

THE CITY OF HARKER HEIGHTS'

COMPREHENSIVE PLAN

2007

A Working Guide

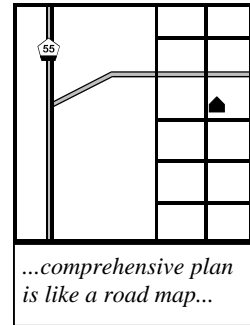


Adopted by the City Council - January 23, 2007

INTRODUCTION

Purpose Statement:

This comprehensive plan is a working document utilized by the City of Harker Heights to guide it in its decision making processes. This comprehensive plan presents relevant historical data, inventories the current resources of the City, states clearly the City's goals and objectives for the future, and provides a framework for obtaining those goals and objectives. In other words, the comprehensive plan is like a road map which shows where the City is now and where the City would like to go. Harker Heights' comprehensive plan was developed with input from citizens, business leaders, and government agencies.



The major elements of the plan are:

- Land Use
- Urban Design
- Stormwater Management
- Police Protection
- Fire Protection
- Library Services
- Parks and Recreation

History of Comprehensive Planning in Harker Heights:

The City of Harker Heights adopted its initial comprehensive plan in 1987. This document was developed by students and staff at Texas A&M and has served to guide the City in its land use decisions.

Problem Statement:

Since 1987, Harker Heights has experienced much growth and correspondingly much change. An update to the comprehensive plan has not been adopted since 1987. The City recognizes the need to update its comprehensive plan periodically to reflect both community changes and advances in technology.

Layout:

In addressing the problem statement, this plan is divided into two major sections. The first section contains the demographics and basic inventory data for the City. The second section contains the goals, objectives, and policies for the City.

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EXHIBITS

EXHIBIT

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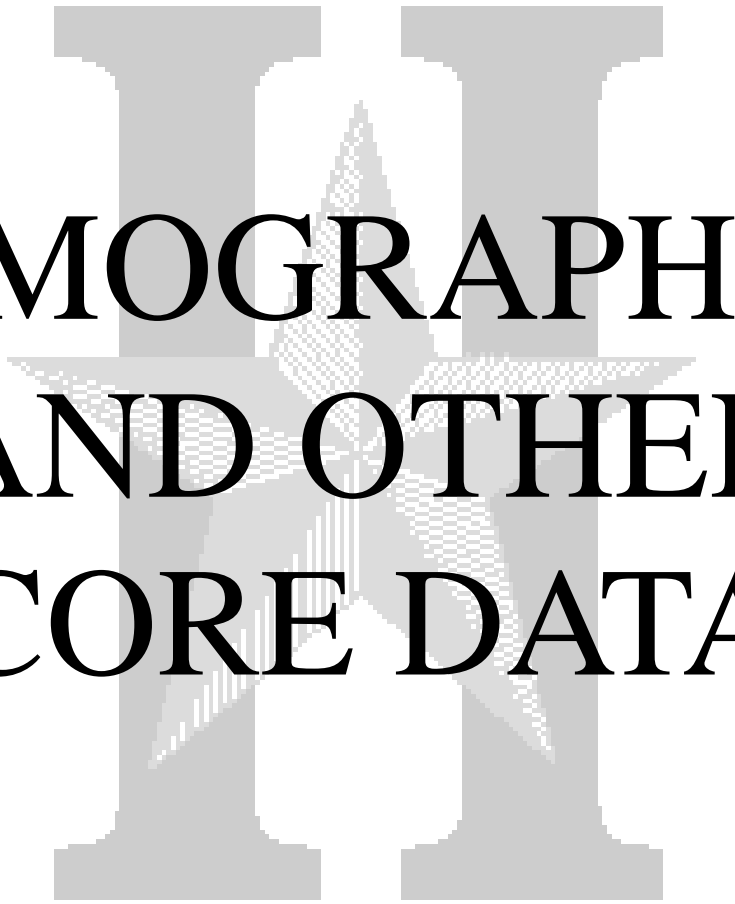
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SECTION ONE

DEMOGRAPHICS AND OTHER CORE DATA

A large, faint, stylized background graphic consisting of the number '111' and a star. The '111' is rendered in a bold, serif font, and the star is a five-pointed star with a textured, halftone-like appearance. The graphic is centered on the page and serves as a backdrop for the main title text.

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. 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 being utilized by Native Americans as late as 1870. Later in history, cattle drives were said to have commonly come through the City along portions of what is our current Farm-to Market (FM) 2410.

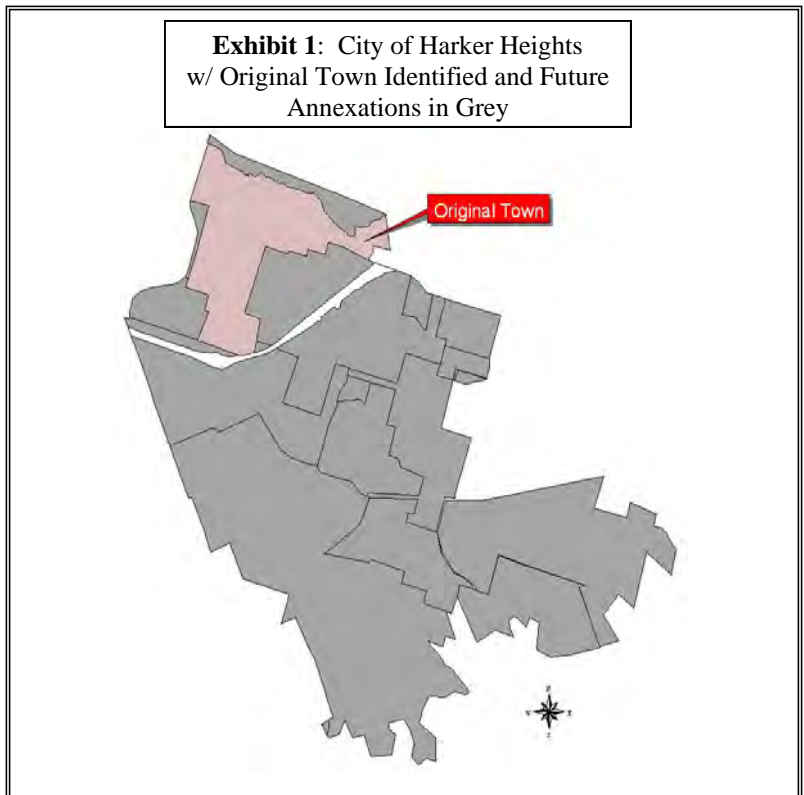


Much like the State it resides in, Harker Heights has a proud heritage

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 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.

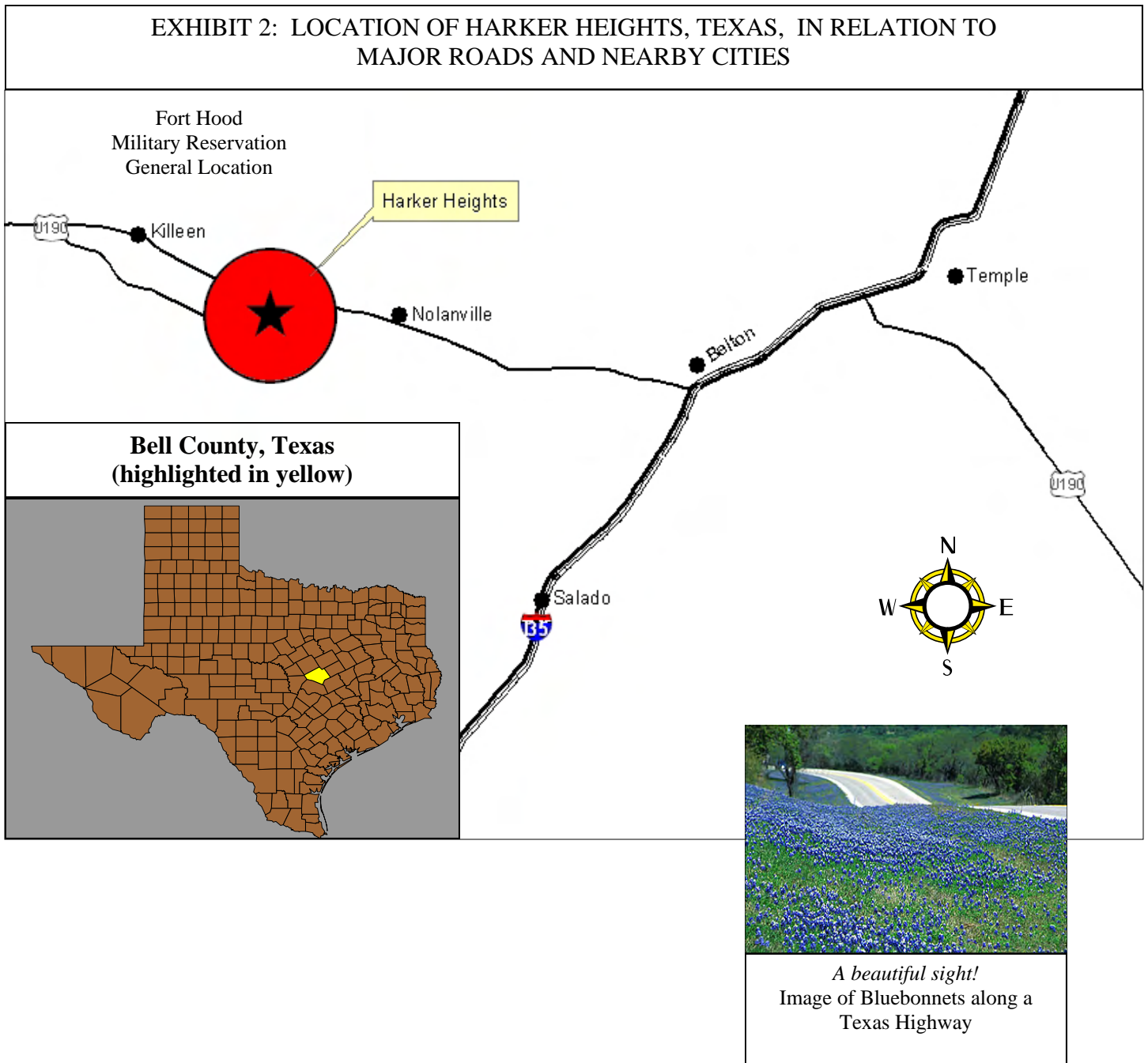
The City has been influenced significantly by Fort Hood, a military base that began as Camp Hood back in 1942. In 1951 the Camp received Fort status.

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 (see Exhibit 1). Due to annexations and growth, population increased from a projected 600 in 1960 to today’s estimate of over 25,000 residents.



LOCATION

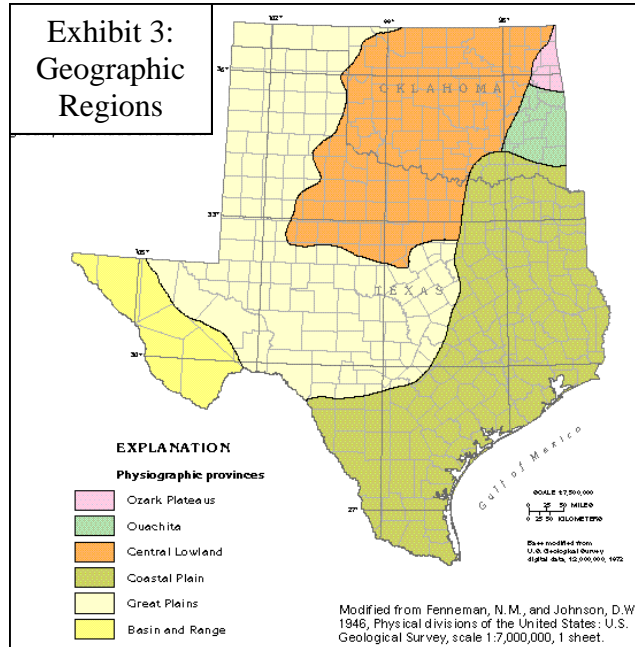
The City of Harker Heights is situated in Central Texas. This area of Texas is known for the hills which create numerous scenic vistas. Harker Heights is located in Bell County just off of U.S. Highway 190, approximately 15 miles west of Interstate 35. The cities of Killeen and Nolanville border on the west and east city limits of Harker Heights. While Fort Hood does not border Harker Heights, it is located only a few miles away. Exhibit 2 displays the location of Harker Heights:



PHYSICAL INVENTORY of NATURAL RESOURCES

Geology

The land situated underneath the City of Harker Heights is considered to be in the Great Plains physiographic province (displayed in Exhibit 3). Limestone founds the base underneath the soils in this area. This soil foundation is considered stable. Elevations in the area range from 622 to 942 feet above sea level.



Soils



Characteristics of the soil types found in Harker Height indicate the need for proper resource management

The soil association correlated with the section of Bell County comprising the City of Harker Heights is the Denton-Purves association. This area is generally characterized as being nearly level to sloping, very shallow to moderately deep, clayey soils over limestone; on uplands. This association comprises 11 percent of Bell County. The Denton-Purves association is composed of 47 percent Denton soils, 29 percent Purves soils, and the remaining balance in lesser soils.

A study of the Harker Heights area indicates that the City's boundaries encompass a much larger percentage of the "lesser" soil types than is typical in the Denton-Purves association. The dominant soil type found in the City of Harker Heights is Brackett, comprising 24.1 percent of the soil types found. The second most dominant soil type was found to be Denton, comprising 19.4 percent of soil types found. The soil types found in Harker Heights have characteristics which require proper resource management. Some of these characteristics are displayed in Table 1.

TABLE 1: SOIL TYPES FOUND IN HARKER HEIGHTS WITH CHARACTERISTICS LISTED

Soil Series	Harker Heights' Composition	Depth to Bedrock	Limitations		Road Fill Quality
			Septic Absorption	Road Strength	
Brackett	24.1%	10 to 20 inches	Severe	Moderate: low strength; rippable bedrock	Fair: low strength
Denton	19.4%	22 to 40 inches	Severe: slow permeability	Severe: high shrink-swell potential	Poor: high shrink-swell potential
Lewisville	18.3%	n/a	Moderate: moderate permeability	Severe: low strength; high shrink-swell potential	Poor: high shrink-swell potential; low strength
Purves	12.3%	8 to 20 inches	Severe:	Severe: high shrink-swell potential	Poor: high shrink-swell potential
Tarrant	6.8%	6 to 10 inches	Severe:	Severe: low strength	Poor: high shrink-swell potential
Speck	4.5%	14 to 20 inches	Severe: very slow permeability	Severe: low strength	Poor: low strength
Real	4.2%	8 to 20 inches	Severe: slope	Severe:	Poor
San Saba	4.2%	24 to 40 inches	Severe: very slow permeability	Severe: low strength; high shrink-swell potential	Poor: low strength; very high shrink-swell potential
Frio	3.8%	n/a	Severe: moderately slow permeability; hazard of flooding	Severe: low strength	Poor: low strength
Krum	1.0%	n/a	Severe: moderately slow permeability	Severe: low strength; high shrink-swell potential	Poor: high shrink-swell potential; low strength
Crawford	0.8%	20 to 40 inches	Severe: very slow permeability	Severe: very high shrink-swell potential	Poor: very high shrink-swell potential
Altoga	0.3%	n/a	Moderate: moderate permeability	Severe: low strength	Poor: high shrink-swell potential
Trinity	0.1%	n/a	Severe: hazard of flooding; very slow permeability	Severe: very high shrink-swell potential	Poor: low strength; very high shrink-swell potential
Wilson	0.1%	n/a	Severe: very slow permeability	Severe: high shrink-swell potential	Poor: high shrink-swell potential

Data from: Soil Survey of Bell County, Texas. United States Department of Agriculture Soil Conservation Service.

Water Resources

Aquifers

The major aquifer associated with the land area comprising the City of Harker Heights is the Trinity aquifer. While some cities in Texas rely on the Trinity aquifer for their municipal water needs, the City of Harker Heights does not utilize the aquifer for its municipal water supply.

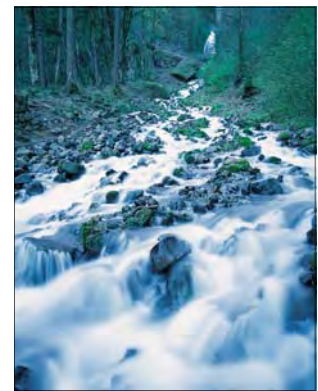
Watershed

The City of Harker Heights is served by two local watersheds; the Nolan Creek/Leon River watershed, and the Stillhouse Hollow Lake/Lampapas River watershed. These watersheds are collectively in what is termed the Brazos River Basin since the Leon and Lampapas Rivers combine to form the Little River which ultimately flows into the Brazos River. The Brazos River flows into the Gulf of Mexico.

Nolan Creek/Leon River:

Water runoff from the northern sections of the City is handled by various intermittent streams which flow into South Nolan Creek. South Nolan Creek then carries the water flow eastwardly where it meets up with North Nolan Creek to become simply Nolan Creek. Nolan Creek then flows in a southeast direction 9.5 miles before emptying into the Leon River just east of Belton, Texas.

No municipalities utilize Nolan Creek for their water supply due to the small size of the creek in relation to water supply needs. However, Fort Hood, Killeen, and Harker Heights all utilize South Nolan Creek for the effluent from their respective waste water plants.



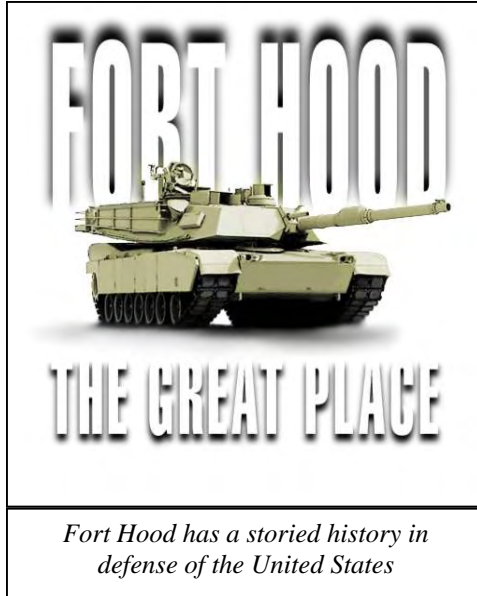
Water and its associated quality are important issues for Central Texas

Stillhouse Hollow Lake/Lampapas River:

Water runoff from the southern sections of the City of Harker Heights is handled by various intermittent streams and Trimmier Creek which all flow into Stillhouse Hollow Lake. Stillhouse Hollow Dam was constructed in 1968 by the Army Corp of Engineers for flood control and water supply. Stillhouse Hollow Lake is recognized for its excellent recreational opportunities. Stillhouse Hollow Dam backs up the waters of the Lampapas River. The Lampapas River eventually combines with the Leon River to form the Little River. The Little River flows into the Brazos River which eventually flows into the Gulf of Mexico.

Harker Heights holds water supply rights on Stillhouse Hollow Lake. As of the writing of this plan, Harker Heights does not utilize its water rights on Stillhouse Hollow Lake and instead purchases its water through the Bell County Water Control and Improvement District (WCID) which pumps the water from Lake Belton.

POPULATION DYNAMICS



The City of Harker Heights population growth and dynamics have been shaped by various factors. The natural beauty of the area served to draw some, while the dominant feature that brought many to the area is the military reservation, Fort Hood, Texas. Harker Heights boasts a large number of retired service members who chose to remain in Harker Heights after retiring from the military.

Fort Hood is a major military base that has undergone substantial growth since its conception as a military installation. Fort Hood is the largest active duty armored post in the United States, and is the only post in the United States that is capable of supporting two full armored divisions. In addition to the 1st Cavalry Division and the 4th Infantry Division, Fort Hood is also home for the Headquarters Command III Corps, 3d Personnel Group, 3d Signal Brigade, 13th Corps Support Command (COSCOM), 13th

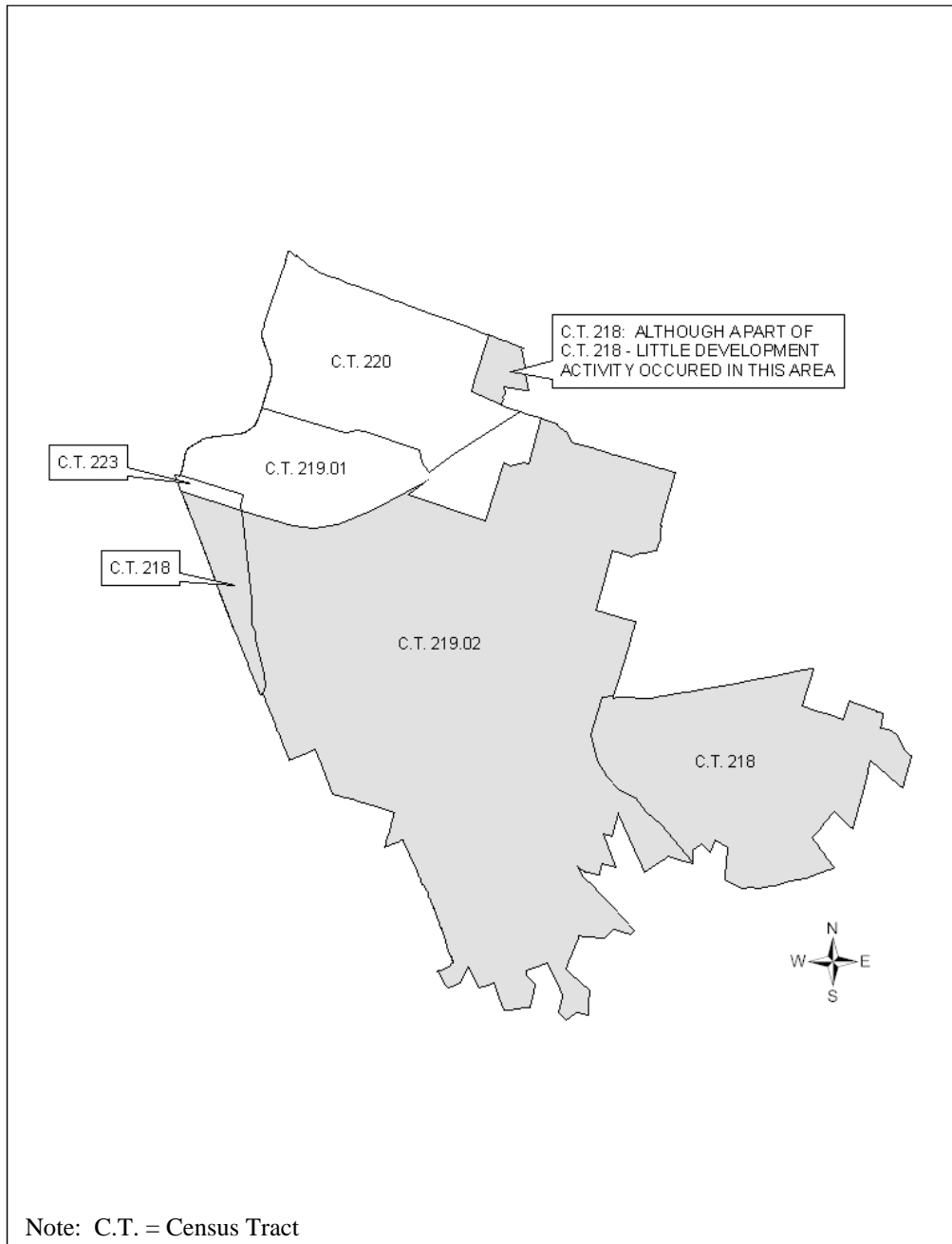
Finance Group, 89th Military Police Brigade, 504th Military Intelligence Brigade, the 21st Cavalry Brigade (Air Combat), the Dental Activity (DENTAC), the Medical Support Activity (MEDDAC), U.S. Army Operational Test Command (USAOTC) formerly Test and Experimentation Command (TEXCOM), and various other units and tenant organizations.

Cities near Fort Hood have grown in population in proportion to the growth of Fort Hood. The City of Harker Heights, Texas, is no exception to this effect. Forecasts indicate that Fort Hood will continue to grow in population and importance as other military bases are closed. This potential expansion should continue to place upward pressure on the populations of nearby cities, including Harker Heights.



In the last decade, most of the City's residential development activity and corresponding population growth has occurred south of US Hwy 190 within the boundaries of Census Tracts 219.02, 224.02 and 218. Large subdivisions such as Country Trails, Skipcha Mountain Estates, Savannah Heights, and The Ridge have fueled the growth in this area. Most other areas of the City maintained a low level of development during the same period. Exhibit 4 displays the census tracts that have experienced the greatest residential development activity within the last decade.

**EXHIBIT 4
CENSUS TRACTS WITH THE GREATEST RESIDENTIAL
DEVELOPMENT ACTIVITY**

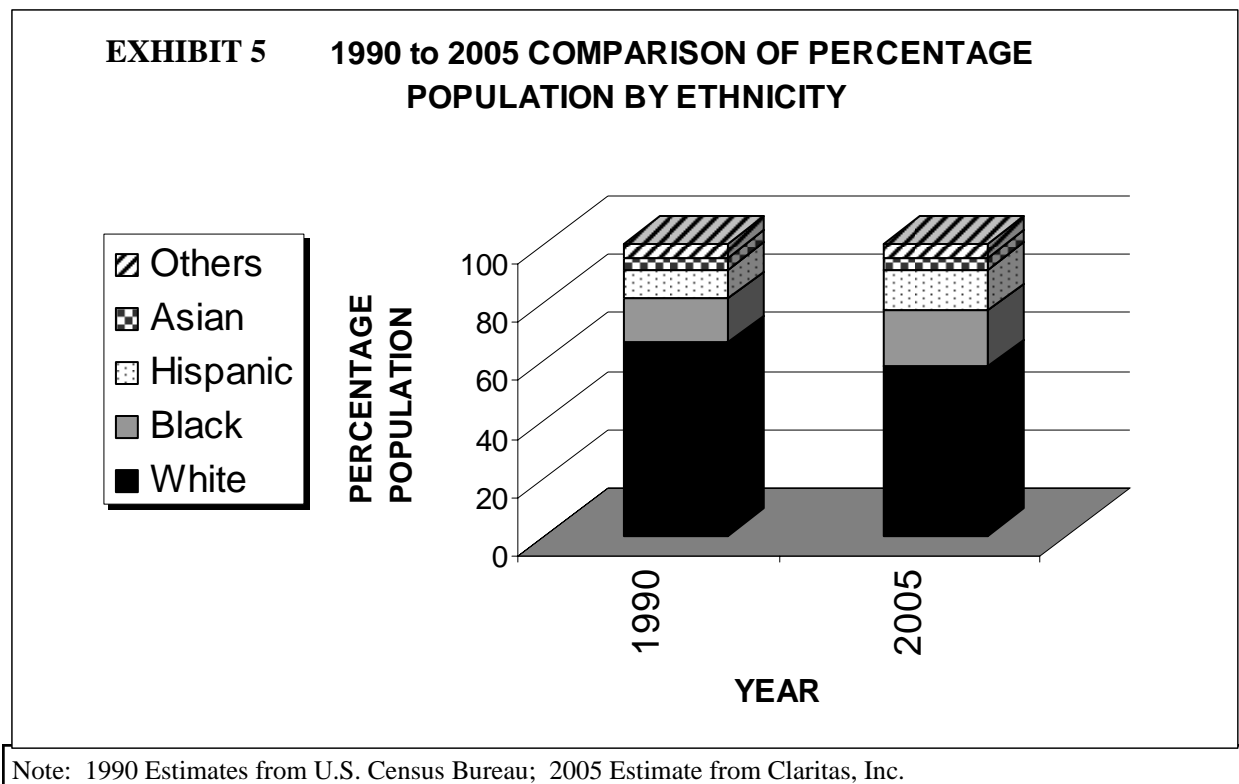


ETHNICITY

A comparison of 1990 and 2000 census data indicates that the percentage of the total population comprised of minority groups has increased. Table 2 displays the percentages for population by ethnicity for each of the two censuses. Exhibit 5 presents these numbers graphically.

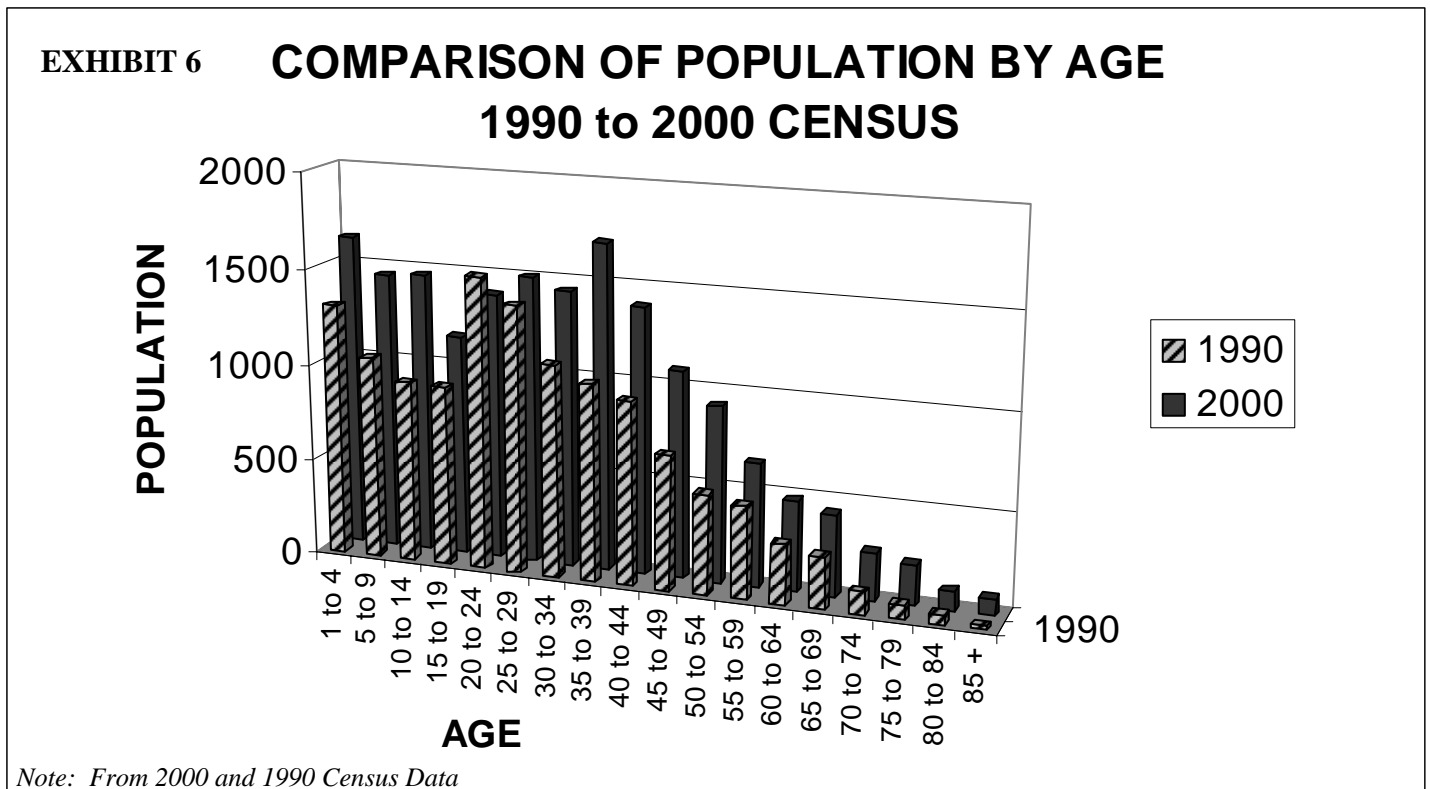
TABLE 2: COMPARISON OF PERCENTAGES OF POPULATION BY ETHNICITY FOR 1990 AND 2005 CENSUSES		
Race	Percent of Total 1990 Census	Percent of Total 2005 Estimate
White	66	58
Black	15	19
Hispanic	10	14
Asian	4	4
Other	5	5

1990 Estimates from U.S. Census Bureau; 2005 Estimate from Claritas, Inc.



AGE

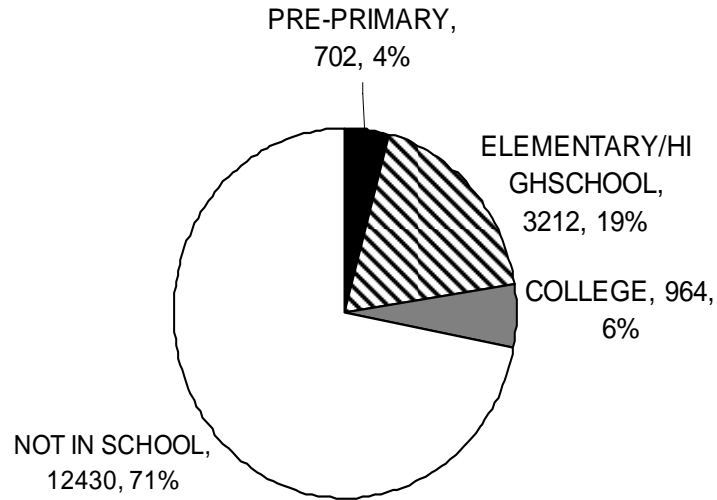
The City of Harker Heights experienced demographic changes in the age of the population between the census years of 1990 and 2000. Exhibit 6 displays a graphical representation from the two census data sets. The trend indicates that the population declined in the 20 to 24 age range but experienced growth in all other categories.



EDUCATION

Exhibit 7 displays the school enrollment for Harker Heights residents.

EXHIBIT 7
**HARKER HEIGHTS RESIDENTS 3 YEARS &
 OVER BY SCHOOL ENROLLMENT 2005**

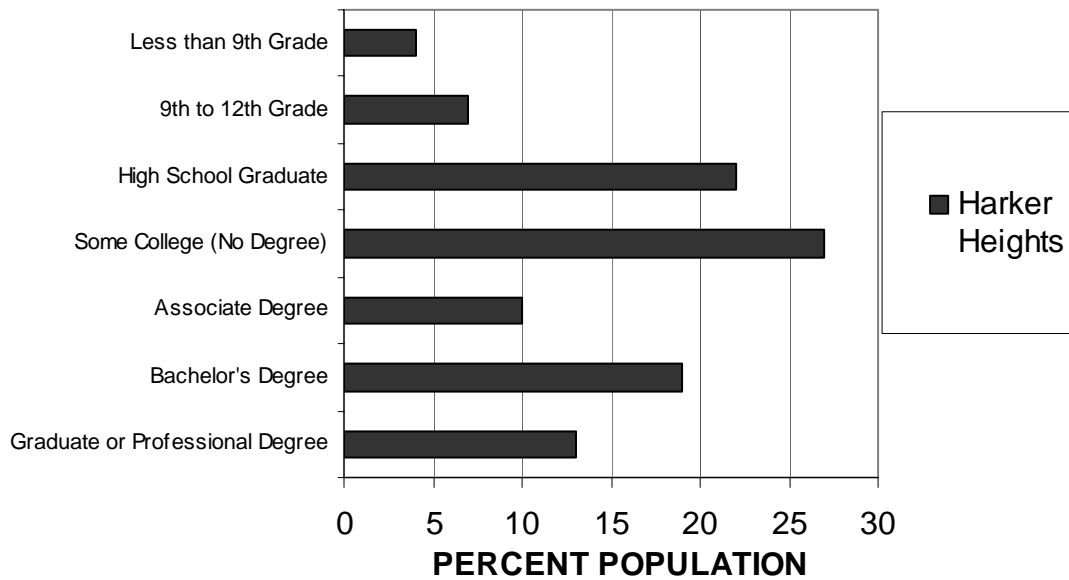


Note: From Claritas Inc., May 2005

Exhibit 8 displays the education attainment levels for the City of Harker Heights.

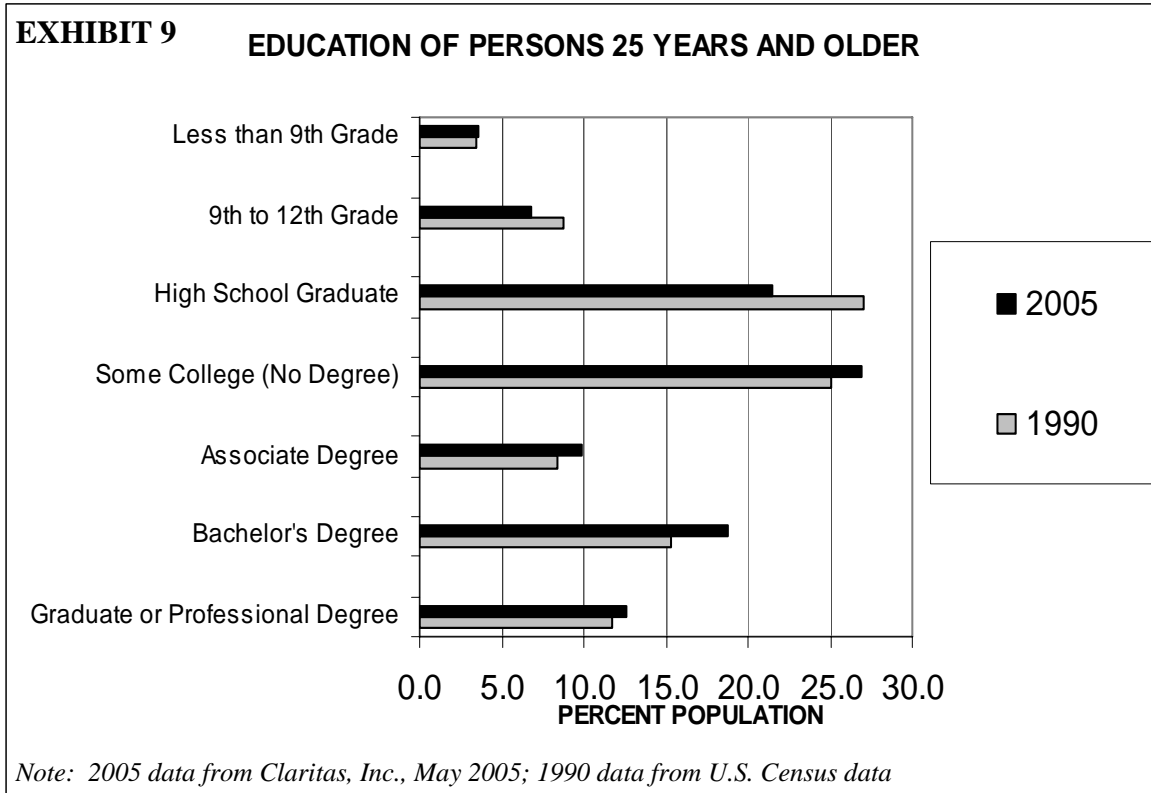
EXHIBIT 8

**EDUCATIONAL ATTAINMENT BY HOUSEHOLD
 FOR THE CITY OF HARKER HEIGHTS**



Note: Data from Claritas, Inc., May 2005

A comparison of the education attainment levels from 1990 with those from 2005 indicates a shift toward higher education. Exhibit 9 shows increases in the year 2005 for those with some college, Associate, and Bachelor, and Graduate degrees.



LABOR FORCE

Table 3 displays Claritas Inc.'s June 2006 estimates for population age 16 and older by employment based on the number of households for Harker Heights.

EMPLOYMENT TYPE	CITY OF HARKER HEIGHTS	PERCENT OF HARKER HEIGHTS POPULATION
IN ARMED SERVICES	2,119	13.9
CIVILIAN—EMPLOYED	8,334	54.7
CIVILIAN—UNEMPLOYED	556	3.7
NOT IN LABOR FORCE*	4,228	27.7

**Not in labor force includes all people 16 years old and over who are not classified as members of the labor force. This category consists mainly of students, housewives, retired workers, seasonal workers interviewed in an off season who were not looking for work, institutionalized people, and people doing only incidental unpaid family work (less than 15 hours during the reference week). U.S. Census Bureau*

The City's occupation types by employment are diverse as indicated by Tables 4 and 5. No one occupation category contains more than 24.8 percent of the total work force. Professional and related occupations comprise the largest percentage of the labor force. Table 4 displays the estimated population age 16 and older by occupation for Harker Heights. Table 5 displays the estimated percentage population age 16 and older by occupation for Harker Heights.

TABLE 4: 2006 ESTIMATED POPULATION AGE 16 AND OLDER BY OCCUPATION

	CITY OF HARKER HEIGHTS
OCCUPATION <i>(Based on Number of Households)</i>	8,334
MANAGERIAL AND PROFESSIONAL SPECIALTY	1,082
PROFESSIONAL AND RELATED OCCUPATIONS	2,063
SERVICE	1,329
SALES AND OFFICE	1,980
FARMING, FORESTRY AND FISHING	35
CONSTRUCTION, EXTRACTION AND MAINTENANCE	932
PRODUCTION, TRANSPORTATION AND MATERIAL HANDLING	913
<i>Data from Claritas, Inc., June 2006</i>	

TABLE 5: 2006 ESTIMATED PERCENTAGE POPULATION AGE 16 AND OLDER BY OCCUPATION

	PERCENT CITY OF HARKER HEIGHTS
OCCUPATION <i>(Based on Number of Households)</i>	8,334
MANAGERIAL AND PROFESSIONAL SPECIALTY	13.0
PROFESSIONAL AND RELATED OCCUPATIONS	24.8
SERVICE	16.0
SALES AND OFFICE	23.7
FARMING, FORESTRY AND FISHING	0.4
CONSTRUCTION, EXTRACTION AND MAINTENANCE	11.2
PRODUCTION, TRANSPORTATION AND MATERIAL HANDLING	10.9
<i>Data from Claritas, Inc., June 2006</i>	

INCOME

The per capita income for Harker Heights residents in June, 2006, was \$25,042.00 according to Claritas, Inc.'s annual update. Average family income for Harker Heights was estimated at \$69,880.00. Table 6 displays this data and includes median family income for Harker Heights. Table 7 displays household income by income level for Harker Heights.

TABLE 6: 2006 ESTIMATED INCOME	
MEASUREMENT	City of Harker Heights
AVERAGE FAMILY HOUSEHOLD INCOME	\$69,880
MEDIAN FAMILY HOUSEHOLD INCOME	\$54,637
INCOME PER CAPITA	\$25,042
<i>Source: Claritas, Inc., June 2006</i>	

TABLE 7: HOUSEHOLDS BY INCOME LEVEL		
	Households City of Harker Heights	Percent City of Harker Heights
INCOME LEVEL <i>(Based on households)</i>	7,547	100.00
\$500,000 and above	26	.34
\$250—\$499,999	73	.97
\$150—\$249,999	375	4.97
\$100—\$149,999	1,108	14.68
\$75—\$99,999	1,104	14.63
\$50—\$74,999	1,390	18.42
\$35—\$49,999	1,243	16.47
\$25—\$34,999	945	12.52
\$15—\$24,999	702	9.30
Under \$15,000	581	7.70
<i>Source: Claritas, Inc., June 2006</i>		

POVERTY

The U.S. Census Bureau maintains a poverty threshold table that adjusts for family unit and number of related children under 18 years of age. Table 8 displays the 2005 Poverty Thresholds as maintained by the U.S. Census Bureau.

TABLE 8: POVERTY THRESHOLDS FOR 2005 BY SIZE OF FAMILY AND NUMBER OF RELATED CHILDREN UNDER 18 YEARS OF AGE									
Size of family unit	Related children under 18 years								
	None	One	Two	Three	Four	Five	Six	Seven	Eight or more
One person (unrelated individual)....									
Under 65 years.....	10,160								
65 years and over.....	9,367								
Two persons.....									
Householder under 65 years.....	13,078	13,461							
Householder 65 years and over.....	11,805	13,410							
Three persons.....	15,277	15,720	15,735						
Four persons.....	20,144	20,474	19,806	19,874					
Five persons.....	24,293	24,646	23,891	23,307	22,951				
Six persons.....	27,941	28,052	27,474	26,920	26,096	25,608			
Seven persons.....	32,150	32,350	31,658	31,176	30,277	29,229	28,079		
Eight persons.....	35,957	36,274	35,621	35,049	34,237	33,207	32,135	31,862	
Nine persons or more.....	43,254	43,463	42,885	42,400	41,603	40,507	39,515	39,270	37,757
<i>Source: U.S. Census Bureau; last updated February 1, 2006</i>									

Table 9 displays the 2006 estimates for married families by poverty status for Harker Heights. 96.4 percent of married households in Harker Heights with or without children live above the poverty level.

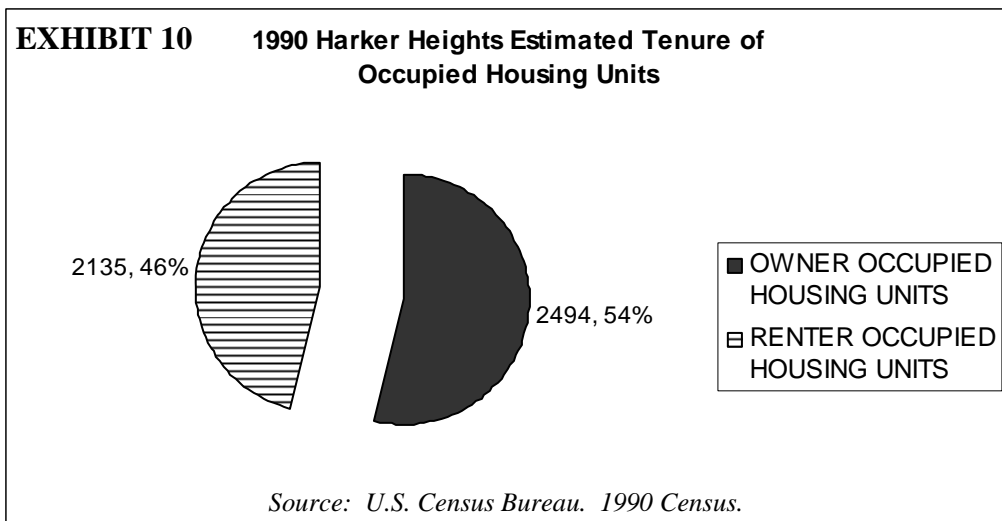
TABLE 9: ESTIMATED FAMILIES BY POVERTY STATUS

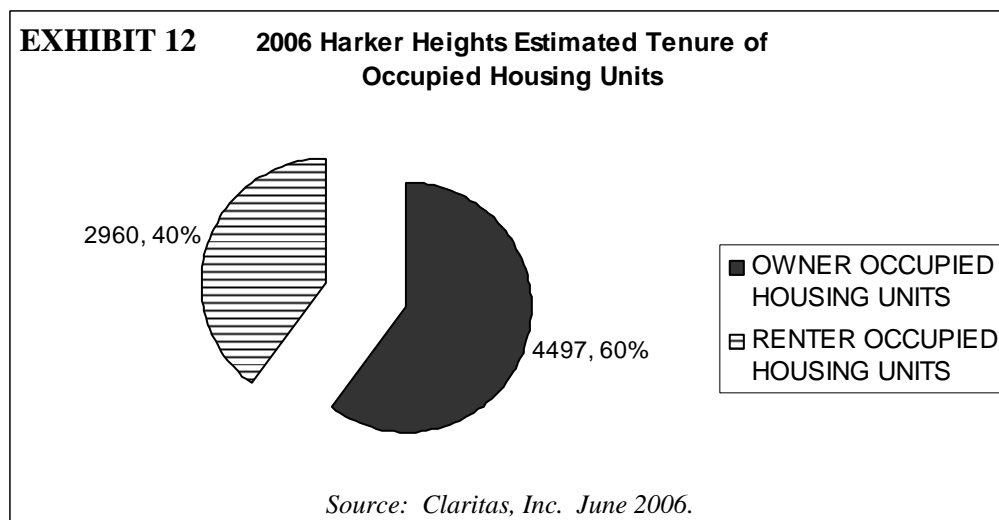
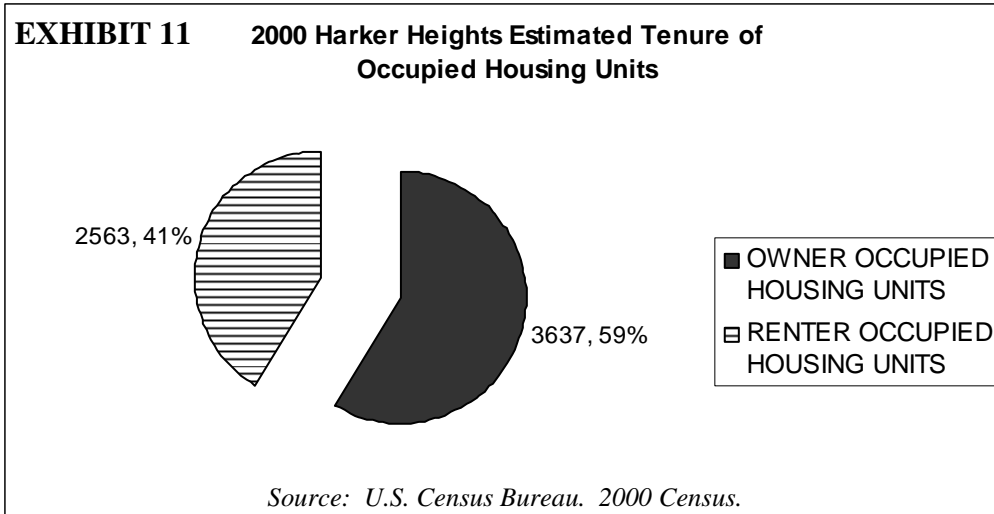
	Households City of Harker Heights	Percent City of Harker Heights
INCOME LEVEL AT OR ABOVE POVERTY LEVEL <i>(Based on households)</i>	4,675	100.00
MARRIED W/CHILDREN	2,522	54.0
MARRIED NO CHILDREN	1,984	42.4
INCOME LEVEL BELOW POVERTY LEVEL <i>(Based on households)</i>		
MARRIED W/CHILDREN	136	2.9
MARRIED NO CHILDREN	33	0.7

Source: Claritas, Inc., June 2006

HOUSING

The City of Harker Heights experienced a shift in housing occupancy from the 1990 census through the 2000 census to the 2006 estimates. In 1990, the U.S. Census Bureau estimated that owner occupied housing in Harker Heights was 54 percent of the total occupied housing units. In 2000, their estimate was 59 percent of the total occupied housing units, a 5 percent increase over the ten year period. In June of 2006, Claritas, Inc., estimated that owner occupied housing was 60 percent of the total occupied housing units, a 1 percent increase over 2000. While the trend from 1990 to 2000 indicated a shift toward more owner occupied housing, the trend from 2000 to 2006 indicates that this trend has slowed. The increase in duplex construction within the last few years may account for the slowing of this trend. Exhibits 10, 11, and 12 graphically present this data.





Housing unit types also underwent a shift from 1990 through 2000 to the Claritas estimate year of 2006. In 1990, according to the U.S. Census Bureau, 48 percent of all housing units in Harker Heights were single family detached structures. In 2000, this housing unit type was estimated as representing 57 percent of the housing units, an increase of 9 percent. In 2006, this housing unit type was estimated at 60 percent, an increase of 3 percent from 2000. The City saw a reduction in the percentage of mobile homes and duplexes in relation to the total housing units over the same period. This indicates the growth Harker Heights has experienced since 1990 in the single family residential development. Exhibits 13, 14, and 15 graphically display this data.

EXHIBIT 13

**1990 HARKER HEIGHTS
HOUSING UNITS BY TYPE**

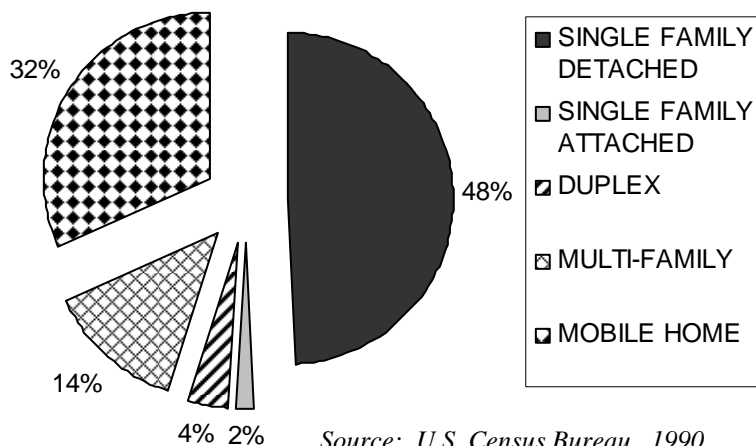


EXHIBIT 14

**2000 HARKER HEIGHTS
HOUSING UNITS BY TYPE**

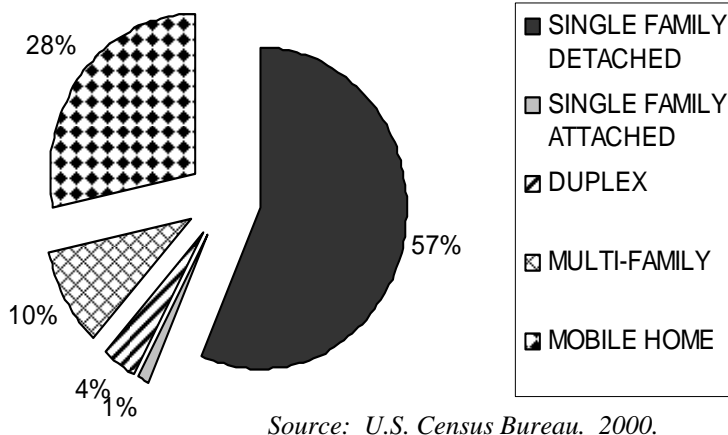
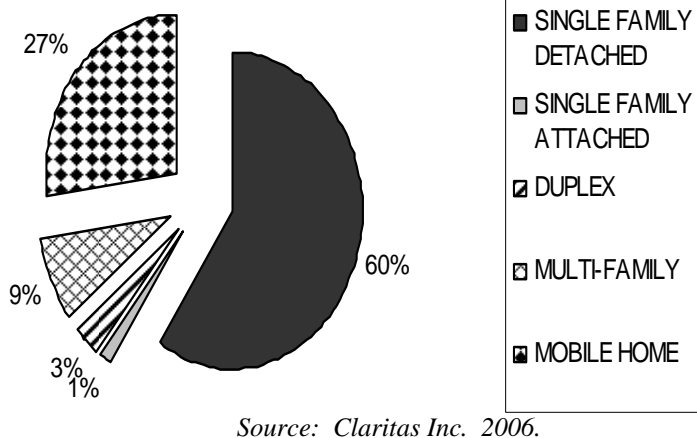
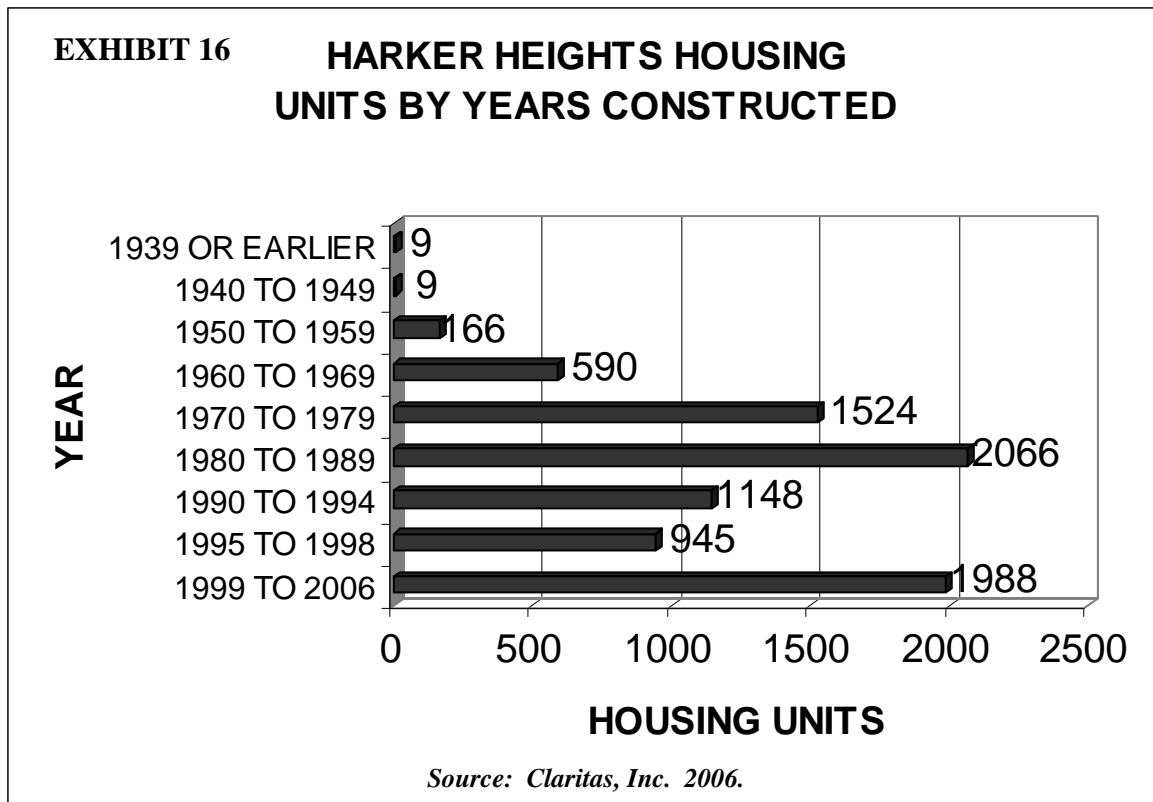


EXHIBIT 15

**2006 HARKER HEIGHTS
HOUSING UNITS BY TYPE**



2006 Claritas, Inc., data concerning construction of housing units depicts the City's growth cycles. Since the City was incorporated in 1960, the City has seen increasing growth in the number of housing units constructed. With permit activity continuing to remain strong, housing unit construction will continue to grow. Exhibit 16 displays the housing units constructed by time period.

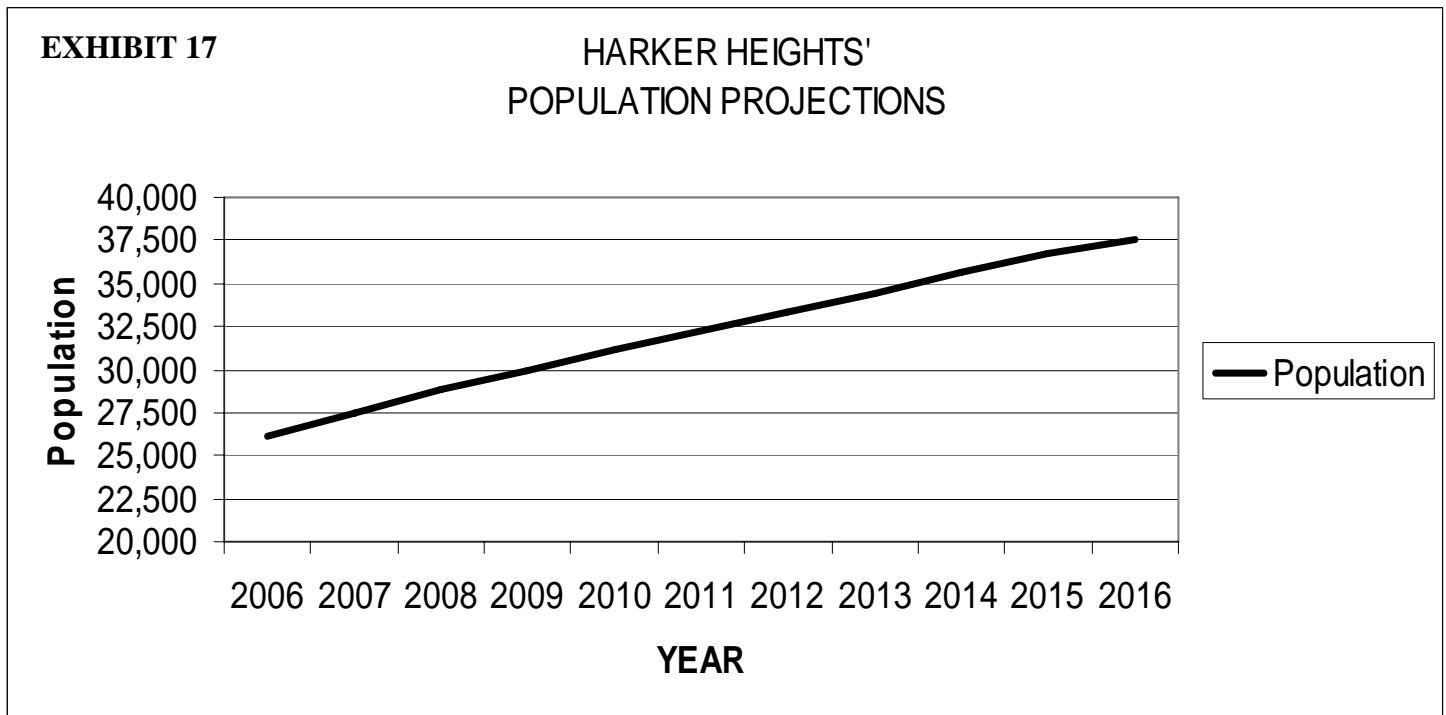


2006 Claritas, Inc., data indicates that the City has 2.78 people per occupied housing unit.

POPULATION PROJECTIONS

The City of Harker Heights is projected to continue to grow into the foreseeable future. Continued growth of Fort Hood and associated support industries should continue to increase the area's population.

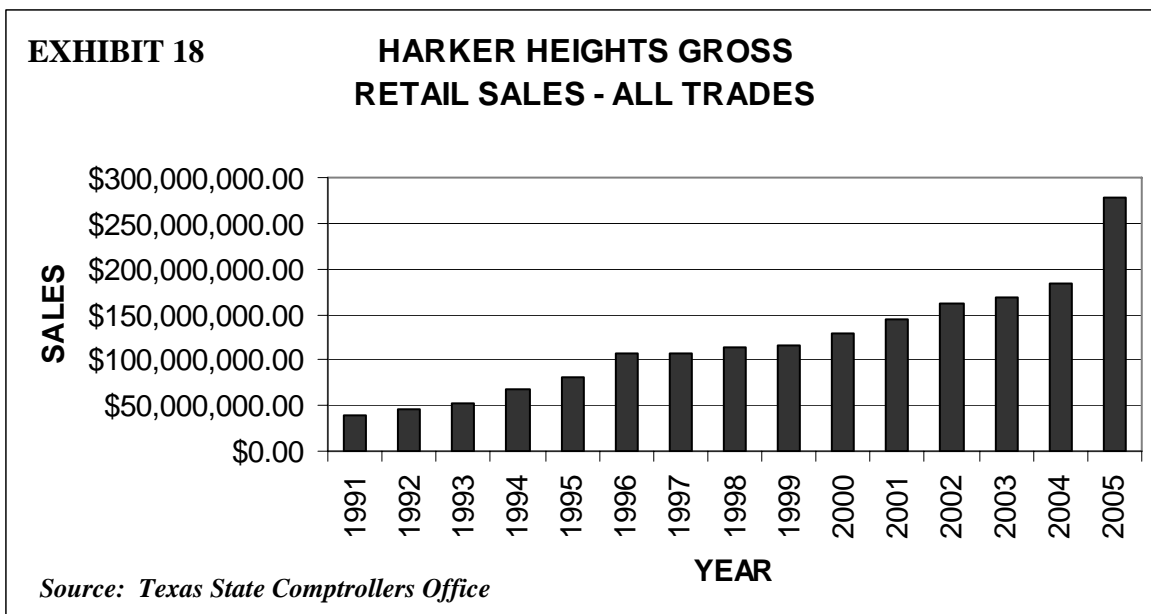
The City of Harker Heights population estimates are higher than those estimated by the U.S. Census Bureau. This is in large part due to the rapid growth of the City. The City's housing unit numbers are greater than those provided by the U.S. Census Bureau. The City has projected the population for the City using average housing permit activity from previous years. Exhibit 17 indicates the population projections, as developed by City staff, for the City of Harker Heights. If the housing market remains strong, at some point land availability will become a limiting factor for population growth within the City. Build-out studies indicate that the City's population should plateau somewhere between 35,000 and 40,000



ECONOMIC CONDITIONS

The City of Harker Heights is known throughout Central Texas for its residential nature. Having quality goods and services that are convenient to a city's residents is essential for growth. The largest employer in Texas, Fort Hood, is a major part of the City's economy. The economy of Harker Heights is based on providing services to our citizens and supporting Fort Hood.

Until recently, the City of Harker Heights has not had a large retail or commercial component. Recent permitting activity has shown a positive shift as more retailers are looking at setting up shop in Harker Heights. Recent additions to Harker Heights include retailers such as Wal-mart, Furniture Row, Advance Auto, Auto Zone, First State Bank and others. With other properties preparing for development, retail business will become a strong part of the City's economy. Exhibit 18 displays information on the gross retail trade sales for Harker Heights. Note that 2005 sales present a large increase over 2004. This jump in retail sales is the result of the many new retail interests that are locating in the City. When the City's trade sales are combined with Killeen, the Killeen/Harker Heights area becomes the largest trade sales area in Bell County.



LAND USE AND THOROUGHFARE SYSTEM

Land use planning is essential to providing a quality community which supports a high quality of life for our citizens. Land use planning is accomplished in many stages from the development of a Land Use Plan to review and approval of development activities by the City. Planning for orderly development allows the City of Harker Heights to maintain a high quality of life for its citizens.

GROWTH PATTERNS

The City of Harker Heights has experienced growth in land area since its inception as a City in 1960. The “Original City” comprised 950 acres of land situated north of what is now known as U.S. Highway 190. Table 10 displays the City’s growth through annexation by time period. The City has grown from its original land area of 950 acres (1.5 square miles) to approximately 9,064.6 acres (14.2 square miles). The City’s annexation history has historically been south in direction. Stillhouse Hollow Lake presents a natural geographic border to the south of the City. The City of Harker Heights, Killeen and Nolanville entered into an extraterritorial jurisdiction (ETJ) boundary line agreement in 2006. ETJ is an area, whose size is determined by a city’s population, contiguous to a city’s boundary in which the city exercises subdivision regulations and holds annexation rights. This agreement allows Harker Heights ETJ to continue to the east on the northern side of Stillhouse Hollow Lake.

TABLE 10: CITY’S GROWTH THROUGH ANNEXATION BY TIME PERIOD

TIME PERIOD	APPROXIMATE ACREAGE	TOTAL ACREAGE	TOTAL SQUARE MILES	PERCENT INCREASE IN SIZE
Original City	950.0	950.0	1.5	0.0
1961 to 1965	1,526.7	2,476.7	3.9	160.7
1971 to 1975	927.6	3,404.5	5.3	37.4
1976 to 1980	206.9	3,611.4	5.6	6.1
1981 to 1985	93.1	3,704.5	5.8	2.6
1986 to 1990	3,372.8	7,077.4	11.1	91.0
1991 to 1995	80.2	7,157.6	11.2	1.1
1996 to 2000	706.2	7,863.8	12.3	9.9
2001 to Present	1,211.6	9,064.6	14.2	14.0

Source: City of Harker Heights Planning Department Data

Residential growth initially began in the “Original City” area of 950 acres. This area is located north of the present day U.S. Highway 190 on the area incorporated as the “Original City” of Harker Heights. U.S. Highway 190 was not constructed until the 1970’s. At the time of the City’s incorporation, Highway 190 and FM 2410 were the main arteries for access to the area. Correspondingly, the first residential areas found in Harker Heights were located adjacent to these main routes. Since the 1980s, the City has undergone substantial residential growth in an area located south of U.S. Highway 190. This growth has occurred in areas annexed since the town was originally incorporated.

The 1987 Comprehensive Plan adopted by the City indicated that the city was just 3,178 acres at the time and of that 3,178 acres 49 percent had been developed. The Plan stated that the population density of Harker Heights was 2.66 dwelling units per acre or 5.8 persons per acre. Exhibit 20 below displays the acres of total land use in 1987. Of the developed land, the 1987 Comprehensive Plan identified the percentage of development types as a percentage of the total developed land area. Exhibit 21 displays the land use activities as a percent of developed land for 1987.

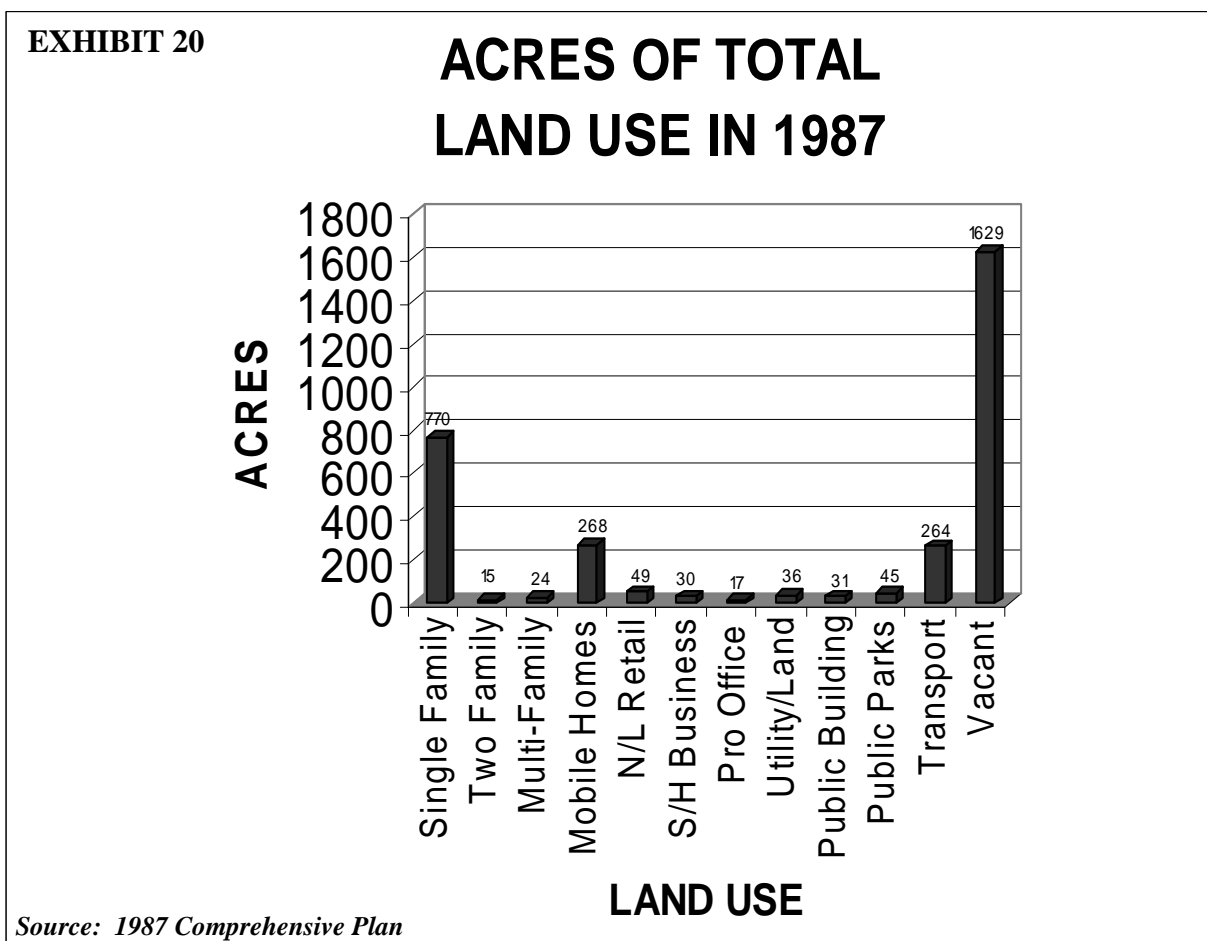
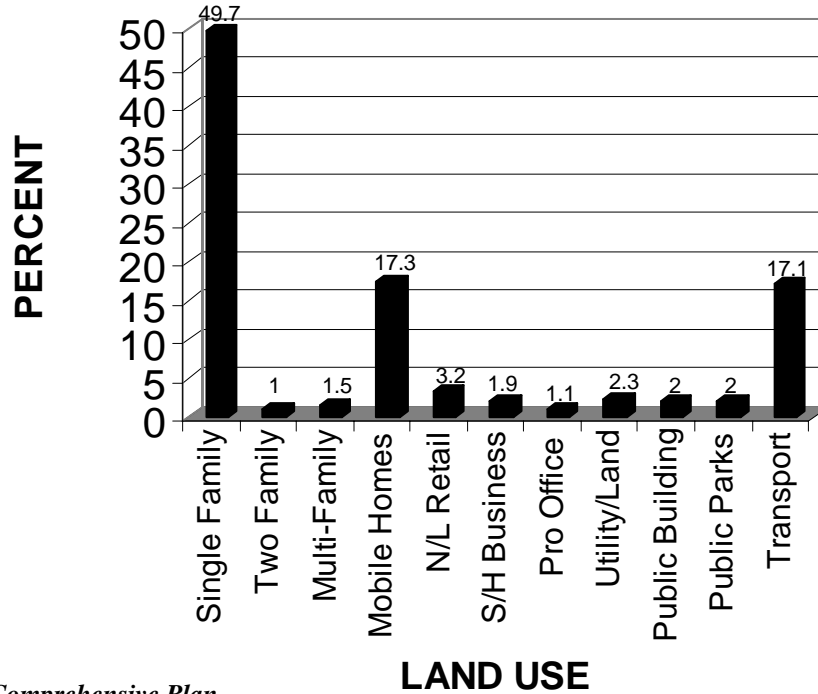


EXHIBIT 21

1987 LAND USE ACTIVITIES AS A PERCENT OF DEVELOPED LAND



Source: 1987 Comprehensive Plan

EXISTING LAND USE

No land use studies have been performed since the ones utilized for the 1987 Comprehensive Plan. For the purposes of this plan, the City's Geographical Information System (GIS) was utilized to perform calculations on the City's current land use. The City utilizes Environmental Systems Research Institute (ESRI) ArcMap software to perform GIS functions.

The total land area in Harker Heights in 2006 is approximately 9,064.6 acres in size or 14.2 square miles. Of this total, approximately 4,325 acres, or 47.7 percent of the land area in Harker Heights are undeveloped. Most of the vacant areas are zoned single-family residential. The second most zoning in vacant areas is commercial.

Utilizing the City's population estimate for the end of 2005 of approximately 25,000 residents, a population density of 2.76 persons per acre is indicated. Utilizing the number of housing units, this equates to a density of 1.0 dwelling units per acre.

The City conducted a comprehensive land use study in late 2005 to determine existing land use distribution. Aerial photos and ground reconnaissance were utilized to determine the existing land uses. Table 11 below displays the 2005 land use distribution.

TABLE 11: LAND USE DISTRIBUTION (2005)

LAND USE CATEGORY	ACRES	PERCENT OF TOTAL	PERCENT OF DEVELOPED
Roads	1,159	12.8	24.6
Apartments	55	0.6	1.2
Duplexes	57	0.6	1.2
Mobile Home Park	243	2.7	5.1
Single-Family Residential	2,132	23.6	45.2
Mobile Home	314	3.5	6.7
Planned Development Unit	7	0.1	0.1
Commercial	397	4.4	8.4
Churches	14	0.2	0.3
Government	60	0.7	1.3
Park Land	98	1.1	2.1
School	183	2.0	3.9
Vacant	4,325	47.8	n/a
TOTAL	9,044	100.0	100%

Source: City of Harker Heights Planning Department Data

The City of Harker Heights has developed under a zoning code since the early 60s. Development of the City has proceeded in an orderly manner. Land uses followed a typical pattern of residential development being located behind commercial uses, spread out along the arterial street system.

Commercial development in the city is primarily retail in nature. Commercial properties are currently in high demand and bringing a premium price. New commercial businesses such as Wal-mart and Furniture Row have fueled more interest into commercial development in the City. The City has a limited amount of property available for commercial development which thus places upward pressure on the value of commercial property.

Residential development, as stated earlier is located throughout the City. Residential areas north of U.S. Business Highway 190 (Veterans Memorial Blvd.) are of a mixed use nature with areas containing stick-built, single-family homes; manufactured homes; and duplexes. This area also contains clusters of manufactured home parks. Residential areas south of Veterans

Memorial and north of US 190 are characterized by areas with stick-built single-family housing and areas of mixed stick-built homes, duplexes, and manufactured homes. This area also has clusters of apartments and manufactured home parks. Residential areas found south of US 190 and west of FM 2410 are primarily characterized by stick-built, single-family homes. There are a few clusters of other land uses in this area off of Fuller Lane close to Stillhouse Hollow Lake. The area of land located south of US 190 and east of FM 2410 is primarily characterized by stick-built, single-family homes. Exceptions to this characterization include the areas known as Comanche Land and Wildwood Acres where a mixed use of stick-built homes, manufactured homes, and duplexes exist. Overall, in all areas of the City a reduction in the amount of land utilized for the placement of manufactured housing has occurred. While some of these areas are now being utilized as commercial property, most of the conversion has been to the construction of duplexes.

A comparison of the acreages of the City’s 2005 land uses with those found in 1987 is displayed in Exhibit 22 (*note: some of the 2005 categories were combined so that the data set would match that of the 1987 Comprehensive Plan*).

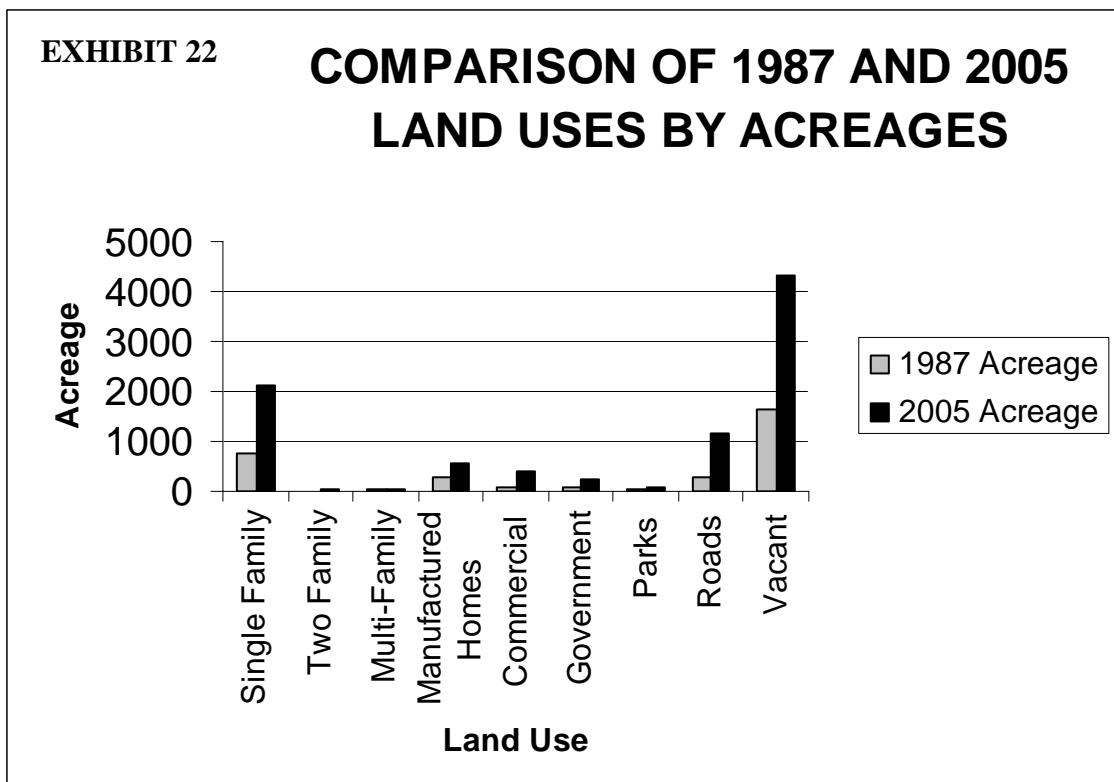
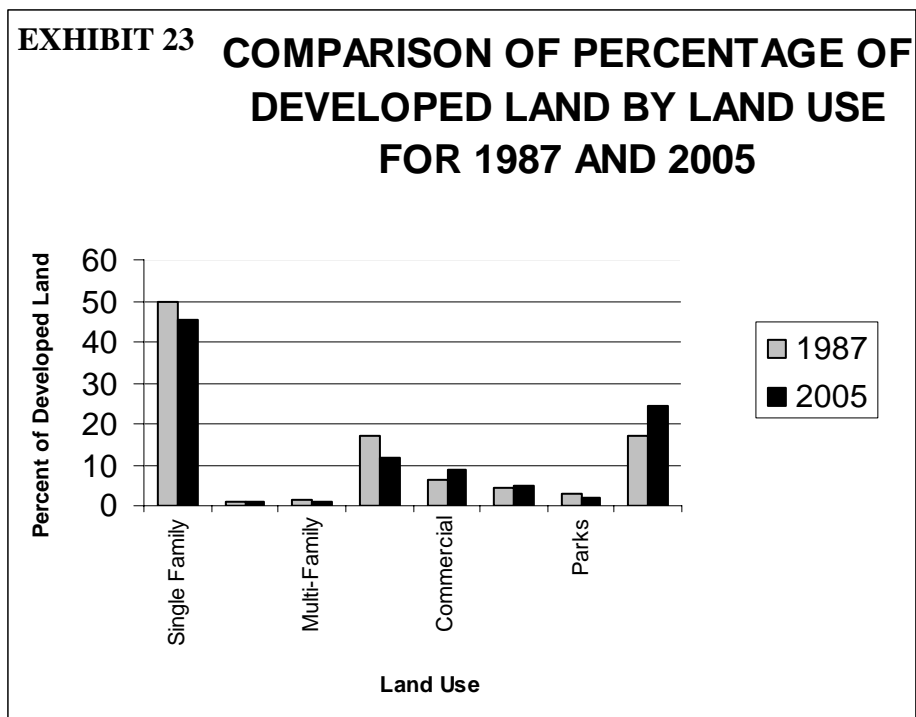


Exhibit 23 displays a comparison of the percentage of developed land by land use for 1987 and 2005 (note: some of the 2005 categories were combined so that the data set would match that of the 1987 Comprehensive Plan).



UNDEVELOPED LAND

Approximately 47.7 percent of the City is in undeveloped land that is ready to accommodate new growth. Recent annexations by the City were in areas of limited prior development activity. These annexations were performed in areas that have a high growth potential. Land use demand in many of these areas is expected to be single-family residential with some commercial uses. Commercial properties will primarily be limited to those lots that abut an arterial roadway such as FM 2410 or are located at major intersections. All other areas are appropriate for single-family residential development.

The undeveloped commercial properties remaining along US Highway 190 and FM 2410 have a high growth potential. The limited amount of commercial spots still available should continue to place upward pressure on commercial land pricing.

Some undeveloped land exists in the City in the form of in-fill lots. These lots are receiving more attention with the push to develop more housing for additional military families relocating to Fort Hood. Many of these lots are being converted into two-family dwelling units.

FUTURE DEVELOPMENT

Between 1987 and 2006, most of the City's growth has been for residential use. Much of this growth occurred south of U.S. Highway 190. Large residential subdivisions such as Skipcha Mountain Estates and Country Trails have developed considerably during this time. Subdivisions such as The Evergreens, a 300 acre subdivision located in a southern portion of the City, are currently in the planning stages and development will begin soon. It is projected that the bulk of residential growth will continue to remain in the south to southeastern areas of the City.

Between 1987 and 2006, the growth of the manufactured housing sector in the City has declined. In 1987, 17.3 percent of the developed property in the City contained manufactured homes. By 2005 this amount had dropped to 11.8 percent. Many of these properties were converted to two-family dwellings. It is projected that this trend will continue and as such manufactured housing in the City will continue to decline.

While the number of two-family dwelling units have remained relatively stable in their amount between 1987 and 2004, the staff has witnessed an increase in their numbers beginning in 2005. Many of these duplexes are replacing lots formerly utilized for manufactured homes. Other duplexes are being built on in-fill vacant lots within the City. This is a trend that the staff expects to continue to see and as such the amount of two-family dwellings within the City should increase over time.

Multi-family housing from 1987 to 2005 has remained relatively stable. With little areas remaining that are appropriately zoned for additional multi-family housing units, it is predicted that this land use will continue to be stable or decline slightly.

Between 1987 and 2005, most of the commercial growth in Harker Heights was located along US Highway 190 and Indian Trail. With the recent addition of Wal-mart, commercial properties located near the intersection of US Highway 190 and FM 2410 are in high demand. Investors are looking to these properties in an attempt to capture some of the business that is stimulated by the presence of the Wal-mart Supercenter. It is projected that all available properties in this area will be developed within the next 10 years. Areas remaining for commercial development that will develop from north to south include lots fronting on FM 2410 south of US Highway 190 and lots fronting on Stillhouse Hollow Lake Road.

Government owned properties increased only slightly since 1987. As the City begins to search for other properties to provide for quality services and recreation for our citizens the amount of property owned by government is expected to increase slightly.

The percentage of park land to developed land in the City has decreased since 1987. Staff expects this percentage to increase as park land projects such as the addition of an athletic complex and additional parks are being studied.

SUMMARY

The City of Harker Heights has a bright future. With proper planning and citizen input, the city will benefit from future growth activities. The following conclusions, based on past and current development activity, are made:

- The total population will continue to grow at a steady rate.
- Many of the commercial areas within the City will develop within the next ten to twenty years.
- Areas that have seen growth since 1987 will see a leveling off of new development due to limits on available undeveloped land.
- Major residential growth will be confined to south/southeastern areas of the City.
- Manufactured housing will continue to decline as a percentage of the total developed property in the City.

LAND USE PLAN

The Land Use Plan serves as a guide in making land use decisions. It indicates the future land uses for all areas of the City that the City Council has deemed as promoting the public health and welfare. A copy of the Land Use Plan is maintained at the Planning and Development Department at City Hall (305 Millers Crossing).

MANUFACTURING/INDUSTRIAL

- Recognizing that industrial land uses usually expand in areas where they have already occurred, most of the new industrial developments have been established adjacent to or in close proximity to northern portions of the City. Areas develop for industrial uses because of the following reasons:
 - ample area for future expansions of the facilities
 - convenient access to transportation facilities, highways, railroads, and
 - locations that are separate from but within an easy commuting distance of residential areas.

COMMERCIAL/OFFICE/RETAIL

- This type of development is preferable along major thoroughfares at locations readily accessible from all neighborhoods.

GOVERNMENT

- Located throughout the City as needed to provide quality services to citizens.

HIGH DENSITY RESIDENTIAL

- Should be located where possible as a buffer between commercial and residential uses.

MEDIUM DENSITY RESIDENTIAL

- Should be located where possible as a buffer between commercial and single-family residential uses.
- Should be located where possible as a buffer between high-density and single-family residential uses.
- Is an acceptable replacement for aging manufactured housing or for new development in areas zoned appropriately for such within the City.

MANUFACTURED HOME PARK

- Should be located where possible as a buffer between commercial and stick-built single-family residential uses.

MIXED RESIDENCE

- Stick-built single family homes, manufactured housing, and duplexes are acceptable and compatible uses within this area providing each meets the requirements of the City's Codes.

SINGLE-FAMILY

- Major thoroughfares are routed around the perimeter of the residential areas in order to discourage through traffic in the neighborhoods.
- Adequate sites for parks and schools should be located near neighborhoods and easily accessible to the residents. Schools should not be located on streets with high traffic volumes.

THOROUGHFARE PLAN

The Thoroughfare Plan, as displayed in Exhibit 24 establishes a long-range guide for the location of arterials and collector streets. Arterials are intended to move cross-town traffic and connect the activity centers such as City Hall and the commercial businesses on US Highway 190. Arterial street spacing is generally one mile apart although it is recognized that existing topography and development patterns may dictate that these locations be a greater or lesser distance. Collector streets are intended to move traffic from the local residential streets to the arterial system. These collector streets generally provide access to neighborhood activities such as churches, elementary schools and parks. Their spacing is generally a half mile apart, although, as already noted, existing topography and development patterns may prevent this type of spacing. Finally, local residential streets provide the direct access to residences. The ideal network would funnel traffic from a residence on a local street to a neighborhood collector street. The collector street would then intersect with an arterial street, finally directing the traffic to the major activity centers of the City and beyond.

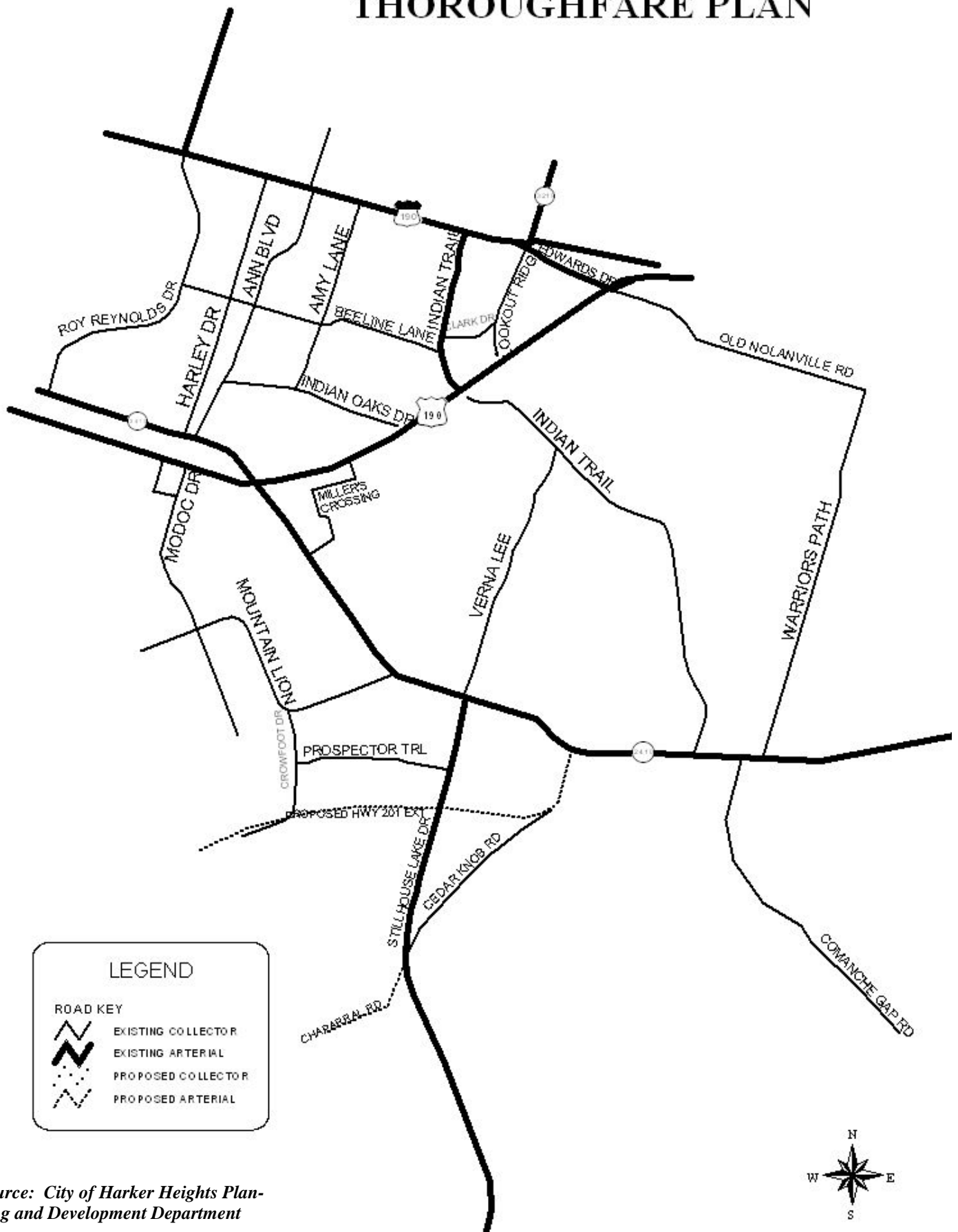
THOROUGHFARE CLASSIFICATION SYSTEM

The purpose of establishing a system of street classifications is to define a means for determining the most preferable locations for streets based on their functions. Public streets should be adequate to accommodate development as it occurs. A “Thoroughfare Plan” establishes the general locations, widths and function of the city’s existing and future thoroughfares. It produces the basis for requiring the dedication or acquisition of right-of-way to accommodate development. Generally, construction or payment for the construction of these rights-of-way is the responsibility of the developer at the time of development.

Without this plan, the City would find itself in a situation of acquiring land only after problems have surfaced. As an example, during the subdivision of land in undeveloped areas, any portion of future right-of-way that is identified in the plan and which is required as a result of the proposed development will be required as a “dedication to the city” on the subdivision plat. Setbacks for the proposed developments are based on the new property line boundaries adjacent to this dedicated right-of-way. As development continues to occur in the area and demands are made for additional travel lanes, right-of-way is already in place for the required street improvements. In addition, buildings constructed after the subdivision process will already be located at appropriate distances from the fully improved street system. If this opportunity was lost, development would occur without gaining the necessary right-of-way and the City would be in a position of purchasing land and condemning property for street construction. Also, buildings constructed according to an inadequate right-of-way width would most likely exist as non-conforming structures that encroach into the newly established setback areas.

Although no street classification will fit perfectly with every street, basic criteria are nevertheless used. The three basic criteria for the Harker Heights thoroughfare system are: function, spacing, and width.

THOROUGHFARE PLAN



THOROUGHFARE FUNCTION

The streets and highway system of Harker Heights have two major functions—moving traffic between different points and providing access to individual properties. Because of the opposing characteristics of these two functions, problems are encountered when traffic movements on a major thoroughfare, designed for high-speed and high-volume traffic, are interrupted by constant movements onto or from adjacent properties. Problems are also encountered when residential streets are used for high speed cut-through traffic. Although it is often extremely difficult to alter existing movement patterns, the purpose of the functional criteria, in so far as new development is concerned, is to establish the street type early in the development process so that a reasonable configuration or spacing can be established and so that each proposed road will contain sufficient width.

The functional criteria, however is also used to define the future use of existing streets. In some cases a road may function at a higher level from which it was originally designed, due to intensity of adjacent development that has evolved over time. In other instances a street may have evolved as a major thoroughfare simply because it traversed a long distance in a continuous manner. Because the function of these streets have evolved over-time, it may be necessary to redefine the appropriate street type to allow for future improvements and upgrading. However, in other instances, reclassification may increase the intensity of future land use activities permitted along the street and change the character of the surrounding area. In these instances the solution may be to establish an alternative route rather than re-defining the street type.

THOROUGHFARE SPACING

Each street within Harker Heights fits into an overall system-wide network of streets. The basic goal in transportation planning is to coordinate the location and spacing of each street in an orderly pattern based on the identified functions. Spacing criteria is important as a means for establishing ease of movement through the city by minimizing intersection points. Basically, the criteria establishes that the higher the volume of traffic a street is expected to have, due to its function, the greater the interval distance that street should be from a parallel street of the same or higher functional classification.

One of the benefits of establishing spacing criteria is the limiting effect it has on future public and private expenditures for the construction of city streets. Since the spacing of the more expensive major thoroughfares is greater than the less costly minor streets, less money is spent building the more costly streets. Spacing criteria ensures that major thoroughfares will not be over-represented in certain areas and under-represented in other areas. The end result is an efficient network of streets with an adequate pattern of linkages and spacing.

THOROUGHFARE WIDTH

Finally, width criteria are used to ensure that streets have an adequate capacity to handle expected traffic volumes, based on functional classification. Streets which move large volumes of traffic long distances will require more travel lanes and greater widths than streets that function to provide access to individual residential lots. Therefore, it is important that the street widths be established hand in hand with the location, spacing and function.

STREET CLASSIFICATIONS

ARTERIALS

The arterial street accommodates the high volume of cross-town traffic that occurs off of the expressway. These streets usually form the boundaries of neighborhoods and accommodate between 30 to 60 percent of the urban area travel. The primary function of the arterial is to provide movement between activity centers. Examples of minor arterials include FM 2410 and Stillhouse Hollow Lake Road. Examples of major arterials include Veterans Memorial Blvd and U.S. Hwy 190. Arterials should be spaced at approximately one mile intervals. The minimum width of right-of-way is presented in Table 12.

COLLECTORS

The function of the collector street is to circulate traffic to or from the arterial network. In simple terms, it “collects” traffic from residential areas and distributes it to the arterial network and vice versa. Examples of collector streets include Verna Lee Drive and Beeline Lane. Ideally, collector streets should be located at distances of approximately one-half mile. The width of right-of-way is presented in Table 12.

RESIDENTIAL STREETS

Finally, the function of the local street is to provide access to properties. Traffic movement is a secondary function. Cut-through traffic should be prevented along the local street network. It is noted that local streets accommodate the greatest amount of the City’s traffic network and the lowest volumes. Traffic regulations and control devices along these streets are kept to a minimum. Local streets function in the network at each block. The width of right-of-way is presented in Table 12.

TABLE 12. MINIMUM WIDTH RIGHT-OF-WAY BY STREET CLASSIFICATION AND DESCRIPTION		
STREET CLASSIFICATION	STREET DESCRIPTION	MINIMUM WIDTH (FEET)
ARTERIAL	MAJOR ARTERIAL	100
	MINOR ARTERIAL	70
RESIDENTIAL	COLLECTOR	60
	LOCAL STREET	50
<i>Source: City of Harker Heights Code of Ordinances</i>		

URBAN DESIGN

Urban design is unique to each community whether the design is the result of deliberate planning or whether it is something that “just happened.” Although often overlooked, good urban design is essential to the health of a community. It can enhance future development, make the community function more efficiently, and make a positive impact on the citizens of the community, as well as visitors. Harker Heights’ current urban design and the reasons for including an urban design strategy are identified in this section.

URBAN DESIGN ORIGINS

Urban design in Texas has been heavily influenced by the English and Spanish design traditions. The orderly arrangement of uses around a central plaza is indicative of the Spanish influence. The Spanish prepared the *Law of the Indies* which served as a “design manual” for city builders in the New World. It covered such topics as the physical orientation of the community, the arrangement of land uses, and methods for orienting the community with the existing topography. The results of this tradition can be seen in the central plazas and courthouse squares in many Texas communities. The English gridiron street system is also well established in Texas communities. Many immigrants to the United States passed through the cities of New York and Philadelphia on their way west and carried with them the gridiron designs of the major cities of their new homeland.

PURPOSE AND SCALE OF URBAN DESIGN

The purpose of an urban design strategy is not only to provide a more aesthetically pleasing environment but also to provide a more efficient physical environment in which the community can pursue its various functions. To accomplish this dual purpose, urban design is categorized into three general areas as noted in the *The Practice of Local Government Planning* (International City Managers Association (ICMA) 1979). First, urban design is concerned with the conservation of non-renewable resources necessary to achieve a workable, comfortable physical environment. In this context, urban design can encompass energy conservation, historic preservation, and conservation of valuable and non-replaceable open space. Second, urban design can provide a focus that is concerned with the location of development. In this context, urban design concentrates on the orderly arrangement of land uses and the efficient investment of resources necessary for development. Finally, urban design is concerned with development character. In this final context, urban design works with the quality of development by determining the appropriate physical forms and types of uses to be permitted.

The three levels associated with urban design include the city-wide level, the district level and the project specific level. City-wide designs apply to urbanized areas where a coordination of public and private physical development are required. On a slightly smaller scale, district designs are concerned with the physical development of functionally or environmentally cohesive areas with distinctive boundaries, most often defined as the neighborhood units. Finally, urban design at the project scale level is site-specific and plays host to many types of design elements such as sign controls, traffic considerations, physical features, and environmental features.

HARKER HEIGHTS' URBAN DESIGN

There is a renewed desire to improve the public image of the City of Harker Heights. Visually appealing gateway signs have been placed at the entrances of the City along U.S. Highway 190 that say "Welcome to Harker Heights". Overhead utility lines are being placed underground where feasible. Street and sidewalk improvements are examples of improvements that demonstrate what a pleasant place Harker Heights is and to convey what a nice place the City is to live in, work in, shop in and visit.

Citizens have expressed a great interest in improvements to the appearance of many areas of the City. They recognize the potential for redevelopment of the older areas of the City, especially along Veterans Memorial Blvd. They visualize attractively landscaped roadways and pleasant places to walk. Successful retail and office areas that appeal to shoppers are high on their lists of desires.

Urban design is the combination of appearance and function—how the city appears to both residents and visitors and how the important areas work together. Within these contexts urban design works to form the sense of community. In Harker Heights, the community is a diverse composition of commercial, recreational, and residential elements, which are independent and yet intermingled. Together these elements form the overall visual appearance of the community.

The current urban design of Harker Heights is difficult to define because of the varied types of housing, commercial developments, and public spaces that have evolved over the years. Harker Heights' design elements of urban form, development patterns, entrances, and streetscapes are discussed in the following paragraphs.

URBAN FORM

Harker Heights' urban form cannot be considered separately from the form of its sister city Killeen. Both cities function as a single urban form with several activity centers.

The City of Harker Heights has primarily served as a residential area supporting Fort Hood. Initially, the City started out as a compact gridiron city that was primarily residential in nature and developed adjacent to Highway 190 (now Veterans Memorial Highway). However, as the city grew through annexation, it evolved into a more linear form developing along major streets. Today, Harker Heights has a modified linear form with development stretched along the spine of U.S. Business 190, U.S. Highway 190, FM 2410, and Indian Trail.

Although the current urban form most closely resembles a linear design, as already noted, the emerging urban form of Harker Heights does not fit neatly into a single definition.

Harker Heights shows some elements of a multi-nucleated city in that there is not a central business district or single center of activity. The potential urban form of the entire urban area appears to most resemble a multi-nucleated city with concentrations of governmental, retail, office, medical and other specialized areas in numerous locations around the urban area.

DEVELOPMENT PATTERN

Harker Heights' development pattern has occurred along the major arterials connecting Harker Heights with Killeen and Fort Hood. Accompanying this linear growth has been the development of "strip" or "ribbon" commercial development patterns. Strip commercial refers to the location of commercial development in narrow strips along major roadways. This pattern is most noticeable along US Hwy 190. Since strip development along the length of the arterial has access to the street, vehicles stopping and slowing down to enter these numerous access points tend to slow traffic down. The Texas Department of Transportation's newly adopted "curb-cut" rules will help to reduce the number of entry/exit points serving these arterials and thus allow traffic to flow more efficiently.

INFRASTRUCTURE

Streets, water and sewer lines, overhead utilities, sidewalks and even parks are part of the infrastructure aspect of urban design.

Sidewalks and trails can be much more than concrete strips. More than just necessities for pedestrians, they should provide pleasant places to walk and linger to observe adjacent features. They can include brick or stone pavers to improve the appearance. When increased in width and landscaped they become amenities for use by residents and visitors alike. Traffic calming devices can be utilized to reduce traffic speed and safety problems on local streets. Potential techniques include high visibility crosswalks. Sidewalks and trails also link one activity center to another and relieve traffic congestion by encouraging people to walk rather than drive. Maintenance is required and must be at as high a standard as can be sustained by the City's budget.

CORRIDORS

Street, pedestrian and greenbelt linkages all present opportunities for corridors. They are included as urban design elements so that their appearance and function can be addressed for improvements. Major corridors can benefit from improved sidewalks, landscaping and signage.

ADVERTISING SIGNAGE

Businesses require identification and directional signs; however, these signs can be designed and located to form a better visual impression without detracting from their purpose. The City's sign ordinance includes provisions to regulate the maximum amount of signage allowed for wall, ground, windows signs, and spacing.

ENTRANCES

Entrances provide a lasting impressions of the City to visitors and those passing through the community. Due to the high profile of Fort Hood, and the City's location on US Highway 190, the community receives many visitors who could be potential residents or commercial investors. Efforts to provide positive visual impressions, therefore, become vital for promoting the City and its economic future.

The impressions that are formed at the City's entrances are influenced to a large degree by the roadway and its condition. Positive impressions as well as efficient traffic movement result from adequately sized and maintained roadways. The condition of the right-of-way conveys a message of how well a community maintains its infrastructure and how much "pride" the community has in itself. Another impression is formed by the condition of the property adjacent to the right-of-way. Quality development with all of the elements of good design, such as landscaping and tree plantings, unified developments, adequate parking, street furniture, appropriate signage, etc. can also show the City's best attributes. Visitors and those just "passing through" do not often have the opportunity to view all of the city. Their perception of the community, therefore, often stems from only the entrances and streetscapes they view.

The City is currently taking positive steps by placing "gateway" signs at major entrances on US Highway 190. Complimentary landscaping accompanies the "gateway" signs. The City should continue to ensure that signage and other design elements in the right-of-way are maintained. Proper setbacks, landscaping, land uses, sign requirements, and other land use controls will continue to maintain the positive impression of private properties located adjacent to the right-of-way.

Eight major entrances have been identified in this section. Each entrance is evaluated on two criteria: the condition of the roadway and right-of-way, and the condition of adjacent property. The eight major entrances include:

- FM 3219 (North)
- Veterans Memorial Blvd (East)
- Veterans Memorial Blvd (West)
- FM 2410 (East)
- FM 2410 (West)
- US Highway 190 (East)
- US Highway 190 (West)
- Stillhouse Lake Road (South)

FM 3219 (North) - This entrance is at the crossing of the railroad on FM 3219 if coming south from FM 439. It is a two lane roadway in fair to good condition. The right-of-way has been maintained and is devoid of clutter. A state sign indicating the city limits is posted at the entrance. The property adjacent to the right-of-way is undeveloped and rural in nature. Properties located to the east of the right-of-way and adjacent to Nolan Creek have experienced some illegal dumping which gives a negative impression of the property.

Veterans Memorial Blvd (East & West) - These entrances are located at the City's boundary lines as they cross Veterans Memorial Blvd. Veterans Memorial Blvd. is a four-lane roadway with a center turn lane. The roadway is in fair to good condition. The right-of-way is maintained and is devoid of clutter except for the presence of utility poles and lines. State signs indicating the City limits are posted at the entrances. The property adjacent to the right-of-way is primarily strip commercial in composition. These commercial businesses were built during an early period of growth in the City. Some of the commercial buildings and their correspond-

ing parking areas are in need of restoration. These commercial buildings and the clutter associated with their signage give a negative impression of the private property adjacent to the right-of-way.

FM 2410 (East) - This entrance is located, for the purposes of identifying an entrance, at the intersection of the west right-of-way line of Warrior's Path with the north right-of-way line on FM 2410. The City's corporate boundaries stretch for approximately one mile along the south right-of-way line of FM 2410 prior to arriving at the before mentioned entrance. The north right-of-way line of FM 2410 over this section is currently in the City's Extraterritorial Jurisdiction (ETJ), but has yet to be annexed into the City. In determining the entrance, staff chose the area where the City's corporate boundaries extended to both sides of FM 2410. FM 2410 at this entrance is a two lane roadway that is in fair to good condition. The right-of-way is maintained and is devoid of clutter except for the presence of utility poles and lines. A State sign indicating the City's limits is posted at the entrance. An older commercial property is located on the north right-of-way line of FM 2410 at the entrance. This older commercial property is reasonably kept, but the property's age does give a slight negative impression of the adjacent private property. Overall, this entrance has a general rural feeling.

FM 2410 (West) - This entrance is located at the City's common boundary line with Killeen as it crosses FM 2410. FM 2410 is a two-lane roadway in fair to good condition. The right-of-way is maintained and is devoid of clutter except for the presence of utility poles and lines. A State sign indicating the City's limit is posted at the entrance. Property along the north right-of-way line is characterized by commercial and residential properties. Property along the south right-of-way line is characterized by commercial properties. These properties are well maintained and give a positive impression of the private property.

US 190 (East & West) - These entrances are located at the City's boundary lines as they cross US Highway 190. US Highway 190 is a four-lane, divided roadway in good condition. The right-of-way is maintained and is devoid of clutter. State signs indicating the City's limits are posted at the entrances. Gateway signs have been placed at these entrances. Property along the right-of-ways is primarily commercial. These commercial properties are well maintained and give a positive impression of the private property.

Stillhouse Lake Road (South) - This entrance is located along the common boundary of the City's limit line and the Corp of Engineers' property boundary on the north side of Stillhouse Hollow Lake along Stillhouse Hollow Lake Road. Stillhouse Hollow Lake Road is a two-lane roadway in good condition. The right-of-way is maintained and is devoid of clutter. A State sign indicating the City's limit line is posted at the entrance. Property along the right-of-way is rural in nature. The rural nature and scenic vistas found off of Stillhouse Lake Road give the private property found at this entrance a positive image.

CITY BEAUTIFICATION

Screening and landscaping should be encouraged. Landscaping enhances the overall visual appearance as well as contributes to a healthier, cooler and cleaner environment. Perimeter landscaping or screening of parking facilities will reduce the negative appearance of such areas. Low shrubbery that shields the vehicle lights and bumpers will add to the visual appearance

while reducing the impact of the lights on surrounding areas. Consideration should be given to design and maintenance so that there is adequate visibility from the street.

Improvements to the appearance, infrastructure and structures in the older neighborhoods should continue. A continuing program to improve the overall safety, appearance and function of the older residential areas should be implemented. There are opportunities for improvements through a combination of public and private efforts. Improvements to commercial corridors include items such as attention to landscaping and street trees, appropriate signage, elimination of clutter, and improvements to building facades.

STREETSCAPES

Although entrances are important to the community as a way of conveying to visitors a positive first impression, entrances alone cannot convey that impression. A well designed entrance must be complimented with well designed transportation corridors and streetscapes. Just as entrances provide an important first impression, streetscapes throughout the city continue that impression as visitors and citizens travel the roadways in the community. Streetscapes are comprised of different design elements which include such items as the street design, landscaping, signage, access design, lighting, utilities, buildings, and parking lots.

In conjunction with entrances to the City, streetscapes form a large part of Harker Heights' urban image. Harker Heights is seen primarily from the inside of an automobile. Therefore, the condition of the roadway and especially the condition of property adjacent to the roadway is important in establishing a positive urban image. That image not only includes the aesthetics of streetscape, but also the safety features and "usability" of the corridor by both vehicles and pedestrians. Streetscapes with positive elements usually have the following items in common:

SIGNAGE - easy to find and read, uncluttered, provides concise directions or information, private signage does not compete with public/traffic signage for the motorist's attention nor is it distracting;

STREETS - constructed of adequate width with curbs in good condition, sufficient design to handle the traffic load, well planned intersections, good access control;

UTILITIES - placed underground or a sufficient distance from the roadway so as not to compete with traffic signs or private signs, do not obstruct view of the roadway; and

LANDSCAPING - use of plantings and topographic relief to define access points and to screen distracting roadside activities from the driver.

SUMMARY

As stated earlier, a good urban design is essential to the overall health of a community. Good urban design can enhance future development, make the community function more efficiently, and make a positive impact on the citizens and visitors to the community. Harker Heights current urban design is the product of many years of population growth and annexation. Urban design is often overlooked as a productive tool. However, urban design has been practiced for centuries and has been important in the development of great cities. An urban design strategy provides a comprehensive view of the complete community. Such an urban design strategy should be established early in the planning process to act as a guide to the implementation of the other design elements.

STORMWATER MANAGEMENT

FLOODING

Flooding problems in Harker Heights are primarily of two types. The first type is the flooding of homes built in areas now identified as being in the 100 year flood plain. The areas negatively impacted by the 100 year flood plain were developed prior to them being identified as flood prone. The City joined the National Flood Insurance Program in 1981, prior to this City had no flood zone maps to reference as development occurred. The second type of flooding is lot-to-lot flooding where lot grading, poor building design, fencing, lack of appropriate drainage systems, and settlement due to expansive soils are the primary causes. The Harker Heights Flood Damage Prevention Ordinance, adopted in 1987, seeks to prevent the creation of additional lot-to-lot flooding by requiring grading permits with abbreviated drainage plans for all new construction or grading activity which has the potential for causing drainage problems.

Since Harker Heights is divided by the drainage divide separating the watersheds of the Nolan Creek and Stillhouse Hollow Lake, much of the City is located on high, well-drained land. The most extensive area of flood plain exists adjacent to Nolan Creek in the north section of the City. The remainder of the flood plain areas in the City are drainage ditches that carry water during rain-events. Given the steep terrain found in some parts of Harker Heights, these drainage ditches can carry large flows of water during periods of extended rainfall.

EROSION

Unsound development activities can lead to soil erosion. This fact is compounded by the steep slopes found in Harker Heights as the slopes allow for water to build up velocity which correspondingly increases erosion. Use of concrete-lined channels or underground storm sewers is encouraged where feasible due to their limiting of soil erosion. While these methods are preferred they are also expensive. Earthen channels are allowed given they meet engineering specifications for the load they are required to handle and are designed to limit erosion. Often, rip-rap rock is utilized in the earthen channels to help hold the soil during heavy flow events. The Flood Damage Prevention Ordinance gives the City the right to require sedimentation control measures on sites which have been graded for construction or other purposes. Rapid restoration of vegetation on graded sites should be an important component of any sediment control plan.

STORMWATER MANAGEMENT PROGRAM

The Flood Damage Prevention Ordinance incorporates the model ordinance developed by the Federal Emergency Management Agency under the National Flood Insurance Program. This model ordinance is written and adopted to preclude the creation of additional flood-prone buildings by requiring that the floor elevations of buildings in flood-hazard areas be elevated above the 100 year flood level. The Flood Damage Prevention Ordinance also requires that sedimentation control measures be instituted and that grading activity in the City be approved by The City via permit. Another provision of the ordinance requires that there be no increase in storm water run-off from land development than the pre-development run-off. Certified as-built

drawings prepared by a Texas registered professional engineer are required for completed storm water detention or retention facilities.

Although the ordinance addresses future construction activity, the problem of improving existing drainage facilities remains. The City currently has a crew which works to improve and up-keep existing drainage facilities. This work is funded through a drainage fee that is accessed on the City's utility bill.

POLICE DEPARTMENT

POLICE DEPARTMENT HISTORY

The City of Harker Heights worked under a City Marshal system from the time of its incorporation until the selection of its first Chief of Police, Chris Harding. When the City built its new City Hall in 1972, the Police Department occupied one room and three holding cells within that facility. Today, the Department has grown to occupy that entire structure along with the old fire station building located next door.

Currently, the Harker Heights Police Department (HHPD) is authorized 53 employees, 42 of which are sworn officers. The Department is currently constructing its new police headquarters facility of approximately 18,000 square feet to be occupied in the last weeks of 2006.

POLICE DEPARTMENT OVERVIEW

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 42 sworn personnel and 11 civilian employees. Additionally, the Department uses 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, each headed by a commander and other supervisors as required. Those Divisions are Patrol, Criminal Investigations, and Administration.

The Administrative Division is responsible for the administration, control, support, and coordination of all Department Divisions. Additionally, the communications, records, animal control, and community services sections are included in the Administrative.

The Community Services Section, a part of the Administration Division, is overseen by a Commander 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 Division surveys the community, coordinates the Citizen 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 to Patrol forces after business hours if required.

The Patrol Division is 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 Patrol Division is managed by a Commander and consists of three patrol shifts, each headed by a Sergeant and a Corporal as well as a traffic section headed by a Corporal.

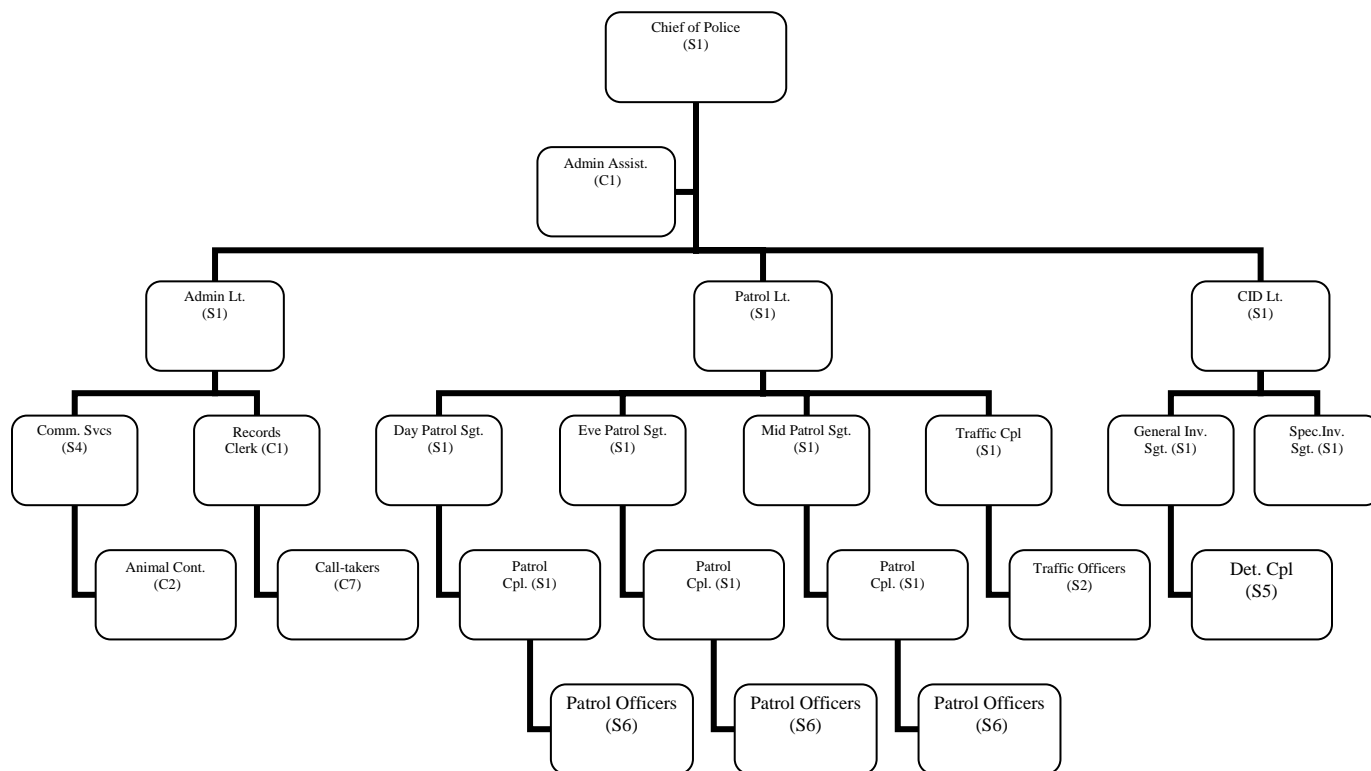
The Criminal Investigations Division is charged with the responsibility of investigating those crimes not prevented or interdicted. This Division is headed by a Commander and consists of the General Investigations Section and the Special Investigations Section, each supervised by a Sergeant. The Division 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 Department maintains 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, intoxilyzer operators, forensic and investigative hypnosis, forensic handwriting analysis, fingerprint classification and comparison, advanced crime scene investigations, bicycle and foot patrols, investigative statement analysis, and various other skills.

The Department works to formulate programs that serve to improve the relationship and cooperation between the police and the citizenry. Citizen 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 forge a partnership in the community.

An organizational chart of HHPD is presented at Exhibit 26.

EXHIBIT 25. HARKER HEIGHTS POLICE DEPARTMENT ORGANIZATIONAL CHART



Source: City of Harker Heights Police Department

S = Sworn Officer
C = Civilian

REPORTED CRIME STATISTICS AND DEPARTMENT ACTIVITY

Harker Heights enjoys a relatively low crime rate but crime does occur within the City. The most common standard for counting and comparing crime is the Uniform Crime Report (UCR). This reporting process, administered by the Department of Justice, began in the early 1900’s as an effort to identify crime trends in the US. UCR counts most types of crime but crime rate is determined by comparing the frequency of the 8 most serious (known as “index”) crimes (murder, forcible rape, robbery, aggravated assault, burglary, arson, auto theft and larceny) with the population. Essentially, crime rate is the total number of these index crimes that occur within a given jurisdiction per 100,000 population.

The most recently published UCR data is that for 2005. Crime rate in Harker Heights for 2005 was 5,148.6. This compares with a published rate of 6,766.9 in Killeen and 6,255.8 in Nolanville. This number is a per capita comparison of the eight index crimes and not a raw accounting of offenses Table 13 displays the 2005 crime rates for Harker Heights, Killeen, and Nolanville.

TABLE 13. 2003 CRIME RATE	
City	2003 Crime Rate
Harker Heights	5,148.6
Nolanville	6,255.8
Killeen	6,766.9

Source: U.S. Department of Justice. Uniform Crime Report.

Each specific index crime can also be reduced to a rate. For example, the rates for burglary, robbery, aggravated assault, and rape can be compared separately. In all of these examples, Harker Heights' rates compare favorably to neighboring cities. Table 14 displays these rates.

TABLE 14. COMPARISON OF 2003 INDEX CRIME RATES BY CITY				
City	Robbery Rate	Agg. Assault Rate	Burglary Rate	Forcible Rape Rate
Harker Heights	72.9	58.3	1,267.7	29.1
Nolanville	46.3	278.0	2,317.0	46.3
Killeen	227.3	496.3	2,101.7	86.3

Source: U.S. Department of Justice. Uniform Crime Report.

The steady growth in Harker Heights has resulted in an increase in police activity over the past several years. Any time police effort is required, an event is created by the Bell County Communications Center. The total number of events created reflects the calls for service answered by the Department whether or not those calls are as a result of criminal activity. The charts below illustrate the numbers of these events through the last several years and the total number of criminal incidents reported. Exhibits 27 and 28 graphically display this data.

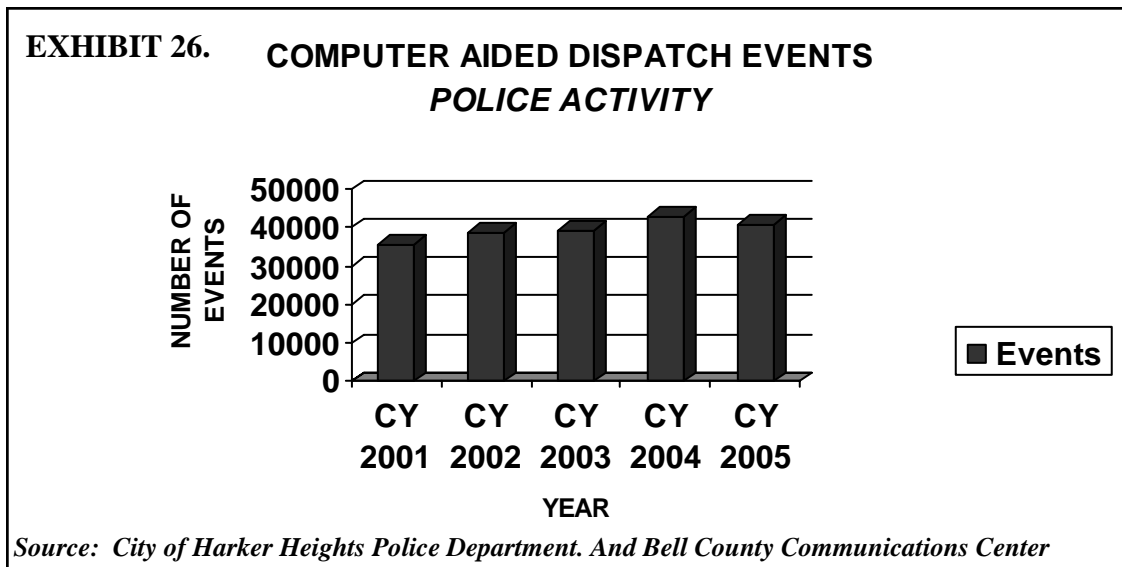
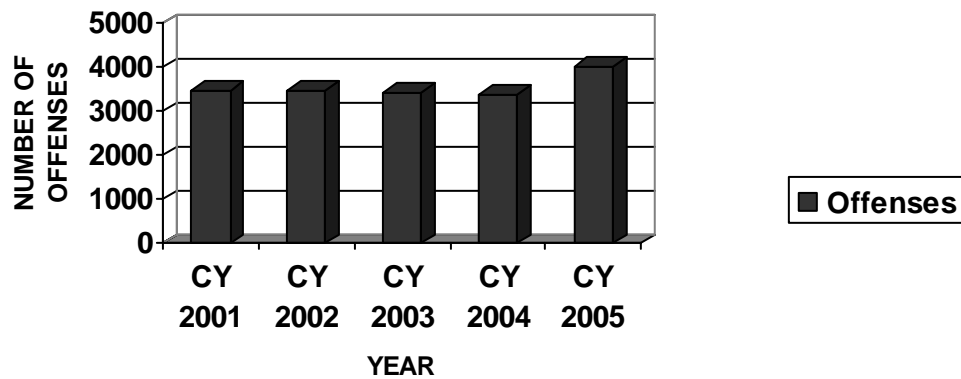


EXHIBIT 27.

CRIMINAL OFFENSES REPORTED



Source: City of Harker Heights Police Department.

TRAFFIC ENFORCEMENT ACTIVITY

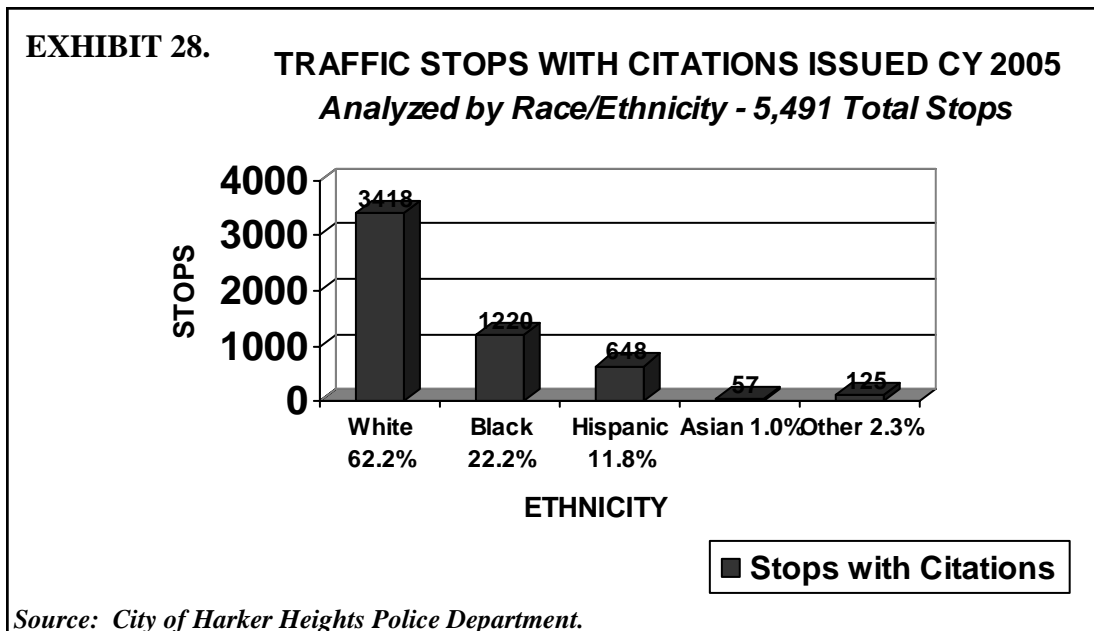
Some individuals have questions regarding traffic enforcement activity by the HHPD and whether or not this activity is a Department priority. Growth patterns within the City of Harker Heights have impacted many citizens. Streets that were once rarely traveled have become very busy as new neighborhoods and businesses change the traffic flow within the City. These shifting patterns continue to create some level of citizen frustration as well as safety issues.

The HHPD found itself dealing with an increased level of citizen concern regarding traffic issues beginning in 2003. As a result of increased complaints, the HHPD created a traffic management unit. This unit consists of two patrol officers and a patrol corporal. All three are trained motorcycle officers who are also traffic accident reconstructionists. The corporal is also trained in traffic management techniques and he assists the City Planning Department in analyzing traffic patterns and recommending traffic control device placement.

In 2005, the HHPD investigated 428 motor vehicle traffic accidents. This was an increase from 389 in 2004. Harker Heights normally has less than 5 fatal traffic accidents per year. These statistics, coupled with increased citizen concerns and complaints regarding traffic, cause the HHPD to consider traffic enforcement as an integral part of its overall policing strategy. In 2005, the HHPD performed 9734 traffic stops. Of those, traffic citations were issued on 5,491. A total of 7,854 charges were filed on those stops.

All traffic stops are video and audio recorded by use of In-Vehicle Videotape (IVVT) systems. Through all of 2005 and over 9,734 traffic and 7,854 charges being filed, less than 10 conduct complaints were fielded against officers and none of them were sustained after investigation. In almost every case, once a complainant is offered the opportunity view the video tape for themselves; they drop their complaint against the officer. In 2004 and 2005, the HHPD fielded no formal or informal complaints of racially biased enforcement of traffic law.

Exhibit 29 illustrates the racial make-up of drivers stopped and cited by the HHPD in calendar year 2005. See the Department’s Racial Profiling Report for additional statistical and historical information. This report is presented to the City Council annually and copies are available from the Department.



ARREST ACTIVITY

The Harker Heights Police Department is a very active police agency and this trend is apparent when analyzing arrest data. In 2005, the HHPD arrested 1,435 individuals for various crimes. These arrests are actual bookings into the City Holding Facility and do not include any cases wherein a person may have been arrested and released to another agency or in some other circumstance. They also do not include the bulk of arrests made by the City Marshal because many of his arrests are taken directly before the judge and are not booked into the holding facility.

These arrests are processed through three one-person cells. In many cases, there are 9-12 individuals in a facility that was designed to hold 3. No suicides have occurred within the holding facility in at least 10 years and no successful escapes have occurred though the substandard construction of the facility creates significant risk of both.

Of the 1,435 arrests, only 226 were from traffic stops. The primary source of arrests within HHPD are disturbances of all types including domestic fights, bar fights and public drunkenness.

NARCOTICS ENFORCEMENT

The HHPD participates in the Central Texas Narcotics Task Force along with the Bell County Sheriff's Department, Killeen Police Department, Temple Police Department, Copperas Cove Police Department, Gatesville Police Department, Milam County Sheriff's Department, Texas Department of Public Safety, and the Bell County District Attorney's Office. The HHPD assigns one investigator, a Sergeant in the Criminal Investigations Division, to this Task Force. This Sergeant takes the lead on all narcotics cases that originate or occur primarily within the City of Harker Heights and assists other assigned agents with cases throughout the region.

The HHPD assigned agent has been responsible for a number of significant drug investigations, including most recently the arrest of a major drug dealer in Austin that was supplying a large amount of drugs to the Harker Heights area. In 2005, this agent has seized drugs valued at approximately \$37,000.00 and approximately \$15,000.00 in currency. He investigated approximately 60 narcotics cases and made approximately 30 arrests. He also made numerous property seizures. These statistics are in addition to those cited in sections above.

TACTICAL OPERATIONS

The HHPD fields a fully trained Special Weapons and Tactics (SWAT) team that is called in the most severe of circumstances. This team serves high-risk narcotics search and arrest warrants and responds to other high-risk incidents such as barricaded persons and hostage situations. Within the last year, this team has been operational approximately 12 times in the last year, including the peaceful resolution of two barricaded person calls, one of which included shots being fired at the officers.

ANIMAL CONTROL ACTIVITIES

The HHPD is charged with the management of animal control for the City of Harker Heights. This section, a part of the Administrative Services Division, consists of two Animal Control Officers who patrol the City and manage the City's Animal Shelter.

In 2005 the Animal Control Section responded to 3,103 service calls around the city and impounded 1,350 animals. They humanely euthanized 759 animals, adopted out 243 animals and issued 183 citations for animal violations within the City. The animal shelter has continually received outstanding reports from the Texas Department of Health annual inspections.

COMMUNITY SERVICES ACTIVITIES

The Community Services section, also a part of the Administrative Services Division consists of two officers who serve many roles within the City. This small unit oversees most of the Department's educational programs and helps address specific crime problems within neighborhoods. This unit has presented one Citizen Police Academy (the 10th Class) in 2005 and one session in 2006 (the 11th Class). This unit has also instituted at least 12 new neighborhood watch programs across the City. Additionally, they organize the National Night Out activities and have presented many programs to local schools and other community groups.

ANTICIPATED FUTURE ISSUES

The City of Harker Heights is experiencing steady and significant growth and this pattern has been observed over the last several years. This continued growth coupled with the regularly rotating population as a result of the military influence requires the constant need to communicate with citizens in regard to crime prevention, management and response. The Police Department's capabilities will also require regular reinforcement with the citizens.

The Department's technical capabilities will require constant refitting to ensure the best possible police services are being deployed to safeguard the City. Continual training, equipment upgrades and procedural evaluations will be required. Additionally, staffing and equipment will require augmentation to accommodate the City's continual growth. Ten-year plans for equipment, capital improvements and equipment purchases have been presented in the context of budget development over the last several fiscal cycles.

Crime and criminal investigations are becoming more complex. Training and technology will require enhancement in order to keep pace with those continuing complexities. This is particularly important in considering the quality of life for the citizens of Harker Heights in the Department's efforts to keep low crime rates, high clearance rates and responsiveness to the needs of the community.

FIRE DEPARTMENT

HISTORY OF HARKER HEIGHTS FIRE DEPARTMENT

The Harker Heights Fire Department (HHFD) was established in 1961. Until 1976, the HHFD was an all volunteer Fire Department, operating out of the building at 110 South Harley. In 1976, the all volunteer Fire Department was augmented with one paid firefighter who worked 5 days per week from 8:00 am to 5:00 pm. The following year two more firefighters were added and the three began rotating 24 hours on and 48 hours off. A short while later the Department increased to two firefighters per shift, plus the Fire Chief. In 1985, the HHFD moved into the new building at 401 Indian Trail. At this time, the HHFD consisted of nine paid firefighters, and the Fire Chief. In 1988 a tenth firefighter was added to help man the second fire station located in South Harker Heights.

HISTORY OF HARKER HEIGHTS EMERGENCY MEDICAL SERVICES (EMS)

Harker Heights became a city in 1963. From 1963 through 1978, Harker Heights citizens received emergency medical care from the City of Killeen. The Killeen emergency medical care was augmented by U.S. Army Medics. However in 1978, the Army withdrew Army Medic support to the City of Killeen. The City of Killeen then informed the City of Harker Heights that the loss of Army Medic support would necessitate the hiring of civilian emergency medical personnel thereby increasing the emergency medical care costs for the City of Harker Heights from \$10,000 to \$51,000 per year. The City of Harker Heights researched alternative emergency medical care options due to this drastic increase in cost. The City of Nolanville offered to provide basic life support services for \$35,000 for the first year. On October 1, 1978, the City of Harker Heights initiated an advanced life support system and ambulance service which operated 24 hours per day, 7 days per week with 1 paramedic and 1 emergency medical technician (EMT). A second paramedic was hired in 1978, and a third in 1988.

HARKER HEIGHTS FIRE and EMS TODAY

In 1992 Harker Heights Fire Department and Harker Heights EMS merged. In 2000 a new station, Station 2, was built at 3207 Stillhouse Lake Road and houses both Fire and EMS. Today the Director of Emergency Services oversees a Deputy Fire Chief, a Fire Marshal, a Fire Prevention Officer, a Training Officer, 25 Paramedic/Fire Fighters, 2 EMT/Fire Fighters, an Administrative Assistant and a part time Billing Clerk. There are also 4 Volunteer Fire Fighters.

PERSONNEL

The 34 Fire Department personnel are divided into 4 divisions. The Administrative Division, the Operation and Suppression Division the Training Division, and the Fire Prevention, Education. An organization chart of the positions and divisions is displayed in Exhibit 30.

ADMINISTRATIVE DIVISION

The Administrative Division consists of the Director of Emergency Services, the Deputy Fire Chief, the Administrative Assistant and the Billing Clerk. The Division is responsible for the overall administration, control, coordination and support of all divisions.

OPERATION and SUPPRESSION DIVISION

The Operation and Suppression Division is headed by the Deputy Fire Chief and consists of three shift Captains, three shift Lieutenants, 19 Firefighter/Paramedics and 2 Firefighter/EMT's. The division provides professional fire suppression and rescue. They are also responsible for providing Advanced Emergency Medical care for the sick and injured. These services are provided 24 hours a day, 7 days a week, with two state-of-the-art mobile intensive care unit ambulances, one 75Ft Quint Ladder Truck, one Class "A" pumper, one Mobile Command Vehicle, one rescue truck, two booster trucks, one administration vehicle and with one mobile intensive care unit ambulance and Class "A" pumper in reserve.

FIRE PREVENTION, EDUCATION

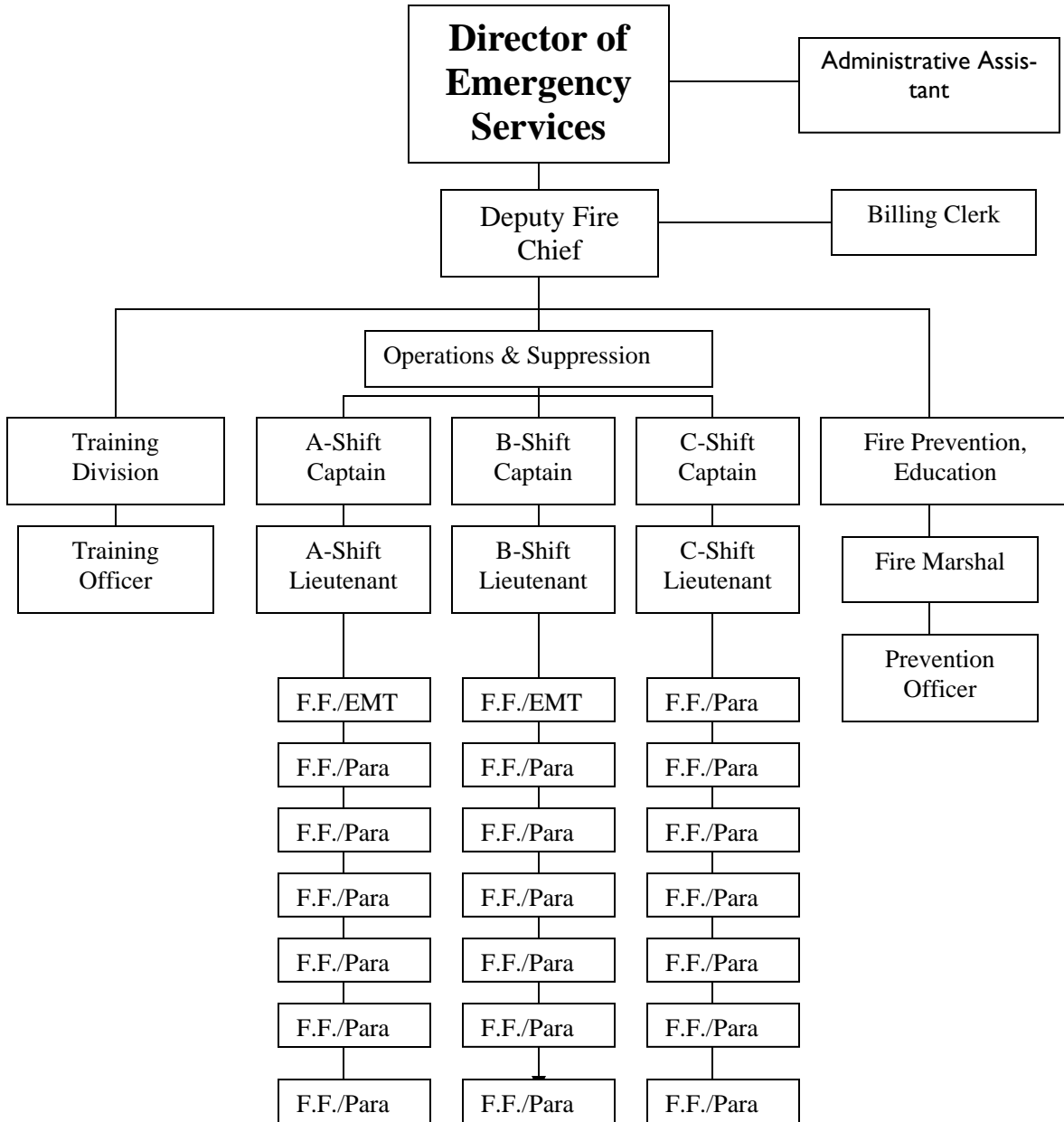
The Fire Prevention, Education and Training Division is staffed with one Fire Marshal, and one Fire Prevention Officer . The Fire Marshal is responsible for fire inspections, fire prevention, arson investigations and emergency management at the Fire Department level. The Fire Marshal and Fire Prevention Officer conducts fire inspections in businesses, schools, day cares and home inspections for foster care. The Fire Marshal determines the cause of fires, provides training on fire prevention for local businesses and schools . The Fire Marshal reviews all plans for new housing areas and businesses being constructed. The Fire Marshal completes over 400 inspections and investigates fire for the city.

TRAINING DIVISION

The Training Officer works to keep all the personnel at the highest possible level of training and proficiency. The Harker Heights Fire Department is a State training facility for Arson Investigator, Fire Inspector, Driver/Operator – Pumper, Fire Officer I and II and Basic Structural Firefighter. The Fire Department also has its own EMS continuing education program through the Department of Health and State Services (DSHS). This allows the HHFD EMT-Paramedics and EMT– Basics to earn continue education credits for recertification. Through department training. The department also is able to provide advance level training through this program. The Training Officer is also a DSHS certified program coordinator for EMS programs and has the ability to do community as well a internal certification classes. The Training Officer also conducts annual safety training for all City employees.

EXHIBIT 29.

ORGANIZATIONAL CHART
HARKER HEIGHTS FIRE DEPARTMENT



CENTRAL STATION

EXHIBIT 30. IMAGE OF CENTRAL STATION



On Tuesday, April 23, 1985, the Central Station at 401 Indian Trail became operational. An image of Central Station is displayed in Exhibit 31. It consisted of an 11,500 square foot main building. In 1995, a three story training tower was constructed behind the station. In 1996, a 1,800 square foot building was constructed next to the tower for training classes. In 1999, another 600 square feet was added to the training building to house physical training equipment. In 2005, an Emergency Operations Center was constructed within the Central Fire Station. These additions were completed by FD personnel.

The Central Fire Station houses eight fire department vehicles.

- 1 - 2005 Quint Ladder Truck
- 1 - 2006 Command Vehicle
- 1 - 2006 Ambulance
- 1 - 1980 Rescue Vehicle
- 1 - 1974 Brush Truck
- 1 - 1997 F150 Pick Up Truck—used by the Administrative Division
- 1 - 1997 Pumper—maintained as a reserve for frontline vehicles
- 1 - 1988 Pumper—Maintained as a reserve for frontline vehicles
- 1— 2005 20Ft Flat Bottom Rescue Boat

The incoming crew performs vehicle checks each morning. Exhibit 32 displays the images of the above listed vehicles.

EXHIBIT 31. CENTRAL STATION VEHICLES

Command Van Picture
Not Available

2005 75" Quint Ladder Truck



2006 Ambulance



1980 Rescue Vehicle



1974 Brush Truck



1997 F150 Pick Up Truck



1988 Pumper



STATION 2

EXHIBIT 32. IMAGE OF STATION 2



On May 18, 2000, Station 2, located at 3207 Stillhouse Lake Road became operational. Exhibit 33 displays an image of Station 2. Station 2 consists of a 7,000 square foot main building. The majority of the construction of Station 2 was completed by Fire Department personnel.

Station 2 houses four fire department vehicles:

- 1—1996 Pumper
- 1—2003 Ambulance
- 1—1996 Brush Truck
- 1 - 1998 Ambulance—maintained as a reserve for frontline vehicles

The incoming crew performs vehicle checks each morning.

Exhibit 34 displays the vehicles housed at Station 2.

EXHIBIT 33. STATION 2 VEHICLES



1996 Pumper



2003 Ambulance



1996 Brush Truck



1998 Ambulance—Reserve Unit

RESPONSE

The City of Harker Heights is divided into two response areas. Exhibit 35 displays these two areas. Central Station covers the northern part of the City and Station 2 covers the southern part of the City. Both stations respond to all fire calls. The average response time for calls within the main part of the city is 4 minutes. Areas that are in the eastern part of the city have a response time that is closer to 10 minutes. This is because of the difficulty in getting to these rural hilly areas. We are also limited to the types of vehicles that have access to these areas. The map on the following page displays the City's fire station response districts.

Aside from responding to all calls within the City of Harker Heights, the HHFD is also responsible for response to other areas outside of the Harker Heights city limits. HHFD also has an agreement with Bell County to respond to fire and EMS calls within the county areas that surround Harker Heights. Exhibit 36 displays the additional areas HHFD responds to.

The HHFD has mutual aid agreements with many of the neighboring cities. HHFD can request assistance from and respond to Killeen, Fort Hood, Copperas Cove, Nolanville, Belton and Temple. The seven counties within the Central Texas Council of Governments (Milam, Bell, Coryell, Lampasas, Hamilton, Mills and San Saba) have a disaster mutual aid agreement.

EXHIBIT 34.

Harker Heights Fire Department
Station Districts

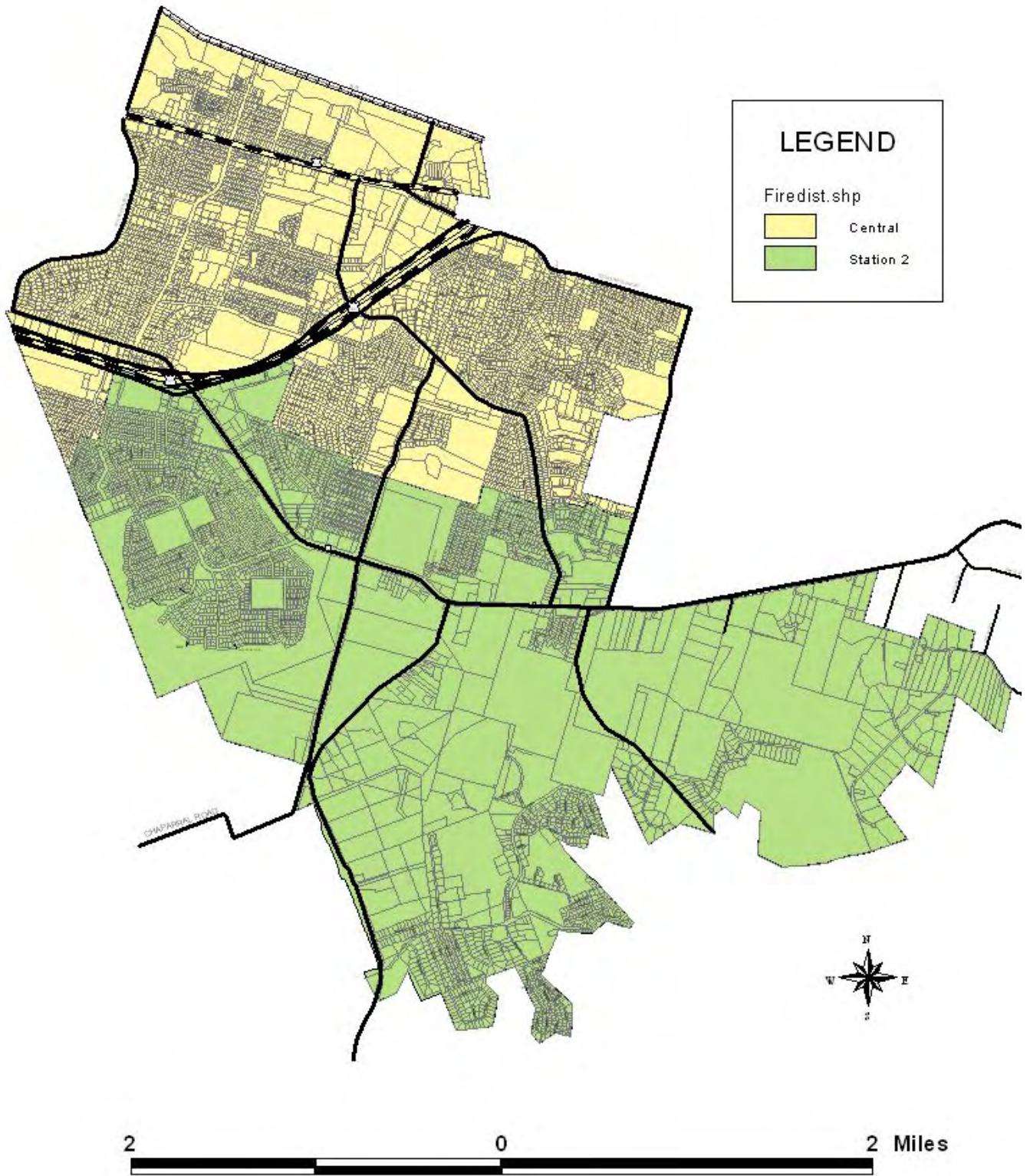
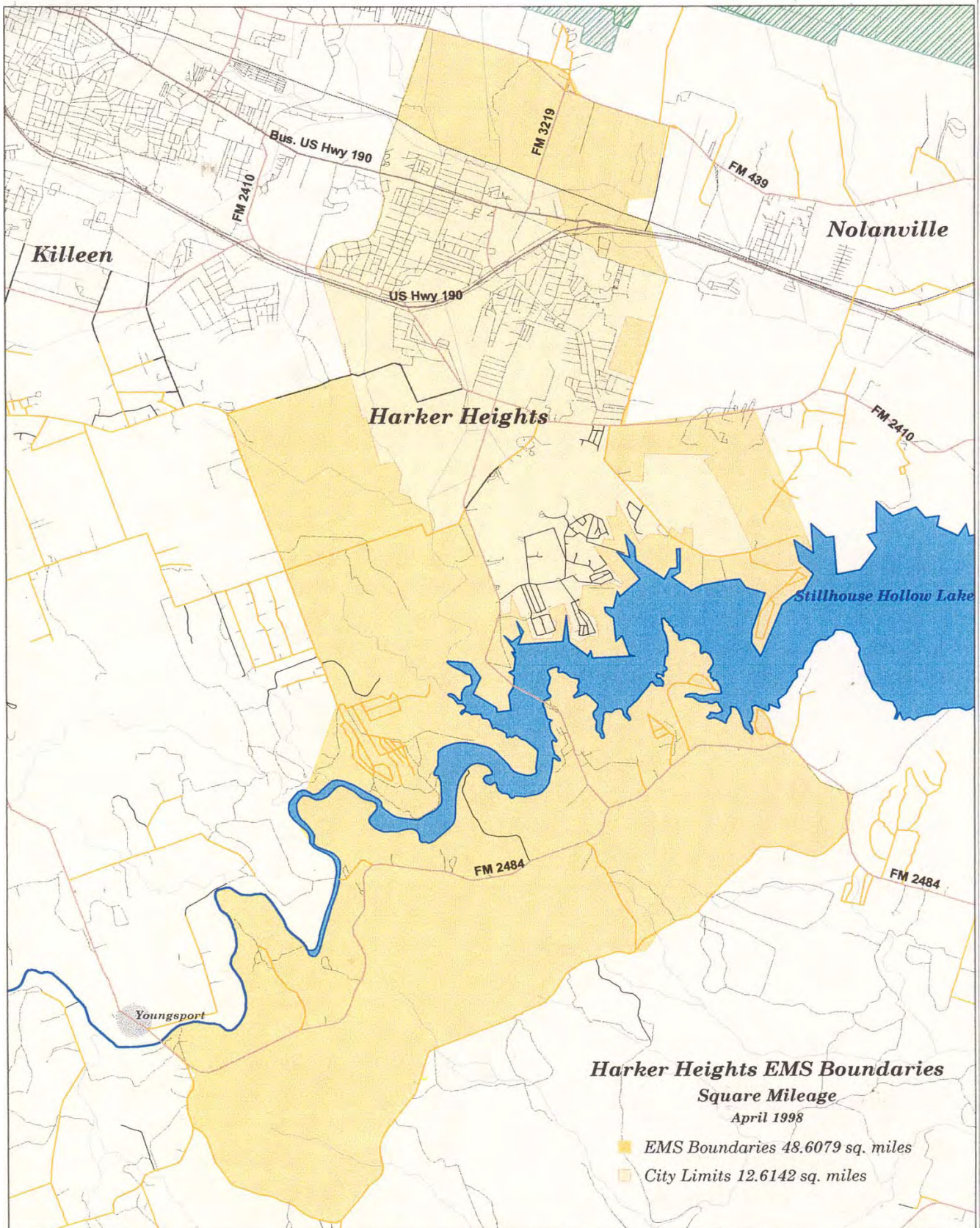


EXHIBIT 35. COUNTY RESPONSE AREA



CALL VOLUME

As the City of Harker Heights grows, so does the emergency call volume. The majority of the calls received are responded to with at least one engine and one ambulance. Table 15 displays the fire calls by year. Table 16 displays the EMS calls by year. Each year, the number of actual fires has been decreasing. This is attributable to better fire safety and better building construction. The increasing call volume can be attributed to the growing population and to the fact that many of the City's residents are aging and are in need of more medical care.

TABLE 15. FIRE CALLS BY YEAR

FY	Fire Calls	Increase From Previous Year
2002-2003	267	+29%
2003-2004	290	+8.6%
2004-2005	367	+26.5
Projected 2005-2006	450	+22.6

TABLE 16. EMS CALLS BY YEAR

FY	EMS Calls	Increase From Previous Year
2002-2003	1465	-.01%
2003-2004	1565	+6.8%
2004-2005	1885	+20.4
Projected 2005-2006	2020	+7.1

As EMS calls have increased so has revenue from those calls. A complete breakdown of the amounts billed and the amounts collected for Fiscal Years 2003-2004 and 2004-2005 can be seen on following table.

TABLE 17. REVENUE FROM EMERGENCY CALLS BY YEAR

	2002-2003	2002-2003	2003-2004	2003-2004	2004-2005	2004-2005	2005-2006	2005-2006
Month	Amount Billed	Amount Collected	Amount Billed	Amount Collected	Amount Billed	Amount Collected	Amount Billed	Amount Collected
October	\$40,255.00	\$24,629.95	\$41,225.00	\$27,462.40	\$55,387.00	\$17,438.78	\$85,610.00	\$40,805.72
November	\$14,020.00	\$27,012.55	\$6,175.00	\$17,211.08	\$48,283.00	\$39,875.14	\$81,330.00	\$36,902.34
December	\$3,970.00	\$14,472.11	\$40,475.00	\$22,974.42	\$48,677.00	\$28,092.89	\$70,005.00	\$36,444.36
January	\$61,045.00	\$14,548.72	\$37,525.00	\$20,273.72	\$44,472.00	\$30,305.01	\$87,835.00	\$37,301.84
February	\$42,620.00	\$25,606.81	\$27,425.00	\$27,594.52	\$51,800.00	\$26,158.00	\$69,470.00	\$37,991.64
March	\$29,070.00	\$25,420.59	\$38,800.00	\$31,498.38	\$26,541.00	\$31,964.23	\$70,270.00	\$36,630.73
April	\$42,485.00	\$32,402.91	\$28,900.00	\$22,298.66	\$79,513.00	\$31,504.51	\$86,440.00	\$33,325.66
May	\$41,855.00	\$18,620.09	\$38,275.00	\$21,340.97	\$46,832.00	\$41,451.74	\$77,965.00	\$47,660.61
June	\$33,910.00	\$21,427.93	\$63,525.00	\$24,373.57	\$54,915	\$33,884.9	\$84,740.00	\$38,206.79
July	\$40,635.00	\$22,649.01	\$40,335.00	\$29,294.74	\$51,643	\$26,432.99	\$89,585.00	\$50,931.56
August	\$41,530.00	\$30,092.92	\$44,385.00	\$31,310.89	\$53,783	\$32,315.76	\$80,325.00**	\$39,620.01**
September	\$36,000.00	\$22,384.39	\$37,495.00	\$30,389.53	\$452,423	\$31,340.7	\$80,325.00**	\$39,620.10**
Totals	\$427,395.00	\$279,267.98	\$444,540.00	\$306,022.88	\$617,340.00	\$370,644.65	\$963,900.00**	\$475,441.00**
Increase From Previous Year	-3.5%	+16%	+4.01%	+9.58%	+38.87%	+21.11%	+56.1%**	28.2%**
Collection		61%***		63%***		57%***		45%***(**)

** Estimated

***Collection rate does not include revenue from county calls. Bell County pays 100% of county charges and has 100% re-reimbursed directly to the city.

HHFD UNIQUE FEATURES

HHFD UNIQUE FEATURES

FIRE ENGINE RESPONSE TO ALL THREAT TO LIFE CALLS— HHFD provides engine response to a total of 8 different categories of calls. These categories are situations where it may take up to four EMS personnel to stabilize a critical patient and prepare them for transport. Using a crew of four for critical stabilization gives the patient the best possible pre-hospital care. From time to time, when transporting a critical patient, two paramedics are in the back of the ambulance while enroute to the hospital.

EKG/12 LEAD CARDIAC CAPABILITIES—HHFD provide 12 lead cardiac diagnostic service to cardiac patients. Prior to then, only a 3 lead cardiac monitor was used to monitor the heart of a cardiac patient. This 3 lead monitor gave limited diagnostics. The 12 lead cardiac diagnostic system that is currently being used can actually diagnose where in the heart the heart attack is occurring thus allowing the paramedics to give specific care during transport to the hospital.

PHYSICAL FITNESS PROGRAM—Statistics indicate that 50 percent of the cause of death to Firefighters who die on fire scenes are due to cardiac arrest and the stress and heat that the fire puts on their bodies. Because of this, the Harker Heights Fire Department has a Paramedic/Firefighter who is now a certified physical trainer. This person also designed a physical training program that includes annual firefighter essentials functions testing. Each firefighter/Paramedic is required to pass an annual essential functions test. This is the same as for those seeking employment as a firefighter/Paramedic. The physical trainer also designs personal physical training plans unique to the individual, should the employee be interested in enhancing their performance.

FIELD TRAINING OFFICER PROGRAM—There are very few EMS Services in the state of Texas that have a field-training program that is equivalent to the program Harker Heights utilizes, which includes EMS as well as Fire Training. In the HHFD, the new person is a third member of the crew and receives additional training until they reach the high standard that is required to ensure the highest quality of patient care and fire safety. Seasoned medics are also evaluated to ensure consistency in patient care.

QUALITY ASSURANCE/QUALITY IMPROVEMENT/PERFORMANCE IMPROVEMENT PROGRAM (QA/QI/PI) - The HHFD has developed a very strong program that critiques and monitors all EMS and Fire calls. The crews and the supervisors critique these calls for the potential oversights and for quality of care. At that time they make suggestions of improvements on the call or on the individual. This is documented and given to the crews. Each shift is also required to make a minimum of 10 follow up contacts with patients to check and see how they are doing and if they were satisfied with the services provided. These have helped put the HHFD at the superior status that it is today.

CONTINUING EDUCATION (CE PROGRAMS) - The HHFD believes in having and maintaining highly skilled and highly qualified personnel. While monthly and yearly training is required to maintain certifications, HHFD also believes in training that will be used in day-to-day operations. Continuing Education Training is the required training for Paramedics to be re-certified every four years, and for firefighters to be re-certified annually. Most departments depend on outside agencies to conduct continuing education classes. The HHFD is a certified continuing education agency for the state of Texas.

CROSS TRAINING and SPECIAL TRAINING—The HHFD is very unique in the amount of cross training that is done in the department. The biggest issue is that out of the 24 line personnel, including supervisors, 22 are cross-trained as firefighters and paramedics and only two are EMTs. The two EMTs have been with the department for the last 16 years.

- Harker Heights has a total of 15 HAZMAT Technicians..
- The department requires training for all Fire Officers.. We currently have all officers certified by the Texas Commission on Fire Protection at Fire Officer 1 and 2 level. The department also has 7 additional personnel that have certifications as Fire Officers from the Texas Commission on Fire Protection.
- Harker Heights has 5 licensed peace officers. Three of these officers are law enforcement instructors. All five of the licensed peace officers are certified arson investigators. Additionally, the Department has 2 fire origin and cause specialists and 7 people who are fire inspectors.
- Thirteen people in the department are certified fire instructors., and 5 of those people are also certified EMS instructors.

FIRE COMMUNICATIONS

Communications for the HHFD is conducted by the Bell County Communications Center in Belton, Texas. The Bell County Communications Center is utilized by all agencies within Bell County. Therefore communications are virtually seamless when requesting or administering mutual aid with other departments.

The Bell County Communications Center has interoperability with the seven counties within the Central Texas Council of Governments. One goal of the HHFD is to have interoperability statewide. Another goal is to have total communications with all firefighters while they are in a burning structure.

INSURANCE SERVICES OFFICE (ISO)

ISO is an independent statistical, rating and advisory organization that rates a community's fire protection capability and assigns a Public Protection Classification (PPC). The PPC is used by the insurance industry in establishing commercial and residential fire insurance premium rates. ISO uses National Fire Protection Association (NFPA), and American Water Works Association (AWWA) Standards in its evaluations.

FIRE SUPPRESSION RAITING SCHEDULE (FSRS):

ISO collects information on a community's public fire protection and analyzes the data using its Fire Suppression Rating Schedule (FSRS). ISO then assigns a PPC from 1 to 10. Class 1 represents exemplary public protection and Class 10 indicates less than minimum recognized protection. Lower insurance rates will not only help residents and businesses, however, they will help recruit new business into a community. The City's current ISO rating is a level 5. Lowering our ISO rating to a level 3 can decrease the citizens as well as our business' fire insurance by as much as 25 percent.

The ISO Rating System is a complex evaluation. Percentages are assigned in 3 major categories each with many complex subcategories. The major categories are displayed in Table 18.

Major Category	Evaluation	Percentage of overall rating
Fire Department Capability	Personnel, Engines, Equipment, and Training	50
Water Supply	Availability of sufficient water for fire suppression beyond what may be used for maximum daily consumption	40
Fire Alarm	Communications Center	10

TEXAS FIRE SAFETY CONTROL ADDENDUM:

Texas has an exception to the FSRS that can add an additional 5 percentage points and improve a community's PPC rating. Additional areas evaluated include the following:

- Fire Prevention Code Enforcement
- Fire Investigations
- Public Fire Safety Education
- Construction Code Enforcement

ISO Evaluations are usually preformed every 10 years for communities with a population of over 25,000. Cities with a population under 25,000 are evaluated at the request of the City Manager or Fire Chief. Special evaluations may be performed to achieve an improved PPC and to lower insurance rates. The last evaluation Harker Heights received was in November of 1993.

CLASSIFICATION DETAILS:

Survey Date: November 4, 1993

Population: 16,500

Total Credit: 52.54

Class: 5 (Class in relation to percentage is displayed in Table 19)

TABLE 19. CLASS BY PERCENTAGE	
Class	Percentage
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0 to 9.99

SUMMARY OF CREDIT

Table 20 displays a summary of the credit.

TABLE 20: SUMMARY OF ISO CREDIT		
Feature	Assigned (Percentage)	Maximum Credit (Percentage)
Receiving and Handling Fire Alarms	5.35	10
Fire Department	22.28	50
Water Supply	25.80	40
Texas F.S. Addendum Credit (CTX)	3.10	5
Divergence *	(3.99)	
Total Points Credit	52.54	
* Divergence is a reduction in credit to reflect a difference in the relative credits for Fire Department and Water Supply		

A low ISO rating can be a great economic development tool for the City of Harker Heights. ISO ratings take funding and constant evaluations of infrastructure and the operations of the fire department. As the city develops the fire department must expand as well.

HARKER HEIGHTS PUBLIC LIBRARY

HISTORY

The Harker Heights Library was built with an enormous contribution from the community, both through financial support and volunteers' work. The Library began as a volunteer effort located in a room in the Community Center. In response to the ever-growing collection and service needs, the community embarked upon a project to build a new Library. With tremendous financial and philosophical community and City support as well as approximately \$200,000 from State grant opportunities, the Harker Heights Public Library was built. The Library became and remains a department of the City of Harker Heights.

The Texas Library Systems Act, passed in 1969, created ten Library systems in Texas. The Harker Heights Library is a member of the Central Texas Library System and meets all of their requirements to include staffing, per capita expenditure for Library materials, the number of hours the Library is open and funding from local resources. Each year the Library Director submits an annual report to the Texas State Library for accreditation as a fully qualified member of the Texas State Library System. The report is due no later than three months after the start of the City of Harker Heights' fiscal year. Admittance to the System allows a member Library to receive funds from the National Library Services and Construction Act that are administered through the State Library. System membership also affords the Library the opportunity to utilize System staff members as consultants and to attend staff development workshops at no charge.

The Harker Heights Public Library is historically heavily involved in Central Texas Library System endeavors. Library staff members sit on numerous committees and planning organizations regarding the newly formed nonprofit organization that governs the Central Texas Library System.

LIBRARY TRENDS

Changes are occurring in education, information and government services. Technological advances, population growth and economic realities combine to make information and education more vital now than at any time in our history. Libraries change constantly to serve their patrons in the most efficient manners and to enable them to compete in the local "information" economy.

To keep pace with public need and ever increasing demands, the Harker Heights Public Library has moved toward a more comprehensive group of services and service points. The field of Library services emphasis on multi-culturalism to recognize diversity of communities. While many libraries have moved to fee-based services such as on-line database searches and charges for reserves, the Harker Heights Public Library has chosen to continue to offer these services without charge. Resource sharing and developments of multi-type libraries, where school, university and public libraries join together to provide services for one area or region, have become common. Libraries are providing more services to special populations such as disabled, elderly and non-English speaking.

Convenience stores, super markets, malls and other well-used facilities are being employed to provide more points of Library information. More partnerships are being developed for the delivery of services, and this is due partly to the rising cost of books and periodicals.

Outreach is still an important part of Library services. While fewer individuals seem to be able to visit the Library because of time constraints, monetary constraints, or other problems, the Library must find ways to reach as many patrons as possible. Outreach programs to area schools have continued to be a popular demand. Fewer school classes are allowed to visit public libraries. State rules relative to the number of field trips allowed for each school year limit the visits that the libraries receive. Other popular outreach programs include but are not limited to programs to take materials to homebound patrons, programs offered at area centers of attraction, and cooperation with other city departments to provide entertainment for area citizens. Through outreach the Library works as a public service while publicizing the City of Harker Heights. The Library often provides citizen's with an extremely positive and helpful view of the City of Harker Heights.

ADDITIONAL FUNDING OPPORTUNITIES

Grant opportunities for libraries are varied. Cuts in state government funding to public libraries have negatively impacted services that are provided to patrons throughout Texas. The Telecommunications Infrastructure Fund (TIF) grants which have been so helpful to many libraries will no longer be available. The lifespan of such technology opportunities is unknown. Grant opportunities for projects involving cooperation between libraries, between libraries and schools, and between libraries and other organizations are currently available through the state. Grant opportunities for funds to remodel or build libraries are scarce and very competitive. Grants for funds for improving collections are available, but very competitive. While libraries are currently receiving funds in many areas, they must be prepared for changing opinions and trends.

The Texas State Librarian from the Texas State Library and Archives Commission has procured direct aid for libraries from the State of Texas. Currently some money has been put in the fund. These funds are given to public libraries to provide appropriate services and materials for their patrons.

Libraries are also looking for opportunities to strengthen their financial structure. While fines have traditionally been used as a means to supplement the budget of either cities or Library budgets, fining patrons is now a controversial topic. Much debate revolves around the continuation of fines for overdue books. Fees for services such as copies, faxes, and Internet use are often put in place simply to compensate libraries for making these nontraditional services available to patrons. Library boards can also form foundations designed to hold money donated by other individuals, groups, and corporations for use in the Library.

TECHNOLOGY

Libraries are using more technology to improve their operations and are also providing more highly technical items for Library patrons to use such as computers, printers, CD-ROM, fax machines, electronic copiers, scanners, and more. Most libraries also provide access to the Internet. Technologies are used for two main purposes: to enhance libraries' services and to supplement libraries' collections.

In the past libraries attempted to provide only access to their own catalogs within the libraries through automated systems. Libraries are finding that patrons wish to access Library catalogs online. Web-based catalogs are becoming more and more common. Automation systems are now compatible with web-based catalogs. Libraries are also providing word processor, database, and spreadsheet access to patrons. Computers and printers are often made available to patrons with nominal fees.

Libraries also use webpages as information dissemination tools. Libraries may make available information about services, programs, and even catalogs online. Libraries are also providing links to other webpages on a variety of topics. When patrons access Library webpages, they may be accessing a gateway to the Internet. Increased Internet access does free some of the budget by allowing libraries to provide information without having to buy expensive monographs. Webpages may include a variety of links to popular research topics as well as places of interest.

The Internet is quickly making CD-ROM products less cost effective. While CD-ROM databases and information are easily stored and easily retrieved, Internet databases are dynamic and current and relatively inexpensive. Many libraries purchase subscriptions to online databases. Libraries accredited by the Texas State Library are allowed to utilize the databases made available by the Texas State Library. Through this service, patrons can access a wealth of information from one terminal.

The Internet and improved computer software can assist librarians with timely information and even technical services. Online ordering and copy cataloging can help librarians in many of the tasks of materials acquisition and processing. Online services can help librarians in choosing quality materials, in checking for reviews of materials, and in finding how other libraries are handling certain situations. Providing online databases filled with documented, authoritative sources can substitute for providing large quantities of research and journal materials.

Technologies represent only a few avenues through which information can be provided. Libraries are not quick to disregard print sources and materials. Space and monetary limitations, however, make technology acquisition appealing.

LIBRARY ENVIRONMENT

The current Library building was constructed in 1988 when the population of Harker Heights was about 12,500 people. The Library building is approximately 5,500 square feet, and it was

designed to serve as a Library. It is divided into rest rooms, work area, meeting room and Library collections area. No current standards are set for the appropriate size of public libraries.

The Library has two public rest rooms and a rest room for the staff. Both the public rest rooms are wheel chair accessible and have baby changing stations.

The work area consists of the Director's office, the reception/circulation area and the workroom. The four full-time employees are each assigned an individual work area. Part time staff share group work areas and often work in collection areas. In the past, large numbers of books were stored in the staff area. Currently few if any books or other materials are stored in staff work areas. All discarded materials must be removed as soon as possible to avoid unsafe working conditions.

The seven public access Internet computers and the copy machine are located in the circulating area. Classes in the use of computers and Internet are offered at the Library.

The reception and circulation area is located in the center of the Library. It has a long functional check out and return counter that facilitates communications between the staff and clients. It helps present an inviting environment that is both friendly and efficient.

The meeting room, though small, is well designed as it has a kitchen type sink with storage cabinets built in an offset to the room. There is also a storage closet to the rear of the kitchen area. The meeting room has a conference table that will accommodate about eight people. In addition, there is room for about 40 chairs or several folding tables or a combination of folding tables and chairs. The meeting room is in constant use. Children's programs, classes for adults, workshops, City functions, committees, area groups, and clubs meet in this room. If additional meeting space were available, it would also be constantly in use.

LIBRARY COLLECTION

The Library collection area is divided into a children's area and an adult area. Within the adult area are the reference, circulating non-fiction, fiction, Mystery, Science Fiction, Biography, Texas, and Young Adult collections. Within the children's area are picture books, readers, board books, biographies, reference, circulating non-fiction, and fiction sections. Genre fiction is inter-shelved within the fiction section. The Library has the maximum number of bookshelves that will fit in the available space and allow wheel chair accessibility. Signs (such as "Fiction", "Nonfiction and "Reference") identify each area. As stated earlier, there is not sufficient space to place the entire Library collection in bookshelves or other suitable display cases in the Library collection area. To avoid storing materials, the Library staff has aggressively weeded the collection and has withdrawn many materials. Some small collections have been disbursed. Some materials have been returned to the Central Texas Library System. A description of the current Library collection is shown in Table 21. Some of the terms used are defined here so that the reader may better understand the outline.

Serials are publications issued in successive parts, usually at regular intervals. Serials include periodicals, newspapers, annuals, proceedings, and transactions of societies.

Microforms are items that are reduced in print size and stored on small transparent sheets. As these items are small, a projector or machine that enlarges the print is used to assist reading the documents.

Government documents are any publication book, serial, or other form of Library material that is published by a government agency, such as the publications of federal, state, local, and foreign governments and of intergovernmental organizations to which governments belong and appoint representatives.

The Library also provides access to a large number of research databases through the Texas State Library and Archives commission sponsored TexShare Databases. These databases provide researchers, students, and other patrons with information on a wide array of educational and entertaining topics. These databases contain resources from journals, magazines, newspapers, and other authoritative sources.

Table 21 contains data based upon informal counts. The Library staff believes that a formal inventory must be undertaken before any realistic figures for statistics can be considered.

TABLE 21: INFORMAL INVENTORY OF LIBRARY RESOURCES	
	Volumes, Items or Physical Units
Books	31,722
Serials	624
Audio Materials	522
Video Material	832
Microforms	0
Government Documents	0
Totals	33,700
Number of subscriptions currently received (periodicals and newspapers in any format)	52

The collection reflects attempts to provide a variety of materials for the wide range of interests and needs of the eclectic patronage of the Harker Heights Public Library. The Harker Heights Public Library is neither a school Library, nor is it a Library designed for in depth research. The Library does, however, provide materials for meeting the informational, educational, and recreational needs of patrons of all ages. Currently the most pressing collection needs are materials for young adults, materials to assist with school projects, materials in a variety of nontraditional formats, vital periodicals, and materials that represent the recreational pursuits of the patrons.

Additional materials will require more space. For new materials to be shelved, older materials will be discarded. Currently the Library is housing as much, if not more, than its capacity of materials.

TECHNOLOGIES

The Library's materials and patrons catalog is the Sagebrush Athena System. Accessible from all computers and through the Internet, the Library's materials may be searched by patrons. Private information such as patron records and cataloging information is available only on staff computers.

Seven computers with printers are available for public use. While utilizing the computers is free of charge, printing from the computers costs \$.10/copy. Library clients are limited to one hour on each computer, and usually the computers are in high demand. No color printers are available for public use. A copy machine that prints black and white copy is available for public use. Copies are \$.10/page.

The Library is currently investigating the possibility of providing e-books and audiobooks that can be downloaded from the Internet.

LIBRARY

Currently there is a staff of eight at the Harker Heights Public Library. A full time equivalent employee (FTE) is an employee that works 40 hours per week. Two employees that work approximately 20 hours per week each would equal one FTE. This includes the four full-time employees (4 FTE) and four part-time employees (2 FTE) listed below.

- 1 Library Director (40 hr+/wk or 1 FTE)
- 1 Reference/Collection Development Librarian (40 hr/wk or 1 FTE)
- 1 Library Clerk (40 hr/wk or 1 FTE)
- 1 Children's Librarian (40 hr/wk or 1 FTE)
- 4 Library Clerks (three are 19 hr/wk and one is 15 hr/wk)
- 2 Summer Student Clerks at 15hr/wk for 10 weeks each (1 FTE during the summer)

On-the-job training, training at local workshops, and attendance at Texas Library Association and other meetings are some of the types of staff training. As technologies and modern Library practices progress, Library staff will need additional training. The Library Director and Children's Librarian are involved in local, State, and National organizations that attempt to further library services and reading advocacy.

LIBRARY HOURS

Mondays - Wednesdays	10:00 a.m. - 6:00 p.m.
Thursdays	10:00 a.m. - 8:00 p.m.
Fridays and Saturdays	10:00 a.m. - 5:00 p.m.

LIBRARY PROGRAMMING

The Harker Heights Public Library is known as a Library filled with quality programming for children, teens, and adults. Well researched and meticulously implemented, these programs provide the community with entertainment and education.

Among the Library's many offerings are the following programs:

- Summer Reading Club and accompanying programs for children, teens, and adults
- Storytime
- Toddler Time
- Music and Mother Goose Programs
- Family Programs
- Gametimes
- Young Authors and Illustrators Club and Bell County Reading Council Young Authors Conference
- Summer Storytelling Camp for Children
- Kids Night Out Programs
- Author presentations at the Library and in community
- Numerous presentations at the local schools (elementary, middle schools, high school)
- Presentations for various preschool centers located in Harker Heights
- Special Programs to include Celebrity Reading Night and seasonal parties
- Presentations at Scott and White Hospital, area festivals, community events, clubs, service organizations
- Presentation of workshops at professional conferences and in community, State, and National venues as well as professional development for area teachers
- Graduate Equivalency Diploma services for adults (through Central Texas College (CTC))
- Book Clubs
- Youth Arts Festival
- Teen Dive-Ins and Family Dive-Ins
- Teen Advisory Board

MEETING ROOM

The Library allows clubs such as the Stamp Club and the Texas A&M Parents Club to hold their meetings at the Library. Library programs, Library Board Meetings, and Friends of the Library functions keep the meeting room in use. The American Association of Retired Persons provides tax assistance in the meeting room in the Spring. The CTC provides GED classes in the Fall and Spring.

PUBLICITY

The Harker Heights Public Library publicizes its programs through the radio, television, newspapers, fliers, movie theater slides, personal appearances, and word of mouth.

TECHNICAL SERVICES AND CATALOGING

The Harker Heights Public Library Technical Services Department has four primary responsibilities:

- acquisitions (purchasing and receiving newly ordered books, donations and book-keeping)
- cataloging (Dewey Decimal System)
- tracking current books and serials received via the facility
- maintaining operable items for public use which also includes repairs

Currently, book orders are placed via telephone, the Internet, mail-in order forms, or purchased during Texas Library Association (TLA) conferences/meetings by the Library Director based on availability of funds. Due to limited funding and small orders, patrons are able to inquire about newly ordered materials. The Technical Services Department does inform patrons about new orders or expected future purchases.

Cataloging is accomplished by way of the Dewey Decimal System of classification. The Library utilizes the Sagebrush Athena cataloging system.

In addition, Technical Services is accountable for preserving the 52 serial titles that the Library currently maintains. Once materials arrive, they are placed in the designated area.

CIRCULATION

The Circulation Department's duties include issuing Library cards, checking Library materials in and out, assessing overdue charges for past-due materials and recovering as well as reserving frequently used books.

There is no charge for Library cards. All Library cards are available to residents of Harker Heights and neighboring communities free of charge. To get a Library card, patrons must present a current picture ID and some form of proof of residence. All cards are issued to individuals instead of to families. All materials check out for 21 days. Materials other than the "New Books" and Inter Library Loan materials can be renewed for an additional 21 days. The Library limits patrons to two materials on the first day that they get their cards. The only limits thereafter are on "New Materials" of which only five can be checked out at a time. Patrons under the age of 18 must have a parent's signature and picture ID to get a Library card.

Books that remain in the patron's possession after the due date become overdue. Each additional day the patron possesses the Library materials after the due date, a five cent charge is assessed. The patron is only accountable for six days in a week instead of seven, because there is a one day grace period which constitutes no fine. Ten dollars is the maximum charge assessed for any overdue material. Additional processing fees of \$1.00 for each paperback and \$5.00 for each hardback will be charged for lost or damaged materials.

Library materials that aren't returned are usually lost or damaged, and a price is charged to the patron according to the cost of the material plus a processing fee. The book is replaced if it is in demand.

Patrons are able to reserve titles.

POLICIES

The Library Director currently maintains a policies and procedures manual. The policies and procedures are generally reviewed by the Library Board at least once every other year.

COMMUNITY INVOLVEMENT

The Library is favored with many donations from Friends of the Library, organizations and families. All donated funds are listed in a Donations and Memorials database.

Friends of the Library

The Friends of the Library organization accepts donated materials. The Library is generally given the opportunity to choose the materials that are most needed and appropriate for Library usage. Neither the Library nor the Friends of the Library will evaluate any donated materials for tax or insurance purposes. All donations are accepted with the understanding that the materials may be used or disposed of as the Friends of the Library sees fit. Material not catalogued may be sold or given to another Library if needed.

The Friends of the Library support the Library by raising funds and by serving as volunteer workers at selected Library activities. The Friends of the Library have embarked upon the ambitious "Have Book, Will Read" campaign. This campaign is designed to put books in the hands of families. Projects include giving books to Pre-K children in Harker Heights area elementary schools and Headstart programs, providing books for patrons at National Children's Book Week and other holiday festivities, providing reading materials and programming at the Indian Oaks Retirement Center, and providing Summer Reading Club programming and publicity.

Library Board

The Library Board is composed of 7 citizens appointed by the City Council for three years or until their respective successors are appointed and have qualified. No member shall serve more than two full consecutive terms. This is an advisory board that meets the second Monday of each month except June, July and December.

The Library also has about 20 adult, 10 children, and 30 teen volunteers who actively assist the Library staff in such things as reading for the children during the summer program, telling stories, planning and conducting book sales, bring cookies and other treats for Library appreciation parties, serving as a representative to the Central Texas Library System, and accepting special assignments when requested.

Teen Advisory Board

The Library has an active Teen Advisory Board that provides the Library Director with suggestions for teen and children's programs, produces children's programs, suggests teen materials, and acts as a volunteer corp.

Community Service

The Library also allows individuals to perform community service work at the Library. Community service includes volunteer hours worked in order to fulfill requirements for clubs, probationed sentences, and other programs.

MISSION AND SERVICE RESPONSES

MISSION STATEMENT

The Harker Heights Public Library exists to provide materials and services that will assist patrons of all ages in fulfilling their informational, educational, and recreational needs. The Harker Heights Public Library encourages learning and lifelong reading enjoyment through timely access to a dynamic collection of materials in a variety of formats.

SERVICE RESPONSES

While the Harker Heights Public Library attempts to meet the many needs of its varied patronage, the Library will focus its primary efforts and fund allocation in several service responses. The following service responses are chosen in reaction to the foreseen wants and needs of the community. These specific service responses originate in the American Library Association's Planning for Results: A Public Library Transformation Process. Other materials and services may also be included.

Current Topics and Titles - The Harker Heights Public Library helps fulfill patrons' appetites for information about popular trends and their desires for satisfying recreational experiences.

General Information - The Harker Heights Public Library helps meet the need for information and answers to questions about a broad array of topics related to work, school, and personal life.

Commons - The Harker Heights Public Library will address the needs of its patrons to meet and interact with others in the community. The Library will provide a commons environment in which groups may meet to discuss ideas and issues. The Library will also provide safe, comfortable, and inviting surroundings for individuals and groups to access information, ask questions, and participate in community activities without fear of persecution.

Policies—The Library Director currently maintains a policies and procedures manual. The policies and procedures are generally reviewed by the Library Board at least once every other year.

PARKS and RECREATION

HISTORY

At the time of incorporation in 1960, the City of Harker Heights population totaled approximately 600 persons. According to the City's current records, the population is now over 25,000 and the size of the City is 9,064 acres. The population of the City has increased significantly over the last 35 years. Overall, the City has had difficulty maintaining facilities to keep up with the significant increase in population

With the tremendous growth of the City, planning has not always preceded development. The City wishes to make a concerted effort toward planning all further activities. The Parks and Recreation staff has made efforts to make and meet independent planning goals and objectives. The need for focused city-wide standards, goals, and objectives for the parks system was apparent, thus the development of the Parks Comprehensive Plan. The Master Park Plan is one element of the city-wide comprehensive planning process.

The City's Parks and Recreation Department began December 16, 1985 when the first employee was hired. The department was created to develop leisure activities for the citizens of Harker Heights. The Parks and Recreation Advisory board was created by the City Council on October 25, 1994. The Advisory Board was organized to advise the Council on policy and programs for the Parks Department. The Board is comprised of six adult members appointed by the City Council and a High School and Middle School representative.

RESPONSIBILITY

The responsibility of the department is to operate and maintain the rental and usage of municipal buildings, mow and maintain esplanades, as well as parks, municipal facilities, athletic complexes and aquatic facilities. The department conducts and administers youth activities, maintains playground and playing surfaces for the community, and provides facilities for Senior Citizen and adult leisure activities.

STANDARDS AND GUIDELINES

Before planning can direct the development of a City, the City must establish standards and guidelines in which to achieve direction and insure success in the planning effort. The Master Park Plan is no exception. The standards and guidelines discussed in this section provide a classification system for the existing and future parks. Service areas for each type of park are identified and facility standards are defined. The standards and guidelines presented in this plan are intended as guidelines, not absolutes.

CARL LEVIN CITY PARK

EXHIBIT 36. IMAGE OF ENTRANCE TO CARL LEVIN PARK



Location: 401 Miller's Crossing

Planning Area: Central

Acreage: Total: 35
 Developed: 26
 Undeveloped: 9

Park Classification: City Park

Description of Park: This is the only City Park in Harker Heights with adequate space and facilities. Park is utilized daily by patrons and is the focal point for festivals and sponsored events such as; charity walks, Easter egg hunts, Christmas events; and military functions. Fencing is utilized on the property for only the swimming pool facility. Adjacent residential privacy fences do exist and there is a natural barrier of cedar trees and brush between subdivision and park. Exhibit 37 displays the entrance to Carl Levin City Park. Table 22 displays the amenities found at Carl Levin City Park.

TABLE 22. CARL LEVIN PARK AMENITIES

Amenity	Quantity
Park Benches	11
Picnic Tables	20
Barbeque Grills	11
Trail exercise stations	4
Fishing pond	1
Trail lights	83
Playground unit	1
Bike racks	3
Gazebo	1
Basketball court	1 (2 goals)
Amphitheater	1
Outdoor swimming pool	1

Access and parking: Sidewalk access and off-street parking along with a 97 space parking lot.

Opportunities for Improvement and/or Expansion: The park is land-locked by a subdivision and commercial property. There are approximately 9 acres that can be developed with buildings, pavilions, or other recreational amenities. Additional off-street slot parking can be considered along Miller's Crossing.

Evaluation: The park is generally in good condition and adequately maintained. The lawn should be manicured at a higher standard in some areas. Irrigation should extend throughout the park. The picnic areas currently do not have shade structures.

Kern Park

EXHIBIT 37. IMAGE OF KERN PARK



Location: 400 South Ann Blvd. **Planning Area:** Northwest Area

Acreage: Total: 6 **Park Classification:** Neighborhood
 Developed: 4
 Undeveloped: 2

Description of Park: The park contains a playground unit which was installed in 1990. Park is utilized by surrounding subdivision and by the Elementary school which is 2 blocks away. There are no fence boundaries on the property. There is a concrete drainage ditch that runs through the middle of the property. Some older trees and crepe myrtles surrounding perimeter of the property. This was the first designated park for the City of Harker Heights. Exhibit 38 displays an image of Kern Park. Table 23 lists the amenities found at Kern Park.

TABLE 23. KERN PARK AMENITIES	
Amenity	Quantity
Park Benches	3
Picnic Tables	6
Basketball Court (1/2 court)	1 (1 goal)
Bike Rack	1
Playground unit	1
Swing set	3 (10 swings)

Access and Parking: There is sidewalk access on east side but no available parking lot. Parking along the street on all four sides is legal.

Opportunities for Improvement and/or Expansion: The park is land-locked by the subdivision so expansion is not likely. Improvement is needed in the areas of playgrounds, swings and shade shelters. Off-street parking lot can be added to the facility without taking away land for improvements.

Evaluation: The park is utilized daily without having adequate amenities. Irrigation is needed as well as landscape beautification projects. Tree replacement needs to be a priority due to the loss of older trees from disease.

Cardinal Park

EXHIBIT 38. IMAGE OF CARDINAL PARK



Location: 233 East Cardinal

Planning Area: West

Acreage: Total 2
Developed 1
Undeveloped 1

Park Classification: Neighborhood

Description of Park: A park that is utilized by the residents from surrounding subdivisions. The property has signs of past vandalism. There is no landscape nor shade for the patrons that utilize the park. A drainage ditch runs through the property which is not fenced off to the public. Playground equipment is inadequate. There is some green space that can be utilized for passive recreation. Exhibit 39 displays an image of Cardinal Park. Table 24 lists the amenities found at Cardinal Park.

TABLE 24. CARDINAL PARK AMENITIES	
Amenities	Quantity
Park Bench	1
Picnic Table	1
Playscape	1

Access and Parking: There is no sidewalk access and no off-street parking. Parking is legal along the curb on 3 sides of the park.

Opportunities for Improvement and/or Renovation: The park is land-locked by the subdivision that abuts the property. The park is in need of irrigation, landscaping, and additional amenities for the residents. The lack of shade will be a determining factor during the summer months.

Evaluation: This park is in need of major repair but is in an ideal location for a targeted area of children. Investment of funds into this area is greatly needed. Playground maintenance will be required weekly if renovations are done.

SECTION TWO



GOALS, OBJECTIVES, AND POLICIES

PLANNING AND DEVELOPMENT

LAND USE GOALS

Goal 1: Recognize that the physical environment is the most important element in determining the City's desirability as a place to live.

Goal 2: To plan land use activities in a way that results in an efficient, convenient and complementary land use pattern with the aim of reducing incompatible and conflicting land uses.

Goal 4: To provide for the health, safety and welfare of the people through effective land use planning

Goal 5: Promote the preservation of amenities in residential neighborhoods.

Objective 5.1: To control the location of land uses that may interfere with the integrity of residential areas.

Policy 1.1 – The City should use land use control ordinances to encourage the development of clean and safe neighborhoods.

Policy 1.2 – The City should encourage developers to utilize thoroughfares and natural topographic features to define the boundary of a neighborhood and concentrate the higher intensity uses at the periphery of the neighborhood.

Policy 1.3 - Harker Heights should continue to protect the integrity of residential areas by minimizing incompatible land uses and densities.

Policy 1.4: Harker Heights should encourage compatible in-fill development in areas between neighborhoods, such as neighborhood retail and/or other appropriate land uses.

Policy 1.5 – The City should encourage the location of land uses which support the neighborhood on the periphery of the neighborhood (e.g. shopping centers and churches)

Objective 5.2: Recognize that different types of residential uses have different land requirements and that land developed at one density should not be used for development with greater densities.

Policy 2.1 – The City should require that medium and high density developments be located on sites of sufficient size to allow for adequate parking and landscaping, and enough flexibility in design to ensure desirable development.

Policy 2.2: Encourage a level of growth that provides housing opportunities that meets the needs of a wide variety of income groups.

Policy 2.3 – The City should utilize the Comprehensive Plan in making land use decisions and the plan shall be amended periodically to reflect changes.

Objective 5.3: Revise the zoning and subdivision ordinances as needed to implement Council’s desires concerning policy and land use location.

Policy 3.1 – The City should revise the zoning ordinance to include new use districts required to accommodate the increasing complexity of the city over time.

Policy 3.2 – The City should have an updated capital improvements plan to meet the need for public facilities and services for existing and proposed development.

Objective 5.4: To provide enough commercially zoned land to meet the existing and future shopping and employment needs of the city and to encourage the clustering of commercial and accessory uses where appropriate.

Policy 4.1 – The City should approve enough land for commercial use to meet economic needs while striving to minimize potential negative impacts.

Policy 4.2 – The City should designate sufficient space adjacent to residential areas for commercial services on a scale that is compatible with and caters to the convenience needs of the neighborhood.

Policy 4.3 – Major shopping centers should be encouraged to locate at the intersections of arterials/collectors.

Goal 6: Harker Heights should continue to provide and locate adequate amounts of appropriately zoned land for all necessary types of land uses in an efficient, convenient, and harmonious manner.

Objective 6.1: Harker Heights should plan future land uses together with thoroughfare and utility improvements/extensions in order to assure appropriate access/service for new growth.

Objective 6.2: Harker Heights should promote the use of vacant land in the existing sewershed areas where City infrastructure and services are readily available in order to avoid costs to the City of providing extended services.

Objective 6.3: Harker Heights should identify the most appropriate land use for all undeveloped parcels within its City limits and its ETJ and use its development powers (including zoning and capital improvement programs) to guide the locations of desired development.

Objective 6.4: Harker Heights should maintain its Comprehensive Plan through periodic updates as changes occur in growth rates or major development policies.

Goal 7: Harker Heights should continue to provide for the orderly development of existing and future land uses.

Goal 8: Harker Heights should continue to encourage community participation and involvement.

Objective 8.1: Harker Heights should encourage residents to be actively involved in community decisions and should promote initiatives through community meetings, business groups, interest groups, and similar organizations.

Objective 8.2: Harker Heights should encourage public-private partnership in resolving community issues.

Goal 9: Harker Heights should continue to review and revise its development ordinances.

Objective 9.1: Harker Heights should update its Zoning Ordinance to make it compatible with the revised Comprehensive Plan.

Objective 9.2: Harker Heights should update its Subdivision Regulations Ordinance to make it compatible with the revised Comprehensive Plan.

Goal 10: Harker Heights should monitor growth and update the Comprehensive Plan as warranted based upon changes in population growth and economic development.

COMMUNITY APPEARANCE GOALS AND OBJECTIVES

Goal 1: Harker Heights should continue to promote a beautiful and safe environment.

Objective 1.1: Harker Heights should continue to improve and maintain the appearance of its municipal properties.

Objective 1.2: Harker Heights should continue to promote good site design, provide a good appearance, minimize drainage impacts, and increase pedestrian safety. The City should continue to use high quality design of public buildings and landscaping to serve as a model for the private sector.

Objective 1.3: Harker Heights should develop and encourage innovative solutions that are aesthetically pleasing and environmentally sensitive to abate flooding and drainage problems in the City.

Objective 1.4: Harker Heights should continue to minimize and eliminate unsightly conditions such as junkyards, abandoned vehicles, dilapidated buildings/structures/fences, and excessive weeds and rubbish. The City should assure maintenance of signs and fences and the longevity of required landscaping through effective code enforcement.

Objective 1.5: Harker Heights should continue to promote community-wide pride in the City.

TRANSPORTATION GOALS

Goal 1: Harker Heights should balance the development of needed modes of transportation to assure the fast, convenient, efficient and safe movement of people and goods to, from, and within the community while continuing to protect the integrity of neighborhoods.

Objective 1.1: Harker Heights should continue to work with the Texas Department of Transportation to provide for the development/redevelopment of major arterial routes as necessary to help ease traffic congestion.

Objective 1.2: Harker Heights should strive to develop adequate, safe systems such as sidewalks, bike trails, and pedestrian pathways that facilitate bicycle and

pedestrian movement between neighborhoods, schools, parks, and retail/office areas.

Objective 1.3: Harker Heights should continue to provide for the routing of goods and services delivery vehicles to assure minimal adverse impacts on residential neighborhoods.

Goal 2: Harker Heights should continue to ensure the development, maintenance and operation of a safe, efficient and effective transportation system to serve the City.

Objective 2.1: Harker Heights should continue to develop and maintain a transportation planning process which addresses long range needs and emphasizes short and mid-range problem-solving.

Objective 2.2: Harker Heights should continue to develop and maintain programs and funding strategies to implement new street improvements, ensuring adequate capacity at the least cost to the City without compromising service, delivery, or quality.

Objective 2.3: Harker Heights should continue an organized preventative maintenance program, including the residential street pavement management programs, to ensure safety and long, economical life.

Objective 2.4: Harker Heights should strive to provide a system of bikeways and walkways throughout the City and provide incentives for the use of non-motorized transport.

Objective 2.5: Harker Heights should encourage the provision of a transit system which gives consideration to journey-to-work trips, the needs of transit dependent persons, and opportunities for inter-modal transfer.

Goal 3: Harker Heights should strive to ensure a balanced relationship between land use development and the transportation system.

Objective 3.1: Harker Heights should maintain administrative procedures and responsibilities for the preparation, review and approval of transportation plans with are directly related to proposed land use development plans.

Objective 3.2: Harker Heights should continue to maintain a Thoroughfare Plan which is coordinated with the land use development considerations represented in the Comprehensive Plan which permits the following:

- Right-of-way dedications as specified by the Thoroughfare Plan.
- Right-of-way acquisition necessary to improve intersection capacity and thoroughfare continuity.
- Intersection designs and street alignments to meet existing and projected traffic demand.
- Dedication of street system rights-of-way in undeveloped areas of the City.

Objective 3.3: Harker Heights should continue to enforce street design criteria for all new developments.

Objective 3.4: Harker Heights should continue to coordinate local, State and Federal street/highway improvement project planning with existing and projected land uses.

Objective 3.5: Harker Heights should locate and design thoroughfares to provide a high level of design amenity and neighborhood preservation, including the consideration of neighborhood traffic management programs in developed areas.

Objective 3.6: Harker Heights should continue to promote its functional classification system to provide for the graduation of traffic flow from the movement function to the access function.

Objective 3.7: Harker Heights should continue to promote a program of access management to minimize vehicular conflicts on collector and arterial streets.

Objective 3.8: Harker Heights should continue to promote and maintain a program to minimize the use of on-street parking where it interferes with or otherwise impedes the flow of traffic on collector and arterial streets.

Goal 4: To increase the safety of existing streets and provide routes for pedestrian and bicycle traffic.

Policy 4.1 – Whenever possible, the city should acquire additional rights-of-way along major thoroughfares for the purpose of installing sidewalks and bikeways which would connect neighborhoods with public facilities.

Policy 4.2 – The City should provide street lights (where missing) – or improve street lighting along all streets and at major intersections.

Policy 4.3 – The City should evaluate intersections which consistently present safety problems resulting from improper signage, inadequate design and unclear vehicle paths.

Policy 4.4 – The City should encourage neighborhood designs which have limited points of access from adjacent arterials and collectors (i.e. curb cuts).

Policy 4.5 – The City should route large truck traffic to avoid residential areas when not serving that area.

Goal 5: Harker Heights should continue to work with the transit system to provide for bus service within the community.

Objective 5.1: Harker Heights should encourage the use of transit to reduce air pollution and traffic congestion by supporting things such as mass transit facilities for existing and new developments.

PUBLIC WORKS

Goal 1: Provide a safe sanitary supply of drinking water with adequate pressure and an efficient system to distribute it to serve the continued growth of the City.

Objective 1.1: Identify and upgrade water lines which are inadequate to provide the necessary pressure for maintaining a residential flow for normal service.

Policy 1.1 – The City should implement findings from the water distribution study as funds become available.

Policy 1.2 – The City should replace all two-inch lines in the distribution system whenever funds become available.

Policy 1.3 – The City should closely monitor its growth and population expansion and provide additional storage capacity in advance of need.

Objective 1.2: The City should update the water master plan every ten years and perform a review of the plan every five years.

Goal 2: Provide an adequate supply of water with adequate pressure for use in fire suppression in both established areas of town as well as within newly developing areas.

Objective 2.1: Identify and upgrade water lines which are inadequate to provide the necessary pressure for fire flow rate.

Policy 2.1 – The City should replace all two-inch lines in the distribution system whenever funds become available.

Policy 2.2 – When opportunities arise, the City should bring up to standard the overall water pressure and capacity of fire service lines and fire hydrants for areas within the city limits that do not currently have adequate fire protection.

Policy 2.3 – The City should closely monitor its growth and population expansion and provide additional storage capacity in advance of need.

Objective 2.2: Ensure that the installation of water distribution systems in future developments meet appropriate criteria that reduces the need for rehabilitation.

Policy 2.4 – The City should review its subdivision standards and enforcement procedures to ensure that future development inside the city limits or within its extraterritorial jurisdiction are adequate with regards to distribution and fire protection.

Policy 2.5 – The City should develop a system to monitor and prevent the design capacity of a water main from being exceeded and not allow additional development until the necessary improvements are made.

Objective 2.3: The City should update the wastewater master plan every ten years and perform a review of the plan every five years.

Goal 3: Provide a wastewater treatment facility whose capacity is able to handle peak flow rates without adverse environmental consequences.

Objective 3.1: Improve the wastewater system to prolong the capacity of the current sewage treatment facility.

Policy 3.1 Implement findings from the sewer basin study to replace faulty wastewater collection lines as funds are available to reduce the inflow and infiltration of water into the wastewater system.

Objective 3.2: Increase the capacity of the wastewater treatment plant to meet increasing demand.

Objective 3.3: Monitor the rate of city growth and plan for expansion of wastewater facilities in advance of demand.

Objective 3.4: The City prefers and shall encourage the use of sanitary sewer over septic where practical.

Policy 3.2 – The City should seek grants to begin installing, on a priority basis, sewage lines in those areas which are currently in septic systems and replace existing lines which are inadequate to meet demand or are in need of rehabilitation.

Goal 4: Improve the overall accessibility for maintenance and improve the aesthetics of utility resources.

Objective 4.1: Locate utility easements in front of the lot and underground, when possible, to allow better accessibility for maintenance and to improve the aesthetic quality of the neighborhood.

Goal 5: Continue to provide for adequate storm drainage and stormwater management.

Objective 5.1: Continue to implement regulations managing current and projected stormwater run-off.

HARKER HEIGHTS POLICE DEPARTMENT

- Goal 1:** Continue to provide the highest quality police service to our citizens.
- Goal 2:** Continual efforts to communicate with the community will be utilized to enhance relationships between the Department and the consumers of police services.
- Goal 3:** Avenues to maximize the Department's capabilities through cooperative efforts with other law enforcement agencies and government entities will be continually explored, such as the current communications and air-support activities.
- Goal 4:** Continue to provide for adequate police facility resources by building new facilities or adding on to additional structures as needed due to population increases and the corresponding increase in the number of officers needed.
- Goal 5:** Continue to seek opportunities to develop a functional firing range facility.
- Goal 6:** Seek opportunities to upgrade and/or relocate the existing animal control facility.
- Goal 7:** Continue to add staff positions (patrol officers, detectives, community service officers, administrative and animal control positions) to keep up with population growth in the City.
- Goal 8:** Continue to rotate and grow the vehicular fleet to support the staffing requirements and normal wear and tear.
- Goal 9:** Update radio equipment to include digital technology as funding for such is available.
- Goal 10:** Continue to replace and augment weapons and other equipment to accommodate useful life-spans.
- Goal 11:** Continue to update and augment computer systems, including mobile data equipment, Automatic Vehicle Locator and other systems associated with regional communications requirements.
- Goal 12:** The Department will strive to continue evaluation of the best practices utilized and appropriate comparisons with the industry state-of-the-art will be routinely activated.
- Goal 13:** Continue to explore technological advancements that will enhance the efficiency and effectiveness of the Department's operations.
- Goal 14:** Continue to seek grant monies which can assist the department in purchasing

new equipment or hiring new personnel.

Goal 15: Continue to provide for and encourage the physical fitness of all staff members.

HARKER HEIGHTS FIRE DEPARTMENT

Goal 1: Initiate the Comprehensive Clinical Management Program and to improve the quality of patient care for citizens of harker Heights.

Goal 2: Initiate, complete, and introduce a Compressed Air Foam System (CAFS) firefighter tactics. Firefighter and citizen safety is the number one goal of CAFS secondary to fast and efficient fire suppression with the use of less water which translates to less fire and water damage.

Goal 3: Continue to seek ways to lower the City's ISO rating.

Goal 4: Continue to provide quality training opportunities for staff.

Goal 5: Continue to integrate and provide new vehicles and equipment into the department as demanded by population growth changes in technology, and call volume.

Goal 6: Continue to perform all fire and EMS duties with the utmost regard for safety for both citizens and staff.

Goal 7: Continue to seek grant monies which can assist the department in purchasing new equipment or hiring new personnel.

Goal 8: Continue to increase staffing to correspond with increases in the City's population.

Goal 9: Expand/refurbish current fire station resources or add additional stations as needed to keep pace with population growth or annexations.

Goal 10: Continue to pursue constructing a training/controlled burn building.

Goal 11: Update vehicles with mobile data terminals to improve dispatch with emergency operations.

Goal 12: Continue to pursue youth resources such as a Youth Confidence Building Obstacle Course through the use of the Youth Programs Budget.

Goal 13: Continue to provide for and encourage the physical fitness of all staff members.

HARKER HEIGHTS LIBRARY

Goal 1: Serve the educational, information, and recreational needs of patrons by being responsive to patron needs and successfully communicating with patrons.

Objective 1.1: Determine the educational, informational, and recreational needs of the patrons of the Harker Heights Public Library and inform patrons how the Library proposes to meet those needs.

Objective 1.2: Plan and implement an aggressive publicity campaign to raise awareness of Library services and activities.

Goal 2: Provide the community and staff with visible, secure, inviting, and accessible facility and environment appropriate for continuous learning, social opportunities, and pleasure.

Objective 2.1: Formulate a plan for relocating Library.

Objective 2.2: Establish and locate a Library into an inviting, visible, safe, and accessible building appropriate for the size and demands of the community.

Objective 2.3: Increase staff to reflect increase growth in population, increased library space, materials and technologies.

Objective 2.4: Continue to look into new advances in technology.

Objective 2.5: Provide citizens of and the City of Harker Heights as with adequate and appropriate meeting facilities to meet a variety of ever-changing needs.

Objective 2.6: Investigate mobile library units.

Goal 3: Provide timely access to high quality print and non-print materials that will meet the varying needs and interests of all patrons.

Objective 3.1: Organize collections for improved access by patrons and staff.

Objective 3.2: Decrease patrons wait time for materials.

Objective 3.3: Increase the collection development budget to provide adequate materials for a growing and educated population.

Goal 4: Provide high quality library services and programs that meet the lifelong learning needs of patrons.

Objective 4.1: Provide timely access to information through increased Internet and electronic data.

Objective 4.2: Provide programming and services for adults, children, and teenagers.

Objective 4.3: Provide reference and reader's advisory assistance to patrons both inside and outside of the Library.

Objective 4.4: Cooperate with other Libraries, Texas State Library, and Central Texas Library System, and local organizations to provide patrons with services and materials.

Goal 5: Develop a working environment that encourages professional growth, teamwork, and creativity in library staff members, volunteers, and other departments in the City of Harker Heights.

Objective 5.1: Meet patron expectations for Library services by providing adequate Library staff to meet growing demands.

Objective 5.2: Develop appropriate in-service training program for all staff.

Objective 5.3: Support staff attendance at conferences, seminars, continuing education training, community involvement, and meetings.

Objective 5.4: Increase the already extensive volunteer program that will enhance the services and programs of the Library and support the Library staff.

PARKS AND RECREATION

Goal 1: Provide opportunities for all Harker Heights citizens through educational, park, recreational, and liesure programs.

Objective 1.1: Increase awareness of Parks and Recreation amenities and their locations to all of Harker Heights' citizens.

Policy 1.1 – Develop a Parks and Recreation amenity standards map identifying City, County, School District, and private associations.

Objective 1.2: Develop a five year acquisition plan in conjunction with the development and population growth of the City.

Objective 1.3: Review and update the 1996 Parks and Recreation Master Plan

Objective 1.4: Increase usage and support of indoor and outdoor facilities.

Objective 1.5: Review and implement new policies and ordinances that increase the availability of recreational amenities.

Objective 1.6: Support the development / re-development, and upgrading of existing parks along with necessary operations and maintenance funds for the improved facilities.

Objective 1.7: Develop inter-local agreements supporting joint use of facilities with the school district, Corps of Engineers, Bell County, and private businesses.