

FISCAL YEAR 2019 / 2020

# BUDGET BOOK



THE CITY OF HARKER HEIGHTS, TEXAS

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This budget will raise more revenue from property taxes than last year’s budget by an amount of \$783,427 which is a 6.5% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$235,458.

**CITY COUNCIL RECORD VOTE**

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

FOR: Michael Blomquist, Mayor Protem; Jennifer McCann, Place 1; Jackeline Soriano Fountain, Place 3; John Reider, Place 4; and Jody Nicholas, Place 5

AGAINST: None

PRESENT and not voting: Spencer H. Smith, Mayor

ABSENT: None

**PROPERTY TAX RATES**

	<u>FY 2019</u>	<u>FY 2020</u>
Property Tax Rate	0.6770	0.6770
Maintenance & Operations Rate	0.5285	0.5208
Debt Rate*	0.1485	0.1562
Effective Tax Rate*	0.6416	0.6474
Effective Maintenance & Operations Rate*	0.8576	0.8560
Rollback Tax Rate*	0.7175	0.7279

\*This rate is calculated by Bell County Appraisal District.

The total amount of municipal debt obligation secured by property taxes for the City of Harker Heights is \$40,534,870.

(Required per Texas Senate Bill 656, passed during the 83<sup>rd</sup> Legislative Session.)





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Harker Heights  
Texas**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morill*

Executive Director



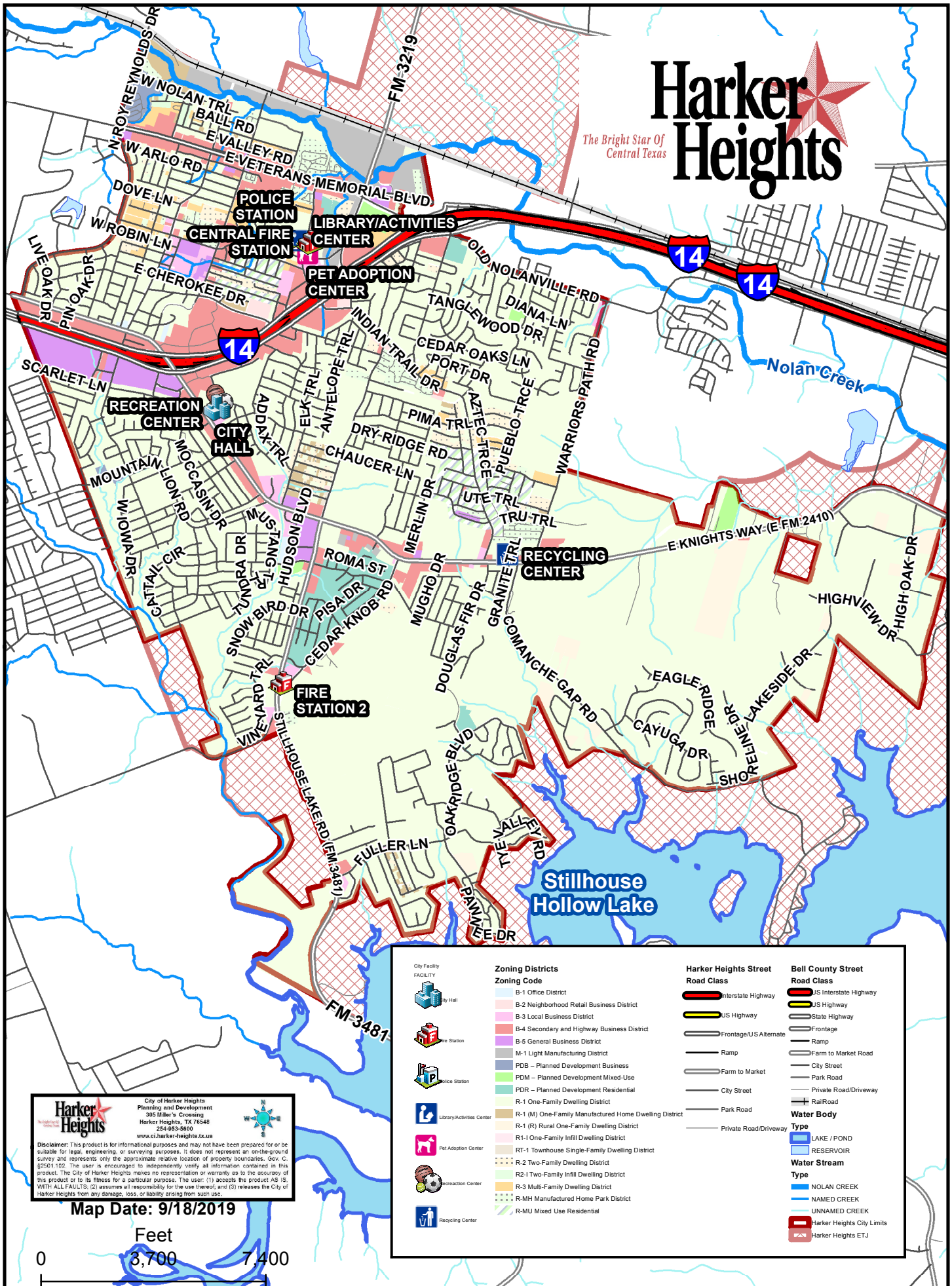
(Left to Right) Jennifer McCann - Place 1; Jakeline Soriano Fountain - Place 3; Michael Blomquist - Mayor Protem; Spencer H. Smith - Mayor; David R. Mitchell - City Manager; John Reider - Place 4; Jody Nicholas - Place 5.

### **CITY OF HARKER HEIGHTS VISION STATEMENT**

*Providing public services that empower people to focus on what matters most:  
their goals, hopes and dreams.*

# Harker Heights

The Bright Star Of Central Texas



**Harker Heights**  
 City of Harker Heights  
 Planning and Development  
 305 Miller's Crossing  
 Harker Heights, TX 78548  
 254-953-5600  
 www.ci.harker-heights.tx.us

Disclaimer: This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. (See C. 02501.102. The user is encouraged to independently verify all information contained in this product. The City of Harker Heights makes no representation or warranty as to the accuracy of this product or its fitness for a particular purpose. The user: (1) accepts the product AS IS WITH ALL FAULTS; (2) assumes all responsibility for the use thereof; and (3) releases the City of Harker Heights from any damage, loss, or liability arising from such use.

Map Date: 9/18/2019

Feet

3,700

7,400

City Facility	Zoning Districts	Harker Heights Street	Bell County Street
City Hall	<b>Zoning Code</b>	Interstate Highway	US Interstate Highway
Fire Station	B-1 Office District	US Highway	US Highway
Police Station	B-2 Neighborhood Retail Business District	State Highway	State Highway
Library/Activities Center	B-3 Local Business District	Frontage/USA Alternate	Frontage
Pet Adoption Center	B-4 Secondary and Highway Business District	Ramp	Ramp
Recreation Center	B-5 General Business District	Farm to Market	Farm to Market Road
Recycling Center	M-1 Light Manufacturing District	City Street	City Street
	PDB - Planned Development Business	Park Road	Park Road
	PDM - Planned Development Mixed-Use	Private Road/Driveway	Private Road/Driveway
	PDR - Planned Development Residential		
	R-1 One-Family Dwelling District		
	R-1 (M) One-Family Manufactured Home Dwelling District		
	R-1 (R) Rural One-Family Dwelling District		
	R-1-1 One-Family Infill Dwelling District		
	RT-1 Townhouse Single-Family Dwelling District		
	R-2 Two-Family Dwelling District		
	R-2-1 Two-Family Dwelling District		
	R-3 Multi-Family Dwelling District		
	R-RH Manufactured Home Park District		
	R-MU Mixed Use Residential		
		<b>Harker Heights Street</b>	<b>Bell County Street</b>
		<b>Road Class</b>	<b>Road Class</b>
		Interstate Highway	US Interstate Highway
		US Highway	US Highway
		State Highway	State Highway
		Frontage/USA Alternate	Frontage
		Ramp	Ramp
		Farm to Market	Farm to Market Road
		City Street	City Street
		Park Road	Park Road
		Private Road/Driveway	Private Road/Driveway
			<b>Water Body</b>
			LAKE / POND
			RESERVOIR
			<b>Water Stream</b>
			NOLAN CREEK
			NAMED CREEK
			UNNAMED CREEK
			Harker Heights City Limits
			Harker Heights ETJ



**BUDGET MESSAGE**





*The City of Harker Heights*  
305 Miller's Crossing  
Harker Heights, Texas 76548  
Phone 254/953-5600  
Fax 254/953-5614

**Mayor**  
Spencer H. Smith

**Mayor Protem**  
Michael Blomquist

**City Council**  
Jennifer McCann  
Jackeline Soriano Fountain  
John Reider  
Jody Nicholas

September 10, 2019

Dear Mayor and City Council Members:

The fiscal year 2019-2020 budget is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2020 fiscal year budget, which begins on October 1, 2019, and ends on September 30, 2020, provides the resources needed to maintain a high level of service to citizens and businesses.

The budget is a plan of action that addresses which resources of the City will be used to accomplish objectives that the City Council believes necessary. The budget meets present challenges and helps accomplish opportunities recognized by the City Council, staff, and citizens.

Staff began working on the 2020 budget in March with the distribution of request forms for fixed assets, capital improvements, and personnel to all departments. Department Heads were then asked to produce a proposed budget for their departments' operating line items. Department expenditures/expenses were discussed in meetings held with the City Manager, Assistant City Manager, Finance Director, and Department Heads in order to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings and included a look at the City's five-year long range plan which depicts projected revenues and expenses for the next five fiscal years and the projected fund balance for the General, Utility, Drainage, and Sanitation Funds. The long-range plans for Capital Improvement funding and expenditures were also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2020 fiscal year and beyond. The Capital Improvement long-range plan is also reviewed during the fiscal year in case changes need to be made to funding sources and/or expenditures for projects.

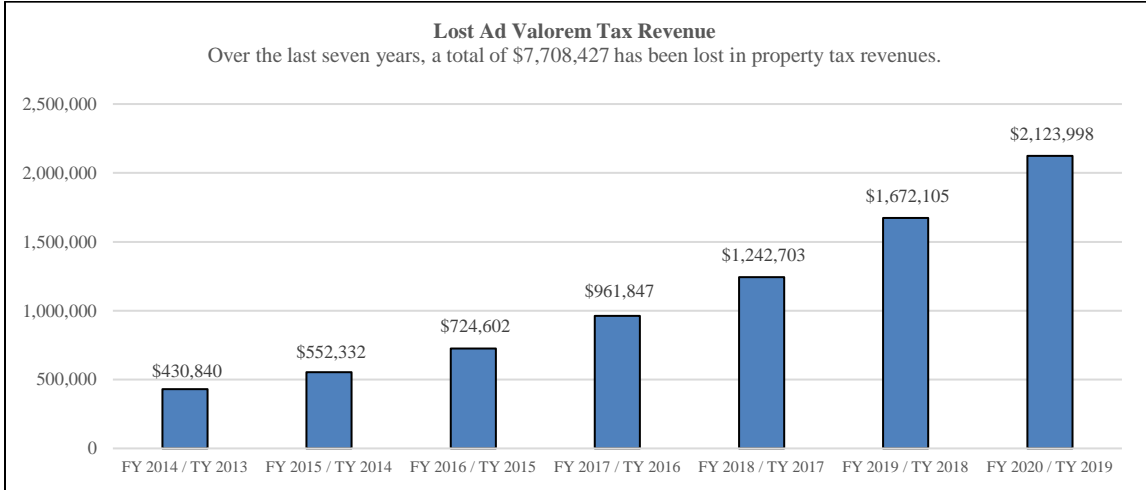
**Principal Issues and/or Challenges**

The following are some of the items that affect planning and impact the budget process:

- Property Tax Revenues – Currently our primary concern with property tax revenues is not in the growth of the city and the valuation of property, but in how much that valuation is going to be minimized by the largest growing exemption category for the City. House Bill 3613, which became effective in Fiscal Year 2010, initially had a minor effect on property values. This bill eliminated property taxes for veterans with a 100% disability rating from the U.S. Department of Veteran's Affairs. Several years later, another bill was passed extending the exemption to the spouses of 100% disabled veterans.

Over the years, these exemptions have grown to have a much larger effect on our City with Fort Hood, one of the largest military installations in the world, just a few miles away. Cities that border Fort Hood, such as Killeen and Copperas Cove, get some relief

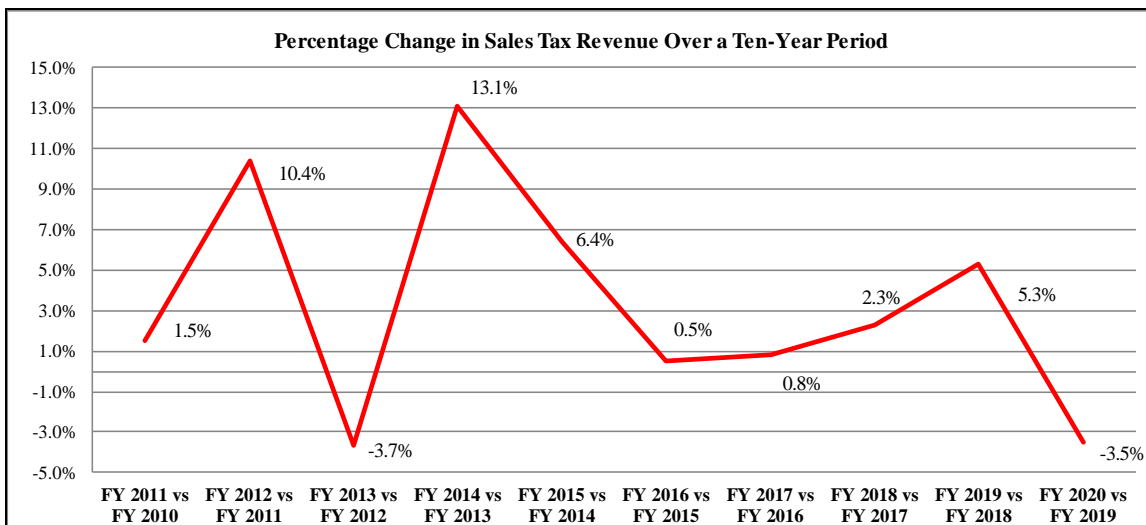
thanks to a bill passed in 2015 offering disproportionate impact aid. Harker Heights does not receive that impact aid and looks to lose approximately \$2.1 million from property revenues from the 100% disability exemptions in Fiscal Year 2020. In FY 2014, when Staff first began tracking the 100% disability loss, it was just \$430,840.



City officials have been working with area legislators to tackle the problem. Staff understands that the intent of the legislation was to assist our veterans however it inadvertently hurts these same veterans by limiting the services their cities can provide.

- Sales Tax Revenues – FY 2019 projections for sales tax revenues of \$7,030,000 is \$399,300 higher than the \$6,630,700 budgeted. Staff attributes this to increased troop numbers at Fort Hood in 2019. Budgeting for fiscal year 2020 has remained conservative with \$6,791,600 expected for fiscal year 2020 as troop deployments begin.

Challenges in predicting this line item are determining for how long and how much sales tax will increase with the growth of new businesses in the area. The following graph depicts the change in sales tax revenue over the last ten fiscal years. “FY 2011 vs. FY 2010” depicts the change in actual revenue between those fiscal years and this continues until “FY 2020 vs. FY 2019” which depicts the change in the FY 2020 budgeted amount from the FY 2019 projected amount.



*Calculated using actual amounts with the exception of FY 2019 (projected amount) and FY 2020 (budgeted amount).*

- Residential and Commercial Growth – Residential and commercial growth impacts our building permit revenue positively because each project within the City is required to have a permit (see fee schedule for more information on how fees are charged).

With the continued construction of new homes in the Evergreen Estate and Tuscan Meadows subdivisions as well as the addition of the Cedarbrook Ridge and Stonewall Ridge subdivisions, there have been 110 permits issued for single family homes at \$31,563,058 reported valuation from the period of October 1, 2018, to July 29, 2019. At the end of fiscal year 2018, there were 161 single family home permits with a reported valuation of \$43,984,889.

Two family dwellings, or duplexes, have become a practical option for many of our residents who are living in the area for a short time or may not be ready to buy a home. Twenty (20) permits were issued for duplexes during fiscal year 2018 with a reported valuation of \$3,748,850. From the period of October 1, 2018 to July 29, 2019, 3 permits have been issued with a \$530,000 reported valuation.

There have been eleven commercial permits issued through July 29, 2019, with a reported valuation of \$2,894,062. These have been for Central Texas Heating and Air, and Church’s Chicken as well as for office, warehouse, and commercial spaces and buildouts. At the end of the 2018 fiscal year, there were nine permits issued with a reported valuation of \$4,665,961 for a Burger King, Raising Cane’s, Oasis Day Spa, and commercial spaces.

Growth is expected to remain steady during the upcoming fiscal year and is reflected in the building permit line item. In FY 2017-2018, \$172,338 was received in building permits after budgeting \$200,000 for the year. With the projection of growth, \$200,000 was budgeted again for FY 2018-2019 and now the projected ending revenue for the year is at \$285,000 due primarily to Killeen Independent School District’s construction of a fourteenth middle school this year. With new schools come additional new homes, and we predict the growth will continue in the City. Next year’s budget for building permits has been increased over prior year budgets to \$290,000.

- Health Insurance – For FY 2019-2020, health insurance premiums for the City have increased by 9.00%, dental insurance premiums increased by 13.60% and vision insurance premiums have remained flat. \$1,230,400 has been budgeted in the General, Utility, Drainage and Sanitation Funds for health insurance coverage which covers the City’s cost of employee coverage. Absorbing the cost of health insurance as it continues to rise will become even more challenging once growth within the City stabilizes and revenues become more constant. Typically the City goes out every year for Requests for Proposals in hopes that rates will remain competitively low as our employees have to pay for the cost to cover their spouses and children. This year negotiations were made with our current providers as the costs for health care continue to skyrocket. The goal was still to keep rates as low as possible for the City and its employees while maintaining the quality healthcare we have managed to obtain over the years.

**Strategic Goals**

Below are the strategic goals that allow us to improve service and facilities to citizens and businesses of the City and the planning processes that assist us in ensuring these goals are met each year. Planning processes are described in more detail in the following section.

**STRATEGIC GOAL**

Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City



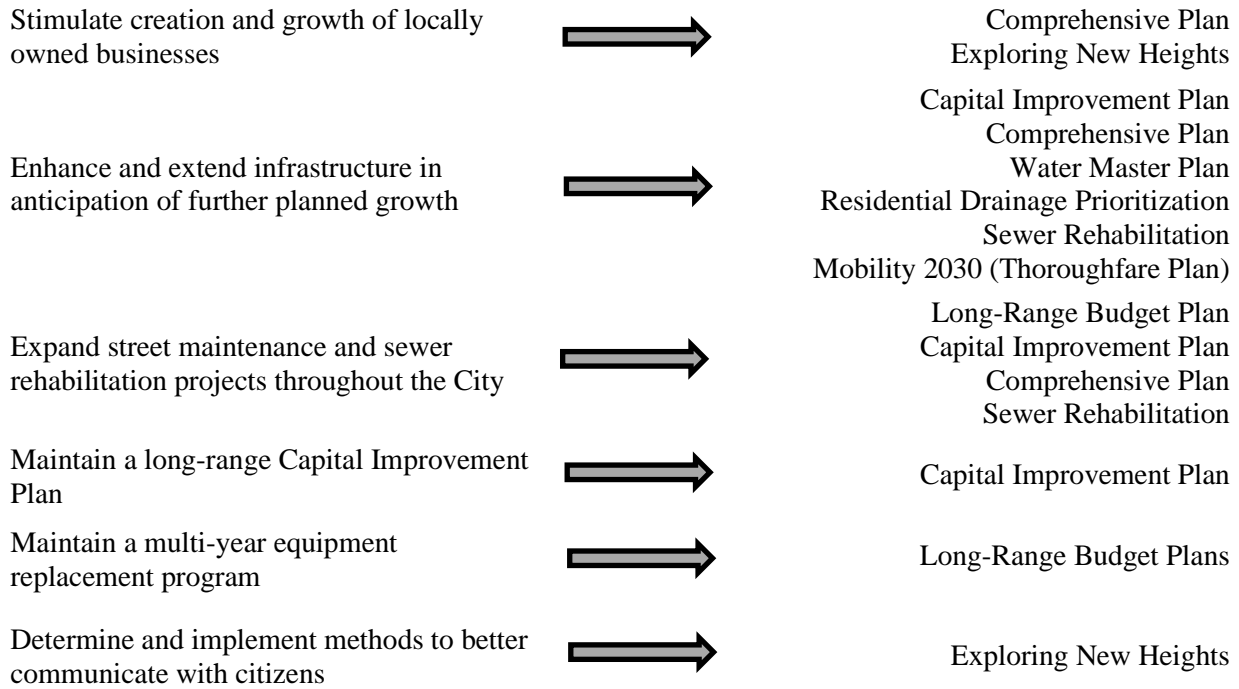
**PLANNING PROCESS**

Parks & Recreation Master Plan  
Comprehensive Plan



**STRATEGIC GOAL**

**PLANNING PROCESS**



**Description of Planning Processes**

	<b>Description</b>	<b>Purpose</b>	<b>Budget Impact</b>
<b>Long-Range Budget Plans</b>	Includes the current year's revenue and expenditure or expense projections and future projections.	To facilitate planning for the General, Utility, Drainage and Sanitation Funds.	Guides budget planning to ensure required reserves can be held in the future.
<b>Capital Improvement Plan</b>	Five-year plan that includes expenditures for projects by type and their funding sources.	To identify and record expenditures and funding sources for capital projects.	Planning device for City's revenues and expenditures to complete planned and projected projects.
<b>Parks &amp; Recreation Master Plan</b>	Ten-year master plan for parks and recreation facilities.	To provide guidelines for future decisions for city-wide parks system; for the acquisition/development of park land to meet current and future needs; establish priorities; and identify possible funding.	Establishes operating and capital expenses required to maintain new and existing facilities.
<b>Comprehensive Plan</b>	Presents historical data on population, information on natural resources, and goals and objectives of various City departments.	Framework for obtaining the goals and objectives of the City focusing on Land Use, Urban Design, Stormwater Management, Public Safety and Culture & Recreation.	Reminder of goals and objectives set for the future of the City.

	<b>Description</b>	<b>Purpose</b>	<b>Budget Impact</b>
<b>Water Master Plan</b>	Identifies the needs of the water and wastewater system.	Makes recommendations of ways to satisfy the needs specified for the water and wastewater system.	Assists in planning water improvement projects. Used in conjunction with the Capital Improvement Plan.
<b>Residential Drainage Prioritization</b>	Lists residential addresses with known drainage issues.	Records areas of the City that have problems with drainage and an estimated cost to correct the issue(s).	Assists in planning drainage projects for upcoming fiscal years. It is used in conjunction with the Capital Improvement Plan.
<b>Sewer Rehabilitation Program</b>	Ten-year plan that includes costs for manhole rehabilitation, line replacement and various construction costs related to these repairs.	Serves as a guide to rehabilitate the sewer lines within the City.	Long-range plan for sewer improvements within the City. It is used in conjunction with the Capital Improvement Plan.
<b>Exploring New Heights</b>	Citizen focus group.	Citizen developed goals and objectives in the areas of quality of life, business & economic development, and infrastructure.	Reminder of goals and objectives to accomplish throughout the City.
<b>Mobility 2030 (Thoroughfare Plan)</b>	Multi-modal update to the thoroughfare plan that includes the street network, sidewalk network, on-street and off-street bicycle network, and mass transit.	Transportation planning document to identify current transportation needs and project future requirements for vehicular and pedestrian mobility within and without the City.	Identified and prioritizes transportation goals and objectives for the current and future needs of the City.

Examples of long and short-term objectives that have been created using the planning processes described above include:

**Long-Range Budget Plans/Capital Improvement Plan**

Short-Term: Continue funding of a multi-year street maintenance program from current revenues.

Long-Term: Plan infrastructure for future annexations in the City’s extraterritorial jurisdiction.

**Parks and Recreation Master Plan/Capital Improvement Plan**

Short-Term: Multi-year funding of park improvements from current revenues.

**Comprehensive Plan**

Long-Term: Ensure the most appropriate land use for all areas of the city.

**Water Master Plan**

Short-Term: Complete water and wastewater projects to improve storage and processing capabilities.

Long-Term: Establish a long-range water improvement plan based on the Water Master Plan.

### **Residential Drainage Prioritization**

Short-Term: The FEMA Phase 2 Study, completed in September 2014, identified the need to reduce storm water flooding in the north part of the City. Work will include widening drainage channels, culvert improvements, and storm drainage improvements. Phase 1 of the Capital Improvement Project has been awarded and construction is underway with completion estimated to be at the end of December 2018. Phases 2, 3, and 4 are currently being engineered.

Long-Term: Establish a long-range drainage improvement plan based on the drainage criteria manual and listing of drainage problem areas within the City. Utilize the FEMA Phase 2 Study to plan future drainage improvements along the north side of US Highway 190 / Interstate 14.

### **Sewer Rehabilitation Program**

Long-Term: As a final step in the ten-year Sanitary Sewer Overflow Initiative Agreement, a flow monitoring study was conducted in Spring 2017 in the eighteen wastewater basins and was submitted to the Texas Commission on Environmental Quality (TCEQ) in December 2017. TCEQ has not responded yet to the final report submission as they are running behind on reviews. Subject to City Council approval, the City will enter into another similar agreement with the TCEQ to improve the City's sanitary sewer collection system. The Public Works Director has expressed to the TCEQ the City's interest in applying for another Sanitary Sewer Overflow Initiative Agreement.

### **Exploring New Heights**

Short-Term: The City completed its most recent Exploring New Heights session to revise the Exploring New Heights goals and actions.

Long-Term: Implement suggestions from past and current Exploring New Heights committees in an effort to maintain and/or improve services and the quality of life for our citizens.

### **Thoroughfare Plan**

Short-Term: Create and prioritize multi-modal transportation networks integrating streets, sidewalks, on-street and off-street bicycle trails, and mass transit.

Long-Term: Implement street, sidewalk, and bicycle network construction/renovation based on established and periodically updated priority list.

The Budget at a Glance section on the next several pages will go into further details on how different factors guided the development of the 2020 fiscal year budget.

**FY 2019-2020 BUDGET AT A GLANCE**

**GOVERNMENTAL FUNDS**

**General Fund**

General Fund revenues are budgeted at \$21,611,200 with the primary revenue sources as follows:

- 1) Ad Valorem Tax is the largest revenue source in the General Fund. The certified taxable value is \$1,887,441,186 which is an increase of \$77,172,397 or 4.26% from the 2018 certified value of \$1,810,268,789. No tax rate increase is included so the budget is prepared based on maintaining the current tax rate of \$0.6770 which will provide \$9,445,800 in maintenance and operation tax revenue. A one cent increase in the tax rate will provide approximately \$188,700 in additional ad valorem revenue to the general fund for maintenance and operation.

<b>2019 Tax Rates</b>	
Proposed Tax Rate	0.6770
Effective Rate	0.6474
Rollback Rate	0.7279

The effective tax rate enables the public to evaluate the relationship between taxes for the prior 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. Since the tax rate of \$0.6770 is higher than the effective tax rate, per the Truth in Taxation guidelines, two public hearings are required. The following is a comparison of the 2019 proposed property tax rates of surrounding cities:

Belton	0.6598
Temple	0.6727
<b>Harker Heights</b>	<b>0.6770</b>
Killeen	0.7498
Copperas Cove	0.797908

- 2) Franchise Fees of \$1,435,000 represents approximately 5% of the total General Fund revenues.
  - a. Cable franchise fees are budgeted at \$340,000, a 0.9% increase over the current year projections;
  - b. Electricity franchise fees are proposed at \$975,000, an increase of 1% over the current year projections;
  - c. Gas franchise fees are proposed to be \$80,000, up from the \$77,000 projected; and
  - d. Telephone franchise fees are budgeted at \$40,000 the same as projected for the current year.
- 3) Sales tax revenue is budgeted at \$6,791,600 which is a 2% or a \$133,200 increase over the \$6,658,409 actual for FY 2017-2018. This is based off the increased activity from Fort Hood during FY 2018-2019 but that level of activity is anticipated to decrease in FY 2019-2020 due to troop deployments.
- 4) The Court Fine revenue line item is budgeted at \$950,000 for FY 2019-2020. The current year projection of \$925,000 is less than the \$1,000,000 budgeted but higher than the \$905,179 received in FY 2017-2018. Ticket volume and collections has been slowly increasing.
- 5) Ambulance revenues are budgeted at \$665,000 for this next year which is a slight increase over the \$663,800 projected for the current year. There are no proposed increase in rates.
- 6) Interest Income is budgeted at \$425,000 for FY 2019-2020 which is the same amount as projected for the current year.

- 7) The FY 2019-2020 budget does not include the reimbursement from the Texas Department of Transportation (TxDOT) for the completion of the turnaround bridge at US 190 and Knight's Way which is part of the pass through funding program. The City agreed to accept the pass through discounted payoff amendment from TxDOT and funds in the amount of \$886,100 should be received by the end of fiscal year 2018-2019.
- 8) Transfers that are budgeted to come in from other funds (\$890,000) are as follows:
  - a. Utility Fund - \$500,000;
  - b. Sanitation Fund - \$300,000; and
  - c. Restricted Courts Fund - \$90,000.

Expenditures are budgeted at \$21,630,700 which is a decrease of \$625,100 from the \$22,255,800 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$16,676,600 and includes:
  - a. A salary adjustment of 3% for employees;
  - b. Three new positions:
    - i. A Receptionist in the Pet Adoption Center beginning in October;
    - ii. At mid-year a Recreation Superintendent has been added in the Parks and Recreation Department;
    - iii. In the Police Department an Administrative Commander position has been added to begin in October.
  - c. Insurance premiums are budgeted to increase for FY 2019-2020 by \$215,000; and
  - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,855,100, an increase of \$75,500, and includes the 3% salary adjustment.
- 2) Supplies are proposed at \$798,900 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$245,200. General supplies are budgeted at \$135,700 which is slightly less than the \$142,900 budgeted for the current year. Equipment supplies are budgeted at \$69,900, a slight increase over the amount projected in the current year. Chemical supplies are being held at \$12,200. Animal Care supplies at the Pet Adoption Center are budgeted at \$45,000 and an additional \$20,000 has been added for a new line item for vaccinations. These costs are partially offset with donations and operating revenues. In total, the supply category is proposed to increase \$27,200 over the current year projection.
- 3) The maintenance category is proposed at a total of \$711,100 which is down from the prior year's projection of \$716,100. The vehicle maintenance category is budgeted at \$126,000 which is slightly lower than the current year projection. Building maintenance also has a slight decrease of \$1,400 from the current year projection. The equipment maintenance category is increasing by \$7,100 over the current year projections mainly due to the server support, and miscellaneous equipment repairs, but it also includes maintenance fees for the software and hardware used in Administration, Finance, Courts, and Code Enforcement.
- 4) Utility costs are budgeted at \$490,500 which is the same as the current year projected amount.
- 5) Travel and training expenses are budgeted at \$144,700 which is a slight increase of \$6,700 over the FY 2018-2019 projected amount.
- 6) Contract labor, within the services category, totals \$505,000, down from the \$541,800 projected in the current year. A major expense in contract labor is the cost of public safety communications, budgeted at \$437,800, which covers Harker Heights' portion of the Bell County Communications Center. This is a decrease of \$41,473 from the previous year. Also, included in this line item is the cleaning of various buildings by a vendor.
- 7) Parks and Recreation and Event programs are being budgeted at \$41,000 slightly less than the current year projection.
- 8) Nuisance abatement is budgeted at \$50,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.

- 9) State Tax Payments are budgeted at \$330,000 and are in direct correlation to the Court Fine revenue.
- 10) Legal fees are budgeted at \$100,000 to account for legal expense for City Council, Administration and Municipal Court.
- 11) Advertising and Required Public Notices is set at \$44,900 for the upcoming fiscal year which includes the cost of printing recreation brochures and advertising new and vacant positions and all required advertisements or notices within the City.
- 12) A total of \$219,600 is budgeted for Professional Fees down from the previous year's budget of \$230,200. The major expenditures in the Professional Fee line item are as follows:
  - a. Engineering fees - \$30,000;
  - b. Employee benefit consulting - \$35,000;
  - c. Arbitrage consulting - \$6,000;
  - d. GASB 45 OPEB analysis - \$9,000;
  - e. Oncor/Atmos steering committee participation fees - \$4,600;
  - f. Codification of ordinances - \$7,500;
  - g. Drug screens, background checks, polygraph exams, etc. - \$10,000;
  - h. Misc. filing, web hosting fees, and renewals - \$10,000;
  - i. Security/IT evaluations - \$18,000; and
  - j. Bell County Health Department - \$69,100.
- 13) In the prior year's budget, outside agency funding totaled \$174,000 which was 0.08% of total expenditures. The FY 2019-2020 budget includes a total of \$149,000 which is 0.07% of total expenditures to fund outside agencies. The detail of the agencies funded are listed below:
  - a. Transportation (HOP) expenditures in FY2018-2019 was \$40,000 and the City will maintain this level of funding for the FY 2019-2020 budget.
  - b. The proposed budget for FY 2019-2020 includes \$17,000 for the Heart of Texas Defense Alliance which is the same amount budgeted and projected for the end of the current fiscal year.
  - c. Chambers of Commerce expenditures total \$52,500 which is made up of the following:
    - i. The Harker Heights Chamber of Commerce is allocated \$40,000; and
    - ii. Killeen Chamber of Commerce receives \$12,500.
  - d. The contribution of \$30,000 to the Boys & Girls Club is to support their after-school programs at Union Grove Middle School and Eastern Hills Middle School.
  - e. \$9,500 to the Greater Killeen Free Clinic is included in the FY 2019-2020 budget.
- 14) The Youth Task Force line item is budgeted at \$10,500 which includes the City's sponsorship for the Lemonade Day program.
- 15) Economic Development expenditures total \$22,500 for FY 2019-2020 which includes the Retail Coach program.
- 16) \$575,000 is budgeted to be expensed to Seton Medical Center based on an incentive agreement to reimburse 100% of property taxes collected for seven years. This budget year will be the final reimbursement payment.
- 17) Reserve for personnel is budgeted at \$15,000 for expenditures related to the City's employee tuition reimbursement program.
- 18) No transfers out to other funds are scheduled for FY 2019-2020.

The proposed budget reflects taking \$19,500 from the fund balance for a total of \$11,041,046 which exceeds the three months of operating reserve requirement of \$5,407,700.

**Debt Service Fund**

Revenues in the Debt Service Fund total \$2,953,000 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,833,000). Expenditures total \$2,979,400 which includes \$2,948,400 in principal and interest payments on debt. A detail of outstanding debt is included in the “Debt Service” section.

The City’s current Standard and Poor’s (S&P) rating is “AA”. S&P views the outlook for this rating as stable and their assessment of the City is based on the following factors:

- 1) Adequate economy;
- 2) Strong management, with “good” financial policies and practices under our Financial Management Assessment methodology;
- 3) Very strong budgetary flexibility with an available fund balance in fiscal 2017 of 51% of operating expenditures.
- 4) Strong budgetary performance, with balanced operating results in the general fund and an operating surplus at the total governmental fund level in fiscal 2017;
- 5) Very strong liquidity, with total government available cash of 65.6% of total governmental fund expenditures and access to external liquidity we consider strong;
- 6) Adequate debt and contingent liability position, with debt service carrying charges at 11.9% of expenditures and net direct debt that is 169.9% of the total governmental fund revenue, as well as rapid amortization, with 69.6% of debt scheduled to be retired in 10 years; and
- 7) Strong institutional framework score.

**Fixed Asset Fund**

Fiscal year 2019-2020 budgeted expenditures for fixed asset purchases total \$952,800. Some of the major items include:

1) Computer Lease	\$42,300
2) Coban Lease	\$107,400
3) Fire Engine/Pumper Lease	\$100,500
4) Medic Unit Remount	\$252,200
5) Patrol Vehicles [(2) new]	\$104,400
6) Library Books & Processing	\$90,000
7) Vehicles	\$74,100
8) Cage Replacements (Cat Adoption Room)	\$40,000
9) Brush cutter/Mower	\$25,300
10) John Deere 3038E Compact Utility Tractor	\$20,700

The FY 2019-2020 Budget reflects a total of \$825,000 as transfers into the Fixed Asset Fund and expenditures of \$952,800. Also, during the FY 2018 -2019 the City has restricted \$62,500 for Dana Peak Park fixed assets. This amount has been restricted in FY 2019-2020 as well leaving an ending balance of \$12,664.

**Capital Improvement Fund**

Total revenues budgeted in the Capital Improvement Fund for FY 2019-2020 is \$11,130,587 and expenditures are at \$11,024,600. The following is a breakdown of the budgeted expenditures:



*2018 Certificates of Obligation:*

1) Drainage Master Plan Priority #2; Phase 2; 3; & 4 projects	\$1,162,600
2) Drainage Master Plan Priority #1 projects	\$891,200
3) Roy Reynolds Bridge Abutment Stabilization project	\$124,000
4) Jorgette Drive Bank Stabilization project	\$120,000
5) Pinewood Erosion project	<u>\$204,000</u>
Total 2018 Certificate of Obligation Projects	\$2,501,800

*2019 Certificates of Obligation:*

1) Rattlesnake Road Waterline replacement	\$147,900
2) Beeline Drive Waterline replacement	\$275,000
3) Warrior's Path Street reconstruction	\$1,210,000
4) Fire Station #2 Renovation/Expansion	<u>\$1,412,800</u>
Total 2019 Certificate of Obligation Projects	\$3,045,700

*Killeen Independent School District (KISD) and City of Nolanville Funding:*

1) Warrior's Path Street reconstruction	\$1,520,000
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*Non-Bond Revenue Projects:*

1) Live Oak Addition 12" waterline	\$8,200
2) Beeline Drive Waterline replacement	\$215,200
3) Sewer Rehabilitation/Improvements	\$250,000
4) Trimmier Creek Lift Station Iron Chloride Dosing Sys.	\$110,000
5) Drainage Master Plan Priority #1 projects	\$140,000
6) Fire Station #2 Renovation/Expansion	\$352,600
7) Remodel City Council Chambers (security upgrade)	\$30,000
8) New Roof on Wellness Center at Central Station	\$35,400
9) Demo. & Replace Concrete/Pavement at Central Station	\$124,900
10) Park Improvements	\$50,000
11) Sidewalk from Prospector to Vineyard (phase 1)	\$255,100
12) Warrior's Path Street reconstruction	\$423,400
13) Mounition Lion to Pontiac Drainage Flume reconstruction	\$64,900
14) Street Projects	<u>\$1,897,400</u>
Total Non-Bond Revenue Projects	\$3,957,100

The above projects are funded from transfers in from other funds.

## PROPRIETARY FUNDS

### Utility Fund

Utility Fund revenues are budgeted at \$10,262,500. This FY 2019-2020 budget is developed with 1% in growth and a 3% rate increase. Amounts shown below for Harker Heights include this increase.

<b>Water and Sewer Rate Comparison</b>			
Residential	3,000 gallons	10,000 gallons	25,000 gallons
<b><i>Harker Heights</i></b>	<b><i>\$40.77</i></b>	<b><i>\$87.60</i></b>	<b><i>\$138.60</i></b>
Killeen	\$35.13	\$83.92	\$131.47
Copperas Cove	\$57.39	\$121.94	\$194.69
Temple	\$30.70	\$84.60	\$200.10
Belton	\$39.70	\$100.60	\$181.10

- 1) Water Income is budgeted at \$6,200,000 based on the anticipated growth and usage. Water sales for the current year are projected at \$5,588,500 a decrease of \$587,000 from the \$6,175,500 budgeted which is weather related.
- 2) \$3,800,000 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$80,000 to reflect the continued construction in the area.
- 4) Zero revenues have been budgeted for the water supply agreement with Dog Ridge since the agreement has been terminated.
- 5) Penalties have been budgeted at \$90,000 for FY 2020 which is the same amount as the current year projection.
- 6) Online payment fees are budgeted at \$75,000 and are based on the website usage.
- 7) Interest Income is budgeted at \$55,000 which is based on current rates.

Expenses for FY 2019-2020 are budgeted at \$10,258,700 which is \$55,800 higher than the \$10,202,900 budgeted for FY 2018-2019. The major expense items are as follows:

- 1) Salaries and benefits total \$1,648,800 which includes:
  - a. A salary adjustment of 3% effective in October;
  - b. An Assistant Public Works Director position will be added in October;
  - c. Insurance premiums are budgeted at \$132,200, an increase of \$16,200 from the current year budget; and
  - b. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$182,800 which is an increase over the \$155,300 projected for the current year.
- 2) The Supply category is budgeted at \$129,600, which is an increase of \$8,100 from the current year budget of \$121,500 which is mainly from the general and vehicle supply line items.
- 3) The proposed budget includes \$522,600 in maintenance expenses. The major expense in this category is in the repair and maintenance line item which is budgeted at \$160,000 to allow for repairs to pump stations, lift stations, and water and sewer lines. Equipment maintenance is budgeted at \$128,100 for utility billing and collection programs. Another major expense in this category are new service meters which will maintain a budget of \$110,000 for new meter installation and continuing with the City's meter replacement program.
- 4) Insurance is budgeted at \$27,700 for FY 2019-2020 and includes supplemental sewage backup coverage. This coverage is designed to reimburse private property owners for damages caused by sewage that backs up from facilities owned or controlled by the City when the sewage backup was not caused by City actions and the City had no prior notice.

- 5) Utilities are budgeted at \$410,000 which is less than the current year budget due to the current year usage being lower than budgeted.
- 6) Contract Labor is budgeted at \$280,800. This line item includes expenses for bacteriological testing, the outsourcing of the printing and mailing of utility bills, and contract labor for lift station repairs, maintenance, etc.
- 7) Bond Expense is budgeted at \$1,958,800 to cover principal and interest payments on outstanding debt.
- 8) A total of \$2,753,300 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) The major expenses included in the miscellaneous category are as follows:
  - a. \$55,000 for bad debt;
  - b. Audit fees for the Utility Fund at \$27,400;
  - c. Professional fees total \$35,000 for engineering costs related to the Utility Fund; and
  - d. A total of \$56,700 for amortization on advanced refunding of debt related to the Utility Fund.
- 10) Transfers to other funds total \$2,200,000. They comprise of \$500,000 to the General Fund, \$100,000 to the Debt Service Fund, \$500,000 to the Fixed Asset Fund, and \$1,100,000 to the Capital Projects Fund.

The FY 2019-2020 budget reflects increasing the fund balance by \$3,800 for a total fund balance of \$3,343,689 which exceeds the three month operating reserve requirement of \$2,014,700.

**Sanitation Fund**

Revenues in the Sanitation Fund are budgeted at \$2,337,500 for FY 2019-2020. A 2% rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

<b>FY 2020 Residential Garbage Rate Comparison</b>	
Belton	\$17.56**
<b>Harker Heights</b>	<b>\$18.88</b>
Copperas Cove	\$19.89*
Temple	\$19.97
Killeen	\$21.41

\*includes brush pickup, recycling, and bulky item pickup

\*\*includes recycling

Expenses for FY 2019-2020 are budgeted at \$2,393,200.

- 1) The salary adjustment of 3% and a new part-time position is being added effective in October.
- 2) The major expense within this fund is the Garbage Contract line item used to pay Centex Waste Management for residential pickup which is budgeted at \$1,680,000.
- 3) The roll off dumpster line item is budgeted at \$190,000 and charged by Centex Waste Management for the pickup of those dumpsters. This expense is \$30,000 higher than the amount budgeted in FY 2018-2019 due to increased usage.
- 4) Transfers to other funds total \$400,000 which includes \$100,000 to the Fixed Asset Fund and \$300,000 to the General Fund.

A projected fund balance of \$35,127 will be left in the Sanitation Fund at the end of the 2020 fiscal year.

### **Drainage Fund**

Drainage Fund revenues are budgeted at \$844,800 for FY 2019-2020. No rate increase is proposed for the 2020 budget.

Expenses for the FY 2019-2020 budget total \$846,900, which includes the following:

- 1) Bond expense totals \$333,300 which reflects our annual amortization of the drainage certificates of obligations principal and interest payments.
- 2) Operating expenses of \$188,600 which includes the 3% salary adjustment for all employees and \$30,000 for ground maintenance.
- 3) Transfers total \$325,000 – a transfer of \$225,000 to the Fixed Asset Fund and \$100,000 to the Capital Projects Fund.

A projected fund balance of \$33,211 will be left in the Drainage Fund at the end of FY 2019-2020.

## **RESTRICTED FUNDS**

### **Hotel/Motel Fund**

The Hotel/Motel Fund revenues are budgeted at \$102,900 and expenditures for FY 2019-2020 are budgeted at \$27,500 which is comprised of the following:

- 1) Advertising expense of \$7,500 and \$2,500 for promotion of the arts expenses related to the Annual Food and Wine Festival. These expenses total \$10,000 which will cover the cost of reimbursement to the Harker Heights Chamber of Commerce for holding the festival.
- 2) \$5,000 for advertising of other Chamber events which will be treated as a reimbursement to the Harker Heights Chamber of Commerce.
- 3) A total of \$12,500 is budgeted for tournaments which includes \$5,000 for sporting event expenses and \$7,500 to the Harker Heights Chamber of Commerce to bring fishing tournaments to the community.
- 4) The design phase of the Comanche Gap Historical Park is complete and expensed in FY 2016-2017. However, \$20,300 is under contract to be paid to the engineers once construction of the park is underway.

The projected ending fund balance for FY 2019-2020 is budgeted at \$349,986. These funds are restricted and may be used only to promote tourism, conventions, and the hotel industry.

### **Restricted Court Fund**

These funds are collected through the municipal court and are restricted for child safety, building security, juvenile case management, administration of justice, and technology for this department. Budgeted revenues for FY 2019-2020 are \$108,300. Expenditures are budgeted at \$90,000 which is reimbursement to the General Fund for bailiff services, a juvenile case manager and a Youth Health & Program Coordinator positions, technology and training expenses.

The proposed ending fund balance for the Restricted Court Fund is \$205,936 for FY 2019-2020.

### **Employee Benefits Fund**

The Employee Benefits Fund was created for the purpose of reducing the premium tax that the City must pay to an insurance carrier for eligible lines of coverage. This fund is a pass through for the collection and

payment of insurance premiums. Revenues reflect interest income of \$2,000 for an ending fund balance of \$5,705.

**Summary**

The City's Vision Statement is as follows: *Providing public services that empower people to focus on what matters most: their goals, hopes and dreams.* The fiscal year 2019-2020 budget was designed with that vision in mind. It provides the resources for each City department to provide high levels of service. The budget adds personnel, equipment and capital projects all for the singular focus of providing the best service for our citizens. Quality employee compensation and benefits are maintained for our employees. I am excited to present the 2019-2020 budget as it reflects the passion for service that our employees have toward our citizens and businesses.

Revenues for FY 2019-2020 for all funds total \$41,892,200 and expenditures total \$50,266,300. The budget does not increase the tax rate, is balanced, and does not use fund balance. The operating budgets are conservatively developed based on the current economy and expected trends.

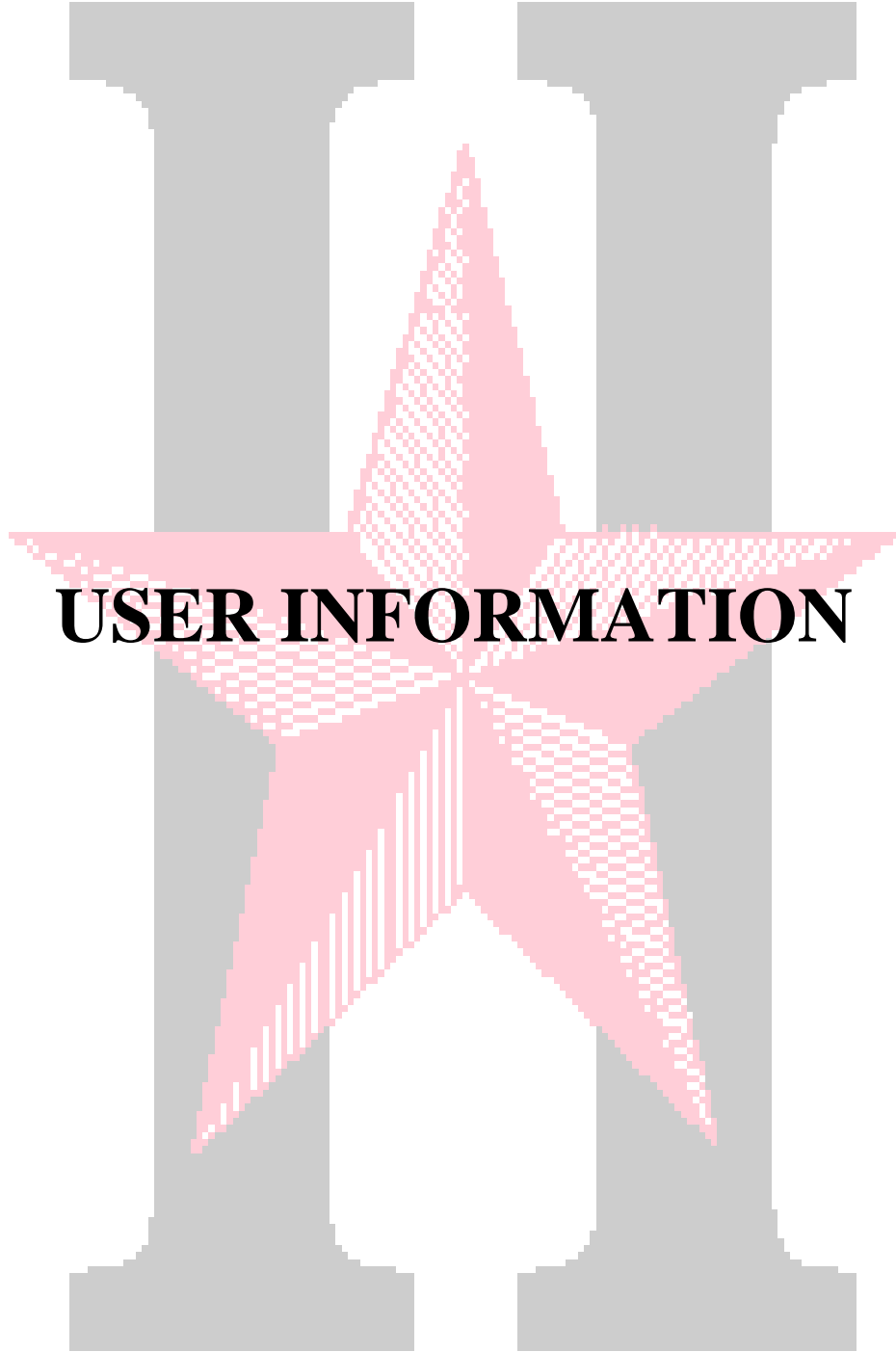
I would like to thank the City Council and City staff for their hard work in preparing this budget document. City staff looks forward to working with the City Council, citizens and businesses in our quest to support your goals, hopes and dreams.

Sincerely,



David R. Mitchell  
City Manager





**USER INFORMATION**



## USER INFORMATION

### BUDGET CONTENTS

The annual budget for the City of Harker Heights is comprised of a table of contents and fourteen sections. The book, in its entirety, can be grouped into three broad categories as follows:

#### Introduction and Information

- The *Table of Contents* indicates the topic, page number location and, in some cases, provides a brief summary.
- The *Budget Message* section includes the letter that accompanies the budget when it is submitted to the City Council. The *Budget at a Glance* that follows provides information about each fund and the significant changes or events affecting that fund.
- The *User Information* section describes what the budget book contains, the City as an organization, and the budget process to include a budget calendar. A summary of City policies are also included here.
- The *Historical/Demographics* section provides a synopsis of the City of Harker Heights' history. It also contains City and area demographic information.
- The *Personnel* section includes the City's organizational chart; a listing of city-wide personnel; and a listing of City officials, staff, boards, and commissions.
- The *Trends and Forecasts* section provides information on what some of the major revenues and expenditures in the City have been and how they are calculated for future fiscal years.

#### Financial

- The *Budget Summaries* section provides a summary of the budget totals for all budgeted funds for the City.
- The *General Fund, Utility Fund and Other Funds* sections contain detailed budget information for the various Funds and Departments of the City. Included, where applicable, are narratives of the Departments which provide a mission statement or underlying purpose of the Departments, a description of the types of activities or work performed, achievements made during the prior year, objectives for the coming fiscal year, and budget highlights for the various Departments.
- The *Debt Service* section provides payment schedules as well as principal and interest information for the City's general obligation debt (tax supported) and revenue debt (water, wastewater, and drainage).
- The section on the *Fixed Asset Fund* includes a schedule of fixed assets (equipment, vehicles, etc.) contained in the budget listed by Department.
- The *Capital Outlay and Improvements* section provides a schedule of capital improvements (infrastructure) to be made during the coming fiscal year.

#### Supporting Information

- The *Fee Schedule* is a detailed listing of fees and/or charges for services in effect for the coming fiscal year.
- Copies of the ordinances generated by the budget process can be found in the *Ordinance* section. This includes:
  - Ordinance #2019-29: Adopting and Approving the Budget for Fiscal Year 2019-2020,
  - Ordinance #2019-30: Levying a Tax Rate for the Tax Year 2019, and
  - Ordinance #2019-31: Prescribing and Setting the Fiscal Year 2019-2020 Rates and Charges.
- The *Glossary* provides a listing of some of the words and acronyms in the annual budget book and their meanings.

## **THE CITY ORGANIZATION**

The City of Harker Heights is a home rule City which operates under a Council-Manager form of government. All powers of the City shall be vested in the elective Council which enacts local legislation, adopts budgets, determines policies and employs the City Manager. The City Council consists of a Mayor and five council members who elect one of their members to serve as Mayor-Protempore. The City Manager shall execute the laws and administer the government of the City.

At the end of the next section are the demographics and miscellaneous statistics for the City of Harker Heights.

The City government provides a broad range of goods and services to its citizens. The activities and personnel required to provide these goods and services are organized into broad managerial areas called Funds. Funds are separate fiscal and accounting entities with their own resources and budgets necessary to carry on specific activities and attain certain objectives.

Funds are further organized into functional groups called Departments. A Department is a group of related activities aimed at accomplishing a major City service or program (e.g. Administration). A Department may be further divided into smaller areas called Divisions. Divisions perform specific functions within the Department (e.g. Human Resources is a Division of the Administration Department).

At the head of each Department is a Director who is an officer of the City. Directors have supervision and control of a Department and the Division within it, but are subject to supervision and control of the City Manager or Assistant City Manager. A Department Head may supervise more than one Department.

## **THE BUDGET PROCESS**

In planning the annual budget, the City is not only governed by the Truth-in-Taxation guidebooks but also the City Charter. Our City Charter states that the fiscal year shall begin the first day of October and end the last day of September of each calendar year. The fiscal year constitutes the budget and accounting year.

Throughout the fiscal year, the City Council provides directives to the Department Heads through the City Manager as to what they feel should be done in the City. At times these directives are made directly to Department Heads by way of City Council meeting and/or workshops or even through direct meetings if necessary. These directives are brought to light during any necessary mid-year adjustments, budget amendments and during the following years' budget process.

In March, Department Heads receive a copy of the fixed asset items, capital projects, and positions that have been approved as part of the long range plans. They also receive forms to complete to officially request these items. If they have additional items to request that are not a part of the long range plans they may do so with these forms. Each form within each request category is prioritized by the Department Head.

In April, the Finance Department sends out Proposed Budget Worksheets. These worksheets contain information about the Department including historical expenditure amounts, current expenditure and budget amounts, and estimated expenditure amounts for the upcoming fiscal year. This information will aid the Department Heads in increasing or decreasing their line items (i.e. general supplies, vehicle maintenance) for the next fiscal year however, the Department cannot exceed the total budget from the previous year. If the Department feels an increase is necessary, a justification must be provided.

After receiving all budget requests from the Departments, the City Manager and Finance Director conduct a series of meetings with each Department Head to review and discuss them. These meetings, held in May, also assist the City Manager to formulate his priorities.

Budget workshops with the City Council are held during the months of June and July. These workshops are open to the public and are posted per the Open Meeting Law. The workshops allow the City Council to receive input on the budget from the City Manager as well as the Department Heads. It is through these workshops that the City Council forms its priorities for the proposed budget. These priorities are necessary in the event the budget needs to be cut. After these workshops the City Manager formulates a proposed budget with guidance from the Council.

In accordance with the City Charter the proposed budget is presented to the City Council in column format. It is at this meeting that the dates for the Public Hearing(s) and the Adoption of the budget and tax rate are set. The proposed budget is sent to the Library for patrons to view, is available by request in the Administration Department, and is published on the City’s website.

Notices of Public Hearing are published in the newspaper and on the City website at least five days before the hearing. The hearing provides an opportunity for citizens to express their ideas and opinions about the budget and tax rate to their elected officials.

Following the public hearings the budget is ready to adopt. Per the City Charter, “the budget shall be adopted by the favorable vote of a majority of the members of the whole council”. If the budget is not adopted before September 27 the budget submitted by the City Manager shall be deemed to have been finally adopted by the council.

The budget calendar that follows outlines the budget process.

**FY 2019-2020 BUDGET AND TAX CALENDAR**

<b>Date Due</b>	<b>Event/Requirement/Action</b>
February 11	IT Deadline for Technology Related Fixed Asset Requests
March 29	Budget Kickoff Meeting/Top 5 Fixed Asset Request Presentations by Department Heads
April 08	Planning Forms Due – Fixed Assets, Capital Improvements and Personnel Requests
April 22	Line Item Worksheets and Data Input Due
May - June	Meet with Department Heads separately on their budgets
May 31	New Outside Agency Applications and All Outside Agency Funding Requests Due
June 11	Presentations by Outside Agencies
July 30	Present Proposed Budget to the Council
August 02	Budget Retreat and Discussion
August 13	Record Vote on Tax Rate
August 27	Public hearing on budget and tax rate
August 03	Public hearing on budget and tax rate
September 10	Meeting to adopt the budget, fee schedule, and tax rate

NOTE: The City’s Charter requires one public hearing on the budget. In the event that the City’s proposed tax rate will not raise more property taxes than the prior year’s tax rate, the City is not required to hold two public hearings for the tax rate or publish a notice of tax increase. The City will, however, hold a public hearing on the tax rate in conjunction with the required public hearing on the budget even though it is not required.

**AMENDING THE BUDGET:** The Council may adopt a budget amendment by ordinance and by a favorable vote of a majority of the members of the whole council. In May, a workshop is conducted with the City Council to discuss mid-year budget adjustments. The City budget may be amended and appropriations altered by ordinance at this time also.

**CITY FUNDS**

As previously stated, the City is organized into Funds. For financial purposes, a fund is a separate accounting entity with revenues and expenses segregated for the purpose of carrying out a specific purpose or activity. The following table provides additional information about each of the fund.

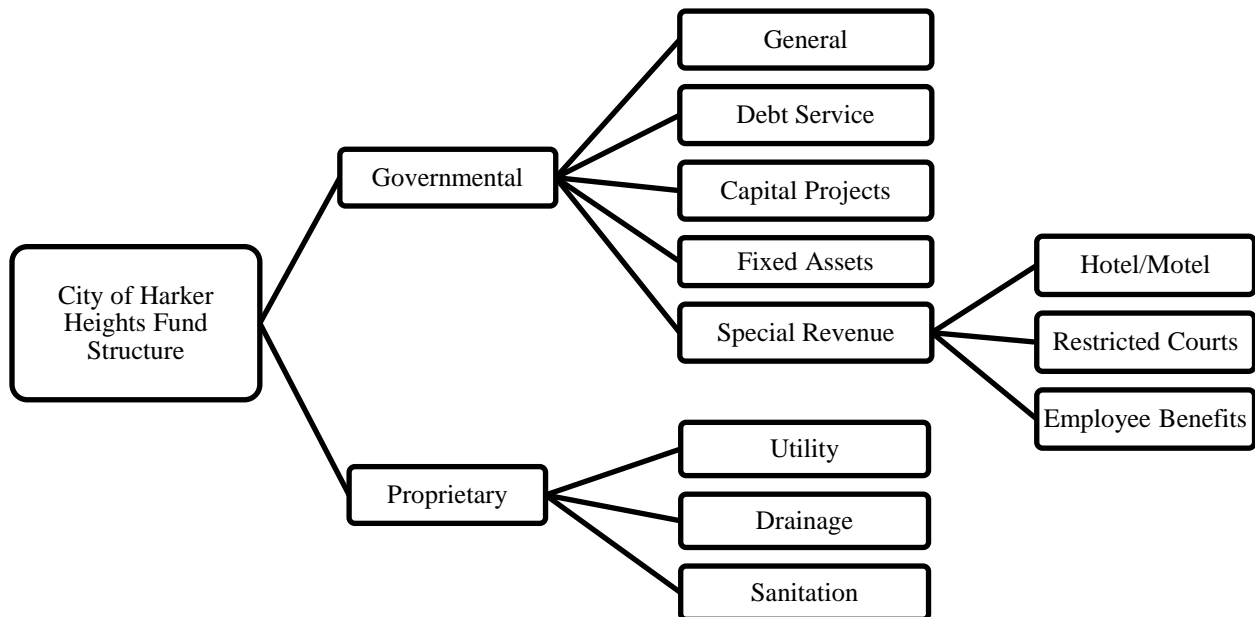
<b>FUND/ FUND TYPE</b>	<b>DESCRIPTION</b>	<b>A</b>	<b>M</b>	<b>B</b>	<b>C</b>
General/ Governmental	Accounts for all transactions not required to be accounted for in any other Fund.	Y	Y	Y	Y
Debt Service/ Governmental	Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.	Y	Y	Y	Y
Fixed Assets/ Governmental	Accounts for the acquisition of items that cost \$5,000 or more each.	Y	N	Y	N
Capital Projects/ Governmental	Accounts for the acquisition and construction of major capital facilities.	Y	Y	Y	Y
Hotel/Motel/ Special Revenue	Accounts for the levy and utilization of the hotel/motel occupancy tax.	Y	N	Y	Y
Restricted Court/ Special Revenue	Accounts for revenues generated from court fines that are restricted for a specific purpose.	Y	N	Y	Y
Employee Benefits/ Special Revenue	Accounts for the collection and payment of insurance premiums.	Y	N	Y	N
Utility/ Proprietary	Accounts for operations related to providing water and wastewater service to the citizens.	Y	Y	Y	Y
Drainage/ Proprietary	Accounts for operations related to providing drainage service to the citizens.	Y	Y	Y	Y
Sanitation/ Proprietary	Accounts for operations related to providing sanitation service to the residential community.	Y	Y	Y	Y
Fiduciary	Account for resources that are held by the government as a trustee or agent for parties outside the government and cannot be used to support the government's own programs.	N/A	N/A	N/A	N/A

A = Appropriated; M = Major Fund; B = Included in Budget; C = Included in CAFR

The following table shows the funds in which the different departments and functions are located.

GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		
GENERAL	SPECIAL REVENUE	UTILITY	DRAINAGE	SANITATION
City Council	Restricted Court Fund:			
City Manager				
Assistant City Manager/ City Secretary				
Administration:				
Human Resources				
Information Services				
Municipal Court (80%)	Municipal Court (20%)			
Records Management				
Finance:				
Accounts Payable				
Accounts Receivable				
Auditing				
Budget				
Cash Management and Investments				
Grant Reporting				
Payroll				
Purchasing				
Police:				
Administration				
Community Services				
Criminal Investigations				
Patrol				
Planning/Development:				
Building Inspection				
Code Enforcement				
Geographical Information System				
Planning				
Fire:				
Administration				
Operations				
Prevention				
Information Technology				
Library				
Activity Center				
Parks & Recreation:				
Athletic Activities				
Parks / Public Grounds				
Recreation Activities				
Special Events				
Public Works:		Public Works:	Public Works:	Public Works:
Streets (86%)				
Water Admin (14%)		Water Admin (86%) Water Operations Wastewater		
			Drainage (83%)	
Drainage (17%)				Sanitation

The following provides another view of how the City's funds are structured:



### **BUDGET BASIS**

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses.

Governmental Funds (General, Special Revenue, Debt Service and Capital Projects) are prepared on a modified accrual basis. This means that revenues are recognized as they are received and expenses are recognized in the period in which the liability is incurred. All of the City's obligations are budgeted as expenses.

Proprietary Funds (Utility, Drainage, and Sanitation) are budgeted on a full accrual basis. Not only are expenses recognized when a commitment is made, but revenues are also recognized when they are obligated to the City.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. An exception is the treatment of capital outlay in the Proprietary Fund. The budget shows capital outlays as an expense and does not show depreciation expense. The CAFR, however, does not show the capital outlay as an expense in the year of purchase, but rather depreciates the outlay over a number of years.

The City's Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

## **FINANCIAL AND BUDGET POLICIES**

The purpose of developing a written financial management policy is to provide the City Manager and staff with guidance in an area that is of prime importance to the citizens of Harker Heights. Following is a brief summary of each of the City's policies. Policies that are formally adopted are noted as such.

Budgeting\* – The City Council shall provide the City Manager with guidance prior to budget preparation as to priority programs that it may want to add, change, or delete. The City Manager shall prepare a proposed budget based on these priorities. The annual budget document shall be comprised of all City funds; each fund shall contain a detailed listing of revenues and expenditures. The departmental budgets within each fund shall contain a list of all personnel positions, proposed expenditures, estimated current year expenditures and actual previous year expenditures by line item.

Balanced Budget – A balanced budget for the City is one where current revenues plus available unreserved fund balances are equal to or greater than current expenditures.

Revenues & Reserves\* – The City shall budget revenues by analyzing historic revenue amounts for a five year period taking into account the City's current economic development status. The City's fee schedule will be reviewed annually to ensure that fees are consistent with the surrounding areas and that they cover costs incurred by the City to provide specific services. The fund reserve shall be counted as revenue carried forward starting with the next fiscal year budget. A contingency reserve shall be maintained in the major funds at a level sufficient to provide for emergency expenditures and unanticipated revenue shortfalls. They shall also provide a five-year projection for future fiscal years.

Expenditures\* – The City's expenditures shall be budgeted based on historic expenditure analysis and new expenses. The ten-year long range plan will be used as a focus point for personnel, fixed assets/capital equipment, and capital improvements; revisions will be made as needed. Each department shall look at their operations in relation to historical expenses and planned new costs. The Finance Director shall project positions to include proposed new positions and proposed cost of living adjustments to show what effect it will have on the budget. Benefits shall be projected using the rate changes provided by Texas Municipal Retirement System, benefit plans, Internal Revenue Service, etc. Modifications and adjustments will be made as necessary in order to ensure a balanced budget is achieved.

\*The City's Charter, last adopted in May 4, 1991, calls for the City Manager and Staff to provide the revenue and expenditure items in parallel columns for the actual amount of the last completed fiscal year, the estimated amount for the current fiscal year, and the proposed amount for the upcoming fiscal year. The other practices listed have become internal practices of the City Manager, Staff and most importantly the City Council have grown accustomed to.

Fund Balance – An unassigned fund balance is an important measure of economic stability and it is essential that the City maintain an adequate level to mitigate financial risk that can occur from unforeseen revenue fluctuation, unanticipated expenditures, and other similar circumstances. The minimum unassigned fund balance for the General and Utility Funds should be 90 days of operating. If the unassigned fund balance falls below the 90 days requirement or it is anticipated to than a plan to restore the minimum required level as soon as economic conditions allow will be prepared and submitted by the City Manager.

A Fund Balance Policy was adopted by the City Council on September 11, 2012.

Purchasing – City departments have the responsibility to see that their budget accounts are not overspent. The City utilizes a centralized purchasing system. All purchase orders (\$500+) are to be submitted to and approved by the Finance Department. The Finance Director has the authority to approve expenditures of up to \$999.99 for goods, services or public improvements where funds have been appropriated in the current



budget. Purchases \$1,000 or more require additional approval from the City Manager. Items over \$500 require at least three written quotes obtained by the department; items over \$50,000 will be bid out by the Finance Department with assistance from the requesting department.

The Purchasing Policy was last updated on August 15, 2019, goes into effect on October 1, 2019, and is not formally adopted. The Policy is updated as legislation changes or as needed to reduce or strengthen restrictions. Department Heads and Representatives are trained on the policies upon being hired and attend refresher trainings as needed.

Cash Management\*\* – The Finance Director is responsible for the design and implementation of reliable and effective cash-flow forecasting. The City shall deposit its funds only in a deposit account that is insured by the Federal Deposit Insurance Corporation (FDIC) or fully collateralized by securities which are authorized by law to be used to collateralize the City's deposits. Depositories shall be selected in accordance with state statutes.

Investment\*\* – The Finance Director will be responsible for investing City funds in such a manner that the absolute return on invested capital may be maximized while the risk to invested capital is minimized. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act. The City's investments will be reviewed annually by the city's auditor as part of the annual audit process. It is the policy of the City that all funds shall be managed and invested using the following priorities:

- *Suitability.* Any investment eligible in the investment policy is suitable for all City funds.
- *Safety of Principal.* This is the foremost objective of the City. Investments shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.
- *Liquidity.* Portfolio maturities will be structured to meet the obligations of the City first, and then to achieve the highest return of interest consistent with the objectives of this policy.
- *Marketability.* Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash requirement.
- *Diversification.* Diversification will include diversification by maturity and market sector as well as the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used and the suitability of each investment decision will be made on the basis of the other objectives.
- *Yield.* The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's risk constraints and the cash flow of the portfolio.
- *Public Trust.* All participants in the City's investment process shall seek to act responsibly as custodians of the public trust.

\*\*The City of Harker Heights' Investment Policy is adopted by the City Council every year; the last adoption was July 9, 2019. It covers Cash Management as well as Investments.

Cash Policy – All City departments are responsible for the safekeeping, proper accounting and the prompt deposit of City funds. This policy requires that all departments turn in daily deposits and receipts by the end of the day (City Hall) or by 10:00 a.m. the next business day (outside City Hall). It also requires the

use of donation forms and the proper way to use, balance, and replenish petty cash for those departments who have it.

A Cash Handling Policy was approved on September 1, 2016.

*Debt Management* – Debt shall not be used for current operational expenses. The repayment of debt shall not exceed the useful life of the project or item purchased. Interest earned on revenue obtained from the issuance of debt obligations shall be credited to the benefit of the fund to complete the project or to the benefit of the fund responsible for repayment of the debt. In order to maintain the financial reputation of the City of Harker Heights, the City Council shall seek the assistance of a financial advisor concerning all debt that exceeds one year.

The City's Debt Policy was adopted on May 28, 2019 and will be reviewed as necessary.

*Audit* – An independent audit will be conducted annually. The city will produce annual financial statements in accordance with generally accepted accounting procedures as outlined by the Governmental Accounting Standards Board (GASB). The City will produce a Comprehensive Annual Financial Report which meets the requirements for the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting. The City has received twenty-four consecutive Certificates of Achievement for its CAFR. The City will also produce an annual budget document, which meets the criteria for GFOA's Distinguished Budget Presentation Award. The City has received this award for the past twenty-three years.

The requirement of an independent annual audit is in the City's Charter adopted on May 4, 1991.





**HISTORY/  
DEMOGRAPHICS**

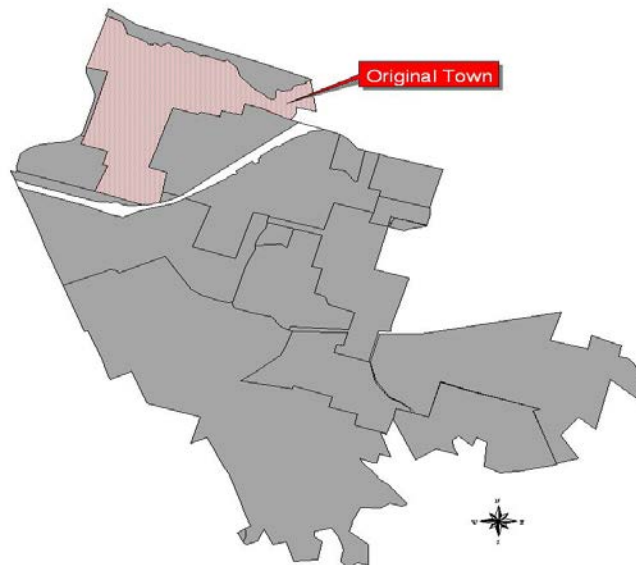
## HISTORY OF HARKER HEIGHTS

The land on which the current City of Harker Heights is located drew inhabitants long before the City was incorporated. Native Americans were prevalent in the area long before the first settlers arrived here. No doubt the Native Americans were drawn to the area because of its' natural beauty, just as those who come today. The influence of the Native Americans is seen in street names today, such as Comanche Gap Road. Comanche Gap Road is named for the natural "gap" in the hills that the Native Americans utilized in their travels. This "gap" in the hills was utilized by Native Americans as late as 1870. Indian campsites in the area have been dated to as far back as 200 years. Later in history, cattle drives were said to have commonly come through the City along portions of what is our current FM 2410.

The land comprising the original City of Harker Heights was utilized in the 1940's for its agricultural benefits. However, the original owners of the property, Pinckney R. Cox and Harley Kern, envisioned a town evolving from where their agricultural interests then stood. In 1955, the creation of the Water Control and Improvement District #4 set the stage for water improvements to the 400 acres Cox and Kern owned. The roots of the new city grew further when in 1957 Cox began subdividing the lands and selling lots. Mr. Kern became ill in 1957 and was unable to participate in the subdividing and died later that year. Individuals who purchased lots wanted a water system. Pinckney R. Cox took leadership in getting a water system established for the residents. The water system was in place by 1960. Sometime before the completion of the water system, residents of the area filed a petition for an incorporation election. On September 24, 1960, voters approved the incorporation and the Town of Harker Heights was born. The town took part of its name from one of its' two founders, **Harley Kern**. In October of 1963, Harker Heights officially designated its' name as a city.

The City has been influenced significantly by Fort Hood, a military base that began as Camp Hood back in 1942. In 1951 the Camp received Fort status.

The city at its inception was approximately 950 acres in size. Through various annexations, the city grew from 945 acres to its current size of 9,064 acres. Due to annexations and growth, population increased from a projected 600 in 1960 to today's estimate of over 30,000 residents.



City of Harker Heights  
w/ Original Town Identified and Future Annexations in Grey

## CITY AND AREA DEMOGRAPHICS

### LOCATION

Harker Heights is located in Bell County just off of U.S. Highway 190 / Interstate 14 approximately 15 miles west of Interstate 35. The cities of Killeen and Nolanville border the city; however, Fort Hood is just a few miles away. The City of Harker Heights is located 60 miles north of Austin, 150 miles northeast of San Antonio, 190 miles northwest of Houston, 65 miles southwest of Waco, and 162 miles southwest of Dallas/Ft. Worth.



*(Source: Mapquest and AltaMap)*

### CLIMATE

Annual Average High Temperature (degrees Celsius) .....	96.8
Annual Average Low Temperature (degrees Celsius) .....	35.5
Annual Rainfall (inches) .....	34.3
Annual Snowfall (inches) .....	0.4
Elevation (feet).....	748

**ECONOMIC STATISTICS**

The population growth and dynamics of Harker Heights have been shaped by various factors from the natural beauty of the area to the military reservation, Fort Hood, just a few miles away.

	1980	1990	2000	2010	Sept. 2019
Harker Heights	7,600	12,841	17,308	26,700	30,515 est.
Belton	10,660	12,476	14,623	18,216	n/a
Bell County	157,889	191,144	237,924	310,235	n/a

Census 2010 Demographic Profile Data:

White.....	14,145
Black/African American .....	5,084
Hispanic/Latino (of any race) .....	4,920
Two or more races .....	1,142
Asian .....	1,004
Native Hawaiian/Other Pacific Islander .....	224
American Indian/Alaska Native.....	136
Some other race .....	45
Male .....	13,183
Female.....	13,517
Under 9 years .....	4,388
10 to 19 years .....	4,460
20 to 29 years .....	3,884
30 to 39 years .....	4,071
40 to 49 years .....	4,090
50 to 59 years .....	2,865
60 to 69 years .....	1,688
70 to 79 years .....	864
80 years and over .....	390
Median Age.....	31.6
Occupied Housing Units .....	9,488
Population.....	16,364
Owner Occupied.....	5,632
Renter Occupied.....	3,856
Average Household Size .....	2.91
Vacant Housing Units .....	859
Population.....	10,170
Average Household Size .....	2.64

Texas Workforce Commission:

2018 Average Unemployment Rate.....	3.9%
-------------------------------------	------

Bell County Appraisal District, Harker Heights:

2019 Market Value .....	\$2,348,053,719
2019 Net Taxable Value .....	\$1,887,441,186
2019 Net Taxable Value, New Property .....	\$34,779,681
2019 Tax Rate.....	\$0.6770

**EDUCATION**

Harker Heights is included in the Killeen Independent School District, which has thirty-two elementary schools, ten middle schools, four high schools, an Early College High School, two alternative schools, the KISD Career Center and several specialized campuses. Located within the boundaries of Harker Heights are three elementary schools, two middle schools and one high school.

In 2012, the Texas Education Agency worked with advisory committees to develop a new rating system based on the State of Texas Assessments of Academic Readiness (STAAR) and a new distinction designations system.

School Name	2017-2018 Accountability Rating	Number of Distinction Designations Earned	Class of 2017 Graduation Rate
Harker Heights Elem.	Met Standard	1 of 7	-
Mountain View Elem.	Met Standard	0 of 7	-
Skipcha Elem.	Met Standard	0 of 7	-
Eastern Hills Middle	Met Standard	0 of 7	-
Union Grove Middle	Met Standard	0 of 7	-
Harker Heights High	Met Standard	0 of 7	92.1%

(Source: TEA Website)

Area Colleges and Universities include:

College/University Name	PROGRAMS AVAILABLE							SY 2018	SY 2017
	C	A	B	M	D	DC	TBI	Enrolled	Degrees Awarded
Central Texas College (Killeen)	X	X				X		20,188	1,631
Texas A&M Central Texas (Killeen)			X	X				3,319	735
University of Mary Hardin Baylor (Belton)			X	X	X			3,914	4,210
Temple College (Temple)	X	X				X	X	n/a	n/a
University of Texas (Austin)			X	X	X			113,318	14,132

C = Certificate; A = Associates; B = Bachelor's; M = Master's; D = Doctorate

DC = Dual Credit; TBI = Texas Bioscience Institute/Middle College (High School/College Credit Programs)

**MAJOR TAXPAYERS (TAX YEAR 2018)**

<u>Taxpayer</u>	<u>Taxable Value</u>
HH/Killeen Health System LLC	\$49,146,101
Cole MT Harker Heights TX LLC	\$32,152,905
HH/Killeen Health System LLC	\$29,000,000
Wal-Mart Real Estate Business Trust	\$16,047,245
Oncor Electric Delivery Co LLC	\$13,501,801
HH/Killeen Health System LLC	\$9,099,219
HEB Grocery Company LP	\$7,332,727
Sam's Real Estate Business Trust	\$7,100,649
Sam's East Inc	\$6,899,682
Target Corporation	\$6,275,296



## MAJOR EMPLOYERS

<u>Employer</u>	<u>Number of Employees</u>
Killeen Independent School District (Harker Heights Campuses)	736
Seton Healthcare	629
Wal-Mart Supercenter	537
HEB Grocery Store	261
City of Harker Heights (active employees)	237

## UTILITIES

Electric: The Transmission and Distribution Utility for Harker Heights is Oncor Electric Delivery Company. Oncor is responsible for delivering electricity, reading the meters, and maintaining poles and wires. Residents of Harker Heights have the ability to choose their Retail Electric Providers. This is the company who sells and bills for the electricity as well as provides customer service. The website [www.powertochoose.org](http://www.powertochoose.org) allows residents to research these providers along with their rates for free.

Natural Gas: Supplier Atmos Energy

Water Supply: Supplier City of Harker Heights  
Water Source WCID #1-Surface Water  
Maximum Daily Capacity 16.3 Million Gallons  
Daily Average Consumption 4.4 Million Gallons

Sewer System: Operator City of Harker Heights  
Treatment Plant Activated Sludge  
Maximum Daily Capacity 3.0 Million Gallons  
Daily Average Treatment 2.6 Million Gallons

## TRANSPORTATION

Highways – U.S. Highway 190, recently renamed Interstate 14, passes through Harker Heights. I-14 enables easy travel to the neighboring cities to the west. Traveling east on I-14 will take you to Interstate Highway 35. IH-35 links the City to some of Texas' larger cities such as Austin, San Antonio, and the Dallas/Fort Worth area.

Air – Killeen/Fort Hood Regional Airport is located in the heart of Texas, adjacent to Fort Hood. It offers direct, non-stop commercial airline service daily to/from Dallas/Fort Worth International Airport, George Bush Intercontinental Airport in Houston, and Hartsfield-Jackson International Airport in Atlanta, Georgia.

**CITY OF HARKER HEIGHTS  
MISCELLANEOUS STATISTICS**

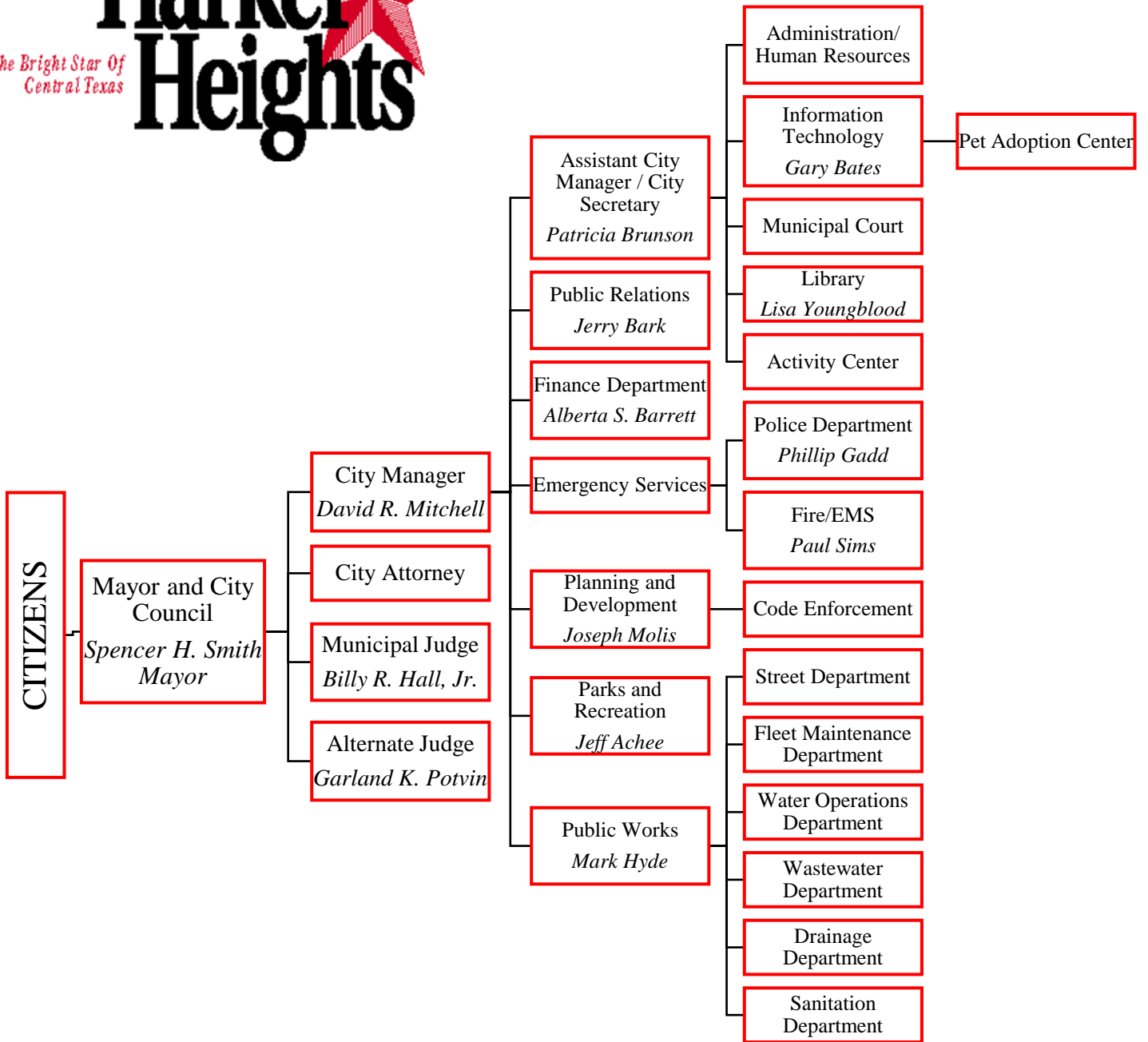
Date of Incorporation: 1960

Form of Government: Home Rule

	Sep 2019	Sep 2018	Sep 2017	Sep 2016	Sep 2015
Number of employees (excluding police and fire):					
Classified	134	113	109	107	105
Exempt	15	19	19	19	19
Area in square miles	15.7	15.7	15.7	15.7	15.4
Name of Government Facilities and Services:					
Miles of streets	153.40	150.55	145.28	145.40	145.64
Number of street lights	1,547	1,541	1,480	1,470	1,445
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	7	6	8	8	8
Park acreage	192	192	194	194	194
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	154,541	139,124	164,372	176,788	199,529
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	46	46	45	45	45
Number of calls answered	4,305	4,336	3,970	3,930	4,049
Number of inspections conducted	749	516	500	444	600
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	67	63	62	62	61
Number of patrol units	25	21	21	20	20
Number of trailers	4	3	3	3	3
Number of law violations:					
Physical arrests	730	916	1,168	2,386	1,173
Traffic violations	6,078	5,487	4,127	2,979	3,916
Parking violations	54	47	43	27	42
Sewage System:					
Miles of sanitary sewers	135.55	132.26	132.07	131.33	130.36
Miles of storm sewers	10	10	10	10	10
Number of treatment plants	1	1	1	1	1
Number of service connections	9,829	9,685	9,486	9,228	8,959
Daily average treatment in gallons	2,600,000	1,740,000	1,990,000	2,780,000	1,940,000
Maximum daily capacity of treatment plant in gallons	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Water System:					
Miles of water mains	187.45	183.89	183.77	187.10	179.13
Number of service connections	11,215	11,111	10,887	10,638	10,384
Number of fire hydrants	1,185	1,185	1,181	1,102	1,102
Daily average consumption in gallons	4,400,000	4,300,000	4,207,000	4,162,500	4,000,000
Maximum daily capacity of plant in gallons	16,250,000	16,250,000	13,500,000	13,500,000	13,500,000
Facilities and services not included in the primary government:					
Education:					
Number of elementary schools	3	3	3	3	3
Number of elementary school instructors	188	182	181	179	178
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	238	254	239	243	243



**PERSONNEL**



Commissions and Boards are appointed yearly by the City Council and include a Department Representative:

Economic Development Board – City Manager

Animal Advisory Committee – Pet Adoption Center

Library Board – Library

Parks and Recreation Advisory Board – Parks and Recreation Department

Public Safety Commission – Police Department

Zoning Board of Adjustments – Planning and Development Department

Planning and Zoning Commission/Building and Standards Commission – Planning and Development Department

A list of committee/board members are on pages 47-48.

SUMMARY PERSONNEL LISTING  
Three Year Comparison of Number of Position and Full-Time Equivalents

	FY 2017-18		FY 2018-19		FY 2019-20		Increase/ Decrease # of Positions	Increase/ Decrease # of FTEs
	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv		
Municipal Services								
Administration	11.0	11.0	7.0	7.0	8.0	8.0	1.0	1.0
Finance	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Pet Adoption Center	10.0	9.5	13.0	11.0	14.0	12.5	1.0	1.5
Municipal Courts	10.0	10.0	10.0	10.0	10.0	10.0	0.0	0.0
Information Technology	0.0	0.0	4.0	4.0	4.0	4.0	0.0	0.0
Subtotal Municipal Services	40.0	39.5	43.0	41.0	45.0	43.5	2.0	2.5
Planning and Building								
Planning and Development	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Code Enforcement	5.0	5.0	5.0	5.0	5.0	5.0	0.0	0.0
Subtotal Planning and Building	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Public Safety								
Police	63.0	62.0	66.0	64.5	67.0	65.5	1.0	1.0
Fire	46.0	45.5	46.0	46.0	46.0	46.0	0.0	0.0
Subtotal Public Safety	109.0	107.5	112.0	110.5	113.0	111.5	1.0	1.0
Culture and Recreation								
Library	15.0	11.0	15.0	11.0	14.0	11.0	(1.0)	0.0
Activity Center	0.0	0.0	16.0	9.5	3.0	3.0	(13.0)	(6.5)
Parks and Recreation	64.0	46.0	48.0	36.5	47.0	36.0	(1.0)	(0.5)
Subtotal Culture and Recreation	79.0	57.0	79.0	57.0	64.0	50.0	(15.0)	(7.0)
Public Works / Maintenance								
Streets	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Water and Sewer	19.0	19.0	20.0	20.0	20.0	20.0	0.0	0.0
Drainage	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Sanitation	1.0	1.0	1.0	1.0	2.0	1.5	1.0	0.5
Subtotal Public Works / Maintenance	30.0	30.0	31.0	31.0	32.0	30.5	2.0	0.5
Total City of Harker Heights	274.0	250.0	281.0	255.5	271.0	253.5	(10.0)	(2.0)

Fiscal Year 2020 includes the following changes to personnel:

<sup>1</sup> The Director of Public Relations position is being moved from Parks and Recreation to Administration effective October 2019.

<sup>2</sup> The upgrade of a part-time veterinarian to full-time and the addition of a full-time coordinator effective October 2019. Part-Time Receptionist position has been changed to Part-Time Coordinator.

<sup>3</sup> The addition of an Administrative Commander effective October 2019. The Police Department currently has five police officer vacancies after starting the year with eight; during the year they had as little as two vacant police officer positions. Police Officer positions are difficult to keep full which is why there is no new police officer positions added at this time.

<sup>4</sup> The Library Clerk III position was upgraded to an Executive Assistant and two of the Part-Time Library Clerk positions were made into a Library Clerk II position.

<sup>5</sup> The removal of day camp program which deletes three Spring Day Camp Workers, two Summer Day Camp Leaders and eight Summer Day Camp Assistants effective October 2019.

<sup>6</sup> The Director of Public Relations position is being moved to Administration and a Recreation Superintendent position is being added effective March 2020. Two Seasonal Ball Crew positions are being removed and replaced with a Part-Time Athletic Aide position. A Light Equipment Operator position has been changed to a Facilities Technician position.

<sup>7</sup> The addition of an Assistant Public Works Director effective October 2019.

<sup>8</sup> The addition of a part-time Maintenance Technician I effective October 2019.

DETAILED PERSONNEL LISTING  
 Three Year Comparison of the Number of Positions  
 (\*Seasonal Positions marked filled if filled during the season)

	FY 2017-18 BUDGET	FILLED @ 9/30/2018	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET
<b>ADMINISTRATION DEPARTMENT</b>					
Full-Time:					
City Manager	1	1	1	1	1
Assistant City Manager/City Secretary	1	1	1	1	1
Human Resource Director	1	1	1	1	1
Public Relations Director	0	0	0	0	1
Information Services Director	1	1	0	0	0
Information Technology Analyst	1	1	0	0	0
System Support Technician	1	1	0	0	0
System Support Coordinator	1	1	0	0	0
Assistant City Secretary	1	1	1	1	1
Human Resource Coordinator	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Human Resource Clerk	1	1	1	1	1
<b>Total Administration Department</b>	<b>11</b>	<b>11</b>	<b>7</b>	<b>7</b>	<b>8</b>
<b>FINANCE DEPARTMENT</b>					
Full-Time:					
Finance Director	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Finance Coordinator	1	1	1	1	1
Account Technician	1	1	1	1	1
Account Clerk	1	1	1	1	1
Utility Billing Clerk	2	2	2	2	2
Customer Service Clerk	1	1	1	1	1
<b>Total Finance Department</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>PET ADOPTION CENTER</b>					
Full-Time:					
Pet Adoption Center Manager	1	1	1	1	1
Pet Adoption Center Supervisor	1	1	1	1	1
Pet Adoption Center Coordinator	1	1	0	0	1
Animal Protection Officer	0	0	1	1	1
Animal Services Officer	3	3	3	3	3
Veterinary Technician	1	1	2	2	2
Kennel Technician	1	1	1	1	1
Maintenance Specialist	1	1	0	0	0
Veterinarian	0	0	0	0	1
Subtotal	9	9	9	9	11
Part-Time:					
Veterinarian	1	2	3	3	2
Coordinator	0	0	0	0	1
Receptionist/Clerk	0	0	1	1	0
Subtotal	1	2	4	4	3
<b>Total Pet Adoption Center Department</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>14</b>

DETAILED PERSONNEL LISTING  
 Three Year Comparison of the Number of Positions  
 (\*Seasonal Positions marked filled if filled during the season)

	FY 2017-18 BUDGET	FILLED @ 9/30/2018	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET
<b>POLICE DEPARTMENT</b>					
Full-Time:					
Police Chief	1	1	1	1	1
Deputy Police Chief	1	0	0	0	0
Commander	3	2	2	2	3
Lieutenant	8	8	8	8	8
Sergeant	9	9	9	9	9
Police Officers	29	25	33	28	33
Social Worker	1	0	0	0	0
Victims Witness Coordinator	0	1	1	1	1
Evidence Technician	1	1	1	1	1
Telecommunicator	5	4	5	5	5
Administrative Assistant	1	1	1	1	1
CID Clerk	1	1	1	1	1
Records Clerk	1	1	1	1	1
Subtotal	61	54	63	58	64
Part-Time:					
Telecommunicator	2	2	2	2	2
Records Clerk	0	0	1	0	1
Subtotal	2	2	3	2	3
<b>Total Police Department</b>	<b>63</b>	<b>56</b>	<b>66</b>	<b>60</b>	<b>67</b>
<b>MUNICIPAL COURTS DEPARTMENT</b>					
Full-Time:					
Municipal Judge	1	1	1	1	1
Alternate Judge	1	1	1	1	1
Court Administrator	1	1	1	1	1
Clerk of the Court	1	1	1	1	1
Juvenile Case Manager	1	1	1	1	1
Deputy Court Clerk	3	3	3	2	3
City Marshal	1	1	1	1	1
Warrant Officer	1	1	1	1	1
<b>Total Municipal Courts Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>10</b>
<b>PLANNING &amp; DEVELOPMENT DEPARTMENT</b>					
Full-Time:					
Planning & Development Director	1	1	1	1	1
Senior Planner/GIS System Coordinator	1	1	1	1	1
GIS Analyst/Planner	1	1	1	1	1
Administrative Assistant/Secretary	1	1	1	1	1
<b>Total Planning &amp; Development Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>CODE ENFORCEMENT DEPARTMENT</b>					
Full-Time:					
Building Official	1	1	1	1	1
Building Inspector	1	1	1	1	1
Code Enforcement Officer	2	2	2	2	2
Building Official Secretary	1	1	1	1	1
<b>Total Code Enforcement Department</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

DETAILED PERSONNEL LISTING  
 Three Year Comparison of the Number of Positions  
 (\*Seasonal Positions marked filled if filled during the season)

	FY 2017-18 BUDGET	FILLED @ 9/30/2018	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET
<b>FIRE OPERATIONS DEPARTMENT</b>					
Full-Time:					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	0	0	1	1	1
Fire Inspector/Investigator	1	1	0	0	0
Battalion Chief of Training	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant - Firefighter/Paramedic	6	6	6	6	6
Firefighter/Paramedic/EMT Driver/Pump Operator	6	6	6	6	6
Firefighter/Paramedic/EMT	24	22	24	23	24
Executive Assistant	1	1	1	1	1
Fire Department Secretary	0	0	1	1	1
Subtotal	45	43	46	45	46
Part-Time:					
Billing Clerk	1	1	0	0	0
<b>Total Fire Operations Department</b>	<b>46</b>	<b>44</b>	<b>46</b>	<b>45</b>	<b>46</b>
<b>INFORMATION TECHNOLOGY</b>					
Full-Time:					
Information Technology Director	0	0	1	1	1
Information Technology Analyst	0	0	1	1	1
System Support Technician	0	0	1	1	1
System Support Coordinator	0	0	1	1	1
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>LIBRARY DEPARTMENT</b>					
Full-Time:					
Library Director	1	1	1	1	1
Children's Librarian	1	1	1	1	1
Reference Librarian	2	2	2	2	2
Executive Assistant	0	0	0	0	1
Youth Health and Program Coordinator	1	1	1	1	1
Library Clerk	2	2	2	2	2
Subtotal	7	7	7	7	8
Part-Time:					
Library Clerk	4	4	4	2	2
Library Page	2	2	2	2	2
Subtotal	6	6	6	4	4
Seasonal*:					
Summer Library Page	2	2	2	2	2
<b>Total Library Department</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>14</b>
<b>ACTIVITY CENTER</b>					
Full-Time:					
Recreation Services Specialist/Event Coordinator	0	0	1	1	1
Activities Coordinator	0	0	1	1	1
Activities Specialist	0	0	1	1	1
Subtotal	0	0	3	3	3



DETAILED PERSONNEL LISTING  
 Three Year Comparison of the Number of Positions  
 (\*Seasonal Positions marked filled if filled during the season)

	FY 2017-18 BUDGET	FILLED @ 9/30/2018	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET
<b>ACTIVITY CENTER, continued</b>					
Seasonal*:					
Spring Break Day Camp Worker	0	0	3	3	0
Summer Day Camp Leader	0	0	2	2	0
Summer Day Camp Assistants	0	0	8	8	0
Subtotal	0	0	13	13	0
<b>Total Activity Center</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>16</b>	<b>3</b>
<b>PARKS &amp; RECREATION DEPARTMENT</b>					
Full-Time:					
Director of Public Relations	0	0	1	1	0
Parks & Recreation Director	1	1	1	1	1
Recreation Superintendent	1	1	0	0	1
Parks & Public Grounds Supervisor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Recreation Services Specialist/Event Coordinator	1	1	0	0	0
Athletic Coordinator	2	2	2	2	2
Activities Coordinator	1	1	0	0	0
Activities Specialist	1	1	0	0	0
Crew Leader - Athletics	1	1	1	1	1
Crew Leader - Parks/Public Grounds	1	1	1	1	1
Facilities Technician	0	0	0	0	1
Light Equipment Operator - Athletics	3	3	3	3	2
Light Equipment Operator - Parks/Public Grounds	10	10	10	9	10
Custodian	4	4	4	2	4
Subtotal	28	28	25	22	25
Part-Time:					
Recreation Aide	5	5	4	4	4
Athletic Aide	0	0	1	0	2
Subtotal	5	5	5	4	6
Seasonal*:					
Spring Break Day Camp Worker	3	3	0	0	0
Summer Day Camp Leader	2	2	0	0	0
Summer Day Camp Assistants	8	8	0	0	0
Ball Crew	2	2	2	2	0
Water Safety Instructor	2	2	2	2	2
Swimming Pool Lifeguards	10	10	10	10	10
Aquatic Supervisor	2	2	2	2	2
Aquatic Cashier	2	2	2	2	2
Subtotal	31	31	18	18	16
<b>Total Parks &amp; Recreation Department</b>	<b>64</b>	<b>64</b>	<b>48</b>	<b>44</b>	<b>47</b>
<b>PUBLIC WORKS DEPARTMENT</b>					
Full-Time:					
Public Works Director	1	1	1	1	1
Assistant Public Works Director	0	0	0	0	1
Utilities Superintendent	1	1	1	1	1
Customer Relations Supervisor	1	1	1	1	1
<b>Total Public Works Department</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

**DETAILED PERSONNEL LISTING**  
 Three Year Comparison of the Number of Positions  
 (\*Seasonal Positions marked filled if filled during the season)

	FY 2017-18 BUDGET	FILLED @ 9/30/2018	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET
<b>STREET DEPARTMENT</b>					
Full-Time:					
Sign Supervisor	1	1	1	1	1
Senior Equipment Operator	1	1	1	1	1
Heavy Equipment Operator	2	2	2	2	2
Light Equipment Operator	3	2	3	2	3
<b>Total Street Department</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>7</b>
<b>MAINTENANCE DEPARTMENT</b>					
Full-Time:					
Maintenance Supervisor	1	1	1	1	1
Welder	1	1	1	1	1
Mechanic	1	1	2	2	2
Mechanic's Helper	1	1	0	0	0
<b>Total Maintenance Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>WATER OPERATIONS DEPARTMENT</b>					
Full-Time:					
Water Field Supervisor	1	1	1	1	1
BPAT/CSI Water Distribution System	1	1	1	1	1
Crew Leader	1	1	2	1	2
Heavy Equipment Operator	1	1	1	1	1
Maintenance Technician II	1	1	1	1	1
Maintenance Technician I	1	1	1	0	1
Water Service Worker	4	3	4	4	4
Inventory/Line Locator	1	1	1	1	1
<b>Total Water Operations Department</b>	<b>11</b>	<b>10</b>	<b>12</b>	<b>10</b>	<b>12</b>
<b>WASTEWATER DEPARTMENT</b>					
Full-Time:					
Chief Plant Operator	1	1	1	1	1
FOG Collection/Field Supervisor	1	1	1	1	1
Collections Operator	1	1	1	1	1
Maintenance Technician I	5	4	5	4	5
<b>Total Wastewater Department</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>8</b>
<b>DRAINAGE DEPARTMENT</b>					
Full-Time:					
Street/Drainage/Sanitation Supervisor	1	1	1	1	1
Light Equipment Operator	2	2	2	2	2
<b>Total Drainage Department</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>SANITATION DEPARTMENT</b>					
Full-Time:					
Maintenance Technician I	1	1	1	1	1
Part-Time:					
Maintenance Technician I	0	0	0	0	1
<b>Total Sanitation Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>274</b>	<b>263</b>	<b>281</b>	<b>263</b>	<b>271</b>

**CITY OF HARKER HEIGHTS  
LIST OF PRINCIPAL OFFICIALS**

**CITY COUNCIL**

Spencer H. Smith .....Mayor  
Michael Blomquist.....Mayor Protempore  
Jennifer McCann..... Council Member  
Jackeline Soriano Fountain..... Council Member  
John Reider ..... Council Member  
Jody Nicholas..... Council Member

**APPOINTED OFFICIALS**

David R. Mitchell ..... City Manager  
Billy R. Hall, Jr. .... City Judge  
Patricia Brunson..... Assistant City Manager/City Secretary  
Alberta S. Barrett ..... Finance Director  
Phillip Gadd ..... Police Chief  
Paul Sims ..... Fire Chief  
Jeffrey Achee .....Parks & Recreation Director  
Lisa Youngblood..... Library Director  
Mark Hyde ..... Public Works Director  
Joseph Molis ..... Development & Planning Director  
Jerry Bark..... Public Relations Officer

**PLANNING & ZONING COMMISSION / BUILDING & STANDARDS COMMISSION**

<u>Name</u>	<u>Term Expires</u>
Stephen Watford .....	2021
Joshua McCann.....	2021
Rodney Shine.....	2021
Lana Carey.....	2022
Adam Parker .....	2022
Jan Anderson.....	2022
Noel Webster .....	2022
Larry Robison .....	2023
Rob Robinson III .....	2023
Dustin Hallmark.....	Alternate 1
Nuala K. Taylor .....	Alternate 2
Christopher Albus.....	Alternate 3
Michael Stegmeyer .....	Alternate 4
VACANT.....	Alternate 5

**ZONING BOARD OF ADJUSTMENT**

<u>Name</u>	<u>Term Expires</u>
Paul J. Perugini .....	2020
Thomas G. Wilson .....	2020
David Hermosillo.....	2022
Edward Paul Loughran III .....	2022
Thomas G. Wilson .....	2022
Pasquale Canterino.....	Alternate thru 2021
Jeffrey K. Harris .....	Alternate thru 2022
VACANT.....	Alternate 3
VACANT.....	Alternate 4

**PUBLIC SAFETY COMMISSION**

<u>Name</u>	<u>Term Expires</u>
John Footman.....	2021
Shane Hodyniak II .....	2021
Dick Dwinell.....	2022
Louis Best .....	2023
Wyatt L. Wetzel.....	2023
Jack Palmer.....	Alternate 1
VACANT.....	Alternate 2

**LIBRARY BOARD**

<u>Name</u>	<u>Term Expires</u>
Jessica Casey.....	2021
Barbara Kelly.....	2022
Julianna Greene.....	2022
Ramona Rubedor.....	2022
Ursula Pirtle.....	2023
Jeanine L. Sims.....	2023
Beverly Price.....	2023
Consuelo Samarripa.....	Alternate 1
Katelyn Greene.....	Alternate 2

**PARKS & RECREATION ADVISORY BOARD**

<u>Name</u>	<u>Term Expires</u>
Heidi Heckel.....	2021
Jack Palmer.....	2021
Natalie R. Austin.....	2021
Patrick W. Kerr.....	2021
Angie Wilson.....	2022
Eva Keagle.....	2022
Brittany Harris.....	Alternate 1
Alonzo Williams.....	Alternate 2

**ANIMAL ADVISORY COMMITTEE**

<u>Name</u>	<u>Term Expires</u>
Dr. Nina Griffin.....	2021
Gary Bates.....	2021
Susan Mooney.....	2021
Shiloh Wester.....	2022
Dr. Patricia Darnell.....	2023
Finni Dirr.....	Alternate 1
George Grammas.....	Alternate 2
Barbara Kane.....	Alternate 3
VACANT.....	Alternate 4

**ECONOMIC DEVELOPMENT CORPORATION BOARD**

<u>Name</u>	<u>Term Expires</u>
Michael Blomquist.....	2020
Steve Carpenter.....	2020
Jim Wright.....	2020
Hal Schiffman.....	2021
Spencer H. Smith.....	2021
Mike Aycock.....	2021
David R. Mitchell.....	2021



**BUDGET SUMMARIES**

COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES  
(shown in thousands)

	GOVERNMENTAL FUNDS				Total
	General	Debt Service	Fixed Asset	Capital Improv	
Unallocated Reserve - 9/30/18	11,048	47	646	13,183	24,924
<b>FY 2018-19 PROJECTIONS:</b>					
Revenues	22,269	2,912	990	3,296	29,467
Expenditures	22,256	2,933	1,433	8,190	34,812
Addition (Use) of Fund Balance	13	(21)	(443)	(4,894)	(5,345)
Estimated Unallocated Reserve - 9/30/19	11,061	26	203	8,289	19,579
<b>FY 2019-20 ADOPTED BUDGET:</b>					
Revenues	21,611	2,953	825	2,845	28,234
Expenditures	21,631	2,979	1,015	11,025	36,650
Addition (Use) of Fund Balance	(20)	(26)	(190)	(8,180)	(8,416)
Estimated Unallocated Reserve - 9/30/20	11,041	0	13	109	11,163
Less Restricted Funds:					
Restricted					
Reserve Requirement	(5,408)				(5,408)
Unrestricted Funds Remaining	5,633	0	13	109	5,755

COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES  
(shown in thousands)

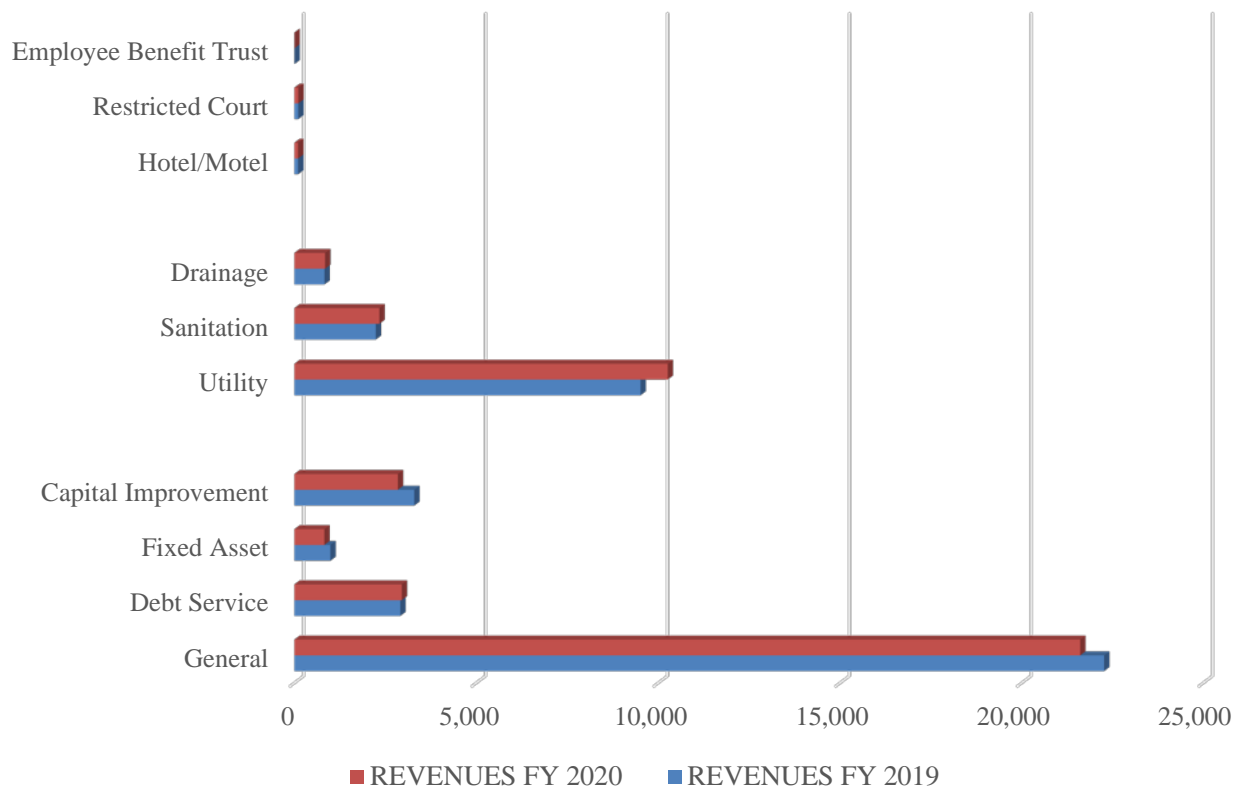
	PROPRIETARY FUNDS			Total
	Utility	Sanitation	Drainage	
Unallocated Reserve - 9/30/18	3,448	90	67	3,605
<b>FY 2018-19 PROJECTIONS:</b>				
Revenues	9,515	2,238	828	12,581
Expenditures	9,624	2,238	860	12,722
Addition (Use) of Fund Balance	(109)	0	(32)	(141)
Estimated Unallocated Reserve - 9/30/19	3,339	90	35	3,464
<b>FY 2019-20 ADOPTED BUDGET:</b>				
Revenues	10,263	2,338	845	13,446
Expenditures	10,259	2,393	847	13,499
Addition (Use) of Fund Balance	4	(55)	(2)	(53)
Estimated Unallocated Reserve - 9/30/20	3,343	35	33	3,411
Less Restricted Funds:				
Restricted				
Reserve Requirement	(2,015)			(2,015)
Unrestricted Funds Remaining	1,328	35	33	1,396



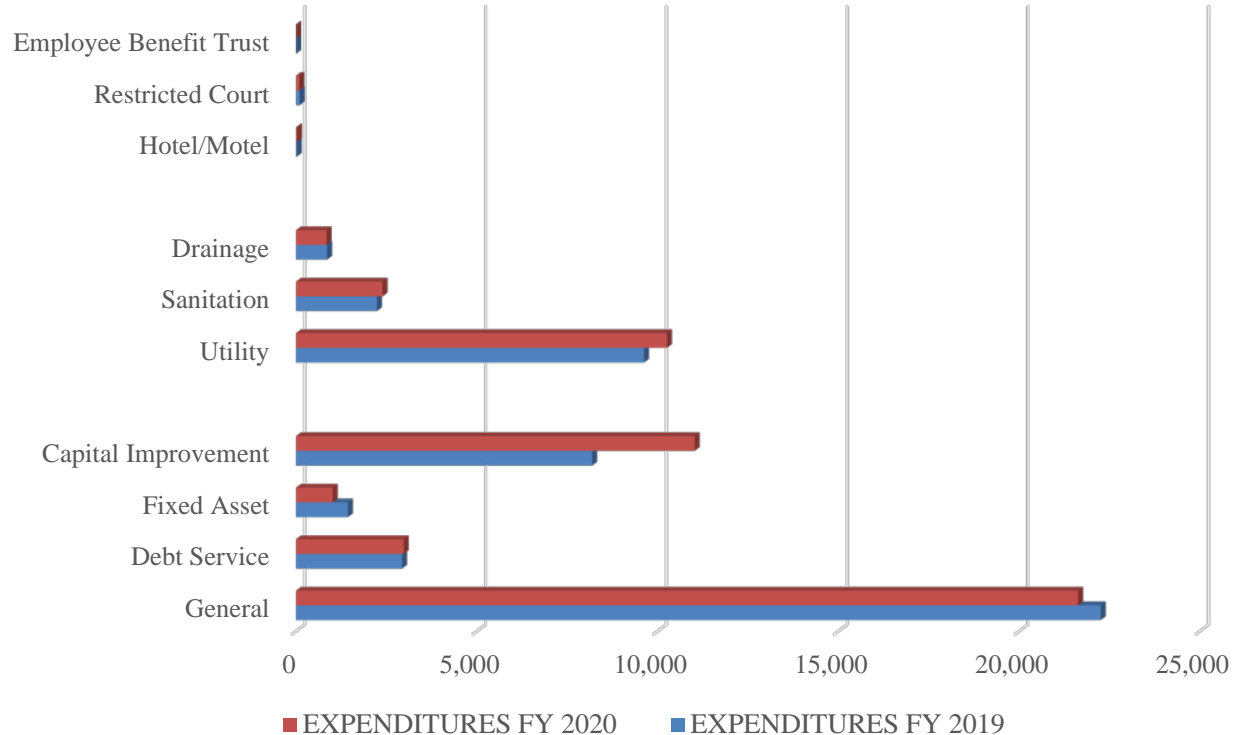
COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES  
(shown in thousands)

	SPECIAL REVENUE FUNDS				ALL FUNDS
	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Total	Grand Total
Unallocated Reserve - 9/30/18	192	185	2	379	28,908
<b>FY 2018-19 PROJECTIONS:</b>					
Revenues	103	106	2	211	42,259
Expenditures	20	103	0	123	47,657
Addition (Use) of Fund Balance	83	3	2	88	(5,398)
Estimated Unallocated Reserve - 9/30/19	275	188	4	467	23,510
<b>FY 2019-20 ADOPTED BUDGET:</b>					
Revenues	103	108	2	213	41,893
Expenditures	28	90	0	118	50,267
Addition (Use) of Fund Balance	75	18	2	95	(8,374)
Estimated Unallocated Reserve - 9/30/20	350	206	6	562	15,136
Less Restricted Funds:					
Restricted	(350)	(206)	(6)	(562)	(562)
Reserve Requirement					(7,423)
Unrestricted Funds Remaining	0	0	0	0	7,151

**FY 2019 PROJECTED REVENUES vs FY 2020 ADOPTED REVENUES**



**FY 2019 PROJECTED EXPENDITURES vs FY 2020 ADOPTED EXPENDITURES**



FY 2019 - 2020 SUMMARY OF SOURCES AND USES

	<b>GOVERNMENTAL FUNDS</b>				
	General	Debt Service	Fixed Asset	Capital Improv	Total
<b>PROJECTED FUND BALANCE AS OF 09/30/2019</b>	<b>11,060,546</b>	<b>26,941</b>	<b>202,964</b>	<b>8,288,469</b>	<b>19,578,920</b>
<b>FY 2019-2020 PROPOSED BUDGET:</b>					
<b>REVENUES/SOURCES</b>					
Ad Valorem Taxes	9,445,800	2,833,000	0	0	12,278,800
Other Taxes and Special Assessments	8,371,600	0	0	0	8,371,600
Licenses & Permits	416,000	0	0	0	416,000
Fines & Fees	950,000	0	0	0	950,000
Charges for Services	990,000	0	0	0	990,000
Investment Earnings	425,000	20,000	0	125,000	570,000
Transfers	890,000	100,000	825,000	1,200,000	3,015,000
Intergovernmental / Grants / Donations	117,800	0	0	1,520,000	1,637,800
Miscellaneous	5,000	0	0	0	5,000
<b>TOTAL REVENUES/SOURCES</b>	<b>21,611,200</b>	<b>2,953,000</b>	<b>825,000</b>	<b>2,845,000</b>	<b>28,234,200</b>
<b>EXPENDITURES/USES</b>					
Personnel Service	16,676,600	0	0	0	16,676,600
Supplies	798,900	0	0	0	798,900
Maintenance	711,100	0	0	0	711,100
Insurance	187,900	0	0	0	187,900
Services	2,107,400	0	0	0	2,107,400
Miscellaneous	558,800	31,000	0	0	589,800
Capital Improvement Projects	0	0	0	11,024,600	11,024,600
Reserves/Transfers	590,000	0	1,015,300	0	1,605,300
Debt Service	0	2,948,400	0	0	2,948,400
<b>TOTAL EXPENDITURES/USES</b>	<b>21,630,700</b>	<b>2,979,400</b>	<b>1,015,300</b>	<b>11,024,600</b>	<b>36,650,000</b>
<b>ADDITION TO (USE OF) FUND BALANCE</b>	<b>(19,500)</b>	<b>(26,400)<sup>1</sup></b>	<b>(190,300)<sup>2</sup></b>	<b>(8,179,600)<sup>3</sup></b>	<b>(8,415,800)</b>
<b>PROJECTED FUND BALANCE AS OF 09/30/2020</b>	<b>11,041,046</b>	<b>541</b>	<b>12,664</b>	<b>108,869</b>	<b>11,163,120</b>

<sup>1</sup> The Debt Service Fund is where the interest and sinking portion of taxes collected is received from Bell County Appraisal District and where the tax portion of the bond payment is paid from each February and August.

<sup>2</sup> Transfers into the Fixed Asset Fund are less than the amount of planned for equipment and vehicle purchases the 2020 fiscal year. The City has also set aside funds for the establishment of Dana Peak Park.

<sup>3</sup> Major projects that will utilize the Capital Improvement Fund's fund balance include Drainage Master Plan, Fire Station #2 Renovation, and Warrior's Path Reconstruction.

FY 2019 - 2020 SUMMARY OF SOURCES AND USES

	PROPRIETARY FUNDS			
	Utility	Sanitation	Drainage	Total
<b>PROJECTED FUND BALANCE AS OF 09/30/2019</b>	<b>3,339,889</b>	<b>90,827</b>	<b>35,311</b>	<b>3,466,027</b>
<b>FY 2019-2020 PROPOSED BUDGET:</b>				
<b>REVENUES/SOURCES</b>				
Ad Valorem Taxes	0	0	0	0
Other Taxes and Special Assessments	0	163,500	0	163,500
Licenses & Permits	0	0	0	0
Fines & Fees	108,000	0	0	108,000
Charges for Services	10,095,000	2,170,500	842,800	13,108,300
Investment Earnings	55,000	2,500	2,000	59,500
Transfers	0	0	0	0
Intergovernmental / Grants / Donations	0	0	0	0
Miscellaneous	4,500	1,000	0	5,500
<b>TOTAL REVENUES/SOURCES</b>	<b>10,262,500</b>	<b>2,337,500</b>	<b>844,800</b>	<b>13,444,800</b>
<b>EXPENDITURES/USES</b>				
Personnel Service	1,648,800	72,300	126,200	1,847,300
Supplies	129,600	1,700	9,500	140,800
Maintenance	522,600	3,000	37,000	562,600
Insurance	27,700	1,200	2,100	31,000
Services	839,800	1,873,700	8,300	2,721,800
Miscellaneous	2,931,400	41,300	5,500	2,978,200
Capital Improvement Projects	0	0	0	0
Reserves/Transfers	2,200,000	400,000	325,000	2,925,000
Debt Service	1,958,800	0	333,300	2,292,100
<b>TOTAL EXPENDITURES/USES</b>	<b>10,258,700</b>	<b>2,393,200</b>	<b>846,900</b>	<b>13,498,800</b>
<b>ADDITION TO (USE OF) FUND BALANCE</b>	<b>3,800</b>	<b>(55,700)<sup>4</sup></b>	<b>(2,100)</b>	<b>(54,000)</b>
<b>PROJECTED FUND BALANCE AS OF 09/30/2020</b>	<b>3,343,689</b>	<b>35,127</b>	<b>33,211</b>	<b>3,412,027</b>

<sup>4</sup> Sanitation fees are collected mostly as a pass-through to fund the cost of paying Waste Management for residential and roll off services at our drop site which is utilized free of charge to residents.

FY 2019 - 2020 SUMMARY OF SOURCES AND USES

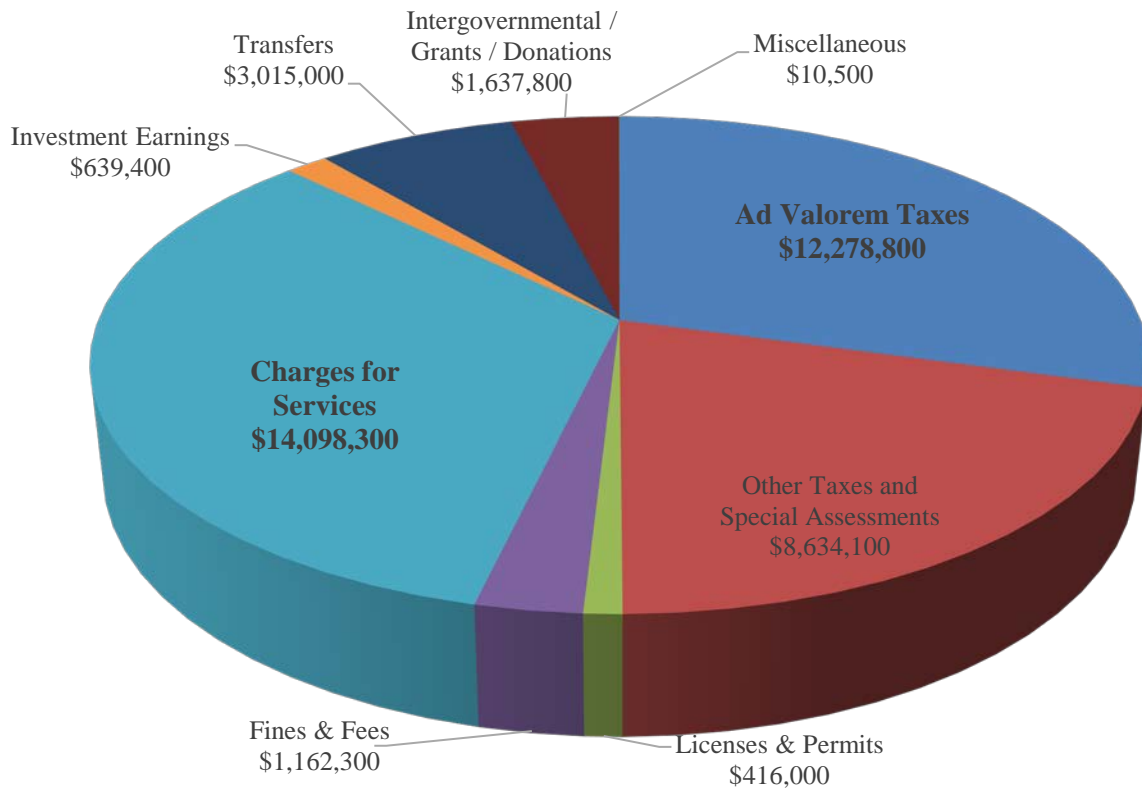
	SPECIAL REVENUE FUNDS				ALL FUNDS
	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Total	Grand Total
<b>PROJECTED FUND BALANCE AS OF 09/30/2019</b>	<b>274,586</b>	<b>187,636</b>	<b>3,705</b>	<b>465,927</b>	<b>23,510,874</b>
<b>FY 2019-2020 PROPOSED BUDGET:</b>					
<b>REVENUES/SOURCES</b>					
Ad Valorem Taxes	0	0	0	0	12,278,800
Other Taxes and Special Assessments	99,000	0	0	99,000	8,634,100
Licenses & Permits	0	0	0	0	416,000
Fines & Fees	0	104,300	0	104,300	1,162,300
Charges for Services	0	0	0	0	14,098,300
Investment Earnings	3,900	4,000	2,000	9,900	639,400
Transfers	0	0	0	0	3,015,000
Intergovernmental / Grants / Donations	0	0	0	0	1,637,800
Miscellaneous	0	0	0	0	10,500
<b>TOTAL REVENUES/SOURCES</b>	<b>102,900</b>	<b>108,300</b>	<b>2,000</b>	<b>213,200</b>	<b>41,892,200</b>
<b>EXPENDITURES/USES</b>					
Personnel Service	0	0	0	0	18,523,900
Supplies	0	0	0	0	939,700
Maintenance	0	0	0	0	1,273,700
Insurance	0	0	0	0	218,900
Services	0	0	0	0	4,829,200
Miscellaneous	27,500	0	0	27,500	3,595,500
Capital Improvement Projects	0	0	0	0	11,024,600
Reserves/Transfers	0	90,000	0	90,000	4,620,300
Debt Service	0	0	0	0	5,240,500
<b>TOTAL EXPENDITURES/USES</b>	<b>27,500</b>	<b>90,000</b>	<b>0</b>	<b>117,500</b>	<b>50,266,300</b>
ADDITION TO (USE OF) FUND BALANCE	75,400 <sup>5</sup>	18,300	2,000 <sup>6</sup>	95,700	(8,374,100)
<b>PROJECTED FUND BALANCE AS OF 09/30/2020</b>	<b>349,986</b>	<b>205,936</b>	<b>5,705</b>	<b>561,627</b>	<b>15,136,774</b>

<sup>5</sup> The City is attempting to gain funds to aid in the development of the Comanche Gap Historical Park. In FY 2020, \$82,900 will be added to the fund balance to assist in the future development costs.

<sup>6</sup> The Employee Benefit Trust Fund is a pass-through account for the collection and payment of insurance premiums. It was created in FY 2011 and the addition to fund balance is only accumulated interest income.

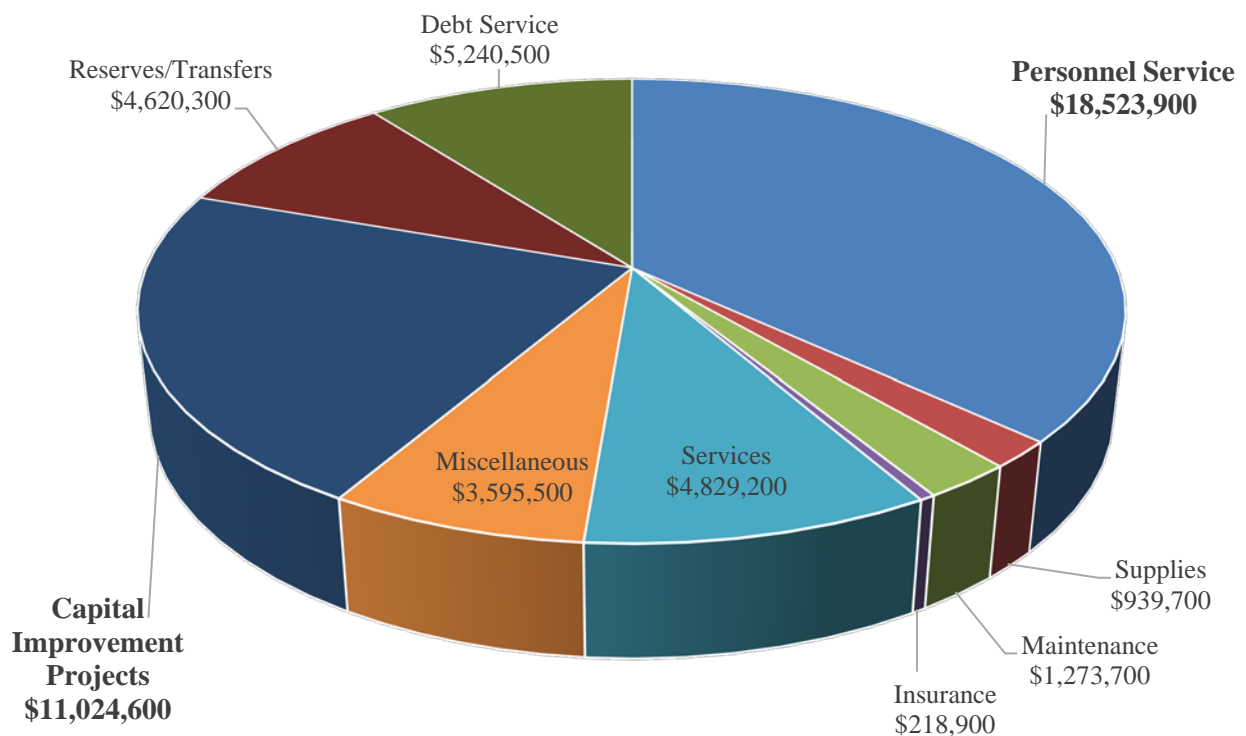
### TOTAL REVENUES FOR ALL FUNDS

Charges for Services and Ad Valorem Taxes are major revenue sources for the City.



### TOTAL EXPENDITURES FOR ALL FUNDS

Personnel and Capital Improvement Projects are major expense categories for the City.





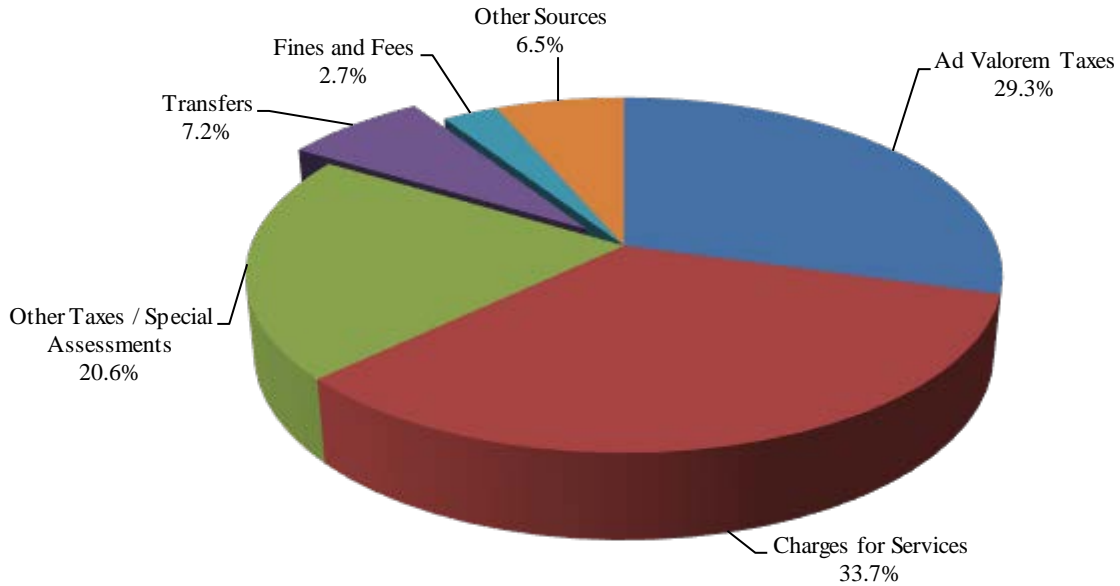
**TRENDS AND  
FORECASTS**

## TRENDS AND FORECASTS

### REVENUES

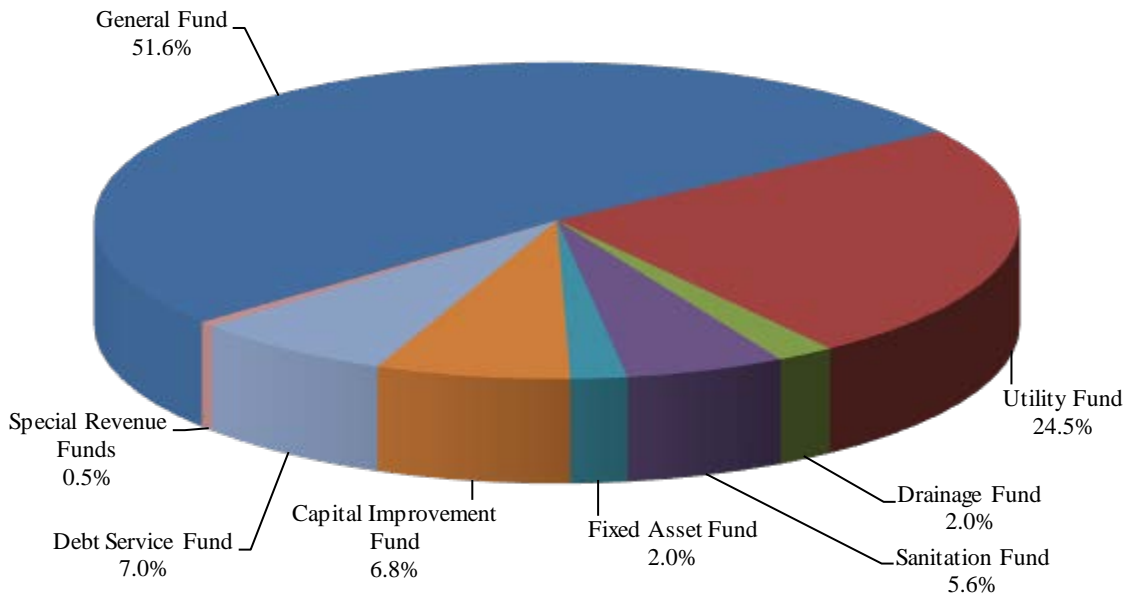
The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$41,892,200. Major revenue sources for the City are charges for services (33.7%), ad valorem taxes (29.3%), and other taxes/special assessments (20.6%).

**FY 2019 - 2020 Budgeted Revenue Sources - All Funds**



The General and Utility Funds have the greatest amount of revenues budgeted at 51.6% and 24.5% of total revenues respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.

**FY 2019 - 2020 Budgeted Revenues - Percentage of Total Revenues**

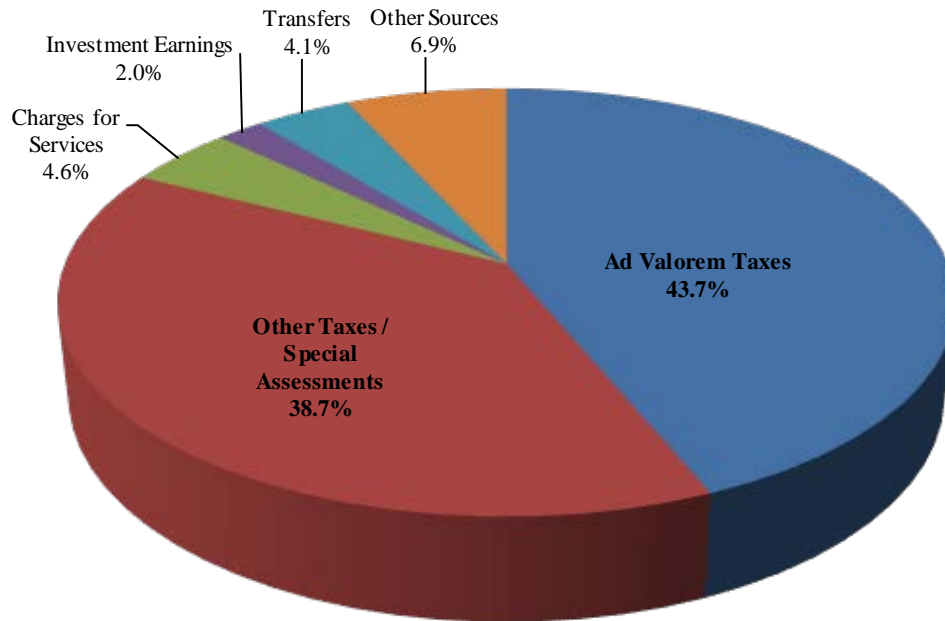




## GENERAL FUND REVENUES

General Fund revenues at \$21,611,200 make up 51.6% of the City's total revenues (\$41,892,200) for the 2020 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (43.7%), other taxes/special assessments (38.7%), other sources (6.9%), and charges for services (4.6%) as shown in the graph below.

**FY 2019 - 2020 General Fund Revenues by Source**



### **Ad Valorem Tax**

*Change in Ad Valorem Tax Rate: None*

*Five Year Average Growth Rate (Fiscal Year 2015 to 2019): 3.15%*

*Fiscal Year 2020 Budget Assumption: Forecasted at 1.00%; calculated in July when valuations received*

Ad valorem or property tax is the largest revenue source of the General Fund at 43.7% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. In April, BCAD holds an annual meeting to discuss preliminary values, which are normally very conservative, and City Staff adjusts its forecasts accordingly. Each BCAD regional appraiser also discusses what developments occurred during the year, what will be completed next year, and the property sales for their respective regions.

In calculating the tax rate, BCAD also considers the amount of debt payments that will be made during the fiscal year in order to determine the Interest and Sinking part of the tax rate which covers those payments. The Interest and Sinking portion of the tax revenue is budgeted in the Debt Service Fund. (See the "Debt Service" section for detailed information on the City's debt.) The maintenance and operations revenue, budgeted in the General Fund, must be enough to help sustain operations and services for the year.

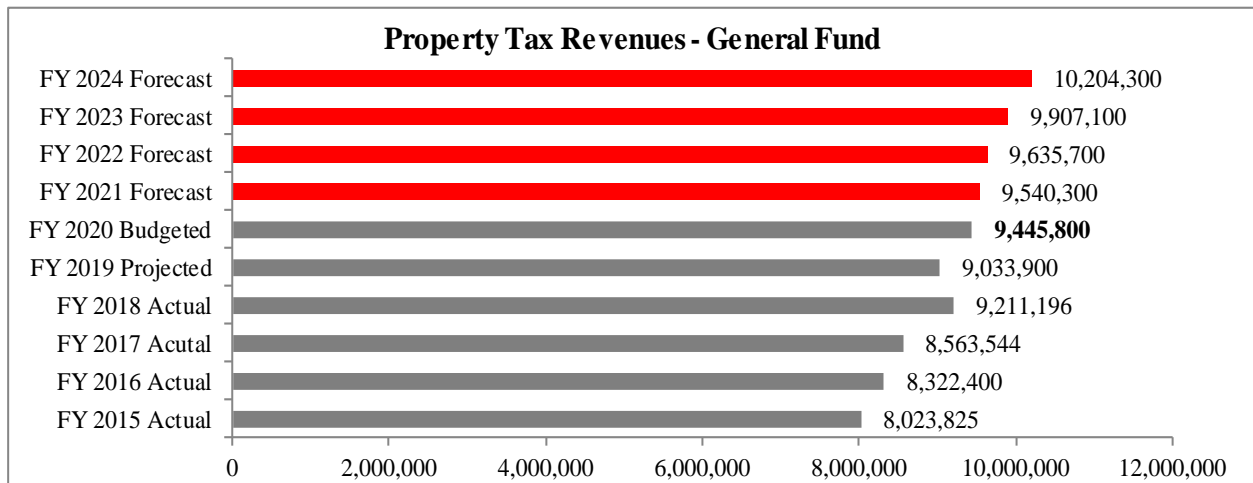
BCAD is also responsible for sending out tax statements and collecting tax payments on the City's behalf.

The City of Harker Heights has been able to maintain the same total tax rate for ten years. It was originally lowered from \$0.6996 to \$0.6896 in Fiscal Year 2006, then to \$0.6796 in Fiscal Year 2007 and finally to \$0.6770 in Fiscal Year 2010. The overall benefit is to the citizens of Harker Heights who continue to receive the same quality services that they have become accustomed to without an increase in the tax rate.

The current tax revenue is calculated by taking the certified 2019 taxable value per BCAD of \$1,887,441,186 and using the maintenance and operations portion of the tax rate of \$0.5208 per \$100 of taxable value and a collection rate of 96% as follows:

Certified Taxable Value	1,887,441,186
Total Tax Rate per \$100 Valuation	0.6770
Gross Revenues from Taxes	12,777,977
Estimated Percentage of Collections	96%
Estimated Funds from Tax Levy	12,266,858
Estimated Delinquent Tax Collections	12,000
Total Estimated Tax Collections	<u>12,278,858</u>
Maintenance and Operations Rate	0.5208
<b>Total General Fund Revenue</b>	<b><u>9,445,831</u></b>

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2020, and the current projections for the future.



Estimated continued growth is the reason behind the increase in property tax revenue projections over the next four years (red bars).

**Other Taxes / Special Assessments** (*Sales Tax, Mixed Drink Tax, Bingo Tax*)

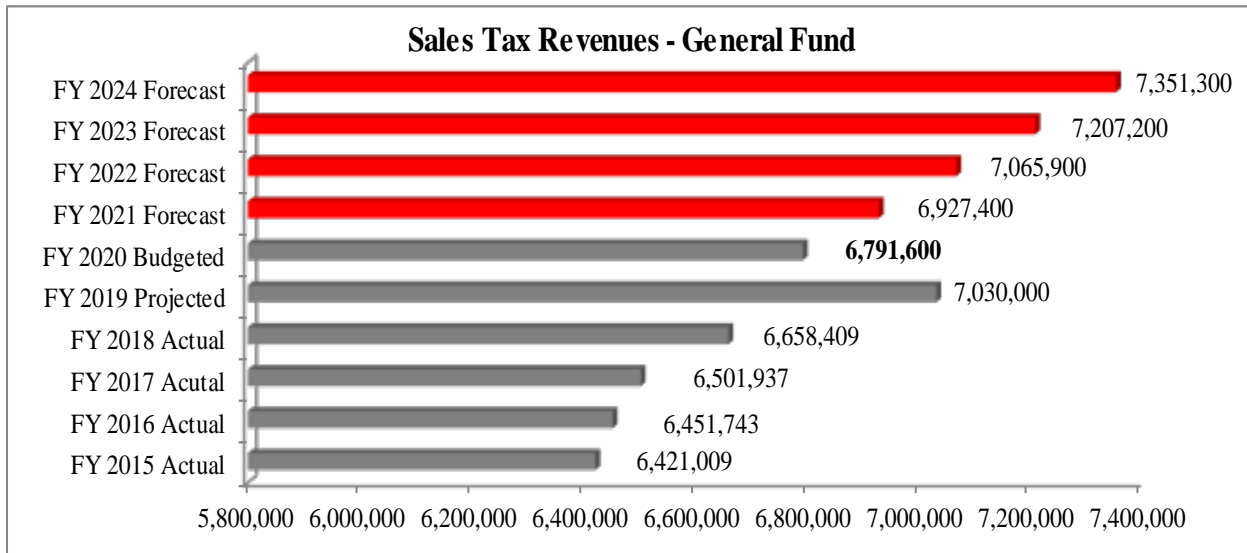
**Sales Tax**

*Five Year Average Growth Rate (Fiscal Year 2015 to 2019): 3.10%*

*Fiscal Year 2020 Budget Assumption: Forecasted at 2.00%*

The State of Texas imposes a state sales and use tax of 6.25%. Cities, counties, transit authorities, and special purpose districts can impose an additional local sales and use tax of up to 2.00% for a combined state and local tax rate of up to 8.25%. The City of Harker Heights has imposed this additional local sales tax option and receives its portion of sales and use tax revenues from the Texas Comptroller’s Office on a monthly basis.

When budgeting sales tax revenue for the upcoming budget year, the prior year’s projections as well as any permits issued for upcoming commercial businesses are taken into consideration. New commercial businesses have slowed down and the following graph shows the decreased budget amount for FY 2020 of \$6,791,600 to reflect this trend. Future years then pick back up with the 2.00% forecasts.



Sales tax revenues are projected to increase by 5% between FY 2020 and FY 2024 (red bars indicate forecasts).

**Mixed Drink Tax & Bingo Tax**

*Five Year Average Growth Rate (Fiscal Year 2015 to 2019): -6.80%*

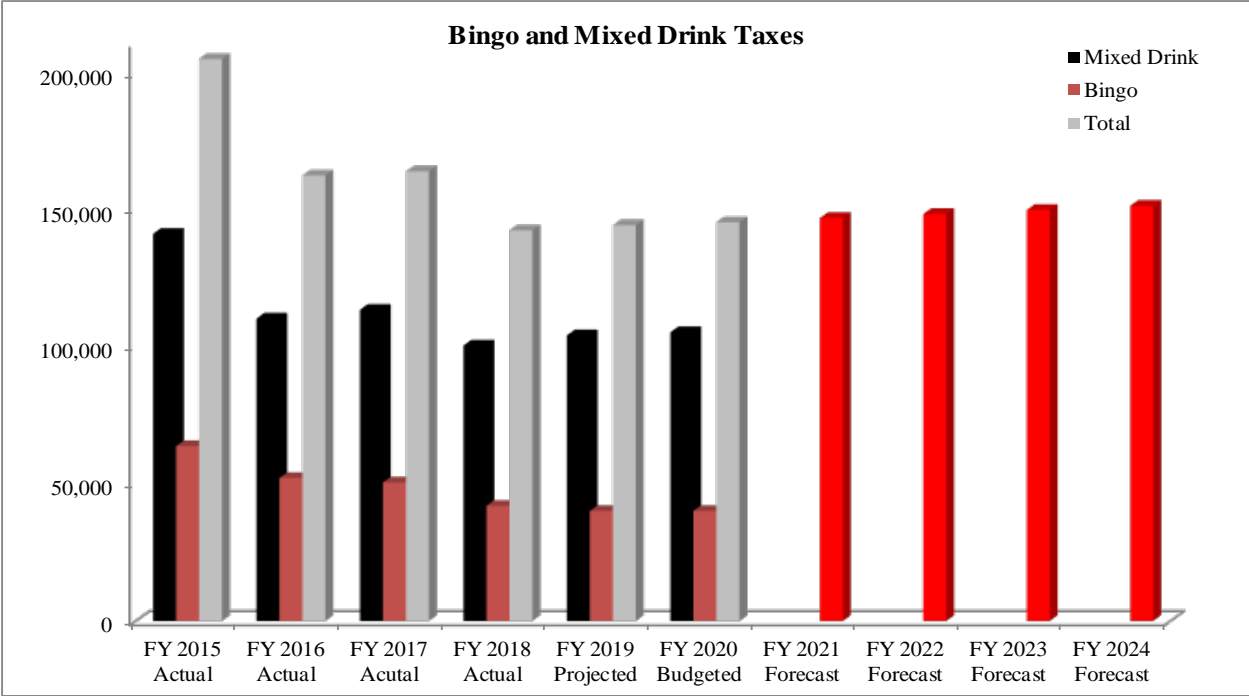
*Fiscal Year 2020 Budget Assumption: Forecasted at 1.00% annually*

The mixed drink tax is a gross receipts tax imposed on the amount received from the sale, preparation or service of mixed beverages. It is paid to the Texas Comptroller of Public Accounts who in turn remits a portion back to the City. Prior to January 2014, the mixed beverage gross receipts tax was 14%. Beginning on January 1, 2014, the tax was lowered to 6.7% and a mixed beverage sales tax rate of 8.25% was implemented and passed on to the consumer.

During the 86<sup>th</sup> Legislature, House Bill 914 changed how cities and counties receive bingo prize fee revenue (bingo taxes). Beginning January 1, 2020, authorized organizations will still collect a fee in the amount of 5% of the value of a prize worth more than \$5 however they will remit it to the county and/or municipality instead of the Texas Lottery Commission. Municipalities and counties receive 50% of the prize fees; if both have imposed a bingo tax, they each receive 25% of the fee collected.

When forecasting, the mixed drink and bingo tax line items are looked at as one piece because they are the smaller of our tax revenue line items in the General Fund. A one percent increase is added each year to the actual amount of the mixed drink and bingo taxes combined and then, based on prior year activity, that increase is distributed accordingly between them.

The following graph shows how the prior year actuals, FY 2019 projection and FY 2020 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the one percent increases will be allocated between the two line items.



The red bars indicate the forecasts for future years which is why there is no indication of what is budgeted for mixed drink or bingo tax.

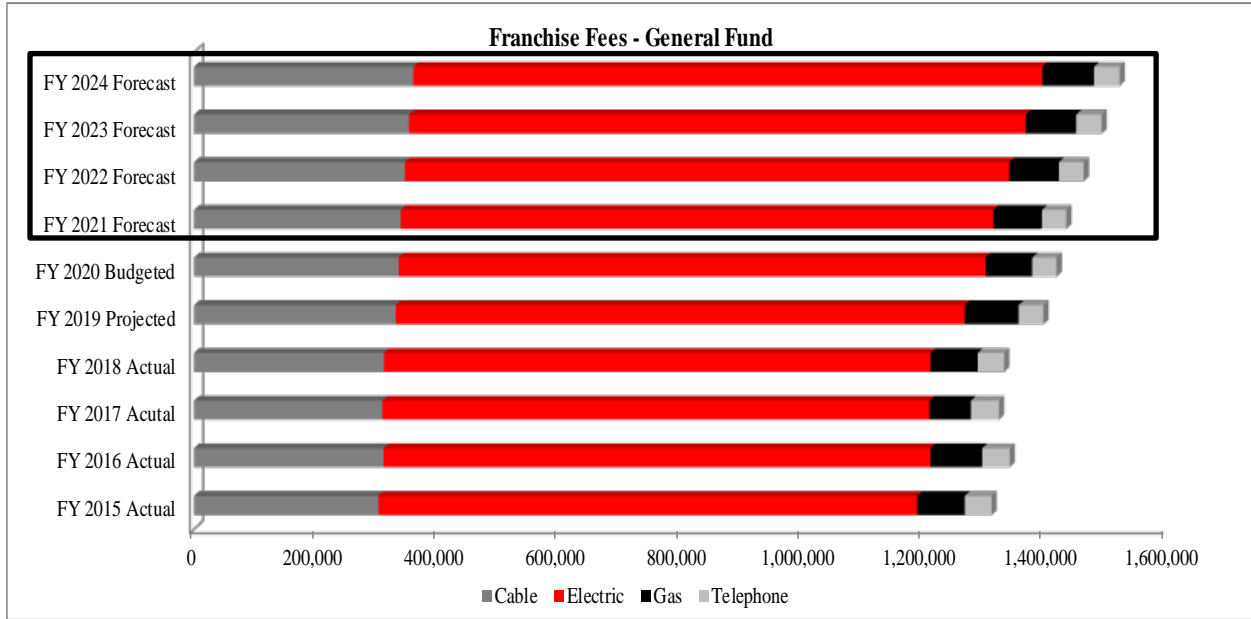
**Franchise Fees – General Fund** (Cable, Gas, Telephone, and Electricity)

Five Year Average Growth Rate (Fiscal Year 2015 to 2019): 1.54%

Fiscal Year 2020 Budget Assumption: Forecasted at 2.00%

A franchise fee is an agreed upon reimbursement amount paid by utility and/or cable companies to the city for usage of the city’s right of way. The current electric franchise fee is paid based on the number of kilowatt hours whereas as those for gas, telephone and cable are based on a percentage of gross receipts. Cable franchise fees also include an additional one percent PEG fee to fund capital expenditures associated with Public, Educational and Government facilities.

During the 86<sup>th</sup> Legislature, Senate Bill 1152 was passed in which companies that pay both cable and telephone franchise fees can cease paying the lower of the two. In other words, they only have to pay one of their franchise fees to the City. The City of Harker Heights currently only has one company, Spectrum, to which this applies and will impact our telephone franchise fee line item.

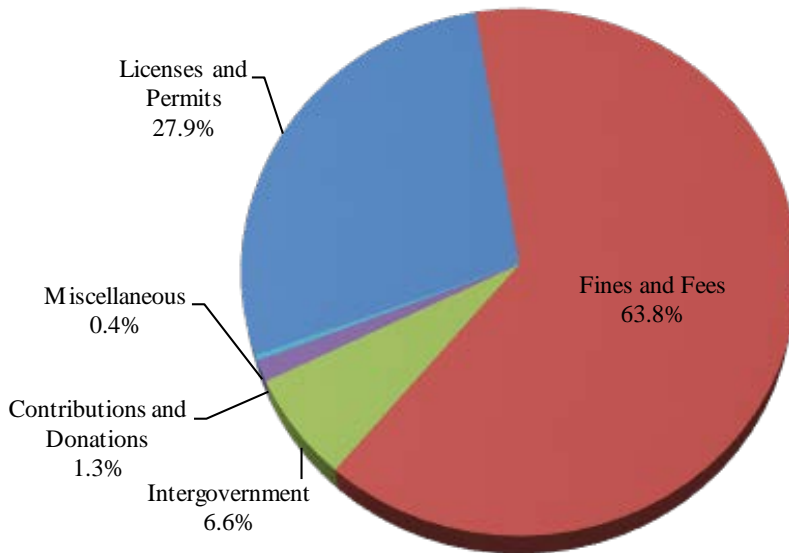


Forecasted fiscal years have been outlined to distinguish from other years.

**Other Sources**

The Other Sources category consists of Fines and Fees, Licenses and Permits, Intergovernmental Revenues, Contributions and Donations, and Miscellaneous Revenues Sources.

**FY 2019 - 2020 Other Sources - General Fund**



**Fines and Fees**

Five Year Average Growth Rate (Fiscal Year 2015 to 2019): -10.11%

Fiscal Year 2020 Budget Assumption: Forecasted at 1.00%

This category for the General Fund is the Court Fine revenue. The FY 2019 budget totaled \$1,000,000 and is projected to be \$925,000 at fiscal year-end due to low ticket volume and collections. \$950,000 is budgeted

for the 2020 fiscal year. The number of active police personnel and number of tickets written greatly influence this line item.

#### Licenses and Permits

This category consists of platting and rezoning fees, registration fees, and permit fees. Budgeting for this line item is based on historical data and information provided from the Planning Department of possible new businesses interested in opening in the City.

#### Intergovernmental Revenues

Intergovernmental revenues come from other governmental entities. For the City of Harker Heights, these revenues include grant revenues, reimbursements from Bell County for ambulance runs, reimbursement from the Central Texas Trauma Council for EMS expenses, and reimbursement from Texas Department of Transportation for a Pass-Through Funding Program. The final payment for the Pass-Through Funding Program was received during the 2019 fiscal year.

Grant revenues are applied for by various Departments in order to purchase or supplement the City's operating budget. Approved grants for the 2020 fiscal year include the Healthy Homes Initiative which will assist with expenses for the Police Department's Healthy Homes Department, a throw phone for the Police Department, and the Police Department's STEP Program which will aid in funding personnel costs while police officer's work traffic stops.

#### Contributions and Donations

Typically, contributions and donations are not budgeted for because they are a source that cannot be depended on. Donations for our Pet Adoption Center, however, have been a steady revenue source and as such have been budgeted for as an offset for supply expenses for that department.

#### Miscellaneous

There are five subcategories in the Miscellaneous category that are budgeted. Credit Card Fees are budgeted as a negative because these fees are paid out to the credit card processors for payments taken in-house (at the counter) and at the kiosk. Technology Fees are charged to customers based on the permit paid in MyPermitNow. Kiosk Credit Card Fees are received for each Municipal Court payment paid at our kiosk. Miscellaneous Income consists of income that cannot be categorized elsewhere such as streetlight payments made to the City. Taxable Income has an offset account titled Sales Tax Payable which is used to remit sales tax payments to the Texas Comptroller's Office each month. Each of these categories are budgeted based on historical data.

#### Charges for Services

Charges for Services in the General Fund includes revenue line items for Parks and Recreation activities (pool entry fees, recreation programs, registration fees and facility rentals), false alarm fees, ambulance fees (collections from our third party billing service), and Pet Adoption Fees (adoption, return to owner, and other fees).

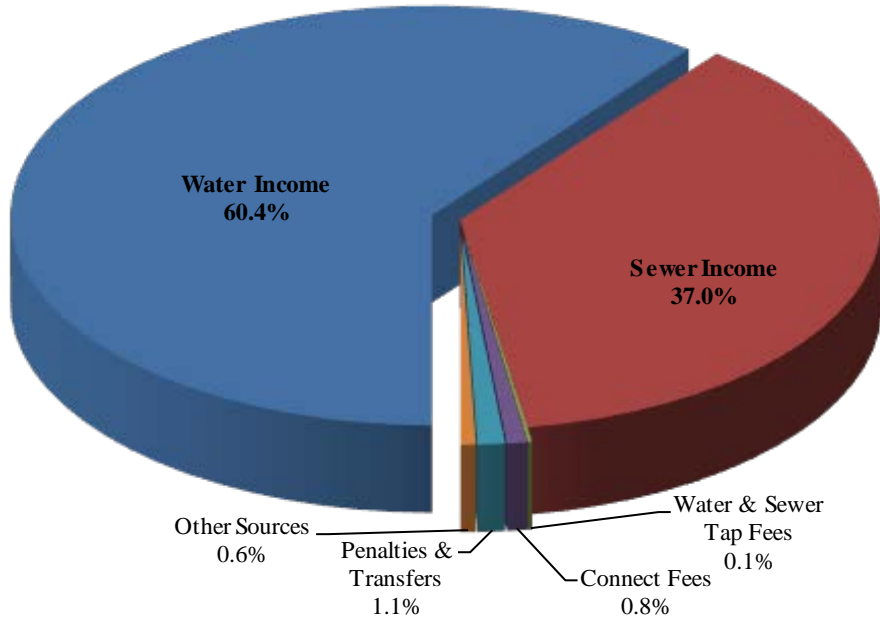
False alarm fees and discounts for youth registrations are the only two line items not budgeted for each year as these two categories are indeterminable on a yearly basis due to fluctuations. All of the other categories are budgeted based on historical data and, if necessary, projections are adjusted to reflect where revenues are at mid-year. Mid-year projections are hard to make with the aquatic revenue line item however, due to income flowing in during the summer months well after mid-year (March).

A detailed listing of all revenue sources in the General Fund can be found in the "General Fund" section.

## UTILITY FUND REVENUES

Utility Fund revenues at \$10,262,500 make up 24.5% of the City’s \$41,892,200 in total revenues for FY 2019-2020 with the major revenue sources water income (60.4%) and sewer income (37.0%) as shown in the graph below.

**FY 2019 - 2020 Utility Fund Revenues by Source**



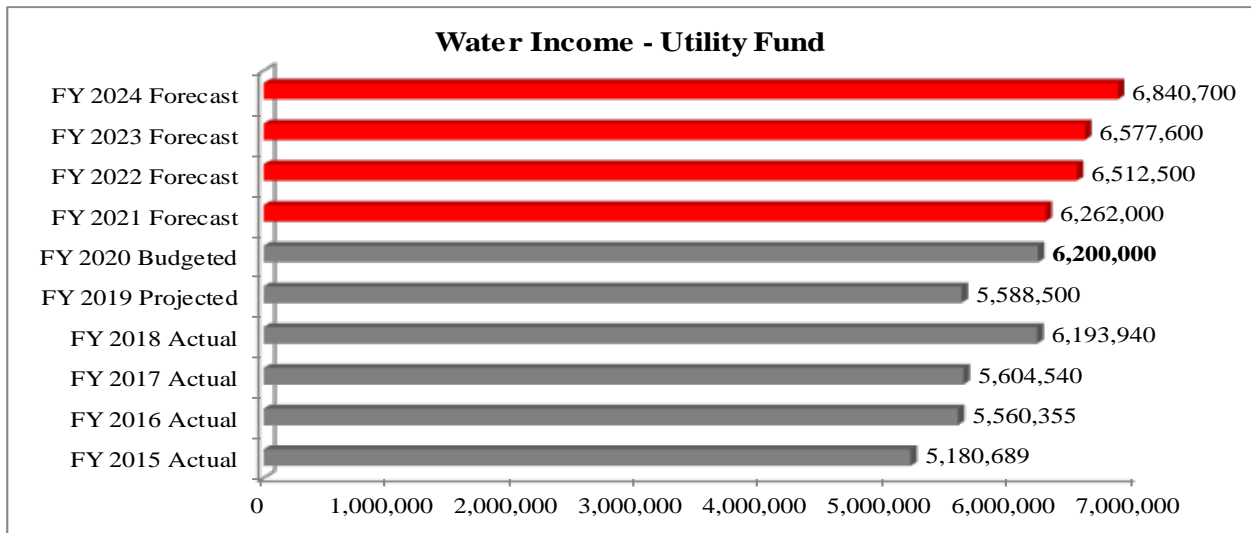
### Water Income

*Change in Water Rate: 3% increase*

*Five Year Average Growth Rate (Fiscal Year 2015 to 2019): 1.74%*

*Fiscal Year 2020 Budget Assumption: 3% rate increase and 1% growth increase*

Water income is very elastic and depends a great deal on the weather. Forecasts include a yearly estimate of one percent growth and a rate increase of three percent every other year. If a rate increase is deemed unnecessary (i.e. revenues cover expenses), the alternating rate increases are adjusted for following years.



Water Income is projected to increase by 10% (\$640,700) between FY 2020 and FY 2024. Forecasts are shown in red.

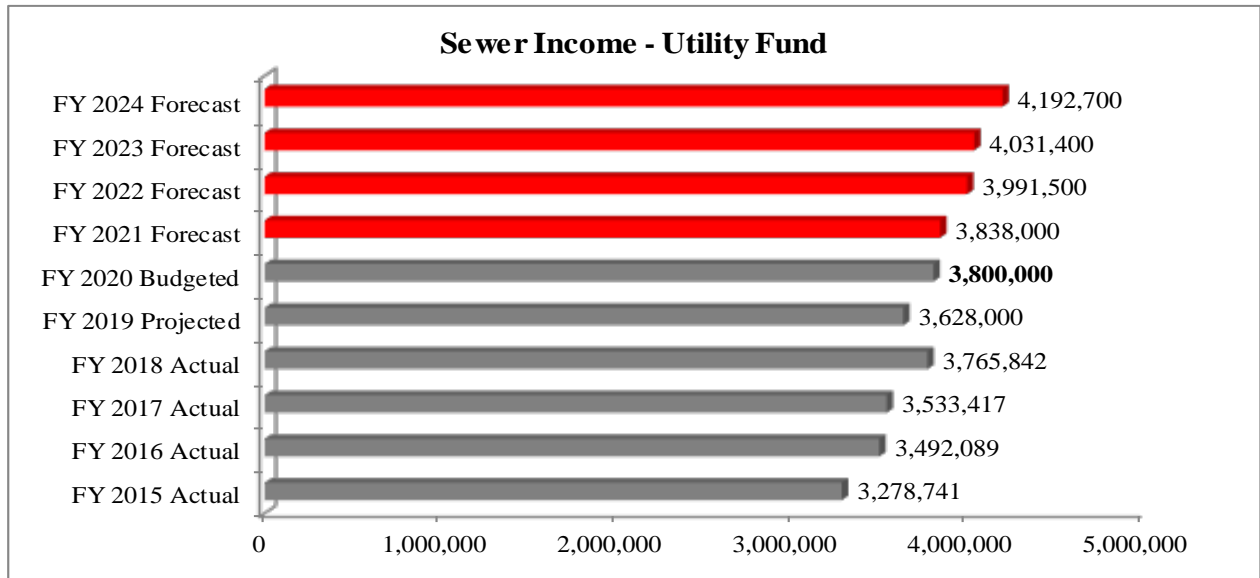
**Sewer Income**

*Change in Sewer Rate: 3% increase*

*Five Year Average Growth Rate (Fiscal Year 2015 to 2019): 2.47%*

*Fiscal Year 2020 Budget Assumption: 3% rate increase and 1% growth increase*

Billable gallons for sewer are computed based on water consumption. Sewer income is forecasted in the same way as water income, with a one percent increase for growth each year and a three percent alternating rate increase. If a rate increase is deemed unnecessary, the alternating years are adjusted accordingly.



Sewer Income is expected to increase by 10% (\$392,700) between FY 2020 and FY 2024. Forecasts are shown in red.

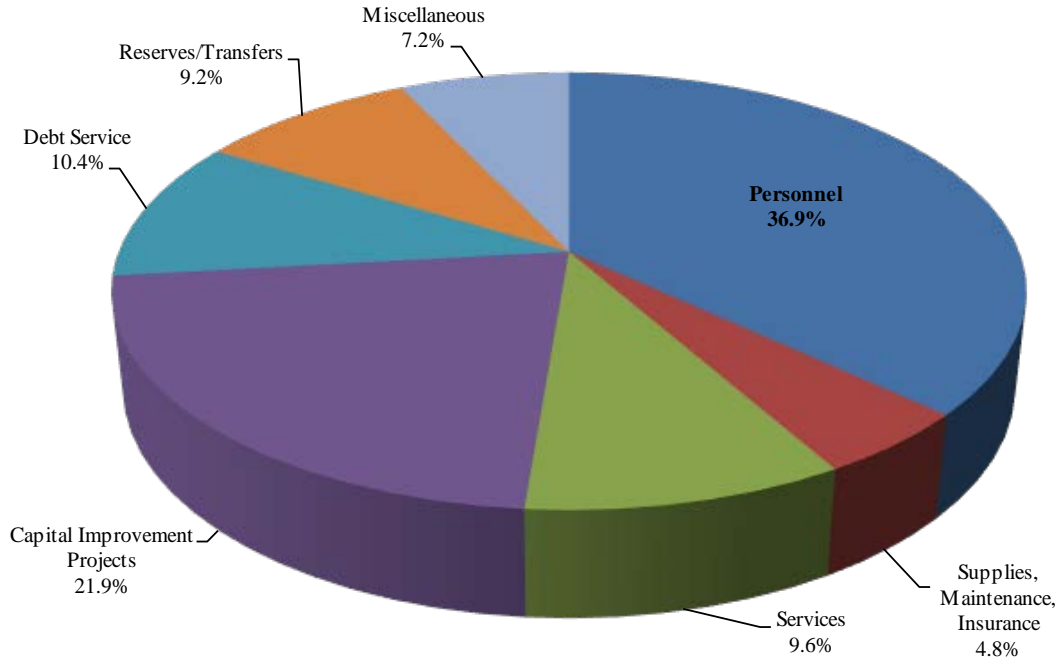
A detailed listing of all revenue sources in the Utility Fund can be found in the “Utility Fund” section.



## EXPENDITURES/EXPENSES

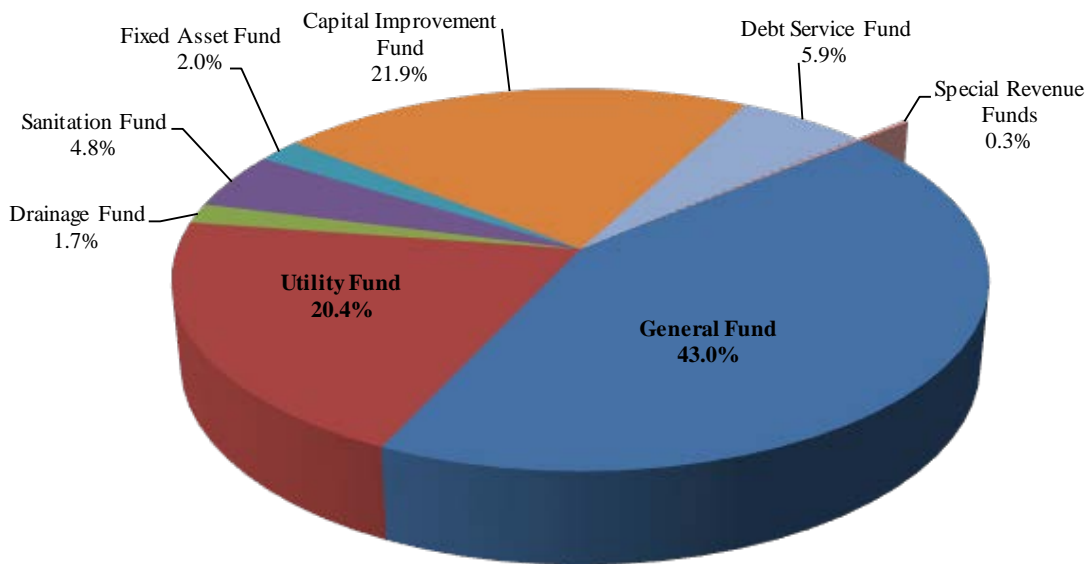
The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$50,266,300. The largest use of City funds is personnel expenses at 36.9% (\$18,523,900) followed by Capital Improvement Projects at 21.9% (\$11,024,600).

**FY 2019 - 2020 Budgeted Expenditures/Expenses - All Funds**



The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 43.0%, 20.4% and 21.9% of the budget respectively. The General and Utility Fund’s major uses will be discussed on the following pages; Capital Improvement Fund projects are discussed in detail in the “Capital Outlay and Improvements” section.

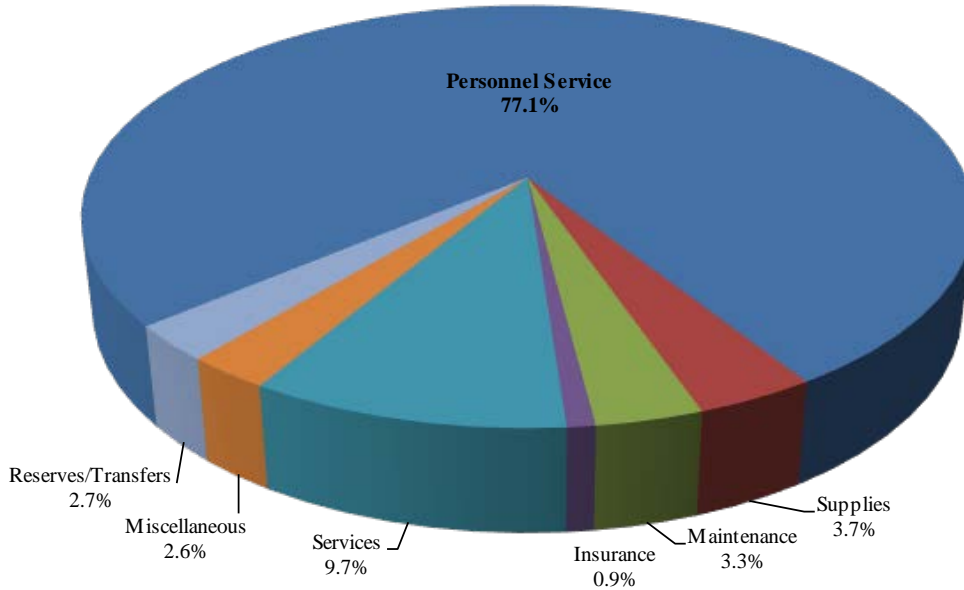
**FY 2019 - 2020 Budgeted Expenditures/Expenses - Percentage of Total**



## GENERAL FUND EXPENDITURES

At \$21,630,700, General Fund expenditures make up 43.0% of the City's total uses with the personnel service (77.1%) and services (9.7%) categories as its major uses.

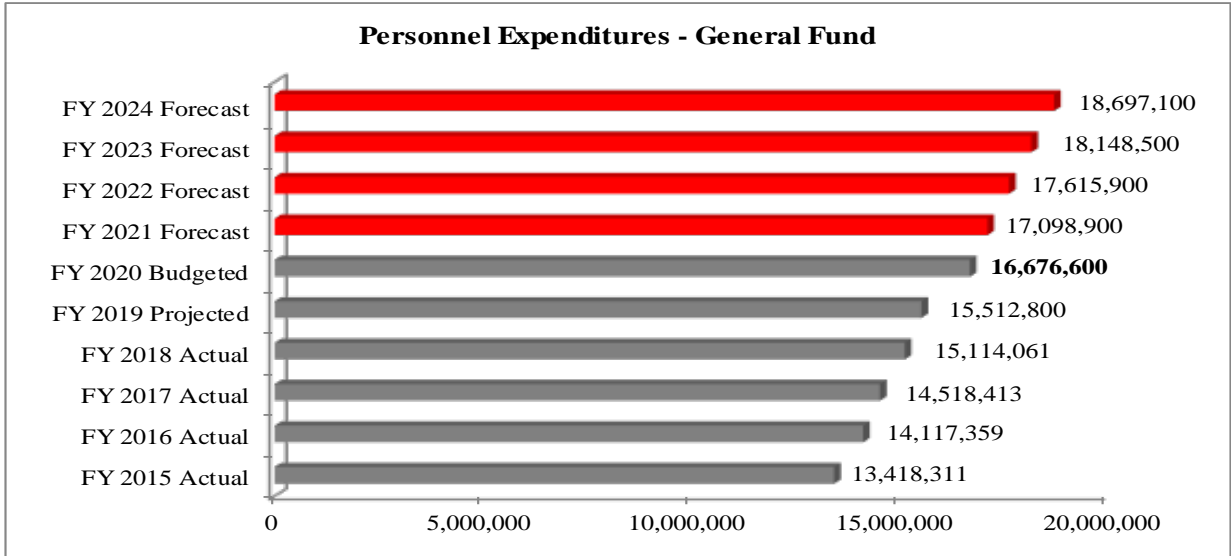
**FY 2019 - 2020 General Fund Expenditures by Use**



### **Personnel Service**

Total personnel services for the 2020 fiscal year are budgeted at \$16,676,600, an increase of \$800,300 or 7.50% over the prior year's projection of \$15,512,800. This increase is due to a 3.0% percent salary adjustment for all employees as well as the addition of three new employees as described in the "Budget at a Glance" on page 14 and in the "Personnel" section.

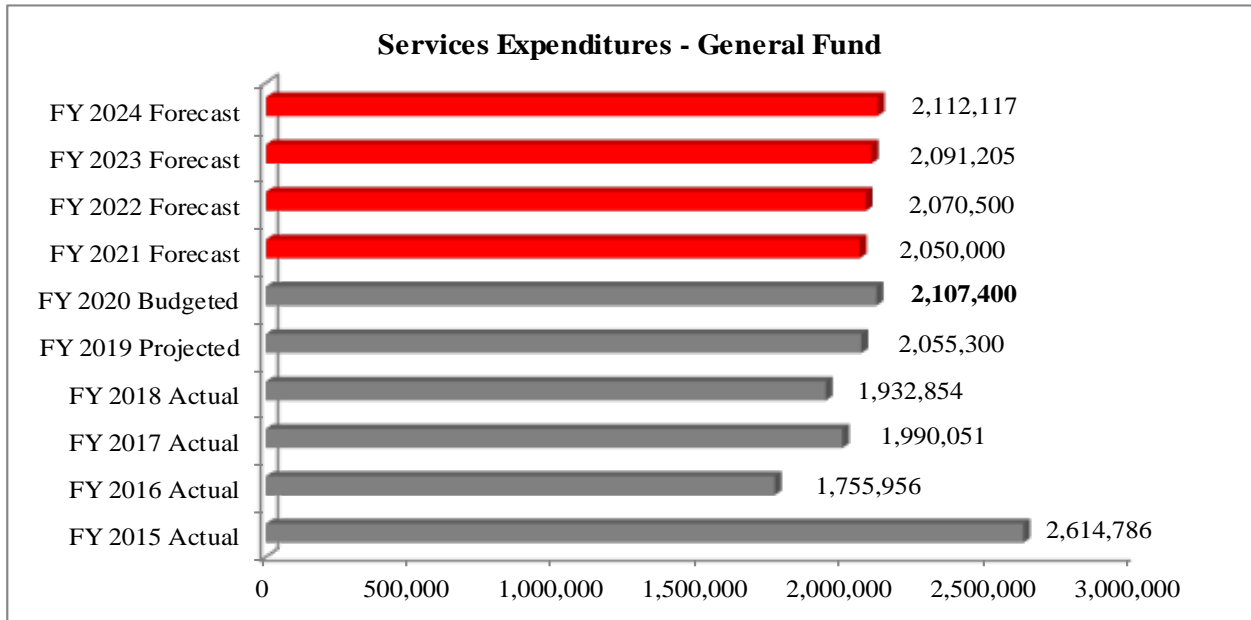
In forecasting for personnel service, a three percent increase is added to the prior year's total. The budgeted year is adjusted during budget planning as it is confirmed whether a salary adjustment will be given, new employees will be hired, worker's compensation and retirement rates will increase or decrease, and based on changes to the health insurance coverage.



FY 2020's budgeted personnel expenditures show an increase of 24% in this line item since FY 2015. Forecasts are shown in red.

**Services**

The Services category, at a total of \$2,107,400 for the 2020 fiscal year, contains many different line items the largest of which are Contract Labor (\$505,000), Utilities (\$490,500) and State Tax Payments (\$330,000). For forecasting purposes, the category of Services is projected to increase one percent each fiscal year. During budgeting, Department Heads provide detailed input as to their needs and historical data is reviewed in order to help with current year projections and the upcoming year's budget.

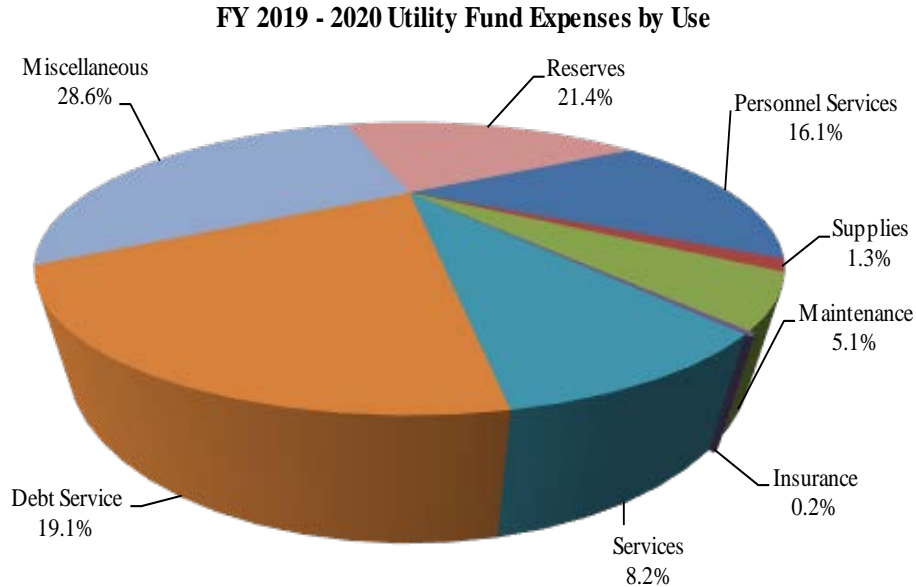


A one percent increase is forecasted for the "outyears" as shown in the graph above (red bars).

A detailed listing of all expenditures in the General Fund can be found in the "General Fund" section.

## UTILITY FUND EXPENSES

At \$10,258,700, Utility Fund expenses make up 20.4% of the City's total uses. Major uses, as indicated in the graph below, are Miscellaneous (28.6%), Reserves (21.4%), and Debt Service (19.1%)



### **Miscellaneous**

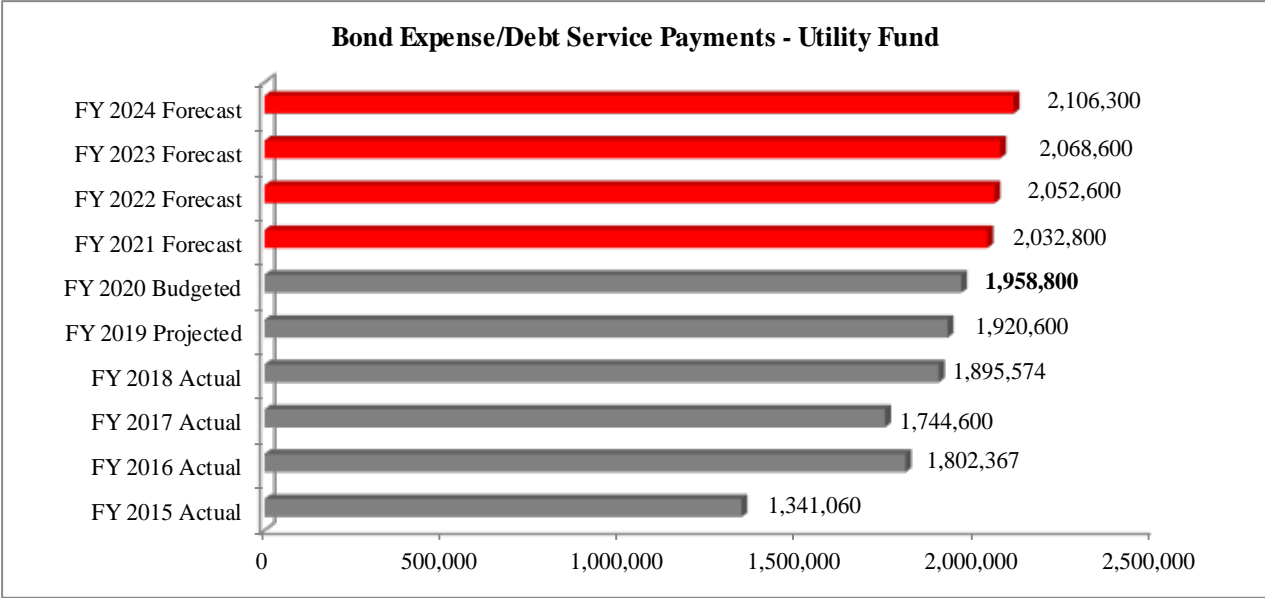
The Miscellaneous category contains line items that just do not fit anywhere else such as bad debt expense (\$55,000), audit fees (\$27,400) and amortization advanced refunding (\$56,700). A new line item was added during the 2019 fiscal year titled "Required Public Notices" due to an addition to the Texas Local Government Code (140.0045) which requires a separate line item indicating expenses for notices required by law to be published in a newspaper. (This same line item is also in the General Fund to record the same expenses there.)

### **Reserves**

Reserves total \$1,600,000 in the Utility Fund and include transfers to the Fixed Asset (\$500,000) and Capital Project (\$1,100,000) Funds. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City.

### **Debt Service**

The bond expense line item is budgeted at \$1,958,800 for the 2020 fiscal year. Debt service is budgeted based on the debt payments required each year. If debt is going to be issued in future years, estimates are provided by the City's financial advisor and then included in projections and/or forecasts as needed. At the time of budgeting for FY 2020, the issuance of new debt was discussed but was not set in the budget. See the "Debt Service" section for additional details on the City's current debt.



Forecasted Utility Fund Debt Service Payments are shown in red and will only change if the City issues additional debt in the next five years.

A detailed listing of all expenses in the Utility Fund can be found in the “Utility Fund” section.



**GENERAL FUND**

**GENERAL FUND  
REVENUE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PROPERTY TAXES</b>						
700 Tax Receipts	9,173,000	9,159,159	9,033,900	8,913,082	9,033,900	9,445,800
701 Tax Discounts	0	0	0	0	0	0
703 Fines and Penalties	0	52,037	0	0	0	0
<b>TOTAL PROPERTY TAXES</b>	<b>9,173,000</b>	<b>9,211,196</b>	<b>9,033,900</b>	<b>8,913,082</b>	<b>9,033,900</b>	<b>9,445,800</b>
<b>OTHER TAXES AND SPECIAL ASSESSMENTS</b>						
080 Cable Franchise Fees	314,000	332,096	350,000	168,942	337,000	340,000
081 Electricity Franchise Fees	900,000	935,929	975,000	531,476	965,000	975,000
082 Gas Franchise Fees	80,000	88,618	100,000	33,826	77,000	80,000
083 Telephone Franchise Fees	46,000	40,663	45,000	19,737	40,000	40,000
707 Mixed Drink Tax	115,000	100,158	100,000	48,567	103,900	105,000
708 Bingo Tax	55,000	41,861	40,000	0	40,000	40,000
709 Sales Tax	6,565,000	6,658,409	6,630,700	3,467,774	7,030,000	6,791,600
<b>TOTAL OTHER TAXES AND SPECIAL ASSESSMENTS</b>	<b>8,075,000</b>	<b>8,197,734</b>	<b>8,240,700</b>	<b>4,270,322</b>	<b>8,592,900</b>	<b>8,371,600</b>
<b>LICENSES AND PERMITS</b>						
022 Platting and Rezoning	30,000	62,780	50,000	33,634	70,000	70,000
050 City Registration Fee	40,000	23,285	32,000	20,790	33,000	35,000
051 Building Permits	200,000	172,338	200,000	151,527	285,000	290,000
052 Contractor's Registration	20,000	11,925	15,000	5,325	11,000	11,000
053 Fire Permit Revenue	6,000	10,240	10,000	4,625	10,000	10,000
<b>TOTAL LICENSES AND PERMITS</b>	<b>296,000</b>	<b>280,568</b>	<b>307,000</b>	<b>215,901</b>	<b>409,000</b>	<b>416,000</b>
<b>FINES AND FEES</b>						
016 Court Fines	800,000	905,179	1,000,000	455,026	925,000	950,000
<b>TOTAL FINES AND FEES</b>	<b>800,000</b>	<b>905,179</b>	<b>1,000,000</b>	<b>455,026</b>	<b>925,000</b>	<b>950,000</b>
<b>CHARGES FOR SERVICES</b>						
036 Aquatic Revenue	55,000	36,286	55,000	0	55,000	55,000
037 Recreation Programs	35,000	30,747	35,000	7,562	30,000	15,000
038 Youth Sports Activities	130,000	126,453	130,000	70,110	130,000	130,000
039 Concession Stand	6,000	5,326	6,000	2,171	5,000	5,000
040 Adult Activities	11,000	14,481	11,000	(1,261)	15,000	15,000
041 Park Facility Rentals	28,000	31,605	28,000	12,485	28,000	30,000
042 Discounts - Youth Sports	0	0	0	0	0	0
058 False Alarm Fees	0	1,200	0	1,550	4,500	0
100 Ambulance Collection Fees	(45,000)	(51,637)	(50,000)	(26,772)	(53,500)	(55,000)
101 Ambulance Service	600,000	709,580	700,000	285,014	717,300	720,000
112 Animal Services	50,000	76,220	75,000	36,830	75,000	75,000
<b>TOTAL CHARGES FOR SERVICES</b>	<b>870,000</b>	<b>980,261</b>	<b>990,000</b>	<b>387,689</b>	<b>1,006,300</b>	<b>990,000</b>
<b>INTERGOVERNMENTAL</b>						
070 Grant Revenue	72,800	78,741	38,900	18,917	45,600	91,700
102 Reimburse Bell County	5,000	3,926	4,000	5,616	5,600	5,600
103 Central Texas Trauma Council	3,000	3,153	3,500	500	500	500
602 Reimb from TxDOT PTF Program	170,000	170,000	170,000	0	886,100	0
<b>TOTAL INTERGOVERNMENTAL</b>	<b>250,800</b>	<b>255,820</b>	<b>216,400</b>	<b>25,033</b>	<b>937,800</b>	<b>97,800</b>

**GENERAL FUND  
REVENUE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>INVESTMENT EARNINGS</b>						
020 Interest Income	115,000	217,209	215,000	214,456	425,000	425,000
201 Net Value of Investments	0	53	0	0	0	0
<b>TOTAL INVESTMENT EARNINGS</b>	<b>115,000</b>	<b>217,262</b>	<b>215,000</b>	<b>214,456</b>	<b>425,000</b>	<b>425,000</b>
<b>CONTRIBUTIONS AND DONATIONS</b>						
071 Contributions	0	0	0	0	0	0
400 Donations	0	60	0	6,640	3,000	0
401 Donations - Police	0	2,551	0	2,070	2,100	0
402 Donations - Healthy Homes	0	0	0	0	0	0
403 Donations - Library	0	200	0	0	300	0
404 Donations - Parks & Recreation	0	5,604	0	3,125	6,000	0
405 Donations - National Night Out	0	0	0	0	0	0
406 Donations - Pet Adoption Center	20,000	17,217	20,000	8,982	20,000	20,000
<b>TOTAL CONTRIBUTIONS AND DONATIONS</b>	<b>20,000</b>	<b>25,632</b>	<b>20,000</b>	<b>20,817</b>	<b>31,400</b>	<b>20,000</b>
<b>MISCELLANEOUS</b>						
010 Credit Card Fees	(35,000)	(35,255)	(35,000)	(16,408)	(35,000)	(35,000)
011 Technology Fee - My Permit Now	4,000	3,416	4,000	1,336	3,500	4,000
012 AdComp Kiosk Credit Card Fees	0	15	100	0	0	0
015 Cash Over (Short)	0	56	0	(4)	0	0
021 Miscellaneous Income	23,000	23,807	23,000	10,199	20,000	20,000
023 Taxable Income	14,000	14,764	14,000	8,233	16,000	16,000
025 Miscellaneous A/R Income	0	0	0	0	0	0
030 Insurance Proceeds	0	29,113	0	1,641	3,900	0
031 Settlement of Claim	0	4,225	0	0	0	0
032 Gain on Sale of Asset	0	0	0	0	0	0
055 Street Paving Payments	0	0	0	0	0	0
056 Public Nuisance Assmt Pmt	0	20,482	0	1,036	8,000	0
113 Auction Abandoned Property	0	12,110	0	768	800	0
116 State Seizure Funds	0	0	0	0	0	0
200 Gain on Investments	0	0	0	0	0	0
600 Lease Agreement Proceeds	0	495,000	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>6,000</b>	<b>567,733</b>	<b>6,100</b>	<b>6,801</b>	<b>17,200</b>	<b>5,000</b>
<b>TRANSFERS IN</b>						
802 Transfer from Water	450,000	450,000	500,000	50,000	500,000	500,000
803 Transfer from Drainage	0	0	0	0	0	0
804 Transfer from Sanitation	300,000	300,000	300,000	150,000	300,000	300,000
812 Transfer from Restricted Courts	88,000	88,000	90,000	55,000	90,000	90,000
<b>TOTAL TRANSFERS IN</b>	<b>838,000</b>	<b>838,000</b>	<b>890,000</b>	<b>255,000</b>	<b>890,000</b>	<b>890,000</b>
<b>TOTAL REVENUES</b>	<b>20,443,800</b>	<b>21,479,385</b>	<b>20,919,100</b>	<b>14,764,127</b>	<b>22,268,500</b>	<b>21,611,200</b>
<b>BEGINNING FUND BALANCE</b>	<b>9,764,711</b>	<b>9,758,975</b>	<b>10,529,796</b>	<b>11,047,846</b>	<b>11,047,846</b>	<b>11,060,546</b>
<b>INCREASE/DECREASE</b>	<b>42,900</b>	<b>1,288,871</b>	<b>400</b>	<b>4,227,013</b>	<b>12,700</b>	<b>(19,500)</b>
<b>ENDING FUND BALANCE</b>	<b>9,807,611</b>	<b>11,047,846</b>	<b>10,530,196</b>	<b>15,274,859</b>	<b>11,060,546</b>	<b>11,041,046</b>
<b>FUND BALANCE REQUIREMENT</b>						<b>5,407,700</b>
(Three Months Operating Expense)						



**GENERAL FUND  
EXPENDITURE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	11,082,400	10,926,779	11,556,200	5,540,098	11,288,900	12,130,200
002 Overtime	419,900	429,422	436,900	282,924	551,900	521,700
003 Worker's Compensation	132,000	130,216	125,000	120,840	123,500	124,000
004 Health Insurance	1,063,400	1,136,823	1,046,100	398,319	862,800	1,077,800
005 Social Security	880,200	837,928	917,400	429,463	906,100	967,800
006 Retirement	1,721,800	1,652,893	1,794,700	855,919	1,779,600	1,855,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>15,299,700</b>	<b>15,114,061</b>	<b>15,876,300</b>	<b>7,627,563</b>	<b>15,512,800</b>	<b>16,676,600</b>
<b>SUPPLIES</b>						
010 Office	91,000	91,264	95,800	54,808	100,000	100,700
011 Vehicle	232,100	258,624	249,800	116,156	245,200	245,200
012 General	141,100	130,604	142,900	73,172	134,900	135,700
013 Equipment	74,300	82,546	83,000	22,141	68,100	69,900
014 Uniforms	94,000	77,901	110,000	34,756	104,800	108,500
015 Recreational	6,000	4,493	6,000	3,554	7,000	6,000
016 Chemical	12,200	9,775	12,200	3,663	11,000	12,200
017 Vaccinations	0	0	0	0	0	20,000
019 K-9 Supplies	4,600	1,148	0	0	0	0
028 Pet Adoption Center	39,500	25,917	50,000	30,706	45,000	45,000
029 Medical	56,000	54,068	55,700	27,259	55,700	55,700
<b>TOTAL SUPPLIES</b>	<b>750,800</b>	<b>736,340</b>	<b>805,400</b>	<b>366,215</b>	<b>771,700</b>	<b>798,900</b>
<b>MAINTENANCE</b>						
020 Vehicle	128,800	166,248	139,800	66,789	133,700	126,000
021 Building	113,100	91,125	112,800	46,111	99,200	97,800
022 Equipment	268,600	284,213	311,700	228,283	314,400	321,500
023 Ground	188,700	145,860	165,700	83,963	168,800	165,800
<b>TOTAL MAINTENANCE</b>	<b>699,200</b>	<b>687,446</b>	<b>730,000</b>	<b>425,146</b>	<b>716,100</b>	<b>711,100</b>
<b>INSURANCE</b>						
030 Property/Liability	163,400	164,249	166,100	181,005	186,400	187,900
<b>TOTAL INSURANCE</b>	<b>163,400</b>	<b>164,249</b>	<b>166,100</b>	<b>181,005</b>	<b>186,400</b>	<b>187,900</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	14,224	0	8,398	13,400	0
036 Election Expense	10,000	7,123	10,000	222	7,200	17,600
040 Utilities	562,200	484,076	554,100	225,764	490,500	490,500
041 Dues and Subscriptions	45,400	45,942	49,700	22,424	48,500	49,400
042 Travel and Training	160,900	108,327	164,300	69,089	138,000	144,700
043 Impound Expense	1,000	300	1,000	280	500	500
045 Telephone	72,300	67,907	75,200	36,358	72,500	82,100
046 Equipment Rental	38,900	24,035	31,900	5,039	30,900	30,900
047 Contract Labor	466,100	462,779	523,700	258,156	541,800	505,000
051 Online Transaction Fees	6,100	7,757	6,600	2,945	6,800	6,800
059 Adaptive Sports	10,000	6,627	10,000	1,275	5,000	10,000
060 Tree City USA	10,000	2,849	10,000	1,347	4,000	10,000
061 Reimburse by Donations	4,500	3,083	4,500	3,219	6,000	4,500
065 Trophies and Awards	20,500	21,229	17,000	5,866	17,000	15,000
066 Uniforms and Equipment (Rec)	57,000	45,382	55,000	14,463	45,000	45,000
067 Parks / Events & Rec Programs	46,000	42,066	46,000	30,015	46,500	41,000

**GENERAL FUND  
EXPENDITURE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
068 Team Travel	3,000	0	2,000	0	2,000	2,000
069 Adult Sports	6,000	2,535	3,000	0	2,000	2,000
070 Other Expense (Grants)	70,800	72,735	45,200	18,541	45,000	94,900
075 LEOSE Training	5,100	2,818	5,400	5,127	6,600	9,100
081 Bank Fees	1,500	987	1,500	358	1,000	1,000
083 Audit Fees	27,500	25,950	30,500	20,950	30,000	30,500
084 Tax Appraisal Contract	98,000	103,970	101,000	51,169	101,000	103,000
086 Nuisance Abatement	55,000	41,800	55,000	9,176	19,500	50,000
087 State Tax Payments	275,000	318,525	350,000	157,169	323,000	330,000
102 Medical Director Contract	12,500	12,500	42,700	32,467	42,700	20,000
104 Fire Prevention	7,500	5,488	7,500	1,744	6,000	6,000
105 Safety Training	1,000	314	900	0	900	900
400 Public Awareness	10,000	1,526	7,000	146	2,000	5,000
<b>TOTAL SERVICES</b>	<b>2,083,800</b>	<b>1,932,854</b>	<b>2,210,700</b>	<b>981,707</b>	<b>2,055,300</b>	<b>2,107,400</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	124,000	60,348	58,300	39,688	100,000	100,000
091 Advertising	44,200	32,926	41,500	10,570	25,300	32,400
092 Professional Fees	274,000	266,918	230,200	130,664	191,600	219,600
095 Required Public Notices	0	0	0	5,399	13,000	12,500
401 Transportation (HOP)	43,200	43,235	40,000	40,000	40,000	40,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	47,500	47,500	52,500	29,375	52,500	52,500
404 Youth Task Force	13,000	10,000	10,000	10,000	10,000	10,500
405 Economic Development	23,500	27,500	22,500	22,500	22,500	22,500
406 Texas A&M Contribution	25,000	25,000	12,500	12,500	12,500	0
408 Boys & Girls Club Contribution	50,000	50,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	9,500	9,500	9,500	9,500
410 Nat'l Mounted Warfare Found.	25,000	25,000	12,500	12,500	12,500	0
600 Pitney Bowes Lease	2,200	2,745	2,200	1,747	3,500	3,500
615 Xerox Rental	6,900	6,793	8,500	4,477	8,800	8,800
<b>TOTAL MISCELLANEOUS</b>	<b>705,000</b>	<b>624,465</b>	<b>547,200</b>	<b>375,920</b>	<b>548,700</b>	<b>558,800</b>
<b>RESERVES/TRANSFERS</b>						
007 Reserve for Personnel	10,000	6,192	8,000	4,812	15,100	15,000
254 Reimb: Seton Medical	589,000	574,907	575,000	574,746	574,700	575,000
800 Transfer to Fixed Assets	0	0	0	0	350,000	0
805 Transfer to Capital Projects	0	250,000	0	0	1,450,000	0
806 Transfer to Debt Service	100,000	100,000	0	0	75,000	0
<b>TOTAL RESERVES/TRANSFERS</b>	<b>699,000</b>	<b>931,099</b>	<b>583,000</b>	<b>579,558</b>	<b>2,464,800</b>	<b>590,000</b>
<b>GRAND TOTAL</b>	<b>20,400,900</b>	<b>20,190,514</b>	<b>20,918,700</b>	<b>10,537,114</b>	<b>22,255,800</b>	<b>21,630,700</b>

## **CITY COUNCIL**

The City of Harker Heights is a home rule city which operates under a Council-Manager form of government. All powers of the City shall be vested in the elective Council which enacts local legislation, adopts budgets, determines policies and employs the City Manager. The City Council consists of a Mayor and five Council Members who elect one of their members to serve as Mayor-Protempore.

The City government provides a broad range of goods and services to its citizens. The activities and personnel required to provide these goods and services are organized into broad managerial areas. The primary objective of City government is to provide services to the citizens at the lowest reasonable cost.

### **MISSION STATEMENT**

*To create a positive atmosphere which encourages meaningful involvement and participation of all citizens and community groups; to demonstrate community leadership through effective and ethical local government; and to encourage high quality and cost effective services and facilities to meet the needs of our citizens.*

### **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Receive a presentation from Killeen Independent School District.
  - Dr. Craft provided an update on KISD in April of 2019.
- Hold a Council Retreat.
  - Council retreat held on August 2, 2019.
- Continue to explore the leasing of Dana Peak Park.
  - The City and Corps of Engineers are close to having a lease agreement for signature for the lease of Dana Peak Park. Due to the timing of park operations, the City will sign the agreement in early 2020 with the City taking full control of the Park in October of 2020.

### **FY 2019-2020 OBJECTIVES**

- Receive a presentation from Killeen Independent School District.
- Hold a Council Retreat.
- Execute a lease agreement with the Corps of Engineers for Dana Peak Park.
- Contract for future solid waste services for the City.

**CITY COUNCIL**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	6,000	6,000	6,000	3,000	6,100	6,000
005 Social Security	500	459	500	230	500	500
<b>TOTAL PERSONNEL SERVICE</b>	<b>6,500</b>	<b>6,459</b>	<b>6,500</b>	<b>3,230</b>	<b>6,600</b>	<b>6,500</b>
<b>SUPPLIES</b>						
010 Office	0	0	0	0	0	0
012 General	15,000	13,815	15,000	6,506	15,000	15,000
<b>TOTAL SUPPLIES</b>	<b>15,000</b>	<b>13,815</b>	<b>15,000</b>	<b>6,506</b>	<b>15,000</b>	<b>15,000</b>
<b>SERVICES</b>						
036 Election Expense	10,000	7,123	10,000	222	7,200	17,600
041 Dues and Subscriptions	1,000	374	1,000	74	1,000	1,000
042 Travel and Training	15,000	8,834	15,000	3,930	15,000	15,000
<b>TOTAL SERVICES</b>	<b>26,000</b>	<b>16,331</b>	<b>26,000</b>	<b>4,226</b>	<b>23,200</b>	<b>33,600</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	6,000	4,590	5,000	2,320	5,000	6,000
401 Transportation (HOP)	43,200	43,235	40,000	40,000	40,000	40,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	47,500	47,500	52,500	29,375	52,500	52,500
406 Texas A&M Contribution	25,000	25,000	12,500	12,500	12,500	0
408 Boys & Girls Club Contr	50,000	50,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	9,500	9,500	9,500	9,500
410 Nat'l Mounted Warfare Found.	25,000	25,000	12,500	12,500	12,500	0
<b>TOTAL MISCELLANEOUS</b>	<b>223,200</b>	<b>221,825</b>	<b>179,000</b>	<b>153,195</b>	<b>179,000</b>	<b>155,000</b>
<b>FIXED ASSET TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	9,395	9,400	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,395</b>	<b>9,400</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>270,700</b>	<b>258,430</b>	<b>226,500</b>	<b>176,552</b>	<b>233,200</b>	<b>210,100</b>

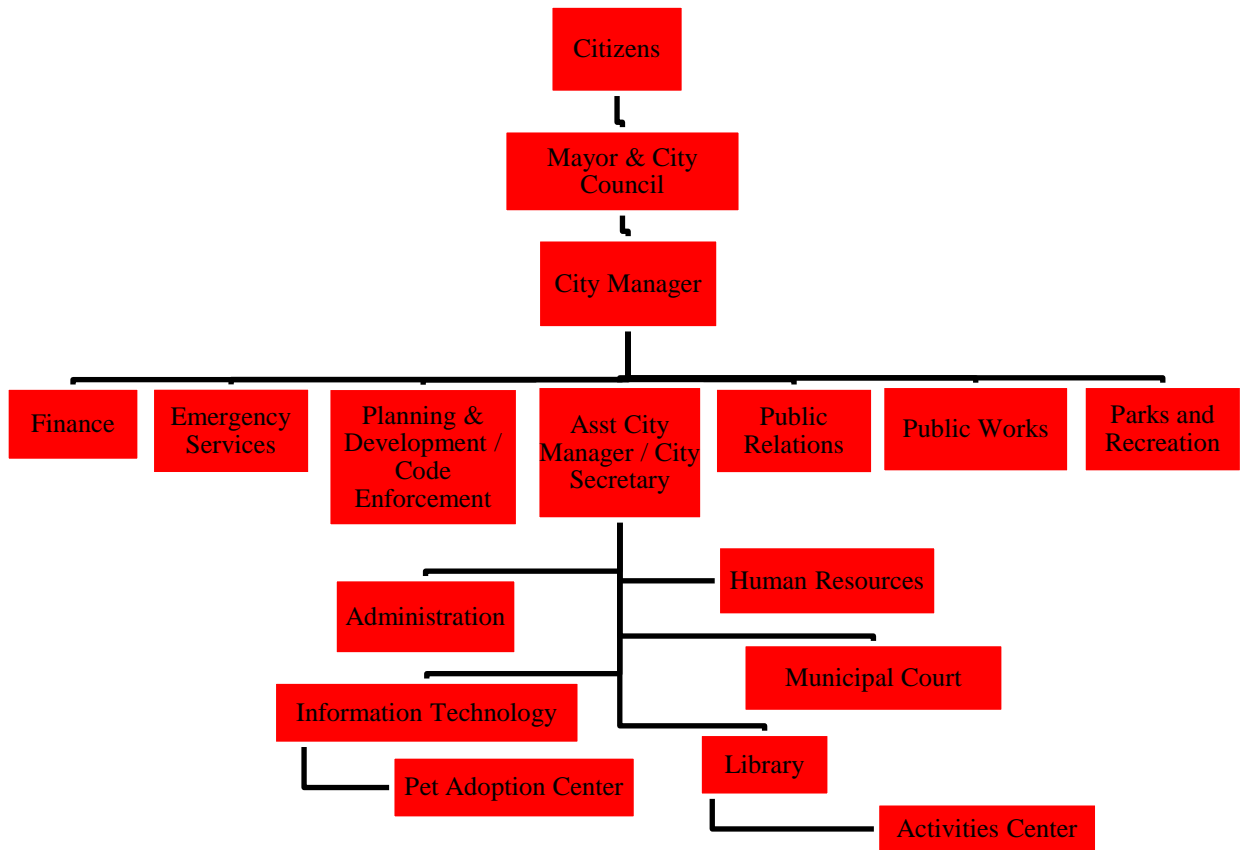
## ADMINISTRATION

The City Administration Department includes the City Manager, Assistant City Manager, and Human Resource Director.

The City Manager is responsible for the operation of the City. This includes planning, budgeting, supervision of employees and providing quality services to residents of the City. He is appointed by the City Council and accountable to that body.

The Assistant City Manager supervises the Administration Department staff, Human Resources, Information Technology, Municipal Court, Library, Activities Center, Pet Adoption Center, and is responsible for City Secretary functions.

## ORGANIZATIONAL CHART



## PROGRESS ON FY 2018-2019 OBJECTIVES

- Oversee the construction of Fire Station #2 Renovation.
  - A design for the expansion of Fire Station #2 has been completed. Initial bids were higher than budget and the City plans to rebid this project in 2020.
- Review and negotiate City-wide single-stream recycling, providing opportunities for citizen input and providing City Council with all information needed to make an informed decision.
  - The world-wide recycling market is very poor due to issues with China and other countries rejecting American recyclables. Due to increased costs associated with recycling, the City will forego recycling at this time.

- Provide City Council with tablets for paperless agendas.
  - The Council has been delivered their tablets and trained on how to use them. Administration is currently sending Council paperless agendas.
- Work with The Retail Coach to recruit retail businesses to the City.
  - The City continues to work with The Retail Coach to recruit retailers with regional draws.

**FY 2019-2020 OBJECTIVES**

- Oversee the renovation/expansion of Fire Station #2.
- Negotiate a new solid waste contract with Waste Management or provide Council with alternatives for solid waste service if a contract with Waste Management cannot be reached.
- Continue to work with The Retail Coach to recruit retail businesses to the City.

**PERFORMANCE MEASURES - ADMINISTRATION**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
Number of full-time employees	7	7	7	7	8
<b>OUTPUTS:</b>					
Agenda minutes prepared	25	28	29	21	25
Ordinances published, codified	35	32	31	33	35
Resolutions processed	30	34	31	35	30
Requests for information processed	750	745	760	734	750
# of Council workshops/meetings held	16 / 25	15 / 28	19 / 24	19 / 19	16 / 25
# of Developer Agreements signed	0	1	0	0	0
<b>EFFECTIVENESS/EFFICIENCY:</b>					
% agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

**PERFORMANCE MEASURES – HUMAN RESOURCES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>OUTPUTS:</b>					
# of job fairs participated in	4	3	3	3	3
# of criminal background checks	1,000	1,029	1,050	1,055	1,050
# of pre-employment drug screens	55	46	50	65	60
<b>EFFECTIVENESS:</b>					
# of exit interviews conducted	11	13	15	21	15
# of HR website hits	45,000	43,826	45,000	48,486	50,000
<b>EFFICIENCY:</b>					
Employee Turnover Rate	4%	4%	4%	6%	6%

**ADMINISTRATION**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	818,900	838,617	592,400	302,947	594,400	742,200
002 Overtime	8,000	7,152	6,000	411	8,000	8,000
003 Worker's Compensation	6,500	6,423	3,800	3,718	3,800	4,400
004 Health Insurance	76,900	81,690	51,300	20,552	45,000	62,000
005 Social Security	63,300	60,518	45,800	19,372	46,100	57,400
006 Retirement	124,400	126,943	90,000	45,624	90,500	112,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,098,000</b>	<b>1,121,343</b>	<b>789,300</b>	<b>392,624</b>	<b>787,800</b>	<b>986,100</b>
<b>SUPPLIES</b>						
010 Office	1,500	938	1,200	0	500	1,000
012 General	20,000	18,002	19,000	8,213	18,000	18,000
013 Equipment	1,300	26,690	1,000	0	0	0
<b>TOTAL SUPPLIES</b>	<b>22,800</b>	<b>45,630</b>	<b>21,200</b>	<b>8,213</b>	<b>18,500</b>	<b>19,000</b>
<b>MAINTENANCE</b>						
021 Building	0	0	0	0	0	5,000
022 Equipment	76,400	69,295	2,500	5,087	6,800	7,000
<b>TOTAL MAINTENANCE</b>	<b>76,400</b>	<b>69,295</b>	<b>2,500</b>	<b>5,087</b>	<b>6,800</b>	<b>12,000</b>
<b>INSURANCE</b>						
030 Property/Liability	8,100	8,127	5,200	5,602	5,800	6,700
<b>TOTAL INSURANCE</b>	<b>8,100</b>	<b>8,127</b>	<b>5,200</b>	<b>5,602</b>	<b>5,800</b>	<b>6,700</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	9,618	0	0	0	0
040 Utilities	35,000	15,540	25,000	10,150	21,000	21,000
041 Dues and Subscriptions	11,000	10,236	9,100	5,443	10,000	10,000
042 Travel and Training	14,000	9,336	8,000	2,551	8,000	11,000
045 Telephone	22,000	17,901	0	804	3,000	3,000
046 Equipment Rental	2,400	1,133	1,000	567	1,100	1,100
047 Contract Labor	0	0	3,600	0	0	0
081 Bank Fees	1,500	987	1,500	358	1,000	1,000
400 Public Awareness	10,000	1,526	7,000	146	2,000	5,000
<b>TOTAL SERVICES</b>	<b>95,900</b>	<b>66,277</b>	<b>55,200</b>	<b>20,019</b>	<b>46,100</b>	<b>52,100</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	100,000	40,698	35,300	26,728	75,000	64,000
091 Advertising	15,000	14,122	15,000	2,825	7,000	7,000
092 Professional Fees	118,000	120,946	110,000	51,200	100,000	105,000
095 Required Public Notices	0	0	0	2,717	8,000	8,000
404 Youth Task Force	13,000	10,000	10,000	10,000	10,000	10,500
405 Economic Development	23,500	27,500	22,500	22,500	22,500	22,500
600 Pitney Bowes Lease	2,200	2,745	2,200	1,747	3,500	3,500
615 Xerox Rental	2,000	2,028	2,000	1,014	2,000	2,000
<b>TOTAL MISCELLANEOUS</b>	<b>273,700</b>	<b>218,039</b>	<b>197,000</b>	<b>118,731</b>	<b>228,000</b>	<b>222,500</b>
<b>FIXED ASSET TRANSFERS</b>						
603 Dell Computer Lease - Prin	41,600	41,600	0	0	0	0
604 Dell Computer Lease - Int	2,200	2,209	0	0	0	0
701 Land and Improvements	0	0	0	0	1,000	0
702 Building and Improvements	0	0	0	0	18,400	0
705 Equipment	135,200	94,809	0	0	4,200	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>179,000</b>	<b>138,618</b>	<b>0</b>	<b>0</b>	<b>23,600</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,753,900</b>	<b>1,667,329</b>	<b>1,070,400</b>	<b>550,276</b>	<b>1,116,600</b>	<b>1,298,400</b>

## FINANCE

The Finance Department is composed of a Finance Director, Assistant Finance Director, Payroll Specialist, Finance Coordinator, Account Technician, Account Clerk, two Utility Billing Clerks, and a Customer Service Clerk.

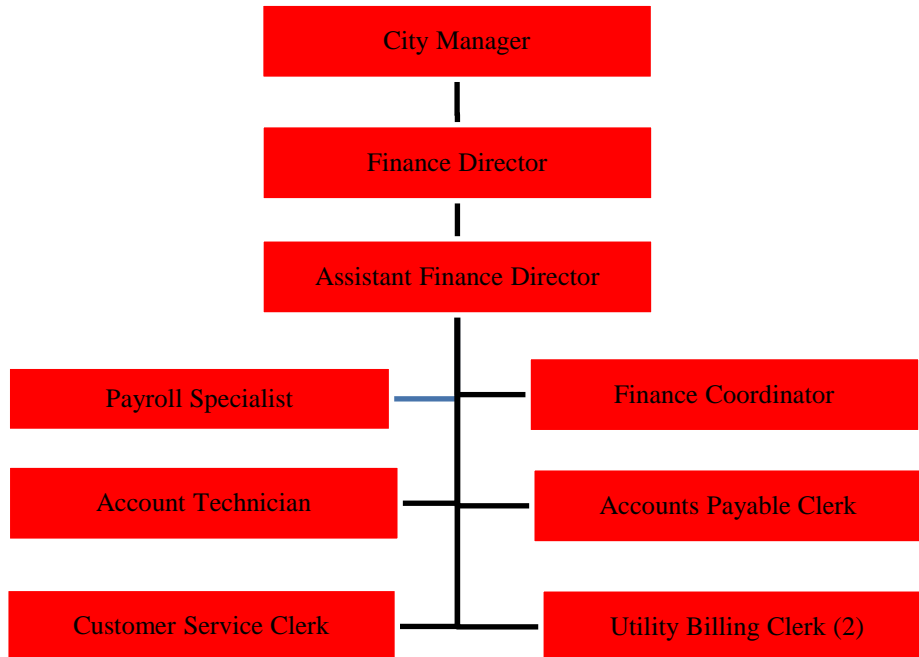
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures; to protect and optimize the financial resources of the City; and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial transactions in a manner consistent with Generally Accepted Accounting Principles (GAAP) and legally mandated standards.

Included in the Finance Department are the utility accounting and collection, purchasing, accounts payable, accounts receivable, payroll, investments, cash management, budgeting and auditing functions.

### GOALS AND OBJECTIVES

The primary goal of the Finance Department is to protect and optimize the financial resources of the City, and to provide a sound accounting system for safeguarding the City's assets. The department strives to achieve this through a collaborative effort with the other departments and staff. It is also a goal of the Finance Department to provide accurate and compliant budgeting, accounting and payroll services to City departments in order to manage the City's resources and meet federal, state and GASB requirements.

### ORGANIZATIONAL CHART





## **FY 2018-2019 ACHIEVEMENTS**

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the twenty-fourth consecutive year.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the twentieth-third consecutive year.
- Completed financing for the Series 2019 Combination Tax and Revenue Certificates of Obligation in the amount of \$4,000,000.

## **PROGRESS ON FY 2017-2018 OBJECTIVES**

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
  - This is an ongoing project and will remain an objective for the 2020 fiscal year.
- Continue to implement internal auditing procedures.
  - Ongoing and will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
  - Ongoing.
- Complete 2019 Issuance.
  - Completed and issued in February 2019.
- Revamp the look of the investment report provided to the City Council.
  - The quarterly investment report provided to the City Council was revamped to include additional data such as amount withdrawn and deposited during the quarter, change in market value, accrued interest, and average capital of each individual investment.

## **FY 2018-2019 OBJECTIVES**

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
- Continue to implement internal auditing procedures.
- Continue to audit department's fixed assets to ensure all assets are recorded.

**PERFORMANCE MEASURES - FINANCE**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time personnel	5	5	5	5	5
<b>OUTPUTS:</b>					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,800	1,653	1,700	1,580	1,400
# of accounts payable transactions	14,100	13,311	14,000	13,304	13,350
# of vendors paid electronically	175	135	150	151	165
# of bid openings held	10	14	10	14	10
<b>EFFECTIVENESS:</b>					
Received GFOA's CAFR Award / Number of times	Yes	Yes / 23	Yes	Yes / 24	Yes
Received GFOA's Budget Award / Number of times	Yes	Yes / 22	Yes	Yes / 23	Yes
Standard & Poor's Rating	AA	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	1.0	1.0	1.0	1.0	1.0
<b>EFFICIENCY:</b>					
# of purchase orders per employee	360.0	330.0	340.0	316.0	280.0

**PERFORMANCE MEASURES – UTILITY ADMINISTRATION**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time personnel	3	4	4	4	4
<b>OUTPUTS:</b>					
# of active utility billing accounts	11,000	10,852	11,000	11,635	12,000
Total amount billed (in thousands)	\$12,500	\$13,118	\$14,000	\$12,635	\$13,000
# of utility bills outsourced	140,000	138,479	151,200	141,902	150,000
# of second notices mailed	25,000	24,195	26,750	28,261	26,000
# of e-bills sent	27,500	29,458	31,500	29,991	31,500
# of service orders processed	13,000	16,883	17,500	16,635	17,500
# of payments processed in-house	110,000	107,601	108,500	87,877	98,500
# of payments water related	107,000	105,338	106,500	87,707	98,500
# of payments processed via REMIT	23,000	19,568	21,000	19,330	20,000
# of payments made through website	35,000	34,063	36,000	36,645	37,000
# of payments processed as a draft	24,570	23,778	28,750	25,220	26,000
# of payments made via IVR	11,000	11,457	12,000	12,864	13,000
# of payments made via kiosk	2,000	2,209	3,000	2,220	3,000
# of past due phone notifications sent	12,000	13,528	15,000	32,311	32,000
# of successful phone notifications	7,500	8,082	9,000	19,858	20,000

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>EFFECTIVENESS:</b>					
% of bills processed as scheduled	100%	100%	100%	99%	100%
% of payments processed via REMIT	21%	19%	20%	22%	20%
% of payments made through website	33%	32%	34%	42%	38%
% of payments processed a draft	23%	23%	27%	29%	26%
% of payments made via IVR	10%	11%	11%	15%	13%
% of payments made via kiosk	2%	2%	3%	3%	3%
% of payments that are water related	97%	98%	98%	100%	100%
% of bills/second notices outsourced	85%	85%	85%	83%	85%
% of successful notification delivery	63%	60%	60%	61%	63%
<b>EFFICIENCY:</b>					
# of active utility billing accounts per employee	3,666.7	2,713.0	2,750.0	2,908.75	3,000.0
# of service orders per employee	4,333.3	4,220.8	4,375.0	4,158.8	4,375.0
# of in-house payments per employee	36,666.7	26,900.3	27,125.0	21,969.3	24,625.0

**FINANCE**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	366,700	371,212	423,900	183,062	366,300	377,400
002 Overtime	3,700	2,453	3,700	942	3,700	3,700
003 Worker's Compensation	3,300	3,212	3,600	3,453	3,600	2,800
004 Health Insurance	42,800	45,688	45,300	15,980	35,000	41,500
005 Social Security	28,300	26,964	32,700	12,829	28,300	29,200
006 Retirement	55,700	56,273	64,300	27,673	55,600	57,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>500,500</b>	<b>505,802</b>	<b>573,500</b>	<b>243,939</b>	<b>492,500</b>	<b>511,600</b>
<b>SUPPLIES</b>						
010 Office	7,000	5,815	7,000	3,745	7,000	7,000
012 General	10,000	6,528	10,000	4,677	10,000	10,000
<b>TOTAL SUPPLIES</b>	<b>17,000</b>	<b>12,343</b>	<b>17,000</b>	<b>8,422</b>	<b>17,000</b>	<b>17,000</b>
<b>MAINTENANCE</b>						
022 Equipment	32,500	30,846	23,300	14,476	23,400	24,500
<b>TOTAL MAINTENANCE</b>	<b>32,500</b>	<b>30,846</b>	<b>23,300</b>	<b>14,476</b>	<b>23,400</b>	<b>24,500</b>
<b>INSURANCE</b>						
030 Property/Liability	4,200	4,161	4,900	5,251	5,500	4,400
<b>TOTAL INSURANCE</b>	<b>4,200</b>	<b>4,161</b>	<b>4,900</b>	<b>5,251</b>	<b>5,500</b>	<b>4,400</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,300	2,287	2,300	762	2,300	2,300
042 Travel and Training	9,000	3,895	9,000	3,660	9,000	9,000
045 Telephone	1,800	1,701	1,800	836	1,800	1,800
047 Contract Labor	3,500	3,514	3,700	1,882	3,800	3,900
083 Audit Fees	25,000	23,950	28,000	18,950	28,000	28,000
084 Tax Appraisal Contract	98,000	103,970	101,000	51,169	101,000	103,000
<b>TOTAL SERVICES</b>	<b>139,600</b>	<b>139,317</b>	<b>145,800</b>	<b>77,259</b>	<b>145,900</b>	<b>148,000</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>693,800</b>	<b>692,469</b>	<b>764,500</b>	<b>349,347</b>	<b>684,300</b>	<b>705,500</b>

## PET ADOPTION CENTER AND ANIMAL SERVICES

The City Pet Adoption Center is supervised by the Assistant City Manager. The Technology Director assists the Assistant City Manager in overseeing operations and personnel. In August of 2014, the Animal Control Unit was transferred from the Police Department Administration Division and placed under operational control of the Assistant City Manager. In Fiscal Year 2015, the Animal Control Unit was reorganized as the Pet Adoption Center and Animal Services.

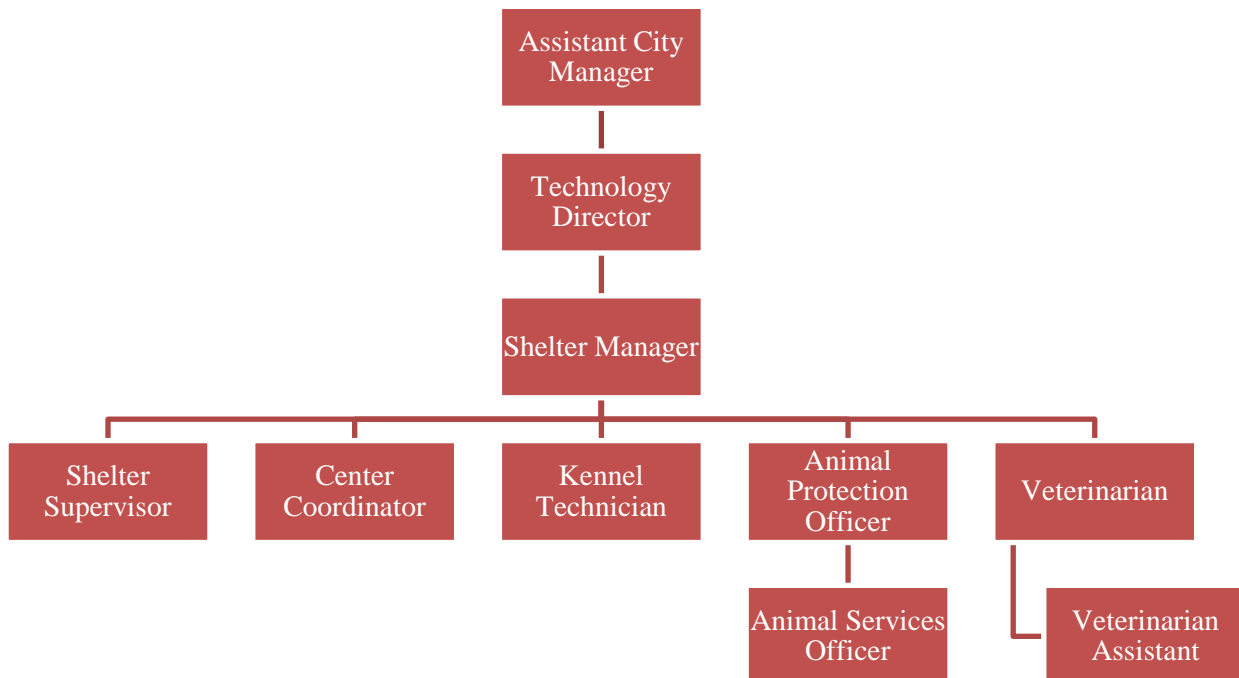
### GOALS AND OBJECTIVES

The Pet Adoption Center and Animal Services has two primary functions:

- Center Operations – care, support, and adoption of animals located at the Center.
- Animal Services – helps residents and businesses located in the City with animal related issues. Additionally, Animal Services supports other City Departments with animal issues.

The Pet Adoption Center consists of fourteen personnel. This includes a Shelter Manager, a Shelter Supervisor, two Center Coordinators (one full-time and one part-time), an Animal Protection Officer, three Animal Services Officers, a Kennel Technician, a full-time Veterinarian, two part-time Veterinarians, and two Veterinarian Assistants.

### ORGANIZATIONAL CHART



## **FY 2018-2019 ACHIEVEMENTS**

- Passed a City Ordinance that restricted ownership of a domesticated animal in the corporate limits of the City, if an individual had been found guilty of animal abuse.
- Completed the first full year of the sterilization clinic operations; finished fine tuning the process and procedures.
- Realigned staff positions to implement an Animal Protection Officer. This position is responsible for collecting, documenting, working the Police Department, and assisting in bringing cases of abuse and extreme animal neglect to the County or District Court.
- During this year, the Pet Adoption Center raised \$12,356.07 and sterilized 939 dogs and cats.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Work to implement community education programs with regards to animal safety and welfare. Educational programs will include animal care, importance of sterilization, and legal requirements for owning an animal in the State of Texas.
  - Increased social media posts with regards to animal safety and welfare, passed out adoption guides, and provided information during the adoption process.
- Enhance the way Animal Services tracks, records, reports, and calls for service. Begin work on digitally storing all animal services records. Enhancements should prioritize the collection and tracking of animals' records, calls for service and resolution of calls, waivers to City Ordinances and Dangerous Dog determinations. Data should be collected so that useful metrics can be produced to assist in coordinating animal services efforts, identifying areas of concern, and automating many manual tasks.
  - Increased usage of Chameleon Software that tracks dogs, medical records, and other information with regards to animal intake, adoptions, and information regarding the adopter. In the process of implementing other data collection methods with regards to information related to calls for service
- Enhance the Animal Services Standard Operating Procedure to include new rules and regulations, procedures for new clinic, and other information to assist and standardize day-to-day operation.
  - With the assistances of the part-time veterinarian, we created several protocols for the proper handling of animals and procedures to be used in the clinic. Several sections with regards to the personnel policy and cash handling procedures have also been reworked. In the process of completing the sections on safe handling of animals, and other animal related topics.

## **FY 2019-2020 OBJECTIVES**

- Pass a City Ordinance allowing for animals to be vaccinated on intake. This will have the goal of reducing the spread of communicable diseases in the shelter.
- Enhance the Animal Services Standard Operating Procedure to include new rules and regulations, procedures for new clinic, and other information to assist and standardize day-to-day operation.
- Work on implementing community programs to enhance the knowledge of pet owners with regards to pet welfare and outreach programs to assist City residents that may not be financially able to properly care for their pet.

**PERFORMANCE MEASURES – ANIMAL CONTROL**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
Number of full-time personnel	8	9	10	10	11
<b>OUTPUTS:</b>					
Number Impounded:					
Dogs	1,000	1,231	1,000	1,142	1,000
Cats	600	823	600	928	800
# of calls for service handled	2,850	3,254	2,850	2,939	3,000
<b>EFFECTIVENESS:</b>					
Percentage Adopted:					
Dogs	70%	51.4%	70%	54.9%	60%
Cats	70%	57.6%	70%	65.7%	70%
Percentage Returned to Owner:					
Dogs	10%	39.3%	10%	40.0%	30%
Cats	5%	3.9%	5%	3.7%	10%
Percentage Euthanized:					
Dogs	10%	4.1%	10%	3.8%	10%
Cats	20%	22.5%	20%	18.6%	20%
<b>EFFICIENCY:</b>					
# of dogs per full-time employee	125.00	136.78	100.00	114.20	90.91
# of cats per full-time employee	75.00	91.44	60.00	92.80	72.73
# of calls handled per full-time employee	356.25	361.56	285.00	293.90	272.73

**PET ADOPTION CENTER**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	287,400	287,315	393,400	175,644	384,700	516,400
002 Overtime	13,000	12,354	13,000	9,200	28,000	20,000
003 Worker's Compensation	5,300	5,255	6,000	5,389	5,400	6,700
004 Health Insurance	37,700	41,974	42,700	16,082	32,500	53,000
005 Social Security	23,000	21,448	31,100	13,508	31,600	41,000
006 Retirement	45,200	43,783	61,100	25,269	62,000	80,200
<b>TOTAL PERSONNEL SERVICE</b>	<b>411,600</b>	<b>412,129</b>	<b>547,300</b>	<b>245,092</b>	<b>544,200</b>	<b>717,300</b>
<b>SUPPLIES</b>						
010 Office	4,900	2,217	5,900	1,791	4,900	4,900
011 Vehicle	8,600	5,948	7,000	2,372	5,000	5,000
012 General	6,600	5,342	6,600	1,292	4,000	4,000
013 Equipment	2,900	703	3,200	165	3,200	3,200
014 Uniforms	4,000	3,365	4,500	343	4,500	5,000
017 Vaccinations	0	0	0	0	0	20,000
028 Animal Care Supplies	39,500	25,917	50,000	30,706	45,000	45,000
<b>TOTAL SUPPLIES</b>	<b>66,500</b>	<b>43,492</b>	<b>77,200</b>	<b>36,669</b>	<b>66,600</b>	<b>87,100</b>
<b>MAINTENANCE</b>						
020 Vehicle	2,800	1,992	3,800	1,671	3,200	2,000
021 Building	16,500	15,168	20,000	10,991	20,000	17,300
022 Equipment	4,300	4,623	9,000	200	9,000	12,900
<b>TOTAL MAINTENANCE</b>	<b>23,600</b>	<b>21,783</b>	<b>32,800</b>	<b>12,862</b>	<b>32,200</b>	<b>32,200</b>
<b>INSURANCE</b>						
030 Property/Liability	6,600	6,597	8,000	8,741	9,000	10,100
<b>TOTAL INSURANCE</b>	<b>6,600</b>	<b>6,597</b>	<b>8,000</b>	<b>8,741</b>	<b>9,000</b>	<b>10,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	25,000	20,617	25,000	9,789	20,000	20,000
041 Dues and Subscriptions	300	0	0	0	0	0
042 Travel and Training	6,000	2,168	6,000	50	3,000	4,000
045 Telephone	500	120	500	58	500	500
047 Contract Labor	0	0	0	0	9,000	15,600
051 Online Fees	100	9	100	0	0	0
070 Other Expense (Grants)	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>31,900</b>	<b>22,914</b>	<b>31,600</b>	<b>9,897</b>	<b>32,500</b>	<b>40,100</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,200	1,649	4,200	0	0	4,200
092 Professional Fees	52,000	50,041	5,000	0	5,000	3,000
<b>TOTAL MISCELLANEOUS</b>	<b>56,200</b>	<b>51,690</b>	<b>9,200</b>	<b>0</b>	<b>5,000</b>	<b>7,200</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	1,832	1,800	0	1,800	1,800
610 COBAN Lease - Int	0	22	200	0	200	200
702 Building and Improvements	0	0	0	0	25,800	0
705 Equipment	0	11,090	9,200	0	0	40,000
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>12,944</b>	<b>11,200</b>	<b>0</b>	<b>27,800</b>	<b>42,000</b>
<b>GRAND TOTAL</b>	<b>596,400</b>	<b>571,549</b>	<b>717,300</b>	<b>313,261</b>	<b>717,300</b>	<b>936,000</b>



## **POLICE DEPARTMENT**

The Police Department is a service and community-oriented law enforcement agency that strives to assure each citizen the opportunity to live and work peacefully in Harker Heights, free from criminal acts. The Department is responsible for the protection of life and property, the enforcement of City ordinances, State laws, some federal regulations, the apprehension of suspects, and the recovery and return of stolen property. Additionally, the Department is responsible for assisting prosecutors in the investigation and presentation of criminal cases. These efforts are administered through a community-oriented and problem-solving approach that endeavors to integrate every available resource toward identifying and solving crime related problems and issues.

The Police Chief directs an organization composed of fifty-three sworn personnel and fourteen civilian employees. Additionally, the Department utilizes volunteers to serve as patrol augmentation through a "Citizens on Patrol" program as well as joint police-community problem solving teams. The Department is divided into three Divisions. The Patrol and Criminal Investigation Divisions are headed by a Commander and Administration is headed by a Lieutenant. The Police Chief directly supervises the Division Commands, the Administration Lieutenant, the Professional Standards Lieutenant, and the Administrative Assistant. The Victim/Witness Coordinator falls under the Patrol Division Commander.

The Patrol Division is the largest within the Police Department and is responsible for routine patrol, initial call response, crime prevention and interdiction, traffic enforcement, motor vehicle accident investigation, home and business patrol, and problem identification and solution. The Division is managed by a Commander and consists of three patrol shifts, each headed by a Lieutenant and Sergeant as well as a Traffic Section headed by a Lieutenant and Sergeant.

The Criminal Investigations Division is charged with the responsibility of investigating those crimes not prevented or interdicted. The Division is headed by a Commander and consists of the General Investigations Section and the Special Investigations Section, each supervised by a Lieutenant, and also includes the Records Section. The Division handles the storage and maintenance of confiscated property and evidence, crime analysis and statistics as well as other traditional investigative responsibilities such as the interview of witnesses, victims and suspects, preparation of warrant affidavits and case files, and courtroom testimony.

The Administration Division is responsible for the administration, control, support, and coordination of all Department Divisions. Additionally, the Communications Section is included in the Administration Division.

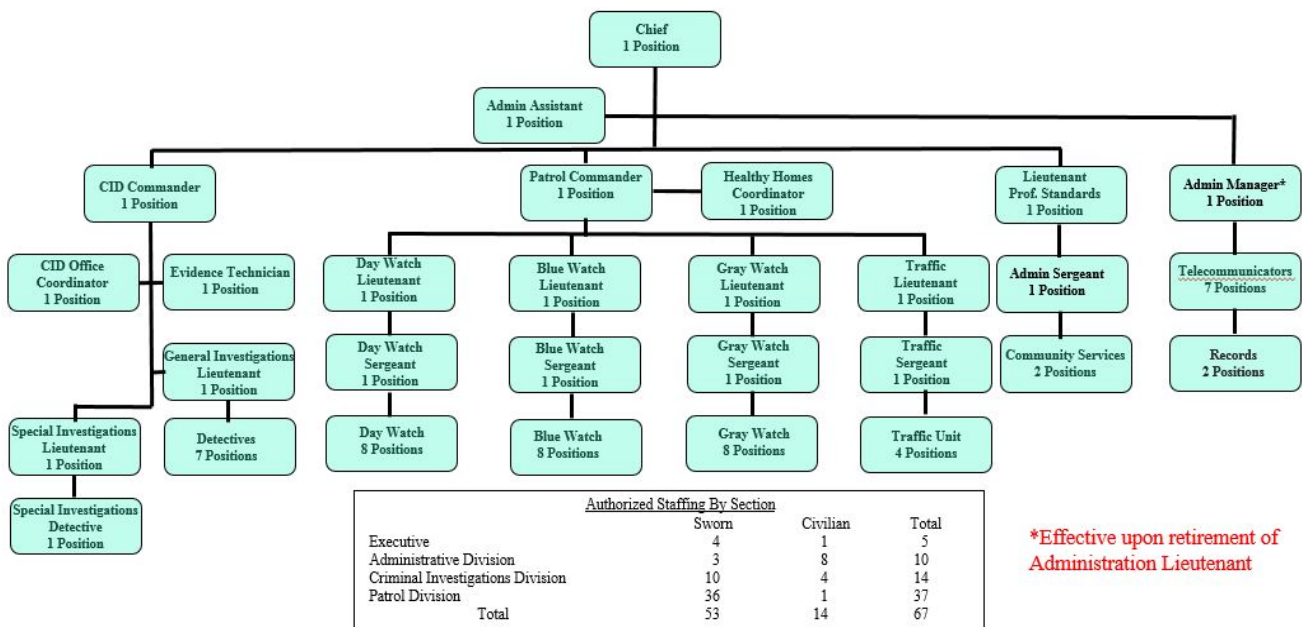
The Community Services Section is overseen by the Professional Standards Lieutenant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically, the Section provides various crime prevention services such as crime prevention inspections and education programs. Additionally, the Section surveys the community, coordinates the Citizen's Police Academy, communicates with the schools, oversees neighborhood watch programs, and coordinates problem solving teams. These officers are also available to be assigned to shifts and serve to augment the Patrol forces after business hours if required.

The Department has a high level of training and specialized capabilities to better serve the community. Among the special abilities available are traffic accident reconstruction, special weapons and tactics, hostage negotiations, intoxilyzer operators, forensic handwriting analysis, fingerprint classification and comparison, advanced crime scene investigations, bicycle and foot patrols, investigative statement analysis, and various other skills.

## GOALS AND OBJECTIVES

The Department works to formulate programs that serve to improve the relationship and cooperation between the police and the citizenry. Citizen’s Police Academy, National Night Out, Citizens on Patrol, problem solving teams, neighborhood watch, crime prevention and education programs, school liaisons, and similar efforts build a strong relationship and positive interface with the people of the community. These efforts, along with aggressive enforcement efforts to solve specific and detrimental crime problems, allows us to forge a partnership in the community and develop a team of outstanding professionals who are capable of dealing with the most difficult policing problems. It is in concert through our partnership with our community, where we will perform our sworn duties ethically, while maintaining respect for individual rights, human dignity, cultural diversity and community values.

### HHPD Organizational Chart



## FY 2018-2019 ACHIEVEMENTS

- Continued the “Healthy Homes Initiative” with success for the 8<sup>th</sup> year and received a \$25,000 grant to aid the initiative.
- Continued the National Night Out event for the 23<sup>rd</sup> year.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods through “Operation Safe Shopper” for the 11<sup>th</sup> year.
- Maintained the “Best Practices Recognition Program” through the Texas Chiefs of Police Association.
- Updated the Department’s radio inventory with the acquisition of twelve P25 compatible tri-band handheld radios and seven car radios to obtain full P25 compliance.
- Completed a “wall to wall”, hands on inventory of the evidence storage facility which took 1,800-man hours to complete.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Increase patrol and CID staff by not filling Deputy Chief position this year (for two officer positions) and dropping one commander position in Administration.
  - Objective completed.
- Restructure Department rank positions to bring it in alignment with other police agencies and the military.
  - Objective completed.
- Re-title Call Taker/Receptionist position to Telecommunicator with salary increase to compensate for State licensing mandates and shift assignments.
  - Objective completed.
- Continue the fleet replacement and enhancement program with the purchase of three new Patrol SUVs and vehicle equipment.
  - Objective exceeded; we were able to obtain four (4) patrol vehicles.
- Purchase three used vehicles for CID to replace some currently used “recycled” patrol vehicles.
  - Objective completed to include refurbishing older fleet.
- Add cell phone stipend for Detectives to avoid personal cell phones being subpoenaed into court.
  - Objective completed.
- Enhance training capabilities with the purchase of specialized training munitions and equipment.
  - Objective partially completed. Partial purchase with additional items required for specialized equipment to be obtained this fiscal year.

## **FY 2019-2020 OBJECTIVES**

- Enhance Department capabilities with the addition of a civilian Administrative Manager to oversee Department budget, civilian employees, and property inventory. (This position will be effective upon the retirement of the Administration Lieutenant.)
- Obtain a Digital Crime Scene Reconstruction Diagraming Station (also known as a Total Station).
- Obtain “rifle resistant” body armor for Department wide deployment and replacement of personal body armor at end of life cycle.
- Continue the “Healthy Homes Initiative” with 2<sup>nd</sup> Office of the Governor (OOG) grant to facilitate and enhance initiative.
- Replace outdated Crisis Response System for Hostage Negotiations.
- Obtain ten (10) Tasers for Patrol.
- Continue the fleet replacement and enhancement program with the purchase of two new Patrol SUVs and vehicle equipment.
- Implement a Selective Traffic Enforcement Program (STEP) with focus on reduction of traffic accidents.
- Update all Departmental policies in preparation of Texas Police Chief Association Recognition Program inspection (July 2020).
- Update Department security with door entry keypads, outside camera system, additional monitor in Patrol area for jail security, and metal detection wands for jail and Department secured areas.

**PERFORMANCE MEASURES – POLICE DEPARTMENT**

<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
# of sworn personnel authorized	51	51	53	53	53
# of non-sworn personnel authorized	12	12	12	14	14
<b>OUTPUTS:</b>					
# of CAD events handled	60,000	53,449	59,000	41,652	49,000
# of criminal cases investigated (UCR Part 1 & 2)	4,000	4,053	4,250	4,821	5,000
# of bookings (arrests not turned over to other agencies)	1,300	916	1,000	730	825
# of murder cases (raw numbers)	0	2	0	0	0
# of burglaries (raw numbers)	150	89	125	68	80
# of larcenies (raw numbers)	750	652	750	502	575
# of traffic stops	6,500	6,415	6,500	6078	6,500
# of motor vehicle crashes	500	476	500	512	525
<b>EFFECTIVENESS:</b>					
Average Priority 1 call to dispatch time	1:30	1:24	1:30	1:23	1:30
Average Priority 1 dispatch to arrival time	5:00	4:22	5:00	3:46	4:30
# of community services events/ programs	150	101	125	138	130
# of neighborhood watch groups	10	13	15	13	15
<b>EFFICIENCY:</b>					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,500	2,900	3,250	2,220	2,400
# of internal training classes	20	33	30	24	30
# of hiring processes	3	6	9	8	8
Sworn retention rate	95%	88%	95%	81%	95%
Civilian retention rate	75%	75%	75%	79%	75%
Sworn Staffing Level	95%	88%	95%	91%	95%
Civilian Staffing Level	95%	92%	95%	86%	95%

**POLICE DEPARTMENT**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	3,600,500	3,469,870	3,653,300	1,670,376	3,448,000	3,943,800
002 Overtime	275,000	231,456	275,000	165,696	260,000	250,000
003 Worker's Compensation	36,700	36,203	35,200	34,448	35,200	36,300
004 Health Insurance	303,600	317,450	297,400	103,669	230,000	299,800
005 Social Security	296,500	273,399	300,500	137,165	283,700	320,800
006 Retirement	583,200	553,050	590,600	275,215	558,100	626,800
<b>TOTAL PERSONNEL SERVICE</b>	<b>5,095,500</b>	<b>4,881,428</b>	<b>5,152,000</b>	<b>2,386,569</b>	<b>4,815,000</b>	<b>5,477,500</b>
<b>SUPPLIES</b>						
010 Office	21,900	28,656	25,800	18,777	30,000	30,000
011 Vehicle	120,000	134,547	130,000	65,342	135,000	135,000
012 General	34,500	34,877	37,500	20,372	33,000	33,000
013 Equipment	29,300	26,914	32,600	6,262	25,000	25,000
014 Uniforms	21,000	14,165	21,000	5,891	21,000	24,000
019 K-9 Supplies	4,600	1,148	0	0	0	0
<b>TOTAL SUPPLIES</b>	<b>231,300</b>	<b>240,307</b>	<b>246,900</b>	<b>116,644</b>	<b>244,000</b>	<b>247,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	60,000	75,565	69,400	19,261	40,000	40,000
021 Building	15,000	7,007	10,000	4,078	10,000	10,000
022 Equipment	57,600	63,360	59,900	62,959	65,000	62,800
<b>TOTAL MAINTENANCE</b>	<b>132,600</b>	<b>145,932</b>	<b>139,300</b>	<b>86,298</b>	<b>115,000</b>	<b>112,800</b>
<b>INSURANCE</b>						
030 Property/Liability	45,700	46,389	47,000	50,964	52,500	55,200
<b>TOTAL INSURANCE</b>	<b>45,700</b>	<b>46,389</b>	<b>47,000</b>	<b>50,964</b>	<b>52,500</b>	<b>55,200</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	4,446	0	8,398	13,400	0
040 Utilities	35,000	22,643	35,000	10,839	21,000	21,000
041 Dues and Subscriptions	7,000	5,846	8,300	525	6,000	6,000
042 Travel and Training	40,000	23,723	35,000	16,551	25,000	25,000
043 Impound Expense	1,000	300	1,000	280	500	500
045 Telephone	25,000	27,309	28,000	14,306	28,000	28,000
046 Equipment Rental	2,200	1,166	2,100	0	0	0
047 Contract Labor	430,100	427,918	479,300	241,437	481,100	440,600
070 Other Expense (Grants)	70,800	71,235	43,200	18,541	45,000	94,900
075 LEOSE Training	4,000	1,907	4,300	4,609	5,600	8,000
083 Audit Fees	2,500	2,000	2,500	2,000	2,000	2,500
<b>TOTAL SERVICES</b>	<b>617,600</b>	<b>588,493</b>	<b>638,700</b>	<b>317,486</b>	<b>627,600</b>	<b>626,500</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	8,000	3,888	11,000	4,885	9,000	15,000
615 Xerox Rental	0	360	1,400	719	1,400	1,400
<b>TOTAL MISCELLANEOUS</b>	<b>8,000</b>	<b>4,248</b>	<b>12,400</b>	<b>5,604</b>	<b>10,400</b>	<b>16,400</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	90,000	90,842	89,100	0	90,800	90,800
610 COBAN Lease - Int	4,400	1,079	10,200	0	10,400	7,800
701 Land and Improvements	0	2,407	0	0	0	0
702 Building and Improvements	15,300	3,995	0	0	0	0
705 Equipment	12,400	466,654	7,200	0	7,200	23,900
706 Furniture and Fixtures	0	4,363	0	0	0	0
707 Vehicles	99,700	83,725	156,400	45,952	196,600	104,400
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>221,800</b>	<b>653,065</b>	<b>262,900</b>	<b>45,952</b>	<b>305,000</b>	<b>226,900</b>
<b>GRAND TOTAL</b>	<b>6,352,500</b>	<b>6,559,862</b>	<b>6,499,200</b>	<b>3,009,517</b>	<b>6,169,500</b>	<b>6,762,300</b>

## MUNICIPAL COURT

The Municipal Court consists of two divisions: the Court and the Office of the Court Administrator. The Court consists of one presiding Judge and one alternate Judge; the Office of the Court Administrator consists of the Court Administrator, a Court Clerk, three Deputy Court Clerks, a Juvenile Case Manager, a City Marshal and a Warrant Officer.

The Court enforces, fairly and efficiently, all alleged violations of the law filed with the Court by the Police Department, Code Enforcement, citizens and other law enforcement agencies. The Court also assesses all fines and collects court costs. The Court magistrates and arraigns all defendants and provides trials, both bench and jury, when requested. The Court also issues emergency protective orders in qualifying family violence cases and has the authority to conduct marriage ceremonies. Cases heard by the Court include: City Ordinance violations and Class C misdemeanor cases involving violation of the Transportation Code, Penal Code, Health and Safety Code, Alcohol Beverage Code and Family Code. Pre-Trial/Docket Call is held once every month, Trials are held approximately two times a month as required and plea docket/arraignments are held weekly. Juvenile hearings are held weekly and Teen Court is held once a month in the evening. Special hearings for Disposition of Property, Dangerous Animal, and certain Animal Cruelty hearings are held once a month. Defendants are arraigned and magistrates at the Police Department, as required, approximately six to seven times weekly.

The Office of the Court Administrator maintains all court records; initiates and processes correspondence with defendants; serves as Court Clerk during trials and teen court; prepares complaints; issues warrants of arrest, subpoenas, and summons; and collects and accounts for all fees and fines.

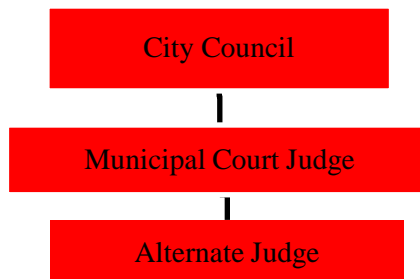
The City Marshal and Warrant Officer serve as bailiffs during arraignments, trials and teen court. They provide building security to ensure the safety of all citizens and employees. They serve all process issuing out of the Court to include warrants of arrest, subpoenas, and summons.

### GOALS AND OBJECTIVES

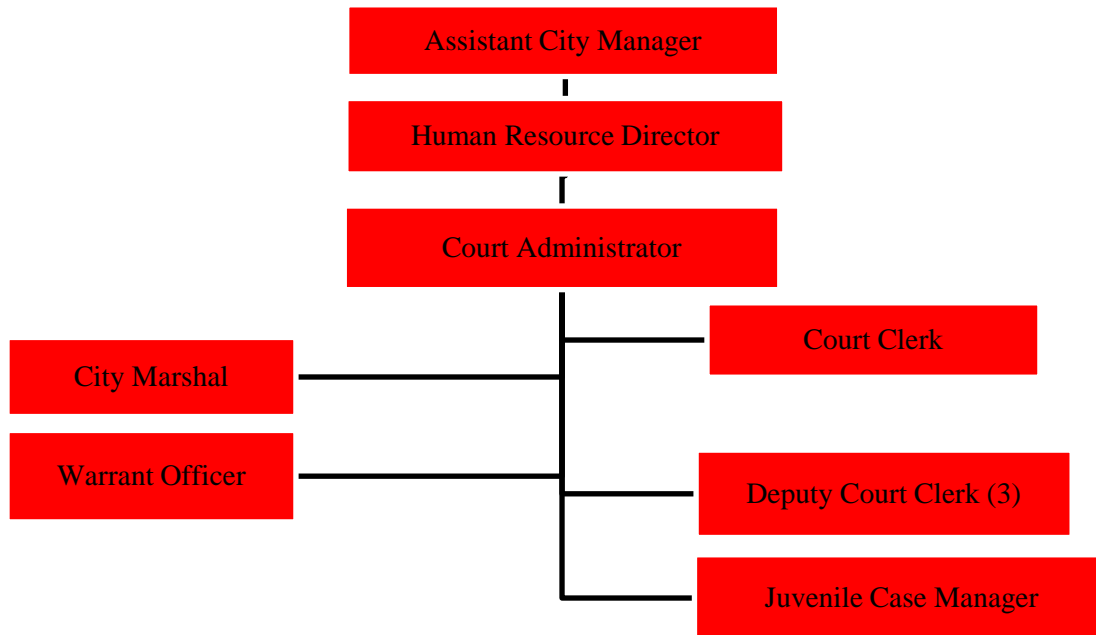
- Expedition and Timeliness – Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity – Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance with court orders.
- Independence and Accountability – Recruit and retain a professional, well-trained, customer service oriented workforce to better serve the needs of the public.

### ORGANIZATIONAL CHARTS

#### The Court



## Office of the Court Administrator



## FY 2018-2019 ACHIEVEMENTS

- Organized and hosted a Teen Court Competition with the Cities of Killeen, Copperas Cove, and Belton. This event was a success and has motivated the other organizations to grow their program.
- Created the Harker Heights Teen Court Hall of Success to recognize our distinguished alumni who have excelled through their community involvement or in the business world. The Hall of Success honors the contributions and accomplishments of these individuals who are worthy of recognition as examples for students in the Teen Court program to emulate. On September 5<sup>th</sup>, 2019, the Court had its first inductee to the Teen Court Hall of Success.

## PROGRESS ON FY 2018-2019 OBJECTIVES

- Begin the process of creating a building security training video for staff.
  - Completed. This training video is available for new employees.
- Implement more creative and constructive sentencing for the Teen Court Program.
  - Completed. Teen jurors have implemented essays, posters, and apology letters as additional punishment to community service in cases held in Teen Court.
- Create a mission statement for the Municipal Court.
  - Completed. “The mission of the Harker Heights Municipal Court is to provide a neutral, courteous, and fair forum for the resolution of all Class C misdemeanor offenses. The Judges of this court are committed to preserve, protect, and defend the United States Constitution, the Texas Constitution, and the laws of this City and State. In representing Harker Heights, the bright star of Central Texas, the court staff are dedicated to promoting excellence and integrity while ensuring public trust and confidence in the judicial system.”

**FY 2019-2020 OBJECTIVES**

- Implement a secure file portal to allow the City Prosecutor access to view cases from an off-site location.
- Develop a process to refer juvenile defendants to local community organizations that are related to their career field of interest.
- Create a security plan for each city department building and develop a plan to implement and train those employees.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
Number of full-time employees	8	8	8	8	8
Number of judges	2	2	2	2	2
# of training hours per employee	15	15	15	12	15
<b>OUTPUTS:</b>					
# of citations	4,000	5,187	5,000	4,570	5,000
# of cases disposed	4,000	5,547	4,000	4,866	4,000
# of code violations filed	800	796	800	427	600
<b>Dismissed After Completion:</b>					
# of driver safety courses	400	529	400	418	400
# of compliance dismissals	300	141	200	136	100
# of proof of financial responsibility	50	71	50	38	50
# of deferred dispositions	200	289	200	132	150
# of juveniles dismissed by teen court	30	37	30	20	30
<b>EFFECTIVENESS:</b>					
<b>Collection Rate:</b>					
# of cases satisfied by community service	90	84	90	53	75
# of cases satisfied by jail credit	400	255	400	174	200
# of cases waived for indigency	20	14	20	3	20
<b>Collection Agency (MVBA):</b>					
# of cases placed	800	1,845	800	1,507	1,500
# of cases resolved	800	1,000	800	1,130	1,000
# of cases paid in full	500	694	500	858	800
# of cases still in collection	14,000	14,980	14,000	14,678	15,000
<b>EFFICIENCY:</b>					
# of crime prevention reviews	15	13	15	1	3
# of attendees at reviews	500	600	500	25	60
Employee retention rate	100%	98%	100%	98%	100%
% of employees with formal professional development plan	100%	98%	100%	98%	100%
Average # of payments per day	25	28	25	30	25
Average # of online payments per month	60	82	70	101	80



**MUNICIPAL COURT**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	433,600	425,909	442,800	212,002	420,800	432,600
002 Overtime	10,000	12,134	10,000	3,464	18,000	15,000
003 Worker's Compensation	6,500	6,423	5,500	5,312	5,500	5,500
004 Health Insurance	50,700	51,337	47,900	16,202	40,000	46,500
005 Social Security	33,900	32,697	34,600	16,079	33,600	34,200
006 Retirement	66,800	56,755	68,100	27,716	66,000	66,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>601,500</b>	<b>585,255</b>	<b>608,900</b>	<b>280,775</b>	<b>583,900</b>	<b>600,700</b>
<b>SUPPLIES</b>						
010 Office	10,000	11,881	11,300	6,891	13,300	13,300
011 Vehicle	5,000	3,604	5,000	1,410	3,700	3,700
012 General	12,000	11,865	12,000	5,056	12,000	12,000
014 Uniforms	3,300	1,589	2,500	310	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>30,300</b>	<b>28,939</b>	<b>30,800</b>	<b>13,667</b>	<b>31,000</b>	<b>31,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	3,500	931	3,500	2,214	3,000	2,000
022 Equipment	21,800	23,415	29,300	14,778	30,100	31,100
<b>TOTAL MAINTENANCE</b>	<b>25,300</b>	<b>24,346</b>	<b>32,800</b>	<b>16,992</b>	<b>33,100</b>	<b>33,100</b>
<b>INSURANCE</b>						
030 Property/Liability	8,000	7,978	7,300	7,940	8,200	8,300
<b>TOTAL INSURANCE</b>	<b>8,000</b>	<b>7,978</b>	<b>7,300</b>	<b>7,940</b>	<b>8,200</b>	<b>8,300</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	160	0	0	0	0
041 Dues and Subscriptions	1,000	787	1,000	592	800	1,000
042 Travel and Training	8,000	7,300	8,000	2,830	7,000	8,000
045 Telephone	2,000	3,266	3,000	1,220	3,000	3,000
087 State Tax Payments	275,000	318,525	350,000	157,169	323,000	330,000
<b>TOTAL SERVICES</b>	<b>286,000</b>	<b>330,038</b>	<b>362,000</b>	<b>161,811</b>	<b>333,800</b>	<b>342,000</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	18,000	15,060	18,000	10,640	20,000	30,000
092 Professional Fees	1,000	1,282	1,000	440	1,000	1,000
<b>TOTAL MISCELLANEOUS</b>	<b>19,000</b>	<b>16,342</b>	<b>19,000</b>	<b>11,080</b>	<b>21,000</b>	<b>31,000</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	6,326	6,300	0	6,300	6,300
610 COBAN Lease - Int	0	75	700	0	700	500
705 Equipment	14,200	45,953	5,500	1,220	6,600	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	31,800	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>14,200</b>	<b>52,354</b>	<b>12,500</b>	<b>1,220</b>	<b>45,400</b>	<b>6,800</b>
<b>GRAND TOTAL</b>	<b>984,300</b>	<b>1,045,252</b>	<b>1,073,300</b>	<b>493,485</b>	<b>1,056,400</b>	<b>1,052,900</b>

## PLANNING AND DEVELOPMENT – PLANNING DIVISION

### GOALS AND OBJECTIVES

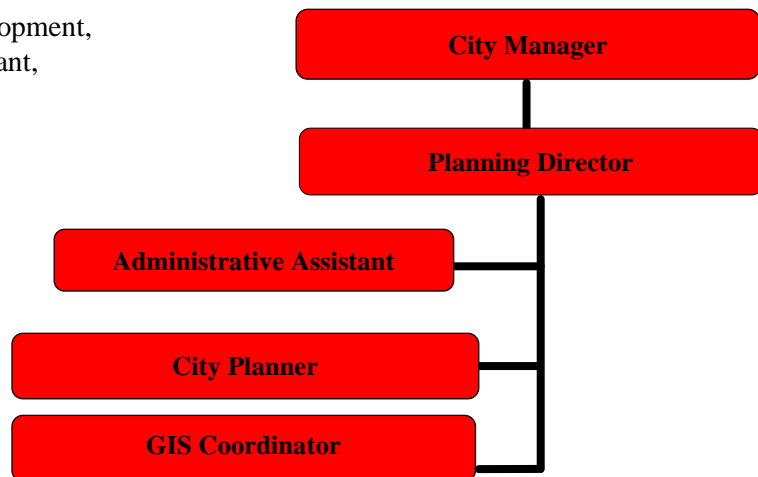
Planning and Development’s primary goal is to oversee the safe and orderly development of the City. To achieve this, we strive to promote a welcoming atmosphere to citizens, builders, developers, city staff members, and anyone else with planning needs. Emphasis is placed on acting as a “Solution Center” that provides prompt customer service that is aligned with all applicable State and City code requirements, and who works with everyone to achieve their goals.

The Planning and Development Department follows an internal mission to promote placemaking, sustainable economic development, environmental equity, quality design and development, and improved overall quality of life for the citizens and businesses of the City of Harker Heights.

The Planning Division is responsible for administering and enforcing the zoning and subdivision ordinances, processing zoning requests, subdivision plats, variance requests, annexations, street name changes, abandonments, and maintains the City’s Geographic Information System (GIS). The department conducts special studies relating to the community’s growth, and provides technical support to the Planning and Zoning Commission, Zoning Board of Adjustment, and City Council. The department also provides support for long range planning efforts, such as revisions and updates to the Comprehensive Plan, with guidance from the City Council and the Planning and Zoning Commission.

The Planning and Development Department maintains a staff of nine (9) persons that are divided into two departments: Planning and Code Enforcement. The Planning Division is comprised of the four (4) following positions:

- Director of Planning and Development,
- Planning Administrative Assistant,
- City Planner, and the
- GIS Coordinator.



The Planning Staff is focused on establishing the highest level of service to the citizens of Harker Heights. The department is responsible for the following specific areas:

#### Zoning

The zoning regulations and districts have been made in accordance with a comprehensive plan for the purpose of promoting health, safety, morals, and the general welfare of the city. They have been designed to decrease congestion in the streets; to secure safety from fire, panic, or other dangers; to provide adequate light and air; to prevent the overcrowding of land; to avoid undesirable concentrations of populations; to facilitate the adequate provision of transportation, water, sewage, schools, parks, and other public requirements. They have been made with reasonable consideration, among other things, to the character of

the district and its peculiar suitability for particular uses, and with a view to conserving the value of buildings and encouraging the most appropriate use of land throughout the city.

Typical zoning activities may include zoning changes, conditional use applications, and special acceptances.

#### Variances

The Director of Planning and Development is responsible for processing all variance requests and presenting the staff reports to the Zoning Board of Adjustment (ZBA).

#### Subdivision

The Subdivision Regulations are designed to ensure that all land is developed or redeveloped in an orderly fashion that is governed by quality engineering and design standards. A typical subdivision plat review will examine building lots, streets, alleys, easements, parks or other tracts intended to be dedicated for public use. Plat review is State regulated through the Texas Local Government Code.

#### Thoroughfares

The department is responsible for preparation of the Transportation Thoroughfare Plan. The department processes requests pertaining to the creation, abandonment, or closure of streets, alleys, sidewalks, easements, or public rights-of-way. City ordinances mandate that many of these require review and approval by the Planning and Zoning Commission and City Council.

#### Comprehensive Plan Development

A comprehensive plan defines the City's vision of the future. It not only identifies the physical future through land use and thoroughfare guidelines, but also the desired levels of future public facilities and services. The plan identifies issues and opportunities which may be translated into future policy guidelines. The plan is comprehensive because it includes the following elements: population, economy, land use and thoroughfare system, urban design, natural resources, storm-water management, fire protection, police protection, community development, library system, parks and recreation, water services, waste services, etc.

#### Data Management System

The department maintains information contained in several databases including Geographical Information Systems (GIS) data. Examples include information pertaining to activity/annexation history/demographic changes, city owned utilities and infrastructure, etc.

#### Other areas the Department is responsible for include:

- Ordinance preparations
- Food dealers permits
- Business registrations
- Annexation studies
- Solicitors' permits
- Taxicab/limousine permits
- Mapping
- Special events permits
- Alcohol licensing

### **FY 2018-2019 ACHIEVEMENTS**

- Study of the east side of the City to assess density, infrastructure, and future development capacity.
- Development of design standards for a Veterans Memorial Blvd. zoning overlay district.
- Drafted a revised Sign Ordinance with approval from the Planning & Zoning Commission.
- Migrated GIS data to a server environment with a new interactive web map utilizing "live" data.
- Completed first draft of Next-Generation 9-1-1 GIS data preparation.
- Completed Address Check for 2020 US Census.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Complete update of the Future Land Use Map.
  - Future Land Use Map update is ongoing and existing Land Use Map continuously updated.
- Complete conversion of exiting and legacy plats and plans to digital format.
  - Ongoing - significant progress has been made on this long-term project.
- Amend the City Ordinances to continue rectifying all conflicts identified during the “Spring Cleaning” of various sections of the Code of Ordinances.
  - Ongoing.
- Continue update to the 2007 Comprehensive Plan.
  - Ongoing. This is being done in sections with the North side of the City being the first priority. Staff is coordinating with all stakeholders to create a sustainable and effective comprehensive plan update.
- Continue adoption of other sections of Mobility 2030 document.
  - Ongoing – feasibility studies have been initiated for other sections with development of bicycle lanes being next on the project list.
- Update of the Sign section in the Code of Ordinances.
  - Research is ongoing to create a constitutionally compliant sign ordinance primarily due to the Supreme Court ruling on sign regulations in cities. Staff has so far had a conflict free year with interpreting the sign ordinance to the public and clients.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
  - Ongoing.
- Significantly reduce errors in 9-1-1 GIS Street Data.
  - Ongoing.
- Implement a cross-training program among all staff members.
  - Ongoing. Staff continues to observe and shadow other parts of the department to increase departmental knowledge and ultimately become experts in the field of Planning, Code Enforcement and Building departments.
- Upgrade and Utilize GIS server for easy update of the City’s GIS webpage.
  - Ongoing. Staff is creating a user-based map for city employees that is specific to their needs.

## **FY 2019-2020 OBJECTIVES**

- Complete required assistance to the 2020 US Census.
- Continue update of the Future Land Use Map.
- Continue to rectify all conflicts identified in various sections of the Code of Ordinances.
- Continue conversion of exiting and legacy plats and plans to digital format.
- Continue update to the 2007 Comprehensive Plan, implementing JLUS (Joint Land Use Study) recommendations.
- Continue adoption of other sections of Mobility 2030 document.

- Create/Update the Sign Ordinance, Architectural Requirements Ordinance, “Shot Clock” Platting Ordinance, Residential Parking in the Grass Ordinance, Heavy Vehicle Parking Ordinance, Game Room Ordinance, Massage Parlor Ordinance, and Sound Ordinance.
- Make any additional necessary updates to the Code of Ordinance to comply with legislative acts that occurred in 2019.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
- Implement a Heavy Vehicle Parking Ordinance and eliminate the residential parking on the grass ordinance.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
Number of full time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of subdivision requests processed	20	27	20	15	20
# of zoning cases processed	20	13	20	15	20
# of conditional use requests processed	5	7	8	8	8
# of annexations processed	2	0	0	0	0
# of business licenses processed	80	88	90	97	90
<b>EFFECTIVENESS:</b>					
% of applications approved	100%	100%	100%	100%	100%
% applications completed w/in time limits	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of plan reviews	12	8	12	7	12
Subdivision requests processed per employee	5.00	6.75	5.00	3.75	5.00
Zoning cases processed per employee	5.00	3.25	5.00	3.75	5.00
Conditional use requests processed per employee	1.25	1.75	2.00	2.00	2.00
Annexations processed per employee	0.50	0.00	0.00	0.00	0.00
Business licenses processed per employee	20.00	22.00	22.50	24.25	22.50

**PLANNING & DEVELOPMENT**

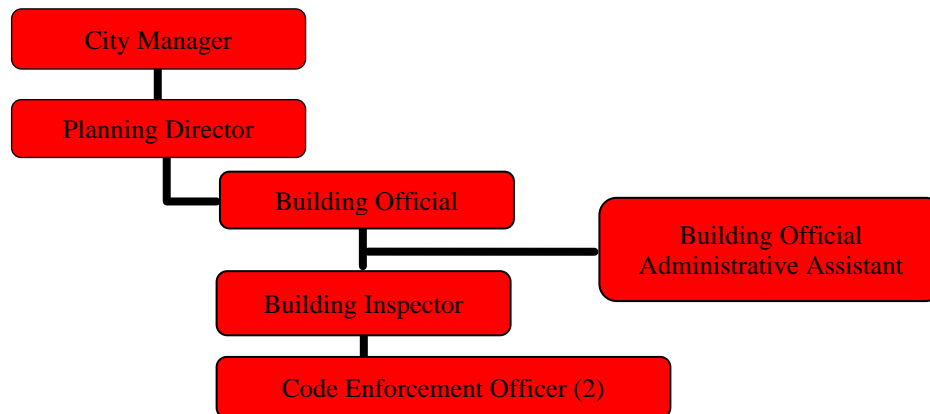
	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	245,600	229,229	244,600	119,971	242,800	252,600
002 Overtime	900	623	900	424	1,100	1,100
003 Worker's Compensation	2,400	2,336	2,200	2,125	2,200	2,200
004 Health Insurance	22,800	22,843	21,400	8,006	18,000	23,400
005 Social Security	18,900	17,136	18,800	9,035	18,700	19,400
006 Retirement	37,100	34,578	36,900	18,106	36,700	37,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>327,700</b>	<b>306,745</b>	<b>324,800</b>	<b>157,667</b>	<b>319,500</b>	<b>336,600</b>
<b>SUPPLIES</b>						
010 Office	4,000	2,856	4,000	1,995	3,000	3,000
012 General	4,000	1,842	2,000	820	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>8,000</b>	<b>4,698</b>	<b>6,000</b>	<b>2,815</b>	<b>5,000</b>	<b>5,000</b>
<b>MAINTENANCE</b>						
022 Equipment	4,100	4,080	4,100	4,080	4,100	4,100
<b>TOTAL MAINTENANCE</b>	<b>4,100</b>	<b>4,080</b>	<b>4,100</b>	<b>4,080</b>	<b>4,100</b>	<b>4,100</b>
<b>INSURANCE</b>						
030 Property/Liability	3,000	2,936	2,900	3,188	3,300	3,400
<b>TOTAL INSURANCE</b>	<b>3,000</b>	<b>2,936</b>	<b>2,900</b>	<b>3,188</b>	<b>3,300</b>	<b>3,400</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	2,456	1,500	409	1,500	1,500
042 Travel and Training	6,000	2,716	8,000	2,292	6,500	7,000
045 Telephone	1,800	1,546	1,800	788	1,800	1,800
<b>TOTAL SERVICES</b>	<b>9,300</b>	<b>6,718</b>	<b>11,300</b>	<b>3,489</b>	<b>9,800</b>	<b>10,300</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,000	2,853	4,000	0	0	0
092 Professional Fees	20,000	14,392	8,500	520	7,500	8,500
095 Required Public Notices	0	0	0	1,018	3,000	3,000
<b>TOTAL MISCELLANEOUS</b>	<b>24,000</b>	<b>17,245</b>	<b>12,500</b>	<b>1,538</b>	<b>10,500</b>	<b>11,500</b>
<b>FIXED ASSET TRANSFERS</b>						
705 Equipment	0	13,669	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>13,669</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>376,100</b>	<b>356,091</b>	<b>361,600</b>	<b>172,777</b>	<b>352,200</b>	<b>370,900</b>

## PLANNING AND DEVELOPMENT - CODE ENFORCEMENT AND BUILDING DIVISIONS

### GOALS AND OBJECTIVES

The Planning and Development Department follows an internal mission to promote placemaking, sustainable economic development, environmental equity, quality design and development, and improved overall quality of life for the citizens and businesses of the City of Harker Heights.

The Planning and Development Department maintains a staff of nine (9) persons that are divided into two departments: Planning and Code Enforcement. The Code Enforcement and Building Division is staffed by the Building Official, Building Inspector, two Code Enforcement Officers, and one administrative assistant.



The Code Enforcement and Building Divisions of the Planning & Development Department are responsible for the enforcement of City ordinances governing public nuisances and construction practices within the City. Code Enforcement assists residents and business owners as to how they should comply with City Ordinances. They are also focused on educating builders, citizens, and contractors on the various local, state, and international codes adopted by the City Council.

The Code Enforcement and Building Division's primary goal is to ensure that the City's codes are observed for the safety and aesthetics of the City. While the Code Enforcement Officers remain primarily focused on existing residences and businesses, the Building Official and Building Inspector concentrate on new commercial and residential activities. Code Enforcement Officers remain proactive by routinely patrolling the City and identifying code violations. Citizen complaints take precedent over routine patrols, and as such, are investigated immediately.

#### Permit Requests

The Building Official's administrative assistant receives and reviews all permit requests, then forwards the completed applications to the Building Official for review. The Building Official reviews the permit applications to ensure that the activity or proposed construction complies with City ordinances. Upon approval, the permits are released to the applicants; in most cases, permits are processed within 24 hours.

#### Inspections

The Building Official and Building Inspector perform all necessary building inspections within the City. The City utilizes a web-based permitting system that is used to assist applicants in a timely manner. The permitting system is monitored by the Building Official's administrative assistant; inspection requests made

before 8:30 A.M. are placed on the morning inspection log (8:30 A.M. – 12:00 P.M.). Requests made before 1:30 P.M. are placed on the afternoon log (1:30 P.M. – 5:00 P.M.).

### **FY 2018 – 2019 ACHIEVEMENTS**

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Utilized GIS to improve efficiency and effectiveness by locating and prioritizing substandard structures.
- Implemented a cross-training program among all staff members that fulfilled the succession plan.
- Emergency abated one structure because it was deemed substandard and not safe for habitation. One structure was forwarded to the Building and Standards Commission and demolished.
- Identified ten structures on Lynn Drive to be substandard and not safe for habitation which were forwarded to the Building and Standards Commission and ordered to be demolished.
- Utilized GIS to maintain efficiency of Code Enforcement patrols.
- Continued the conversion of existing and legacy plans to digital format.
- Maintained a fast and efficient process for development reviews and inspections.
- Updated Backflow prevention ordinance.

### **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Continue conversion of existing and legacy plans to digital format.
  - Significant progress has been made in this long-term project.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
  - Ongoing - using GIS to strategically identify and investigate structures.
- Maintain a fast and efficient process for development reviews and inspections.
  - Significant progress has been made; Staff will continue to monitor additional ways to increase efficiency.
- Update and augment the Noise Ordinance.
  - Ongoing – staff is working on a draft ordinance.
- Create and enforce Water Use and Nuisance Ordinances.
  - Ongoing – staff is developing a draft nuisance ordinance update.
- Continue the Yard of the Week Award.
  - Ongoing.
- Continue aggressive monitoring of Manufactured Home Parks for safety and aesthetic compliance.
  - Ongoing.

### **FY 2019- 2020 OBJECTIVES**

- Add Code Enforcement Module to web-based permitting software.
- Continue conversion of existing and legacy plans to digital format.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.



- Maintain a fast and efficient process for development review and inspection.
- Continue to streamline the Code Enforcement process to maximize efficiency.
- Update and augment the Noise Ordinance.
- Create and enforce Water Use and Nuisance Ordinances.
- Implement new cross-training plan.
- Continue aggressive monitoring of Manufactured Home Parks for safety and aesthetic compliance.

#### PERFORMANCE MEASURES

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees	5	5	5	5	5
<b>OUTPUTS:</b>					
# of building permits reviewed	2,400	1,973	2,000	2,104	2,000
# of variance requests processed	2	1	1	3	1
# of food dealer permits processed	170	148	150	200	160
# of code violation notices	6,000	7,033	7,000	5,955	6,100
# of residential permits issued	200	185	200	134	200
# of commercial permits issued	20	10	10	14	10
Construction value (in thousands)	\$60,000	\$52,000	\$50,000	\$86,000	\$53,000
<b>EFFECTIVENESS:</b>					
# of days to review residential/commercial permits	1	1	1	1	1
# of days to review new commercial permits	14	14	14	14	14
# of structures found to be substandard	15	7	10	1	10
<b>EFFICIENCY:</b>					
% of substandard structures demolished	70%	85%	75%	100%	75%
% of inspections made on request date	100%	100%	100%	100%	100%
Building permits reviewed per employee	480.00	394.60	400.00	420.80	400.00
Variance requests processed per employee	0.40	0.20	0.20	0.60	0.20
Food dealer permits processed per employee	34.00	29.60	30.00	40.00	32.00
Code violation notices per employee	1,200.00	1,406.60	1,400.00	1,191.00	1,220.00
Residential permits issued per employee	40.00	37.00	40.00	26.80	40.00
Commercial permits issued per employee	4.00	2.00	2.00	2.80	2.00

**CODE ENFORCEMENT**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	305,500	306,055	313,600	156,893	307,800	271,800
002 Overtime	1,500	684	1,000	762	1,700	1,500
003 Worker's Compensation	3,000	2,920	2,700	2,656	2,700	2,800
004 Health Insurance	28,800	31,159	27,100	11,244	23,600	29,100
005 Social Security	23,500	22,796	24,100	11,753	23,700	20,900
006 Retirement	46,200	46,119	47,300	23,710	46,500	40,800
<b>TOTAL PERSONNEL SERVICE</b>	<b>408,500</b>	<b>409,733</b>	<b>415,800</b>	<b>207,018</b>	<b>406,000</b>	<b>366,900</b>
<b>SUPPLIES</b>						
010 Office	10,000	10,650	11,000	4,680	10,000	10,000
011 Vehicle	2,500	2,358	2,500	865	2,500	2,500
012 General	3,000	2,357	3,000	1,807	3,000	3,000
<b>TOTAL SUPPLIES</b>	<b>15,500</b>	<b>15,365</b>	<b>16,500</b>	<b>7,352</b>	<b>15,500</b>	<b>15,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	2,000	472	2,000	169	500	1,000
022 Equipment	26,400	26,769	25,100	14,096	25,100	25,300
<b>TOTAL MAINTENANCE</b>	<b>28,400</b>	<b>27,241</b>	<b>27,100</b>	<b>14,265</b>	<b>25,600</b>	<b>26,300</b>
<b>INSURANCE</b>						
030 Property/Liability	3,700	3,691	3,700	4,000	4,100	4,200
<b>TOTAL INSURANCE</b>	<b>3,700</b>	<b>3,691</b>	<b>3,700</b>	<b>4,000</b>	<b>4,100</b>	<b>4,200</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,000	2,011	2,100	2,072	2,500	2,500
042 Travel and Training	9,700	9,085	10,900	6,421	10,900	11,000
045 Telephone	1,700	1,533	1,700	771	1,600	1,700
086 Nuisance Abatement	55,000	41,800	55,000	9,176	19,500	50,000
<b>TOTAL SERVICES</b>	<b>67,400</b>	<b>54,429</b>	<b>69,700</b>	<b>18,440</b>	<b>34,500</b>	<b>65,200</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	75,000	69,119	69,100	69,119	69,100	69,100
095 Required Public Notices	0	0	0	138	500	0
<b>TOTAL MISCELLANEOUS</b>	<b>75,000</b>	<b>69,119</b>	<b>69,100</b>	<b>69,119</b>	<b>69,100</b>	<b>69,100</b>
<b>FIXED ASSET TRANSFERS</b>						
705 Equipment	8,000	2,571	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>8,000</b>	<b>2,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>606,500</b>	<b>582,149</b>	<b>601,900</b>	<b>320,332</b>	<b>555,300</b>	<b>547,200</b>

## **FIRE DEPARTMENT**

The Fire Chief/Emergency Management Coordinator (EMC) leads an organization comprised of forty-six personnel. Through the commitment and dedication of these personnel the department is tasked with the management and oversight of four divisions consisting of: Administrative, Operations, Prevention and Training

The Administrative Division is responsible for the overall management, control, coordination, and support of all divisions. These responsibilities encompass budget development and oversight, apparatus, equipment and facilities maintenance, Fire & EMS records management, Fire & EMS equipment management, Emergency Management and Risk Management.

The Operations Division, led by the Deputy Fire Chief of Operations, is tasked with providing an array of fire suppression and specialized rescue operations. Moreover, the suppression staff of thirty-nine (39) are responsible for providing Advanced Life Support (ALS) and basic emergency medical care to those who live, work and/or pass through our community. These and other areas of service are provided twenty-four (24) hours a day, seven (7) days a week, with two front-line state-of-the-art mobile intensive care units and one reserve ambulance as well as, one Quint "ladder" truck, one front-line Class "A" pumper, one Class "A" reserve pumper, two brush trucks, one boat for high water rescues, a mobile command center vehicle and one administrative vehicle. The Operation Division responds to more than 4,000 calls for service each year.

The Prevention Division is led by the Deputy Fire Chief/Fire Marshal, with one Deputy Fire Marshal. The duties of the Prevention Division is a multi-faceted responsibility that encompass the following items: fire prevention, fire education, fire and arson investigation, fire inspections, plan reviews of all new commercial construction and/or remodels, emergency management, and other community services. Moreover, it is our goal to inspect each of the cities approximately 1,100 existing businesses. Due to the challenges that this effort brings, we've created a matrix evaluation of high, medium and low risk locations throughout the city. This has permitted us to focus our inspection efforts on those identified high risk locations first, subsequently working our way through the matrix listing.

The Training Division, led by the Battalion Chief of Training, is tasked with maintaining fire and EMS training records for all Texas Commission on Fire Protection (TCFP) and Texas Department of State Health Services (DSHS) within the department. We are required to have a minimal amount of training hours each year for the two aforementioned agencies however as one of our values indicate, we are a very **proactive** department that strives to raise the bar for ourselves and endeavor to reach more than 200 hours of training every year for each certified member of the organization. The fire department works diligently to provide the best possible training for all of our personnel at the highest levels available and the Training Division provides us the opportunity to continue, as well as enhance, our internal and external educational goals as local, state and national training requirements and standards continue to increase. Furthermore, not only do we keep all employees mentally challenged, we strive to maintain a high level of physical fitness through an established wellness program.

### **MISSION STATEMENT**

The Harker Heights Fire Department will provide, with care and concern, the highest quality Fire/Rescue/EMS care and service to all persons for whom the City of Harker Heights is responsible.

### **OUR VISION**

The vision for the Harker Heights Fire Department is intended to be dynamic in nature and for it to coincide with our organizational goals, therefore; we will:

- Endeavour to provide an environment of personal, professional and physical development through the progressive advancement of institutional knowledge, enhanced academic opportunities, and a defined wellness program.
- Maintain a state of readiness by staying abreast of industry standards.
- Address the evolving needs of our community through predetermined platforms such as risk assessments and pre-incident planning.
- Take an innovative approach to being a leader in our community, our county, our region and our state.

## OUR VALUES

You REAP what you sow!

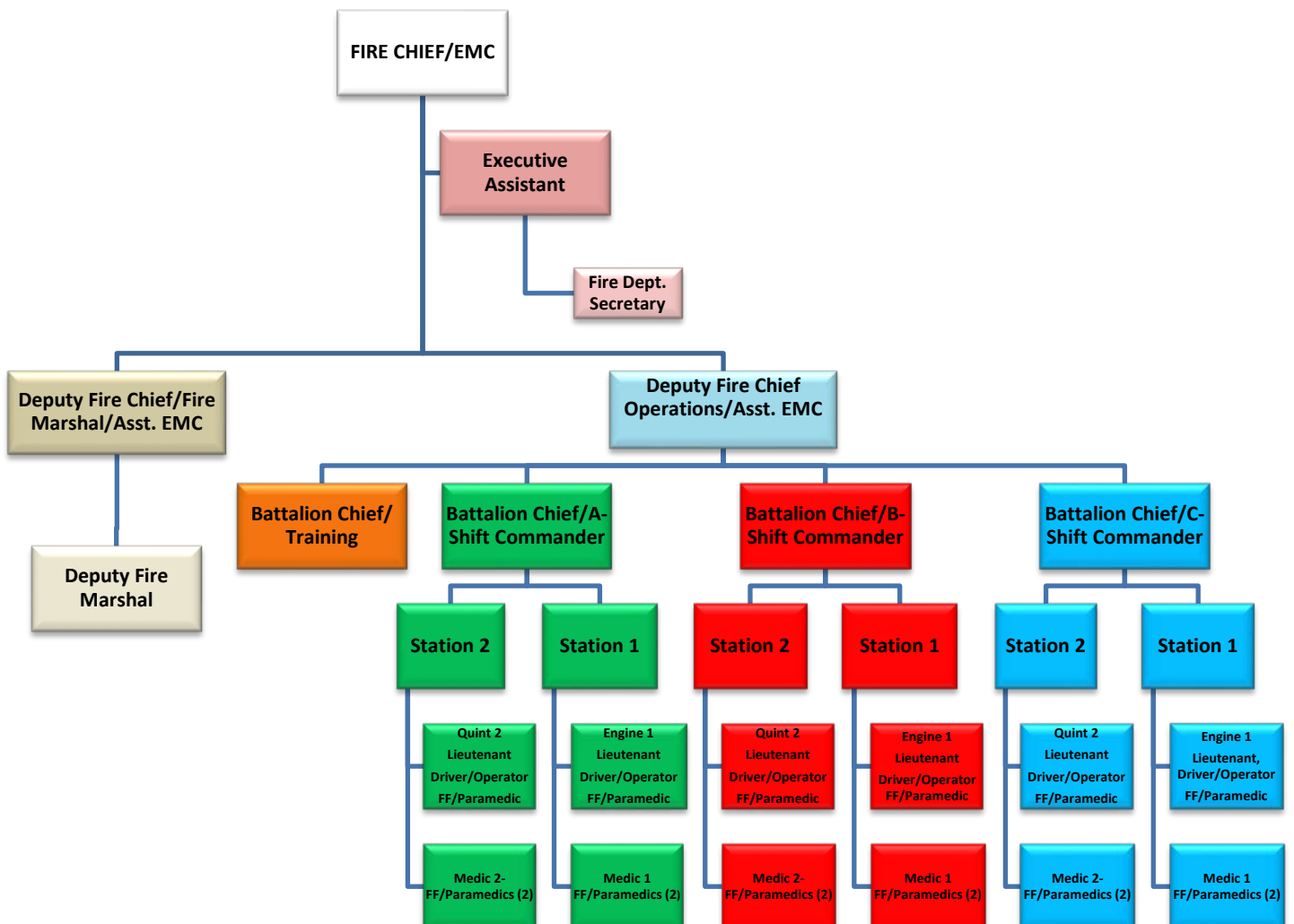
**R** Respect towards one another in our endeavours to remain fiscally responsible as public servants with the resources we have been entrusted in order to protect and serve our community and department.

**E** Embrace change by viewing it as an opportunity to bring about positive influence for us as individuals, as a department and for our community! "We must become the change we want to see" - Mahatma Gandhi

**A** Accountability to our community, our supervisors, our peers and to ourselves each and every day in an extreme effort to be the absolute best we can be!

**P** Proactive in our endeavours to prepare our personnel as they progress into and through their careers!

## ORGANIZATIONAL CHART



### STAFFING LEVELS AS OF JULY 1, 2017

Staffing	Central Station			Station 2	
	Battalion Chief	Engine 1	Medic 1	Quint 2	Medic 2
Maximum Staffing 13 Shift Personnel	Battalion Chief (1)	Lieutenant, Driver/Operator, (2) Firefighter/Paramedics	(2) Firefighter/ Paramedics	Lieutenant, Driver/Operator, (2) Firefighter/ Paramedics	(2) Firefighter/ Paramedics
Normal Staffing 11 Shift Personnel	Battalion Chief (1)	Lieutenant, Driver/Operator, (2) Firefighter/Paramedics	(2) Firefighter/ Paramedics	Lieutenant, Driver/Operator, (2) Firefighter/ Paramedics	(2) Firefighter/ Paramedics
Normal/Minimum Staffing 11 Shift Personnel	Battalion Chief (1)	Lieutenant, Driver/Operator, (2) Firefighter/Paramedics	(2) Firefighter/ Paramedics	Lieutenant, Driver/Operator, (2) Firefighter/ Paramedics	(2) Firefighter/ Paramedics

#### FY 2018-2019 ACHIEVEMENTS

- Received the American Heart Association’s Mission: Lifeline EMS Award year for the fifth consecutive year. This award recognizes its commitment and success in implementing specific quality improvement measures for the treatment of patients who suffer a severe heart attack.
- Applied for a Community Wildfire Protection Plan Grant, received the grant in the amount of \$10,000, and began the Community Wildfire Protection Plan Assessment.
- Continued the Thanksgiving Basket and Santa Pal program assisting 100 families collectively.

#### PROGRESS ON FY 2018-2019 GOALS & OBJECTIVES

- Produce department five-year strategic plan by completion of second quarter.
  - This project has been reevaluated due to internal adjustments; pushed to FY 2019/2020.
- Purchase new Battalion Chief of Operations Command Vehicle during the first quarter.
  - This project has been completed and this unit is in service at this time.
- Complete a Request for Proposal to hire a Design/Build firm to perform an addition/remodel for fire station #2.
  - The RFP was completed and the Design/Build firm has been hired.
- Begin addition and remodel to station #2 during second quarter of FY 18/19.
  - The design of the station is under way and is expected to begin construction during the 2<sup>nd</sup> quarter of FY 19/20 with completion anticipated to be during the 3<sup>rd</sup> quarter of the FY 19/20.
- Send one Battalion Chief and six Lieutenants through the Blue Card Incident Command Certification Program.
  - There is one Lieutenant and one Battalion Chief that are enrolled in this program with anticipated conclusion by end of calendar year 2019. This will complete all Officers through this certification program.
- Development of new firefighter cancer prevention/reduction program.
  - This program/policy is now complete and in place. Training has also taken place.
- Create New Acting Driver/Operator program.
  - This program is also complete and in place with some of our Firefighter/Paramedics already working on completing their training in the program.

- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility.
  - All Shifts have or will be completed by end of FY 18/19.
- Have new cover for command van, boat and other departmental vehicles erected over parking area in rear of station 1 area.
  - This cover has been installed and is in use.
- Refinish bay floor at central fire station
  - Expected to be completed by end of FY 18/19.
- Purchase new wellness center exercise equipment to be incorporated with current equipment.
  - Equipment has been purchased and is in place and has been used by numerous City personnel.
- Update current fire reporting software and fire inspection software to new ESO software under a cost neutral program.
  - Updated during the 1<sup>st</sup> quarter of FY 18/19 and has been working well for us.
- Work with Pet Adoption Center on the creation of a Firefighter/Pet calendar for fund raising efforts for the Pet Adoption Center.
  - Project completed and a total of \$3,660 raised for the Pet Adoption Center.
- Create the very first fire department annual report.
  - This report was completed and put out for reading during the 2<sup>nd</sup> quarter of the FY 18/19. It was a success and will be done in the years to come.
- Begin preliminary work on Texas Fire Chiefs Association Best Practices Certification. This program is an 18 to 24-month certification process.
  - This program is in the early stages of development and will continue during the 19/20 FY.
- Establish apparatus committee to begin to identify needs towards the replacement of Quint 2 and other future apparatus needs.
  - The committee has met on several occasions and has seen many types of apparatus to give them a broader perspective in an effort to make the best decision. A final decision on the vendor we expect to purchase from is expected by late August or September 2019.
- Evaluate the pros & cons of the joining the Texas Intrastate Mutual-Aid System (TIFMAS).
  - A long-term evaluation has taken place and at this time the purchase of necessary loose equipment is taking place that will be used during TIFMAS deployments. Additionally, there have been a number of our personnel that have been trained to meet the TIFMAS standards.

## **FY 2019-2020 GOALS & OBJECTIVES**

- Order replacement Medic unit during the 1<sup>st</sup> quarter of FY 19/20 and receive new unit during 2<sup>nd</sup> or 3<sup>rd</sup> quarter of FY 19/20.
- Repair of roof to wellness center. This is an area that was not done during the Central Station Remodel due to funding constraints.
- Removal and replacement of areas of concrete in the rear section of Central Station that will encompass the underground tanks.
- Renovation and remodel to station 2 completion during 3<sup>rd</sup> or 4<sup>th</sup> quarter of FY 19/20.
- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility. This is expected to become an annual or bi-annual event.
- Order new ladder truck during 3<sup>rd</sup> quarter of FY 19/20 to replace Quint 2. This will be a 12-13 month build process and should take possession of it during the 3<sup>rd</sup> quarter of FY 20/21.

- Continue to work on Texas Fire Chiefs Association Best Practices Certification.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 17/18 Estimated	FY 17/18 Actual	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated
<b>INPUTS:</b>					
# of full-time employees – field	39	39	39	39	39
# of full-time employees – administrative	5	6	7	7	7
# of part time employees – administrative	1	1	0	0	0
# of firefighter/paramedics	42	42	42	39	39
# of firefighter/EMTs	1	2	1	5	5
# of master/advanced/intermediate firefighters	2/16/11	4/17/12	4/18/14	7/20/7	10/22/10
<b>OUTPUTS:</b>					
# of fire incident responses	800	926	950	868	895
# of EMS responses	3,600	3,410	3,500	3,437	3,540
# of fire inspections	500	516	550	749	900
# of fire prevention presentations	60	60	60	60	60
Total attendance at fire prevention presentation	6,000	6,200	6,000	5,900	6,000
# of Fire Investigations	20	22	20	16	20
# Plans Reviews / Plats	45/10	47/27	45/18	40/16	40/20
# of Training Hours	N/A	3,942	7,600	9,998	12,400
A-Shift	N/A	1,325	2,600	2,706	4,200
B-Shift	N/A	1,370	2,400	3,533	4,000
C-Shift	N/A	1,247	2,600	3,759	4,200
<b>EFFECTIVENESS:</b>					
Average response time – fire rescue (include non-emergency)	5:00	5:35	5:30	5:47	5:30
Average response time – EMS	5:30	5:51	5:30	5:48	5:30
<b>EFFICIENCY:</b>					
% of ambulance billing collections	52%	41%	45%	35%	41%
% of budget compared to assessed property value	0.234%	0.214%	0.223%	0.226%	0.226%
Retention rate	95%	93%	96%	94%	94%
ISO Rating (1-10; 1 being best rating)	3	3	3	3	3
ISO Rating comparison nationwide (Low percentage is desired)	Top 12%	Top 12%	Top 12%	Top 13%	Top 13%
# of fire incident responses per firefighter/paramedic/EMT	18.60	21.05	22.09	19.73	20.34
# of EMS responses per firefighter/paramedic/EMT	83.72	77.50	81.40	78.11	80.45
# of Training Hours per firefighter/paramedic/EMT	N/A	91.67	172.73	232.51	281.82
# of Attendees per Fire Prevention Presentation	100.00	62.00	100.00	98.33	100.00

**FIRE DEPARTMENT**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	2,749,900	2,753,882	2,887,900	1,462,009	2,925,500	3,012,200
002 Overtime	90,000	137,612	107,300	90,711	210,000	200,000
003 Worker's Compensation	26,900	26,569	25,300	24,433	25,300	25,500
004 Health Insurance	249,600	274,932	250,500	99,208	210,000	229,800
005 Social Security	217,300	213,029	229,100	115,110	239,900	245,700
006 Retirement	427,300	432,247	450,300	232,705	471,300	480,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>3,761,000</b>	<b>3,838,271</b>	<b>3,950,400</b>	<b>2,024,176</b>	<b>4,082,000</b>	<b>4,193,300</b>
<b>SUPPLIES</b>						
010 Office	7,600	7,497	7,800	4,301	7,800	7,800
011 Vehicle	37,000	50,334	46,300	18,272	40,000	40,000
012 General	8,000	12,425	8,900	8,402	11,400	12,000
013 Equipment	18,800	10,505	18,200	4,405	18,200	18,200
014 Uniforms	43,000	37,095	54,800	16,557	54,800	55,000
029 Medical	56,000	54,068	55,700	27,259	55,700	55,700
<b>TOTAL SUPPLIES</b>	<b>170,400</b>	<b>171,924</b>	<b>191,700</b>	<b>79,196</b>	<b>187,900</b>	<b>188,700</b>
<b>MAINTENANCE</b>						
020 Vehicle	24,900	37,695	25,500	14,562	37,000	35,000
021 Building	11,600	11,724	10,000	4,151	9,000	9,700
022 Equipment	11,000	12,500	12,800	6,423	14,800	17,000
<b>TOTAL MAINTENANCE</b>	<b>47,500</b>	<b>61,919</b>	<b>48,300</b>	<b>25,136</b>	<b>60,800</b>	<b>61,700</b>
<b>INSURANCE</b>						
030 Property/Liability	33,500	33,462	33,900	36,731	37,900	38,900
<b>TOTAL INSURANCE</b>	<b>33,500</b>	<b>33,462</b>	<b>33,900</b>	<b>36,731</b>	<b>37,900</b>	<b>38,900</b>
<b>SERVICES</b>						
040 Utilities	31,200	27,396	34,600	13,425	28,000	28,000
041 Dues and Subscriptions	8,500	9,898	10,500	5,658	10,500	10,400
042 Travel and Training	31,800	23,144	34,900	17,643	29,900	30,000
045 Telephone	9,300	7,002	10,200	3,724	7,200	7,500
046 Equipment Rental	1,500	766	0	0	0	0
047 Contract Labor	0	0	0	1,799	10,800	10,800
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	1,100	911	1,100	518	1,000	1,100
102 Medical Director Contract	12,500	12,500	42,700	32,467	42,700	20,000
104 Fire Prevention	7,500	5,488	7,500	1,744	6,000	6,000
105 Safety Training	1,000	314	900	0	900	900
<b>TOTAL SERVICES</b>	<b>104,400</b>	<b>87,419</b>	<b>142,400</b>	<b>76,978</b>	<b>137,000</b>	<b>114,700</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	0	7,250	10,600	4,500	0	0
615 Xerox Rental	900	361	1,400	722	1,400	1,400
<b>TOTAL MISCELLANEOUS</b>	<b>900</b>	<b>7,611</b>	<b>12,000</b>	<b>5,222</b>	<b>1,400</b>	<b>1,400</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	0	1,700	0	0	0
610 COBAN Lease - Int	0	0	200	0	0	0
613 Fire Truck Lease - Prin	95,600	95,573	97,200	97,188	97,200	98,800
614 Fire Truck Lease - Int	4,900	4,928	3,300	3,313	3,300	1,700
702 Building and Improvements	0	17,463	17,300	7,098	24,400	0
705 Equipment	35,600	20,950	34,100	28,349	28,300	0
707 Vehicles	25,400	46,499	61,000	300	70,100	252,200
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>161,500</b>	<b>185,413</b>	<b>214,800</b>	<b>136,248</b>	<b>223,300</b>	<b>352,700</b>
<b>GRAND TOTAL</b>	<b>4,279,200</b>	<b>4,386,019</b>	<b>4,593,500</b>	<b>2,383,687</b>	<b>4,730,300</b>	<b>4,951,400</b>



## INFORMATION TECHNOLOGY

The Information Technology Department is a customer-oriented team that provides secure, reliable, efficient and effective technology-related services, infrastructure, and communications in support of the City's vision, mission and objectives.

The team members of the Information Technology Department are tasked with maintaining and supporting the technology infrastructure and associated equipment that is used to enhance and facilitate all departmental missions and operations with the overarching vision of providing public services that empower people to focus on what matters most: their goals, hopes, and dreams.

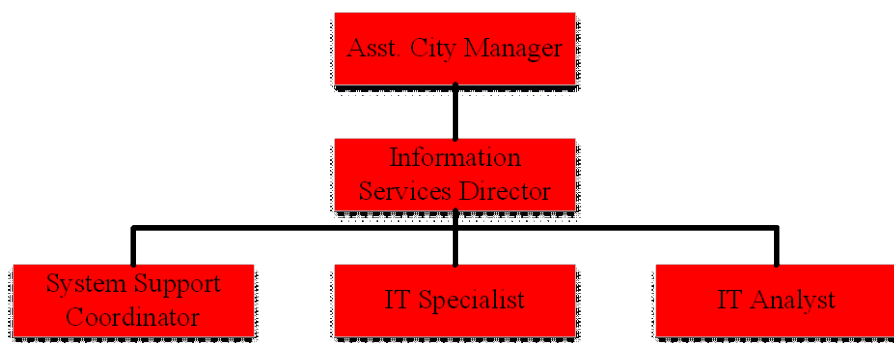
Through this tasking the values of the Information Technology Department are derived. **Integrity Foremost.** This is our guiding principal; we seek to be honest and transparent in all that we do. **Security Always.** This is our strength; we are committed to ensuring that the data, information, and systems we are entrusted to guard remains confidential, accurate, and accessible over its lifecycle. **Excellence by design.** This is our drive; we strive to deliver best in class enterprise services that is innovative, adaptable and cost effective.

### GOALS AND OBJECTIVES

The primary mission of the Information Technology Department is to provide technology and communication infrastructures that are secure, reliable, and available to the City departments. The Information Technology Department seeks to achieve this mission through the following goals:

- To provide strategic planning that is cost effective, innovative, and security centric;
- To securely, efficiently, and effectively manage the delivery of core technology services;
- To provide skilled and responsive support for all technology service customers;
- To guide the technology decision-making process to ensure the most secure, efficient, and innovative solution is selected and implemented to fulfill the City's strategic plans and initiatives.

### ORGANIZATIONAL CHART



### FY 2018-2019 ACHIEVEMENTS

- Deployed and migrated existing data to an updated version of the Police Department's Records Management System. This included supporting the PD by tracking and managing various issues and requests for features and enhancements with the records management system vendor. IT also assisted the PD in becoming National Incident Based Reporting System (NIBRS) compliant ahead

of schedule by working with the responsible individuals and providing technical insight and guidance.

- Enhanced the security of City buildings and facilities through the deployment of additional security cameras and access control systems.
- Deployed a new version of in-car video, body cameras and interview room systems to all police vehicles and officers. Also provided assistance to officers in transitioning to the new system and provided technical support for issues with the new equipment.
- Supported operations of all departments through technical support of information systems and communication infrastructure.

**FY 2019-2020 OBJECTIVES**

- Roll-out updated Operating System and Productivity Suite to all systems.
- Update the City’s IT and Network Usage Policy.
- Design and begin implementing the City’s Cybersecurity Program.
- Roll-out Comprehensive Cybersecurity Plan.
- Roll-out updated website.
- Migrate ci.harker-heights.tx.us domain to harkerheights.gov domain.

**PERFORMANCE MEASURES – INFORMATION TECHNOLOGY**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>OUTPUTS:</b>					
# of servers supported	30	30	30	36	40
# of computers/laptops supported	185	180	185	182	185
# of users supported	210	210	250	240	250
# of printer/scanners supported	82	80	82	85	100
# of applications supported	34	34	40	34	40
# of specialty systems supported	15	15	15	15	15
<b>EFFECTIVENESS:</b>					
% of support hours	75%	70%	75%	70%	75%
% of project hours	25%	30%	25%	30%	30%
<b>EFFECTIVENESS:</b>					
Average month requests closed	260	250	260	290	315
# of work orders closed	3,120	3,000	3,120	3,480	3,780
<b>EFFECIENCY:</b>					
Servers per employee	7.50	7.50	7.50	9.00	10.00
Computer/Laptops per employee	46.25	45.00	46.25	45.50	46.25
Users per employee	52.5	52.5	62.5	60.0	62.5
Printers/scanners per employee	20.50	20.00	20.50	21.25	25.00
Apps supported per employee	8.50	8.50	10.00	8.50	10.00
Specialty systems per employee	3.75	3.75	3.75	3.75	3.75
Work orders closed per employee	780.00	750.00	780.00	870.00	945.00

**INFORMATION TECHNOLOGY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	0	0	263,500	131,605	269,700	276,100
002 Overtime	0	0	2,000	606	1,800	2,000
003 Worker's Compensation	0	0	2,200	2,125	2,200	2,200
004 Health Insurance	0	0	21,500	8,368	17,000	18,300
005 Social Security	0	0	20,300	9,957	20,800	21,300
006 Retirement	0	0	39,900	19,884	40,800	41,600
<b>TOTAL PERSONNEL SERVICE</b>	<b>0</b>	<b>0</b>	<b>349,400</b>	<b>172,545</b>	<b>352,300</b>	<b>361,500</b>
<b>SUPPLIES</b>						
010 Office	0	0	300	100	300	500
012 General	0	0	1,000	244	600	800
013 Equipment	0	0	600	439	500	5,300
<b>TOTAL SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>1,900</b>	<b>783</b>	<b>1,400</b>	<b>6,600</b>
<b>MAINTENANCE</b>						
022 Equipment	0	0	106,500	90,597	96,500	95,800
<b>TOTAL MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>106,500</b>	<b>90,597</b>	<b>96,500</b>	<b>95,800</b>
<b>INSURANCE</b>						
030 Property/Liability	0	0	2,900	3,205	3,300	3,400
<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>2,900</b>	<b>3,205</b>	<b>3,300</b>	<b>3,400</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	0	0	1,900	162	1,900	2,700
042 Travel and Training	0	0	6,000	2,491	2,500	4,500
045 Telephone	0	0	20,000	9,791	17,500	26,200
046 Equipment Rental	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>27,900</b>	<b>12,444</b>	<b>21,900</b>	<b>33,400</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	0	0	15,000	0	0	18,000
<b>TOTAL MISCELLANEOUS</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>18,000</b>
<b>FIXED ASSET TRANSFERS</b>						
603 Dell Computer Lease - Prin	0	0	41,600	41,600	41,600	41,600
604 Dell Computer Lease - Int	0	0	1,500	1,473	1,500	700
702 Building and Improvement	0	0	0	0	12,778	0
705 Equipment	0	0	10,000	0	0	22,500
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>53,100</b>	<b>43,073</b>	<b>55,878</b>	<b>64,800</b>
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>556,700</b>	<b>322,647</b>	<b>531,278</b>	<b>583,500</b>

## **STEWART C. MEYER HARKER HEIGHTS PUBLIC LIBRARY**

The Library is composed of one full-time Library Director, two full-time Reference Librarians, one full-time Children's Librarian, one full-time Youth Health and Program Coordinator, an Executive Assistant, two full-time Library Clerks, four part-time Library Clerks, two Student Library Pages for 15 hours per week.

The Stewart C. Meyer Harker Heights Public Library has adopted the City's Vision as its Vision Statement: *Providing public services that empower people to focus on what matters most – their goals, hopes, and dreams.*

### **MISSION STATEMENT**

The Stewart C. Meyer Harker Heights Public Library is a dynamic resource for encouraging lifelong learning and reading enjoyment. Whether in the Library facility or through ever advancing technologies, the Library provides opportunities for patrons to enrich their lives and to pursue their aspirations.

### **FOCUS AREAS**

The Harker Heights Public Library provides patrons with opportunities for personal growth through information, education, and recreation.

#### *Encourage a Love for Learning*

Residents will have the resources they need to explore topics of personal interest and to continue to learn throughout their lives. The Library will provide opportunities to spark the imagination and curiosity of patrons, to improve language skills, and to reach individual goals.

#### *Support Family Literacy*

Families come in all shapes, sizes, and configurations. The Library will provide materials, programs, and services for patrons in all stages of life and will encourage reading for recreation and information gathering.

#### *Embrace Technology:*

The Library will ensure that everyone can take advantage of the ever-growing resources and services available through changing technologies. The Library will investigate new resources and make items available in a variety of formats.

#### *Enrich the Community*

The Library will provide a comforting, inviting, and supportive presence in the Library facility, online, and throughout the community. Outreaches and cooperative efforts improve our patrons' experiences.

#### *Act As Information Center*

The Library provides access to knowledge concerning local, national, and world affairs. Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations. Patrons will enjoy opportunities to research educational options, hone job skills, and learn new languages.

### **GOALS AND OBJECTIVES**

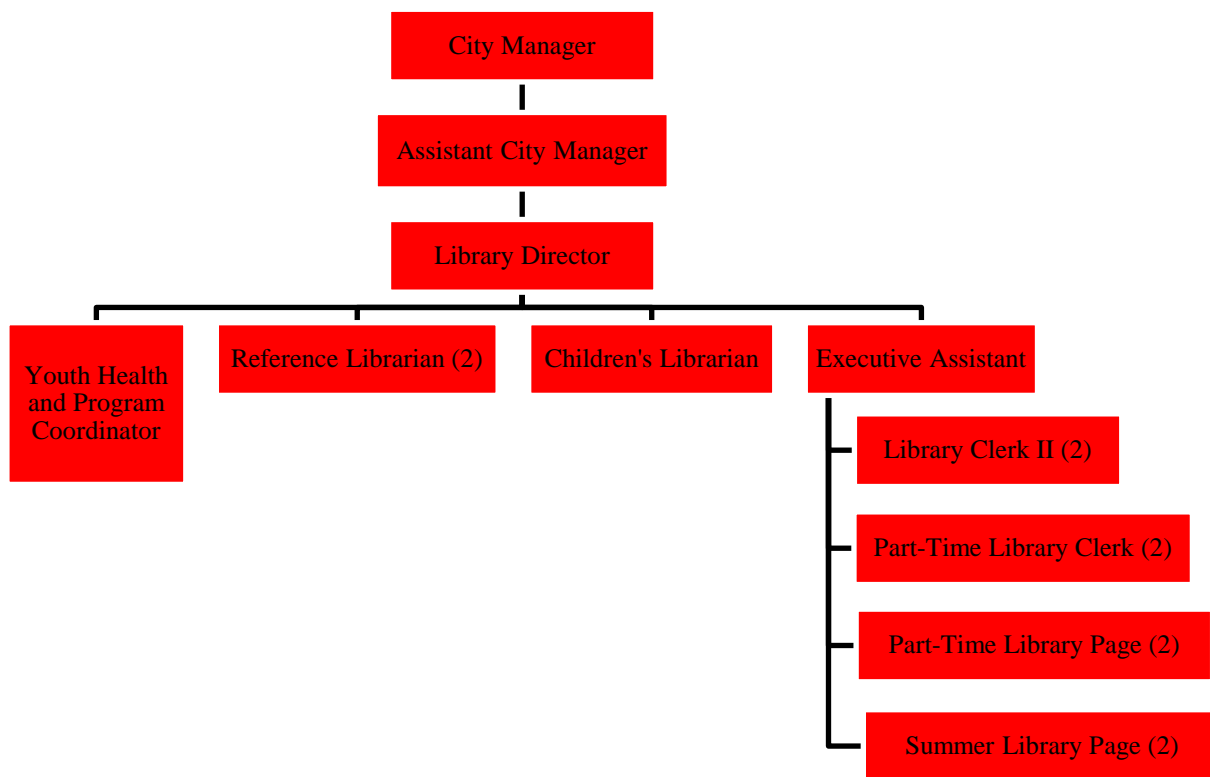
In order to encourage literacy and lifelong learning, the Library selects, acquires, catalogs, organizes, and distributes print and non-print material for the residents of Harker Heights. The Library encourages its use among its patrons through provision of quality materials on a variety of subjects, through a large amount

of programming on topics of interest to its patrons, through excellent reference and readers' advisory assistance to patrons of all ages, through provision of comfortable and inviting surroundings, and through publicity. The Library also strives to reach out to the community through involvement in committees, attendance at community functions, and outreach to schools, daycares, and organizations.

The Library is currently working to become a Family Place Library which looks at family literacy throughout its facility, its collections, and online.

The Library continues to hone its collections. Specific and careful collection development will give patrons access to the best materials in a wide variety of topics. Internet access assists the Library's ability to provide research capabilities. Included within these improved collections will be an expanded e-content that can be available to our patrons 24/7 and carefully planned monograph Reference Collections.

**ORGANIZATIONAL CHART**



**FY 2018-2019 ACHIEVEMENTS**

- Received the 2018 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director’s Association.
- Planned and implemented new programs such as “Super Hero Saturday,” “Bad Art,” and “Victorian Mystery” for children, teens, and adults.
- Continued cooperation with area libraries by providing guidance for Read Across Central Texas initiative, consulting on workshops, and planning a series of community maker programming.
- Received re-certification as a “Family Place Library”.
- Completed entry of items from RB Digital into the online card catalog.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Provide methodical collection development for Library’s e-book and e-audiobook collections.
  - Improved e-book and e-audiobook content collection in RB Digital by adding 374 titles; purchased popular items to decrease holds in Overdrive; provided Facebook and website publicity for new e-titles; and completed entry of RB Digital titles into online computer catalog.
- Investigate improvements for health and safety in the Library and Activities Center.
  - Provided health and safety programming for teens afterschool; sent staff members to mental health in the workplace workshop; added movement components to all children’s programs; moved towards providing healthier snacks at programs; and sent Youth Health and Program Coordinator to child car seat safety training.
- Provide improvements to the Library’s after-school programs.
  - Cooperated with volunteers to provide large programs such as “Teen Thanksgiving” and “Spring Break” game time for afterschool teens; provided “come and go” programming for teens; worked with Friends of the Library to provide school project supplies for after school teens; and contacted local organizations to provide programming and healthy snacks after school.
- Investigate, design, and publicize STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs for youth.
  - Provided TECH and Sewing camps during the summer; worked with area clubs, libraries, and groups to provide large “Full STEAM Ahead” sciences and arts program; used the 50<sup>th</sup> anniversary of the moon landing to plan, promote, and present a series of STEAM programs related to space; and provided performers to entertain and inform children with science magic, yo-yo science, and animal sciences.
- Reevaluate the Virtual Library to determine new resources to be offered.
  - Provided new links to reference materials with 24/7 access; updated Virtual Library handout; continued improving the Library’s RB Digital e-book and e-audiobook collection by adding 374 titles through collection development; and updated the Library’s online community resources page.

## **FY 2019-2020 OBJECTIVES**

- Provide methodical collection development, weeding, and organization of the Library’s children’s department.
- Investigate methods to encourage health and safety through promotion and programming.
- Investigate, design, and publicize programming to encourage outdoor recreation, utilization of City facilities, and attendance at City functions.
- Reevaluate the Library’s website to determine what online information is and is not valuable to our patrons.
- Reevaluate volunteer program to improve record keeping, to procure and retain volunteers, and to provide adequate volunteer appreciation.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees	6	6	6	7	9
# of part time employees	7	7	7	6	2
# of seasonal employees (summer)	2	2	2	2	0
<b>OUTPUTS:</b>					
# of patrons visiting the library	75,000	83,443	80,000	85,828	82,000
# of in-Library programs held	750	720	750	789	750
# of program attendance in-Library	25,000	23,109	24,000	31,242	27,000
# of electronic resources viewed*	8,000	1,356	1,500	6,672	7,000
# of print, audio, and video titles circulated	147,000	139,124	135,000	132,037	132,000
# of ebooks / eaudiobooks circulated	10,000	11,400	12,000	15,832	16,000
Total circulation (usage)*	165,000	151,880	148,500	154,541	155,000
# of physical materials renewed	16,500	17,244	17,000	18,456	17,000
# of physical materials purchased	5,000	5,186	5,000	4,941	4,600
Donations added	900	659	600	1326	600
Computer usage	50,000	51,817	50,000	51,258	51,000
# of times directional assistance given	8,000	8,868	8,000	8,500	8,500
# of reference questions	18,000	19,012	18,000	18,876	18,500
<b>EFFECTIVENESS:</b>					
% increase in total circulation	2.0%	-7.5%	2.0%	1.8%	2.0%
% increase in computer usage	5.0%	3.8%	2.0%	-1.1%	2.0%
% increase in reference assistance	2.0%	6.5%	2.0%	-0.7%	0.0%
% increase in program attendance	2.0%	-8.3%	2.0%	36.0%	-5.0%
<b>EFFICIENCY:</b>					
Average daily walk-in visits	250	278	260	286	273
# of in-house programs per FTE	75	72	75	79	70
# of reference/information transactions handled per FTE	2,000	2,742	2,300	1,888	1,680

\*Data provided by vendors no longer catches all instances of database usage by Library patrons.

**PUBLIC LIBRARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	394,400	390,463	406,100	203,850	415,000	438,600
002 Overtime	0	260	200	0	200	200
003 Worker's Compensation	6,200	6,131	5,800	5,577	5,800	6,100
004 Health Insurance	34,200	37,083	32,200	16,039	32,200	41,600
005 Social Security	30,200	29,070	31,100	14,830	31,800	33,500
006 Retirement	59,300	45,512	61,100	25,175	62,400	52,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>524,300</b>	<b>508,519</b>	<b>536,500</b>	<b>265,471</b>	<b>547,400</b>	<b>572,400</b>
<b>SUPPLIES</b>						
010 Office	11,000	10,726	10,500	5,824	11,000	11,000
012 General	16,900	16,789	16,800	10,640	16,800	16,800
013 Equipment	0	0	5,400	0	0	0
<b>TOTAL SUPPLIES</b>	<b>27,900</b>	<b>27,515</b>	<b>32,700</b>	<b>16,464</b>	<b>27,800</b>	<b>27,800</b>
<b>MAINTENANCE</b>						
021 Building	6,500	6,694	8,800	3,769	6,700	8,800
022 Equipment	3,100	4,241	4,000	2,070	3,600	2,800
023 Ground	400	0	400	0	0	0
<b>TOTAL MAINTENANCE</b>	<b>10,000</b>	<b>10,935</b>	<b>13,200</b>	<b>5,839</b>	<b>10,300</b>	<b>11,600</b>
<b>INSURANCE</b>						
030 Property/Liability	7,600	7,495	7,500	8,284	8,500	9,100
<b>TOTAL INSURANCE</b>	<b>7,600</b>	<b>7,495</b>	<b>7,500</b>	<b>8,284</b>	<b>8,500</b>	<b>9,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	28,000	19,278	25,000	7,983	18,000	18,000
041 Dues and Subscriptions	3,600	2,774	3,800	1,756	3,000	3,000
042 Travel and Training	3,200	3,364	3,500	1,321	3,500	3,500
045 Telephone	300	133	200	73	200	200
046 Equipment Rental	2,800	774	2,800	450	2,800	2,800
047 Contract Labor	6,500	6,821	7,100	2,137	7,100	7,100
070 Other Expense (Grants)	0	1,500	2,000	0	0	0
<b>TOTAL SERVICES</b>	<b>44,400</b>	<b>34,644</b>	<b>44,400</b>	<b>13,720</b>	<b>34,600</b>	<b>34,600</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,500	3,921	4,300	979	4,300	4,700
615 Xerox Rental	2,500	2,507	2,500	1,254	2,500	2,500
<b>TOTAL MISCELLANEOUS</b>	<b>7,000</b>	<b>6,428</b>	<b>6,800</b>	<b>2,233</b>	<b>6,800</b>	<b>7,200</b>
<b>FIXED ASSET TRANSFERS</b>						
701 Land and Improvements	0	1,203	0	0	0	0
702 Building and Improvements	0	0	12,300	0	13,200	0
705 Equipment	2,600	2,631	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
709 Books	88,000	87,719	90,000	43,410	90,000	90,000
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>90,600</b>	<b>91,553</b>	<b>102,300</b>	<b>43,410</b>	<b>103,200</b>	<b>90,000</b>
<b>GRAND TOTAL</b>	<b>711,800</b>	<b>687,089</b>	<b>743,400</b>	<b>355,421</b>	<b>738,600</b>	<b>752,700</b>



## ACTIVITIES CENTER

The Harker Heights Activities Center exists to provide quality educational and recreational experiences both in the Activities Center and throughout the City of Harker Heights and to encourage the community to use and to enjoy City of Harker Heights facilities and services. Located in the Harker Heights Library and Activities Center building, the Activities Center provides meeting room spaces of various sizes for City of Harker Heights and other renters to hold programs, training sessions, events, and meetings. The Activities Center staff consists of an Activities Center and Events Manager, an Activities Coordinator, and an Activities Center Specialist who work under the supervision of the Library Director. Through programming, event assistance, and promotion, Activities Center staff inspires both patrons and other City Departments to benefit from City of Harker Heights amenities.

### GOALS AND OBJECTIVES

In order to provide quality educational and recreational experiences for the Harker Heights community, the Activities Center manages and maintains the Activities Center meeting facility; coordinates the Harker Heights Senior Recreation Program; supervises instructors for recreational and educational classes; plans and implements a dynamic and varied calendar of special events to include the Farmer's Market, Parks and Recreation Month activities, outdoor recreation and education series, and seasonal festivals; and coordinates a volunteer corps for the City of Harker Heights.

### ORGANIZATIONAL CHART



### FY 2018-2019 ACHIEVEMENTS

- Planned and presented a multi-faceted Parks and Recreation month program series which emphasized use of various indoor and outdoor facilities and parks.
- Further developed multi-media marketing strategy for City of Harker Heights' programs and services.
- Enhanced family entertainment evenings by broadening scope of the audience and providing diverse experiences.
- Re-evaluated Farmer's Market policies and re-wrote handbook.

**PROGRESS ON FY 2018-2019 OBJECTIVES**

- Develop a strategy to increase public sponsorship/partnerships in parks and programming.
  - Worked with area groups and businesses to provide volunteers for parks and recreation programs; began re-designing sponsorship philosophy and information package; investigated various means of improving partnerships; obtained numerous sponsors for specific programs.
- Develop written department-wide policies for staff and patrons.
  - Provided detailed, written procedures for many Activities Center programs and services; re-wrote new policies, application process, and handbook for Farmers’ Market.

**FY 2019-2020 OBJECTIVES**

- Determine a departmental focus by investigating and developing a mission statement and strategic plan.
- Re-envision a large special event for spring.
- Re-evaluate and strengthen processes for volunteer acquisition, development, retention, and communication.
- Continue to encourage use of outdoor facilities and amenities through promotion, education, and programming such as special events, Parks and Recreation month, Go Heights, etc.
- Enhance coordination, planning, and implementation of senior recreation programs.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
# of full-time employees	3	3	3	3	3
<b>OUTPUTS:</b>					
# of recreation program attendance	2,250	1,930	2,100	1,639	1,800
# of youth recreation programs provided	18	11	8	19	20
# of adult/senior recreation programs provided regularly	14 / 25	14 / 25	14 / 26	21 / 29	22 / 30
# of special events provided	24	26	26	31	32
<b>EFFECTIVENESS:</b>					
# of activities center usage	1,500	1,534	1,575	1,370	1,400
# of City sponsored pool parties provided	1	3	3	3	3
City sponsored pool party attendance	100	316	350	358	400
<b>EFFICIENCY:</b>					
# special events provided per full time staff member	8.00	8.67	8.67	10.33	10.67
# activities center usage per full time staff member	500.00	511.33	525.00	456.67	466.67

**ACTIVITIES CENTER**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	0	0	167,600	71,355	164,700	144,700
002 Overtime	0	0	0	7	200	200
003 Worker's Compensation	0	0	5,300	1,593	1,600	1,700
004 Health Insurance	0	0	16,000	6,989	14,500	17,600
005 Social Security	0	0	12,800	5,435	12,600	11,100
006 Retirement	0	0	25,200	10,909	24,800	21,700
<b>TOTAL PERSONNEL SERVICE</b>	<b>0</b>	<b>0</b>	<b>226,900</b>	<b>96,288</b>	<b>218,400</b>	<b>197,000</b>
<b>SUPPLIES</b>						
010 Office	0	0	1,000	1,243	2,200	2,200
012 General	0	0	7,000	752	2,500	3,000
013 Equipment	0	0	500	121	200	200
015 Recreational	0	0	2,000	386	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>10,500</b>	<b>2,502</b>	<b>6,900</b>	<b>7,400</b>
<b>MAINTENANCE</b>						
021 Building	0	0	3,500	951	3,000	3,500
022 Equipment	0	0	1,000	0	0	0
023 Ground	0	0	1,000	99	500	500
<b>TOTAL MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>5,500</b>	<b>1,050</b>	<b>3,500</b>	<b>4,000</b>
<b>INSURANCE</b>						
030 Property/Liability	0	0	6,600	2,383	2,500	2,500
<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>6,600</b>	<b>2,383</b>	<b>2,500</b>	<b>2,500</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	0	0	0	0	5,000	5,000
041 Dues and Subscriptions	0	0	500	804	1,600	1,600
042 Travel and Training	0	0	1,500	474	1,200	1,500
045 Telephone	0	0	500	0	0	500
046 Equipment Rental	0	0	4,000	2,142	4,000	4,000
047 Contract Labor	0	0	1,000	0	0	0
067 Event & Recreation Programs	0	0	42,000	28,885	43,500	38,000
<b>TOTAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	<b>32,305</b>	<b>55,300</b>	<b>50,600</b>
<b>MISCELLANEOUS</b>						
091 Advertising	0	0	13,000	5,482	12,500	15,000
<b>TOTAL MISCELLANEOUS</b>	<b>0</b>	<b>0</b>	<b>13,000</b>	<b>5,482</b>	<b>12,500</b>	<b>15,000</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	4,400
705 Equipment	0	0	0	0	9,800	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>4,400</b>
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>312,000</b>	<b>140,010</b>	<b>308,900</b>	<b>280,900</b>

## PARKS AND RECREATION

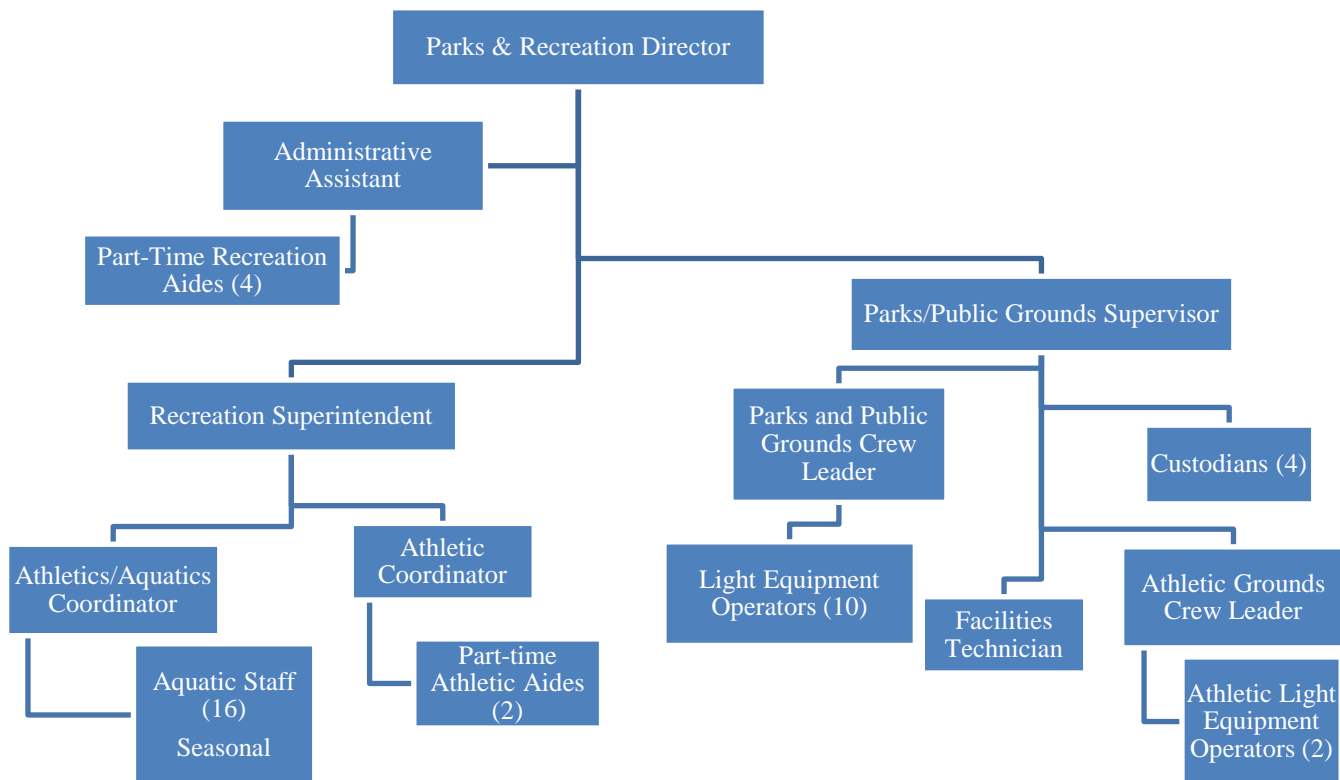
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant, a Recreation Superintendent, a Parks and Public Grounds Supervisor, an Athletic Coordinator, an Athletics/Aquatics Coordinator, a Parks & Public Grounds Supervisor, a Parks and Public Grounds Crew Leader, an Athletics Crew Leader, ten Light Equipment Operators, two Athletic Light Equipment Operators, a Facilities Technician, four Custodians, four part-time Recreation Aides, and two part-time Athletic Aides. Numerous part-time employees are hired during the summer to assist with the aquatic programs.

### GOALS AND OBJECTIVES

The responsibility of Parks and Recreation is to operate and maintain the Recreation and Athletic facilities and programs as well as mow and maintain right of ways, Recreation Center, Activities Center, City Hall, Library, Police Department, Fire Department, Kern Park, Goode-Connell Park, Carl Levin City Park, Skipcha Park, 2410 Community Park, Purser Park, and Summit Soccer Complex. The Department conducts and administers youth, senior, and adult programs/activities, youth and adult adaptive programs, maintains playgrounds and playing surfaces, and sponsors/co-sponsors numerous special events for the community.

**The Department’s mission is “Creating community through people, parks, and programs.”**

### ORGANIZATIONAL CHART



## **FY 2018-2019 ACHIEVEMENTS**

- Developed Parks and Recreation Ordinances and Commercial Use Agreements which will be presented to the City Council in FY 2019-2020.
- Increased athletic rentals and usage by tournament managers, with positive economic impact benefits.
- Conducted a Council Workshop on Dana Peak Park lease agreement and took major steps to begin City management of property.
- Improved social media marketing strategy for the department.
- Updated City Hall and Park signage.
- Refurbishments to City Hall and Recreation Center façades.
- Increased employee course certification awards; two employees completed CPO (Certified Pool Operator) and one employee registered for CPSI (Certified Playground Safety Inspector) in FY19-20.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Develop Parks Master Plan and begin developing strategies to put plan into place.
  - Put out Request for Qualifications for Master Planning services and began Master Plan process in August 2019.
- Develop strategy and plan for acquisition of Dana Peak Park.
  - Conducted a Council Workshop at Dana Peak Park. Department Staff has also developed management, development, signage, and area plans for acquisition of the park.
- Develop policies and/or ordinances for private partners utilization of public space.
  - Conducted a Council Workshop on new Parks and Recreation Ordinance and Commercial Use Application and will be presenting it to Council for approval in October 2019.
- Develop strategy and plan for construction of additional bathroom facility.
  - Carl Levin Restroom Facility will be completed in October 2019.
- Develop a strategy to increase public sponsorships/partnerships in parks and programming.
  - Developed an ongoing partnership with local businesses to sponsor various Parks and Recreation programs, events, and facilities.
- Develop written department-wide policies for staff and patrons.
  - Began updating policies, to be completed in FY 19-20.

## **FY 2019-2020 OBJECTIVES**

- Develop strategies to put findings from Parks, Open Space, and Trails Master Plan into action.
- Further pursue lease agreement for management of Dana Peak Park.
- Continue to develop strategies for public sponsorships/partnerships in facilities and programming.
- Make updates to Organizational Chart as needed to ensure success and efficiency.
- Develop strategies to maximize use of Recreation Center facilities.
- Develop personalized career plan for each Parks and Recreation employee.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees	28	28	24	24	25
# of part time employees	5	5	5	6	6
# of seasonal employees (summer)	30	30	18	16	16
<b>OUTPUTS:</b>					
# of municipal acres maintained	240	240	240	240	240
# of ROW acres maintained	90	90	90	90	90
# of medians maintained	14	14	14	14	14
# of acres irrigated	112	112	113	113	113
# of playground units	16	16	16	16	16
# of special events provided	24	26	26	26	26
# of youth leagues/participants	8 / 3,200	8 / 2,962	8 / 3,000	8 / 2,648	8 / 2,700
# of adult leagues/participants	2 / 1,100	4 / 1,060	4 / 1,000	2 / 700	4 / 1,000
# of sports camps/participants	4 / 300	6 / 303	8 / 300	9 / 321	8 / 300
# of 5ks held/participants	2 / 500	2 / 400	2 / 500	6 / 1,100	4 / 800
<b>EFFECTIVENESS:</b>					
# of park rentals	280	240	240	410	400
# of pool rentals	25	18	20	18	20
Public swim attendance	12,000	10,963	12,000	12,488	12,000
Swim lesson attendance	225	225	225	225	225
# of City sponsored pool parties	1	3	3	3	3
City sponsored pool party attendance	100	316	350	325	350
<b>EFFICIENCY:</b>					
# of acres maintained per full time light equipment employee	21.82	21.82	21.82	21.82	21.82
% of youth recreation programs conducted compared to services offered	100%	100%	100%	100%	100%



**PARKS & RECREATION**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	1,268,000	1,266,608	1,145,100	538,132	1,134,600	1,082,700
002 Overtime	8,000	7,281	8,000	6,985	12,000	12,800
003 Worker's Compensation	27,200	26,861	20,000	22,840	22,800	20,300
004 Health Insurance	145,600	155,104	121,400	47,471	102,000	136,400
005 Social Security	97,700	95,524	88,200	40,881	87,700	83,800
006 Retirement	184,000	167,425	165,800	76,836	172,300	141,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,730,500</b>	<b>1,718,803</b>	<b>1,548,500</b>	<b>733,145</b>	<b>1,531,400</b>	<b>1,477,900</b>
<b>SUPPLIES</b>						
010 Office	10,600	6,517	7,000	3,103	6,000	6,000
011 Vehicle	25,000	28,359	25,000	13,742	28,000	28,000
012 General	8,000	6,315	1,000	3,244	5,000	4,000
013 Equipment	10,000	10,732	9,500	3,622	9,000	8,000
014 Uniforms	12,700	7,753	12,200	4,292	8,500	8,500
015 Recreational	6,000	4,493	4,000	3,168	5,000	4,000
016 Chemical	12,200	9,775	12,200	3,663	11,000	12,200
<b>TOTAL SUPPLIES</b>	<b>84,500</b>	<b>73,944</b>	<b>70,900</b>	<b>34,834</b>	<b>72,500</b>	<b>70,700</b>
<b>MAINTENANCE</b>						
020 Vehicle	10,000	10,607	10,000	10,254	14,000	10,000
021 Building	60,500	47,172	57,000	20,143	45,000	40,000
022 Equipment	11,200	18,146	14,000	3,142	8,000	12,000
023 Ground	63,000	62,342	59,000	38,672	68,000	65,000
<b>TOTAL MAINTENANCE</b>	<b>144,700</b>	<b>138,267</b>	<b>140,000</b>	<b>72,211</b>	<b>135,000</b>	<b>127,000</b>
<b>INSURANCE</b>						
030 Property/Liability	33,000	32,966	26,300	33,920	34,500	30,200
<b>TOTAL INSURANCE</b>	<b>33,000</b>	<b>32,966</b>	<b>26,300</b>	<b>33,920</b>	<b>34,500</b>	<b>30,200</b>
<b>SERVICES</b>						
040 Utilities	113,000	102,436	113,000	40,317	100,000	100,000
041 Dues and Subscriptions	6,300	7,768	5,800	2,769	5,800	5,800
042 Travel and Training	8,200	8,184	8,500	5,893	9,500	8,200
045 Telephone	1,000	799	400	431	800	800
046 Equipment Rental	10,000	2,991	2,000	1,457	3,000	3,000
047 Contract Labor	15,000	11,031	14,000	7,983	15,000	12,000
051 ActiveNet Transaction Fees	6,000	7,748	6,500	2,945	6,800	6,800
059 Adaptive Sports	10,000	6,627	10,000	1,275	5,000	10,000
060 Tree City USA	10,000	2,849	10,000	1,347	4,000	10,000
061 Living Legacy	4,500	3,083	4,500	3,219	6,000	4,500
065 Trophies and Awards	20,500	21,229	17,000	5,866	17,000	15,000
066 Uniforms and Equipment (Rec)	57,000	45,382	55,000	14,463	45,000	45,000
067 Parks and Recreation Programs	46,000	42,066	4,000	1,130	3,000	3,000
068 Team Travel	3,000	0	2,000	0	2,000	2,000
069 Adult Sports	6,000	2,535	3,000	0	2,000	2,000
<b>TOTAL SERVICES</b>	<b>316,500</b>	<b>264,728</b>	<b>255,700</b>	<b>89,095</b>	<b>224,900</b>	<b>228,100</b>
<b>MISCELLANEOUS</b>						
091 Advertising	16,500	10,381	1,000	1,284	1,500	1,500
095 Required Public Notices	0	0	0	1,526	1,500	1,500
615 Xerox Rental	1,500	1,537	1,200	768	1,500	1,500
<b>TOTAL MISCELLANEOUS</b>	<b>18,000</b>	<b>11,918</b>	<b>2,200</b>	<b>3,578</b>	<b>4,500</b>	<b>4,500</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	22,990	0	0	0	0
705 Equipment	54,700	63,913	64,400	29,864	56,900	23,500
707 Vehicles	28,200	28,475	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>82,900</b>	<b>115,378</b>	<b>64,400</b>	<b>29,864</b>	<b>56,900</b>	<b>23,500</b>
<b>GRAND TOTAL</b>	<b>2,410,100</b>	<b>2,356,004</b>	<b>2,108,000</b>	<b>996,647</b>	<b>2,059,700</b>	<b>1,961,900</b>

**PUBLIC WORKS**

The Public Works Department consists of a Director of Public Works, Assistant Public Works Director, Utility Superintendent, and an Administrative Assistant. The divisions that function under the Public Works Department include Streets and Fleet Maintenance, described in detail here; Water and Wastewater in the Utility Fund section; and Drainage and Sanitation which can be found in the Other Funds section.

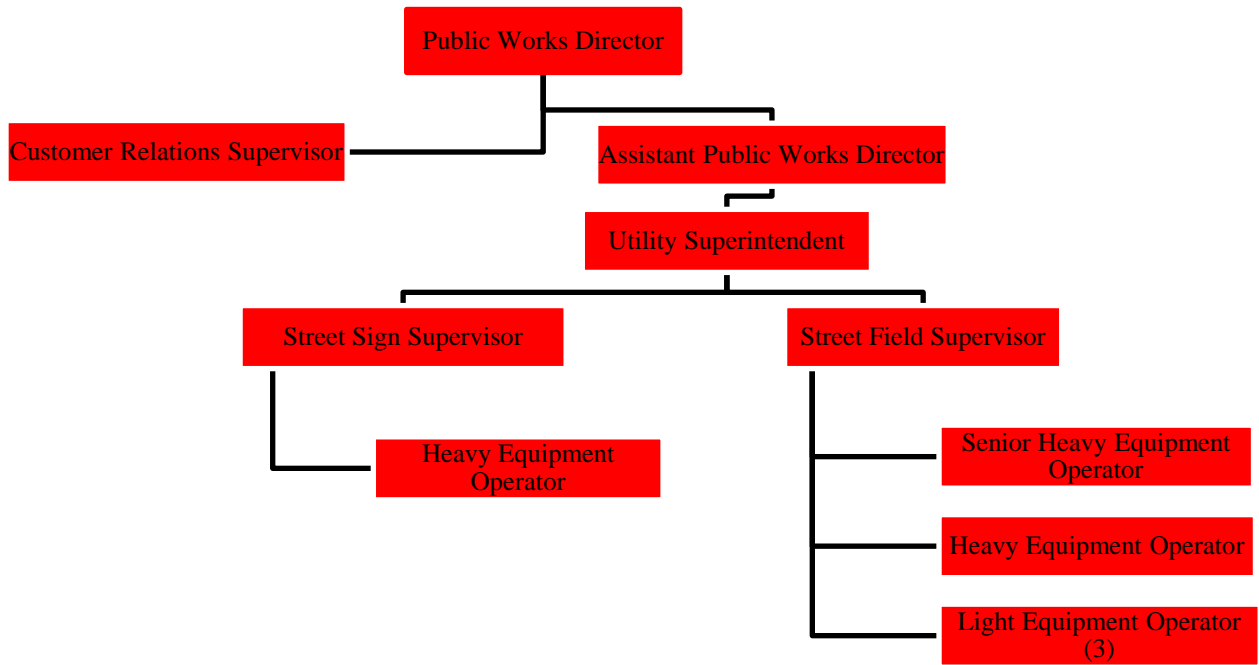
**STREET DEPARTMENT**

The Street Department makes minor repairs to City streets such as asphaltting potholes, replacing curb and gutter, repairing utility cuts, and blading non-hard surface streets. All major projects are contracted out. The Department consists of a Street Field Supervisor, Sign Supervisor, three Heavy Equipment Operators and three Light Equipment Operators.

**GOALS AND OBJECTIVES**

The Street Department strives to provide sufficient maintenance and improvements of pavements, curb and gutter, and traffic signs and markings to ensure structurally sound riding surfaces on streets and to provide that all streets in the City have hard surface pavement.

**ORGANIZATIONAL CHART**



**FY 2018-2019 ACHIEVEMENTS**

- Completed annual Crack Seal Program 10 lane miles.
- Completed a one-month Motor Grader Program.
- Inspected the 2017-2018 Street Capital Improvement Projects: Aztec, Verna Lee, Boulder Run, Oakridge, Wampum, Forest Circle and Moody Circle.
- Maintained recycled asphalt streets: Waco Trace and Pueblo Drive.



**PROGRESS ON FY 2018-2019 OBJECTIVES**

- Continue the annual Crack Seal Program.
  - 100% complete
- Inspect the 2017-2018 \$3.1 million Street Improvement Program.
  - 100% complete.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
  - Identified point repairs for the 2019 fiscal year. Work is ongoing.
- Replace defective and install concrete valley gutters where needed.
  - 10% complete, work is ongoing.
- Repair all Water and Sewer utility cuts, potholes and asphalt level ups.
  - 100% complete.

**FY 2019-2020 OBJECTIVES**

- Continue the annual Crack Seal Program.
- Inspect the 2019-2020 Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace defective and install concrete valley gutters where needed.
- Repair all Water and Sewer utility cuts, potholes and asphalt level ups within 30 days.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees:	10	10	10	10	10
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
<b>OUTPUTS:</b>					
# of street utility cuts	100	76	100	74	100
# of pothole repairs	450	445	450	425	450
Miles of street reconstruction	2.00	0.86	2.00	0.60	2.00
Miles of crack sealing	12	11	12	10	12
Linear feet of sidewalk repair	150	150	150	135	150
<b>EFFECTIVENESS:</b>					
# of employees per square mile	4	4	4	4	4
# of street utility cuts per Street employee	14.29	10.86	14.29	10.57	14.29
# of pothole repairs per Street employee	64.29	63.57	64.29	60.71	64.29

## **SIGN SHOP**

The Sign Shop is a branch of the Street Department responsible for street signs, road markings, street sweeping and herbicide application to streets and sidewalks. This branch is headed by the Sign Supervisor and also consists of a Heavy Equipment Operator II.

### **FY 2018-2019 ACHIEVEMENTS**

- Removed graffiti from ditches and bridges, trimmed tree limbs obstructing signs, controlled algae in street intersections and applied herbicide to grass in joints, sidewalks and curb & gutters.
- Swept all city streets 7 times and passed out door hangers to keep grass clippings off of the street and out of storm water drains.
- Replaced faded street signs and added raised pavement markers city wide.
- Replaced painted road markings with thermoplastic markings.
- Continued the night sign reflectivity program, reporting nonworking streetlights and maintaining school zone and caution flashing lights city wide.

### **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Trim tree limbs obstructing signs, continued removing graffiti from ditches and bridges, control algae in street intersections and apply herbicide to grass growing on joints in sidewalks and curb & gutters.
  - 60% complete.
- Continue sweeping all city streets on a regular schedule, passing out door hangers to keep grass off the street and out of storm water drains.
  - 100% complete.
- Replace painted road markings with thermoplastic markings city wide. Continue replacing raised pavement markers as needed.
  - 60% complete.
- Maintain school zone and caution flashing lights city wide. Continue the nighttime sign reflectivity program, reporting nonworking streetlights.
  - 25% complete.
- Maintain school zone and caution flashing lights city wide. Continue the nighttime sign reflectivity program, reporting nonworking streetlights.
  - 100% complete.
- Continue maintaining all TXDOT exit ramps, entrance ramps, turnarounds and islands.
  - 75% complete.

### **FY 2019-2020 OBJECTIVES**

- Trim tree limbs obstructing signs, continue removing graffiti from ditches and bridges, control algae in street intersections and apply herbicide to grass growing on joints in sidewalks and curb & gutters.
- Continue sweeping all city streets on a regular schedule, passing out door hangers to keep grass off the street and out of storm water drains.

- Replace painted road markings with thermoplastic markings city wide. Continue replacing raised pavement markers as needed.
- Maintain school zone and caution flashing lights city wide. Continue the nighttime sign reflectivity program, reporting nonworking streetlights.
- Continue maintaining all TXDOT exit ramps, entrance ramps, turnarounds and islands.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>OUTPUTS:</b>					
# of street signs installed	500	440	500	180	200
# of stop signs installed	26	50	26	59	50
# of yield signs installed	5	13	5	9	5
# of poles set	111	42	111	49	60
Linear feet of thermoplastic installed	75	25	75	30	100
Gallons of herbicide sprayed	1,000	630	1,000	777	1,000
Miles of street swept	2,400	1,816	2,000	2,000	2,000
Miles of residential street swept	1,256	1,040	1,200	1,200	1,200
Miles of arterial and collector miles swept	650	776	800	776	800
<b>EFFICIENCY:</b>					
# of residential street sweeping cycles per year (145 linear miles / cycle).	6	7	8	7	8
# of arterial and collector street sweeping cycles per year (13 Miles / Cycle).	50	60	62	60	62

**STREETS**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	431,600	437,469	450,100	224,963	440,000	459,200
002 Overtime	8,000	7,829	8,000	3,666	7,000	7,000
003 Worker's Compensation	5,600	5,547	5,200	5,046	5,200	5,300
004 Health Insurance	48,500	57,172	50,600	19,961	45,000	56,000
005 Social Security	33,600	33,192	35,000	16,859	34,200	35,700
006 Retirement	66,100	67,113	68,900	34,413	67,200	69,700
<b>TOTAL PERSONNEL SERVICE</b>	<b>593,400</b>	<b>608,322</b>	<b>617,800</b>	<b>304,908</b>	<b>598,600</b>	<b>632,900</b>
<b>SUPPLIES</b>						
010 Office	2,000	2,911	2,500	2,116	3,500	3,500
011 Vehicle	30,000	29,889	30,000	14,655	30,000	30,000
012 General	3,000	1,214	3,000	1,155	1,500	2,000
013 Equipment	6,000	5,058	6,000	5,176	8,000	6,000
014 Uniforms	7,000	8,773	9,000	4,892	9,000	9,000
<b>TOTAL SUPPLIES</b>	<b>48,000</b>	<b>47,845</b>	<b>50,500</b>	<b>27,994</b>	<b>52,000</b>	<b>50,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	25,000	37,358	25,000	18,397	35,000	35,000
021 Building	2,500	2,960	3,000	1,971	5,000	3,000
022 Equipment	20,000	26,803	20,000	10,375	28,000	26,000
023 Ground	125,000	83,268	105,000	45,117	100,000	100,000
<b>TOTAL MAINTENANCE</b>	<b>172,500</b>	<b>150,389</b>	<b>153,000</b>	<b>75,860</b>	<b>168,000</b>	<b>164,000</b>
<b>INSURANCE</b>						
030 Property/Liability	7,000	7,522	7,000	7,597	8,000	8,100
<b>TOTAL INSURANCE</b>	<b>7,000</b>	<b>7,522</b>	<b>7,000</b>	<b>7,597</b>	<b>8,000</b>	<b>8,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	293,000	273,893	293,000	131,755	275,000	275,000
041 Dues and Subscriptions	1,700	1,315	1,700	1,208	1,400	1,400
042 Travel and Training	8,000	4,842	8,000	1,663	5,000	5,000
045 Telephone	4,300	4,271	4,500	2,326	4,500	4,500
046 Equipment Rental	20,000	17,205	20,000	423	20,000	20,000
047 Contract Labor	11,000	13,495	15,000	2,918	15,000	15,000
<b>TOTAL SERVICES</b>	<b>338,000</b>	<b>315,021</b>	<b>342,200</b>	<b>140,293</b>	<b>320,900</b>	<b>320,900</b>
<b>FIXED ASSETS TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	8,600	0
702 Building and Improvements	0	0	0	0	0	0
704 Streets and Drainage	0	0	0	0	0	0
705 Equipment	5,700	5,169	5,700	3,912	9,300	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	29,600	0	30,200	41,000
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>5,700</b>	<b>5,169</b>	<b>35,300</b>	<b>3,912</b>	<b>48,100</b>	<b>41,000</b>
<b>GRAND TOTAL</b>	<b>1,164,600</b>	<b>1,134,268</b>	<b>1,205,800</b>	<b>560,564</b>	<b>1,195,600</b>	<b>1,217,400</b>

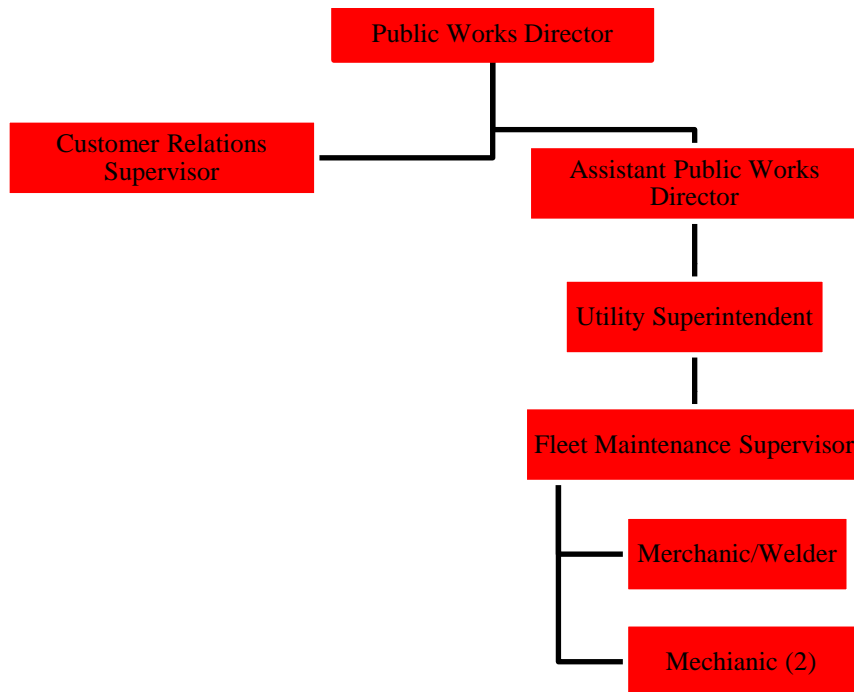
## FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Department provides welding, scheduled and unscheduled repairs on any city equipment, performs yearly safety inspections on all city vehicles, provides repair parts and petroleum products, emergency repairs and service to all departments. The Department consists of a Maintenance Supervisor, Welder/Mechanic, and two Mechanics.

### GOALS AND OBJECTIVES

The Fleet Maintenance Department strives to provide timely support for all city vehicles and equipment which includes performing annual vehicle inspections and handles purchase orders for parts and repairs for over \$350.00. The department assists with various bids as well by preparing vehicle and equipment specifications as needed to ensure we are purchasing the best product.

### ORGANIZATIONAL CHART



### FY 2018-2019 ACHIEVEMENTS

- Reconstruct easement machine trailer to support the weight of the easement machine and add lift gate assist to lift gate, fabricate and install stops on trailer for easement machine. WW-06
- Reconstruct damaged 4 ft X 12 ft side panels on PK-12 trailer and replace all axle to chase bushings & supports.
- Mechanics continuing education.
- Replace trailer frame supports and complete axle assembly and all axle to chase bushings and supports for ST-102.
- Fabricate and install spare tire support and redesign vacuum hose support for WA-79.
- Reconstruct water fountain for Parks.

**PROGRESS ON FY 2018-2019 OBJECTIVES**

- Begin expansion of the offices so personnel has enough room to work, when funding is available in budget.
  - 0% complete.
- Continue to provide timely support for all city vehicles and equipment.
  - Ongoing.
- Continue automotive education.
  - Ongoing.
- Continue annual inspection of all city vehicles.
  - Ongoing.

**FY 2019-2020 OBJECTIVES**

- Begin expansion of the offices so personnel has enough room to work, when funding is available in budget.
- Continue to provide timely support for all city vehicles and equipment.
- Continue automotive education.
- Continue annual inspection of all city vehicles.

**PERFORMANCE MEASURES**

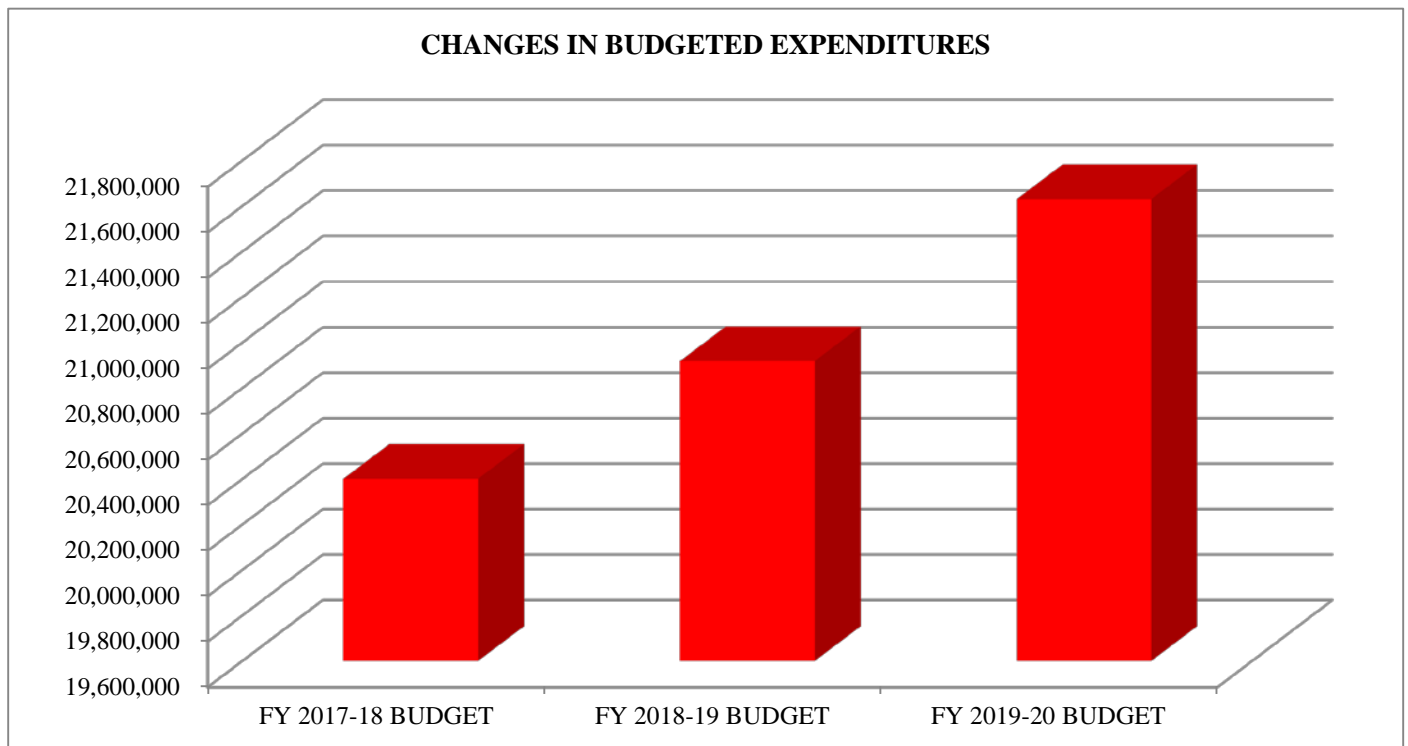
<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
# of full-time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of fleet serviced (vehicles/equipment)	1,520	1,217	1,520	1,404	1,520
# of departments serviced	14	14	14	14	14
# of work orders completed	1,545	1,217	1,545	1,404	1,545
<b>EFFECTIVENESS:</b>					
Fleet units in operation	98%	97%	98%	97%	98%
# of vehicles/equipment serviced per mechanic	386.25	304.25	380.00	351.00	380.00
<b>EFFICIENCY:</b>					
# of jobs completed per mechanic	386.25	304.25	386.25	351.00	386.25

**MAINTENANCE**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	174,300	144,150	165,900	84,289	168,500	173,900
002 Overtime	1,800	9,584	1,800	50	200	200
003 Worker's Compensation	2,400	2,336	2,200	2,125	2,200	2,200
004 Health Insurance	22,200	20,391	20,800	8,548	18,000	22,800
005 Social Security	13,500	11,696	12,800	6,420	12,900	13,300
006 Retirement	26,500	23,095	25,200	12,684	25,400	26,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>240,700</b>	<b>211,252</b>	<b>228,700</b>	<b>114,116</b>	<b>227,200</b>	<b>238,400</b>
<b>SUPPLIES</b>						
010 Office	500	600	500	242	500	500
011 Vehicle	4,000	3,585	4,000	(502)	1,000	1,000
012 General	100	(767)	100	(8)	100	100
013 Equipment	6,000	1,944	6,000	1,951	4,000	4,000
014 Uniforms	3,000	5,161	6,000	2,471	5,000	5,000
<b>TOTAL SUPPLIES</b>	<b>13,600</b>	<b>10,523</b>	<b>16,600</b>	<b>4,154</b>	<b>10,600</b>	<b>10,600</b>
<b>MAINTENANCE</b>						
020 Vehicle	600	1,628	600	261	1,000	1,000
021 Building	500	400	500	57	500	500
022 Equipment	200	135	200	0	0	200
023 Ground	300	250	300	75	300	300
<b>TOTAL MAINTENANCE</b>	<b>1,600</b>	<b>2,413</b>	<b>1,600</b>	<b>393</b>	<b>1,800</b>	<b>2,000</b>
<b>INSURANCE</b>						
030 Property/Liability	3,000	2,925	2,900	3,199	3,300	3,400
<b>TOTAL INSURANCE</b>	<b>3,000</b>	<b>2,925</b>	<b>2,900</b>	<b>3,199</b>	<b>3,300</b>	<b>3,400</b>
<b>SERVICES</b>						
040 Utilities	2,000	2,273	3,500	1,506	2,500	2,500
041 Dues and Subscriptions	200	190	200	190	200	200
042 Travel and Training	2,000	1,736	2,000	1,319	2,000	2,000
045 Telephone	2,600	2,326	2,600	1,230	2,600	2,600
047 Contract Labor	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>6,800</b>	<b>6,525</b>	<b>8,300</b>	<b>4,245</b>	<b>7,300</b>	<b>7,300</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	3,600
705 Equipment	0	4,122	5,700	0	4,300	0
707 Vehicles	0	0	32,700	0	35,900	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>4,122</b>	<b>38,400</b>	<b>0</b>	<b>40,200</b>	<b>3,600</b>
<b>GRAND TOTAL</b>	<b>265,700</b>	<b>237,760</b>	<b>296,500</b>	<b>126,107</b>	<b>290,400</b>	<b>265,300</b>

**GENERAL FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
City Council Administration	270,700	258,430	226,500	176,552	233,200	210,100
Finance	1,753,900	1,667,329	1,070,400	550,276	1,116,600	1,298,400
Pet Adoption Center	693,800	692,469	764,500	349,347	684,300	705,500
Police	596,400	571,549	717,300	313,261	717,300	936,000
Municipal Court	6,352,500	6,559,862	6,499,200	3,009,517	6,169,500	6,762,300
Planning & Development	984,300	1,045,252	1,073,300	493,485	1,056,400	1,052,900
Code Enforcement	376,100	356,091	361,600	172,777	352,200	370,900
Fire & EMS Operations	606,500	582,149	601,900	320,332	555,300	547,200
Information Technology	4,279,200	4,386,019	4,593,500	2,383,687	4,730,300	4,951,400
Library	0	0	556,700	322,647	531,278	583,500
Activity Center	711,800	687,089	743,400	355,421	738,600	752,700
Parks & Recreation	0	0	312,000	140,010	308,900	280,900
Streets	2,410,100	2,356,004	2,108,000	996,647	2,059,700	1,961,900
Maintenance	1,164,600	1,134,268	1,205,800	560,564	1,195,600	1,217,400
Reserve for Personnel	265,700	237,760	296,500	126,107	290,400	265,300
Reimbursement:	10,000	6,192	8,000	4,812	15,100	15,000
Seton Medical Center	589,000	574,907	575,000	574,746	574,700	575,000
Transfer to Fixed Assets	(763,700)	(1,274,856)	(794,900)	(313,074)	(598,578)	(855,700)
Transfer to Capital Projects	0	250,000	0	0	1,450,000	0
Transfer to Debt Service	100,000	100,000	0	0	75,000	0
<b>GRAND TOTAL</b>	<b>20,400,900</b>	<b>20,190,514</b>	<b>20,918,700</b>	<b>10,537,114</b>	<b>22,255,800</b>	<b>21,630,700</b>







**DEBT SERVICE**

## **BONDED DEBT / DEBT SERVICE FUND**

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 debt obligations called "bonds". The difference between a bond and a note payable is that bonds are issued for longer periods and require greater legal formality. Some bonds may also require voter approval.

The City of Harker Heights has two types of bonds outstanding: general obligation and revenue bonds. Detailed bond schedules providing information on each issuance to include the date of issuance, original value of the bond, coupon rate, rating the City had at the time, as well as what the issuance was for begins on page 141.

### **General Obligation Bonds**

General obligation bonds are backed by the full faith and credit of the City; in other words, the bonds are guaranteed by a pledge of taxes.

### **Revenue Bonds**

Revenue bonds are payable from a specific source of revenue and do not affect the tax rate. Revenue bonds typically have a "coverage" requirement pursuant to the particular bond covenants. Coverage is the ratio of net pledged revenues to related debt service for a specific year.

### **Debt Limit**

No direct funded debt limitation is imposed on the City under current State law or the City's Home Rule Charter. Article XI, Section 5 of the Texas Constitution is applicable to the City and limits its maximum ad valorem tax rate of \$2.50 per \$100 assessed valuation for all City purposes. The City operates under a Home Rule Charter which adopts the constitutional provisions.

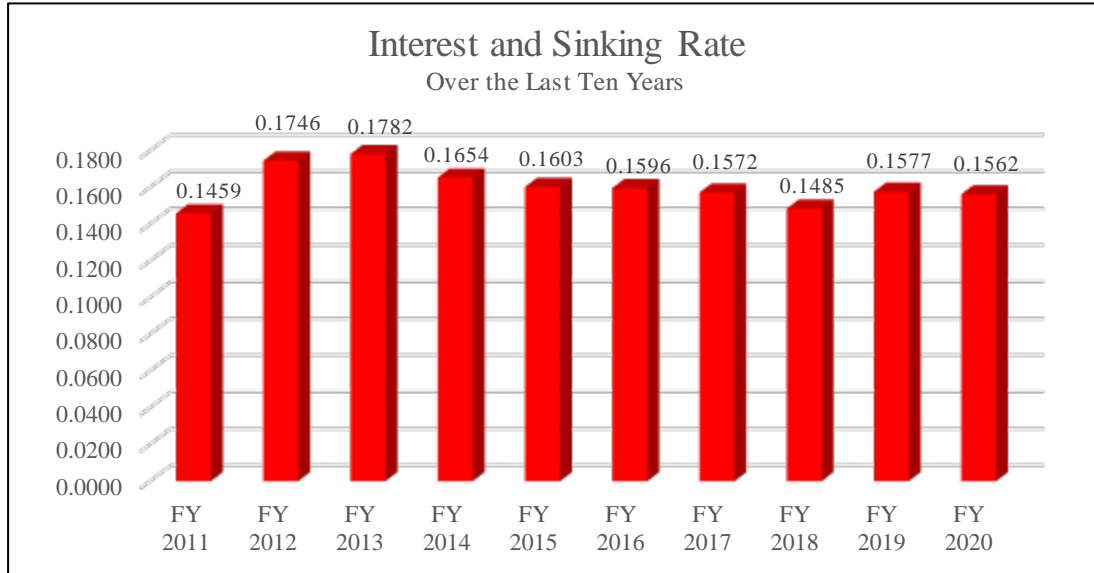
### **Debt Limitation Summary**

• Constitutional Ad Valorem Tax Limitation (per \$100):	\$2.50 per \$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax:	\$1.50 per \$100
• 2019 Certified Taxable Assessed Valuation	\$1,887,441,186
• 2019 Total Tax Rate (per \$100)	\$0.6770
• 2019 I&S Tax Rate (per \$100)	\$0.1562
• Maximum Annual Ad Valorem Tax Debt Service, 2021	\$3,229,781*
• Equivalent I&S Tax Rate Required to Service Maximum Debt:	\$0.1784 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	38.88%

\*Excludes self-supporting debt

**Interest and Sinking Tax Rate**

As discussed in “Trends and Forecasts”, when setting the tax rate, BCAD must consider the amount of debt payment that will be made during the fiscal year in order to determine the Interest and Sinking part of the rate. This rate is what covers the City’s debt payments for the year and will fluctuate even if the tax rate does not.



Although the tax rate has remained \$0.6770 over the last ten years, the I&S rate has fluctuated.

**Property Tax Revenue**

Tax revenue for the Debt Service Fund is calculated similar to the General Fund; by taking the certified taxable value per BCAD of \$1,887,441,186 and using the interest and sinking portion of the tax rate of \$0.1562 per \$100 of taxable value and a collection rate of 96% as follows:

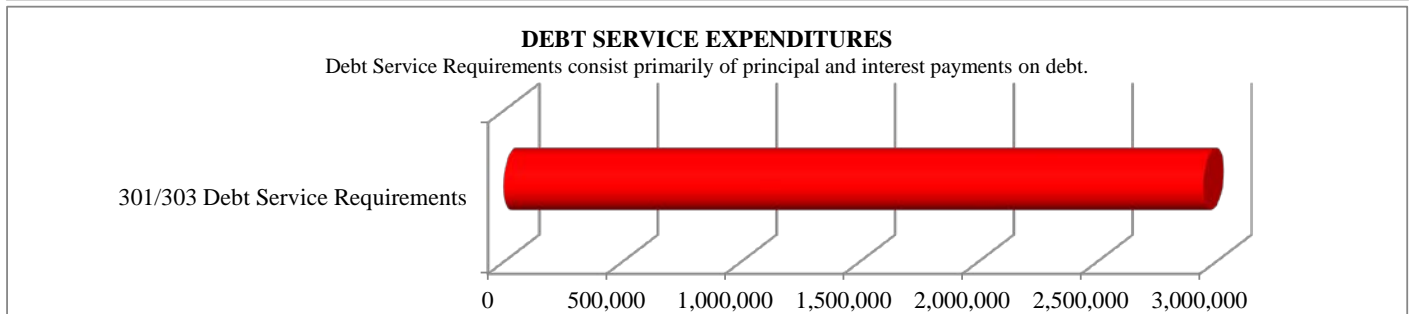
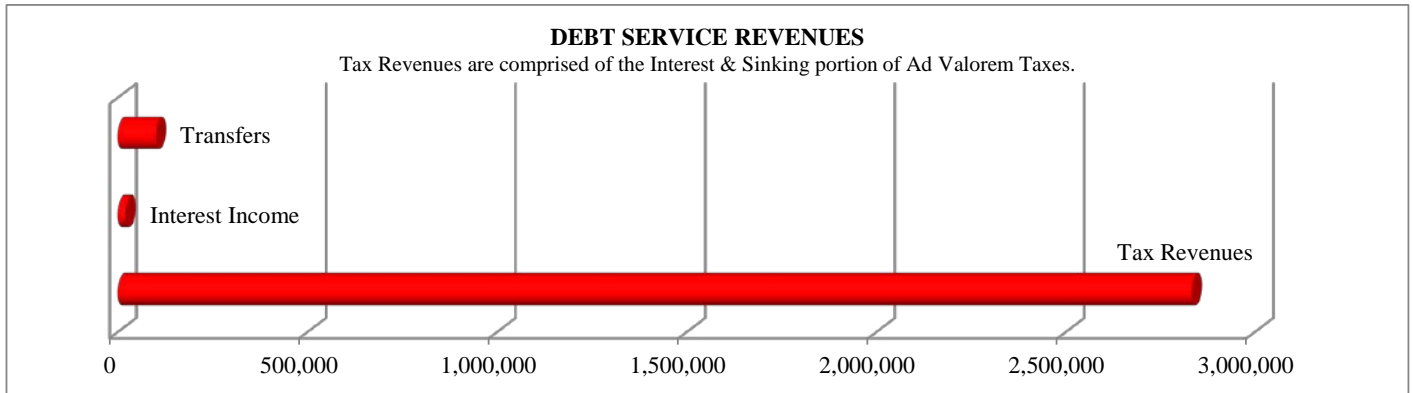
Certified Taxable Value	1,887,441,186
Total Tax Rate per \$100 Valuation	0.6770
Gross Revenues from Taxes	12,777,977
Estimated Percentage of Collections	96%
Estimated Funds from Tax Levy	12,266,858
Estimated Delinquent Tax Collections	12,000
Total Estimated Tax Collections	12,278,858
Interest and Sinking Rate	0.1562
<b>Total Debt Service Fund Revenue</b>	<b>2,833,025</b>

**Credit Rating**

In February 2012, Standard & Poor’s (S&P) raised the City of Harker Heights’ underlying rating from “AA-” to “AA” on our outstanding general obligation debt. In 2019, Standard & Poor’s assigned its “AA” long-term rating to the City’s Series 2019 Combination Tax and Revenue Certificates of Obligation as well as affirmed its “AA” long-term rating and underlying rating on the City’s general obligation debt outstanding. S&P considers the City’s economy to be adequate with a strong city management that has good financial policies and practices. The rating reflects the City’s very strong budgetary flexibility and its overall strong budgetary performance. In Standard & Poor’s opinion, the City has very strong liquidity providing for very strong cash levels to cover debt service and expenditures. For more information, see the Debt Service section of the “Budget at a Glance” on page 16.

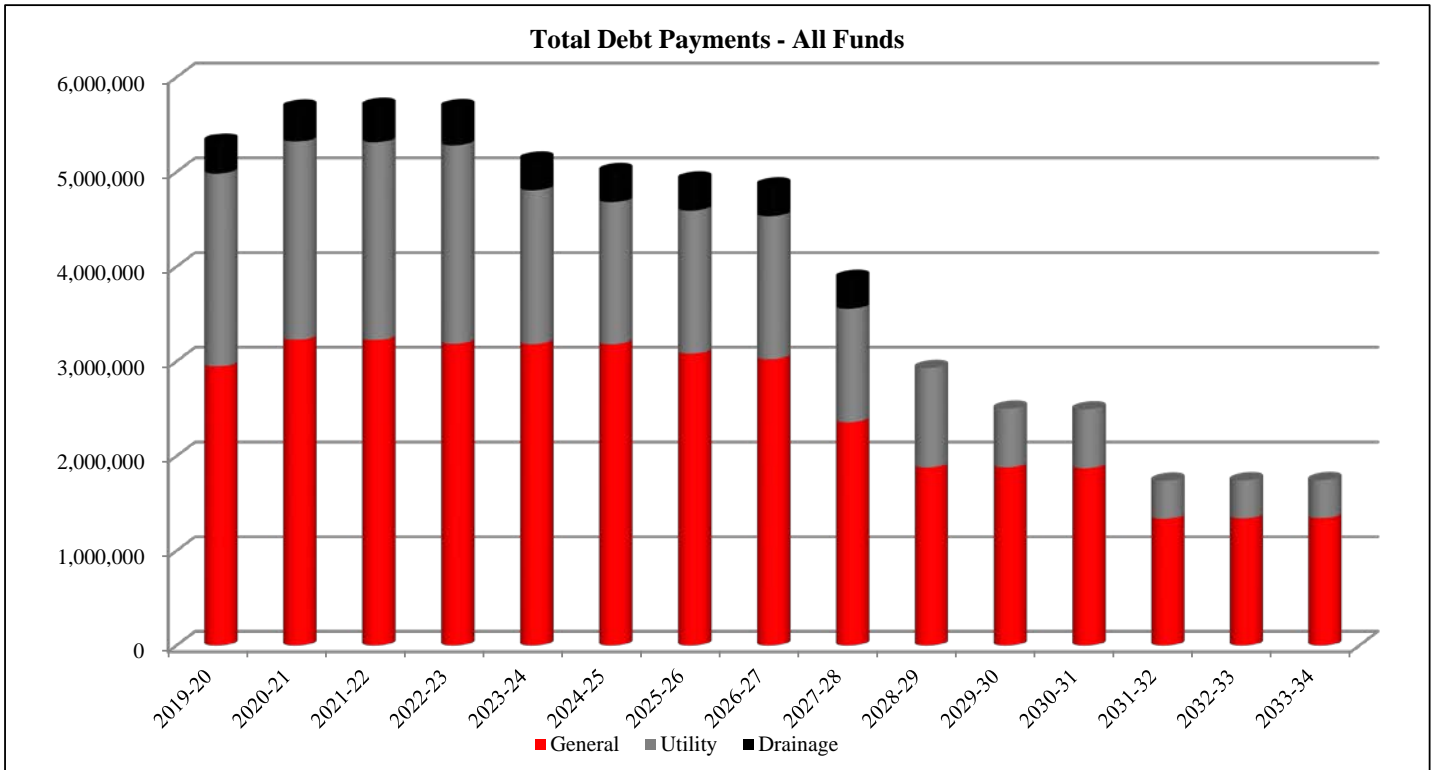
**DEBT SERVICE FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>12,668</b>	<b>190,693</b>	<b>54,493</b>	<b>47,241</b>	<b>47,241</b>	<b>26,941</b>
<b>REVENUES:</b>						
020 Interest Income	8,000	8,526	15,500	9,493	19,000	20,000
021 Miscellaneous Income	0	0	0	1	0	0
200 Gain on Investments	0	0	0	0	0	0
301 Refunding Bonds Issued	0	0	0	0	0	0
700 Tax Revenues	2,577,500	2,578,447	2,743,400	2,700,055	2,743,400	2,833,000
801 Transfer from General Fund	100,000	100,000	0	0	75,000	0
802 Transfer from Utility Fund	100,000	100,000	75,000	0	75,000	100,000
803 Transfer from Drainage Fund	0	0	0	0	0	0
805 Transfer from Bond Fund	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>2,785,500</b>	<b>2,786,973</b>	<b>2,833,900</b>	<b>2,709,549</b>	<b>2,912,400</b>	<b>2,953,000</b>
<b>EXPENDITURES:</b>						
084 BCAD Fees	30,200	29,214	30,000	15,535	31,100	31,000
301/303 Debt Service Requirements	2,751,500	2,726,211	2,855,700	577,022	2,901,600	2,948,400
305 Refunded Bond Escrow	0	0	0	0	0	0
320 Bond Issuance Cost	0	0	0	0	0	0
802 Transfer to Utility Fund	0	175,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>2,781,700</b>	<b>2,930,425</b>	<b>2,885,700</b>	<b>592,557</b>	<b>2,932,700</b>	<b>2,979,400</b>
<b>INCREASE/DECREASE</b>	<b>3,800</b>	<b>(143,452)</b>	<b>(51,800)</b>	<b>2,116,992</b>	<b>(20,300)</b>	<b>(26,400)</b>
<b>ENDING FUND BALANCE</b>	<b>16,468</b>	<b>47,241</b>	<b>2,693</b>	<b>2,164,233</b>	<b>26,941</b>	<b>541</b>



**City of Harker Heights  
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019-20	1,869,747	1,078,643	2,948,390	1,484,242	553,576	2,037,818	206,010	132,968	338,978
2020-21	2,209,222	1,020,559	3,229,781	1,577,665	514,262	2,091,927	238,114	125,895	364,009
2021-22	2,276,064	950,101	3,226,165	1,623,192	464,669	2,087,861	270,744	117,800	388,544
2022-23	2,310,538	877,395	3,187,933	1,681,614	413,608	2,095,222	297,848	108,666	406,514
2023-24	2,390,000	795,201	3,185,201	1,265,000	356,970	1,621,970	230,000	98,719	328,719
2024-25	2,475,000	708,470	3,183,470	1,190,000	308,660	1,498,660	240,000	90,748	330,748
2025-26	2,460,000	622,477	3,082,477	1,245,000	265,430	1,510,430	250,000	82,417	332,417
2026-27	2,495,000	531,091	3,026,091	1,290,000	217,455	1,507,455	255,000	73,727	328,727
2027-28	1,920,000	438,322	2,358,322	1,030,000	167,803	1,197,803	265,000	64,828	329,828
2028-29	1,510,000	370,882	1,880,882	920,000	129,340	1,049,340	160,000	55,569	215,569
2029-30	1,560,000	321,283	1,881,283	525,000	95,730	620,730	165,000	50,769	215,769
2030-31	1,605,000	268,000	1,873,000	545,000	77,095	622,095	170,000	45,819	215,819
2031-32	1,125,000	213,100	1,338,100	345,000	57,685	402,685	175,000	40,719	215,719
2032-33	1,165,000	177,740	1,342,740	355,000	46,433	401,433	180,000	35,469	215,469
2033-34	1,205,000	141,095	1,346,095	365,000	34,830	399,830	185,000	30,069	215,069
2034-35	775,000	100,890	875,890	155,000	21,828	176,828	190,000	24,519	214,519
2035-36	795,000	78,150	873,150	160,000	17,283	177,283	195,000	18,819	213,819
2036-37	825,000	53,831	878,831	160,000	12,250	172,250	205,000	12,969	217,969
2037-38	480,000	26,569	506,569	95,000	6,825	101,825	210,000	6,563	216,563
2038-39	300,000	10,500	310,500	100,000	3,500	103,500	0	0	0
<b>31,750,571</b>	<b>8,784,299</b>	<b>40,534,870</b>	<b>16,111,713</b>	<b>3,765,232</b>	<b>19,876,945</b>	<b>4,087,716</b>	<b>1,217,052</b>	<b>5,304,768</b>	



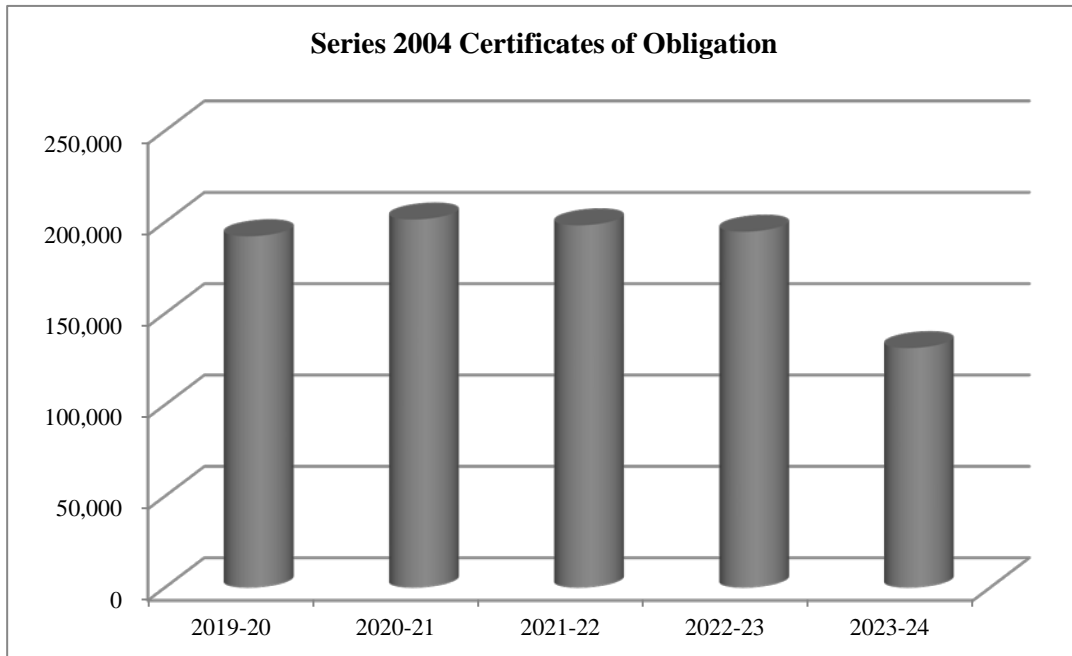
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2004**

Dated: October 1, 2004  
Original Value: \$2,000,000  
Coupon Rate: 3.980% - 4.837%  
Ratings at Issuance: "BBB+" Standard and Poor's

**UTILITY**

Fiscal Year	Principal	Interest	Total
2019-20	160,000	32,238	192,238
2020-21	170,000	31,442	201,442
2021-22	175,000	23,219	198,219
2022-23	180,000	14,754	194,754
2023-24	125,000	6,047	131,047
	<b>810,000</b>	<b>107,700</b>	<b>917,700</b>

Water and Sewer Improvements to include:  
New Water Mains  
Water Line Extensions  
Water Line Rehab and Repair  
Sewer Line Improvements



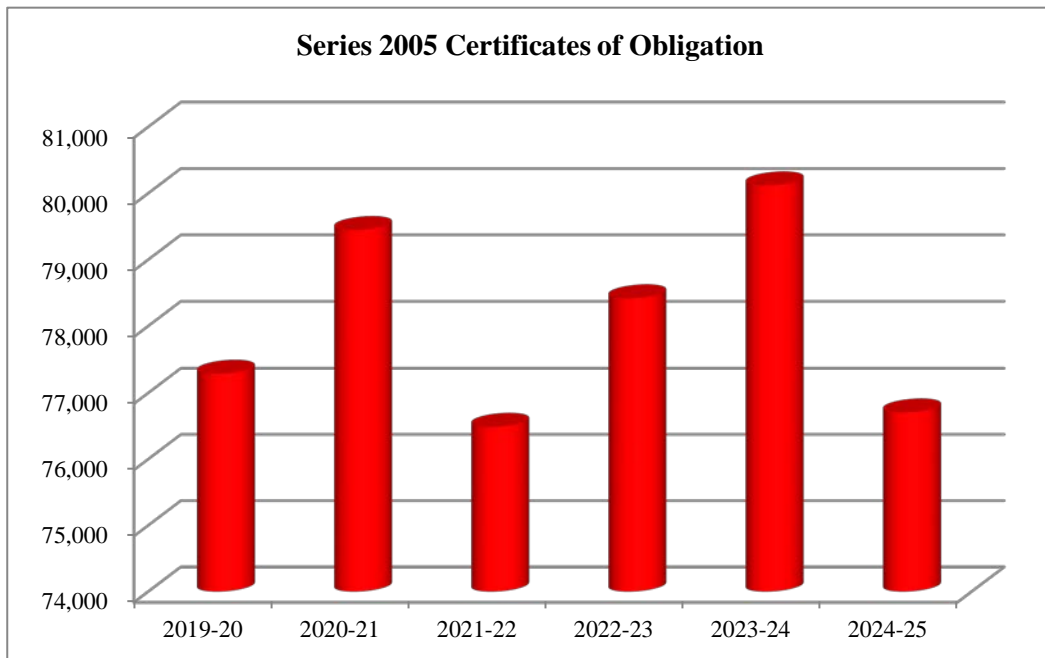
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2005**

Dated: May 1, 2005  
Original Value: \$1,000,000  
Coupon Rate: 4.550%  
Ratings at Issuance: "A-" Standard and Poor's

**GENERAL**

Fiscal Year	Principal	Interest	Total
2019-20	60,000	17,290	77,290
2020-21	65,000	14,446	79,446
2021-22	65,000	11,489	76,489
2022-23	70,000	8,418	78,418
2023-24	75,000	5,119	80,119
2024-25	75,000	1,706	76,706
	<b>410,000</b>	<b>58,468</b>	<b>468,468</b>

Construction of:  
New Police Building  
Library/Community Center Building  
Senior Citizens' Building  
Recreation Center  
and land purchases relating thereto



**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2008**

Dated: October 1, 2008  
Original Value: \$9,500,000  
Coupon Rate: 4.190%

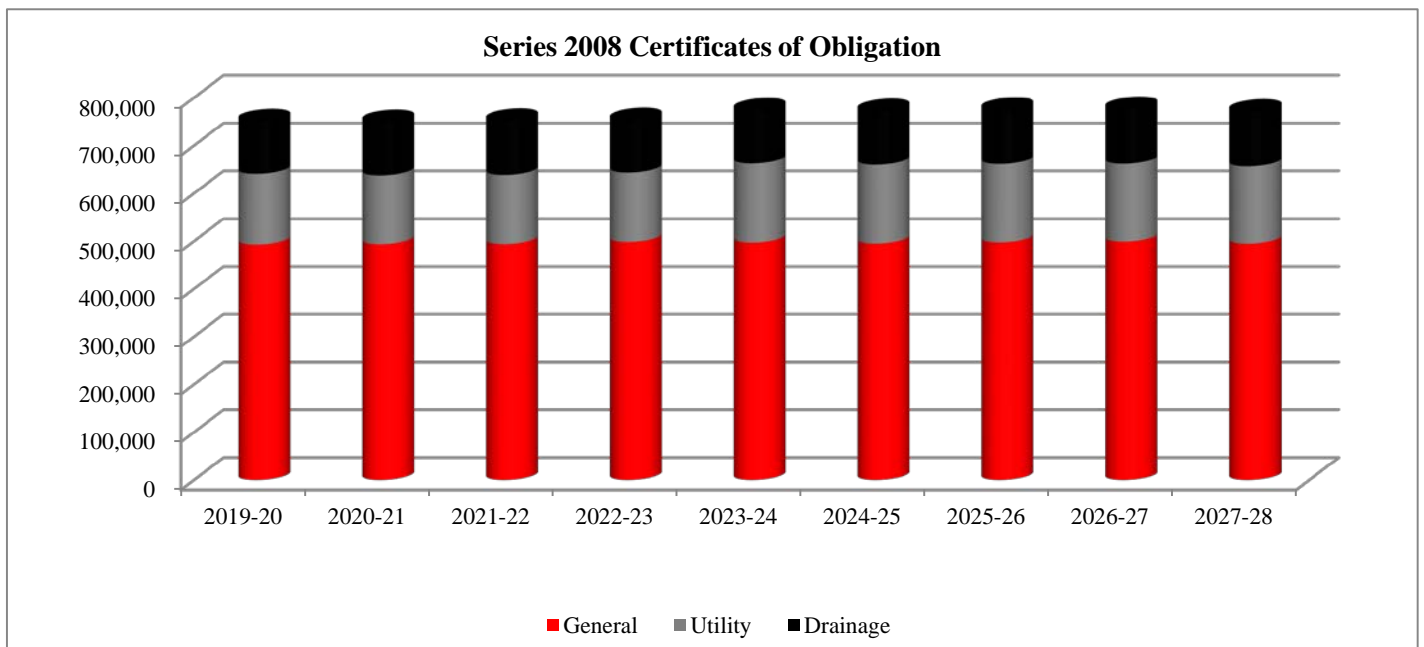
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019-20	340,000	153,145	493,145	100,000	47,766	147,766	75,000	34,568	109,568
2020-21	355,000	138,899	493,899	100,000	43,576	143,576	80,000	31,425	111,425
2021-22	370,000	124,024	494,024	105,000	39,386	144,386	85,000	28,073	113,073
2022-23	390,000	108,521	498,521	110,000	34,986	144,986	85,000	24,512	109,512
2023-24	405,000	92,180	497,180	135,000	30,378	165,378	90,000	20,950	110,950
2024-25	420,000	75,211	495,211	140,000	24,721	164,721	95,000	17,179	112,179
2025-26	440,000	57,612	497,612	145,000	18,855	163,855	100,000	13,198	113,198
2026-27	460,000	39,176	499,176	150,000	12,780	162,780	105,000	9,008	114,008
2027-28	475,000	19,902	494,902	155,000	6,495	161,495	110,000	4,609	114,609
	<b>3,655,000</b>	<b>808,670</b>	<b>4,463,670</b>	<b>1,140,000</b>	<b>258,943</b>	<b>1,398,943</b>	<b>825,000</b>	<b>183,522</b>	<b>1,008,522</b>

City Hall Annex  
Athletic Complex Phase 2  
Park Projects  
Street Projects

Water Main Improvements  
Waterline Extensions  
Sewer Rehabilitation

Residential Drainage Projects





**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2011**

Dated: March 1, 2011

Original Value: \$8,000,000

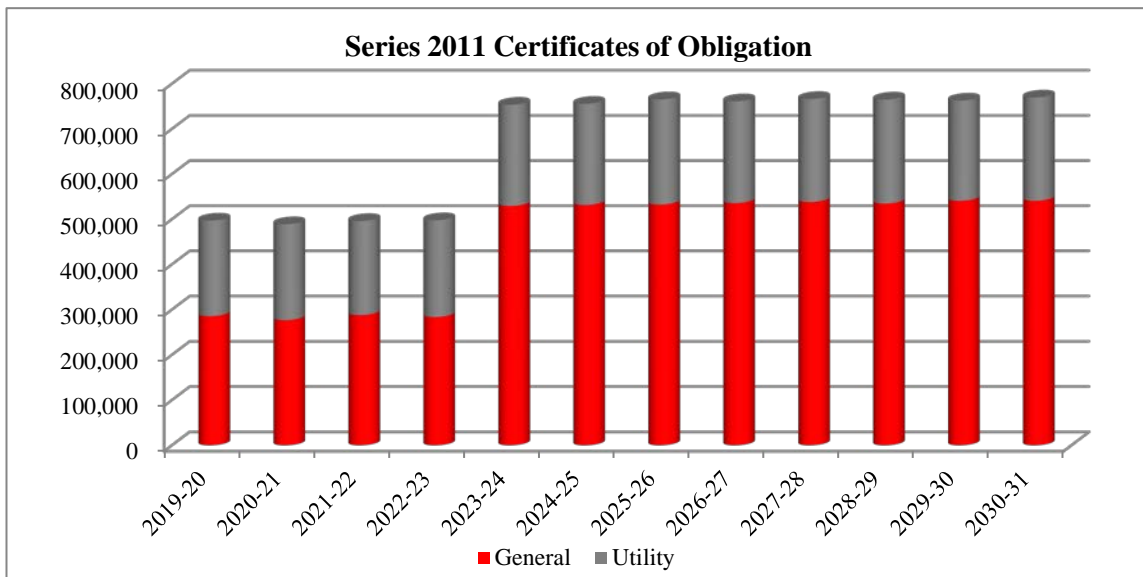
Coupon Rate: 2.000% - 4.000%

Ratings at Issuance: "AA-" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	130,000	155,675	285,675	135,000	76,250	211,250
2020-21	125,000	151,775	276,775	140,000	72,200	212,200
2021-22	140,000	148,025	288,025	140,000	68,000	208,000
2022-23	140,000	143,825	283,825	150,000	63,800	213,800
2023-24	390,000	139,450	529,450	165,000	59,113	224,113
2024-25	405,000	126,775	531,775	170,000	53,750	223,750
2025-26	420,000	112,600	532,600	185,000	47,800	232,800
2026-27	440,000	95,800	535,800	185,000	40,400	225,400
2027-28	460,000	78,200	538,200	195,000	33,000	228,000
2028-29	475,000	59,800	534,800	205,000	25,200	230,200
2029-30	500,000	40,800	540,800	205,000	17,000	222,000
2030-31	520,000	20,800	540,800	220,000	8,800	228,800
	<b>4,145,000</b>	<b>1,273,525</b>	<b>5,418,525</b>	<b>2,095,000</b>	<b>565,313</b>	<b>2,660,313</b>

Street, Road & Highway Improvements  
Park Project Improvements

Water & Sewer System Improvements

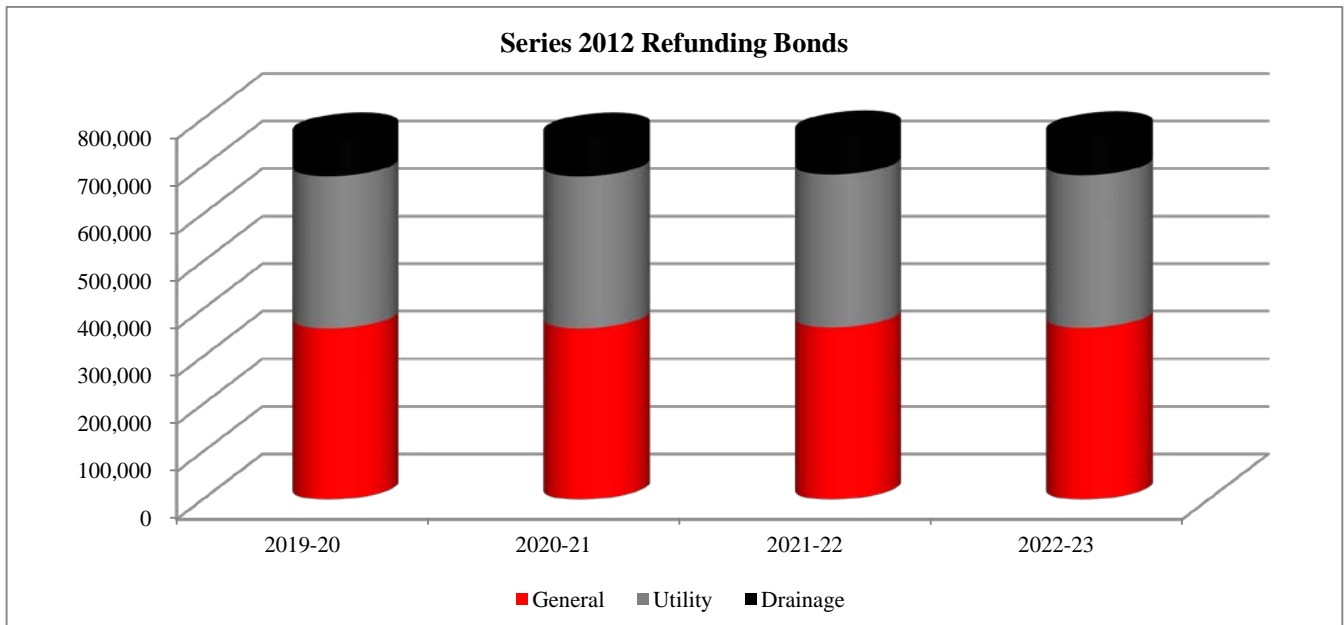


**General Obligation  
Refunding Bonds  
Series 2012**

Dated: February 1, 2012  
Original Value: \$6,250,000  
Coupon Rate: 0.350% - 3.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019-20	319,747	40,218	359,965	284,242	35,752	319,994	71,010	8,931	79,941
2020-21	329,222	30,624	359,846	292,665	27,224	319,889	73,114	6,801	79,915
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,348	320,962	77,848	2,335	80,183
	<b>1,340,571</b>	<b>102,106</b>	<b>1,442,677</b>	<b>1,191,713</b>	<b>90,768</b>	<b>1,282,481</b>	<b>297,716</b>	<b>22,675</b>	<b>320,391</b>

Advance Refunding on Outstanding Series 1999 Refunding Bonds  
Partial Refunding of Series 2003 Certificates of Obligations and  
Series 2003A General Obligation Refunding Bonds

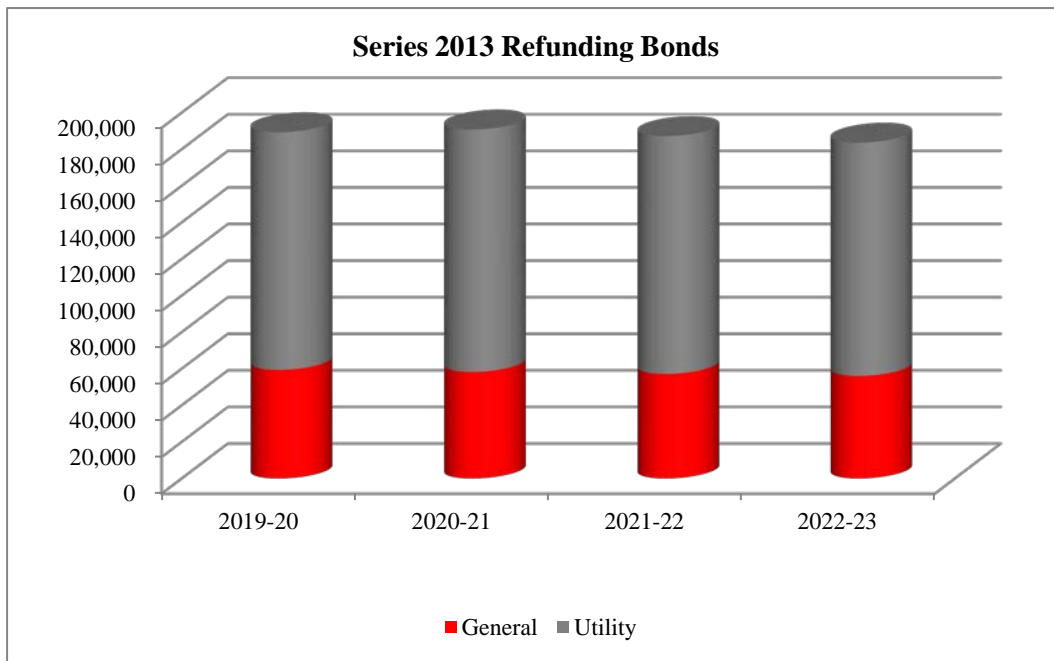


**General Obligation  
Refunding Bonds  
Series 2013**

Dated: May 15, 2013  
Original Value: \$1,460,000  
Coupon Rate: 1.500% - 2.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	55,000	4,400	59,400	120,000	9,900	129,900
2020-21	55,000	3,300	58,300	125,000	7,500	132,500
2021-22	55,000	2,200	57,200	125,000	5,000	130,000
2022-23	55,000	1,100	56,100	125,000	2,500	127,500
	<b>220,000</b>	<b>11,000</b>	<b>231,000</b>	<b>495,000</b>	<b>24,900</b>	<b>519,900</b>

Refinance of the Series 2003 Certificates of Obligations and  
Series 2003A General Obligation Refunding Bonds



**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2014**

Dated: January 15, 2014

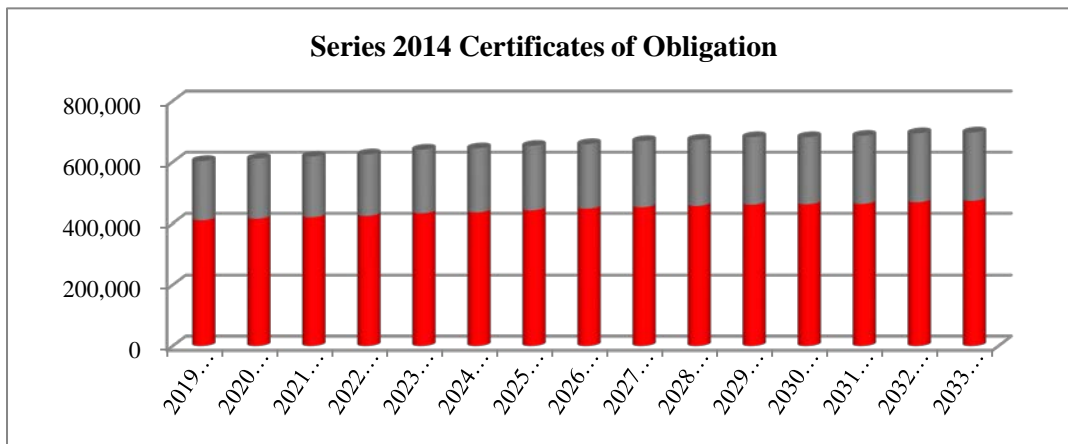
Original Value: \$9,000,000

Coupon Rate: 1.500% - 4.000%

Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	255,000	154,700	409,700	120,000	73,794	193,794
2020-21	265,000	149,600	414,600	125,000	71,394	196,394
2021-22	275,000	144,300	419,300	130,000	68,894	198,894
2022-23	285,000	138,800	423,800	135,000	66,294	201,294
2023-24	300,000	132,387	432,387	145,000	63,256	208,256
2024-25	310,000	125,263	435,263	150,000	59,813	209,813
2025-26	325,000	117,125	442,125	155,000	55,875	210,875
2026-27	340,000	107,375	447,375	160,000	51,225	211,225
2027-28	355,000	97,175	452,175	170,000	46,425	216,425
2028-29	370,000	86,525	456,525	175,000	41,325	216,325
2029-30	385,000	75,425	460,425	185,000	36,075	221,075
2030-31	400,000	61,950	461,950	190,000	29,600	219,600
2031-32	415,000	47,950	462,950	200,000	22,950	222,950
2032-33	435,000	33,425	468,425	210,000	15,950	225,950
2033-34	455,000	18,200	473,200	215,000	8,600	223,600
	<b>5,170,000</b>	<b>1,490,200</b>	<b>6,660,200</b>	<b>2,465,000</b>	<b>711,470</b>	<b>3,176,470</b>

Street & Road Improvements
Water & Sewer System Improvements  
City Hall Expansion/Renovation  
Park Projects

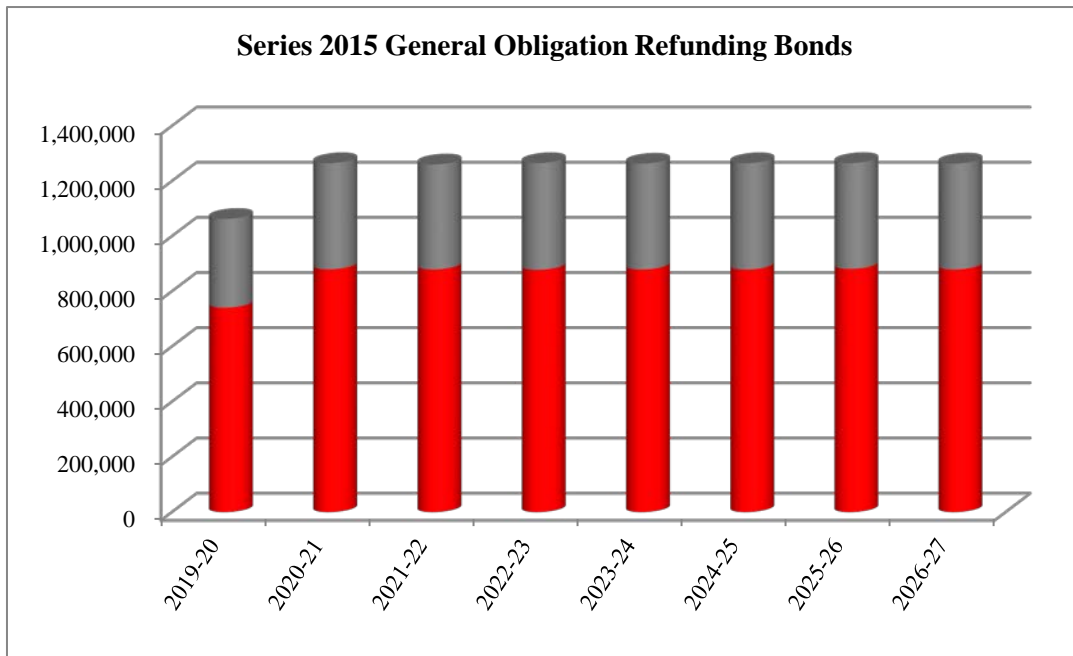


**General Obligation  
Refunding Bonds  
Series 2015**

Dated: February 15, 2015  
Original Value: \$8,400,000  
Coupon Rate: 3.000% - 4.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	530,000	210,675	740,675	230,000	92,125	322,125
2020-21	685,000	194,775	879,775	300,000	85,225	385,225
2021-22	705,000	174,225	879,225	305,000	76,225	381,225
2022-23	725,000	153,075	878,075	320,000	67,075	387,075
2023-24	755,000	124,075	879,075	330,000	54,275	384,275
2024-25	785,000	93,875	878,875	345,000	41,075	386,075
2025-26	815,000	66,400	881,400	355,000	29,000	384,000
2026-27	845,000	33,800	878,800	370,000	14,800	384,800
	<b>5,845,000</b>	<b>1,050,900</b>	<b>6,895,900</b>	<b>2,555,000</b>	<b>459,800</b>	<b>3,014,800</b>

Partial refinance of the Series 2006 Combination Tax and Utility  
System Revenue Certificates of Obligation.

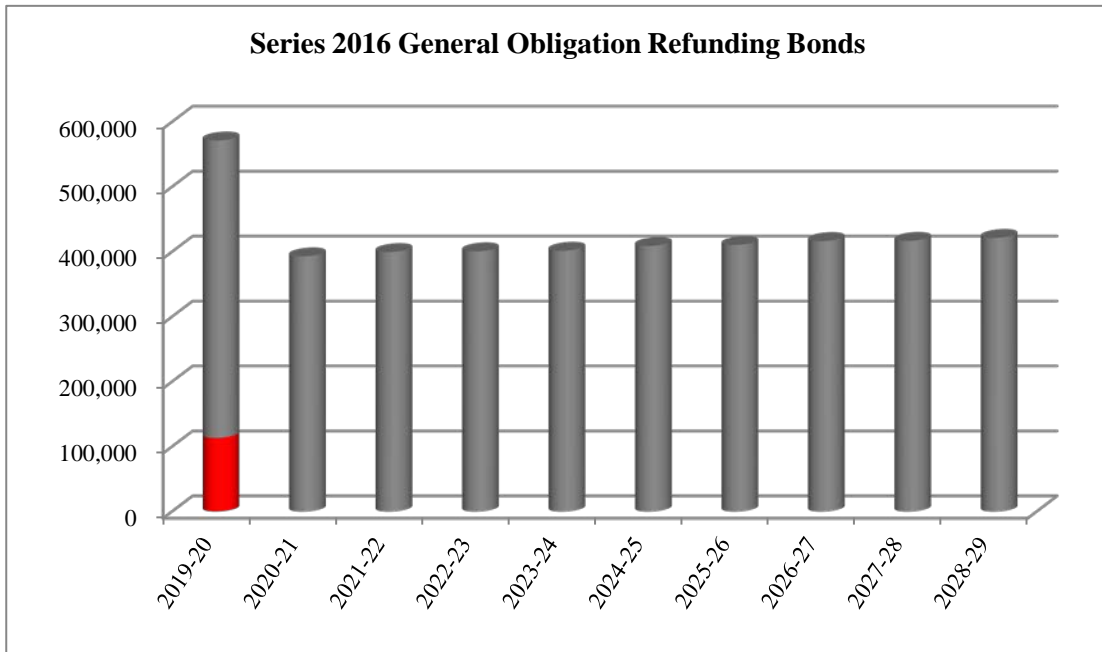


**General Obligation  
Refunding Bonds  
Series 2016**

Dated: March 1, 2016  
Original Value: \$6,470,000  
Coupon Rate: 2.000% - 4.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	110,000	3,300	113,300	335,000	122,850	457,850
2020-21				280,000	112,800	392,800
2021-22				295,000	104,400	399,400
2022-23				305,000	95,550	400,550
2023-24				315,000	86,400	401,400
2024-25				335,000	73,800	408,800
2025-26				350,000	60,400	410,400
2026-27				370,000	46,400	416,400
2027-28				385,000	31,600	416,600
2028-29				405,000	16,200	421,200
	<b>110,000</b>	<b>3,300</b>	<b>113,300</b>	<b>3,375,000</b>	<b>750,400</b>	<b>4,125,400</b>

Refinance the Series 2006 and Series 2009 Combination Tax and Utility  
System Revenue Certificates of Obligation.



**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2017**

Dated: December 1, 2016

Original Value: \$5,915,000

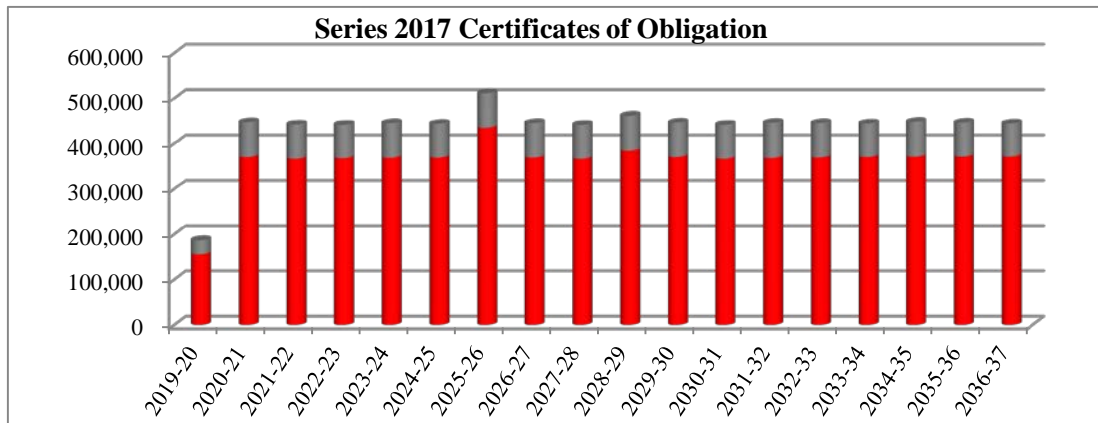
Coupon Rate: 3.250% - 4.000%

Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20		155,715	155,715		31,138	31,138
2020-21	215,000	155,715	370,715	45,000	31,138	76,138
2021-22	220,000	147,115	367,115	45,000	29,338	74,338
2022-23	230,000	138,315	368,315	45,000	27,538	72,538
2023-24	240,000	129,115	369,115	50,000	25,738	75,738
2024-25	250,000	119,515	369,515	50,000	23,738	73,738
2025-26	325,000	109,515	434,515	55,000	21,737	76,737
2026-27	270,000	99,765	369,765	55,000	20,087	75,087
2027-28	275,000	92,070	367,070	55,000	18,520	73,520
2028-29	300,000	84,232	384,232	60,000	16,952	76,952
2029-30	295,000	75,683	370,683	60,000	15,242	75,242
2030-31	300,000	67,275	367,275	60,000	13,532	73,532
2031-32	310,000	58,725	368,725	65,000	11,822	76,822
2032-33	320,000	49,890	369,890	65,000	9,970	74,970
2033-34	330,000	40,770	370,770	65,000	8,117	73,117
2034-35	340,000	31,365	371,365	70,000	6,265	76,265
2035-36	350,000	21,675	371,675	70,000	4,270	74,270
2036-37	360,000	11,700	371,700	70,000	2,275	72,275
	<b>4,930,000</b>	<b>1,588,155</b>	<b>6,518,155</b>	<b>985,000</b>	<b>317,417</b>	<b>1,302,417</b>

Water & Sewer System Improvements  
Fire Station Renovation

Park Project Improvements  
Pet Adoption Center Renovation



**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2018**

Dated: January 23, 2018

Original Value: \$6,000,000

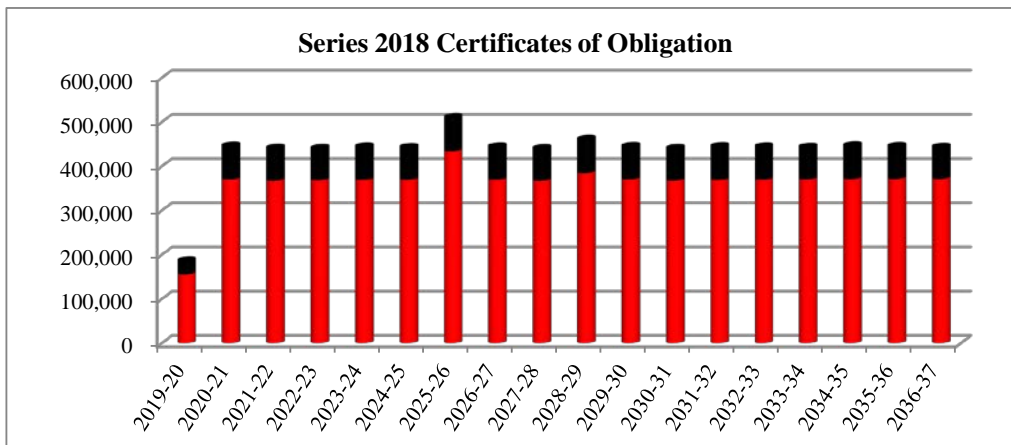
Coupon Rate: 3.000% - 3.125%

Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total
2019-20	70,000	88,231	158,231	60,000	89,469	149,469
2020-21	115,000	86,131	201,131	85,000	87,669	172,669
2021-22	105,000	82,681	187,681	110,000	85,119	195,119
2022-23	65,000	79,531	144,531	135,000	81,819	216,819
2023-24	225,000	77,581	302,581	140,000	77,769	217,769
2024-25	230,000	70,831	300,831	145,000	73,569	218,569
2025-26	135,000	63,931	198,931	150,000	69,219	219,219
2026-27	140,000	59,881	199,881	150,000	64,719	214,719
2027-28	145,000	55,681	200,681	155,000	60,219	215,219
2028-29	150,000	51,331	201,331	160,000	55,569	215,569
2029-30	155,000	46,831	201,831	165,000	50,769	215,769
2030-31	155,000	42,181	197,181	170,000	45,819	215,819
2031-32	160,000	37,531	197,531	175,000	40,719	215,719
2032-33	165,000	32,731	197,731	180,000	35,469	215,469
2033-34	170,000	27,781	197,781	185,000	30,069	215,069
2034-35	175,000	22,681	197,681	190,000	24,519	214,519
2035-36	180,000	17,431	197,431	195,000	18,819	213,819
2036-37	190,000	12,031	202,031	205,000	12,969	217,969
2037-38	195,000	6,094	201,094	210,000	6,563	216,563
	<b>2,925,000</b>	<b>961,102</b>	<b>3,886,102</b>	<b>2,965,000</b>	<b>1,010,855</b>	<b>3,975,855</b>

Street Reconstruction/Improvements

Drainage Improvements





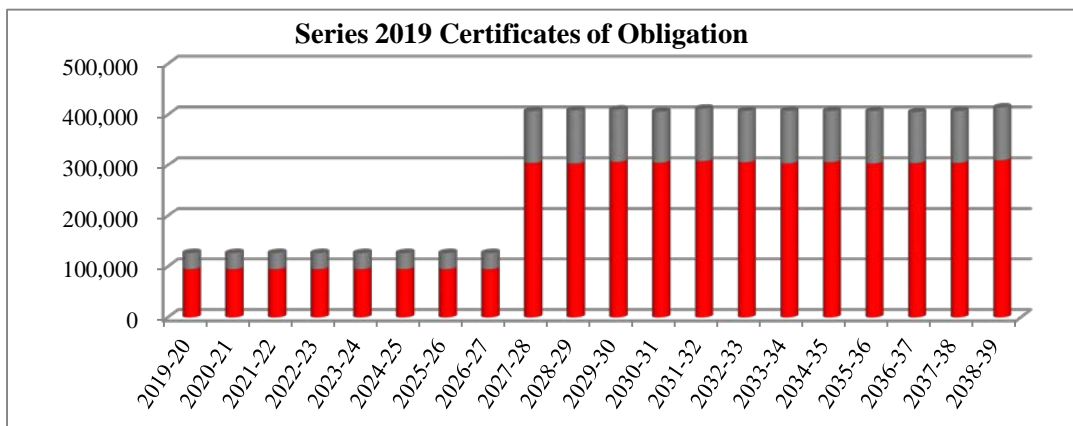
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2019**

Dated: February 21, 2019  
Original Value: \$4,000,000  
Coupon Rate: 3.000% - 3.500%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2019-20		95,294	95,294		31,763	31,763
2020-21		95,294	95,294		31,763	31,763
2021-22		95,294	95,294		31,763	31,763
2022-23		95,294	95,294		31,763	31,763
2023-24		95,294	95,294		31,763	31,763
2024-25		95,294	95,294		31,763	31,763
2025-26		95,294	95,294		31,763	31,763
2026-27		95,294	95,294		31,763	31,763
2027-28	210,000	95,294	305,294	70,000	31,763	101,763
2028-29	215,000	88,994	303,994	75,000	29,663	104,663
2029-30	225,000	82,544	307,544	75,000	27,413	102,413
2030-31	230,000	75,794	305,794	75,000	25,163	100,163
2031-32	240,000	68,894	308,894	80,000	22,913	102,913
2032-33	245,000	61,694	306,694	80,000	20,513	100,513
2033-34	250,000	54,344	304,344	85,000	18,113	103,113
2034-35	260,000	46,844	306,844	85,000	15,563	100,563
2035-36	265,000	39,044	304,044	90,000	13,013	103,013
2036-37	275,000	30,100	305,100	90,000	9,975	99,975
2037-38	285,000	20,475	305,475	95,000	6,825	101,825
2038-39	300,000	10,500	310,500	100,000	3,500	103,500
	<b>3,000,000</b>	<b>1,436,873</b>	<b>4,436,873</b>	<b>1,000,000</b>	<b>478,521</b>	<b>1,478,521</b>

Street Reconstruction/Improvements  
City Building Improvements

Water/Wastewater Improvements  
Waterline Replacement





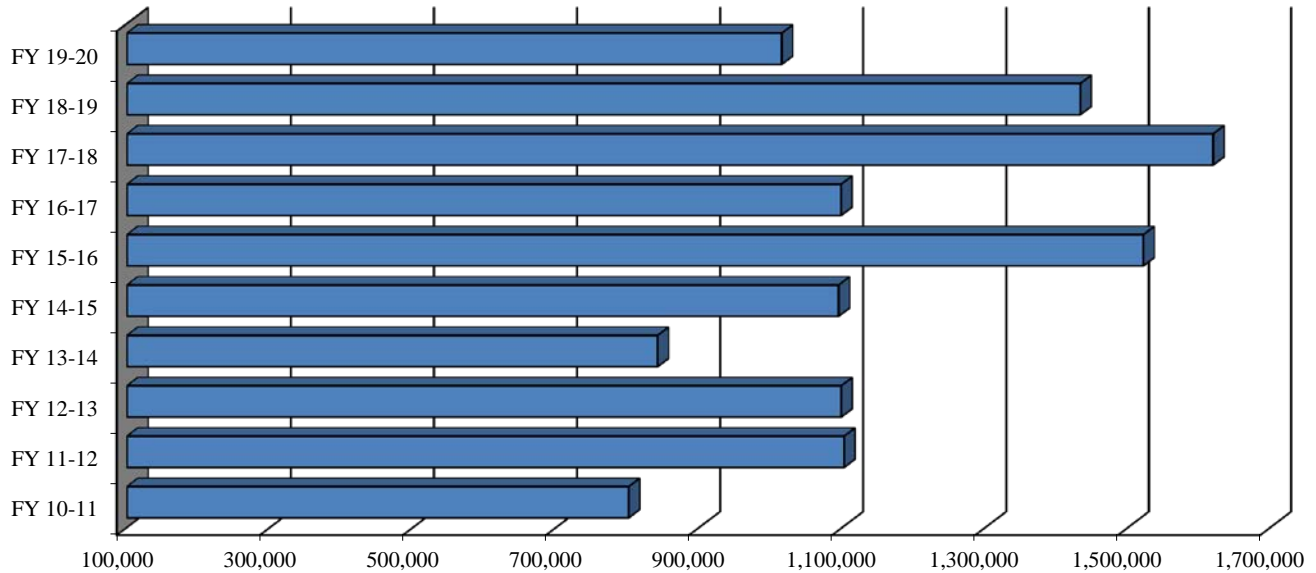
**FIXED ASSET FUND**

**FIXED ASSET FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>464,252</b>	<b>1,226,178</b>	<b>447,965</b>	<b>646,244</b>	<b>646,244</b>	<b>202,964</b>
Transfer from General Fund	0	300,000	0	0	350,000	0
Transfer from Utility Fund	450,000	450,000	400,000	0	400,000	500,000
Transfer from Drainage Fund	150,000	200,000	200,000	25,000	200,000	225,000
Transfer from Sanitation Fund	100,000	75,000	75,000	50,000	0	100,000
Reimb from Restr Courts Fund	14,200	14,544	9,450	5,000	20,000	0
Reimb from Restr PEG Cable Fees	0	0	19,500	0	19,500	0
<b>TOTAL TRANSFERS</b>	<b>714,200</b>	<b>1,039,544</b>	<b>703,950</b>	<b>80,000</b>	<b>989,500</b>	<b>825,000</b>
Fixed Asset Purchases	(1,094,000)	(1,619,478)	(1,082,000)	(437,522)	(1,370,280)	(952,800)
Restricted for Dana Peak Park	0	0	(62,500)	0	(62,500)	(62,500)
<b>TOTAL PURCHASES</b>	<b>(1,094,000)</b>	<b>(1,619,478)</b>	<b>(1,144,500)</b>	<b>(437,522)</b>	<b>(1,432,780)</b>	<b>(1,015,300)</b>
<b>ENDING FUND BALANCE</b>	<b>84,452</b>	<b>646,244</b>	<b>7,415</b>	<b>288,722</b>	<b>202,964</b>	<b>12,664</b>

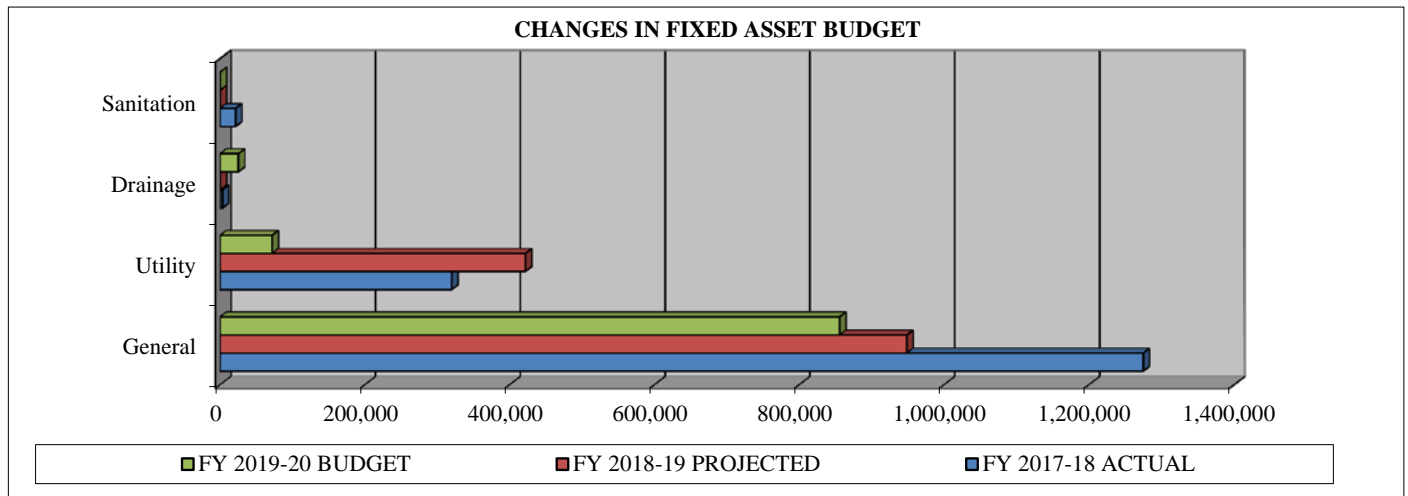
**FIXED ASSET PURCHASES BY FISCAL YEAR**

The 2020 fiscal year budget proposes spending \$417,480 less than the projected amount for 2019.  
The graph below shows fixed asset purchases for the last ten years.



**FIXED ASSETS SUMMARY BY FUND AND DEPARTMENT**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>GENERAL FUND</b>						
City Council	0	0	0	9,395	9,400	0
Administration	179,000	138,618	0	0	23,600	0
Finance	0	0	0	0	0	0
Pet Adoption Center	0	12,944	11,200	0	27,800	42,000
Police	221,800	653,065	262,900	45,952	305,000	226,900
Courts	14,200	52,354	12,500	1,220	45,400	6,800
Planning & Development	0	13,669	0	0	0	0
Code Enforcement	8,000	2,571	0	0	0	0
Fire/EMS Operations	161,500	185,413	214,800	136,248	223,300	352,700
Information Technology	0	0	53,100	43,073	55,878	64,800
Library	90,600	91,553	102,300	43,410	103,200	90,000
Activity Center	0	0	0	0	9,800	4,400
Parks & Recreation	82,900	115,378	64,400	29,864	56,900	23,500
Streets	5,700	5,169	35,300	3,912	48,100	41,000
Maintenance	0	4,122	38,400	0	40,200	3,600
<b>TOTAL GENERAL FUND</b>	<b>763,700</b>	<b>1,274,856</b>	<b>794,900</b>	<b>313,074</b>	<b>948,578</b>	<b>855,700</b>
<b>UTILITY FUND</b>						
Water Administration	0	0	7,200	0	15,400	42,000
Water Operations	135,800	143,806	88,000	5,855	99,400	0
Wastewater Operations	191,400	176,140	191,900	118,593	306,902	29,800
<b>TOTAL UTILITY FUND</b>	<b>327,200</b>	<b>319,946</b>	<b>287,100</b>	<b>124,448</b>	<b>421,702</b>	<b>71,800</b>
<b>DRAINAGE FUND</b>						
Drainage	3,100	3,272	0	0	0	25,300
<b>TOTAL DRAINAGE FUND</b>	<b>3,100</b>	<b>3,272</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,300</b>
<b>SANITATION FUND</b>						
Sanitation	0	21,404	0	0	0	0
<b>TOTAL SANITATION FUND</b>	<b>0</b>	<b>21,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,094,000</b>	<b>1,619,478</b>	<b>1,082,000</b>	<b>437,522</b>	<b>1,370,280</b>	<b>952,800</b>



**FY 2019-2020 FIXED ASSET PURCHASES BY DEPARTMENT**

**PET ADOPTION CENTER**

COBAN Unit Lease	\$	2,000
Cage Replacement - Cat Adoption Room		40,000
		<hr/> 42,000 <hr/>

**POLICE**

(2) Patrol Cars		104,400
COBAN Unit Lease		98,600
(10) Tasers		12,600
Total Station (partially funded by grant)		11,300
		<hr/> 226,900 <hr/>

**COURTS**

COBAN Unit Lease		6,800
		<hr/> 6,800 <hr/>

**FIRE OPERATIONS**

Medic Unit Remount		252,200
Pumper Fire Truck Lease		100,500
		<hr/> 352,700 <hr/>

**INFORMATION TECHNOLOGY**

Computer Lease		42,300
Security Gateway		22,500
		<hr/> 64,800 <hr/>

**LIBRARY**

Books and Processing		90,000
		<hr/> 90,000 <hr/>

**ACTIVITY CENTER**

Accessibility Conversion for Garden Door		4,400
		<hr/> 4,400 <hr/>

**PARKS & RECREATION**

John Deere 3038E Compact Utility Tractor		20,700
Enclosed Trailer		2,800
		<hr/> 23,500 <hr/>

**STREETS**

Vehicle - F250 Crew Cab		37,800
Tommy Lift		3,200
		<hr/> 41,000 <hr/>

**MAINTENANCE**

Extend Fleet Office		3,600
		<hr/> 3,600 <hr/>

**GENERAL FUND SUBTOTAL** **\$ 855,700**

**WATER ADMINISTRATION**

Vehicle - F150 Crew Cab (Public Works)	\$	33,100
Folder/Inserter (Utility Billing)		8,900
		<hr/> 42,000 <hr/>

**WASTEWATER**

Plant Grating		22,800
Influent Exhaust Fan and Grating		7,000
		<hr/> 29,800 <hr/>

**UTILITY FUND SUBTOTAL** **\$ 71,800**

**DRAINAGE**

Brushcutter/Mower	\$	25,300
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**DRAINAGE FUND SUBTOTAL** **\$ 25,300**

**GRAND TOTAL FOR ALL FUNDS** **\$ 952,800**

**FIXED ASSET FUND FORECAST**

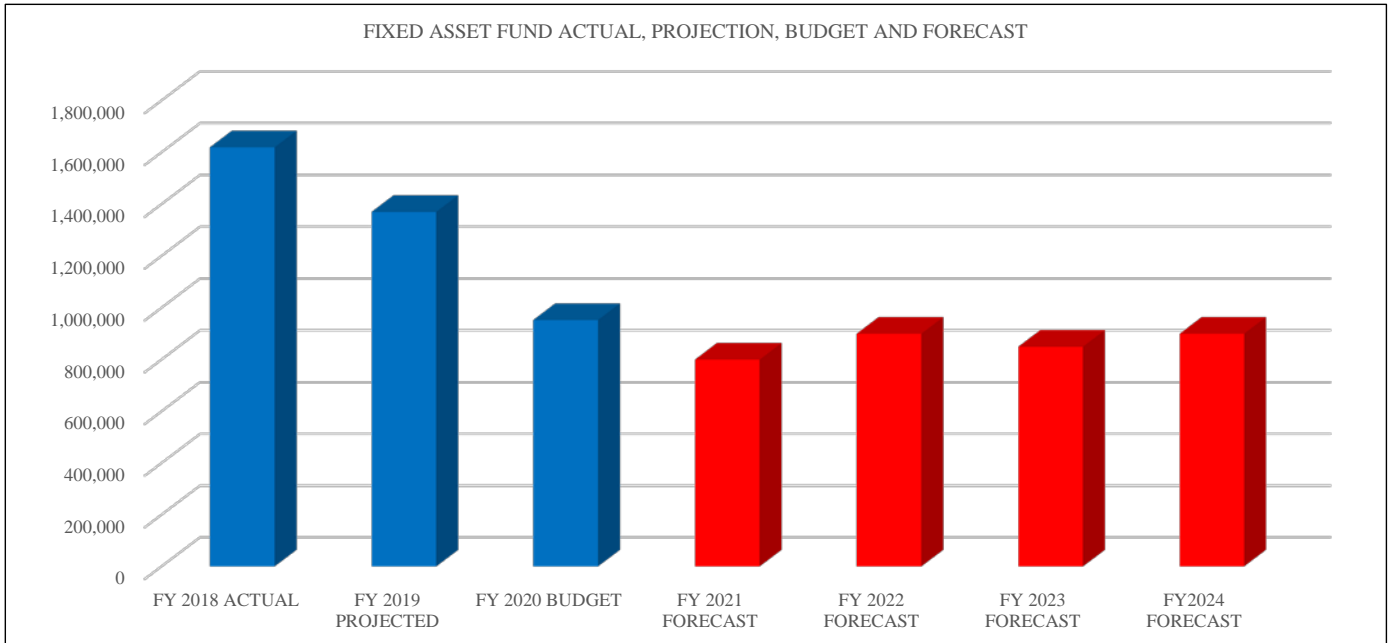
	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 BUDGET</b>	<b>FY 2020-21 FORECAST</b>	<b>FY 2021-22 FORECAST</b>	<b>FY 2022-23 FORECAST</b>	<b>FY 2023-24 FORECAST</b>
<b>BEGINNING FUND BALANCE</b>	1,226,178	646,244	202,964	12,664	12,664	12,664	12,664
Transfer from General Fund	300,000	350,000	0	50,000	75,000	75,000	75,000
Transfer from Utility Fund	450,000	400,000	500,000	500,000	550,000	500,000	500,000
Transfer from Drainage Fund	200,000	200,000	225,000	200,000	200,000	200,000	200,000
Transfer from Sanitation Fund	75,000	0	100,000	50,000	75,000	75,000	125,000
Reimbursement from Restricted Court Funds	14,544	20,000	0	0	0	0	0
Reimbursement from Restricted PEG Cable	0	19,500	0	0	0	0	0
<b>TOTAL TRANSFERS</b>	<b>1,039,544</b>	<b>989,500</b>	<b>825,000</b>	<b>800,000</b>	<b>900,000</b>	<b>850,000</b>	<b>900,000</b>
Fixed Asset Purchases	(1,619,478)	(1,370,280)	(952,800)	(800,000)	(900,000)	(850,000)	(900,000)
Restricted for Dana Peak Park	0	(62,500)	(62,500)	0	0	0	0
<b>TOTAL PURCHASES</b>	<b>(1,619,478)</b>	<b>(1,432,780)</b>	<b>(1,015,300)</b>	<b>(800,000)</b>	<b>(900,000)</b>	<b>(850,000)</b>	<b>(900,000)</b>
<b>ENDING FUND BALANCE</b>	<b>646,244</b>	<b>202,964</b>	<b>12,664</b>	<b>12,664</b>	<b>12,664</b>	<b>12,664</b>	<b>12,664</b>

There are instances where the Fixed Asset Fund is not needed to cover the expense of the City's Fixed Assets. The City has restricted funds that it can only use for certain purposes which allows for saving in the Fixed Asset Fund, in this case.

**Restricted Court Funds** are restricted to specific purposes; the past two years the Municipal Court has concentrated on the technology and security aspects of those restrictions. In FY 2017-18, the City purchased a Jail Video Conference System which allows the judges to do daily magistration of the prisoners at the jail (Restricted Courts - Court Technology Fund). In the 2019 fiscal year, the City purchased security cameras for City Hall (Restricted Courts - Building Security Fund). Corresponding transfers out of the Restricted Court Funds are shown in the Other Funds Section.

**Cable PEG Funds** are also restricted for a specific purpose; the purchase of capital related equipment for "Public, Educational or Government" purposes. In the 2019 fiscal year, the City purchased security cameras installed at Carl Levin Park. These funds are not a budgeted fund but rather a 1% franchise fee paid by cable companies in addition to their 5% franchise fee and must be kept in a separate bank account.

The intent is also to keep the cost of purchases equal to or around the amount of transfers in.



The City forecasts that it'll spend as much as it transfers into the Fixed Asset Fund however, events have occurred making it mandatory to repair or replace equipment or vehicles. (Forecasted amounts are shown in red)

A large, light gray number '11' is centered on the page. Overlaid on the center of the '11' is a large, five-pointed pink star with a halftone dot pattern. The text 'CAPITAL OUTLAY & IMPROVEMENTS' is centered within the star.

**CAPITAL OUTLAY  
& IMPROVEMENTS**

## **CAPITAL IMPROVEMENT PROGRAM**

### **What is a capital improvement program?**

A capital improvement program is a multi-year plan identifying capital projects to be funded during the planning period. Capital improvements are assets which are considered major purchases or improvement programs that generally have a life span of ten or more years or improvements that are not normally funded through the operating budgets.

Capital improvement funds provide for items such as major construction or reconstruction of streets, libraries, parks or the purchase of major equipment. A capital project is major construction, acquisition, or renovation activities. Projects in the plan have included water distribution projects, wastewater collection projects, drainage projects, building improvements, parks projects, and street projects.

The capital improvement program budget is prepared and presented for approval at the same time as the operating budget in order to assess accurately the impact of a project on operating costs. The capital improvement fund is budgeted in a multi-year format however only the current year is formally adopted. The Finance Director projects capital improvement expenses based on the requests made by Department Heads.

### **How is the operating budget impacted by the capital improvement program?**

Capital improvement projects may have an impact on the operating budget in the year the project is started, completed, or even in future years. These costs are typically for personnel, operations, maintenance, debt service payments or transfers to the Capital Improvement Fund. These costs are discussed as part of the operating budget planning process.

Personnel, operations, and maintenance costs typically increase with the addition of a building as the need for additional staff, supplies, electricity, and items to maintain the building are necessary to operate the new facility. These same categories can decrease as improvements are made to the City's infrastructure as the need for overtime and maintenance decrease.

Funding sources are the other operating budget impact of the capital improvement program. The Certificates of Obligations used for funding the projects have annual payments made in February and August through the Utility, Drainage, and/or Debt Service Fund. Projects may also be funded by transfers from the General, Utility, Drainage and/or Sanitation Funds to the Capital Improvement Fund. Grant funds is another funding source however these funds do not have an operating budget impact because the funding is received by the City or reimbursed to the City to cover the costs incurred.

### **Capital Improvement Summaries and Detail**

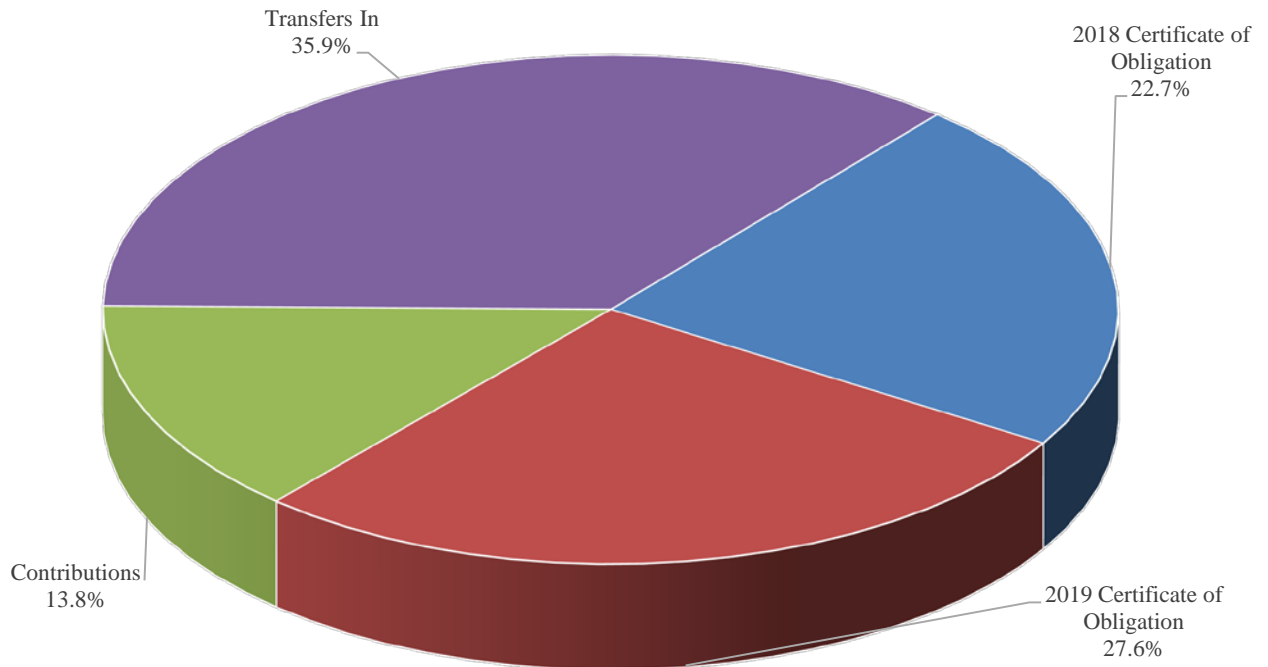
Following is a project summary listing major capital projects planned for the City along with their budgets. This is followed by a summary of the operating budget impact for each project. A detailed summary of each project is also included which provides a description of the project, the funding source(s) of the project, project appropriations and further details the operating budget impact.



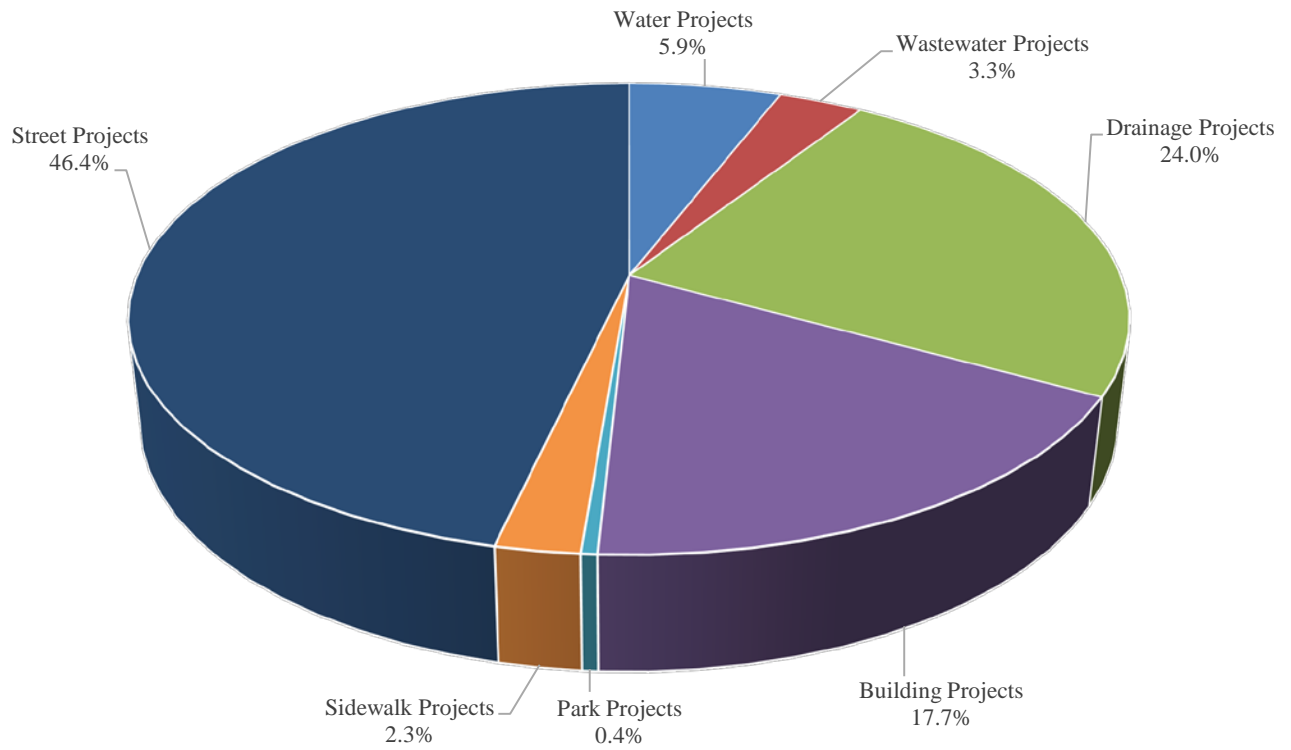
**CAPITAL IMPROVEMENT PROJECT SUMMARY**

	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
<b>WATER PROJECTS</b>							
Water Main Improvements	258,880	19,100	8,200	0	0	0	0
Rattlesnake Road Waterline Replacement	0	100,000	147,900	0	0	0	0
Beeline Drive Waterline Replacement	0	0	490,200	0	0	0	0
<b>TOTAL WATER PROJECTS</b>	<b>258,880</b>	<b>119,100</b>	<b>646,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WASTEWATER PROJECTS</b>							
Sewer Rehabilitation/Improvements	1,093,118	42,000	250,000	250,000	250,000	250,000	250,000
Trimmier Creek Lift Station Iron Chloride Dosing System	0	15,000	110,000	0	0	0	0
<b>TOTAL WASTEWATER PROJECTS</b>	<b>1,093,118</b>	<b>57,000</b>	<b>360,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>DRAINAGE PROJECTS</b>							
Drainage Master Plan #2	251,895	261,600	1,162,600	0	0	0	0
Drainage Master Plan #1	0	20,000	1,031,200	0	0	0	0
Roy Reynolds Bridge Abutment Stabilization Project	0	0	124,000	0	0	0	0
Jorgette Drive Bank Stabilization	0	0	120,000	0	0	0	0
Pinewood Erosion Project (Retaining Wall)	0	0	204,000	0	0	0	0
<b>TOTAL DRAINAGE PROJECTS</b>	<b>251,895</b>	<b>281,600</b>	<b>2,641,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUILDING PROJECTS</b>							
Fire Station #2 Renovation	0	194,000	1,765,400	0	0	0	0
Remodel City Council Chambers	0	0	30,000	0	0	0	0
New Roof - Wellness Center at Central Fire Station	0	0	35,400	0	0	0	0
Demo and Replace Pavement at Central Fire Station	0	0	124,900	0	0	0	0
<b>TOTAL BUILDING PROJECTS</b>	<b>0</b>	<b>194,000</b>	<b>1,955,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PARK PROJECTS</b>							
Park Improvements	327,324	40,000	50,000	50,000	50,000	100,000	100,000
<b>TOTAL PARK PROJECTS</b>	<b>327,324</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>
<b>SIDEWALK PROJECTS</b>							
Sidewalk - Prospector Trail to Vineyard Trail	0	0	255,100	255,100	0	0	0
<b>TOTAL SIDEWALK PROJECTS</b>	<b>0</b>	<b>0</b>	<b>255,100</b>	<b>255,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STREET PROJECTS</b>							
Warrior's Path Street Reconstruction (ROW)	33,600	218,000	3,153,400	0	0	0	0
Mountain Lion to Pontiac Drainage Flume Reconstruction	3,500	500	64,900	0	0	0	0
FY 2019 Miscellaneous Street Projects	0	346,900	897,400	0	0	0	0
FY 2020 Miscellaneous Street Projects	0	0	1,000,000	0	0	0	0
<b>TOTAL STREET PROJECTS</b>	<b>37,100</b>	<b>565,400</b>	<b>5,115,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>1,968,317</b>	<b>1,257,100</b>	<b>11,024,600</b>	<b>555,100</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>

### FY 2019-2020 Capital Improvement Project Funding Sources



### FY 2019-2020 Capital Improvement Projects



**OPERATING BUDGET IMPACT BY PROJECT TYPE**

	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total
<b>WATER PROJECTS</b>						
Water Main Improvements	8,200	0	0	0	0	<b>8,200</b>
Rattlesnake Road Waterline Replacement	31,763	31,763	31,763	31,763	31,763	<b>158,815</b>
Beeline Drive Waterline Replacement	239,963	24,763	24,763	24,763	24,763	<b>339,015</b>
<b>TOTAL WATER PROJECTS</b>	<b>279,926</b>	<b>56,526</b>	<b>56,526</b>	<b>56,526</b>	<b>56,526</b>	<b>506,030</b>
<b>WASTEWATER PROJECTS</b>						
Sewer Rehabilitation/Improvements	247,000	247,000	247,000	247,000	247,000	<b>1,235,000</b>
Trimmer Creek Lift Station Iron Chloride Dosing System	140,000	70,000	70,000	70,000	70,000	<b>420,000</b>
<b>TOTAL WASTEWATER PROJECTS</b>	<b>387,000</b>	<b>317,000</b>	<b>317,000</b>	<b>317,000</b>	<b>317,000</b>	<b>1,655,000</b>
<b>DRAINAGE PROJECTS</b>						
Drainage Master Plan #2	139,469	162,669	185,119	206,819	207,769	<b>901,845</b>
Drainage Master Plan #1	289,969	173,169	195,619	217,319	218,269	<b>1,094,345</b>
Roy Reynolds Bridge Abutment Stabilization Project	149,469	172,669	195,119	216,819	217,769	<b>951,845</b>
Jorgette Drive Bank Stabilization	139,469	162,669	185,119	206,819	207,769	<b>901,845</b>
Pinewood Erosion Project (Retaining Wall)	149,469	172,669	195,119	216,819	217,769	<b>951,845</b>
<b>TOTAL DRAINAGE PROJECTS</b>	<b>867,845</b>	<b>843,845</b>	<b>956,095</b>	<b>1,064,595</b>	<b>1,069,345</b>	<b>4,801,725</b>
<b>BUILDING PROJECTS</b>						
Fire Station #2 Renovation	105,294	449,394	96,794	96,894	96,994	<b>845,370</b>
Remodel City Council Chambers	30,000	0	0	0	0	<b>30,000</b>
New Roof - Wellness Center at Central Fire Station	35,300	(100)	0	0	0	<b>35,200</b>
Demo and Replace Pavement at Central Fire Station	124,900	0	0	0	0	<b>124,900</b>
<b>TOTAL BUILDING PROJECTS</b>	<b>295,494</b>	<b>449,294</b>	<b>96,794</b>	<b>96,894</b>	<b>96,994</b>	<b>1,035,470</b>
<b>PARK PROJECTS</b>						
Park Improvements	52,500	52,500	52,500	102,500	102,500	<b>362,500</b>
<b>TOTAL PARK PROJECTS</b>	<b>52,500</b>	<b>52,500</b>	<b>52,500</b>	<b>102,500</b>	<b>102,500</b>	<b>362,500</b>
<b>SIDEWALK PROJECTS</b>						
Sidewalk - Prospector Trail to Vineyard Trail	255,100	255,100	0	0	0	<b>510,200</b>
<b>TOTAL SIDEWALK PROJECTS</b>	<b>255,100</b>	<b>255,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>510,200</b>
<b>STREET PROJECTS</b>						
Warrior's Path Street Reconstruction (ROW)	513,694	90,294	90,294	90,294	90,294	<b>874,870</b>
Mountain Lion to Pontiac Drainage Flume Reconstruction	64,900	0	0	0	0	<b>64,900</b>
FY 2019 Miscellaneous Street Projects	897,400	0	0	0	0	<b>897,400</b>
FY 2020 Miscellaneous Street Projects	992,000	(8,000)	(8,000)	(8,000)	(8,000)	<b>960,000</b>
<b>TOTAL STREET PROJECTS</b>	<b>2,467,994</b>	<b>82,294</b>	<b>82,294</b>	<b>82,294</b>	<b>82,294</b>	<b>2,797,170</b>
<b>TOTAL OPERATING BUDGET IMPACT</b>	<b>4,605,859</b>	<b>2,056,559</b>	<b>1,561,209</b>	<b>1,719,809</b>	<b>1,724,659</b>	<b>11,668,095</b>

**OPERATING BUDGET IMPACT BY FUND**

	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total
<b>GENERAL FUND BUDGET IMPACT</b>						
Jorgette Drive Bank Stabilization	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Fire Station #2 Renovation	0	1,500	1,500	1,600	1,700	6,300
New Roof for the Wellness Center at Central Fire Station	(100)	(100)	0	0	0	(200)
Park Improvements	2,500	2,500	2,500	2,500	2,500	12,500
Warrior's Path Street Reconstruction (ROW)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Fiscal Year 2020 Miscellaneous Street Projects	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
<b>TOTAL GENERAL FUND BUDGET IMPACT</b>	<b>(20,600)</b>	<b>(19,100)</b>	<b>(19,000)</b>	<b>(18,900)</b>	<b>(18,800)</b>	<b>(96,400)</b>
<b>UTILITY FUND BUDGET IMPACT</b>						
Rattlesnake Road Waterline Replacement	31,763	31,763	31,763	31,763	31,763	158,815
Beeline Drive Waterline Replacement	24,763	24,763	24,763	24,763	24,763	123,815
Sewer Rehabilitation/Improvements	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Trimmier Creek Lift Station Iron Chloride Dosing System	30,000	70,000	70,000	70,000	70,000	310,000
<b>TOTAL UTILITY FUND BUDGET IMPACT</b>	<b>83,526</b>	<b>123,526</b>	<b>123,526</b>	<b>123,526</b>	<b>123,526</b>	<b>577,630</b>
<b>DRAINAGE FUND BUDGET IMPACT</b>						
Drainage Master Plan #2	139,469	162,669	185,119	206,819	207,769	901,845
Drainage Master Plan #1	149,969	173,169	195,619	217,319	218,269	954,345
Roy Reynolds Bridge Abutment Stabilization Project	149,469	172,669	195,119	216,819	217,769	951,845
Jorgette Drive Bank Stabilization	149,469	172,669	195,119	216,819	217,769	951,845
Pinewood Erosion Project (Retaining Wall)	149,469	172,669	195,119	216,819	217,769	951,845
<b>TOTAL DRAINAGE FUND BUDGET IMPACT</b>	<b>737,845</b>	<b>853,845</b>	<b>966,095</b>	<b>1,074,595</b>	<b>1,079,345</b>	<b>4,711,725</b>
<b>CAPITAL IMPROV. FUND BUDGET IMPACT</b>						
Water Main Improvement	8,200	0	0	0	0	8,200
Beeline Drive Waterline Replacement	215,200	0	0	0	0	215,200
Sewer Rehabilitation/Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Trimmier Creek Lift Station Iron Chloride Dosing System	110,000	0	0	0	0	110,000
Drainage Master Plan #1	140,000	0	0	0	0	140,000
Fire Station #2 Renovation	10,000	352,600	0	0	0	362,600
Remodel City Council Chambers	30,000	0	0	0	0	30,000
New Roof for the Wellness Center at Central Fire Station	35,400	0	0	0	0	35,400
Demo and Replace Pavement at Central Fire Station	124,900	0	0	0	0	124,900
Park Improvements	50,000	50,000	50,000	100,000	100,000	350,000
Sidewalk from Prospector Trail to Vineyard Trail	255,100	255,100	0	0	0	510,200
Warrior's Path Street Reconstruction (ROW)	423,400	0	0	0	0	423,400
Mountain Lion to Pontiac Drainage Flume Reconstruction	64,900	0	0	0	0	64,900
Fiscal Year 2019 Miscellaneous Street Projects	897,400	0	0	0	0	897,400
Fiscal Year 2020 Miscellaneous Street Projects	1,000,000	0	0	0	0	1,000,000
<b>TOTAL CIP FUND BUDGET IMPACT</b>	<b>3,614,500</b>	<b>907,700</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>5,522,200</b>
<b>DEBT SERVICE FUND BUDGET IMPACT</b>						
Fire Station #2 Renovation	95,294	95,294	95,294	95,294	95,294	476,470
Warrior's Path Street Reconstruction (ROW)	95,294	95,294	95,294	95,294	95,294	476,470
<b>TOTAL DEBT SERVICE FUND BUDGET IMPACT</b>	<b>190,588</b>	<b>190,588</b>	<b>190,588</b>	<b>190,588</b>	<b>190,588</b>	<b>952,940</b>
<b>TOTAL OPERATING BUDGET IMPACT</b>	<b>4,605,859</b>	<b>2,056,559</b>	<b>1,561,209</b>	<b>1,719,809</b>	<b>1,724,659</b>	<b>11,668,095</b>

**Project Name:** Water Main Improvements

**Project Description:** Water main oversized project and water distribution system increased capacity for future development.

**Project Code:** New Service

**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	258,880	19,100	8,200	0	0	0	0	286,180
Grant/Contribution	0	0	0	0	0	0	0	0
<b>Total</b>	<b>258,880</b>	<b>19,100</b>	<b>8,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>286,180</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	258,880	19,100	8,200	0	0	0	0	286,180
<b>Total</b>	<b>258,880</b>	<b>19,100</b>	<b>8,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>286,180</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	8,200	0	0	0	0	8,200
	<b>Total</b>	<b>8,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,200</b>

During commercial and residential development in the City, often times the City can leverage money to participate in oversized a water main to improve the current water distribution system and allow for future growth.



**Project Name:** Rattlesnake Road Waterline Replacement

**Project Description:** Replacement of a 2-inch galvanized water line with a 6-inch water line on Rattlesnake Road from Indian Trail to Mildred Lee Drive. The water line will be looped with new fire hydrants.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	100,000	147,900	0	0	0	0	247,900
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>147,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>247,900</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	48,400	0	0	0	0	0	48,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	51,600	147,900	0	0	0	0	199,500
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>147,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>247,900</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Utility	31,763	31,763	31,763	31,763	31,763	158,815
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>31,763</b>	<b>31,763</b>	<b>31,763</b>	<b>31,763</b>	<b>31,763</b>	<b>158,815</b>



A picture of Rattlesnake Road, where work is to take place.

**Project Name:** Beeline Drive Waterline Replacement

**Project Description:** Replace sections of small diameter water line less than 6-inches in diameter along Beeline Road to have a continuous looped 6-inch water line. Relocate the new water line behind the curb.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	275,000	0	0	0	0	275,000
Transfer	0	0	215,200	0	0	0	0	215,200
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>490,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>490,200</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
Planning/Design	0	0	74,100	0	0	0	0	74,100
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	416,100	0	0	0	0	416,100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>490,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>490,200</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(35,000)
Debt Service - Utility	31,763	31,763	31,763	31,763	31,763	31,763	158,815
Other	215,200	0	0	0	0	0	215,200
<b>Total</b>	<b>239,963</b>	<b>24,763</b>	<b>24,763</b>	<b>24,763</b>	<b>24,763</b>	<b>24,763</b>	<b>339,015</b>



A look down Beeline Drive.



**Project Name:** Sewer Rehabilitation/Improvements

**Project Description:** Repair and replace defective sanitary sewer lines and manholes as part of an annual program to maintain the sanitary sewer systems within the City. The City completed its ten-year Sanitary Sewer Overflow Initiative and submitted the final report to TCEQ. An additional SSOI Program with TCEQ will likely be entered into by the City.

**Project Code:** Enhancement

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	818,119	42,000	250,000	250,000	250,000	250,000	250,000	2,110,119
Grant	274,999	0	0	0	0	0	0	274,999
<b>Total</b>	<b>1,093,118</b>	<b>42,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,385,118</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
Planning/Design	150,000	0	35,000	35,000	35,000	35,000	35,000	325,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	943,118	42,000	215,000	215,000	215,000	215,000	215,000	2,060,118
<b>Total</b>	<b>1,093,118</b>	<b>42,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,385,118</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Operations	0	0	0	0	0	0	0
Maintenance	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(10,000)
Debt Service	0	0	0	0	0	0	0
Other	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Total</b>		<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>1,235,000</b>

As the sanitary sewer lines and manholes are improved through this program, it is expected that sewer issues will decrease.

A decrease in issues equals a decrease in personnel overtime and maintenance costs for the City.

The City received a 2015 Texas Community Development Block Grant (CDBG) which paid for \$275,000 in sewer improvements on East Cardinal Lane, East Valley Road, East Mark Road, and Lookout Ridge Boulevard. Attempts are made to fund projects out of grant money when possible to make improvements to the City's infrastructure and save money for other projects at the same time.



**Project Name:** Trimmier Creek Lift Station Iron Chloride Dosing System

**Project Description:** We have seasonal odor control problems with the Trimmier Lift Station forcemain. Iron Chloride is used in sanitary sewer lift stations to neutralize hydrogen sulfide gas in force mains which causes objectionable odors. The dosing system includes a bulk chemical tank and feed pumps.

**Project Code:** Enhancement

**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	15,000	110,000	0	0	0	0	125,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>15,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
Planning/Design	0	15,000	10,000	0	0	0	0	25,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	<b>0</b>	<b>15,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	30,000	70,000	70,000	70,000	70,000	310,000
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	110,000	0	0	0	0	110,000
<b>Total</b>	<b>140,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>420,000</b>	

The Iron Chloride Dosing System will result in increased chemical costs as seen above in the operations line.



**Project Name:** Drainage Master Plan CIP #2

**Project Description:** CIP #2 was identified in the FEMA Phase 2 Study to reduce storm water flooding in the north part of the City. This project will widen the drainage channel from Indian Oaks Drive to Clore Road. Culvert and concrete channel improvements at Clore Road, Beeline Road and Robin Lane will also be constructed along with storm drainage improvements at Cherokee Drive, Elbert Lane and Cardinal Lane.

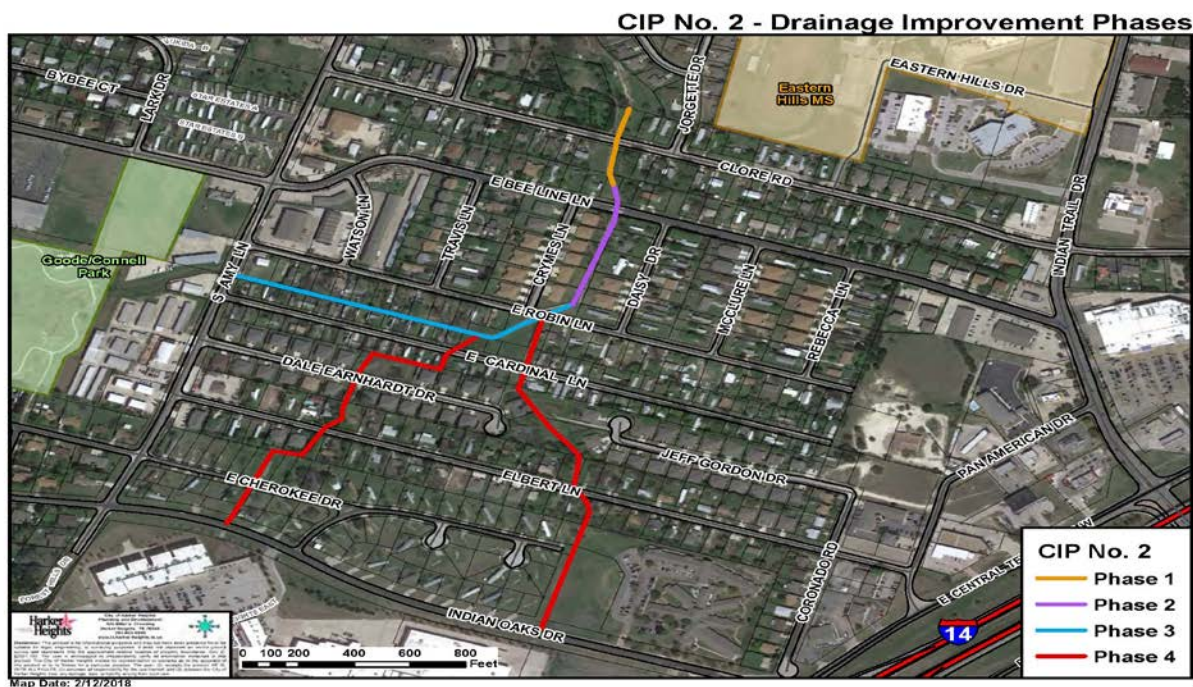
**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	223,956	261,100	1,162,600	0	0	0	0	1,647,656
2019 Bond	0	0	0	0	0	0	0	0
Transfer	27,939	500	0	0	0	0	0	28,439
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>251,895</b>	<b>261,600</b>	<b>1,162,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,676,095</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	67,400	80,200	82,500	0	0	0	0	230,100
Site Improvement	0	0	0	0	0	0	0	0
Construction	184,495	181,400	1,080,100	0	0	0	0	1,445,995
<b>Total</b>	<b>251,895</b>	<b>261,600</b>	<b>1,162,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,676,095</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Operations	0	0	0	0	0	0
	Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Debt Service - Drainage	149,469	172,669	195,119	216,819	217,769	951,845
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>139,469</b>	<b>162,669</b>	<b>185,119</b>	<b>206,819</b>	<b>207,769</b>	<b>901,845</b>



**Project Name:** Drainage Master Plan CIP #1

**Project Description:** CIP #1 was identified in the FEMA Phase 2 Study to reduce storm water flooding in the north part of the City. The project includes constructing a larger regional storm water detention facility at the Goode-Connell Park.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	20,000	891,200	0	0	0	0	911,200
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	140,000	0	0	0	0	140,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>20,000</b>	<b>1,031,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,051,200</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	20,000	39,000	0	0	0	0	59,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	992,200	0	0	0	0	992,200
<b>Total</b>	<b>0</b>	<b>20,000</b>	<b>1,031,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,051,200</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	149,469	172,669	195,119	216,819	217,769	951,845
	Other	140,000	0	0	0	0	140,000
	<b>Total</b>	<b>289,969</b>	<b>173,169</b>	<b>195,619</b>	<b>217,319</b>	<b>218,269</b>	<b>1,094,345</b>



A look at the current Goode-Connell Park water detention facility.



**Project Name:** Roy Reynolds Bridge Abutment Stabilization Project

**Project Description:** Nolan Creek has undermined the abutment on the downstream section of the Roy Reynolds bridge. A few years ago the City repaired the abutment on the upstream section of the bridge with a grant from the Texas Department of Agriculture.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	124,000	0	0	0	0	124,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>124,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	24,000	0	0	0	0	24,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>124,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	149,469	172,669	195,119	216,819	217,769	951,845
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>149,469</b>	<b>172,669</b>	<b>195,119</b>	<b>216,819</b>	<b>217,769</b>	<b>951,845</b>



The downstream bridge abutment for the Roy Reynolds Bridge. Nolan Creek is eroding/undermining the concrete abutment.

**Project Name:** Jorgette Drive Bank Stabilization

**Project Description:** Reinforce the earthen drainage channel embankment with rock gabions or concrete rock rip-rap to prevent storm water erosion into the residential lots. The current erosion is occurring out of the City drainage easement on private property.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	120,000	0	0	0	0	120,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	20,000	0	0	0	0	20,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Debt Service - Drainage	149,469	172,669	195,119	216,819	217,769	951,845	
Other	0	0	0	0	0	0	
<b>Total</b>	<b>139,469</b>	<b>162,669</b>	<b>185,119</b>	<b>206,819</b>	<b>207,769</b>	<b>901,845</b>	



Part of the current erosion out of the City's drainage easement.

**Project Name:** Pinewood Erosion Project (Retaining Wall)

**Project Description:** Severe erosion is occurring at the bend in the earthen channel. The residents privacy fence has been undermined and fell into the channel and the brick out building behind the residents home is in jeopardy of being undermined by the storm water in the drainage channel. This project will construct a 200 linear foot concrete retaining wall 10-feet in height with privacy fence.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	204,000	0	0	0	0	204,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>204,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	28,000	0	0	0	0	28,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	176,000	0	0	0	0	176,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>204,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service - Drainage	149,469	172,669	195,119	216,819	217,769	951,845	
Other	0	0	0	0	0	0	
<b>Total</b>	<b>149,469</b>	<b>172,669</b>	<b>195,119</b>	<b>216,819</b>	<b>217,769</b>	<b>951,845</b>	



Picture of where the concrete retaining wall will be placed.



**Project Name:** Fire Station #2 Renovation

**Project Description:** Fire Station #2 was completed in May 2000. It was initially designed for a small number of personnel, however, as the City has grown so has the need for this location to grow. The location of the station is still great for the growth of our community and will serve the area for the foreseeable future. The renovation will consist of adding 2,200 square feet to the south end of the building to be used as the new living quarters and renovating the existing 2,500 square feet of living area into a weight room, tool room, storage and laundry room. The renovation also includes providing a new exterior to the front of the building, the addition of a generator and new furnishings to outfit the building.

**Project Code:** Enhancement

**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	184,000	1,412,800	0	0	0	0	1,596,800
Transfer	0	10,000	352,600	0	0	0	0	362,600
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>194,000</b>	<b>1,765,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,959,400</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	73,200	0	0	0	0	0	73,200
Engineering	0	4,300	7,700	0	0	0	0	12,000
Site Improvement	0	2,000	0	0	0	0	0	2,000
Construction	0	114,500	1,724,900	0	0	0	0	1,839,400
Furniture/Equipment	0	0	32,800	0	0	0	0	32,800
<b>Total</b>	<b>0</b>	<b>194,000</b>	<b>1,765,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,959,400</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	500	500	600	600	600	2,200
Maintenance	0	1,000	1,000	1,000	1,100	1,100	4,100
Debt Service - General	95,294	95,294	95,294	95,294	95,294	95,294	476,470
Other	10,000	352,600	0	0	0	0	362,600
<b>Total</b>		<b>105,294</b>	<b>449,394</b>	<b>96,794</b>	<b>96,894</b>	<b>96,994</b>	<b>845,370</b>



An artist's rendering of what the outside of Fire Station #2 will look like upon completion.

**Project Name:** Remodel City Council Chambers

**Project Description:** The remodel will include new ballistic panels on the front of the Council dais, replacement of the laminate on top and back of the dais counter, a new emergency exit door behind the Council dais leading to the outside of the building, and a wheelchair accessible ramp on the outside of the building from the exit door to the existing sidewalk.

**Project Code:** Enhancement

**Council Goal:** Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	30,000	0	0	0	0	30,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	30,000	0	0	0	0	30,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	30,000	0	0	0	0	30,000
	<b>Total</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

Once completed, it is not expected that this project will have any further impact to the operating budget. No additional personnel or maintenance will be necessary for the changes made in the Council Chambers.



**Project Name:** New Roof for the Wellness Center at Central Fire Station

**Project Description:** This project is to provide a new TPO roof over the existing metal panel roof for the wellness center. This is the same type of roofing system that was placed over the new administrative section and living section of Central Station during its remodel.

**Project Code:** Maintenance

**Council Goal:** Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	35,400	0	0	0	0	35,400
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>35,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,400</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	35,400	0	0	0	0	35,400
Furniture/Equipment	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>35,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,400</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	(100)	(100)	0	0	0	0	(200)
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer	35,400	0	0	0	0	0	35,400
<b>Total</b>		<b>35,300</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,200</b>

TPO roofing is a single-ply roofing membrane that covers the surface of the roof. TPO stands for thermoplastic polyolefin, however it is actually a type of rubber. TPO is said to help with energy efficiency so the City expects a small reduction in the utility bill for this department once installed and into the next fiscal year then it will level off.

**Project Name:** Demo and Replace Pavement at Central Fire Station

**Project Description:** Demolish and reconstruct the reinforced pavement area of Central Station where the current underground tanks are located as well as additional damaged concrete areas on the grounds.

**Project Code:** Enhancement

**Council Goal:** Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	124,900	0	0	0	0	124,900
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>124,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124,900</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	124,900	0	0	0	0	124,900
Furniture/Equipment	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>124,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124,900</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer	124,900	0	0	0	0	0	124,900
<b>Total</b>	<b>124,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124,900</b>

Below are two areas where the underground tanks will be demolished and pavement replaced.



**Project Name:** Park Improvements

**Project Description:** This budget will be used to continue improvements and development to the parks, athletics, greenways, and other open space areas within the City of Harker Heights' parks system. Assessments are conducted yearly on the existing parks to help identify the necessity of renovations of current amenities as well as plans for new construction to enhance the parks.

**Project Code:** Enhancement

**Council Goal:** Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	327,324	40,000	50,000	50,000	50,000	100,000	100,000	717,324
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>327,324</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>717,324</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	35,000	40,000	0	5,000	5,000	15,000	15,000	115,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	50,000	0	50,000	10,000	10,000	25,000	25,000	170,000
Equipment	0	0	0	10,000	10,000	10,000	10,000	40,000
Construction	242,324	0	0	25,000	25,000	50,000	100,000	442,324
<b>Total</b>	<b>327,324</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>150,000</b>	<b>767,324</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	1,000	1,000	1,000	1,000	1,000	5,000	
Maintenance	1,500	1,500	1,500	1,500	1,500	7,500	
Debt Service	0	0	0	0	0	0	
Other	50,000	50,000	50,000	100,000	100,000	350,000	
<b>Total</b>		<b>52,500</b>	<b>52,500</b>	<b>52,500</b>	<b>102,500</b>	<b>102,500</b>	<b>362,500</b>



Parks & Recreation installed new signs at all City Parks.

**Project Name:** Sidewalk from Prospector Trail to Vineyard Trail

**Project Description:** Construct a six foot wide sidewalk along FM 3481 from Prospector Trail to Vineyard Trail. Includes an 80' long x 8' wide pedestrian bridge crossing the drainage channel.

**Project Code:** Enhancement

**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	255,100	255,100	0	0	0	510,200
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>255,100</b>	<b>255,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>510,200</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	34,500	0	0	0	0	34,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	180,500	255,100	0	0	0	435,600
<b>Total</b>	<b>0</b>	<b>0</b>	<b>215,000</b>	<b>255,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>470,100</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	255,100	255,100	0	0	0	510,200
	<b>Total</b>	<b>255,100</b>	<b>255,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>510,200</b>



Area of construction for the sidewalk.

**Project Name:** Warrior's Path Street Reconstruction (ROW)

**Project Description:** Widen Warriors Path from Pontotoc Trace to north of the drainage channel. The street will have two main lanes with a center turn lane and a deceleration lane in front of the school. The street is currently two lanes.

**Project Code:** Enhancement

**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	190,000	1,210,000	0	0	0	0	1,400,000
Transfer	33,600	28,000	423,400	0	0	0	0	485,000
Contribution	0	0	1,520,000	0	0	0	0	1,520,000
<b>Total</b>	<b>33,600</b>	<b>218,000</b>	<b>3,153,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,405,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	33,600	218,000	105,000	0	0	0	0	356,600
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	3,048,400	0	0	0	0	3,048,400
<b>Total</b>	<b>33,600</b>	<b>218,000</b>	<b>3,153,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,405,000</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Debt Service - General	95,294	95,294	95,294	95,294	95,294	95,294	476,470
Other	423,400	0	0	0	0	0	423,400
<b>Total</b>		<b>513,694</b>	<b>90,294</b>	<b>90,294</b>	<b>90,294</b>	<b>90,294</b>	<b>874,870</b>



Warrior's Path currently as a two lane road.

**Project Name:** Mountain Lion to Pontiac Drainage Flume Reconstruction

**Project Description:** Remove the concrete drainage flume and railroad cross-tie retaining walls and replace with underground storm sewer pipe. The gap between the two houses will be filled in to grade and the fences replaced. The railroad cross-tie retaining walls on each side of the drainage flume are failing.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	3,500	500	64,900	0	0	0	0	68,900
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,500</b>	<b>500</b>	<b>64,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,900</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	3,500	500	6,400	0	0	0	0	10,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	58,500	0	0	0	0	58,500
<b>Total</b>	<b>3,500</b>	<b>500</b>	<b>64,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,900</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	64,900	0	0	0	0	64,900
	<b>Total</b>	<b>64,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,900</b>



Site of the Drainage Flume Reconstruction Project.



**Project Name:** Fiscal Year 2019 Miscellaneous Street Projects

**Project Description:** The Street Improvement Program includes engineering, surveying and construction. Street maintenance includes reconstruction, overlay or chip seal of designated streets. A street inventory has been developed to include all of the streets in the City.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	346,900	897,400	0	0	0	0	1,244,300
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>346,900</b>	<b>897,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,244,300</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	46,000	0	0	0	0	46,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	851,400	0	0	0	0	851,400
<b>Total</b>	<b>0</b>	<b>0</b>	<b>897,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>897,400</b>

Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	897,400	0	0	0	0	897,400
	<b>Total</b>	<b>897,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>897,400</b>



One of the completed streets in the FY 2019 Miscellaneous Street Projects.

**Project Name:** Fiscal Year 2020 Miscellaneous Street Projects

**Project Description:** Cedar Oaks Lane and surrounding streets. The Street Improvement Program includes engineering, surveying and construction. Street maintenance includes reconstruction, overlay or chip seal of designated streets. A street inventory has been developed to include all of the streets in the City.

**Project Code:** Maintenance

**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	1,000,000	0	0	0	0	1,000,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

Project Costs	FY 2014 to FY 2018 Actual	FY 2019 Projections	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	120,000	0	0	0	0	120,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	880,000	0	0	0	0	880,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

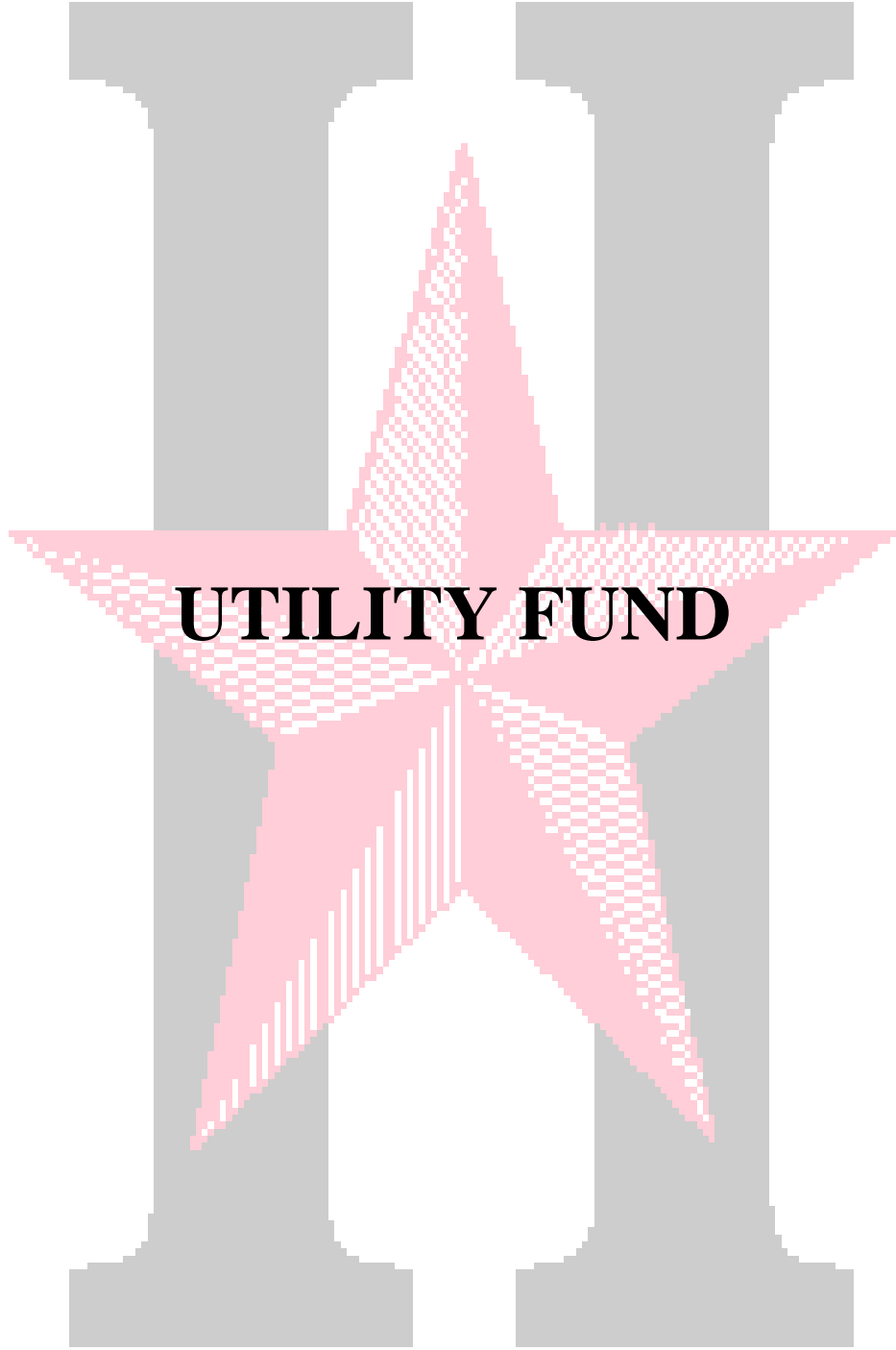
Operating Budget Impact	Line Item:	FY 2020 Budget	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
	Debt Service	0	0	0	0	0	0
	Other	1,000,000	0	0	0	0	1,000,000
	<b>Total</b>	<b>992,000</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>960,000</b>



A look down Cedar Oaks Lane.







**UTILITY FUND**

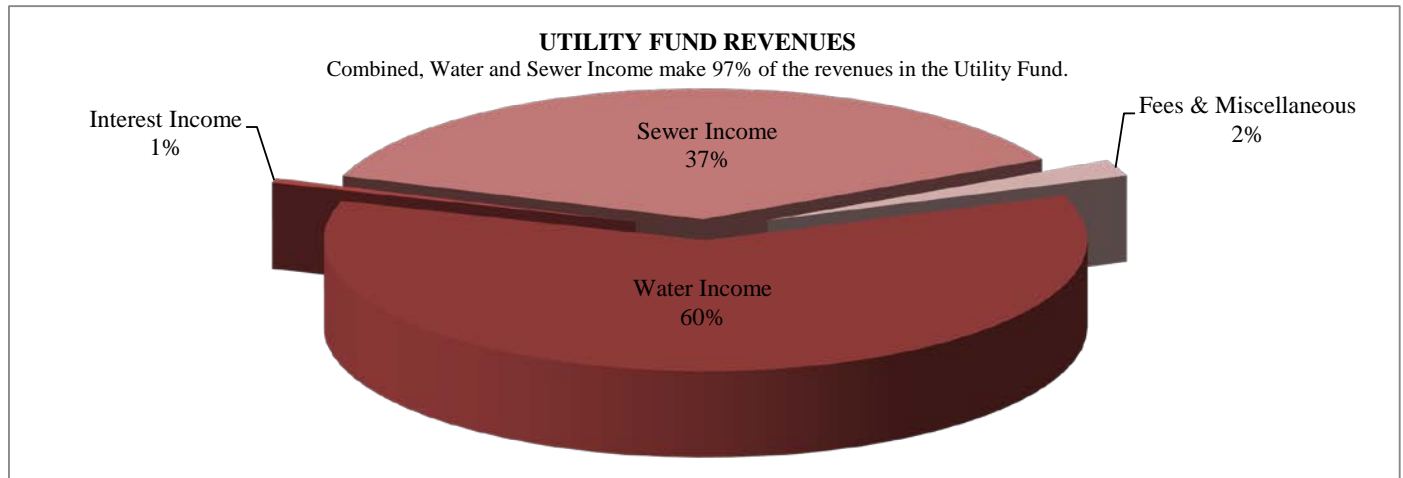
**UTILITY FUND  
REVENUE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>SALES</b>						
001 Water Income	5,985,500	6,193,940	6,175,500	2,098,639	5,588,500	6,200,000
002 Sewer Income	3,685,700	3,765,842	3,750,300	1,656,070	3,628,000	3,800,000
007 Water Tap Fees	15,000	8,564	11,000	3,412	5,000	5,000
008 Sewer Tap Fees	25,000	23,612	25,000	5,308	10,000	10,000
009 Connect Fees	100,000	91,850	90,000	40,700	83,000	80,000
059 Water Supply Agreement	25,000	27,634	27,000	29,423	29,400	0
<b>TOTAL SALES</b>	<b>9,836,200</b>	<b>10,111,442</b>	<b>10,078,800</b>	<b>3,833,552</b>	<b>9,343,900</b>	<b>10,095,000</b>
<b>MISCELLANEOUS</b>						
005 Transfers, Turn On/Off	15,000	14,848	16,000	8,702	18,000	18,000
006 Penalties	90,000	88,605	90,000	47,730	90,000	90,000
010 Credit Card Fees	(65,000)	(70,830)	(65,000)	(37,627)	(73,800)	(75,000)
011 Online Payment Fees	65,000	67,900	70,000	36,632	75,000	75,000
015 Cash Over (Short)	0	(147)	0	46	100	0
020 Interest Income	15,000	37,068	30,000	25,758	52,000	55,000
021 Miscellaneous Income	3,500	4,960	4,700	2,100	4,700	4,500
022 Other Income	0	30,358	0	5	0	0
030 Insurance Proceeds	0	22,058	0	0	0	0
032 Gain on Sale of Assets	0	1,702	0	5,523	5,500	0
057 Assessment Income	0	0	0	0	0	0
201 Net Value of Investments	0	7	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
806 Transfer from Debt Service	0	175,000	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>123,500</b>	<b>371,529</b>	<b>145,700</b>	<b>88,869</b>	<b>171,500</b>	<b>167,500</b>
<b>TOTAL REVENUES</b>	<b>9,959,700</b>	<b>10,482,971</b>	<b>10,224,500</b>	<b>3,922,421</b>	<b>9,515,400</b>	<b>10,262,500</b>
<b>BEGINNING FUND BALANCE</b>	<b>3,650,796</b>	<b>3,321,778</b>	<b>3,525,577</b>	<b>3,448,289</b>	<b>3,448,289</b>	<b>3,339,889</b>
<b>INCREASE/DECREASE</b>	<b>115,400</b>	<b>126,511</b>	<b>21,600</b>	<b>634,426</b>	<b>(108,400)</b>	<b>3,800</b>
<b>ENDING FUND BALANCE</b>	<b>3,766,196</b>	<b>3,448,289</b>	<b>3,547,177</b>	<b>4,082,715</b>	<b>3,339,889</b>	<b>3,343,689</b>

**FUND BALANCE REQUIREMENT**

**\$ 2,014,700**

(Three Months Operating Expense)

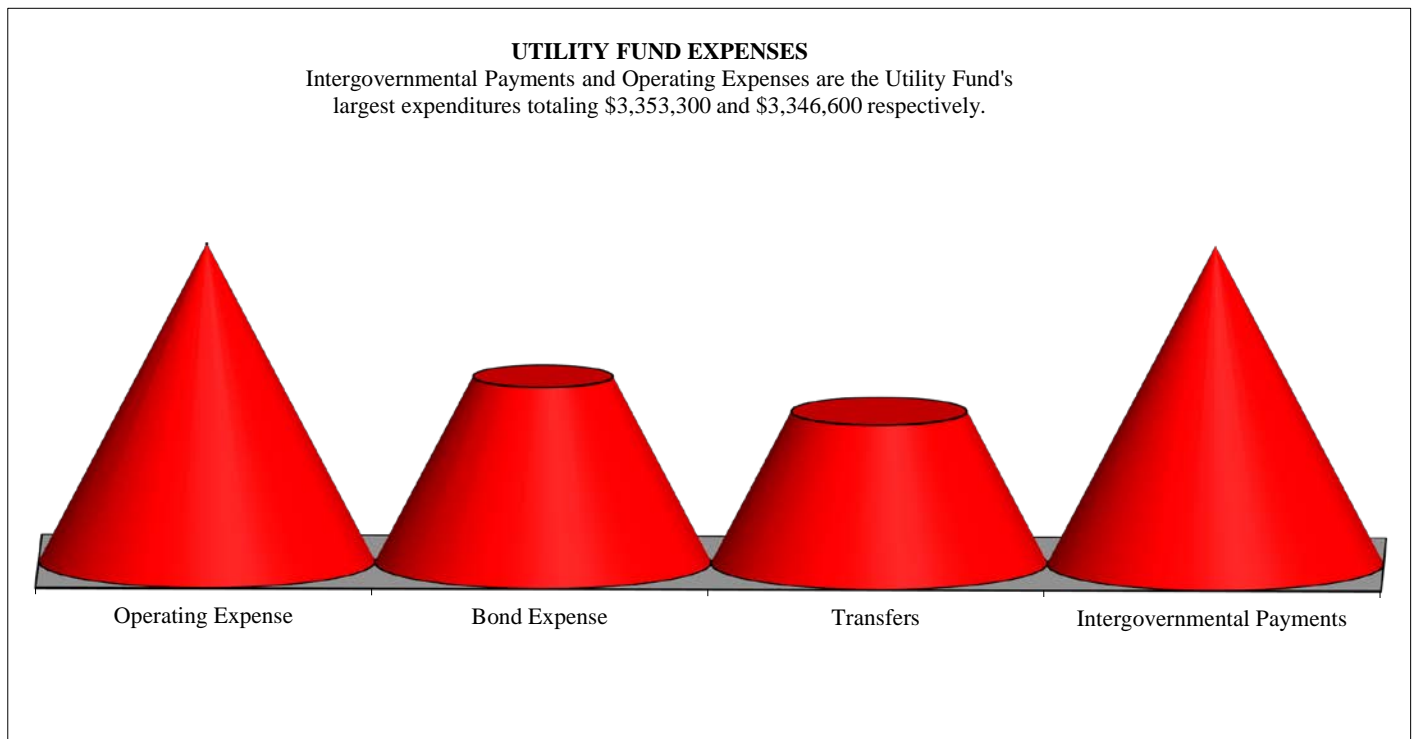


**UTILITY FUND  
EXPENSE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	866,100	871,302	923,400	467,034	942,800	1,136,900
002 Overtime	77,000	96,856	81,000	42,540	90,000	86,000
003 Workers Compensation	13,300	13,138	12,900	12,482	12,900	14,400
004 Health Insurance	111,400	114,409	116,000	39,015	87,500	132,200
005 Social Security	72,100	72,633	76,800	38,680	79,000	93,500
006 Retirement	141,900	147,282	151,000	76,668	155,300	182,800
008 OPEB Expense	0	3,049	0	0	3,000	3,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,281,800</b>	<b>1,318,669</b>	<b>1,361,100</b>	<b>676,419</b>	<b>1,370,500</b>	<b>1,648,800</b>
<b>SUPPLIES</b>						
010 Office	33,500	29,032	33,500	14,029	29,500	33,500
011 Vehicle	40,000	43,611	40,000	22,660	45,800	46,000
012 General	11,000	18,218	13,000	7,893	15,100	15,100
013 Equipment	6,000	2,278	4,000	1,673	3,500	4,000
017 Belt Press	15,000	25,060	20,000	5,985	20,000	20,000
018 Lab	11,000	5,815	11,000	3,530	11,000	11,000
<b>TOTAL SUPPLIES</b>	<b>116,500</b>	<b>124,014</b>	<b>121,500</b>	<b>55,770</b>	<b>124,900</b>	<b>129,600</b>
<b>MAINTENANCE</b>						
020 Vehicle	35,000	40,910	37,000	19,848	40,000	40,000
021 Building	3,000	1,611	3,000	409	3,000	2,000
022 Equipment	119,600	123,226	120,100	77,632	135,500	128,100
023 Ground	2,000	1,602	2,500	230	2,000	2,500
024 Repair & Maintenance	160,000	148,554	160,000	55,902	130,000	160,000
025 New Service Meters	110,000	83,961	110,000	37,110	80,000	110,000
026 UV Lights	35,000	33,570	35,000	0	35,000	35,000
027 Odor Control Chemical	15,000	39,862	45,000	20,168	45,000	45,000
<b>TOTAL MAINTENANCE</b>	<b>479,600</b>	<b>473,296</b>	<b>512,600</b>	<b>211,299</b>	<b>470,500</b>	<b>522,600</b>
<b>INSURANCE</b>						
030 Property/Liability	22,100	22,242	22,800	24,349	24,700	27,700
<b>TOTAL INSURANCE</b>	<b>22,100</b>	<b>22,242</b>	<b>22,800</b>	<b>24,349</b>	<b>24,700</b>	<b>27,700</b>
<b>SERVICES</b>						
014 Uniforms	15,500	16,922	17,000	9,488	19,000	19,000
035 Unemployment	0	(50)	0	0	0	0
040 Utilities	480,000	359,565	455,000	150,556	360,000	410,000
041 Dues/Subscriptions	1,700	1,920	2,400	2,364	2,500	2,500
042 Travel & Training	16,000	13,099	16,000	5,913	13,000	15,000
045 Telephone	13,600	12,304	14,500	6,368	13,000	13,500
046 Equipment Rental	16,000	30,542	51,000	31,344	56,800	51,800
047 Contract Labor	251,000	275,376	285,000	129,990	290,000	280,800
085 State Fees	47,600	46,636	45,600	46,204	46,200	47,200
<b>TOTAL SERVICES</b>	<b>841,400</b>	<b>756,314</b>	<b>886,500</b>	<b>382,227</b>	<b>800,500</b>	<b>839,800</b>
<b>TOTAL BOND EXPENSE</b>	<b>1,918,000</b>	<b>1,895,574</b>	<b>1,905,500</b>	<b>234,985</b>	<b>1,920,600</b>	<b>1,958,800</b>

**UTILITY FUND  
EXPENSE SUMMARY**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>INTERGOVERNMENTAL PAYMENTS</b>						
801 Transfer to General Fund	450,000	450,000	500,000	50,000	500,000	500,000
806 Transfer to Debt Service Fund	100,000	100,000	75,000	0	75,000	100,000
200 Water Purchases	2,400,000	2,741,069	2,475,000	1,186,509	2,432,600	2,753,300
<b>TOTAL INTERGOVERNMENTAL PAYMENTS</b>	<b>2,950,000</b>	<b>3,291,069</b>	<b>3,050,000</b>	<b>1,236,509</b>	<b>3,007,600</b>	<b>3,353,300</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	60,000	51,767	60,000	29,557	55,000	55,000
083 Audit Fees	27,400	23,950	27,400	18,950	27,400	27,400
091 Advertising	4,000	4,566	4,000	0	0	0
092 Professional Fees	30,000	31,525	30,000	16,725	33,000	35,000
095 Required Public Notices	0	0	0	1,847	4,000	4,000
32x Issuance Costs	0	0	0	13,605	13,600	0
306 Amortization Adv Refunding	63,500	63,474	71,500	35,753	71,500	56,700
<b>TOTAL MISCELLANEOUS</b>	<b>184,900</b>	<b>175,282</b>	<b>192,900</b>	<b>116,437</b>	<b>204,500</b>	<b>178,100</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	450,000	450,000	400,000	0	400,000	500,000
805 Transfer to Capital Projects	1,600,000	1,850,000	1,750,000	350,000	1,300,000	1,100,000
<b>TOTAL RESERVES</b>	<b>2,050,000</b>	<b>2,300,000</b>	<b>2,150,000</b>	<b>350,000</b>	<b>1,700,000</b>	<b>1,600,000</b>
<b>GRAND TOTAL</b>	<b>9,844,300</b>	<b>10,356,460</b>	<b>10,202,900</b>	<b>3,287,995</b>	<b>9,623,800</b>	<b>10,258,700</b>



## UTILITY DEPARTMENT

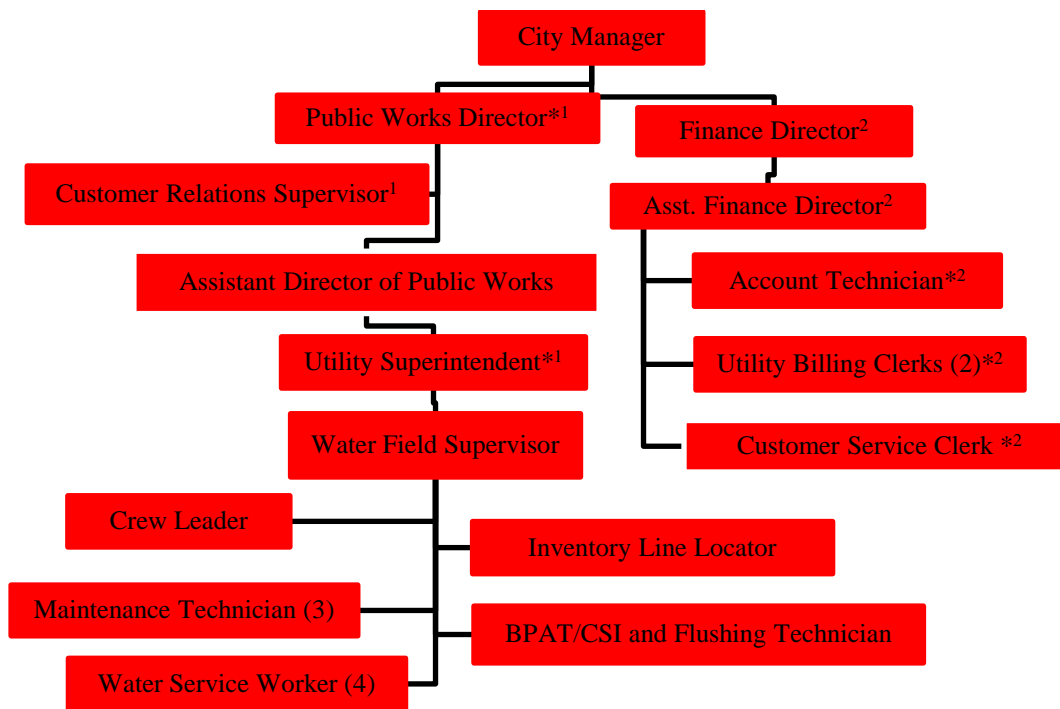
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Assistant Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk. They are responsible for the control, support, and coordination of all activities handled by the Utility Department. *Water Operations* is headed by a Water Field Supervisor with three Maintenance Crewmen, one Meter Reader Crew Leader, four Meter Readers, one Inventory/Line Locator and a BPAT/CSI/flushing technician. A Chief Plant Operator is in charge of the *Wastewater Department* and has five Maintenance Technicians, a Collections Operator and a F.O.G. Collection/Field Supervisor on his staff. Maintaining the Wastewater Treatment Plant and Collection System is their major job duty.

## WATER OPERATIONS

### ORGANIZATIONAL CHART

\*indicates Administration Section

<sup>1</sup>indicates Streets Department, <sup>2</sup>Finance Department



### FY 2018-2019 ACHIEVEMENTS

- Presented the BPAT Ordinance to City Council and started implementing changes to the program to get compliance from Residents.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- Continued with our meter change out programs and continued testing meters for accuracy to help lower water loss in the water distribution system.

- Upgraded piping at Cedar Oaks Stand Pipe from 8 inch to 12 inch to reduce water age in tank.
- Trained new water distribution maintenance personnel on backhoe operation and leak repair.

#### **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Rewrite the BPAT Ordinance and implement changes to the program to get compliance from Residents.
  - 20% complete.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
  - 60% Complete
- Continue with our meter change out programs and continue testing meters for accuracy to help lower water loss in the water distribution system.
  - 90% Complete
- Continue training new water distribution maintenance personnel on backhoe operation and leak repair.
  - 30% Complete.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.
  - 40% Complete

#### **FY 2019-2020 OBJECTIVES**

- Implement the new BPAT Ordinance changes to the program to get compliance from Residents.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- Continue with our meter change out programs and continue testing meters for accuracy to help lower water loss in the water distribution system.
- Continue training new water distribution maintenance personnel on backhoe operation and leak repair.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
# of full-time employees	10	11	11	11	11
<b>OUTPUTS:</b>					
# of water taps installed	50	24	50	16	25
# of sewer taps installed	10	9	10	11	10
# of water leaks repaired	100	88	100	72	100
# of Bac-T samples collected	415	406	415	420	415
# of utility lines located	2,000	2,097	2,100	2,717	2,100
# of meters read	150,000	146,196	150,000	150,000	150,000
<b>EFFECTIVENESS:</b>					
# of old meters changed out	1,300	1,138	1,300	853	1,300
# of new meter sets	250	208	250	179	250
Response to water line breaks within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of meters read weekly per employee	606	703	720	850	720
Average # of old meters changed out per month	100	95	100	72	100
Average # of new meter sets per month	21	17	20	15	20
# of water taps installed per employee	5.00	2.18	4.55	1.45	2.27
# of sewer taps installed per employee	0.00	0.82	0.91	1.00	0.91
# of water leaks repaired per employee	10.00	8.00	9.09	6.55	9.09
# of Bac-T samples collected per employee	41.50	36.91	37.73	38.18	37.73
# of meters read per employee	15,000.00	13,290.55	13,636.36	13,636.36	13,636.36



**WATER ADMINISTRATION**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	196,300	203,738	200,700	131,346	265,300	388,300
002 Overtime	3,000	2,687	3,000	891	2,000	3,000
003 Workers Compensation	2,100	2,044	1,900	1,859	1,900	3,300
004 Health Insurance	14,000	21,514	19,900	11,112	22,500	34,000
005 Social Security	15,200	15,400	15,600	9,968	20,400	29,900
006 Retirement	30,000	82,013	30,600	19,917	40,200	58,500
008 OPEB Expense	0	3,049	0	0	3,000	3,000
<b>TOTAL PERSONNEL SERVICES</b>	<b>260,600</b>	<b>330,445</b>	<b>271,700</b>	<b>175,093</b>	<b>355,300</b>	<b>520,000</b>
<b>SUPPLIES</b>						
010 Office	30,000	25,306	30,000	12,502	26,000	30,000
012 General	5,000	4,506	5,000	2,772	5,000	5,000
<b>TOTAL SUPPLIES</b>	<b>35,000</b>	<b>29,812</b>	<b>35,000</b>	<b>15,274</b>	<b>31,000</b>	<b>35,000</b>
<b>MAINTENANCE</b>						
022 Equipment	114,600	110,896	115,100	61,147	116,500	122,100
<b>TOTAL MAINTENANCE</b>	<b>114,600</b>	<b>110,896</b>	<b>115,100</b>	<b>61,147</b>	<b>116,500</b>	<b>122,100</b>
<b>INSURANCE</b>						
030 Property/Liability	2,400	2,402	2,400	2,709	2,700	4,800
<b>TOTAL INSURANCE</b>	<b>2,400</b>	<b>2,402</b>	<b>2,400</b>	<b>2,709</b>	<b>2,700</b>	<b>4,800</b>
<b>SERVICES</b>						
041 Dues & Subscriptions	400	190	600	673	700	700
042 Travel & Training	4,000	1,092	4,000	123	2,000	4,000
045 Telephone	2,000	1,445	2,000	776	1,500	2,000
047 Contract Labor	60,000	53,481	60,000	27,378	55,000	60,000
<b>TOTAL SERVICES</b>	<b>66,400</b>	<b>56,208</b>	<b>66,600</b>	<b>28,950</b>	<b>59,200</b>	<b>66,700</b>
<b>BOND EXPENSE</b>						
Principal Payments	1,397,400	1,397,399	1,443,700	0	1,443,700	1,484,200
301 Interest Expense	520,600	498,175	461,800	234,985	476,900	474,600
<b>TOTAL BOND EXPENSE</b>	<b>1,918,000</b>	<b>1,895,574</b>	<b>1,905,500</b>	<b>234,985</b>	<b>1,920,600</b>	<b>1,958,800</b>
<b>INTERGOVERNMENTAL PAYMENTS</b>						
801 Transfer to General Fund	450,000	450,000	500,000	50,000	500,000	500,000
806 Transfer to Debt Service Fund	100,000	100,000	75,000	0	75,000	100,000
<b>TOTAL INTERGOVERNMENTAL PAYMENTS</b>	<b>550,000</b>	<b>550,000</b>	<b>575,000</b>	<b>50,000</b>	<b>575,000</b>	<b>600,000</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	60,000	51,767	60,000	29,557	55,000	55,000
083 Audit Fees	27,400	23,950	27,400	18,950	27,400	27,400
091 Advertising	4,000	4,566	4,000	0	0	0
092 Professional Fees	30,000	31,525	30,000	16,725	33,000	35,000
095 Required Public Notices	0	0	0	1,847	4,000	4,000
306 Amortization Advance Refunding	63,500	63,474	71,500	35,753	71,500	56,700
330 Issuance Cost	0	0	0	13,605	13,600	0
<b>TOTAL MISCELLANEOUS</b>	<b>184,900</b>	<b>175,282</b>	<b>192,900</b>	<b>116,437</b>	<b>204,500</b>	<b>178,100</b>
<b>TRANSFERS</b>						
Transfer to Fixed Assets	0	0	7,200	0	15,400	42,000
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>7,200</b>	<b>0</b>	<b>15,400</b>	<b>42,000</b>
<b>GRAND TOTALS</b>	<b>3,131,900</b>	<b>3,150,619</b>	<b>3,171,400</b>	<b>684,595</b>	<b>3,280,200</b>	<b>3,527,500</b>

**WATER OPERATIONS**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	375,400	363,094	421,600	189,504	376,400	437,000
002 Overtime	48,000	47,419	48,000	21,514	48,000	48,000
003 Workers Compensation	6,500	6,423	6,600	6,374	6,600	6,700
004 Health Insurance	52,900	54,341	60,300	17,527	40,000	63,500
005 Social Security	32,400	31,009	35,900	16,042	32,500	37,100
006 Retirement	63,700	12,323	70,600	31,738	63,800	72,500
<b>TOTAL PERSONNEL SERVICES</b>	<b>578,900</b>	<b>514,609</b>	<b>643,000</b>	<b>282,699</b>	<b>567,300</b>	<b>664,800</b>
<b>SUPPLIES</b>						
010 Office	1,000	1,509	1,000	379	1,000	1,000
011 Vehicle	25,000	26,684	25,000	13,878	28,000	28,000
012 General	1,000	4,605	1,000	596	1,000	1,000
013 Equipment	4,000	1,136	2,000	1,395	2,500	2,000
<b>TOTAL SUPPLIES</b>	<b>31,000</b>	<b>33,934</b>	<b>29,000</b>	<b>16,248</b>	<b>32,500</b>	<b>32,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	20,000	21,952	22,000	13,378	25,000	25,000
021 Building	1,000	812	1,000	386	1,000	1,000
022 Equipment	2,000	7,223	2,000	659	3,000	3,000
023 Ground	1,000	301	1,000	150	500	1,000
024 Repair & Maintenance	70,000	74,193	70,000	19,208	50,000	70,000
025 New Service Meters	110,000	83,961	110,000	37,110	80,000	110,000
<b>TOTAL MAINTENANCE</b>	<b>204,000</b>	<b>188,442</b>	<b>206,000</b>	<b>70,891</b>	<b>159,500</b>	<b>210,000</b>
<b>INSURANCE</b>						
030 Property/Liability	8,100	8,250	8,800	9,556	9,800	10,200
<b>TOTAL INSURANCE</b>	<b>8,100</b>	<b>8,250</b>	<b>8,800</b>	<b>9,556</b>	<b>9,800</b>	<b>10,200</b>
<b>SERVICES</b>						
014 Uniforms	8,500	10,799	10,000	6,105	12,000	12,000
035 Unemployment	0	(50)	0	0	0	0
040 Utilities	185,000	152,087	180,000	56,702	150,000	160,000
041 Dues/Subscriptions	600	940	1,000	976	1,000	1,000
042 Travel & Training	7,000	8,078	7,000	4,981	8,000	8,000
045 Telephone	3,000	2,506	3,000	395	1,000	1,000
046 Equipment Rental	1,000	0	1,000	84	1,800	1,800
047 Contract Labor	61,000	62,033	75,000	25,131	75,000	60,800
085 State Fees	24,600	24,593	24,600	26,176	26,200	26,200
<b>TOTAL SERVICES</b>	<b>290,700</b>	<b>260,986</b>	<b>301,600</b>	<b>120,550</b>	<b>275,000</b>	<b>270,800</b>
<b>INTERGOVERNMENTAL PAYMENTS</b>						
200 Water Purchases	2,400,000	2,741,069	2,475,000	1,186,509	2,432,600	2,753,300
<b>TOTAL INTERGOVERNMENTAL PAYMENTS</b>	<b>2,400,000</b>	<b>2,741,069</b>	<b>2,475,000</b>	<b>1,186,509</b>	<b>2,432,600</b>	<b>2,753,300</b>
<b>FIXED ASSETS</b>						
Transfer to Fixed Assets	135,800	143,806	88,000	5,855	99,400	0
<b>TOTAL FIXED ASSETS</b>	<b>135,800</b>	<b>143,806</b>	<b>88,000</b>	<b>5,855</b>	<b>99,400</b>	<b>0</b>
<b>GRAND TOTALS</b>	<b>3,648,500</b>	<b>3,891,096</b>	<b>3,751,400</b>	<b>1,692,308</b>	<b>3,576,100</b>	<b>3,941,100</b>

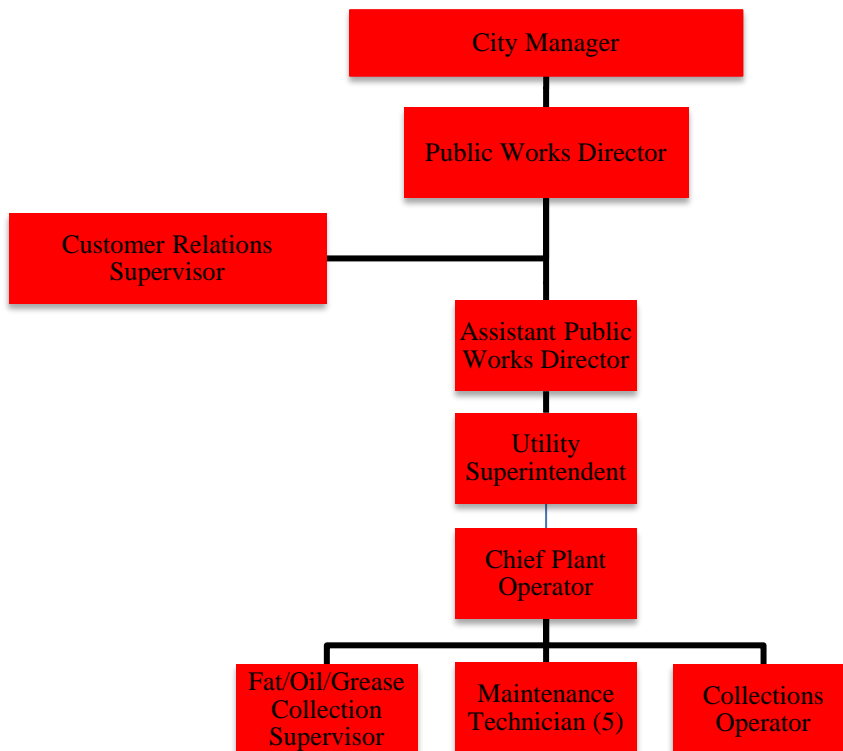
## WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

### GOALS AND OBJECTIVES

The Wastewater Department works to ensure that the operation and maintenance of wastewater facilities, the use of materials, management practices, construction, and all record-keeping and reporting are economically and ethically sound and in the public's best interest. The department is charged with conducting sewer system evaluations, identifying excessive infiltration and inflow into the sanitary sewer system and implementing a timely construction improvement plan to mitigate infiltration and inflow into the collection system.

### WASTEWATER TREATMENT PLANT

#### ORGANIZATIONAL CHART



#### FY 2018-2019 ACHIEVEMENTS

- Installed New WAS Pump for “A” Plant.
- Continue Operator certifications.
- Removed 499.6 metric tons of cake sludge.
- Completed Implementation of SCADA system at WWTP.
- Passed all Biomonitoring tests.
- Drained “B” Plant, repaired airline and replaced 20 air diffusers.

## **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Drain and clean the A-Plant serpentine aeration basin.
  - 0% complete, due to budget constraints.
- Install New Bar Screen and repair west Bar screen.
  - 10% complete.
- Continue preventative maintenance systems.
  - 100% complete.
- Replace all wiring running through underground conduit throughout plant and clean conduit to alleviate electrical problems we have been experiencing.
  - 20% complete.
- Upgrade communications to radio based SCADA system.
  - 90% complete.

## **FY 2019-2020 OBJECTIVES**

- Drain and clean the A-Plant serpentine aeration basin.
- Install West Bar Screen.
- Continue preventative maintenance systems.
- Replace all wiring running through underground conduit throughout plant and clean conduit to alleviate electrical problems we have been experiencing.
- Complete upgrade communications to radio based SCADA system.

## **WASTEWATER COLLECTION SYSTEM**

### **FY 2018-2019 ACHIEVEMENTS**

- Cleaned 15% of the sanitary sewer lines as outlined in TCEQ Sanitary Sewer Overflow Initiative agreement.
- Videotaped 5,000 feet of drainage and sewer pipe combined.
- Complete SSOI Program and submitted report to TCEQ.
- Surveyed all restaurants in the City and have 34 with FOG Compliance goals.

### **PROGRESS ON FY 2018-2019 OBJECTIVES**

- Continue cleaning maintenance sewer lines, and storm sewers.
  - Completed 111,634 linear feet of cleaning.
- Continue with manhole upgrades.
  - Identified 31 manholes to upgrade in fiscal year 2020.
- Locate and repair inflow/infiltration.
  - Sanitary sewer surveys were conducted and 3,051 feet of line were videotaped.
- Complete manhole rehabilitation and private service line cleanout repairs.
  - Ongoing.

- Automate odor control on collections systems.
  - 80% complete (Rummel Lift Station).

**FY 2019-2020 OBJECTIVES**

- Working on new SSOI with TCEQ.
- Repair Ring and Lid on manholes and continue manhole upgrades.
- Locate and repair inflow/infiltration.
- Complete manhole rehabilitation and private service line cleanout repairs.
- Install automatic Ferric Chloride odor control at Trimmier Lift Station.

**LIFT STATIONS**

**FY 2018-2019 ACHIEVEMENTS**

- Automated odor control at Rummel Lift stations.
- Continue air relief valve maintenance program.
- Working out bugs on SCADA upgrades to 13 remaining lift stations.
- Continue to train Wastewater staff on SCADA system.
- Took Pueblo Lift Station offline and rerouted flow to bring Rummel Lift Station online.

**PROGRESS ON FY 2018-2019 OBJECTIVES**

- Rebuild each pump for all lift stations
  - 30% complete.
- Clean all lift stations twice per year.
  - 50% complete.
- Update electrical panels at lift station to better utilize radio-based SCADA system.
  - 60% complete.
- Install mixer and railing system at Fawn Valley Lift Station.
  - 20% complete.
- Install by-passes at all lift stations.
  - 40% complete.

**FY 2019-2020 OBJECTIVES**

- Continue rebuilding lift station pumps.
- Clean grease from lift stations twice per year.
- Continue updating electrical panels at lift station to better utilize radio-based SCADA system.
- Install mixer and railing system at Fawn Valley and Trimmier Lift Station.
- Continue installing by-passes at all lift stations.

**PERFORMANCE MEASURES**

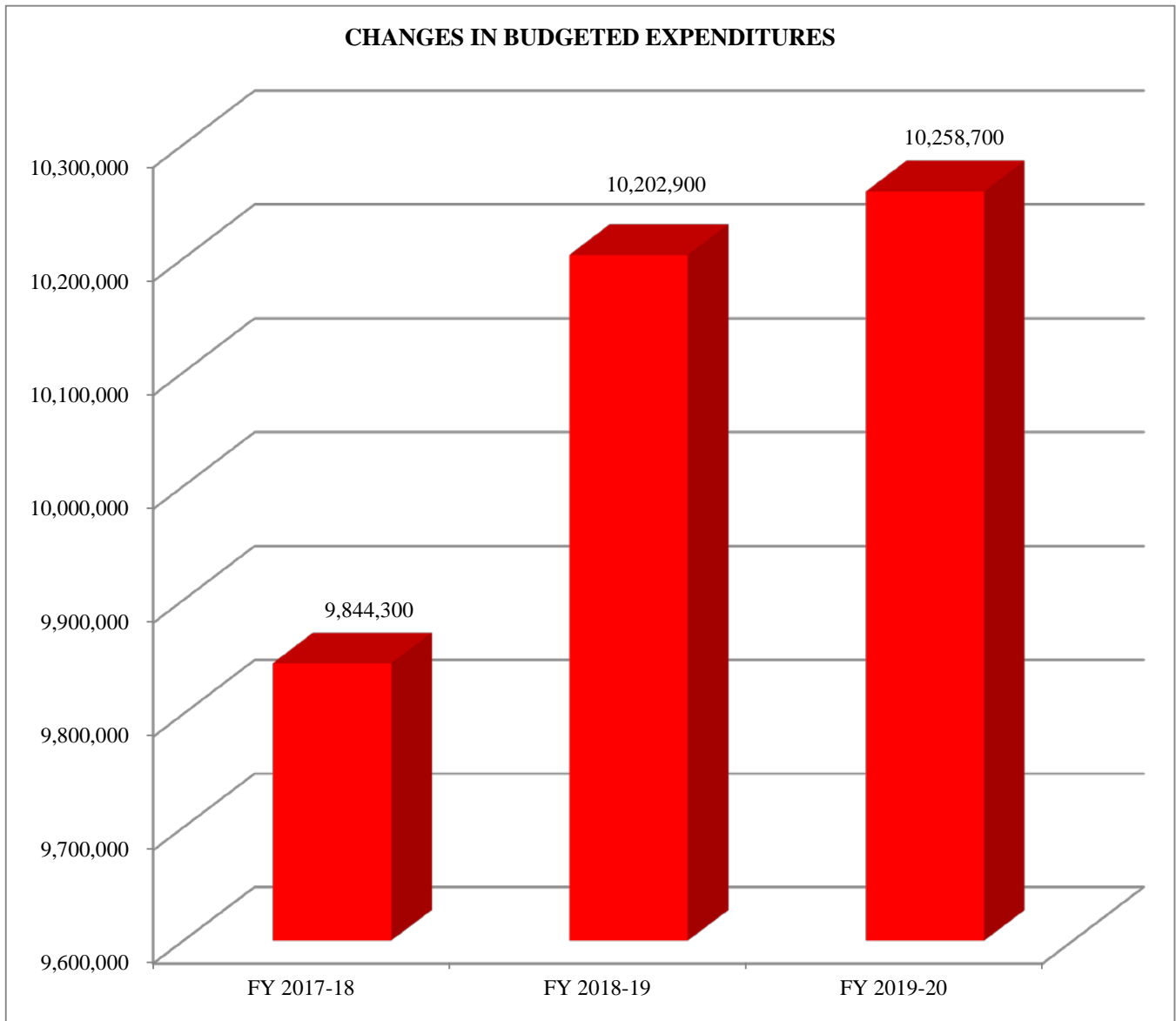
<b>Type of Measure/Description</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>	<b>FY 19 Actual</b>	<b>FY 20 Estimated</b>
<b>INPUTS:</b>					
# of full-time employees	8	8	8	8	8
<b>OUTPUTS:</b>					
# of manholes repaired (in-house)	10	10	10	10	10
# of manholes repaired (contracted)	25	0	25	2	25
# of lift station repairs	5	8	5	8	5
# of lift stations cleaned	14	14	14	13	14
Feet of sewer lines cleaned	100,188	111,634	100,188	107,344	100,188
Camera of sewer lines (feet)	3,000	3,051	3,000	3,051	3,000
Feet of sewer lines repaired	2,500	200	2,500	200	2,500
# of storm water catch basins cleaned	50	50	50	50	50
<b>EFFECTIVENESS:</b>					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	100%	100%
Feet of sewer line cleaned per day	450	406	350	413	350
# of wastewater overflows	25	25	25	25	25
Response to stoppages within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
% of manholes repaired in-house	20%	100%	20%	100%	20%
Lab costs per million gallons	\$5,500	\$5,300	\$5,500	\$5,300	\$5,500
Feet of sewer lines cleaned per employee	12,523.50	13,954.25	12,523.50	13,418.00	12,523.50
Feet of sewer lines repaired per employee	312.50	25.00	312.50	25.00	312.50

**WASTEWATER**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	294,400	304,470	301,100	146,184	301,100	311,600
002 Overtime	26,000	46,750	30,000	20,135	40,000	35,000
003 Workers Compensation	4,700	4,671	4,400	4,249	4,400	4,400
004 Health Insurance	44,500	38,554	35,800	10,376	25,000	34,700
005 Social Security	24,500	26,224	25,300	12,670	26,100	26,500
006 Retirement	48,200	52,946	49,800	25,013	51,300	51,800
<b>TOTAL PERSONNEL SERVICES</b>	<b>442,300</b>	<b>473,615</b>	<b>446,400</b>	<b>218,627</b>	<b>447,900</b>	<b>464,000</b>
<b>SUPPLIES</b>						
010 Office	2,500	2,217	2,500	1,148	2,500	2,500
011 Vehicle	15,000	16,927	15,000	8,782	17,800	18,000
012 General	5,000	9,107	7,000	4,525	9,100	9,100
013 Equipment	2,000	1,142	2,000	278	1,000	2,000
017 Belt Press	15,000	25,060	20,000	5,985	20,000	20,000
018 Lab	11,000	5,815	11,000	3,530	11,000	11,000
<b>TOTAL SUPPLIES</b>	<b>50,500</b>	<b>60,268</b>	<b>57,500</b>	<b>24,248</b>	<b>61,400</b>	<b>62,600</b>
<b>MAINTENANCE</b>						
020 Vehicle	15,000	18,958	15,000	6,470	15,000	15,000
021 Building	2,000	799	2,000	23	2,000	1,000
022 Equipment	3,000	5,107	3,000	15,826	16,000	3,000
023 Ground	1,000	1,301	1,500	80	1,500	1,500
024 Repair & Maintenance	90,000	74,361	90,000	36,694	80,000	90,000
026 UV Lights	35,000	33,570	35,000	0	35,000	35,000
027 Odor Control Chemical	15,000	39,862	45,000	20,168	45,000	45,000
<b>TOTAL MAINTENANCE</b>	<b>161,000</b>	<b>173,958</b>	<b>191,500</b>	<b>79,261</b>	<b>194,500</b>	<b>190,500</b>
<b>INSURANCE</b>						
030 Property/Liability	11,600	11,590	11,600	12,084	12,200	12,700
<b>TOTAL INSURANCE</b>	<b>11,600</b>	<b>11,590</b>	<b>11,600</b>	<b>12,084</b>	<b>12,200</b>	<b>12,700</b>
<b>SERVICES</b>						
014 Uniforms	7,000	6,123	7,000	3,383	7,000	7,000
040 Utilities	295,000	207,478	275,000	93,854	210,000	250,000
041 Dues/Subscriptions	700	790	800	715	800	800
042 Travel & Training	5,000	3,929	5,000	809	3,000	3,000
045 Telephone	8,600	8,353	9,500	5,197	10,500	10,500
046 Equipment Rental	15,000	30,542	50,000	31,260	55,000	50,000
047 Contract Labor	130,000	159,862	150,000	77,481	160,000	160,000
085 State Fees	23,000	22,043	21,000	20,028	20,000	21,000
<b>TOTAL SERVICES</b>	<b>484,300</b>	<b>439,120</b>	<b>518,300</b>	<b>232,727</b>	<b>466,300</b>	<b>502,300</b>
<b>FIXED ASSETS</b>						
Transfer to Fixed Assets	191,400	176,140	191,900	118,593	332,800	29,800
<b>TOTAL FIXED ASSETS</b>	<b>191,400</b>	<b>176,140</b>	<b>191,900</b>	<b>118,593</b>	<b>332,800</b>	<b>29,800</b>
<b>GRAND TOTALS</b>	<b>1,341,100</b>	<b>1,334,691</b>	<b>1,417,200</b>	<b>685,540</b>	<b>1,515,100</b>	<b>1,261,900</b>

**UTILITY FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
Water Administration	3,131,900	3,150,619	3,171,400	684,595	3,280,200	3,527,500
Water Operations	3,648,500	3,891,096	3,751,400	1,692,308	3,576,100	3,941,100
Wastewater	1,341,100	1,334,691	1,417,200	685,540	1,515,100	1,261,900
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	0	0	0	0	0	0
Transfer to Fixed Assets	122,800	130,054	112,900	(124,448)	(47,600)	428,200
Transfer to Capital Projects	1,600,000	1,850,000	1,750,000	350,000	1,300,000	1,100,000
Contingencies	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>9,844,300</b>	<b>10,356,460</b>	<b>10,202,900</b>	<b>3,287,995</b>	<b>9,623,800</b>	<b>10,258,700</b>







**OTHER FUNDS**

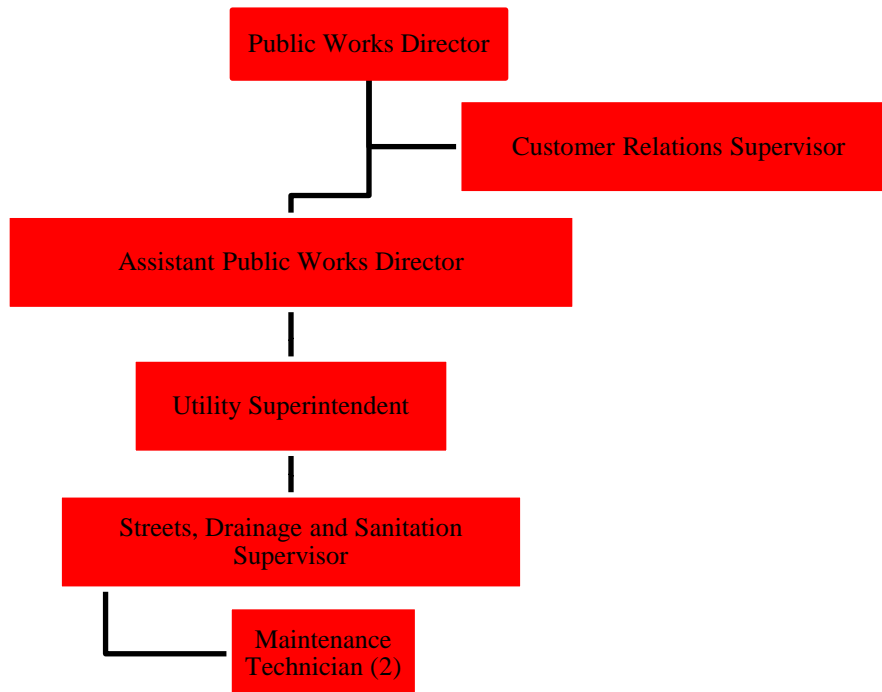
## SANITATION DEPARTMENT

The Sanitation Department falls under the Public Works Director, Assistant Public Works Director and the Utility Superintendent. The Street, Drainage and Sanitation Field Supervisor is in charge of the Sanitation Department which consists of one full-time Maintenance Technician and one part-time Maintenance Technician. The Sanitation Department was created during the 2008-2009 fiscal year to take the place of curb side brush and bulky item pickup. The facility is open four days per week and includes recycling.

### GOALS AND OBJECTIVES

The Drop Site & Recycling Facility receives brush, bulky items and recyclables from Harker Heights' residents. As a free service, the Drop Site encourages residents to keep their yards and curb lines free of brush and bulky items.

### ORGANIZATIONAL CHART



### FY 2018-2019 ACHIEVEMENTS

- Maintained and organized an attractive site that is functional and cost effective.
- Graded the site to improve customer access and attractiveness two times.
- Continued contract brush grinding.
- Customer brush and bulky usage is consistent.

**PROGRESS ON FY 2018-2019 OBJECTIVES**

- Reduce customer wait times by supplementing Sanitation by hiring a part-time staff position.
  - 25% complete.
- Grind Brush on three occasions to reduce site appearance and safety.
  - 10% complete. Plans to relocate the site have placed this objective on hold.
- Improve customer service by training staff.
  - 45% complete.
- Continue stock piling free brush mulch for public use.
  - 100% complete for the 2018-19 fiscal year.

**FY 2019-2020 OBJECTIVES**

- Hire and train new part-time position.
- Move the site to a new location.
- Purchase additional dumpsters to reduce rental fees.
- Continue to improve customer service and personnel safety by better training staff.

**PERFORMANCE MEASURES**

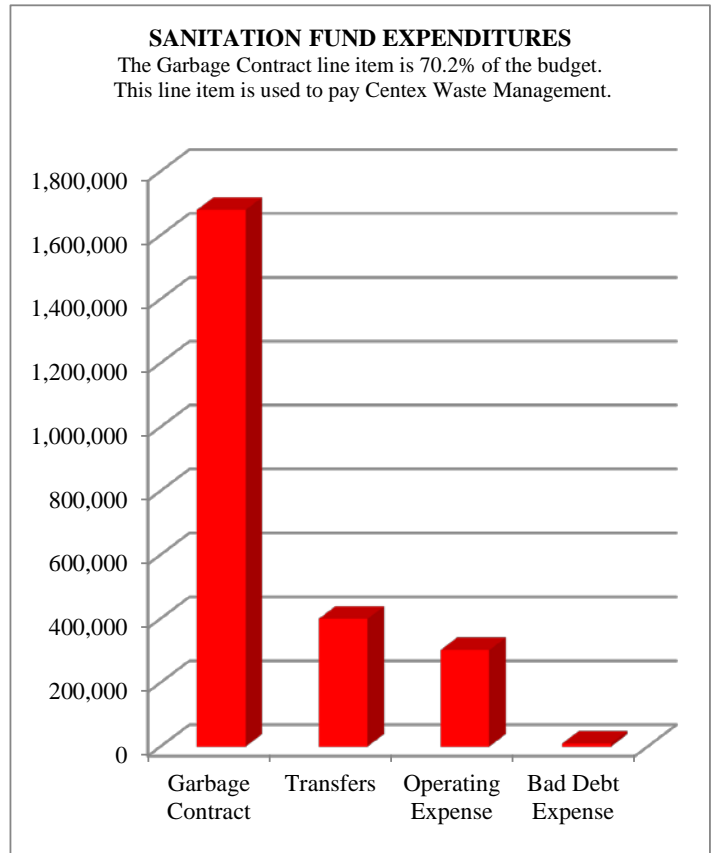
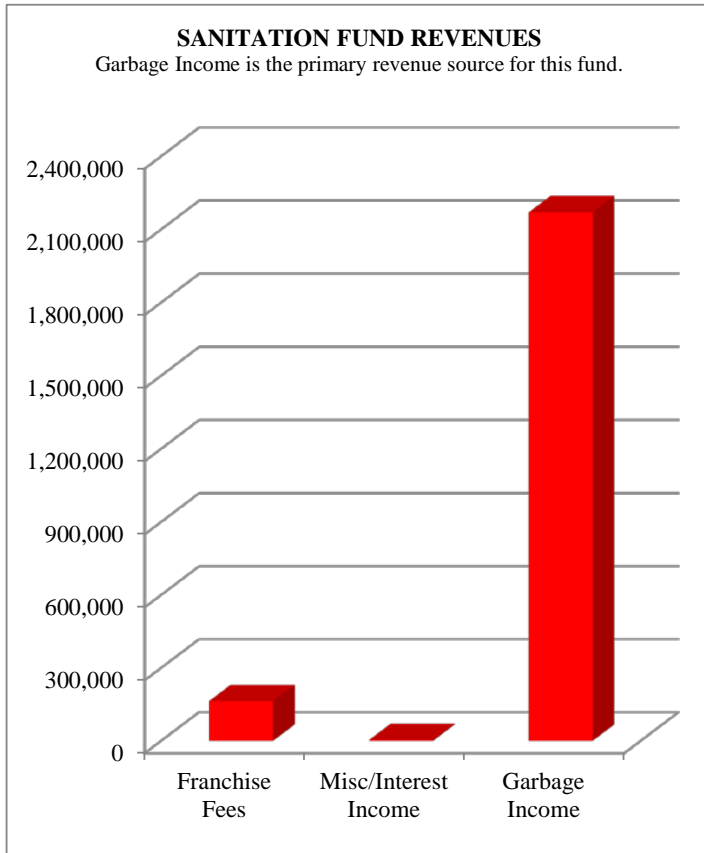
Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees	1	1	1	1	1
# of part-time employees	0	0	0	0	1
<b>OUTPUTS:</b>					
# of brush drop offs	9,500	11,730	12,000	9141	9,000
# of bulky items dropped off	12,250	13,122	13,250	12,739	13,000
# of dumpsters recycled	250	197	250	352	350
# of dumpsters landfill	500	463	500	512	525
Tons of brush chipped	5,600	7,038	7,000	5,485	6,000
<b>EFFECTIVENESS:</b>					
% of Households using the Station	35%	46%	46%	44%	45%
<b>EFFICIENCY:</b>					
Average wait time per customer (minutes)	<5	<4	<5	<5	<5

**SANITATION FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>100,525</b>	<b>128,689</b>	<b>59,855</b>	<b>90,427</b>	<b>90,427</b>	<b>90,827</b>
<b>REVENUES:</b>						
004 Garbage Income	2,018,200	2,021,541	2,088,800	1,032,592	2,077,000	2,170,500
020 Interest Income	500	1,217	1,000	1,158	2,200	2,500
021 Miscellaneous Income	1,000	1,334	1,000	525	1,000	1,000
084 Franchise Fees	150,000	152,762	150,000	79,072	158,000	163,500
<b>TOTAL REVENUES</b>	<b>2,169,700</b>	<b>2,176,854</b>	<b>2,240,800</b>	<b>1,113,347</b>	<b>2,238,200</b>	<b>2,337,500</b>
<b>EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	32,700	30,189	33,200	16,559	34,100	47,200
002 Overtime	6,500	5,465	6,500	2,802	6,500	6,000
003 Workers Compensation	600	584	500	531	500	800
004 Health Insurance	5,900	7,245	6,600	2,676	6,600	6,100
005 Social Security	3,000	2,336	3,000	1,316	3,100	4,100
006 Retirement	5,900	4,408	6,000	2,912	6,000	8,000
008 OPEB Expense	0	100	0	0	100	100
<b>TOTAL PERSONNEL SERVICE</b>	<b>54,600</b>	<b>50,327</b>	<b>55,800</b>	<b>26,796</b>	<b>56,900</b>	<b>72,300</b>
<b>SUPPLIES</b>						
011 Vehicle	0	0	0	638	1,000	1,000
012 General	700	140	700	0	200	200
013 Equipment	500	521	500	243	500	500
<b>TOTAL SUPPLIES</b>	<b>1,200</b>	<b>661</b>	<b>1,200</b>	<b>881</b>	<b>1,700</b>	<b>1,700</b>
<b>MAINTENANCE</b>						
022 Equipment	2,000	3,207	3,000	5,438	10,000	3,000
023 Ground	0	0	0	326	0	0
<b>TOTAL MAINTENANCE</b>	<b>2,000</b>	<b>3,207</b>	<b>3,000</b>	<b>5,764</b>	<b>10,000</b>	<b>3,000</b>
<b>INSURANCE</b>						
030 Property/Liability	700	741	700	801	800	1,200
<b>TOTAL INSURANCE</b>	<b>700</b>	<b>741</b>	<b>700</b>	<b>801</b>	<b>800</b>	<b>1,200</b>
<b>SERVICES</b>						
014 Uniforms	800	576	800	453	900	900
040 Utilities	300	221	300	97	300	300
041 Dues & Subscriptions	100	75	100	75	100	100
042 Travel & Training	500	0	500	0	500	500
045 Telephone	1,000	721	1,000	367	800	800
046 Equipment Rental	1,100	1,057	1,100	505	1,100	1,100
048 Roll Off Dumpster	160,000	189,324	160,000	89,383	190,000	190,000
050 Garbage Contract	1,527,500	1,561,312	1,596,500	812,645	1,627,900	1,680,000
<b>TOTAL SERVICES</b>	<b>1,691,300</b>	<b>1,753,286</b>	<b>1,760,300</b>	<b>903,525</b>	<b>1,821,600</b>	<b>1,873,700</b>

**SANITATION FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
049 Brush Grinding	30,000	14,000	25,000	9,000	36,000	25,000
052 Mulch Hauling	10,000	4,000	8,000	0	0	0
080 Bad Debt Expense	12,000	8,894	10,000	4,339	10,000	10,000
091 Advertising	0	0	0	773	800	800
092 Professional Fees	10,000	5,000	5,500	0	0	5,500
<b>TOTAL MISCELLANEOUS</b>	<b>62,000</b>	<b>31,894</b>	<b>48,500</b>	<b>14,112</b>	<b>46,800</b>	<b>41,300</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	100,000	75,000	75,000	0	0	100,000
801 Transfer to General Fund	300,000	300,000	300,000	200,000	300,000	300,000
805 Transfer to Capital Projects	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>400,000</b>	<b>375,000</b>	<b>375,000</b>	<b>200,000</b>	<b>300,000</b>	<b>400,000</b>
<b>TOTAL EXPENSES</b>	<b>2,211,800</b>	<b>2,215,116</b>	<b>2,244,500</b>	<b>1,151,879</b>	<b>2,237,800</b>	<b>2,393,200</b>
<b>INCREASE/DECREASE</b>	<b>(42,100)</b>	<b>(38,262)</b>	<b>(3,700)</b>	<b>(38,532)</b>	<b>400</b>	<b>(55,700)</b>
<b>ENDING FUND BALANCE</b>	<b>58,425</b>	<b>90,427</b>	<b>56,155</b>	<b>51,895</b>	<b>90,827</b>	<b>35,127</b>



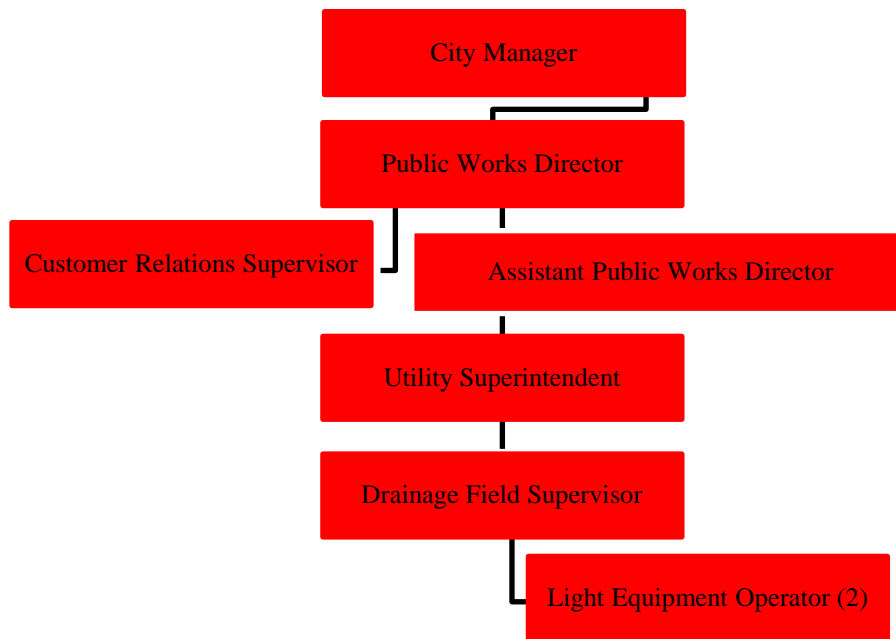
## DRAINAGE UTILITY DEPARTMENT

The Drainage Utility Department is supervised by the Public Works Director, Assistant Public Works Director and the Utility Superintendent. This Department is headed by the Street, Drainage and Sanitation Supervisor and also consists of two Light Equipment Operators.

### GOALS AND OBJECTIVES

The Drainage Department works to provide sufficient maintenance and make improvements to drainage ways, channels, or streams so that run-off water will conform substantially to such water course. Erosion, silting, and flooding are important concerns in the maintenance of the City's drainage and storm sewer systems. The Department performs necessary maintenance whenever a potential problem is identified.

### ORGANIZATIONAL CHART



### FY 2018-2019 ACHIEVEMENTS

- Repaired Sam's Club's retention pond and reinstalled Rip Rap.
- Removed storm debris from Inlet boxes and cleaned concrete flumes.
- Completed Dry Weather screening for the storm water program.
- Continued certifying herbicide applicator technicians.
- Began training two motor grader operators.

### PROGRESS ON FY 2018-2019 OBJECTIVES

- Purchase or rent a motor grader for routine maintenance grading.
  - 100% complete.

- Reshape earthen channels city-wide and increase the earthen channel cleaning program.
  - 30% complete.
- Mow all earthen swales and drainage channels city wide at least twice each year.
  - 100% complete.
- Install retaining walls in earthen channels as needed.
  - 10% complete.
- Continue the Backhoe Training Program (certifications for multiple operators).
  - 10% complete.

**FY 2019-2020 OBJECTIVES**

- Continue motor grader for routine maintenance grading.
- Continue reshape of earthen channels city-wide and increase the earthen channel cleaning program.
- Continue mowing all earthen swales and drainage channels city wide at least twice each year.
- Install retaining walls in earthen channels as needed.
- Continue the Backhoe Training Program (certifications for multiple operators).

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 18 Estimated	FY 18 Actual	FY 19 Estimated	FY 19 Actual	FY 20 Estimated
<b>INPUTS:</b>					
# of full-time employees	3	3	3	3	3
<b>OUTPUTS:</b>					
# of catch basins cleaned and inspected	480	480	480	480	480
# of earthen channels reshaped (feet)	3,000	2,000	3,000	2,100	3,000
# of concrete valley gutters installed (in-house)	5	0	5	2	5
# of concrete valley gutters installed (contractor)	0	2	0	1	0
# of driveway culverts installed	3	2	3	2	3
# of storm/emergency responses	2	2	2	2	2
<b>EFFECTIVENESS:</b>					
<b>EFFICIENCY:</b>					
% of concrete valley gutters installed in-house	100%	0%	100%	0%	100%
# of catch basins cleaned and inspected per employee	160.00	160.00	160.00	160.00	160.00
# of feet of earthen channels reshaped per employee	1,000.00	666.67	1,000.00	700.00	1,000.00
# of concrete valley gutters installed per employee (in-house)	1.67	0.00	1.67	0.67	1.67

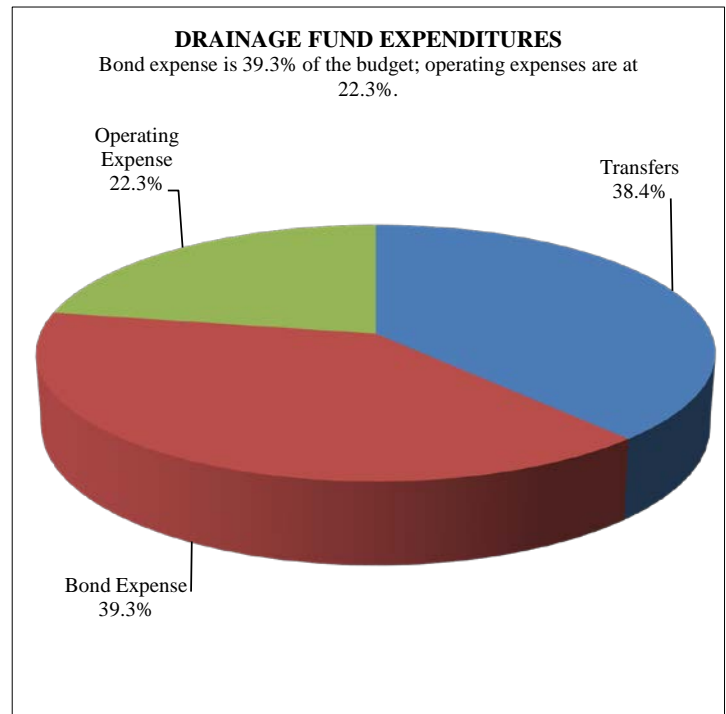
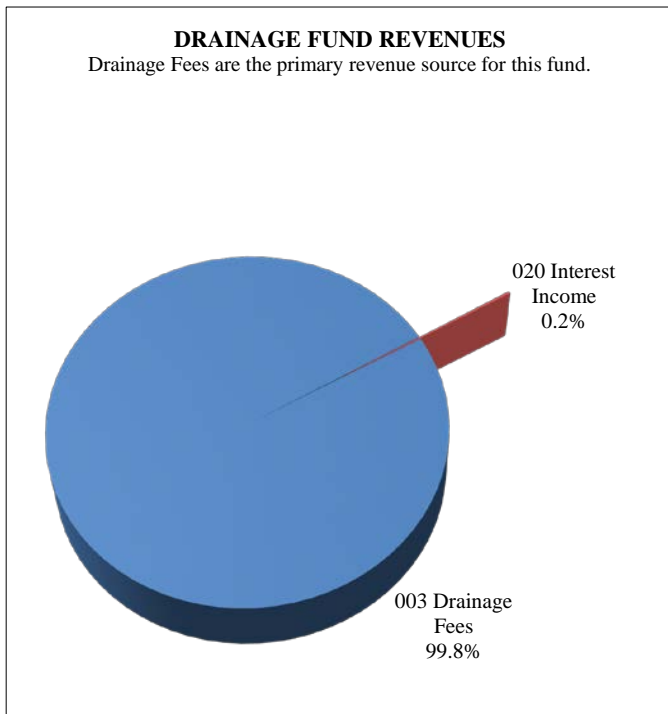
**DRAINAGE FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>52,433</b>	<b>3,483</b>	<b>61,583</b>	<b>67,311</b>	<b>67,311</b>	<b>35,311</b>
<b>REVENUES</b>						
003 Drainage Fees	809,600	823,241	834,300	411,954	826,300	842,800
020 Interest Income	400	1,660	1,200	858	1,800	2,000
022 Other Income	0	25,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>810,000</b>	<b>849,901</b>	<b>835,500</b>	<b>412,812</b>	<b>828,100</b>	<b>844,800</b>
<b>EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	94,400	82,250	92,600	42,566	80,600	88,700
002 Overtime	2,000	1,131	2,000	285	1,000	1,000
003 Workers Compensation	1,500	1,460	1,400	1,328	1,400	1,400
004 Health Insurance	14,500	13,426	15,300	5,000	10,400	14,300
005 Social Security	7,400	6,255	7,200	3,173	6,200	6,900
006 Retirement	14,500	15,299	14,200	6,445	12,300	13,400
008 OPEB Expense	0	462	0	0	500	500
<b>TOTAL PERSONNEL SERVICE</b>	<b>134,300</b>	<b>120,283</b>	<b>132,700</b>	<b>58,797</b>	<b>112,400</b>	<b>126,200</b>
<b>SUPPLIES</b>						
011 Vehicle	4,000	3,861	4,000	3,411	4,000	4,000
012 General	500	23	500	200	500	500
013 Equipment	5,000	2,083	4,000	2,432	5,200	5,000
<b>TOTAL SUPPLIES</b>	<b>9,500</b>	<b>5,967</b>	<b>8,500</b>	<b>6,043</b>	<b>9,700</b>	<b>9,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	4,000	2,901	4,000	1,589	3,000	3,000
022 Equipment	1,500	5,453	4,000	2,196	4,000	4,000
023 Ground	40,000	15,613	30,000	12,614	30,000	30,000
<b>TOTAL MAINTENANCE</b>	<b>45,500</b>	<b>23,967</b>	<b>38,000</b>	<b>16,399</b>	<b>37,000</b>	<b>37,000</b>
<b>INSURANCE</b>						
030 Property/Liability	1,900	1,856	1,900	2,012	2,100	2,100
<b>TOTAL INSURANCE</b>	<b>1,900</b>	<b>1,856</b>	<b>1,900</b>	<b>2,012</b>	<b>2,100</b>	<b>2,100</b>
<b>SERVICES</b>						
014 Uniforms	2,500	2,095	2,500	1,387	2,500	2,500
041 Dues/Subscriptions	300	95	300	265	300	300
042 Travel & Training	1,100	649	1,100	72	500	1,000
046 Equipment Rental	1,000	0	500	0	0	500
047 Contract Labor	0	3,915	4,000	840	4,000	4,000
<b>TOTAL SERVICES</b>	<b>4,900</b>	<b>6,754</b>	<b>8,400</b>	<b>2,564</b>	<b>7,300</b>	<b>8,300</b>
<b>BOND EXPENSE</b>						
Principal Payments	136,800	136,802	178,400	0	178,400	206,000
300 Issuance Cost	0	33,558	0	0	0	0
301 Interest Expense	104,100	46,703	139,200	66,360	139,200	133,000
306 Amortization Bond Issue	(4,900)	0	(6,500)	0	(6,500)	(5,700)
<b>TOTAL BOND EXPENSES</b>	<b>236,000</b>	<b>217,063</b>	<b>311,100</b>	<b>66,360</b>	<b>311,100</b>	<b>333,300</b>



**DRAINAGE FUND**

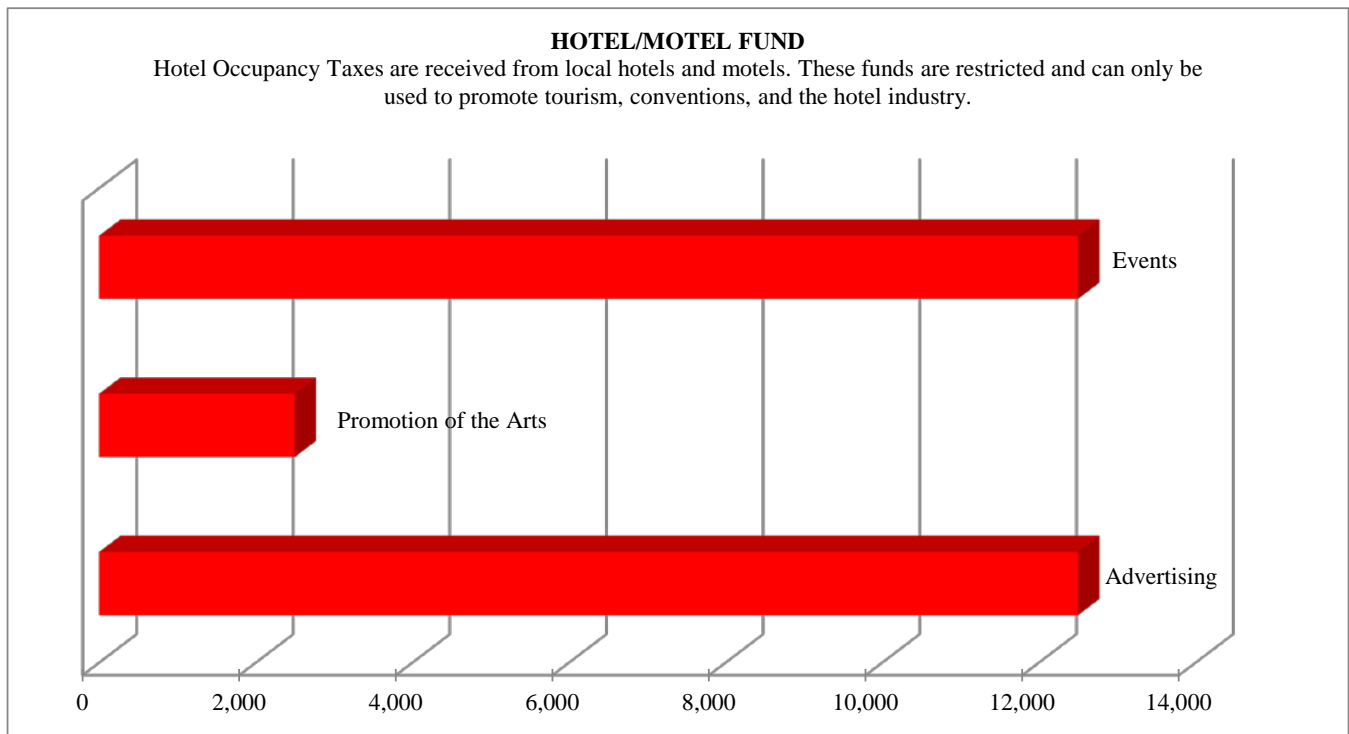
	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	4,000	5,098	5,000	2,253	5,000	5,000
091 Advertising	0	0	0	0	0	0
092 Professional Fees	5,100	5,085	0	370	25,500	500
<b>TOTAL MISCELLANEOUS</b>	<b>9,100</b>	<b>10,183</b>	<b>5,000</b>	<b>2,623</b>	<b>30,500</b>	<b>5,500</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	150,000	200,000	200,000	100,000	200,000	225,000
801 Transfer to General Fund	0	0	0	0	0	0
802 Transfer to Water	0	0	0	0	0	0
805 Transfer to Capital Projects	200,000	200,000	150,000	75,000	150,000	100,000
806 Transfer to Debt Service	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>350,000</b>	<b>400,000</b>	<b>350,000</b>	<b>175,000</b>	<b>350,000</b>	<b>325,000</b>
<b>TOTAL EXPENSES</b>	<b>791,200</b>	<b>786,073</b>	<b>855,600</b>	<b>329,798</b>	<b>860,100</b>	<b>846,900</b>
<b>INCREASE/DECREASE</b>	<b>18,800</b>	<b>63,828</b>	<b>(20,100)</b>	<b>83,014</b>	<b>(32,000)</b>	<b>(2,100)</b>
<b>ENDING BALANCE</b>	<b>71,233</b>	<b>67,311</b>	<b>41,483</b>	<b>150,325</b>	<b>35,311</b>	<b>33,211</b>





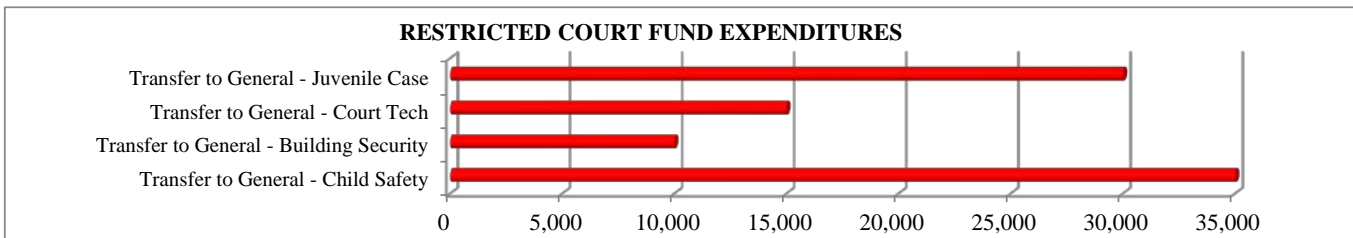
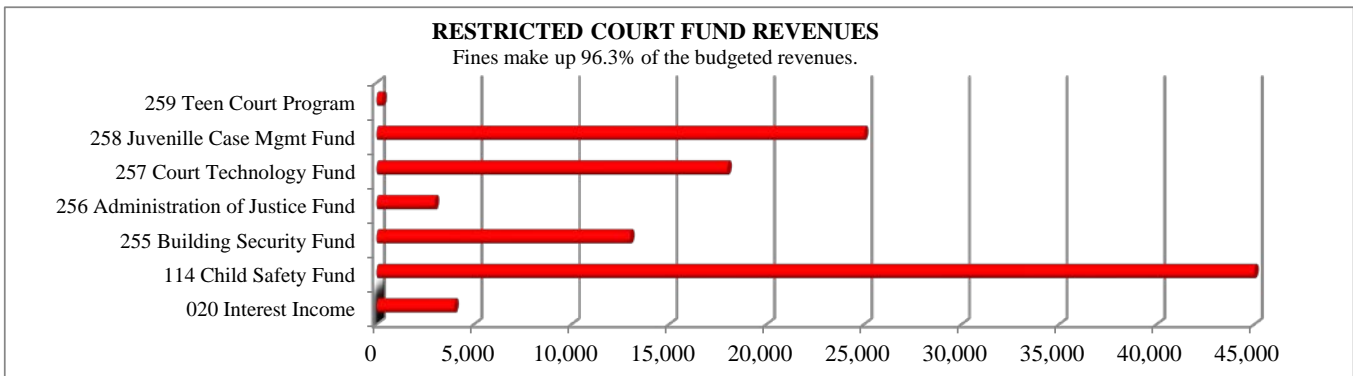
**HOTEL MOTEL FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>99,818</b>	<b>122,348</b>	<b>182,648</b>	<b>191,986</b>	<b>191,986</b>	<b>274,586</b>
<b>REVENUES:</b>						
706 Hotel Tax Revenue	75,000	77,331	75,000	26,640	95,000	95,000
710 HOT Distribution - Bell Count	0	8,257	4,600	3,738	3,700	4,000
020 Interest Income	300	1,952	1,700	1,934	3,900	3,900
022 Other Income	0	0	0	0	0	0
201 Net Value of Investments	0	10	0	0	0	0
<b>TOTAL REVENUES</b>	<b>75,300</b>	<b>87,550</b>	<b>81,300</b>	<b>32,312</b>	<b>102,600</b>	<b>102,900</b>
<b>EXPENDITURES:</b>						
Chamber Events	5,000	5,000	5,000	2,500	5,000	5,000
Food & Wine Festival	7,500	7,500	7,500	3,750	7,500	7,500
Miscellaneous Advertising	0	0	0	0	0	0
091 Advertising	12,500	12,500	12,500	6,250	12,500	12,500
Tournaments	5,000	2,912	5,000	0	5,000	12,500
094 Events Total	5,000	2,912	5,000	0	5,000	12,500
Food & Wine Festival	2,500	2,500	2,500	1,250	2,500	2,500
095 Promotion of the Arts	2,500	2,500	2,500	1,250	2,500	2,500
710 Other Improvements	0	0	0	0	0	0
Historical Restoration/Preservation	0	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>20,000</b>	<b>17,912</b>	<b>20,000</b>	<b>7,500</b>	<b>20,000</b>	<b>27,500</b>
<b>INCREASE/DECREASE</b>	<b>55,300</b>	<b>69,638</b>	<b>61,300</b>	<b>24,812</b>	<b>82,600</b>	<b>75,400</b>
<b>ENDING FUND BALANCE</b>	<b>155,118</b>	<b>191,986</b>	<b>243,948</b>	<b>216,798</b>	<b>274,586</b>	<b>349,986</b>



**RESTRICTED COURT FUND**

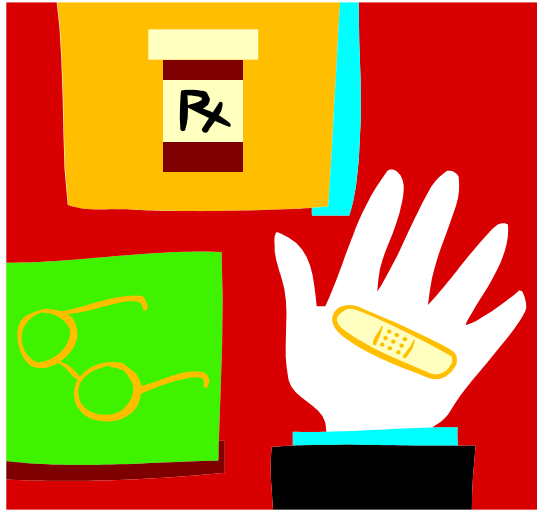
	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>217,897</b>	<b>211,456</b>	<b>206,656</b>	<b>184,714</b>	<b>184,714</b>	<b>187,636</b>
<b>REVENUES:</b>						
020 Interest Income	800	2,328	1,500	1,868	3,700	4,000
114 Child Safety Fund	52,000	39,632	40,000	37,946	42,700	45,000
255 Building Security Fund	11,000	13,324	13,000	6,537	13,000	13,000
256 Administration of Justice Fund	2,500	2,767	3,000	1,544	3,000	3,000
257 Court Technology Fund	14,000	17,727	18,000	8,631	18,000	18,000
258 Juvenile Case Mgmt Fund	20,000	25,654	25,000	12,457	25,000	25,000
259 Teen Court Program	100	250	400	155	300	300
<b>TOTAL REVENUES</b>	<b>100,400</b>	<b>101,682</b>	<b>100,900</b>	<b>69,138</b>	<b>105,700</b>	<b>108,300</b>
<b>EXPENDITURES</b>						
Court Technology Fund	14,200	14,544	0	0	0	0
Building Security Fund	0	0	10,000	5,000	12,778	0
800 Transfers to Fixed Asset Fund	14,200	14,544	10,000	5,000	12,778	0
Child Safety Fund	38,000	38,000	35,000	35,000	35,000	35,000
Building Security Fund	10,000	10,000	10,000	5,000	10,000	10,000
Administration of Justice Fund	0	0	0	0	0	0
Court Technology Fund	15,000	15,000	15,000	0	15,000	15,000
Juvenile Case Management Fund	25,000	25,000	30,000	10,000	30,000	30,000
801 Transfers to General Fund	88,000	88,000	90,000	50,000	90,000	90,000
012 Child Safety Fund	500	0	0	0	0	0
616 School Safety Expenses	0	25,880	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>102,700</b>	<b>128,424</b>	<b>100,000</b>	<b>55,000</b>	<b>102,778</b>	<b>90,000</b>
<b>INCREASE/DECREASE</b>	<b>(2,300)</b>	<b>(26,742)</b>	<b>900</b>	<b>14,138</b>	<b>2,922</b>	<b>18,300</b>
<b>ENDING FUND BALANCE</b>	<b>215,597</b>	<b>184,714</b>	<b>207,556</b>	<b>198,852</b>	<b>187,636</b>	<b>205,936</b>



**EMPLOYEE BENEFITS FUND**

	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FY 2018-19 MID-YEAR</b>	<b>FY 2018-19 PROJECTED</b>	<b>FY 2019-20 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>918</b>	<b>879</b>	<b>1,379</b>	<b>1,705</b>	<b>1,705</b>	<b>3,705</b>
<b>REVENUES</b>						
Interest Income	300	826	500	1,115	2,000	2,000
<b>TOTAL REVENUES</b>	<b>300</b>	<b>826</b>	<b>500</b>	<b>1,115</b>	<b>2,000</b>	<b>2,000</b>
<b>INCREASE/DECREASE</b>	<b>300</b>	<b>826</b>	<b>500</b>	<b>1,115</b>	<b>2,000</b>	<b>2,000</b>
<b>ENDING FUND BALANCE</b>	<b>1,218</b>	<b>1,705</b>	<b>1,879</b>	<b>2,820</b>	<b>3,705</b>	<b>5,705</b>

The Employee Benefits Fund was created to reduce the premium tax paid by the City to an insurance carrier for eligible lines of coverage. It is a pass-through account for the collection and payment of insurance premiums.





**FEE SCHEDULE**

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

*The City of Harker Heights reserves the right to add a 25% administrative fee for any services provided by contract.*

**ADMINISTRATIVE FEES**

Paper Copy (per page/side).....	\$0.10
Nonstandard Copies.....	See Texas Administrative Code Rule §70.3
Franchise Fee for Taxicab (per vehicle, per year) .....	\$25.00
Garage Sale Permit (limited to 2 per year, per address) .....	FREE
Returned Check/Returned ACH/Credit Card Chargeback Fee.....	\$30.00
Processing Fee for Refunding of Credit Card Payments .....	\$5.00
Sexually Oriented Business	
• Application (one-time fee).....	\$500.00
• Work Permit.....	\$25.00
• Replacement .....	\$10.00
• Renewal (annual) .....	\$250.00
Solicitor Permit.....	\$200.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
• Itinerate Merchant.....	additional \$50 per employee
Special Event Application Fee (non-refundable) .....	\$15.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
Grass Cutting Private Property (Nuisance Abatement) .....	actual cost + \$100; \$200 minimum
Graffiti Abatement (per hour).....	\$50.00
Small Cell Facility Application Fee .....	\$25.00
Small Cell Facility Right-of-Way Annual Fee .....	\$250.00
Small Cell Facility Attachment to City Structure Annual Fee .....	\$336.00

**ADMINISTRATIVE ABATEMENT OF SEDIMENTATION**

*Applies to individual homebuilders and requires them to have in place measures to prevent silt runoff into City streets per the erosion-sedimentation control ordinance.*

Street Sweeper (per hour) .....	\$100.00
Dump Truck (per hour).....	\$50.00
Front Loader (per hour) .....	\$50.00
Backhoe (per hour) .....	\$50.00
Water Truck (per hour).....	\$50.00
Traffic Control (per hour; includes flagman, vehicle and traffic devices) .....	\$50.00
Each additional flagman (per hour).....	\$25.00

**BUILDING PERMITS**

*Where construction is commenced before a permit is obtained, the permit fees may be doubled.*

**New Building Construction**

- One and Two Family Dwellings (per square foot under roof).....\$0.10
    - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$5.50
- Fee does not include permits for fences, irrigation, accessory buildings or swimming pools. Permits included are structure, electrical, mechanical, plumbing, flat work, plan review, and certificate of occupancy. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing,*

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*mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; and final.*

- Multi-family, Commercial, and Other Construction (per square foot under roof) .....\$0.15
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$10.00

*Excludes shell buildings, warehouses and parking garages. Fee does not include permits for fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, electrical, plumbing, flat work, certificate of occupancy, and landscaping and plan review. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; landscaping inspection; parking requirements inspection; and final.*

  - Plan Reviews Requiring Outside Consultation ..... cost + \$25.00
  - Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection).....\$10.00
- Multi-family (over four living units), Hotels, Motels, and Commercial Buildings with Multiple Tenants (excluding shell buildings)..... add \$40.00 to multi-family cost for added inspections
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$10.00

**Additions to Floor Area**

- One and Two Family Dwellings..... same as for new construction, minimum of \$25.00
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$5.00
- All Others..... same as for new construction
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$5.00

**Shell Buildings**

*Fee is for shell buildings without interior finish, warehouses, and/or parking garages. Fee does not include fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, flatwork, and landscaping and plan review.*

- Per Square Foot Under Roof.....\$0.08
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$10.00
- Plan Reviews Requiring Outside Consultation..... cost + \$25.00
- Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection).....\$10.00

**Any Remodeling, Alterations, Repairs, Replacements, Fences, Swimming Pools, Accessory Buildings, Irrigation and Signs, etc. *Projects not involving an addition to floor area.***

**Applicable Permit Fee Below Plus Technology/Convenience Fee – My Permit Now (per permit) .....\$5.00**

- Commercial
  - Valuation up to \$1,000.....\$25.00
  - Valuation \$1,001 to \$2,000.....\$35.00
  - Valuation \$2,001 to \$3,000.....\$45.00
  - Valuation \$3,001 to \$4,000.....\$55.00
  - Valuation \$4,001 to \$5,000.....\$65.00
  - Valuation \$5,001 to \$6,000.....\$75.00
  - Valuation \$6,001 to \$7,000.....\$85.00
  - Valuation \$7,001 to \$8,000.....\$95.00
  - Valuation \$8,001 to \$9,000.....\$105.00



**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

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▪ Valuation \$9,001 to \$10,000.....	\$115.00
▪ Per \$1,000 thereafter .....	additional \$10.00
• Residential	
▪ Accessory Structure – Large/Carport.....	\$125.00
▪ Accessory Structure – Small .....	\$45.00
▪ Alteration/Remodel.....	\$30.00
▪ Backflow .....	\$30.00
▪ Electric Service/Other .....	\$35.00
▪ Fence .....	\$45.00
▪ Flatwork .....	\$55.00
▪ Gas Test/Permit.....	\$30.00
▪ Irrigation/Other .....	\$45.00
▪ Mechanical.....	\$75.00
▪ Plumbing/Other.....	\$50.00
▪ Pool – Above-Ground/Spa.....	\$50.00
▪ Pool – In-Ground .....	\$300.00
▪ Porch/Deck.....	\$50.00
▪ Retaining Wall .....	\$125.00
▪ Roofing .....	\$80.00
▪ Skirting.....	\$30.00
▪ Solar .....	\$235.00
▪ Water Heater .....	\$30.00
▪ Water Softener .....	\$45.00
▪ Water/Sewer Line .....	\$35.00
Demolition/Move Structure Permits	
• Per structure .....	\$25.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
Re-inspection Fees (per re-inspection) .....	\$50.00
Working Without Permits.....	\$250.00

**EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS, ADMINISTRATIVE FEES**

*Fees over 60 days late may be doubled to cover additional administrative costs.*

Alcohol License (per year) .....	½ of TABC Fee
City Registration/Business License	
• Home Business/Property Management.....	\$25.00
• Mobile Business.....	\$35.00
• Commercial Business .....	\$75.00
Business Registration Reprint Fee.....	\$5.00
Contractor Registration Fee (per year, expires December 31) .....	\$75.00
Flood Plain Development Permits .....	\$50.00
Food Dealer’s Permit (initial and renewals).....	\$50.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

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Manufactured Housing Park License .....\$100.00  
*(Replaces license fee for City Registration/Business License)*

**Manufactured Home Permits**

- Application for Certificate of Occupancy..... inspection cost + \$50.00
- Replacement ..... inspection cost + \$50.00

**Occupation Taxes (as authorized by State law)**

- Certificate of Occupancy inspection (existing buildings).....\$50.00
- Special investigation.....\$30.00
- Reports rendered pursuant to any special investigation.....\$30.00
- Re-inspection of any failed inspection.....\$50.00

Request to Zoning Board of Adjustment and Appeals .....\$150.00

**Plan Review**

- Done by City personnel ..... ½ of base permit fee
- Done by other agencies..... actual cost + handling fee of \$10.00

**Planning and Zoning Fees**

- Rezoning Request .....\$200.00
- Conditional Use Permit.....\$200.00
- Development Concept Plan .....\$50.00
- Site Preparation Permit.....\$25.00
- All Other Plats (Replats, Development, Amendments, etc.) .....\$3.00/acre + \$150.00
- Subdivision Plat – Preliminary ..... \$25.00/lot + \$500.00
- Subdivision Plat – Final.....\$150.00
- Sound Amplification Permit (per year).....\$25.00
  - Plus Technology/Convenience Fee – My Permit Now (per permit).....\$5.00
- Zoning Verification Letter .....\$10.00
- Planning Maps (arc view)
  - 8 ½” x 11” maps.....\$5.00
  - 11” x 17” maps.....\$10.00
  - 17” x 22” maps to 22” x 40” maps.....\$20.00
  - 34” x 44” maps.....\$25.00

**Public Works Construction Inspection Fees**

- All inspections .....\$25.00
- All inspections after regular business hours, weekends, and Holidays (per hour) .....\$50.00

Temporary Storage Unit Permit .....\$25.00

- Plus Technology/Convenience Fee – My Permit Now (per permit).....\$5.00

**Temporary Use Permits**

- Long Term Seasonal Sales
  - Administrative Fee.....\$25.00
  - Inspection Cost.....\$10.00
  - Re-inspection Cost.....\$35.00
- Short Tem Seasonal Sales
  - Administrative Fee.....\$10.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

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▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost.....	\$35.00
Heavy Vehicle Residential Parking Permit .....	\$25.00
Heavy Vehicle Residential Parking Permit Renewal .....	\$10.00
Donation Box Permit Application .....	\$25.00

**LIBRARY / ACTIVITIES CENTER**

Copy and Printing Fee (per page)	
• Black and White .....	\$0.15
• Color .....	\$0.25
Lost or Damaged Book.....	Price of Book + Processing Fee
New Card Replacement.....	\$1.00
Overdue Book (per day).....	\$0.05
Printing Fee (per page).....	\$0.10
Processing Fee	
• Hardback Book Replacement .....	\$5.00
• Paperback Book Replacement .....	\$1.00
Replacement Fee	
• CD Album, View Case, or Playaway Case.....	\$6.00
• DVD Case.....	\$1.00
• Spine or Barcode.....	\$1.00
• Tablet Adapter .....	\$10.00
• Tablet USB Cord .....	\$7.00
• Tablet Bumper .....	\$9.00
• Portfolio Tablet Case .....	\$10.00
• Hard Plastic Tablet Case.....	\$13.00
• Net Circulating Bags.....	\$21.00
• Plastic Circulating Bags.....	\$1.00
Pooch Paw-ty (per dog, donation to Pet Adoption Center) .....	\$1.00
Family Camp Out Events	
• Age 5 and under.....	FREE
• Age 6 and up (per person).....	\$10.00
Activities Center Meeting Rooms	
• Refundable Rental Deposit .....	\$200.00
• Late Fee (beginning at 15 minutes past reservation time)	
▪ Initial Penalty .....	\$15.00
▪ Per minute fee for each minute after 15 minutes .....	\$1.00
• Room A	
▪ Military Sponsored Event (per hour) .....	\$50.00
▪ Non-Profit Organization (paperwork identifying Tax ID # required) (per hour).....	\$50.00
▪ Community Services (per hour).....	\$50.00
▪ For Profit Business (per hour).....	\$75.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

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- Room B
  - Military Sponsored Event (per hour) .....\$15.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour).....\$15.00
  - Community Services (per hour).....\$15.00
  - For Profit Business (per hour).....\$30.00
- Room C
  - Military Sponsored Event (per hour) ..... \$25.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$25.00
  - Community Services (per hour)..... \$30.00
  - For Profit Business (per hour)..... \$40.00
- Room D
  - Military Sponsored Event (per hour) ..... \$25.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$25.00
  - Community Services (per hour)..... \$30.00
  - For Profit Business (per hour)..... \$40.00

**PARKS AND RECREATION**

Youth Sports Registration

- Resident ..... \$45.00
- Non-Resident ..... \$55.00

Multiple Registration Cost Incentive (Youth team registrations only; refers to permanent address, same day sign-up)

- Resident
  - 1<sup>st</sup> participant..... \$45.00
  - 2<sup>nd</sup> participant..... \$40.00
  - 3<sup>rd</sup> participant and every participant thereafter ..... \$35.00

Facility Rentals

- Recreation Center Daily Use (for use of amenities such as basketball and volleyball courts)
  - Resident
    - Students (Age 17 and under).....FREE
    - Adults (Age 18 – 54).....FREE
    - Seniors (Age 55 and up).....FREE
  - Non-Resident
    - Students (Age 17 and under).....\$3.00
    - Adults (Age 18 – 54).....\$5.00
    - Seniors (Age 55 and up).....\$3.00
- Carl Levin Park Pavilion
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental ..... \$50.00
  - Non-Resident
    - Refundable Deposit..... \$200.00
    - Rental ..... \$100.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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- FM 2410 Community Park Pavilion
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental ..... \$50.00
  - Non-Resident
    - Refundable Deposit..... \$200.00
    - Rental ..... \$100.00
- Purser Park Pavilion A
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental ..... \$25.00
  - Non-Resident
    - Refundable Deposit..... \$100.00
    - Rental ..... \$65.00
- Purser Park Pavilion B
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental ..... \$25.00
  - Non-Resident
    - Refundable Deposit..... \$100.00
    - Rental ..... \$65.00
- Gazebo
  - Resident.....\$15.00
  - Non-Resident .....\$25.00
- Amphitheatre
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental .....\$25.00
    - Lights (2 hour block).....\$15.00
    - Lights (each additional hour over 2 hours) .....\$10.00
  - Non-Resident
    - Refundable Deposit.....\$100.00
    - Rental .....\$65.00
    - Lights (2 hour block).....\$25.00
    - Lights (each additional hour over 2 hours) .....\$10.00
- Athletic Fields
  - Resident
    - Refundable Deposit.....\$100.00
    - Rental .....\$25.00
    - Lights (per field) .....\$25.00
    - Field Attendant (per hour).....\$15.00
  - Non-Resident
    - Refundable Deposit.....\$250.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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- Rental .....\$50.00
- Lights (per field) .....\$50.00
- Field Attendant (per hour).....\$30.00
- Athletic Fields – Tournament Package
  - Resident
    - Refundable Deposit.....\$200.00
    - Rental .....\$150.00
    - Field Attendant (per hour).....\$100.00
  - Non-Resident
    - Refundable Deposit.....\$200.00
    - Rental .....\$150.00
    - Field Attendant (per hour).....\$150.00

**Aquatics**

- Daily Admission Fees
  - Resident
    - Child (Age 2 – 17).....\$2.00
    - Adult (Age 18 – 54) .....\$3.00
    - Senior (Age 55 and up) .....\$2.00
  - Non-Resident
    - Child (Age 2 – 17).....\$3.00
    - Adult (Age 18 – 54) .....\$5.00
    - Senior (Age 55 and up) .....\$2.00
- Swimming Passes
 

*Pass will be good for the current swimming season. Passes will not cover City Sponsored Special Events.*

  - Resident
    - Individual .....\$40.00
    - Family (2 – 5 persons).....\$60.00
    - Each additional pass over 5 persons.....\$5.00
    - Seniors (Age 55 and up).....\$15.00
    - Replacement Pass.....\$5.00
  - Non-Resident
    - Individual .....\$60.00
    - Family (2 – 5 persons).....\$125.00
    - Each additional pass over 5 persons.....\$5.00
    - Seniors (Age 55 and up).....\$15.00
    - Replacement Pass.....\$5.00
- Swimming Lessons
  - Resident..... \$40.00
  - Non-Resident ..... \$50.00
- Pool Rental..... moved
  - Refundable Deposit.....\$50.00
  - Resident Rental Fee .....\$100.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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- Non-Resident Rental Fee .....\$150.00
- Lifeguard(s) (per lifeguard, per hour) ..... \$20.00

Lifeguard fee is payable to the lifeguard(s) on the night of pool rental.

Community Garden Plots - *Plot lease begins from date fee is paid.*

- Resident
  - Six Month Lease ..... \$25.00
  - Twelve Month Lease..... \$50.00
- Non-Resident
  - Six Month Lease ..... \$30.00
  - Twelve Month Lease..... \$60.00

Living Legacy Program ..... \$250.00

ActiveNet Online Service Charges

- Payments less than \$150.00 ..... 6.5% + \$0.50
- Payments \$150.00 to \$499.99 ..... 3.5% + \$5.00
- Payments \$500.00 or more ..... 2.5% + \$10.00

*Minimum Service Charge of \$1.00*

**PET ADOPTION CENTER**

Adoption Fees

- Dogs and Cats (spayed/neutered with rabies vaccination) ..... \$50.00
- Other Animals.....\$20.00

*Adoption fees will be waived during events approved by the City Manager up to four times per calendar year.*

Surrender Fee

- Dogs and Cats (sterilized/current on rabies).....\$25.00
- Dogs and Cats (not sterilized/not current on rabies).....\$75.00

Cremation Fee

- Animals up to 50 pounds .....\$30.00
- Animals 51 to 100 pounds .....\$60.00
- Animals 101 pounds or more.....\$80.00

Owner Requested Euthanasia .....\$25.00

Owner Required Sterilization (Spay/Neuter).....\$70.00

Reclaim Fees (plus kennel fees)

- Class A (dog or cat)
  - First Reclaim .....\$20.00
  - Second Reclaim (within one year from first).....\$40.00
  - Second Reclaim – Reclaim Deposit Required for Non-Sterilized Animals.....\$100.00
  - Third Reclaim (within one year from first).....\$80.00
- Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight).....\$25.00
- Class C (cattle, calves, horses, mules or animals of same approximate size and weight) .....\$40.00
- Class D (wild or exotic animals).....\$100.00
- Class E (birds).....\$20.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
OCTOBER 1, 2019 TO SEPTEMBER 30, 2020**

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**Kennel Fees (per day)**

- Class A (dog or cat) ..... \$15.00
- Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight)boarding costs + \$10.00
- Class C (cattle, calves, horses, mules or animals of same approximate size and weight) boarding costs + \$20.00
- Class D (wild or exotic animals)..... boarding costs + \$100.00
- Class E (birds).....\$5.00

Microchipping Fee.....\$15.00  
 Quarantine Fee..... \$25.00  
 Quarantine Fee – Dangerous Dog .....\$40.00  
 Sign – Dangerous Dog (per sign) .....\$25.00  
 Registration Fee – Animal Abuser .....\$25.00  
 Registration Fee – Dangerous Dog.....\$50.00  
 Brick Donations – Memorial Bricks.....\$50.00

**PUBLIC SAFETY / FIRE DEPARTMENT**

**Emergency Service Fees**

- Ambulance Calls
  - Basic Life Support ..... \$650.00 + \$15.00/loaded mile
  - Advanced Life Support 1 ..... \$750.00 + \$15.00/loaded mile
  - Advanced Life Support 2 ..... \$850.00 + \$15.00/loaded mile
  - Out of City Calls ..... \$850.00 + \$15.00/loaded mile
  - Ambulance Transport (per mile; mileage from leaving station to returning station).....\$15.00
  - Treatment/No Transport – City Call .....\$125.00
  - Treatment/No Transport – Out of City .....\$850.00
- Private Ambulance Registration Fee .....\$3,000.00
- Fire Response
 

*For hazardous materials, motor vehicle accident(s), fire and major incident responses to include controlled burns permitted or not permitted which the Fire Department considers to be out of control or fires as a result of arson.*

  - Pumper (per hour or part thereof, minimum 1 hour, not including personnel).....\$400.00
  - Aerial/Ladder/Quint (per hour or part thereof, minimum 1 hour, not including personnel)\$450.00
  - Brush Truck/Tender (per hour or part thereof, minimum 1 hour, not including personnel)\$300.00
  - Support Vehicles (per hour or part thereof, not including personnel) .....\$200.00
  - Personnel (per hour or part thereof to include fire, police, etc.) ..... \$100.00
  - Water – City Supplied (per 1,000 gallons; calculated by pumping time and rate) .....\$10.00
  - Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel).....\$300.00
  - Equipment/Services
    - Self-Contained Breathing Apparatus “SCBA” (each).....\$50.00
    - Hose (per 50 feet).....\$25.00
    - Gas/Carbon Oxide Detector .....\$50.00
    - Extinguisher (any class per use).....\$50.00



**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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○ Hand Tools (each) .....	\$15.00
○ Hydraulic Rescue Tools .....	\$250.00
○ Scene Lighting (per hour) .....	\$75.00
○ Oil Booms (each) .....	\$20.00
○ Oil Absorbent Sheets (each).....	\$2.50
○ Oil Dry (bucket) .....	\$35.00
○ Portable Pumps (per hour).....	\$30.00
○ Power Tools (each) .....	\$50.00
○ Road Closing/Traffic Control (per hour).....	\$100.00
○ Salvage Cover (each) .....	\$35.00
○ Ventilation Fans (each) .....	\$50.00
○ IR Camera (each) .....	\$100.00
○ Foam (per gallon).....	\$65.00
○ Cribbing (each).....	\$50.00
○ Stabilization Struts (per use) .....	\$100.00
○ Ladders (per use).....	\$35.00
○ Generator (per hour).....	\$50.00
○ Hand Lights (per use).....	\$5.00
○ Dump Tank (per use) .....	\$150.00
Fire Report Copy (per copy).....	\$2.00
Fire Investigative Report (per report).....	\$5.00

**PUBLIC SAFETY / FIRE PREVENTION**

*An additional \$5.00 fee per permit will be charged for the My Permit Now Technology/Convenience Fee.*

Plan Review (Fire Code) – Construction of Multifamily, Commercial and Other.....\$50.00  
*Fee includes plan review, any necessary meetings, final inspection and approval.*

**Fire Protection System Permits**

*Fees include plan review, any necessary meetings, witnessing tests, final inspection and approval. For large projects done in phases, the initial permit fee will cover the first phase and each additional phase will be charged \$10.00.*

- Fire Alarm System (maximum fee of \$1,000.00)
  - Up to 200 devices (flat fee).....\$150.00
  - Each additional device over 200.....\$1.00
  - First re-inspection or witnessed test..... no charge
  - Subsequent re-inspections or witnessed test ..... 50% of the original permit fee
- Fixed Fire Suppression
  - Initial permit.....\$50.00
  - First re-inspection or witnessed test..... no charge
  - Subsequent re-inspections or witnessed test ..... 50% of the original permit fee
- Fixed Piping Systems (sprinklers, standpipes, etc.)
  - 0 – 12,000 square feet.....\$150.00
  - 12,001 + square feet.....\$200.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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▪	First re-inspection or witnessed test.....	no charge
▪	Subsequent re-inspections or witnessed test .....	50% of the original permit fee
<b>Fuel Storage Tanks</b>		
▪	Tank installation (per tank, includes pressure test).....	\$75.00
▪	Line Pressure Test (per tank) .....	\$25.00
▪	Tank Removal (per tank) .....	\$25.00
<b>Life and Fire Safety Evaluations/Fire Inspections (Annual)</b>		
•	Business	
▪	Annual Inspection .....	no charge
▪	First Re-inspection .....	no charge
▪	Second Re-inspection.....	\$50.00
▪	Subsequent Re-inspections (each at the discretion of the officer) .....	citation issued or \$50.00
•	Licensed Facilities	
▪	Hospitals .....	\$150.00
▪	Nursing Homes, Group Homes, Day Cares, Assisted Living Centers, and Private Schools	
○	Occupancy of up to 50 persons .....	\$50.00
○	Occupancy of 50 + persons .....	\$100.00
▪	Foster and Adoptive Homes	
○	Annual Inspection .....	no charge
○	First Re-Inspection .....	no charge
○	Second Re-Inspection.....	\$30.00
○	Subsequent Re-inspections (each at the discretion of the officer) ..	citation issued or \$30.00
<b>Operational Permits and Inspections</b>		
•	Burn Permits (includes initial site inspection)	
▪	Commercial/Land Development .....	\$150.00
▪	Residential (annual permit).....	\$50.00
•	Carnival/Circus Safety Inspections.....	\$150.00
•	Carbon Dioxide Systems .....	\$25.00
•	Fire Flows (conducted by the Fire Department).....	\$100.00
•	Fireworks (Outdoor Public Display)	
▪	Permit Fee (requires insurance coverage of at least \$300,000).....	\$250.00
•	Food Booth .....	\$50.00
•	Mobile Food Vendor.....	\$100.00
•	Hazardous Material Handling, Storage and/or Processing .....	\$50.00
•	Portable Outdoor Gas Fired Heating Appliances.....	\$25.00
•	Assembly Permit (annual permit).....	\$25.00
•	Tent Permit	
▪	Occupancy of 0 – 100 persons .....	\$50.00
▪	Occupancy of 100 + persons .....	\$100.00
•	Tire Storage and/or Scraping (annual permit) .....	\$50.00
•	Welding/Cutting (Hot Work).....	\$50.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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*Other permits and/or inspections not listed above that are required by the most currently adopted International Fire Code or its references will be assessed a minimum charge of \$25.00 plus the total amount of time utilized in plan reviews, code research, inspection(s) and documentation at the currently adopted response personnel rate.*

**PUBLIC SAFETY / POLICE DEPARTMENT**

Accident Reports .....	\$6.00
Copy of Police Report (per page) .....	\$0.10
Fingerprint Cards (per card) .....	\$5.00
Record Checks	
• Residents.....	no charge
• Non-Residents.....	\$5.00
• Recruiters/Federal Agencies .....	no charge
Taxicab Permits	
• Initial.....	\$20.00
• Renewal .....	\$10.00
• Duplicates (each) .....	\$4.00
Alarm Systems	
• False burglar alarm (per incident).....	\$50.00
• False robbery alarm (per incident).....	\$75.00
• False fire alarm (per incident).....	\$75.00
• False emergency medical alarm (per incident) .....	\$75.00
• Failure to timely respond to alarm site (per incident).....	\$50.00
• Monitoring financial institution alarms (per month) .....	\$50.00
Towing Fees	
• Non- Consent Tow.....	\$130.00
• Incident Management Tow .....	\$130.00
• Winching/Overturn Fee .....	\$75.00
• Dolly Use Fee .....	\$50.00
• Storage Fee .....	\$20.00
• Clean Up Fee .....	\$25.00/hour
• Wait Fee.....	\$65.00
• Fuel Surcharge.....	10% of total fees excluding storage and wait fee
• Drive Shaft Removal .....	\$50.00
• Specialized Equipment Fees for Towing/Clean Up.....	cost plus 35%

**STREETS**

Culvert Installation	
• 10 – 12 yards base material (not including culvert).....	\$150.00
• Each additional yard base material (per yard) .....	\$6.00
Curb Replacement (per linear foot) .....	\$25.00
Road Boring (per linear foot) .....	\$50.00
Street Cut Restoration (per linear foot) .....	\$15.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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Street Cutting Permit .....\$50.00

**UTILITY SERVICES**

**Water Services**

Water Deposit

- Residential (single one-family dwellings and small commercial businesses with hand pick-up) ...\$55.00  
*Deposits will not be taken on new homes until the home is finalized. Residential deposits are refunded when the account is terminated or in the month of June with one year of good history, whichever comes first.*
- Residential – Refusal to Give Social Security Number .....\$300.00  
*Deposits will not be taken on new homes until the home is finalized. Deposits will not be refunded until the account is terminated.*
- Apartment Complexes on Master Meter..... \$200.00 per meter  
*Apartment complex deposits refunded when the account is terminated.*
- Commercial.....\$200.00  
*Commercial deposits are refunded when the account is terminated.*

Water Rates

*These rates are applicable to all sales or service of water. All leakage between a meter and a building is the responsibility of the owner, tenant, or occupant of the building. Sprinkler meters on their own meter are charged the base fee plus the per 1,000 gallon usage charge; they are not charged for sewer.*

- Inside Harker Heights CCN
  - Base Rate / Per 1,000 Gallons of Water Consumption ..... \$10.91 / \$3.40
- Outside Harker Heights CCN
  - Base Rate / Per 1,000 Gallons of Water Consumption ..... \$21.82 / \$6.80

**Sewer Services**

*Anyone receiving City water service and connected to City sewer must pay sewer charges regardless of whether the building is occupied or not. There is a 10,000 gallon cap for residential customers for sewer services.*

Sewer Rates

- Inside Harker Heights CCN
  - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption ..... \$19.66 / \$3.29
- Outside Harker Heights CCN
  - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption ..... \$39.32 / \$6.58

**Other Utility Services Fees**

Delinquent/Late Charge.....\$15.00

Fire Hydrant Meters

- Deposit.....\$750.00
- Monthly Fee.....\$50.00

Meter Accuracy Test Requests

- Meter Found to be Faulty..... no charge
- 5/8 inch X 3/4 inch and 3/4 inch X 3/4 inch meters .....\$60.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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• 1 inch meters .....	\$60.00
• 1 ½ inch and 2 inch meters .....	\$150.00
• 3 inch meters .....	\$200.00
• 4 inch meters .....	\$250.00
Online Bill Pay Convenience Fee .....	\$2.00
Request for Services – Water/Sewer	
<i>These services include turn on/off at the customer’s request, checking for a leak per customer request, and sewer blockages on the customer’s side.</i>	
• During Working Hours (per trip) .....	\$15.00
• Non-Duty Hours (per trip) .....	\$30.00
Reread Requests	
• Original Read Incorrect .....	no charge
• Original Read Correct .....	\$10.00
Sewer Overflow on Private Lines	
• Vactor/Jetrodder (per hour) .....	\$100.00
• Backhoe (per hour) .....	\$50.00
• Dump Truck (per hour) .....	\$50.00
• Front Loader (per hour) .....	\$50.00
• Pickup Truck (per hour) .....	\$50.00
• Each Additional Employee (per hour) .....	\$25.00
Backflow Prevention Assembly Tester Registration Fee .....	\$25.00
Water Transfer .....	\$15.00
Water Turn On	
• New deposit or transfer of service .....	no charge
• Second Trip Fee .....	\$25.00

**Water Distribution and Wastewater Collection System Connection Fees**

*Prior to the installation of a water or sewer tap the customer requesting same shall deposit with the City a sum equal to such actual cost as estimated by the City. A ¾” water meter will be installed for new or existing property. Water meters larger than ¾” will be installed on approved water demand information.*

• New Property	
▪ Meter Tap .....	\$275.00
▪ Sewer Tap .....	\$275.00
• Existing Property (In addition to the fees listed above for New Property)	
▪ ¾” line diameter (water only) .....	materials/street cut + \$300.00
▪ 1” line diameter (water only) .....	materials/street cut + \$300.00
▪ 1 ½” line diameter (water only) .....	materials/street cut + \$400.00
▪ 2” line diameter (water only) .....	materials/street cut + \$500.00
▪ 4” line diameter (water and sewer) .....	materials/street cut + \$750.00
▪ 6” line diameter (water only) .....	materials/street cut + \$1,500.00
▪ 8” line diameter (water only) .....	materials + \$1,500.00

NOTE: Sewer lines above 4” will require a quote.

**CITY OF HARKER HEIGHTS FEE SCHEDULE  
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**Drainage Rates**

Single Family Detached Dwellings (includes manufactured homes) .....	\$6.00
Other Residential Properties	
• Duplex (per unit).....	\$2.88
• Triplex (per unit).....	\$2.74
• Four Unit Dwelling (per unit).....	\$2.57
• Five Unit Dwelling (per unit) .....	\$2.30
• Six Unit Dwelling (per unit) .....	\$2.04
• Seven Unit Dwelling (per unit).....	\$1.78
• Eight Unit Dwelling (per unit).....	\$1.51
• Nine Units or More (per unit).....	\$2.04
Non-Residential Developed Property	
• Buildings Up to 2,500 sq. ft. ....	\$7.20
• Buildings 2,501 to 10,000 sq. ft. ....	\$14.40
• Buildings 10,001 to 50,000 sq. ft. ....	\$28.80
• Buildings 50,001 to 100,000 sq. ft. ....	\$43.20
• Buildings More Than 100,000 sq. ft. ....	\$60.00

**Sanitation Rates**

Residential Garbage Collection (per month) .....	\$18.88
Commercial Hand Pick Up (per month).....	\$18.88
Commercial Garbage Collection (dumpster).....	handled by Centex Waste Management



**ORDINANCES**

**AN ORDINANCE ADOPTING AND APPROVING A BUDGET FOR THE CITY OF HARKER HEIGHTS, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, TO SEPTEMBER 30, 2020.**

**WHEREAS**, a budget for the Fiscal Year 2019-2020 has been prepared for the City of Harker Heights, Texas; and

**WHEREAS**, public notices of the public hearing(s) upon this budget have been duly and legally made as required by law; and

**WHEREAS**, the aforementioned public hearing(s) on the proposed budget were held in accordance with the published notices; and

**WHEREAS**, after full and final consideration and the public hearing on said budget, it is the consensus of opinion that the proposed budget should be approved.

**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

The Budget as filed with the City Secretary for the fiscal year beginning October 1, 2019, to September 30, 2020, is ratified, adopted, and approved.

**SECTION II.**

Total revenues are budgeted at \$41,892,200. Expenses including Capital Improvement Funds from previous years are budgeted at \$50,266,300.

**SECTION III.**

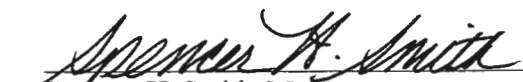
This budget will raise more revenue from property taxes than last year's budget by an amount of \$783,427 which is a 6.5% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$235,458.

**SECTION IV.**


Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2019-	September 10, 2019	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2019 to September 30, 2020.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 10<sup>th</sup> day of September, 2019, at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Spencer H. Smith, Mayor

ATTEST:

  
Patricia Brunson, City Secretary



**AN ORDINANCE LEVYING A TAX RATE FOR THE CITY OF HARKER HEIGHTS, TEXAS FOR THE TAX YEAR 2019.**

**BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

That we the City Council of the City of Harker Heights do hereby levy or adopt the tax rate of \$0.6770 per \$100 valuation for the City for Tax Year 2019 as follows:

\$0.5208 for the purpose of maintenance and operation,  
\$0.1562 for the payment of principal and interest, and  
\$0.6770 for the total tax rate.

A \$10,000 exemption is adopted for residents who are at least sixty-five (65) years old and who are owners of an occupied homestead.

The tax assessor-collector is hereby authorized to assess and collect the taxes of the City of Harker Heights in accordance with this ordinance.

**SECTION II.**

**THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**SECTION III.**

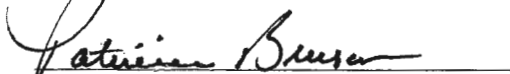
Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2019 -	September 10, 2019	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2019.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 10<sup>th</sup> day of September, 2019 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Spencer H. Smith, Mayor

ATTEST:

  
Patricia Brunson, City Secretary

(CITY SEAL)

ORDINANCE NO. 2019-31

**AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2019-2020 RATES AND CHARGES OF THE CITY OF HARKER HEIGHTS, TEXAS; PENALTIES FOR NON-PAYMENT; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, a fee schedule for the fiscal year 2019-2020 has been prepared for the City of Harker Heights, Texas; and

**WHEREAS**, the proposed fee schedule has been discussed during the public hearing held for the budget; and

**WHEREAS**, after full and final consideration it is the consensus of opinion that the proposed fee schedule should be approved.

**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

That the City Council approves the rates and charges proposed for Fiscal Year 2019-2020 which is attached hereto and incorporated herein as Attachment A.

**SECTION II.**

Penalty: Any person, firm or corporation who violates any provisions of this ordinance shall be guilty of a misdemeanor and, upon conviction, shall be fined in an amount not exceeding one thousand dollars (\$1,000). Each day on which a violation of, or failure to comply with, this ordinance shall constitute a separate violation and shall be punishable as such, the City also is entitled to pursue all other criminal and civil remedies to which it is entitled under the authority of other statutes or other ordinances.

**SECTION III.**

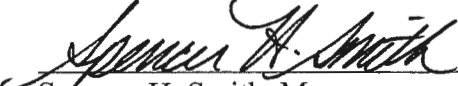
This ordinance shall become effective on October 1, 2019 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

**SECTION IV.**


Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2019 -31	September 10, 2019	An Ordinance Prescribing and Setting the Fiscal Year 2019 – 2020 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date.


**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 10<sup>th</sup> day of September, 2019 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
\_\_\_\_\_  
Spencer H. Smith, Mayor

ATTEST:

  
\_\_\_\_\_  
Patricia Brunson, City Secretary

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Burk Roberts, City Attorney

Attachment A - City of Harker Heights Fee Schedule, which was incorporated as part of Ordinance No. 2019-31: An Ordinance Prescribing and Setting the Fiscal Year 2019-2020 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date, can be found in the Fee Schedule Section, page 209.





**GLOSSARY**

## GLOSSARY OF ACRONYMS

**ACH** – Automated Clearing House, the direct fund transfer authorization from one bank account to another.

**ALS** – Advanced Life Support, a set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

**BCAD** – Bell County Appraisal District, Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

**BPAT** – Backflow Prevention Assembly Tester.

**CAD** – Computer Aided Dispatch, method of dispatching emergency services through the use of a computer.

**CAFR** – Comprehensive Annual Financial Report, a financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

**CIP** – Capital Improvement Program, a plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**CO** – Certificate of Obligation, type of bond backed by the full faith, credit and taxing power of the government.

**COLA** – Cost of Living Adjustment, increase in salaries to offset the effect of inflation on compensation.

**CPI** – Consumer Price Index, statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

**EMS** – Emergency Medical Service.

**EMT** – Emergency Medical Technician.

**FOG** – Fats, Oil, and Grease.

**FTE** – Full-Time Equivalent Position, A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**FY** – Fiscal Year, for the City of Harker Heights it is October 1 to September 30.

**GAAP** – General Accepted Accounting Principles, uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GASB** – Governmental Accounting Standards Board, establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**GASB 45** – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

**GASB 68** – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

**GASB 75** – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

**GFOA** – Government Finance Officers’ Association, an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

**GIS** – Geographic Information System, system that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

**GO** – General Obligation Bond, bond backed by the full faith, credit and taxing power of the government.

**KISD** – Killeen Independent School District, local School District serving the cities of Killeen, Harker Heights, and Nolanville.

**P25 RADIO** – Project 25 Radio, a suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

**PSI** – pounds per square inch.

**RFP** – Request for Proposal, a document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

**SCADA** – Supervisory Controlled Acquisition Data Access, a software system.

**SOP** – Standard Operating Procedures, step-by-step instructions on how to perform a task or job.

**SSO** – Sanitary Sewer Overflow, a type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

**SSOI** – Sanitary Sewer Overflow Initiative, a voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

**TCEQ** – see Texas Commission of Environmental Quality, environmental agency for the state of Texas.



**TML** or **TML-IRP** – Texas Municipal League Intergovernmental Risk Pool, an interlocal agency offering worker’s compensation, liability and property protection to Texas political subdivisions.

**TMRS** – Texas Municipal Retirement System, Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

**UCR** – Uniform Crime Report, a national program administered by the Department of Justice that counts crimes reported to the police.

**WCID #1** – Water Control and Improvement District No 1, provides water to the residents of Harker Heights/Bell County.



## GLOSSARY OF TERMS

**ACCRUAL BASIS** – The basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ACTIVITY** – Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**ADVANCED LIFE SUPPORT** – A set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

**AD VALOREM TAX** – Also known as property taxes, they are levied on both real and personal property according to the property's valuation and the tax rate.

**ADVANCED REFUNDING** – A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due and to pay the principal on the old debt either as it matures or at an earlier call date. An advance refunding occurs before the maturity or call date of the old debt, and the proceeds of the new debt are invested until the maturity or call date of the old debt. Most advance refunding result in defeasance of debt.

**AGENCY FUNDS** – One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resource to individuals, private organizations, or other governments.

**ALLOT** – To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**ANNUALIZE** – Taking changes that occurred mid-year and calculating their cost for the full year, for the purpose of preparing an annual budget.

**APPROPRIATION** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**ARBITRAGE** – The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**ARTERIAL STREET/ROAD** – A high capacity urban road whose primary function is to deliver traffic from collector roads to freeways or expressways and between urban centres at the highest level of service possible.

**ASSESSED VALUATION** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**ASSET** – Resources owned or held by a government which has monetary value.

**AUDIT** – An unbiased examination and evaluation of the financial statements of an organization.

**AUTHORIZED POSITIONS** – Employee positions in the adopted budget to be filled during the year.

**AUTOMATED CLEARING HOUSE** – The direct fund transfer authorization from one bank account to another.

**AVAILABLE (UNDESIGNATED) FUND BALANCE** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**BALANCED BUDGET** – Budget in which income equals expenditure.

**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 encumbrances.

**BELL COUNTY APPRAISAL DISTRICT** – Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

**BOND** – A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**BOND, GENERAL OBLIGATION (G.O.)** – Bond backed by the full faith, credit and taxing power of the government.

**BOND, REVENUE** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**BOND REFINANCING** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BONDED DEBT** – The portion of indebtedness represented by outstanding bonds.

**BUDGET** – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**BUDGETARY BASIS** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**BUDGET CALENDAR** – Schedule of key dates which a government follows in the preparation and adoption of the budget.

**BUDGETARY CONTROL** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**BUDGET MESSAGE** – Opening section of the Annual Budget that provides the City Council and public with an overview of the most important aspects of the budget.

**CAPITAL ASSETS** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**CAPITAL BUDGET** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**CAPITAL EXPENDITURE** – A payment made or to be made for the acquisition of a long-term asset such as land, buildings, or equipment.

**CAPITAL IMPROVEMENT FUND** – The governmental fund that accounts for the acquisition and construction of major capital facilities.

**CAPITAL IMPROVEMENTS** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**CAPITAL IMPROVEMENT PROGRAM** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**CAPITAL OUTLAY** – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**CAPITAL PROJECT** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also known as capital improvements.

**CAPITAL RESERVE** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**CASH BASED ACCOUNTING** – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CERTIFICATE OF OBLIGATION (C.O.)** – This type of bond is backed by the full faith, credit and taxing power of the government.

**CITIZENS ON PATROL** – Citizens who, after being screened, background checked, and trained by their local law enforcement agency, patrol their communities acting as “eyes and ears” for law enforcement.

**CITIZENS POLICE ACADEMY** – Program designed to acquaint citizens with the activities of their local police department.

**COLLECTOR STREET/ROAD** - A low to moderate capacity road which serves to move traffic from local streets to arterial roads; unlike arterials roads, collector roads are designed to provide access to residential properties.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT** – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

**CONSUMER PRICE INDEX** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

**CONTINGENCY** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**CONTRACTUAL SERVICES** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**COST OF LIVING ADJUSTMENT** – An increase in salaries to offset the effect of inflation on compensation.

**COUNCIL-MANAGER GOVERNMENT** – Form of government where an elected city council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. In such a government, the mayor performs strictly ceremonial duties or acts as a member and presiding officer of the council.

**DEBT LIMIT** – The maximum amount of gross net of debt which is legally permitted.

**DEBT SERVICE** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**DEBT SERVICE FUND** – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEFEASANCE** – The netting of outstanding liabilities and related assets on the statement of position.

**DEFERRED REVENUE** – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

**DEFICIT** – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**DEPARTMENT** – The basic organization unit of government which is functionally unique in its delivery of services.

**DEPRECIATION** – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DISBURSEMENT** – The expenditure of monies from an account.

**DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DRAINAGE FUND** – Enterprise fund that accounts for operations related to providing drainage service.

**EFFECTIVE TAX RATE** – The tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

**EMPLOYEE BENEFITS** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**ENCUMBRANCE** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**ENDING FUND BALANCE** – The unencumbered cash remaining in a fund at the end of the fiscal year.

**ENTERPRISE FUND** – A proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

**ENTITLEMENTS** – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**EXPENDITURE** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**EXPENSE** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**FIDUCIARY FUNDS** – Fund used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

**FINANCIAL RESOURCES** – Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids because they prevent the need to expend current available financial resources.

**FISCAL ACCOUNTABILITY** – Government responsibility to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

**FISCAL POLICY** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**FISCAL YEAR** – A twelve-month period designated as the operating year for accounting and budgeting purposes. (October 1 thru September 30)

**FIXED ASSETS** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**FRANCHISE FEES** – A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens. Services include electricity, telephone, natural gas, taxicabs, ambulances, and cable television.

**FRINGE BENEFITS** – see Employee Benefits.

**FULL FAITH AND CREDIT** – A pledge of a government's taxing power to repay debt obligations.

**FULL-TIME EQUIVALENT POSITION** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**FUNCTION** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**FUND** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**FUND BALANCE** – The difference between assets and liabilities reported in a governmental fund.

**GASB 45** – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

**GASB 68** – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

**GASB 75** – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

**GENERAL ACCEPTED ACCOUNTING PRINCIPLES** – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GENERAL FUND** – One of the five governmental fund types that typically serves as the chief operating fund. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND** – Bond backed by the full faith, credit and taxing power of the government.

**GEOGRAPHIC INFORMATION SYSTEM** – System that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

**GOAL** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**GOVERNMENT FINANCE OFFICERS' ASSOCIATION** – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD** – Establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**GOVERNMENTAL FUNDS** – Funds used to account for tax-supported activities. The five types of governmental funds are general, special revenue, debt service, capital projects and permanent funds.



**GRANTS** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**HOME RULE** – This status shifts responsibility for local government decisions from the state level to the local level.

**HOTEL/MOTEL FUND** – Special revenue fund that accounts for the levy and utilization of the hotel/motel occupancy tax.

**HOURLY** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**HOUSE BILL 3613** – Bill approved during the 81<sup>st</sup> Legislation that amended the Tax Code allowing a Texas resident disabled veteran to designate a property the veteran owns and receive a property tax exemption on the property, the amount of which depends on the veteran's disability rating. For purposes of the separate homestead exemption, the bill entitles a disabled veteran who has a 100 percent disability rating and who receives 100 percent disability compensation due to a service-connected disability, to an exemption of the total appraised value of the residence homestead.

**INDIRECT COST** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**INTERFUND TRANSFERS** – The movement of monies between funds of the same governmental entity.

**INTERGOVERNMENTAL REVENUE** – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**INTERNAL SERVICE CHARGES** – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**INTERNAL SERVICE FUND** – A proprietary fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**ISO RATING** – A rating created by the Insurance Services Office for fire departments and their surrounding communities in which a lower number is better (i.e. 1 is the best possible rating and 10 means the fire department did not meet the ISO's minimum requirements).

**KILLEEN INDEPENDENT SCHOOL DISTRICT** – Local School District serving the cities of Killeen, Harker Heights, and Nolanville.

**LEGAL DEBT MARGIN** – The excess of the amount of debt legally authorized over the amount of debt outstanding.

**LEVY** – To impose taxes for the support of government activities.

**LINE-ITEM BUDGET** – A budget prepared along departmental lines that focuses on what is to be bought.

**LONG-TERM DEBT** – Debt with a maturity of more than one year after the date of issuance.

**MAJOR FUND** – A fund whose total assets, liabilities, revenues or expenditures/expenses are at least 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

**MATERIALS AND SUPPLIES** – Expendable materials and operating supplies necessary to conduct departmental operations.

**MAYOR PROTEMPORE** – Council member appointed to assume mayoral duties in the event of the mayor's absence.

**MILL** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**NON-MAJOR FUND** – A fund whose total assets, liabilities, revenues or expenditures/expenses is less than 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

**NUISANCE ABATEMENT** – Using building codes, fire codes, zoning, etc. in order to improve the quality of life and resolve life safety issues within neighborhoods.

**OBJECT OF EXPENDITURE** – Expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**OBJECTIVE** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**OBLIGATIONS** – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPEN MEETING LAW** – Law that states that every regular, special, or called meeting of a governmental body shall be open to the public. Written notice of the time, date, place, and subject of each meeting must be posted in an accessible place to the general public at least 72 hours before the meeting.

**OPERATING EXPENSES** – The cost for personnel, materials, and equipment required for a department to function.

**OPERATING REVENUE** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**ORDINANCE** – A bylaw of a municipality enacted by the governing body of the governmental entity.

**OUTPUT INDICATOR** – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**PASS-THROUGH GRANTS** – Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.

**PERFORMANCE INDICATORS** – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**PERFORMANCE MEASURE** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERMANENT FUNDS** – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry.

**PERSONNEL SERVICES** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**PRIMARY GOVERNMENT** – Term used in connection with defining the financial reporting entity; a state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

**PRIOR-YEAR ENCUMBRANCES** – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**PROGRAM REVENUE (INCOME)** – Revenues earned by a program, including fees for services, license and permit fees, and fines.

**PROJECT 25 RADIO** – A suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

**PROPRIETARY FUNDS** – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**PURPOSE** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**REQUEST FOR PROPOSAL** – A document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

**RESERVE** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**RESOLUTION** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**RESTRICTED COURT FUND** – Special revenue fund that account for revenues generated from court fines and that are restricted for a specific purpose.

**REVENUE** – Sources of income financing the operations of government.

**REVENUE BOND** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**ROLLBACK RATE** – The rate at which, if a taxing unit adopts it or a rate above it, voters within its jurisdiction may petition for an election on the tax increase.

**SANITARY SEWER OVERFLOW** – A type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

**SANITARY SEWER OVERFLOW INITIATIVE** – A voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

**SANITATION FUND** – Enterprise fund that accounts for operations related to providing sanitation service.

**SENATE BILL 656** – Senate Bill passed during the 83<sup>rd</sup> Legislative Session requiring the adopted budget contain a cover page that includes a statement that the describes the budget as either raising more or less revenue from property taxes than the prior year’s budget and by what dollar amount and percentage. It must also include the dollar amount of property tax revenue that is going to be raised from new property added to the tax roll.

**SERVICE LEVEL** – Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**SEWER TAP** – The connection point between the home’s main sewer line and a municipal water system.

**SINKING FUND** – The sum set apart from the income of the City and allowed to accumulate in order to ultimately pay off a debt.

**SOURCE OF REVENUE** – Revenues are classified according to their source or point of origin.

**SPECIAL ASSESSMENT** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

**STANDARD OPERATING PROCEDURES** – Step-by-step instructions on how to perform a task or job.

**STERILIZATION** – The surgical removal of the reproductive organs of a dog or cat in order to render the animal unable to reproduce.

**STRATEGIC PLANNING** – An organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

**SUPPLEMENTAL REQUESTS** – Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**SWORN OFFICER** – Law enforcement officers who have taken an oath to support the Constitution of the United States, their state, and the laws of their agency’s jurisdiction. They also have the responsibility to ensure the safety and quality of life of the communities they serve.

**TAX LEVY** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**TAXABLE VALUE** – The assessed value less allowable exemptions resulting in an amount to which the tax rate is applied to determine property taxes due.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TEXAS COMMISSION OF ENVIRONMENTAL QUALITY** – Environmental agency for the state of Texas.

**TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL** – An interlocal agency offering worker’s compensation, liability and property protection to Texas political subdivisions.

**TEXAS MUNICIPAL RETIREMENT SYSTEM** – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

**TRANSFERS IN/OUT** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TRUTH IN TAXATION** - A concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals and to afford taxpayers the opportunity to roll back or limit tax increases.

**UNENCUMBERED BALANCE** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**UNRESERVED FUND BALANCE** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**USER CHARGES** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**UTILITY FUND** – Enterprise fund that accounts for operations related to providing water and wastewater.

**VARIABLE COST** – A cost that increases/decreases with increases or decreases in the amount of service provided such as the payment of a salary.

**WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1** – Provides water to the residents of Harker Heights/Bell County.

**WATER TAP** – A spout connected to a socket to provide water from the main water supply.

**WORKLOAD INDICATOR** – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).