

FISCAL YEAR 2018 / 2019

# BUDGET BOOK



THE CITY OF HARKER HEIGHTS, TEXAS

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This budget will raise more revenue from property taxes than last year’s budget by an amount of \$314,412 which is a 2.6% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$251,521.

**CITY COUNCIL RECORD VOTE**

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

FOR: Jackeline Soriano Fountain, Mayor Protem; Hal Schiffman, Place 1; Michael Bloomquist, Place 2; John Reider, Place 4; and Jody Nicholas, Place 5

AGAINST: None

PRESENT and not voting: Spencer H. Smith, Mayor

ABSENT: None

**PROPERTY TAX RATES**

	<u>FY 2018</u>	<u>FY 2019</u>
Property Tax Rate	0.6770	0.6770
Maintenance & Operations Rate	0.5193	0.5285
Debt Rate*	0.1577	0.1485
Effective Tax Rate*	0.6734	0.6416
Effective Maintenance & Operations Rate*	0.8924	0.8576
Rollback Tax Rate*	0.7623	0.7175

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

The total amount of municipal debt obligation secured by property taxes for the City of Harker Heights is \$38,953,581.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Harker Heights**

**Texas**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morill*

Executive Director



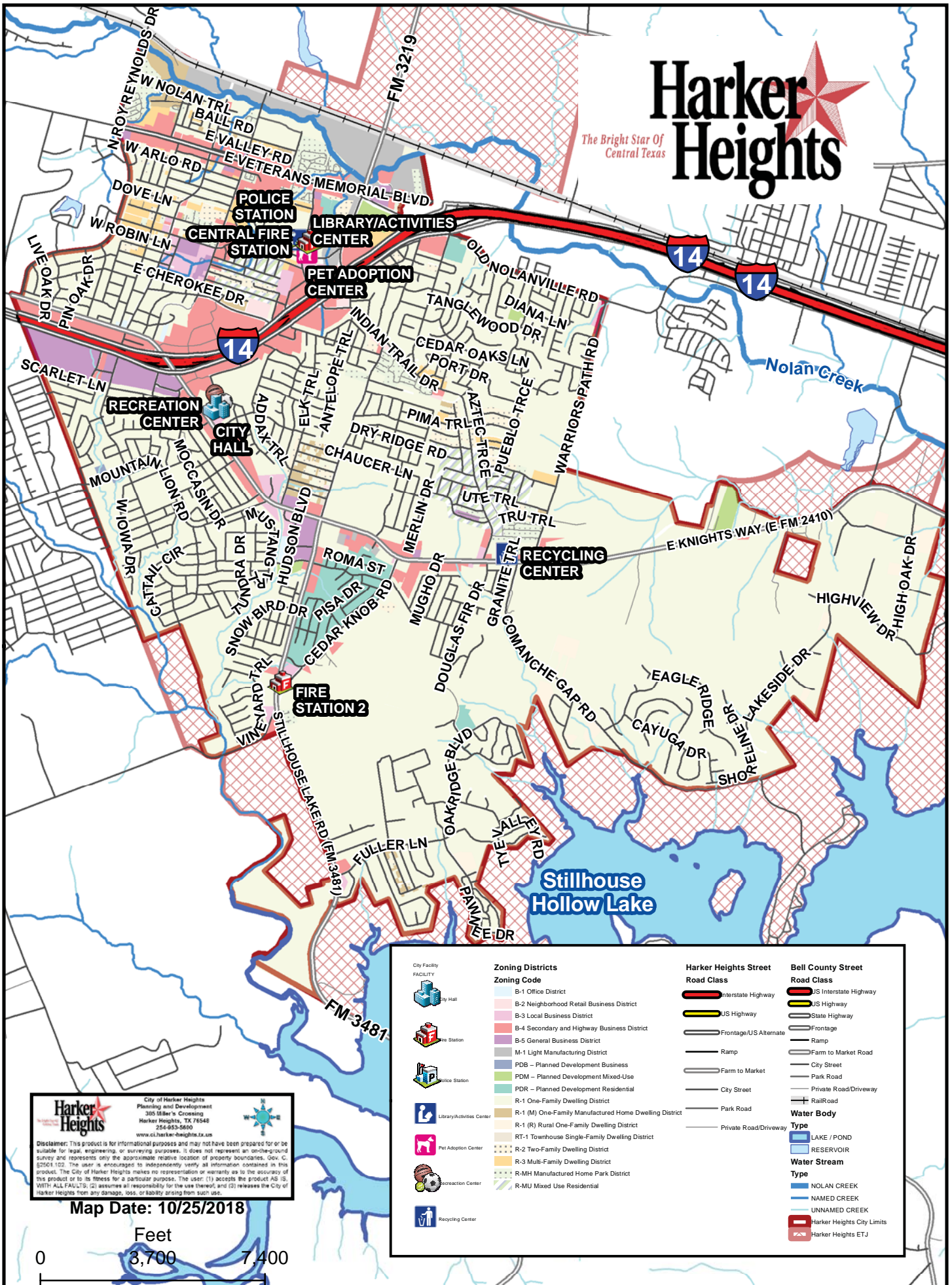
(Left to Right) Hal Schiffman - Place 1; Michael Blomquist - Place 2; Jackeline Soriano Fountain - Place 3, Mayor Pro-tem; Spencer H. Smith - Mayor; David Mitchell - City Manager; John Reider - Place 4; and Jody Nicholas - Place 5.

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

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

# Harker Heights

The Bright Star Of Central Texas



**Harker Heights**  
 City of Harker Heights  
 Planning and Development  
 305 Silber's Crossing  
 Harker Heights, TX 78548  
 254-453-5800  
 www.ci.harker-heights.tx.us

Disclaimer: This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. (CIP) C-12501102. The user is encouraged to independently verify all information contained in this product. The City of Harker Heights makes no representation or warranty as to the accuracy of this product or its fitness for a particular purpose. The user: (1) accepts the product AS IS, WITH ALL FAULTS; (2) assumes all responsibility for the use thereof; and (3) releases the City of Harker Heights from any damage, loss, or liability arising from such use.

Map Date: 10/25/2018

Feet

3,700

7,400

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



**BUDGET MESSAGE**





*The City Of Harker Heights* September 11, 2018

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

Dear Mayor and City Council Members:

The fiscal year 2018-2019 budget is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2019 fiscal year budget, which begins on October 1, 2018, and ends on September 30, 2019, provides the resources needed to maintain a high level of service to citizens and businesses.

**Mayor**

Spencer H. Smith

**Mayor Protem**

Jackeline Soriano Fountain

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

**City Council**

Hal Schiffman  
Michael Blomquist  
John Reider  
Jody Nicholas

Staff began working on the 2018-2019 budget in March with the distribution of request forms for fixed assets, capital improvements, and personnel to all departments. Department Heads were then asked to produce a proposed budget for their departments' operating line items. Department expenditures/expenses were discussed in meetings held with the City Manager, Assistant City Manager, Finance Director, and Department Head in order to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings and included a look at the City's five-year long range plan which depicts projected revenues and expenses for the next five fiscal years and the projected fund balance for the General, Utility, Drainage, and Sanitation Funds. The long-range plans for Capital Improvement funding and expenditures were also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2019 fiscal year. The Capital Improvement long-range plan is also reviewed during the fiscal year in case changes need to be made to funding sources and/or expenditures for projects.

**Principal Issues and/or Challenges**

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

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

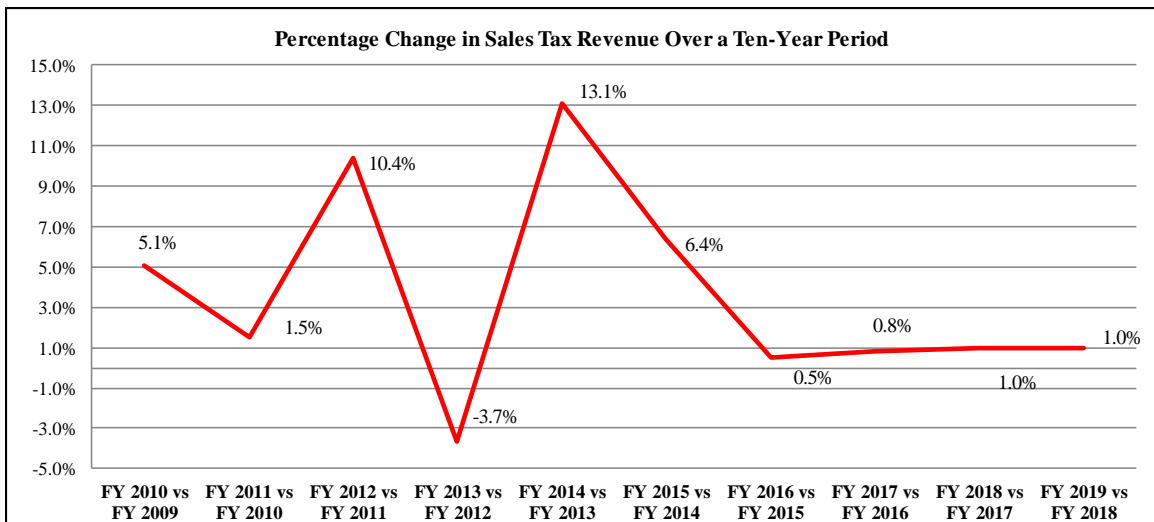
Over the years, this exemption has grown to have a much larger effect on our City with Fort Hood, one of the largest military installations in the world, just a few miles away. Cities that border Fort Hood, such as Killeen and Copperas Cove, get some relief

thanks to a bill passed in 2015 offering disproportionate impact aid. Harker Heights does not receive that impact aid and looks to lose approximately \$1.67 million from property revenues just from the 100% disability exemption for Fiscal Year 2019. In FY 2014, when Staff first began tracking the 100% disability loss, it was just \$430,840.

City officials are working with area legislators to tackle the problem in the coming session. Staff understands the intent of the legislations was to assist our veterans however it inadvertently hurts these same veterans by limiting the services their cities can provide.

- Sales Tax Revenues – FY 2017-2018 projections for sales tax revenues of \$6,565,000 are equal to the budgeted amount meaning we are right on track for the current year. This amount is \$65,063 more than the actual amount received in FY 2016-2017. We have remained conservative in budgeting sales tax at a \$6,630,700 for fiscal year 2018-2019; a 1% increase over the current year’s projection.

As new businesses open in Harker Heights, sales tax revenues are expected to increase. The challenge in planning this line item is determining for how long and how much. The following graph depicts the change in sales tax revenue over the last ten fiscal years. “FY 2010 vs. FY 2009” depicts the change in actual revenue between those fiscal years and this continues until “FY 2019 vs. FY 2018” which depicts the change in the FY 2018-2019 budgeted amount from the FY 2017-2018 projected amount.



*Calculated using actual amounts with the exception of FY 2018 (projected amount) and FY 2019 (budgeted amount).*

- Residential and Commercial Growth – Residential and commercial growth impacts our building permit revenue positively because each project within the City is required to have a permit (see fee schedule for more information on how fees are charged). With the continued construction of new homes in The Evergreens and Tuscany Meadows subdivisions, there have been 106 permits issued for single family homes at \$29,148,031 total valuation from the period of October 1, 2017, to July 27, 2018. At the end of fiscal year 2016-2017, single family home permits totaled 168 with a total valuation of \$42,838,423.

Two family dwellings, or duplexes, have become a practical option for many of our residents who are living in the area for a short time or may not be ready to buy a home. Twenty-six (26) permits were issued for duplexes during fiscal year 2016-2017 with a total valuation of \$4,617,200. From the period of October 1, 2017 to July 27, 2018, 18 permits have been issued with a \$3,438,850 total valuation.

There have been nine commercial permits issued through July 27, 2018, with a total valuation of \$4,665,961. Two of these are for restaurants – Burger King and Raising Canes, one is for Oasis Day Spa, and the remainder for office, warehouse, and commercial spaces. At the end of the 2017 fiscal year, there were ten permits issued with a total valuation of \$3,338,288. Permits for an additional McDonald’s, an Express ER, medical office space, and a Great Clips are included in these numbers.

Growth is expected to remain steady during the upcoming fiscal year which is shown in the building permit line item. In FY 2016-2017, an actual amount of \$198,418 was received after budgeting \$250,000 for the year. For FY 2017-2018, \$200,000 was budgeted and the projection for the year has been lowered to \$170,000, a reduction of \$30,000. We have continued to remain conservative by budgeting \$200,000 for FY 2018-2019.








- Health Insurance –For FY 2018-2019, health insurance premiums for the City have decreased by 6.83%, dental insurance premiums increased by 3.74% and vision insurance premiums have remained flat. \$1,184,000 has been budgeted in the General, Utility, Drainage and Sanitation Funds for health insurance coverage which covers the City’s cost of employee coverage. Absorbing the cost of health insurance as it continues to rise will become even more challenging once growth within the City stabilizes and revenues become more constant. Currently the City goes out every year for Requests for Proposals in hopes that rates will remain competitively low as our employees have to pay for the cost to cover their spouses and children.

**Strategic Goals**

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

**STRATEGIC GOAL**

**PLANNING PROCESS**

Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City		Parks & Recreation Master Plan Comprehensive Plan
Stimulate creation and growth of locally owned businesses		Comprehensive Plan Exploring New Heights Capital Improvement Plan Comprehensive Plan
Enhance and extend infrastructure in anticipation of further planned growth		Water Master Plan Residential Drainage Prioritization Sewer Rehabilitation Mobility 2030 (Thoroughfare Plan)
Expand street maintenance and sewer rehabilitation projects throughout the City		Long-Range Budget Plan Capital Improvement Plan Comprehensive Plan Sewer Rehabilitation
Maintain a long-range Capital Improvement Plan		Capital Improvement Plan
Maintain a multi-year equipment replacement program		Long-Range Budget Plans
Determine and implement methods to better communicate with citizens		Exploring New Heights

**Description of Planning Processes**

	<b>Description</b>	<b>Purpose</b>	<b>Budget Impact</b>
<b>Long-Range Budget Plans</b>	Includes the current year's revenue and expenditure or expense projections and future projections.	To facilitate planning for the General, Utility, Drainage and Sanitation Funds.	Guides budget planning to ensure required reserves can be held in the future.
<b>Capital Improvement Plan</b>	Five-year plan that includes expenditures for projects by type and their funding sources.	To identify and record expenditures and funding sources for capital projects.	Planning device for City's revenues and expenditures to complete planned and projected projects.
<b>Parks &amp; Recreation Master Plan</b>	Ten-year master plan for parks and recreation facilities.	To provide guidelines for future decisions for city-wide parks system; for the acquisition/development of park land to meet current and future needs; establish priorities; and identify possible funding.	Establishes operating and capital expenses required to maintain new and existing facilities.
<b>Comprehensive Plan</b>	Presents historical data on population, information on natural resources, and goals and objectives of various City departments.	Framework for obtaining the goals and objectives of the City focusing on Land Use, Urban Design, Stormwater Management, Public Safety and Culture & Recreation.	Reminder of goals and objectives set for the future of the City.
<b>Water Master Plan</b>	Identifies the needs of the water and wastewater system.	Makes recommendations of ways to satisfy the needs specified for the water and wastewater system.	Assists in planning water improvement projects. Used in conjunction with the Capital Improvement Plan.
<b>Residential Drainage Prioritization</b>	Lists residential addresses with known drainage issues.	Records areas of the City that have problems with drainage and an estimated cost to correct the issue(s).	Assists in planning drainage projects for upcoming fiscal years. It is used in conjunction with the Capital Improvement Plan.
<b>Sewer Rehabilitation Program</b>	Ten-year plan that includes costs for manhole rehabilitation, line replacement and various construction costs related to these repairs.	Serves as a guide to rehabilitate the sewer lines within the City.	Long-range plan for sewer improvements within the City. It is used in conjunction with the Capital Improvement Plan.
<b>Exploring New Heights</b>	Citizen focus group.	Citizen developed goals and objectives in the areas of quality of life, business & economic development, and infrastructure.	Reminder of goals and objectives to accomplish throughout the City.

	<b>Description</b>	<b>Purpose</b>	<b>Budget Impact</b>
<b>Mobility 2030 (Thoroughfare Plan)</b>	Multi-modal update to the thoroughfare plan that includes the street network, sidewalk network, on-street and off-street bicycle network, and mass transit.	Transportation planning document to identify current transportation needs and project future requirements for vehicular and pedestrian mobility within and without the City.	Identified and prioritizes transportation goals and objectives for the current and future needs of the City.

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

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

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

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

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

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

**Comprehensive Plan**

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

**Water Master Plan**

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

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

**Residential Drainage Prioritization**

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

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

**Sewer Rehabilitation Program**

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

**Exploring New Heights**

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

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

**Thoroughfare Plan**

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

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

The Budget at a Glance section on the next several pages will go into further details on how different factors guided the development of the 2019 fiscal year budget.

**FY 2018-2019 BUDGET AT A GLANCE**

**GOVERNMENTAL FUNDS**

**General Fund**

General Fund revenues are budgeted at \$20,919,100 with the primary revenue sources as follows:

- 1) Ad Valorem Tax is the largest revenue source in the General Fund. The certified taxable value is \$1,810,268,789 which is an increase of \$4,125,594 or 0.23% from the 2017 certified value of \$1,806,143,195. No tax rate increase is included so the budget is prepared based on maintaining the current tax rate of \$0.6770 which will provide \$9,033,900 in maintenance and operation tax revenue. A one cent increase in the tax rate will provide approximately \$173,800 in additional ad valorem revenue to the general fund for maintenance and operation.

<b>2018 Tax Rates</b>	
Proposed Tax Rate	0.6770
Effective Rate	0.6734
Rollback Rate	0.7623

#

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years. Since the tax rate of \$0.6770 is higher than the effective tax rate, per the Truth in Taxation guidelines, two public hearings are required. The following is a comparison of the 2018 proposed property tax rates of surrounding cities:

Belton	0.6598
Temple	0.6612
<b>Harker Heights</b>	<b>0.6770</b>
Killeen	0.7498
Copperas Cove	0.797908

- 2) Franchise Fees of \$1,470,000 represents approximately 7% of the total General Fund revenues.
  - a. Cable franchise fees are budgeted at \$350,000, a 6% increase over the current year projections;
  - b. Electricity franchise fees are proposed at \$975,000, an increase of 4% over the current year projections;
  - c. Gas franchise fees are proposed to be \$100,000, up from the \$88,600 projected; and
  - d. Telephone franchise fees are budgeted at \$45,000 for this next year, a slight increase over the amount projected for the current year.
- 3) Sales tax revenue is budgeted at \$6,630,700 which is a 1% or a \$65,700 increase over the \$6,565,000 projected for FY 2017-2018. In the long range projections, the City anticipated and projected sales tax revenues to level off once Market Heights and other large retail establishments came in and sales tax receipts became steady.
- 4) The Court Fine revenue line item is budgeted at \$1,000,000 for FY 2018-2019. The current year projection of \$940,000 exceeded the budget by \$140,000. Ticket volume and collections has been slowly increasing.
- 5) Ambulance revenues are budgeted at \$650,000 for this next year which is a slight increase over the \$640,000 projected for the current year. Rates and fees are proposed to change to match those within the region.
- 6) Interest Income is budgeted at \$215,000 for FY 2018-2019 which is about a 5% increase over the projected amount of \$205,000 for the current year which is mainly based on current rates.

- 7) The FY 2018-2019 budget includes the reimbursement from the Texas Department of Transportation (TxDOT) for the completion of the turnaround bridge at US 190 and Knight's Way which is part of the pass through funding program. The City will be reimbursed at \$.20 per vehicle based on the traffic counts during the past year. The minimum to be reimbursed is \$85,000 and the maximum is \$170,000 annually. Based on the traffic counts, the City should receive the maximum reimbursement.
- 8) Transfers that are budgeted to come in from other funds (\$890,000) are as follows:
  - a. Utility Fund - \$500,000;
  - b. Sanitation Fund - \$300,000; and
  - c. Restricted Courts Fund - \$90,000.

Expenditures are budgeted at \$20,918,700 which is an increase of \$184,400 over the \$20,734,300 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$15,876,300 and includes:
  - a. A salary adjustment of 2.5% for employees;
  - b. One new position, a part-time Veterinarian, in the Pet Adoption Center beginning mid-year;
  - c. Health Insurance premiums are budgeted to decrease for FY 2018-2019 by \$17,300; and
  - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,794,700, an increase of \$72,900, and includes the 2.5% salary adjustment.
- 2) Supplies are proposed at \$805,400 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$249,800. General supplies are budgeted at \$142,900 which is slightly less than the \$139,800 projected in the current year. Equipment supplies are budgeted at \$83,000, which will complete the wifi and camera installation throughout the city buildings. Chemical supplies are being held at \$12,200. Animal Care supplies at the Pet Adoption Center is proposed to increase to \$50,000, however, these costs are partially offset with donations and operating revenues. In total, the supply category is proposed to increase \$6,100 over the current year projection.
- 3) The maintenance category is proposed at a total of \$730,000 which is up from the prior year's projection of \$724,400. The vehicle maintenance category is budgeted at \$139,800 which is slightly lower than the current year projection. Building maintenance has a slight increase of \$2,800 over the current year projection. The equipment maintenance category is increasing by \$31,100 over the current year projections mainly due to the server support, and miscellaneous equipment repairs, but it also includes maintenance fees for the software and hardware used in Administration, Finance, Courts, and Code Enforcement.
- 4) Utility costs are budgeted at \$554,100 a slight increase from the FY 2017-2018 projected amount of \$545,000.
- 5) Travel and training expenses are budgeted at \$164,300 which is a slight increase of \$3,400 over the FY 2017-2018 budgeted amount.
- 6) Contract labor, within the services category, totals \$523,700, an increase of \$55,200 from the \$468,500 current year projection. A major expense in contract labor is the cost of public safety communications, budgeted at \$479,300, which covers Harker Heights' portion of the Bell County Communications Center. This is an increase of \$51,900 from the previous year.
- 7) Parks and Recreation programs are being budgeted at \$46,000 the same as the current year.
- 8) Nuisance abatement is budgeted at \$55,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.
- 9) State Tax Payments are budgeted at \$350,000 and are in direct correlation to the Court Fine revenue.
- 10) Legal fees are budgeted at \$58,300 about the same as the current year projected legal expense.
- 11) Advertising is set at \$41,500 for the upcoming fiscal year which includes the cost of printing recreation brochures and advertising new and vacant positions within the City.
- 12) A total of \$230,200 is budgeted for Professional Fees down from the current year's projected expenditure of \$270,400 which is mainly due to performing spay and neuter of animals at the Pet Adoption Center. The major expenditures in the Professional Fee line item are as follows:
  - a. Engineering fees - \$27,000;
  - b. Employee benefit consulting - \$32,000;



- c. Arbitrage consulting - \$6,000;
  - d. Oncor/Atmos steering committee participation fees - \$4,200;
  - e. Codification of ordinances - \$10,000;
  - f. Drug screens, background checks, polygraph exams, etc. - \$10,000;
  - g. Misc. filing, web hosting fees, and renewals - \$10,000;
  - h. Security/IT evaluations - \$15,000;
  - i. Central Station cleaning contract - \$10,600; and
  - j. Bell County Health Department - \$69,100.
- 13) In the prior year's budget, outside agency funding totaled \$217,200 which is approximately 1% of total expenditures. The FY 2018-2019 proposed budget for outside agency funding totals \$174,000 down \$43,200 from the prior year and 0.08% of total expenditures. The funding for each organization in the proposed budget is as follows:
- a. Transportation (HOP) expenditures included in the proposed budget is \$40,000 which is a slight decrease from the prior year expenditure of \$43,200.
  - b. The proposed budget for FY 2018-2019 includes \$17,000 for the Heart of Texas Defense Alliance which is the same amount budgeted and projected for the end of the current fiscal year.
  - c. Chambers of Commerce expenditures total \$52,500 which is made up of the following:
    - i. \$40,000 is allocated to the Harker Heights Chamber of Commerce; and
    - ii. \$12,500 to the Killeen Chamber of Commerce.
  - d. A total of \$12,500 is included as a contribution to Texas A&M for scholarships.
  - e. The contribution of \$30,000 to the Boys & Girls Club is to support their after-school programs at Union Grove Middle School and Eastern Hills Middle School.
  - f. \$9,500 to the Greater Killeen Free Clinic is included in the proposed budget.
  - g. The proposed budget includes a contribution of \$12,500 to the National Mounted Warfare Foundation.
- 14) The Youth Task Force line item is budgeted at \$10,000.
- 15) Economic Development expenditures total \$22,500 for FY 2018-2019 which includes the Retail Coach program.
- 16) \$575,000 is budgeted to be expensed to Seton Medical Center based on an incentive agreement to reimburse 100% of property taxes collected for seven years. This budget year will be year six of the seven and the last reimbursement payment will be made during the 2019-2020 fiscal year.
- 17) No transfers out to other funds are scheduled for FY 2018-2019.

The proposed budget reflects adding \$400 to the fund balance for a total of \$10,530,196 which exceeds the three months of operating reserve requirement of \$5,229,700.

### **Debt Service Fund**

Revenues in the Debt Service Fund total \$2,833,900 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,743,400). Expenditures total \$2,885,700 which includes \$2,855,700 in principal and interest payments on debt. A detail of outstanding debt is included in the "Debt Service" section.

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

- 1) Adequate economy;
- 2) Strong management, with "good" financial policies and practices under our Financial Management Assessment methodology;
- 3) Very strong budgetary flexibility with an available fund balance in fiscal 2016 of 47% of operating expenditures.
- 4) Strong budgetary performance, with balanced operating results in the general fund and an operating surplus at the total governmental fund level in fiscal 2016;

- 5) Very strong liquidity, with total government available cash of 72.8% of total governmental fund expenditures and access to external liquidity we consider strong;
- 6) Strong debt and contingent liability position, with debt service carrying charges at 12.4% of expenditures and net direct debt that is 154.7% of the total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 70.5% of debt scheduled to be retired in 10 years; and
- 7) Strong institutional framework score.

**Fixed Asset Fund**

Fiscal year 2018-2019 budgeted expenditures for fixed asset purchases total \$1,082,000. Some of the major items include:

1) Computer Lease	\$43,100
2) Security Camera Upgrade project	\$47,200
3) Coban Lease	\$110,200
4) Patrol Vehicles [(2) new]	\$111,400
5) Replacement Vehicles CID [(3) replacement]	\$45,000
6) Handheld Radios	\$4,300
7) Fire Engine/Pumper Lease	\$100,500
8) Flooring for Central Station Apparatus Bay	\$17,300
9) Fitness Equipment	\$34,100
10) Library Books & Processing	\$90,000
11) Zero Turn Mower [(2) replacements]	\$27,000
12) Projectors [(2) new]	\$11,200
13) Gator Utility Vehicle [(1) replacement]	\$6,700
14) Park Security Camera	\$19,500
15) Vehicles	\$127,700
16) Meter Readers	\$7,200
17) Mini Excavator with Trailer	\$52,000
18) Mechanical Bar Screen	\$125,500
19) Lift Station Rebuild	\$28,000

The FY 2018-2019 Budget reflects a total of \$703,950 as transfers into the Fixed Asset Fund and expenditures of \$1,082,000. Additionally, \$62,500 has been restricted for Dana Peak Park fixed assets starting in FY 2018-2019 which will leave an ending balance of \$7,415.

**Capital Improvement Fund**

Total revenues budgeted in the Capital Improvement Fund for FY 2018-2019 is \$13,581,295 and expenditures are at \$13,197,800. The following is a breakdown of the budgeted expenditures:

*2017 Certificates of Obligation:*

1) Ground Storage & Pump Station Rehab.	\$728,600
2) Bathrooms at Carl Levin Park	<u>\$100,000</u>
Total 2017 Certificate of Obligation Projects	\$828,600

*2018 Certificates of Obligation:*

1) Drainage Master Plan Priority #2 projects	\$1,347,400
2) Drainage Master Plan Priority #1 projects	\$846,100
3) Street Projects	<u>\$2,650,000</u>
Total 2018 Certificate of Obligation Projects	\$4,843,500

*2019 Certificates of Obligation PROPOSED:*

1) Traffic Light at Cedar Knob Road & FM 3481	\$580,800
2) Turn Lane on FM 3481 and Fuller Lane	\$900,000
3) Fire Station #2 Renovation/Expansion	<u>\$1,500,000</u>
Total 2019 Certificate of Obligation Projects	\$2,980,800

*KTMPPO Grant Funding:*

1) Commercial Drive Traffic Flow Roundabout	\$391,400
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*Non-Bond Revenue Projects:*

1) Completion of the Ground Storage & Pump Station Rehab.	\$198,300
2) Waterline Extension along FM 3481	\$270,000
3) Sewer Rehabilitation/Improvements	\$250,000
4) Thoroughbred Lift Station abandonment	\$147,200
5) VFW Lift Station Upgrade	\$50,000
6) Trimmier Creek Lift Station Iron Chloride Dosing Sys.	\$125,000
7) Sanitary Sewer at Fire Station #2	\$77,900
8) Warrior's Path Wastewater Interceptor Line	\$630,000
9) Park Improvements	\$50,000
10) Bathrooms at Carl Levin Park	\$195,000
11) Sidewalks along Verna Lee from High School to Indian Trail	\$215,000
12) Commercial Drive Traffic Flow Roundabout	\$510,100
13) Street Projects	<u>\$1,435,000</u>
Total Non-Bond Revenue Projects	\$4,153,500

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

**PROPRIETARY FUNDS**

**Utility Fund**

Utility Fund revenues are budgeted at \$10,224,500. This FY 2018-2019 budget is developed with 1% in growth and no rate increase. Amounts shown below for Harker Heights include this increase.

<b>Water and Sewer Rate Comparison</b>			
Residential	3,000 gallons	10,000 gallons	25,000 gallons
Harker Heights	\$39.58	\$85.01	\$134.51
Killeen	\$34.63	\$83.42	\$130.97
Copperas Cove	\$55.27	\$116.77	\$184.27
Temple	\$30.70	\$84.60	\$200.10
Belton	\$39.70	\$100.60	\$181.10

- 1) Water Income is budgeted at \$6,175,500 based on the anticipated growth and usage. Water sales for the current year are projected at \$6,114,400 an increase of \$128,900 over the \$5,985,500 budgeted for the current year.
- 2) \$3,750,300 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$90,000 to reflect the continued construction in the area.
- 4) The water supply agreement line item of \$27,000 reflects payments received from Dog Ridge per an agreement that went into effect October 2009. Payments received to date cover the fixed costs incurred by the City. Once meters and waterlines are in place, additional costs will be charged to cover maintenance and operations.
- 5) Penalties have been budgeted at \$90,000 for FY 2019 which is the same amount as the current year projection.

- 6) Online payment fees are budgeted at \$70,000 and are based on the website usage.
- 7) Interest Income is budgeted at \$30,000 which is based on current rates and is slightly higher than the \$28,000 projected for the current year.

Expenses for FY 2018-2019 are budgeted at \$10,202,900 which is \$63,000 higher than the \$10,139,900 projected for FY 2017-2018. The major expense items are as follows:

- 1) Salaries and benefits total \$1,361,100 which includes:
  - a. A salary adjustment of 2.5% effective in October;
  - b. At mid-year, a Water Operations Maintenance Crew Leader is being added to Water Operations Department in the Utility Fund;
  - c. Health Insurance is budgeted at \$116,000, an slight increase of \$4,600 from the current year budget; and
  - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$151,000 which is an increase over the \$144,200 projected for the current year.
- 2) The Supply category is budgeted at \$121,500, which is an increase of \$5,000 from the current year budget of \$116,500 which is mainly from the general and lab supply line items.
- 3) The proposed budget includes \$512,600 in maintenance expenses. The major expense in this category is in the repair and maintenance line item which is budgeted at \$160,000 to allow for repairs to pump stations, lift stations, and water and sewer lines. Equipment maintenance is budgeted at \$120,100 for utility billing and collection programs. Another major expense in this category are new service meters which will maintain a budget of \$110,000 for new meter installation and continuing with the City's meter replacement program.
- 4) Insurance is budgeted at \$22,800 for FY 2018-2019 and includes supplemental sewage backup coverage. This coverage is designed to reimburse private property owners for damages caused by sewage that backs up from facilities owned or controlled by the City when the sewage backup was not caused by City actions and the City had no prior notice.
- 5) Utilities are budgeted at \$455,000 which is less than the current year budget due to the current year usage being lower than budgeted.
- 6) Contract Labor is budgeted at \$285,000. This line item includes expenses for bacteriological testing, the outsourcing of the printing and mailing of utility bills, and contract labor for lift station repairs, maintenance, etc.
- 7) Bond Expense is budgeted at \$1,905,500 to cover principal and interest payments on outstanding debt.
- 8) A total of \$2,475,000 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) The major expenses included in the miscellaneous category are as follows:
  - a. \$60,000 for bad debt;
  - b. Audit fees for the Utility Fund at \$27,400;
  - c. Professional fees total \$30,000 for engineering costs related to the Utility Fund; and
  - d. A total of \$71,500 for amortization on advanced refundings related to the Utility Fund.
- 10) Transfers to other funds total \$2,725,000. They comprise of \$500,000 to the General Fund, \$75,000 to the Debt Service Fund, \$400,000 to the Fixed Asset Fund, and \$1,750,000 to the Capital Projects Fund.

The FY 2018-2019 budget reflects increasing the fund balance by \$21,600 for a total fund balance of \$3,547,177 which exceeds the three month operating reserve requirement of \$1,869,500.

### **Sanitation Fund**

Revenues in the Sanitation Fund are budgeted at \$2,240,800 for FY 2018-2019. A 1% rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

<b>FY 2019 Residential Garbage Rate Comparison</b>	
Temple	\$19.97
Copperas Cove	\$17.00*
<b><i>Harker Heights</i></b>	<b><i>\$18.51</i></b>
Killeen	\$21.41
Belton	\$17.56**

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

\*\*includes recycling

Expenses for FY 2018-2019 are budgeted at \$2,244,500.

- 1) The salary adjustment of 2.5% also applies to the position funded by the Sanitation Fund.
- 2) The major expense within this fund is the Garbage Contract line item used to pay Centex Waste Management for residential pickup which is budgeted at \$1,596,500.
- 3) The roll off dumpster line item is budgeted at \$160,000 and charged by Centex Waste Management for the pickup of those dumpsters.
- 4) Transfers to other funds total \$375,000 which includes \$75,000 to the Fixed Asset Fund and \$300,000 to the General Fund.

A projected fund balance of \$56,155 will be left in the Sanitation Fund at the end of the 2019 fiscal year.

### **Drainage Fund**

Drainage Fund revenues are budgeted at \$835,500 for FY 2018-2019. No rate increase is proposed for the 2019 budget.

Expenses for the FY 2018-2019 budget total \$855,600, which includes the following:

- 1) Bond expense totals \$311,100 which reflects our annual amortization of the drainage certificates of obligations principal and interest payments. Also, included is principal and interest payments for the recently issued 2018 Certificate of Obligation.
- 2) Operating expenses of \$194,500 which includes the 2.5% salary adjustment for all employees and \$30,000 for ground maintenance.
- 3) Transfers total \$350,000 – a transfer of \$200,000 to the Fixed Asset Fund and \$150,000 to the Capital Projects Fund.

A projected fund balance of \$41,483 will be left in the Drainage Fund at the end of FY 2018-2019.

## **RESTRICTED FUNDS**

### **Hotel/Motel Fund**

The Hotel/Motel Fund revenues are budgeted at \$81,300 and expenditures for FY 2018-2019 are budgeted at \$20,000 which is comprised of the following:

- 1) Advertising expense of \$7,500 and \$2,500 for promotion of the arts expenses related to the Annual Food and Wine Festival. These expenses total \$10,000 which will cover the cost of reimbursement to the Harker Heights Chamber of Commerce for holding the festival.
- 2) \$5,000 for advertising of other Chamber events which will be treated as a reimbursement to the Harker Heights Chamber of Commerce.
- 3) \$5,000 is budgeted for sporting event expenses.

- 4) The design phase of the Comanche Gap Historical Park is complete and expensed in FY 2016-2017. However, \$20,300 is under contract to be paid to the engineers once construction of the park is underway.
- 5) The Harker Heights Chamber of Commerce made a request of \$22,500 to supplement the cost of promotional material and advertising of their events. This request has not been included in the proposed FY 2018-2019 Budget.

The projected ending fund balance for FY 2018-2019 is budgeted at \$243,948. These funds are restricted and may be used only to promote tourism, conventions, and the hotel industry.

#### **Restricted Court Fund**

These funds are collected through the municipal court and are restricted for child safety, building security, juvenile case management, administration of justice, and technology for this department. Budgeted revenues for FY 2018-2019 are \$100,900. Expenditures are budgeted at \$100,000 which is reimbursement to the General Fund for bailiff services, a juvenile case manager and a Youth Health & Program Coordinator positions, technology and training expenses.

The proposed ending fund balance for the Restricted Court Fund is \$207,556 for FY 2018-2019.

#### **Employee Benefits Fund**

The Employee Benefits Fund was created for the purpose of reducing the premium tax that the City must pay to an insurance carrier for eligible lines of coverage. This fund is a pass through for the collection and payment of insurance premiums. Revenues reflect interest income of \$500 for an ending fund balance of \$1,879.

#### **Summary**

The City's Vision Statement is as follows: *Providing public services that empower people to focus on what matters most: their goals, hopes and dreams.* The fiscal year 2018-2019 budget was designed with that vision in mind. It provides the resources for each City department to provide high levels of service. The budget adds personnel, equipment and capital projects all for the singular focus of providing the best service for our citizens. Quality employee compensation and benefits are maintained for our employees. I am excited to present the 2018-2019 budget as it reflects the passion for service that our employees have toward our citizens and businesses.

Revenues for FY 2018-2019 for all funds total \$40,262,000 and expenditures total \$51,572,000. The budget does not increase the tax rate, is balanced, and does not use fund balance. The operating budgets are conservatively developed based on the current economy and expected trends.

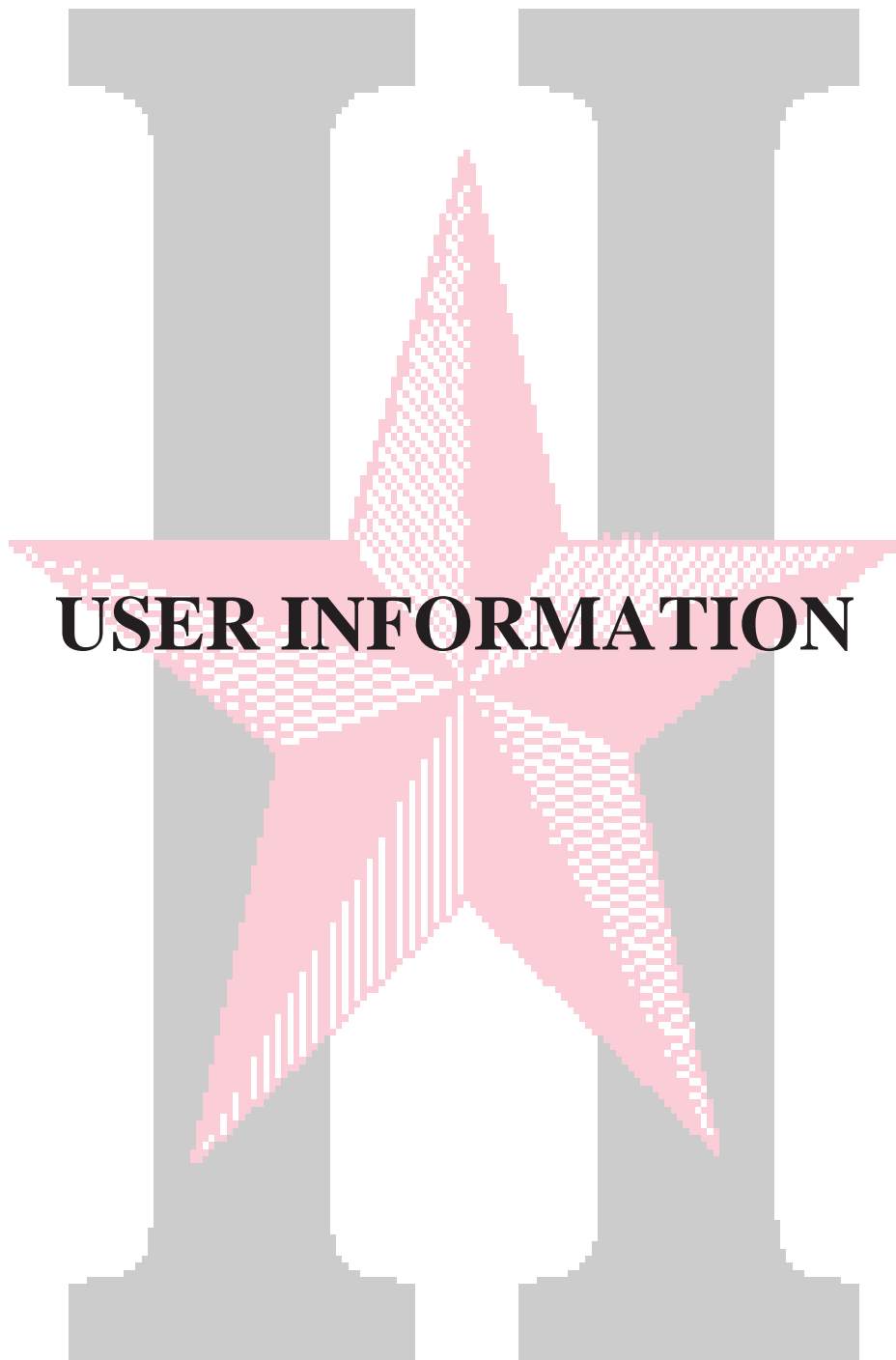
Final adoption of the budget and tax rate will be September 11, 2018.

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

Sincerely,



David R. Mitchell  
City Manager



**USER INFORMATION**

## USER INFORMATION

### BUDGET CONTENTS

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

#### Introduction and Information

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

#### Financial

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

#### Supporting Information

- The *Fee Schedule* is a detailed listing of fees and/or charges for services in effect for the coming fiscal year.
- Copies of the ordinances generated by the budget process can be found in the *Ordinance* section. This includes:
  - Ordinance #2018-21: Adopting and Approving the Budget for Fiscal Year 2018-2019,
  - Ordinance #2018-22: Levying a Tax Rate for the Tax Year 2018, and
  - Ordinance #2018-23: Prescribing and Setting the Fiscal Year 2018-2019 Rates and Charges.
- The *Glossary* provides a listing of some of the words and acronyms in the annual budget book and their meanings.



## **THE CITY ORGANIZATION**

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

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

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

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

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

## **THE BUDGET PROCESS**

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

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

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

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

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

In accordance with the City Charter the proposed budget is presented to the City Council in column format. Opposite the revenue and expenditure items, the actual amount of each item for the last completed fiscal year, the estimated amount for the current fiscal year and the proposed amount for the ensuing fiscal year shall be shown. It is at this meeting that the dates for the Public Hearings and the Adoption of the budget are set. The proposed budget is sent to the Library for patrons to view, is available by request in the Administration office, and is published on the City’s website.

Notices of Public Hearing are published in the newspaper and on the City website at least five days before the hearing. The hearing provides an opportunity for citizens to express their ideas and opinions about the budget to their elected officials. Two public hearings were held for the planning of this budget per Truth-in-Taxation guidelines.

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

The budget calendar that follows outlines the budget process.

**FY 2018-2019 BUDGET AND TAX CALENDAR**

<b>Date Due</b>	<b>Event/Requirement/Action</b>
February 07	IT Deadline for Technology Related Fixed Asset Requests
March 21	Budget Kickoff Meeting/Top 5 Fixed Asset Request Presentations by Department Heads
April 06	Planning Forms Due – Fixed Assets, Capital Improvements and Personnel Requests
April 20	Line Item Worksheets and Data Input Due
May - June	Meet with Department Heads separately on their budgets
May 31	New Outside Agency Applications and All Outside Agency Funding Requests Due
June 12	Presentations by Outside Agencies
July 31	Present Proposed Budget to the Council
August 02	Budget Retreat and Discussion
August 07	Record Vote on Tax Rate
August 21	Public hearing on budget and tax rate
August 28	Public hearing on budget and tax rate
September 11	Meeting to adopt the budget, fee schedule, and tax rate

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

AMENDING THE BUDGET: The Council may adopt a budget amendment by ordinance and by a favorable vote of a majority of the members of the whole council. In May, a workshop is conducted with

the City Council to discuss mid-year budget adjustments. The City budget may be amended and appropriations altered by ordinance at this time also.

**CITY FUNDS**

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

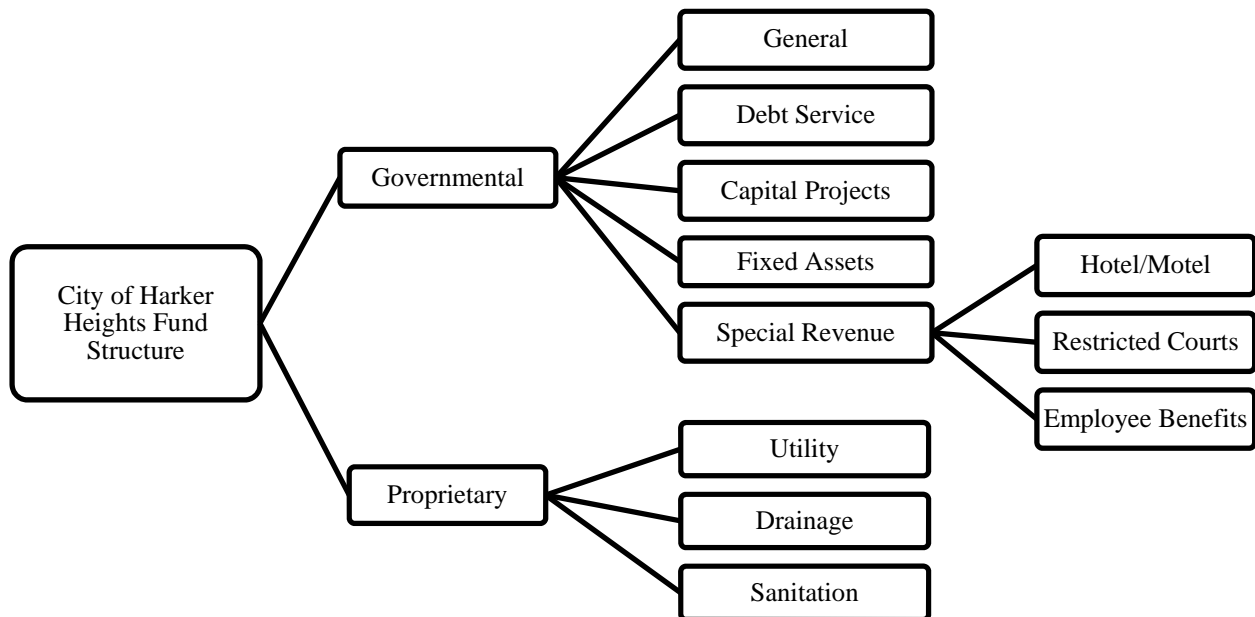
<b>FUND/ FUND TYPE</b>	<b>DESCRIPTION</b>	<b>A</b>	<b>M</b>	<b>B</b>	<b>C</b>
General/ Governmental	Accounts for all transactions not required to be accounted for in any other Fund.	Y	Y	Y	Y
Debt Service/ Governmental	Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.	Y	Y	Y	Y
Fixed Assets/ Governmental	Accounts for the acquisition of items that cost \$1,000 or more each.	Y	N	Y	N
Capital Projects/ Governmental	Accounts for the acquisition and construction of major capital facilities.	Y	Y	Y	Y
Hotel/Motel/ Special Revenue	Accounts for the levy and utilization of the hotel/motel occupancy tax.	Y	N	Y	Y
Restricted Court/ Special Revenue	Accounts for revenues generated from court fines that are restricted for a specific purpose.	Y	N	Y	Y
Employee Benefits/ Special Revenue	Accounts for the collection and payment of insurance premiums.	Y	N	Y	N
Utility/ Proprietary	Accounts for operations related to providing water and wastewater service to the citizens.	Y	Y	Y	Y
Drainage/ Proprietary	Accounts for operations related to providing drainage service to the citizens.	Y	Y	Y	Y
Sanitation/ Proprietary	Accounts for operations related to providing sanitation service to the residential community.	Y	Y	Y	Y
Fiduciary	Account for resources that are held by the government as a trustee or agent for parties outside the government and cannot be used to support the government's own programs.	N/A	N/A	N/A	N/A

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

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

GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		
GENERAL	SPECIAL REVENUE	UTILITY	DRAINAGE	SANITATION
City Council City Manager Assistant City Manager/ City Secretary Administration: Human Resources Information Services Municipal Court (80%) Records Management Finance: Accounts Payable Accounts Receivable Auditing Budget Cash Management & Investments Grant Reporting Payroll Purchasing Water Admin (25%) Police: Administration Community Services Criminal Investigations Patrol Planning/Development: Building Inspection Code Enforcement Geographical Information System Planning Fire: Administration Operations Prevention Library Parks & Recreation: Athletic Activities Parks and Public Grounds Recreation Activities Special Events Public Works: Drainage (17%) Streets (85%)	Restricted Courts: Municipal Court (20%)	Public Works: Streets (10%) Water Admin (75%) Water Operations Wastewater	Public Works: Drainage (88%)	Public Works: Sanitation

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



**BUDGET BASIS**

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

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

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

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

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

## **FINANCIAL AND BUDGET POLICIES**

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

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

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

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

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

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

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

Purchasing – City departments have the responsibility to see that their budget accounts are not overspent. The City utilizes a centralized purchasing system. All purchase requisitions (\$150 - \$499.99) and purchase orders (\$500+) are to be submitted to and approved by the Finance Department. The Finance Director has the authority to approve expenditures of up to \$499.99 for goods, services or public improvements where funds have been appropriated in the current budget. Purchases \$500 or more require approval of the Finance Director and City Manager. Items over \$500 require at least three written quotes obtained by the department; items over \$50,000 will be bid out by the Finance Department with assistance from the requesting department.

The City of Harker Heights' Purchasing Policy is not formally adopted, however, it is updated as legislation changes and distributed to departments as needed. Department Heads and Representatives are trained on the policies upon being hired and attend refresher trainings as needed.

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

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

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

The City of Harker Heights' Investment Policy is adopted by the City Council every year; the last adoption was August 14, 2018.

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

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







**HISTORY/  
DEMOGRAPHICS**

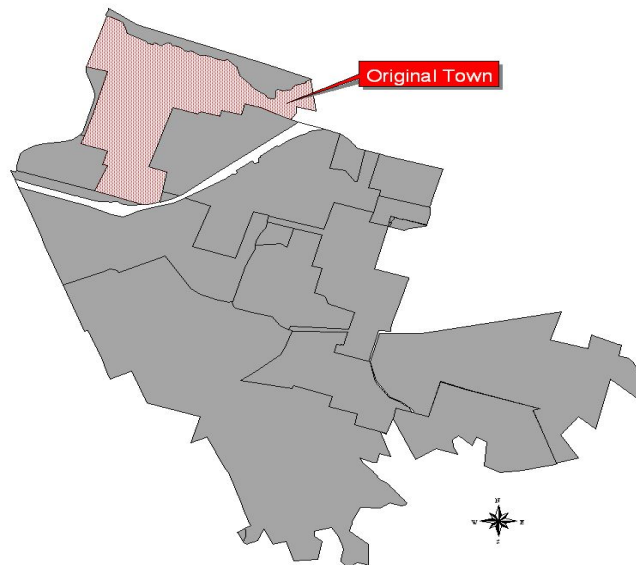
## HISTORY OF HARKER HEIGHTS

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

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

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

The city at its inception was approximately 950 acres in size. Through various annexations, the city grew from 945 acres to its current size of 9,064 acres. Due to annexations and growth, population increased from a projected 600 in 1960 to today's estimate of over 26,000 residents.



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

## CITY AND AREA DEMOGRAPHICS

### LOCATION

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

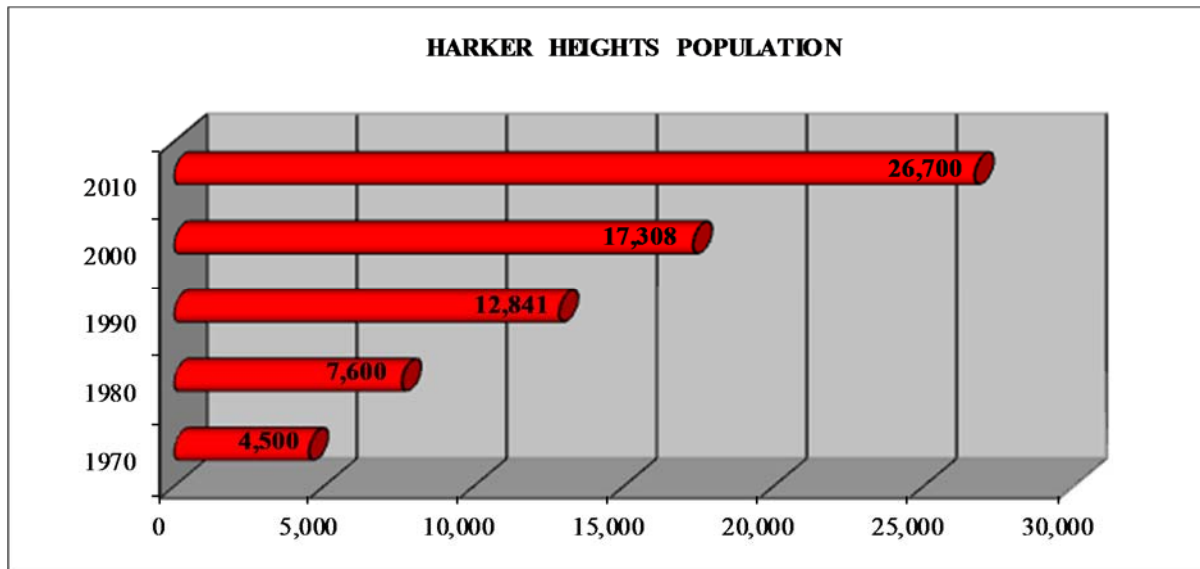


*(Source: Mapquest and AltaMap)*

### CLIMATE

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

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



*Harker Heights' population increased 9,392 people since the last Census was taken.*

	1980	1990	2000	2010
Harker Heights	7,600	12,841	17,308	26,700
Belton	10,660	12,476	14,623	18,216
Bell County	157,889	191,144	237,924	310,235

### ECONOMIC STATISTICS

Census 2010, Harker Heights:

White	14,145
Black/African American	5,084
American Indian/Alaska Native	136
Asian	1,004
Native Hawaiian/Other Pacific Islander	224
Hispanic/Latino (of any race)	4,920
Two or more races	1,142
Some other race	45
Median Age	31.6

LMCI TRACER/TX Workforce Commission, Killeen-Temple-Fort Hood Metropolitan Statistical Area:

2015 Total Income	\$17,343,480,000
2015 Per Capita Income	\$40,237

LMCI TRACER/TX Workforce Commission, Harker Heights:

2017 Average Unemployment Rate	4.2%
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Bell County Appraisal District, Harker Heights:

2018 Market Value	\$2,180,599,663
2018 Net Taxable Value	\$1,803,480,163
2018 Net Taxable Value, New Property	\$37,152,264
2018 Tax Rate	\$0.6770

## EDUCATION

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

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

School Name	2016-2017 Accountability Rating	Number of Distinction Designations Earned	Class of 2016 Graduation Rate
Harker Heights Elem.	Met Standard	1 of 7	-
Mountain View Elem.	Met Standard	2 of 7	-
Skipcha Elem.	Met Standard	1 of 7	-
Eastern Hills Middle	Met Standard	0 of 7	-
Union Grove Middle	Met Standard	1 of 7	-
Harker Heights High	Met Standard	0 of 7	95.7%

(Source: TEA Website)

Area Colleges and Universities include:

- Central Texas College – Killeen: A public open-admission community college offering associate degrees and certificate programs in academic, professional and vocational/technical fields. Campuses include the Main Campus in Killeen and campuses in Fort Hood, the Pacific Far East, Europe, and a Continental Campus that provides services at 25 military installations, and participates in a Navy College Program.
- Texas A&M University – Central Texas: Born in the spirit of community cooperation in September 1999 as Tarleton University – Central Texas, Texas A&M University – Central Texas became a standalone university on May 27, 2009 as a member of the Texas A&M University System. It is an upper-level institution offering bachelors and masters degrees; undergraduate degrees in 38 areas and graduate degrees in 26 areas.
- University of Mary Hardin-Baylor – Belton: A Christ-centered institution of higher learning operating in affiliation with the Baptist General Convention of Texas and offering numerous undergraduate and graduate programs.
- Temple College – Temple: A public community college that offers a baccalaureate or higher degree and is a point of access for numerous professional fields such as medicine, law, and education. Campuses include the Main Campus in Temple and centers in Taylor and Cameron.
- University of Texas – Austin: A major research university offering more than 100 undergraduate and 170 graduate degree programs in order to provide superior and comprehensive educational opportunities at the baccalaureate through doctoral and special professional educational levels.

School Name	Enrollment		Degrees	
	Fall 2015	Fall 2016	2014-15	2015-16
Central Texas College (Killeen)*	15,969	15,355	3,219	3,220
Texas A&M Central Texas	2,522	2,619	685	771
University of Mary Hardin-Baylor	3,898	3,906	754	929
Temple College	5,257	5,139	563	598
University of Texas, Austin	50,950	51,331	13,887	14,676

\*Enrollment is Killeen campus only; degrees is all campuses

(Source: School's website, Public Relations and/or Research Departments)

**MAJOR EMPLOYERS**

<u>Employer</u>	<u>Number of Employees</u>
Killeen Independent School District (Harker Heights Campuses)	734
Wal-Mart Supercenter	537
Seton Healthcare	530
HEB Grocery Store	261
City of Harker Heights (active employees)	242

**MAJOR TAXPAYERS (TAX YEAR 2016)**

<u>Taxpayer</u>	<u>Taxable Value</u>
HH/Killeen Health System LLC	\$49,646,983
Cole MT Harker Heights TX LLC	\$32,169,643
HH/Killeen Health System LLC	\$28,800,000
Wal-Mart Real Estate Business Trust	\$16,252,304
Oncor Electric Delivery Co LLC	\$12,072,871
HH/Killeen Health System LLC	\$9,099,219
Sam’s East Inc.	\$7,411,604
Sam’s Real Estate Business Trust	\$7,132,057
HEB Grocery Company	\$6,923,383
Target Corporation	\$6,269,128

**UTILITIES**

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

<u>Natural Gas:</u>	Supplier	Atmos Energy
<u>Water Supply:</u>	Supplier	City of Harker Heights
	Water Source	WCID #1-Surface Water
	Maximum Daily Capacity	16.3 Million Gallons
	Daily Average Consumption	4.3 Million Gallons
<u>Sewer System:</u>	Operator	City of Harker Heights
	Treatment Plant	Activated Sludge
	Maximum Daily Capacity	3.0 Million Gallons
	Daily Average Treatment	1.7 Million Gallons

**TRANSPORTATION**

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

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

**CITY OF HARKER HEIGHTS  
MISCELLANEOUS STATISTICS**

Date of Incorporation: 1960

Form of Government: Home Rule

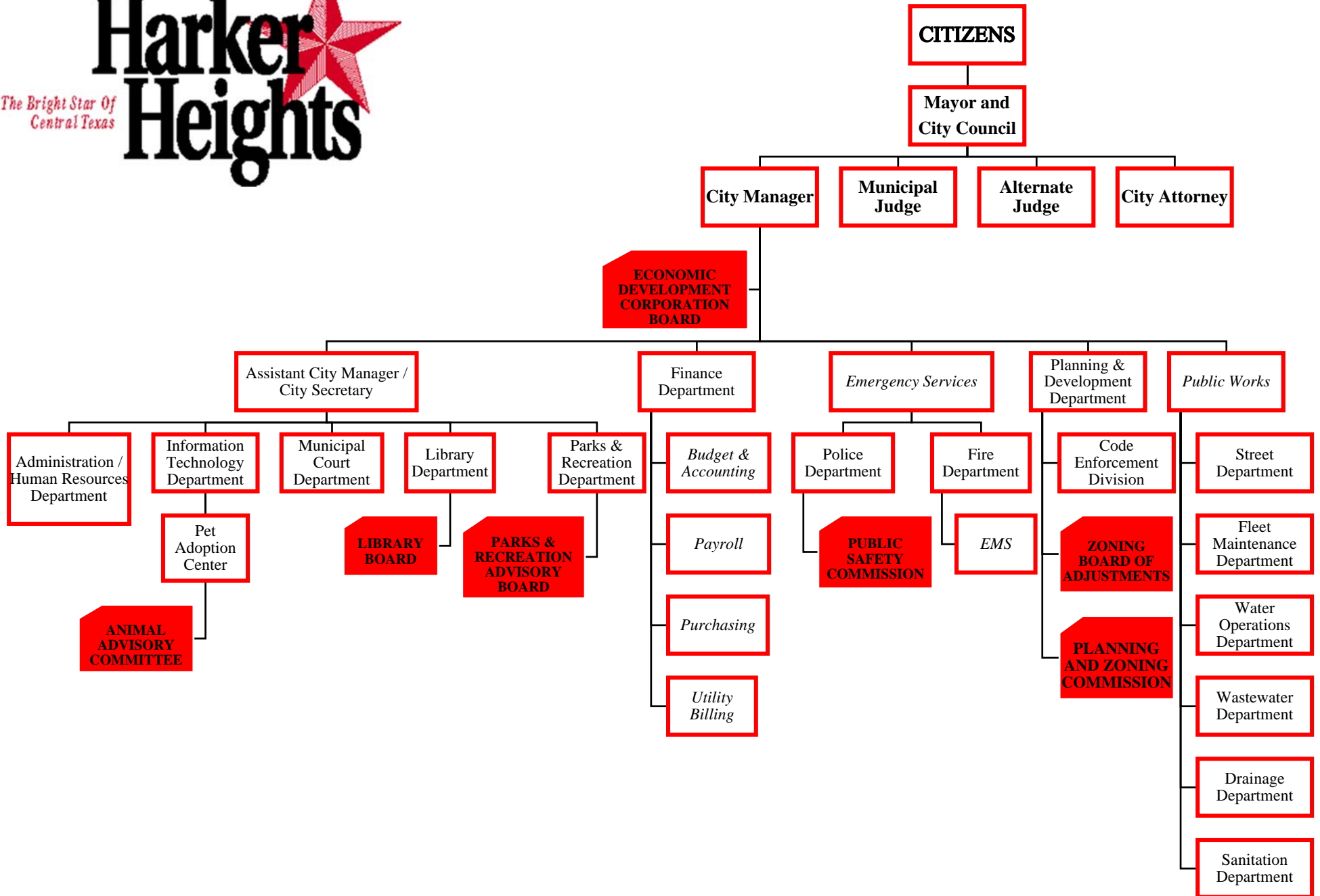
	Sep 2018	Sep 2017	Sep 2016	Sep 2015	Sep 2014
Number of employees (excluding police and fire):					
Classified	113	109	107	105	100
Exempt	19	19	19	19	18
Area in square miles	15.7	15.7	15.7	15.4	15.4
Name of Government Facilities and Services:					
Miles of streets	150.55	145.28	145.40	145.64	144.16
Number of street lights	1,541	1,480	1,470	1,445	1,438
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	6	8	8	8	8
Park acreage	192	194	194	194	194
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	139,124	164,372	176,788	199,529	166,256
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	46	45	45	45	44
Number of calls answered	4,336	3,970	3,930	4,049	3,547
Number of inspections conducted	516	500	444	600	800
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	63	62	62	61	63
Number of patrol units	21	21	20	20	20
Number of trailers	3	3	3	3	3
Number of law violations:					
Physical arrests	916	1,168	2,386	1,173	1,496
Traffic violations	5,487	4,127	2,979	3,916	8,126
Parking violations	47	43	27	42	27
Sewage System:					
Miles of sanitary sewers	132.26	132.07	131.33	130.36	125.92
Miles of storm sewers	10	10	10	10	10
Number of treatment plants	1	1	1	1	1
Number of service connections	9,685	9,486	9,228	8,959	8,842
Daily average treatment in gallons	1,740,000	1,990,000	2,780,000	1,940,000	1,790,000
Maximum daily capacity of treatment plant in gallons	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Water System:					
Miles of water mains	183.89	183.77	187.10	179.13	177.55
Number of service connections	11,111	10,887	10,638	10,384	10,006
Number of fire hydrants	1,185	1,181	1,102	1,102	1,101
Daily average consumption in gallons	4,300,000	4,207,000	4,162,500	4,000,000	3,953,600
Maximum daily capacity of plant in gallons	16,250,000	13,500,000	13,500,000	13,500,000	13,500,000
Facilities and services not included in the primary government:					
Education:					
Number of elementary schools	3	3	3	3	3
Number of elementary school instructors	182	181	179	178	170
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	254	239	243	243	243





**PERSONNEL**

# FISCAL YEAR 2018-2019 ORGANIZATIONAL STRUCTURE



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

	FY 2016-17		FY 2017-18		FY 2018-19		Increase/ Decrease # of Positions	Increase/ Decrease # of FTEs
	# of Positions	Full Time Equivalent	# of Positions	Full Time Equivalent	# of Positions	Full Time Equivalent		
Municipal Services								
Administration	11.0	11.0	11.0	11.0	11.0	11.0	0.0	0.0
Finance	8.0	8.0	9.0	9.0	9.0	9.0	0.0	0.0
Pet Adoption Center	8.0	8.0	10.0	9.5	11.0	10.0	1.0	0.5
Municipal Courts	10.0	9.5	10.0	10.0	10.0	10.0	0.0	0.0
Subtotal Municipal Services	37.0	36.5	40.0	39.5	41.0	40.0	1.0	0.5
Planning and Building								
Planning and Development	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Code Enforcement	5.0	5.0	5.0	5.0	5.0	5.0	0.0	0.0
Subtotal Planning and Building	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Public Safety								
Police	62.0	61.0	63.0	62.0	66.0	64.5	3.0	2.5
Fire	45.0	44.5	46.0	45.5	46.0	46.0	0.0	0.5
Subtotal Public Safety	107.0	105.5	109.0	107.5	112.0	110.5	3.0	3.0
Culture and Recreation								
Library	15.0	10.5	15.0	11.0	15.0	11.0	0.0	0.0
Parks and Recreation	64.0	46.0	64.0	46.0	65.0	47.0	1.0	1.0
Subtotal Culture and Recreation	79.0	56.5	79.0	57.0	80.0	58.0	1.0	1.0
Public Works								
Streets	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Water and Sewer	18.0	18.0	19.0	19.0	20.0	20.0	1.0	1.0
Drainage	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Sanitation	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
<b>Total City of Harker Heights</b>	<b>268.0</b>	<b>243.5</b>	<b>274.0</b>	<b>250.0</b>	<b>280.0</b>	<b>255.5</b>	<b>6.0</b>	<b>5.5</b>

Fiscal Year 2019 includes the following changes to personnel:

<sup>1</sup> Addition of a Part-Time Veterinarian in March 2019.

<sup>2</sup> Deputy Chief position was deleted and made into two Police Officer positions; long-standing Commander retires at September 30 allowing for additional Police Officer position. A part-time Victim/Witness Coordinator was also added to the Police Department.

<sup>3</sup> Upgrade part-time Billing Clerk to full-time.

<sup>4</sup> Director of Public Relations position was added to the Parks and Recreation Department.

<sup>5</sup> Addition of Crew Leader in March 2019.

DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

FY 2016-17    FY 2017-18    FY 2018-19

**ADMINISTRATION DEPARTMENT**

Full-Time:

City Manager	1	1	1
Assistant City Manager/City Secretary	1	1	1
Human Resource Director	1	1	1
Information Services Director	1	1	1
Information Technology Analyst	1	1	1
System Support Technician	1	1	1
System Support Coordinator	1	1	1
Administrative Assistant	1	0	0
Assistant City Secretary	0	1	1
Human Resource Coordinator	1	1	1
Records Management Coordinator	1	1	1
Human Resource Clerk	1	1	1
<b>Total Administration Department</b>	<b>11</b>	<b>11</b>	<b>11</b>

**FINANCE DEPARTMENT**

Full-Time:

Finance Director	1	1	1
Assistant Finance Director	1	1	1
Payroll Specialist	1	1	1
Finance Coordinator	1	1	1
Account Technician	0	1	1
Account Clerk	1	1	1
Utility Billing Clerk	2	2	2
Customer Service Clerk	1	1	1
<b>Total Finance Department</b>	<b>8</b>	<b>9</b>	<b>9</b>

**PET ADOPTION CENTER**

Full-Time:

Pet Adoption Center Manager	1	1	1
Pet Adoption Center Supervisor	1	1	1
Pet Adoption Center Coordinator	1	1	1
Animal Services Officer	3	3	3
Veterinary Technician	0	1	1
Kennel Technician	1	1	1
Maintenance Specialist	1	1	1
<b>Subtotal</b>	<b>8</b>	<b>9</b>	<b>9</b>

Part-Time:

Veterinarian	0	1	2
<b>Total Pet Adoption Center Department</b>	<b>8</b>	<b>10</b>	<b>11</b>

**POLICE DEPARTMENT**

Full-Time:

Police Chief	1	1	1
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DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2016-17	FY 2017-18	FY 2018-19
<b>POLICE DEPARTMENT, continued</b>			
Deputy Police Chief	1	1	0
Commander	0	3	2
Lieutenant	3	8	8
Detective	4	0	0
Sergeant	7	9	9
Corporal	6	0	0
Police Officers	29	29	33
Social Worker	1	1	0
Victims Witness Coordinator	0	0	1
Evidence Technician	0	1	1
Telecommunicator	5	5	5
Administrative Assistant	1	1	1
CID Clerk	1	1	1
Records Clerk	1	1	1
Subtotal	60	61	63
Part-Time:			
Telecommunicator	2	2	2
Assistant Victims Witness Coordinator	0	0	1
<b>Total Police Department</b>	<b>62</b>	<b>63</b>	<b>66</b>

**MUNICIPAL COURTS DEPARTMENT**

Full-Time:			
Municipal Judge	1	1	1
Alternate Judge	1	1	1
Court Administrator	1	1	1
Clerk of the Court	1	1	1
Juvenile Case Manager	1	1	1
Deputy Court Clerk	2	3	3
City Marshal	1	1	1
Warrant Officer	1	1	1
Subtotal	9	10	10
Part-time:			
Customer Service Clerk	1	0	0
<b>Total Municipal Courts Department</b>	<b>10</b>	<b>10</b>	<b>10</b>

**PLANNING & DEVELOPMENT DEPARTMENT**

Full-Time:			
Planning & Development Director	1	1	1
Senior Planner/GIS System	1	1	1
GIS Analyst/Planner	1	1	1
Administrative Assistant/Secretary	1	1	1
<b>Total Planning &amp; Development Department</b>	<b>4</b>	<b>4</b>	<b>4</b>

DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

FY 2016-17    FY 2017-18    FY 2018-19

**CODE ENFORCEMENT DEPARTMENT**

Full-Time:

Building Official	1	1	1
Building Inspector	1	1	1
Code Enforcement Officer	2	2	2
Secretary	1	1	1
<b>Total Code Enforcement Department</b>	<b>5</b>	<b>5</b>	<b>5</b>

**FIRE ADMINISTRATION DEPARTMENT**

Full-Time:

Fire Chief	1	0	0
Deputy Fire Chief/Fire Marshal	1	0	0
Fire Inspector/Investigator	1	0	0
Administrative Assistant	1	0	0
<b>Subtotal</b>	<b>4</b>	<b>0</b>	<b>0</b>

Part-Time:

Billing Clerk	1	0	0
<b>Total Fire Administration Department</b>	<b>5</b>	<b>0</b>	<b>0</b>

**FIRE OPERATIONS DEPARTMENT**

Full-Time:

Fire Chief	0	1	1
Deputy Fire Chief	1	1	1
Deputy Fire Chief/Fire Marshal	0	1	1
Fire Inspector/Investigator	0	1	1
Battalion Chief of Training	0	1	1
Battalion Chief	0	3	3
Captain - Firefighter/Paramedic	3	0	0
Lieutenant - Firefighter/Paramedic	3	6	6
Firefighter/Paramedic/EMT Driver/Pump Operator	6	6	6
Firefighter/Paramedic/EMT	27	24	24
Executive Assistant	0	1	1
Billing Clerk	0	0	1
<b>Subtotal</b>	<b>40</b>	<b>45</b>	<b>46</b>

Part-Time:

Billing Clerk	0	1	0
<b>Total Fire Operations Department</b>	<b>40</b>	<b>46</b>	<b>46</b>

**LIBRARY DEPARTMENT**

Full-Time:

Library Director	1	1	1
Children's Librarian	1	1	1
Reference Librarian	2	2	2
Youth Health and Program Coordinator	0	1	1

DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2016-17	FY 2017-18	FY 2018-19
<b>LIBRARY DEPARTMENT, continued</b>			
Library Clerk	2	2	2
<b>Subtotal</b>	<b>6</b>	<b>7</b>	<b>7</b>
Part-Time:			
Library Clerk	5	4	4
Library Page	2	2	2
<b>Subtotal</b>	<b>7</b>	<b>6</b>	<b>6</b>
Seasonal:			
Summer Library Page	2	2	2
<b>Total Library Department</b>	<b>15</b>	<b>15</b>	<b>15</b>

**PARKS & RECREATION DEPARTMENT**

Full-Time:			
Director of Public Relations	0	0	1
Parks & Rec Director	1	1	1
Recreation Superintendent	1	1	1
Parks & Public Grounds Supervisor	1	1	1
Administrative Assistant	1	1	1
Recreation Services Specialist/Event Coordinator	1	1	1
Athletic Coordinator	2	2	2
Activities Coordinator	1	1	1
Activities Specialist	1	1	1
Crew Leader - Athletics	1	1	1
Crew Leader - Parks/Public Grounds	1	1	1
Light Equipment Operator - Athletics	3	3	3
Light Equipment Operator - Parks/Public Grounds	10	10	10
Custodian	4	4	4
<b>Subtotal</b>	<b>28</b>	<b>28</b>	<b>29</b>
Part-Time:			
Recreation Aide	5	5	4
Athletic Aide	0	0	1
<b>Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>
Seasonal:			
Spring Break Day Camp Worker	3	3	3
Summer Day Camp Leader	2	2	2
Summer Day Camp Assistants	8	8	8
Ball Crew	2	2	2
Water Safety Instructor	2	2	2
Swimming Pool Lifeguards	10	10	10
Aquatic Supervisor	2	2	2
Aquatic Cashier	2	2	2
<b>Subtotal</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>Total Parks &amp; Recreation Department</b>	<b>64</b>	<b>64</b>	<b>65</b>

DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

FY 2016-17    FY 2017-18    FY 2018-19

**PUBLIC WORKS DEPARTMENT**

Full-Time:

Public Works Director	1	1	1
Utilities Superintendent	1	1	1
Customer Relations Supervisor	1	1	1
<b>Total Public Works Department</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STREET DEPARTMENT**

Full-Time:

Sign Supervisor	1	1	1
Heavy Equipment Operator	3	3	3
Light Equipment Operator	3	3	3
<b>Total Street Department</b>	<b>7</b>	<b>7</b>	<b>7</b>

**MAINTENANCE DEPARTMENT**

Full-Time:

Maintenance Supervisor	1	1	1
Welder	1	1	1
Mechanic	1	1	1
Mechanic's Helper	1	1	1
<b>Total Maintenance Department</b>	<b>4</b>	<b>4</b>	<b>4</b>

**WATER OPERATIONS DEPARTMENT**

Full-Time:

Water Field Supervisor	1	1	1
BPAT/CSI Water Distribution System	0	1	1
Crew Leader	1	1	2
Heavy Equipment Operator	1	1	1
Maintenance Technician II	1	1	1
Maintenance Technician I	1	1	1
Water Service Worker	4	4	4
Inventory/Line Locator	1	1	1
<b>Total Water Operations Department</b>	<b>10</b>	<b>11</b>	<b>12</b>

**WASTEWATER DEPARTMENT**

Full-Time:

Chief Plant Operator	1	1	1
FOG Collection/Field Supervisor	1	1	1
Collections Operator	1	1	1
Maintenance Technician I	5	5	5
<b>Total Wastewater Department</b>	<b>8</b>	<b>8</b>	<b>8</b>



DETAILED PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2016-17	FY 2017-18	FY 2018-19
<b>DRAINAGE DEPARTMENT</b>			
Full-Time:			
Drainage/Street Supervisor	1	1	1
Light Equipment Operator	2	2	2
<b>Total Drainage Department</b>	<b>3</b>	<b>3</b>	<b>3</b>
 <b>SANITATION DEPARTMENT</b>			
Full-Time:			
Maintenance Technician I	1	1	1
<b>Total Sanitation Department</b>	<b>1</b>	<b>1</b>	<b>1</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>268</b>	 <b>274</b>	 <b>280</b>

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

**CITY COUNCIL**

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

**APPOINTED OFFICIALS**

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

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

<u>Name</u>	<u>Term Expires</u>
Jan Anderson.....	2019
Noel Webster .....	2019
Larry Robison .....	2020
Rob Robinson III .....	2020
Stephen Watford .....	2021
Joshua McCann.....	2021
Darrel T. Charlton.....	2021
Lana Carey.....	2022
Adam Parker .....	2022

Rodney Shine – Alternate #1                      Dustin Hallmark – Alternate #2  
Nuala K. Taylor – Alternate #3                  Ken Cox – Alternate #4  
VACANT – Alternate #5

**ZONING BOARD OF ADJUSTMENT**

<u>Name</u>	<u>Term Expires</u>
David A. McClure.....	2019
Charles P. Sweeney.....	2019
Paul J. Perugini .....	2020
Thomas G. Wilson .....	2020
David Hermosillo.....	2020

Edward Paul Loughran III – Alternate #1                  Charltorio Johnson – Alternate #2  
VACANT – Alternate #3    VACANT – Alternate #4

**PUBLIC SAFETY COMMISSION**

<u>Name</u>	<u>Term Expires</u>
Jerris Mapes .....	2019
Louis Best .....	2020
Jack Palmer .....	2020
John Footman.....	2021
Jennifer McCann.....	2021

Shane Hodyniak II – Alternate #1                      Dick Dwinell – Alternate #2

**LIBRARY BOARD**

<u>Name</u>	<u>Term Expires</u>
Ursula Pirtle .....	2020
Jeanine L. Sims .....	2020
Consuelo Samarripa .....	2020
Jessica Casey .....	2021
Barbara Kelly .....	2022
Mary Rose Roman .....	2022
Ramona Rubedor .....	2022

Julianna Greene – Alternate #1

Bailey Greene – Alternate #2

**PARKS & RECREATION ADVISORY BOARD**

<u>Name</u>	<u>Term Expires</u>
Angie Wilson .....	2019
Eva Keagle .....	2019
Heidi Heckel .....	2021
Jack Palmer .....	2021
Natalie R. Austin .....	2021
Patrick W. Kerr .....	2021

Martha Martinez – Alternate #1

VACANT – Alternate #2

**ANIMAL ADVISORY COMMITTEE**

<u>Name</u>	<u>Term Expires</u>
Jessica Giese .....	2019
Dr. Patricia Darnell .....	2020
Dr. Nina Griffin .....	2021
Gary Bates .....	2021
Susan Mooney .....	2021

Finni Dirr – Alternate #1  
Carey Stites – Alternate #3

George Grammas – Alternate #2  
Barbara Kane – Alternate #4

**ECONOMIC DEVELOPMENT CORPORATION BOARD**

<u>Name</u>	<u>Term Expires</u>
Hal Schiffman .....	2019
Spencer H. Smith .....	2019
Mike Aycock .....	2019
David R. Mitchell .....	2019
Michael Blomquist .....	2020
Steve Carpenter .....	2020
Jim Wright .....	2020





**BUDGET SUMMARIES**

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

	GOVERNMENTAL FUNDS					PROPRIETARY FUNDS				SPECIAL REVENUE FUNDS				ALL FUNDS
	General	Debt Service	Fixed Asset	Capital Improv	Total	Utility	Sanitation	Drainage	Total	Hotel/Motel	Restricted Courts	Employee Ben Trust	Total	Grand Total
<b>Unallocated Reserve as of 9/30/2017</b>	<b>10,432</b>	<b>191</b>	<b>638</b>	<b>15,180</b>	<b>26,441</b>	<b>3,322</b>	<b>88</b>	<b>63</b>	<b>3,473</b>	<b>122</b>	<b>211</b>	<b>1</b>	<b>334</b>	<b>30,248</b>
<u>PROJECTED:</u>														
2017-18 Revenues	20,832	2,793	1,039	2,376	27,040	10,344	2,171	847	13,362	80	98	0	178	40,580
2017-18 Expenditures	20,734	2,929	1,229	6,634	31,526	10,140	2,199	849	13,188	20	103	0	123	44,837
Addition to (Use of) Fund Balance	98	(136)	(190)	(4,258)	(4,486)	204	(28)	(2)	174	60	(5)	0	55	(4,257)
<b>Estimated Unallocated Reserve as of 9/30/2018</b>	<b>10,530</b>	<b>55</b>	<b>448</b>	<b>10,922</b>	<b>21,955</b>	<b>3,526</b>	<b>60</b>	<b>61</b>	<b>3,647</b>	<b>182</b>	<b>206</b>	<b>1</b>	<b>389</b>	<b>25,991</b>
<u>ADOPTED</u>														
2018-19 Revenues	20,919	2,834	704	2,321	26,778	10,225	2,241	836	13,302	81	101	0	182	40,262
2018-19 Expenditures	20,919	2,886	1,145	13,198	38,148	10,203	2,245	856	13,304	20	100	0	120	51,572
Addition to (Use of) Fund Balance	0	(52)	(441)	(10,877)	(11,370)	22	(4)	(20)	(2)	61	1	0	62	(11,310)
<b>Estimated Unallocated Reserve as of 9/30/2018</b>	<b>10,530</b>	<b>3</b>	<b>7</b>	<b>45</b>	<b>10,585</b>	<b>3,548</b>	<b>56</b>	<b>41</b>	<b>3,645</b>	<b>243</b>	<b>207</b>	<b>1</b>	<b>451</b>	<b>14,681</b>
Less Restricted Funds:														
Restricted										(243)	(207)	(1)	(451)	(451)
Reserve Requirement	(5,230)				(5,230)	(1,870)			(1,870)					(7,100)
<b>Total Unrestricted Funds</b>	<b>5,300</b>	<b>3</b>	<b>7</b>	<b>45</b>	<b>5,355</b>	<b>1,678</b>	<b>56</b>	<b>41</b>	<b>1,775</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,130</b>

The table above shows projected revenues and expenditures for the current year, budgeted revenues and expenditures for the budget year, and their effect on the City's unallocated reserves (or fund balance). The City's current restricted fund amounts and reserve requirements are then deducted from the estimated unallocated reserve for the total unrestricted funds remaining.

**SUMMARY OF SOURCES AND USES**

(Graphs displaying the percentage of total budget for each category are on the next page.)

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS			SPECIAL REVENUE FUNDS			ALL FUNDS
	General	Debt Service	Fixed Asset	Capital Improv	Utility	Sanitation	Drainage	Hotel/Motel	Restricted Courts	Employee Ben Trust	Grand Total
<b>BEGINNING FUND BALANCE</b>											
<b>PROJECTED AS OF 9/30/18</b>	<b>10,529,796</b>	<b>54,493</b>	<b>447,965</b>	<b>10,921,175</b>	<b>3,525,577</b>	<b>59,855</b>	<b>61,583</b>	<b>182,648</b>	<b>206,656</b>	<b>1,379</b>	<b>25,991,127</b>
<b>SOURCES:</b>											
Ad Valorem Taxes	9,033,900	2,743,400	0	0	0	0	0	0	0	0	11,777,300
Other Taxes and Special Assessments	8,240,700	0	0	0	0	150,000	0	79,600	0	0	8,470,300
Licenses & Permits	307,000	0	0	0	0	0	0	0	0	0	307,000
Fines & Fees	1,000,000	0	0	0	111,000	0	0	0	99,400	0	1,210,400
Charges for Services	990,000	0	0	0	10,078,800	2,088,800	834,300	0	0	0	13,991,900
Investment Earnings	215,000	15,500	0	30,000	30,000	1,000	1,200	1,700	1,500	500	296,400
Transfers	890,000	75,000	703,950	1,900,000	0	0	0	0	0	0	3,568,950
Intergovernmental / Grants / Donation:	236,400	0	0	391,400	0	0	0	0	0	0	627,800
Miscellaneous	6,100	0	0	0	4,700	1,000	0	0	0	0	11,800
<b>TOTAL SOURCES</b>	<b>20,919,100</b>	<b>2,833,900</b>	<b>703,950</b>	<b>2,321,400</b>	<b>10,224,500</b>	<b>2,240,800</b>	<b>835,500</b>	<b>81,300</b>	<b>100,900</b>	<b>500</b>	<b>40,261,850</b>
<b>USES:</b>											
Personnel Service	15,876,300	0	0	0	1,361,100	55,800	132,700	0	0	0	17,425,900
Supplies	805,400	0	0	0	121,500	1,200	8,500	0	0	0	936,600
Maintenance	730,000	0	0	0	512,600	3,000	38,000	0	0	0	1,283,600
Insurance	166,100	0	0	0	22,800	700	1,900	0	0	0	191,500
Services	2,210,700	0	0	0	886,500	1,760,300	8,400	0	0	0	4,865,900
Miscellaneous	547,200	30,000	0	0	2,667,900	48,500	5,000	20,000	0	0	3,318,600
Capital Improvement Projects	0	0	0	13,197,800	0	0	0	0	0	0	13,197,800
Reserves/Transfers	583,000	0	1,144,500	0	2,725,000	375,000	350,000	0	100,000	0	5,277,500
Debt Services	0	2,855,700	0	0	1,905,500	0	311,100	0	0	0	5,072,300
<b>TOTAL USES</b>	<b>20,918,700</b>	<b>2,885,700</b>	<b>1,144,500</b>	<b>13,197,800</b>	<b>10,202,900</b>	<b>2,244,500</b>	<b>855,600</b>	<b>20,000</b>	<b>100,000</b>	<b>0</b>	<b>51,569,700</b>
<b>ESTIMATED ADDITION (USE)</b>											
<b>OF FUND BALANCE</b>	400	(51,800) <sup>1</sup>	(440,550) <sup>2</sup>	(10,876,400) <sup>3</sup>	21,600	(3,700)	(20,100) <sup>4</sup>	61,300 <sup>5</sup>	900	500 <sup>6</sup>	(11,307,850)
<b>PROJECTED ENDING FUND</b>											
<b>BALANCE AS OF 9/30/19</b>	<b>10,530,196</b>	<b>2,693</b>	<b>7,415</b>	<b>44,775</b>	<b>3,547,177</b>	<b>56,155</b>	<b>41,483</b>	<b>243,948</b>	<b>207,556</b>	<b>1,879</b>	<b>14,683,277</b>

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

<sup>2</sup> Since transfers into the Fixed Asset Fund are less than the expenses planned, the City will use \$378,050 of the Fixed Asset Fund's fund balance to purchase equipment, vehicles and establish funds for Dana Peak Park.

<sup>3</sup> Major projects that will utilize the Capital Improvement Fund's fund balance include Drainage Master Plan, Fire Station #2 Renovation, and the planned street projects using the Series 2018 Certificates of Obligation.

<sup>4</sup> Drainage fees are collected with the specific intent of assisting in the costs of projects. This is seen in the transfer shown of \$350,000 above - \$200,000 to Fixed Assets and \$150,000 to Capital Improvements.

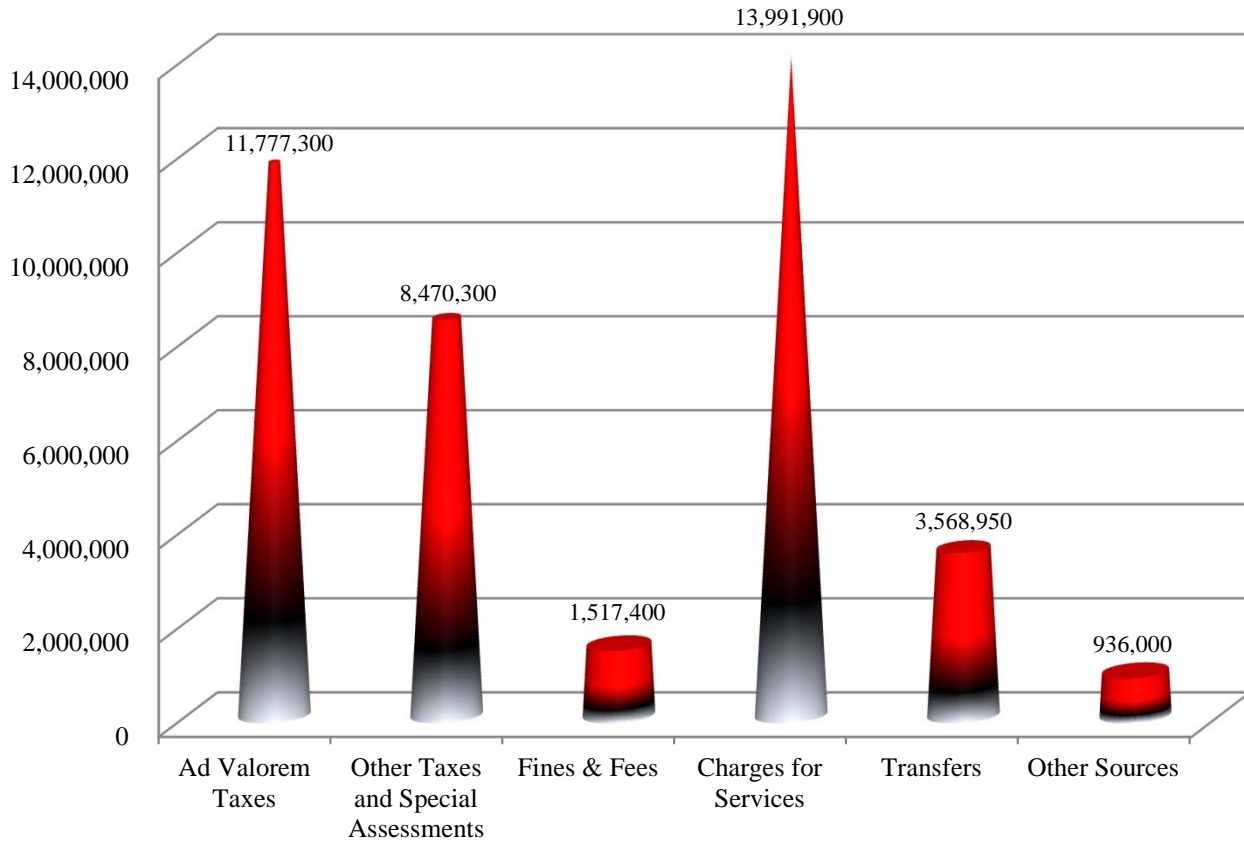
<sup>5</sup> The City is attempting to gain funds to aid in the development of the Comanche Gap Historical Park. In FY 2019, \$61,300 is anticipated to be added to the fund balance in order to assist in the future development costs.

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



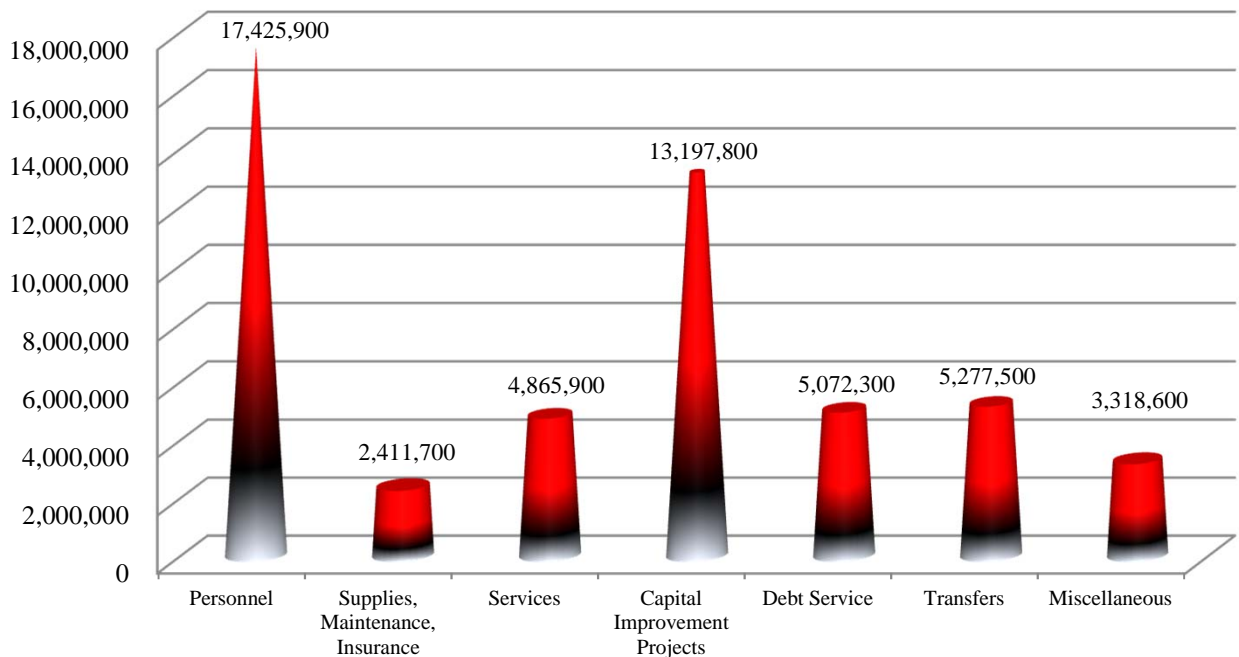
**TOTAL REVENUES FOR ALL FUNDS**

Total Charges for Services exceed Ad Valorem Taxes by \$2,214,600.



**TOTAL EXPENDITURES FOR ALL FUNDS**

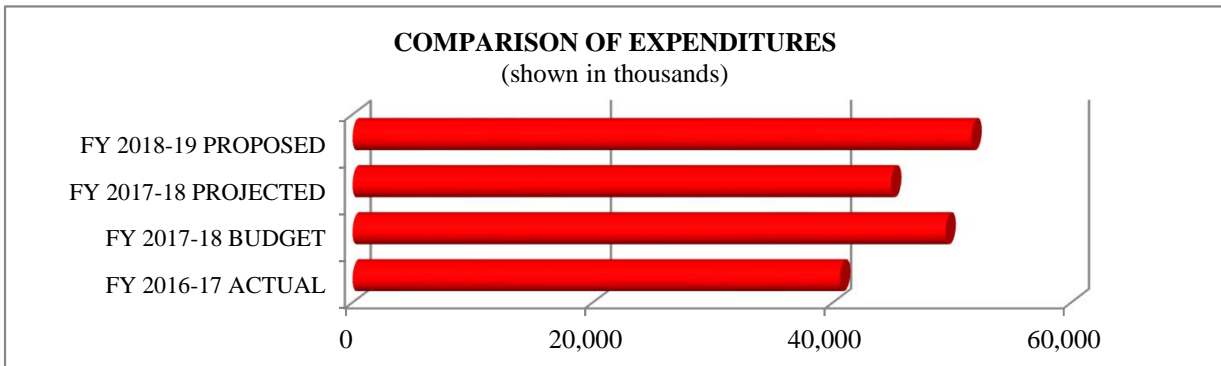
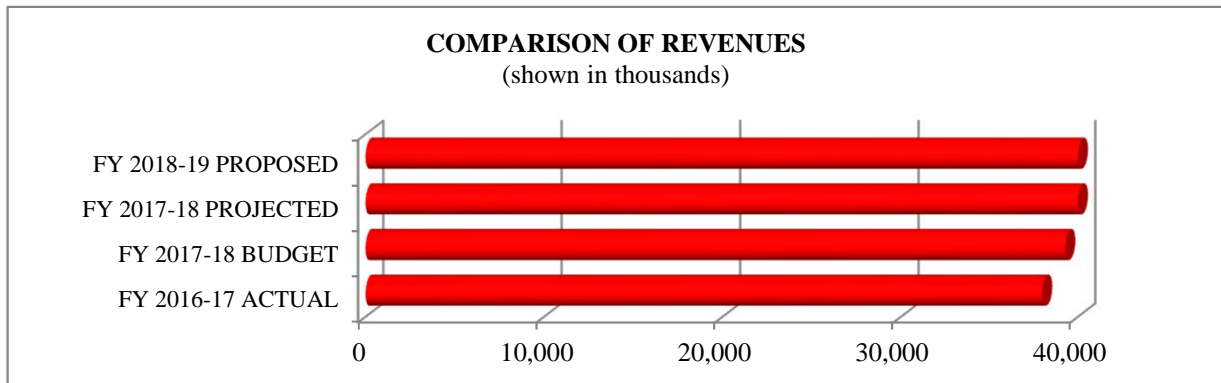
Personnel and Capital Improvement Projects are major expense categories for the City.



**BUDGET SUMMARY - ALL FUNDS**

	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>REVENUES</b>				
General Fund	20,000,807	20,443,800	20,831,900	20,919,100
Debt Service Fund	2,927,485	2,785,500	2,793,000	2,833,900
Fixed Asset Fund	615,133	714,200	1,039,200	703,950
Capital Improvement Fund	1,875,464	2,221,400	2,375,581	2,321,400
Utility Fund	9,434,995	9,959,700	10,343,700	10,224,500
Sanitation Fund	2,120,774	2,169,700	2,170,500	2,240,800
Drainage Fund	809,281	810,000	847,400	835,500
Hotel/Motel Fund	95,708	75,300	80,300	81,300
Restricted Courts Fund	93,259	100,400	97,700	100,900
Employee Benefits Trust Fund	261	300	500	500
<b>TOTAL REVENUES</b>	<b>37,973,167</b>	<b>39,280,300</b>	<b>40,579,781</b>	<b>40,261,850</b>

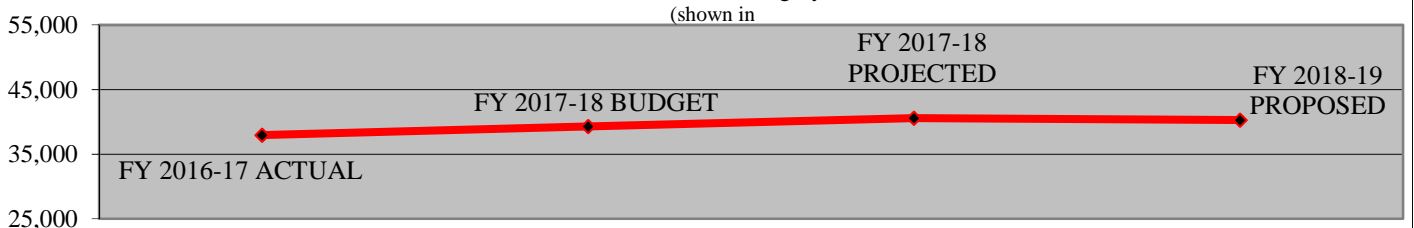
<b>EXPENDITURES</b>				
General Fund	19,378,722	20,400,900	20,734,300	20,918,700
Debt Service Fund	2,792,260	2,781,700	2,929,200	2,885,700
Fixed Asset Fund	1,098,207	1,094,000	1,229,000	1,144,500
Capital Improvement Fund	4,569,906	12,128,600	6,633,500	13,197,800
Utility Fund	9,747,714	9,844,300	10,139,900	10,202,900
Sanitation Fund	2,077,044	2,211,800	2,199,100	2,244,500
Drainage Fund	812,931	791,200	849,300	855,600
Hotel/Motel Fund	58,103	20,000	20,000	20,000
Restricted Courts Fund	53,525	102,700	102,500	100,000
Employee Benefits Trust Fund	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>40,588,412</b>	<b>49,375,200</b>	<b>44,836,800</b>	<b>51,569,700</b>



**DETAILED COMPARISON OF REVENUES**

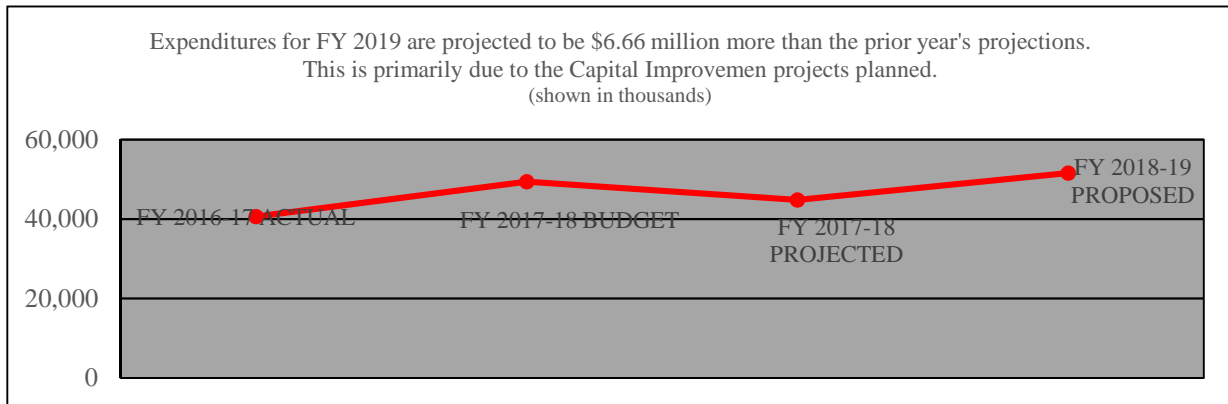
	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>AD VALOREM TAXES</b>				
General Fund	8,563,544	9,173,000	9,173,000	9,033,900
Debt Service Fund	2,568,633	2,577,500	2,577,500	2,743,400
	<b>11,132,177</b>	<b>11,750,500</b>	<b>11,750,500</b>	<b>11,777,300</b>
<b>OTHER TAXES / SPECIAL ASSESSMENTS</b>				
General Fund	7,998,381	8,075,000	8,100,700	8,240,700
Sanitation Fund	147,848	150,000	150,000	150,000
Special Revenue Funds	95,160	75,000	78,800	79,600
	<b>8,241,389</b>	<b>8,300,000</b>	<b>8,329,500</b>	<b>8,470,300</b>
<b>CHARGES, FINES, FEES, LICENSES &amp; PERMITS</b>				
General Fund	2,047,665	1,966,000	2,192,500	2,297,000
Utility Fund	9,410,708	9,941,200	10,260,900	10,189,800
Sanitation Fund	1,971,149	2,018,200	2,018,200	2,088,800
Drainage Fund	808,622	809,600	821,200	834,300
Special Revenue Funds	92,334	99,600	96,200	99,400
	<b>14,330,478</b>	<b>14,834,600</b>	<b>15,389,000</b>	<b>15,509,300</b>
<b>INVESTMENT EARNINGS</b>				
General Fund	125,207	115,000	205,000	215,000
Debt Service Fund	5,566	8,000	15,500	15,500
Capital Improvement Fund	25,464	30,000	30,000	30,000
Utility Fund	16,584	15,000	28,000	30,000
Sanitation Fund	450	500	1,000	1,000
Drainage Fund	359	400	1,200	1,200
Special Revenue Funds	1,734	1,400	3,500	3,700
	<b>175,364</b>	<b>170,300</b>	<b>284,200</b>	<b>296,400</b>
<b>TRANSFERS &amp; MISCELLANEOUS</b>				
General Fund	876,259	844,000	873,700	896,100
Debt Service Fund	353,286	200,000	200,000	75,000
Fixed Asset Fund	615,133	714,200	1,039,200	703,950
Capital Improvement Fund	1,850,000	1,800,000	2,329,781	1,900,000
Utility Fund	7,703	3,500	54,800	4,700
Sanitation Fund	1,327	1,000	1,300	1,000
Drainage Fund	300	0	25,000	0
Special Revenue Funds	0	0	0	0
	<b>3,704,008</b>	<b>3,562,700</b>	<b>4,523,781</b>	<b>3,580,750</b>
<b>INTERGOVERNMENTAL, GRANTS &amp; DONATIONS</b>				
General Fund	389,751	270,800	287,000	236,400
Capital Improvement Fund	0	391,400	15,800	391,400
	<b>389,751</b>	<b>662,200</b>	<b>302,800</b>	<b>627,800</b>
<b>BONDS ISSUED</b>				
Debt Service Fund	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUES</b>	<b>37,973,167</b>	<b>39,280,300</b>	<b>40,579,781</b>	<b>40,261,850</b>

Revenues for FY 2019 are expected to be \$317,931 lower than the prior year's projections. The maintenance and operation portion of Ad Valorem Taxes shows a minor decrease but the major decrease is seen in the Transfers and Miscellaneous category.



**DETAILED COMPARISON OF EXPENDITURES**

	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>				
General Fund	14,518,413	15,299,700	15,091,700	15,876,300
Utility Fund	1,231,595	1,281,800	1,301,300	1,361,100
Sanitation Fund	56,546	54,600	51,800	55,800
Drainage Fund	142,989	134,300	126,700	132,700
	<b>15,949,543</b>	<b>16,770,400</b>	<b>16,571,500</b>	<b>17,425,900</b>
<b>SUPPLIES &amp; MAINTENANCE</b>				
General Fund	1,338,071	1,450,000	1,523,700	1,535,400
Utility Fund	573,186	596,100	622,400	634,100
Sanitation Fund	4,828	3,200	4,700	4,200
Drainage Fund	44,365	55,000	42,500	46,500
	<b>1,960,450</b>	<b>2,104,300</b>	<b>2,193,300</b>	<b>2,220,200</b>
<b>INSURANCE &amp; SERVICES</b>				
General Fund	2,146,545	2,247,200	2,252,200	2,376,800
Utility Fund	894,245	863,500	863,300	909,300
Sanitation Fund	1,665,584	1,692,000	1,734,600	1,761,000
Drainage Fund	5,687	6,800	9,300	10,300
	<b>4,712,061</b>	<b>4,809,500</b>	<b>4,859,400</b>	<b>5,057,400</b>
<b>DEBT SERVICE</b>				
Debt Service Fund	2,792,260	2,781,700	2,754,200	2,885,700
Utility Fund	1,744,600	1,918,000	1,918,000	1,905,500
Drainage Fund	160,753	236,000	261,200	311,100
	<b>4,697,613</b>	<b>4,935,700</b>	<b>4,933,400</b>	<b>5,102,300</b>
<b>BOND ESCROW &amp; ISSUANCE</b>				
Debt Service	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS, MISCELLANEOUS &amp; RESERVES</b>				
General Fund	1,375,693	1,404,000	1,866,700	1,130,200
Debt Service Fund	0	0	175,000	0
Fixed Asset Fund	1,098,207	1,094,000	1,229,000	1,144,500
Capital Improvement Fund	4,569,906	12,128,600	6,633,500	13,197,800
Utility Fund	5,304,088	5,184,900	5,434,900	5,392,900
Sanitation Fund	350,086	462,000	408,000	423,500
Drainage Fund	459,137	359,100	409,600	355,000
Special Revenue Fund	111,628	122,700	122,500	120,000
	<b>13,268,745</b>	<b>20,755,300</b>	<b>16,279,200</b>	<b>21,763,900</b>
<b>TOTAL EXPENDITURES</b>	<b>40,588,412</b>	<b>49,375,200</b>	<b>44,836,800</b>	<b>51,569,700</b>





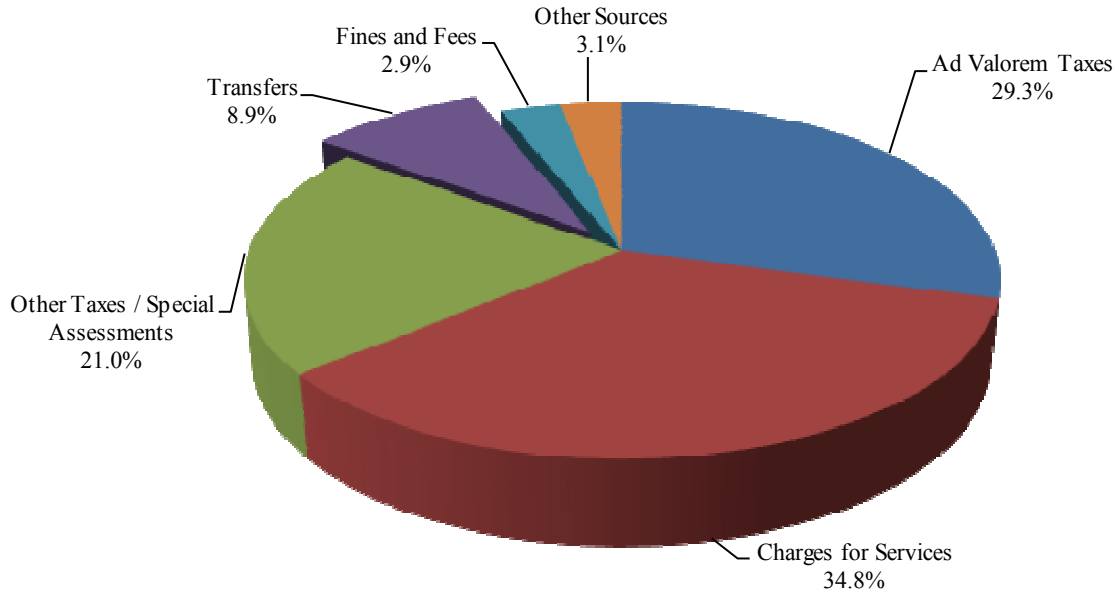
**TRENDS AND  
FORECASTS**

## TRENDS AND FORECASTS

### REVENUES

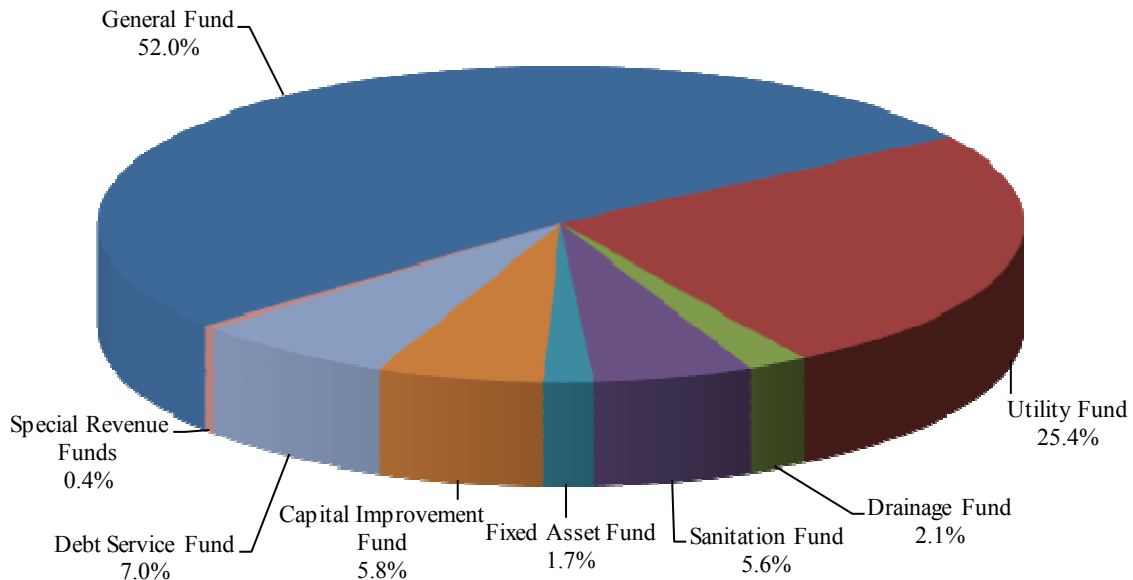
The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$40,261,850. Major revenue sources for the City are charges for services (34.8%), ad valorem taxes (29.3%), and other taxes/special assessments (21.0%).

**FY 2018-2019 Budgeted Revenue Sources - All Funds**



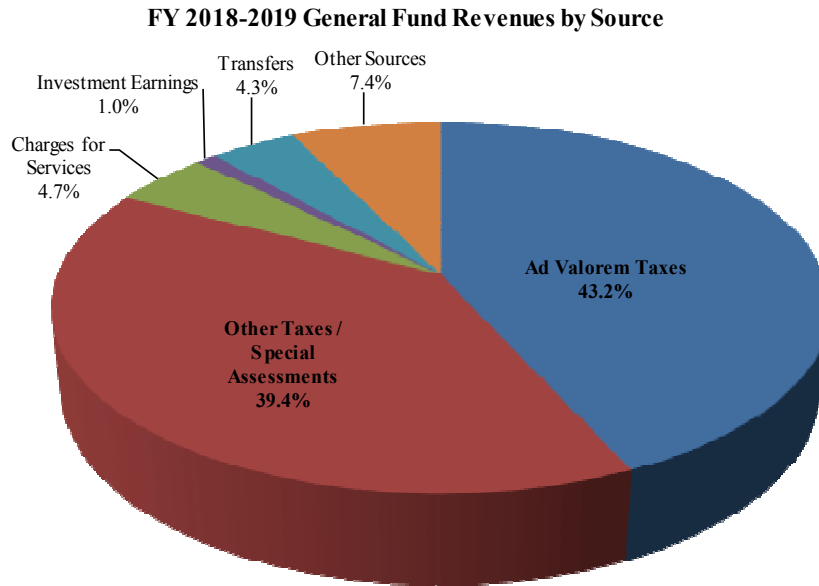
The General and Utility Funds have the greatest amount of revenues budgeted at 52.0% and 25.4% of total revenues respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.

**FY 2018-2019 Budgeted Revenues - Percentage of Total Revenues**



## GENERAL FUND REVENUES

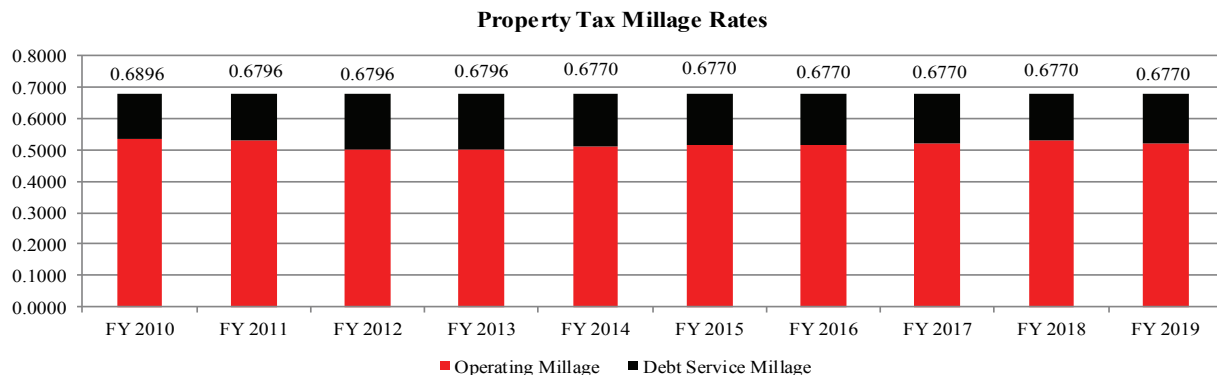
General Fund revenues at \$20,919,100 make up 52.0% of the City’s total revenues (\$40,261,850) for the 2019 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (43.2%), other taxes/special assessments (39.4%), other sources (7.4%), and charges for services (4.7%) as shown in the graph below.



### Ad Valorem Tax

Ad valorem or property tax is the largest revenue source of the General Fund at 43.2% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. They help to ensure that our publications are published and public hearings are held in accordance with the Texas Local Government Code and Texas Tax Code. BCAD is also responsible for sending out tax statements and collecting tax payments on our behalf. Debt payments that will be made during the fiscal year are part of the calculation to determine the Interest and Sinking part of the tax rate which covers those payments. The maintenance and operations rate must be enough to sustain operations and services for the upcoming year.

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



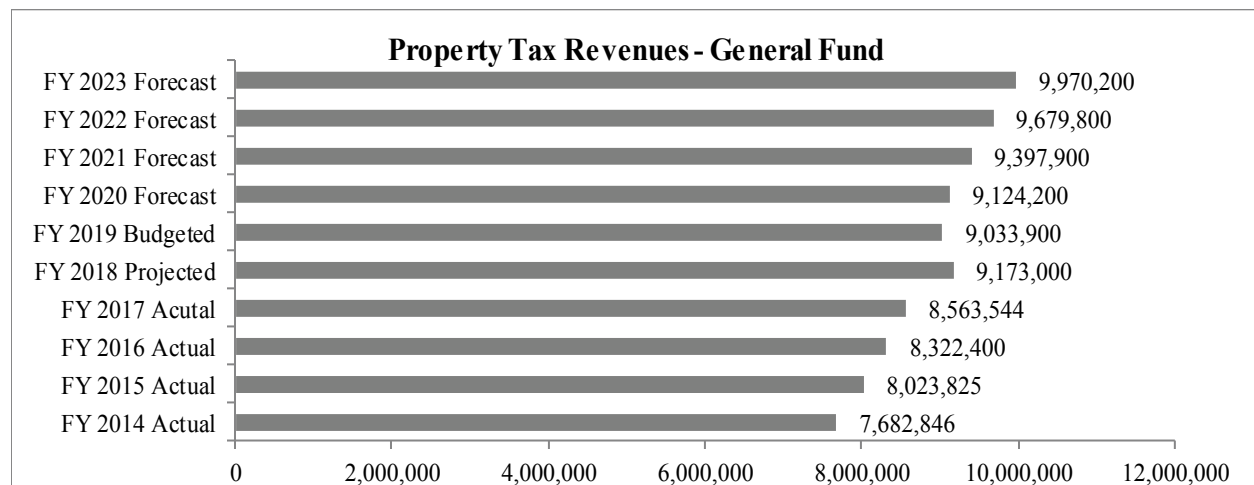
The certified 2018 taxable value per BCAD is \$1,810,268,789 which is an increase of \$4,125,594 or 0.23% from the 2017 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5193 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	\$	1,810,268,789
Proposed Tax Rate per \$100 valuation		<u>0.6770</u>
Gross Revenues from Taxes		12,255,520
Estimated Percentage of Collections		<u>96%</u>
Estimated Funds from Tax Levy		11,765,299
Estimated Delinquent Tax Collections		<u>12,000</u>
Total Estimated Tax Collections	\$	<u><u>11,777,299</u></u>

Distribution of Tax Revenue	Tax Rate	Total
Maintenance and Operations	0.5193	\$ 9,033,907
Interest and Sinking	<u>0.1577</u>	<u>2,743,392</u>
Total	<u>0.6770</u>	<u>\$ 11,777,299</u>

Property tax revenue forecasts are determined using an estimate of three percent for growth each year. In April, BCAD holds an annual meeting to discuss preliminary values, which are normally very conservative, and City Staff adjusts its calculations accordingly. Each BCAD regional appraiser also discusses what developments occurred during the year, what will be completed next year, and the property sales for their respective regions.

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2019, and the current projections for the future.



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

The Interest and Sinking portion of the tax rate is budgeted in the Debt Service Fund. As stated earlier, this portion of taxes received by the City is used to make payments on the debt obligations it has issued. See the “Debt Service” section for detailed information on the City’s debt.

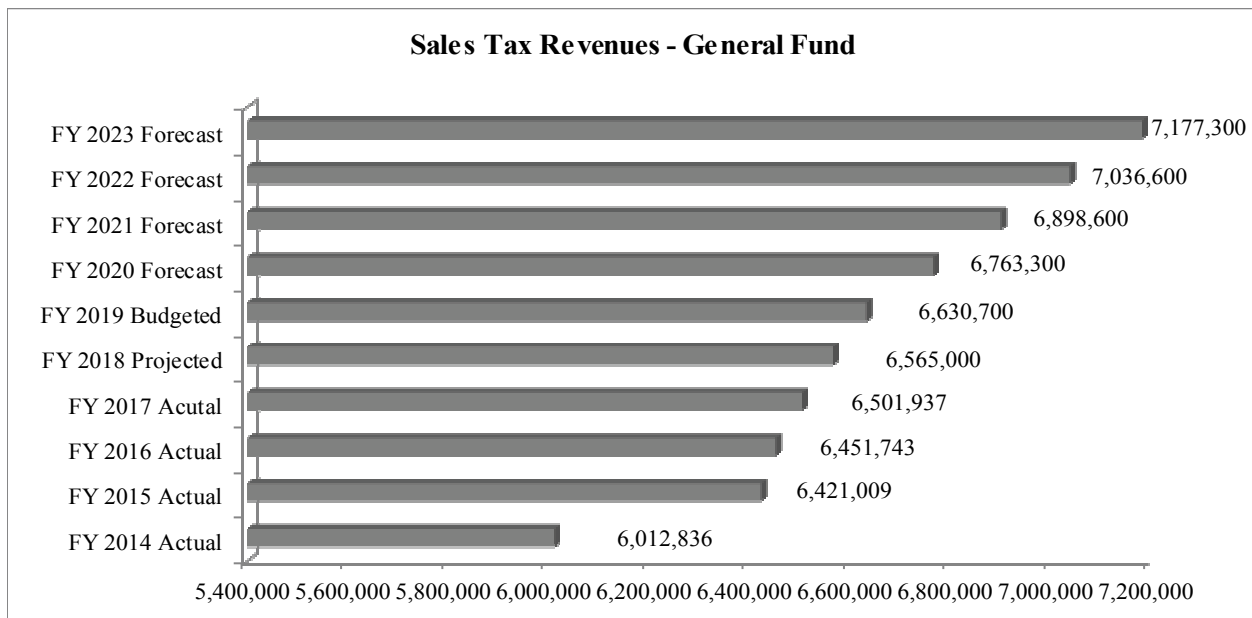


**Other Taxes / Special Assessments**

The Other Taxes / Special Assessments category consists of Sales Tax, Franchise Fees, Mixed Drink Tax, and Bingo Tax.

Sales Tax – The State of Texas imposes a state sales and use tax of 6.25%. Cities, counties, transit authorities, and special purpose districts can impose an additional local sales and use tax of up to 2% for a combined state and local tax rate of up to 8.25%. The City of Harker Heights has imposed this additional local sales tax option and receives its portion of sales and use tax revenues from the Texas Comptroller’s Office on a monthly basis.

When budgeting sales tax revenue for the upcoming budget year, the prior year’s projections as well as any permits issued for upcoming commercial businesses are taken into consideration. During the 2017 fiscal year there was construction of an Express ER, Great Clips, Sylvan Learning Center and an additional McDonald’s. Fiscal year 2018 saw the beginning of a Raising Cane’s and Burger King as well as the addition of a Tropical Smoothie. Forecasts for sales tax properties for FY 2020 to FY 2023 are projected to increase at 2%.



Sales tax revenues are projected to increase by 8% between FY 2019 and FY 2023.

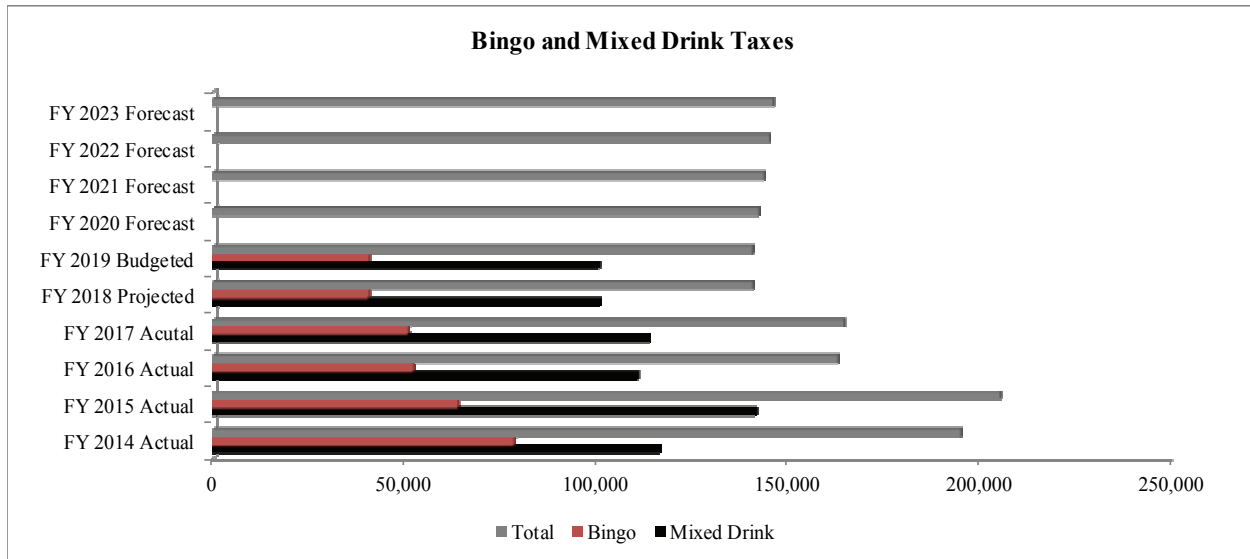
Mixed Drink Tax & Bingo Tax – The mixed drink tax is a gross receipts tax imposed on the amount received from the sale, preparation or service of mixed beverages. It is paid to the Texas Comptroller of Public Accounts who in turn remits a portion back to the City. Prior to January 2014, the mixed beverage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

Bingo taxes are collected by the Texas Lottery Commission and distributed on a quarterly basis by their Charitable Bingo Operations Division. Each authorized organization collects a fee in the amount of 5 percent of the value of a prize worth more than \$5. A county or municipality is entitled to 50% of the prize fee paid to the Texas Lottery Commission unless both the county and municipality have imposed a bingo tax. In this instance, both the county and municipality receive 25% of the fee collected.

When forecasting, the mixed drink and bingo tax line items are looked at as one piece because they are the smaller of our tax revenue line items in the General Fund. A one percent increase is added each year to the

actual of both taxes combined and then, based on prior year activity, that increase is distributed accordingly between them.

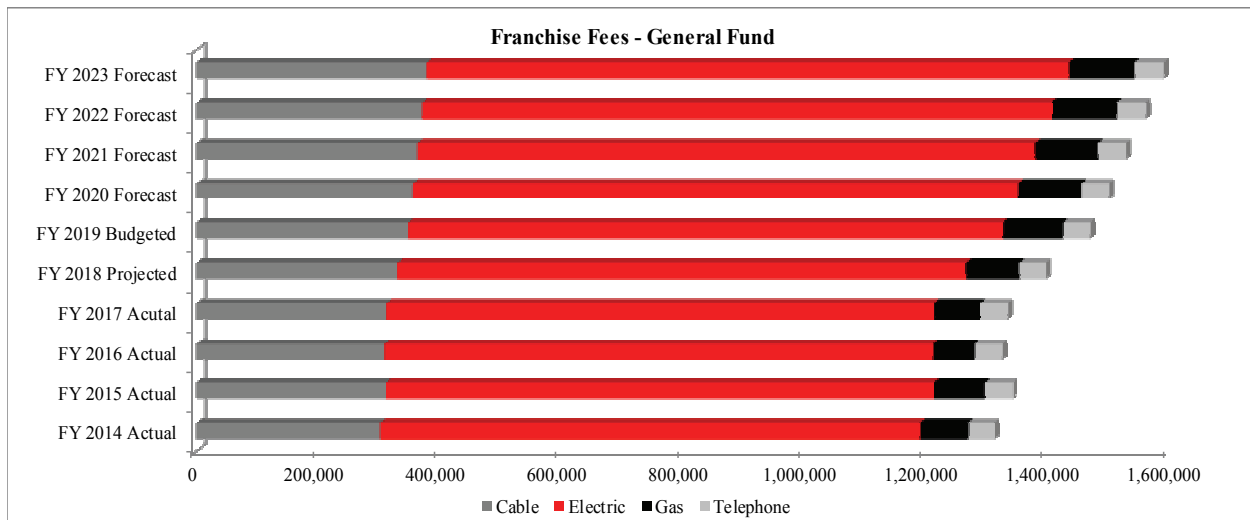
The graph below shows how the prior year actuals, FY 2018 projection and FY 2019 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the 1% increases will be allocated between the two line items.



**Franchise Fees** (Cable, Gas, Telephone, and Electricity)

A franchise fee is an agreed upon reimbursement amount paid by utility and/or cable companies to the city for usage of the city’s right of way. The current electric franchise fee is paid based on the number of kilowatt hours whereas as those for gas, telephone and cable are based on a percentage of gross receipts. (The Sanitation Fund also has franchise fee revenue for garbage which is based on a percentage of gross receipts.)

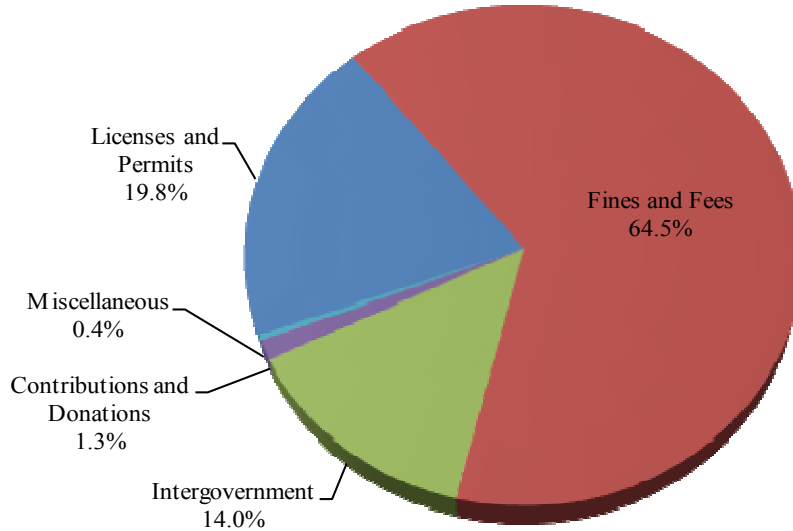
As Harker Heights continues to experience growth, we can also assume that usage of utilities will also increase in the area. Two percent is added to the prior year’s amount each year in order to project future revenues for this category. The following graph depicts the FY 2019 budgeted amount as well as actual revenues prior to and projections for future years.



**Other Sources**

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

**FY 2018-2019 Other Sources - General Fund**



Fines and Fees – This category for the General Fund is the Court Fine revenue. The FY 2018 budget totaled \$800,000 and is projected to be \$940,000 at fiscal year-end due to higher ticket volume and collections. \$1,000,000 is budgeted for the 2019 fiscal year. This line item is forecasted to increase by one percent each year. The number of active police personnel and number of tickets written greatly influence this line item.

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

Intergovernmental – Intergovernmental revenues come from other governmental entities. For the City of Harker Heights, these revenues are grant revenues, reimbursements from Bell County for ambulance runs, reimbursement from the Central Texas Trauma Council for EMS expenses, and reimbursement from Texas Department of Transportation for the Pass Through Funding Program.

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

Miscellaneous – Only five subcategories in the Miscellaneous category are budgeted. Credit Card Fees are budgeted as a negative because these are the fees paid out to our credit card processors for the payments we take in-house and at the kiosk. Technology Fees are charged to customers based on the permit paid in MyPermitNow. Kiosk Credit Card Fees are received for each Court payment paid at our kiosk. Miscellaneous Income is all income that cannot be categorized elsewhere including street light payments made under a contracts set up in FY 2018 between two Homeowner Associations and the City. Taxable Income has an offset account titled Sales Tax Payable in which we remit sales tax payments to the Texas Comptroller each month. Each of these categories are budgeted based on historical data with the exception of the Kiosk Credit Fees which is a new category for the 2018 fiscal year; this was budgeted based what we feel usage will be and, after historical data has been acquired, it will be budgeted based on that premise.

**Charges for Services**

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

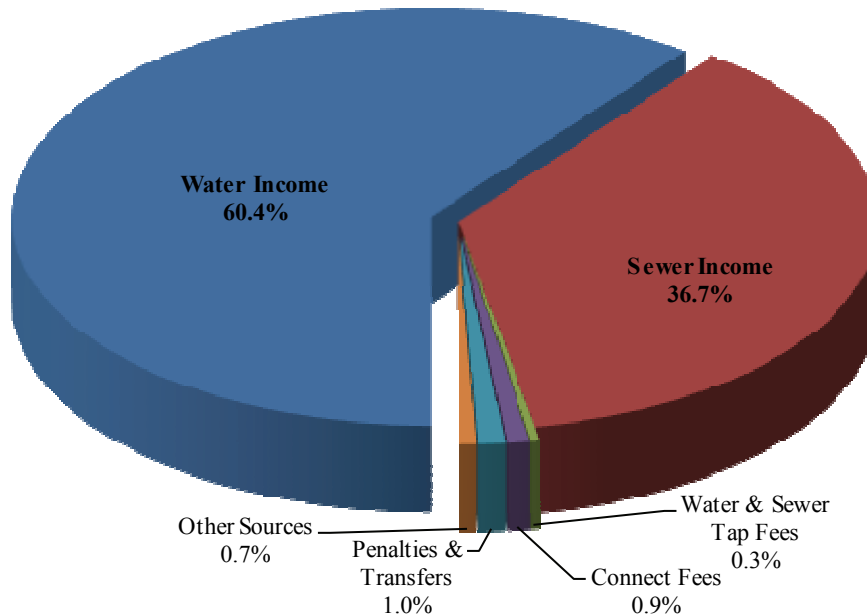
False alarm fees and discounts for youth registrations are the only two line items not budgeted for each year as these two categories are indeterminable on a yearly basis due to fluctuations. All of the other categories are budgeted based on historical data and, if necessary, projections are adjusted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

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

### UTILITY FUND REVENUES

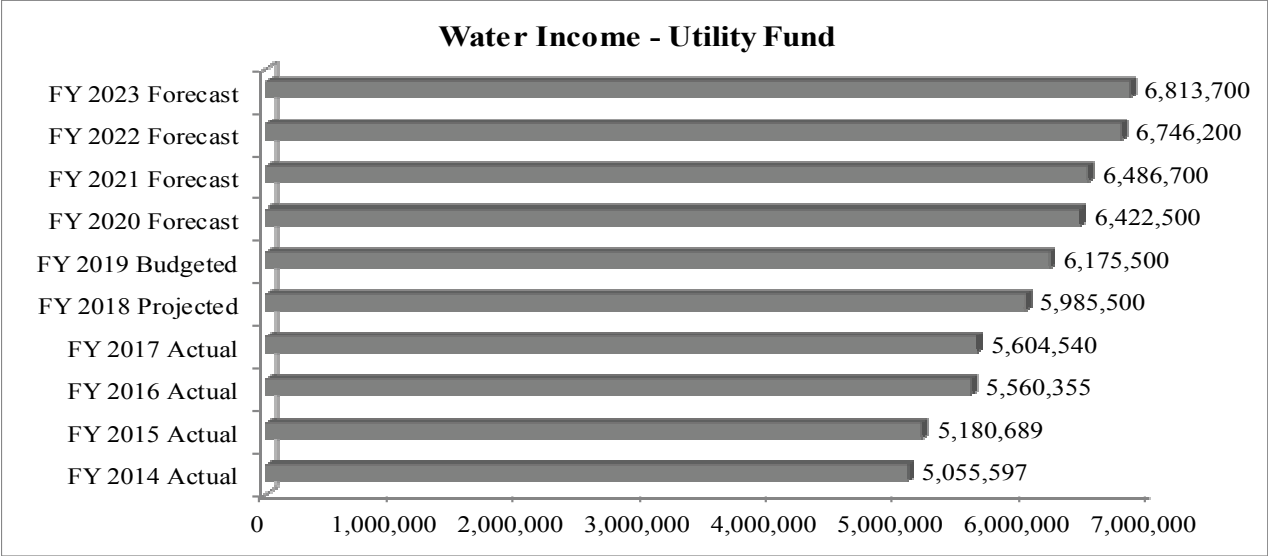
Utility Fund revenues at \$10,224,500 make up 25.4% of the City’s \$40,261,850 in total revenues for FY 2018-2019 with the major revenue sources water income (60.4%) and sewer income (36.7%) as shown in the graph below.

**FY 2018-2019 Utility Fund Revenues by Source**



#### **Water Income**

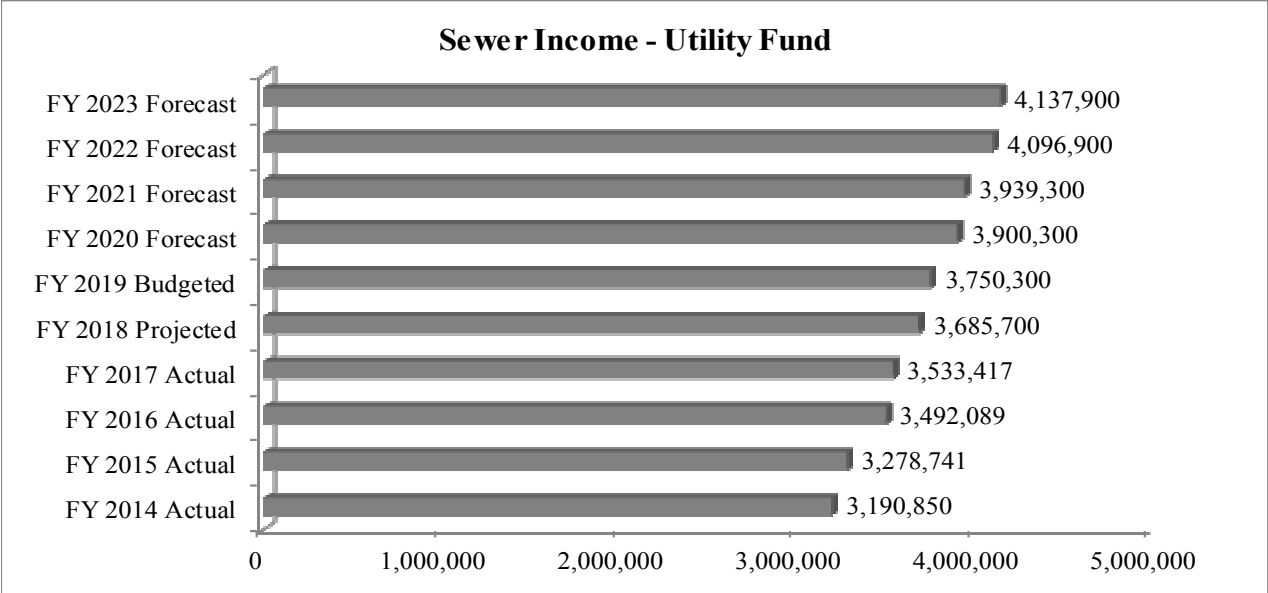
Water income is very elastic and depends a great deal on what the weather does. A target for water income has been developed using historical income data. For the 2019 fiscal year, there is no increase in water rates. In projecting the revenues, a 1% growth rate adjustment was made to assist in the calculation of the budgeted amount. Future forecasts for water income include a flat one percent growth rate and a rate increase of three percent every other year. If a rate increase is deemed unnecessary (i.e. revenues are appropriately covering the expenses), then the alternating rate increases are adjusted for the following years.



Water Income is projected to increase by 11% (\$638,200) between FY 2019 and FY 2023.

**Sewer Income**

Billable gallons for sewer are computed based on water consumption. A 1% growth rate adjustment was made to assist in the calculation of the budgeted amount with no rate increase for the 2019 fiscal year. Sewer income is forecasted in the same way as water income, with a one percent increase for growth each year and a three percent alternating rate increase. As in water income, if a rate increase is deemed unnecessary, the alternating years are adjusted accordingly.



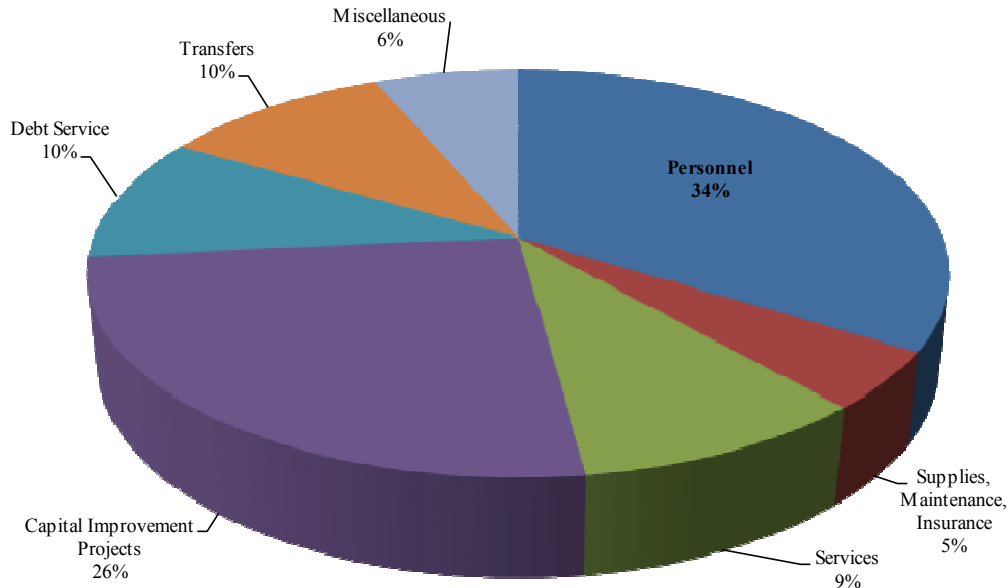
Sewer Income is expected to increase by 11% (\$387,600) between FY 2019 and FY 2023.

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

## EXPENDITURES/EXPENSES

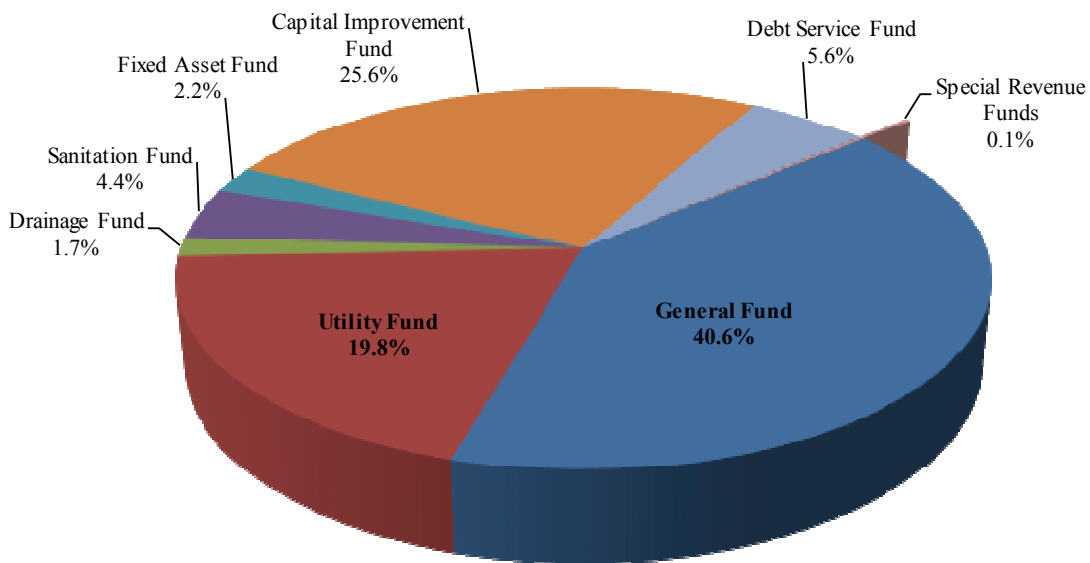
The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$51,569,700. The largest use of City funds is personnel expenses at 34% (\$17,425,900) followed by Capital Improvement Projects at 26% (\$13,197,800).

**FY 2018-2019 Budgeted Expenditures/Expenses - All Funds**



The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 40.6%, 19.8% and 25.6% of the budget respectively. The General and Utility Fund’s major uses will be discussed on the following pages; Capital Improvement Fund projects are discussed in detail in the “Capital Outlay and Improvements” section.

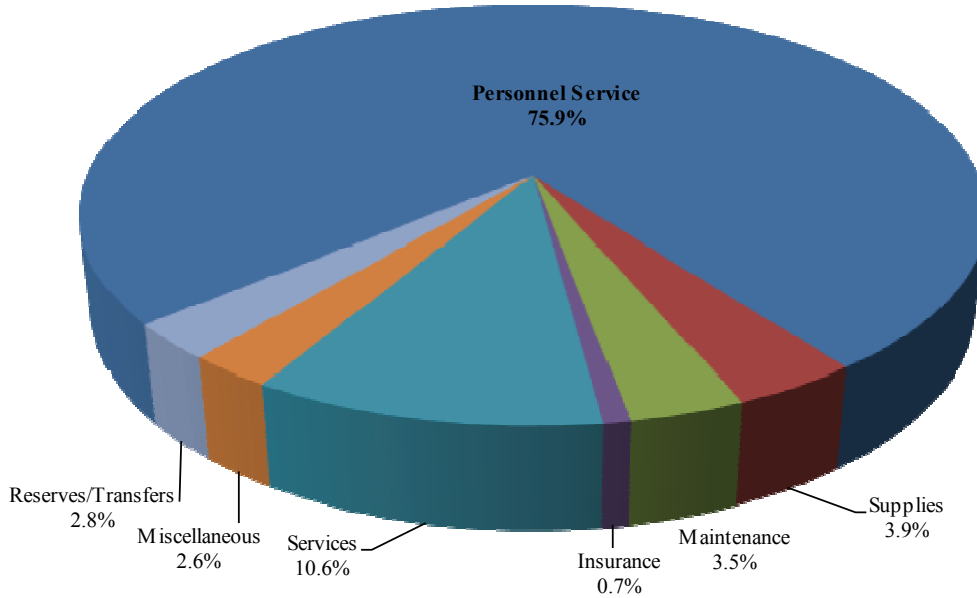
**FY 2018-2019 Budgeted Expenditures/Expenses - Percentage of Total**



## GENERAL FUND EXPENDITURES

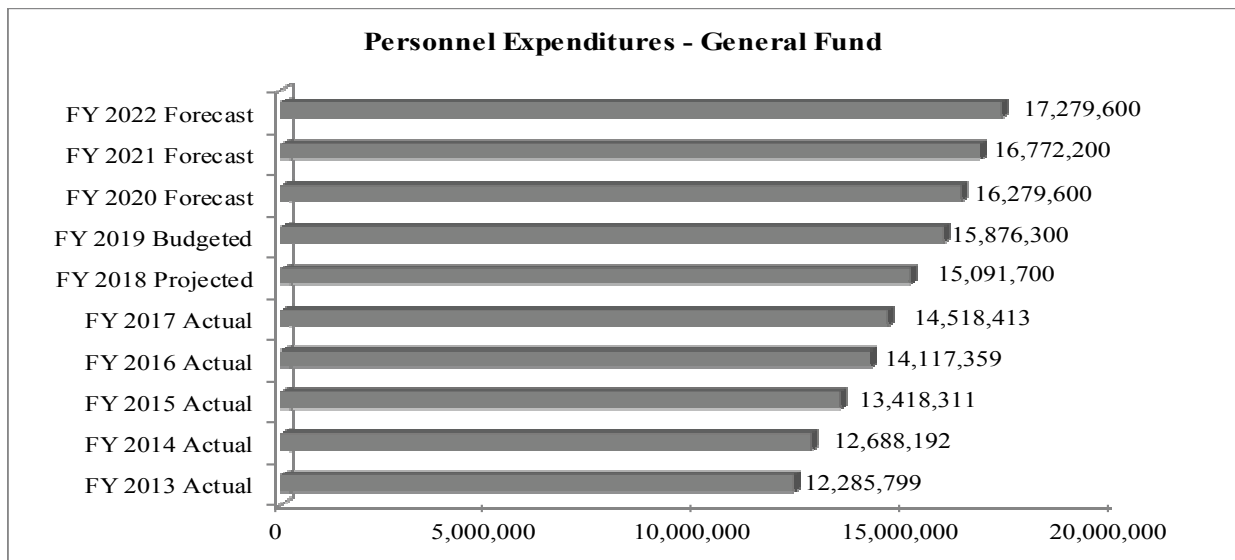
At \$20,918,700, General Fund expenditures make up 40.6% of the City’s total uses with personnel service (75.9%) and services (10.6%) and its major uses.

**FY 2018-2019 General Fund Expenditures by Use**



### Personnel Service

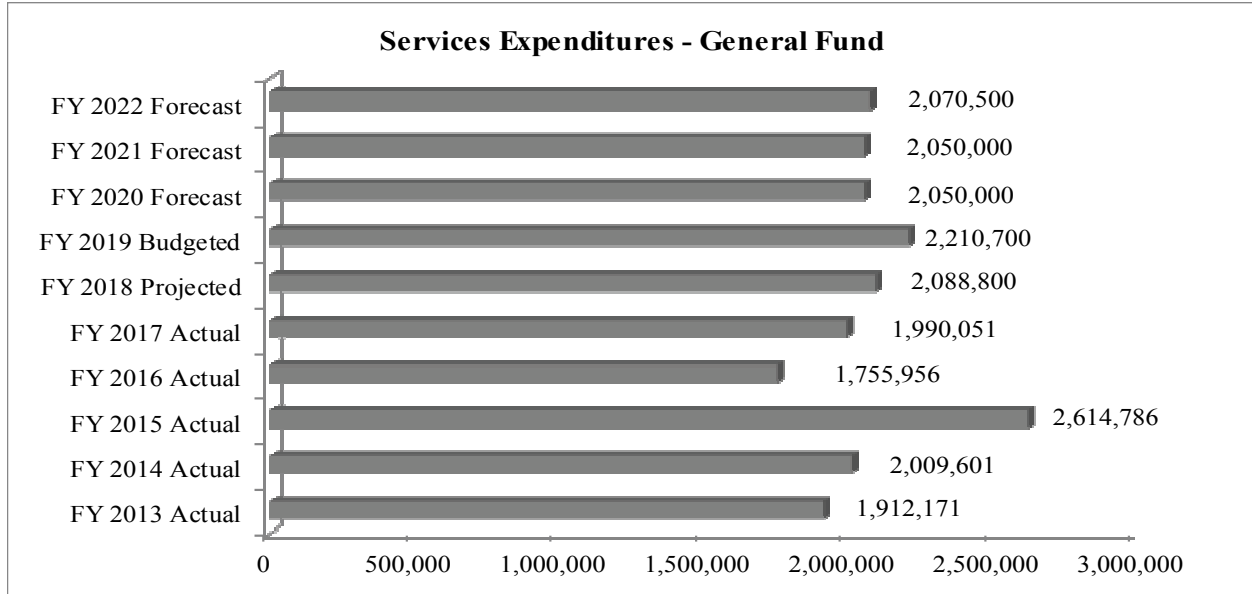
Total personnel services for the 2019 fiscal year are budgeted at \$15,876,300, an increase of \$784,600 or 5% over the prior year’s projection. This increase is due to a 2.5% percent salary adjustment for all employees as well the addition of a part-time Veterinarian in March 2019, two Police Officers, and the upgrade of the part-time Fire Billing Clerk to full-time. In forecasting for personnel service a two percent increase is added to the prior year’s total. This is adjusted later during budget planning as it is confirmed whether a salary adjustment will be given, new employees will be hired, worker’s compensation and retirement rates will increase, and based on changes to the health insurance coverage.



FY 2019’s budgeted personnel expenditures show an increase of 25% in this line item since FY 2014.

**Services**

The Services category, at a total of \$2,210,700 for the 2019 fiscal year, contains many different line items the largest of which are Utilities (\$554,100) and Contract Labor (\$523,700). For forecasting purposes, the category of Services is projected to increase 1% each fiscal year. During budgeting, Department Heads provide input as to their needs.

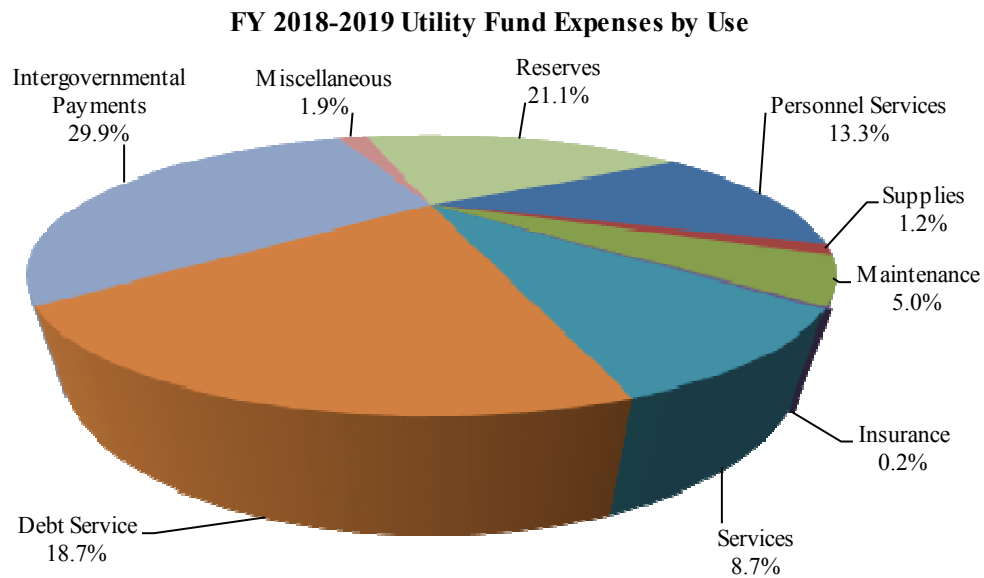


Depicts how the Services category may grow over the next four fiscal years.

A listing of all expenditures in the General Fund can be found in the “General Fund” section.

**UTILITY FUND EXPENSES**

At \$10,202,900, Utility Fund expenses make up 19.8% of the City’s total uses. Major uses, as indicated in the graph below, are Intergovernmental Payments (29.9%), Reserves (21.1%), and Debt Service (18.7%),





**Intergovernmental Payments**

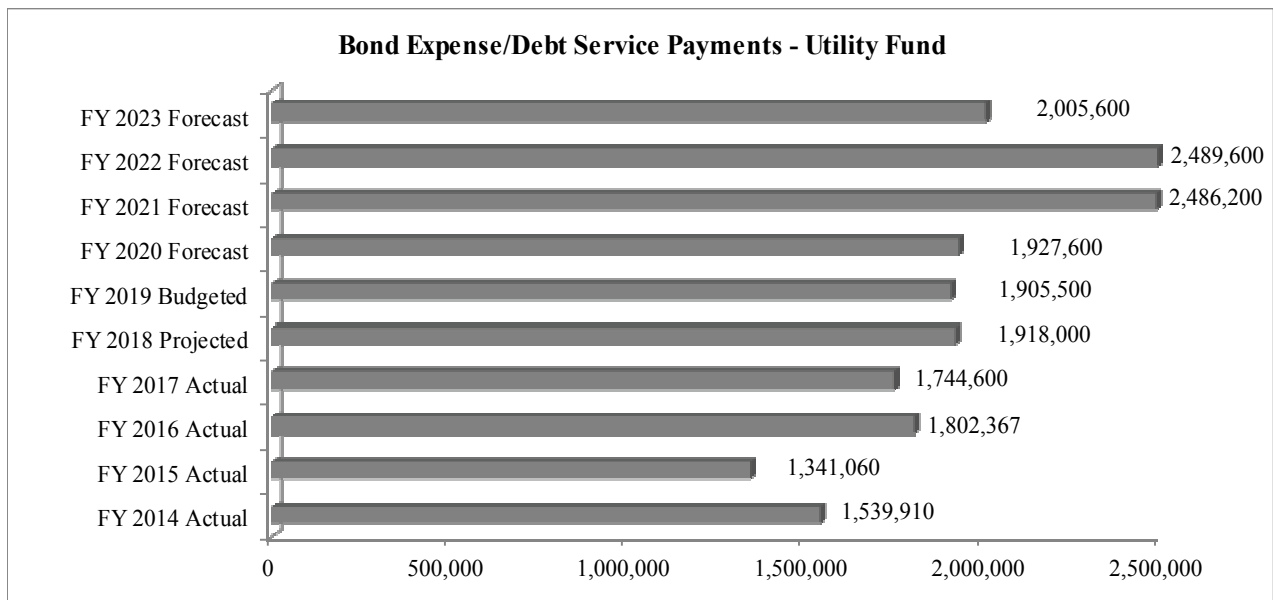
Intergovernmental Payments includes a transfer to the General Fund in the amount of \$500,000, a transfer to the Debt Service Fund in the amount of \$75,000 and water purchases of \$2,475,000. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City. Water purchases are planned based on payments scheduled to be made to the Water Control and Improvement District #1 (WCID #1) as the City’s portion of the debt they’ve incurred to improve the water system. It also includes purchases to the Brazos River Authority and WCID #1 for water consumption.

**Reserves**

Reserves total \$2,150,000 in the Utility Fund and include transfers to the Fixed Asset (\$400,000) and Capital Project (\$1,750,000) Funds. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City.

**Debt Service**

The bond expense line item is budgeted at \$1,905,500 for the 2019 fiscal year. Debt service is budgeted based on the debt payments required each year. If debt is going to be issued in future years, estimates are provided by the City’s financial advisor which are included in projections and/or forecasts as needed. At the time of budgeting for FY 2019, the issuance of new debt was discussed but was not set in the budget. See the “Debt Service” section for additional details on the City’s current debt.



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



**GENERAL FUND**

**REVENUE SUMMARY  
GENERAL FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PROPERTY TAXES</b>						
700 Tax Receipts	8,491,200	8,518,246	9,173,000	9,049,941	9,173,000	9,033,900
701 Tax Discounts	0	0	0	0	0	0
703 Fines and Penalties	0	45,298	0	0	0	0
<b>TOTAL PROPERTY TAXES</b>	<b>8,491,200</b>	<b>8,563,544</b>	<b>9,173,000</b>	<b>9,049,941</b>	<b>9,173,000</b>	<b>9,033,900</b>
<b>OTHER TAXES AND SPECIAL ASSESSMENTS</b>						
080 Cable Franchise Fees	311,000	312,417	314,000	163,971	330,000	350,000
081 Electricity Franchise Fees	900,000	899,164	900,000	501,036	935,000	975,000
082 Gas Franchise Fees	70,000	77,903	80,000	34,938	88,600	100,000
083 Telephone Franchise Fees	46,000	43,451	46,000	20,757	42,000	45,000
707 Mixed Drink Tax	110,000	113,152	115,000	47,397	100,100	100,000
708 Bingo Tax	55,000	50,357	55,000	0	40,000	40,000
709 Sales Tax	6,500,000	6,501,937	6,565,000	3,326,733	6,565,000	6,630,700
<b>TOTAL OTHER TAXES AND SPECIAL ASSESSMENTS</b>	<b>7,992,000</b>	<b>7,998,381</b>	<b>8,075,000</b>	<b>4,094,832</b>	<b>8,100,700</b>	<b>8,240,700</b>
<b>LICENSES AND PERMITS</b>						
022 Platting and Rezoning	30,000	30,065	30,000	18,196	45,000	50,000
050 City Registration Fee	45,000	26,658	40,000	16,110	32,000	32,000
051 Building Permits	250,000	198,418	200,000	75,062	170,000	200,000
052 Contractor's Registration	20,000	14,325	20,000	6,750	15,000	15,000
053 Fire Permit Revenue	1,000	7,550	6,000	4,550	9,500	10,000
<b>TOTAL LICENSES AND PERMITS</b>	<b>346,000</b>	<b>277,016</b>	<b>296,000</b>	<b>120,668</b>	<b>271,500</b>	<b>307,000</b>
<b>FINES AND FEES</b>						
016 Court Fines	1,000,000	785,217	800,000	451,343	940,000	1,000,000
<b>TOTAL FINES AND FEES</b>	<b>1,000,000</b>	<b>785,217</b>	<b>800,000</b>	<b>451,343</b>	<b>940,000</b>	<b>1,000,000</b>
<b>CHARGES FOR SERVICES</b>						
036 Aquatic Revenue	52,000	36,855	55,000	0	55,000	55,000
037 Recreation Programs	35,000	27,930	35,000	7,591	35,000	35,000
038 Youth Sports Activities	130,000	120,228	130,000	65,130	130,000	130,000
039 Concession Stand	5,000	5,636	6,000	1,468	6,000	6,000
040 Adult Activities	25,000	15,442	11,000	98	11,000	11,000
041 Park Facility Rentals	25,000	25,915	28,000	13,380	28,000	28,000
042 Discounts - Youth Sports	0	(25)	0	0	0	0
058 False Alarm Fees	0	3,400	0	450	1,000	0
100 Ambulance Collection Fees	(48,400)	(50,554)	(45,000)	(25,540)	(50,000)	(50,000)
101 Ambulance Service	650,000	746,565	600,000	284,029	690,000	700,000
112 Animal Services	30,000	54,040	50,000	36,915	75,000	75,000
<b>TOTAL CHARGES FOR SERVICES</b>	<b>903,600</b>	<b>985,432</b>	<b>870,000</b>	<b>383,521</b>	<b>981,000</b>	<b>990,000</b>
<b>INTERGOVERNMENTAL</b>						
070 Grant Revenue	73,900	147,028	72,800	42,261	81,600	38,900
102 Reimburse Bell County	5,000	5,741	5,000	3,926	4,000	4,000
103 Central Texas Trauma Council	0	3,183	3,000	0	3,200	3,500
601 TxDOT Reimbursement	0	35,296	0	0	0	0
602 Reimb from TxDOT PTF Program	170,000	170,000	170,000	0	170,000	170,000
<b>TOTAL INTERGOVERNMENTAL</b>	<b>248,900</b>	<b>361,248</b>	<b>250,800</b>	<b>46,187</b>	<b>258,800</b>	<b>216,400</b>
<b>INVESTMENT EARNINGS</b>						
020 Interest Income	60,000	125,205	115,000	96,203	205,000	215,000
201 Net Value of Investments	0	2	0	0	0	0
<b>TOTAL INVESTMENT EARNINGS</b>	<b>60,000</b>	<b>125,207</b>	<b>115,000</b>	<b>96,203</b>	<b>205,000</b>	<b>215,000</b>

**REVENUE SUMMARY  
GENERAL FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>CONTRIBUTIONS AND DONATIONS</b>						
071 Contributions	0	0	0	0	0	0
400 Donations	0	0	0	60	100	0
401 Donations - Police	0	1,860	0	1,700	2,500	0
402 Donations - Healthy Homes	0	0	0	0	0	0
403 Donations - Library	0	100	0	175	200	0
404 Donations - Parks & Recreation	0	6,639	0	3,604	5,400	0
405 Donations - Nat'l Night Out	0	0	0	0	0	0
406 Donations - Pet Adoption Center	20,000	19,904	20,000	9,105	20,000	20,000
<b>TOTAL CONTRIBUTIONS AND DONATIONS</b>	<b>20,000</b>	<b>28,503</b>	<b>20,000</b>	<b>14,644</b>	<b>28,200</b>	<b>20,000</b>
<b>MISCELLANEOUS</b>						
010 Credit Card Fees	(40,000)	(31,388)	(35,000)	(16,206)	(35,000)	(35,000)
011 Technology Fee - My Permit Now	10,000	2,951	4,000	1,372	4,000	4,000
012 AdComp Kiosk Credit Card Fees	0	0	0	15	100	100
015 Cash Over (Short)	0	(28)	0	30	0	0
021 Miscellaneous Income	20,000	21,622	23,000	12,164	23,000	23,000
023 Taxable Income	13,000	14,250	14,000	6,598	14,000	14,000
025 Miscellaneous A/R Income	0	0	0	0	0	0
030 Insurance Proceeds	0	18,190	0	3,721	11,700	0
031 Settlement of Claim	0	1,388	0	2,694	2,900	0
032 Gain on Sale of Asset	0	0	0	0	0	0
055 Street Paving Payments	0	0	0	0	0	0
056 Public Nuisance Assmt Pmt	0	27,557	0	10,932	15,000	0
111 Impound Fees	0	(1)	0	0	0	0
113 Auction Abandoned Property	0	21,718	0	0	0	0
116 State Seizure Funds	0	0	0	0	0	0
200 Gain on Investments	0	0	0	0	0	0
600 Lease Agreement Proceeds	0	0	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>3,000</b>	<b>76,259</b>	<b>6,000</b>	<b>21,320</b>	<b>35,700</b>	<b>6,100</b>
<b>TRANSFERS IN</b>						
802 Transfer from Water	450,000	450,000	450,000	50,000	450,000	500,000
803 Transfer from Drainage	0	0	0	0	0	0
804 Transfer from Sanitation	300,000	300,000	300,000	50,000	300,000	300,000
812 Transfer from Restricted Courts	50,000	50,000	88,000	57,544	88,000	90,000
<b>TOTAL TRANSFERS IN</b>	<b>800,000</b>	<b>800,000</b>	<b>838,000</b>	<b>157,544</b>	<b>838,000</b>	<b>890,000</b>
<b>TOTAL REVENUES</b>	<b>19,864,700</b>	<b>20,000,807</b>	<b>20,443,800</b>	<b>14,436,203</b>	<b>20,831,900</b>	<b>20,919,100</b>
<b>BEGINNING FUND BALANCE</b>	<b>9,076,752</b>	<b>9,810,111</b>	<b>9,764,711</b>	<b>10,432,196</b>	<b>10,432,196</b>	<b>10,529,796</b>
<b>INCREASE/DECREASE</b>	<b>9,800</b>	<b>622,085</b>	<b>42,900</b>	<b>3,972,790</b>	<b>97,600</b>	<b>400</b>
<b>ENDING FUND BALANCE</b>	<b>9,086,552</b>	<b>10,432,196</b>	<b>9,807,611</b>	<b>14,404,986</b>	<b>10,529,796</b>	<b>10,530,196</b>
<b>FUND BALANCE REQUIREMENT</b>						<b>5,229,700</b>
(Three Months Operating Expense)						

**EXPENDITURE SUMMARY  
GENERAL FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	10,809,300	10,592,909	11,082,400	5,420,711	10,898,300	11,556,200
002 Overtime	382,400	401,651	419,900	235,855	463,800	436,900
003 Worker's Compensation	149,600	144,431	132,000	131,022	131,200	125,000
004 Health Insurance	1,069,700	953,237	1,063,400	522,635	1,049,400	1,046,100
005 Social Security	856,300	817,417	880,200	415,624	867,400	917,400
006 Retirement	1,672,900	1,608,768	1,721,800	831,682	1,681,600	1,794,700
<b>TOTAL PERSONNEL SERVICE</b>	<b>14,940,200</b>	<b>14,518,413</b>	<b>15,299,700</b>	<b>7,557,529</b>	<b>15,091,700</b>	<b>15,876,300</b>
<b>SUPPLIES</b>						
010 Office	89,700	88,264	91,000	49,429	97,200	95,800
011 Vehicle	218,400	234,073	232,100	122,534	244,900	249,800
012 General	144,600	131,785	141,100	72,094	139,800	142,900
013 Equipment	72,100	60,108	74,300	28,647	115,400	83,000
014 Uniforms	90,600	90,210	94,000	43,587	97,700	110,000
015 Recreational	6,000	4,435	6,000	2,169	5,000	6,000
016 Chemical	12,200	10,152	12,200	2,087	12,200	12,200
019 K-9 Supplies	4,000	4,831	4,600	794	1,100	0
028 Pet Adoption Center	15,000	24,458	39,500	14,707	30,000	50,000
029 Medical	56,500	54,630	56,000	28,055	56,000	55,700
<b>TOTAL SUPPLIES</b>	<b>709,100</b>	<b>702,946</b>	<b>750,800</b>	<b>364,103</b>	<b>799,300</b>	<b>805,400</b>
<b>MAINTENANCE</b>						
020 Vehicle	114,800	131,432	128,800	80,142	142,100	139,800
021 Building	109,100	104,828	113,100	32,442	110,000	112,800
022 Equipment	268,900	257,375	268,600	200,450	280,600	311,700
023 Ground	188,700	141,490	188,700	76,841	191,700	165,700
<b>TOTAL MAINTENANCE</b>	<b>681,500</b>	<b>635,125</b>	<b>699,200</b>	<b>389,875</b>	<b>724,400</b>	<b>730,000</b>
<b>INSURANCE</b>						
030 Property/Liability	149,500	156,494	163,400	155,153	163,400	166,100
<b>TOTAL INSURANCE</b>	<b>149,500</b>	<b>156,494</b>	<b>163,400</b>	<b>155,153</b>	<b>163,400</b>	<b>166,100</b>
<b>SERVICES</b>						
033 Contingency	0	0	0	0	0	0
035 Unemployment Payments	0	865	0	9,618	20,000	0
036 Election Expense	10,000	7,797	10,000	6,306	7,500	10,000
040 Utilities	522,200	554,489	562,200	247,790	545,000	554,100
041 Dues and Subscriptions	45,100	41,803	45,400	27,502	44,400	49,700
042 Travel and Training	155,100	122,842	160,900	69,455	140,400	164,300
043 Impound Expense	400	1,003	1,000	0	1,000	1,000
045 Telephone	66,400	68,906	72,300	31,533	67,900	75,200
046 Equipment Rental	39,300	32,947	38,900	12,793	32,300	31,900
047 Contract Labor	416,500	413,219	466,100	223,839	468,500	523,700
051 Online Transaction Fees	6,300	7,226	6,100	3,173	6,600	6,600
059 Adaptive Sports	10,000	5,872	10,000	2,710	9,000	10,000
060 Tree City USA	10,000	4,254	10,000	915	4,500	10,000
061 Reimburse by Donations	4,500	4,059	4,500	2,187	4,500	4,500
065 Trophies and Awards	19,700	13,965	20,500	9,748	20,000	17,000
066 Uniforms and Equipment (Rec)	57,000	42,761	57,000	19,787	53,000	55,000
067 Parks and Recreation Programs	43,000	41,595	46,000	30,343	46,000	46,000
068 Team Travel	3,000	0	3,000	0	0	2,000
069 Adult Sports	6,000	3,252	6,000	844	3,000	3,000

**EXPENDITURE SUMMARY  
GENERAL FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
070 Other Expense (Grants)	90,000	89,041	70,800	32,332	72,600	45,200
075 LEOSE Training	5,000	4,835	5,100	655	5,100	5,400
076 Hurricane Harvey	0	53,395	0	0	0	0
081 Bank Fees	1,000	1,268	1,500	246	1,500	1,500
083 Audit Fees	27,500	30,950	27,500	20,950	30,000	30,500
084 Tax Appraisal Contract	96,100	98,465	98,000	49,788	98,000	101,000
086 Nuisance Abatement	55,000	25,937	55,000	16,222	55,000	55,000
087 State Tax Payments	275,000	286,787	275,000	159,810	330,000	350,000
102 Medical Director Contract	28,400	25,030	12,500	0	12,500	42,700
104 Fire Prevention	6,700	3,656	7,500	233	7,500	7,500
105 Safety Training	1,100	985	1,000	239	1,000	900
400 Public Awareness	15,000	2,847	10,000	363	2,000	7,000
<b>TOTAL SERVICES</b>	<b>2,015,300</b>	<b>1,990,051</b>	<b>2,083,800</b>	<b>979,381</b>	<b>2,088,800</b>	<b>2,210,700</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	99,000	110,348	124,000	29,589	58,600	58,300
091 Advertising	40,400	39,470	44,200	13,931	40,700	41,500
092 Professional Fees	215,200	250,659	274,000	157,867	270,400	230,200
093 Medical Expense	0	0	0	0	0	0
094 Lawsuit Settlement	0	0	0	0	0	0
103 State Seizure	0	0	0	0	0	0
401 Transportation (HOP)	36,900	36,939	43,200	43,235	43,200	40,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	53,500	53,500	47,500	26,875	47,500	52,500
404 Youth Task Force	13,000	10,250	13,000	10,000	10,000	10,000
405 Economic Development	25,000	22,673	23,500	27,500	27,500	22,500
406 Texas A&M Contribution	50,000	50,000	25,000	25,000	25,000	12,500
408 Boys & Girls Club Contribution	50,000	50,000	50,000	50,000	50,000	30,000
409 Greater Killeen Free Clinic	5,000	5,000	9,500	9,500	9,500	9,500
410 Nat'l Mounted Warfare Found.	25,000	25,000	25,000	25,000	25,000	12,500
600 Pitney Bowes Lease	2,200	2,196	2,200	1,647	2,200	2,200
601 Xerox Lease - Int	0	0	0	0	0	0
602 Xerox Lease - Prin	2,700	0	0	0	0	0
615 Xerox Rental	13,900	3,036	6,900	3,036	7,200	8,500
<b>TOTAL MISCELLANEOUS</b>	<b>648,800</b>	<b>676,071</b>	<b>705,000</b>	<b>440,180</b>	<b>633,800</b>	<b>547,200</b>
<b>RESERVES/TRANSFERS</b>						
007 Reserve for Personnel	10,000	10,739	10,000	2,285	8,000	8,000
254 Reimb: Seton Medical	600,500	588,883	589,000	574,907	574,900	575,000
800 Transfer to Fixed Assets	0	0	0	0	300,000	0
805 Transfer to Capital Projects	100,000	100,000	0	0	250,000	0
806 Transfer to Debt Service	0	0	100,000	0	100,000	0
<b>TOTAL RESERVES/TRANSFERS</b>	<b>710,500</b>	<b>699,622</b>	<b>699,000</b>	<b>577,192</b>	<b>1,232,900</b>	<b>583,000</b>
<b>GRAND TOTAL</b>	<b>19,854,900</b>	<b>19,378,722</b>	<b>20,400,900</b>	<b>10,463,413</b>	<b>20,734,300</b>	<b>20,918,700</b>

## **CITY COUNCIL**

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

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

### **MISSION STATEMENT**

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

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

- Conduct a joint meeting with Killeen Independent School District.
  - Scheduling Dr. Craft in for a presentation in 2019.
- Hold a Council Retreat.
  - Council retreat held on August 2, 2018.
- Receive and discuss Exploring New Heights report.
  - Received and discussed Exploring New Heights report on December 12, 2017.

### **FY 2018-2019 OBJECTIVES**

- Receive a presentation from Killeen Independent School District.
- Hold a Council retreat.
- Continue to explore the leasing of Dana Peak Park.

CITY COUNCIL

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	6,000	5,920	6,000	3,000	6,000	6,000
005 Social Security	500	453	500	230	500	500
<b>TOTAL PERSONNEL SERVICE</b>	<b>6,500</b>	<b>6,373</b>	<b>6,500</b>	<b>3,230</b>	<b>6,500</b>	<b>6,500</b>
<b>SUPPLIES</b>						
010 Office	0	0	0	0	0	0
012 General	14,000	14,272	15,000	6,622	15,000	15,000
<b>TOTAL SUPPLIES</b>	<b>14,000</b>	<b>14,272</b>	<b>15,000</b>	<b>6,622</b>	<b>15,000</b>	<b>15,000</b>
<b>SERVICES</b>						
036 Election Expense	10,000	7,797	10,000	6,306	7,500	10,000
041 Dues and Subscriptions	1,000	386	1,000	74	500	1,000
042 Travel and Training	15,000	12,608	15,000	6,382	13,500	15,000
<b>TOTAL SERVICES</b>	<b>26,000</b>	<b>20,791</b>	<b>26,000</b>	<b>12,762</b>	<b>21,500</b>	<b>26,000</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	6,000	4,965	6,000	1,635	5,000	5,000
401 Transportation (HOP)	36,900	36,939	43,200	43,235	43,200	40,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	53,500	53,500	47,500	26,875	47,500	52,500
406 Texas A&M Contribution	50,000	50,000	25,000	25,000	25,000	12,500
408 Boys & Girls Club Contr	50,000	50,000	50,000	50,000	50,000	30,000
409 Greater Killeen Free Clinic	5,000	5,000	9,500	9,500	9,500	9,500
410 Nat'l Mounted Warfare Found.	25,000	25,000	25,000	25,000	25,000	12,500
<b>TOTAL MISCELLANEOUS</b>	<b>243,400</b>	<b>242,404</b>	<b>223,200</b>	<b>198,245</b>	<b>222,200</b>	<b>179,000</b>
<b>FIXED ASSET TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	25,000	16,150	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>25,000</b>	<b>16,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>314,900</b>	<b>299,990</b>	<b>270,700</b>	<b>220,859</b>	<b>265,200</b>	<b>226,500</b>



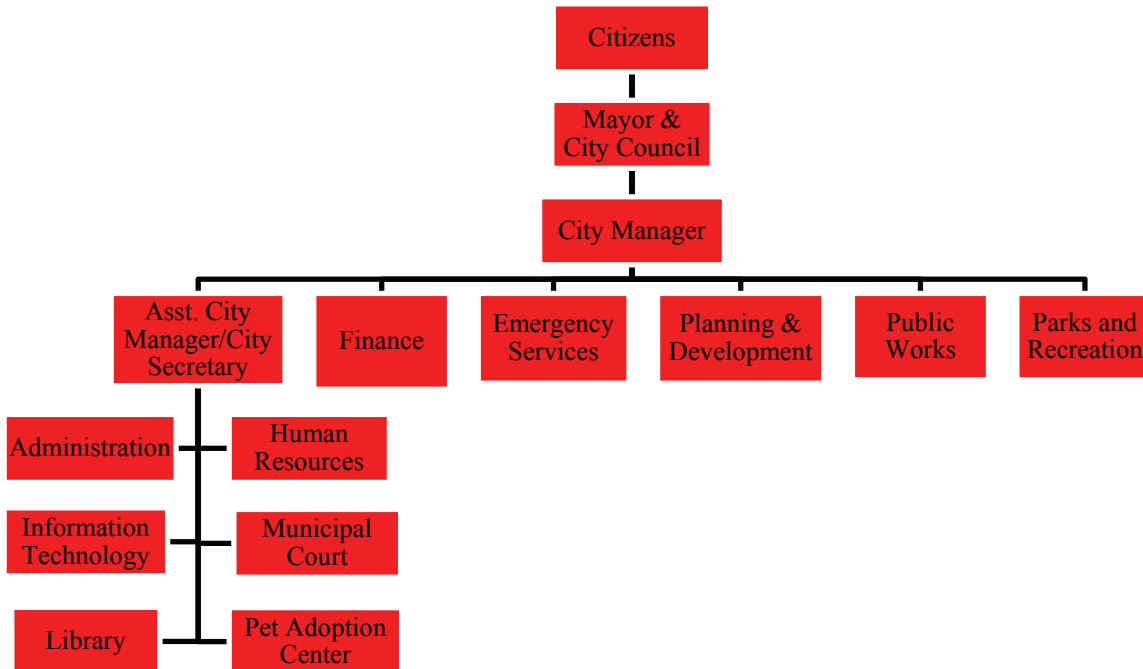
## ADMINISTRATION

The City Administration Department includes the City Manager, Assistant City Manager, Human Resource Director, Technology Director, System Support Technician, Assistant City Secretary, Human Resource Coordinator, Records Management Coordinator, Human Resource Clerk and all Pet Adoption Center personnel.

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

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

## ORGANIZATIONAL CHART



## PROGRESS ON FY 2017-2018 OBJECTIVES

- Oversee completion of the construction of Central Fire Station.
  - The reconstruction of Central Fire Station has been completed.
- Oversee the completion of the Pet Adoption Center addition/renovation.
  - The Pet Adoption Center addition/renovation has been completed.
- Work with The Retail Coach to recruit retail businesses to the City.
  - Worked with The Retail Coach to recruit retail businesses to the City.
- Present Council with the Exploring New Heights report.
  - Presented Council with the Exploring New Heights report on December 12, 2017.

**FY 2018-2019 OBJECTIVES**

- Oversee the construction of Fire Station #2 Renovation.
- Review and negotiate for City wide single-stream recycling, providing opportunities for citizen input and providing City Council with all information needed to make an informed decision.
- Provide Council with tablets for paperless agendas.
- Work with The Retail Coach to recruit retail businesses to the City.

**PERFORMANCE MEASURES - ADMINISTRATION**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
Number of full time employees	20	20	21	20	21
<b>OUTPUTS:</b>					
Agenda minutes prepared	27	25	25	28	29
Ordinances published, codified	35	33	35	32	31
Resolutions processed	48	33	30	34	31
Requests for information processed	600	672	750	745	760
# of Council workshops held	20	16	16	15	19
# of Council meeting held	27	25	25	28	24
# of Developer Agreements signed	1	0	0	1	0
<b>EFFECTIVENESS/EFFICIENCY:</b>					
% of agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

**PERFORMANCE MEASURES – INFORMATION TECHNOLOGY**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>OUTPUTS:</b>					
# of servers supported	20	24	30	30	30
# of computers/laptops supported	175	175	185	180	185
# of users supported	200	205	210	210	250
# of printers/scanners supported	82	80	82	80	82
# of applications supported	34	34	34	34	40
# of specialty systems supported	15	15	15	15	15
<b>EFFECTIVENESS:</b>					
% of support hours	75	70	75	70	75
% of project hours	25	30	25	30	25
<b>EFFICIENCY:</b>					
Average month requests closed	200	240	260	250	260
# of work orders closed	2,400	2,880	3,120	3,000	3,120

**PERFORMANCE MEASURES – HUMAN RESOURCES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>OUTPUTS:</b>					
# of job fairs participated in	2	5	4	3	3
# of criminal background checks	900	1,022	1,000	1,029	1,050
# of pre-employment drug screening	50	55	55	46	50
<b>EFFECTIVENESS:</b>					
# of exit interviews conducted	15	10	11	13	15
# of HR website hits	50,000	42,528	45,000	43,826	45,000
<b>EFFICIENCY:</b>					
Employee Turnover Rate	4%	4%	4%	4%	4%

**ADMINISTRATION**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	778,500	782,319	818,900	420,541	838,400	855,900
002 Overtime	8,000	8,087	8,000	1,065	8,000	8,000
003 Worker's Compensation	7,400	7,115	6,500	6,463	6,500	6,000
004 Health Insurance	74,900	75,355	76,900	37,778	76,900	72,800
005 Social Security	60,200	59,601	63,300	28,789	63,300	66,100
006 Retirement	118,200	125,849	124,400	63,288	124,400	129,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,047,200</b>	<b>1,058,326</b>	<b>1,098,000</b>	<b>557,924</b>	<b>1,117,500</b>	<b>1,138,700</b>
<b>SUPPLIES</b>						
010 Office	1,500	810	1,500	253	1,500	1,500
012 General	20,000	18,860	20,000	10,585	20,000	20,000
013 Equipment	1,300	660	1,300	13	11,500	1,600
<b>TOTAL SUPPLIES</b>	<b>22,800</b>	<b>20,330</b>	<b>22,800</b>	<b>10,851</b>	<b>33,000</b>	<b>23,100</b>
<b>MAINTENANCE</b>						
022 Equipment	80,000	64,884	76,400	65,532	75,300	109,000
<b>TOTAL MAINTENANCE</b>	<b>80,000</b>	<b>64,884</b>	<b>76,400</b>	<b>65,532</b>	<b>75,300</b>	<b>109,000</b>
<b>INSURANCE</b>						
030 Property/Liability	7,400	7,678	8,100	7,644	8,100	8,100
<b>TOTAL INSURANCE</b>	<b>7,400</b>	<b>7,678</b>	<b>8,100</b>	<b>7,644</b>	<b>8,100</b>	<b>8,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	9,618	20,000	0
040 Utilities	39,200	21,828	35,000	7,711	21,000	25,000
041 Dues and Subscriptions	11,000	11,868	11,000	4,763	11,000	11,000
042 Travel and Training	14,000	7,502	14,000	6,207	14,000	14,000
045 Telephone	22,000	20,730	22,000	8,149	20,000	20,000
046 Equipment Rental	2,300	1,741	2,400	472	1,000	1,000
047 Contract Labor	0	0	0	0	0	3,600
070 Other Expense (Grants)	0	0	0	0	0	0
076 Hurricane Harvey	0	53,395	0	0	0	0
081 Bank Fees	1,000	1,268	1,500	246	1,500	1,500
400 Public Awareness	15,000	2,847	10,000	363	2,000	7,000
<b>TOTAL SERVICES</b>	<b>104,500</b>	<b>121,179</b>	<b>95,900</b>	<b>37,529</b>	<b>90,500</b>	<b>83,100</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	75,000	87,938	100,000	20,814	38,600	35,300
091 Advertising	15,000	17,671	15,000	4,898	15,000	15,000
092 Professional Fees	110,000	99,091	118,000	54,451	119,000	125,000
093 Medical Expense	0	0	0	0	0	0
094 Lawsuit Settlement	0	0	0	0	0	0
404 Youth Task Force	13,000	10,250	13,000	10,000	10,000	10,000
405 Economic Development	25,000	22,673	23,500	27,500	27,500	22,500
600 Pitney Bowes Lease	2,200	2,196	2,200	1,647	2,200	2,200
615 Xerox Rental	6,800	1,014	2,000	1,014	2,000	2,000
<b>TOTAL MISCELLANEOUS</b>	<b>247,000</b>	<b>240,833</b>	<b>273,700</b>	<b>120,324</b>	<b>214,300</b>	<b>212,000</b>
<b>FIXED ASSET TRANSFERS</b>						
603 Dell Computer Lease - Prin	41,600	41,600	41,600	41,600	41,600	41,600
604 Dell Computer Lease - Int	2,900	2,943	2,200	2,209	2,200	1,500
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	88,600	83,334	135,200	0	95,500	10,000
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>133,100</b>	<b>127,877</b>	<b>179,000</b>	<b>43,809</b>	<b>139,300</b>	<b>53,100</b>
<b>GRAND TOTAL</b>	<b>1,642,000</b>	<b>1,641,107</b>	<b>1,753,900</b>	<b>843,613</b>	<b>1,678,000</b>	<b>1,627,100</b>

## FINANCE

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

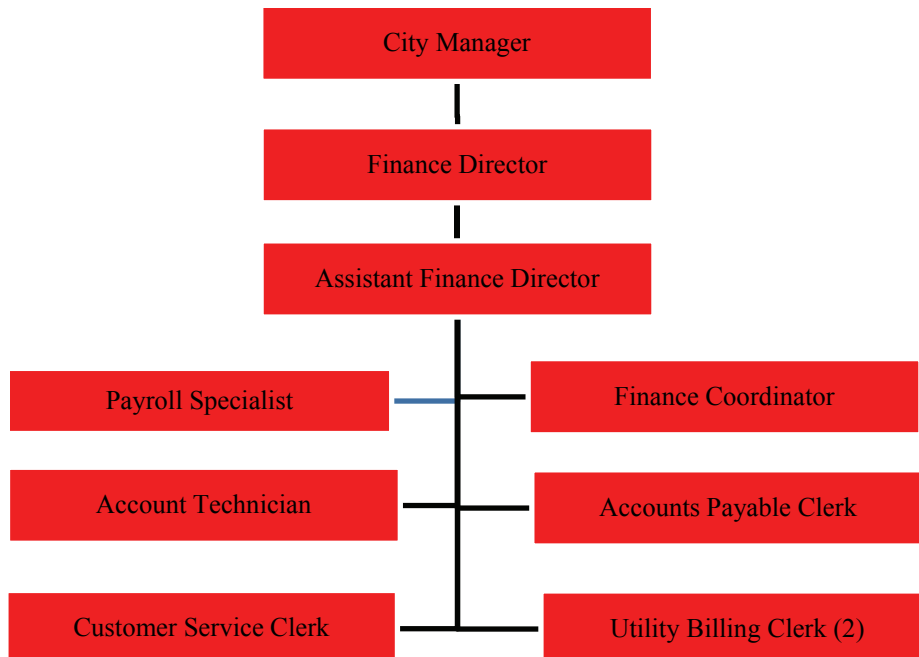
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures; to protect and optimize the financial resources of the City; and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial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

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



## **FY 2017-2018 ACHIEVEMENTS**

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the twenty-third consecutive year.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the twentieth-second consecutive year.
- Completed financing for the Series 2018 Combination Tax and Revenue Certificates of Obligation in the amount of \$6,000,000.

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

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
  - This will remain an objective for the 2019 fiscal year.
- Continue to implement internal auditing procedures.
  - Ongoing. This will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
  - Ongoing.
- Complete financial trend monitoring report.
  - Ongoing. Prior year data will need to be added to the data that has already been gathered. The next step will be to create graphs and prepare a narrative.
- Complete 2018 Issuance.
  - Completed and issued in January 2018.

## **FY 2018-2019 OBJECTIVES**

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
- Continue to implement internal auditing procedures.
- Continue to audit department's fixed assets to ensure all assets are recorded.
- Complete financial trend monitoring report.
- Complete Series 2019 Issuance of Certificates of Obligation.
- Revamp the look of the investment report provided to the City Council.

**PERFORMANCE MEASURES - FINANCE**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full-time personnel	5	5	5	5	5
<b>OUTPUTS:</b>					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,800	1,695	1,800	1,653	1,700
# of accounts payable transactions	14,500	13,325	14,100	13,311	14,000
# of vendors paid electronically	75	129	175	135	150
# of bid openings held	10	7	10	14	10
<b>EFFECTIVENESS:</b>					
Received GFOA's CAFR Award / Number of times	Yes	Yes / 22	Yes	Yes / 23	Yes
Received GFOA's Budget Award / Number of times	Yes	Yes / 21	Yes	Yes / 22	Yes
Standard & Poor's Rating	AA	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	1.0	1.0	1.0	1.0	1.0
<b>EFFICIENCY:</b>					
# of purchase orders per employee	360.0	339.0	360.0	330.0	340.0

**PERFORMANCE MEASURES – UTILITY ADMINISTRATION**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full-time personnel	3	3	3	4	4
<b>OUTPUTS:</b>					
# of active accounts	10,800	10,887	11,000	10,852	11,000
Total amount billed (in thousands)	\$12,000	\$12,082	\$12,500	\$13,118	\$14,000
# of utility bills outsourced	130,000	136,099	140,000	138,479	151,200
# of second notices mailed	27,000	24,321	25,000	24,195	26,750
# of e-bills sent	25,000	26,824	27,500	29,458	31,500
# of service orders processed	14,000	12,855	13,000	16,883	17,500
# of payments processed in-house	111,000	108,765	110,000	107,601	108,500
# of payments water related	107,000	106,019	107,000	105,338	106,500
# of payments processed via electronic deposit to bank	23,000	22,360	23,000	19,568	21,000
# of payments made through website	32,000	32,615	35,000	34,063	36,000
# of payments processed as a draft	21,000	21,794	24,570	23,778	28,750
# of payments made via IVR	8,000	10,274	11,000	11,457	12,000
# of payments made via kiosk	New	1,400	2,000	2,209	3,000
# of past due phone notifications sent	18,000	11,456	12,000	13,528	15,000
# of successful notification deliveries	8,000	6,689	7,500	8,082	9,000

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>EFFECTIVENESS:</b>					
% of bills processed as scheduled	100%	96%	100%	100%	100%
% of payments processed via electronic submission to bank	21%	21%	21%	18%	19%
% of payments processed made through website	29%	30%	32%	32%	33%
% of payments processed as bank or credit card draft	19%	20%	22%	22%	26%
% of payments made via IVR	7%	9%	10%	11%	11%
% of payments that are water related	96%	97%	97%	98%	98%
% of bills/second notices outsourced	83%	85%	85%	85%	85%
% of successful notification delivery	50%	58%	63%	60%	60%
<b>EFFICIENCY:</b>					
# of utility billing accounts per employee	3,600.0	3,629.0	3,666.7	2,713.0	2,750.0
# of service orders per employee	7,000.0	4,285.0	4,333.3	4,220.8	4,375.0
# of in-house payments per employee	37,000.0	36,255.0	36,666.7	26,900.3	27,125.0



**FINANCE**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	356,800	360,684	366,700	185,754	375,600	423,900
002 Overtime	3,500	2,987	3,700	1,089	3,700	3,700
003 Worker's Compensation	4,100	3,913	3,300	3,231	3,200	3,600
004 Health Insurance	44,400	41,644	42,800	21,423	42,800	45,300
005 Social Security	27,600	25,914	28,300	13,121	29,000	32,700
006 Retirement	54,200	54,627	55,700	28,111	55,700	64,300
<b>TOTAL PERSONNEL SERVICE</b>	<b>490,600</b>	<b>489,769</b>	<b>500,500</b>	<b>252,729</b>	<b>510,000</b>	<b>573,500</b>
<b>SUPPLIES</b>						
010 Office	7,000	7,115	7,000	2,770	7,000	7,000
012 General	13,800	7,704	10,000	5,106	10,000	10,000
<b>TOTAL SUPPLIES</b>	<b>20,800</b>	<b>14,819</b>	<b>17,000</b>	<b>7,876</b>	<b>17,000</b>	<b>17,000</b>
<b>MAINTENANCE</b>						
022 Equipment	22,900	31,479	32,500	22,207	30,800	23,300
<b>TOTAL MAINTENANCE</b>	<b>22,900</b>	<b>31,479</b>	<b>32,500</b>	<b>22,207</b>	<b>30,800</b>	<b>23,300</b>
<b>INSURANCE</b>						
030 Property/Liability	4,300	4,321	4,200	3,879	4,200	4,900
<b>TOTAL INSURANCE</b>	<b>4,300</b>	<b>4,321</b>	<b>4,200</b>	<b>3,879</b>	<b>4,200</b>	<b>4,900</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,000	2,156	2,300	1,088	2,300	2,300
042 Travel and Training	9,000	4,616	9,000	1,067	5,000	9,000
045 Telephone	1,800	1,791	1,800	832	1,800	1,800
047 Contract Labor	3,500	3,432	3,500	1,725	3,500	3,700
083 Audit Fees	25,000	28,950	25,000	18,950	28,000	28,000
084 Tax Appraisal Contract	96,100	98,465	98,000	49,788	98,000	101,000
<b>TOTAL SERVICES</b>	<b>137,400</b>	<b>139,410</b>	<b>139,600</b>	<b>73,450</b>	<b>138,600</b>	<b>145,800</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>676,000</b>	<b>679,798</b>	<b>693,800</b>	<b>360,141</b>	<b>700,600</b>	<b>764,500</b>

## PET ADOPTION CENTER AND ANIMAL SERVICES

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

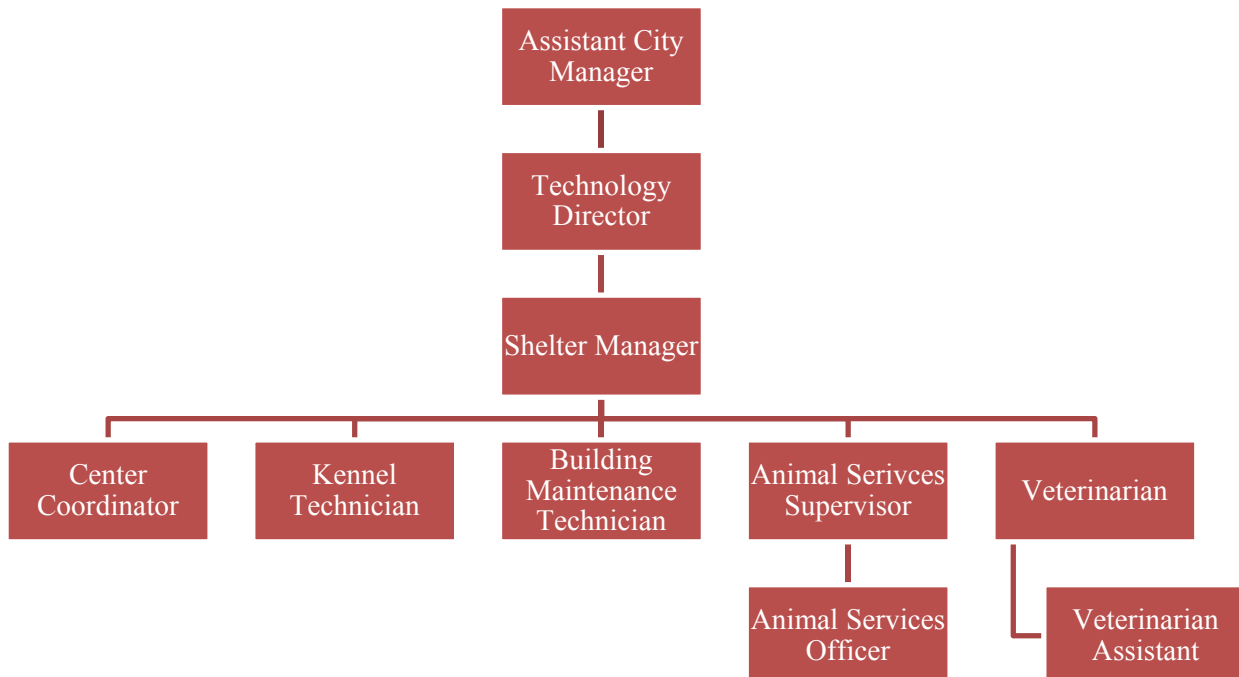
### GOALS AND OBJECTIVES

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

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

The Pet Adoption Center consists of ten (10) personnel. This includes a Shelter Manager, Center Coordinator, Animal Services Supervisor, three (3) Animal Services Officers, Kennel Technician, and Building Technician, Veterinarian, and Veterinarian Assistant.

### ORGANIZATIONAL CHART



## **FY 2017-2018 ACHIEVEMENTS**

- Completed a remodel of the Pet Adoption Center Facility. The remodel included the addition of a surgery suite, free roam cat rooms, and additional workspace.
- Replaced the radio systems used by the Animal Service Officers which allows for enhanced communication when performing animal control functions throughout the City.
- During this year, the Pet Adoption Center raised \$16,251.50 and sterilized 864 dogs and cats.

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

- Update the Pet Adoption Center website to include some mobile enhancements and improvements to the donation page.
  - New mobile friendly frameworks have been evaluated and selected. Backend development on the server, databases and supporting structure has been completed. Currently, researching and developing interconnection between other systems that support the Pet Adoption Center. A wireframe of the website has been completed and programming has begun to convert the wireframe into the frontend site.
- Provide additional services through the surgery suite to assist in reducing the overpopulation of unwanted animals in the community.
  - Fine tuning the clinic operations. Multiple surgeries have been conducted in the new surgery clinic. The Pet Adoption Center staff has started researching the best ways to utilize the clinic to reduce the overpopulation of unwanted animals in the community.

## **FY 2017-2018 OBJECTIVES**

- Work to implement community education programs with regards to animal safety and welfare. Educational programs will include animal care, importance of sterilization, and legal requirements for owning an animal in the State of Texas.
- Enhance the way Animal Services tracks, records, reports, and calls for service. Begin work on digitally storing all animal services records. Enhancements should prioritize the collection and tracking of animals' records, calls for service and resolution of calls, waivers to City Ordinances and Dangerous Dog determinations. Data should be collected so that useful metrics can be produced to assist in coordinating animal services efforts, identifying areas of concern, and automating many manual tasks.
- Enhance the Animal Services Standard Operating Procedure to include new rules and regulations, procedures for new clinic, and other information to assist and standardize day-to-day operation.

**PERFORMANCE MEASURES – ANIMAL CONTROL**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
Number of full-time personnel	7	8	9	9	10
<b>OUTPUTS:</b>					
Number Impounded:					
Dogs	1,000	1,056	1,000	1,231	1,000
Cats	600	894	600	823	600
# of calls for service handled	2,850	3301	2,850	3,254	2,850
<b>EFFECTIVENESS/EFFICIENCY:</b>					
Percentage Adopted:					
Dogs	70%	54.9%	70%	51.4%	60%
Cats	70%	53.6%	70%	57.6%	70%
Percentage Returned to Owner:					
Dogs	10%	41.6%	10%	39.3%	30%
Cats	5%	3%	5%	3.9%	10%
Percentage Euthanized:					
Dogs	10%	3.4%	10%	4.1%	10%
Cats	20%	23%	20%	22.5%	20%

**PET ADOPTION CENTER**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	236,400	261,830	287,400	134,306	279,400	393,400
002 Overtime	18,000	11,327	13,000	3,825	11,200	13,000
003 Worker's Compensation	5,200	4,980	5,300	5,288	5,300	6,000
004 Health Insurance	23,200	27,661	37,700	17,316	37,000	42,700
005 Social Security	19,500	20,049	23,000	9,966	22,200	31,100
006 Retirement	38,200	41,023	45,200	20,782	43,700	61,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>340,500</b>	<b>366,870</b>	<b>411,600</b>	<b>191,483</b>	<b>398,800</b>	<b>547,300</b>
<b>SUPPLIES</b>						
010 Office	3,700	2,832	4,900	884	3,000	5,900
011 Vehicle	8,900	7,375	8,600	2,691	7,000	7,000
012 General	4,000	5,326	6,600	3,166	6,600	6,600
013 Equipment	3,500	2,027	2,900	0	10,600	3,200
014 Uniforms	3,800	2,296	4,000	2,278	4,000	4,500
028 Animal Care Supplies	15,000	24,458	39,500	14,707	30,000	50,000
<b>TOTAL SUPPLIES</b>	<b>38,900</b>	<b>44,314</b>	<b>66,500</b>	<b>23,726</b>	<b>61,200</b>	<b>77,200</b>
<b>MAINTENANCE</b>						
020 Vehicle	1,000	2,752	2,800	1,657	2,800	3,800
021 Building	14,000	20,358	16,500	5,373	16,500	20,000
022 Equipment	5,500	4,250	4,300	260	4,500	9,000
<b>TOTAL MAINTENANCE</b>	<b>20,500</b>	<b>27,360</b>	<b>23,600</b>	<b>7,290</b>	<b>23,800</b>	<b>32,800</b>
<b>INSURANCE</b>						
030 Property/Liability	4,500	5,401	6,600	6,226	6,600	8,000
<b>TOTAL INSURANCE</b>	<b>4,500</b>	<b>5,401</b>	<b>6,600</b>	<b>6,226</b>	<b>6,600</b>	<b>8,000</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	18,000	24,252	25,000	10,297	25,000	25,000
041 Dues and Subscriptions	300	181	300	0	300	0
042 Travel and Training	9,700	2,023	6,000	1,343	2,500	6,000
045 Telephone	500	140	500	54	500	500
046 Equipment Rental	0	0	0	0	0	0
047 Contract Labor	0	0	0	0	0	0
051 Online Fees	300	35	100	9	100	100
070 Other Expense (Grants)	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>28,800</b>	<b>26,631</b>	<b>31,900</b>	<b>11,703</b>	<b>28,400</b>	<b>31,600</b>
<b>MISCELLANEOUS</b>						
091 Advertising	1,900	1,843	4,200	0	4,200	4,200
092 Professional Fees	18,000	55,140	52,000	23,785	52,000	5,000
<b>TOTAL MISCELLANEOUS</b>	<b>19,900</b>	<b>56,983</b>	<b>56,200</b>	<b>23,785</b>	<b>56,200</b>	<b>9,200</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	0	0	0	1,800	1,800
610 COBAN Lease - Int	0	0	0	0	100	200
702 Building and Improvements	0	4,875	0	0	0	0
705 Equipment	22,900	30,077	0	0	0	9,200
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	37,800	39,915	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>60,700</b>	<b>74,867</b>	<b>0</b>	<b>0</b>	<b>1,900</b>	<b>11,200</b>
<b>GRAND TOTAL</b>	<b>513,800</b>	<b>602,426</b>	<b>596,400</b>	<b>264,213</b>	<b>576,900</b>	<b>717,300</b>

## **POLICE DEPARTMENT**

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

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

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

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

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

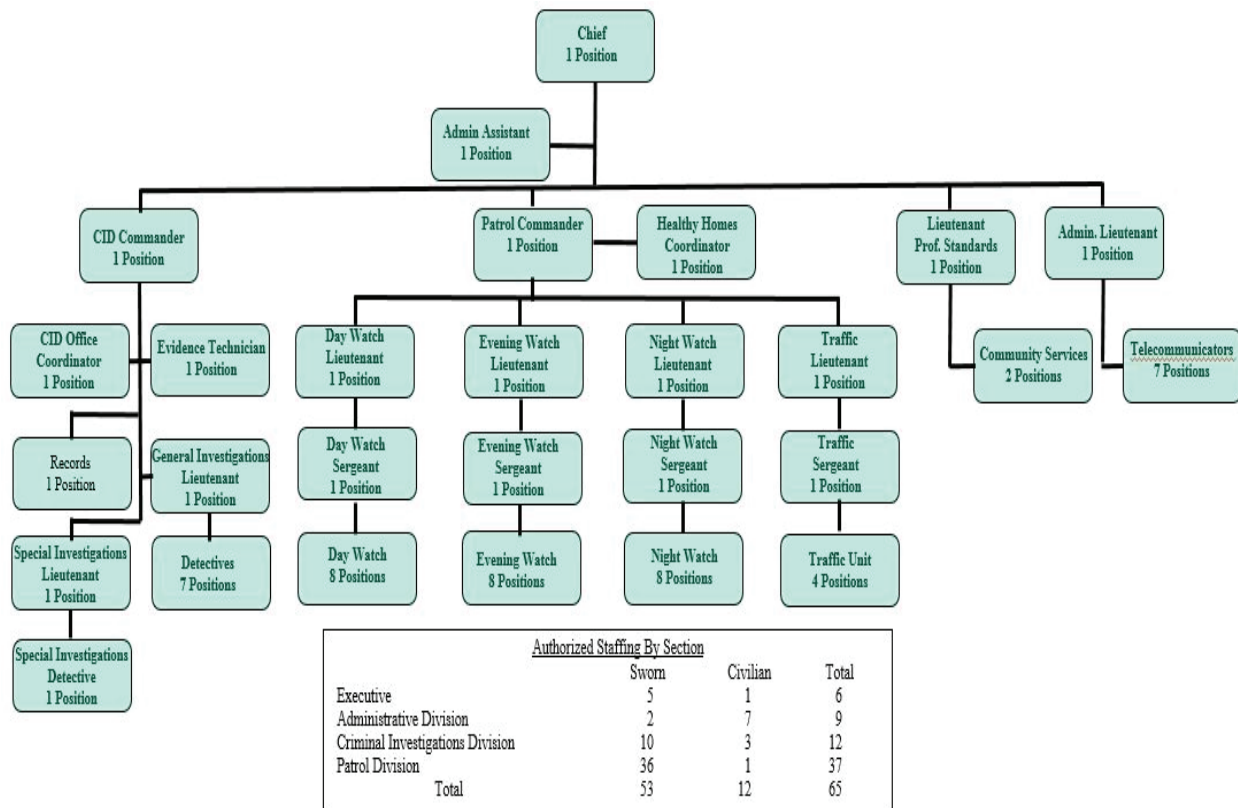
The Community Services Section is overseen by the Professional Standards Lieutenant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically, the Section provides various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

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

## GOALS AND OBJECTIVES

The Department works to formulate programs that serve to improve the relationship and cooperation between the police and the citizenry. Citizen’s Police Academy, National Night Out, Citizens on Patrol, problem solving teams, neighborhood watch, crime prevention and education programs, school liaisons, and similar efforts build a strong relationship and positive interface with the people of the community. These efforts, along with aggressive enforcement efforts to solve specific and detrimental crime problems, forge a partnership in the community.

## HHPD Organizational Chart



## FY 2017-2018 ACHIEVEMENTS

- Continued the “Healthy Homes Initiative” with success for the 7<sup>th</sup> year. Recently awarded a \$25,000 grant to aid initiative.
- Continued the National Night Out event for the 22<sup>nd</sup> year.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods though “Operation Safe Shopper” for the 10<sup>th</sup> year.
- Maintained the “Best Practices Recognition Program” by submitting an annual report after being re-recognized in 2016.
- Sought and attained a grant for the purchase of “rifle resistant” body armor for Department wide deployment.

- Updated the Department's radio inventory with the acquisition of twelve P25 compatible tri-band hand held radios and seven car radios to obtain full P25 compliance.

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

- Continue the fleet replacement and enhancement program with the purchase of two new Patrol SUVs and vehicle equipment.
  - Objective completed.
- Replaced all COBAN mobile video systems within the Department.
  - This was a 4<sup>th</sup> Quarter purchase and the system is currently being installed.
- Enhance CID capabilities with the addition of a civilian Evidence/Property Manager.
  - Objective completed.
- Enhance training capabilities with the purchase of specialized training munitions and equipment.
  - Objective partially completed. Partial purchase with additional items required for specialized equipment to be obtained this fiscal year.
- Enhance investigative capabilities with the purchase of fingerprint and evidence collection kits for each patrol unit.
  - Objective not met. Items are currently being sought under a grant program.
- Enhance patrol response with the purchase of handheld night optical devices.
  - Objective completed.
- Purchase additional patrol rifles and optics.
  - Objective not completed. Additional weapons not required at this time.
- Replace entry door readers for building security.
  - This was a 4<sup>th</sup> quarter purchase and the system is currently being installed.
- Purchase and train personnel for a replacement police working dog.
  - Objective not completed due to the health of our current K9 and the reorganization of Department objectives. The purchase savings from another K9 and change in fleet purchase allowed us to add one additional vehicle (FY19).

#### **FY 2018-2019 OBJECTIVES**

- Increase patrol and CID staff by not filling Deputy Chief position this year (for two officer positions) and dropping one commander position in Administration.
- Restructure Department rank positions to bring it in alignment with other police agencies and the military.
- Retitle Call Taker/Receptionist position to Telecommunicator with salary increase to compensate for State licensing mandates and shift assignments.
- Continue the fleet replacement and enhancement program with the purchase of three new Patrol SUVs and vehicle equipment.
- Purchase three used vehicles for CID to replace some currently used "recycled" patrol vehicles.
- Add cell phone stipend for Detectives to avoid personal cell phones being subpoenaed into court.



**PERFORMANCE MEASURES – POLICE DEPARTMENT**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>INPUTS:</b>					
# of sworn personnel authorized	51	51	51	51	53
# of non-sworn personnel authorized	11	11	12	12	12
<b>OUTPUTS:</b>					
# of CAD events handled	63,000	59,085	60,000	53,449	59,000
# of criminal cases investigated (UCR Part 1 & 2)	4,000	4,207	4,000	4,053	4,250
# of bookings (arrests not turned over to other agencies)	1,200	1,168	1,300	916	1,000
# of murder cases (raw numbers)	0	4	0	2	0
# of burglaries (raw numbers)	120	133	150	89	125
# of larcenies (raw numbers)	600	786	750	652	750
# of traffic stops	6,000	6,407	6,500	6,415	6,500
# of motor vehicle crashes	500	454	500	476	500
<b>EFFECTIVENESS:</b>					
Average Priority 1 call to dispatch time	1:30	1:59	1:30	1:24	1:30
Average Priority 1 dispatch to arrival time	5:00	4:43	5:00	4:22	5:00
# of community services events/ programs	200	108	150	101	125
# of neighborhood watch groups	10	13	10	13	15
<b>EFFICIENCY:</b>					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,100	3,432	3,500	2,900	3,250
# of internal training classes	25	18	20	33	30
# of hiring processes	3	4	3	6	9
Sworn retention rate	95%	86%	95%	88%	95%
Civilian retention rate	75%	63%	75%	75%	75%
Sworn Staffing Level	95%	91%	95%	88%	95%
Civilian Staffing Level	95%	92%	95%	92%	95%

**POLICE**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	3,593,000	3,434,121	3,600,500	1,758,295	3,450,500	3,653,300
002 Overtime	240,000	264,168	275,000	154,445	275,000	275,000
003 Worker's Compensation	45,700	44,111	36,700	36,428	36,400	35,200
004 Health Insurance	314,700	269,520	303,600	147,188	295,000	297,400
005 Social Security	293,200	274,364	296,500	140,982	285,000	300,500
006 Retirement	576,100	555,087	583,200	285,902	560,700	590,600
<b>TOTAL PERSONNEL SERVICE</b>	<b>5,062,700</b>	<b>4,841,371</b>	<b>5,095,500</b>	<b>2,523,240</b>	<b>4,902,600</b>	<b>5,152,000</b>
<b>SUPPLIES</b>						
010 Office	21,000	22,290	21,900	15,327	28,000	25,800
011 Vehicle	108,000	128,448	120,000	62,259	130,000	130,000
012 General	38,000	36,574	34,500	23,047	38,500	37,500
013 Equipment	22,900	28,656	29,300	14,326	41,400	32,600
014 Uniforms	23,000	22,872	21,000	6,387	21,000	21,000
019 K-9 Supplies	4,000	4,831	4,600	794	1,100	0
<b>TOTAL SUPPLIES</b>	<b>216,900</b>	<b>243,671</b>	<b>231,300</b>	<b>122,140</b>	<b>260,000</b>	<b>246,900</b>
<b>MAINTENANCE</b>						
020 Vehicle	50,000	65,627	60,000	30,001	60,000	69,400
021 Building	12,500	15,637	15,000	2,661	7,000	10,000
022 Equipment	56,500	57,970	57,600	61,191	63,400	59,900
<b>TOTAL MAINTENANCE</b>	<b>119,000</b>	<b>139,234</b>	<b>132,600</b>	<b>93,853</b>	<b>130,400</b>	<b>139,300</b>
<b>INSURANCE</b>						
030 Property/Liability	45,000	48,203	45,700	43,509	45,700	47,000
<b>TOTAL INSURANCE</b>	<b>45,000</b>	<b>48,203</b>	<b>45,700</b>	<b>43,509</b>	<b>45,700</b>	<b>47,000</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	30,000	35,473	35,000	13,738	35,000	35,000
041 Dues and Subscriptions	6,900	5,242	7,000	3,500	5,500	8,300
042 Travel and Training	38,000	34,180	40,000	16,949	35,000	35,000
043 Impound Expense	400	1,003	1,000	0	1,000	1,000
045 Telephone	20,000	25,719	25,000	12,717	25,000	28,000
046 Equipment Rental	2,200	1,619	2,200	843	2,200	2,100
047 Contract Labor	382,500	378,084	430,100	214,212	430,100	479,300
070 Other Expense (Grants)	84,000	83,041	70,800	32,332	70,800	43,200
075 LEOSE Training	4,000	3,917	4,000	437	4,000	4,300
083 Audit Fees	2,500	2,000	2,500	2,000	2,000	2,500
<b>TOTAL SERVICES</b>	<b>570,500</b>	<b>570,278</b>	<b>617,600</b>	<b>296,728</b>	<b>610,600</b>	<b>638,700</b>
<b>MISCELLANEOUS</b>						
091 Advertising	0	0	0	0	0	0
092 Professional Fees	14,400	12,041	8,000	2,238	6,000	11,000
103 State Seizure	0	0	0	0	0	0
601 Xerox Lease - Prin	2,700	0	0	0	0	0
602 Xerox Lease - Int	0	0	0	0	0	0
615 Xerox Rental	0	0	0	0	600	1,400
<b>TOTAL MISCELLANEOUS</b>	<b>17,100</b>	<b>12,041</b>	<b>8,000</b>	<b>2,238</b>	<b>6,600</b>	<b>12,400</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	0	90,000	0	89,100	89,100
610 COBAN Lease - Int	0	0	4,400	0	1,100	10,200
702 Building and Improvements	0	0	15,300	0	15,300	0
705 Equipment	36,000	36,908	12,400	0	4,500	7,200
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	140,800	116,670	99,700	2,641	99,700	156,400
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>176,800</b>	<b>153,578</b>	<b>221,800</b>	<b>2,641</b>	<b>209,700</b>	<b>262,900</b>
<b>GRAND TOTAL</b>	<b>6,208,000</b>	<b>6,008,376</b>	<b>6,352,500</b>	<b>3,084,349</b>	<b>6,165,600</b>	<b>6,499,200</b>

## MUNICIPAL COURT

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

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

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

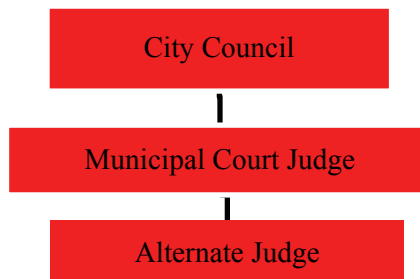
The City Marshal and Warrant Officer serve as bailiffs during arraignments, trials and teen court. They provide building security to ensure the safety of all citizens and employees. They serve all process issuing out of the Court to include warrants of arrest, subpoenas, and summons.

### GOALS AND OBJECTIVES

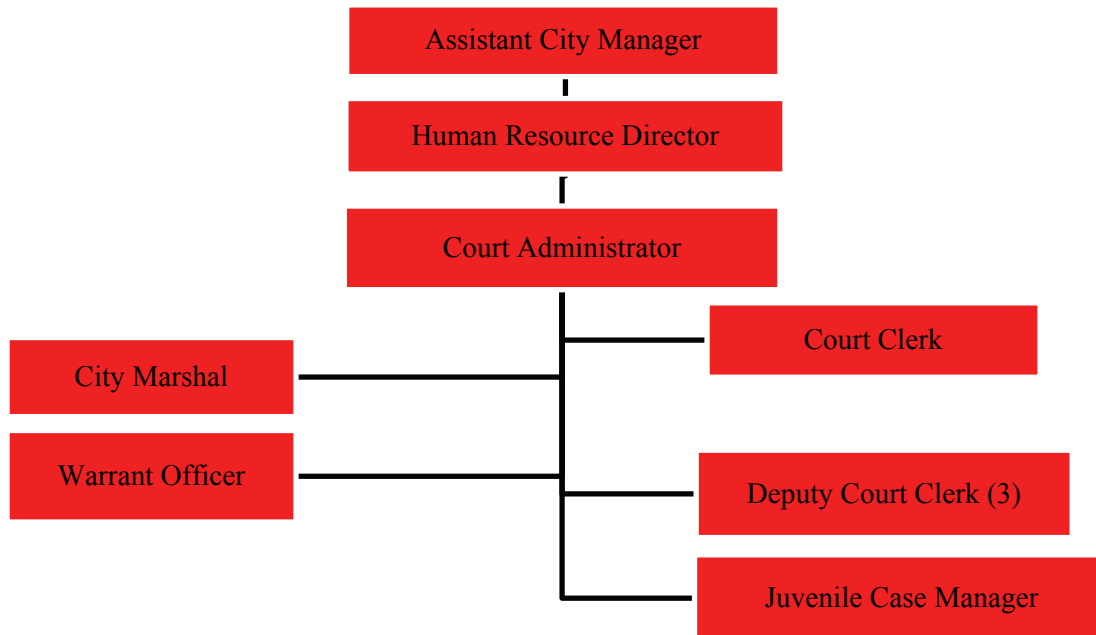
- Expedition and Timeliness – Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity – Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance with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

### ORGANIZATIONAL CHARTS

#### The Court



## Office of the Court Administrator



## FY 2017-2018 ACHIEVEMENTS

- Received the 2018 Traffic Safety Award from the Texas Municipal Court Education Center for outstanding efforts toward traffic safety.
- Organized and hosted the first Harker Heights Teen Court Competition against the University of Mary Hardin-Baylor.

## PROGRESS ON FY 2017-2018 OBJECTIVES

- Begin the process of implementing a video magistration system for prisoners at the jail facility.
  - Completed. The installation and training for this project was completed on November 18, 2017. The transition to the video magistration system went extremely smooth. Utilizing this system allows the jail to be more efficient by having quick and easy access to the Judges.
- Develop an indigent screening procedure to assist defendants.
  - Completed. As a part of the court check-in process, a Deputy Court Clerk reviews the indigency application and personal finances with each defendant prior to entering the courtroom. The indigent screening process provides defendants with the best possible solution for their situation. It has also streamlined the courtroom process and allows the Judge to see more cases.
- Begin streamlining the court process to allow defendants more options at the counter.
  - Completed. The Municipal Court Judge has issued *Judge's Standing Orders* that allows the clerks to handle more cases at the counter. This minimizes multiple trips to the court for defendants.

## FY 2018-2019 OBJECTIVES

- Begin the process of creating a building security training video for staff.
- Implement more creative and constructive sentencing for the Teen Court Program.
- Create a mission statement for the Municipal Court.

## PERFORMANCE MEASURES

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
Number of full-time employees	7	7	8	8	7
Number of part-time employees	1	1	0	0	0
Number of judges	2	2	2	2	2
Number of temporary employees	New	1	0	0	0
# of training hours per employee	20	20	15	15	15
<b>OUTPUTS:</b>					
# of citations	3,000	5,603	4,000	5,187	5,000
# of cases disposed	3,500	4,783	4,000	5,547	4,000
# of code violations filed	800	866	800	796	800
<b>Dismissed After Completion:</b>					
# of driver safety courses	300	418	400	529	400
# of compliance dismissals	100	817	300	141	200
# of proof of financial responsibility	100	51	50	71	50
# of deferred dispositions	60	201	200	289	200
# of juveniles dismissed by teen court	40	18	30	37	30
<b>EFFECTIVENESS:</b>					
<b>Collection Rate:</b>					
# of cases satisfied by community service	100	87	90	84	90
# of cases satisfied by jail credit	400	573	400	255	400
# of cases waived for indigency	30	10	20	14	20
<b>Collection Agency (MVBA):</b>					
# of cases placed	800	1,291	800	1,845	800
# of cases resolved	500	1,292	800	1,000	800
# of cases paid in full	500	761	500	694	500
# of cases still in collection	13,000	14,528	14,000	14,980	14,000
<b>EFFICIENCY:</b>					
# of crime prevention reviews	15	18	15	13	15
# of attendees at reviews	500	779	500	600	500
Employee retention rate	100%	100%	100%	98%	100%
% of employees with formal professional development plan	100%	100%	100%	98%	100%
Average # of payments per day	30	18	25	28	25
Average # of online payments per month	100	64	60	82	70

**COURTS**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	367,800	382,409	433,600	215,516	428,300	442,800
002 Overtime	10,000	6,313	10,000	4,479	13,000	10,000
003 Worker's Compensation	7,000	6,759	6,500	6,463	6,500	5,500
004 Health Insurance	40,500	37,132	50,700	23,539	47,700	47,900
005 Social Security	28,900	28,967	33,900	16,401	33,800	34,600
006 Retirement	56,800	46,850	66,800	28,333	57,000	68,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>511,000</b>	<b>508,430</b>	<b>601,500</b>	<b>294,731</b>	<b>586,300</b>	<b>608,900</b>
<b>SUPPLIES</b>						
010 Office	9,000	9,398	10,000	6,822	12,000	11,300
011 Vehicle	5,000	3,703	5,000	1,593	3,900	5,000
012 General	12,000	11,479	12,000	7,881	12,000	12,000
014 Uniforms	3,300	2,655	3,300	0	2,700	2,500
<b>TOTAL SUPPLIES</b>	<b>29,300</b>	<b>27,235</b>	<b>30,300</b>	<b>16,296</b>	<b>30,600</b>	<b>30,800</b>
<b>MAINTENANCE</b>						
020 Vehicle	1,500	4,981	3,500	413	2,000	3,500
022 Equipment	24,800	21,478	21,800	7,829	23,400	29,300
<b>TOTAL MAINTENANCE</b>	<b>26,300</b>	<b>26,459</b>	<b>25,300</b>	<b>8,242</b>	<b>25,400</b>	<b>32,800</b>
<b>INSURANCE</b>						
030 Property/Liability	7,000	7,132	8,000	7,574	8,000	7,300
<b>TOTAL INSURANCE</b>	<b>7,000</b>	<b>7,132</b>	<b>8,000</b>	<b>7,574</b>	<b>8,000</b>	<b>7,300</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,000	1,025	1,000	588	800	1,000
042 Travel and Training	7,600	8,142	8,000	3,828	8,000	8,000
045 Telephone	2,000	1,702	2,000	1,145	2,400	3,000
087 State Tax Payments	275,000	286,787	275,000	159,810	330,000	350,000
<b>TOTAL SERVICES</b>	<b>285,600</b>	<b>297,656</b>	<b>286,000</b>	<b>165,371</b>	<b>341,200</b>	<b>362,000</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	18,000	17,445	18,000	7,140	15,000	18,000
092 Professional Fees	500	687	1,000	559	1,500	1,000
<b>TOTAL MISCELLANEOUS</b>	<b>18,500</b>	<b>18,132</b>	<b>19,000</b>	<b>7,699</b>	<b>16,500</b>	<b>19,000</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	0	0	0	6,300	6,300
610 COBAN Lease - Int	0	0	0	0	100	700
705 Equipment	4,400	3,525	14,200	14,544	14,500	5,500
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>4,400</b>	<b>3,525</b>	<b>14,200</b>	<b>14,544</b>	<b>20,900</b>	<b>12,500</b>
<b>GRAND TOTAL</b>	<b>882,100</b>	<b>888,569</b>	<b>984,300</b>	<b>514,457</b>	<b>1,028,900</b>	<b>1,073,300</b>

## PLANNING AND DEVELOPMENT – PLANNING DIVISION

### GOALS AND OBJECTIVES

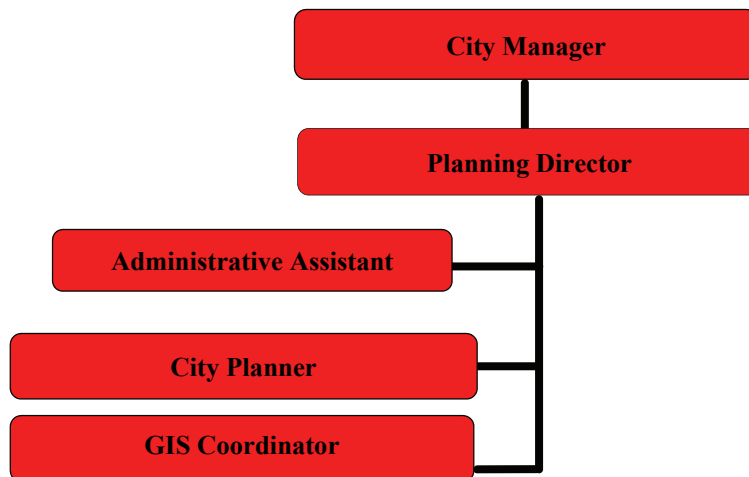
Planning and Development’s primary goal is to oversee the safe and orderly development of the City. To achieve this, we strive to promote a welcoming atmosphere to citizens, builders, developers, city staff members, and anyone else with planning needs. Emphasis is placed on providing prompt customer service that is aligned with all applicable State and City code requirements.

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

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

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

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



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

## Zoning

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

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

## Variances

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

## Subdivision

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

## Thoroughfares

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

## Comprehensive Plan Development

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

## Data Management System

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

## Other areas the Department is responsible for include:

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



## **FY 2017-2018 ACHIEVEMENTS**

- Identified discrepancies in city ordinances; initiated a “Spring Cleaning” exercise for various sections; and amended the Garage Sale ordinance, the Sidewalk ordinance, and the R2-I Zoning ordinance.
- Completed and adopted a Small Cell Antenna ordinance.
- Held multiple workshops with the Planning & Zoning Commission for Northside Redevelopment Strategies and updated the City’s Comprehensive Plan.
- Significantly reduced errors in 9-1-1 GIS street data.
- Implemented a cross-training program among all staff members.
- Amended the Zoning Ordinance to establish the R2-I (Two-Family Infill Dwelling District) zone, to conditionally allow R2-I lots in certain other zones.
- Began discussions for a new overlay zoning ordinance.

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

- Complete update of the Future Land Use Map.
  - Future Land Use Map update is ongoing and existing Land Use Map continuously updated.
- Amend the Zoning Ordinance to establish the R2-I (Two-Family Infill Dwelling District) zone, to conditionally allow R2-I lots in certain other zones.
  - Completed.
- Complete conversion of exiting and legacy plats and plans to digital format.
  - Ongoing - significant progress has been made on this long-term project.
- Continue update to the 2007 Comprehensive Plan.
  - Ongoing – being done in sections. North side of the City is the first priority. Staff is coordinating with all stakeholders to create a sustainable and effective comprehensive plan update. Staff will extend the study to the east side in the spring of 2018.
- Continue adoption of other sections of Mobility 2030 document.
  - Ongoing – feasibility studies have been initiated for other sections with development of bicycle lanes being next on the project list.
- Update of the Sign section in the Code of Ordinances.
  - Research is ongoing to create a constitutionally compliant sign ordinance primarily due to the Supreme Court ruling on sign regulations in cities. Staff has so far had a conflict free year with interpreting the sign ordinance to the public and clients.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
  - Ongoing.
- Develop and implement overlay districts for other parts of the City.
  - Work is ongoing. Staff has held successful workshops with the Planning and Zoning Commission and the general public on this agenda. A lot of positive feedback has been received for this initiative.

- Amend the City Ordinance to continue rectifying all conflicts identified during the “Spring Cleaning” of various sections of the Code of Ordinances.
  - Ongoing.
  
- Study of east side of the city to assess density, infrastructure, and future development capacity.
  - Complete.
  
- Upgrade and utilize GIS server for easy update of the City’s GIS webpage.
  - Ongoing.
  
- Utilize GIS for land and property analysis for potential annexation in the east and north side of the City.
  - Complete.

**FY 2018-2019 OBJECTIVES**

- Continue update of the Future Land Use Map.
- Amend the city ordinance to continue rectifying all conflicts identified during the “Spring Cleaning-2” of various sections of the Code of Ordinances.
- Continue conversion of exiting and legacy plats and plans to digital format.
- Continue update to the 2007 Comprehensive Plan.
- Continue adoption of other sections of Mobility 2030 document.
- Update the Sign section in the Code of Ordinances.
- Implement Fort Hood JLUS (Joint Land Use Study) recommendations into the Comprehensive Plan.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
- Develop and implement overlay districts for other parts of the City.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
Number of full time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of subdivision requests processed	20	20	20	27	20
# of zoning cases processed	25	16	20	13	20
# of conditional use requests processed	5	4	5	7	8
# of annexations processed	3	0	2	0	0
# of business licenses processed	95	70	80	88	90
<b>EFFECTIVENESS:</b>					
% of applications approved	100%	100%	100%	100%	100%
% applications completed w/in time limits	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of plan reviews	15	11	12	8	12

**PLANNING & DEVELOPMENT**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	240,100	240,735	245,600	115,683	229,100	244,600
002 Overtime	900	494	900	254	700	900
003 Worker's Compensation	2,900	2,846	2,400	2,350	2,400	2,200
004 Health Insurance	23,500	21,967	22,800	10,944	21,000	21,400
005 Social Security	18,400	18,032	18,900	8,644	17,600	18,800
006 Retirement	36,200	36,247	37,100	17,443	34,600	36,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>322,000</b>	<b>320,321</b>	<b>327,700</b>	<b>155,318</b>	<b>305,400</b>	<b>324,800</b>
<b>SUPPLIES</b>						
010 Office	4,000	3,614	4,000	1,809	4,000	4,000
012 General	4,000	1,831	4,000	794	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>8,000</b>	<b>5,445</b>	<b>8,000</b>	<b>2,603</b>	<b>6,000</b>	<b>6,000</b>
<b>MAINTENANCE</b>						
022 Equipment	3,100	4,050	4,100	4,080	4,100	4,100
<b>TOTAL MAINTENANCE</b>	<b>3,100</b>	<b>4,050</b>	<b>4,100</b>	<b>4,080</b>	<b>4,100</b>	<b>4,100</b>
<b>INSURANCE</b>						
030 Property/Liability	3,000	3,058	3,000	2,775	2,800	2,900
<b>TOTAL INSURANCE</b>	<b>3,000</b>	<b>3,058</b>	<b>3,000</b>	<b>2,775</b>	<b>2,800</b>	<b>2,900</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	866	0	0	0	0
041 Dues and Subscriptions	1,500	494	1,500	1,079	1,500	1,500
042 Travel and Training	6,000	3,355	6,000	1,318	6,000	8,000
045 Telephone	1,500	1,696	1,800	762	1,800	1,800
<b>TOTAL SERVICES</b>	<b>9,000</b>	<b>6,411</b>	<b>9,300</b>	<b>3,159</b>	<b>9,300</b>	<b>11,300</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,000	2,881	4,000	1,317	3,000	4,000
092 Professional Fees	8,000	19,394	20,000	7,715	14,000	8,500
<b>TOTAL MISCELLANEOUS</b>	<b>12,000</b>	<b>22,275</b>	<b>24,000</b>	<b>9,032</b>	<b>17,000</b>	<b>12,500</b>
<b>FIXED ASSET TRANSFERS</b>						
705 Equipment	0	1,842	0	0	13,800	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>1,842</b>	<b>0</b>	<b>0</b>	<b>13,800</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>357,100</b>	<b>363,402</b>	<b>376,100</b>	<b>176,967</b>	<b>358,400</b>	<b>361,600</b>

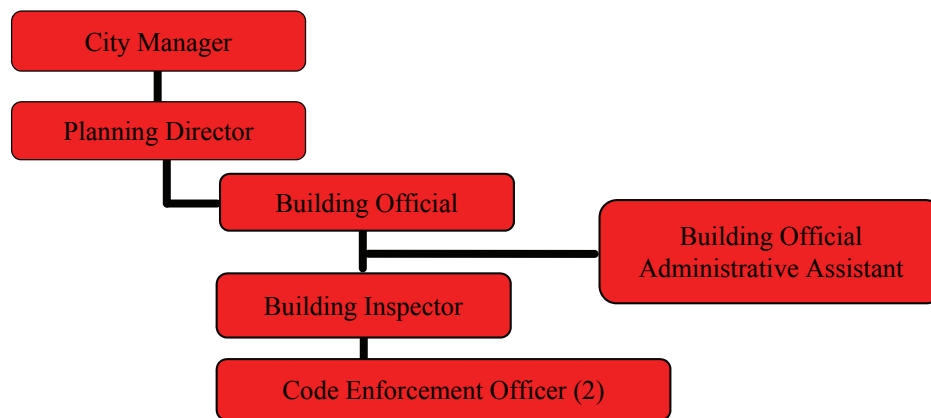
## PLANNING AND DEVELOPMENT - CODE ENFORCEMENT AND BUILDING DIVISIONS

### GOALS AND OBJECTIVES

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

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

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



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

#### Permit Requests

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

#### Inspections

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

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

### **FY 2017 – 2018 ACHIEVEMENTS**

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Utilized GIS to improve efficiency and effectiveness by locating and prioritizing substandard structures.
- Implemented a cross-training program among all staff members.
- Identified six (6) structures as being substandard and not safe for habitation. One (1) was demolished and removed immediately. One (1) was remodeled by new owners, and the remaining four (4) were forwarded to the Building and Standards Commission and demolished by the City.
- Utilized GIS to maintain efficiency of Code Enforcement patrols.
- Automated Code Enforcement notification processes to improve efficiency.
- Continued the conversion of existing and legacy plans to digital format.
- Maintained a fast and efficient process for development reviews and inspections.

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

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

### **FY 2018- 2019 OBJECTIVES**

- Continue conversion of existing and legacy plans to digital format.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.

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

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	5	5	5	5	5
<b>OUTPUTS:</b>					
# of building permits reviewed	2,500	2,188	2,400	1,973	2,000
# of variance requests processed	2	2	2	1	1
# of food dealer permits processed	150	150	170	148	150
# of code violation notices	3,000	5,197	6,000	7,033	7,000
# of residential permits issued	200	165	200	185	200
# of commercial permits issued	25	11	20	10	10
Construction value (in thousands)	\$75,000	\$59,000	\$60,000	\$52,000	\$50,000
<b>EFFECTIVENESS:</b>					
# of days to review residential/commercial permits	1	1	1	1	1
# of days to review new commercial permits	14	14	14	14	14
# of structures found to be substandard	10	10	15	7	10
<b>EFFICIENCY:</b>					
% of substandard structures demolished	50%	70%	80%	85%	75%
% of inspections made on request date	100%	100%	100%	100%	100%

CODE ENFORCEMENT

01/29/2019

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	299,700	300,542	305,500	152,732	306,200	313,600
002 Overtime	300	973	1,500	0	1,000	1,000
003 Worker's Compensation	3,700	3,557	3,000	2,938	3,000	2,700
004 Health Insurance	24,100	26,780	28,800	14,397	28,800	27,100
005 Social Security	23,000	22,395	23,500	11,359	23,500	24,100
006 Retirement	45,100	44,778	46,200	22,979	46,200	47,300
<b>TOTAL PERSONNEL SERVICE</b>	<b>395,900</b>	<b>399,025</b>	<b>408,500</b>	<b>204,405</b>	<b>408,700</b>	<b>415,800</b>
<b>SUPPLIES</b>						
010 Office	10,000	11,364	10,000	5,034	11,000	11,000
011 Vehicle	2,500	2,328	2,500	1,061	2,500	2,500
012 General	3,000	2,941	3,000	1,840	3,000	3,000
<b>TOTAL SUPPLIES</b>	<b>15,500</b>	<b>16,633</b>	<b>15,500</b>	<b>7,935</b>	<b>16,500</b>	<b>16,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	2,000	583	2,000	2,067	1,000	2,000
022 Equipment	26,000	24,366	26,400	12,102	25,000	25,100
<b>TOTAL MAINTENANCE</b>	<b>28,000</b>	<b>24,949</b>	<b>28,400</b>	<b>14,169</b>	<b>26,000</b>	<b>27,100</b>
<b>INSURANCE</b>						
030 Property/Liability	3,500	3,822	3,700	3,475	3,700	3,700
<b>TOTAL INSURANCE</b>	<b>3,500</b>	<b>3,822</b>	<b>3,700</b>	<b>3,475</b>	<b>3,700</b>	<b>3,700</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,500	1,452	1,000	1,615	2,000	2,100
042 Travel and Training	8,100	8,447	9,700	6,669	9,700	10,900
045 Telephone	1,500	1,662	1,700	756	1,700	1,700
086 Nuisance Abatement	55,000	25,937	55,000	16,222	55,000	55,000
<b>TOTAL SERVICES</b>	<b>67,100</b>	<b>37,498</b>	<b>67,400</b>	<b>25,262</b>	<b>68,400</b>	<b>69,700</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	64,300	64,306	75,000	69,119	69,100	69,100
<b>TOTAL MISCELLANEOUS</b>	<b>64,300</b>	<b>64,306</b>	<b>75,000</b>	<b>69,119</b>	<b>69,100</b>	<b>69,100</b>
<b>FIXED ASSET TRANSFERS</b>						
705 Equipment	0	0	8,000	2,571	2,600	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	22,600	20,006	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>22,600</b>	<b>20,006</b>	<b>8,000</b>	<b>2,571</b>	<b>2,600</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>596,900</b>	<b>566,239</b>	<b>606,500</b>	<b>326,936</b>	<b>595,000</b>	<b>601,900</b>

## **FIRE DEPARTMENT**

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

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

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

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

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

### **MISSION STATEMENT**

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

### **OUR VISION**

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



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

## OUR VALUES

You REAP what you sow!

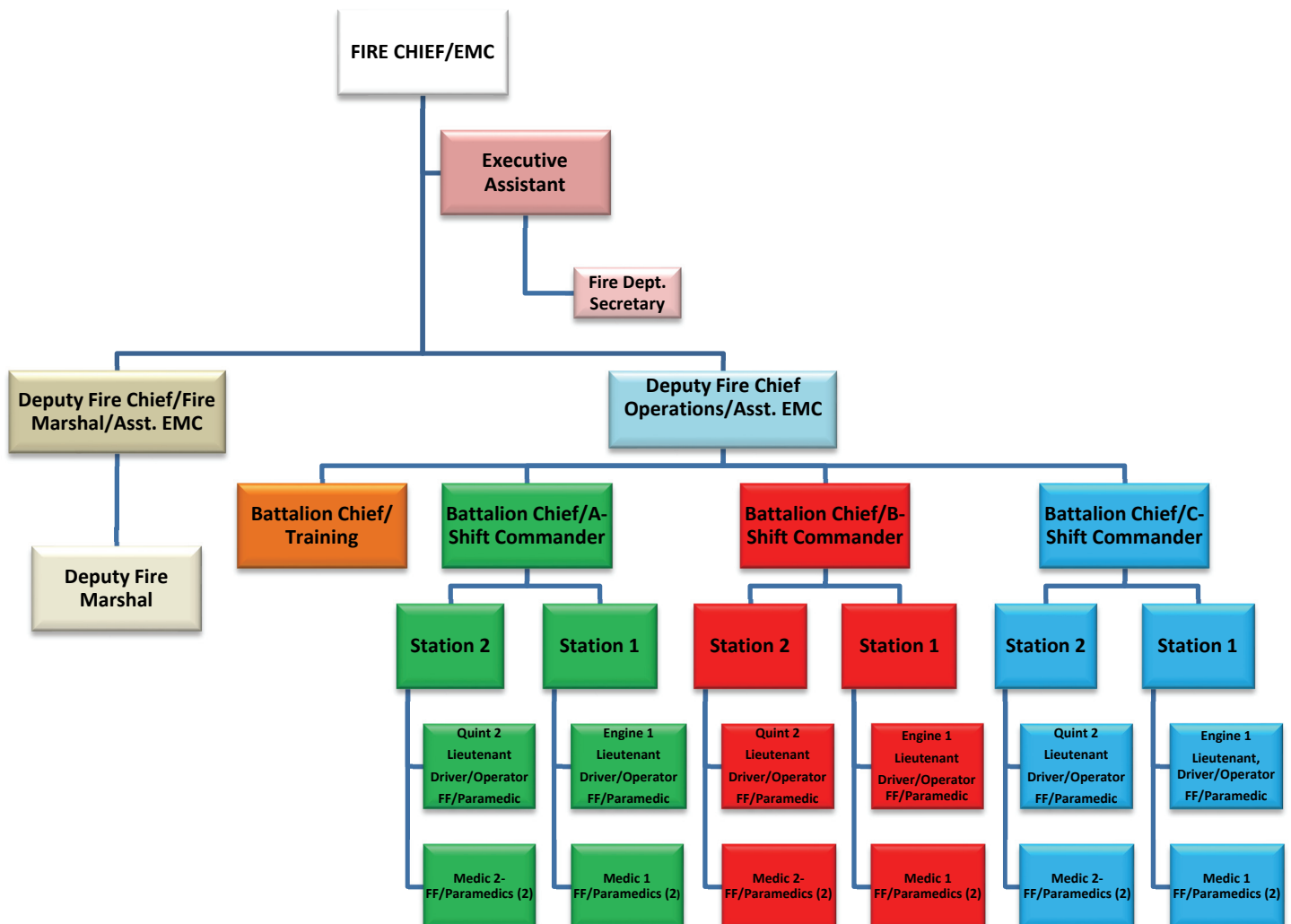
**R** Respect towards one another in our endeavours to remain fiscally responsible as public servants with the resources we have been entrusted in order to protect and serve our community and department.

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

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

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

## ORGANIZATIONAL CHART



### STAFFING LEVELS AS OF JULY 1, 2017

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

#### FY 2017-2018 ACHIEVEMENTS

- Received the American Heart Association’s Mission: Lifeline EMS Award year for the fourth consecutive year. This award recognizes its commitment and success in implementing specific quality improvement measures for the treatment of patients who suffer a severe heart attack.
- Completed the remodel/addition of Central Fire Station which included the APS alerting system.
- Held promotional exams for Driver/Operator, Lieutenant and the newly renamed Battalion Chief’s position and subsequently held promotions during the fourth quarter.
- Implemented the new Training Battalion Chief position during the fourth quarter of the year and have already made great strides to improve the efficiency of the department.
- Completed a ride along program for previously ranked Captains, (renamed to Battalion Chief’s) in coordination of the Austin Fire Department.
- Purchased a new cardiac monitor.
- The updating of our fire reporting software is currently underway during the back-half of the fourth quarter and should be completed during the first quarter of the 18/19 fiscal year.
- Implemented new Phase Training Program for newly hired Firefighters.
- Updated many departmental policies (on-going process).

#### PROGRESS ON FY 2017-2018 GOALS & OBJECTIVES

- Complete Central Fire Station remodel and hold a Grand Re-opening Ceremony.
  - Completed the project on time and on budget. The Grand Re-opening ceremony was a tremendous success and the new station and facilities are wonderful.
- Provide enhanced training for current shift commanders to include Incident Command training, improved decision making processes, and advanced communication practices.
  - Completed a ride along program with Austin Fire Department Battalion Chiefs. Completed the first portion of the Blue Card Certification Process with final completion expected in the first quarter of FY18/19.
- Creation of new Battalion Chief of Operations roles, responsibilities and expectations.
  - Made the transition to the new Battalion Chief roles as of June 29, 2018
- Implementation of new Battalion Chief of Training and the necessary job requirements as well as the corresponding expectations.
  - Made the transition to the new Battalion Chief of Training July 1, 2018. The transition of this type is a significant addition to our department and changes are on-going.

- Update of departmental uniforms to meet NFPA compliance.
  - Completed the transition to the new uniform style.
- Enhance Driver/Operator promotional testing process.
  - Updated the existing promotional testing process to include the addition of more reading material, enhanced skills testing and map test.
- Enhance Lieutenant promotional process to include a written exam and assessment center.
  - Updated the existing promotional testing process to include addition of more reading material and performed the first assessment center process for Lieutenants using an outside agency.
- Create a Battalion Chief promotional process to include a written exam and assessment center.
  - Updated the existing promotional testing process to include addition of more reading material and performed the first assessment center process for Battalion Chief using an outside agency.
- Addition of new administrative utility vehicle that will serve various areas throughout the department.
  - Received new vehicle during the third quarter of the fiscal year and it has been used for a number of situations since being placed into full service.
- Perform live burn exercises for all shifts in coordination with Fort Hood and the use of their burn facility.
  - Were unable to perform live burns during the fiscal year due to some internal budget constraints. Will be working to include this in FY 18/19.
- Continuation of previous pilot inspection program when available and create an on-duty fire inspection process that allows us to increase our inspection rates overall.
  - This program was used sparingly this year due to internal budget constraints.
- Enhance the Computer Aided Dispatch (CAD) data through the addition of the APS alerting system for Central Fire Station.
  - This was completed with the station renovation project.
- Update the current fire reporting software (Fire Programs) to the latest version.
  - New reporting software will be implemented during the first quarter of FY18/19.
- Implementation of CAD interface with new fire reporting system.
  - This will be implemented during the first quarter of FY18/19.

## **FY 2018-2019 GOALS & OBJECTIVES**

- Produce department five year strategic plan by completion of second quarter.
- Purchase new Battalion Chief of Operations Command Vehicle during the first quarter.
- Complete a Request for Proposal to hire a Design/Build firm to perform an addition/remodel for fire station #2.
- Begin addition and remodel to station 2 during second quarter of FY 18/19.
- Send one Battalion Chief and six Lieutenants through the Blue Card Incident Command Certification Program.
- Development of new firefighter cancer prevention/reduction program.
- Create New Acting Driver/Operator program.
- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility.

- Have new cover for command van, boat and other departmental vehicles erected over parking area in rear of station 1 area.
- Refinish bay floor at central fire station
- Purchase new wellness center exercise equipment to be incorporated with current equipment.
- Update current fire reporting software and fire inspection software to new ESO software under a cost neutral program.
- Work with Pet Adoption Center on the creation of a Firefighter/Pet calendar for fund raising efforts for the Pet Adoption Center.
- Create the very first fire department annual report.
- Begin preliminary work on Texas Fire Chiefs Association Best Practices Certification. This program is an 18-24 month certification process.
- Establish apparatus committee to begin to identify needs towards the replacement of Quint 2 and other future apparatus needs.
- Evaluate the pros & cons of the joining the Texas Intrastate Mutual-Aid System (TIFMAS).

## PERFORMANCE MEASURES

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full time employees – field	39	39	39	39	39
# of full time employees – administrative	5	5	5	6	7
# of part time employees – administrative	1	1	1	1	0
# of firefighter/paramedics	40	40	42	42	42
# of firefighter/EMTs	3	3	1	2	1
# of master/advanced/intermediate firefighters	2/16/11	2/15/12	2/16/11	4/17/12	4/18/14
<b>OUTPUTS:</b>					
# of fire incident responses	754	785	800	926	950
# of EMS responses	3,292	3,495	3,600	3,410	3,500
# of fire inspections	675	500	500	516	550
# of fire prevention presentations	65	54	60	60	60
Total attendance at fire prevention presentation	6,500	5,400	6,000	6200	6000
# of Fire Investigations	20	21	20	22	20
# Plans Reviews / Plats	22	53/15	45/10	47/27	45/18
<b>EFFECTIVENESS:</b>					
Average response time – fire rescue (include non-emergency)	5.00	5:22	5.00	5:35	5:30
Average response time – Emergency Medical Service	5:30	5:47	5:30	5:51	5:30
<b>EFFICIENCY:</b>					
% of ambulance billing collections	50%	49%	52%	41%	45%
% of budget compared to assessed property value	0.234%	0.238%	0.234%	0.214%	0.223%.
Retention rate	93%	93%	95%	93%	96%
ISO Rating (1-10; 1 being best rating)	3	3	3	3	3
ISO Rating comparison to other communities nationwide (Low percentage is desired)	Top 3%	Top 8%	Top 8%	Top 12%	Top 12%

**FIRE & EMS ADMINISTRATION**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	330,100	316,078	0	0	0	0
002 Overtime	200	46	0	0	0	0
003 Worker's Compensation	3,300	3,202	0	0	0	0
004 Health Insurance	23,600	23,777	0	0	0	0
005 Social Security	25,300	24,435	0	0	0	0
006 Retirement	49,600	46,698	0	0	0	0
<b>TOTAL PERSONNEL SERVICE</b>	<b>432,100</b>	<b>414,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SUPPLIES</b>						
010 Office	7,900	7,892	0	0	0	0
012 General	2,000	4,135	0	0	0	0
<b>TOTAL SUPPLIES</b>	<b>9,900</b>	<b>12,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MAINTENANCE</b>						
021 Building	12,600	10,581	0	0	0	0
022 Equipment	100	120	0	0	0	0
023 Ground	0	0	0	0	0	0
<b>TOTAL MAINTENANCE</b>	<b>12,700</b>	<b>10,701</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INSURANCE</b>						
030 Property/Liability	32,000	34,441	0	0	0	0
<b>TOTAL INSURANCE</b>	<b>32,000</b>	<b>34,441</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	26,000	29,827	0	0	0	0
041 Dues and Subscriptions	7,400	7,768	0	0	0	0
042 Travel and Training	9,000	3,871	0	0	0	0
045 Telephone	8,800	6,858	0	0	0	0
046 Equipment Rental	1,200	1,149	0	0	0	0
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	1,000	918	0	0	0	0
102 Medical Director Contract	28,400	25,030	0	0	0	0
104 Fire Prevention	6,700	3,544	0	0	0	0
105 Safety Training	1,100	985	0	0	0	0
<b>TOTAL SERVICES</b>	<b>89,600</b>	<b>79,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MISCELLANEOUS</b>						
601 Xerox Lease - Prin	0	0	0	0	0	0
602 Xerox Lease - Int	0	0	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>576,300</b>	<b>551,355</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FIRE & EMS OPERATIONS**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	2,351,700	2,335,728	2,749,900	1,357,741	2,739,700	2,887,900
002 Overtime	85,000	87,429	90,000	60,288	123,000	107,300
003 Worker's Compensation	29,500	28,458	26,900	26,733	26,700	25,300
004 Health Insurance	236,800	207,247	249,600	125,110	252,100	250,500
005 Social Security	186,400	178,508	217,300	104,792	219,000	229,100
006 Retirement	366,300	364,103	427,300	212,812	430,800	450,300
<b>TOTAL PERSONNEL SERVICE</b>	<b>3,255,700</b>	<b>3,201,473</b>	<b>3,761,000</b>	<b>1,887,476</b>	<b>3,791,300</b>	<b>3,950,400</b>
<b>SUPPLIES</b>						
010 Office	0	50	7,600	4,322	7,600	7,800
011 Vehicle	35,000	36,719	37,000	25,215	45,000	46,300
012 General	6,200	6,074	8,000	5,449	10,000	8,900
013 Equipment	19,100	11,769	18,800	5,681	16,600	18,200
014 Uniforms	38,500	38,750	43,000	21,934	43,000	54,800
029 Medical	56,500	54,630	56,000	28,055	56,000	55,700
<b>TOTAL SUPPLIES</b>	<b>155,300</b>	<b>147,992</b>	<b>170,400</b>	<b>90,656</b>	<b>178,200</b>	<b>191,700</b>
<b>MAINTENANCE</b>						
020 Vehicle	25,000	25,465	24,900	14,009	28,000	25,500
021 Building	0	0	11,600	2,394	9,000	10,000
022 Equipment	14,000	8,889	11,000	2,696	12,700	12,800
<b>TOTAL MAINTENANCE</b>	<b>39,000</b>	<b>34,354</b>	<b>47,500</b>	<b>19,099</b>	<b>49,700</b>	<b>48,300</b>
<b>INSURANCE</b>						
030 Property/Liability	0	0	33,500	31,543	33,500	33,900
<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>33,500</b>	<b>31,543</b>	<b>33,500</b>	<b>33,900</b>
<b>SERVICES</b>						
040 Utilities	0	111	31,200	12,176	26,500	34,600
041 Dues and Subscriptions	0	0	8,500	6,623	8,500	10,500
042 Travel and Training	20,000	16,550	31,800	14,087	25,000	34,900
045 Telephone	0	798	9,300	3,270	6,500	10,200
046 Equipment Rental	0	0	1,500	574	800	0
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	0	0	1,100	218	1,100	1,100
102 Medical Director Contract	0	0	12,500	0	12,500	42,700
104 Fire Prevention	0	112	7,500	233	7,500	7,500
105 Safety Training	0	0	1,000	239	1,000	900
<b>TOTAL SERVICES</b>	<b>20,000</b>	<b>17,571</b>	<b>104,400</b>	<b>37,420</b>	<b>89,400</b>	<b>142,400</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	0	0	0	0	8,800	10,600
615 Xerox Rental	0	0	900	0	600	1,400
<b>TOTAL MISCELLANEOUS</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>600</b>	<b>1,400</b>
<b>FIXED ASSET TRANSFERS</b>						
609 COBAN Lease - Prin	0	0	0	0	1,700	1,700
610 COBAN Lease - Int	0	0	0	0	100	200
613 Fire Truck Lease - Prin	94,000	93,985	95,600	95,573	95,600	97,200
614 Fire Truck Lease - Int	6,500	6,501	4,900	4,928	4,900	3,300
702 Building and Improvements	0	0	0	0	16,300	17,300
705 Equipment	36,900	40,020	35,600	18,950	19,000	34,100
707 Vehicles	0	0	25,400	0	42,100	61,000
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>137,400</b>	<b>140,506</b>	<b>161,500</b>	<b>119,451</b>	<b>179,700</b>	<b>214,800</b>
<b>GRAND TOTAL</b>	<b>3,607,400</b>	<b>3,541,896</b>	<b>4,279,200</b>	<b>2,185,645</b>	<b>4,331,200</b>	<b>4,593,500</b>

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

The Library is composed of one full-time Library Director, two full-time Reference Librarians, one full-time Children's Librarian, one full-time Youth Health and Program Coordinator; two full-time Library Clerks, four part-time Library Clerks, two Student Library Pages for 15 hours per week for the entire year, and two Summer Student Library Pages for 15 hours each per week for the ten weeks in the summer.

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

### **MISSION STATEMENT**

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

### **FOCUS AREAS**

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

#### *Encourage a Love for Learning*

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

#### *Support Family Literacy*

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

#### *Embrace Technology:*

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

#### *Enrich the Community*

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

#### *Act As Information Center*

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

### **GOALS AND OBJECTIVES**

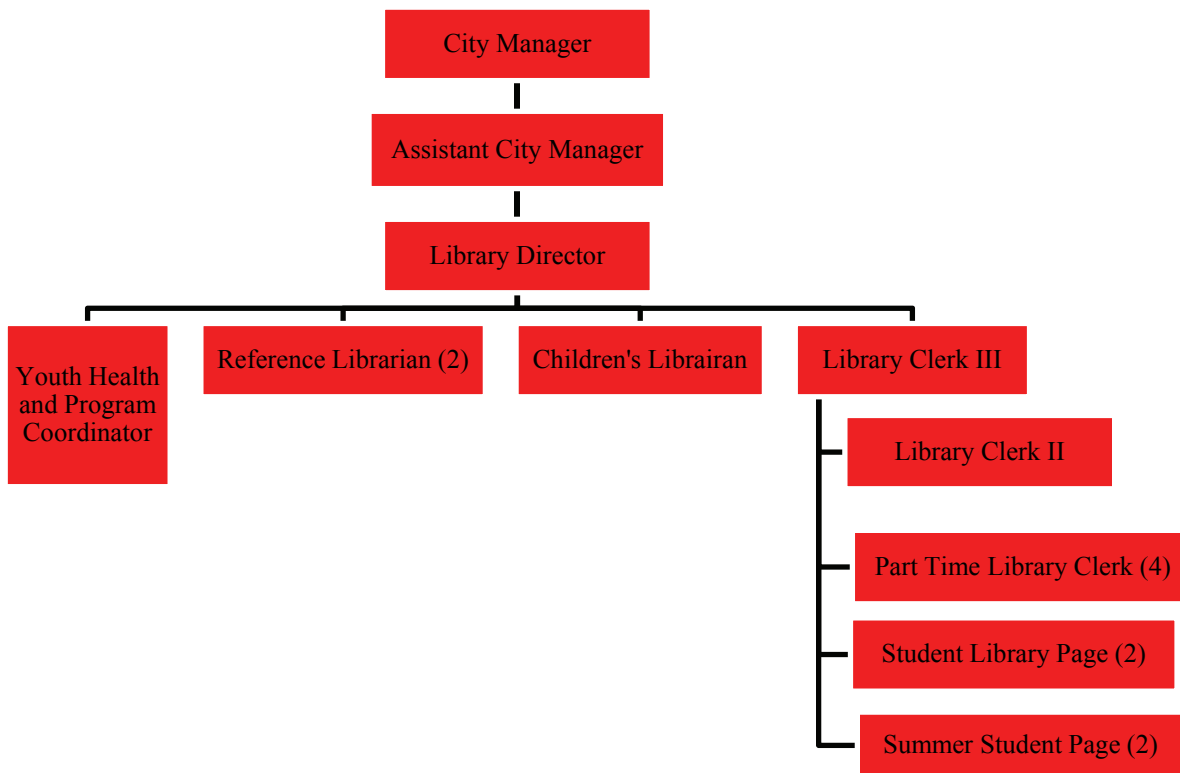
In order to encourage literacy and lifelong learning, the Library selects, acquires, catalogs, organizes, and distributes print and non-print material for the residents of Harker Heights. The Library encourages its use among its patrons through provision of quality materials on a variety of subjects,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

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

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

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

**ORGANIZATIONAL CHART**



**FY 2017-2018 ACHIEVEMENTS**

- Received the 2017 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director’s Association.
- Library Director represented the City of Harker Heights on the Texas Library Association’s Lariat Committee.
- Planned and implemented new programs such as “Tech Tuesdays” for children, teens, and adults.
- Continued cooperation with schools by hosting a summer Leadership Camp for a local elementary school, providing outreach, and attending local festivals.
- Facilitated the Harker Heights High School and Knights of the Round Table programs.
- Received certification as a “Family Place Library”.



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

- Produce a new and updated Strategic Plan for library services.
  - Worked with Library Board to complete strategic plan for library services.
- Continue to investigate, implement, and publicize innovative “Family Place” programs, services, and collections.
  - Accepted “Family Place” accreditation from the Texas State Library and Archives Commission and sent Librarians to “Family Place” training; purchased additional toys and educational materials for use in the Library and for circulation; continued providing “Family Place” programming such as “Stepping Stones,” “Move, Groove It, Make It,” and caregiver workshops.
- Provide improvements to the Library’s programs for young adults.
  - Cooperated with other City departments to provide large programs for afterschool teens; provided “come and go” programming for teens; reorganized the Young Adult area for improved teen interaction and safety; and contacted local organizations to provide programming afterschool.
- Undertake a major weeding project for on-site materials.
  - Removed significant number of titles from the Library’s circulating collection; moved most relevant Reference materials to the Library’s circulating collections; and underwent an inventory to provide additional information regarding items that need to be removed.
- Update patron’s access to virtual information.
  - Provided new links to reference materials with 24/7 access; continued improving the Library’s RBDigital e-book and e-audiobook collection by adding 270 titles through collection development; and began working to update the Library’s online community resources page.

## **FY 2018-2019 OBJECTIVES**

- Provide methodical collection development for Library’s e-book and e-audiobook collections.
- Investigate improvements for health and safety in the Library and Activities Center.
- Provide improvements to the Library’s after-school programs.
- Investigate, design, and publicize STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs for youth.
- Reevaluate the Virtual Library to determine new resources to be offered.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY18 Actual	FY19 Estimated
<b>INPUTS:</b>					
# of full time employees	6	6	6	7	7
# of part time employees	7	7	7	6	6
# of seasonal employees (summer)	2	2	2	2	2
<b>OUTPUTS:</b>					
# of patrons visiting the library	73,000	80,029	75,000	83,443	80,000
# of in-Library programs held	800	748	750	720	750
# of program attendance in-Library	23,000	25,205	25,000	23,109	24,000
# of electronic resources viewed*	20,000	7,574	8,000	1,356	1,500
# of print, audio, and video titles circulated	150,000	147,470	147,000	139,124	135,000
# of ebooks / eaudiobooks circulated	8,000	9,328	10,000	11,400	12,000
Total circulation (usage)*	180,000	164,372	165,000	151,880	148,500
# of physical materials renewed	16,500	17,022	16,500	17,244	17,000
# of physical materials purchased	5,000	4,453	5,000	5,186	5,000
Donations added	900	766	900	659	600
Computer usage	50,000	49,917	50,000	51,817	50,000
# of times directional assistance given	8,000	10,943	8,000	8,868	8,000
# of reference questions	18,000	17,851	18,000	19,012	18,000
<b>EFFECTIVENESS:</b>					
% increase in total circulation	2.0%	-7.0%	2.0%	-7.5%	2.0%
% increase in computer usage	5.0%	-3.7%	5.0%	3.8%	2.0%
% increase in reference assistance	2.0%	6.5%	2.0%	6.5%	2.0%
% increase in program attendance	2.0%	12.6%	2.0%	-8.3%	2.0%
<b>EFFICIENCY:</b>					
Average daily walk-in visits	240	237	250	278	260
# of in-house programs per FTE	80	71	75	72	75
# of reference/information transactions handled per FTE	2,000	2,742	2,000	2,742	2,300

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

**LIBRARY**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	384,600	372,885	394,400	190,810	387,500	406,100
002 Overtime	0	0	0	0	200	200
003 Worker's Compensation	7,700	7,472	6,200	6,169	6,200	5,800
004 Health Insurance	34,900	28,614	34,200	17,122	34,200	32,200
005 Social Security	29,400	27,855	30,200	14,264	29,700	31,100
006 Retirement	57,800	43,517	59,300	22,417	46,000	61,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>514,400</b>	<b>480,343</b>	<b>524,300</b>	<b>250,782</b>	<b>503,800</b>	<b>536,500</b>
<b>SUPPLIES</b>						
010 Office	12,500	12,392	11,000	7,880	11,600	10,500
012 General	16,500	18,558	16,900	5,705	16,900	16,800
013 Equipment	0	0	0	0	13,900	5,400
<b>TOTAL SUPPLIES</b>	<b>29,000</b>	<b>30,950</b>	<b>27,900</b>	<b>13,585</b>	<b>42,400</b>	<b>27,300</b>
<b>MAINTENANCE</b>						
021 Building	6,500	6,120	6,500	2,216	6,500	8,800
022 Equipment	2,500	2,541	3,100	2,733	4,200	4,000
023 Ground	400	0	400	0	400	400
<b>TOTAL MAINTENANCE</b>	<b>9,400</b>	<b>8,661</b>	<b>10,000</b>	<b>4,949</b>	<b>11,100</b>	<b>13,200</b>
<b>INSURANCE</b>						
030 Property/Liability	8,800	7,778	7,600	7,169	7,400	7,500
<b>TOTAL INSURANCE</b>	<b>8,800</b>	<b>7,778</b>	<b>7,600</b>	<b>7,169</b>	<b>7,400</b>	<b>7,500</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	27,000	27,862	28,000	10,527	28,000	25,000
041 Dues and Subscriptions	3,600	3,885	3,600	1,515	3,800	3,800
042 Travel and Training	3,200	3,210	3,200	2,369	3,500	3,500
045 Telephone	400	158	300	61	200	200
046 Equipment Rental	4,400	3,155	2,800	0	2,800	2,800
047 Contract Labor	6,500	6,371	6,500	1,098	6,900	7,100
070 Other Expense (Grants)	6,000	6,000	0	0	1,800	2,000
<b>TOTAL SERVICES</b>	<b>51,100</b>	<b>50,641</b>	<b>44,400</b>	<b>15,570</b>	<b>47,000</b>	<b>44,400</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,500	4,048	4,500	967	4,500	4,300
615 Xerox Rental	3,700	1,254	2,500	1,254	2,500	2,500
<b>TOTAL MISCELLANEOUS</b>	<b>8,200</b>	<b>5,302</b>	<b>7,000</b>	<b>2,221</b>	<b>7,000</b>	<b>6,800</b>
<b>FIXED ASSET TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	12,300
705 Equipment	6,600	0	2,600	0	2,600	0
706 Furniture and Fixtures	0	0	0	0	0	0
708 Board Purchases	0	0	0	0	0	0
709 Books	87,000	83,297	88,000	52,551	88,000	90,000
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>93,600</b>	<b>83,297</b>	<b>90,600</b>	<b>52,551</b>	<b>90,600</b>	<b>102,300</b>
<b>GRAND TOTAL</b>	<b>714,500</b>	<b>666,972</b>	<b>711,800</b>	<b>346,827</b>	<b>709,300</b>	<b>743,400</b>

## PARKS AND RECREATION

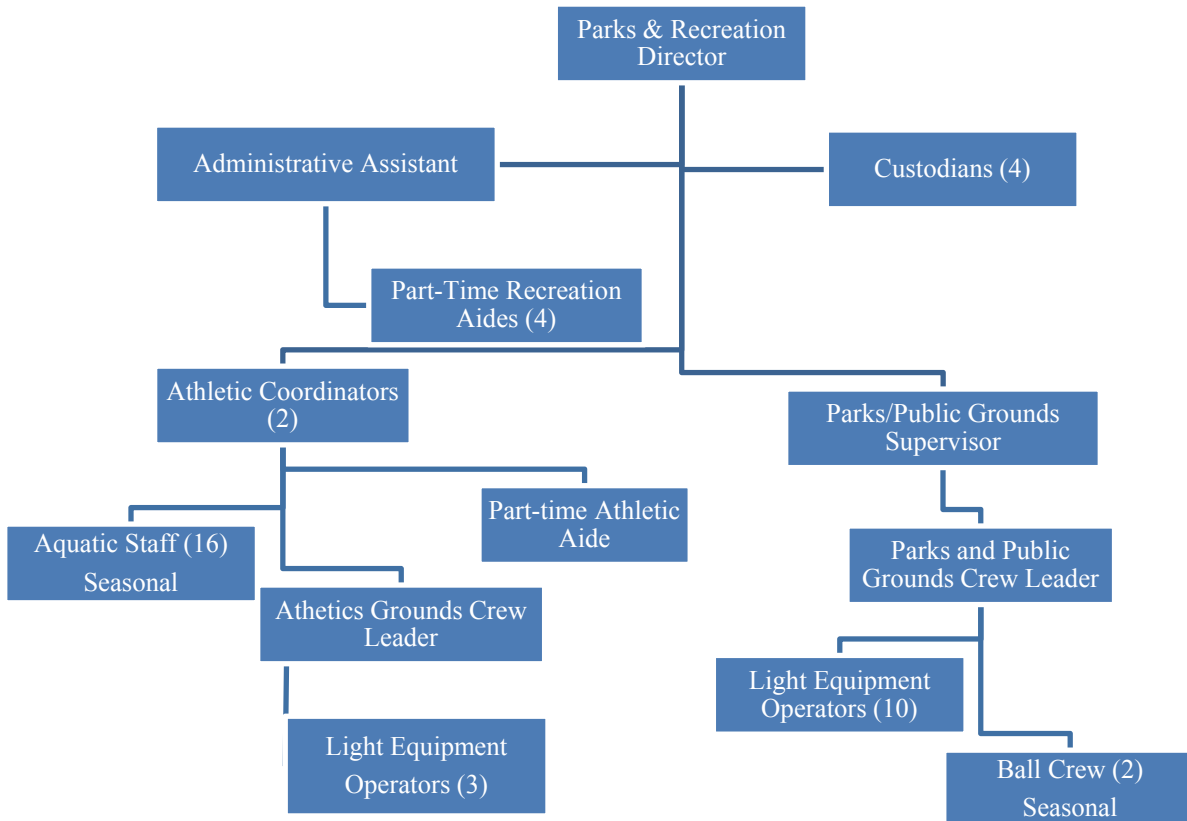
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant, two Athletic Coordinators, a Parks & Public Grounds Supervisor, a Parks and Public Grounds Crew Leader, an Athletics Crew Leader, thirteen Light Equipment Operators, four Custodians, four part-time Recreation Aides, and one part-time Athletic Aide. Numerous part-time employees are hired during the summer to assist with the aquatic programs, open swim, and athletic field maintenance.

### GOALS AND OBJECTIVES

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

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

### ORGANIZATIONAL CHART



## **FY 2017-2018 ACHIEVEMENTS**

- Increased employee course certification awards.
- Updated the Athletic Policies and Procedures.
- Enhanced and created new landscape beds for municipal complex.
- Continued work in developing strategy for construction of Carl Levin City Park bathroom facility.
- Created partnerships for special events and programs to increase reach.
- Further developed social media marketing strategy for the department.

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

- Develop Parks Master Plan Update.
  - Delayed until 18-19 budget process.
- Develop policies for private partners utilization of public space.
  - Ongoing, staff continues to collaborate with other agencies.
- Develop strategy and plan for construction of additional bathroom facility.
  - Ongoing, staff is continuing to research more cost-effective strategies for construction.
- Develop a strategy to increase our brand within the Community
  - Completed: increased social media presence and attendance in various organizations around the community.

## **FY 2018-2019 OBJECTIVES**

- Develop Parks Master Plan and begin developing strategies to put plan into place.
- Develop strategy and plan for acquisition of Dana Peak Park.
- Develop policies and/or ordinances for private partners utilization of public space.
- Develop strategy and plan for construction of additional bathroom facility.
- Develop a strategy to increase public sponsorships/partnerships in parks and programming.
- Develop written department-wide policies for staff and patrons.



**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	29	29	28	28	24
# of part time employees	5	5	5	5	5
# of seasonal employees (summer)	30	30	30	30	18
<b>OUTPUTS:</b>					
# of municipal acres maintained	240	240	240	240	240
# of ROW acres maintained	90	90	90	90	90
# of medians maintained	12	14	14	14	14
# of acres irrigated	112	112	112	112	113
# of playground units	12	16	16	16	16
# of recreation program participants	1,850	2,064	2,250	1,930	2,100
# of youth recreation programs provided	19	18	18	11	8
# of adult/senior recreation programs provided	16 / 25	13 / 23	14 / 25	14 / 25	14 / 26
# of special events provided	28	28	24	26	26
# of spring/summer day camp sessions	8	9	9	9	9
# of spring/summer day camp attendees	188	209	216	213	216
# of youth leagues/participants	9 / 3,200	8 / 3,150	8 / 3,200	8 / 2,962	8 / 3,000
# of adult leagues/participants	2 / 1,000	4 / 1,040	2 / 1,100	4 / 1,060	4 / 1,000
# of sports camps/participants	3 / 325	4 / 272	4 / 300	6 / 303	8 / 300
# of 5ks held/participants	3 / 1,800	2 / 500	2 / 500	2 / 400	2 / 500
<b>EFFECTIVENESS:</b>					
# of park rentals	290	278	280	240	240
activities center rentals	1,550	1,479	1,500	1,534	1,575
# of pool rentals	30	21	25	18	20
Public swim attendance	14,000	11,953	12,000	10,963	12,000
Swim lesson attendance	230	218	225	225	225
# of City sponsored pool parties	1	1	1	3	3
City sponsored pool party attendance	80	115	100	316	350
<b>EFFICIENCY:</b>					
# of acres maintained per full time light equipment employee	21.82	21.82	21.82	21.82	21.82
% of youth recreation programs conducted compared to services offered	100%	100%	100%	100%	100%
% of adult/senior recreation programs conducted compared to services offered	100%	95%	100%	95%	100%

**PARKS & RECREATION**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	1,264,900	1,227,586	1,268,000	588,615	1,277,600	1,312,700
002 Overtime	8,000	7,632	8,000	2,338	8,000	8,000
003 Worker's Compensation	23,200	22,413	27,200	27,027	27,000	25,300
004 Health Insurance	150,500	132,952	145,600	71,118	142,300	137,400
005 Social Security	97,400	93,066	97,700	44,164	98,300	101,000
006 Retirement	183,000	162,011	184,000	83,589	193,400	191,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,727,000</b>	<b>1,645,660</b>	<b>1,730,500</b>	<b>816,851</b>	<b>1,746,600</b>	<b>1,775,400</b>
<b>SUPPLIES</b>						
010 Office	10,600	7,773	10,600	2,223	8,000	8,000
011 Vehicle	25,000	24,623	25,000	12,685	25,000	25,000
012 General	8,000	7,106	8,000	3,677	8,000	8,000
013 Equipment	10,000	6,691	10,000	4,058	11,400	10,000
014 Uniforms	12,000	11,966	12,700	4,480	12,000	12,200
015 Recreational	6,000	4,435	6,000	2,169	5,000	6,000
016 Chemical	12,200	10,152	12,200	2,087	12,200	12,200
<b>TOTAL SUPPLIES</b>	<b>83,800</b>	<b>72,746</b>	<b>84,500</b>	<b>31,379</b>	<b>81,600</b>	<b>81,400</b>
<b>MAINTENANCE</b>						
020 Vehicle	10,000	9,722	10,000	6,649	13,000	10,000
021 Building	60,500	48,482	60,500	18,010	67,500	60,500
022 Equipment	13,000	13,080	11,200	10,689	17,000	15,000
023 Ground	63,000	59,057	63,000	32,676	63,000	60,000
<b>TOTAL MAINTENANCE</b>	<b>146,500</b>	<b>130,341</b>	<b>144,700</b>	<b>68,024</b>	<b>160,500</b>	<b>145,500</b>
<b>INSURANCE</b>						
030 Property/Liability	24,000	24,354	33,000	31,473	33,000	32,900
<b>TOTAL INSURANCE</b>	<b>24,000</b>	<b>24,354</b>	<b>33,000</b>	<b>31,473</b>	<b>33,000</b>	<b>32,900</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	(1)	0	0	0	0
040 Utilities	100,000	122,463	113,000	50,960	113,000	113,000
041 Dues and Subscriptions	6,300	5,482	6,300	5,152	6,300	6,300
042 Travel and Training	8,200	7,451	8,200	6,140	8,200	10,000
045 Telephone	1,000	820	1,000	393	900	900
046 Equipment Rental	9,200	5,522	10,000	1,328	5,500	6,000
047 Contract Labor	13,000	13,569	15,000	5,236	14,000	15,000
051 ActiveNet Transaction Fees	6,000	7,191	6,000	3,164	6,500	6,500
059 Adaptive Sports	10,000	5,872	10,000	2,710	9,000	10,000
060 Tree City USA	10,000	4,254	10,000	915	4,500	10,000
061 Living Legacy	4,500	4,059	4,500	2,187	4,500	4,500
065 Trophies and Awards	19,700	13,965	20,500	9,748	20,000	17,000
066 Uniforms and Equipment (Rec)	57,000	42,761	57,000	19,787	53,000	55,000
067 Parks and Recreation Programs	43,000	41,595	46,000	30,343	46,000	46,000
068 Team Travel	3,000	0	3,000	0	0	2,000
069 Adult Sports	6,000	3,252	6,000	844	3,000	3,000
070 Other Expense (Grants)	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>296,900</b>	<b>278,255</b>	<b>316,500</b>	<b>138,907</b>	<b>294,400</b>	<b>305,200</b>
<b>MISCELLANEOUS</b>						
091 Advertising	15,000	13,027	16,500	6,749	14,000	14,000
615 Xerox Rental	3,400	768	1,500	768	1,500	1,200
<b>TOTAL MISCELLANEOUS</b>	<b>18,400</b>	<b>13,795</b>	<b>18,000</b>	<b>7,517</b>	<b>15,500</b>	<b>15,200</b>
<b>FIXED ASSET TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	7,295	0	0	9,000	0
705 Equipment	26,000	32,102	54,700	55,438	59,100	64,400
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	35,800	31,671	28,200	0	28,200	0
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>61,800</b>	<b>71,068</b>	<b>82,900</b>	<b>55,438</b>	<b>96,300</b>	<b>64,400</b>
<b>GRAND TOTAL</b>	<b>2,358,400</b>	<b>2,236,219</b>	<b>2,410,100</b>	<b>1,149,589</b>	<b>2,427,900</b>	<b>2,420,000</b>

## PUBLIC WORKS

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

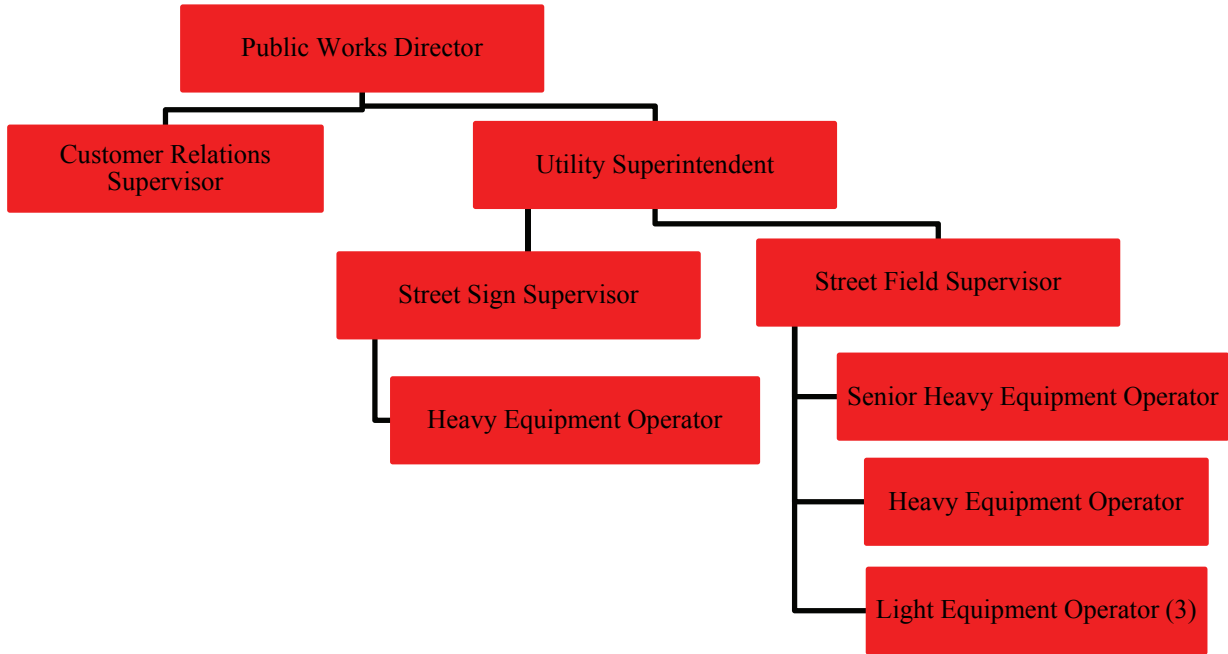
### STREET DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2017-2018 ACHIEVEMENTS

- Completed annual Crack Seal Program (Approximately 11 lane miles).
- Completed a one month Motor Grader Program.
- Inspected the 2016-2017 Street Capital Improvement Projects: Elmwood, Oakwood street programs and Ponderosa Drive and Lakota Lane Valley Gutters.
- Repaired 7,616 square yards of point repairs in Quail Hollow Estates.
- Maintained recycled asphalts streets: Waco Trace and Pueblo Drive.



**PROGRESS ON FY 2017-2018 OBJECTIVES**

- Continue the annual Crack Seal Program.
  - 100% complete.
- Help prepare and inspect the 2017-2018 Street Improvement Program.
  - 100% complete.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
  - Identified 150 feet of sidewalk repair for the 2018 fiscal year. Work is ongoing.
- Replace defective concrete valley gutters.
  - 10% complete, work is ongoing.
- Repair all Water and Sewer utility cuts, pot holes and asphalt level ups within 30 working days of receiving the work order.
  - 100% complete.

**FY 2018-2019 OBJECTIVES**

- Continue the annual Crack Seal Program.
- Inspect the 2017-2018 \$3.1 Million Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace defective and install concrete valley gutters where needed
- Repair all Water and Sewer utility cuts, pot holes and asphalt level ups.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full time employees:	10	10	10	10	10
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
<b>OUTPUTS:</b>					
# of street utility cuts	100	75	100	76	100
# of pot hole repairs	450	425	450	445	450
Miles of street reconstruction	3.0	0.54	2.0	0.86	2.0
Miles of crack sealing	13	12	12	11	12
Linear feet of sidewalk repair	50	0	150	150	150
<b>EFFECTIVENESS:</b>					
# of employees per square mile	4	4	4	4	4

## **SIGN SHOP**

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

### **FY 2017-2018 ACHIEVEMENTS**

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

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

- Continue removing graffiti from ditches and bridges, trimming tree limbs obstructing signs, control algae in street intersections and apply herbicide to grass growing on joints in sidewalks and curb & gutters.
  - 100% complete.
- Continue sweeping all city streets on a regular schedule, passing out door hangers to keep grass off the street and out of storm water drains.
  - 100% complete.
- Continue replacing raised pavement markers as needed and replacing painted road markings with thermoplastic markings city wide. 100% complete.
  - 100% complete.
- Continue the night time sign reflectivity program and reporting street lights that are out city wide.
  - 100% complete.
- Continue maintaining all TXDOT exit ramps, entrance ramps, turnarounds and islands.
  - 100% complete.

### **FY 2018-2019 OBJECTIVES**

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

- Continue maintaining all TXDOT exit ramps, entrance ramps, turnarounds and islands.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>OUTPUTS:</b>					
# of street signs installed	500	462	500	440	500
# of stop signs installed	26	20	26	50	26
# of yield signs installed	5	4	5	13	5
# of poles set	111	81	111	42	111
Linear feet of thermoplastic installed	75	50	75	25	75
Gallons of herbicide sprayed	1,000	838	1,000	630	1,000
Miles of street swept	2,400	2,375	2,400	1,816	2,000
Miles of residential street swept	1,256	1,765	1,256	1,040	1,200
Miles of arterial and collector miles swept	650	640	650	776	800
<b>EFFICIENCY:</b>					
# of residential street sweeping cycles per year (145 linear miles / cycle).	6	6	6	7	8
# of arterial and collector street sweeping cycles per year (13 Miles / Cycle).	50	48	50	60	62

**STREETS**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	431,300	408,288	431,600	219,962	436,800	450,100
002 Overtime	8,000	7,977	8,000	3,597	8,000	8,000
003 Worker's Compensation	7,000	6,759	5,600	5,582	5,600	5,200
004 Health Insurance	55,700	40,201	48,500	26,527	53,100	50,600
005 Social Security	33,600	30,961	33,600	16,646	33,600	35,000
006 Retirement	66,000	62,692	66,100	33,654	65,800	68,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>601,600</b>	<b>556,878</b>	<b>593,400</b>	<b>305,968</b>	<b>602,900</b>	<b>617,800</b>
<b>SUPPLIES</b>						
010 Office	2,000	2,196	2,000	1,827	3,000	2,500
011 Vehicle	30,000	27,117	30,000	13,489	27,500	30,000
012 General	3,000	1,278	3,000	771	1,500	3,000
013 Equipment	9,300	6,804	6,000	2,625	6,000	6,000
014 Uniforms	7,000	8,795	7,000	5,197	9,000	9,000
<b>TOTAL SUPPLIES</b>	<b>51,300</b>	<b>46,190</b>	<b>48,000</b>	<b>23,909</b>	<b>47,000</b>	<b>50,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	25,000	21,844	25,000	25,102	33,600	25,000
021 Building	2,500	3,392	2,500	1,388	3,000	3,000
022 Equipment	20,000	23,888	20,000	11,017	20,000	20,000
023 Ground	125,000	82,180	125,000	44,165	128,000	105,000
<b>TOTAL MAINTENANCE</b>	<b>172,500</b>	<b>131,304</b>	<b>172,500</b>	<b>81,672</b>	<b>184,600</b>	<b>153,000</b>
<b>INSURANCE</b>						
030 Property/Liability	7,000	7,244	7,000	7,110	7,400	7,000
<b>TOTAL INSURANCE</b>	<b>7,000</b>	<b>7,244</b>	<b>7,000</b>	<b>7,110</b>	<b>7,400</b>	<b>7,000</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	280,000	291,083	293,000	140,496	293,000	293,000
041 Dues and Subscriptions	1,400	1,689	1,700	1,315	1,700	1,700
042 Travel and Training	5,300	8,859	8,000	2,053	8,000	8,000
045 Telephone	4,300	4,414	4,300	2,223	4,500	4,500
046 Equipment Rental	20,000	19,761	20,000	9,576	20,000	20,000
047 Contract Labor	11,000	11,763	11,000	1,568	14,000	15,000
<b>TOTAL SERVICES</b>	<b>322,000</b>	<b>337,569</b>	<b>338,000</b>	<b>157,231</b>	<b>341,200</b>	<b>342,200</b>
<b>FIXED ASSETS TRANSFERS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
704 Streets and Drainage	0	42,603	0	0	0	0
705 Equipment	0	3,536	5,700	0	5,700	5,700
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	106,600	113,014	0	0	0	29,600
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>106,600</b>	<b>159,153</b>	<b>5,700</b>	<b>0</b>	<b>5,700</b>	<b>35,300</b>
<b>GRAND TOTAL</b>	<b>1,261,000</b>	<b>1,238,338</b>	<b>1,164,600</b>	<b>575,890</b>	<b>1,188,800</b>	<b>1,205,800</b>

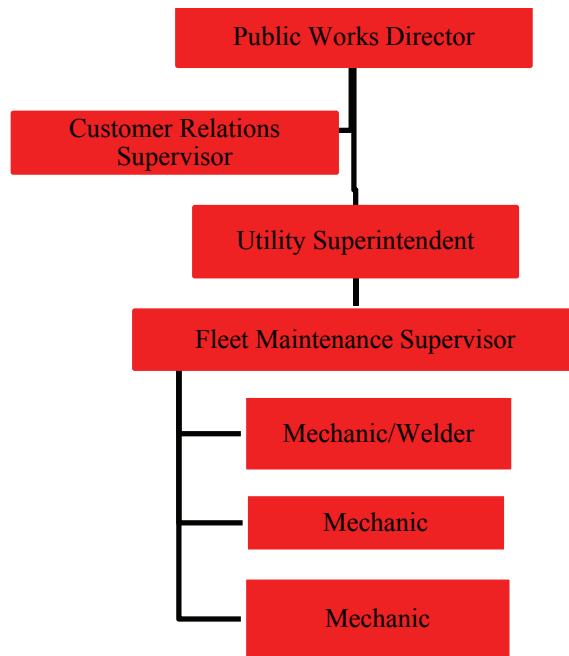
## FLEET MAINTENANCE DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2017-2018 ACHIEVEMENTS

- Purchased new tool box for Shop.
- Purchased Porta Cool unit for better working conditions in the shop.
- Mechanics continuing education.
- Repair of broken soccer goals at Summit Field.
- Remove and replace rusted bottoms of BBQ pits at Carl Levin Park.
- Fabricate plaque stands for use in the parks.
- Perform modification on storm drain racks at Old Nolanville Road & Warriors Path.

**PROGRESS ON FY 2017-2018 OBJECTIVES**

- Begin construction of office addition, when funding is available in budget.
  - 75% complete.
- Provide timely support for all city vehicles and equipment.
  - 100% complete.
- Continue automotive education.
  - 25% complete.
- Continue annual inspection of all city vehicles.
  - 100% complete.

**FY 2018-2019 OBJECTIVES**

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

**PERFORMANCE MEASURES**

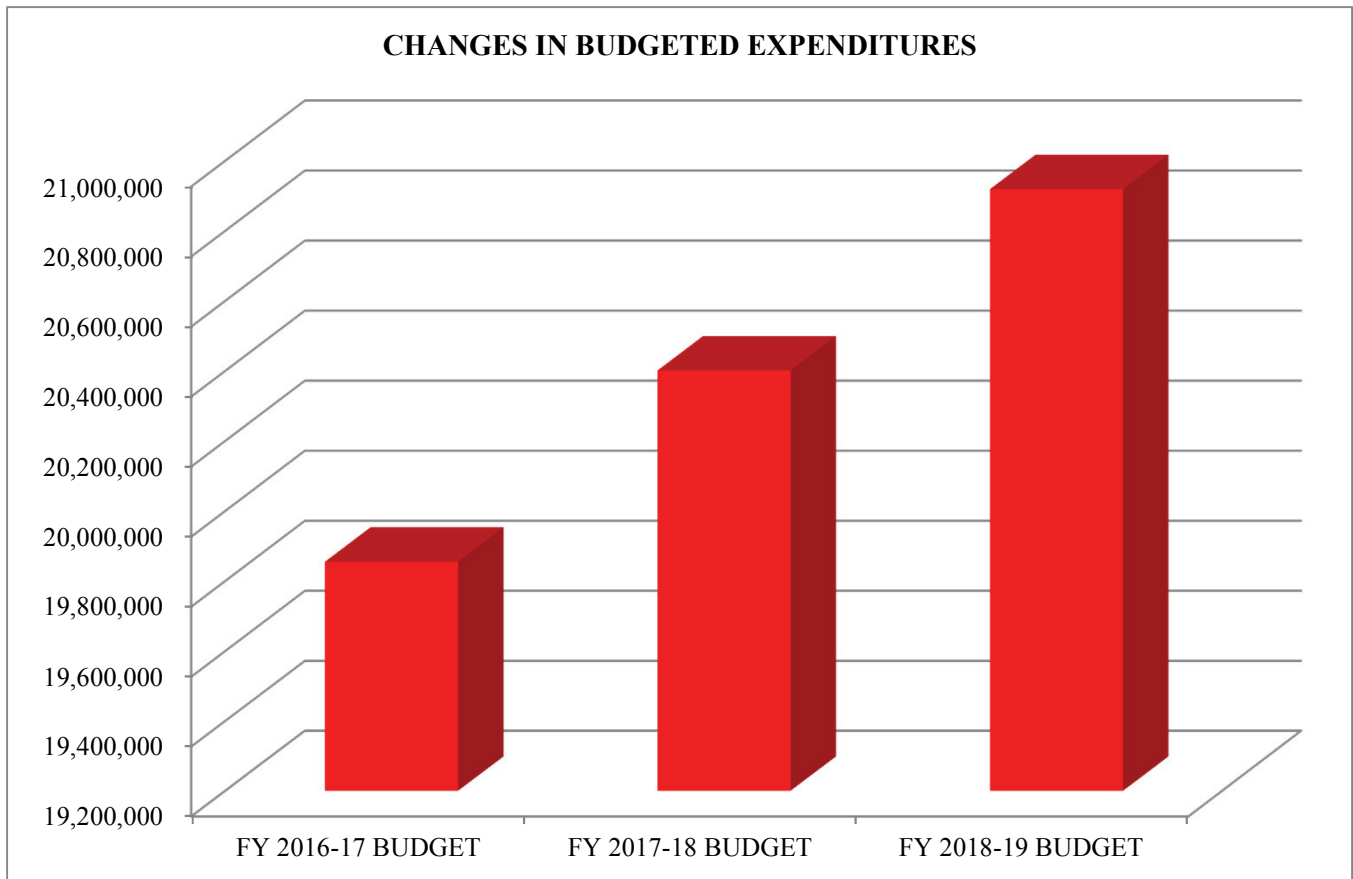
<b>Type of Measure/Description</b>	<b>FY17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of fleet serviced (vehicles/equipment)	1520	1,337	1,520	1,217	1,520
# of departments serviced	14	14	14	14	14
# of work orders completed	1,545	1,337	1,545	1,217	1,545
<b>EFFECTIVENESS:</b>					
Fleet units in operation	98%	97%	98%	97%	98%
# of vehicles/equipment serviced per mechanic	380	334	386	304	386
<b>EFFICIENCY:</b>					
# of jobs completed per mechanic	386.0	334.0	386.0	304.0	386.0

**MAINTENANCE**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	168,400	163,784	174,300	77,756	143,200	165,900
002 Overtime	500	4,218	1,800	4,475	12,000	1,800
003 Worker's Compensation	2,900	2,846	2,400	2,350	2,400	2,200
004 Health Insurance	22,900	20,387	22,200	10,173	18,500	20,800
005 Social Security	12,900	12,817	13,500	6,266	11,900	12,800
006 Retirement	25,400	25,286	26,500	12,372	23,300	25,200
<b>TOTAL PERSONNEL SERVICE</b>	<b>233,000</b>	<b>229,338</b>	<b>240,700</b>	<b>113,392</b>	<b>211,300</b>	<b>228,700</b>
<b>SUPPLIES</b>						
010 Office	500	538	500	278	500	500
011 Vehicle	4,000	3,760	4,000	3,541	4,000	4,000
012 General	100	(4,353)	100	(2,549)	(3,700)	100
013 Equipment	6,000	3,501	6,000	1,944	4,000	6,000
014 Uniforms	3,000	2,876	3,000	3,311	6,000	6,000
<b>TOTAL SUPPLIES</b>	<b>13,600</b>	<b>6,322</b>	<b>13,600</b>	<b>6,525</b>	<b>10,800</b>	<b>16,600</b>
<b>MAINTENANCE</b>						
020 Vehicle	300	458	600	244	1,700	600
021 Building	500	258	500	400	500	500
022 Equipment	500	380	200	114	200	200
023 Ground	300	253	300	0	300	300
<b>TOTAL MAINTENANCE</b>	<b>1,600</b>	<b>1,349</b>	<b>1,600</b>	<b>758</b>	<b>2,700</b>	<b>1,600</b>
<b>INSURANCE</b>						
030 Property/Liability	3,000	3,062	3,000	2,776	3,000	2,900
<b>TOTAL INSURANCE</b>	<b>3,000</b>	<b>3,062</b>	<b>3,000</b>	<b>2,776</b>	<b>3,000</b>	<b>2,900</b>
<b>SERVICES</b>						
040 Utilities	2,000	1,590	2,000	1,885	3,500	3,500
041 Dues and Subscriptions	200	175	200	190	200	200
042 Travel and Training	2,000	2,028	2,000	1,043	2,000	2,000
045 Telephone	2,600	2,418	2,600	1,171	2,600	2,600
047 Contract Labor	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>6,800</b>	<b>6,211</b>	<b>6,800</b>	<b>4,289</b>	<b>8,300</b>	<b>8,300</b>
<b>FIXED ASSET TRANSFERS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	4,346	0	2,445	4,100	5,700
707 Vehicles	0	0	0	0	0	32,700
<b>TOTAL FIXED ASSET TRANSFERS</b>	<b>0</b>	<b>4,346</b>	<b>0</b>	<b>2,445</b>	<b>4,100</b>	<b>38,400</b>
<b>GRAND TOTAL</b>	<b>258,000</b>	<b>250,628</b>	<b>265,700</b>	<b>130,185</b>	<b>240,200</b>	<b>296,500</b>

**GENERAL FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
City Council	314,900	299,990	270,700	220,859	265,200	226,500
Administration	1,642,000	1,641,107	1,753,900	843,613	1,678,000	1,627,100
Finance	676,000	679,798	693,800	360,141	700,600	764,500
Pet Adoption Center	513,800	602,426	596,400	264,213	576,900	717,300
Police	6,208,000	6,008,376	6,352,500	3,084,349	6,165,600	6,499,200
Courts	882,100	888,569	984,300	514,457	1,028,900	1,073,300
Planning & Development	357,100	363,402	376,100	176,967	358,400	361,600
Code Enforcement	596,900	566,239	606,500	326,936	595,000	601,900
Fire & EMS Administration	576,300	551,355	0	0	0	0
Fire & EMS Operations	3,607,400	3,541,896	4,279,200	2,185,645	4,331,200	4,593,500
Library	714,500	666,972	711,800	346,827	709,300	743,400
Parks & Recreation	2,358,400	2,236,219	2,410,100	1,149,589	2,427,900	2,420,000
Streets	1,261,000	1,238,338	1,164,600	575,890	1,188,800	1,205,800
Maintenance	258,000	250,628	265,700	130,185	240,200	296,500
Reserve for Personnel	10,000	10,739	10,000	2,285	8,000	8,000
Reimbursement:						
Seton Medical Center	600,500	588,883	589,000	574,907	574,900	575,000
Transfer to Fixed Assets	(822,000)	(856,215)	(763,700)	(293,450)	(464,600)	(794,900)
Transfer to Capital Projects	100,000	100,000	0	0	250,000	0
Transfer to Debt Service	0	0	100,000	0	100,000	0
<b>GRAND TOTAL</b>	<b>19,854,900</b>	<b>19,378,722</b>	<b>20,400,900</b>	<b>10,463,413</b>	<b>20,734,300</b>	<b>20,918,700</b>







**DEBT SERVICE**

## BONDED DEBT

The cost of acquisition for large capital items and the construction of infrastructure sometimes exceed the amount of funding available from operating revenues and resources. When this occurs, the City may issue debt obligations called "bonds". The difference between a bond and a note payable is that bonds are issued for longer periods and require greater legal formality. Some bonds may also require voter approval.

The City of Harker Heights has two types of bonds outstanding: general obligation and revenue bonds.

### General Obligation Bonds

General obligation bonds are backed by the full faith and credit of the City; in other words, the bonds are guaranteed by a pledge of taxes. A schedule of the City's outstanding general obligation bond issues will follow.

### Revenue Bonds

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

### Debt Limit

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

### Debt Limitation Summary

• Constitutional Ad Valorem Tax Limitation (per \$100):	\$2.50 per \$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax:	\$1.50 per \$100
• 2018 Certified Taxable Assessed Valuation	\$1,810,268,789
• 2018 Total Tax Rate (per \$100)	\$0.6770
• 2018 I&S Tax Rate (per \$100)	\$0.1577
• Maximum Annual Ad Valorem Tax Debt Service, 2021	\$3,134,487*
• Equivalent I&S Tax Rate Required to Service Maximum Debt:	\$0.1786 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	40.51%

\*Excludes self-supporting debt

**ACTUAL DEBT MARGIN**

The certified 2018 taxable value per BCAD is \$1,810,268,789 which is an increase of \$4,125,594 or 0.23% from the 2017 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5193 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	\$	1,810,268,789
Proposed Tax Rate per \$100 valuation		<u>0.6770</u>
Gross Revenues from Taxes		12,255,520
Estimated Percentage of Collections		<u>96%</u>
Estimated Funds from Tax Levy		11,765,299
Estimated Delinquent Tax Collections		<u>12,000</u>
Total Estimated Tax Collections	\$	<u><u>11,777,299</u></u>

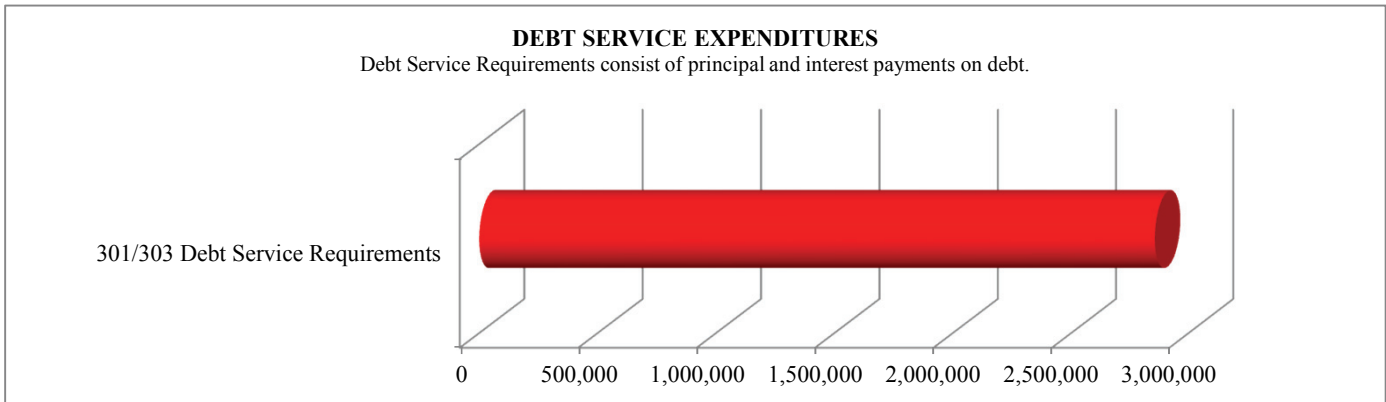
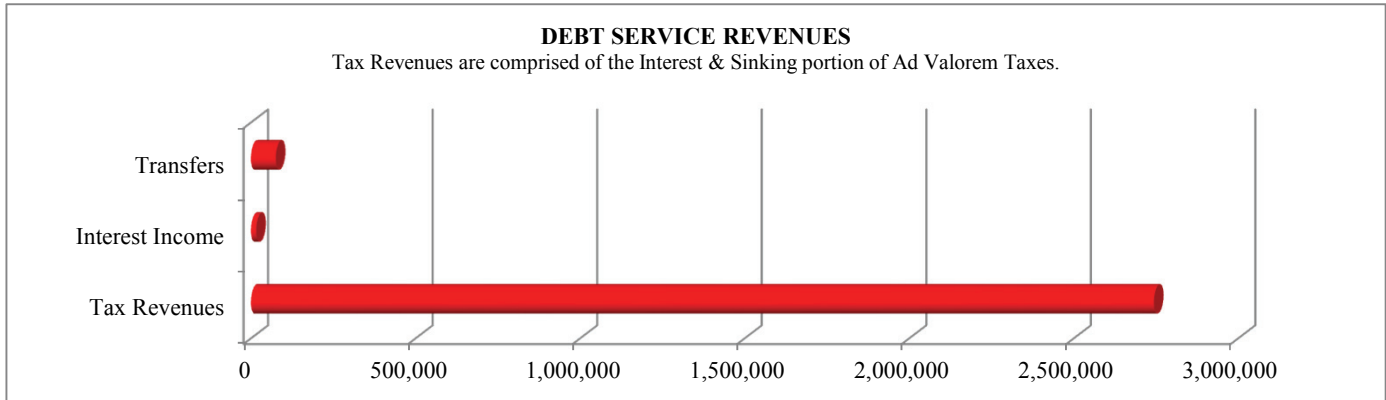
	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5193	\$ 9,033,907
Interest and Sinking	<u>0.1577</u>	<u>2,743,392</u>
Total	<u><u>0.6770</u></u>	<u><u>\$ 11,777,299</u></u>

In February 2012, Standard & Poor’s raised the City of Harker Heights’ underlying rating from “AA-” to “AA” on our outstanding general obligation debt. In 2018, Standard & Poor’s maintained the City’s rating of “AA” and considered the City’s economy to be adequate with strong city management. The rating reflects that the City’s budgetary flexibility remains very strong and the budgetary performance has been strong overall. In their opinion, the City has very strong liquidity providing very strong cash levels to cover debt service and expenditures as well as good management with good financial policies.

The City’s Debt Service Fund Budget follows along with a total debt summary and detailed bond schedules. The detailed bond schedules provide information on each issuance to include the date of issuance, original value of the bond, coupon rate, rating the City had at the time, as well as what the issuance was for.

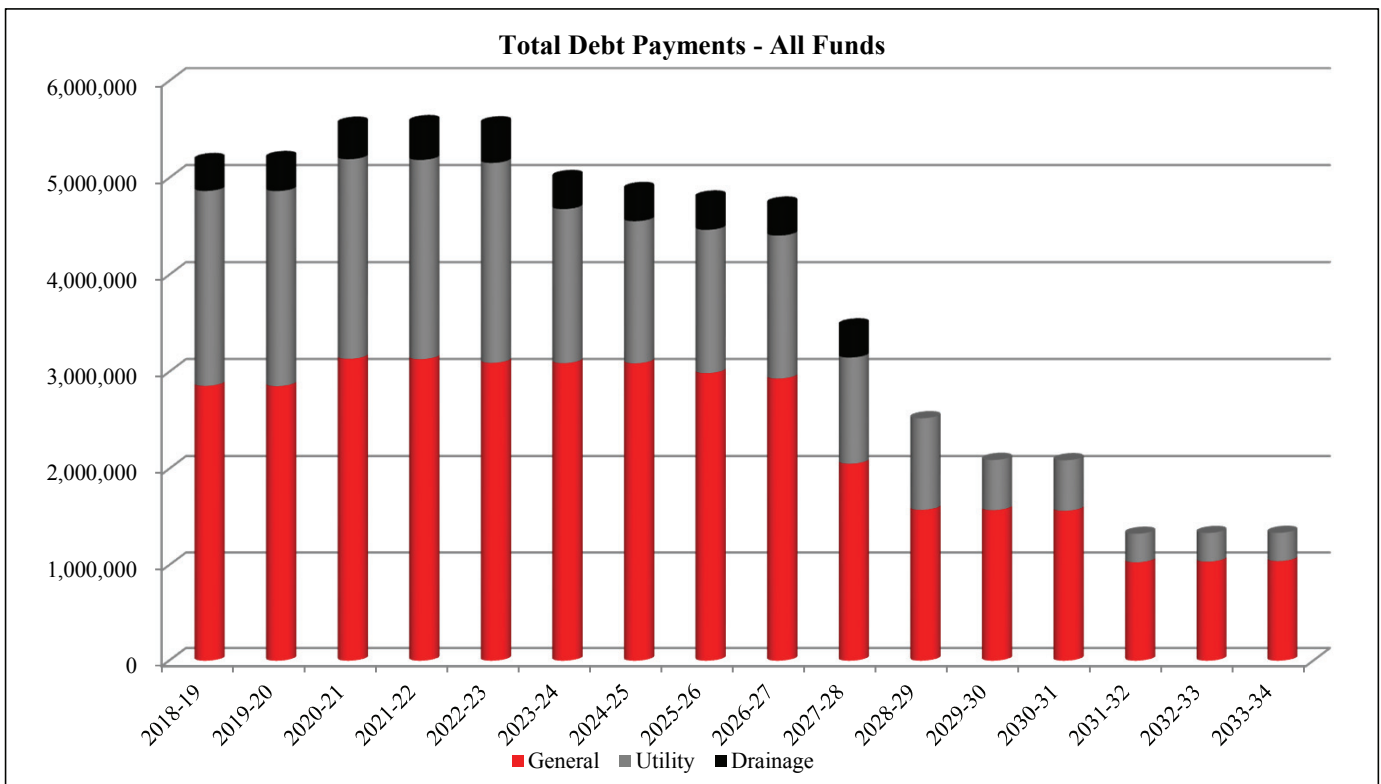
**DEBT SERVICE FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>38,371</b>	<b>55,468</b>	<b>12,668</b>	<b>190,693</b>	<b>190,693</b>	<b>54,493</b>
<b>REVENUES:</b>						
020 Interest Income	3,000	5,566	8,000	4,739	15,500	15,500
021 Miscellaneous Income	0	3,286	0	0	0	0
200 Gain on Investments	0	0	0	0	0	0
301 Refunding Bonds Issued	0	0	0	0	0	0
700 Tax Revenues	2,567,900	2,568,633	2,577,500	2,419,037	2,577,500	2,743,400
801 Transfer from General Fund	0	0	100,000	0	100,000	0
802 Transfer from Utility Fund	100,000	350,000	100,000	0	100,000	75,000
803 Transfer from Drainage Fund	0	0	0	0	0	0
805 Transfer from Bond Fund	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>2,670,900</b>	<b>2,927,485</b>	<b>2,785,500</b>	<b>2,423,776</b>	<b>2,793,000</b>	<b>2,833,900</b>
<b>EXPENDITURES:</b>						
084 BCAD Fees	30,200	29,778	30,200	13,990	28,000	30,000
301/303 Debt Service Requirements	2,673,400	2,762,482	2,751,500	549,094	2,726,200	2,855,700
304 Refunded Bond Escrow Agent	0	0	0	0	0	0
305 Refunded Bond Escrow	0	0	0	0	0	0
320 Bond Issuance Cost	0	0	0	0	0	0
802 Transfer to Utility Fund	0	0	0	175,000	175,000	0
<b>TOTAL EXPENDITURES</b>	<b>2,703,600</b>	<b>2,792,260</b>	<b>2,781,700</b>	<b>738,084</b>	<b>2,929,200</b>	<b>2,885,700</b>
<b>INCREASE/DECREASE</b>	<b>(32,700)</b>	<b>135,225</b>	<b>3,800</b>	<b>1,685,692</b>	<b>(136,200)</b>	<b>(51,800)</b>
<b>ENDING FUND BALANCE</b>	<b>5,671</b>	<b>190,693</b>	<b>16,468</b>	<b>1,876,385</b>	<b>54,493</b>	<b>2,693</b>



**City of Harker Heights  
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2018-19	1,822,905	1,032,679	2,855,584	1,443,715	567,428	2,011,143	178,380	139,212	317,592
2019-20	1,869,747	983,349	2,853,096	1,484,242	528,757	2,012,999	206,010	132,968	338,978
2020-21	2,209,222	925,265	3,134,487	1,577,665	482,499	2,060,164	238,114	125,895	364,009
2021-22	2,276,064	854,807	3,130,871	1,623,192	432,906	2,056,098	270,744	117,800	388,544
2022-23	2,310,538	782,101	3,092,639	1,681,614	381,845	2,063,459	297,848	108,666	406,514
2023-24	2,390,000	699,907	3,089,907	1,265,000	325,207	1,590,207	230,000	98,719	328,719
2024-25	2,475,000	613,176	3,088,176	1,190,000	276,897	1,466,897	240,000	90,748	330,748
2025-26	2,460,000	527,183	2,987,183	1,245,000	233,667	1,478,667	250,000	82,417	332,417
2026-27	2,495,000	435,797	2,930,797	1,290,000	185,692	1,475,692	255,000	73,727	328,727
2027-28	1,710,000	343,028	2,053,028	960,000	136,040	1,096,040	265,000	64,828	329,828
2028-29	1,295,000	281,888	1,576,888	845,000	99,677	944,677	160,000	55,569	215,569
2029-30	1,335,000	238,739	1,573,739	450,000	68,317	518,317	165,000	50,769	215,769
2030-31	1,375,000	192,206	1,567,206	470,000	51,932	521,932	170,000	45,819	215,819
2031-32	885,000	144,206	1,029,206	265,000	34,772	299,772	175,000	40,719	215,719
2032-33	920,000	116,046	1,036,046	275,000	25,920	300,920	180,000	35,469	215,469
2033-34	955,000	86,751	1,041,751	280,000	16,717	296,717	185,000	30,069	215,069
2034-35	515,000	54,046	569,046	70,000	6,265	76,265	190,000	24,519	214,519
2035-36	530,000	39,106	569,106	70,000	4,270	74,270	195,000	18,819	213,819
2036-37	550,000	23,731	573,731	70,000	2,275	72,275	205,000	12,969	217,969
2037-38	195,000	6,094	201,094	0	0	0	210,000	6,563	216,563
<b>TOTAL</b>	<b>30,573,476</b>	<b>8,380,105</b>	<b>38,953,581</b>	<b>16,555,428</b>	<b>3,861,083</b>	<b>20,416,511</b>	<b>4,266,096</b>	<b>1,356,264</b>	<b>5,622,360</b>



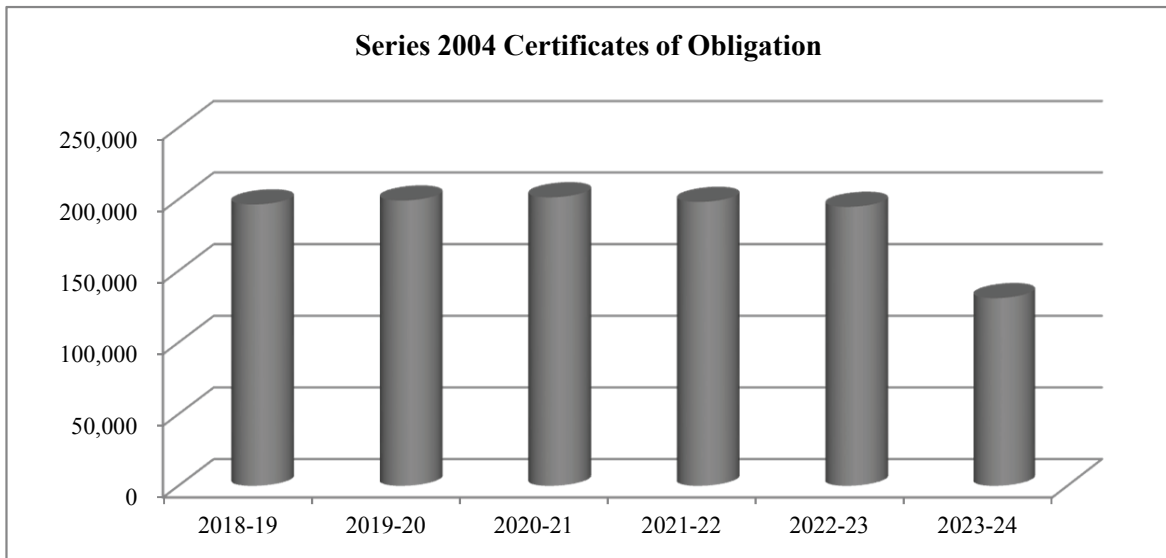
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2004**

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

**UTILITY**

Fiscal Year	Principal	Interest	Total
2018-19	150,000	46,437	196,437
2019-20	160,000	39,182	199,182
2020-21	170,000	31,442	201,442
2021-22	175,000	23,219	198,219
2022-23	180,000	14,754	194,754
2023-24	125,000	6,047	131,047
	<b>960,000</b>	<b>161,081</b>	<b>1,121,081</b>

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



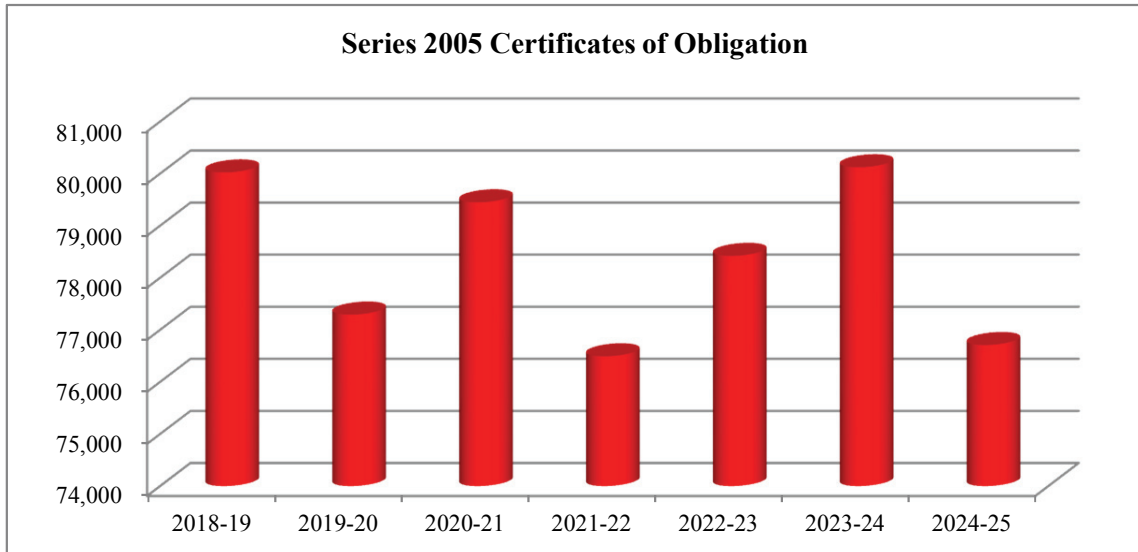
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2005**

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

**GENERAL**

Fiscal Year	Principal	Interest	Total
2018-19	60,000	20,020	80,020
2019-20	60,000	17,290	77,290
2020-21	65,000	14,446	79,446
2021-22	65,000	11,489	76,489
2022-23	70,000	8,418	78,418
2023-24	75,000	5,119	80,119
2024-25	75,000	1,706	76,706
	<b>470,000</b>	<b>78,488</b>	<b>548,488</b>

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



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

Dated: October 1, 2008

Original Value: \$9,500,000

Coupon Rate: 4.190%

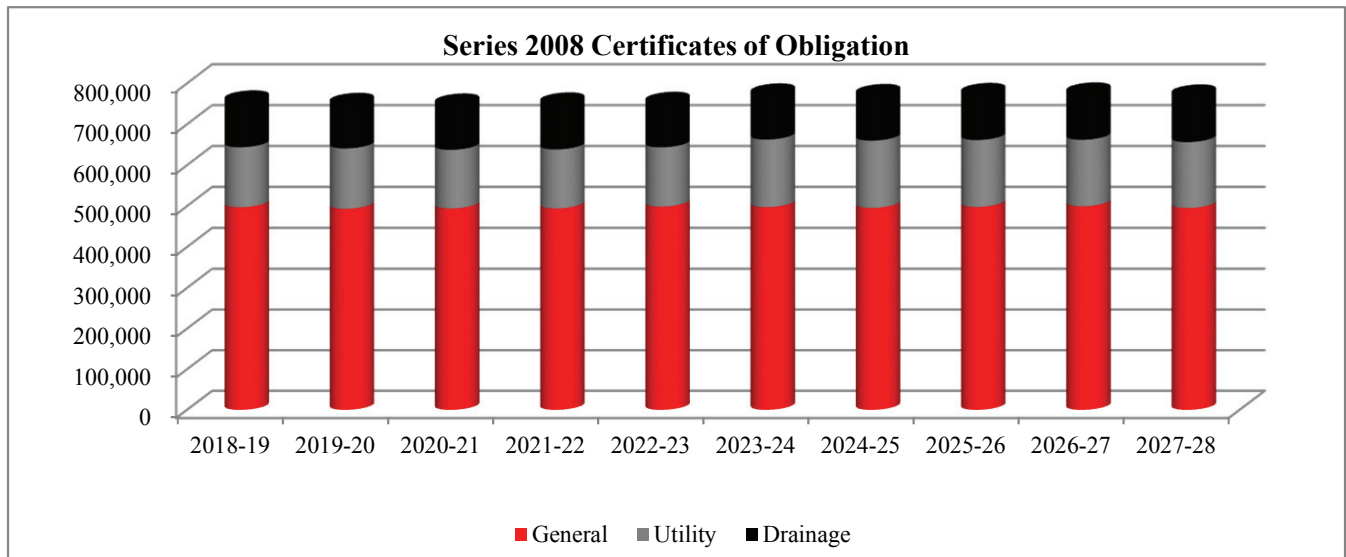
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2018-19	330,000	166,972	496,972	95,000	51,746	146,746	75,000	37,710	112,710
2019-20	340,000	153,145	493,145	100,000	47,766	147,766	75,000	34,568	109,568
2020-21	355,000	138,899	493,899	100,000	43,576	143,576	80,000	31,425	111,425
2021-22	370,000	124,024	494,024	105,000	39,386	144,386	85,000	28,073	113,073
2022-23	390,000	108,521	498,521	110,000	34,986	144,986	85,000	24,512	109,512
2023-24	405,000	92,180	497,180	135,000	30,378	165,378	90,000	20,950	110,950
2024-25	420,000	75,211	495,211	140,000	24,721	164,721	95,000	17,179	112,179
2025-26	440,000	57,612	497,612	145,000	18,855	163,855	100,000	13,198	113,198
2026-27	460,000	39,176	499,176	150,000	12,780	162,780	105,000	9,008	114,008
2027-28	475,000	19,902	494,902	155,000	6,495	161,495	110,000	4,609	114,609
	<b>3,985,000</b>	<b>975,642</b>	<b>4,960,642</b>	<b>1,235,000</b>	<b>310,689</b>	<b>1,545,689</b>	<b>900,000</b>	<b>221,232</b>	<b>1,121,232</b>

City Hall Annex  
Athletic Complex Phase 2  
Park Projects  
Street Projects

Water Main Improvements  
Waterline Extensions  
Sewer Rehabilitation

Residential Drainage Projects



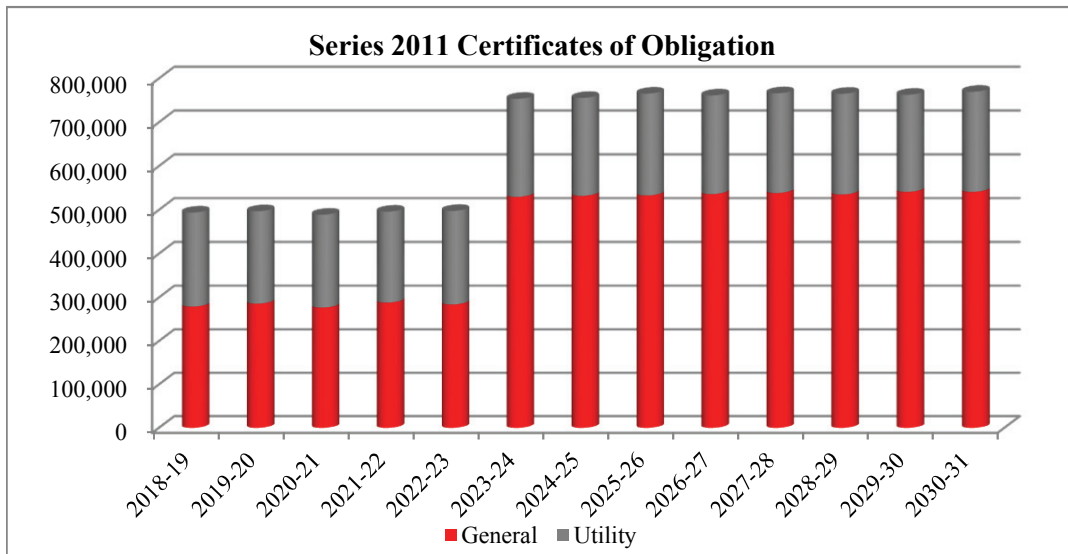


**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2011**

Dated: March 1, 2011  
Original Value: \$8,000,000  
Coupon Rate: 2.000% - 4.000%  
Ratings at Issuance: "AA-" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19	120,000	158,975	278,975	135,000	79,963	214,963
2019-20	130,000	155,675	285,675	135,000	76,250	211,250
2020-21	125,000	151,775	276,775	140,000	72,200	212,200
2021-22	140,000	148,025	288,025	140,000	68,000	208,000
2022-23	140,000	143,825	283,825	150,000	63,800	213,800
2023-24	390,000	139,450	529,450	165,000	59,113	224,113
2024-25	405,000	126,775	531,775	170,000	53,750	223,750
2025-26	420,000	112,600	532,600	185,000	47,800	232,800
2026-27	440,000	95,800	535,800	185,000	40,400	225,400
2027-28	460,000	78,200	538,200	195,000	33,000	228,000
2028-29	475,000	59,800	534,800	205,000	25,200	230,200
2029-30	500,000	40,800	540,800	205,000	17,000	222,000
2030-31	520,000	20,800	540,800	220,000	8,800	228,800
	<b>4,265,000</b>	<b>1,432,500</b>	<b>5,697,500</b>	<b>2,230,000</b>	<b>645,276</b>	<b>2,875,276</b>

Street, Road & Highway Improvements      Water & Sewer System Improvements  
Park Project Improvements

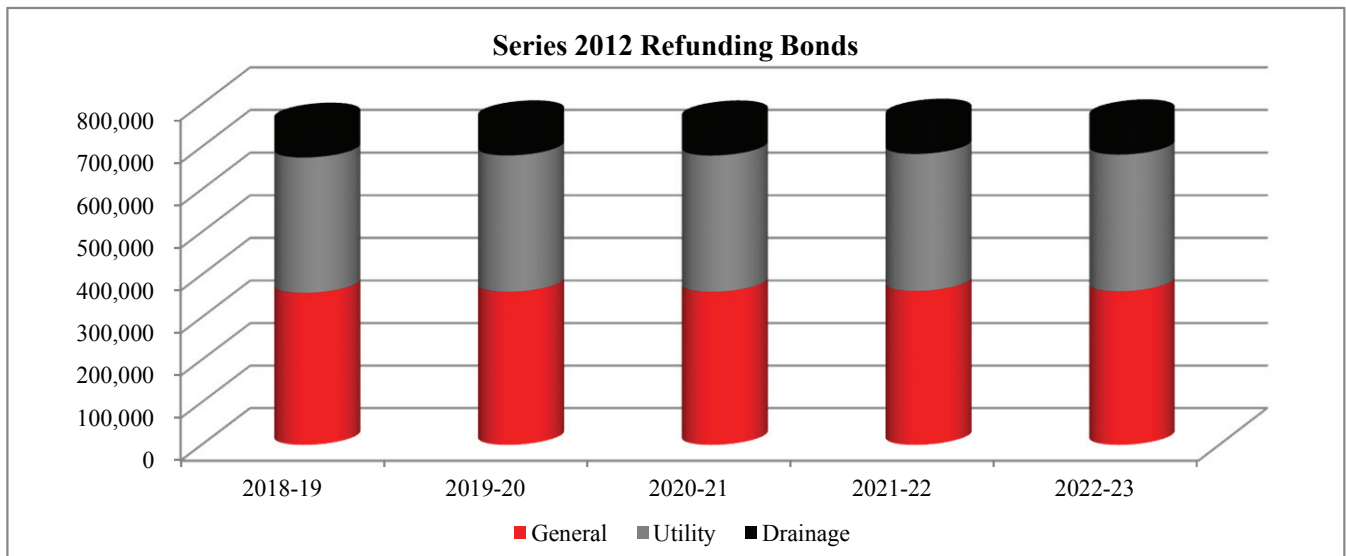


**General Obligation  
Refunding Bonds  
Series 2012**

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

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2018-19	307,905	49,454	357,359	273,715	43,963	317,678	68,380	10,983	79,363
2019-20	319,747	40,218	359,965	284,242	35,752	319,994	71,010	8,931	79,941
2020-21	329,222	30,624	359,846	292,665	27,224	319,889	73,114	6,801	79,915
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,348	320,962	77,848	2,335	80,183
	<b>1,648,476</b>	<b>151,560</b>	<b>1,800,036</b>	<b>1,465,428</b>	<b>134,731</b>	<b>1,600,159</b>	<b>366,096</b>	<b>33,658</b>	<b>399,754</b>

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

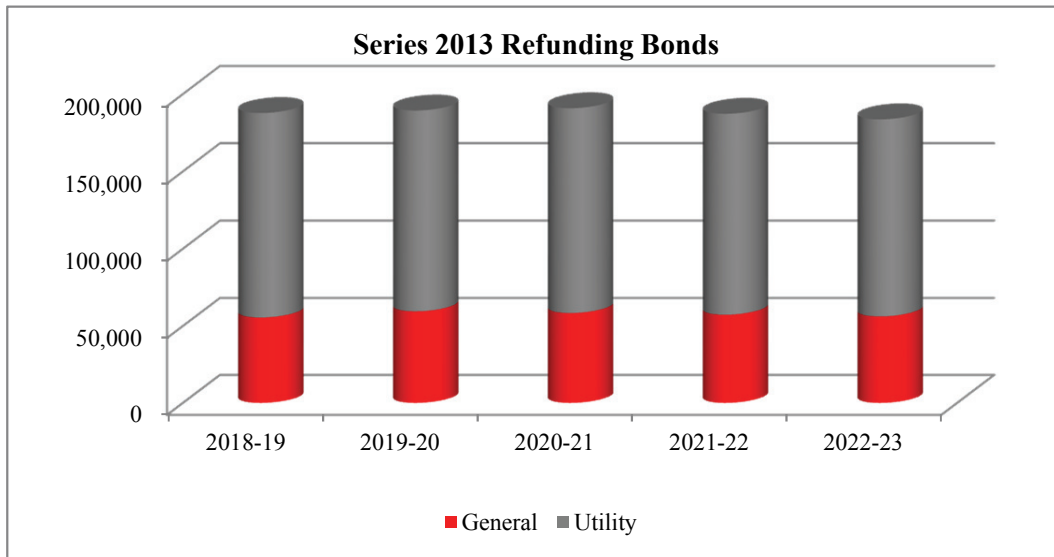


**General Obligation  
Refunding Bonds  
Series 2013**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19	50,000	5,400	55,400	120,000	12,300	132,300
2019-20	55,000	4,400	59,400	120,000	9,900	129,900
2020-21	55,000	3,300	58,300	125,000	7,500	132,500
2021-22	55,000	2,200	57,200	125,000	5,000	130,000
2022-23	55,000	1,100	56,100	125,000	2,500	127,500
	<b>270,000</b>	<b>16,400</b>	<b>286,400</b>	<b>615,000</b>	<b>37,200</b>	<b>652,200</b>

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



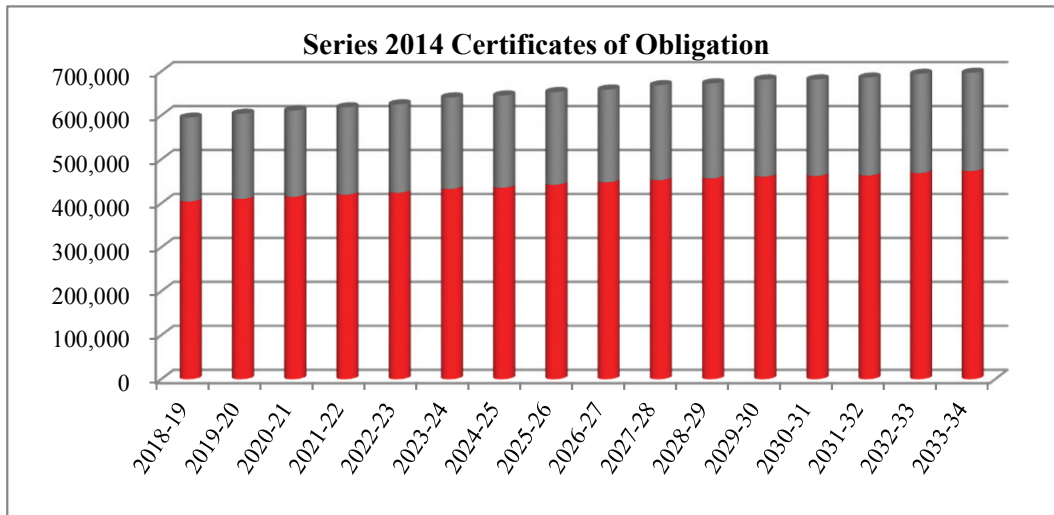
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2014**

Dated: January 15, 2014  
Original Value: \$9,000,000  
Coupon Rate: 1.500% - 4.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19	245,000	158,987	403,987	115,000	75,806	190,806
2019-20	255,000	154,700	409,700	120,000	73,794	193,794
2020-21	265,000	149,600	414,600	125,000	71,394	196,394
2021-22	275,000	144,300	419,300	130,000	68,894	198,894
2022-23	285,000	138,800	423,800	135,000	66,294	201,294
2023-24	300,000	132,387	432,387	145,000	63,256	208,256
2024-25	310,000	125,263	435,263	150,000	59,813	209,813
2025-26	325,000	117,125	442,125	155,000	55,875	210,875
2026-27	340,000	107,375	447,375	160,000	51,225	211,225
2027-28	355,000	97,175	452,175	170,000	46,425	216,425
2028-29	370,000	86,525	456,525	175,000	41,325	216,325
2029-30	385,000	75,425	460,425	185,000	36,075	221,075
2030-31	400,000	61,950	461,950	190,000	29,600	219,600
2031-32	415,000	47,950	462,950	200,000	22,950	222,950
2032-33	435,000	33,425	468,425	210,000	15,950	225,950
2033-34	455,000	18,200	473,200	215,000	8,600	223,600
	<b>5,415,000</b>	<b>1,649,187</b>	<b>7,064,187</b>	<b>2,580,000</b>	<b>787,276</b>	<b>3,367,276</b>

Street & Road Improvements  
City Hall Expansion/Renovation  
Park Projects

Water & Sewer System Improvements

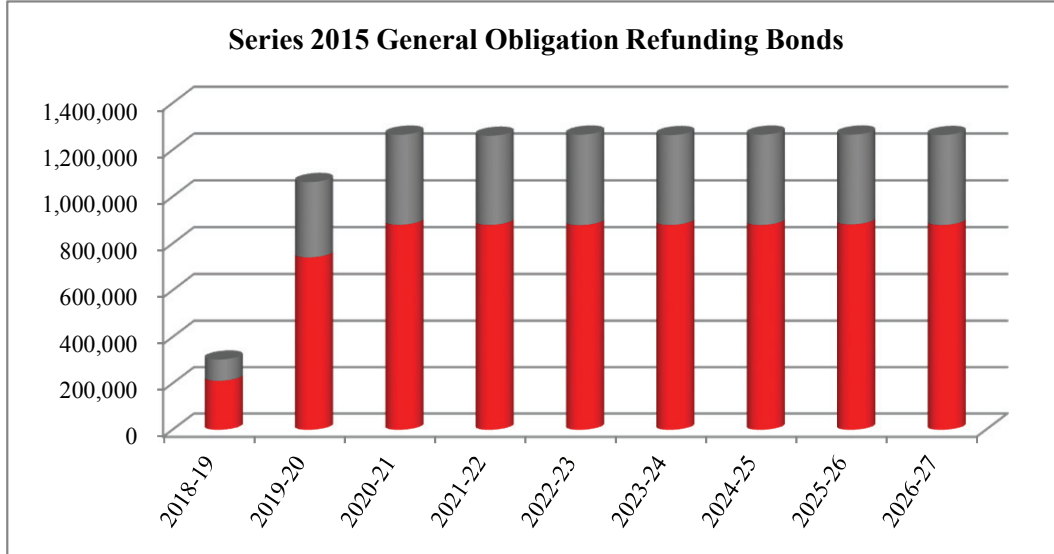


**General Obligation  
Refunding Bonds  
Series 2015**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19		210,675	210,675		92,125	92,125
2019-20	530,000	210,675	740,675	230,000	92,125	322,125
2020-21	685,000	194,775	879,775	300,000	85,225	385,225
2021-22	705,000	174,225	879,225	305,000	76,225	381,225
2022-23	725,000	153,075	878,075	320,000	67,075	387,075
2023-24	755,000	124,075	879,075	330,000	54,275	384,275
2024-25	785,000	93,875	878,875	345,000	41,075	386,075
2025-26	815,000	66,400	881,400	355,000	29,000	384,000
2026-27	845,000	33,800	878,800	370,000	14,800	384,800
	<b>5,845,000</b>	<b>1,261,575</b>	<b>7,106,575</b>	<b>2,555,000</b>	<b>551,925</b>	<b>3,106,925</b>

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

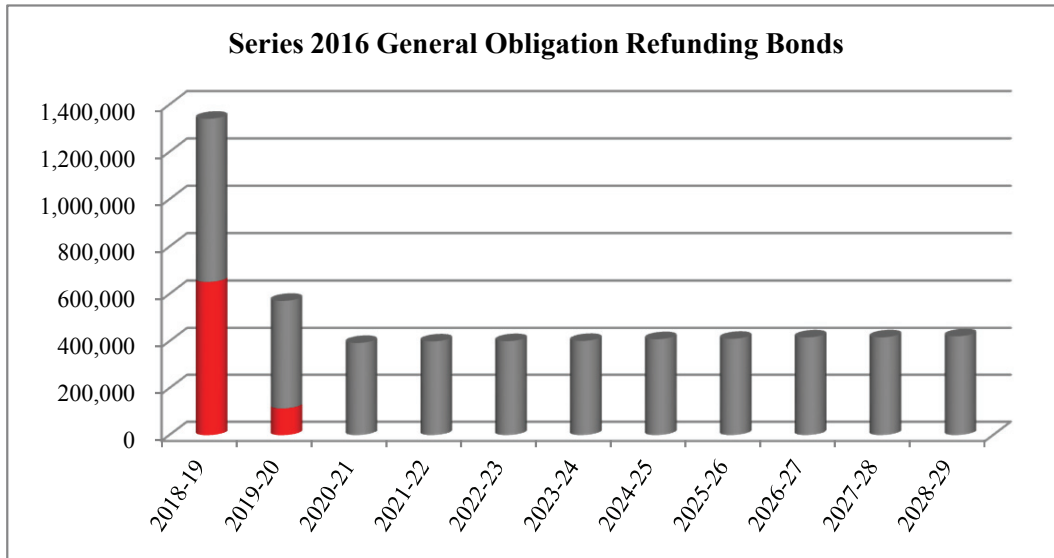


**General Obligation  
Refunding Bonds  
Series 2016**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19	635,000	16,000	651,000	555,000	133,950	688,950
2019-20	110,000	3,300	113,300	335,000	122,850	457,850
2020-21				280,000	112,800	392,800
2021-22				295,000	104,400	399,400
2022-23				305,000	95,550	400,550
2023-24				315,000	86,400	401,400
2024-25				335,000	73,800	408,800
2025-26				350,000	60,400	410,400
2026-27				370,000	46,400	416,400
2027-28				385,000	31,600	416,600
2028-29				405,000	16,200	421,200
	<b>745,000</b>	<b>19,300</b>	<b>764,300</b>	<b>3,930,000</b>	<b>884,350</b>	<b>4,814,350</b>

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



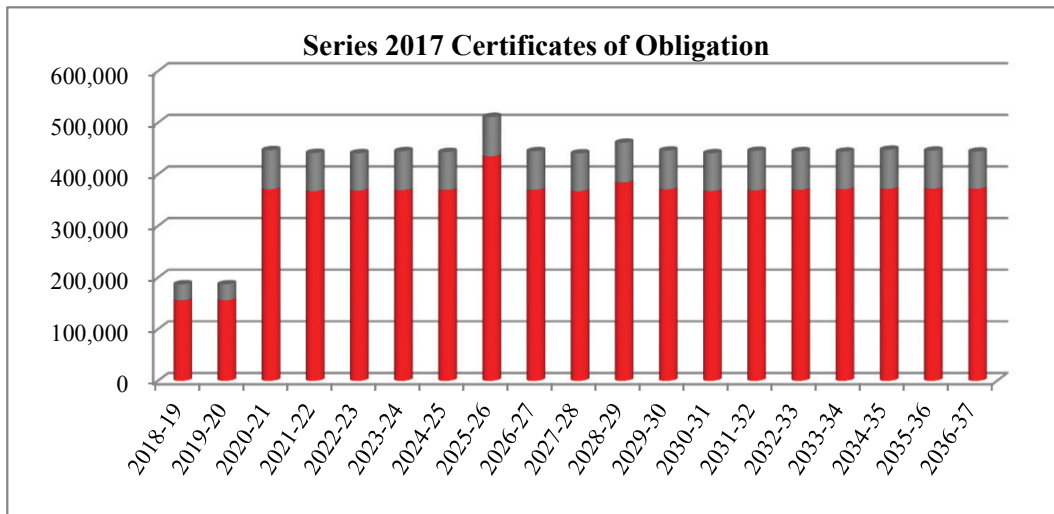
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2017**

Dated: December 1, 2016  
Original Value: \$5,915,000  
Coupon Rate: 3.250% - 4.000%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2018-19		155,715	155,715		31,138	31,138
2019-20		155,715	155,715		31,138	31,138
2020-21	215,000	155,715	370,715	45,000	31,138	76,138
2021-22	220,000	147,115	367,115	45,000	29,338	74,338
2022-23	230,000	138,315	368,315	45,000	27,538	72,538
2023-24	240,000	129,115	369,115	50,000	25,738	75,738
2024-25	250,000	119,515	369,515	50,000	23,738	73,738
2025-26	325,000	109,515	434,515	55,000	21,737	76,737
2026-27	270,000	99,765	369,765	55,000	20,087	75,087
2027-28	275,000	92,070	367,070	55,000	18,520	73,520
2028-29	300,000	84,232	384,232	60,000	16,952	76,952
2029-30	295,000	75,683	370,683	60,000	15,242	75,242
2030-31	300,000	67,275	367,275	60,000	13,532	73,532
2031-32	310,000	58,725	368,725	65,000	11,822	76,822
2032-33	320,000	49,890	369,890	65,000	9,970	74,970
2033-34	330,000	40,770	370,770	65,000	8,117	73,117
2034-35	340,000	31,365	371,365	70,000	6,265	76,265
2035-36	350,000	21,675	371,675	70,000	4,270	74,270
2036-37	360,000	11,700	371,700	70,000	2,275	72,275
	<b>4,930,000</b>	<b>1,743,870</b>	<b>6,673,870</b>	<b>985,000</b>	<b>348,555</b>	<b>1,333,555</b>

Water & Sewer System Improvements  
Fire Station Renovation

Park Project Improvements  
Pet Adoption Center Renovation



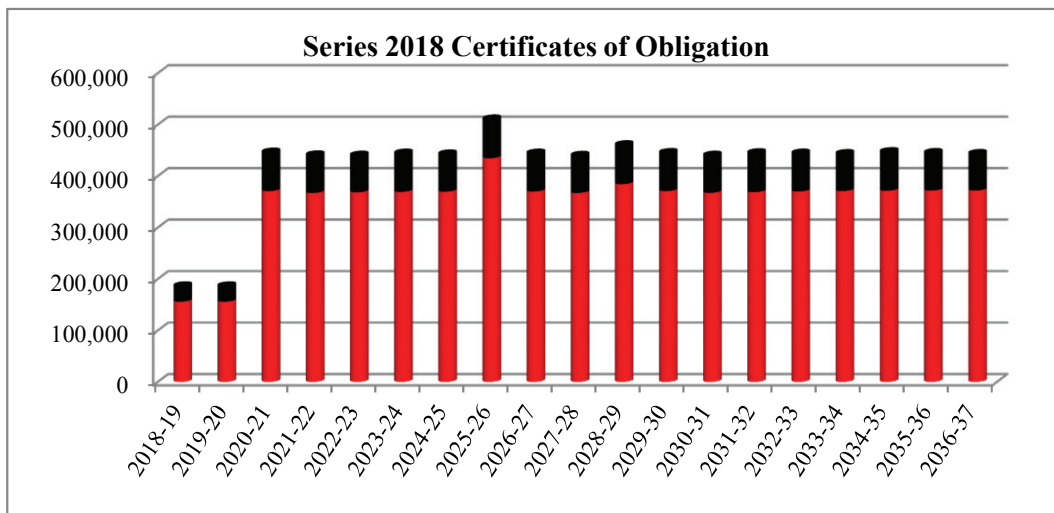
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2018**

Dated: January 23, 2018  
Original Value: \$6,000,000  
Coupon Rate: 3.000% - 3.125%  
Ratings at Issuance: "AA" Standard and Poor's

Fiscal Year	GENERAL			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total
2018-19	75,000	90,481	165,481	35,000	90,519	125,519
2019-20	70,000	88,231	158,231	60,000	89,469	149,469
2020-21	115,000	86,131	201,131	85,000	87,669	172,669
2021-22	105,000	82,681	187,681	110,000	85,119	195,119
2022-23	65,000	79,531	144,531	135,000	81,819	216,819
2023-24	225,000	77,581	302,581	140,000	77,769	217,769
2024-25	230,000	70,831	300,831	145,000	73,569	218,569
2025-26	135,000	63,931	198,931	150,000	69,219	219,219
2026-27	140,000	59,881	199,881	150,000	64,719	214,719
2027-28	145,000	55,681	200,681	155,000	60,219	215,219
2028-29	150,000	51,331	201,331	160,000	55,569	215,569
2029-30	155,000	46,831	201,831	165,000	50,769	215,769
2030-31	155,000	42,181	197,181	170,000	45,819	215,819
2031-32	160,000	37,531	197,531	175,000	40,719	215,719
2032-33	165,000	32,731	197,731	180,000	35,469	215,469
2033-34	170,000	27,781	197,781	185,000	30,069	215,069
2034-35	175,000	22,681	197,681	190,000	24,519	214,519
2035-36	180,000	17,431	197,431	195,000	18,819	213,819
2036-37	190,000	12,031	202,031	205,000	12,969	217,969
2037-38	195,000	6,094	201,094	210,000	6,563	216,563
	<b>3,000,000</b>	<b>1,051,583</b>	<b>4,051,583</b>	<b>3,000,000</b>	<b>1,101,374</b>	<b>4,101,374</b>

Street Reconstruction/Improvements

Drainage Improvements









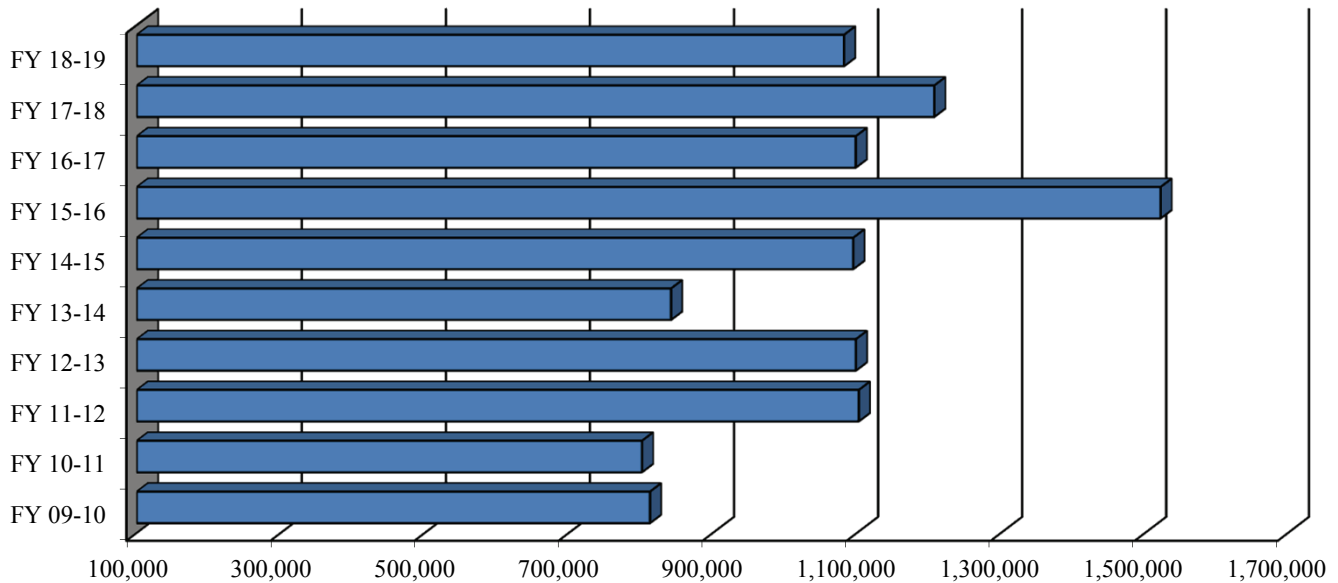
**FIXED ASSET FUND**

**FIXED ASSET FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>362,186</b>	<b>1,120,839</b>	<b>464,252</b>	<b>637,765</b>	<b>637,765</b>	<b>447,965</b>
Transfer from General Fund	0	0	0	0	300,000	0
Transfer from Utility Fund	400,000	400,000	450,000	0	450,000	400,000
Transfer from Drainage Fund	200,000	200,000	150,000	25,000	200,000	200,000
Transfer from Sanitation Fund	100,000	0	100,000	50,000	75,000	75,000
Reimb from Restr Courts Fund	4,400	3,525	14,200	14,544	14,200	9,450
Reimb from Restr PEG Cable Fees	25,000	11,608	0	0	0	19,500
<b>TOTAL TRANSFERS</b>	<b>729,400</b>	<b>615,133</b>	<b>714,200</b>	<b>89,544</b>	<b>1,039,200</b>	<b>703,950</b>
Fixed Asset Purchases	(1,046,100)	(1,098,207)	(1,094,000)	(451,213)	(1,229,000)	(1,082,000)
Restricted for Dana Peak Park	0	0	0	0	0	(62,500)
<b>TOTAL PURCHASES</b>	<b>(1,046,100)</b>	<b>(1,098,207)</b>	<b>(1,094,000)</b>	<b>(451,213)</b>	<b>(1,229,000)</b>	<b>(1,144,500)</b>
<b>ENDING FUND BALANCE</b>	<b>45,486</b>	<b>637,765</b>	<b>84,452</b>	<b>276,096</b>	<b>447,965</b>	<b>7,415</b>

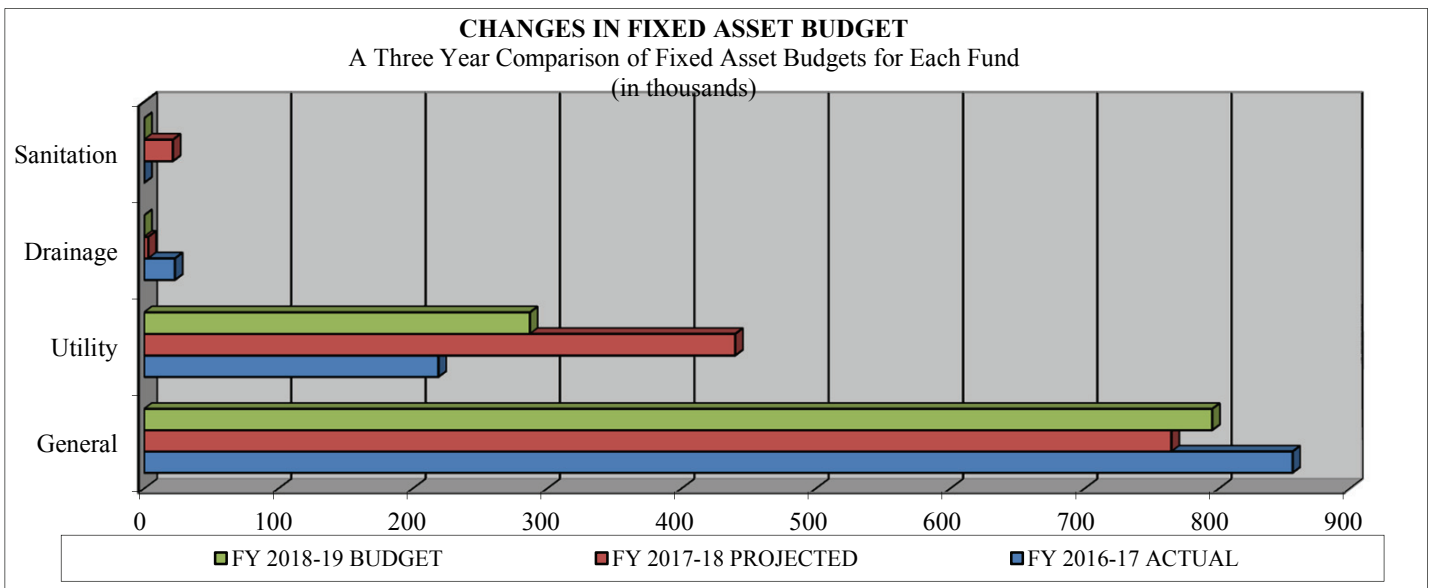
**FIXED ASSET PURCHASES BY FISCAL YEAR**

The 2019 budget proposes spending \$84,500 less than the projected amount for 2018.  
The graph below shows fixed asset purchases for the last ten years.



**FIXED ASSETS SUMMARY BY FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>GENERAL FUND</b>						
City Council	25,000	16,150	0	0	0	0
Administration	133,100	127,877	179,000	43,809	139,300	53,100
Finance	0	0	0	0	0	0
Pet Adoption Center	60,700	74,867	0	0	1,900	11,200
Police	176,800	153,578	221,800	2,641	209,700	262,900
Courts	4,400	3,525	14,200	14,544	20,900	12,500
Planning & Development	0	1,842	0	0	13,800	0
Code Enforcement	22,600	20,006	8,000	2,571	2,600	0
Fire/EMS Administration	0	0	0	0	0	0
Fire/EMS Operations	137,400	140,506	161,500	119,451	179,700	214,800
Library	93,600	83,297	90,600	52,551	90,600	102,300
Parks & Recreation	61,800	71,068	82,900	55,438	96,300	64,400
Streets	106,600	159,153	5,700	0	5,700	35,300
Maintenance	0	4,346	0	2,445	4,100	38,400
<b>TOTAL GENERAL FUND</b>	<b>822,000</b>	<b>856,215</b>	<b>763,700</b>	<b>293,450</b>	<b>764,600</b>	<b>794,900</b>
<b>UTILITY FUND</b>						
Water Administration	3,400	3,365	0	0	0	7,200
Water Operations	127,100	108,854	135,800	16,900	143,800	88,000
Wastewater Operations	69,300	106,851	191,400	140,863	296,100	191,900
<b>TOTAL UTILITY FUND</b>	<b>199,800</b>	<b>219,070</b>	<b>327,200</b>	<b>157,763</b>	<b>439,900</b>	<b>287,100</b>
<b>DRAINAGE FUND</b>						
Drainage	24,300	22,922	3,100	0	3,100	0
<b>TOTAL DRAINAGE FUND</b>	<b>24,300</b>	<b>22,922</b>	<b>3,100</b>	<b>0</b>	<b>3,100</b>	<b>0</b>
<b>SANITATION FUND</b>						
Sanitation	0	0	0	0	21,400	0
<b>TOTAL SANITATION FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,400</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,046,100</b>	<b>1,098,207</b>	<b>1,094,000</b>	<b>451,213</b>	<b>1,229,000</b>	<b>1,082,000</b>



**FY 2018-2019 FIXED ASSET PURCHASES BY DEPARTMENT**

**ADMINISTRATION/INFORMATION TECHNOLOGY**

Computer Lease	43,100
Security Camera Upgrade Project	10,000
	<hr/>
	53,100

**PET ADOPTION CENTER**

Security Camera Upgrade Project	7,200
COBAN Unit Lease	2,000
Van Modification - Additional Cages	2,000
	<hr/>
	11,200

**POLICE**

(2) Patrol Cars	111,400
COBAN Unit Lease	99,300
(3) CID Vehicles	45,000
Security Camera Upgrade Project	7,200
	<hr/>
	262,900

**COURTS**

COBAN Unit Lease	7,000
(2) Handheld Radios	4,300
Taser	1,200
	<hr/>
	12,500

**FIRE OPERATIONS**

Pumper Fire Truck Lease	100,500
Vehicle - F250 Crew Cab (Battalion Chief)	61,000
Weight Room Fitness Equipment	34,100
Epoxy Flooring for Central Station Apparatus Bay	17,300
COBAN Unit Lease	1,900
	<hr/>
	214,800

**LIBRARY**

Books and Processing	90,000
Security Camera Upgrade Project	5,700
Noise Canceling Flooring for Children's Department	4,500
Electrical Outlets	2,100
	<hr/>
	102,300

**PARKS & RECREATION**

(2) Zero Turn Mowers	27,000
Park Security Cameras	19,500
Rewire and Install New Projectors	11,200
Gator Utility Vehicle	6,700
	<hr/>
	64,400

**STREETS**

Vehicle - 1/2 Ton Extended Cab	29,600
Security Camera Upgrade Project	5,700
	<hr/>
	35,300

**MAINTENANCE**

Vehicle - 3/4 Ton	32,700
Security Camera Upgrade Project	5,700
	<hr/>
	38,400

**GENERAL FUND SUBTOTAL** **794,900**

**WATER ADMINISTRATION**

(2) Handheld Meter Readers	7,200
	<hr/>
	7,200

**WATER OPERATIONS**

Mini Excavator with Trailer	52,000
Vehicle - 3/4 Ton Extended Cab	32,700
Tapping Gun and Bits	3,300
	<hr/>
	88,000

**WASTEWATER**

Mechanical Bar Screen	125,500
Vehicle - 3/4 Ton Extended Cab	32,700
Tonight Lift Station Rebuild	28,000
Security Camera Upgrade Project	5,700
	<hr/>
	191,900

**UTILITY FUND SUBTOTAL** **287,100**

**GRAND TOTAL FOR ALL FUNDS** **1,082,000**





**CAPITAL OUTLAY  
& IMPROVEMENTS**

## CAPITAL IMPROVEMENT PROGRAM

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

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

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

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

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

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

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

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

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

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



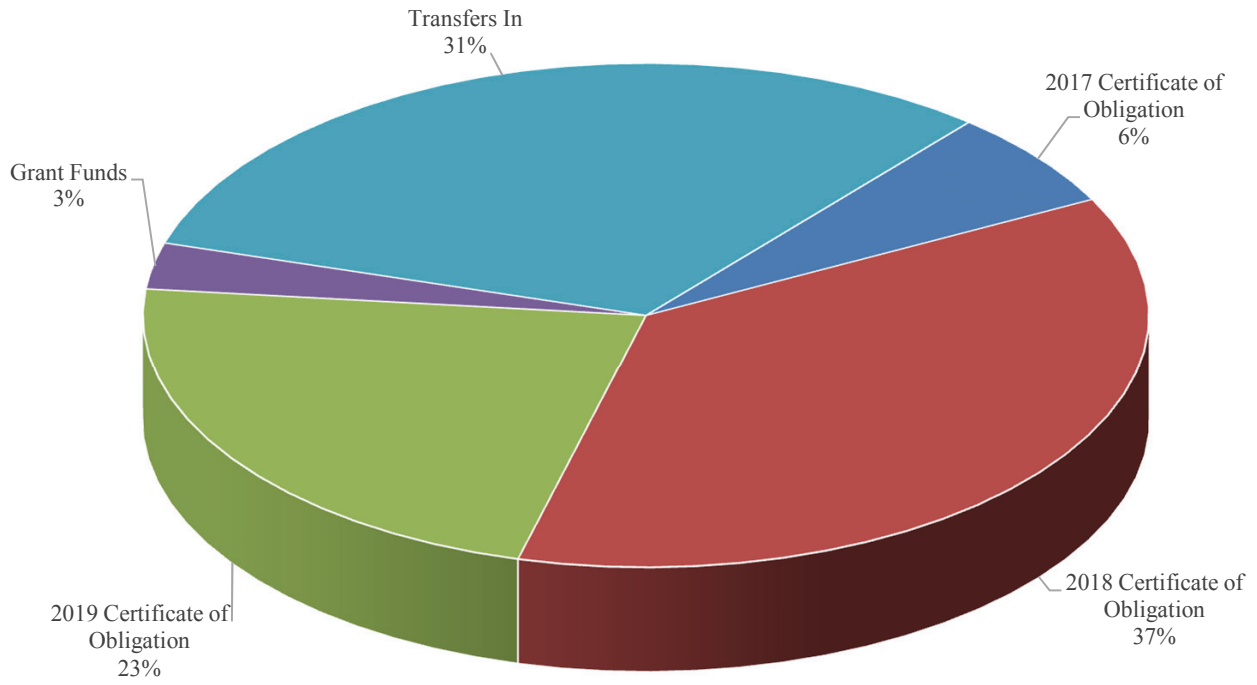
**CAPITAL IMPROVEMENT PROJECT SUMMARY**

	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast
<b>WATER PROJECTS</b>							
Water Main Improvements	258,880	0	0	0	0	0	50,000
Ground Storage and Pump Station Rehab	28,400	20,000	926,900	0	0	0	0
FM 3481 Waterline Extension	0	30,000	270,000	0	0	0	0
<b>TOTAL WATER PROJECTS</b>	<b>287,280</b>	<b>50,000</b>	<b>1,196,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>WASTEWATER PROJECTS</b>							
Sewer Rehabilitation/Improvements	1,058,775	36,600	250,000	250,000	250,000	250,000	250,000
Thoroughbred Lift Station Abandonement	0	25,000	147,200	0	0	0	0
VFW Lift Station Upgrade	0	0	50,000	0	0	0	0
Trimmier Creek Lift Station Iron Chloride Dosing System	0	0	125,000	0	0	0	0
Sewer Bore under BNSF Railroad near FM 3219	0	0	0	50,000	0	0	0
Sanitary Sewer at Fire Station #2	0	0	77,900	0	0	0	0
Warrior's Path Wastewater Interceptor Line	0	100,000	630,000	0	0	0	0
<b>TOTAL WASTEWATER PROJECTS</b>	<b>1,058,775</b>	<b>161,600</b>	<b>1,280,100</b>	<b>300,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>DRAINAGE PROJECTS</b>							
Drainage Master Plan #2	16,000	470,000	1,347,400	0	0	0	0
Drainage Master Plan #3	0	14,000	0	343,400	130,600	0	0
Drainage Master Plan #1	0	0	846,100	0	0	0	0
Drainage Master Plan #7	0	0	0	0	0	153,200	209,300
Drainage Master Plan #8	0	0	0	0	0	0	78,300
Drainage Master Plan #6	0	0	0	0	0	0	87,500
<b>TOTAL DRAINAGE PROJECTS</b>	<b>16,000</b>	<b>484,000</b>	<b>2,193,500</b>	<b>343,400</b>	<b>130,600</b>	<b>153,200</b>	<b>375,100</b>
<b>BUILDING PROJECTS</b>							
Fire Station #2 Renovation	0	0	1,500,000	0	0	0	0
<b>TOTAL BUILDING PROJECTS</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PARK PROJECTS</b>							
Park Improvements	316,250	48,600	50,000	100,000	100,000	100,000	100,000
Bathrooms @ Carl Levin Park	0	5,000	295,000	0	0	0	0
<b>TOTAL PARK PROJECTS</b>	<b>316,250</b>	<b>53,600</b>	<b>345,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>SIDEWALK PROJECTS</b>							
Sidewalk - Verna Lee from High School to Indian Trail	0	0	215,000	0	0	0	0
Sidewalk - Prospector Trail to Vineyard Trail	0	0	0	243,800	243,800	0	0
Miscellaneous Sidewalk Projects	0	0	0	0	0	150,000	150,000
<b>TOTAL SIDEWALK PROJECTS</b>	<b>0</b>	<b>0</b>	<b>215,000</b>	<b>243,800</b>	<b>243,800</b>	<b>150,000</b>	<b>150,000</b>
<b>STREET PROJECTS</b>							
Warrior's Path Street Reconstruction (ROW)	0	110,000	0	3,000,000	0	0	0
Traffic Light at Cedar Knob and FM 3481	0	87,500	580,800	0	0	0	0
Commercial Drive Traffic Flow Roundabout	157,673	27,000	901,500	0	0	0	0
Turn Lane on FM 3481 at Fuller Lane	0	0	900,000	0	0	0	0
Miscellaneous Street Projects	1,131,693	0	0	0	0	0	0
Series 2018 CO Street Projects	0	352,000	2,738,000	0	0	0	0
FY 2019 Miscellaneous Street Projects	0	0	1,347,000	1,000,000	1,300,000	1,300,000	1,300,000
<b>TOTAL STREET PROJECTS</b>	<b>1,289,366</b>	<b>576,500</b>	<b>6,467,300</b>	<b>4,000,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>2,967,671</b>	<b>1,325,700</b>	<b>13,197,800</b>	<b>4,987,200</b>	<b>2,024,400</b>	<b>1,953,200</b>	<b>2,225,100</b>

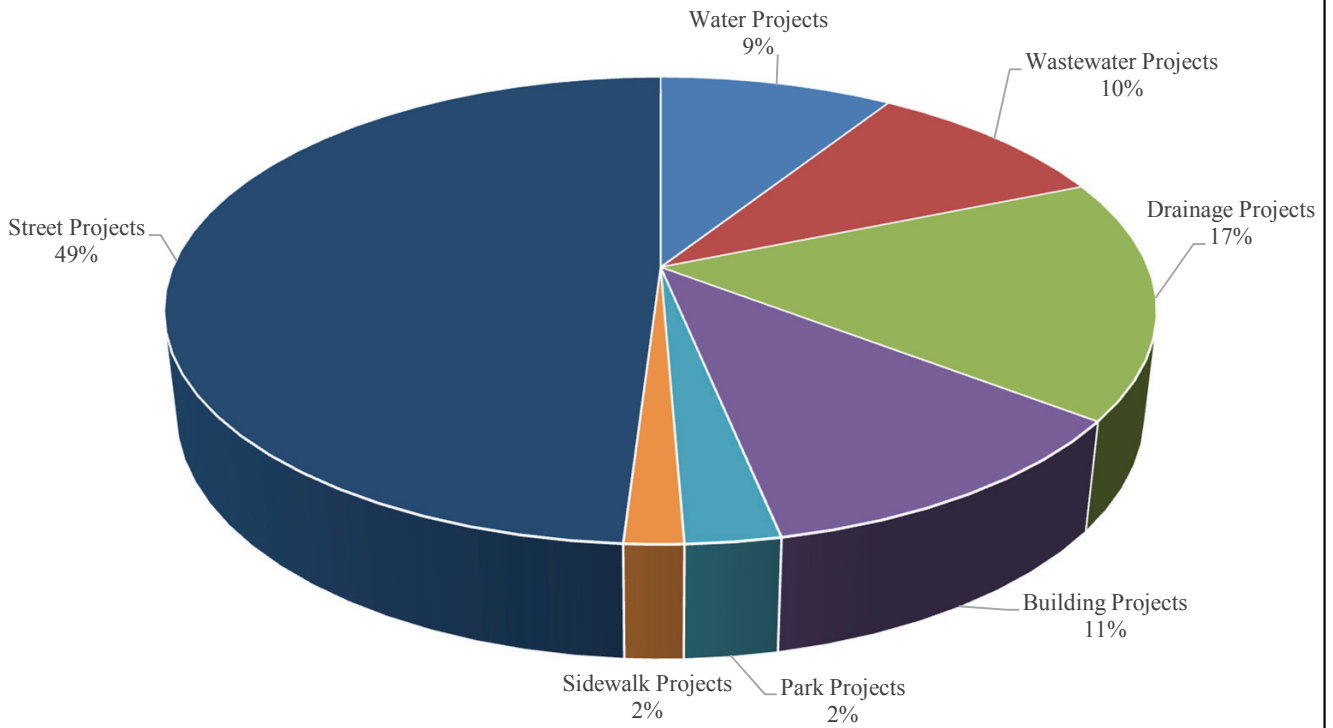
**CAPITAL IMPROVEMENT OPERATING BUDGET IMPACT**

	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total
<b>WATER PROJECTS</b>						
Ground Storage and Pump Station Rehab	229,400	31,100	76,100	74,300	72,500	<b>483,400</b>
FM 3481 Waterline Extension	270,500	500	1,000	1,000	1,000	<b>274,000</b>
<b>TOTAL WATER PROJECTS</b>	<b>499,900</b>	<b>31,600</b>	<b>77,100</b>	<b>75,300</b>	<b>73,500</b>	<b>757,400</b>
<b>WASTEWATER PROJECTS</b>						
Sewer Rehabilitation/Improvements	247,000	247,000	247,000	247,000	247,000	<b>1,235,000</b>
Thoroughbred Lift Station Abandonment	147,200	(3,300)	(3,300)	(3,300)	(3,300)	<b>134,000</b>
VFW Lift Station Upgrade	50,000	(3,300)	(3,300)	(3,300)	(3,300)	<b>36,800</b>
Trimmier Creek Lift Station Iron Chloride Dosing System	155,000	70,000	70,000	70,000	70,000	<b>435,000</b>
Sanitary Sewer at Fire Station #2	78,400	500	500	500	500	<b>80,400</b>
Warrior's Path Wastewater Interceptor Line	500	500	500	500	500	<b>2,500</b>
<b>TOTAL WASTEWATER PROJECTS</b>	<b>678,100</b>	<b>311,400</b>	<b>311,400</b>	<b>311,400</b>	<b>311,400</b>	<b>1,923,700</b>
<b>DRAINAGE PROJECTS</b>						
Drainage Master Plan #2	115,500	139,500	162,700	185,100	206,800	<b>809,600</b>
Drainage Master Plan #1	126,000	150,000	173,200	195,600	217,300	<b>862,100</b>
<b>TOTAL DRAINAGE PROJECTS</b>	<b>241,500</b>	<b>289,500</b>	<b>335,900</b>	<b>380,700</b>	<b>424,100</b>	<b>1,671,700</b>
<b>BUILDING PROJECTS</b>						
Fire Station #2 Renovation	0	1,500	1,500	1,600	1,700	<b>6,300</b>
<b>TOTAL BUILDING PROJECTS</b>	<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>1,600</b>	<b>1,700</b>	<b>6,300</b>
<b>PARK PROJECTS</b>						
Park Improvements	50,000	100,000	100,000	100,000	100,000	<b>450,000</b>
Bathrooms @ Carl Levin Park	159,000	160,700	375,700	373,600	374,800	<b>1,443,800</b>
<b>TOTAL PARK PROJECTS</b>	<b>209,000</b>	<b>260,700</b>	<b>475,700</b>	<b>473,600</b>	<b>474,800</b>	<b>1,893,800</b>
<b>SIDEWALK PROJECTS</b>						
Sidewalk - Verna Lee from High School to Indian Trail	215,000	0	0	0	0	<b>215,000</b>
<b>TOTAL SIDEWALK PROJECTS</b>	<b>215,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215,000</b>
<b>STREET PROJECTS</b>						
Traffic Light at Cedar Knob and FM 3481	0	0	0	0	0	<b>0</b>
Commercial Drive Traffic Flow Roundabout	511,600	1,500	1,500	1,500	1,500	<b>517,600</b>
Turn Lane on FM 3481 at Fuller Lane	0	0	0	0	0	<b>0</b>
Series 2018 CO Street Projects	223,500	128,200	171,100	157,700	114,500	<b>795,000</b>
FY 2019 Miscellaneous Street Projects	1,347,000	985,000	1,285,000	1,285,000	1,285,000	<b>6,187,000</b>
<b>TOTAL STREET PROJECTS</b>	<b>2,082,100</b>	<b>1,114,700</b>	<b>1,457,600</b>	<b>1,444,200</b>	<b>1,401,000</b>	<b>7,499,600</b>
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>3,925,600</b>	<b>2,009,400</b>	<b>2,659,200</b>	<b>2,686,800</b>	<b>2,686,500</b>	<b>13,967,500</b>

### FY 2018-2019 Capital Improvement Project Funding Sources



### FY 2018-2019 Capital Improvement Projects



**Project Name:** Ground Storage and Pump Station Rehabilitation

**Project Description:** Clean, sandblast and recoat the inside and outside of the Cedar Oaks 1 million gallon Stand Pipe, Cedar Knob 100,000 Ground Storage Tank, Verna Lee Ground Storage Tank 1.5 million gallon (inside only), and the Evergreen 150,000 Elevated Tank (spot repair only).

**Project Code:** Maintenance

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	28,400	20,000	728,600	0	0	0	0	777,000
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	198,300	0	0	0	0	198,300
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>28,400</b>	<b>20,000</b>	<b>926,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>975,300</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	28,400	20,000	45,700	0	0	0	0	94,100
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	881,200	0	0	0	0	881,200
<b>Total</b>	<b>28,400</b>	<b>20,000</b>	<b>926,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>975,300</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	31,100	31,100	76,100	74,300	72,500	285,100
	Other	198,300	0	0	0	0	198,300
	<b>Total</b>	<b>229,400</b>	<b>31,100</b>	<b>76,100</b>	<b>74,300</b>	<b>72,500</b>	<b>483,400</b>

Debt Service payments for the Utility Fund's portion of the 2017 Series Certificates of Obligation over the next five years are shown as well as the transfer that will be made to fund this project. Since this project is for maintenance of the current tanks, it is not expected that personnel, operations, or maintenance expenses in the operating budget will be impacted.

**Project Name:** FM 3481 Waterline Extension

**Project Description:** Extend an 8 inch waterline along FM 3481 from Del Rey Drive to the boundary of the new southern City limits which includes fire hydrants. The water line extension is required per the annexation service plan and is shown below.

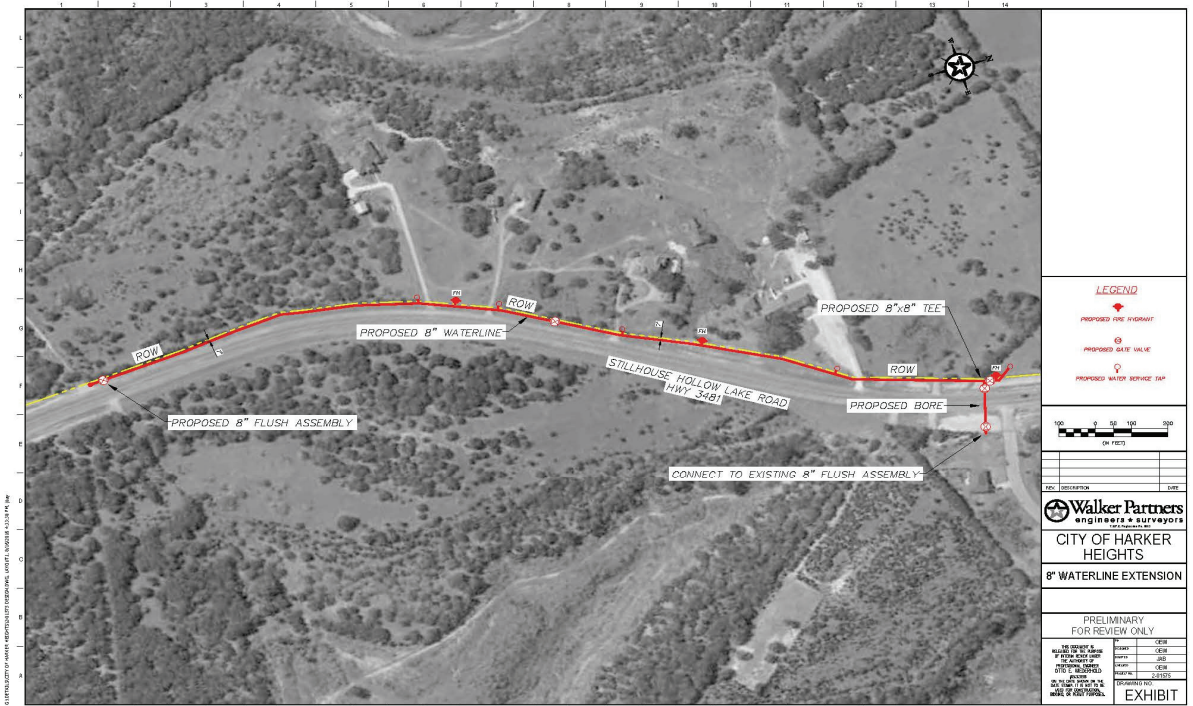
**Project Code:** New Service

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	30,000	270,000	0	0	0	0	300,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>30,000</b>	<b>270,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	0	14,000	0	0	0	0	14,000
Engineering	0	30,000	0	0	0	0	0	30,000
Site Improvement	0	0	22,000	0	0	0	0	22,000
Construction	0	0	234,000	0	0	0	0	234,000
<b>Total</b>	<b>0</b>	<b>30,000</b>	<b>270,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	500	500	500	1,500
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	270,000	0	0	0	0	270,000
<b>Total</b>	<b>270,500</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>274,000</b>	



**Project Name:** Sewer Rehabilitation/Improvements

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

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	799,560	20,800	250,000	250,000	250,000	250,000	250,000	2,070,360
Grant	259,215	15,800	0	0	0	0	0	275,015
<b>Total</b>	<b>1,058,775</b>	<b>36,600</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,345,375</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	150,000	0	35,000	35,000	35,000	35,000	35,000	325,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	908,775	36,600	215,000	215,000	215,000	215,000	215,000	2,020,375
<b>Total</b>	<b>1,058,775</b>	<b>36,600</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,345,375</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
Operations	0	0	0	0	0	0	
Maintenance	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(10,000)	
Utility Fund Debt Service	0	0	0	0	0	0	
Other	250,000	250,000	250,000	250,000	250,000	1,250,000	
<b>Total</b>		<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>247,000</b>	<b>1,235,000</b>

As the sanitary sewer lines and manholes are improved through this program, it is expected that sewer issues will decrease. A decrease in issues equals a decrease in personnel overtime and maintenance costs for the City.

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

**Project Name:** Thoroughbred Lift Station Abandonment

**Project Description:** Abandon the Thoroughbred Lift Station by desining and extending a six inch gravity sewer main approximately 600 feet and install four manholes. This "temporary" lift station has served four residences although it was sized for one.

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	25,000	147,200	0	0	0	0	172,200
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>25,000</b>	<b>147,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,200</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	8,000	0	0	0	0	0	8,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	17,000	147,200	0	0	0	0	164,200
<b>Total</b>	<b>0</b>	<b>25,000</b>	<b>147,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,200</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	(1,500)	(1,500)	(1,500)	(1,500)	(6,000)
	Operations	0	(600)	(600)	(600)	(600)	(2,400)
	Maintenance	0	(1,200)	(1,200)	(1,200)	(1,200)	(4,800)
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	147,200	0	0	0	0	147,200
	<b>Total</b>	<b>147,200</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>

This project eliminates a substandard lift station. Once the lift station is abandoned, personnel will no longer need to monitor it equating to lowered overtime costs. Electrical and SCADA communication (operations) costs will decrease because it is one less lift station that is online. Maintenance costs will also drop as we will no longer need to repair and replace pumps, floats and hardware.

**Project Name:** VFW Lift Station Upgrade

**Project Description:** Clean and coat the concrete wetwell with an epoxy liner to protect the concrete from further degradation.

**Project Code:** Maintenance

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	50,000	0	0	0	0	50,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	50,000	0	0	0	0	50,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	(1,500)	(1,500)	(1,500)	(1,500)	(6,000)
	Operations	0	(600)	(600)	(600)	(600)	(2,400)
	Maintenance	0	(1,200)	(1,200)	(1,200)	(1,200)	(4,800)
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	50,000	0	0	0	0	50,000
	<b>Total</b>	<b>50,000</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>(3,300)</b>	<b>36,800</b>



A look at the VFW Lift Station wet well that will be cleaned and coated.



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

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

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	125,000	0	0	0	0	125,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	0	25,000	0	0	0	0	25,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	30,000	70,000	70,000	70,000	70,000	310,000
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	125,000	0	0	0	0	125,000
	<b>Total</b>	<b>155,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>435,000</b>

The increase in the operating budget is from the liquid iron chloride, the chemical that neutralizes the odor in the lift station force main.

**Project Name:** Fire Station No. 2 Sanitary Sewer Extension

**Project Description:** Fire Station No. 2 is currently on a septic system and the ground water table is causing trouble with the operation of the septic system. This project includes demolishing the septic system per Bell County standards and installing a new sanitary sewer line from the Fire Station to the new Cedar Knob Road intersection at FM 3481.

**Project Code:** New Service

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	77,900	0	0	0	0	77,900
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>77,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,900</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	0	13,900	0	0	0	0	13,900
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	64,000	0	0	0	0	64,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>77,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,900</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	77,900	0	0	0	0	77,900
	<b>Total</b>	<b>78,400</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

Personnel expenses will increase as the new line will require occasional inspection.

Fire Station No. 2 is also undergoing a building renovation (included in this section) during the fiscal year that will add 2,200 square feet to the building as well as completely renovate 2,500 square feet of the existing building, provide a new exterior, add a generator, and add new furnishings.

**Project Name:** Warrior's Path Wastewater Interceptor Line

**Project Description:** Extension of the FM 2410 Phase 1 Trunk Sewer west past Warriors Path to Pueblo Trace. The sanitary sewer interceptor will serve the new KISD Middle School and provide additional capacity to the wastewater system in the area. The project also eliminates the Pueblo Lift Station.

**Project Code:** Enhancement

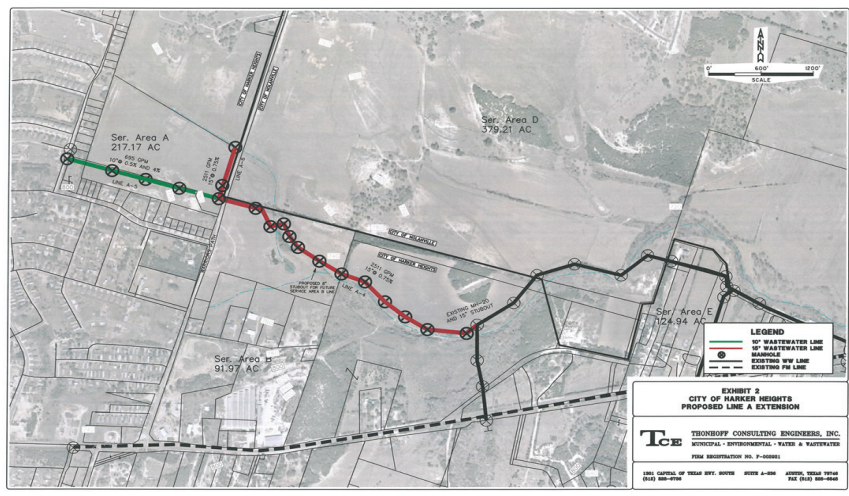
**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	100,000	630,000	0	0	0	0	730,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>630,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>730,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	100,000	57,030	0	0	0	0	157,030
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	572,970	0	0	0	0	572,970
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>630,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>730,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,500</b>

The additional personnel cost is for the annual maintenance and inspection cost for the additional sanitary sewer infrastructure. Remote trunk sewer lines are inspected at least quarterly to verify they are operating properly.



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

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

**Project Code:** Maintenance

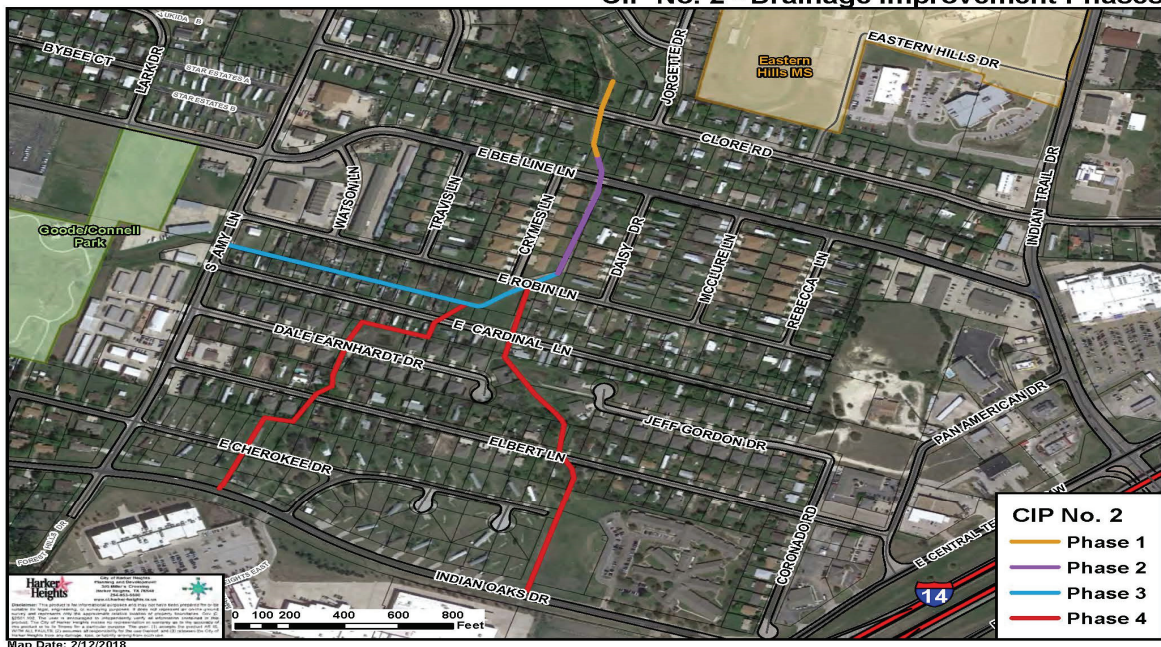
**Council Goal:** Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	16,000	470,000	1,347,400	0	0	0	0	1,833,400
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>16,000</b>	<b>470,000</b>	<b>1,347,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,833,400</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	16,000	51,339	162,661	0	0	0	0	230,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	418,661	1,184,739	0	0	0	0	1,603,400
<b>Total</b>	<b>16,000</b>	<b>470,000</b>	<b>1,347,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,833,400</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Operations	0	0	0	0	0	0
	Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Drainage Fund Debt Svc	125,500	149,500	172,700	195,100	216,800	859,600
	Other	0	0	0	0	0	0
<b>Total</b>	<b>115,500</b>	<b>139,500</b>	<b>162,700</b>	<b>185,100</b>	<b>206,800</b>	<b>809,600</b>	

**CIP No. 2 - Drainage Improvement Phases**



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

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

**Project Code:** Maintenance

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	846,100	0	0	0	0	846,100
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>846,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>846,100</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	21,000	0	0	0	0	21,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	825,100	0	0	0	0	825,100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>846,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>846,100</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Drainage Fund Debt Svc	125,500	149,500	172,700	195,100	216,800	859,600
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>126,000</b>	<b>150,000</b>	<b>173,200</b>	<b>195,600</b>	<b>217,300</b>	<b>862,100</b>

Debt Service payments for the Drainage Fund's portion of the 2018 Series Certificates of Obligation over the next five years. Personnel expenses expected to increase as personnel due to the construction of the detention facility at Goode-Connell Park as personnel work to maintain it.

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

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

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	1,500,000	0	0	0	0	1,500,000
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	150,000	0	0	0	0	150,000
Engineering	0	0	12,000	0	0	0	0	12,000
Site Improvement	0	0	70,000	0	0	0	0	70,000
Construction	0	0	1,175,000	0	0	0	0	1,175,000
Furniture/Equipment	0	0	93,000	0	0	0	0	93,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	500	500	600	600	600	2,200
Maintenance	0	1,000	1,000	1,000	1,100	1,100	4,100
General Debt Service	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>1,600</b>	<b>1,600</b>	<b>1,700</b>	<b>6,300</b>



A peak at the new design for Fire Station #2.

**Project Name:** Park Improvements

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


**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	316,250	48,600	50,000	100,000	100,000	100,000	100,000	814,850
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>316,250</b>	<b>48,600</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>814,850</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	35,000	0	20,000	0	0	0	20,000	75,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	50,000	0	0	0	0	40,000	5,000	95,000
Equipment	0	0	0	50,000	50,000	30,000	25,000	155,000
Construction	231,250	48,600	30,000	50,000	50,000	30,000	50,000	489,850
<b>Total</b>	<b>316,250</b>	<b>48,600</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>814,850</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	50,000	100,000	100,000	100,000	100,000	450,000
<b>Total</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>450,000</b>	

 Harker Heights Parks & Recreation <i>Creating Community</i>	Acreage	Park Type	Amphitheater	Restrooms	Pavilions	Picnic Units	Play Units	Swimming Pool	Open Play Area	Fishing Pond	Gazebo	Grills	Jogging/Walking	Basketball	Soccer	Baseball / Softball	Frisbee Golf	Dog Park
	Carl Levin Park 400 Miller's Crossing	35	C	*	*	*	*	*	*	*	*	*	*	*	*			
Harker Heights Community Park 1501 E. FM 2410	62	A/C		*	*	*	*	*	*			*			*			
Kern Field 220 E. Kathey Rd.	2	A		*											*			
Kern Park 400 S. Ann Blvd.	8	N				*	*	*	*					*				
Skipcha Park 515 Prospector Trail	5	J			*	*	*	*	*			*						
Summit Soccer Complex 401 N. Amy Lane	33	A		*				*	*						*			
Purser Family Park 100 West Mountain Lion Road	32	C		*	*	*	*	*	*			*	*				*	*
Goode / Connell Park 110 East Beeline	15	N				*	*	*	*			*		*	*	*		
<b>Total Acreage</b>	<b>192</b>																	

A = Athletic / C = Community Park / J = Joint Use Park / N = Neighborhood Park

Current parks and their amenities.

**Project Name:** Bathrooms @ Carl Levin Park

**Project Description:** Project will consist of new restroom facility and adjoining sidewalks. The structure will be approximately 750 square feet and will have 2 urinals, 2 toilets, & 2 sinks in the Men's side; while on the Women's side there will be 4 toilets, & 3 sinks. The structure will be composed of CMU split face block that has a cultured stone veneer with a standing seam metal roof.

**Project Code:** Enhancement

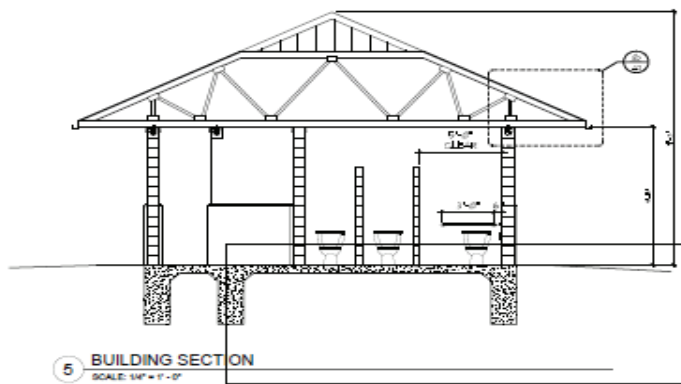
**Council Goal:** Foster the image of Harker Heights as a clean, safe, well-maintained and progressive City.

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	100,000	0	0	0	0	100,000
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	5,000	195,000	0	0	0	0	200,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>5,000</b>	<b>295,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	5,000	0	0	0	0	0	5,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	295,000	0	0	0	0	295,000
<b>Total</b>	<b>0</b>	<b>5,000</b>	<b>295,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	800	1,500	1,500	1,500	1,500	1,500	6,800
Maintenance	2,500	3,500	3,500	5,000	5,000	5,000	19,500
General Debt Service	155,700	155,700	370,700	367,100	368,300	368,300	1,417,500
Other	0	0	0	0	0	0	0
<b>Total</b>		<b>159,000</b>	<b>160,700</b>	<b>375,700</b>	<b>373,600</b>	<b>374,800</b>	<b>1,443,800</b>

Carl Levin Park is a 35 acre athletic/community park. It contains an amphitheater, pavilions, picnic units, swimming pool, open play area, fishing pond, gazebo, grills, jogging/walking trail, and basketball court. The pavilion, amphitheater, gazebo and swimming pool (during season) are all available for rental by residents and non-residents. This addition will increase operation and maintenance costs due to increased usage of electricity, toiletries, and cleaning supplies.



Design plans for the new bathroom facility.



**Project Name:** Sidewalk on Verna Lee Boulevard from Harker Heights High School to Indian Trail

**Project Description:** Connect the sidewalk along Verna Lee Boulevard from Harker Heights High School to the existing sidewalk at Windy Hill Drive. The picture below shows the exact area in which the sidewalk will be placed.

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	215,000	0	0	0	0	215,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>215,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	34,500	0	0	0	0	34,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	180,500	0	0	0	0	180,500
<b>Total</b>	<b>0</b>	<b>0</b>	<b>215,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	General Debt Service	0	0	0	0	0	0
	Other	215,000	0	0	0	0	215,000
	<b>Total</b>	<b>215,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215,000</b>



**Project Name:** Traffic Light at Cedar Knob and FM 3481

**Project Description:** Traffic signal lights at this intersection will regulate traffic flow allowing for safe access onto FM 3481 from the intersecting side streets. The intersection at FM 3481, Vineyard Trail and Cedar Knob Road met TX Department of Transportation's traffic warrant for installation of four way traffic signal lights.

**Project Code:** Enhancement

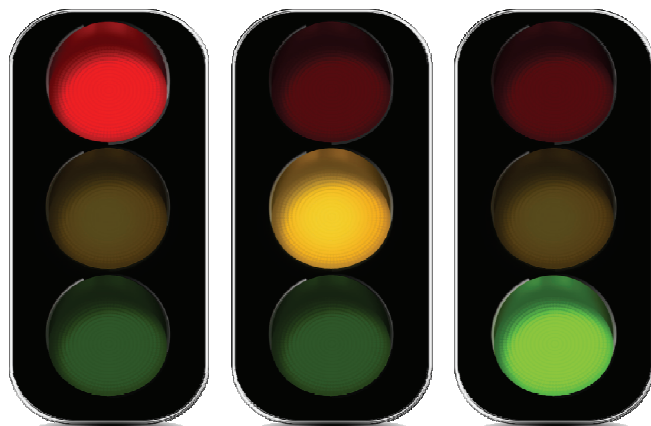
**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	580,800	0	0	0	0	580,800
Transfer	0	87,500	0	0	0	0	0	87,500
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>87,500</b>	<b>580,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>668,300</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	87,500	0	0	0	0	0	87,500
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	580,800	0	0	0	0	580,800
<b>Total</b>	<b>0</b>	<b>87,500</b>	<b>580,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>668,300</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	General Debt Service	0	0	0	0	0	0
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Traffic lights are an important part of vehicle/pedestrian safety especially as the population in an area of the City increases. The Series 2019 Certificates are expected to cover the bulk of the expense for the project however the actual impact of this debt will not be known until the Certificates are issued in February 2019.



**Project Name:** Commercial Drive Traffic Flow Roundabout

**Project Description:** Construction of a one lane traffic roundabout at the intersection of Commercial Drive and Heights Drive to reduce the traffic congestion on Commercial Drive. Easy access to this commercial area is vital for the surrounding businesses success. The City has been awarded Category 7 funding from the Texas Department of Transportation for the project.

**Project Code:** Enhancement

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	157,673	27,000	510,100	0	0	0	0	694,773
Grant	0	0	391,400	0	0	0	0	391,400
<b>Total</b>	<b>157,673</b>	<b>27,000</b>	<b>901,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,086,173</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	27,000	30,000	0	0	0	0	57,000
Engineering	157,673	0	0	0	0	0	0	157,673
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	871,500	0	0	0	0	871,500
<b>Total</b>	<b>157,673</b>	<b>27,000</b>	<b>901,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,086,173</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	1,000	1,000	1,000	1,000	1,000	5,000
	Maintenance	500	500	500	500	500	2,500
	Debt Service	0	0	0	0	0	0
	Other	510,100	0	0	0	0	510,100
	<b>Total</b>	<b>511,600</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>

\$1,500 is projected to be necessary for electricity expense (street lights) and landscape maintenance.



Although the picture to the left is not the design for Commercial Drive, it provides an idea of what a roundabout is and how it functions for traffic flow.

**Project Name:** Turn Lane on FM3481 @ Fuller Lane

**Project Description:** Construct a left turn lane on FM 3481 for Gomer Lane, Fuller Lane and Del Rey Drive. According to the Texas Department of Transportation, the intersection at FM 3481 and Fuller Lane does not meet the warrant requirements for a traffic signal light and the proposed left turn lane will increase the safety of motorists.

**Project Code:** Enhancement

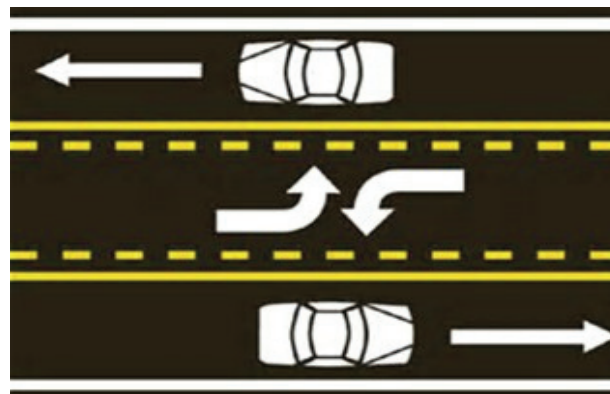
**Council Goal:** Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	900,000	0	0	0	0	900,000
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	80,000	0	0	0	0	80,000
Engineering	0	0	118,700	0	0	0	0	118,700
Site Improvement	0	0	40,000	0	0	0	0	40,000
Construction	0	0	661,300	0	0	0	0	661,300
<b>Total</b>	<b>0</b>	<b>0</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	General Debt Service	0	0	0	0	0	0
	Other	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Texas Department of Transportation will assume all future maintenance costs once this project is completed and accepted. The Series 2019 Certificates are expected to cover the expense for this project however the actual impact of this debt will not be known until the Certificates are issued in February 2019.



**Project Name:** Series 2018 Certificates of Obligation Street Projects

**Project Description:** A portion of the money borrowed in 2018 was for the use of street reconstruction and improvements. The following streets are included as part of the project: Oakridge Boulevard/Valley Oaks intersection, Verna Lee Boulevard, Wampum Drive, Aztec Trace (from Ute Trail to Osage Trace), Boulder Run, Forest Circle (from South Roy Reynolds to Moody Circle), Moody Circle Cul-de-Sac, and Clore Road (from Amy Lane to 550 feet east of Indian Trail) and a section of Willowood Circle Cul-De-Sac.

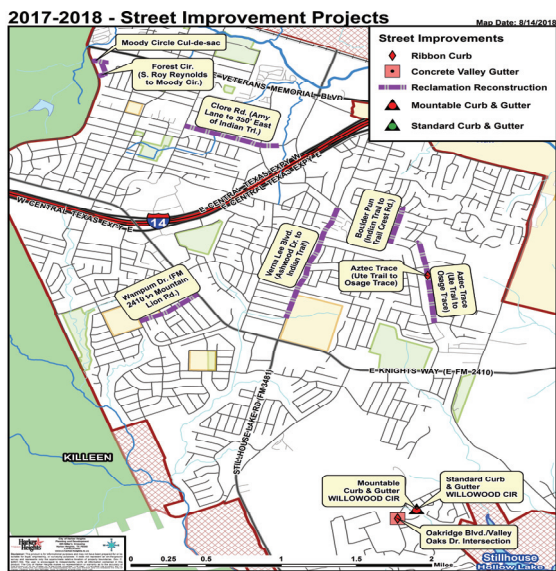
**Project Code:** Maintenance

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	350,000	2,650,000	0	0	0	0	3,000,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	2,000	88,000	0	0	0	0	90,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>352,000</b>	<b>2,738,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,090,000</b>

Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	352,000	132,350	0	0	0	0	484,350
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	2,605,650	0	0	0	0	2,605,650
<b>Total</b>	<b>0</b>	<b>352,000</b>	<b>2,738,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,090,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
	Operations	0	0	0	0	0	0
	Maintenance	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	General Debt Service	165,500	158,200	201,100	187,700	144,500	857,000
	Other	88,000	0	0	0	0	88,000
	<b>Total</b>	<b>223,500</b>	<b>128,200</b>	<b>171,100</b>	<b>157,700</b>	<b>114,500</b>	<b>795,000</b>



Map depicting the area where street projects for the first year of the five year plan approved by the City Council in October 2017 will take place.

**Project Name:** Miscellaneous Street Projects

**Project Description:** The Street Improvement Program includes engineering, surveying and construction Street maintenance includes reconstruction, overlay or chip seal or designated streets. A street inventory has been developed to include all of the streets in the City. A five year street improvement plan was approved by the City Council in October 2017.

**Project Code:** Maintenance

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

Funding Source	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Funding
2017 Bond	0	0	0	0	0	0	0	0
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	1,347,000	1,000,000	1,300,000	1,300,000	1,300,000	6,247,000
Grant	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,347,000</b>	<b>1,000,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>6,247,000</b>

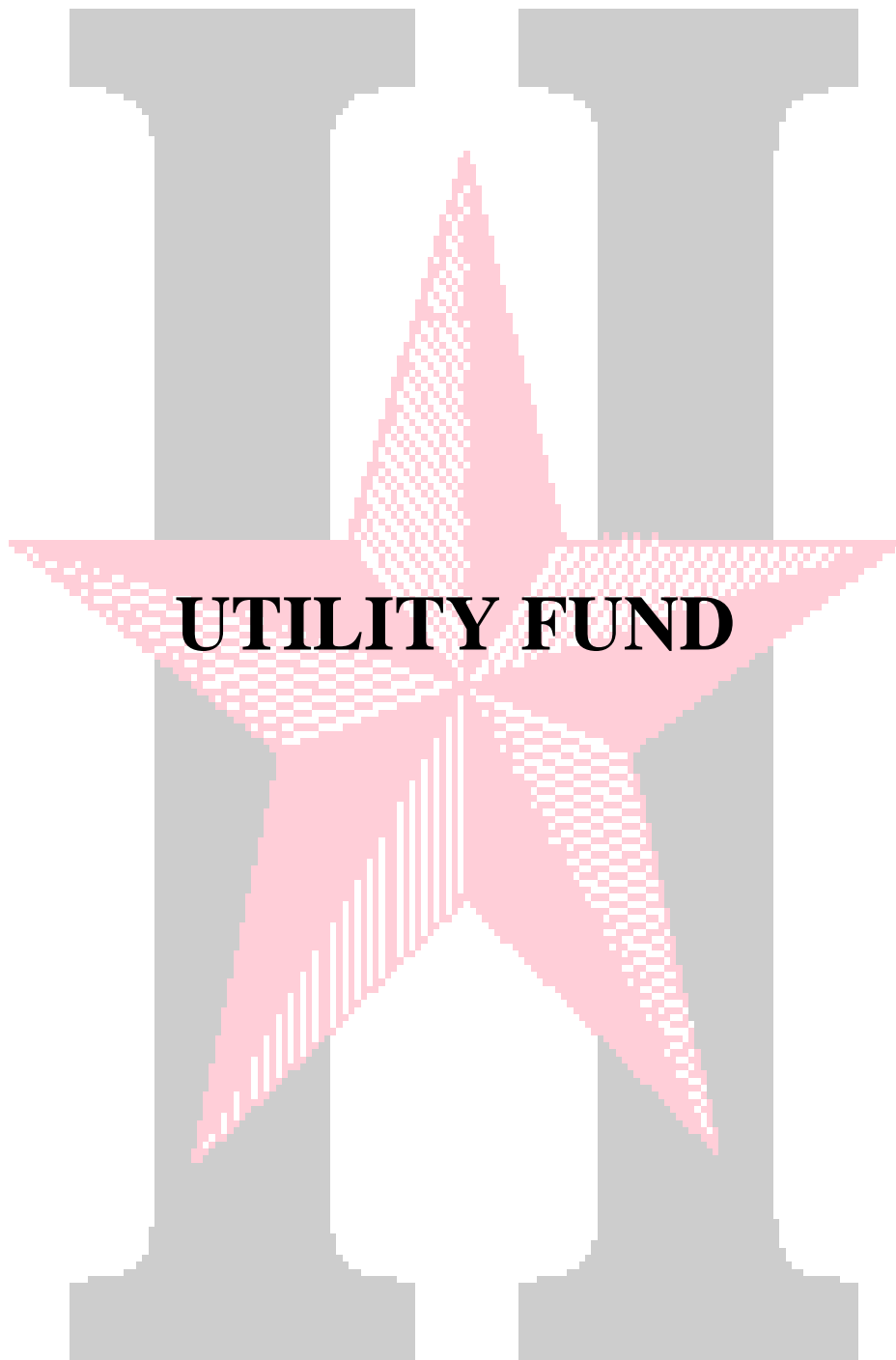
Project Costs	FY 2014 to FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Project Costs
Planning/Design	0	0	190,000	115,000	180,000	180,000	180,000	845,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	1,157,000	885,000	1,120,000	1,120,000	1,120,000	5,402,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,347,000</b>	<b>1,000,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>6,247,000</b>

Operating Budget Impact	Line Item:	FY 2019 Budget	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	Total Estimated Impact
	Personnel	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Operations	0	0	0	0	0	0	0
Maintenance	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
General Debt Service	0	0	0	0	0	0	0
Other	1,347,000	1,000,000	1,300,000	1,300,000	1,300,000	1,300,000	6,247,000
<b>Total</b>	<b>1,347,000</b>	<b>985,000</b>	<b>1,285,000</b>	<b>1,285,000</b>	<b>1,285,000</b>	<b>1,285,000</b>	<b>6,187,000</b>

**Street Improvement Plan - Five Year Projection**

- FY 2017-2018: The first year of the plan is funded by the 2018 Certificates of Obligation. See "Series 2018 Certificates of Obligation Street Projects".
- FY 2018-2019: Old Nolanville Road, Rattlesnake Road, Fullview Court Cul-de-Sac, Mountain Lion Road, Roy Reynolds Drive, Dorothy Lane, and Roy Reynolds Cul-de-Sac.
- FY 2019-2020: Cedar Oaks Lane, Spicewood Circle Cul-de-Sac, Oak Timbers Circle Cul-de-Sac, Wood Shadows Road, Cedar Oaks Circle, Cedar Oaks Lane, Mossy Oaks Circle Cul-de-Sac, Holly Court Cul-de-Sac, and Tanglewood Drive Cul-de-Sac.
- FY 2020-2021: Maya Trail, Seminole Trace, Yuron, Trace, Wind Ridge Drive, Oak Trail, Silver Creek Drive, and Sun Meadows Drive.
- FY 2021-2022: Beeline Drive, Antelope Trail, Vinson Circle, Bear Trail, Wolf Trail, Badger Circle, Coyote Circle, and Bobcat Circle.





**UTILITY FUND**



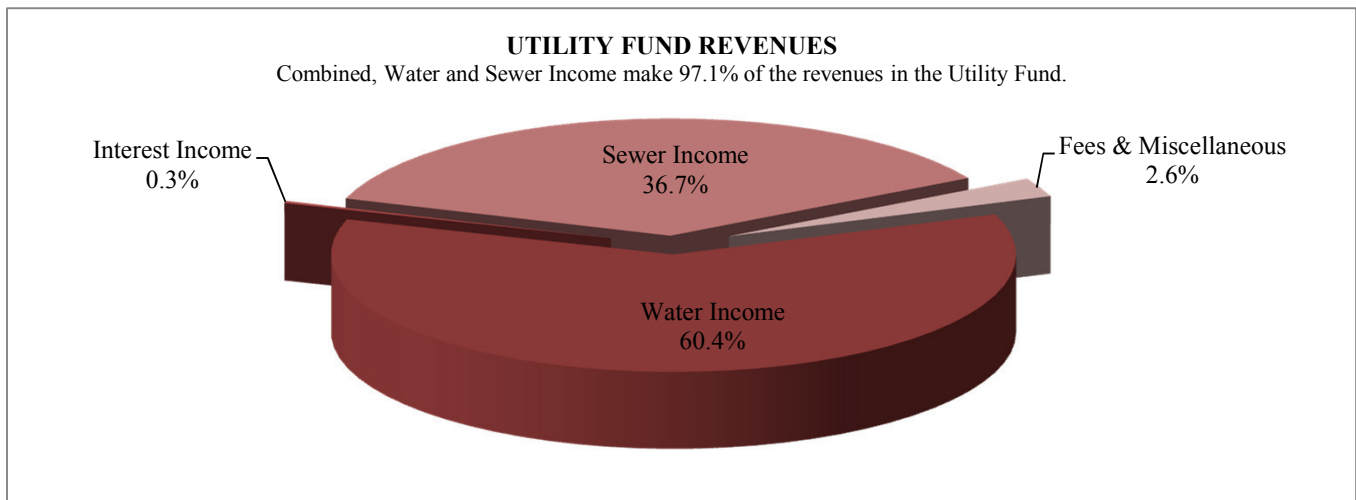
**UTILITY FUND REVENUES**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>SALES</b>						
001 Water Income	5,540,200	5,604,540	5,985,500	2,526,660	6,114,400	6,175,500
002 Sewer Income	3,462,100	3,533,417	3,685,700	1,761,457	3,713,200	3,750,300
007 Water Tap Fees	10,000	11,465	15,000	6,300	11,000	11,000
008 Sewer Tap Fees	5,000	38,196	25,000	22,193	25,000	25,000
009 Connect Fees	100,000	95,400	100,000	37,125	90,000	90,000
059 Water Supply Agreement	23,000	25,303	25,000	27,634	27,600	27,000
<b>TOTAL SALES</b>	<b>9,140,300</b>	<b>9,308,321</b>	<b>9,836,200</b>	<b>4,381,369</b>	<b>9,981,200</b>	<b>10,078,800</b>
<b>MISCELLANEOUS</b>						
005 Transfers, Turn On/Off	15,000	13,321	15,000	7,747	15,000	16,000
006 Penalties	100,000	87,405	90,000	43,155	87,900	90,000
010 Credit Card Fees	(50,000)	(63,477)	(65,000)	(34,048)	(65,000)	(65,000)
011 Online Payment Fees	55,000	65,218	65,000	33,802	67,000	70,000
015 Cash Over (Short)	0	(46)	0	(106)	(200)	0
020 Interest Income	15,000	16,584	15,000	13,771	28,000	30,000
021 Miscellaneous Income	2,000	3,817	3,500	2,383	4,700	4,700
022 Other Income	0	0	0	(153)	28,900	0
030 Insurance Proceeds	0	3,886	0	21,176	21,200	0
032 Gain on Sale of Assets	0	0	0	0	0	0
057 Assessment Income	0	0	0	0	0	0
201 Net Value of Investments	0	(34)	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
806 Transfer from Debt Service	0	0	0	175,000	175,000	0
<b>TOTAL MISCELLANEOUS</b>	<b>137,000</b>	<b>126,674</b>	<b>123,500</b>	<b>262,727</b>	<b>362,500</b>	<b>145,700</b>
<b>TOTAL REVENUES</b>	<b>9,277,300</b>	<b>9,434,995</b>	<b>9,959,700</b>	<b>4,644,096</b>	<b>10,343,700</b>	<b>10,224,500</b>
<b>BEGINNING FUND BALANCE</b>	<b>3,327,089</b>	<b>3,634,496</b>	<b>3,650,796</b>	<b>3,321,777</b>	<b>3,321,777</b>	<b>3,525,577</b>
<b>INCREASE/DECREASE</b>	<b>8,300</b>	<b>(312,719)</b>	<b>115,400</b>	<b>1,339,011</b>	<b>203,800</b>	<b>21,600</b>
<b>ENDING FUND BALANCE</b>	<b>3,335,389</b>	<b>3,321,777</b>	<b>3,766,196</b>	<b>4,660,788</b>	<b>3,525,577</b>	<b>3,547,177</b>

**FUND BALANCE REQUIREMENT**

(Three Months Operating Expense)

**\$ 1,869,500**

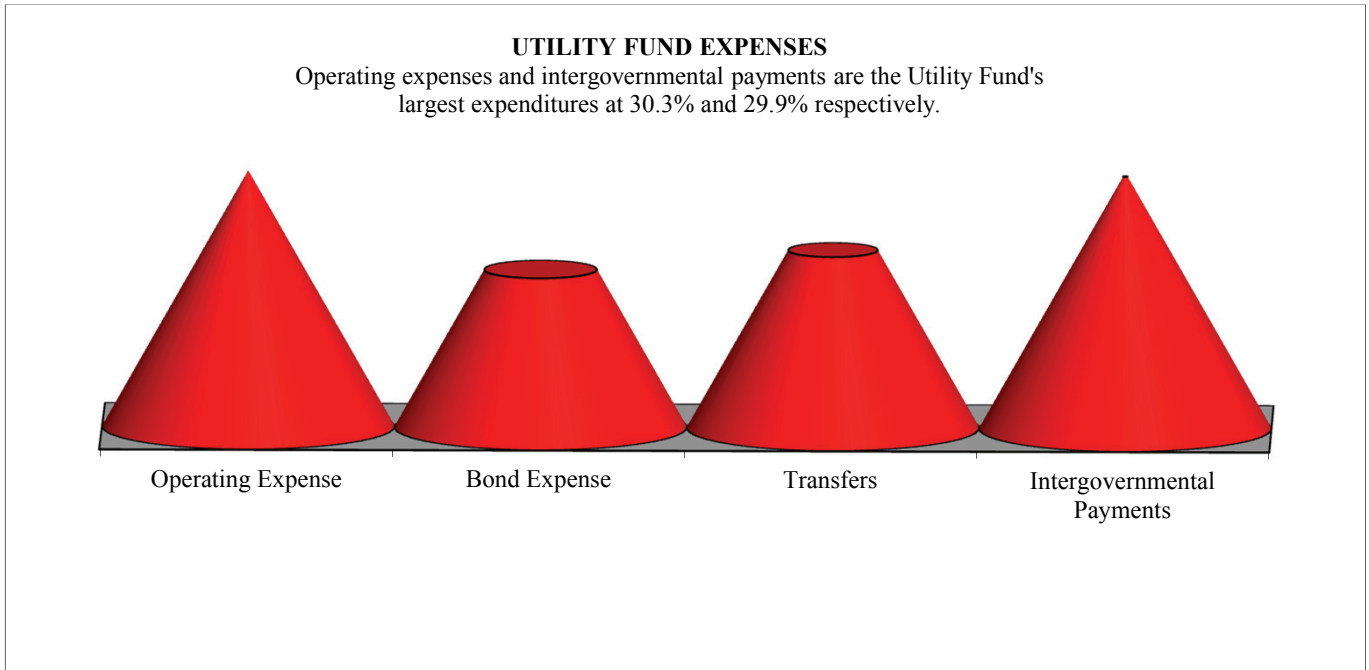


**UTILITY FUND EXPENSE SUMMARY**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	839,100	802,688	866,100	427,160	860,800	923,400
002 Overtime	69,000	81,073	77,000	47,246	99,500	81,000
003 Workers Compensation	15,900	15,297	13,300	13,219	13,300	12,900
004 Health Insurance	107,200	100,343	111,400	50,198	110,400	116,000
005 Social Security	69,500	65,987	72,100	35,738	73,100	76,800
006 T.M.R.S.	136,400	166,207	141,900	71,394	144,200	151,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,237,100</b>	<b>1,231,595</b>	<b>1,281,800</b>	<b>644,955</b>	<b>1,301,300</b>	<b>1,361,100</b>
<b>SUPPLIES</b>						
010 Office	39,300	26,631	33,500	13,588	30,500	33,500
011 Vehicle	45,000	36,071	40,000	19,468	40,000	40,000
012 General	12,000	12,612	11,000	9,066	17,000	13,000
013 Equipment	6,000	1,728	6,000	1,019	3,000	4,000
017 Belt Press	15,000	19,542	15,000	9,563	35,000	20,000
018 Lab	9,000	9,003	11,000	2,054	9,000	11,000
<b>TOTAL SUPPLIES</b>	<b>126,300</b>	<b>105,587</b>	<b>116,500</b>	<b>54,758</b>	<b>134,500</b>	<b>121,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	32,000	55,749	35,000	23,532	40,000	37,000
021 Building	3,000	1,576	3,000	1,231	2,000	3,000
022 Equipment	91,400	110,123	119,600	63,784	118,400	120,100
023 Ground	2,000	1,120	2,000	1,028	2,500	2,500
024 Repair & Maintenance	150,000	145,493	160,000	73,961	160,000	160,000
025 New Service Meters	110,000	95,057	110,000	43,490	90,000	110,000
026 UV Lights	35,000	18,891	35,000	33,570	35,000	35,000
027 Odor Control Chemical	15,000	39,590	15,000	19,600	40,000	45,000
<b>TOTAL MAINTENANCE</b>	<b>438,400</b>	<b>467,599</b>	<b>479,600</b>	<b>260,196</b>	<b>487,900</b>	<b>512,600</b>
<b>INSURANCE</b>						
030 Property/Liability	21,700	22,849	22,100	21,237	22,100	22,800
<b>TOTAL INSURANCE</b>	<b>21,700</b>	<b>22,849</b>	<b>22,100</b>	<b>21,237</b>	<b>22,100</b>	<b>22,800</b>
<b>SERVICES</b>						
014 Uniforms	13,500	14,900	15,500	10,736	17,000	17,000
035 Unemployment	0	0	0	(50)	0	0
040 Utilities	475,000	494,763	480,000	192,189	400,000	455,000
041 Dues/Subscriptions	2,100	1,625	1,700	1,920	2,400	2,400
042 Travel & Training	15,300	16,280	16,000	5,889	16,000	16,000
045 Telephone	13,100	12,978	13,600	6,508	14,200	14,500
046 Equipment Rental	11,000	53,392	16,000	22,401	51,000	51,000
047 Contract Labor	230,000	232,837	251,000	135,018	295,000	285,000
085 State Fees	47,600	44,621	47,600	44,621	45,600	45,600
<b>TOTAL SERVICES</b>	<b>807,600</b>	<b>871,396</b>	<b>841,400</b>	<b>419,232</b>	<b>841,200</b>	<b>886,500</b>
<b>BOND EXPENSE</b>	<b>1,725,400</b>	<b>1,744,600</b>	<b>1,918,000</b>	<b>259,652</b>	<b>1,918,000</b>	<b>1,905,500</b>
<b>INTERGOVERNMENTAL PMTS</b>						
801 Transfer to General Fund	450,000	450,000	450,000	50,000	450,000	500,000
806 Transfer to Debt Service Fund	100,000	350,000	100,000	0	100,000	75,000
200 Water Purchases	2,400,000	2,402,169	2,400,000	1,147,386	2,400,000	2,475,000
<b>TOTAL INTERGOVERNMENTAL</b>	<b>2,950,000</b>	<b>3,202,169</b>	<b>2,950,000</b>	<b>1,197,386</b>	<b>2,950,000</b>	<b>3,050,000</b>

**UTILITY FUND EXPENSE SUMMARY**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	60,000	54,860	60,000	28,937	60,000	60,000
083 Audit Fees	27,400	28,950	27,400	18,950	27,400	27,400
091 Advertising	4,000	1,816	4,000	1,320	4,000	4,000
092 Professional Fees	30,000	40,055	30,000	16,725	30,000	30,000
32x Issuance Costs	0	10,125	0	0	0	0
306 Amortization Adv Refunding	66,100	66,113	63,500	31,737	63,500	71,500
<b>TOTAL MISCELLANEOUS</b>	<b>187,500</b>	<b>201,919</b>	<b>184,900</b>	<b>97,669</b>	<b>184,900</b>	<b>192,900</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	400,000	400,000	450,000	0	450,000	400,000
805 Transfer to Capital Projects	1,375,000	1,500,000	1,600,000	350,000	1,850,000	1,750,000
Contingency	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>1,775,000</b>	<b>1,900,000</b>	<b>2,050,000</b>	<b>350,000</b>	<b>2,300,000</b>	<b>2,150,000</b>
<b>TOTAL EXPENSES</b>	<b>9,269,000</b>	<b>9,747,714</b>	<b>9,844,300</b>	<b>3,305,085</b>	<b>10,139,900</b>	<b>10,202,900</b>



## UTILITY DEPARTMENT

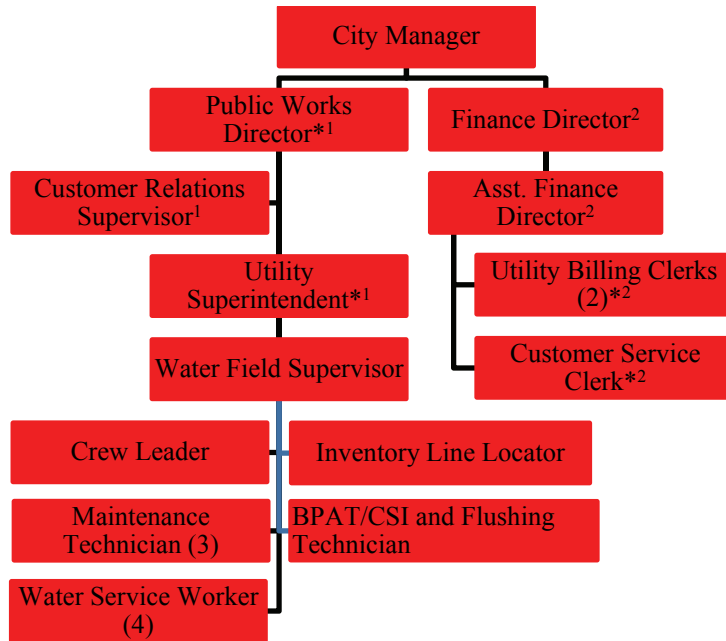
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk.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

## WATER OPERATIONS

### ORGANIZATIONAL CHART

\*indicates Administration Section

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



### FY 2017-2018 ACHIEVEMENTS

- Upgrade Verna Lee Pump Station VFD's. We have the last VFD scheduled to replace this year.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- Continue with our meter change out programs and continue testing meters for accuracy to help lower water loss in the water distribution system.

- Automate Verna Lee Chemical Feed system.
- Train new water distribution maintenance personnel on backhoe operation and leak repair.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.

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

- Upgrade Verna Lee Pump Station VFD's.
  - 100% Complete
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
  - 90% Complete
- Continue with our meter change out programs and continue testing meters for accuracy to help lower water loss in the water distribution system.
  - 100% Complete
- Automate Verna Lee Chemical Feed system.
  - 100% Complete.
- Train new water distribution maintenance personnel on backhoe operation and leak repair.
  - 70% Complete.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.
  - 40% Complete

#### **FY 2018-2019 OBJECTIVES**

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

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 17 Estimated</b>	<b>FY 17 Actual</b>	<b>FY 18 Estimated</b>	<b>FY 18 Actual</b>	<b>FY 19 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	10	10	10	11	11
<b>OUTPUTS:</b>					
# of water taps installed	50	11	50	24	50
# of sewer taps installed	10	15	10	9	10
# of water leaks repaired	100	77	100	88	100
# of Bac-T samples collected	415	360	415	406	415
# of utility lines located	2,500	1,632	2,000	2097	2,100
# of meters read	126,000	145,476	150,000	146,196	150,000
<b>EFFECTIVENESS:</b>					
# of old meters changed out	1,200	1,268	1,300	1,138	1,300
# of new meter sets	250	232	250	208	250
Response to water line breaks within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of meters read weekly per employee	606	602	606	703	720
Average # of old meters changed out per month	100	103	100	95	100
Average # of new meter sets per month	21	18	21	17	20

**WATER ADMINISTRATION**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	192,200	193,360	196,300	99,047	198,800	200,700
002 Overtime	3,000	1,750	3,000	815	2,500	3,000
003 Workers Compensation	2,600	2,490	2,100	2,056	2,100	1,900
004 Health Insurance	14,200	14,920	14,000	9,550	19,100	19,900
005 Social Security	14,900	14,622	15,200	7,480	15,000	15,600
006 T.M.R.S.	29,300	37,480	30,000	15,042	30,000	30,600
<b>TOTAL PERSONNEL SERVICES</b>	<b>256,200</b>	<b>264,622</b>	<b>260,600</b>	<b>133,990</b>	<b>267,500</b>	<b>271,700</b>
<b>SUPPLIES</b>						
010 Office	35,800	23,926	30,000	10,889	26,000	30,000
012 General	6,000	4,324	5,000	3,487	5,000	5,000
<b>TOTAL SUPPLIES</b>	<b>41,800</b>	<b>28,250</b>	<b>35,000</b>	<b>14,376</b>	<b>31,000</b>	<b>35,000</b>
<b>MAINTENANCE</b>						
022 Equipment	86,400	106,732	114,600	60,039	111,400	115,100
<b>TOTAL MAINTENANCE</b>	<b>86,400</b>	<b>106,732</b>	<b>114,600</b>	<b>60,039</b>	<b>111,400</b>	<b>115,100</b>
<b>INSURANCE</b>						
030 Property/Liability	2,500	2,496	2,400	2,342	2,400	2,400
<b>TOTAL INSURANCE</b>	<b>2,500</b>	<b>2,496</b>	<b>2,400</b>	<b>2,342</b>	<b>2,400</b>	<b>2,400</b>
<b>SERVICES</b>						
035 Unemployment	0	0	0	0	0	0
041 Dues & Subscriptions	300	430	400	190	600	600
042 Travel & Training	4,000	3,967	4,000	522	4,000	4,000
045 Telephone	1,500	1,680	2,000	663	2,000	2,000
047 Contract Labor	60,000	54,490	60,000	26,296	55,000	60,000
<b>TOTAL SERVICES</b>	<b>65,800</b>	<b>60,567</b>	<b>66,400</b>	<b>27,671</b>	<b>61,600</b>	<b>66,600</b>
<b>BOND EXPENSE</b>						
Principal Payments	1,205,800	1,312,538	1,397,400	0	1,397,400	1,443,700
301 Interest Expense	519,600	432,062	520,600	259,652	520,600	461,800
<b>TOTAL BOND EXPENSE</b>	<b>1,725,400</b>	<b>1,744,600</b>	<b>1,918,000</b>	<b>259,652</b>	<b>1,918,000</b>	<b>1,905,500</b>
<b>INTERGOVERNMENTAL PMTS</b>						
801 Transfer to General Fund	450,000	450,000	450,000	50,000	450,000	500,000
806 Transfer to Debt Service Fund	100,000	350,000	100,000	0	100,000	75,000
<b>TOTAL INTERGOVERNMENTAL</b>	<b>550,000</b>	<b>800,000</b>	<b>550,000</b>	<b>50,000</b>	<b>550,000</b>	<b>575,000</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	60,000	54,860	60,000	28,937	60,000	60,000
083 Audit Fees	27,400	28,950	27,400	18,950	27,400	27,400
091 Advertising	4,000	1,816	4,000	1,320	4,000	4,000
092 Professional Fees	30,000	40,055	30,000	16,725	30,000	30,000
306 Amortization Advance Refunding	66,100	66,113	63,500	31,737	63,500	71,500
330 Issuance Cost	0	10,125	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>187,500</b>	<b>201,919</b>	<b>184,900</b>	<b>97,669</b>	<b>184,900</b>	<b>192,900</b>
<b>TRANSFERS</b>						
Transfer to Fixed Assets	3,400	3,365	0	0	0	7,200
<b>TOTAL TRANSFERS</b>	<b>3,400</b>	<b>3,365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,200</b>
<b>GRAND TOTALS</b>	<b>2,919,000</b>	<b>3,212,551</b>	<b>3,131,900</b>	<b>645,739</b>	<b>3,126,800</b>	<b>3,171,400</b>

**WATER OPERATIONS**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	350,600	322,407	375,400	176,879	362,600	421,600
002 Overtime	40,000	48,442	48,000	26,542	49,000	48,000
003 Workers Compensation	7,400	7,115	6,500	6,463	6,500	6,600
004 Health Insurance	47,200	42,504	52,900	23,689	53,400	60,300
005 Social Security	29,900	28,001	32,400	15,484	31,500	35,900
006 T.M.R.S.	58,700	68,524	63,700	30,606	61,900	70,600
<b>TOTAL PERSONNEL SERVICES</b>	<b>533,800</b>	<b>516,993</b>	<b>578,900</b>	<b>279,663</b>	<b>564,900</b>	<b>643,000</b>
<b>SUPPLIES</b>						
010 Office	1,000	916	1,000	1,393	2,000	1,000
011 Vehicle	30,000	21,862	25,000	12,041	25,000	25,000
012 General	1,000	967	1,000	806	4,000	1,000
013 Equipment	4,000	868	4,000	463	1,000	2,000
<b>TOTAL SUPPLIES</b>	<b>36,000</b>	<b>24,613</b>	<b>31,000</b>	<b>14,703</b>	<b>32,000</b>	<b>29,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	17,000	42,903	20,000	8,290	22,000	22,000
021 Building	1,000	803	1,000	527	1,000	1,000
022 Equipment	2,000	2,232	2,000	749	2,000	2,000
023 Ground	1,000	238	1,000	109	1,000	1,000
024 Repair & Maintenance	70,000	58,958	70,000	49,572	70,000	70,000
025 New Service Meters	110,000	95,057	110,000	43,490	90,000	110,000
<b>TOTAL MAINTENANCE</b>	<b>201,000</b>	<b>200,191</b>	<b>204,000</b>	<b>102,737</b>	<b>186,000</b>	<b>206,000</b>
<b>INSURANCE</b>						
030 Property/Liability	7,400	7,563	8,100	7,630	8,100	8,800
<b>TOTAL INSURANCE</b>	<b>7,400</b>	<b>7,563</b>	<b>8,100</b>	<b>7,630</b>	<b>8,100</b>	<b>8,800</b>
<b>SERVICES</b>						
014 Uniforms	7,500	8,217	8,500	6,627	10,000	10,000
035 Unemployment	0	0	0	(50)	0	0
040 Utilities	185,000	199,053	185,000	75,645	160,000	180,000
041 Dues/Subscriptions	900	630	600	940	1,000	1,000
042 Travel & Training	6,300	7,328	7,000	3,571	7,000	7,000
045 Telephone	3,000	2,292	3,000	1,265	3,000	3,000
046 Equipment Rental	1,000	449	1,000	0	1,000	1,000
047 Contract Labor	40,000	64,190	61,000	30,448	65,000	75,000
085 State Fees	21,600	24,593	24,600	24,593	24,600	24,600
<b>TOTAL SERVICES</b>	<b>265,300</b>	<b>306,752</b>	<b>290,700</b>	<b>143,039</b>	<b>271,600</b>	<b>301,600</b>
<b>INTERGOVERNMENTAL PMTS</b>						
200 Water Purchases	2,400,000	2,402,169	2,400,000	1,147,386	2,400,000	2,475,000
<b>TOTAL INTERGOVERNMENTAL</b>	<b>2,400,000</b>	<b>2,402,169</b>	<b>2,400,000</b>	<b>1,147,386</b>	<b>2,400,000</b>	<b>2,475,000</b>
<b>FIXED ASSETS</b>						
Transfer to Fixed Assets	127,100	108,854	135,800	16,900	143,800	88,000
<b>TOTAL FIXED ASSETS</b>	<b>127,100</b>	<b>108,854</b>	<b>135,800</b>	<b>16,900</b>	<b>143,800</b>	<b>88,000</b>
<b>GRAND TOTALS</b>	<b>3,570,600</b>	<b>3,567,135</b>	<b>3,648,500</b>	<b>1,712,058</b>	<b>3,606,400</b>	<b>3,751,400</b>



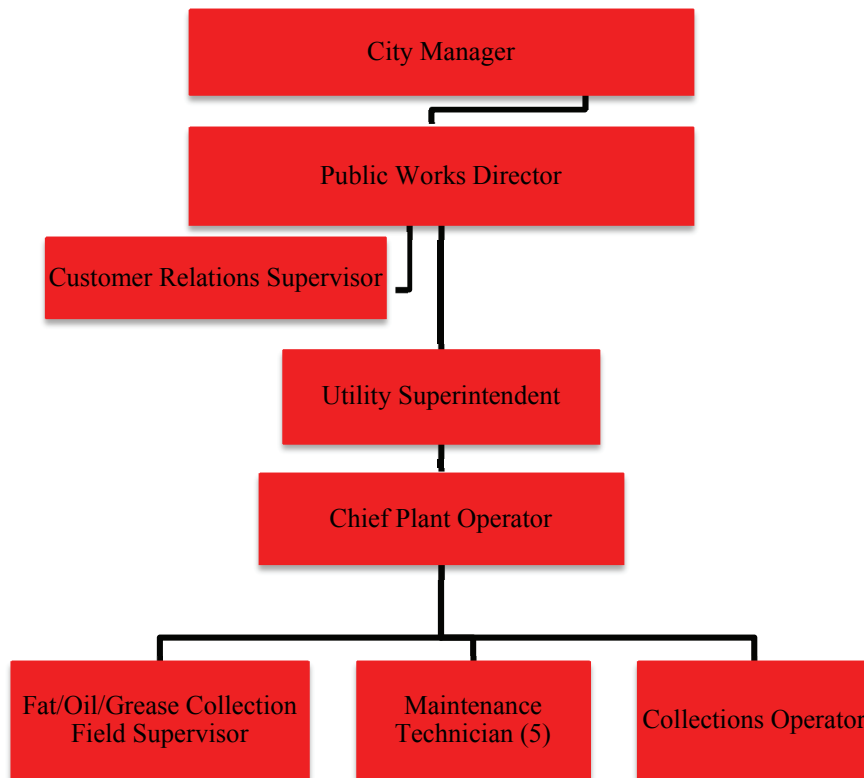
## WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

### GOALS AND OBJECTIVES

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

### WASTEWATER TREATMENT PLANT

#### ORGANIZATIONAL CHART



#### FY 2017-2018 ACHIEVEMENTS

- Installed New East Bar Screen
- Continue Operator certifications.
- Removed 531.24 metric tons of cake sludge.
- Implemented SCADA system at WWTP.
- Passed all Biomonitoring tests.

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

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

## **FY 2018-2019 OBJECTIVES**

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

## **WASTEWATER COLLECTION SYSTEM**

### **FY 2017-2018 ACHIEVEMENTS**

- Cleaned 15% of the sanitary sewer lines as outlined in TCEQ Sanitary Sewer Overflow Initiative agreement.
- Videotaped 5000 feet of drainage and sewer pipe combined.
- Complete SSOI Program and submitted report to TCEQ.
- Surveyed all restaurants in the City and have 34 with FOG Compliance goals.

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

- Continue cleaning maintenance sewer lines, and storm sewers.
  - Completed 111,634 linear feet of cleaning.
- Continue with manhole upgrades.
  - Identified 31 manholes to upgrade in fiscal year 2018.
- Locate and repair inflow/infiltration.
  - Sanitary sewer surveys were conducted and 3,051 feet of line were videotaped.
- Complete manhole rehabilitation and private service line cleanout repairs.
  - Ongoing.

- Automate odor control on collections systems.
  - 7% complete (Rummel Lift Station).

**FY 2018-2019 OBJECTIVES**

- Continue cleaning maintenance sewer lines.
- Repair Ring and Lid on manholes and continue manhole upgrades.
- Locate and repair inflow/infiltration.
- Complete manhole rehabilitation and private service line cleanout repairs.
- Install automatic Ferric Chloride odor control at Trimmier Lift Station.

**LIFT STATIONS**

**FY 2017-2018 ACHIEVEMENTS**

- Automated odor control at Trimmier lift stations.
- Continue air relief valve maintenance program.
- Reconstructed Warriors Path Lift Station.
- Completed SCADA upgrades to 13 remaining lift stations.
- Trained Wastewater staff on SCADA system

**PROGRESS ON FY 2017-2018 OBJECTIVES**

- Rebuild each pump for all lift stations
  - 30% complete.
- Clean all lift stations twice per year.
  - 50% complete.
- Update electrical panels at lift station to better utilize radio based SCADA system.
  - 50% complete.
- Install mixer and railing system at Fawn Valley Lift Station.
  - 0% complete.
- Install by-passes at all lift stations.
  - 40% complete.

**FY 2018-2019 OBJECTIVES**

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

**PERFORMANCE MEASURES**

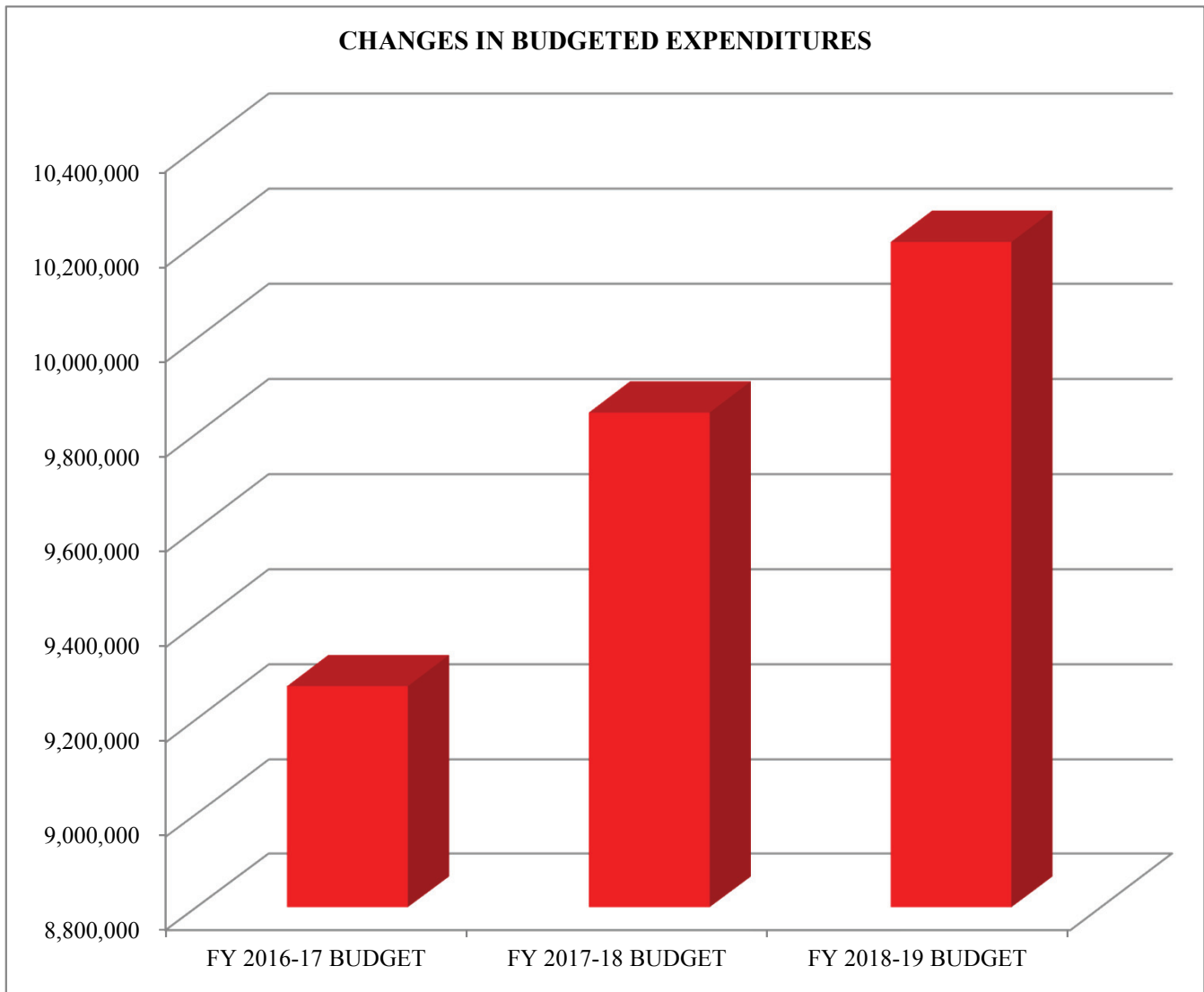
Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full time employees	8	8	8	8	8
<b>OUTPUTS:</b>					
# of manholes repaired (in-house)	10	12	10	10	10
# of manholes repaired (contracted)	25	15	25	0	25
# of lift station repairs	5	5	5	8	5
# of lift stations cleaned	14	14	14	14	14
Feet of sewer lines cleaned	100,188	103,315	100,188	111,634	100,188
Camera of sewer lines (feet)	3,000	5,300	3,000	3,051	3,000
Feet of sewer lines repaired	2,500	3,000	2,500	200	2,500
# of storm water catch basins cleaned	50	50	50	50	50
<b>EFFECTIVENESS:</b>					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	100%	100%
Feet of sewer line cleaned per day	450	315	450	406	350
# of wastewater overflows	25	25	25	25	25
Response to stoppages within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
% of manholes repaired in-house	20%	100%	20%	100%	20%
Lab costs per million gallons	\$5,500	\$5,300	\$5,500	\$5,300	\$5,500

**WASTEWATER**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	296,300	286,921	294,400	151,234	299,400	301,100
002 Overtime	26,000	30,881	26,000	19,889	48,000	30,000
003 Workers Compensation	5,900	5,692	4,700	4,700	4,700	4,400
004 Health Insurance	45,800	42,919	44,500	16,959	37,900	35,800
005 Social Security	24,700	23,364	24,500	12,774	26,600	25,300
006 T.M.R.S.	48,400	60,203	48,200	25,746	52,300	49,800
<b>TOTAL PERSONNEL SERVICES</b>	<b>447,100</b>	<b>449,980</b>	<b>442,300</b>	<b>231,302</b>	<b>468,900</b>	<b>446,400</b>
<b>SUPPLIES</b>						
010 Office	2,500	1,789	2,500	1,306	2,500	2,500
011 Vehicle	15,000	14,209	15,000	7,427	15,000	15,000
012 General	5,000	7,321	5,000	4,773	8,000	7,000
013 Equipment	2,000	860	2,000	556	2,000	2,000
017 Belt Press	15,000	19,542	15,000	9,563	35,000	20,000
018 Lab	9,000	9,003	11,000	2,054	9,000	11,000
<b>TOTAL SUPPLIES</b>	<b>48,500</b>	<b>52,724</b>	<b>50,500</b>	<b>25,679</b>	<b>71,500</b>	<b>57,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	15,000	12,846	15,000	15,242	18,000	15,000
021 Building	2,000	773	2,000	704	1,000	2,000
022 Equipment	3,000	1,159	3,000	2,996	5,000	3,000
023 Ground	1,000	882	1,000	919	1,500	1,500
024 Repair & Maintenance	80,000	86,535	90,000	24,389	90,000	90,000
026 UV Lights	35,000	18,891	35,000	33,570	35,000	35,000
027 Odor Control Chemical	15,000	39,590	15,000	19,600	40,000	45,000
<b>TOTAL MAINTENANCE</b>	<b>151,000</b>	<b>160,676</b>	<b>161,000</b>	<b>97,420</b>	<b>190,500</b>	<b>191,500</b>
<b>INSURANCE</b>						
030 Property/Liability	11,800	12,790	11,600	11,265	11,600	11,600
<b>TOTAL INSURANCE</b>	<b>11,800</b>	<b>12,790</b>	<b>11,600</b>	<b>11,265</b>	<b>11,600</b>	<b>11,600</b>
<b>SERVICES</b>						
014 Uniforms	6,000	6,683	7,000	4,109	7,000	7,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	290,000	295,710	295,000	116,544	240,000	275,000
041 Dues/Subscriptions	900	565	700	790	800	800
042 Travel & Training	5,000	4,985	5,000	1,796	5,000	5,000
045 Telephone	8,600	9,006	8,600	4,580	9,200	9,500
046 Equipment Rental	10,000	52,943	15,000	22,401	50,000	50,000
047 Contract Labor	130,000	114,157	130,000	78,274	175,000	150,000
085 State Fees	26,000	20,028	23,000	20,028	21,000	21,000
<b>TOTAL SERVICES</b>	<b>476,500</b>	<b>504,077</b>	<b>484,300</b>	<b>248,522</b>	<b>508,000</b>	<b>518,300</b>
<b>FIXED ASSETS</b>						
Transfer to Fixed Assets	69,300	106,851	191,400	140,863	296,100	191,900
<b>TOTAL FIXED ASSETS</b>	<b>69,300</b>	<b>106,851</b>	<b>191,400</b>	<b>140,863</b>	<b>296,100</b>	<b>191,900</b>
<b>GRAND TOTALS</b>	<b>1,204,200</b>	<b>1,287,098</b>	<b>1,341,100</b>	<b>755,051</b>	<b>1,546,600</b>	<b>1,417,200</b>

**UTILITY FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
Water Administration	2,919,000	3,212,551	3,131,900	645,739	3,126,800	3,171,400
Water Operations	3,570,600	3,567,135	3,648,500	1,712,058	3,606,400	3,751,400
Wastewater	1,204,200	1,287,098	1,341,100	755,051	1,546,600	1,417,200
Reserve for Personnel	0	0	0	0	0	0
Vector Truck Lease Payment	0	0	0	0	0	0
Transfer to Fixed Assets	200,200	180,930	122,800	(157,763)	10,100	112,900
Transfer to Capital Projects	1,375,000	1,500,000	1,600,000	350,000	1,850,000	1,750,000
Contingencies	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>9,269,000</b>	<b>9,747,714</b>	<b>9,844,300</b>	<b>3,305,085</b>	<b>10,139,900</b>	<b>10,202,900</b>



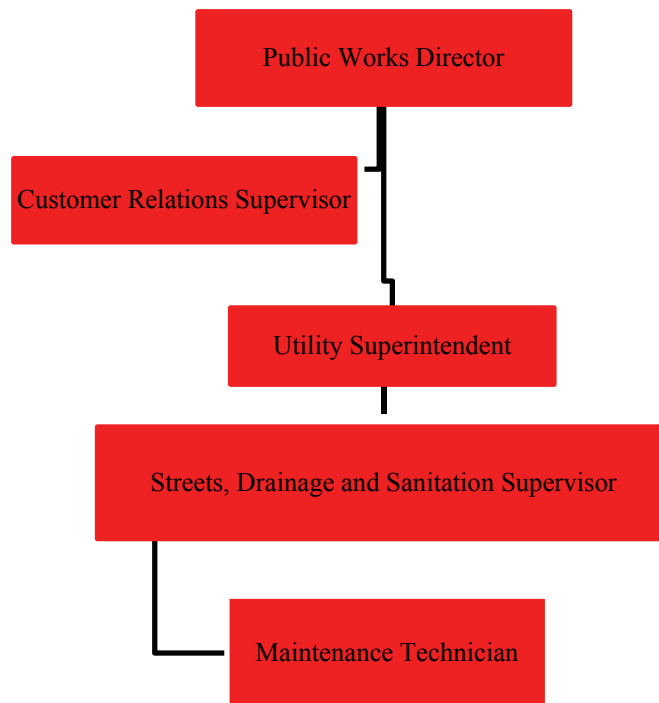
## SANITATION DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2017-2018 ACHIEVEMENTS

- Maintained and organized an attractive site that is functional and cost effective.
- The usage of the Recycling Facility continues to grow.
- Graded the site to improve customer access and attractiveness two times.
- Continued contract brush grinding and hauling.
- Customer brush and bulky usage continues to increase.

**PROGRESS ON FY 2017-2018 OBJECTIVES**

- Begin using a laptop to track the type of use at the Drop Site.
  - 10% complete.
- Install car ramps for recycling containers.
  - 10% complete. Plans to relocate the site have placed this objective on hold.
- Improve customer service by training staff.
  - 35% complete.
- Continue stock piling free brush mulch for public use.
  - 100% complete for the 2018 fiscal year.
- Add a restroom for staff for sanitary reasons.
  - 10% complete. Plans to relocate the site have placed this objective on hold.

**FY 2018-2019 OBJECTIVES**

- Reduce customer wait times by supplementing Sanitation with Streets and Drainage staff.
- Grind Brush on three occasions to reduce site appearance and safety.
- Continue stock piling free brush mulch for public use.
- Improve customer service and personnel safety by better training staff.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 18 Actual	FY 19 Estimated
<b>INPUTS:</b>					
# of full time employees	1	1	1	1	1
<b>OUTPUTS:</b>					
# of brush drop offs	7,500	9,216	9,500	11,730	12,000
# of bulky items dropped off	10,000	12,017	12,250	13,122	13,250
# of dumpsters recycled	260	241	250	197	250
# of dumpsters landfill	500	493	500	463	500
Tons of brush chipped	4,500	5,530	5,600	7,038	7,000
<b>EFFECTIVENESS:</b>					
% of Households using the Station	35%	34%	35%	46%	46%
<b>EFFICIENCY:</b>					
Average wait time per customer (minutes)	<5	<3	<5	<4	<5





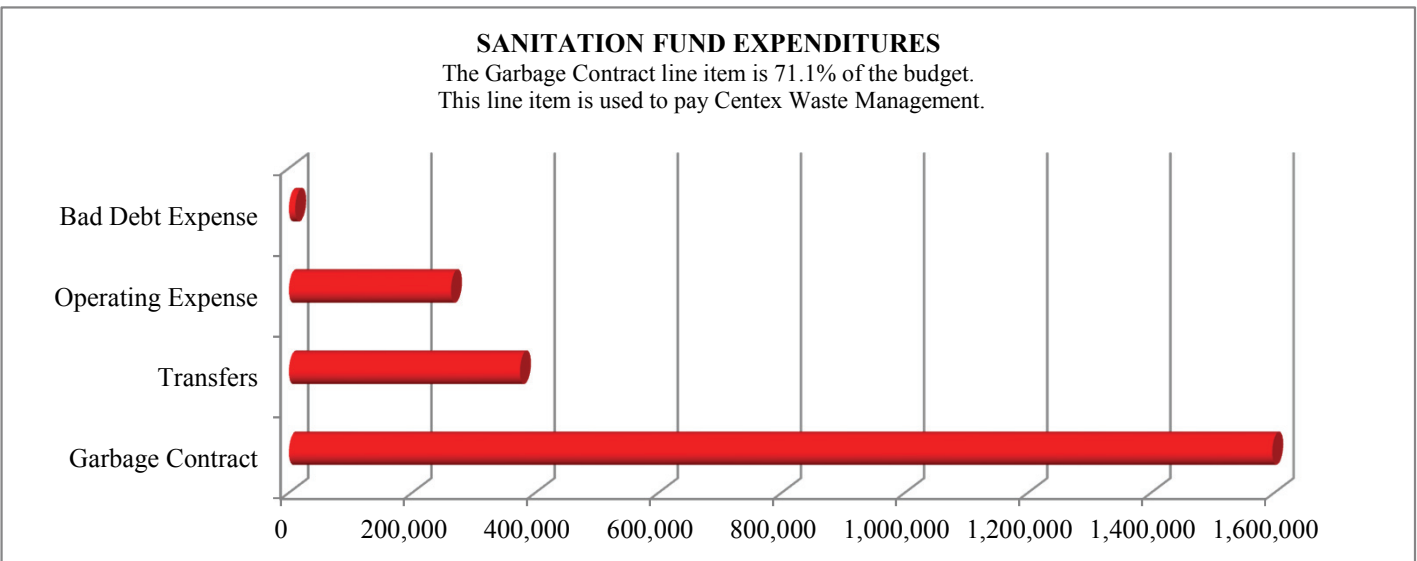
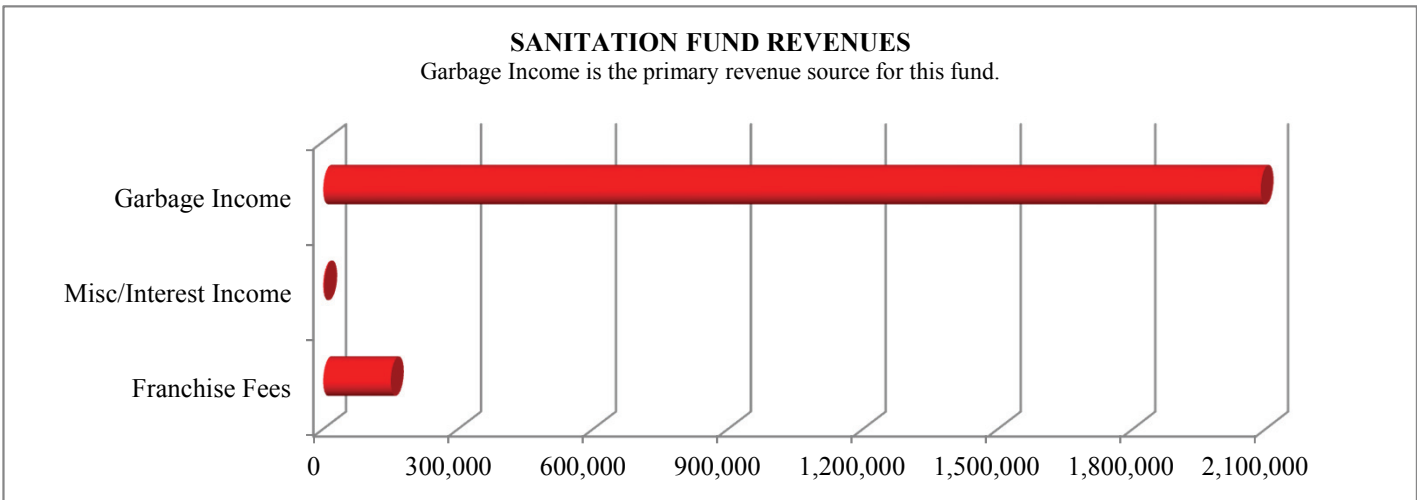
**OTHER FUNDS**

**SANITATION FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>68,639</b>	<b>44,725</b>	<b>100,525</b>	<b>88,455</b>	<b>88,455</b>	<b>59,855</b>
<b>REVENUES:</b>						
004 Garbage Income	1,964,000	1,971,149	2,018,200	1,004,833	2,018,200	2,088,800
020 Interest Income	500	450	500	517	1,000	1,000
021 Miscellaneous Income	1,000	1,327	1,000	668	1,300	1,000
084 Franchise Fees	160,000	147,848	150,000	74,531	150,000	150,000
<b>TOTAL REVENUES</b>	<b>2,125,500</b>	<b>2,120,774</b>	<b>2,169,700</b>	<b>1,080,549</b>	<b>2,170,500</b>	<b>2,240,800</b>
<b>OPERATING EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	31,700	31,164	32,700	16,321	29,000	33,200
002 Overtime	5,500	6,651	6,500	2,985	6,500	6,500
003 Workers Compensation	700	711	600	588	600	500
004 Health Insurance	5,700	8,329	5,900	3,359	7,700	6,600
005 Social Security	2,800	2,491	3,000	1,302	2,700	3,000
006 T.M.R.S.	5,600	7,200	5,900	2,905	5,300	6,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>52,000</b>	<b>56,546</b>	<b>54,600</b>	<b>27,460</b>	<b>51,800</b>	<b>55,800</b>
<b>SUPPLIES</b>						
011 Vehicle	0	0	0	0	0	0
012 General	500	720	700	0	700	700
013 Equipment	1,000	532	500	372	500	500
<b>TOTAL SUPPLIES</b>	<b>1,500</b>	<b>1,252</b>	<b>1,200</b>	<b>372</b>	<b>1,200</b>	<b>1,200</b>
<b>MAINTENANCE</b>						
020 Vehicle	0	0	0	0	0	0
022 Equipment	2,000	2,869	2,000	3,299	3,500	3,000
023 Ground	0	707	0	0	0	0
<b>TOTAL MAINTENANCE</b>	<b>2,000</b>	<b>3,576</b>	<b>2,000</b>	<b>3,299</b>	<b>3,500</b>	<b>3,000</b>
<b>INSURANCE</b>						
030 Property/Liability	800	768	700	696	800	700
<b>TOTAL INSURANCE</b>	<b>800</b>	<b>768</b>	<b>700</b>	<b>696</b>	<b>800</b>	<b>700</b>
<b>SERVICES</b>						
014 Uniforms	800	512	800	293	800	800
040 Utilities	300	304	300	126	300	300
041 Dues & Subscriptions	0	0	100	75	100	100
042 Travel & Training	500	649	500	0	500	500
045 Telephone	800	814	1,000	377	1,000	1,000
046 Equipment Rental	1,100	1,047	1,100	483	1,100	1,100
048 Roll Off Dumpster	160,000	167,283	160,000	79,150	180,000	160,000
050 Garbage Contract	1,472,900	1,494,207	1,527,500	773,631	1,550,000	1,596,500
<b>TOTAL SERVICES</b>	<b>1,636,400</b>	<b>1,664,816</b>	<b>1,691,300</b>	<b>854,135</b>	<b>1,733,800</b>	<b>1,760,300</b>
<b>MISCELLANEOUS</b>						
049 Brush Grinding	20,000	28,000	30,000	7,000	14,000	25,000
052 Mulch Hauling	8,000	8,000	10,000	2,000	4,000	8,000
080 Bad Debt Expense	12,000	9,086	12,000	4,251	10,000	10,000
092 Professional Fees	10,000	5,000	10,000	0	5,000	5,500
<b>TOTAL MISCELLANEOUS</b>	<b>50,000</b>	<b>50,086</b>	<b>62,000</b>	<b>13,251</b>	<b>33,000</b>	<b>48,500</b>

**SANITATION FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	100,000	0	100,000	50,000	75,000	75,000
801 Transfer to General Fund	300,000	300,000	300,000	0	300,000	300,000
805 Transfer to Capital Projects	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>400,000</b>	<b>300,000</b>	<b>400,000</b>	<b>50,000</b>	<b>375,000</b>	<b>375,000</b>
<b>TOTAL EXPENSES</b>	<b>2,142,700</b>	<b>2,077,044</b>	<b>2,211,800</b>	<b>949,213</b>	<b>2,199,100</b>	<b>2,244,500</b>
<b>INCREASE/DECREASE</b>	<b>(17,200)</b>	<b>43,730</b>	<b>(42,100)</b>	<b>131,336</b>	<b>(28,600)</b>	<b>(3,700)</b>
<b>ENDING FUND BALANCE</b>	<b>51,439</b>	<b>88,455</b>	<b>58,425</b>	<b>219,791</b>	<b>59,855</b>	<b>56,155</b>



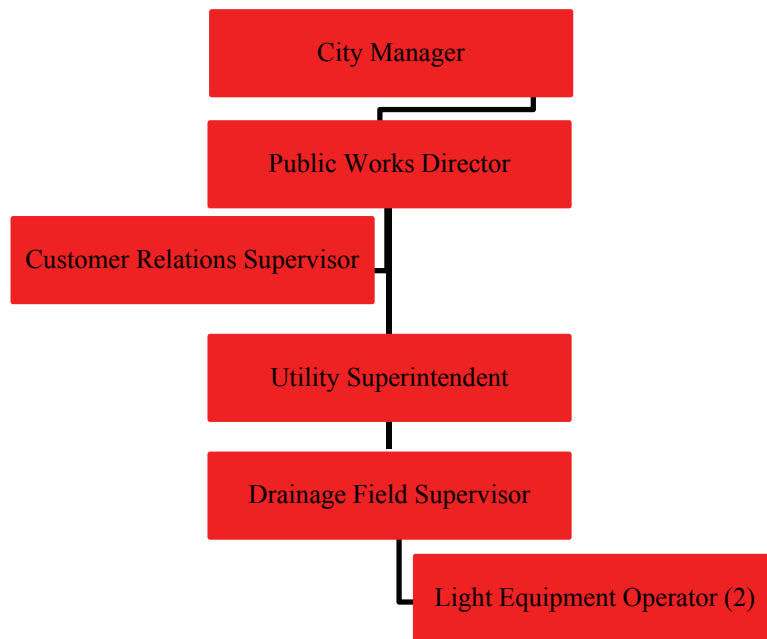
## DRAINAGE UTILITY DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2017-2018 ACHIEVEMENTS

- Removed mud and silt from Purser Park channel and improved drainage.
- Repaired Sam's Club's retention pond and reinstalled Rip Rap.
- Removed storm debris from Inlet boxes and cleaned concrete flumes.
- Completed Dry Weather screening for the storm water program.
- Continued certifying herbicide applicator technicians.

**PROGRESS ON FY 2017-2018 OBJECTIVES**

- Purchase or rent a motor grader for routine maintenance grading.
  - 100% complete.
- Reshape earthen channels city-wide and increase the earthen channel cleaning program.
  - 25% complete.
- Mow all earthen swales and drainage channels city wide at least twice each year.
  - 100% complete.
- Install retaining walls in earthen channels as needed.
  - 10% complete.
- Continue the Backhoe Training Program (certifications for multiple operators).
  - 25% complete.

**FY 2018-2019 OBJECTIVES**

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

**PERFORMANCE MEASURES**

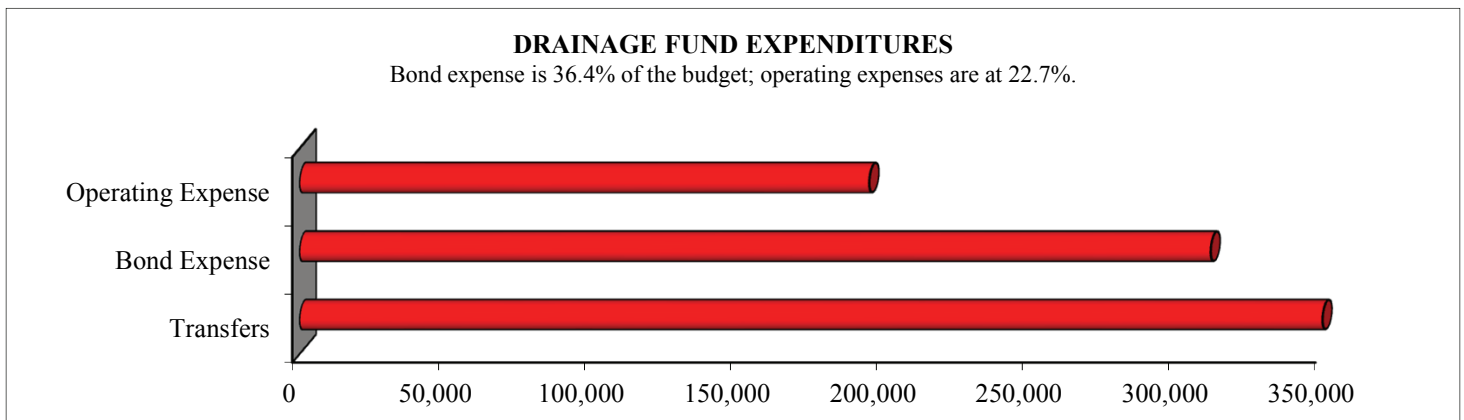
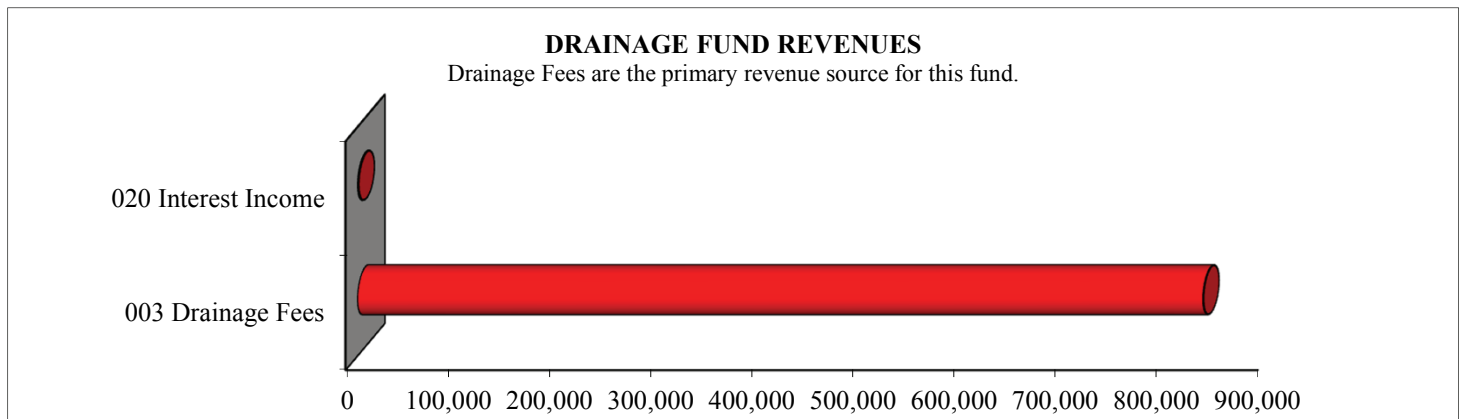
Type of Measure/Description	FY 17 Estimated	FY 17 Actual	FY 18 Estimated	FY 17 Actual	FY 18 Estimated
<b>INPUTS:</b>					
# of full time employees	3	3	3	3	3
<b>OUTPUTS:</b>					
# of catch basins cleaned and inspected	480	480	480	480	480
# of earthen channels reshaped (feet)	3,000	2,500	3,000	2,000	3,000
# of concrete valley gutters installed (in-house)	5	3	5	0	5
# of concrete valley gutters installed (contractor)	0	0	0	2	0
# of driveway culverts installed	3	3	3	2	3
# of storm/emergency responses	2	2	2	2	2
<b>EFFECTIVENESS:</b>					
<b>EFFICIENCY:</b>					
% of concrete valley gutters installed in-house	100%	100%	100%	0%	100%

**DRAINAGE FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>93,112</b>	<b>67,133</b>	<b>52,433</b>	<b>63,483</b>	<b>63,483</b>	<b>61,583</b>
<b>REVENUES</b>						
003 Drainage Fees	799,400	808,622	809,600	410,621	821,200	834,300
020 Interest Income	400	359	400	534	1,200	1,200
021 Miscellaneous Income	0	300	0	0	0	0
022 Other Income	0	0	0	25,000	25,000	0
030 Insurance Proceeds	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>799,800</b>	<b>809,281</b>	<b>810,000</b>	<b>436,155</b>	<b>847,400</b>	<b>835,500</b>
<b>OPERATING EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	91,700	94,250	94,400	45,982	86,200	92,600
002 Overtime	3,000	1,957	2,000	679	2,000	2,000
003 Workers Compensation	1,800	1,779	1,500	1,469	1,500	1,400
004 Health Insurance	15,000	18,304	14,500	6,742	17,000	15,300
005 Social Security	7,200	6,676	7,400	3,336	6,700	7,200
006 T.M.R.S.	14,200	20,023	14,500	7,020	13,300	14,200
<b>TOTAL PERSONNEL SERVICE</b>	<b>132,900</b>	<b>142,989</b>	<b>134,300</b>	<b>65,228</b>	<b>126,700</b>	<b>132,700</b>
<b>SUPPLIES</b>						
011 Vehicle	6,000	4,080	4,000	1,694	4,000	4,000
012 General	500	544	500	0	500	500
013 Equipment	5,000	3,059	5,000	1,083	3,000	4,000
<b>TOTAL SUPPLIES</b>	<b>11,500</b>	<b>7,683</b>	<b>9,500</b>	<b>2,777</b>	<b>7,500</b>	<b>8,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	3,000	4,259	4,000	2,376	4,000	4,000
022 Equipment	1,500	12,862	1,500	2,225	4,000	4,000
023 Ground	40,000	19,561	40,000	6,989	27,000	30,000
<b>TOTAL MAINTENANCE</b>	<b>44,500</b>	<b>36,682</b>	<b>45,500</b>	<b>11,590</b>	<b>35,000</b>	<b>38,000</b>
<b>INSURANCE</b>						
030 Property/Liability	1,900	1,947	1,900	1,750	1,900	1,900
<b>TOTAL INSURANCE</b>	<b>1,900</b>	<b>1,947</b>	<b>1,900</b>	<b>1,750</b>	<b>1,900</b>	<b>1,900</b>
<b>SERVICES</b>						
014 Uniforms	2,300	2,360	2,500	1,256	2,500	2,500
035 Unemployment Expense	0	0	0	0	0	0
041 Dues/Subscriptions	400	240	300	95	300	300
042 Travel & Training	1,000	1,015	1,100	50	1,100	1,100
046 Equipment Rental	2,000	125	1,000	0	500	500
047 Contract Labor	0	0	0	0	3,000	4,000
<b>TOTAL SERVICES</b>	<b>5,700</b>	<b>3,740</b>	<b>4,900</b>	<b>1,401</b>	<b>7,400</b>	<b>8,400</b>
<b>BOND EXPENSE</b>						
Principal Payments	102,900	114,257	136,800	136,800	136,800	178,400
300 Issuance Cost	0	0	0	33,558	33,600	0
301 Interest Expense	57,700	51,854	104,100	24,163	97,100	139,200
306 Amortization Bond Issue	(5,400)	(5,358)	(4,900)	0	(6,300)	(6,500)
<b>TOTAL BOND EXPENSES</b>	<b>155,200</b>	<b>160,753</b>	<b>236,000</b>	<b>194,521</b>	<b>261,200</b>	<b>311,100</b>

**DRAINAGE FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	4,000	4,137	4,000	2,123	4,500	5,000
091 Advertising	0	0	0	0	0	0
092 Professional Fees	5,000	5,000	5,100	5,085	5,100	0
<b>TOTAL MISCELLANEOUS</b>	<b>9,000</b>	<b>9,137</b>	<b>9,100</b>	<b>7,208</b>	<b>9,600</b>	<b>5,000</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	200,000	200,000	150,000	25,000	200,000	200,000
801 Transfer to General Fund	0	0	0	0	0	0
802 Transfer to Water	0	0	0	0	0	0
805 Transfer to Capital Projects	250,000	250,000	200,000	50,000	200,000	150,000
806 Transfer to Debt Service	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>450,000</b>	<b>450,000</b>	<b>350,000</b>	<b>75,000</b>	<b>400,000</b>	<b>350,000</b>
<b>TOTAL EXPENSES</b>	<b>810,700</b>	<b>812,931</b>	<b>791,200</b>	<b>359,475</b>	<b>849,300</b>	<b>855,600</b>
<b>INCREASE/DECREASE</b>	<b>(10,900)</b>	<b>(3,650)</b>	<b>18,800</b>	<b>76,680</b>	<b>(1,900)</b>	<b>(20,100)</b>
<b>ENDING BALANCE</b>	<b>82,212</b>	<b>63,483</b>	<b>71,233</b>	<b>140,163</b>	<b>61,583</b>	<b>41,483</b>

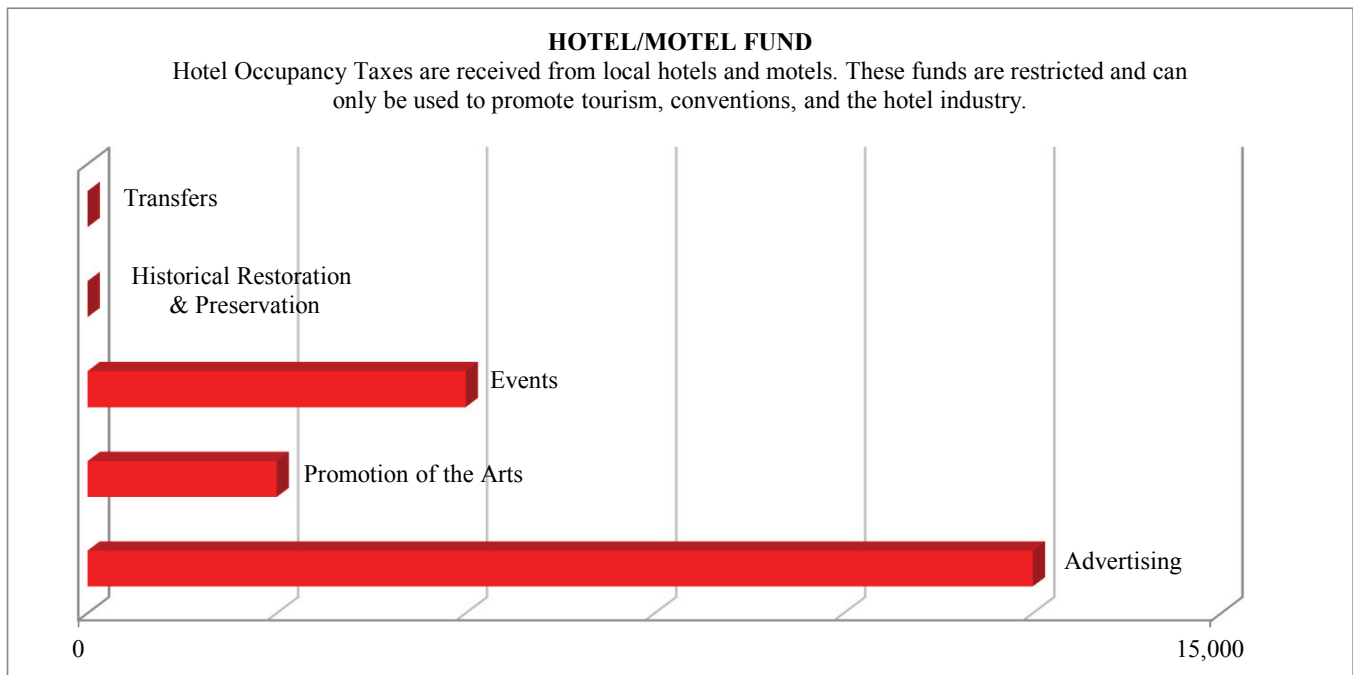






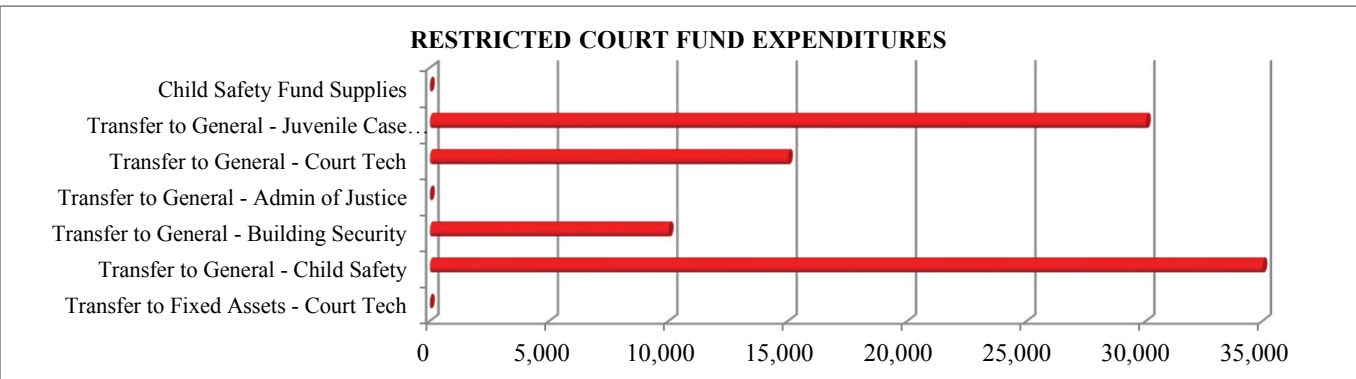
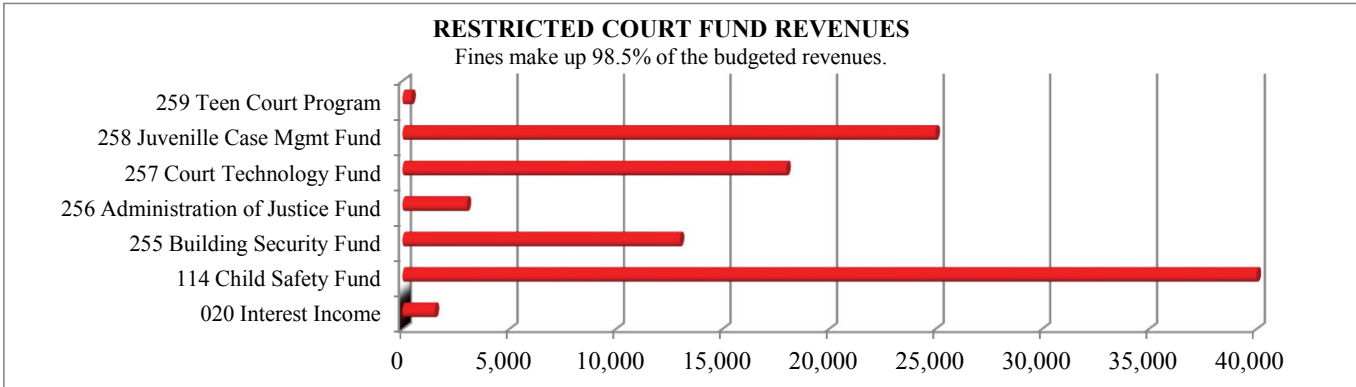
**HOTEL MOTEL FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>42,199</b>	<b>84,743</b>	<b>99,818</b>	<b>122,348</b>	<b>122,348</b>	<b>182,648</b>
<b>REVENUES:</b>						
706 Hotel Tax Revenue	70,000	95,160	75,000	25,980	70,500	75,000
710 HOT Distribution - Bell County	0	0	0	8,257	8,300	4,600
020 Interest Income	300	570	300	682	1,500	1,700
022 Other Income	0	0	0	0	0	0
201 Net Value of Investments	0	(22)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>70,300</b>	<b>95,708</b>	<b>75,300</b>	<b>34,919</b>	<b>80,300</b>	<b>81,300</b>
<b>EXPENDITURES:</b>						
Chamber Events	5,000	5,000	5,000	2,500	5,000	5,000
Food & Wine Festival	7,500	7,500	7,500	3,750	7,500	7,500
Miscellaneous Advertising	0	0	0	0	0	0
<b>091 Advertising</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>6,250</b>	<b>12,500</b>	<b>12,500</b>
Tournaments	5,000	4,237	5,000	0	5,000	5,000
<b>094 Events Total</b>	<b>5,000</b>	<b>4,237</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
Food & Wine Festival	2,500	2,500	2,500	1,250	2,500	2,500
<b>095 Promotion of the Arts</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>1,250</b>	<b>2,500</b>	<b>2,500</b>
092 Comanche Gap Hist Park Dev	0	38,866	0	0	0	0
701 Land	0	0	0	0	0	0
710 Other Improvements	0	0	0	0	0	0
Historical Restoration/Preservation	0	38,866	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>20,000</b>	<b>58,103</b>	<b>20,000</b>	<b>7,500</b>	<b>20,000</b>	<b>20,000</b>
<b>INCREASE/DECREASE</b>	<b>50,300</b>	<b>37,605</b>	<b>55,300</b>	<b>27,419</b>	<b>60,300</b>	<b>61,300</b>
<b>ENDING FUND BALANCE</b>	<b>92,499</b>	<b>122,348</b>	<b>155,118</b>	<b>149,767</b>	<b>182,648</b>	<b>243,948</b>



**RESTRICTED COURT FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>191,080</b>	<b>171,722</b>	<b>217,897</b>	<b>211,456</b>	<b>211,456</b>	<b>206,656</b>
<b>REVENUES:</b>						
020 Interest Income	400	925	800	918	1,500	1,500
114 Child Safety Fund	35,000	40,721	52,000	36,103	39,600	40,000
255 Building Security Fund	10,000	11,593	11,000	6,714	13,000	13,000
256 Administration of Justice Fund	2,500	2,338	2,500	1,457	2,700	3,000
257 Court Technology Fund	13,000	15,435	14,000	8,940	17,500	18,000
258 Juvenile Case Mgmt Fund	18,000	22,177	20,000	12,944	23,000	25,000
259 Teen Court Program	0	70	100	190	400	400
<b>TOTAL REVENUES</b>	<b>78,900</b>	<b>93,259</b>	<b>100,400</b>	<b>67,266</b>	<b>97,700</b>	<b>100,900</b>
<b>EXPENDITURES</b>						
Court Technology Fund	4,400	3,525	14,200	14,544	14,500	0
Building Security Fund	0	0	0	0	0	10,000
800 Transfers to Fixed Asset Fund	4,400	3,525	14,200	14,544	14,500	10,000
Child Safety Fund	0	0	38,000	38,000	38,000	35,000
Building Security Fund	10,000	10,000	10,000	5,000	10,000	10,000
Administration of Justice Fund	0	0	0	0	0	0
Court Technology Fund	15,000	15,000	15,000	0	15,000	15,000
Juvenile Case Management Fund	25,000	25,000	25,000	0	25,000	30,000
801 Transfers to General Fund	50,000	50,000	50,000	5,000	88,000	90,000
012 Child Safety Fund	0	0	500	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>54,400</b>	<b>53,525</b>	<b>102,700</b>	<b>57,544</b>	<b>102,500</b>	<b>100,000</b>
<b>INCREASE/DECREASE</b>	<b>24,500</b>	<b>39,734</b>	<b>(2,300)</b>	<b>9,722</b>	<b>(4,800)</b>	<b>900</b>
<b>ENDING FUND BALANCE</b>	<b>215,580</b>	<b>211,456</b>	<b>215,597</b>	<b>221,178</b>	<b>206,656</b>	<b>207,556</b>



**EMPLOYEE BENEFITS FUND**

	<b>FY 2016-17 BUDGET</b>	<b>FY 2016-17 ACTUAL</b>	<b>FY 2017-18 BUDGET</b>	<b>FY 2017-18 MID-YEAR</b>	<b>FY 2017-18 PROJECTED</b>	<b>FY 2018-19 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>624</b>	<b>618</b>	<b>918</b>	<b>879</b>	<b>879</b>	<b>1,379</b>
REVENUES						
Interest Income	200	261	300	307	500	500
<b>TOTAL REVENUES</b>	<b>200</b>	<b>261</b>	<b>300</b>	<b>307</b>	<b>500</b>	<b>500</b>
<b>INCREASE/DECREASE</b>	<b>200</b>	<b>261</b>	<b>300</b>	<b>307</b>	<b>500</b>	<b>500</b>
<b>ENDING FUND BALANCE</b>	<b>824</b>	<b>879</b>	<b>1,218</b>	<b>1,186</b>	<b>1,379</b>	<b>1,879</b>

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





**FEE SCHEDULE**

**CITY OF HARKER HEIGHTS PROPOSED FEE SCHEDULE  
OCTOBER 1, 2018 TO SEPTEMBER 30, 2019**

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

**ADMINISTRATIVE FEES**

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

**ADMINISTRATIVE ABATEMENT OF SEDIMENTATION**

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

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

**BUILDING PERMITS**

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

**New Building Construction**

- One and Two Family Dwellings (per square foot under roof)..... \$0.10  
Plus Technology/Convenience Fee – My Permit Now (per permit)..... \$5.50  
*Fee does not include permits for fences, irrigation, accessory buildings or swimming pools. Permits included are structure, electrical, mechanical, plumbing, flat work, plan review, and certificate of occupancy. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; and final.*
- Multi-family, Commercial, and Other Construction (per square foot under roof)..... \$0.15  
Plus Technology/Convenience Fee – My Permit Now (per permit)..... \$10.00  
*Excludes shell buildings, warehouses and parking garages. Fee does not include permits for fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, electrical, plumbing, flat work, certificate of occupancy, and landscaping and plan review. Inspections included are t-electrical pole; plumbing*

**CITY OF HARKER HEIGHTS PROPOSED FEE SCHEDULE  
OCTOBER 1, 2018 TO SEPTEMBER 30, 2019**

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*rough-in; foundation; FMEP framing, mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; landscaping inspection; parking requirements inspection; and final.*

- Plan Reviews Requiring Outside Consultation ..... cost + \$25.00
  - Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection) ..... \$10.00
  - Multi-family (over four living units), Hotels, Motels, and Commercial Buildings with Multiple Tenants (excluding shell buildings)..... add \$40.00 to multi-family cost for added inspections  
Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$10.00
- Additions to Floor Area
- One and Two Family Dwellings ..... same as for new construction, minimum of \$25.00  
Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$5.00
  - All Others ..... same as for new construction  
Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$5.00

Shell Buildings

*Fee is for shell buildings without interior finish, warehouses, and/or parking garages. Fee does not include fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, flatwork, and landscaping and plan review.*

- Per Square Foot Under Roof ..... \$0.08  
Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$10.00
- Plan Reviews Requiring Outside Consultation ..... cost + \$25.00
- Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection) ..... \$10.00

Any Remodeling, Alterations, Repairs, Replacements, Fences, Swimming Pools, Accessory Buildings, Irrigation and Signs, etc. *Projects not involving an addition to floor area.*

- Applicable Permit Fee Below Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$1.00
- Valuation up to \$1,000 ..... \$25.00
  - Valuation \$1,001 to \$2,000 ..... \$35.00
  - Valuation \$2,001 to \$3,000 ..... \$45.00
  - Valuation \$3,001 to \$4,000 ..... \$55.00
  - Valuation \$4,001 to \$5,000 ..... \$65.00
  - Valuation \$5,001 to \$6,000 ..... \$75.00
  - Valuation \$6,001 to \$7,000 ..... \$85.00
  - Valuation \$7,001 to \$8,000 ..... \$95.00
  - Valuation \$8,001 to \$9,000 ..... \$105.00
  - Valuation \$9,001 to \$10,000 ..... \$115.00
  - Per \$1,000 thereafter ..... additional \$10.00

Demolition/Move Structure Permits

- Per structure ..... \$25.00
- Plus Technology/Convenience Fee – My Permit Now (per permit) ..... \$1.00

Re-inspection Fees (per re-inspection) ..... \$50.00

Working Without Permits ..... \$250.00

**EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS, AND ADMINISTRATIVE FEES**

*Fees over 60 days late may be doubled to cover additional administrative costs.*

- Alcohol License (per year) ..... ½ of TABC Fee
- City Registration/Business License ..... \$25.00
- Contractor Registration Fee (per year) ..... \$75.00

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Flood Plain Development Permits.....	\$50.00
Food Dealer’s Permit (initial and renewals).....	\$50.00
Manufactured Housing Park License.....	\$100.00
<i>(Replaces license fee for City Registration/Business License)</i>	
<b>Manufactured Home Permits</b>	
• Application for Certificate of Occupancy.....	inspection cost + \$50.00
• Replacement.....	inspection cost + \$50.00
<b>Occupation Taxes (as authorized by State law)</b>	
• Certificate of Occupancy inspection (existing buildings).....	\$50.00
• Special investigation.....	\$30.00
• Reports rendered pursuant to any special investigation.....	\$30.00
• Re-inspection of any failed inspection.....	\$50.00
Request to Zoning Board of Adjustment and Appeals.....	\$150.00
<b>Plan Review</b>	
• Done by City personnel.....	½ of base permit fee
• Done by other agencies.....	actual cost + handling fee of \$10.00
<b>Planning and Zoning Fees</b>	
• Rezoning Request.....	\$200.00
• Conditional Use Permit.....	\$200.00
• Development Concept Plan.....	\$50.00
• Site Preparation Permit.....	\$25.00
• All Other Plats (Replats, Development, Amendments, etc.).....	\$3.00/acre + \$150.00
• Subdivision Plat – Preliminary.....	\$25.00/lot + \$500.00
• Subdivision Plat – Final.....	\$150.00
• Sound Amplification Permit (per year).....	\$25.00
• Zoning Verification Letter.....	\$10.00
• Planning Maps (arc view)	
▪ 8 ½” x 11” maps.....	\$5.00
▪ 11” x 17” maps.....	\$10.00
▪ 17” x 22” maps to 22” x 40” maps.....	\$20.00
▪ 34” x 44” maps.....	\$25.00
<b>Public Works Construction Inspection Fees</b>	
• All inspections.....	\$25.00
• All inspections after regular business hours, weekends, and Holidays (per hour).....	\$50.00
Temporary Storage Unit Permit.....	\$25.00
<b>Temporary Use Permits</b>	
• Long Term Seasonal Sales	
▪ Administrative Fee.....	\$25.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost.....	\$35.00
• Short Tem Seasonal Sales	
▪ Administrative Fee.....	\$10.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost.....	\$35.00
Heavy Vehicle Residential Parking Permit.....	\$25.00
Heavy Vehicle Residential Parking Permit Renewal.....	\$10.00
Donation Box Permit Application.....	\$25.00

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**LIBRARY**

Copy and Printing Fee (per page)	
• Black and White .....	\$0.15
• Color .....	\$0.25
Lost or Damaged Book.....	Price of Book + Processing Fee
New Card Replacement .....	\$1.00
Overdue Book (per day) .....	\$0.05
Printing Fee (per page) .....	\$0.10
Processing Fee	
• Hardback Book Replacement .....	\$5.00
• Paperback Book Replacement .....	\$1.00
Replacement Fee	
• CD Album, View Case, or Playaway Case.....	\$6.00
• DVD Case.....	\$1.00
• Spine or Barcode.....	\$1.00
• Tablet Adapter .....	\$10.00
• Tablet USB Cord .....	\$7.00
• Tablet Bumper .....	\$9.00
• Portfolio Tablet Case .....	\$10.00
• Hard Plastic Tablet Case.....	\$13.00
• Net Circulating Bags.....	\$21.00
• Plastic Circulating Bags.....	\$1.00

**PARKS AND RECREATION**

Youth Sports Registration	
• Resident .....	\$45.00
• Non-Resident .....	\$55.00
Multiple Registration Cost Incentive (Youth team registrations only; refers to permanent address, same day sign-up)	
• Resident	
▪ 1 <sup>st</sup> participant.....	\$45.00
▪ 2 <sup>nd</sup> participant.....	\$40.00
▪ 3 <sup>rd</sup> participant and every participant thereafter.....	\$35.00
Facility Rentals	
• Recreation Center Daily Use (for use of amenities such as basketball and volleyball courts)	
▪ Resident	
○ Students (Age 17 and under).....	FREE
○ Adults (Age 18 – 54).....	FREE
○ Seniors (Age 55 and up).....	FREE
▪ Non-Resident	
○ Students (Age 17 and under).....	\$3.00
○ Adults (Age 18 – 54).....	\$5.00
○ Seniors (Age 55 and up).....	\$3.00



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- Pavilion
  - Resident
    - Refundable Deposit ..... \$100.00
    - Rental ..... \$50.00
  - Non-Resident
    - Refundable Deposit ..... \$200.00
    - Rental ..... \$100.00
- Gazebo
  - Resident ..... \$15.00
  - Non-Resident ..... \$25.00
- Amphitheatre
  - Resident
    - Refundable Deposit ..... \$100.00
    - Rental ..... \$25.00
    - Lights (2 hour block)..... \$15.00
    - Lights (each additional hour over 2 hours)..... \$10.00
  - Non-Resident
    - Refundable Deposit ..... \$100.00
    - Rental ..... \$65.00
    - Lights (2 hour block)..... \$25.00
    - Lights (each additional hour over 2 hours)..... \$10.00
- Athletic Fields
  - Resident
    - Refundable Deposit ..... \$100.00
    - Rental ..... \$25.00
    - Lights (per field)..... \$25.00
    - Field Attendant (per hour)..... \$15.00
  - Non-Resident
    - Refundable Deposit ..... \$250.00
    - Rental ..... \$50.00
    - Lights (per field)..... \$50.00
    - Field Attendant (per hour)..... \$30.00
- Athletic Fields – Tournament Package
  - Resident
    - Refundable Deposit ..... \$200.00
    - Rental ..... \$150.00
    - Field Attendant (per hour)..... \$100.00
  - Non-Resident
    - Refundable Deposit ..... \$200.00
    - Rental ..... \$150.00
    - Field Attendant (per hour)..... \$150.00
- Activities Center Meeting Rooms
  - Refundable Rental Deposit ..... \$200.00
  - Room A
    - Military Sponsored Event (per hour)..... \$50.00
    - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) ..... \$50.00
    - Community Services (per hour) ..... \$40.00
    - For Profit Business (per hour) ..... \$75.00

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- Room B
  - Military Sponsored Event (per hour)..... \$15.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) ..... \$15.00
  - Community Services (per hour) ..... \$15.00
  - For Profit Business (per hour) ..... \$30.00
- Room C
  - Military Sponsored Event (per hour)..... \$25.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) ..... \$25.00
  - Community Services (per hour) ..... \$30.00
  - For Profit Business (per hour) ..... \$40.00
- Room D
  - Military Sponsored Event (per hour)..... \$25.00
  - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) ..... \$25.00
  - Community Services (per hour) ..... \$30.00
  - For Profit Business (per hour) ..... \$40.00

**Aquatics**

- Daily Admission Fees
  - Resident
    - Child (Age 2 – 17)..... \$2.00
    - Adult (Age 18 – 54) ..... \$3.00
    - Senior (Age 55 and up) ..... \$2.00
  - Non-Resident
    - Child (Age 2 – 17)..... \$3.00
    - Adult (Age 18 – 54) ..... \$5.00
    - Senior (Age 55 and up) ..... \$2.00
- Swimming Passes
 

*Pass will be good for the current swimming season. Passes will not cover City Sponsored Special Events.*

  - Resident
    - Individual ..... \$40.00
    - Family (2 – 5 persons)..... \$60.00
    - Each additional pass over 5 persons ..... \$5.00
    - Seniors (Age 55 and up)..... \$15.00
    - Replacement Pass ..... \$5.00
  - Non-Resident
    - Individual ..... \$60.00
    - Family (2 – 5 persons)..... \$125.00
    - Each additional pass over 5 persons ..... \$5.00
    - Seniors (Age 55 and up)..... \$15.00
    - Replacement Pass ..... \$5.00
- Swimming Lessons
  - Resident ..... \$40.00
  - Non-Resident ..... \$50.00
- Pool Rental ..... moved
  - Refundable Deposit..... \$50.00
  - Resident Rental Fee ..... \$100.00
  - Non-Resident Rental Fee ..... \$150.00
  - Lifeguard(s) (per lifeguard, per hour) ..... \$20.00

Lifeguard fee is payable to the lifeguard(s) on the night of pool rental.

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Community Garden Plots - *Plot lease begins from date fee is paid.*

- Resident
  - Six Month Lease ..... \$25.00
  - Twelve Month Lease..... \$50.00
- Non-Resident
  - Six Month Lease ..... \$30.00
  - Twelve Month Lease..... \$60.00

ActiveNet Online Service Charges

- Payments less than \$150.00 ..... 6.5% + \$0.50
- Payments \$150.00 to \$499.99 ..... 3.5% + \$5.00
- Payments \$500.00 or more ..... 2.5% + \$10.00

*Minimum Service Charge of \$1.00*

**PET ADOPTION CENTER**

Adoption Fees

- Dogs and Cats (spayed/neutered with rabies vaccination)..... \$50.00
- Other Animals..... \$20.00

*Adoption fees will be waived during events approved by the City Manager up to four times per calendar year.*

Surrender Fee

- Dogs and Cats (sterilized/current on rabies)..... \$25.00
- Dogs and Cats (not sterilized/not current on rabies)..... \$75.00

Cremation Fee

- Animals up to 50 pounds ..... \$30.00
- Animals 51 to 100 pounds ..... \$60.00
- Animals 101 pounds or more..... \$80.00

Owner Requested Euthanasia .....

\$25.00

Owner Required Sterilization (Spay/Neuter).....

\$70.00

Reclaim Fees (plus kennel fees)

- Class A (dog or cat)
  - First Reclaim ..... \$20.00
  - Second Reclaim (within one year from first) ..... \$40.00
  - Second Reclaim – Reclaim Deposit Required for Non-Sterilized Animals ..... \$100.00
  - Third Reclaim (within one year from first) ..... \$80.00
- Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight) ..... \$25.00
- Class C (cattle, calves, horses, mules or animals of same approximate size and weight) ..... \$40.00
- Class D (wild or exotic animals) ..... \$100.00
- Class E (birds)..... \$20.00

Kennel Fees (per day)

- Class A (dog or cat)..... \$15.00
- Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight) ..... boarding costs + \$10.00
- Class C (cattle, calves, horses, mules or animals of same approximate size and weight) ..... boarding costs + \$20.00
- Class D (wild or exotic animals) ..... boarding costs + \$100.00
- Class E (birds)..... \$5.00

Microchipping Fee .....

\$15.00

Quarantine Fee .....

\$25.00

Quarantine Fee – Dangerous Dog .....

\$40.00

Sign – Dangerous Dog (per sign) .....

\$25.00

Brick Donations – Memorial Bricks.....

\$50.00

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**PUBLIC SAFETY / FIRE DEPARTMENT**

Emergency Service Fees

- Ambulance Calls
  - Basic Life Support .....\$ \$650.00 + \$ \$15.00/loaded mile
  - Advanced Life Support 1 .....\$ \$750.00 + \$ \$15.00/loaded mile
  - Advanced Life Support 2 .....\$ \$850.00 + \$ \$15.00/loaded mile
  - Out of City Calls .....\$ \$850.00 + \$ \$15.00/loaded mile
  - Ambulance Transport (per mile; mileage from leaving station to returning station) ..... \$15.00
  - Treatment/No Transport – City Call ..... \$125.00
  - Treatment/No Transport – Out of City ..... \$850.00
- Private Ambulance Registration Fee ..... \$3,000.00
- Fire Response

*For hazardous materials, motor vehicle accident(s), fire and major incident responses to include controlled burns permitted or not permitted which the Fire Department considers to be out of control or fires as a result of arson.*

- Pumper (per hour or part thereof, minimum 1 hour, not including personnel) ..... \$400.00
- Aerial/Ladder/Quint (per hour or part thereof, minimum 1 hour, not including personnel) ..... \$450.00
- Brush Truck/Tender (per hour or part thereof, minimum 1 hour, not including personnel) ..... \$300.00
- Support Vehicles (per hour or part thereof, not including personnel)..... \$200.00
- Personnel (per hour or part thereof to include fire, police, etc.)..... \$100.00
- Water – City Supplied (per 1,000 gallons; calculated by pumping time and rate)..... \$10.00
- Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel) ..... \$300.00
- Equipment/Services
  - Self-Contained Breathing Apparatus “SCBA” (each)..... \$50.00
  - Hose (per 50 feet)..... \$25.00
  - Gas/Carbon Oxide Detector ..... \$50.00
  - Extinguisher (any class per use)..... \$50.00
  - Hand Tools (each) ..... \$15.00
  - Hydraulic Rescue Tools ..... \$250.00
  - Scene Lighting (per hour)..... \$75.00
  - Oil Booms (each) ..... \$20.00
  - Oil Absorbent Sheets (each)..... \$2.50
  - Oil Dry (bucket)..... \$35.00
  - Portable Pumps (per hour)..... \$30.00
  - Power Tools (each)..... \$50.00
  - Road Closing/Traffic Control (per hour)..... \$100.00
  - Salvage Cover (each)..... \$35.00
  - Ventilation Fans (each) ..... \$50.00
  - IR Camera (each) ..... \$100.00
  - Foam (per gallon)..... \$65.00
  - Cribbing (each)..... \$50.00
  - Stabilization Struts (per use) ..... \$100.00
  - Ladders (per use)..... \$35.00
  - Generator (per hour)..... \$50.00
  - Hand Lights (per use)..... \$5.00
  - Dump Tank (per use)..... \$150.00

Fire Report Copy (per copy)..... \$2.00  
 Fire Investigative Report (per report)..... \$5.00

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**PUBLIC SAFETY / FIRE PREVENTION**

*An additional \$5.00 fee per permit will be charged for the My Permit Now Technology/Convenience Fee.*

Plan Review (Fire Code) – Construction of Multifamily, Commercial and Other ..... \$50.00  
*Fee includes plan review, any necessary meetings, final inspection and approval.*

**Fire Protection System Permits**

*Fees include plan review, any necessary meetings, witnessing tests, final inspection and approval. For large projects done in phases, the initial permit fee will cover the first phase and each additional phase will be charged \$10.00.*

- Fire Alarm System (maximum fee of \$1,000.00)
  - Up to 200 devices (flat fee) ..... \$150.00
  - Each additional device over 200 ..... \$1.00
  - First re-inspection or witnessed test ..... no charge
  - Subsequent re-inspections or witnessed test ..... 50% of the original permit fee
- Fixed Fire Suppression
  - Initial permit ..... \$50.00
  - First re-inspection or witnessed test ..... no charge
  - Subsequent re-inspections or witnessed test ..... 50% of the original permit fee
- Fixed Piping Systems (sprinklers, standpipes, etc.)
  - 0 – 12,000 square feet ..... \$150.00
  - 12,001 + square feet ..... \$200.00
  - First re-inspection or witnessed test ..... no charge
  - Subsequent re-inspections or witnessed test ..... 50% of the original permit fee

**Fuel Storage Tanks**

- Tank installation (per tank, includes pressure test) ..... \$75.00
- Line Pressure Test (per tank) ..... \$25.00
- Tank Removal (per tank) ..... \$25.00

**Life and Fire Safety Evaluations/Fire Inspections (Annual)**

- Business
  - Annual Inspection ..... no charge
  - First Re-inspection ..... no charge
  - Second Re-inspection ..... \$50.00
  - Subsequent Re-inspections (each at the discretion of the officer) ..... citation issued or \$50.00
- Licensed Facilities
  - Hospitals ..... \$150.00
  - Nursing Homes, Group Homes, Day Cares, Assisted Living Centers, and Private Schools
    - Occupancy of up to 50 persons ..... \$50.00
    - Occupancy of 50 + persons ..... \$100.00
  - Foster and Adoptive Homes
    - Annual Inspection ..... no charge
    - First Re-Inspection ..... no charge
    - Second Re-Inspection ..... \$30.00
    - Subsequent Re-inspections (each at the discretion of the officer) ..... citation issued or \$30.00

**Operational Permits and Inspections**

- Burn Permits (includes initial site inspection)
  - Commercial/Land Development ..... \$150.00
  - Residential (annual permit) ..... \$50.00
- Carnival/Circus Safety Inspections ..... \$150.00
- Carbon Dioxide Systems ..... \$25.00

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- Fire Flows (conducted by the Fire Department) ..... \$100.00
- Fireworks (Outdoor Public Display)
  - Permit Fee (requires insurance coverage of at least \$300,000)..... \$250.00
- Food Booth ..... \$50.00
- Mobile Food Vendor..... \$100.00
- Hazardous Material Handling, Storage and/or Processing ..... \$50.00
- Portable Outdoor Gas Fired Heating Appliances..... \$25.00
- Assembly Permit (annual permit) ..... \$25.00
- Tent Permit
  - Occupancy of 0 – 100 persons ..... \$50.00
  - Occupancy of 100 + persons ..... \$100.00
- Tire Storage and/or Scraping (annual permit)..... \$50.00
- Welding/Cutting (Hot Work)..... \$50.00

*Other permits and/or inspections not listed above that are required by the most currently adopted International Fire Code or its references will be assessed a minimum charge of \$25.00 plus the total amount of time utilized in plan reviews, code research, inspection(s) and documentation at the currently adopted response personnel rate.*

**PUBLIC SAFETY / POLICE DEPARTMENT**

- Accident Reports ..... \$6.00
- Copy of Police Report (per page) ..... \$0.10
- Fingerprint Cards (per card) ..... \$5.00
- Record Checks
  - Residents.....no charge
  - Non-Residents ..... \$5.00
  - Recruiters/Federal Agencies .....no charge
- Taxicab Permits
  - Initial..... \$20.00
  - Renewal ..... \$10.00
  - Duplicates (each) ..... \$4.00
- Alarm Systems
  - False burglar alarm (per incident)..... \$50.00
  - False robbery alarm (per incident)..... \$75.00
  - False fire alarm (per incident)..... \$75.00
  - False emergency medical alarm (per incident) ..... \$75.00
  - Failure to timely respond to alarm site (per incident) ..... \$50.00
  - Monitoring financial institution alarms (per month)..... \$50.00
- Towing Fees
  - Non- Consent Tow..... \$130.00
  - Incident Management Tow ..... \$130.00
  - Winching/Overturn Fee ..... \$75.00
  - Dolly Use Fee ..... \$50.00
  - Storage Fee ..... \$20.00
  - Clean Up Fee ..... \$25.00/hour
  - Wait Fee..... \$65.00
  - Fuel Surcharge..... 10% of total fees excluding storage and wait fee
  - Drive Shaft Removal ..... \$50.00
  - Specialized Equipment Fees for Towing/Clean Up ..... cost plus 35%

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**STREETS**

Culvert Installation	
• 10 – 12 yards base material (not including culvert).....	\$150.00
• Each additional yard base material (per yard) .....	\$6.00
Curb Replacement (per linear foot) .....	\$25.00
Road Boring (per linear foot) .....	\$50.00
Street Cut Restoration (per linear foot) .....	\$15.00
Street Cutting Permit .....	\$50.00

**UTILITY SERVICES**

**Water Services**

**Water Deposit**

- Residential (single one-family dwellings and small commercial businesses with hand pick-up)..... \$55.00  
*Deposits will not be taken on new homes until the home is finalized. Residential deposits are refunded when the account is terminated or in the month of June with one year of good history, whichever comes first.*
- Residential – Refusal to Give Social Security Number .....
- Apartment Complexes on Master Meter .....
- Commercial .....

**Water Rates**

*These rates are applicable to all sales or service of water. All leakage between a meter and a building is the responsibility of the owner, tenant, or occupant of the building. Sprinkler meters on their own meter are charged the base fee plus the per 1,000 gallon usage charge; they are not charged for sewer.*

- Inside Harker Heights CCN
  - Base Rate / Per 1,000 Gallons of Water Consumption ..... \$10.59 / \$3.30
- Outside Harker Heights CCN
  - Base Rate / Per 1,000 Gallons of Water Consumption ..... \$21.18 / \$6.60

**Sewer Services**

*Anyone receiving City water service and connected to City sewer must pay sewer charges regardless of whether the building is occupied or not. There is a 10,000 gallon cap for residential customers for sewer services.*

**Sewer Rates**

- Inside Harker Heights CCN
  - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption..... \$19.09 / \$3.19
- Outside Harker Heights CCN
  - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption..... \$38.18 / \$6.38

**Other Utility Services Fees**

Delinquent/Late Charge..... \$15.00

**Fire Hydrant Meters**

- Deposit..... \$750.00
- Monthly Fee..... \$50.00

**Meter Accuracy Test Requests**

- Meter Found to be Faulty.....no charge
- 5/8 inch X 3/4 inch and 3/4 inch X 3/4 inch meters..... \$60.00
- 1 inch meters..... \$60.00
- 1 ½ inch and 2 inch meters ..... \$150.00

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• 3 inch meters.....	\$200.00
• 4 inch meters.....	\$250.00
Online Bill Pay Convenience Fee.....	\$2.00
Request for Services – Water/Sewer	
<i>These services include turn on/off at the customer’s request, checking for a leak per customer request, and sewer blockages on the customer’s side.</i>	
• During Working Hours (per trip).....	\$15.00
• Non-Duty Hours (per trip).....	\$30.00
Reread Requests	
• Original Read Incorrect.....	no charge
• Original Read Correct.....	\$10.00
Sewer Overflow on Private Lines	
• Vactor/Jetrodder (per hour).....	\$100.00
• Backhoe (per hour).....	\$50.00
• Dump Truck (per hour).....	\$50.00
• Front Loader (per hour).....	\$50.00
• Pickup Truck (per hour).....	\$50.00
• Each Additional Employee (per hour).....	\$25.00
Water Transfer.....	\$15.00
Water Turn On	
• New deposit or transfer of service.....	no charge
• Second Trip Fee.....	\$25.00

**Water Distribution and Wastewater Collection System Connection Fees**

*Prior to the installation of a water or sewer tap the customer requesting same shall deposit with the City a sum equal to such actual cost as estimated by the City. A ¾” water meter will be installed for new or existing property. Water meters larger than ¾” will be installed on approved water demand information.*

• New Property	
▪ Meter Tap.....	\$275.00
▪ Sewer Tap.....	\$275.00
• Existing Property (In addition to the fees listed above for New Property)	
▪ ¾” line diameter (water only).....	materials/street cut + \$300.00
▪ 1” line diameter (water only).....	materials/street cut + \$300.00
▪ 1 ½” line diameter (water only).....	materials/street cut + \$400.00
▪ 2” line diameter (water only).....	materials/street cut + \$500.00
▪ 4” line diameter (water and sewer).....	materials/street cut + \$750.00
▪ 6” line diameter (water only).....	materials/street cut + \$1,500.00
▪ 8” line diameter (water only).....	materials + \$1,500.00

NOTE: Sewer lines above 4” will require a quote.

**Drainage Rates**

Single Family Detached Dwellings (includes manufactured homes).....	\$6.00
Other Residential Properties	
• Duplex (per unit).....	\$2.88
• Triplex (per unit).....	\$2.74
• Four Unit Dwelling (per unit).....	\$2.57
• Five Unit Dwelling (per unit).....	\$2.30
• Six Unit Dwelling (per unit).....	\$2.04



**CITY OF HARKER HEIGHTS PROPOSED FEE SCHEDULE  
OCTOBER 1, 2018 TO SEPTEMBER 30, 2019**

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

• Seven Unit Dwelling (per unit).....	\$1.78
• Eight Unit Dwelling (per unit).....	\$1.51
• Nine Units or More (per unit).....	\$2.04
<b>Non-Residential Developed Property</b>	
• Buildings Up to 2,500 sq. ft. ....	\$7.20
• Buildings 2,501 to 10,000 sq. ft. ....	\$14.40
• Buildings 10,001 to 50,000 sq. ft. ....	\$28.80
• Buildings 50,001 to 100,000 sq. ft. ....	\$43.20
• Buildings More Than 100,000 sq. ft. ....	\$60.00

**Sanitation Rates**

Residential Garbage Collection (per month) .....	\$18.51
Commercial Hand Pick Up (per month).....	\$18.51
Commercial Garbage Collection (dumpster).....	handled by Centex Waste Management





**ORDINANCES**

**ORDINANCE NO. 2018-21**

**STATE OF TEXAS**

**COUNTY OF BELL**

**CITY OF HARKER HEIGHTS**

**AN ORDINANCE ADOPTING AND APPROVING A BUDGET FOR THE CITY OF HARKER HEIGHTS, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018, TO SEPTEMBER 30, 2019.**

**WHEREAS**, a budget for the Fiscal Year 2018-2019 has been prepared for the City of Harker Heights, Texas; and

**WHEREAS**, public notices of the public hearing(s) upon this budget have been duly and legally made as required by law; and

**WHEREAS**, the aforementioned public hearing(s) on the proposed budget were held in accordance with the published notices; and

**WHEREAS**, after full and final consideration and the public hearing on said budget, it is the consensus of opinion that the proposed budget should be approved.

**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

The Budget as filed with the City Secretary for the fiscal year beginning October 1, 2018, to September 30, 2019, is ratified, adopted, and approved.

**SECTION II.**

Total revenues are budgeted at \$40,261,850. Expenses including Capital Improvement Funds from previous years are budgeted at \$51,569,700.

**SECTION III.**

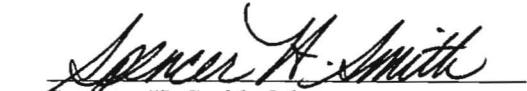
This budget will raise more revenue from property taxes than last year's budget by an amount of \$314,412 which is a 2.6% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$251,521.

**SECTION IV.**


Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2018-21	September 11, 2018	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2018 to September 30, 2019.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 11<sup>th</sup> day of September, 2018, at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Spencer H. Smith, Mayor

ATTEST:

  
Patricia Brunson, City Secretary

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

AN ORDINANCE LEVYING A TAX RATE FOR THE CITY OF HARKER HEIGHTS, TEXAS FOR THE TAX YEAR 2018.

BE IT ORDAINED, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

That we the City Council of the City of Harker Heights do hereby levy or adopt the tax rate of \$0.6770 per \$100 valuation for the City for Tax Year 2018 as follows:

\$0.5193 for the purpose of maintenance and operation,  
\$0.1577 for the payment of principal and interest, and  
\$0.6770 for the total tax rate.

A \$10,000 exemption is adopted for residents who are at least sixty-five (65) years old and who are owners of an occupied homestead.

The tax assessor-collector is hereby authorized to assess and collect the taxes of the City of Harker Heights in accordance with this ordinance.

**SECTION II.**

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

**SECTION III.**

Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2018 -22	September 11, 2018	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2018.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 11<sup>th</sup> day of September, 2018 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Spencer H. Smith, Mayor

ATTEST:

  
Patricia Brunson, City Secretary

(CITY SEAL)

ORDINANCE NO. 2018-23

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

**AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2018-2019 RATES AND CHARGES OF THE CITY OF HARKER HEIGHTS, TEXAS; PENALTIES FOR NON-PAYMENT; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, a fee schedule for the fiscal year 2018-2019 has been prepared for the City of Harker Heights, Texas; and

**WHEREAS**, the proposed fee schedule has been discussed during the public hearing held for the budget; and

**WHEREAS**, after full and final consideration it is the consensus of opinion that the proposed fee schedule should be approved.

**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:

**SECTION I.**

That the City Council approves the rates and charges proposed for Fiscal Year 2018-2019 which is attached hereto and incorporated herein as Attachment A.

**SECTION II.**

Penalty: Any person, firm or corporation who violates any provisions of this ordinance shall be guilty of a misdemeanor and, upon conviction, shall be fined in an amount not exceeding one thousand dollars (\$1,000). Each day on which a violation of, or failure to comply with, this ordinance shall constitute a separate violation and shall be punishable as such, the City also is entitled to pursue all other criminal and civil remedies to which it is entitled under the authority of other statutes or other ordinances.

**SECTION III.**

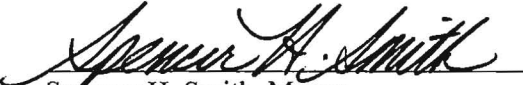
This ordinance shall become effective on October 1, 2018 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

**SECTION IV.**

Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2018 - <del>23</del>	September 11, 2018	An Ordinance Prescribing and Setting the Fiscal Year 2018 – 2019 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date.

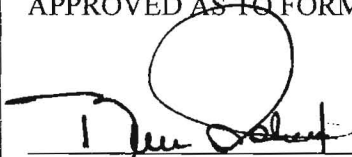
**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 11<sup>th</sup> day of September, 2018 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Spencer H. Smith, Mayor

ATTEST:

  
Patricia Brunson, City Secretary

APPROVED AS TO FORM:

  
Burk Roberts, City Attorney



Attachment A - City of Harker Heights Fee Schedule, which was incorporated as part of Ordinance No. 2018-23: An Ordinance Prescribing and Setting the Fiscal Year 2018-2019 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date, can be found in the Fee Schedule Section, page 199.



**GLOSSARY**

## GLOSSARY OF TERMS AND ACRONYMS

**800 MHZ SYSTEM** – A system to receive all 911 emergency calls.

**ACCRUAL BASIS** – The basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ACH** – see Automated Clearing House.

**ACTIVITY** – Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**AD VALOREM TAX** – Also known as property taxes, they are levied on both real and personal property according to the property's valuation and the tax rate.

**ADVANCED REFUNDING** – A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due and to pay the principal on the old debt either as it matures or at an earlier call date. An advance refunding occurs before the maturity or call date of the old debt, and the proceeds of the new debt are invested until the maturity or call date of the old debt. Most advance refunding result in defeasance of debt.

**AED** – see automatic external defibrillator.

**AGENCY FUNDS** – One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resource to individuals, private organizations, or other governments.

**ALLOT** – To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**ANNUALIZE** – Taking changes that occurred mid-year and calculating their cost for the full year, for the purpose of preparing an annual budget.

**APPROPRIATION** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**ARBITRAGE** – The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**ASSESSED VALUATION** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**ASSESSMENT RATIO** – The ratio at which the tax rate is applied to the tax base.

**ASSET** – Resources owned or held by a government which has monetary value.

**ATTRITION** – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**AUDIT** – An unbiased examination and evaluation of the financial statements of an organization.

**AUTHORIZED POSITIONS** – Employee positions in the adopted budget to be filled during the year.

**AUTOMATED CLEARING HOUSE** – The direct fund transfer authorization from one bank account to another.

**AUTOMATIC EXTERNAL DEFIBRILLATOR** – A device about the size of a laptop computer that analyzes the heart's rhythm for any abnormalities and, if necessary, directs the rescuer to deliver an electrical shock to the victim.

**AVAILABLE (UNDESIGNATED) FUND BALANCE** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**BALANCED BUDGET** – Budget in which income equals expenditure.

**BASE BUDGET** – Cost of continuing the existing levels of service in the current budget year.

**BCAD** – see Bell County Appraisal District.

**BEGINNING FUND BALANCE** – Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year encumbrances.

**BELL COUNTY APPRAISAL DISTRICT** – Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

**BOND** – A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**BOND, GENERAL OBLIGATION (G.O.)** – Bond backed by the full faith, credit and taxing power of the government.

**BOND, REVENUE** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**BOND REFINANCING** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BONDED DEBT** – The portion of indebtedness represented by outstanding bonds.

**BRAC** – Base Realignment and Closure.

**BUDGET** – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**BUDGETARY BASIS** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**BUDGET CALENDAR** – Schedule of key dates which a government follows in the preparation and adoption of the budget.

**BUDGETARY CONTROL** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**BUDGET MESSAGE** – Opening section of the Annual Budget that provides the City Council and public with an overview of the most important aspects of the budget.

**CAD** – Computer Aided Dispatch, method of dispatching emergency services through the use of a computer.

**CADET** – see Crimes Analysis, Directed Enforcement and Technology.

**CAFR** – see Comprehensive Annual Financial Report.

**CAPITAL ASSETS** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**CAPITAL BUDGET** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**CAPITAL EXPENDITURE** – A payment made or to be made for the acquisition of a long-term asset such as land, buildings, or equipment.

**CAPITAL IMPROVEMENT FUND** – The governmental fund that accounts for the acquisition and construction of major capital facilities.

**CAPITAL IMPROVEMENTS** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**CAPITAL IMPROVEMENT PROGRAM** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**CAPITAL OUTLAY** – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**CAPITAL PROJECT** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also known as capital improvements.

**CAPITAL RESERVE** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**CASH BASED ACCOUNTING** – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CERTIFICATE OF OBLIGATION (C.O.)** – This type of bond is backed by the full faith, credit and taxing power of the government.

**CIP** – see Capital Improvement Program.

**CMP** – Corrugated metal pipe.

**CO** – see Certificate of Obligation.

**COLA** – see Cost of Living Adjustment.

**COLLECTIVE BARGAINING AGREEMENT** – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**COMMODITIES** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT** – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

**CONSTANT OR REAL DOLLARS** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**CONSUMER PRICE INDEX** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

**CONTINGENCY** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**CONTRACTUAL SERVICES** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**COST OF LIVING ADJUSTMENT** – An increase in salaries to offset the effect of inflation on compensation.

**COUNCIL-MANAGER GOVERNMENT** – Form of government where an elected city council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. In such a government, the mayor performs strictly ceremonial duties or acts as a member and presiding officer of the council.

**CPI** – see Consumer Price Index.

**CRIME ANALYSIS, DIRECTED ENFORCEMENT AND TECHNOLOGY** – The Property Crimes Interdiction Program started by the Harker Heights Police Department in 2008 to catch property criminals.

**DEBT LIMIT** – The maximum amount of gross net of debt which is legally permitted.

**DEBT SERVICE** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**DEBT SERVICE FUND** – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEDICATED TAX** – A tax levied to support a specific government program or purpose.

**DEFEASANCE** – The netting of outstanding liabilities and related assets on the statement of position.

**DEFERRED REVENUE** – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

**DEFICIT** – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**DEPARTMENT** – The basic organization unit of government which is functionally unique in its delivery of services.

**DEPRECIATION** – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DEVELOPED-RELATED FEES** – Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**DISBURSEMENT** – The expenditure of monies from an account.

**DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DRAINAGE FUND** – Enterprise fund that accounts for operations related to providing drainage service.

**ELECTRONIC TRANSACTION SYSTEMS CORPORATION** – An international corporation supporting merchants in all forms of electronic processing to include credit and debit card processing.

**EMPLOYEE BENEFITS** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**EMS** – Emergency Medical Service.

**EMT** – Emergency Medical Technician.

**ENCUMBRANCE** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**ENDING FUND BALANCE** – The unencumbered cash remaining in a fund at the end of the fiscal year.

**ENTERPRISE FUND** – A proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

**ENTITLEMENTS** – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**ETS** – see Electronic Transaction Systems Corporation.

**EXPENDITURE** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**EXPENSE** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**FIDUCIARY FUNDS** – Fund used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

**FINANCIAL RESOURCES** – Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids because they prevent the need to expend current available financial resources.

**FISCAL ACCOUNTABILITY** – Government responsibility to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

**FISCAL POLICY** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**FISCAL YEAR** – A twelve-month period designated as the operating year for accounting and budgeting purposes. (October 1 thru September 30)

**FIXED ASSETS** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**FRANCHISE FEES** – A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens. Services include electricity, telephone, natural gas, taxicabs, ambulances, and cable television.

**FRINGE BENEFITS** – see Employee Benefits.

**FTE** – see Full-Time Equivalent Position.

**FULL FAITH AND CREDIT** – A pledge of a government's taxing power to repay debt obligations.

**FULL-TIME EQUIVALENT POSITION** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position

**FUNCTION** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**FUND** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**FUND BALANCE** – The difference between assets and liabilities reported in a governmental fund.



**FY** – Fiscal Year.

**GAAP** – see General Accepted Accounting Principles.

**GASB** – see Governmental Accounting Standards Board.

**GENERAL ACCEPTED ACCOUNTING PRINCIPLES** – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GENERAL FUND** – One of the five governmental fund types that typically serves as the chief operating fund. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND** – Bond backed by the full faith, credit and taxing power of the government.

**GEOGRAPHIC INFORMATION SYSTEM** – System that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

**GFOA** – see Government Finance Officer’s Association.

**GIS** - see geographic information system.

**GO** – see General Obligation Bond.

**GOAL** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**GOVERNMENT FINANCE OFFICERS’ ASSOCIATION** – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD** – Establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**GOVERNMENTAL FUNDS** – Funds used to account for tax-supported activities. The five types of governmental funds are general, special revenue, debt service, capital projects and permanent funds.

**GPS** – Global Positioning System, a worldwide navigation system that uses information received from orbiting satellites.

**GRANTS** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**HOUSE BILL 3195** – House Bill passed during the 80<sup>th</sup> Legislative Session requiring the city council or county commissioner’s court to identify at the budget stage that the proposed budget anticipates raising

more total property taxes than the year before. The bill also requires a separate ratification vote to adopt a budget that raises more total property taxes than in the previous year.

**HOME RULE** – This status shifts responsibility for local government decisions from the state level to the local level.

**HOTEL/MOTEL FUND** – Special revenue fund that accounts for the levy and utilization of the hotel/motel occupancy tax.

**HOURLY** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**INDIRECT COST** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**INTERFUND TRANSFERS** – The movement of monies between funds of the same governmental entity.

**INTERGOVERNMENTAL REVENUE** – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**INTERNAL SERVICE CHARGES** – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**INTERNAL SERVICE FUND** – A proprietary fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**KILLEEN INDEPENDENT SCHOOL DISTRICT** – Local School District serving the cities of Killeen, Harker Heights, and Nolanville.

**KISD** – see Killeen Independent School District.

**LAPSING APPROPRIATION** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provide by law.

**LEGAL DEBT MARGIN** – The excess of the amount of debt legally authorized over the amount of debt outstanding.

**LEVY** – To impose taxes for the support of government activities.

**LINE-ITEM BUDGET** – A budget prepared along departmental lines that focuses on what is to be bought.

**LMCI TRACER** – The Labor Market & Career Information Department (LMCI) of the Texas Workforce Commission provides statistics and analyses on the dynamics of the Texas labor market and informational products designed to support informed educations and career decisions as well as provides a wide array of career and occupational information through software programs and printed publications.

**LONG-TERM DEBT** – Debt with a maturity of more than one year after the date of issuance.

**MAJOR FUND** – A fund whose total assets, liabilities, revenues or expenditures/expenses are at least 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

**MARKET RATE OF RETURN** – The average yield of the current three-month US Treasury Bill.

**MATERIALS AND SUPPLIES** – Expendable materials and operating supplies necessary to conduct departmental operations.

**MDT** – Mobile Data Terminal.

**MEMORIAL FUND** – Special revenue fund that accounts for revenues generated for scholarships to high school graduates pursuing a career in law enforcement.

**MILL** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**NIGHT OPTICS** – This is the brand name for the night vision units installed in patrol vehicles as part of the CADET program.

**NET BUDGET** – The legally adopted budget less all interfund transfers and interdepartmental charges.

**NOMINAL DOLLAR** – The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**NON-MAJOR FUND** – A fund whose total assets, liabilities, revenues or expenditures/expenses is less than 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

**NOPTIC** – see Night Optics.

**OBJECT OF EXPENDITURE** – Expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**OBJECTIVE** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**OBLIGATIONS** – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPEN MEETING LAW** – Law that states that every regular, special, or called meeting of a governmental body shall be open to the public. Written notice of the time, date, place, and subject of each meeting must be posted in an accessible place to the general public at least 72 hours before the meeting.

**OPERATING EXPENSES** – The cost for personnel, materials, and equipment required for a department to function.

**OPERATING REVENUE** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**ORDINANCE** – A bylaw of a municipality enacted by the governing body of the governmental entity.

**OUTPUT INDICATOR** – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**PASS-THROUGH GRANTS** – Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.

**PAY-AS-YOU-GO BASIS** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**PERFORMANCE BUDGET** – A budget where expenditures are based primarily on measurable performance of activities and work programs.

**PERFORMANCE INDICATORS** – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**PERFORMANCE MEASURE** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERMANENT FUNDS** – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry.

**PERSONNEL SERVICES** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**PRIMARY GOVERNMENT** – Term used in connection with defining the financial reporting entity; a state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

**PRIOR-YEAR ENCUMBRANCES** – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**PROGRAM BUDGET** – A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**PROGRAM PERFORMANCE BUDGET** – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**PROGRAM REVENUE (INCOME)** – Revenues earned by a program, including fees for services, license and permit fees, and fines.

**PROPRIETARY FUNDS** – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**PSI** – pounds per square inch.

**PURPOSE** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**RESERVE** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**RESOLUTION** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**RESTRICTED COURT FUND** – Special revenue fund that account for revenues generated from court fines and that are restricted for a specific purpose.

**REVENUE** – Sources of income financing the operations of government.

**REVENUE BOND** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**SANITATION FUND** – Enterprise fund that accounts for operations related to providing sanitation service.

**SCADA** – Supervisory Controlled Acquisition Data Access, a software system.

**SENATE BILL 656** – Senate Bill passed during the 83<sup>rd</sup> Legislative Session requiring the adopted budget contain a cover page that includes a statement that the describes the budget as either raising more or less revenue from property taxes than the prior year’s budget and by what dollar amount and percentage. It must also include the dollar amount of property tax revenue that is going to be raised from new property added to the tax roll.

**SERVICE LEASE** – A lease under which the lessor maintains and services the asset.

**SERVICE LEVEL** – Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**SINKING FUND** – The sum set apart from the income of the City and allowed to accumulate in order to ultimately pay off a debt.

**SITE-BASED BUDGETING** – A decentralized budget process whereby budget preparation and development are based on individual school (and departmental) sites.

**SOP** – see Standard Operating Procedures.

**SOURCE OF REVENUE** – Revenues are classified according to their source or point of origin.

**SPECIAL ASSESSMENT** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

**STANDARD OPERATING PROCEDURES** – Step-by-step instructions on how to perform a task or job.

**SUPPLEMENTAL APPROPRIATION** – An additional appropriation made by the governing body after the budget year or biennium has started.

**SUPPLEMENTAL REQUESTS** – Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**TARGET BUDGET** – Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**TAX ANTICIPATION NOTE** – Short-term, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

**TAX LEVY** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**TAXABLE VALUE** – The assessed value less allowable exemptions resulting in an amount to which the tax rate is applied to determine property taxes due.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TCEQ** – see Texas Commission of Environmental Quality.

**TEXAS COMMISSION OF ENVIRONMENTAL QUALITY** – Environmental agency for the state of Texas.

**TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL** – An interlocal agency offering worker's compensation, liability and property protection to Texas political subdivisions.

**TEXAS MUNICIPAL RETIREMENT SYSTEM** – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 800 cities and 133,000 members, retirees, and beneficiaries.

**TML or TML-IRP** – see Texas Municipal League Intergovernmental Risk Pool.

**TMRS** – see Texas Municipal Retirement System.

**TRANSFERS IN/OUT** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**UCR** – Uniform Crime Report, a national program administered by the Department of Justice that counts crimes reported to the police.

**UNENCUMBERED BALANCE** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**UNRESERVED FUND BALANCE** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**USER CHARGES** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**UTILITY FUND** – Enterprise fund that accounts for operations related to providing water and wastewater.

**VARIABLE COST** – A cost that increases/decreases with increases or decreases in the amount of service provided such as the payment of a salary.

**VFD** – Variable frequency drive, an electrical panel that speeds and slows an electric motor's rpm's.

**WCID #1** – see Water Control and Improvement District No 1.

**WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1** – Provides water to the residents of Harker Heights/Bell County.

**WILO MIXER** – A brand of mixer used to mix the wastewater in lift stations to keep grease and solids in suspension so they are pumped out.

**WORKING CASH** – Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.

**WORKLOAD INDICATOR** – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**WORK YEARS** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

