

Mission Element 3: Implement the City's Drainage Capital Improvement Program and Master Plans.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Manage professional service contracts.	448	5	5	5	4
Manage environmental services contracts.	32	1	1	1	1
Manage grant contracts.	88	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5
Monitor other permitting.	40	1	1	1	1

Mission Element 4: Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review zoning cases.	15	30	30	22	30
Review plat cases.	100	50	50	105	50
Review subdivision plans.	72	6	6	28	6
Review commercial construction plans.	450	40	75	151	75

Mission Element 4: continued

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review land/site disturbance permits.	120	40	30	57	30
Review storm water management site plans.	120	40	40	34	40
Perform field inspections.	350	100	100	187	100
Perform environmental construction inspections.	150	50	50	94	50
Perform C/O inspections.	360	50	60	40	60
Issue environmental code citations.	76	15	0	30	0
Issue environmental warnings.	125	50	0	61	0

Mission Element 5: Mow & maintain the vegetative portions of the City's public right of ways.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600
Complete mowing rotations.	3,323	12	7	12	11
Complete mowing work orders.	672	900	100	952	900
Complete tree trimming work orders.	7,200	12	12	12	12
Complete city facility work orders.	2,016	35	35	43	35
Manage CSCD participants.	260	225	225	292	225

DEBT SERVICE

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 551,001	$ 541,341	$ 541,341	$ 545,391
Total	**$ 551,001**	**$ 541,341**	**$ 541,341**	**$ 545,391**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Bond Principal Payment	$ 360,000	$ 365,000	$ 365,000	$ 380,000
Bond Interest	189,500	175,100	175,100	164,150
Arbitrage Calculation Fees	1,453	491	491	491
Paying Agent Fees	48	750	750	750
Total	**$ 551,001**	**$ 541,341**	**$ 541,341**	**$ 545,391**

HUMAN RESOURCES

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 564	$ -	$ -	$ -
Total	**$ 564**	**$ -**	**$ -**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 564	$ -	$ -	$ -
Total	**$ 564**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 75,745	$ -	$ -	$ -
Total	**$ 75,745**	**$ -**	**$ -**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 41,248	$ -	$ -	$ -
Minor Capital	8,287	-	-	-
Capital Outlay	26,210	-	-	-
Total	**$ 75,745**	**$ -**	**$ -**	**$ -**

NON-DEPARTMENTAL

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 341,171	$ 1,761,310	$ 1,993,450	$ 1,121,709
Total	**$ 341,171**	**$ 1,761,310**	**$ 1,993,450**	**$ 1,121,709**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 7,924	$ 5,279	$ 8,131
Support Services	18,732	5,775	5,775	417,985
Indirect Cost Allocation	295,216	245,652	245,652	286,048
Professional Services	1,480	1,600	2,849	3,300
Designated Expenses	25,743	40,000	40,000	50,534
Transfer to General Fund CIP [Rosewood]	-	750,000	750,000	-
Transfer to Drainage CIP	-	320,600	728,524	131,700
Transfer to Fleet Services ISF	-	194,233	19,017	20,322
Transfer to Risk Management ISF	-	27,660	27,660	28,935
Transfer to Information Technology ISF	-	167,866	168,694	174,754
Total	**$ 341,171**	**$ 1,761,310**	**$ 1,993,450**	**$ 1,121,709**

TOTAL OTHER APPROPRIATIONS REVENUES	**$ 968,481**	**$ 2,302,651**	**$ 2,534,791**	**$ 1,667,100**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 968,481**	**$ 2,302,651**	**$ 2,534,791**	**$ 1,667,100**



Special Revenue Funds



Dedicated Service – Everyday, for Everyone!

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenue that is legally restricted to expenditure for particular purposes. The City of Killeen has the following Special Revenue Funds:

Hotel Occupancy Tax Fund: To account for the levy and utilization of the local hotel occupancy tax. State law requires that revenue from this tax be used for advertising and promotion of the City.

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

Teen Court Program: To account for revenues and expenditures related to the court proceedings held by teens.

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

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

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

Child Safety Fund: To account for child safety fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for child safety infrastructure projects.

Cable System PEG Improvements Fund: To account for resources contributed to the City, the use of which is restricted to the acquisition of appropriate equipment and other expense items for the benefit of the cable franchise system.

JLUS Grant Fund: A Joint Land Use Study (JLUS) is a cooperative planning effort conducted as a joint venture between City of Killeen, Fort Hood, and other affected stakeholders**.**

Parks Donations Funds: To account for monetary donations and expenditures related to community parks.

Special Event Center Fountain Fund: To account for revenues and expenditures related to the Killeen CCC fountain.

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

Community Development Block Grant Fund: To account for the operations of projects utilizing Community Development Block Grant funds. Such revenues are restricted to expenditures for specified projects by the Department of Housing and Urban Development.

Senior Citizen Assistance Fund: To account for monetary donations and expenditures related to senior citizen assistance with utility bills.

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

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

SPECIAL REVENUE FUNDS

Police State Seizure Fund: To account for revenues and expenditures that is restricted by state seizure requirements.

Police Federal Seizure Fund: To account for revenues and expenditures that is restricted by federal seizure requirements.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

Animal Control Donations Fund: To account for receipts and expenditures related to animal control.

Police Donation Fund: To account for receipts and expenditures related to police activities.

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

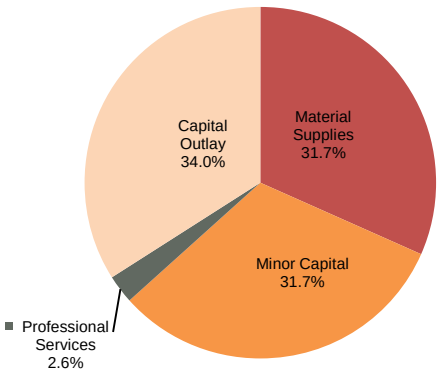
Fire Department Special Revenue: To account for revenue restricted to the Fire Department.



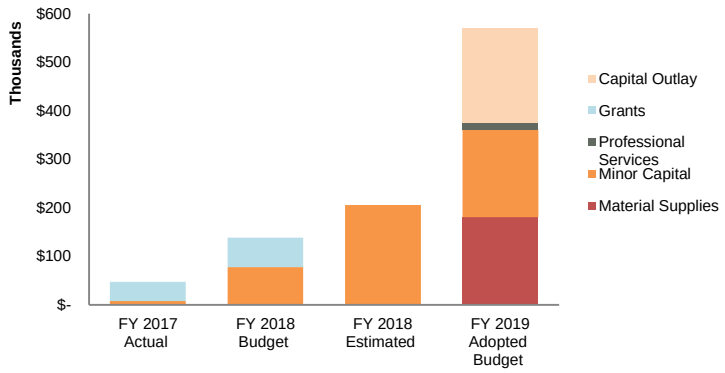
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Jag Grant	$ 47,324	$ 138,303	$ 205,894	$ 555,051
Victims Crime Grant	-	-	-	15,000
Interest Earned	436	-	-	-
General Resources	(435)	-	-	-
Total	$ 47,325	$ 138,303	$ 205,894	$ 570,051

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ -	$ -	$ -	$ 180,482
Minor Capital	8,371	77,993	205,894	180,569
Professional Services	-	-	-	15,000
Grants	38,954	60,310	-	-
Capital Outlay	-	-	-	194,000
Total	$ 47,325	$ 138,303	$ 205,894	$ 570,051

Department Expenditures



Department Expenditures History



Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
State Seizure Receipts	$ 40,924	$ -	$ -	$ 88,975
Interest Earned	1,272	-	-	-
Investment Expense	(9)	-	-	-
General Resources	71,422	-	-	-
Total	$ 113,609	$ -	$ -	$ 88,975

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 43,836	$ -	$ -	$ -
Minor Capital	55,433	-	-	-
Capital Outlay	14,340	-	-	-
Expense	-	-	-	88,975
Total	$ 113,609	$ -	$ -	$ 88,975

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Federal Seizure Receipts	$ -	$ -	$ -	$ 352,380
Forfeitures	300,759	-	-	-
Interest Earned	1,381	-	-	-
Investment Expense	(3)	-	-	-
General Resources	(302,137)	-	-	-
Total	$ -	$ -	$ -	$ 352,380

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Expense	$ -	$ -	$ -	$ 352,380
Total	$ -	$ -	$ -	$ 352,380

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Interest Earned	$ 13	$ -	$ -	$ -
General Resources	(13)	-	-	-
Total	$ -	$ -	$ -	$ -

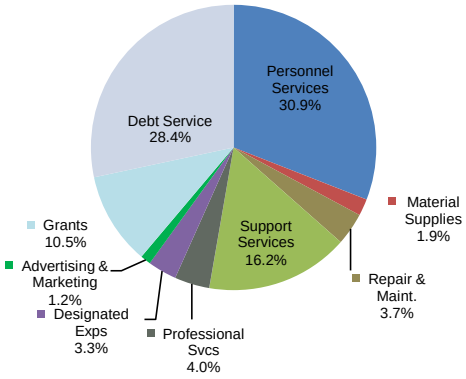
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Total	$ -	$ -	$ -	$ -

Revenues Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Hotel Occupancy Tax Receipts	$ 1,815,226	$ 1,785,000	$ 1,467,152	$ 1,739,100
Interest Earned	4,070	2,000	4,375	2,040
Investment Expense	(24)	(125)	(125)	(128)
Catering Revenues	37,600	38,000	33,161	38,000
Mixed Beverage Receipts	183,461	250,000	205,987	250,000
Event Revenue	378,411	407,000	460,536	415,140
Bell County Hot	82,498	-	82,948	81,600
Sale of City Property	18	-	-	-
Insurance Proceeds	-	-	-	25,000
General Resources	3,423	(207,276)	93,022	-
Total	$ 2,504,683	$ 2,274,599	$ 2,347,056	$ 2,550,752

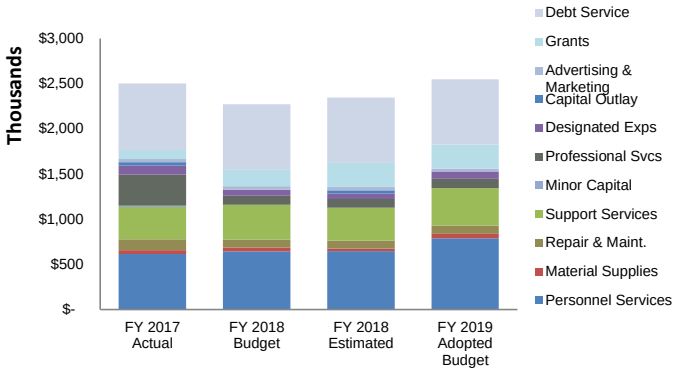
Expenditures Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 615,191	$ 643,098	$ 645,705	$ 789,107
Material Supplies	41,045	43,768	30,519	48,381
Repair & Maintenance	122,438	88,752	88,299	94,150
Support Services	357,096	384,808	362,873	413,628
Minor Capital	15,153	-	795	-
Professional Services	341,407	97,446	96,446	101,000
Designated Expenses	104,000	70,500	60,343	83,650
Capital Outlay	36,082	-	36,300	-
Advertising and Marketing	33,710	37,000	36,000	30,259
Grants	98,841	187,167	267,716	267,167
Debt Service	739,720	722,060	722,060	723,410
Total	$ 2,504,683	$ 2,274,599	$ 2,347,056	$ 2,550,752

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Total Staffing	13.50	13.50	16.13

Department Expenditures



Department Expenditures History



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
Hotel Occupancy Tax Revenues					
	Taxes				
214-0000-313.01-03	OCCUPANCY TAX	$ 1,815,226	$ 1,785,000	$ 1,467,152	$ 1,739,100
	Taxes	**1,815,226**	**1,785,000**	**1,467,152**	**1,739,100**
	Intergovernmental Revenue				
214-0000-339.10-01	HOTEL OCCUPANCY TAX	82,498	-	82,948	81,600
	Intergovernmental Revenue	**82,498**	**-**	**82,948**	**81,600**
	Charges for Services				
214-0000-348.01-01	FACILITY RENTALS	378,411	407,000	460,536	415,140
214-0000-348.01-03	CATERING FEES	37,600	38,000	33,161	38,000
214-0000-348.01-04	MIXED BEVERAGE SALES	183,461	250,000	205,987	250,000
	Charges for Services	**599,472**	**695,000**	**699,684**	**703,140**
	Investments Income				
214-0000-361.05-00	INTEREST EARNED	4,070	2,000	4,375	2,040
214-0000-361.05-10	INVESTMENT EXPENSE	(24)	(125)	(125)	(128)
	Investments Income	**4,046**	**1,875**	**4,250**	**1,912**
	Miscellaneous Income				
214-0000-392.01-01	SALE OF ASSETS	18	-	-	-
214-0000-392.02-01	INSURANCE PROCEEDS	-	-	-	25,000
	Miscellaneous Income	**18**	**-**	**-**	**25,000**
	Hotel Occupancy Tax Revenues	**$ 2,501,260**	**$ 2,481,875**	**$ 2,254,034**	**$ 2,550,752**

Mission:

To provide superior civic, convention, and exhibition facilities for the City of Killeen.

Mission Elements:

- Event marketing and booking to maximize revenue opportunities by leasing available space.
- Event planning and coordination.
- Event set-up and support.
- Facility cleaning and maintenance.

Goals:

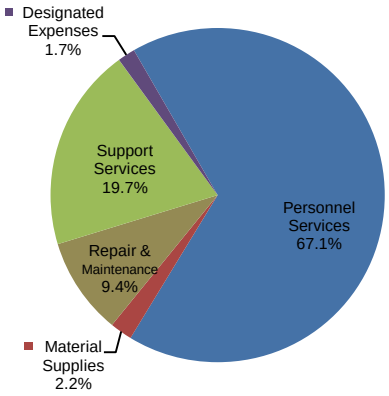
- Continue marketing efforts to promote Killeen through interactive websites and social media outlets.
- Promote Killeen as the premier city for conventions, conferences, reunions, and meetings.
- Create client packages for special holiday to increase rentals.
- Encourage staff to utilize Convention Visitors Bureau services and recruit municipal government organizations to host annual conferences and trainings in Killeen.
- Market the city as a tourist destination.
- Incorporate educational, traveling exhibits.
- Expand mixed beverage services to city facilities to increase revenue.

Expenditures Summary	FY 2017 Budget	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 472,212	$ 491,888	$ 495,410	$ 629,488
Material Supplies	19,639	20,200	19,974	20,206
Repair & Maintenance	74,734	88,752	88,299	88,150
Support Services	221,199	185,346	180,521	184,932
Minor Capital	4,938	-	795	-
Professional Services	253,596	-	-	-
Designated Expenses	32,171	15,000	16,875	16,000
Capital Outlay	13,066	-	5,500	-
Total	$ 1,091,555	$ 801,186	$ 807,374	$ 938,776

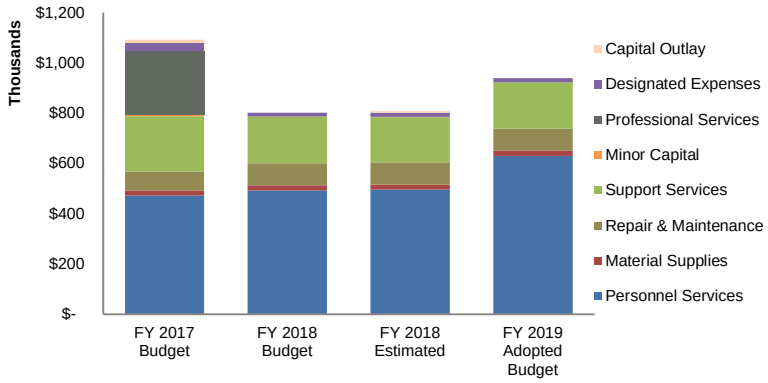
Staffing	FY 2017 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Booking Specialist [1]	-	-	1.00
Civic & Conf Center Asst. [1]	-	-	1.00
Crew Leader (Events) [2]	1.00	1.00	2.00
Director of Civic & Convention	0.50	0.50	0.50
Event Assistant [1, 2]	5.50	5.50	5.13
Event Coordinator II [1]	-	-	2.00
Event Coordinator [1]	2.00	2.00	-
Facility & A/V Attendant [1]	-	-	1.00
Operations Manager [1]	1.00	1.00	1.00
Principal Secretary [1]	1.00	1.00	-
Total Staffing	**11.00**	**11.00**	**13.63**

[1] - Positions reclassified in FY 2019
[2] - Positions added in FY 2019

Department Expenditures



Department Expenditures History



Mission Element 1: Event marketing and booking to maximize revenue opportunities by leasing available space.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Develop strategies and services annually to promote Killeen as the premier city for all types of events to increase revenue.	3,120	1.5 FTE	2.5 FTE	1.5 FTE	2.5 FTE
Develop new client rate and facility brochures, biennially.	1,040	.5 FTE	1.5 FTE	.5 FTE	1.5 FTE
Improve marketing efforts to promote Killeen through interactive websites and social media outlets.	1,560	.75 FTE	1 FTE	.75 FTE	1 FTE

Mission Element 2: Event planning and coordination.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Foster daily communication between the staff and clients to ensure client needs are met for successful events.	2,600	650 Events	750 Events	675 Events	775 Events
Coordinate with Operations staff twice a week for scheduling support of event room set-ups.	312	104 Meetings	104 Meetings	98 Meetings	104 Meetings
Coordination once a week with bar management staff in scheduling bars as requested by clients.	420	140 Meetings	165 Meetings	153 Meetings	165 Meetings

Mission Element 3: Event set-up and support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Conduct meetings with Operations staff twice a week to ensure all event rooms are set up as requested by the clients.	312	104 Meetings	104 Meetings	98 Meetings	104 Meetings
Review with Operations staff to ensure clients' audio-visual and equipment requests are met.	312	104 Meetings	104 Meetings	98 Meetings	104 Meetings
Meet weekly with Operations staff to determine additional labor needs for large, multi-day events throughout the complex.	156	52 Meetings	52 Meetings	46 Meetings	52 Meetings

Mission Element 4: Facility cleaning and maintenance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Quarterly review to ensure all OSHA safety policies are followed by staff.	64	4 Reviews	4 Reviews	0 Reviews	4 Reviews
Routinely clean and sanitize restrooms, vacuum, empty trash, sweep and mop.	6,362	155,000 sf	155,000 sf	155,000 sf	155,000 sf

Mission Element 4: continued

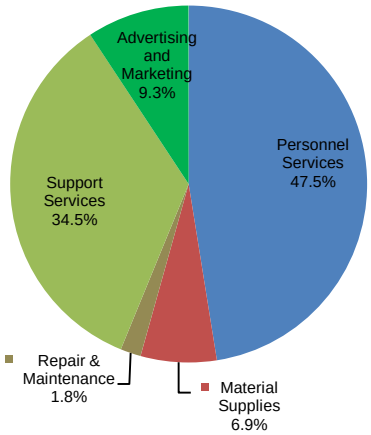
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Routinely shampoo carpets, clean windows, buff tile flooring.	5,582	63,000 sf	63,000 sf	63,000 sf	63,000 sf
Maintain kitchen cleanliness weekly.	1,040	1,700 sf	1,700 sf	1,700 sf	1,700 sf

Expenditures Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 142,979	$ 146,445	$ 145,530	$ 154,854
Material Supplies	18,782	17,858	5,030	22,465
Repair & Maintenance	-	-	-	6,000
Support Services	100,703	115,128	95,650	112,694
Minor Capital	62	-	-	-
Designated Expenses	20,292	-	-	-
Advertising and Marketing	33,710	37,000	36,000	30,259
Total	$ 316,528	$ 316,431	$ 282,210	$ 326,272

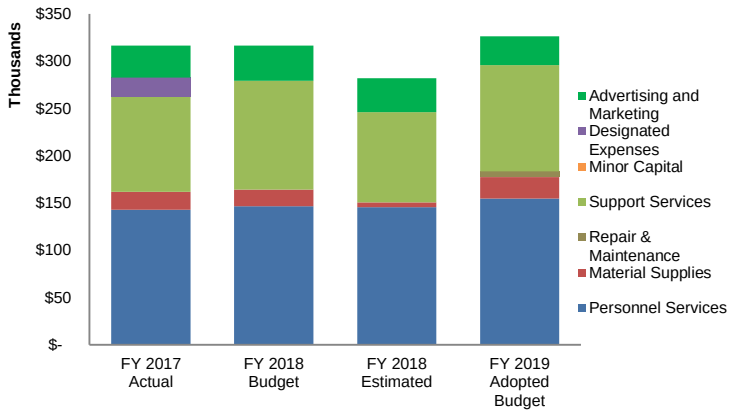
Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Association Sales Manager [1]	1.00	1.00	-
Booking Manager [1]	-	-	1.00
Convention & Visitor Bureau Manager [1]	-	-	1.00
Director of Civic & Convention	0.50	0.50	0.50
Manager Convention Services [1]	1.00	1.00	-
Total Staffing	2.50	2.50	2.50

[1] - Positions reclassified in FY 2019

Department Expenditures



Department Expenditures History



Mission Element 1: Provide services to the convention industry and hospitality community.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Plan marketing efforts to increase KCVB services.	1,350	.87 FTE	.87 FTE	.44 FTE	.87 FTE
Contract conventions to increase hotel-motel tax revenue.	2,500	8 Conventions	17 Conventions	12 Conventions	20 Conventions
Build relationships with local hotel partners to better track economic impact of division's efforts.	1,350	.87 FTE	.87 FTE	.22 FTE	.87 FTE

GRANTS TO THE ARTS

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 99,235	$ 187,737	$ 268,409	$ 267,737
Total	**$ 99,235**	**$ 187,737**	**$ 268,409**	**$ 267,737**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Supplies	62	210	215	210
Support Services	332	360	478	360
Grants	98,841	187,167	267,716	267,167
Total	**$ 99,235**	**$ 187,737**	**$ 268,409**	**$ 267,737**

ARTS & ACTIVITIES CENTER

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ -	$ -	$ 30,800	$ -
Total	**$ -**	**$ -**	**$ 30,800**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Capital Outlay	$ -	$ -	$ 30,800	$ -
Total	**$ -**	**$ -**	**$ 30,800**	**$ -**

DEBT SERVICE

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 739,720	$ 722,060	$ 722,060	$ 723,410
Total	**$ 739,720**	**$ 722,060**	**$ 722,060**	**$ 723,410**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Bond Principal Payment	$ 405,000	$ 425,000	$ 425,000	$ 440,000
Bond Interest	334,128	295,600	295,600	281,950
Arbitrage Calculation Fees	65	860	860	860
Paying Agent Fees	527	600	600	600
Total	**$ 739,720**	**$ 722,060**	**$ 722,060**	**$ 723,410**

HOTEL MIXED BEVERAGE

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 152,241	$ 154,546	$ 143,564	$ 157,240
Total	**$ 152,241**	**$ 154,546**	**$ 143,564**	**$ 157,240**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Supplies	$ 2,562	$ 5,500	$ 5,300	$ 5,500
Support Services	17,487	17,100	19,350	20,500
Minor Capital	6,869	-	-	-
Designated Expenses	51,537	55,500	43,468	51,240
Professional Services	73,786	76,446	75,446	80,000
Total	**$ 152,241**	**$ 154,546**	**$ 143,564**	**$ 157,240**

INFORMATION TECHNOLOGY

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 74,004	$ -	$ -	$ -
Total	**$ 74,004**	**$ -**	**$ -**	**$ -**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 47,704	$ -	$ -	$ -
Minor Capital	3,284	-	-	-
Capital Outlay	23,016	-	-	-
Total	**$ 74,004**	**$ -**	**$ -**	**$ -**

NON-DEPARTMENTAL

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
General Resources	$ 31,400	$ 92,639	$ 92,639	$ 137,317
Total	**$ 31,400**	**$ 92,639**	**$ 92,639**	**$ 137,317**

Expense Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Separation Pay	$ -	$ 4,765	$ 4,765	$ 4,765
Support Services	17,375	66,874	66,874	95,142
Professional Services	14,025	21,000	21,000	21,000
Designated Expenses	-	-	-	16,410
Total	**$ 31,400**	**$ 92,639**	**$ 92,639**	**$ 137,317**

TOTAL OTHER APPROPRIATIONS REVENUES	**$ 1,096,600**	**$ 1,156,982**	**$ 1,257,472**	**$ 1,285,704**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 1,096,600**	**$ 1,156,982**	**$ 1,257,472**	**$ 1,285,704**

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Interest Earned	$ 104	$ -	$ -	$ -
Investment Expense	(1)	-	-	-
Total	$ 103	$ -	$ -	$ -

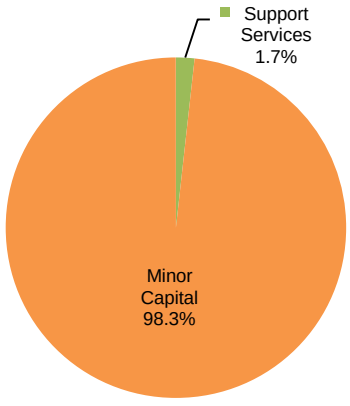
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Total	$ -	$ -	$ -	$ -

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Cable Franchise Fee	$ 225,552	$ 208,000	$ 208,000	$ 75,000
Interest Earned	6,089	1,800	1,800	1,332
Investment Expense	(43)	-	-	-
General Resources	(50,875)	140,200	140,200	-
Total	$ 180,723	$ 350,000	$ 350,000	$ 76,332

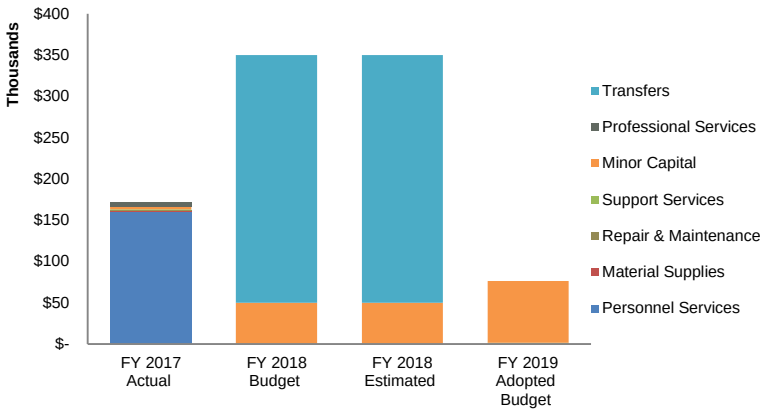
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 160,577	$ -	$ -	$ -
Material Supplies	1,255	-	-	-
Repair & Maintenance	122	-	-	-
Support Services	1,080	-	-	1,332
Minor Capital	3,139	50,000	50,000	75,000
Professional Services	5,810	-	-	-
Capital Outlay	8,740	-	-	-
Transfers	-	300,000	300,000	-
Total	$ 180,723	$ 350,000	$ 350,000	$ 76,332

Change in Fund Balance	-
Fund Balance, Beginning	845,178
Fund Balance, Ending	$ 845,178

Department Expenditures



Department Expenditures History



Mission Element 1: Pay for equipment.

Operational Targets: Essential department functions within the mission element.

Function	Number	Target FY 18	Actual FY 18	Target FY 19
Procure and install new meeting production and playback system.	1	1	0.5	0.5
Procure and install new studio equipment.	1	N/A	N/A	1

Mission Element 2: Pay for capital improvements.

Operational Targets: Essential department functions within the mission element.

Function	Number	Target FY 18	Actual FY 18	Target FY 19
Complete reconstruction of City Council Chambers.	1	1	0.75	0.25
Complete installation of new technology and equipment.	1	1	0.5	0.5

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Memorials Collected	$ 9,477	$ -	$ 8,500	$ 9,500
Interest Earned	241	-	-	-
Investment Expense	(2)	-	-	-
General Resources	(9,716)	-	(8,500)	-
Total	$ -	$ -	$ -	$ 9,500

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Maintenance	$ -	$ -	$ -	$ 9,500
Total	$ -	$ -	$ -	$ 9,500

Mission:

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

Mission Elements:

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

Goals:

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

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Intergovernmental Revenue	$ 1,065,022	$ 1,208,084	$ 625,562	$ 1,610,240
Program Income	12,875	7,373	-	4,236
Miscellaneous Receipts	1,457	-	-	-
Pcard Rebate	195	-	-	-
General Resources	12,494	13,938	-	-
Total	$ 1,092,043	$ 1,229,395	$ 625,562	$ 1,614,476

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 222,173	$ 217,358	$ 220,345	$ 227,338
Material Supplies	3,918	8,290	2,295	8,549
Repair & Maintenance	3,329	7,111	3,674	6,860
Support Services	8,716	17,068	5,494	19,290
Professional Services	2,810	7,176	7,575	13,098
Designated Expenses	851,097	972,392	386,179	1,339,341
Total	$ 1,092,043	$ 1,229,395	$ 625,562	$ 1,614,476

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Community Dev. Housing & Facility Mgr [4]	-	-	0.75
Community Dev. Housing Specialist [4]	1.00	1.00	-
Community Dev. Program/Mgr [3]	-	0.90	-
Community Dev. Programs Administrator [1, 3]	-	-	0.90
Community Development Specialist [1]	-	1.00	1.00
Executive Assistant [1]	-	0.61	0.65
Executive Director of Community Development [2]	-	0.02	0.06
Total Staffing	1.00	3.53	3.36

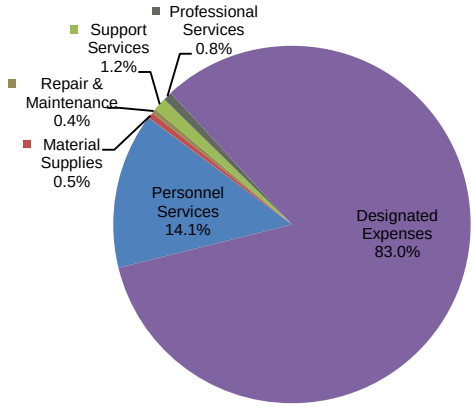
[1] - Realigned staff to CDBG and HOME Program Grant Fund

[2] - Position is partially funded by CDBG Grant Fund and General Fund Community Development

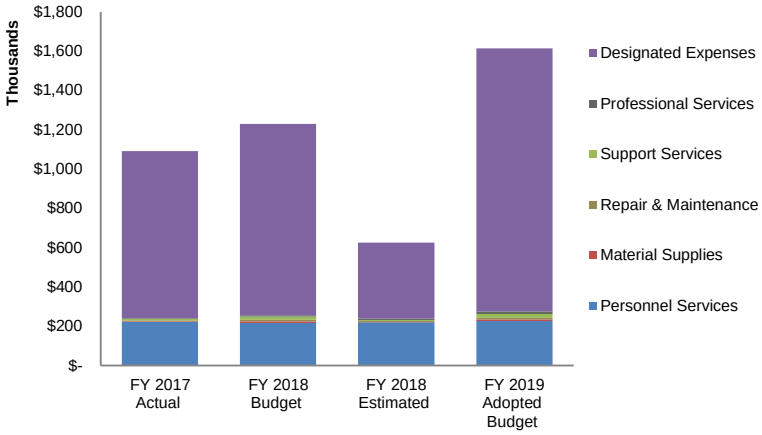
[3] - Position was reclassified in FY 2018

[4] - Position was reclassified and is partially funded by KAAC in General Fund

Department Expenditures



Department Expenditures History



Note: The following Community Development-Grants Division mission elements are divided between Community Development Fund and Home Program Fund. This data is duplicated in each fund.

Mission Element 1: Provide ongoing technical assistance to sub-grantees.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide personalized technical assistance related to grant programs.	308	26	26	26	26
Hold public meetings for citizen participation.	134	4 Meetings	4 Meetings	4 Meetings	4 Meetings

Mission Element 2: Provide housing services to eligible households.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide education and assistance to persons desiring homeownership assistance - First Time Homebuyer Program.	2,111	266 Educated 5 Households Assisted	200 Educated 5 Households Assisted	266 Educated 3 Households Assisted	300 Educated 9 Households Assisted
Provide assistance to eligible households in need of housing repair.	3,215	6 Households	6 Households	5 Households	9 Households
Provide rental assistance to eligible households in need of Tenant Based Rental Assistance.	390	65 Households	65 Households	65 Households	99 Households

Mission Element 3: Provide transportation services to eligible elderly persons.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Take in & process applications for persons requesting elderly transportation services.	176	200 Applications	166 Applications	200 Applications	166 Applications
Provide elderly persons with transportation services during program year.	614	166 People	166 People	166 People	166 People

Mission Element 4: Provide eligible facilities & improvements for eligible projects.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Public facilities created or improved.	258	2 Public Facilities	2 Public Facilities	2 Public Facilities	2 Public Facilities
Infrastructure improved.	683	2 Infrastructure	2 Infrastructure	2 Infrastructure	2 Infrastructure

Mission Element 5: Provide public services to low and moderate income persons.

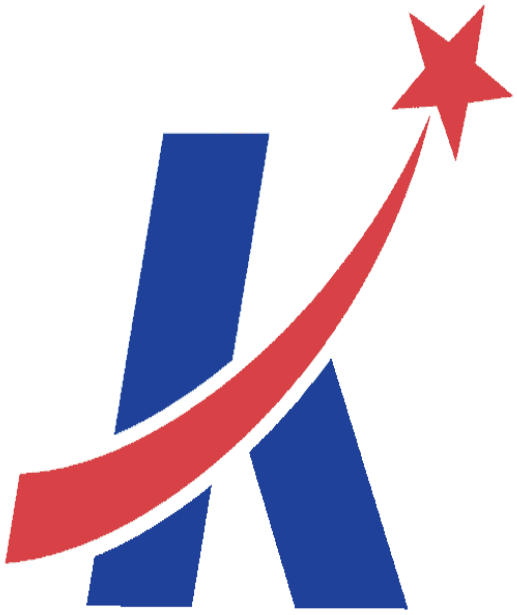
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Monitor public service sub-grantees on their performance as defined in the scope of work in grant agreement.	144	7	7	7	8

Persons assisted with CDBG public service funding.	417	3,347 People	3,347 People	3,188 People	2,617 People

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Contributions & Donations	$ -	$ -	$ -	$ 20,000
Total	$ -	$ -	$ -	$ 20,000

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Designated Expenses	$ -	$ -	$ -	$ 20,000
Total	$ -	$ -	$ -	$ 20,000



Dedicated Service – Everyday, for Everyone!

Mission:

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

Mission Elements:

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

Goals:

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

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Intergovernmental Revenue	$ 354,987	$ 803,479	$ 197,623	$ 1,017,004
Program Income	53,792	49,822	-	49,822
Charges for Services	-	-	2,583	7,000
Interest Earned	31	-	-	-
General Resources	(73,466)	(34,655)	183,862	-
Total	$ 335,344	$ 818,646	$ 384,068	$ 1,073,826

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 30,273	$ 30,516	$ 28,682
Material Supplies	-	2,500	6,843	10,426
Support Services	-	9,417	2,250	8,342
Professional Services	-	7,000	1,033	3,000
Designated Expenses	335,344	769,456	343,426	1,023,376
Total	$ 335,344	$ 818,646	$ 384,068	$ 1,073,826

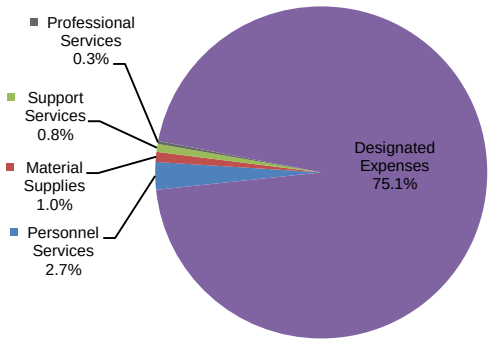
Mission:

Staffing	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Community Dev. Programs Administrator [2]	-	-	0.10
Community Development Program/Mgr [1, 2]	-	0.10	-
Executive Assistant [1]	-	0.39	0.35
Total Staffing	-	0.49	0.45

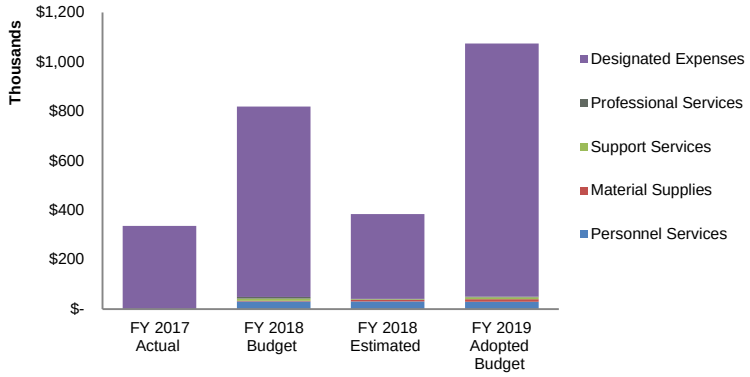
[1] - Realigned staff to CDBG and HOME Program Grant Fund

[2] - Position was reclassified in FY 2018

Department Expenditures



Department Expenditures History



Note: The following Community Development-Grants Division mission elements are divided between Community Development Fund and Home Program Fund. This data is duplicated in each fund.

Mission Element 1: Provide ongoing technical assistance to sub-grantees.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide personalized technical assistance related to grant programs.	308	26	26	26	26
Hold public meetings for citizen participation.	134	4 Meetings	4 Meetings	4 Meetings	4 Meetings

Mission Element 2: Provide housing services to eligible households.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide education and assistance to persons desiring homeownership assistance - First Time Homebuyer Program.	2,111	266 Educated 5 Households Assisted	200 Educated 5 Households Assisted	266 Educated 3 Households Assisted	300 Educated 9 Households Assisted
Provide assistance to eligible households in need of housing repair.	3,215	6 Households	6 Households	5 Households	9 Households
Provide rental assistance to eligible households in need of Tenant Based Rental Assistance.	390	65 Households	65 Households	65 Households	99 Households

Mission Element 3: Provide transportation services to eligible elderly persons.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Take in & process applications for persons requesting elderly transportation services.	176	200 Applications	166 Applications	200 Applications	166 Applications
Provide elderly persons with transportation services during program year.	614	166 People	166 People	166 People	166 People

Mission Element 4: Provide eligible facilities & improvements for eligible projects.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Public facilities created or improved.	258	2 Public Facilities	2 Public Facilities	2 Public Facilities	2 Public Facilities
Infrastructure improved	683	2 Infrastructure	2 Infrastructure	2 Infrastructure	2 Infrastructure

Mission Element 5: Provide public services to low and moderate income persons.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Monitor public service sub-grantees on their performance as defined in the scope of work in grant agreement.	144	7	7	7	8

Persons assisted with CDBG public service funding.	417	3,347 People	3,347 People	3,188 People	2,617 People

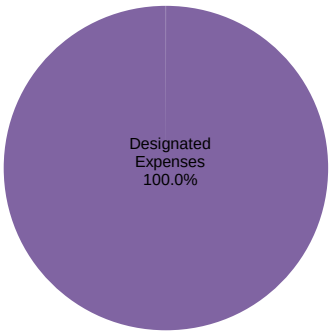
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Ad Valorem- City of Killeen	$ 66,656	$ 127,499	$ 115,022	$ 132,512
Ad Valorem- Bell County	37,444	76,706	64,628	79,723
Ad Valorem- Central Texas College	12,144	23,228	21,473	24,141
Interest Earned	3,802	2,100	5,920	2,100
General Resources	(120,046)	(229,533)	(207,043)	(238,476)
Total	$ -	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Total	$ -	$ -	$ -	$ -

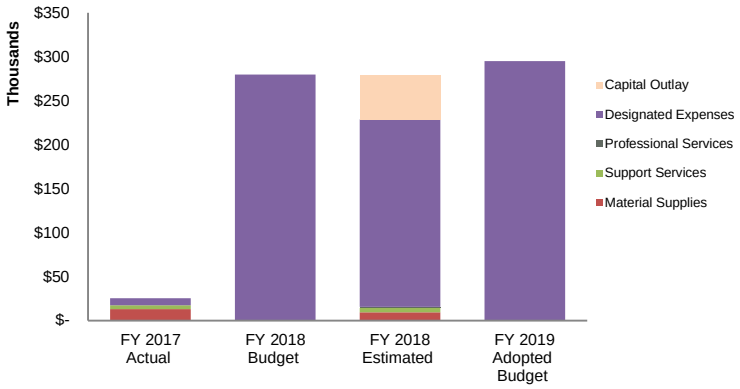
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Parks	$ 14,240	$ 100,000	$ 100,000	$ 100,000
Recreation	14,901	75,000	75,000	50,000
TAMUCT Golf	17,000	50,000	-	50,000
Athletics	17,780	45,000	45,000	45,000
Senior Center	-	10,000	100,000	50,000
Interest Earned	589	-	-	-
Miscellaneous Receipts	1,195	-	-	-
General Resources	(40,321)	-	(41,000)	-
Total	$ 25,384	$ 280,000	$ 279,000	$ 295,000

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 12,917	$ -	$ 9,564	$ -
Support Services	4,474	-	4,911	-
Professional Services	-	-	1,150	-
Designated Expenses	7,993	280,000	213,375	295,000
Capital Outlay	-	-	50,000	-
Total	$ 25,384	$ 280,000	$ 279,000	$ 295,000

Department Expenditures



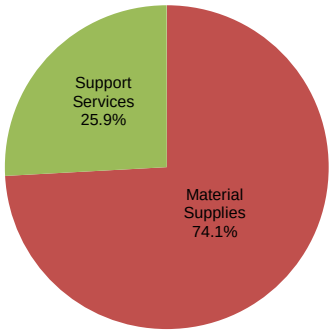
Department Expenditures History



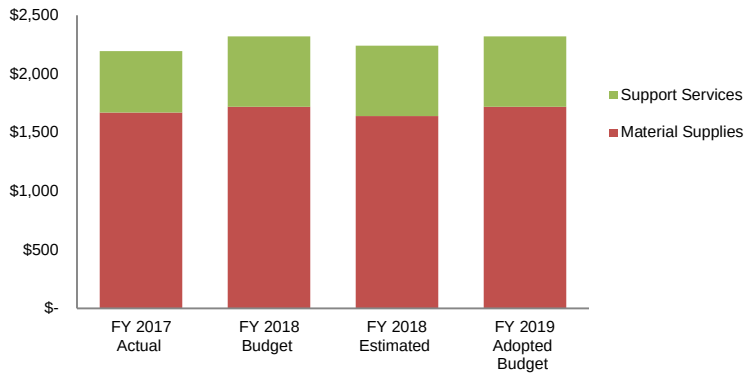
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Court Fees	$ 2,310	$ 1,704	$ 1,832	$ 1,777
Interest Earned	61	20	-	-
General Resources	(177)	596	408	543
Total	$ 2,194	$ 2,320	$ 2,240	$ 2,320

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 1,669	$ 1,720	$ 1,640	$ 1,720
Support Services	525	600	600	600
Total	$ 2,194	$ 2,320	$ 2,240	$ 2,320

Department Expenditures



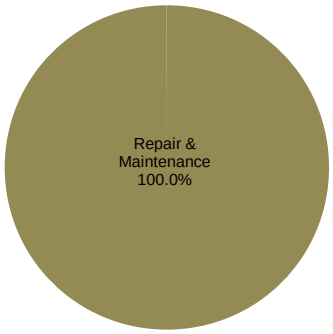
Department Expenditures History



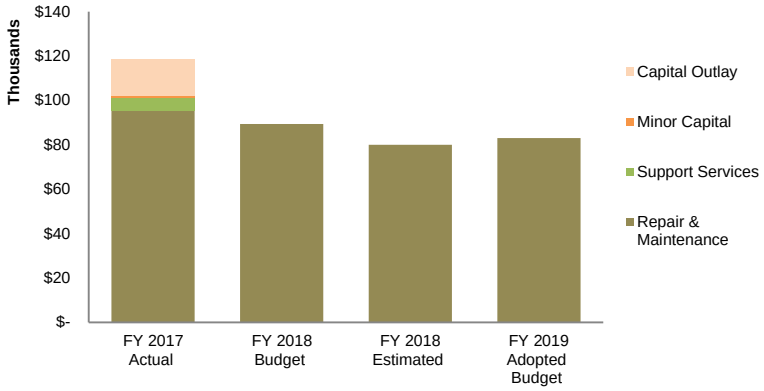
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Technology Fund Receipts	$ 67,026	$ 45,184	$ 47,610	$ 52,023
Interest Earned	1,011	500	1,383	500
General Resources	50,343	43,744	30,994	30,484
Total	$ 118,380	$ 89,428	$ 79,987	$ 83,007

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 95,517	$ 89,428	$ 79,987	$ 83,007
Support Services	5,596	-	-	-
Minor Capital	840	-	-	-
Capital Outlay	16,427	-	-	-
Total	$ 118,380	$ 89,428	$ 79,987	$ 83,007

Department Expenditures



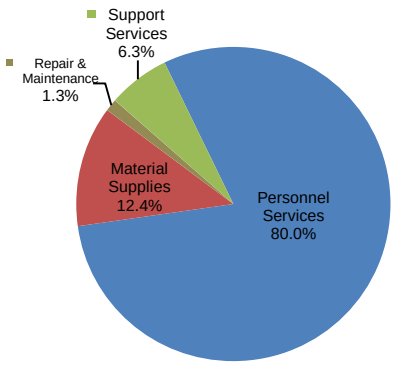
Department Expenditures History



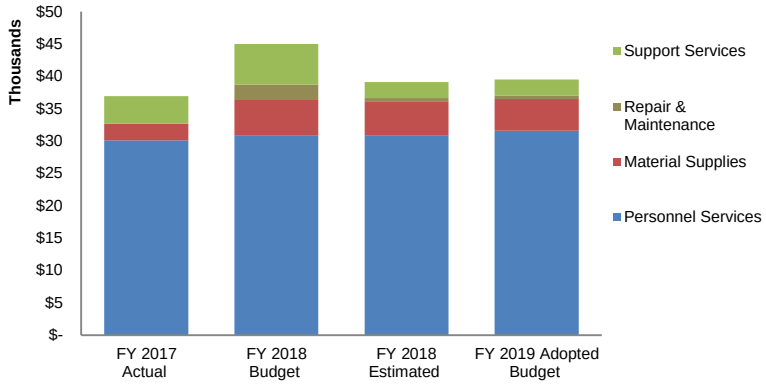
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Court Fees	$ 50,310	$ 36,321	$ 36,721	$ 40,281
Peace Officer Allocation	800	-	-	832
Interest Earned	1,208	400	2,164	400
General Resources	(15,349)	8,291	260	(1,989)
Total	$ 36,969	$ 45,012	$ 39,145	$ 39,524

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 30,143	$ 30,924	$ 30,903	$ 31,608
Material Supplies	2,564	5,422	5,242	4,916
Repair & Maintenance	-	2,400	500	500
Support Services	4,262	6,266	2,500	2,500
Total	$ 36,969	$ 45,012	$ 39,145	$ 39,524

Department Expenditures



Department Expenditures History



Mission Element 1: Provides security for the Municipal Court building.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hours of security presence throughout the City Annex building.	4,980	4,980	2,080	2,100	4,980
Hours of security provided during court.	2,392	1,664	N/A	1,040	2,392

Mission Element 2: Provides for the service and enforcement of court orders.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Service of summons.	126	1,584	N/A	1,584	1,200
Service of subpoenas.	50	100	N/A	N/A	100
Service of warrants.	271	2,000	2,000	2,000	2,000
Process credit for time served requests.	250	1,500	N/A	1,300	1,500

Mission Element 3: Ensures that all staff is properly trained to meet statutory requirements.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Provide an hour of security training to Municipal Court staff each quarter.	6	4	4	3	4

Mission Element 4: Instill and maintain public trust and confidence and confidence.

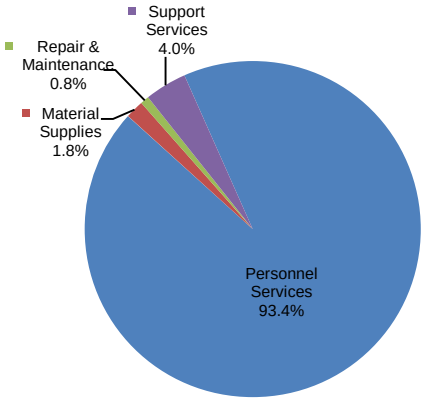
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hours provided security sweeps in the lobby.	498	498	498	498	498
Hours of TECOLE training completed within two years.	64	40	40	64	40
Assist defendants by directing them and answering frequently asked questions.	80	2,500	N/A	2,412	1,000

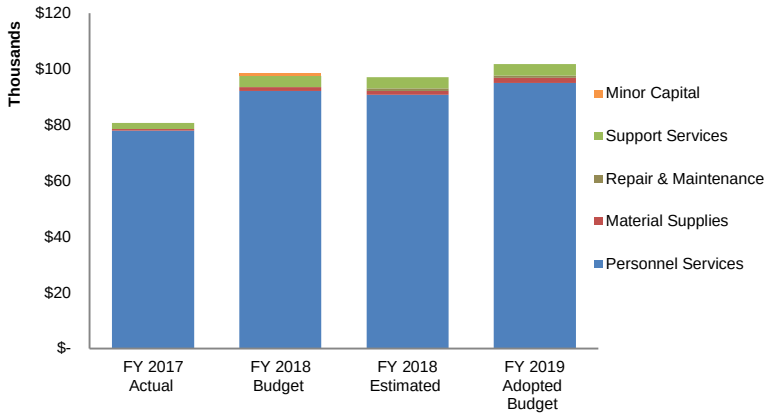
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Juvenile Case Manager Receipts	$ 84,229	$ 56,702	$ 67,768	$ 65,735
Truancy Prevention	15,825	10,573	12,574	12,197
Interest Earned	4,357	1,500	6,622	1,500
General Resources	(23,735)	29,733	10,158	22,357
Total	$ 80,676	$ 98,508	$ 97,122	$ 101,789

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 77,943	$ 92,145	$ 90,823	$ 95,051
Material Supplies	582	1,350	1,373	1,800
Repair & Maintenance	-	-	858	858
Support Services	2,151	4,013	4,068	4,080
Minor Capital	-	1,000	-	-
Total	$ 80,676	$ 98,508	$ 97,122	$ 101,789

Department Expenditures



Department Expenditures History



Mission Element 1: File and process citations, complaints, and all court orders related to juvenile defendants.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process juvenile complaints and citations.	501	400	400	357	400

Mission Element 2: Provide administrative support to judges and defendants.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Process juvenile cases for show cause.	200	400	N/A	350	400
Perform juvenile intake interviews.	400	400	350	350	400
Assist the judiciary during each Teen Court session.	1,069	44	44	22	22
Evaluate cases and recommend pre-trial diversions.	270	360	N/A	360	360
Oversee the community garden weekly.	60	52	52	52	52

Mission Element 3: Ensure reliability and integrity of court case files.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Review all court case files for accuracy.	445	All	678	678	400

Mission Element 4: Maintain and instill public trust and confidence in the Judiciary.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Hours of juvenile community service supervised.	1,233	4,900	4,903	4,903	4,900
Conduct volunteer student attorney training.	92	2	2	1	2
Pounds of food donated from the Community Garden.	156	4,300	4,312	4,312	4,300
Recruit volunteer student attorneys.	97	2	2	1	2
Participate in Municipal Court week.	80	1	1	1	1
Attend mandatory training.	96	32	32	32	32

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Photo Red Line Violation	$ 1,178,950	$ -	$ -	$ -
Interest Earned	3,003	-	-	-
General Resources	355,215	-	-	-
Total	$ 1,537,168	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 49,168	$ -	$ -	$ -
Repair & Maintenance	176,237	-	-	-
Support Services	620,827	-	-	-
Minor Capital	3,750	-	-	-
Professional Services	432,709	-	-	-
Designated Expenses	254,477	-	-	-
Total	$ 1,537,168	$ -	$ -	$ -

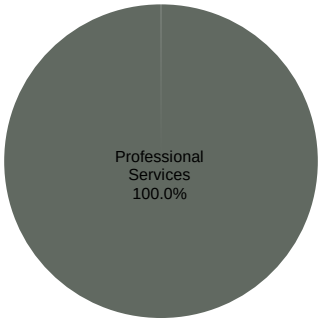
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Intergovernmental Revenue	$ 859	$ -	$ -	$ -
Miscellaneous Revenue	50	-	-	-
Interest Earned	10	-	-	-
General Resources	1,632	-	-	-
Total	$ 2,551	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Support Services	$ 2,551	$ -	$ -	$ -
Total	$ 2,551	$ -	$ -	$ -

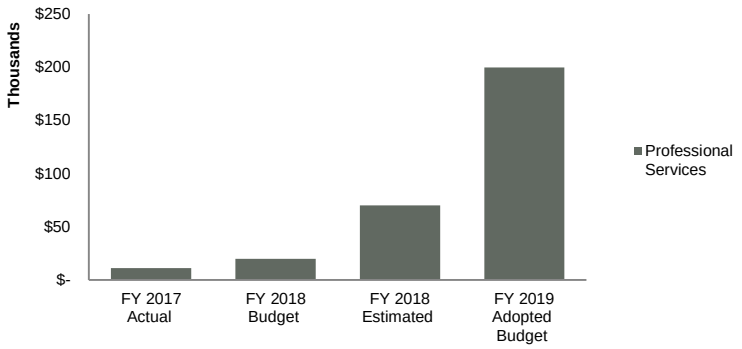
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Animal Control Donations	$ 10,585	$ 15,970	$ 84,617	$ 185,122
Interest Earned	250	-	-	-
General Resources	266	4,030	(14,617)	14,617
Total	$ 11,101	$ 20,000	$ 70,000	$ 199,739

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Professional Services	$ 11,101	$ 20,000	$ 70,000	$ 199,739
Total	$ 11,101	$ 20,000	$ 70,000	$ 199,739

Department Expenditures



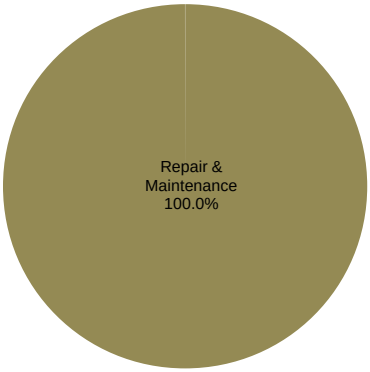
Department Expenditures History



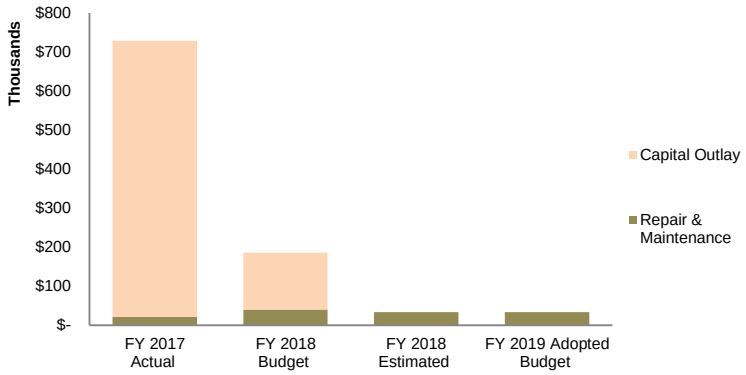
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Intergovernmental Revenue	$ 409,014	$ -	$ 156,629	$ -
Child Safety Fees	22,116	35,000	33,547	35,000
Interest Earned	1,824	-	1,881	-
Miscellaneous Receipts	255	-	6	-
General Resources	295,452	151,000	(158,563)	(1,500)
Total	$ 728,661	$ 186,000	$ 33,500	$ 33,500

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Repair & Maintenance	$ 20,793	$ 40,000	$ 33,500	$ 33,500
Capital Outlay	707,868	146,000	-	-
Total	$ 728,661	$ 186,000	$ 33,500	$ 33,500

Department Expenditures



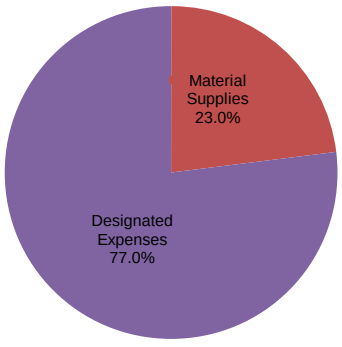
Department Expenditures History



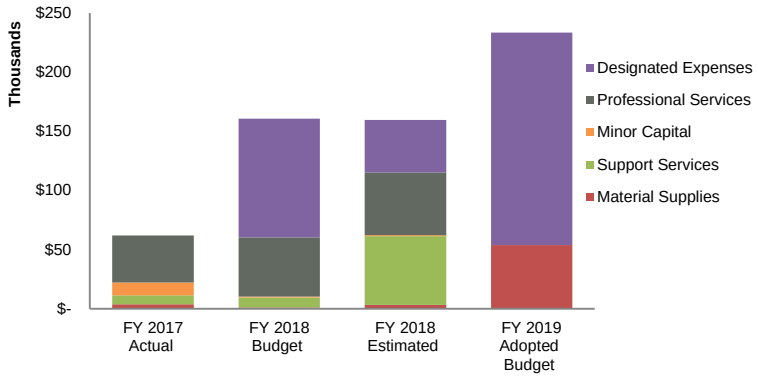
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Sale of City Property	$ 7,483	$ 29,696	$ 1,000	$ 61,869
Evidence Cash	-	23,776	30,576	63,353
Vehicle Abandonment Fee	19,160	10,858	6,180	-
Jail Phone Fee	6,902	11,927	6,500	10,252
National Night Out	2,138	3,810	1,950	3,253
Police Explorers	2,684	3,424	4,500	3,177
PETCO Grant	45,000	-	-	-
Intergovernmental Revenue	19,540	-	23,110	17,776
Miscellaneous Receipts	940	-	-	-
Interest Income	975	-	-	-
Investment Expense	(4)	-	-	-
General Resources	(42,841)	77,307	85,876	73,816
Total	$ 61,977	$ 160,798	$ 159,692	$ 233,496

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 3,800	$ 1,100	$ 3,292	$ 53,766
Support Services	7,522	8,400	58,133	-
Minor Capital	10,934	700	694	-
Professional Services	39,721	50,213	53,213	-
Designated Expenses	-	100,385	44,360	179,730
Total	$ 61,977	$ 160,798	$ 159,692	$ 233,496

Department Expenditures



Department Expenditures History



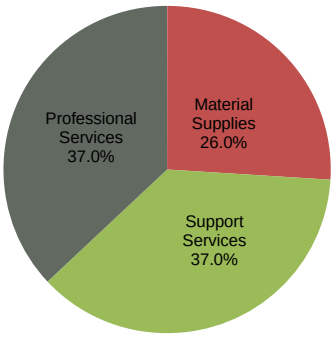
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
JLUS Grant	$ 37,789	$ -	$ -	$ -
General Resources	-	-	-	-
Total	$ 37,789	$ -	$ -	$ -

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 2,753	$ -	$ -	$ -
Support Services	-	-	-	-
Project Expense	35,036	-	-	-
Total	$ 37,789	$ -	$ -	$ -

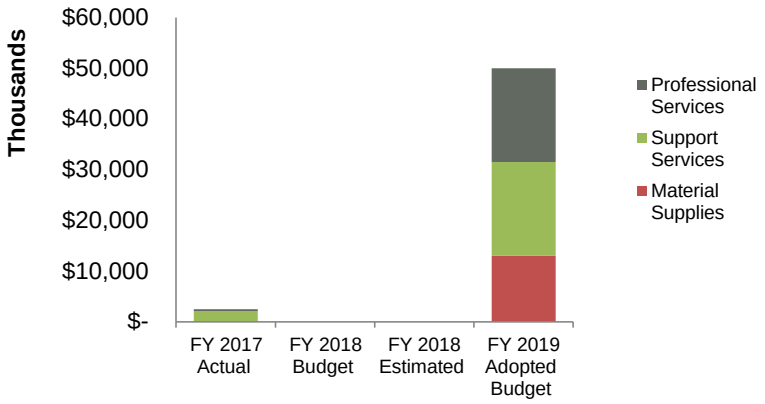
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Wellness Non-Assessment Fee	$ 111,725	$ -	$ 155,523	$ 263,523
Interest Earned	444	-	-	-
General Resources	(109,674)	-	(155,523)	(213,523)
Total	$ 2,495	$ -	$ -	$ 50,000

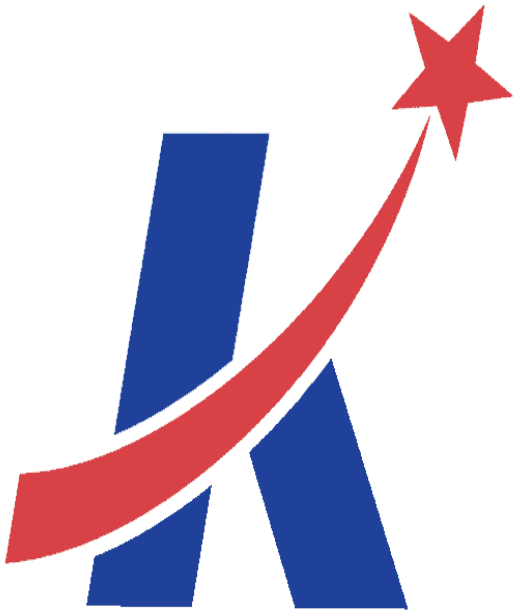
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Material Supplies	$ 117	$ -	$ -	$ 13,000
Support Services	1,978	-	-	18,500
Professional Services	400	-	-	18,500
Total	$ 2,495	$ -	$ -	$ 50,000

Department Expenditures



Department Expense History

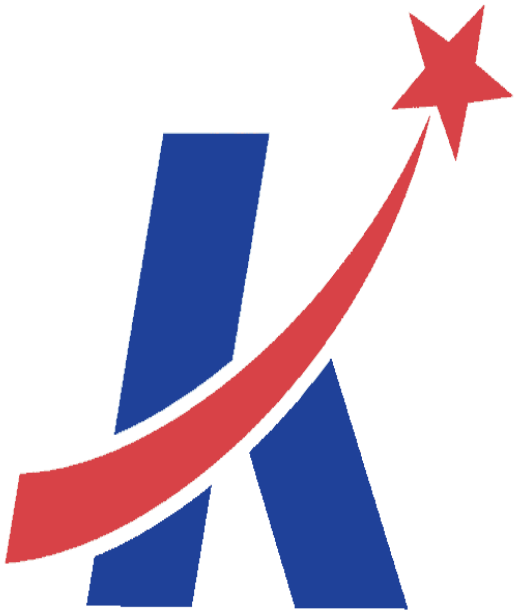




Dedicated Service – Everyday, for Everyone!



Internal Service Funds



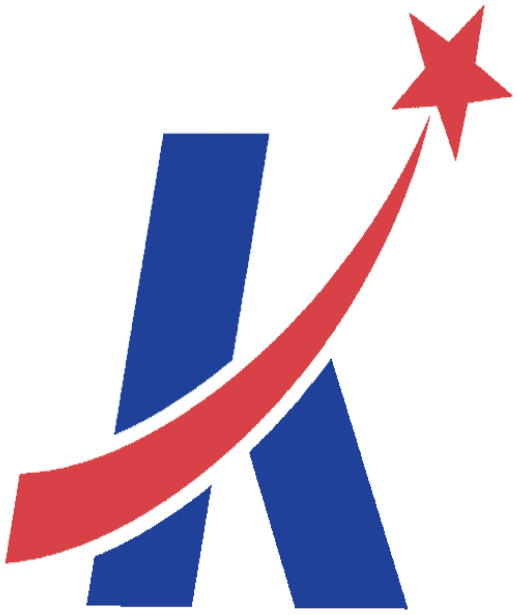
Dedicated Service – Everyday, for Everyone!

INTERNAL SERVICE FUNDS

Fleet Internal Service Fund is used to account for the acquisition of vehicles/rolling stock and fleet maintenance services provided to other funds on a cost-reimbursement basis.

Risk Management Internal Service Fund is used to account for the liability insurance of the City and provide a loss prevention program to mitigate risk.

Information Technology Internal Service Fund provides for the management of the City's hardware, software and telecommunications equipment and services.



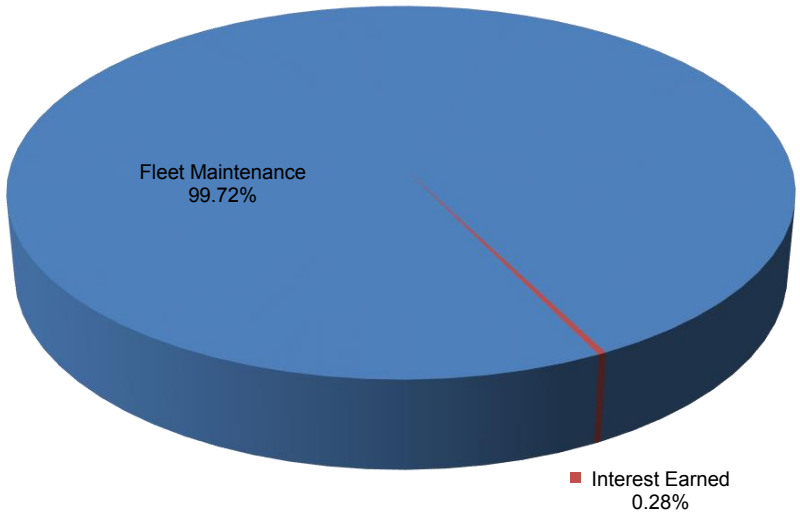
Dedicated Service – Everyday, for Everyone!

Internal Service Fund (Fleet Services)
Budget Summary
FY 2019

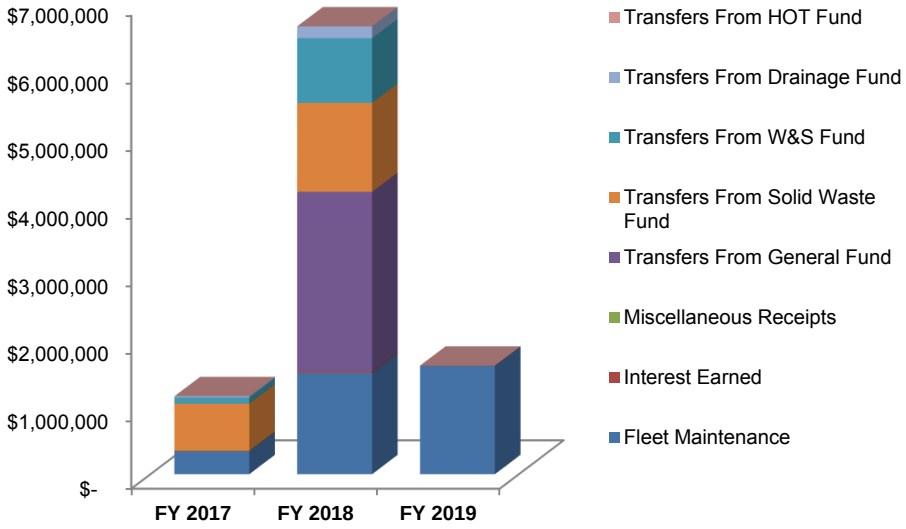
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Interest Earned	$ 12,204	$ 18,000	$ 18,000	$ 4,500	0.28%	-75.00%
Fleet Maintenance	334,066	1,497,585	1,497,585	1,600,357	99.72%	6.86%
Miscellaneous Receipts	12,676	-	-	-	0.00%	0.00%
Transfers From General Fund	-	2,395,660	2,663,285	-	0.00%	-100.00%
Transfers From HOT Fund	864	-	-	-	0.00%	0.00%
Transfers From Solid Waste Fund	682,485	1,500,420	1,316,236	-	0.00%	-100.00%
Transfers From Water & Sewer	91,430	497,000	960,159	-	0.00%	-100.00%
Transfers From Drainage Fund	18,286	175,216	175,216	-	0.00%	-100.00%
Total Revenues	$ 1,152,011	$ 6,083,881	$ 6,630,481	$ 1,604,857	100.00%	-73.62%
Operating Expenses						
Fleet Services Operations	$ 1,412,816	$ 1,490,716	$ 1,445,605	$ 1,604,857	100.00%	7.66%
Total Operating Expenses	1,412,816	1,490,716	1,445,605	1,604,857	100.00%	7.66%
Non-Operating Expenses						
Capital Outlay	-	5,612,806	8,667,451	-	0.00%	-100.00%
Transfers Out	1,377,665	-	-	-	0.00%	0.00%
Total Non-Operating Expenses	1,377,665	5,612,806	8,667,451	-	0.00%	-100.00%
Total Expenses	$ 2,790,481	$ 7,103,522	$ 10,113,056	$ 1,604,857	100.00%	-77.41%
Net Change in Working Capital	$ (1,638,470)	$ (1,019,641)	$ (3,482,575)	-		
Working Capital Balance, Beginning				445,117		
Working Capital Balance, Ending				$ 445,117		

Internal Service Fund (Fleet Services)

-Revenues by Source FY 2019-

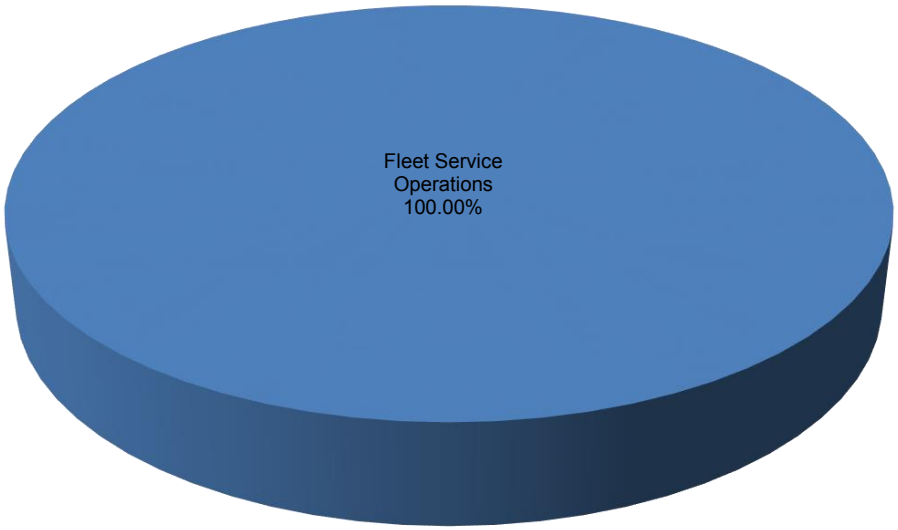


-Revenues by Source Last Three Years-

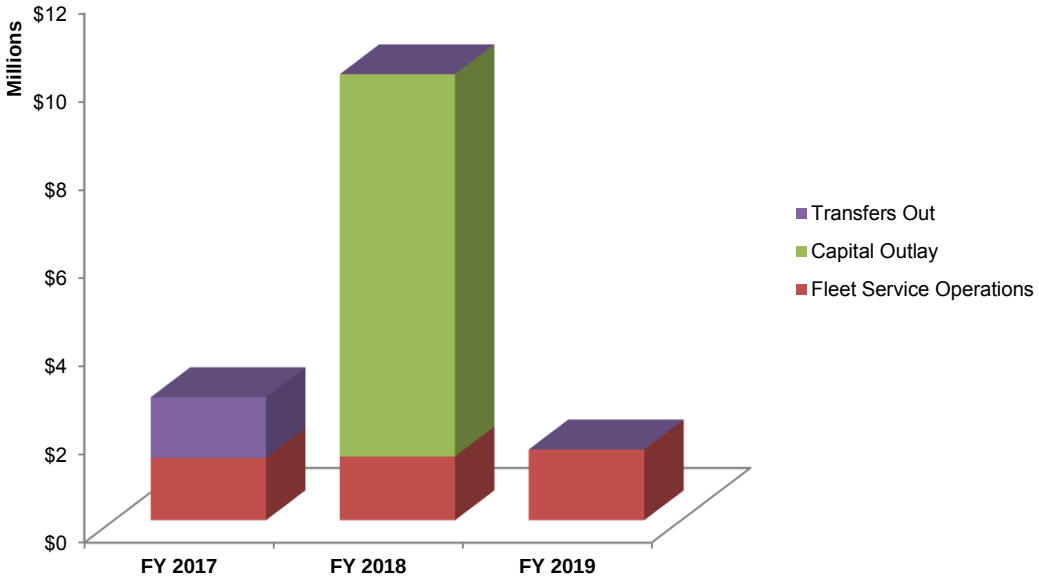


Internal Service Fund (Fleet Services)

-Expenditures by Department FY 2019-



-Expenditures by Source Last Three Years-



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
Fleet Services Revenues					
	Charges for Services				
601-0000-320.01-01	FLEET MAINTENANCE	$ 334,066	$ -	$ 1,497,585	$ -
601-0000-321.90-10	FUND 010	-	3,068,458	2,663,285	718,969
601-0000-321.92-14	FUND 214	864	898	-	960
601-0000-321.95-40	FUND 540	682,485	2,210,205	1,316,236	758,493
601-0000-321.95-50	FUND 550	91,430	592,087	960,159	101,613
601-0000-321.95-75	FUND 575	18,286	194,233	175,216	20,322
	Charges for Services	**1,127,131**	**6,065,881**	**6,612,481**	**1,600,357**
	Investments Income				
601-0000-361.05-00	INTEREST EARNED	12,386	20,000	20,000	5,000
601-0000-361.05-10	INVESTMENT EXPENSE	(182)	(2,000)	(2,000)	(500)
	Investments Income	**12,204**	**18,000**	**18,000**	**4,500**
	Miscellaneous Income				
601-0000-371.10-02	PURCHASING CARDS	10,934	-	-	-
	Miscellaneous Income	**10,934**	**-**	**-**	**-**
	Other Financing Sources				
601-0000-392.01-01	SALE OF ASSETS	1,742	-	-	0
	Other Financing Sources	**1,742**	**-**	**-**	**-**
	Fleet Services Revenues	**$ 1,152,011**	**$ 6,083,881**	**$ 6,630,481**	**$ 1,604,857**

Mission:

To procure vehicles and equipment; manage and maintain fleet assets; and provide fueling operations.

Mission Elements:

- Procure and dispose of vehicles and equipment.
- Manage and maintain the fleet.
- Manage fueling operations.

Goals:

- Timely procurement of FY19 vehicles and equipment.
- Continue to refine preventive maintenance schedules.
- Monitor and reduce repair "come-backs".
- Reduction tire damage by maintaining proper inflation and cleanliness of unloading area.
- Initiate GPS/telematics pilot program.
- Analyze a vehicle lease program.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Transfer from General Fund	$ 334,066	$ 3,068,458	$ 3,336,083	$ 718,969
Transfer from Hotel Occupancy Tax Fund	864	898	898	960
Transfer from Solid Waste Fund	682,485	2,210,205	2,026,021	758,493
Transfer from Water & Sewer Fund	91,430	592,087	1,055,246	101,613
Transfer from Drainage Utility Fund	18,286	194,233	194,233	20,322
Interest Income	12,204	18,000	18,000	4,500
Miscellaneous Receipts	12,676	-	-	-
General Resources	5,989,660	1,019,641	427,930	-
Total	$ 7,141,671	$ 7,103,522	$ 7,058,411	$ 1,604,857

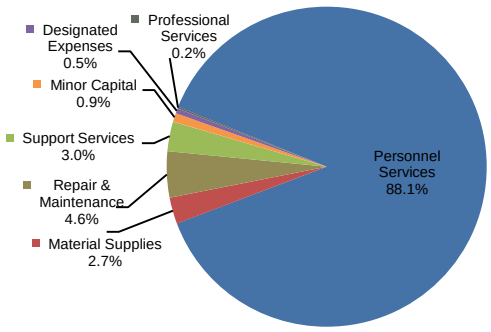
Expenses Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ 1,221,447	$ 1,301,793	$ 1,259,411	$ 1,414,165
Material Supplies	26,586	42,044	42,633	42,809
Repair & Maintenance	63,045	74,269	74,655	74,544
Support Services	35,246	48,960	48,094	48,225
Minor Capital	2,441	9,000	9,000	14,014
Designated Expenses	3,278	11,650	8,200	8,200
Professional Services	-	3,000	3,612	2,900
Capital Outlay	4,411,963	5,612,806	5,612,806	-
Transfers to Solid Waste Fund	491,826	-	-	-
Transfers to Water & Sewer Fund	885,839	-	-	-
Total	$ 7,141,671	$ 7,103,522	$ 7,058,411	$ 1,604,857

Staffing [1]	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Director of Fleet Services	1.00	1.00	1.00
Fleet Replacement Coordinator	1.00	1.00	1.00
Fleet Service Supervisor	2.00	2.00	2.00
Fleet Services Parts Supervisor	1.00	1.00	1.00
Fleet Services Shop Foreman [2]	-	-	1.00
Fleet Services Technicians	13.00	13.00	13.00
Lube Technicians	3.00	3.00	3.00
Parts Assistant	3.00	3.00	3.00
Principal Secretary	1.00	1.00	1.00
Total Staffing	26.00	26.00	27.00

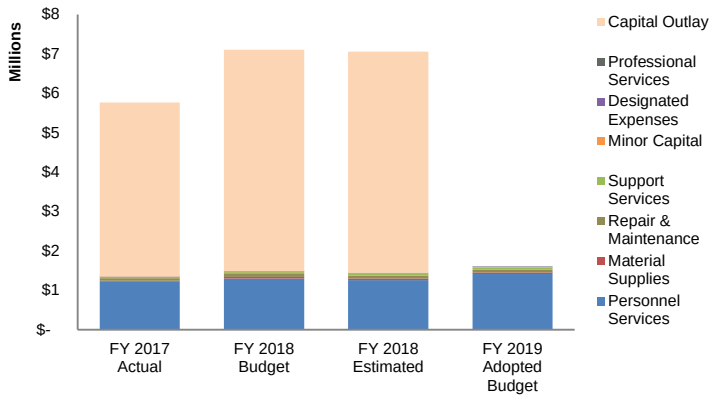
[1] - In FY 2018, set up Fleet Services as an Internal Service Fund

[2] - Position added in FY 2019

Department Expenses



Department Expense History



Mission Element 1: Procure and dispose of vehicles and equipment.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Procure and deploy approved fleet units.	1,750	64	58	10	112
Properly dispose of replaced or released units.	180	85	45	51	85
Reduce the average age of fleet to industry standard, currently 6.9 years.	150	9.0	9.4	9.3	9.0

Mission Element 2: Manage and maintain the fleet.

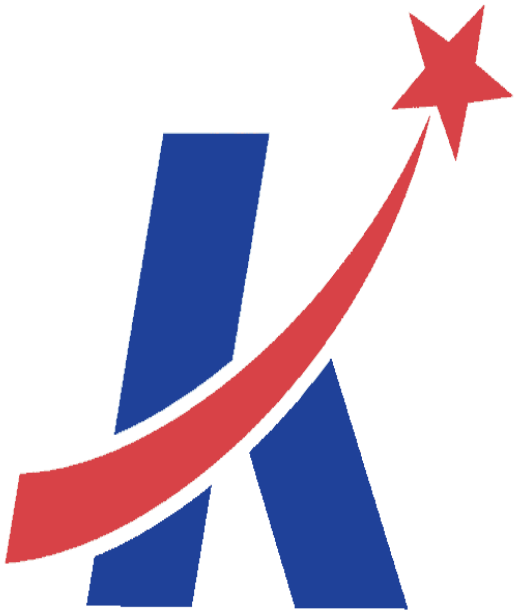
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Initiate lubricants and tire service contracts.	36	1	2	2	1
Reduce Solid Waste tire services expense by 2.5%.	60	$263,250	$274,000	$270,000	$263,250
Completed work orders.	52,836	4,900	4,900	4,946	4,900
Limit equipment repair returns to <0.5% annually.	40	25	24	24	25
Initiate/implement a pilot program for telematics.	68	1	0	0	1

Mission Element 3: Fuel the fleet.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Maintain 100% availability of on-site fuel.	9	100%	100%	99%	100%
Ensure 100% compliance of monthly statistical inventory reconciliation reporting for the three in-ground storage tanks.	996	36	36	36	36
Reduce monthly incorrect odometer entries city-wide by 5% (currently averaging 73/month).	20	73	69	77	73
Number of gallons of fuel used annually.	15	743,000	747,042	742,043	743,000



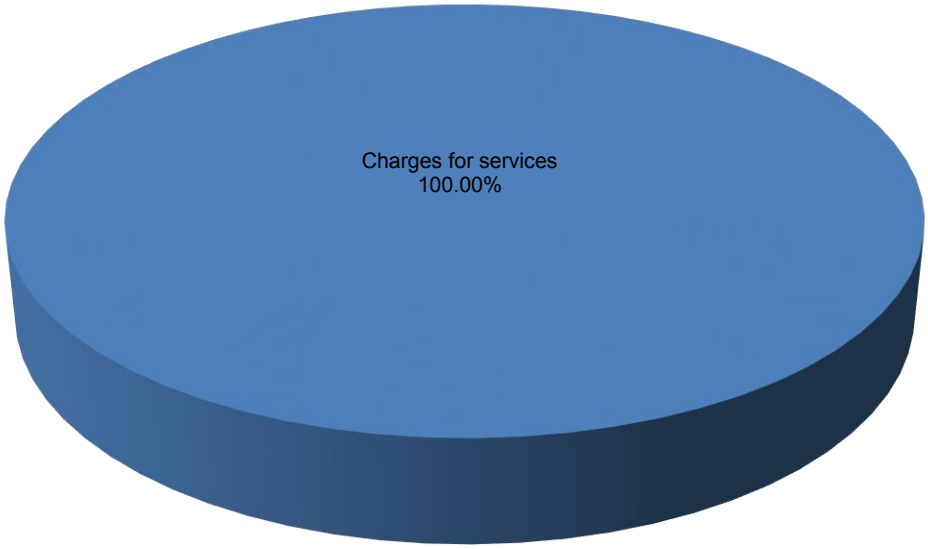
Dedicated Service – Everyday, for Everyone!

Internal Service Fund (Information Technology)
Budget Summary
FY 2019

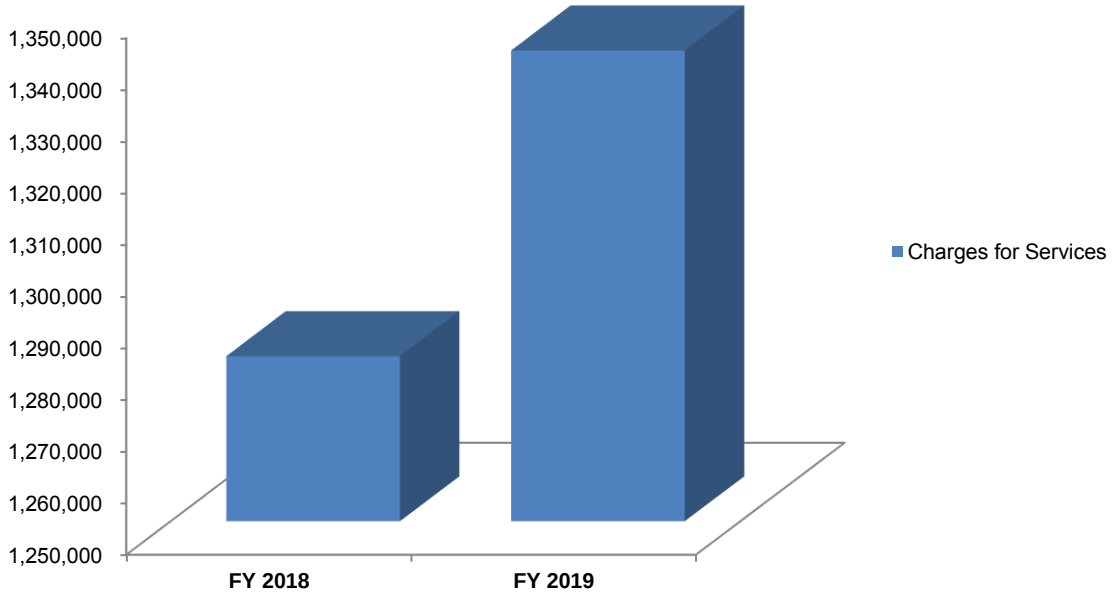
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Charges for Services	$ -	$ 2,780,059	$ 2,809,476	$ 2,915,144	37.58%	4.86%
Total Revenues	-	2,780,059	2,809,476	2,915,144	99.98%	4.86%
Expenses						
Operating Expenses	-	$ 2,526,076	$ 2,505,121	$ 2,630,144	88.34%	4.12%
Capital Outlay	-	253,983	304,355	285,000	11.66%	12.21%
Total Expenses	$ -	$ 2,780,059	$ 2,809,476	$ 2,915,144	156.82%	4.86%
Net Change in Working Capital	$ -	$ -	$ -	-		
Working Capital Balance, Beginning				-		
Working Capital Balance, Ending				$ -		

Internal Service Fund (Information Technology)

-Revenues by Source FY 2019-

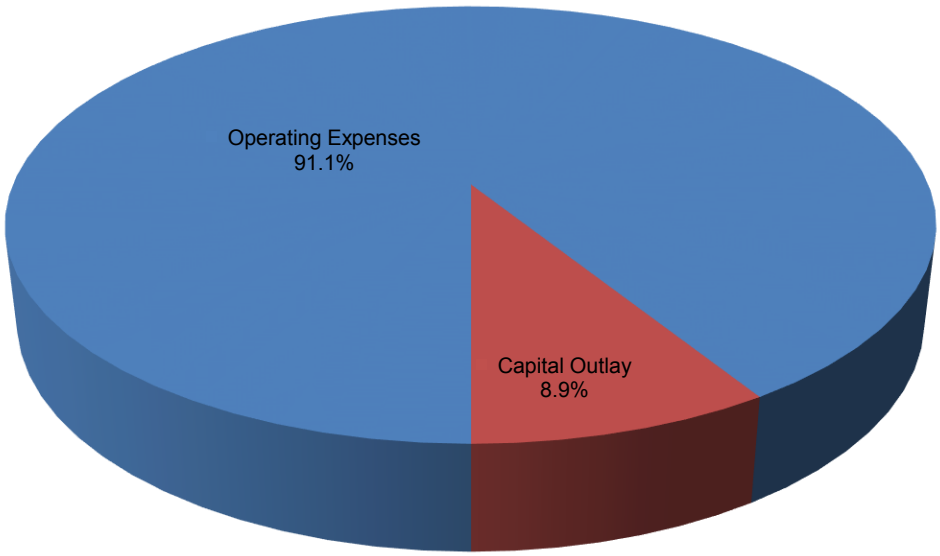


-Revenues by Source Last Two Years-

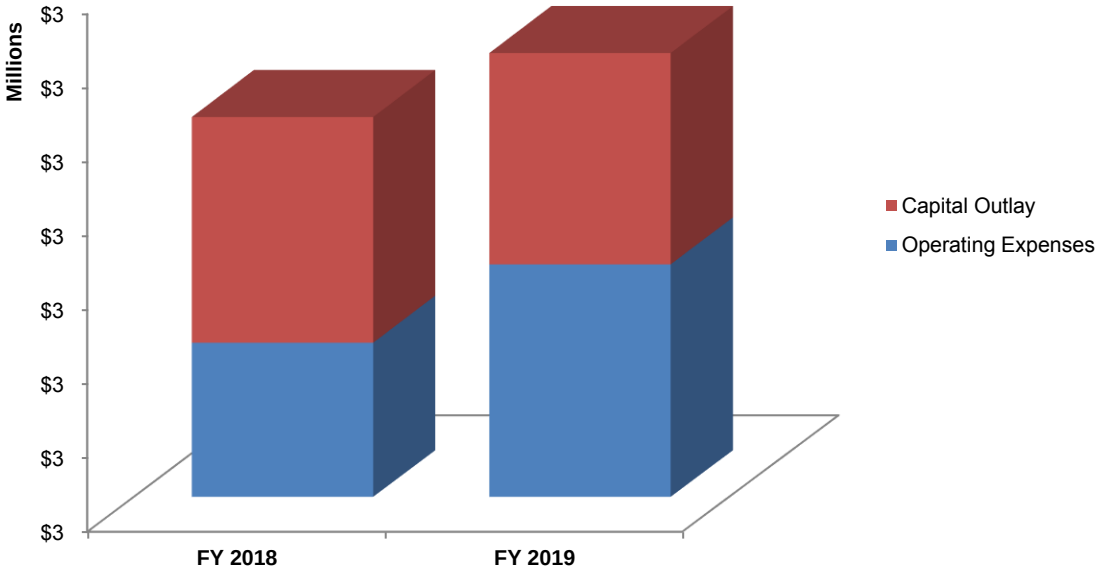


Internal Service Fund (Information Technology)

-Expenditures by Category FY 2019-



-Expenditures by Source Last Two Years-



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
Information Technology Revenues					
	Charges for Services				
627-0000-321.90-10	FUND 010	$ -	$ 1,039,263	$ 1,055,827	$ 1,099,887
627-0000-321.92-14	FUND 214	-	42,200	42,200	44,310
627-0000-321.95-25	FUND 525	-	114,150	114,150	117,118
627-0000-321.95-40	FUND 540	-	266,816	270,409	290,600
627-0000-321.95-50	FUND 550	-	1,149,764	1,158,196	1,188,475
627-0000-321.95-75	FUND 575	-	167,866	168,694	174,754
	Charges for Services	**-**	**2,780,059**	**2,809,476**	**2,915,144**
	Information Technology Revenues	**$ -**	**$ 2,780,059**	**$ 2,809,476**	**$ 2,915,144**

Mission:

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

Mission Elements:

- Provide a secure, reliable, and cost-effective network.
- Provide standard software and hardware support.
- Provide enterprise applications support.
- Provide GIS services to all city departments.

Goals:

- Deploy new features from our telecommunication system.
- Install outdoor Wi-Fi at some public locations.
- Install backup Data Center.
- Upgrade virtualization software.
- Upgrade PC and Server Operating Systems.
- Upgrade Network Storage Capabilities.
- Expand GIS web technology access to staff and public.
- Upgrade enterprise-wide GIS software.
- Assist departments in mapping critical processes.
- Improve IT relations across the enterprise.

Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Transfer from General Fund	$ -	$ 1,039,263	$ 1,039,263	$ 1,099,887
Transfer from Hotel Occupancy Tax Fund	-	42,200	42,200	44,310
Transfer from KFHRA Fund	-	114,150	114,150	117,118
Transfer from Solid Waste Fund	-	266,816	266,816	290,600
Transfer from Water & Sewer Fund	-	1,149,764	1,149,764	1,188,475
Transfer from Drainage Fund	-	167,866	167,866	174,754
General Resources	-	-	51,270	0
Total	$ -	$ 2,780,059	$ 2,831,329	$ 2,915,144

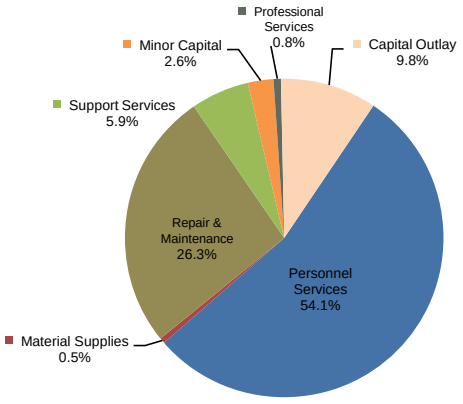
Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 1,498,519	$ 1,503,750	$ 1,578,126
Material Supplies	-	26,777	18,068	15,982
Repair & Maintenance	-	693,500	745,689	766,500
Support Services	-	150,180	158,193	172,191
Minor Capital	-	137,100	80,974	75,795
Professional Services	-	20,000	20,300	21,550
Capital Outlay	-	253,983	304,355	285,000
Total	$ -	$ 2,780,059	$ 2,831,329	$ 2,915,144

Staffing [1]	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Applications Support Manager	1.00	1.00	1.00
CAD GIS Technician [2]	2.00	3.00	3.00
Computer Operator	1.00	1.00	1.00
Computer Technician	2.00	2.00	2.00
Enterprise Operations Manager	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Executive Director	1.00	1.00	1.00
GIS Analyst [2]	-	2.00	2.00
GIS Manager [2]	-	1.00	1.00
Help Desk Technician	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
Network Manager	1.00	1.00	1.00
Network Technician	3.00	3.00	3.00
Network Technician - Airport [2]	-	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Senior CAD/GIS Technician [2]	-	1.00	1.00
Software Specialist	1.00	1.00	1.00
Systems Administrator II	1.00	1.00	1.00
Total Staffing	18.00	24.00	24.00

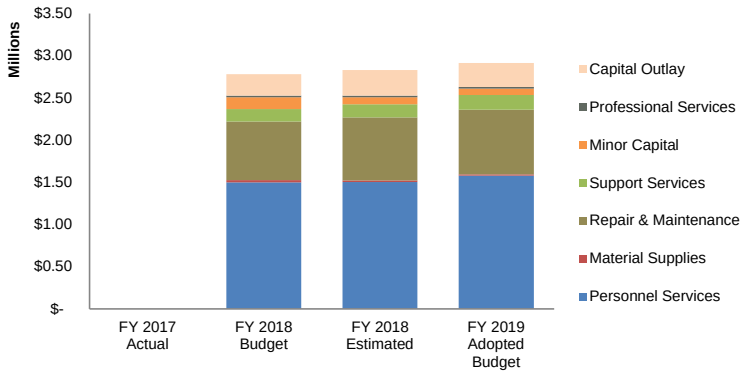
[1] - Realigned positions to Information Technology Internal Service Fund

[2] - Realigned positions from other funds to Information Technology Internal Service Fund

Department Expenditures



Department Expenditure History



NETWORK DIVISION

Mission Element: Provide a secure, reliable, and cost-effective network.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Availability of Network Resources.	-	99.99%	98.00%	99.00%	99.00%
Fiber Network availability.	1,040	26.57 miles	99.00%	99.00%	99.00%
Network equipment availability.	6,240	129 devices	98.00%	99.00%	99.00%
Telephone systems availability.	2,080	99.90%	99.90%	99.90%	99.90%
Radio network availability.	1,040	14 links	99.00%	98.00%	99.00%
Active Wi-Fi buildings.	3,120	34	30	34	40
Availability of mobile devices.	2,080	99.00%	98.00%	98.00%	99.00%
Availability of video surveillance.	-	99.00%	99.00%	98.00%	99.00%
Surveillance cameras.	1,040	218	99.00%	97.00%	99.00%
Surveillance recording servers.	1,040	12	99.00%	99.00%	99.00%
Availability of access control systems.	1,040	99.00%	99.00%	99.00%	99.00%

OPERATIONS DIVISION

Mission Element: Establish standards for software and hardware support.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Percentage of systems with unauthorized software.	1,040	10%	4%	4%	2%
City systems (purchased) active on the network.	3,120	1,285	1,300	1,302	1,350
Work orders opened/closed (includes previous year).	5,302	4,500 / 4,600	4,750 / 4,750	5,302 / 5,288	5,330 / 5,330
Calls to the help desk.	2,080	13,000	8,400	9,459	9,750

APPLICATIONS SUPPORT DIVISION

Mission Element: Provide enterprise applications, support, and procurement.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Software applications/modules.	2,080	12/25	13/29	13/29	14/30
Servers managed.	2,080	74	70	70	69
Licenses users supported.	2,080	800	750	775	775
Projects initiated/completed.	2,080	25/12	25/12	43/22	55/30

GEOGRAPHIC INFORMATION SYSTEMS DIVISION

Mission Element: Provide GIS services to all city departments.

Operational Targets: Essential department functions within the mission element.

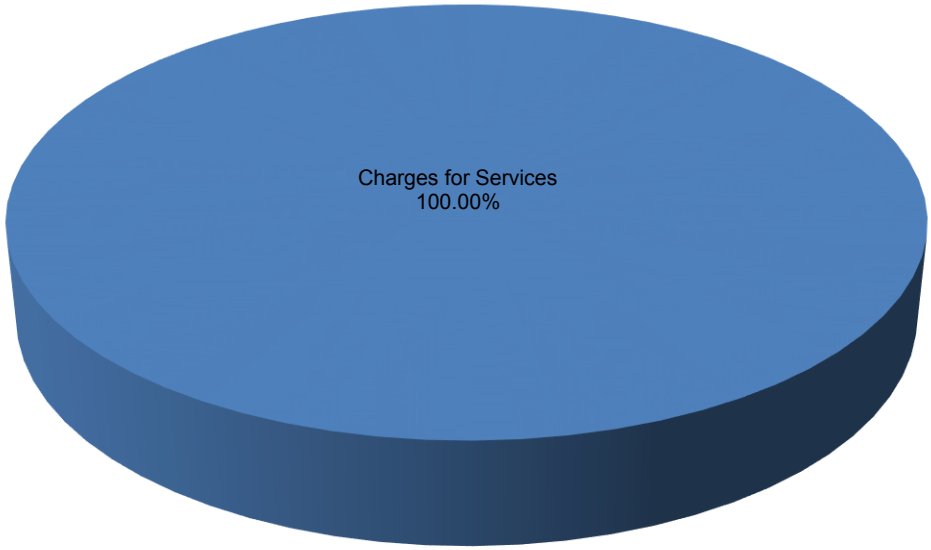
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Account for and manage assets in GIS database.	6,240	1,200,000	1,501,000	1,510,000	1,520,000
Manage internal and external websites.	3,120	17	17	17	19
Plan and execute analytical projects.	3,120	8	8	8	10
Produce GIS documents.	2,080	240	280	285	320

Internal Service Fund (Risk Management)
Budget Summary
FY 2019

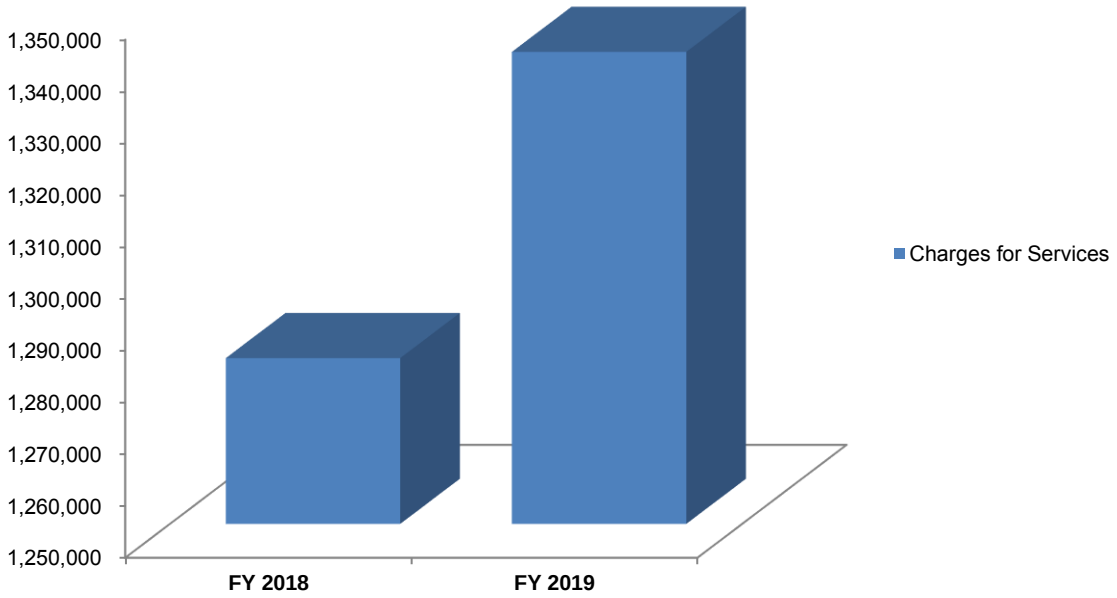
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Charges for Services	$ -	$ 1,281,989	$ 1,281,989	$ 1,341,084	100.00%	4.61%
Total Revenues	-	1,281,989	1,281,989	1,341,084	100.00%	4.61%
Operating Expenses	$ -	$ 1,281,989	$ 1,204,913	$ 1,341,084	100.00%	4.61%
Net Change in Working Capital	$ -	$ -	$ 77,076	-		
Working Capital Balance, Beginning				-		
Working Capital Balance, Ending				$ -		

Internal Service Fund (Risk Management)

-Revenues by Source FY 2019-

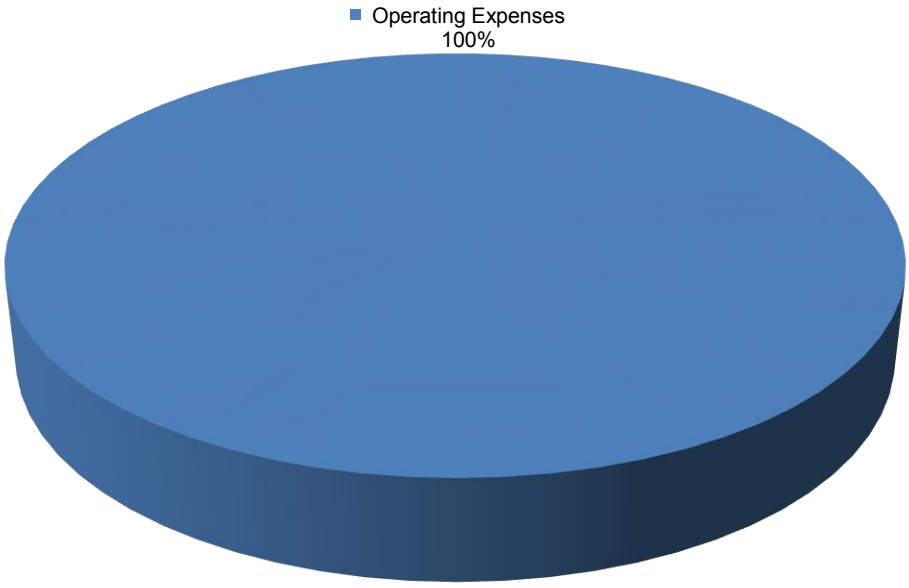


-Revenues by Source Last Two Years-

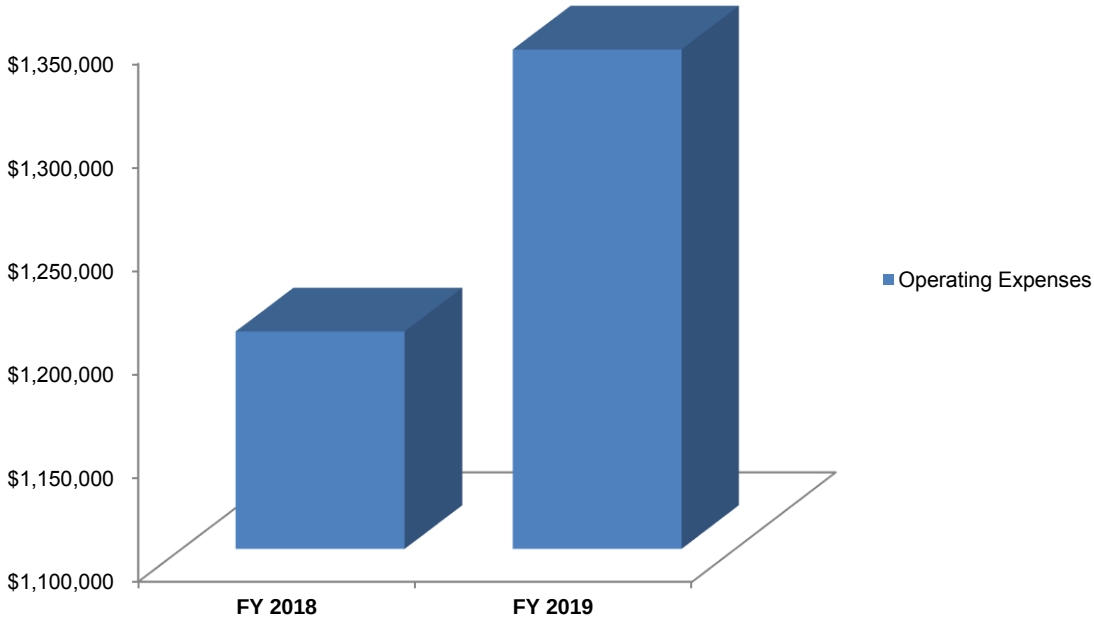


Internal Service Fund (Risk Management)

-Expenditures by Category FY 2019-



-Expenditures by Source Last Two Years-



Account	Description	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Estimated Actual	FY 2019 Adopted Budget
Risk Management Revenues					
	Charges for Services				
623-0000-321.90-10	FUND 010	$ -	$ 781,808	$ 781,808	$ 817,847
623-0000-321.92-14	FUND 214	-	23,776	23,776	24,872
623-0000-321.95-25	FUND 525	-	78,785	78,785	82,358
623-0000-321.95-27	FUND 527	-	15,108	15,108	15,863
623-0000-321.95-40	FUND 540	-	196,129	196,129	205,169
623-0000-321.95-50	FUND 550	-	158,723	158,723	166,040
623-0000-321.95-75	FUND 575	-	27,660	27,660	28,935
	Charges for Services	**-**	**1,281,989**	**1,281,989**	**1,341,084**
	Risk Management Revenues	**$ -**	**$ 1,281,989**	**$ 1,281,989**	**$ 1,341,084**

Mission:

Risk Management's mission is to establish effective risk prevention and controls to minimize the City's financial risk while providing optimum services to City employees and its citizens through the centralized administration of workers compensation, safety, loss control, and other risk management programs.

Mission Elements:

- Implement and manage an effective safety program.
- Implement and manage an effective loss prevention and risk mitigation program.
- Manage appropriate insurance programs to ensure proper coverage and cost benefits.

Goals:

- Implement a standardized and effective safety program.
- Reduce preventable incidents by heightening safety awareness.
- Incorporate loss prevention practices and risk management functions in areas in addition to employee safety.

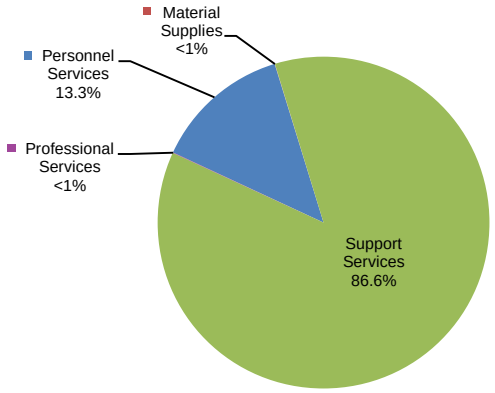
Revenue Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Transfer from General Fund	$ -	$ 781,808	$ 781,808	$ 817,847
Transfer from Hotel Occupancy Tax Fund	-	23,776	23,776	24,872
Transfer from KFHRA Fund	-	78,785	78,785	82,358
Transfer from Skylark Field Fund	-	15,108	15,108	15,863
Transfer from Solid Waste Fund	-	196,129	196,129	205,169
Transfer from Water & Sewer Fund	-	158,723	158,723	166,040
Transfer from Drainage Fund	-	27,660	27,660	28,935
General Resources	-	-	(77,076)	-
Total	$ -	$ 1,281,989	$ 1,204,913	$ 1,341,084

Expenditure Summary	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Adopted Budget
Personnel Services	$ -	$ 179,734	$ 102,658	$ 178,445
Material Supplies	-	200	11	200
Support Services	-	1,097,899	1,097,974	1,161,839
Minor Capital	-	4,156	4,270	-
Professional Services	-	-	-	600
Total	$ -	$ 1,281,989	$ 1,204,913	$ 1,341,084

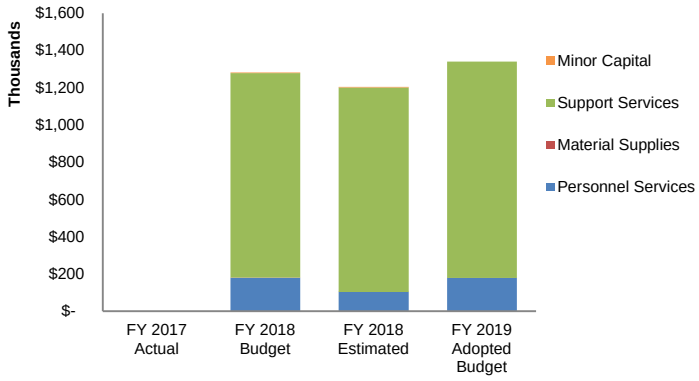
Staffing [1]	FY 2017 Actual	FY 2018 Estimated	FY 2019 Adopted Budget
Claims Specialist	-	1.00	1.00
Risk Manager	-	1.00	1.00
Safety Officer	-	1.00	1.00
Total Staffing	-	3.00	3.00

[1] - Transferred Workers Compensation Specialist from Human Resources and added two additional positions to set up Risk Management Internal Service Fund

Department Expenditures



Department Expenditure History



Mission Element 1: Implement and manage an effective loss prevention and risk mitigation program.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Finalize, approve and manage an effective risk mitigation program.	37	1	N/A	N/A	1
Monitoring of preventable injuries.	37	43	N/A	43	41
Implement loss prevention protocols thru training.	37	1	N/A	N/A	1
Monitor preventable work-related vehicle accidents.	37	66	N/A	66	62
Manage a loss prevention protocols thru training.	37	1	N/A	N/A	1

Mission Element 2: Implement and manage an effective safety program.

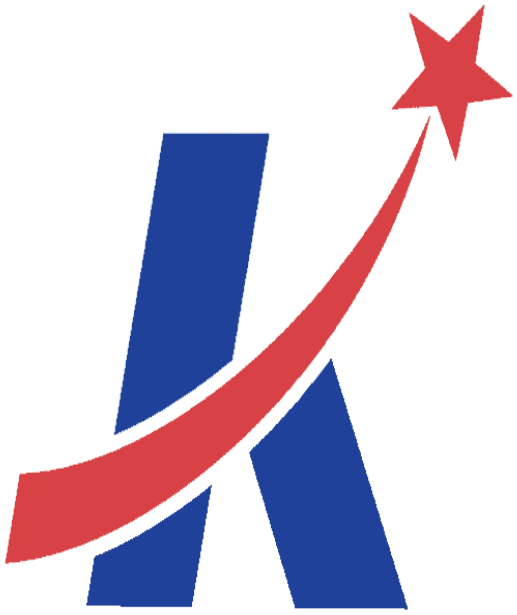
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Implement and manage an effective safety program.	187	1	N/A	N/A	1

Mission Element 3: Manage appropriate insurance programs to ensure proper coverage and cost benefits.

Operational Targets: Essential department functions within the mission element.

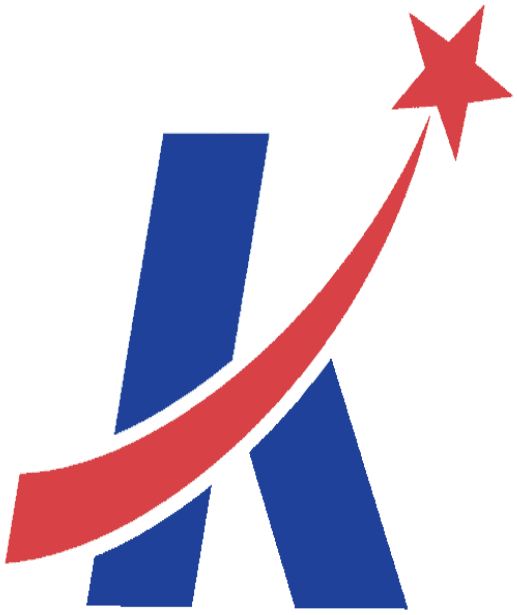
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19
Implement and manage appropriate analysis tool to ensure proper coverage and cost benefits.	6,512	1	N/A	N/A	1



Dedicated Service – Everyday, for Everyone!



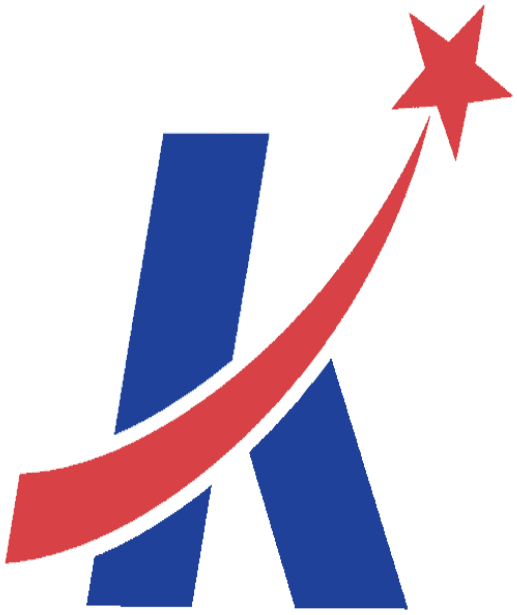
Debt Service Fund



Dedicated Service – Everyday, for Everyone!

DEBT SERVICE FUND

Debt Service Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest on long-term debt of governmental funds.



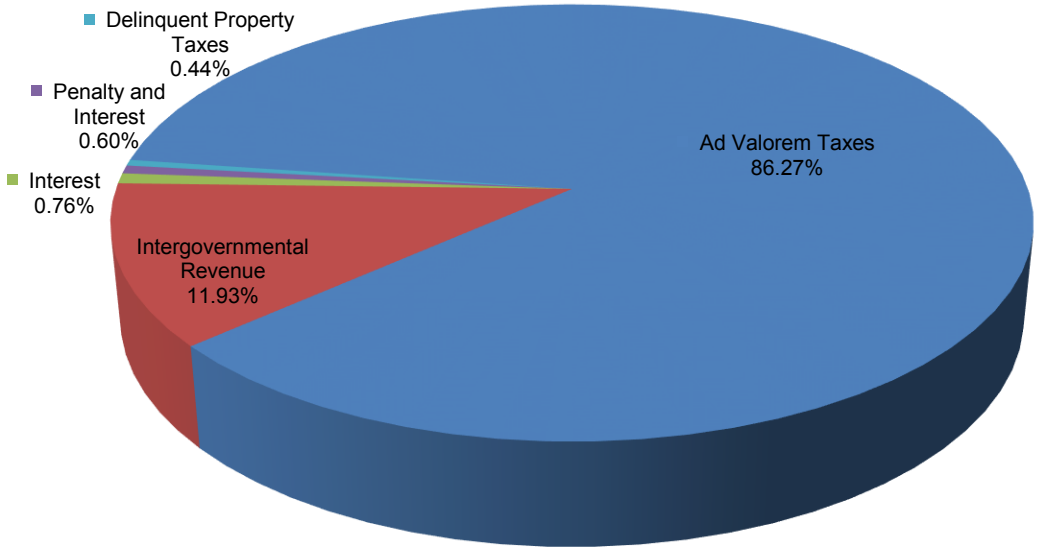
Dedicated Service – Everyday, for Everyone!

Debt Service Fund
Budget Summary
FY 2019

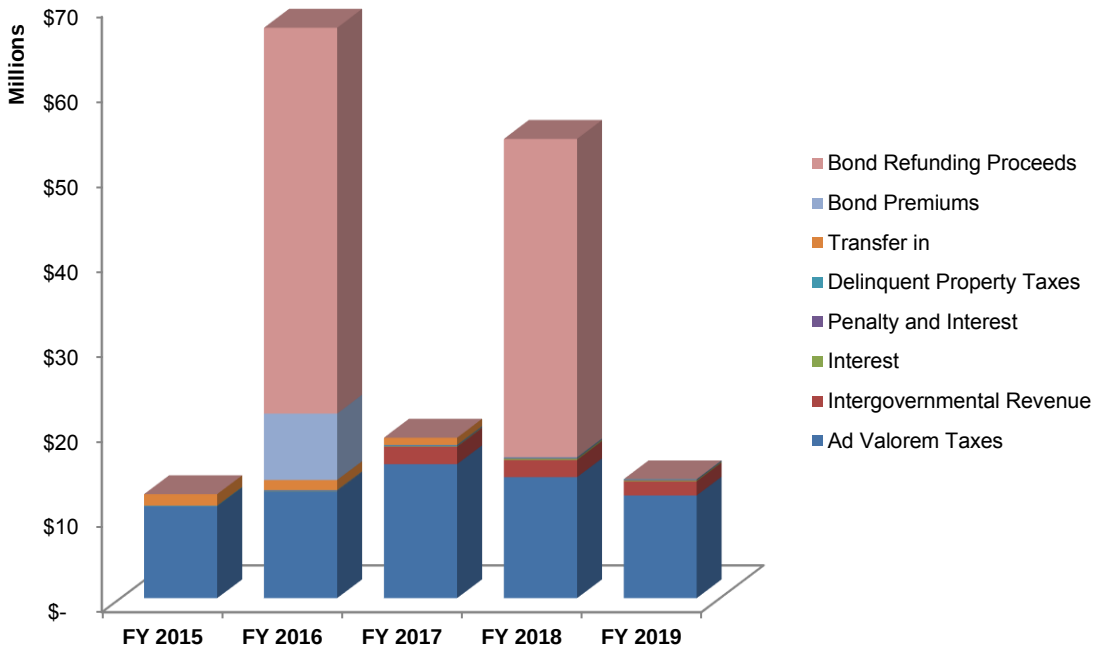
	FY 2017 Actual	FY 2018 Budget	FY 2018 Estimated	FY 2019 Budget	Percent of Budget	% Change from FY 2018 Budget
Revenues						
Taxes						
Ad Valorem Taxes	$ 15,918,678	$ 14,394,708	$ 14,394,708	$ 12,178,032	86.27%	-15.40%
Tax Discounts	610	-	-	-	0.00%	0.00%
Delinquent Property Taxes	73,253	293,770	69,437	62,133	0.44%	-78.85%
Penalties & Interest	83,346	-	84,148	85,000	0.60%	0.00%
Ad Valorem To TIRZ	(26,945)	-	(39,348)	-	0.00%	0.00%
Total Taxes	16,048,942	14,688,478	14,508,945	12,325,165	87.31%	-16.09%
Transfers In						
Transfer In from Fund 342	851,937	-	-	-	0.00%	0.00%
Total Transfers In	851,937	-	-	-	0.00%	0.00%
Interest	63,435	45,000	157,500	106,734	0.76%	137.19%
Intergovernmental Revenue	2,038,985	1,684,375	2,038,985	1,684,375	11.93%	0.00%
Bond Refunding Proceeds	-	-	37,332,980	-	0.00%	0.00%
Total Revenues	$ 19,003,299	$ 16,417,853	$ 54,038,410	$ 14,116,274	100.00%	-14.02%
Expenses						
Interest Payments	7,829,053	7,593,661	7,590,379	7,158,274	45.12%	-5.73%
Principal Payments	7,605,000	8,120,000	8,120,000	8,680,000	54.71%	6.90%
Arbitrage Calculation Fees	19,242	15,000	17,000	20,000	0.13%	33.33%
Paying Agent Fees	6,366	8,000	8,000	8,000	0.05%	0.00%
Refunding Costs	-	-	391,354	-	0.00%	0.00%
Payment to Escrow Agent	-	-	36,938,001	-	0.00%	0.00%
Total Expenses	$ 15,459,661	$ 15,736,661	$ 53,064,734	$ 15,866,274	100.00%	0.82%
Net Change In Fund Balance	$ 3,543,638	$ 681,192	$ 973,676	(1,750,000)		
Fund Balance, Beginning				5,030,531		
Fund Balance, Ending				$ 3,280,531		

Debt Service Fund

-Revenues by Source FY 2019-

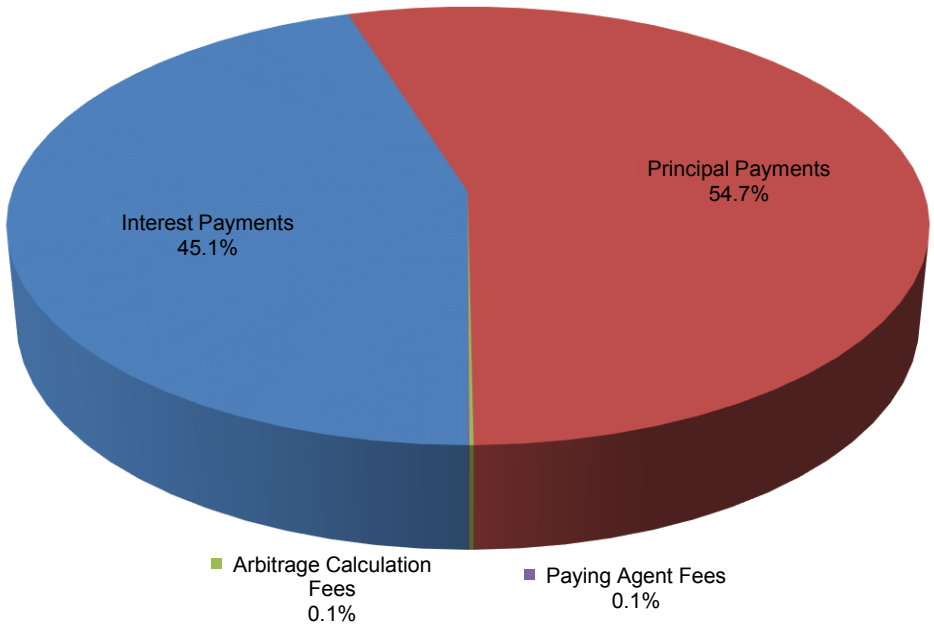


-Revenues by Source Last Five Years-

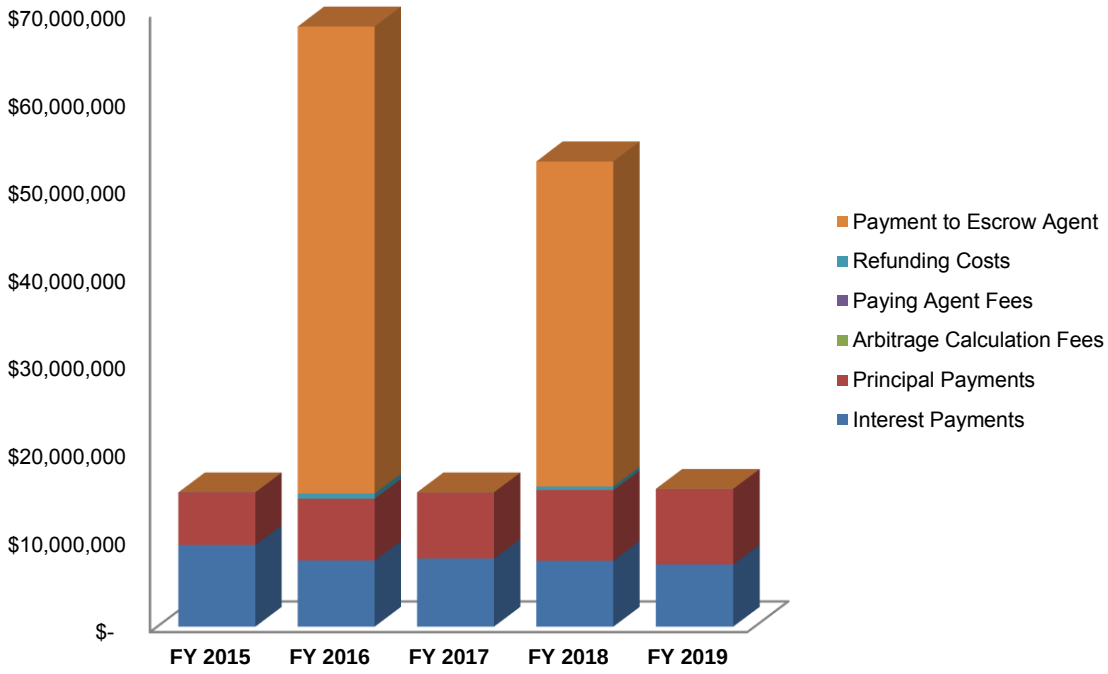


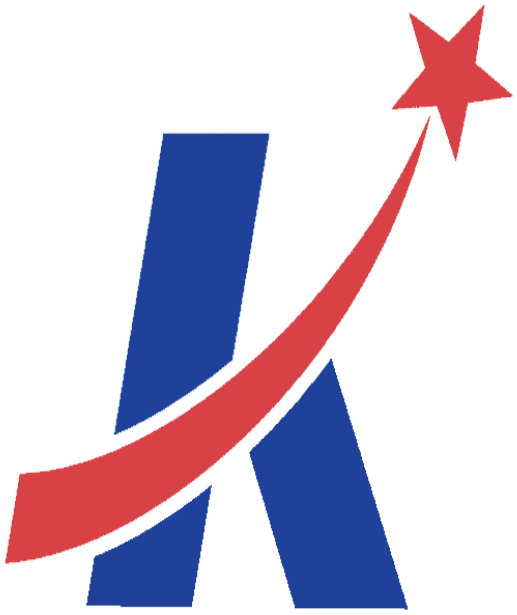
Debt Service Fund

-Expenditures by Character FY 2019-



-Expenditures by Character Last Five Years-





Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Annual Budget
FY 2019

- Tax Structure -

			% of Appraised Value	Taxes Lost
Total Appraised Value		$ 7,177,133,251		
Less:	Ag Value Loss	(18,224,439)	0.25%	$ (136,647)
	Cap on Homestead Increases	(4,490,151)	0.06%	(33,667)
	Charitable Organizations	(4,261,517)	0.06%	(31,953)
	Veterans' Partial Exemptions	(72,296,005)	1.01%	(542,075)
	Veterans' 100% HS Exemption	(634,645,603)	8.84%	(4,758,573)
	Totally Exempt Property	(528,355,859)	7.36%	(3,961,612)
	Armed Services Surviving Spouse	(3,781,837)	0.05%	(28,356)
	Pollution Control	(435,043)	0.01%	(3,262)
	Freeport Exemption	-	0.00%	-
	Over 65 Exemptions	(76,168,484)	1.06%	(571,111)
	Total Exemptions	(1,342,658,938)	18.71%	$ (10,067,257)
Net Taxable Value		$ 5,834,474,313	81.29%	
	Transfer Adjustment	$ (122,282)	0.00%	
	Freeze Taxable Value	(276,115,947)	3.85%	
	Less Tax Increment Finance Zone	(17,672,958)		
Freeze Adjusted Taxable Value (less TIRZ)		$ 5,540,563,126	77.20%	
Tax Rate per $100 Valuation		$ 0.7498		
	Freeze Tax Levy	$ 1,869,156		
	Freeze Adjusted Tax Levy	41,543,142		
Total Estimated Tax Levy		$ 43,412,298		
Estimated Collections at 98%		**$ 42,544,052**		

- Comparison of Taxable Value, Levy, and Rates -

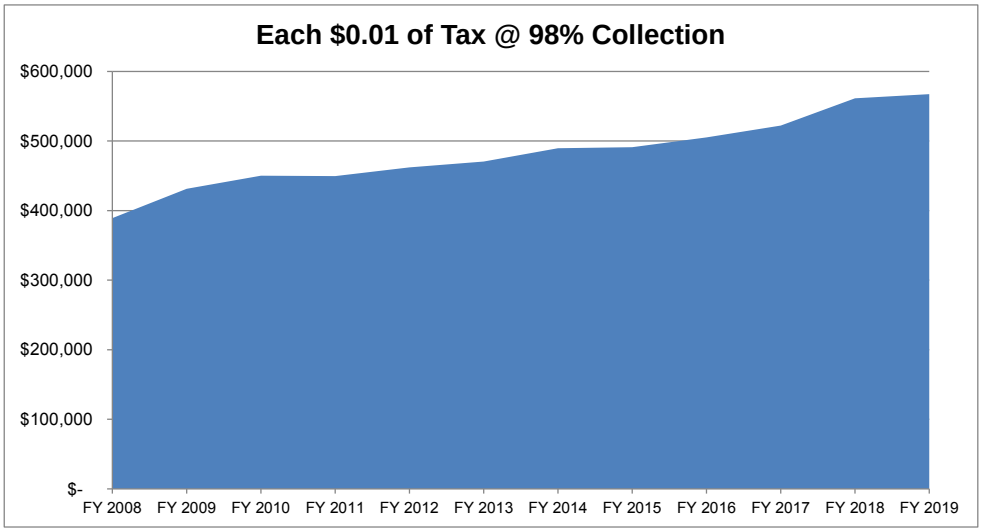
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Freeze Actual Tax	$ 1,560,979	$ 1,651,063	$ 1,734,469	$ 1,873,098	$ 1,869,156
Freeze Adjusted Taxable Value	$ 4,811,164,418	$ 4,943,248,641	$ 5,105,756,819	$ 5,495,220,469	$ 5,558,236,084
Less TIRZ	(7,427,446)	(7,446,897)	(8,906,001)	(17,004,375)	(17,672,958)
Freeze Adjusted Taxable Value (less TIRZ)	$ 4,803,736,972	$ 4,935,801,744	$ 5,096,850,818	$ 5,478,216,094	$ 5,540,563,126
Maintenance & Operations Tax Rate	$ 0.5229	$ 0.4938	$ 0.4467	$ 0.4933	$ 0.5353
Debt Service Tax Rate	$ 0.2269	$ 0.2560	$ 0.3031	$ 0.2565	$ 0.2145
Total Tax Rate	$ 0.7498	$ 0.7498	$ 0.7498	$ 0.7498	$ 0.7498
Tax Levy (excluding TIRZ)	$ 37,579,399	$ 38,659,704	$ 39,950,656	$ 42,948,762	$ 43,412,298

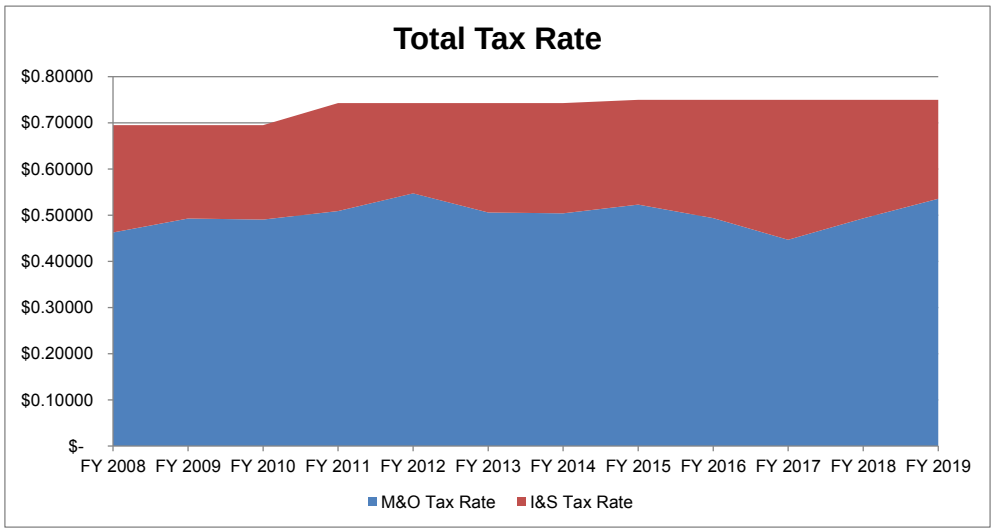


Each $0.01 of tax at 98% collection produces $ 567,405

CITY OF KILLEEN
Annual Budget
FY 2019
- HISTORICAL TAX DATA -

Fiscal Year	Tax Year	M&O Tax Rate	I&S Tax Rate	Total Tax Rate	Market Value	Net Taxable Value	Freeze Adjusted Taxable Value	Tax Increment Finance Zone	Freeze Tax Levy	Total Tax Levy	Each $0.01 of tax @ 98% collection	Collections	% Collected
FY 2008	2007	$0.46256	$ 0.23244	$ 0.69500	$ 4,371,198,243	$ 3,972,782,440	$ 3,972,782,440	$ -	$ -	$ 27,610,838	$ 389,333	$ 27,036,813	97.92%
FY 2009	2008	0.49281	0.20219	0.69500	4,812,023,481	4,400,933,543	4,400,933,543	-	-	30,586,488	431,291	29,877,448	97.68%
FY 2010	2009	0.49057	0.20443	0.69500	5,097,643,434	4,597,388,192	4,393,080,749	456,519	1,402,686	31,931,424	450,256	30,976,529	97.01%
FY 2011	2010	0.50872	0.23408	0.74280	5,153,511,019	4,600,996,317	4,395,993,060	1,550,341	1,433,798	34,075,719	449,572	33,211,844	97.46%
FY 2012	2011	0.54734	0.19546	0.74280	5,304,778,692	4,732,551,512	4,520,459,969	2,075,525	1,477,513	35,040,073	462,295	34,333,324	97.98%
FY 2013	2012	0.50563	0.23717	0.74280	5,440,101,303	4,818,504,794	4,599,097,718	5,433,364	1,541,639	35,663,378	470,518	34,749,940	97.44%
FY 2014	2013	0.50410	0.23870	0.74280	5,691,347,968	5,012,906,385	4,795,024,710	6,914,663	1,544,869	37,110,950	489,617	35,660,835	96.09%
FY 2015	2014	0.52290	0.22690	0.74980	5,801,858,878	5,028,425,890	4,811,164,418	7,427,446	1,560,979	37,579,399	491,168	36,293,382	96.58%
FY 2016	2015	0.49380	0.25600	0.74980	6,036,159,736	5,175,292,421	4,943,248,641	7,446,897	1,651,063	38,659,704	505,288	38,331,888	99.15%
FY 2017	2016	0.44670	0.30310	0.74980	6,323,970,735	5,352,339,761	5,105,756,819	8,906,001	1,734,469	39,950,656	522,161	39,579,653	99.07%
FY 2018	2017	0.49330	0.25650	0.74980	6,918,479,682	5,772,164,539	5,495,220,469	17,004,375	1,873,098	42,948,762	561,347	42,451,490	98.84%
FY 2019	2018	0.53530	0.21450	0.74980	7,177,133,251	5,834,474,313	5,558,236,084	17,672,958	1,869,156	43,412,298	567,405		





BONDED DEBT

The cost of acquisition for large capital items and the construction of infrastructure sometimes exceed the amount of funding available from operating revenues and resources. When this occurs, the City may issue long-term debt obligations, typically in the form of general obligation bonds, revenue bonds, or certificates of obligation. These issues require greater legal formality than bank loans and may also require voter approval.

TYPES OF DEBT

The City of Killeen has three types of debt outstanding. **General obligation debt** is backed by the full faith and credit of the City; in other words, the debt is guaranteed by a pledge of ad valorem taxes.

Revenue debt is payable from a specific source of revenue and does not affect the ad valorem tax rate. Revenue debt typically has a "coverage" requirement pursuant to the respective debt covenants. Coverage is the ratio of net pledged revenues to related debt service for a specific year.

Combination debt is backed by a cross-pledge of taxes and revenues from a specific source of revenue. The City's combination debt is repaid with a combination of ad valorem taxes, water and sewer revenues, hotel occupancy tax revenues, and sales tax revenues.

A schedule of outstanding debt issues and debt service requirements appears on the immediately following pages.

DEBT POLICY

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinance and covenants governing the debt issue. City policy is to maintain a fund balance reserve of at least two months of annual appropriated expenditures for debt service and any associated fees.

When the City of Killeen utilizes long-term financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.
- Determining that the cost benefit of the improvement including interest costs is positive.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, street network, or other facilities. The City's debt payments

must stay within provisions of state law, bond covenants, and City Council adopted policies. All of these criteria and objectives are met with the debt financing proposed in this budget.

The most recent debt issuances of the City of Killeen earned ratings as follows:

Bond Type	S&P	Fitch	Moody's
General Obligation	AA	AA	Aa3
Certificates of Obligation	AA	AA	Aa3
Waterworks and Sewer System Revenue Bonds	AA	AA-	Aa3

DEBT LIMIT

No direct funded debt limitation is imposed on the City under current State law or the City Charter. Article XI, Section 5, of the Texas Constitution is applicable to the City, and limits its maximum ad valorem rate to $2.50 per $100 of assessed valuation for all City purposes. The City's FY 2019 tax rate is well below all of the referenced limits.

The following is an analysis of the City of Killeen's total assessed value for the 2018 tax roll, a calculation of the maximum amount the City can designate for debt service requirements, and the actual amount to be expended for tax supported debt service during fiscal year 2019:

2018 Assessed Value	$7,154,418,661
Maximum Ad Valorem Rate ($2.50 per $100)	X 2.5%
Legal Limit for Debt Service	$ 178,860,467
FY 2019 Tax Supported Debt Service	$ 12,428,899

City of Killeen
Annual Budget
FY 2019
City Wide Bonded Debt

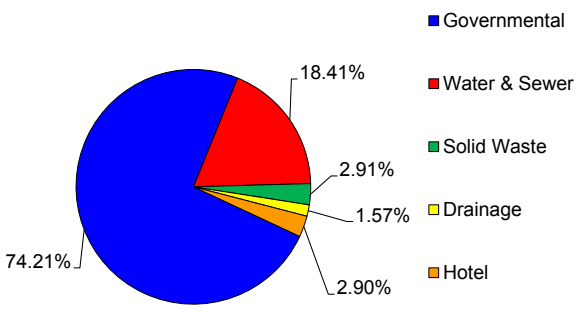
Issue	Proposition	Election Date	Purpose	Authorization Amount	Amount Previously Issued	Amount This Issue	Amount Unissued
2009 Combination Tax & Revenue CO's			Streets, Parks and Recreation, Vehicles, and Equipment	$ 8,500,000	$ -	$ 8,500,000	$ -
2009 GO Bonds	1	11/5/2002	Streets	23,000,000	10,000,000	13,000,000	-
	2	11/5/2002	Public Safety Improvements	23,255,000	21,665,000	-	1,590,000
	3	11/5/2002	Parks and Recreation	18,040,000	12,000,000	175,000	5,865,000
2010 GO Refunding Bonds			Refund Outstanding Obligations	13,330,000	-	13,330,000	-
2010 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	6,870,000	-	6,870,000	-
2011 Combination Tax & Revenue CO's			Renovation	32,040,000	-	32,040,000	-
2011 GO Refunding Bonds			Refund Outstanding Obligations	6,875,000	-	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax			Streets	18,060,000	-	18,060,000	-
2011 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	11,135,000	-	11,135,000	-
2011A Pass-Through Toll Revenue & Limited Tax			Streets	31,400,000	-	31,400,000	-
2012 Combination Tax & Revenue CO's			Streets and Public Safety	6,765,000	-	6,765,000	-
2012 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	7,365,000	-	7,365,000	-
2012 GO Improvement & Refunding Bonds	3	11/5/2002	Parks and Recreation	18,040,000	12,175,000	1,265,000	4,600,000
			Refund Outstanding Obligations	24,560,000	-	24,450,000	110,000
2013 GO Refunding Bonds			Refund Outstanding Obligations	41,225,000	-	41,225,000	-
2013 Waterworks & Sewer System Revenue Refunding & Improvement Bonds			Water/Sewer System	18,150,000	-	18,150,000	-
			Refund Outstanding Obligations	10,880,000	-	10,880,000	-
2013 Taxable Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	8,270,000	-	8,270,000	-
2014 Combination Tax & Revenue CO's			Public Safety, Parks and Recreation, and Streets	13,060,000	-	13,060,000	-
2014 GO Refunding & Improvement Bonds	2	11/5/2002	Public Safety Buildings and Facilities	23,255,000	21,665,000	1,590,000	-
	3	11/5/2002	Parks and Recreation	18,040,000	13,440,000	4,600,000	-
			Refund Outstanding Obligations	5,430,000	-	5,430,000	-
2015 GO Refunding Bonds			Refund Outstanding Obligations	8,940,000	-	8,940,000	-
2016 GO Refunding Bonds			Refund Outstanding Obligations	36,295,000	-	36,295,000	-
2017 GO Refunding Bonds			Refund Outstanding Obligations	33,455,000	-	33,455,000	-

City of Killeen
Annual Budget
FY 2019
City Wide Bonded Debt

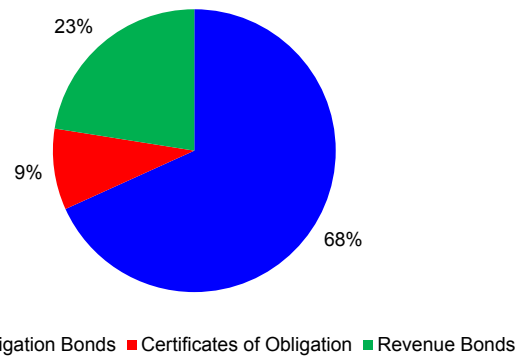
Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
Governmental Issues								
2009 GO Bonds	8/1/2019	3.00%	4.80%	$ 13,175,000	$ 430,000	$ 17,200	$ 13,175,000	$ -
2011 GO Refunding Bonds	8/1/2023	2.00%	5.00%	6,875,000	3,590,000	514,950	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	1,355,000	102,500	18,060,000	-
2011A Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2035	2.00%	5.00%	31,400,000	7,785,000	1,023,825	31,289,371	110,629
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	5,705,000	1,321,888	6,765,000	-
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,560,000	7,088,650	12,626,045	433,955
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	5,430,000	2,353,100	10,434,356	175,644
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	30,625,000	30,020,000	15,771,500	30,625,000	-
Total Governmental Issues				130,570,000	66,875,000	28,193,613	129,849,772	720,228
Total Debt Per Capita				868	445	187	863	
Combination Governmental/Solid Waste Issues								
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	8,500,000	415,000	13,695	8,500,000	-
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	25,715,000	21,180,000	6,473,781	25,577,594	137,406
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,940,000	8,940,000	3,743,250	8,940,000	-
Total Combination Governmental/Solid Waste Issues				43,155,000	30,535,000	10,230,726	43,017,594	137,406
Total Debt Per Capita				287	203	68	286	
Combination Governmental/Drainage Issues								
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	41,225,000	39,540,000	13,358,450	41,225,000	-
Total Combination Governmental/Drainage Issues				41,225,000	39,540,000	13,358,450	41,225,000	-
Total Debt Per Capita				274	263	89	274	
Combination Governmental/Hotel Issues								
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	13,330,000	4,505,000	893,000	13,330,000	-
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	32,040,000	2,080,000	157,250	31,717,526	322,474
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	2,830,000	2,790,000	1,060,500	2,830,000	-
Total Combination Governmental/Hotel Issues				48,200,000	9,375,000	2,110,750	47,877,526	322,474
Total Debt Per Capita				320	62	14	318	
Combination Governmental/Solid Waste/Hotel Issues								
2016 GO Refunding Bonds	8/1/2034	3.00%	5.00%	36,295,000	36,295,000	15,017,250	36,295,000	-
Total Combination Governmental/Solid Waste/Hotel Issues				36,295,000	36,295,000	15,017,250	36,295,000	-
Total Debt Per Capita				241	241	100	241	
Water & Sewer Issues								
2010 Waterworks & Sewer System Rev Ref Bonds	8/15/2021	2.00%	4.00%	6,870,000	1,910,000	153,800	6,870,000	-
2011 Waterworks & Sewer System Rev Ref Bonds	8/15/2022	2.00%	5.00%	11,135,000	6,030,000	732,450	11,135,000	-
2012 Waterworks & Sewer System Rev Ref Bonds	8/15/2027	2.98%	2.98%	7,365,000	7,050,000	1,346,960	7,365,000	-
2013 Waterworks & Sewer System Rev Ref & Impr Bonds	8/15/2033	2.00%	5.00%	29,030,000	25,540,000	8,674,413	24,896,844	4,133,156
2013 Taxable Waterworks & Sewer System Rev Ref Bonds	8/15/2019	0.40%	1.62%	8,270,000	675,000	10,942	8,270,000	-
Total Water & Sewer Issues				62,670,000	41,205,000	10,918,564	58,536,844	4,133,156
Total Debt Per Capita				417	274	73	389	
Total				$ 362,115,000	$ 223,825,000	$ 79,829,353	$ 356,801,736	$ 5,313,264
Total Debt Per Capita				$ 2,407	$ 1,488	$ 531	$ 2,372	

By Fund	Last Maturity Date	---Interest Rates--- Low	High	Original Issues	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
Governmental	8/1/2039	2.00%	5.00%	$ 272,660,000	$ 166,100,000	$ 64,109,429	$ 271,479,892	$ 1,180,108
Solid Waste	8/1/2030	2.00%	5.00%	9,360,000	6,510,000	1,963,510	9,360,000	-
Water & Sewer	8/15/2033	0.40%	5.00%	62,670,000	41,205,000	10,918,564	58,536,844	4,133,156
Drainage	8/1/2026	2.00%	5.00%	3,935,000	3,515,000	812,600	3,935,000	-
Hotel	8/1/2031	2.00%	5.00%	13,490,000	6,495,000	2,025,250	13,490,000	-
Total				$ 362,115,000	$ 223,825,000	$ 79,829,353	$ 356,801,736	$ 5,313,264

Debt Outstanding
- By Fund -



Debt Outstanding
- By Type -



Fiscal Year	2009 Combination Tax & Revenue CO's		2009 GO Bonds		2010 GO Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2019	$ 415,000	$ 13,695	$ 430,000	$ 17,200	$ 685,000	$ 180,200
FY 2020	-	-	-	-	715,000	152,800
FY 2021	-	-	-	-	745,000	124,200
FY 2022	-	-	-	-	285,000	94,400
FY 2023	-	-	-	-	295,000	83,000
FY 2024	-	-	-	-	310,000	71,200
FY 2025	-	-	-	-	325,000	58,800
FY 2026	-	-	-	-	335,000	45,800
FY 2027	-	-	-	-	190,000	32,400
FY 2028	-	-	-	-	200,000	24,800
FY 2029	-	-	-	-	205,000	16,800
FY 2030	-	-	-	-	215,000	8,600
FY 2031	-	-	-	-	-	-
FY 2032	-	-	-	-	-	-
FY 2033	-	-	-	-	-	-
FY 2034	-	-	-	-	-	-
FY 2035	-	-	-	-	-	-
FY 2036	-	-	-	-	-	-
FY 2037	-	-	-	-	-	-
FY 2038	-	-	-	-	-	-
FY 2039	-	-	-	-	-	-
Totals	$ 415,000	$ 13,695	$ 430,000	$ 17,200	$ 4,505,000	$ 893,000

Fiscal Year	2010 Waterworks & Sewer System Revenue Refunding Bonds Principal	Interest	2011 Combination Tax & Revenue CO's Principal	Interest
FY 2019	$ 630,000	$ 76,400	$ 1,015,000	$ 104,000
FY 2020	625,000	51,200	1,065,000	53,250
FY 2021	655,000	26,200	-	-
FY 2022	-	-	-	-
FY 2023	-	-	-	-
FY 2024	-	-	-	-
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 1,910,000	$ 153,800	$ 2,080,000	$ 157,250

Fiscal Year	2011 Waterworks & Sewer System Revenue Refunding Bonds		2011 Pass-Through Toll Revenue & Limited Tax Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ 1,395,000	$ 273,000	$ 660,000	$ 67,750
FY 2020	1,455,000	217,200	695,000	34,750
FY 2021	1,515,000	159,000	-	-
FY 2022	1,665,000	83,250	-	-
FY 2023	-	-	-	-
FY 2024	-	-	-	-
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 6,030,000	$ 732,450	$ 1,355,000	$ 102,500

Fiscal Year	2011 GO Refunding Bonds Principal	2011 GO Refunding Bonds Interest	2011A Pass-Through Toll Revenue & Limited Tax Bonds Principal	2011A Pass-Through Toll Revenue & Limited Tax Bonds Interest
FY 2019	$ 650,000	$ 159,050	$ 1,155,000	$ 311,725
FY 2020	680,000	133,050	1,215,000	253,975
FY 2021	715,000	105,850	1,275,000	193,225
FY 2022	750,000	77,250	1,340,000	129,475
FY 2023	795,000	39,750	1,380,000	89,275
FY 2024	-	-	1,420,000	46,150
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 3,590,000	$ 514,950	$ 7,785,000	$ 1,023,825

Fiscal Year	2012 Combination Tax & Revenue CO's Principal	2012 Combination Tax & Revenue CO's Interest	2012 Waterworks & Sewer System Revenue Refunding Bonds Principal	2012 Waterworks & Sewer System Revenue Refunding Bonds Interest
FY 2019	$ 335,000	$ 154,488	$ 60,000	$ 210,090
FY 2020	340,000	147,788	65,000	208,302
FY 2021	350,000	140,988	65,000	206,365
FY 2022	360,000	133,988	70,000	204,428
FY 2023	375,000	126,788	1,860,000	202,342
FY 2024	385,000	118,350	3,045,000	146,914
FY 2025	395,000	106,800	-	56,173
FY 2026	410,000	94,950	-	56,173
FY 2027	420,000	82,650	1,885,000	56,173
FY 2028	435,000	70,050	-	-
FY 2029	450,000	57,000	-	-
FY 2030	465,000	43,500	-	-
FY 2031	485,000	29,550	-	-
FY 2032	500,000	15,000	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 5,705,000	$ 1,321,888	$ 7,050,000	$ 1,346,960

Fiscal Year	2012 GO Improvement & Refunding Bonds		2013 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ 1,410,000	$ 962,619	$ 2,545,000	$ 1,802,544
FY 2020	1,455,000	920,319	2,645,000	1,700,744
FY 2021	1,525,000	847,569	2,730,000	1,621,394
FY 2022	1,605,000	771,319	2,860,000	1,484,894
FY 2023	1,680,000	691,069	3,010,000	1,341,894
FY 2024	1,770,000	607,069	3,155,000	1,191,394
FY 2025	1,855,000	518,569	3,315,000	1,033,644
FY 2026	1,945,000	425,819	3,475,000	867,894
FY 2027	2,050,000	328,569	2,495,000	694,144
FY 2028	2,150,000	226,069	2,620,000	569,394
FY 2029	2,255,000	118,569	2,750,000	438,394
FY 2030	1,315,000	48,100	2,545,000	300,894
FY 2031	80,000	5,363	2,630,000	221,363
FY 2032	85,000	2,763	2,765,000	89,863
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 21,180,000	$ 6,473,781	$ 39,540,000	$ 13,358,450

Fiscal Year	2013 Waterworks & Sewer System Revenue Refunding & Improvement Principal	2013 Waterworks & Sewer System Revenue Refunding & Improvement Interest	2013 Taxable Waterworks & Sewer System Revenue Principal	2013 Taxable Waterworks & Sewer System Revenue Interest	2014 Combination Tax & Revenue CO's Principal	2014 Combination Tax & Revenue CO's Interest
FY 2019	$ 1,720,000	$ 1,120,256	$ 675,000	$ 10,942	$ 385,000	$ 550,350
FY 2020	1,790,000	1,051,456	-	-	400,000	534,950
FY 2021	1,890,000	979,856	-	-	415,000	522,950
FY 2022	1,940,000	904,256	-	-	430,000	506,350
FY 2023	2,020,000	816,956	-	-	445,000	489,150
FY 2024	1,040,000	726,056	-	-	465,000	471,350
FY 2025	2,785,000	684,456	-	-	485,000	452,750
FY 2026	2,880,000	573,056	-	-	500,000	433,350
FY 2027	1,185,000	429,056	-	-	520,000	413,350
FY 2028	1,245,000	369,806	-	-	545,000	392,550
FY 2029	1,305,000	307,556	-	-	565,000	370,750
FY 2030	1,345,000	265,144	-	-	595,000	342,500
FY 2031	1,395,000	219,750	-	-	625,000	312,750
FY 2032	1,465,000	150,000	-	-	655,000	281,500
FY 2033	1,535,000	76,750	-	-	685,000	248,750
FY 2034	-	-	-	-	720,000	214,500
FY 2035	-	-	-	-	755,000	178,500
FY 2036	-	-	-	-	790,000	145,850
FY 2037	-	-	-	-	825,000	111,700
FY 2038	-	-	-	-	860,000	76,000
FY 2039	-	-	-	-	895,000	38,750
Totals	$25,540,000	$ 8,674,413	$ 675,000	$ 10,942	$ 12,560,000	$ 7,088,650

Fiscal Year	2014 GO Refunding & Improvement Bonds		2015 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ 250,000	$ 239,150	$ -	$ 339,600
FY 2020	260,000	231,650	-	339,600
FY 2021	270,000	221,250	-	339,600
FY 2022	280,000	210,450	-	339,600
FY 2023	290,000	199,250	-	339,600
FY 2024	300,000	187,650	-	339,600
FY 2025	315,000	175,650	1,160,000	339,600
FY 2026	325,000	163,050	1,220,000	293,200
FY 2027	340,000	150,050	905,000	244,400
FY 2028	355,000	136,450	700,000	208,200
FY 2029	370,000	122,250	735,000	180,200
FY 2030	385,000	103,750	770,000	150,800
FY 2031	405,000	84,500	805,000	120,000
FY 2032	425,000	64,250	845,000	87,800
FY 2033	445,000	43,000	885,000	54,000
FY 2034	415,000	20,750	915,000	27,450
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 5,430,000	$ 2,353,100	$ 8,940,000	$ 3,743,250

Fiscal Year	2016 GO Refunding Bonds		2017 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ -	$ 1,605,300	$ -	$ 1,384,600
FY 2020	850,000	1,605,300	-	1,384,600
FY 2021	890,000	1,579,800	1,825,000	1,384,600
FY 2022	930,000	1,553,100	2,370,000	1,329,850
FY 2023	990,000	1,506,600	2,470,000	1,235,050
FY 2024	3,185,000	1,457,100	425,000	1,136,250
FY 2025	3,685,000	1,297,850	445,000	1,119,250
FY 2026	3,860,000	1,113,600	470,000	1,097,000
FY 2027	4,440,000	920,600	215,000	1,073,500
FY 2028	3,210,000	698,600	1,925,000	1,062,750
FY 2029	3,340,000	570,200	2,025,000	966,500
FY 2030	2,770,000	436,600	2,125,000	865,250
FY 2031	2,885,000	325,800	1,840,000	759,000
FY 2032	3,000,000	210,400	1,935,000	667,000
FY 2033	1,110,000	90,400	4,025,000	1,650,100
FY 2034	1,150,000	46,000	4,180,000	428,600
FY 2035	-	-	4,355,000	261,400
FY 2036	-	-	2,180,000	87,200
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-		
Totals	$ 36,295,000	$ 15,017,250	$ 32,810,000	$ 17,892,500

Fiscal Year	Annual Totals Principal	Interest	Total
FY 2019	$ 14,415,000	$ 9,582,958	$ 23,997,958
FY 2020	14,255,000	9,020,933	23,275,933
FY 2021	14,865,000	8,452,846	23,317,846
FY 2022	14,885,000	7,822,609	22,707,609
FY 2023	15,610,000	7,160,723	22,770,723
FY 2024	15,500,000	6,499,083	21,999,083
FY 2025	14,765,000	5,843,542	20,608,542
FY 2026	15,420,000	5,163,892	20,583,892
FY 2027	14,645,000	4,424,892	19,069,892
FY 2028	13,385,000	3,758,669	17,143,669
FY 2029	14,000,000	3,148,219	17,148,219
FY 2030	12,530,000	2,565,138	15,095,138
FY 2031	11,150,000	2,078,075	13,228,075
FY 2032	11,675,000	1,568,575	13,243,575
FY 2033	8,685,000	2,163,000	10,848,000
FY 2034	7,380,000	737,300	8,117,300
FY 2035	5,110,000	439,900	5,549,900
FY 2036	2,970,000	233,050	3,203,050
FY 2037	825,000	111,700	936,700
FY 2038	860,000	76,000	936,000
FY 2039	895,000	38,750	933,750
Totals	$ 223,825,000	$ 80,889,853	$ 304,714,853

City of Killeen
Annual Budget
FY 2019
General Obligation Debt
Schedule of Bonded Debt

Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	$ 6,500,000	$ 320,000	$ 10,560	$ 6,500,000	$ -
2009 GO Bonds	8/1/2019	3.00%	4.80%	13,175,000	430,000	17,200	13,175,000	-
2010 GO Refunding Bonds	8/1/2026	2.00%	4.00%	4,830,000	1,660,000	248,400	4,830,000	-
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	30,615,000	1,955,000	147,750	30,292,526	322,474
2011 GO Refunding Bonds	8/1/2023	3.25%	5.00%	6,875,000	3,590,000	514,950	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	1,355,000	102,500	18,060,000	-
2011A Pass-Through Toll Revenue & Limited Tax Bon	8/1/2035	2.00%	5.00%	31,400,000	7,785,000	1,023,825	31,289,371	110,629
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	5,705,000	1,321,888	6,765,000	-
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	19,500,000	15,910,000	4,848,506	19,362,594	137,406
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	37,290,000	36,025,000	12,545,850	37,290,000	-
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,560,000	7,088,650	12,626,045	433,955
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	5,430,000	2,353,100	10,434,356	175,644
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,640,000	8,640,000	3,650,250	8,640,000	-
2016 GO Refunding Bonds	8/1/2034	2.00%	5.00%	34,715,000	34,715,000	14,464,500	34,715,000	-
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	30,625,000	30,020,000	15,771,500	30,625,000	-
Total				**$ 272,660,000**	**$ 166,100,000**	**$ 64,109,429**	**$ 271,479,892**	**$ 1,180,108**

Fiscal Year	2009 Combination Tax & Revenue CO's Principal	2009 Combination Tax & Revenue CO's Interest	2009 GO Bonds Principal	2009 GO Bonds Interest
FY 2019	$ 320,000	$ 10,560	$ 430,000	$ 17,200
FY 2020	-	-	-	-
FY 2021	-	-	-	-
FY 2022	-	-	-	-
FY 2023	-	-	-	-
FY 2024	-	-	-	-
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 320,000	$ 10,560	$ 430,000	$ 17,200

Fiscal Year	2010 GO Refunding Bonds Principal	2010 GO Refunding Bonds Interest	2011 Combination Tax & Revenue CO's Principal	2011 Combination Tax & Revenue CO's Interest
FY 2019	$ 305,000	$ 66,400	$ 955,000	$ 97,750
FY 2020	320,000	54,200	1,000,000	50,000
FY 2021	335,000	41,400	-	-
FY 2022	130,000	28,000	-	-
FY 2023	130,000	22,800	-	-
FY 2024	140,000	17,600	-	-
FY 2025	150,000	12,000	-	-
FY 2026	150,000	6,000	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 1,660,000	$ 248,400	$ 1,955,000	$ 147,750

Fiscal Year	2011 GO Refunding Bonds Principal	2011 GO Refunding Bonds Interest	2011 Pass-Through Toll Revenue & Limited Tax Principal	2011 Pass-Through Toll Revenue & Limited Tax Interest
FY 2019	$ 650,000	$ 159,050	$ 660,000	$ 67,750
FY 2020	680,000	133,050	695,000	34,750
FY 2021	715,000	105,850	-	-
FY 2022	750,000	77,250	-	-
FY 2023	795,000	39,750	-	-
FY 2024	-	-	-	-
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 3,590,000	$ 514,950	$ 1,355,000	$ 102,500

Fiscal Year	2011A Pass-Through Toll Revenue & Limited Tax Principal	2011A Pass-Through Toll Revenue & Limited Tax Interest	2012 Combination Tax & Revenue CO's Principal	2012 Combination Tax & Revenue CO's Interest
FY 2019	$ 1,155,000	$ 311,725	$ 335,000	$ 154,488
FY 2020	1,215,000	253,975	340,000	147,788
FY 2021	1,275,000	193,225	350,000	140,988
FY 2022	1,340,000	129,475	360,000	133,988
FY 2023	1,380,000	89,275	375,000	126,788
FY 2024	1,420,000	46,150	385,000	118,350
FY 2025	-	-	395,000	106,800
FY 2026	-	-	410,000	94,950
FY 2027	-	-	420,000	82,650
FY 2028	-	-	435,000	70,050
FY 2029	-	-	450,000	57,000
FY 2030	-	-	465,000	43,500
FY 2031	-	-	485,000	29,550
FY 2032	-	-	500,000	15,000
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 7,785,000	$ 1,023,825	$ 5,705,000	$ 1,321,888

Fiscal Year	2012 GO Improvement & Refunding Bonds Principal	Interest	2013 GO Refunding Bonds Principal	Interest
FY 2019	$ 1,070,000	$ 725,756	$ 2,165,000	$ 1,638,394
FY 2020	1,105,000	693,656	2,255,000	1,551,794
FY 2021	1,160,000	638,406	2,325,000	1,484,144
FY 2022	1,225,000	580,406	2,435,000	1,367,894
FY 2023	1,280,000	519,156	2,565,000	1,246,144
FY 2024	1,345,000	455,156	2,690,000	1,117,894
FY 2025	1,410,000	387,906	2,825,000	983,394
FY 2026	1,480,000	317,406	2,960,000	842,144
FY 2027	1,560,000	243,406	2,495,000	694,144
FY 2028	1,635,000	165,406	2,620,000	569,394
FY 2029	1,715,000	83,656	2,750,000	438,394
FY 2030	760,000	30,063	2,545,000	300,894
FY 2031	80,000	5,363	2,630,000	221,363
FY 2032	85,000	2,763	2,765,000	89,863
FY 2033	-	-	-	-
FY 2034	-	-	-	-
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 15,910,000	$ 4,848,506	$ 36,025,000	$ 12,545,850

Fiscal Year	2014 Combination Tax & Revenue CO's Principal	2014 Combination Tax & Revenue CO's Interest	2014 GO Refunding & Improvement Bonds Principal	2014 GO Refunding & Improvement Bonds Interest
FY 2019	$ 385,000	$ 550,350	$ 250,000	$ 239,150
FY 2020	400,000	534,950	260,000	231,650
FY 2021	415,000	522,950	270,000	221,250
FY 2022	430,000	506,350	280,000	210,450
FY 2023	445,000	489,150	290,000	199,250
FY 2024	465,000	471,350	300,000	187,650
FY 2025	485,000	452,750	315,000	175,650
FY 2026	500,000	433,350	325,000	163,050
FY 2027	520,000	413,350	340,000	150,050
FY 2028	545,000	392,550	355,000	136,450
FY 2029	565,000	370,750	370,000	122,250
FY 2030	595,000	342,500	385,000	103,750
FY 2031	625,000	312,750	405,000	84,500
FY 2032	655,000	281,500	425,000	64,250
FY 2033	685,000	248,750	445,000	43,000
FY 2034	720,000	214,500	415,000	20,750
FY 2035	755,000	178,500	-	-
FY 2036	790,000	145,850	-	-
FY 2037	825,000	111,700	-	-
FY 2038	860,000	76,000	-	-
FY 2039	895,000	38,750	-	-
Totals	$ 12,560,000	$ 7,088,650	$ 5,430,000	$ 2,353,100

Fiscal Year	2015 GO Refunding Bonds Principal	2015 GO Refunding Bonds Interest	2016 GO Refunding Bonds Principal	2016 GO Refunding Bonds Interest
FY 2019	$ -	$ 327,600	$ -	$ 1,536,600
FY 2020	-	327,600	760,000	1,536,600
FY 2021	-	327,600	800,000	1,513,800
FY 2022	-	327,600	830,000	1,489,800
FY 2023	-	327,600	885,000	1,448,300
FY 2024	-	327,600	2,995,000	1,404,050
FY 2025	1,035,000	327,600	3,600,000	1,254,300
FY 2026	1,095,000	286,200	3,775,000	1,074,300
FY 2027	855,000	242,400	4,275,000	885,550
FY 2028	700,000	208,200	2,980,000	671,800
FY 2029	735,000	180,200	3,105,000	552,600
FY 2030	770,000	150,800	2,670,000	428,400
FY 2031	805,000	120,000	2,780,000	321,600
FY 2032	845,000	87,800	3,000,000	210,400
FY 2033	885,000	54,000	1,110,000	90,400
FY 2034	915,000	27,450	1,150,000	46,000
FY 2035	-	-	-	-
FY 2036	-	-	-	-
FY 2037	-	-	-	-
FY 2038	-	-	-	-
FY 2039	-	-	-	-
Totals	$ 8,640,000	$ 3,650,250	$ 34,715,000	$ 14,464,500

Fiscal Year	2017 GO Refunding Bonds Principal	2017 GO Refunding Bonds Interest	Annual Totals Principal	Annual Totals Interest	Annual Totals Total
FY 2019	$ -	$ 1,255,500	$ 8,680,000	$ 7,158,273	$ 15,838,273
FY 2020	-	1,255,500	$ 9,030,000	$ 6,805,513	15,835,513
FY 2021	1,770,000	1,255,500	$ 9,415,000	$ 6,445,113	15,860,113
FY 2022	2,045,000	1,202,400	$ 9,825,000	$ 6,053,613	15,878,613
FY 2023	2,135,000	1,120,600	$ 10,280,000	$ 5,628,813	15,908,813
FY 2024	155,000	1,035,200	$ 9,895,000	$ 5,181,000	15,076,000
FY 2025	160,000	1,029,000	$ 10,375,000	$ 4,729,400	15,104,400
FY 2026	175,000	1,021,000	$ 10,870,000	$ 4,238,400	15,108,400
FY 2027	-	1,012,250	$ 10,465,000	$ 3,723,800	14,188,800
FY 2028	1,605,000	1,012,250	$ 10,875,000	$ 3,226,100	14,101,100
FY 2029	1,690,000	932,000	$ 11,380,000	$ 2,736,850	14,116,850
FY 2030	1,770,000	847,500	$ 9,960,000	$ 2,247,406	12,207,406
FY 2031	1,840,000	759,000	$ 9,650,000	$ 1,854,125	11,504,125
FY 2032	1,935,000	667,000	$ 10,210,000	$ 1,418,575	11,628,575
FY 2033	4,025,000	589,600	$ 7,150,000	$ 1,025,750	8,175,750
FY 2034	4,180,000	428,600	$ 7,380,000	$ 737,300	8,117,300
FY 2035	4,355,000	261,400	$ 5,110,000	$ 439,900	5,549,900
FY 2036	2,180,000	87,200	$ 2,970,000	$ 233,050	3,203,050
FY 2037	-	-	$ 825,000	$ 111,700	936,700
FY 2038	-	-	$ 860,000	$ 76,000	936,000
FY 2039	-	-	$ 895,000	$ 38,750	933,750
Totals	$ 30,020,000	$ 15,771,500	$ 166,100,000	$ 64,109,429	$ 230,209,429

Fiscal Year	Total GO Bonds		Total Tax & Revenue CO's	
	Principal	Interest	Principal	Interest
FY 2019	$ 4,870,000	$ 5,965,650	$ 3,810,000	$ 1,192,623
FY 2020	$ 5,380,000	$ 5,784,050	3,650,000	1,021,463
FY 2021	$ 7,375,000	$ 5,587,950	2,040,000	857,163
FY 2022	$ 7,695,000	$ 5,283,800	2,130,000	769,813
FY 2023	$ 8,080,000	$ 4,923,600	2,200,000	705,213
FY 2024	$ 7,625,000	$ 4,545,150	2,270,000	635,850
FY 2025	$ 9,495,000	$ 4,169,850	880,000	559,550
FY 2026	$ 9,960,000	$ 3,710,100	910,000	528,300
FY 2027	$ 9,525,000	$ 3,227,800	940,000	496,000
FY 2028	$ 9,895,000	$ 2,763,500	980,000	462,600
FY 2029	$ 10,365,000	$ 2,309,100	1,015,000	427,750
FY 2030	$ 8,900,000	$ 1,861,406	1,060,000	386,000
FY 2031	$ 8,540,000	$ 1,511,825	1,110,000	342,300
FY 2032	$ 9,055,000	$ 1,122,075	1,155,000	296,500
FY 2033	$ 6,465,000	$ 777,000	685,000	248,750
FY 2034	$ 6,660,000	$ 522,800	720,000	214,500
FY 2035	$ 4,355,000	$ 261,400	755,000	178,500
FY 2036	$ 2,180,000	$ 87,200	790,000	145,850
FY 2037	$ -	$ -	825,000	111,700
FY 2038	$ -	$ -	860,000	76,000
FY 2039	$ -	$ -	895,000	38,750
Totals	$ 136,420,000	$ 54,414,256	$ 29,680,000	$ 9,695,173

City of Killeen
Annual Budget
FY 2019
Solid Waste Fund Debt
Schedule of Bonded Debt

Issue	Maturity Date	-Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
2009 Combination Tax & Revenue CO's	8/1/2019	2.75%	4.35%	$ 2,000,000	$ 95,000	$ 3,135	$ 2,000,000	$ -
2012 GO Improvement & Refunding Bonds	8/1/2030	2.00%	5.00%	6,215,000	5,270,000	1,625,275	6,215,000	-
2015 GO Refunding Bonds	8/1/2027	3.00%	4.00%	300,000	300,000	93,000	300,000	-
2016 GO Refunding Bonds	8/1/2029	3.00%	5.00%	845,000	845,000	242,100	845,000	-
Total				**$ 9,360,000**	**$ 6,510,000**	**$ 1,963,510**	**$ 9,360,000**	**$ -**

Fiscal Year	2009 Combination Tax & Revenue CO's Principal	2009 Combination Tax & Revenue CO's Interest	2012 GO Improvement & Refunding Bonds Principal	2012 GO Improvement & Refunding Bonds Interest	2015 GO Refunding Bonds Principal	2015 GO Refunding Bonds Interest
FY 2019	$ 95,000	$ 3,135	$ 340,000	$ 236,863	$ -	$ 12,000
FY 2020	-	-	350,000	226,663	-	12,000
FY 2021	-	-	365,000	209,163	-	12,000
FY 2022	-	-	380,000	190,913	-	12,000
FY 2023	-	-	400,000	171,913	-	12,000
FY 2024	-	-	425,000	151,913	-	12,000
FY 2025	-	-	445,000	130,663	125,000	12,000
FY 2026	-	-	465,000	108,413	125,000	7,000
FY 2027	-	-	490,000	85,163	50,000	2,000
FY 2028	-	-	515,000	60,663	-	-
FY 2029	-	-	540,000	34,913	-	-
FY 2030	-	-	555,000	18,038	-	-
Totals	$ 95,000	$ 3,135	$ 5,270,000	$ 1,625,275	$ 300,000	$ 93,000

Fiscal Year	2016 GO Refunding		Annual Totals		
	Principal	Interest	Principal	Interest	Total
FY 2019	$ -	$ 35,900	$ 435,000	$ 287,898	$ 722,898
FY 2020	90,000	35,900	440,000	274,563	714,563
FY 2021	90,000	33,200	455,000	254,363	709,363
FY 2022	100,000	30,500	480,000	233,413	713,413
FY 2023	105,000	25,500	505,000	209,413	714,413
FY 2024	110,000	20,250	535,000	184,163	719,163
FY 2025	-	14,750	570,000	157,413	727,413
FY 2026	-	14,750	590,000	130,163	720,163
FY 2027	75,000	14,750	615,000	101,913	716,913
FY 2028	135,000	11,000	650,000	71,663	721,663
FY 2029	140,000	5,600	680,000	40,513	720,513
FY 2030	-	-	555,000	18,038	573,038
Totals	$ 845,000	$ 242,100	$ 6,510,000	$ 1,963,510	$ 8,473,510

Fiscal Year	Total GO Bonds		Total tax & revenue	
	Principal	Interest	Principal	Interest
FY 2019	$ 340,000	$ 284,763	$ 95,000	$ 3,135
FY 2020	440,000	274,563	-	-
FY 2021	455,000	254,363	-	-
FY 2022	480,000	233,413	-	-
FY 2023	505,000	209,413	-	-
FY 2024	535,000	184,163	-	-
FY 2025	570,000	157,413	-	-
FY 2026	590,000	130,163	-	-
FY 2027	615,000	101,913	-	-
FY 2028	650,000	71,663	-	-
FY 2029	680,000	40,513	-	-
FY 2030	555,000	18,038	-	-
Totals	$ 6,415,000	$ 1,960,375	$ 95,000	$ 3,135

City of Killeen
Annual Budget
FY 2019
Water & Sewer Debt
Schedule of Bonded Debt

Issue	Maturity Date	-Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
2010 Waterworks & Sewer System Refunding Bonds	8/15/2021	2.00%	4.00%	$ 6,870,000	$ 1,910,000	$ 153,800	$ 6,870,000	$ -
2011 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2022	3.75%	5.00%	11,135,000	6,030,000	732,450	11,135,000	-
2012 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2027	2.98%	2.98%	7,365,000	7,050,000	1,346,960	7,365,000	-
2013 Waterworks & Sewer System Revenue Refunding & Impr Bonds	8/15/2033	2.00%	5.00%	29,030,000	25,540,000	8,674,413	24,896,844	4,133,156
2013 Taxable Waterworks & Sewer System Revenue Refunding Bond	8/15/2019	0.40%	1.62%	8,270,000	675,000	10,942	8,270,000	-
Total				**$ 62,670,000**	**$ 41,205,000**	**$ 10,918,564**	**$ 58,536,844**	**$ 4,133,156**

Fiscal Year	2010 Waterworks & Sewer System Revenue Refunding Bonds		2011 Waterworks & Sewer System Revenue Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ 630,000	$ 76,400	$ 1,395,000	$ 273,000
FY 2020	625,000	51,200	1,455,000	217,200
FY 2021	655,000	26,200	1,515,000	159,000
FY 2022	-	-	1,665,000	83,250
FY 2023	-	-	-	-
FY 2024	-	-	-	-
FY 2025	-	-	-	-
FY 2026	-	-	-	-
FY 2027	-	-	-	-
FY 2028	-	-	-	-
FY 2029	-	-	-	-
FY 2030	-	-	-	-
FY 2031	-	-	-	-
FY 2032	-	-	-	-
FY 2033	-	-	-	-
Totals	$ 1,910,000	$ 153,800	$ 6,030,000	$ 732,450

Fiscal Year	2012 Waterworks & Sewer System Revenue Refunding Bonds		2013 Waterworks & Sewer System Revenue Refunding & Improvement Bonds	
	Principal	Interest	Principal	Interest
FY 2019	$ 60,000	$ 210,090	$ 1,720,000	$ 1,120,256
FY 2020	65,000	208,302	1,790,000	1,051,456
FY 2021	65,000	206,365	1,890,000	979,856
FY 2022	70,000	204,428	1,940,000	904,256
FY 2023	1,860,000	202,342	2,020,000	816,956
FY 2024	3,045,000	146,914	1,040,000	726,056
FY 2025	-	56,173	2,785,000	684,456
FY 2026	-	56,173	2,880,000	573,056
FY 2027	1,885,000	56,173	1,185,000	429,056
FY 2028	-	-	1,245,000	369,806
FY 2029	-	-	1,305,000	307,556
FY 2030	-	-	1,345,000	265,144
FY 2031	-	-	1,395,000	219,750
FY 2032	-	-	1,465,000	150,000
FY 2033	-	-	1,535,000	76,750
Totals	$ 7,050,000	$ 1,346,960	$ 25,540,000	$ 8,674,413

Fiscal Year	2013 Taxable Waterworks & Sewer System Revenue Refunding Bonds Principal	Interest	Annual Totals Principal	Interest	Total
FY 2019	$ 675,000	$ 10,942	$ 4,480,000	$ 1,690,688	$ 6,170,688
FY 2020	-	-	3,935,000	1,528,158	5,463,158
FY 2021	-	-	4,125,000	1,371,421	5,496,421
FY 2022	-	-	3,675,000	1,191,934	4,866,934
FY 2023	-	-	3,880,000	1,019,298	4,899,298
FY 2024	-	-	4,085,000	872,970	4,957,970
FY 2025	-	-	2,785,000	740,629	3,525,629
FY 2026	-	-	2,880,000	629,229	3,509,229
FY 2027	-	-	3,070,000	485,229	3,555,229
FY 2028	-	-	1,245,000	369,806	1,614,806
FY 2029	-	-	1,305,000	307,556	1,612,556
FY 2030	-	-	1,345,000	265,144	1,610,144
FY 2031	-	-	1,395,000	219,750	1,614,750
FY 2032	-	-	1,465,000	150,000	1,615,000
FY 2033	-	-	1,535,000	76,750	1,611,750
Totals	$ 675,000	$ 10,942	$ 41,205,000	$ 10,918,564	$ 52,123,564

City of Killeen
Annual Budget
FY 2019
Drainage Debt
Schedule of Bonded Debt

Issue	Maturity Date	-Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
2013 GO Refunding Bonds	8/1/2026	2.00%	5.00%	$ 3,935,000	$ 3,515,000	$ 812,600	$ 3,935,000	$ -
Total				**$ 3,935,000**	**$ 3,515,000**	**$ 812,600**	**$ 3,935,000**	**$ -**

City of Killeen
Annual Budget
FY 2019
Drainage Debt
Schedule of Requirements

Fiscal Year	2013 GO Refunding Bonds Principal	2013 GO Refunding Bonds Interest	Annual Totals Principal	Annual Totals Interest	Annual Totals Total
FY 2019	$ 380,000	$ 164,150	$ 380,000	$ 164,150	$ 544,150
FY 2020	390,000	148,950	390,000	148,950	538,950
FY 2021	405,000	137,250	405,000	137,250	542,250
FY 2022	425,000	117,000	425,000	117,000	542,000
FY 2023	445,000	95,750	445,000	95,750	540,750
FY 2024	465,000	73,500	465,000	73,500	538,500
FY 2025	490,000	50,250	490,000	50,250	540,250
FY 2026	515,000	25,750	515,000	25,750	540,750
Totals	$ 3,515,000	$ 812,600	$ 3,515,000	$ 812,600	$ 4,327,600

City of Killeen
Annual Budget
FY 2019
Hotel/Motel Fund Debt
Schedule of Bonded Debt

Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/18	Outstanding Interest 10/01/18	---Proceeds--- Expended	Unexpended
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	$ 8,500,000	$ 2,845,000	$ 644,600	$ 8,500,000	$ -
2011 Combination Tax & Revenue CO's	8/1/2031	2.00%	5.00%	1,425,000	125,000	9,500	1,425,000	-
2016 GO Refunding Bonds	8/1/2031	4.00%	5.00%	735,000	735,000	310,650	735,000	-
2017 GO Refunding Bonds	8/1/2030	2.00%	5.00%	2,830,000	2,790,000	1,060,500	2,830,000	-
Total				**$ 13,490,000**	**$ 6,495,000**	**$ 2,025,250**	**$ 13,490,000**	**$ -**

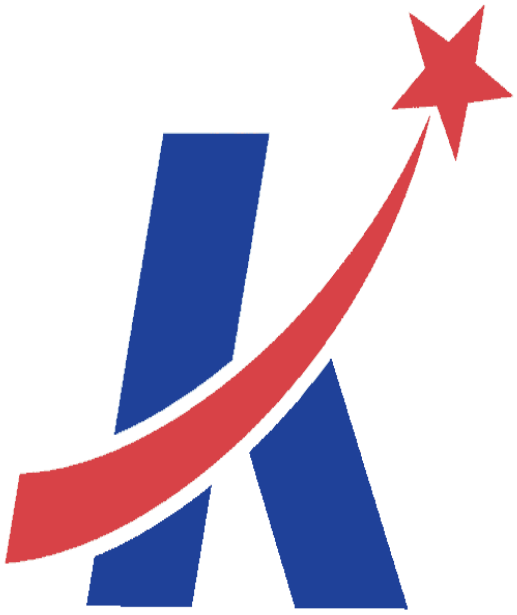
Fiscal Year	2010 GO Refunding Bonds Principal	2010 GO Refunding Bonds Interest	2011 Combination Tax & Revenue CO's Principal	2011 Combination Tax & Revenue CO's Interest	2016 GO Refunding Bonds Principal	2016 GO Refunding Bonds Interest
FY 2019	$ 380,000	$ 113,800	$ 60,000	$ 6,250	$ -	$ 32,800
FY 2020	395,000	98,600	65,000	3,250	-	32,800
FY 2021	410,000	82,800	-	-	-	32,800
FY 2022	155,000	66,400	-	-	-	32,800
FY 2023	165,000	60,200	-	-	-	32,800
FY 2024	170,000	53,600	-	-	80,000	32,800
FY 2025	175,000	46,800	-	-	85,000	28,800
FY 2026	185,000	39,800	-	-	85,000	24,550
FY 2027	190,000	32,400	-	-	90,000	20,300
FY 2028	200,000	24,800	-	-	95,000	15,800
FY 2029	205,000	16,800	-	-	95,000	12,000
FY 2030	215,000	8,600	-	-	100,000	8,200
FY 2031	-	-	-	-	105,000	4,200
Totals	$ 2,845,000	$ 644,600	$ 125,000	$ 9,500	$ 735,000	$ 310,650

Fiscal Year	2017 GO Refunding Bonds Principal	2017 GO Refunding Bonds Interest	Annual Totals Principal	Annual Totals Interest	Annual Totals Total
FY 2019	$ -	$ 129,100	$ 440,000	$ 281,950	$ 721,950
FY 2020	-	129,100	460,000	263,750	723,750
FY 2021	55,000	129,100	465,000	244,700	709,700
FY 2022	325,000	127,450	480,000	226,650	706,650
FY 2023	335,000	114,450	500,000	207,450	707,450
FY 2024	270,000	101,050	520,000	187,450	707,450
FY 2025	285,000	90,250	545,000	165,850	710,850
FY 2026	295,000	76,000	565,000	140,350	705,350
FY 2027	215,000	61,250	495,000	113,950	608,950
FY 2028	320,000	50,500	615,000	91,100	706,100
FY 2029	335,000	34,500	635,000	63,300	698,300
FY 2030	355,000	17,750	670,000	34,550	704,550
FY 2031	-	-	105,000	4,200	109,200
Totals	$ 2,790,000	$ 1,060,500	$ 6,495,000	$ 2,025,250	$ 8,520,250

Fiscal Year	Total GO Bonds		Total tax and revenue CO's	
	Principal	Interest	Principal	Interest
FY 2019	$ 380,000	$ 275,700	$ 60,000	$ 6,250
FY 2020	395,000	260,500	65,000	3,250
FY 2021	465,000	244,700	-	-
FY 2022	480,000	226,650	-	-
FY 2023	500,000	207,450	-	-
FY 2024	520,000	187,450	-	-
FY 2025	545,000	165,850	-	-
FY 2026	565,000	140,350	-	-
FY 2027	495,000	113,950	-	-
FY 2028	615,000	91,100	-	-
FY 2029	635,000	63,300	-	-
FY 2030	670,000	34,550	-	-
FY 2031	105,000	4,200	-	-
Totals	$ 6,370,000	$ 2,015,750	$ 125,000	$ 9,500



Capital Improvement Program



Dedicated Service – Everyday, for Everyone!

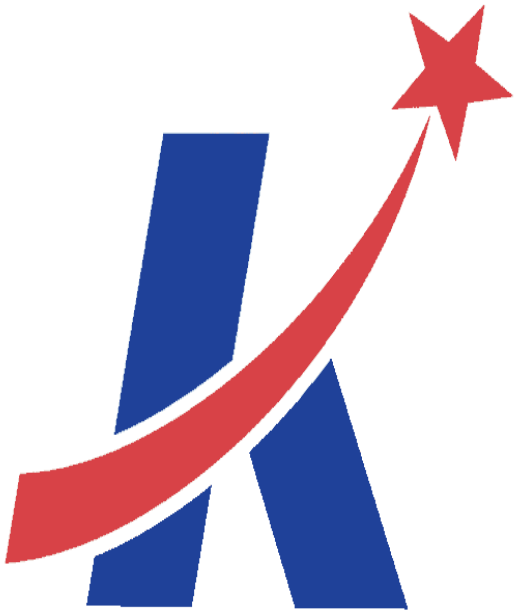
CAPITAL IMPROVEMENTS PROGRAM

A Capital Improvement project is a capital expenditure of public funds for the acquisition, construction, or improvement of a physical facility or infrastructure asset. The City of Killeen plans capital expenditures over a five-year period; however, a formal capital improvements budget is adopted by the City Council for the current year only.

Needed capital improvements are identified through city growth, system models, repair and maintenance costs, and various other analyses. Infrastructure outlays are developed using long-range plans for streets, water, sewer, and drainage. Staff, council, and the City's engineers developed these long-range plans. The list of slated infrastructure projects is reviewed and revised each year during the budget process. Some projects must wait until sufficient funding is available. Other projects are of such magnitude that they require a bond issue to provide funding.

The City utilizes capital project funds to account for resources to be used for the acquisition and construction of major capital outlay, or projects that extend over more than one fiscal year. The capital project funds are detailed later in this section.

For FY 2018, the proposed capital expenditures will not require additional manpower or significant operating costs. The larger infrastructure projects are either replacement items with operating costs already built into the operating budget, or new construction not materially affecting operational costs due to their new condition.



Dedicated Service – Everyday, for Everyone!

CAPITAL IMPROVEMENT PROGRAM

Capital Project Expenditures

Capital projects are defined as non-recurring expenditures for improvements that exceed $100,000 and have useful lives exceeding one year. Examples include water and wastewater line replacement, street resurfacing, building construction and renovation, major software and hardware projects, and park improvements.
Capital projects will be constructed to:

- Protect, maintain, or improve the community's quality of life and economic vitality,
- Provide significant rehabilitation of City infrastructure for sustained service, and
- Support and service new development.

All projects shall be prioritized based on an analysis of current needs and resource availability. Capital project expenditures will not be authorized by the City Council without identification of an adequate funding source. Potential funding sources include, but are not limited to, reserve funds, debt issuances, matching fund revenues, user fees, grants, or reallocation of existing capital funds with the recognition that construction of previously authorized capital projects may be delayed or postponed.

Capital Improvement Program (CIP)

The City will develop a multi-year plan for capital projects which identifies all projects likely to be constructed within a five year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Costs incurred for advanced planning of capital projects may be funded from reimbursement of appropriate debt or operating funds via a reimbursement resolution approved by City Council.

Capital improvement planning and programming shall include the following categories for the determination of funding for individual projects: design costs, right-of-way costs, utility construction/adjustment costs, construction costs, appropriate contingency funds, furnishings and equipment, and direct project administration services provided by City employees or contractors.

CAPITAL IMPROVEMENT PROGRAM

Project Manager

Every CIP project will have a qualified project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.

Capital Projects Review Committee

A committee will be organized by the City Manager or designee to review project proposals, determine project phasing, recommend project managers, review and evaluate the draft CIP budget document, and report CIP progress on an ongoing basis.

CIP Appropriation

The City's annual CIP appropriation for study, design, acquisition, and/or construction is based on the projects designated by the City Council through adoption of the Annual Budget.

Accordingly, project appropriations are generally made when contracts are awarded. If project costs at the time of bid award are less than the budgeted amount, the balance will be unappropriated and returned to fund balance or allocated to another project. If project costs at the time of bid award are greater than budget amounts, several options are available which may include:

- Eliminate the project.
- Defer the project for consideration.
- Re-scope or change the phasing of the project to meet the existing budget.
- Transfer funding from another specified lower priority project.
- Appropriate additional resources as necessary from fund balance.

CIP Budget Carryover

Appropriations for CIP projects lapse three years after budget adoption due to lack of activity. Projects which lapse from lack of project account appropriations may be resubmitted for inclusion in a subsequent CIP. Project accounts, which have been appropriated, will not lapse until completion of the project.

CAPITAL IMPROVEMENT PROGRAM

Capital Projects Reserve fund

A Capital Projects Reserve Fund shall be established and maintained to accumulate reimbursements from other governmental agencies for the prior purchase of real property assets, proceeds from an occasional sale of surplus real property as approved by City Council, and transfers from the General Fund unassigned fund balance. This fund shall only be used to pay for non-routine and one-time expenditures such as land and building purchases, capital maintenance and repairs, construction projects, feasibility, design, and engineering studies related to such projects, capital equipment and vehicles, and technology improvements. Expenditures from this fund should be aimed at protecting the health and safety of citizens and employees, protecting the existing assets of the City, ensuring public access to City facilities and information, and promoting community-wide economic development.

Utility Capital Expenditures

The City of Killeen uses three funding sources for utility capital expenditures. First, utility rates will be designed to provide sufficient funding for a depreciation reserve which accumulates resources to replace or rehabilitate aging infrastructure. Second, the multi-year financial plan provides debt strategies to finance needed capital items. Third, annual transfers are made to capital rehabilitation and renewal projects from utility operations to maintain adequate funding for capital items.

Financing

The City recognizes that there are three basic methods of financing capital needs. Funding may be budgeted and covered by current revenues, may come from fund balance, or borrowed through the issuance of debt. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, lease/purchase agreements, certificates of participation, tax notes, and other obligations permitted to be issued or incurred under Texas law. Guidelines for assuming debt are set forth in the Debt Policy Statements.

CAPITAL IMPROVEMENT PROGRAM

Surplus Bond Funds

Surplus project funds may become available after the completion of a specific, authorized bond project or may result when a bond project is modified or eliminated without being simultaneously replaced by another eligible project. Surplus bond funds may be used for projects consistent with the authorized purpose of the bonds per the bond covenant to:

- Finance cost overruns on bond projects within the same bond proposition;
- Fund emergency projects;
- Reduce outstanding debt at the end of the bond program; and
- Fund newly identified projects within the authorized purposes of an approved bond proposition only after all authorized projects/categories within the same proposition are substantially complete. A project would be considered substantially complete when design has been fully completed, construction is substantially underway, and staff has prepared cost projections that include ample contingencies to complete the project in the event unforeseen costs should arise.

CIP Fund Summary

	Amount
Grants	$ 7,803,570
Governmental CIP Fund	7,791,685
Bonds	6,195,525
Water & Sewer CIP Fund	5,471,325
Solid Waste CIP Fund	3,737,118
Drainage CIP Fund	3,457,306
Aviation CIP Funds	1,554,286
TxDOT Reimbursement	1,499,051
PEG Fund	446,590
Total	**$ 37,956,456**

General Fund
CIP Fund Summary - FY 2019

CIP FUNDING SOURCES

	Bonds	Grants	CIP	TxDOT Reimb	PEG Fund	Total
Other Projects Reserve	$ 379,706	$ -	$ 3,702,666	$ -	$ -	$ 4,082,372
Rosewood Extension	317,492	2,814,995	432,508	-	-	3,564,995
Fleet Replacement Program	-	-	2,441,500	-	-	2,441,500
Heritage Oaks Hike & Bike Trail	495,364	-	-	1,499,051	-	1,994,415
Technology Equipment & Software	-	-	600,000	-	-	600,000
Remodel City Council Chambers	-	-	-	-	446,590	446,590
HVAC Replacement Program	-	-	400,000	-	-	400,000
Downtown Streetscaping Ph II	79,082	-	147,918	-	-	227,000
Parks Project	137,125	-	-	-	-	137,125
Golf Capital Improvement	-	-	67,093	-	-	67,093
Trimmier Road Widening	53,162	-	-	-	-	53,162
Total	**$ 1,461,931**	**$ 2,814,995**	**$ 7,791,685**	**$ 1,499,051**	**$ 446,590**	**$ 14,014,252**

Water & Sewer Fund
CIP Fund Summary - FY 2019

	CIP FUNDING SOURCES				
	Bonds	**Grants**	**CIP**	**TxDOT Reimb**	**Total**
Other Project Reserve	$ -	$ -	$ 3,173,724	$ -	$ 3,173,724
South Water Supply	2,100,000	-	-	-	2,100,000
Water Line Rehab Phase 3	150,000	-	1,000,000	-	1,150,000
SSES Sewer Line Phase IV	850,000	-	-	-	850,000
Fleet Replacement Program	-	-	503,700	-	503,700
18" Sewer Gravity Main	500,000	-	-	-	500,000
SSES Sewer Line Phase V	350,000	-	-	-	350,000
Water System Improvements	258,533	-	-	-	258,533
Replacement W&S Parking Lot	-	-	240,600	-	240,600
Vacuum Truck	-	-	209,573	-	209,573
Sanitary Sewer Service Maint. Program	-	-	158,728	-	158,728
Water & Sewer Master Plan	-	-	150,000	-	150,000
Septic Tank Elimination, Ph XI	125,000	-	-	-	125,000
Septic Tank Elimination, Ph X	100,000	-	-	-	100,000
Forklift for Warehouse	-	-	35,000	-	35,000
Total	**$ 4,433,533**	**$ -**	**$ 5,471,325**	**$ -**	**$ 9,904,858**

Drainage Fund
CIP Fund Summary - FY 2019

CIP FUNDING SOURCES

	Bonds	Grants	CIP	TxDOT Reimb	Total
Other Project Reserves	$ -	$ -	$ 2,859,058	$ -	$ 2,859,058
Cosper Ridge/Bermuda Ditch	225,735	-	466,548	-	692,283
Fleet Replacement Program	-	-	131,700	-	131,700
Valley Ditch	59,750	-	-	-	59,750
Patriotic	14,576	-	-	-	14,576
Total	**$ 300,061**	**$ -**	**$ 3,457,306**	**$ -**	**$ 3,757,367**

Aviation Funds CIP
CIP Fund Summary - FY 2019

CIP FUNDING SOURCES

	Grants	PFC	CFC	TxDOT Reimb	Total
Terminal Building Boarding Bridges, Phase 3	$ 4,988,575	$ 554,286	$ -	$ -	$ 5,542,861
Rental Lot Facility Covered Parking	-	-	1,000,000	-	1,000,000
Total	**$ 4,988,575**	**$ 554,286**	**$ 1,000,000**	**$ -**	**$ 6,542,861**

Solid Waste CIP
CIP Fund Summary - FY 2019

CIP FUNDING SOURCES

	Bonds	Grants	CIP	TxDOT Reimb	Total
Other Project Reserves	$ -	$ -	$ 1,879,218	$ -	$ 1,879,218
Fleet Replacement Program	-	-	1,536,400	-	1,536,400
Crane Replacement	-	-	246,000	-	246,000
Infrastructure Improvements	-	-	75,500		75,500
Total	**$ -**	**$ -**	**$ 3,737,118**	**$ -**	**$ 3,737,118**



City of Killeen

Capital Improvements Program

Fiscal Year 2019
July 24, 2018

I. TABLE OF CONTENTS

I. Table of Contents 1

II. Introduction 3

III. CIP Development Process 3

IV. Definitions 3

V. Fiscal Year 2019 Highlights 4

- A. Aviation 4
- B. Facilities 4
- C. Parks & Recreation 4
- D. Environmental Services 4
- E. Streets / Traffic 4
- F. Water & Sewer 5
- G. Technology 5
- H. Vehicles & Equipment 5

VI. How to Use This Document 5

- A. Project Data Sheets 6

VII. Capital Improvement Program Total Summary 7

VIII. Aviation Capital Improvement Program 9

IX. Facilities Capital Improvement Program 15

X. Parks & Recreation Capital Improvement Program 20

XI. Environmental Services Capital Improvement Program 24

XII. Streets / Traffic Capital Improvement Program 30

XIII. Water & Sewer Capital Improvement Program 35

XIV. Technology Capital Improvement Program 46

XV. Vehicles & Equipment Capital Improvement Program 48

XVI. Long-Range Capital Improvement Improvements (Unfunded) 50

II. INTRODUCTION

The City of Killeen Capital Improvement Program (CIP) was developed to establish a long-term commitment to the capital projects necessary to protect the health, safety and welfare, and sustain and improve the quality of life of the citizens of Killeen. This program is designed to meet the infrastructure and facilities needs for today, as well as the future. The five year CIP uses a comprehensive approach to ensure the most efficient use of public funds.

III. CIP DEVELOPMENT PROCESS

A Capital Improvement Program is an iterative process, and should therefore be treated as a work in progress. The intent of this plan is to cover a five-year planning cycle, and to identify long-range projects (beyond the five-year plan) and a list of unfunded projects. Per the adopted Capital Projects Policies, this plan will be prepared, reviewed, and adopted annually to forecast the five-year and long-range project planning goals. The first year of the plan is incorporated into the annual capital budget as required by the City Charter. Adoption of the capital plan will set the stage for the adoption of the capital budget. Funding is appropriated with the adoption of the capital budget. Future years are used for planning purposes and are intended to establish working goals, objectives, and direction for City staff. For a detailed description of the CIP development process, refer to the adopted Capital Projects Policies.

IV. DEFINITIONS

Capital Project – A non-recurring expenditure that exceeds $100,000 and has a useful life exceeding one year.

Capital Improvement Project – A capital project for the new construction or expansion of infrastructure or facilities.

Capital Equipment Project – A capital project for items such as equipment, vehicles, tools, or other similar items.

Capital Maintenance Project – A capital project for the remodel, reconstruction, or rehabilitation of infrastructure or facilities.

V. FISCAL YEAR 2019 HIGHLIGHTS

A. AVIATION

In FY 2019 Aviation will undertake four projects directed at improving airport facilities and infrastructure totaling approximately $2.43M. This figure includes $1.29M in grants and reimbursement programs. The remaining funds will be supplied by Passenger Facility Charges.

B. FACILITIES

FY 2019 holds three facilities projects in store totaling $1.53M. Of this amount, $766K will come from CDBG grants for the Bob Gilmore Senior Center.

C. PARKS & RECREATION

There are two parks projects in the FY 2019 plan, and both projects are associated with the construction of the Rosewood Drive Extension project. Of the $1.99M in funding for FY 2019, approximately $1.50M will be provided by grants and reimbursable programs.

D. ENVIRONMENTAL SERVICES

Environmental services, sometimes referred to as Drainage, is slated to undertake five capital projects geared toward stabilizing watercourses, and master planning for the future in Killeen totaling approximately $752K.

E. STREETS / TRAFFIC

In FY 2019 Streets/Traffic will continue work on three capital projects with hopes of closing these projects within the fiscal year. The total funding required for FY 2019 is $3.85M of which $2.81M will be covered by grants and reimbursable programs.

F. WATER & SEWER

With nine total projects, Water & Sewer has the largest number of projects, with the highest funding amount at $5.58M in FY 2019. This fiscal year is anticipated to close out the 2013 Water & Sewer Bond funds.

G. TECHNOLOGY

This section is reserved for future use.

H. VEHICLES & EQUIPMENT

This section is reserved for future use.

VI. HOW TO USE THIS DOCUMENT

The CIP document is organized by project type. Each project type includes information on existing projects that will carry forward into fiscal year 2019, and projects that are anticipated in fiscal years 2020-2023. By nature, many capital projects may span across fiscal years. While estimates are given year by year for capital projects, these are not maximum amounts. The total expenditure by year will be ruled by the project contract, and pace at which the contractor completes the project. The summary section includes total use by project type and source of funds. Detailed project descriptions and justifications are provided for projects inside of the five-year plan. Those projects beyond the five-year plan and projects that do not yet have identified funding are included in the long-range capital plan.

A. PROJECT DATA SHEETS

Each project data sheet includes the following:

- Project Title – A brief descriptive title for the project.
- Description – A statement that describes the limits and scope of the project.
- Justification – A statement regarding the need for the project.
- Project Costs and Source of Funds – Details of project costs and sources of funding including prior year expenditures, current fiscal year budgeted expenditures, and estimated expenditures for four upcoming fiscal years.
- Impact on Operating Budget – Estimated increases in personnel, maintenance & operations, and capital costs directly associated with the project. These costs are based upon best estimates as they correlate to the current level of service.
- Project Schedule – Estimated project schedule by month and year as available.
- Site Information – A graphic representation of the project.

I. CAPITAL IMPROVEMENT PROGRAM TOTAL SUMMARY

Comprehensive Capital Improvement Program Summary

Fiscal Year	Project Type	Funding Source: Aviation CIP	Drainage Bond	Drainage CIP	Governmental Bond	Governmental CIP	Grant / Reimbursement	Interfund Loan	Solid Waste CIP	W&S Bond	W&S CIP	Other	Unfunded	Total
FY 2019	Aviation	$ 1,106,000	$ -	$ -	$ -	$ -	$ 1,291,500	$37,500	$ -	$ -	$ -	$ -	$ -	$ 2,435,000
	Environmental Service	-	300,061	466,548	-	-	-	-	-	-	-	-	-	$ 766,608
	Facilities	-	-	-	-	761,590	766,696	-	-	-	-	-	-	$ 1,528,286
	Parks & Recreation	-	-	-	495,364	-	1,499,051	-	-	-	-	-	-	$ 1,994,415
	Streets/Traffic	-	-	-	53,162	977,000	2,814,995	-	-	-	-	-	-	$ 3,845,157
	Water & Sewer	-	-	-	-	-	-	-	-	150,000	5,433,533	-	-	$ 5,583,533
	Total	$ 1,106,000	$ 300,061	$ 466,548	$ 548,526	$ 1,738,590	$ 6,372,242	$ 37,500	$ -	$ 150,000	$ 5,433,533	$ -	$ -	$ 16,152,999
FY 2020	Aviation	$ 1,106,000	$ -	$ -	$ -	$ -	$ 1,291,500	$37,500	$ -	$ -	$ -	$ -	$ -	$ 2,435,000
	Environmental Service	-	3,050,000	-	-	-	-	-	-	-	-	-	-	$ 3,050,000
	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Streets/Traffic	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Water & Sewer	-	-	-	-	-	-	-	-	-	4,050,000	-	-	$ 4,050,000
	Total	$ 1,106,000	$ 3,050,000	$ -	$ -	$ -	$ 1,291,500	$ 37,500	$ -	$ -	$ 4,050,000	$ -	$ -	$ 9,535,000
FY 2021	Aviation	$ 1,106,000	$ -	$ -	$ -	$ -	$ 1,291,500	$37,500	$ -	$ -	$ -	$ -	$ -	$ 2,435,000
	Environmental Service	-	3,141,888	-	-	-	-	-	-	-	-	-	-	$ 3,141,888
	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Streets/Traffic	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Water & Sewer	-	-	-	-	-	-	-	-	-	1,800,000	-	-	$ 1,800,000
	Total	$ 1,106,000	$ 3,141,888	$ -	$ -	$ -	$ 1,291,500	$ 37,500	$ -	$ -	$ 1,800,000	$ -	$ -	$ 7,376,888

Comprehensive Capital Improvement Program Summary														
		Funding Source												
Fiscal Year	Project Type	Aviation CIP	Drainage Bond	Drainage CIP	Governmental Bond	Governmental CIP	Grant / Reimbursement	Interfund Loan	Solid Waste CIP	W&S Bond	W&S CIP	Other	Unfunded	Total
FY 2022	Aviation	$ 1,106,000	$ -	$ -	$ -	$ -	$ 1,291,500	$37,500	$ -	$ -	$ -	$ -	$ -	$ 2,435,000
	Environmental Service	-	2,000,000	-	-	-	-	-	-	-	-	-	-	$ 2,000,000
	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Streets/Traffic	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Water & Sewer	-	-	-	-	-	-	-	-	-	4,200,000	-	-	$ 4,200,000
	Total	$ 1,106,000	$ 2,000,000	$ -	$ -	$ -	$ 1,291,500	$ 37,500	$ -	$ -	$ 4,200,000	$ -	$ -	$ 8,635,000
FY 2023	Aviation	$ 1,106,000	$ -	$ -	$ -	$ -	$ 1,291,500	$37,500	$ -	$ -	$ -	$ -	$ -	$ 2,435,000
	Environmental Service	-	1,000,000	-	-	-	-	-	-	-	-	-	-	$ 1,000,000
	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Streets/Traffic	-	-	-	-	-	-	-	-	-	-	-	-	$ -
	Water & Sewer	-	-	-	-	-	-	-	-	-	4,700,000	-	-	$ 4,700,000
	Total	$ 1,106,000	$ 1,000,000	$ -	$ -	$ -	$ 1,291,500	$ 37,500	$ -	$ -	$ 4,700,000	$ -	$ -	$ 8,135,000
Future Years	Aviation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000,000	$ 5,000,000
	Environmental Service	-	-	-	-	-	-	-	-	-	-	-	134,953,900	$ 134,953,900
	Facilities	-	-	-	-	-	-	-	-	-	-	-	36,946,778	$ 36,946,778
	Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	269,835,950	$ 269,835,950
	Streets/Traffic	-	-	-	-	-	-	-	-	-	-	-	334,092,496	$ 334,092,496
	Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	100,507,236	$ 100,507,236
	Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 881,336,360	$ 881,336,360



Aviation

Capital Improvements Program

Aviation Summary

Project Type	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Terminal Building Boarding Bridges, Ph. 3	$ 1,000,000	$ 4,700,000	$ 500,000	$ -	$ -
Rental Lot Facility Covered Parking	1,000,000	-	-	-	-
Replace Equipment-Terminal Building	60,000	1,690,000	-	-	-
Corporate Hangar	375,000	3,375,000	-	-	-
Total	**$ 2,435,000**	**$ 9,765,000**	**$ 500,000**	**$ -**	**$ -**

Source of Funds	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Aviation CIP	$ 1,106,000	$ 639,000	$ 50,000	$ -	$ -
Grant/Reimbursement	1,291,500	8,788,500	450,000	-	-
Interdepartmental Loan	37,500	337,500	-	-	-
Total	**$ 2,435,000**	**$ 9,765,000**	**$ 500,000**	**$ -**	**$ -**

Aviation

Project Code	Type	Sub-Type	Project Title
180002	Aviation - KFHRA	AIP Grant (90%)	Terminal Building Boarding Bridges, Ph. 3

Description

This project is for the construction and replacement phase of passenger boarding bridges (PBB) at gates 2, 3, 4, and 5, and the improvements to PBBs 1 and 6, per the results of the preliminary engineering review (PER) completed in 2016.

Justification

As part of the Airport's due diligence, a Preliminary Engineering Review (PER) was completed to determine the condition of the existing PBBs and provide a detailed analysis, including a life-cycle cost analysis, for either replacing or rehabilitating the existing PBBs at gates 2-5. The PER concluded replacing the older, non-supportable bridges would provide the best long-term value for the airport and provided project replacement design / engineering to approximately 35%.

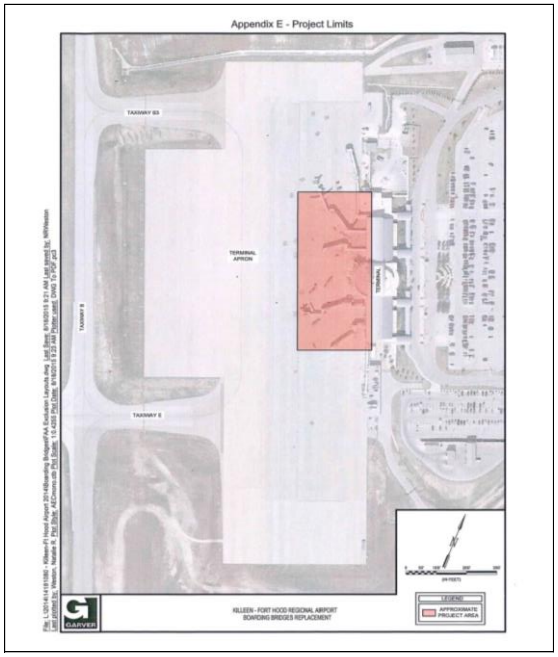
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	1,000,000	4,700,000	500,000	-	-
Total	$ 1,000,000	$ 4,700,000	$ 500,000	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	09/01/17	06/01/18
Construction	10/01/18	04/01/21

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 600,000	$ -	$ -	$ -	$ -	$ -	$ 600,000
Construction	-	1,000,000	4,700,000	500,000	-	-	$ 6,200,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Contingency							$ -
Total	**$ 600,000**	**$ 1,000,000**	**$ 4,700,000**	**$ 500,000**	**$ -**	**$ -**	**$ 6,800,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
PFC	$ 60,000	$ 100,000	$ 470,000	$ 50,000	$ -	$ -	$ 680,000
Grant/Reimbursement	540,000	900,000	4,230,000	450,000	-	-	$ 6,120,000
							$ -
							$ -
							$ -
Total	$ 600,000	$ 1,000,000	$ 4,700,000	$ 500,000	$ -	$ -	$ 6,800,000



Aviation

Project Code	Type	Sub-Type	Project Title
180007	AVIATION - KFHRA	CFC	RENTAL LOT FACILITY COVERED PARKING

Description

DESIGN AND CONSTRUCT SOLAR-INTEGRATED COVERED PARKING AT THE KILLEEN-FORT HOOD REGIONAL AIRPORT RENTAL CAR RETURN AREA.

Justification

AS A CONDITION OF THE LEASE AGREEMENT BETWEEN THE CITY OF KILLEEN AND THE CAR RENTAL COMPANIES THAT OPERATE AT THE KILLEEN-FORT HOOD REGIONAL AIRPORT (KFHRA), A CUSTOMER FACILITY CHARGE (CFC) FEE OF $2.00 PER TRANSACTION DAY IS COLLECTED FOR THE PURPOSE OF PROVIDING AND UPGRADING THE CAR RENTAL FACILITIES AT THE AIRPORT. AFTER CONSULTATION WITH THE CAR RENTAL COMPANIES AND STAFF, IT HAS BEEN DETERMINED THAT THE RENTAL CAR READY / RETURN LOT IS IN NEED OF BEING UPGRADED.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$-	$-	$-	$-	$-
Operations	-	-	-	-	-
Capital	1,000,000	-	-	-	-
Total	$-	$-	$-	$-	$-

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design/Advertising	04/18/18	
Construction	10/01/19	09/30/19

Project Costs	Budget to	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ 293
Construction	-	1,000,000	-	-	-	-	$ 1,000,000
Land/ROW							$ -
Rental Lot Fac							$ -
Contingency							$ -
Total	**$ -**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	$ 1,000,000

Source of Funds	Budget to	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Total
CFC		$1,000,000	$ -	$ -	$ -	$ -	$1,000,000
							$-
							$-
							$-
							$-
Total	**$ -**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**

Rental Car Ready/Return Lot



Short-Term Parking Alternative for Covered Structure



Aviation

Project Code	Type	Sub-Type	Project Title
180002	AVIATION - KFHRA		REPLACE EQUIPMENT-TERMINAL BUILDING

Description

THIS PROJECT IS THE REPLACEMENT OF BAGGAGE MANAGEMENT UNIT (BMU) 1. IT INCLUDES ALL EQUIPMENT AND COMPONENTS OF THE CONVEYOR SYSTEM WHICH DELIVERS CHECKED LUGGAGE FROM THE TICKET COUNTERS, TO THE TSA SCREENING SYSTEM, AND FROM THAT AREA TO A CAROUSEL ACCESSED BY THE AIRLINES.

Justification

THE EXISTING SYSTEM IS FIFTEEN (15) YEARS OLD AND HAS AN EXTRAORDINARILY HIGH RATE OF FAILURE REQUIRING INCREASING MAINTENANCE EFFORTS AND COSTS TO KEEP THE SYSTEM OPERATIONAL. THE REPLACEMENT SYSTEM WILL DECREASE MAINTENANCE, FIX BAG JAM AND STOPPAGE ISSUES, REDUCE SYSTEM DOWN TIME, DECREASE COSTS, AND INCREASE SYSTEM AND PERSONNEL EFFICIENCY.

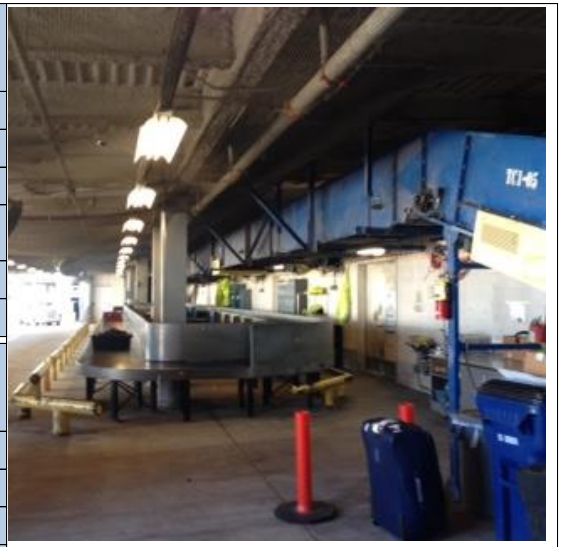
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -		$ -	$ -	$ -
Operations	-		-	-	-
Capital	60,000	1,690,000	-	-	-
Total	$ 60,000	$ 1,690,000	$ -	$ -	$ -

Project Schedule		End
Preliminary (Concept & ROW/Land)		
Design	08/01/19	01/31/20
Construction	02/01/20	09/30/20

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000
Construction	-		$ 1,690,000	-	-	-	$ 1,690,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Contingency							$ -
Total	**$ -**	**$ 60,000**	**$ 1,690,000**	**$ -**	**$ -**	**$ -**	**$ 1,750,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
PFC	$ -	$ 6,000	$ 169,000	$ -	$ -	$ -	$ 175,000
Grant/Reimbursement		$ 54,000	$ 1,521,000				$ 1,575,000
							$ -
							$ -
							$ -
Total	$ -	$ 60,000	$ 1,690,000	$ -	$ -	$ -	$ 1,750,000



Aviation

Project Code	Type	Sub-Type	Project Title
170003	AVIATION - KFHRA		CORPORATE HANGAR

Description

TO CONSTRUCT A NEW CORPORATE HANGAR PER THE AIRPORT MASTER PLAN TO MEET EXISTING AIRPORT AND TENANT NEEDS

Justification

THE AIRPORT NEEDS TO DIVERSIFY ITS ECONOMY, ADD ADDITIONAL REVENUE, AND PROVIDE A FACILITY FOR TENANT LEASE AND USE. THE AIRPORT HAS A TENANT WHICH IS WILLING TO LEASE A FACILITY IF AVAILABLE

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	375,000	3,375,000	-	-	-
Total	$ 375,000	$ 3,375,000	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/I		
Design	10/01/18	01/31/19
Construction	04/01/19	01/31/20

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ -	$ 375,000	$ -	$ -	$ -		$ 375,000
Construction	-	-	3,375,000	-	-		$ 3,375,000
Land/ROW	-	-	-		-	-	$ -
Furniture, Fixtures, Equipment							$ -
Contingency				-	-		$ -
Total	**$ -**	**$ 375,000**	**$ 3,375,000**	**$ -**	**$ -**	**$ -**	**$ 3,750,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Grant/Reimbursement	$ -	$ 337,500	$ 3,037,500	$ -	$ -	$ -	$ 3,375,000
Interdept. Loan	-	37,500	337,500	-	-	-	$ 375,000
							$ -
							$ -
							$ -
Total	**$ -**	**$ 375,000**	**$ 3,375,000**	**$ -**	**$ -**	**$ -**	**$ 3,750,000**



Facilities

Capital Improvements Program

FACILITIES

Project Type	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Emergency Operations Center	$ 315,000	$ -	$ -	$ -	$ -
Bob Gilmore Senior Center Ph 1 & 2 Renovations	766,696	-	-	-	-
City Council Chambers Renovation	446,590	-	-	-	-
Total	**$ 1,528,286**	**$ -**	**$ -**	**$ -**	**$ -**

Source of Funds	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Governmental CIP	$ 761,590	$ -	$ -	$ -	$ -
Grant/Reimbursement	766,696	-	-	-	-
Total	**$ 1,528,286**	**$ -**	**$ -**	**$ -**	**$ -**

FACILITIES

Project Code	Type	Sub-Type	Project No.	Project Title
180033	FACILITIES			Emergency Operations Center

Description

ARCHITECTURAL AND ENGINEERING DESIGN AND CONSTRUCTION DEVELOPMENT OF AN EMERGENCY OPERATIONS CENTER (EOC) LOCATED ON THE 2ND FLOOR OF BUILDING G- KAAC. THE PROPOSAL INCLUDES DESIGN DEVELOPMENT, CONSTRUCTION DOCUMENTS, BIDDING AND NEGOTIATION, AND CONSTRUCTION ADMINISTRATION. REMODELING OF EXISTING SPACE FOR THE EOC WILL ACCOMMODATE FUTURE NEEDS OF THE CITY.

Justification

THE CITY OF KILLEEN DOES NOT HAVE A DEDICATED SPACE FOR AN EMERGENCY OPERATIONS CENTER. SUFFICIENT SPACE EXISTS AT THE KAAC TO DEVELOP THIS TYPE OF SPECIALIZED AND DEDICATED SPACE.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ 115,748.00	$ 118,062.00	$ 120,423.00	$ 122,831.00	$ 122,831.00
Operations	38,051.00	38,812.00	39,588.00	40,379.00	40,379.00
Capital	315,000.00	-	-	-	-
Total	$ 468,799.00	$ 153,799.00	$ 160,011.00	$ 163,210.00	$ 163,210.00

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)	30 days -March 1, 2018	Mar-18
Design	60 days-March 1, 2018	May-18
Construction	90 days - June 2018	September 30 2018

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 24,500	$ -	$ -	$ -	$ -	$ -	$ 24,500
Construction		250,000					$ 250,000
Land/ROW	-						$ -
Furniture, Fixtures, Equipment		60,000					$ 60,000
Other/Contingency		5,000					$ 5,000
Total	**$ 24,500**	**$ 315,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 339,500**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Governmental CIP	$ 24,500	$ 315,000					$ 339,500
							$ -
							$ -
							$ -
							$ -
Total	$ 24,500	$ 315,000	$ -	$ -	$ -	$ -	$ 339,500

[Insert Project Image]

FACILITIES

Project Code	Type	Sub-Type	Project No.	Project Title
180040	FACILITIES		2016 i/18.03	Bob Gilmore Senior Center Ph 1 & 2 Renovations

Description

The Community Development Advisory Committee awarded the Bob Gilmore Senior Center a grant in the amount of $209,248 in February of 2018 following City Council authorization. The project entails the renovation of the facilities restrooms and entrance. A significant portion of the work will entail addressing accessiblity issues at the facility. In April of 2018 the Community Development Advisory Committee voted to recommend $574,447 for Phase 2 renovations of the Bob Gilmore Senior Center. Phase 2 encompasses the renovation of the facilities covered entrance and kitchen.

Justification

The Bob Gilmore Senior Center has several accessiblity issues related to the facilities entrance and restrooms. Phase 1 and 2 will assist in bringing the facility into compliance with ADA standards. Renovations to the facilities entrance will address flooding issues and also provide for the safe drop off and pick up of seniors to the facility. The restrooms are not ADA compliant and cause significant access issues for patrons. The kitchen is no longer suitable to meet the needs of the meal program conducted at the facility. There is also code issues related to the kitchen that will be addressed with the renovation.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ 30,000	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	766,696	-	-	-	-
Total	$ 796,696	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Mar-18	Nov-18
Construction	Dec-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 17,000	$ 57,200					$ 74,200
Construction		709,496					$ 709,496
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency	720						$ 720
Total	**$ 17,720**	**$ 766,696**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 784,416**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
CDBG Grant	$ 17,000	$ 766,696	$ -	$ -	$ -	$ -	$ 783,696
Governmental CIP	720	-	-	-	-	-	$ 720
							$ -
							$ -
							$ -
Total	**$ 17,720**	**$ 766,696**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 784,416**

[Insert Project Image]

FACILITIES

Project Code	Type	Sub-Type	Project No.	Project Title
180028	FACILITIES			City Council Chambers Renovation

Description

This capital maintenance project will renovate the existing City Council Chambers to include upgrades to technology, workspace, audience seating, and other improvements.

Justification

This project is necessary to provide a more condusive working environment for the governing body, and to expand the capability to distribute governmental meeting to the general public.

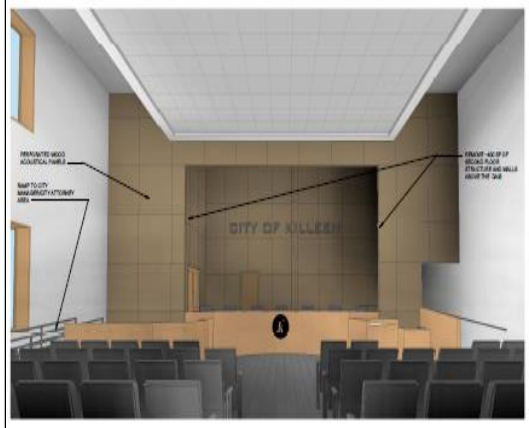
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	446,590	-	-	-	-
Total	$ 446,590	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Mar-18	May-18
Construction	Sep-18	Dec-18

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 31,875	$ -	$ -	$ -	$ -	$ -	$ 31,875
Construction	-	277,408	-	-	-	-	$ 277,408
Land/ROW	-	-	-	-	-	-	$ -
Furniture, Fixtures, Equipment	-	169,182	-	-	-	-	$ 169,182
Other/Contingency	-	-	-	-	-	-	$ -
Total	**$ 31,875**	**$ 446,590**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 478,465**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
PEG	$ 31,875	$ 446,590	$ -	$ -	$ -	$ -	$ 478,465
							$ -
							$ -
							$ -
							$ -
Total	**$ 31,875**	**$ 446,590**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 478,465**



Parks & Recreation

Capital Improvements Program

Parks and Recreation Summary

Project Type	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Heritage Oaks Hike & Bike Trl, Seg. 4	$ 1,929,630	$ -	$ -	$ -	$ -
Heritage Oaks Hike & Bike Trl, Seg. 3a	64,785	-	-	-	-
Total	**$ 1,994,415**	**$ -**	**$ -**	**$ -**	**$ -**

Source of Funds	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Governmental Bond	$ 495,364	$ -	$ -	$ -	$ -
Grant/Reimbursable	1,499,051	-	-	-	-
Total	**$ 1,994,415**	**$ -**	**$ -**	**$ -**	**$ -**

Parks and Recreation

Project Code	Type	Sub-Type	Project No.	Project Title
180030	P&R		3435-2014XX	Heritage Oaks Hike & Bike Trl, Seg. 4

Description

THIS PROJECT WILL CONSTRUCT A HIKE AND BIKE TRAIL FROM CHAPARRAL ROAD ALONG TRIMMIER CREEK TO PLATINUM DRIVE IN CONJUNCTION WITH EXTENDING THE CURRENT 5-LANE SECTION OF ROSEWOOD DRIVE BY APPROX 0.6 MILES TO CONNECT TO CHAPARRAL ROAD TO AND CONSTRUCTING A HIKE AND BIKE TRAIL ALONG ROSEWOOD DRIVE CONNECTING TO PURSER PARK IN HARKER HEIGHTS (SEE ROSEWOOD EXT AND HOHBT SEG #3A).

Justification

THE TRAIL PROJECT WILL PROVIDE A GREATER QUALITY OF LIFE FOR THE CITIZENS OF KILLEEN. THE ROADWAY PROJECT WILL INCREASE SAFETY AND REDUCE CONGESTION.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	120,000	122,964	126,001	129,113
Capital	1,929,630	-	-	-	-
Total	$ 1,929,630	$ 120,000	$ 122,964	$ 126,001	$ 129,113

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Dec-16	Dec-17
Construction	Mar-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 285,000	$ -	$ -	$ -	$ -	$ -	$ 285,000
Construction	706,622	1,801,507		-	-	-	$ 2,508,129
Land/ROW	-	-	-	-	-	-	$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	$ -
Other/Contingency	-	128,123	-	-	-	-	$ 128,123
Total	**$ 991,622**	**$ 1,929,630**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,921,252**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Grant/Reimbursement	$ 529,967	$ 1,447,223	$ -	$ -	$ -	$ -	$ 1,977,190
Parks Bond	461,655	482,407	-	-	-	-	$ 944,062
							$ -
							$ -
							$ -
Total	$ 991,622	$ 1,929,630	$ -	$ -	$ -	$ -	$ 2,921,252



Parks and Recreation

Project Code	Type	Sub-Type	Project No.	Project Title
180031	P&R		3435-2014XX	Heritage Oaks Hike & Bike Trl, Seg. 3A

Description

THIS PROJECT WILL CONSTRUCT A HIKE AND BIKE TRAIL ALONG ROSEWOOD DRIVE CONNECTING TO PURSER PARK IN HARKER HEIGHTS IN CONJUNCTION WITH EXTENDING THE CURRENT 5-LANE SECTION OF ROSEWOOD DRIVE BY APPROXIMATELY 0.6 MILES AND TO CONSTRUCT A HIKE AND BIKE TRAIL TO TO RUN ALONG TRIMMIER CREEK TO PLATINUM DRIVE (SEE ROSEWOOD DR EXT AND HOHBT SEG 4).

Justification

THE TRAIL PROJECT WILL PROVIDE A GREATER QUALITY OF LIFE FOR THE CITIZENS OF KILLEEN. THE ROADWAY PROJECT WILL INCREASE SAFETY AND REDUCE CONGESTION.

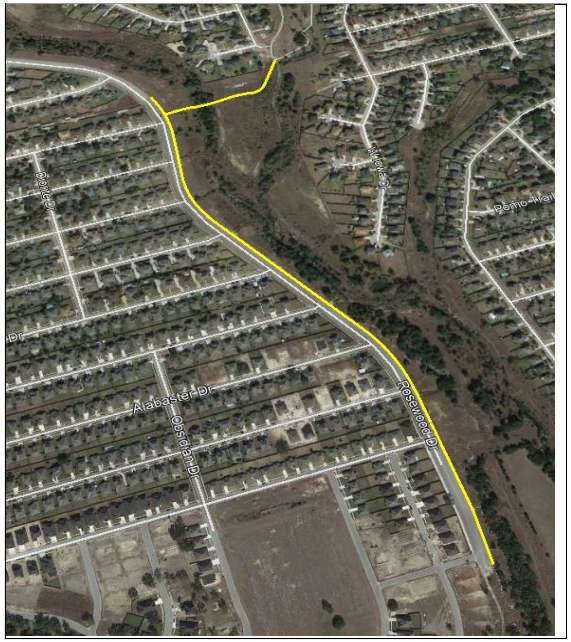
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	2,045	2,045	2,045	2,045
Capital	64,785	-	-	-	-
Total	$ 64,785	$ 2,045	$ 2,045	$ 2,045	$ 2,045

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Dec-16	Dec-17
Construction	Mar-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design			$ -	$ -	$ -	$ -	$ -
Construction	662,494	62,785		-	-	-	$ 725,279
Land/ROW	-	-	-	-	-	-	$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	$ -
Other/Contingency		2,000					$ 2,000
Total	**$ 662,494**	**$ 64,785**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 727,279**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Grant/Reimbursement	$ 529,995	$ 51,828	$ -	$ -	$ -	$ -	$ 581,823
Parks Bond	132,499	12,957	-	-	-	-	$ 145,456
							$ -
							$ -
							$ -
Total	$ 662,494	$ 64,785	$ -	$ -	$ -	$ -	$ 727,279



Environmental Services

Capital Improvements Program

Environmental Services Summary

Project Type	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
DRAINAGE MASTER PLAN	$ -	$ 3,000,000	$ 2,000,000	$ 2,000,000	$ 1,000,000
2018 MINOR DRAINAGE CIP-COSPER RIDGE/BERMUDA DITCH	$ 692,282	$ -	$ -	$ -	$ -
VALLEY DITCH MAJOR CIP	$ 59,750	$ -	$ 550,000	$ -	$ -
PATRIOTIC MAJOR CIP	$ 14,576	$ 50,000	$ 591,888	$ -	$ -
Total	**$ 766,608**	**$ 3,050,000**	**$ 3,141,888**	**$ 2,000,000**	**$ 1,000,000**

Source of Funds	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Drainage Bond	$ 300,061	$ 3,050,000	$ 3,141,888	$ 2,000,000	$ 1,000,000
Drainage CIP	466,548	-	-	-	-
Total	**$ 766,608**	**$ 3,050,000**	**$ 3,141,888**	**$ 2,000,000**	**$ 1,000,000**

*Items shown in blue indicate the anticipation of a future bond issuance. Refer to project data sheets for more detail.

Drainage

Project Code	Type	Sub-Type	Project No.	Project Title
180038	PW ENVIRONMENTAL	BOND	720-Various	DRAINAGE MASTER PLAN

Description

THE 2012 DRAINGE MASTER PLAN CONTAINS MULTIPLE ENGINEERING STUDIES, DESIGN, AND CONSTRUCTION PROJECTS TO REPAIR FAILING INFRASTRUCTURE AND TO IMPROVE PUBLIC SAFETY. SEE ATTACHED PRIORITIZED PROJECT LIST.

Justification

THE PUBLIC WORKS ENVIRONMENTAL SERVICES DIVISION HAS ESTABLISHED DRAINAGE MASTER PLANS IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". THE 2012 DRAINAGE MASTER PLAN IDENTIFIED AN $8 MILLION DOLLAR BOND PACKAGE WHICH CONTAINS MULTIPLE ENGINEERING STUDIES, DESIGN, AND CONSTRUCTION PROJECTS.

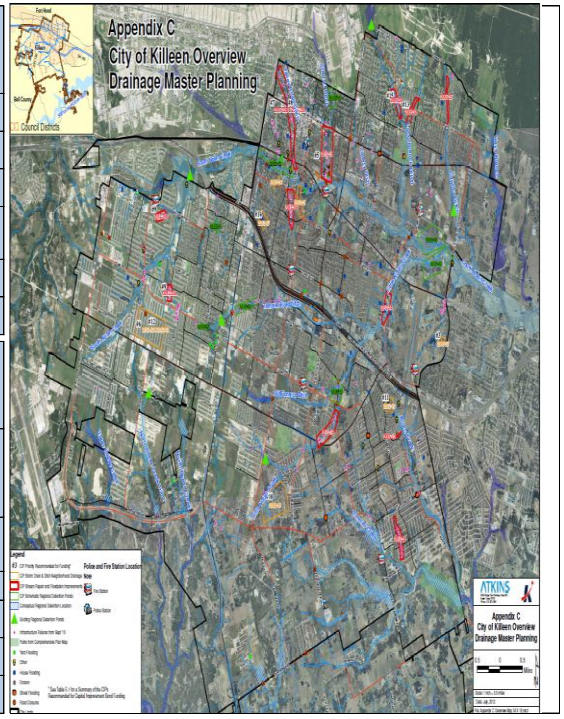
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	-	3,000,000	2,000,000	2,000,000	1,000,000
Total	$ -	$ -	$ 2,000,000	$ 2,000,000	$ 1,000,000

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)	Oct-20	Dec-23
Design	Oct-21	Dec-24
Construction	Oct-20	Dec-25

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design			$ 1,000,000	$ 1,000,000			$ 2,000,000
Construction			1,200,000	1,000,000	2,000,000	1,000,000	$ 5,200,000
Land/ROW			500,000				$ 500,000
Furniture, Fixtures, Equipment			300,000				$ 300,000
Other/Contingency							$ -
Total	**$ -**	**$ -**	**$ 3,000,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 1,000,000**	**$ 8,000,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Future Drainage Bond			$ 3,000,000	$ 2,000,000	$ 2,000,000	$ 1,000,000	$ 8,000,000
							$ -
							$ -
							$ -
							$ -
Total	$ -	$ -	$ 3,000,000	$ 2,000,000	$ 2,000,000	$ 1,000,000	$ 8,000,000



Drainage

Project Code	Type	Sub-Type	Project No.	Project Title
180023	PW ENVIRONMENTAL	DRAINAGE FUND	718-001	2018 MINOR DRAINAGE CIP-COSPER RIDGE/BERMUDA DITCH

Description

THE CONTRACTED FUNDS FOR THIS PROJECT ARE FOR A FINAL DESIGN FOR REPAIRS TO A CONCRETE CHANNEL WALL IN BERMUDA DITCH AND STORM DRAIN EMBEDMENT FAILURE IN COSPER RIDGE ESTATES. ENGINEERING CONTRACT WAS AUTHORIZED BY THE CITY MANAGER. THIS PROJECT IS SCHEDULED TO ADVERTISE TO BID FOR CONSTRUCTION IN LATE FY18. CONSTRUCTION CONTRACT WILL BE EXECUTED IN FY18, HOWEVER FUNDS WILL NOT BE EXPENDED UNTIL FY19.

Justification

THE PUBLIC WORKS ENVIRONMENTAL SERVICES DIVISION HAS ESTABLISHED DRAINAGE MASTER PLANS IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". BOTH OF THESE REPAIRS ARE DUE TO FAILURES IN THE INFRASTRUCTURE.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	692,282	-	-	-	-
Total	$ 692,282	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)	Mar-17	Dec-17
Design	Jan-18	May-18
Construction	Sep-18	Dec-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 16,830	$ 13,780	$ -	$ -	$ -	$ -	$ 30,610
Construction	-	678,502	-	-	-	-	$ 678,502
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 16,830**	**$ 692,282**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 709,112**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Drainage Bond		$ 225,735					$ 225,735
Drainage CIP	16,830	466,548					$ 483,378
							$ -
							$ -
							$ -
Total	$ 16,830	$ 692,282	$ -	$ -	$ -	$ -	$ 709,112



Drainage

Project Code	Type	Sub-Type	Project No.	Project Title
180025	PW-ENVIRONMENTAL	DRAINAGE FUND	708-017	VALLEY DITCH MAJOR CIP

Description

THE CONTRACTED FUNDS FOR THIS PROJECT ARE FOR A PRELIMINARY ENGINEERING REPORT AND FINAL DESIGN FOR IMPROVEMENTS TO THE BNSF RAILIROAD CROSSING. ENGINEERING CONTRACTS AUTHORIZED VIA 05-149R, 13-027R, 09-072R, AND 14-001R.

Justification

THE PUBLIC WORKS ENVIRONMENTAL SERVICES DIVISION HAS ESTABLISHED DRAINAGE MASTER PLANS IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". THE 2005 AND 2012 DRAINAGE MASTER PLANS IDENTIFIED THIS PROJECT AS A TOP PRIORITY DUE TO EROSION AND LOCALIZED FLOODING.

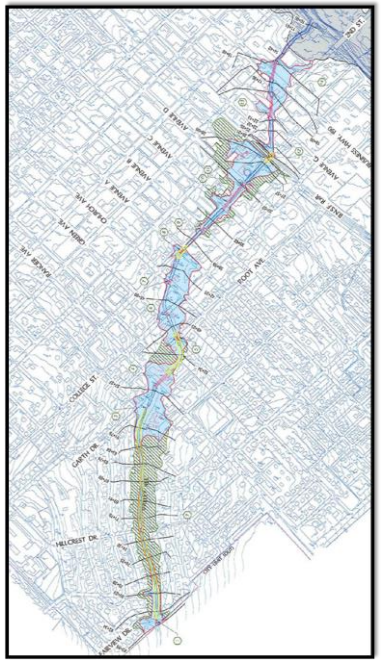
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	59,750	-	550,000	-	-
Total	$ 59,750	$ -	$ 550,000	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)	Aug-08	Aug-20
Design	Feb-14	Aug-20
Construction	Oct-20	Dec-21

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 104,950	$ 59,750					$ 164,700
Construction				550,000			$ 550,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 104,950**	**$ 59,750**	**$ -**	**$ 550,000**	**$ -**	**$ -**	**$ 714,700**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Drainage Bond	$ 104,950	$ 59,750					$ 164,700
Future Drainage Bond				550,000			$ 550,000
							$ -
							$ -
							$ -
Total	$ 104,950	$ 59,750	$ -	$ 550,000	$ -	$ -	$ 714,700



Drainage

Project Code	Type	Sub-Type	Project No.	Project Title
180026	PW ENVIRONMENTAL	DRAINAGE FUND	708-007	PATRIOTIC MAJOR CIP

Description

THE CONTRACTED FUNDS FOR THIS PROJECT ARE FOR A PRELIMINARY ENGINEERING REPORT AND FINAL DESIGN FOR IMPROVEMENTS TO THE EARTHEN CHANNEL AND THE ADDITION OF STORM DRAIN. ENGINEERING CONTRACTS AUTHORIZED VIA 05-149R, 11-092R, AND 13-027R.

Justification

THE PUBLIC WORKS ENVIRONMENTAL SERVICES DIVISION HAS ESTABLISHED DRAINAGE MASTER PLANS IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". THE 2005 AND 2012 DRAINAGE MASTER PLANS IDENTIFIED THIS PROJECT AS A TOP PRIORITY DUE TO EROSION AND LOCALIZED FLOODING.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	14,576	50,000	591,888	-	-
Total	$ 14,576	$ -	$ 591,888	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)	Aug-08	Aug-20
Design	Jul-05	Aug-20
Construction	Oct-20	Dec-21

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 75,724	$ 14,576					$ 90,300
Construction				591,888			$ 591,888
Land/ROW			50,000				$ 50,000
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 75,724**	**$ 14,576**	**$ 50,000**	**$ 591,888**	**$ -**	**$ -**	**$ 732,188**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Drainage Bond	$ 75,724	$ 14,576					$ 90,300
Future Drainage Bond			50,000	591,888			$ 641,888
							$ -
							$ -
							$ -
Total	$ 75,724	$ 14,576	$ 50,000	$ 591,888	$ -	$ -	$ 732,188



Streets / Traffic

Capital Improvements Program

Streets / Traffic Summary

Project Title	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Trimmier Road Widening	$ 53,162	$ -	$ -	$ -	$ -
Rosewood Dr Ext	3,564,995	-	-	-	-
Downtown Streetscaping Ph II	227,000	-	-	-	-
Total	**$ 3,845,157**	**$ -**	**$ -**	**$ -**	**$ -**

Source of Funds	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Governmental Bond	$ 53,162	$ -	$ -	$ -	
Governmental CIP	977,000	-	-	-	-
Grant/Reimbursable	2,814,995	-	-	-	-
Total	**$ 3,845,157**	**$ -**	**$ -**	**$ -**	**$ -**

Streets/Traffic

Project Code	Type	Sub-Type	Project No.	Project Title
180010	STREETS/TRAFFIC	S1 - TxDOT	3435-2014XX	TRIMMIER RD WIDENING

Description

THIS PROJECT CONSISTS OF THE WIDENING OF TRIMMIER ROAD TO A 5-LANE ARTERIAL ROADWAY WITH CONTINUOUS CENTER TURN LANE FROM JASPER ROAD TO ELMS ROAD. ADDITIONALLY IT WILL WIDEN WS YOUNG DRIVE FROM BACON RANCH ROAD TO LITTLE NOLAN ROAD AND EXTEND LOWES BLVD. FROM TRIMMIER ROAD TO FLORENCE ROAD.

Justification

THIS PROJECT IS NECESSARY TO INCREASE SAFETY ON TRIMMIER ROAD AND WS YOUNG DRIVE. IT WILL PROVIDE GREATER MOBILITY AND CONNECTIVITY TO REDUCE CONGESTION.

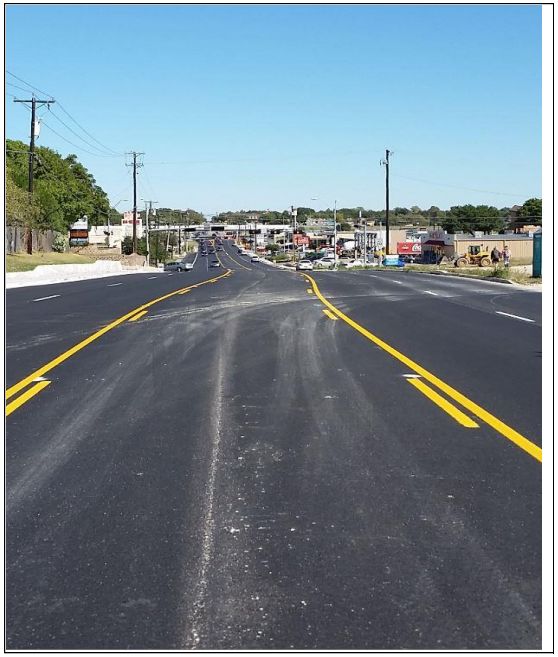
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	53,162	-	-	-	-
Total	$ 53,162	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Apr-15	Dec-17

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	7,310,979	53,162					$ 7,364,141
Land/ROW	-	-	-	-	-	-	$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	$ -
Other/Contingency			-	-	-	-	$ -
Total	**$ 7,310,979**	**$ 53,162**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,364,141**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Roadway Bond	$ 5,338,443	$ 53,162	$ -	$ -	$ -	$ -	$ 5,391,605
Grant/Reimbursable	1,850,192	-	-	-	-	-	$ 1,850,192
W&S CIP	122,344	-	-	-	-	-	$ 122,344
							$ -
							$ -
Total	$ 7,310,979	$ 53,162	$ -	$ -	$ -	$ -	$ 7,364,141



Streets/Traffic

Project Code	Type	Sub-Type	Project No.	Project Title
180009	STREETS/TRAFFIC	S1-TxDOT	3435-2014XX	ROSEWOOD DR EXTENSION

Description

THIS PROJECT EXTENDS THE CURRENT 5-LANE SECTION OF ROSEWOOD DRIVE BY APPROX 0.6 MILES TO CONNECT TO CHAPARRAL ROAD. THE PROJECT INCLUDES THE CONSTRUCTION OF A HIKE AND BIKE TRAIL FROM CHAPARRAL ROAD ALONG TRIMMIER CREEK TO PLATINUM DRIVE AND ALONG ROSEWOOD DRIVE CONNECTING TO PURSER PARK IN HARKER HEIGHTS (SEE HOHBT SEG 3A AND HOHBT SEG 4).

Justification

THIS PROJECT IS NECESSARY TO ELIMINATE A GAP IN CONNECTIVITY AND PROVIDE ANOTHER OUTER LOOP SOUTH OF KILLEEN. THE ROADWAY PROJECT WILL INCREASE SAFETY AND REDUCE CONGESTION. THE TRAIL PROJECT WILL PROVIDE A GREATER QUALITY OF LIFE FOR THE CITIZENS OF KILLEEN.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	20,000	20,600	21,218
Capital	3,564,995	-	-	-	-
Total	$ 3,564,995	$ -	$ 20,000	$ 20,600	$ 21,218

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Dec-16	Dec-17
Construction	Mar-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 739,923	$ 15,000	$ -	$ -	$ -	$ -	$ 754,923
Construction	1,042,748	3,549,995		-	-	-	$ 4,592,743
Land/ROW	-	-	-	-	-	-	$ -
Furniture, Fixtures, Equipment	-	-	-	-	-	-	$ -
Other/Contingency							$ -
Total	**$ 1,782,671**	**$ 3,564,995**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,347,666**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Grant/Reimbursable	$ 1,426,137	$ 2,814,995	$ -	$ -	$ -	$ -	$ 4,241,132
Governmental CIP	356,535	750,000	-	-	-	-	$ 1,106,535
							$ -
							$ -
							$ -
Total	$ 1,782,671	$ 3,564,995	$ -	$ -	$ -	$ -	$ 5,347,666



Streets/Traffic/Transportation

Project Code	Type	Sub-Type	Project No.	Project Title
180035	PW-Engineering		310-002-B	Downtown Streetscaping Ph II

Description

Extend Downtown Streetscaping along Avenue D from Gray to 10th Street.

Justification

Comply with Economic Development Corp. Solix Agreement.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	227,000	-	-	-	-
Total	$ 227,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	May-18	Jul-18
Construction	Aug-18	Apr-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 30,000						$ 30,000
Construction	43,000	200,000					$ 243,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency		27,000					$ 27,000
Total	**$ 73,000**	**$ 227,000**	**$ -**	**$ -**	**$ -**	**$ -**	$ 300,000

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Governmental CIP	$ 73,000	$ 227,000	$ -	$ -	$ -	$ -	$ 300,000
							$ -
							$ -
							$ -
							$ -
Total	$ 73,000	$ 227,000	$ -	$ -	$ -	$ -	$ 300,000



Water & Sewer

Capital Improvements Program

Water & Sewer Summary

Project Type	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
18" SEWER GRAVITY MAIN (11S) & (13S)	$ 500,000	$ 800,000	$ -	$ -	$ -
SEWER LINE EVALUATION SURVEY PH 5	350,000	-	-	-	-
SEWER LINE REHAB PH 4	850,000	-	-	-	-
SOUTH WATER SUPPLY	2,100,000	1,400,000	1,800,000	4,200,000	4,700,000
SEPTIC TANK ELIMINATION, PH X	100,000	-	-	-	-
SEPTIC TANK ELIMINATION, PH XI	125,000	850,000	-	-	-
2017 WATER & SEWER MASTER PLAN	150,000	-	-	-	-
WATER LINE REHAB PH 3	1,150,000	1,000,000	-	-	-
WATER SYSTEM IMPROVEMENTS	258,533	-	-	-	-
Total	**$ 5,583,533**	**$ 4,050,000**	**$ 1,800,000**	**$ 4,200,000**	**$ 4,700,000**

Source of Funds	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
W&S Bond	$ 5,433,533	$ 4,050,000	$ 1,800,000	$ 4,200,000	$ 4,700,000
W&S CIP	150,000	-	-	-	-
Total	**$ 5,583,533**	**$ 4,050,000**	**$ 1,800,000**	**$ 4,200,000**	**$ 4,700,000**

*Items shown in blue indicate the anticipation of a future bond issuance. Refer to project data sheets for more detail.

Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180014	PW SEWER	B2-BOND		18" SEWER GRAVITY MAIN (11S) & (13S)

Description

THE 18" SEWER GRAVITY MAIN DIVERTS SEWER FLOW FROM THE CENTRAL BASIN TO THE TRIMMIER CREEK BASIN BY REPLACING AND UPSIZING EXISTING FORCE MAIN. IT ALSO INCLUDES TWO CITY OWNER AGREEMENTS TO UPSIZE A SEWER MAIN IN PRAIRIE VIEW PHASE 3 AND TO CONSTRUCT A PORTION OF THE YOWELL CREEK GRAVITY SEWER INTERCEPTOR. FINALLY, IT BRINGS GRAVITY SEWER TO TRIMMIER ROAD BETWEEN STAGECOACH AND CHAPARRAL.

Justification

THIS PROJECT WILL RELIEVE EXISTING FORCE MAINS IN THE AREA, AND PROVIDE ADDITIONAL CAPACITY TO THE BASIN. THIS IS PROJECT 11S AND 13S IN THE 2012 W&S MASTER PLAN.

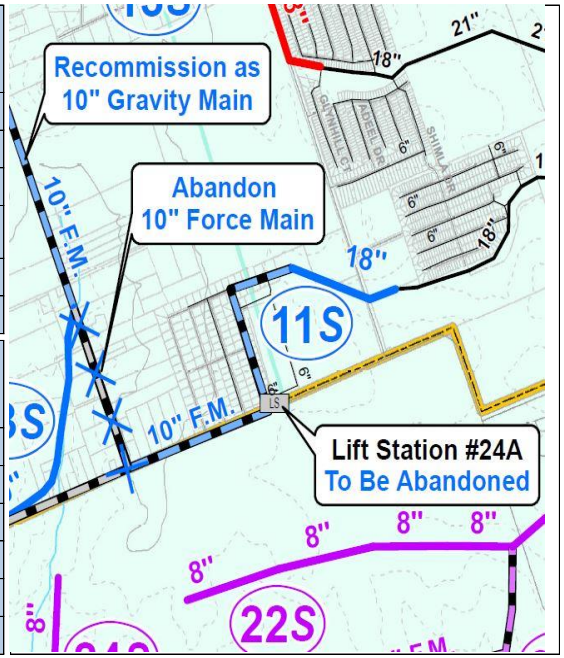
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	500,000	800,000	-	-	-
Total	$ 500,000	$ 800,000	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Aug-13	Sep-20

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design		$ 200,000					$ 200,000
Construction	231,239	300,000	800,000				$ 1,331,239
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 231,239**	**$ 500,000**	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ 1,531,239**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	231,239	200,000					$ 431,239
Future W&S Bond		300,000	800,000				$ 1,100,000
							$ -
							$ -
							$ -
Total	**$ 231,239**	**$ 500,000**	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ 1,531,239**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180015	PW-Sewer	B2-Bond		Sewer Line Evaluation Survey Ph 5

Description

This is the fifth phase of the sewer line SSES, pipeline analysis will evaluate 637,170 ft. of sewer pipe. The analysis locates defects, establishes least cost repair estimates, and prepares a sewer line rehabilitation plan.

Justification

This is a planning project to establish priority for construction projects to reduce I&I and more efficiently and safely collect wastewater. It is required by the City's 10 year Sanitary Sewer Overflow Intiative Agreement with the TCEQ.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	350,000	-	-	-	-
Total	$ 350,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Oct-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design							$ -
Construction	$ 60,000	$ 350,000					$ 410,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 60,000**	**$ 350,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 410,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 60,000	$ 350,000					$ 410,000
							$ -
							$ -
							$ -
							$ -
Total	**$ 60,000**	**$ 350,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 410,000**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
	PW-SEWER	B2-BOND		SEWER LINE REHAB PH 4

Description

THIS PROJECT WILL USE CITY CREWS AND CONTRACT LABOR TO REHABILITATE THE DEFECTIVE SEWER LINE THAT WAS FOUND THROUGH THE SANITARY SEWER EVALUATION SURVEY PHASE 4.

Justification

THE 10 YEAR SANITARY SEWER OVERFLOW AGREEMENT THAT THE CITY HAS WITH THE TCEQ REQUIRES THAT ALL DEFECTIVE SEWER MAINS FOUND THROUGH THE CITY'S SANITARY SEWER EVALUATION SURVEY MUST BE REHABILITATED.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	850,000	-	-	-	-
Total	$ 850,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Jul-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design							$ -
Construction	$ 150,000	$ 850,000					$ 1,000,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 150,000**	**$ 850,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 150,000	$ 850,000					$ 1,000,000
							$ -
							$ -
							$ -
							$ -
Total	**$ 150,000**	**$ 850,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180019	PW-WATER	B2-BOND		SOUTH WATER SUPPLY

Description

THIS PROJECT WHICH CONSISTS OF SIX 2012 W&S MASTER PLAN PROJECTS WILL BUILD THE INFRASTRUCTURE TO DISTRIBUTE WATER FROM THE NEW SOUTH DELIVERY POINT TO THE CITY'S UPPER AND LOWER PRESSURE PLANES.

Justification

THE PUBLIC WORKS WATER & SEWER DIVISION HAS ESTABLISHED THE 2012 WATER & WASTEWATER MASTER PLAN IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". THIS PROJECT HAS BEEN DEFINED AS A PRIORITY IN THE MASTER PLAN AND THEREFORE RELATES TO VISION 2030 AS WELL AS THE CITY'S MISSION.

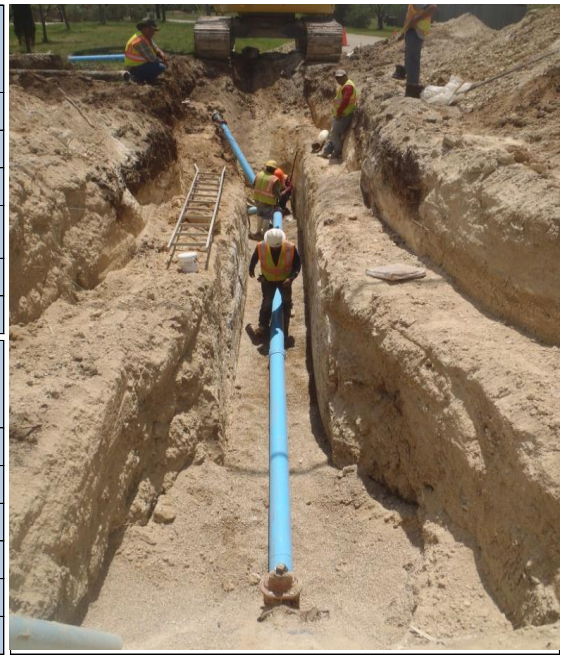
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	2,100,000	1,400,000	1,800,000	4,200,000	4,700,000
Total	$ 2,100,000	$ 1,400,000	$ 1,800,000	$ 4,200,000	$ 4,700,000

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Oct-17	Sep-23
Construction	Feb-19	Sep-23

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 163,179	$ 600,000	$ 400,000	$ 300,000	$ 200,000	$ 200,000	$ 1,863,179
Construction		$ 1,500,000	1,000,000	1,500,000	4,000,000	4,500,000	$ 12,500,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ -**	**$ 2,100,000**	**$ 1,400,000**	**$ 1,800,000**	**$ 4,200,000**	**$ 4,700,000**	**$ 14,363,179**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 163,179	$ 2,100,000	$ 400,000	$ 300,000	$ 200,000	$ 200,000	$ 3,363,179
Future W&S Bond			1,000,000	1,500,000	4,000,000	4,500,000	$ 11,000,000
							$ -
							$ -
							$ -
Total	**$ 163,179**	**$ 2,100,000**	**$ 1,400,000**	**$ 1,800,000**	**$ 4,200,000**	**$ 4,700,000**	**$ 14,363,179**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180018	PW-Sewer	B2-Bond		Septic Tank Elimination, Ph X

Description

The purpose of the Septic Tank elimination Program is to solicit applications from the community by public advertisement from residents within the City of Killeen who are on septic tanks and would like to be connected to City sanitary sewer mains. The current project is Phase X.

Justification

This project provides for a conversion of existing on site sewage treatment facilities to city sewer.

Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	100,000	-	-	-	-
Total	$ 100,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Oct-17	Sep-18

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 118,340						$ 118,340
Construction	$ 573,673	$ 100,000					$ 673,673
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 692,013**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 792,013**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 692,013	$ 100,000					$ 792,013
							$ -
							$ -
							$ -
							$ -
Total	**$ 692,013**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 792,013**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
	PW-SEWER	B2-BOND		SEPTIC TANK ELIMINATION, PH XI

Description

THE PURPOSE OF THE SEPTIC TANK ELIMINATION PROGRAM IS TO SOLICIT APPLICATIONS FROM THE COMMUNITY BY PUBLIC ADVERTISEMENT FROM RESIDENTS WITHIN THE CITY OF KILLEEN WHO ARE ON SEPTIC TANKS AND WOULD LIKE TO BE CONNECTED TO CITY SANITARY SEWER MAINS. THE CURRENT PROJECT IS PHASE XI.

Justification

THIS PROJECT PROVIDES FOR A CONVERSION OF EXISTING ON SITE SEWAGE TREATMENT FACILITIES TO CITY SEWER RESULTING IN INCREASED WATER QUALITY AND REVENUE.

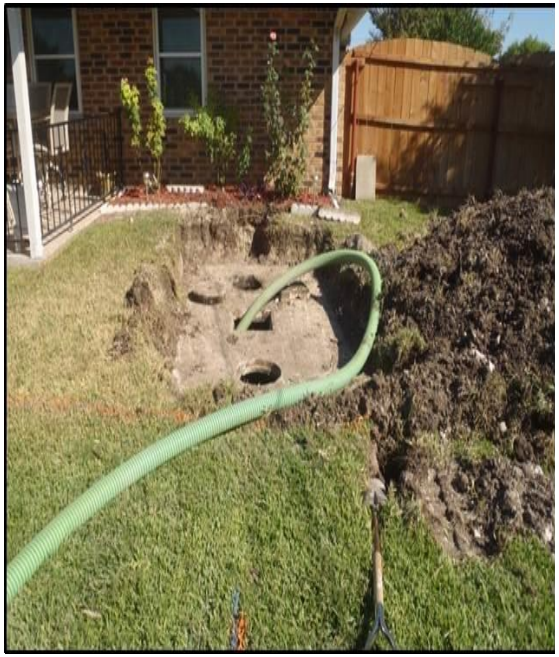
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	125,000	850,000	-	-	-
Total	$ 125,000	$ 850,000	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Jul-18	Sep-20

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 25,000	$ 125,000					$ 150,000
Construction			850,000				$ 850,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 25,000**	**$ 125,000**	**$ 850,000**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 25,000	$ 125,000					$ 150,000
Future W&S Bond			850,000				$ 850,000
							$ -
							$ -
							$ -
Total	**$ 25,000**	**$ 125,000**	**$ 850,000**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180021	PW-WATER	W1-W&S FUND		2017 WATER & SEWER MASTER PLAN

Description

THIS IS THE DOCUMENT THAT HELPS TO PRIORITIZE PROJECTS, PROGRAMS, AND INITIATIVES NECESSARY FOR A SUCCESSFUL WATER & SEWER ENTERPRISE.

Justification

THE PUBLIC WORKS WATER & SEWER DIVISION NEEDS TO HAVE THE NEXT WATER & SEWER MASTER PLAN COMPLETED IN ORDER TO SATISFY VISION 2030 GOAL # 10 "TO PROVIDE THE CITIZENS OF KILLEEN WITH QUALITY AND SOUND INFRASTRUCTURE". THE CURRENT WATER & SEWER MASTER PLAN WAS COMPLETED IN 2012.

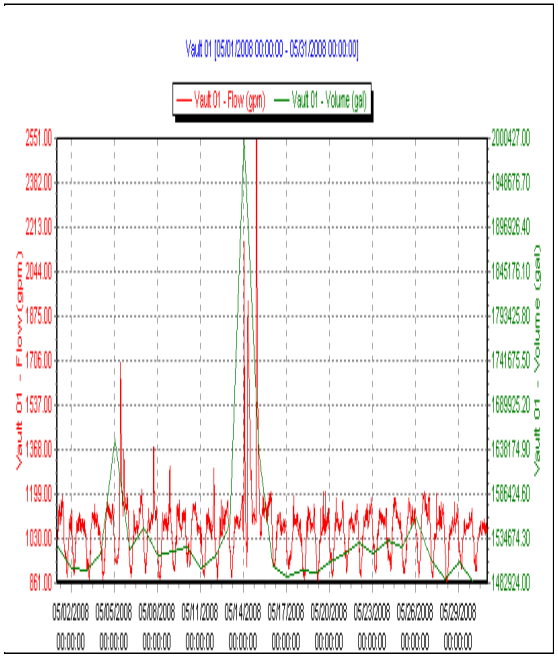
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	150,000	-	-	-	-
Total	$ 150,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	Oct-17	Apr-19
Construction		

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 188,400	$ 150,000					$ 338,400
Construction							$ -
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 188,400**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 338,400**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Fund	$ 188,400	$ 150,000					$ 338,400
							$ -
							$ -
							$ -
							$ -
Total	**$ 188,400**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 338,400**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180039	PW-WATER	B2-BOND		WATER LINE REHAB PH 3

Description

THIS PROJECT WILL REPLACE OLD AND UNDERSIZED WATER LINES ON THE NORTH SIDE OF KILLEEN.

Justification

THIS PROJECT WILL REDUCE THE NUMBER OF WATER LINE BREAKS, INCREASE AVAILABLE FIREFLOW, AND IMPROVE WATER QUALITY.

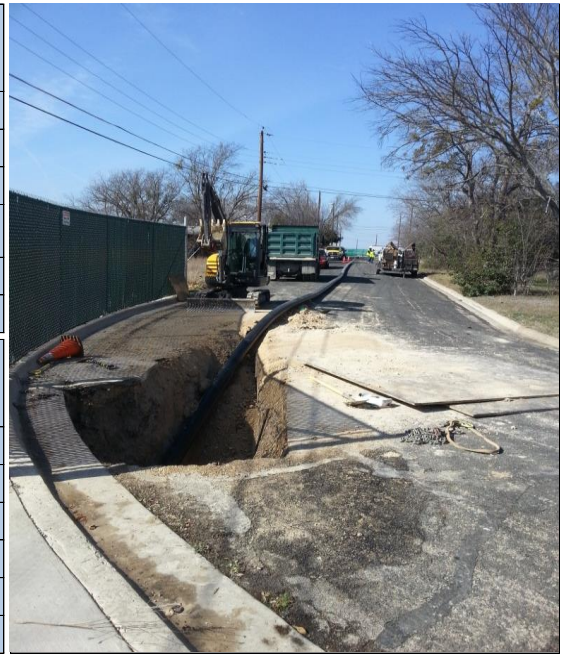
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	1,150,000	1,000,000	-	-	-
Total	$ 1,150,000	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design	July-18	Sep-20
Construction	Apr-19	Sep-20

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design	$ 30,000	$ 150,000					$ 180,000
Construction		$ 1,000,000	1,000,000				$ 2,000,000
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ -**	**$ 1,150,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ 2,180,000**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 30,000	$ 150,000					$ 180,000
Funded - FY 2019 Futu		1,000,000	1,000,000				$ 2,000,000
							$ -
							$ -
							$ -
Total	**$ 30,000**	**$ 1,150,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ 2,180,000**



Water and Sewer

Project Code	Type	Sub-Type	Project No.	Project Title
180016	PW-Water	B2-Bond		Water System Improvements

Description

Connecting an existing 16-inch and 12-inch line that are currently dead-ends to the transmission line that supplies PS#4. Installing control valves at the elevated tanks in the LPP. Upsizing the existing discharge pipe at PS#3. Connecting existing 12-inch lines near Elms Road and Christie Drive. Installing a PRV near Jasper Drive and Florence Road.

Justification

This project is a collection of small improvements that will increase capacity and improve operations.

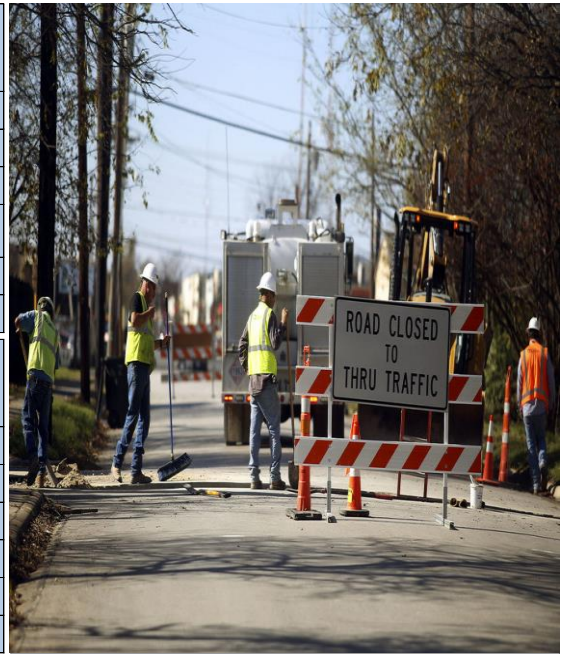
Impact on Operating Budget

Category	2019	2020	2021	2022	2023
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	258,533	-	-	-	-
Total	$ 258,533	$ -	$ -	$ -	$ -

Project Schedule	Start	End
Preliminary (Concept & ROW/Land)		
Design		
Construction	Oct-18	Sep-19

Project Costs	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
Design							$ -
Construction	$ 146,245	$ 258,533					$ 404,778
Land/ROW							$ -
Furniture, Fixtures, Equipment							$ -
Other/Contingency							$ -
Total	**$ 146,245**	**$ 258,533**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 404,778**

Source of Funds	Project Budget to Date	Fiscal Year Plan Budget 2019	Planned 2020	2021	2022	2023	Project Total
2013 W&S Bond	$ 146,245	$ 258,533					$ 404,778
							$ -
							$ -
							$ -
							$ -
Total	**$ 146,245**	**$ 258,533**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 404,778**



Technology

Capital Improvements Program

(This space is reserved for future use)

Vehicles & Equipment

Capital Improvements Program

(This space is reserved for future use)

XVI. LONG-RANGE CAPITAL IMPROVEMENT IMPROVEMENTS (UNFUNDED)

Projects contained within the following section are those that are beyond the five-year planning window, and do not yet have funds dedicated. These projects are ranked with a priority for project development by type based on the adopted Capital Projects Policies.

Long Range Unfunded Project Summary		
Project Type	Unfunded Projects	Funds Required
Aviation	1	$ 5,000,000
Environmental Services	21	$ 134,953,900
Facilities	21	$ 36,946,778
Parks & Recreation	21	$ 269,835,950
Streets/Traffic	30	$ 334,092,496
Water & Sewer	46	$ 100,507,236
Total:	140	$ 881,336,360

Long-Range Unfunded CIP				
Project Type	Priority	Project Name	Project Cost	Project Comments
Aviation	1	Skylark Terminal Rehab	$ 5,000,000	
Facilities	1	HVAC R-22 Replacement Program	$ 1,941,000	Decision Package
Facilities	2	Transfer Station Tunnel Repairs	$ 276,000	Decision Package
Facilities	3	KAAC Property Purchase 1600 W. Rancier	$ 395,000	
Facilities	4	City Hall Rehabilitation	$ 1,800,001	
Facilities	5	New Animal Services Facility	$10,000,000	
Facilities	6	Fire Station #10	$ 5,000,000	
Facilities	7	Municipal Annex Remodel	$ 357,100	
Facilities	8	Utility Collections Remodel	$ 210,577	
Facilities	9	W&S Facility Build Out	$ 500,000	
Facilities	10	Killeen Arts & Activities Center Remodel	$ 175,000	
Facilities	11	Killeen Civic & Conference Center Repairs	$ 1,345,950	
Facilities	12	Special Events Center Upgrades	$ 405,900	
Facilities	13	New Material Recovery Facility	$12,000,000	
Facilities	14	Main Library Remodel	$ 240,000	
Facilities	15	New Library/Activities Center (South)	TBD	
Facilities	16	Killeen Transportation Facility Foundation Repair	$ 175,000	
Facilities	17	New Fleet Facility	TBD	
Facilities	18	Fire Station #5 Remodel	$ 455,700	
Facilities	19	Fire Support Services Remodel	$ 1,509,550	
Facilities	20	Fire Station #1 Refinish	$ 160,000	
Facilities	21	New Rodeo Grounds	TBD	
Parks & Recreation	1	Community Center Remodel	$ 1,089,000	
Parks & Recreation	2	Stonetree Golf Club Upgrades	$ 178,850	
Parks & Recreation	3	Lions Club Park Upgrades/Repairs	$ 6,543,100	
Parks & Recreation	4	Westside Regional Park	$14,000,000	
Parks & Recreation	5	Heritage Oaks Regional Park	$ 7,000,000	
Parks & Recreation	6	New Park (South)	$ 5,000,000	
Parks & Recreation	7	New Park (West)	$ 5,000,000	
Parks & Recreation	8	Resurface Outdoor Courts	$ 200,000	
Parks & Recreation	9	Stillhouse Hollow Waterfront Park	$ 5,000,000	

Long-Range Unfunded CIP				
Project Type	Priority	Project Name	Project Cost	Project Comments
Parks & Recreation	10	Skate Park (South)	$ 750,000	
Parks & Recreation	11	Lions Club Park Master Plan & Improvements	$10,000,000	
Parks & Recreation	12	Conder Park Master Plan & Improvements	$ 3,000,000	
Parks & Recreation	13	Long Branch Park Master Plan & Improvements	$ 7,000,000	
Parks & Recreation	14	AK Wells Master Plan & Improvements	$ 1,700,000	
Parks & Recreation	15	Pershing Park Master Plan & Improvements	$ 1,250,000	
Parks & Recreation	16	Multiple Neighborhood Park Improvements	$75,000,000	
Parks & Recreation	17	Finish Fort Hood Regional Trail	$ 2,000,000	
Parks & Recreation	18	Establish Trails Master plan	$ 125,000	
Parks & Recreation	19	Implement Trails Master Plan	$80,000,000	
Parks & Recreation	20	Teen Recreation Center	$15,000,000	
Parks & Recreation	21	Natatorium Complex	$30,000,000	
Environmental Services	1	Bermuda Ronstan Regional Detention	$16,803,500	
Environmental Services	2	Little Nolan Creek Regional Detention	$26,659,600	
Environmental Services	3	South Nolan/Little Nolan Confluence Reg. Detention	$55,168,000	
Environmental Services	4	Upper Stewart Regional Detention	$ 1,716,800	
Environmental Services	5	Little Nolan Creek Trib. 1 Regional Detention	$15,000,000	
Environmental Services	6	Upper SNC Regional Detention	$15,000,000	
Environmental Services	7	Woodrow Ph 2 Storm Drain	$ 364,000	
Environmental Services	8	Misty Lane Ph 2 Storm Drain	$ 275,000	
Environmental Services	9	Woodrow Ph 3 Storm Drain	$ 143,000	
Environmental Services	10	Skyline Storm Drain	$ 650,000	
Environmental Services	11	Wolf Ditch Storm Drain	$ 596,000	
Environmental Services	12	Edgefield Stream Restoration	$ 250,000	
Environmental Services	13	Rainforest Stream Restoration	$ 150,000	
Environmental Services	14	Dickens Ditch Stream Repair	$ 350,000	
Environmental Services	15	Fowler Run Ditch Repair	$ 150,000	
Environmental Services	16	Long Branch Environmental Enhancements	$ 500,000	
Environmental Services	17	Garcia Ditch Stabilization	$ 200,000	
Environmental Services	18	Caprice Ditch	$ 378,000	
Environmental Services	19	Bending Trail Creek	$ 200,000	
Environmental Services	20	Pilgrim Drive Residential Units	$ 200,000	

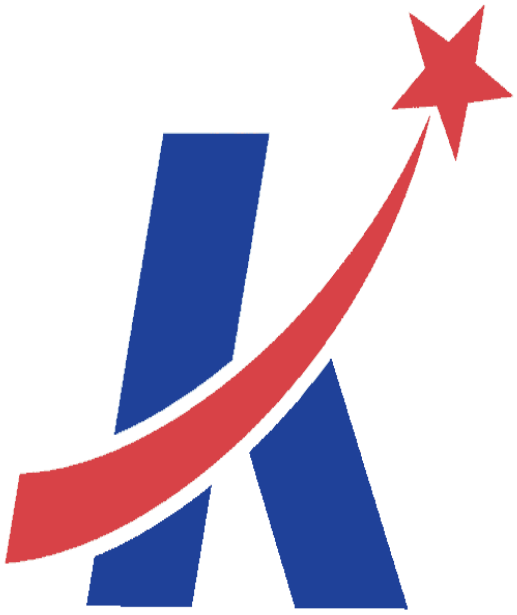
Long-Range Unfunded CIP				
Project Type	Priority	Project Name	Project Cost	Project Comments
Environmental Services	21	Little Nolan Stream Restoration	$ 200,000	
Streets/Traffic	1	Chaparral Road Widening	$20,000,000	
Streets/Traffic	2	East Trimmier Road from Stagecoach to Chaparral	$ 7,000,000	KTMPO ID K40-16
Streets/Traffic	3	West Trimmier Road (Stagecoach to Chaparral)	$ 7,900,000	KTMPO ID K40-17
Streets/Traffic	3	Bunny Trail/Stan Schlueter Intersection Repairs	$ 175,000	Bid rejected in 2016 due to lack of funding.
Streets/Traffic	4	Bunny Trail/Clear Creek Road Signal	$ 190,000	
Streets/Traffic	5	Featherline Drive from Stagecoach to Chaparral	$ 9,000,000	
Streets/Traffic	6	Cunningham Rd. Stan Schlueter to CTE	$ 7,817,350	KTMPO ID K25-01, K30-24
Streets/Traffic	7	FM 2484 from SH 195 to IH 35	$35,000,000	KTMPO ID K40-06
Streets/Traffic	8	Florence Road from Elms to Jasper	$ 6,292,450	KTMPO ID K25-05
Streets/Traffic	9	Jasper Drive Overpass (Daisy to 2nd)	$24,628,150	KTMPO ID K30-23
Streets/Traffic	10	Bunny Trail/Roy J Smith Traffic Signal	$ 200,000	
Streets/Traffic	11	SH 195/VMB Overpass	$20,000,000	KTMPO ID K24-04
Streets/Traffic	12	Stan Schlueter Loop (Clear Creek to US 190 Bypass)	$15,000,000	KTMPO ID K40-03
Streets/Traffic	13	WS Young Drive (CTE to Illinois)	$ 4,889,546	KTMPO ID K40-11
Streets/Traffic	14	Onion Road (Stagecoach to Chaparral)	$ 6,000,000	
Streets/Traffic	15	Watercrest Rehabilitation	$ 2,500,000	
Streets/Traffic	16	SH 195 Overpass (Chaparral Rd.)	$25,000,000	
Streets/Traffic	17	Little Nolan Road (WS Young to Cunningham)	$ 8,000,000	
Streets/Traffic	18	Old Florence Road (Elms to SSL)	$ 8,000,000	
Streets/Traffic	19	Platinum Drive Bridge	$ 1,500,000	
Streets/Traffic	20	Rancier Drive Rehabilitation	$10,000,000	
Streets/Traffic	21	Atlas Avenue (SH 195 to Existing)	$ 8,000,000	
Streets/Traffic	22	Future E/W Arterial (FM 116 to FM 2670)	$20,000,000	
Streets/Traffic	23	Mohawk Drive (Existing to SH 195)	$ 9,000,000	
Streets/Traffic	24	West Trimmier Road (South of Chaparral)	$ 8,000,000	
Streets/Traffic	25	Major E/W Arterial (SH 195 to IH 35)	$40,000,000	
Streets/Traffic	26	Westcliff Road (Westcliff to Fort Hood)	$ 8,000,000	
Streets/Traffic	27	CR 2670 (CR 2670 to SH 195)	$10,000,000	
Streets/Traffic	28	Onion Road (SSL to Stagecoach)	$ 6,000,000	
Streets/Traffic	29	Bacon Ranch Road (Trimmier to WS Young)	$ 6,000,000	

Long-Range Unfunded CIP				
Project Type	Priority	Project Name	Project Cost	Project Comments
Water & Sewer	1	Waterline Rehab Ph.3	$ 2,606,820	Master plan Project 9W
Water & Sewer	2	20" Stan Schlueter/SH 195 Waterline	$ 1,924,272	Master plan Project 10W
Water & Sewer	3	Waterline Rehab Phase 4	$ 2,006,808	Master plan Project 11W
Water & Sewer	4	20-inch Highway 195 Water Line	$ 3,431,232	Master plan Project 12W
Water & Sewer	5	Waterline Rehab Phase 5	$ 3,074,203	Master plan Project 14W
Water & Sewer	6	20-inch Westcliff Road Water Line	$ 1,136,016	Master plan Project 15W
Water & Sewer	7	Sewer Line Rehabilitation Phase 4	$ 3,178,920	Master plan Project 15S
Water & Sewer	8	Upsize to 6" FM & 10" Gravity LS#27	$ 569,860	Master plan Project 16S
Water & Sewer	9	Airport Pump Station Rehab/Expansion	$ 1,236,480	Master plan Project 16W
Water & Sewer	10	Water Line Rehabilitation Phase 6	$ 2,349,933	Master plan Project 17W
Water & Sewer	11	12-inch Chaparral Road Water Line	$ 634,317	Master plan Project 18W
Water & Sewer	12	Sewer Line Rehabilitation Phase 5	$ 3,823,020	Master plan Project 19S
Water & Sewer	13	12-inch Roy Reynolds Drive Water Line	$ 689,966	Master plan Project 19W
Water & Sewer	14	Water Line Rehabilitation Phase 7	$ 916,880	Master plan Project 20W
Water & Sewer	15	12" S/L in Trimmier Creek Basin	$ 858,010	Master plan Project 21S
Water & Sewer	16	20-inch Little Nolan Road Water Line	$ 903,170	Master plan Project 21W
Water & Sewer	17	8" S/L in Trimmier Creek Basin	$ 454,810	Master plan Project 22S
Water & Sewer	18	12-inch Water Lines in the Northeast	$ 1,814,400	Master plan Project 22W
Water & Sewer	19	0.25 MGD Upper Rock Creek LS & 4" FM	$ 1,031,120	Master plan Project 23S
Water & Sewer	20	Highway 195 Ground Storage Tank	$ 1,680,000	Master plan Project 23W
Water & Sewer	21	10" & 8' S/L Upper Rock Creek Lift Station	$ 862,850	Master Plan Project 24S
Water & Sewer	22	Water Line Rehabilitation Phase 8	$ 1,282,180	Master plan Project 24W
Water & Sewer	23	0.5 MGD North S.H. 195 LS & 4" FM	$ 1,334,330	Master Plan Project 25S
Water & Sewer	24	12" & 10" S/L North S.H. 195 Lift Station	$ 856,130	Master Plan Project 26S
Water & Sewer	25	20-inch Chaparral Road Water Line	$ 3,763,200	Master plan Project 26W
Water & Sewer	26	0.25 MGD South S.H. 195 LS & 4" FM	$ 1,334,330	Master Plan Project 27S
Water & Sewer	27	12-inch Highway 195 Water Line Loop	$ 2,246,640	Master plan Project 27W
Water & Sewer	28	10" S/L Upstream of New South SH 195 LS	$ 856,130	Master Plan Project 28S
Water & Sewer	29	12/16-inch W/L South of Chaparral Road	$ 3,203,030	Master plan Project 28W
Water & Sewer	30	Sewer Line & MH Rehabilitation Phase 6	$ 6,048,000	Master Plan Project 29S
Water & Sewer	31	12/16-inch East Trimmier Road Water Line	$ 1,916,010	Master plan Project 29W
Water & Sewer	32	0.75 MGD Little Trimmier Creek LS & 6" FM	$ 1,487,810	Master Plan Project 30S
Water & Sewer	33	Water Line Rehabilitation Phase 9	$ 2,927,240	Master plan Project 30W

Long-Range Unfunded CIP				
Project Type	Priority	Project Name	Project Cost	Project Comments
Water & Sewer	34	10" & 12" S/L Little Trimmier Creek LS	$ 1,353,680	Master Plan Project 31S
Water & Sewer	35	12-inch Looping in Upper Pressure Plane	$ 2,332,110	Master plan Project 31W
Water & Sewer	36	S/L & Manhole Rehabilitation Phase 7	$ 6,048,000	Master Plan Project 32S
Water & Sewer	37	12-inch W/L Northeast Lower Pressure Plane	$ 1,441,850	Master plan Project 32W
Water & Sewer	38	0.25 MGD Onion Creek Lift Station	$ 989,190	Master Plan Project 33S
Water & Sewer	39	New LPP Elevated Storage Tank	$ 3,427,200	Master plan Project 33W
Water & Sewer	40	12", 10" & 8" S/L Onion Creek LS	$ 834,360	Master Plan Project 34S
Water & Sewer	41	Water Line Rehabilitation Phase 10	$ 2,927,240	Master plan Project 34W
Water & Sewer	42	10" & 8" S/L Onion Creek Lift Station	$ 1,398,840	Master Plan Project 35S
Water & Sewer	43	12/16-inch Water Lines South of New EST	$ 4,161,030	Master plan Project 35W
Water & Sewer	44	S/L and Manhole Rehabilitation Phase 8	$ 6,048,000	Master Plan Project 36S
Water & Sewer	45	12-inch Water Lines Looping Around Highway 195	$ 4,180,380	Master plan Project 36W
Water & Sewer	46	Water Line Rehabilitation Phase 11	$ 2,927,240	Master plan Project 37W



Five Year Forecast



Dedicated Service – Everyday, for Everyone!

FIVE YEAR FORECASTS

This section presents five year forecasts for the City's major operating funds in an effort to provide a financial tool by which future budgets and actual results of operations can be monitored. A financial forecast provides prospective financial statements that present an entity's expected financial position, results of operations, and cash flows for one or more future periods. This five year forecast attempts to do just that. The scope of this year's five year forecast is limited to revenues and expenditures for the City's major operating funds: General Fund, Aviation Funds, Solid Waste Fund, Water and Sewer Fund, and Drainage Utility Fund.

The City's financial position continues to improve. Revenue streams have been dependable and stable and the city has effectively gained control over expenditures. Revenue growth is keeping pace with inflation and these trends are expected to continue. Fund balances continue to be strong and position the city with the ability to withstand unanticipated emergencies or cyclical economic downturns.

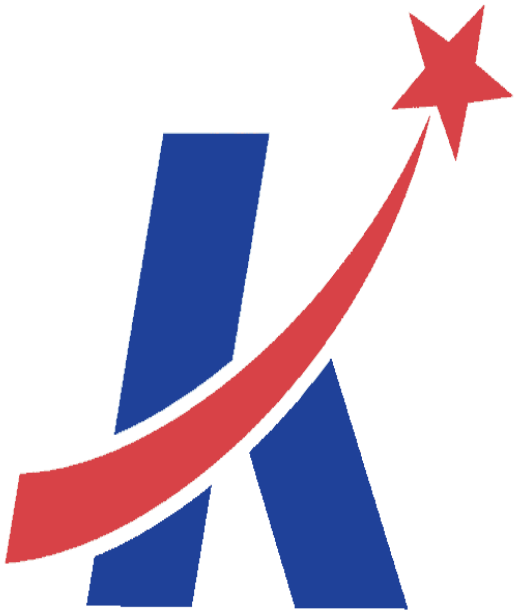
The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and Drainage Utility Fund during the FY 2019 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate adjustments, capital outlay needs, and impacts to the tax rate. The benefit of the models is that management can analyze the multi-year impact to each of the major operating funds. The importance of the forecast lies not in the numbers, but in the discussion it encourages on the policy issues and strategies that can be implemented in the event these scenarios become reality.

A statement of revenues, expenditures, and changes in fund balance has been prepared for each major fund. Revenues are depicted by sources while expenditures, or expenses, are presented by operating division or program area. The projections behind the forecast for each operating division are at the category of expense level. A category of expense is defined as salaries, benefits, supplies, maintenance, repairs, support services, and capital outlay. Each forecast provides a column showing the percentage change between FY 2019 and FY 2023.

Finally, a bar graph is presented after each forecast showing the fund projections over a five year period including a comparison between the revenues, expenditures, ending fund balance and the fund balance requirement, (as required by City ordinance).

The bar graph reflects the application of the most recent five-year historical trend for the specific fund's actual revenue collections and expenditures. Due to the City's conservative budgeting practices, revenues historically exceed budget, while expenditures historically are realized less than budget.

The forecasts attempt to provide the reader, along with City staff, a look into the future as to where the City will be financially. It is important for the user of the forecasts to understand that these estimates are based on various statistical methods and are not representation of fact.



Dedicated Service – Everyday, for Everyone!

GENERAL FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Revenues						
Taxes						
Property Taxes	$ 30,670,082	$ 31,258,179	$ 32,054,317	$ 32,890,217	$ 34,290,573	11.80%
Sales Taxes	24,383,538	25,586,628	26,378,751	27,195,579	28,037,883	14.99%
Franchise Taxes	5,384,768	5,579,291	5,783,146	5,996,775	6,220,643	15.52%
Total Taxes	60,438,388	62,424,098	64,216,214	66,082,571	68,549,099	13.42%
Charges for Services						
Ambulance Service Fees	3,352,560	3,352,560	3,352,560	3,352,560	3,352,560	0.00%
Court Fines and Fees	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	0.00%
Community Services	2,267,346	2,305,683	2,350,467	2,402,408	2,462,313	8.60%
Licenses, Permits and Fees	1,509,027	1,472,846	1,484,310	1,463,374	1,490,064	(1.26%)
Planning and Zoning Fees	47,892	52,793	58,196	64,151	70,716	47.66%
Miscellaneous Police Receipts	43,493	43,493	43,493	43,493	43,493	0.00%
Total Charges for Services	10,070,318	10,077,375	10,139,026	10,175,986	10,269,146	1.97%
Other						
Intergovernmental Revenues	2,130,893	1,737,734	1,763,096	1,474,972	1,474,972	(30.78%)
Miscellaneous Revenues	1,168,781	1,178,565	1,188,745	1,199,304	1,210,229	3.55%
Investment Income	355,184	400,000	408,000	416,160	424,483	19.51%
Lease Revenue	191,401	191,401	191,401	191,401	191,401	0.00%
Total Other	3,846,259	3,507,700	3,551,242	3,281,837	3,301,085	(14.17%)
Transfers In						
Transfers In From Water/Sewer	6,441,346	6,595,938	6,741,049	6,896,093	7,034,015	9.20%
Transfers In From Solid Waste	2,906,458	2,976,213	3,041,690	3,111,649	3,173,882	9.20%
Transfers In From Drainage	672,461	688,600	703,749	719,935	734,334	9.20%
Total Transfers In	10,020,265	10,260,751	10,486,488	10,727,677	10,942,231	9.20%
Total Revenues	84,375,230	86,269,924	88,392,970	90,268,071	93,061,561	10.29%
Operating Expenditures						
General Government						
City Council	70,953	72,656	74,254	75,962	77,481	9.20%
City Manager						
City Manager	458,431	469,706	480,386	491,799	502,105	9.53%
Assistant City Manager	221,123	226,538	231,670	237,153	242,106	9.49%
City Auditor & Compliance Office	101,730	104,410	106,974	109,714	112,227	10.32%
Total City Manager	781,284	800,654	819,030	838,666	856,438	9.62%
Municipal Court	1,040,416	1,069,223	1,097,082	1,126,858	1,154,634	10.98%
Communications						
Communications	415,006	426,014	436,578	447,868	458,274	10.43%
Printing Services	167,527	171,744	175,753	180,037	183,928	9.79%
Legislative Affairs	154,135	157,864	161,374	165,124	168,475	9.30%
Total Communications	736,668	755,622	773,705	793,029	810,677	10.05%
City Attorney						
City Attorney	893,787	916,552	938,212	961,358	982,407	9.92%
City Secretary	153,624	157,551	161,285	165,275	168,900	9.94%
Total City Attorney	1,047,411	1,074,103	1,099,497	1,126,633	1,151,307	9.92%
Finance						
Finance	1,367,241	1,392,050	1,415,782	1,441,144	1,464,403	7.11%
Purchasing	316,941	325,475	333,680	342,450	350,559	10.61%
Total Finance	1,684,182	1,717,525	1,749,462	1,783,594	1,814,962	7.77%
Human Resources						
Human Resources	1,086,529	1,113,903	1,139,895	1,167,671	1,192,847	9.79%
Total Human Resources	1,086,529	1,113,903	1,139,895	1,167,671	1,192,847	9.79%

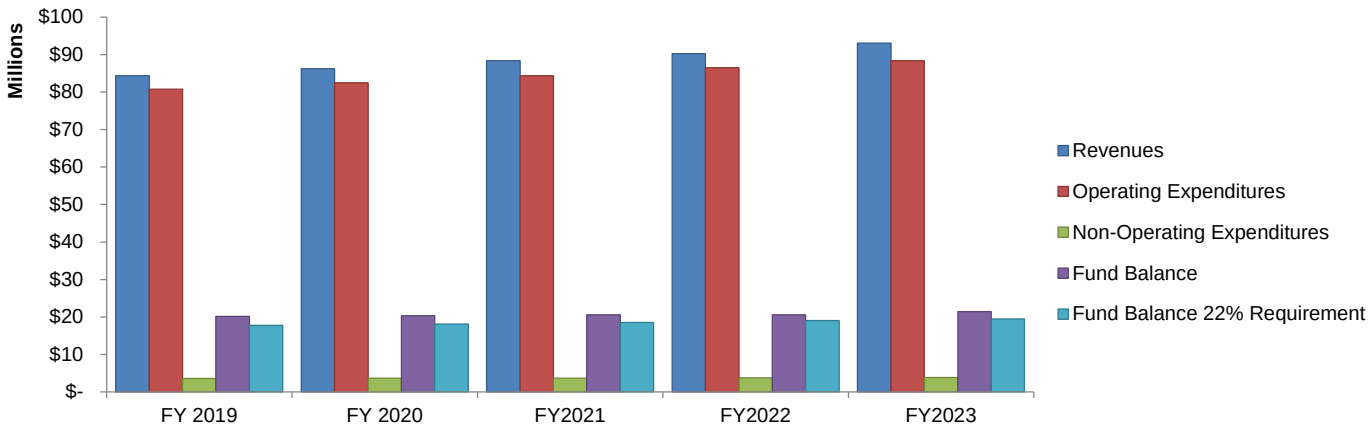
GENERAL FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Planning & Development						
Planning & Development	750,282	769,399	787,636	807,124	824,919	9.95%
Building & Inspection	903,103	926,796	949,570	973,910	996,404	10.33%
Code Enforcement	825,732	847,622	868,661	891,147	911,924	10.44%
Total Planning & Development	2,479,117	2,543,817	2,605,867	2,672,181	2,733,247	10.25%
Non-Departmental						
Consolidated	2,194,625	1,880,359	1,899,727	1,920,421	1,938,829	(11.66%)
Bell County Communication Center	1,478,732	1,498,991	1,519,527	1,540,344	1,561,447	5.59%
ISF - Information Technology	1,099,887	1,154,881	1,212,625	1,273,257	1,336,920	21.55%
ISF - Risk Management	817,847	858,739	901,676	946,760	994,098	21.55%
ISF - Equipment/Vehicles	718,969	754,917	792,663	832,296	873,911	21.55%
Bell County Appraisal District	510,278	517,932	525,701	533,587	541,590	6.14%
Municipal Annex	53,832	55,124	56,337	57,632	58,785	9.20%
City Hall	40,914	41,896	42,818	43,802	44,679	9.20%
Total Non-Departmental	6,915,084	6,762,839	6,951,074	7,148,099	7,350,259	6.29%
Total General Government	15,841,644	15,910,342	16,309,866	16,732,693	17,141,852	8.21%
Public Safety						
Police						
Police	28,972,790	29,705,857	30,405,844	31,153,897	31,838,027	9.89%
Animal Services	851,365	874,525	896,853	920,717	942,870	10.75%
Total Police	29,824,155	30,580,382	31,302,697	32,074,614	32,780,897	9.91%
Fire						
Fire	21,238,172	21,720,568	22,183,668	22,678,599	23,135,060	8.93%
Emergency Mgmt / Homeland Security	133,838	137,291	140,580	144,095	147,298	10.06%
Total Fire	21,372,010	21,857,859	22,324,248	22,822,694	23,282,358	8.94%
Total Public Safety	51,196,165	52,438,241	53,626,945	54,897,308	56,063,255	9.51%
Public Works						
Public Works	15,099	15,483	15,848	16,238	16,594	9.90%
Street Operations	4,389,254	4,504,628	4,615,252	4,733,478	4,842,307	10.32%
Engineering	200,278	205,530	210,556	215,927	220,855	10.27%
Total Public Works	4,604,631	4,725,641	4,841,656	4,965,643	5,079,756	10.32%
Community Services						
Community Center Administration	244,599	251,067	257,282	263,925	270,061	10.41%
Volunteer Services	165,558	170,220	174,741	179,573	184,099	11.20%
Golf Course	1,095,319	1,124,315	1,152,110	1,181,814	1,209,147	10.39%
Community Center Operations	235,174	241,534	247,648	254,182	260,222	10.65%
Parks	1,950,464	2,003,607	2,054,875	2,109,574	2,160,512	10.77%
Lions Club Park Operations	547,379	561,888	575,796	590,660	604,336	10.41%
Family Aquatics Center	454,826	465,753	476,013	486,975	496,730	9.21%
Recreation	269,235	276,401	283,272	290,616	297,375	10.45%
Athletics	345,342	353,870	361,927	370,535	378,273	9.54%
Cemetery	189,962	195,423	200,742	206,427	211,788	11.49%
Senior Citizens	228,233	234,406	240,345	246,692	252,565	10.66%
Total Community Services	5,726,091	5,878,484	6,024,751	6,180,973	6,325,108	10.46%
Community Development						
Library	1,323,921	1,359,829	1,394,452	1,431,456	1,465,817	10.72%
Killeen Arts and Activities Center	444,067	455,727	466,876	478,791	489,713	10.28%
Community Development	146,490	150,124	153,580	157,273	160,630	9.65%
Building Services	768,164	788,023	807,001	827,283	845,855	10.11%
Custodial Services	738,322	759,275	779,623	801,372	821,787	11.30%
Total Community Development	3,420,964	3,512,978	3,601,532	3,696,175	3,783,802	10.61%
Total Operating Expenditures	80,789,495	82,465,686	84,404,750	86,472,792	88,393,773	9.41%

GENERAL FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Non-Operating Expenditures						
Contributions						
KEDC/GKCC	362,527	362,527	362,527	362,527	362,527	0.00%
Bell County Health District	331,368	331,368	331,368	331,368	331,368	0.00%
Hill Country Transit (HOP)	120,850	120,850	120,850	120,850	120,850	0.00%
Killeen Volunteer Inc.	100,000	100,000	100,000	100,000	100,000	0.00%
Elderly Transportation	50,000	50,000	50,000	50,000	50,000	0.00%
Bell County Help Center Utilities	900	900	900	900	900	0.00%
Total Contributions	965,645	965,645	965,645	965,645	965,645	0.00%
Capital Outlay						
Book Collections	161,588	165,466	169,106	172,996	176,456	9.20%
Machinery & Equipment	17,002	17,410	17,793	18,202	18,566	9.20%
Total Capital Outlay	178,590	182,876	186,899	191,198	195,022	9.20%
Transfers Out						
Transfers to CIP	2,441,500	2,500,096	2,555,098	2,613,865	2,666,143	9.20%
Total Transfers Out	2,441,500	2,500,096	2,555,098	2,613,865	2,666,143	9.20%
Total Non-Operating Expenditures	3,585,735	3,648,617	3,707,642	3,770,708	3,826,810	6.72%
Total Expenditures	84,375,230	86,114,303	88,112,392	90,243,500	92,220,583	9.30%
Net Change in Fund Balance	-	155,621	280,578	24,571	840,978	---
Fund Balance, Beginning	20,151,228	20,151,228	20,306,849	20,587,427	20,611,998	2.29%
Fund Balance, Ending	$ 20,151,228	$ 20,306,849	$ 20,587,427	$ 20,611,998	$ 21,452,976	6.46%
Fund Balance Reserve	24.94%	24.62%	24.39%	23.84%	24.27%	
Fund Balance Reserve 22%	$ 17,773,689	$ 18,142,451	$ 18,569,045	$ 19,024,014	$ 19,446,630	

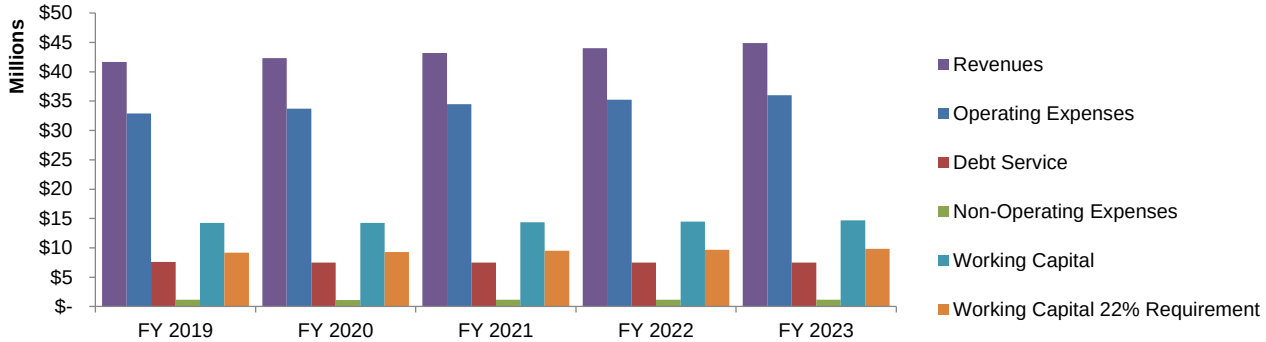
Forecast based upon Historical Trends



WATER & SEWER FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Revenues						
Sale of Water	$ 18,781,527	$ 19,157,158	$ 19,540,301	$ 19,931,107	$ 20,329,729	8.24%
Sewer Fees Collected	18,151,249	18,514,274	18,884,559	19,262,250	19,647,495	8.24%
Delinquent Penalty	2,177,284	2,220,830	2,265,246	2,310,551	2,356,762	8.24%
Misc Services & Charges	910,670	928,884	947,461	966,411	985,739	8.24%
Water & Sewer Taps	714,794	729,089	743,671	758,545	773,716	8.24%
Miscellaneous Receipts	325,000	326,500	328,030	329,591	331,182	1.90%
FOG Revenue	321,821	328,258	334,823	341,519	348,350	8.24%
Transfers In	137,494	-	-	-	-	(100.00%)
Septic Tank Elimination	85,402	87,110	88,852	90,629	92,441	8.24%
Investment Revenue	51,125	52,148	53,190	54,254	55,339	8.24%
Total Revenues	41,656,366	42,344,251	43,186,133	44,044,857	44,920,753	7.84%
Expenses						
Operating Expenses						
Water and Sewer Contracts	15,019,370	15,379,835	15,718,191	16,079,710	16,401,304	9.20%
Franchise Fee	3,702,847	3,776,904	3,852,442	3,929,491	4,008,081	8.24%
Water and Sewer Operations	2,851,515	2,923,391	2,991,837	3,064,981	3,131,587	9.82%
Indirect Cost Allocations	2,738,499	2,804,223	2,865,916	2,931,832	2,990,469	9.20%
Utility Collections	2,701,767	2,772,571	2,840,346	2,912,777	2,979,276	10.27%
Sanitary Sewers	1,286,560	1,320,974	1,354,149	1,389,606	1,422,519	10.57%
Engineering	1,214,770	1,246,137	1,276,069	1,308,056	1,337,279	10.08%
ISF - Information Technology	1,188,475	1,216,998	1,243,772	1,272,379	1,297,827	9.20%
Water Distribution	1,073,951	1,103,266	1,131,602	1,161,888	1,190,116	10.82%
Non-Departmental	670,186	686,270	701,368	717,500	731,850	9.20%
Public Works	197,947	202,931	207,671	212,736	217,338	9.80%
ISF - Risk Management	166,040	170,025	173,766	177,762	181,317	9.20%
ISF - Equipment/Vehicles	101,613	104,052	106,341	108,787	110,962	9.20%
Total Operating Expenses	32,913,540	33,707,577	34,463,470	35,267,505	35,999,925	9.38%
Debt Service						
Debt Service	7,576,729	7,500,000	7,500,000	7,500,000	7,500,000	(1.01%)
Total Debt Service	7,576,729	7,500,000	7,500,000	7,500,000	7,500,000	(1.01%)
Non-Operating Expenses						
Capital Outlay						
Fleet Funding Program	503,700	515,789	527,136	539,260	550,045	9.20%
Customer Meters	151,370	155,003	158,413	162,056	165,298	9.20%
Customer Services	75,000	76,800	78,490	80,295	81,901	9.20%
Outbound Call System	48,500	-	-	-	-	(100.00%)
Fire Hydrants	25,000	25,600	26,163	26,765	27,300	9.20%
Total Capital Outlay	803,570	773,192	790,202	808,377	824,544	2.61%
Other						
KEDC/GKCC Contributions	362,527	362,527	362,527	362,527	362,527	0.00%
Total Other	362,527	362,527	362,527	362,527	362,527	0.00%
Total Non-Operating Expenses	1,166,097	1,135,719	1,152,729	1,170,904	1,187,071	1.80%
Total Expenses	41,656,366	42,343,296	43,116,199	43,938,409	44,686,996	7.28%
Net Change	0	955	69,934	106,448	233,757	---
Working Capital, Beginning	14,277,759	14,277,759	14,278,714	14,348,648	14,455,097	1.24%
Working Capital, Ending	$ 14,277,759	$ 14,278,714	$ 14,348,648	$ 14,455,097	$ 14,688,854	2.88%
Working Capital Reserve	34.28%	33.72%	33.28%	32.90%	32.87%	
Working Capital Reserve - 22%	$ 9,164,401	$ 9,315,525	$ 9,485,564	$ 9,666,450	$ 9,831,139	

Forecast based upon Historical Trends



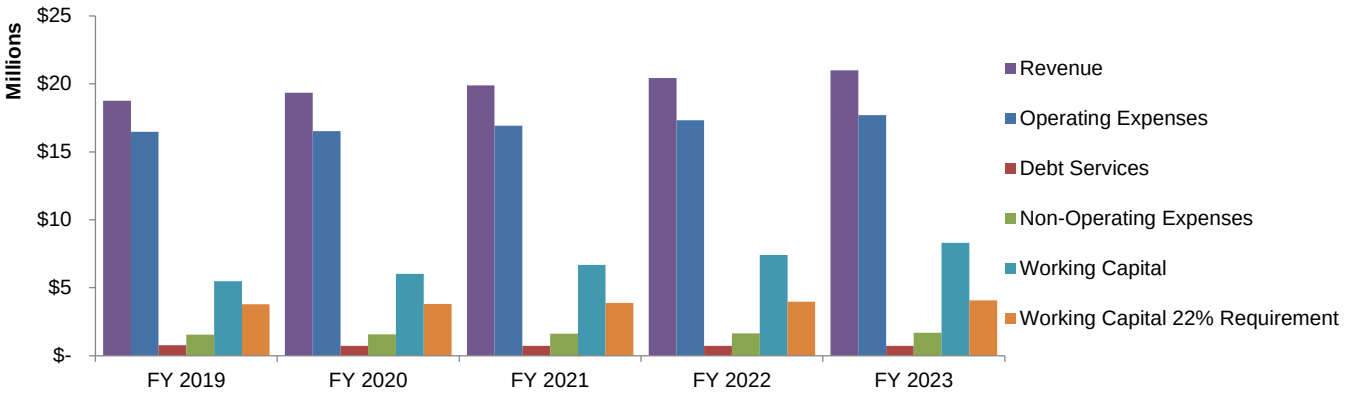
SOLID WASTE FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Revenues						
Charges for Services						
Residential Sanitation Fees	$ 11,588,459	$ 11,905,983	$ 12,232,207	$ 12,567,369	$ 12,911,715	11.42%
Commercial Sanitation Fees	6,302,411	6,475,097	6,652,515	6,834,794	7,022,067	11.42%
Transfer Station Fees	455,205	467,678	480,492	493,657	507,184	11.42%
Container Rentals	102,624	105,436	108,325	111,293	114,342	11.42%
Paper Products - Recycling	26,854	27,590	28,346	29,122	29,920	11.42%
Other Recycling Fees	23,450	24,093	24,753	25,431	26,128	11.42%
Sale of Metals - Recycling	19,070	19,593	20,129	20,681	21,248	11.42%
Tire Disposal Fees	7,840	8,055	8,276	8,502	8,735	11.42%
Public Scale Fees	3,463	3,558	3,655	3,756	3,858	11.41%
Total Charges for Services	18,529,376	19,037,083	19,558,698	20,094,605	20,645,197	11.42%
Other						
Miscellaneous Receipts	100,111	102,854	105,672	108,568	111,542	11.42%
Transfer Station Lease	48,000	49,315	50,666	52,055	53,481	11.42%
Compost Facility Lease	38,000	39,041	40,111	41,210	42,339	11.42%
Knife River Lease	37,472	38,499	39,554	40,637	41,751	11.42%
Sale of Equipment	8,046	8,266	8,493	8,726	8,965	11.42%
Investment Revenue	7,775	79,435	81,611	83,848	86,145	1,007.97%
Total Other	239,404	317,410	326,107	335,044	344,223	43.78%
Total Revenues	18,768,780	19,354,493	19,884,805	20,429,649	20,989,420	11.83%
Expenses						
Operating Expenses						
Transfer Station	5,375,596	5,507,165	5,631,247	5,763,831	5,882,690	9.43%
Residential Operations	2,886,646	2,961,855	3,033,816	3,110,720	3,181,276	10.21%
Commercial Operations	1,821,362	1,867,615	1,911,719	1,958,851	2,001,860	9.91%
Franchise Fee	1,667,644	1,713,337	1,760,283	1,808,514	1,858,068	11.42%
Transfer to General Fund	1,238,814	1,268,546	1,296,454	1,326,272	1,352,797	9.20%
Mowing	789,628	811,851	833,414	856,462	878,070	11.20%
Transfer To Fleet Services	758,493	776,697	793,784	812,041	828,282	9.20%
Non-Departmental	663,361	315,040	324,480	329,272	331,732	(49.99%)
Recycling Program	372,286	381,358	389,930	399,090	407,327	9.41%
Transfer to Information Technology	290,600	297,574	304,121	311,116	317,338	9.20%
Accounting	243,146	249,878	256,393	263,356	269,857	10.99%
Transfer to Risk Management	205,169	210,093	214,715	219,654	224,047	9.20%
Public Works	124,161	127,246	130,171	133,296	136,122	9.63%
Building Services	21,875	21,875	21,875	21,875	21,875	0.00%
Human Resources	13,981	14,317	14,632	14,968	15,267	9.20%
Total Operating Expenses	16,472,762	16,524,447	16,917,034	17,329,318	17,706,608	7.49%
Debt Service						
Debt Service	759,618	715,383	710,183	714,233	715,233	(5.84%)
Total Debt Service	759,618	715,383	710,183	714,233	715,233	(5.84%)
Non-Operating Expenses						
Capital Outlay						
Fleet Funding Program	1,536,400	1,573,274	1,607,886	1,644,867	1,677,764	9.20%
Total Capital Outlay	1,536,400	1,573,274	1,607,886	1,644,867	1,677,764	9.20%
Total Non-Operating Expenses	1,536,400	1,573,274	1,607,886	1,644,867	1,677,764	9.20%
Total Expenses	18,768,780	18,813,104	19,235,103	19,688,418	20,099,605	7.09%

SOLID WASTE FUND
Five Year Forecast

Net Change in Working Capital	-	541,389	649,702	741,231	889,815	---
Working Capital, Beginning	5,477,421	5,477,421	6,018,810	6,668,512	7,409,743	35.28%
Working Capital, Ending	$ 5,477,421	$ 6,018,810	$ 6,668,512	$ 7,409,743	$ 8,299,558	51.52%
Working Capital Reserve	31.79%	34.91%	37.83%	41.07%	45.05%	
Working Capital Reserve 22%	$ 3,791,124	$ 3,792,763	$ 3,877,988	$ 3,969,581	$ 4,052,805	

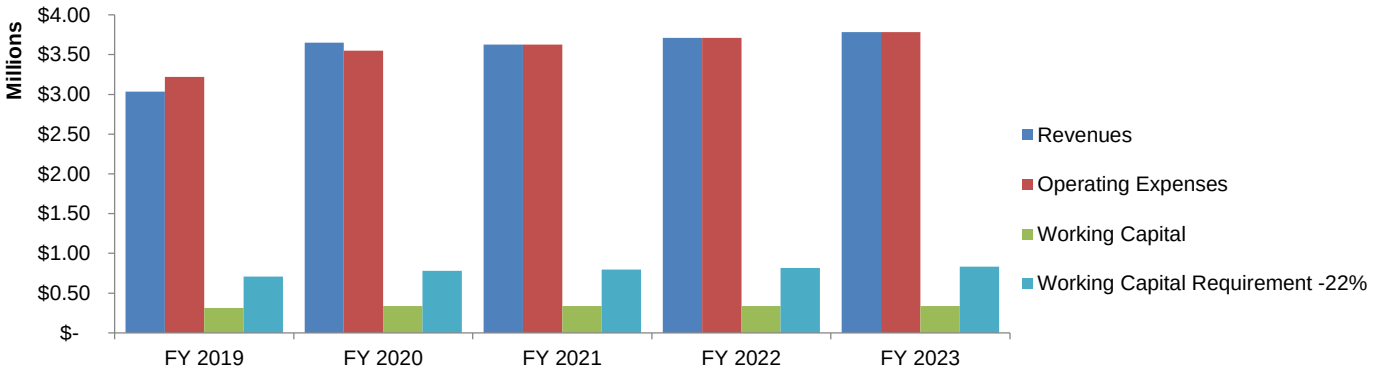
Forecast based upon Historical Trends



AVIATION FUNDS
Five Year Forecast

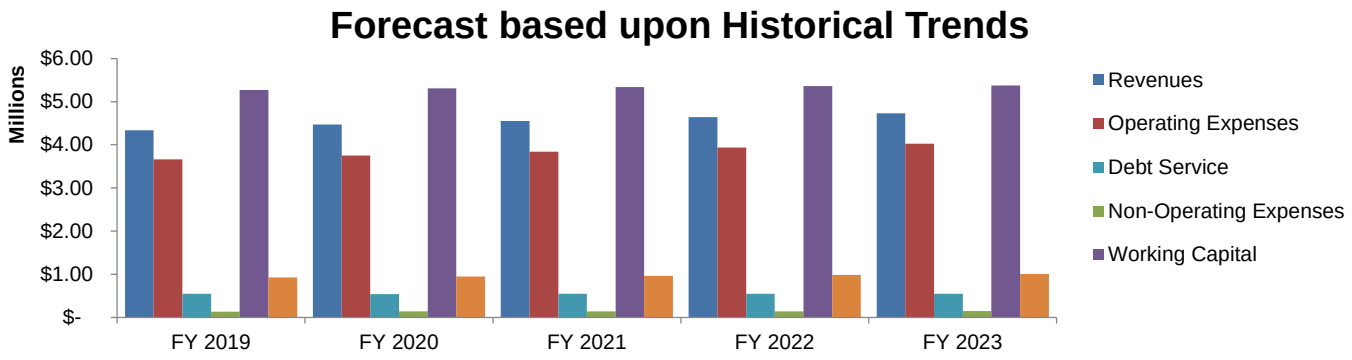
	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Revenues						
Rental Cars	$859,134	$1,020,657	$876,403	$885,167	$894,018	4.06%
Airport Parking Lot Fees	530,040	546,528	573,336	573,336	573,336	8.17%
Fuel Sales	339,206	338,072	338,072	338,072	338,072	(0.33%)
Other Terminal Services	248,397	229,642	250,887	252,142	253,402	2.01%
Air Carrier Operations	245,789	283,735	283,735	283,735	283,735	15.44%
Into Plane Fees	228,511	246,000	246,000	246,000	246,000	7.65%
Customer Facility Charges	145,000	-	57,654	107,735	160,290	10.54%
Landing Fees	133,611	126,289	126,289	126,289	126,289	(5.48%)
Hangars & Tiedowns	95,454	98,940	98,940	109,886	109,886	15.12%
Intergovernmental Revenue	55,800	583,691	594,249	605,018	616,002	1,003.95%
Insurance Proceeds	50,000	50,000	50,000	50,000	50,000	0.00%
Fixed Base Operations	37,800	38,400	41,406	41,509	42,234	11.73%
Land Lease Tenants	35,837	35,837	35,837	35,837	35,837	0.00%
Retail Stores	11,379	11,287	11,287	11,287	11,287	(0.81%)
Food and Beverage	8,204	18,840	18,840	18,840	18,840	129.64%
Operating Supplies	4,532	4,900	4,900	4,900	4,900	8.12%
Airport Use Fees	3,245	3,245	3,245	3,245	3,245	0.00%
Miscellaneous Receipts	2,600	2,353	2,353	2,353	2,353	(9.50%)
Flexible Use Fees	-	14,001	14,001	14,001	14,001	---
Total Revenues	3,034,539	3,652,417	3,627,434	3,709,352	3,783,727	24.69%
Expenses						
Airport Operations	2,632,723	2,957,584	3,021,438	3,089,676	3,151,881	19.72%
Cost of Goods Sold - Motor Gas	306,460	306,800	313,550	320,761	327,176	6.76%
ISF - Information Technology	117,118	119,929	122,567	125,386	127,894	9.20%
ISF - Risk Management	98,221	100,578	102,791	105,155	107,258	9.20%
Non-Departmental	61,276	62,478	63,607	64,813	65,886	7.52%
Human Resources	3,326	3,406	3,481	3,561	3,632	9.20%
Total Operating Expenses	3,219,124	3,550,775	3,627,434	3,709,352	3,783,727	17.54%
Non-Operating Expense						
Capital						
Equipment	-	80,000	-	-		---
Total Capital	-	80,000	-	-		---
Total Non-Operating Expenses	-	80,000	-	-		---
Total Expenses	$ 3,219,124	$ 3,630,775	$ 3,627,434	$ 3,709,352	$ 3,783,727	17.54%
Net Change in Working Capital	(184,585)	21,642	-	-	-	(100.00%)
Working Capital, Beginning	499,350	314,765	336,407	336,407	336,407	(32.63%)
Working Capital, Ending	$ 314,765	$ 336,407	$ 336,407	$ 336,407	$ 336,408	6.88%
Working Capital Reserve	9.78%	9.47%	9.27%	9.07%	8.89%	
Working Capital Reserve - 22%	$ 708,207	$ 781,171	$ 798,035	$ 816,057	$ 832,420	

Forecast based upon Historical Trends



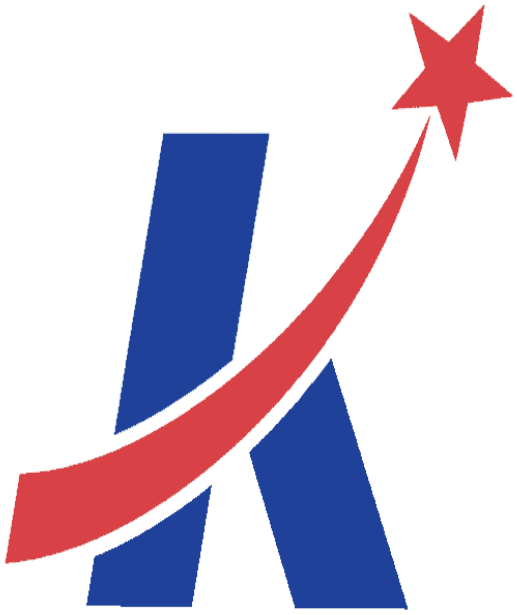
DRAINAGE UTILITY FUND
Five Year Forecast

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2019-23 % Change
Revenues						
Residential Storm Water Fees	$3,653,637	$3,731,832	$3,811,700	$3,893,278	$3,976,602	8.84%
Commercial Storm Water Fees	639,842	644,665	649,524	654,420	659,353	3.05%
Miscellaneous Receipts	26,000	26,000	26,000	26,000	26,000	0.00%
Interest Earned	16,212	66,536	67,867	69,224	70,609	335.54%
Total Revenues	4,335,691	4,469,033	4,555,091	4,642,922	4,732,564	9.15%
Operating Expenses						
Drainage Maintenance	1,829,690	1,880,153	1,928,948	1,981,102	2,029,742	10.93%
Environmental Services	466,151	481,454	493,289	505,936	517,581	11.03%
Franchise Fee	386,413	393,885	401,510	409,293	417,236	7.98%
Indirect Cost Allocations	286,048	292,913	299,357	306,242	312,367	9.20%
Streets	257,582	263,961	269,997	276,447	282,260	9.58%
ISF - Information Technology	174,754	178,948	182,885	187,091	190,833	9.20%
Engineering	94,630	97,082	99,423	101,925	104,212	10.13%
Non-Departmental	90,574	89,520	91,310	93,224	94,925	4.80%
ISF - Risk Management	28,935	29,629	30,281	30,978	31,597	9.20%
ISF - Fleet Services	20,322	20,810	21,268	21,757	22,192	9.20%
Public Works	17,576	18,021	18,444	18,897	19,309	9.86%
Human Resources	5,925	6,067	6,201	6,343	6,470	9.20%
Total Operating Expenses	3,658,600	3,752,443	3,842,913	3,939,235	4,028,724	10.12%
Debt Service	545,391	540,950	544,250	544,000	542,750	(0.48%)
Non-Operating Expenses						
Capital Projects						
Fleet Replacement Program	131,700	134,861	137,828	140,998	143,818	9.20%
Total Capital Projects	131,700	134,861	137,828	140,998	143,818	9.20%
Total Non-Operating Expenses	131,700	134,861	137,828	140,998	143,818	9.20%
Total Expenses	4,335,691	4,428,254	4,524,991	4,624,233	4,715,292	8.76%
Net Change in Working Capital	-	40,779	30,100	18,689	17,272	---
Working Capital, Beginning	5,269,488	5,269,488	5,310,267	5,340,367	5,359,056	1.70%
Working Capital, Ending	$ 5,269,488	$ 5,310,267	$ 5,340,367	$ 5,359,056	$ 5,376,329	2.03%
Working Capital Reserve	125.34%	123.68%	121.73%	119.54%	117.61%	
Working Capital Reserve - 22%	$ 924,878	$ 944,546	$ 965,176	$ 986,312	$ 1,005,724	





Appendix



Dedicated Service – Everyday, for Everyone!

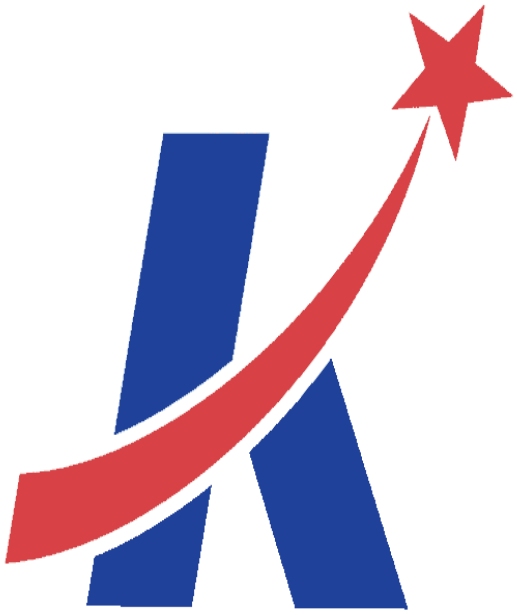
APPENDIX

Appendix A – Adopted City Ordinances: This appendix provides the Adopted Budget Ordinance and the Property Tax Ordinance approved by City Council.

Appendix B – City of Killeen Position Classification and Pay Plan and Schedule of Incentives: This appendix provides detailed listings and schedules of how the City's pay plan is designed.

Appendix C – City of Killeen Water, Sewer and Solid Waste Rates: This section provides a detailed presentation of the City of Killeen's Water, Sewer, Drainage and Solid Waste rates as they appear in the City of Killeen's Code of Ordinance.

Appendix D – Glossary & Acronyms: This section provides a listing of terminology and acronyms pertaining to the governmental fund accounting and municipal government.

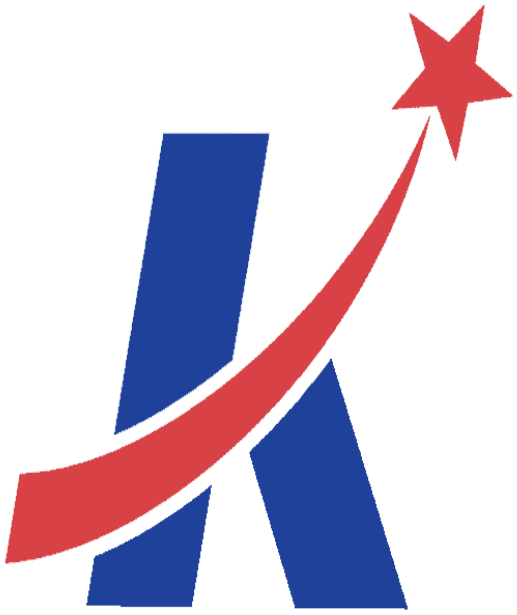


Dedicated Service – Everyday, for Everyone!

APPENDIX A



ADOPTED CITY ORDINANCES



Dedicated Service – Everyday, for Everyone!

ORDINANCE 18-032

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, 2018 AND ENDING ON SEPTEMBER 30, 2019; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Killeen for the fiscal year October 1, 2018 to September 30, 2019 has been prepared by Ronald L. Olson, City Manager, as Budget Officer for the City of Killeen, Texas; and

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

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

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

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

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

SECTION I. That the City Council of the City of Killeen ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1, 2018 to September 30, 2019, 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 2019 fiscal year for the different administrative units and purposes of the City of Killeen, Texas, be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for the payment of the principal and interest and the retirement of the bonded debt of the City of Killeen.

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

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

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

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

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas this 18th day of September 2018, 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

Jim Kilpatrick, MAYOR PRO TEM

ATTEST:

Lucy Aldrich, CITY SECRETARY

CITY OF KILLEEN KILLEEN TEXAS

APPROVED AS TO FORM:

Kathy H. Davis, CITY ATTORNEY

CITY SECRETARY DISTRIBUTION:
Executive Director of Finance

Special 09-18-18
Item # OR-18-009

CITY COUNCIL MEMORANDUM FOR ORDINANCE

DATE: **September 18, 2018**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Consider an ordinance adopting a budget for operating the municipal government of Killeen for FY 2019.**

BACKGROUND AND FINDINGS:

Article V of Killeen's City Charter requires the City Manager to submit a proposed budget to City Council that provides a complete financial plan for the upcoming fiscal year. The proposed FY 2019 Annual Budget and Plan of Municipal Services was submitted to City Council on August 7, 2018. There have been four budget workshops held to provide City Council and citizens a thorough overview of the proposed budget. The budget workshops included a presentation identifying strategic issues the City is facing, fund summaries of the major funds, departmental budget briefings, and presentations from community partners. The City Manager has also provided multiple public and employee briefings on the proposed budget.

State law and the City Charter require a public hearing be held to elicit citizen comment on the proposed budget. The first public hearing was held on September 4, 2018. The City Charter also states that City Council may insert additional items and make increases to the City Manager's proposed budget as long as there is a public hearing held on the changes. If the changes made by City Council increase the total proposed expenditures, City Council must also provide for an increase in the total anticipated revenue to at least equal such total proposed expenditures. A second public hearing was held on September 11, 2018 for changes to the budget submitted by the City Manager.

By a majority vote, the City Council must adopt the budget on or before the 20th day of the last month of the fiscal year (September 20th) or the budget as submitted by the City Manager is deemed to have been adopted. The budget is scheduled to be adopted September 18, 2018.

THE ALTERNATIVES CONSIDERED:

1) Adopt the budget.
2) The City Charter states that should City Council take no action on or prior to September 20th, the budget as submitted by the City Manager shall be deemed to have been finally adopted by City Council.

Which alternative is recommended? Why?

Staff recommendation is to adopt the budget ordinance as presented, which includes two changes requested by City Council. The two changes include a reduction in Hill Country Transit's (the HOP) funding and providing a budget for a sanitary sewer service maintenance program. Hill Country Transit's funding was reduced from $455,749 to $120,850, which equals the same level of funding provided in the FY 2018 adopted budget. The remaining $334,899 was moved to a reserve appropriation account. A $400,000 budget was also established for a sanitary sewer service maintenance program.

CONFORMITY TO CITY POLICY:

The attached ordinance conforms with the City Charter and the City's Financial Governance Policies.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

N/A

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

N/A

RECOMMENDATION:

Staff's recommendation is to approve the ordinance adopting the FY 2019 Annual Budget and Plan of Municipal Services.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY LIMITS OF THE CITY OF KILLEEN, TEXAS, FOR THE 2018 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018, AND ENDING SEPTEMBER 30, 2019; 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 the City of Killeen has published the effective rate, the rollback tax rate, and an explanation of how they were calculated and has fulfilled all other requirements for publication as contained in Local Government Code Section 140.010, in a manner designated to come to the attention of all residents of said City and has submitted rates to the City Council of said City prior to the City Council meeting of August 21, 2018; and,

WHEREAS, "THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE." AND "THE TAX RATE WILL EFFECTIVELY BE RAISED BY 8.67 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $42.70."

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 2018 tax year;

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 2018 be, and is hereby, set at 74.98 ¢ on each $100 of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state within the corporate limits of said City.

SECTION II. That there is hereby levied for the tax year 2018 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) 53.53¢ on each $100 of the taxable value; and,

B. To provide for sinking funds for the payment of the principal and interest and the retirement of bonded debt, 21.45¢ on each $100 of the taxable value of such property.

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

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

SECTION V. That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Killeen FY 2019 Annual Budget and Plan of Municipal Services.

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

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

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas this 18th day of September 2018, 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

Jim Kilpatrick, MAYOR PRO TEM

ATTEST:

Lucy C. Aldrich, CITY SECRETARY

CITY OF KILLEEN KILLEEN TEXAS

APPROVED AS TO FORM:

Kathy H. Davis, CITY ATTORNEY

Special 09-18-18
Item # OR-18-012

CITY COUNCIL MEMORANDUM FOR ORDINANCE

DATE: **September 18, 2018**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Setting the Tax Rate for Fiscal Year 2019.**

BACKGROUND AND FINDINGS:

Chapter 26 of the Texas Tax Code requires taxing units to comply with truth-in-taxation laws when adopting their tax rates. In addition, Local Government Code Section 140.010 requires a municipality to provide notice of the proposed property tax rate. The Local Government Code notice exempts the City from the notice and publication requirements of Sections 26.04(e), 26.052, and 26.06 of the Texas Tax Code. The notice required by Local Government Code Section 140.010(d) was published in the Killeen Daily Herald on August 26, 2018.

The City has complied with all provisions of the truth-in-taxation and Local Government Code laws regarding the adoption of the tax rate.

The City Manager's proposed FY 2019 Budget used the current tax rate of 74.98¢ per $100 valuation. On August 21, 2018, at a City Council meeting, the Killeen City Council set the preliminary tax rate at the rate of 75.75¢ per $100 valuation. The preliminary tax rate represents the maximum rate that can be adopted for the FY 2019 Budget. The effective tax rate for FY 2019 (2018 tax year) is 74.49¢. The rollback tax rate adjusted for sales tax for FY 2019 (2018 tax year) is 75.75¢.

On September 4, 2018, at a City Council Meeting, the Killeen City Council approved a motion to direct the City Manager to use the current tax rate of 74.98¢ per $100 valuation. It is now necessary that City Council adopt a final tax rate to support the Fiscal Year 2019 Annual Budget and Plan of Municipal Services. Texas Tax Code requires the vote on an ordinance setting a tax rate that exceeds the effective rate to be a record vote and approved by at least sixty (60) percent of the members of the governing body. In order to set the tax rate above the effective rate of 74.49¢, the ordinance must be approved by at least five (5) members of City Council.

THE ALTERNATIVES CONSIDERED:

1) Set the tax rate.
2) In accordance with Tax Code Section 26.05(c), if the governing body of a taxing unit does not adopt a tax rate before the date required (before the later of September 30 or the 60th day after the date the certified roll is received), the tax rate for the taxing unit for that tax year is the lower of the effective tax rate calculated for that tax year or the

tax rate adopted by the taxing unit for the preceding tax year. A tax rate established by this subsection is treated as an adopted tax rate.

Which alternative is recommended? Why?

Staff's recommendation is to set the tax rate as presented in the ordinance.

CONFORMITY TO CITY POLICY:

The ordinance complies with truth-in taxation laws set by the Texas Tax Code and Local Government Code.

FINANCIAL IMPACT:

What is the amount of the expenditure in the current fiscal year? For future years?

N/A

Is this a one-time or recurring expenditure?

N/A

Is this expenditure budgeted?

N/A

If not, where will the money come from?

N/A

Is there a sufficient amount in the budgeted line-item for this expenditure?

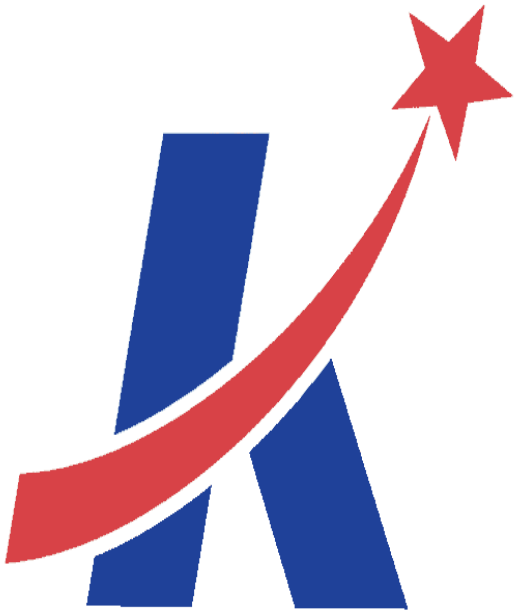
N/A

RECOMMENDATION:

Staff recommends City Council approve the ordinance setting the FY 2019 tax rate at 74.98¢ per $100 valuation.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

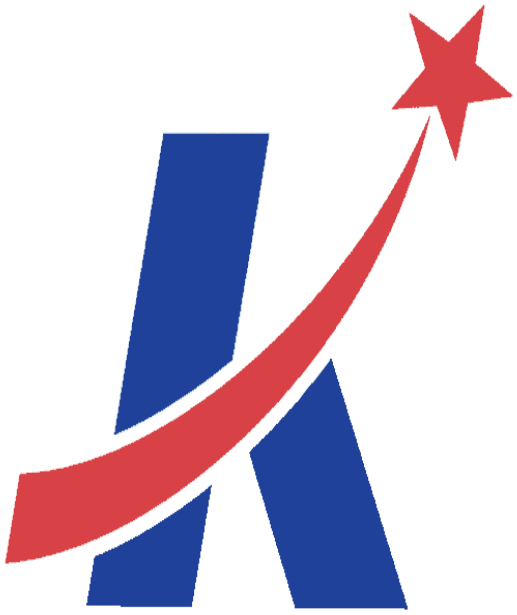


Dedicated Service – Everyday, for Everyone!

APPENDIX B



CITY OF KILLEEN POSITION CLASSIFICATION AND PAY PLAN AND SCHEDULE OF INCENTIVES



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Effective: October 1, 2018

POSITION CLASSIFICATION AND PAY PLAN

Grade	Classified Positions	Minimum	Maximum
N51	Administration Clerk	$1,613	$2,351
	Children's Services Clerk	$1,613	$2,351
	Circulation Clerk	$1,613	$2,351
	Clerk	$1,613	$2,351
	Court Files Clerk	$1,613	$2,351
	Reference Clerk	$1,613	$2,351
	Utility Cashier	$1,613	$2,351
	Utility Collections Mail Clerk	$1,613	$2,351
N52	Airport Service Worker	$1,769	$2,579
	Animal Control Assistant	$1,769	$2,579
	Animal Control Attendant	$1,769	$2,579
	Aviation Line Services Technician	$1,769	$2,579
	Buildings and Grounds Service Worker	$1,769	$2,579
	Cart Fleet & Range Attendant	$1,769	$2,579
	Code Enforcement Clerk	$1,769	$2,579
	Custodian	$1,769	$2,579
	Customer Service Representative	$1,769	$2,579
	Deputy Court Clerk I	$1,769	$2,579
	Drainage Service Worker	$1,769	$2,579
	Event Assistant	$1,769	$2,579
	Fire Clerk	$1,769	$2,579
	Golf Shop Attendant	$1,769	$2,579
	Greenskeeper	$1,769	$2,579
	Grounds Maintenance Worker	$1,769	$2,579
	Meter Reader	$1,769	$2,579
	Mowing Service Worker	$1,769	$2,579
	Office Assistant	$1,769	$2,579
	Operator	$1,769	$2,579
	Police Clerk	$1,769	$2,579
	Press Operator	$1,769	$2,579
	Receptionist	$1,769	$2,579
	Recreation Assistant	$1,769	$2,579
	Recycling Attendant	$1,769	$2,579
	Scale Attendant	$1,769	$2,579
	Secretary	$1,769	$2,579
	Secretary (BPAT/FOG)	$1,769	$2,579
	Solid Waste Worker	$1,769	$2,579
	Streets Service Worker	$1,769	$2,579
	Utility Clerk	$1,769	$2,579
	Welder's Assistant	$1,769	$2,579

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2018

Grade	Classified Positions	Minimum	Maximum
N53	Accounting Clerk	$1,982	$2,889
	Bailiff	$1,982	$2,889
	Building Permit Clerk	$1,982	$2,889
	Communications Specialist	$1,982	$2,889
	Deputy Court Clerk II	$1,982	$2,889
	Facilities & AV Attendace	$1,982	$2,889
	Golf Course Maintenance Technician	$1,982	$2,889
	Graffiti Removal Specialist	$1,982	$2,889
	Lube Technician	$1,982	$2,889
	Parts Assistant	$1,982	$2,889
	Program Assistant	$1,982	$2,889
	Senior Meter Reader	$1,982	$2,889
	Senior Secretary	$1,982	$2,889
	Senior Utility Clerk	$1,982	$2,889
	Sign Technician	$1,982	$2,889
	Truck Driver	$1,982	$2,889
	Utility Service Worker	$1,982	$2,889
	Water/Waste Water Operator	$1,982	$2,889
N54	Accounting Specialist	$2,219	$3,234
	Animal Control Officer	$2,219	$3,234
	Benefit Specialist	$2,219	$3,234
	BPAT/FOG Data Speciaist	$2,219	$3,234
	Construction Inspector	$2,219	$3,234
	Crime Victim Liaison	$2,219	$3,234
	Deputy Court Clerk III	$2,219	$3,234
	Electrical Maintenance Technician	$2,219	$3,234
	Equipment Operator	$2,219	$3,234
	Evidence Technician	$2,219	$3,234
	Human Resources Specialist	$2,219	$3,234
	Inter-library Loan Specialist	$2,219	$3,234
	Juvenile Case Manager	$2,219	$3,234
	Payroll Specialist	$2,219	$3,234
	Police Personnel & Equipment Specialist	$2,219	$3,234
	Police Training Assistant	$2,219	$3,234
	Principal Secretary	$2,219	$3,234
	Purchasing Specialist	$2,219	$3,234
	Senior Library Assistant	$2,219	$3,234
	Solid Waste Commercial Equipment Operator	$2,219	$3,234
	Solid Waste Residential Equipment Operator	$2,219	$3,234
N55	Airport Specialist	$2,486	$3,623
	Assistant Chief Operator of Operations	$2,486	$3,623
	Assistant Chief Operator of Sewer	$2,486	$3,623
	Assistant Chief Operator of Water	$2,486	$3,623
	Assistant Clerk of the Court	$2,486	$3,623
	BPAT/FOG Speciaist	$2,486	$3,623
	Cemetery Crew Leader	$2,486	$3,623
	Compliance Coordinator	$2,486	$3,623
	Custodian Crew Leader	$2,486	$3,623

Grade	Classified Positions	Minimum	Maximum
N55	Drainage Crew Leader	$2,486	$3,623
cont	Equipment Services Technician	$2,486	$3,623
	Event Coordinator	$2,486	$3,623
	Events Crew Leader	$2,486	$3,623
	Evidence Technician II	$2,486	$3,623
	Executive Assistant	$2,486	$3,623
	Facilities Maintenance Specialist	$2,486	$3,623
	Fleet Services Technician	$2,486	$3,623
	FOG Enforcement Program Specialist	$2,486	$3,623
	Help Desk Technician	$2,486	$3,623
	Library Supervisor	$2,486	$3,623
	Mowing Crew Leader	$2,486	$3,623
	Parks Crew Leader	$2,486	$3,623
	Parks/Public Grounds Assistant	$2,486	$3,623
	Planning Assistant	$2,486	$3,623
	Program Coordinator	$2,486	$3,623
	Recreation Supervisor	$2,486	$3,623
	Senior Line Service Technician	$2,486	$3,623
	Senior Purchasing Specialist	$2,486	$3,623
	Supply Specialist	$2,486	$3,623
	Technology Unit Technician	$2,486	$3,623
	Traffic Technician	$2,486	$3,623
	Vet Technician	$2,486	$3,623
	Welder	$2,486	$3,623
O55	Jailer	$2,685	$3,912
N56	Association Sales Manager	$2,786	$4,058
	Booking Specialist	$2,786	$4,058
	CAD/GIS Technician	$2,786	$4,058
	Claims Specialist	$2,786	$4,058
	Code Enforcement Officer	$2,786	$4,058
	Computer Operator	$2,786	$4,058
	Computer Technician	$2,786	$4,058
	Crime Statistical Analyst	$2,786	$4,058
	Customer Service Supervisor	$2,786	$4,058
	Deputy City Marshal	$2,786	$4,058
	Lien Collections Specialist	$2,786	$4,058
	Office Administrator	$2,786	$4,058
	Operations Specialist	$2,786	$4,058
	Paralegal	$2,786	$4,058
	Procurement Card Administrator	$2,786	$4,058
	Senior Construction Inspector	$2,786	$4,058
	Senior Traffic Technician	$2,786	$4,058
	Solid Waste Specialist	$2,786	$4,058
	Utility Collections Supervisor	$2,786	$4,058
	Water & Sewer Materials Manager	$2,786	$4,058
	Youth Program Specialist	$2,786	$4,058

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2018

Grade	Classified Positions	Minimum	Maximum
N57	Airport Maintenance Supervisor	$3,119	$4,824
	Airport Operations & Maintenance Crew Leader (ILE)	$3,119	$4,824
	Animal Services Supervisor	$3,119	$4,824
	Aquatics Supervisor	$3,119	$4,824
	Aviation Line Services Supervisor	$3,119	$4,824
	Booking Manager	$3,119	$4,824
	Building Inspector	$3,119	$4,824
	Cataloger Librarian	$3,119	$4,824
	Chief Operator of BPAT/FOG	$3,119	$4,824
	Chief Operator of Operations	$3,119	$4,824
	Chief Operator of Sewer	$3,119	$4,824
	Chief Operator of Water	$3,119	$4,824
	Child Safety Coordinator	$3,119	$4,824
	Children's Services Librarian	$3,119	$4,824
	City Marshal	$3,119	$4,824
	Code Enforcement Supervisor I	$3,119	$4,824
	Commercial Operations Supervisor	$3,119	$4,824
	Community Development Specialist	$3,119	$4,824
	Compensation and Benefits Manager	$3,119	$4,824
	Container Operations Supervisor	$3,119	$4,824
	Drainage Maintenance Supervisor	$3,119	$4,824
	Emergency Response and Regulatory Coordinator	$3,119	$4,824
	Environmental Specialist I	$3,119	$4,824
	Government Channel Producer	$3,119	$4,824
	HVAC Technician	$3,119	$4,824
	IT Project Coordinator	$3,119	$4,824
	Latent Print Technician	$3,119	$4,824
	Maintenance Supervisor	$3,119	$4,824
	Mowing Operations Supervisor	$3,119	$4,824
	Network Technician	$3,119	$4,824
	Network Technician (Airport)	$3,119	$4,824
	Parks Supervisor	$3,119	$4,824
	Print Services Supervisor	$3,119	$4,824
	Public Service Supervisor	$3,119	$4,824
	Recycling Operations Supervisor	$3,119	$4,824
	Residential Operations Supervisor	$3,119	$4,824
	Scale Operations Supervisor	$3,119	$4,824
	Senior CAD/GIS Data Technician	$3,119	$4,824
	Sex Offender Coordinator	$3,119	$4,824
	Sign Crew Supervisor	$3,119	$4,824
	Storm Water Drainage Technician	$3,119	$4,824
	Street Maintenance Supervisor	$3,119	$4,824
	Supervisor, Clerk	$3,119	$4,824
	Systems Administrator II	$3,119	$4,824
	Technology Technician	$3,119	$4,824
	Traffic Signal Supervisor	$3,119	$4,824
	Transfer Station Supervisor	$3,119	$4,824
	Utility Service Supervisor	$3,119	$4,824

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2018

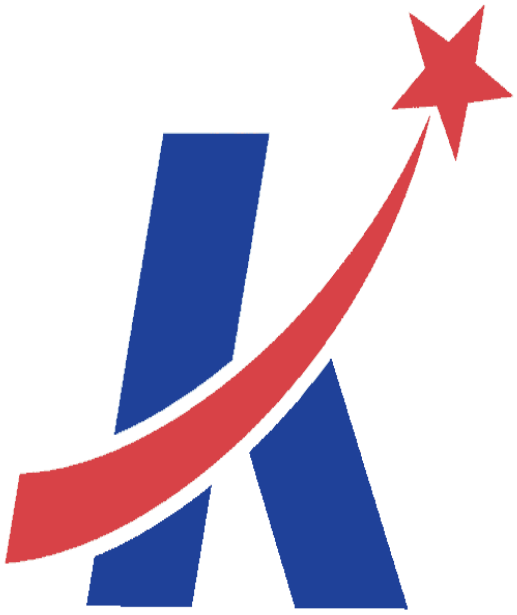
Grade	Classified Positions	Minimum	Maximum
N58	Administrative Assistant II	$3,495	$5,401
	Building Plans Examiner	$3,495	$5,401
	Code Enforcement Supervisor II	$3,495	$5,401
	Communications Coordinator	$3,495	$5,401
	Crime Prevention Coordinator	$3,495	$5,401
	Custodian Supervisor	$3,495	$5,401
	Facilities Maintenance Supervisor	$3,495	$5,401
	Fleet Services Parts Supervisor	$3,495	$5,401
	Fleet Services Supervisor	$3,495	$5,401
	GIS Analyst	$3,495	$5,401
	IT Software Specialist	$3,495	$5,401
	KAAC Manager	$3,495	$5,401
	Network Administrator	$3,495	$5,401
	Operations Supervisor	$3,495	$5,401
	Safety Officer	$3,495	$5,401
	Special Projects Coordinator	$3,495	$5,401
O58	Probationary Fire Rescue Officer Note: See page 4 of 9 of the Non-Civil Service Pay Grades and Steps	$3,589	$4,322
O59	Probationary Police Officer Note: See page 4 of 9 of the Non-Civil Service Pay Grades and Steps	$3,841	$4,716
N59	Accounting Supervisor	$3,913	$6,049
	Animal Services Manager	$3,913	$6,049
	Assistant Director of Library Services	$3,913	$6,049
	Athletics Superintendent	$3,913	$6,049
	Budget Analyst	$3,913	$6,049
	Chief Building Inspector	$3,913	$6,049
	Chief Construction Inspector	$3,913	$6,049
	City Secretary	$3,913	$6,049
	Commercial Operations Superintendent	$3,913	$6,049
	Engineer in Training	$3,913	$6,049
	Evidence Manager	$3,913	$6,049
	Facilities Manager	$3,913	$6,049
	Finance Manager Fire	$3,913	$6,049
	Finance Manager Parks and Recreation	$3,913	$6,049
	Finance Manager Police	$3,913	$6,049
	Finance Manager Public Works	$3,913	$6,049
	Fleet Services Shop Foreman	$3,913	$6,049
	Golf Shop Manager	$3,913	$6,049
	Human Resources Generalist	$3,913	$6,049
	Human Resources Manager Police	$3,913	$6,049
	Intelligence Manager	$3,913	$6,049
	Operations Manager	$3,913	$6,049

Grade	Classified Positions	Minimum	Maximum
N59	Parks/Public Grounds Superintendent	$3,913	$6,049
cont	Professional Development Learning Coordinator	$3,913	$6,049
	Public Information Officer	$3,913	$6,049
	Records Manager	$3,913	$6,049
	Recreation Services Superintendent	$3,913	$6,049
	Residential Operations Superintendent	$3,913	$6,049
	Staff Accountant	$3,913	$6,049
	Street Services Superintendent	$3,913	$6,049
	Traffic Superintendent	$3,913	$6,049
	Transfer Station Superintendent	$3,913	$6,049
N60	Airport Maintenance Manager	$4,383	$6,775
	Airport Operations Manager	$4,383	$6,775
	Community Development Administrator	$4,383	$6,775
	Drainage Project Manager	$4,383	$6,775
	Engineering Project Manager	$4,383	$6,775
	Fleet Replacement Coordinator	$4,383	$6,775
	Mowing and Drainage Manager	$4,383	$6,775
	Recycling Manager	$4,383	$6,775
	Revitalization Planner	$4,383	$6,775
	Transportation Project Manager	$4,383	$6,775
	Utility Collections Manager	$4,383	$6,775
N61	Applications Support Manager	$4,908	$7,588
	Communications Manager	$4,908	$7,588
	Director of Street Services	$4,908	$7,588
	Director of Volunteer Services	$4,908	$7,588
	Emergency Mgmt/Homeland Security Coordinator	$4,908	$7,588
	Enterprise Operations Manager	$4,908	$7,588
	GIS Manager	$4,908	$7,588
	IT Network Manager	$4,908	$7,588
	Project Engineer	$4,908	$7,588
	Senior Planner	$4,908	$7,588
N62	Assistant City Attorney Courts	$5,496	$8,498
	Assistant City Attorney Police	$5,496	$8,498
	Assistant Director of Aviation	$5,496	$8,498
	Building Official	$5,496	$8,498
	City Planner	$5,496	$8,498
	Director of Civic & Conference Center	$5,496	$8,498
	Director of Fleet Services	$5,496	$8,498
	Director of Golf	$5,496	$8,498
	Director of Library Services	$5,496	$8,498
	Management Account	$5,496	$8,498
	Risk Manager	$5,496	$8,498
	Senior Project Engineer		

CITY OF KILLEEN
Effective: October 1, 2018

POSITION CLASSIFICATION AND PAY PLAN

Grade	Classified Positions	Minimum	Maximum
N63	Assistant Director of Human Resources	$6,157	$10,101
	Assistant Director of Public Works	$6,157	$10,101
	City Auditor	$6,157	$10,101
	City Engineer	$6,157	$10,101
	Controller	$6,157	$10,101
	Deputy City Attorney	$6,157	$10,101
	Deputy City Attorney Public Works	$6,157	$10,101
	Director of Budget	$6,157	$10,101
	Director of Environmental Services	$6,157	$10,101
	Director of Procurement & Contract Management	$6,157	$10,101
	Director of Water & Sewer	$6,157	$10,101
N64	City Attorney	$6,896	$11,314
	Executive Director of Aviation	$6,896	$11,314
	Executive Director of Community Development	$6,896	$11,314
	Executive Director of Community Services	$6,896	$11,314
	Executive Director of Finance	$6,896	$11,314
	Executive Director of Human Resources	$6,896	$11,314
	Executive Director of Municpal Court	$6,896	$11,314
	Executive Director of Planning & Economic Development	$6,896	$11,314
	Executive Director of Public Information	$6,896	$11,314
	Executive Director of Technology Services	$6,896	$11,314
	Fire Chief	$6,896	$11,314
	Police Chief	$6,896	$11,314
N65	Assistant City Manager	$7,724	$12,671
	Executive Director of Public Works	$7,724	$12,671
99	Associate Municipal Judge	City Council Determined	
	City Manager	City Council Determined	
	Presiding Municipal Judge	City Council Determined	



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Police Pay Plan

Effective: October 1, 2018

	Grade/Step Year:	P01-1 1	P01-2 2	P01-3 3	P01-4 4	P01-5 5	P01-6 6	P01-7 7	P01-8 8	P01-9 9
Police Officer Grade P1	Monthly Annual	$4,177 $50,121	$4,312 $51,749	$4,447 $53,363	$4,581 $54,977	$4,716 $56,590	$4,851 $58,217	$4,851 $58,217	$4,986 $59,831	$4,986 $59,831

	Grade/Step Year:	P01-10 10	P01-11 11	P01-12 12	P01-13 13	P01-14 14	P01-15 15	P01-16 16	P01-17 17	P01-18 18+
	Monthly Annual	$5,120 $61,445	$5,120 $61,445	$5,255 $63,058	$5,255 $63,058	$5,391 $64,686	$5,391 $64,686	$5,525 $66,300	$5,525 $66,300	$5,660 $67,914

NOTE: Probationary Police Officers refer to Pay Grade O59 of the Non-civil service Pay Plan.

	Step/Year:	1	2	3	4	5	6	7	8	9	10+
Police Sergeant Grade P2	Monthly Annual	$5,972 $71,669	$5,972 $71,669	$6,174 $74,083	$6,174 $74,083	$6,373 $76,480	$6,373 $76,480	$6,373 $76,480	$6,373 $76,480	$6,373 $76,480	$6,573 $78,877
Police Lieutenant Grade P3	Monthly Annual	$6,940 $83,277	$6,940 $83,277	$7,141 $85,690	$7,141 $85,690	$7,341 $88,087	$7,341 $88,087	$7,341 $88,087	$7,341 $88,087	$7,341 $88,087	$7,542 $90,499
Police Captain Grade P4	Monthly Annual	$7,874 $94,494	$7,874 $94,494	$8,076 $96,907	$8,076 $96,907	$8,275 $99,303	$8,275 $99,303	$8,275 $99,303	$8,275 $99,303	$8,275 $99,303	$8,475 $101,700
Assistant Chief of Police Grade P6	Monthly Annual	$9,043 $108,514	$9,043 $108,514	$9,243 $110,911	$9,243 $110,911	$9,443 $113,310	$9,443 $113,310	$9,443 $113,310	$9,443 $113,310	$9,443 $113,310	$9,643 $115,720

CITY OF KILLEEN
Police Pay Plan

Effective: October 1, 2018

Police Incentive Pay	Monthly
Associate Degree **or**	$100
Bachelor Degree **or**	$200
Master's Degree	$300
AND	
Intermediate Certificate **or**	$60
Advanced Certificate **or**	$75
Master Peace Officer	$100

Police Assignment Pay	Monthly
Bilingual Certification (Level I)	$50
Bilingual Certification (Level II)	$75
Clothing	$50
Field Training Officer	$75
Investigator	$50
HAZMAT Certification	$100
Permanent Shift Differential	3% of Base Pay
TRU (Tactical Response Unit)	$75

NOTE: Officers may receive an education incentive in conjunction with Police Officer certification pay.

Hiring Incentive Pay

Individuals with a TCOLE license are offered the incentive in two stages:

Stage one: $2,000 paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.

Stage two: $1,000 paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

City of Killeen
Fire / EMS Pay Plan

Effective: October 1, 2018

	Year	1	2	3	4	5	6	7	8	9
8 HOUR SHIFT	Grade/Step	F81-1	F81-2	F81-3	F81-4	F81-5	F81-6	F81-7	F81-8	F81-9
Fire and Rescue Officer	**Annual Pay**	**$45,403**	**$47,016**	**$48,633**	**$50,247**	**$51,866**	**$53,483**	**$53,483**	**$55,099**	**$55,099**
	Year	10	11	12	13	14	15	16	17	18+
	Grade/Step	F81-10	F81-11	F81-12	F81-13	F81-14	F81-15	F81-16	F81-17	F81-18
	Annual Pay	**$56,751**	**$56,751**	**$58,453**	**$58,453**	**$60,208**	**$60,208**	**$62,013**	**$62,013**	**$63,873**

	Year	1	2	3	4	5	6	7	8	9
24 HOUR SHIFT	Grade/Step	F01-1	F01-2	F01-3	F01-4	F01-5	F01-6	F01-7	F01-8	F01-9
Fire and Rescue Officer	**Annual Pay**	**$45,403**	**$47,016**	**$48,633**	**$50,247**	**$51,866**	**$53,483**	**$53,483**	**$55,099**	**$55,099**
	Year	10	11	12	13	14	15	16	17	18+
	Grade/Step	F01-10	F01-11	F01-12	F01-13	F01-14	F01-15	F01-16	F01-17	F01-18
	Annual Pay	**$56,751**	**$56,751**	**$58,453**	**$58,453**	**$60,208**	**$60,208**	**$62,013**	**$62,013**	**$63,873**

NOTE:

Probationary Fire Rescue Officer refer to Pay Grade O58 of the Non-civil service Pay Plan.

8 hour schedule works 2080 hours per year. The hourly rate for an 8 hour shift is calculated as [annual pay / 2080 annual hours worked = Hourly Rate]

24 hour schedule works 2756 hours per year. The hourly rate for a 24 hour shift is calculated as [annual pay / 2756 annual hours worked = Hourly Rate]

PROMOTIONAL GRADES		Step/Year	1	2	3	4	5	6	7	8	9	10+
Fire Captain	F03	**Annual Pay**	**$65,668**	**$65,668**	**$68,069**	**$68,069**	**$70,473**	**$70,473**	**$70,473**	**$70,473**	**$70,473**	**$72,875**
Battalion Chief	F04	**Annual Pay**	**$75,277**	**$75,277**	**$77,679**	**$77,679**	**$80,082**	**$80,082**	**$80,082**	**$80,082**	**$80,082**	**$82,484**
Fire Deputy Chief	F86	**Annual Pay**	**$91,292**	**$91,292**	**$94,496**	**$94,496**	**$97,701**	**$97,701**	**$97,701**	**$97,701**	**$97,701**	**$100,904**

City of Killeen
Fire / EMS Pay Plan

Effective: October 1, 2018

Fire/EMS Incentive Pay	Monthly
EMT/Basic **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

Fire/EMS Assignment Pay	Monthly
Training Officer	$200
Arson Investigator	$100
Emergency Management Coordinator	$200
Emergency Medical Services (EMS) Coordinator	$200
Bilingual Certification(Level I) or,	$50
Bilingual Certification(Level II)	$75
(can only receive Level I or II for each language certified/authorized)	
SWAT	$75
EMS Driver	$25.00/day
Paramedic Attendant	$50.00/day

Hiring Incentive:

Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

Stage one: $500 paid on the first regular payday after TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.

Stage two: $500 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.

OR

Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:

Stage one: $1,000 paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.

Stage two: $1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT)-basic or intermediate, in two stages:

Stage one: $1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.

Stage two: $1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.

An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages:

Stage one: $2000 paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.

Stage two: $1,000 paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year 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, 2019

Incentive Title	Per Month
Animal Control Administrative	$40
Animal Control Advanced	$30
Animal Control Basic	$20
Applicator License	$30
Automotive Service Excellence (ASE) Technician - Master	$60
Backflow Tester-Certified	$25
Bilingual Certification (Level I)	$50
Bilingual Certification (Level II)	$75
Building Code Official	$25
Building Inspector	$20
Building Inspector - Commercial	$10
Building Inspector - Residential	$10
Building Official- Certified	$50
Building Plans Examiner	$20
Construction Inspector-Certified	$25
Chemical Insecticide	$15
City Marshal - Associates Degree	$100
City Marshal - Bachelor's Degree	$200
City Marshal - Master's Degree	$300
Code Enforcement Officer State Certified or Code Enforcement Officer I	$50
Code Enforcement Officer Intermediate or Code Enforcement Officer II	$50
Code Enforcement Officer - Professional	$50
Code Professional-Master	$25
Commercial Driver's License (CDL) Class A License	$90
Commercial Driver's License (CDL) Class B License - I (Authorized to drive 2 types of collection vehicles)	$45
Commercial Driver's License (CDL) Class B License - II (Authorized to drive 3 or more types of collection vehicles)	$95
Commercial Energy Inspector	$10
Commercial Energy Plans Examiner	$20
Court Clerk Management Certified	$50
De-Icer	$50
Dumpster Operator (Night Shift)	$100
Electrical Code Official	$25
Electrical Inspector	$20
Electrical Inspector - Commercial	$10
Electrical Inspector - Residential	$10
Electrical Plans Examiner	$20
Electrician Journeyman	$60

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

City of Killeen
Incentive Pay Schedule
(Non Civil Service)**
Effective October 1, 2019

Incentive Title	Per Month
Electrician-Master	$120
Energy Manager	$300
Erosion Inspector	$25
Erosion, Sediment, and Storm Water Inspector-Certified or Sediment and Erosion Control Inspector-Certified	$50
Floodplain Manager-Certified	$25
General Pesticide	$15
Herbicide License	$15
Historical Preservation Officer	$250
Housing Code Official	$25
Insecticide General/Basic	$15
Irrigation License	$25
Lead Risk Assessor Certification	$50
Longevity - Less that 20 years of service	$4 per year of service
Longevity - 20+ years of service	$6 per year of service
Mechanical Code Official	$25
Mechanical Inspector	$20
Mechanical Inspector - Commercial	$10
Mechanical Inspector - Residential	$10
Mechanical Plans Examiner	$20
Municipal Court Clerk Level I Certification	$25
Municipal Court Clerk Level II Certification	$35
Municipal Court Clerk Level III Certification	$45
National Air Transportation Association (NATA) Line Certification	$75
Night Differential (Public Service Officer)	3% of base pay
On Call - Scheduled/Non-Exempt Only	$10/per day $20/per holiday
Peace Officer Advanced Certificate (City Marshal)	$75
Peace Officer Intermediate Certificate (City Marshal)	$60
Peace Officer Master Certificate (City Marshal)	$100
Permit Technician (for permit clerks)	$15
Pest Control /Weed Control	$15
Pest Control General/Basic	$15
Pest Control/Lawn & Ornamental	$15
Plumber-Journeyman	$60
Plumber-Master	$120
Plumbing Code Official	$25
Plumbing Inspector	$20
Plumbing Inspector - Commercial	$10
Plumbing Inspector - Residential	$10

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

City of Killeen
Incentive Pay Schedule
(Non Civil Service)**
Effective October 1, 2019

Incentive Title	Per Month
Plumbing Plans Examiner	$20
Pool Operator-Certified	$15
Professional in Erosion and Sediment Control-Certified	$50
Professional in Storm Water Quality-Certified	$50
Property Maintenance & Housing Inspector	$10
Refrigeration and Recovery Recycling License	$10
Residential Energy Plans Examiner / Inspector	$15
Sanitary Sewers Type I License	$25
Sanitary Sewers Type II License	$35
Signs and Markings Level I	$50
Signs and Markings Level II	$70
Signs and Markings Level III	$90
Solid Waste Class A	$60
Solid Waste Class B	$45
Solid Waste Class C	$32
Solid Waste Class D	$25
State Code Enforcement Officer-Certified	$50
State Licensed Plumbing Inspector-Certified	$50
Storm water Inspector-Certified	$25
Texas Master Naturalist-Certified	$25
Texas Motor Vehicle Inspection License	$15
Traffic Signal Certification Level I	$50
Traffic Signal Certification Level II	$70
Traffic Signal Certification Level III	$90
Utility Class D Water License	$40
Vacation Buyback - Employees with 10 + years of service	The lesser of $600 or the equivalent of 40 hours (gross)
Wastewater Collection Grade A **or** Wastewater Treatment Operator A	$160
Wastewater Collection Grade B **or** Wastewater Treatment Operator B	$120
Wastewater Collections Class I **or** Wastewater Treatment Operator D	$40
Wastewater Collections Class II **or** Wastewater Treatment Operator C	$80
Wastewater Collections Class III **or** Wastewater Treatment Operator B	$120
Water Distribution Grade A **or** Water Treatment Operator A	$160
Water Distribution Grade B **or** Water Treatment Operator B	$120
Water Distribution Grade C **or** Water Treatment Operator C	$80
Water Distribution Grade D **or** Water Treatment Operator D	$40
Water Production C License	$80
Water Production D License	$40
Zoning Inspector	$10

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

City of Killeen
Incentive Pay Schedule
(Non Civil Service)**
Effective October 1, 2019

Police Incentives	Per Month
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
NOTE: Officers may receive an education incentive in conjunction with Police Officer certification pay.	

Police Assignment Pay

Bilingual Certification (Level I)	$50
Bilingual Certification (Level II)	$75
Clothing	$50
Field Training Officer	$75
Investigator	$50
HAZMAT Certification	$100
Permanent Shift Differential	3% of Base Pay
TRU (Tactical Response Unit)	$75

Police Hiring Incentive Pay

Individuals with a TCOLE license are offered the incentive in two stages:

Stage one: paid on the first regular payday after the licensed officer is hired by the department and begins the FTO (field training) program.	$2,000
Stage two: paid when the Police department affirms that the Probationary Police Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.	$1,000

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

City of Killeen
Incentive Pay Schedule
(Non Civil Service)**
Effective October 1, 2019

Fire Incentives	Per Month
EMT/Basic ***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
Fire/EMS Assignment Pay	
Training Officer	$200
Arson Investigator	$100
Emergency Management Coordinator	$200
Emergency Medical Services (EMS) Coordinator	$200
Bilingual Certification(Level I) or,	$50
Bilingual Certification(Level II)	$75
(can only receive Level I or II for each language certified/authorized)	
SWAT	$75
EMS Driver	$25.00/day
Paramedic Attendant	$50.00/day

Fire Hiring Incentive:
Individuals with a only a TCFP structural fire certification are offered the incentive in two stages:

Stage one: paid on the first regular payday after TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.	$500
Stage two: paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.	$500

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

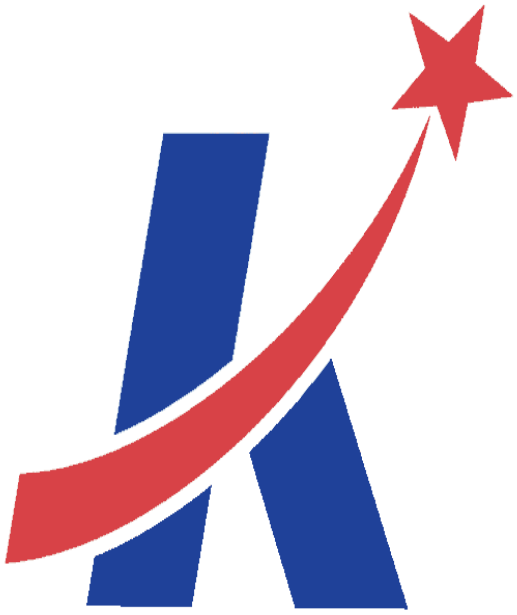
City of Killeen
Incentive Pay Schedule
(Non Civil Service)**
Effective October 1, 2019

Fire Incentives	Per Month
OR	
Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:	
Stage one: paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.	$1,000
Stage two: paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.	$1,000
An alternative incentive pay is offered for individuals with a TCFP structural fire certification which includes a TDSHS emergency medical technician certification (EMT)-basic or intermediate, in two stages:	
Stage one: paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.	$1,000
Stage two: paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year service with the department; payment of this incentive will be made prior to the last pay period of the first year of service.	$1,000
An alternative incentive pay is offered for individuals with a TCFP structural fire certification and a TDSHS paramedic license/certification in two stages:	
Stage one: paid on the first regular payday after the TCFP certified Firefighter is hired by the department and begins the duties of a Probationary Fire Rescue Officer.	$2,000
Stage two: paid when the Fire Department affirms that the Probationary Fire Rescue Officer has successfully completed the first year of service with the department; payment of this incentive will be made during the last pay period of the first year of service.	$1,000

**All incentive pays are authorized for payment only if required for the position as per the job description on file in the Human Resources Department.

APPENDIX C

CITY OF KILLEEN WATER, SEWER, DRAINAGE AND SOLID WASTE RATES



Dedicated Service – Everyday, for Everyone!

WATER AND WASTEWATER RATES

WATER RATES

The following water charges shall apply to all residential users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$12.70	$14.06	$17.47	$21.55	$31.09	$43.74	$79.83	$119.68	$167.40

Applicable to all meter sizes

2,001 to 25,000 gallons, per 1,000 gallons	$3.17
Over 25,000 gallons, per 1,000 gallons	$3.78

The following water charges shall apply to all commercial users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$13.15	$14.60	$18.13	$22.38	$32.30	$46.49	$82.98	$124.56	$174.06

Applicable to all meter sizes

All over 2,000 gallons, per 1,000 gallons	$3.28

The following water charges shall apply to all apartment, small apartment, and mobile home park users for the consumption of water inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$12.70	$14.06	$17.47	$21.55	$31.09	$44.74	$79.83	$119.68	$167.40

Applicable to all meter sizes

All over 2,000 gallons, per 1,000 gallons	$3.17

The water rates for all residential users outside the city limits shall be double the water rates for residential users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$25.40	$28.12	$34.94	$43.12	$62.18	$89.48	$159.66	$239.36	$334.80

Applicable to all meter sizes

2,001 to 25,000 gallons, per 1,000 gallons	$6.34
Over 25,000 gallons, per 1,000 gallons	$7.56

The water rates for all commercial users outside the city limits shall be double the water rates for commercial users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$26.30	$29.20	$36.26	$44.76	$64.60	$92.98	$165.96	$249.12	$348.12

Applicable to all meter sizes

All over 2,000 gallons, per 1,000 gallons	$6.56

The water rates for all apartment, small apartment, and mobile home parks users outside the city limits shall be double the water rates for apartment, small apartment, and mobile home park users inside the city limits:

Meter Size	5/8&3/4"	1"	1 1/2"	2"	3"	4"	6"	8"	10"
0 to 2,000 gallons	$25.40	$28.12	$34.94	$43.12	$62.18	$89.48	$159.66	$239.36	$334.80

Applicable to all meter sizes

All over 2,000 gallons, per 1,000 gallons	$6.34

WATER AND WASTEWATER RATES

The water rates for city-owned fireplugs are as follows:

0 to 2,000 gallons	$30.03
All over 2,000 gallons, per 1,000 gallons	3.28

WASTEWATER RATES

Single family residential	$18.76 minimum charge for the first 3,000 gallons, plus $3.80 per 1,000 gallons thereafter, not to exceed 10,000 gallons
Commercial customers	$19.15 minimum charge for the first 3,000 gallons, plus $3.80 per 1,000 gallons in excess of minimum
Motels, two-family & multifamily residential	$19.15 minimum charge for the first 3,000 gallons, plus $3.80 per 1,000 gallons thereafter.
Mobile home parks	$19.15 per unit, minimum charge for the first 3,000 gallons per unit, plus $3.80 per 1,000 gallons thereafter minimum, not to exceed 10,000 gallons per unit.

WATER AND SEWER TAPS

Water Base Tap	3/4" Tap	$ 350.00
	1" Tap	477.00
	1 1/2" Tap	862.00
	2" Tap	1,375.00
Sewer Base Tap		350.00

WATER DEPOSITS

Residential Meters	3/4" meters	$ 60.00
	1" meters	60.00
	1 1/2" meters	150.00
	2" meters	200.00
Commercial Meters	3/4" meters	75.00
	1" meters	150.00
	1 1/2" meters	200.00
	2" meters	300.00
	3" meters	400.00
	4" meters	500.00
	6" meters	700.00
	8" meters	900.00

DRAINAGE UTILITY RATES

Residential Property:	
Single family	$ 6.00 per month
Duplex	9.89 per month
Multi-family (three or more units) per unit	4.88 per month
- maximum	300.00 per month
Non-Residential Property:	
Based on Lot or Parcel Size:	
Less than 10,001 square feet	$ 8.30 per month
10,001 to 50,000 square feet	17.51 per month
50,001 to 100,000 square feet	26.28 per month
100,001 to 200,000 square feet	52.56 per month
200,001 to 350,000 square feet	96.36 per month
350,001 to 700,000 square feet	140.16 per month
700,001 to 1,000,000 square feet	192.72 per month
More than 1,000,000 square feet	306.59 per month

SOLID WASTE AND RECYCLING RATES

SOLID WASTE

Residential rates:

96-gallon container	$ 19.78 per month
64-gallon container	17.63 per month
32-gallon container	16.25 per month

Container Exchange Fee:
$10.50 to change to a larger container or to add an additional container

Brush Collection:
$7.50 per cubic yard in excess of 6 cubic yards on scheduled collection day

Special Collection Service Fee:
$21.00 minimum for a volume up to three (3) cubic yards
$7.50 per cubic yard in excess of three (3) cubic yards

Replacement of Container (lost, stolen, or damaged through customer abuse or neglect):
$20.00 service fee, plus the cost of replacement part(s) or cost to purchase the replacement container

Missed Service Fee:
$7.50 for return trip

Container Reload for Excess garbage placed in plastic bags:
$6.50 per reload; maximum of two (2) reloads for a maximum fee of $13.00

Fee charged for an overloaded container: $6.50

Residential Premium Service:
$ 23.00 for Emptying container only
$ 23.00 service fee and $ 7.50 per cubic yard for other special waste properly prepared for collection

Fee to remove roll-out container form curb by city employee: $6.50

Commercial rates:

96-gallon container	$ 21.30 per month
300-gallon container	57.10 per month

Monthly Charges – City Owned Dumpsters
Scheduled Number of Pickups Per Week

Dumpster Size	**1**	**2**	**3**	**4**	**5**	**6**	**7**
2 cu. yd.	$ 78.72	$ 120.06	$ 167.91	$ 215.76	$ 264.93	$ 311.46	$ 359.31
3 cu. yd.	96.07	149.04	209.89	270.77	331.65	392.50	453.40
4 cu. yd.	112.37	177.00	250.89	324.77	398.70	472.61	546.50
6 cu. yd.	147.77	234.92	334.87	434.81	534.76	634.70	734.65
8 cu. yd.	181.85	292.69	418.81	544.82	670.81	796.83	922.82

Charges for Extra Pickups

Size of Container	**For Call-In Service**	**For Customer Reload on Site**
2 cu. yd.	$ 27.65 each	$ 12.27 each
3 cu. yd.	31.00 each	15.64 each
4 cu. yd.	34.35 each	18.97 each
6 cu. yd.	41.04 each	25.68 each
8 cu. yd.	47.73 each	32.36 each

SOLID WASTE AND RECYCLING RATES

Monthly Charges – Privately Owned Compactors
Scheduled Number of Picking Per Week

Compactor Size	1	2	3	4	5	6	7
4 cu. yd.	$ 149.03	$ 292.59	$ 436.15	$ 579.67	$ 723.26	$ 866.82	$1,010.38
6 cu. yd.	199.95	395.15	588.21	782.35	976.47	1,070.60	1,364.72
8 cu. yd.	250.92	495.54	739.95	985.19	1,229.94	1,474.70	1,719.45

Rates for Roll-Off Container Service

Size of Container	Rental Fee[a]	Service + Tax
20 yard open top	$ 135.55	$ 136.70 + weight[b]
30 yard open top	157.75	136.70 + weight[b]
40 yard open top	180.90	136.70 + weight[b]
20 yard compactor	Must own	136.70 + weight[b]
30 yard compactor	Must own	136.70 + weight[b]
42 yard compactor	Must own	136.70 + weight[b]

[a] minimum fee: one month rental for first month; prorated for subsequent months

[b] weight fee is $ 63.28 per ton

Prepaid Deposit for Roll-Off Container Service
Number of Services Per Month

Size of Roll-off	1	2	3	4	5	6	7	8
20yd open top	$ 430.12	$ 749.64	$1,069.16	$1,388.68	$1,708.20	$2,027.72	$2,347.24	$2,666.76
30yd open top	522.29	904.49	1,287.91	1,671.33	2,054.75	2,438.18	2,776.13	3,158.32
40yd open top	602.17	1,050.73	1,499.28	1,944.15	2,309.25	2,836.36	3,284.90	3,733.46

Installation of locking bar device on containers:	$33.83 installation fee plus $3.38 monthly rental
Dumpster cleaning	$ 70.00 per wash
Dumpster cleaning and painting	$248.00
Mechanical assistance to customer to unload unauthorized items in container	$54.44
Manual Collection for a Commercial Establishment	$149.16 per hour based on the total amount of time including, but not limited to, travel, loading, and disposal.
Special Mechanical "Flatbed" Collection for a Commercial Establishment	$21.00 minimum for a volume up to three cubic yards $7.50 per cubic yard in excess of three cubic yards
Waiting Time (blocked dumpster asked to wait)	$ 138.28/hr. $ 2.32/min
After hours special pickup of dumpsters (under two hours)	$ 54.44
Deposit at Utility Collections for recurring use of transfer station in order to be able to charge disposal costs	$134.75
Installation of dumpster	$ 54.44
Relocation of dumpster	$ 54.44

SOLID WASTE AND RECYCLING RATES

RECYCLING RATES

Subscription to residential curbside recycling service	$2.60 per month
Additional 22-gallon recycling bin	City's current cost to purchase container – one time cost only
Lid cover for the 22-gallon recycling bin	City's current cost to purchase lid – one time cost only
Public scale fee – weight ticket	$ 9.50 per weigh
Public scale fee – copy of ticket	$ 6.50
Roll-off rental for special purposes or events	$ 68.25 per service
CFC evacuation and disposal of appliance – Received at Recycling Center	$ 21.00 per appliance
CFC evacuation and disposal of appliance – Pickup at curbside	$ 42.00 per appliance

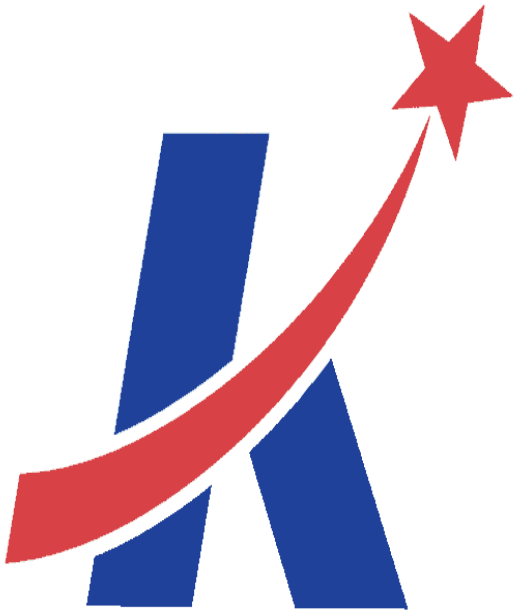
TRANSFER STATION RATES

	Disposal Fee
Weight	**Fee**
0-100 pounds	$ 3.08 (minimum fee)
	.0293 cents per pound
2,000 pounds (one ton)	63.28 per ton
Surcharge for unsecured load	26.25
Tire Disposal Fees:	
Passenger/light truck tires up to a 12" rim size	2.65/each
Passenger/light truck tires greater than a 12" rim size up to a 22" rim size	3.15/each
Commercial tires, but not larger than a 2" bead	6.50/each

MISCELLANEOUS UTILITY CHARGES

MISCELLANEOUS UTILITY CHARGES

Cutting off for repairs & turning back on 8:00 a.m. to 5:00 p.m. Monday - Friday	$	25.00
Transferring services		25.00
Collection fee for delinquent accounts where service call is already being made		5.00
Penalty- Assessed if payment is not received by the due date - the 15th day from the billing date or mailing date		10.00
Delinquent account late charge/reconnection fee		25.00
Administrative handling of returned checks		30.00
Returned check late charge - Assessed if returned check not redeemed by disconnect date - the 7th day from mailing date		25.00
After hours service		40.00
When water service is turned on by anyone other than an authorized water department personnel		75.00
If, after a water meter has been pulled, an attempt to obtain water from the city in any manner other than through a meter has been made		100.00
Delinquent garbage only late charge		10.00
New account fee		15.00
Meter check		15.00
Meter check (pull and test)		50.00
Annual itemized bill, per account		3.00
Alphabetical listing of accounts		35.00
Brocken lock fee – Assessed if a customer breaks or damages the meter lock installed by city personnel		100.00

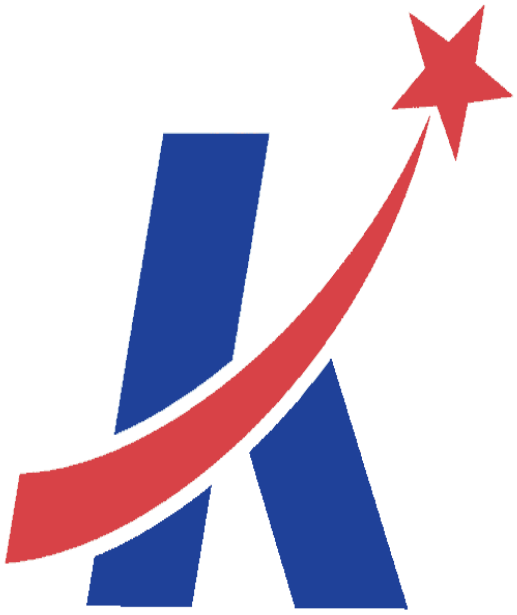


Dedicated Service – Everyday, for Everyone!

APPENDIX D



GLOSSARY & ACRONYMS



Dedicated Service – Everyday, for Everyone!

GLOSSARY

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Taxes: Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate in compliance with the State Property Tax Code.

Appropriation: A legal authorization to incur obligations and to make expenditures for specific purposes.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City official to obligate and expend resources.

Assessed Valuation: The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. (Note: Property values are established by the Bell County Appraisal District.)

Attrition: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions: Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Unassigned) Fund Balance: This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balance Sheet: A financial statement that discloses the asset liabilities, reserves and balances of a specific governmental fund as of a specific date.

Balanced Budget: Total estimated expenditures shall not exceed the total estimated resources of each fund.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Beginning Fund Balance: Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenues bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Bond Refinancing/Refunding: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Capital Expenditures: Expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from operating budgets. These items generally have a life expectancy of five years or less.

GLOSSARY

Capital Improvements Program (CIP): A management tool used to assist in the scheduling, planning, and execution of a series of capital improvements over a period of time. The CIP is updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

Capital Outlay: Expenditures for fixed assets, such as equipment, remodeling, minor improvements and vehicles that are funded from the operation budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

Cost Center: An administrative branch of a department.

Debt Service Fund: The Debt Service Fund, also known as Interest and Sinking Fund, was established to account for funds needed to make principal and interest payments on outstanding bonds when due. The fund also reflects paying agent fees and a reserve of not less than 30 days principal and interest obligations for the next fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Division: A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Efficiency Measure: Performance measure that tracks a ratio of inputs to outputs. The number of units of service delivered (output) per Full Time Equivalent (FTE) or total cost per unit (input).

Effectiveness Measure: Performance measures that tracks the degree to which city services achieve an impact on a problem or need in the city, satisfy service expectations or citizens, or improve the quality of life in the community.

Effective Tax Rate: Enables the public to evaluate the relationship between taxes for the preceding year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

Encumbrance: The commitment of appropriated funds related to unfilled contracts for goods and services including purchase orders. The purpose of encumbrance accounting is to prevent further expenditure of funds in light of obligations and commitments already made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated in the same manner as those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, airport, drainage utilities and solid waste.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This Term applies to all funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expense: Charges incurred (whether paid immediately or unpaid for operation, maintenance, interest and other charges).

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax supported debt).

Full-Time Equivalent (FTE): A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General fund, capital projects funds, special revenue funds, debt service funds, and enterprise funds.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, sanitation, parks and recreation, libraries, general administration.

General Obligation Bonds: Bonds whose principal and interest in backed by the full faith, credit and taxing powers of the government.

Goal: A goal is a long-term, attainable target for an organization.

Governmental Funds: A classification that refers to all funds other than proprietary and fiduciary funds such as the general fund, special revenue funds, capital projects funds, debt service funds and permanent funds.

Infrastructure: Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

Input Measures: Performance measure that tracks resources like Full Time Equivalents (FTEs) and Funding.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Modified Accrual Basis: The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

GLOSSARY

Operating Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term usually indicates a financial plan for a single fiscal year.

Output Measure: Performance measure that tracks the quantity of service(s) delivered, work performed, or the number of clients served

Performance Measure: An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

Revenue Appropriation: A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earning of an Enterprise Fund.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Funds: Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purposes.

Strategy: A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

Target: A performance measure target is the desired level of a service or activity.

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual Tax Ordinance.

Tax Rate: The amount of tax levied for each $100 of assessed valuation.

Trust Fund: The Trust Fund was established to account for all assets received by the City that are in the nature of a trust and not accounted for in other funds. The Trust Fund is accounted for as an expendable trust fund.

ACRONYMS

ADA: American with Disabilities Act

AED: Automated External Defibrillator

AG: Attorney General

ALS: Advanced Life Support

AMCC: Association of Mayors, Council members & Commissioners

AP: Accounts Payable

APA: American Planning Association

APWA: American Public Works Association

ASU: Animal Service Unit

AWWA: American Water Works Association

BCCC: Bell County Communication Center

BCWCID: Bell County Water Control and Improvement District

BGC: Bob Gilmore Center

BLS: Basic Life Support

BOAT: Building Official Association of Texas

BPAT: Backflow Prevention Assembly Testing

BRA: Brazos River Authority

CAFR: Comprehensive Annual Financial Report (audit)

CAPS: Community Awareness Policing Services (grant)

CDBG: Community Development Block Grant

CERT: Community Emergency Response Teams

CID: Criminal Investigation Division

CIP: Capital Improvement Plan

CISCO: Computer Information System for Center Operations

COBRA: Consolidated Omnibus Budget Reconciliation Act

COOP: Continuity of Operations

CPR: Cardiopulmonary resuscitation

CSCD: Community Supervision and Corrections Department

CSS: Community Service Specialist

CTC: Central Texas College

CTCOG: Central Texas Council of Governments

CTHRMA: Central Texas Human Resource Management Association

CTLS: Central Texas Library System

CVB: Convention & Visitors Bureau

CY: Cubic yard

EMPG: Emergency Management Performance Grant

EMS: Emergency Medical Services

EOC: Emergency Operations Center

EPCR: Electronic Patient Care Reporting

ERCOT: Electric Reliability Council of Texas

FAA: Federal Aviation Administration

FEMA: Federal Emergency Management Association

FIC: Family Investment Center

FICA: Federal Insurance Contribution Act (commonly referred to as Social Security)

FLSA: Fair Labor Standards Act

FLUM: Future Land Use Map

FOG: Fats, Oils, and Grease

FRP: Fleet Replacement Program

FSA: Flexible Spending Account

FY: Fiscal Year

ACRONYMS

GAAFR: Governmental Accounting, Auditing, and Financial Reporting

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GF: General Fund

GFOA: Government Finance Officers Association

GFOAT: Government Finance Officers Association of Texas

GIS: Geographic Information System

GPS: Global Positioning System

HCFA: Health Care Financing Administration

HIPAA: Health Insurance Portability and Accountability Act

HMAC: Hot Mixed Asphalted Concrete

HOME: HOME Investment Partnership Program

HR: Human Resources

HVAC: Heating, Ventilation, and Air Conditioning

ICMA: International City/County Management Association

IEDC: International Economic Development Council

IPMA: International Public Management Association

ISO: International Organization for Standardization

IT: Information Technology

IVR: Interactive Voice Response

JAG: Judge Advocate General

JLUS: Joint Land Used Study

KCCC: Killeen Civic & Conference Center

KEDC: Killeen Economic Development Corporation

KEEPR: Killeen Employee Policies and Rules

KFD: Killeen Fire Department

KFHRA: Killeen-Fort Hood Regional Airport

KISD: Killeen Independent School District

KMUG: Killeen Mac Users Guide

KPR: Killeen Parks and Recreation

KTMPO: Killen-Temple Metropolitan Planning Organization

LCPSC: Lions Club Park Senior Center

LEED: Leadership in Energy & Environmental Design

LETS: Law Enforcement Teaching Students

LF: Linear foot

LMA: Low/Mod Area

MMU: Mobile Medical Unit

MRF: Material Recovery Facility

NAFA: National Association of Fleet Administrators

NAIOP: National Association of Industrial & Office Properties

NEMA: National Emergency Management Association

NFPA: National Fire Protection Association

NLC: National League of Cities

NTCAR: North Texas Commercial Association of Realtors

O&M: Operations and maintenance

OEA: Office of Economic Adjustment

OEM: Office of Emergency Management

P&Z: Planning and Zoning

P/R: Payroll

PC: Personal Computer

ACRONYMS

PSO: Pubic Service Officer

PTF: Pass-Through Funding

PUD: Planned Unit Development

PW: Public Works

R&M: Repair and maintenance

ROW: Right of way

RV: Recreational Vehicle

SAFER: Staffing for Adequate Fire & Emergency Response

SBCCI: Southern Building Code Congress International

SCADA: Supervisory Control and Data acquisition

SCBA: Self-Contained Breathing Apparatus

SHRM: Society for Human Resource Management

SIDC: Southern Industrial Development Council

SRT: Special Response Team

STEP: Septic Tank Elimination Program

SWMP: Storm Water Management Program

TAAF: Texas Amateur Athletic Federation

TABA: Temple Area Builders Association

TAPPS: Texas Association of Parochial and Private Schools

TBRA: Tenant-Based Rental Assistance

TBRSS: Temple-Belton Regional Sewerage System

TCCA: Texas Court Clerks Association

TCEQ: Texas Commission on Environmental Quality

TCFP: Texas Commission on Fire Protection

TCLEDDS: Texas Commission on Law Enforcement Data Distributions System

TCLEOSE: Texas Commission on Law Enforcement Officer Standards & Education

TCMA: Texas City Managers Association

TDPS: Texas Department of Public Safety

TEDC: Texas Economic Development Council

TIAER: Texas Institute for Applied Environmental Research

TIDC: Texas Industrial Development Council

TIRZ: Tax Increment Reinvestment Zone

TLETS: Texas Law Enforcement Telecommunications System

TMCA: Texas Municipal Clerks Association

TMHRA: Texas Municipal Human Resource Association

TML: Texas Municipal Leagues

TMPA: Texas Municipal Personnel Association

TMRS: Texas Municipal Retirement System

TPDES: Texas Pollutant Discharge Elimination System

TPWA: Texas Public Works Association

TSA: Transportation Security Administration

TWUA: Texas Water Utilities Association.

TXDOT: Texas Department of Transportation

TXU: Texas Utilities

VOIP: Voice over Internet Protocol

W&S: Water and Sewer

WCID: Water Control Improvement District

WOW: Work on Wellness

YAC: Youth Advisory Committee

Finance Department
Budget Staff



Jonathan Locke, CPA
Executive Director of Finance

Miranda Drake
Director of Budget

Judith Tangalin, CPA
Management Accountant

Bonnie Hanchey
Budget Analyst

Jennifer Griffith
Budget Analyst