

2020 Annual Budget & Plan of Municipal Services



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN, TEXAS

ANNUAL BUDGET
FOR FISCAL YEAR 2020

This budget will raise more revenue from property taxes than last year's budget by an amount of $4,507,812*, which is a 10.38 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 $954,256*.

	Property Value	Tax Levy
Increase in Assessed Value	$ 627,844,259	$ 4,707,576
New Taxable Value	127,268,076	954,256
Increase in Tax Exemptions	175,450,400	(1,315,527)
Frozen Tax Levy		161,507
***Property Taxes Raised in Excess of Last Year's Budget**		**$ 4,507,812**

City Council Vote

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

FOR:	Shirley Fleming Steve Harris Gregory Johnson Jim Kilpatrick, Mayor Pro-Tem	Butch Menking Debbie Nash-King Juan Rivera
AGAINST:	None	
PRESENT and not voting:	Jose Segarra, Mayor	
ABSENT:	None	

These members of the governing body voted on setting of the property tax rate for fiscal year 2020 as follows:

FOR:	Shirley Fleming Steve Harris Gregory Johnson Jim Kilpatrick, Mayor Pro-Tem	Butch Menking Debbie Nash-King Juan Rivera
AGAINST:	None	
PRESENT and not voting:	Jose Segarra, Mayor	
ABSENT:	None	

Tax Rate	Adopted FY 2020	Adopted FY 2019
Property Tax Rate	0.7498	0.7498
Effective Rate	0.6788	0.7449
Effective M&O Tax Rate	0.6215	0.6310
Rollback Tax Rate	0.7588	0.7575
Debt Rate	0.2217	0.2145

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

Tax Supported	$157,420,000
Self Supported	51,990,000
TOTAL	**$209,410,000**



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Killeen, Texas for its annual budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to confirm to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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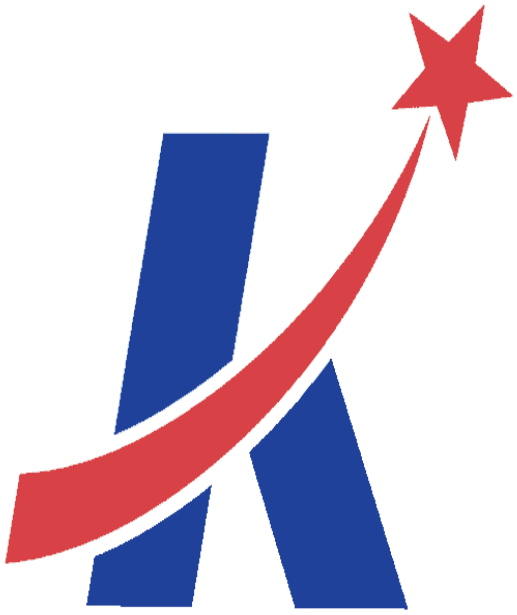
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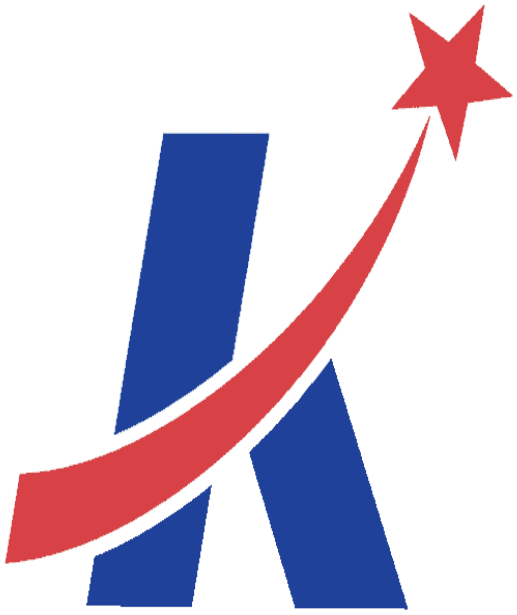
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Dedicated Service – Everyday, for Everyone!

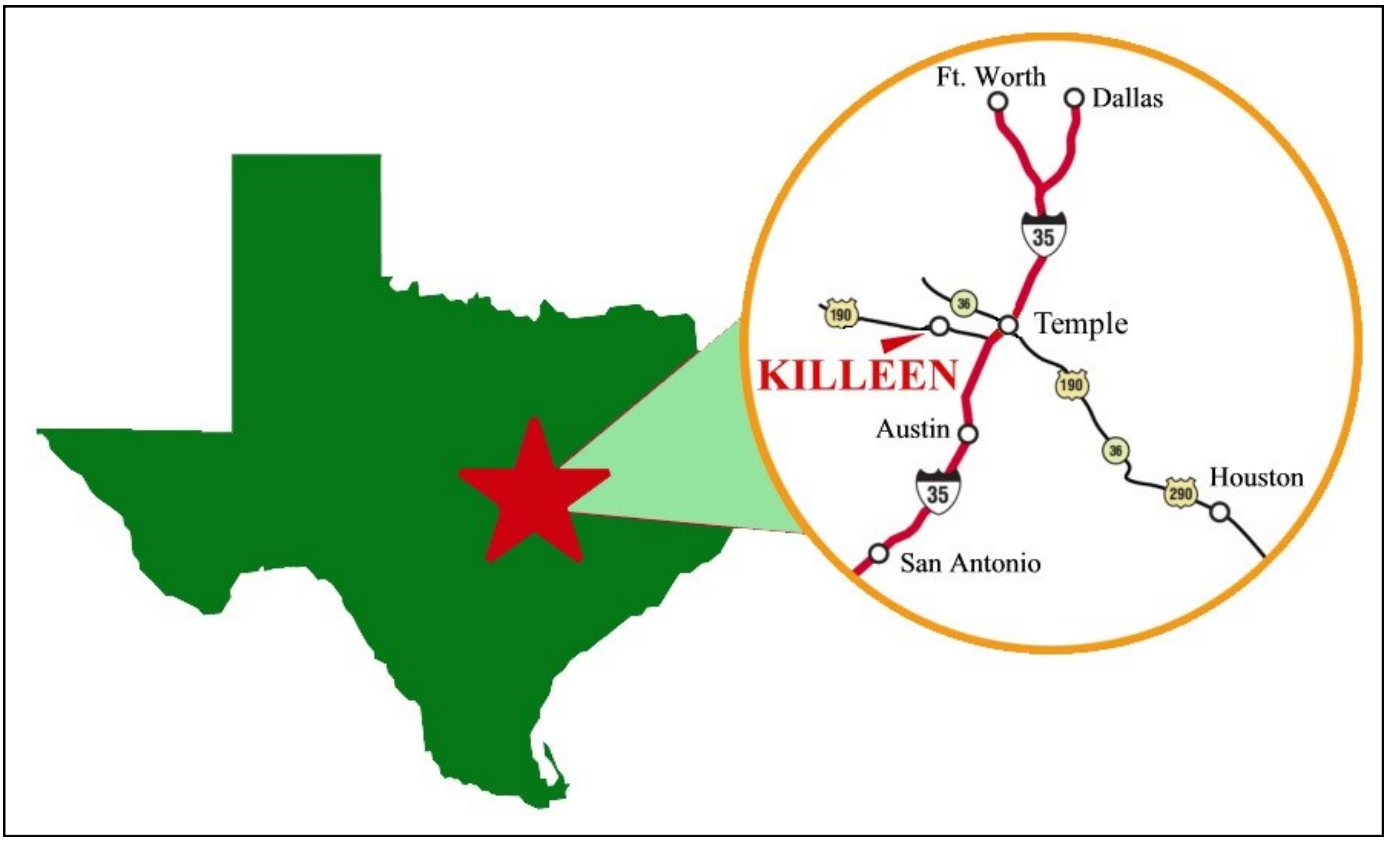


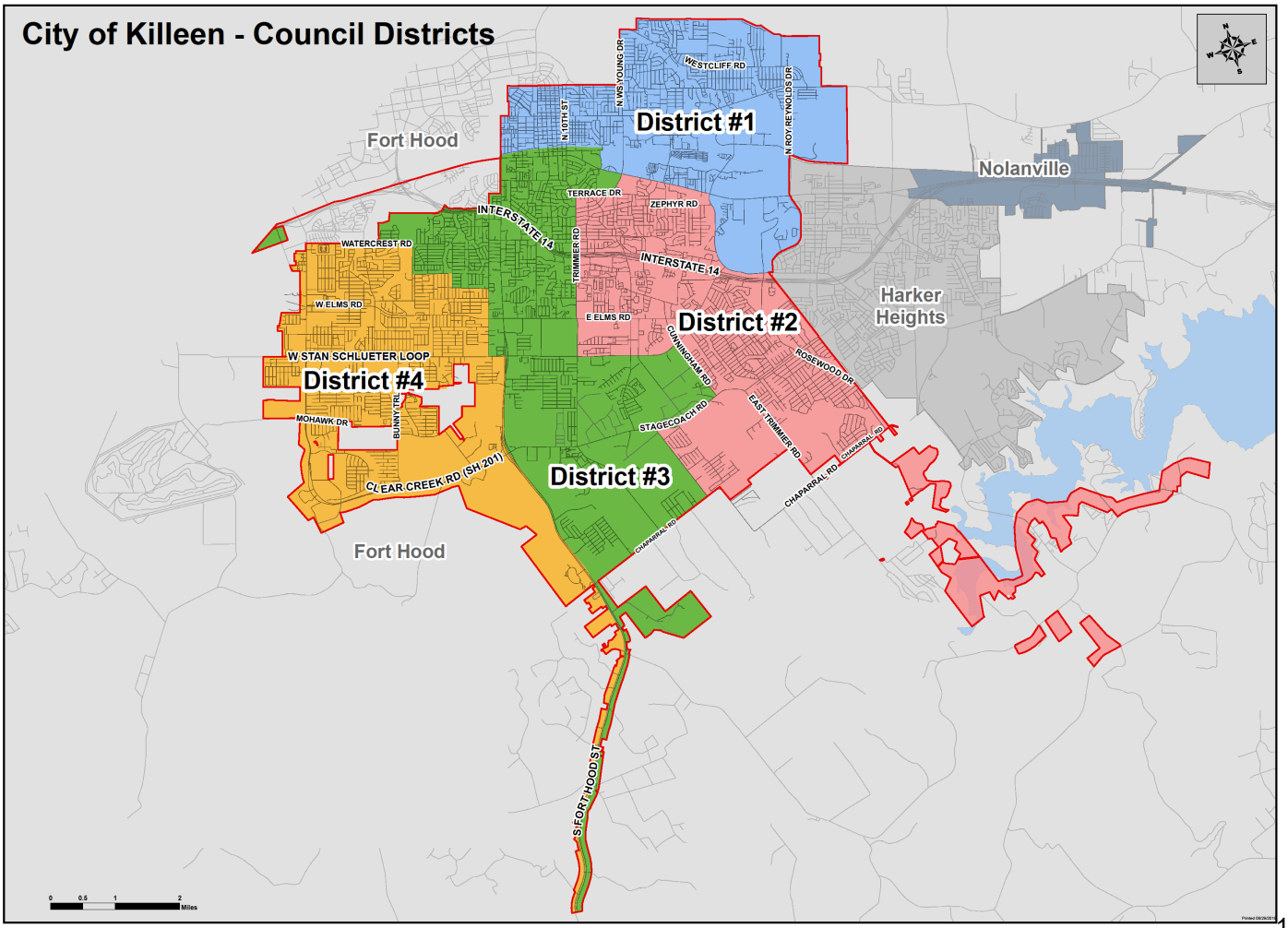
Community Information



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
WATERCREST RD
TRIMMER RD
W ELMS RD
E ELMS RD
W STAN SCHLUETER LOOP
CUNNINGHAM RD
ROSEWOOD DR
EAST TRIMMIER RD
CHAPARRAL RD
CHAPARRAL RD
CHAPARRAL RD
STAGECOACH 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 2021



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 2021



Debbie Nash-King, District 2
Phone: 254-290-1336
dnash-king@killeentexas.gov
Term expires May 2021



Steve Harris, District 4
Phone: 254-290-0052
stharris@killeentexas.gov
Term expires May 2021

City Staff

City Manager

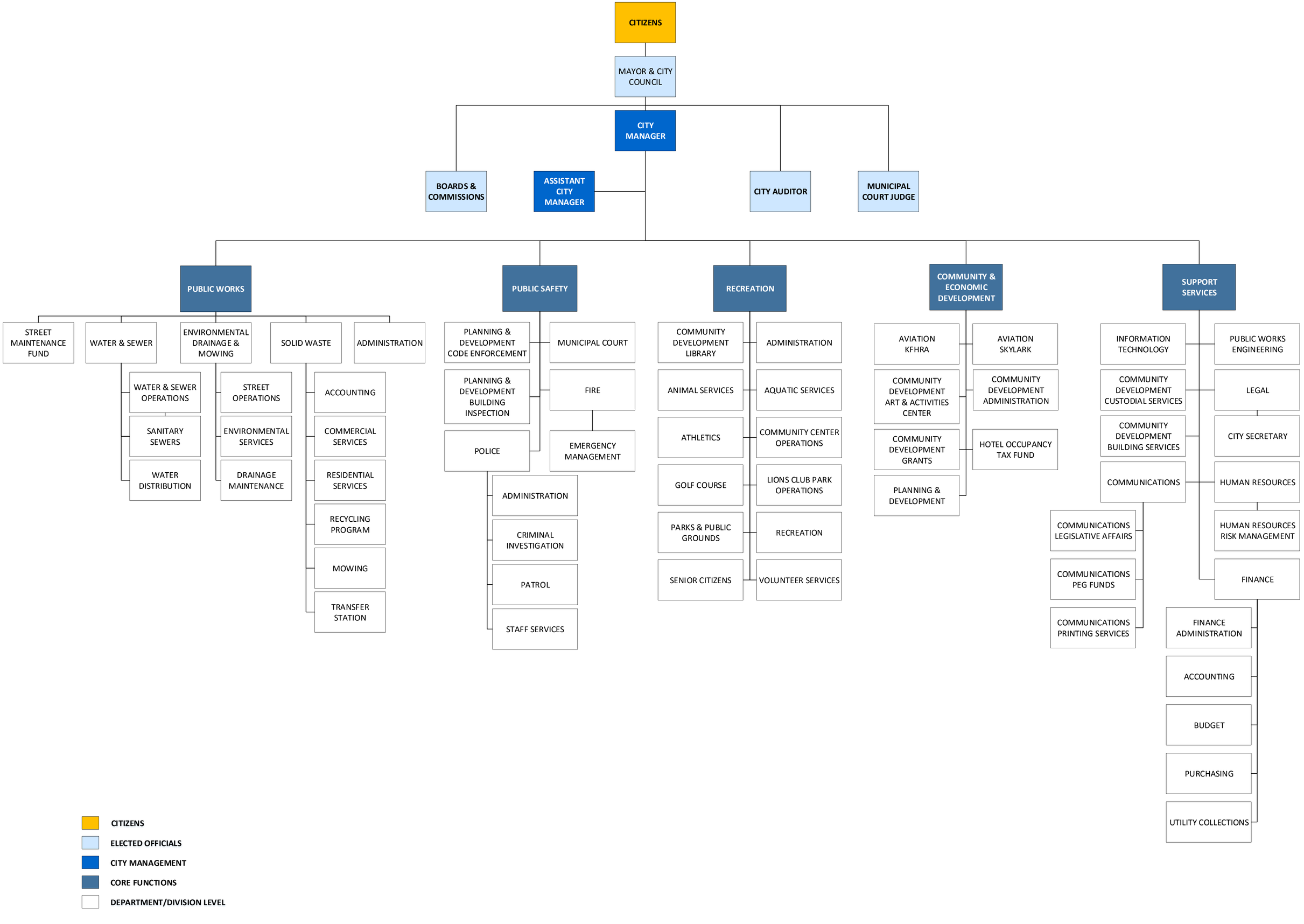


Ronald L. Olson

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	Willie Resto
Community Development	Leslie Hinkle
Community Services	Joseph Brown
Planning & Development	Ray Shanaa
Police	Charles Kimble
Fire	Brian Brank
Public Works	Danielle Singh
Aviation	Matt Van Valkenburgh A.A.E.
Municipal Court	Luevada Posey

CITY OF KILLEEN:



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

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018
General Fund					
City Manager [43]					
City Manager [9]	2.00	2.00	3.00	-	-100.00%
Assistant City Manager	1.00	1.00	1.00	-	-100.00%
Deputy City Manager [6, 16]	0.34	-	-	-	-100.00%
Total City Manager	3.34	3.00	4.00	-	-100.00%
City Auditor [43]	1.00	1.00	1.00	-	-100.00%
Municipal Court [6, 21, 45]	19.68	20.00	20.00	21.00	6.71%
Communications [7, 40, 43]					
Communications [25]	4.90	4.80	4.80	-	-100.00%
Printing Services	2.00	2.00	2.00	-	-100.00%
Legislative Affairs [7]	0.10	0.20	0.20	-	-100.00%
Total Communications	7.00	7.00	7.00	-	-100.00%
Legal [39, 43]					
City Attorney	7.00	7.00	7.00	-	-100.00%
City Secretary	1.00	1.00	1.00	-	-100.00%
Total Legal	8.00	8.00	8.00	-	-100.00%
Finance [6, 43]					
Finance [31]	13.00	13.00	14.00	-	-100.00%
Purchasing [35]	5.00	5.00	5.00	-	-100.00%
Total Finance	18.00	18.00	19.00	-	-100.00%
Human Resources [3, 15, 26, 43]	12.00	12.00	12.60	-	-100.00%
Information Technology [3, 6]	-	-	-	-	---
Recreation Services					
Animal Services [10]	-	-	-	16.00	---
Administration [4, 27, 37]	3.00	3.00	3.00	6.00	100.00%
Volunteer Services [27]	3.00	3.00	3.00	2.00	-33.33%
Golf Course [6, 13, 22]	16.89	12.97	-	-	-100.00%
Community Center [6, 22]	2.00	4.77	4.77	4.77	138.50%
Parks [6, 12, 22]	31.99	33.59	33.59	32.59	1.88%
Lions Club Park [4, 5, 6, 22]	7.59	8.17	8.17	8.17	7.64%
Family Aquatics Center [6, 38]	14.25	14.46	14.46	14.46	1.47%
Recreation [5, 37]	3.00	3.00	3.00	1.00	-66.67%
Athletics	3.00	3.00	3.00	3.00	0.00%
Cemetery	4.00	4.00	4.00	4.00	0.00%
Senior Citizens [5, 22, 36]	3.50	4.09	4.09	4.00	14.29%
Total Recreation Services	92.22	94.05	81.08	95.99	63.78%
Community Development					
Library [6]	24.34	24.00	24.00	24.00	-1.40%

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

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018
Arts/Activities Center [41]	6.00	5.25	5.25	5.39	-10.17%
Community Development	0.98	0.94	0.94	0.98	0.00%
Building Services [43]	7.00	7.00	7.00	-	-100.00%
Custodial Services [6, 43]	16.00	16.00	16.00	-	-100.00%
Total Community Development	54.32	53.19	53.19	30.37	-44.09%
Public Works [8]					
Public Works	0.13	0.18	0.18	4.00	2976.92%
Street Operations [2, 14]	54.00	54.00	-	-	-100.00%
Engineering [1, 17, 20, 43]	3.04	2.66	2.66	-	-100.00%
Total Public Works	57.17	56.84	2.84	4.00	-93.00%
Planning & Development					
Planning & Development [24]	8.00	8.00	7.00	7.00	-12.50%
Building & Inspections	14.00	14.00	14.00	15.00	7.14%
Code Enforcement [6, 44]	14.00	14.00	14.00	14.00	0.00%
Total Planning & Development	36.00	36.00	35.00	36.00	0.00%
Police Department					
Police [6, 19, 34, 42]					
Civil Service	260.00	258.00	258.00	258.00	-0.77%
Non-Civil Service	82.00	79.00	78.00	78.00	-4.88%
Animal Services [6, 10]	16.00	16.00	16.00	-	-100.00%
Total Police Department	358.00	353.00	352.00	336.00	-6.15%
Fire Department					
Fire					
Civil Service [29]	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	1.00	1.00	1.00	1.00	0.00%
Total Fire Department	237.00	237.00	237.00	237.00	0.00%
	903.73	899.08	832.71	760.36	-15.86%
Water & Sewer Fund [8]					
Finance					
Utility Collections [32, 43]	39.50	39.50	39.50	-	-100.00%
Total Finance	39.50	39.50	39.50	-	-100.00%
Public Works	1.56	2.17	2.17	-	-100.00%
Water Distribution [45]	19.00	18.00	18.00	21.00	10.53%
Sanitary Sewers [11]	19.00	23.00	20.00	20.00	5.26%
Water & Sewer Operations [33]	28.00	28.00	28.00	28.00	0.00%
Engineering [1, 17]	11.68	10.22	10.22	-	-100.00%

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

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018
Environmental Services	0.80	0.80	0.80	-	-100.00%
	119.54	121.69	118.69	69.00	-42.28%
Solid Waste Fund [8]					
Public Works	1.16	1.44	1.44	-	-100.00%
Accounting [21]	4.00	5.00	5.00	5.00	25.00%
Residential Services	37.00	37.00	37.00	37.00	0.00%
Commercial Services	23.00	23.00	23.00	23.00	0.00%
Recycling Program	5.18	5.18	5.18	5.18	0.00%
Transfer Station [21, 28]	15.50	16.50	16.50	16.50	6.45%
Mowing	16.50	16.50	16.50	16.50	0.00%
	102.34	104.62	104.62	103.18	0.82%
Aviation Funds					
Killeen-Fort Hood Regional Airport [6,	36.34	36.00	37.00	37.00	1.82%
Skylark Field [6, 23]	3.34	3.00	3.00	3.00	-10.18%
	39.68	39.00	40.00	40.00	0.81%
Drainage Utility Fund [8]					
Public Works	0.15	0.21	0.21	-	-100.00%
Engineering [1, 17]	1.28	1.12	1.12	-	-100.00%
Street Operations [2]	2.00	2.00	2.00	2.00	0.00%
Drainage Maintenance	34.14	34.14	34.14	34.14	0.00%
Environmental Services	5.20	5.20	5.20	5.20	0.00%
Mowing	0.50	0.50	0.50	0.50	0.00%
	43.27	43.17	43.17	41.84	-3.30%
Special Revenue Funds					
Hotel Occupancy Tax Fund					
Killeen Convention & Civic Center					
Conference Center [21]	11.00	13.63	13.63	13.63	23.91%
Convention & Visitors Bureau	2.50	2.50	2.50	2.50	0.00%
Total Hotel Occupancy Tax Fund	13.50	16.13	16.13	16.13	19.48%

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

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018
Community Development Block Grant Fund					
Community Development [41]					
Housing & Rehabilitation	1.39	1.10	1.10	0.75	-46.04%
CDBG Program	2.14	2.26	2.26	2.34	9.35%
Total CDBG Fund	3.53	3.36	3.36	3.09	-12.46%
Home Program Fund					
Community Development					
HOME Program	0.49	0.45	0.45	0.55	12.24%
Total Home Program Fund	0.49	0.45	0.45	0.55	12.24%
Street Maintenance Fund [14]					
Public Works					
Street Operations [18, 30]	-	-	53.00	52.00	---
Total Street Maintenance Fund	-	-	53.00	52.00	---
Court Security Fund					
Municipal Court					
Municipal Court Admin	1.00	1.00	1.00	1.00	0.00%
Total Court Security Fund	1.00	1.00	1.00	1.00	0.00%
Juvenile Case Manager Fund					
Municipal Court					
Municipal Court Admin	2.00	2.00	2.00	2.00	0.00%
Total Juvenile Case Manager Fund	2.00	2.00	2.00	2.00	0.00%
Wellness Non-Assessment Fund [15]					
Human Resources					
Human Resources	-	-	0.40	0.40	---
Total Wellness Non-Assessment Fund	-	-	0.40	0.40	---
	20.52	22.94	76.34	75.17	266.33%
Internal Service Funds					
Fleet Service Fund					
Finance					
Fleet Services [21]	26.00	27.00	27.00	27.00	3.85%
Total Fleet Service Fund	26.00	27.00	27.00	27.00	3.85%
Risk Management Fund [3]					
Human Resources					
Risk Management	3.00	3.00	3.00	3.00	0.00%
Total Risk Management Fund	3.00	3.00	3.00	3.00	0.00%
Information Technology Fund [3]					
Information Technology					
Information Technology [6, 18, 19, 20]	24.00	24.00	26.00	19.00	-20.83%
Total Information Technology Fund	24.00	24.00	26.00	19.00	-20.83%

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

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018
Support Services Fund [43]					
City Manager					
City Manager	-	-	-	3.00	---
Assistant City Manager	-	-	-	1.00	---
Total City Manager	-	-	-	4.00	---
City Auditor	-	-	-	1.00	---
Communications					
Communications	-	-	-	4.80	---
Printing Services	-	-	-	2.00	---
Legislative Affairs	-	-	-	0.20	---
Total Communications	-	-	-	7.00	---
Legal					
City Attorney	-	-	-	7.50	---
City Secretary	-	-	-	1.00	---
Total Legal	-	-	-	8.50	---
Finance					
Finance [44]	-	-	-	13.00	---
Purchasing	-	-	-	5.00	---
Total Finance	-	-	-	18.00	---
Human Resources [45]	-	-	-	13.60	---
Community Development					
Building Services	-	-	-	7.00	---
Custodial Services	-	-	-	16.00	---
Total Community Development	-	-	-	23.00	---
Public Works					
Engineering	-	-	-	20.80	---
Total Public Works	-	-	-	20.80	---
Finance					
Utility Collections	-	-	-	39.50	---
Total Finance	-	-	-	39.50	---
Total Support Services	-	-	-	135.40	---
	53.00	54.00	56.00	184.40	247.92%
TOTAL ALL FUNDS	**1,282.08**	**1,284.50**	**1,271.53**	**1,273.95**	**-0.63%**

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

[2] In FY 2018, combined Streets and Traffic into Street Operations Division.

[3] In FY 2018, Human Resources Risk Management Division and Information Technology Department set up as Internal Service Funds.

[4] In FY 2018, moved Recreation Services Administration staff from Lions Club Park Operations to a new division.

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

[6] In FY 2018, positions are being eliminated and any filled positions will be funded through 1/31/18.

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018

[7] In FY 2018, Public Information Office renamed to Communications and Legislative Affairs Division created.

[8] 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.

[9] In FY 2019, added Special Projects Manager for City Manager.

[10] In FY 2019, Animal Services division was moved from Police to Recreation Services; reclassified one Animal Control Officer to Program Coordinator.

[11] In FY 2019, City Council initiated Sanitary Sewer Service Maintenance Program including three additional positions.

[12] In FY 2019, combined Graffiti Removal Specialist and Grounds Maintenance Worker and reclassified to Pool Maintenance Supervisor.

[13] In FY 2019, contracted out to third party.

[14] In FY 2019, created Street Maintenance Special Revenue Fund; moved Street Operations from General Fund.

[15] In FY 2019, created Wellness Non-Assessment Fund; moved .40 FTE from Human Resources.

[16] In FY 2019, eliminated Deputy City Manager position.

[17] In FY 2019, eliminated Project Manager position.

[18] In FY 2019, moved one Equipment Operator from Street Operations to Information Technology and reclassified position to Help Desk Technician.

[19] In FY 2019, moved one Public Service Supervisor from Police to Information Technology and reclassified position to Systems Administrator II.

[20] In FY 2019, moved three CAD/GIS Technician, three GIS Analyst positions, and one Senior CAD/GIS Technician to Engineering.

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

[22] In FY 2019, reallocation of resources in Recreation Services.

[23] In FY 2019, reclassified Assistant Director of Aviation to Airport Business Manager, Airport Operations Maintenance Crew Leader to Airport Specialist.

[24] In FY 2019, reclassified City Planner to Assistant Director of Planning & Development, Planning Assistant to Assistant Planner, and eliminated Principal Secretary position.

[25] In FY 2019, reclassified Communications Manager to Multimedia Coordinator, Government Channel Producer to Multimedia Manager.

[26] In FY 2019, reclassified Compensation & Benefits to Compensation Manager, Human Resources Specialist and Payroll Specialist to Compensation Specialist, Professional Development Learning to Learning & Development Manager.

[27] In FY 2019, reclassified Director of Volunteer Services to Associate Director of Recreation Services and moved to Administration, reclassified Youth Program Specialist to Recreation Manager-Youth/Facilities.

[28] In FY 2019, reclassified Equipment Operator to Crew Leader.

[29] In FY 2019, reclassified Fire Deputy Chief to Assistant Chief of Fire.

[30] In FY 2019, reclassified Lube Technician to an Equipment Service Technician position and two Truck Driver positions to a Supervisor (Street Maintenance) position.

[31] In FY 2019, reclassified Management Accountant to Staff Accountant, Supervisor (Accounting) to Accounting Manager; added Supervisor (Accounting Specialist).

[32] In FY 2019, reclassified Manager (Utility Collections) to Director of Utility Collections.

[33] In FY 2019, reclassified Manager Water & Sewer to W&S Operations Manager.

[34] In FY 2019, reclassified Police Personnel Equipment Specialist to Police Quartermaster.

[35] In FY 2019, reclassified Procurement Card Admin to Senior Buyer, Purchasing Specialist and Supply Specialist to Buyer, and Senior Purchasing Specialist to Purchasing Manager.

[36] In FY 2019, reclassified Program Coordinator to Senior Center Manager.

[37] In FY 2019, reclassified Recreation Supervisor to Manager Parks & Recreation and moved to Administration.

[38] In FY 2019, reclassified Supervisor (Aquatics) to Aquatics/Recreation Manager; seasonal FTE numbers based on budget dollar amount.

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget	% Change from FY 2018

[39] In FY 2019, renamed City Attorney department to Legal.

[40] In FY 2019, transferred 0.10 FTE from Communications to Legislative Affairs Division.

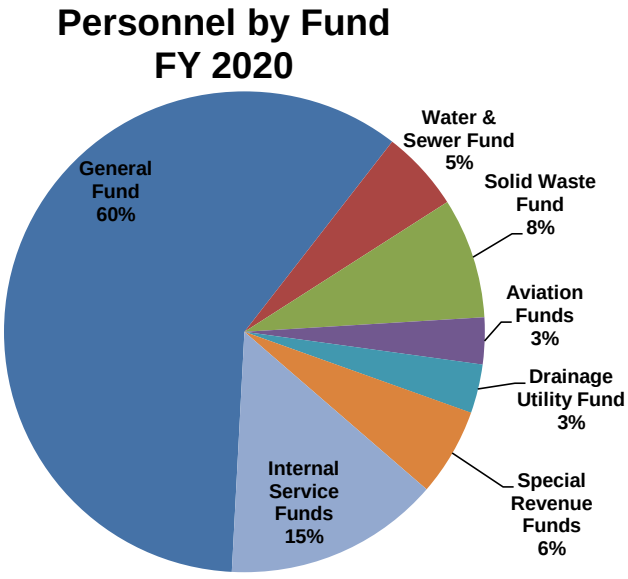
[41] In FY 2019, transferred 0.25 FTE from Community Development to KAAC for facility management.

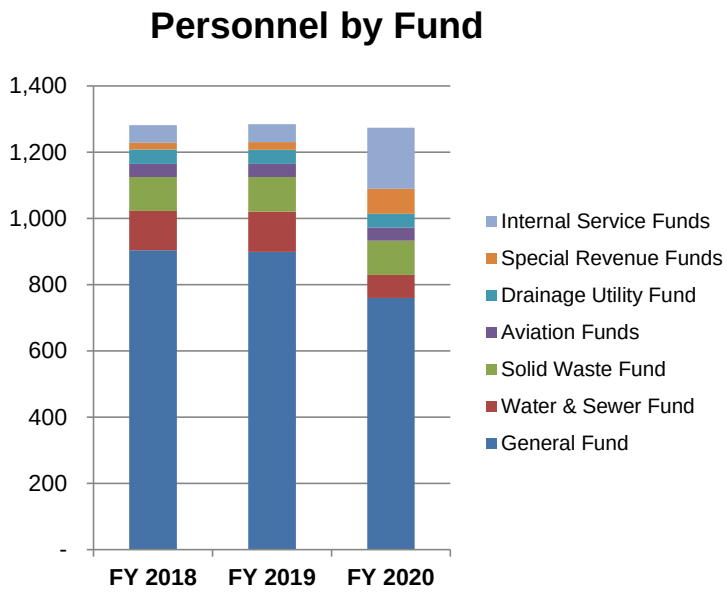
[42] In FY 2019, unfunded three (3) Communication Specialist positions and two (2) Police Officer positions.

[43] In FY 2020, created Support Services Internal Service Fund; moved the following department and/or divisions from General Fund: City Council, City Manager, City Auditor, Communications, Legal, Finance, Human Resources, Building Services, Custodial Services, and Engineering; moved Utility Collections from Water and Sewer Fund.

[44] In FY 2020, moved Lien Collections Specialist from Finance to Code Enforcement.

[45] In FY 2020, positions added thru decision package approval.







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Community Information

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

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

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

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

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

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

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

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

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

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

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

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

With over 1,300 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-

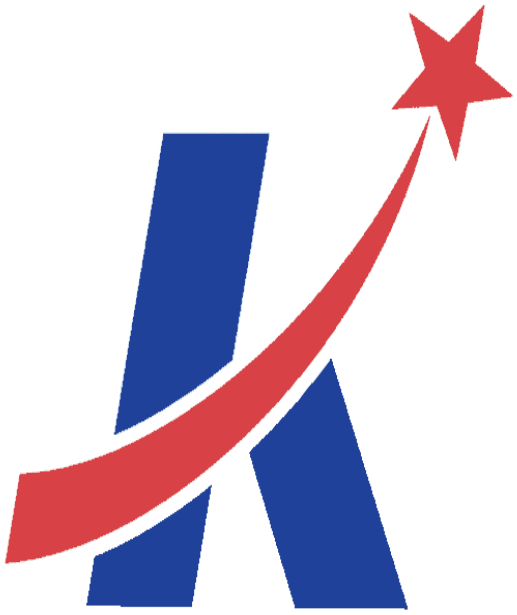
5), eleven middle schools (6-8), four high schools (9-12), two alternative schools, the KISD Career Center and several specialized campuses. KISD is accredited by the Texas Education Agency. Central Texas College is a public, open-admission community college offering associate degrees and certificate 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.



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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 2020 1,273.95
(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	**2.52207**
KISD	1.16110
City of Killeen	0.74980
Bell County	0.42080
Central Texas College	0.12790
Bell County Road District	0.02920
WCID #6	0.02970
Clearwater UWCD	0.00357

2019 Property Tax Valuations[2]

Total Assessed Value	$8,031,991,548
Exempt Value	$1,495,394,748
Net Taxable Value	$6,120,224,947

2019 Ten Largest Taxpayers Taxable Value[2]

Oncor Electric Delivery	$58,242,898
Wal-Mart	31,335,382
MFT- Brookside LLC & Bridgemoor LLC	30,319,622
HEB Grocery	27,661,322
Watercrest Place, LP	27,215,442
Credit Suisse First Boston Mortgage Securities	23,943,075
Amber Chase Townhomes LLC & Huntington Apartments	23,712,447
Dorel Killeen Holdings, LLC	17,997,421
Killeen MFD LLC	16,696,000
LHCS LLC	16,662,704

2019 Service Statistics[1]

Airport:

Number of airports	2
Number of acres	289
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	31
Number of hydrants	4,931
Number of firefighters	228
Number of fire runs	9,621
Number of paramedic runs	19,239
EMS units	14

Libraries:

Number of libraries	2
Number of visitors	256,475
Number of volumes	151,315
Circulation in volumes	260,290
Library cards in force	86,521
Public Computer Sessions	56,964
Children's program attendance	9,977

Parks and Recreation:

Number of parks	23
Number of playgrounds	28
Municipal Golf Course	1
Disc golf course	1
Number of swimming pools	1
Number of tennis courts	3
Number of Recreation Centers	1
Baseball/softball fields	15
Soccer fields	6
Jogging/walking trails	3
Senior centers	1
Aquatics center	1

KILLEEN AT A GLANCE

Police Protection:

Number of facilities	3
Commissioned police officers	258
Number of employees-other	78

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	53.586
2018	53.586
2019	53,586

Population[3]	
2011*	127,921
2012	130,018
2013	134,654
2014	137,147
2015	140,806
2016	143,400
2017	145,482
2018	149,103
2019	150,857

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

Racial Composition[3]	
White	44.4%
Black	37.1%
Hispanic	25.6%
Two or more races	6.5%
Asian	4.0%
Native Hawaiian	1.5%
American Indian	1.1%

Gender Composition[3]:
Male ♂ 49.1%
Female ♀ 50.9%

Median Household Income[3]: $48,898
Number of Households[3]: 50,089
Median Age of Population[3]: 28.20

Unemployment Rates[4] as of August 2019:
(Not seasonally adjusted)
Killeen 4.8
Texas 3.7
United States 3.9

Public Works[1]:

City Maintained Paved Streets	575 mi
City Maintained Unpaved Streets	1.0 mi
State Maintained Paved Streets	41 mi
Curb & Gutter	924 mi
Signalized Intersections	96

City of Killeen Wastewater Systems[1]:

Sanitary sewer mains	597 mi
Sewer connections	56,654
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	676 mi
Water connections	58,872
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

Top 10 Major Employers in Killeen Area[5]:	
Fort Hood	50,015
KISD	6,000
Civilian Personnel Office	6,000
Teleperformance	1,800
Central Texas College	1,488
City of Killeen	1,273
Advent Health	1,000
Seton Medical Center Harker Heights	480
Texas A&M Central Texas	305
Blackboard Student Services	238

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

FY 2020 Budget & Tax Calendar for City Council

Date	Event
July 25th	• Deadline for Chief Appraiser to deliver Certified Tax Roll
August 6th	• City Council Workshop & Special City Council Meeting – Present Proposed Budget to Council • Budget Workshop 1 of 4 – Provide overview of FY 2020 Proposed Budget • Council announces public hearing on budget
August 7th	• File Budget with City Secretary
August 13th	• City Council Meeting and Special City Council Workshop to receive feedback following initial budget presentation • Budget Workshop 2 of 4 – Public Works, Public Safety and Recreation
August 20th	• Budget Workshop 3 of 4 – Follow-up to Budget Workshop #2; Community & Economic Development and Support Services • Special City Council Meeting – ○ Set tax rate by taking record vote and scheduling public hearing (set date, time, and place of public hearing)
August 27th	• Special City Council Budget Workshop 4 of 4 – Follow-up to Budget Workshop #3; Community Partners (Bell County Health District, HOP, Bell County Communications Center, Mounted Warfare Museum & KEDC/Chamber). Receive feedback on Community Partners from City Council.
September 3rd	• Special City Council Meeting – ○ Budget public hearing 1 of 2 (2, if City Council requests changes) ○ Tax increase public hearing 1 of 2
September 10th	• City Council Meeting – ○ Budget public hearing 2 of 2 (2, if City Council requests changes) ○ Tax increase public hearing 2 of 2
September 17th	• Special City Council Meeting – Adoption of: ○ Budget ○ Approve employee authorizations ○ Fee increase approval ○ Ratify tax revenue increase ○ Adopt I&S and M&O tax rates ○ Set tax rate



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City Manager's Message



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN

September 18, 2019

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

It is my pleasure to submit the City of Killeen's proposed Fiscal Year 2020 Annual Budget. The budget reflects operating appropriations totaling $209,423,419, and was prepared based on available resources. The budget document outlines the plan to provide for the delivery of services, facilities, and infrastructure to the citizens of Killeen.

An integral part of our success is to ensure the City remains focused on City Council priorities and mission. The City Council established three priorities to guide staff in the budget process. Those priorities include infrastructure, public safety, and economic development.

Infrastructure is being addressed on multiple fronts. The City Council adopted a Financial Governance Policy and Capital Improvement Policy that addresses capital improvements. The Financial Governance Policy requires operating fund balances in excess of 22% to be transferred to the appropriate capital improvement fund. The Capital Improvement Policy provides City Council with a short and long-term perspective of infrastructure needs and progress.

The City Council also adopted a street maintenance fee that will enable us to address many of our aging streets. The citizens will begin seeing the benefits prior to the beginning of FY 2020. A final example is the creation of an impact fee that is scheduled to be considered by City Council in late October 2019. The impact fee will assist the City in managing our growth in the coming years.

Public safety is being addressed by committing 71% of the City's General Fund budget to Public Safety. It is also being addressed through the compensation equity plan being proposed in this year's budget. Phase two of the plan will adjust the public safety civil service pay plan to make it more competitive with the market. This is anticipated to have a direct impact on turnover being experienced by our public safety workforce which will result in significant cost savings while boosting employee morale and improving retention.

Economic development is being addressed through continued funding for the Killeen Economic Development Corporation at the same levels as recent years. Also, the City Council adopted the Economic Development Policy in January 2019. The policy identifies the areas of development that the City Council deems most important. It also

provides the framework to guide economic development activities in order to maximize economic potential, create and attract competitive wage jobs, and secure and enhance quality of life for our citizens.

Another meaningful stride in the effective management of City operations is the creation of a draft strategic plan. This document includes a draft strategic plan that affirms the City's mission, general long-term goals, and core functions. City operations are comprised of five core functions that contain one or more departments. The core functions include 1) Public Works, 2) Public Safety, 3) Recreation, 4) Community and Economic Development, and 5) Support Services. The strategic plan identifies the mission, provides an environmental scan, long-term goals, and five-year goals/objectives for each core function.

In addition, each department is in the process of finalizing their FY 2020 Business Plan. The business plan defines the department's mission, mission elements, operational targets, and current year goals/objectives. Departmental budgets will also be presented in three formats to provide further insight into operations. Department budgets will be viewable by expenditure category summary, mission element, and line-item detail.

The City Charter requires an explanation for major changes in financial policy. A new fund was created to track the activity of the Support Services core function. Support Services provides direct support to the four-line department core functions. The line department core functions contribute an amount commensurate to the services received to the Support Services Fund.

February, 2019, the City Council adopted the second version of the Financial Governance Policy. 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 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.

Strategic Issues

Four strategic issues were considered in the development of the budget. The strategic issues have been updated to show that street maintenance has been addressed with the passage of the street maintenance fee. Street maintenance was a strategic issue for the past two fiscal years. With the adoption of the street maintenance fee in December 2018, this strategic issue has been addressed.

The revenue from the street maintenance fee will enable the City to adequately maintain our street infrastructure. The fee will be billed monthly commencing with the July 2019 billing cycle. We estimate the fee will generate approximately $1.6 million annually. These funds will be collected and stored in a special revenue fund that is restricted for street maintenance.

The revised strategic issues include 1) compensation equity, 2) the Texas Municipal Retirement System (TMRS), 3) deferred building maintenance, and 4) evaluate staffing and service levels to achieve our mission. Each of these strategic issues will have a significant service and financial impact on the City of Killeen's future. Below, each are further explained.

1 – Compensation Equity

Fair compensation of employees is one of the most important issues facing the City. The average classified employee is 25.4% below market and as high as 31.1% for specific classes of employees. Civil service employees are 7.5% below market. These numbers are adjusted for the progress made with phase one of the compensation equity plan in FY 2019.

Significant issues are created when compensation is not competitive with the market. Noncompetitive compensation leads to higher rates of turnover, and difficulty attracting and retaining a competent workforce. The City's turnover rate was 17.2% in FY 2018; 22.6% for classified employees, 9.6% and 7.7% for Fire and Police civil service, respectively. The industry standard for turnover is at or below 10.0%.

The direct cost of turnover for the average City employee is $37,405. The City had 216 employees exit during FY 2018. That means we incurred over $8.0 million in direct costs related to turnover. Over a third of those employees cited compensation as the primary reason for leaving. We believe that number is understated, and still equates to $2.7 million in annual turnover costs attributable to compensation.

High turnover also impairs our ability to provide City services in the most efficient manner. It is costly to train employees, and there is a steep learning curve for new employees. Attracting and retaining a competent workforce is vital to our success. Further, we have the ethical obligation to fairly compensate our employees.

To address the inequity present in our compensation plan, the FY 2020 proposed Budget increases salaries citywide by 2.4%, which is the estimated inflation rate for the year. In addition, phase two of the compensation equity plan invests $4.5 million citywide to bring the classified and civil service pay plans more competitive with market. This will not completely resolve the issue; however, it is a substantial improvement and a big stride towards the fair treatment of our employees.

2 – 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 rate for the City of Killeen is currently 11.81%. It is recalculated and, because by its very nature, retirement is a long-term commitment, it goes up every year.

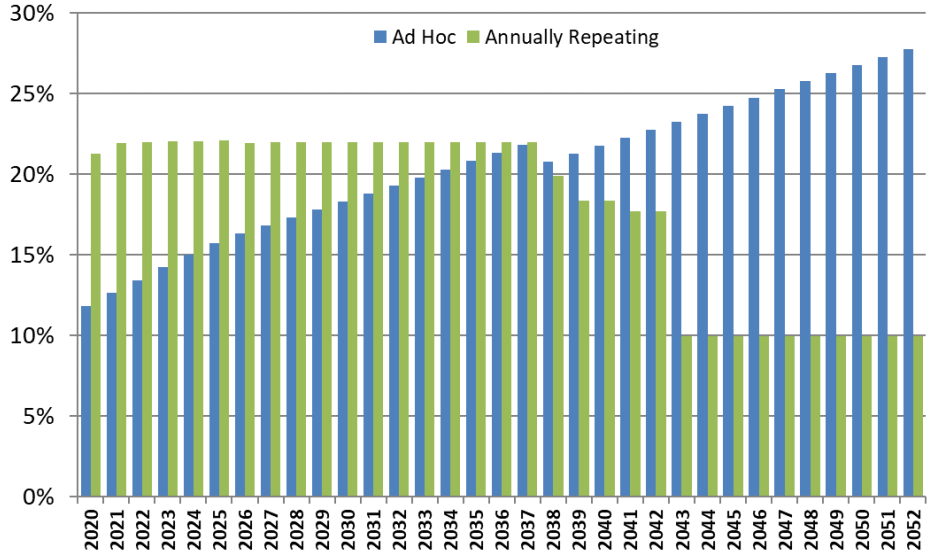


Figure 1: TMRS Contribution Comparison

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 21.29%, and in 2038 it would begin to drop until flattening out in 2043. Figure 1 clearly shows that the lowest long-term cost is to contribute on an annually repeating basis. Over the course of the period shown in Figure 1, the City would contribute approximately $137 million more under the ad hoc method. However, the cost of switching to annually repeating is initially $4.5 million per year.

3 – Deferred 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.

4 – Evaluate Staffing and Service Levels to Achieve Our Mission

We are a people driven service oriented business entity. In fact, personnel costs in FY 2020 are estimated to make up 43% of the total municipal operational budget, and 68% of the General Fund budget. As the City grows, our ability to provide the same level of service to our citizens is diminishing. This is due to a decreasing employee to resident ratio.

In 2009, Killeen had 10.3 employees per 1,000 residents. In FY 2019, the ratio is 8.4, and the estimated ratio for FY 2020 shows a further decline to 8.3. A benchmarking analysis of our twelve peer review City's showed an employee to 1,000 resident ratio between 7.4 and 16.7, with an average of 9.8. At 8.3, Killeen ranks #10 of the 13 cities.

Summary of Revenues and Expenditures

The combined revenue budget for FY 2020 totals $207.4 million. Budgeted operating revenues are 3.4% higher than the FY 2019 adopted budget. The increase in revenue is mostly attributable to growth in property valuations, sales tax revenue, and utility customers. Another contributing factor is the increase in state reimbursement for local governments that are disproportionately affected by the disabled veteran exemption.

One of the revised provisions in the Financial Governance Policy delegates to the City Manager the setting of certain fees that are not set by the City Council. The fees set by the City Manager must not be higher than the average fee of our peer review cities, and must be published online no later than the end of March. Staff has worked hard to prepare a consolidated fee schedule that accounts for all the fees within the City.

A benchmark analysis was performed to determine the average comparable rate charged among our peer review cities. The fee schedule was published online in March

for a 30-day public comment period. The revised fee schedule was used to build the FY 2020 Budget.

The combined expense budget for FY 2020 totals $209.4 million. Budgeted operating expenses are 3.4% higher than the FY 2019 adopted budget. The increase in expense is mostly due to a 2.4% increase in operating budgets to keep pace with inflation, and phase two of the compensation equity plan.

Below is a table showing budgeted FY 2020 revenues, expenses, and use of fund balance for each fund. All funds are balanced, and expenses equal current revenues in all of the major operating funds. The only use of fund balance is within select special revenue funds. Nearly all of the fund balance shown in these special revenue funds are to provide a reserve appropriation.

Fund	Revenues FY 2020	Expenses FY 2020	Fund Balance FY 2020
General	$86,613,600	$86,613,600	$0
Water & Sewer	42,756,715	42,756,715	0
Solid Waste	19,329,470	19,329,470	0
Debt Service	15,863,514	15,863,514	0
Internal Service Funds	20,270,204	20,270,204	0
Street Maintenance	6,718,799	6,718,799	0
Special Revenue	5,003,452	7,034,644	(2,031,192)
Drainage	4,468,661	4,468,661	0
Aviation	3,722,500	3,722,500	0
Hotel Occupancy	2,645,312	2,645,312	0
Total	$207,392,227	$209,423,419	($2,031,192)

General Fund

1. The budget was prepared using the current property tax rate of $0.7498. The tax rate is comprised of two components, 1) maintenance and operation, and 2) interest and sinking. The maintenance and operation component of the tax rate is $0.5281, and will generate $33.1 million in revenue for the General Fund.

The net property tax value will increase 10.4%. This increase includes new growth from properties not on the tax roll last year and increases in existing property values. The increase in value is expected to bring an additional $2.7 million to the General Fund.

The disabled veteran exemption continues to be an area of concern for the City. We anticipate the property value of properties exempted for disabled veterans to reach $839 million in FY 2020, an 18.7% increase over the prior year. The estimated revenue loss due to the exemption is $6.3 million.

The state legislature approved the appropriation of additional funds for local governments that are disproportionately affected by the exemption. We estimate the City will receive nearly $2.0 million more reimbursement compared to the prior year. These additional funds bring the total state reimbursement to $3.2 million, which represents approximately 51% of the total revenue loss due to the exemption.

2. Sales tax revenue is estimated to be $1.0 million more than the budgeted amount at year end. We are projecting a 5% increase over the current year budget for FY 2020. In addition, the sales tax revenue budget is increased $200,000 to account for remote seller sales tax revenue that becomes effective October 1, 2019. This is in response to the U.S. Supreme Court Wayfair decision.

3. Major operating and capital expenses include implementing phase two of the compensation equity plan, and fleet replacement. The cost of implementing the compensation equity plan for the General Fund is $2.4 million. The proposed budget also includes $2.5 million for the purchase of fleet.

4. The ordinance establishing the street maintenance fee intended the fee to fund approximately 26% of annual street maintenance and operational costs. The remaining 74% of street maintenance costs is funded by the General Fund. As such, the General Fund will transfer $5.0 million to the Street Maintenance Fund for its portion of street maintenance.

5. The fund balance of the General Fund is expected to be at or above 22% of annual appropriations as required by the Financial Governance Policy.

Enterprise Funds

1. The enterprise fund budgets that include Water and Sewer, Solid Waste, Drainage, and Aviation were prepared to meet the requirements set forth in the Financial

Governance Policy. In addition, the enterprise budgets meet applicable requirements in the Capital Improvement Policy, commitments to our bond holders, and regulatory agencies.

2. There were no increases to current residential utility rates in the development of the budget. Projected revenue increases is primarily attributable to expected growth of the City.

   As approved by the City Council in July 2019, the methodology to determine drainage rates will be revised to a more widely accepted basis of using impervious cover as opposed to zoning and parcel size. This change in methodology will not impact residential drainage rates. Non-residential users will have the opportunity to reduce rates up to 40% with best management practices. We estimate the change in rate structure to take effect in the Spring of 2020.

3. The cost of implementing phase two of the compensation equity plan across the enterprise funds is $1.7 million. These costs are estimated to be covered with current fees. Individual fund breakdown is as follows:

Water and Sewer	$797,887
Solid Waste	528,803
Drainage	216,183
Aviation	167,330

4. The enterprise fund budgets also propose replacing just under $2.0 million of fleet. Of this amount, Solid Waste will replace $1.6 million, Water and Sewer $349,000, and Drainage $39,000.

5. Monthly rates for the average utility customer will be:

Rate	FY 2019	FY 2020
Wastewater	$33.96	$33.96
Water	28.55	28.55
Solid Waste	19.78	19.78
Drainage	6.00	6.00
Street Maintenance	1.70	1.70
Total Monthly Utility Bill	$89.99	$89.99

6. With the exception of Aviation, each enterprise fund is expected to be at or above 22% of annual appropriations as required by the Financial Governance Policy. Per the policy, the Aviation Fund is in compliance as long as the fund's financial position shows improvement each fiscal year.

Special Revenue Funds

1. Each special revenue fund maintains funding commitments and its restrictive purpose.

2. This is first full-year of the Street Maintenance Fund. Total appropriations in the fund are $7.0 million. The primary source of revenues will be a transfer-in from the General Fund of $5.0 million. The street maintenance fee is expected to generate $1.6 million in revenue. Total street pavement treatment will be $1.9 million in FY 2020, up from $300,000 in the prior year.

3. The cost of implementing phase two of the compensation equity plan across the special revenue funds is $352,244.

Debt Service Fund

1. The tax supported Debt Service Fund has total appropriations of $15.8 million. The debt service tax rate will be $0.2217.

2. The total tax rate is comprised of two components, 1) maintenance and operation, and 2) interest and sinking. The Financial Governance Policy set a target of 25% for the interest and sinking component relative to the total tax rate. For FY 2020, the percentage is 30%. We estimate that the rate will be at 25% in FY 2024. If the FY 2020 rate was adjusted for the disabled veteran reimbursement, the percentage would be 28%.

Internal Service Funds

1. There are four internal service funds with a combined operating budget of $20.3 million. Internal service funds provide a service to one or more departments. The City has an internal service fund for support services, fleet services, information technology, and risk management.

2. The Support Services Fund is new in FY 2020, and accounts for departments such as Custodial Services, Finance, and Human Resources. As previously mentioned,

Support Services provides direct support to the four-line department core functions. The line departments reimburse Support Services for the support received. Each line department has a Support Services budget that represents the cost of providing support services to the respective line department.

3. The cost of implementing phase two of the compensation equity plan across the internal service funds is $669,719.

Roadmap for the Future

Anticipating my retirement later this year, I have prepared a white paper containing my evaluation of the City organization and my recommendation for future actions to improve the operations of the City.

In conclusion, the FY 2020 budget provides 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!

STRATEGIC PLAN

City of Killeen, Texas

FY 2020 – FY 2024

XX/XX/2019

Adopted via Resolution XX-XXXX

Vision

Best city in the state of Texas in delivering municipal services.

Mission

To provide municipal services and facilities that meet the vital health, safety and general welfare needs of residents and sustain and improve their quality of life.

City Functions

Community/Economic Development
Public Safety
Public Works
Recreation Services
Support Services

Core Values

Highest ethical behavior
Fiscal discipline and accountability
Continuous improvement
First-rate customer service
Fairness
Citizen engagement
Transparent communications

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GENERAL LONG-TERM GOALS

Financial Stability & Sustainability

- Maintain an adequate level of highly competent and motivated staff to continue to provide high quality services to Killeen residents and businesses.
- Identify and utilize opportunities for new sources of revenue and maximize existing sources of revenue.
- Ensure effective cost management.
- Develop and/or maintain strategic and financial planning.
- Ensure sound administration and financial management.

Governance Stability & Predictability

- Establish a governance structure for maintaining organizational policies and procedures.
- Protect, promote, and communicate the City's interests with clear goals from City Council.
- Increase community involvement and citizen engagement in City governance.
- Improve decision-making processes and policy directives via technological development.

Departmental Performance

- Develop and implement Department Master Plans, Action Plans and/or Strategic Plans.
- Increase productivity via training opportunities, increased staffing & resources, process improvements, and the implementation of performance measures.
- Establish and implement a policy and procedure framework for all departments/divisions.
- Identify and mitigate key issues that slow productivity.
- Maintain compliance with all laws and regulations.

Public Confidence

- Ensure the City has sufficient resources and personnel to meet the needs and desires of the community.
- Improve City maintenance standards.
- Ensure public safety and increase public awareness.
- Offer various opportunities for a diverse community.

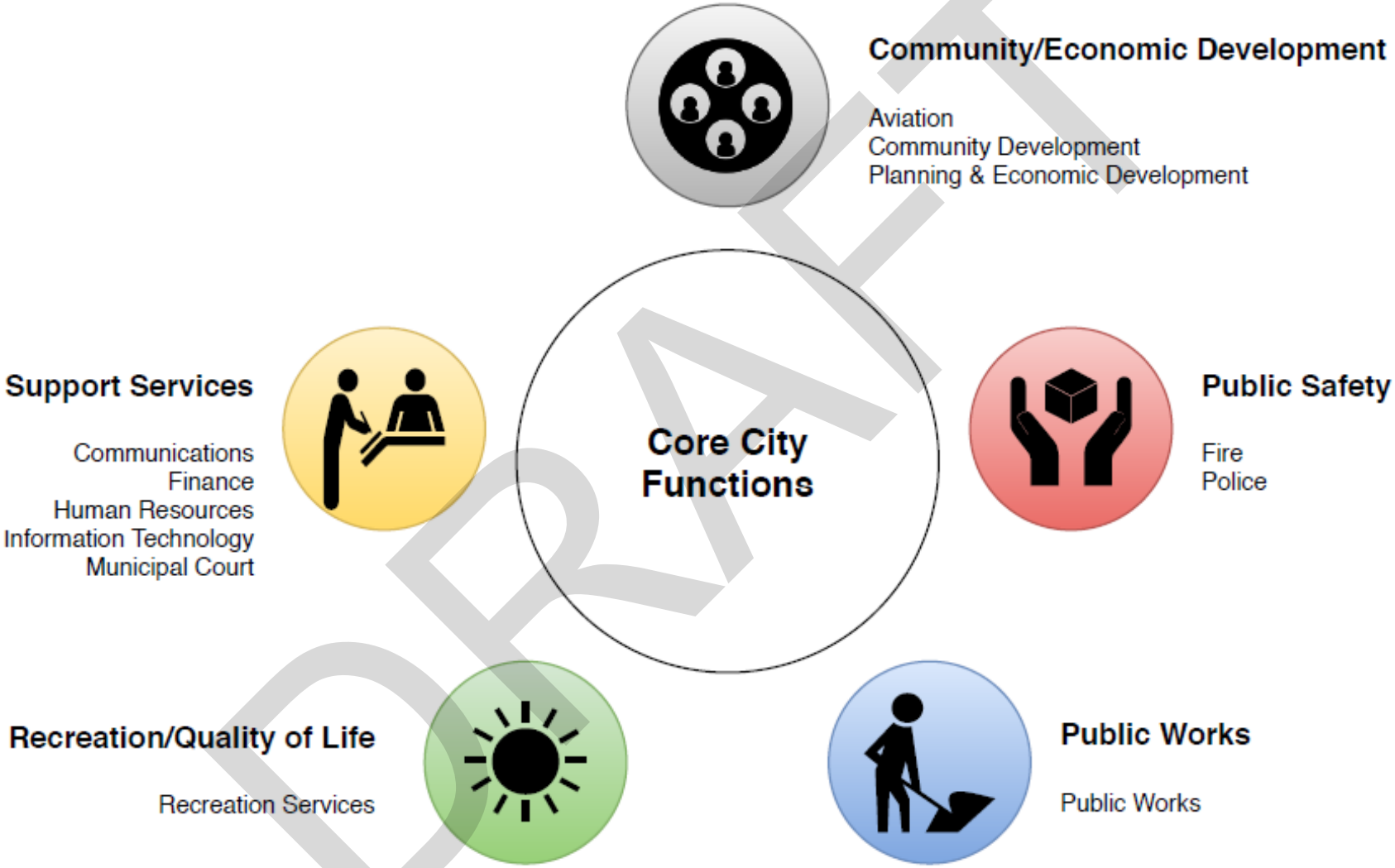
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GENERAL LONG-TERM GOALS

- Provide excellent City services in an efficient, effective, and timely manner.

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CORE CITY FUNCTIONS



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CITY SYSTEMS

Governance | Management | Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Governance

Sound and responsible governance ensures the decisions made by City Council are based on the broad consensus and interests of the community. Governance should set clear visions and policy directives to ensure the City focuses efforts to deliver quality services according to the expectations of the community.

Management

An effective management system develops and articulates plans for implementation, executes plans through commitment of resources and evaluates progress and end results for continual improvement. Management sets the culture of the organization facilitating employee engagement and innovative environment.

Finance

Targeted allocation of funding and sound management of fiscal resources sets the foundation and provides the means to accomplish goals and objectives. Strategic allocation of resources allows advancement of strategic innitiatives while maintaining financial stability and sustinability.

People

As the driving force behind the systems, selecting, development and retaining a qualified workforce is critical to driving the organization. Through effective allocation of human capital with an empowered and well equipped workforce, goals and objectives are advanced in an efficient manner.



Technology

Technology has the ability to keep citizens informed and connected by providing real-time updates and process improvements. Technology can also provide tangible and intangible benefits that improve business operations.

Customer Service

As public servants, City employees are dedicated to provide fair and consistent quality services. In addition to high service standards, the City aims to provide various opportunities for a diverse community. Customer service is enhanced through an adequately trained and engaged workforce capable of meeting customer expectations through successful resolution of conflicts and clear articulation of City values, services and missions.

Citizen Engagement

Civic engagement improves government transparency, performance and overall public trust.

Communication

Communication shall be clear and direct, proactive, transparent and will serve to connect the community and the City. Information should be understandable and accessible to a diverse audience.

Continuous Improvement

Operational and external changes require continuous evaluation and improvement of City programs and functions in order to maintain the City's strategic direction. An organizational culture of continuous improvement is implemented through data tracking, performance metrics, timely feedback and evaluation, recognition of success and adaptive management.

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COMMUNITY/ECONOMIC DEVELOPMENT

Mission Statement: To provide quality services and programs to the residents and businesses of Killeen by facilitating investment and community and economic development.

Internal Origin

Current Strengths

- Tenured, senior staff with institutional knowledge.
- Talented and dedicated personnel who genuinely want to do more for the City.
- Fair amount of subject matter experts.
- Successful efforts reaching out and working collaboratively with internal and external stakeholders.
- Community programs offered.
- Convenience (access and internally)
- Low per passenger costs.
- Citizen participation in community development programs.
- Knowledge of community needs and federal grant programs.
- Divisions that continue to be creative in funding solutions to meet customer needs and experiences.
- Dedication of staff members to the internal and external customer.

Current Weaknesses

- Following the phrase, “We’ve always done it that way.”
- Inability to attract and retain young professionals.
- Staff turnover rate.
- The Planning Department is lacking a workforce despite the importance of planning for community development.
- General funding limitations.
- P-card usage strategically allocated would increase overall efficiency.
- Maintaining technology as industry standards change.
- General office space is maxed out.
- Marketing
- Lack of direct, non-stop destinations.
- Marketing costs prohibitive related to advertising community programs.
- Lack of sufficient and energy efficient facilities.

External Origin

Current Opportunities

- Improve coordination and communication among departments.
- Updating development regulations and improving standards with current management and City Council.
- Commercial development potential.
- Land Acquisition/economic diversification.
- Solar initiatives.
- Concentrated efforts to revitalize north Killeen.
- Large event facilities to attract guests to Killeen.
- Improve housing opportunities for low to moderate income persons.

Current Threats

- Unfunded mandates that impact the ability to provide services.
- Increased staff turnover rates.
- Encroachment.
- Limited funding.
- Austin airport growth.
- Military parking exemptions.
- Fluctuation in federal grant funding.
- Aging facilities and inadequate facilities.
- Inadequate security systems for facilities.
- Inadequate staffing levels.

Helpful **Harmful**

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COMMUNITY/ECONOMIC DEVELOPMENT

PREDICTED INTERNAL CONDITIONS

- We will be further behind in staffing and productivity if funding remains as is.
- Turnover of staff could increase.
- A paradigm shift in how we operate may be required.
- Lack of sufficient funding to sustain programming for external customers.
- Lack of adequate staffing levels to properly monitor grant programming & develop new programming.
- Lack of proper funding to address facility maintenance.

PREDICTED EXTERNAL CONDITIONS

- Continues growth and development.
- Increased demands on staff.
- Success in partnerships with Fort Hood/RGAAF.
- Continued community partnerships.
- Continued need for grant programs related to community development.
- Continues citizen demands on existing or shrinking financial resources.

TARGET CUSTOMERS

- All residents and potential newcomers.
- Industrial and commercial prospects.
- Internal customers such as other departments, boards and commissions, etc.
- Low to moderate income persons.
- Social service network of agencies.
- Citizens in community.

PINNACLE ISSUES

- Need to update technology in order to be more responsive and efficient.
- Hiring and retaining and excellent and qualified workforce.
- Maintaining adequate levels of funding.
- Gauging evolving community needs and working to meet those needs.
- Funding stability and generation,
- Economic diversification.
- Land acquisition.
- Funding stability and generation.
- Inadequate funding for overall facility maintenance.
- Inadequate public facilities.
- Develop a civic complex in city center and reduce the overall number of stand-alone City facilities.

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COMMUNITY/ECONOMIC DEVELOPMENT

COMMUNITY/ECONOMIC DEVELOPMENT – OVERALL GOALS	
Long-Term Priorities	**Long-Term (LT) and 5-Year Community/Economic Development Goals**
Financial Stability & Sustainability	**LT Goal: Identify opportunities for new sources of revenue and maximize existing sources of revenue.** • Develop a longer term public facility and improvement plan for City projects that can be funded in whole or in part with CDBG and HOME program funding. • Generate revenue through increase of room rental rates. • Generate additional revenue from equipment rental in the Performing Arts Theater. • Generate revenue by leasing available space, equipment rentals, catering fees, and mixed beverage service.
	LT Goal: Ensure effective cost management. • Upgrade lighting to save costs. • Consolidate and centralize City facilities to save HVAC, electricity, repair, and maintenance costs.
	LT Goal: Develop and maintain competitive financial planning. • Ensure airport financial self-sustainability. • Review and update current CVB marketing plan.
	LT Goal: Increase economic diversification via commercial development and intergovernmental-governmental support agreements. • To provide an increased level of funding to sub-grantees by including an allocation of general fund dollars for eligible public service programs and ensure proper administration is carried out as described in an agreement scope of work.
Governance Stability & Predictability	
Departmental Performance	**LT Goal: Develop, update and improve department policies, plans and procedures.** • Sustain KFHRA/Skylark Development Plan. • Create an Economic Development program/policy.
	LT Goal: Continuously improve operational efficiency and overall productivity. • Air Service Development. • Improve services productivity. • Increase building space. • Develop and utilize building permit. • Provide an appropriate level of staffing to provide comprehensive cleaning and sanitation of City of Killeen facilities that meet the needs of staff and visitors.

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COMMUNITY/ECONOMIC DEVELOPMENT

	• Purchase land space for additional parking.
	LT Goal: Stay in tune with state and federal regulations and trends in the industry. • Comply with state requirements to implement specialized inspections. • Target and cite unpermitted work.
Public Confidence	**LT Goal: Provide quality services for internal and external customers.** • Provide exceptional customer service while maintaining Facility cleanliness. • Provide services to the convention industry and hospitality community. • Provide long-term adequate and appropriate housing solutions that will enhance the lives of Killeen residents and build strong neighborhoods.
	LT Goal: Improve City maintenance standards. • Update land development regulations and improve overall standards. • Implement phase-out R-22 HVAC system at City facilities. • Implement phase-out R-22 HVAC system at the KCCC.
	LT Goal: Provide safe facilities for public use. • Adoption and implementation of new life safety codes. • Establish a secure complex.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

COMMUNITY/ECONOMIC DEVELOPMENT – 5 YEAR GOALS AND OBJECTIVES

Community/Economic Development Goals	Timeline	Objectives
Develop a longer term public facility and improvement plan for City projects that can be funded in whole or in part with CDBG and HOME program funding.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Management: Have meetings and discussions with city staff to discuss potential projects.
Generate revenue through increase of room rental rates.	2020 Objectives	$ Increase room and equipment rental fees.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Increase room and equipment rental fees.
Generate additional revenue from equipment rental in the Performing Arts Theater.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	★ Purchase screen and projector appropriate for size of space.
	Ongoing	-

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
Generate revenue by leasing available space, equipment rentals, catering fees, and mixed beverage service.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Increase room rental rates, equipment rentals and catering fees.
Upgrade lighting to save costs.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	★ Change all lighting fixtures to LED.
	2024 Objectives	-
	Ongoing	-
Consolidate and centralize City facilities to save HVAC, electricity, repair, and maintenance costs.	2020 Objectives	$ Identify City facilities that have high repair, energy usage and maintenance costs.
	2021 Objectives	$ Identify City facilities that have high repair, energy usage and maintenance costs.
	2022 Objectives	$ Identify City facilities that have high repair, energy usage and maintenance costs.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Repair, conduct preventative, routine and emergency maintenance for all City facility components at major facilities and minor facilities.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
Ensure airport financial self-sustainability.	2020 Objectives	$ Hangar development per the Airport Master Plan.
	2021 Objectives	$ Hangar development per the Airport Master Plan.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Continue to develop business models to increase revenues.
Review and update current CVB marketing plan.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Work with Association Sales Manager to update CVB marketing plan. Utilize the Internet Destination Sale System (IDSS) software to its full potential and report accurate data analysis in the CVB industry.
To provide an increased level of funding to sub-grantees by including an allocation of general fund dollars for eligible public service programs and ensure proper administration is carried out as described in an agreement scope of work.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Discuss and develop a funding plan for additional public programs funded by the General Fund.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
Sustain KFHRA/Skylark Development Plan.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	Implement Skylark Airport Master Plan (AMP)
	2023 Objectives	Implement Skylark Airport Master Plan (AMP)
	2024 Objectives	Implement Skylark Airport Master Plan (AMP)
	Ongoing	Maintain/develop Skylark infrastructure. Implement Skylark Airport Master Plan (AMP)
Air Service Development.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Sustain and grow existing air service. ★ Attract additional air service to KFHRA.
Improve services productivity.	2020 Objectives	★ Implement a dangerous buildings program. Educate the public to maintain property.
	2021 Objectives	☺ Add Code Enforcement Officer positions. ★ Implement a dangerous buildings program.
	2022 Objectives	☺ Add Code Enforcement Officer positions. ★ Implement a dangerous buildings program.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | ☺ People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	2023 Objectives	☺ Add Code Enforcement Officer positions. ★ Implement a dangerous buildings program.
	2024 Objectives	☺ Add Code Enforcement Officer positions. ★ Implement a dangerous buildings program.
	Ongoing	-
Increase building space.	2020 Objectives	★ Increase Code Enforcement office space for future growth.
	2021 Objectives	★ Increase Code Enforcement office space for future growth.
	2022 Objectives	★ Increase Code Enforcement office space for future growth.
	2023 Objectives	★ Increase Code Enforcement office space for future growth.
	2024 Objectives	★ Increase Code Enforcement office space for future growth.
	Ongoing	-
Develop and utilize building permit.	2020 Objectives	★ Commit all development review staff to use existing module. Obtain new permitting and plan review software to improve development review and create project transparency between staff and applicant.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | ☺ People | 💻 Technology | ☎ Customer Service | Citizen Engagement | 🔔 Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	2021 Objectives	💻 Obtain new permitting and plan review software to improve development review and create project transparency between staff and applicant.
	2022 Objectives	💻 Obtain new permitting and plan review software to improve development review and create project transparency between staff and applicant.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Provide an appropriate level of staffing to provide comprehensive cleaning and sanitation of City of Killeen facilities that meet the needs of staff and visitors.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	☺ Achieve a staffing level that allows the division to meet generally accepted standards for square footage cleaned per custodian. ★ Acquire and maintain updated equipment to improve efficiency and achieve the highest level of productivity.
Purchase land space for additional parking.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	★ To improve parking availability when facility is at maximum capacity.
	2023 Objectives	-
	2024 Objectives	-

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	Ongoing	-
Comply with state requirements to implement specialized inspections (medical gas, lawn irrigation, accessibility).	2020 Objectives	★ Amend local ordinances to comply with state regulations and train staff accordingly to review and inspect these state required functions.
	2021 Objectives	★ Amend local ordinances to comply with state regulations and train staff accordingly to review and inspect these state required functions.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Target and cite unpermitted work.	2020 Objectives	★ Reduce the amount of unregulated work.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Create an Economic Development program/policy.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Stimulate the creation and retention of jobs.
Provide exceptional customer service while maintaining Facility cleanliness.	2020 Objectives	-
	2021 Objectives	-

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | ☺ People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	☺ Establish staff positions for future expansion/services.
	Ongoing	-
Provide services to the convention industry and hospitality community.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Increase awareness of CVB services. ★ Maintain current staff longevity in the Convention and Visitor Bureau.
Provide long-term adequate and appropriate housing solutions that will enhance the lives of Killeen residents and build strong neighborhoods.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	$ Provide increased funding to allow for the redevelopment and new development of affordable housing units in Killeen.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	$ Provide increased funding to allow for the redevelopment and new development of affordable housing units in Killeen.
Update land development regulations and improve overall standards.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	2024 Objectives	-
	Ongoing	★ Develop a Unified Development Code (UDC)
Implement phase-out R-22 HVAC system at City facilities.	2020 Objectives	Coordinate with identified City facilities staff on the impending 2020 phase-out of refrigerant R-22. Create an action plan for roof replacements.
	2021 Objectives	Coordinate with identified City facilities staff on the impending 2020 phase-out of refrigerant R-22. Create an action plan for roof replacements.
	2022 Objectives	Create an action plan for roof replacements.
	2023 Objectives	Create an action plan for roof replacements.
	2024 Objectives	-
	Ongoing	-
Implement phase-out R-22 HVAC system at the KCCC.	2020 Objectives	Coordinate with Building Services staff on the impending 2020 phase-out of refrigerant R-22. Develop a replacement plan for aging audio visual equipment.
	2021 Objectives	Coordinate with Building Services staff on the impending 2020 phase-out of refrigerant R-22. Develop a replacement plan for aging audio visual equipment.

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COMMUNITY/ECONOMIC DEVELOPMENT

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Community/Economic Development Goals	Timeline	Objectives
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Adoption and implementation of new life safety codes.	2020 Objectives	-
	2021 Objectives	★ Construction codes as needed.
	2022 Objectives	★ Construction codes as needed.
	2023 Objectives	-
	2024 Objectives	★ Construction codes as needed.
	Ongoing	-
Establish a secure complex.	2020 Objectives	Install security cameras for interior (civic rooms and entryways) and exterior monitoring.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Continual monitoring and maintenance of security cameras.

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PUBLIC SAFETY

Mission Statement: To reduce crime, reduce the fear of crime, enhance public safety and to save lives and property through fire protection, emergency medical services, and rescue services.

Internal Origin

External Origin

Helpful	**Harmful**

Current Strengths
• Talented and dedicated personnel who genuinely want to do more for the City.
• Overall high quality of current equipment.
• Excellent internal training.
• Exceptional Fire based EMS care.
	Current Weaknesses
	• General funding limitations.
	  o External training is unsatisfactory.
	• Low efficiency of processes due to lack of communication and constantly changing internal finance conditions.
	  o P-card usage strategically allocated would increase efficiency.

Current Opportunities
• There is a need for more industry in order to bring in more revenue, increase economic growth, and provide a better quality of life for the citizens of Killeen.
	Current Threats
	• Population growth is a threat if there is no revenue strength.
	• Increase in unfunded state and federal mandates, to include mandatory training.
	• Decrease in grant funding.
	• Current grant funding/spending conditions, as outlined by CTCOG[3],
	  o Although Killeen has the largest population in this region, the City doesn't have a voice in how grant funding is spent.
	• Potential reduction of troops at Fort Hood.
	• Disabled Veteran exemption
	  o Could provide funding for competitive wages

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[3] Central Texas Council of Governments

PUBLIC SAFETY

PREDICTED INTERNAL CONDITIONS

- Without a revenue stream, there will be a degradation of equipment, personnel training, capital items, and morale.
- Generational turnover is extremely high with many senior employees eligible for retirement.

PREDICTED EXTERNAL CONDITIONS

- Texas A&M University – Central Texas is quickly developing and will lead to an increase in Public Safety activity.
- Florence Road and
- Interstate 14 connection should attract more industry

TARGET CUSTOMERS

- The entire population of Killeen.

PINNACLE ISSUES

- Need to update equipment in order to keep up with emerging technology.
- Retaining an excellent and qualified workforce.
- Lack of human capital needed to drastically reduce crime.
- Need for an emergency operations center.

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PUBLIC SAFETY

PUBLIC SAFETY – OVERALL GOALS	
Long-Term Priorities	**Long-Term (LT) and 5-Year Public Safety Goals**
Financial Stability & Sustainability	
Governance Stability & Predictability	
Departmental Performance	**LT Goal: Invest in training, storage, fleet and staff facilities to meet industry standards and to account for predicted population growth.** • Repair, remodel, and rebuild fire department infrastructure • Police Department infrastructure review and assessment • Improve storage capabilities of the KPD in regards to evidence storage, submission and retrieval with an additional focus on evidence processing • To improve the training facilities of the KPD in order to have a better police recruit training and continuous in-service training
Public Confidence	**LT Goal: Expand infrastructure to meet City growth for emergency response.** • Expand capital fire department infrastructure to meet City growth for emergency response
	LT Goal: The Police Department should maintain two (2) officers per thousand (1,000) people and the Fire Department should maintain one (1) fire station per ten-thousand (10,000) people/twenty-three (23) full-time fire personnel per station. The Emergency Management Division must obtain two (2) to three (3) additional staff member to account for a growing City population. • Maintain per capita service for the Fire and the EMS • Improve the effectiveness and delivery of police services to the citizens of Killeen in order to reduce crime, the fear of crime, and to enhance public safety

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PUBLIC SAFETY

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

PUBLIC SAFETY – 5 YEAR GOALS AND OBJECTIVES

Public Safety Goals	Timeline	Objectives
Repair, remodel, and rebuild fire department infrastructure.	2020 Objectives	-
	2021 Objectives	★ Relocate and rebuild outdated facilities.
	2022 Objectives	★ Relocate and rebuild outdated facilities.
	2023 Objectives	★ Relocate and rebuild outdated facilities.
	2024 Objectives	-
	Ongoing	Create an internal assessment of current facilities-needs assessment. Assessment of current fleet.
Police Department infrastructure review and assessment.	2020 Objectives	Conduct a needs assessment of current facilities to ascertain the best utilization of the structures and to outline any maintenance, safety concerns and future needs to provide an effective police force. Conduct an assessment of current fleet.
	2021 Objectives	Conduct a needs assessment of current facilities to ascertain the best utilization of the structures and to outline any maintenance, safety concerns and future needs to provide an effective police force. Conduct an assessment of current fleet.
	2022 Objectives	Conduct a needs assessment of current facilities to ascertain the best utilization of the structures and to outline any maintenance, safety concerns and future needs to provide an effective police force.

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PUBLIC SAFETY

Governance | Management | $ Finance | ☺ People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Safety Goals	Timeline	Objectives
		⌖ Conduct an assessment of current fleet.
	2023 Objectives	⌖ Conduct a needs assessment of current facilities to ascertain the best utilization of the structures and to outline any maintenance, safety concerns and future needs to provide an effective police force. ⌖ Conduct an assessment of current fleet.
	2024 Objectives	⌖ Conduct a needs assessment of current facilities to ascertain the best utilization of the structures and to outline any maintenance, safety concerns and future needs to provide an effective police force. ⌖ Conduct an assessment of current fleet.
	Ongoing	-
Improve storage capabilities of the KPD in regards to evidence storage, submission and retrieval with an additional focus on evidence processing.	2020 Objectives	★ Acquire an additional Storage Facility. ☺ Add Crime Scene Technicians for better evidence and crime scene processing with equipment.
	2021 Objectives	★ Acquire an additional Storage Facility. ☺ Add Crime Scene Technicians for better evidence and crime scene processing with equipment.
	2022 Objectives	★ Acquire an additional Storage Facility. ☺ Add Crime Scene Technicians for better evidence and crime scene processing with equipment.
	2023 Objectives	★ Acquire an additional Storage Facility.

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PUBLIC SAFETY

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Safety Goals	Timeline	Objectives
	2024 Objectives	★ Acquire an additional Storage Facility.
	Ongoing	-
To improve the training facilities of the KPD in order to have a better police recruit training and continuous in-service training.	2020 Objectives	★ Acquire and indoor gym/shoot-house. ★ Improvements at Rifle range #3 – water/sewer/power/building.
	2021 Objectives	★ Acquire and indoor gym/shoot-house. ★ Improvements at Rifle range #3 – water/sewer/power/building.
	2022 Objectives	★ Acquire and indoor gym/shoot-house. ★ Improvements at Rifle range #3 – water/sewer/power/building. ★ Remodel or new construction of training classroom.
	2023 Objectives	★ Acquire and indoor gym/shoot-house. ★ Improvements at Rifle range #3 – water/sewer/power/building. ★ Remodel or new construction of training classroom.
	2024 Objectives	★ Improvements at Rifle range #3 – water/sewer/power/building. ★ Remodel or new construction of training classroom. ★ New Range Tower with control for lighting and targets.
	Ongoing	-
Expand capital fire department infrastructure to meet city growth for emergency response.	2020 Objectives	★ Expand current response fleet to meet emergency events.
	2021 Objectives	★ Purchase land for future fire locations.
	2022 Objectives	★ Expand current response fleet to meet emergency events.

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PUBLIC SAFETY

Governance | Management | $ Finance | ☺ People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Safety Goals	Timeline	Objectives
	2023 Objectives	
	2024 Objectives	★ Design and construct new facilities.
	Ongoing	
Maintain per capita service for the Fire and the EMS.	2020 Objectives	Establish required organizational structure for future city growth.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	☺ Maintain recruitment and retention.
Improve the effectiveness and delivery of police services to the citizens of Killeen in order to reduce crime, the fear of crime, and to enhance public safety.	2020 Objectives	★ Improve the organizational structure for future and current growth
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	☺ Recruitment and retention

DRAFT

PUBLIC WORKS

Mission Statement: To provide the citizens of Killeen with innovative and superior utility services, sustainable quality infrastructure, and orderly standards of development to protect their health, safety, and general welfare.

Internal Origin

Current Strengths

- Hardworking and flexible employees.
- Steady infrastructure growth.
- Comparatively (to major cities) no water & sewer capacity issues.
- State recognized environmental programs:
  - Recognized by the state for involvement with Ft. Hood.
  - TCEQ[1] provides the City as an example for other MS4's[2].
- With so much diversity in the City, there is a high quality of life given to the citizens.
- Hike and bike trail partnerships through CTCOG[3].
- The ability to be self-sufficient due to the utility funds received.
- Maintaining the GIS[4] asset management portion.
- Innovative GIS system.
- Effective and timely emergency response.

Current Weaknesses

- Reaching full capacity limits at landfill.
  - The need for alternative energy, sustainable practices and recycling dire.
- High staff turnover rates.
- Minimal data on historic infrastructure due to a young GIS system and a fire that destroyed decades of data.
- Strong need for technological advancements so the City does not fall behind, miss opportunities, or face obscurity.
- Needed integration of technology.
- Asset management for peer cities.
- Not focusing on needed progress for air quality.
- ADA[5] compliance.
- Need for adequate enterprise funds.

External Origin

Current Opportunities

- Active participation with federal, regional and state partnerships.
- Consistently growing region.
- Partnerships with Fort Hood.
- Partnerships with Sister Cities.
  - Next Gen 911 partner with CTCOG.
  - Cen-Tex Sustainability Partnership.
- Regional plans.
  - Flood Plans, Hazard Mitigation Plans, partner with other federal/state public entities.

Current Threats

- Strong residential dependence, little industry.
- Water source supply.
  - Vertical vs. outward future growth.
- Reaching full capacity limits at landfills.
  - Approximately 10-years' worth of space, increasingly more important than the water issue.
- Potential reduction of troops at Fort Hood.
- Disabled Veteran exemption.
  - Potential revenue could provide sustainable infrastructure funding.

Helpful **Harmful**

DRAFT

[1] Texas Commission on Environmental Quality
[2] Municipal Separate Storm Sewer Systems
[3] Central Texas Council of Governments
[4] Geographic Information Systems
[5] Americans with Disabilities Act

PUBLIC WORKS

PREDICTED INTERNAL CONDITIONS

- Obtaining adequate enterprise funds.
- Increase in qualified staff retention due to the standardization of HR practices.
- Standardization of policies and procedures.
- Increased use of asset management practices – to include GIS.
- Due to increased maintenance funding, there should be improved street condition ratings.
- Traffic signals will have the ability to communicate to the traffic management center.

PREDICTED EXTERNAL CONDITIONS

- Increased sustainability practices.
- Increased sustainability requirements for compliance.
- Consolidated citizen interaction program to include outreach and social media applications.
- Increase in citizen participation in regards to water quality testing.
- Continued growth and development.

TARGET CUSTOMERS

- Water, Sewer, Solid Waste, Stormwater, and Streets.
- Residential vs. Industrial:
    - There are different levels of services required for residential customers and industrial customers.

PINNACLE ISSUES

- Water loss.
- Retaining and developing a workforce.
- Land fill:
    - The need for recycling.
- Sustainability:
    - To include transportation and infrastructure sustainability.
- Water quality of creeks, ponds, streams, etc.
- ADA compliance.
- Maintaining adequate levels of funding.

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PUBLIC WORKS

PUBLIC WORKS – OVERALL GOALS	
Long-Term Priorities	**Long-Term (LT) and 5-Year Public Works Goals**
Financial Stability & Sustainability	**LT Goal: Develop and retain pay for an efficient staff.** • Establish a market based pay scale for Grades 52 through 57
	LT Goal: Sufficiently facilitate growth and maintain a high level of infrastructure integrity in a cost effective manner. • Implement stormwater rates • Implement a street user fee
	LT Goal: Develop and sustain smart infrastructure in order to mitigate/manage costs. • Reduce water loss
Governance Stability & Predictability	**LT Goal: Starting with Council, long-term planning and policies should be implemented and upheld across leadership. Planning and policies should be regularly maintained and on schedule.** • Secure $20M Water & Sewer Bond • Secure a stormwater bond to address immediate drainage system needs
Departmental Performance	**LT Goal: Develop and retain pay.** • Reorganization and staffing
	LT Goal: Standardize, update, and maintain policies, plans and procedures. • Update policies and procedures • Provide and maintain general oversight of plans, submissions, and other documents.
Public Confidence	**LT Goal: Ensure PW has sufficient resources and personnel to meet the needs and desires of the community.** • Establish stormwater facility improvements
	LT Goal: Improve City maintenance standards • Implement regulatory stormwater compliance program • Install and maintain traffic control devices • Maintain pavement markings

DRAFT

PUBLIC WORKS

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

PUBLIC WORKS – 5 YEAR GOALS AND OBJECTIVES

Public Works Goals	Timeline	Objectives
Establish a market-based pay scale for Grades 52 through 57.	2020 Objectives	$ Approval and implementation of market based pay scale.
	2021 Objectives	$ Approval and implementation of market based pay scale.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Develop a market-based pay scale.
Implement stormwater rates.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	$ Update the stormwater rates to current industry standards.
	Ongoing	Implement stormwater rates.
Implement a street user fee.	2020 Objectives	$ Develop and implement street user fee. ★ Street condition assessment, 5 year maintenance plan CIP road rehabilitation plan.
	2021 Objectives	★ Street condition assessment, 5 year maintenance plan CIP road rehabilitation plan.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-

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PUBLIC WORKS

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Works Goals	Timeline	Objectives
Reduce water loss.	2020 Objectives	Implement a city-wide AMI system. $ Complete water loss audit.
	2021 Objectives	Implement a city-wide AMI system.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Secure $20M Water & Sewer Bond.	2020 Objectives	Adoption of Water & Sewer Master Plan.
	2021 Objectives	$ Issue a $20M Water & Sewer Bond.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Secure a stormwater bond to address immediate drainage system needs.	2020 Objectives	Update Master Drainage Plan. $ Approve $8M Stormwater Bond.
	2021 Objectives	Update Master Drainage Plan.
	2022 Objectives	Update Master Drainage Plan.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Reorganization and staffing.	2020 Objectives	★ Implement training plan to cross train staff and provide a road map for staff development.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-

DRAFT

PUBLIC WORKS

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Works Goals	Timeline	Objectives
	Ongoing	⌖ Fill critical vacancies.
Update policies and procedures.	2020 Objectives	⌖ Perform update.
	2021 Objectives	⌖ Perform update.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	⌖ Update policies and procedures. ⌖ Provide general oversight of policies, procedures, and plans.
Establish stormwater facility improvements.	2020 Objectives	★ Identify facility need and potential locations.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	★ Identify facility need and potential locations.
	Ongoing	-
Implement regulatory stormwater compliance program.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Evaluate operational efficiencies and deliverables within the mowing and stormwater programs. ★ Cross train existing staff to assist with regulatory compliance. ⌖ Authorize additional positions.

DRAFT

PUBLIC WORKS

Governance | Management | $ Finance | People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Public Works Goals	Timeline	Objectives
Install and maintain traffic control devices.	2020 Objectives	$ Increase funding to install and maintain traffic control devices. ☎ Traffic signal replacement program.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Install and maintain traffic control devices
Maintain pavement markings.	2020 Objectives	$ Increase funding for the installation and maintenance of pavement markings
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Install and maintain pavement markings

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RECREATION SERVICES

Mission Statement: To enhance the quality of life for all citizens by providing parks, recreation facilities, animal services, and programs.

Internal Origin

Current Strengths	Current Weaknesses
• Hardworking and dedicated employees. • Willingness of staff to want to learn and develop Animal Services into a successful animal sheltering environment for animals, staff and community. • Excellent facilities (FRC/KCC/FAC/Athletic Fields). • Diversity of skills and experience. • Funding/stable fiscal structure. • Foundational components exist.	• Understaffed. • High demand/high staff turnover on frontline staff. • Historical; data was not documented. • Policies need to be established/re-established. • Staff need training and education. • Department required over-all rebranding. • Marketing (need access to social media, etc.) • Organizational chart • Culture of organization/mindset. • Ability to utilize software. • Low pay for skilled employees. • Inadequate animal services facility and equipment. • Little opportunities for advancement.
Current Opportunities	**Current Threats**
• Partnerships with stakeholders. • Partnership with Boys and Girls Club, KISD, UMHB, and Ft. Hood. • Re-branding department. • Parkland dedication ordinance. • Fundraising and grants. • Increased field space, all weather turf. • Volunteers. • New hire orientation packets/information. • External communication. • Increase in Animal Services rescue groups. • Increased public education opportunities. • Create and expand foster programs.	• City growth and the inability to keep up. • Undeveloped park acreage. • Deferred maintenance within parks and facilities. • Inability to compete with private industry. • Funding (O/M Budget). • Open land space (future parks, cemetery). • Support from community. • Inflation, financial instability, and decreased economy. • Community misconceptions/assumptions. • Not enough Placement Partners or foster homes. • Social media access.

External Origin

Helpful **Harmful**

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RECREATION SERVICES

PREDICTED INTERNAL CONDITIONS

- Standardization of policies and procedures.
- Increase in training staff and obtaining job related certifications.
- ADA compliance in all of our parks.
- Increasing out procurement process related to programs, events and activities.
- Establishing/managing a parks advisory board.
- Increases in worker's compensation claims and injuries to staff.
- Mitigate issues regarding overall spending for direct animal care and control.

PREDICTED EXTERNAL CONDITIONS

- Increase in citizen interaction with emphasis on incorporating their ideas.
- Comprehensive advertising campaign to build attendance and revenue at our athletic fields and pavilions.
- Obtaining or applying for CAPRA accreditation.
- Gaining MOU with keys community partners to bolster quality of life platforms.

TARGET CUSTOMERS

- Families.
- Youth (children and adults).
- Seniors.
- Animal lovers.
- Military (active duty and veterans).
- Private organizations.
- Adaptive recreation (physical and intellectual disabilities).
- ISD, Ft. Hood, Hospitals.
- Advisory Boards.
- Veterinary and animal health sectors.
- Community interest groups.

PINNACLE ISSUES

- Open land for Park expansion (Parkland dedication ordinance).
- Parking in existing Parks with multiple venues.
- Maintaining adequate levels of funding/lack of funding.
- Retaining and developing staff (succession planning).
- Meeting citizen's expectations under current conditions.
- Operational efficiencies.
- Lack of public awareness.
- High demand for animal services.
- Lack of appropriate housing for number of animals taken in by KAS.

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RECREATION SERVICES

RECREATION SERVICES – OVERALL GOALS	
Long-Term Priorities	**Long-Term (LT) and 5-Year Recreation Services Goals**
Financial Stability & Sustainability	
Governance Stability & Predictability	
Departmental Performance	
Public Confidence	**LT Goal: Provide high quality services for the community.** • Offer diverse and inclusive programming for residents of Killeen while attracting non-residents to Killeen for recreational purposes. • Provide community services programs/opportunities for a diverse community. • Increase recreational opportunities via facilities within Killeen. • Expand library programming for residents of Killeen while attracting non-residents to Killeen for recreational purposes.
	LT Goal: Improve facility and land use management. • Provide safe parks and recreation amenities for the community. • Ensure the library has sufficient resources and personnel to meet the needs and desires of the community in an efficient and responsible manner. • Expand library facilities to provide appropriate spaces to meet citizens' needs for quiet study areas, larger collections, activity centers and spaces for a variety of programming needs. • Improve and expand public parks and amenities for Killeen residents.

DRAFT

RECREATION SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

RECREATION SERVICES – 5 YEAR GOALS AND OBJECTIVES

Recreation Services Goals	Timeline	Objectives
Offer diverse and inclusive programming for residents of Killeen while attracting non-residents to Killeen for recreational purposes.	2020 Objectives	☎ Provide structured recreational programming that engages residents and non-residents.
	2021 Objectives	☎ Provide structured recreational programming that engages residents and non-residents.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Provide community services programs/opportunities for a diverse community.	2020 Objectives	⌖ Implement a comprehensive community service plan that will serve as the catalyst in motivating members of the community to become engages in various initiatives.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Increase recreational opportunities via facilities within Killeen.	2020 Objectives	★ Develop a network of recreational facilities within Killeen.
	2021 Objectives	★ Develop a network of recreational facilities within Killeen.
	2022 Objectives	★ Develop a network of recreational facilities within Killeen.

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RECREATION SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Recreation Services Goals	Timeline	Objectives
	2023 Objectives	★ Develop a network of recreational facilities within Killeen.
	2024 Objectives	-
	Ongoing	-
Expand library programming for residents of Killeen while attracting non-residents to Killeen for recreational purposes.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Initiate programs that stimulate early literacy, lifelong learning and community engagement.
Provide safe parks and recreation amenities for the community.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	★ Implement development standards that highlight safety components of parks and recreation facilities.
	2023 Objectives	★ Implement development standards that highlight safety components of parks and recreation facilities.
	2024 Objectives	-
	Ongoing	-
Ensure the library has sufficient resources and personnel to meet the needs and desires of the community in an efficient and responsible manner.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-

DRAFT

RECREATION SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Recreation Services Goals	Timeline	Objectives
	Ongoing	★ Continue to meet the accreditation standards set by the Library Systems Act and administered Texas State Library and Archives Commission. To provide computers and internet access that meets the needs of staff and patrons.
Expand library facilities to provide appropriate spaces to meet citizens' needs for quiet study areas, larger collections, activity centers and spaces for a variety of programming needs.	2020 Objectives	Add bookmobile and mobile computer lab service.
	2021 Objectives	-
	2022 Objectives	★ Open a branch library in southwest Killeen. Add bookmobile and mobile computer lab service.
	2023 Objectives	Add bookmobile and mobile computer lab service.
	2024 Objectives	★ Open a branch library in southwest Killeen.
	Ongoing	-
Improve and expand public parks and amenities for Killeen residents.	2020 Objectives	Establish a plan that provides guidance in the development/renovation of public parkland in Killen, Texas.
	2021 Objectives	Establish a plan that provides guidance in the development/renovation of public parkland in Killen, Texas.
	2022 Objectives	-
	2023 Objectives	Establish a plan that provides guidance in the development/renovation of public parkland in Killen, Texas.

DRAFT

RECREATION SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | ★ Continuous Improvement

Recreation Services Goals	Timeline	Objectives
	2024 Objectives	Establish a plan that provides guidance in the development/renovation of public parkland in Killen, Texas.
	Ongoing	-

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SUPPORT SERVICES

Mission Statement: To provide the highest level of internal services to all departments, employees, and external customers.

Internal Origin

Current Strengths

- Personnel are very dedicated to the City and its mission
- Recognition of the need for customer service approach to providing City services.
- Longtime staff members that are expertly trained and help train new staff.
- Excellent court case management system.
- Ability to increasingly communicate directly to the public.
- Mostly centralized communications resources.
- Strong relationships with community and legislators.
- Diversity in staff.
- High quality customer service.
- Strong internal controls.
- Steady tax base and utility growth.
- Cash flow model to maximize investment returns.

Current Weaknesses

- Understaffed.
- Lack of documented and communicated IT strategic focus and goals.
- Inability to retain quality staff.
- Several positions classified well below the requirements and duties of the position.
- Demand for service greater than ability to provide.
- Lack of formalized departmental policies and procedures.
- No statistically accurate public opinion data.
- Media/citizen's perception of the organization.
- Lack of accountability of managers and employees to achieve clear and measurable performance levels.
- Organizational culture.
- Lack of consistent cross-training/gaps of knowledge across the City.
- Decentralization of the procurement process.

External Origin

Current Opportunities

- Increase participative governance for departments/users of key application (e.g. through Steering Committees).
- State grants.
- Partnerships with local educational institutions (e.g. CIC,TAMU).
- Building public confidence through two-way communication platforms.
- Increasing public engagement programs.
- Maximize functions of new website.
- Become a smart City (safety/technology).
- Locate opportunities for free training and legal information.
- Increased lobbying efforts to increase state reimbursement of unfunded mandates.
- Regional growth and the expansion of I-14.
- Deploying recently purchased software to automate processes.
- Improve inter-departmental communication.

Current Threats

- Changing technologies ability to adapt and leverage emerging technologies.
- Reduction in staffing levels over the past three (3) years.
- Unfunded legislative mandates and state mandated collection improvement program.
- Negative media.
- Financial constraints vs. service expectations impacting public confidence.
- Governmental entities that offer better compensation, culture, and opportunities for professional development and/or advancement.
- Leadership change/turnover.
- Learning culture.
- Continuous changes to the Public Information Act that make it more difficult to meet the demand for information from the public
- Deficient investment in the procurement system will impair ability to move towards centralization.

Helpful **Harmful**

DRAFT

SUPPORT SERVICES

PREDICTED INTERNAL CONDITIONS

- Obtaining adequate technology funding.
- Increase in qualified staff retention and training.
- Fully developed collection program.
- Leadership turnover in 2021.
- Increase in organizational demands of departments.
- Workers Compensation Claims.
- Liability Claims.
- Succession planning.
- Employee Classification and Market Driven Compensation.
- Need for updated technology and increased use of technology to share legal documents and other information.
- Limited resources will impede progress in funding retirement.
- Continued migration towards a centralized procurement system.

PREDICTED EXTERNAL CONDITIONS

- Increased remote, field technology accessibilities needs.
- Expansion of network connectivity and services to City facilities.
- Adapting to emerging technology trends.
- Increase compliance in court orders.
- Changing communication platforms.
- Continues erosion of local control and creation of unfunded mandates by state government.
- Shift to more paperless processes.
- Increased health care costs.
- Increased citizen interaction and information requests.
- Little to no industrial business growth or living wage job opportunities.
- The US economy shifts from an expansion to a recession phase.

TARGET CUSTOMERS

- Departments.
- City Employees.
- City Council & Boards and Commissions.
- Residents, utility customers, and vendors.
- Defendants and general public.
- State and Federal legislators and agencies.
- Surrounding Cities and Counties.
- Killeen Economic Development, Killeen Chamber, Heart of Texas Defense Alliance, Service Organizations, Media.
- Active Duty personnel and families.
- Veterans.
- Other municipalities.

PINNACLE ISSUES

- Implementing enterprise level security strategies and creating awareness of network security vulnerabilities.
- Inability to retain qualified staff.
- Multimedia platforms continue to evolve and require more staff time.
- State of Texas continues to erode local control and create unfunded mandates; Legislative Affairs will need more attention.
- Staffing considerations such as a changing workforce, employee retention, aging workforce, consolidation of functions, employee morale, succession planning, performance management, legal mandates, and changing labor laws.
- Continued provision of high level legal services in conjunction with changing structure of the City of Killeen.
- Adequately fund retirement.
- Automate finance processes.

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SUPPORT SERVICES

SUPPORT SERVICES – OVERALL GOALS	
Long-Term Priorities	**Long-Term (LT) and 5-Year Support Services Goals**
Financial Stability & Sustainability	**LT Goal: Provide a fair classification and competitive total compensation package to City employees.** • Establish a fair classification and compensation plan and a benefits system. • Establish collaborative partnerships with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends and succession planning efforts.
	LT Goal: Identify opportunities for new sources of revenue and maximize existing sources of revenue. • Automate processes within Superion to include Accounts Receivable, personnel action forms, and purchasing/accounts payable process. • Automate the purchasing process. • Electronic vendor registration. • Implement and manage an effective loss prevention and risk mitigation program. • Implement automated timekeeping software, standardizing pay practices, increasing accountability, and reducing the possibility of fraud. • Implement electronic bidding process. • Make necessary changes to budget document to comply with GFOA requirements and remedy reviewer findings from prior year. • Manage appropriate insurance programs to ensure proper coverage and cost benefits. • Prepare budget calendar according to Financial Governance Policies and follow budget timeline. • Reduce the number of Election Day polling locations.
Governance Stability & Predictability	**LT Goal: Represent the City's interests at state and federal levels.** • Implement a legislative strategy that protects and promotes the City's interests. • Proactively communicate City of Killeen messages.
	LT Goal: Increase community involvement/awareness and citizen engagement. • Foster community engagement and shape positive opinions • Identify and use a software program that will assist with boards and commissions management and appointment process. • Initiate the use of legistar with all boards and commissions.
Departmental Performance	**LT Goal: Develop and maintain plans, policies and procedures for all divisions.** • Build City Digital Strategic Plan.

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SUPPORT SERVICES

	LT Goal: Provide high quality services to all departments and customers. • Deliver high quality IT products and services that are critical for the city staff to fulfill its mission and in support of related administrative and operational needs. • Prepare and review all legal documents. • Provide IT systems and services in an efficient, effective, and timely.
	LT Goal: Promote the need for renovated or newer facilities/equipment/technology. • Average age of fleet reduced. • Build, enhance, and improve upon communications, collaborations, and cooperation between city departments and the prosecutor's office. • Centralized purchasing (by hiring more and expanding resources). • Create and implement a new chart of accounts in order to fully utilize the Superion software designed. • Develop performance tracking system to monitor monthly key performance indicators. • IVR outbound notification system. • Larger facility or expansion of existing facility. • Manage and maintain fleet. • Smart phone meter reading to increase meter reading efficiency and accuracy. • Vehicles must be properly procured and dispose of.
	LT Goal: Manage recruitment, placement, retention, and staff well-being. • Fulfillment of vacant positions. • Increase staffing to increase productivity and to implement process improvements. • Maintain recruitment, placement, retention, and staff wellbeing.
	LT Goal: Conduct internal audit of processes to increase efficiencies and identify improvement opportunities. • Evaluate and update log to track requests for individual attorneys. • Reduce the number of documents that are being stored digitally beyond the required retention periods.
	LT Goal: Provide training opportunities to create a productive and talented workforce while maintaining compliance with laws and regulations. • Establish a career management program, staff development and training, in support of the City's performance management system. • Implement training opportunity for managers to communicate and enforce policies, rules, and practices that are in compliance with employment laws and regulations. • Provide fuel and remain in state compliance.

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SUPPORT SERVICES

	LT Goal: Improve interdepartmental communication and teamwork to accomplish city goals. • Develop and implement a centralized communications system.
Public Confidence	**LT Goal: Improve transparency through various communication outlets.** • Increase public awareness of the judicial system. • Public information requests.
	LT Goal: Provide a safe workplace, complying with all federal and state safety regulations. • Implement and manage an effective safety program.
	LT Goal: Provide citizens with an outstanding customer service experience. • Ensure continued success of the Teen Court Program. • Ensure promptness, efficiency, and access and fairness to court participants and the public.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

SUPPORT SERVICES – 5 YEAR GOALS AND OBJECTIVES		
Support Services Goals	**Timeline**	**Objectives**
Establish collaborative partnerships with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends and succession planning efforts.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Obtain input from department managers in cost-effective ways to improve the department.
Establish a fair classification and compensation plan and a benefits system.	2020 Objectives	★ Conduct market driven compensation study.
	2021 Objectives	-
	2022 Objectives	★ Conduct market driven compensation study. Implement software that monitors employee enrollment in the healthcare plan. Implement software that monitors employees' dependents enrollment in the healthcare plan. Implement software that monitors employees who opt out of the healthcare plan. Implement software that monitors employees who participate in wellness.
	2023 Objectives	-
	2024 Objectives	★ Conduct market driven compensation study.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	Ongoing	★ Maintain detail and consistency among job descriptions. Implement a process that evaluates reclassification. ★ Maintain onsite flu shots to all employees. Establish a process that monitors employees who have City gym memberships. Implement technology that reviews and purges employee files per purging schedule. Implement a system that reviews and purges employee application per purging schedule.
Implement automated timekeeping software, standardizing pay practices, increasing accountability, and reducing the possibility of fraud.	2020 Objectives	Systematically add departments to the new automated timekeeping system. Systematically add public safety departments to the new automated timekeeping system.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Automate processes within Superion to include Accounts Receivable, personnel action forms, and purchasing/accounts payable process.	2020 Objectives	Upgrade Superion to HTML5. Upgrade Laserfische. Automate Accounts Receivable utilizing Laserfische process workflows and emailing notices to customers.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
		Automate personnel action forms within Superion. Automate purchasing accounts payable process.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Prepare budget calendar according to Financial Governance Policies and follow budget timeline.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Stay on target with established budget calendar to ensure compliance.
Make necessary changes to budget document to comply with GFOA requirements and remedy reviewer findings from prior year.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Stay on target to accomplish objective.
Implement and manage an effective loss prevention and risk mitigation program.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	Ongoing	Create, implement, and manage and effective loss prevention and risk mitigation program. ★ Monitoring of preventable injuries. Implement loss prevention protocols thru training. ★ Reduce preventable work-related vehicle accidents.
Manage appropriate insurance programs to ensure proper coverage and cost benefits.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Create, implement and manage appropriate analysis tool to ensure proper coverage and cost benefits.
Reduce the number of election day polling locations.	2020 Objectives	★ Reduce the number of Election Day polling sites. The City would want to be sure to educate the Citizens on the Proposal of the Reduction of Polling Sites.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Implement a legislative strategy that protects and promotes the City's interests.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Establish and promote state and federal legislative principles.
Proactively communicate City of Killeen messages.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Develop new programs that proactively communicate City of Killeen messages. Evaluate and improve existing communication programs.
Foster community engagement and shape positive opinions.	2020 Objectives	Actively engage the community to encourage awareness, understanding and trust.
	2021 Objectives	-
	2022 Objectives	Actively engage the community to encourage awareness, understanding and trust.
	2023 Objectives	-
	2024 Objectives	Actively engage the community to encourage awareness, understanding and trust.
	Ongoing	Actively engage the community to encourage awareness, understanding and trust.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
Identify and use a software program that will assist with boards and commissions management and appointment process.	2020 Objectives	Identify an automated way to process and manage the boards and commissions citizen appointments.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Initiate the use of legistar with all boards and commissions.	2020 Objectives	Use Legistar to build agendas and complete meeting minutes with all boards and commissions.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Build City Digital Strategic Plan.	2020 Objectives	Develop Data Centric methodology. Develop Smart Platform methodology. Develop Citizen Centric methodology. Develop Security and Privacy methodology.
	2021 Objectives	Develop Data Centric methodology. Develop Smart Platform methodology. Develop Citizen Centric methodology. Develop Security and Privacy methodology.
	2022 Objectives	Develop Data Centric methodology. Develop Smart Platform methodology. Develop Citizen Centric methodology.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
		⌖ Develop Security and Privacy methodology.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Provide IT systems and services in an efficient, effective, and timely.	2020 Objectives	★ Reduce redundancy and promote consolidation. ★ Improve asset management. $ Fully leverage consumption-based cost model. ★ Improve process efficiency and effectiveness. 💻 Utilize technology to improve business efficiency.
	2021 Objectives	★ Reduce redundancy and promote consolidation. ★ Improve asset management. $ Fully leverage consumption-based cost model. ★ Improve process efficiency and effectiveness. 💻 Utilize technology to improve business efficiency.
	2022 Objectives	★ Reduce redundancy and promote consolidation. ★ Improve asset management. $ Fully leverage consumption-based cost model. ★ Improve process efficiency and effectiveness.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
		Utilize technology to improve business efficiency.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Deliver high quality IT products and services that are critical for the city staff to fulfill its mission and in support of related administrative and operational needs.	2020 Objectives	Improve awareness and accountability of services. Improve delivery of services.
	2021 Objectives	Improve awareness and accountability of services. Improve delivery of services.
	2022 Objectives	Improve awareness and accountability of services. Improve delivery of services.
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Improve partnerships with departments.
Prepare and review all legal documents.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Draft/revise city ordinances, policies and contracts as necessary to support city goals.
Increase staffing to increase productivity and to implement process improvements.	2020 Objectives	Increase staffing to increase productivity and implement process improvements.
	2021 Objectives	Increase staffing to increase productivity and implement process improvements.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Develop performance tracking system to monitor monthly key performance indicators.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Identify best system to house and track this type of data (e.g. mBudget, Navaline, Excel, or some other system that could be purchased).
Fulfillment of vacant positions.	2020Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Gain approval and hire a shop foreman. Fill vacant technician positions.
Larger facility or expansion of existing facility.	2020 Objectives	★ Additional bays would reduce equipment wait time and the need for personnel to work outside.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Average age of fleet reduced.	2020 Objectives	-

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ The viability of a leasing program must be determined and acted upon.
Manage and maintain fleet.	2020 Objectives	⌖ A telematics pilot program should be implemented.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	☎ Fleet must complete the anticipated annual work orders.
Vehicles must be procured and disposed of.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	⌖ Manage vehicle procurements.
Centralized purchasing	2020 Objectives	
	2021 Objectives	
	2022 Objectives	
	2023 Objectives	
	2024 Objectives	
	Ongoing	
Maintain recruitment, placement, retention, and staff wellbeing.	2020 Objectives	⌖ Administer entry and promotional level firefighter and police exams.

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SUPPORT SERVICES

◈ Governance ⌖ Management $ Finance ☺ People 💻 Technology ☎ Customer Service ➤ Citizen Engagement 🔔 Communications ☺ Continuous Improvement

Support Services Goals	Timeline	Objectives
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Build, enhance, and improve upon communications, collaborations, and cooperation between city departments and the prosecutor's office.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Understand the different departments' strategies, goals and limitations in addressing class C Misdemeanors and Administrative Hearings. ★ Find ways to improve current judicial system at the Killeen Municipal Court of Record and serve a future system by addressing the types of offenses and issues.
Smart phone meter reading to increase meter reading efficiency and accuracy.	2020 Objectives	💻 Daily billing.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Create and implement a new chart of accounts in order to fully utilize the Superion software designed.	2020 Objectives	$ Revise the chart of accounts (assets/liabilities) to align with the suggested categories promulgated by the Government Finance Officers

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
		Association. $ Revise the chart of accounts (expenses) to align with the suggested categories promulgated by the Government Finance Officers Association.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
IVR outbound notification system.	2020 Objectives	Implement outbound delinquent notifications using an interactive voice response (IVR) system.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Reduce the number of documents that are being stored digitally beyond the required retention periods.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	★ Reduce the amount of files/documents that are being stored digitally past the required retention period.
Evaluate and update log to track requests for individual attorneys.	2020 Objectives	Purchase software so staff can individually track use of time.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Purchase software so staff can individually track use of time.
Implement training opportunity for managers to communicate and enforce policies, rules, and practices that are in compliance with employment laws and regulations.	2020 Objectives	Review disciplinary action items and review employment policies.
	2021 Objectives	Review disciplinary action items and review employment policies.
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Fleet services should provide fuel and remain in state compliance.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	100% availability of onsite fuel must be achieved. 100% compliance of monthly SIR report is required.
Establish a career management program, staff development and training, in support of the City's performance management system.	2020 Objectives	Monitor new employee orientation sessions. ★ Implement a paperless/online onboarding process. Establish an online annual training program.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
		Implement online training classes.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	★ Maintain and grow the education assistance program. Implement a mentorship program.
	Ongoing	★ Maintain bilingual testing. ★ Maintain and enhance the Leadership Academy.
Develop and implement a centralized communications system.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Develop and implement policies and plans to support a centralized communications system. Create, acquire, and implement technology framework to support communications efforts.
Increase public awareness of the judicial system.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Increase public awareness by building a relationship with other City Departments and non-city entities.

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SUPPORT SERVICES

Governance | Management | $ Finance | People | Technology | Customer Service | Citizen Engagement | Communications | Continuous Improvement

Support Services Goals	Timeline	Objectives
Implement and manage an effective safety program.	2020 Objectives	Meet with all City departments to identify safety areas that need improvement.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Create, implement and manage an effective safety program.
Public information requests.	2020 Objectives	Prepare employee manual and provide training for handling PIA requests. Employ additional Paralegal.
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	-
Ensure continued success of the Teen Court Program.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	Maintain qualified student volunteers for the Volunteer Student Attorney Program.
Ensure promptness, efficiency, and access and fairness to court participants and the public.	2020 Objectives	-
	2021 Objectives	-
	2022 Objectives	-

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SUPPORT SERVICES

Governance | Management | $ Finance | ☺ People | Technology | ☎ Customer Service | Citizen Engagement | Communications | ☺ Continuous Improvement

Support Services Goals	Timeline	Objectives
	2023 Objectives	-
	2024 Objectives	-
	Ongoing	☺ Maintain a qualified staff to ensure the business needs of the department are met. ☺ Request additional staff to ensure the needs of the department are met.

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SUSTAINMENT

Regular review

- Regular review shall occur annually to determine whether the purpose and goals of the strategic plan are still being met, if changes are required to improve efficiency, accuracy and effectiveness, and to ensure that appropriate monitoring and review is occurring.
- Focused, in-depth reviews shall occur every three (3) years to make major changes or additions.

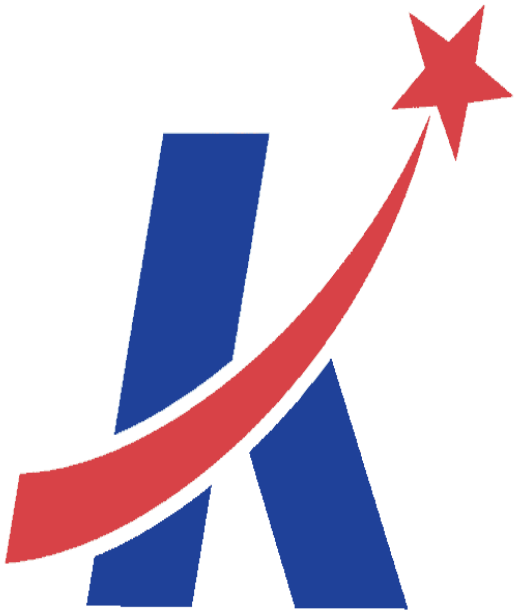
Evaluation

- Evaluation is intended to review progress towards meeting the strategic aims and objectives, ensure actions are kept within parameters of the agreed strategic goals and objectives, and to ensure that the actions are consistent with the City's vision, mission and values.

Continuous Improvement

- The delivery of the City's goals and objectives are under constant review and evaluation so further improvements can be developed and applied.

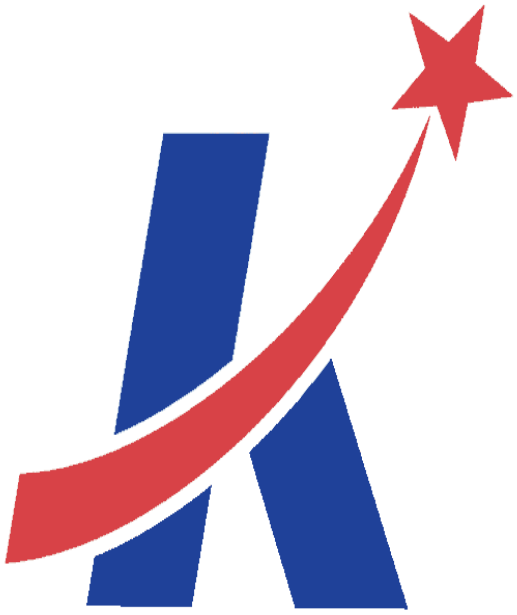
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Dedicated Service – Everyday, for Everyone!



Budget Summary



Dedicated Service – Everyday, for Everyone!

Fund Structure

Governmental Fund Types

General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Fund
Community Development:	Animal Control Donations Fund	2012 General Obligation Bonds	Debt Service
Library	Cable System PEG Improvements Fund	2014 Certificate of Obligation	
Arts/Activities Center	Child Safety Fund	2014 General Obligation Bonds	
Community Development	Community Dev. Block Grant Fund	Downtown Improvement Phase II	
	Court Security Fee Fund	Golf Capital Projects	
General Government:	Court Technology Fund	Governmental Capital Projects (non-bonds)	
Planning & Development	Emergency Management Fund	Pass Thru Finance Construction	
	Fire Department Special Revenue Fund		
Public Safety:	HOME Program Fund		
Fire	Hotel Occupancy Tax Fund -		
Municipal Court	Community Development -		
Planning & Development -	Conference Center		
Building & Inspections	Mixed Beverage Operations		
Code Enforcement	Convention & Visitors Bureau		
Police	JLUS Grant Fund		
	Jury Fund		
Public Works:	Juvenile Case Manager Fund		
Administration	Law Enforcement Grant Fund		
	Library Memorial Fund		
Recreation:	Photo Red Light Enforcement Fund		
Administration	Police Department Donation Fund		
Animal Services	Police Federal Seizure Fund		
Aquatics	Police State Seizure Fund		
Athletics	Recreation Donations Fund		
Cemetery	Senior Citizen Assistance Fund		
Community Center	Special Event Center Fountain Fund		
Golf Course	Street Maintenance Fund		
Lions Club Park Ops	Tax Increment Fund		
Parks	Teen Court Program Fund		
Recreation	Wellness Non-Assessment Fund		
Senior Citizens			
Volunteer Services			

Fund Structure (continued)

Proprietary Fund Types

Enterprise Funds	Internal Service Funds	Capital Project Funds
Aviation Funds:	Fleet Services	2013 Water & Sewer Improvement Bonds
Killeen-Fort Hood Regional Airport		Aviation Airport Impr. Program (AIP) Grant
Skylark Field	Information Technology	Aviation Capital Projects Fund
		Aviation Customer Facility Charge (CFC)
Drainage Utility Fund	Risk Management	Aviation DEAAG Grant
		Aviation Passenger Facility Charge (PFC)
Solid Waste Fund	Support Services:	Drainage 2006 Cert. of Obligation Bonds
	City Auditor	Drainage Utility Fund Capital Projects
Water & Sewer Fund	City Council	Solid Waste Capital Projects
	City Manager	Water & Sewer Capital Projects
	Communications	
	Community Dev. -	
	Building Services	
	Custodial Services	
	Finance	
	Human Resources	
	Legal	
	Public Works -	
	Engineering	

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.

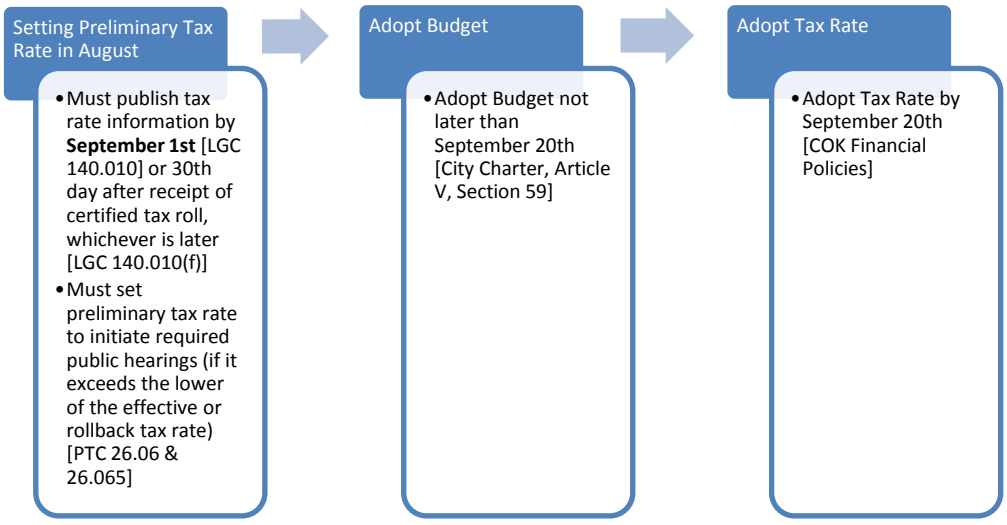
I. PROPERTY TAXES

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

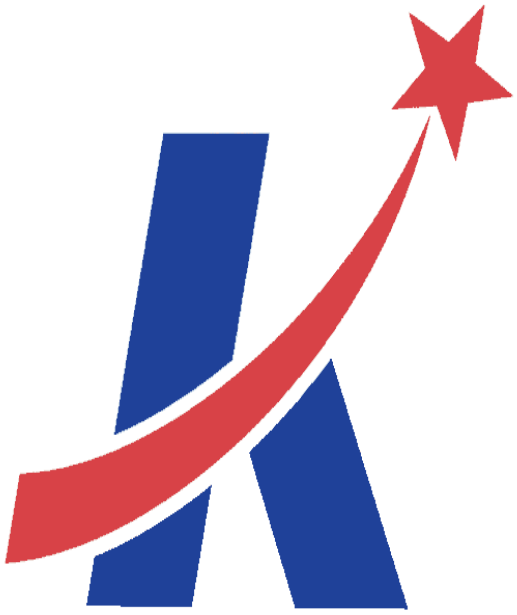
Texas law provides for two types of expenditure budget amendments.

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.



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CITY OF KILLEEN
Budget Summary - All Funds
FY 2020

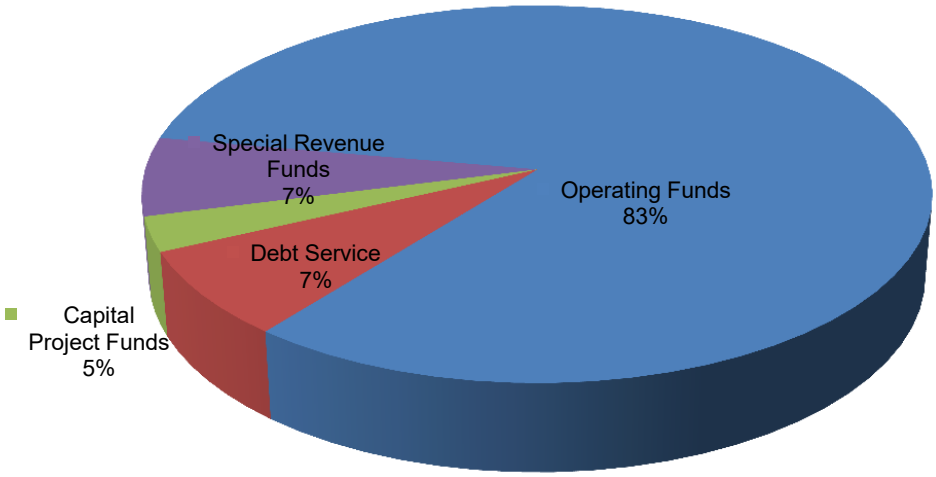
	Projected Beginning Fund Balance	FY 2020 Revenues	FY 2020 Expenditures	Change in Fund Balance	Projected Ending Fund Balance	Fund Balance Reserve
Operating Funds						
General Fund	$ 20,554,137	$ 86,613,600	$ 86,613,600	$ -	$ 20,554,137	29.00%
Aviation Funds	729,875	3,722,500	3,722,500	-	729,875	21.17%
Solid Waste Fund	3,720,432	19,329,470	19,329,470	-	3,720,432	23.41%
Water & Sewer Fund	8,503,366	42,756,715	42,756,715	-	8,503,366	27.03%
Drainage Utility Fund	1,113,848	4,468,661	4,468,661	-	1,113,848	33.19%
Internal Service Fund (Fleet Services)	624,889	1,751,724	1,751,724	-	624,889	35.67%
Internal Service Fund (Risk Management)	67,241	1,453,178	1,453,178	-	67,241	4.63%
Internal Service Fund (Information Technology)	51,786	3,451,864	3,451,864	-	51,786	1.50%
Internal Service Fund (Support Services)	4,051,776	13,613,438	13,613,438	-	4,051,776	29.76%
Subtotal Operating Funds	39,417,350	177,161,150	177,161,150	-	39,417,350	22.25%
Debt Service Fund	3,400,834	15,863,514	15,863,514	-	3,400,834	21.44%
Special Revenue Funds						
Law Enforcement Grant	4,328	356,474	356,474	-	4,328	
Police State Seizure	122,769	2,000	119,568	(117,568)	5,201	
Police Federal Seizure	337,843	8,000	294,398	(286,398)	51,445	
Emergency Management Fund	1,784	-	-	-	1,784	
Hotel Occupancy Tax	350,087	2,645,312	2,645,312	-	350,087	
KCCC Fountain	17,936	-	-	-	17,936	
Cablesystem PEG	585,349	249,000	249,000	-	585,349	
Library Memorial Fund	15,955	500	6,000	(5,500)	10,455	
Community Development Block Grant	-	1,875,378	1,875,378	-	-	
Senior Citizen Assistance Program	-	60,000	60,000	-	-	
Community Development - Home Program	126,836	1,264,813	1,264,813	-	126,836	
Street Maintenance Fund	-	6,718,799	6,718,799	-	-	
Tax Increment Fund	974,860	375,897	1,350,757	(974,860)	-	
Parks Donations	45,966	245,000	245,000	-	45,966	
Teen Court	7,316	1,777	2,055	(278)	7,038	
Court Technology Fund	65,766	49,500	67,000	(17,500)	48,266	
Court Security Fee Fund	168,622	44,468	48,372	(3,904)	164,718	
Court Juvenile Case Manager Fund	533,566	68,273	115,102	(46,829)	486,737	
Photo Red Light Enforcement Fund	1,160	20,100	20,100	-	1,160	
Jury Fund	-	800	800	-	-	
Fire Department Special Revenue	1,323	-	-	-	1,323	
Animal Control Donations Fund	98,552	84,000	84,000	-	98,552	
Child Safety Fund	402,713	195,500	545,500	(350,000)	52,713	
Police Department Donations Fund	214,321	61,972	250,358	(188,386)	25,935	
Wellness Non-Assessment	366,335	40,000	79,969	(39,969)	326,366	
Subtotal Special Revenue Funds	4,443,387	14,367,563	16,398,755	(2,031,192)	2,412,195	14.71%
Capital Projects Funds						
PTF 190/2410 Construction Fund	1,386	-	-	-	1,386	
2014 C/O Construction Fund	53,162	-	-	-	53,162	
Governmental Capital Projects	6,865,792	2,500,096	7,059,052	(4,558,956)	2,306,836	
Golf Capital Project Fund	4,897	37,000	37,000	-	4,897	
Aviation AIP Grants	18,134	730,000	600,000	130,000	148,134	
Aviation Customer Facility Charge	767,103	442,600	102,000	340,600	1,107,703	
Passenger Facility Charge Fund	233,926	661,500	593,266	68,234	302,160	
2013 Water & Sewer Improvement Bond	3,108,807	-	900,000	(900,000)	2,208,807	
W/S Capital Projects Fund	6,093,681	349,000	5,127,700	(4,778,700)	1,314,981	
Solid Waste Capital Project Fund	3,307,928	1,579,000	3,570,995	(1,991,995)	1,315,933	
2006 Drainage CO Bonds	874,773	-	640,600	(640,600)	234,173	
Drainage Utility Fund CIP	3,350,118	39,000	1,429,000	(1,390,000)	1,960,118	
Subtotal Capital Projects Funds	24,679,707	6,338,196	20,059,613	(13,721,417)	10,958,290	54.63%
Total All Funds	$ 71,941,278	$ 213,730,423	$ 229,483,032	$ (15,752,609)	$ 56,188,669	24.48%

CITY OF KILLEEN
Combined Annual Budget Summary
FY 2020

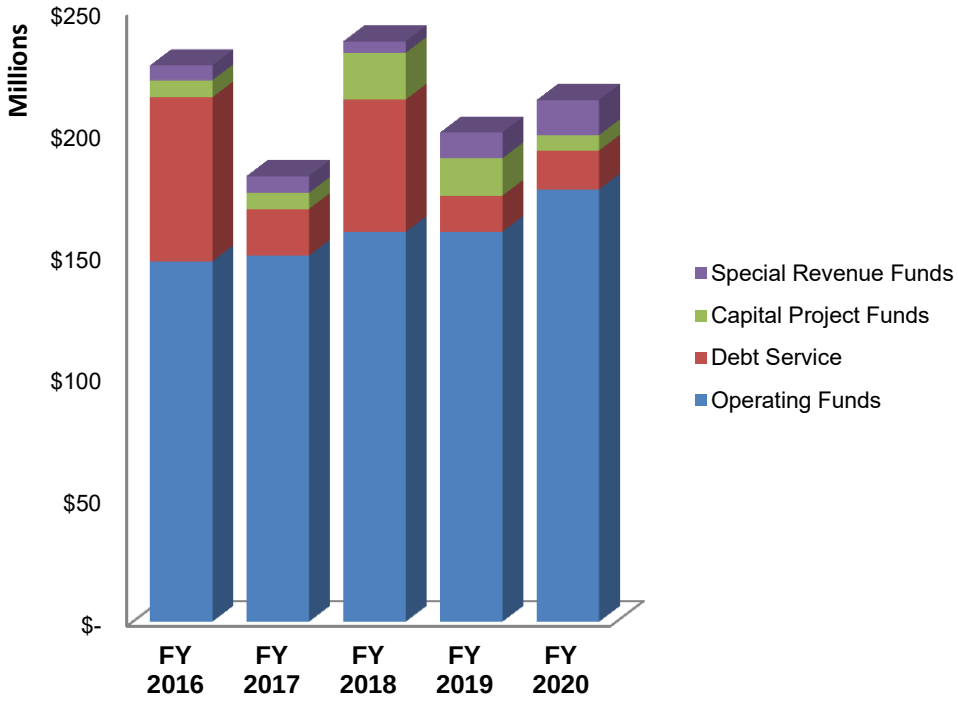
	FY 2018 Actuals	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget
Revenues				
General Fund	$ 81,668,014	$ 84,375,230	$ 85,105,754	$ 86,613,600
Aviation Funds	3,074,395	3,552,079	3,789,299	3,722,500
Solid Waste Fund	18,831,752	18,768,780	19,022,637	19,329,470
Water & Sewer Fund	40,670,811	41,656,366	41,691,475	42,756,715
Drainage Utility Fund	4,450,533	4,335,691	4,300,747	4,468,661
Internal Service Fund (Fleet Services)	6,896,312	1,604,857	1,654,357	1,751,724
Internal Service Fund (Support Services)	-	-	-	13,613,438
Internal Service Fund (Risk Management)	1,282,193	1,341,084	1,343,564	1,453,178
Internal Service Fund (Information Technology)	2,814,712	2,915,144	2,925,258	3,451,864
Debt Service Fund	54,152,549	14,116,274	14,710,572	15,863,514
Special Revenue Funds	4,738,195	7,708,338	10,547,212	14,367,563
Capital Projects Funds	19,151,424	13,615,757	15,308,009	6,338,196
Total Revenues	$ 237,730,890	$ 193,989,600	$ 200,398,884	$ 213,730,423
Operating Expenditures				
General Fund	72,590,378	80,752,995	73,416,100	78,003,501
Aviation Funds	3,168,284	3,598,474	3,280,280	3,645,500
Solid Waste Fund	14,676,134	16,472,762	15,823,096	16,887,361
Water & Sewer Fund	29,773,094	32,913,540	31,447,999	34,432,775
Drainage Utility Fund	2,556,521	3,658,600	3,384,908	3,888,711
Internal Service Fund (Fleet Services)	1,374,493	1,604,857	1,467,609	1,751,724
Internal Service Fund (Support Services)	-	-	-	13,530,422
Internal Service Fund (Risk Management)	1,211,299	1,341,084	1,267,140	1,453,178
Internal Service Fund (Information Technology)	2,624,602	2,630,144	3,140,115	3,266,864
Special Revenue Funds	3,140,262	6,477,257	7,810,234	15,243,545
Total Operating Expenditures	131,115,067	149,449,713	141,037,481	172,103,581
Debt Service				
Solid Waste Fund	843,934	759,618	723,718	715,383
Water & Sewer Fund	6,153,043	7,576,729	6,176,729	7,219,659
Drainage Utility Fund	581,340	545,391	546,141	540,950
Debt Service Fund	53,058,576	15,866,274	15,866,274	15,863,514
Special Revenue Funds	716,372	723,410	723,410	725,210
Total Debt Service	61,353,265	25,471,422	24,036,272	25,064,716
Non-Operating Expenditures				
General Fund	8,072,029	3,622,235	8,461,976	8,610,099
Aviation Funds	146,017	142,000	91,840	77,000
Solid Waste Fund	4,015,632	1,536,400	1,723,400	1,726,726
Water & Sewer Fund	6,680,227	1,166,097	1,091,727	1,104,281
Drainage Utility Fund	5,172,343	131,700	131,700	39,000
Internal Service Fund (Fleet Services)	6,000	-	-	-
Internal Service Fund (Support Services)	-	-	-	83,016
Internal Service Fund (Information Technology)	83,271	285,000	185,000	185,000
Special Revenue Funds	134,997	194,000	5,500	430,000
Capital Projects Funds	8,534,105	39,611,333	26,555,177	20,059,613
Total Non-Operating Expenditures	32,844,621	46,688,765	38,246,320	32,314,735
Total Expenditures	225,312,953	221,609,900	203,320,073	229,483,032
Net Change in Fund Balance	$ 12,417,938	$ (27,620,300)	$ (2,921,189)	$ (15,752,609)
Fund Balance, Beginning				71,941,278
Fund Balance, Ending				$ 56,188,669

All Funds

-Revenues by Fund FY 2020-

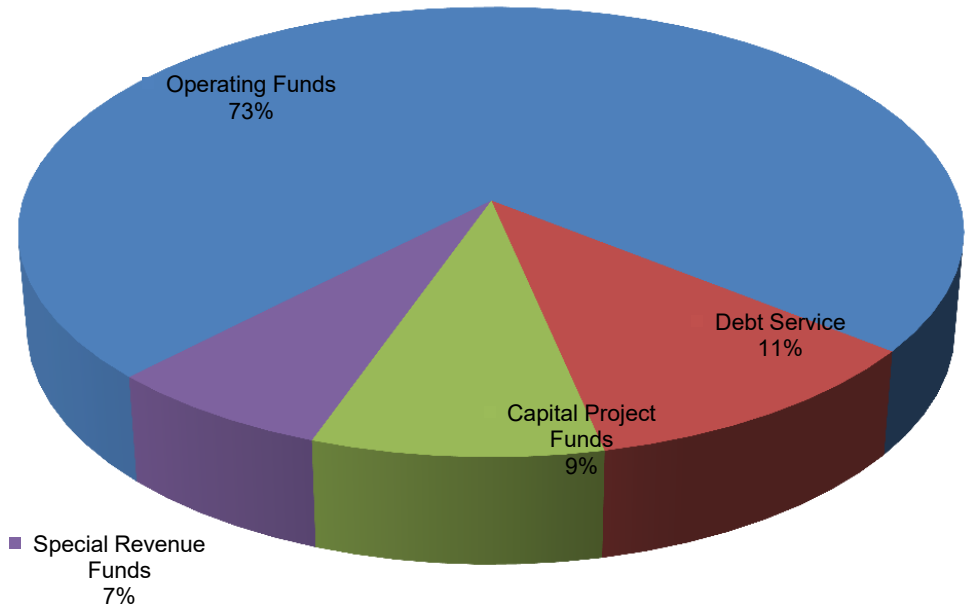


-Revenues by Fund Last Five Years-

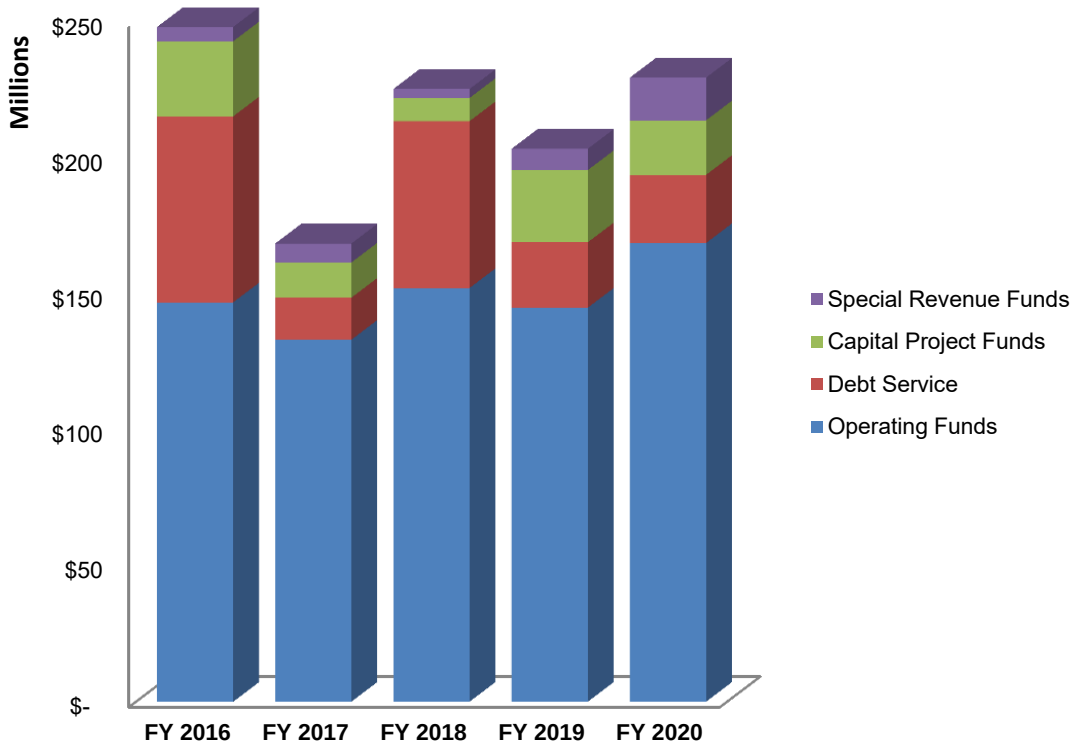


All Funds

-Expenditures by Fund FY 2020-



-Expenditures by Fund Last Five Years-





General Fund

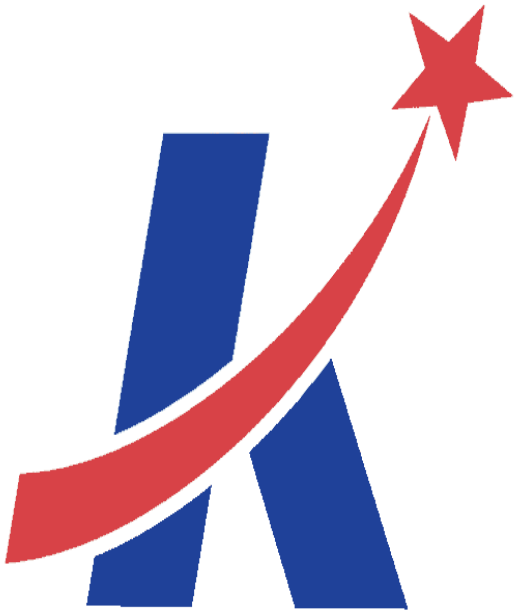


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GENERAL FUND

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.



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General Fund
Budget Summary
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Taxes						
Property Taxes	$ 28,019,143	$ 30,670,082	$ 30,873,819	$ 33,382,745	38.54%	8.84%
Sales Taxes	24,131,101	24,383,538	25,811,088	25,786,628	29.77%	5.75%
Franchise Taxes	5,697,983	5,384,768	5,295,197	5,510,172	6.36%	2.33%
Total Taxes	57,848,227	60,438,388	61,980,104	64,679,545	74.68%	7.02%
Charges for Services						
Licenses, Permits and Fees	1,218,306	1,313,100	1,253,230	1,251,704	1.45%	-4.68%
Court Fines and Fees	2,779,939	3,031,380	2,853,153	3,194,932	3.69%	5.40%
Ambulance Service Fees	2,749,130	3,352,560	2,711,512	2,800,000	3.23%	-16.48%
Public Safety Receipts	192,984	164,672	218,705	189,672	0.22%	15.18%
General Government Fees	582,662	595,530	603,359	581,706	0.67%	-2.32%
Recreation Services	2,213,663	2,344,997	2,262,241	2,504,982	2.89%	6.82%
Total Charges for Services	9,736,684	10,802,239	9,902,200	10,522,996	12.15%	-2.59%
Other						
Interest Income and Other	588,517	546,585	781,308	728,401	0.84%	33.26%
Miscellaneous Revenues	128,127	81,940	154,439	86,360	0.10%	5.39%
Intergovernmental Revenues	3,429,865	1,960,893	1,901,944	3,717,964	4.29%	89.61%
Total Other	4,146,508	2,589,418	2,837,691	4,532,725	5.23%	75.05%
Transfers In	9,936,595	10,545,185	10,385,759	6,878,334	7.94%	-34.77%
Total Revenues	$ 81,668,014	$ 84,375,230	$ 85,105,754	$ 86,613,600	100.00%	2.65%
Operating Expenditures						
General Government						
City Council [1]	$ 54,837	$ 70,953	$ 59,039	$ -	0.00%	-100.00%
City Manager [1]						
City Manager	424,168	458,431	470,827	-	0.00%	-100.00%
Assistant City Manager	207,057	221,123	208,184	-	0.00%	-100.00%
Deputy City Manager	60,246	-	-	-	0.00%	0.00%
Total City Manager	691,471	679,554	679,011	-	0.00%	-100.00%
City Auditor & Compliance Office [1]	97,135	101,730	101,793	-	0.00%	-100.00%
Communications [1]						
Communications	327,775	415,006	420,130	-	0.00%	-100.00%
Printing Services	173,358	167,527	164,831	-	0.00%	-100.00%
Legislative Affairs	122,438	154,135	147,682	-	0.00%	-100.00%
Total Communications	623,571	736,668	732,643	-	0.00%	-100.00%
Legal [1]						
City Attorney	846,768	893,787	878,092	-	0.00%	-100.00%
City Secretary	142,312	153,624	92,999	-	0.00%	-100.00%
Total Legal	989,080	1,047,411	971,091	-	0.00%	-100.00%
Finance [1]						
Finance	1,192,159	1,330,741	1,356,458	-	0.00%	-100.00%
Purchasing	245,444	316,941	312,826	-	0.00%	-100.00%
Total Finance	1,437,603	1,647,682	1,669,284	-	0.00%	-100.00%
Human Resources [1]	1,019,193	1,086,529	1,030,379	-	0.00%	-100.00%
Planning & Development	637,296	750,282	638,724	865,792	1.00%	15.40%

General Fund
Budget Summary (continued)
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Non-Departmental						
Consolidated	$ 1,533,406	$ 2,704,903	$ 2,040,978	$ 2,052,026	2.37%	-24.14%
Municipal Annex	37,463	53,832	38,013	53,832	0.06%	0.00%
City Hall [1]	123,388	40,914	33,242	-	0.00%	-100.00%
Bell County Communication Center	1,469,885	1,478,732	1,478,732	1,536,376	1.77%	3.90%
ISF - Equipment/Vehicles	940,423	718,969	718,969	-	0.00%	-100.00%
ISF - Risk Management	781,808	817,847	817,847	-	0.00%	-100.00%
ISF - Information Technology	1,055,827	1,099,887	956,250	-	0.00%	-100.00%
Total Non-Departmental	5,942,200	6,915,084	6,084,031	3,642,234	4.21%	-47.33%
Total General Government	11,492,386	13,035,893	11,965,995	4,508,026	5.20%	-65.42%
Public Safety						
Building & Inspection	851,770	903,103	869,750	1,214,657	1.40%	34.50%
Code Enforcement	748,869	825,732	762,828	1,154,850	1.33%	39.86%
Municipal Court	866,837	1,040,416	1,003,149	1,485,893	1.72%	42.82%
Police						
Police	25,333,861	28,972,790	-	-	0.00%	-100.00%
Police Administration	-	-	1,646,576	1,980,715	2.29%	0.00%
Criminal Investigations	-	-	6,851,824	7,051,960	8.14%	0.00%
Patrol	-	-	13,798,821	18,612,755	21.49%	0.00%
Staff Services	-	-	5,346,576	6,196,686	7.15%	0.00%
Total Police	25,333,861	28,972,790	27,643,797	33,842,115	39.07%	16.81%
Fire						
Fire	20,169,077	21,238,172	-	-	0.00%	-100.00%
Fire Administration	-	-	349,577	435,470	0.50%	0.00%
Operations	-	-	18,726,438	21,588,546	24.93%	0.00%
Support	-	-	962,461	1,078,145	1.24%	0.00%
Prevention	-	-	645,115	719,017	0.83%	0.00%
Emergency Mgmt / Homeland Security	84,489	133,838	152,873	183,904	0.21%	37.41%
Total Fire	20,253,566	21,372,010	20,836,464	24,005,082	27.72%	12.32%
Total Public Safety	48,054,903	53,114,051	51,115,988	61,702,597	71.24%	16.17%
Public Works						
Public Works	26,723	15,099	24,316	492,412	0.57%	3161.22%
Street Operations [2]	3,869,750	4,389,254	-	-	0.00%	-100.00%
Engineering [1]	174,858	200,278	1,171,402	-	0.00%	-100.00%
Total Public Works	4,071,332	4,604,631	1,195,718	492,412	0.57%	-89.31%
Recreation Services						
Administration	214,599	244,599	238,318	560,733	0.65%	129.25%
Animal Services [3]	696,287	851,365	780,885	1,289,741	1.49%	51.49%
Community Center Operations	104,748	235,174	148,265	335,564	0.39%	42.69%
Senior Citizens	163,637	228,233	178,538	374,017	0.43%	63.88%
Parks	1,678,281	1,950,464	1,668,519	2,404,512	2.78%	23.28%
Lions Club Park Operations	374,931	547,379	451,378	665,557	0.77%	21.59%
Recreation	168,787	269,235	212,377	219,071	0.25%	-18.63%
Athletics	320,339	345,342	249,847	450,472	0.52%	30.44%
Aquatic Services	420,555	454,826	456,260	631,014	0.73%	38.74%
Golf Course	1,153,920	1,095,319	1,095,319	1,279,612	1.48%	16.83%
Cemetery	152,234	189,962	150,150	248,171	0.29%	30.64%
Volunteer Services	134,644	165,558	170,015	268,434	0.31%	62.14%
Total Recreation Services	5,582,960	6,577,456	5,799,871	8,726,898	10.08%	32.68%

General Fund
Budget Summary (continued)
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Community Development						
Library	$ 1,243,447	$ 1,323,921	$ 1,265,838	$ 1,795,269	2.07%	35.60%
Killeen Arts and Activities Center	365,529	444,067	414,905	552,443	0.64%	24.41%
Community Development	144,288	146,490	145,765	225,856	0.26%	54.18%
Building Services [1]	783,108	768,164	742,914	0	0.00%	-100.00%
Custodial Services [1]	650,411	738,322	732,105	0	0.00%	-100.00%
Total Community Development	3,186,784	3,420,964	3,301,527	2,573,568	2.97%	-24.77%
Debt Service						
Principal	169,679	-	37,000	-	0.00%	0.00%
Interest	32,335	-	-	-	0.00%	0.00%
Total Debt Service	202,014	-	37,000	-	0.00%	0.00%
Total Operating Expenditures	72,590,378	80,752,995	73,416,100	78,003,501	90.06%	-3.40%
Non-Operating Expenditures						
Contributions						
KEDC/GKCC	362,527	362,527	362,527	362,527	0.42%	0.00%
Bell County Health District	331,368	331,368	331,368	331,368	0.38%	0.00%
Bell County Help Center Utilities	765	900	564	900	0.00%	0.00%
Elderly Transportation	28,489	50,000	49,350	50,000	0.06%	0.00%
Hill Country Transit (HOP)	120,850	120,850	120,850	222,366	0.26%	84.00%
Killeen Volunteer Inc	100,000	100,000	100,000	-	0.00%	-100.00%
Total Contributions	943,998	965,645	964,659	967,161	1.12%	0.16%
Buildings	162,538	-	-	-	0.00%	0.00%
Motor Vehicles	-	-	-	-	0.00%	0.00%
Machinery & Equipment	158,781	17,002	43,166	-	0.00%	-100.00%
Computer Equipment/Software	31,279	36,500	36,500	6,000	0.01%	-83.56%
Furniture	-	-	-	-	0.00%	0.00%
Book Collections	125,227	161,588	142,585	142,600	0.16%	-11.75%
Lease Assets	483,616	-	-	-	0.00%	0.00%
Sound System	-	-	-	-	0.00%	0.00%
Total Capital Outlay	961,441	215,090	222,251	148,600	0.17%	-30.91%
Transfers Out						
Transfers to Governmental CIP	3,741,468	2,441,500	2,441,500	2,500,096	2.89%	2.40%
Transfers to Street Maintenance Fund	-	-	4,833,566	4,994,242	5.77%	0.00%
Transfers to CDBG Fund	18,837	-	-	-	0.00%	0.00%
Transfers to Photo Red Light Enf Fund	10,625	-	-	-	0.00%	0.00%
Transfers To Fleet Services	2,395,660	-	-	-	0.00%	0.00%
Total Transfers Out	6,166,590	2,441,500	7,275,066	7,494,338	8.65%	206.96%
Total Non-Operating Expenditures	8,072,029	3,622,235	8,461,976	8,610,099	9.94%	137.70%
Total Expenditures	$ 80,662,407	$ 84,375,230	$ 81,878,076	$ 86,613,600	100.00%	2.65%
Net Change in Fund Balance	$ 1,005,608	$ -	$ 3,227,678	(0)		
Fund Balance, Beginning				20,554,137		
Fund Balance, Ending				$ 20,554,137		

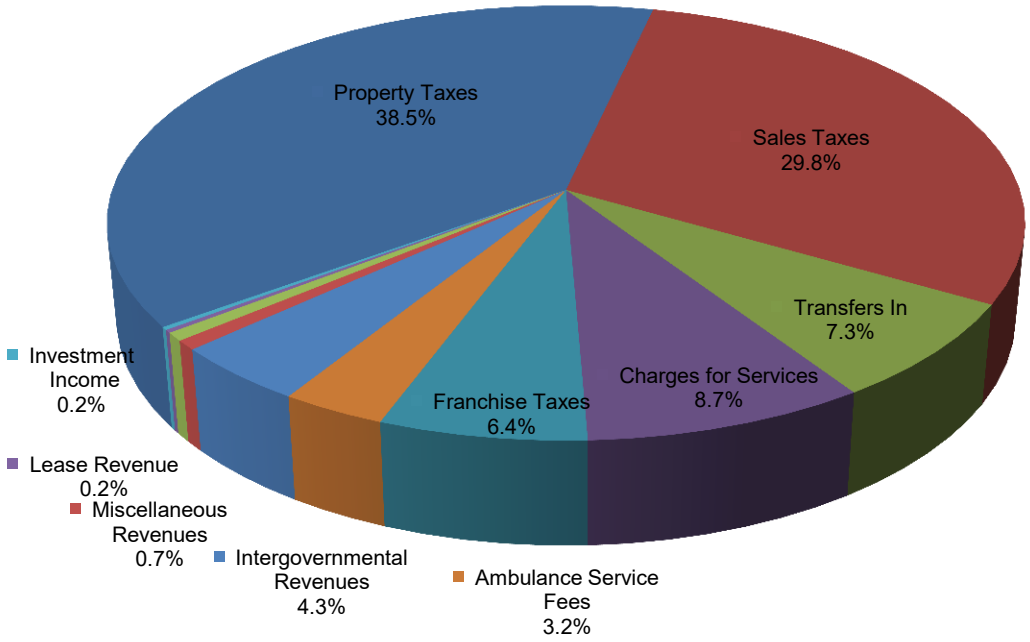
[1] - Divisions moved to Support Services Fund in FY 2020

[2] - Transferred Street Operations to the Street Maintenance Fund during FY 2019

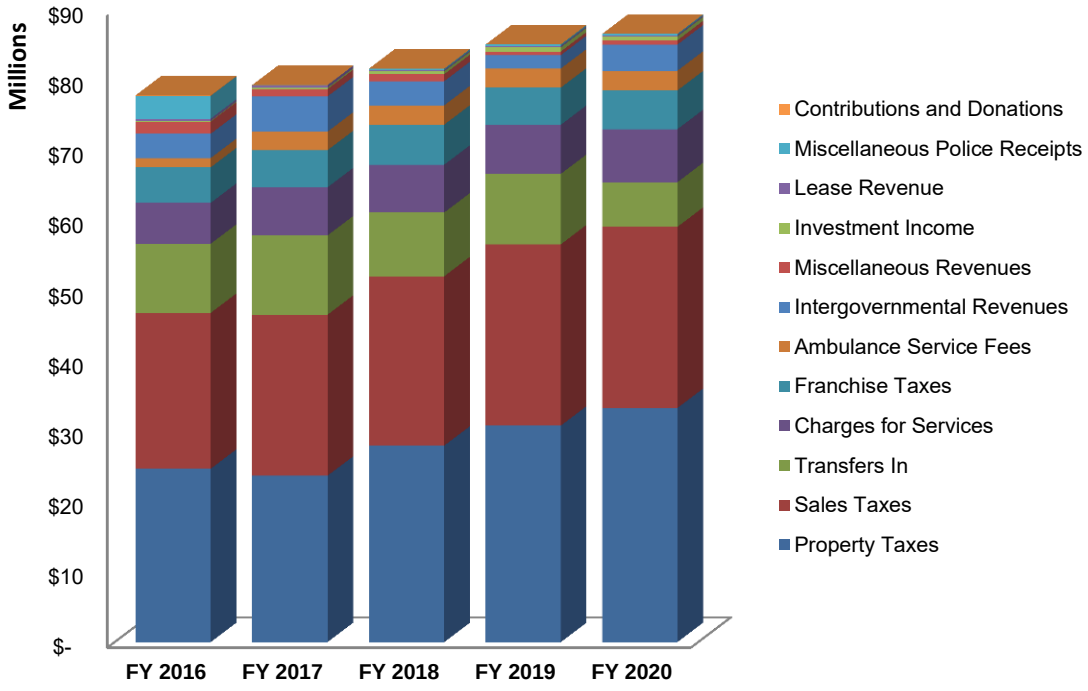
[3] - Transferred Animal Services from Police Department to Recreation Services

General Fund

-Revenues by Source FY 2020-

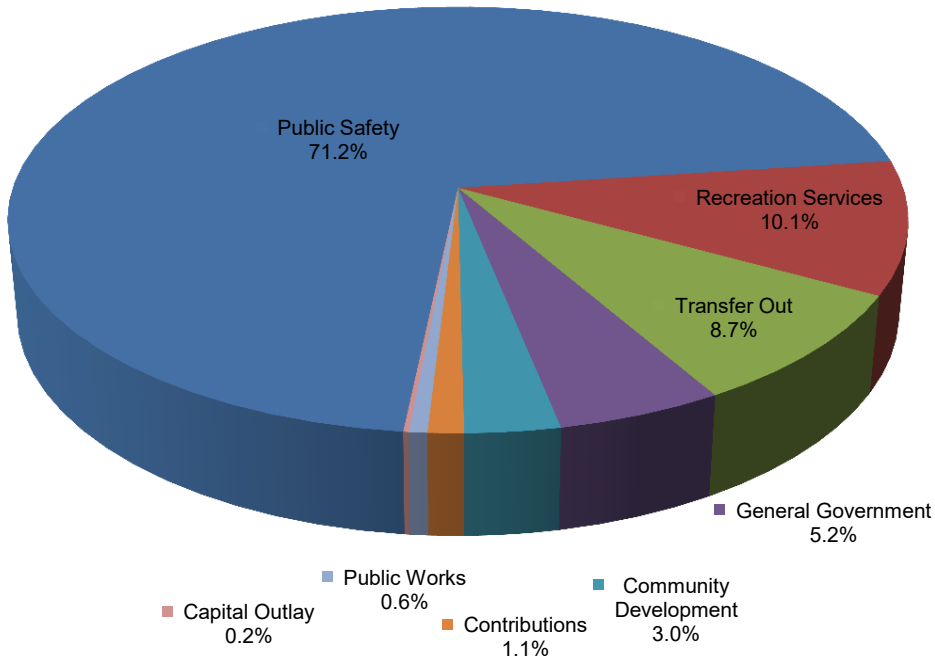


-Revenues by Source Last Five Years-

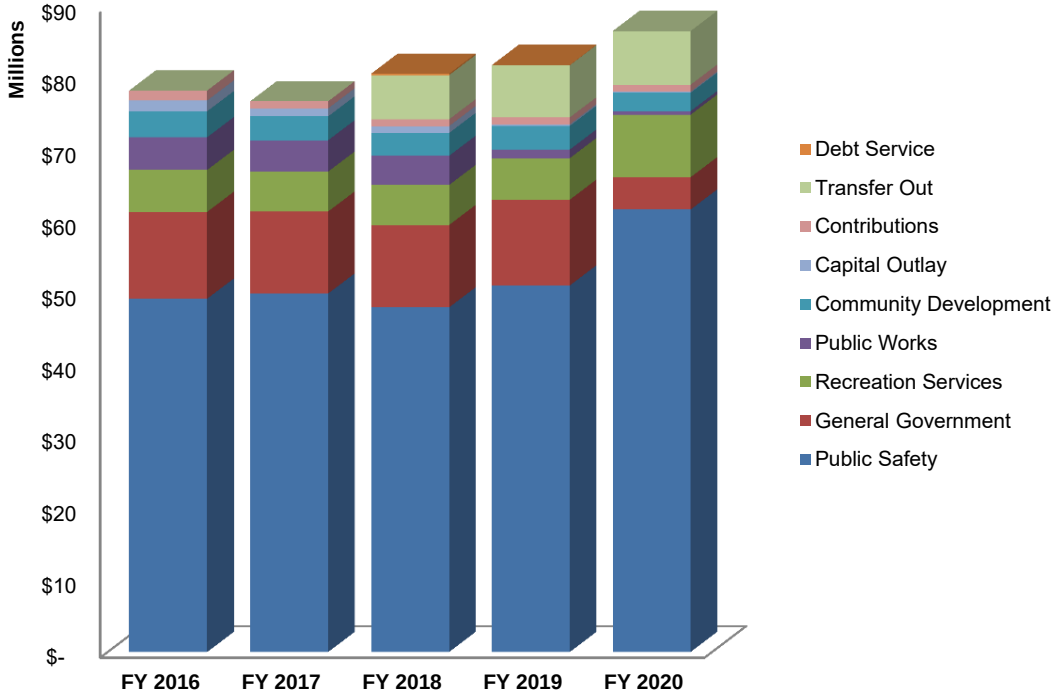


General Fund

-Expenditures by Department FY 2020-



-Expenditures by Department Last Five Years-



General Fund
Revenues
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget
Revenues				
Taxes				
Property Taxes				
Ad Valorem Taxes	$ 27,732,624	$ 30,366,020	$ 30,504,786	$ 33,067,525
Delinquent Ad Valorem Taxes	124,579	154,929	182,480	168,712
Delinquent Tax Penalties & Interest	161,940	149,133	186,553	146,508
Total Property Taxes	28,019,143	30,670,082	30,873,819	33,382,745
Sales Taxes				
Sales Tax	23,727,452	23,979,822	25,408,754	25,378,813
Mixed Beverage Tax	257,411	253,716	256,097	255,833
Bingo Tax	146,237	150,000	146,237	151,982
Total Sales Taxes	24,131,101	24,383,538	25,811,088	25,786,628
Franchise Taxes				
Cable Television Franchise Fees	1,198,074	1,149,347	1,198,266	1,170,503
Electric Franchise Fees	3,945,005	3,652,381	3,643,948	3,755,786
Gas Franchise Fees	343,130	339,732	291,117	343,004
Telephone Franchise Fees	209,549	240,347	159,587	240,879
Taxi Franchise	2,225	2,961	2,279	-
Total Franchise Taxes	5,697,983	5,384,768	5,295,197	5,510,172
Total Taxes	57,848,227	60,438,388	61,980,104	64,679,545
Licenses, Permits and Fees				
Alcohol Permits and Licenses	13,920	40,000	40,215	-
Building Permits & Inspections	508,892	551,767	505,763	503,701
Building Plans Review Fees	161,722	135,911	172,984	149,245
Certificates of Occupancy	38,610	37,546	38,430	38,372
Contractor License	81,040	76,694	77,000	75,698
Credit Acess Permits	450	850	450	782
Curb and Street Cuts	2,144	1,391	2,188	1,438
Electrical Inspections/Permits	111,414	135,383	117,550	140,534
Food Handlers Permits	25,550	25,673	25,650	25,913
Garage Sale Permits	7,485	7,291	7,120	6,706
Inspection Fees	26,252	23,373	25,077	23,373
Mechanical Inspection Permits	43,252	46,808	46,941	46,831
Node Permits	11,500	-	13,250	-
Noise Waiver	150	-	150	-
Peddlers Permit	275	36,680	1,275	36,680
Planning and Zoning Fees	58,745	47,892	54,195	52,793
Plumbing Inspections/Permits	89,336	109,202	85,100	111,093
Re-Inspection	26,400	24,362	30,135	26,193
Second Hand Dealer Permits	125	175	25	175
Taxi Operators License	1,500	3,520	1,150	3,520
Trailer Court License/Permits	9,545	8,582	8,582	8,657
Total Licenses, Permits and Fees	1,218,306	1,313,100	1,253,230	1,251,704
Fines				
Court Fines	2,541,192	2,850,000	2,684,226	3,018,000
Commercial Motor Vehicles	1,802	-	222	-
Code Violation Fines	174,754	168,380	154,579	163,711
Library Fines	15,546	13,000	14,126	13,221
Flex Spending Account Fines	46,646	-	-	-

General Fund
Revenues
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget
Total Fines	2,779,939	3,031,380	2,853,153	3,194,932
Charges for Services				
Ambulance Service Fee	$ 2,749,130	$ 3,352,560	$ 2,711,512	$ 2,800,000
Public Safety Receipts				
Miscellaneous Fire Receipts	167,943	158,034	192,548	158,034
Police - Fingerprints	656	-	5,090	5,000
Police - Background Checks	2,613	5,777	2,601	5,777
Police - False Alarm Fees	-	861	-	861
Police - Police Records	21,772	-	18,466	20,000
Total Public Safety Receipts	192,984	164,672	218,705	189,672
General Government Fees				
Credit Card Processing	545,941	558,824	565,788	580,000
Record Request Fees	2,123	1,706	2,571	1,706
Election Fees	34,598	35,000	35,000	-
Total General Government Fees	582,662	595,530	603,359	581,706
Recreation Services				
Animal Control Fees	63,522	90,651	55,182	73,899
Golf Revenues	1,075,040	1,095,319	1,095,319	1,259,957
Long Branch Pool Revenues	18,857	15,770	18,857	15,770
Family Aquatics Revenues	346,980	412,830	380,000	418,000
Family Recreation Center Revenues	355,564	390,467	350,000	385,000
Recreation Revenues	55,635	30,000	30,000	32,000
Athletic Revenues	148,214	145,000	145,000	155,000
Community Center Revenues	32,720	32,000	45,210	36,000
Cemetery Revenues	37,895	53,824	48,000	53,000
Convention Center Revenues	57,730	59,136	72,636	56,015
Library Revenues	21,506	20,000	22,037	20,341
Total Recreation Services	2,213,663	2,344,997	2,262,241	2,504,982
Total Charges for Services	5,738,438	6,457,759	5,795,817	6,076,360
Interest and Other				
ATM Lease	360	-	3,360	4,320
Headstart and Free Clinic	1,531	-	15,497	12,359
Interest	396,799	355,184	582,049	537,000
Tower Leases	188,911	191,401	179,706	174,722
Vending Machines	917	-	696	-
Total Interest and Other	588,517	546,585	781,308	728,401
Miscellaneous Revenues				
Electronic Payables	32,153	-	32,000	32,000
Cooperative Purchasing	28,184	16,976	32,590	32,500
Purchasing Cards	26,615	52,500	10,252	11,000
Restitution	30,418	284	284	284
Other Miscellaneous Revenue	10,757	12,180	79,313	10,576
Total Miscellaneous Revenues	128,127	81,940	154,439	86,360

General Fund
Revenues
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget
Intergovernmental Revenue				
USDJ - COPS	$ 479,132	$ 589,463	$ 297,446	$ 362,762
BJA - Bullet Proof Vest	86	-	4,289	-
TSA- Law Enforcement Officer	103,500	77,555	77,555	77,555
FBI Task Force	9,448	7,664	11,914	2,000
US Marshalls	-	-	7,350	-
FEMA - SAFR	1,456,546	-	-	-
FEMA - EMPG	19,954	45,647	45,647	45,647
Inst. Museum Library Sevs	847	-	-	-
DHS - Emergency Declaration	79,800	-	278	-
CJD - Body Armor	-	-	127,350	-
LEOSE	795	-	-	-
TEEX - Task Force	34,970	-	57,835	-
TXDOT - Traffic Signal Maint.	24,070	24,070	24,070	-
Disabled Veteran Exemption	1,216,494	1,216,494	1,248,210	3,230,000
Central Texas Trauma	2,874	-	-	-
CTRAC	1,350	-	-	-
Total Intergovernmental Revenue	3,429,865	1,960,893	1,901,944	3,717,964
Other Financing Sources				
Transfer From Other Funds	9,063,125	10,020,265	10,020,265	6,353,414
Lease Proceeds	483,616	-	-	-
Sale of Assets	251,302	24,920	29,438	24,920
Insurance Proceeds	138,552	500,000	336,056	500,000
Total Other Financing Sources	9,936,595	10,545,185	10,385,759	6,878,334
Total Revenues	**$ 81,668,014**	**$ 84,375,230**	**$ 85,105,754**	**$ 86,613,600**

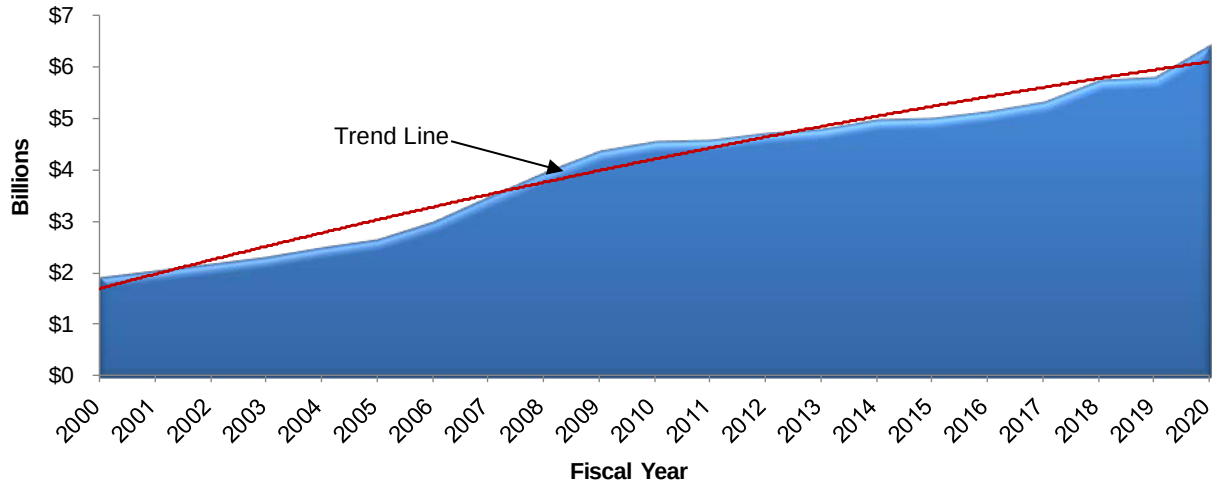
- GENERAL FUND REVENUES -
Revenue Assumptions

Current Ad Valorem Taxes	**$33,067,525**
Delinquent Ad Valorem Taxes	**168,712**
Penalty & Interest	**146,508**

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 2019 freeze adjusted taxable value less the Tax Increment Reinvestment Zone (TIRZ) value for taxation in FY 2020 per the Appraisal District is $6,120,224,947, an increase of $579,661,821 or 10.46% from the 2018 freeze adjusted taxable value (less TIRZ).

Growth in AV Tax Values



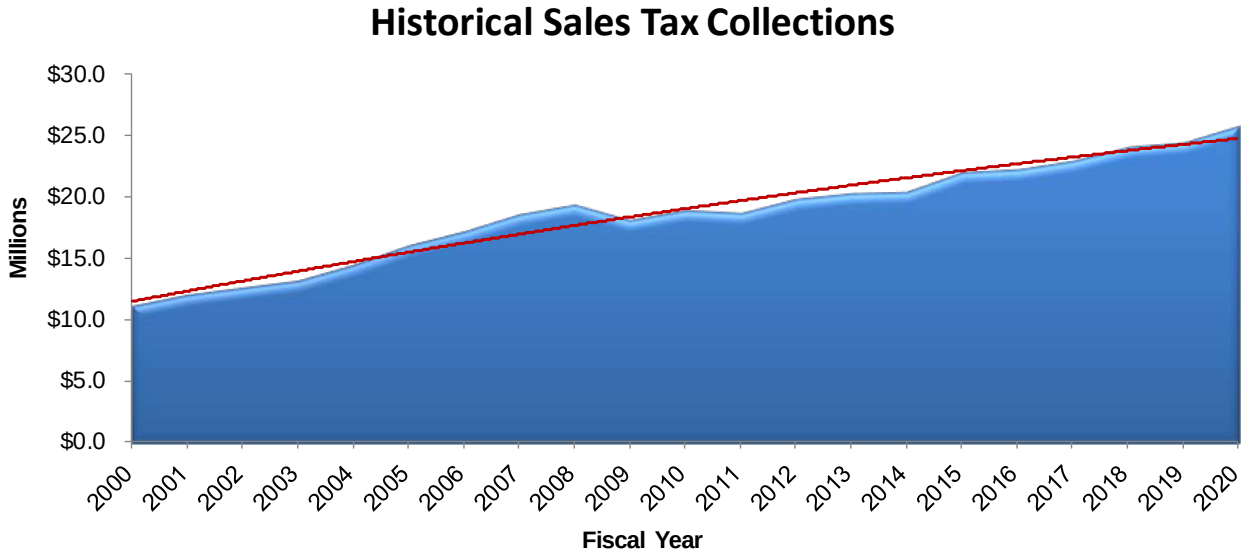
Current tax revenue in the General Fund is calculated using the maintenance and operations tax rate of $0.5281 per $100 of taxable value and a collection rate of 98%. Delinquent tax revenues, and penalty and interest are calculated as a percentage of the estimated delinquent taxes receivable at the beginning of the fiscal year.

Sales Tax	**$25,378,813**
Mixed Beverage Tax	**255,833**
Bingo Tax	**151,982**

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

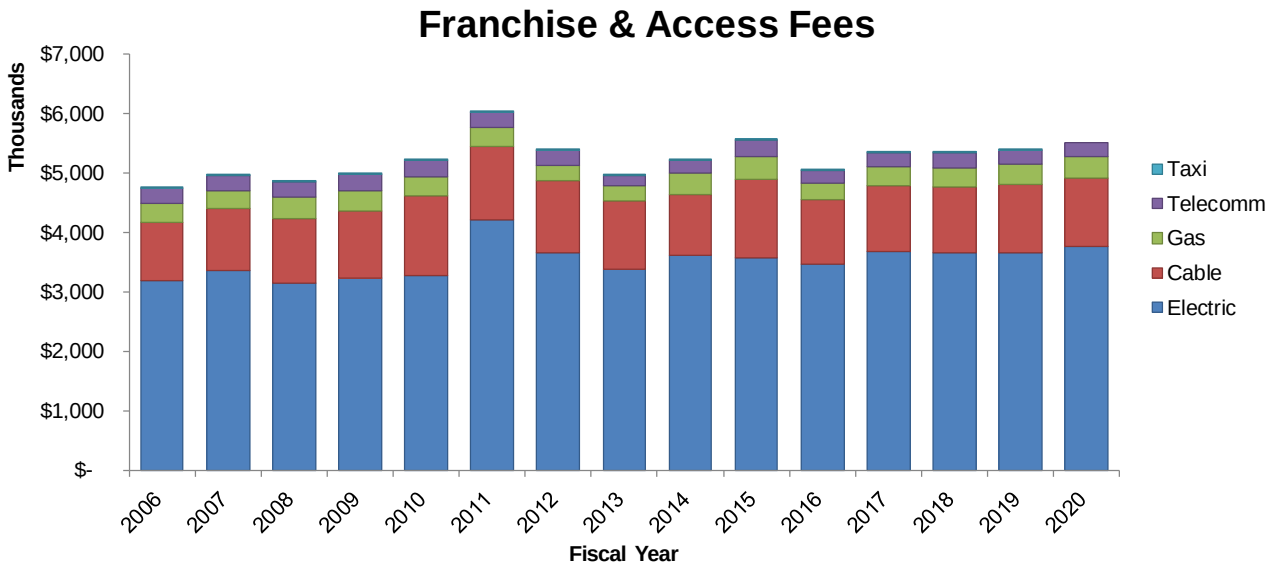
quarterly basis. Bingo tax receipts are derived from a state tax levy of 5% of gross receipts from bingo games within the city. The state rebates 50% of the taxes to the city.

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	**$3,755,786**
Cablevision Franchise	**1,170,503**
Gas Franchise	**343,004**
Telecomm Line Access Fees	**240,879**

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 2020 revenues are projected using FY 2019 receipts as a benchmark.



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

Permits	**$973,675**
Inspections & Review	**175,438**
Code Enforcement Abatements	**163,711**
License	**126,342**
Animal Control Fees	**73,899**

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 2020 budget is projected based on FY 2019 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 $65,182.

Municipal Court Fines	**$3,018,000**

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 2020 revenues are projected to be 6% increase over FY 2019 budget levels due to the hiring of an additional Collections Specialist.

Ambulance Revenues	**$2,800,000**

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 2020 revenues are projected to be greater than the FY 2019 year-end projected levels.

Inter-fund Transfers	**$6,353,414**

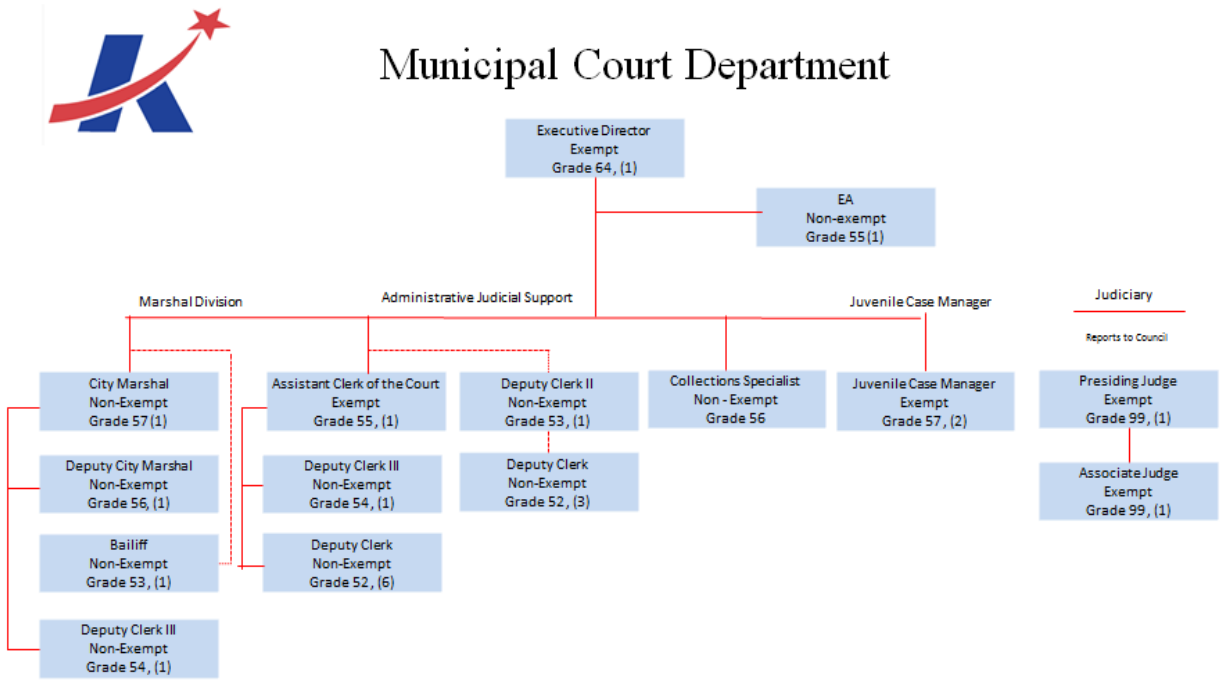
Transfers from the Water and Sewer, Solid Waste, and Drainage Funds are for payment of franchise fees. The FY 2020 Budget includes:

- 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.

Interest Income	**$537,000**

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 $582,049.



DIVISION MISSION STATEMENT

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

- Conduct arraignments and trials.
- Collection of fines, fees and court costs.
- File and process citations, complaints, and all court orders.
- Oversee a juvenile program.
- Service and enforcement of court orders, summons, and warrants.

GOALS

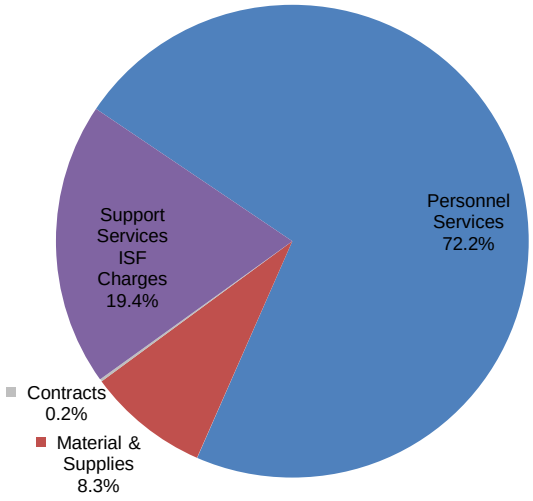
- Develop an aggressive compliance program
- Reduce the number of defendants that fall into a delinquent status.
- Increase compliance with court ordered payment plans.
- Complete scanning of active paper court records.

FINANCIAL INFORMATION

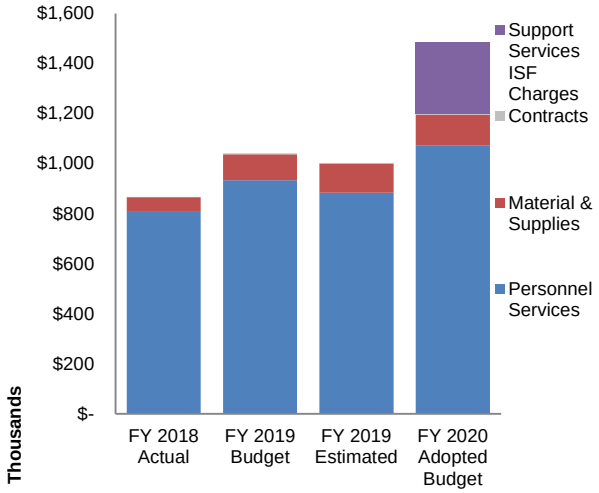
Revenues Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Municipal Court Fines	$ 166,194	$ 186,390	$ 175,548	$ 186,390
Commercial Motor Vehicle Fine	1,802	-	222	-
General Resources	698,840	854,026	827,379	1,299,503
Total	$ 866,836	$ 1,040,416	$ 1,003,149	$ 1,485,893

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 807,133	$ 932,942	$ 883,325	$ 1,072,088
Material & Supplies	59,043	104,784	117,134	123,496
Contracts	660	2,690	2,690	2,600
Support Services ISF Charges	-	-	-	287,709
Total	$ 866,836	$ 1,040,416	$ 1,003,149	$ 1,485,893

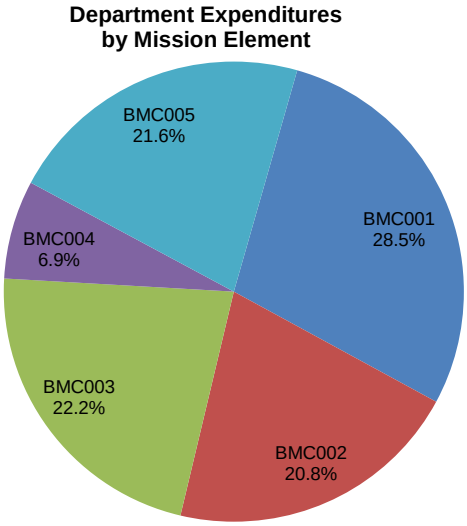
Department Expenditures

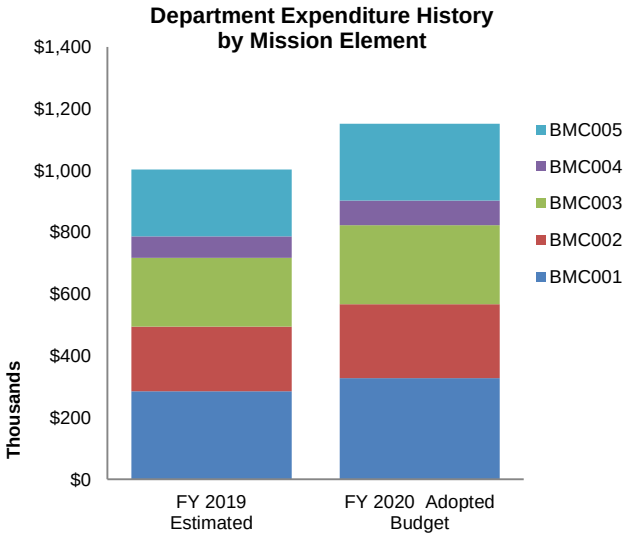


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BMC001	Conduct arraignments and trials.	5.10	10,608.00	$ 276,170	$ 329,864
BMC002	Collection of fines, fees and court costs.	4.52	9,401.60	235,047	280,745
BMC003	File and process citations, complaints, and court orders.	5.92	12,313.60	214,626	256,354
BMC004	Oversee a juvenile program.	1.03	2,142.40	67,554	80,688
BMC005	Service and enforcement of court orders, summons, and warrants.	4.43	9,214.40	209,752	250,533
	Support Services ISF Charges	-	-	-	287,709
		21.00	**43,680.00**	**$ 1,003,149**	**$ 1,485,893**





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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 [3]	-	1.00	1.00
Collections Clerk [4]	-	-	1.00
Compliance/Collections Enf. [1]	1.00	1.00	-
Compliance/Collections Manager [1]	0.34	-	-
Court Administrator [2]	1.00	1.00	-
Deputy City Marshal	1.34	1.00	1.00
Deputy Court Clerk [1]	9.00	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 Staffing	19.68	20.00	21.00

[1] - In FY 2018, position titles changed.
[2] - In FY 2018, one Court Coordinator position was reclassified to Executive Director of Municipal Court.
[3] - In FY 2019, one Collections Specialist position was added as part of an approved decision package.
[4] - In FY 2020, one Collections Clerk position was added as part of an approved decision package.

Mission Element 1: Conduct arraignment and trials

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Administrative assistance for court dockets.	9,000	7,325	N/A	1,205	12,412	7,325	6,593
Conduct arraignments, trials and civil hearings	1,785	5,400	N/A	1,248	7,522	5,400	5,400
Conduct show cause and indigent hearings	290	1,925	N/A	257	4,890	1,925	1,925

Mission Element 2: 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	Actual FY 19	Target FY 20
Process payments for fines, fees, and costs.	2,357	25,140	30,000	27,617	33,215	25,140	31,425
Number of telephone calls placed in an effort to collect	3,142	25,430	N/A	N/A	55,215	25,430	52,000
Delinquent cases processed and forwarded to collections.	1,610	5,777	8,100	26,030	8,379	5,777	8,100
Delinquent notices and documents processed.	2,100	27,140	7,100	22,714	4,248	27,140	8,000
Report/clear delinquent cases to the Department of Public Safety	1,662	9,019	7,100	8,619	4,248	9,019	8,000
Review and evaluate defendant financial information to determine payment plan options	2,654	7,657	8,756	7,563	10,000	7,657	10,000
Forward delinquent cases to Scofflaw to suspend registration	N/A	5,000	N/A	N/A	N/A	N/A	5,000

Mission Element 3: 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	Actual FY 19	Target FY 20
Process Code Enforcement violations.	110	818	900	967	923	818	720
Process Animal Services violations.	132	1,318	1,422	1,493	1,236	1,318	990
Process Police Department violations.	1,145	13,742	25,000	15,082	16,177	13,752	12,376
Process TAMU-CT violations.	23	225	75	375	104	225	225
Process Fire Department violations.	18	3	2	1	2	3	2
Process Failure to Appear/Violate Promise to appear violations.	66	394	2,572	1,075	3,032	394	1,970
Process driver's safety processed.	1,320	9,898	11,000	11,861	7,375	9,898	9,500
Process deferred dispositions.	794	4,762	2,670	3,252	6,486	4,762	4,700
Process credit for time served/community service processed.	147	4,420	N/A	5,587	2,436	4,420	4,400
Process compliance dismissals.	18	573	N/A	740	641	537	480

Mission Element 3 (continued): File and process citations, complaints and court orders.							
Process mail/email requests from defendants.	1,147	9,833	N/A	N/A	4,000	9,833	8,850
Review court case files for accuracy	3,120	51,065	N/A	91,260	76,000	77,043	82,275

Mission Element 4: Oversee a juvenile program

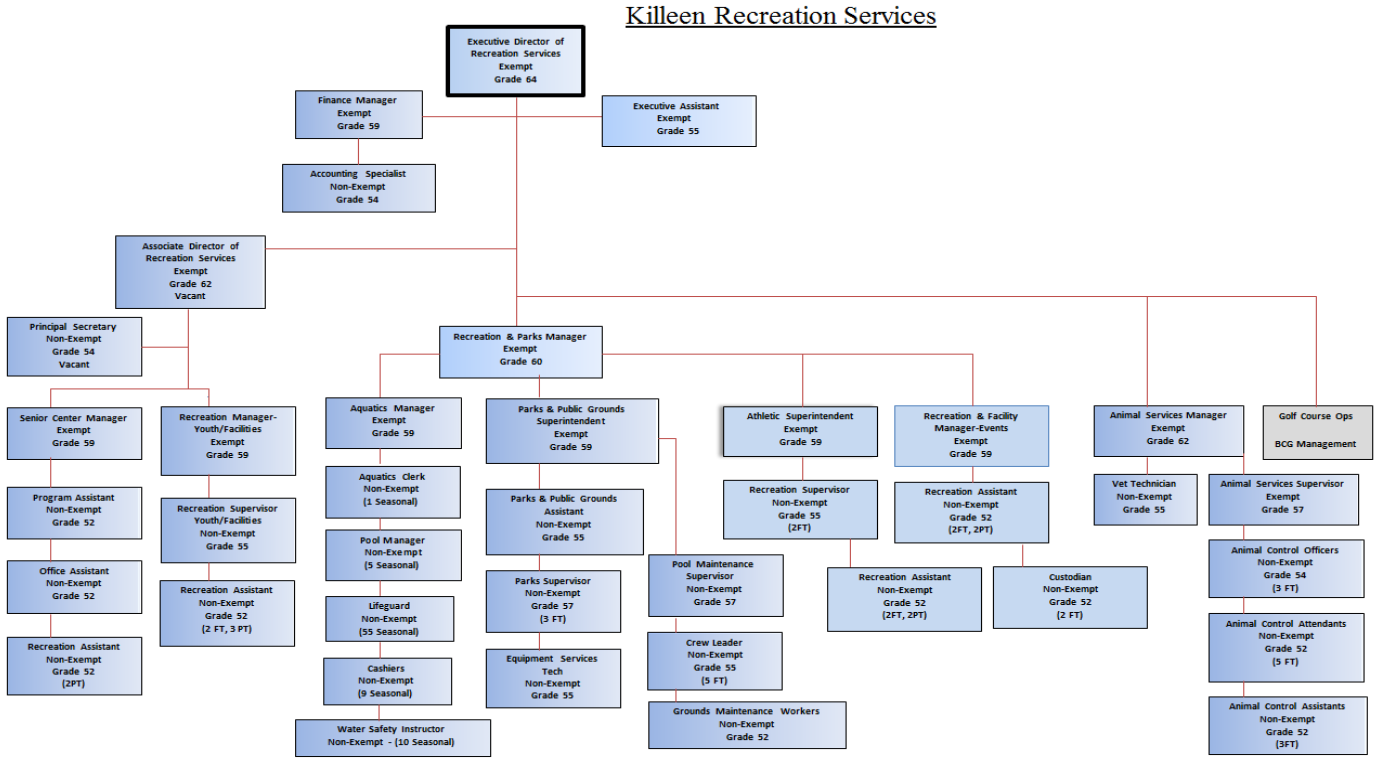
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process juvenile complaints and citations	190	250	400	323	400	250	125
Perform juvenile and parental intake interviews/evaluations	550	250	400	143	350	250	200
Participate in Municipal Court week and other community outreach opportunities.	200	3	1	3	1	3	2
Oversee the Municipal Court Community Garden	850	40	52	44	52	40	52
Pounds of food donated from the community garden	150	1,000	4,312	6,787	4,300	1,000	2,000
Hours of juvenile community service supervised.	700	4,118	4,903	3,441	4,900	4,118	3,700
Recruit volunteer student attorneys	200	4	2	3	2	4	2
Monitor court case for compliance.	493	501	N/A	N/A	N/A	501	450
Prepare cases for show cause.	120	125	N/A	246	400	125	102
Brief and assist the judiciary during juvenile court and teen court sessions.	2,310	41	44	40	44	41	44
Attend mandatory continuing education	168	112	32	32	32	112	112
Conduct traffic safety briefings	24	12	12	6	6	12	12
Evaluate cases to determine pre-trial diversion eligibility.	45	250	N/A	323	360	250	125

Mission Element 5: 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	Actual FY 19	Target FY 20
Process warrants and capias pro fines.	510	2,014	3,937	1,271	3,937	2,014	1,815
Recall warrants and capias pro fines.	620	2,758	2,000	1,737	2,000	2,758	2,482
Number of arrests processed	560	1,202	2,000	758	2,000	1,202	1,200
Administratively process Code Enforcement search warrants.	508	550	500	522	500	550	500
Administratively process felony/misdemeanor warrants.	204	132	100	112	120	132	120
Provide enforcement of court decorum and security in the City Annex building.	4,980	4,980	2,080	4,980	4,980	4,980	4,980
Service of summons and subpoenas.	707	1,094	N/A	1,957	1,200	1,094	984
Process credit for time served requests from jail/prison.	315	896	N/A	771	1,500	896	800
Review and issue search warrants for misdemeanor and felony cases.	209	132	100	112	100	132	118
Hours of TECLOSE training completed	289	129	40	40	40	129	80
Review and issue code enforcement search warrants.	298	550	500	522	400	550	500



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Provide aquatics programming.
- Provide recreation programming.
- Maintain parks, grounds, trails and facilities.
- Manage volunteer efforts and support community events.
- Create, develop and manage community quality of life.

GOALS

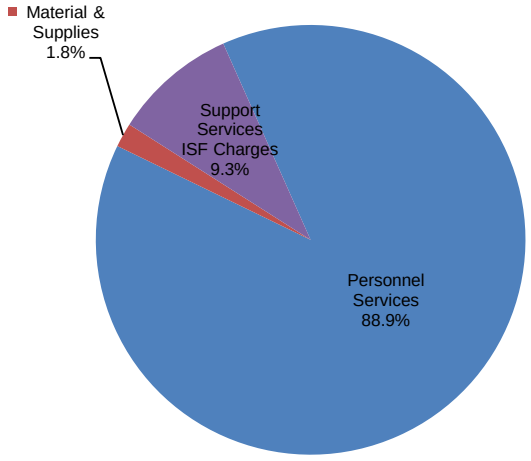
- Comprehensive evaluation of fee structures.
- Create, develop and manage a department operational methodology.
- Implement comprehensive marketing strategy to promote programs / activities to the Killeen, Harker Heights, Copperas Cove region.
- Start the process for Recreation Services to become CAPRA Accredited (Commission for Accreditation of Parks and Recreation Agencies).
- Establish relationships with local and national recreational and Parks agencies. i.e. TRAPS and NRPA.
- Re-organization and alignment of recreation services website.

FINANCIAL INFORMATION

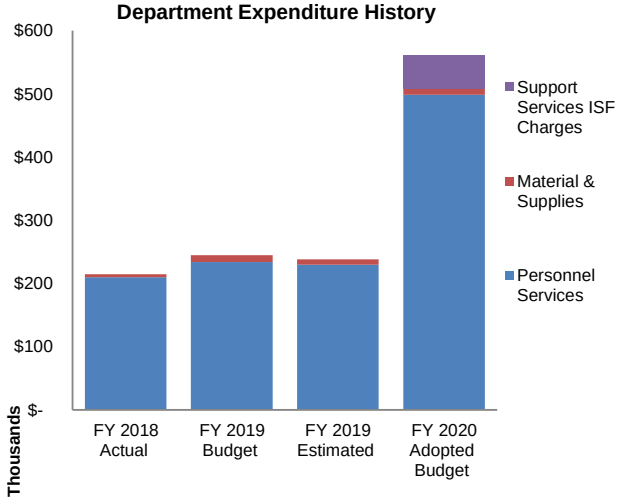
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 214,599	$ 244,599	$ 238,318	$ 560,733
Total	$ 214,599	$ 244,599	$ 238,318	$ 560,733

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 210,012	$ 233,932	$ 229,787	$ 498,260
Material & Supplies	4,586.80	10,667	8,531	10,220
Support Services ISF Charges	-	-	-	52,253
Total	$ 214,599	$ 244,599	$ 238,318	$ 560,733

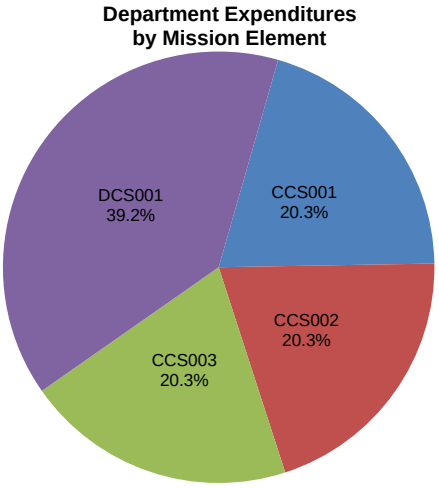
Department Expenditures

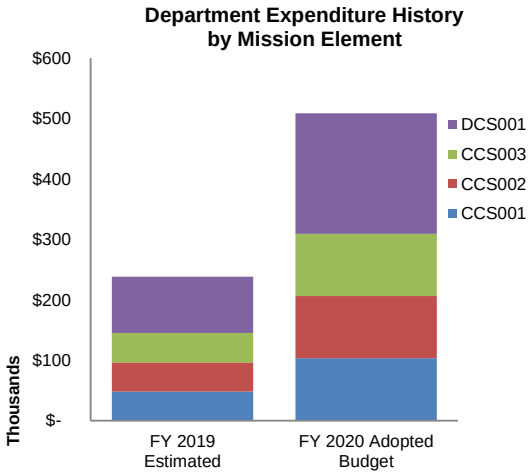


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS001	Provide aquatics programs.	1.25	2,600.00	$ 48,334	$ 103,127
CCS002	Provide recreation programs.	1.25	2,600.00	48,334	103,127
CCS003	Maintain parks, grounds, trails, and facilities.	1.25	2,600.00	48,334	103,127
DCS001	Manage volunteer efforts and support community events.	2.25	4,680.00	93,315	199,099
	Support Services ISF Charges	-	-	-	52,253
		6.00	12,480.00	$ 238,318	$ 560,733





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Associate Director of Recreation Services [2]	-	-	1.00
Executive Assistant [1]	1.00	-	1.00
Executive Director Community Services	1.00	1.00	1.00
Finance Manager [1,2]	-	1.00	1.00
Manager Recreation & Parks [2]	-	-	1.00
Total Staffing	3.00	3.00	6.00

[1] - Reclassified Executive Assistant to Finance Manager during FY 2018
[2] - In FY 2020, transferred two management postions from other divisions and added Executive Assistant position.

Mission Element: 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	Actual FY 19	Target FY 20
Bi weekly meetings with parks staff.	96	48	24	24	24	48	48

Mission Element: 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	Actual FY 19	Target FY 20
Bi weekly meetings with parks staff.	288	144	24	24	24	48	48

Mission Element: Management oversight of aquatics programming.

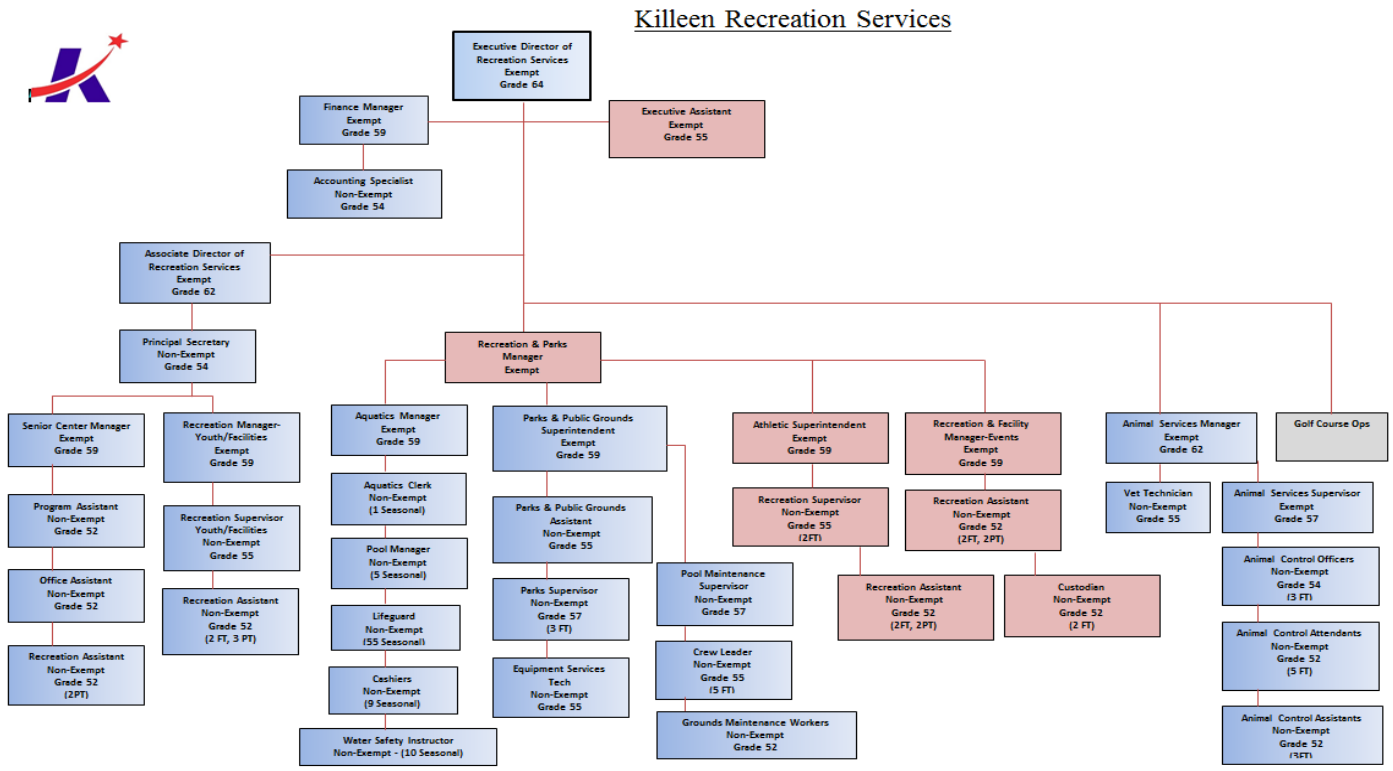
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Bi weekly meetings with parks staff.	96	24	24	24	24	48	48

Mission Element: 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	Actual FY 19	Target FY 20
Bi weekly meetings with parks staff.	1,560	24	24	24	24	48	48



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Manager volunteer efforts and support community events.

GOALS

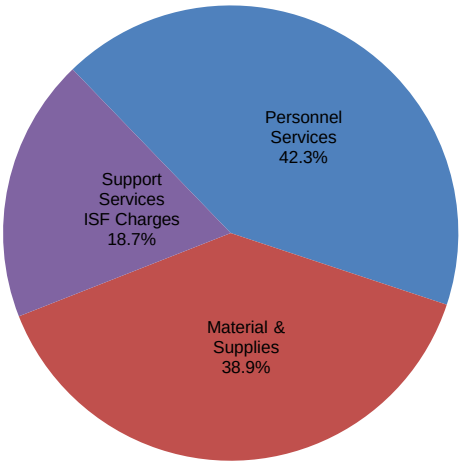
- Develop and implement a Memorandum of Understanding with Killeen Volunteer Inc. (KVI)
- Increase participation in events via the solicitation of participation of KISD schools, civic clubs, and faith based agencies.
- Review and improve current format of Volunteer Orientation, and implement a computerized system that coordinates placement of volunteers.

FINANCIAL INFORMATION

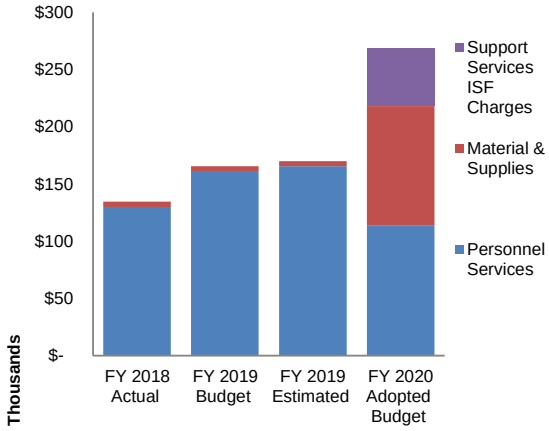
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 134,644	$ 165,558	$ 170,015	$ 268,434
Total	$ 134,644	$ 165,558	$ 170,015	$ 268,434

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 129,780	$ 161,285	$ 165,652	$ 113,602
Material & Supplies	4,864	4,273	4,363	104,535
Support Services ISF Charges	-	-	-	50,297
Total	$ 134,644	$ 165,558	$ 170,015	$ 268,434

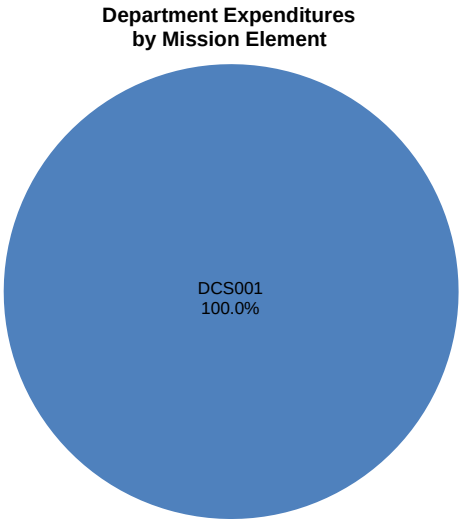
Department Expenditures

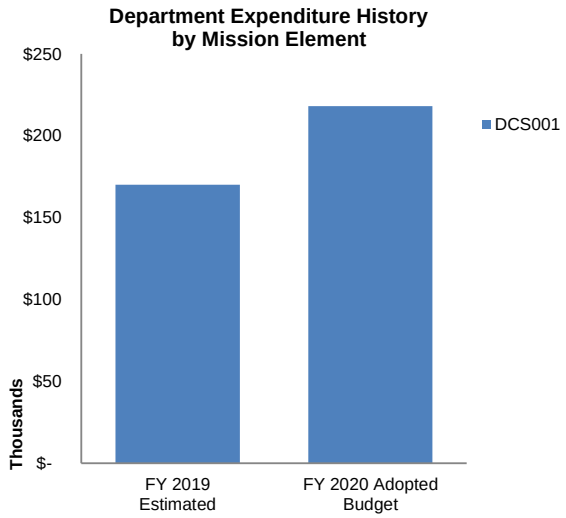


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCS001	Manage volunteer efforts and support community events.	2.00	4,160.00	$ 170,015	$ 218,137
	Support Services ISF Charges	-	-	-	50,297
		2.00	4,160.00	$ 170,015	$ 268,434





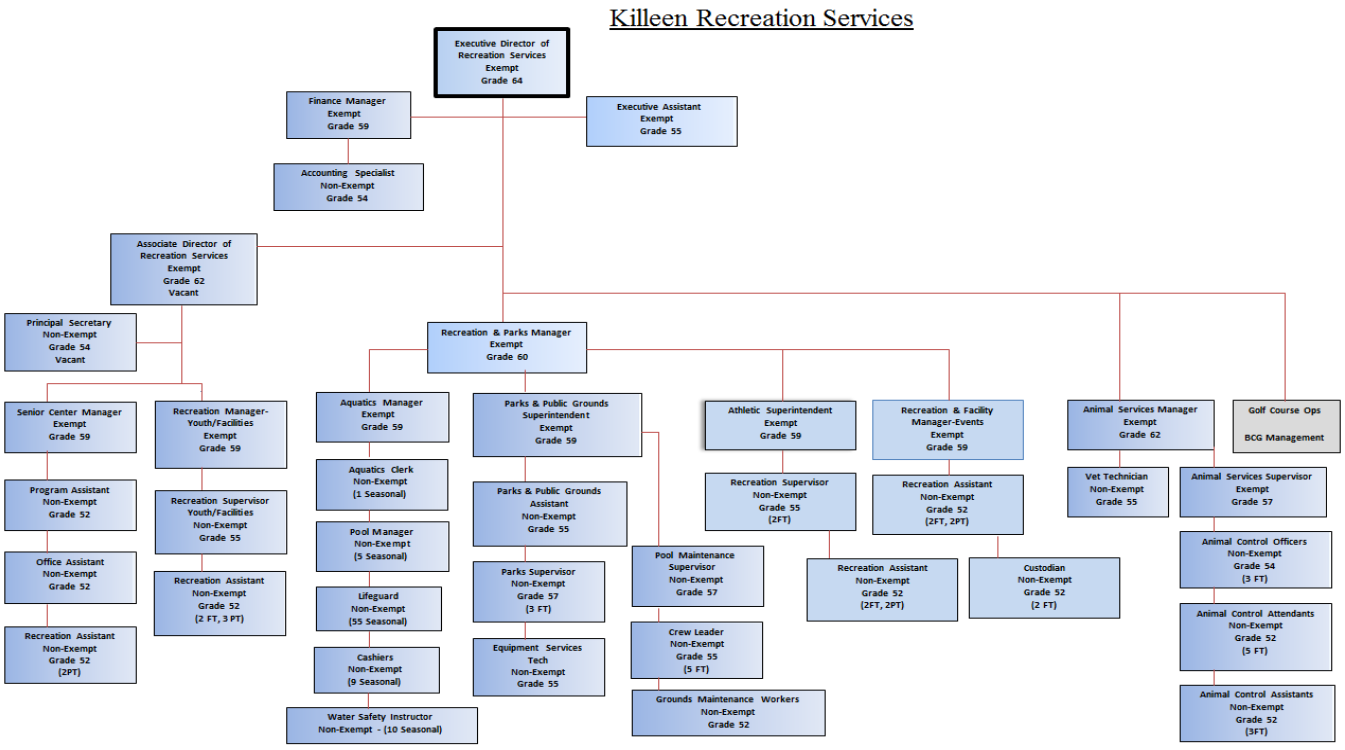
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Director of Volunteer Services [1]	1.00	1.00	-
Principal Secretary	1.00	1.00	1.00
Recreation Mgr - Youth/Facilities [2]	-	-	1.00
Youth Program Specialist [2]	1.00	1.00	-
Total Staffing	3.00	3.00	2.00

[1] - In FY 2020, Director of Volunteer Services reclassified to Associate Director of Recreation Services and moved to Administration
2 - In FY 2020, Youth Program Specialist reclassified to Recreation Mgr - Youth/Facilities

Mission Element 1:Manager volunteer efforts and support community events

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Number of volunteer recruited	100	5,000				5,000	5,000
Engage volunteer at events	1,120	7,000	7,260	4,792	6,903	7,000	7,000
Offer a quartley volunteer training course	160	4	4	2	4		4
Number of communitty service events hosted	450	150	0	0	0	150	150
Volunteer contribution and service celebrations	10	2	0	0	0	2	2
The number of youth volunteers recognized annually.			1,750	1,750	150	150	150



DIVISION MISSION STATEMENT

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

GOALS

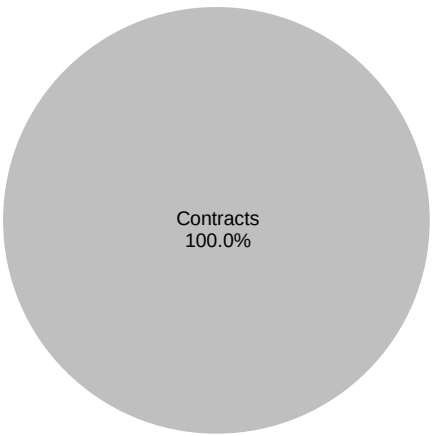
- Create and establish operational efficiencies.
- Create and establish a “youth golf” presence.
- Create and establish new ways to leverage the banquet area(s).
- Leverage the course standards outline as written.
- Create and establish women’s golf.
- Agronomic goals.
- Improve the playability and presentation of Stonetree Golf Club.
- Concert series on the Tee.
- Movies on the Range.

FINANCIAL INFORMATION

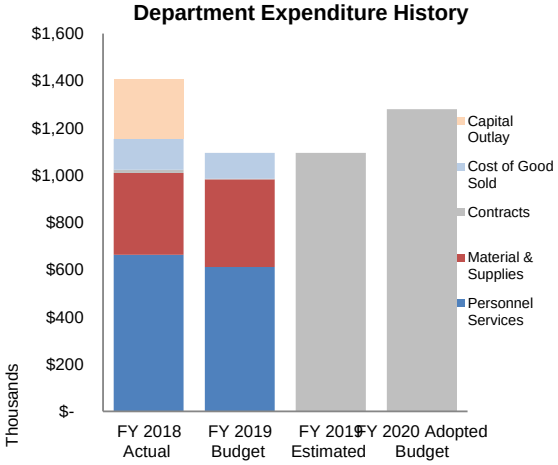
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Trail Fees	$ 7,380	$ 9,000	$ 6,612	$ -
Green Fees	384,746	410,919	355,560	-
Alcohol Sales	33,263	25,000	31,999	-
Pro Shop	151,418	155,000	140,595	-
Carts	221,822	225,000	211,141	-
Clubs	6,700	6,000	2,569	-
Annual Pass	101,020	90,000	78,387	-
User Fees	30,345	20,000	34,736	-
Snack Bar	7,435	10,000	6,660	-
Golf	-	-	1,095,319	1,259,957
Cart Shed	68,550	70,000	56,175	-
Handicap Fees	640	1,400	640	-
Driving Range	60,023	70,000	56,572	-
Player Development	1,700	3,000	-	-
General Resources	329,201	-	(981,646)	19,655
Total	$ 1,404,241	$ 1,095,319	$ 1,095,319	$ 1,279,612

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 663,175	$ 611,043	$ -	$ -
Material & Supplies	346,187	371,853	-	-
Contracts	14,059	2,423	1,095,319	1,279,612
Cost of Good Sold	130,499	110,000	-	-
Capital Outlay	250,321	-	-	-
Total	$ 1,404,241	$ 1,095,319	$ 1,095,319	$ 1,279,612

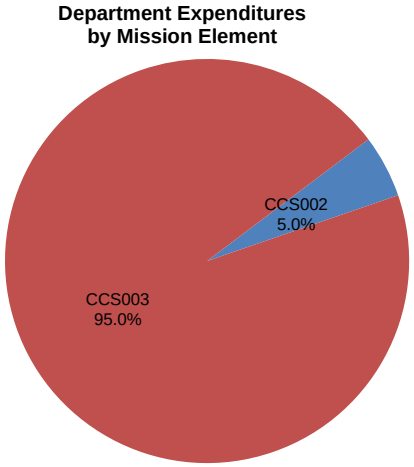
Department Expenditures

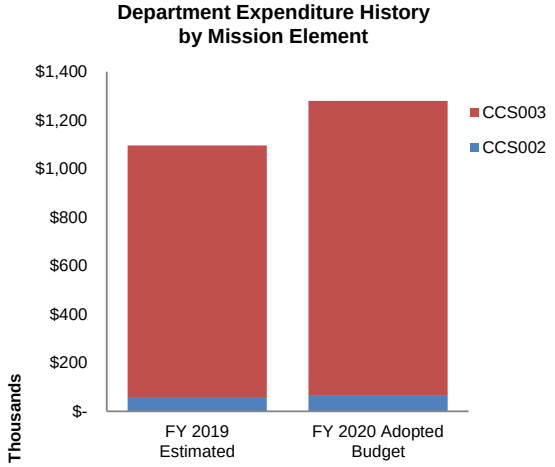


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	-	-	$ 54,766	$ 63,981
CCS003	Maintain parks, grounds, trails, and facilities.	-	-	1,040,553	1,215,631
		-	-	$ 1,095,319	$ 1,279,612





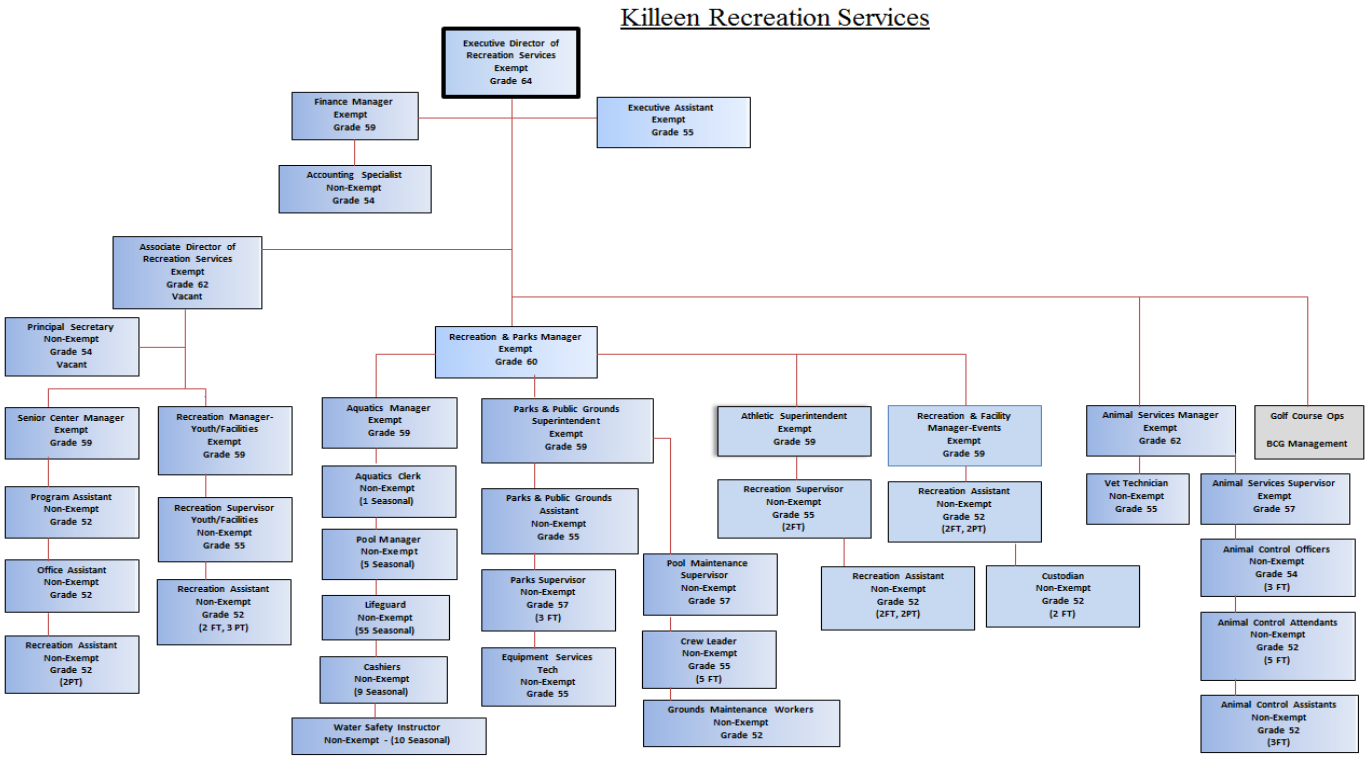
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Agronomy Supervisor [3]	1.00	-	-
Cart Fleet & Range Attendant [1]	2.00	1.00	-
Director of Golf	1.00	1.00	-
Equipment Services Technician	1.00	1.00	-
Golf Course Maintenance Technician [3]	1.00	2.00	-
Golf Professional [2]	0.34	-	-
Golf Shop Attendant	2.00	2.00	-
Golf Shop Attendant - part-time [1]	0.50	-	-
Golf Shop Manager	1.00	1.00	-
Greenskeeper [1]	6.00	4.00	-
Seasonal Cart/Range Attendant	0.38	0.49	-
Seasonal Greenskeeper [1]	0.67	0.48	-
Total Staffing	16.89	12.97	-

[1] - Recreation Services Reorganization in FY 2019 Budget
[2] - Positions were unfunded in FY 2018
[3] - Position was reclassified from Agronomy Supervisor to Golf Course Maint. Tech. during FY 2018

Mission Element: 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	Actual FY 19	Target FY 20
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		



DIVISION MISSION STATEMENT

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 recreation programs.
- Maintain parks, grounds, trails and facilities.

GOALS

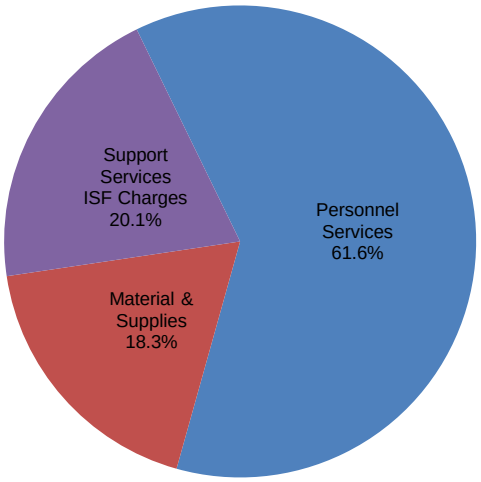
- Build Community Partnerships with local agencies (i.e. Boys and Girls Club).
- Implement comprehensive marketing strategy to promote facility usage to the entire Killeen, Harker Heights, Copperas Cove region.
- Create and develop Personal Service Agreements for facility and increase facility rentals by 25%.

FINANCIAL INFORMATION

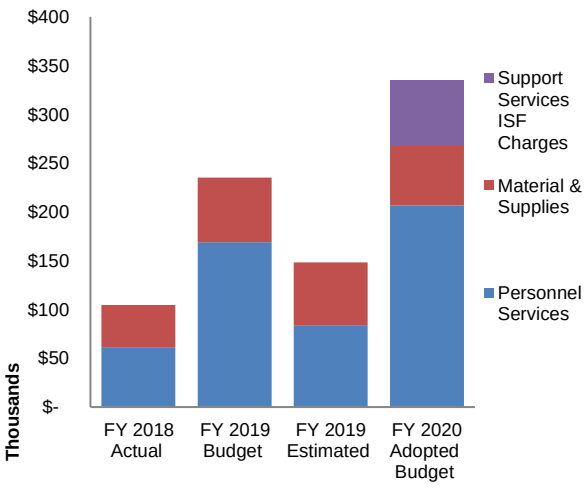
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Facilities Revenue	32,720	32,000	32,000	36,000
General Resources	72,028	203,174	116,265	299,564
Total	$ 104,748	$ 235,174	$ 148,265	$ 335,564

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 61,257	$ 168,990	$ 83,225	$ 206,594
Material & Supplies	43,491	66,184	65,040	61,424
Support Services ISF Charges	-	-	-	67,546
Total	$ 104,748	$ 235,174	$ 148,265	$ 335,564

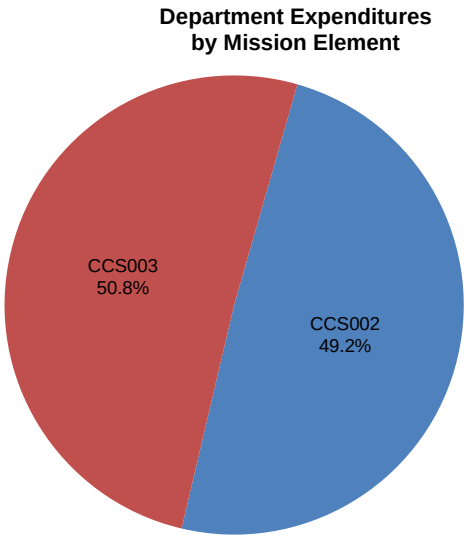
Department Expenditures

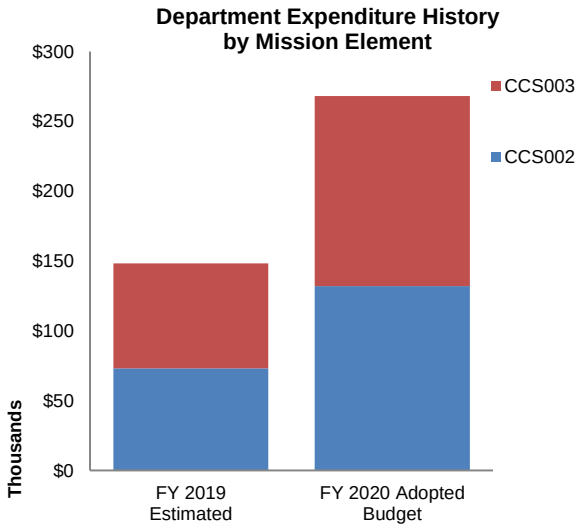


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	2.77	5,761.41	$ 72,992	$ 131,947
CCS003	Maintain parks, grounds, trails, and facilities.	2.00	4,160.00	75,273	136,071
	Support Services ISF Charges	-	-	-	67,546
		4.77	9,921.41	$ 148,265	$ 335,564





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Recreation Assistant [1]	2.00	3.77	3.77
Supervisor (Community Center) [1]	-	1.00	1.00
Total Staffing	2.00	4.77	4.77

[1] - Recreation Services Reorganization in FY 2019 Budget

Mission Element 1: Provide recreation programs

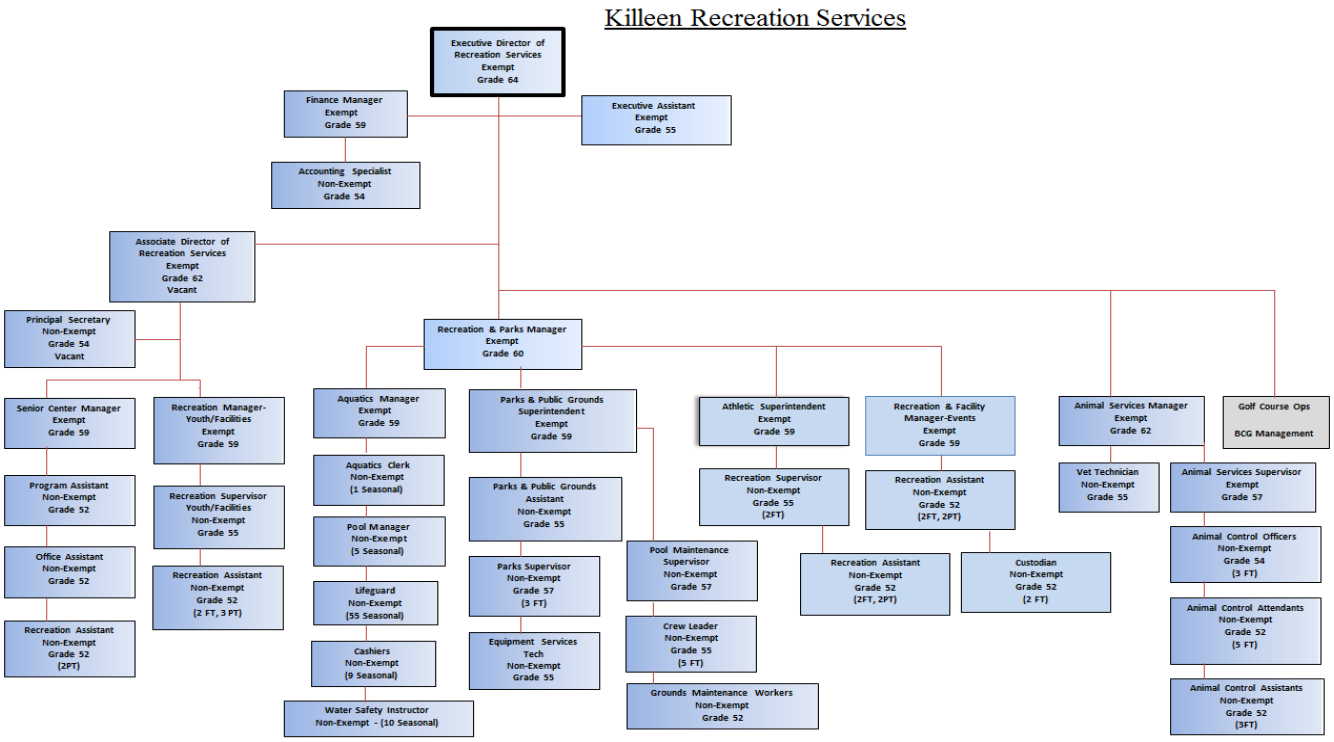
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
'Open gym' hours available annually.	6,804	6,804	1,144	1,144	1,144	3,000	6,804
Annual responses to rental/park inquiries.	378	10,920	10,920	10,920	10,920	7000	7560

Mission Element 2: Maintain parks, grounds, trails, and facilities

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual facility inspections.	27	108	1,092	720	720	500	108
Address patrons concerns and corrective action	270	108	0	0	0	200hrs	270hrs
Address employee concerns and corrective action	54		520	360	360	360	162hrs
Conduct employee training/meetings	24	24	320	12	12	12	24
Provide facility support.	270		1,456	1,456	1,456	270hrs	270hrs
System overrides/corrections.	5	50	520	1,400	1,400	50	5hrs
Create and route fitness instructor contracts.	3	3	13	30	30	3	3hrs
Contact and procuring vendors for equipment repairs.	54	24	20	24	24	24	24
Procure supplies for the facility.	6	12	64	806	806	12	12
Record and file facility incident/accident reports.	12	150	50	157	157	150	50



DIVISION MISSION STATEMENT

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

•Maintain parks, trails, facilities and cemetery.

GOALS

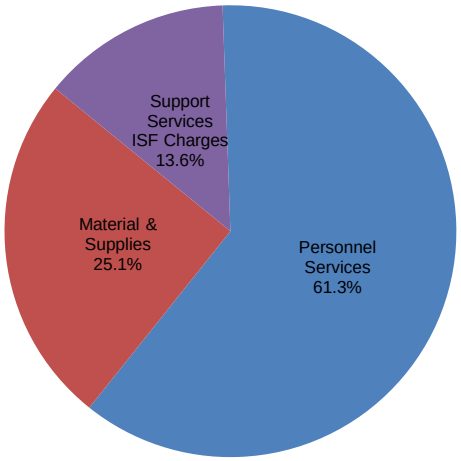
•Acquire funding for a new playground at Lions Club Park and successfully design and build in FY20.
•Provide significant improvements to lighting at ballfields and hike and bike trails through the CIP process to provide a safe athletic and recreation experience for citizens of Killeen.
•Acquire funding 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.
•Evaluate best management practices (BMP) to park maintenance operations and apply when applicable.

FINANCIAL INFORMATION

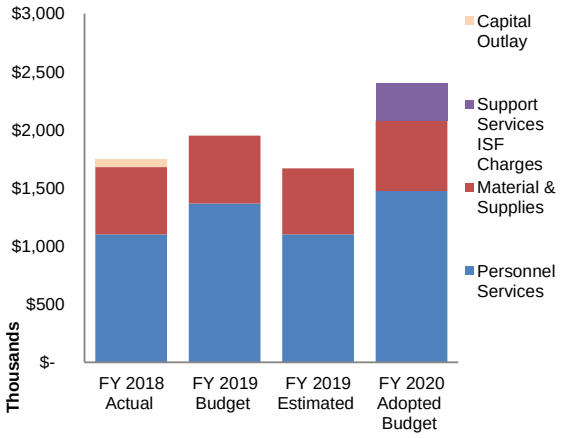
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Parks Revenue	$ -	$ -	$ 13,210	$ -
General Resources	1,743,058	1,950,464	1,655,309	2,404,512
Total	$ 1,743,058	$ 1,950,464	$ 1,655,309	$ 2,404,512

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,101,479	$ 1,366,977	$ 1,101,535	$ 1,473,762
Material & Supplies	576,802	583,487	566,984	604,629
Support Services ISF Charges	-	-	-	326,121
Capital Outlay	64,777	-	-	-
Total	$ 1,743,058	$ 1,950,464	$ 1,668,519	$ 2,404,512

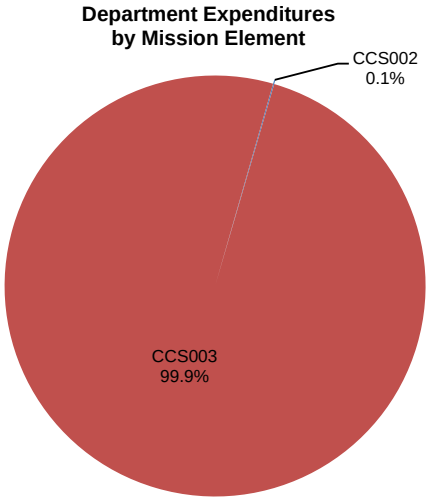
Department Expenditures

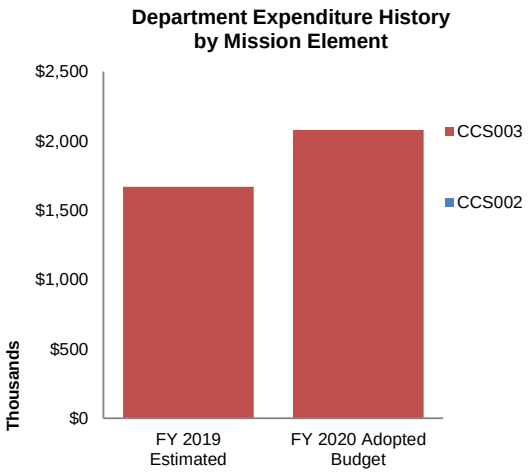


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	0.05	104.00	$ 1,516	$ 1,889
CCS003	Maintain parks, grounds, trails, and facilities.	32.54	67,679.04	1,667,003	2,076,502
	Support Services ISF Charges	-	-	-	326,121
		32.59	67,783.04	$ 1,668,519	$ 2,404,512





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Crew Leader (Parks)	5.00	5.00	5.00
Equipment Service Technician	1.00	1.00	1.00
Graffiti Removal Specialist [1]	1.00	1.00	-
Greenskeeper [2]	-	2.00	2.00
Grounds Maintenance Workers [1]	19.00	19.00	18.00
Pool Maintenance Supervisor [1]	-	-	1.00
Seasonal Grounds Maintenance Workers	1.67	1.59	1.59
Superintendent (Parks/Public Grounds)	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00
Total Staffing	31.67	33.59	32.59

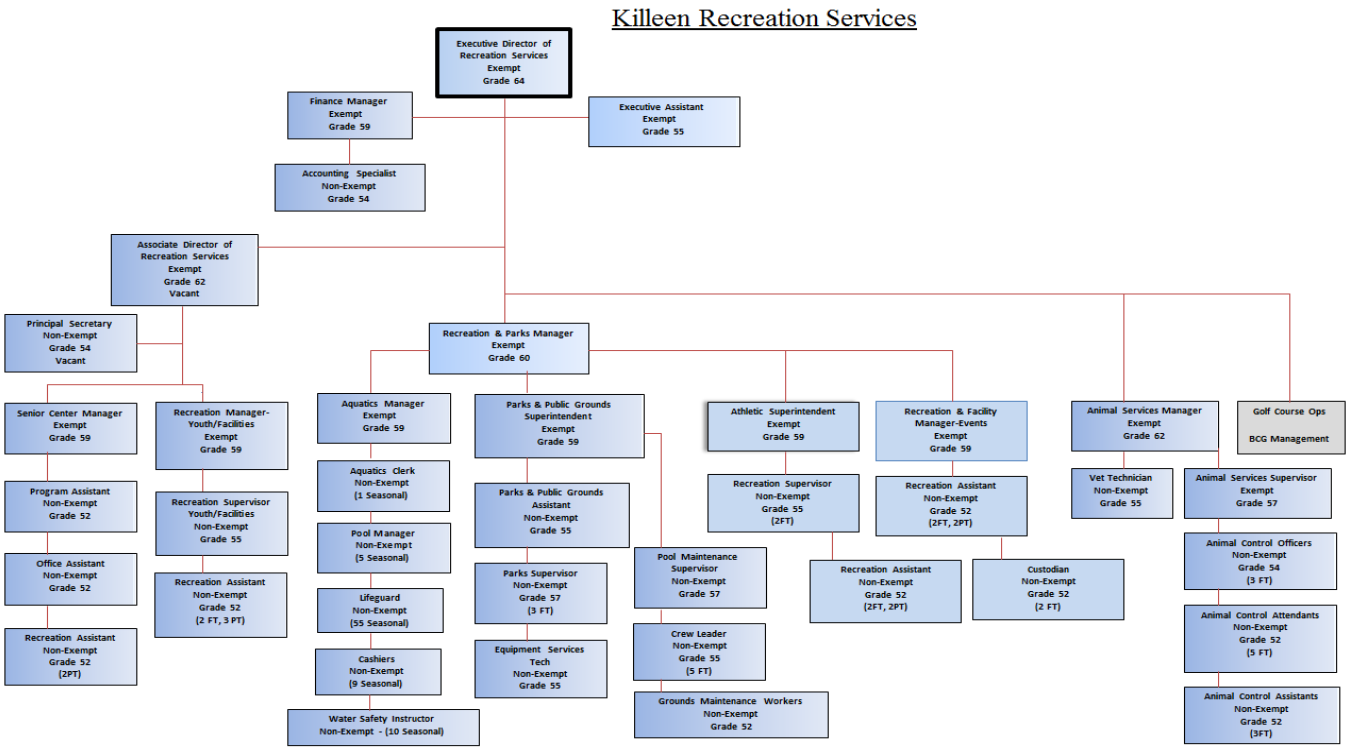
[1] - In FY 2020, one Grounds Maintenance Worker and Graffiti Removal Specialist were combined and reclassified to Pool Maintenance Supervisor

[2] - Recreation Services Reorganization in FY 2019 Budget

Mission Element 1: Maintain parks, grounds, trails, and facilities.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	8,320	11,821	11,820	11,821	11,821	11,821	11,821
Weekly playground inspections of 23 parks.	4,160	1,196	1,196	1,196	1,196	1,196	1,196
Annual maintenance inspections of Long Branch Pool.	2,080	260	260	260	260	260	260
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	10,400	23,329	23,329	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	3,060	3,060
Acreage mowed annually to maintain 21 athletic fields.	20,800	819	819	615	819	819	819
Number of times infield dirt is serviced annually at athletic fields.	20,800	280	280	210	280	280	280
Mileage of trails maintained	3120	5.1	5.1	5.1	5.1	5.1	5.1



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Provide recreation programs
- Maintain parks, grounds, trails, and facilities.

GOALS

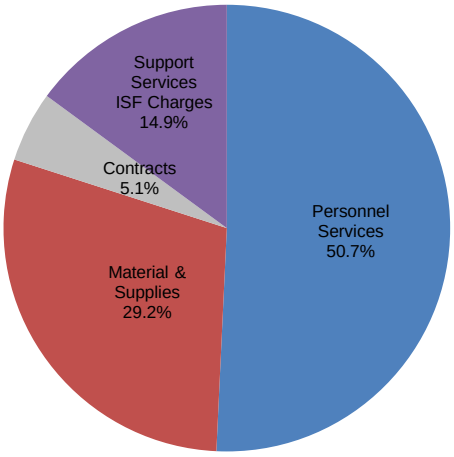
- Provide additional fitness classes to the members of the Family Recreation Center.
- Identify ways to stimulate a wide range of family focused recreation i.e. lessen youth sport programming within the facility.
- Replace cardio fitness equipment.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.
- Create, develop and manage a mandatory facility shut down (5 days) for facility maintenance to provide a top notch facility for citizens.
- Create, develop and manage a facility emergency action plan (EAP).
- Create, develop and manage a facility operational standards and policies.
- Re-structure our process for professional service providers i.e. Fitness classes, Sport related training, and 1v1 training and/or classes.

FINANCIAL INFORMATION

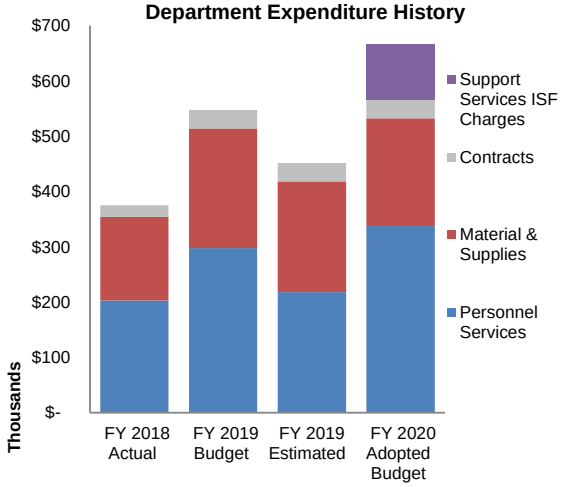
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Recreation Center Memberships	$ 342,729	$ 376,800	$ 337,000	$ 370,700
Capital Replacement Fee	12,835	13,667	13,000	14,300
General Resources	19,367	156,912	101,378	280,557
Total	$ 374,931	$ 547,379	$ 451,378	$ 665,557

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 203,176	$ 297,457	$ 218,124	$ 337,751
Material & Supplies	150,900	216,768	200,100	194,500
Contracts	20,854	33,154	33,154	34,000
Support Services ISF Charges	-	-	-	99,306
Total	$ 374,931	$ 547,379	$ 451,378	$ 665,557

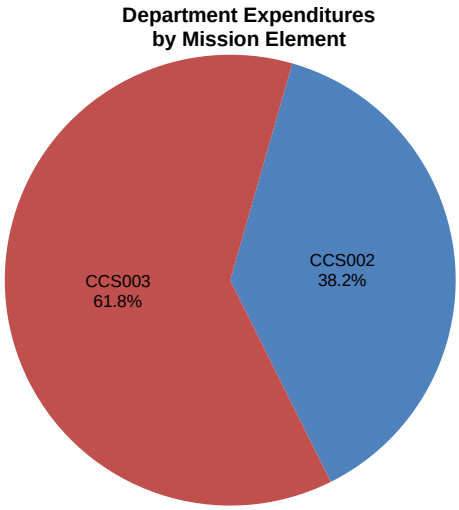
Department Expenditures

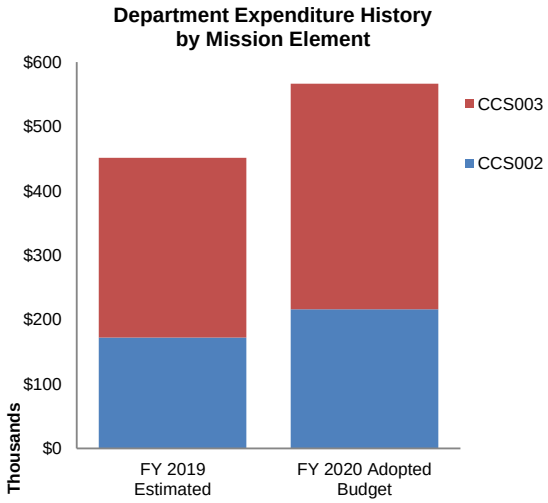


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	6.20	12,896.00	$ 172,353	$ 216,216
CCS003	Maintain parks, grounds, trails, and facilities.	2.23	4,648.06	279,025	350,035
	Support Services ISF Charges	-	-	-	99,306
		8.43	17544.06	$ 451,378	$ 665,557





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Custodian	2.00	2.00	2.00
Recreation Assistant	4.00	4.00	4.00
Recreation Assistant - part-time [1]	1.59	2.17	2.17
Total Staffing	7.59	8.17	8.17

[1] - Recreation Services Reorganization in FY 2019 Budget

Mission Element 1: Provide recreation programs

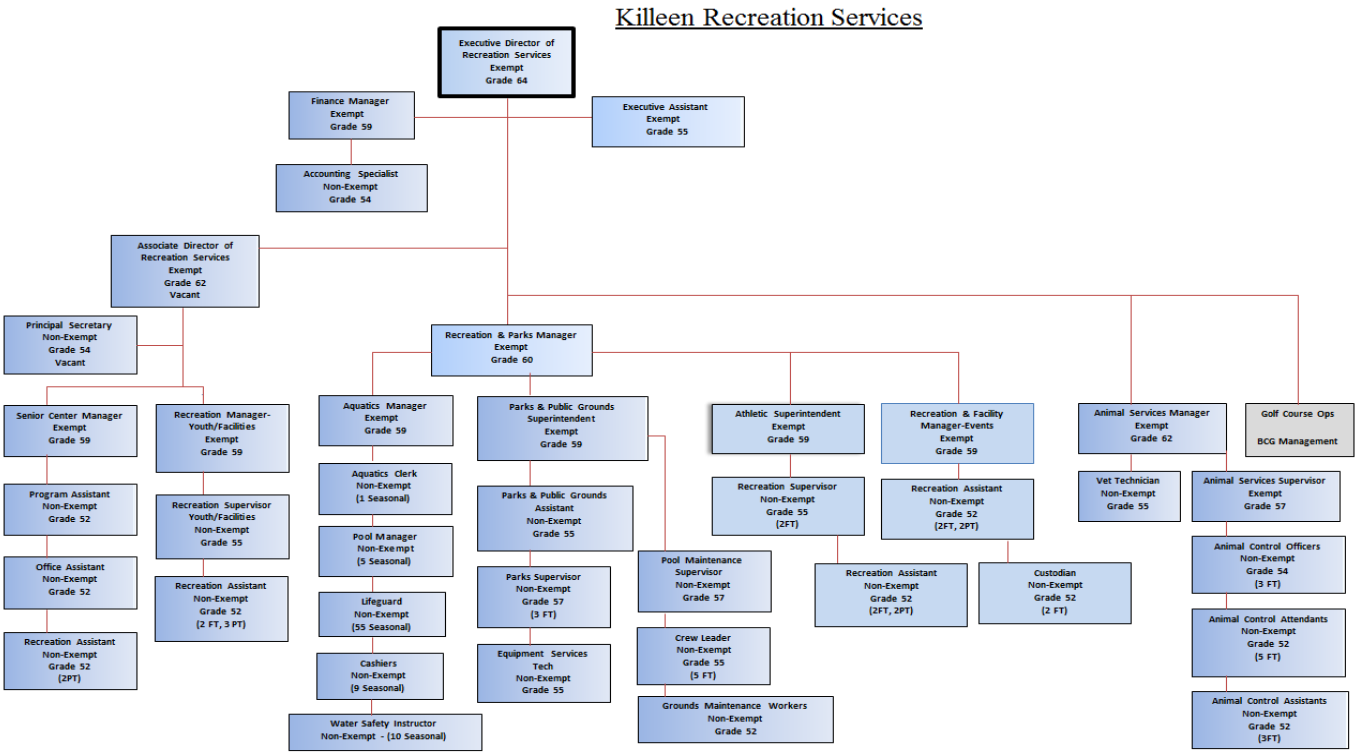
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual responses to rental/park inquiries.	1,134	10,920	10,920	10,920	10,920	10000	7560
Process pavilion/field reservations.	378	180 per year	190	180	180	180	756
Annual responses to league inquiries.	756	21,840	21,840	21,840	21,840	1000	756
Process league registrations.	108	2,620	2,620	2,620	2,620	108	108
Annual responses to aquatic inquires.	756	20,280	20,280	7,020	7,020	3,700	3,780
Process Aquatic facility reservations.	108	136	136	135	136	130	108
Process swim lesson, WSI/LG Trainings.	756	969	969	926	930	800	756
Annual responses to recreation inquires.	1,134	16,900	16,900	16,900	17,000	17,000	1,134
Annual recreation registrations.	162	1,500	1,500	1,375	1,500	1,500	162
Annual maintenance days of the facility.	40	360	360	360	360	40	40

Mission Element 2: Maintain parks, grounds, trails and facilities

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual facility inspections.	27	108	1,092	720	720	108	108
Address patrons concerns and corrective action	270	1,086	0	0	0	270hrs	270hrs
Address employee concerns and corrective action	162		520	360	360	162hrs	162hrs
Conduct employee training/meetings	24	24	320	12	12	24	24
Provide facility support.	270		1,456	1,456	1,456	270hrs	270hrs
System overrides/corrections.	5	5	520	1,400	1,400	5hrs	5hrs
Create and route fitness instructor contracts.	8	8	13	30	30	8	8hrs
Contact and procuring vendors for equipment repairs.	108	24	20	24	24	24	24
Procure supplies for the facility.	6	12	64	806	806	12	12
Record and file facility incident/accident	38	150	50	157	157	150	150



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Provide aquatic programming.

GOALS

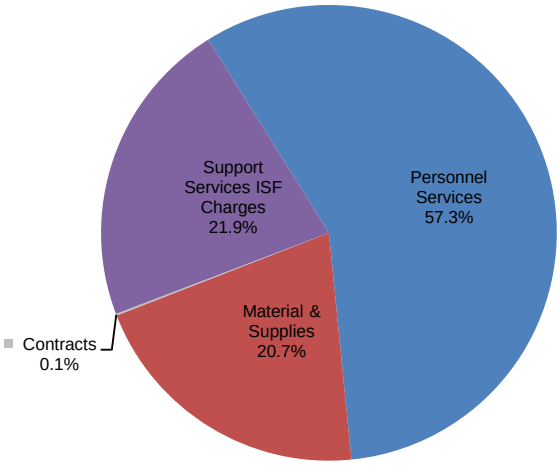
- Implement comprehensive marketing strategy to promote programs / activities to the entire Central Texas region.
- Establish a lap swim program.
- Obtain a contract with American Red Cross to host national level training.
- Provide safe aquatic facilities.
- Leverage the Boys and Girls Joint Use Agreement to provide additional aquatic programs.

FINANCIAL INFORMATION

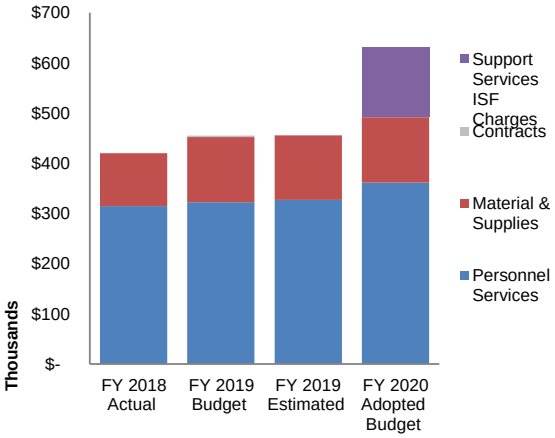
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Lifeguard Instruction Receipts	4,985	4,850	7,000	7,700
Aquatics Swim Lessons	32,585	50,980	32,250	35,475
Aquatics Revenues	275,299	315,000	298,502	322,725
Aquatics Swim Team	-	-	3,000	3,300
Aquatics Center Rentals	47,288	50,600	49,000	54,500
Aquatics Center Season Passes	5,680	7,170	9,105	10,070
General Resources	54,718	26,226	57,403	197,244
Total	$ 420,555	$ 454,826	$ 456,260	$ 631,014

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 314,794	$ 322,118	$ 327,178	$ 361,640
Material & Supplies	105,085	129,908	128,382	130,400
Contracts	675	2,800	700	800
Support Services ISF Charges	-	-	-	138,174
Total	$ 420,555	$ 454,826	$ 456,260	$ 631,014

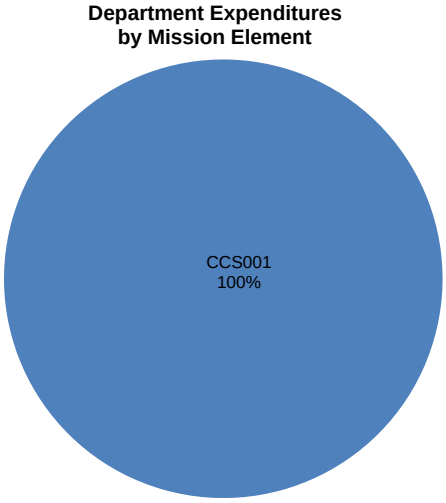
Department Expenditures

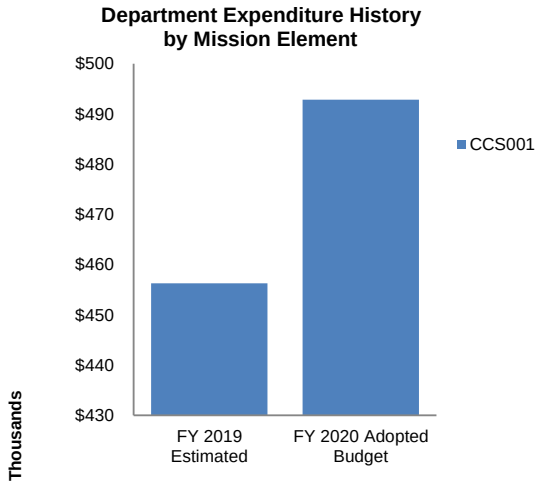


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS001	Provide aquatics programs.	14.46	30,076.80	$ 456,260	$ 492,840
	Support Services ISF Charges	-	-	-	138,174
		14.46	30,076.80	$ 456,260	$ 631,014





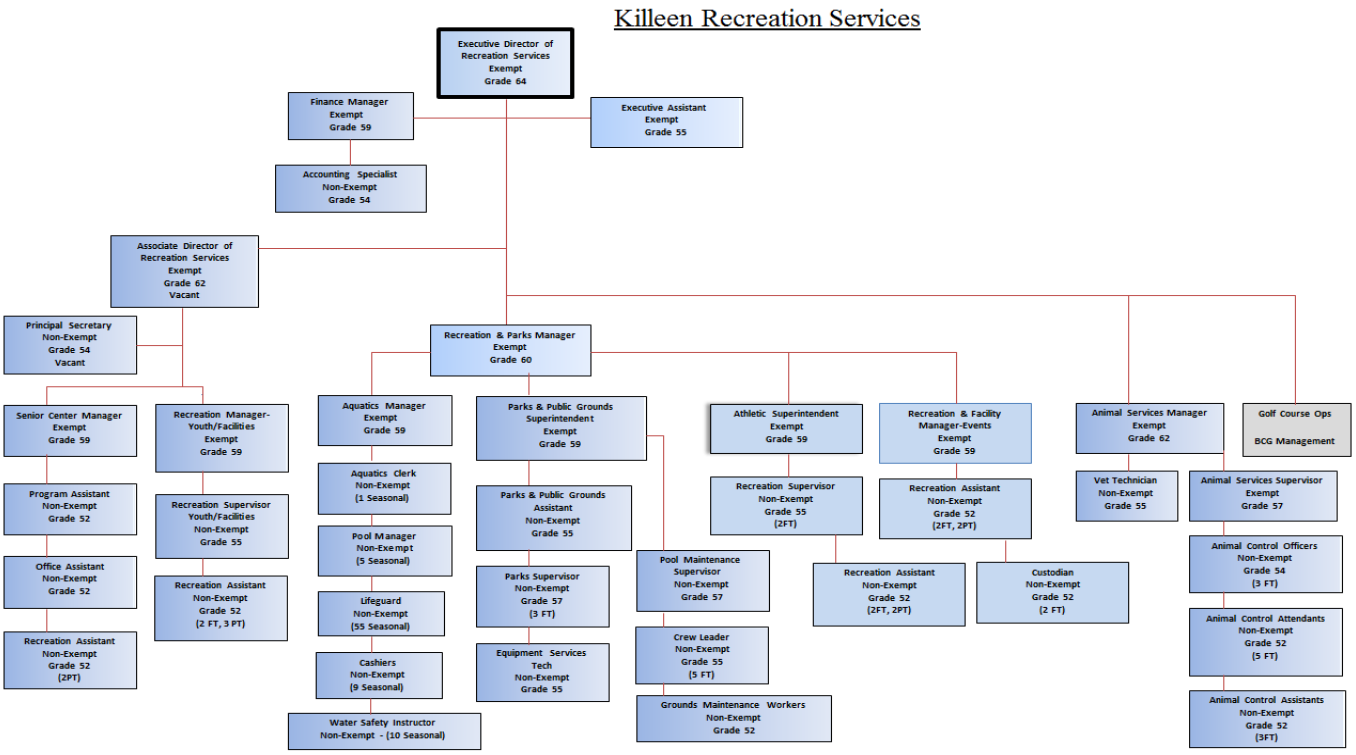
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Aquatics/Recreation Manager [1]	-	-	1.00
Seasonal Lifeguard	9.44	9.65	9.65
Seasonal Pool Cashier	1.59	1.59	1.59
Seasonal Pool Manager	1.21	1.21	1.21
Seasonal Water Safety Instructor	1.01	1.01	1.01
Supervisor (Aquatics) [1]	1.00	1.00	-
Total Staffing	14.25	14.46	14.46

[1] - In FY 2020, reclassified Supervisor (Aquatics) to Aquatics/Recreation Manager

Mission Element 1: Provide aquatics programs

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide daily maintenance of pump rooms at aquatic facilities.	3,120	365	365	365	365	365	365
Provide public swim at the Family Aquatic Center.	15,312	66	66	60	66	66	85
Maintain water at sanitary levels during swim season.	720	180	180	180	180	180	180
Conduct facility inspections at aquatic facilities.	255	85	317	200	250	250	85
Annual umbrella rentals.	170	44	44	83	85	85	85
Service after hours reservations.	125	33	33	50	50	50	50
Service after hours reservations at LBP.	10	5	0	0	0	0	5
The number of coordinated swim lessons.	120	70	70	70	70	70	70
Coordinate lifeguard certification courses.	245	7	7	7	7	7	7
Provide public access to spray park.	2,436	200	200	200	200	200	200
The number of annual swimmers at Family Aquatic Center		0	0	0	0	60,000	60,000
The number of annual swimmers at Long Branch pool.		5,700	5,800	4,100	4,500	4,500	4,500



DIVISION MISSION STATEMENT

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

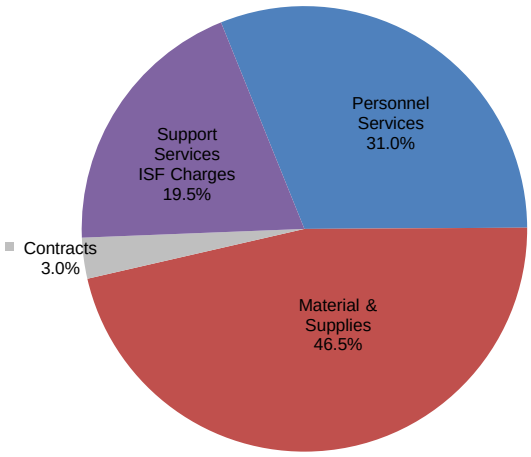
- Expand and maintain recreational activities and programs via community and corporate partnerships.
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.

FINANCIAL INFORMATION

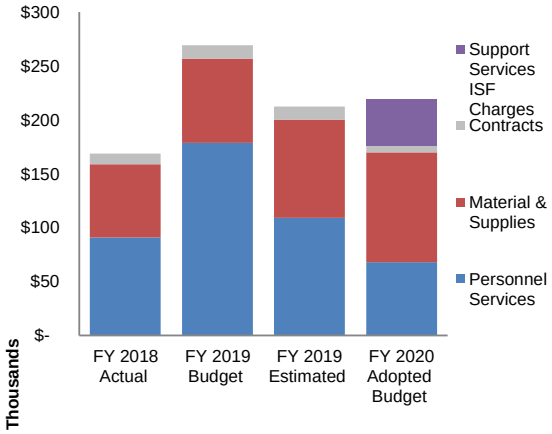
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Recreation Revenue	$55,635	$30,000	$30,000	$32,000
General Resources	113,152	239,235	182,377	187,071
Total	$ 168,787	$ 269,235	$ 212,377	$ 219,071

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 90,835	$ 178,718	$ 109,232	$ 67,965
Material & Supplies	67,865	78,141	90,845	101,850
Contracts	10,087	12,376	12,300	6,500
Support Services ISF Charges	-	-	-	42,756
Total	$ 168,787	$ 269,235	$ 212,377	$ 219,071

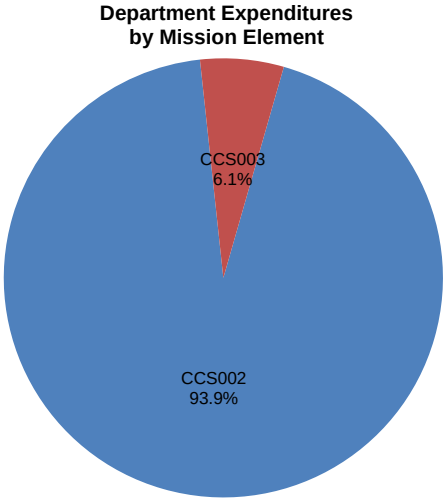
Department Expenditures

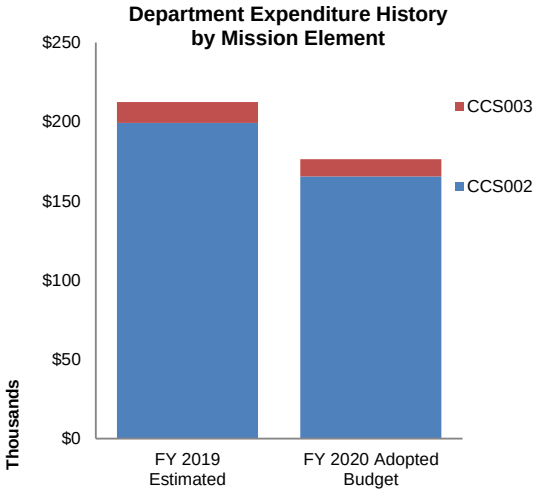


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	-	-	$ 199,326	$ 165,480
CCS003	Maintain parks, grounds, trails, and facilities.	1.00	2,080.00	13,051	10,835
	Support Services ISF Charges	-	-	-	42,756
		1.00	2,080.00	$ 212,377	$ 219,071





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Recreation Manager [1]	-	1.00	1.00
Recreation Services Supervisor [2]	1.00	1.00	-
Recreation Supervisor [2]	2.00	1.00	-
Total Staffing	3.00	3.00	1.00

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

[2] - In FY 2020, reclassified Recreation Services Supervisor to Recreation Services Superintendent and moved to Lions Club Operations; reclassified Recreation Supervisor to Associate Director of Recreation Services and moved to Athletics

Mission Element 1: Provide Recreation programs

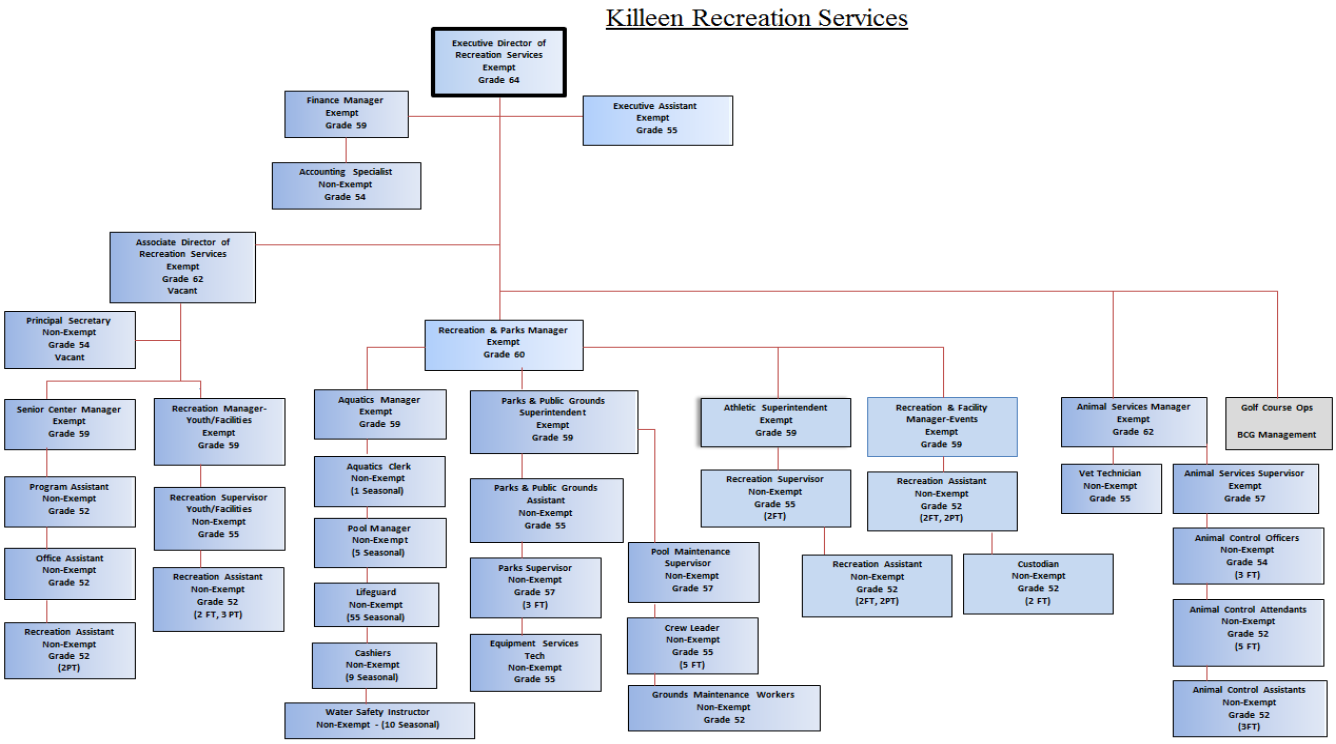
Operational Targets: Essential department functions within the mission element.

Function	Hours	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Create marketing materials	108	0	0	0	0	108 hrs
Developing policies and procedures for vendors	54	0	0	0	0	54
Recuit vendors	60	0	0	0	0	60
Research and procuring supplies for events	60	0	0	0	0	60
Conducting Recrecational events	50	0	0	0	0	50
After action planning for future events	20	0	0	0	0	20

Mission Element 2: Maintain parks, grounds, trails and facilities

Operational Targets: Essential department functions within the mission element.

Function	Hours	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual facility inspections.	27	1,092	720	720	720	108
Address patrons concerns and corrective action	270	0	0	0	0	270hrs
Address employee concerns and corrective action	162	520	360	360	360	162hrs
Conduct employee training/meetings	24	320	12	12	12	24
Provide facility support.	270	1,456	1,456	1,456	1,456	270hrs
System overrides/corrections.	5	520	1,400	1,400	1,400	5hrs
Create and route fitness instructor contracts.	8	13	30	30	30	8hrs
Contact and procuring vendors for equipment repairs.	72	20	24	24	24	24
Procure supplies for the facility.	6	64	806	806	806	12
Record and file facility incident/accident reports.	6	50	157	157	157	150



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Provide recreation programs.
- Maintain parks, ground, trails and facilities.

GOALS

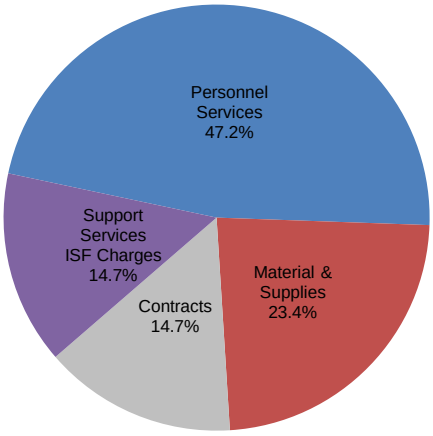
- Implement comprehensive marketing strategy to promote programs / activities to the Killeen, Harker Heights, Copperas Cove region.
- Host a State Texas Amateur Athletic Federation baseball and softball tournament.
- Create, develop and administrate athletic policies and procedures.
- Explore adaptive sport program(s).
- Explore new adult leagues using Killeen Community Partnerships.

FINANCIAL INFORMATION

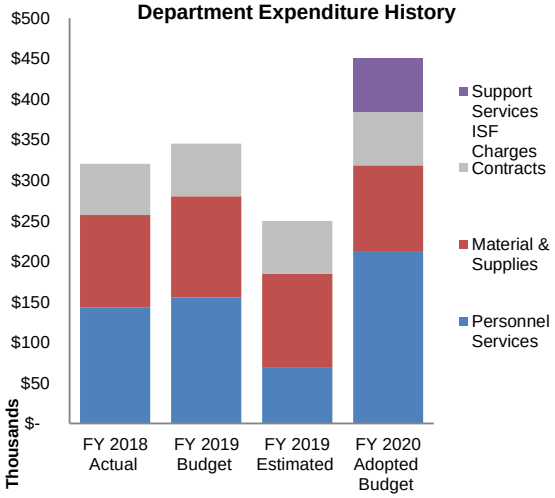
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Athletic Revenue	$ 148,214	$ 145,000	$ 145,000	$ 155,000
General Resources	172,124	200,342	104,847	295,472
Total	$ 320,339	$ 345,342	$ 249,847	$ 450,472

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 143,315	$ 155,408	$ 69,644	$ 212,738
Material & Supplies	114,007	124,862	115,203	105,600
Contracts	63,017	65,072	65,000	66,000
Support Services ISF Charges	-	-	-	66,134
Total	$ 320,339	$ 345,342	$ 249,847	$ 450,472

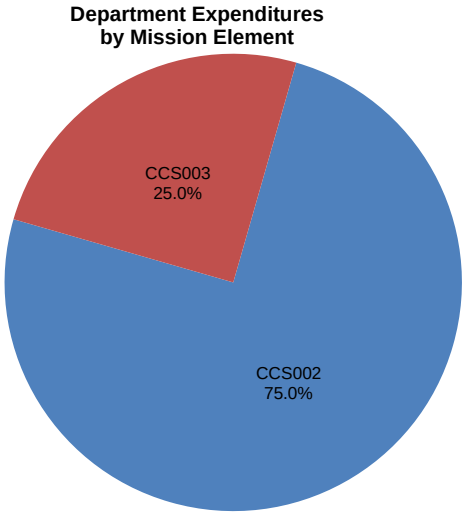
Department Expenditures

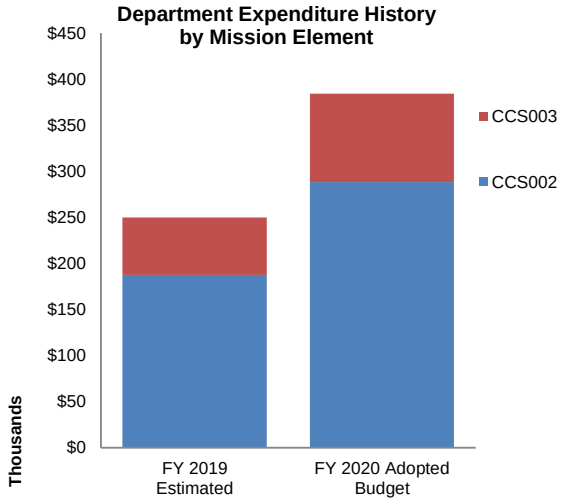


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	1.50	3,120.00	$ 187,417	$ 288,303
CCS003	Maintain parks, grounds, trails, and facilities.	0.50	1,040.00	62,430	96,035
	Support Services ISF Charges	-	-	-	66,134
		2.00	4,160.00	$ 249,847	$ 450,472





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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

Mission Element 1: Provide recreation programs

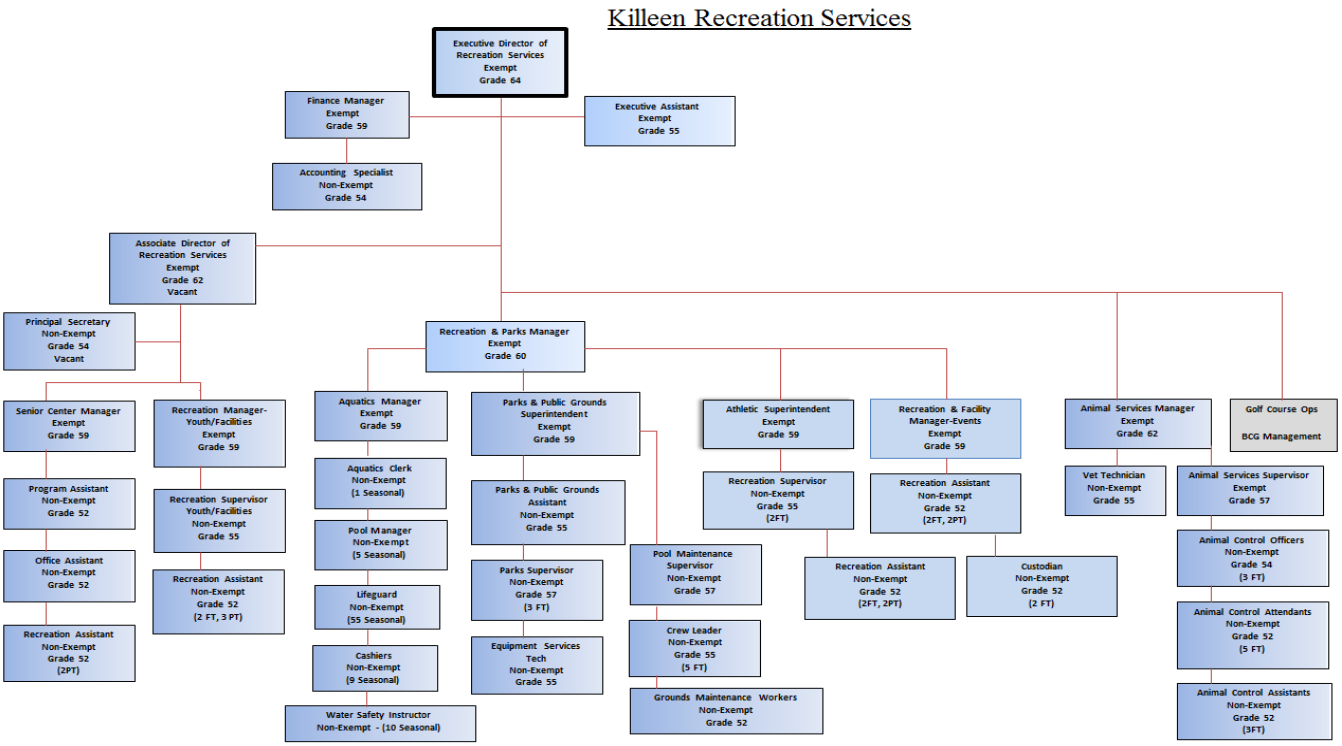
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide supervision for all youth and adult sports game days.	2,340	195	195	195	200	200	200
Conduct operational audit of programs.	40	1	1	1	1	1	1
Administer youth sports to area youth.	1,764	2,200	2,500	2,500	2,500	2,161	2,161
Youth sports games coordinated via Athletics division.	1,764	1,000	1,000	1,000	1,000	1,362	1,362
Adult sports games coordinated via Athletics division.	1,152	300	300	300	300	1,140	1,140

Mission Element 2: Maintain parks, grounds, trails, and facilties

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual facility inspections.	27	108	1,092	720	720	108	108
Address patrons concerns and corrective action	270	1,086	0	0	0	270hrs	270hrs
Address employee concerns and corrective action	162		520	360	360	162hrs	162hrs
Conduct employee training/meetings	24	24	320	12	12	24	24
Provide facility support.	270		1,456	1,456	1,456	270hrs	270hrs
System overrides/corrections.	5	5	520	1,400	1,400	5hrs	5hrs
Create and route fitness instructor contract	8	8	13	30	30	8	8hrs
Contact and procuring vendors for equipment repairs.	108	24	20	24	24	24	24
Procure supplies for the facility.	6	12	64	806	806	12	12
Record and file facility incident/accident reports.	38	150	50	157	157	150	150



DIVISION MISSION STATEMENT

The Cemetery's mission is to maintain the cemetery.

MISSION ELEMENTS

- Maintain parks, trails, and facilities.

GOALS

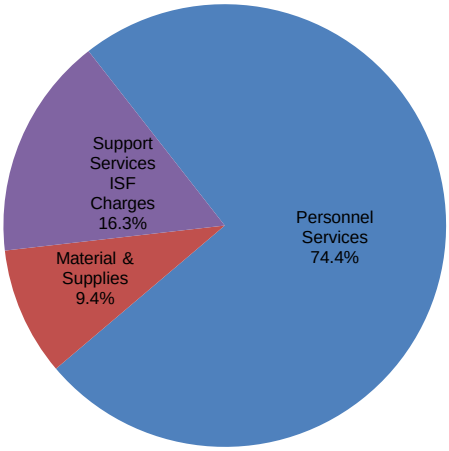
- Create an expansion plan for the cemetery.

FINANCIAL INFORMATION

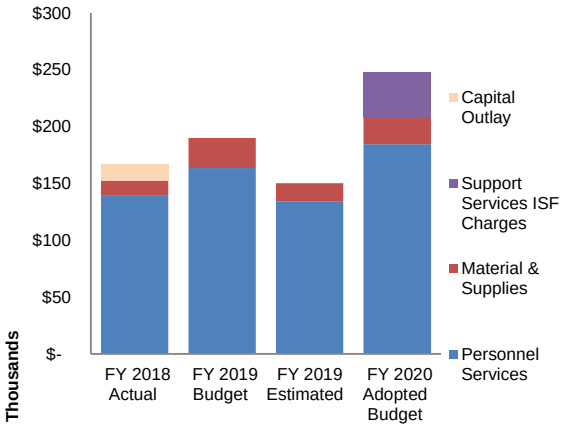
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Cemetery Revenues	$ 37,895	$ 53,824	$ 48,000	$ 53,000
General Resources	128,389	136,138	102,150	195,171
Total	$ 166,284	$ 189,962	$ 150,150	$ 248,171

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 139,788	$ 163,576	$ 134,038	$ 184,541
Material & Supplies	12,446	26,386	16,112	23,300
Support Services ISF Charges	-	-	-	40,330
Capital Outlay	14,050	-	-	-
Total	$ 166,284	$ 189,962	$ 150,150	$ 248,171

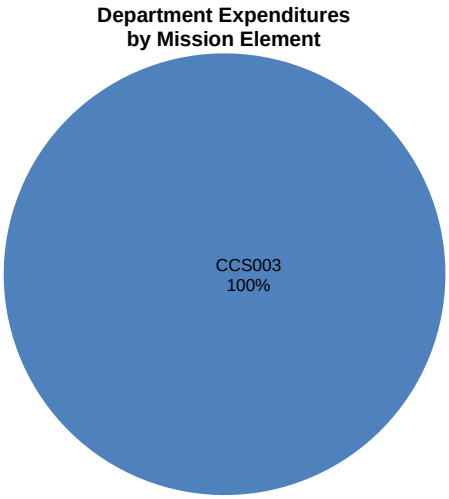
Department Expenditures

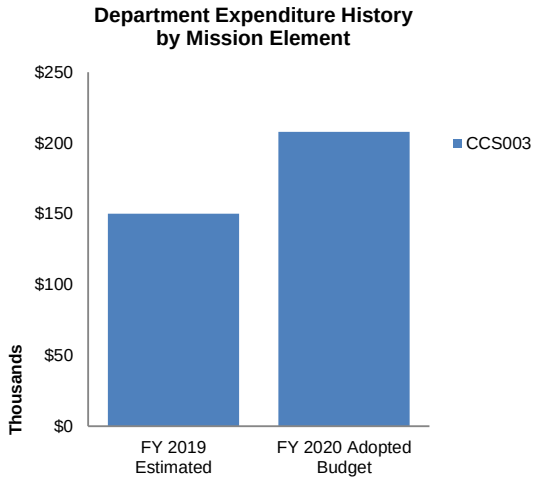


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS003	Maintain parks, grounds, trails, and facilities.	4.00	8,320.00	$ 150,150	$ 207,841
	Support Services ISF Charges	-	-	-	40,330
		4.00	8,320.00	$ 150,150	$ 248,171



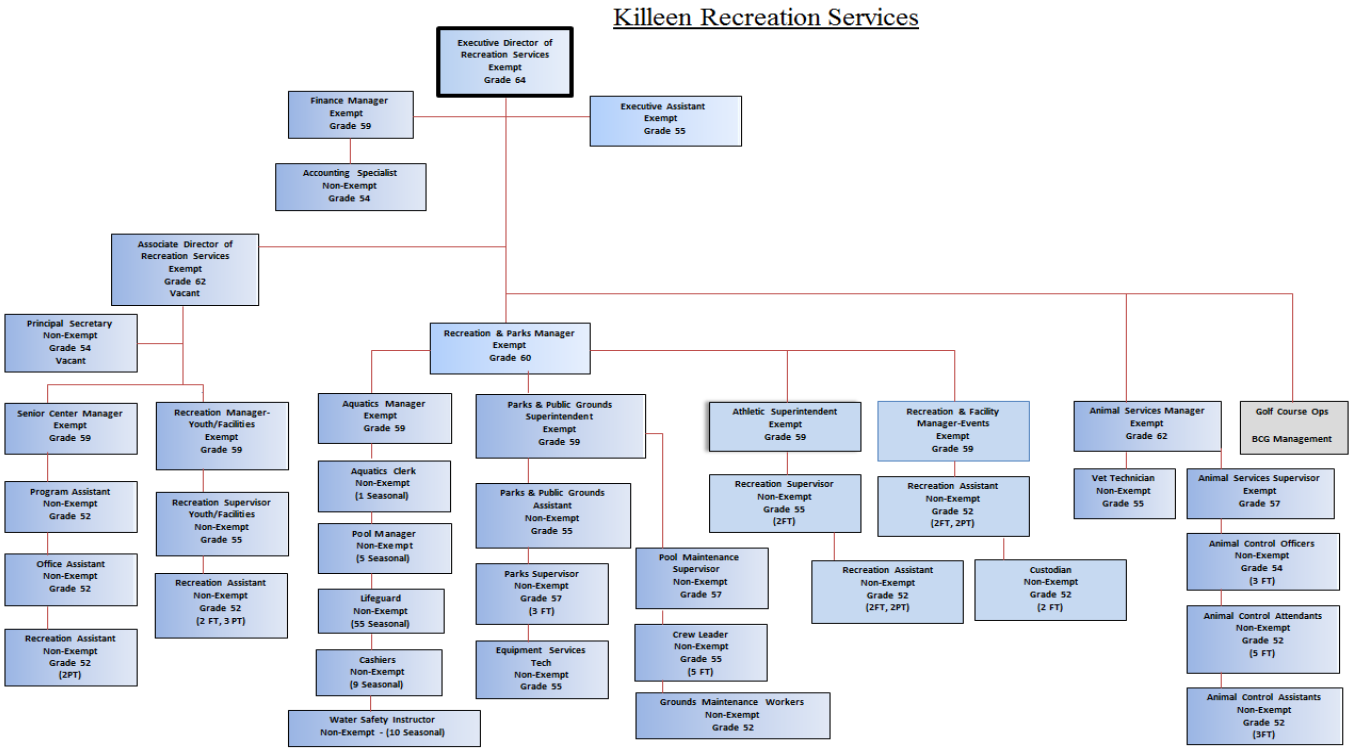


Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Crew Leader	1.00	1.00	1.00
Grounds Maintenance Worker	2.00	2.00	2.00
Parks & Public Grounds Assistant	1.00	1.00	1.00
Total Staffing	4.00	4.00	4.00

Mission Element 1: Maintain parks, grounds, trails, and facilities.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Acreage mowed annually to comply with the City's tall weeds and grass ordinance.	8,320	44	0	0	0	44	44
Annual maintenance around plots	1,092	10,000	0	0	0	10,000	10,000
Number of plots sold	20	23	0	0	0	23	20
Graves dug and buriels	24	30	0	0	0	32	30



DIVISION MISSION STATEMENT

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

- Provide recreation programs to seniors.
- Maintain parks, grounds, trails, and facilities.

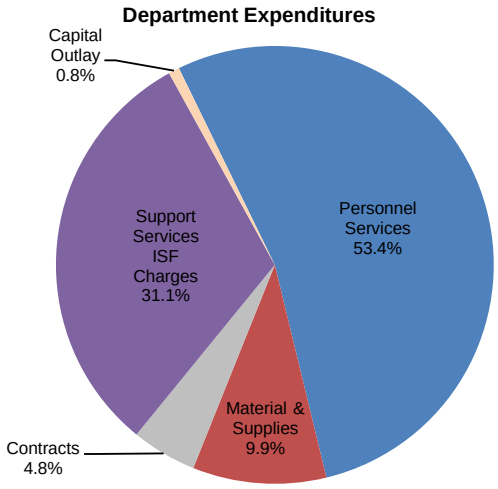
GOALS

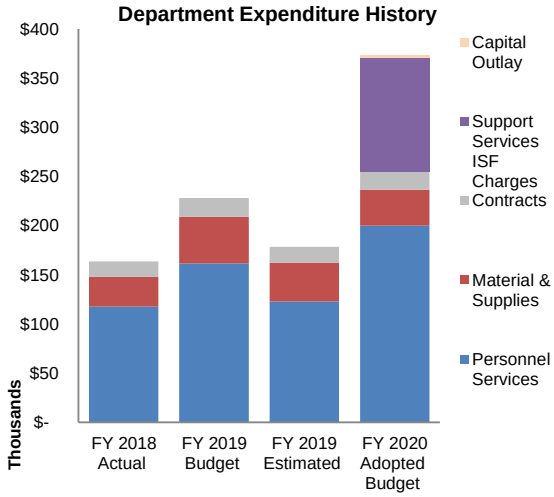
- Host and implement ideas from community via quarterly town hall meetings.
- Explore modifications to the meal program at both senior centers to ensure they remain viable to seniors.
- Assess current programs and survey members to determine additional programs / activities that are needed to increase
- Establish a more effectual operational system for both senior staff and senior members.

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 163,637	$ 228,233	$ 178,538	$ 374,017
Total	$ 163,637	$ 228,233	$ 178,538	$ 374,017

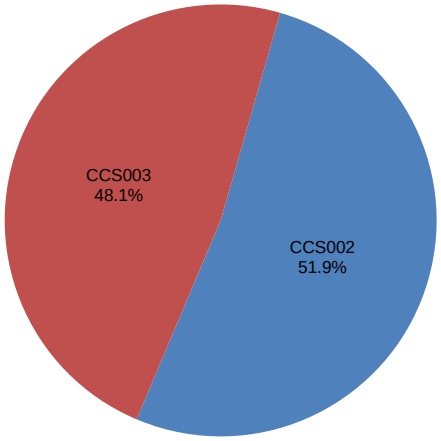
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 117,730	$ 161,429	$ 122,963	$ 199,846
Material & Supplies	30,110	47,665	39,575	36,900
Contracts	15,798	19,139	16,000	18,000
Support Services ISF Charges	-	-	-	116,271
Capital Outlay	-	-	-	3,000
Total	$ 163,637	$ 228,233	$ 178,538	$ 374,017



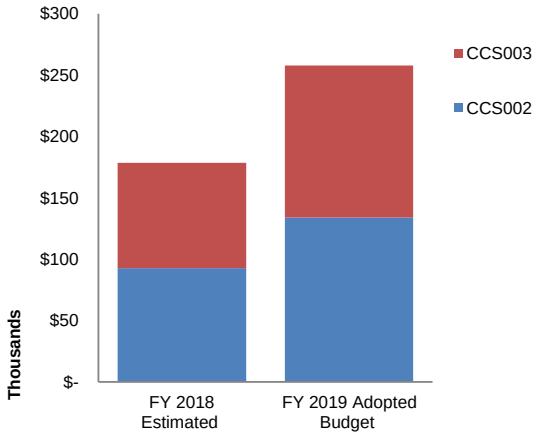


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS002	Provide recreation programs.	2.00	4,160.00	$ 92,698	$ 133,823
CCS003	Maintain parks, grounds, trails and facilities.	2.00	4,160.00	85,840	$ 123,923
	Support Services ISF	-	-	-	$ 116,271
		4.00	8,320.00	$ 178,538	$ 374,017

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Office Assistant	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00
Program Coordinator [1]	1.00	-	-
Recreation Assistant (PT) [1]	0.50	1.09	1.00
Senior Center Manager [1]	-	1.00	1.00
Total Staffing	3.50	4.09	4.00

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

Mission Element 1: Provide recreation programs

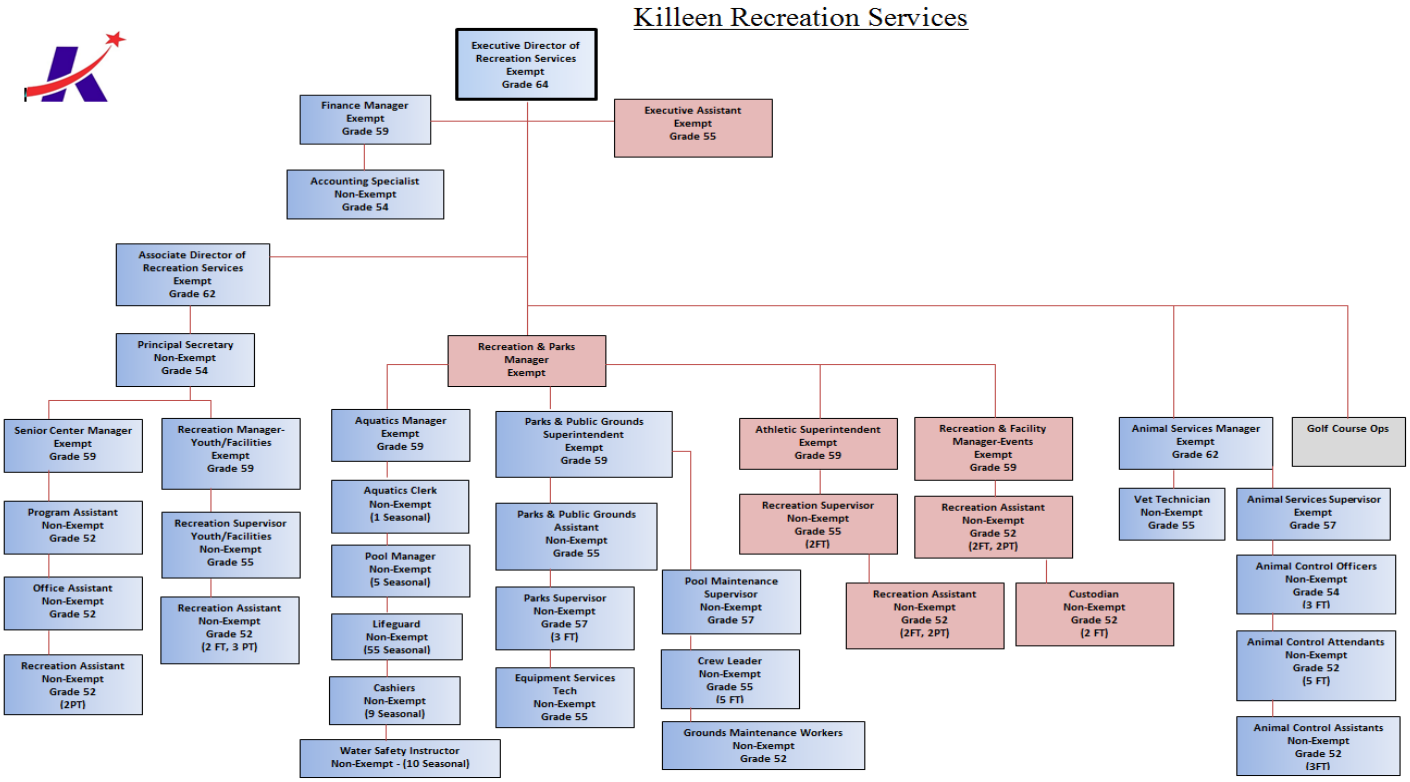
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Track monthly social programs via ActiveNet software.	410	12	12	0	12	12	12
Social programs coordinated annually.	460	110	115	140	150	65	150
Annual attendees at social programs.	704	22,000	22,000	46,182	22,000	22,000	22,000
Provide a monthly newsletter to highlight programs and services.	36	12	12	8	12	12	12

Mission Element 2: Maintain parks, grounds, trails, and faciliies

Operational Targets: Essential department functions within the mission element.

Function	Hours	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Annual facility inspections.	27	0	0	0	0	108
Address patrons concerns and corrective action	270	0	0	0	0	270hrs
Address employee concerns and corrective action	162	0	0	0	0	162hrs
Conduct employee training/meetings	24	0	0	0	0	24
Provide facility support.	270	0	0	0	0	270hrs
System overrides/corrections.	5	0	0	0	0	5hrs
Create and route fitness instructor contracts.	8	0	0	0	0	8hrs
Contact and procuring vendors for equipment repairs.	72	0	0	0	0	24
Procure supplies for the facility.	6	0	0	0	0	12
Record and file facility incident/accident	6	0	0	0	0	150



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Shelter operations.
- Providing field enforcement services.
- Promote education, responsible pet ownership, and adoption.

GOALS

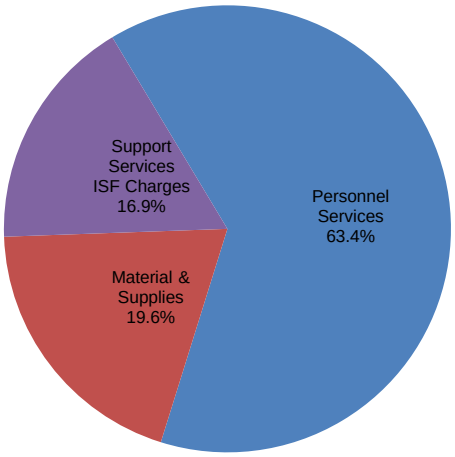
- Implement comprehensive marketing strategy to promote programs / activities to the entire Killeen, Harker Heights, Copperas Cove region.
- Develop and implement a Strategic Plan for animal services.
- Develop a long term plan of action for the spay and neuter of adoptable pets.
- Improve the quality of care provided to animals in our shelter.

FINANCIAL INFORMATION

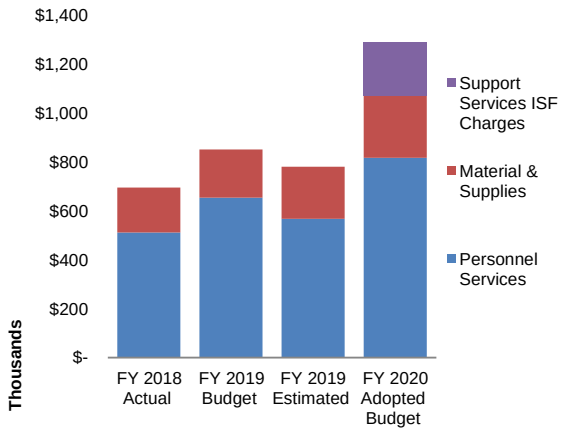
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Animal Control Fees	$ 218,390	$ 264,216	$ 221,875	$ 247,464
General Resources	477,897	587,149	559,010	1,042,277
Total	$ 696,287	$ 851,365	$ 780,885	$ 1,289,741

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 511,856	$ 654,503	$ 568,016	$ 818,048
Material & Supplies	184,431	196,862	212,869	253,094
Support Services ISF Charges	-	-	-	218,599
Total	$ 696,287	$ 851,365	$ 780,885	$ 1,289,741

Department Expenditures

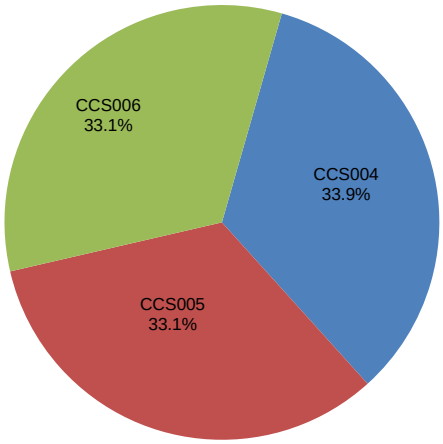


Department Expenditure History

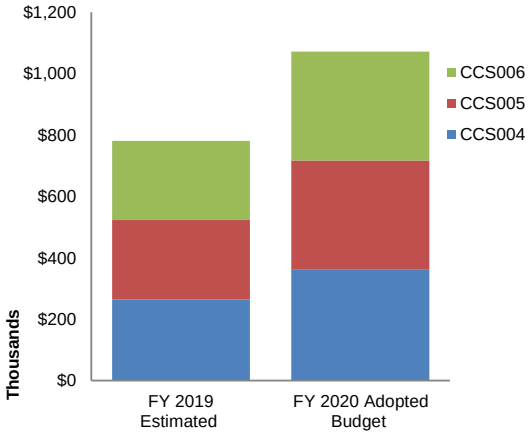


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCS004	Provide animal services.	5.44	11,315.20	$ 264,473	$ 362,778
CCS005	Provide field enforcement services.	5.28	10,982.37	258,209	354,186
CCS006	Promote education, responsible pet ownership, and adoption.	5.28	10,982.43	258,203	354,178
	Support Services ISF Charges	-	-	-	218,599
		16.00	33,280.00	$ 780,885	$ 1,289,741

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Animal Care Technician [1]	-	-	5.00
Animal Control Assistant [2]	3.00	3.00	-
Animal Control Attendant [1]	5.00	5.00	-
Animal Control Officer [3]	7.00	5.00	4.00
Animal Services Manager	1.00	1.00	1.00
Animal Services Representative [2]	-	-	3.00
Animal Services Supervisor	1.00	1.00	1.00
Program Coordinator [3]	-	-	1.00
Veterinary Technician	1.00	1.00	1.00
Total Staffing	18.00	16.00	16.00

[1] - In FY 2020, position title changed from Animal Control Attendant to Animal Care Technician

[2] - In FY 2020, position title changed from Animal Control Assistant to Animal Services Representative

[3] - In FY 2020, one Animal Control Officer position reclassified to Program Coordinator

Mission Element 1: Provide Animal Services

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Adminster animal code compliance	6,240	4,105	4,105	4,034	4,305	4,300	4,305
Control stray animal population	10,400	8,000	8,248	8,328	8,398	8,398	8,398
Care for in-custody animals	12,480	5,300	6,082	6,599	6,582	6,500	6,500
Promote pet adoption and rescue coordination	2,028	9,175	9,579	10,280	10,179	10,000	10,200
Rabies control	2,080	322	322	334	352	350	350

Mission Element 2: Providing field enforcement services

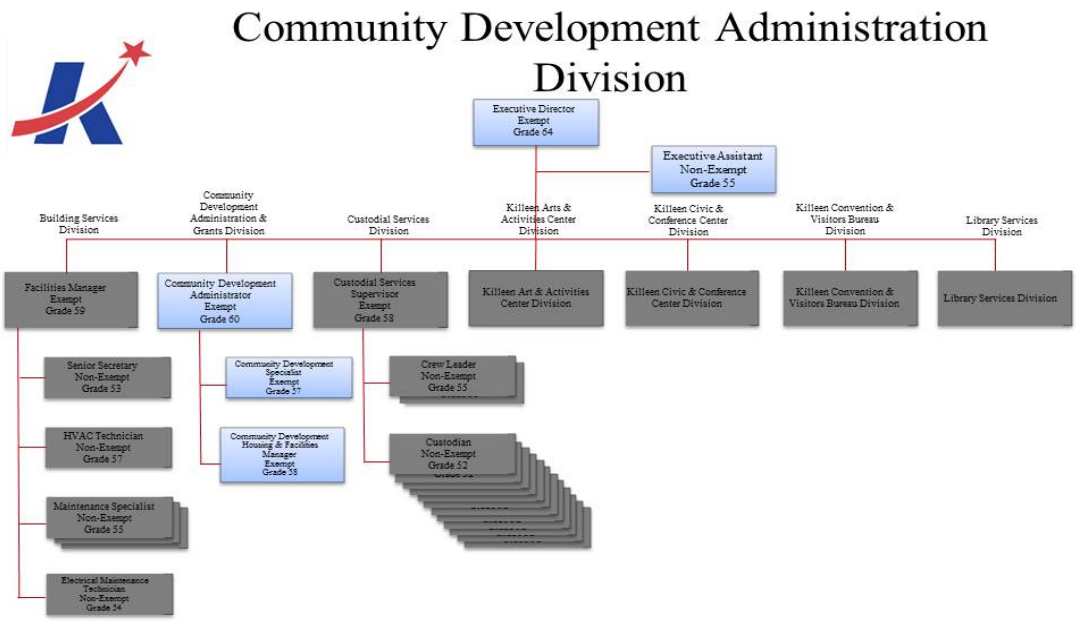
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Deceased animal pick up	100	216				100	100
Wildlife calls	120	191				120	120
Trapped Animals Calls	48	90				48	50
Ordinance Violation Calls	626	533				626	800
Stray Calls	810	1,134				810	1,000
Investigations	2,294	2,163				2,294	2,500
Administrative Dispatches	136	102				136	100
Animal Cruelty Calls	491	220				491	600
Animal Bite Cases	359	263				359	400
Assist in Shelter Care and Operations	6,000	6,000				6,000	3,000
Field Emergency calls	908	470				908	900

Mission Element 3: Promote education, responsible pet ownership, and adoption

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Shelter care and operations	12,480	5,300				6,500	6,500
Community outreach	1,000	1,000				1,000	1,000
External communications	3,000	3,000				3,000	3,000



DIVISION MISSION STATEMENT

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 & HOME program.
- Administer sub-grant to qualifying entities.
- Conduct compliance monitoring for sub-grantee performance.
- Submit required reports to federal awarding agency.
- Provide oversight, guidance and administrative functions to seven (7) divisions.

GOALS

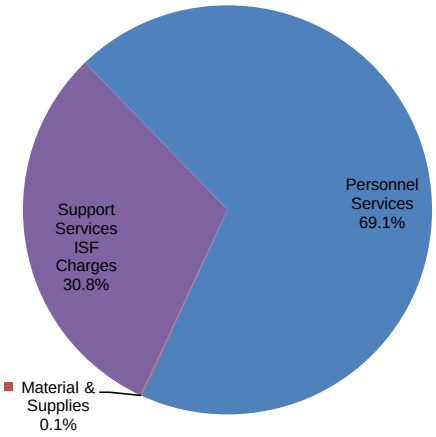
- Maintain CDBG and HOME Program grant requirements.
- Complete all grant reporting on time.
- Complete program monitoring of all sub-grantees.
- Continue the department's performance by meeting expectations within assigned areas of responsibility.

FINANCIAL INFORMATION

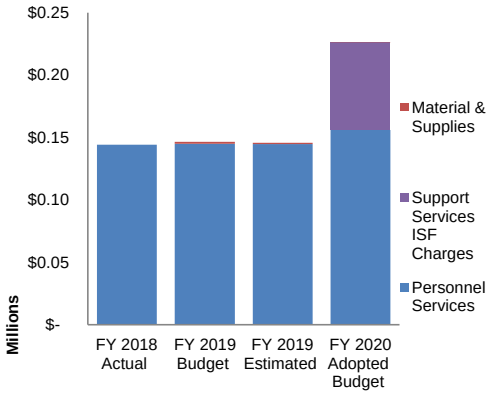
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 144,271	$ 146,490	$ 145,765	$ 225,856
Total	$ 144,271	$ 146,490	$ 145,765	$ 225,856

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 144,271	$ 145,032	$ 144,587	$ 156,038
Material & Supplies	-	1,458	1,178	216
Support Services ISF Charges	-	-	-	69,602
Total	$ 144,271	$ 146,490	$ 145,765	$ 225,856

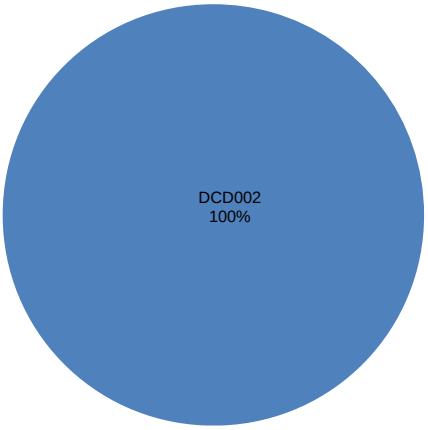
Department Expenditures

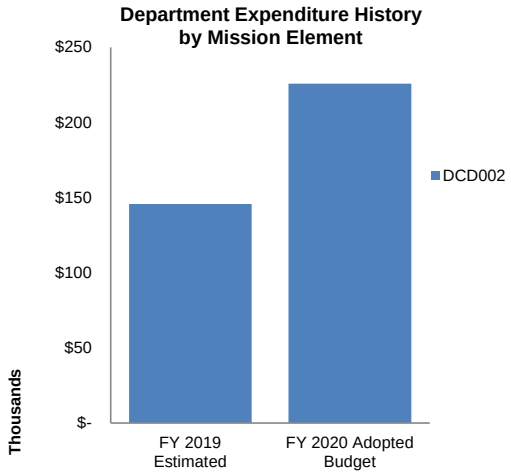


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD002	Provide oversight, guidance and administrative functions to seven (7) divisions within Community Development Department. **(Non-grant)**	0.98	2,038.40	$ 145,765	$ 156,254
	Support Services ISF Charges	-	-	-	69,602
		0.98	2038.40	$ 145,765	$ 225,856





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Executive Director of Community Development [1, 2]	0.98	0.94	0.98
Total Staffing	0.98	0.94	0.98

[1] - In FY 2020, shifted 0.02 FTE from CDBG to General Fund
[2] - Position is partially funded by CDBG Grant Fund

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	Actual FY 19	Target FY 20
Provide integrated orientation and training workshops outlining broad program objectives and methods.	401	33 Workshops	33 Workshops	37 Workshops	38 Workshops	50	44
Provide clear guidance to CDAC committee at meetings.	40	4 Meetings	4 Meetings	4 Meetings	4 Meetings	4	4
Provide oversight and guidance to division staff related to Community Development tasks and programs.	300	Continues meeting and reviews	300	300	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	Actual FY 19	Target FY 20
Develop clear scope of work for sub-grantee agreements.	58	13 Agreements	13 Agreements	13 Agreements	13 Agreements	15	16
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	15	16

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	Actual FY 19	Target FY 20
Perform sub-grantee monitoring on quarterly basis.	25	1 visit per quarter	52 visits	52 visits	52 visits	52 visits	64 visits
Submit report back to sub-grantee on result of monitoring.	36	1 report per sub-grantee per quarter	52 reports	52 reports	52 reports	52 reports	64 reports

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

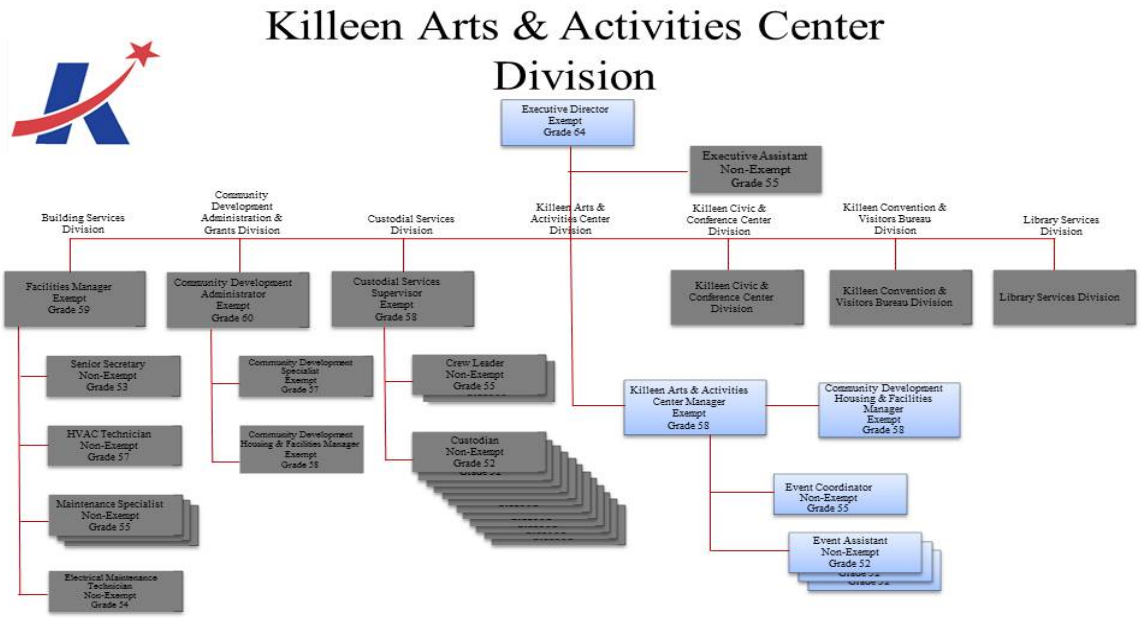
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Ensure all major reports submitted as required by HUD.	441	13 Reports	13 Reports	13 Reports	13 Reports	13 reports	16 reports
Submit quarterly reports from sub-grantees entered into IDIS on time.	88	32 Reports	32 Reports	32 Reports	48 Reports	52 reports	64 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	Actual FY 19	Target FY 20
Meet with each division supervisor to discuss division work.	168	7 meetings per month	84	42	84	84	84
Perform employee evaluations for department staff.	18	11 Evaluations	11	11	11	11	11
Provide administrative and oversight to all seven (7) divisions.	636	Daily	636	636	636	636	636



DIVISION MISSION STATEMENT

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

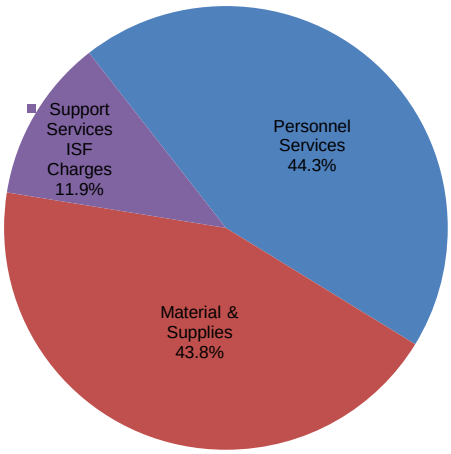
- Review fee schedule to ensure space and services offered are market competitive.
- Promote event space to increase bookings during the weekdays.
- Develop a cost analysis of each city office that is cleaned by the KAAC staff.
- Implement replacement plan for damaged furnishings.

FINANCIAL INFORMATION

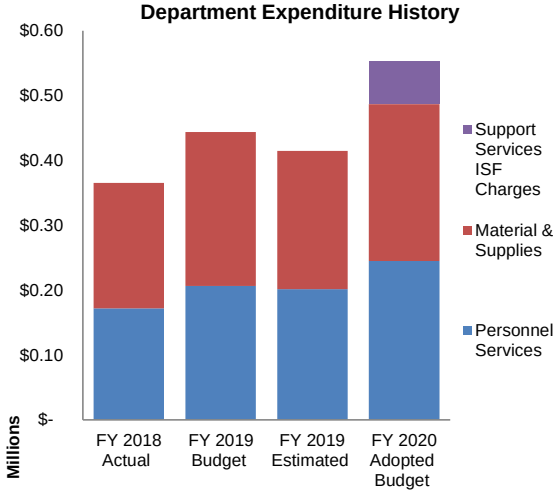
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Event Revenue	$ 57,730	$ 59,136	$ 72,636	$ 56,015
General Resources	307,799	384,931	342,269	496,428
Total	$ 365,529	$ 444,067	$ 414,905	$ 552,443

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 172,066	$ 206,696	$ 201,487	$ 244,873
Material & Supplies	193,464	237,371	213,418	241,872
Support Services ISF Charges	-	-	-	65,698
Total	$ 365,529	$ 444,067	$ 414,905	$ 552,443

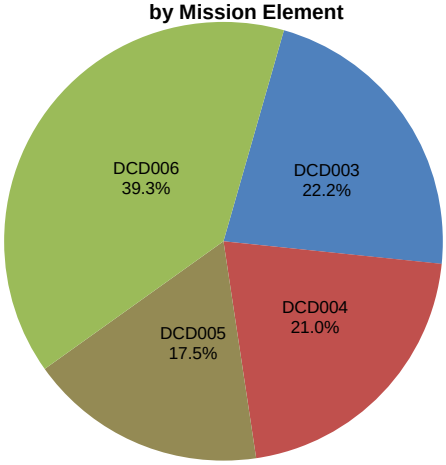
Department Expenditures

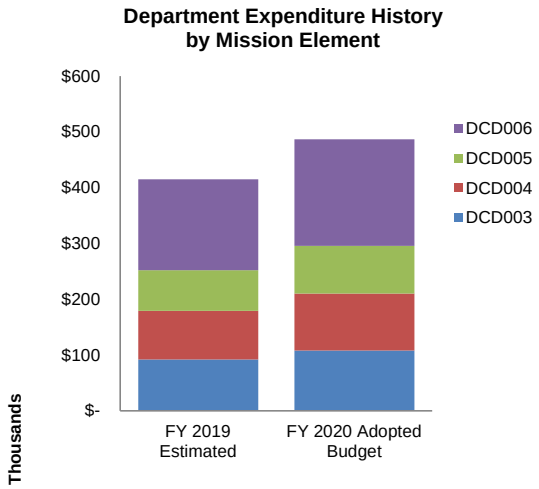


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD003	Marketing and promoting the facility to expand clientele and generate revenue.	0.80	1,664.00	$ 92,137	$ 108,090
DCD004	Event planning and coordination with individualized customer care.	1.15	2,392.00	86,956	102,012
DCD005	Provide a facility with advanced audio-visual equipment, well-maintained furnishings, and room setups.	0.80	1,664.00	72,645	85,223
DCD006	Maintaining 75,000 square feet addressing the cleanliness and sanitation of the interior and exterior of the campus.	2.64	5,491.20	163,168	191,420
	Support Services ISF Charges	-	-		65,698
		5.39	11,211.20	$ 414,905	$ 552,443





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Community Dev. Housing & Facility Mgr	0.25	0.25	0.39
Event Assistant	3.00	3.00	3.00
Event Coordinator	1.00	1.00	1.00
KAAC Manager	1.00	1.00	1.00
Total Staffing	5.25	5.25	5.39

[1] - In FY 2020, shifted .14 FTE from CDBG Fund to General Fund

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	Actual FY 19	Target FY 20
Increase website views.	215	25,000 Views	23,157 Views	25,982 Views	28,580 Views	29571 Views	30,458 Views
Increase website booking request.	45	150 Requests	80 Requests	90 Requests	100 Requests	164 Requests	170 Requests
Increase Facebook views.	45	2,000 Views	1,788 Views	2,150 Views	2,365 Views	2,895 Views	2981 Views
Increase Facebook posts.	215	52 Posts	52 Posts	110 Posts	156 Posts	80 Posts	156 Posts
Increase events booked.	1,240	200 Events	180 Events	150 Events	180 Events	207 Events	213 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	Actual FY 19	Target FY 20
Attract client contacts through increased marketing.	100	1,200 Contacts	1,560 Contacts	1,570 Contacts	1,727 Contacts	1,940 Contacts	2,000 Contacts
Increase number of days booked.	390	353 Days	200 Days	229 Days	275 Days	132 Days	275 Days
Increase number of events booked during weekdays.	150	48 Events	48 Events	37 Events	48 Events	25 Events	48 Events
Room Set Ups.	200	200 Set Ups	180 Set ups	150 Set Ups	180 Set Ups	207 Set Ups	213 Set Ups
Room Break Downs.	200	200 Break Downs	180 Break Downs	150 Break Downs	180 Break Downs	207Break Downs	213 Break Downs

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

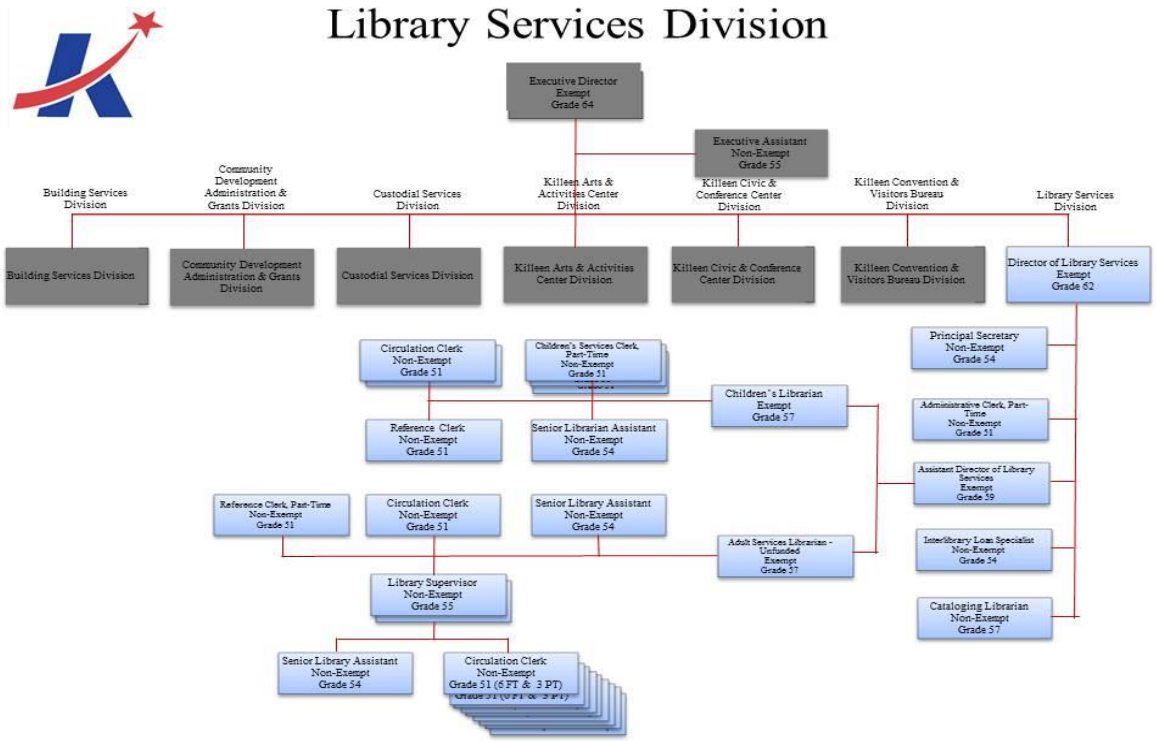
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide equipment rentals.	780	17 Units	25 Units	17 Units	25 Units	25 Units	35 Units
Twice weekly cleaning of tables (before and after events).	520	110 Tables	110 Tables	110 Tables	110 Tables	110 Tables	120 Tables
Monthly inspection of all furnishings.	48	12 Inspections	12 Inspections	12 Inspections	12 Inspections	12 Inspections	12 Inspection
Monthly deep cleaning of fabric-covered furnishings.	732	2,000 Furnishings	2,000 Furnishings	2,000 Furnishings	2,000 Furnishings	2,000 Furnishings	2,000 Furninshings

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	Actual FY 19	Target FY 20
Daily cleaning of facilities.	3,622	75,000 sf	75,000 sf	75,000 sf	75,000 sf	75,000 sf	75,00 sf
Weekly vacuuming of carpets.	312	60,000 sf	60,000 sf	60,000 sf	60,000 sf	60,000 sf	60,00 sf
Daily auto-scrubbing and buffing tile floors.	420	15,000 sf	15,000 sf	15,000 sf	15,000 sf	15,000 sf	15,00 sf
Bi-weekly shampooing carpets.	340	26 Cleanings	26 Cleanings	15 Cleanings	26 Cleanings	26 Cleanings	26 cleanings
Bi-weekly maintenance on floor cleaning equipment.	260	26 Servicing's	26 Servicing's	10 Servicing's	26 Servicing's	26 Servicing's	26 servicings
Bi-weekly power-washing sidewalks and building exterior.	366	26 Cleanings	26 Cleanings	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	48,861 sf	48,861 sf



DIVISION MISSION STATEMENT

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.

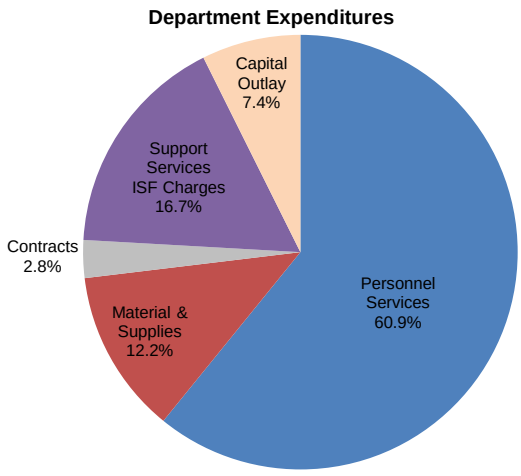
GOALS

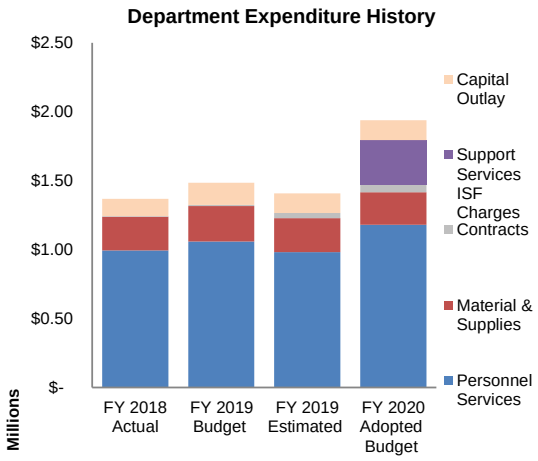
- Support expanded programming for all ages to foster lifelong learning and community engagement.
- Continue to increase visibility in the community and market programming more aggressively.
- Provide access to public computers and printers.
- Replace unreliable time and print management system to improve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

FINANCIAL INFORMATION

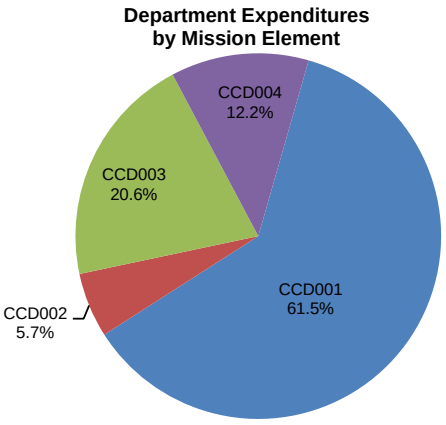
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Library Copier Charges	$ 21,200	$ 20,000	$ 22,037	$ 20,341
Library Fees & Contributions	16,699	13,000	14,126	13,221
Municipal Court Fine Revenue	2,459	3,705	3,490	3,705
Grants	847	-	-	-
General Resources	1,327,469	1,448,804	1,368,770	1,900,602
Total	$ 1,368,674	$ 1,485,509	$ 1,408,423	$ 1,937,869

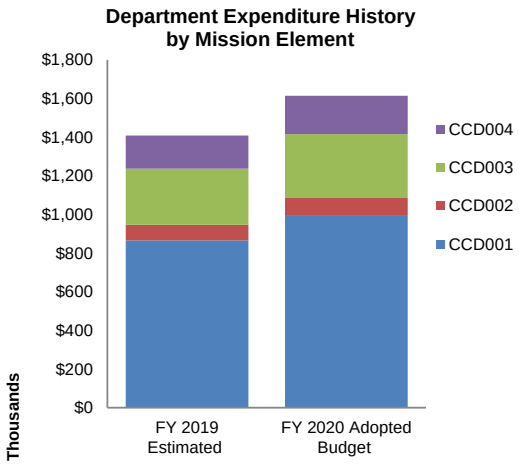
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 993,186	$ 1,058,359	$ 981,148	$ 1,179,303
Material & Supplies	244,768	257,062	246,225	237,057
Contracts	5,493	8,500	38,465	54,400
Support Services ISF Charges	-	-	-	324,509
Capital Outlay	125,227	161,588	142,585	142,600
Total	$ 1,368,674	$ 1,485,509	$ 1,408,423	$ 1,937,869





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
CCD001	Provide access to print resources for information and personal enrichment.	16.52	34,351.20	$ 866,106	$ 992,132
CCD002	Provide online access to materials for general reading and for informational needs.	0.10	208.00	80,781	92,535
CCD003	Provide access to public computers and printers.	5.00	10,389.60	289,683	331,834
CCD004	Provide a variety of programs for all ages.	2.39	4,971.20	171,853	196,859
	Support Services ISF Charges	-	-	-	324,509
		24.00	49,920.00	$ 1,408,423	$ 1,937,869





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Assistant Director of Library Services	1.00	1.00	1.00
Children's Services Assistant [1]	0.50	-	-
Clerk (Administration) - PT	0.50	0.50	0.50
Clerk (Children's Svc) - PT [1]	0.50	1.50	1.50
Clerk (Circulation)	7.00	7.00	7.00
Clerk (Circulation) - PT [1]	2.00	1.50	1.50
Clerk (Reference)	1.00	1.00	1.00
Clerk (Reference) - PT	0.50	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 Cataloguer	1.00	1.00	1.00
Librarian Children's Services	1.00	1.00	1.00
Library Supervisor	2.00	2.00	2.00
Principal Secretary	1.00	1.00	1.00
Manager (Reference)	0.34	-	-
Senior Library Assistant	4.00	4.00	4.00
Total Staffing	24.34	24.00	24.00

[1] - In FY 2020, positions reclassified

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	Actual FY 19	Target FY 20
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	5,253 Items	6,435 Items
Circulate library materials.	21,753	240,000 Circulations	230,000 Circulations	243,939 Circulations	250,000 Circulations	254,949 Circulations	242,000 Circulations
Repair damaged items.	1,602	1,300 Items	1,300 Items	1,404 Items	1,300 Items	2,376 Items	2,870 Items
Catalog library materials and prepare them for use.	2,492	6,000 Items	6,000 Items	6,375 Items	6,500 Items	5,829 Items	6,000 Items
Maintain interlibrary loan service.	672	400 Items	480 Items	173 Items	410 Items	322 Items	345 Items
Maintain database of library patrons and materials.	2,532	2,532 Staff Hours	2,500 Staff Hours	2,212 Staff Hours	2,532 Staff Hours	2,401 Staff Hours	2532 Hours
Perform loss-prevention duties related to overdue, lost and damaged library materials.	1,040	8,250 Items	8,250 Items	8,141 Items	8,258 Items	8,237 Items	8,200 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	Actual FY 19	Target FY 20
Add downloadable books and audio books for leisure reading and research.	165	1,500 Items	850 Items	773 Items	850 Items	843 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	34 Databases	34 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	Actual FY 19	Target FY 20
Provide and maintain public workstations with word processing, spreadsheet and internet access (split equally between the libraries).	175	28 Public Computers	28 Public Computers	28 Public Computers	28 Public Computers	28 Public Computers	28 Public Computers
Provide public printers for patron needs (split equally between the libraries).	156	2 Printers	2 Printers	2 Printers	2 Printers	2 Printers	2 Printers
Provide photocopiers for patron use (split equally between the libraries)	104	2 Photocopiers	2 Photocopiers	2 Photocopiers	2 Photocopiers	2 Photocopiers	2 Photocopiers
Provide staff support for basic level of assistance for computer users.	10,156	10,156 Hours	N/A	N/A	10,156 Hours	9,994 Hours	10,156 Hours

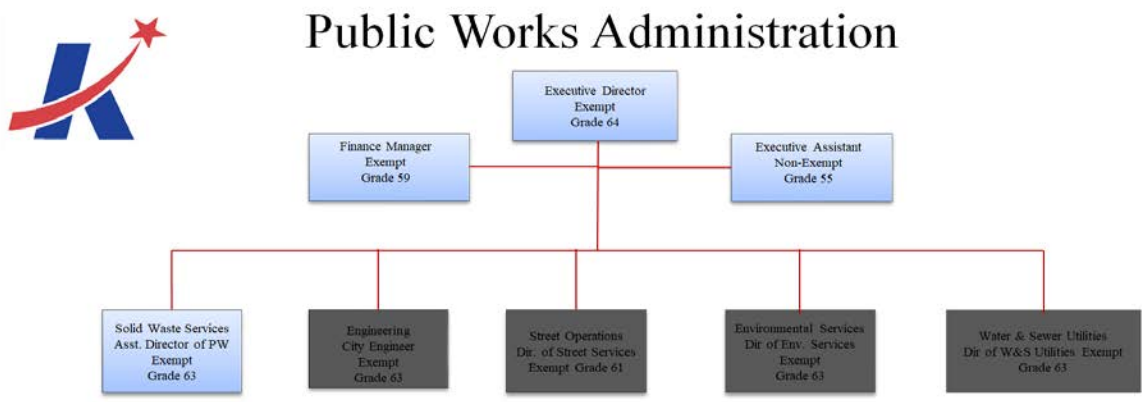
Mission Element 4: Provide a variety of programs for all ages.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Hold fall and spring story times for preschool literacy engagement.	2,593	150 Story times	150	150	150	183	180
Hold weekly programs for children that focus on STEAM activities	368	166 Programs	0 Programs	166	166	192	184
Hold summer story times and 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	117	106	116	108
Host summer programs and movies for teens to encourage learning and creativity, giving them something productive to do with their free time.	796	40 Programs	45	48	40	16	16
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.	280	20 Movie Days	30	20	20	17	20

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

Host programs for adults to engage them in lifelong learning and spark creativity.	390	25 Programs	25	20	25	32	28
Maintain a presence on social media to keep citizens informed of library services and programs.	1,237	104 Postings	145	159	104	175	150
Offer and/or participate "maker" programs for all ages.	123	4 events	0	1	3	3	4
Offer math and science programming for all ages.	45	2 events	0	0	1	2	2



DIVISION MISSION STATEMENT

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

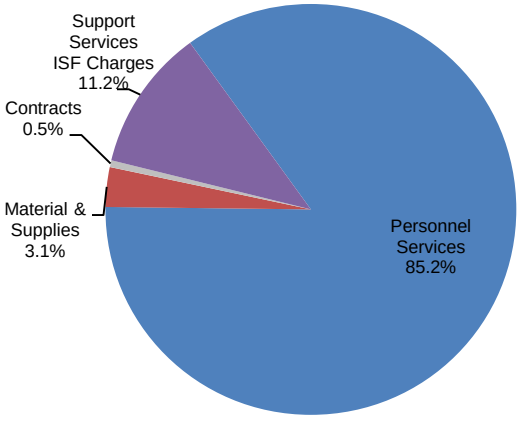
- Complete Improvement plans for Water & Sewer, Street Operations, Environmental Services, and Engineering.
- Reorganize Public Works Department to provide more efficient operations.
- Continue implementation of various master plans.
- Update CIP Plan accordingly.

FINANCIAL INFORMATION

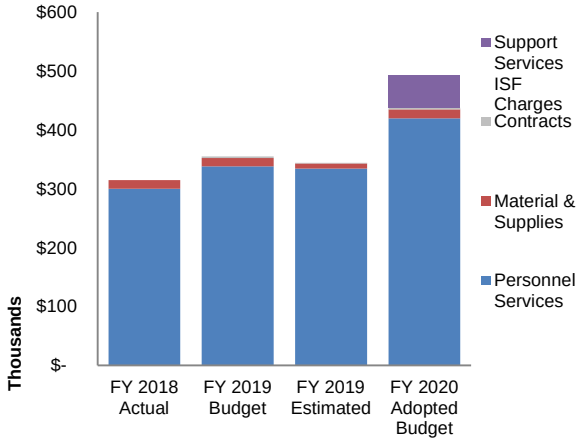
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 314,532	$ 354,783	$ 344,163	$ 492,412
Total	$ 314,532	$ 354,783	$ 344,163	$ 492,412

Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 300,284	$ 338,291	$ 334,608	$ 419,468
Material & Supplies	14,248	13,817	8,648	15,392
Contracts	-	2,675	907	2,625
Support Services ISF Charges	-	-	-	54,927
Total	$ 314,532	$ 354,783	$ 344,163	$ 492,412

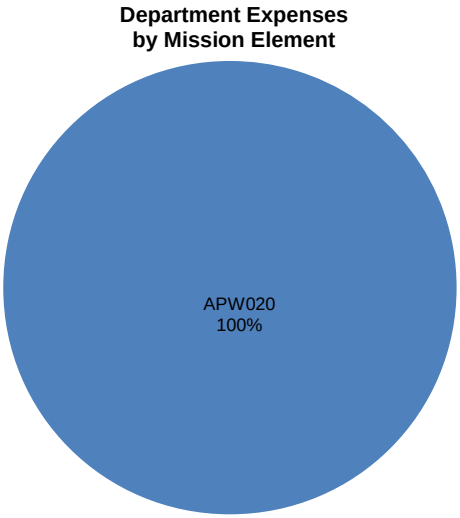
Department Expenses

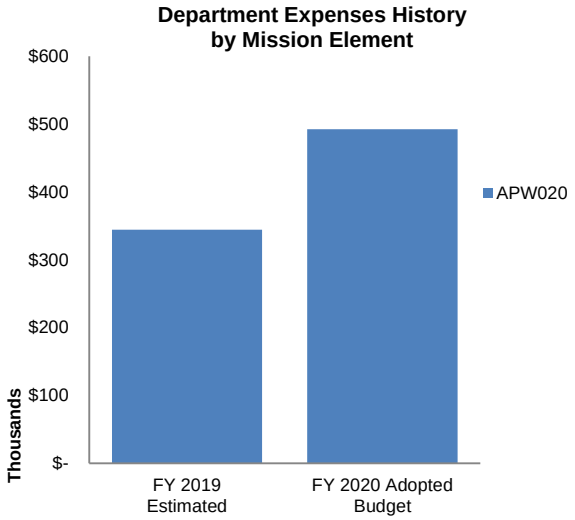


Department Expenses History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW020	Provide general oversight to all Public Works divisions	4.00	8,320.00	$ 344,163	$ 437,485
	Support Services ISF Charges	-	-	-	54,927
		4.00	8,320.00	$ 344,163	$ 492,412





Staffing [2]	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Assistant Director of Public Works	1.00	1.00	1.00
Executive Director of Public Works	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Finance Manager [1]	-	1.00	1.00
Total Staffing	3.00	4.00	4.00

[1] - In FY 2019, reclassified Contract Specialist to Finance Manager and transferred from Engineering Division

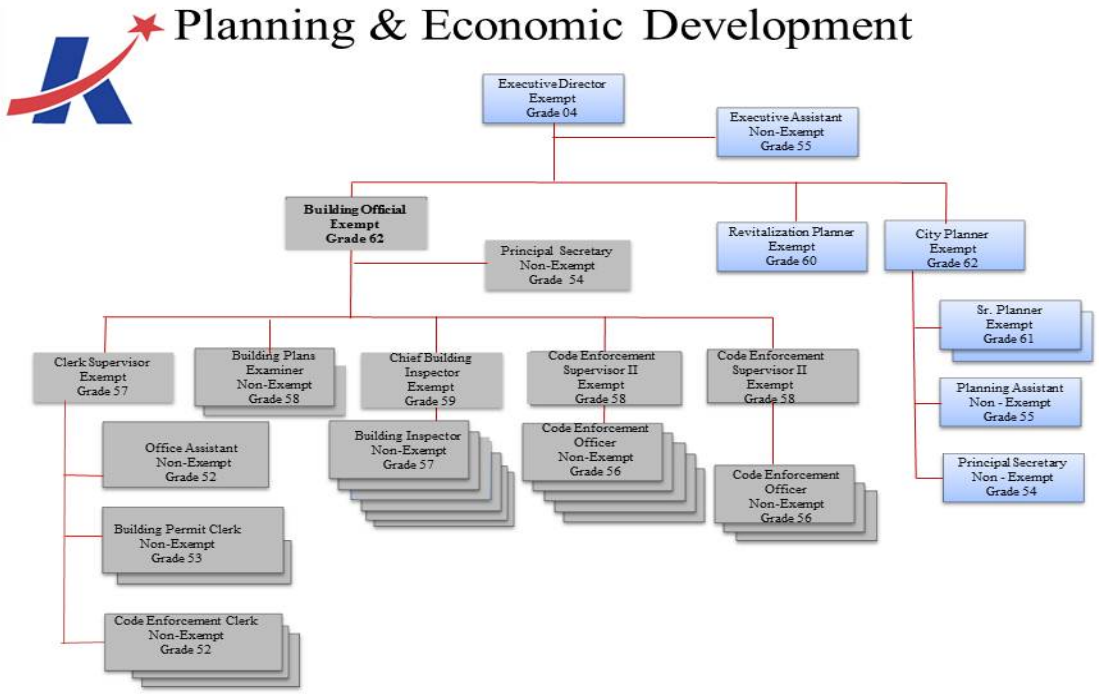
[2] - In FY 2020, consolidated division into one fund with transfers in from other supporting funds

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: 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	Actual FY 19	Target FY 20
Prepare & present City Council action items.	100	30	30	24	30	31	35
Present City Council discussion items.	100	40	40	6	15	19	25
Provide Engineering division oversight.	83	1%	1%	5%	1%	0.1	0.05
Provide Environmental Services division oversight.	416	5%	5%	5%	5%	0.05	0.1
Provide Solid Waste Services division oversight.	3,062	38%	38%	30%	38%	0.35	0.35
Provide Street Operations division oversight.	416	5%	5%	3%	5%	0.05	0.1
Provide Water & Sewer division oversight.	4,143	51%	51%	57%	51%	0.45	0.4



DIVISION MISSION STATEMENT

The mission of the Planning and Development Services Department is to conduct short and long-term planning, to facilitate orderly development of the City, and to promote the revitalization of Downtown and North Killeen.

MISSION ELEMENTS

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

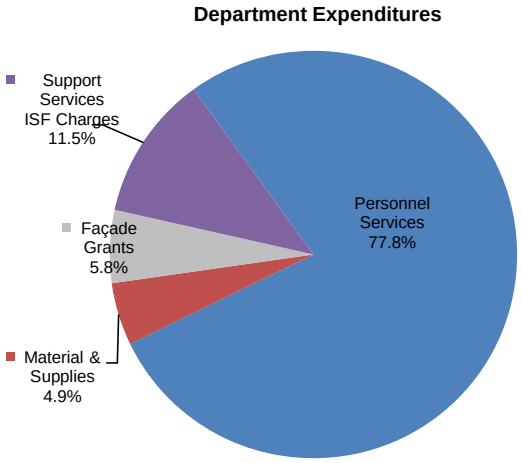
GOALS

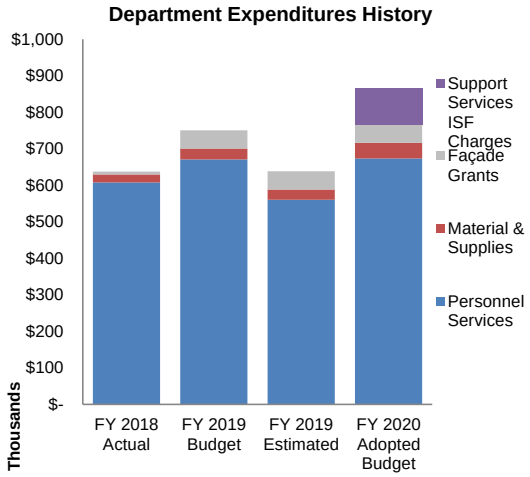
- Update development regulations.
- Develop Annexation Plan/Policies.
- Develop Parkland dedication.
- Downtown Zoning.

FINANCIAL INFORMATION

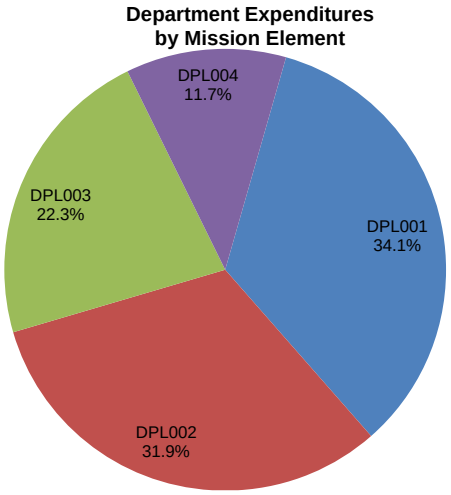
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Planning & Zoning Fees	$ 58,745	$ 47,892	$ 54,195	$ 52,793
General Resources	578,551	702,390	584,529	812,999
Total	$ 637,296	$ 750,282	$ 638,724	$ 865,792

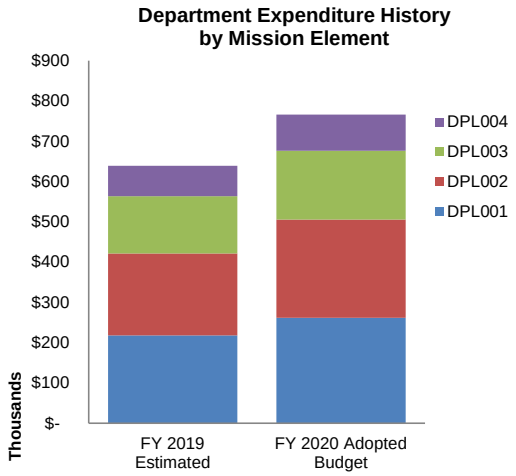
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 607,955	$ 670,659	$ 560,571	$ 673,486
Material & Supplies	21,704	29,623	28,153	42,854
Façade Grants	7,637	50,000	50,000	50,000
Support Services ISF Charges	-	-	-	99,452
Total	$ 637,296	$ 750,282	$ 638,724	$ 865,792





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DPL001	Conduct long-term comprehensive planning.	1.80	3744.00	$ 217,726	$ 261,227
DPL002	Conduct current planning.	2.15	4472.00	203,790	244,507
DPL003	Downtown and North Killeen revitalization.	1.30	2704.00	142,364	170,808
DPL004	Provide support to boards, commissions, and technical committees.	0.75	1560.00	74,844	89,798
	Support Services ISF Charges	-	-	-	99,452
		6.00	12,480.00	$638,724	$865,792





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Assistant Dir of Planning & Development [1]	-	-	1.00
Assistant Planner [1]	-	-	1.00
City Planner [1]	1.00	1.00	-
Exec Dir of Planning & Development	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Planning Assistant [1]	1.00	1.00	-
Principal Secretary [2]	1.00	1.00	-
Revitalization Planner	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00
Total Staffing	8.00	8.00	7.00

[1] - In FY 2020, reclassified City Planner to Assistant Dir of Planning & Development and Planning Assistant to Assistant P

[2] - In FY 2020, eliminated Principal Secretary position

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	Actual FY 19	Target FY 20
Provide updates on City population trends/counts and historic data.	160	2	1	1	2	2	2
Provide updates and evaluations on the Comprehensive Plan.	3,828	-0-	1	1	4	4	3
Hold meetings with P&Z to review and discuss the Comprehensive Plan components.	12	N/A	15	0	12	12	4
Meet with other Departments to work on the Comprehensive Plan.	160	N/A	15	5	15	15	2

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	Actual FY 19	Target FY 20
Review plat applications; provide comments to applicants.	1,933	60	60	55	60	60	60
Prepare staff reports and make recommendations to P&Z regarding Final Plats and Replats.	1,289	40	40	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	35	40
Attend meetings with developers in order to ensure a seamless development process.	1,611	50	55	50	50	50	55
Draft ordinance amendments and updates to the Code of Ordinances.	64	2	2	1	1	1	4
Respond to inquiries from the public regarding zoning and platting.	215	1,300	N/A	1,300	1,300	1,300	1,300

Mission Element 3: Downtown and North Killeen revitalization.

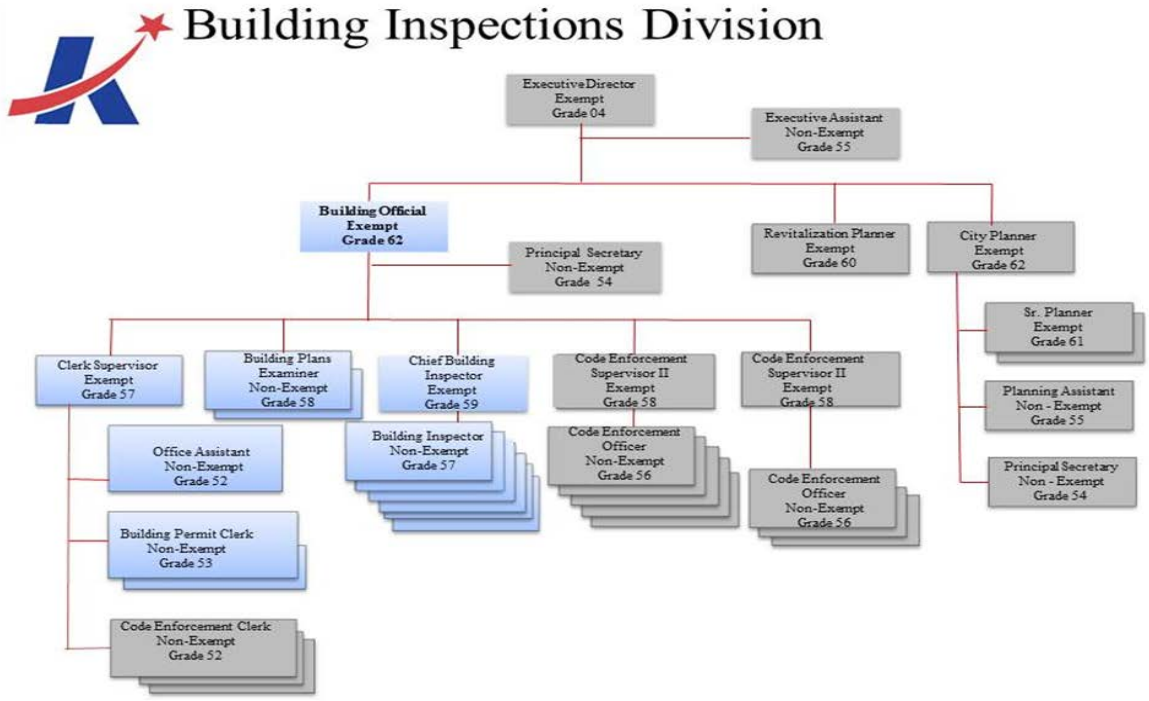
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
North Killeen/Downtown permits reviewed for revitalization incentives.	416	40	30	19	40	40	40
Meeting/visiting with Downtown property/business owners.	624	300	240	120	300	300	300
Downtown visual surveying/monitoring of buildings, alleys, streetscape, etc.	832	260	220	180	300	300	300
Promote and process (when possible) Façade and Sign grants.	10	208	10	6	10	10	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	Actual FY 19	Target FY 20
Provide the required staff support to the Planning and Zoning Commission and the Heritage Preservation Board.	4,160	20	22	17	25	25	25



DIVISION MISSION STATEMENT

The mission of Building Inspections is to administer the development codes, and to promote public safety by enforcing safe building codes.

MISSION ELEMENTS

- Conduct plan review, permitting, and construction inspections.

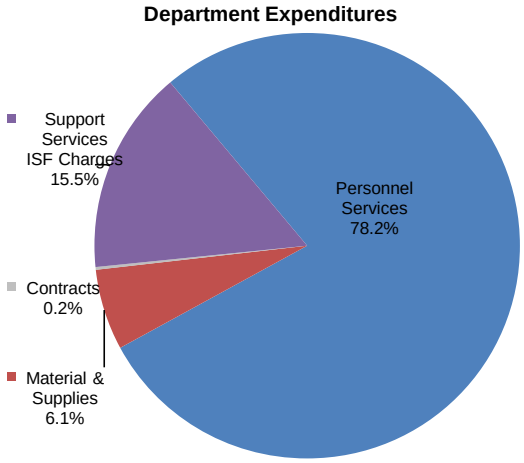
GOALS

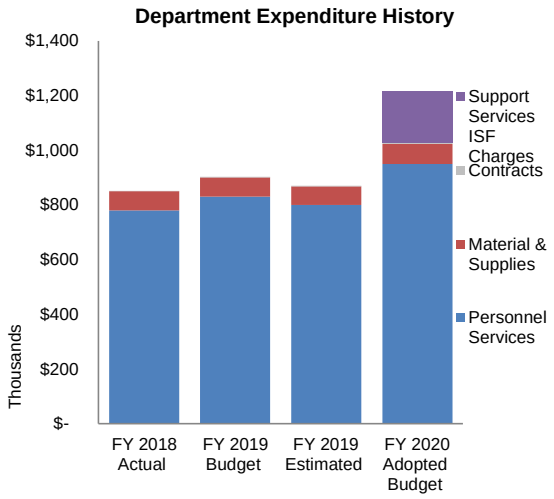
- Update development regulations.

FINANCIAL INFORMATION

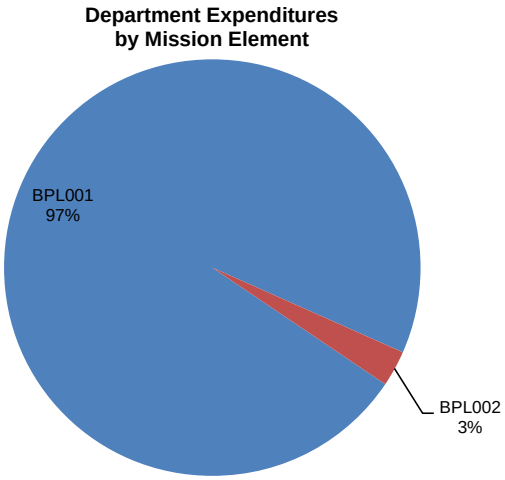
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Food Handlers Permits	$25,550.00	$ 25,673	$ 25,650	$ 25,913
Credit Access Permit	450	850	450	782
Contractor License	81,040	76,694	77,000	75,698
Certificate of Occupancy	38,610	37,546	38,430	38,372
Trailer Court License & Permits	9,545	8,582	8,582	8,657
Building Permits & Inspections	508,892	551,767	505,763	503,701
Electrical Inspections & Permits	111,414	135,383	117,550	140,534
Mechanical Inspection Permits	43,252	46,808	46,941	46,831
Plumbing Inspections & Permits	89,336	109,202	85,100	111,093
Building Plan Review Fees	161,722	135,911	172,984	149,245
Curb and Street Cuts	2,144	1,391	2,188	1,438
Inspection Fees	26,252	23,373	25,077	23,373
Re-Inspection	26,400	24,362	30,135	26,193
Garage Sale Permits	7,485	7,291	7,120	6,706
Node Permits	11,500	-	13,250	-
General Resources	(291,822)	(281,730)	(286,470)	56,121
Total	$ 851,770	$ 903,103	$ 869,750	$ 1,214,657

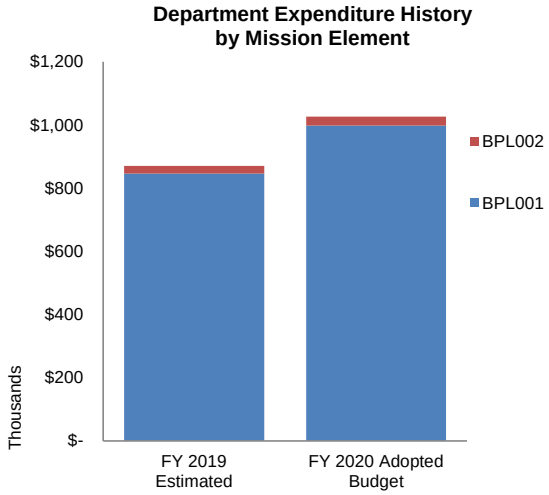
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 780,277	$ 830,913	$ 799,970	$ 949,415
Material & Supplies	69,676	69,550	67,880	74,500
Contracts	1,817	2,640	1,900	2,640
Support Services ISF Charges	-	-	-	188,102
Total	$ 851,770	$ 903,103	$ 869,750	$ 1,214,657





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPL001	Conduct plan review, permitting, and construction inspections.	14.80	30,784.00	$ 845,871	$ 998,003
BPL002	Enforce housing, zoning, nuisance codes, etc.	0.20	416.00	23,879	28,552
	Support Services ISF Charges	-	-	-	188,102
		15.00	31,200.00	$ 869,750	$ 1,214,657





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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
Principal Secretary [1]	-	-	1.00
Supervisor (Clerk)	1.00	1.00	1.00
Total Staffing	14.00	14.00	15.00

[1]- In FY 2020, moved one Principal Secretary position from Code Enforcement to Building Inspections.

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

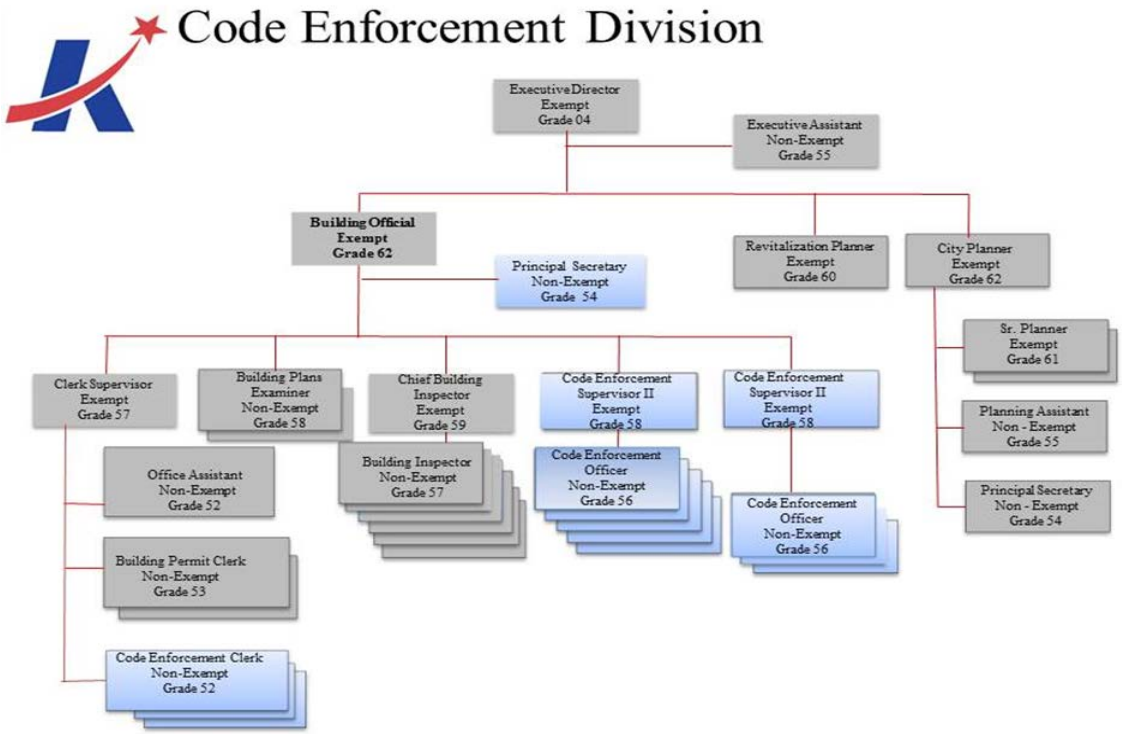
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Number of permits.	6,240	7,000	7,200	7,300	7,300	7,300	7,300
Number of plan reviews.	6,240	3,300	3,300	3,600	3,700	3,700	3,700
Number of inspections.	12,480	22,000	22,000	20,000	22,000	22,000	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	Actual FY 19	Target FY 20
Construction Board of Appeals.	2,080	12	3	3	2	2	2
Zoning Board of Appeals.	2,080	12	1	1	2	2	2



DIVISION MISSION STATEMENT

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.

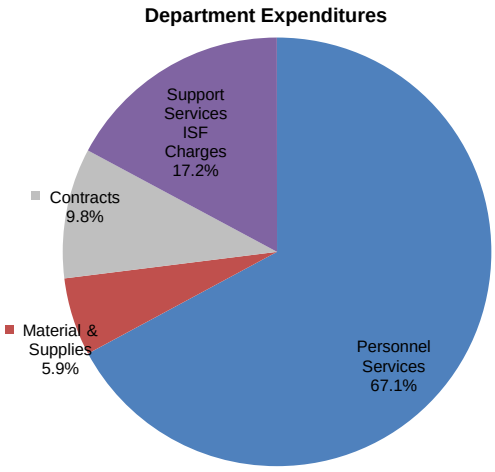
GOALS

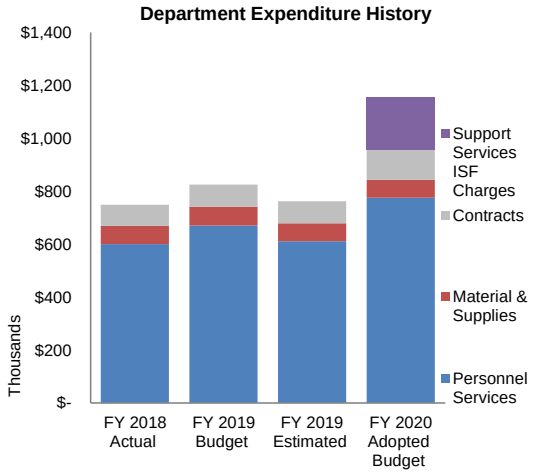
- Develop education materials for public.
- Create vacant property database.
- Integrate GIS “story maps” into active Code Enforcement cases in North Killeen and Downtown.

FINANCIAL INFORMATION

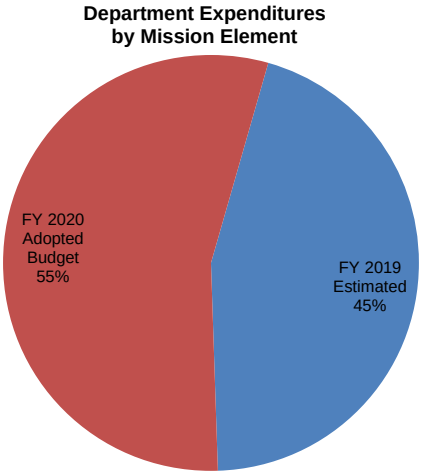
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Code Enforcement Abatements	$ 294,274	$ 302,330	$ 280,738	$ 297,661
General Resources	454,595	523,402	482,090	857,189
Total	$ 748,869	$ 825,732	$ 762,828	$ 1,154,850

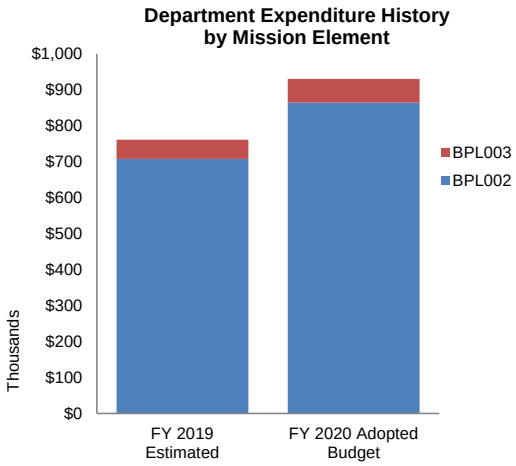
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 600,533	$ 670,838	$ 610,884	$ 775,312
Material & Supplies	68,970	70,750	67,800	68,100
Contracts	79,366	84,144	84,144	113,181
Support Services ISF Charges	-	-	-	198,257
Total	$ 748,869	$ 825,732	$ 762,828	$ 1,154,850





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPL002	Enforce housing, zoning, nuisance codes, etc.	12.69	26,395.20	$ 712,028	$ 891,224
BPL003	Educate the public about property maintenance to keep our community free from public health and safety risks.	1.31	2,724.80	50,800	65,369
	Support Services ISF Charges	-		-	198,257
		14.00	29,120.00	$ 762,828	$ 1,154,850





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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
Principal Secretary [1]	1.00	1.00	-
Lien Collections Specialist [2]	-	-	1.00
Total Staffing	14.00	14.00	14.00

[1]- In FY 2020, transferred one Principal Secretary position from Code Enforcement to Building Inspections.
[2]- In FY 2020, transferred one Lien Collections Specialist from Finance to Code Enforcement.

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

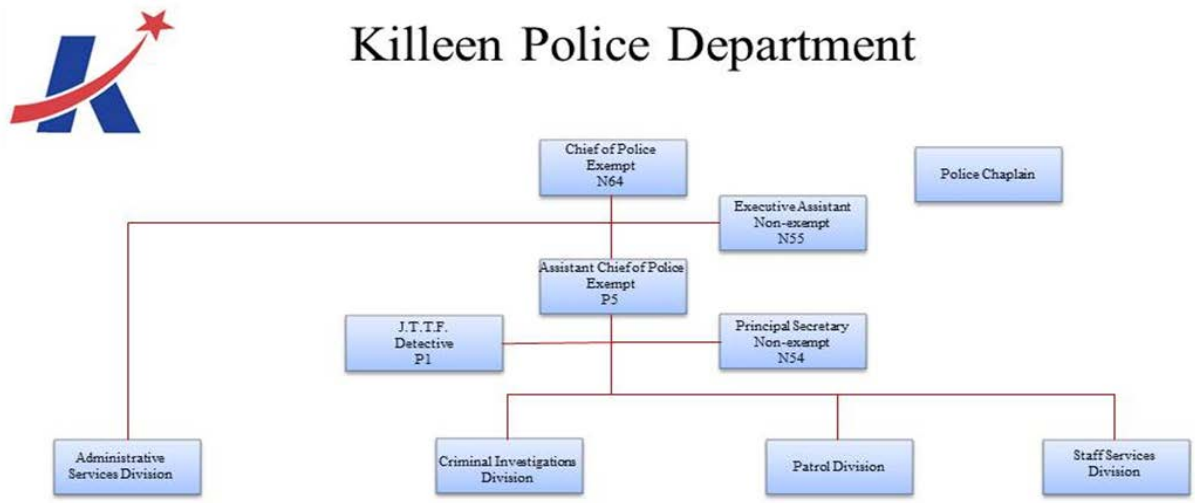
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Housing violation cases.	500	250	250	289	300	300	300
Zoning violation cases.	30	15	0	15	15	15	15
High grass violation cases.	8,000	4,000	4,000	4,188	4,200	4,200	4,200
Junked vehicle cases.	400	300	300	329	350	350	350
Care of premises.	4,400	2,000	2,000	2,054	2,100	2,100	2,100
Trash and debris.	800	400	400	407	450	450	450
Other violation cases.	2,570	10,000	10,000	3,266	11,000	11,000	11,000
Total inspections (field time).	8,920	20,000	20,000	20,778	22,000	22,000	22,000
Citations issued and court time.	500	100	100	134	140	140	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	Actual FY 19	Target FY 20
Improve informational handouts.	100	900	900	900	900	900	900
Improve City website.	20	2	2	2	2	2	2
Public workshops.	24	3	N/A	2	3	3	3
Direct citizen contact.	2,856	9,000	9,000	9,000	9,000	9,000	9,000



MISSION STATEMENT

The mission of the Police Department is reduce crime, the fear of crime and to enhance public safety

MISSION STATEMENT

- Enforce Traffic Laws.
- Operate Jail.
- Investigate Crime and Maintain Evidence.
- Crime Prevention.
- Patrol and Law Enforcement.

GOALS

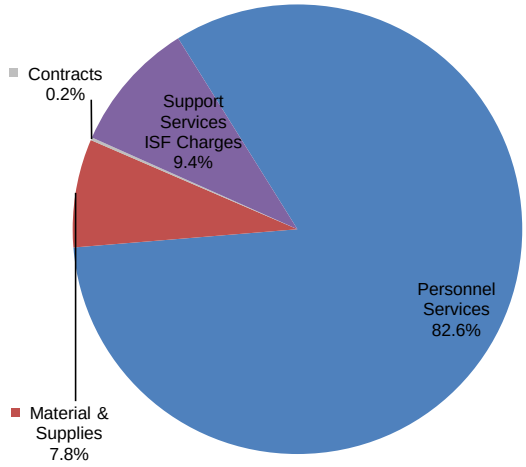
- Use DDACTS and other Crime Analysis to focus in on the most violent crimes and offenders.
- Improve Criminal investigations.
- Build relationships with community to fight together to combat crime in the community.

FINANCIAL INFORMATION

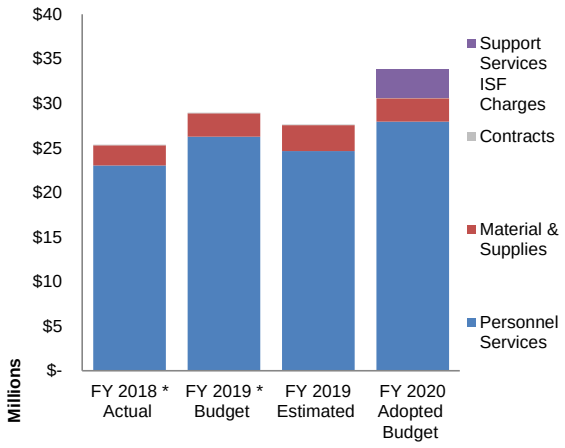
Revenue Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Police Revenues	$ 2,084,574	$ 2,314,162	$ 2,334,142	$ 2,339,094
Police Grants	592,961	674,682	525,904	442,317
General Resources	22,681,406	25,983,946	24,783,751	31,060,704
Total	$ 25,358,941	$ 28,972,790	$ 27,643,797	$ 33,842,115

Expenditure Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 23,023,549	$ 26,267,660	$ 24,648,094	$ 27,947,005
Material & Supplies	2,284,713	2,631,945	2,917,866	2,635,137
Contracts	50,679	73,185	77,837	69,378
Support Services ISF Charges	-	-	-	3,190,595
Total	$ 25,358,941	$ 28,972,790	$ 27,643,797	$ 33,842,115

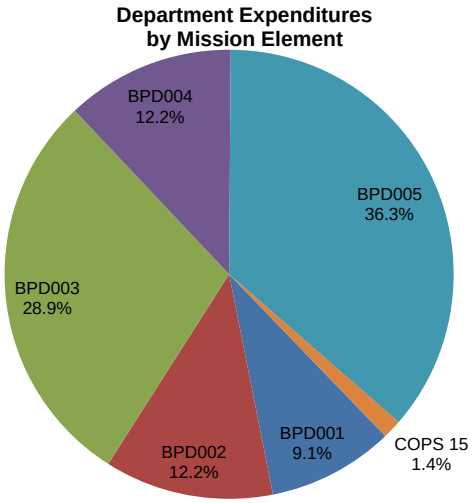
Department Expenditures

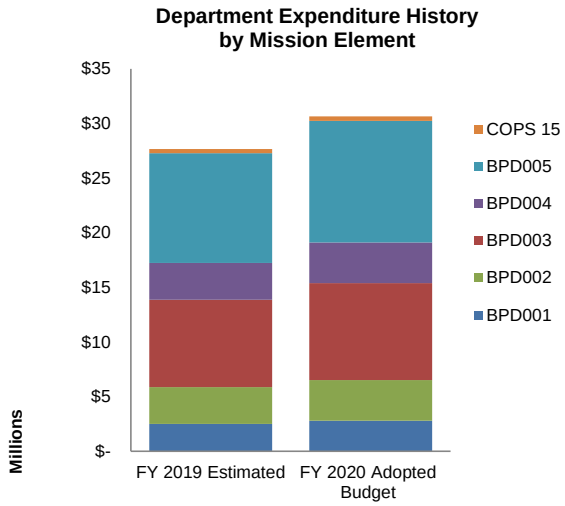


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPD001	Enforce Traffic	29.90	62,192.00	$ 2,514,393	$ 2,787,967
BPD002	Operate Jail	39.85	82,888.00	3,359,025	3,724,497
BPD003	Investigate Crime	87.53	182,068.64	7,997,871	8,868,062
BPD004	Crime Prevention	37.28	77,548.64	3,361,957	3,727,747
BPD005	Patrol And Law	136.43	283,782.72	10,031,807	11,123,295
COPS 15	For Use With Payroll	5.00	10,400.00	378,744	419,952
	Support Services ISF Charges	-	-	-	3,190,595
		336.00	698,880.00	$ 27,643,797	$ 33,842,115



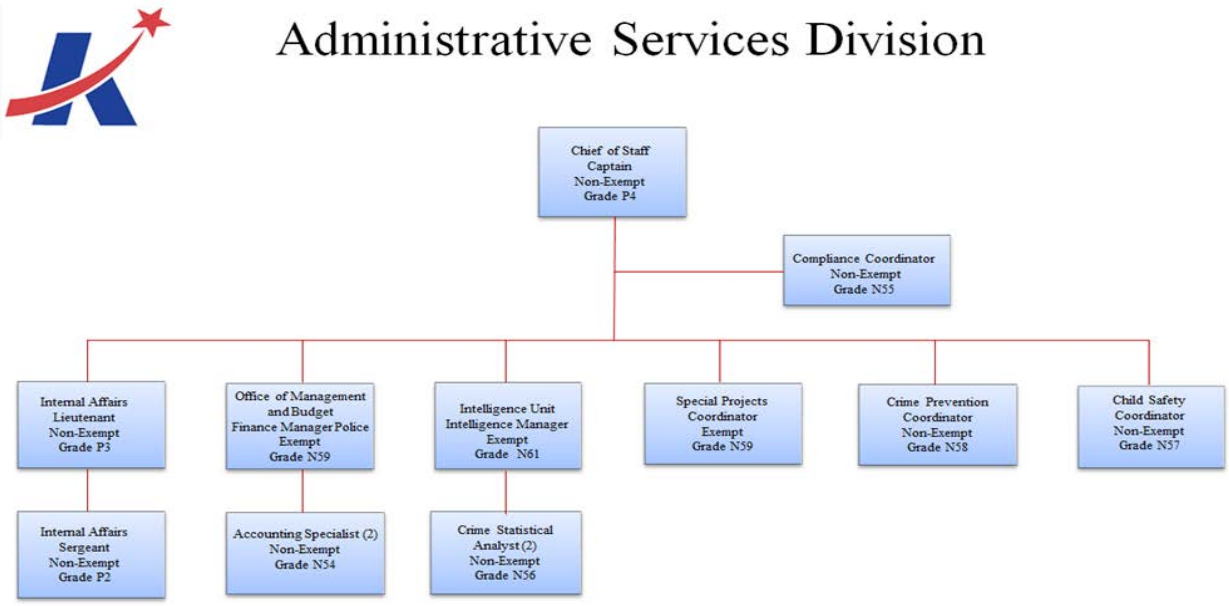


Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Assistant Chief of Police	1.00	1.00	1.00
Chief of Police	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00
Police Lieutenant	10.00	10.00	10.00
Police Officer [2]	220.00	218.00	218.00
Police Sergeant	24.00	24.00	24.00
Total Civil Service	260.00	258.00	258.00

Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civilian			
Accounting Specialist	2.00	2.00	2.00
Child Safety Coordinator	1.00	1.00	1.00
Communications Specialist [1]	12.00	9.00	9.00
Compliance Coordinator	1.00	1.00	1.00
Crime Prevention Coordinator	1.00	1.00	1.00
Crime Statistical Analyst	2.00	2.00	2.00

Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civilian (continued)			
Crime Victim Liaison	1.00	1.00	1.00
Evidence Manager	1.00	1.00	1.00
Evidence Technician I	2.00	2.00	1.00
Evidence Technician II	1.00	1.00	1.00
Evidence Technician III	-	-	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	10.00	10.00	10.00
Police Human Resources Manager	1.00	1.00	1.00
Police Quartermaster [5]	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 [3,4]	6.00	5.00	5.00
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	3.00	3.00	3.00
Technology Unit Technician	2.00	2.00	2.00
Video Evidence Technician	1.00	1.00	1.00
Total Civilian	82.00	78.00	78.00
Total Staffing	342.00	336.00	336.00

[1]- In FY 2019, unfunded 3 Communication Specialists – vacant more than 13 years.
[2]- In FY 2019, unfunded 2 Police Officers – vacant more than 2 years.
[3]- In FY 2019, unfunded 1 Public Service Supervisor.
[4]- In FY 2020, reallocated vacant Public Service Supervisor to another department.
[5]- In FY 2019, reclassified Police Personal Equipment Supervisor to Police Quartermaster.
[6]- In FY 2019, reclassified one Evidence Technician II position to Evidence Technician III.
*- In FY 2019, Police Department split into three divisions. FY 2018 Actual and FY 2019 Budget data collected from departement before split.



DIVISION MISSION STATEMENT

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

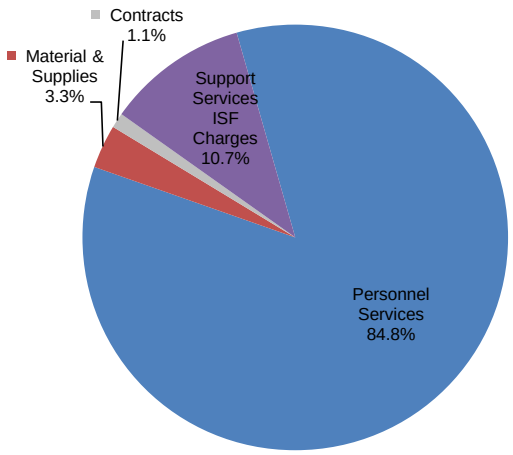
- Reduce crime by utilizing crime analysis to have the most impact with limited resources.
- Increase investigative clearance rate.
- Reduce crime through increased public education.

FINANCIAL INFORMATION

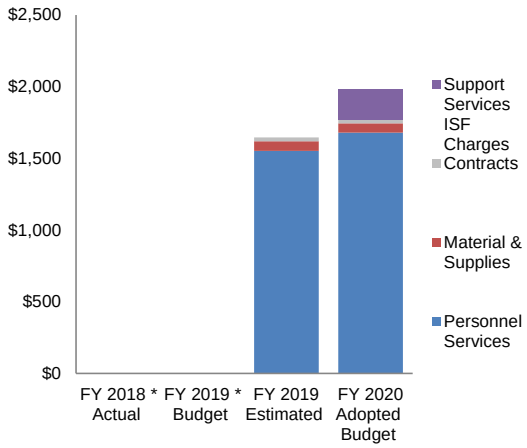
Revenue Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Miscellaneous Police Receipts	$ -	$ -	$ 24,156	$ 25,782
Background Checks	-	-	2,601	5,777
2nd Hand Deal Fees	-	-	25	175
Taxi Operators License	-	-	1,150	3,520
Police Grants	-	-	525,904	442,317
General Resources	-	-	1,092,740	1,503,144
Total	$ -	$ -	$ 1,646,576	$ 1,980,715

Expenditure Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 1,553,646	$ 1,679,832
Material & Supplies	-	-	66,305	65,566
Contracts	-	-	26,625	22,510
Support Services ISF Charges	-	-	-	212,807
Total	$ -	$ -	$ 1,646,576	$ 1,980,715

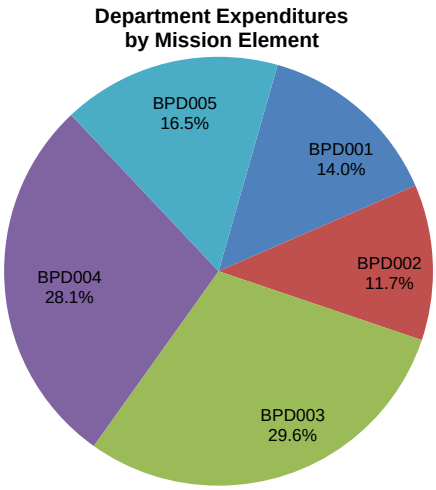
Department Expenditures

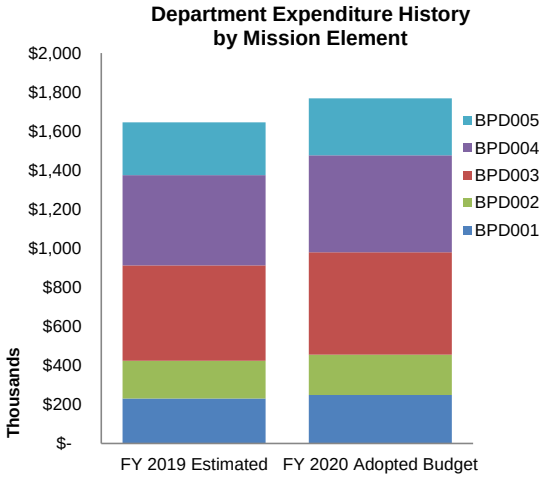


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPD001	Enforce Traffic	2.80	5,824.00	$ 230,803	$ 247,960
BPD002	Operate Jail	2.20	4,576.00	193,198	207,560
BPD003	Investigate Crime	5.03	10,468.64	487,902	524,173
BPD004	Crime Prevention	5.73	11,924.64	462,427	496,804
BPD005	Patrol And Law	3.23	6,726.72	271,246	291,410
	Support Services ISF Charges	-	-	-	212,807
		19.00	**39,520.00**	**$ 1,645,576**	**$ 1,980,715**





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Assistant Chief of Police	-	1.00	1.00
Chief of Police	-	1.00	1.00
Police Captain	-	1.00	1.00
Police Lieutenant	-	1.00	1.00
Police Officer	-	2.00	2.00
Police Sergeant	-	1.00	1.00
Total Civil Service	-	7.00	7.00

*- In FY 2019, the Police Department was separated into divisions.

Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civilian			
Accounting Specialist	-	2.00	2.00
Child Safety Coordinator	-	1.00	1.00
Compliance Coordinator	-	1.00	1.00
Crime Prevention Coordinator	-	1.00	1.00
Crime Statistical Analyst	-	2.00	2.00
Executive Assistant	-	1.00	1.00
Finance Manager	-	1.00	1.00
Intelligence Manager	-	1.00	1.00
Principal Secretary	-	1.00	1.00
Special Projects Coordinator	-	1.00	1.00
Total Civilian	-	12.00	12.00
Total Staffing	-	19.00	19.00

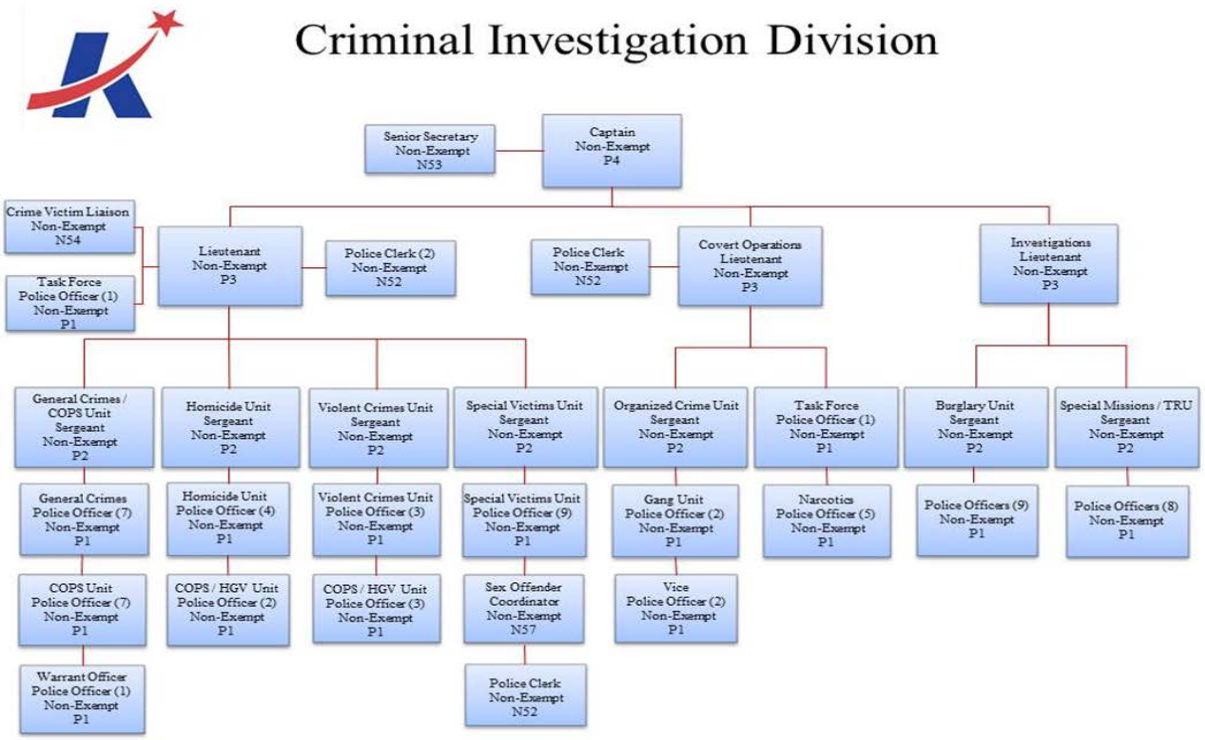
*- In FY 2019, the Police Department was separated into divisions.

ADMINISTRATIVE SERVICES DIVISION:

Department Core Mission Element 4: Crime Prevention

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Promote community outreach							
• Social media followers.	6,160	15,500	16,000	21,723	25,000	24,000	25,000
• Interactions with press.		210	220	769	450	393	350
• Safety related community events.		699	770	551	580	306	250
• Neighborhood Watch.		154	160	164	164	168	170
Analyze crime, identify offenders, and recommend solutions							
• Intelligence and analysis produced.	6,320	429	450	489	250	189	125
• Crime Stoppers tips.		1008/14	1010/15	842 (17)	700 (15)	699 (15)	450 (10)



DIVISION MISSION STATEMENT

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

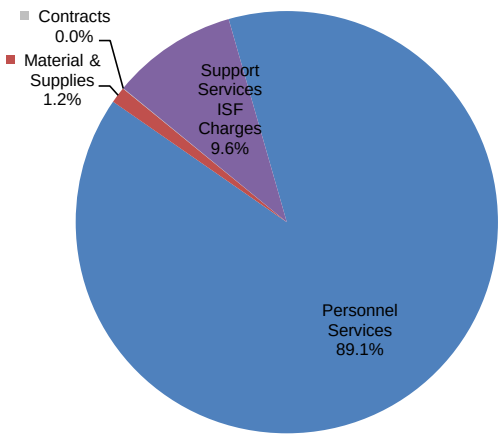
- Reduce crime by utilizing crime analysis to have the most impact with limited resources.
- Increase investigative clearance rate.
- Reduce crime through increased public education.

FINANCIAL INFORMATION

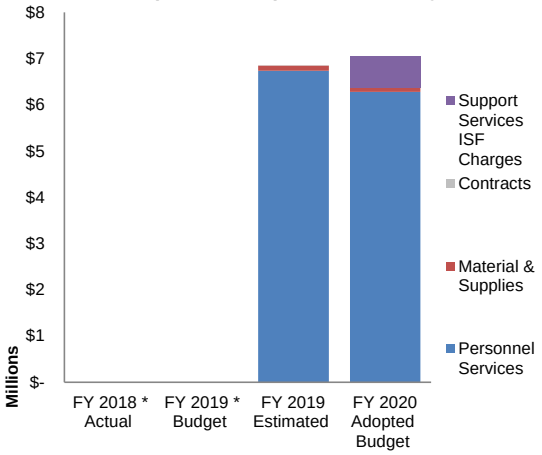
Revenue Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	6,851,824	7,051,960
Total	$ -	$ -	$ 6,851,824	$ 7,051,960

Expenditure Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 6,738,770	$ 6,282,839
Material & Supplies	-	-	108,574	87,349
Contracts	-	-	4,480	3,105
Support Services ISF Charges	-	-	-	678,667
Total	$ -	$ -	$ 6,851,824	$ 7,051,960

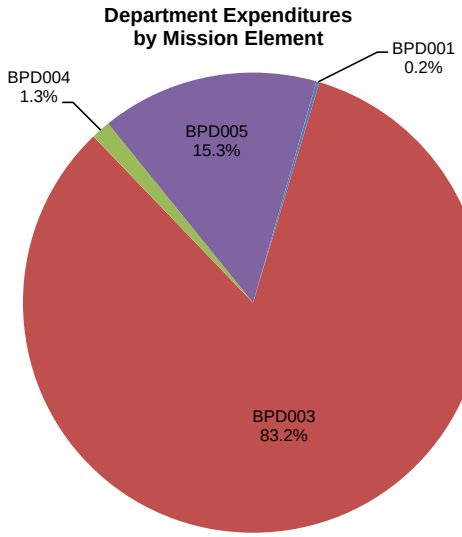
Department Expenditures

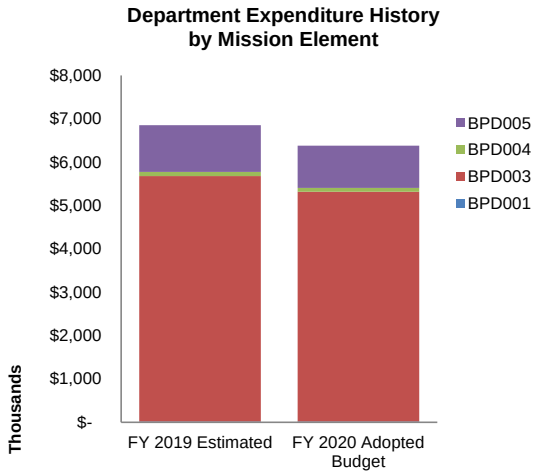


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPD001	Enforce Traffic	0.10	208.00	$ 15,322	$ 13,794
BPD003	Investigate Crime	55.95	116,376.00	5,659,637	5,300,510
BPD004	Crime Prevention	0.60	1,248.00	95,287	85,786
BPD005	Patrol And Law	9.35	19,448.00	1,081,579	973,203
	Support Services ISF Charges	-	-	-	678,667
		66.00	137,280.00	$ 6,851,824	$ 7,051,960





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Police Captain	-	1.00	1.00
Police Lieutenant	-	2.00	2.00
Police Officer	-	51.00	51.00
Police Sergeant	-	6.00	6.00
Total Civil Service	-	60.00	60.00
Civilian			
Crime Victim Liaison	-	1.00	1.00
Police Clerk	-	3.00	3.00
Sex Offender Coordinator	-	1.00	1.00
Sr. Secretary	-	1.00	1.00
Total Civilian	-	6.00	6.00
Total Staffing	-	66.00	66.00

*- In FY 2019, the Police Department was separated into divisions.

CRIMINAL INVESTIGATION DIVISION:

Department Core Mission Element 4: Crime Prevention

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide Victim's Assistance Services							
• Number of crime victims referred.	2080	346	350	369	380	351	400

Department Core Mission Element 3: Investigate Crime and Maintain Evidence

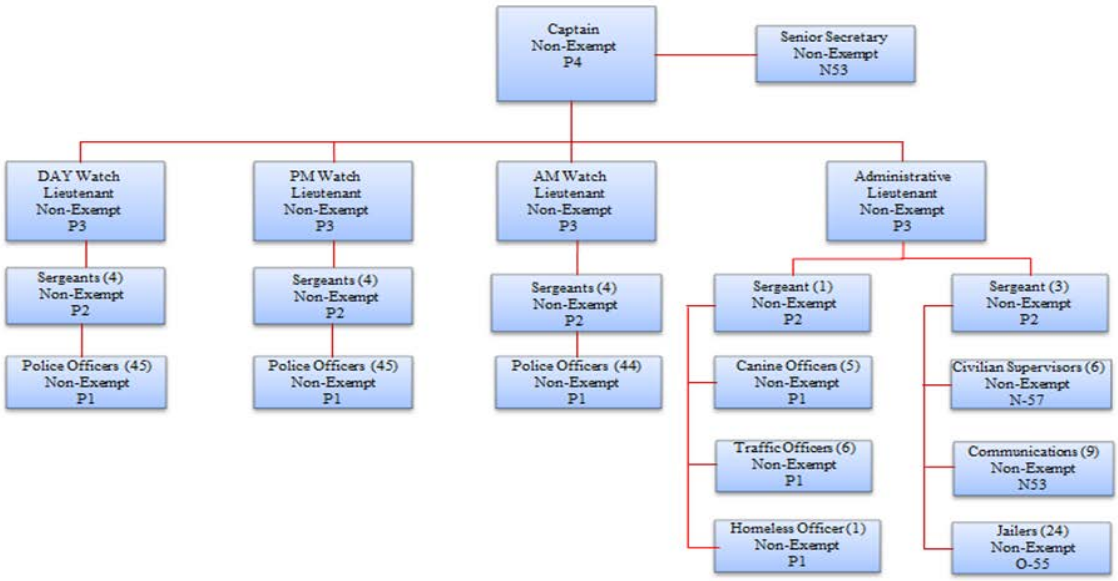
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Assign criminal cases							
• Number of cases assigned.	101,740	3,923	3,950	3,296	3,400	3,231	3,300
• Case clearance rate.		54%	60%	64%	64%	72%	65%
• Number of investigations resulting in arrest.		2,135	1,538	2,116	2,000	2,316	1,900
Execute Search Warrants	2,000						
• Number of warrants executed.		63	80	56	60	54	50

Department Core Mission Element 3: Investigate Crime and Maintain Evidence

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Assist with Adjudicative Process							
• Number of Cases cleared by arrest or warrant issuance.	16,848	1,170	1,000	1,119	1,100	798	750



DIVISION MISSION STATEMENT

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.

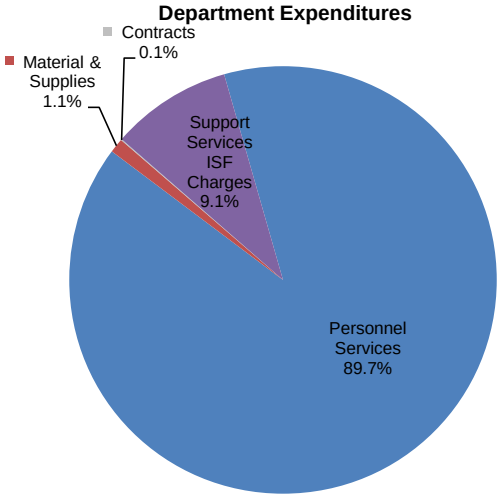
GOALS

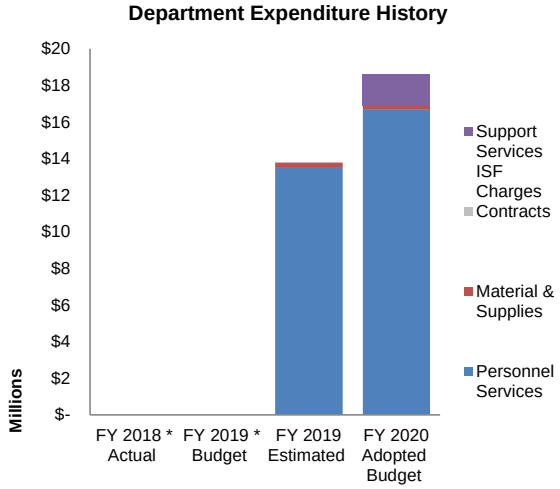
- Reduce crime by utilizing crime analysis to have the most impact with limited resources.
- Increase investigative clearance rate.
- Reduce crime through increased public education.

FINANCIAL INFORMATION

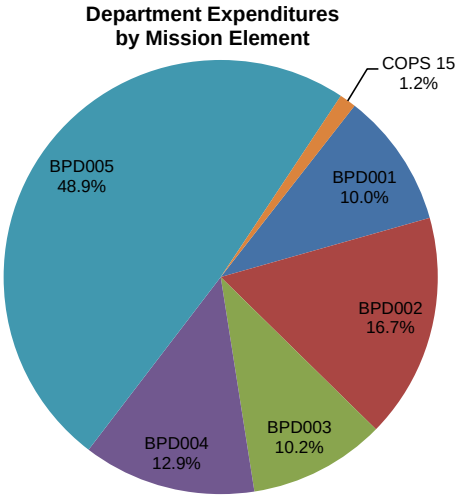
Revenue Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	13,798,821	18,612,755
Total	$ -	$ -	$ 13,798,821	$ 18,612,755

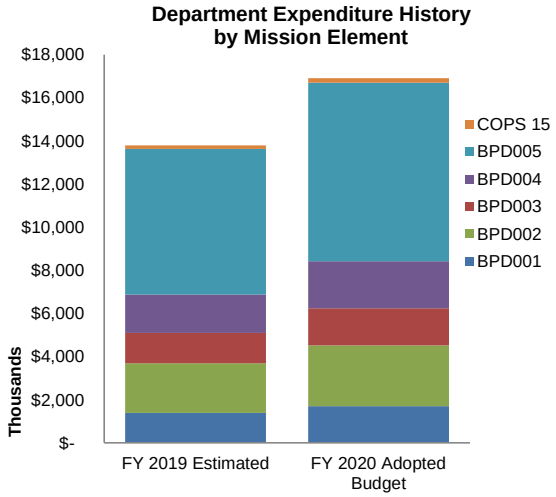
Expenditure Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 13,545,127	$ 16,694,513
Material & Supplies	-	-	238,204	202,118
Contracts	-	-	15,490	15,020
Support Services ISF Charges	-	-	-	1,701,104
Total	$ -	$ -	$ 13,798,821	$ 18,612,755





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPD001	Enforce Traffic	18.40	38,272.00	$ 1,386,431	$ 1,699,191
BPD002	Operate Jail	37.10	77,168.00	2,309,180	2,830,100
BPD003	Investigate Crime	19.40	40,352.00	1,403,734	1,720,397
BPD004	Crime Prevention	25.20	52,416.00	1,777,044	2,177,921
BPD005	Patrol And Law	95.90	199,472.00	6,751,106	8,274,065
COPS 15	For Use With Payroll	8.00	16,640.00	171,327	209,976
	Support Services ISF Charges	-	-	-	1,701,104
		204.00	424,320.00	$ 13,798,821	$ 18,612,755





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Police Captain	-	1.00	1.00
Police Lieutenant	-	5.00	5.00
Police Officer	-	142.00	142.00
Police Sergeant	-	17.00	17.00
Total Civil Service	-	165.00	165.00
Civilian			
Communications Specialist	-	9.00	9.00
Jailer	-	24.00	24.00
Public Service Supervisor	-	5.00	5.00
Sr. Secretary	-	1.00	1.00
Total Civilian	-	39.00	39.00
Total Staffing	-	204.00	204.00

*- In FY 2019, the Police Department was separated into divisions.

PATROL DIVISION:

Department Core Mission Element 5: Patrol and Law Enforcement

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Engage in proactive patrol							
• Number of officers on the street.	80,751	18	18	15	18	19	16
Participate in community outreach							
• Number of events attended.	400	45	45	49	50	17	40

Department Core Mission Element 1: Enforce Traffic Laws

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Take enforcement action							
• Number of citations.	36,002	15,000	15,000	13,582	15,154	14,649	15,000
• Number of arrests resulting from traffic stops.		620	620	1095	700	1182	650
• Number of DWI arrests.		350	350	286	334	507	400
Investigate accidents							
• Number of Crash reports filed.	5,000	2,260	2,260	2,042	2,400	2,361	2,200
• Number of fatality Crash's investigated.		15	15	8	8	3	6

Department Core Mission Element 5: Patrol and Law Enforcement

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Respond to calls							
• Number of calls received.	57,814	164,500	164,500	147,946	160,486	146,748	160,000
• Response Time Priority 1.		8:45	8:45	8:07	9:05	9:07	8:59
• Response Time Priority 2.		13:30	13:30	13:38	13:30	14:05	12:59

Department Core Mission Element 3 Investigate crime and maintain evidence

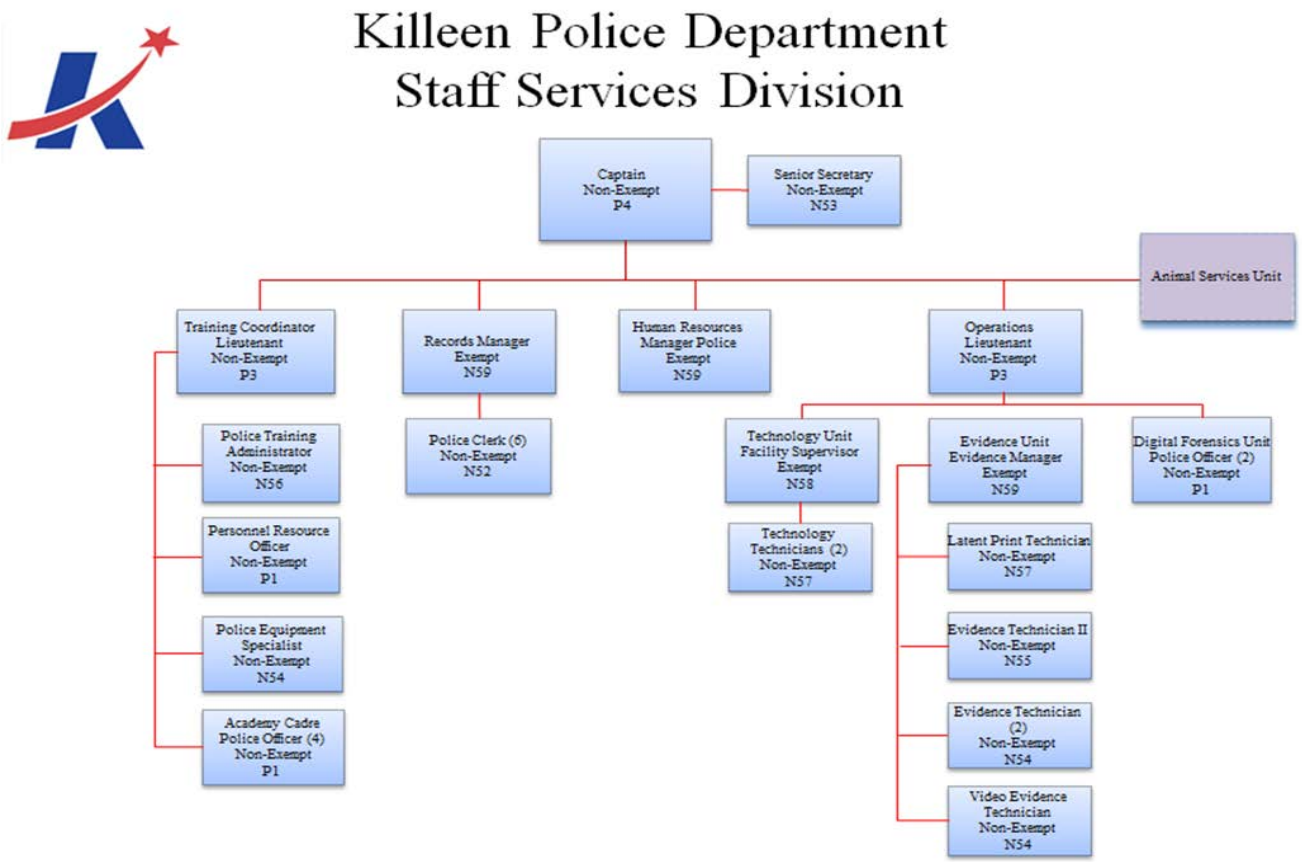
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
File reports for criminal offenses							
• Number of incident reports filed.	167,222	16,000	15,820	13,119	14,198	13,386	13,500

Department Core Mission Element 2: Operate Jail

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Arrest offenders							
• Number of arrests.	76,279	4,000	4,700	4,136	4,582	4,479	4,000



DIVISION MISSION STATEMENT

To provide training and support services to the Police Department in support of the Department's overall mission.

MISSION ELEMENTS

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

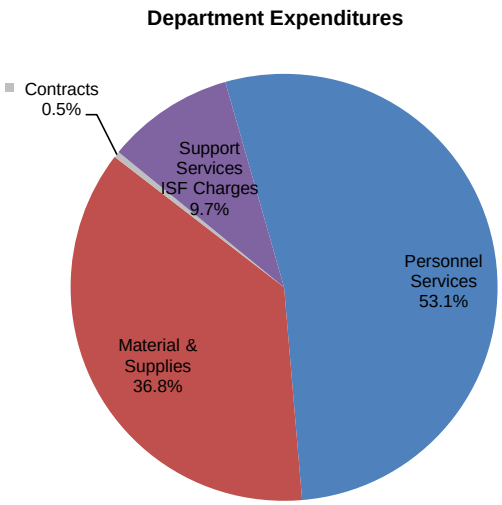
GOALS

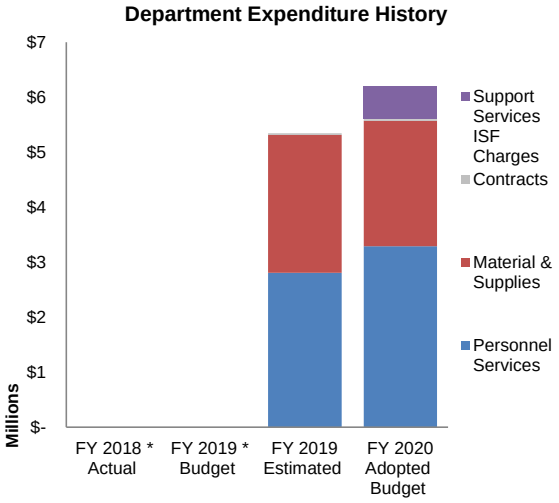
- Reduce crime by utilizing crime analysis to have the most impact with limited resources.
- Increase investigative clearance rate.
- Reduce crime through increased public education.

FINANCIAL INFORMATION

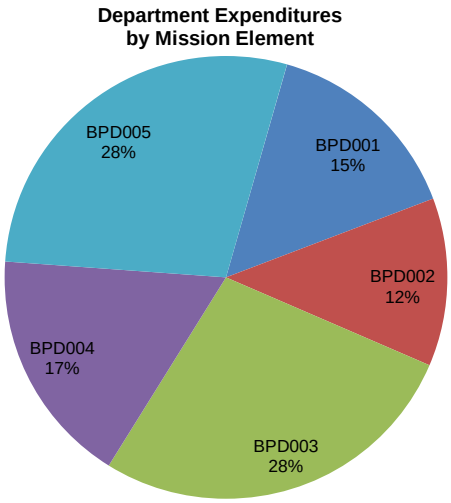
Revenue Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	5,346,576	6,196,686
Total	$ -	$ -	$ 5,346,576	$ 6,196,686

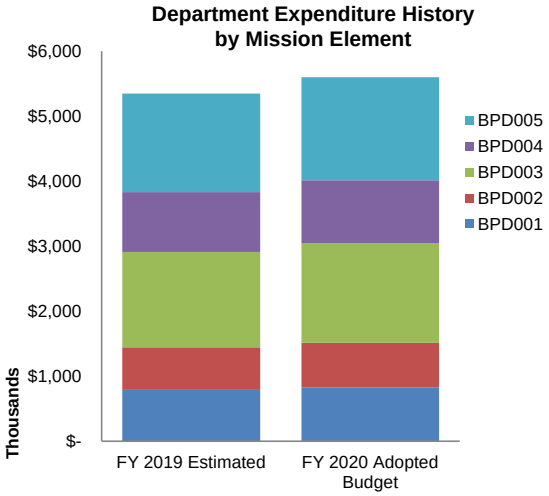
Expenditure Summary	FY 2018 * Actual	FY 2019 * Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 2,810,551	$ 3,289,821
Material & Supplies	-	-	2,504,783	2,280,105
Contracts	-	-	31,242	28,743
Support Services ISF Charges	-	-	-	598,017
Total	$ -	$ -	$ 5,346,576	$ 6,196,686





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BPD001	Enforce Traffic	6.40	13,312.00	$ 789,783	$ 827,021
BPD002	Operate Jail	6.40	13,312.00	655,910	686,836
BPD003	Investigate Crime	10.60	22,048.00	1,463,933	1,532,958
BPD004	Crime Prevention	6.20	12,896.00	923,684	967,236
BPD005	Patrol And Law	17.40	36,192.00	1,513,266	1,584,617
	Support Services ISF Charges	-	-	-	598,017
		47.00	**97,760.00**	**$ 5,346,576**	**$ 6,196,686**





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Police Captain	-	1.00	1.00
Police Lieutenant	-	2.00	2.00
Police Officer	-	20.00	20.00
Total Civil Service	-	23.00	23.00
Civilian			
Evidence Manager	-	1.00	1.00
Evidence Technician I	-	1.00	1.00
Evidence Technician II	-	1.00	1.00
Evidence Technician III	-	1.00	1.00
Facility Supervisor	-	1.00	1.00
Latent Print Technician	-	1.00	1.00
Police Clerk	-	7.00	7.00
Police Human Resources Manager	-	1.00	1.00
Police Quartermaster	-	1.00	1.00
Police Training Administrator	-	1.00	1.00

Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civilian (continued)			
Principal Secretary	-	1.00	1.00
Records Manager	-	1.00	1.00
Sex Offender Coordinator	-	1.00	1.00
Special Projects Coordinator	-	1.00	1.00
Sr. Secretary	-	1.00	1.00
Technology Unit Technician	-	2.00	2.00
Video Evidence Technician	-	1.00	1.00
Total Civilian	-	24.00	24.00
Total Staffing	-	47.00	47.00

*- In FY 2019, the Police Department was separated into divisions.

STAFF SERVICES DIVISION:

Department Core Mission Element 5: Patrol and Law Enforcement

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide administrative assistance							
• Number of services provided to public.	3,640	6,400	6,400	12,007	12,000	16,761	17,000

Department Core Mission Element 3: Investigate Crime and Maintain EvidenceAdjudicative Process.

Operational Targets: Essential department functions within the mission element.

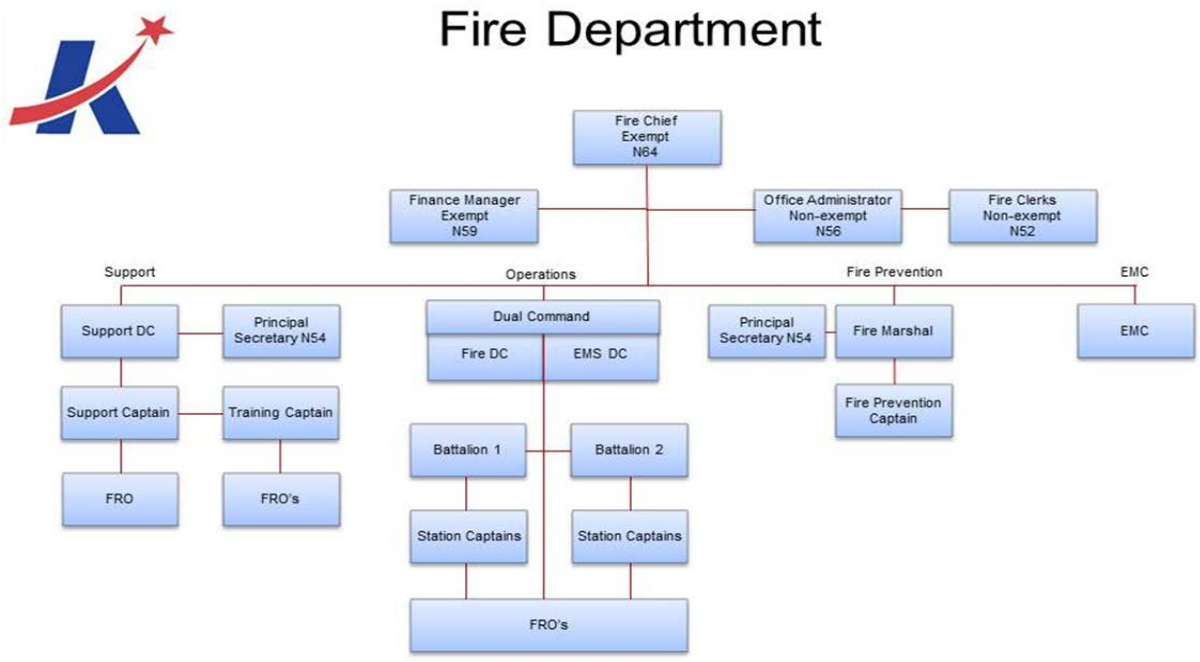
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Preserve Evidence							
• Pieces of Evidence.	9,360	30,000	30,000	19,936	20,000	25,605	26,000
Incident and arrest reports							
• Number of reports.	10,920	53,000	53,000	18,778	22000	17952	20000
Process computers and mobile devices							
• Number of devices analyzed.	2,080	250	250	317	300	204	200

Department Core Mission Element 5: Patrol and Law Enforcement

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Target FY 19	Target FY 19
Reduce number of vacancies							
• Number of Sworn vacancies.	5,200	26	12	10	9	24	10
• Number of Civilian vacancies.		25	25	25	20	24	19
Increase number of hours of training provided							
• TCOLE training hours.	15,730	28,700	28,700	19,497	25,000	35,000	35,000

* 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.



DIVISION MISSION STATEMENT

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.

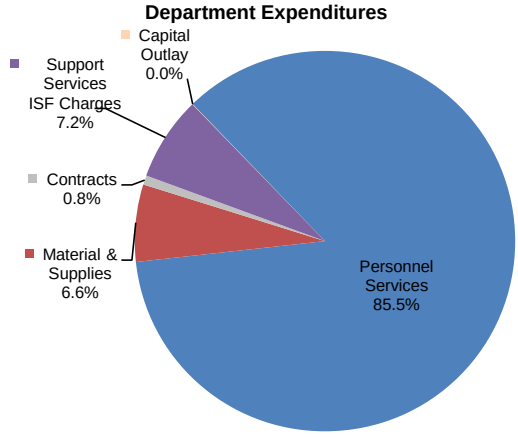
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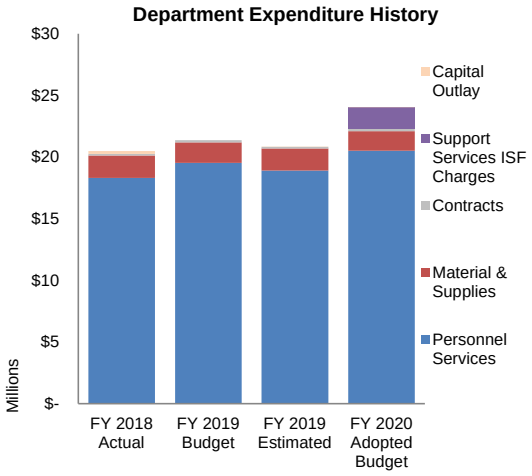
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

FINANCIAL INFORMATION

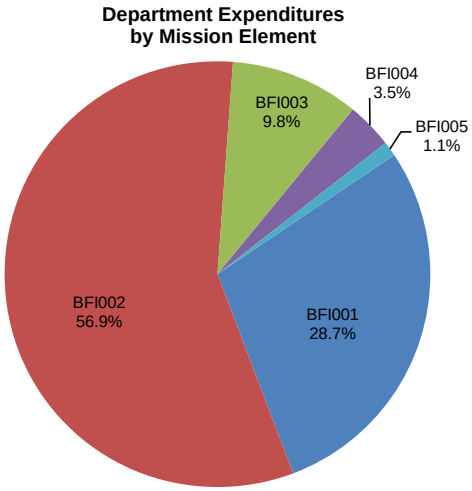
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Fire Revenue	$ 2,917,072	$ 3,510,594	$ 3,192,548	$ 3,158,034
Fire Grants	1,465,994	7,664	11,914	2,000
General Resources	16,107,250	17,853,752	17,658,167	20,851,048
Total	$ 20,490,316	$ 21,372,010	$ 20,862,629	$ 24,011,082

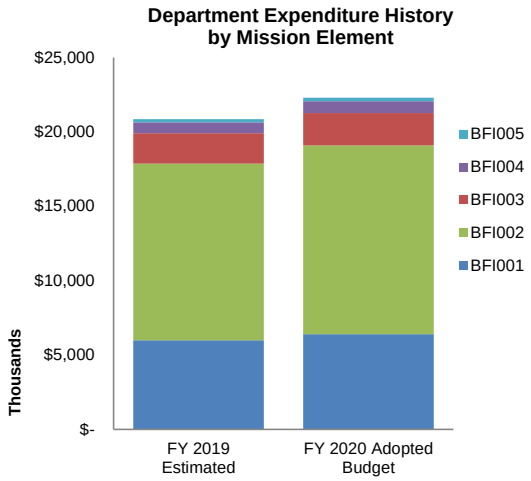
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 18,310,315	$ 19,532,367	$ 18,918,395	$ 20,523,535
Material & Supplies	1,820,299	1,652,806	1,775,108	1,574,877
Contracts	122,953	186,837	142,961	187,588
Support Services ISF Charges	-	-	-	1,719,082
Capital Outlay	236,750	-	26,165	6,000
Total	$ 20,490,316	$ 21,372,010	$ 20,862,629	$ 24,011,082





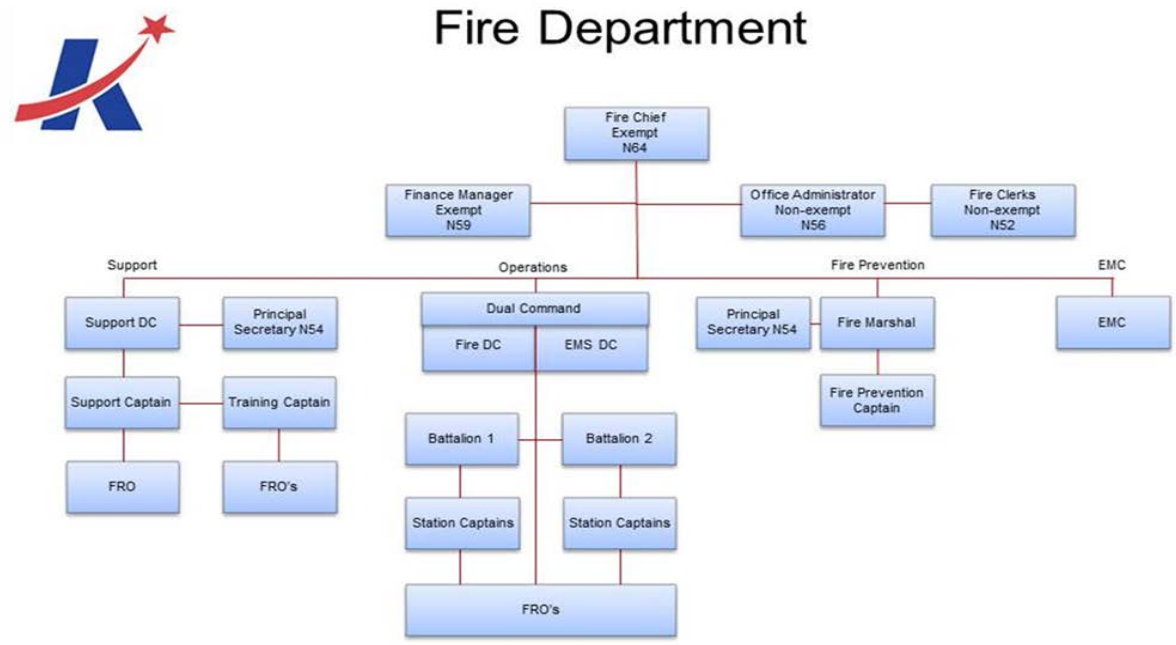
Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI001	Respond to Fire Calls.	71.65	149,036.16	$ 5,981,401	$ 6,391,207
BFI002	Respond to Medical Calls.	132.16	274,896.96	11,878,402	12,692,232
BFI003	Respond to Rescue Calls.	23.87	49,657.92	2,040,926	2,180,757
BFI004	Investigate and Educate.	7.31	15,208.96	733,681	783,948
BFI005	Provide for Emergency Management.	2.00	4,160.00	228,220	243,856
	Support Services ISF Charges	-	-	-	1,719,082
		237.00	492,960.00	$ 20,862,629	$ 24,011,082





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Battalion Chief	6.00	6.00	6.00
Chief of Fire	1.00	1.00	1.00
Deputy Chief	3.00	3.00	2.00
Assistant Chief of Fire [1]	-	-	1.00
Deputy Chief - Fire Marshal	1.00	1.00	1.00
Fire Captain	36.00	36.00	36.00
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
Emer Mgt/Homeland Sec Coordinator	1.00	1.00	1.00
Total Civilian	7.00	7.00	7.00
Total Staffing	237.00	237.00	237.00

[1]- In FY 2020, Reclassified one Deputy Chief to Assistant Chief of Fire



DIVISION MISSION STATEMENT

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.

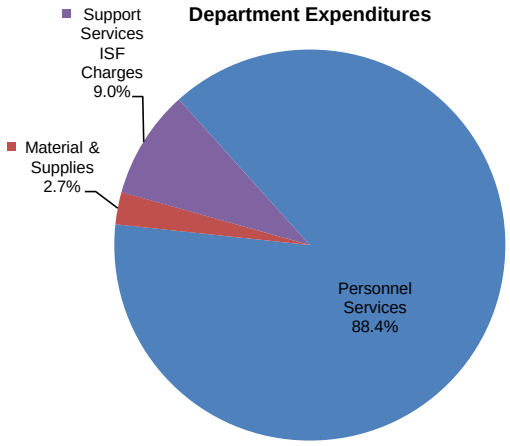
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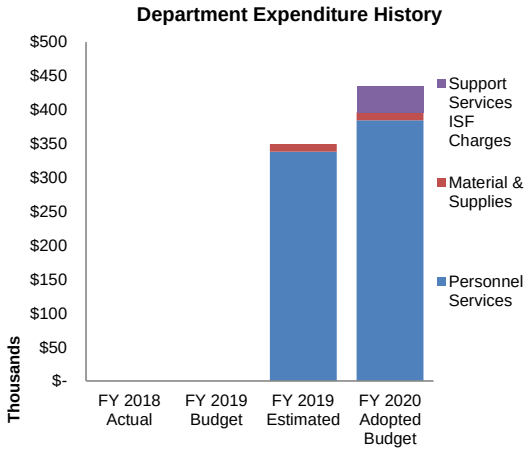
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	349,577	435,470
Total	$ -	$ -	$ 349,577	$ 435,470

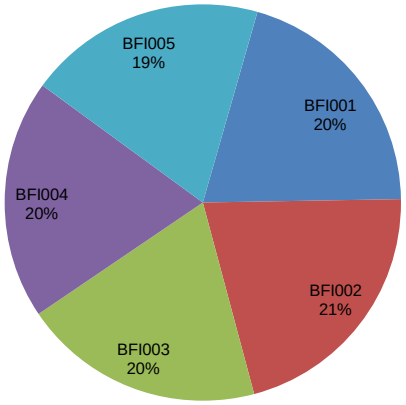
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 338,507	$ 384,790
Material & Supplies	-	-	11,070	11,587
Support Services ISF Charges	-	-	-	39,093
Total	$ -	$ -	$ 349,577	$ 435,470



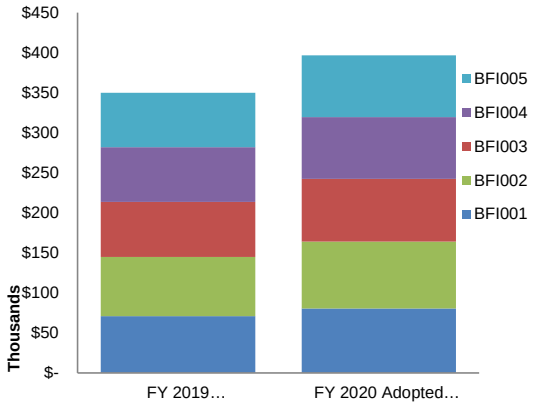


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI001	Respond to Fire Calls.	1.00	2,080.00	$ 70,887	$ 80,377
BFI002	Respond to Medical Calls.	1.00	2,080.00	73,759	83,634
BFI003	Respond to Rescue Calls.	1.00	2,080.00	68,868	78,088
BFI004	Investigate and Educate.	1.00	2,080.00	68,191	77,320
BFI005	Provide for Emergency Management.	1.00	2,080.00	67,872	76,958
	Support Services ISF Charges	-	-	-	39,093
		5.00	10,400.00	$ 349,577	$ 435,470

Department Expenditures by Mission Element

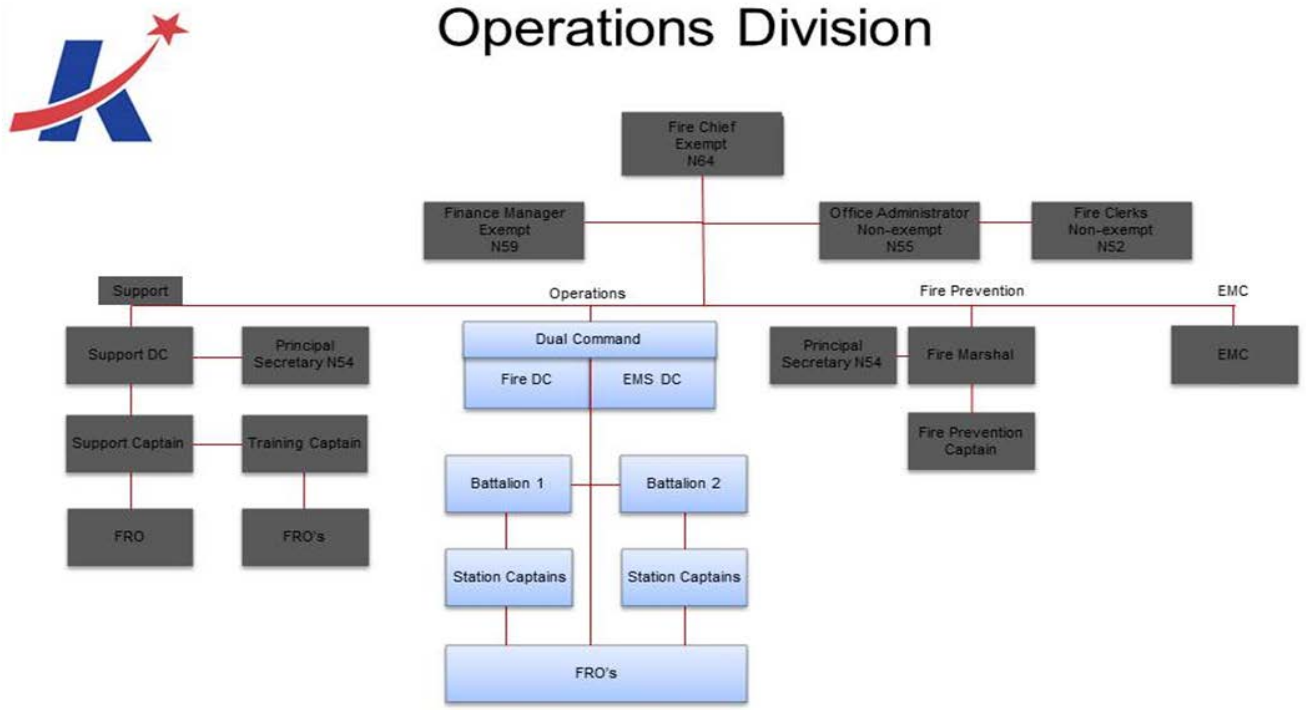


Department Expenditure History by Mission Element



Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Chief of Fire	-	1.00	1.00
Total Civil Service	-	1.00	1.00
Civilian			
Office Administrator	-	1.00	1.00
Finance Manager	-	1.00	1.00
Fire Clerk	-	2.00	2.00
Total Civilian	-	4.00	4.00
Total Staffing	-	5.00	5.00

*- In FY 2019, the Fire Department was separated into divisions.



DIVISION MISSION STATEMENT

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.

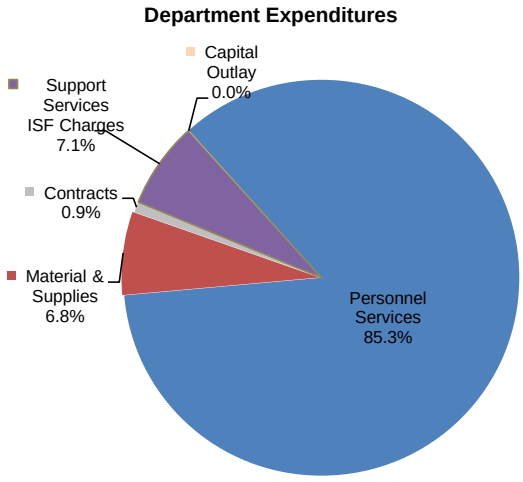
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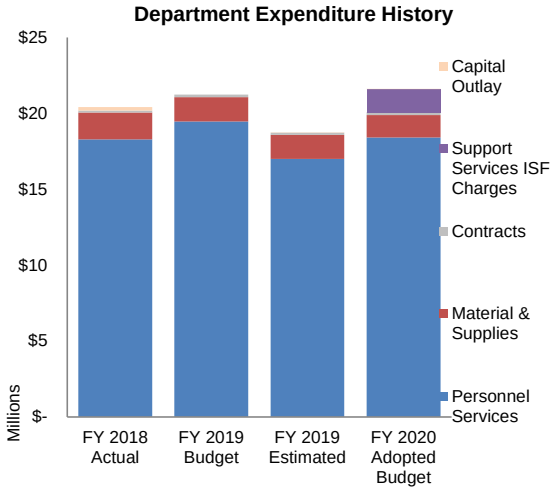
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

FINANCIAL INFORMATION

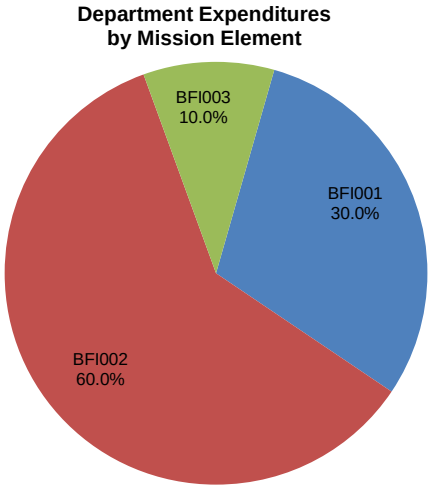
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	20,405,827	21,238,172	18,752,603	21,594,546
Total	$ 20,405,827	$ 21,238,172	$ 18,752,603	$ 21,594,546

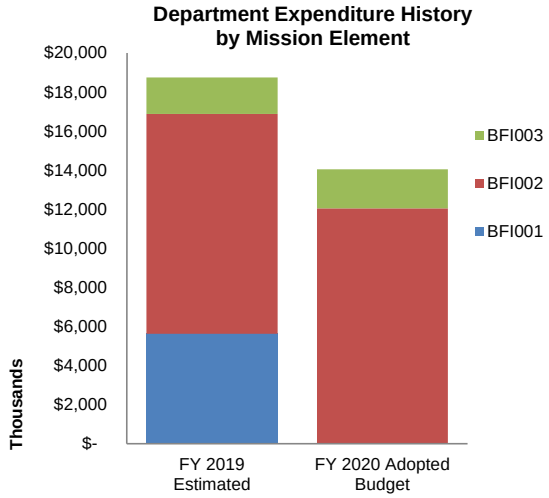
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 18,283,687	$ 19,457,058	$ 16,985,737	$ 18,410,315
Material & Supplies	1,762,437	1,594,277	1,598,173	1,464,117
Contracts	122,953	186,837	142,528	187,338
Support Services ISF Charges	-	-	-	1,526,776
Capital Outlay	236,750	-	26,165	6,000
Total	$ 20,405,827	$ 21,238,172	$ 18,752,603	$ 21,594,546





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI001	Respond to Fire Calls.	65.70	136,656.00	$ 5,625,334	$ 6,019,835
BFI002	Respond to Medical Calls.	123.40	256,672.00	11,252,160	12,041,266
BFI003	Respond to Rescue Calls.	21.90	45,552.00	1,875,109	2,006,609
	Support Services ISF Charges	-	-	-	1,526,836
		211.00	438,880.00	$ 18,752,603	$ 21,594,546





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Battalion Chief	-	6.00	6.00
Fire Captain	-	30.00	30.00
Deputy Chief	-	1.00	1.00
Assistant Chief of Fire [1]	-	1.00	1.00
Fire Rescue Officer	-	173.00	173.00
Total Civil Service	-	211.00	211.00
Total Staffing	-	211.00	211.00

[1]- In FY 2020, Reclassified one Deputy Chief to Assistant Chief of Fire

*- In FY 2019, the Fire Department was separated into divisions.

OPERATIONS DIVISION:

Mission Element 1: Respond to fire calls

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Respond to fire calls with positive mitigation	445,434	8,734	8,734	8,734	9,000	10,318	10,500
Provide best practices through policies	77	51	51	51	51	51	51
Accurate & efficient record keeping	936	All documents	100%	100%	100%	100%	100%
Manage open records requests	130	173	173	222	225	219	225

Mission Element 2: Respond to EMS calls

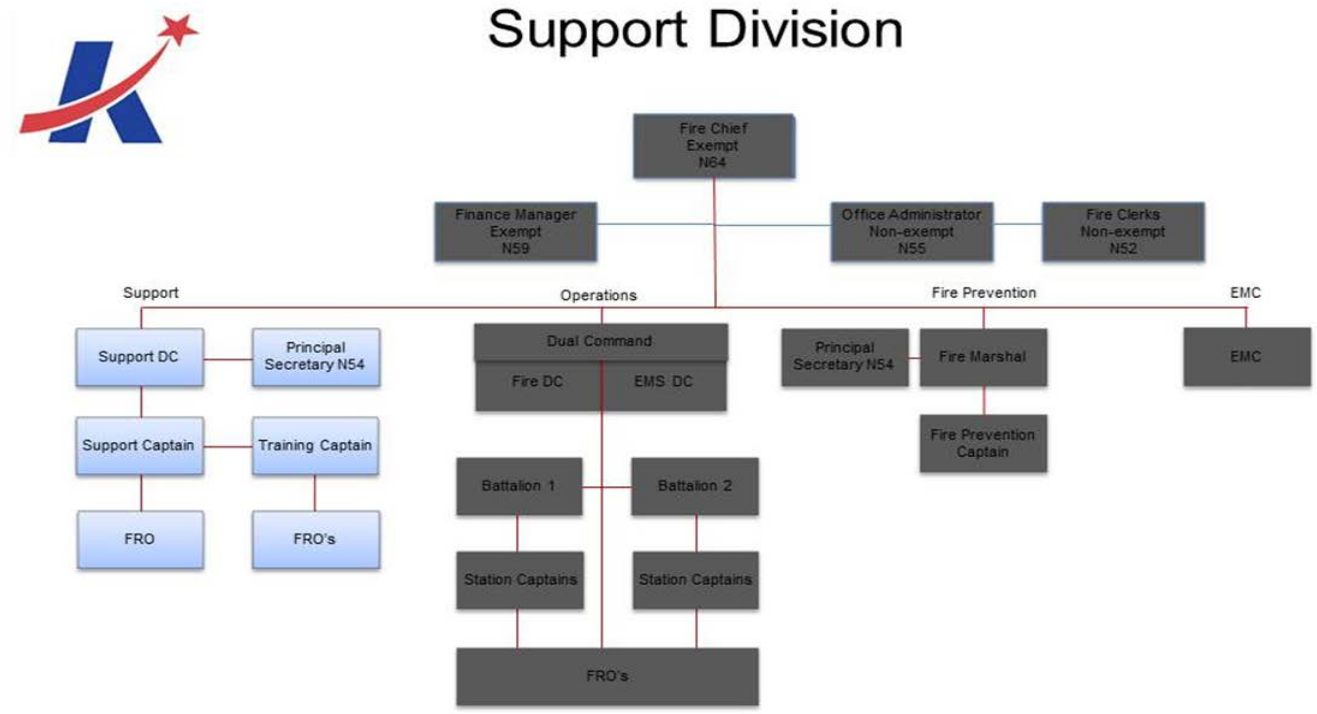
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Respond to EMS calls with positive mitigation	65,016	18,576	18,576	18,576	20,000	19,206	21,000
Provide best practices through protocols	385	49	49	49	49	49	49
Accurate & efficient record keeping	1,872	All documents	100%	100%	100%	100%	100%
Manage open records requests	194	259	259	294	275	280	275

Mission Element 3: Respond to rescue calls

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Respond to rescue calls with positive mitigation	80,871	2731	2731	2731	2900	2952	3150
Provide best practices through policies	77	51	51	51	51	51	51
Accurate and efficient record keeping.	32	All documents	100%	100%	100%	100%	100%



DIVISION MISSION STATEMENT

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.

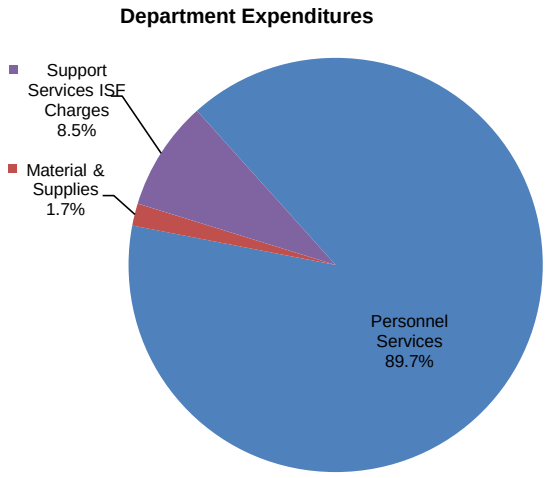
GOALS

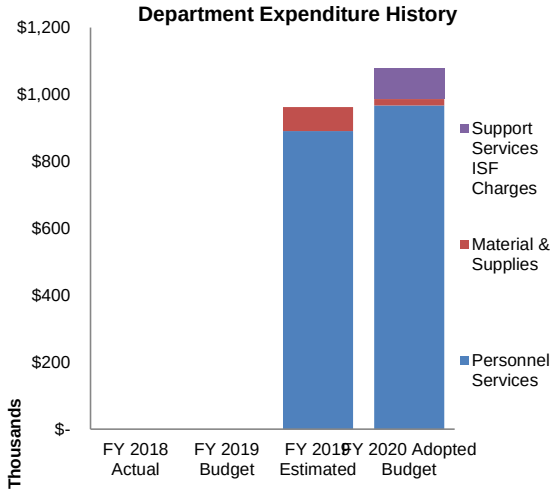
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

FINANCIAL INFORMATION

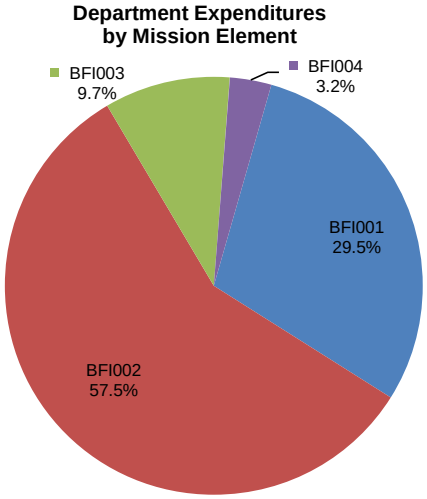
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	962,461	1,078,145
Total	$ -	$ -	$ 962,461	$ 1,078,145

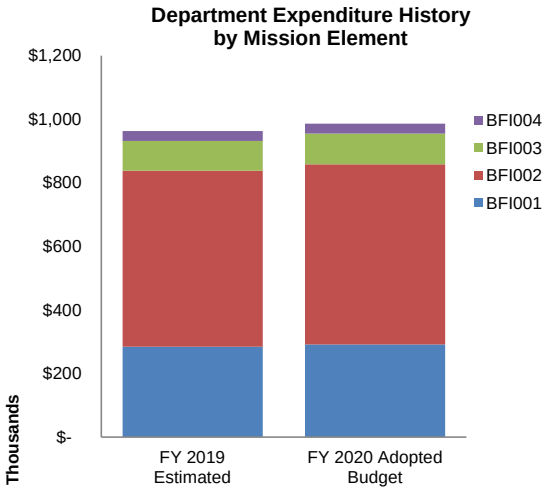
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 891,291	$ 967,271
Material & Supplies	-	-	71,170	18,799
Support Services ISF Charges	-	-	-	92,075
Total	$ -	$ -	$ 962,461	$ 1,078,145





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI001	Respond to Fire Calls.	4.95	10,300.16	$ 284,028	$ 290,995
BFI002	Respond to Medical Calls.	7.76	16,144.96	553,749	567,332
BFI003	Respond to Rescue Calls.	0.97	2,025.92	93,760	96,060
BFI004	Investigate and Educate.	0.31	648.96	30,924	31,683
	Support Services ISF Charges	-	-	-	92,075
		14.00	29,120.00	$ 962,461	$ 1,078,145





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Fire Captain	-	2.00	2.00
Deputy Chief	-	1.00	1.00
Fire Rescue Officer	-	10.00	10.00
Total Civil Service	-	13.00	13.00
Civilian			
Principal Secretary	-	1.00	1.00
Total Civilian	-	1.00	1.00
Total Staffing	-	14.00	14.00

*- In FY 2019, the Fire Department was separated into divisions.

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	Actual FY 19	Target FY 20
Assess equipment needs.	6,926	As Needed	100%	100%	100%	100%	100%
Maintain repair of facilities.	686	As Needed	100%	100%	100%	100%	100%
Maintain equipment to TCFP standards.	4,846	Required	100%	100%	100%	100%	100%

Mission Element 2: Killeen Fire Department Training.

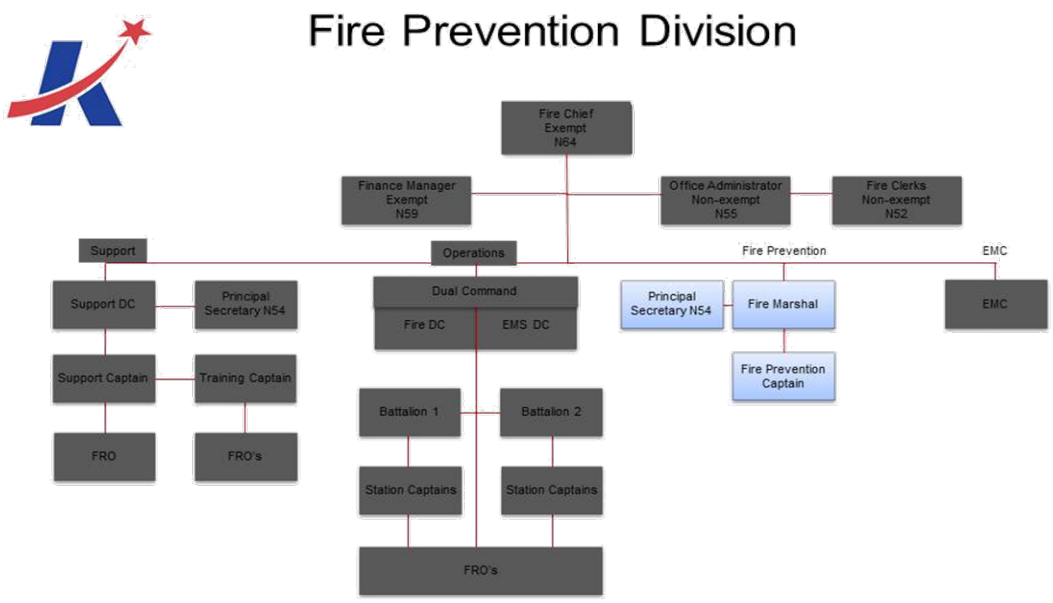
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Train New Cadets to TCFP standards.	1,728	52	52	52	52	52	52
Continued educational training to TCFP Standards.	1,560	229	229	229	229	229	229
Continue enhanced technological training.	108	229	229	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	Actual FY 19	Target FY 20
Conduct needs assessment for new purchases.	87	100%	100%	100%	100%	100%	100%
Conduct needs assessment for new facilities.	87	100%	100%	100%	100%	100%	100%
Conduct needs assessment for required staffing.	87	100%	100%	100%	100%	100%	100%



DIVISION MISSION STATEMENT

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

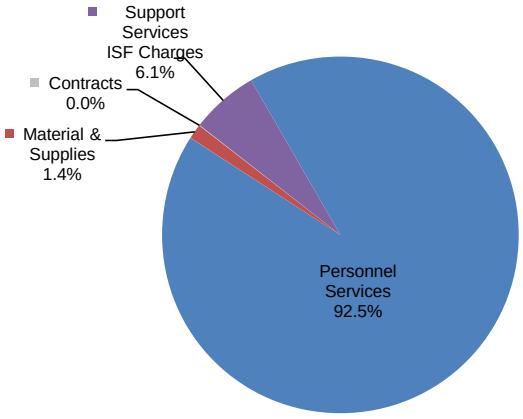
- Re-chassis 3 ambulances.
- Replace 5 emergency response staff units.
- Reinstate Assistant Chief position
- Complete an Emergency Services Master Plan.
- Conduct an ISO Study.

FINANCIAL INFORMATION

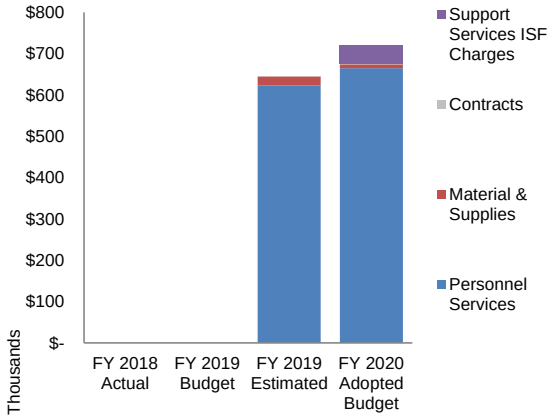
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	-	-	645,115	719,017
Total	$ -	$ -	$ 645,115	$ 719,017

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 623,442	$ 664,894
Material & Supplies	-	-	21,240	9,741
Contracts	-	-	433	250
Support Services ISF Charges	-	-	-	44,132
Total	$ -	$ -	$ 645,115	$ 719,017

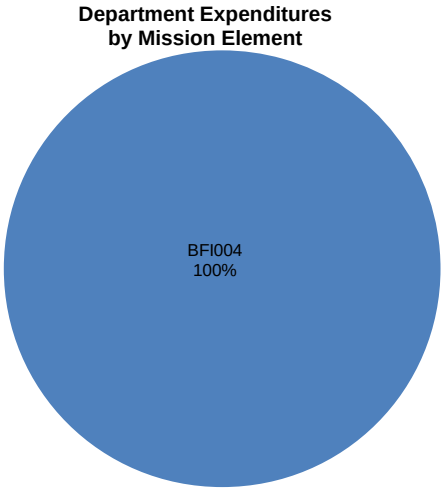
Department Expenditures

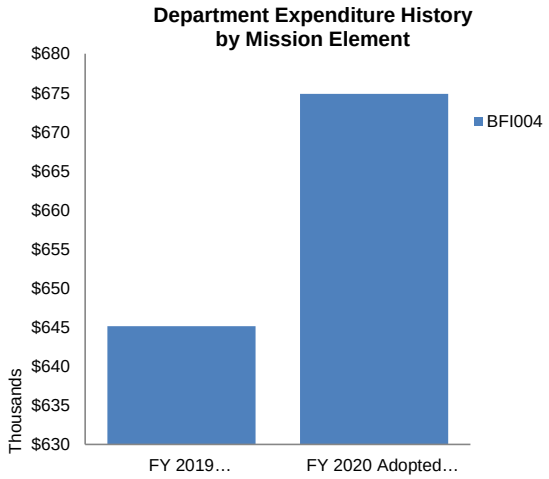


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI004	Investigate and Educate.	6.00	12,480.00	$ 645,115	$ 674,885
	Support Services ISF Charges	-	-	-	44,132
		6.00	12,480.00	$ 645,115	$ 719,017





Staffing	FY 2018 * Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Civil Service			
Fire Captain	-	4.00	4.00
Deputy Chief - Fire Marshal	-	1.00	1.00
Total Civil Service	-	5.00	5.00
Civilian			
Principal Secretary	-	1.00	1.00
Total Civilian	-	1.00	1.00
Total Staffing	-	6.00	6.00

*- In FY 2019, the Fire Department was separated into divisions.

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	Actual FY 19	Target FY 20
Commercial Plan Review.	135	270	100%	100%	270	276	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	Actual FY 19	Target FY 20
Fire Inspections.	521	1,041	100%	1,041	1,353	1,470	1,350

Mission Element 3: Investigations.

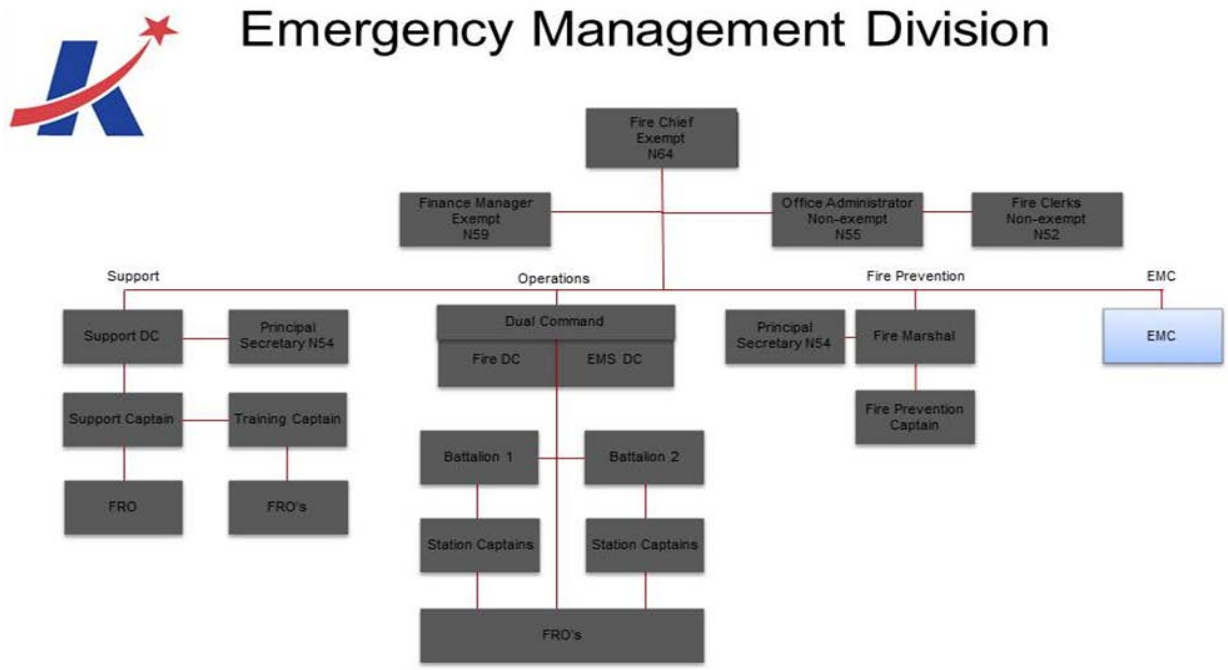
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Fire Investigations.	1,147	122	100%	100%	122	126	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	Actual FY 19	Target FY 20
Public Education.	244	14,967	100%	100%	15,000	13,153	15,000
Continue enhanced technological training	108	229	229	229	229	229	229



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

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

GOALS

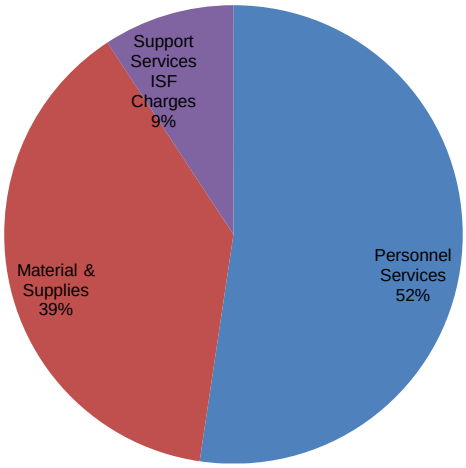
- Develop a functioning Emergency Operation Center.
- Update Essential Support Functions (ESF).
- Coordinate and expand the Citizens Emergency Response Team (CERT).
- Maintain Emergency Management Performance Grant (EMPG).

FINANCIAL INFORMATION

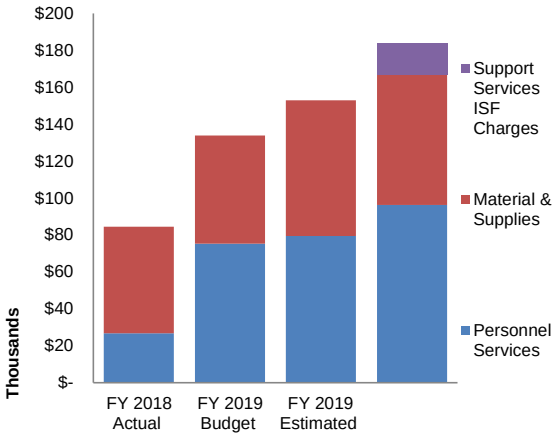
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	84,489	133,838	152,873	183,904
Total	$ 84,489	$ 133,838	$ 152,873	$ 183,904

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 26,628	$ 75,309	$ 79,418	$ 96,265
Material & Supplies	57,861	58,529	73,455	70,633
Support Services ISF Charges	-	-	-	17,006
Total	$ 84,489	$ 133,838	$ 152,873	$ 183,904

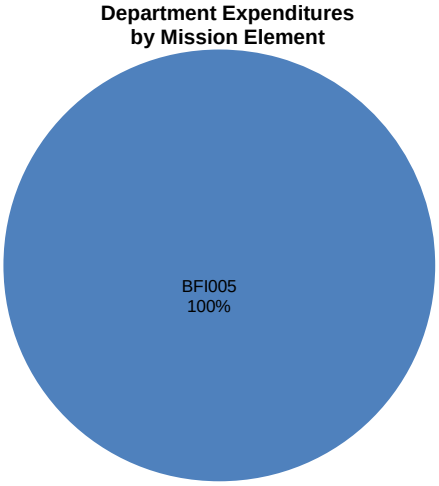
Department Expenditures

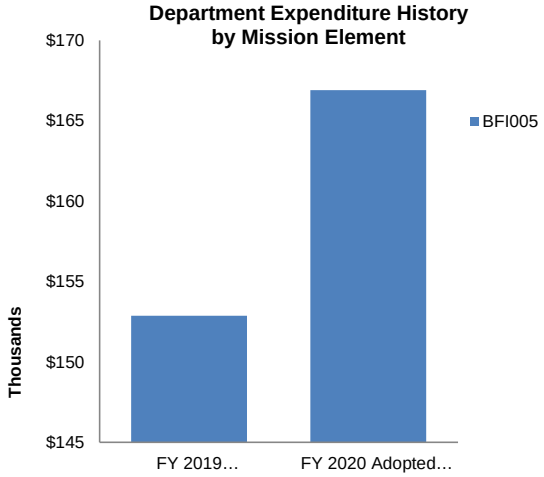


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BFI005	Provide for Emergency Management.	1.00	2,080.00	$ 152,873	$ 166,898
	Support Services ISF Charges	-	-	-	17,006
		1.00	2,080.00	$ 152,873	$ 183,904





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Emer Mgt/Homeland Sec Coordinator	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

Emergency Management / Homeland Security Division

Mission Element 5: Provide for Emergency Management

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Disaster preparedness							
Review Basic Emergency Operations Plan	15	1	1	1	1	1	1
Develop Emergency Operations Center Training	25	2	2	2	2	0	4
Maintain Emergency Notification System	20	2	2	1	2	2	2
Review Emergency Annex Plans	15	4	3	22	3	3	4
Develop MOUs with Partner Agencies	10	1	1	1	1	2	1

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Maintain Local, State, and Federal Grants							
Apply for EMPG annually	20	1	1	1	1	1	1
Submit EMPG reports quarterly	20	4	4	4	4	4	4
Conduct Exercises annually	100	3	3	3	3	3	3
Conduct a Training & Exercise Planning Workshop	100	1	1	0	1	1	1
Attend Emergency Management Trainings	16	1	1	1	1	4	1
Conduct Community Outreach/Education	50	50%+	50%+	50%	50%+	55%	50%+
Conduct Staff Emergency Management Trainings	10	4	4	4	4	4	4

CONSOLIDATED

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 1,870,102	$ 3,037,430	$ 2,373,505	$ 2,374,553
Total	**$ 1,870,102**	**$ 3,037,430**	**$ 2,373,505**	**$ 2,374,553**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 769,290	$ 1,000,000	$ 1,169,958	$ 642,889
Support Services	483,615	862,527	437,527	862,527
Professional Services	129,039	228,420	228,418	69,830
Designated Expenses	488,158	946,483	537,602	799,307
Total	**$ 1,870,102**	**$ 3,037,430**	**$ 2,373,505**	**$ 2,374,553**

AVENUE D BUILDING - MUNICIPAL ANNEX

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 37,463	$ 53,832	$ 38,013	$ 53,832
Total	**$ 37,463**	**$ 53,832**	**$ 38,013**	**$ 53,832**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Supplies	$ -	$ 1,231	$ 400	$ 1,231
Support Services	37,463	52,601	37,613	52,601
Total	**$ 37,463**	**$ 53,832**	**$ 38,013**	**$ 53,832**

PUBLIC SERVICES

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 581,471	$ 603,118	$ 602,132	$ 604,634
Total	**$ 581,471**	**$ 603,118**	**$ 602,132**	**$ 604,634**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Bell County Health District	$ 331,368	$ 331,368	$ 331,368	$ 331,368
Help Center - Utilities	765	900	564	900
Elderly Transportation	28,489	49,350	49,350	49,350
Hill Country Transit District (HOP)	120,850	120,850	120,850	222,366
Killeen Volunteer, Inc. (KVI)	100,000	100,000	100,000	-
Notices Required by Law	-	650	-	650
Total	**$ 581,471**	**$ 603,118**	**$ 602,132**	**$ 604,634**

CITY HALL

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 123,388	$ 40,914	$ 33,242	$ -
Total	**$ 123,388**	**$ 40,914**	**$ 33,242**	**$ -**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Support Services	$ 123,388	$ 40,914	$ 33,242	$ -
Total	**$ 123,388**	**$ 40,914**	**$ 33,242**	**$ -**

BELL COUNTY COMMUNICATION CENTER

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 1,469,885	$ 1,478,732	$ 1,478,732	$ 1,536,376
Total	**$ 1,469,885**	**$ 1,478,732**	**$ 1,478,732**	**$ 1,536,376**

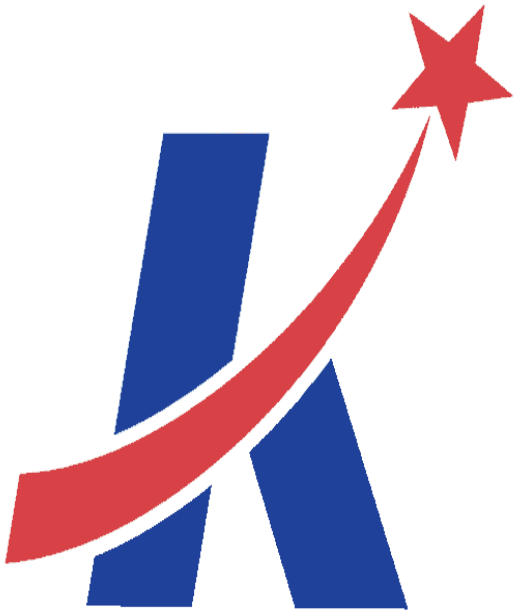
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Professional Services	$ 1,469,885	$ 1,478,732	$ 1,478,732	$ 1,536,376
Total	**$ 1,469,885**	**$ 1,478,732**	**$ 1,478,732**	**$ 1,536,376**

DESIGNATED FUNDS

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 8,976,189	$ 5,108,203	$ 9,798,132	$ 7,534,338
Total	**$ 8,976,189**	**$ 5,108,203**	**$ 9,798,132**	**$ 7,534,338**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Transfer to Fleet Services ISF	$ 3,336,083	$ 718,969	$ 718,969	$ -
Transfer to Risk Management ISF	781,808	817,847	817,847	-
Transfer to Information Technology ISF	1,055,827	1,099,887	956,250	-
Direct Cost	-	-	-	10,000
Designated Expenses	31,541	30,000	30,000	30,000
Transfers	29,462	-	-	-
Transfer to Street Maintenance Fund	-	-	4,833,566	4,994,242
Transfer to General Fund-CIP	3,741,468	2,441,500	2,441,500	2,500,096
Total	**$ 8,976,189**	**$ 5,108,203**	**$ 9,798,132**	**$ 7,534,338**

Total Revenues	**$ 13,058,497**	**$ 10,322,229**	**$ 14,323,756**	**$ 12,103,733**
Total Expenses	**$ 13,058,497**	**$ 10,322,229**	**$ 14,323,756**	**$ 12,103,733**



Dedicated Service – Everyday, for Everyone!



Water and Sewer Fund

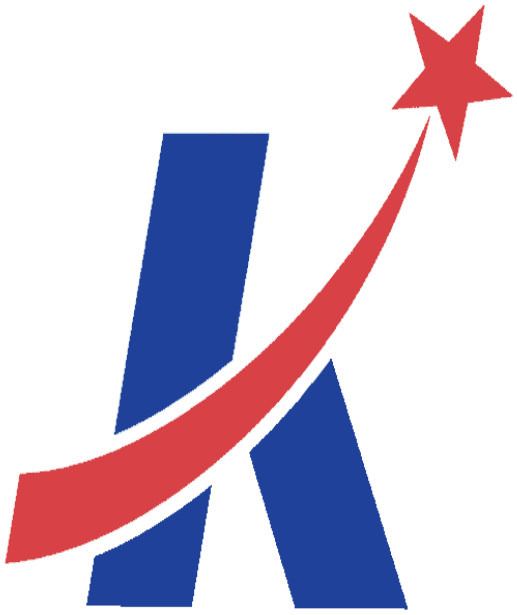


Dedicated Service – Everyday, for Everyone!

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 2020

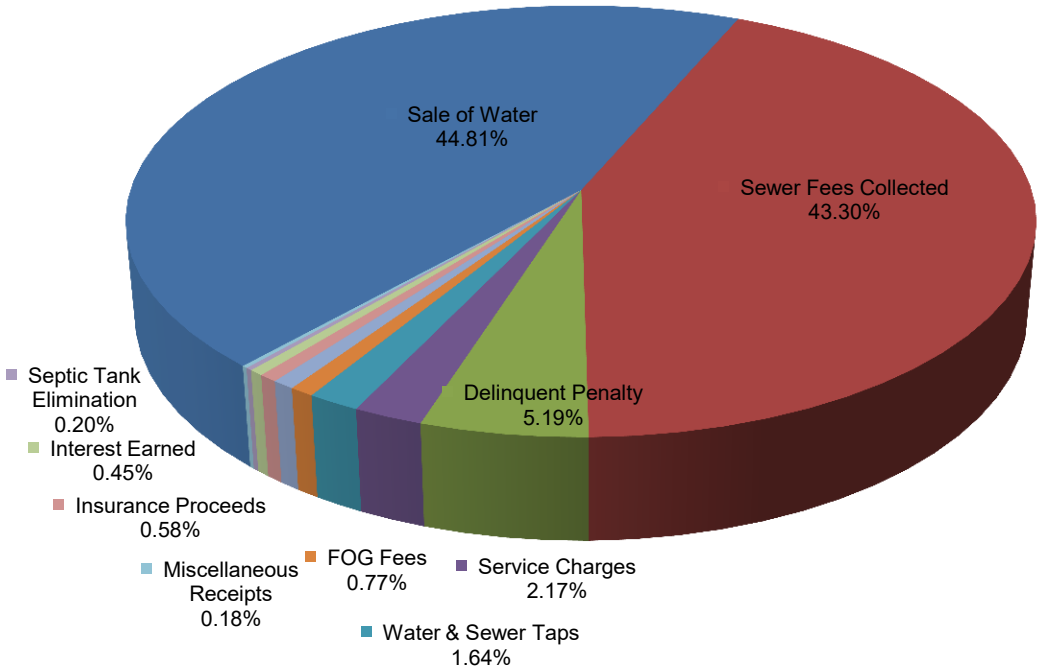
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Sale of Water	$ 18,430,615	$ 18,781,527	$ 19,044,479	$ 19,157,158	44.81%	2.00%
Sewer Fees Collected	17,679,551	18,151,249	17,902,120	18,514,274	43.30%	2.00%
Delinquent Penalty	2,279,160	2,177,284	2,209,275	2,220,830	5.19%	2.00%
Service Charges	758,987	910,670	761,917	928,883	2.17%	2.00%
Water & Sewer Taps	793,212	714,794	733,360	700,778	1.64%	-1.96%
FOG Fees	288,223	321,821	290,427	328,257	0.77%	2.00%
Warranty Service	-	-	125,000	300,000	0.70%	0.00%
Insurance Proceeds	72,918	250,000	250,000	250,000	0.58%	0.00%
Investment Revenue	234,614	51,125	254,018	194,425	0.45%	280.29%
Septic Tank Elimination	12,237	85,402	96,025	87,110	0.20%	2.00%
Miscellaneous Receipts	2,845	75,000	7,555	75,000	0.18%	0.00%
Sale of Assets	117,013	-	17,299	-	0.00%	0.00%
DHS - Emergency Declaration	1,436	-	-	-	0.00%	0.00%
Transfers In	-	137,494	-	-	0.00%	-100.00%
Total Revenues	$ 40,670,811	$ 41,656,366	$ 41,691,475	$ 42,756,715	100.00%	2.64%
Operating Expenses						
Water & Sewer Contracts	$ 14,052,374	$ 15,019,370	$ 15,019,370	$ 17,670,558	41.33%	17.65%
Support Services ISF Charges[1]	-	-	-	6,392,156	14.95%	0.00%
Water and Sewer Operations	2,643,893	2,851,515	2,505,042	3,030,845	7.09%	6.29%
Franchise Fee	3,630,243	3,702,847	3,702,847	3,801,356	8.89%	2.66%
Sanitary Sewers	892,791	1,286,560	1,152,526	1,551,283	3.63%	20.58%
Water Distribution	791,567	1,073,951	938,292	1,312,926	3.07%	22.25%
Non-Departmental	370,454	581,939	350,411	583,286	1.36%	0.23%
Building Services	14,540	75,728	75,728	77,846	0.18%	2.80%
Human Resources	12,519	12,519	12,519	12,519	0.03%	0.00%
Indirect Cost Allocation[1]	2,503,524	2,738,499	2,738,499	-	0.00%	-100.00%
Utility Collections	2,510,007	2,701,767	2,608,243	-	0.00%	-100.00%
ISF - Information Technology[2]	1,158,196	1,188,475	1,188,475	-	0.00%	-100.00%
Water and Sewer Engineering	777,226	1,214,770	708,353	-	0.00%	-100.00%
Public Works	161,949	197,947	180,041	-	0.00%	-100.00%
ISF - Risk Management[2]	158,723	166,040	166,040	-	0.00%	-100.00%
ISF - Fleet Services[2]	95,087	101,613	101,613	-	0.00%	-100.00%
Total Operating Expenses	$ 29,773,094	$ 32,913,540	$ 31,447,999	$ 34,432,775	80.53%	4.62%
Debt Service	6,153,043	7,576,729	6,176,729	7,219,659	16.89%	-4.71%
Non-Operating Expenses						
Capital Projects						
Motor Vehicles	33,820	-	-	-	0.00%	0.00%
Computer Equipment/Software	-	48,500	45,500	-	0.00%	-100.00%
Customer Services	89,880	75,000	60,000	45,000	0.11%	-40.00%
Fire Hydrants	12,832	25,000	30,000	35,000	0.08%	40.00%
Customer Meters	54,049	151,370	90,000	50,000	0.12%	-66.97%
Fleet Replacement Program	1,009,500	-	-	-	0.00%	0.00%
Total Capital Projects	1,200,081	299,870	225,500	130,000	0.30%	-56.65%
Other						
Contributions - KEDC/GKCC	362,527	362,527	362,527	362,527	0.85%	0.00%
Transfer to General Fund	-	-	-	262,754	0.61%	0.00%
Transfer to W&S CIP	5,117,619	503,700	503,700	349,000	0.82%	-30.71%
Total Other	5,480,146	866,227	866,227	974,281	2.28%	12.47%
Total Non-Operating Expenses	6,680,227	1,166,097	1,091,727	1,104,281	2.58%	-5.30%
Total Expenses	$ 42,606,364	$ 41,656,366	$ 38,716,455	$ 42,756,715	100.00%	2.64%
Net Change In Working Capital	$ (1,935,553)	$ -	$ 2,975,020	$ -		
Working Capital Balance, Beginning				8,503,366		
Working Capital Balance, Ending				$ 8,503,366		

[1] - Indirect Cost Allocation is now accounted for in the Support Services ISF Charges beginning FY 2020

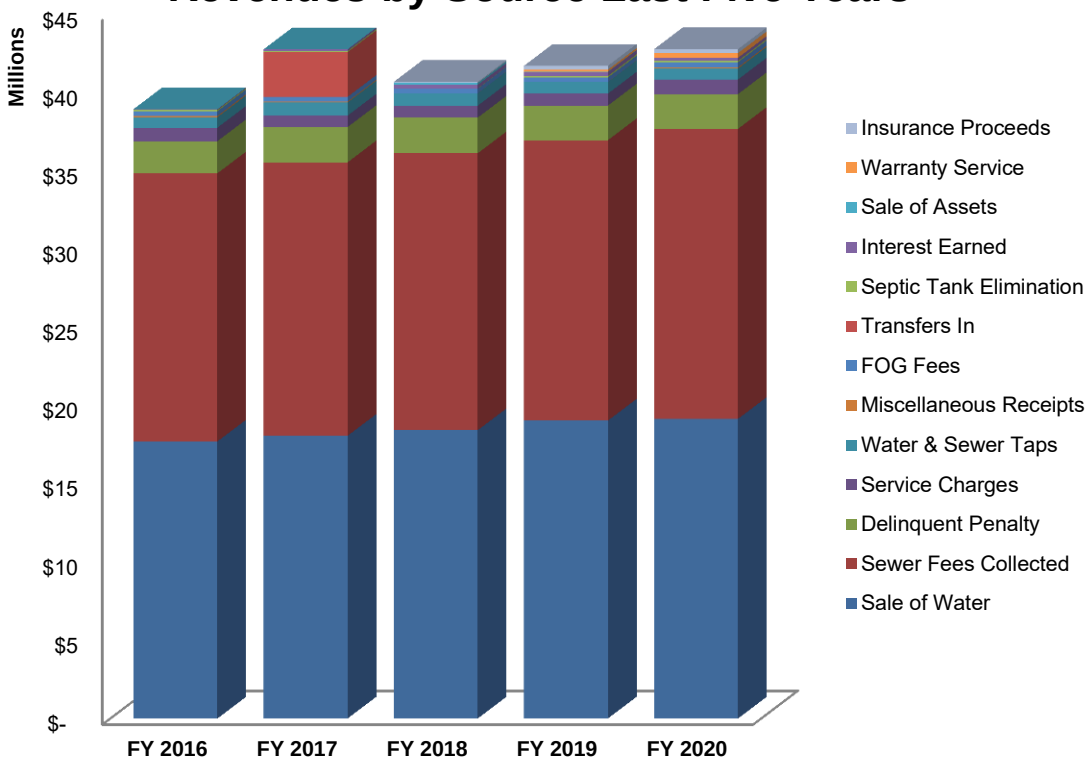
[2] - ISF - Fleet Services, Information Technology, and Risk Management allocations are part of the Support Services ISF Charges

Water & Sewer Fund

-Revenues by Source FY 2020-

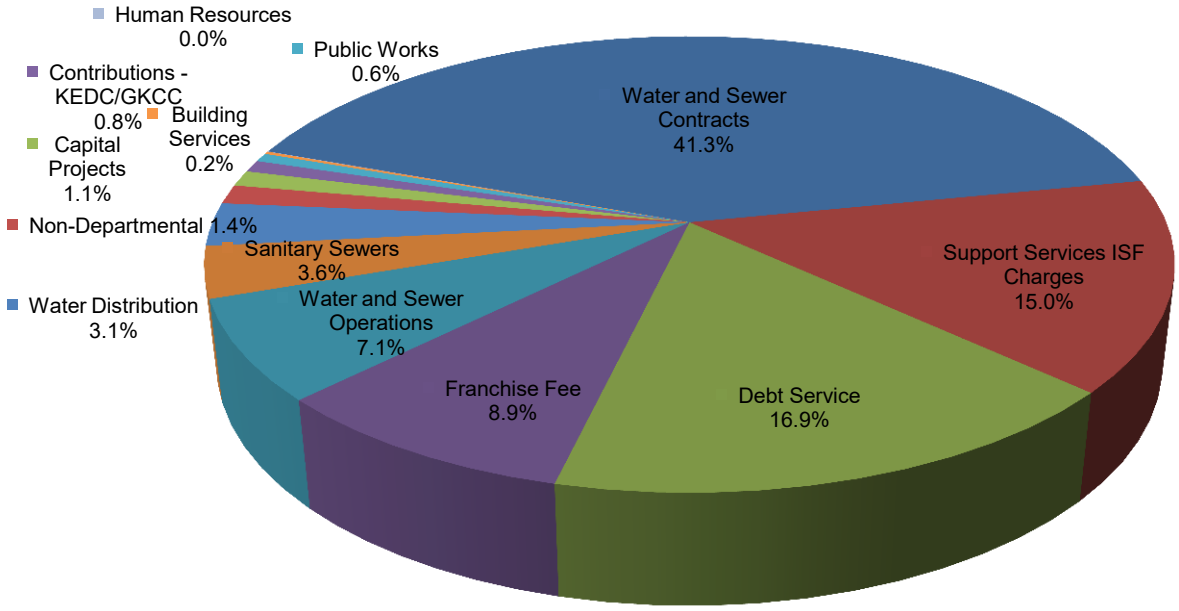


-Revenues by Source Last Five Years-

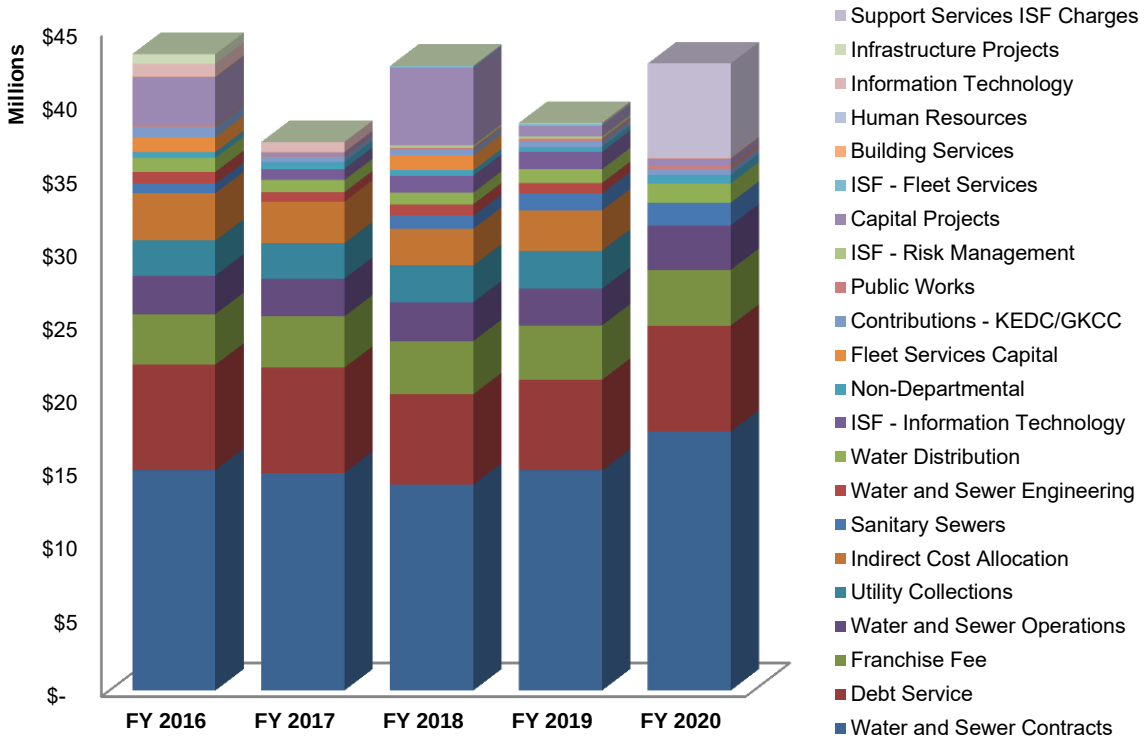


Water & Sewer Fund

-Expenses by Type FY 2020-



-Expenses by Type Last Five Years-



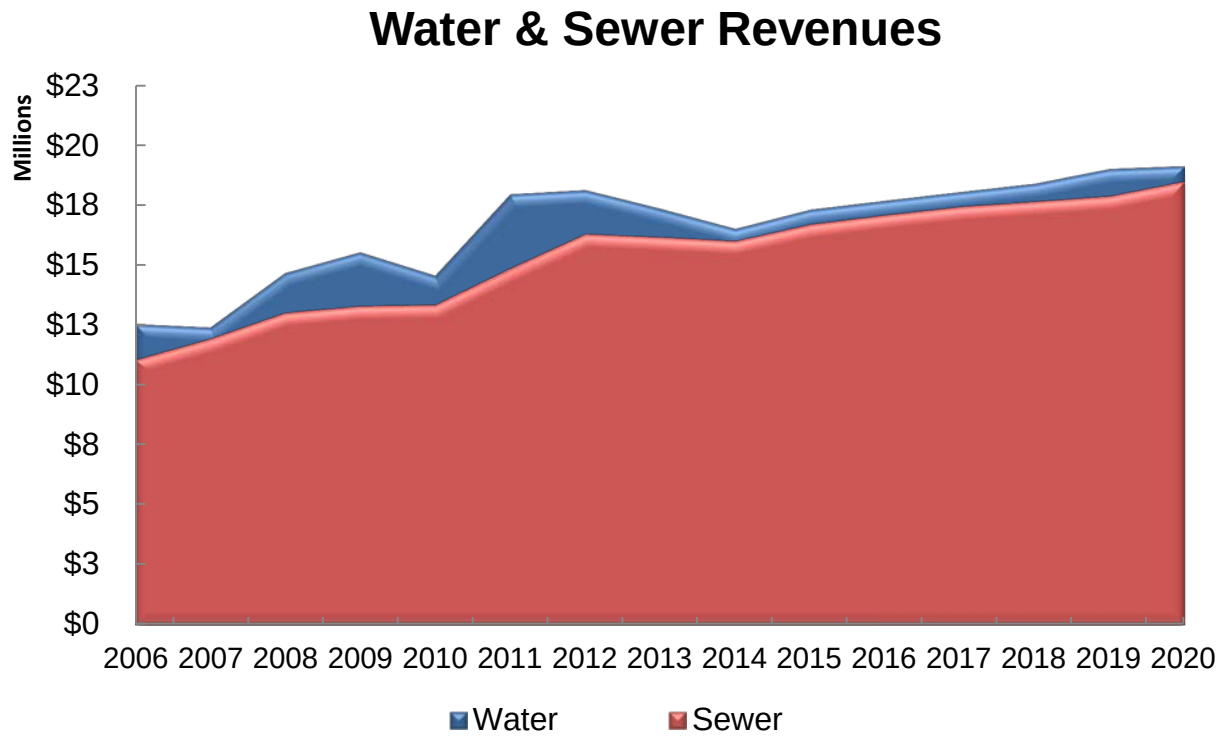
Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
	Water & Sewer Fund Revenues				
	Charges for Services				
550-0000-343.01-01	WATER REVENUE	$ 18,430,615	$ 18,781,527	$ 19,044,479	$ 19,157,158
550-0000-343.01-02	SEWER REVENUE	17,679,551	18,151,249	17,902,120	18,514,274
550-0000-343.02-01	FATS OILS GREASE FEES	288,223	321,821	290,427	328,257
550-0000-343.02-02	TAP FEES	793,212	714,794	733,360	700,778
550-0000-343.02-03	SERVICE CHARGES	758,987	910,670	761,917	928,883
550-0000-343.02-04	SEPTIC TANK ELIMINATION	12,237	85,402	96,025	87,110
550-0000-343.02-05	PENALTIES	2,279,160	2,177,284	2,209,275	2,220,830
550-0000-343.02-06	WARRANTY SERVICE	-	-	125,000	300,000
	Charges for Services	**40,241,985**	**41,142,747**	**41,162,603**	**42,237,290**
	Intergovernmental Revenue				
550-0000-333.02-03	DHS-EMERGENCY DECLARATION	1,436	-	-	-
	Intergovernmental Revenue	**1,436**	**-**	**-**	**-**
	Investment Income				
550-0000-361.05-00	INTEREST EARNED	242,675	56,591	260,550	200,000
550-0000-361.05-10	INVESTMENT EXPENSE	(8,060)	(5,466)	(6,532)	(5,575)
	Investment Income	**234,614**	**51,125**	**254,018**	**194,425**
	Miscellaneous Income				
550-0000-371.10-02	PURCHASING CARDS	2,530	-	1,272	-
550-0000-372.10-01	RESTITUTION	315	-	-	-
550-0000-379.99-99	OTHER INCOME	-	75,000	6,283	75,000
	Miscellaneous Income	**2,845**	**75,000**	**7,555**	**75,000**
	Other Financing Sources				
550-0000-391.03-87	TRANSFER IN FROM FUND 387	-	137,494	-	-
550-0000-392.01-01	SALE OF ASSETS	117,013	-	17,299	-
550-0000-392.02-01	INSURANCE PROCEEDS	72,918	250,000	250,000	250,000
	Other Financing Sources	**189,931**	**387,494**	**267,299**	**250,000**
	Water & Sewer Fund Revenues	**$ 40,670,811**	**$ 41,656,366**	**$ 41,691,475**	**$ 42,756,715**

- WATER AND SEWER REVENUES – Revenue Assumptions

Water Revenue	**$19,157,158**
Sewer Revenue	**$18,514,274**

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 **$2,220,830**

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 2020 budget projections are based on current average monthly late fees at budget development.

Water Services and Charges **$ 928,883**

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 2020 revenues are budgeted at a slight increase from the FY 2019 budget, based on year-end projected levels.

Tap Fees **$700,778**

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 2020 revenues are budgeted at a slight decrease from the FY 2019 budget, in anticipation of a leveling of housing activity.

Interest Income **$194,425**

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 2020 are $194,425.

DIVISION MISSION STATEMENT

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

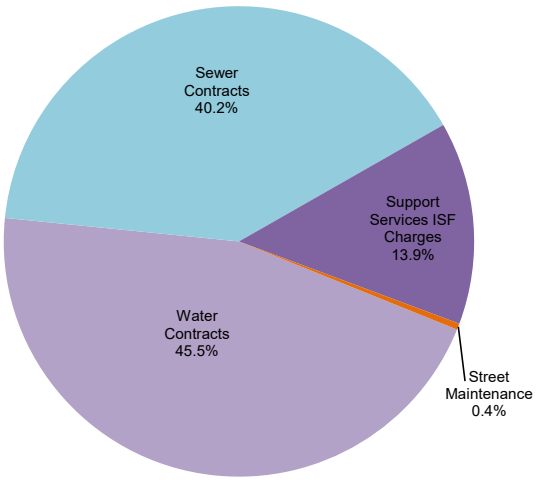
- Water and sewer administration
- Water distribution.
- Sewer collection.

FINANCIAL INFORMATION

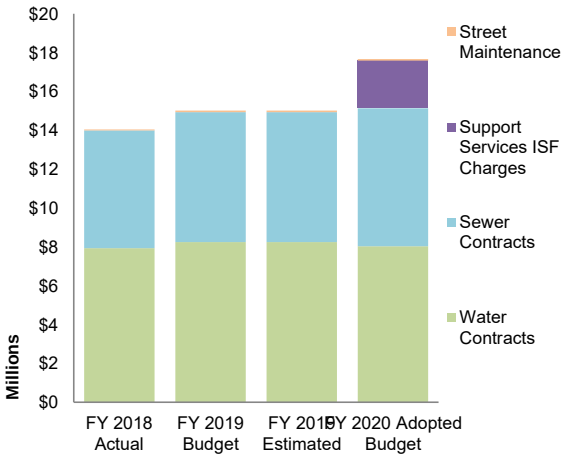
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Sale of Water	$ 18,430,615	$ 18,781,527	$ 19,044,479	$ 19,157,158
Tap Fees	793,212	714,794	733,360	700,778
Septic Tank Elimination	12,237	85,402	96,025	87,110
Sewer Fees	17,679,551	18,151,249	17,902,120	18,514,274
Water Services & Charges	1,047,210	1,232,491	1,177,344	1,557,140
Delinquent Penalties	2,279,160	2,177,284	2,209,275	2,220,830
Miscellaneous Income	427,390	513,619	528,872	519,425
Grants	1,436	-	-	-
General Resources	(26,618,437)	(26,636,996)	(26,672,105)	(25,086,157)
Total	$ 14,052,374	$ 15,019,370	$ 15,019,370	$ 17,670,558

Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Water Contracts	7,938,535	8,243,930	8,243,930	8,036,884
Sewer Contracts	6,053,339	6,700,440	6,700,440	7,096,345
Support Services ISF Charges	-	-	-	2,462,329
Street Maintenance	$ 60,501	$ 75,000	$ 75,000	$ 75,000
Total	$ 14,052,374	$ 15,019,370	$ 15,019,370	$ 17,670,558

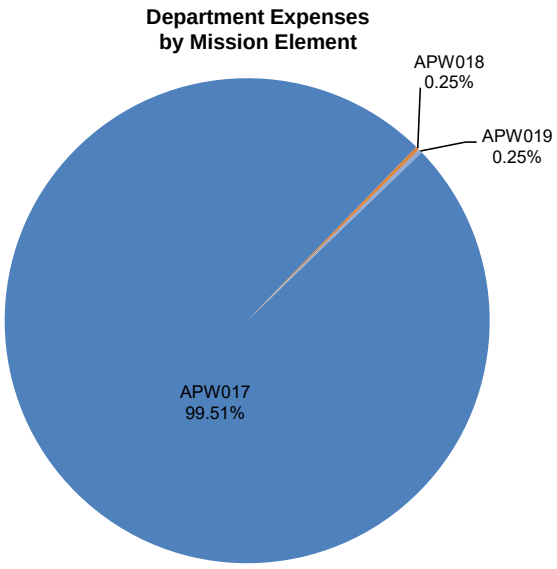
Department Expenses

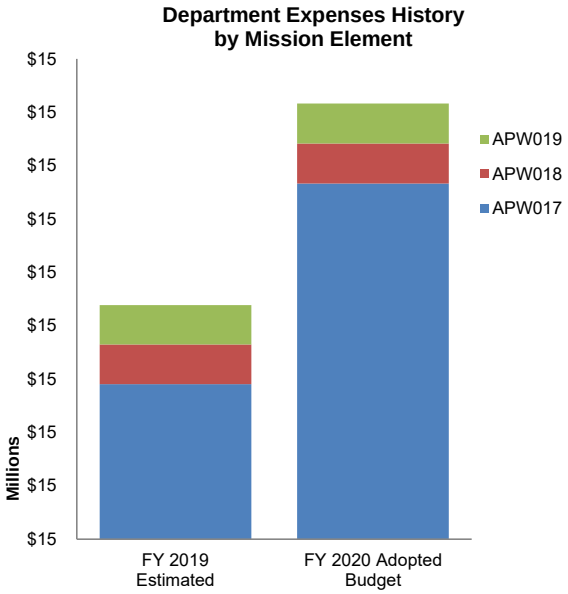


Department Expense History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW017	Water and sewer administration.	-	-	$ 14,945,301	$ 15,133,229
APW018	Water distribution.	-	-	37,034	37,500
APW019	Sewer collection.	-	-	37,034	37,500
	Support Services ISF Charges	-	-	-	2,462,329
		-	-	$ 15,019,370	$ 17,670,558

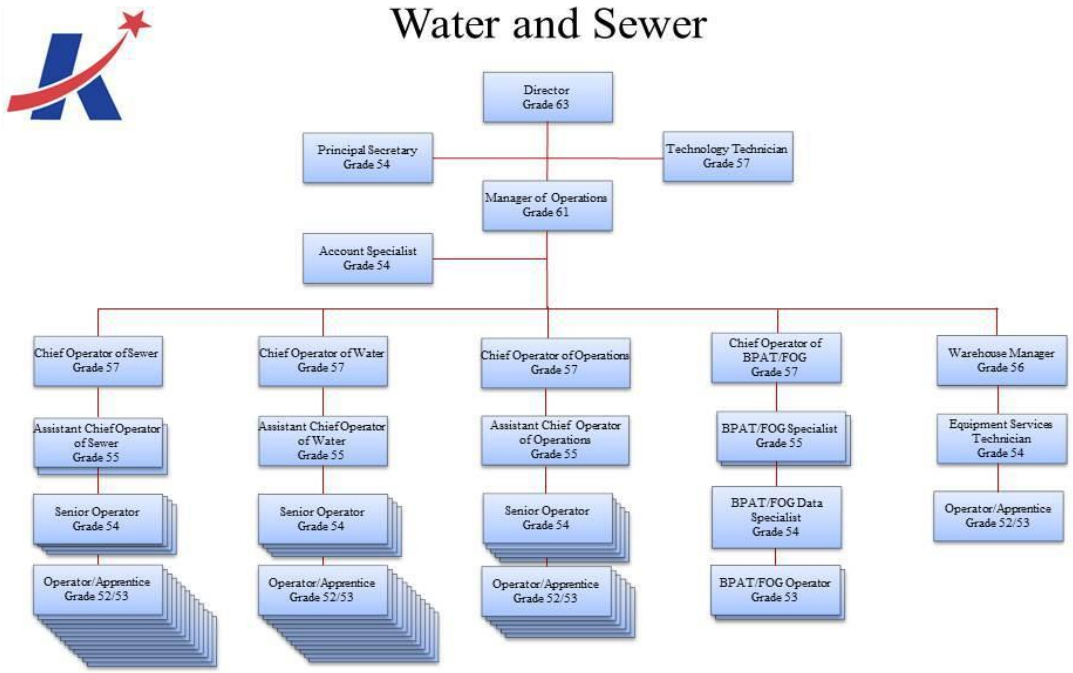




Mission Element 1: Provide general oversight to all Public Works divisions.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Prepare & present City Council action items.	100	30	30	24	30	31	35
Present City Council discussion items.	100	40	40	6	15	19	25
Provide Engineering division oversight.	83	1%	1%	5%	1%	10%	5%
Provide Environmental Services division oversight.	416	5%	5%	5%	5%	5%	10%
Provide Solid Waste Services division oversight.	3,062	38%	38%	30%	38%	35%	35%
Provide Street Operations division oversight.	416	5%	5%	3%	5%	5%	10%
Provide Water & Sewer division oversight.	4,143	51%	51%	57%	51%	45%	40%



DIVISION MISSION STATEMENT

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

- Water distribution.

GOALS

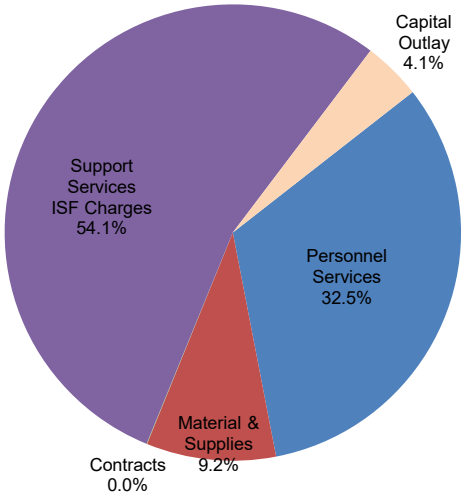
- Reduce total water loss from 18% to 17%
- Complete the Water Line Rehabilitation Phase 3 Project.
- Flow test and maintain 100% of the fire hydrants.
- Flush dead-end water mains per TCEQ regulations.
- Complete service taps and meter sets within 3 weeks of posting.
- Replace 20% of meters that have registered over 1 million gallons.

FINANCIAL INFORMATION

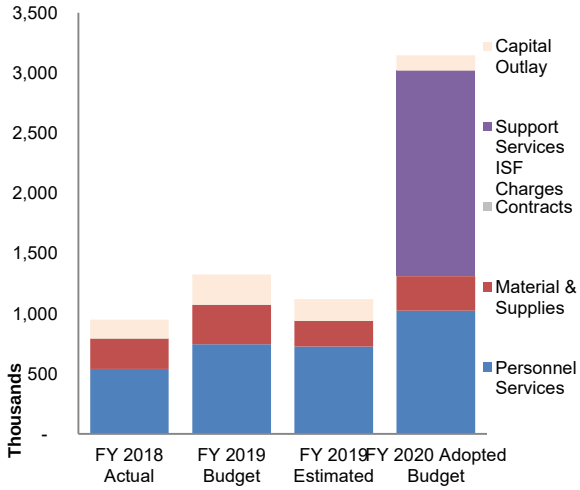
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 948,330	$ 1,325,321	$ 1,118,292	$ 3,146,596
Total	$ 948,330	$ 1,325,321	$ 1,118,292	$ 3,146,596

Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 539,009	$ 745,323	$ 724,766	$ 1,023,115
Material & Supplies	252,419	326,628	212,526	288,811
Contracts	141	2,000	1,000	1,000
Support Services ISF Charges	-	-	-	1,703,670
Capital Outlay	156,761	251,370	180,000	130,000
Total	$ 948,330	$ 1,325,321	$ 1,118,292	$ 3,146,596

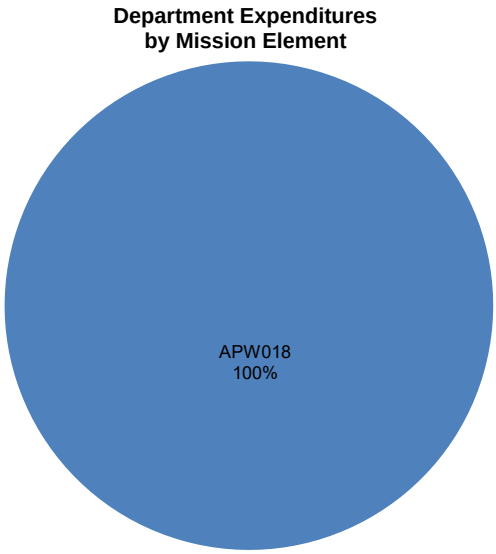
Department Expenses

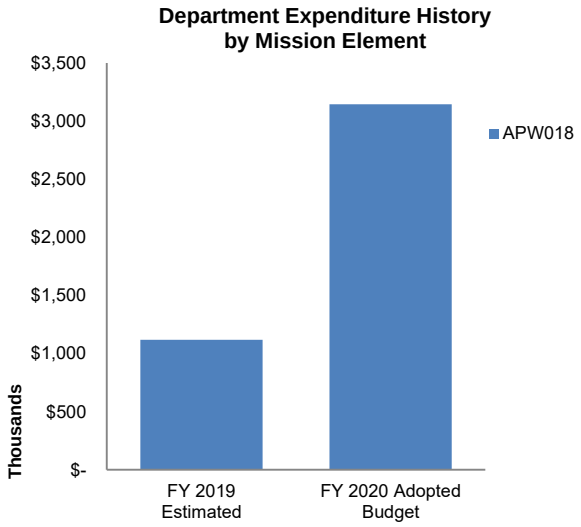


Department Expense History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW018	Water Distribution.	21.00	43,680.00	$ 1,118,292	$ 1,442,926
	Support Services ISF Charges	-	-	-	1,703,670
		21.00	43,680.00	$ 1,118,292	$ 3,146,596





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Asst. Chief Operator of Water [1]	-	1.00	1.00
Chief Operator of Water [1]	-	1.00	1.00
Operator (Water/Wastewater) [1,2]	-	12.00	13.00
Operator I [1]	5.00	-	-
Operator II [1]	1.00	-	-
Operator III [1]	1.00	-	-
Operator/Apprentice [1]	12.00	-	-
Sr. Operator [1,2]	-	4.00	5.00
Water Loss/Conservation Tech [2]	-	-	1.00
Total Staffing	19.00	18.00	21.00

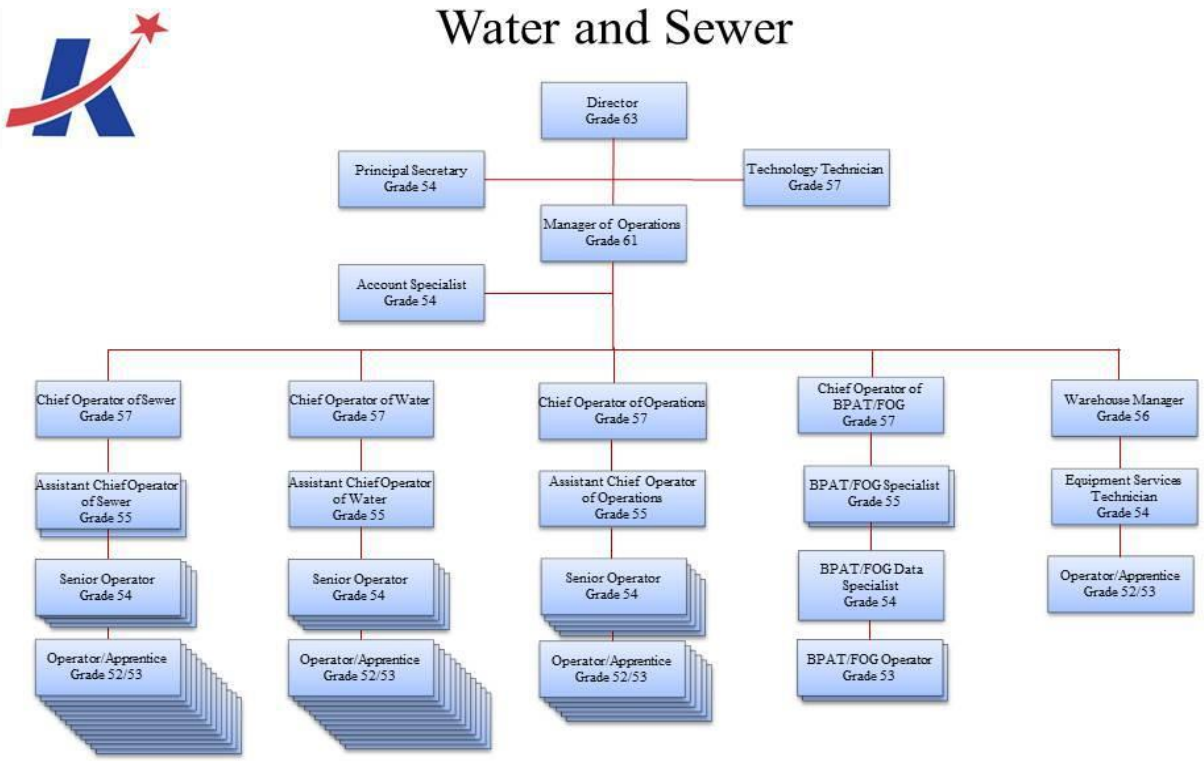
[1] - In FY 2018, position title changes

[2] - In FY 2020, positons added per City Manager Decision Package approval

Mission Element: Water Distribution.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Install water taps.	9,360	800	850	920	850	435	450
Set water meters.	3,744	800	850	935	850	667	700
Replace water meters.	3,744	5,900	5,900	27	5,900	38	3,500
Repair water mains.	11,232	120	220	114	120	77	100
Repair water service lines.	3,744	230	135	216	230	196	210
Repair/Replace fire hydrants and valves.	2,995	35	44	37	44	55	110
Locate lines for dig.	2,621	700	700	899	900	1,164	1,100



DIVISION MISSION STATEMENT

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

•Sewer collection.

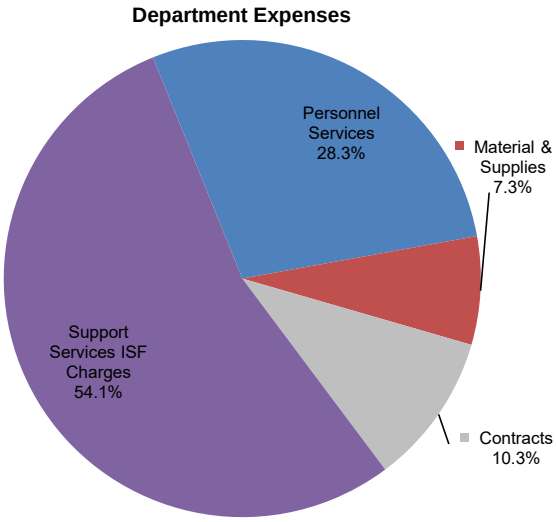
GOALS

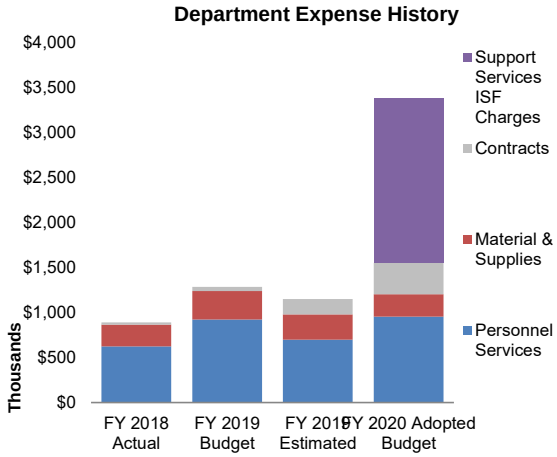
•Maintain SSOs below 4.0 per 100 miles of sewer main.
•Evaluate 10% and clean 20% of sewer main.
•Complete Sewer Line Rehab Ph. 5 Project.
•Complete Septic Tank Elimination Program (STEP) XI Project.

FINANCIAL INFORMATION

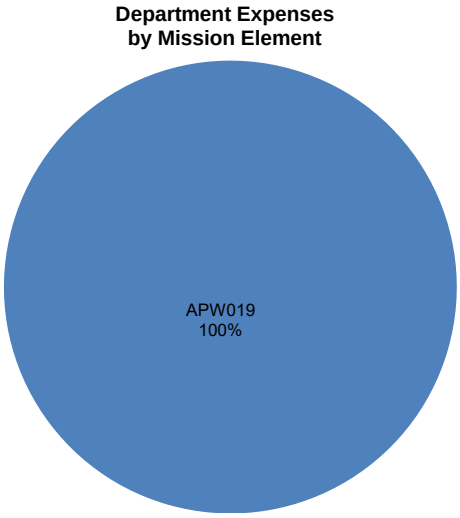
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 892,791	$ 1,286,560	$ 1,152,526	$ 3,380,640
Total	$ 892,791	$ 1,286,560	$ 1,152,526	$ 3,380,640

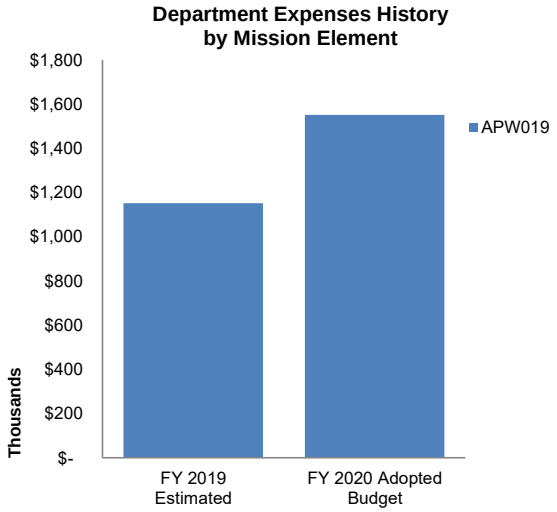
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 623,644	$ 923,028	$ 698,826	$ 955,339
Material & Supplies	241,849	315,632	282,500	247,944
Contracts	27,299	47,900	171,200	348,000
Support Services ISF Charges	-	-	-	1,829,357
Total	$ 892,791	$ 1,286,560	$ 1,152,526	$ 3,380,640





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW019	Sewer Collection.	20.00	41,600.00	$ 1,152,526	$ 1,551,283
	Support Services ISF Charges	-	-	-	1,829,357
		20.00	41,600.00	$ 1,152,526	$ 3,380,640





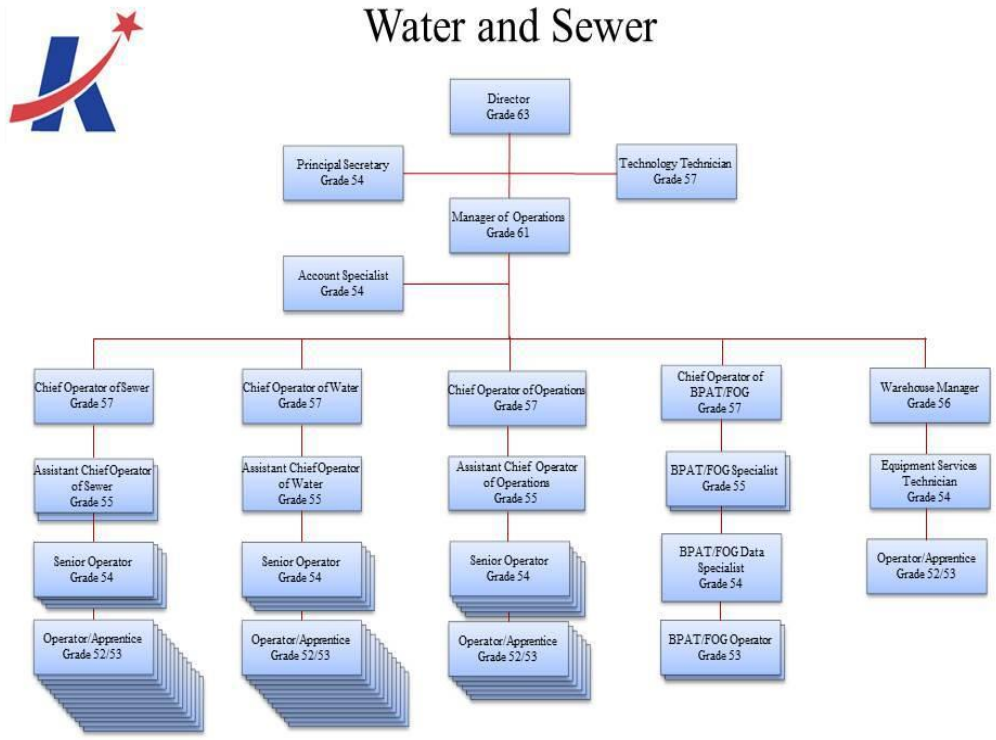
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Asst. Chief Operator of Sewer [1]	-	2.00	2.00
Chief Operator of Sewer [1]	-	1.00	1.00
Operator (Water/Wastewater) [1]	-	13.00	13.00
Operator I [1]	4.00	-	-
Operator II [1]	1.00	-	-
Operator III [1]	1.00	-	-
Operator/Apprentice [1]	13.00	-	-
Sr. Operator [1]	-	4.00	4.00
Total Staffing	19.00	20.00	20.00

[1] - In FY 2018, position title changes

Mission Element: Sewer Collection.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Clean sewer main (feet).	16,640	314,160	1,300,000	810,000	1,000,000	959,000	900,000
Respond to sanitary sewer overflows.	2,080	24	24	18	24	12	24
Repair sewer main (point repairs).	6,240	75	110	78	100	84	90
Evaluate sewer main by camera (feet).		120,000	350,000	235,000	310,000	150,000	250,000
Inspect sewer main (SL- Rat) (feet).	4,160	200,000	300,000	120,000	200,000	180,000	200,000
Service manhole level alarms.	2,080	84	100	60	84	58	70



DIVISION MISSION STATEMENT

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

- Water and sewer administration.

GOALS

- Develop and implement an employee training and development plan to allow internal advancement opportunities.
- Update W&S Master Plan and obtain new W&S bond.
- Reclassify W&S positions to reflect other Public Works divisions.
- Zero time-loss accidents and Notice of Violations from TCEQ.

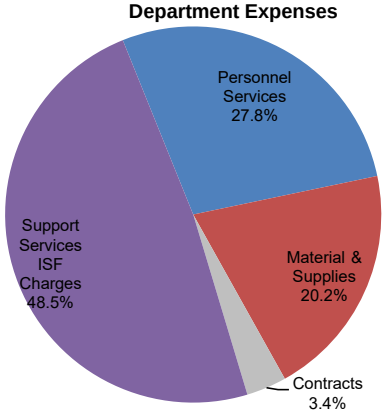
FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 2,677,713	$ 2,851,515	$ 2,505,042	$ 5,889,974
Total	$ 2,677,713	$ 2,851,515	$ 2,505,042	$ 5,889,974

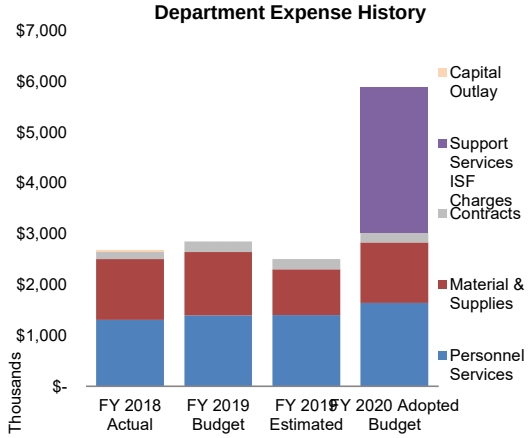
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,304,450	$ 1,393,108	$ 1,397,934	$ 1,638,695
Material & Supplies	1,200,435	1,251,407	905,108	1,189,150
Contracts	139,008	207,000	202,000	203,000
Support Services ISF Charges	-	-	-	2,859,129
Capital Outlay	33,820	-	-	-

Total	$ 2,677,713	$ 2,851,515	$ 2,505,042	$ 5,889,974

Department Expenses

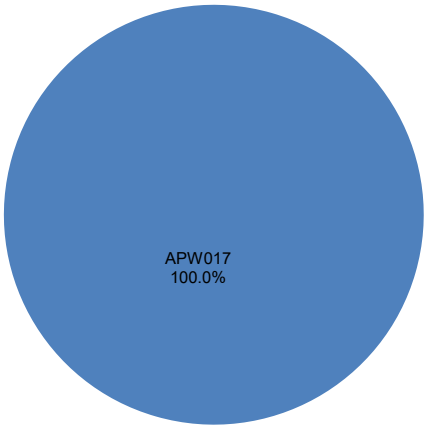


Department Expense History

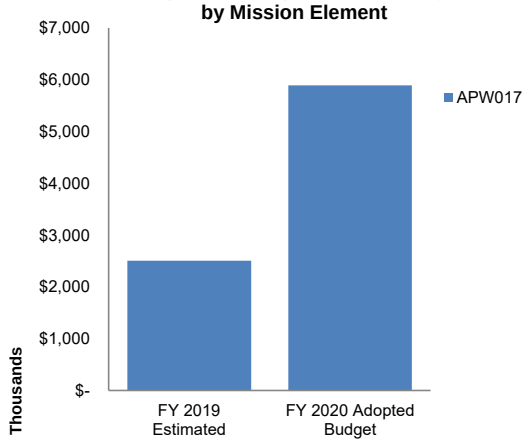


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW017	Water and Sewer Administration.	28.00	58,240.00	$ 2,505,042	$ 3,030,845
	Support Services ISF Charges	-	-	-	2,859,129
		28.00	58,240.00	$ 2,505,042	$ 5,889,974

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Asst. Chief Operator of Operations [1]	-	1.00	1.00
BPAT/FOG Data Specialist [1]	-	1.00	1.00
BPAT/FOG Specialist [1]	-	2.00	2.00
Chief Operator [1]	1.00	-	-
Chief Operator of BPAT/FOG [1]	-	1.00	1.00
Chief Operator of Operations [1]	-	1.00	1.00
Director of Water & Sewer [1]	-	1.00	1.00

Director of Water & Sewer Services [1]	1.00	-	-
Director of Water & Sewer Utilities [1]	1.00	-	-
Equipment Services Tech [1]	-	1.00	1.00
FOG Enforcement PGM Spec [1]	-	1.00	1.00
FOG Enforcement Specialist [1]	2.00	-	-
Water & Sewer Operations Manager [2]	-	-	1.00
Manager Water & Sewer [1,2]	-	1.00	-
Operator (Water/Wastewater) [1]	-	9.00	9.00
Operator Apprentice (Water & Sewer) [1]	2.00	-	-
Operator I [1]	4.00	-	-
Operator II (Backflow Prevention Assembly) [1]	3.00	-	-
Operator II [1]	1.00	-	-
Operator III (BPAT) [1]	1.00	-	-
Principal Secretary	1.00	1.00	1.00
Secretary (BPAT/FOG) [1]	1.00	-	-
Sr. Operator [1]	-	5.00	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	-	-
Total Staffing	28.00	28.00	28.00

[1] - In FY 2018, position title changes

[2] - In FY 2019, reclassified Manager Water & Sewer to Water & Sewer Operations Manager

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	Actual FY 19	Target FY 20
Monitor SCADA control room (hours).	11,648	11,648	8,760	11,648	11,648	11,648	11,648
Inspect water and sewer facilities.	8,736	13,000	13,700	13,602	13,700	13,740	13,700
Repair/Service pump station pumps.	2,912	21	30	47	40	17	21
Repair/Service lift station pumps.	4,659	30	40	53	45	56	45
Collect water samples.	4,077	20,000	21,000	18,600	20,000	20,338	20,000
Respond to customer service calls.	5,824	1,500	1,900	2,270	2,100	838	1,500
Repair/Service auto- flushers.	2,912	400	500	677	600	743	600
Input work orders.	1,165	1,700	1,750	1,100	1,700	2,114	1,800
Enter BPAT/FOG/CSI reports.	2,912	15,000	18,000	16,134	16,000	14,508	15,000
Perform BPAT/FOG/CSI inspections.	5,824	800	950	1,250	1,100	838	800
Mail BPAT letters.	1,747	19,000	21,000	19,785	20,000	21,146	20,000
Turn off water service.	1,165	450	485	552	500	535	500
Process pump manifests.	1,747	1,300	2,200	1,550	1,600	1,293	1,300
Review plans.	1,165	150	220	180	200	228	200
Set fire hydrant meters.	1,747	100	110	105	110	77	100

DEBT SERVICE

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 6,153,043	$ 7,576,729	$ 6,176,729	$ 7,219,659
Total	**$ 6,153,043**	**$ 7,576,729**	**$ 6,176,729**	**$ 7,219,659**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Bond Principal Payment	$ 4,335,000	$ 5,880,000	$ 4,480,000	$ 5,685,000
Bond Interest	1,813,343	1,690,689	1,690,689	1,528,159
Arbitrage Calculation Fees	2,200	5,040	5,040	5,500
Paying Agent Fees	2,500	1,000	1,000	1,000
Total	**$ 6,153,043**	**$ 7,576,729**	**$ 6,176,729**	**$ 7,219,659**

NON-DEPARTMENTAL

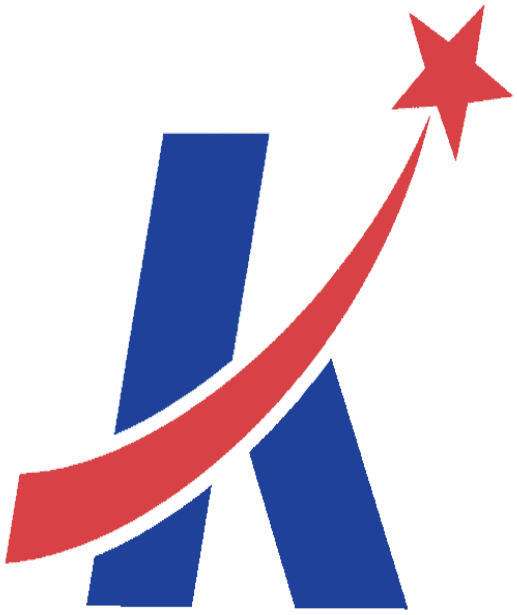
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 14,432,932	$ 9,433,887	$ 9,202,359	$ 5,449,288
Total	**$ 14,432,932**	**$ 9,433,887**	**$ 9,202,359**	**$ 5,449,288**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 23,797	$ 30,848	$ 29,550	$ 31,794
Direct Cost Allocation	27,059	88,247	88,247	90,365
Franchise Fees	6,133,767	6,441,346	6,441,346	4,064,110
Support Services	7,479	250,000	20,000	250,000
Professional Services	30,331	22,500	22,270	25,808
Industrial Development	362,527	362,527	362,527	362,527
Designated Expenses	308,847	278,591	278,591	275,684
Transfer to Fleet Services ISF	1,104,587	101,613	101,613	-
Transfer to Risk Management ISF	158,723	166,040	166,040	-
Transfer to Water & Sewer Fund-CIP	5,117,619	503,700	503,700	349,000
Transfer to Information Technology ISF	1,158,196	1,188,475	1,188,475	-
Total	**$ 14,432,932**	**$ 9,433,887**	**$ 9,202,359**	**$ 5,449,288**

TOTAL OTHER APPROPRIATIONS REVENUES	**$ 20,585,975**	**$ 17,010,616**	**$ 15,379,088**	**$ 12,668,947**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 20,585,975**	**$ 17,010,616**	**$ 15,379,088**	**$ 12,668,947**



Solid Waste Fund

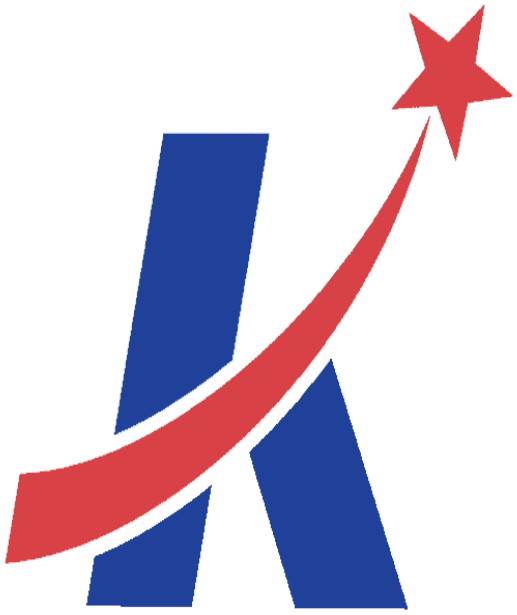


Dedicated Service – Everyday, for Everyone!

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 2020

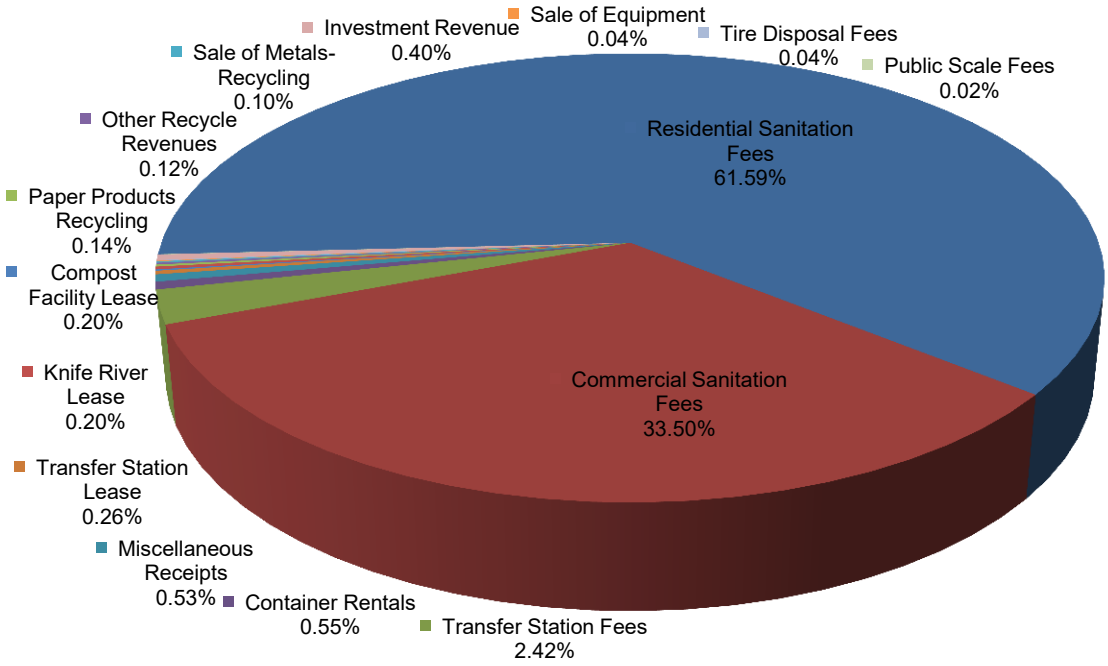
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Charges for Services						
Residential Services	$ 11,484,076	$ 11,588,459	$ 11,635,257	$ 11,905,982	61.59%	2.74%
Commercial Services	6,262,083	6,302,411	6,307,487	6,475,097	33.50%	2.74%
Drop Off Fees	467,042	455,205	526,109	467,678	2.42%	2.74%
Container Rentals	114,238	102,624	119,700	105,435	0.55%	2.74%
Customer Recycling Fees	(543)	-	41	-	0.00%	0.00%
Paper Products Recycling	39,463	26,854	34,962	27,590	0.14%	2.74%
Other Recycling	29,979	23,450	8,062	24,093	0.12%	2.74%
Sale of Metals-Recycling	34,485	19,070	33,032	19,593	0.10%	2.74%
Scale Fees	5,552	3,463	4,372	3,558	0.02%	2.74%
Tire Disposal Fees	10,763	7,840	11,746	8,054	0.04%	2.73%
Total Charges for Services	18,447,138	18,529,376	18,680,768	19,037,080	98.49%	2.74%
Other						
Investment Revenue	79,395	7,775	88,496	78,200	0.40%	905.79%
Compost Facility Lease	18,000	38,000	30,667	18,000	0.09%	-52.63%
Knife River Lease	36,000	37,472	36,000	38,498	0.20%	2.74%
Transfer Station Lease	48,000	48,000	49,080	49,315	0.26%	2.74%
Miscellaneous Receipts	10,184	100,111	110,185	100,111	0.52%	0.00%
DHS - Emergency Declaration	4,562	-	-	-	0.00%	0.00%
Sale of Equipment	-	8,046	27,441	8,266	0.04%	2.73%
Capital Leases	188,474	-	-	-	0.00%	0.00%
Transfers In	-	-	-	-	0.00%	0.00%
Total Other	384,615	239,404	341,869	292,390	1.51%	22.13%
Total Revenues	18,831,752	18,768,780	19,022,637	19,329,470	100.00%	2.99%
Operating Expenses						
Transfer Station	4,971,803	5,375,596	5,377,160	5,583,525	28.89%	3.87%
Residential Operations	2,513,843	2,889,547	2,754,613	3,216,501	16.64%	11.32%
Commercial Operations	1,775,133	1,821,362	1,855,700	1,971,912	10.20%	8.27%
Franchise Fee	1,616,789	1,667,644	1,667,644	1,713,337	8.86%	2.74%
Indirect Cost Allocation[1]	1,066,917	1,238,814	1,238,814	-	0.00%	-100.00%
Mowing	644,634	789,628	740,751	849,962	4.40%	7.64%
Recycling Program	346,958	372,286	336,413	416,784	2.16%	11.95%
Accounting	190,209	243,146	243,230	258,836	1.34%	6.45%
Public Works	105,960	124,161	122,535	-	0.00%	-100.00%
ISF - Fleet Services[2]	709,785	758,493	758,493	-	0.00%	-100.00%
ISF - Information Technology[2]	270,409	290,600	290,600	-	0.00%	-100.00%
ISF - Risk Management[2]	196,129	205,169	205,169	-	0.00%	-100.00%
Support Services ISF Charges[1]	-	-	-	2,490,968	12.89%	0.00%
Building Services	4,140	21,875	21,535	25,634	0.13%	17.18%
Human Resources	1,177	13,981	13,981	14,960	0.08%	7.00%
Non-Departmental	262,248	660,460	196,458	344,942	1.78%	-47.77%
Total Operating Expenses	14,676,134	16,472,762	15,823,096	16,887,361	87.37%	2.52%
Debt Service	843,934	759,618	723,718	715,383	3.70%	-5.82%
Non-Operating Expenses						
Capital Outlay						
Building Improvements	120,520	-	-	-	0.00%	0.00%
Lease Assets	188,474	-	-	-	0.00%	0.00%
Machinery & Equipment	-	-	187,000	-	0.00%	0.00%
Fleet Replacement Program	1,500,420	-	-	-	0.00%	0.00%
Solid Waste CIP	2,206,218	1,536,400	1,536,400	1,579,000	8.17%	-30.36%
Total Capital Outlay	4,015,632	1,536,400	1,723,400	1,579,000	8.17%	-57.08%
Other						
Transfer to General Fund	-	-	-	147,726	0.76%	0.00%
Total Other	-	-	-	147,726	0.76%	0.00%
Total Non-Operating Expenses	4,015,632	1,536,400	1,723,400	1,726,726	8.93%	-57.08%
Total Expenses	$ 19,535,700	$ 18,768,780	$ 18,270,214	$ 19,329,470	100.00%	2.99%
Net Change In Working Capital	$ (703,948)	$ -	$ 752,423	$ -		
Working Capital Balance, Beginning				3,720,432		
Working Capital Balance, Ending				$ 3,720,432		

[1] - Indirect Cost Allocation is now accounted for in the Support Services ISF Charges beginning FY 2020

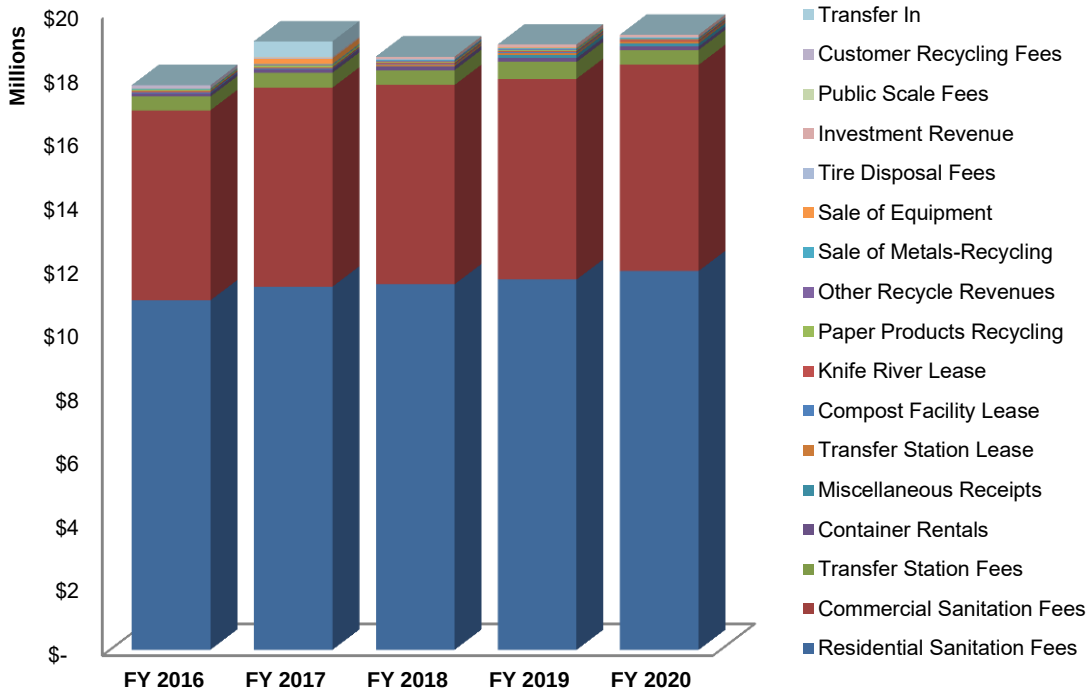
[2] - ISF - Fleet Services, Information Technology, and Risk Management allocations are part of the Support Services ISF

Solid Waste Fund

-Revenues by Source FY 2020-

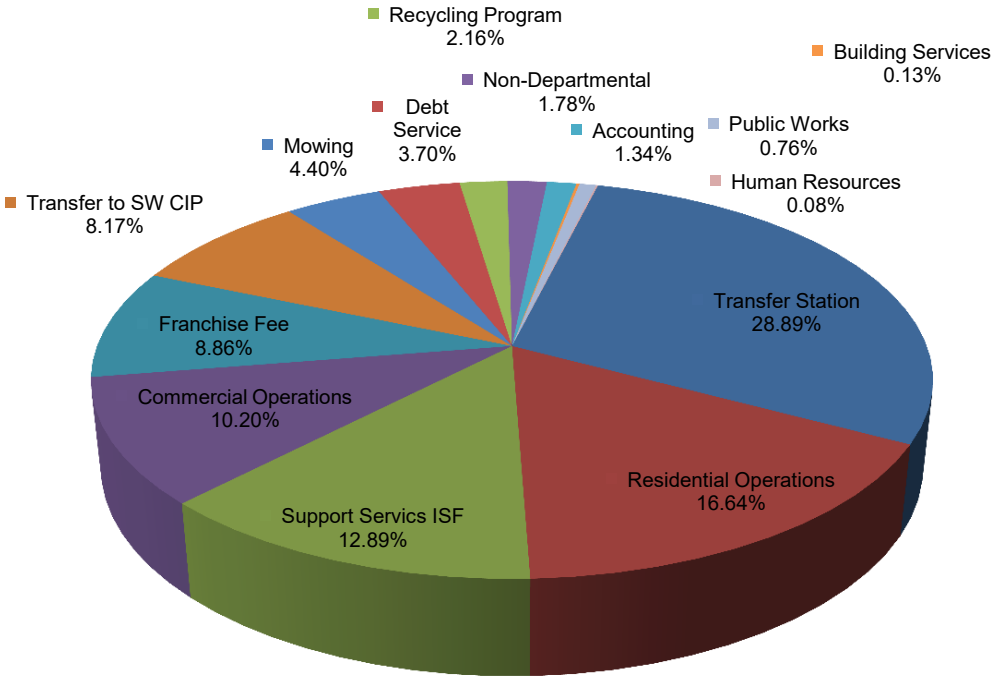


-Revenues by Source Last Five Years-

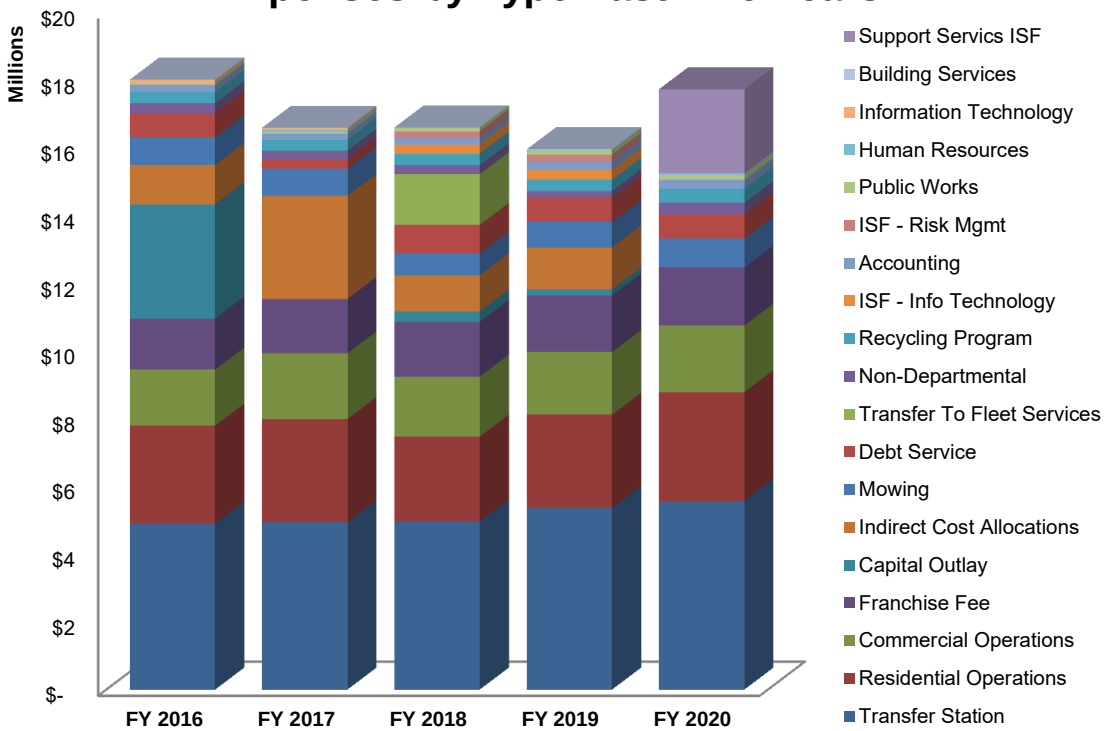


Solid Waste Fund

-Expenses by Type FY 2020-



-Expenses by Type Last Five Years-

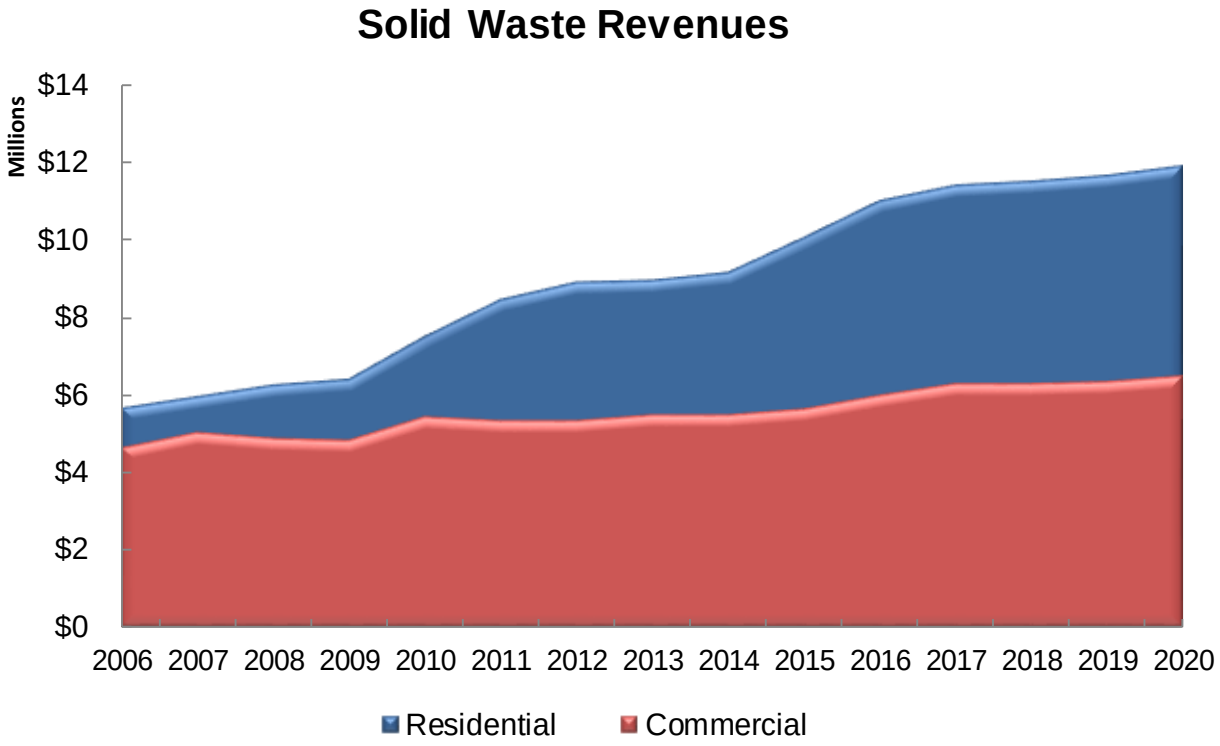


Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
	Solid Waste Fund Revenues				
	Charges for Services				
540-0000-343.03-01	RESIDENTIAL SERVICES	$ 11,484,076	$ 11,588,459	$ 11,635,257	$ 11,905,982
540-0000-343.03-02	COMMERCIAL SERVICES	6,262,083	6,302,411	6,307,487	6,475,097
540-0000-343.03-03	CONTAINER RENTALS	114,238	102,624	119,700	105,435
540-0000-343.04-01	DROP OFF FEES	467,042	455,205	526,109	467,678
540-0000-343.04-02	SCALE FEES	5,552	3,463	4,372	3,558
540-0000-343.04-03	TIRE DISPOSAL FEES	10,763	7,840	11,746	8,054
540-0000-343.05-01	METAL RECYCLING	34,485	19,070	33,032	19,593
540-0000-343.05-02	PAPER RECYCLING	39,463	26,854	34,962	27,590
540-0000-343.05-03	OTHER RECYCLING	29,979	23,450	8,062	24,093
540-0000-343.05-04	CUSTOMER RECYCLING FEES	(543)	-	41	-
	Charges for Services	**18,447,138**	**18,529,376**	**18,680,768**	**19,037,080**
	Intergovernmental Revenue				
540-0000-333.02-03	DHS-EMERGENCY DECLARATION	4,562	-	-	-
	Intergovernmental Revenue	**4,562**	**-**	**-**	**-**
	Investments Income				
540-0000-361.05-00	INTEREST EARNED	81,255	8,325	90,132	80,000
540-0000-361.05-10	INVESTMENT EXPENSE	(1,860)	(550)	(1,636)	(1,800)
540-0000-362.01-05	COMPOST FACILITY	18,000	38,000	30,667	18,000
540-0000-362.01-06	KNIFE RIVER	36,000	37,472	36,000	38,498
540-0000-362.01-07	TRANSFER STATION	48,000	48,000	49,080	49,315
	Investments Income	**181,395**	**131,247**	**204,243**	**184,013**
	Miscellaneous Income				
540-0000-371.10-02	PURCHASING CARDS	1,390	-	772	-
540-0000-379.99-99	OTHER INCOME	35	111	9,413	111
	Miscellaneous Income	**1,425**	**111**	**10,185**	**111**
	Other Financing Sources				
540-0000-392.01-01	SALE OF ASSETS	-	8,046	27,441	8,266
540-0000-392.02-01	INSURANCE PROCEEDS	8,759	100,000	100,000	100,000
540-0000-393.07-01	LEASE PROCEEDS	188,474	-	-	-
	Other Financing Sources	**197,233**	**108,046**	**127,441**	**108,266**
	Solid Waste Fund Revenues	**$ 18,831,752**	**$ 18,768,780**	**$ 19,022,637**	**$ 19,329,470**

- SOLID WASTE REVENUES -
Revenue Assumptions

Residential Sanitation Revenue	**$11,905,982**
Commercial Sanitation Revenue	**$6,475,097**

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, 2019 and 2020.



The general upward trend of the chart above illustrates growth in the number of customers, as well as rate increases over the years.

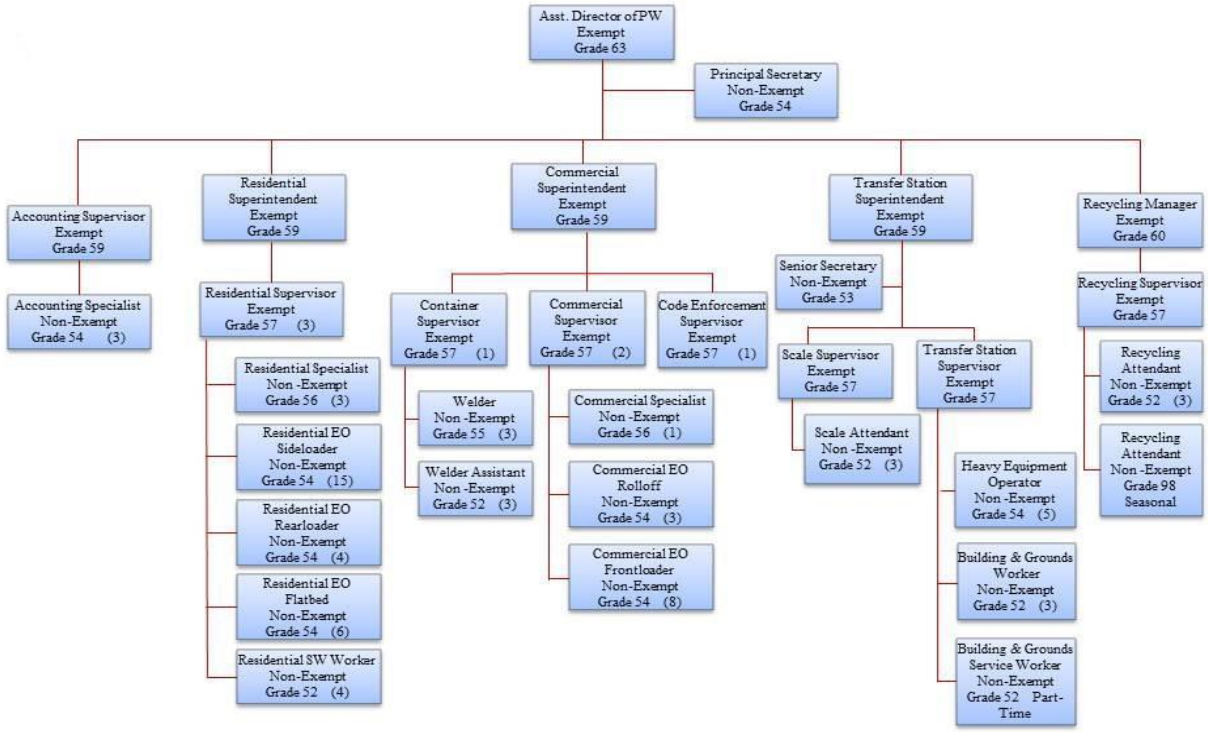
Transfer Station Revenue	**$467,678**

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 **$80,000**

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 2020 are $80,000.



DIVISION MISSION STATEMENT

The Solid Waste Division's mission is to ensure service that is "second to none" by providing waste management services in an environmentally sound, cost-effective and safe manner, while preserving our community for future generations.

MISSION ELEMENTS

- Maintain accounting records for receipts, disbursements, and inventories.

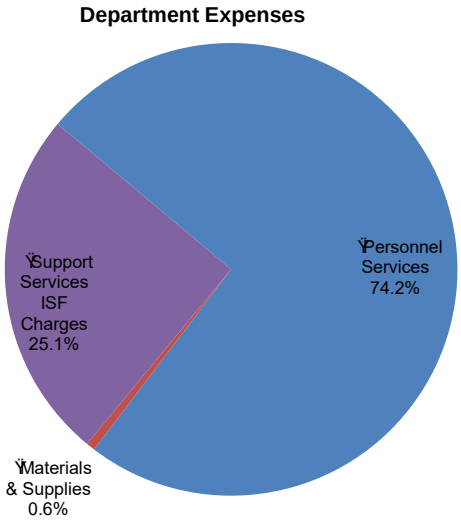
GOALS

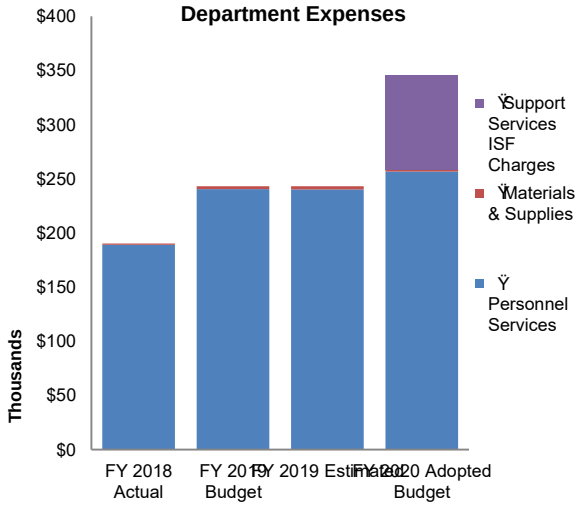
- Revise and implement policies and procedures for Solid Waste Operations.
- Conduct two (2) Citizen engagement events at Solid Waste
- Update Solid Waste Division Master Plan and Rate Study

FINANCIAL INFORMATION

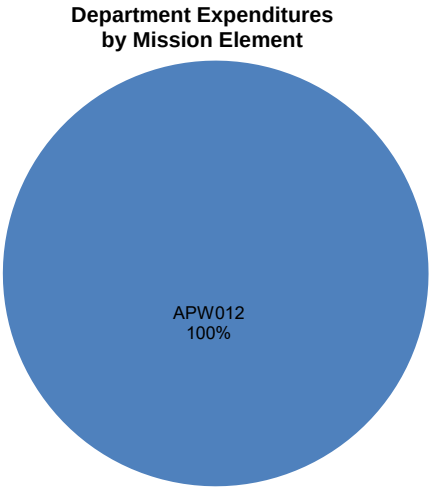
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 190,209	$ 243,146	$ 243,230	$ 345,693
Total	$ 190,209	$ 243,146	$ 243,230	$ 345,693

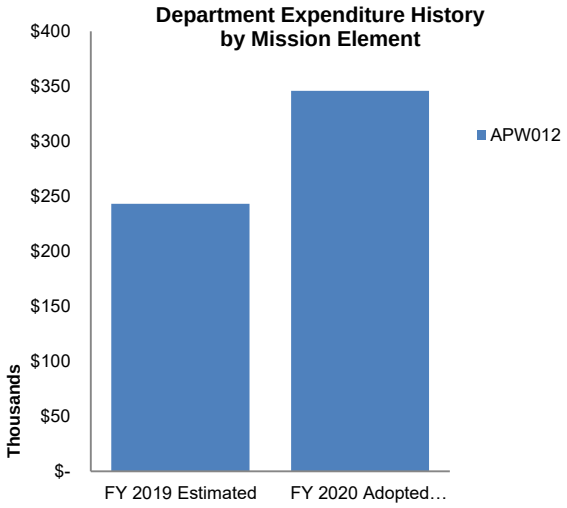
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 188,985	$ 240,486	$ 240,345	$ 256,651
Materials & Supplies	1,224	2,660	2,885	2,185
Support Services ISF Charges	-	-	-	86,857
Total	$ 190,209	$ 243,146	$ 243,230	$ 345,693





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW012	Maintain accounting records for receipts, disbursements, and inventories.	5.00	10,400	$ 243,230	$ 258,836
	Support Services ISF Charges	-	-	-	86,857
		5.00	**10,400**	**$ 243,230**	**$ 345,693**





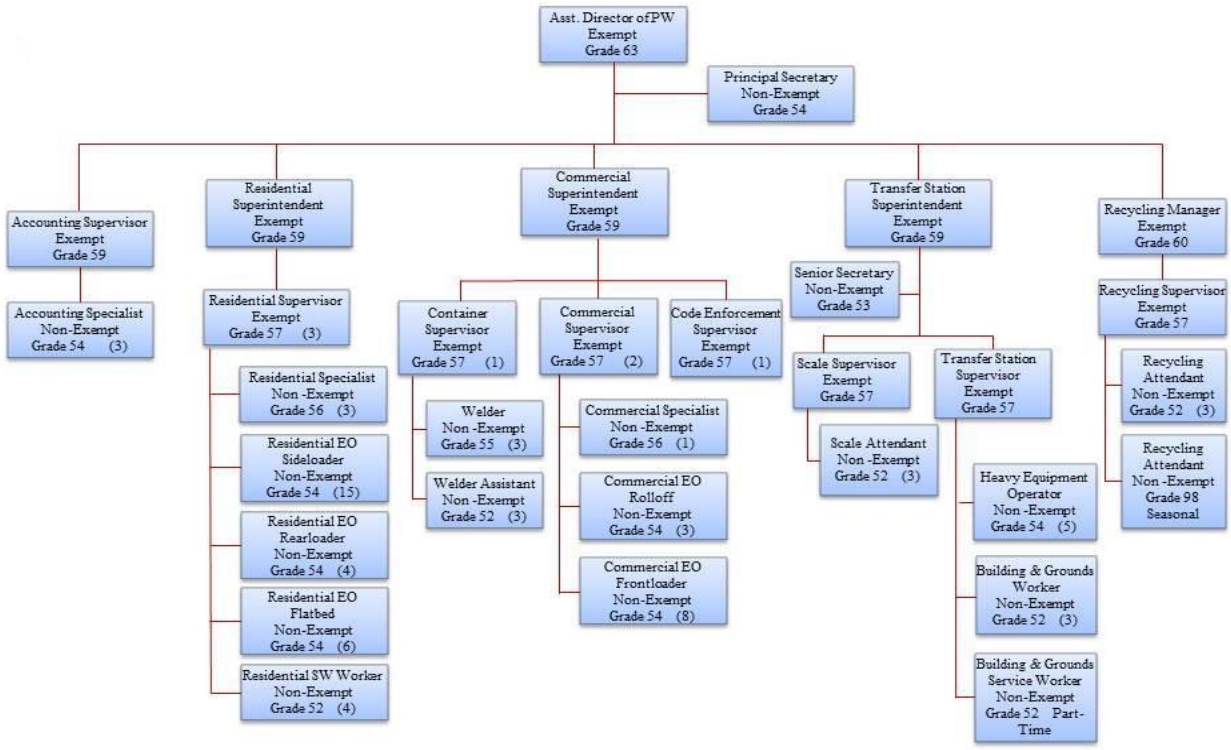
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Accounting Specialist [1]	3.00	4.00	4.00
Supervisor (Accounting)	1.00	1.00	1.00
Total Staffing	4.00	5.00	5.00

[1] - In FY 2019, added Accounting Specialist

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	Actual FY 19	Target FY 20
Customer Contacts (calls, visitors, written).	7,280	105,700	117,000	105,700	105,088	106,970	105,919
Residents assisted via email.	520	3,950	1,820	3,950	4,211	1,323	3,161
Businesses assisted via email.	520	1,999	1,365	1,999	2,334	1,070	1,801
Residential and commercial accounts updated.	208	601	275	601	455	917	658
Residential work orders entered and processed.	312	5,888	7,320	5,888	5,823	6,194	5,968
Commercial work orders entered and processed.	312	650	750	650	607	605	621
Requisitions/P-cards processed.	208	1,492	1,469	1,492	1,500	1,551	1,514
Special Collections Charges processed.	1,040	39,206	51,950	39,206	48,060	50,541	46,893



DIVISION MISSION STATEMENT

The Solid Waste Division's mission is to ensure service that is "second to none" by providing waste management services in an environmentally sound, cost-effective and safe manner, while preserving our community for future generations.

MISSION ELEMENTS

- Collect and dispose of residential trash.

GOALS

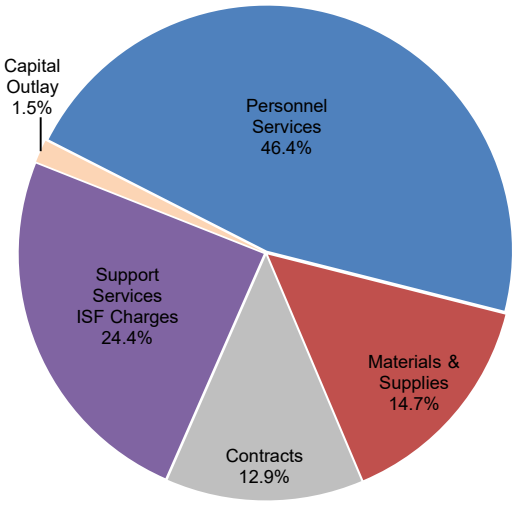
- Improve division's fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Evaluate residential and commercial customer base to determine staffing and route realignments for future growth.
- Revise and implement policies and procedures for Solid Waste Operations.
- Conduct two (2) Citizen engagement events at Solid Waste
- Update Solid Waste Division Master Plan and Rate Study

FINANCIAL INFORMATION

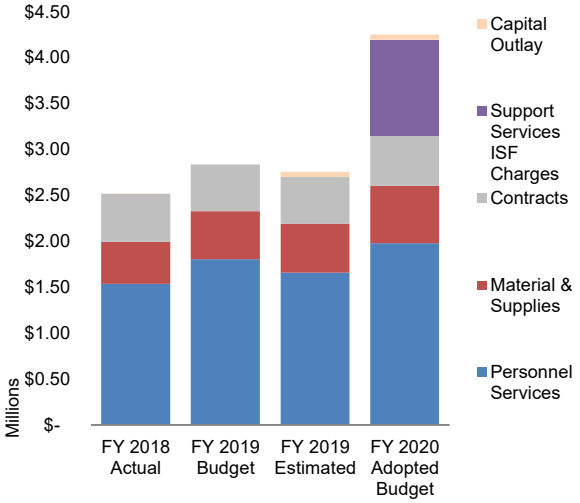
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Residential Sanitation Fee	$ 11,484,076	$ 11,588,459	$ 11,635,257	$ 11,905,982
General Resources	(8,970,233)	(8,698,912)	(8,880,644)	(7,649,483)
Total	$ 2,513,843	$ 2,889,547	$ 2,754,613	$ 4,256,499

Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,536,867	$ 1,803,413	$ 1,657,843	$ 1,976,774
Materials & Supplies	455,583	523,635	533,848	625,441
Contracts	520,627	508,486	507,848	550,786
Support Services ISF Charges	-	-	-	1,039,998
Capital Outlay	765	54,013	55,074	63,500
Total	$ 2,513,843	$ 2,889,547	$ 2,754,613	$ 4,256,499

Department Expenses

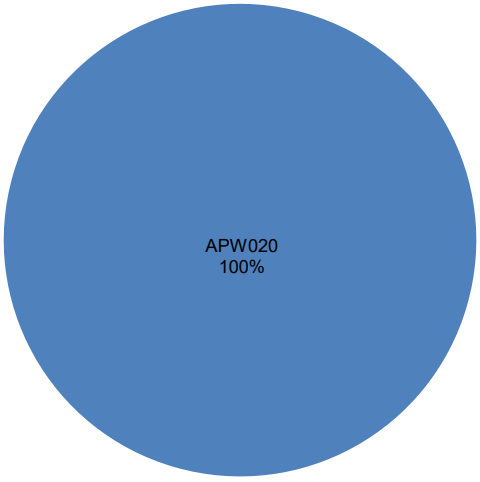


Department Expense History

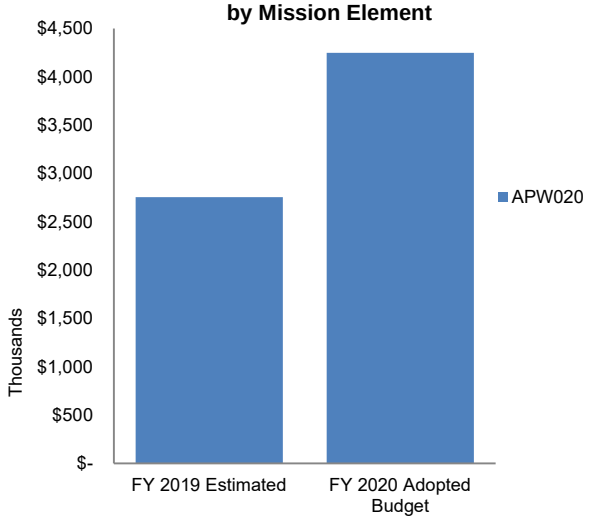


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW013	Collect and dispose of residential trash.	37.00	76,960.00	$ 2,754,613	$ 3,216,501
	Support Services ISF Charges	-	-	-	1,039,998
		37.00	76,960.00	$ 2,754,613	$ 4,256,499

Department Expenditures by Mission Element

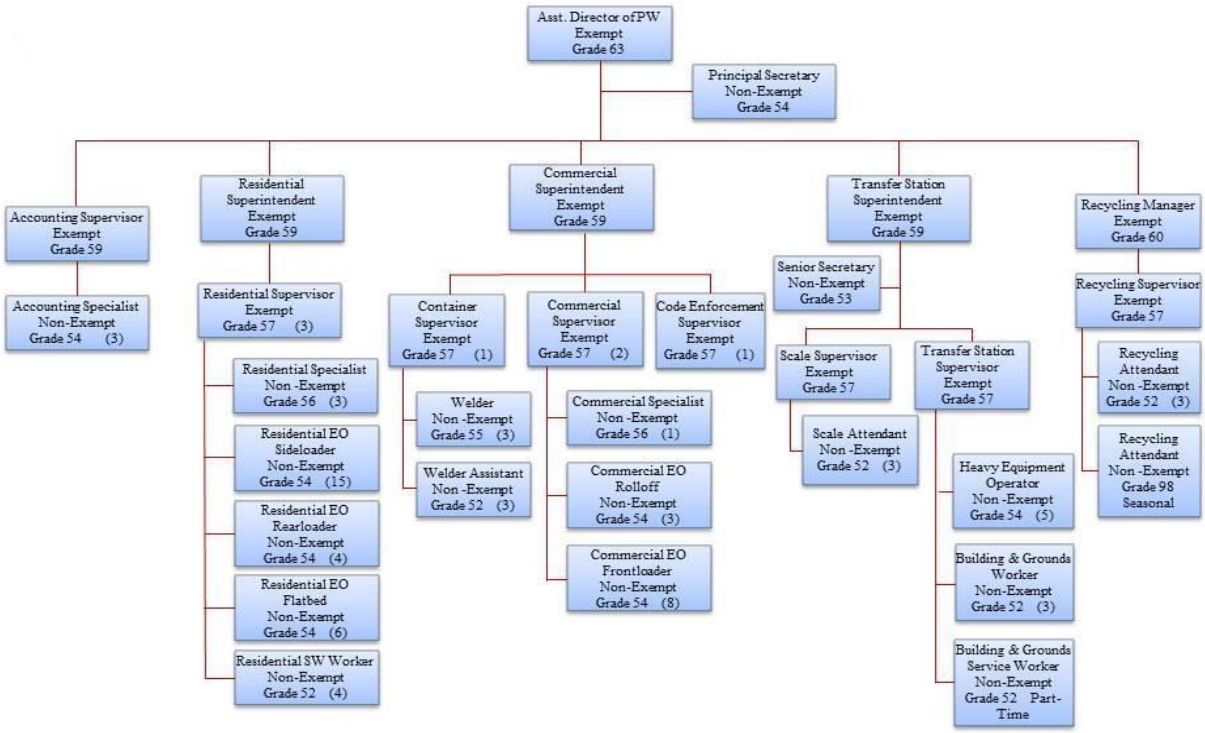


Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Principal Secretary	1.00	1.00	1.00
Residential Equipment Operator	25.00	25.00	25.00
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	37.00	37.00	37.00

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**	**Actual FY 19**	**Target FY 20**
Service residential customers.	60,029	47,033	47,000	47,033	51,000	49,030	46,979
Service disabled customers.	615	400	179	400	195	282	223
Special collections/reloads.	15,392	38,781	56,400	38,781	43,417	44,246	46,979
Collect brush and bulky waste.	Included in special collections	As needed	N/A	N/A	N/A	N/A	N/A
Garbage Collected (Tons).	Included in service	56,770	59,091	56,770	57,856	58,209	58,928
Biweekly Safety Meetings (26)/Quarterly Meetings (4)	924	30	30	30	30	30	30



DIVISION MISSION STATEMENT

The Solid Waste Division's mission is to ensure service that is "second to none" by providing waste management services in an environmentally sound, cost-effective and safe manner, while preserving our community for future generations.

MISSION ELEMENT

- Collect and dispose of commercial trash.

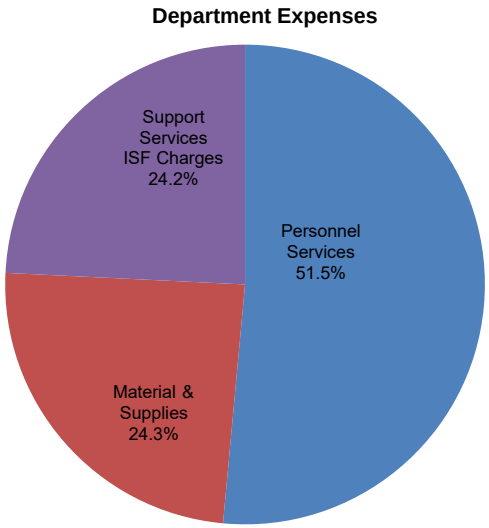
GOALS

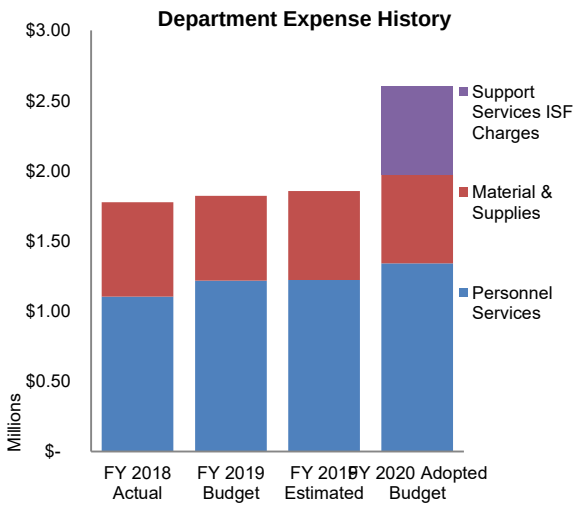
- Improve division's fleet by replacing six aging vehicles with newer more environmentally friendly vehicles.
- Evaluate residential and commercial customer base to determine staffing and route realignments for future growth.
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FINANCIAL INFORMATION

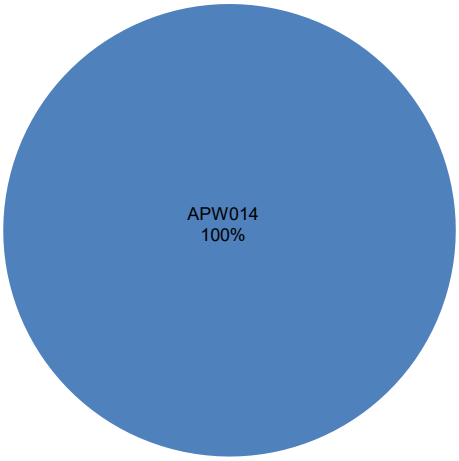
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Commercial Sanitation Fee	$ 6,262,083	$ 6,302,411	$ 6,307,487	$ 6,475,097
Container Rentals	114,238	102,624	119,700	105,435
General Resources	(4,601,188)	(4,583,673)	(4,571,487)	(3,978,071)
Total	$ 1,775,133	$ 1,821,362	$ 1,855,700	$ 2,602,461

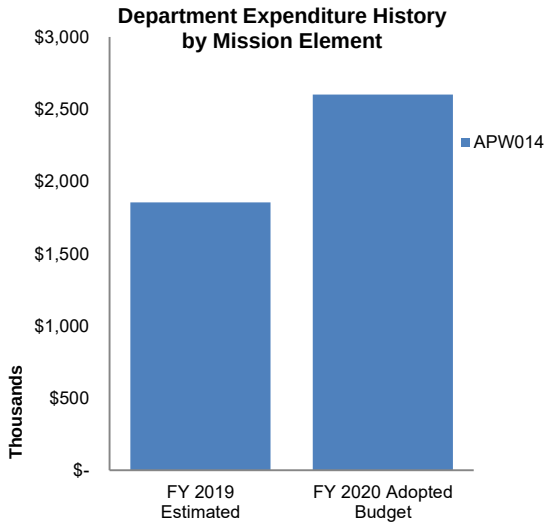
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,103,223	$ 1,217,268	$ 1,221,842	$ 1,339,355
Material & Supplies	671,910	604,094	633,858	632,557
Support Services ISF Charges	-	-	-	630,549
Capital Outlay	-	-	-	-
Total	$ 1,775,133	$ 1,821,362	$ 1,855,700	$ 2,602,461





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW014	Collect and dispose of commercial trash.	23.00	47,840	$ 1,855,700	$ 1,971,912
	Support Services ISF Charges	-	-	-	630,549
		23.00	47,840	$ 1,855,700	$ 2,602,461



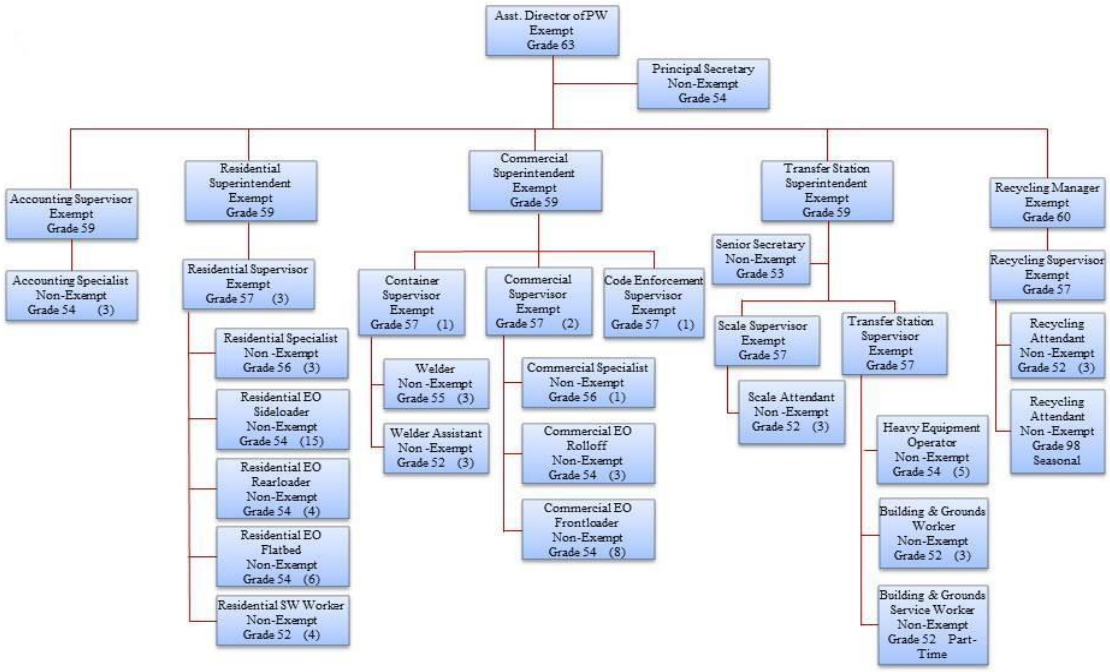


Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Code Enforcement Supervisor	1.00	1.00	1.00
Equipment Operator (Commercial)	11.00	11.00	11.00
Solid Waste Specialist	1.00	1.00	1.00
Superintendent (Commercial)	1.00	1.00	1.00
Supervisor (Commercial)	2.00	2.00	2.00
Supervisor (Container Ops)	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

Mission Element: 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	Actual FY 19	Target FY 20
Roll Off Services.	14,352	2,221	3,069	2,221	2,565	3,043	2,714
Dumpster Services.	28,704	160,295	163,526	160,295	163,733	160,627	160,948
Special Collections.	957	603	891	603	630	453	576
Illegal Dumps	598	21	180	21	180	151	117
Roll off support to recycling.	2,631	167	144	167	172	166	159
Biweekly Safety Meetings (26)/Quarterly Meetings (4)	598	30	30	30	30	30	30



DIVISION MISSION STATEMENT

The Solid Waste Division's mission is to ensure service that is "second to none" by providing waste management services in an environmentally sound, cost-effective and safe manner, while preserving our community for future generations.

MISSION ELEMENTS

- Properly process and dispose of recyclables.

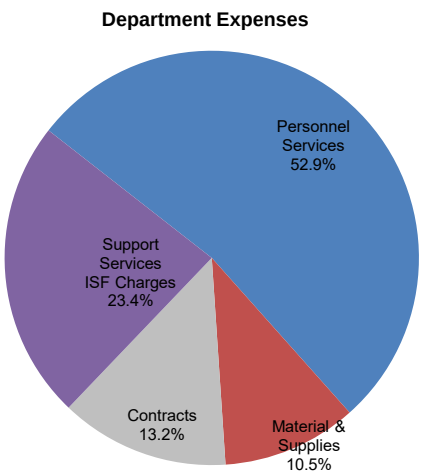
GOALS

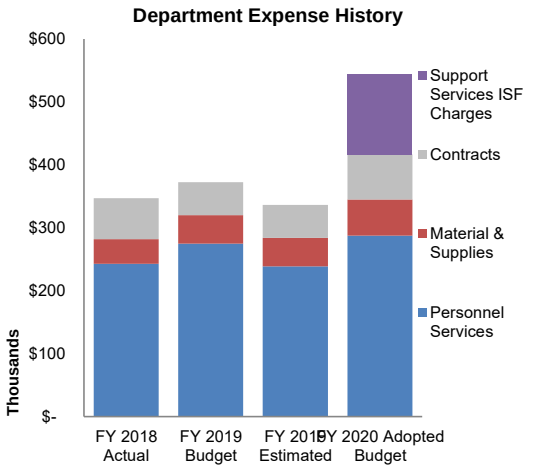
- Expand recycling program and education outreach.
- Revise and implement policies and procedures for Solid Waste Operations.
- Conduct two (2) Citizen engagement events at Solid Waste

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Tire Disposal Fees	$ 10,763	$ 7,840	$ 11,746	$ 8,054
Sale of Metals - Recycling	34,485	19,070	33,032	19,593
Paper Products Recycling	39,463	26,854	34,962	27,590
Public Scale Fees	5,552	3,463	4,372	3,558
Other Recycle Revenues	29,979	23,450	8,062	24,093
Customer Recycling Fees	(543)	-	41	-
General Resources	227,259	291,609	244,198	461,305
Total	$ 346,958	$ 372,286	$ 336,413	$ 544,193

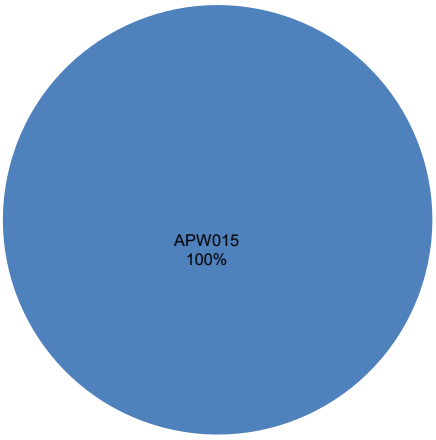
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 242,991	$ 274,963	$ 238,653	$ 287,646
Material & Supplies	39,099	44,923	45,390	57,288
Contracts	64,868	52,400	52,370	71,850
Support Services ISF Charges	-	-	-	127,409
Capital Outlay	-	-	-	-
Total	$ 346,958	$ 372,286	$ 336,413	$ 544,193



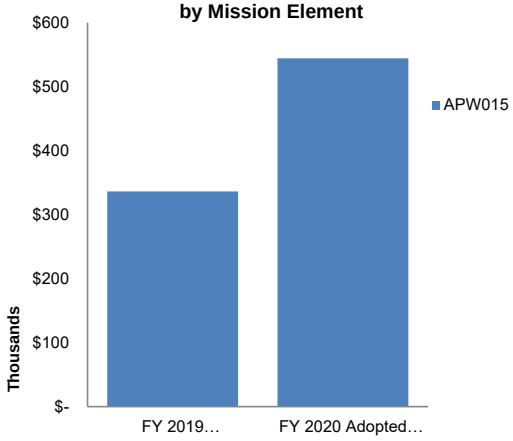


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW015	Properly process and dispose of recyclables.	5.18	10,774.40	$ 336,413	$ 416,784
	Support Services ISF Charges	-	-	-	127,409
		5.18	10,774.40	$ 336,413	$ 544,193

Department Expenses by Mission Element



Department Expenses History by Mission Element

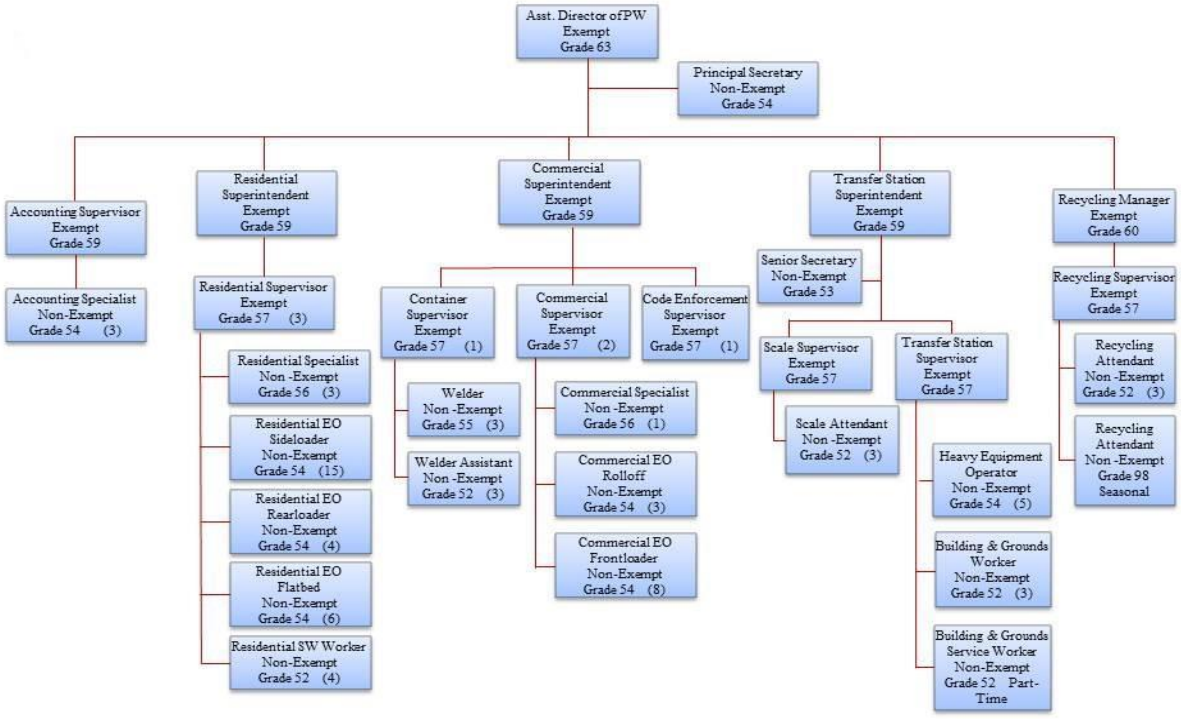


Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Manager (Recycling)	1.00	1.00	1.00
Recycling Attendant	3.00	3.00	3.00
Seasonal-Recycling Attendant	0.18	0.18	0.18
Supervisor (Recycling Ops)	1.00	1.00	1.00
Total Staffing	5.18	5.18	5.18

Element: 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	Actual FY 19	Target FY 20
Metal recycled (Tons).	119	266	260	266	351	309	278
Glass recycled (Tons).	215	58	60	58	77	62	63
Paper products recycled (Tons).	7,003	456	500	456	499	516	490
Plastic containers recycled (Tons).	970	52	60	52	60	44	54
Automotive oil recycled (Gallons).	162	4,893	4,000	4,893	5,398	6,926	5,273
Antifreeze recycled (Gallons).	108	430	500	430	499	849	593
Lead-acid batteries recycled (Each).	108	219	300	219	300	0	173
Appliances w/Freon recycled (Each).	1	184	300	184	93	108	197
Number of Citizens at the public scales each month.	2,089	253	350	253	350	141	247



DIVISION MISSION STATEMENT

The Solid Waste Division's mission is to ensure service that is "second to none" by providing waste management services in an environmentally sound, cost-effective and safe manner, while preserving our community for future generations.

MISSION ELEMENTS

- Transfer of solid waste to landfill.

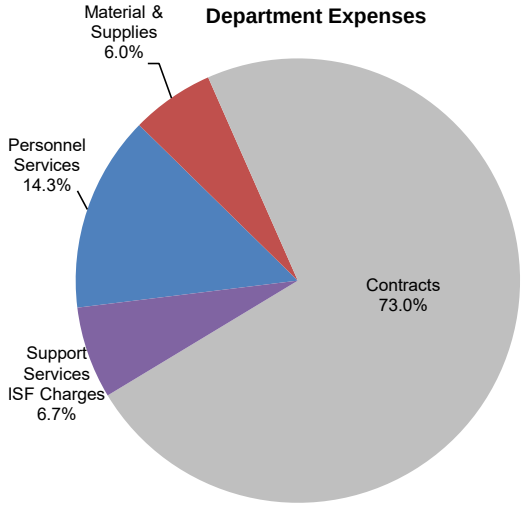
GOALS

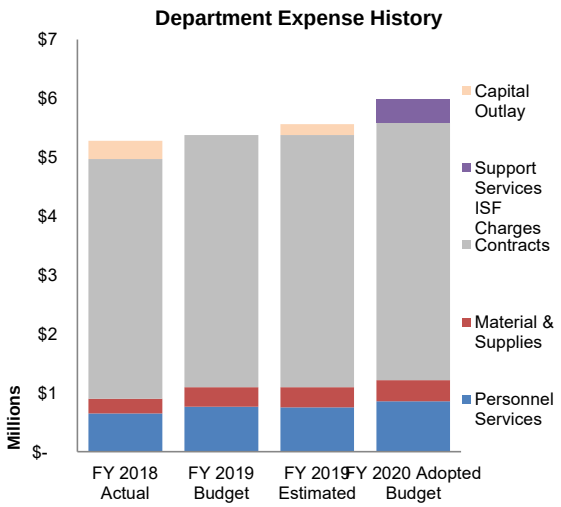
- Revise and implement policies and procedures for Solid Waste Operations.
- Conduct two (2) Citizen engagement events at Solid Waste

FINANCIAL INFORMATION

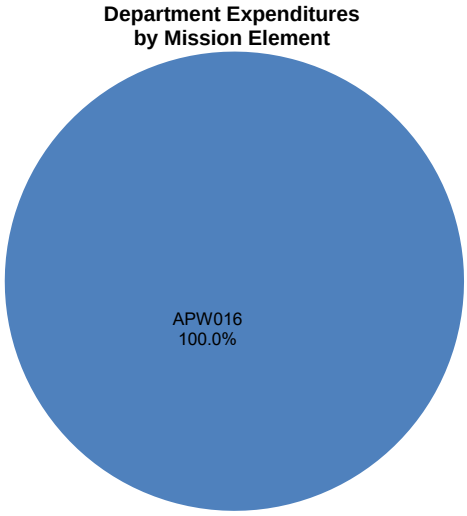
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Transfer Station Fees	$ 48,000	$ 48,000	$ 49,080	$ 49,315
General Resources	5,232,797	5,327,596	5,515,080	5,935,221
Total	$ 5,280,797	$ 5,375,596	$ 5,564,160	$ 5,984,536

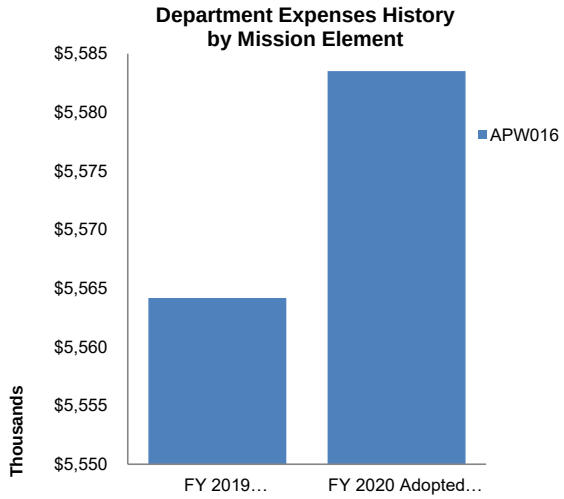
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 650,700	$ 762,857	$ 755,036	$ 854,912
Material & Supplies	247,460	332,104	341,489	361,640
Contracts	4,073,643	4,280,635	4,280,635	4,366,973
Support Services ISF Charges	-	-	-	401,011
Capital Outlay	308,994	-	187,000	-
Total	$ 5,280,797	$ 5,375,596	$ 5,564,160	$ 5,984,536





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW016	Transfer of solid waste to landfill	16.50	34,320.00	$ 5,564,160	$ 5,583,525
	Support Services ISF Charges	-	-	-	401,011
		16.50	34,320.00	$ 5,564,160	$ 5,984,536





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Equipment Operator [1]	5.00	6.00	6.00
Manager of Solid Waste Operations [2]	-	1.00	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	-	-
Supervisor (Scale Operation)	1.00	1.00	1.00
Supervisor (Transfer Station)	1.00	1.00	1.00
Total	15.50	16.50	16.50

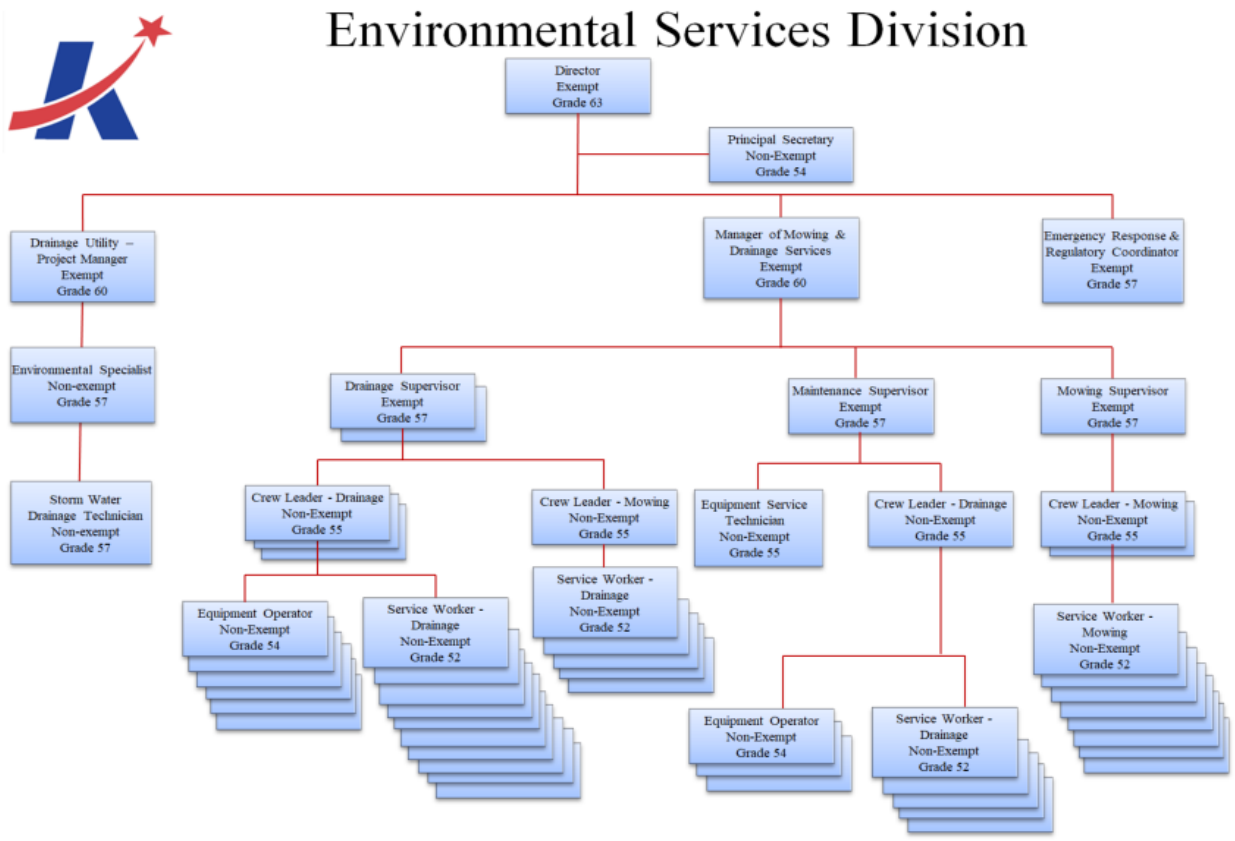
[1] - Added additional position in FY 2019

[2] - Reclassified Superintendent to Manager of Solid Waste Operations in FY 2019

Mission Element: 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	Actual FY 19	Target FY 20
Incoming Tonnage.	13,728	105,929	108,500	105,929	108,160	113,041	108,874
Incoming Vehicles Serviced.	6,864	50,677	51,084	50,677	50,873	50,187	50,390
Incoming Brush.	2,746	5,429	4,526	5,429	5,402	5,298	5,278
Incoming Bulk Tonnage.	2,746	2,225	2,591	2,225	2,586	3,370	2,721
Outgoing Metal.	1,373	164	167	164	166	232	186
Outgoing Plastic Tonnage.	412	19	10	19	20	7	12
Comal's Trailer Outgoing.	5,834	104,641	107,614	104,641	107,103	109,070	106,714
Weekly Safety Meetings (52)/Quarterly Meetings (4)	618	56	56	56	56	56	56



DIVISION MISSION STATEMENT

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.

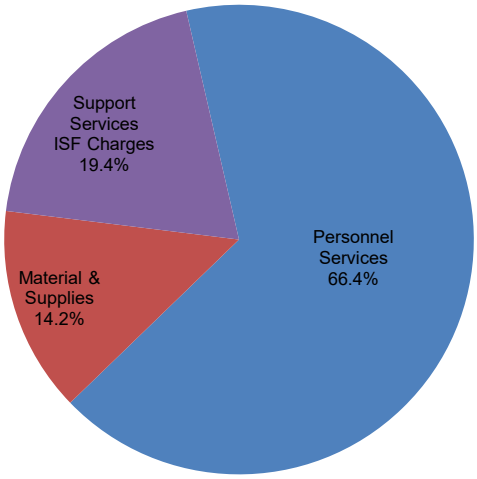
GOALS

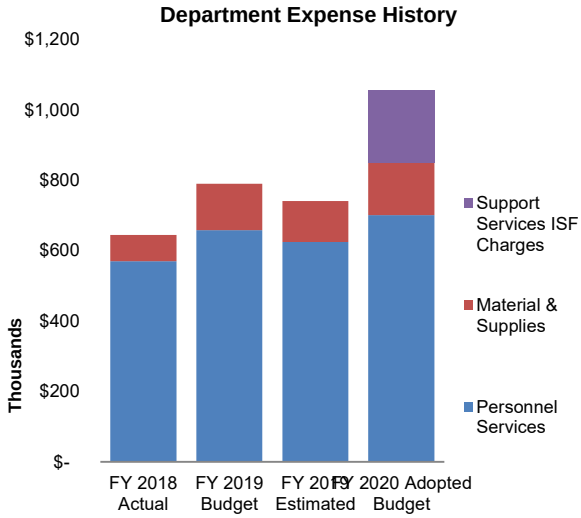
- Meet all of the Mission Elements and Performance Indicators.
- Update the Drainage Master Plan and Rate Model.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

FINANCIAL INFORMATION

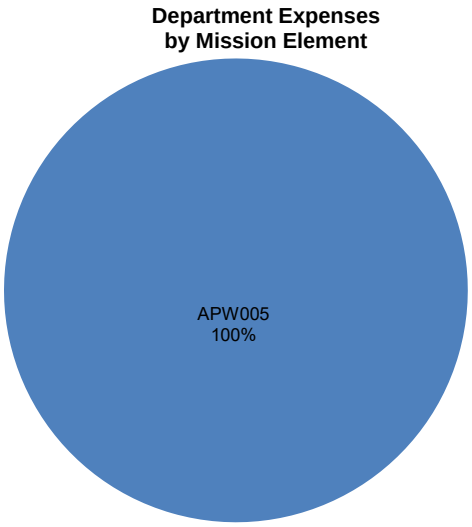
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 644,634	$ 789,628	$ 740,751	$ 1,055,106
Total	$ 644,634	$ 789,628	$ 740,751	$ 1,055,106

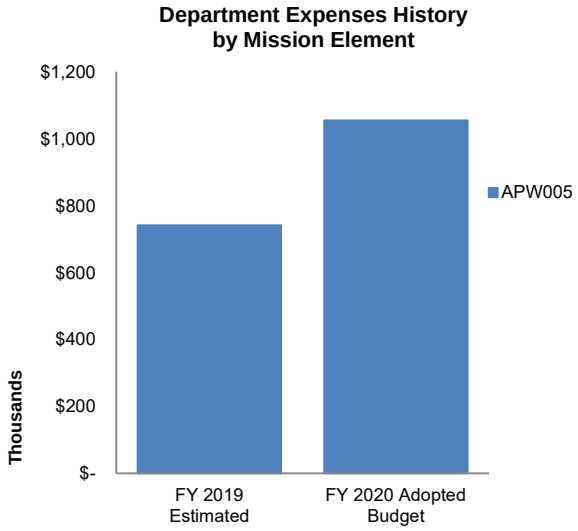
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 569,959	$ 657,838	$ 624,065	$ 700,376
Material & Supplies	74,675	131,790	116,686	149,586
Support Services ISF Charges	-	-	-	205,144
Total	$ 644,634	$ 789,628	$ 740,751	$ 1,055,106





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW005	Mow & maintain the vegetative portions of the City's public right of ways.	16.50	34,320.00	$ 740,751	$ 849,962
	Support Services ISF Charges	-	-	-	205,144
		16.50	34,320.00	$ 740,751	$ 1,055,106





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Equipment Services Technician	0.50	0.50	0.50
Crew Leader (Mowing)	3.00	3.00	3.00
Service Worker (Mowing)	12.00	12.00	12.00
Supervisor (Mowing)	1.00	1.00	1.00
Total Staffing	16.50	16.50	16.50

1 - Equipment Services Technician position is split between Drainage Maintenance and Mowing

Note: Drainage Maintenance, Environmental Services, 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	Actual FY 19	Target FY 20
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22	40	22
Host/Attend regional events.	70	22	22	18	22	31	22
Attend school events.	384	12	12	12	12	19	12
Perform illicit discharge inspections.	168	50	48	56	48	53	48
Perform dry weather inspections & testing.	400	200	200	200	200	236	200
Perform post construction BMP inspections.	136	30	17	17	17	145	17
Conduct annual employee storm water training class.	20	12	12	12	12	41	12
Inspect City facilities.	367	147	147	147	147	361	147
Perform water quality testing (point source).	50	10	10	30	10	35	10
Inspect City storm water permitted facilities.	80	20	16	16	16	16	16
Provide emergency response.	5,610	30	0	66	0	106	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	Actual FY 19	Target FY 20
Maintain drainage channel (miles).	24,480	140	132	147	132	125	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000	27,635	36,000
Maintain storm drain inlets.	1,632	500	250	176	250	348	250
Complete general maintenance work orders.	1,152	350	350	390	350	398	350
Complete in-house repair projects.	11,424	40	40	50	40	39	40
Manage CSCD participants.	260	250	225	265	225	248	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	Actual FY 19	Target FY 20
Manage professional service contracts.	448	5	5	5	4	2	2
Manage environmental services contracts.	32	1	1	1	1	1	1
Manage grant contracts.	88	1	1	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5	14	5
Monitor other permitting.	40	1	1	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	Actual FY 19	Target FY 20
Review zoning cases.	15	30	30	22	30	15	6
Review plat cases.	100	50	50	105	50	24	6
Review subdivision plans.	72	6	6	28	6	10	6
Review commercial construction plans.	450	40	75	151	75	28	6
Review land/site disturbance permits.	120	40	30	57	30	31	6
Review storm water management site plans.	120	40	40	34	40	19	6
Perform field inspections.	350	100	100	187	100	305	200
Perform environmental construction inspections.	150	50	50	94	50	45	12
Perform C/O inspections.	360	50	60	40	60	85	12
Issue environmental code citations and violations.	76	15	0	30	0	22	0
Issue environmental warnings.	125	50	0	61	0	124	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	Actual FY 19	Target FY 20
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600	9,064	8,500
Complete mowing rotations.	3,323	12	7	12	11	13	11
Complete mowing work orders.	672	900	100	952	900	1,673	900
Complete tree trimming work orders.	7,200	12	12	12	12	22	12
Complete city facility work orders.	2,016	35	35	43	35	45	35
Manage CSCD participants.	260	225	225	292	225	308	225

DEBT SERVICE

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 843,934	$ 759,618	$ 723,718	$ 715,383
Total	$ 843,934	$ 759,618	$ 723,718	$ 715,383

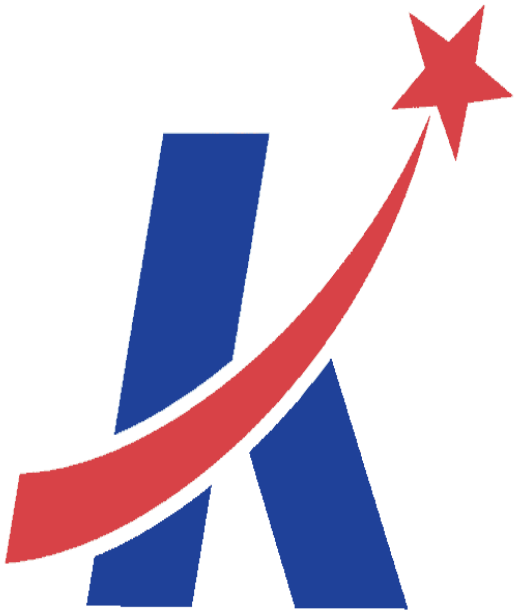
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Bond Principal Payment	$ 529,379	$ 435,000	$ 435,000	$ 440,000
Bond Interest	314,117	323,798	287,898	274,563
Arbitrage Calculation Fees	238	320	320	320
Paying Agent Fees	200	500	500	500
Total	$ 843,934	$ 759,618	$ 723,718	$ 715,383

NON-DEPARTMENTAL

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 7,834,232	$ 6,393,436	$ 5,929,094	$ 3,825,599
Total	$ 7,834,232	$ 6,393,436	$ 5,929,094	$ 3,825,599

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 133,671	$ 100,000	$ 87,772	$ 102,813
Direct Cost Allocation	5,317	35,856	35,516	40,594
Franchise Fees	2,683,706	2,906,458	2,906,458	1,861,063
Support Services	193	100,000	1,000	100,000
Professional Services	12,719	10,000	7,686	11,352
Designated Expenses	115,666	450,460	100,000	130,777
Transfer to Fleet Services ISF	2,210,205	758,493	758,493	-
Transfer to Risk Management ISF	196,129	205,169	205,169	-
Transfer to Information Technology ISF	270,409	290,600	290,600	-
Transfer to Solid Waste Fund-CIP	2,206,218	1,536,400	1,536,400	1,579,000
Total	$ 7,834,232	$ 6,393,436	$ 5,929,094	$ 3,825,599

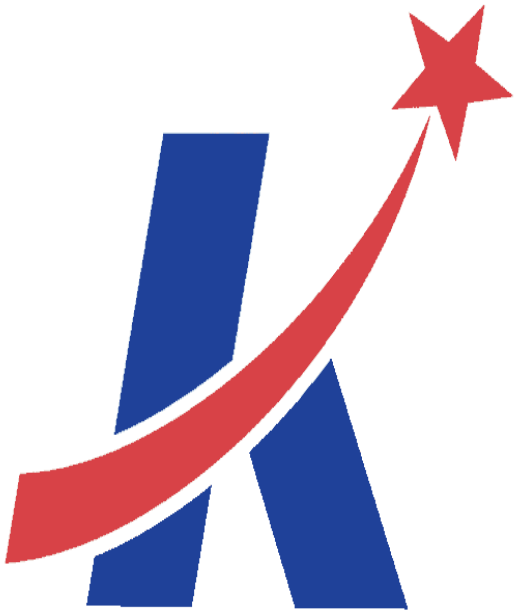
TOTAL OTHER APPROPRIATIONS	**$ 8,678,167**	**$ 7,153,054**	**$ 6,652,812**	**$ 4,540,982**
TOTAL OTHER APPROPRIATIONS	**$ 8,678,167**	**$ 7,153,054**	**$ 6,652,812**	**$ 4,540,982**



Dedicated Service – Everyday, for Everyone!



Aviation Funds



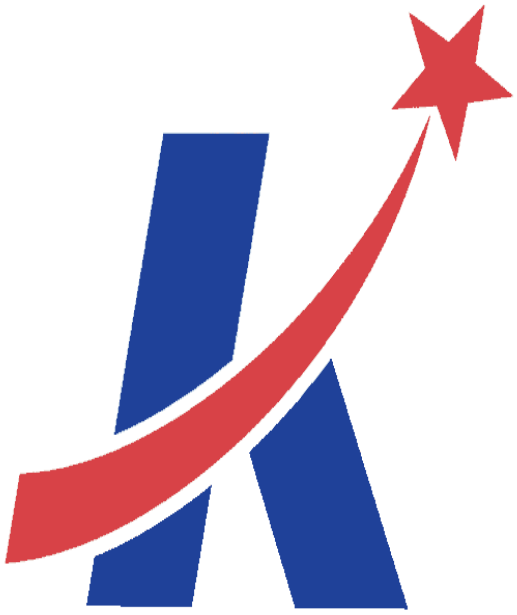
Dedicated Service – Everyday, for Everyone!

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.



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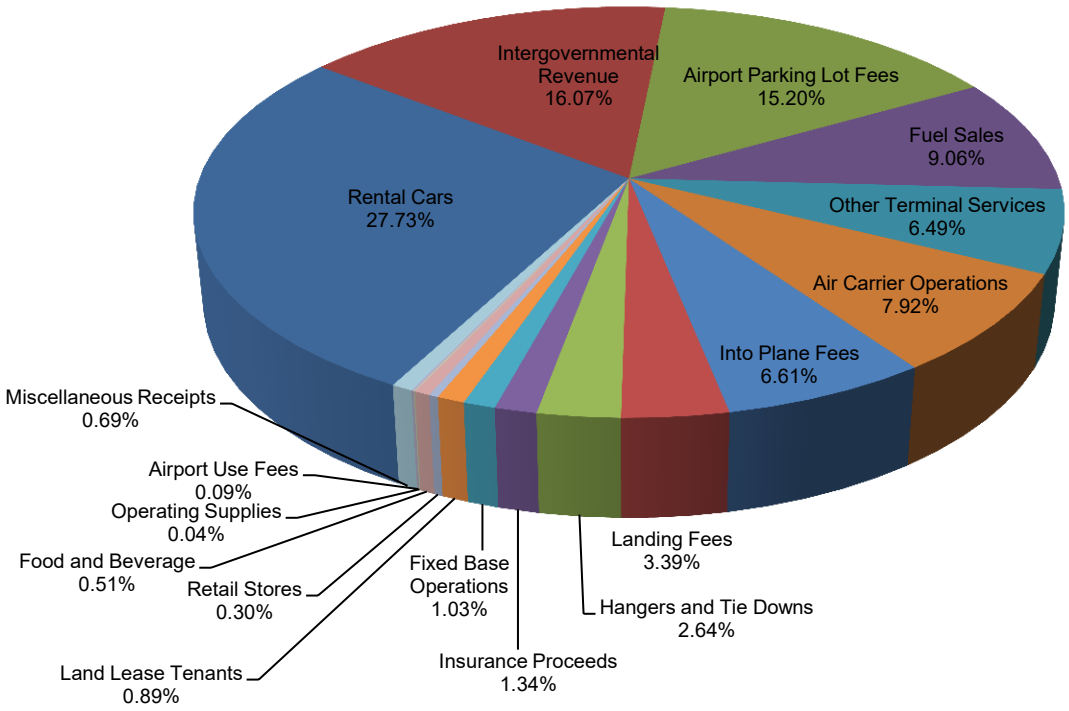
Aviation Funds
Budget Summary
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Rental Cars	$ 812,337	$ 859,134	$ 1,032,144	$ 1,032,144	27.73%	20.14%
Intergovernmental Revenue	298,041	573,340	698,780	598,107	16.07%	4.32%
Airport Parking Lot Fees	497,503	530,040	588,194	566,000	15.20%	6.78%
Fuel Sales	360,570	339,206	323,259	337,093	9.06%	-0.62%
Other Terminal Services	225,851	248,397	250,866	241,473	6.49%	-2.79%
Air Carrier Operations	322,392	245,789	298,014	295,000	7.92%	20.02%
Into Plane Fees	210,586	228,511	246,150	246,000	6.61%	7.65%
Landing Fees	140,555	133,611	126,289	126,289	3.39%	-5.48%
Hangars and Tiedowns	88,651	95,454	89,853	98,253	2.64%	2.93%
Insurance Proceeds	704	50,000	2,100	50,000	1.34%	0.00%
Fixed Base Operations	38,478	37,800	37,800	38,400	1.03%	1.59%
Land Lease Tenants	38,537	35,837	41,625	33,137	0.89%	-7.53%
Miscellaneous Receipts	13,777	5,732	22,942	25,832	0.69%	350.66%
Food and Beverage	9,941	8,204	14,504	18,840	0.51%	129.64%
Retail Stores	11,361	11,379	12,278	11,287	0.30%	-0.81%
Airport Use Fees	3,282	3,245	3,101	3,245	0.09%	0.00%
Operating Supplies	1,830	1,400	1,400	1,400	0.04%	0.00%
Customer Facility Charges	-	145,000	-	-	0.00%	-100.00%
Total Revenues	3,074,395	3,552,079	3,789,299	3,722,500	100.00%	4.80%
Operating Expenses						
Airport Operations	2,345,504	2,898,401	2,654,474	3,060,544	82.22%	5.59%
Cost of Goods Sold - Motor Gas	278,588	306,460	269,680	300,960	8.08%	-1.79%
Federal Grants	269,717	113,672	113,672	-	0.00%	-100.00%
Human Resources	1,243	3,326	2,000	3,393	0.09%	2.01%
Non-Departmental	65,189	61,276	43,946	82,707	2.22%	34.97%
Support Services ISF Charges	-	-	-	197,896	5.32%	0.00%
ISF - Risk Management[1]	93,893	98,221	82,358	-	0.00%	-100.00%
ISF - Information Technology[1]	114,150	117,118	114,150	-	0.00%	-100.00%
Total Operating Expenses	3,168,284	3,598,474	3,280,280	3,645,500	97.93%	1.31%
Non-Operating Expenses						
Major Capital Outlay	146,017	142,000	91,840	77,000	2.07%	-45.77%
Total Non-Operating Expenses	146,017	142,000	91,840	77,000	2.07%	-45.77%
Total Expenses	$ 3,314,301	$ 3,740,474	$ 3,372,120	$ 3,722,500	100.00%	-0.48%
Net Change in Working Capital	$ (239,906)	$ (188,395)	$ 417,179	$ -		
Working Capital Balance, Beginning				729,875		
Working Capital Balance, Ending				$ 729,875		

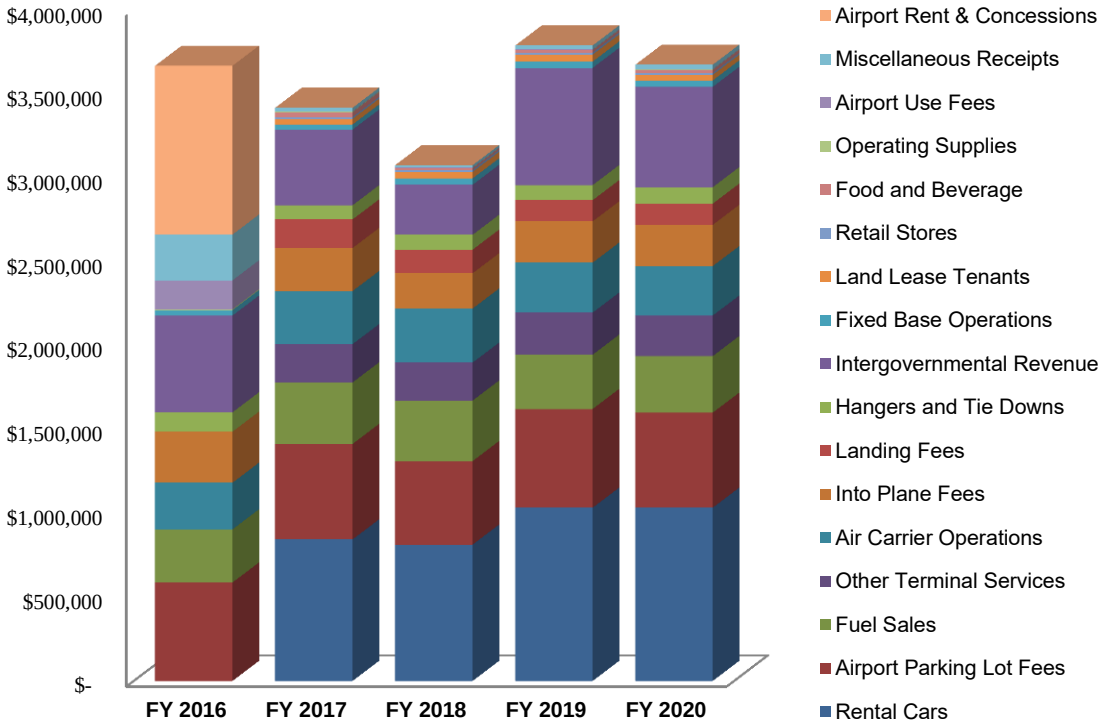
[1] - ISF - Fleet Services, Information Technology, and Risk Management allocations are part of the Support Services ISF Charges

Aviation Funds

-Revenues by Source FY 2020-

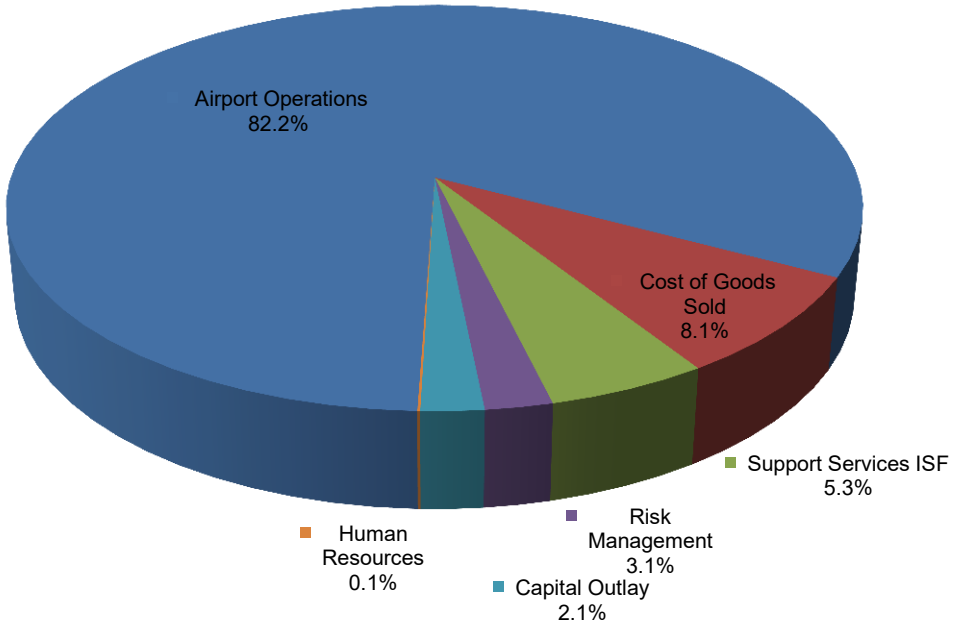


-Revenues by Source Last Five Years-

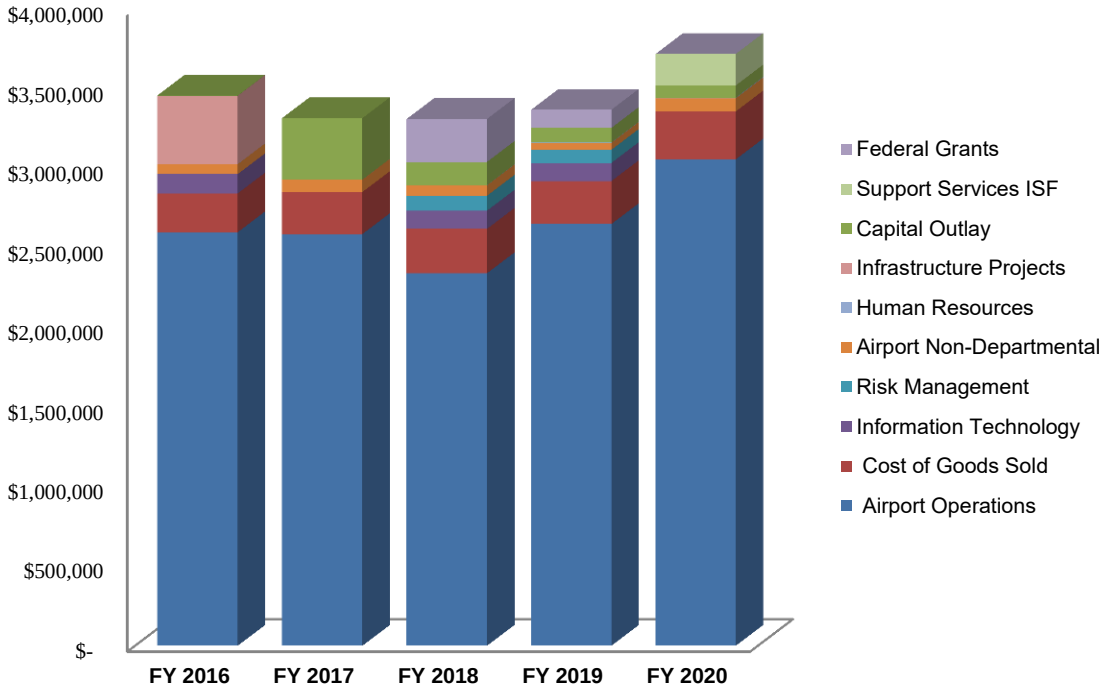


Aviation Funds

-Expenses by Type FY 2020-



-Expenses by Type Last Five Years-



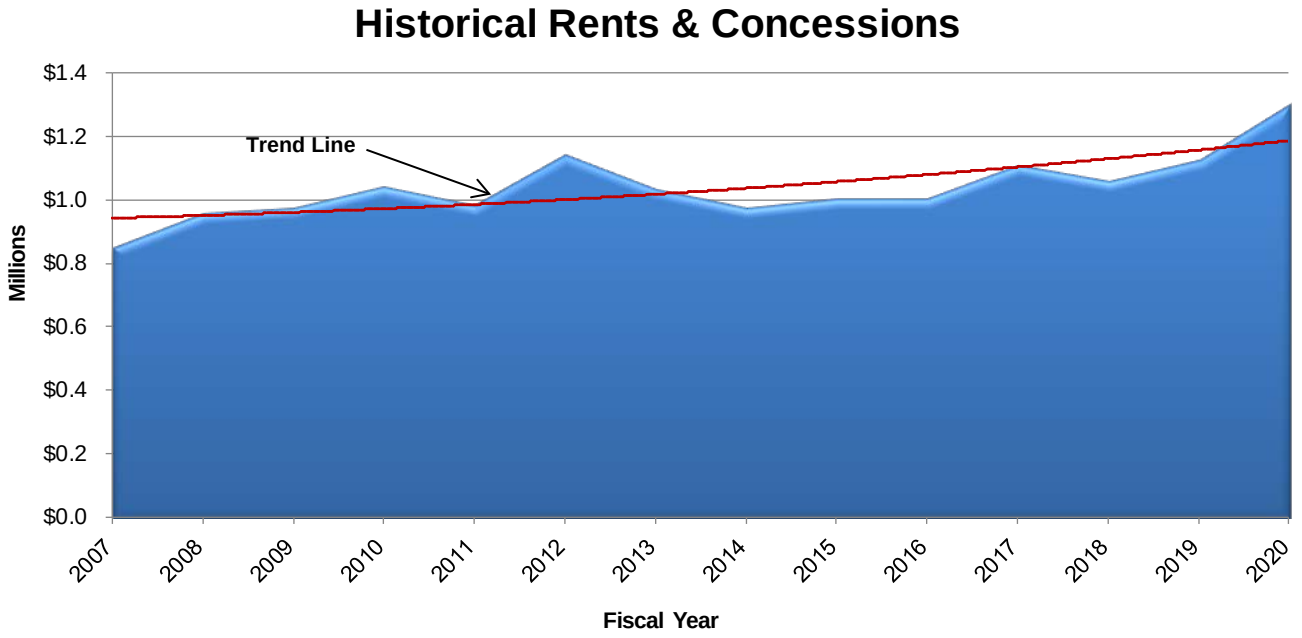
Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Killeen Fort Hood Regional Airport Revenues					
	Charges for Services				
525-0000-344.01-01	FOOD AND BEVERAGE	$ 9,941	$ 8,204	$ 14,504	$ 18,840
525-0000-344.01-02	RETAIL STORES	11,361	11,379	12,278	11,287
525-0000-344.01-03	OTHER TERMINAL SERVICES	225,851	248,397	250,866	241,473
525-0000-344.01-04	RENTAL CARS	812,337	859,134	1,032,144	1,032,144
525-0000-344.01-05	CUSTOMER FACILITY CHARGES	-	145,000	-	-
525-0000-344.03-01	AIR CARRIER OPERATIONS	322,392	245,789	298,014	295,000
525-0000-344.04-01	AIRPORT USE FEES	-	-	-	-
525-0000-344.04-02	LANDING FEES	140,555	133,611	126,289	126,289
525-0000-344.04-03	FUEL FLOW FEES	387	132	129	108
525-0000-344.04-04	INTO PLANE FEES	-	228,511	246,150	246,000
525-0000-344.04-05	FLEXIBLE USE FEE	-	-	14,001	14,001
525-0000-344.05-01	PARKING LOT FEES	497,503	530,040	588,194	566,000
525-0000-344.06-01	JET FUEL	28,251	7,770	9,609	10,000
525-0000-344.06-02	MOTOR GAS	115,140	119,856	118,384	119,273
525-0000-344.07-01	OPERATING	-	-	-	-
525-0000-344.07-02	AIRCRAFT	2,330	3,000	-	3,500
	Charges for Services	**2,166,047**	**2,540,823**	**2,710,562**	**2,683,915**
	Intergovernmental Revenue				
525-0000-331.15-01	US DEPT OF DEFENSE	-	-	517,540	528,107
525-0000-332.15-02	USDOT-FAA	269,720	-	113,672	-
525-0000-333.02-03	DHS-EMERGENCY DECLARATION	511	-	511	-
525-0000-334.15-02	TXDOT	21,534	50,000	50,000	50,000
	Intergovernmental Revenue	**291,765**	**50,000**	**681,723**	**578,107**
	Miscellaneous Income				
525-0000-371.10-02	PURCHASING CARDS	844	-	559	560
525-0000-379.99-99	OTHER INCOME	1,770	960	713	713
	Miscellaneous Income	**2,614**	**960**	**1,272**	**1,273**
	Other Financing Sources				
525-0000-392.02-01	INSURANCE PROCEEDS	704	25,000	-	25,000
	Other Financing Sources	**704**	**25,000**	**-**	**25,000**
	Killeen Fort Hood Regional Airport Revenues	**$ 2,461,129**	**$ 2,616,783**	**$ 3,393,557**	**$ 3,288,295**

Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
	Skylark Field Revenues				
	Charges for Services				
527-0000-344.02-01	FIXED BASE OPERATIONS	$ 38,478	$ 37,800	$ 37,800	$ 38,400
527-0000-344.02-02	HANGERS AND TIEDOWNS	88,651	95,454	89,853	98,253
527-0000-344.03-01	AIR CARRIER OPERATIONS	-	-	-	-
527-0000-344.04-01	AIRPORT USE FEES	3,282	3,245	3,101	3,245
527-0000-344.04-03	FUEL FLOW FEES	-	-	-	-
527-0000-344.06-01	JET FUEL	65,636	57,420	52,386	57,420
527-0000-344.06-03	100LL	151,543	154,160	142,880	150,400
527-0000-344.07-01	OPERATING	1,831	1,400	1,400	1,400
527-0000-344.07-02	AIRCRAFT	-	-	-	-
527-0000-344.08-01	LAND LEASE TENANTS	38,537	35,837	41,625	33,137
	Charges for Services	**387,958**	**385,316**	**369,045**	**382,255**
	Intergovernmental Revenue				
527-0000-333.02-03	DHS-EMERGENCY DECLARATION	58	-	57	-
527-0000-334.15-02	TXDOT	6,218	5,800	17,000	20,000
	Intergovernmental Revenue	**6,276**	**5,800**	**17,057**	**20,000**
	Investments Income				
527-0000-361.05-00	INTEREST EARNED	9,385	1,625	7,657	6,500
527-0000-361.05-10	INVESTMENT EXPENSE	(1,181)	(135)	(575)	(300)
	Investments Income	**8,203**	**1,490**	**7,082**	**6,200**
	Miscellaneous Income				
527-0000-379.99-99	OTHER INCOME	243	150	458	750
	Miscellaneous Income	**243**	**150**	**458**	**750**
	Other Financing Sources				
527-0000-392.02-01	INSURANCE PROCEEDS	-	25,000	2,100	25,000
	Other Financing Sources	**-**	**25,000**	**2,100**	**25,000**
	Skylark Field Revenues	**$ 402,680**	**$ 417,756**	**$ 395,742**	**$ 434,205**

- KILLEEN-FORT HOOD REGIONAL AIRPORT FUND REVENUES – Revenue Assumptions

Rents and Concessions **$1,303,744**

Rents revenue is generated by leasing airport space and concession fees are generated from rental car companies and retail vendors. FY 2020 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 revenues are expected to increase by 20% in FY 2020 as compared to FY 2019 budget.

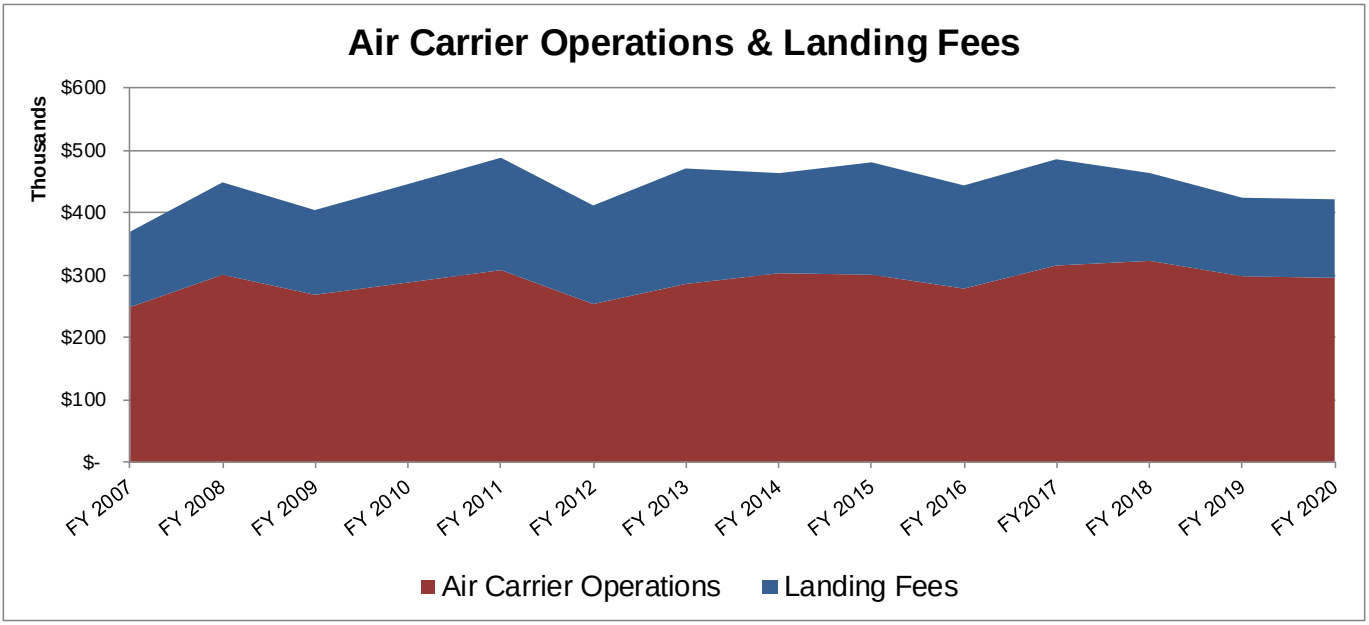


Air Carrier Operations **$295,000**

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.

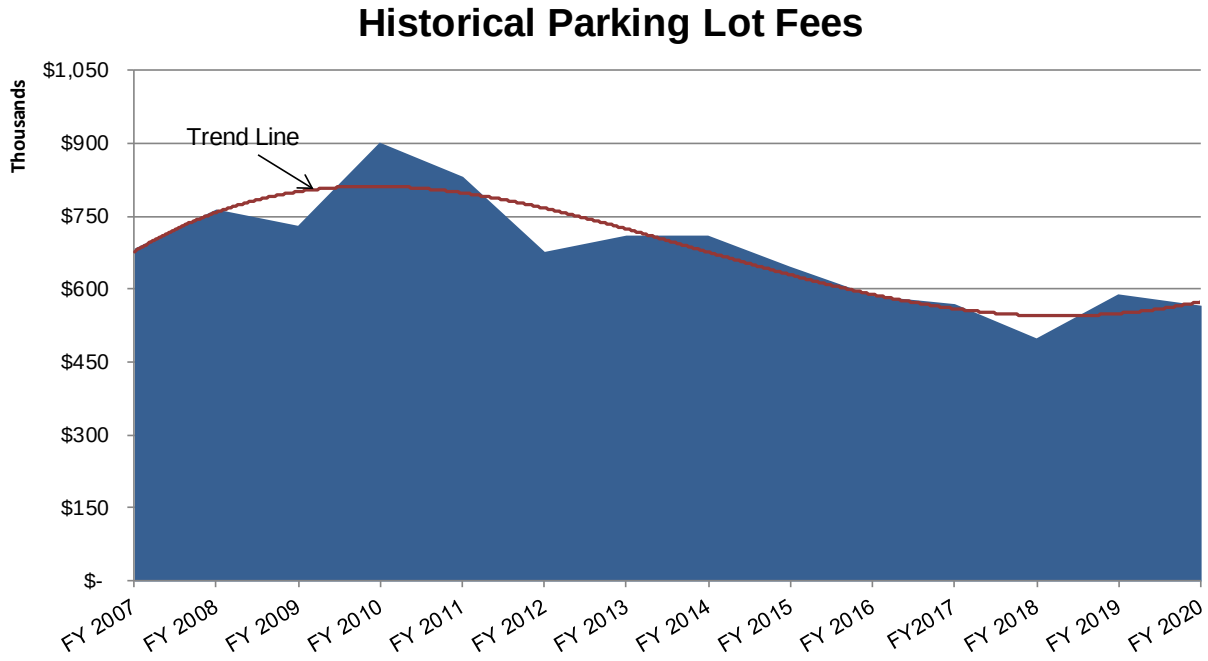
FY 2020 revenue estimates assume the continued presence and activity of the two remaining airline companies. There was an early termination of one airline in January 2018, leaving only two airlines servicing the Killeen-Fort Hood Regional Airport.

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 2020. Fuel flow fee rate is set at $0.055 per gallon. Anticipated sale of Jet fuel for general aviation use is approximately 2,319 gallons.



Parking Lot Fees $566,000

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 2020 budget is based upon FY 2019 estimated year end actuals.

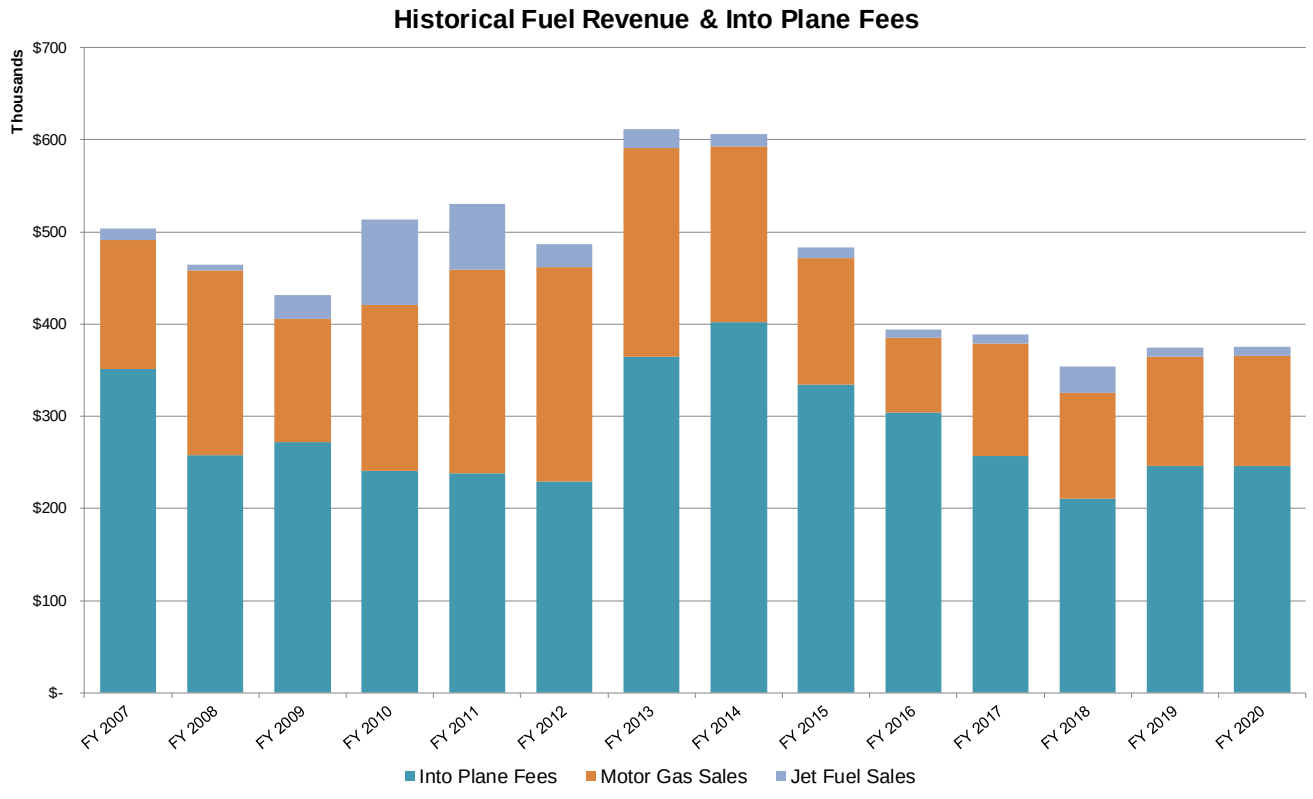


Into Plane Fees	**$246,000**
Motor Gas Sales	**119,273**
Jet Fuel Sales	**10,000**

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 2020 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 2,855 gallons for FY 2020.

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 2020 budget. The airport estimated that it will sell approximately 53,322 gallons in FY 2020.

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 2020 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 1,290,811 gallons of jet fuel via 3,675 annual transactions.



- SKYLARK AIRPORT FUND REVENUES -
Revenue Assumptions

Fixed Base Operations **$38,400**

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 2020 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 **$98,253**

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 2020 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 **$33,137**

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 2020 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 2020 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 2020 budget is based upon the anticipated sale of 59,000 gallons of fuel.

Jet Fuel Sales **$57,420**

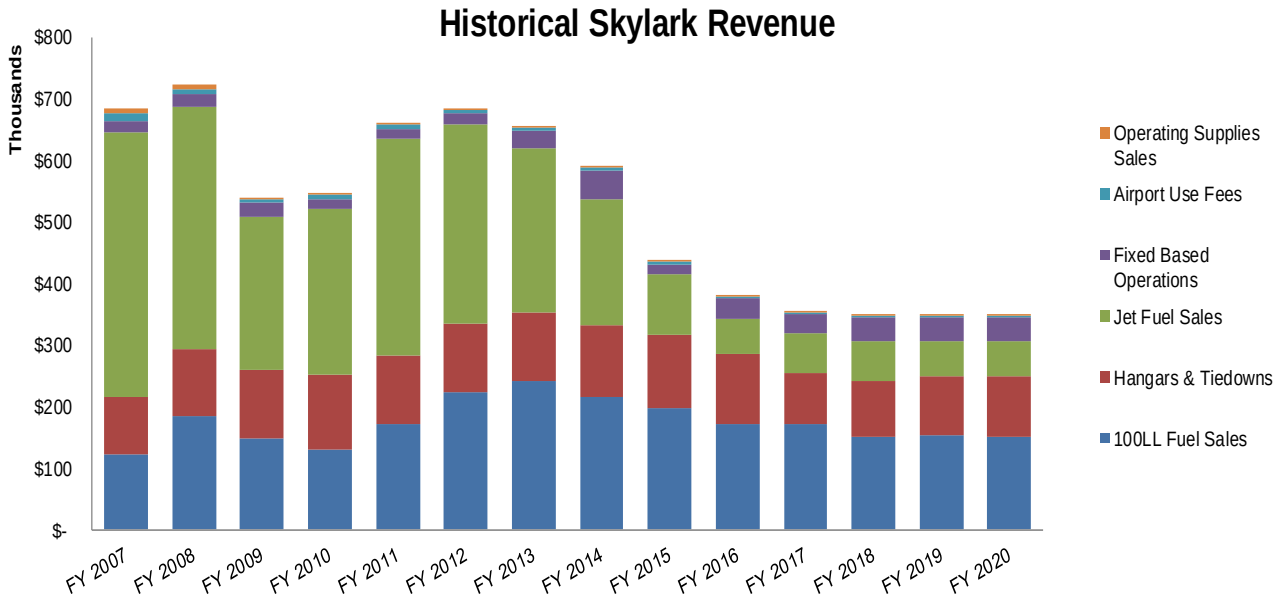
Jet Fuel sale revenue is generated by the sale of Jet A fuel to general aviation, corporate, and military customers. Retail price is set based on an average gross profit margin of $0.65 per gallon over cost of goods. Estimating the wholesale price of fuel per gallon (cost of goods) for a full year ahead 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 2020 budget. The airport estimated that it will sell approximately 18,000 gallons for FY 2020.

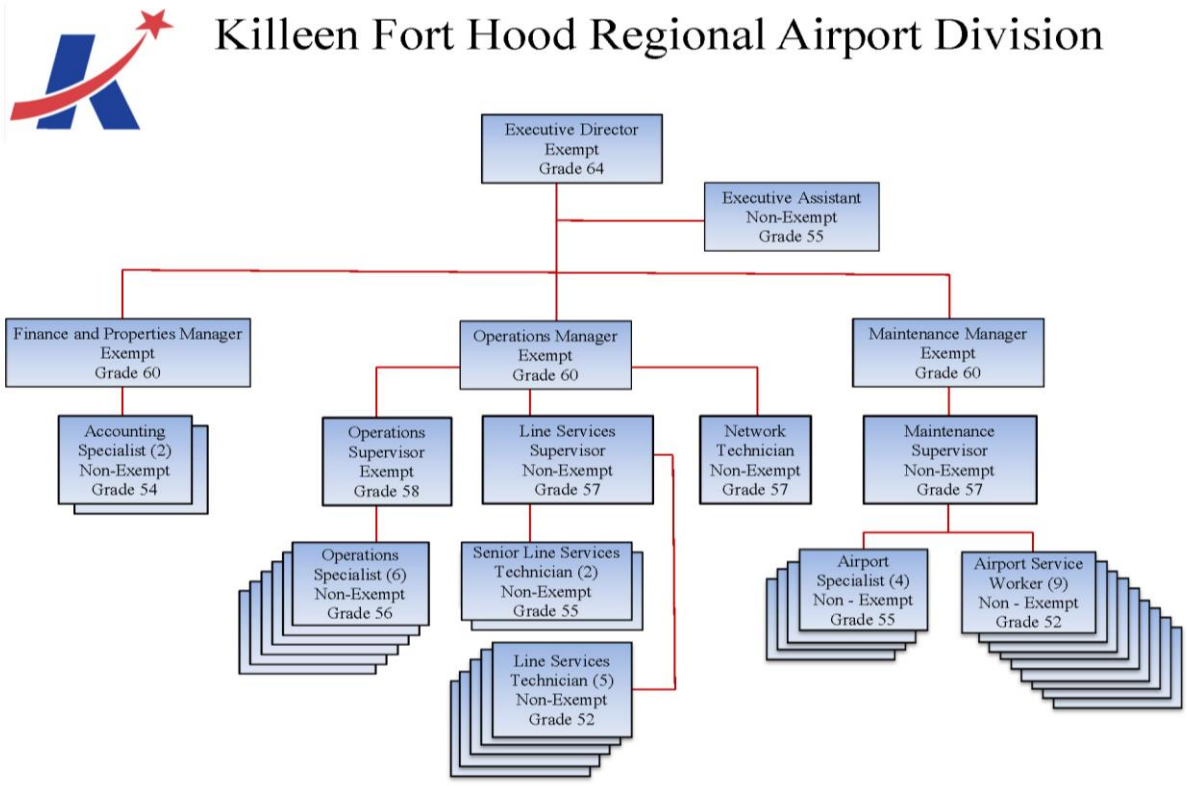
100LL Fuel Sales **$150,400**

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 2020 budget. Based upon historical demand, the airport estimated that it will sell approximately 40,000 gallons for FY 2020.

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 2020 is based on a multi-year trend analysis.





DIVISION MISSION STATEMENT

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.

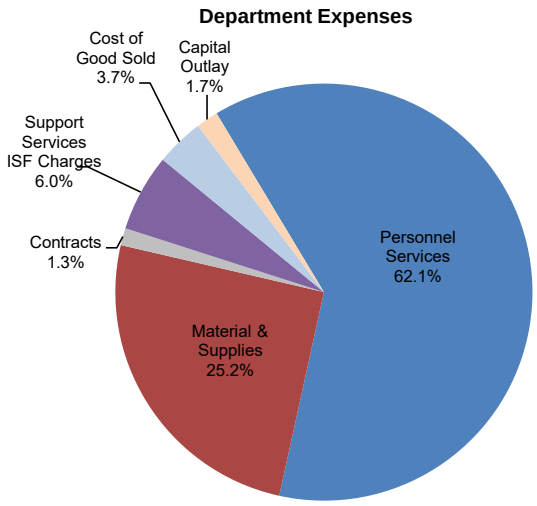
GOALS

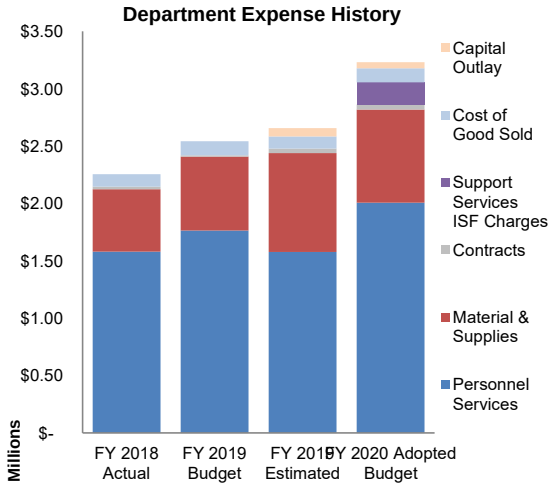
- Design of commercial hangar (pending FAA MAP Grant approval).
- Design/initiate construction of terminal equipment upgrade.
- Initiate new IGSA with Fort Hood.

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Operations Fees	$ 2,166,047	$ 2,540,823	$ 2,710,562	$ 2,683,915
Miscellaneous Revenue	3,317	25,960	1,272	26,273
Grants	291,765	50,000	681,723	578,107
General Resources	(206,662)	(74,600)	(737,222)	(55,189)
Total	$ 2,254,467	$ 2,542,183	$ 2,656,335	$ 3,233,106

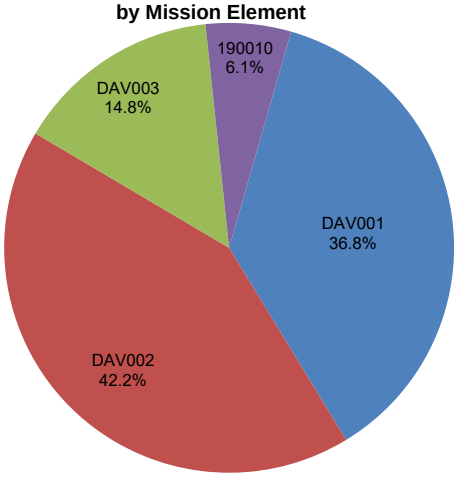
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,581,376	$ 1,765,377	$ 1,579,326	$ 2,006,204
Material & Supplies	543,168	642,984	859,971	814,109
Contracts	23,020	12,862	40,038	42,955
Support Services ISF Charges	-	-	-	193,878
Cost of Good Sold	106,903	120,960	107,000	120,960
Capital Outlay	-	-	70,000	55,000
Total	$ 2,254,467	$ 2,542,183	$ 2,656,335	$ 3,233,106



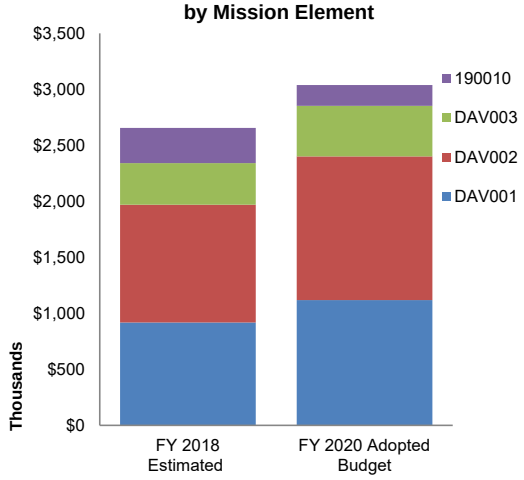


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DAV001	Maintain airport-owned facilities and equipment.	17.50	36,400.00	$ 918,867	$ 1,119,828
DAV002	Manage airport operations.	14.10	29,328.00	1,052,467	1,282,647
DAV003	Plan and develop airport.	5.40	11,232.00	369,780	450,653
190010	TXDOT Ramp Grant	-	-	315,220	186,100
	Support Services ISF Charges	-	-	-	193,878
		37.00	76,960.00	$ 2,656,335	$ 3,233,106

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Accounting Specialist	2.00	2.00	2.00
Airport Business Manager [3]	-	-	1.00
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 [2]	4.00	4.00	6.00
Assistant Director of Aviation [3]	1.00	1.00	-
Aviation Line Services Supervisor	1.00	1.00	1.00
Aviation Line Services Technician	5.00	4.00	4.00
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	2.00	2.00	2.00
Service Worker (Airport) [1]	9.34	9.00	9.00
Total Staffing	**36.34**	**35.00**	**37.00**

[1] - In FY 2018, one Service Worker (Airport) position unfunded

[2] - In FY 2019, two Airport Specialist positions added per IGSA agreement

[3] - In FY 2020, reclassified Assistant Director of Aviation to Airport Business Manager

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	Actual FY 19	Target FY 20
Hours to respond to tenant work orders.	720	2	N/A	N/A	2	2	2
Daily terminal equipment inspections.	720	1	N/A	N/A	1	1	1
Daily fueling equipment inspections.	720	1	N/A	N/A	1	1	1
Daily GSE inspections.	720	1	N/A	N/A	1	1	1
Daily major equipment inspection.	2,172	1	N/A	N/A	1	1	1
Weekly duress alarm test.	100	1	N/A	N/A	1	1	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	Actual FY 19	Target FY 20
Complete number of daily inspections.	5,760	4	4	4	4	4	4
Review / update the Airport Certification Manual.	720	1	N/A	N/A	1	1	1
Review / update the Airport Emergency Plan.	360	1	N/A	N/A	1	1	1
Review / update the Airport Security Plan.	1,080	1	N/A	N/A	1	1	1
Review the Joint Operations Plan with RGAAF Operations.	720	1	N/A	N/A	1	12	4
Ensure safe, regulatory compliant Airport (FAA insp).	2,500	1	N/A	N/A	1	1	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	Actual FY 19	Target FY 20
Initiation of projects in annual CIP.	1,560	2	N/A	N/A	2	2	2
Submit annual CIP to FAA.	360	1	N/A	N/A	1	1	1
Design, initiate construction of rental car covered parking.	1,040	1	N/A	N/A	1	0	1
Design, initiate construction of terminal improvements	694	1	N/A	N/A	N/A	N/A	1
Design commercial hangar.	1,040	1	N/A	N/A	1	0	1

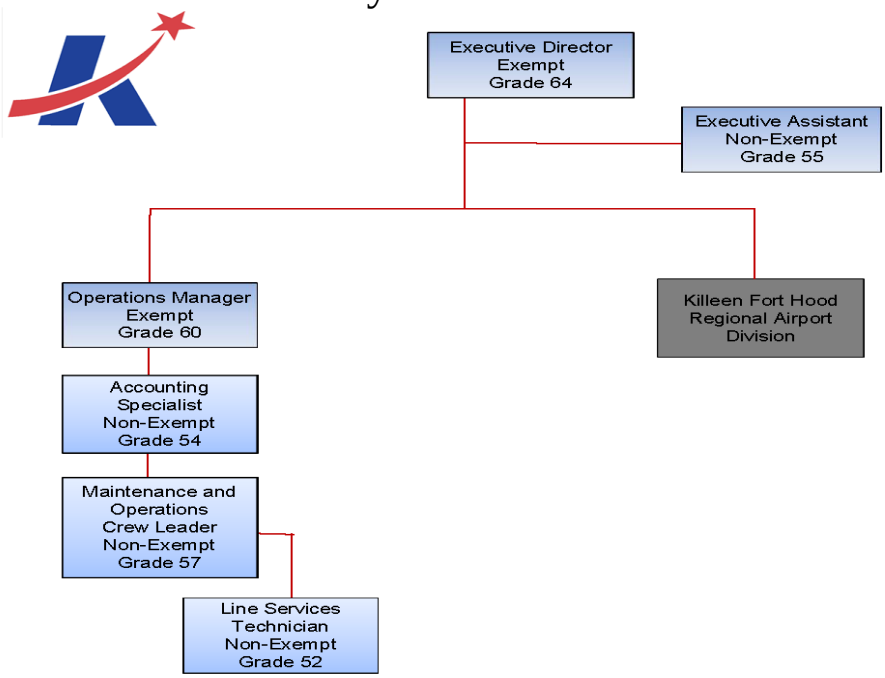
NON-DEPARTMENTAL

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 259,367	$ 237,674	$ 208,380	$ 55,189
Total Airport Human Resources Revenue	$ 259,367	$ 237,674	$ 208,380	$ 55,189

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 65,189	$ 9,872	$ 9,872	$ 9,927
Direct Cost Allocation [Human Resources]	1,243	3,326	2,000	3,393
Transfer to Risk Management ISF	78,785	82,358	82,358	-
Support Services	-	25,000	-	25,000
Designated Expenses	-	-	-	16,869
Transfer to Information Technology ISF	114,150	117,118	114,150	-
Total Airport Non-Departmental Expense	$ 259,367	$ 237,674	$ 208,380	$ 55,189

TOTAL OTHER APPROPRIATIONS REVENUE	**$ 259,367**	**$ 237,674**	**$ 208,380**	**$ 55,189**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 259,367**	**$ 237,674**	**$ 208,380**	**$ 55,189**

Skylark Field Division



DIVISION MISSION STATEMENT

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.

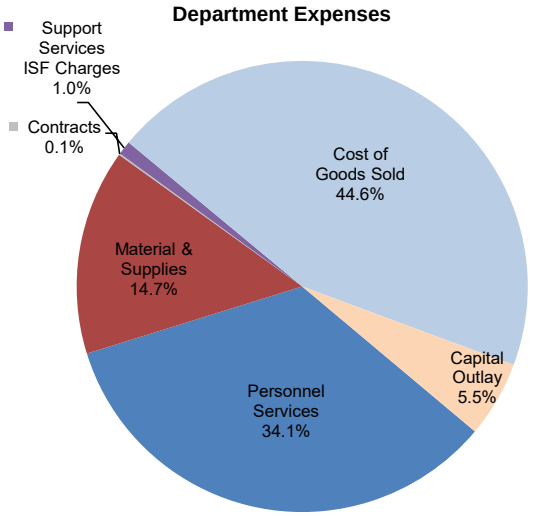
GOALS

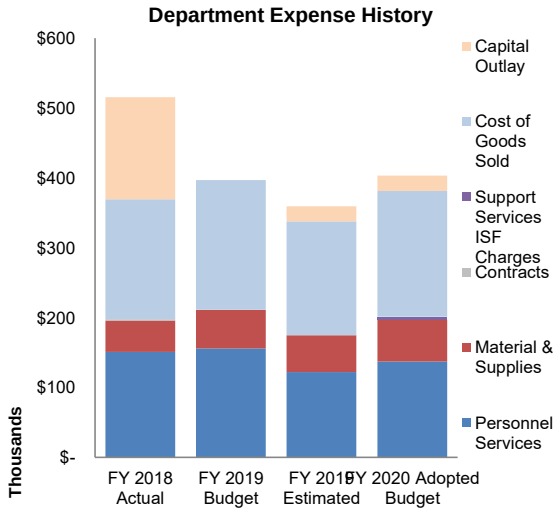
- Complete and lease T-hangar facility.
- Market business opportunities.

FINANCIAL INFORMATION

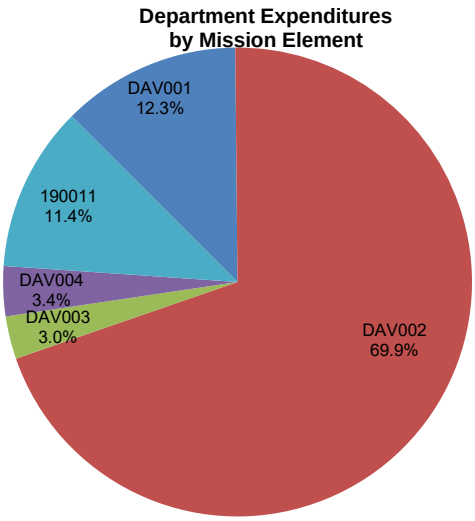
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Operations Fees	$ 387,958	$ 385,316	$ 369,045	$ 382,255
Miscellaneous Revenue	8,447	26,640	9,640	31,950
Grants	6,276	5,800	17,057	20,000
General Resources	112,961	(20,756)	(36,083)	(30,911)
Total	$ 515,641	$ 397,000	$ 359,659	$ 403,294

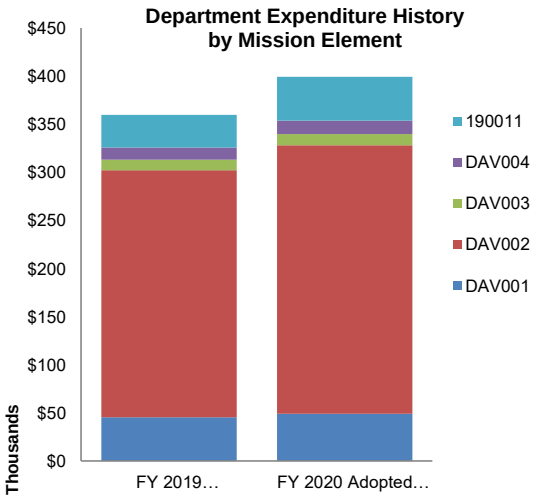
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 150,820	$ 156,269	$ 122,380	$ 137,439
Material & Supplies	44,996	54,848	52,308	59,415
Contracts	2,124	383	451	422
Support Services ISF Charges	-	-	-	4,018
Cost of Goods Sold	171,685	185,500	162,680	180,000
Capital Outlay	146,017	-	21,840	22,000
Total	$ 515,641	$ 397,000	$ 359,659	$ 403,294





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DAV001	Maintain airport-owned facilities and equipment.	0.55	1,144.00	$ 45,424	$ 49,299
DAV002	Manage airport operations.	2.00	4,160.00	256,971	278,895
DAV003	Plan and develop airport.	0.25	520.00	10,861	11,788
DAV004	Manage leased property within the airport.	0.20	416.00	12,664	13,744
190011	TXDOT Ramp Grant	-	-	33,740	45,550
	Support Services ISF Charges	-	-	-	4,018
		3.00	6,240.00	$ 359,659	$ 403,294





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Accounting Specialist	1.00	1.00	1.00
Airport Specialist [3]	-	-	1.00
Aircraft Fuel Handler [1, 2]	1.34	-	-
Airport Operations Maint. Crew Leader [3]	1.00	1.00	-
Aviation Line Services Technician [2]	-	1.00	1.00
Total Staffing	3.34	3.00	3.00

[1] - In FY 2018, unfunded Aircraft Fuel Handler

[2] - In FY 2018, reclassified Aircraft Fuel Handler to Aviation Line Services Technician

[3] - In FY 2020, reclassified Airport Operations Maint. Crew Leader to Airport Specialist

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	Actual FY 19	Target FY 20
Perform daily runway, taxiway, and lighting system safety inspection	720	1	N/A	N/A	1	1	1
Daily fueling equipment inspection.	540	1	N/A	N/A	1	1	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	Actual FY 19	Target FY 20
Complete number of daily Airport inspections	720	1	N/A	N/A	1	1	1
Perform quarterly inventory / reconciliation of based aircraft	80	1	N/A	N/A	4	4	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	Actual FY 19	Target FY 20
Hours to respond to tenant work orders	360	8	N/A	N/A	8	8	8
Send monthly tenant invoices by 5th of each month	1,080	40/month	N/A	N/A	480	480	40/month

Mission Element 4: Plan and Develop Airport.

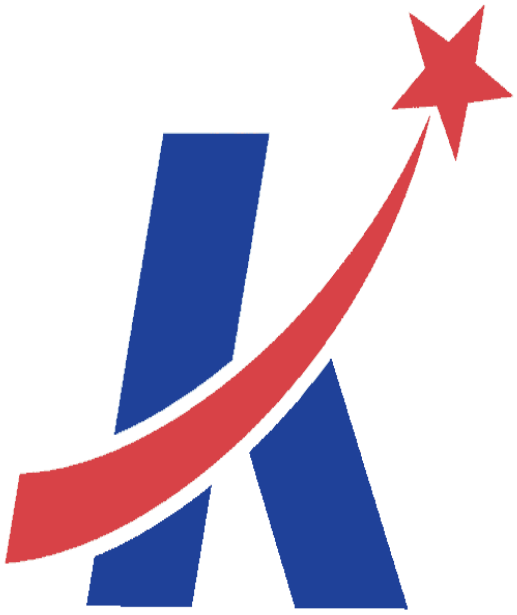
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Design / construction of T-hangar facility	1,080	1	N/A	N/A	1	1	1

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 15,108	$ 42,267	$ 34,074	$ 30,911
Total Non-Departmental Revenue	$ 15,108	$ 42,267	$ 34,074	$ 30,911

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ -	$ 1,304	$ 33,974	$ 1,311
Support Services	15,108	40,863	-	25,000
Designated Expenses	-	100	100	4,600
Total Non-Departmental Expenses	$ 15,108	$ 42,267	$ 34,074	$ 30,911

Drainage Utility Fund

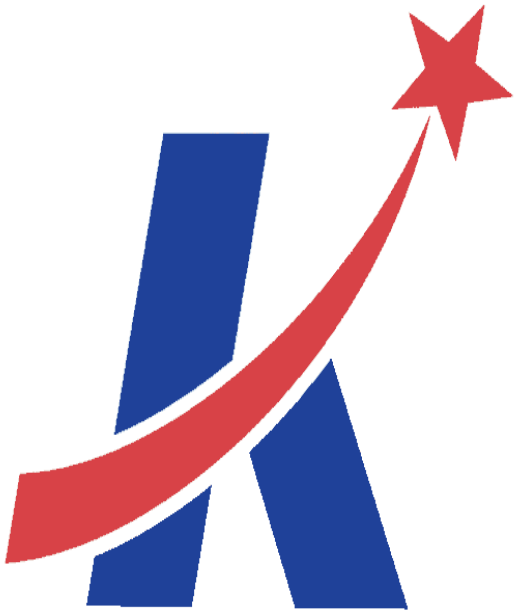


Dedicated Service – Everyday, for Everyone!

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!

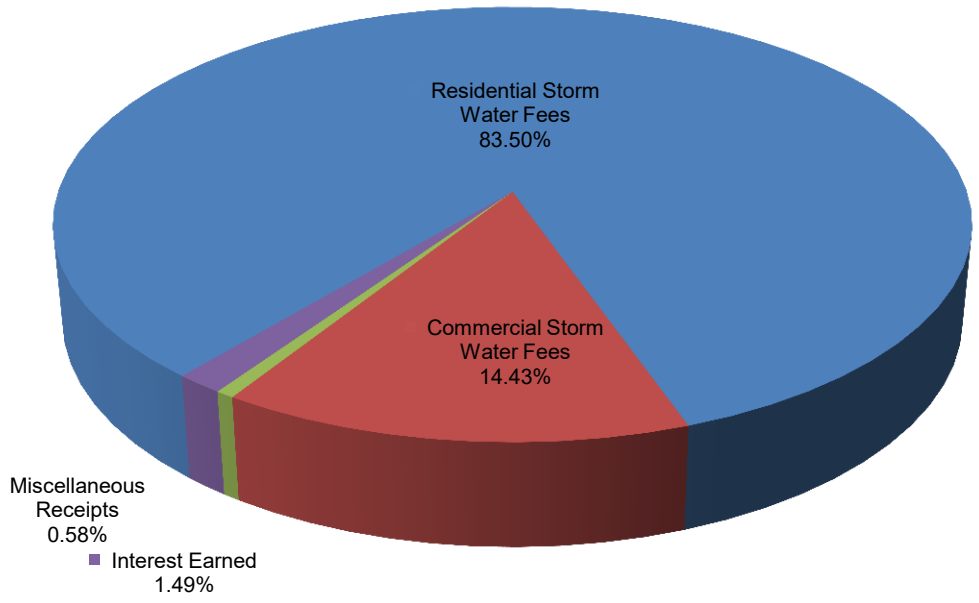
Drainage Utility Fund
Budget Summary
FY 2020

	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Residential Storm Water Fees	$ 3,556,834	$ 3,653,637	$ 3,637,352	$ 3,731,368	83.50%	2.13%
Commercial Storm Water Fees	611,831	639,842	610,454	644,737	14.43%	0.77%
Interest Earned	73,469	16,212	23,059	66,536	1.49%	310.41%
Insurance Proceeds	-	25,000	25,000	25,000	0.56%	0.00%
Miscellaneous Receipts	1,068	1,000	4,882	1,020	0.02%	2.00%
Lease Proceeds	192,997	-	-	-	0.00%	0.00%
Intergovernmental Revenue	14,333	-	-	-	0.00%	0.00%
Total Revenues	$ 4,450,533	$ 4,335,691	$ 4,300,747	$ 4,468,661	100.00%	3.07%
Operating Expenses						
Drainage Maintenance	1,497,096	1,829,690	1,655,015	1,977,460	44.25%	8.08%
Support Services ISF Charges[1]	-	-	-	679,997	15.22%	0.00%
Environmental Services	389,272	469,113	432,837	494,746	11.07%	5.46%
Franchise Fee	-	386,413	386,413	393,849	8.81%	1.92%
Streets	93,721	257,582	252,057	205,571	4.60%	-20.19%
Non-Departmental	38,986	86,965	61,934	96,124	2.15%	10.53%
Public Works	19,900	17,576	17,271	34,392	0.77%	95.68%
Human Resources	2,052	6,572	6,572	6,572	0.15%	0.00%
Indirect Cost Allocation[1]	245,652	286,048	286,048	-	0.00%	-100.00%
ISF - Information Technology[1]	168,694	174,754	174,754	-	0.00%	-100.00%
Engineering	54,472	94,630	62,750	-	0.00%	-100.00%
ISF - Risk Management[1]	27,660	28,935	28,935	-	0.00%	-100.00%
ISF - Fleet Services[1]	19,017	20,322	20,322	-	0.00%	-100.00%
Total Operating Expenses	2,556,521	3,658,600	3,384,908	3,888,711	87.02%	6.29%
Debt Service	581,340	545,391	546,141	540,950	12.11%	-0.81%
Non-Operating Expenses						
Capital Projects						
Lease Assets	192,997	-	-	-	0.00%	0.00%
Fleet Replacement Program	175,216	-	-	-	0.00%	0.00%
Transfer To General Fund CIP	750,000	-	-	-	0.00%	0.00%
Transfer To Drainage CIP	4,054,130	131,700	131,700	39,000	0.87%	-70.39%
Total Capital Projects	5,172,343	131,700	131,700	39,000	0.87%	-70.39%
Total Non-Operating Expenses	5,172,343	131,700	131,700	39,000	0.87%	-70.39%
Total Expenses	$ 8,310,204	$ 4,335,691	$ 4,062,749	$ 4,468,661	100.00%	3.07%
Net Change In Working Capital	$ (3,859,671)	$ -	$ 237,998	-		
Working Capital Balance, Beginning				1,113,848		
Working Capital Balance, Ending				$ 1,113,848		

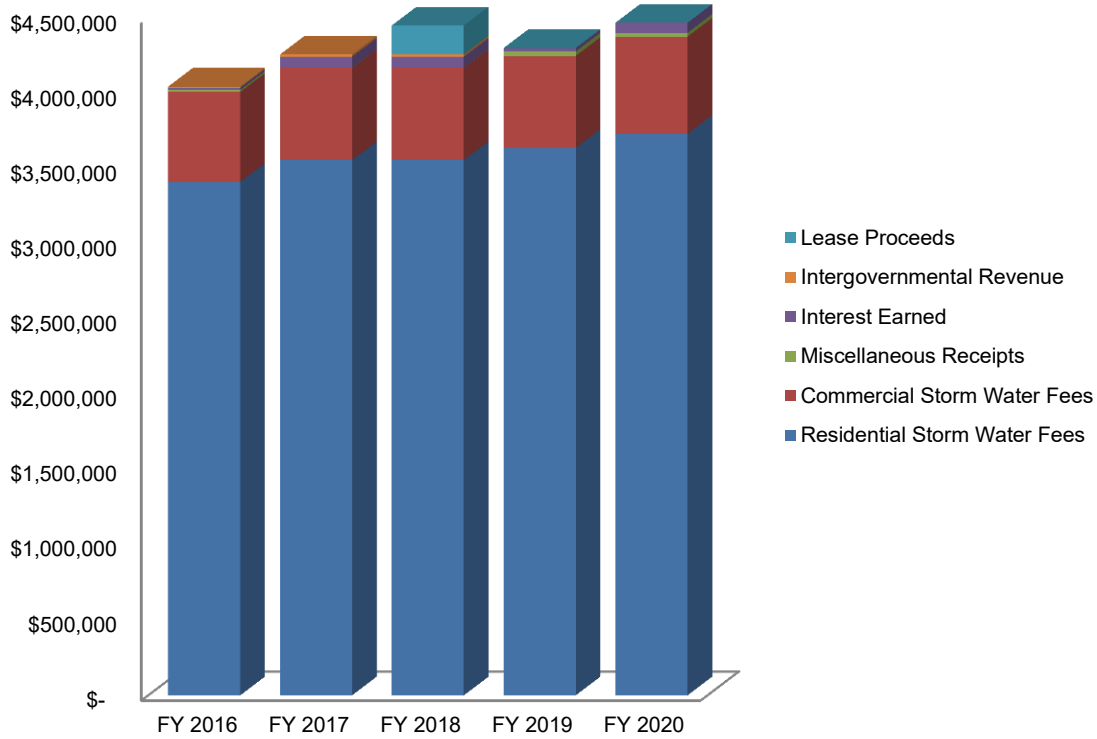
[1] - Indirect Cost Allocation is now accounted for in the Support Services ISF Charges beginning FY 2020

Drainage Utility Fund

-Revenues by Source FY 2020-

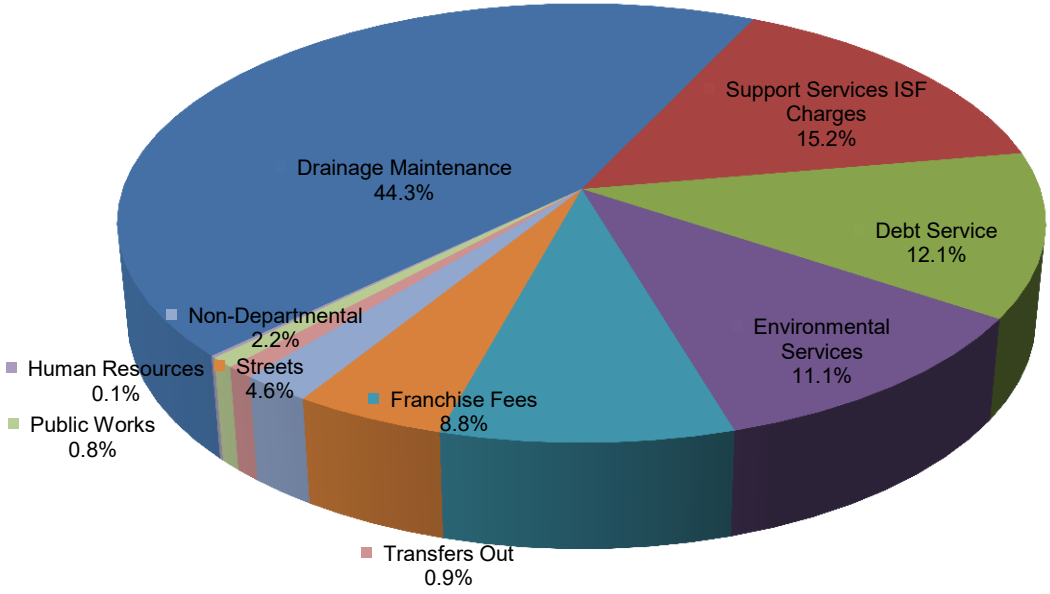


-Revenues by Source Last Five Years-

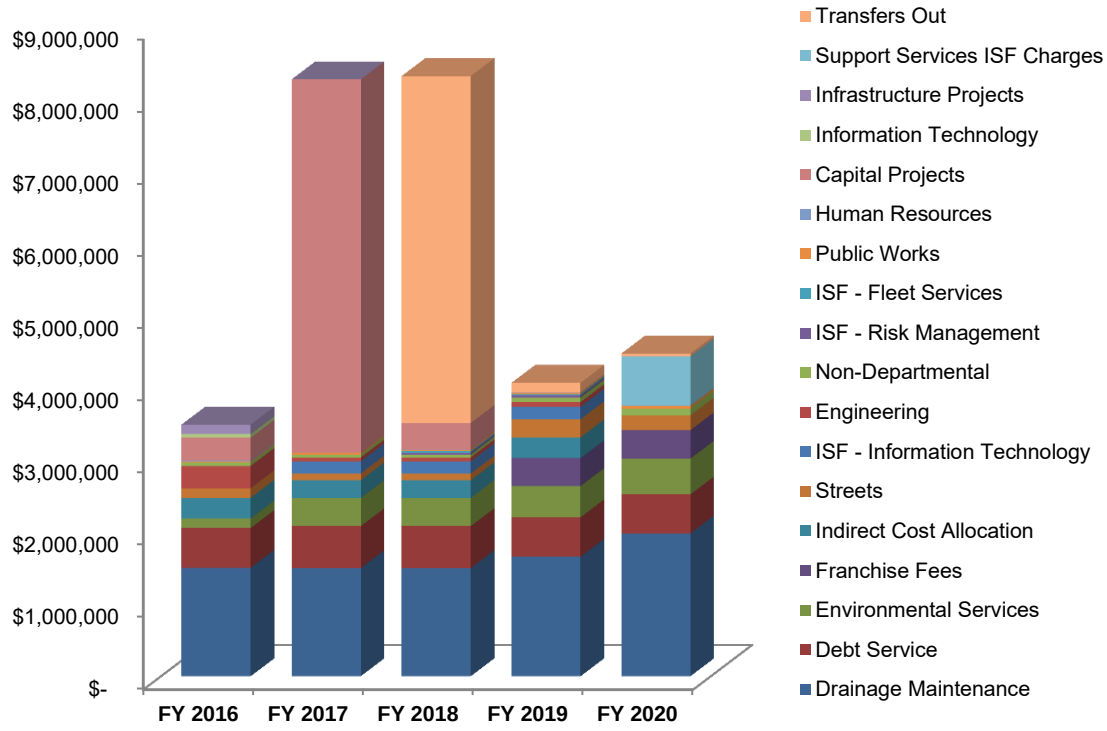


Drainage Utility Fund

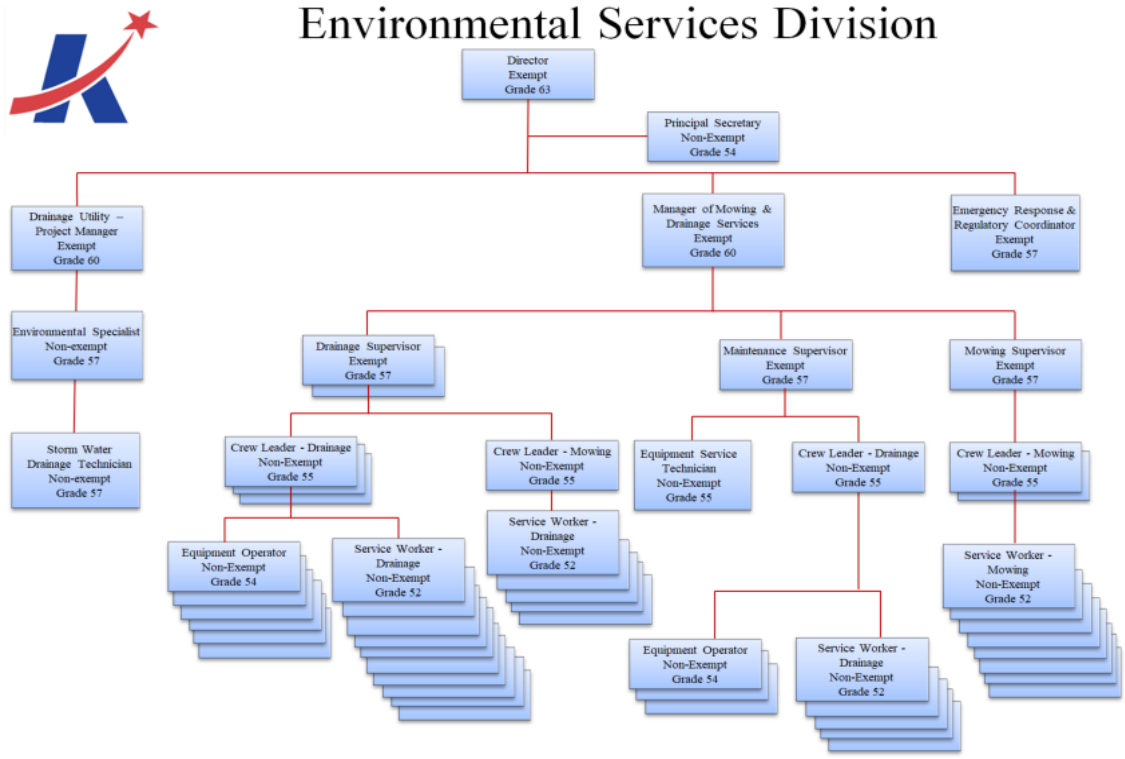
-Expenses by Type FY 2020-



-Expenses by Type Last Five Years-



Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
	Drainage Utility Fund Revenues				
	Charges for Services				
575-0000-343.06-01	RESIDENTIAL SERVICES	$ 3,556,834	$ 3,653,637	$ 3,637,352	$ 3,731,368
575-0000-343.06-02	COMMERCIAL SERVICES	611,831	639,842	610,454	644,737
	Charges for Services	**4,168,666**	**4,293,479**	**4,247,806**	**4,376,105**
	Intergovernmental Revenue				
575-0000-333.02-03	DHS-EMERGENCY DECLARATION	14,333	-	-	-
	Intergovernmental Revenue	**14,333**	**-**	**-**	**-**
	Investments Income				
575-0000-361.05-00	INTEREST EARNED	75,317	17,692	24,339	68,046
575-0000-361.05-10	INVESTMENT EXPENSE	(1,848)	(1,480)	(1,280)	(1,510)
	Investments Income	**73,469**	**16,212**	**23,059**	**66,536**
	Miscellaneous Income				
575-0000-371.10-02	PURCHASING CARDS	1,068	-	711	-
575-0000-379.99-99	OTHER INCOME	-	1,000	1,000	1,020
	Miscellaneous Income	**1,068**	**1,000**	**1,711**	**1,020**
	Other Financing Sources				
575-0000-392.01-01	SALE OF ASSETS	-	-	3,171	-
575-0000-392.02-01	INSURANCE PROCEEDS	-	25,000	25,000	25,000
575-0000-393.07-01	LEASE PROCEEDS	192,997	-	-	-
	Other Financing Sources	**192,997**	**25,000**	**28,171**	**25,000**
	Drainage Utility Fund Revenues	**$ 4,450,533**	**$ 4,335,691**	**$ 4,300,747**	**$ 4,468,661**



DIVISION MISSION STATEMENT

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.

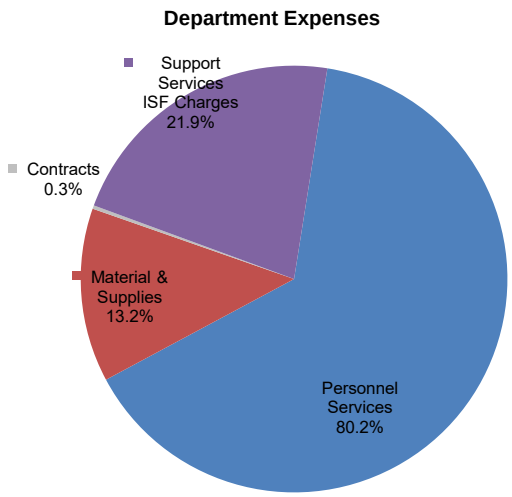
GOALS

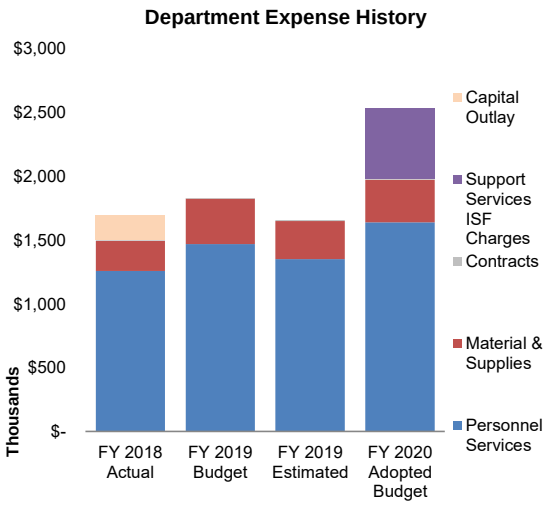
- Meet all of the Mission Elements and Performance Indicators.
- Update the Drainage Master Plan and Rate Model.
- Update Drainage Design Manual and Infrastructure Design and Development Standards Manual.

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Storm Water Fees - Residential	$ 3,556,834	$ 3,653,637	$ 3,637,352	$ 3,731,368
Storm Water Fees - Commercial	611,831	639,842	610,454	644,737
General Resources	(2,478,572)	(2,463,789)	(2,592,791)	(1,844,389)
Total	$ 1,690,093	$ 1,829,690	$ 1,655,015	$ 2,531,716

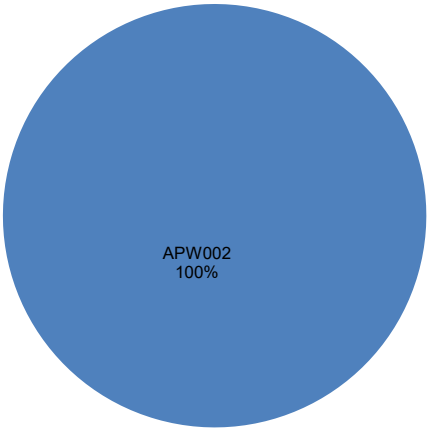
Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,257,332	$ 1,468,637	$ 1,349,957	$ 1,637,399
Material & Supplies	236,434	354,453	299,058	333,461
Contracts	3,330	6,600	6,000	6,600
Support Services ISF Charges	-	-	-	554,256
Capital Outlay	192,997	-	-	-
Total	$ 1,690,093	$ 1,829,690	$ 1,655,015	$ 2,531,716



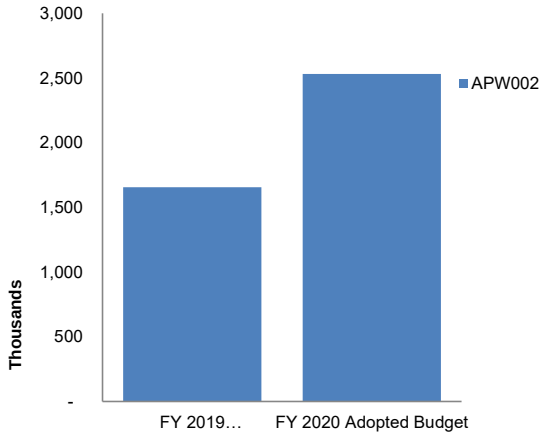


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW002	Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.	34.64	72,051.20	$ 1,655,015	$ 1,977,460
	Support Services ISF Charges	-	-	-	554,256
		34.64	72,051.20	$ 1,655,015	$ 2,531,716

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Crew Leader (Drainage)	4.00	4.00	4.00
Equipment Operator	10.00	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	1.07	1.07	1.07
Seasonal Mowing Service Worker	1.07	1.07	1.07
Secretary [2]	-	-	-
Service Worker (Drainage)	14.00	14.00	14.00
Supervisor (Drainage Maint.)	3.00	3.00	3.00
Total Staffing	34.64	34.64	34.64

[1] - Equipment Services Technician position is split between Drainage Maintenance and Mowing

Note: Drainage Maintenance, Environmental Services, 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	Actual FY 19	Target FY 20
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22	40	22
Host/Attend regional events.	70	22	22	18	22	31	22
Attend school events.	384	12	12	12	12	19	12
Perform illicit discharge inspections.	168	50	48	56	48	53	48
Perform dry weather inspections & testing.	400	200	200	200	200	236	200
Perform post construction BMP inspections.	136	30	17	17	17	145	17
Conduct annual employee storm water training class.	20	12	12	12	12	41	12
Inspect City facilities.	367	147	147	147	147	361	147
Perform water quality testing (point source).	50	10	10	30	10	35	10
Inspect City storm water permitted facilities.	80	20	16	16	16	16	16
Provide emergency response.	5,610	30	0	66	0	106	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	Actual FY 19	Target FY 20
Maintain drainage channel (miles).	24,480	140	132	147	132	125	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000	27,635	36,000
Maintain storm drain inlets.	1,632	500	250	176	250	348	250
Complete general maintenance work orders.	1,152	350	350	390	350	398	350
Complete in-house repair projects.	11,424	40	40	50	40	39	40
Manage CSCD participants.	260	250	225	265	225	248	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	Actual FY 19	Target FY 20
Manage professional service contracts.	448	5	5	5	4	2	2
Manage environmental services contracts.	32	1	1	1	1	1	1
Manage grant contracts.	88	1	1	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5	14	5
Monitor other permitting.	40	1	1	1	1	1	1

Mission Element 4: Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.

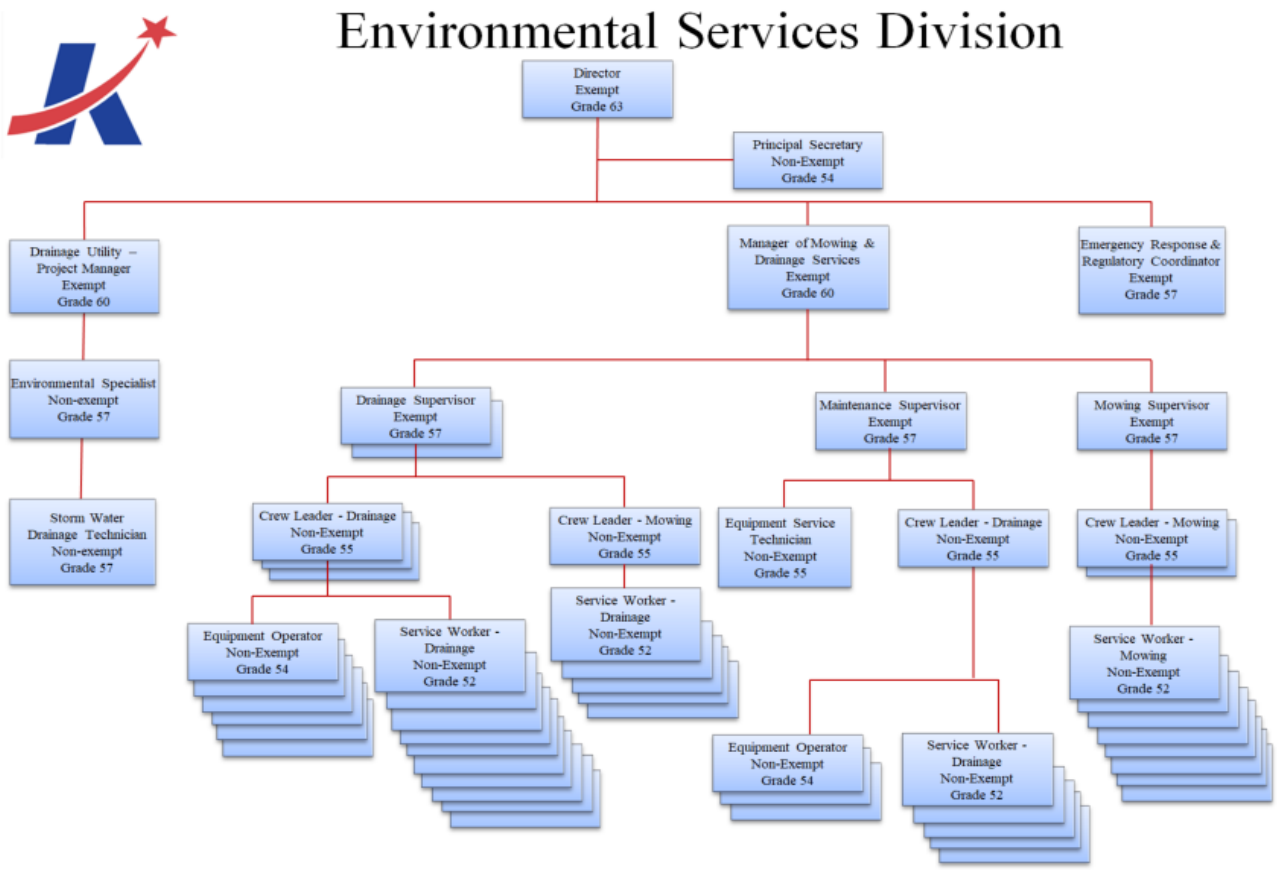
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Review zoning cases.	15	30	30	22	30	15	6
Review plat cases.	100	50	50	105	50	24	6
Review subdivision plans.	72	6	6	28	6	10	6
Review commercial construction plans.	450	40	75	151	75	28	6
Review land/site disturbance permits.	120	40	30	57	30	31	6
Review storm water management site plans.	120	40	40	34	40	19	6
Perform field inspections.	350	100	100	187	100	305	200
Perform environmental construction inspections.	150	50	50	94	50	45	12
Perform C/O inspections.	360	50	60	40	60	85	12
Issue environmental code citations and violations.	76	15	0	30	0	22	0
Issue environmental warnings.	125	50	0	61	0	124	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	Actual FY 19	Target FY 20
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600	9,064	8,500
Complete mowing rotations.	3,323	12	7	12	11	13	11
Complete mowing work orders.	672	900	100	952	900	1,673	900
Complete tree trimming work orders.	7,200	12	12	12	12	22	12
Complete city facility work orders.	2,016	35	35	43	35	45	35
Manage CSCD participants.	260	225	225	292	225	308	225



DIVISION MISSION STATEMENT

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

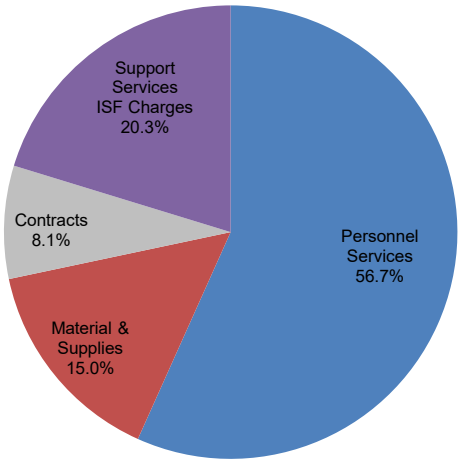
- Meet or exceed all of the mission elements and performance indicators.
- Implement an updated drainage rate methodology.
- Increase efficiencies by merging with the street services division.

FINANCIAL INFORMATION

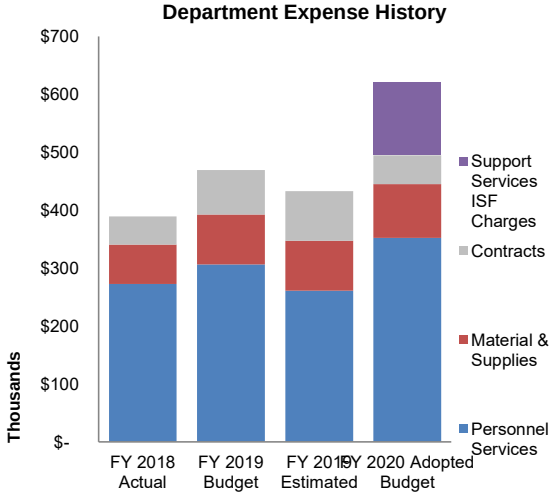
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 389,272	$ 469,113	$ 432,837	$ 620,487
Total	$ 389,272	$ 469,113	$ 432,837	$ 620,487

Expenses Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 272,492	$ 306,064	$ 260,881	$ 351,871
Material & Supplies	67,829	86,349	86,401	92,875
Contracts	48,950	76,700	85,555	50,000
Support Services ISF Charges	-	-	-	125,741
Total	$ 389,272	$ 469,113	$ 432,837	$ 620,487

Department Expenses

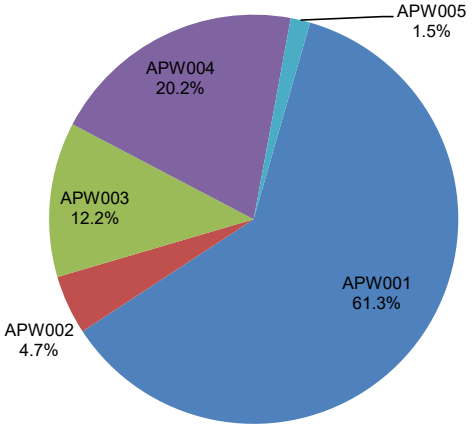


Department Expense History

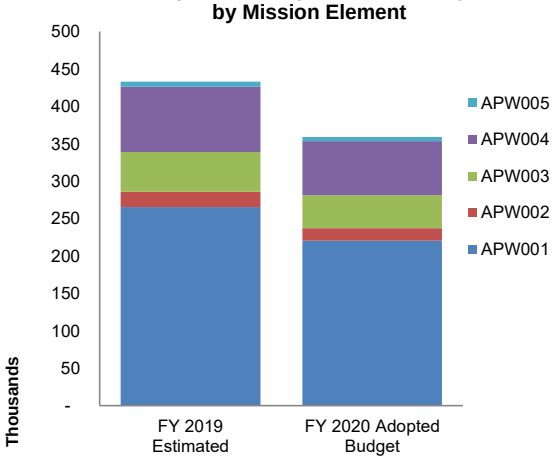


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW001	Manage the City's Storm Water Management Plan and Industrial Storm Water permits.	3.54	7,363.20	$ 309,028	$ 353,228
APW002	Mow and maintain drainage infrastructure system including surface drainage and storm drain pipes.	0.29	603.20	15,840	18,106
APW003	Implement the City's Drainage Capital Improvement Program and Master Plans.	0.29	603.20	38,921	44,488
APW004	Develop and ensure compliance with the City's Drainage Design Manual and drainage standards.	0.97	2,017.60	63,751	72,869
APW005	Mow & maintain the vegetative portions of the City's public right of ways.	0.11	228.80	5,297	6,055
	Support Services ISF Charges	-	-	-	125,741
		5.20	10,816.00	$ 432,837	$ 620,487

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Director of Environmental Services [1]	0.20	0.20	0.20
Emergency Response & Reg Coordinator	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00
Principal Secretary	1.00	1.00	1.00
Project Manager (Drainage)	1.00	1.00	1.00
Storm Water Drainage Technician	1.00	1.00	1.00
Total	5.20	5.20	5.20

[1] - Director of Environmental Services position is split between Environmental Services and Water & Sewer Engineering

Note: Drainage Maintenance, Environmental Services, 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	Actual FY 19	Target FY 20
Complete multi-year deliverables for MS4 permit.	624	19%	19%	19%	19%	19%	19%
Host/Attend watershed events.	70	22	22	24	22	40	22
Host/Attend regional events.	70	22	22	18	22	31	22
Attend school events.	384	12	12	12	12	19	12
Perform illicit discharge inspections.	168	50	48	56	48	53	48
Perform dry weather inspections & testing.	400	200	200	200	200	236	200
Perform post construction BMP inspections.	136	30	17	17	17	145	17
Conduct annual employee storm water training class.	20	12	12	12	12	41	12
Inspect City facilities.	367	147	147	147	147	361	147
Perform water quality testing (point source).	50	10	10	30	10	35	10
Inspect City storm water permitted facilities.	80	20	16	16	16	16	16
Provide emergency response.	5,610	30	0	66	0	106	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	Actual FY 19	Target FY 20
Maintain drainage channel (miles).	24,480	140	132	147	132	125	132
Maintain storm drain infrastructure (feet).	1,632	50,000	36,000	23,540	36,000	27,635	36,000
Maintain storm drain inlets.	1,632	500	250	176	250	348	250
Complete general maintenance work orders.	1,152	350	350	390	350	398	350
Complete in-house repair projects.	11,424	40	40	50	40	39	40
Manage CSCD participants.	260	250	225	265	225	248	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	Actual FY 19	Target FY 20
Manage professional service contracts.	448	5	5	5	4	2	2
Manage environmental services contracts.	32	1	1	1	1	1	1
Manage grant contracts.	88	1	1	1	1	1	1
Monitor and submit regulatory permitting.	203	5	5	5	5	14	5
Monitor other permitting.	40	1	1	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	Actual FY 19	Target FY 20
Review zoning cases.	15	30	30	22	30	15	6
Review plat cases.	100	50	50	105	50	24	6
Review subdivision plans.	72	6	6	28	6	10	6
Review commercial construction plans.	450	40	75	151	75	28	6
Review land/site disturbance permits.	120	40	30	57	30	31	6
Review storm water management site plans.	120	40	40	34	40	19	6
Perform field inspections.	350	100	100	187	100	305	200
Perform environmental construction inspections.	150	50	50	94	50	45	12
Perform C/O inspections.	360	50	60	40	60	85	12
Issue environmental code citations and violations.	76	15	0	30	0	22	0
Issue environmental warnings.	125	50	0	61	0	124	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	Actual FY 19	Target FY 20
Mow rights-of-way (acres).	21,600	8,500	8,500	7,633	7,600	9,064	8,500
Complete mowing rotations.	3,323	12	7	12	11	13	11
Complete mowing work orders.	672	900	100	952	900	1,673	900
Complete tree trimming work orders.	7,200	12	12	12	12	22	12
Complete city facility work orders.	2,016	35	35	43	35	45	35
Manage CSCD participants.	260	225	225	292	225	308	225



DIVISION MISSION STATEMENT

Street Operations Division's mission is to maintain the existing transportation network including streets, sidewalks, drive approaches, trails, curb & gutter, valley gutters, pavement markings, and traffic control devices that provide a safe and functional complete street network.

MISSION ELEMENTS

- Maintain streets
- Maintain concrete infrastructure
- Install and maintain traffic control devices
- Maintain pavement markings
- Emergency response services
- Administrative support

GOALS

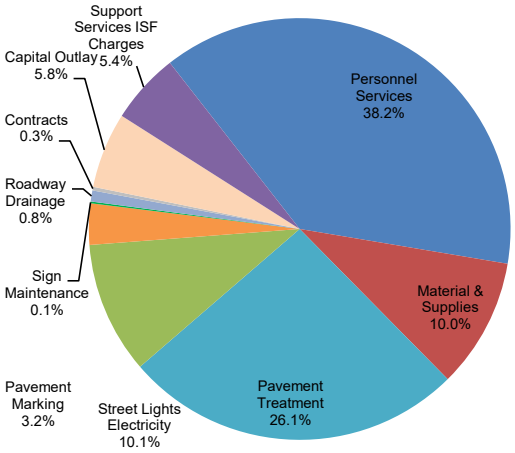
- Apply 89 Lanes Miles of surface treatments.
- Sweep 10,000 curb miles in conjunction with the MS4 Permit.
- Apply pavement markings to 7.5 linear miles of street.
- Finalize upgrade of cabinet components at 25 signalized intersections to allow communication with the Traffic Management Center. Currently 70 of 95 intersections communicate with the Traffic Management Center.
- Finalize the development of an employee performance management system.
- Increase efficiencies by merging with the Environmental Services Division.

FINANCIAL INFORMATION

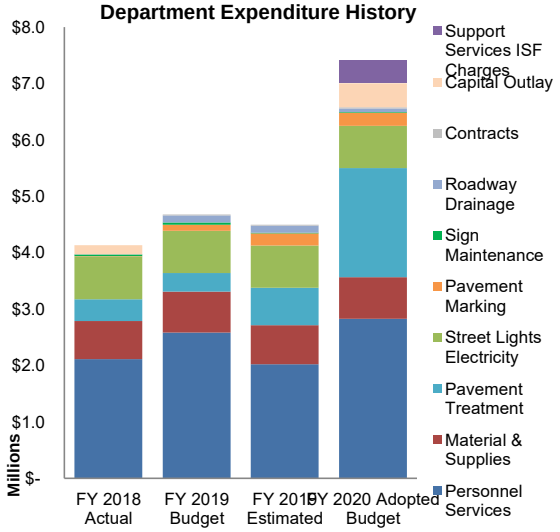
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Operations Fees	$ 156,629	$ -	$ 558,778	$ 1,783,070
Miscellaneous	42,709	35,000	86,748	136,987
To Street Maintenance Fund		-	-	92,662
Transfer in from Child Safety Fund	10,064	33,500	195,202	195,500
Transfer in from Drainage Fund	93,723	257,582	252,057	205,571
General Resources	3,832,715	4,354,254	3,405,505	4,994,242
Total	$ 4,135,840	$ 4,680,336	$ 4,498,290	$ 7,408,032

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 2,114,869	$ 2,583,766	$ 2,025,847	$ 2,829,502
Material & Supplies	671,973	725,761	689,020	739,002
Pavement Treatment	388,852	330,000	664,899	1,930,000
Street Lights Electricity	758,917	750,000	750,000	750,000
Pavement Marking	5,653	104,811	213,724	233,975
Sign Maintenance	27,838	40,000	10,000	10,000
Roadway Drainage	-	126,998	126,000	62,635
Contracts	5,435	19,000	18,800	20,600
Capital Outlay	162,302	-	-	430,000
Support Services ISF Charges	-	-	-	402,318
Total	$ 4,135,839	$ 4,680,336	$ 4,498,290	$ 7,408,032

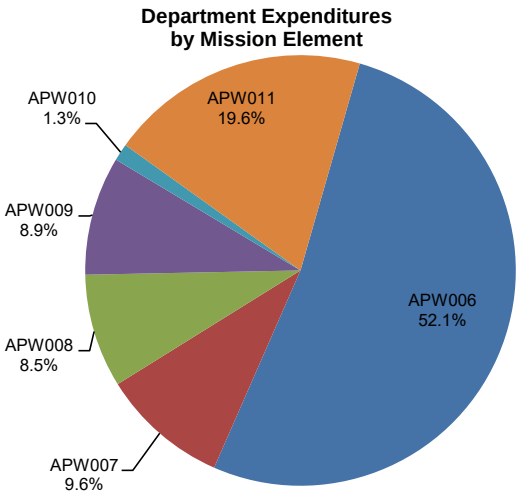
Department Expenditures

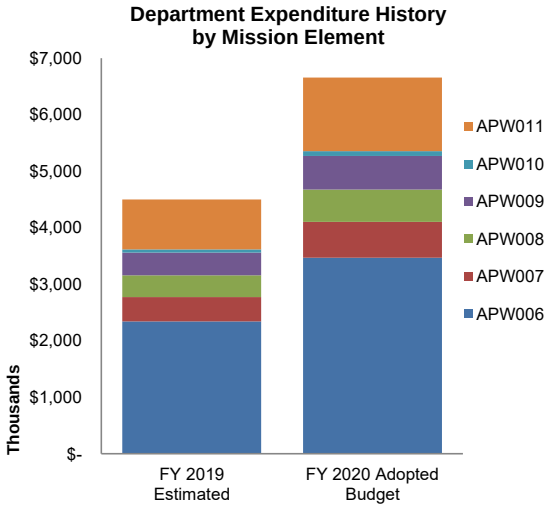


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW006	Maintain streets.	27.83	57,876.00	$ 2,344,736	$ 3,469,295
APW007	Maintain concrete infrastructure.	8.55	17,773.60	430,670	637,224
APW008	Install and maintain traffic control devices.	4.59	9,536.80	384,093	568,308
APW009	Maintain pavement markings.	6.57	13,655.20	401,474	594,025
APW010	Emergency response services.	0.54	1,123.20	57,711	85,389
APW011	Administrative support.	5.94	12,355.20	879,606	1,301,473
200012	Elms and Tailwood Signalization	-	-	-	350,000
	Support Services ISF Charges	-	-	-	402,318
		54.00	112,320.00	$ 4,498,290	$ 7,408,032





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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	1.00	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	15.00	15.00	15.00
Total Staffing	54.00	54.00	54.00

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	Actual FY 19	Target FY 20
Apply slurry-seal to street surface (lane miles).	0	0	20	0	0	29	87
Apply reclamite to street surface (lane miles).	16,640	11	0	11	29	0	0
Repair potholes.	4,160	365	400	365	450	300	325
Repair utility cuts.	4,160	125	250	125	175	58	125
Apply crackseal material to street (lane miles).	12,480	125	125	125	150	125	175
Sweep Streets (curb miles).	8,320	12,500	12,500	7,938	10,000	7,430	10,000

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	Actual FY 19	Target FY 20
Repair sidewalk work orders.	14,560	155	N/A	155	125	62	100
Repair drive approach work orders.	9,360	14	N/A	14	25	12	25
Repair valley gutter work orders.	3,120	8	15	8	15	14	15
Repair curb & gutter work orders.	6,240	22	15	22	15	25	25

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	Actual FY 19	Target FY 20
Inspect signalized intersections.	6,240	1,128	1,128	1,128	1,128	1,128	1,128
Inspect & program school flashers.	1,040	780	780	780	780	780	780
Conduct traffic counts.	3,120	48	48	48	48	54	48
Repair sign work orders.	6,240	1,127	1,500	1,127	1,500	625	1,250

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	Actual FY 19	Target FY 20
Maintain crosswalks (KISD campuses).	520	426	426	426	426	426	438
Carry out pavement marking program (linear miles).	6,240	2.5	5	13	9.5	9.5	7.5
Process pavement marking work orders.	1,560	95	135	60	60	35	50

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	Actual FY 19	Target FY 20
Respond to emergency events.	1,040	342	N/A	342	350	65	100

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	Actual FY 19	Target FY 20
Input Cityworks work orders.	1,560	4,600	4,960	4,600	1,440	2,455	2,800
Process AP – P.O. & receiving.	4,160	1,920	1,440	1,920	780	480	525
Process telephone calls.	520	1,200	N/A	N/A	7,680	5,575	6,125
Process payroll.	2,600	26	26	26	26	13	0
Track uniforms for employees.	520	224	224	224	2,688	1,568	2,688
Process new hires.	520	24	N/A	24	20	21	20

DEBT SERVICE

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 581,340	$ 545,391	$ 546,141	$ 540,950
Total	**$ 581,340**	**$ 545,391**	**$ 546,141**	**$ 540,950**

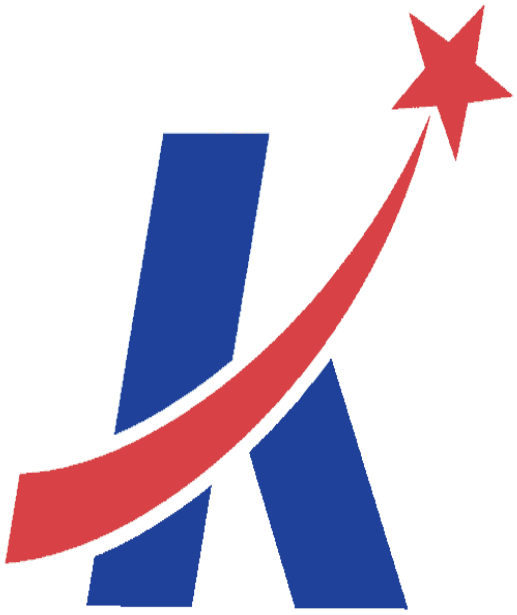
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Bond Principal Payment	$ 365,000	$ 380,000	$ 380,000	$ 390,000
Capital Lease Principal	37,682	-	-	-
Bond Interest	173,275	164,150	164,150	148,950
Arbitrage Calculation Fees	220	491	1,241	1,250
Paying Agent Fees	48	750	750	750
Capital Lease Interest	5,116	-	-	-
Total	**$ 581,340**	**$ 545,391**	**$ 546,141**	**$ 540,950**

NON-DEPARTMENTAL

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 5,481,406	$ 1,121,709	$ 1,096,678	$ 569,937
Total	**$ 5,481,406**	**$ 1,121,709**	**$ 1,096,678**	**$ 569,937**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 8,010	$ 8,131	$ 8,130	$ 8,370
Support Services	2,052	417,985	392,985	425,421
Indirect Cost Allocation	245,652	286,048	286,048	34,392
Professional Services	3,829	3,300	3,270	3,920
Designated Expenses	27,146	50,534	50,534	58,834
Transfer to General Fund CIP [Rosewood]	750,000	-	-	-
Transfer to Drainage CIP	4,054,130	131,700	131,700	39,000
Transfer to Fleet Services ISF	194,233	20,322	20,322	-
Transfer to Risk Management ISF	27,660	28,935	28,935	-
Transfer to Information Technology ISF	168,694	174,754	174,754	-
Total	**$ 5,481,406**	**$ 1,121,709**	**$ 1,096,678**	**$ 569,937**

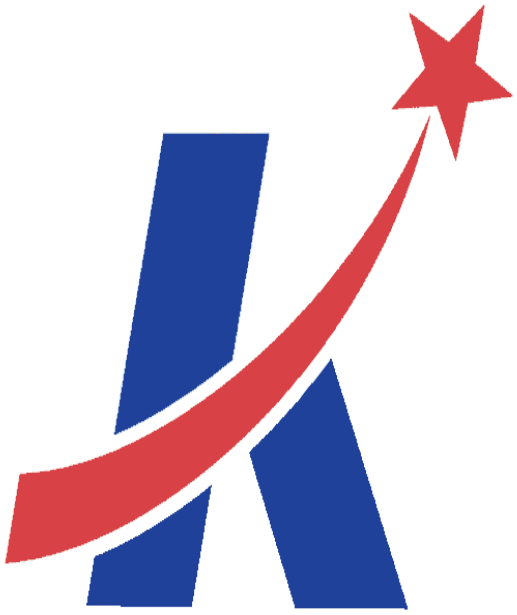
TOTAL OTHER APPROPRIATIONS REVENUES	**$ 6,062,746**	**$ 1,667,100**	**$ 1,642,819**	**$ 1,110,887**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 6,062,746**	**$ 1,667,100**	**$ 1,642,819**	**$ 1,110,887**



Dedicated Service – Everyday, for Everyone!



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:

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.

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.

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

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.

Special Event Center Fountain Fund: To account for revenues and expenditures related to the Killeen CCC fountain.

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.

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.

Street Maintenance Fee Special Revenue: To account for revenue for street maintenance.

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.

Recreation Services Donations Fund: To account for monetary donations and expenditures related to community parks.

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.

SPECIAL REVENUE FUNDS

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.

Jury Fund: To account for fees assessed and collected from when a jury trial occurs. This fund can only be used to fund juror reimbursements.

Photo Red Light Enforcement Fund: To account for fees received from the photo red light ticket violation enforcement program and applicable authorized expenditures.

Fire Department Special Revenue: To account for revenue restricted to the Fire Department.

Animal Control Donations Fund: To account for receipts and expenditures related to animal control.

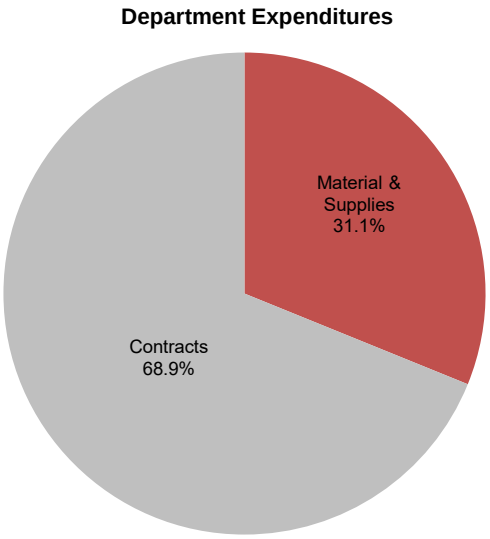
Child Safety Fund: To account for child safety fees collected in connection with citations issued by the City. State law requires that revenue from these fees be used for child safety infrastructure projects.

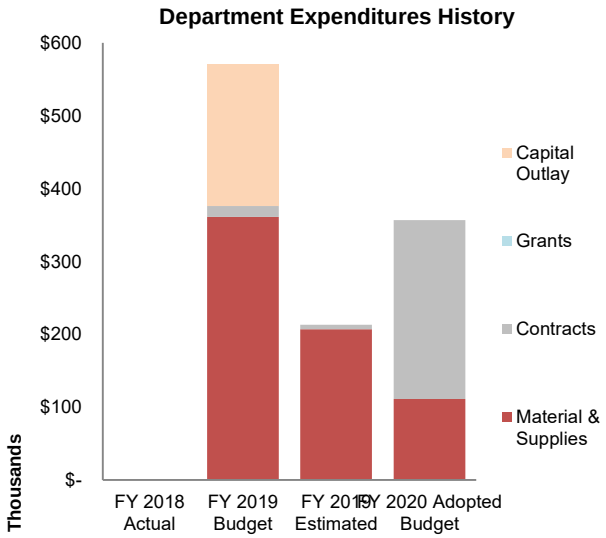
Police Donation Fund: To account for receipts and expenditures related to police activities.

Wellness Non-Assessment Fund Special Revenue: To account for revenue restricted for health and wellness activities.

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 1,330	$ 570,051	$ 67,841	$ 356,474
Investments Income	621	-	-	-
Other Financing Sources	36,300	-	-	-
General Resources	(36,921)	-	145,199	-
Total	$ 1,330	$ 570,051	$ 213,040	$ 356,474

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ -	$ 361,051	$ 206,640	$ 111,001
Contracts	-	15,000	6,400	245,473
Grants	1,330	-	-	-
Capital Outlay	-	194,000	-	-
Total	$ 1,330	$ 570,051	$ 213,040	$ 356,474

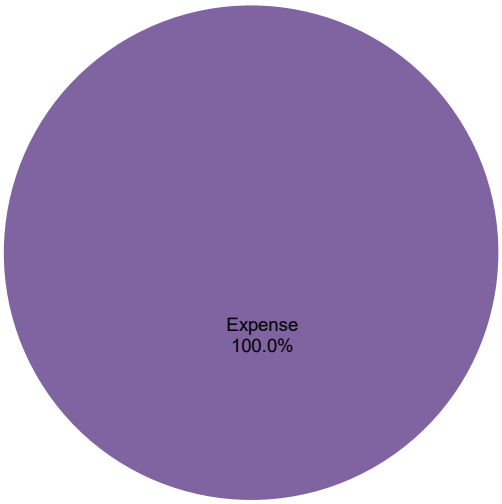




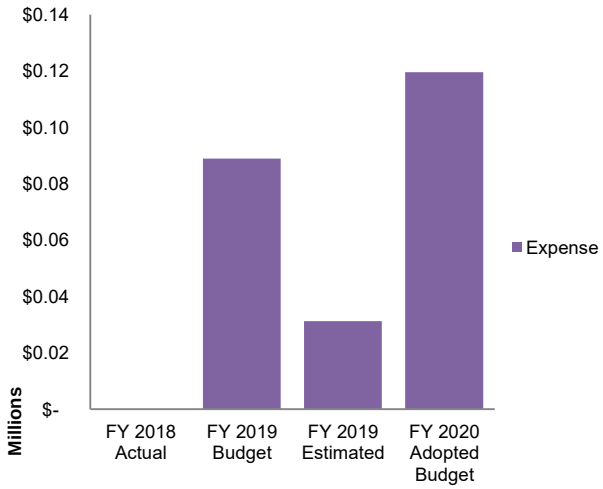
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenues	$ 31,589	$ 88,975	$ 14,757	$ -
Investments Income	1,432	-	2,537	2,000
Other Financing Sources	-	-	24,922	-
General Resources	(33,020)	-	(10,977)	117,568
Total	$ -	$ 88,975	$ 31,239	$ 119,568

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Expense	$ -	$ 88,975	$ 31,239	$ 119,568
Total	$ -	$ 88,975	$ 31,239	$ 119,568

Department Expenditures



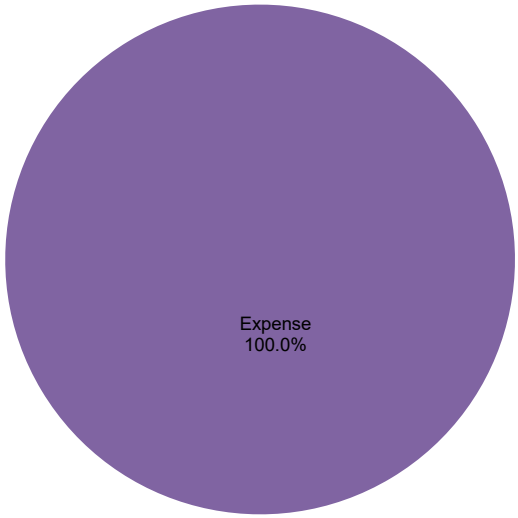
Department Expenditure History



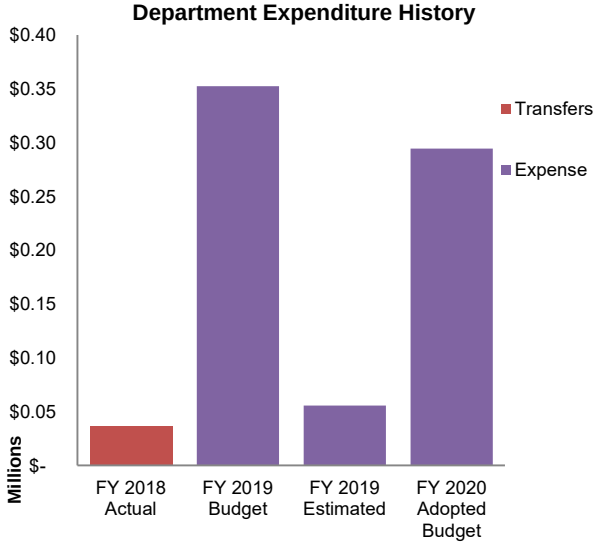
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 18,564	$ 352,380	$ 802	$ -
Investments Income	5,213	-	7,182	8,000
General Resources	-	-	-	-
Total	$ 23,777	$ 352,380	$ 7,984	$ 8,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Expense	$ -	$ 352,380	$ 55,658	$ 294,398
Transfers	36,300	-	-	-
Total	$ 36,300	$ 352,380	$ 55,658	$ 294,398

Department Expenditures



Department Expenditure History



Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Interest Earned	$ 26	$ -	$ -	$ -
General Resources	(26)	-	-	-
Total	$ -	$ -	$ -	$ -

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Total	$ -	$ -	$ -	$ -

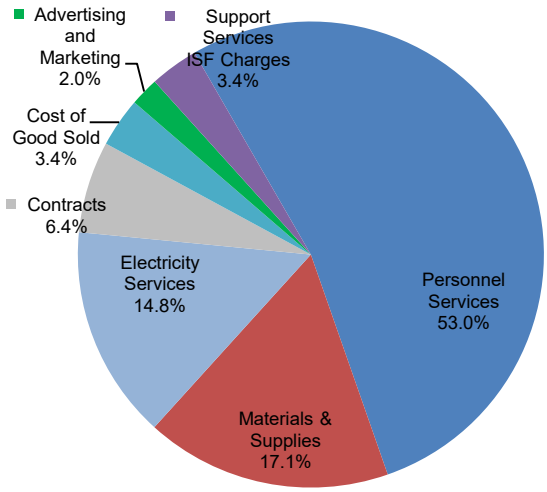
FINANCIAL INFORMATION

Revenues Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Event Revenue	421,837	415,140	463,853	440,000
Mixed Beverage Receipts	181,971	250,000	223,406	255,000
Catering Revenues	32,643	38,000	34,693	38,760
General Resources	597,295	719,148	600,109	852,614
Total	$ 1,233,746	$ 1,422,288	$ 1,322,061	$ 1,586,374

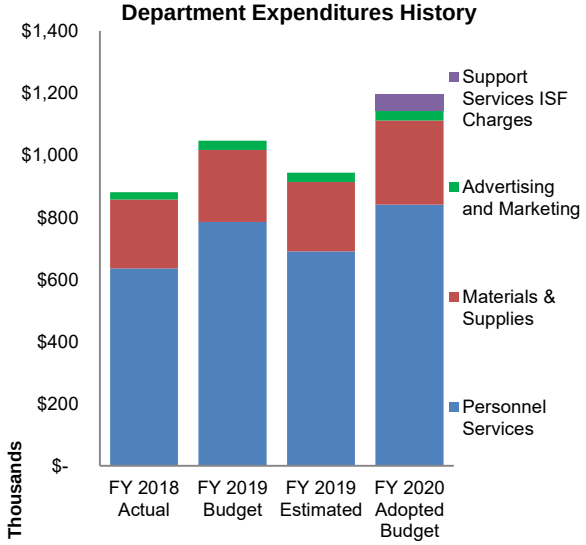
Expenditures Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 635,171	$ 784,342	$ 690,338	$ 840,472
Materials & Supplies	222,164	232,130	223,131	270,808
Electricity Services	218,972	228,317	227,817	235,000
Contracts	94,262	96,000	99,775	101,000
Cost of Good Sold	39,944	51,240	51,000	54,379
Advertising and Marketing	23,234	30,259	30,000	31,500
Support Services ISF Charges	-	-	-	53,215
Total	$ 1,233,746	$ 1,422,288	$ 1,322,061	$ 1,586,374

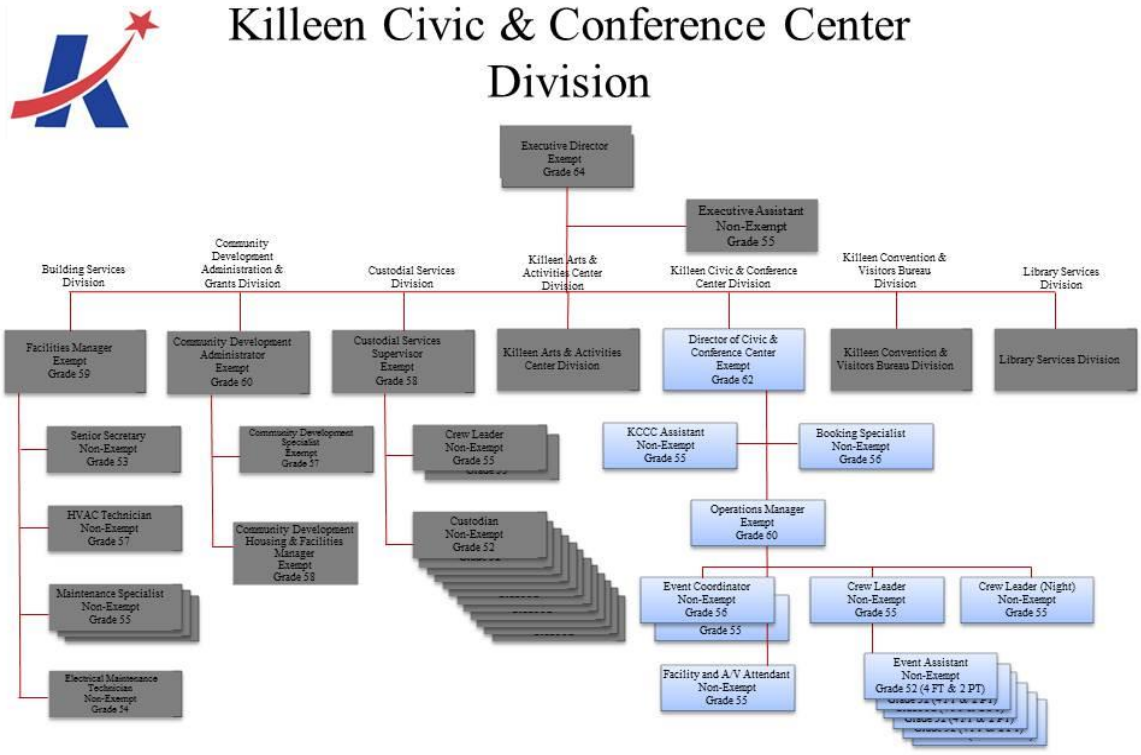
Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Total Staffing	16.13	16.13	16.13

Department Expenditures



Department Expenditures History





DIVISION MISSION STATEMENT

To provide superior civic, convention, and exhibition facilities for the City of Killeen.

MISSION ELEMENTS

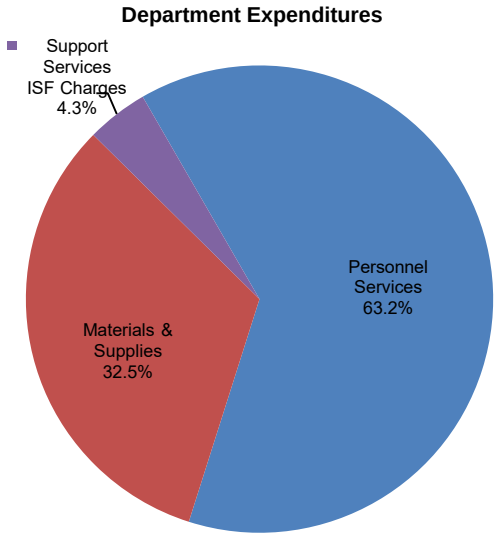
- Event marketing and booking to maximize revenue opportunities by leasing available space.
- Event planning and coordination.
- Event set-up and support.
- Facility cleaning and maintenance.
- Provide services to the convention industry and hospitality community.

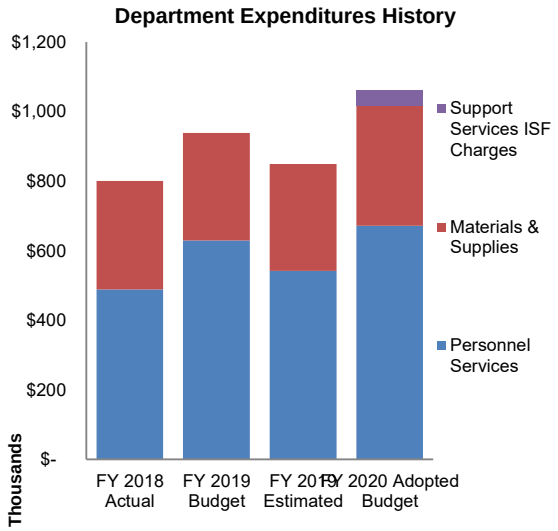
GOALS

- 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
- Market the city as a tourist destination.
- Incorporate educational, and traveling exhibits.
- Upgrade internal tracking system of all inventory and supplies.
- Identify interior and exterior elements of the building structure that need to be repaired or replaced that have aged over time.

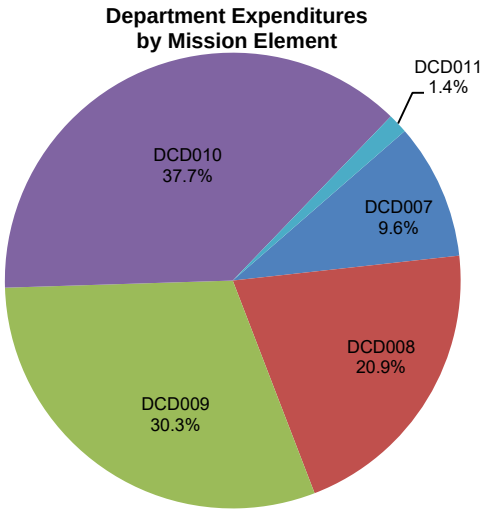
FINANCIAL INFORMATION

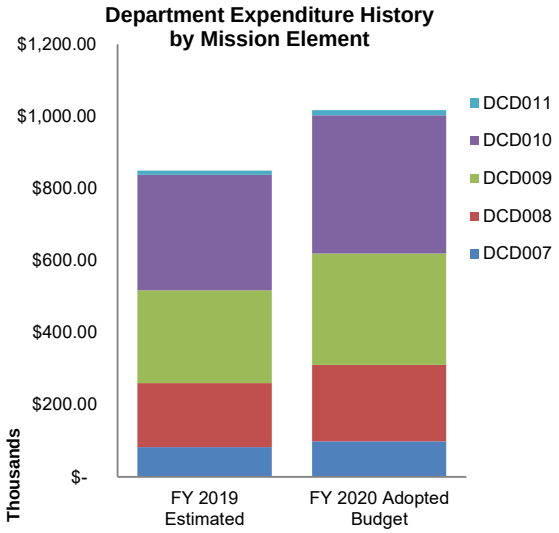
Expenditures Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 488,638	$ 629,488	$ 542,332	$ 671,847
Materials & Supplies	312,509	309,288	307,208	345,461
Support Services ISF Charges	-	-	-	45,308
Total	$ 801,147	$ 938,776	$ 849,540	$ 1,062,616





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD007	Event marketing and booking to maximize revenue opportunities by leasing available space.	1.25	2600.00	$ 81,923.64	$ 98,102
DCD008	Event planning and coordination.	3.10	6448.00	177,527	212,585
DCD009	Event set-up and support.	5.63	11710.40	257,835	308,752
DCD010	Facility cleaning and maintenance.	3.50	7280.00	320,263	383,509
DCD011	Provide services to the convention industry and hospitality community.	0.15	312.00	11,992	14,360
	Support Services ISF Charges	-	-	-	45,308
		13.63	28,350.40	$ 849,540.00	$ 1,062,616





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Booking Specialist [1]	-	1.00	1.00
Civic & Conf Center Asst. [1]	-	1.00	1.00
Crew Leader (Events) [2]	1.00	2.00	2.00
Director of Civic & Convention	0.50	0.50	0.50
Event Assistant [1, 2]	5.50	5.13	5.13
Event Coordinator II [1]	-	2.00	2.00
Event Coordinator [1]	2.00	-	-
Facility & A/V Attendant [1]	-	1.00	1.00
Operations Manager [1]	1.00	1.00	1.00
Principal Secretary [1]	1.00	-	-
Total Staffing	**11.00**	**13.63**	**13.63**

[1] - Positions reclassified in FY 2019
[2] - Positions added in FY 2019

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	Actual FY 19	Target FY 20
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	2.5 FTE	2.5 FTE
Develop new client rate and facility brochures, biennially.	1,040	.5 FTE	1.5 FTE	.5 FTE	1.5 FTE	1.5 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	1 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	Actual FY 19	Target FY 20
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	800 Events	820 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	110 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	170 Meetings	165 Meetings

Mission Element 3: Event set-up and support.

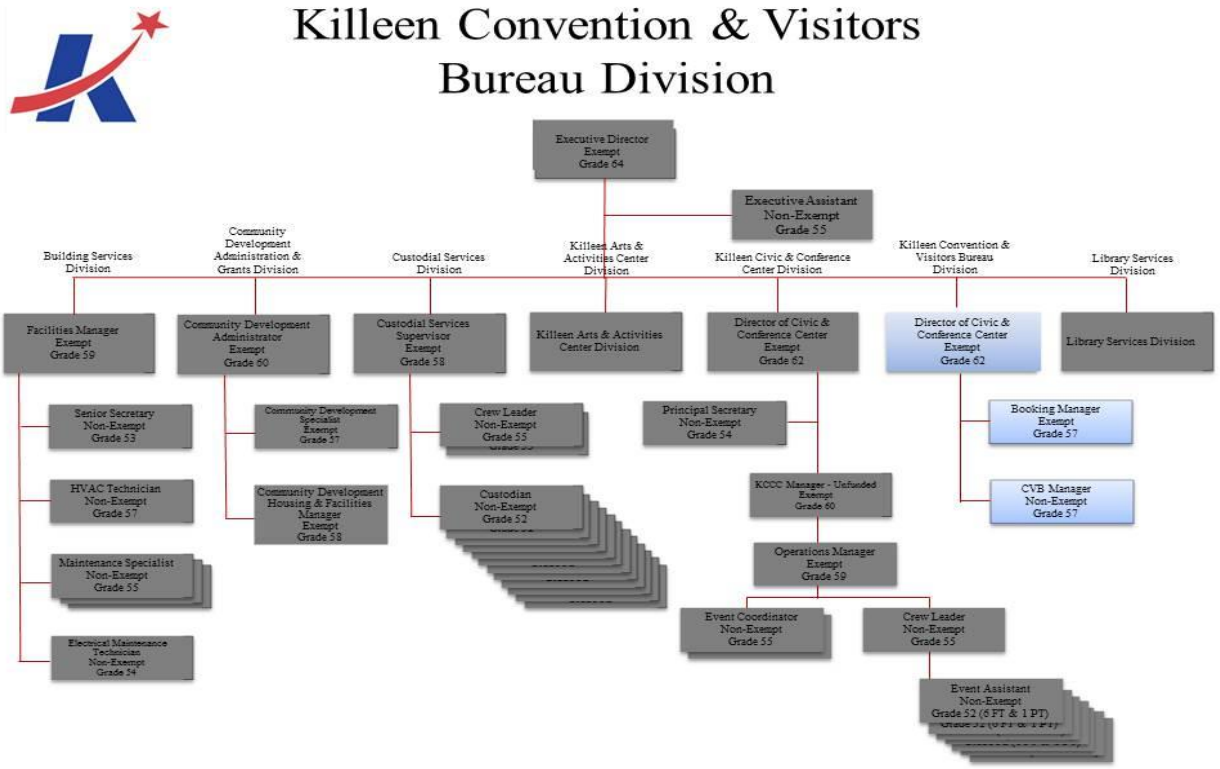
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
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	110 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	110 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	58 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	Actual FY 19	Target FY 20
Quarterly review to ensure all OSHA safety policies are followed by staff.	64	4 Reviews	4 Reviews	0 Reviews	4 Reviews	4 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	155,000 sf	155,000 sf
Routinely shampoo carpets, clean windows, buff tile flooring.	5,582	63,000 sf	63,000 sf	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	1,700 sf	1,700 sf



DIVISION MISSION STATEMENT

To provide superior civic, convention, and exhibition facilities for the City of Killeen.

MISSION ELEMENTS

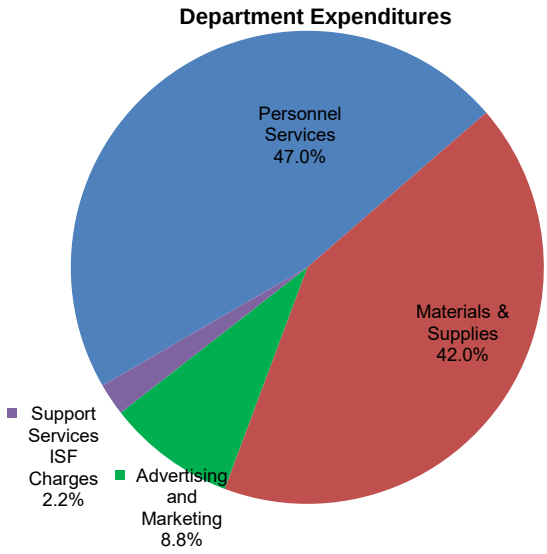
- Event marketing and booking to maximize revenue opportunities by leasing available space.
- Event planning and coordination.
- Event set-up and support.
- Facility cleaning and maintenance.
- Provide services to the convention industry and hospitality community.

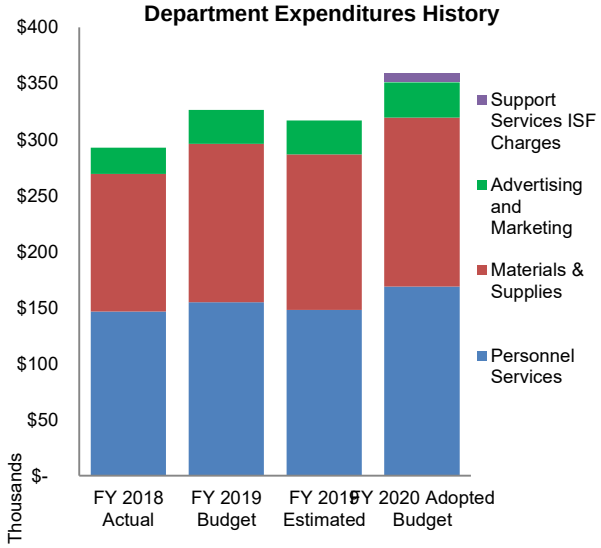
GOALS

- 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
- Market the city as a tourist destination.
- Incorporate educational, and traveling exhibits.
- Upgrade internal tracking system of all inventory and supplies.
- Identify interior and exterior elements of the building structure that need to be repaired or replaced that have aged over time.

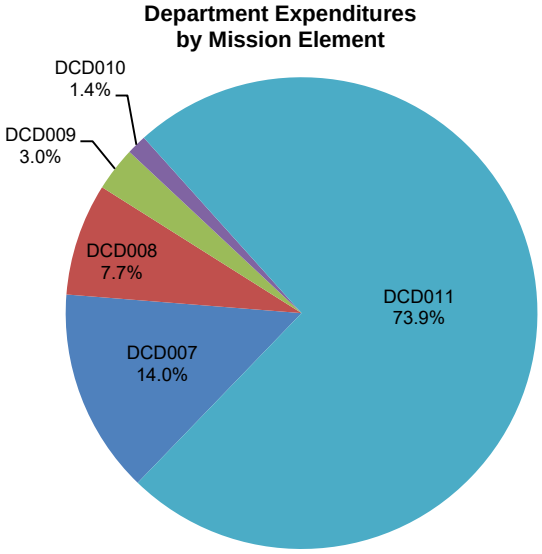
FINANCIAL INFORMATION

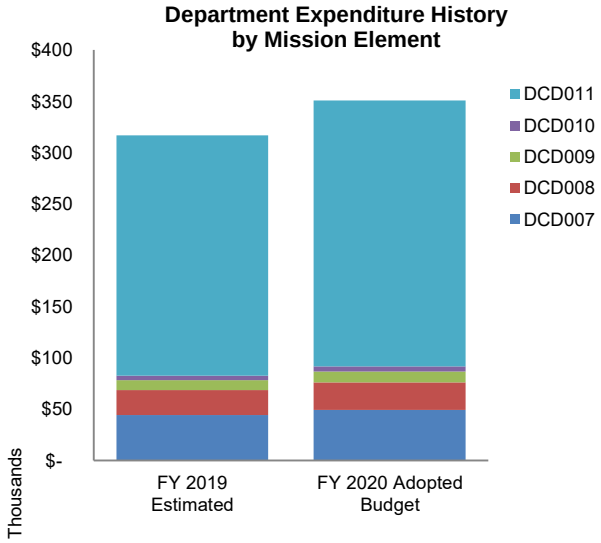
Expenditures Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 146,533	$ 154,854	$ 148,006	$ 168,625
Materials & Supplies	122,801	141,159	138,765	150,847
Advertising and Marketing	23,234	30,259	30,000	31,500
Support Services ISF Charges	-	-	-	7,907
Total	$ 292,568	$ 326,272	$ 316,771	$ 358,879





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD007	Event marketing and booking to maximize revenue opportunities by leasing available space.	0.75	1560.00	$ 44,463	$ 49,264
DCD008	Event planning and coordination.	0.40	832.00	24,390	27,023
DCD009	Event set-up and support.	0.15	312.00	9,571	10,604
DCD010	Facility cleaning and maintenance.	0.05	104.00	4,320	4,786
DCD011	Provide services to the convention industry and hospitality community.	1.15	2392.00	234,028	259,295
	Support Services ISF Charges	-	-	-	7,907
		2.50	5200.00	$ 316,771	$ 358,879





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Association Sales Manager [1]	1.00	-	-
Booking Manager [1]	-	1.00	1.00
Convention & Visitor Bureau Manager [1]	-	1.00	1.00
Director of Civic & Convention	0.50	0.50	0.50
Manager Convention Services [1]	1.00	-	-
Total Staffing	2.50	2.50	2.50

[1] - Positions reclassified in FY 2019

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	Actual FY 19	Target FY 20
Plan marketing efforts to increase KCVB services.	1,350	.87 FTE	.87 FTE	.44 FTE	.87 FTE	0.87	0.87
Contract conventions to increase hotel-motel tax revenue.	2,500	8 Conventions	17 Conventions	12 Conventions	20 Conventions	21	25
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	0.87	0.87

GRANTS TO THE ARTS

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 250,258	$ 267,737	$ 267,481	$ 264,737
Total	**$ 250,258**	**$ 267,737**	**$ 267,481**	**$ 264,737**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	617	570	340	570
Grants	249,641	267,167	267,141	264,167
Total	**$ 250,258**	**$ 267,737**	**$ 267,481**	**$ 264,737**

DEBT SERVICE

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 716,372	$ 723,410	$ 723,410	$ 725,210
Total	**$ 716,372**	**$ 723,410**	**$ 723,410**	**$ 725,210**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Bond Principal Payment	$ 465,000	$ 440,000	$ 440,000	$ 460,000
Bond Interest	249,833	281,950	281,950	263,750
Arbitrage Calculation Fees	1,011	860	860	860
Paying Agent Fees	527	600	600	600
Total	**$ 716,372**	**$ 723,410**	**$ 723,410**	**$ 725,210**

NON-DEPARTMENTAL

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 89,477	$ 137,317	$ 114,317	$ 68,991
Total	**$ 89,477**	**$ 137,317**	**$ 114,317**	**$ 68,991**

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 195	$ 4,765	$ 4,765	$ 4,791
Material & Supplies	66,874	95,142	70,142	25,000
Contracts	11,408	37,410	39,410	39,200
Transfers	11,000	-	-	-
Total	**$ 89,477**	**$ 137,317**	**$ 114,317**	**$ 68,991**

TOTAL OTHER APPROPRIATIONS REVENUES	**$ 1,056,107**	**$ 1,128,464**	**$ 1,105,208**	**$ 1,058,938**
TOTAL OTHER APPROPRIATIONS EXPENSES	**$ 1,056,107**	**$ 1,128,464**	**$ 1,105,208**	**$ 1,058,938**

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Interest Earned	260	$ -	$ -	$ -
General Resources	(260)	-	-	-
Total	$ -	$ -	$ -	$ -

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Total	$ -	$ -	$ -	$ -

DIVISION MISSION STATEMENT

The Public Education Government (PEG) channel's mission is to provide access to City government meetings and information by paying for equipment and capital improvements related to cable broadcasting.

MISSION ELEMENTS

- Pay for equipment.
- Pay for capital improvements.

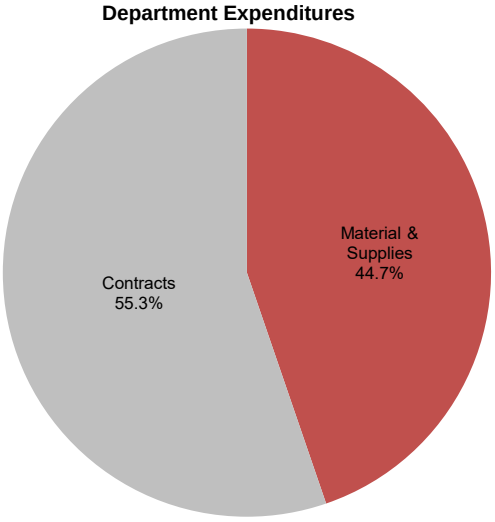
GOALS

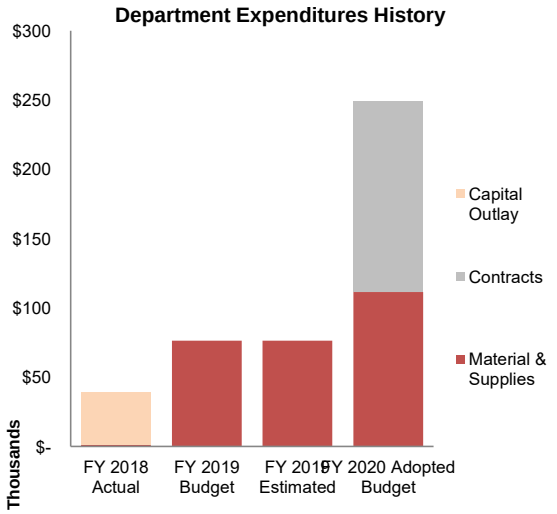
- Complete equipping of media studio.
- Complete renovation to Main Conference Room.

FINANCIAL INFORMATION

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Cable Franchise Fee	$ 239,615	$ 75,000	$ 239,615	$ 239,000
Investments Income	9,760	1,332	12,596	10,000
Investment Expense	-	-	-	-
General Resources	(210,171)	-	(175,879)	-
Total	$ 39,203	$ 76,332	$ 76,332	$ 249,000

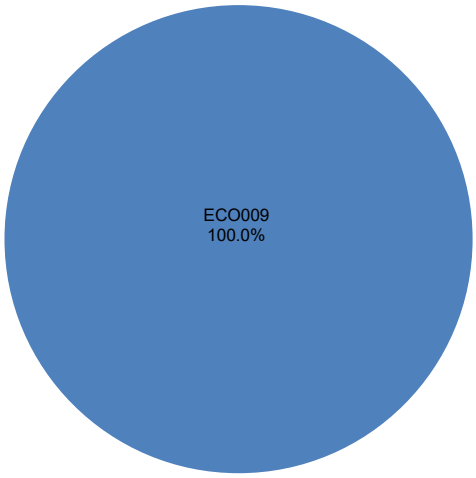
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 1,321	$ 76,332	$ 76,332	$ 111,400
Contracts	-	-	-	137,600
Capital Outlay	37,882	-	-	-
Total	$ 39,203	$ 76,332	$ 76,332	$ 249,000



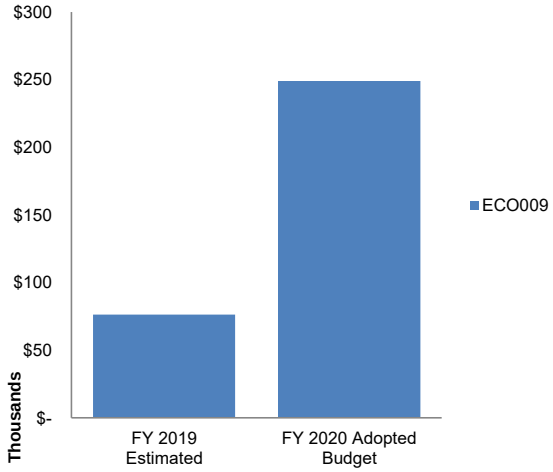


Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
ECO009	Pay for equipment	-	-	$ 76,332	$ 249,000
ECO010	Pay for capital improvements.	-	-	-	-
		-	-	$ 76,332	$ 249,000

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	Actual FY 19	Target FY 20
Procure and install new meeting production and playback system.	1	1	0.5	0.5	0.5	N/A
Procure and install new studio equipment.	1	N/A	N/A	1	1	1

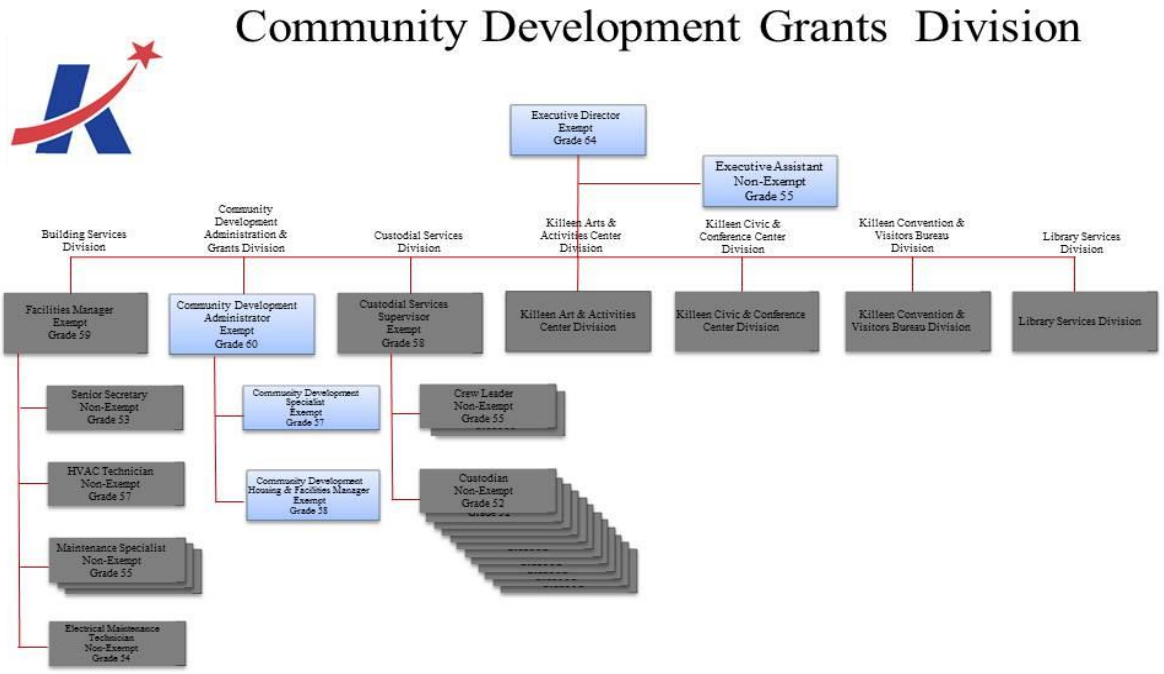
Mission Element 2: Pay for capital improvements.

Operational Targets: Essential department functions within the mission element.

Function	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Complete reconstruction of City Council Chambers.	1	1	0.75	0.25	0.25	N/A
Complete installation of new technology and equipment.	1	1	0.5	0.5	0.5	N/A

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Library Donations	$ 9,255	$ 9,500	$ 500	$ 500
Investments Income	545	-	-	-
General Resources	18,591	-	9,000	5,500
Total	$ 28,391	$ 9,500	$ 9,500	$ 6,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 28,391	$ 9,500	$ 9,500	$ 6,000
Total	$ 28,391	$ 9,500	$ 9,500	$ 6,000



DIVISION MISSION STATEMENT

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

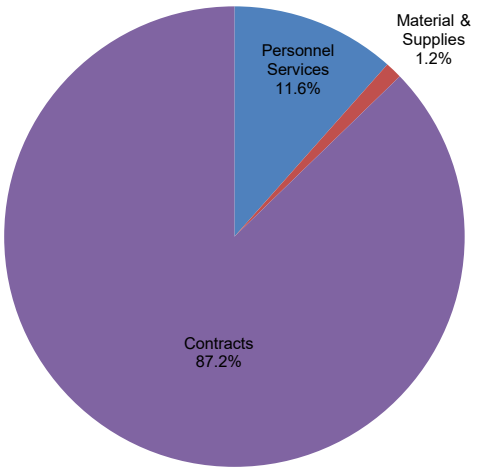
- Maintain CDBG and HOME Program grant requirements with reduced staffing levels.
- Provide housing rehabilitation to eligible households.
- Provide first time homebuyer benefits to eligible households.
- Provide elderly transportation services to eligible persons.

FINANCIAL INFORMATION

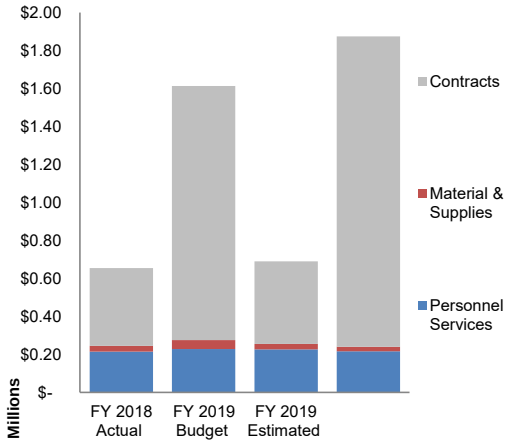
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 638,003	$ 1,610,240	$ 669,855	$ 1,872,018
Program Income	8,317	4,236	9,818	3,360
Miscellaneous Receipts	20,153	-	-	-
General Resources	(11,684)	-	9,614	-
Total	$ 654,789	$ 1,614,476	$ 689,287	$ 1,875,378

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 214,383	$ 227,338	$ 227,038	$ 216,797
Material & Supplies	30,335	47,797	27,675	22,347
Contracts	410,071	1,339,341	434,574	1,636,234
Total	$ 654,789	$ 1,614,476	$ 689,287	$ 1,875,378

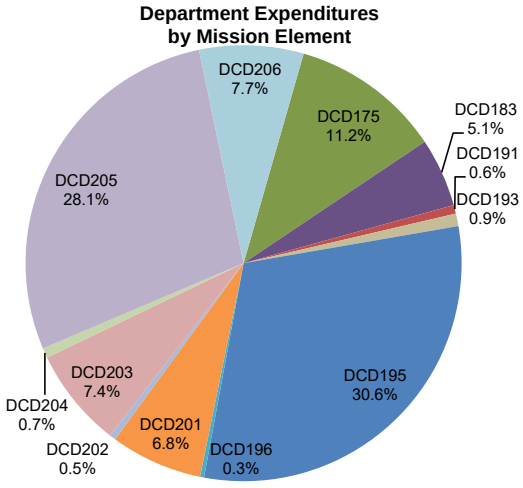
Department Expenditures

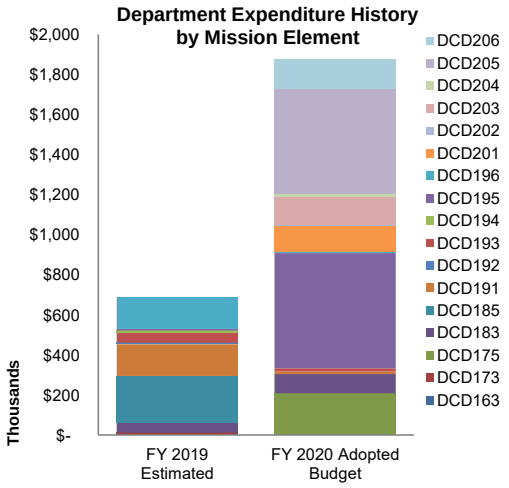


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD163	Provide housing services to eligible households. FY 2016	-	-	$ 2	$ -
DCD173	Provide housing services to eligible households. FY 2017	-	-	12,171	-
DCD175	Provide eligible facility & improvements to eligible projects. FY 2017	-	-	-	209,248
DCD183	Provide housing services to eligible households. FY 2018	-	-	51,901	95,751
DCD185	Provide eligible facility & improvements to eligible projects. FY 2018	-	-	231,376	-
DCD191	Provide oversight, reporting, and compliance for CDBG program. FY 2019	-	-	157,724	11,952
DCD192	Provide ongoing assistance to sub-grantees. FY 2019	-	-	7,603	-
DCD193	Provide housing services to eligible households. FY 2019	-	-	49,468	17,467
DCD194	Provide transportation services to eligible elderly persons. FY 2019	-	-	12,583	-
DCD195	Provide eligible facility & improvements to eligible projects. FY 2019	-	-	7,559	574,448
DCD196	Provide public services to eligible low to moderate income persons. FY 2019	-	-	158,900	5,583
DCD201	Provide oversight, reporting, and compliance for CDBG program. FY 2020	1.42	2,953.60	-	127,987
DCD202	Provide ongoing assistance to sub-grantees. FY 2020	0.10	208.00	-	8,708
DCD203	Provide housing services to eligible households. FY 2020	1.37	2,839.20	-	138,376
DCD204	Provide transportation services to eligible elderly persons. FY 2020	0.20	416.00	-	13,773
DCD205	Provide eligible facility & improvements to eligible projects. FY 2020	-	-	-	527,092
DCD206	Provide public services to eligible low to moderate income persons. FY 2020	-	-	-	144,993
		3.09	6,416.80	$ 689,287	$ 1,875,378





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Community Dev. Housing & Facility Mgr [4]	-	0.75	0.62
Community Dev. Housing Specialist [4]	1.00	-	-
Community Dev. Program/Mgr [3]	0.90	-	-
Community Dev. Programs Administrator [1, 3]	-	0.90	0.70
Community Development Specialist [1]	1.00	1.00	1.00
Executive Assistant [1]	0.61	0.65	0.75
Executive Director of Community Development [2]	0.02	0.06	0.02
Total Staffing	3.53	3.36	3.09

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

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

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Oversight, Reporting, and Compliance associated with receipt and use of HUD Formula Grant Programs- CDBG .	161	17 Reports for Compliance and Oversight	17	17	17	17	18

Mission Element 2: 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	Actual FY 19	Target FY 20
Provide personalized technical assistance related to grant programs.	308	26	26	26	26	46	54
Hold public meetings for citizen participation.	134	4 Meetings	4 Meetings	4 Meetings	4 Meetings	4 Meetings	13 Meetings

Mission Element 3: 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	Actual FY 19	Target FY 20
Provide assistance to eligible households in need of housing repair.	3,215	6 Households	6 Households	5 Households	9 Households	2 Households	2 Households

Mission Element 4: 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	Actual FY 19	Target FY 20
Take in & process applications for persons requesting elderly transportation services.	176	200 Applications	166 Applications	200 Applications	166 Applications	214 Applications	175 Applications
Provide elderly persons with transportation services during program year.	614	166 People	166 People	166 People	166 People	195 People	70 People

Mission Element 5: 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	Actual FY 19	Target FY 20
Public facilities created or improved.	258	2 Public Facilities	1 Public Facilities	0 Public Facilities	1 Public Facilities	0 Public Facilites	3 Public Facilities
Infrastructure improved.	683	2 Infrastructure	1 Infrastructure	0 Infrastructure	0 Infrastructure	1 Infrastructure	1 Infrastructure

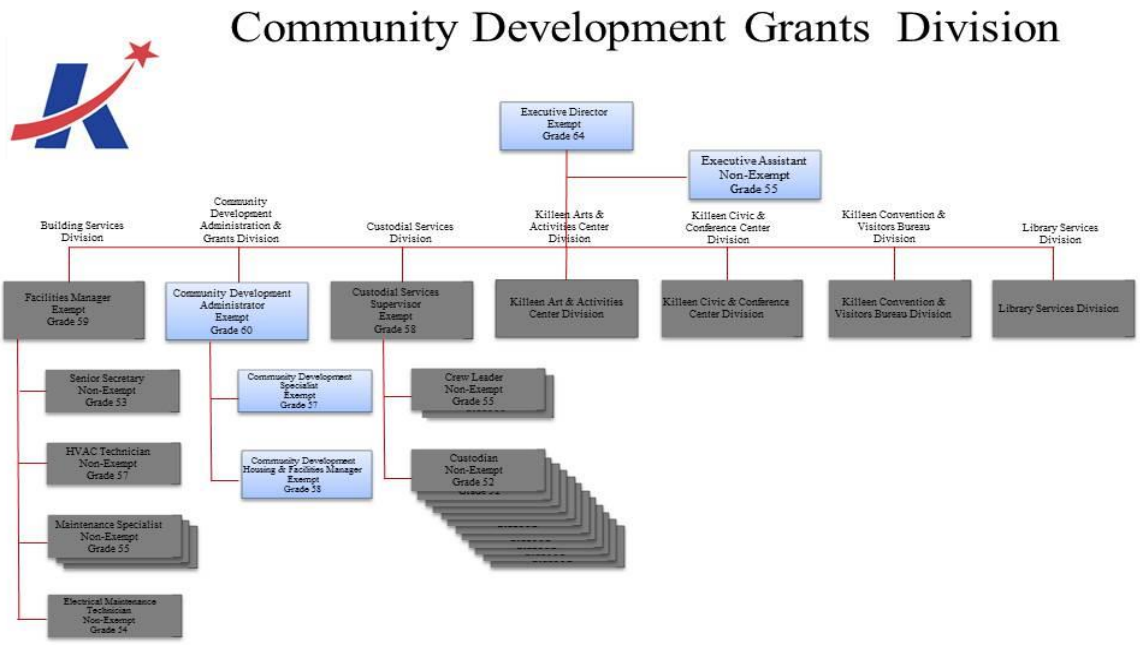
Mission Element 6: Provide public services to low and moderate income persons.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Monitor public service sub-grantees on their performance as defined in the scope of work in grant agreement.	144	7	7	7	8	8	7
Persons assisted with CDBG public service funding.	417	3,347 People	3,347 People	3,188 People	2,617 People	3155 People	2,288

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Contributions & Donations	$ -	$ 20,000	$ 64,000	$ 60,000
Total	$ -	$ 20,000	$ 64,000	$ 60,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Designated Expenses	$ -	$ 20,000	$ 64,000	$ 60,000
Total	$ -	$ 20,000	$ 64,000	$ 60,000



DIVISION MISSION STATEMENT

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.

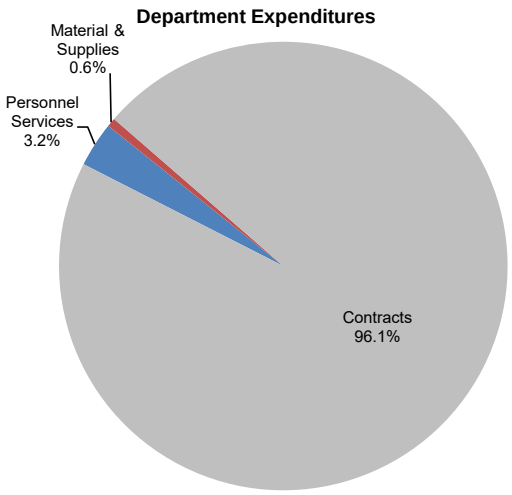
GOALS

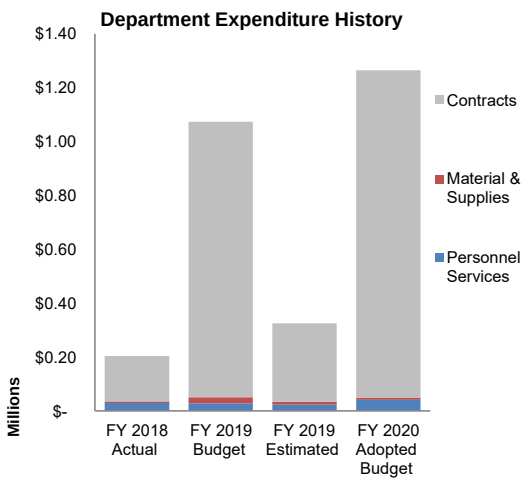
- Maintain CDBG and HOME Program grant requirements with reduced staffing levels.
- Provide housing rehabilitation to eligible households.
- Provide first time homebuyer benefits to eligible households.
- Provide elderly transportation services to eligible persons.

FINANCIAL INFORMATION

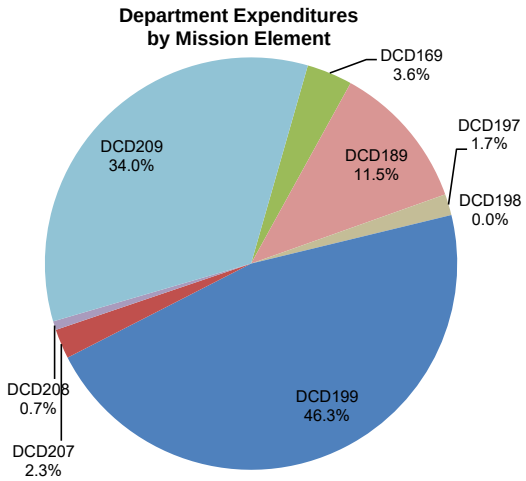
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 201,294	$ 229,552	$ -	$ -
Program Income	49,822	49,822	-	-
Interest Earned	157	-	-	-
General Resources	(46,995)	794,452	325,794	1,264,813
Total	$ 204,277	$ 1,073,826	$ 325,794	$ 1,264,813

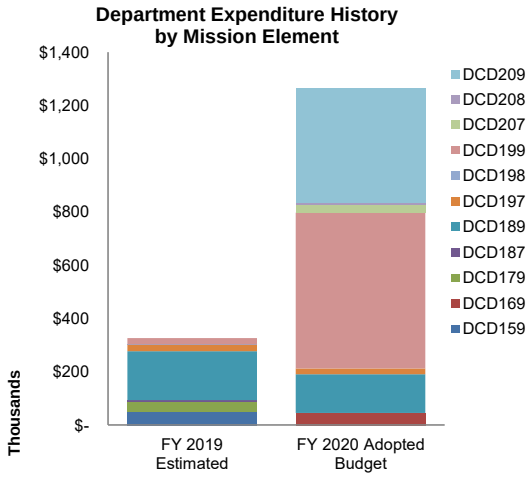
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 29,863	$ 28,682	$ 23,699	$ 41,106
Material & Supplies	5,857	21,768	10,134	8,031
Contracts	168,557	1,023,376	291,961	1,215,676
Total	$ 204,277	$ 1,073,826	$ 325,794	$ 1,264,813





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
DCD159	Provide housing services to eligible households. FY 2015	-	-	$ 48,940	$ -
DCD169	Provide housing services to eligible households. FY 2016	-	-	-	45,259
DCD179	Provide housing services to eligible households. FY 2017	-	-	38,437	-
DCD187	Provide oversight, reporting, and compliance for HOME program. FY 2018	-	-	5,670	-
DCD189	Provide housing services to eligible households. FY 2018	-	-	183,601	145,804
DCD197	Provide oversight, reporting, and compliance for HOME program. FY 2019	-	-	24,981	21,018
DCD198	Provide oversight, reporting, and compliance for HOME program. FY 2019	-	-	689	-
DCD199	Provide housing services to eligible households. FY 2019	-	-	23,476	584,980
DCD207	Provide oversight, reporting, and compliance for HOME program. FY 2020	0.20	416.00	-	29,446
DCD208	Provide ongoing assistance to sub-grantees. FY 2020	0.10	208.00	-	8,708
DCD209	Provide housing services to eligible households. FY 2020	0.25	520.00	-	429,598
		0.55	1,144.00	$ 325,794	$ 1,264,813





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Community Dev. Programs Administrator [1]	-	0.10	0.30
Community Development Program/Mgr [1]	0.10	-	-
Executive Assistant	0.39	0.35	0.25
Total Staffing	0.49	0.45	0.55

[1] - In FY 2018, Community Development Program/Mgr reclassified to Community Dev. Programs Administrator

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

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Oversight, Reporting, and Compliance associated with receipt and expenditure of HUD Formula Grant Programs - HOME	161	17 Reports for Compliance and Oversight	17	17	17	17	18

Mission Element 2: Provide ongoing technical assistance to sub-grantees.

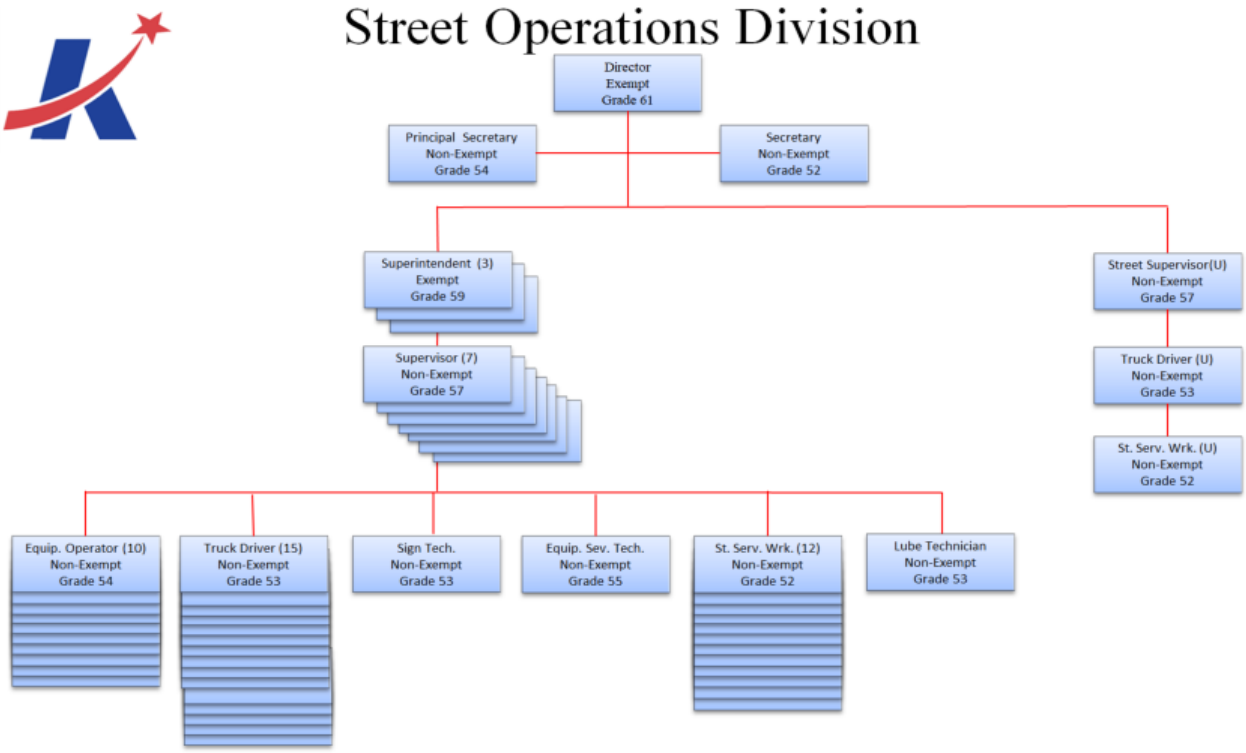
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Provide personalized technical assistance related to grant programs.	308	26	26	26	26	46	54
Hold public meetings for citizen participation.	134	4 Meetings	4 Meetings	4 Meetings	4 Meetings	4 Meetings	13 Meetings

Mission Element 3: 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	Actual FY 19	Target FY 20
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	260 Educated 12 Households Assisted	250 Educated 8 Households Assisted
Provide assistance to eligible households in need of housing repair.	3,215	6 Households	6 Households	5 Households	9 Households	12 Households	12 Households
Provide rental assistance to eligible households in need of Tenant Based Rental Assistance.	390	39 Households	39 Households	39 Households	39 Households	44 Households	30 Households



DIVISION MISSION STATEMENT

Street Operations Division's mission is to maintain the existing transportation network including streets, sidewalks, drive approaches, trails, curb & gutter, valley gutters, pavement markings, and traffic control devices that provide a safe and functional complete street network.

MISSION ELEMENTS

- Maintain streets
- Maintain concrete infrastructure
- Install and maintain traffic control devices
- Maintain pavement markings
- Emergency response services
- Administrative support

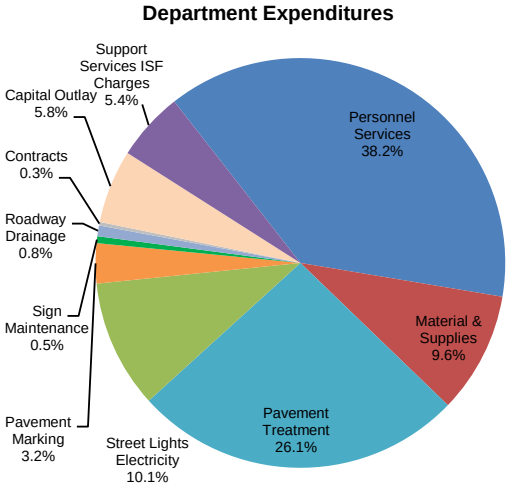
GOALS

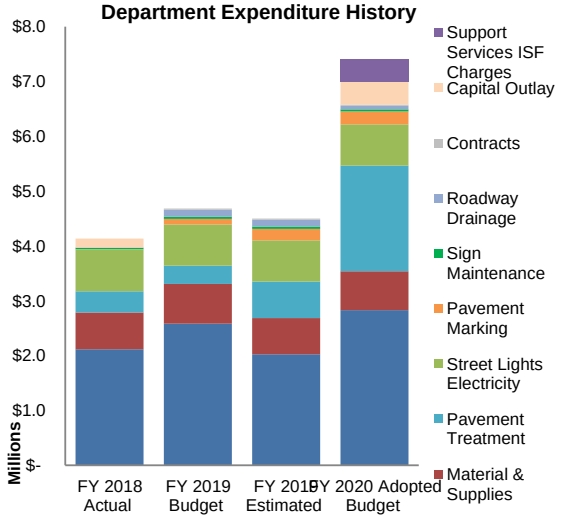
- Apply 89 Lanes Miles of surface treatments.
- Sweep 10,000 curb miles in conjunction with the MS4 Permit.
- Apply pavement markings to 7.5 linear miles of street.
- Finalize upgrade of cabinet components at 25 signalized intersections to allow communication with the Traffic Management Center. Currently 70 of 95 intersections communicate with the Traffic Management Center.
- Finalize the development of an employee performance management system.
- Increase efficiencies by merging with the Environmental Services Division.

FINANCIAL INFORMATION

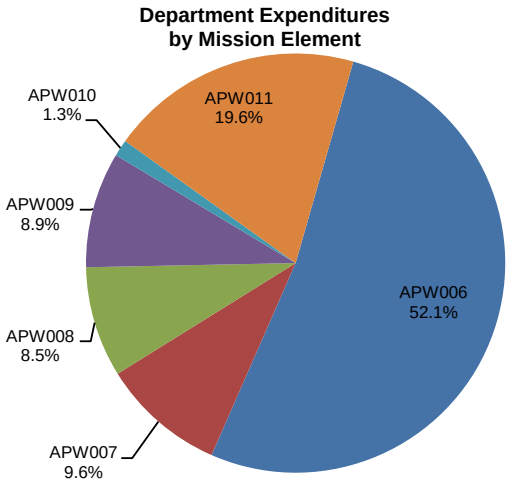
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Operations Fees	$ 24,070	$ 24,070	$ 399,999	$ 1,624,070
Miscellaneous	-	-	50,325	100,487
To Street Maintenance Fund		-	(1,070,657)	(61,838)
Transfer in from Child Safety Fund	10,064	33,500	33,000	545,500
Transfer in from Drainage Fund	93,721	257,582	252,057	205,571
General Resources	4,007,985	4,365,184	4,833,566	4,994,242
Total	$ 4,135,840	$ 4,680,336	$ 4,498,290	$ 7,408,032

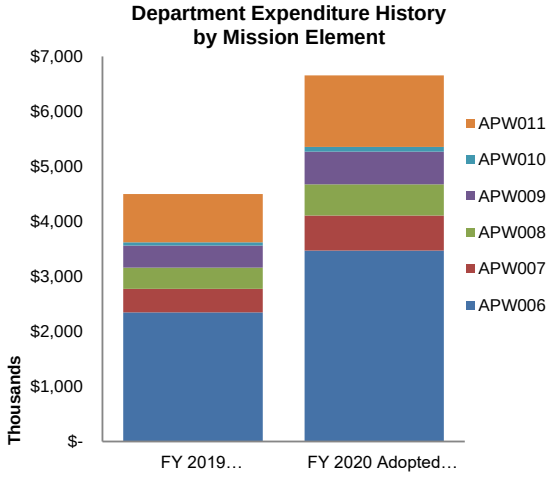
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 2,114,870	$ 2,583,766	$ 2,025,847	$ 2,829,502
Material & Supplies	671,973	725,761	659,520	709,002
Pavement Treatment	388,852	330,000	664,899	1,930,000
Street Lights Electricity	758,917	750,000	750,000	750,000
Pavement Marking	5,653	104,811	213,724	233,975
Sign Maintenance	27,838	40,000	39,500	40,000
Roadway Drainage	-	126,998	126,000	62,635
Contracts	5,435	19,000	18,800	20,600
Capital Outlay	162,302	-	-	430,000
Support Services ISF Charges	-	-	-	402,318
Total	$ 4,135,840	$ 4,680,336	$ 4,498,290	$ 7,408,032





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
APW006	Maintain streets.	27.83	57,876.00	$ 2,344,736	$ 3,469,295
APW007	Maintain concrete infrastructure.	8.55	17,773.60	430,670	637,224
APW008	Install and maintain traffic control devices.	4.59	9,536.80	384,093	568,308
APW009	Maintain pavement markings.	6.57	13,655.20	401,474	594,025
APW010	Emergency response services.	0.54	1,123.20	57,711	85,389
APW011	Administrative support.	5.94	12,355.20	879,606	1,301,473
200012	Elms and Tailwood Signalization	-	-	-	350,000
	Support Services ISF Charges	-	-	-	402,318
		54.00	112,320.00	$ 4,498,290	$ 7,408,032





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 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	1.00	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	15.00	15.00	15.00
Total Staffing	54.00	54.00	54.00

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	Actual FY 19	Target FY 20
Apply slurry-seal to street surface (lane miles).	0	0	20	0	0	29	87
Apply reclamite to street surface (lane miles).	16,640	11	0	11	29	0	0
Repair potholes.	4,160	365	400	365	450	300	325
Repair utility cuts.	4,160	125	250	125	175	58	125
Apply crackseal material to street (lane miles).	12,480	125	125	125	150	125	175
Sweep Streets (curb miles).	8,320	12,500	12,500	7,938	10,000	7,430	10,000

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	Actual FY 19	Target FY 20
Repair sidewalk work orders.	14,560	155	N/A	155	125	62	100
Repair drive approach work orders.	9,360	14	N/A	14	25	12	25
Repair valley gutter work orders.	3,120	8	15	8	15	14	15
Repair curb & gutter work orders.	6,240	22	15	22	15	25	25

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	Actual FY 19	Target FY 20
Inspect signalized intersections.	6,240	1,128	1,128	1,128	1,128	1,128	1,128
Inspect & program school flashers.	1,040	780	780	780	780	780	780
Conduct traffic counts.	3,120	48	48	48	48	54	48
Repair sign work orders.	6,240	1,127	1,500	1,127	1,500	625	1,250

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	Actual FY 19	Target FY 20
Maintain crosswalks (KISD campuses).	520	426	426	426	426	426	438
Carry out pavement marking program (linear miles).	6,240	2.5	5	13	9.5	9.5	7.5
Process pavement marking work orders.	1,560	95	135	60	60	35	50

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	Actual FY 19	Target FY 20
Respond to emergency events.	1,040	342	N/A	342	350	65	100

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	Actual FY 19	Target FY 20
Input Cityworks work orders.	1,560	4,600	4,960	4,600	1,440	2,455	2,800
Process AP – P.O. & receiving.	4,160	1,920	1,440	1,920	780	480	525
Process telephone calls.	520	1,200	N/A	N/A	7,680	5,575	6,125
Process payroll.	2,600	26	26	26	26	13	0
Track uniforms for employees.	520	224	224	224	2,688	1,568	2,688
Process new hires.	520	24	N/A	24	20	21	20

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ -	$ -	$ -	$ 61,838
Total Non-Departmental Revenue	$ -	$ -	$ -	$ 61,838

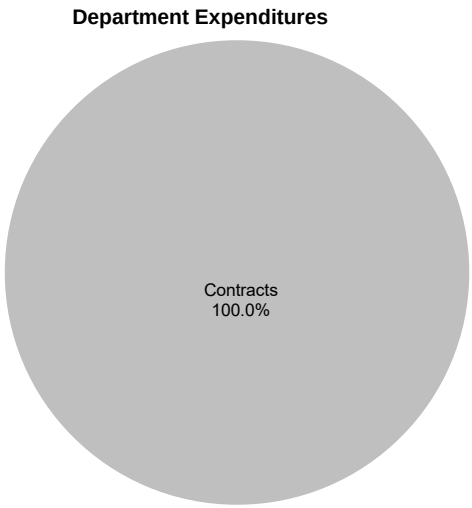
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ -	$ -	$ -	$ 36,838
Support Services	-	-	-	25,000
Total Non-Departmental Expenses	$ -	$ -	$ -	$ 61,838
TOTAL OTHER APPROPRIATIONS REV	**$ -**	**$ -**	**$ -**	**$ 61,838**
TOTAL OTHER APPROPRIATIONS EXP	**$ -**	**$ -**	**$ -**	**$ 61,838**

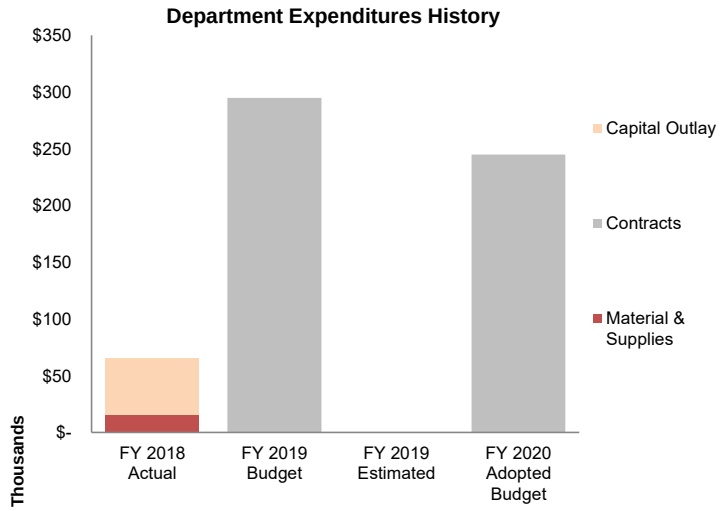
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Ad Valorem- City of Killeen	$ 115,022	$ 132,512	$ 137,791	$ 205,121
Ad Valorem- Bell County	64,628	79,723	77,436	123,407
Ad Valorem- Central Texas College	21,473	24,141	25,496	37,369
Interest Earned	9,529	2,200	16,686	10,000
General Resources	(210,652)	(238,576)	(257,409)	974,860
Total	$ -	$ -	$ -	$ 1,350,757

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Designated Expenses	$ -	$ -	$ -	$ 1,350,757
Total	$ -	$ -	$ -	$ 1,350,757

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Recreation Donations	$ 16,940	$ 50,000	$ 75,000	$ 50,000
Athletic Donations	11,340	45,000	45,000	45,000
TAMUCT Donations	-	50,000	-	-
Golf Donations	1,000	100,000	-	100,000
Senior Citizens Center Donations	-	50,000	100,000	50,000
Disadvantage Youth Donations	198	-	-	-
Investments Income	921	-	-	-
General Resources	35,272	-	(220,000)	-
Total	$ 65,671	$ 295,000	$ -	$ 245,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 15,856	$ -	$ -	$ -
Contracts	-	295,000	-	245,000
Capital Outlay	49,815	-	-	-
Total	$ 65,671	$ 295,000	$ -	$ 245,000

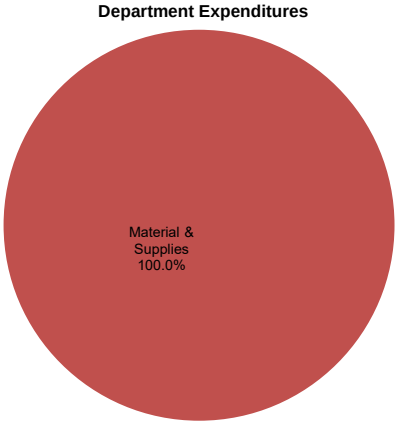


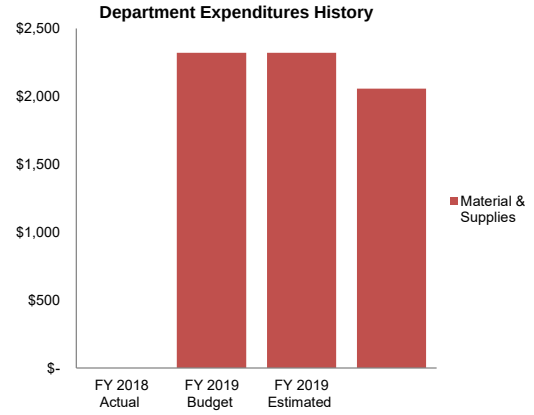


FINANCIAL INFORMATION

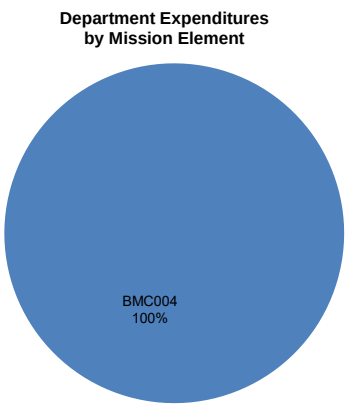
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Court Fees	$ 2,400	$ 1,777	$ 1,832	$ 1,777
Interest Earned	112	-	-	-
General Resources	(2,512)	543	488	278
Total	$ -	$ 2,320	$ 2,320	$ 2,055

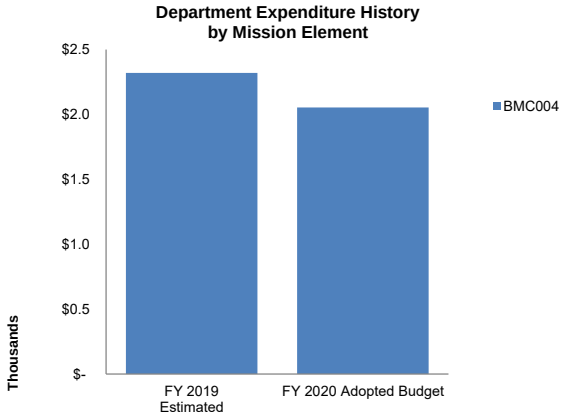
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ -	$ 2,320	$ 2,320	$ 2,055
Total	$ -	$ 2,320	$ 2,320	$ 2,055





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BMC004	Oversee a juvenile program.	0.00	0.00	$ 2,320	$ 2,055
		0.00	0.00	$ 2,320	$ 2,055





Mission Element 4: Oversee a juvenile program

Operational Targets: Essential department functions within the mission element.

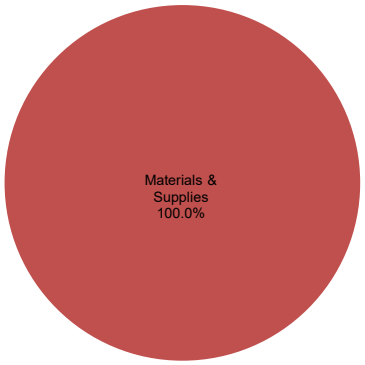
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process juvenile complaints and citations	190	250	400	323	400	250	125
Perform juvenile and parental intake interviews/evaluations	550	250	400	143	350	250	200
Participate in Municipal Court week and other community outreach opportunities.	200	3	1	3	1	3	2
Oversee the Municipal Court Community Garden	850	40	52	44	52	40	52
Pounds of food donated from the community garden	150	1,000	4,312	6,787	4,300	1,000	2,000
Hours of juvenile community service supervised.	700	4,118	4,903	3,441	4,900	4,118	3,700
Recruit volunteer student attorneys	200	4	2	3	2	4	2
Monitor court case for compliance.	493	501	N/A	N/A	N/A	501	450
Prepare cases for show cause.	120	125	N/A	246	400	125	102
Brief and assist the judiciary during juvenile court and teen court sessions.	2,310	41	44	40	44	41	44
Attend mandatory continuing education	168	112	32	32	32	112	112
Conduct traffic safety briefings	24	12	12	6	6	12	12
Evaluate cases to determine pre-trial diversion eligibility.	45	250	N/A	323	360	250	125

FINANCIAL INFORMATION

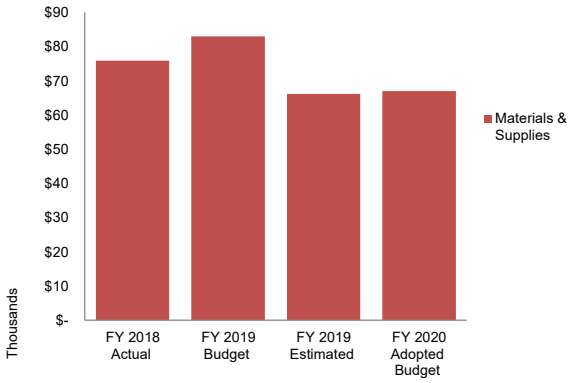
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Technology Fund Receipts	$ 52,885	$ 52,023	$ 49,000	$ 49,000
Interest Earned	1,579	500	1,383	500
General Resources	21,412	30,484	15,738	17,500
Total	$ 75,876	$ 83,007	$ 66,121	$ 67,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Materials & Supplies	$ 75,876	$ 83,007	$ 66,121	$ 67,000
Total	$ 75,876	$ 83,007	$ 66,121	$ 67,000

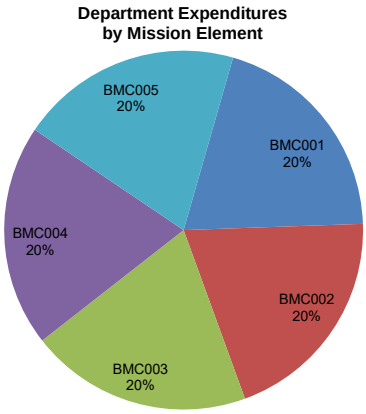
Department Expenditures

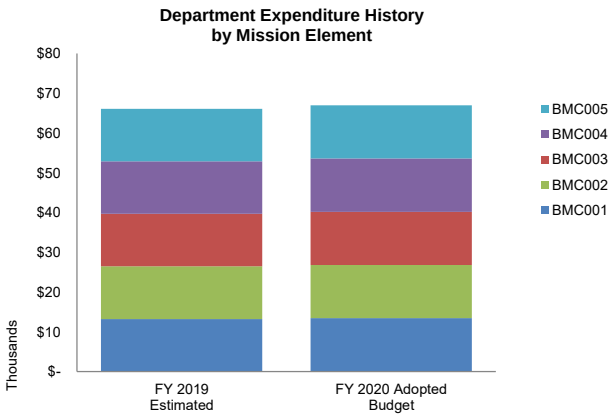


Department Expenditures History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BMC001	Conduct arraignments and trials.	0.00	0.00	$ 13,224	$ 13,400
BMC002	Collection of fines, fees and court costs.	0.00	0.00	13,224	13,400
BMC003	File and process citations, complaints, and court orders.	0.00	0.00	13,224	13,400
BMC004	Oversee a juvenile program.	0.00	0.00	13,224	13,400
BMC005	Service and enforcement of court orders, summons, and warrants.	0.00	0.00	13,224	13,400
		0.00	0.00	$ 66,121	$ 67,000





Mission Element 1: Conduct arraignment and trials

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Administrative assistance for court dockets.	9,000	7,325	N/A	1,205	12,412	7,325	6,593
Conduct arraignments, trials and civil hearings	1,785	5,400	N/A	1,248	7,522	5,400	5,400
Conduct show cause and indigent hearings	290	1,925	N/A	257	4,890	1,925	1,925

Mission Element 2: 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	Actual FY 19	Target FY 20
Process payments for fines, fees, and costs.	2,357	25,140	30,000	27,617	33,215	25,140	31,425
Number of telephone calls placed in an effort to collect	3,142	25,430	N/A	N/A	55,215	25,430	52,000
Delinquent cases processed and forwarded to collections.	1,610	5,777	8,100	26,030	8,379	5,777	8,100
Delinquent notices and documents processed.	2,100	27,140	7,100	22,714	4,248	27,140	8,000
Report/clear delinquent cases to the Department of Public Safety	1,662	9,019	7,100	8,619	4,248	9,019	8,000
Review and evaluate defendant financial information to determine payment plan options	2,654	7,657	8,756	7,563	10,000	7,657	10,000
Forward delinquent cases to Scofflaw to suspend registration	N/A	5,000	N/A	N/A	N/A	N/A	5,000

Mission Element 3: 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	Actual FY 19	Target FY 20
Process Code Enforcement violations.	110	818	900	967	923	818	720
Process Animal Services violations.	132	1,318	1,422	1,493	1,236	1,318	990
Process Police Department violations.	1,145	13,742	25,000	15,082	16,177	13,752	12,376
Process TAMU-CT violations.	23	225	75	375	104	225	225
Process Fire Department violations.	18	3	2	1	2	3	2
Process Failure to Appear/Violate Promise to appear violations.	66	394	2,572	1,075	3,032	394	1,970
Process driver's safety processed.	1,320	9,898	11,000	11,861	7,375	9,898	9,500
Process deferred dispositions.	794	4,762	2,670	3,252	6,486	4,762	4,700
Process credit for time served/community service processed.	147	4,420	N/A	5,587	2,436	4,420	4,400
Process compliance dismissals.	18	573	N/A	740	641	537	480
Process mail/email requests from defendants.	1,147	9,833	N/A	N/A	4,000	9,833	8,850
Review court case files for accuracy	3,120	51,065	N/A	91,260	76,000	77,043	82,275

Mission Element 4: Oversee a juvenile program

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process juvenile complaints and citations	190	250	400	323	400	250	125
Perform juvenile and parental intake interviews/evaluations	550	250	400	143	350	250	200
Participate in Municipal Court week and other community outreach opportunities.	200	3	1	3	1	3	2
Oversee the Municipal Court Community Garden	850	40	52	44	52	40	52
Pounds of food donated from the community garden	150	1,000	4,312	6,787	4,300	1,000	2,000
Hours of juvenile community service supervised.	700	4,118	4,903	3,441	4,900	4,118	3,700
Recruit volunteer student attorneys	200	4	2	3	2	4	2
Monitor court case for compliance.	493	501	N/A	N/A	N/A	501	450
Prepare cases for show cause.	120	125	N/A	246	400	125	102
Brief and assist the judiciary during juvenile court and teen court sessions.	2,310	41	44	40	44	41	44
Attend mandatory continuing education	168	112	32	32	32	112	112
Conduct traffic safety briefings	24	12	12	6	6	12	12
Evaluate cases to determine pre-trial diversion eligibility.	45	250	N/A	323	360	250	125

Mission Element 5: Service and enforcement of court orders

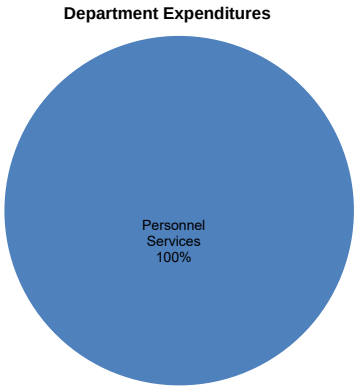
Operational Targets: Essential department functions within the mission element.

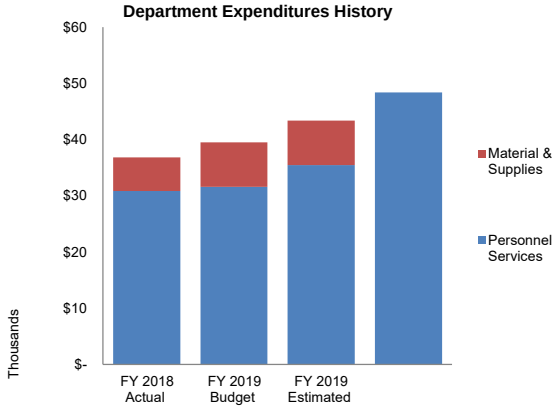
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process warrants and capias pro fines.	510	2,014	3,937	1,271	3,937	2,014	1,815
Recall warrants and capias pro fines.	620	2,758	2,000	1,737	2,000	2,758	2,482
Number of arrests processed	560	1,202	2,000	758	2,000	1,202	1,200
Administratively process Code Enforcement search warrants.	508	550	500	522	500	550	500
Administratively process felony/misdemeanor warrants.	204	132	100	112	120	132	120
Provide enforcement of court decorum and security in the City Annex building.	4,980	4,980	2,080	4,980	4,980	4,980	4,980
Service of summons and subpoenas.	707	1,094	N/A	1,957	1,200	1,094	984
Process credit for time served requests from jail/prison.	315	896	N/A	771	1,500	896	800
Review and issue search warrants for misdemeanor and felony cases.	209	132	100	112	100	132	118
Hours of TECLOSE training completed	289	129	40	40	40	129	80
Review and issue code enforcement search warrants.	298	550	500	522	400	550	500

FINANCIAL INFORMATION

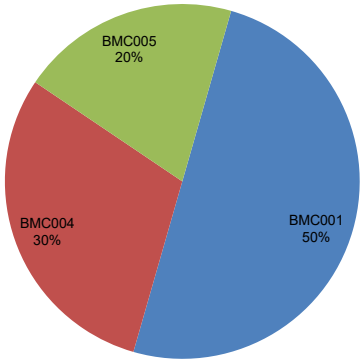
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Court Fees	$ 39,681	$ 40,281	$ 38,000	$ 41,268
Peace Officer Allocation	-	832	-	-
Interest Earned	2,427	400	3,552	3,200
General Resources	(5,302)	(1,989)	1,817	3,904
Total	$ 36,806	$ 39,524	$ 43,369	$ 48,372

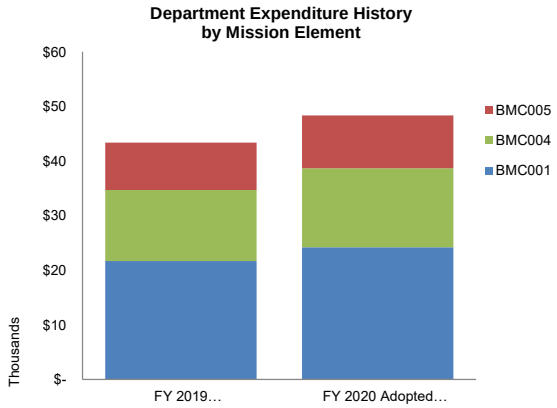
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 30,876	$ 31,608	$ 35,453	$ 48,372
Material & Supplies	5,930	7,916	7,916	-
Total	$ 36,806	$ 39,524	$ 43,369	$ 48,372





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BMC001	Conduct arraignments and trials.	0.50	1,040.00	$ 21,685	$ 24,186
BMC004	Oversee a juvenile program.	0.30	624.00	13,010	14,511
BMC005	Service and enforcement of court orders, summons, and warrants.	0.20	416.00	8,674	9,675
		1.00	2,080.00	$ 43,369	$ 48,372





Mission Element 1: Conduct arraignment and trials

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Administrative assistance for court dockets.	9,000	7,325	N/A	1,205	12,412	7,325	6,593
Conduct arraignments, trials and civil hearings	1,785	5,400	N/A	1,248	7,522	5,400	5,400
Conduct show cause and indigent hearings	290	1,925	N/A	257	4,890	1,925	1,925

Mission Element 4: Oversee a juvenile program

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process juvenile complaints and citations	190	250	400	323	400	250	125
Perform juvenile and parental intake interviews/evaluations	550	250	400	143	350	250	200
Participate in Municipal Court week and other community outreach opportunities.	200	3	1	3	1	3	2
Oversee the Municipal Court Community Garden	850	40	52	44	52	40	52
Pounds of food donated from the community garden	150	1,000	4,312	6,787	4,300	1,000	2,000
Hours of juvenile community service supervised.	700	4,118	4,903	3,441	4,900	4,118	3,700
Recruit volunteer student attorneys	200	4	2	3	2	4	2
Monitor court case for compliance.	493	501	N/A	N/A	N/A	501	450
Prepare cases for show cause.	120	125	N/A	246	400	125	102
Brief and assist the judiciary during juvenile court and teen court sessions.	2,310	41	44	40	44	41	44
Attend mandatory continuing education	168	112	32	32	32	112	112
Conduct traffic safety briefings	24	12	12	6	6	12	12
Evaluate cases to determine pre-trial diversion eligibility.	45	250	N/A	323	360	250	125

Mission Element 5: Service and enforcement of court orders

Operational Targets: Essential department functions within the mission element.

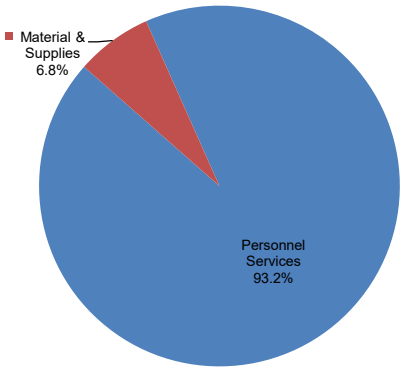
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process warrants and capias pro fines.	510	2,014	3,937	1,271	3,937	2,014	1,815
Recall warrants and capias pro fines.	620	2,758	2,000	1,737	2,000	2,758	2,482
Number of arrests processed	560	1,202	2,000	758	2,000	1,202	1,200
Administratively process Code Enforcement search warrants.	508	550	500	522	500	550	500
Administratively process felony/misdemeanor warrants.	204	132	100	112	120	132	120
Provide enforcement of court decorum and security in the City Annex building.	4,980	4,980	2,080	4,980	4,980	4,980	4,980
Service of summons and subpoenas.	707	1,094	N/A	1,957	1,200	1,094	984
Process credit for time served requests from jail/prison.	315	896	N/A	771	1,500	896	800
Review and issue search warrants for misdemeanor and felony cases.	209	132	100	112	100	132	118
Hours of TECLOSE training completed	289	129	40	40	40	129	80
Review and issue code enforcement search warrants.	298	550	500	522	400	550	500

FINANCIAL INFORMATION

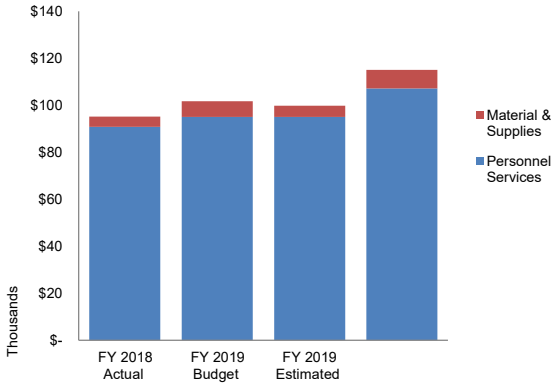
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Juvenile Case Manager Receipts	$ 66,866	$ 65,735	$ 63,773	$ 63,773
Truancy Prevention	12,267	12,197	11,500	3,000
Interest Earned	8,272	1,500	6,622	1,500
General Resources	7,736	22,357	17,986	46,829
Total	$ 95,141	$ 101,789	$ 99,881	$ 115,102

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 90,810	$ 95,051	$ 95,051	$ 107,222
Material & Supplies	4,331	6,738	4,830	7,880
Total	$ 95,141	$ 101,789	$ 99,881	$ 115,102

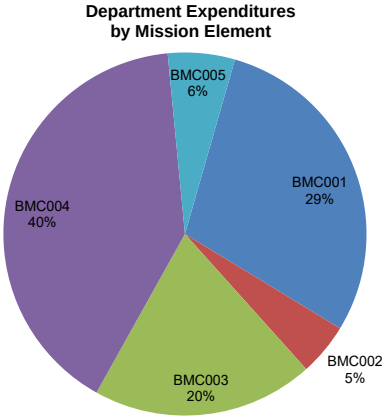
Department Expenditures

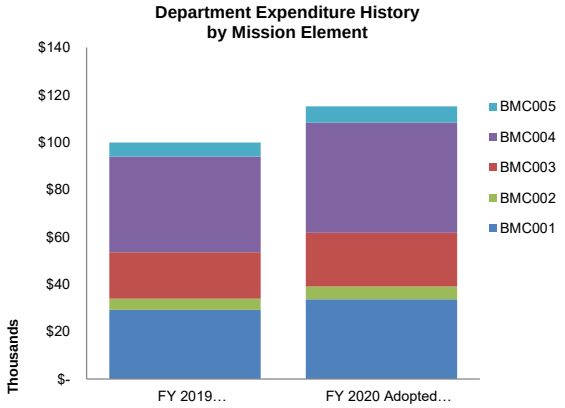


Department Expenditures History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BMC001	Conduct arraignments and trials.	0.60	1,248.00	$ 29,218	$ 33,670
BMC002	Collection of fines, fees and court costs.	0.10	208.00	4,652	5,361
BMC003	File and process citations, complaints, and court orders.	0.40	832.00	19,720	22,725
BMC004	Oversee a juvenile program.	0.80	1,664.00	40,334	46,480
BMC005	Service and enforcement of court orders, summons, and warrants.	0.10	208.00	5,958	6,866
		2.00	**4,160.00**	**$ 99,881**	**$ 115,102**





Mission Element 1: Conduct arraignment and trials

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Administrative assistance for court dockets.	9,000	7,325	N/A	1,205	12,412	7,325	6,593
Conduct arraignments, trials and civil hearings	1,785	5,400	N/A	1,248	7,522	5,400	5,400
Conduct show cause and indigent hearings	290	1,925	N/A	257	4,890	1,925	1,925

Mission Element 2: 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	Actual FY 19	Target FY 20
Process payments for fines, fees, and costs.	2,357	25,140	30,000	27,617	33,215	25,140	31,425
Number of telephone calls placed in an effort to collect	3,142	25,430	N/A	N/A	55,215	25,430	52,000
Delinquent cases processed and forwarded to collections.	1,610	5,777	8,100	26,030	8,379	5,777	8,100
Delinquent notices and documents processed.	2,100	27,140	7,100	22,714	4,248	27,140	8,000
Report/clear delinquent cases to the Department of Public Safety	1,662	9,019	7,100	8,619	4,248	9,019	8,000
Review and evaluate defendant financial information to determine payment plan options	2,654	7,657	8,756	7,563	10,000	7,657	10,000
Forward delinquent cases to Scofflaw to suspend registration	N/A	5,000	N/A	N/A	N/A	N/A	5,000

Mission Element 3: 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	Actual FY 19	Target FY 20
Process Code Enforcement violations.	110	818	900	967	923	818	720
Process Animal Services violations.	132	1,318	1,422	1,493	1,236	1,318	990
Process Police Department violations.	1,145	13,742	25,000	15,082	16,177	13,752	12,376
Process TAMU-CT violations.	23	225	75	375	104	225	225
Process Fire Department violations.	18	3	2	1	2	3	2
Process Failure to Appear/Violate Promise to appear violations.	66	394	2,572	1,075	3,032	394	1,970
Process driver's safety processed.	1,320	9,898	11,000	11,861	7,375	9,898	9,500
Process deferred dispositions.	794	4,762	2,670	3,252	6,486	4,762	4,700
Process credit for time served/community service processed.	147	4,420	N/A	5,587	2,436	4,420	4,400
Process compliance dismissals.	18	573	N/A	740	641	537	480
Process mail/email requests from defendants.	1,147	9,833	N/A	N/A	4,000	9,833	8,850
Review court case files for accuracy	3,120	51,065	N/A	91,260	76,000	77,043	82,275

Mission Element 4: Oversee a juvenile program

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process juvenile complaints and citations	190	250	400	323	400	250	125
Perform juvenile and parental intake interviews/evaluations	550	250	400	143	350	250	200
Participate in Municipal Court week and other community outreach opportunities.	200	3	1	3	1	3	2
Oversee the Municipal Court Community Garden	850	40	52	44	52	40	52
Pounds of food donated from the community garden	150	1,000	4,312	6,787	4,300	1,000	2,000
Hours of juvenile community service supervised.	700	4,118	4,903	3,441	4,900	4,118	3,700
Recruit volunteer student attorneys	200	4	2	3	2	4	2
Monitor court case for compliance.	493	501	N/A	N/A	N/A	501	450
Prepare cases for show cause.	120	125	N/A	246	400	125	102
Brief and assist the judiciary during juvenile court and teen court sessions.	2,310	41	44	40	44	41	44
Attend mandatory continuing education	168	112	32	32	32	112	112
Conduct traffic safety briefings	24	12	12	6	6	12	12
Evaluate cases to determine pre-trial diversion eligibility.	45	250	N/A	323	360	250	125

Mission Element 5: 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	Actual FY 19	Target FY 20
Process warrants and capias pro fines.	510	2,014	3,937	1,271	3,937	2,014	1,815
Recall warrants and capias pro fines.	620	2,758	2,000	1,737	2,000	2,758	2,482
Number of arrests processed	560	1,202	2,000	758	2,000	1,202	1,200
Administratively process Code Enforcement search warrants.	508	550	500	522	500	550	500

Administratively process felony/misdemeanor warrants.	204	132	100	112	120	132	120
Provide enforcement of court decorum and security in the City Annex building.	4,980	4,980	2,080	4,980	4,980	4,980	4,980
Service of summons and subpoenas.	707	1,094	N/A	1,957	1,200	1,094	984
Process credit for time served requests from jail/prison.	315	896	N/A	771	1,500	896	800
Review and issue search warrants for misdemeanor and felony cases.	209	132	100	112	100	132	118
Hours of TECLOSE training completed	289	129	40	40	40	129	80
Review and issue code enforcement search warrants.	298	550	500	522	400	550	500

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Photo Red Line Violation	$ 131,245	$ -	$ 20,000	$ 20,000
Interest Earned	183	-	100	100
Other Financing Sources	10,625	-	-	-
General Resources	(35,549)	-	-	-
Total	$ 106,504	$ -	$ 20,100	$ 20,100

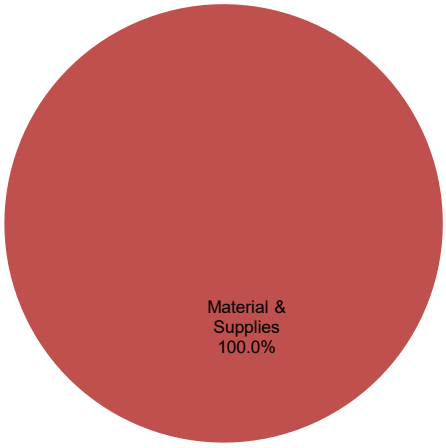
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 81,763	$ -	$ 20,100	$ 20,100
Contracts	24,741	-	-	-
Total	$ 106,504	$ -	$ 20,100	$ 20,100

FINANCIAL INFORMATION

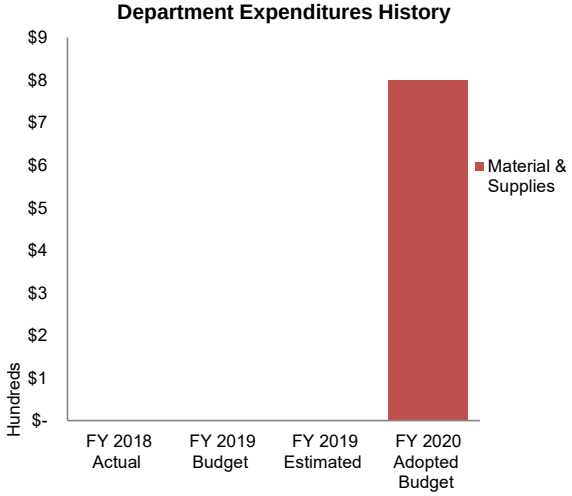
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Fines	$ -	$ -	$ -	$ 800
Interest Earned	-	-	-	-
General Resources	-	-	-	-
Total	$ -	$ -	$ -	$ 800

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	-	-	-	800
Total	$ -	$ -	$ -	$ 800

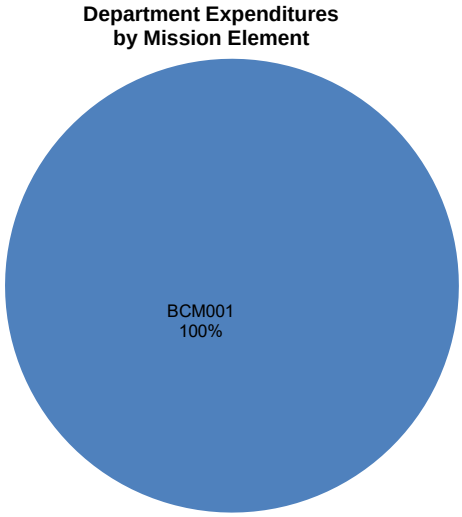
Department Expenditures

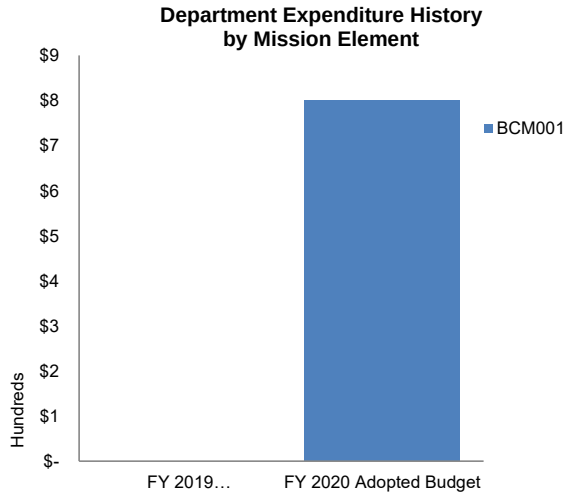


Department Expenditures History



Project Code	Mission Element		Hours	FY 2019 Estimated	FY 2020 Adopted Budget
BCM001	Conduct arraignment and trials	0.00	0.00	$ -	$ 800
		0.00	0.00	$ -	$ 800





Mission Element: Conduct arraignment and trials

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Administrative assistance for court dockets.	9,000	7,325	N/A	1,205	12,412	7,325	6,593
Conduct arraignments, trials and civil hearings	1,785	5,400	N/A	1,248	7,522	5,400	5,400
Conduct show cause and indigent hearings	290	1,925	N/A	257	4,890	1,925	1,925

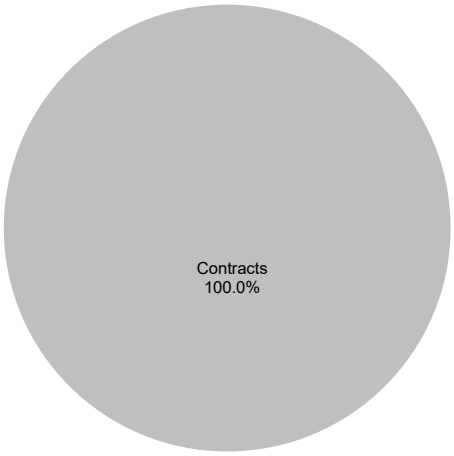
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 911	$ -	$ -	$ -
Miscellaneous Revenue	10	-	-	-
Interest Earned	16	-	-	-
General Resources	(937)	-	-	-
Total	$ -	$ -	$ -	$ -

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Support Services	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

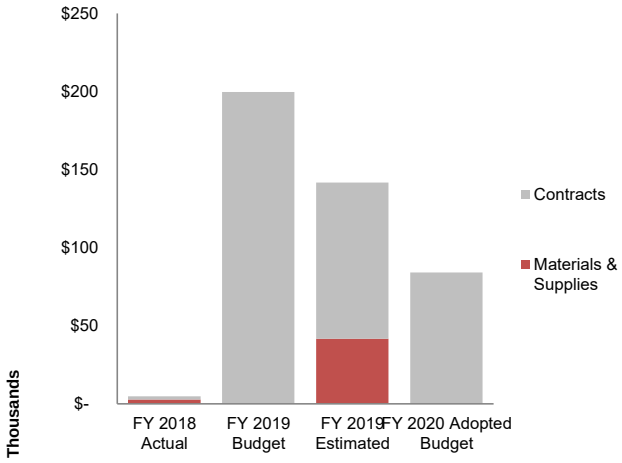
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Animal Control Donations	$ 102,074	$ 185,122	$ 255,109	$ 84,000
General Resources	(97,369)	14,617	(113,484)	-
Total	$ 4,705	$ 199,739	$ 141,625	$ 84,000

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Materials & Supplies	$ 2,752	$ -	$ 41,625	$ -
Contracts	1,953	199,739	100,000	84,000
Total	$ 4,705	$ 199,739	$ 141,625	$ 84,000

Department Expenditures

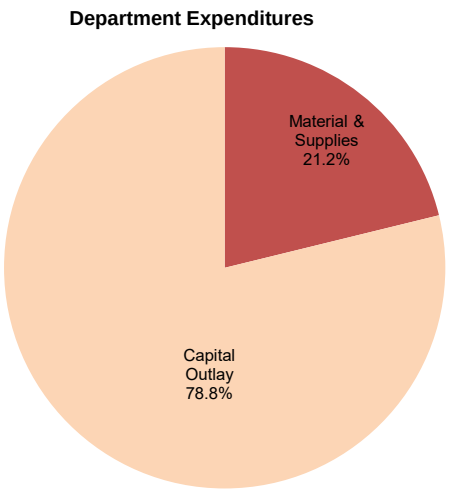


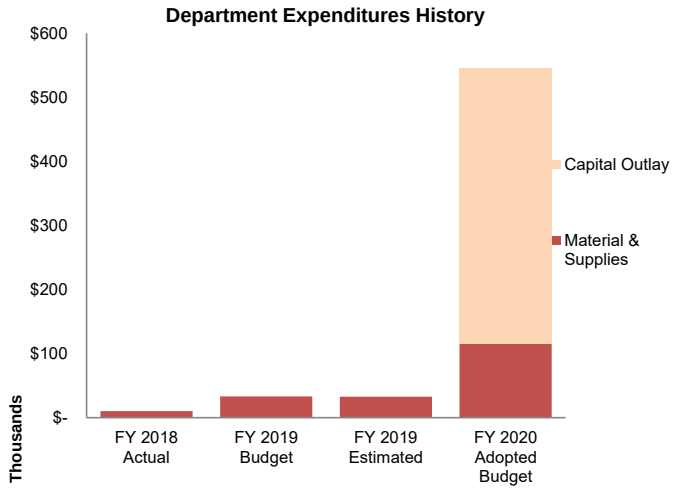
Department Expenditures History



Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 156,629	$ -	$ 158,779	$ 159,000
Child Safety Fees	39,721	35,000	34,536	33,500
Interest Earned	2,982	-	1,881	3,000
Miscellaneous Receipts	6	-	6	-
General Resources	(189,274)	(1,500)	(162,202)	350,000
Total	$ 10,064	$ 33,500	$ 33,000	$ 545,500

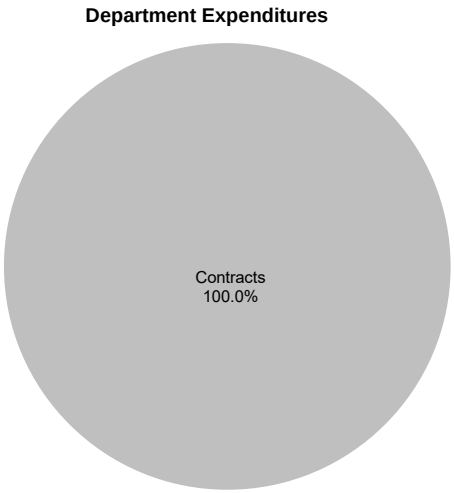
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 10,064	$ 33,500	$ 33,000	$ 115,500
Capital Outlay	-	-	-	430,000
Total	$ 10,064	$ 33,500	$ 33,000	$ 545,500

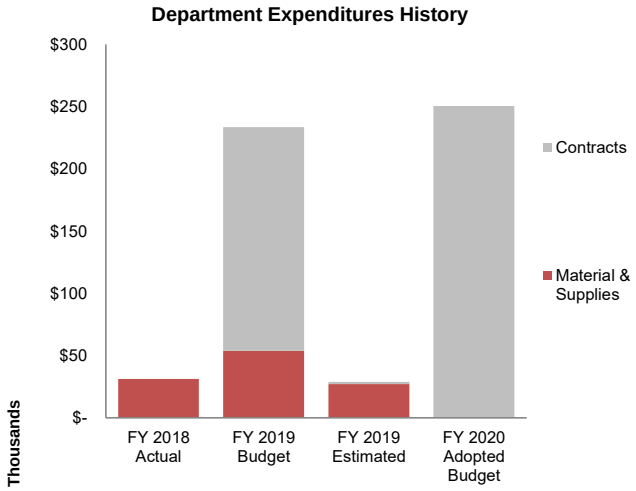




Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Intergovernmental Revenue	$ 23,110	$ 17,776	$ 20,162	$ 19,892
Charges for Services	13,697	10,252	6,500	9,556
Investments Income	2,959	-	-	-
Contribution/Donations	78,750	6,430	10,344	15,514
Miscellaneous Receipts	31,742	125,222	3,145	17,010
General Resources	(119,056)	73,816	(11,185)	188,386
Total	$ 31,202	$ 233,496	$ 28,966	$ 250,358

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material & Supplies	$ 31,202	$ 53,766	$ 27,116	$ -
Contracts	-	179,730	1,850	250,358
Total	$ 31,202	$ 233,496	$ 28,966	$ 250,358





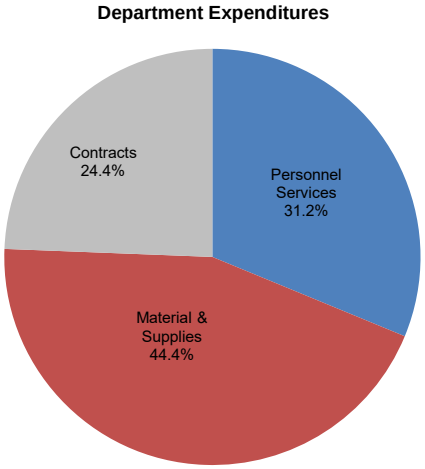
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
JLUS Grant		$ -	$ -	$ -
General Resources	-	-	-	-
Total	$ -	$ -	$ -	$ -

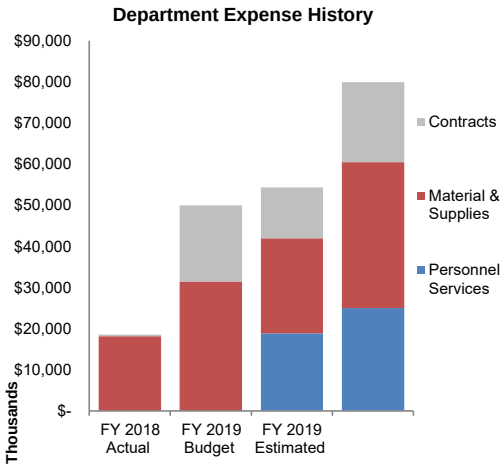
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Material Supplies	$ -	$ -	$ -	$ -
Support Services	-	-	-	-
Project Expense	-	-	-	-
Total	$ -	$ -	$ -	$ -

FINANCIAL INFORMATION

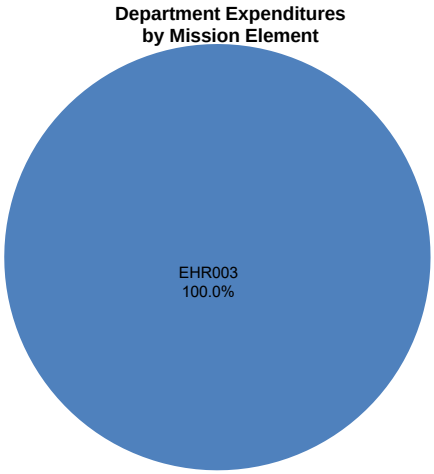
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Wellness Non-Assessment Fee	$ 59,725	$ 263,523	$ 40,000	$ 40,000
Investments Income	1,957	-	-	-
General Resources	(43,138)	(213,523)	14,318	39,969
Total	$ 18,545	$ 50,000	$ 54,318	$ 79,969

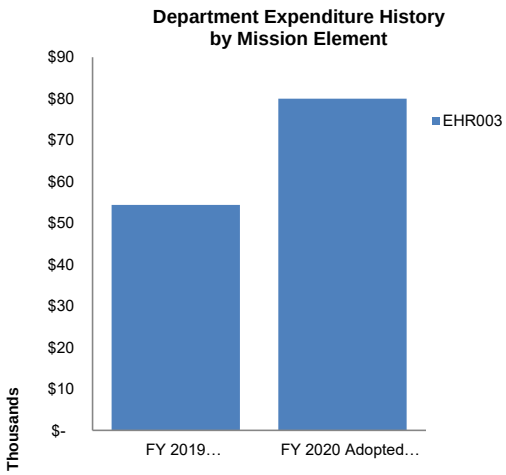
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ -	$ 18,852	$ 24,969
Material & Supplies	18,145	31,500	23,150	35,500
Contracts	400	18,500	12,316	19,500
Total	$ 18,545	$ 50,000	$ 54,318	$ 79,969





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
EHR003	Manage a fair classification and compensation plan, and a benefits system.	0.40	832.00	$ 54,318	$ 79,969
		-	-	$ 54,318	$ 79,969

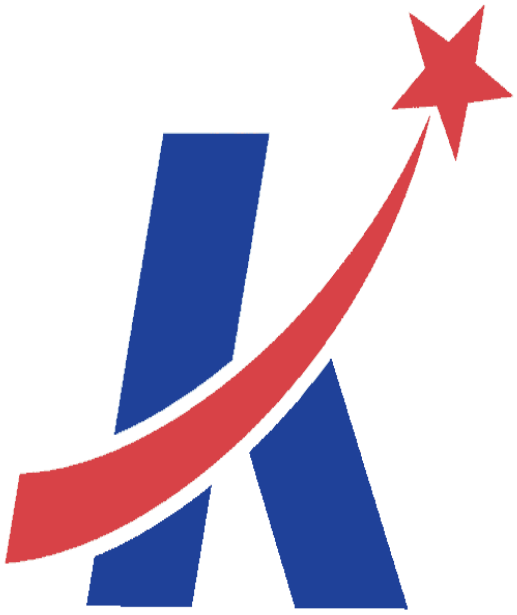




Mission Element: Manage a fair classification and compensation plan, and a benefits system.

Operational Targets: Essential department functions within the mission element.

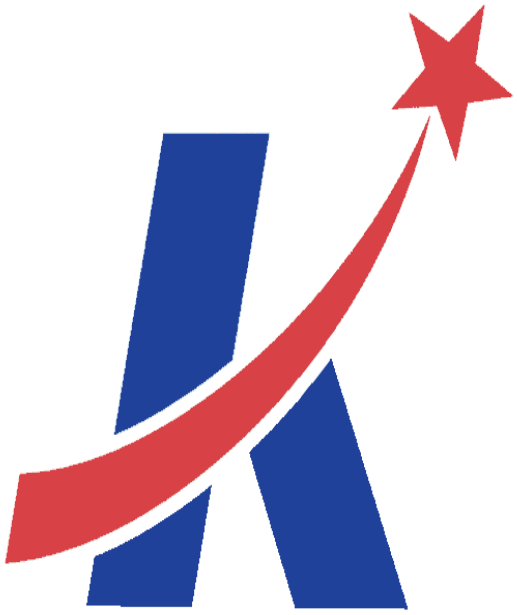
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Conduct market driven compensation study.	960	1	1	1	1	1	1
Review job descriptions.	780	150	N/A	N/A	50	383	50
Review reclassifications.	520	10	N/A	39	20	20	20
Monitor employees enrolled in the healthcare plan.		950	N/A	947	960	860	970
Monitor employees' dependents enrollment.		1,400	N/A	1,495	1,500	776	1,500
Monitor employee who opt out of the healthcare plan.		300	N/A	333	300	288	300



Dedicated Service – Everyday, for Everyone!



Internal Service Funds



Dedicated Service – Everyday, for Everyone!

INTERNAL SERVICE FUNDS

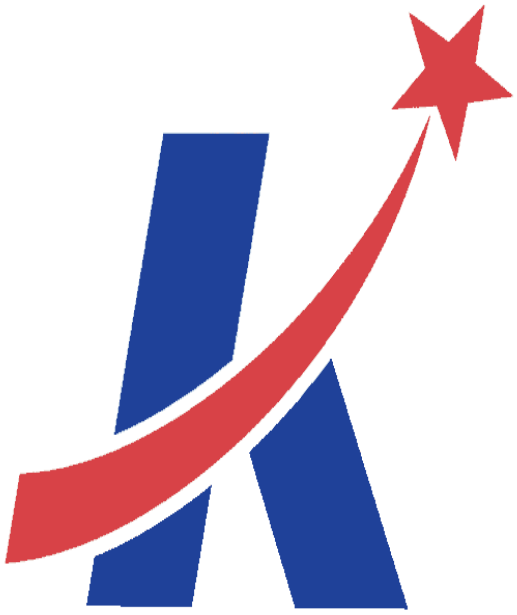


Fleet Internal Service Fund is used to account for the acquisition of vehicles/rolling stock and fleet maintenance services provided to other funds on a cost-reimbursement basis.

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.

Support Services Internal Service Fund accounts for the activities to support the line departments.



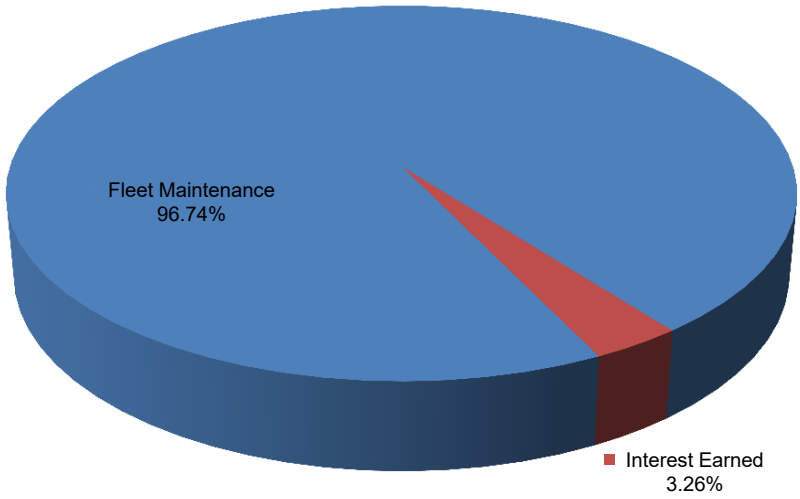
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Internal Service Fund (Fleet Services)
Budget Summary
FY 2020

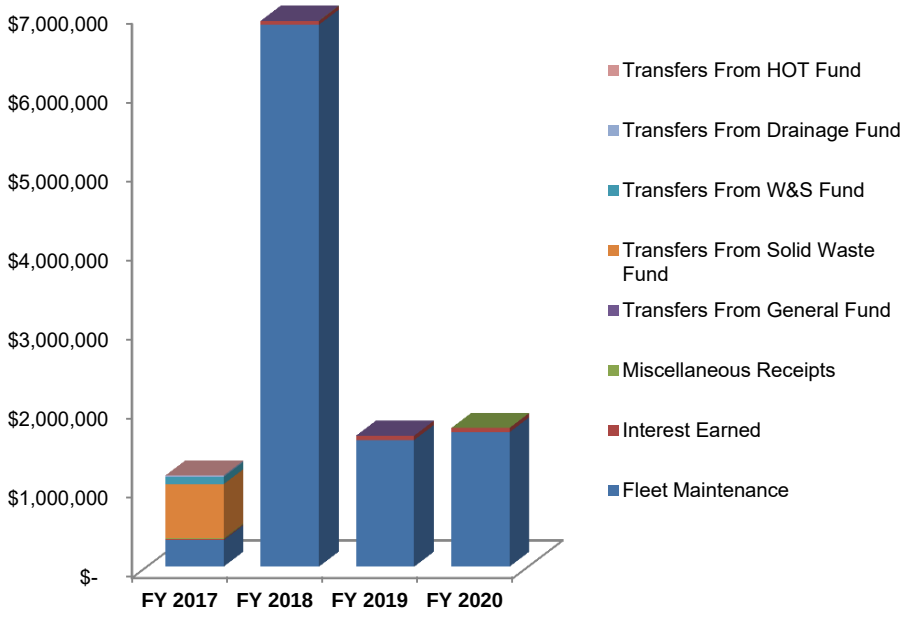
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Fleet Maintenance	$ 6,846,006	$ 1,600,357	$ 1,600,357	$ 1,697,744	96.92%	6.09%
Interest Earned	46,581	4,500	54,000	53,980	3.08%	1099.56%
Miscellaneous Receipts	3,633	-	-	-	0.00%	0.00%
Intergovernmental	93	-	-	-	0.00%	0.00%
Total Revenues	$ 6,896,312	$ 1,604,857	$ 1,654,357	$ 1,751,724	100.00%	9.15%
Operating Expenses						
Fleet Services Operations	$ 1,373,098	$ 1,604,857	$ 1,467,008	$ 1,713,150	97.80%	6.75%
Non-Departmental	1,395	-	601	38,574	2.20%	0.00%
Total Operating Expenses	1,374,493	1,604,857	1,467,609	1,751,724	100.00%	9.15%
Non-Operating Expenses						
Capital Outlay	6,000	-	-	-	0.00%	0.00%
Transfers Out	-	-	-	-	0.00%	0.00%
Total Non-Operating Expenses	6,000	-	-	-	0.00%	0.00%
Total Expenses	$ 1,380,493	$ 1,604,857	$ 1,467,609	$ 1,751,724	100.00%	9.15%
Net Change in Working Capital	$ 5,515,819	$ -	$ 186,748	-		
Working Capital Balance, Beginning				624,889		
Working Capital Balance, Ending				$ 624,889		

Internal Service Fund (Fleet Services)

-Revenues by Source FY 2020-

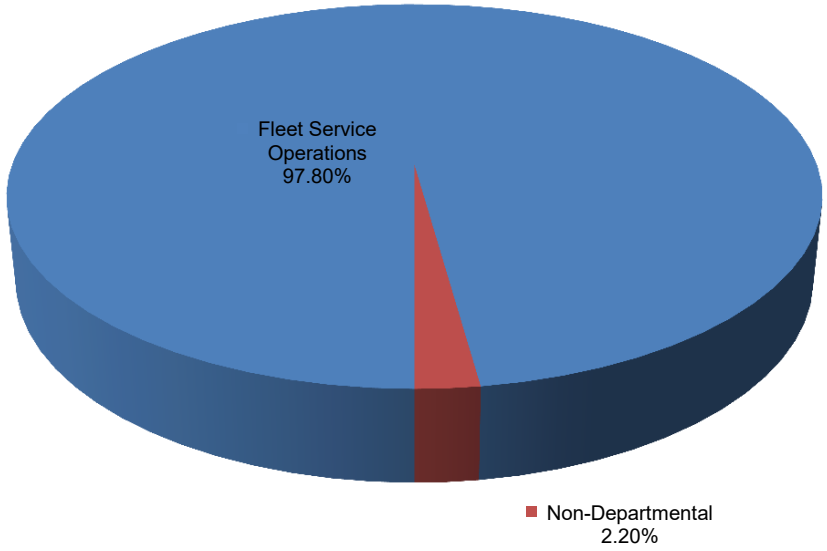


-Revenues by Source Last Four Years-

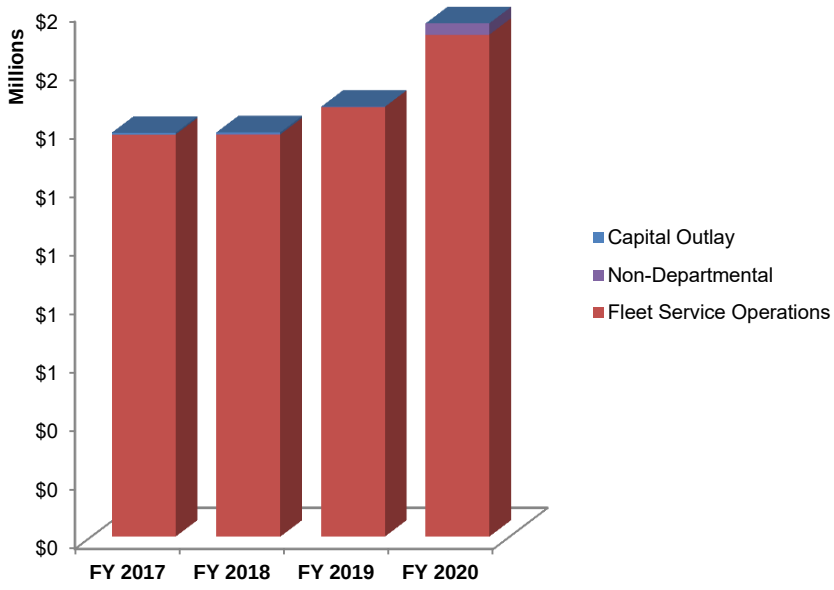


Internal Service Fund (Fleet Services)

-Expenditures by Type FY 2020-

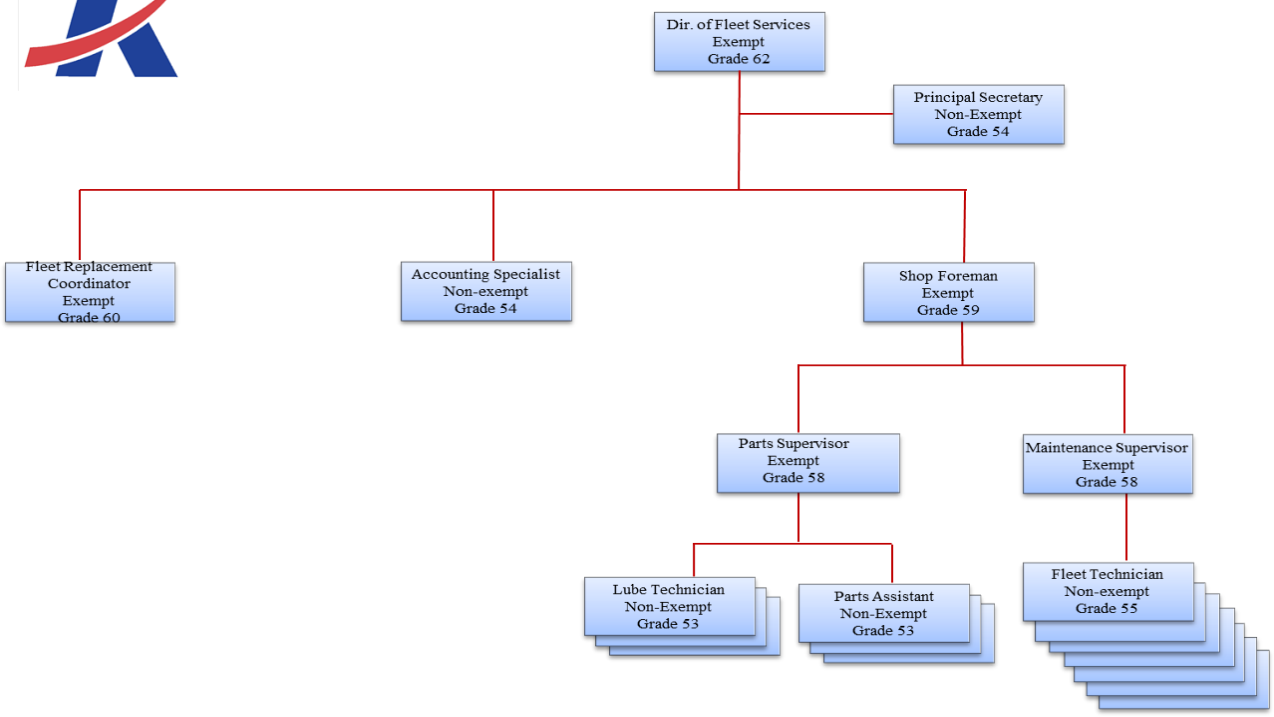


-Expenditures by Source Last Four Years-



Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Fleet Services Revenues					
	Intergovernmental Revenue				
601-0000-333.02-03	DHS-EMERGENCY DECLARATION	$ 93	$ -	$ -	$ -
	Intergovernmental Revenue	**93**	**-**	**-**	**-**
	Charges for Services				
601-0000-349.01-10	GENERAL FUND CHARGES	3,336,083	718,969	718,969	698,041
601-0000-349.02-14	HOTELMOTEL FUND CHARGES	898	960	960	2,200
601-0000-349.02-34	STREET MAINT FUND CHARGES	-	-	-	142,014
601-0000-349.05-25	AVIATION FUND CHARGES	-	-	-	-
601-0000-349.05-40	SOLID WASTE FUND CHARGES	2,210,205	758,493	758,493	681,484
601-0000-349.05-50	WATERSEWER FUND CHARGES	1,104,587	101,613	101,613	107,145
601-0000-349.05-75	DRAINAGE FUND CHARGES	194,233	20,322	20,322	66,860
	Charges for Services	**6,846,006**	**1,600,357**	**1,600,357**	**1,697,744**
	Investments Income				
601-0000-361.05-00	INTEREST EARNED	47,525	5,000	55,000	55,000
601-0000-361.05-10	INVESTMENT EXPENSE	(944)	(500)	(1,000)	(1,020)
	Investments Income	**46,581**	**4,500**	**54,000**	**53,980**
	Miscellaneous Income				
601-0000-371.10-02	PURCHASING CARDS	3,633	-	-	-
601-0000-379.99-99	OTHER INCOME	-	-	-	-
	Miscellaneous Income	**3,633**	**-**	**-**	**-**
	Other Financing Sources				
601-0000-392.01-01	SALE OF ASSETS	-	-	-	-
601-0000-392.02-01	INSURANCE PROCEEDS	-	-	-	-
601-0000-393.07-01	LEASE PROCEEDS	-	-	-	-
	Other Financing Sources	**-**	**-**	**-**	**-**
	Fleet Services Revenues	**$ 6,896,312**	**$ 1,604,857**	**$ 1,654,357**	**$ 1,751,724**

Fleet Services Division



DIVISION MISSION STATEMENT

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.

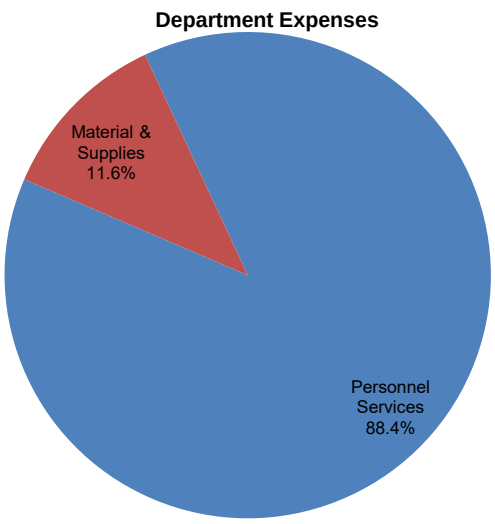
GOALS

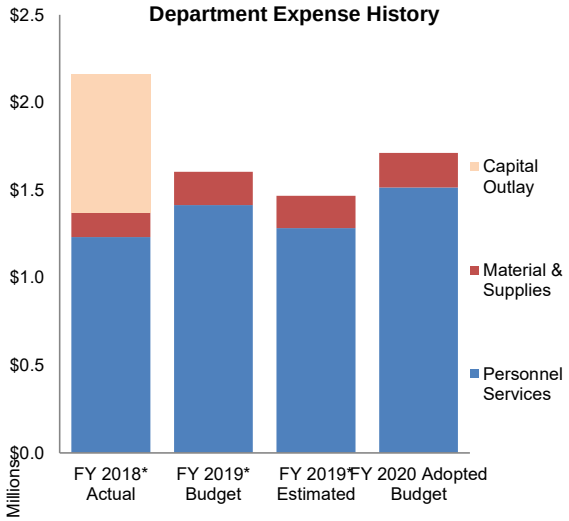
- Timely procurement of FY19 vehicles and equipment.
- Initiate new parts and fuel contracts.
- Monitor and limit repair “come-backs” to 0.5% annually = 24.
- Reduce tire damage by maintaining proper inflation and cleanliness of unloading area.
- Initiate GPS/telematics pilot program.
- Initiate a vehicle lease program if feasible.

FINANCIAL INFORMATION

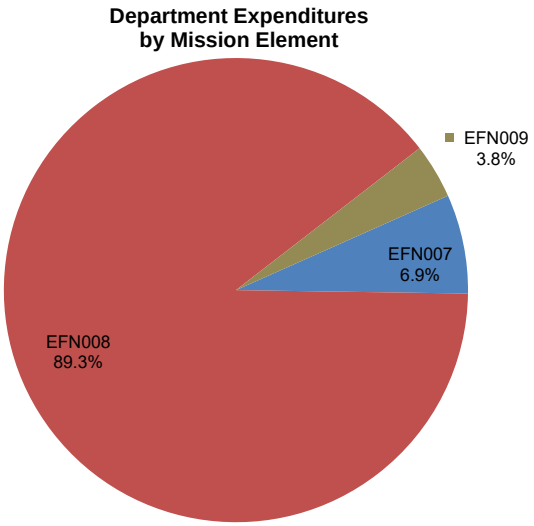
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Transfer from General Fund	$ 3,336,083	$ 718,969	$ 718,969	$ 698,041
Transfer from Hotel Occupancy Tax Fund	898	960	960	2,200
Transfer from Street Maintenance Fund	-	-	-	142,014
Transfer from Solid Waste Fund	2,210,205	758,493	758,493	681,484
Transfer from Water & Sewer Fund	1,104,587	101,613	101,613	107,145
Transfer from Drainage Utility Fund	194,233	20,322	20,322	66,860
Interest and Other	50,306	4,500	54,000	53,980
General Resources	(4,733,027)	-	(187,349)	(38,574)
Total	$ 2,163,285	$ 1,604,857	$ 1,467,008	$ 1,713,150

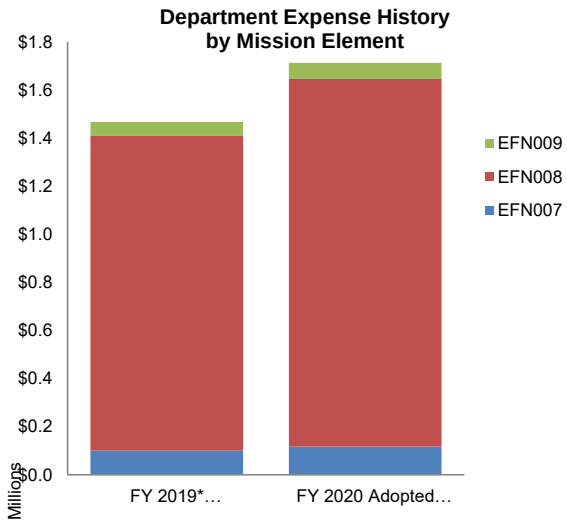
Expenses Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,232,565	$ 1,414,165	$ 1,282,251	$ 1,514,275
Material & Supplies	140,533	190,692	184,757	198,875
Capital Outlay	790,187	-	-	-
Total	$ 2,163,285	$ 1,604,857	$ 1,467,008	$ 1,713,150





Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN007	Procure and dispose of vehicles and equipment.	1.47	3,057.60	$ 101,242	$ 118,229
EFN008	Manage and maintain the fleet.	24.88	51,750.40	1,309,955	1,529,746
EFN009	Fuel the fleet.	0.65	1,352.00	55,811	65,175
		27.00	56,160.00	$ 1,467,008	$ 1,713,150





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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 [1]	-	1.00	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	27.00	27.00

1 - In FY 2019*, added Fleet Services Shop Foreman

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	Actual FY 19	Target FY 20
Procure and deploy approved fleet units.	1,750	64	58	10	112	119	65
Properly dispose of replaced or released units.	180	85	45	51	85	85	58
Reduce the average age of fleet to industry standard, currently 7.7 years.	150	9.0	9.4	10.0	9.6	9.7	9.5

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	Actual FY 19	Target FY 20
Initiate new fuel and parts contracts.	36	1	2	2	1	1	2
Reduce Solid Waste tire services expense by 1.0%.	60	$263,250	$274,000	$270,000	$263,250	$267,645	$264,969
Completed work orders.	52,836	4,900	4,900	4,946	4,900	4,733	4,850
Limit equipment repair returns to <0.5% annually.	40	25	24	24	25	24	24
Initiate/implement a pilot program for telematics.	68	1	0	0	1	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	Actual FY 19	Target FY 20
Maintain 100% availability of on-site fuel.	9	100%	100%	99%	100%	100%	100%
Ensure 100% compliance of monthly statistical inventory reconciliation reporting for the three in-ground storage tanks.	996	36	36	36	36	36	36
Reduce monthly incorrect odometer entries city-wide by 5% (FY18 average = 77/month).	20	73	69	77	74	70	66
Number of gallons of fuel used annually.	15	743,000	747,042	742,043	743,000	738,000	735,000

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 1,395	$ -	$ 601	$ 38,574
Total Non-Departmental Revenue	$ 1,395	$ -	$ 601	$ 38,574

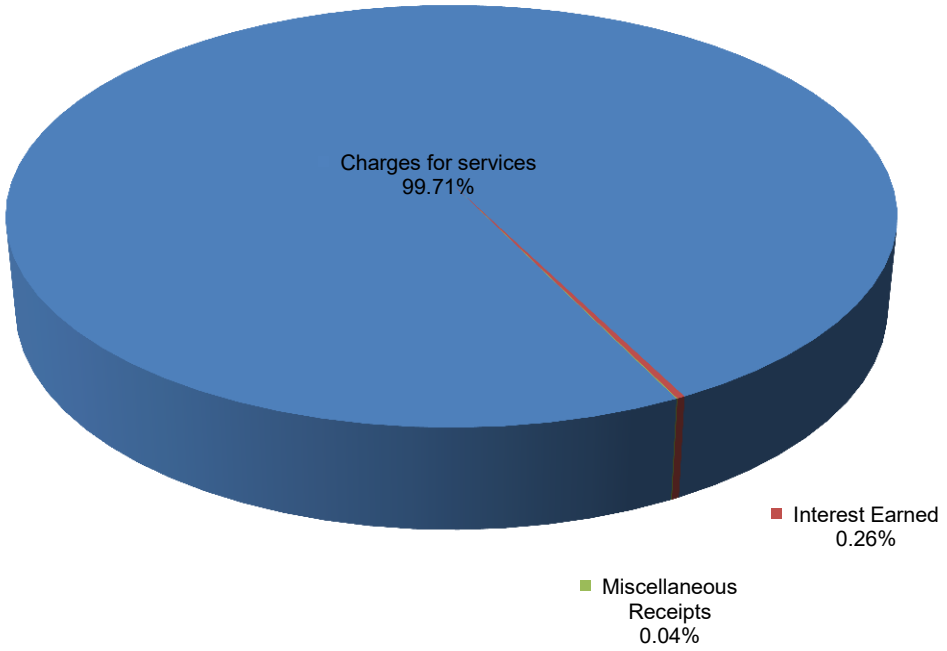
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 1,395	$ -	$ 601	$ 38,574
Designated Expenses	-	-	-	-
Total Non-Departmental Expenses	$ 1,395	$ -	$ 601	$ 38,574
TOTAL OTHER APPROPRIATIONS REV	**$ 1,395**	**$ -**	**$ 601**	**$ 38,574**
TOTAL OTHER APPROPRIATIONS EXP	**$ 1,395**	**$ -**	**$ 601**	**$ 38,574**

Internal Service Fund (Information Technology)
Budget Summary
FY 2020

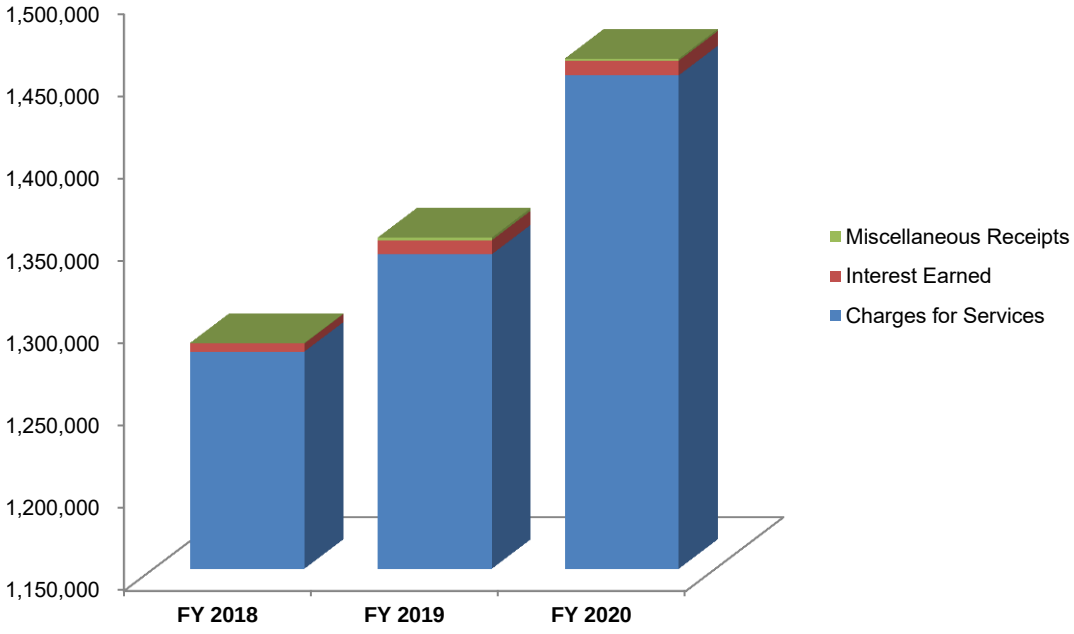
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Charges for Services	$ 2,809,476	$ 2,915,144	$ 2,915,144	$ 3,441,729	99.71%	18.06%
Interest Earned	4,920	-	8,530	8,900	0.26%	0.00%
Miscellaneous Receipts	316	-	1,584	1,235	0.04%	0.00%
Total Revenues	2,814,712	2,915,144	2,925,258	3,451,864	100.00%	18.41%
Operating Expenses						
Information Technology	2,363,425	2,630,144	3,120,934	3,160,836	91.57%	20.18%
Non-Departmental	1,432	-	19,181	106,028	3.07%	0.00%
	2,364,856	2,630,144	3,140,115	3,266,864	94.64%	24.21%
Debt Service						
Principal	236,085	-	-	-	0.00%	0.00%
Interest	23,661	-	-	-	0.00%	0.00%
Total Debt Service	259,745	-	-	-	0.00%	0.00%
Total Operating Expenses	2,624,602	2,630,144	3,140,115	3,266,864	94.64%	24.21%
Non-Operating Expenses						
Capital Outlay	83,271	285,000	185,000	185,000	5.36%	-35.09%
Transfers Out	-	-	-	-	0.00%	0.00%
Total Non-Operating Expenses	83,271	285,000	185,000	185,000	5.36%	-35.09%
Total Expenses	$ 2,707,873	$ 2,915,144	$ 3,325,115	$ 3,451,864	100.00%	18.41%
Net Change in Working Capital	$ 106,839	$ -	$ (399,857)	-		
Working Capital Balance, Beginning				51,786		
Working Capital Balance, Ending				$ 51,786		

Internal Service Fund (Information Technology)

-Revenues by Source FY 2020-

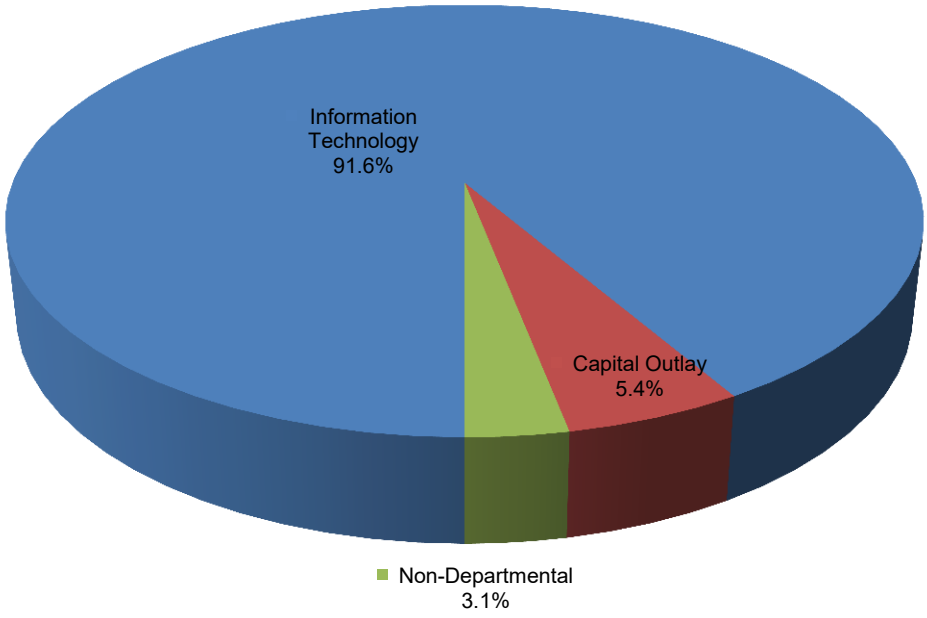


-Revenues by Source Last Three Years-

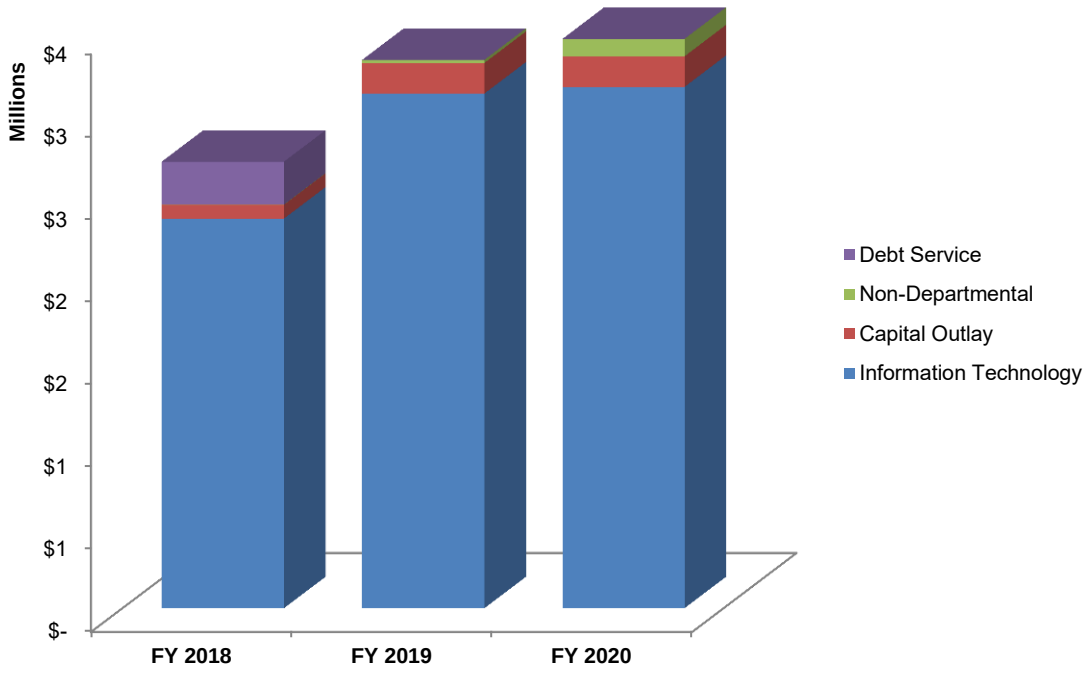


Internal Service Fund (Information Technology)

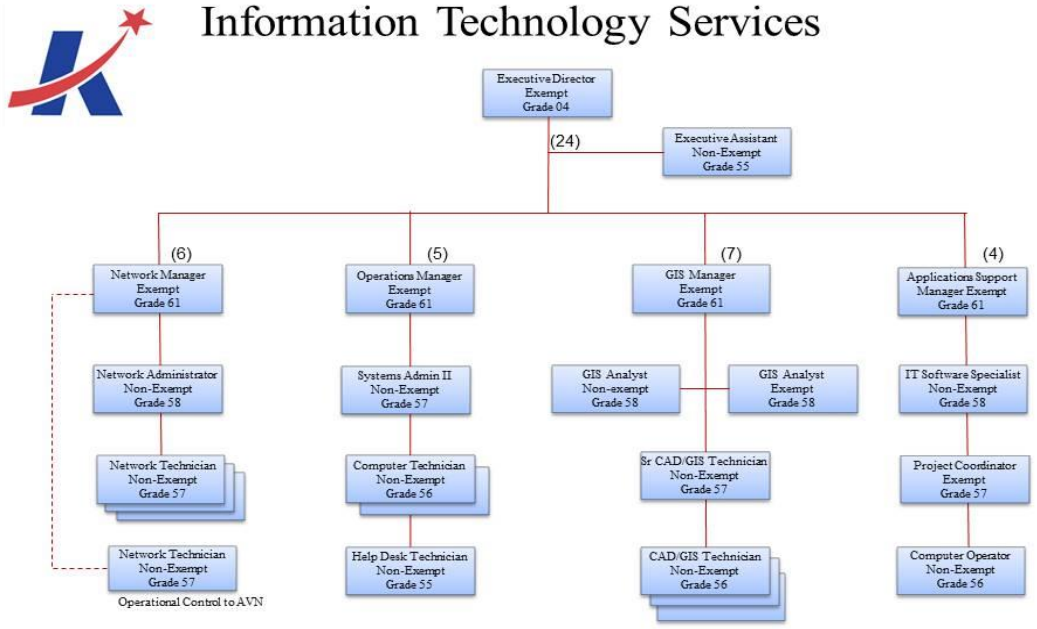
-Expenditures by Type FY 2020-



-Expenditures by Source Last Three Years-



Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Information Technology Revenues					
	Charges for Services				
627-0000-349.01-10	GENERAL FUND CHARGES	$ 1,055,827	$ 1,099,887	$ 1,099,887	$ 1,785,662
627-0000-349.02-14	HOTELMOTEL FUND CHARGES	42,200	44,310	44,310	37,100
627-0000-349.02-34	STREET MAINT FUND CHARGES	-	-	-	53,178
627-0000-349.05-25	AVIATION FUND CHARGES	114,150	117,118	117,118	100,000
627-0000-349.05-27	AVIATION FUND CHARGES	-	-	-	-
627-0000-349.05-40	SOLID WASTE FUND CHARGES	270,409	290,600	290,600	430,060
627-0000-349.05-50	WATERSEWER FUND CHARGES	1,158,196	1,188,475	1,188,475	938,649
627-0000-349.05-75	DRAINAGE FUND CHARGES	168,694	174,754	174,754	97,080
	Charges for Services	**2,809,476**	**2,915,144**	**2,915,144**	**3,441,729**
	Investments Income				
627-0000-361.05-00	INTEREST EARNED	4,979	-	8,610	9,000
627-0000-361.05-10	INVESTMENT EXPENSE	(59)	-	(80)	(100)
	Investments Income	**4,920**	**-**	**8,530**	**8,900**
	Miscellaneous Income				
627-0000-371.10-02	PURCHASING CARDS	316	-	1,235	1,235
627-0000-379.99-99	OTHER INCOME	-	-	349	-
	Miscellaneous Income	**316**	**-**	**1,584**	**1,235**
	Information Technology Revenues	**$ 2,814,712**	**$ 2,915,144**	**$ 2,925,258**	**$ 3,451,864**



DIVISION MISSION STATEMENT

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.
- Establish standards for software and hardware support.
- Provide enterprise applications, support, and procurement.

GOALS

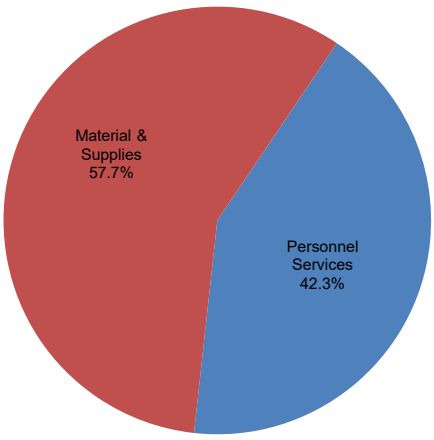
- Deploy new features from our telecommunication system.
- Install outdoor Wi-Fi at some public locations.
- Install backup Data Center.
- Upgrade virtualization software.
- Upgrade PC and server operating systems.
- Upgrade network storage capabilities.
- Improve IT relations across the enterprise.

FINANCIAL INFORMATION

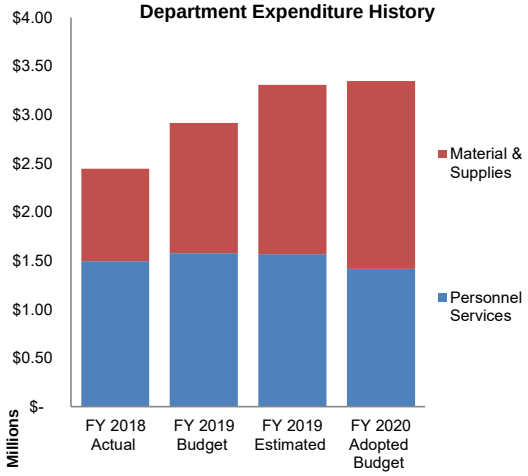
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Transfer from General Fund	$ -	$ -	$ -	$ 580
Transfer from Hotel Occupancy Tax Fund	1,081,479	1,155,539	1,096,314	1,160,480
Transfer from Street Maintenance Fund	1,017	6,000	1,585	6,000
Transfer from KFHRA Fund	75	300	75	300
Transfer from Solid Waste Fund	189	-	189	-
Transfer from Water & Sewer Fund	-	-	2,581	-
Transfer from Drainage Fund	-	-	1,500	-
Interest and Other	169	600	562	4,061
General Resources	1,363,767	1,752,705	2,203,128	2,174,415
Total	$ 2,446,696	$ 2,915,144	$ 3,305,934	$ 3,345,836

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,495,487	$ 1,578,126	$ 1,568,376	$ 1,415,145
Material & Supplies	951,210	1,337,018	1,737,558	1,930,691
Total	$ 2,446,696	$ 2,915,144	$ 3,305,934	$ 3,345,836

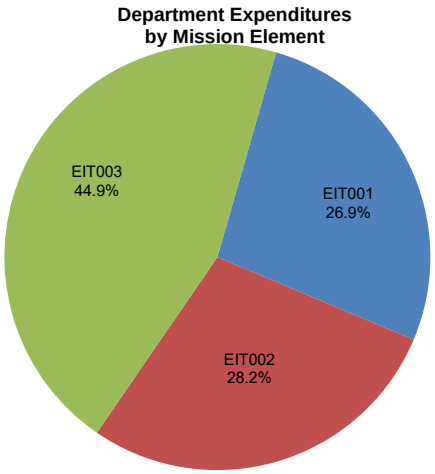
Department Expenditures

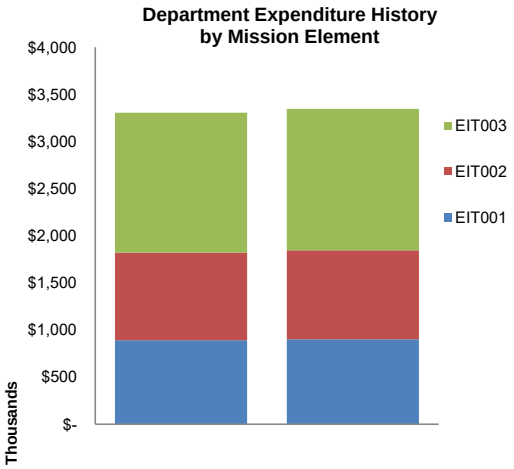


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
EIT001	Provide a secure, reliable, and cost-effective network.	6.64	13,811.20	$ 889,191	$ 899,923
EIT002	Provide standard software and hardware support.	7.73	16,078.40	933,202	944,466
EIT003	Provide enterprise applications support.	4.63	9,630.40	1,483,541	1,501,447
		19.00	39,520.00	$ 3,305,934	$ 3,345,836





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Applications Support Manager	1.00	1.00	1.00
CAD GIS Technician [1]	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 of Information Technology	1.00	1.00	1.00
GIS Analyst [1]	2.00	2.00	-
GIS Manager [1]	1.00	1.00	-
Help Desk Technician [2]	1.00	1.00	2.00
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	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Senior CAD/GIS Technician [1]	1.00	1.00	-
Software Specialist	1.00	1.00	1.00
Systems Administrator II	1.00	1.00	2.00
Total Staffing	24.00	24.00	19.00

[1] - In FY 2020, moved three CAD/GIS Technicians, two GIS Analysts, one GIS Manager and one Senior CAD/GIS Technician from Information Technology to Engineering

[2] - In FY 2020, added one Help Desk Technician and one Systems Administrator II

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	Actual FY 19	Target FY 20
Availability of Network resources.	-	99.99%	98.00%	99.00%	99.00%	99.00%	99.00%
Fiber network availability.	1,040	26.57 miles	99.00%	99.00%	99.00%	99.00%	99.00%
Network equipment availability.	6,240	129 devices	98.00%	99.00%	99.00%	99.00%	99.00%
Telephone systems availability.	2,080	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%
Radio network availability.	1,040	14 links	99.00%	98.00%	99.00%	99.00%	99.00%
Active Wi-Fi buildings.	3,120	34	30	34	40	41	42
Availability of mobile devices.	2,080	99.00%	98.00%	98.00%	99.00%	99.00%	99.00%
Availability of video surveillance.	-	99.00%	99.00%	98.00%	99.00%	99.00%	99.00%
Availability of access control systems.	1,040	99.00%	99.00%	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	Actual FY 19	Target FY 20
City systems (purchased) active on the network.	3,120	1,265	1,265	1,265	1,265	1,265	1,265
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	5,649/5,649	5,600/5,600
Calls to the help desk.	2,080	13,000	8,400	9,459	9,750	10,077	10,000

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	Actual FY 19	Target FY 20
Software applications.	2,080	29-Feb	60	60	60	60	60
Servers managed.	2,080	74	70	70	74	74	74
Licenses users supported.	2,080	800	1,265	1,265	1,265	1,265	1,265
Projects completed.	2,080	12	12	22	21	21	21

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ 1,432	$ -	$ 19,181	$ 106,028
Total Non-Departmental Revenue	$ 1,432	$ -	$ 19,181	$ 106,028

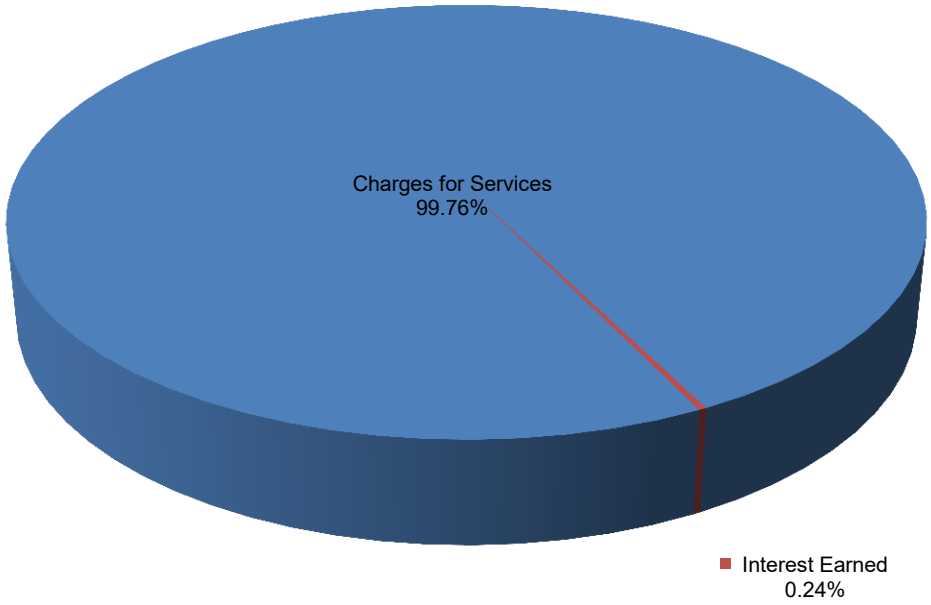
Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ 1,432	$ -	$ 19,181	$ 6,028
Designated Expenses	-	-	-	100,000
Total Non-Departmental Expenses	$ 1,432	$ -	$ 19,181	$ 106,028
TOTAL OTHER APPROPRIATIONS REV	**$ 1,432**	**$ -**	**$ 19,181**	**$ 106,028**
TOTAL OTHER APPROPRIATIONS EXP	**$ 1,432**	**$ -**	**$ 19,181**	**$ 106,028**

Internal Service Fund (Risk Management)
Budget Summary
FY 2020

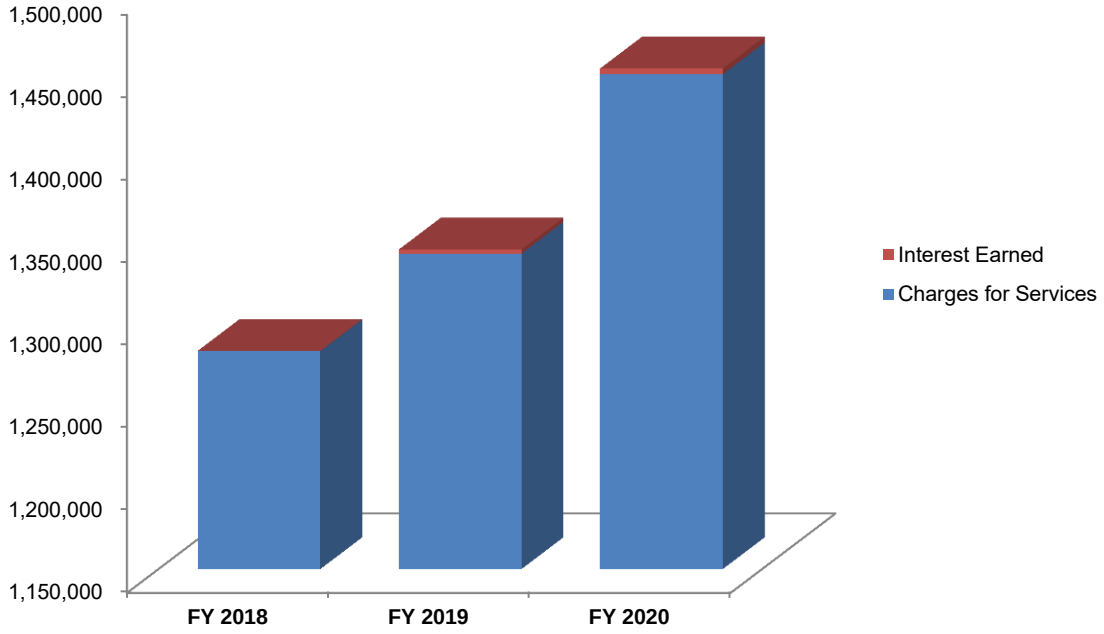
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Charges for Services	$ 1,281,989	$ 1,341,084	$ 1,341,084	$ 1,449,678	99.76%	8.10%
Interest Earned	204	-	2,480	3,500	0.24%	0.00%
Total Revenues	1,282,193	1,341,084	1,343,564	1,453,178	100.00%	8.36%
Operating Expenses						
Risk Management	$ 1,211,299	$ 1,341,084	$ 1,267,140	$ 1,369,678	94.25%	2.13%
Non-Departmental	-	-	-	83,500	5.75%	0.00%
Total Operating Expenses	$ 1,211,299	$ 1,341,084	$ 1,267,140	$ 1,453,178	100.00%	8.36%
Net Change in Working Capital	$ 70,894	$ -	$ 76,424	-		
Working Capital Balance, Beginning				67,241		
Working Capital Balance, Ending				$ 67,241		

Internal Service Fund (Risk Management)

-Revenues by Source FY 2020-

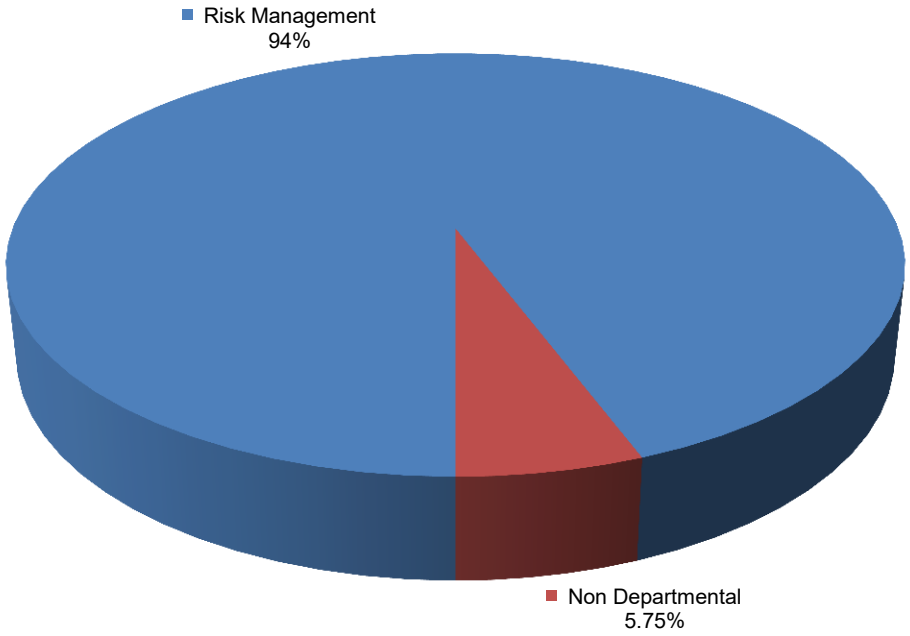


-Revenues by Source Last Three Years-

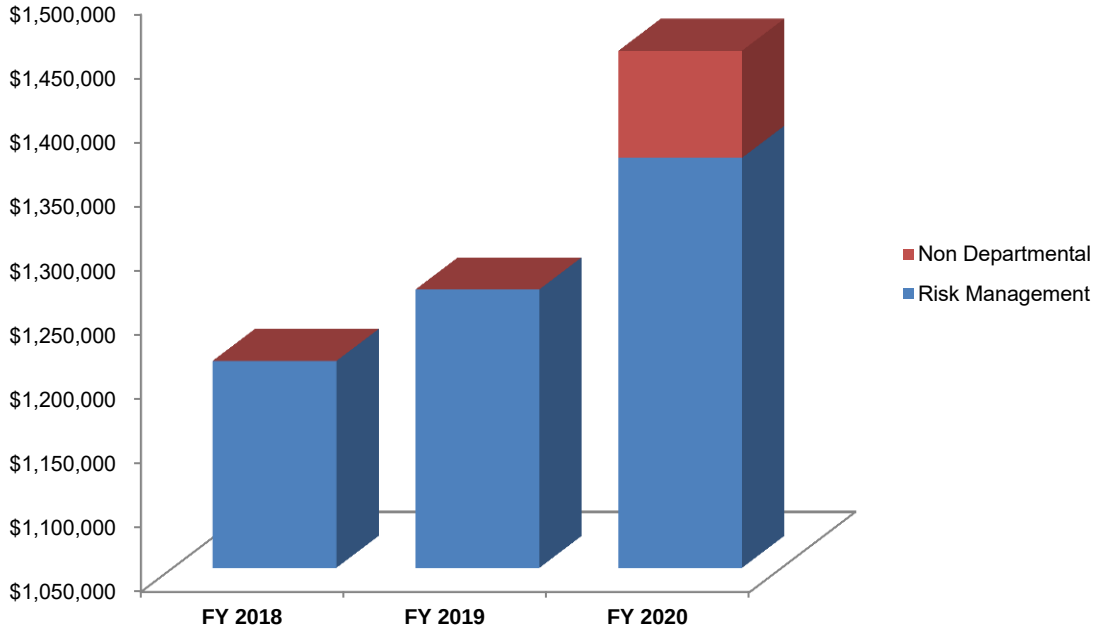


Internal Service Fund (Risk Management)

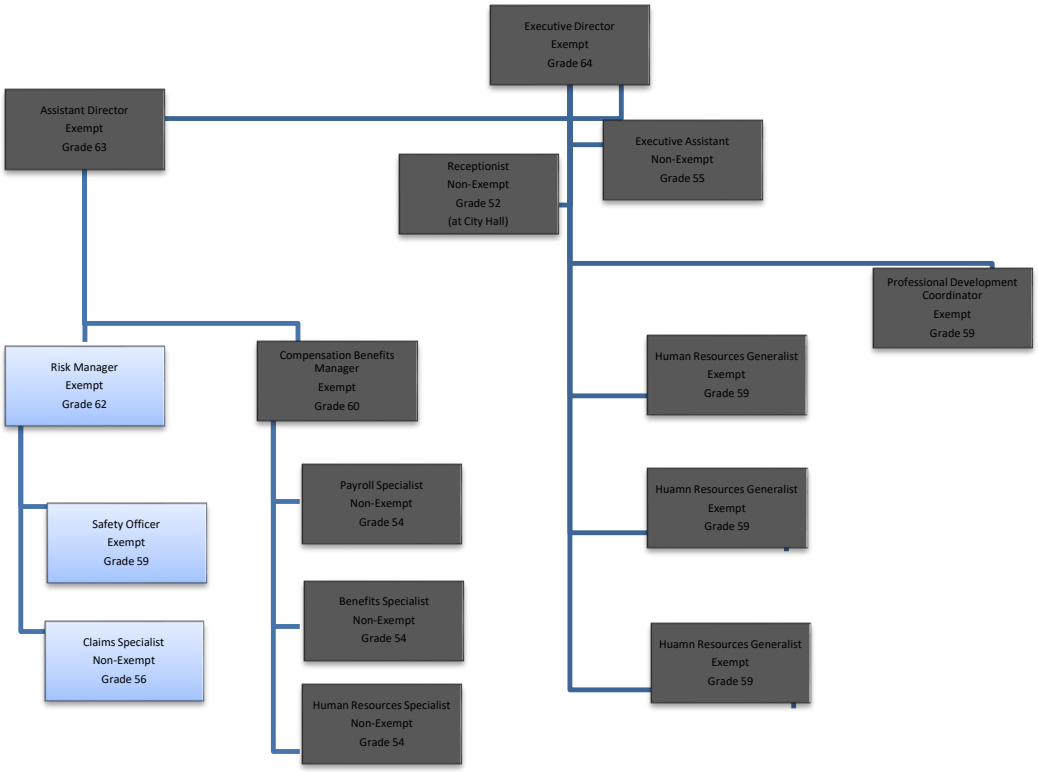
-Expenditures by Type FY 2020-



-Expenditures by Source Last Three Years-



Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Risk Management Revenues					
	Charges for Services				
623-0000-349.01-10	GENERAL FUND CHARGES	$ 781,808	$ 817,847	$ 817,847	$ 768,158
623-0000-349.02-14	HOTELMOTEL FUND CHARGES	23,776	24,872	24,872	13,915
623-0000-349.02-34	STREET MAINT FUND CHARGES	-	-	-	19,945
623-0000-349.05-25	AVIATION FUND CHARGES	78,785	82,358	82,358	93,878
623-0000-349.05-27	AVIATION FUND CHARGES	15,108	15,863	15,863	4,018
623-0000-349.05-40	SOLID WASTE FUND CHARGES	196,129	205,169	205,169	161,300
623-0000-349.05-50	WATERSEWER FUND CHARGES	158,723	166,040	166,040	352,053
623-0000-349.05-75	DRAINAGE FUND CHARGES	27,660	28,935	28,935	36,411
	Charges for Services	**1,281,989**	**1,341,084**	**1,341,084**	**1,449,678**
	Investments Income				
623-0000-361.05-00	INTEREST EARNED	206	-	2,500	3,600
623-0000-361.05-10	INVESTMENT EXPENSE	(6)	-	(20)	(100)
	Investments Income	**199**	**-**	**2,480**	**3,500**
	Miscellaneous Income				
623-0000-371.10-02	PURCHASING CARDS	4	-	-	-
623-0000-379.99-99	OTHER INCOME	-	-	-	-
	Miscellaneous Income	**4**	**-**	**-**	**-**
	Risk Management Revenues	**$ 1,282,193**	**$ 1,341,084**	**$ 1,343,564**	**$ 1,453,178**



DIVISION MISSION STATEMENT

Risk Management's mission is to establish effective controls to minimize the City's risk while providing optimum services to employees and its citizens through centralized administration of workers compensation, liability claims, property insurance, and other risk management programs.

MISSION ELEMENTS

- Ensure compliance with risk policies and procedures through training.
- Ensure compliance with safety policies and procedures through training.
- Manage workers compensation, liability and property insurance, and associated claims.

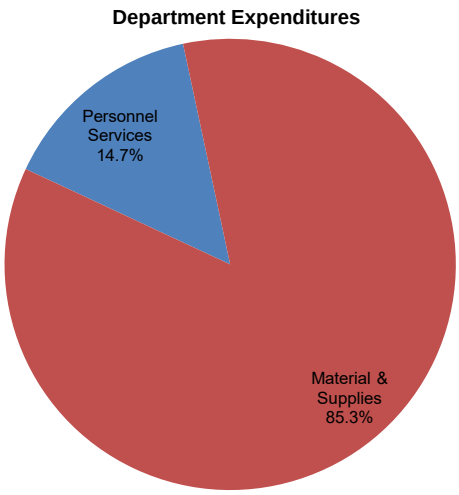
GOALS

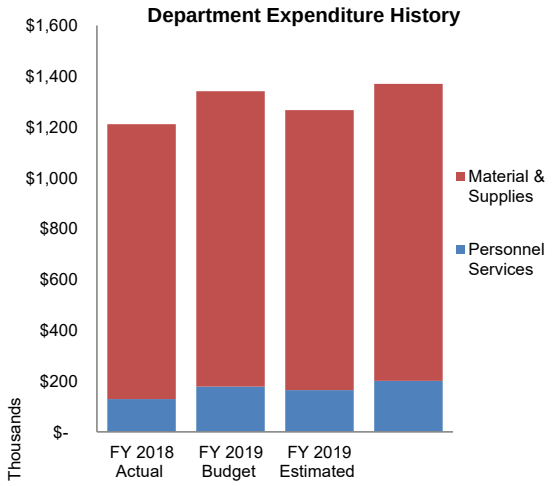
- Train departments/divisions on the new Risk Management Policy and Safety Manual.
- Continue to instill safety awareness to City employees with a goal to reduce preventable accidents/incidents.
- Continue to train employees in loss prevention practices, risk mitigation, and proper utilization of workers compensation program.

FINANCIAL INFORMATION

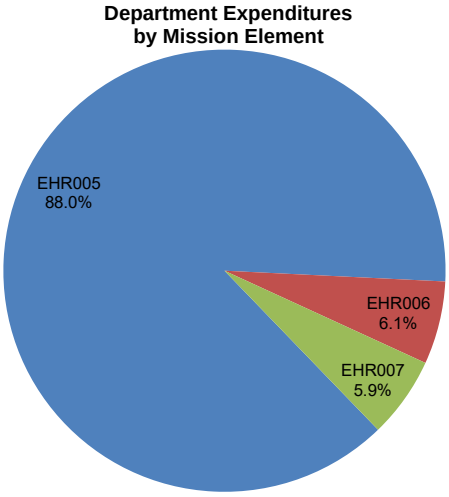
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Transfer from General Fund	$ 781,808	$ 817,847	$ 817,847	$ 768,158
Transfer from Hotel Occupancy Tax Fund	23,776	24,872	24,872	13,915
Transfer from Street Maintenance Fund	-	-	-	19,945
Transfer from KFHRA Fund	78,785	82,358	82,358	93,878
Transfer from Skylark Field Fund	15,108	15,863	15,863	4,018
Transfer from Solid Waste Fund	196,129	205,169	205,169	161,300
Transfer from Water & Sewer Fund	158,723	166,040	166,040	352,053
Transfer from Drainage Fund	27,660	28,935	28,935	36,411
Interest and Other	204	-	2,480	3,500
General Resources	(70,894)	-	(76,424)	(83,500)
Total	$ 1,211,299	$ 1,341,084	$ 1,267,140	$ 1,369,678

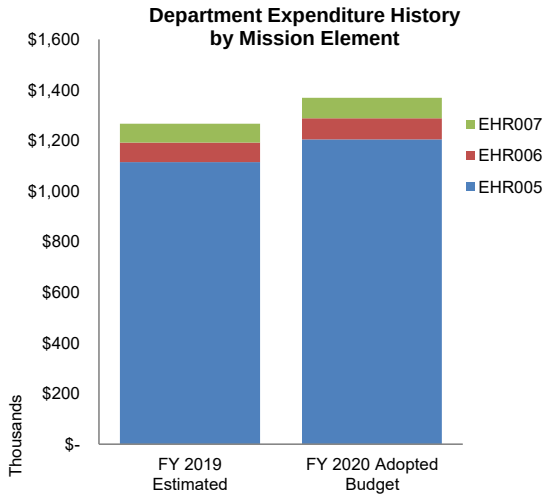
Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 128,370	$ 178,445	$ 164,323	$ 201,384
Material & Supplies	1,082,929	1,162,639	1,102,817	1,168,294
Total	$ 1,211,299	$ 1,341,084	$ 1,267,140	$ 1,369,678





Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
EHR005	Ensure compliance with risk policies and procedures.	0.53	1,102.40	$ 1,115,064	$ 1,205,296
EHR006	Ensure compliance with safety policies and procedures.	1.23	2,558.40	76,917	83,141
EHR007	Manage workers compensation, liability and property insurance, and associated claims.	1.24	2,579.20	75,159	81,241
		3.00	6,240.00	$ 1,267,140	$ 1,369,678





Staffing	FY 2018 Actual	FY 2019 Estimated	FY 2020 Adopted Budget
Claims Specialist	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00
Safety Officer	1.00	1.00	1.00
Total Staffing	3.00	3.00	3.00

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	Actual FY 19	Target FY 20
Finalize, approve and manage an effective risk mitigation program.	37	1	N/A	N/A	1	1	0
Monitoring of preventable injuries.	37	43	N/A	43	41	20	35
Implement loss prevention protocols thru training.	37	1	N/A	N/A	1	1	1
Monitor preventable work-related vehicle accidents.	37	66	N/A	66	62	48	50
Manage a loss prevention protocols thru training.	37	1	N/A	N/A	1	1	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	Actual FY 19	Target FY 20
Implement and manage an effective safety program.	187	1	N/A	N/A	1	1	0

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	Actual FY 19	Target FY 20
Implement and manage appropriate analysis tool to ensure proper coverage and cost benefits.	6,512	1	N/A	N/A	1	1	1

Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ -	$ -	$ -	$ 83,500
Total Non-Departmental Revenue	$ -	$ -	$ -	$ 83,500

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ -	$ -	$ -	$ 3,500
Designated Expenses	-	-	-	80,000
Total Non-Departmental Expenses	$ -	$ -	$ -	$ 83,500
TOTAL OTHER APPROPRIATIONS REV	**$ -**	**$ -**	**$ -**	**$ 83,500**
TOTAL OTHER APPROPRIATIONS EXP	**$ -**	**$ -**	**$ -**	**$ 83,500**

Internal Service Fund (Support Services)
Budget Summary
FY 2020

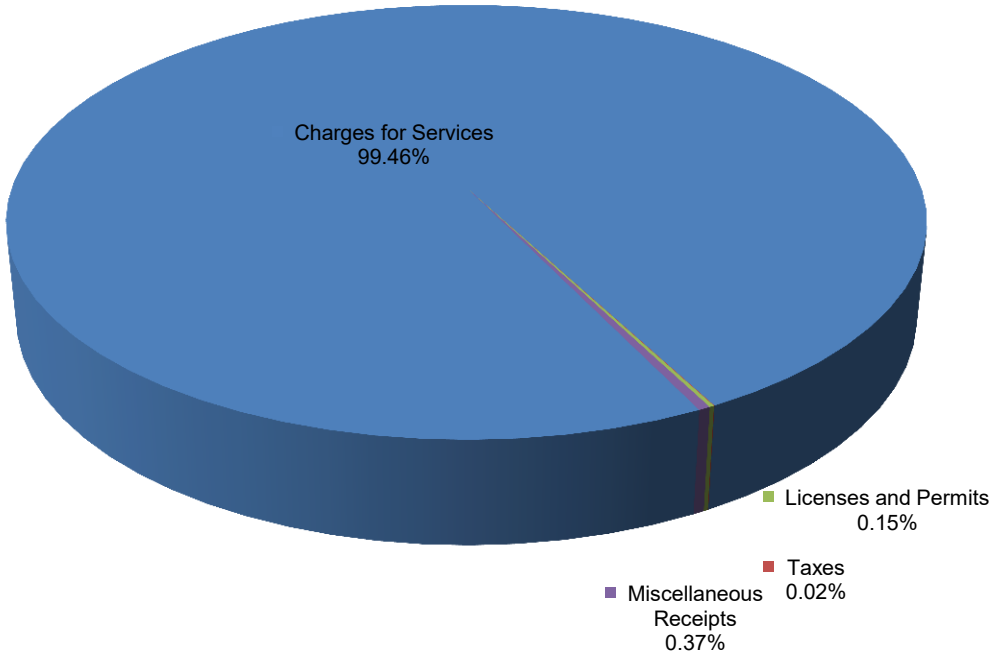
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Charges for Services	$ -	$ -	$ -	$ 13,540,473	99.46%	0.00%
Taxes	-	-	-	2,965	0.02%	0.00%
Licenses and Permits	-	-	-	20,000	0.15%	0.00%
Interest Earned	-	-	-	-	0.00%	0.00%
Miscellaneous Receipts	-	-	-	50,000	0.37%	0.00%
Total Revenues	-	-	-	13,613,438	100.00%	0.00%
Operating Expenditures						
General Government						
City Council [1]	$ -	$ -	$ -	$ 70,953	0.52%	0.00%
City Manager [1]						
City Manager	-	-	-	531,063	3.90%	0.00%
Assistant City Manager	-	-	-	200,956	1.48%	0.00%
Deputy City Manager	-	-	-	-	0.00%	0.00%
Total City Manager	-	-	-	732,019	5.38%	0.00%
City Auditor [1]	-	-	-	122,693	0.90%	0.00%
Communications [1]						
Communications	-	-	-	436,612	3.21%	0.00%
Printing Services	-	-	-	172,995	1.27%	0.00%
Legislative Affairs	-	-	-	158,756	1.17%	0.00%
Total Communications	-	-	-	768,363	5.64%	0.00%
Legal [1]						
City Attorney	-	-	-	977,070	7.18%	0.00%
City Secretary	-	-	-	162,354	1.19%	0.00%
Total Legal	-	-	-	1,139,424	8.37%	0.00%
Finance [1]						
Finance Administration	-	-	-	248,197	1.82%	0.00%
Accounting	-	-	-	914,594	6.72%	0.00%
Budget	-	-	-	292,202	2.15%	0.00%
Purchasing	-	-	-	329,142	2.42%	0.00%
Utility Collections	-	-	-	3,064,039	22.51%	0.00%
Total Finance	-	-	-	4,848,174	35.61%	0.00%
Human Resources [1]	-	-	-	1,356,623	9.97%	0.00%
Non-Departmental						
Consolidated	-	-	-	586,783	4.31%	0.00%
City Hall [1]	-	-	-	44,183	0.32%	0.00%
Total Non-Departmental	-	-	-	630,966	4.63%	0.00%
Total General Government	-	-	-	9,669,215	71.03%	0.00%
Public Works						
Engineering [1]	-	-	-	2,267,848	16.66%	0.00%
Total Public Works	-	-	-	2,267,848	16.66%	0.00%

Internal Service Fund (Support Services)
Budget Summary (continued)
FY 2020

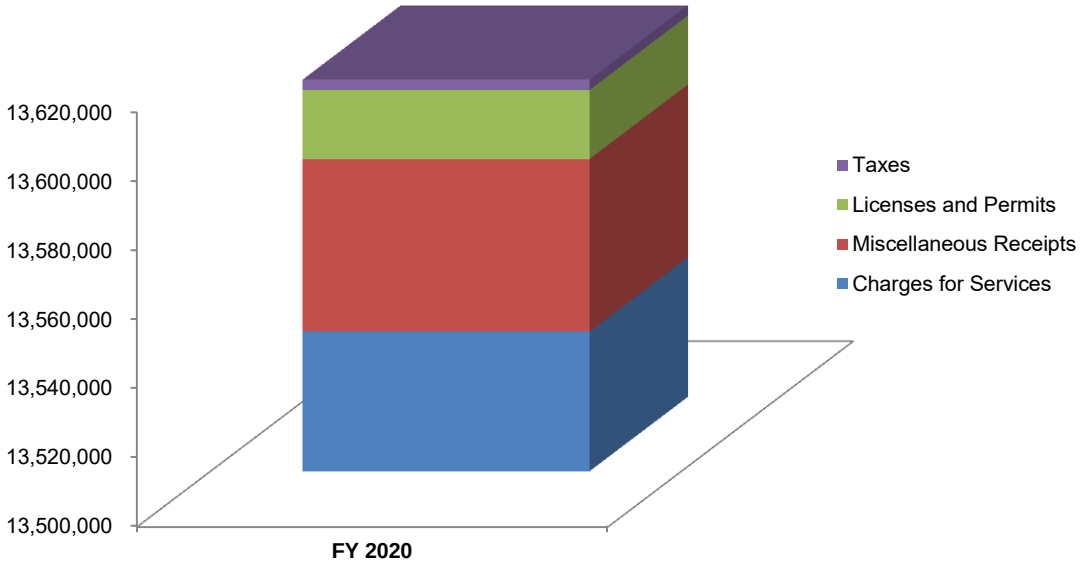
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Community Development						
Building Services [1]	-	-	-	815,483	5.99%	0.00%
Custodial Services [1]	-	-	-	777,876	5.71%	0.00%
Total Community Development	-	-	-	1,593,359	11.70%	0.00%
Total Operating Expenses	-	-	-	13,530,422	99.39%	0.00%
Non-Operating Expenses						
Capital Outlay	-	-	-	83,016	0.61%	0.00%
Transfers Out	-	-	-	-	0.00%	0.00%
Total Non-Operating Expenses	-	-	-	83,016	0.61%	0.00%
Total Expenses	$ -	$ -	$ -	$ 13,613,438	100.00%	0.00%
Net Change in Working Capital	$ -	$ -	$ -	-		
Working Capital Balance, Beginning				51,786		
Working Capital Balance, Ending				$ 51,786		

Internal Service Fund (Support Services)

-Revenues by Source FY 2020-

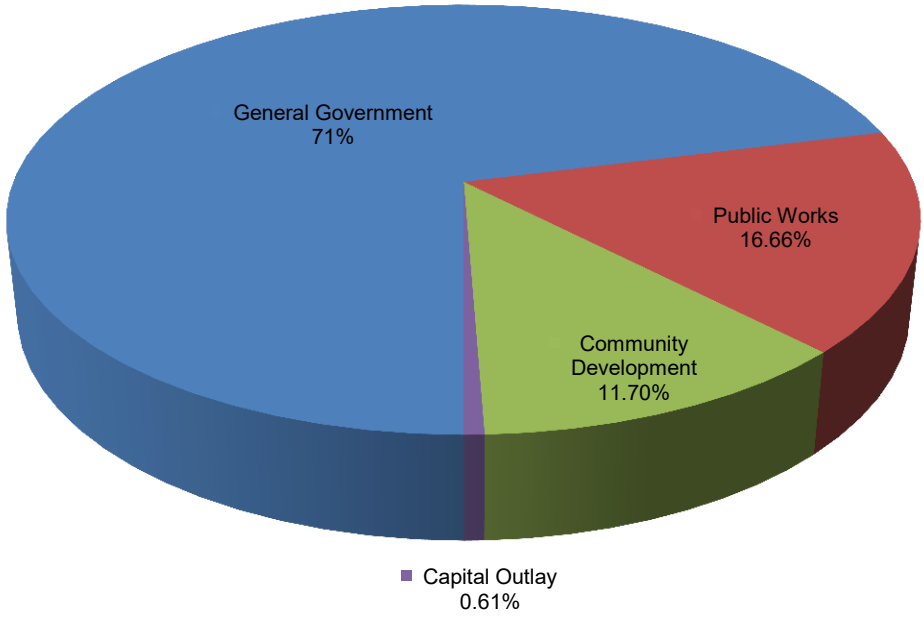


-Revenues by Source One Year-

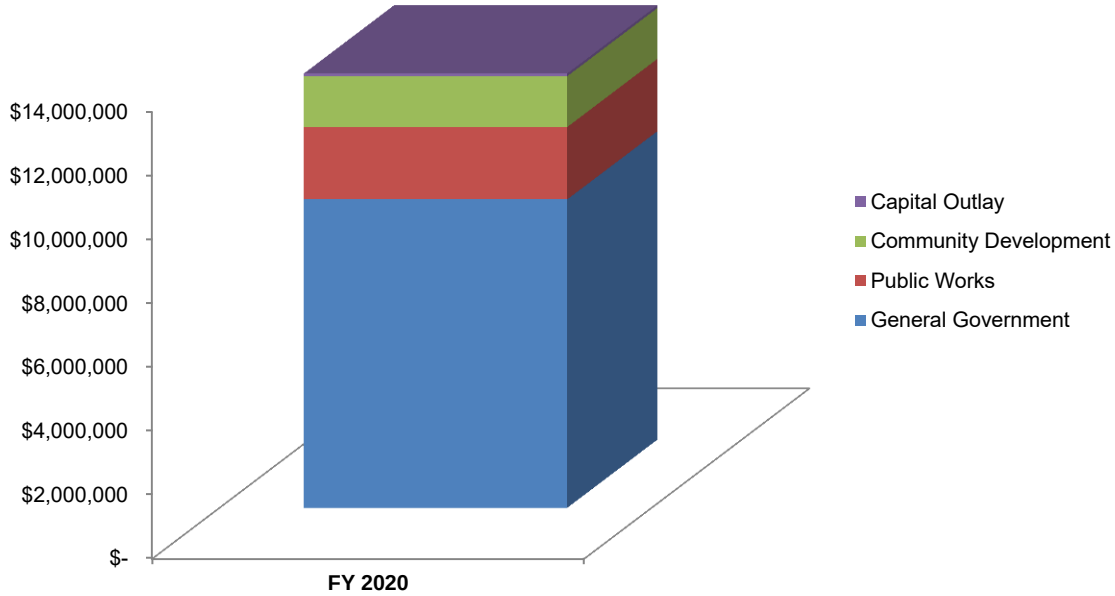


Internal Service Fund (Support Services)

-Expenditures by Department FY 2020-



-Expenditures by Department One Year-



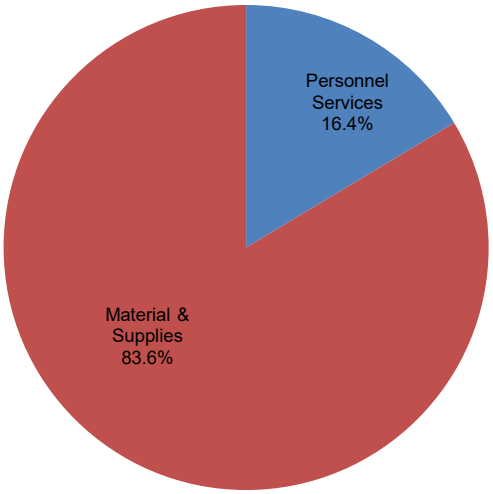
Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Support Services Revenues					
	Taxes				
610-0000-318.02-05	TAXI FRANCHISE	$ -	$ -	$ -	$ 2,965
	Taxes	**-**	**-**	**-**	**2,965**
	Licenses and Permits				
610-0000-321.01-01	ALCOHOL PERMITS	-	-	-	20,000
	Licenses and Permits	**-**	**-**	**-**	**20,000**
	Charges for Services				
610-0000-341.05-02	RECORD REQUEST FEES	-	-	-	-
610-0000-341.05-03	ELECTION FEES	-	-	-	35,000
610-0000-349.01-10	GENERAL FUND CHARGES	-	-	-	4,163,861
610-0000-349.02-14	HOTEL/MOTEL FUND CHARGES	-	-	-	-
610-0000-349.02-34	STREET MAINT FUND CHARGES	-	-	-	187,181
610-0000-349.05-25	AVIATION FUND CHARGES	-	-	-	-
610-0000-349.05-40	SOLID WASTE FUND CHARGES	-	-	-	1,218,145
610-0000-349.05-50	WATER/SEWER FUND CHARGES	-	-	-	7,456,639
610-0000-349.05-75	DRAINAGE FUND CHARGES	-	-	-	479,647
	Charges for Services	**-**	**-**	**-**	**13,540,473**
	Investments Income				
610-0000-361.05-00	INTEREST REVENUES	-	-	-	-
610-0000-361.05-10	INVESTMENT EXPENSE	-	-	-	-
	Investments Income	**-**	**-**	**-**	**-**
	Miscellaneous Income				
610-0000-371.10-02	PURCHASING CARDS	-	-	-	-
610-0000-379.99-99	OTHER INCOME	-	-	-	-
	Miscellaneous Income	**-**	**-**	**-**	**-**
	Other Financing Sources				
610-0000-392.01-01	SALE OF ASSETS	-	-	-	-
610-0000-392.02-01	INSURANCE PROCEEDS	-	-	-	50,000
610-0000-393.07-01	LEASE PROCEEDS	-	-	-	-
	Other Financing Sources	**-**	**-**	**-**	**50,000**
	Support Services Revenues	**$ -**	**$ -**	**$ -**	**$ 13,613,438**

FINANCIAL INFORMATION

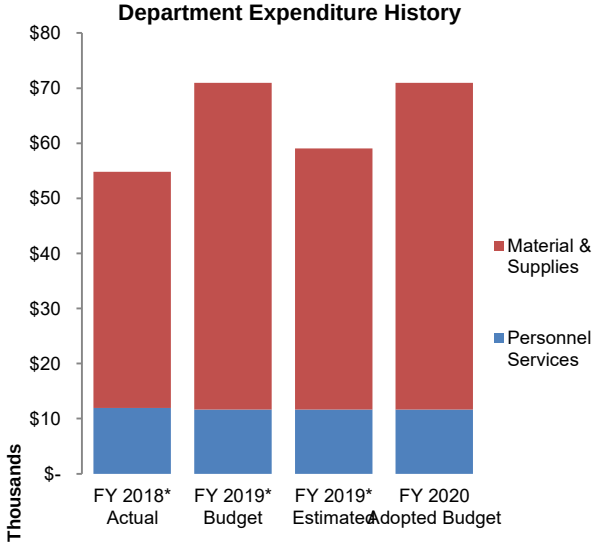
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 54,837	$ 70,953	$ 59,039	$ 70,953
Total	$ 54,837	$ 70,953	$ 59,039	$ 70,953

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 11,966	$ 11,643	$ 11,643	$ 11,643
Material & Supplies	42,872	59,310	47,396	59,310
Total Expenditures	$ 54,837	$ 70,953	$ 59,039	$ 70,953

Department Expenditures



Department Expenditure History



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

DIVISION MISSION STATEMENT

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

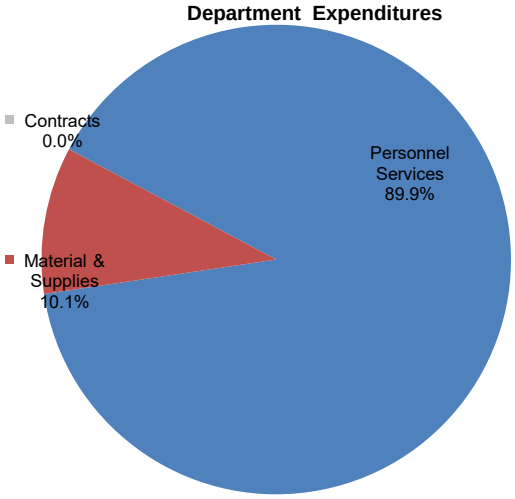
- Deliver a balanced FY 2020 budget to City Council.
- Monitor and manage the City's financial condition.
- Advance work on the Planning & Evaluation Model (continued progress on Comprehensive Plan, Strategic Plan, & Business Plans.)
- Monitor effects of Legislative actions and continue priority lobbying efforts.
- Create an Economic Development Policy.
- Work on the major strategic issues:
    - Compensation Equity.
    - Retirement.
    - Deferred Building Maintenance
    - Advance Work on Impact Fees.

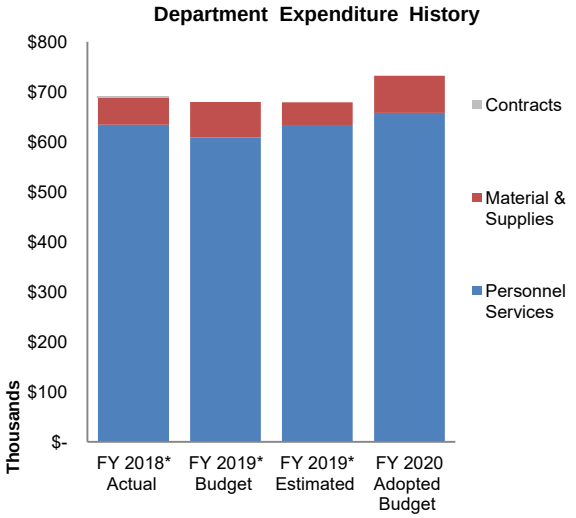
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 691,469	$ 679,554	$ 679,011	$ 732,019
Total	$ 691,469	$ 679,554	$ 679,011	$ 732,019

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 634,252	$ 608,429	$ 633,085	$ 657,899
Material & Supplies	53,717	71,125	45,926	74,120
Contracts	3,500	-	-	-
Total	$ 691,469	$ 679,554	$ 679,011	$ 732,019

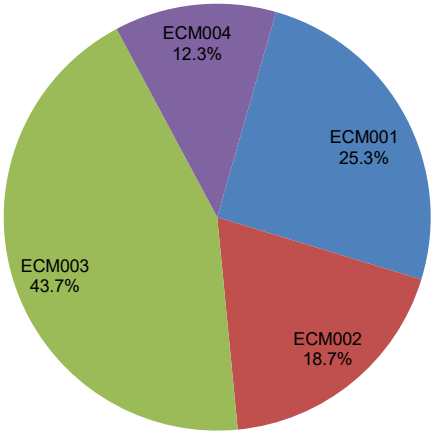




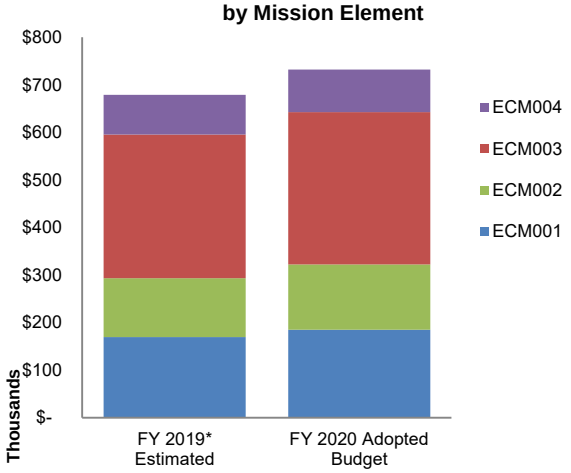
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Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECM001	Provide leadership to the organization.	1.05	2,184.00	$ 169,163	$ 185,027
ECM002	Advise the City Council.	0.85	1,768.00	124,412	137,189
ECM003	Manage city operations.	1.85	3,848.00	301,769	320,067
ECM004	Intergovernmental and community engagement.	0.25	520.00	83,667	89,736
		4.00	8,320.00	$ 679,011	$ 732,019

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Administrative Assistant II	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Deputy City Manager [1]	0.34	-	-
Special Projects Manager for CM [2]	-	1.00	1.00
Total Staffing	3.34	4.00	4.00

[1]- In FY 2019, one Deputy City Manager position eliminated

[2]- In FY 2019, one Special Projects Manager for CM position was added

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

DIVISION MISSION STATEMENT

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

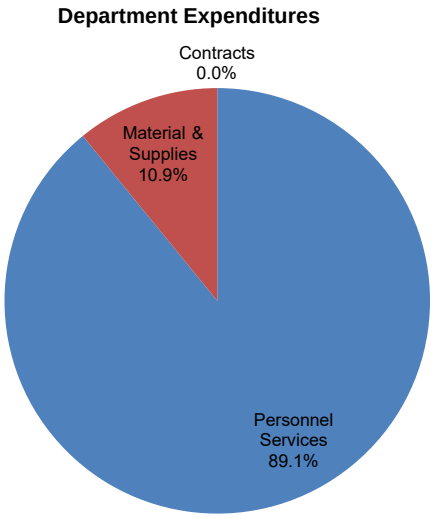
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- Monitor and manage the City's financial condition.
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    - Retirement.
    - Deferred Building Maintenance
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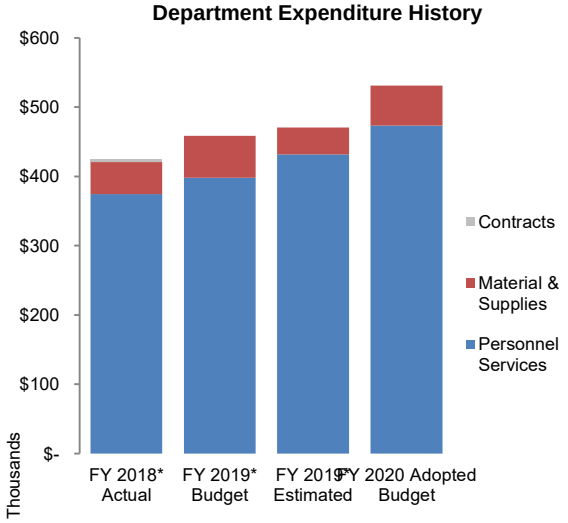
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 424,168	$ 458,431	$ 470,827	$ 531,063
Total	$ 424,168	$ 458,431	$ 470,827	$ 531,063

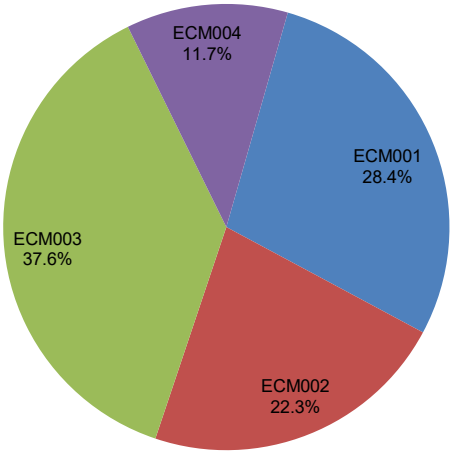
Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 374,698	$ 397,986	$ 431,972	$ 473,218
Material & Supplies	45,969	60,445	38,855	57,845
Contracts	3,500	-	-	-
Total	$ 424,168	$ 458,431	$ 470,827	$ 531,063

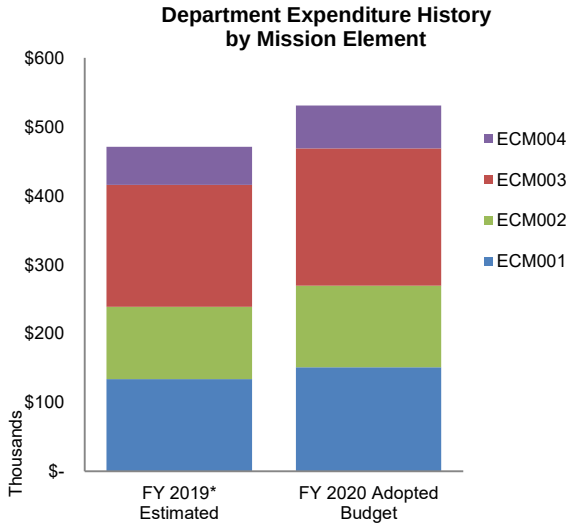




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Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECM001	Provide leadership to the organization.	0.90	1,872.00	$ 133,639	$ 150,736
ECM002	Advise the City Council.	0.75	1,560.00	105,107	118,554
ECM003	Manage city operations.	1.20	2,496.00	176,909	199,542
ECM004	Intergovernmental and community engagement.	0.15	312.00	55,172	62,231
		3.00	6,240.00	$ 470,827	$ 531,063





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Administrative Assistant II	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Special Projects Manager for CM	-	1.00	1.00
Total Staffing	2.00	3.00	3.00

[2]- In FY 2019, one Special Projects Manager for CM position was added

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GOALS

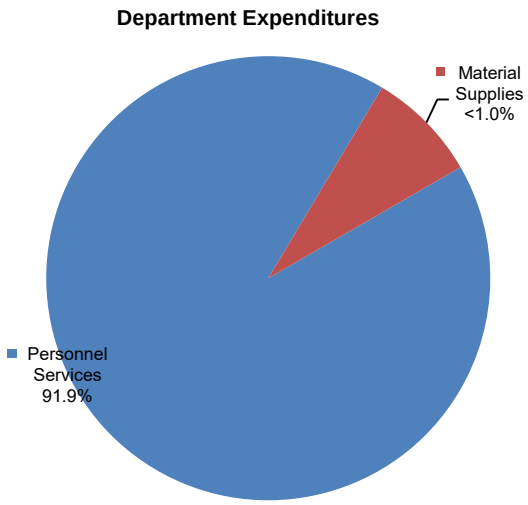
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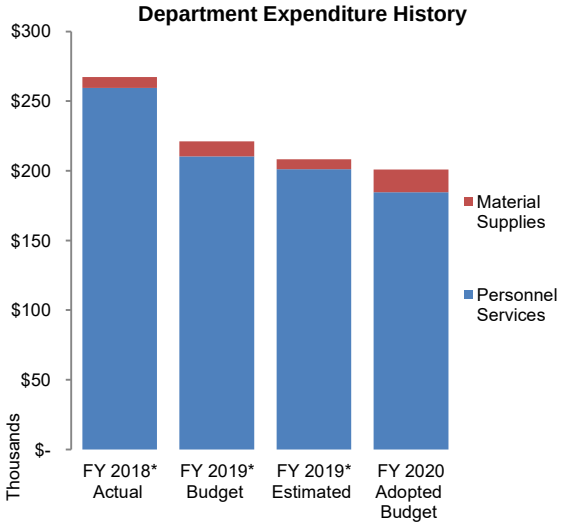
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 267,302	$ 221,123	$ 208,184	$ 200,956
Total	$ 267,302	$ 221,123	$ 208,184	$ 200,956

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 259,553	$ 210,443	$ 201,113	$ 184,681
Material & Supplies	7,748	10,680	7,071	16,275
Total	$ 267,302	$ 221,123	$ 208,184	$ 200,956

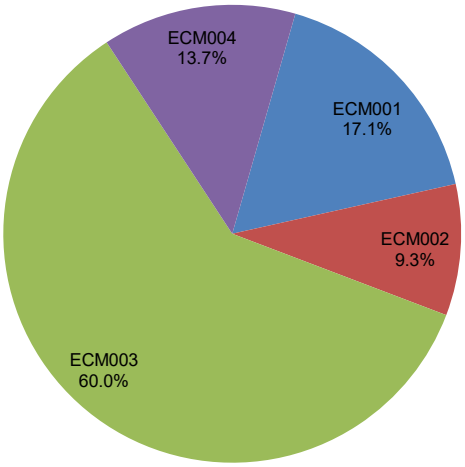




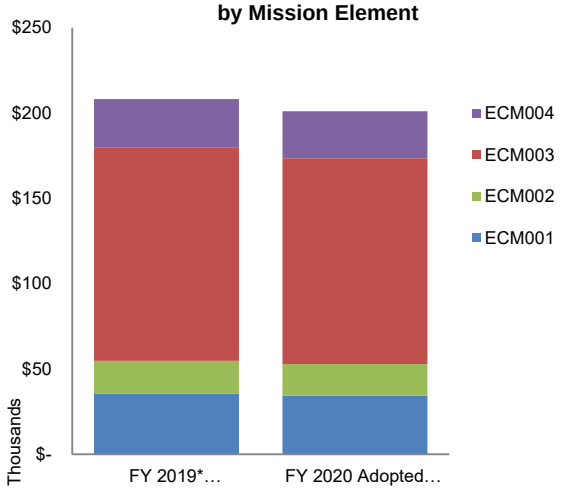
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECM001	Provide leadership to the organization.	0.15	312.00	$ 35,524	$ 34,291
ECM002	Advise the City Council.	0.10	208.00	19,305	18,635
ECM003	Manage city operations.	0.65	1,352.00	124,860	120,525
ECM004	Intergovernmental and community engagement.	0.10	208.00	28,494	27,505
		1.00	2,080.00	$ 208,184	$ 200,956

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Assistant City Manager	1.00	1.00	1.00
	1.00	1.00	1.00

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

DIVISION MISSION STATEMENT

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.

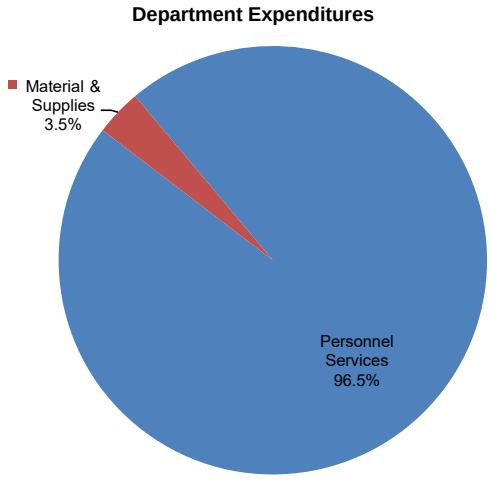
GOALS

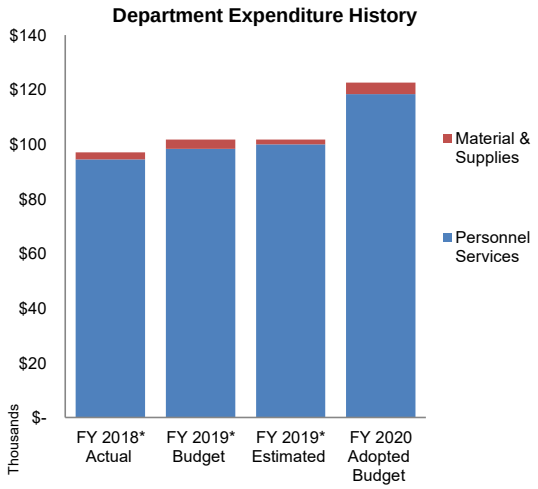
- The Audit Plan for Fiscal Year 2020 includes:
  - -Golf Course: Interim Review of Contractor Performance.
  - -Municipal Court: Fine Collections.
  - -IT: User Permissions
  - -Submit updated Audit Plan to Audit Committee for discussion and approval.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 97,135	$ 101,730	$ 101,793	$ 122,693
Total	$ 97,135	$ 101,730	$ 101,793	$ 122,693

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 94,490	$ 98,328	$ 100,067	$ 118,393
Material & Supplies	2,645	3,402	1,726	4,300
Total	$ 97,135	$ 101,730	$ 101,793	$ 122,693

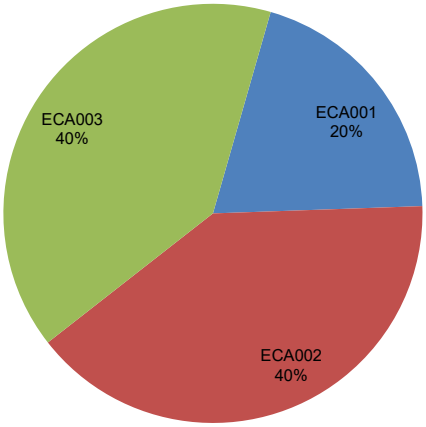




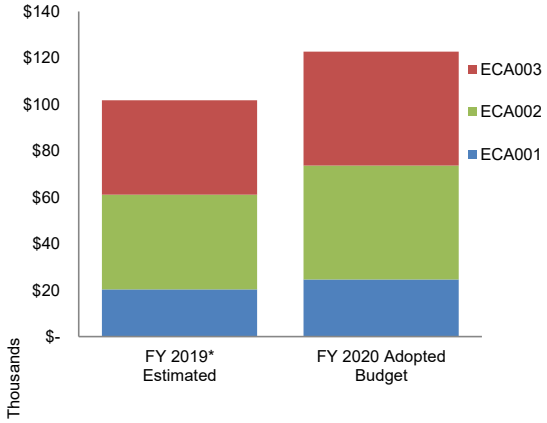
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECA001	Create audit plans.	0.20	416.00	$ 20,359	$ 24,539
ECA002	Conduct audits.	0.40	832.00	40,709	49,067
ECA003	Issue reports.	0.40	832.00	40,725	49,087
		1.00	2,080.00	$ 101,793	$ 122,693

Department Expenditures by Mission Element

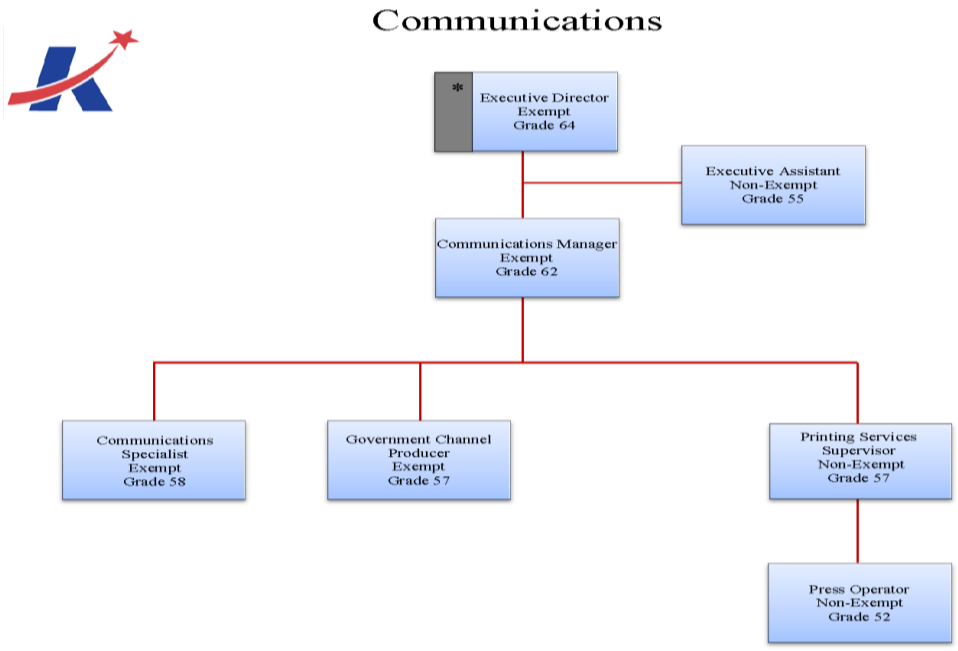


Department Expenditure History by Mission Element



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
City Auditor	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

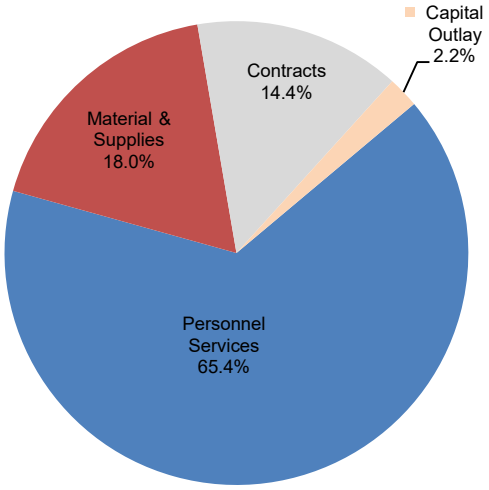

Communications
Executive Director
Exempt
Grade 64
Executive Assistant
Non-Exempt
Grade 55
Communications Manager
Exempt
Grade 62
Communications
Specialist
Exempt
Grade 58
Government Channel
Producer
Exempt
Grade 57
Printing Services
Supervisor
Non-Exempt
Grade 57
Press Operator
Non-Exempt
Grade 52

FINANCIAL INFORMATION

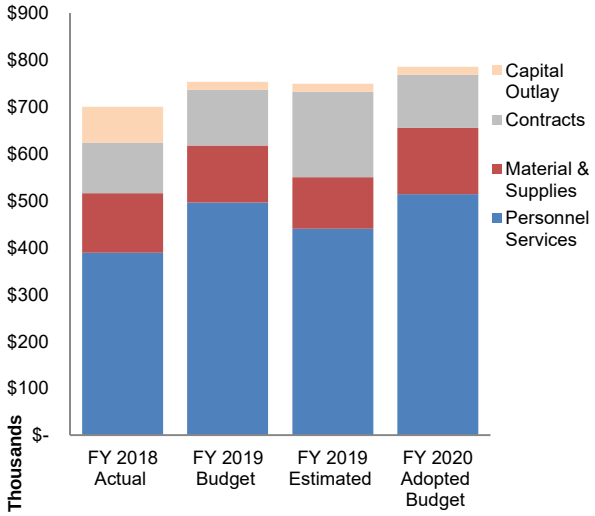
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Reimbursement	$ 5,980	$ 5,980	$ 5,980	$ 5,980
General Resources	694,326	747,690	743,664	779,385
Total	$ 700,306	$ 753,670	$ 749,644	$ 785,365

Expenditure Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Personnel Services	$ 388,631	$ 495,829	$ 440,418	$ 513,880
Material & Supplies	127,363	121,879	109,490	141,213
Contracts	107,577	118,960	182,735	113,270
Capital Outlay	76,735	17,002	17,001	17,002
Total	$ 700,306	$ 753,670	$ 749,644	$ 785,365

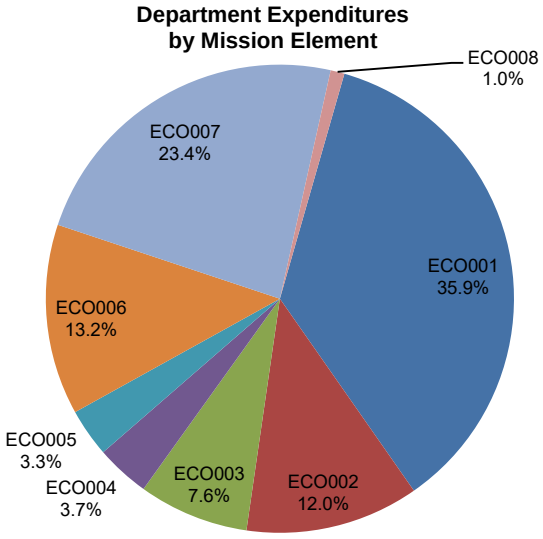
Department Expenditures

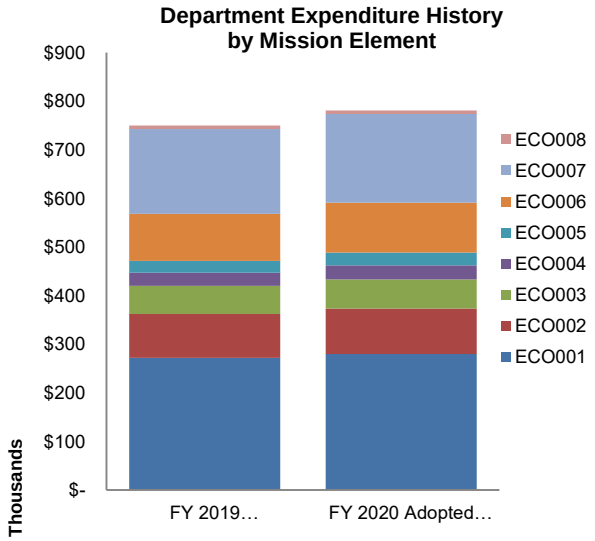


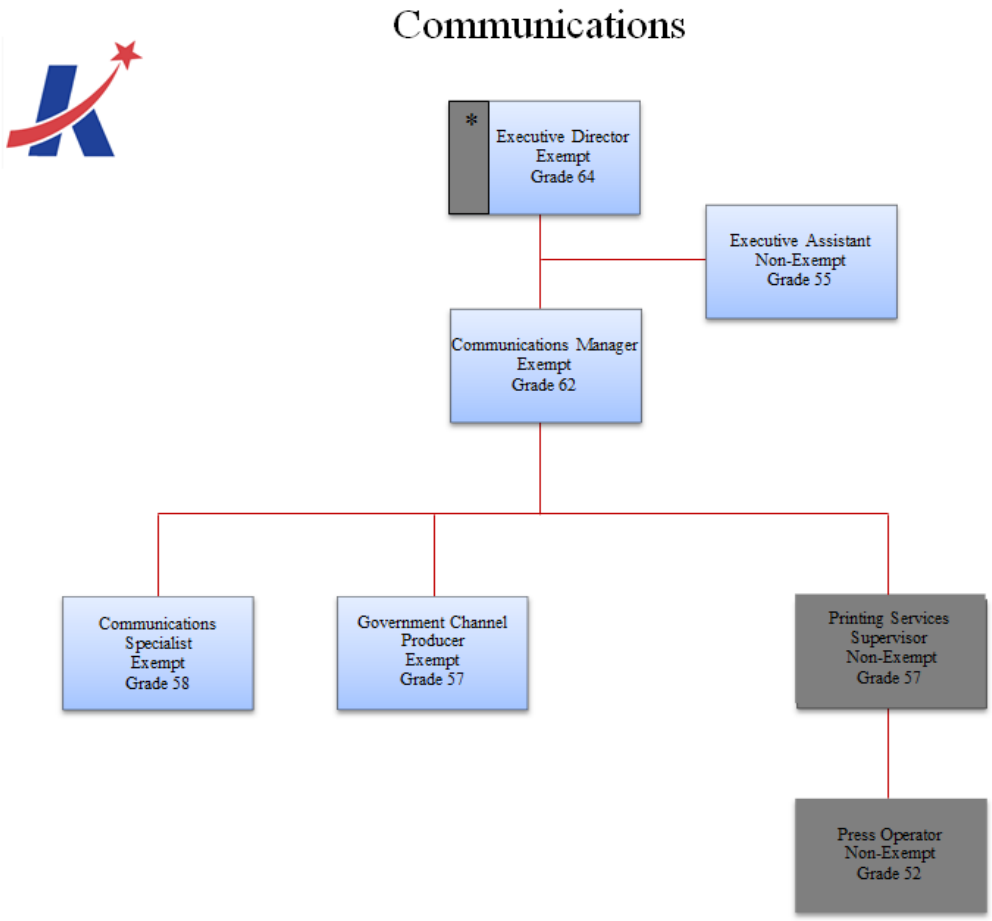
Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019 Estimated	FY 2020 Adopted Budget
ECO001	Disseminate information to external audiences.	3.30	6,864.00	$ 270,705	$ 281,325
ECO002	Disseminate information to internal audiences.	1.00	2,080.00	90,918	94,485
ECO003	Support media relations.	0.50	1,040.00	58,507	60,802
ECO004	Assist City Council in developing legislative principles.	0.02	41.60	27,075	29,105
ECO005	Establish and maintain relationships with state and federal elected officials and agencies.	0.06	124.80	24,478	26,314
ECO006	Advocate the City's interests to state and federal legislators and agencies directly and through lobbyists.	0.12	249.60	96,129	103,337
ECO007	Print materials used by City departments.	1.90	3,952.00	174,655	182,498
ECO008	Coordinate and manage contracted printing.	0.10	208.00	7,177	7,499
		7.00	**14,560.00**	**$ 749,644**	**$ 785,365**







DIVISION MISSION STATEMENT

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.

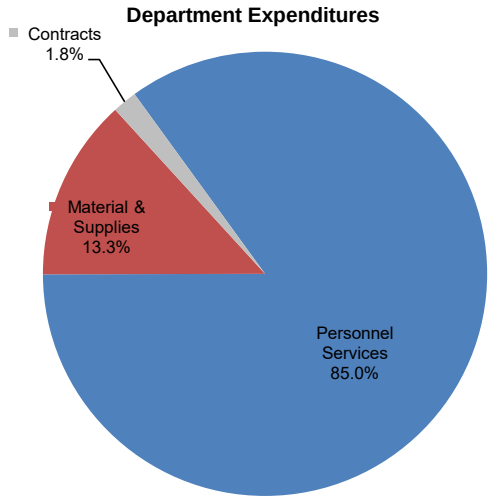
GOALS

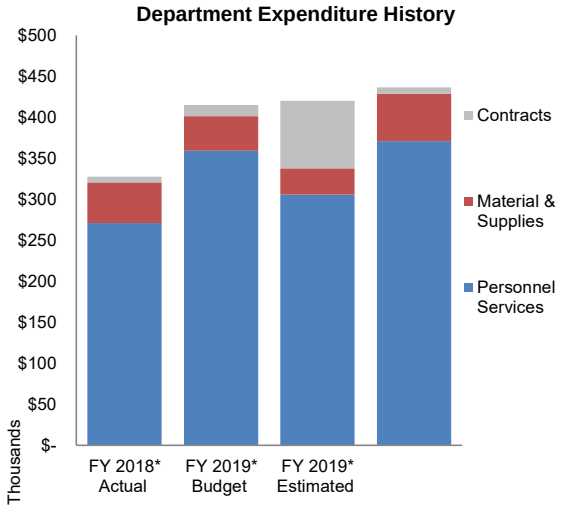
- Advance Strategic Communications Plan to increase departmental support.
- Activate new media studio and add original programs.
- Host Killeen Citizens Academy.
- Host four public engagement events.
- Improve website and social media content.

FINANCIAL INFORMATION

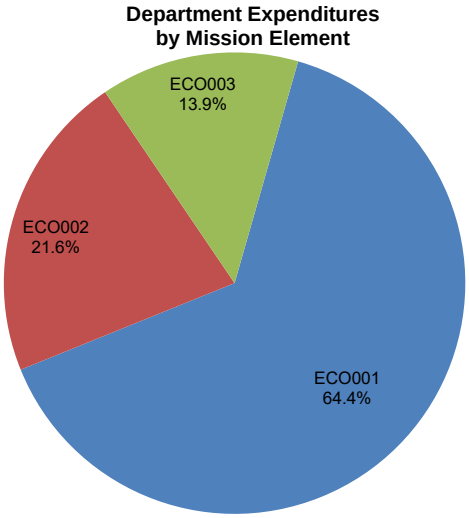
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 327,775	$ 415,006	$ 420,130	$ 436,612
Total	$ 327,775	$ 415,006	$ 420,130	$ 436,612

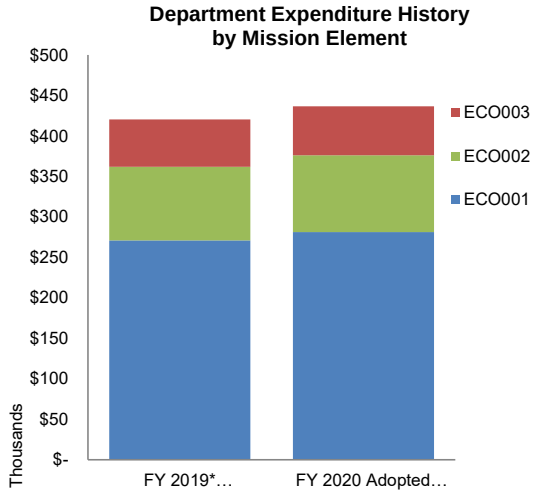
Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 271,246	$ 359,382	$ 305,670	$ 370,954
Material & Supplies	49,569	42,164	32,225	57,888
Contracts	6,959	13,460	82,235	7,770
Total	$ 327,775	$ 415,006	$ 420,130	$ 436,612





Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECO001	Disseminate information to external audiences.	3.30	6,864.00	$ 270,705	$ 281,325
ECO002	Disseminate information to internal audiences.	1.00	2,080.00	90,918	$ 94,485
ECO003	Support media relations.	0.50	1,040.00	58,507	$ 60,802
		4.80	9,984.00	$ 420,130	$ 436,612





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Communications Manager [1]	-	1.00	1.00
Communications Specialist [1]	-	1.00	1.00
Community Engagement Coordinator [1]	1.00	-	-
Executive Assistant	1.00	1.00	1.00
Executive Director of Communications [2]	0.90	0.80	0.80
Government Channel Producer	1.00	1.00	1.00
Public Information Officer [1]	1.00	-	-
Total Staffing	4.90	4.80	4.80

1 - Reclassified positions during FY 2018*

[2] - Transferred 0.20 of position to Legislative Affairs Division

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	Actual FY 19	Target FY 20
Maintain website daily.	900	365	N/A	365	365	365	365
Issue news releases.	520	200	200	196	200	238	220
Produce City Insight.	120	3	3	2	3	2	2
Create and distribute annual report.	72	1	1	1	1	1	1
Produce City Council meetings.	536	48	24	33	48	54	48
Attract web hits annually.	N/A	1 million	1 million	881,325	1 million	996,552	1 million
Maintain social media daily.	560	365	365	365	365	365	365
Create Facebook posts.	412	>300	300	312	>250	396	>300
Grow Facebook audience annually.	N/A	>10%	12%	13%	>10%	15%	>10%
Create program videos.	480	>12	>12	14	18	8	24
Produce Good News Killeen.	360	26	26	25	22	22	26
Produce Mayoral correspondence.	248	100	N/A	105	100	81	90
Produce flyers/posters/graphics.	600	>50	>50	122	>50	302	>100
Strategic project support.	870	12	N/A	18	15	18	15
Organizational advancement.	580	12	N/A	18	12	11	10
Administrative tasks.	810	N/A	N/A	N/A	N/A	N/A	N/A
Host Citizens Academy.	240	1	N/A	N/A	1	1	1
Host About Town Events.	80	1	N/A	1	3	3	4

Mission Element 2: Disseminate information to internal audiences.

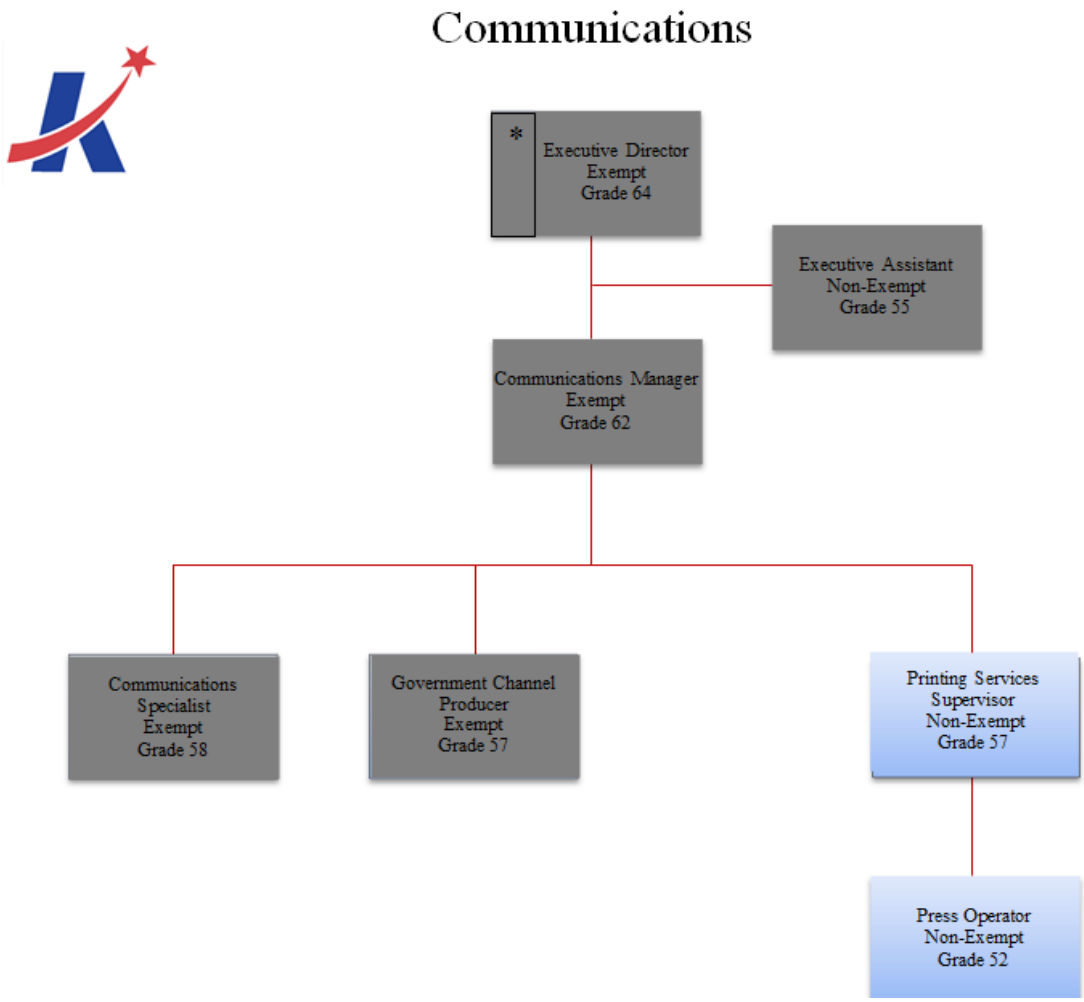
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Produce issues of City Beat.	336	12	12	2	12	12	12
Distribute all employee emails.	72	50	N/A	66	50	80	70
Produce training videos.	0	4	4	4	4	0	4
Employee of the Month Awards.	48	12	12	12	12	12	12
Produce phone guide.	60	1	N/A	1	1	1	1
Provide Communications support to departments.	982	N/A	N/A	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	Actual FY 19	Target FY 20
Return of news stories to news releases.	N/A	>1.25	>1.25	1.22	1.25	1.04	1.25
Number of media requests received.	N/A	N/A	N/A	N/A	N/A	228	N/A
Respond to media requests within 24 hours.	1098	90%	N/A	N/A	90%	97%	95%



DIVISION MISSION STATEMENT

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

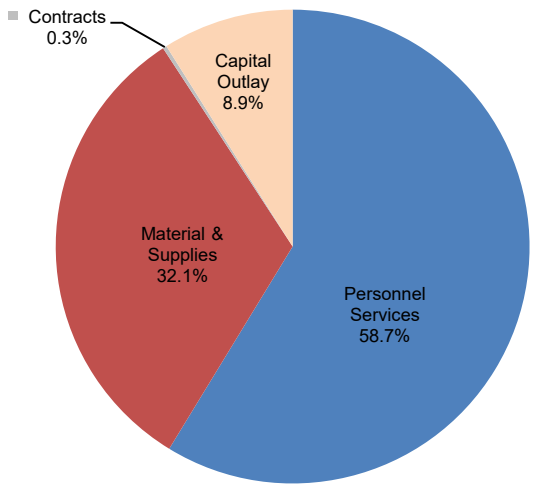
- Evaluate pricing structure and propose/implement changes.
- Implement print review process and performance standards.
- Explore additional services to be offered.

FINANCIAL INFORMATION

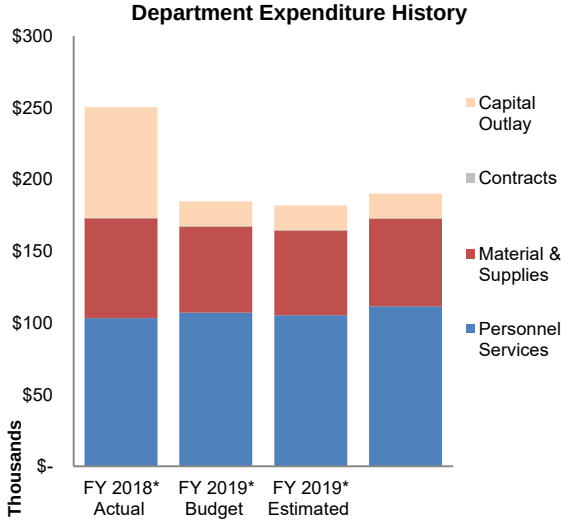
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 250,093	$ 184,529	$ 181,832	$ 189,997
Total	$ 250,093	$ 184,529	$ 181,832	$ 189,997

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 103,117	$ 106,912	$ 105,289	$ 111,569
Material & Supplies	69,623	60,115	59,042	60,926
Contracts	618	500	500	500
Capital Outlay	76,735	17,002	17,001	17,002
Total	$ 250,093	$ 184,529	$ 181,832	$ 189,997

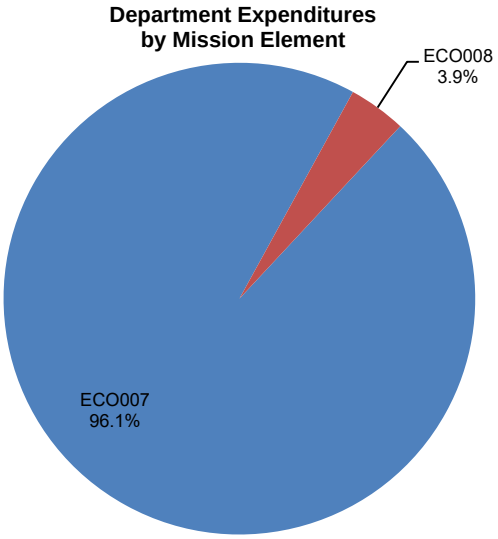
Department Expenditures

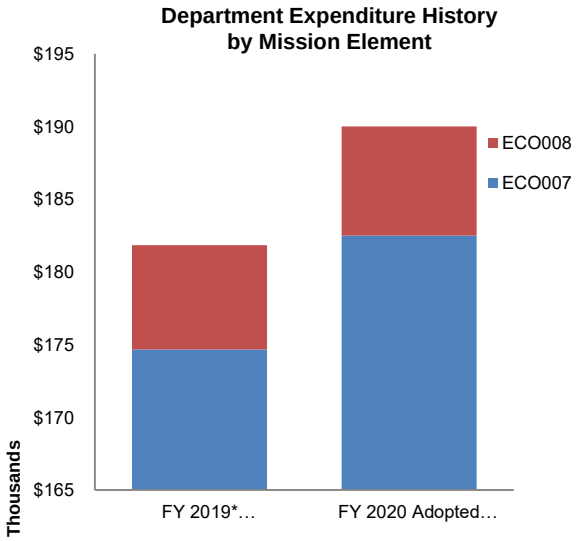


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECO007	Print materials used by City departments.	1.90	3,952.00	$ 174,655	$ 182,498
ECO008	Coordinate and manage contracted printing.	0.10	208.00	7,177	7,499
		2.00	4,160.00	$ 181,832	$ 189,997





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Press Operator	1.00	1.00	1.00
Supervisor (Print Services)	1.00	1.00	1.00
Total Staffing	2.00	2.00	2.00

Mission Element 1: Print materials used by City departments.

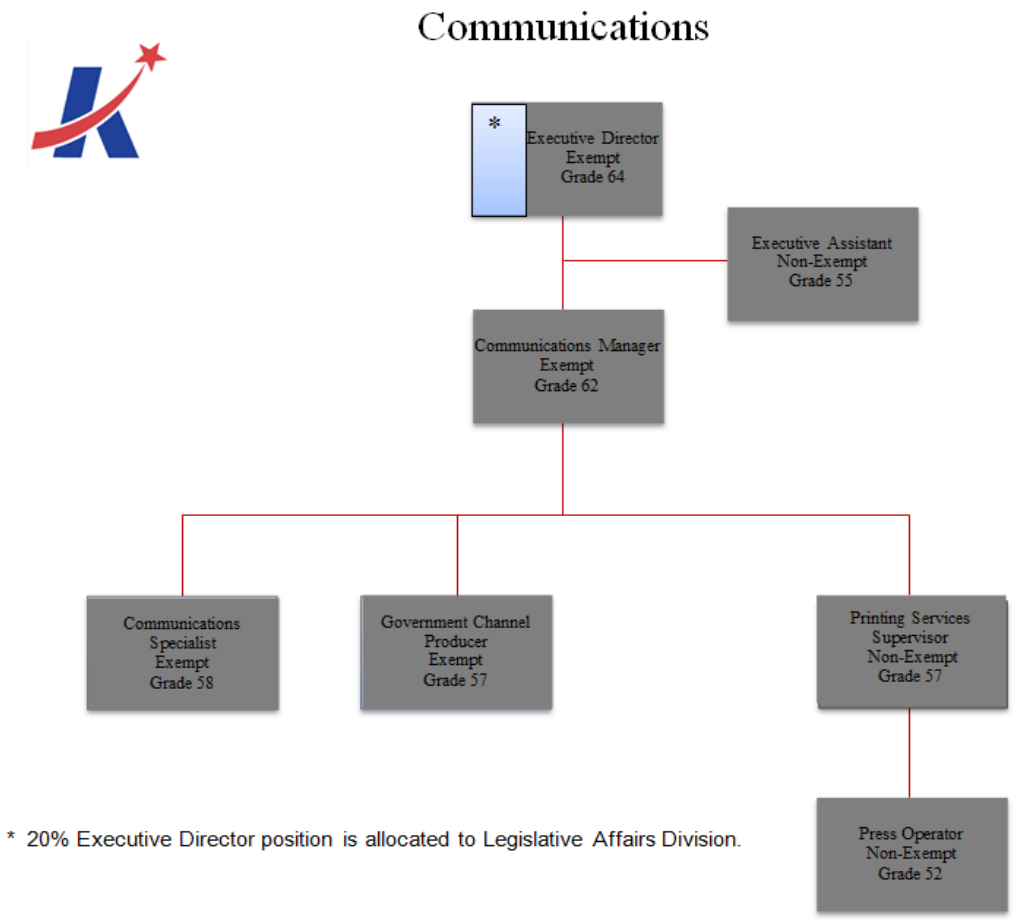
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Process work orders.	405	900	900	856	900	890	900
Produce printed materials.	3,447	4,000,000	4,000,000	3,867,657	4,000,000	3,500,000	3,500,000
Work order completion time.	N/A	<10 days	<7 days	<5 days	<7 days	<3 days	<5 days
Customer satisfaction.	204	>95%	>95%	98%	>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	Actual FY 19	Target FY 20
Outsource printing jobs.	104	4	5	4	4	4	4



DIVISION MISSION STATEMENT

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

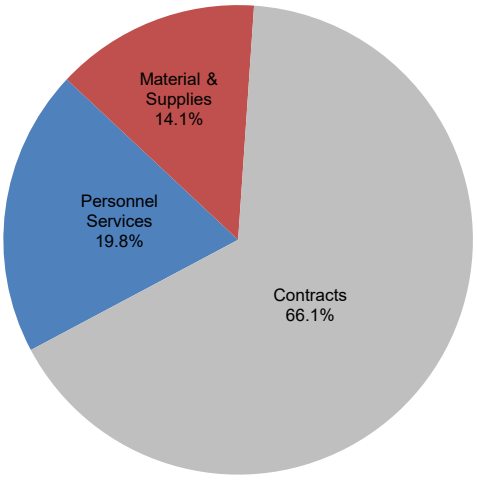
- Develop state and federal legislative principles for Council adoption.
- Support interim state legislative efforts.
- Strengthen federal legislative efforts.

FINANCIAL INFORMATION

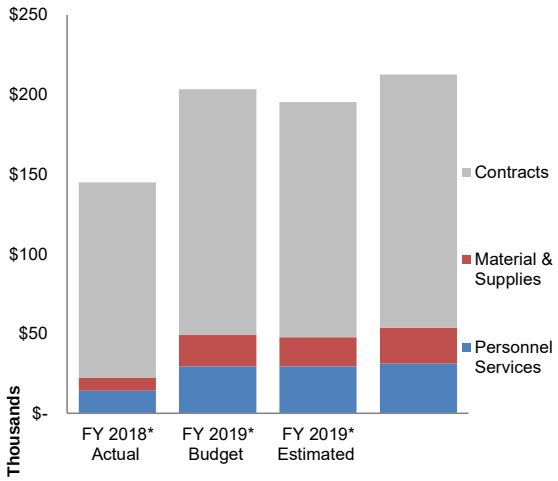
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Reimbursement	$ 5,980	$ 5,980	$ 5,980	$ 5,980
General Resources	116,458	148,155	141,702	152,776
Total	$ 122,438	$ 154,135	$ 147,682	$ 158,756

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	Adopted Budget
Personnel Services	$ 14,268	$ 29,535	$ 29,459	$ 31,357
Material & Supplies	8,170	19,600	18,223	22,399
Contracts	100,000	105,000	100,000	105,000
Total	$ 122,438	$ 154,135	$ 147,682	$ 158,756

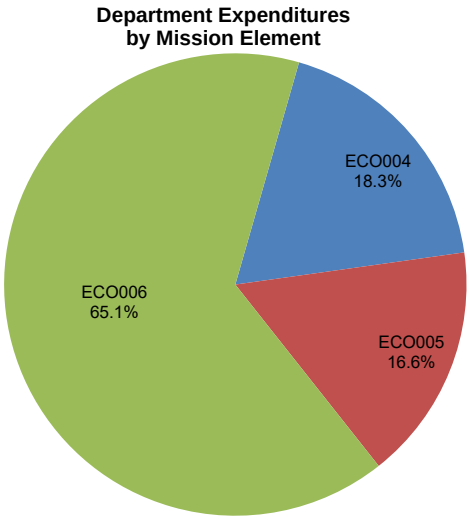
Department Expenditures

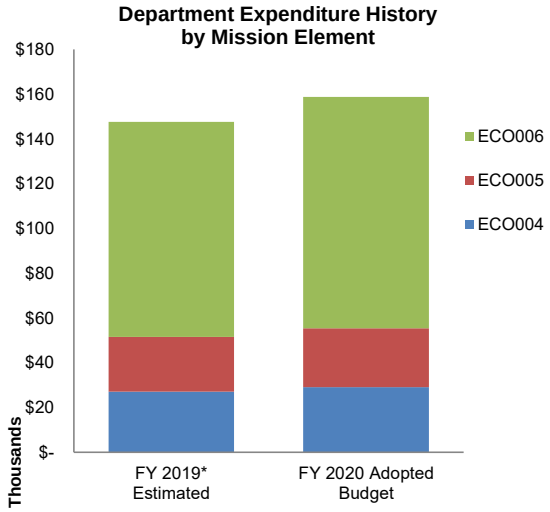


Department Expenditure History



Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECO004	Assist City Council in developing legislative principles.	0.02	41.60	$ 27,075	$ 29,105
ECO005	Establish and maintain relationships with state and federal elected officials and agencies.	0.06	124.80	24,478	26,314
ECO006	Advocate the City's interests to state and federal legislators and agencies directly and through lobbyists.	0.12	249.60	96,129	103,337
		0.20	416.00	$ 147,682	$ 158,756





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Executive Director of Communications [1]	0.10	0.10	0.20
Total Staffing	0.10	0.10	0.20

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

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	Actual FY 19	Target FY 20
Draft State Legislative Principles.	0	1	1	1	1	1	N/A
Draft Federal Legislative Principles.	24	1	1	1	1	1	1

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

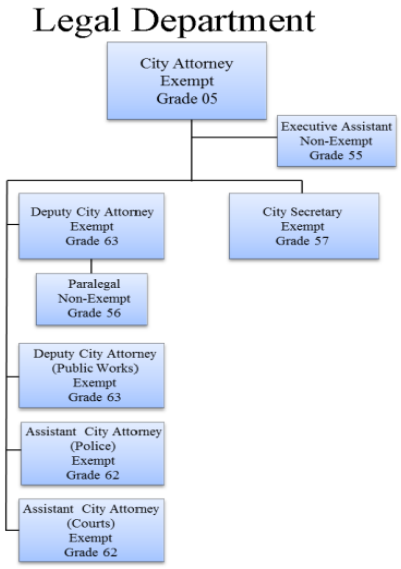
Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Update legislator and staff contact list annually.	4	1	1	1	1	1	1
Make annual local/regional offices visits.	30	100%	100%	100%	100%	100%	100%
Visit State Capitol offices as needed.	60	100%	100%	100%	100%	100%	100%
Make contact with all legislative offices at least quarterly.	12	100%	100%	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	Actual FY 19	Target FY 20
Provide legislative principles and supporting documentation to all appropriate legislators.	42	100%	100%	100%	100%	100%	100%
Provide legislative principles and supporting documentation to lobbyist.	0	100%	100%	100%	100%	100%	N/A
Attend Legislative Session/Interim	100	100%	100%	100%	100%	100%	100%
Submit testimony at all applicable Texas interim and session hearings.	60	100%	100%	100%	100%	100%	100%
Submit comments on all applicable bills/issues.	48	100%	100%	100%	100%	100%	100%
Create interim strategies to address priority state issues.	60	100%	N/A	N/A	N/A	N/A	100%

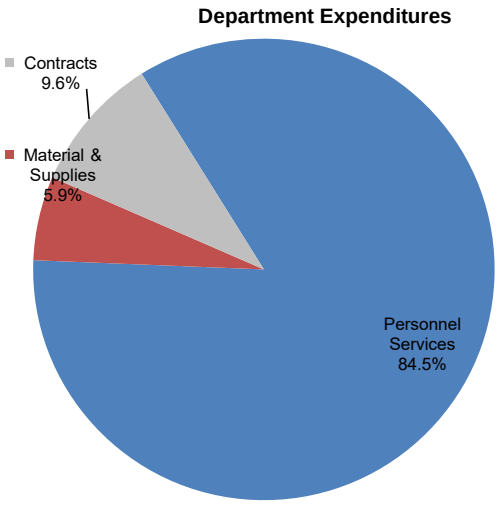


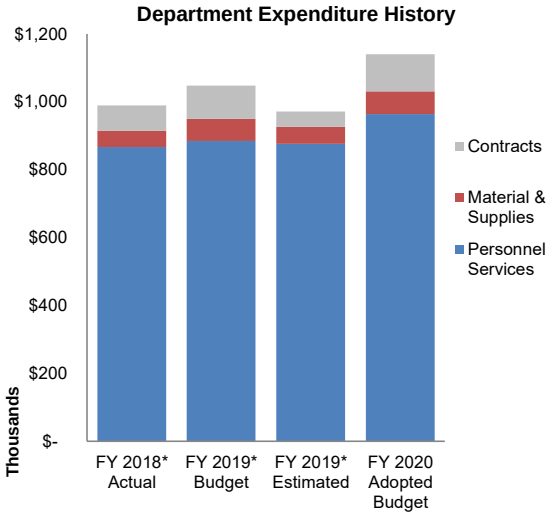
FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Taxi Cab Franchise Fees	$ 2,225	$ 2,961	$ 2,279	$ 2,965
Alcohol Permits	13,920	40,000	40,215	20,000
Election Fees	34,598	35,000	35,000	35,000
General Resources	938,337	969,450	893,597	1,081,459
Total	$ 989,080	$ 1,047,411	$ 971,091	$ 1,139,424

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 866,421	$ 884,719	$ 875,733	$ 963,107
Material & Supplies	48,391	64,496	50,477	67,088
Contracts	74,268	98,196	44,881	109,229
Total	$ 989,080	$ 1,047,411	$ 971,091	$ 1,139,424

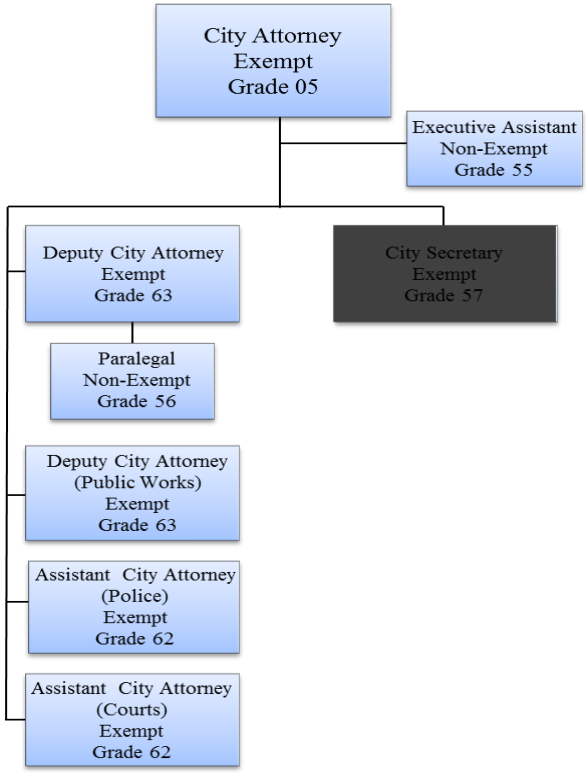




Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Assistant City Attorney (Courts)	1.00	1.00	1.00
Assistant City Attorney (Police)	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Deputy City Attorney (Public Works)	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Paralegal [1]	1.00	1.00	1.50
City Secretary	1.00	1.00	1.00
Total Staffing	8.00	8.00	8.50

[1] - In FY 2020, added part time Paralegal

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.



DIVISION MISSION STATEMENT

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

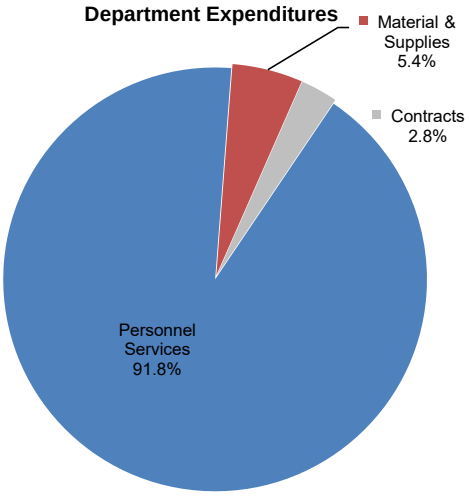
- Advise City departments on new legislation and assist with implementation
- Develop Open Records policy and Employee Training
- Revise procedures relating to the processing of bankruptcies filed by those owing money to the city
- Draft/review ordinances updating the City's development codes, to include improved roadway standards, Traffic Impact Analysis requirement, and street connectivity requirements
- Assist with review and update of City smoking policies and ordinance as applies to City employees
- Develop guidelines for handling Errors and Omissions claims
- Assist in revising social media policy for police department
- Review and prosecute misdemeanor offenses filed with the Municipal Court and hold offenders accountable through deferred disposition, convictions, trials, and alternative means (i.e. Teen Court, Pretrial Diversion, Payment of Restitution to City). Attempt to dispose of cases prior to trial

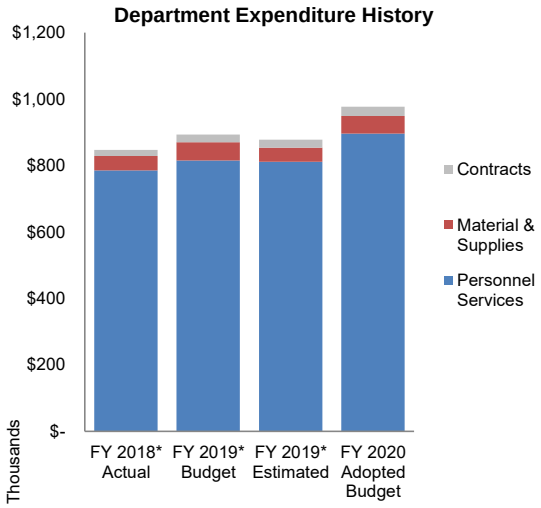
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 846,768	$ 893,787	$ 878,092	$ 977,070
Total	$ 846,768	$ 893,787	$ 878,092	$ 977,070

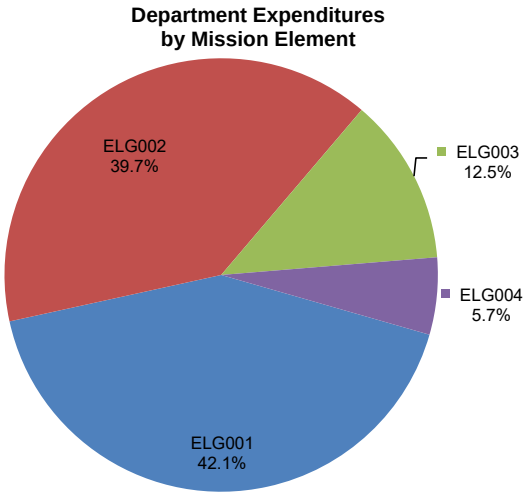
Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 785,125	$ 815,269	$ 811,488	$ 896,696
Material & Supplies	43,920	54,822	42,908	52,595
Contracts	17,723	23,696	23,696	27,779
Total	$ 846,768	$ 893,787	$ 878,092	$ 977,070

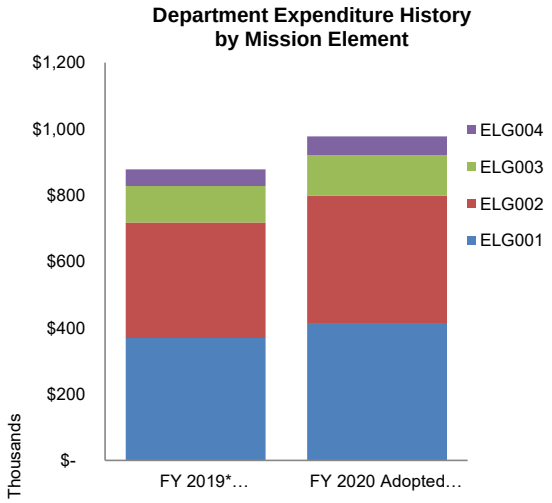




*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ELG001	Provide ongoing advice to city officials.	2.42	5,033.60	$ 369,826	$ 411,513
ELG002	Prepare and review legal documents.	2.87	5,969.60	348,281	387,539
ELG003	Process public information requests and appeals to Attorney General.	1.75	3,640.00	109,506	121,849
ELG004	Prosecute persons accused of violating state laws and city ordinances.	0.46	956.80	50,479	56,169
		7.50	15,600.00	$ 878,092	$ 977,070





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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]	1.00	1.00	1.50
Total Staffing	7.00	7.00	7.50

[1] - In FY 2020, added part time Paralegal

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Mission Element: 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	Actual FY 19	Target FY 20
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: 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	Actual FY 19	Target FY 20
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: Process public information requests and appeals to Attorney General.

Operational Targets: Essential department functions within the mission element.

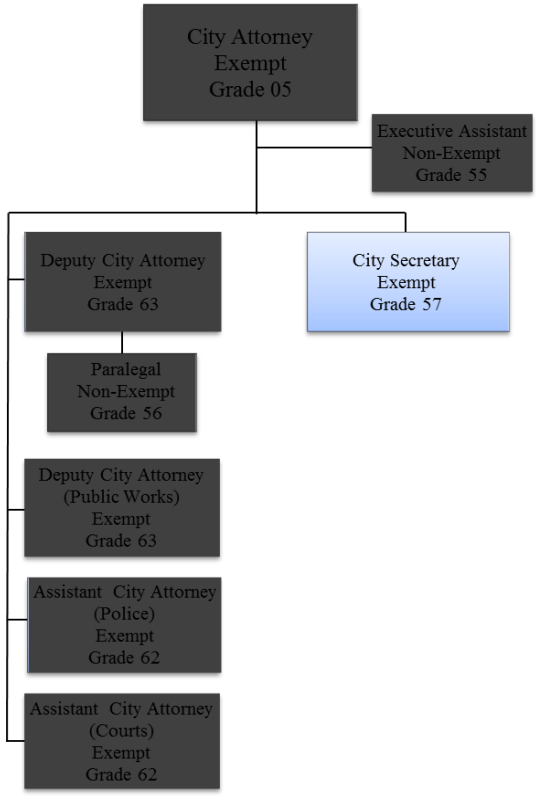
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Number of PIA requests received.	166	2,035	3,048	3,489	3,489		
Complete responses to PIA requests within 10 business days (%).	1,872	99%	100%	100%	100%		
Opinion Briefs submitted to Attorney General.	42	319	516	547	547		
Opinion Briefs submitted to Attorney General within 15 business days (%).	42	100%	100%	100%	100%		

Mission Element: 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	Actual FY 19	Target FY 20
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		

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.



DIVISION MISSION STATEMENT

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

- Research consolidation of election polling locations
- Develop training and standardized rules for boards and commissions
- Utilize Legistar to create boards and commissions agendas

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.

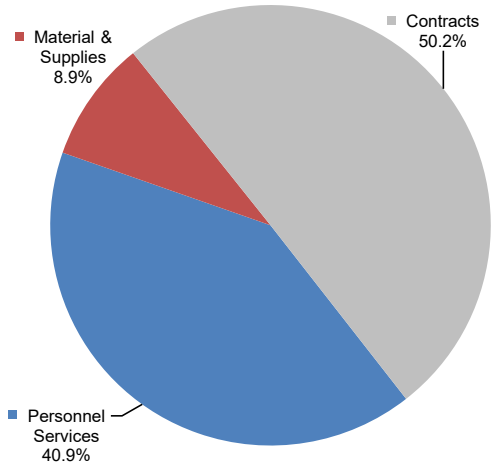
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FINANCIAL INFORMATION

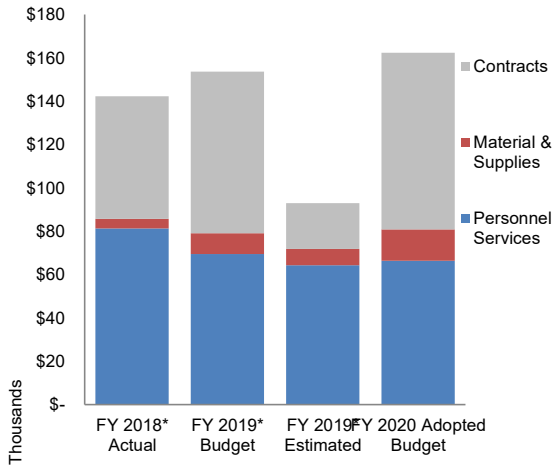
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Taxi Cab Franchise Fees	$ 2,225	$ 2,961	$ 2,279	$ 2,965
Alcohol Permits	13,920	40,000	40,215	20,000
Election Fees	34,598	35,000	35,000	35,000
General Resources	91,569	75,663	15,505	104,389
Total	$ 142,312	$ 153,624	$ 92,999	$ 162,354

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 81,296	$ 69,450	$ 64,245	$ 66,411
Material & Supplies	4,471	9,674	7,569	14,493
Contracts	56,545	74,500	21,185	81,450
Total	$ 142,312	$ 153,624	$ 92,999	$ 162,354

Department Expenditures



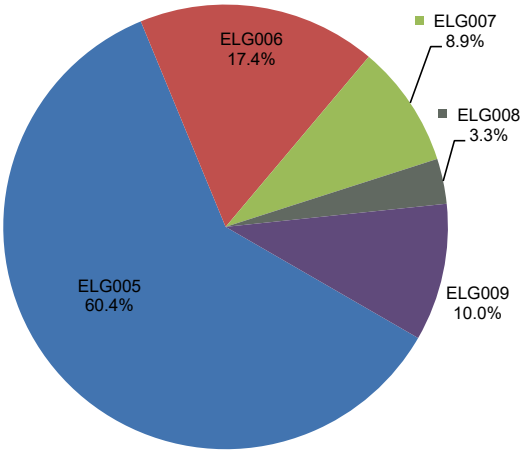
Department Expenditure History



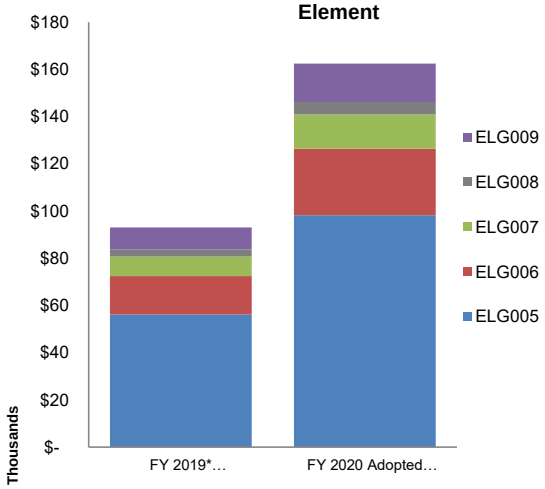
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ELG005	Conduct Election of City Officials.	0.26	540.80	$ 56,205	$ 98,120
ELG006	Prepare Council Agendas/Meeting Minutes.	0.34	707.20	16,151	28,196
ELG007	City Records Management.	0.11	228.80	8,295	14,481
ELG008	Manage Appointments to Boards and Commissions.	0.06	124.80	3,054	5,332
ELG009	Process Permits (Alcohol, Assembly, Block Party, Solicitors, Taxi Cab, Police Wrecker Rotation).	0.23	478.40	9,294	16,225
		1.00	2,080.00	$ 92,999	$ 162,354

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
City Secretary	1.00	1.00	1.00
Total Staffing	1.00	1.00	1.00

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Mission Element: 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	Actual FY 19	Target FY 20
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: 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	Actual FY 19	Target FY 20
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: City Records Management.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
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: 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	Actual FY 19	Target FY 20
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		

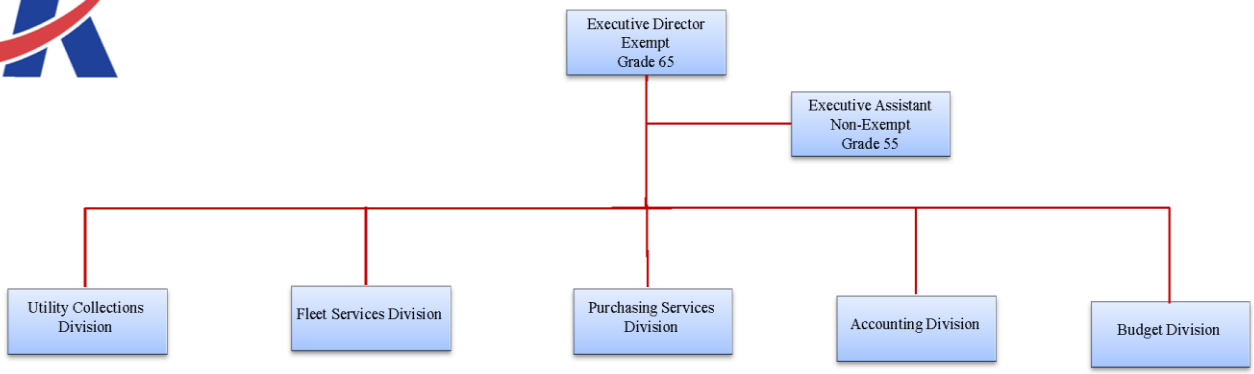
Mission Element: Process Permits (Alcohol, Assembly, Block Party, Solicitors, Taxi Cab, Police Wrecker Rotation).

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
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		

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Finance Department Organizational Chart

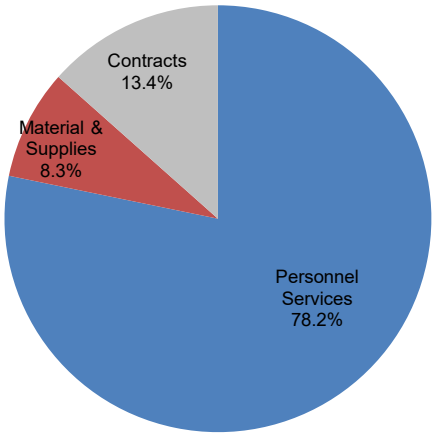


FINANCIAL INFORMATION

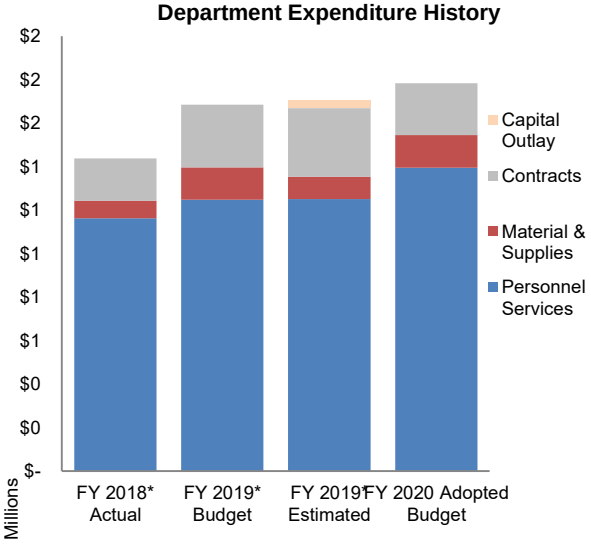
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Procurement Card Rebates	$ -	$ -	$ -	$ -
General Resources	1,437,603	1,684,182	1,705,784	1,784,135
Total	$ 1,437,603	$ 1,684,182	$ 1,705,784	$ 1,784,135

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,161,879	$ 1,247,590	$ 1,251,129	$ 1,395,622
Material & Supplies	81,541	149,194	102,273	148,815
Contracts	194,183	287,398	315,882	239,698
Capital Outlay	-	-	36,500	-
Total	$ 1,437,603	$ 1,684,182	$ 1,705,784	$ 1,784,135

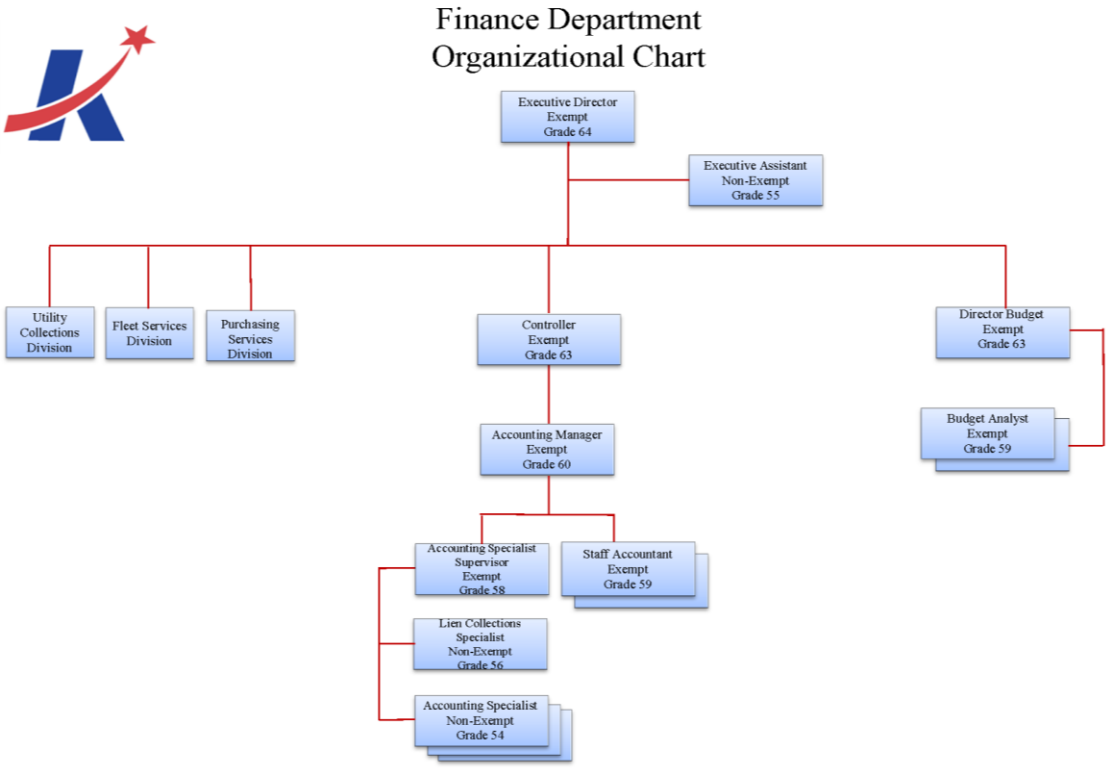
Department Expenditures



Department Expenditure History



*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.



DIVISION MISSION STATEMENT

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.
- Prepare annual budget.
- Administer the purchasing and procurement system.

GOALS

- Establish internal and external standard operating procedures for Finance processes.
- Provide timely financial reports for departments.
- Develop a comprehensive Equipment Replacement Schedule.
- Automate the purchase order and budget transfer process in conjunction with IT.
- Continue transitioning to a centralized purchasing system.
- Improve the inter-departmental billing process.

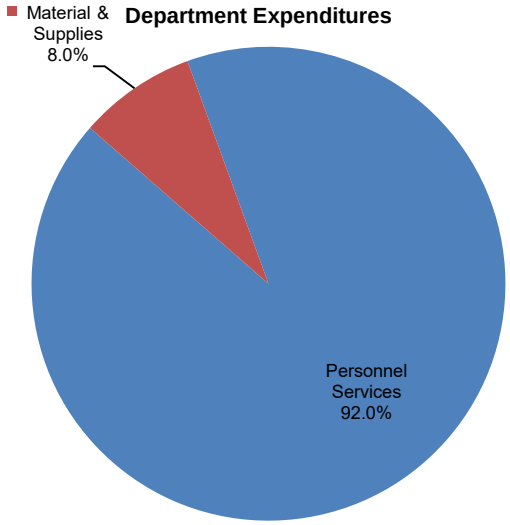
[5] - Finance Department Reorganized in FY 2019

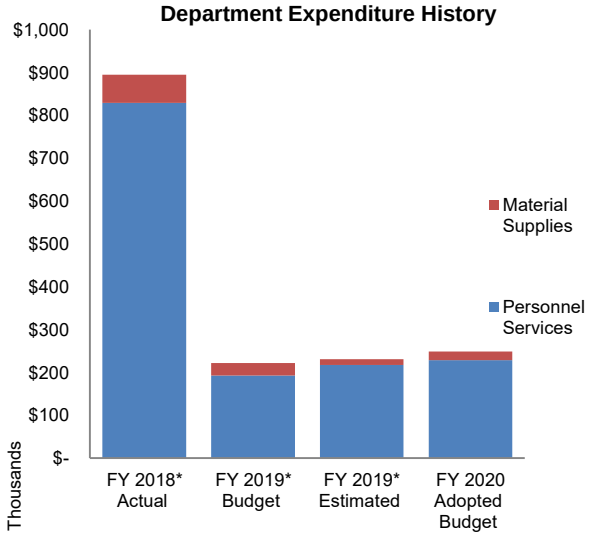
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 1,088,130	$ 221,349	$ 410,369	$ 248,197
Total	$ 1,088,130	$ 221,349	$ 410,369	$ 248,197

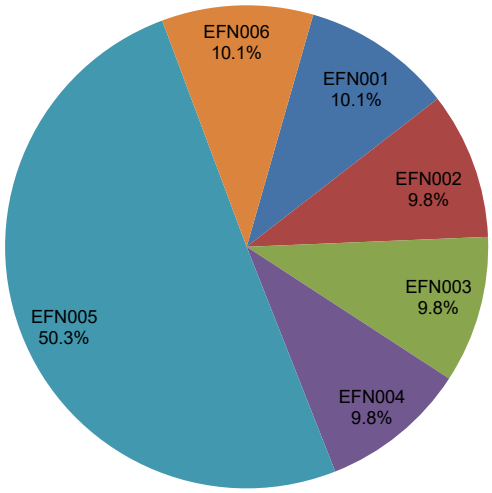
Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 829,068	$ 192,284	$ 216,754	$ 228,278
Material & Supplies	65,557	28,965	14,011	19,919
Contracts	193,505	100	143,104	-
Capital Outlay	-	-	36,500	-
Total	$ 1,088,130	$ 221,349	$ 410,369	$ 248,197

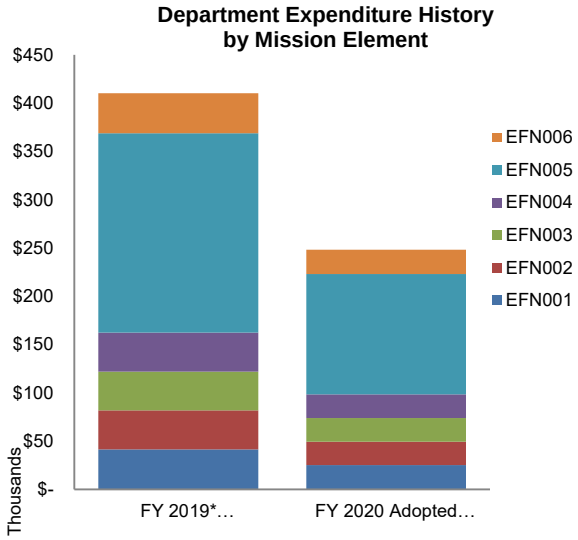




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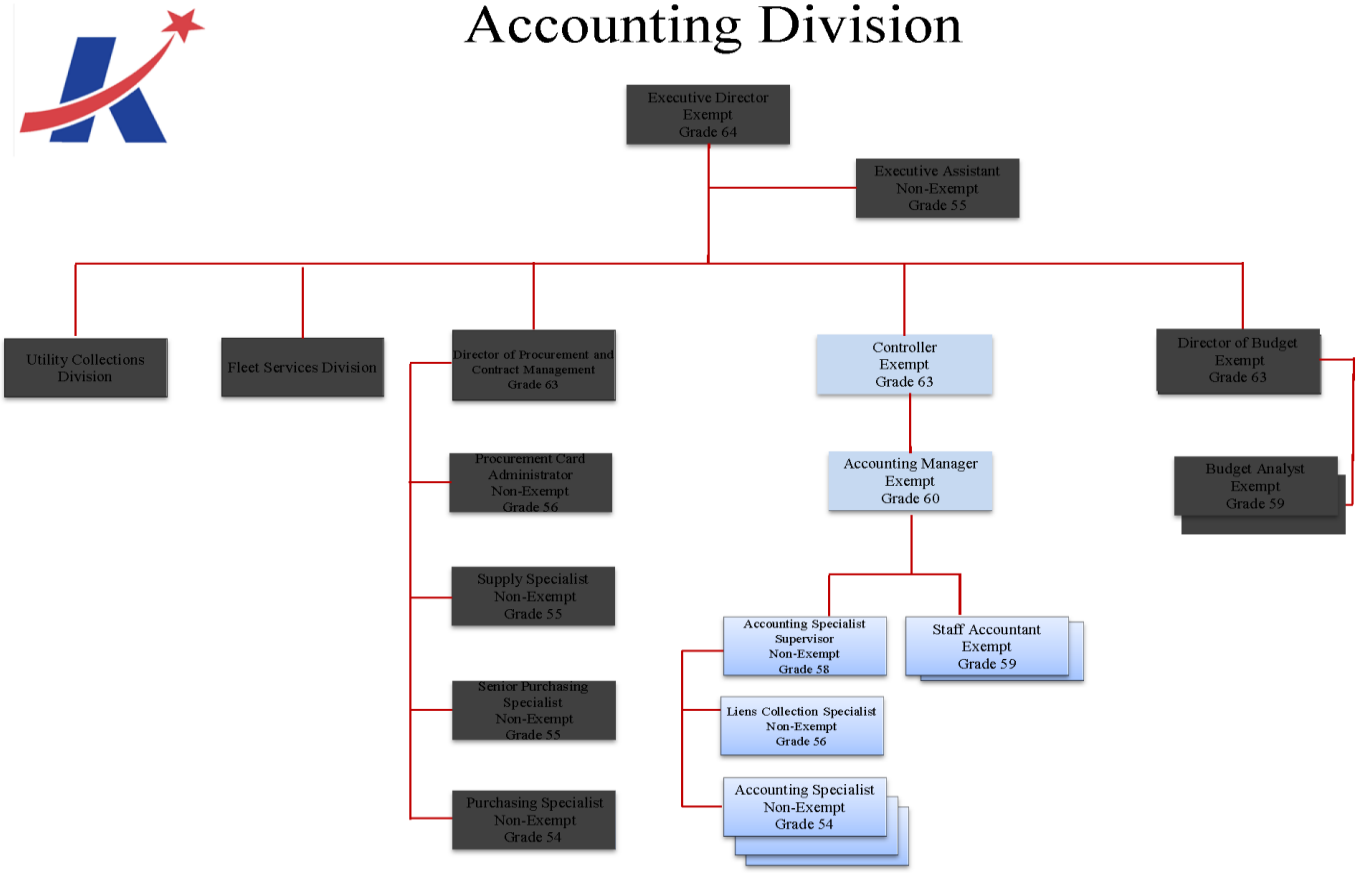
Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN001	Maintain accounting records for receipts, disbursements, and inventories.	0.20	416.00	$ 41,273.83	$ 24,963
EFN002	Prepare financial reports.	0.20	416.00	40,383	24,424
EFN003	Monitor fiscal and performance compliance.	0.20	416.00	40,383	24,424
EFN004	Administer centralized treasury for debt, cash, and investment management.	0.20	416.00	40,383	24,424
EFN005	Prepare annual budget.	1.00	2,080.00	206,366	124,813
EFN006	Administer the purchasing and procurement system.	0.20	416.00	41,581	25,149
		2.00	4,160.00	$ 410,369	$ 248,197





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.



DIVISION MISSION STATEMENT

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 internal and external standard operating procedures for Finance processes.
- Provide timely financial reports for departments.
- Develop a comprehensive Equipment Replacement Schedule.
- Improve the inter-departmental billing process.

[5] - Finance Department Reorganized in FY 2019

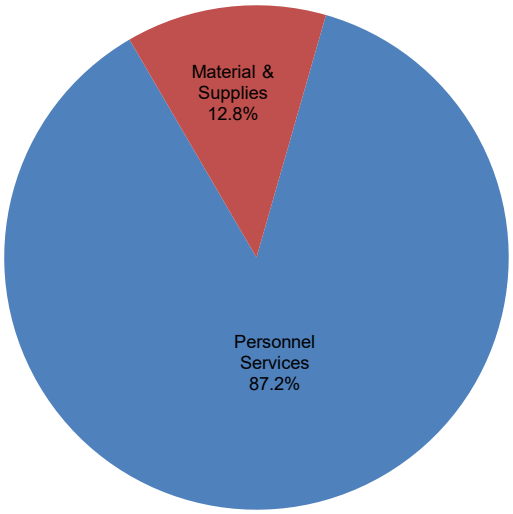
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

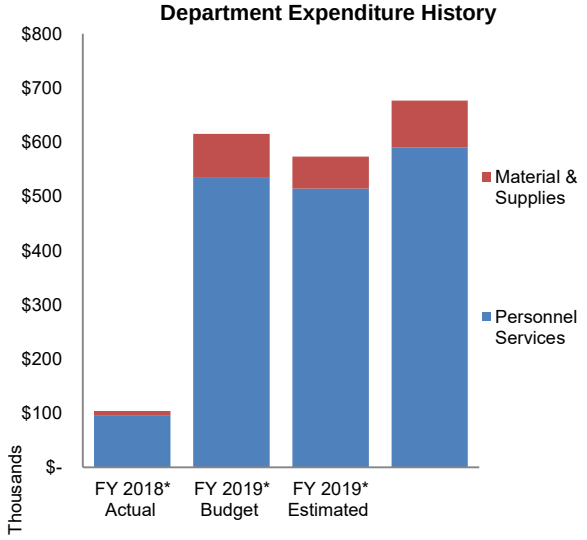
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 104,029	$ 901,346	$ 741,877	$ 914,594
Total	$ 104,029	$ 901,346	$ 741,877	$ 914,594

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 94,591	$ 535,050	$ 514,110	$ 589,688
Material & Supplies	9,438	80,198	59,217	86,873
Contracts	-	286,098	168,550	238,033
Total	$ 104,029	$ 901,346	$ 741,877	$ 914,594

Department Expenditures

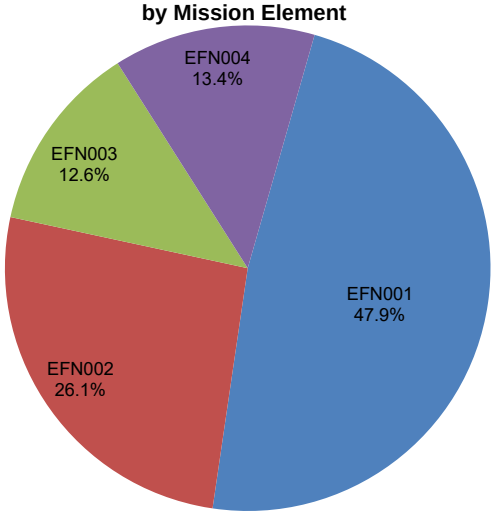


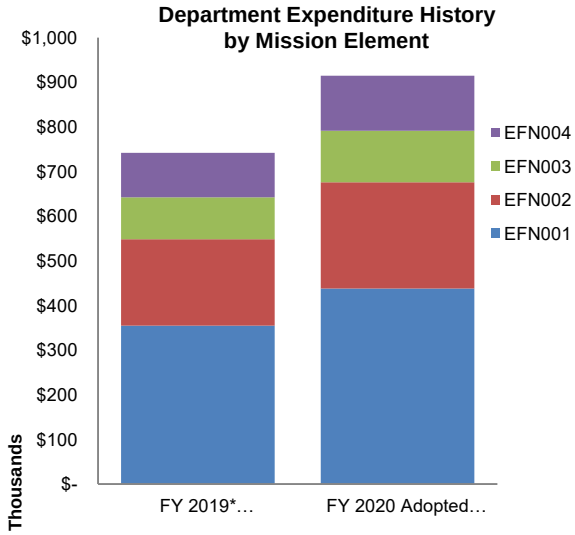
Department Expenditure History



*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN001	Maintain accounting records for receipts, disbursements, and inventories.	4.15	8,632.00	$ 355,142.08	$ 437,823
EFN002	Prepare financial reports.	1.25	2,600.00	193,372	238,391
EFN003	Monitor fiscal and performance compliance.	1.25	2,600.00	93,605	115,397
EFN004	Administer centralized treasury for debt, cash, and investment management.	1.35	2,808.00	99,758	122,983
		8.00	16,640.00	$ 741,877	$ 914,594





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Accounting Manager [1]	-	-	1.00
Accounting Specialist	3.00	3.00	3.00
Accounting Specialist Supervisor [2]	-	-	1.00
Accounting Supervisor [1]	1.00	1.00	-
Controller	1.00	1.00	1.00
Lien Collections Specialist [3]	1.00	1.00	-
Management Accountant [4]	1.00	1.00	-
Staff Accountant [4]	1.00	1.00	2.00
Total Staffing	8.00	8.00	8.00

[1] - In FY 2020, reclassified Accounting Supervisor to Accounting Manager
[2] - In FY 2020, added Accounting Specialist Supervisor
[3] - In FY 2020, moved Lien Collections Specialist to Code Enforcement
[4] - In FY 2019*, reclassified Management Accountant to Staff Accountant

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

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	Actual FY 19	Target FY 20
Close accounting period in a timely manner.	24	20 days	15	20	15	20	15
Pay invoices within 8 days of receipt by Finance.	1,805	100%	100%	95%	100%	100%	100%
Pay invoices within 30 days of receipt by City.	1,805	100%	100%	95%	100%	90%	95%
Reconcile inventories monthly.	96	100%	100%	84%	100%	80%	100%
Reduce the number of Accounts Payable checks issued.	360	5,857	5,271	8,620	8,245	7,860	7,000
Increase the number of electronic funds transfer and virtual card payments.	412	2,939	3,810	2,620	3,998	3,659	4,889
Post entries to the General Ledger	512	18,378	17,830	12,522	13,495	16,770	15,540
Review and recommend payment amounts for Arts Commission grantees.	200	10	10	11	9	14	10

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	Actual FY 19	Target FY 20
Submit CAFR to GFOA by deadline.	1	1	1	1	1	1	1
Receive Certificate of Achievement for Excellence in Financial Reporting from GFOA.	N/A	1	1	1	1	1	1
Submit draft monthly financial report to City Manager within 5 days.	648	12/year	12	8	12	8	12
Publish monthly financial report to website within 30 days of month end.	1,128	12/year	12	8	12	6	12
Transparency portal updated within 15 days of month-end.	80	12	12	100%	100%	100%	100%
Submit quarterly status report to City Manager within 30 days.	320	4	4	4	4	4	4

Mission Element 3: Monitor fiscal and performance compliance.

Operational Targets: Essential department functions within the mission element.

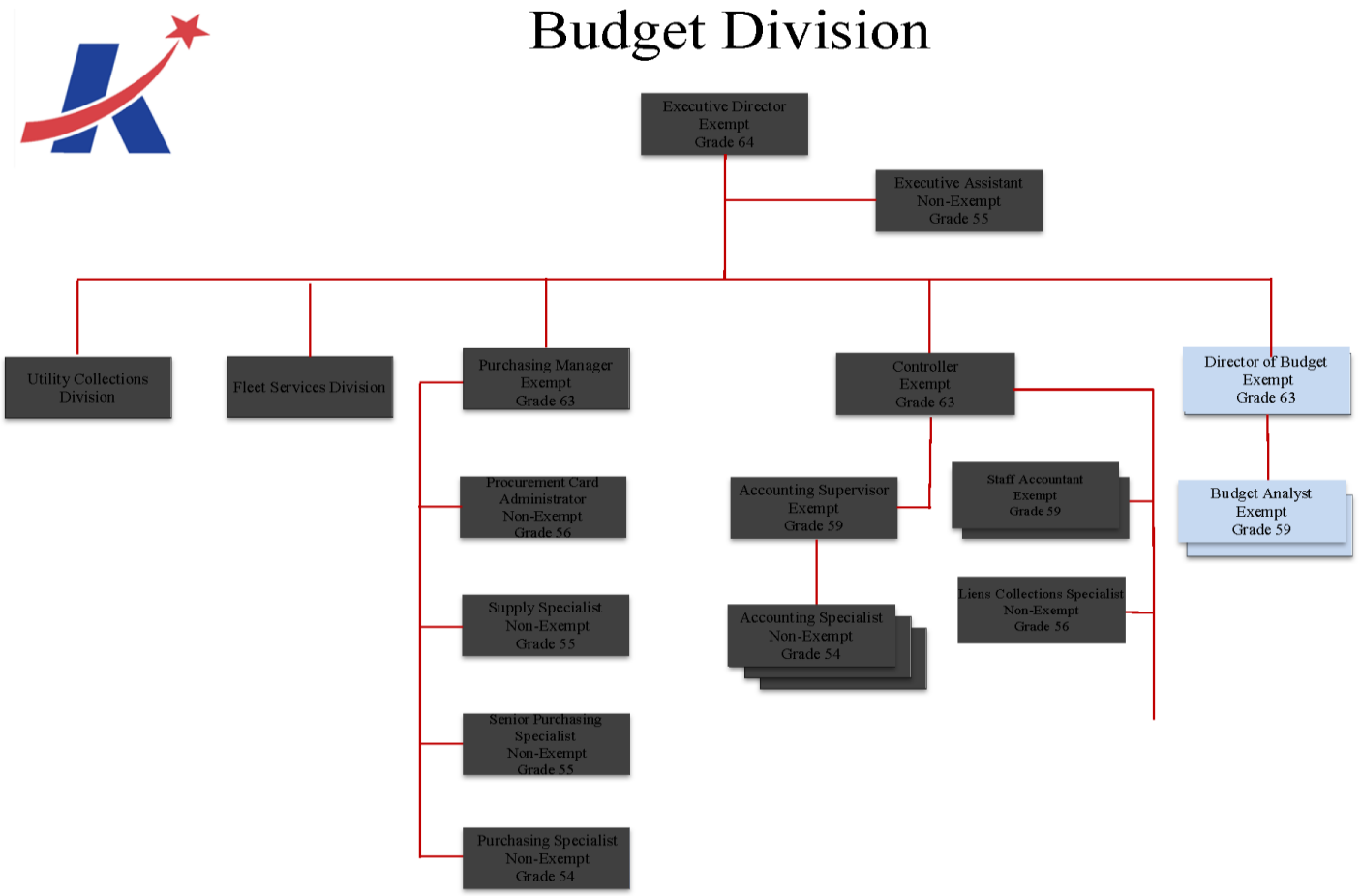
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Implement approved management policies document.	120	1	1	1	1	1	1
Finalize financial standard operating procedures document.	120	1	1	1	0	1	1

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	Actual FY 19	Target FY 20
Build a certificate of deposit ladder.	6	15	18	16	18	20	20
Maintain money market and investment pool accounts.	230	5	5	5	5	5	5
Reconcile financial accounts monthly.	1,500	10	10	10	10	12	12
Prepare monthly investment reports.	560	24	24	24	24	24	24
Reduce debt rate to 25% of tax rate	N/A	N/A	25%	34%	25%	29%	25%

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.



DIVISION MISSION STATEMENT

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

- Establish internal and external standard operating procedures for Finance processes.
- Provide timely financial reports for departments.
- Automate the budget transfer process in conjunction with IT.

[5] - Finance Department Reorganized in FY 2019

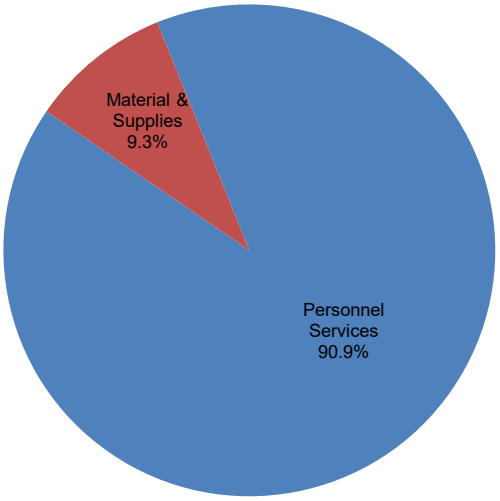
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

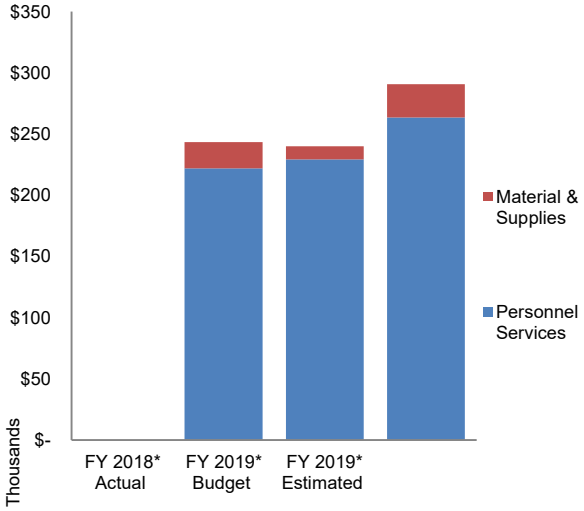
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ -	$ 244,546	$ 240,712	$ 292,202
Total	$ -	$ 244,546	$ 240,712	$ 292,202

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ -	$ 222,019	$ 229,179	$ 263,418
Material & Supplies	-	21,327	10,833	27,119
Contracts	-	1,200	700	1,665
Total	$ -	$ 244,546	$ 240,712	$ 292,202

Department Expenditures

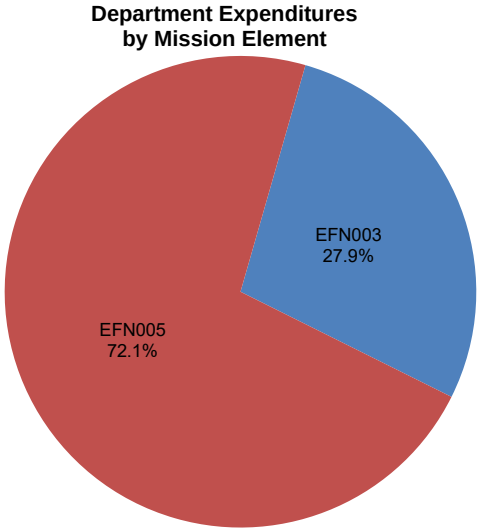


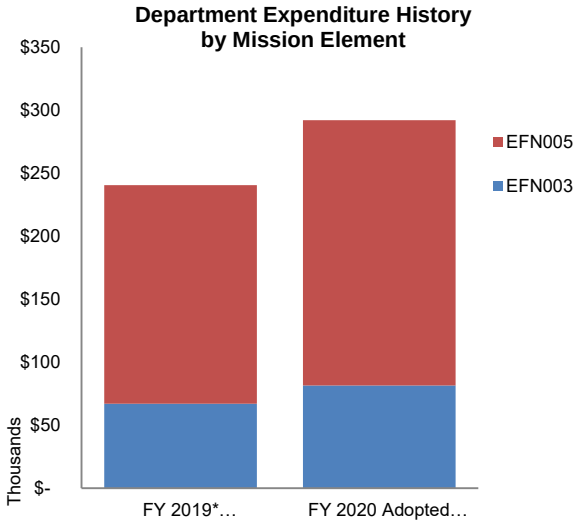
Department Expenditure History



*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN003	Monitor fiscal and performance compliance.	0.90	1,872.00	$ 67,190	$ 81,563
EFN005	Prepare annual budget.	2.10	4,368.00	173,522	210,639
		3.00	6,240.00	$ 240,712	$ 292,202





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Budget Analyst	2.00	2.00	2.00
Director of Budget and Research	1.00	1.00	1.00
Total Staffing	3.00	3.00	3.00

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Mission Element: Prepare annual budget.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Deliver budget to City Council on time in accordance with the budget calendar.	5,888	1	1	1	1	1	1
Receive the GFOA Distinguished Budget Presentation award.	500	1	1	1	1	1	1
Create and implement CIP project code reporting.	300	30	30	45	50	50	50

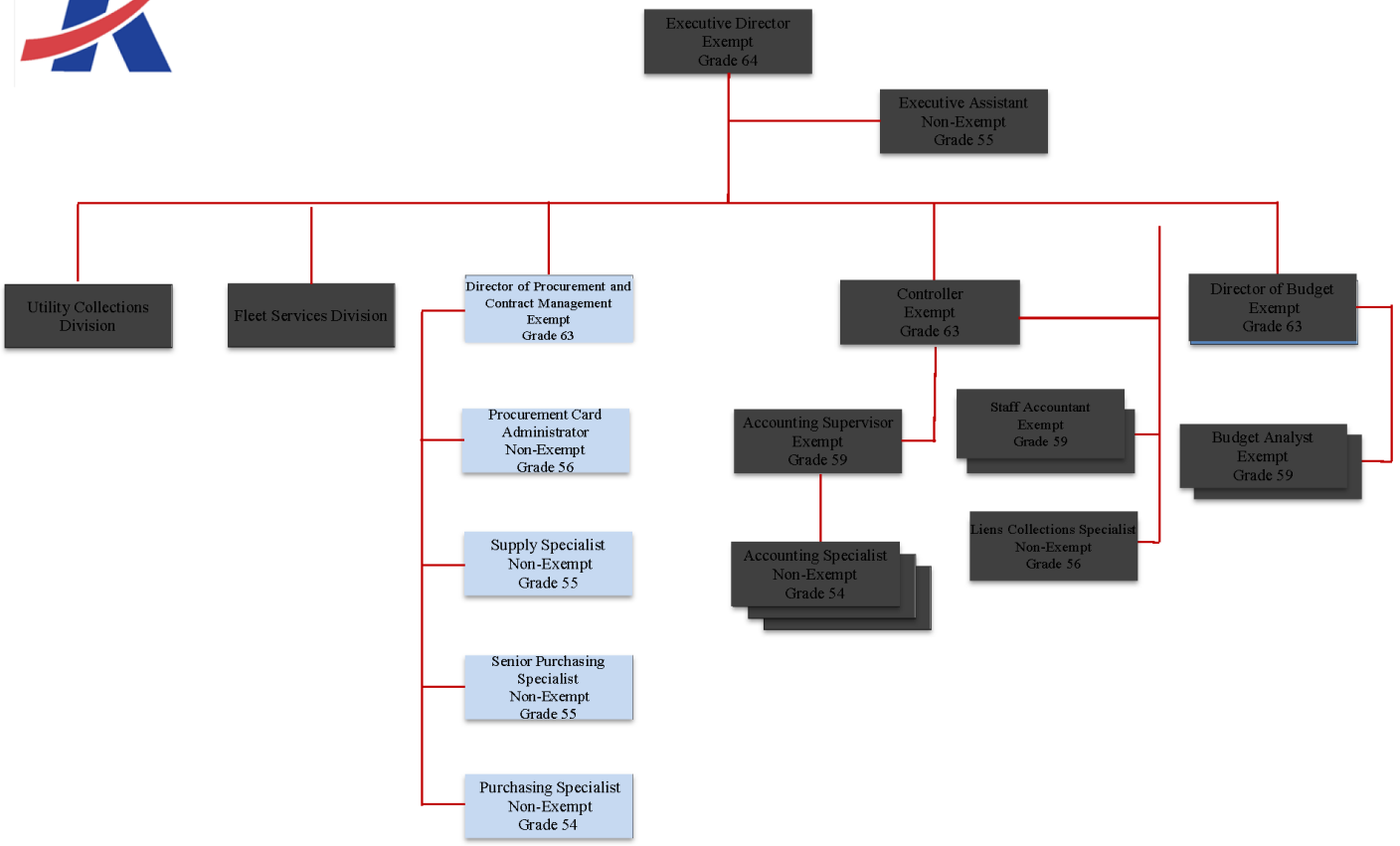
Mission Element: Monitor fiscal and performance compliance.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Create budget standard operating procedures document.	100	1	1	1	1	In progress	1
Deliver department monthly budget reports within 15 days.	100	12	12	2	12	0	12
Update monthly key performance indicators.	100	12	12	12	12	12	12
Process budget transfers (annual number).	225	450	450	575	400	600	500
Process budget amendments (annual number).	300	18	15	15	10	5	10
Review procurement routing slips (annual number).	0	150	150	Moved to Accounting	Moved to Accounting	Moved to Accounting	Moved to Accounting
Review purchase orders over $25,000 (annual number).	0	150	150	Moved to Accounting	Moved to Accounting	Moved to Accounting	Moved to Accounting
Review Legistar items (annual number).	100	50	50	50	50	80	80

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Purchasing Services Division



DIVISION MISSION STATEMENT

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

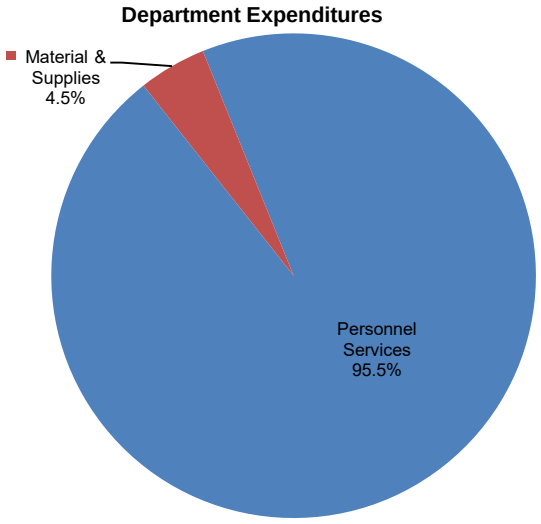
- Establish internal and external standard operating procedures for Finance processes.
- Automate the purchase order process in conjunction with IT.
- Continue transitioning to a centralized purchasing system.

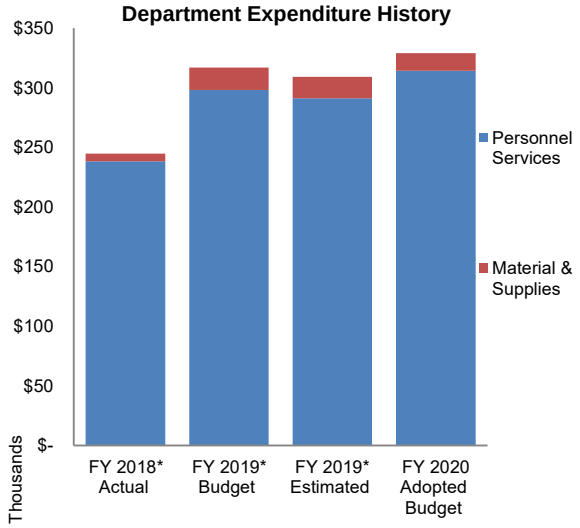
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	245,444	316,941	312,826	329,142
Total	$ 245,444	$ 316,941	$ 312,826	$ 329,142

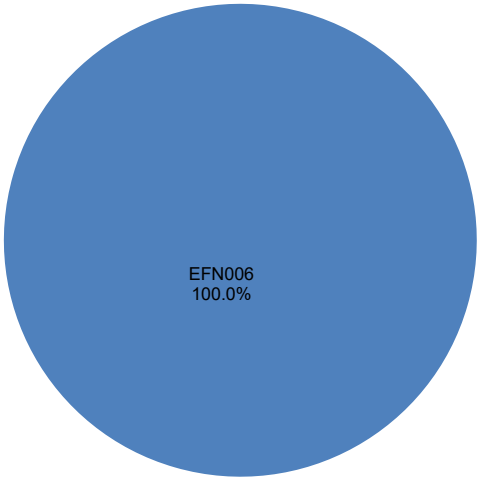
Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 238,220	$ 298,237	$ 291,086	$ 314,238
Material & Supplies	6,546	18,704	18,212	14,904
Contracts	679	-	3,528	-
Total	$ 245,444	$ 316,941	$ 312,826	$ 329,142

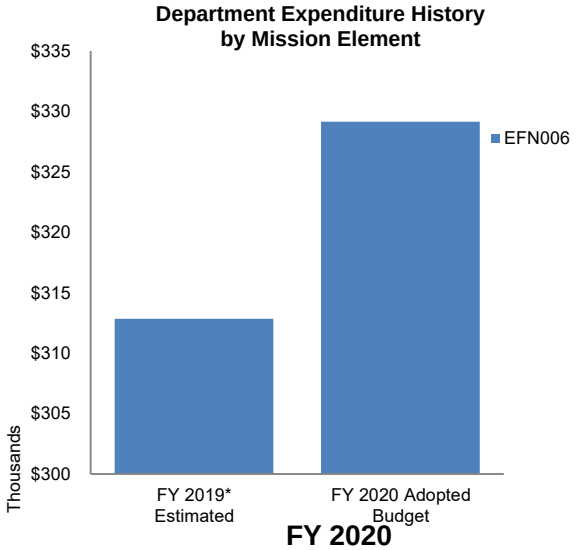




*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN006	Administer the purchasing and procurement system.	5.00	10,400.00	$ 312,826	$ 329,142
		5.00	10,400.00	$ 312,826	$ 329,142





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Buyer	-	-	2.00
Director of Purchasing & Contract Mgmt.[1]	-	1.00	1.00
Procurement Card Administrator	1.00	1.00	-
Purchasing Manager[1]	1.00	-	1.00
Purchasing Specialist	1.00	1.00	-
Senior Buyer	-	-	1.00
Senior Purchasing Specialist	1.00	1.00	-
Supply Specialist	1.00	1.00	-
Total	5.00	5.00	5.00

[1] - In FY 2018*, reclassified Purchasing Manager to Director of Purchasing & Contract Mgmt.

[2] - In FY 2020, reclassified Purchasing Specialist and Supply Specialist to Buyers, Procurement Card Admin to Senior Buyer, and Senior Purchasing Specialist to Purchasing Manager

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

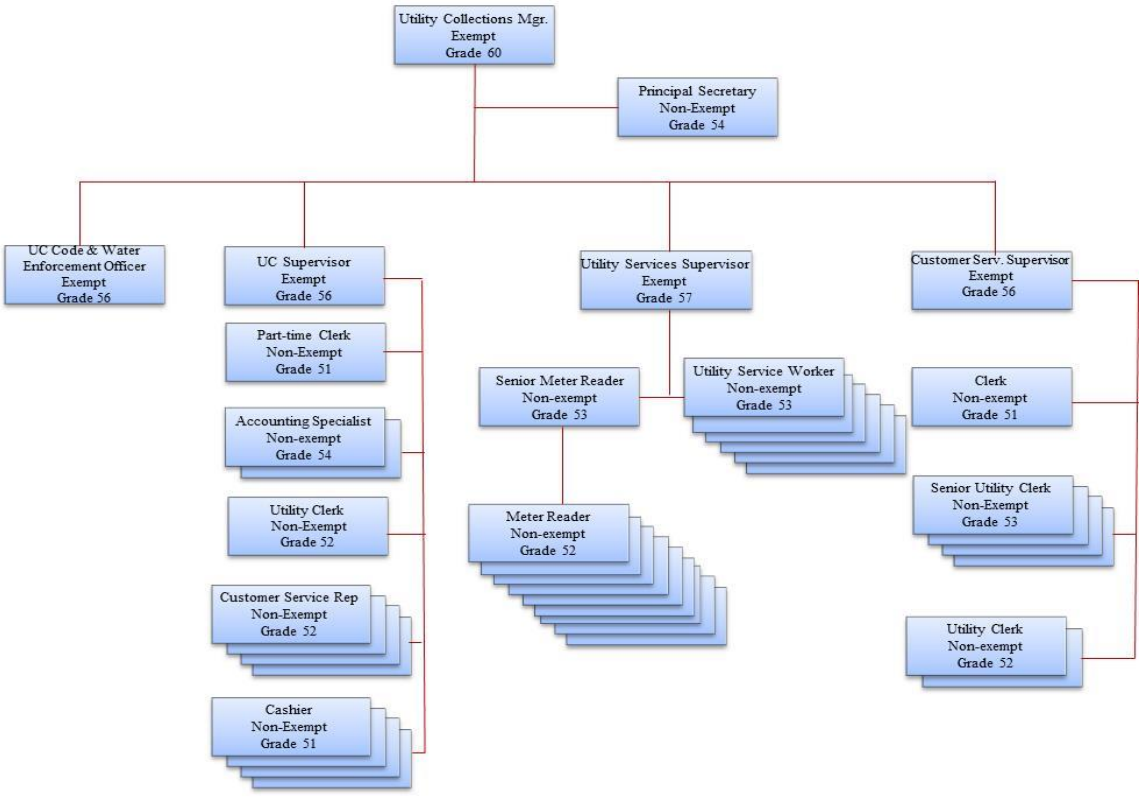
Mission Element 1: Administer the Purchasing and Procurement System.

Operational Targets: Essential department functions within the mission element.

Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Create purchasing standard operating procedures document.	393	1	1	1	1	1	1
Transition departments to centralized purchasing.	180	4	4	4	4	4	8
Process POs > $3,000.	1,410	2,387	2,500	1,300	1,500	1,450	1,500
Reduce manual POs processed.		295	200	0	0	0	0
Process change orders.	1,710	479	500	500	500	752	525
Facilitate competitive bids.	780	10	12	14	16	15	15
Mange RFPs.	394	0	6	3	3	6	5
Manage RFQs.	694	8	8	3	3	4	3
Issue P-cards.	104	54	20	17	20	20	15
Cancel P-cards.	260	132	60	108	24	17	12
Update/change P-cards.	260	69	30	25	25	13	13
Review department P-card approval lists (annual number).	163	1,639	1,000	1,495	1,500	1,186	1,200
Review P-card transactions (annual number).	1,293	12,647	10,000	6,300	6,500	8,874	8,500
Review contracts (annual number).	656	189	200	140	145	154	150
Review Sole Sourced requests (annual number).	356	38	35	36	38	13	20
Add vendor files (annual number).	1,560	482	400	354	350	525	500
Update vendor files (annual number).	1,560	188	150	410	300	525	500

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Utility Collections Division



DIVISION MISSION STATEMENT

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

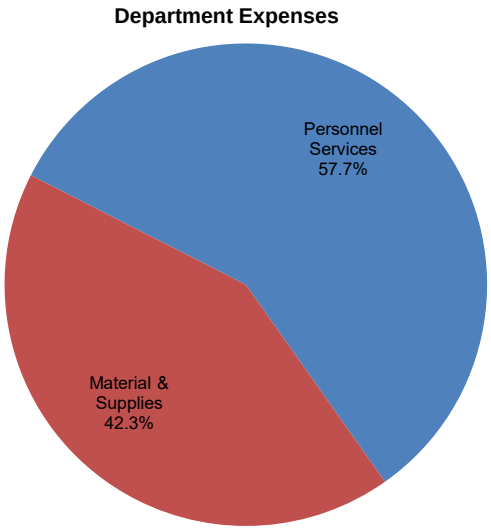
- Replace drive through equipment.
- Improve online services offered to customers.
- Purge outdated and unnecessary data from Superion software.

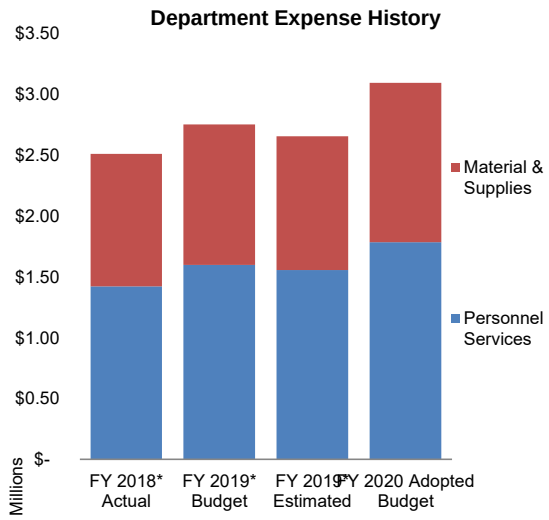
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from Water Sewer Fund.

FINANCIAL INFORMATION

Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 2,510,007	$ 2,750,267	$ 2,653,743	$ 3,093,053
Total	$ 2,510,007	$ 2,750,267	$ 2,653,743	$ 3,093,053

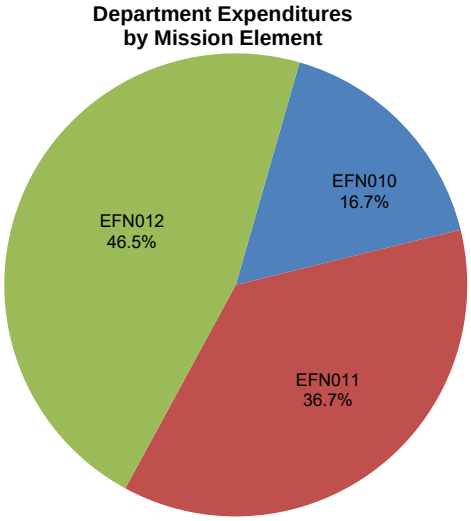
Expenses Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 1,421,917	$ 1,598,943	$ 1,554,466	$ 1,784,992
Material & Supplies	1,088,091	1,151,324	1,099,277	1,308,061
Total	$ 2,510,007	$ 2,750,267	$ 2,653,743	$ 3,093,053

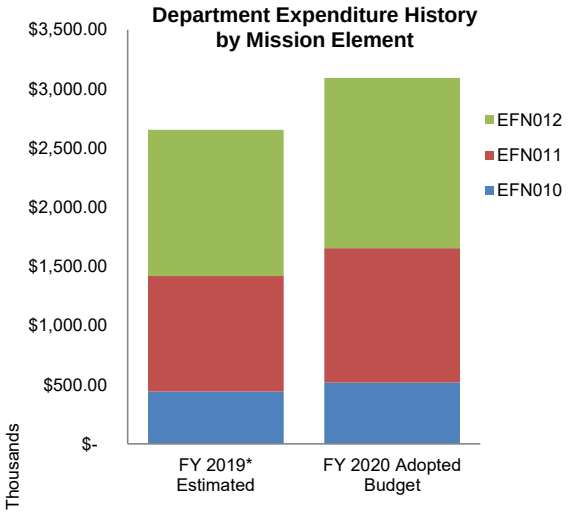




*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from Water Sewer Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EFN010	Read meters.	10.75	22,360.00	$ 443,895.90	$ 517,380
EFN011	Bill for service.	13.80	28,704.00	975,116	1,136,540
EFN012	Collect accounts.	14.95	31,096.00	1,234,731	1,439,133
		39.50	82,160.00	$ 2,653,743	$ 3,093,053





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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
Director of Utility Collections [1]	-	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]	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

1 - In FY 2019*, reclassified Utility Collections Manager to Director of Utility Collections

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from Water Sewer Fund.

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	Actual FY 19	Target FY 20
Read water meters in a timely manner.	14,426	625,632	641,268	629,424	635,718	639,289	645,600
Maintain over reads at less than 1%.	14,426	1,584	<6,408	1,176	<6,300	1,362	<6,300
Download addresses to handheld for reading.	102	625,632	641,268	629,424	635,718	639,289	645,600
Upload readings to billing software.	102	625,632	641,268	629,424	635,718	639,289	645,600
Decrease annual water loss.	4,224	N/A	<1.0 billion gallons	N/A	<1.0 billion gallons	964,524,514	<1.0billion gallons

Mission Element 2: Bill for service.

Operational Targets: Essential department functions within the mission element.

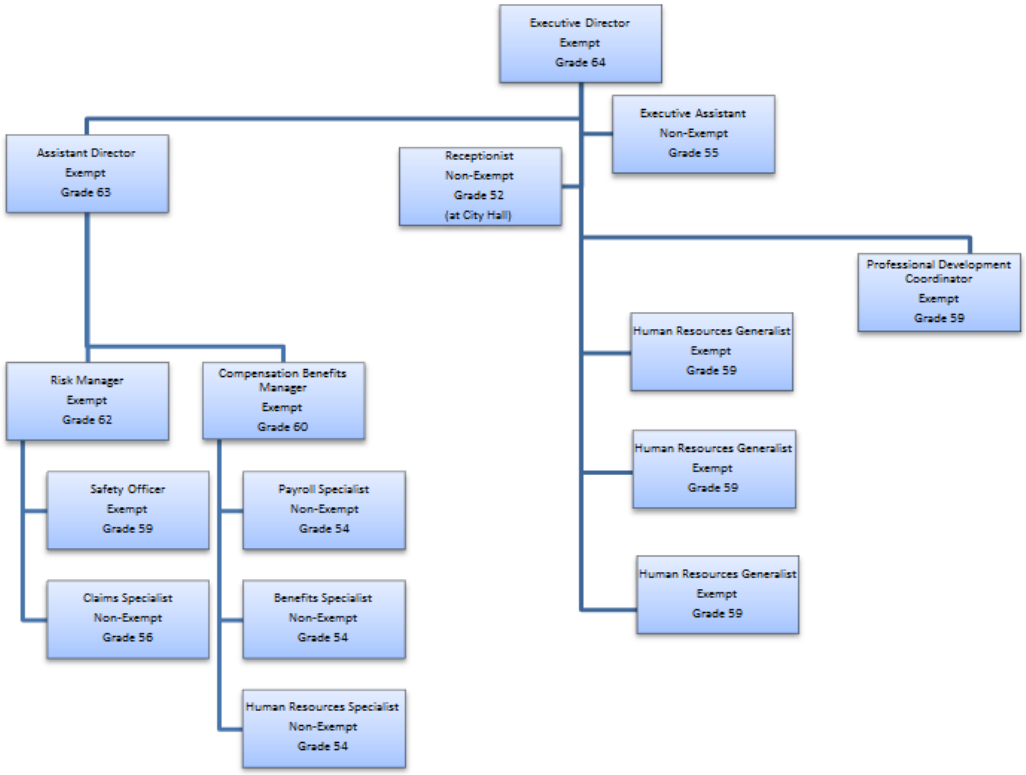
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Mail bills within 10-days of meter read.	8,320	604,932	620,052	608,244	614,326	624,181	630,400

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	Actual FY 19	Target FY 20
Increase utility collection rate.	35,856	98%	100%	99%	100%	98%	100%
Process and mail late notices.	960	131,784	135,084	129,600	130,896	129,310	131,000
Process and deliver delinquent tags.	3,774	30,000	30,756	29,400	27,000	29,403	29,800

Human Resources Department



DIVISION MISSION STATEMENT

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.
- Communicate and enforce policies, rules and practices that are in compliance with employment law and regulations.
- 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.

GOALS

- Implementation of a new compensation system
- Design a new performance appraisal system
- Create an organizational development academy
- Continued focus on wellness to include:
  - -Nutrition
  - -Smoking cessation
  - -Obesity

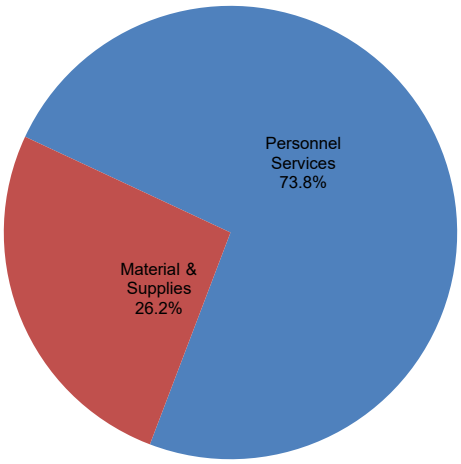
*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

FINANCIAL INFORMATION

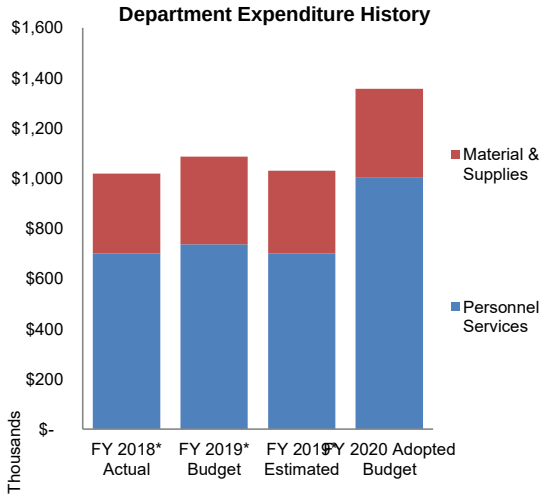
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 1,019,193	$ 1,086,529	$ 1,030,379	$ 1,356,623
Total	$ 1,019,193	$ 1,086,529	$ 1,030,379	$ 1,356,623

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 699,986	$ 736,783	$ 699,136	$ 1,001,752
Material & Supplies	319,207	349,746	331,243	354,871
Total	$ 1,019,193	$ 1,086,529	$ 1,030,379	$ 1,356,623

Department Expenditures

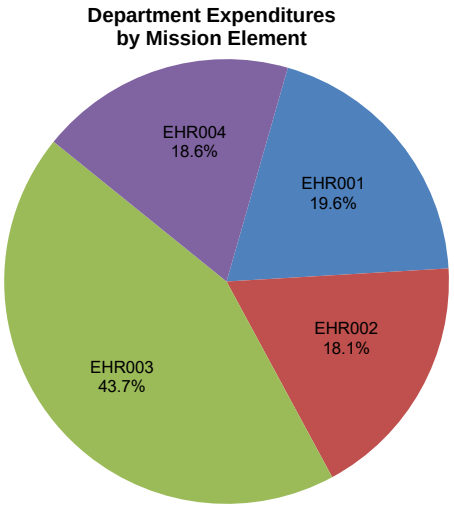


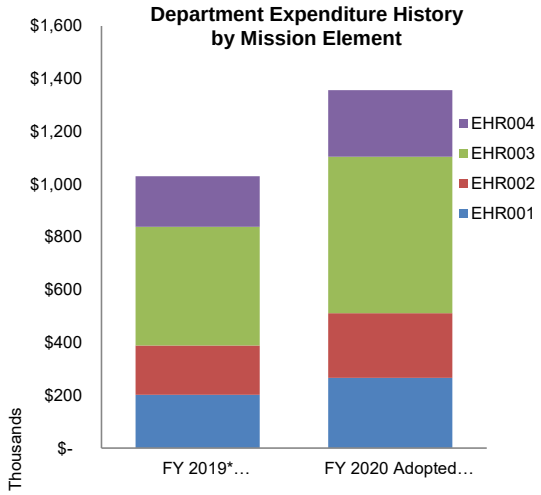
Department Expenditure History



*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
EHR001	Manage recruitment, placement, retention, and staff well-being.	2.40	4,992.00	$ 202,140	$ 266,143
EHR002	Communicate and enforce policies, rules and practices that are in compliance with employment law and regulations.	2.40	4,992.00	186,046	244,953
EHR003	Manage a fair classification and compensation plan, and a benefits system.	6.30	13,104.00	450,289	592,862
EHR004	Manage career management, staff development and training, in support of the City's performance management.	2.90	6,032.00	191,904	252,665
		14.00	29,120.00	$ 1,030,379	$ 1,356,623





*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Assistant Director of Human Resources	1.00	1.00	1.00
Benefits Manager [1]	-	-	1.00
Benefits Specialist	1.00	1.00	1.00
Compensation & Benefits Manager [2]	1.00	1.00	-
Compensation Manager [2]	-	-	1.00
Compensation Specialist [3]	-	-	2.00
Executive Assistant/Wellness Coordinator	1.00	1.00	1.00
Executive Director of Human Resources	1.00	1.00	1.00
Human Resources Assistant [4]	1.00	-	-
Human Resources Generalist	3.00	3.00	3.00
Human Resources Specialist [3]	-	1.00	-
Learning & Development Coordinator [5]	-	-	1.00
Learning & Development Manager [6]	-	-	1.00
Payroll Specialist [3]	1.00	1.00	-
Professional Development & Training Coordinator [6]	1.00	1.00	-
Receptionist	1.00	1.00	1.00
Total Staffing	12.00	12.00	14.00

[1] - In FY 2020, added Benefits Manager per decision package approved by City Manager

[2] - In FY 2020, reclassified Compensation & Benefits Manager to Compensation Manager

[3] - In FY 2020, reclassifed Human Resources Specialist and Payroll Specialist to Compensation Specialists

4 - In FY 2018*, reclassified Human Resources Assistant

[5] - In FY 2020, added Learning & Development Coordinator

[6] - In FY 2020, reclassified Professional Development & Training Coordinator to Learning & Development Manager

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund.

EMPLOYMENT SERVICES

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	Actual FY 19	Target FY 20
Screen applications to seek a talent-based	3,120	18,000	12,800	13,017	15,000	11,820	12,000
Refer applicants.	1,560	6,000	6,500	7,102	7,500	5,434	6,000
Schedule interviews.	780	500	N/A	646	700	1,372	1,200
Hire talent.	780	200	148	204	220	252	220
Attend local job fairs.	16	5	N/A	N/A	5	5	5
Administer entry level firefighters exams.	12	2	2	2	2	2	2
Administer promotional Fire exams.	12	2	2	2	2	1	2
Administer entry level police exams.	12	2	2	2	2	1	1
Administer promotional police exams.	12	2	2	2	2	1	2
Decrease Classified employee turnover.		13%	N/A	18.91%	15%	26%	15%
Decrease Police officer turnover.		10%	N/A	10.75%	9%	11%	9%
Decrease Firefighter turnover.		10%	N/A	11.90%	8%	12%	8%
Average amount of time to fill a position.		3 weeks	N/A	N/A	3 weeks	8 weeks	4 weeks
Coordinate service awards.	480	1	1	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	Actual FY 19	Target FY 20
Review disciplinary action items.	431	20	N/A	N/A	15	18	15
Review employment policies.	431	65	10	10	10	66	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.

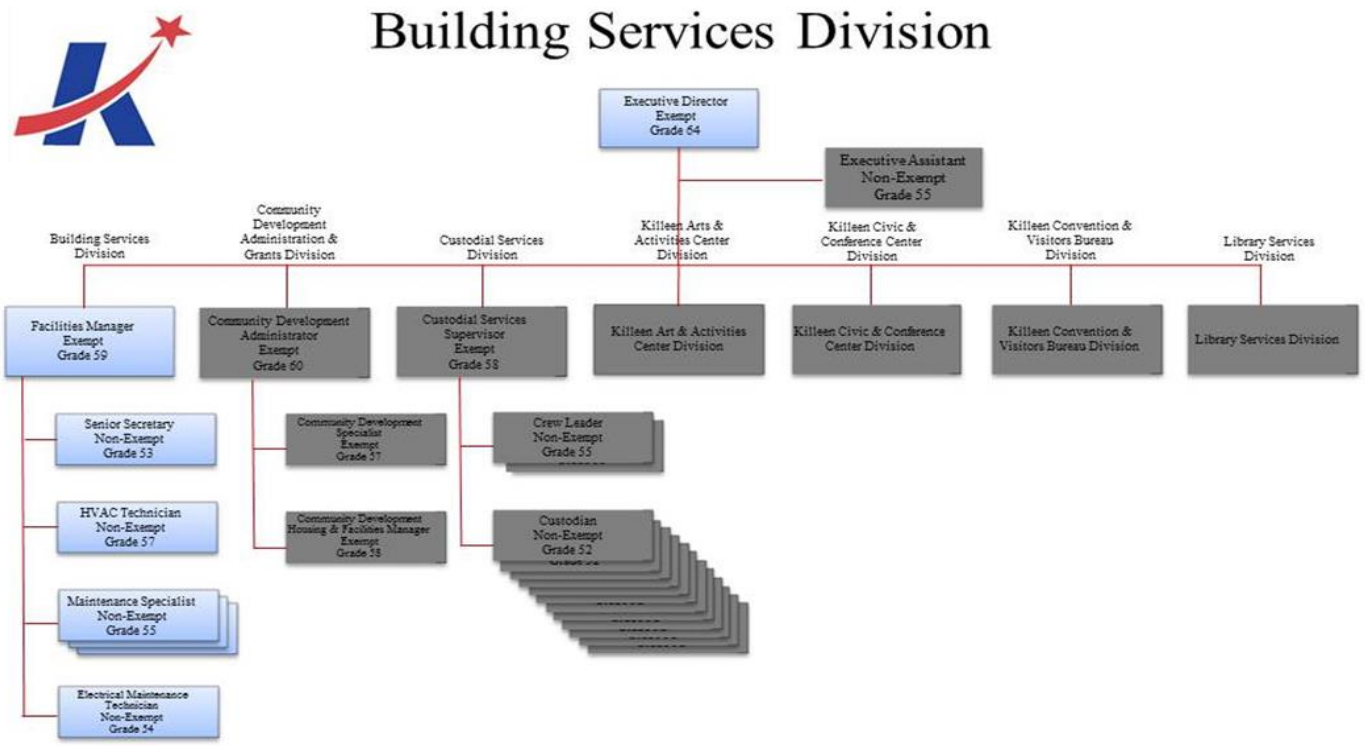
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Conduct market driven compensation study.	960	1	1	1	1	1	1
Review job descriptions.	780	150	N/A	N/A	50	383	50
Review reclassifications.	520	10	N/A	39	20	20	20
Monitor employees enrolled in the healthcare plan.		950	N/A	947	960	860	970
Monitor employees' dependents enrollment.		1,400	N/A	1,495	1,500	776	1,500
Monitor employee who opt out of the healthcare plan.		300	N/A	333	300	288	300
Monitor employees who participate in wellness. incentive and wellness assessment.	1,040	947	750	742	780	792	820
Offer onsite flu shots to all employees.	8	80	100	60	100	141	220
Monitor employees who have City gym membership.		130	N/A	631	740	450	740
Review and purge employee files per purging schedule.	1,040	200	N/A	N/A	225	300	250
Review and purge employee applications per purging schedule.	1,040	100	N/A	N/A	100	170	125

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	Actual FY 19	Target FY 20
Monitor new employee orientation sessions.	96	12	N/A	12	12	12	12
Process onboarding.	416	190	N/A	194	200	252	220
Monitor education assistance class enrollment.	260	50	N/A	49	55	29	35
Monitor bilingual testing.	8	10	N/A	4	5	10	5
Provide online annual training.	520	4	N/A	0	3	2	5
Provide online training classes.	520	50	N/A	0	50	2,902	2,000
Provide various training.	520	10	N/A	11	15	556	500
Provide Leadership Academy.	288	2	1	1	2	1	1



DIVISION MISSION STATEMENT

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.

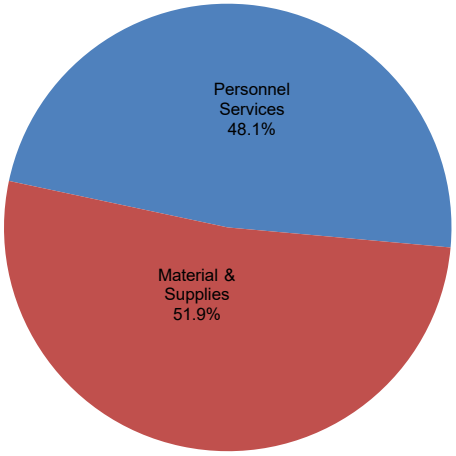
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FINANCIAL INFORMATION

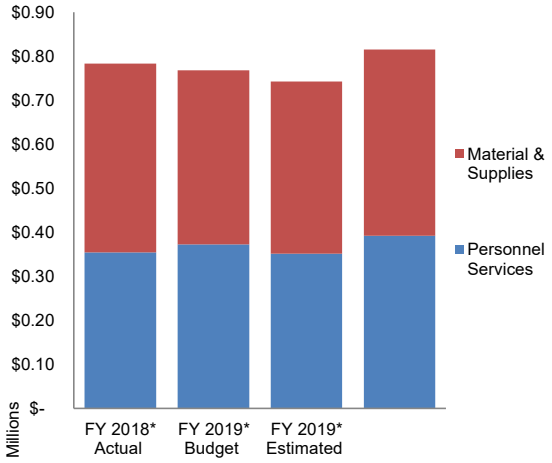
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 783,108	$ 768,164	$ 742,914	$ 815,483
Total	$ 783,108	$ 768,164	$ 742,914	$ 815,483

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 354,850	$ 372,580	$ 351,929	$ 392,212
Material & Supplies	428,258	395,584	390,985	423,271
Total	$ 783,108	$ 768,164	$ 742,914	$ 815,483

Department Expenditures



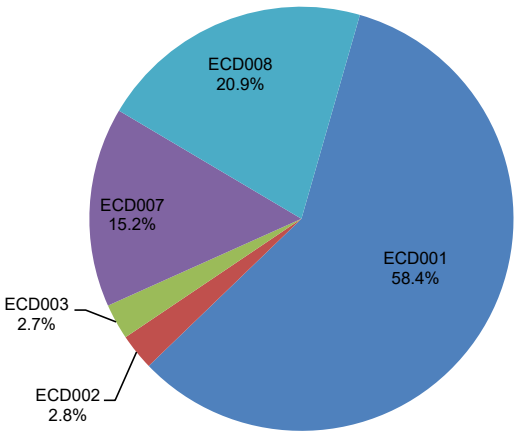
Department Expenditure History



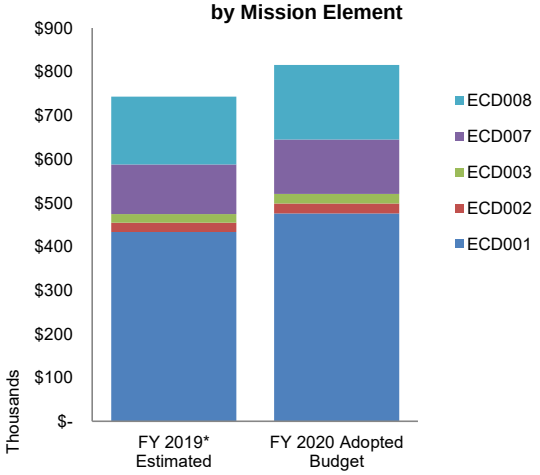
* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECD001	Repair and maintain facility components – consisting of plumbing, roofs, windows, doors, overhead commercial doors and related items.	4.30	8,944.00	$ 433,509	$ 475,855
ECD002	Service fire safety alarms and equipment.	0.10	208.00	20,590	22,601
ECD003	Service elevators and ensure annual compliance with regulations.	0.10	208.00	20,196	22,169
ECD007	Repair and maintain facility components to electrical items.	1.40	2,912.00	113,123	124,173
ECD008	Repair and maintain facility components – Heating, Ventilation Air Conditioning(HVAC).	1.10	2,288.00	155,496	170,685
		7.00	14,560.00	$ 742,914	$ 815,483

Department Expenditures by Mission Element



Department Expenditure History by Mission Element



Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 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

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

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	Actual FY 19	Target FY 20
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	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	1,150	1,200
Perform HVAC air filter replacement on all city systems quarterly.	1,040	708 Filters	708 Filters	708 Filters	708 Filters	708 Filters	708 Filters
Respond to roof leaks and roof replacements.	830	97 Roofs	97 Roofs	97 Roofs	97 Roofs	97 Roofs	97 Roofs
Respond to HVAC system requirements.	1,040	346 Units	346 Units	346 Units	346 Units	344 Units	344 Units
Respond to commercial overhead door repairs and adjustments.	148	42 Doors	42 Doors	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.

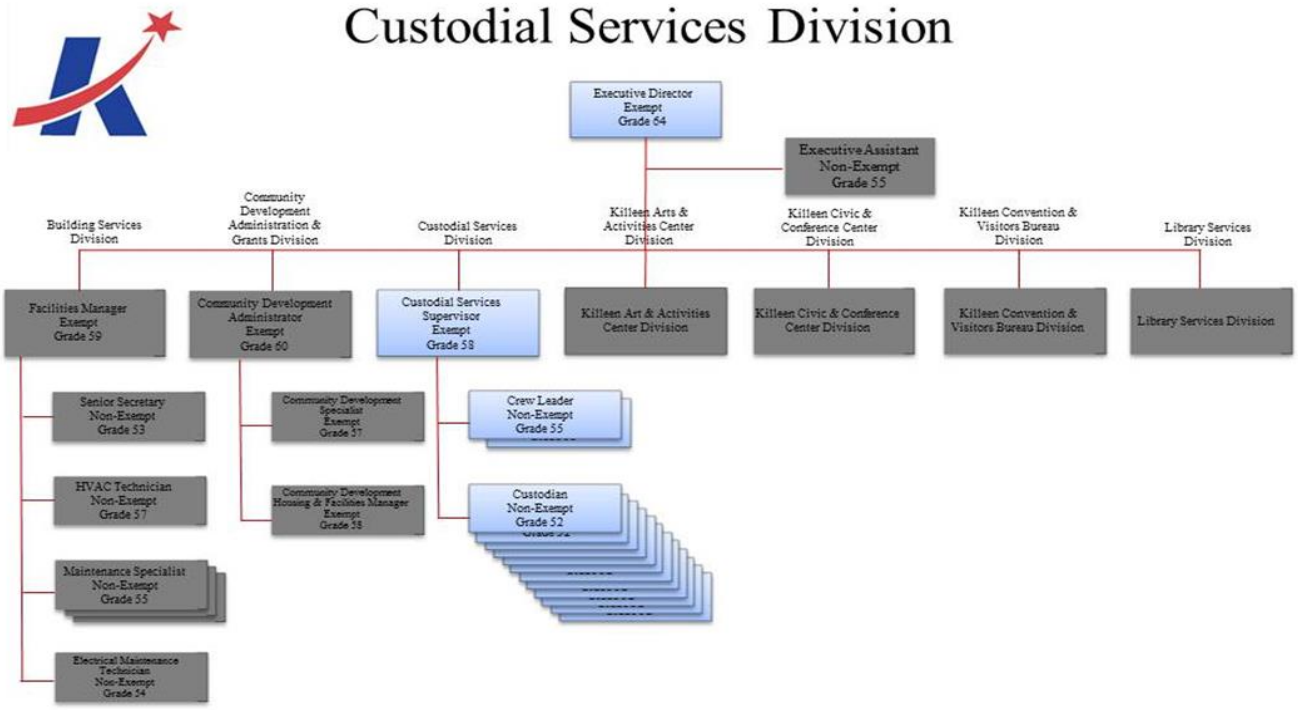
Function	Hours	Number	Target FY 18	Actual FY 18	Target FY 19	Actual FY 19	Target FY 20
Respond to and monitor fire alarm systems and failures.	520	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems	11 Fire Alarm Systems
Inspect fire safety equipment.	520	450 Extinguishers	0	450 Extinguishers	0 Extinguishers	0 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	Actual FY 19	Target FY 20
Service elevators throughout city facilities.	1,040	8 Elevators	8 Elevators	8 Elevators	8 Elevators	8 Elevators	8 Elevators

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.



DIVISION MISSION STATEMENT

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

MISSION ELEMENTS

- Clean designated City facilities.
- Provide and maintain reliable equipment to aid in cleaning.
- Provide a staff well-trained in the proper use of cleaning chemicals, equipment and methods and in issues related to health and safety.

GOALS

- Implement measures to improve staff communication and teamwork.
- Provide Custodial Services staff with thorough training in HR policies.
- Continue to improve adherence to safety measures.

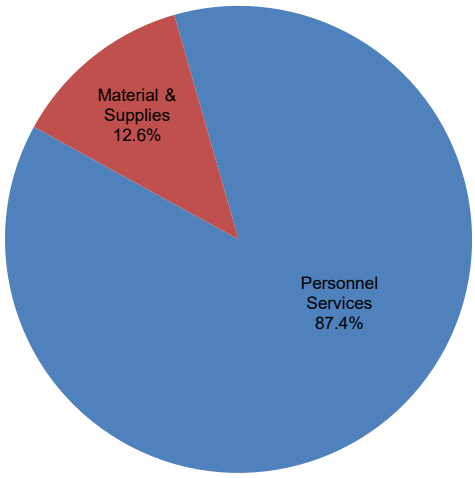
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FINANCIAL INFORMATION

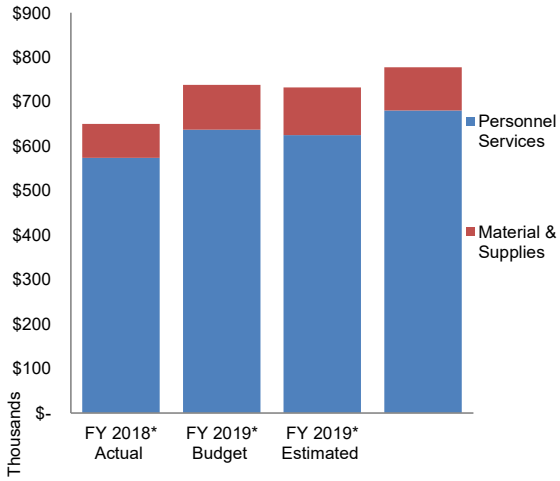
Revenue Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
General Resources	$ 650,411	$ 738,322	$ 732,105	$ 777,876
Total	$ 650,411	$ 738,322	$ 732,105	$ 777,876

Expenditure Summary	FY 2018* Actual	FY 2019* Budget	FY 2019* Estimated	FY 2020 Adopted Budget
Personnel Services	$ 574,142	$ 637,029	$ 624,731	$ 680,193
Material & Supplies	76,269	101,293	107,374	97,683
Total	$ 650,411	$ 738,322	$ 732,105	$ 777,876

Department Expenditures

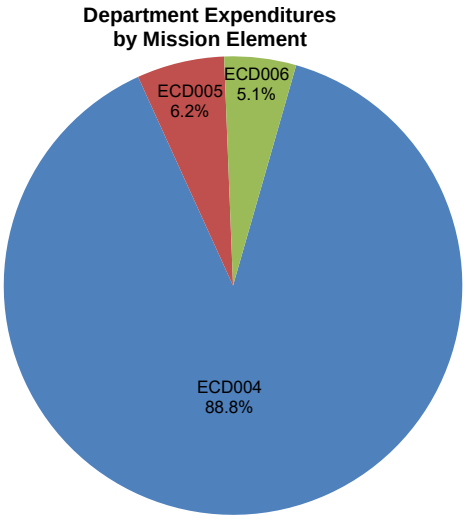


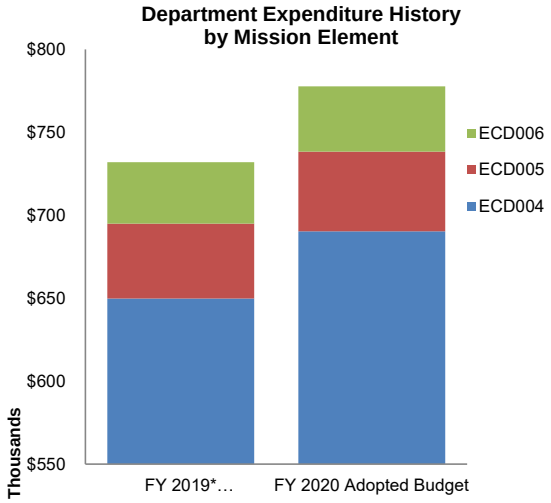
Department Expenditure History



* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
ECD004	Clean designated City facilities.	14.78	30,742.40	$ 649,806	$ 690,432
ECD005	Provide and maintain reliable equipment to aid in cleaning.	0.52	1,081.60	45,210	48,037
ECD006	Provide a staff well-trained in the proper use of cleaning chemicals, equipment and methods and in issues related to health and safety.	0.70	1,456.00	37,088	39,407
		16.00	33,280.00	$ 732,105	$ 777,876





Staffing	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
Custodial Crew Leader	2.00	2.00	2.00
Custodial Supervisor	1.00	1.00	1.00
Custodian	13.00	13.00	13.00
Total Staffing	16.00	16.00	16.00

* Support Services Internal Fund established in FY 2020. Prior fiscal year financial and FTE data reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

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	Actual FY 19	Target FY 20
Cleaning of City facilities that require daily service.	29,029	64,613,965 annual sf cleaned	64,613,965	64,613,965	64,613,965	62,978,825	60,689,629
Cleaning of City facilities that require cleaning 3 times per week.	208	1,248,000 annual sf cleaned	1,248,000	1,248,000	1,248,000	1,248,000	1,248,000
Cleaning of City buildings that require bi-weekly service.	1,638	1,574,560 annual sf cleaned	1,574,560	1,574,560	1,574,560	1,574,560	1,574,560
Cleaning of City buildings that require weekly service.	1,872	787,020 annual sf cleaned	787,020	787,020	787,020	787,020	787,020

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

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	Actual FY 19	Target FY 20
Hold staff meetings at least once per month to discuss safety procedures and concerns.	1,309	12 Meetings	12	12	12	16	16
Hold annual training with external vendors on equipment and new methods.	170	1 Training	2	1	2	2	2
Ensure documentation binders for all chemicals are available in each area where chemicals are stored.	33	33 Binders	33	33	33	33	30
Inspect chemicals at least once per month to ensure that they have not passed the expiration date.	12	12 Inspections	12	12	12	12	12

DIVISION MISSION STATEMENT

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.
- Capital improvement project management.
- Development review: platting and permitting.
- Construction inspection for internal and external projects.
- Provide GIS services to all city departments.

GOALS

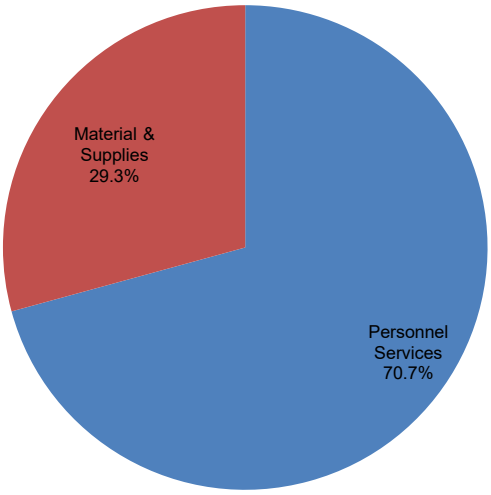
- Perform all plan reviews within established timelines.
- Enhance and improve Infrastructure Development and Design Standards Manual.
- Evaluate and propose revisions to ordinances to enhance development standards.
- Develop a plan to cross train inspectors on CIP projects and perform constructability reviews.
- Formalize infrastructure review criteria through checklists.

FINANCIAL INFORMATION

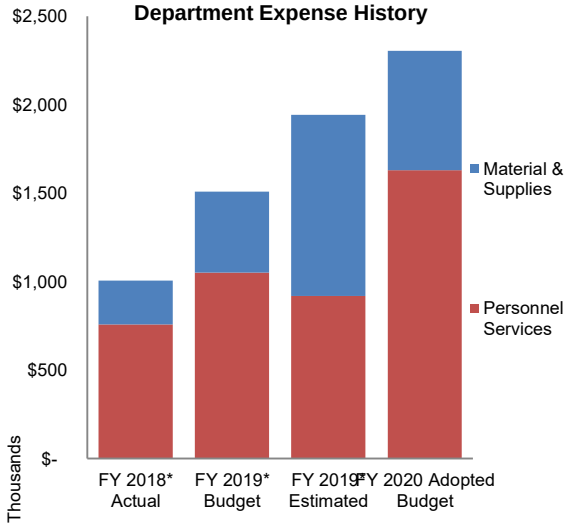
Revenue Summary	**FY 2018* Actual**	**FY 2019* Budget**	**FY 2019* Estimated**	**FY 2020 Adopted Budget**
General Resources	$ 1,006,556	$ 1,509,678	$ 1,942,505	$ 2,304,848
Total	$ 1,006,556	$ 1,509,678	$ 1,942,505	$ 2,304,848

Expenses Summary	**FY 2018* Actual**	**FY 2019* Budget**	**FY 2019* Estimated**	**FY 2020 Adopted Budget**
Personnel Services	$ 757,921	$ 1,051,570	$ 919,292	$ 1,630,672
Material & Supplies	248,635	458,108	1,023,213	674,176
Total	$ 1,006,556	$ 1,509,678	$ 1,942,505	$ 2,304,848

Department Expenses

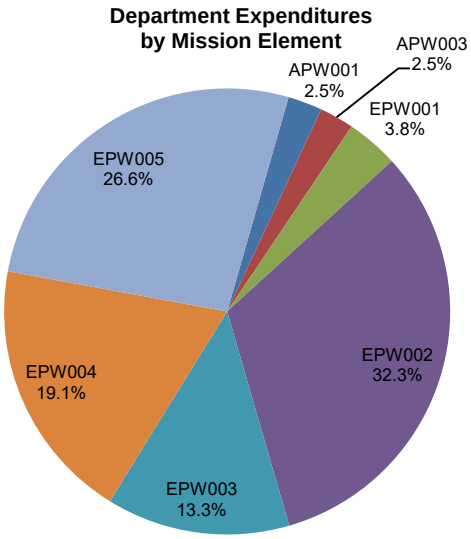


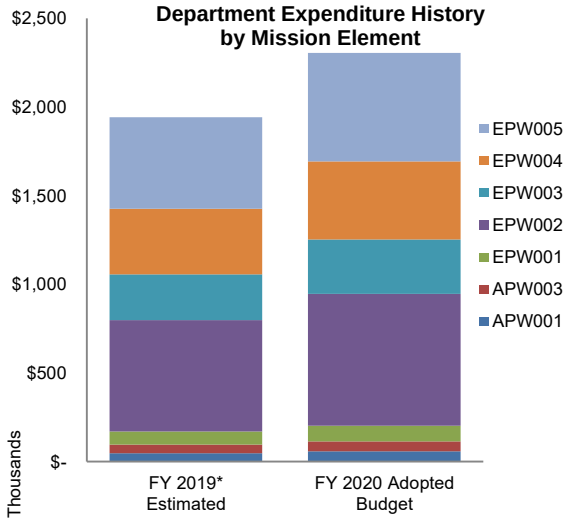
Department Expense History



*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Project Code	Mission Element	FTEs	Hours	FY 2019* Estimated	FY 2020 Adopted Budget
APW001	Manage the City's Storm Water Management Plan and Industrial Storm Water permits.	0.40	832.00	$ 48,375	$ 57,399
APW003	Implement the City's Drainage Capital Improvement Program and Master Plans.	0.40	832.00	48,375	57,399
EPW001	Transportation planning.	0.55	1,144.00	73,741	87,496
EPW002	CIP Project Management.	5.75	11,960.00	627,149	744,134
EPW003	Development review: platting and permitting.	2.30	4,784.00	258,476	306,690
EPW004	Construction inspection.	4.40	9,152.00	370,566	439,689
EPW005	Provide GIS services to all city departments.	7.00	14,560.00	515,823	612,041
		20.80	43,264.00	$ 1,942,505	$ 2,304,848





*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

Staffing [5]	FY 2018* Actual	FY 2019* Estimated	FY 2020 Adopted Budget
CAD GIS Technician [4]	-	-	3.00
Chief Construction Inspector	1.00	1.00	1.00
City Engineer [2]	1.00	1.00	1.00
Construction Inspector	1.00	1.00	1.00
Contract Specialist [1]	1.00	-	-
Director of Environmental Services	0.80	0.80	0.80
Director of Transportation [2]	1.00	-	-
Engineer-In-Training	1.00	1.00	1.00
GIS Analyst [4]	-	-	2.00
GIS Manager [4]	-	-	1.00
Principal Secretary [3]	2.00	1.00	1.00
Project Engineer	1.00	1.00	1.00
Project Manager [3]	4.00	4.00	3.00
Senior CAD/GIS Technician [4]	-	-	1.00
Senior Construction Inspector	3.00	3.00	3.00
Senior Project Engineer [2]	-	1.00	1.00
Total Staffing	16.80	14.80	20.80

[1] - In FY 2018, reclassified Contract Specialist to Finance Manager and moved to Public Works Admin

[2] - In FY 2018, combined Director of Transportation with City Engineer and added Senior Project Engineer

[3] - In FY 2019, eliminated one Principal Secretary and one Project Manager

[4] - In FY 2020, moved three CAD/GIS Technicians, two GIS Analysts, one GIS Manager and one Senior CAD/GIS Technician from Information Technology to Engineering

[5] - In FY 2020, consolidated Engineering from General Fund, Water & Sewer Fund, and Drainage Fund to Support Services Fund; Support Services-Engineering table includes historical data from all funds

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund, Water and Sewer Fund and Drainage Utility 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	Actual FY 19	Target FY 20
Review internal plan sets for compliance with TMP.	600	30	30	2	10	2	5
Review external permit and plan submissions for compliance with TMP.	440	220	220	230	250	98	100
Review and approve traffic control plans for internal and external lane closures.	150	150	150	110	150	42	50
Evaluate and identify opportunities for Federal funding participation in all CIP projects.	300	15	1	0	3	3	3
Submit requests for grants or other funding.	300	15	2	0	5	1	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	Actual FY 19	Target FY 20
Assign Project Manager to each CIP project prior to start of project.	4	15	15	1	15	16	15
Review project design in process and provide substantive comments at periodic intervals (30%, 60%, 90%, 95%, & 100%).	300	15	15	2	15	6	15
Inspect project during construction at appropriate intervals (daily, weekly, etc.).	3,000	1,500	1,500	80	1,500	2,624	2,500
Record observations of inspections daily and file timely.	2,080	1,040	98%	80	98%	86%	98%
Close out project when complete within three weeks of completion.	600	15	100%	N/A	100%	100%	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	Actual FY 19	Target FY 20
Review plats.	150	50	50	40	150	68	75
Review subdivision construction plans.	35	7	6	8	12	40	20
Review commercial construction plans.	375	75	75	64	75	90	75
Attend pre-development meetings.	150	75	1	75	75	64	75
Evaluate and revise construction standard details.	312	156	20%	1	20%	20%	20%
Issue documentation for final acceptance of public improvements.	7	7	7	4	7	6	7
Review zoning cases.	60	30	30	10	30	10	15
Review street cut permits.	250	250	250	20	250	22	20
Review curb cut permits.	250	250	250	50	250	56	50

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	Actual FY 19	Target FY 20
Perform flatwork inspections.	2,000	1,000	1,000	64	1,000	1,078	1,000
Perform subdivision inspections.	7,500	3,000	3,000	1,400	3,000	2,322	3,000
Perform density testing (subdivision).	1,150	750	750	15	750	278	300
Perform density testing (street cuts).	375	250	250	40	250	139	100
Observe geotechnical testing.	30	20	20	3	20	4	20
Inspect water taps.	1,000	500	500		500	84	500
Perform commercial C/O inspections.	120	60	60	41	60	48	60

*Support Services Internal Service Fund established in FY 2020. Prior fiscal year financial and FTE data is reported from General Fund, Water and Sewer Fund and Drainage Utility Fund.

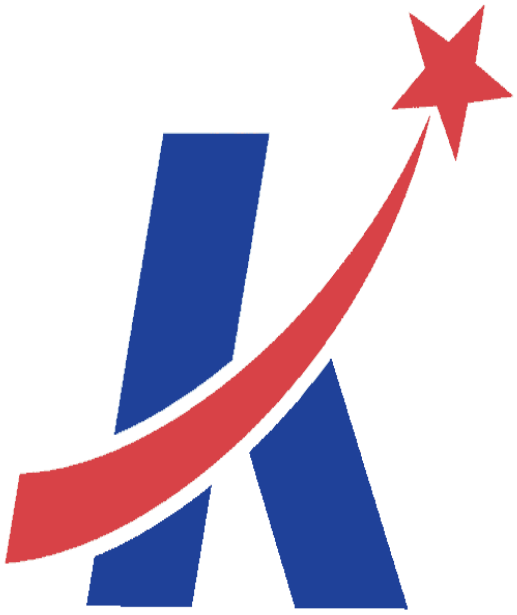
Revenue Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
General Resources	$ -	$ -	$ -	$ 630,966
Total Non-Departmental Revenue	$ -	$ -	$ -	$ 630,966

Expense Summary	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Adopted Budget
Separation Pay	$ -	$ -	$ -	$ 200,000
Support Services	-	-	-	94,183
Professional Services	-	-	-	150,000
Designated Expenses	-	-	-	186,783
Total Non-Departmental Expenses	$ -	$ -	$ -	$ 630,966

TOTAL OTHER APPROPRIATIONS REV	**$ -**	**$ -**	**$ -**	**$ 630,966**
TOTAL OTHER APPROPRIATIONS EXP	**$ -**	**$ -**	**$ -**	**$ 630,966**



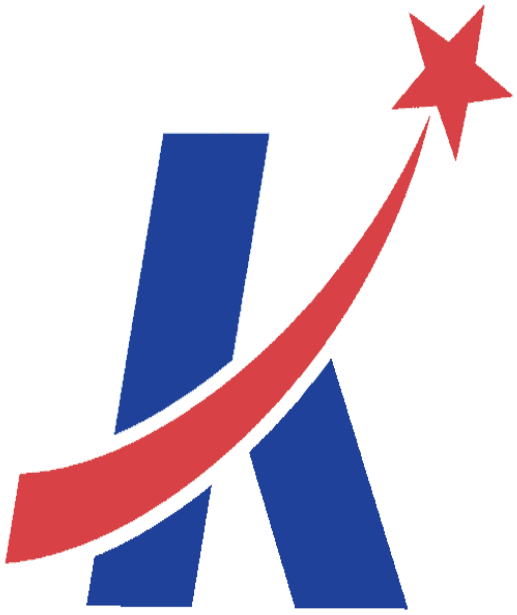
Debt Service Fund



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.



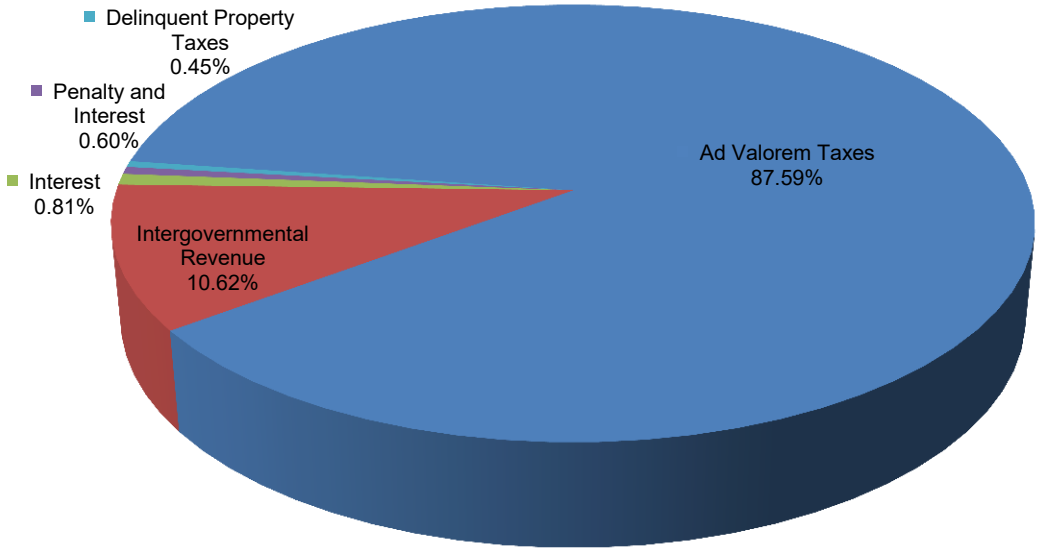
Dedicated Service – Everyday, for Everyone!

Debt Service Fund
Budget Summary
FY 2020

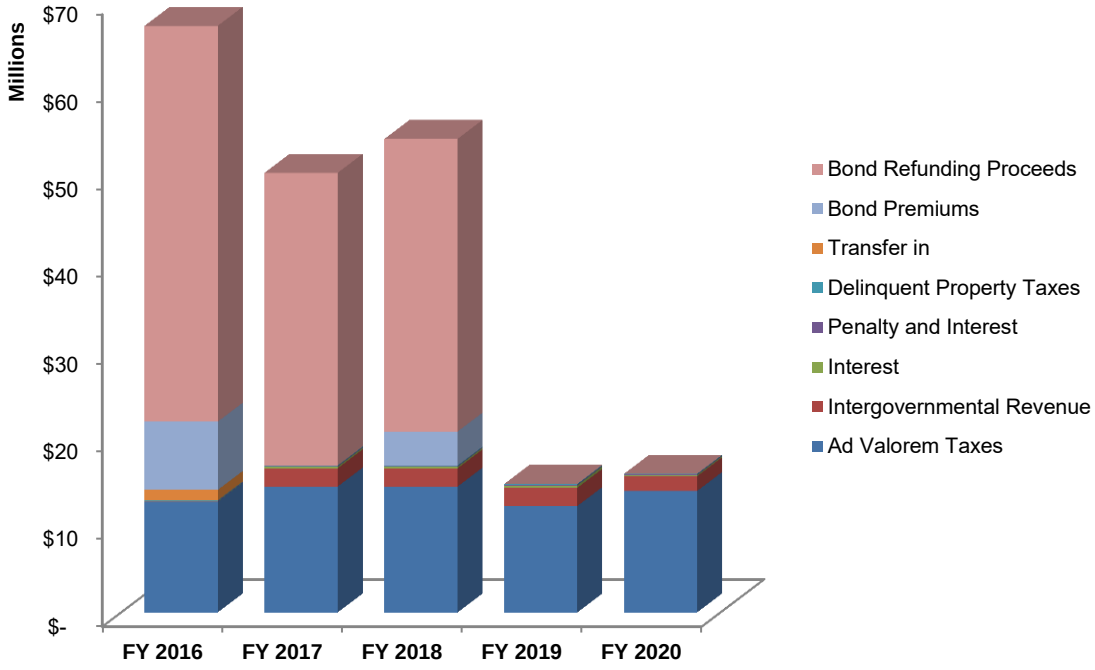
	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimated	FY 2020 Budget	Percent of Budget	% Change from FY 2019 Budget
Revenues						
Taxes						
Ad Valorem Taxes	$ 14,447,126	$ 12,178,032	$ 12,178,032	$ 13,894,183	87.59%	14.09%
Tax Discounts	-	-	-	-	0.00%	0.00%
Delinquent Property Taxes	71,487	62,133	94,625	70,889	0.45%	14.09%
Penalties & Interest	84,705	85,000	86,307	85,000	0.54%	0.00%
Ad Valorem To TIRZ	(39,348)	-	-	-	0.00%	0.00%
Total Taxes	14,563,970	12,325,165	12,358,964	14,050,072	88.57%	14.00%
Interest	168,891	106,734	264,899	129,067	0.81%	20.92%
Intergovernmental Revenue	2,086,709	1,684,375	2,086,709	1,684,375	10.62%	0.00%
Bond Refunding Proceeds	33,455,000	-	-	-	0.00%	0.00%
Premium	3,877,980	-	-	-	0.00%	0.00%
Total Revenues	$ 54,152,549	$ 14,116,274	$ 14,710,572	$ 15,863,514	100.00%	12.38%
Expenses						
Interest Payments	6,985,379	7,158,274	7,158,274	6,805,514	42.90%	-4.93%
Principal Payments	8,725,000	8,680,000	8,680,000	9,030,000	56.92%	4.03%
Arbitrage Calculation Fees	12,466	20,000	20,000	20,000	0.13%	0.00%
Paying Agent Fees	6,375	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	$ 53,058,576	$ 15,866,274	$ 15,866,274	$ 15,863,514	100.00%	-0.02%
Net Change In Fund Balance	$ 1,093,974	$ (1,750,000)	$ (1,155,702)	-		
Fund Balance, Beginning				3,400,834		
Fund Balance, Ending				$ 3,400,834		
				21.44%		

Debt Service Fund

-Revenues by Source FY 2020-

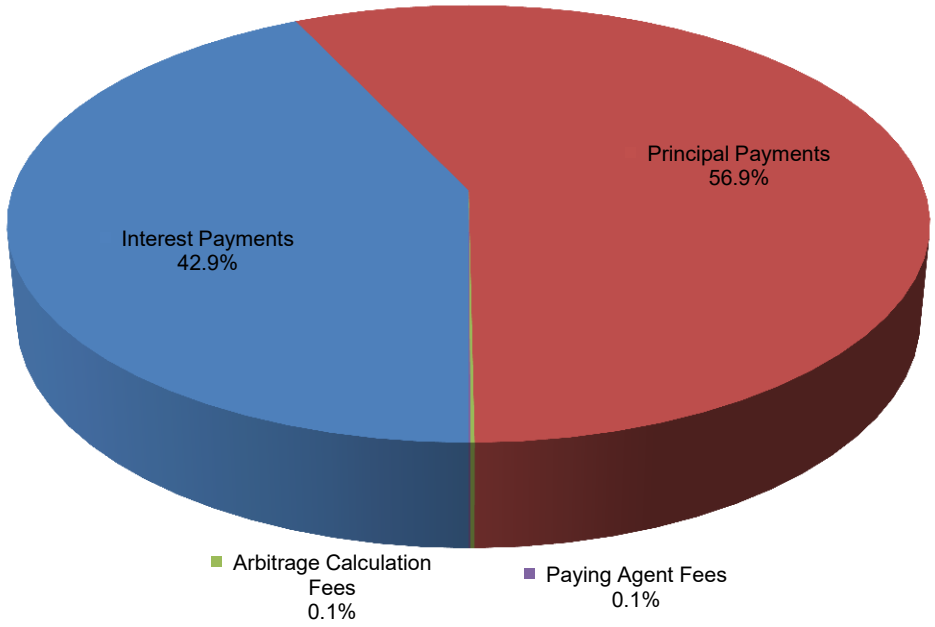


-Revenues by Source Last Five Years-

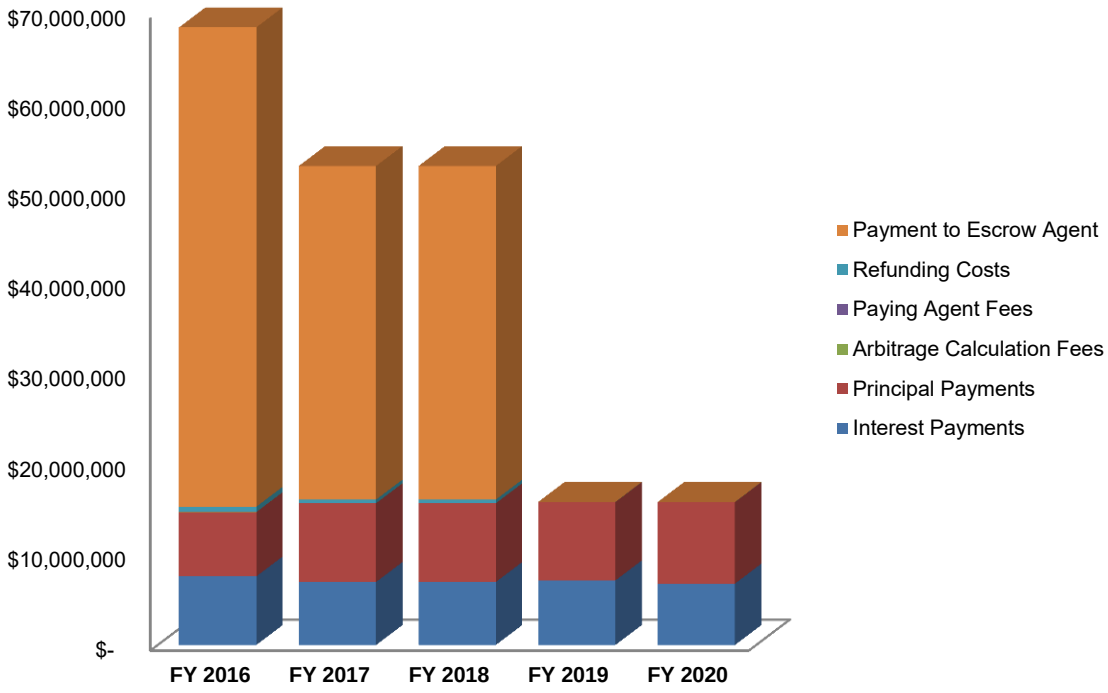


Debt Service Fund

-Expenditures by Type FY 2020-



-Expenditures by Character Last Five Years-



Account	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 Adopted Budget
Debt Service Fund Revenues					
	Taxes				
400-0000-311.01-00	AD VALOREM TAXES	$ 14,447,126	$ 12,178,032	$ 12,178,032	$ 13,894,183
400-0000-311.01-01	TAX DISCOUNTS	-	-	-	-
400-0000-311.01-03	PAYMENT TO TIRZ	(39,348)	-	-	-
400-0000-311.02-00	DELINQUENT PROPERTY TAXES	71,487	62,133	94,625	70,889
400-0000-311.03-00	DELINQUENT TAX P AND I	84,705	85,000	86,307	85,000
	Taxes	**14,563,970**	**12,325,165**	**12,358,964**	**14,050,072**
	Intergovernmental Revenue				
400-0000-332.04-01	USDOT-TXDOT	2,086,709	1,684,375	2,086,709	1,684,375
	Intergovernmental Revenue	**2,086,709**	**1,684,375**	**2,086,709**	**1,684,375**
	Investment Income				
400-0000-361.05-00	INTEREST EARNED	172,359	109,234	267,899	132,567
400-0000-361.05-10	INVESTMENT EXPENSE	(3,468)	(2,500)	(3,000)	(3,500)
	Investment Income	**168,891**	**106,734**	**264,899**	**129,067**
	Other Financing Sources				
400-0000-391.03-42	TRANSFER IN FROM FUND 342	-	-	-	-
400-0000-393.01-01	BOND PROCEEDS	33,455,000	-	-	-
400-0000-393.01-06	PREMIUM	3,877,980	-	-	-
	Other Financing Sources	**37,332,980**	**-**	**-**	**-**
	Debt Service Fund Revenues	**$ 54,152,549**	**$ 14,116,274**	**$ 14,710,572**	**$ 15,863,514**
Debt Service Fund Expenditures					
	Principal				
400-9000-489.71-10	BOND PRINCIPAL PAYMENTS	$ 8,725,000	$ 8,680,000	$ 8,680,000	$ 9,030,000
400-9000-489.71-11	PAYMENT TO ESCROW AGENT	36,938,001	-	-	-
	Principal	**45,663,001**	**8,680,000**	**8,680,000**	**9,030,000**
	Interest & Fiscal Charges				
400-9000-489.72-10	BOND INTEREST	6,985,379	7,158,274	7,158,274	6,805,514
400-9000-489.72-11	ARBITRAGE CALCULATION FEE	12,466	20,000	20,000	20,000
400-9000-489.72-12	PAYING AGENT FEES	6,375	8,000	8,000	8,000
	Interest & Fiscal Charges	**7,004,221**	**7,186,274**	**7,186,274**	**6,833,514**
	Amortization & Bond Issue				
400-9000-489.73-11	REFUNDING COSTS	391,354	-	-	-
	Amortization & Bond Issue	**391,354**	**-**	**-**	**-**
	Debt Service Fund Expenditures	**$ 53,058,576**	**$ 15,866,274**	**$ 15,866,274**	**$ 15,863,514**

CITY OF KILLEEN
Annual Budget
FY 2020

- Tax Structure -

			% of Appraised Value	Taxes Lost
Total Appraised Value		$8,031,991,548		
Less:	Ag Value Loss	(20,157,040)	0.25%	$ (151,137)
	Cap on Homestead Increases	(54,571,522)	0.68%	(409,177)
	Charitable Organizations	(4,701,065)	0.06%	(35,249)
	Veterans' Partial Exemptions	(73,623,502)	0.92%	(552,029)
	Veterans' 100% HS Exemption	(765,454,190)	9.53%	(5,739,376)
	Totally Exempt Property	(566,380,273)	7.05%	(4,246,719)
	Armed Services Surviving Spouse	(4,031,354)	0.05%	(30,227)
	Pollution Control	(195,390)	0.00%	(1,465)
	Freeport Exemption	-	0.00%	-
	Over 65 Exemptions	(81,008,974)	1.01%	(607,405)
	Total Exemptions	(1,570,123,310)	19.55%	$ (11,772,785)
Net Taxable Value		$6,461,868,238	80.45%	
	Transfer Adjustment	$ (67,346)	0.00%	
	Freeze Taxable Value	(315,479,700)	3.93%	
	Less Tax Increment Finance Zone	(26,096,245)		
Freeze Adjusted Taxable Value (less TIRZ)		$6,120,224,947	76.20%	
Tax Rate per $100 Valuation		$ 0.7498		
	Freeze Tax Levy	$ 2,030,664		
	Freeze Adjusted Tax Levy	45,889,447		
Total Estimated Tax Levy		$ 47,920,111		
Estimated Collections at 98%		**$ 46,961,709**		

- Comparison of Taxable Value, Levy, and Rates -

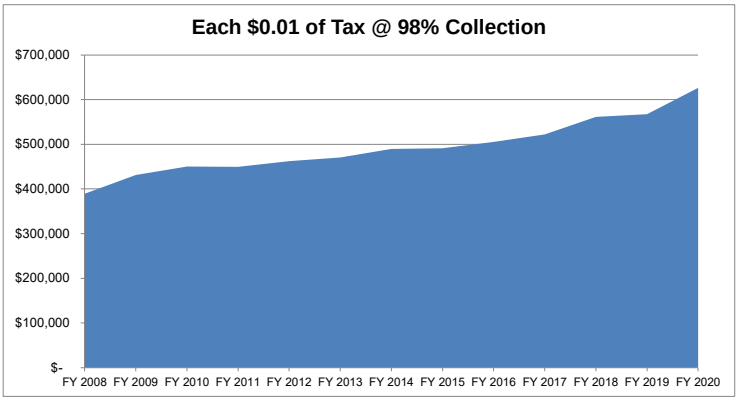
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Freeze Actual Tax	$ 1,651,063	$ 1,734,469	$ 1,873,098	$ 1,869,156	$ 2,030,664
Freeze Adjusted Taxable Value	$ 4,943,248,641	$5,105,756,819	$ 5,495,220,469	$ 5,558,236,084	$ 6,146,321,192
Less TIRZ	(7,446,897)	(8,906,001)	(17,004,375)	(17,672,958)	(26,096,245)
Freeze Adjusted Taxable Value (less TIRZ)	$ 4,935,801,744	$5,096,850,818	$ 5,478,216,094	$ 5,540,563,126	$ 6,120,224,947
Maintenance & Operations Tax Rate	$ 0.4938	$ 0.4467	$ 0.4933	$ 0.5353	$ 0.5281
Debt Service Tax Rate	$ 0.2560	$ 0.3031	$ 0.2565	$ 0.2145	$ 0.2217
Total Tax Rate	$ 0.7498	$ 0.7498	$ 0.7498	$ 0.7498	$ 0.7498
Tax Levy (excluding TIRZ)	$ 38,659,704	$ 39,950,656	$ 42,948,762	$ 43,412,298	$ 47,920,111

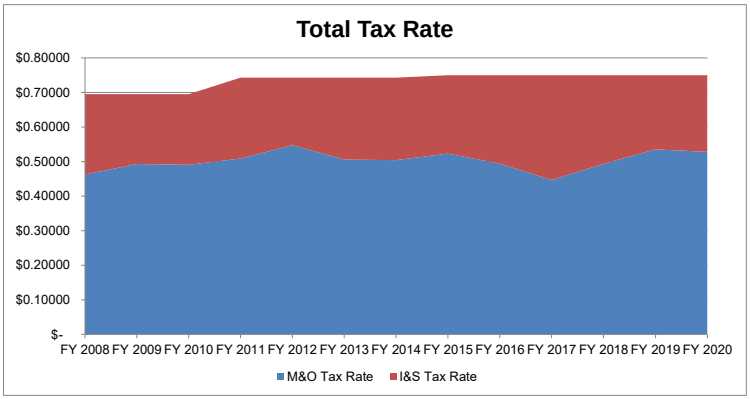


Each $0.01 of tax at 98% collection produces $ 626,323

CITY OF KILLEEN
Annual Budget
FY 2020
- 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	42,451,488	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	42,415,199	97.70%
FY 2020	2019	0.52810	0.22170	0.74980	8,031,991,548	6,461,868,238	6,146,321,192	26,096,245	2,030,664	47,920,111	626,323		$ -





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 adopted 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 2020 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 2019 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 2020:

2019 Assessed Value	$7,957,262,986
Maximum Ad Valorem Rate ($2.50 per $100)	X 2.5%
Legal Limit for Debt Service	$ 198,931,575
FY 2020 Tax Supported Debt Service	$ 13,569,868

City of Killeen
Annual Budget
FY 2020
City Wide Bonded Debt

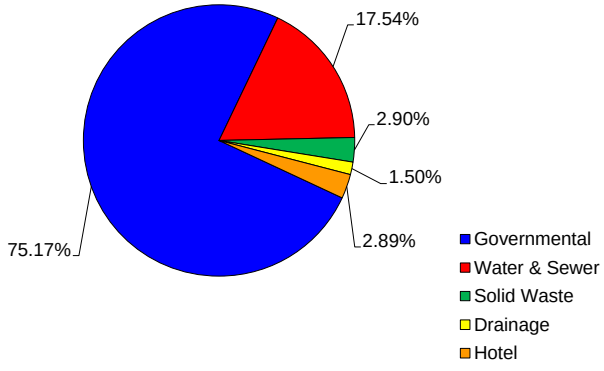
Issue	Proposition	Election Date	Purpose	Authorization Amount	Amount Previously Issued	Amount This Issue	Amount Unissued
2010 GO Refunding Bonds			Refund Outstanding Obligations	$ 13,330,000	$ -	$ 13,330,000	$ -
2010 Waterworks & Sewer System Revenue Refunding Bonds			Refund Outstanding Obligations	6,870,000	-	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 Bonds			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 Bonds			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	-
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 2020
City Wide Bonded Debt

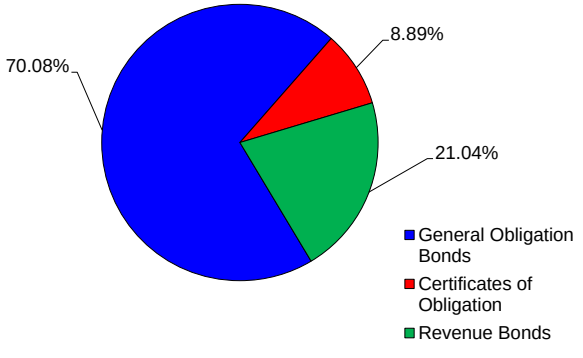
Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
Governmental Issues								
2011 GO Refunding Bonds	8/1/2023	2.00%	5.00%	$ 6,875,000	$ 2,940,000	$ 355,900	$ 6,875,000	$ -
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	695,000	34,750	18,060,000	-
2011A Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2035	2.00%	5.00%	31,400,000	6,630,000	712,100	31,289,371	110,629
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	5,370,000	1,167,400	6,765,000	-
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,175,000	6,538,300	12,626,045	433,955
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	5,180,000	2,113,950	10,434,356	175,644
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	30,625,000	30,020,000	14,516,000	30,625,000	-
Total Governmental Issues				117,395,000	63,010,000	25,438,400	116,674,772	720,228
Total Debt Per Capita				780	419	169	776	
Combination Governmental/Solid Waste Issues								
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	25,715,000	19,770,000	5,511,163	25,577,594	137,406
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,940,000	8,940,000	3,403,650	8,940,000	-
Total Combination Governmental/Solid Waste Issues				34,655,000	28,710,000	8,914,813	34,517,594	137,406
Total Debt Per Capita				230	191	59	229	
Combination Governmental/Drainage Issues								
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	41,225,000	36,995,000	11,555,906	41,225,000	-
Total Combination Governmental/Drainage Issues				41,225,000	36,995,000	11,555,906	41,225,000	-
Total Debt Per Capita				274	246	77	274	
Combination Governmental/Hotel Issues								
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	13,330,000	3,820,000	712,800	13,330,000	-
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	32,040,000	1,065,000	53,250	31,717,526	322,474
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	2,830,000	2,790,000	931,400	2,830,000	-
Total Combination Governmental/Hotel Issues				48,200,000	7,675,000	1,697,450	47,877,526	322,474
Total Debt Per Capita				320	51	11	318	
Combination Governmental/Solid Waste/Hotel Issues								
2016 GO Refunding Bonds	8/1/2034	3.00%	5.00%	36,295,000	36,295,000	13,411,950	36,295,000	-
Total Combination Governmental/Solid Waste/Hotel Issues				36,295,000	36,295,000	13,411,950	36,295,000	-
Total Debt Per Capita				241	241	89	241	
Water & Sewer Issues								
2010 Waterworks & Sewer System Rev Ref Bonds	8/15/2021	2.00%	4.00%	6,870,000	1,280,000	77,400	6,870,000	-
2011 Waterworks & Sewer System Rev Ref Bonds	8/15/2022	2.00%	5.00%	11,135,000	4,635,000	459,450	11,135,000	-
2012 Waterworks & Sewer System Rev Ref Bonds	8/15/2027	2.98%	2.98%	7,365,000	6,990,000	1,136,870	7,365,000	-
2013 Waterworks & Sewer System Rev Ref & Impr Bonds	8/15/2033	2.00%	5.00%	29,030,000	23,820,000	7,554,156	24,896,844	4,133,156
Total Water & Sewer Issues				54,400,000	36,725,000	9,227,876	50,266,844	4,133,156
Total Debt Per Capita				362	244	61	334	
Total				**$ 332,170,000**	**$ 209,410,000**	**$ 70,246,395**	**$ 326,856,736**	**$ 5,313,264**
Total Debt Per Capita				**$ 2,208**	**$ 1,392**	**$ 467**	**$ 2,173**	

By Fund	Last Maturity Date	---Interest Rates--- Low	High	Original Issues	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
Governmental	8/1/2039	2.00%	5.00%	$ 252,985,000	$ 157,420,000	$ 56,951,156	$ 251,804,892	$ 1,180,108
Solid Waste	8/1/2030	2.00%	5.00%	7,360,000	6,075,000	1,675,613	7,360,000	-
Water & Sewer	8/15/2033	0.40%	5.00%	54,400,000	36,725,000	9,227,876	50,266,844	4,133,156
Drainage	8/1/2026	2.00%	5.00%	3,935,000	3,135,000	648,450	3,935,000	-
Hotel	8/1/2031	2.00%	5.00%	13,490,000	6,055,000	1,743,300	13,490,000	-
Total				**$ 332,170,000**	**$ 209,410,000**	**$ 70,246,395**	**$ 326,856,736**	**$ 5,313,264**

Debt Outstanding
- By Fund -



Debt Outstanding
- By Type -



Fiscal Year	2010 GO Refunding Bonds		2010 Waterworks & Sewer System Revenue Refunding Bonds		2011 Combination Tax & Revenue CO's	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2020	$ 715,000	$ 152,800	$ 625,000	$ 51,200	$ 1,065,000	$ 53,250
FY 2021	745,000	124,200	655,000	26,200	-	-
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	$ 3,820,000	$ 712,800	$ 1,280,000	$ 77,400	$ 1,065,000	$ 53,250

Fiscal Year	2011 Waterworks & Sewer System Revenue Refunding Bonds		2011 Pass-Through Toll Revenue & Limited Tax Bonds	
	Principal	Interest	Principal	Interest
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	$ 4,635,000	$ 459,450	$ 695,000	$ 34,750

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 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	$ 2,940,000	$ 355,900	$ 6,630,000	$ 712,100

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 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	$ 5,370,000	$ 1,167,400	$ 6,990,000	$ 1,136,870

Fiscal Year	2012 GO Improvement & Refunding Bonds		2013 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
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	$ 19,770,000	$ 5,511,163	$ 36,995,000	$ 11,555,906

Fiscal Year	System Revenue Refunding & Improvement Bonds		2014 Combination Tax & Revenue CO's	
	Principal	Interest	Principal	Interest
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	$23,820,000	$ 7,554,156	$ 12,175,000	$ 6,538,300

Fiscal Year	2014 GO Refunding & Improvement Bonds		2015 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
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	$ 5,180,000	$ 2,113,950	$ 8,940,000	$ 3,403,650

Fiscal Year	2016 GO Refunding Bonds		2017 GO Refunding Bonds	
	Principal	Interest	Principal	Interest
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	1,521,000
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	$ 13,411,950	$ 32,810,000	$ 16,378,800

Fiscal Year	Annual Totals Principal	Interest	Total
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	2,033,900	10,718,900
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	$ 209,410,000	$ 71,177,795	$ 280,587,795

City of Killeen
Annual Budget
FY 2020
General Obligation Debt
Schedule of Bonded Debt

Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
2010 GO Refunding Bonds	8/1/2026	2.00%	4.00%	$ 4,830,000	$ 1,355,000	$ 182,000	$ 4,830,000	$ -
2011 Combination Tax & Revenue CO's	8/1/2036	2.00%	5.00%	30,615,000	1,000,000	50,000	30,292,526	322,474
2011 GO Refunding Bonds	8/1/2023	3.25%	5.00%	6,875,000	2,940,000	355,900	6,875,000	-
2011 Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2023	2.00%	5.00%	18,060,000	695,000	34,750	18,060,000	-
2011A Pass-Through Toll Revenue & Limited Tax Bonds	8/1/2035	2.00%	5.00%	31,400,000	6,630,000	712,100	31,289,371	110,629
2012 Combination Tax & Revenue CO's	8/1/2032	2.00%	3.00%	6,765,000	5,370,000	1,167,400	6,765,000	-
2012 GO Improvement & Refunding Bonds	8/1/2032	2.00%	5.00%	19,500,000	14,840,000	4,122,750	19,362,594	137,406
2013 GO Refunding Bonds	8/1/2032	2.00%	5.00%	37,290,000	33,860,000	10,907,456	37,290,000	-
2014 Combination Tax & Revenue CO's	8/1/2039	2.00%	5.00%	13,060,000	12,175,000	6,538,300	12,626,045	433,955
2014 GO Refunding & Improvement Bonds	8/1/2034	2.00%	5.00%	10,610,000	5,180,000	2,113,950	10,434,356	175,644
2015 GO Refunding Bonds	8/1/2034	3.00%	4.00%	8,640,000	8,640,000	3,322,650	8,640,000	-
2016 GO Refunding Bonds	8/1/2034	2.00%	5.00%	34,715,000	34,715,000	12,927,900	34,715,000	-
2017 GO Refunding Bonds	8/1/2036	2.00%	5.00%	30,625,000	30,020,000	14,516,000	30,625,000	-
Total				**$ 252,985,000**	**$ 157,420,000**	**$ 56,951,156**	**$ 251,804,892**	**$ 1,180,108**

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 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	$ 1,355,000	$ 182,000	$ 1,000,000	$ 50,000

Fiscal Year	2011 GO Refunding Bonds Principal	2011 GO Refunding Bonds Interest	Revenue & Limited Tax Bonds Principal	Revenue & Limited Tax Bonds Interest
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	$ 2,940,000	$ 355,900	$ 695,000	$ 34,750

Fiscal Year	Revenue & Limited Tax Bonds Principal	Revenue & Limited Tax Bonds Interest	2012 Combination Tax & Revenue CO's Principal	2012 Combination Tax & Revenue CO's Interest
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	$ 6,630,000	$ 712,100	$ 5,370,000	$ 1,167,400

Fiscal Year	2012 GO Improvement & Refunding Bonds Principal	2012 GO Improvement & Refunding Bonds Interest	2013 GO Refunding Bonds Principal	2013 GO Refunding Bonds Interest
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	$ 14,840,000	$ 4,122,750	$ 33,860,000	$ 10,907,456

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 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	$ 12,175,000	$ 6,538,300	$ 5,180,000	$ 2,113,950

Fiscal Year	2015 GO Refunding Bonds Principal	2015 GO Refunding Bonds Interest	2016 GO Refunding Bonds Principal	2016 GO Refunding Bonds Interest
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	$ 3,322,650	$ 34,715,000	$ 12,927,900

Fiscal Year	2017 GO Refunding Bonds Principal	2017 GO Refunding Bonds Interest	Annual Totals Principal	Annual Totals Interest	Annual Totals Total
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	$ 14,516,000	$ 157,420,000	$ 56,951,156	$ 214,371,156

Fiscal Year	Total GO Bonds		Total Tax & Revenue CO's	
	Principal	Interest	Principal	Interest
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	$ 131,550,000	$ 48,448,606	$ 25,870,000	$ 8,502,550

City of Killeen
Annual Budget
FY 2020
Solid Waste Fund Debt
Schedule of Bonded Debt

Issue	Maturity Date	-Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
2012 GO Improvement & Refunding Bonds	8/1/2030	2.00%	5.00%	$ 6,215,000	$ 4,930,000	$ 1,388,413	$ 6,215,000	$ -
2015 GO Refunding Bonds	8/1/2027	3.00%	4.00%	300,000	300,000	81,000	300,000	-
2016 GO Refunding Bonds	8/1/2029	3.00%	5.00%	845,000	845,000	206,200	845,000	-
Total				**$ 7,360,000**	**$ 6,075,000**	**$ 1,675,613**	**$ 7,360,000**	**$ -**

Fiscal Year	2012 GO Improvement & Refunding Bonds		2015 GO Refunding Bonds		2016 GO Refunding	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2020	$ 350,000	$ 226,663	$ -	$ 12,000	$ 90,000	$ 35,900
FY 2021	365,000	209,163	-	12,000	90,000	33,200
FY 2022	380,000	190,913	-	12,000	100,000	30,500
FY 2023	400,000	171,913	-	12,000	105,000	25,500
FY 2024	425,000	151,913	-	12,000	110,000	20,250
FY 2025	445,000	130,663	125,000	12,000	-	14,750
FY 2026	465,000	108,413	125,000	7,000	-	14,750
FY 2027	490,000	85,163	50,000	2,000	75,000	14,750
FY 2028	515,000	60,663	-	-	135,000	11,000
FY 2029	540,000	34,913	-	-	140,000	5,600
FY 2030	555,000	18,038	-	-	-	-
Totals	$ 4,930,000	$ 1,388,413	$ 300,000	$ 81,000	$ 845,000	$ 206,200

Fiscal Year	Annual Totals		
	Principal	Interest	Total
FY 2020	$ 440,000	$ 274,563	$ 714,563
FY 2021	455,000	254,363	709,363
FY 2022	480,000	233,413	713,413
FY 2023	505,000	209,413	714,413
FY 2024	535,000	184,163	719,163
FY 2025	570,000	157,413	727,413
FY 2026	590,000	130,163	720,163
FY 2027	615,000	101,913	716,913
FY 2028	650,000	71,663	721,663
FY 2029	680,000	40,513	720,513
FY 2030	555,000	18,038	573,038
Totals	$ 6,075,000	$ 1,675,613	$ 7,750,613

City of Killeen
Annual Budget
FY 2020
Water & Sewer Debt
Schedule of Bonded Debt

Issue	Maturity Date	Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
2010 Waterworks & Sewer System Refunding Bonds	8/15/2021	2.00%	4.00%	$ 6,870,000	$ 1,280,000	$ 77,400	$ 6,870,000	$ -
2011 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2022	3.75%	5.00%	11,135,000	4,635,000	459,450	11,135,000	-
2012 Waterworks & Sewer System Revenue Refunding Bonds	8/15/2027	2.98%	2.98%	7,365,000	6,990,000	1,136,870	7,365,000	-
2013 Waterworks & Sewer System Revenue Refunding & Impr Bonds	8/15/2033	2.00%	5.00%	29,030,000	23,820,000	7,554,156	24,896,844	4,133,156
Total				**$ 54,400,000**	**$ 36,725,000**	**$ 9,227,876**	**$ 50,266,844**	**$ 4,133,156**

Fiscal Year	2010 Waterworks & Sewer System Revenue Refunding Bonds		2011 Waterworks & Sewer System Revenue Refunding Bonds	
	Principal	Interest	Principal	Interest
FY 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	$ 1,280,000	$ 77,400	$ 4,635,000	$ 459,450

Fiscal Year	2012 Waterworks & Sewer System Revenue Refunding Bonds		2013 Waterworks & Sewer System Revenue Refunding & Improvement Bonds	
	Principal	Interest	Principal	Interest
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	$ 6,990,000	$ 1,136,870	$ 23,820,000	$ 7,554,156

Fiscal Year	Annual Totals Principal	Interest	Total
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	$ 36,725,000	$ 9,227,876	$ 45,952,876

City of Killeen
Annual Budget
FY 2020
Drainage Debt
Schedule of Bonded Debt

Issue	Maturity Date	-Interest Rates- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
2013 GO Refunding Bonds	8/1/2026	2.00%	5.00%	$ 3,935,000	$ 3,135,000	$ 648,450	$ 3,935,000	$ -
Total				**$ 3,935,000**	**$ 3,135,000**	**$ 648,450**	**$ 3,935,000**	**$ -**

City of Killeen
Annual Budget
FY 2020
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 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	$ 3,135,000	$ 648,450	$ 3,135,000	$ 648,450	$ 3,783,450

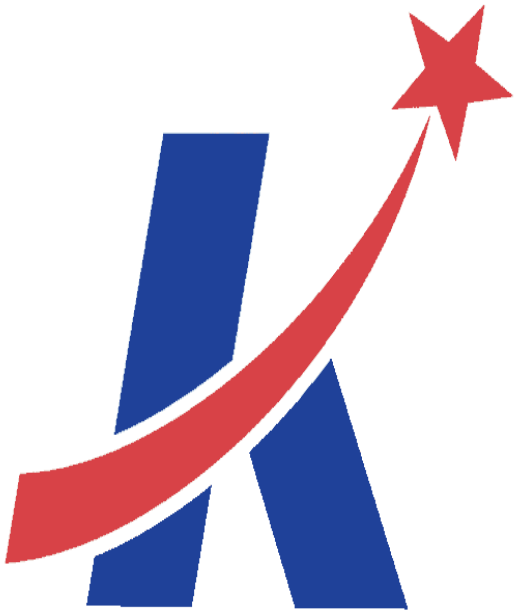
City of Killeen
Annual Budget
FY 2020
Hotel/Motel Fund Debt
Schedule of Bonded Debt

Issue	Maturity Date	---Interest Rates--- Low	High	Original Issue	Outstanding Principal 10/01/19	Outstanding Interest 10/01/19	---Proceeds--- Expended	Unexpended
2010 GO Refunding Bonds	8/1/2030	2.00%	4.00%	$ 8,500,000	$ 2,465,000	$ 530,800	$ 8,500,000	$ -
2011 Combination Tax & Revenue CO's	8/1/2031	2.00%	5.00%	1,425,000	65,000	3,250	1,425,000	-
2016 GO Refunding Bonds	8/1/2031	4.00%	5.00%	735,000	735,000	277,850	735,000	-
2017 GO Refunding Bonds	8/1/2030	2.00%	5.00%	2,830,000	2,790,000	931,400	2,830,000	-
Total				**$ 13,490,000**	**$ 6,055,000**	**$ 1,743,300**	**$ 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 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	$ 2,465,000	$ 530,800	$ 65,000	$ 3,250	$ 735,000	$ 277,850

Fiscal Year	2017 GO Refunding Bonds Principal	2017 GO Refunding Bonds Interest	Annual Totals Principal	Annual Totals Interest	Annual Totals Total
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	$ 931,400	$ 6,055,000	$ 1,743,300	$ 7,798,300

Fiscal Year	Total GO Bonds		Total tax and revenue CO's	
	Principal	Interest	Principal	Interest
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	$ 5,990,000	$ 1,740,050	$ 65,000	$ 3,250



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Capital Improvement Program

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 2020, the adopted 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.

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
Bonds	$ 2,605,000
Governmental CIP Fund	7,096,052
Solid Waste CIP Fund	3,570,995
Water & Sewer CIP Fund	5,127,700
Aviation CFC/PFC Funds	693,266
Grants	600,000
Drainage CIP Fund	364,000
Total	**$ 20,057,013**

General Fund
CIP Fund Summary - FY 2020

CIP FUNDING SOURCE

	CIP	Total
Fleet Replacement Program	$ 2,526,400	$ 2,526,400
Chaparral Road Widening	1,800,000	1,800,000
Mohawk Drive	1,500,000	1,500,000
Lion's Club Park Field Lights	540,000	540,000
Bunny Trail & Clear Creek Signalization	350,000	350,000
HVAC Replacement Program	310,500	310,500
Golf Capital Improvement	37,000	37,000
HSIP Sidewalk Improvements	32,152	32,152
Total	**$ 7,096,052**	**$ 7,096,052**

Account	Project No.	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
PTF 190/2410 Construction Fund						
		Revenues				
341-0000-361.05-00		INTEREST EARNED	$ 1,617	$ -	$ -	$ -
341-0000-361.05-10		INVESTMENT EXPENSE	-	-	-	-
341-0000-371.10-02		PURCHASING CARDS		-	-	-
		Total Revenues	**$ 1,617**	**$ -**	**$ -**	**$ -**
		Expenses				
341-3446-434.47-30		ACCOUNTING SERVICES		$ -	$ -	$ -
341-3490-800.58-23		US 190/ROSEWOOD/FM 2410		-	-	-
		Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**
PTF 195/201 Construction Fund						
		Revenues				
342-0000-361.05-00		INTEREST EARNED		$ -	$ -	$ -
342-0000-361.05-10		INVESTMENT EXPENSE		-	-	-
342-0000-371.10-02		PURCHASING CARDS		-	-	-
		Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**
		Expenses				
342-3490-470.47-30		ACCOUNTING SERVICES		$ -	$ -	$ -
342-3490-470.94-00		TRANSFER TO FUND 400		-	-	-
342-3490-800.58-34		SH 195/SH 201 INTERCHANGE		-	-	-
		Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**
2011 C/O Construction Fund						
		Revenues				
343-0000-361.05-00		INTEREST EARNED	$ 35,519	$ -	$ -	$ -
343-0000-361.05-10		INVESTMENT EXPENSE		-	-	-
		Total Revenues	**$ 35,519**	**$ -**	**$ -**	**$ -**
		Expenses				
343-3490-492.93-49		TRANSFER TO GEN FUND CIP	$ -	$ 317,492	$ 317,492	$ -
343-3490-800.58-36		STAGECOACH IMPROVEMENTS	23,611	-	-	-
		Total Expenses	**$ 23,611**	**$ 317,492**	**$ 317,492**	**$ -**
2012 G/O Construction Fund						
		Revenues				
345-0000-361.05-00		INTEREST EARNED	$ 2,008	$ -	$ -	$ -
345-0000-361.05-10		INVESTMENT EXPENSE		-	-	-
345-0000-391.03-40		TRANSFER FROM FUND 340		-	-	-
		Total Revenues	**$ 2,008**	**$ -**	**$ -**	**$ -**
		Expenses				
345-3025-492.93-49		TRANSFER OUT TO FUND 349	$ -	$ 137,125	$ 137,125	$ -
		Total Expenses	**$ -**	**$ 137,125**	**$ 137,125**	**$ -**
Downtown Improvements						
		Revenues				
346-0000-361.05-00		INTEREST EARNED	$ 1,158	$ -	$ -	$ -
346-0000-361.05-10		INVESTMENT EXPENSE		-	-	-
		Total Revenues	**$ 1,158**	**$ -**	**$ -**	**$ -**
		Expenses				
346-3446-492.93-49		TRANSFER OUT TO FUND 349	$ -	$ 79,082	$ 79,082	$ -
		Total Expenses	**$ -**	**$ 79,082**	**$ 79,082**	**$ -**
2014 C/O Construction Fund						
		Revenues				
347-0000-332.04-01		USDOT - TXDOT		$ -	$ -	$ -

Account	Project No.	Description	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
347-0000-361.05-00		INTEREST EARNED	$ 9,068	$ -	$ -	$ -
347-0000-361.05-10		INVESTMENT EXPENSE		-	-	-
347-0000-371.10-02		PURCHASING CARDS		-	-	-
		Total Revenues	**$ 9,068**	**$ -**	**$ -**	**$ -**
		Expenses				
347-3490-415.47-30		ACCOUNTING SERVICES		$ -	$ -	$ -
347-3490-800.50-63		CITY OWNER AGREEMENTS		-	-	-
347-3490-800.58-76		TRIMMIER	$ 702,683	$ 53,162	$ 53,162	$ -
347-3490-800.58-78		FIRE STATION # 9		-	-	-
347-3490-800.58-85		MOHAWK DRIVE		-	-	-
347-3490-492.93-49		TRANSFER OUT TO FUND 349	-	379,706	379,706	-
		Total Expenses	**$ 702,683**	**$ 432,868**	**$ 432,868**	**$ -**
2014 G/O Construction Fund						
		Revenues				
348-0000-332.04-01		USDOT - TXDOT	$ 713,828	$ -	$ -	$ -
348-0000-361.05-00		INTEREST EARNED	14,439	-	-	-
348-0000-361.05-10		INVESTMENT EXPENSE	-	-	-	-
348-0000-371.10-02		PURCHASING CARDS	-	-	-	-
348-0000-382.07-01		CONTRIBUTIONS	80,000	-	-	-
		Total Revenues	**$ 808,268**	**$ -**	**$ -**	**$ -**
		Expenses				
348-3490-800.58-31		BLACKBURN CABIN RESTORAL	$ 8,000	$ -	$ -	$ -
348-3490-800.58-80		HERITAGE PARK	957,392	-	-	-
348-3490-800.58-81		WESTSIDE TRAIL	5,267	-	-	-
348-3490-800.58-90		FAMILY AQUATIC CNTR IMPR	264,720	-	-	-
348-3490-800.58-91		LIONS PARK PLAYGROUND	158,583	-	-	-
348-3490-800.69-06		STATE DIRECT COST	59,202	-	-	-
348-3490-492.93-49		TRANSFER OUT TO FUND 349	-	495,364	495,364	-
		Total Expenses	**$ 1,453,164**	**$ 495,364**	**$ 495,364**	**$ -**
Governmental Capital Projects						
		Revenues				
349-0000-332.04-01		USDOT - TXDOT	$ 723,238	$ 1,499,051	$ 1,499,051	$ -
349-0000-361.05-00		INTEREST EARNED	43,181	-	-	-
349-0000-391.01-10		TRANSFER FROM GEN FUND	3,741,468	2,441,500	2,441,500	2,500,096
349-0000-391.02-14		TRANSFER IN FROM 214 FUND	11,000	-	-	-
349-0000-391.02-20		TRANSFERS FROM 220 FUND	470,000	146,590	146,590	-
349-0000-391.03-43		TRANSFER IN FROM FUND 343	-	317,492	317,492	-
349-0000-391.03-45		TRANSFER IN FROM FUND 345	-	137,125	137,125	-
349-0000-391.03-46		TRANSFER IN FROM FUND 346	-	79,082	79,082	-
349-0000-391.03-47		TRANSFER IN FROM FUND 347	-	379,706	379,706	-
349-0000-391.03-48		TRANSFER IN FROM FUND 348	-	495,364	495,364	-
349-0000-391.03-51		TRANSFER IN FROM FUND 351	-	59,025	59,025	-
349-0000-391.05-75		TRANSFER FROM DRNG FUND	750,000	-	-	-
		Total Revenues	**$ 4,988,887**	**$ 5,554,935**	**$ 5,554,935**	**$ 2,500,096**
		Expenses				
349-0405-414.61-35		MACHINERY AND EQUIPMENT	$ 71,911	$ 169,182	$ -	$ -
349-2705-419.61-10		MOTOR VEHICLES	-	-	30,000	37,600
349-2705-419.61-40		COMPUTER EQUIPMENT/SOFTWARE	-	600,000	60,000	-
349-3020-424.61-10		MOTOR VEHICLES	-	-	31,200	-
349-3025-425.60-08		INFRASTRUCTURE IMPROVEMENTS	-	-	-	540,000
	200007	Lion's Club Park Field Lights 540,000				
349-3025-425.61-10		MOTOR VEHICLES	-	67,500	96,250	31,500
349-3025-425.69-05		CONTINGENCY	-	137,125	-	-

Account	Project No.	Description		FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
349-3258-426.43-20		HEAT & AIR REPAIR		10,290	400,000	400,000	310,500
	200005	HVAC Replacement Program, Phase 2	310,500				
349-3258-426.61-02		BUILDINGS		25,342	277,408	277,408	-
349-3258-426.61-10		MOTOR VEHICLES		-	32,500	191,500	-
349-3259-426.61-10		MOTOR VEHICLES		-	30,500	53,500	60,000
349-3435-432.60-85		TRAFFIC SIGNALS		-	-	-	350,000
	200011	Bunny Trail & Clear Creek Signalization	350,000				
349-3435-432.66-02		ENGINEERING		-	-	-	-
349-3435-432.66-09		OTHER PROJECTS RESERVE		-	-	-	-
349-3435-432.69-01		DESIGN/ENGINEERING		104,294	15,000	-	1,800,000
	200014	Chaparral Road Widening	1,800,000				
349-3435-432.69-02		LAND/ROW		-	-	-	-
349-3435-432.69-03		CONSTRUCTION		771,375	5,614,287	-	1,532,152
	200013	HSIP Sidewalk Improvements	32,152				
	200015	Mohawk Drive	1,500,000				
349-3435-432.69-04		FURNITURE & FIXTURES		-	-	-	-
349-3435-432.69-05		CONTINGENCY		-	4,239,495	-	-
349-3435-432.69-06		STATE DIRECT COST		33,390	-	-	-
349-3445-434.61-10		MOTOR VEHICLES		-	449,000	677,000	303,000
349-4052-450.61-10		MOTOR VEHICLES		-	21,000	21,000	24,000
349-4053-450.61-10		MOTOR VEHICLES		-	-	25,500	60,000
349-6000-441.61-10		MOTOR VEHICLES		-	1,074,500	2,119,010	1,402,900
349-6070-441.61-10		MOTOR VEHICLES		-	51,500	79,500	95,400
349-7070-442.61-10		MOTOR VEHICLES		-	715,000	1,512,700	512,000
349-7070-442.69-01		DESIGN/ENGINEERING		15,500	-	-	-
		Total Expenses		**$ 1,032,101**	**$ 13,893,997**	**$ 5,574,568**	**$ 7,059,052**
Golf Capital Project Fund							
		Revenues					
350-0000-347.01-04		CAPITAL IMPROVEMENT FEE		$ 51,330	$ 67,093	$ 36,993	$ 37,000
350-0000-361.05-00		INTEREST EARNED		705	-	-	-
		Total Revenues		**$ 52,035**	**$ 67,093**	**$ 36,993**	**$ 37,000**
		Expenses					
350-3490-800.42-10		BUILDING MAINTENANCE		$ 1,855	$ -	$ -	$ -
350-3490-800.42-90		MAINTENANCE		2,995	-	-	-
350-3490-800.46-35		EQUIPMENT AND MACHINERY		4,500	-	-	-
350-3490-800.46-40		COMPUTER EQUIP/SOFTWARE		950	-	-	-
350-3490-800.54-01		OTHER PROJECTS RESERVE		-	67,093	-	37,000
350-3490-800.61-35		MACHINERY AND EQUIPMENT		16,257	-	-	-
		Total Expenses		**$ 26,556**	**$ 67,093**	**$ -**	**$ 37,000**
Rosewood Extension Grant							
		Revenues					
351-0000-361.05-00		INTEREST EARNED		$ 1,130	$ -	$ -	$ -
		Total Revenues		**$ 1,130**	**$ -**	**$ -**	**$ -**
		Expenses					
351-3446-492.93-49		TRANSFER OUT TO FUND 349		$ -	$ 59,025	$ 59,025	$ -
		Total Expenses		**$ -**	**$ 59,025**	**$ 59,025**	**$ -**
Total Revenues				**$ 5,899,689**	**$ 5,622,028**	**$ 5,591,928**	**$ 2,537,096**
Total Expenses				**$ 3,238,115**	**$ 15,482,046**	**$ 7,095,524**	**$ 7,096,052**

Water & Sewer Fund
CIP Fund Summary - FY 2020

CIP FUNDING SOURCES

	Bonds	CIP	Total
Chaparral Rd Wastewater Improvements	$ -	$ 2,000,000	$ 2,000,000
South Water Supply	-	1,500,000	1,500,000
Septic Tank Elimination, Ph XI	900,000	-	900,000
Water System Improvements	-	-	-
Replacement W&S Parking Lot	-	500,000	500,000
Renovation of W&S Building	-	450,000	450,000
Fleet Replacement Program	-	349,000	349,000
Moving Irrigation at Golf Course	-	130,000	130,000
EPA Regulatory Increases	-	92,000	92,000
Valve & Fire Hydrant Program	-	55,000	55,000
Water Loss/Conservation Program Vehicle	-	26,700	26,700
Equipment & Machinery	-	25,000	25,000
Total	**$ 900,000**	**$ 5,127,700**	**$ 6,027,700**

Account	Project No.	Description		FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
2013 Water & Sewer Improvement Bond							
		Revenues					
386-0000-361.05-00		INTEREST EARNED		$ 106,807	$ -	$ -	$ -
386-0000-361.05-10		INVESTMENT EXPENSE			-	-	-
		Total Revenues		**$ 106,807**	**$ -**	**$ -**	**$ -**
		Expenses					
386-3495-800.44-28		NOTICES REQUIRED BY LAW		$ -	$ 1,400	$ 1,400	$ -
386-3495-800.54-56		SEPTIC TANK ELIMINATION PH 10		762,271	100,000	100,000	-
386-3495-800.54-57		SEWER LINE REHAB PH 3		755,307	-	-	-
386-3495-800.54-58		SEPTIC TANK ELIMINATION PH 11		-	125,000	125,000	900,000
	180042	Septic Tank Elimination Ph 11	900,000				
386-3495-800.54-59		WATER LINE REHAB PH 3		-	150,000	150,000	-
386-3495-800.54-76		LITTLE TRIMMIER CR GRV MN		161,456	-	-	-
386-3495-800.54-81		WATER SYSTEM IMPROVEMENTS		28,815	258,533	258,533	-
386-3495-800.54-83		WATERLINE REHAB PH 1					
386-3495-800.54-84		8" ONION ROAD WATER LINE					
386-3495-800.54-87		WATER LINE REHAB PH 2		1,199,679	-	-	-
386-3495-800.54-99		18" GRAVITY MAIN (11S)		$0	500,000	500,000	-
386-3495-800.57-79		WASTEWATER METERING			-	-	-
386-3495-800.58-46		SEWER LINE SSES PH 4		42,743	850,000	850,000	-
386-3495-800.58-47		SOUTH WATER SUPPLY PROJECT		125,288	2,100,000	2,100,000	-
386-3495-800.58-48		SEWER LINE SSES PH 5		-	350,000	350,000	-
		Total Expenses		**$ 3,075,557**	**$ 4,434,933**	**$ 4,434,933**	**$ 900,000**
W/S Capital Projects Fund							
		Revenues					
387-0000-361.05-00		INTEREST EARNED		$ 480	$ -	$ -	$ -
387-0000-391.05-50		TRANSFER FROM FUND 550		5,117,619	503,700	503,700	349,000
		Total Revenues		**$ 5,118,099**	**$ 503,700**	**$ 503,700**	**$ 349,000**
		Expenses					
387-2050-411.61-10		MOTOR VEHICLES		$ -	$ 78,000	$ 176,000	$ 90,000
387-3258-426.43-20		HEAT AND AIR REPAIR		11,350	-	-	-
387-3410-436.61-10		MOTOR VEHICLES		-	-	65,000	136,700
387-3410-436.61-35		MACHINERY & EQUIPMENT		-	-	-	25,000
387-3410-436.69-03		CONSTRUCTION		-	1,000,000	-	-
387-3415-437.61-10		MOTOR VEHICLES		-	200,000	200,000	111,000
387-3415-437.61-35		MACHINERY & EQUIPMENT		-	368,301	368,301	-
387-3420-438.47-01		CONSULTING		-	-	-	92,000
	200019	EPA REGULATORY INCREASES	92,000				
387-3420-438.60-05		BUILDINGS		-	240,600	240,600	500,000
	190008	Replacement of W&S Parking Lot	500,000				
387-3420-438.61-10		MOTOR VEHICLES		-	123,700	423,677	55,000
387-3420-438.61-35		MACHINERY & EQUIPMENT		-	35,000	35,000	-
387-3435-432.47-20		ENGINEERING SERVICES		-	150,000	150,000	-
387-3435-432.61-10		MOTOR VEHICLES		-	102,000	136,000	38,000
387-3435-432.69-01		DESIGN/ENGINEERING		-	-	-	30,000
	200016	Moving Irrigation Pumps at Golf Course	30,000				
387-3435-432.69-03		CONSTRUCTION		-	-	-	4,050,000
	200016	Moving Irrigation Pumps at Golf Course	100,000				
	200017	Renovation of W&S Building	450,000				
	180014	Chaparral Rd Wastewater Improvements	2,000,000				
	180019	South Water Supply Project	1,500,000				
387-3435-432.69-05		CONTINGENCY		-	3,173,724	-	-
387-9595-492.95-50		TRANSFER TO FUND 550		-	137,494	-	-
		Total Expenses		**$ 11,350**	**$ 5,608,819**	**$ 1,794,578**	**$ 5,127,700**
Total Revenues				**$ 5,224,907**	**$ 503,700**	**$ 503,700**	**$ 349,000**
Total Expenses				**$ 3,086,907**	**$ 10,043,752**	**$ 6,229,511**	**$ 6,027,700**

Drainage Fund
CIP Fund Summary - FY 2020

CIP FUNDING SOURCES

	Bonds	CIP	Total
Valley Ditch, Phase 2	$ 675,000	$ -	$ 675,000
Valley Ditch	590,000	-	590,000
Greenforest Circle Drainage	390,000	-	390,000
Minor CIPs	-	325,000	325,000
Wolf Ditch	50,000	-	50,000
Fleet Replacement Program	-	39,000	39,000
Total	**$ 1,705,000**	**$ 364,000**	**$ 2,069,000**

Account	Project No.	Description		FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
2006 Drainage CO Bonds							
		Revenues					
576-0000-361.05-00		INTEREST EARNED		$ 17,491	$ -	$ -	$ -
576-0000-361.05-10		INVESTMENT EXPENSE			-	-	-
		Total Revenues		**$ 17,491**	**$ -**	**$ -**	**$ -**
		Expenses					
576-9591-492.44-28		NOTICES REQUIRED BY LAW		$ -	$ 600	$ -	$ 600
576-9591-495.63-04		SNC AT ODOM		206,126	-	-	-
576-9591-495.63-07		PATRIOTIC DITCH		-	14,576	14,576	-
576-9591-495.63-08		SNC AT DIMPLE ST		-	-	-	-
576-9591-495.63-19		BERMUDA		8,559	225,135	225,135	-
576-9591-495.63-22		VALLEY DITCH		-	59,750	59,750	590,000
	180025	Valley Ditch Major CIP	590,000				
576-9591-495.63-26		GREENFOREST CIRCLE CIP		-	-	-	390,000
	200010	Greenforest Circle Major CIP	390,000				
576-9591-495.63-27		VALLEY DITCH, PHASE 2		-	-	-	675,000
	200008	Valley Ditch Major CIP, Phase 2	675,000				
576-9591-495.63-28		WOLF DITCH DRAINAGE CIP		-	-	-	50,000
	200009	Wolf Ditch Drainage CIP	50,000				
		Total Expenses		**$ 214,685**	**$ 300,061**	**$ 299,461**	**$ 1,705,600**
Drainage CIP							
		Revenues					
375-0000-361.05-00		INTEREST EARNED		$ 3,015	$ -	$ -	$ -
375-0000-391.05-75		TRANSFER FROM FUND 575		4,054,130	131,700	131,700	39,000
		Total Revenues		**$ 4,057,145**	**$ 131,700**	**$ 131,700**	**$ 39,000**
		Expenses					
375-3435-432.61-10		MOTOR VEHICLES		$ -	$ 23,700	$ 23,700	$ -
375-3448-434.60-31		DRAINAGE PROJECTS		434,552	466,548	466,548	-
375-3448-434.61-10		MOTOR VEHICLES		-	108,000	78,805	39,000
375-3448-434.69-01		DESIGN/ENGINEERING		-	-	-	50,000
		Minor CIP Projects	50,000				
375-3448-434.69-03		CONSTRUCTION		-	-	-	250,000
		Minor CIP Projects	250,000				
375-3448-434.69-05		CONTINGENCY		-	2,859,058	-	25,000
		Minor CIP Projects	25,000				
		Total Expenses		**$ 434,552**	**$ 3,457,306**	**$ 569,053**	**$ 364,000**
Total Revenues				**$ 4,074,636**	**$ 131,700**	**$ 131,700**	**$ 39,000**
Total Expenses				**$ 649,237**	**$ 3,757,367**	**$ 868,514**	**$ 2,069,600**

Aviation Funds
CIP Fund Summary - FY 2020

CIP FUNDING SOURCES

	Grants	PFC	CFC	Total
PFC Projects	$ -	$ 593,266	$ -	$ 593,266
Terminal Apron Rehabilitation	500,000	-	-	500,000
Install Apron Lighting	100,000	-	-	100,000
WiFi Rental Car Lot	-	-	100,000	100,000
Total	**$ 600,000**	**$ 593,266**	**$ 100,000**	**$ 1,293,266**

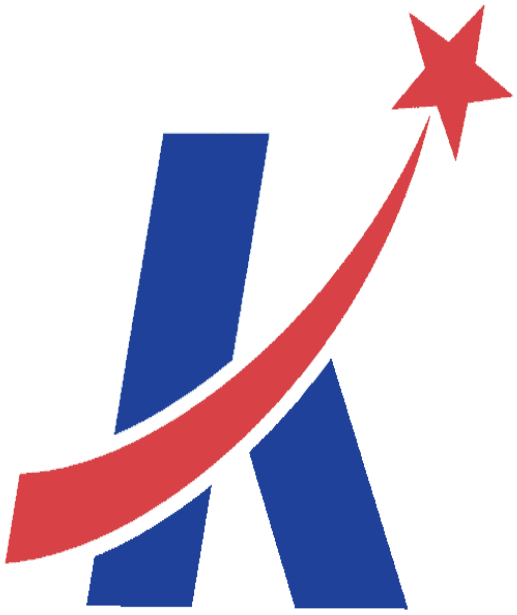
Account	Project No.	Description		FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
AIP Grant Fund							
		Revenues					
524-0000-332.15-02		USDOT - FAA		$ 281,643	$ 4,988,575	$ 5,878,194	$ 540,000
524-0000-391.05-29		TRANSFER IN FROM FUND 529		554,286	-	637,577	190,000
		Total Revenues		**$ 835,929**	**$ 4,988,575**	**$ 6,515,771**	**$ 730,000**
		Expenses					
524-0515-521.47-20		ENGINEERING SERVICES		$ 281,642	$ -	$ 258,359	$ -
524-0515-521.69-01		DESIGN/ENGINEERING		-	-	701,400	-
524-0515-521.69-03		CONSTRUCTION		-	4,988,575	5,542,861	600,000
	200004	TERMINAL APRON REHABILITATION	500,000				
	200018	INSTALL APRON LIGHTING	100,000				
		Total Expenses		**$ 281,642**	**$ 4,988,575**	**$ 6,502,620**	**$ 600,000**
Aviation CFC Fund							
		Revenues					
526-0000-324.52-00		CUSTOMER FACILITY CHARGES		$ 332,446	$ 163,354	$ 389,010	$ 417,600
526-0000-361.05-00		INTEREST EARNED		31,375	8,500	38,000	25,000
		Total Revenues		**$ 363,821**	**$ 171,854**	**$ 427,010**	**$ 442,600**
		Expenses					
526-0512-521.43-50		MACHINERY		$ 1,372	$ -	$ -	$ -
526-0512-521.44-28		NOTICES REQUIRED BY LAW		-	-	276	2,000
526-0512-521.47-01		CONSULTING		42,812	-	-	-
526-0512-521.67-01		CFC PROJECTS		35,362	1,000,000	1,506,911	100,000
	200002	WiFi Rental Car Lot	100,000				
		Total Expenses		**$ 79,546**	**$ 1,000,000**	**$ 1,507,187**	**$ 102,000**
Aviation PFC Fund							
		Revenues					
529-0000-344.01-06		PASSENGER FACILITY CHARGE		$ 545,006	$ 660,000	$ 600,000	$ 660,000
529-0000-361.05-00		INTEREST EARNED		999	1,500	1,500	1,500
		Total Revenues		**$ 546,006**	**$ 661,500**	**$ 601,500**	**$ 661,500**
		Expenses					
529-0510-521.40-05		FULL-TIME SALARIES		$ -	$ -	$ 1,650	$ 20,181
529-0510-521.40-82		MEDICAL INSURANCE		-	-	130	1,920
529-0510-521.40-83		DENTAL INSURANCE		-	-	30	40
529-0510-521.40-84		LIFE INSURANCE		-	-	15	40
529-0510-521.40-85		RETIREMENT - TMRS		-	-	190	4,110
529-0510-521.40-87		SOCIAL SECURITY		-	-	170	2,930
529-0510-521.40-88		MEDICARE		-	-	80	945
529-0510-521.40-89		WORKERS COMPENSATION		-	-	15	35
529-0510-521.47-30		ACCOUNTING SERVICES		11,682	12,000	9,107	9,266
529-0510-521.65-41		PFC PROJECTS		607,017	649,500	464,492	363,799
529-0510-521.95-24		TRANSFER TO FUND 524		554,286	-	637,577	190,000
		Total Expenses		**$ 1,172,985**	**$ 661,500**	**$ 1,113,456**	**$ 593,266**
Total Revenues				**$ 1,745,755**	**$ 5,821,929**	**$ 7,544,281**	**$ 1,834,100**
Total Expenses				**$ 1,534,172**	**$ 6,650,075**	**$ 9,123,263**	**$ 1,295,266**

Solid Waste Fund
CIP Fund Summary - FY 2020

CIP FUNDING SOURCE

	CIP	Total
Fleet Replacement Program	$ 1,579,000	$ 1,579,000
Transfer Station Tipping Floor	1,000,000	1,000,000
Additional Residential Vehicles	915,000	915,000
Machinery & Equipment	76,995	76,995
Total	**$ 3,570,995**	**$ 3,570,995**

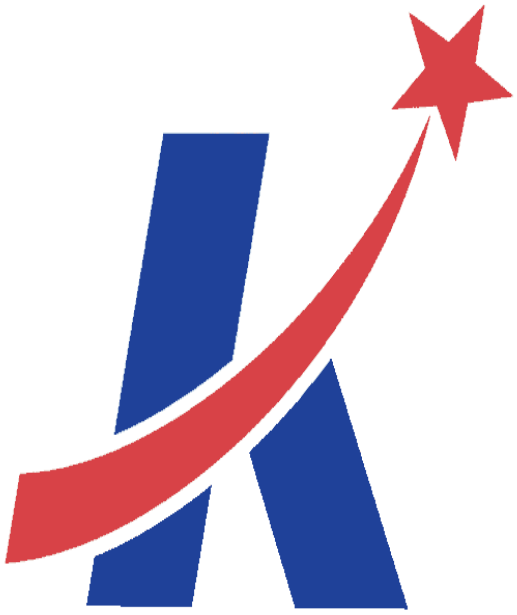
Account	Project No.	Description		FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Estimated Actual	FY 2020 PROPOSED Budget
Solid Waste Capital Project							
		Revenues					
388-0000-361.05-00		INTEREST EARNED		$ 197	$ -	$ -	$ -
388-0000-391.05-40		TRANSFER FROM FUND 540		2,206,218	1,536,400	1,536,400	1,579,000
		Total Revenues		**$ 2,206,415**	**$ 1,536,400**	**$ 1,536,400**	**$ 1,579,000**
		Expenses					
388-3258-426.43-20		HEAT & AIR REPAIR		$ 3,320	$ -	$ -	$ -
388-3460-439.61-10		MOTOR VEHICLES		-	715,000	1,687,520	1,984,000
388-3465-439.61-10		MOTOR VEHICLES		-	821,400	1,229,300	452,000
388-3465-439.61-35		MACHINERY & EQUIPMENT		-	-	-	76,995
388-3465-439.69-05		CONTINGENCY		-	1,879,218	-	-
388-3470-439.61-10		MOTOR VEHICLES		-	-	-	29,000
388-3475-439.60-08		INFRASTRUCTURE IMPROVEMENTS		-	75,500	75,500	1,000,000
	200006	Transfer Station Tipping Floor	1,000,000				
388-3475-439.61-10		MOTOR VEHICLES		-	-	-	29,000
388-3475-439.61-35		MACHINERY & EQUIPMENT		-	-	-	-
		Total Expenses		**$ 3,320**	**$ 3,491,118**	**$ 2,992,320**	**$ 3,570,995**
Total Revenues				**$ 2,206,415**	**$ 1,536,400**	**$ 1,536,400**	**$ 1,579,000**
Total Expenses				**$ 3,320**	**$ 3,491,118**	**$ 2,992,320**	**$ 3,570,995**



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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.

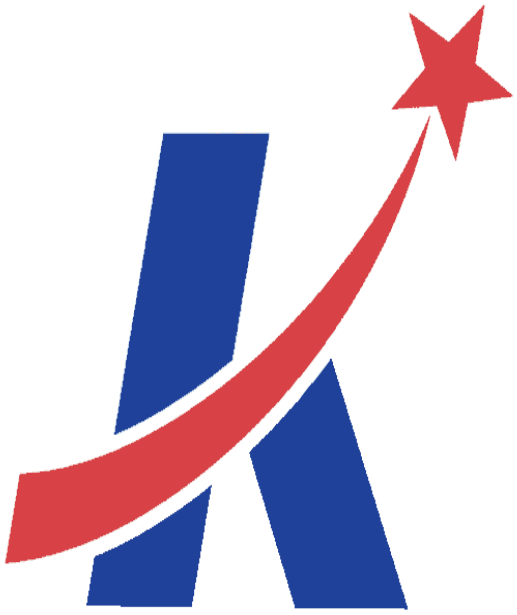
The City utilized an interactive financial modeling tool for the General Fund, Solid Waste Fund, Water and Sewer Fund, and Drainage Utility Fund during the FY 2020 budget process. The models allow scenario planning to evaluate the impact of new programs and services, changes in growth of services, rate 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 2020 and FY 2024.

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.



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GENERAL FUND
Five Year Forecast

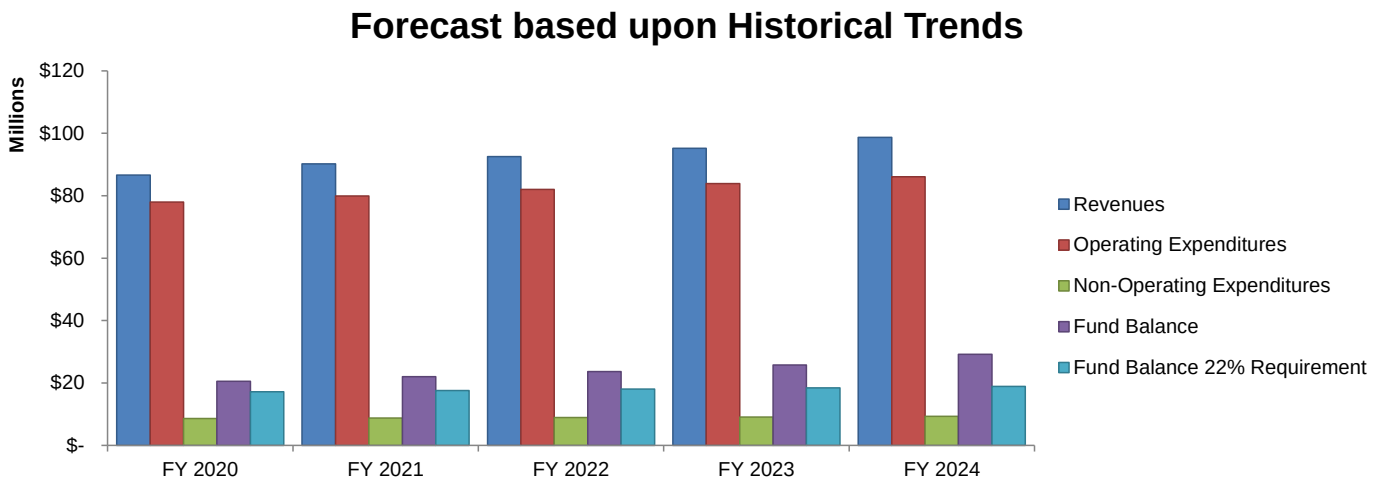
	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Revenues						
Taxes						
Property Taxes	$ 33,382,745	$ 34,781,937	$ 36,228,618	$ 37,704,357	$ 39,964,327	19.72%
Sales Taxes	25,786,628	26,585,010	27,408,293	28,257,254	29,132,697	12.98%
Franchise Taxes	5,510,172	5,641,887	5,777,042	5,915,731	6,058,047	9.94%
Total Taxes	64,679,545	67,008,834	69,413,953	71,877,342	75,155,071	16.20%
Charges for Services						
Ambulance Service Fees	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	0.00%
Court Fines and Fees	3,194,932	3,190,618	3,186,433	3,182,374	3,178,438	(0.52%)
Recreation Services	2,504,982	2,446,745	2,493,285	2,547,280	2,609,568	4.18%
Licenses, Permits and Fees	1,251,704	1,276,759	1,248,095	1,265,592	1,249,180	(0.20%)
General Government Fees	581,706	593,306	605,138	617,207	629,517	8.22%
Public Safety Receipts	189,672	184,672	184,672	184,672	184,672	(2.64%)
Total Charges for Services	10,522,996	10,492,100	10,517,623	10,597,125	10,651,375	1.22%
Other						
Intergovernmental Revenues	3,717,964	4,883,326	4,595,202	4,595,202	4,595,202	23.59%
Miscellaneous Revenues	611,280	603,862	602,652	601,601	600,689	(1.73%)
Investment Income	537,000	555,900	567,018	578,358	589,926	9.86%
Lease Revenue	191,401	191,401	191,401	191,401	191,401	0.00%
Total Other	5,057,645	6,234,489	5,956,273	5,966,562	5,977,218	18.18%
Transfers In						
Transfers In From Water/Sewer	4,064,110	4,153,520	4,249,051	4,334,032	4,429,381	8.99%
Transfers In From Solid Waste	1,861,063	1,902,006	1,945,753	1,984,668	2,028,330	8.99%
Transfers In From Drainage	428,241	437,662	447,729	456,683	466,730	8.99%
Total Transfers In	6,353,414	6,493,188	6,642,533	6,775,383	6,924,441	8.99%
Total Revenues	86,613,600	90,228,611	92,530,382	95,216,412	98,708,105	13.96%
Operating Expenditures						
General Government						
Planning & Development	865,792	889,655	915,072	938,634	964,651	11.42%
Non-Departmental						
Consolidated	1,546,295	1,567,275	1,590,653	1,614,384	1,641,833	6.18%
Bell County Communication Center	1,536,376	1,570,176	1,606,290	1,638,416	1,674,461	8.99%
Bell County Appraisal District	505,730	513,316	521,016	528,831	536,763	6.14%
Municipal Annex	53,832	53,832	53,832	53,832	53,832	0.00%
Total Non-Departmental	3,642,233	3,704,599	3,771,791	3,835,463	3,906,889	7.27%
Total General Government	4,508,025	4,594,254	4,686,863	4,774,097	4,871,540	8.06%
Public Safety						
Building & Inspection	1,214,657	1,248,782	1,285,221	1,319,333	1,356,903	11.71%
Code Enforcement	1,154,850	1,186,174	1,219,550	1,250,515	1,284,718	11.25%
Municipal Court	1,485,893	1,528,037	1,572,947	1,614,931	1,661,218	11.80%
Police						
Police Administration	1,980,715	2,035,907	2,094,671	2,149,418	2,209,760	11.56%
Criminal Investigations	7,051,960	7,254,633	7,470,460	7,671,568	7,893,265	11.93%
Patrol	18,612,755	19,119,773	19,680,178	20,203,652	20,780,134	11.64%
Staff Services	6,196,686	6,359,963	6,534,044	6,694,664	6,872,502	10.91%
Total Police	33,842,116	34,770,276	35,779,353	36,719,302	37,755,661	11.56%
Fire						
Fire Administration	435,470	446,900	457,189	466,733	477,321	9.61%
Operations	21,588,546	21,999,792	22,453,796	22,872,685	23,338,045	8.10%
Support	1,078,145	1,101,581	1,125,668	1,147,878	1,172,556	8.76%
Prevention	719,017	734,158	750,231	764,925	781,290	8.66%
Emergency Mgmt / Homeland Security	183,904	186,808	189,899	192,806	196,002	6.58%
Total Fire	24,005,082	24,469,239	24,976,783	25,445,027	25,965,214	8.17%
Total Public Safety	61,702,598	63,202,508	64,833,854	66,349,108	68,023,714	10.24%
Public Works	492,412	506,039	520,549	533,983	548,814	11.45%

GENERAL FUND
Five Year Forecast

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Recreation Services						
Administration	560,733	580,889	598,725	615,492	633,957	13.06%
Animal Services	1,289,741	1,325,501	1,363,621	1,399,116	1,438,310	11.52%
Community Center Operations	335,564	344,487	353,998	362,776	372,489	11.00%
Senior Citizens	374,017	384,079	394,809	404,746	415,740	11.16%
Parks	2,404,512	2,475,675	2,547,456	2,614,554	2,688,580	11.81%
Lions Club Park Operations	665,557	683,233	702,082	719,511	738,802	11.01%
Recreation	219,071	224,515	230,325	235,625	241,519	10.25%
Athletics	450,472	462,300	474,915	486,539	499,421	10.87%
Aquatic Services	631,014	679,676	697,802	714,337	732,690	16.11%
Golf Course	1,279,612	1,307,763	1,337,842	1,364,599	1,394,620	8.99%
Cemetery	248,171	255,557	263,431	270,886	279,079	12.45%
Volunteer Services	268,434	275,463	282,962	289,877	297,541	10.84%
Total Recreation Services	8,726,898	8,999,138	9,247,968	9,478,058	9,732,748	11.53%
Community Development						
Library	1,795,269	1,845,641	1,899,333	1,949,511	2,004,854	11.67%
Killeen Arts and Activities Center	552,443	566,767	582,073	596,153	611,764	10.74%
Community Development	225,856	231,828	238,188	244,052	250,537	10.93%
Total Community Development	2,573,568	2,644,236	2,719,594	2,789,716	2,867,155	11.41%
Total Operating Expenditures	78,003,501	79,946,175	82,008,828	83,924,962	86,043,971	10.31%
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)	222,366	222,366	222,366	222,366	222,366	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	967,161	967,161	967,161	967,161	967,161	0.00%
Capital Outlay						
Book Collections	142,600	145,737	149,089	152,071	155,416	8.99%
Computer Equipment/Software	6,000	6,000	6,000	6,000	6,000	0.00%
Total Capital Outlay	148,600	151,737	155,089	158,071	161,416	8.62%
Transfers Out						
Transfers to CIP	2,500,096	2,555,098	2,613,865	2,666,143	2,724,798	8.99%
Transfers To Street Maintenance Fund	4,994,242	5,104,115	5,221,510	5,325,940	5,443,111	8.99%
Total Transfers Out	7,494,338	7,659,213	7,835,375	7,992,083	8,167,909	8.99%
Total Non-Operating Expenditures	8,610,099	8,778,111	8,957,625	9,117,315	9,296,486	7.97%
Total Expenditures	86,613,600	88,724,286	90,966,453	93,042,277	95,340,457	10.08%
Net Change in Fund Balance	-	1,504,325	1,563,929	2,174,135	3,367,648	---
Fund Balance, Beginning	20,554,137	20,554,137	22,058,462	23,622,391	25,796,526	25.51%
Fund Balance, Ending	$ 20,554,137	$ 22,058,462	$ 23,622,391	$ 25,796,526	$ 29,164,174	41.89%

GENERAL FUND
Five Year Forecast

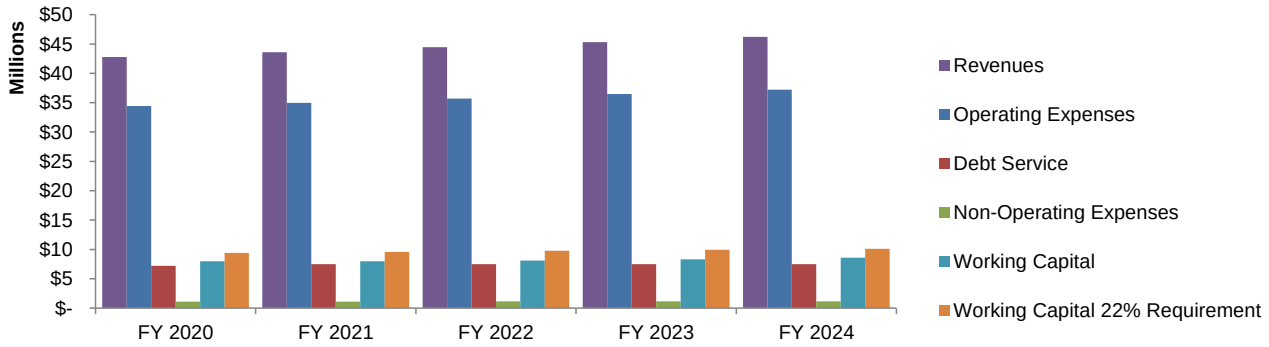
	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Fund Balance Reserve	26.35%	27.59%	28.80%	30.74%	33.89%	
Fund Balance Reserve 22%	$ 17,160,770	$ 17,588,159	$ 18,041,942	$ 18,463,492	$ 18,929,674	



WATER & SEWER FUND
Five Year Forecast

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Revenues						
Sale of Water	$ 19,157,158	$ 19,540,301	$ 19,931,107	$ 20,329,729	$ 20,736,324	8.24%
Sewer Fees Collected	18,514,274	18,884,559	19,262,251	19,647,496	20,040,446	8.24%
Delinquent Penalty	2,220,830	2,265,247	2,310,552	2,356,763	2,403,898	8.24%
Service Charges	928,883	947,461	966,410	985,738	1,005,453	8.24%
Water & Sewer Taps	700,778	700,778	700,778	700,778	700,778	0.00%
FOG Revenue	328,257	334,822	341,519	348,349	355,316	8.24%
Warranty Service	300,000	306,000	312,120	318,362	324,730	8.24%
Insurance Proceeds	250,000	250,000	250,000	250,000	250,000	0.00%
Investment Revenue	194,425	198,314	202,280	206,325	210,452	8.24%
Septic Tank Elimination	87,110	88,852	90,629	92,442	94,291	8.24%
Miscellaneous Receipts	75,000	75,000	75,000	75,000	75,000	0.00%
Total Revenues	42,756,715	43,591,334	44,442,645	45,310,982	46,196,686	8.05%
Expenses						
Operating Expenses						
Water and Sewer Contracts	17,670,558	17,905,576	18,263,688	18,628,962	19,001,541	7.53%
Water and Sewer Operations	5,889,974	5,995,211	6,133,196	6,270,130	6,413,584	8.89%
Franchise Fee	3,801,356	3,876,122	3,952,383	4,030,169	4,109,511	8.11%
Sanitary Sewers	3,380,640	3,441,714	3,521,543	3,600,748	3,683,776	8.97%
Water Distribution	3,016,596	3,075,411	3,150,214	3,224,291	3,302,323	9.47%
Non-Departmental	673,651	677,787	691,522	705,535	719,833	6.86%
Total Operating Expenses	34,432,775	34,971,821	35,712,546	36,459,835	37,230,568	8.13%
Debt Service						
Debt Service	7,219,659	7,500,000	7,500,000	7,500,000	7,500,000	3.88%
Total Debt Service	7,219,659	7,500,000	7,500,000	7,500,000	7,500,000	3.88%
Non-Operating Expenses						
Capital Outlay						
Fleet Funding Program	349,000	353,642	360,715	367,929	375,287	7.53%
Customer Meters	50,000	51,100	52,275	53,321	54,494	8.99%
Customer Services	45,000	45,990	47,048	47,989	49,044	8.99%
Fire Hydrants	35,000	35,770	36,593	37,325	38,146	8.99%
Total Capital Outlay	479,000	486,502	496,631	506,563	516,971	7.93%
Other						
KEDC/GKCC Contributions	362,527	362,527	362,527	362,527	362,527	0.00%
Public Work Admin Transfer	262,754	268,535	274,711	280,205	286,370	8.99%
Total Other	625,281	631,062	637,238	642,732	648,897	3.78%
Total Non-Operating Expenses	1,104,281	1,117,564	1,133,869	1,149,295	1,165,868	5.58%
Total Expenses	42,756,715	43,589,385	44,346,415	45,109,130	45,896,436	7.34%
Net Change	-	1,949	96,230	201,852	300,250	---
Working Capital, Beginning	7,983,970	7,983,970	7,985,919	8,082,149	8,284,001	3.76%
Working Capital, Ending	$ 7,983,970	$ 7,985,919	$ 8,082,149	$ 8,284,001	$ 8,584,251	7.52%
Working Capital Reserve	23.55%	23.12%	23.03%	23.23%	23.68%	
Working Capital Reserve - 22%	$ 9,406,477	$ 9,589,665	$ 9,756,211	$ 9,924,009	$ 10,097,216	

Forecast based upon Historical Trends



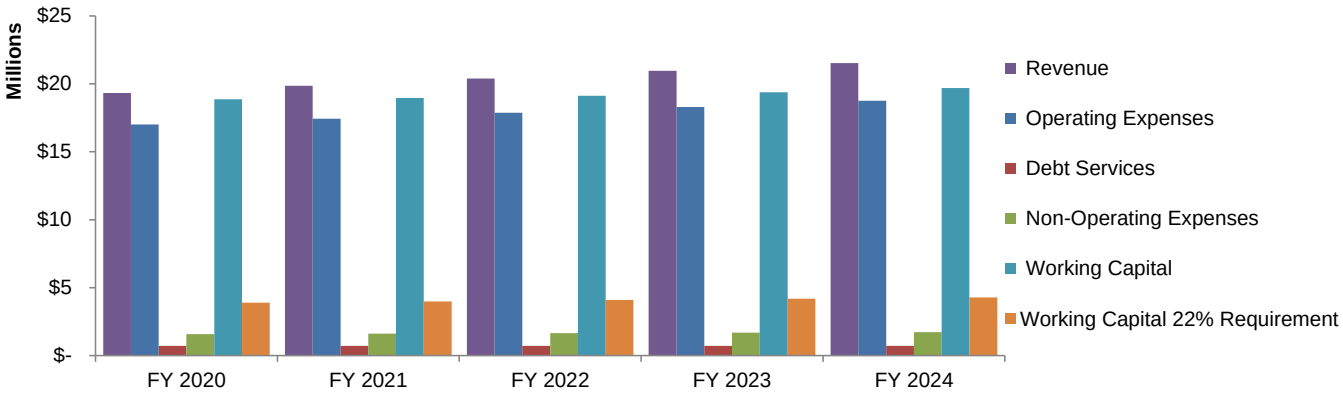
SOLID WASTE FUND
Five Year Forecast

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Revenues						
Charges for Services						
Residential Services	$ 11,905,982	$ 12,232,206	$ 12,567,368	$ 12,911,714	$ 13,265,495	11.42%
Commercial Services	6,475,097	6,652,515	6,834,794	7,022,067	7,214,472	11.42%
Transfer Station Fees	467,678	480,492	493,658	507,184	521,081	11.42%
Container Rentals	105,435	108,324	111,292	114,341	117,474	11.42%
Paper Products - Recycling	27,590	28,346	29,123	29,921	30,740	11.42%
Other Recycling Fees	24,093	24,753	25,431	26,128	26,844	11.42%
Sale of Metals - Recycling	19,593	20,130	20,681	21,248	21,830	11.42%
Tire Disposal Fees	8,054	8,275	8,501	8,734	8,974	11.42%
Public Scale Fees	3,558	3,655	3,756	3,859	3,964	11.41%
Total Charges for Services	19,037,080	19,558,696	20,094,604	20,645,196	21,210,874	11.42%
Other						
Miscellaneous Receipts	100,111	100,111	100,111	100,111	100,111	0.00%
Transfer Station Lease	49,315	50,666	52,054	53,481	54,946	11.42%
Compost Facility Lease	18,000	18,493	19,000	19,521	20,055	11.42%
Knife River Lease	38,498	39,553	40,637	41,750	42,894	11.42%
Sale of Equipment	8,266	8,492	8,725	8,964	9,210	11.42%
Investment Revenue	78,200	80,343	82,544	84,806	87,129	11.42%
Total Other	292,390	297,658	303,071	308,633	314,345	7.51%
Total Revenues	19,329,470	19,856,354	20,397,675	20,953,829	21,525,219	11.36%
Expenses						
Operating Expenses						
Transfer Station	5,984,536	6,123,700	6,272,296	6,406,146	6,555,660	9.54%
Residential Operations	4,256,499	4,365,978	4,482,728	4,589,967	4,708,888	10.63%
Commercial Operations	2,602,461	2,669,710	2,741,404	2,807,363	2,880,448	10.68%
Franchise Fee	1,713,337	1,760,283	1,808,514	1,858,068	1,908,979	11.42%
Transfer to General Fund (Public Works)	147,726	150,976	154,448	157,537	161,003	8.99%
Mowing	1,055,106	1,085,287	1,117,464	1,147,678	1,180,967	11.93%
Non-Departmental	314,165	317,106	320,021	323,122	326,646	3.97%
Recycling Program	544,193	558,609	573,500	587,146	602,281	10.67%
Accounting	345,693	355,929	366,840	377,135	388,459	12.37%
Building Services	25,634	26,198	26,801	27,337	27,938	8.99%
Human Resources	14,960	16,007	17,127	18,326	19,609	31.08%
Total Operating Expenses	17,004,310	17,429,783	17,881,143	18,299,825	18,760,878	10.33%
Debt Service						
Debt Service	715,383	710,183	714,233	715,233	719,983	0.64%
Total Debt Service	715,383	710,183	714,233	715,233	719,983	0.64%
Non-Operating Expenses						
Capital Outlay						
Fleet Funding Program	1,579,000	1,613,738	1,650,854	1,683,871	1,720,916	8.99%
Total Capital Outlay	1,579,000	1,613,738	1,650,854	1,683,871	1,720,916	8.99%
Total Non-Operating Expenses	1,579,000	1,613,738	1,650,854	1,683,871	1,720,916	8.99%
Total Expenses	19,298,693	19,753,704	20,246,230	20,698,929	21,201,777	9.86%

SOLID WASTE FUND
Five Year Forecast

Net Change in Working Capital	30,777	102,650	151,445	254,900	323,442	---
Working Capital, Beginning	18,831,752	18,862,529	18,965,179	19,116,624	19,371,524	2.87%
Working Capital, Ending	$ 18,862,529	$ 18,965,179	$ 19,116,624	$ 19,371,524	$ 19,694,966	4.41%
Working Capital Reserve	106.45%	104.55%	102.80%	101.87%	101.10%	
Working Capital Reserve 22%	$ 3,898,332	$ 3,990,793	$ 4,090,983	$ 4,183,313	$ 4,285,789	

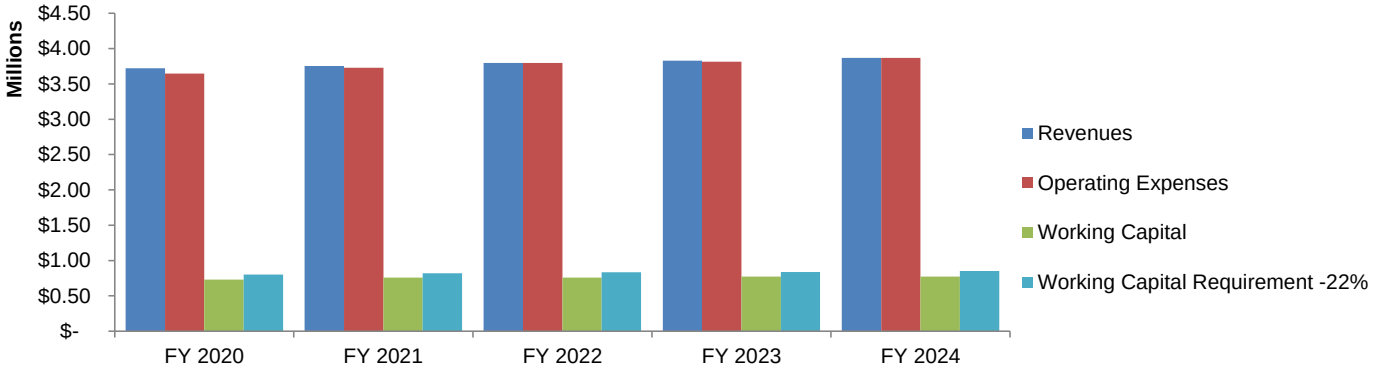
Forecast based upon Historical Trends



AVIATION FUNDS
Five Year Forecast

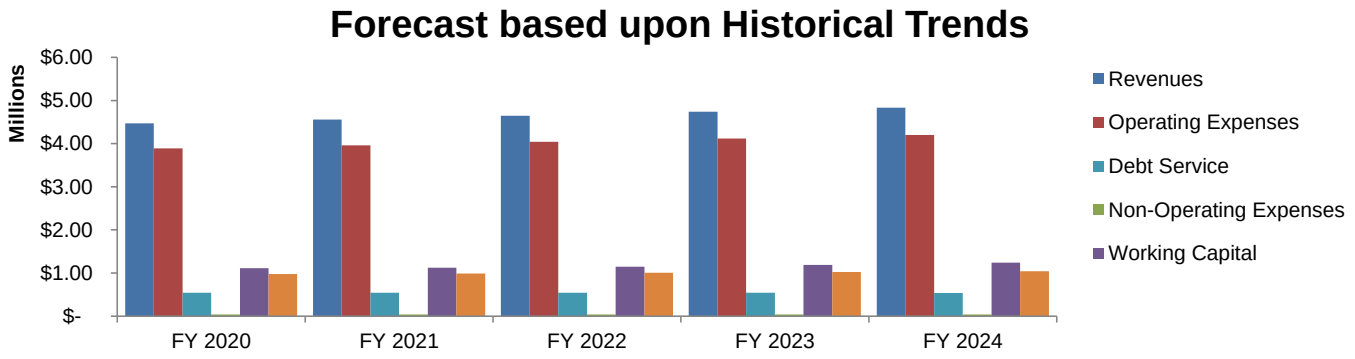
	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Revenues						
Rental Cars	$1,032,144	$1,042,465	$1,052,890	$1,063,419	$1,074,053	4.06%
Airport Parking Lot Fees	566,000	580,000	585,800	591,658	597,575	5.58%
Fuel Sales	337,201	337,201	338,495	339,712	341,121	1.16%
Other Terminal Services	241,473	243,888	246,327	248,790	258,483	7.04%
Air Carrier Operations	295,000	295,000	296,475	297,957	299,447	1.51%
Into Plane Fees	246,000	246,000	246,000	246,000	246,000	0.00%
Landing Fees	126,289	126,289	126,289	126,289	126,289	0.00%
Hangars & Tiedowns	98,253	90,752	98,940	98,940	98,940	0.70%
Intergovernmental Revenue	598,107	608,669	619,443	630,431	641,640	7.28%
Insurance Proceeds	50,000	50,000	50,000	50,000	50,000	0.00%
Fixed Base Operations	38,400	38,400	38,400	38,400	38,400	0.00%
Land Lease Tenants	33,137	35,837	36,195	36,557	36,923	11.43%
Retail Stores	11,287	11,287	11,287	11,287	11,287	0.00%
Food and Beverage	18,840	18,840	18,840	18,840	18,840	0.00%
Operating Supplies	4,900	4,900	4,900	4,900	4,900	0.00%
Airport Use Fees	3,245	3,245	3,245	3,245	3,245	0.00%
Miscellaneous Receipts	8,223	8,223	8,223	8,223	8,223	0.00%
Flexible Use Fees	14,001	14,001	14,141	14,282	14,425	3.03%
Total Revenues	3,722,500	3,754,997	3,795,890	3,828,930	3,869,791	3.96%
Expenses						
Airport Operations	3,258,440	3,332,574	3,396,072	3,413,981	3,464,046	6.31%
Cost of Goods Sold - Motor Gas	300,960	306,979	311,584	311,584	314,700	4.57%
Non-Departmental	86,100	87,629	88,918	89,085	90,058	4.60%
Total Operating Expenses	3,645,500	3,727,182	3,796,574	3,814,650	3,868,804	6.13%
Non-Operating Expense						
Capital						
Equipment	77,000	-	-	-	-	(100.00%)
Total Capital	77,000	-	-	-	-	(100.00%)
Total Non-Operating Expenses	77,000	-	-	-		(100.00%)
Total Expenses	$ 3,722,500	$ 3,727,182	$ 3,796,574	$ 3,814,650	$ 3,868,804	3.93%
Net Change in Working Capital	-	27,815	(684)	14,280	987	---
Working Capital, Beginning	729,875	729,875	757,690	757,006	771,286	5.67%
Working Capital, Ending	$ 729,875	$ 757,690	$ 757,006	$ 771,286	$ 772,274	5.81%
Working Capital Reserve	20.02%	20.33%	19.94%	20.22%	19.96%	
Working Capital Reserve - 22%	$ 802,010	$ 819,980	$ 835,246	$ 839,223	$ 851,137	

Forecast based upon Historical Trends



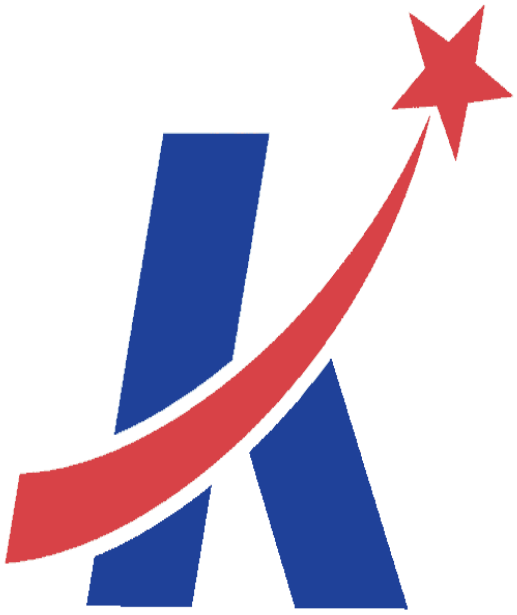
DRAINAGE UTILITY FUND
Five Year Forecast

	2020 Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020-24 % Change
Revenues						
Residential Storm Water Fees	$3,731,368	$3,813,684	$3,897,816	$3,983,804	$4,071,689	9.12%
Commercial Storm Water Fees	644,737	649,847	654,998	660,190	665,423	3.21%
Miscellaneous Receipts	26,020	26,040	26,061	26,082	26,104	0.32%
Interest Earned	66,536	67,867	69,224	70,609	72,021	8.24%
Total Revenues	4,468,661	4,557,438	4,648,099	4,740,685	4,835,237	8.20%
Operating Expenses						
Drainage Maintenance	2,555,870	2,613,720	2,668,140	2,724,552	2,783,048	8.89%
Environmental Services	615,167	626,175	637,252	648,720	660,594	7.38%
Franchise Fee	393,849	401,718	409,753	417,959	426,340	8.25%
Streets	205,571	213,152	216,562	220,101	223,773	8.85%
Non-Departmental	83,862	73,910	73,957	74,005	74,052	(11.70%)
Transfer to General Fund CIP	34,392	34,392	34,392	34,392	34,392	0.00%
Total Operating Expenses	3,888,711	3,963,067	4,040,056	4,119,729	4,202,199	8.06%
Debt Service	540,950	544,250	544,000	542,750	540,500	(0.08%)
Non-Operating Expenses						
Capital Projects						
Fleet Replacement Program	39,000	39,000	39,000	39,000	39,000	0.00%
Total Capital Projects	39,000	39,000	39,000	39,000	39,000	0.00%
Total Non-Operating Expenses	39,000	39,000	39,000	39,000	39,000	0.00%
Total Expenses	4,468,661	4,546,317	4,623,056	4,701,479	4,781,699	7.01%
Net Change in Working Capital	-	11,121	25,043	39,206	53,538	---
Working Capital, Beginning	1,113,848	1,113,848	1,124,969	1,150,012	1,189,218	6.77%
Working Capital, Ending	$ 1,113,848	$ 1,124,969	$ 1,150,012	$ 1,189,218	$ 1,242,757	11.57%
Working Capital Reserve	25.15%	24.96%	25.09%	25.51%	26.20%	
Working Capital Reserve - 22%	$ 974,525	$ 991,610	$ 1,008,492	$ 1,025,745	$ 1,043,394	





Appendix



Dedicated Service – Everyday, for Everyone!

APPENDIX

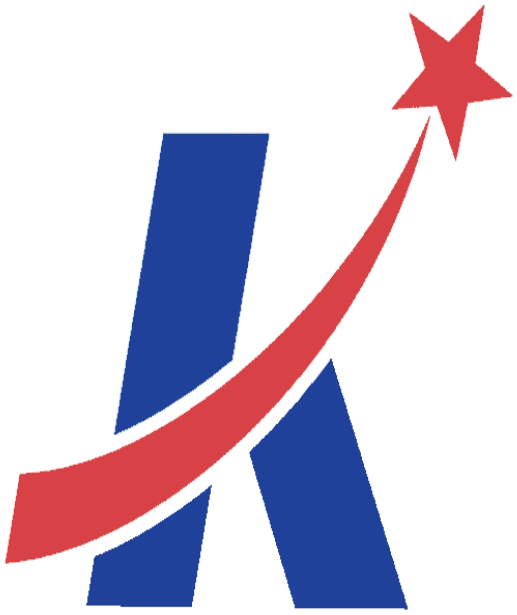


Appendix A – Adopted City Ordinances: This appendix provides the Adopted Budget Ordinance and the Property Tax Ordinance approved by City Council.

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 – Fee Schedule

Appendix D – Glossary & Acronyms: This section provides a listing of terminology and acronyms pertaining to the governmental fund accounting and municipal government.

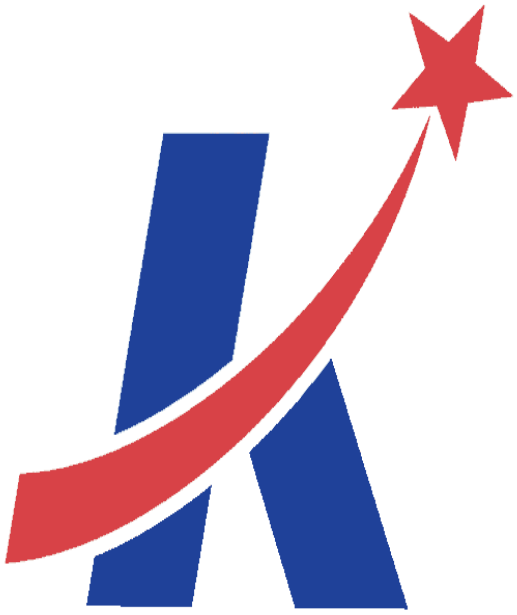


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APPENDIX A



ADOPTED CITY ORDINANCES



Dedicated Service – Everyday, for Everyone!

ORDINANCE 19-044

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, 2019 AND ENDING ON SEPTEMBER 30, 2020; 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, 2019 to September 30, 2020 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, 2019 to September 30, 2020, a copy of which shall be filed with the office of the City Secretary and with the Bell County Clerk and which is incorporated herein for all intents and purposes.

SECTION II. That the appropriations for the 2020 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 17th day of September 2019, 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

Jose L. Segarra, MAYOR

ATTEST:

Lucy C. 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 09-17-19
Item # OR-19-020

CITY COUNCIL MEMORANDUM FOR ORDINANCE

DATE: **September 17, 2019**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **FY 2020 Budget Adoption**

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 2020 Annual Budget was submitted to City Council on August 6, 2019. 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 3, 2019. 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 10, 2019 for changes to the budget submitted by the City Manager.

The City Charter also requires the budget to be adopted by majority vote of the City Council 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 17, 2019.

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 from the City Manager's proposed budget. The two changes include an increase to Hill

Country Transit's (the HOP) funding and transferring the budget for Animal Services vehicles to Recreation Services. Hill Country Transit's funding was increased from $120,850 to $222,366. This was funded by decreasing decision packages funded for veterinary services from $65,000 to $38,484 and dangerous building abatement from $50,000 to $25,000. In addition, there was a reduction in contingency from $100,000 to $50,000. There is also a transfer of the $95,400 budget for Animal Services vehicles from the Police Department to Recreation Services in the Governmental CIP Fund.

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 recommends City Council approve the ordinance adopting the FY 2020 Annual Budget.

DEPARTMENTAL CLEARANCES:
Finance
City Attorney

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

ORDINANCE 19-045

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 2019 TAX YEAR AND FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF KILLEEN FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020; 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 20, 2019; 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 10.46 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $71.00."

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 2019 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 2019 be, and is

hereby, set at $0.7498 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 2019 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) $0.5281 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, $0.2217 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 Executive 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 2020 Annual Budget.

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 17th day of September, 2019, at which meeting a quorum was present, held in accordance with the provisions of V.T.C.A. Government Code, Section 551.001 et. seq.

APPROVED

Jose L. Segarra
MAYOR

ATTEST:

Lucy C. Aldrich
CITY SECRETARY

APPROVED AS TO FORM:

Kathy H. Davis
CITY ATTORNEY

Special 09-17-19
Item # OR-19-023

CITY COUNCIL MEMORANDUM FOR ORDINANCE

DATE: **September 17, 2019**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Setting the Tax Rate for Fiscal Year 2020.**

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 22, 2019.

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 2020 Budget used the current tax rate of $0.7498 per $100 valuation. On August 20, 2019, at a City Council meeting, the Killeen City Council set the preliminary tax rate at the rate of $0.7498 per $100 valuation. The preliminary tax rate represents the maximum rate that can be adopted for the FY 2020 Budget. The effective tax rate for FY 2020 (2019 tax year) is $0.6788. The rollback tax rate adjusted for sales tax for FY 2020 (2019 tax year) is $0.7588.

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 $0.6788, the ordinance must be approved by at least five (5) members of City Council. The effective tax rate ($0.6788) will generate a tax levy that is $4,345,360 less than the preliminary tax rate set by City Council ($0.7498).

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.

Which alternative is recommended? Why?

Staff's recommendation is to set the tax rate at $0.7498 as presented in the ordinance. The FY 2020 Annual Budget was prepared using $0.7498.

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 2020 tax rate at $0.7498 per $100 valuation.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

ATTACHED SUPPORTING DOCUMENTS:

Ordinance

Special 09-17-19
Item # OR-19-021
CCM/R 19-100R

CITY COUNCIL MEMORANDUM FOR RESOLUTION

DATE: **September 17, 2019**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Ratifying the Property Tax Revenue Increase as Required by the Local Government Code.**

BACKGROUND AND FINDINGS:

Local Government Code Section 102.007(c) requires the governing body to ratify the property tax revenue increase if the budget will raise more revenue from property taxes than in the previous year. The FY 2020 Annual Budget will raise more revenue from property taxes than last year's budget by an amount of $4,507,812, which is a 10.38 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 $954,256.

The growth in exempted property value offset a large portion of the increase in assessed value and new property value added to the tax roll. A reconciliation is provided below:

	Property Value	Tax Levy
Increase in Assessed Value	$ 627,844,259	$ 4,707,576
New Taxable Value	127,268,076	954,256
Increase in Tax Exemptions	175,450,400	(1,315,527)
Frozen Tax Levy		161,507
Property Taxes Raised in Excess of Last Year's Budget		**$ 4,507,812**

THE ALTERNATIVES CONSIDERED:

Which alternative is recommended? Why?
Staff recommendation is to approve the memorandum/resolution to be in compliance with the requirements set forth in the Local Government Code.

CONFORMITY TO CITY POLICY:

The memorandum/resolution ratifying the tax revenue increase conforms with Local Government Code Section 102.007(c).

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 recommendation is to ratify the property tax revenue increase reflected in the Annual Budget for the fiscal year October 1, 2019, through September 30, 2020.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

That the above stated recommendation is hereby approved and authorized.

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas, this the 17th day of September, 2019, 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

Jose L. Segarra
MAYOR

APPROVED AS TO FORM:

Kathryn H. Davis
CITY ATTORNEY

ATTEST:

Lucy C. Aldrich
CITY SECRETARY

Special 09-17-19
Item # OR-19-022A
CCM/R 19-101R

CITY COUNCIL MEMORANDUM FOR RESOLUTION

DATE: **September 17, 2019**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Approve the maintenance and operation component of the tax rate for Fiscal Year 2020.**

BACKGROUND AND FINDINGS:

Section 26.05(a) of the Texas Tax Code requires taxing units to comply with truth-in-taxation laws in adopting their tax rates. The City's proposed tax rate consists of two components, each of which must be approved separately. The two components include 1) maintenance and operation; and 2) interest and sinking.

The total proposed tax rate is $0.7498 per $100 valuation. The maintenance and operation component of the tax rate is $0.5281 per $100 valuation.

The maintenance and operation component will generate $33,067,525 at the City's historical collection rate of 98%.

THE ALTERNATIVES CONSIDERED:

Which alternative is recommended? Why?

Staff recommendation is to approve the memorandum/resolution as presented to set the maintenance and operation component of the tax rate.

CONFORMITY TO CITY POLICY:

The memorandum/resolution complies with truth-in taxation laws established by the Texas Tax 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 maintenance and operation component of the tax rate at $0.5281 per $100 valuation.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

That the above stated recommendation is hereby approved and authorized.

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas, this the 17th day of September, 2019, 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

Jose L. Segarra
MAYOR

CITY OF KILLEEN KILLEEN TEXAS

APPROVED AS TO FORM:

Kathryn H. Davis
CITY ATTORNEY

ATTEST:

Lucy C. Aldrich
CITY SECRETARY

Special 09-17-19
Item # OR-19-022B
CCM/R 19-102R

CITY COUNCIL MEMORANDUM FOR RESOLUTION

DATE: **September 17, 2019**

TO: **Ronald L. Olson, City Manager**

FROM: **Jonathan Locke, Executive Director of Finance**

SUBJECT: **Approve the interest and sinking component of the tax rate for Fiscal Year 2020.**

BACKGROUND AND FINDINGS:

Section 26.05(a) of the Texas Tax Code requires taxing units to comply with truth-in-taxation laws in adopting their tax rates. The City's proposed tax rate consists of two components, each of which must be approved separately. The two components include 1) maintenance and operation; and 2) interest and sinking (debt service).

The total proposed tax rate is $0.7498 per $100 valuation. The interest and sinking component of the tax rate is $0.2217 per $100 valuation.

The interest and sinking component will generate $13,894,183 at the City's historical collection rate of 98%.

THE ALTERNATIVES CONSIDERED:

Which alternative is recommended? Why?

Staff's recommendation is to approve the memorandum/resolution as presented to set the interest and sinking component of the tax rate.

CONFORMITY TO CITY POLICY:

The memorandum/resolution complies with truth-in taxation laws established by the Texas Tax 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 interest and sinking component of the tax rate at $0.2217 per $100 valuation.

DEPARTMENTAL CLEARANCES:

Finance
City Attorney

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF KILLEEN:

That the above stated recommendation is hereby approved and authorized.

PASSED AND APPROVED at a special meeting of the City Council of the City of Killeen, Texas, this the 17th day of September, 2019, 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

Jose L. Segarra
MAYOR

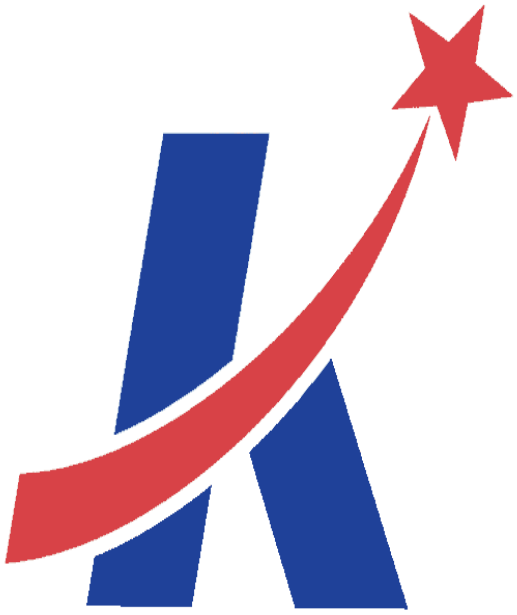
CITY OF KILLEEN KILLEEN TEXAS

APPROVED AS TO FORM:

Kathryn H. Davis
CITY ATTORNEY

ATTEST:

Lucy C. Aldrich
CITY SECRETARY

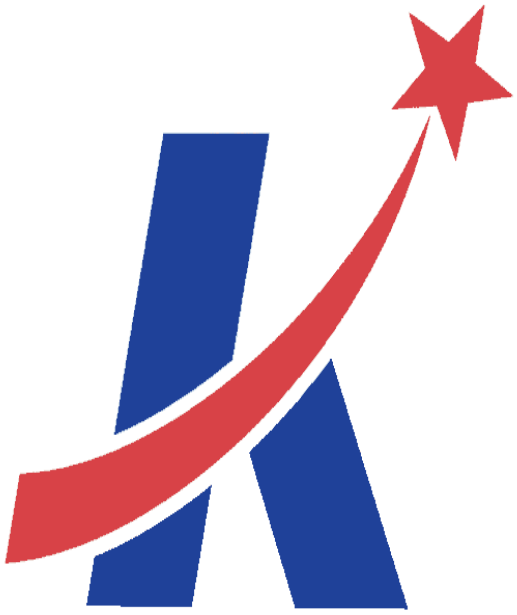


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APPENDIX B



CITY OF KILLEEN POSITION CLASSIFICATION AND PAY PLAN AND SCHEDULE OF INCENTIVES



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Classified Pay Plan

Effective: October 1, 2019

Administrative/Business

Level		Entry Level	Advanced	Full Performance
AB1	**Annual**	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Hourly	$ 10.0716	$ 11.2309	$ 12.3902
AB2	**Annual**	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Hourly	$ 11.4610	$ 12.7801	$ 14.0992
AB3	**Annual**	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Hourly	$ 13.1973	$ 14.7164	$ 16.2355
AB4	**Annual**	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Hourly	$ 15.2810	$ 17.0400	$ 18.7989

Labor/Trades

Level		Entry Level	Advanced	Full Performance
LT1	**Annual**	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Hourly	$ 10.0716	$ 11.2309	$ 12.3902
LT2	**Annual**	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Hourly	$ 11.4610	$ 12.7802	$ 14.0994
LT3	**Annual**	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Hourly	$ 13.8920	$ 15.4910	$ 17.0899
LT4	**Annual**	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Hourly	$ 16.4970	$ 18.3956	$ 20.2943

Professional/Technical

Level		Entry Level	Advanced	Full Performance
PT1	**Annual**	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Hourly	$ 16.4970	$ 18.3956	$ 20.2943
PT2	**Annual**	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Hourly	$ 18.4068	$ 20.5255	$ 22.6442
PT3	**Annual**	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Hourly	$ 21.1851	$ 23.6237	$ 26.0622
PT4	**Annual**	$ 52,734.24	$ 58,803.89	$ 64,873.54
	Hourly	$ 25.3530	$ 28.2711	$ 31.1892

CITY OF KILLEEN
Classified Pay Plan

Effective: October 1, 2019

Supervisor/Manager

Level		Entry Level	Advanced	Full Performance
SM1	**Annual**	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Hourly	$ 18.4068	$ 20.5255	$ 22.6442
SM2	**Annual**	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Hourly	$ 20.1436	$ 22.4620	$ 24.7805
SM3	**Annual**	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Hourly	$ 24.3109	$ 27.1091	$ 29.9074
SM4	**Annual**	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Hourly	$ 29.5203	$ 32.9183	$ 36.3162

Executive

Level		Minimum	Maximum
EX1	**Annual**	$ 76,500.11	$ 117,000.00
	Hourly	$ 36.7789	$ 56.2500
EX2	**Annual**	$ 99,000.30	$ 162,000.18
	Hourly	$ 47.5963	$ 77.8847

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

ADMINISTRATIVE/BUSINESS

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
AB1	Animal Services Representative	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Clerk	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Clerk (Administration) - PT	$ 10,474.46	$ 11,680.13	$ 12,885.81
	Clerk (Children's Svc) - PT	$ 10,474.46	$ 11,680.13	$ 12,885.81
	Clerk (Circulation)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Clerk (Circulation) - PT	$ 10,474.46	$ 11,680.13	$ 12,885.81
	Clerk (Reference)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Clerk (Reference) - PT	$ 10,474.46	$ 11,680.13	$ 12,885.81
	Collections Clerk	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Deputy Court Clerk I	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Secretary	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Utility Cashier	$ 20,948.93	$ 23,360.27	$ 25,771.62
AB2	Accounting Specialist (Aviation)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (Fleet Svcs)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (Police)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (SW)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (Recreation Services)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (Utility Coll.)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Accounting Specialist (W&S)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Building Permit Clerk	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Code Enforcement Clerk	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Communications Specialist	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Customer Svc Representative	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Deputy Court Clerk II	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Fire Clerk	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Office Assistant	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Police Clerk	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Program Assistant	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Receptionist	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Recreation Assistant	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Recreation Assistant (part-time)	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Senior Secretary	$ 23,838.88	$ 26,582.61	$ 29,326.34
	Utility Clerk	$ 23,838.88	$ 26,582.61	$ 29,326.34
AB3	Accounting Specialist - Finance	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Buyer	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Civic & Conf Center Asst.	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Compliance Coordinator	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Deputy Court Clerk III	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Inter-Library Loan Specialist	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Police Training Administrator	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Principal Secretary	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Senior Library Assistant	$ 27,450.38	$ 30,610.11	$ 33,769.84
	Senior Utility Clerk	$ 27,450.38	$ 30,610.11	$ 33,769.84

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
AB4	Assistant Planner	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Benefits Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Booking Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Circulation Supervisor	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Claims Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Collections Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Compensation Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Crime Victim Liaison	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Event Coordinator	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Executive Assistant	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Lien Collections Specialist	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Office Administrator	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Police Quartermaster	$ 31,784.48	$ 35,443.10	$ 39,101.71
	Senior Buyer	$ 31,784.48	$ 35,443.10	$ 39,101.71

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

LABOR/TRADES

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
LT1	Animal Care Technician	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Clerk (Mail) (part-time)	$ 10,474.46	$ 11,680.14	$ 12,885.81
	Custodian	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Electrical Maint Technician	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Event Assistant	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Event Assistant (part-time)	$ 10,474.46	$ 11,680.14	$ 12,885.81
	Greenskeeper	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Grounds Maintenance Worker	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Meter Reader	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Water/Wastewater)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Parts Assistant	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Press Operator	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Recycling Attendant	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Scale Attendant	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Wkr (Bldgs&Grnds)-PT	$ 10,474.46	$ 11,680.14	$ 12,885.81
	Service Worker (Airport)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Bldgs&Grnds)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Drainage)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Mowing)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Street)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Service Worker (Water & Sewer)	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Solid Waste Worker	$ 20,948.93	$ 23,360.27	$ 25,771.62
	Welder's Assistant SW	$ 20,948.93	$ 23,360.27	$ 25,771.62
LT2	Aviation Line Services Tech	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Equipment Op (Residential)*	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Equipment Operator*	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Equipment Operator (Comm)*	$ 23,838.88	$ 26,582.82	$ 29,326.75
	BPAT/FOG Specialist	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Facility & A/V Attendant	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Lube Technician	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Operator (Warehouse Asst.)	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Senior Meter Reader	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Sign Technician	$ 23,838.88	$ 26,582.82	$ 29,326.75
	Utility Service Worker	$ 23,838.88	$ 26,582.82	$ 29,326.75
LT3	Airport Specialist	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Animal Control Officer	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Bailiff	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Custodian)	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Drainage)	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Events)	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Mowing)	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Parks)	$ 28,895.36	$ 32,221.28	$ 35,546.99

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
LT3	Crew Leader (Street Maintenance)*	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Crew Leader (Water & Sewer)	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Equipment Services Tech	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Facilities Maintenance Sp	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Fleet Services Technician	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Parks & Public Grounds Asst.	$ 28,895.36	$ 32,221.28	$ 35,546.99
	SCADA Technician	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Senior Line Services Tech	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Traffic Technician	$ 28,895.36	$ 32,221.28	$ 35,546.99
	Welder Solid Waste	$ 28,895.36	$ 32,221.28	$ 35,546.99
LT4	Code Enforcement Officer	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Construction Inspector	$ 34,313.76	$ 38,262.85	$ 42,212.14
	HVAC Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Operations Specialist	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Solid Waste Specialist	$ 34,313.76	$ 38,262.85	$ 42,212.14

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

PROFESSIONAL/TECHNICAL

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
PT1	Administrative Assistant II	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Building Inspector	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Building Plans Examiner	$ 34,313.76	$ 38,262.85	$ 42,212.14
	CAD/GIS Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Evidence Technician I	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Help Desk Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Jailer	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Juvenile Case Manager	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Learning & Dev Coordinator	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Multimedia Coordinator	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Paralegal	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Paralegal (part-time)	$ 17,156.88	$ 19,131.42	$ 21,106.07
	Program Coordinator	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Storm Water Field Tech	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Technology Unit Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Vet Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Video Evidence Technician	$ 34,313.76	$ 38,262.85	$ 42,212.14
	Water Loss/Conservation Tech for Water Distr	$ 34,313.76	$ 38,262.85	$ 42,212.14
PT2	CD Housing & Facility Manager	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Code Enforcement Supervisor I	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Communications Coordinator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Computer Operator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Computer Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Conv & Visitor Bureau Manager	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Crime Prevention Coordinator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Crime Statistical Analyst	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Deputy City Marshal	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Emer Resp & Reg Coordinator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Environmental Specialist I	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Evidence Technician II	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Executive Asst/Wellness Coord.	$ 38,286.14	$ 42,693.04	$ 47,099.94
	IT Project Coordinator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Latent Print Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Librarian Cataloguer	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Librarian Children's Services	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Network Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Network Technician (Airport)	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Safety Officer	$ 38,286.14	$ 42,693.04	$ 47,099.94

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
PT2	Senior CAD/GIS Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Senior Construction Inspector	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Senior SCADA Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Senior Traffic Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Sex Offender Coordinator	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Systems Administrator II	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Technology Technician	$ 38,286.14	$ 42,693.04	$ 47,099.94
PT3	Budget Analyst	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Chief Building Inspector	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Chief Construction Inspector	$ 44,065.01	$ 49,137.30	$ 54,209.38
	City Secretary	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Engineer In Training	$ 44,065.01	$ 49,137.30	$ 54,209.38
	GIS Analyst	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Human Resources Generalist	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Human Resources Mgr (Police)	$ 44,065.01	$ 49,137.30	$ 54,209.38
	IT Software Specialist	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Network Administrator	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Revitalization Planner	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Special Projects Coordinator	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Special Projects Manager	$ 44,065.01	$ 49,137.30	$ 54,209.38
	Staff Accountant	$ 44,065.01	$ 49,137.30	$ 54,209.38
PT4	Project Manager	$ 52,734.24	$ 58,803.89	$ 64,873.54
	Senior Planner	$ 52,734.24	$ 58,803.89	$ 64,873.54

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

SUPERVISOR/MANAGER

Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
SM1	Assistant Clerk of the Court	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Booking Manager	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Customer Svc Supervisor	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Facilities Maintenance Supervisor	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Pool Maintenance Supervisor	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Recreation Supervisor	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Supervisor (Clerk)	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Supervisor (Community Center)	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Supervisor (Parks)	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Supervisor (W&S)	$ 38,286.14	$ 42,693.04	$ 47,099.94
	Utility Collections Supervisor	$ 38,286.14	$ 42,693.04	$ 47,099.94
SM2	Airport Maint Supervisor	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Animal Services Supervisor	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Aquatics/Recreation Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Aviation Line Services Supv	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Child Safety Coordinator	$ 41,898.69	$ 46,720.96	$ 51,543.44
	City Marshal	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Code Enforcement Supervisor II	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Community Dev Administrator	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Community Dev Specialist	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Finance Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Finance Manager (Fire)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Finance Manager (Police)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Fleet Services Parts Supv	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Fleet Services Supervisor	$ 41,898.69	$ 46,720.96	$ 51,543.44
	KAAC Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Multimedia Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Operations Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Operations Supervisor	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Public Service Supervisor	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Purchasing Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Recreation Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Recreation Mgr - Youth/Facilities	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Senior Center Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Superintendent (Athletics)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Superintendent (Parks/Pub Grds)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Accounting Spec)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Accounting)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Commercial)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Container Ops)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Custodian)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Drainage Maint)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Maintenance)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Mowing)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Print Services)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Recycling Ops)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Residential)	$ 41,898.69	$ 46,720.96	$ 51,543.44

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

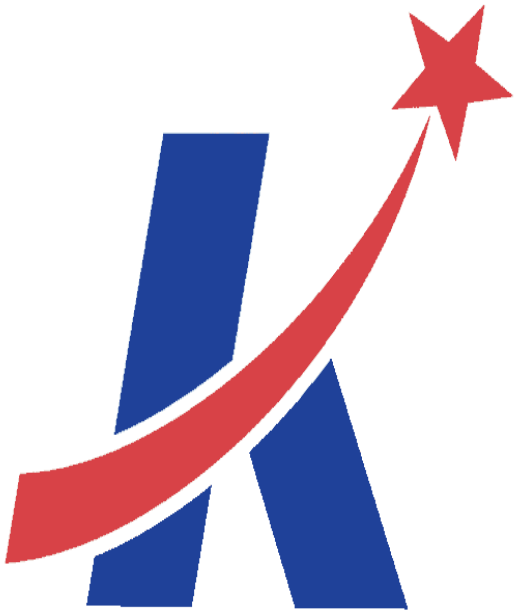
Band/Level	Classified Positions	Salary Schedule (Annual) Entry Level	Advanced	Full Performance
SM2	Supervisor (Scale Operation)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Sign & Pvmt)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Street Maint)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Traffic Signals)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Transfer Station)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	Supervisor (Utility Service)	$ 41,898.69	$ 46,720.96	$ 51,543.44
	W&S Parts Manager	$ 41,898.69	$ 46,720.96	$ 51,543.44
SM3	Accounting Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Airport Business Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Airport Maint Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Airport Operations Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Animal Services Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Assistant Dir of Library	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Benefits Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Compensation Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Drainage Project Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Evidence Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Facilities Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Fleet Replacement Coord	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Fleet Services Shop Foreman	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Intelligence Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Learning & Dev Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Manager (Mowing & Drainage)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Manager (Recycling)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Manager Parks & Recreation	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Records Manager	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (Commercial)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (Residential)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (W&S)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (Street Svc)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (Street Svc)	$ 50,566.67	$ 56,386.93	$ 62,207.39
	Superintendent (Traffic)	$ 50,566.67	$ 56,386.93	$ 62,207.39
SM4	Applications Support Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Assoc Dir of Recreation	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Building Official	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Dir of Purch & Contract Mgmt	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Civic & Convention	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Environmental Svcs	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Fleet Services	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Library Services	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Street Services	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Director of Utility Collections	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Emerg Mgt/Homeland Sec	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Enterpirse Operations Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70
	GIS Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70
	IT Network Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Manager of Solid Waste Ops	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Risk Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Project Engineer	$ 61,402.22	$ 68,470.06	$ 75,537.70
	Water & Sewer Ops Manager	$ 61,402.22	$ 68,470.06	$ 75,537.70

CITY OF KILLEEN
POSITION CLASSIFICATION AND PAY PLAN

Effective: October 1, 2019

EXECUTIVE

		Minimum	Maximum
EX1	Assistant City Attorney (Courts)	$ 76,500.11	$ 117,000.00
	Assistant City Attorney (Police)	$ 76,500.11	$ 117,000.00
	Asst Dir of Human Resources	$ 76,500.11	$ 117,000.00
	Asst Dir of Planning & Dev	$ 76,500.11	$ 117,000.00
	Asst Dir of Public Works	$ 76,500.11	$ 117,000.00
	City Auditor*	$ 76,500.11	$ 117,000.00
	City Engineer	$ 76,500.11	$ 117,000.00
	Controller	$ 76,500.11	$ 117,000.00
	Deputy City Attorney	$ 76,500.11	$ 117,000.00
	Deputy City Attorney (PW)	$ 76,500.11	$ 117,000.00
	Director of Budget	$ 76,500.11	$ 117,000.00
	Director of Water and Sewer	$ 76,500.11	$ 117,000.00
	Exec Director of Municipal Court	$ 76,500.11	$ 117,000.00
EX2	Assistant City Manager	$ 99,000.30	$ 162,000.18
	Chief of Police	$ 99,000.30	$ 162,000.18
	City Attorney	$ 99,000.30	$ 162,000.18
	Exec Dir of Aviation	$ 99,000.30	$ 162,000.18
	Exec Dir of Communications	$ 99,000.30	$ 162,000.18
	Exec Dir of Community Dev	$ 99,000.30	$ 162,000.18
	Exec Dir of Human Resources	$ 99,000.30	$ 162,000.18
	Exec Dir of Information Technology	$ 99,000.30	$ 162,000.18
	Exec Dir of Planning & Dev	$ 99,000.30	$ 162,000.18
	Exec Dir of Public Works	$ 99,000.30	$ 162,000.18
	Exec Dir of Recreation	$ 99,000.30	$ 162,000.18
	Exec Director of Finance	$ 99,000.30	$ 162,000.18
	Fire Chief	$ 99,000.30	$ 162,000.18
Contract	Associate Municipal Judge		DOQ
	City Manager		DOQ
	Presiding Municipal Judge		DOQ



Dedicated Service – Everyday, for Everyone!

CITY OF KILLEEN
Police Pay Plan

Revised: January 14, 2020

	Step	1	2	3	4	5	6
Probationary Police Officer* Grade PP0	Annual	$ 48,172.80	$ 52,395.20	$ 54,100.80	$ 55,785.60	$ 57,470.40	$ 59,155.20
	Hourly	$ 23.1600	$ 25.1900	$ 26.0100	$ 26.8200	$ 27.6300	$ 28.4400

	Year	1	2	3	4	5	6	7	8	9
	Grade/Step	P01-1	P01-2	P01-3	P01-4	P01-5	P01-6	P01-7	P01-8	P01-9
Police Officer Grade P10	Annual	$ 52,414.34	$ 54,116.82	$ 55,804.94	$ 57,492.86	$ 59,179.33	$ 60,880.98	$ 60,880.98	$ 62,568.90	$ 62,568.90
	Hourly	$ 25.1992	$ 26.0177	$ 26.8293	$ 27.6408	$ 28.4516	$ 29.2697	$ 29.2697	$ 30.0812	$ 30.0812

	Year	10	11	12	13	14	15	16	17	18+
	Grade/Step	P01-10	P01-11	P01-12	P01-13	P01-14	P01-15	P01-16	P01-17	P01-18
	Annual	$ 64,256.82	$ 64,256.82	$ 65,943.49	$ 65,943.49	$ 67,645.97	$ 67,645.97	$ 69,333.89	$ 69,333.89	$ 71,021.81
	Hourly	$ 30.8927	$ 30.8927	$ 31.7036	$ 31.7036	$ 32.5221	$ 32.5221	$ 33.3336	$ 33.3336	$ 34.1451

	Step/Year:	1	2	3	4	5	6	7	8	9	10+
Police Sergeant Grade P20	Annual	$ 74,948.64	$ 74,948.64	$ 77,473.14	$ 77,473.14	$ 79,979.54	$ 79,979.54	$ 79,979.54	$ 79,979.54	$ 79,979.54	$ 82,486.35
	Hourly	$ 36.0330	$ 36.0330	$ 37.2467	$ 37.2467	$ 38.4517	$ 38.4517	$ 38.4517	$ 38.4517	$ 38.4517	$ 39.6569
Police Lieutenant Grade P30	Annual	$ 87,087.73	$ 87,087.73	$ 89,611.18	$ 89,611.18	$ 92,117.79	$ 92,117.79	$ 92,117.79	$ 92,117.79	$ 92,117.79	$ 94,640.21
	Hourly	$ 41.8691	$ 41.8691	$ 43.0823	$ 43.0823	$ 44.2874	$ 44.2874	$ 44.2874	$ 44.2874	$ 44.2874	$ 45.5001
Police Captain Grade P40	Annual	$ 98,817.89	$ 98,817.89	$ 101,341.55	$ 101,341.55	$ 103,847.12	$ 103,847.12	$ 103,847.12	$ 103,847.12	$ 103,847.12	$ 106,353.73
	Hourly	$ 47.5086	$ 47.5086	$ 48.7219	$ 48.7219	$ 49.9265	$ 49.9265	$ 49.9265	$ 49.9265	$ 49.9265	$ 51.1316
Assistant Chief of Police Grade P50	Annual	$ 113,479.81	$ 113,479.81	$ 115,986.21	$ 115,986.21	$ 118,495.10	$ 118,495.10	$ 118,495.10	$ 118,495.10	$ 118,495.10	$ 121,015.44
	Hourly	$ 54.5576	$ 54.5576	$ 55.7626	$ 55.7626	$ 56.9688	$ 56.9688	$ 56.9688	$ 56.9688	$ 56.9688	$ 58.1805

Note:
* Probationary Police Officer - Certified Officer / 12 months probation; Non-certified Officer / 18 months probation; Officers hired on Step 1: Pay increases are effective with the completion of the probationary period of 18 months. This is a Non-Civil Service position.

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

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.

8 HOUR SHIFT	**Step**	**1**	**2**	**3**	**4**	**5**	**6**
Probationary Fire and	Annual	$ 45,023.68	$ 47,457.07	$ 49,143.95	$ 50,834.16	$ 52,521.04	$ 54,213.12
Rescue Officer*	Hourly	$ 21.6460	$ 22.8159	$ 23.6269	$ 24.4395	$ 25.2505	$ 26.0640
Grade PF8*							

24 HOUR SHIFT	**Step**	**1**	**2**	**3**	**4**	**5**	**6**
Probationary Fire and	Annual	$ 45,023.67	$ 47,456.94	$ 49,143.89	$ 50,834.14	$ 52,521.09	$ 54,213.00
Rescue Officer*	Hourly	$ 16.3366	$ 17.2195	$ 17.8316	$ 18.4449	$ 19.0570	$ 19.6709
Grade PF0*							

	Year	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
8 HOUR SHIFT	**Grade/Step**	**F18-1**	**F18-2**	**F18-3**	**F18-4**	**F18-5**	**F18-6**	**F18-7**	**F18-8**	**F18-9**
Fire and Rescue	Annual	$ 47,480.78	$ 49,167.46	$ 50,858.50	$ 52,546.21	$ 54,239.33	$ 55,930.58	$ 55,930.58	$ 57,620.37	$ 57,620.37
Officer	Hourly	$ 22.8273	$ 23.6382	$ 24.4512	$ 25.2626	$ 26.0766	$ 26.8897	$ 26.8897	$ 27.7021	$ 27.7021

	Year	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18+**
	Grade/Step	**F18-10**	**F18-11**	**F18-12**	**F18-13**	**F18-14**	**F18-15**	**F18-16**	**F18-17**	**F18-18**
	Annual	$ 59,347.81	$ 59,347.81	$ 61,127.66	$ 61,127.66	$ 62,963.26	$ 62,963.26	$ 64,850.45	$ 64,850.45	$ 66,795.87
	Hourly	$ 28.5326	$ 28.5326	$ 29.3883	$ 29.3883	$ 30.2708	$ 30.2708	$ 31.1781	$ 31.1781	$ 32.1134

	Year	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
24 HOUR SHIFT	**Grade/Step**	**F10-1**	**F10-2**	**F10-3**	**F10-4**	**F10-5**	**F10-6**	**F10-7**	**F10-8**	**F10-9**
Fire and Rescue	Annual	$ 47,480.64	$ 49,167.32	$ 50,858.40	$ 52,546.45	$ 54,239.46	$ 55,930.26	$ 55,930.26	$ 57,620.24	$ 57,620.24
Officer	Hourly	$ 17.2281	$ 17.8401	$ 18.4537	$ 19.0662	$ 19.6805	$ 20.2940	$ 20.2940	$ 20.9072	$ 20.9072

	Year	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18+**
	Grade/Step	**F10-10**	**F10-11**	**F10-12**	**F10-13**	**F10-14**	**F10-15**	**F10-16**	**F10-17**	**F10-18**
	Annual	$ 59,347.98	$ 59,347.98	$ 61,127.80	$ 61,127.80	$ 62,963.30	$ 62,963.30	$ 64,850.61	$ 64,850.61	$ 66,795.79
	Hourly	$ 21.5341	$ 21.5341	$ 22.1799	$ 22.1799	$ 22.8459	$ 22.8459	$ 23.5307	$ 23.5307	$ 24.2363

NOTE:
* Probationary Fire and Rescue Officer - Certified Officer / 12 months probation; Non-certified Officer / 18 months probation; Officers hired on Step 1: Pay increases are effective with the completion of the probationary period of 18 months. This is a Non-Civil Service position.

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 - 8 HOUR SHIFT

	Step/Year	1	2	3	4	5	6	7	8	9	10+
Fire Captain	Annual	$ 68,673.07	$ 68,673.07	$ 71,183.84	$ 71,183.84	$ 73,697.94	$ 73,697.94	$ 73,697.94	$ 73,697.94	$ 73,697.94	$ 76,209.74
Grade F38	Hourly	$ 33.0159	$ 33.0159	$ 34.2230	$ 34.2230	$ 35.4317	$ 35.4317	$ 35.4317	$ 35.4317	$ 35.4317	$ 36.6393
Battalion Chief	Annual	$ 78,721.76	$ 78,721.76	$ 81,233.57	$ 81,233.57	$ 83,746.62	$ 83,746.62	$ 83,746.62	$ 83,746.62	$ 83,746.62	$ 86,258.43
Grade F48	Hourly	$ 37.8470	$ 37.8470	$ 39.0546	$ 39.0546	$ 40.2628	$ 40.2628	$ 40.2628	$ 40.2628	$ 40.2628	$ 41.4704
Fire Deputy Chief	Annual	$ 95,469.71	$ 95,469.71	$ 98,820.18	$ 98,820.18	$ 102,171.68	$ 102,171.68	$ 102,171.68	$ 102,171.68	$ 102,171.68	$ 105,521.31
Grade F58	Hourly	$ 45.8989	$ 45.8989	$ 47.5097	$ 47.5097	$ 49.1210	$ 49.1210	$ 49.1210	$ 49.1210	$ 49.1210	$ 50.7314
Assistant Chief of Fire	Annual	$ 110,234.80	$ 110,234.80	$ 112,990.18	$ 112,990.18	$ 115,815.02	$ 115,815.02	$ 115,815.02	$ 115,815.02	$ 115,815.02	$ 118,710.59
Grade F68	Hourly	$ 52.9975	$ 52.9975	$ 54.3222	$ 54.3222	$ 55.6803	$ 55.6803	$ 55.6803	$ 55.6803	$ 55.6803	$ 57.0724

PROMOTIONAL GRADES -24 HOUR SHIFT

	Step/Year	1	2	3	4	5	6	7	8	9	10+
Fire Captain	Annual	$ 68,672.91	$ 68,672.91	$ 71,183.90	$ 71,183.90	$ 73,697.92	$ 73,697.92	$ 73,697.92	$ 73,697.92	$ 73,697.92	$ 76,209.74
Grade F30	Hourly	$ 24.9176	$ 24.9176	$ 25.8287	$ 25.8287	$ 26.7409	$ 26.7409	$ 26.7409	$ 26.7409	$ 26.7409	$ 27.6523
Battalion Chief	Annual	$ 78,721.56	$ 78,721.56	$ 81,233.65	$ 81,233.65	$ 83,746.57	$ 83,746.57	$ 83,746.57	$ 83,746.57	$ 83,746.57	$ 86,258.39
Grade F40	Hourly	$ 28.5637	$ 28.5637	$ 29.4752	$ 29.4752	$ 30.3870	$ 30.3870	$ 30.3870	$ 30.3870	$ 30.3870	$ 31.2984
Fire Deputy Chief	Annual	$ 95,469.49	$ 95,469.49	$ 98,820.24	$ 98,820.24	$ 102,171.81	$ 102,171.81	$ 102,171.81	$ 102,171.81	$ 102,171.81	$ 105,521.45
Grade F50	Hourly	$ 34.6406	$ 34.6406	$ 35.8564	$ 35.8564	$ 37.0725	$ 37.0725	$ 37.0725	$ 37.0725	$ 37.0725	$ 38.2879

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
ɔnly 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:

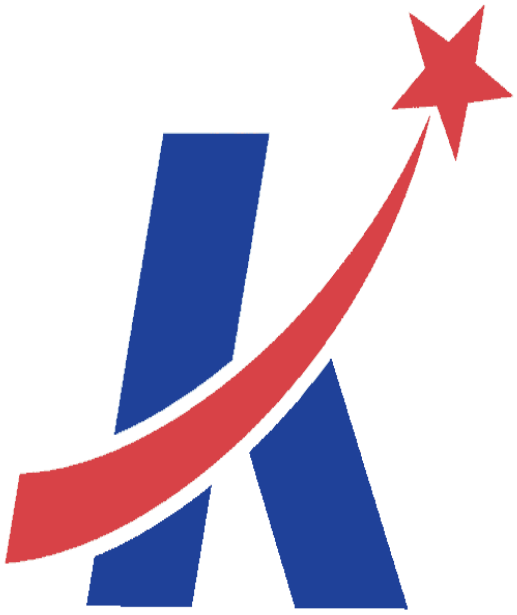
Stage one: $1000 paid on the first regular pay day after the certified Firefighter/Emergency Medical Technician is hired by the department and begins the firefighter/EMT duties of a Probationary Fire & Rescue Officer with the Killeen Fire Department.

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.



Dedicated Service – Everyday, for Everyone!

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

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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
Police Incentives	**Per Month**

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City of Killeen
Incentive Pay Schedule
(Civil Service)**
Effective October 1, 2019

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
(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
(Civil Service)**
Effective October 1, 2019

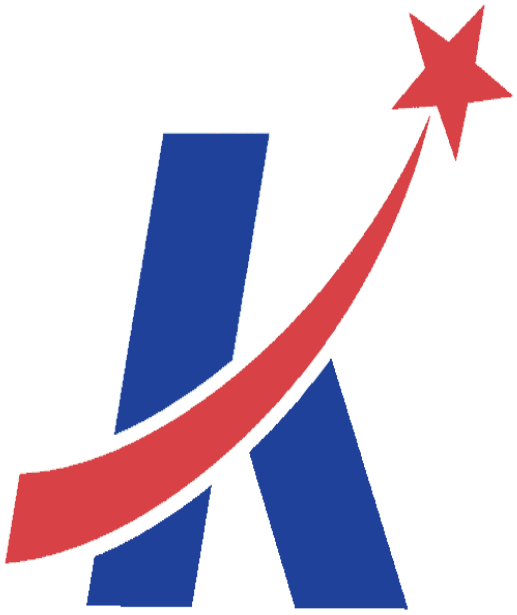
Fire Incentives	Per Month
OR	
Individuals with only a TDSHS paramedic license or certification are offered the incentive in two stages:	
Stage one: paid on the first regular payday after TDSHS certified or licensed Paramedic duties of a Probationary Fire and Rescue Officer with the Killeen Fire Department.	$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



FEE SCHEDULE



Dedicated Service – Everyday, for Everyone!

Animal Services

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Adoption	Sterilized	Per animal	Per adoption	$55.00	
Breeder License (2 litters per year, per household)		Per Litter	Up to twice a Year	250.00	
Cremation	0 - 30 lbs	Per animal	Per Occurrence	80.00	
Cremation	31 - 60 lbs	Per animal	Per Occurrence	100.00	
Cremation	61 - 90 lbs	Per animal	Per Occurrence	100.00	
Cremation	91 lbs and over	Per animal	Per Occurrence	140.00	
Live Trap Deposit (refundable upon return of trap)		Per trap	Per Occurrence	25.00	
Microchip		Per animal	Per Occurrence	15.00	
Owner Surrender	Resident	Per surrender	Per Occurrence	35.00	
Quarantine Boarding		Per day	Per Occurrence	15.00	
Redemption	1st Occurrence	Per redemption	Per Occurrence	25.00	
Redemption	2nd Occurrence	Per redemption	Per Occurrence	40.00	
Redemption	3rd+ Occurrence	Per redemption	Per Occurrence	100.00	*
Redemption Boarding Fee		Per day	Per Occurrence	8.00	

Aquatics

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Additional Family Member (in excess of family plan)		Per Family Member	Per Occurrence	$20.00	*
After hours reservation		Per Reservation	Per Occurrence	625.00	*
FAC Concession Opt Out fee to bring food/drink into facility		Per reservation	Per Occurrence	50.00	*
FAC Daily Adult: Non-resident		Per day for ages 17-54	Daily	8.00	*
FAC Daily Adult: Resident		Per day for ages 17-54	Daily	7.00	*
FAC Daily Senior: Non-Resident		Per day for ages 55+	Daily	5.00	*
FAC Daily Senior	Resident	Per day for ages 55+	Daily	5.00	*
FAC Daily Youth	Non-resident or Resident	Per day for ages 3 and under	Daily	-	
FAC Daily Youth	Non-resident or Resident	Per day for ages 4-16	Daily	6.00	
FAC Entire Park Rental		Per hour	Every 2 hours	625.00	*
FAC Season Pass Adult	Non-resident	Each for ages 17-54	Per Year	150.00	*
FAC Season Pass Adult	Resident	Each for ages 17-54	Per Year	100.00	*
FAC Season Pass Family (includes 2 hour umbrella reservation per visit; 25 admission tickets per year)	Non-resident	Each	Per Year	250.00	*
FAC Season Pass Family (includes 2 hour umbrella reservation per visit; 25 admission tickets per year)	Resident	Each	Per Year	175.00	*
FAC Season Pass Senior	Non-resident	Each for ages 55+	Per Year	100.00	*
FAC Season Pass Senior	Resident	Each for ages 55+	Per Year	75.00	*
FAC Season Pass Youth	Non-resident	Each for ages 3 and under	Per Year	125.00	*
FAC Season Pass Youth	Resident	Each for ages 4-16	Per Year	75.00	*

Aquatics, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
FAC Umbrella Rental (25 admission tickets provided)		Each for ages 4-16	Per Year	$150.00	*
LGI Certification	Non-employee	Per Course	Per Occurrence	200.00	*
Lifeguard (minimum of two if pool is reserved)		Per Course	Per Occurrence	20.00	*
Lifeguard Training	Non-employee	Per Course	Per Occurrence	150.00	*
Long Branch Park Pool Rental		Per Course	Per Occurrence	250.00	*
Pool Admittance	Adult	Per hour	Every 2 hours	3.00	*
Pool Admittance	Youth (12 and under) and Senior	Daily	Per Occurrence	2.00	*
Pool Pass	Additional Family Member (above six)	Daily	Per Occurrence	10.00	*
Pool Pass	Adult	Each	Per Year	60.00	*
Pool Pass	Family (up to six members)	Each	Per Year	120.00	*
Pool Pass	Youth or Senior	Per Family	Per Year	35.00	*
Pool Reservations		Each	Per Year	100.00	*
Swim Lessons		Per Day	Per Occurrence	50.00	
Water Safety Instructor (WSI)	Non-employee	Per Course	Per Occurrence	200.00	*

[1]Resident is defined as anyone residing within the city limits of Killeen, Texas, or anyone with a military identification card. [2]Family is defined as a any four persons residing in the same household, with a maximum of two persons ages 19 through 54.

Athletics

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Adult Basketball		Per Team	Per Season	$275.00	
Adult Football		Per Team	Per Season	275.00	
Adult Kick Ball		Per Team	Per Occurrence	275.00	
Adult Late Registration		Per Team	Per Occurrence	300.00	
Adult Soccer		Per Team	Per Occurrence	350.00	*
Adult Softball		Per Team	Per Season	275.00	
Adult Volleyball		Per Team	Per Season	275.00	
Day Camp		Per Child	Weekly	60.00	*
Youth Baseball/Softball		Per Individual	Per Season	50.00	
Youth Basketball		Per Individual	Per Occurrence	50.00	
Youth Football		Per Individual	Per Season	50.00	
Youth Late Registration		Per Individual	Per Occurrence	6.00	
Youth Volleyball		Per Individual	Per Occurrence	50.00	
Youth Futsal		Per Individual	Per Occurrence	50.00	

Aviation

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Airline/Air Service Fees:					
Aircraft tie-downs (ILE[1])		Each	Month	$35.00	
Covered tie-downs (ILE)		Each	Month	85.00	
Badging and ID Fees (GRK[1]):					
Badge 1st Issuance (includes initial fingerprinting)					
ID Cards		Each	Per occurrence	20.00	*
Security Identification Display Area (SIDA)		Each	Per occurrence	95.00	*
Badge renewal within 30 days of expiration					
ID Cards		Each	Per occurrence	18.00	
Security Identification Display Area (SIDA)		Each	Per occurrence	54.00	
Badge renewal past expiration date					
ID Cards		Each	Per occurrence	18.00	
Security Identification Display Area (SIDA)		Each	Per occurrence	75.00	*
Badge not returned within ten (10) business days		Each	Per occurrence	75.00	
Change of information resulting in new card issuance		Each	Per occurrence	40.00	
Damaged or destroyed badge (1 free card replacement allowed per card issuance)					
ID Cards		Each	Per occurrence	12.00	
Security Identification Display Area (SIDA)		Each	Per occurrence	30.00	
Digital fingerprint process (if charged separately)		Each	Per occurrence	50.00	
Monthly usage fee:					
Monthly bill		Per card	Per month	7.00	*
6 months paid in full		Per card	Every 6 months	42.00	*
12 months paid in full (first month free)		Per card	Every 12 months	77.00	*
24 months paid in full (first month free)		Per card	Every 24 months	161.00	*
Replace for lost/stolen; Reinstatement for suspended or revoked:					
1st Occurrence					
ID Cards		Each	Per occurrence	35.00	
Security Identification Display Area (SIDA)		Each	Per occurrence	50.00	*
2nd Occurrence					
ID Cards		Each	Per occurrence	30.00	*
Security Identification Display Area (SIDA)		Each	Per occurrence	75.00	*
3rd Occurrence					
ID Cards		Each	Per occurrence	75.00	
Security Identification Display Area (SIDA)		Each	Per occurrence	125.00	
4th Occurrence: Will not be replaced resulting in violating security policies					
Replacement due to theft (police report required)		Each	Per occurrence	30.00	
Flight line services:					
Aircraft De-ice (GRK)- cost of fluid is additional:					
A319/320 Series		Each	Per occurrence	250.00	*
B737 Series		Each	Per occurrence	250.00	*
B757 Series		Each	Per occurrence	300.00	*
B767 Series		Each	Per occurrence	300.00	*
MD80 Series		Each	Per occurrence	250.00	*
Regional Jet (CRJ200/700, ERJ)		Each	Per occurrence	125.00	*
Regional Jet (EMB 175/195, CRJ 900)		Each	Per occurrence	175.00	*

Aviation, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Flight line services [cont'd]:					
Aircraft towing (ILE only)		Each	Per occurrence	$25.00	*
Fuel Price List:					
After hours call out (GRK and ILE)					
With less than 50 gal fuel purchase		Each	Per occurrence	70.00	
With 50 - 99 gal full service fuel purchase		Each	Per occurrence	50.00	
With 100 gal or more full service fuel purchase		Each	Per occurrence	35.00	
Aviation Fuel Price Listing:					
100 LL Avgas full service (ILE)		Gallon	Per occurrence	Market Rate	*
100 LL Avgas self service (ILE)		Gallon	Per occurrence	Market Rate	
Jet A full service (GRK and ILE)		Gallon	Per occurrence	Market Rate	
Jet A self service (ILE)		Gallon	Per occurrence	Market Rate	
Jet A with additive full service (GRK and ILE)		Gallon	Per occurrence	Market Rate	*
Ground Power Unit		Per Hour	Per occurrence	15.00	*
Ground Power Unit: Start		Each	Per occurrence	15.00	*
Into Plane Rate (GRK):					
Corporate/commercial aircraft rate (GRK and ILE)	0-250 gallons	Per gallon	Per occurrence	0.85	
Corporate/commercial aircraft rate (GRK and ILE)	Over 251 gallons	Per gallon	Per occurrence	0.75	
Corporate/commercial aircraft rate (GRK and ILE)	Other- Prist	Per gallon	Per occurrence	0.05	
Signatory air carrier rate- min. $75 per delivery (GRK)		Per gallon	Per Flight	0.50	
Diversion air carrier rate- min. $150 per delivery (GRK)		Per gallon	Per Flight	0.75	
Non-signatory air carrier rate- min. $150 per delivery (GRK)		Per gallon	Per Flight	0.55	
Oil Price Listing (ILE):					
Aeroshell W 15W-50	Case[3]	Per case	Per occurrence	cost + 10%	
Aeroshell W 15W-50	Quart	Per quart	Per occurrence	cost + 10%	
Aeroshell W 100 Plus	Case	Per case	Per occurrence	cost + 10%	
Aeroshell W 100 Plus	Quart	Per quart	Per occurrence	cost + 10%	
Aeroshell W 100	Case	Per case	Per occurrence	cost + 10%	
Aeroshell W 100	Quart	Per quart	Per occurrence	cost + 10%	
Aeroshell W 80	Case	Per case	Per occurrence	cost + 10%	
Aeroshell W 80	Quart	Per quart	Per occurrence	cost + 10%	
Aeroshell 100 (mineral oil)	Case	Per case	Per occurrence	cost + 10%	
Aeroshell 100 (mineral oil)	Quart	Per quart	Per occurrence	cost + 10%	
Aeroshell 80 (mineral oil)	Case	Per case	Per occurrence	cost + 10%	
Aeroshell 80 (mineral oil)	Quart	Per quart	Per occurrence	cost + 10%	
Phillips 66 X/C Aviation Oil 20W-50	Case	Per case	Per occurrence	cost + 10%	
Phillips 66 X/C Aviation Oil 20W-50	Quart	Per quart	Per occurrence	cost + 10%	
Ramp Support Operations (GRK):					
Air stairs		Per event	Per occurrence	50.00	*
Aircraft portable power		Per hour	Per occurrence	35.00	
Aircraft portable power		Per event	Per occurrence	50.00	*
Aircraft pushback/tow		Per event	Per occurrence	60.00	*
Baggage cart and tractor		Per event	Per occurrence	75.00	
Belt loader		Per event	Per occurrence	75.00	
Lavatory service		Per event	Per occurrence	75.00	*
Monthly parking		Each	Month	250.00	*
Ramp support fee		Per turn	Per occurrence	125.00	*

Aviation, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Short Term Hangar Rental (ILE):					
Helicopter		Per night	Per occurrence	$40.00	*
Helicopter		Per week	Per occurrence	140.00	
Multi-engine		Per night	Per occurrence	50.00	*
Multi-engine		Per week	Per occurrence	140.00	
Single-engine		Per night	Per occurrence	20.00	
Single-engine		Per week	Per occurrence	105.00	*
Fuel flow fee per FAR[1] Parts 121 & 135 operations excluded (GRK and ILE)		Gallon	Per occurrence	0.075	
Joint use baggage claim area (GRK):					
Non-signatory: deplaned passenger; $216 minimum per month per airline		Per deplaned passenger (see mi	Per occurrence	0.20	
Signatory; deplaned passenger; $168 minimum per month per airline		Per deplaned passenger (see mi	Per occurrence	0.15	
Landing fees:					
Landing fee for air carrier per FAR Part 135 operations[2] (ILE)		Per 1,000 lbs. maximum certified landin	Per occurrence	0.75	
Signatory (GRK)		Per 1,000 lbs. maximum certified landin	Per occurrence	0.84	
Non-signatory (GRK)		Per 1,000 lbs. maximum certified landin	Per occurrence	1.30	
Overnight aircraft parking:					
Killeen-Ft. Hood (GRK)					
Single-engine		Per night	Per occurrence	15.00	*
Multi-engine		Per night	Per occurrence	15.00	*
Helicopter		Per night	Per occurrence	15.00	*
Skylark Field (ILE)					
Single-engine		Per night	Per occurrence	5.00	*
Multi-engine		Per night	Per occurrence	7.00	*
Helicopter		Per night	Per occurrence	7.00	*
Unimproved land		Per square foot	Per month	0.046	*
Passenger screening area (GRK):					
Signatory- enplaned passenger; $1,140 minimum per month per airline		Per enplaned passenger (see mi	Per occurrence	1.02	
Non-signatory- /enplaned passenger; $1,428 minimum per month per airline		Per enplaned passenger (see mi	Per occurrence	1.25	
Public address system usage (GRK)		Per airline	Per month	50.00	
Customer Fees:					
Airport Authority Permits (GRK):					
Cab/Shuttle decals and permits		Per decal/permit	Per Year	148.13	
Duplicate decals and permits (lost or destroyed)		Each	Per occurrence	10.00	*
Airline or charter counter space (GRK)		Per event	Per occurrence	125.00	
Baggage storage room daily (GRK)		Per day	Per occurrence	150.00	*
Baggage storage room hourly (GRK)		Per hour	Per occurrence	25.00	*
Building services (GRK):					
Internet connections (additional)		Per device	Per month	10.00	*
Janitorial		Per hour	Per occurrence	40.00	*
Labor		Per hour	Per occurrence	55.00	
Port charges		Per device	Per month	1.00	*
Common-use fee (GRK)		Per set	Per departure	5.00	

Aviation, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Conference room rental (GRK):					
Daily:					
Large room (per day)		Each	Per day	$250.00	*
Small room (per day)		Each	Per day	100.00	*
Training room (per day)		Each	Per day	100.00	*
Hourly:					
Large room (per hour)		Each	Per hour	35.00	*
Small room (per hour)		Each	Per hour	12.50	*
Training room (per hour)		Each	Per hour	15.00	*
Fax service (GRK and ILE):					
Domestic- First page		Per page	Per occurrence	2.00	*
Domestic- Each additional page		Per page	Per occurrence	1.00	*
Overseas- First page		Per page	Per occurrence	7.00	*
Overseas- Each additional page		Per page	Per occurrence	3.00	*
Lockout fee (GRK and ILE):					
Office hours		Each	Per occurrence	25.00	
Non-office hours		Each	Per occurrence	50.00	
Long distance charges (GRK):					
In State		Per minute	Per occurrence	0.10	
International (plus city cost)		Per minute	Per occurrence	0.50	*
Out of State		Per minute	Per occurrence	0.05	
Parking (GRK)[4]:					
Long term					
31-60 minutes		Each	Per occurrence	1.00	*
Each additional 30 minutes (maximum $8.00 per 24hr period/$48.00 7-day period)		Each	Per occurrence; Per 24hr period	1.00	*
Monthly crew pass		Each	Per month	25.00	*
Short term					*
31-60 minutes		Each	Per occurrence	1.00	*
Each additional 30 minutes (maximum $10.00 per 24 hr period, max $60.00 per 7-day period)		Each	Per occurrence	1.00	*
Photo copies (GRK and ILE)		Per page	Per occurrence	0.12	*
Vendor escort after hours (GRK)		Per hour	Per occurrence	50.00	*
Lease (Contracts and Rentals):					
Airline counter and office space (GRK):					
Signatory		Per square foot	Per month	2.11	
Non-signatory		Per square foot	Per month	3.50	
Building services:					
After hours escort (secure area)		Per hour	Per occurrence	55.00	
Car wash usage		Per minute	Per occurrence	0.25	*
External antenna or dish		Each	Per month	33.00	*
General labor		Per hour	Per occurrence	40.00	
Hourly overtime rate		Per hour	Per occurrence	60.00	
Internet access via T-1		Per connection	Per month	64.00	*
Employee Credentials:					
Replacement of lost cards or keys		Each	Per occurrence	20.00	

Aviation, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Internet connections (additional)		Per device	Per month	$10.00	*
Janitorial service		Per hour	Per occurrence	35.00	*
Lightbulb replacement		Each	Per occurrence	6.00	*
Telephone:					
Local service		Per line	Per month	33.23	
Maintenance fee		Per line	Per month	15.00	
Phone rental		Per line	Per month	9.80	
Voice mail		Per line	Per month	2.24	
Rental cars (GRK):					
Rental car additional brand name fee		Each	Per Month	1,000.00	*
Rental car concession ($42,000 min annual guarantee. Plus service area rental)		Set % with annual minimum plus service	Per Year	10% of gross receipts	
Rental car concession- Service area rental		Per Month	Per Year	400.00	*
Rental car customer facility charge		Per transaction	Per Day	3.00	
Rental car addt'l ready line parking spaces		Per space	Per Month	150.00	
Rental car overflow parking		Per square foot	Per Month	150.00	
T-Hangars Rental (ILE):					
T Hangar- A		Each	Month	260.00	
T Hangar- B		Each	Month	235.00	
T Hangar- C		Each	Month	210.00	
T Hangar- D		Each	Month	185.00	
T Hangar- E		Each	Month	150.00	
T Hangar- F		Each	Month	280.00	
T Hangar- G		Each	Month	255.00	
T Hangar- H		Each	Month	230.00	
T-Hangar end units:					
T Hangar-A		Each	Month	90.00	
T Hangar-B		Each	Month	65.00	

[1]Definitions: ILE refers to Skylark Field and GRK is for the Killeen-Ft. Hood Regional airport. [2]FAR stands for Federal Aviation Regulations. Most charter operations run under FAR Part 135 which is titled Operating Requirements: Commuter and On Demand Operations and Rules Governing Persons on board such aircraft. Part 135 is non-scheduled charter and air taxi operations. Basically you call and they show up with an airplane. Part 121 is schedule air carrier operations. This means you have to show up in time to go along on a pre-scheduled flight. 312 quarts equals 1 case. 4Handicapped customers with current TxDOT handicapped credentials on vehicle are charged at the long-term lot rate.

Cemetery

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Burial Spaces:					
Non-resident Adult		Per burial space	Per Occurrence	$1,635.00	*
Non-resident Infant		Per burial space	Per Occurrence	275.00	
Resident Adult		Per burial space	Per Occurrence	1,000.00	*
Resident Infant		Per burial space	Per Occurrence	200.00	
Cremations:					
Opening/Closing no setup		Per cremation	Per Occurrence	100.00	
Opening/Closing with a chair/carpet setup under pavilion or at gravesite		Per cremation	Per Occurrence	200.00	
Infant Opening/Closing:					
No setup		Per ceremony	Per Occurrence	75.00	*
Opening/Closing with a chair/carpet setup under pavilion or at gravesite		Per ceremony	Per Occurrence	87.50	

Cemetery, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Other Fees:					
Chair/Carpet Setup: Pavilion or gravesite		Per setup	Per Ceremony	$37.00	
Infant Disinterment		Per disinterment	Per Occurrence	262.00	
VA Marker Installations:					
Bronze VA Marker Installation with cemetery concrete base		Per marker	Per Occurrence	75.00	
Bronze VA Marker Installation with supplied granite base		Per marker	Per Occurrence	50.00	*
Flat VA Marker Installation		Per marker	Per Occurrence	50.00	*
Upright VA Marker Installation		Per marker	Per Occurrence	100.00	*

City Attorney

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Attorney General Fees:					

FYI: Fees for copies of public information effective 2-22-07 by the Texas Attorney General (Open Records Requests only). Not all AG fees are listed in our Ordinance. No Sales Tax shall be applied to copies of public information.

City Secretary

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Newcomers List - report of new utility connections (requested by businesses wanting to reach out to new residents)		Each	Per request	$7.50	*
Alcohol Fees[1]		Per permit	Per request	20.00	*
Taxi/Ground Transportation:					
New application fee		Each	One time	300.00	*
Annual vehicle permit renewal		Per vehicle	Annual	50.00	*
Annual vehicle airport permit renewal		Per vehicle	Annual	40.00	*
Replacement permit		Per vehicle	As needed	10.00	*
Noise Waiver		Per event	One time	50.00	*
Police rotation list requested by tow service companies		Per list	Annual	50.00	*

[1] Permit fees can be as low as $20, but can be as much as $2,500 based on the category/type of permit. The Texas Alcoholic Beverage Commission is the basis of the fees determined by City Council.

Code Enforcement

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Abatement restitution administrative fee		Per event	Per Occurrence	$120.00	
Mowing Violation		Per violation	Per Occurrence	50.00	

Fire Department

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Ambulance Fees (based on a one-way trip):					
Additional Attendant (if CPR is administered to a patient 300lbs or heavier; the patient is carried up or down a long flight of stairs)		Per service	Per occurrence	$75.00	
Base Advanced Life Support 1 Inside City Limits		Per service	Per occurrence	700.00	
Base Advanced Life Support 2 Inside City Limits		Per service	Per occurrence	775.00	
Base Basic Life Support Inside City		Per service	Per occurrence	650.00	
Extrication		Per half hour	Per occurrence	100.00	*
Mileage (minimum)		Miles	Per occurrence	13.00	*
No Treatment No Transport (if requested from patient's residence)		Per request	Per occurrence	100.00	*
Non- Emergency Service Call		Per half hour	Per call	300.00	
Outside county limits fee added to base service fees (applicable to emergency pickups outside of county and each transport/transfer outside city limits)		Per service	Per occurrence	350.00	
Oxygen, drugs, medications, miscellaneous bandages and supplies		Per item	Per occurrence	65.00	*
Standing Time		Per half hour	Per occurrence	75.00	
Treatment no transport		Per service	Per occurrence	236.00	*
Adult Fire Academy:					
Blue Academy T-shirts		Per shirt	Per occurrence	15.00	*
CPR Course		Per course	Per occurrence	50.00	*
EMT-B Tuition		Per course	Per semester	550.00	*
Fire Academy Tuition		Per course	Per semester	2,500.00	
Optional Dorm		Per room	Per semester	650.00	*
TCoFP Test Fee		Per exam	Per occurrence	85.00	*
KISD Fire Academy Tuition Fees					
EMT (Senior Year both semesters at KISD Career Center)		Per semester	Per Senior Year	$6,700.00	*
EMT (Senior Year Spring semester at KFD, max 30 students)		Per semester	Per Senior Year	550.00	*
Firefighter I - Junior Year (both semesters for 1-20 students, max 30)		Per year	Per Junior Year	34,000.00	*
Firefighter I - Junior Year additional students		Per student	Per Junior Year	1,250.00	*
Firefighter II - Senior Year (fall semester for 1-20 students, max 30)		Per semester	Per Senior Year	20,400.00	*
Firefighter II - Senior Year additional students		Per student	Per Senior Year	625.00	*
Fire Marshal Fees:					
Inspections					
Daycare Center		Per Inspection	Per occurrence	75.00	
Foster Home		Per Inspection	Per occurrence	50.00	
Hospitals		Per Inspection	Per occurrence	180.00	*
Nursing Home		Per Inspection	Per occurrence	135.00	*
Other		Per Inspection	Per occurrence	50.00	
Registered Family Home		Per Inspection	Per occurrence	50.00	
Permits					
Commercial Fire Alarm		Per Permit	Per occurrence	75.00	
Health Care Facility (initial permit $500)		Per Permit	Per occurrence	175.00	
Residential Fire Alarm		Per Permit	Per occurrence	25.00	
Automatic Sprinkler System (2 hour)		Per Test	Per occurrence	125.00	*
Fire Alarm System (1st 30min)		Per Test	Per occurrence	75.00	
Fixed Fire Suppression (Ansul, etc.)		Per Test	Per occurrence	60.00	

Fire Department, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Fuel Line Pressure Test		Per Test	Per occurrence	50.00	*
Fuel Tank Pressure Test (approx. 30min)		Per Test	Per occurrence	50.00	*
Fuel Tank Storage (approx. 30min)		Per Test	Per occurrence	50.00	*
Natural Gas		Per Test	Per occurrence	50.00	*
Other		Per Test	Per occurrence	50.00	*
After-Hours Inspection Fee		Per Inspection	Per occurrence	$200 (1st hr/ $100 per hr. thereafter)	
Required Fire Watch		Per Inspection	Per occurrence	$200 (1st hr/ $100 per hr. thereafter)	

Golf

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Annual discount pass:					
Additional Family Member Pass[3]		Per person	Per Year	$350.00	*
Individual Annual Pass- Non-resident[3]		Per person	Per Year	900.00	*
Individual Annual Pass- Resident[3]		Per person	Per Year	800.00	*
Junior Annual 6-month Pass		Per 6-months	Per year	250.00	*
Junior Annual Pass (high school or younger)		Per Year	Per Occurrence	400.00	*
Junior Summer Pass		Per person	Per year	130.00	*
Senior Annual Pass- Non-resident[3]		Per Year	Per Occurrence	625.00	*
Senior Annual Pass- Resident[3]		Per Year	Per Occurrence	600.00	*
Trail Fees:					
Annual Non-resident		Per Year	Per Occurrence	$500.00	*
Annual Resident		Per Year	Per Occurrence	425.00	*
Daily plus tax		Per Day	Per Occurrence	15.00	*
Power Carts (one person):					
18 Holes includes tax		Per person	Per Occurrence	16.00	*
9 Holes includes tax		Per person	Per Occurrence	11.00	*
Pull Carts:					
18 Holes plus tax		Per person	Per Occurrence	6.00	*
9 Holes plus tax		Per person	Per Occurrence	2.50	*
Handicap Fee		Per Person	Per year	25.00	*
Green Fees: Weekdays					
Junior (high school student or younger)[2]		Per Day	Per Occurrence	14.00	*
Regular[1]		Per Day	Per Occurrence	22.00	*
Senior (60+)[2]		Per Day	Per Occurrence	16.00	*
Twilight[2]		Per Day	Per Occurrence	14.00	*
Green Fees: Weekends and Holidays					
Junior (high school student or younger)[2]		Per Day	Per Occurrence	15.00	*
Junior after 2pm (high school student or younger)[2]		Per Day	Per Occurrence	8.00	*
Regular and Seniors[1]		Per Day	Per Occurrence	30.00	*
Twilight[2]		Per Day	Per Occurrence	20.00	*
Rentals:					
Board Room Rental		Per Day	Per Occurrence	25.00	*
Bucket of Balls		Per bucket	Per Occurrence	5.00	*
Cart Shed Rental (including trail fees)		Per Rental	Per Year	900.00	*

Golf [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Club rental (18 holes, premium) plus tax		Per club	Per Occurrence	15.00	*
Clubhouse Property- All		Per Day	Per Occurrence	1,200.00	*
Large Room Rental		Per Day	Per Occurrence	100.00	*
Outside Area Rental Fee		Per Day	Per Occurrence	150.00	*

[1]$3.00 of these fees will be used for capital improvements. [2]$2.00 of these fees will be used for capital improvements. [3]$3.00 user fee assessed per round played Monday - Friday; $7.00 assessed per round played user fee Saturday - Sunday and all Holidays.

Killeen Arts & Activities Center (KAAC)

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Equipment Rental:					
Arch		Per Day	Per occurrence	$30.00	*
Banquet Hall AV (Projector, Screen, 2 TV's Sound & Wireless Mic)		Per Day	Per occurrence	200.00	
Choir Risers (3 levels per section. Up to 6 sections available)		Per section	Per occurrence	12.50	
Cocktail Table Covers		Each	Per occurrence	5.00	*
Dance floor 12x12		Per day	Per occurrence	200.00	*
Dance floor 15x15		Per day	Per occurrence	250.00	*
Dance floor 18x18		Per day	Per occurrence	300.00	*
Décor Panel		Each	Per occurrence	5.00	*
Décor Panel (set of 12)		Per Set	Per occurrence	$40.00	*
Dry erase board		Per day	Per occurrence	15.00	*
Easel		Per day	Per occurrence	10.00	*
Extension Cord		Per Day	Per occurrence	20.00	*
Fairy Lights (set of 4)		Per set	Per occurrence	10.00	*
Flag set (American & Texas)		Per set	Per occurrence	20.00	
Flip chart with market set		Per day	Per occurrence	10.00	
Laptop		Per day	Per occurrence	50.00	*
Large Sound System (16 channel mixer, 2 speakers, 4 wired mics, 2 wireless mics, & CD player)		Per day	Per occurrence	225.00	
Pipe and drape		Per section	Per occurrence	30.00	*
Podium with sound/microphone		Per day	Per occurrence	50.00	*
Portable 40" plasma TV (For C114 and G125)		Per day	Per occurrence	50.00	*
Portable 40" plasma TV (Portable for any room)		Per day	Per occurrence	40.00	
Premier Reception Package (Pipe & Drape, Fairy Lights, 2 Cocktail Table Covers, Banquet Hall AV, Uplighting, 12 Décor Panels)		Per day	Per occurrence	210.00	*
Premier Wedding Package (Pipe & Drape, 2 Cocktail Table Cover, Arch, Small Sound System, 12 Décor Panels)		Per Day	Per occurrence	160.00	*
Projector set		Per day	Per occurrence	80.00	*
Reception Package (Pipe & Drape, Fairy Lights, 2 Cocktail Table Covers, Banquet Hall AV, Uplighting)		Per day	Per occurrence	180.00	*
Small Sound System(4 channel mixer, 2 speakers, 1 wired mic, CD player)		Per day	Per occurrence	60.00	
Speaker with Microphone		per day	Per occurrence	30.00	

Killeen Arts & Activities Center (KAAC), [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Equipment Rental [cont'd]:					
Spotlight (For Performing Arts Center use only)		Per day	Per occurrence	20.00	
Uplighting (set of 6)		per set	per occurrence	30.00	*
Wedding Package (Pipe & Drape, 2 Cocktail Table Cover, Arch, Small Sound System)		per day	Per occurrence	130.00	*
Laptop (C114 & G125)		Per day	Per occurrence	30.00	
Room Rentals [1]:					
A104 - Performing Arts Auditorium	5,865 sq. ft.	Per day	Per occurrence	625.00	
A104 - Performing Arts Auditorium (Mon - Thurs 8a - 5p)	5,865 sq. ft.	Per day	Per occurrence	315.00	
B102 - Meeting Room	1,075 sq. ft.	Per day	Per occurrence	200.00	*
B102 - Meeting Room (Mon - Thurs 8a - 5p)	1,075 sq. ft.	Per day	Per occurrence	115.00	
B111 - Meeting Room	946 sq. ft.	Per day	Per occurrence	150.00	*
B111 - Meeting Room (Mon - Thurs 8a - 5p)	946 sq. ft.	Per day	Per occurrence	75.00	
C105 - Clements Auditorium	2,222 sq. ft.	Per day	Per occurrence	375.00	
C105 - Clements Auditorium (Mon - Thurs 8a - 5p)	2,222 sq. ft.	Per day	Per occurrence	188.00	
C114 - Board	512 sq. ft.	Per day	Per occurrence	125.00	
C114 - Board (Mon - Thurs 8a - 5p)	512 sq. ft.	Per day	Per occurrence	63.00	
D105 - Homestyle Kitchen	180 sq. ft.	Per day	Per occurrence	50.00	*
G108 - Large Banquet Hall	3,774 sq. ft.	Per day	Per occurrence	500.00	
G108 - Large Banquet Hall (Mon - Thurs 8a - 5p)	3,774 sq. ft.	Per day	Per occurrence	250.00	
G116 - Commercial Kitchen	920 sq. ft.	Per day	Per occurrence	$200.00	*
G123 - Dressing	285 sq. ft.	Per day	Per occurrence	100.00	*
G124 - Dressing	285 sq. ft.	Per day	Per occurrence	100.00	*
G125 - Meeting Room	541 sq. ft.	Per day	Per occurrence	125.00	
G125 - Meeting Room (Mon - Thurs 8a - 5p)	541 sq. ft.	Per day	Per occurrence	63.00	
G126 - Small Banquet Hall	948 sq. ft.	Per day	Per occurrence	200.00	*
G126 - Small Banquet Hall	948 sq. ft.	Per day	Per occurrence	100.00	
Courtyard	5,247 sq. ft.	Per day	Per occurrence	150.00	*
Green Ave Pavilion - Farmers Market	33,120 sq. ft.	Per day	Per occurrence	150.00	*
Other:					
After hours fee		Per 1/2 hour	Per occurrence	200.00	
Cleaning/Damage Deposit (returned in 10 business days provided there are no damages)				1/2 cost of room	
Dance floor reset fee		Each	Per occurrence	150.00	*
Room reset fee		Each	Per occurrence	50.00	*

[1]All reservations are on a first-come, first-serve basis and must be made in person. The rooms are booked in 8-hour time blocks. Exceptions may be granted at the Director's discretion. Event time blocks must fall between 8:00am and midnight on any given day. Clients may incur additional charges for additional time.

Killeen Community Center Operations

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Attendant Fee (outside of normal hours)		Per hour	Per Occurrence	$25.00	*
Non-Profit Rates:					
Community Room (G500 and G600)		Every 2 hours	Per reservation	20.00	*
Community Room (G500 and G600)		Per day	Per reservation	100.00	*
Gym		Every 1.5 hours	1.5 hours	25.00	*
Gym		Per day	Per reservation	1,200.00	*
Multi-Purpose Room		Every 2 hours	Per reservation	20.00	*
Multi-Purpose Room		Per day	Per reservation	100.00	*
Room 150/W200		Every 2 hours	Per reservation	60.00	*
Room 150/W200		Per day	Per reservation	250.00	*
Non-Resident Rates:					
Community Room (G500 and G600)		Every 2 hours	Per reservation	70.00	*
Community Room (G500 and G600)		Per day	Per reservation	205.00	*
Gym		Every 1.5 hours	1.5 hours	45.00	*
Gym		Per day	Per reservation	1,400.00	*
Multi-Purpose Room		Every 2 hours	Per reservation	70.00	*
Multi-Purpose Room		Per day	Per reservation	205.00	*
Room 150/W200		Every 2 hours	Per reservation	100.00	*
Room 150/W200		Per day	Per reservation	295.00	*
Resident Rates:					
Community Room (G500 and G600)		Per day	Per reservation	150.00	*
Gym		Every 1.5 hours	1.5 hours	35.00	*
Gym		Per day	Per reservation	1,200.00	*
Multi-Purpose Room		Every 2 hours	Per reservation	30.00	*
Multi-Purpose Room		Per day	Per reservation	150.00	*
Room 150/W200		Every 2 hours	Per reservation	75.00	*
Room 150/W200		Per day	Per reservation	265.00	*

Killeen Convention & Civic Center (KCCC)

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Equipment Rental:					
Additional Event Coordinator		Per hour	Per day	$50.00	*
Bleachers		Per set	Per day	50.00	
Chairs at KCCC [1st 500 chairs complimentary]		Each addt'l 50 chairs	Per day	25.00	*
Chairs at Exhibition Hall		Each	Per day	-	
Clean up fee		Per day	Per occurrence	350.00	
Connection fee (into house system)		Each	Per day	25.00	*
Dance floor (12' x 12')		Each	Per day	250.00	*
Dance floor (18' x 18')		Each	Per day	350.00	*
Dance floor (20' x 20')		Each	Per day	375.00	*
Dance floor (24' x 24')		Each	Per day	400.00	*
Digital presenter (portable projector)		Each	Per day	50.00	*
Easel		Each	Per day	10.00	*
Electrical outlets		Each	Per day	15.00	*
Extension cords		Each	Per day	20.00	*
Extra dumpster		Each	Per day	60.00	*
Fish bowl - large		Each	Per day	5.00	*
Fish bowl - small		Each	Per day	3.00	*
Flags (American & Texas)		Each	Per day	30.00	*

Killeen Convention & Civic Center (KCCC), [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Equipment Rental:					
Flags (20 International)		Per set	Per day	100.00	*
Flip chart		Each	Per day	15.00	*
Forklift/man life with operator		Per hour	Per occurrence	75.00	*
Genie Lift		Per hour	Per occurrence	50.00	*
High cocktail table covers		Each	Per occurrence	10.00	*
Hurricane lamps		Each	Per day	5.00	*
Information Technology Technician		Per hour	Per day	50.00	*
Internet service - hub for multiple users		Each	Per day	100.00	*
Internet service - hub for a single user		Each	Per day	25.00	*
Kitchen rental		Each	Per day	300.00	*
Labor		Per hour	Per occurrence	50.00	*
Labor - midnight to 7 am		Per 1/2 hour	Per occurrence	87.00	
Laptop		Each	Per day	50.00	*
Large screen		Each	Per day	23.00	
Marker board		Each	Per day	10.00	*
Mic - hardware/handheld/lapel		Each	Per day	25.00	*
Mirrors - round		Each	Per day	1.00	*
Pipe and drape (5' wide x 10' wide)		Per section	Per day	30.00	*
Plasma screen with VCR and DVD		Each	Per day	75.00	*
Podium w/microphone		Each	Per day	50.00	*
Portable sound system w/additional speakers		Per set	Per day	100.00	*
Portable sound system w/two speakers		Each	Per day	200.00	*
Red carpet runner		Each	Per day	30.00	
Red velvet rope w/stanchion		Each	Per day	25.00	
Reset room fee		Per day	Per occurrence	440.00	
Riser/stage panel		Each	Per day	25.00	*
RV electrical hook-ups		Each	Per day	20.00	*
Stage 16' x 24'		Each	Per day	450.00	
Stage 32' x 40'		Each	Per day	660.00	
Stage backdrop panels		Each	Per day	$50.00	*
Stage transport to Exhibition Hall plus stage rental		Each	Per day	200.00	*
Stage with runway		Each	Per day	700.00	*
Tables at Exhibition Hall		Each	Per table	4.00	*
Telephones for conference calls (plus long distance)		Per day	Per occurrence	25.00	*
Telephones for events		Each	Per day	25.00	*
Ticket office		Each	Per day	25.00	*
Video projector set-up		Each	Per day	150.00	*
White backdrops w/curtain lights (10' wide)		Each	Per day	50.00	*
Room Rentals*:					
Military and Non-Profit Rates**:					
Ballroom A	3,900 sq. ft.	Per day	Per occurrence	385.00	
Ballroom A & B	7,800 sq. ft.	Per day	Per occurrence	715.00	
Ballroom A, B, C	23,400 sq. ft.	Per day	Per occurrence	1,815.00	
Ballroom B	3,900 sq. ft.	Per day	Per occurrence	385.00	
Ballroom C	15,600 sq. ft.	Per day	Per occurrence	1,100.00	

Killeen Convention & Civic Center (KCCC), [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Building area	63,000 sq. ft.	Per day	Per occurrence	3,916.00	
Parking lot at special events center		Per day	Per occurrence	250.00	*
Special events center	53,000 sq. ft.	Per day	Per occurrence	1,045.00	
Special events room	3,500 sq. ft.	Per day	Per occurrence	594.00	
Standard Rates:					
Ballroom A	3,900 sq. ft.	Per day	Per occurrence	440.00	
Ballroom A & B	7,800 sq. ft.	Per day	Per occurrence	797.50	
Ballroom A, B, C	23,400 sq. ft.	Per day	Per occurrence	2,035.00	
Ballroom B	3,900 sq. ft.	Per day	Per occurrence	440.00	
Ballroom C	15,600 sq. ft.	Per day	Per occurrence	1,232.00	
Board room	650 sq. ft.	Per day	Per occurrence	110.00	
Board room (Mon.-Thurs. 8am-noon or 12pm-4pm)	650 sq. ft.	Per 1/2 day	Per occurrence	55.00	*
Building area	63,000 sq. ft.	Per day	Per occurrence	4,356.00	
Meeting rooms combined: 1&2, 3&4, or 5&6	1,440 sq. ft.	Per day	Per occurrence	231.00	
Meeting rooms combined: 1&2, 3&4, or 5&6 (Mon.-Thurs. 8am-noon or 12pm-4pm)	1,440 sq. ft.	Per 1/2 day	Per occurrence	115.00	*
Meeting rooms separate: 1, 2, 3, 4, 5, or 6	720 sq. ft.	Per day	Per occurrence	132.00	
Meeting rooms separate: 1, 2, 3, 4, 5, or 6 (Mon.-Thurs. 8am-noon or 12pm-4pm)	720 sq. ft.	Per 1/2 day	Per occurrence	65.00	*
Parking lot at special events center		Per day	Per occurrence	250.00	*
Rodeo arena and grounds	8,000 sq. ft.	Per day	Per occurrence	500.00	*
Special events center	53,000 sq. ft.	Per day	Per occurrence	1,155.00	
Special events room	3,500 sq. ft.	Per day	Per occurrence	660.00	
Cash bar minimum			Per occurrence	300.00	*
Hosted bar minimum			Per occurrence	350.00	*

***An additional fee of $75 ($100 is the desired rate) for 1/2 hour shall be charged for the rental of the facility between the hours of midnight and 7:00 a.m. In addition, room rentals are for 12-hour period. **Non-profit and military rate receive a 10% discount and applies to events. Monday - Thursday only. Note: Council grants the City Manager the authority to temporarily change rates from time to time for promotional purposes.**

Library					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Exam Proctoring:					
Administered by non-professional library staff		Per test	Per occurrence	$10.00	*
Interlibrary loan postage charges		Each	Per occurrence	3.00	
Library Cards:					
Replacement borrower barcodes		Each	Per occurrence	1.00	
Replacement library cards		Each	Per occurrence	2.25	
Residents of any other Texas county except Bell, Coryell, Lampasas, and Williamson County**		Per card	Per Request	12.50	
Lost and damaged materials:					
Artwork for DVD or CD (in outer sleeve)		Each	Per occurrence	2.00	*
Audiobook cases 1-20 sections		Each	Per occurrence	6.00	*
Audiobook cases 21-30 sections		Each	Per occurrence	18.00	*
Audiobooks covered under vendor replacement guarantee (cost may be less, depends on catalog)		Each	Per occurrence	10.00	*
Barcodes		Each	Per occurrence	1.00	*

Library, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Books (not overdue)		Per book	Per occurrence	Retail cost at time of purchase	
DVD cases, multiple discs		Each	Per occurrence	6.25	
DVD cases, single		Each	Per occurrence	2.00	*
Interlibrary loan items (plus processing fees)		Each	Per occurrence	Amount charged by lending institution	
Processing fee for items more than 6 mths overdue		Each	Per occurrence	20.00	*
Overdue Items:					
Interlibrary loan items (plus any overdue and/or processing fees charged by the lending library)		Per day	Per occurrence	1.00	*
Overdue items (up to the retail cost of the item)		Each	Per day	0.25	*
Overdue items more than 6 months late (does not include retail cost of item)		Per item	Per occurrence	10.00	
Photocopy and printing charges		Per Page	Per occurrence	0.10	*
Requests by correspondence for photocopies (plus actual postage)	per page	Per page	Per occurrence	1.00	

Lions Club Park Operations

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Residents:					
Resident Adult Annual (one payment)		Per Membership	Per Year	160.00	
Resident Adult Monthly (total $276)		Per Membership	Per Month	15.00	
Resident Adult Quarterly (total $228)		Per Membership	Per Quarter	42.50	
Resident Day Pass		Per day	Per occurrence	5.00	*
Resident Family Annual (one payment)		Per Family	Per Year	460.00	*
Resident Family Monthly (total $540)		Per Membership	Per Month	45.00	*
Resident Family Quarterly (total $500)		Per Membership	Per Quarter	125.00	*
Resident Senior Citizen Annual (one payment)		Per Membership	Per Year	100.00	*
Resident Senior Citizen Monthly (total $120)		Per Membership	Per Month	10.00	*
Resident Senior Citizen Quarterly (total $108)		Per Membership	Per Quarter	27.00	*
Resident Youth Annual (one payment)		Per Membership	Per Year	100.00	
Resident Youth Monthly (total $132)		Per Membership	Per Month	11.00	*
Resident Youth Quarterly (total $120)		Per Membership	Per Quarter	30.00	*

Parks & Public Grounds

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Amphitheater with admission fee		Per day	Per Occurrence	$100.00	*
Amphitheater with no admission fee		Per day	Per Occurrence	50.00	*
Conder Park Basketball Court[1]		Per Field	Per Occurrence	75.00	*
Davis Baseball Field[1]		Per Field	Per Occurrence	100.00	
Graffiti Removal Fee- Paint Over		Per additional hour	Per Occurrence	25.00	*
Graffiti Removal Fee- Paint Over		Per hour	Per Occurrence	50.00	*

Parks & Public Grounds [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Graffiti Removal Fee- Power Wash		Per additional hour	Per Occurrence	$25.00	*
Graffiti Removal Fee- Power Wash		Per initial 2 hours of Labor	Per Occurrence	150.00	*
Killeen Athletic Complex[1]		Per Field	Per Occurrence	100.00	
Lighting for Fields		Per Use	Per Occurrence	65.00	
Lions Club Park Baseball Complex[1]		Per Field	Per Occurrence	100.00	
Lions Club Park Multi-Purpose Fields[1]		Per Field	Per Occurrence	100.00	
Long Branch Park Basketball Court		Per Field	Per Occurrence	75.00	*
Non-resident Fees:					
AA Lane Park Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Andy K. Wells Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Conder Park Pavilion		Non-resident Fee	Per Occurrence	100.00	*
Crawford Drever Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Long Branch Park Pavilion 1 (Oct 2 - Spring Break)		Non-resident Fee	Per Occurrence	100.00	*
Long Branch Park Pavilion 1 (Spring Break - Oct 1)		Non-resident Fee	Per Occurrence	200.00	*
Long Branch Park Pavilion 2		Non-resident Fee	Per Occurrence	100.00	*
Lou Hansen Pavilion		Non-resident Fee	Per Occurrence	200.00	*
Marlboro Park Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Maxdale Park Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Rotary Park Pavilion		Non-resident Fee	Per Occurrence	100.00	*
Timber Ridge Pavilion		Non-resident Fee	Per Occurrence	40.00	*
Resident Fees:					
AA Lane Park Pavilion		Resident Fee	Per Occurrence	20.00	*
Andy K. Wells Pavilion		Resident Fee	Per Occurrence	20.00	*
Conder Park Pavilion		Resident Fee	Per Occurrence	50.00	*
Crawford Drever Pavilion		Resident Fee	Per Occurrence	20.00	*
Long Branch Park Pavilion 1 (Oct 2 - Spring Break)		Resident Fee	Per Occurrence	50.00	*
Long Branch Park Pavilion 1 (Spring Break - Oct 1)		Resident Fee	Per Occurrence	100.00	*
Long Branch Park Pavilion 2		Resident Fee	Per Occurrence	50.00	*
Lou Hansen Pavilion		Resident Fee	Per Occurrence	100.00	*
Marlboro Park Pavilion		Resident Fee	Per Occurrence	20.00	*
Maxdale Park Pavilion		Resident Fee	Per Occurrence	20.00	*
Rotary Park Pavilion		Resident Fee	Per Occurrence	50.00	*
Timber Ridge Pavilion		Resident Fee	Per Occurrence	20.00	*
Skate Parks		Per Rental	Per Occurrence	150.00	*

[1] All deposit changes were made by the Department Head.

Planning and Development

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Abandonment of ROW/Easement		Per event	Per Occurrence	$415.00	*
Adult Oriented Business Fee		Per application	Per permit	300.00	*
Conditional Use Permit		Per permit	Per Occurrence	500.00	*
Copy Fees					
City Map		Per Copy	Per Occurrence	20.00	*
Master Street List		Per Copy	Per Occurrence	8.00	*
Plat Copy		Per Copy	Per Occurrence	10.00	*
Credit Access Business Registration Annual		Per registration	Per Annum	65.00	

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Final Plat Application					
1 to 10 acres		Per application	Per Occurrence	$300.00	*
10 to 50 acres		Per application	Per Occurrence	400.00	*
50 acres and above		Per application	Per Occurrence	500.00	*
Future Land Use Map (FLUM) Amendments		Per amendment	Per Occurrence	100.00	*
Land Disturbance					
1 to 10 acres			Per Occurrence	120.00	*
10 to 50 acres			Per Occurrence	140.00	*
50 acres and above			Per Occurrence	180.00	*
Permit Fees [1,2,3]:					
Finishing, Repairs, Maintenance, Other [4]					
Building	$0.00 to $3,000.00	Per permit	Per Occurrence	35.00	*
Building	$3,000.01 to $4,000	Per permit	Per Occurrence	43.00	*
Building	$4,000.01 to $5,000	Per permit	Per Occurrence	54.00	*
Building	$5,000.01 to $6,000	Per permit	Per Occurrence	65.00	*
Building	$6,000.01 to $7,000	Per permit	Per Occurrence	76.00	*
Building	$7,000.01 to $8,000	Per permit	Per Occurrence	87.00	*
Building	$8,000.01 to $9,000	Per permit	Per Occurrence	98.00	*
Building	$9,000.01 to $10,000	Per permit	Per Occurrence	109.00	*
Building	$10,000.01 to $11,000	Per permit	Per Occurrence	119.00	*
Building	$11,000.01 to $12,000	Per permit	Per Occurrence	130.00	*
Building	$12,000.01 to $13,000	Per permit	Per Occurrence	141.00	*
Building	$13,000.01 to $14,000	Per permit	Per Occurrence	152.00	*
Building	$14,000.01 to $15,000	Per permit	Per Occurrence	163.00	*
Building	$15,000.01 to $50,000	Per permit	Per Occurrence	163.00	*
Building	Plus per $1, 000 over $15,000	Per permit	Per Occurrence	6.00	*
Building	$50,000.01 to $100,000	Per permit	Per Occurrence	373.00	*
Building	Plus per $1, 000 over $50,000	Per permit	Per Occurrence	5.00	*
Building	$100,000.01 to $500,000	Per permit	Per Occurrence	623.00	*
Building	Plus per $1,000 over $100,000	Per permit	Per Occurrence	4.00	*
Building	$500,000.01 to Up	Per permit	Per Occurrence	2,223.00	*
Building	Plus per $1,000 over $500,000	Per permit	Per Occurrence	1.00	*
Electrical	$0.00 to $3,000.00	Per permit	Per Occurrence	35.00	*
Electrical	$3,000.01 to $4,000	Per permit	Per Occurrence	35.00	*
Electrical	$4,000.01 to $5,000	Per permit	Per Occurrence	43.00	*
Electrical	$5,000.01 to $6,000	Per permit	Per Occurrence	52.00	*
Electrical	$6,000.01 to $7,000	Per permit	Per Occurrence	61.00	*
Electrical	$7,000.01 to $8,000	Per permit	Per Occurrence	69.00	*
Electrical	$8,000.01 to $9,000	Per permit	Per Occurrence	78.00	*
Electrical	$9,000.01 to $10,000	Per permit	Per Occurrence	87.00	*
Electrical	$10,000.01 to $11,000	Per permit	Per Occurrence	95.00	*
Electrical	$11,000.01 to $12,000	Per permit	Per Occurrence	104.00	*
Electrical	$12,000.01 to $13,000	Per permit	Per Occurrence	113.00	*
Electrical	$13,000.01 to $14,000	Per permit	Per Occurrence	122.00	*
Electrical	$14,000.01 to $15,000	Per permit	Per Occurrence	130.00	*
Electrical	$15,000.01 to $50,000	Per permit	Per Occurrence	130.00	*

Planning and Development, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Electrical	Plus per $1, 000 over $15,000	Per permit	Per Occurrence	$5.00	*
Electrical	$50,000.01 to $100,000	Per permit	Per Occurrence	305.00	*
Electrical	Plus per $1, 000 over $50,000	Per permit	Per Occurrence	4.00	*
Electrical	$100,000.01 to $500,000	Per permit	Per Occurrence	505.00	*
Electrical	Plus per $1,000 over $100,000	Per permit	Per Occurrence	3.00	*
Electrical	$500,000.01 to Up	Per permit	Per Occurrence	1,705.00	*
Electrical	Plus per $1,000 over $500,000	Per permit	Per Occurrence	1.00	*
Mechanical	$0.00 to $3,000.00	Per permit	Per Occurrence	35.00	*
Mechanical	$3,000.01 to $4,000	Per permit	Per Occurrence	35.00	*
Mechanical	$4,000.01 to $5,000	Per permit	Per Occurrence	43.00	*
Mechanical	$5,000.01 to $6,000	Per permit	Per Occurrence	52.00	*
Mechanical	$6,000.01 to $7,000	Per permit	Per Occurrence	61.00	*
Mechanical	$7,000.01 to $8,000	Per permit	Per Occurrence	69.00	*
Mechanical	$8,000.01 to $9,000	Per permit	Per Occurrence	78.00	*
Mechanical	$9,000.01 to $10,000	Per permit	Per Occurrence	87.00	*
Mechanical	$10,000.01 to $11,000	Per permit	Per Occurrence	95.00	*
Mechanical	$11,000.01 to $12,000	Per permit	Per Occurrence	104.00	*
Mechanical	$12,000.01 to $13,000	Per permit	Per Occurrence	113.00	*
Mechanical	$13,000.01 to $14,000	Per permit	Per Occurrence	122.00	*
Mechanical	$14,000.01 to $15,000	Per permit	Per Occurrence	130.00	*
Mechanical	$15,000.01 to $50,000	Per permit	Per Occurrence	130.00	*
Mechanical	Plus per $1, 000 over $15,000	Per permit	Per Occurrence	5.00	*
Mechanical	$50,000.01 to $100,000	Per permit	Per Occurrence	305.00	*
Mechanical	Plus per $1, 000 over $50,000	Per permit	Per Occurrence	4.00	*
Mechanical	$100,000.01 to $500,000	Per permit	Per Occurrence	505.00	*
Mechanical	Plus per $1,000 over $100,000	Per permit	Per Occurrence	3.00	*
Mechanical	$500,000.01 to Up	Per permit	Per Occurrence	1,705.00	*
Mechanical	Plus per $1,000 over $500,000	Per permit	Per Occurrence	1.00	*
Plans	$0.00 to $3,000.00	Per permit	Per Occurrence	35.00	*
Plans	$3,000.01 to $4,000	Per permit	Per Occurrence	35.00	*
Plans	$4,000.01 to $5,000	Per permit	Per Occurrence	35.00	*
Plans	$5,000.01 to $6,000	Per permit	Per Occurrence	35.00	*
Plans	$6,000.01 to $7,000	Per permit	Per Occurrence	38.00	*
Plans	$7,000.01 to $8,000	Per permit	Per Occurrence	44.00	*
Plans	$8,000.01 to $9,000	Per permit	Per Occurrence	49.00	*
Plans	$9,000.01 to $10,000	Per permit	Per Occurrence	55.00	*
Plans	$10,000.01 to $11,000	Per permit	Per Occurrence	60.00	*
Plans	$11,000.01 to $12,000	Per permit	Per Occurrence	65.00	*
Plans	$12,000.01 to $13,000	Per permit	Per Occurrence	71.00	*
Plans	$13,000.01 to $14,000	Per permit	Per Occurrence	76.00	*
Plans	$14,000.01 to $15,000	Per permit	Per Occurrence	82.00	*
Plans	$15,000.01 to $50,000	Per permit	Per Occurrence	82.00	*

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Plans	Plus per $1, 000 over $15,000	Per permit	Per Occurrence	$4.00	*
Plans	$50,000.01 to $100,000	Per permit	Per Occurrence	187.00	*
Plans	Plus per $1, 000 over $50,000	Per permit	Per Occurrence	3.00	*
Plans	$100,000.01 to $500,000	Per permit	Per Occurrence	312.00	*
Plans	Plus per $1,000 over $100,000	Per permit	Per Occurrence	2.00	*
Plans	$500,000.01 to Up	Per permit	Per Occurrence	1,112.00	*
Plans	Plus per $1,000 over $500,000	Per permit	Per Occurrence	1.00	*
Plumbing	$0.00 to $3,000.00	Per permit	Per Occurrence	35.00	*
Plumbing	$3,000.01 to $4,000	Per permit	Per Occurrence	35.00	*
Plumbing	$4,000.01 to $5,000	Per permit	Per Occurrence	43.00	*
Plumbing	$5,000.01 to $6,000	Per permit	Per Occurrence	52.00	*
Plumbing	$6,000.01 to $7,000	Per permit	Per Occurrence	61.00	*
Plumbing	$7,000.01 to $8,000	Per permit	Per Occurrence	69.00	*
Plumbing	$8,000.01 to $9,000	Per permit	Per Occurrence	78.00	*
Plumbing	$9,000.01 to $10,000	Per permit	Per Occurrence	87.00	*
Plumbing	$10,000.01 to $11,000	Per permit	Per Occurrence	95.00	*
Plumbing	$11,000.01 to $12,000	Per permit	Per Occurrence	104.00	*
Plumbing	$12,000.01 to $13,000	Per permit	Per Occurrence	113.00	*
Plumbing	$13,000.01 to $14,000	Per permit	Per Occurrence	122.00	*
Plumbing	$14,000.01 to $15,000	Per permit	Per Occurrence	130.00	*
Plumbing	$15,000.01 to $50,000	Per permit	Per Occurrence	130.00	*
Plumbing	Plus per $1, 000 over $15,000	Per permit	Per Occurrence	5.00	*
Plumbing	$50,000.01 to $100,000	Per permit	Per Occurrence	305.00	*
Plumbing	Plus per $1, 000 over $50,000	Per permit	Per Occurrence	4.00	*
Plumbing	$100,000.01 to $500,000	Per permit	Per Occurrence	505.00	*
Plumbing	Plus per $1,000 over $100,000	Per permit	Per Occurrence	3.00	*
Plumbing	$500,000.01 to Up	Per permit	Per Occurrence	1,705.00	*
Plumbing	Plus per $1,000 over $500,000	Per permit	Per Occurrence	1.00	*
Miscellaneous:					
After Hours Inspection		Per hour	First 2 hours	200.00	*
After Hours Inspection - Additional per hour/fraction of hour after 2 hours		Per hour/fraction of hour	Per Inspection	100.00	*
Appeals-					
Construction board of appeals		Per request	Per Occurrence	275.00	*
Zoning board of adjustments and appeals		Per request	Per Occurrence	275.00	*
Certificates of Occupancy-					
Lost or replacement (reprint)		Each	Per Issuance	5.00	*
New		Each	Per Issuance	90.00	*
Partial/Temporary (First 30 Days)		Each	Per Issuance	90.00	*
b. Second Extension of 30 days		Each	Per Issuance	180.00	*
c. Third or more extensions of 30 days (each)		Each	Per Issuance	270.00	*

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Commercial kitchen hood permits-					
Type I Hood (grease and smoke)		Each	Per Occurrence	$75.00	*
Type II Hood (smoke and/or steam)		Each	Per Occurrence	35.00	*
Construction registration		Each	Per Year	80.00	*
Right of Way Permit		Per permit	Per Occurrence	50.00	*
Demolition/move structure		Per structure	Per Occurrence	50.00	*
Failed inspection penalty of any kind		Per inspection	Per Occurrence	50.00	*
Flood plain permit (1-2 family lots)		Per permit	Per Occurrence	50.00	
Flood plain permit (Other Lots)		Per permit	Per Occurrence	70.00	*
Food dealer's permit		Per permit	Per year	50.00	*
Landscape permit/R-3 and R-3F (with only one structure on one lot)		Per permit	Per Occurrence	35.00	*
Landscape permit/commercial and R-3A		Per permit	Per Occurrence	50.00	*
Mobile home park licenses-					
1-20 units		Per license	Per Year	175.00	*
21-50 units		Per license	Per Year	275.00	*
51-120 units		Per license	Per Year	450.00	*
121-200 units		Per license	Per Year	690.00	*
201-300 units		Per license	Per Year	1,000.00	*
301 units and above		Per license	Per Year	1,300.00	*
Partial Inspection		Each	Per Inspection	35.00	*
Only Temporary Off Premise Signs-					
Off Premise Temporary Sign Permit		Each	Per Year	25.00	*
Each additional sign tag in same calendar year		Each	Per Year	1.00	*
Temporary electric service pole		Per Pole	Per Occurrence	35.00	*
Temporary final utility service (electric, water, or gas)		Per Service	Per Occurrence	35.00	*
Multi Family Residential & Commercial:					
Building	500 or less	Per Sq. Ft.	Per Occurrence	35.00	*
Building	501 to 1,000	Per Sq. Ft.	Per Occurrence	70.00	*
Building	1,001 to 1,500	Per Sq. Ft.	Per Occurrence	100.00	*
Building	1,501 to 2,000	Per Sq. Ft.	Per Occurrence	130.00	*
Building	2,001 to 2,500	Per Sq. Ft.	Per Occurrence	160.00	*
Building	2,501 to 3,000	Per Sq. Ft.	Per Occurrence	190.00	*
Building	3,001 to 3,500	Per Sq. Ft.	Per Occurrence	220.00	*
Building	3,501 to 4,000	Per Sq. Ft.	Per Occurrence	250.00	*
Building	4,001 to 4,500	Per Sq. Ft.	Per Occurrence	280.00	*
Building	4,501 to 5,000	Per Sq. Ft.	Per Occurrence	310.00	*
Building	5,001 to 5,500	Per Sq. Ft.	Per Occurrence	340.00	*
Building	5,501 to 6,000	Per Sq. Ft.	Per Occurrence	370.00	*
Building	6,001 to 6,500	Per Sq. Ft.	Per Occurrence	400.00	*
Building	6,501 to 7,000	Per Sq. Ft.	Per Occurrence	430.00	*
Building	7,001 to 7,500	Per Sq. Ft.	Per Occurrence	460.00	*
Building	7,501 to 8,000	Per Sq. Ft.	Per Occurrence	490.00	*
Building	8,001 to 8,500	Per Sq. Ft.	Per Occurrence	520.00	*
Building	8,501 to 9,000	Per Sq. Ft.	Per Occurrence	550.00	*
Building	9,001 to 9,500	Per Sq. Ft.	Per Occurrence	580.00	*
Building	9,501 to 10,000	Per Sq. Ft.	Per Occurrence	610.00	*
Building	10,001 to 15,000	Per Sq. Ft.	Per Occurrence	915.00	*
Building	15,001 to 20,000	Per Sq. Ft.	Per Occurrence	1,215.00	*

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Multi Family Residential & Commercial [cont'd]:					
Building	20,001 to 25,000	Per Sq. Ft.	Per Occurrence	$1,515.00	*
Building	25,001 to 30,000	Per Sq. Ft.	Per Occurrence	1,815.00	*
Building	30,001 to 35,000	Per Sq. Ft.	Per Occurrence	2,115.00	*
Building	35,001 to 40,000	Per Sq. Ft.	Per Occurrence	2,415.00	*
Building	40,001 to 45,000	Per Sq. Ft.	Per Occurrence	2,715.00	*
Building	45,001 to 50,000	Per Sq. Ft.	Per Occurrence	3,015.00	*
Electrical	500 or less	Per Sq. Ft.	Per Occurrence	35.00	*
Electrical	501 to 1,000	Per Sq. Ft.	Per Occurrence	40.00	*
Electrical	1,001 to 1,500	Per Sq. Ft.	Per Occurrence	40.00	*
Electrical	1,501 to 2,000	Per Sq. Ft.	Per Occurrence	50.00	*
Electrical	2,001 to 2,500	Per Sq. Ft.	Per Occurrence	60.00	*
Electrical	2,501 to 3,000	Per Sq. Ft.	Per Occurrence	70.00	*
Electrical	3,001 to 3,500	Per Sq. Ft.	Per Occurrence	80.00	*
Electrical	3,501 to 4,000	Per Sq. Ft.	Per Occurrence	90.00	*
Electrical	4,001 to 4,500	Per Sq. Ft.	Per Occurrence	100.00	*
Electrical	4,501 to 5,000	Per Sq. Ft.	Per Occurrence	110.00	*
Electrical	5,001 to 5,500	Per Sq. Ft.	Per Occurrence	120.00	*
Electrical	5,501 to 6,000	Per Sq. Ft.	Per Occurrence	130.00	*
Electrical	6,001 to 6,500	Per Sq. Ft.	Per Occurrence	140.00	*
Electrical	6,501 to 7,000	Per Sq. Ft.	Per Occurrence	150.00	*
Electrical	7,001 to 7,500	Per Sq. Ft.	Per Occurrence	160.00	*
Electrical	7,501 to 8,000	Per Sq. Ft.	Per Occurrence	170.00	*
Electrical	8,001 to 8,500	Per Sq. Ft.	Per Occurrence	180.00	*
Electrical	8,501 to 9,000	Per Sq. Ft.	Per Occurrence	190.00	*
Electrical	9,001 to 9,500	Per Sq. Ft.	Per Occurrence	200.00	*
Electrical	9,501 to 10,000	Per Sq. Ft.	Per Occurrence	210.00	*
Electrical	10,001 to 15,000	Per Sq. Ft.	Per Occurrence	315.00	*
Electrical	15,001 to 20,000	Per Sq. Ft.	Per Occurrence	415.00	*
Electrical	20,001 to 25,000	Per Sq. Ft.	Per Occurrence	515.00	*
Electrical	25,001 to 30,000	Per Sq. Ft.	Per Occurrence	615.00	*
Electrical	30,001 to 35,000	Per Sq. Ft.	Per Occurrence	715.00	*
Electrical	35,001 to 40,000	Per Sq. Ft.	Per Occurrence	815.00	*
Electrical	40,001 to 45,000	Per Sq. Ft.	Per Occurrence	915.00	*
Electrical	45,001 to 50,000	Per Sq. Ft.	Per Occurrence	1,015.00	*
Mechanical	500 or less	Per Sq. Ft.	Per Occurrence	35.00	*
Mechanical	501 to 1,000	Per Sq. Ft.	Per Occurrence	40.00	*
Mechanical	1,001 to 1,500	Per Sq. Ft.	Per Occurrence	40.00	*
Mechanical	1,501 to 2,000	Per Sq. Ft.	Per Occurrence	50.00	
Mechanical	2,001 to 2,500	Per Sq. Ft.	Per Occurrence	60.00	
Mechanical	2,501 to 3,000	Per Sq. Ft.	Per Occurrence	40.00	*
Mechanical	3,001 to 3,500	Per Sq. Ft.	Per Occurrence	45.00	*
Mechanical	3,501 to 4,000	Per Sq. Ft.	Per Occurrence	50.00	*
Mechanical	4,001 to 4,500	Per Sq. Ft.	Per Occurrence	55.00	*
Mechanical	4,501 to 5,000	Per Sq. Ft.	Per Occurrence	60.00	*
Mechanical	5,001 to 5,500	Per Sq. Ft.	Per Occurrence	65.00	*
Mechanical	5,501 to 6,000	Per Sq. Ft.	Per Occurrence	70.00	*
Mechanical	6,001 to 6,500	Per Sq. Ft.	Per Occurrence	70.00	*
Mechanical	6,501 to 7,000	Per Sq. Ft.	Per Occurrence	80.00	*
Mechanical	7,001 to 7,500	Per Sq. Ft.	Per Occurrence	85.00	*

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Multi Family Residential & Commercial [cont'd]:					
Mechanical	7,501 to 8,000	Per Sq. Ft.	Per Occurrence	$90.00	*
Mechanical	8,001 to 8,500	Per Sq. Ft.	Per Occurrence	95.00	*
Mechanical	8,501 to 9,000	Per Sq. Ft.	Per Occurrence	100.00	*
Mechanical	9,001 to 9,500	Per Sq. Ft.	Per Occurrence	105.00	*
Mechanical	9,501 to 10,000	Per Sq. Ft.	Per Occurrence	110.00	*
Mechanical	10,001 to 15,000	Per Sq. Ft.	Per Occurrence	165.00	*
Mechanical	15,001 to 20,000	Per Sq. Ft.	Per Occurrence	215.00	*
Mechanical	20,001 to 25,000	Per Sq. Ft.	Per Occurrence	265.00	*
Mechanical	25,001 to 30,000	Per Sq. Ft.	Per Occurrence	315.00	*
Mechanical	30,001 to 35,000	Per Sq. Ft.	Per Occurrence	365.00	*
Mechanical	35,001 to 40,000	Per Sq. Ft.	Per Occurrence	415.00	*
Mechanical	40,001 to 45,000	Per Sq. Ft.	Per Occurrence	465.00	*
Mechanical	45,001 to 50,000	Per Sq. Ft.	Per Occurrence	515.00	*
Plans	500 or less	Per Sq. Ft.	Per Occurrence	35.00	*
Plans	501 to 1,000	Per Sq. Ft.	Per Occurrence	60.00	*
Plans	1,001 to 1,500	Per Sq. Ft.	Per Occurrence	85.00	*
Plans	1,501 to 2,000	Per Sq. Ft.	Per Occurrence	110.00	*
Plans	2,001 to 2,500	Per Sq. Ft.	Per Occurrence	140.00	*
Plans	2,501 to 3,000	Per Sq. Ft.	Per Occurrence	160.00	*
Plans	3,001 to 3,500	Per Sq. Ft.	Per Occurrence	185.00	*
Plans	3,501 to 4,000	Per Sq. Ft.	Per Occurrence	210.00	*
Plans	4,001 to 4,500	Per Sq. Ft.	Per Occurrence	235.00	*
Plans	4,501 to 5,000	Per Sq. Ft.	Per Occurrence	260.00	*
Plans	5,001 to 5,500	Per Sq. Ft.	Per Occurrence	285.00	*
Plans	5,501 to 6,000	Per Sq. Ft.	Per Occurrence	310.00	*
Plans	6,001 to 6,500	Per Sq. Ft.	Per Occurrence	335.00	*
Plans	6,501 to 7,000	Per Sq. Ft.	Per Occurrence	360.00	*
Plans	7,001 to 7,500	Per Sq. Ft.	Per Occurrence	385.00	*
Plans	7,501 to 8,000	Per Sq. Ft.	Per Occurrence	410.00	*
Plans	8,001 to 8,500	Per Sq. Ft.	Per Occurrence	435.00	*
Plans	8,501 to 9,000	Per Sq. Ft.	Per Occurrence	460.00	*
Plans	9,001 to 9,500	Per Sq. Ft.	Per Occurrence	485.00	*
Plans	9,501 to 10,000	Per Sq. Ft.	Per Occurrence	510.00	*
Plans	10,001 to 15,000	Per Sq. Ft.	Per Occurrence	765.00	*
Plans	15,001 to 20,000	Per Sq. Ft.	Per Occurrence	1,015.00	*
Plans	20,001 to 25,000	Per Sq. Ft.	Per Occurrence	1,265.00	*
Plans	25,001 to 30,000	Per Sq. Ft.	Per Occurrence	1,515.00	*
Plans	30,001 to 35,000	Per Sq. Ft.	Per Occurrence	1,765.00	*
Plans	35,001 to 40,000	Per Sq. Ft.	Per Occurrence	2,015.00	*
Plans	40,001 to 45,000	Per Sq. Ft.	Per Occurrence	2,265.00	*
Plans	45,001 to 50,000	Per Sq. Ft.	Per Occurrence	2,515.00	*
Plumbing	500 or less	Per Sq. Ft.	Per Occurrence	35.00	*
Plumbing	501 to 1,000	Per Sq. Ft.	Per Occurrence	40.00	*
Plumbing	1,001 to 1,500	Per Sq. Ft.	Per Occurrence	40.00	*
Plumbing	1,501 to 2,000	Per Sq. Ft.	Per Occurrence	50.00	*
Plumbing	2,001 to 2,500	Per Sq. Ft.	Per Occurrence	60.00	*
Plumbing	2,501 to 3,000	Per Sq. Ft.	Per Occurrence	70.00	*
Plumbing	3,001 to 3,500	Per Sq. Ft.	Per Occurrence	80.00	*
Plumbing	3,501 to 4,000	Per Sq. Ft.	Per Occurrence	90.00	*

Planning and Development, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Multi Family Residential & Commercial [cont'd]:					
Plumbing	4,001 to 4,500	Per Sq. Ft.	Per Occurrence	$100.00	*
Plumbing	4,501 to 5,000	Per Sq. Ft.	Per Occurrence	110.00	*
Plumbing	5,001 to 5,500	Per Sq. Ft.	Per Occurrence	120.00	*
Plumbing	5,501 to 6,000	Per Sq. Ft.	Per Occurrence	130.00	*
Plumbing	6,001 to 6,500	Per Sq. Ft.	Per Occurrence	140.00	*
Plumbing	6,501 to 7,000	Per Sq. Ft.	Per Occurrence	150.00	*
Plumbing	7,001 to 7,500	Per Sq. Ft.	Per Occurrence	160.00	*
Plumbing	7,501 to 8,000	Per Sq. Ft.	Per Occurrence	170.00	*
Plumbing	8,001 to 8,500	Per Sq. Ft.	Per Occurrence	180.00	*
Plumbing	8,501 to 9,000	Per Sq. Ft.	Per Occurrence	190.00	*
Plumbing	9,001 to 9,500	Per Sq. Ft.	Per Occurrence	200.00	*
Plumbing	9,501 to 10,000	Per Sq. Ft.	Per Occurrence	210.00	*
Plumbing	10,001 to 15,000	Per Sq. Ft.	Per Occurrence	315.00	*
Plumbing	15,001 to 20,000	Per Sq. Ft.	Per Occurrence	415.00	*
Plumbing	20,001 to 25,000	Per Sq. Ft.	Per Occurrence	515.00	*
Plumbing	25,001 to 30,000	Per Sq. Ft.	Per Occurrence	615.00	*
Plumbing	30,001 to 35,000	Per Sq. Ft.	Per Occurrence	715.00	*
Plumbing	35,001 to 40,000	Per Sq. Ft.	Per Occurrence	815.00	*
Plumbing	40,001 to 45,000	Per Sq. Ft.	Per Occurrence	915.00	*
Plumbing	45,001 to 50,000	Per Sq. Ft.	Per Occurrence	1,015.00	*
Duplexes, apartments, hotels, & motels (add):					
Building		Per Unit	Per Occurrence	30.00	*
Electrical		Per Unit	Per Occurrence	30.00	*
Fire Sprinkler		Per Unit	Per Occurrence	30.00	*
Mechanical		Per Unit	Per Occurrence	30.00	*
Plumbing		Per Unit	Per Occurrence	30.00	*
New Single Family (add):					
New Single Family Residential		Per Sq. Ft.	Per Occurrence	0.13	*
Preliminary Plat Application					
1 to 10 acres		Per application	Per Occurrence	300.00	*
10 to 50 acres		Per application	Per Occurrence	400.00	*
50 acres and above		Per application	Per Occurrence	500.00	*
Replat Application					
1 to 10 acres		Per application	Per Occurrence	300.00	*
10 to 50 acres		Per application	Per Occurrence	400.00	*
50 acres and above		Per application	Per Occurrence	500.00	*
Site Disturbance					
1 to 10 acres		Per acre	Per Occurrence	160.00	*
10 to 50 acres		Per acre	Per Occurrence	180.00	*
50 acres and above		Per acre	Per Occurrence	200.00	*
Zoning Application		Per application	Per Occurrence	300.00	*

[1] The fee for structures over 50,000 square feet is determined by combining fees to equal the square footage. [2]Mechanical- air conditioning, heating, ventilation, exhaust, and refrigeration systems. [3]Plumbing- All connections to a water or sewerage system. Fire sprinkler and gas pipe systems are to be permitted separately. The plumbing fee column shall be used for new fire sprinkler and gas piping systems. 3Permit fees are calculated individually by permit type. All plan review fees must be paid at time of application.

Police Department

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Accident Reports		Per report	Per Year	$6.00	*
Background Checks		Per check	Per Occurrence	5.00	*
Certified Police Copies		Per page	Per Year	2.00	*
Fingerprinting		Per card	Per Occurrence	5.00	*
Jail Phone Fee (local)		Per minute	Per Occurrence	0.50	*
Jail Phone Fee (long distance)		Per minute	Per Occurrence	0.25	*
Open Records Requests (Postage add 'l if applicable)		Per page	Per Request	0.10	*
Peddler Permit		Per permit	Per Year	25.00	*
Police Reports		Per page	2 hours	0.10	*
Second Hand Dealer Permit		Per permit	Per Year	25.00	*
Taxi Driver Lost Replacement		Per lost permit	Per Occurrence	10.00	*
Taxi Driver Permit		Per permit	Per Year	25.00	*

Public Works

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Final Conformance Inspection of Public Infrastructure					
Residential		Per inspection	Per Occurrence	$25.00	*
Commercial- 1 to 10 acres		Per inspection	Per Occurrence	50.00	*
Commercial- over 10 to 50 acres		Per inspection	Per Occurrence	125.00	*
Commercial- over 50 acres and above		Per inspection	Per Occurrence	200.00	*
Miscellaneous Charges [1]					
Broken meter box		Per Meter	Per Occurrence	50.00	*
Broken meter eyelets		Per Meter Eyelet	Per Occurrence	100.00	*
Emergency cutoff		Per Cutoff	Per Occurrence	40.00	*
Fire Hydrant deposit charge		Per Hydrant	Per Occurrence	2,000.00	*
Move a fire hydrant		Per Hydrant	Per Occurrence	25.00	*
Septic System elimination fee - approved by city council		Per Elimination	Per Occurrence	2,150.00	*
Wastewater system use permit application (original, revised or renewal) for significant industrial and categorical users		Per Permit	Per Application	250.00	*
Public Infrastructure Acceptance Re-Inspection		Per inspection	Per Occurrence	50.00	*
Return Flow: *The return flow in gallons is determined by multiplying the water meter consumption, less three thousand (3,000) gallons minimum, times the return flow factor for each specific classification (i.e., usage 10,000 gallons minus 3,000 gallon minimum = 7,000 gallons; 7,000 gallons x 90% flow factor = 6,300 gallons)*					
Apartments, motels, etc.		Per Gallon	Per Occurrence	90%	*
Commercial		Per Gallon	Per Occurrence	90%	*
Industrial		Per Gallon	Per Occurrence	90%	*
Laundries and Car Wash		Per Gallon	Per Occurrence	90%	*
Mobile Home Parks		Per Gallon	Per Occurrence	100%	*
Outside City Commercial		Per Gallon	Per Occurrence	180%	*
Outside City Residential		Per Gallon	Per Occurrence	200%	*
Residential		Per Gallon	Per Occurrence	100%	*
ROW Cuts Inspection		Per inspection	Per Occurrence	$50.00	*
Sewer Line CCTV re-inspection[2]		Per foot	Per Occurrence	1.15	*
Stonetree Golf Course Irrigation					
Meter rates for StoneTree Golf Course reuse irrigation is equal to the amount charged by Bell Co WCID to the City of Killeen.	All Gallons	Per 1,000 Gallons	Per Occurrence	0.29	*
Stormwater Management Site Plan Pre-Acceptance Inspection		Per Inspection	Per Occurrence	50.00	*

Public Works, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Subdivision Construction Plan Review					
1 to 10 acres		Per acre	Per Occurrence	$250.00	*
10 to 50 acres		Per acre	Per Occurrence	350.00	*
50 acres and above		Per acre	Per Occurrence	500.00	*
Water Meter Tap Fee (Base charge if builder installs tap)					
3/4"		Per Meter	Per Occurrence	200.00	*
1"		Per Meter	Per Occurrence	250.00	*
1-1/2"		Per Meter	Per Occurrence	350.00	*
2"		Per Meter	Per Occurrence	1,400.00	*
Construction tap - actual cost of meter plus minimum rate per month		Per Meter	Per Occurrence	300.00	*
8" - Commercial		Per Meter	Per Occurrence	900.00	*
Water Meter Tap Fee (Tap charge included when city installs water service line, meter, and box in established subdivision)					
3/4" - Short Service		Per Meter	Per Occurrence	500.00	*
1" - Short Service		Per Meter	Per Occurrence	650.00	*
1-1/2" - Short Service		Per Meter	Per Occurrence	1,200.00	*
2" - Short Service		Per Meter	Per Occurrence	2,500.00	*
3/4" - Long Service		Per Meter	Per Occurrence	800.00	*
1" - Long Service		Per Meter	Per Occurrence	950.00	*
1-1/2" - Long Service		Per Meter	Per Occurrence	1,500.00	*
2" - Long Service		Per Meter	Per Occurrence	2,800.00	*
Water Meter Tap Fees		Per Inspection	Per Occurrence	see code	*
Water/Sewer Main Public Infrastructure Tap Inspection		Per Inspection	Per Occurrence	50.00	*

[1]FOG (fats, oil & grease)- Pretreatment Program - Users may be assessed a surcharge for discharges that contain concentrations of TSS and or BOD/COD higher than that found in normal domestic wastewater in accordance with this division. The formula used to calculate this surcharge can be found in the Killeen, TX Code of Ordinance Division 4 - Pretreatment Program Sec. 30-79 item (h). [2]These costs are added to the public infrastructure acceptance re-inspection fee

Public Works - Solid Waste

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Commercial Rates:					
2 cubic yards Dumpster Container Fees:					
Extra Pickups: Call-in service	2 cu yd	Per Container	Per Occurrence	$27.65	*
Extra Pickups: Customer reload on-site	2 cu yd	Per Container	Per Occurrence	12.27	*
3 cubic yards Dumpster Container Fees:					
Extra Pickups: Call-in service	3 cu yd	Per Container	Per Occurrence	31.00	*
Extra Pickups: Customer reload on-site	3 cu yd	Per Container	Per Occurrence	15.64	*
4 cubic yards Dumpster Container Fees:					
Extra Pickups: Call-in service	4 cu yd	Per Container	Per Occurrence	34.35	*
Extra Pickups: Customer reload on-site	4 cu yd	Per Container	Per Occurrence	18.97	*
6 cubic yards Dumpster Container Fees:					
Extra Pickups: Call-in service	6 cu yd	Per Container	Per Occurrence	41.04	*
Extra Pickups: Customer reload on-site	6 cu yd	Per Container	Per Occurrence	25.68	*
8 cubic yards Dumpster Container Fees:					
Extra Pickups: Call-in service	8 cu yd	Per Container	Per Occurrence	47.73	*
Extra Pickups: Customer reload on-site	8 cu yd	Per Container	Per Occurrence	32.36	*
After hours special pickup of dumpsters		Less than 2 hours	Per Occurrence	54.44	*
Deposit for recurring use of transfer station		One time Fee	One time Fee	134.75	*
Dumpster Cleaning		Per Container	Per Wash	70.00	*
Dumpster Cleaning and Painting after fire		Per Container	Per Occurrence	248.00	*

Public Works - Solid Waste, [cont'd]					
Type	**Measurement**	**Unit**	**Frequency**	**Amount**	**Grandfather Clause**
Installation of dumpster		Per dumpster	Per Install	$54.44	*
Locking bar device installation		Per Device	Per Container	33.83	*
Locking bar device monthly rate		Per Device	Monthly	3.38	*
Manual Collection (weight added; not limited to travel and loading/disposal)		Per Hour	Per Request	149.16	*
Mechanical Assistance for unloading unauthorized items		Per Container	Per Request	54.44	*
Mechanical Assistance: Special	up to 3 cu yd	Minimum	Per Collection	21.00	*
Mechanical Assistance: Special	over 3 cu yd	Per cu yd over 3	Per Collection	7.50	*
Relocation of dumpster		Per Dumpster	Per relocation	54.44	*
Waiting Time (blocked dumpster)		Per Minute	Per Occurrence	2.32	*
Recycling Rates:					
CFC evacuation and disposal of appliance received at the Killeen recycling center		Per appliance	Per delivery	21.00	*
Pickup of appliance containing CFCs at residential curbside, CFC evacuation, and disposal		Per appliance	Per pickup	42.00	*
Public Scale Fee: Copy of Ticket		Per ticket	Per Request	6.50	*
Public Scale Fee: Weight Ticket		Per ticket	Per Request	9.50	*
Roll-off rental for special purposes or events		Per Service	Per Request	68.25	*
Residential Rates:					
Automated container reload for excess garbage in plastic bag not to exceed 2 reloads or $13.00		Per reload	Scheduled Collection Day	6.50	*
Brush Collection:					
Brush Collection (4 x 4 x 12)	0 to 6 cu yds	Per cu yd	Scheduled Collection Day	-	*
Brush Collection	Over 6 cu yds	Per cu yd	Scheduled Collection Day	7.50	*
Container exchange fee (to a larger container or adding additional container)		Per Upgrade/Addition	One-time	10.50	*
Missed service; Return trip		Per Trip	Per Return	7.50	*
Overloaded Container		Per Container	Scheduled Collection Day	6.50	*
Premium Service:					
Emptying of automated container only		Per Container	Per Occurrence	23.00	*
Other special waste additional fee		Per cu yd	Per Occurrence	7.50	*
Other special waste properly prepared		Service Fee	Per Occurrence	23.00	*
Removal of roll-out residential container from curb		Per Container	Per Occurrence	6.50	*
Replacement cost for lost, stolen, or damaged container/recycling bin due to customer neglect (plus cost to purchase replacement container)		Service Fee	Per Occurrence	20.00	*
Replacement of container lids, wheels, and other hardware due to customer neglect (plus cost to purchase replacement items)		Service Fee	Per Occurrence	20.00	*
Solid Waste Services:					
Special Collection service fee	0 to 3 cu yds	Minimum	Scheduled Collection Day	21.00	*
Special Collection service fee	Over 3 cu yds	Per cu yd	Scheduled Collection Day	7.50	*
Transfer Station Rates:					
Disposal Fee		Per ton	Per occurrence	61.64	*
Disposal Fee: Minimum		Per 100 pounds	Per occurrence	3.08	*
Surcharge for unsecured load		Per load	Per occurrence	26.25	*
Tire disposal fees:					
Commercial tires	< 2" bead	Per tire	Per occurrence	6.50	*
Passenger/light truck tires	0" up to 12"	Per tire	Per occurrence	2.65	*
Passenger/light truck tires	12" up to 22"	Per tire	Per occurrence	3.15	*

Public Works - Utility Collections

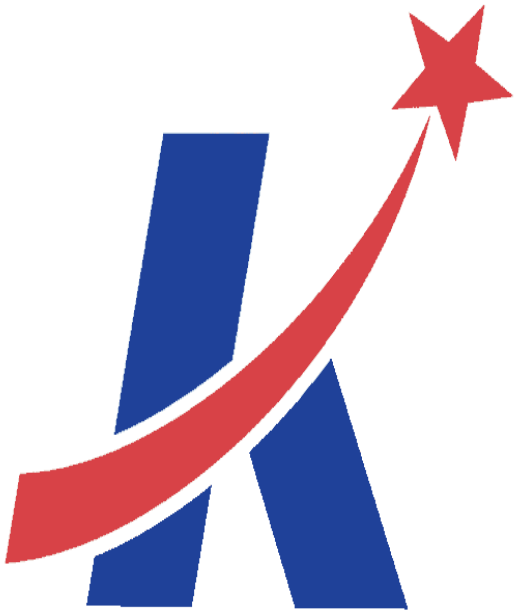
Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Utility Collections:					
Administrative handling of returned checks		Per Item	Per Occurrence	$30.00	*
After hours service - unscheduled request received after 5:00pm Monday - Friday; also scheduled and unscheduled request for Saturdays, Sundays and legal holidays.		Per Request	Per Occurrence	40.00	*
Alphabetical listing of accounts		Per Request	Per Occurrence	35.00	*
Annual itemized bill, per account		Per account	Per Occurrence	3.00	*
Broken lock fee - assessed if a customer breaks or damages the meter lock installed by city personnel		Per incident	Per Occurrence	100.00	*
Broken meter box		Per Meter Box	Per Occurrence	50.00	*
Broken meter eyelets		Per Meter Box	Per Occurrence	100.00	*
Collection fee for delinquent accounts where service call is already being made		Per Account	Per Occurrence	5.00	*
Cutting off for repairs and turning back on 8:00am - 5:00pm Monday - Friday		Per Shut-off	Per Occurrence	25.00	*
Delinquent account charge/reconnection fee - assessed if payment is not received by the close of business on the delinquent date, the 22nd day from the billing date or mailing date		Per delinquency	Per Occurrence	25.00	*
Delinquent garbage only late charge - assessed if payment is not received by discontinued the 22nd day from the billing date or mailing date		Per delinquency	Per Occurrence	10.00	*
Deposits for Commercial Meters:					
3/4" and 5/8" meters		Per Meter	Per Occurrence	75.00	*
1" meter		Per Meter	Per Occurrence	150.00	*
1 1/2 meters		Per Meter	Per Occurrence	200.00	*
2" meters		Per Meter	Per Occurrence	300.00	*
3" meters		Per Meter	Per Occurrence	400.00	*
4" meters		Per Meter	Per Occurrence	500.00	*
6" meters		Per Meter	Per Occurrence	700.00	*
8" meters		Per Meter	Per Occurrence	900.00	*
Deposits for Residential Meters:					
3/4" and 5/8" meters		Per Meter	Per Occurrence	60.00	*
1" meters		Per Meter	Per Occurrence	60.00	*
1 1/2 meters		Per Meter	Per Occurrence	150.00	*
2" meters		Per Meter	Per Occurrence	200.00	*
Disconnection of utility services resulting from violation of wastewater system discharge prohibitions/reconnect fee		Per disconnection	Per Occurrence	25.00	*
Emergency cut off		Per Instance	Per Occurrence	40.00	*
Grease trap self cleanser application		Per Application	Per Occurrence	50.00	*
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		Per event	Per Occurrence	100.00	*
Illegal turn on - water is turned on by anyone other than the authorized water department personnel.		Per event	Per Occurrence	75.00	*
Late penalty - assessed if payment is not received by the close of business on the due date, the 15th day from billing date or mailing date.		Per Late Payment	Per Occurrence	10.00	*
Meter check (pull and test), if meter is not faulty		Per instance	Per Occurrence	75.00	*
Meter check (when request made by the account holder and reading is determined to be correct		Per instance	Per Occurrence	25.00	*

Public Works - Utility Collections, [cont'd]

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
New account fee		Per account	Per Occurrence	$25.00	*
Returned check late charge - assessed if returned check not redeemed by disconnect date the 7th day from the mailing date		Per Returned Check	Per Occurrence	25.00	*
Transferring service		Per transfer	Per Occurrence	25.00	*
Transporter Manifest Book		Per manifest	Per Occurrence	15.00	*
Transporter permit		Per permit	Per Occurrence	100.00	*
Wastewater system use permit application (original, revised or renewal) for significant industrial and categorical users		Per application	Per Occurrence	250.00	*

Recreation

Type	Measurement	Unit	Frequency	Amount	Grandfather Clause
Recreation Lessons/Clinics		20/80 Split with Instructor	Per Occurrence	20%	*
5K Registration		Per registration all ages	Per Occurrence	$20.00	*
5K Registration- Late		Per late registration all ages	Per Occurrence	25.00	*
Daddy Daughter Dance		Per couple	Per Occurrence	25.00	*
Daddy Daughter Dance- Add		Per additional daughter	Per Occurrence	20.00	*
Mother Daughter Sleepover		Per person	Per Occurrence	25.00	*

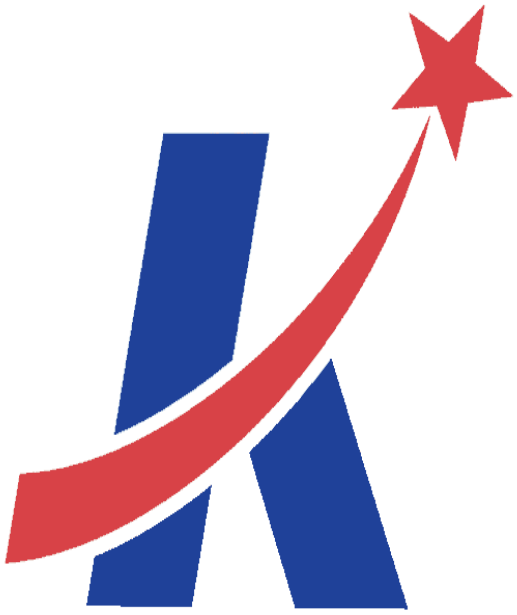


Dedicated Service – Everyday, for Everyone!

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



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Executive Director of Finance

Miranda Drake
Director of Budget

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Controller

Bonnie Hanchey
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