

2013 / 2014

BUDGET BOOK



THE CITY OF HARKER HEIGHTS, TEXAS

TABLE OF CONTENTS

- 3 Texas Senate Bill 656 Requirement
- 4 GFOA Recognition
- 5 Photograph of the City Council
- 6 GIS Map of the City of Harker Heights

BUDGET MESSAGE

- 7 Transmittal Letter
- 11 Budget at a Glance.
- 18 Total Revenues & Expenditures/Expenses
 - *A graph depicting total revenues and expenditures/expenses.*

USER INFORMATION

- 19 Budget Contents
 - *Overview of the information contained in the budget book.*
- 20 The City Organization
The Budget Process
- 21 Budget and Tax Calendar
- 22 City Funds
 - *An explanation of the different funds.*
- 24 Budget Basis
Financial and Budget Policies

HISTORY/DEMOGRAPHICS

- 27 History of Harker Heights
- 28 City and Area Demographics
- 32 Miscellaneous Statistics

PERSONNEL

- 33 City Organizational Structure.
- 34 Number of Positions
- 35 Detailed Personnel Listing
 - *A three-year comparison of positions in the City.*
- 39 List of Principal Officials
- 40 List of Boards/Commissions Members

BUDGET SUMMARIES

- 43 Combined Summary of Estimated Revenues, Expenditures, and Fund Balances
 - *A budget summary of all funds in the City with prior year projections.*
- 44 Summary of Sources and Uses
 - *A summary of all funds in the City by revenue source and defined expenditures with a graph (page 45) accompanying it.*

- 46 Budget Summary – All Funds
 - *Compares revenue and expenditures for FY 11-12 Actual, FY 12-13 Budget & Projected, and FY 13-14 Adopted Budgets.*
- 47 Detailed Comparison of Revenues
 - *Compares revenue categories for the FY 11-12 Actual, FY 12-13 Budget & Projected, and FY 13-14 Adopted Budgets.*
- 48 Detailed Comparison of Expenditures
 - *Compares expenditure categories for the FY 11-12 Actual, FY 12-13 Budget & Projected, and FY 13-14 Adopted Budgets.*
- 49 Department Expenditure Summary
 - *Compares department expenditures for the FY 11-12 Actual, FY 12-13 Budget & Projected, and FY 13-14 Adopted Budgets.*

TRENDS AND FORECASTS

- 51 Revenues
- 59 Expenditures/Expenses

GENERAL FUND

- 63 General Fund Revenues with Graph
 - *Lists each revenue source and budget.*
- 65 General Fund Expenditures
 - *Lists each expenditure category and budget.*

DEPARTMENT NARRATIVES/BUDGET

- 67 City Council
- 69 Administration
- 74 Finance
- 78 Police
- 84 Courts
- 89 Planning and Development
- 93 Code Enforcement
- 97 Fire & Emergency Medical Services (EMS) – Narrative
- 101 Fire & EMS Administration – Budget
- 102 Fire & EMS Operations – Budget
- 103 Public Library
- 108 Parks and Recreation
- 113 Public Works/Streets
- 118 Public Works/Maintenance
- 121 Statement of Expenditures

TABLE OF CONTENTS (continued)

UTILITY FUND

- 123 Utility Fund Revenues with Graph
 - *Lists each revenue source and budget.*
- 124 Utility Fund Expenditures with Graph
 - *Lists each expenditure category and budget.*

DEPARTMENT NARRATIVES/BUDGET

- 126 Utility Department – Narrative
- 129 Water Administration – Budget
- 130 Water Operations – Budget
- 131 Wastewater
- 136 Statement of Expenditures

OTHER FUNDS

- 137 Drainage Fund
 - *Department narrative followed by budget.*
- 141 Sanitation Fund
 - *Department narrative followed by budget.*
- 145 Hotel/Motel Fund
- 146 Restricted Court Fund
- 147 Memorial Fund
- 148 Employee Benefits Fund

DEBT SERVICE

- 149 Debt Service Budget
- 150 Bonded Debt
 - *Discusses the use of bonds.*
- 151 Actual Debt Margin
- 152 Total Debt Summary
 - *Provides amount in total for all debt owed by the City.*
- 153 Detailed Bond Schedules
 - *Provides principal and interest amounts for each fiscal year for each bond issuance.*

FIXED ASSET FUND

- 163 Summary of Fixed Assets
- 164 Summary of Fixed Assets by Fund
 - *Both summaries show budgets for Fixed Assets from FY 11-12 to FY 13-14.*
- 165 Fixed Asset Purchases by Department
 - *Lists what fixed assets are planned for purchase during the fiscal year.*

CAPITAL OUTLAY & IMPROVEMENTS

- 167 Capital Improvement Program
- 168 Capital Improvement Project Summary
 - *Lists planned projects and their budgeted costs.*
- 169 Water Projects – Detail
- 171 Wastewater Projects – Detail
- Drainage Projects – Detail
- 173 Building Improvement Projects - Detail
- Park Projects – Detail
- 174 Street Projects – Detail
- 175 Capital Improvement Schedule
 - *Lists planned revenues and expenditures by funding source.*

177 FEE SCHEDULE

ORDINANCES

- 185 *Adoption and Approval of the Budget*
- 187 *Levying of a Tax Rate for Tax Year 2013*
- 188 *Prescribing and Setting Rates and Charges*

191 GLOSSARY

Below is the City flag designed by the Parks & Recreation Department in December 2008.





This budget will raise more revenue from property taxes than last year’s budget by an amount of \$826,178 which is an 8.8% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$324,149.

CITY COUNCIL RECORD VOTE

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

FOR: Hal Schiffman, Place 1; Sam Murphey, Place 2; Pat Christ, Place 3; and Spencer H. Smith, Place 5

AGAINST:

PRESENT and not voting: Rob Robinson, Mayor Protem

ABSENT: Mike Aycock, Mayor

PROPERTY TAX RATES

	<u>FY 2014</u>	<u>FY 2013</u>
Property Tax Rate	0.6770	0.6770
Effective Tax Rate*	0.6427	0.6840
Effective Maintenance & Operations Rate*	0.8431	0.8614
Rollback Tax Rate*	1.0759	1.1085
Debt Rate	0.1654	0.1782

*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 \$33,821,657.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Harker Heights
Texas**

For the Fiscal Year Beginning

October 1, 2012

Linda C. Davidson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Harker Heights, Texas for its annual budget for the fiscal year beginning October 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, a financial plan, and a communications device.

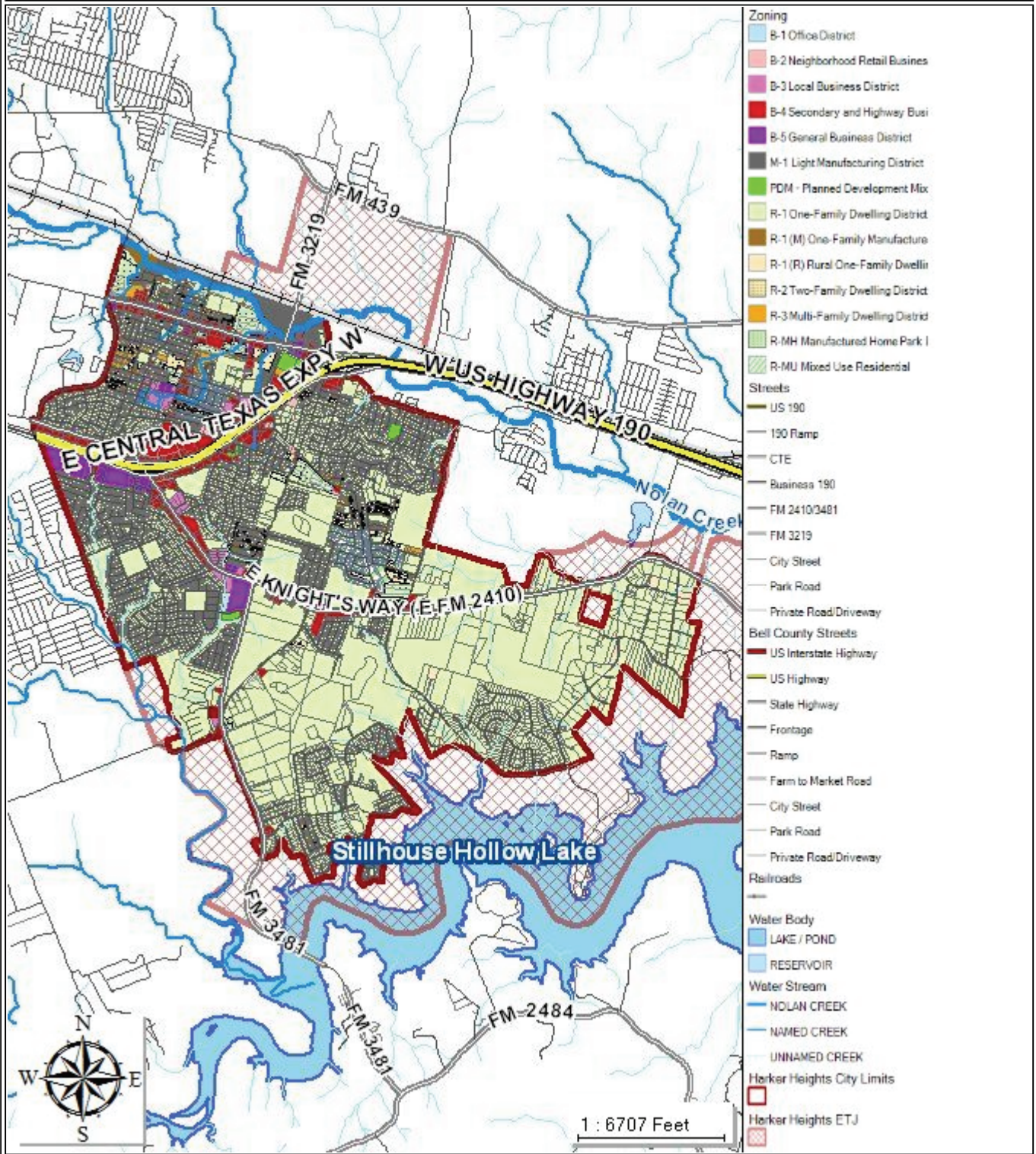
This award is valid for the period of one year. City staff believes our current budget continues to conform to program requirements and is submitting it to GFOA to determine its eligibility for another award.



(Left to Right): Hal Schiffman – Place 1; Sam Murphey – Place 2; Pat Christ – Place 3; Mike Aycock – Mayor; Steve Carpenter – City Manager; Rob Robinson – Mayor Protem; and Spencer H. Smith – Place 5.

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. Gov. C. Â§2501.102. The user is encouraged to independently verify all

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BUDGET MESSAGE



September 10, 2013

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

Dear Mayor and City Council Members:

The following budget for fiscal year 2013-2014 is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2014 fiscal year budget, which begins on October 1, 2013 and ends on September 30, 2014, continues a high level of service to citizens and addresses the needs of the future in a comprehensive manner.

Mayor
Mike Aycock

Mayor-Protem
Rob Robinson

City Council
Hal Schiffman
Sam Murphey
Pat Christ
Spencer H. Smith

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

Staff began working on the 2013-2014 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 plans 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 2014 fiscal year. (This 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/Challenges

- Sales Tax Revenues – With the opening of Market Heights during the 2008 fiscal year, the City saw an increase in sales tax revenues of 26.3% in Fiscal Year 2008-2009. Receipts continued to grow in the following fiscal years by 5.1% in FY 2010, 1.6% in FY 2011, and 10.4% in FY 2012. For the 2013 fiscal year, we included a 3% increase over actual receipts for the prior year. In April 2013, sales tax receipts began to decline when compared to the prior year. The decline is mostly attributed to large one-time sales tax payments made by sub-contractors building Seton Medical Center. Due to this decline we have lowered the budgeted amount of \$5,564,000 to \$5,176,000 which is a decrease of \$388,000. Several new businesses will open next year including Sam's Wholesale and Rooms To Go and budgeted sales taxes for FY 2013-14 are \$5,538,300.

- Residential and Commercial Growth – The City continues to experience growth in its residential and commercial developments. Building permit revenue was increased mid-year for FY 2012-13 by \$50,000 to \$180,000 due to the construction of a Sam’s Club and additions to residential subdivisions – Tuscany Meadows and The Evergreens. The 2013-14 fiscal year budget remains at \$180,000 as growth continues.

Single family home permits during the 2012 fiscal year totaled 178 with a total valuation of \$41,011,043 and commercial building permits totaled 41 with a total valuation of \$12,329,478. As of July 19, 2013 there have been 177 permits issued for single family homes at \$37,563,444 total valuation and 9 commercial permits at \$21,801,016.

This growth not only affects building permit revenue, but also revenue received for services throughout the city such as utility services. With continued residential and commercial construction, a 2% growth rate to the water and sewer revenue line items is reflected.






- Water Purchases – During the current fiscal year, the City decided to purchase additional treated water to accommodate the growing population. In March 2013, a contract to purchase an additional 2.0 million gallons per day of treated drinking water from Bell County Water Control & Improvement District #1 (WCID #1) was approved by the City Council. WCID #1 will be constructing a new water treatment plant on Lake Stillhouse Hollow and the City will pay a portion of its design, engineering, and construction costs over the next thirty years. The additional water purchase and multi-year funding for the City’s portion of the construction are available in the Utility Fund’s long-range plan.

Strategic Goals

Below are the strategic goals that allow us to improve service and facilities to our citizens 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
Enhance and extend infrastructure in anticipation of further planned growth		Capital Improvement Plan Comprehensive Plan Water Master Plan Residential Drainage Prioritization Sewer Rehabilitation
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

STRATEGIC GOAL

PLANNING PROCESS

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

	Description	Purpose	Budget Impact
Long-Range Budget Plans	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.
Capital Improvement Plan	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 revenues and expenditures to complete planned and projected projects.
Parks & Recreation Master Plan	Ten-year master plan for parks and recreation facilities.	To provide guidelines for future decisions for the city-wide parks system; for the acquisition and development of park land to meet current and future needs; establish priorities; and identify possible funding sources.	Establishes operating and capital expenses required to maintain new and existing facilities.
Comprehensive Plan	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.
Water Master Plan	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.
Residential Drainage Prioritization	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.
Sewer Rehabilitation Program	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.

	Description	Purpose	Budget Impact
Exploring New Heights	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.

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: Continue construction and improvements of residential drainage projects funded from the Series 2008 Certificates of Obligation.

Long-Term: Establish a long-range drainage improvement plan based on the drainage criteria manual and listing of drainage problem areas within the City.

Sewer Rehabilitation Program

Short-Term: Reduce storm water entry into sanitary sewer collection systems through Roy Reynolds Drive project.

Long-Term: Fund a multi-year program to reduce inflow and infiltration into the sewer system identified by a sewer study completed in fiscal year 2006. The City is currently in the seventh year of this ten-year plan.

Exploring New Heights

Short-Term: Implement suggestions from the Exploring New Heights II committee in an effort to maintain and/or improve services and the quality of life for our citizens.

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 2014 fiscal year budget.

FY 2013-2014 BUDGET AT A GLANCE

General Fund

General Fund revenues are budgeted at \$17,895,900 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 \$1,514,681,590 which is an increase of \$110,553,612 from the 2012 certified value of \$1,404,127,978. The budget proposes to keep the current tax rate of \$0.6770 which will provide \$7,448,200 in maintenance and operation tax revenue.

2013 Tax Rates	
Effective Rate	.6427
Proposed Tax Rate	.6770
Rollback Rate	.7181

Since the tax rate of \$0.6770 is higher than the effective tax rate the City will need to take a vote on the rate and schedule two public hearings before adopting the 2013 tax rate. The following is a comparison of the 2012 property tax rates of surrounding cities:

Temple	.5864
Belton	.6598
Harker Heights	.6770
Killeen	.7428
Copperas Cove	.7600

- 2) Sales tax revenue is budgeted at \$5,538,300 which is a 7% or a \$362,300 increase over the \$5,176,000 projected for FY 2012-13. The FY 2012-13 projection was lowered by \$388,000 from the original budgeted amount of \$5,564,000 due to the previous year sales tax revenues being down since the construction of Seton Medical Center was completed in 2012. The increase projected for FY 2013-14 is due to the completion of Sam’s Wholesale and other new retail stores opening within the City.
- 3) Franchise Fees of \$1,284,500 represent approximately 7% of the total General Fund revenues.
 - a. Cable franchise fees are budgeted at \$335,000, a 1.5% increase from current year projections;
 - b. Electricity franchise fees are proposed at \$860,000, an increase of approximately 2% from projections;
 - c. Gas franchise fees are proposed to be \$43,500, down \$13,200 due to receiving quarterly franchise fee payments instead of annual; and
 - d. Telephone franchise fees are budgeted at \$46,000 for this next year, a slight increase from the projected.
- 4) The Court Fine revenue line item is maintained at \$1,350,000 for FY 2013-14.
- 5) Ambulance revenues are budgeted at \$545,900 which is a 3% increase from the projection. No change in rates or fees is proposed.
- 6) Interest Income is budgeted at \$35,000 for FY 2013-2014 which is the same amount budgeted for the current fiscal year and is based on current rates.
- 7) The City has completed the General Fund Safer Grant for Fire Department personnel and so there will be a decrease of approximately \$80,000 in revenues annually.
- 8) The FY2013-14 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 for the past six weeks, the City should receive the maximum reimbursement.

- 9) Transfers that are budgeted to come in from other funds (\$815,000) are as follows:
 - a. Utility Fund - \$450,000;
 - b. Sanitation Fund - \$300,000; and
 - c. Restricted Courts Fund - \$65,000

Expenditures are budgeted at \$17,546,400 which is an increase of \$444,400 over the \$17,102,000 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$12,905,100 and includes:
 - a. A salary adjustment of 3% effective October 1 for all employees;
 - b. One new part-time position, Recreation Aide, in the Parks and Recreation Department has been included in the budget;
 - c. Health Insurance premiums are budgeted to increase for FY 2013-2014 by \$40,100; and
 - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,392,800, an increase of \$150,400 and includes the 3% salary adjustment.
- 2) Supplies are proposed at \$796,800 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$373,000. Chemical supplies have been held to \$18,000, the same as budgeted in the prior year. General supplies are budgeted at \$123,000 which is approximately \$9,000 higher than the \$113,700 budgeted in the prior year. Equipment supplies are budgeted at \$57,000 an increase of \$10,300 over the projection. This increase reflects small dollar equipment purchases in various departments.
- 3) The maintenance category is proposed at a total of \$474,300 which is down from the prior year's budget as well as the projection of \$484,600. Many city vehicles have aged and this line item covers the cost of maintenance on those vehicles as well as equipment. It also includes maintenance fees for the software and hardware used in Finance, Courts, and Code Enforcement.
- 4) Contract labor, within the services category, totals \$309,300. A major expense in contract labor is the cost of public safety communications, budgeted at \$280,300, which covers Harker Heights' portion of the Bell County Communications Center. This is a small increase of \$500 from the previous year.
- 5) The proposed budget includes \$8,700 for Medical Director expenditure. This line item funds the cost of the Medical Director and the Fire Department's wellness program. The wellness program is funded every other year which is why it is an \$18,300 decrease from the current year's projection.
- 6) Nuisance abatement is budgeted at \$60,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.
- 7) Parks and Recreation programs are being budgeted at \$40,000 due to the continued high participation levels.
- 8) State Tax Payments are budgeted at \$490,000 and are in direct correlation to the Court Fine revenue.
- 9) Travel and training expenses are budgeted at \$143,600 which is an increase of \$13,600 over the projected amount for FY 2012-2013. The majority of this increase is for additional training throughout various departments.
- 10) Utility costs are budgeted at \$576,200 an increase of \$1,200 more than projected for FY2013.
- 11) Advertising is set at \$41,700 for the upcoming fiscal year which includes the cost of printing recreation brochures and advertising new and vacant positions within the City.
- 12) Chambers of Commerce expenditures of \$48,500 include \$36,000 to the Harker Heights Chamber of Commerce and \$12,500 to the Killeen Chamber of Commerce.

- 13) The proposed budget for FY 2013-2014 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.
- 14) A total of \$178,400 is budgeted for Professional Fees up \$15,800 from the prior year's \$162,600 budget. The majority of expenditures in the Professional Fee category includes the following:
 - a. Engineering fees - \$24,000;
 - b. Employee benefit consulting - \$32,000;
 - c. GASB 45 (OPEB) consulting - \$10,000;
 - d. Arbitrage consulting - \$5,000;
 - e. Bank depository consulting - \$5,000;
 - f. Codification of ordinances - \$7,000;
 - g. Drug screens, background checks, polygraph exams, etc. - \$20,000;
 - h. Misc. filing, web hosting fees, and renewals - \$14,200; and
 - i. Bell County Health Department - \$61,200.
- 15) The proposed budget includes \$50,000 for a contribution to Texas A&M for scholarships.
- 16) The contribution of \$50,000 to the Boys & Girls Club is to support their after-school programs at Union Grove, Eastern Hills Middle School and Harker Heights High School.
- 17) Transportation (HOP) expenditures of \$25,200 are also included in the proposed budget for operations and maintenance of the Hill Country Transit Authority's transit service.
- 18) The Youth Task Force line item is budgeted at \$15,000.
- 19) \$407,000 is budgeted to be expensed to Seton Medical Center based on an incentive agreement to reimburse 100% of property taxes collected for seven years.
- 20) \$50,000 is budgeted as a transfer to the Fixed Asset Fund and \$50,000 to the Debt Service Fund.

The proposed budget reflects adding \$349,500 to the fund balance for a total of \$7,917,198 which exceeds the three months of operating reserve requirement of \$4,361,600.

Utility Fund

Utility Fund revenues are budgeted at \$9,328,200. No rate increase is proposed and 2% in growth is included in the FY 2013-14 budget.

Water and Sewer Rate Comparison			
	3,000 gallons	10,000 gallons	25,000 gallons
Harker Heights	\$37.30	\$80.14	\$126.79
Killeen	\$33.24	\$80.07	\$125.07
Copperas Cove	\$46.69	\$94.38	\$143.43
Temple	\$30.70	\$66.60	\$114.60
Belton	\$31.75	\$79.00	\$145.25
Nolanville/WCID #3	\$52.21	\$60.21	\$ 74.71
Dog Ridge Water Supply	\$47.66	\$77.95	\$148.00

- 1) Water Income is budgeted at \$5,679,100 based on the anticipated growth. Water sales for the current year are expected to be below the amount budgeted due to the amount of rain received.
- 2) \$3,336,300 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$100,000 to reflect the construction in the area.
- 4) The water supply agreement line item of \$25,000 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 meter and waterlines are in place, additional costs will be charged to cover maintenance and operations.

- 5) Penalties have been budgeted at \$100,000 for FY 2014 which is the same amount projected for the current fiscal year.
- 6) Online payment fees have been increased by \$4,000 for a total of \$50,000 based on the website usage.
- 7) Interest Income is budgeted at \$12,000 which is based on current rates and the current year projection.

Expenses for FY 2013-2014 are budgeted at \$9,369,400 which is \$255,800 higher than the \$9,113,600 projected for FY 2012-2013. The major expense items are as follows:

- 1) Salaries and benefits total \$1,071,900 which includes:
 - a. A salary adjustment of 3% effective in October and no new positions within the Utility Fund;
 - b. Health Insurance is budgeted at \$78,300, a \$9,800 increase from the current year projected; and
 - c. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$114,100 which is an increase of \$12,800 over the amount projected for FY 2013.
- 2) The Supply category is budgeted at \$161,500, down \$38,000 from the current year's projections. This decrease reflects contracting out the printing and mailing of utility bills.
- 3) The proposed budget includes \$470,000 in maintenance expenses. The major expense in this category is in the repair and maintenance line item which is budgeted at \$165,000 to allow for repairs to pump stations, lift stations, and water and sewer lines. Also 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. This is a \$30,000 increase in meter costs.
- 4) Insurance is budgeted at \$19,600 for FY 2013-2014 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 \$480,000 which is \$10,000 more than the amount projected for the current year due to anticipated increased usage.
- 6) Contract Labor is budgeted at \$215,000. This line item includes expenses for bacteriological testing and contract labor for lift station repairs, maintenance, etc.
- 7) Bond Expense is budgeted at \$1,498,300 to cover principal and interest payments on outstanding debt. This amount includes the newly issued 2013 General Obligation Refunding Bond.
- 8) A total of \$2,361,800 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) \$56,600 is budgeted for principal and interest lease payments on a vactor truck which will be paid off in FY 2013-14.
- 10) Transfers to other funds total \$2,750,000. They comprise of \$450,000 to the General Fund, \$100,000 to the Debt Service Fund, \$600,000 to the Fixed Asset Fund, and \$1,600,000 to the Capital Projects Fund.

The FY 2013-2014 budget reflects reducing the fund balance by \$41,200 for a total fund balance of \$5,003,386 which exceeds the three month operating reserve requirement of \$1,679,850.

Drainage Fund

Drainage Fund revenues are budgeted at \$743,700 for FY 2013-2014, a slight increase over the current year's projections. No rate increase is proposed for the 2014 budget.

Expenses for FY 2013-2014 budget total \$726,100, a decrease of \$36,500 from the current year projections.

- 1) Bond expense decreased by \$182,400 due to the payoff of the Series 2003 Certificates of Obligations.
- 2) Operating expenses of \$201,800 which includes the 3% salary adjustment for all employees.
- 3) Transfers total \$325,000 – a transfer of \$125,000 to the Fixed Asset Fund and \$200,000 to the Capital Projects Fund.

A fund balance of \$47,569 will be left in the Drainage Fund at the end of FY 2013-2014.

Sanitation Fund

Revenues in the Sanitation Fund are budgeted at \$1,979,800 for FY 2014. No rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

2013 Residential Garbage Rate Comparison	
Belton	\$15.48
Temple	\$17.10
Copperas Cove	\$17.32
Killeen	\$17.50
Harker Heights	\$18.33
Nolanville/WCID #3	\$26.56

Expenses for FY 2013-2014 are budgeted at \$1,994,500.

- 1) The salary adjustment of 3% 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 \$1,325,100.
- 3) The roll off dumpster line item of \$175,000 includes \$15,200 to fund a “Spring Clean Up”.
- 4) Transfers to other funds total \$375,000 which include \$75,000 to the Fixed Asset Fund and \$300,000 to the Capital Projects Fund.

A fund balance of \$51,667 will be left after reducing it by \$14,700 at the end of the 2014 fiscal year.

Debt Service Fund

Revenues in the Debt Service Fund total \$2,560,000 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,408,000). Expenditures total \$2,565,900 which includes \$2,538,900 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. This rating reflects S&P’s view of the City as having a steadily increasing tax base, strong income levels as indicated by median household effective buying income levels, and historically very strong financial position.

Hotel/Motel Fund

The Hotel/Motel Fund revenues are budgeted at \$60,200 which is \$15,000 lower than the amount budgeted in the prior year due a hotel within the area filing bankruptcy and changes in ownership which has delayed the collection of these revenues.

Expenditures for FY 2013-2014 are budgeted at \$122,200 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) Historical Restoration and Preservation:
 - a. Land at the Comanche Gap Park was purchased in 2012 and plans to develop the park are underway. The first payment of four was made in June 2013 in the amount of \$70,138;
 - b. \$37,000 is budgeted for the development of the historical park. During 2013, the City began the design phase of the park.
- 3) \$5,000 is budgeted for sporting event expenses.

The ending fund balance for FY 2013-2014 is budgeted at \$110,789. 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 building security, juvenile case management, administration of justice, and technology for this department. Budgeted revenues for FY 2013-2014 are \$72,200. Expenditures are budgeted at \$65,000 which is reimbursement to the General Fund for bailiff services, a juvenile case manager position, technology, and training expenses. The proposed ending fund balance for the Restricted Court Fund is \$191,677 for FY 2013-2014.

Memorial Fund

The Memorial Fund was created to fund police scholarships. Revenues reflect interest income of \$20 for an ending fund balance of \$12,199. No scholarships are budgeted to be awarded in FY 2013-2014.

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 \$30 for an ending fund balance of \$189.

Capital Improvement Fund

Total revenues budgeted in the Capital Improvement Fund for FY 2013-2014 is \$8,557,843 and expenditures are at \$7,075,000 which includes the following:

2008 Certificates of Obligation (original amount: \$9,500,000)

- 1) Residential Drainage Projects \$926,800
These residential projects will expend all of the Series 2008 Certificates of Obligation.

2011 Certificates of Obligation (original amount: \$8,000,000)

- 1) Elevated Storage Tank & Lines at The Evergreens \$156,600
- 2) Sutton Place Hydro-pneumatic Tank \$300,000
- 3) Wastewater Lines & Mains East to Levy Crossing \$1,881,800

Grant Revenue Projects

- 1) Roy Reynolds Bridge Stabilization \$160,000
This is a Community Development Block Grant Project.

Non Bond Revenue Projects

1) Water Main Improvements	\$100,000
2) Fire Hydrants and Main Extensions at Annexed Area	\$245,000
3) Sewer Rehabilitation & Improvements	\$531,000
4) FEMA Study	\$373,800
5) Building Renovations at the Wastewater Plant	\$50,000
6) Park Improvements	\$150,000
7) FM 2410 Widening and Turn Lane construction	\$1,000,000
8) Street Projects	\$1,200,000

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

Fixed Asset Fund

Budgeted expenditures for fixed asset purchases total \$854,200. Some of the major items include:

1) Three Patrol Vehicles	\$101,100
2) Coban System (lease payment)	\$85,000
3) Patrol Car for Municipal Court	\$33,700
4) Air Packs	\$30,100
5) Library Books & Processing	\$80,000
6) Two Front Deck Mowers	\$25,000
7) Gator/Mule ATV (2)	\$20,000
8) Dump Truck (6 yard)	\$95,000
9) Skid Steer Loader and Trailer	\$50,000
10) Lease Payment for Vactor Jetrodger	\$56,600


Summary

Revenues for FY 2013-2014 for all funds total \$35,469,000 and expenditures total \$40,318,000. The operating budgets are conservative based on the current economy but continue to provide quality services to our citizens as well as support the progress and development that is occurring in Harker Heights.

Final adoption of the budget and tax rate will be September 10, 2013.

Thank you to the City Staff and City Council for your dedication in preparing this budget document. The Staff looks forward to working with you to realize the City's potential.

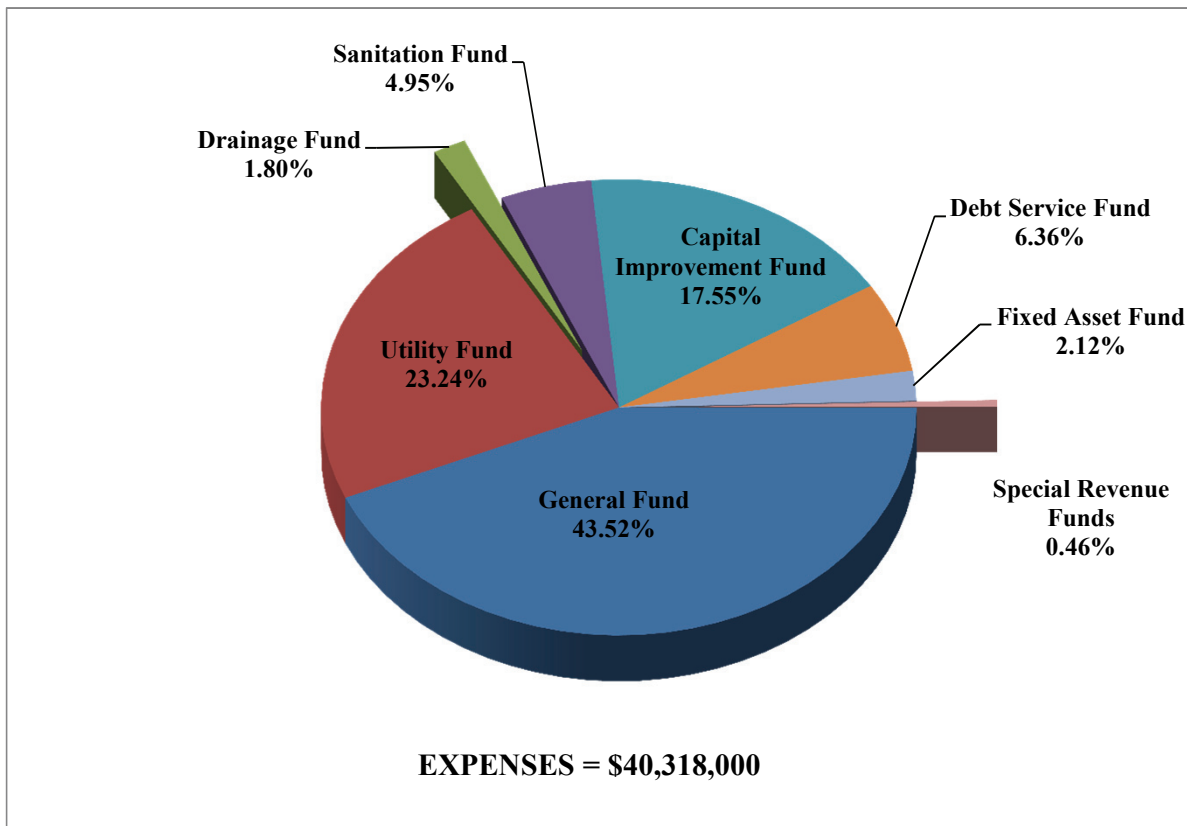
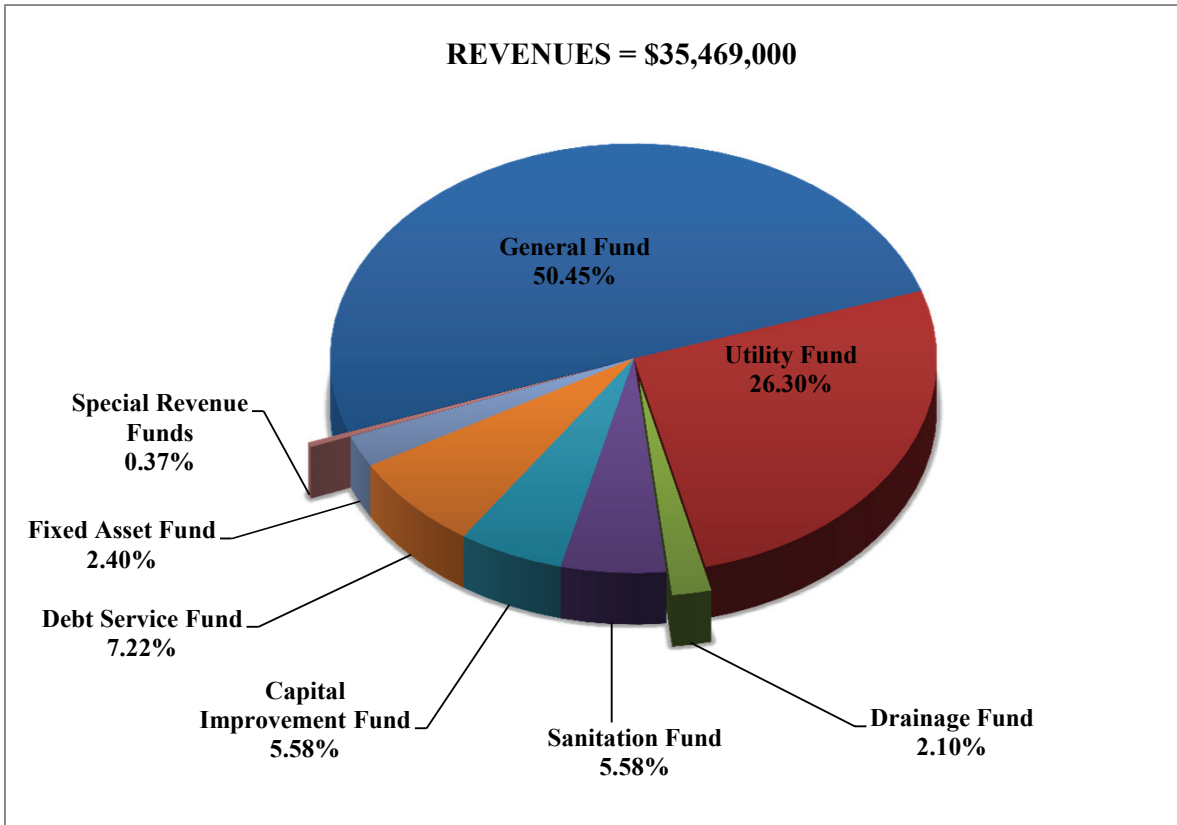
Sincerely,

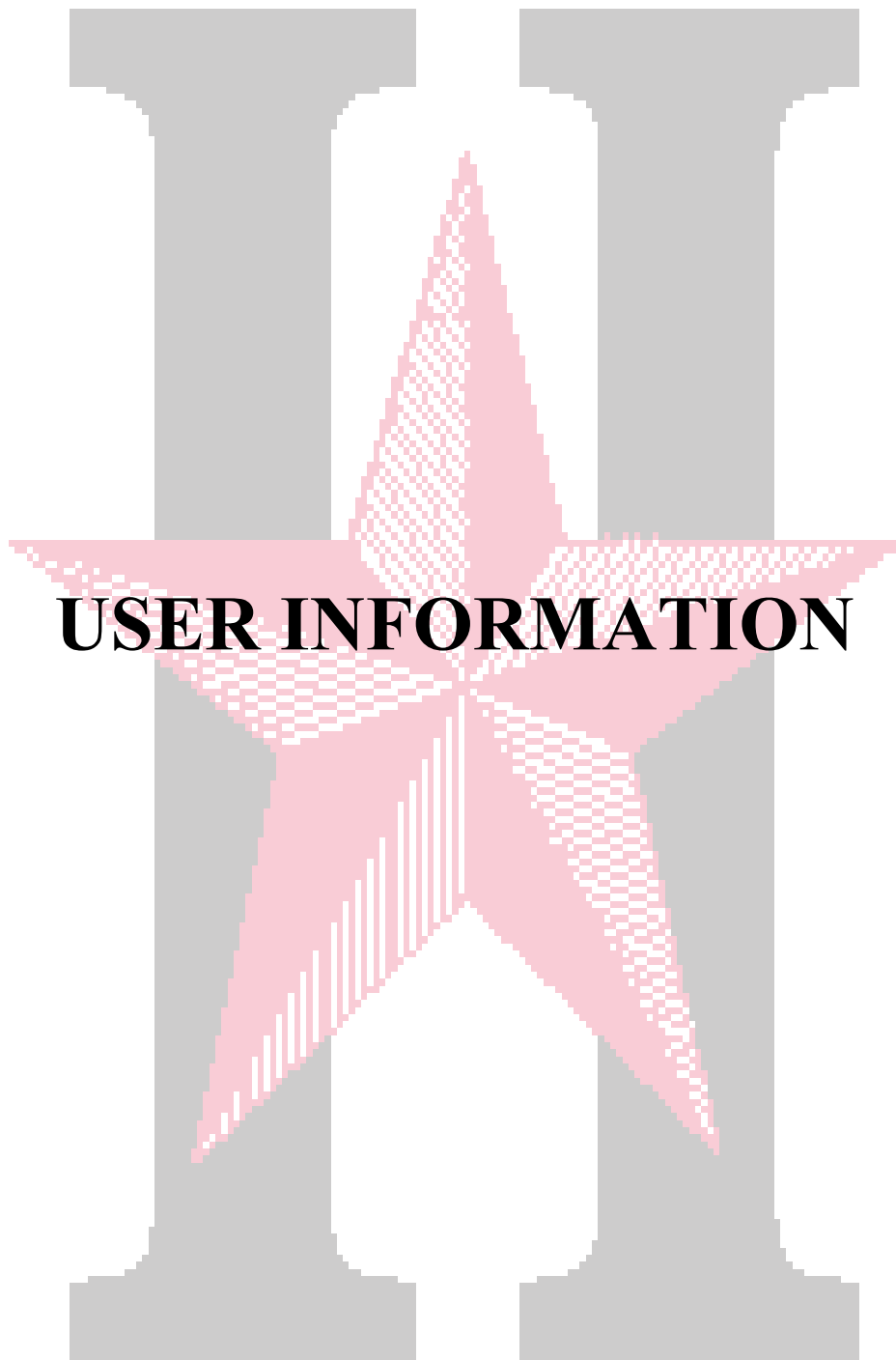


Steve Carpenter
City Manager

TOTAL REVENUES AND EXPENSES FOR FISCAL YEAR 2013-2014

Percentage of Budget in Each Fund





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.

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 *Bonded Debt* 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 *Fixed Assets* 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 #2013-24: Adopting and Approving the Budget for Fiscal Year 2013-2014,
 - Ordinance #2013-25: Levying a Tax Rate for the Tax Year 2013, and
 - Ordinance #2013-26: Prescribing and Setting the Fiscal Year 2013-2014 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. Police Department). A Department may be further divided into smaller areas called Divisions. Divisions perform specific functions within the Department (e.g. Animal Control is a Division of the Police 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 rating 1 to 3 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 2013-2014 BUDGET AND TAX CALENDAR

Date Due	Event/Requirement/Action
April 10	Capital Improvements Request Forms Due
April 24	Line Item Worksheets Due
May	Review departmental budget requests and begin preparing budget draft
May – June	Meet with department heads separately on their budgets
June – July	Budget Workshops
July 9	Presentations by Outside Agencies
August 6	Present Proposed Budget to Council Record Vote on Tax Rate
August 11	Notice of Public Hearing on Budget (newspaper and website) Quarter-Page Notice of Public Hearing on Tax Increase (newspaper and website)
August 18	Notice of Public Hearing on Budget and Tax Rate (newspaper and website)
August 20	First public hearing on budget and tax rate
August 25	Notice of Public Hearing on Budget and Tax Rate (newspaper and website)
August 27	Second public hearing on budget and tax rate
September 1	Notice of Adoption of Budget (newspaper and website) Quarter-Page Notice of Tax Revenue Increase (newspaper and website)
September 10	Meeting to adopt the budget and tax rate
October 16	Department narrative information due

NOTE: The Long-Range Plans for Fixed Assets and New Personnel were updated in October 2012 and January 2013 respectively. Normally these forms would be due at or around the same time as the Capital Improvement Request Forms.

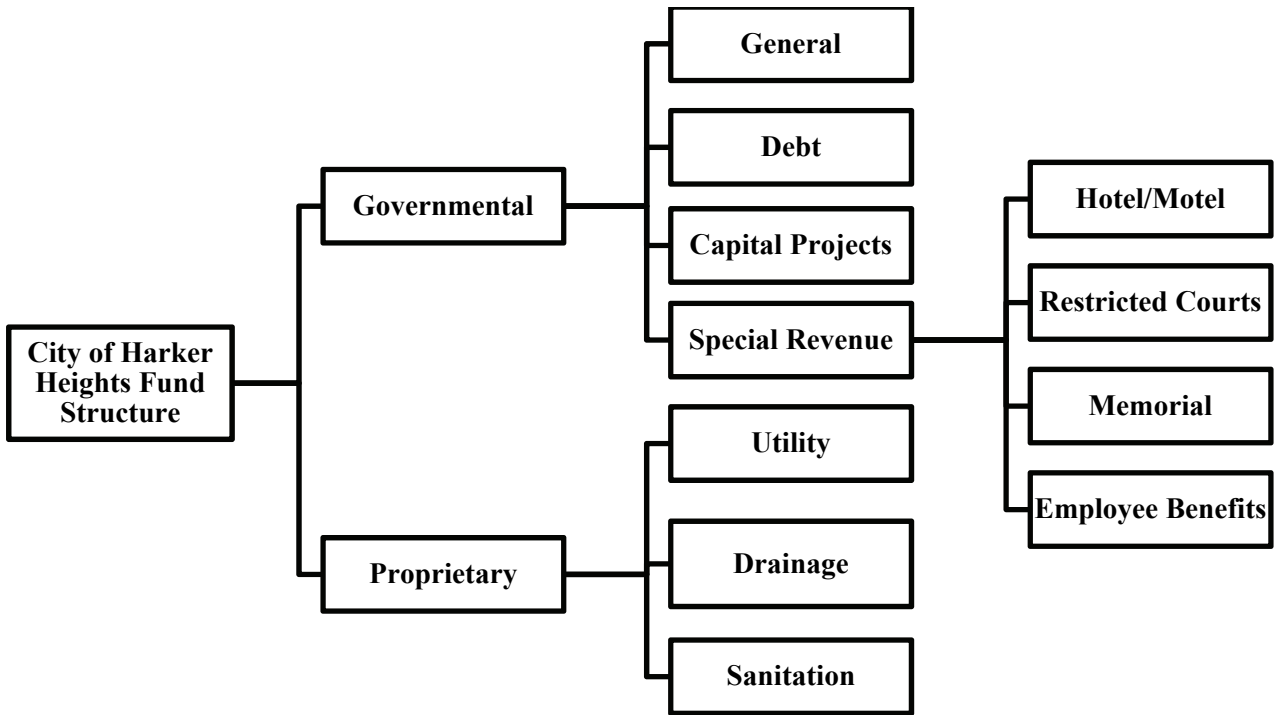
AMENDING THE BUDGET: A notice of public hearing is published in the local newspaper. After conducting the public hearing on the proposed budget amendment, the Council may adopt the budget amendment by ordinance and by a favorable vote of a majority of the members of the whole council. In May a workshop 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.

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.

FUND/ FUND TYPE	DESCRIPTION	A	M	B	C
General/ Governmental	Accounts for all transactions not required to be accounted for in any other Fund.	Y	Y	Y	Y
Debt/ Governmental	Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.	Y	Y	Y	Y
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
Memorial/ Special Revenue	Accounts for revenues generated for scholarships to high school graduates pursuing a career in law enforcement.	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 percentage of each department's salary coming out of each fund.

	GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		
	General	Restr. Courts	Utility	Drainage	Sanitation
City Council	100%				
Administration	100%				
Finance	69%	31%			
Police	100%				
Municipal Courts	80%	20%			
Development and Planning	100%				
Code Enforcement	100%				
Fire/EMS Administration	100%				
Fire/EMS Operations	100%				
Public Library	100%				
Parks and Recreation	100%				
Streets	85%		10%	5%	
Maintenance	100%				
Water Administration	30%		70%		
Water Operations			100%		
Wastewater			100%		
Drainage	17%			83%	
Sanitation					100%

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 Improvement) 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.

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, Scott & White Health Plan, Internal Revenue Service, etc. Modifications and adjustments will be made as necessary in order to ensure a balanced budget is achieved.

Fund Balance – The minimum fund balance should be 90 days of operating expenditures for the General Fund and the Utility Fund. The intent is for each fund to be self-sufficient; interfund transfers should primarily involve reimbursement for cost or services.

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 - \$500) 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 \$500 for goods, services or public improvements where funds have been appropriated in the current budget. Purchases above \$500 require approval of the Finance Director and City Manager. Items over \$1,000 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.

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.

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 ten 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 fifteen years.



**HISTORY/
DEMOGRAPHICS**

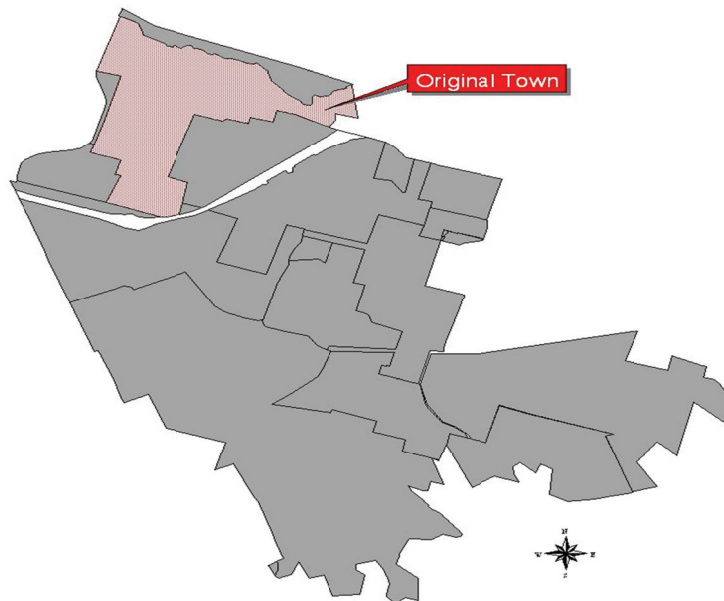
HISTORY OF HARKER HEIGHTS

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.

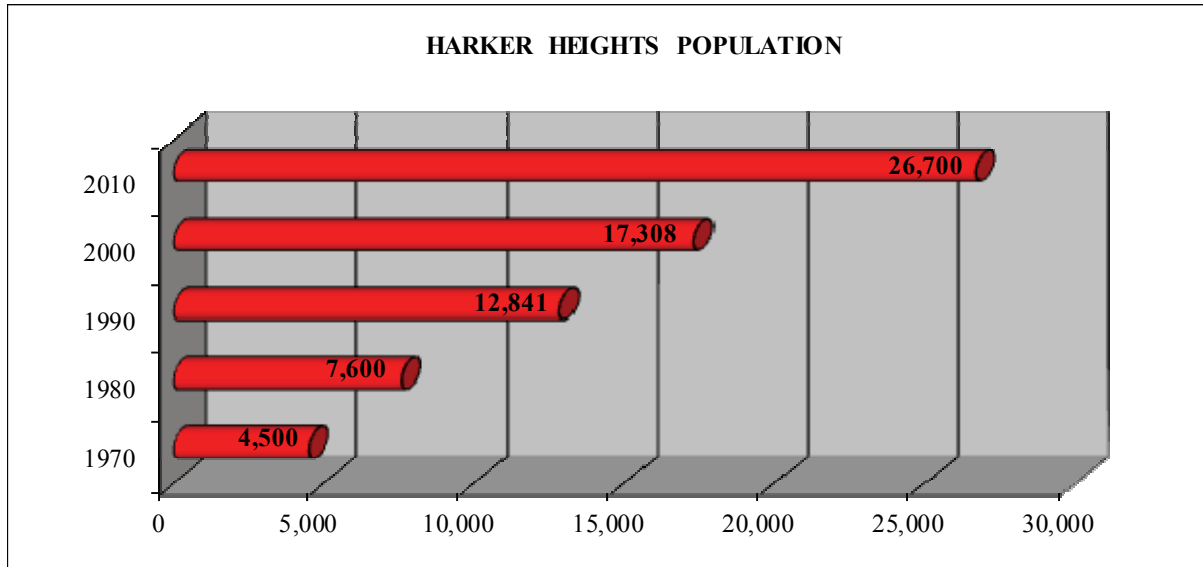


(Source: Mapquest and AltaMap)

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:

2011 Total Income	\$16,475,894,000
2011 Per Capita Income	\$40,029

LMCI TRACER/TX Workforce Commission, Harker Heights:

2012 Average Unemployment Rate	6.9%
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Bell County Appraisal District, Harker Heights:

2013 Market Value	\$1,665,136,834
2013 Net Taxable Value	\$1,511,051,500
2013 Net Taxable Value, New Property	\$47,880,195
2013 Tax Rate	\$0.6770

EDUCATION

Harker Heights is included in the Killeen Independent School District, which has thirty elementary schools, eleven middle schools, four high schools, two alternative campuses and one area vocational school. 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	2013 Preliminary Accountability Rating	2013 Preliminary Distinctions	Class of 2011 Graduation Rate
Harker Heights Elem.	Met Standard	Reading/ELA, Student Progress	n/a
Mountain View Elem.	Met Standard	n/a	n/a
Skipcha Elem.	Met Standard	n/a	n/a
Eastern Hills Middle	Improvement Required	n/a	n/a
Union Grove Middle	Met Standard	n/a	n/a
Harker Heights High	Met Standard	n/a	92.0%

(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, A&M – 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 as well as centers in Taylor and Cameron, TX.
- 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 2011	Fall 2012	11-12	12-13
Central Texas College (Worldwide)	77,672	73,913	3,017	3,034
Texas A&M Central Texas	2,096	2,253	654	704
University of Mary Hardin-Baylor	3,137	3,287	579	609
Temple College	5,714	5,288	704	n/a
University of Texas, Austin	51,112	52,186	13,337	n/a

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

MAJOR EMPLOYERS (*Harker Heights' Businesses Only*)

<u>Employer</u>	<u>Business/Product</u>	<u>Employees</u>
Killeen Independent School District <i>Harker Heights Campuses Only</i>	School District	690
Wal-Mart Supercenter	Department Store	537
HEB Store	Grocery Store	243
City of Harker Heights	City Government	235
Indian Oaks	Retirement Center	186

TRANSPORTATION

Highways – U.S. Highway 190 passes through Harker Heights. Highway 190 enables easy travel to the neighboring cities to the west. Traveling east on Highway 190 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.

Motor Freight – Six local carriers

Railroad – Atchison, Topeka, and Santa Fe

Air – Killeen/Fort Hood Regional Airport is located in the heart of Texas, adjacent to Fort Hood, and offers direct, non-stop air access to Dallas/Fort Worth, Houston, and Atlanta airports. Airlines that serve the airport include American Eagle, Atlantic Southeast Airlines/Delta Connection (flights to and from Hartsfield-Jackson International Airport in Atlanta, Georgia), Continental Connection/Colgan Air, and Xtra Airways (charter flights to the casino/hotels in Wendover, Nevada). Skylark Field offers flight instruction, aircraft tie-down spaces, fuel sales and other airport amenities.

UTILITIES

Electric Power:	Supplier	TXU Electric	Bartlett Electric
	Total Capacity	22,340,000 KW	10,000,000 KW
Natural Gas:	Supplier	Atmos Energy	
	Heating Value	1,020 BTU per cubic foot	
Telephone:	Supplier	Embarq	
		23 long distance carriers	
Digital Switching:		Yes	
Water Supply:	Supplier	City of Harker Heights	
	Water Source	WCID #1-Surface Water	
	Maximum Daily Capacity	13.5 Million Gallons	
	Daily Average Consumption	4.3 Million Gallons	
Sewer System:	Operator	City of Harker Heights	
	Treatment Plant	Activated Sludge	
	Maximum Daily Capacity	3.0 Million Gallons	
	Daily Average Treatment	1.9 Million Gallons	

**CITY OF HARKER HEIGHTS
MISCELLANEOUS STATISTICS**

Date of Incorporation: 1960

Form of Government: Home Rule

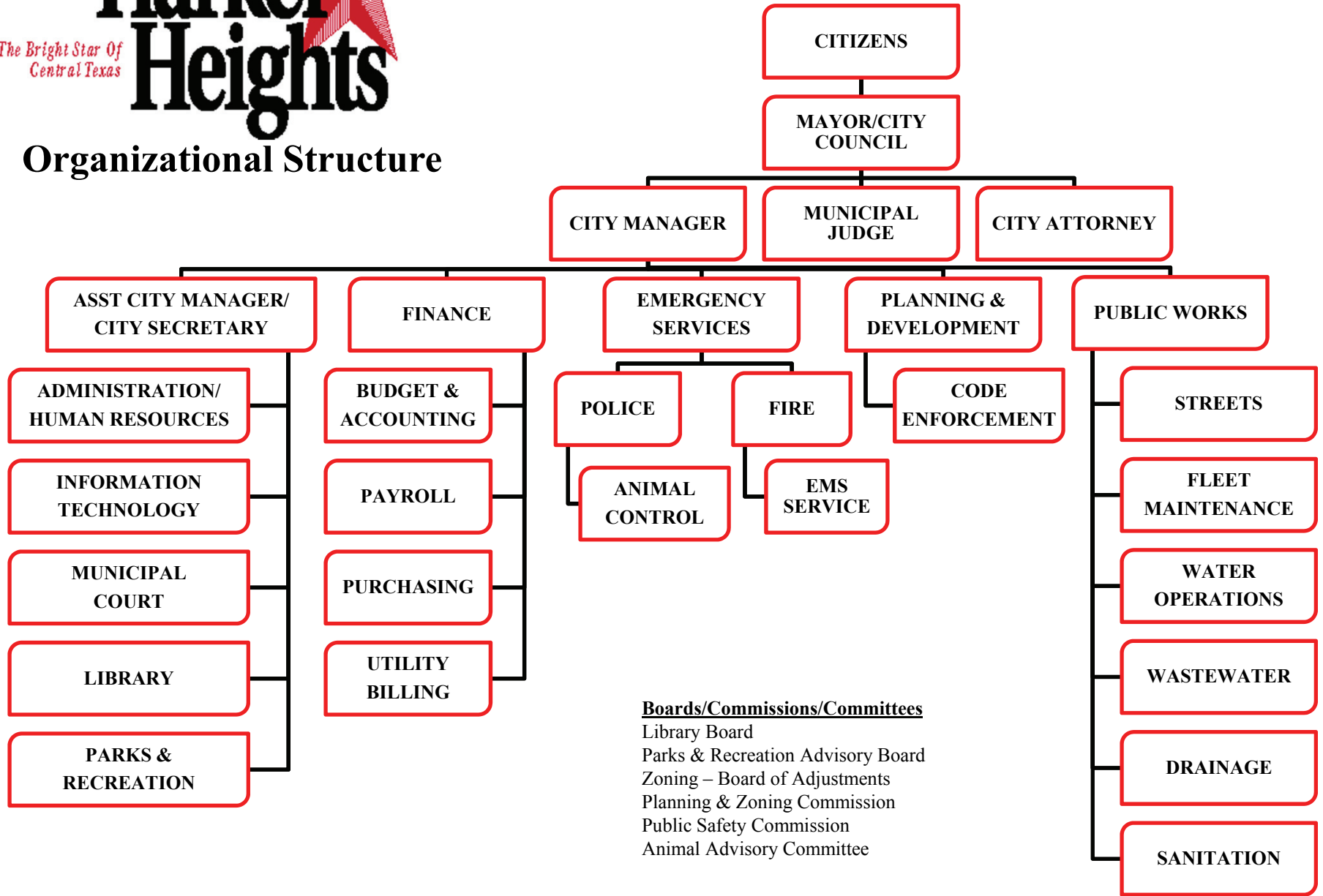
	Sep 2013	Sep 2012	Sep 2011	Sep 2010	Sep 2009
Number of employees (excluding police and fire):					
Classified	99	96	95	93	93
Exempt	18	18	18	18	17
Area in square miles	15.4	15.4	15.4	15.24	15.23
Name of Government Facilities and Services:					
Miles of streets	140	166.49	164.65	175.00	170.26
Number of street lights	1,141	1,262	1,275	1,250	1,211
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	7	6	8	7	10
Park acreage	194	177	194	230	155
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	150,124	152,117	146,130	131,477	101,194
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	44.0	44.0	44.0	44.0	39.0
Number of calls answered	3,627	3,643	3,405	3,137	2,818
Number of inspections conducted	933	540	561	514	552
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	63	63	62	62	60
Number of patrol units	17	17	33	38	38
Number of trailers	3	3	3	3	3
Number of law violations:					
Physical arrests	1,320	1,593	1,528	1,493	1,552
Traffic violations	8,800	8,776	7,989	7,282	7,626
Parking violations	58	139	30	0	3
Sewage System:					
Miles of sanitary sewers	121.43	120.62	116.97	116.84	117.64
Miles of storm sewers	9	9	8.5	8	8
Number of treatment plants	1	1		1	1
Number of service connections	8,586	8,580	8,314	8,286	8,257
Daily average treatment in gallons	1,880,000	1,760,000	1,900,000	1,800,000	1,700,000
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	172.66	171.13	168.06	171.48	171.48
Number of service connections	9,666	9,740	9,533	9,474	9,415
Number of fire hydrants	1,090	1,080	1,060	1,050	980
Daily average consumption in gallons	4,325,315	4,534,268	4,939,500	3,770,000	4,390,000
Maximum daily capacity of plant in gallons	13,500,000	13,500,000	10,000,000	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	115	154	n/a	157	155
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	236	237	n/a	269	268



PERSONNEL



Organizational Structure



CITY OF HARKER HEIGHTS PERSONNEL

NUMBER OF FULL-TIME POSITIONS BY DEPARTMENT

	FY 2011-12	FY 2012-13	FY 2013-14
Administration	9	9	9
Finance	8	8	8
Police	61	61	61
Municipal Courts	9	9	9
Development & Planning	4	4	4
Code Enforcement	4	5	5
Fire Administration	4	4	4
Fire Operations	39	39	39
Library	6	6	6
Parks & Recreation	28	29	29
Public Works	3	3	3
Streets	7	7	7
Maintenance	4	4	4
Water Operations	9	9	9
Wastewater	7	8	8
Drainage	3	3	3
Sanitation	1	1	1
	206	209	209

NUMBER OF PART-TIME POSITIONS BY DEPARTMENT

	FY 2011-12	FY 2012-13	FY 2013-14
Police	2	2	2
Municipal Courts	1	1	1
Fire Administration	1	1	1
Library	7	7	7
Parks & Recreation	4	4	5
	15	15	16

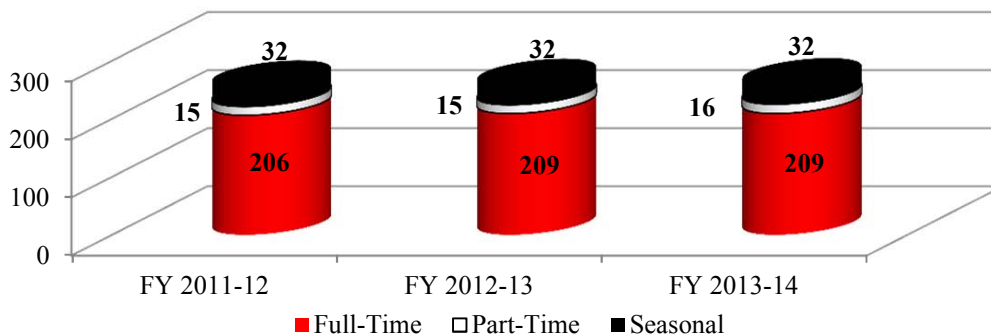
NUMBER OF SEASONAL POSITIONS BY DEPARTMENT

	FY 2011-12	FY 2012-13	FY 2013-14
Library	2	2	2
Parks & Recreation	30	30	30
	32	32	32

TOTAL POSITIONS	253	256	257
------------------------	------------	------------	------------

CHANGES IN PERSONNEL

A Part-Time Recreation Aide is scheduled to be added to the Parks & Recreation Department during the 2014 fiscal year.



PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2011-12	FY 2012-13	FY 2013-14
ADMINISTRATION DEPARTMENT			
Full-Time:			
City Manager	1	1	1
Assistant City Manager/City Secretary	1	1	1
Human Resource Director	1	1	1
IT Technician	1	1	1
Computer Support Technician	1	1	1
Administrative Assistant	1	1	1
Human Resource Coordinator	1	1	1
Records Management Coordinator	1	1	1
Human Resource Clerk	1	1	1
Total Administration Department	9	9	9
FINANCE DEPARTMENT			
Full-Time:			
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Finance Coordinator	1	1	1
Payroll Specialist	1	1	1
Account Clerk	1	1	1
Utility Billing Clerk	2	2	2
Customer Service Clerk	1	1	1
Total Finance Department	8	8	8
POLICE DEPARTMENT			
Full-Time:			
Police Chief	1	1	1
Lieutenant	3	3	3
Detective	4	4	4
Sergeant	6	6	6
Corporal	6	6	6
Police Officers	28	28	28
Social Worker	1	1	1
Call Taker	5	5	5
Administrative Assistant/Clerk	2	2	2
Records Clerk	1	1	1
Animal Control Officer	4	4	4
<i>Subtotal</i>	<i>61</i>	<i>61</i>	<i>61</i>
Part-Time:			
Call Taker (PT)	2	2	2
Total Police Department	63	63	63
MUNICIPAL COURTS DEPARTMENT			
Full-Time:			
Municipal Judge	1	1	1
Alternate Judge	1	1	1
Court Administrator	1	1	1
Court Clerk	1	1	1
Juvenile Case Manager	1	1	1

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2011-12	FY 2012-13	FY 2013-14
Deputy Court Clerk	2	2	2
City Marshal	1	1	1
Warrant Officer	1	1	1
<i>Subtotal</i>	9	9	9
Part-time:			
Customer Service Clerk	1	1	1
Total Muncipal Courts Department	10	10	10

DEVELOPMENT & PLANNING DEPARTMENT

Full-Time:			
Development & Planning Director	1	1	1
Planner/GIS System	1	1	1
Planner	1	1	1
Secretary	1	1	1
Total Development & Planning Department	4	4	4

CODE ENFORCEMENT DEPARTMENT

Full-Time:			
Building Official	1	1	1
Inspector	0	1	1
Code Enforcement Officer	2	2	2
Secretary	1	1	1
Total Code Enforcement Department	4	5	5

FIRE ADMINISTRATION DEPARTMENT

Full-Time:			
Fire Chief	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1
Fire Prevention Officer	1	1	1
Administrative Assistant	1	1	1
<i>Subtotal</i>	4	4	4
Part-Time:			
Billing Clerk (PT)	1	1	1
Total Fire Administration Department	5	5	5

FIRE OPERATIONS DEPARTMENT

Full-Time:			
Deputy Fire Chief	1	1	1
Captain - Firefighter/Paramedic	3	3	3
Lieutenant - Firefighter/Paramedic	3	3	3
Firefighter/EMT/Paramedic	26	26	26
Firefighter/EMT/Paramedic/ Pump Operator	6	6	6
Total Fire Operations Department	39	39	39

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2011-12	FY 2012-13	FY 2013-14
LIBRARY DEPARTMENT			
Full-Time:			
Library Director	1	1	1
Children's Librarian	1	1	1
Reference Librarian	2	2	2
Library Clerk	2	2	2
<i>Subtotal</i>	6	6	6
Part-Time:			
Library Clerk (PT)	5	5	5
Library Pages (PT)	2	2	2
<i>Subtotal</i>	7	7	7
Seasonal:			
Summer Library Pages	2	2	2
Total Library Department	15	15	15
PARKS & RECREATION DEPARTMENT			
Full-Time:			
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
Activity Center Position	1	1	1
Light Equipment Operator	14	15	15
Custodian	5	5	5
<i>Subtotal</i>	28	29	29
Part-Time:			
Recreation Aide (PT)	4	4	5
Seasonal:			
Spring Break Day Camp	2	2	2
Summer Day Camp	9	9	9
Ball Crew	3	3	3
Water Safety Instructor	2	2	2
Swimming Pool Lifeguards	10	10	10
Aquatic Supervisor	2	2	2
Aquatic Cashier	2	2	2
<i>Subtotal</i>	30	30	30
Total Parks & Recreation Department	62	63	64
PUBLIC WORKS DEPARTMENT			
Full-Time:			
Public Works Director	1	1	1
Utilities Superintendent	1	1	1
Administrative Assistant	1	1	1
Total Public Works Department	3	3	3

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2011-12	FY 2012-13	FY 2013-14
STREET DEPARTMENT			
Full-Time:			
Sign Supervisor	1	1	1
Heavy Equipment Operator	3	3	3
Light Equipment Operator	3	3	3
Total Street Department	7	7	7
MAINTENANCE DEPARTMENT			
Full-Time:			
Maintenance Supervisor	1	1	1
Welder	1	1	1
Mechanic	1	1	1
Mechanic's Helper	1	1	1
Total Maintenance Department	4	4	4
WATER OPERATIONS DEPARTMENT			
Full-Time:			
Water Field Supervisor	1	1	1
Crew Leader	1	1	1
Maintenance Technician I	3	3	3
Water Service Worker	4	4	4
Total Water Operations Department	9	9	9
WASTEWATER DEPARTMENT			
Full-Time:			
Chief Plant Operator	1	1	1
FOG Collection/Field Supervisor	0	1	1
Collection Operator	1	1	1
Maintenance Technician I	5	5	5
Total Wastewater Department	7	8	8
DRAINAGE DEPARTMENT			
Full-Time:			
Drainage/Street Supervisor	1	1	1
Light Equipment Operator	2	2	2
Total Drainage Department	3	3	3
SANITATION DEPARTMENT			
Full-Time:			
Maintenance Technician I	1	1	1
Subtotal	1	1	1
TOTAL ALL DEPARTMENTS	253	256	257

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

CITY COUNCIL

Mike Aycock..... Mayor
Rob Robinson Mayor Protempore
Hal Schiffman Council Member
Sam Murphey..... Council Member
Pat Christ..... Council Member
Spencer H. Smith Council Member

APPOINTED OFFICIALS

Steven Carpenter..... City Manager
Burk Roberts..... City Attorney
Tony Kosta..... City Judge
Patricia Brunson..... Assistant City Manager/City Secretary
Alberta Barrett Finance Director
Michael Gentry Police Chief
Jack Collier Fire Chief
Jerry Bark..... Parks & Recreation Director
Lisa Youngblood..... Library Director
Mark Hyde Public Works Director
Fred Morris Development & Planning Director

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

<u>Name</u>	<u>Term Expires</u>
Michael Schulte	2014
David W. Chambers.....	2014
Neal Wendele.....	2015
Thomas Moore.....	2015
Joseph F. Clever III.....	2015
Michael T. Johnson.....	2016
Roger Segal.....	2016
Larry Robison.....	2016
Thomas Sinkey.....	2016

Jody Nicholas – Alternate #1
 Steven Rinehart – Alternate #2
 Jim Wright – Alternate #3
 Jeffrey Petzke – Alternate #4
 Kirsten Spevak – Alternate #5

ZONING BOARD OF ADJUSTMENT

<u>Name</u>	<u>Term Expires</u>
Jeff Orlando	2014
Chris Diem.....	2014
Brian H. Brannock.....	2014
Patricia Krenek.....	2015
Carl Ford.....	2015

VACANT – Alternate #1
 VACANT – Alternate #2
 VACANT – Alternate #3
 VACANT – Alternate #4

PUBLIC SAFETY COMMISSION

<u>Name</u>	<u>Term Expires</u>
Steven L. Hoskins.....	2014
John D. Footman.....	2014
Barbara M. Hartbarger.....	2015
David Brown.....	2015
James A. Endicott Jr.	2016

Ben Wetzel – Alternate #1
 Jack Palmer – Alternate #2

LIBRARY BOARD

<u>Name</u>	<u>Term Expires</u>
Jeannette H. Dreher.....	2014
Gayle D. Bradford.....	2014
Richard D. Lamb.....	2015
Melinda Ingram.....	2015
Julianna Greene.....	2016
Peggy L. Murphey.....	2016
Dietrich H. Weiss.....	2016

VACANT – Alternate #1

VACANT – Alternate #2

PARKS & RECREATION ADVISORY BOARD

<u>Name</u>	<u>Term Expires</u>
Denise Leae.....	2015
Angie Wilson.....	2015
Jennifer McCann.....	2015
Raymond Hamden.....	2015
Ursula Pirtle.....	2016
Heather K. Bounds.....	2016

Lynda A. Nash – Alternate #1

VACANT – Alternate #2

ANIMAL ADVISORY COMMITTEE

<u>Name</u>	<u>Term Expires</u>
Jeff A. Jones.....	2015
Finni Dirr.....	2015
Lt. Loretta Fox.....	2016
Alberta Musgrove.....	2016
George N. Grammas.....	2017

Sue Wilson – Alternate #1

Andrea Macdonald – Alternate #2

Ernest Martinez – Alternate #3

VACANT – Alternate #4





BUDGET SUMMARIES

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

	GOVERNMENTAL FUNDS					PROPRIETARY FUNDS				SPECIAL REVENUE FUNDS					ALL FUNDS
	General	Fixed Asset	Capital Improv	Debt Service	Total	Utility	Drainage	Sanitation	Total	Hotel/Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Total	Grand Total
Unallocated Reserve as of 9/30/2012	7,817	250	10,412	48	18,527	5,006	63	68	5,137	222	179	12	0	413	24,077
<i>PROJECTED:</i>															
2012-13 Revenues	16,853	837	1,880	2,973	22,543	9,152	730	1,924	11,806	50	75	0	0	125	34,474
2012-13 Expenditures	17,102	1,061	5,786	2,986	26,935	9,114	763	1,925	11,802	99	70	0	0	169	38,906
Addition to (Use of) Fund Balance	(249)	(224)	(3,906)	(13)	(4,392)	38	(33)	(1)	4	(49)	5	0	0	(44)	(4,432)
Estimated Unallocated Reserve as of 9/30/2013	7,568	26	6,506	35	14,135	5,044	30	67	5,141	173	184	12	0	369	19,645
<i>BUDGETED:</i>															
2013-14 Revenues	17,895	850	1,980	2,560	23,285	9,328	744	1,980	12,052	60	72	0	0	132	35,469
2013-14 Expenditures	17,546	854	7,075	2,566	28,041	9,369	726	1,995	12,090	122	65	0	0	187	40,318
Addition to (Use of) Fund Balance	349	(4)	(5,095)	(6)	(4,756)	(41)	18	(15)	(38)	(62)	7	0	0	(55)	(4,849)
Estimated Unallocated Reserve as of 9/30/2014	7,917	22	1,411	29	9,379	5,003	48	52	5,103	111	191	12	0	314	14,796
Less Restricted Funds:															
Restricted 2011 CO's Reserve Requirement	(4,362)		(927)		(4,362)	(1,680)			(1,680)	(111)	(191)	(12)		(314)	(314)
Total Unrestricted Funds	3,555	22	484	29	4,090	3,323	48	52	3,423	0	0	0	0	0	7,513

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 (Certificates of Obligation) and reserve requirements are then deducted from the estimated unallocated reserve for the total unrestricted funds remaining.

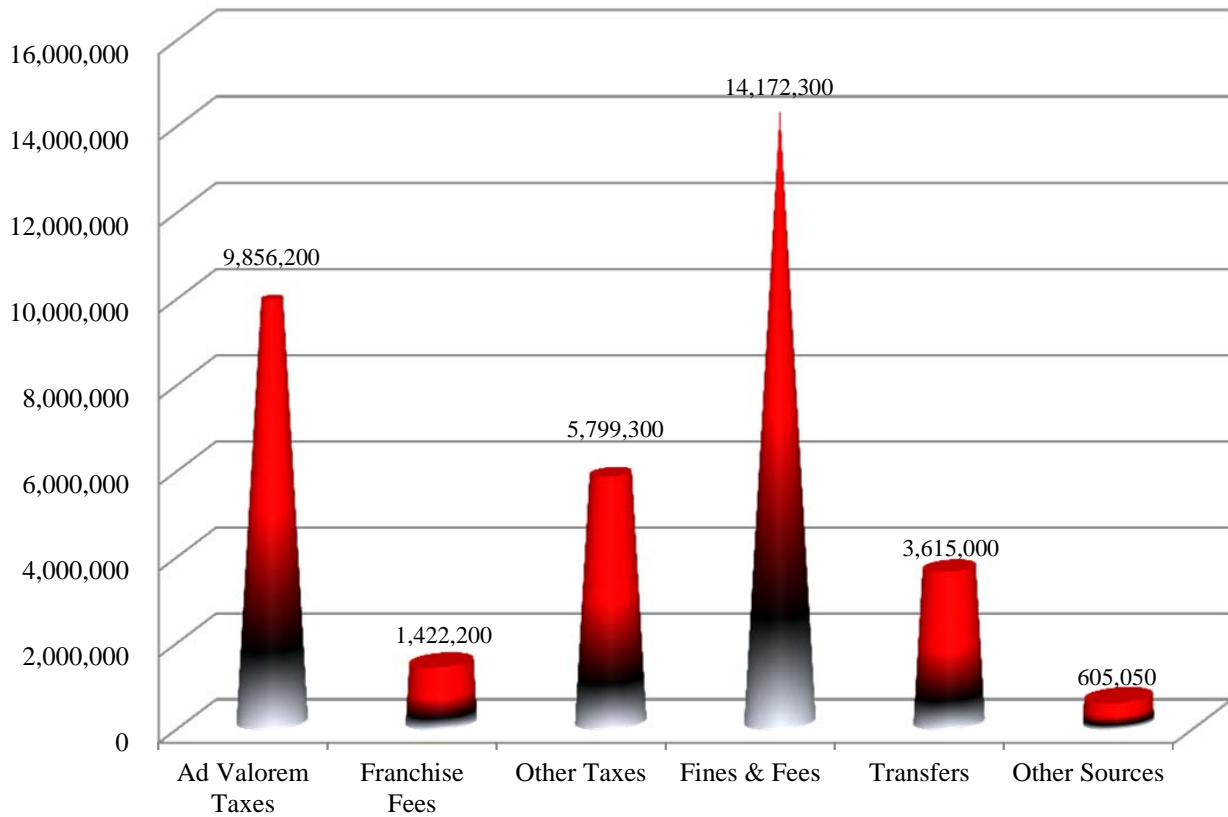
SUMMARY OF SOURCES AND USES

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS			SPECIAL REVENUE FUNDS				ALL FUNDS
	General	Fixed Asset	Capital Improv	Debt Service	Utility	Drainage	Sanitation	Hotel/ Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Grand Total
BEGINNING FUND BALANCE PROJECTED AS OF 9/30/13	7,567,698	26,208	6,506,250	34,816	5,044,586	29,969	66,367	172,789	184,477	12,179	159	19,645,498
SOURCES:												
Ad Valorem Taxes	7,448,200	0	0	2,408,000	0	0	0	0	0	0	0	9,856,200
Franchise Fees	1,284,500	0	0	0	0	0	137,700	0	0	0	0	1,422,200
Other Taxes	5,739,300	0	0	0	0	0	0	60,000	0	0	0	5,799,300
Licenses & Permits	210,000	0	0	0	0	0	0	0	0	0	0	210,000
Fines & Fees	2,210,900	0	0	0	9,305,200	743,600	1,840,600	0	72,000	0	0	14,172,300
Interest	35,000	0	5,000	2,000	12,000	100	500	200	200	20	30	55,050
Transfers	815,000	850,000	1,800,000	150,000	0	0	0	0	0	0	0	3,615,000
Grants	0	0	175,000	0	0	0	0	0	0	0	0	175,000
Miscellaneous	153,000	0	0	0	11,000	0	1,000	0	0	0	0	165,000
TOTAL SOURCES	17,895,900	850,000	1,980,000	2,560,000	9,328,200	743,700	1,979,800	60,200	72,200	20	30	35,470,050
USES:												
Personnel Service	12,905,100	0	0	0	1,071,900	112,900	41,600	0	0	0	0	14,131,500
Supplies	796,800	0	0	0	161,500	17,000	3,000	0	0	0	0	978,300
Maintenance	474,300	0	0	0	470,000	56,500	2,500	0	0	0	0	1,003,300
Insurance	132,800	0	0	0	19,600	1,800	700	0	0	0	0	154,900
Services	2,070,300	0	0	0	790,600	8,100	1,502,700	0	0	0	0	4,371,700
Miscellaneous	507,600	0	0	27,000	2,550,900	5,500	69,000	122,200	0	0	0	3,282,200
Capital Improvement Projects	0	0	7,075,000	0	0	0	0	0	0	0	0	7,075,000
Reserves/Transfers	659,500	854,200	0	0	2,806,600	325,000	375,000	0	65,000	0	0	5,085,300
Debt Services	0	0	0	2,538,900	1,498,300	199,300	0	0	0	0	0	4,236,500
TOTAL USES	17,546,400	854,200	7,075,000	2,565,900	9,369,400	726,100	1,994,500	122,200	65,000	0	0	40,318,700
ESTIMATED ADDITION (USE) FUND BALANCE 9/30/14	349,500	(4,200)	(5,095,000)	(5,900)	(41,200)	17,600	(14,700)	(62,000)	7,200	20	30	(4,848,680)
PROJECTED ENDING FUND BALANCE AS OF 9/30/14	7,917,198	22,008	1,411,250	28,916	5,003,386	47,569	51,667	110,789	191,677	12,199	189	14,796,659

A summary of the revenue and expenditure categories budgeted for the 2013-2014 Fiscal Year.
Graphs displaying the percentage of total budget for each category are on the next page

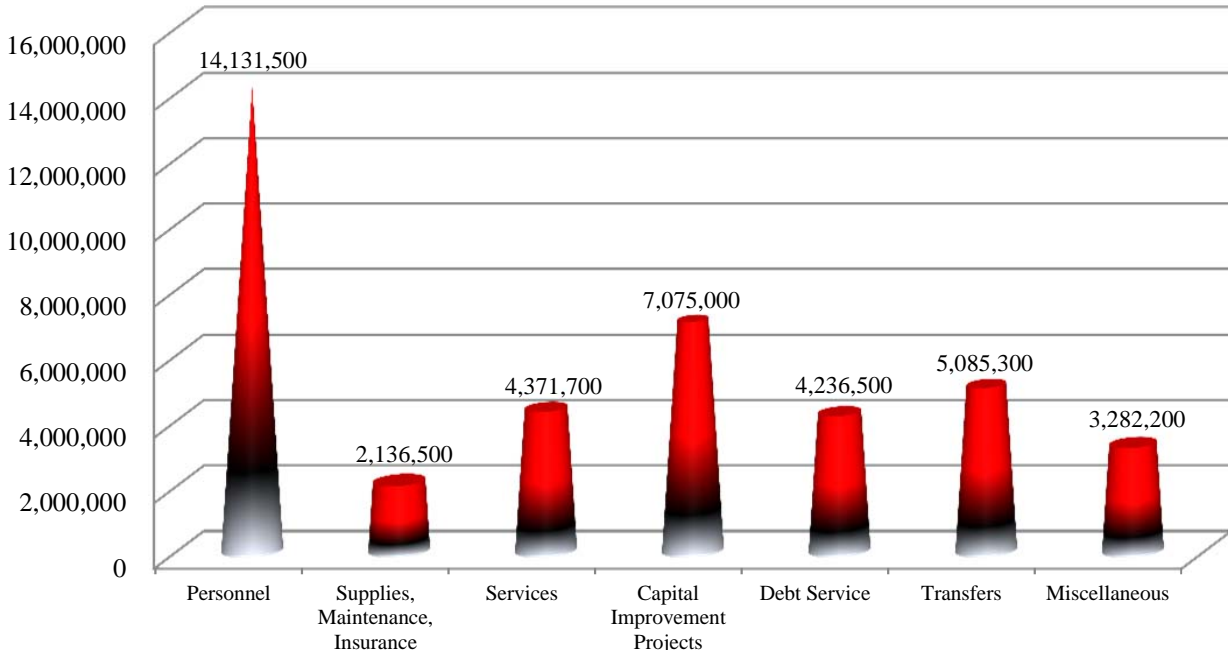
TOTAL REVENUES FOR ALL FUNDS

Total Fines & Fees exceed Ad Valorem Taxes by \$4,316,100.



TOTAL EXPENDITURES FOR ALL FUNDS

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

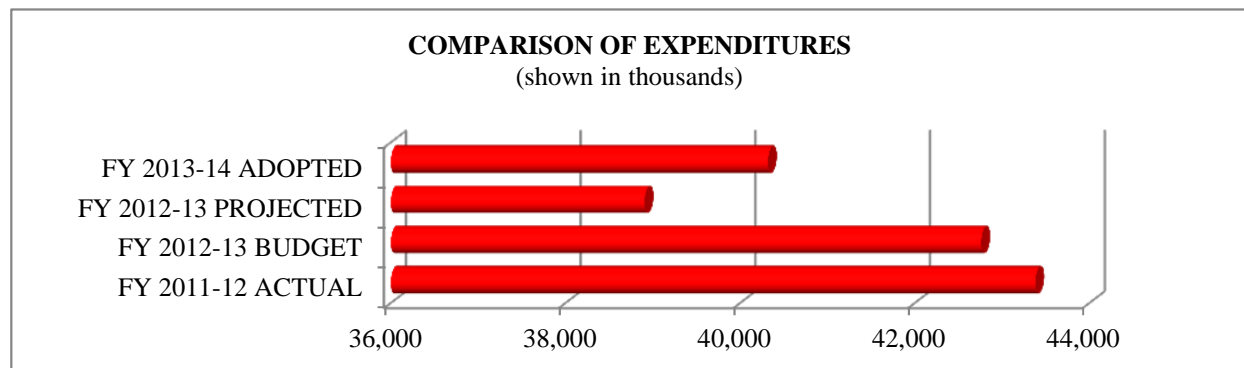
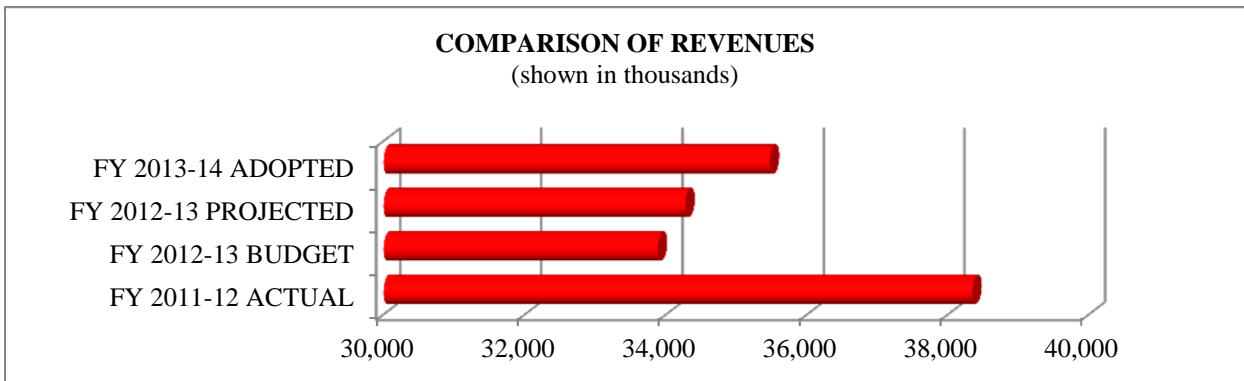


BUDGET SUMMARY - ALL FUNDS

(in thousands)

	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
REVENUES				
General Fund	17,680,621	17,038,700	16,852,500	17,895,900
Utility Fund	9,110,041	9,166,400	9,150,000	9,328,200
Drainage Fund	1,535,590	729,200	729,700	743,700
Sanitation Fund	1,888,542	1,900,800	1,923,500	1,979,800
Capital Improvement Fund	1,268,853	1,880,000	1,680,000	1,980,000
Debt Service Fund	6,083,670	2,520,700	2,973,200	2,560,000
Fixed Asset Fund	600,000	500,000	837,000	850,000
Hotel/Motel Fund	93,450	75,200	50,200	60,200
Restricted Courts Fund	84,610	71,500	75,200	72,200
Memorial Fund	26	30	20	20
Employee Benefits Trust Fund	51	50	30	30
TOTAL REVENUES	38,345,454	33,882,580	34,271,350	35,470,050

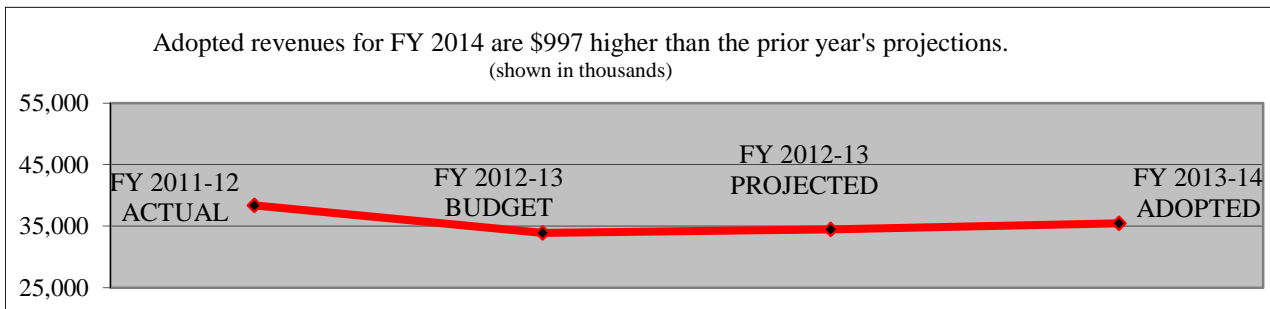
EXPENDITURES				
General Fund	16,362,638	17,480,700	17,102,000	17,546,400
Utility Fund	7,864,482	8,988,000	9,113,600	9,369,400
Drainage Fund	1,364,039	770,200	762,600	726,100
Sanitation Fund	1,941,110	1,890,000	1,925,100	1,994,500
Capital Improvement Fund	8,412,594	9,862,400	5,785,910	7,075,000
Debt Service Fund	6,142,482	2,528,300	2,985,900	2,565,900
Fixed Asset Fund	1,102,448	1,011,300	1,061,000	854,200
Hotel/Motel Fund	104,493	140,700	99,800	122,200
Restricted Courts Fund	86,921	90,000	70,000	65,000
Memorial Fund	0	0	0	0
Employee Benefits Trust Fund	0	0	0	0
TOTAL EXPENDITURES	43,381,207	42,761,600	38,905,910	40,318,700



DETAILED COMPARISON OF REVENUES

(in thousands)

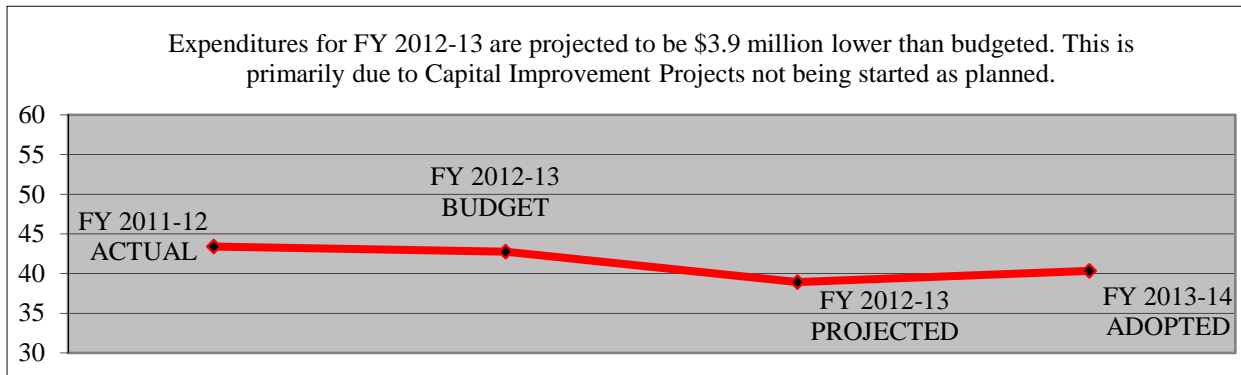
	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
AD VALOREM TAX				
General Fund	6,838,334	6,732,500	6,732,500	7,448,200
Debt Service Fund	2,370,597	2,405,200	2,405,200	2,408,000
	9,208,931	9,137,700	9,137,700	9,856,200
FRANCHISE FEES				
General Fund	1,435,795	1,290,000	1,276,700	1,284,500
Sanitation Fund	130,491	130,800	135,000	137,700
	1,566,286	1,420,800	1,411,700	1,422,200
OTHER TAXES				
General Fund	5,623,064	5,764,000	5,376,000	5,739,300
Special Revenue Funds	93,173	75,000	50,000	60,000
	5,716,237	5,839,000	5,426,000	5,799,300
LICENSES, PERMITS, FINES & FEES				
General Fund	2,393,950	2,268,000	2,408,000	2,420,900
Utility Fund	9,074,557	9,145,400	9,125,800	9,305,200
Drainage Fund	713,736	729,000	729,000	743,600
Sanitation Fund	1,756,692	1,768,500	1,787,000	1,840,600
Special Revenue Funds	84,414	71,200	75,000	72,000
	14,023,349	13,982,100	14,124,800	14,382,300
INTEREST INCOME				
General Fund	31,977	35,000	32,000	35,000
Utility Fund	10,560	8,000	12,000	12,000
Drainage Fund	178	200	100	100
Sanitation Fund	278	500	500	500
Capital Improvement Fund	5,103	5,000	5,000	5,000
Debt Service Fund	3,383	5,500	2,000	2,000
Special Revenue Funds	550	580	450	450
	52,029	54,780	52,050	55,050
TRANSFERS & MISCELLANEOUS				
General Fund	1,357,501	949,200	1,027,300	968,000
Utility Fund	24,924	13,000	14,200	11,000
Drainage Fund	821,676	0	600	0
Sanitation Fund	1,081	1,000	1,000	1,000
Debt Service Fund	3,709,690	110,000	566,000	150,000
Fixed Asset Fund	600,000	500,000	837,000	850,000
Capital Improvement Fund	1,263,750	1,875,000	1,875,000	1,975,000
	7,778,622	3,448,200	4,321,100	3,955,000
TOTAL REVENUES	38,345,454	33,882,580	34,473,350	35,470,050



DETAILED COMPARISON OF EXPENDITURES

(in thousands)

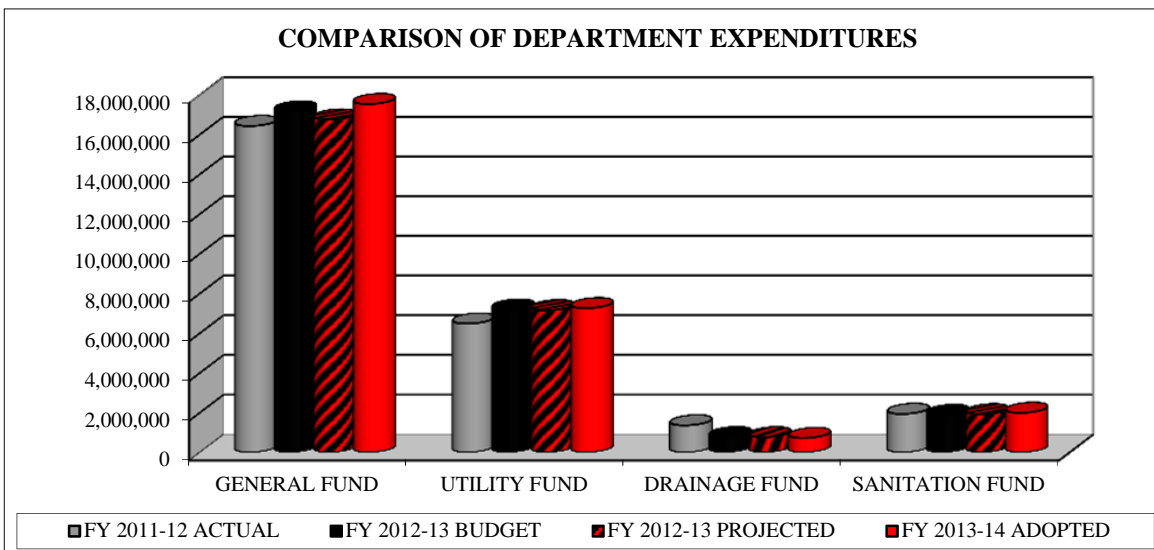
	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE				
General Fund	11,766,358	12,450,200	12,119,400	12,905,100
Utility Fund	950,125	1,045,800	1,002,100	1,071,900
Drainage Fund	92,445	115,600	103,800	112,900
Sanitation Fund	34,009	43,100	38,300	41,600
	12,842,937	13,654,700	13,263,600	14,131,500
SUPPLIES & MAINTENANCE				
General Fund	1,170,533	1,251,400	1,257,800	1,271,100
Utility Fund	626,222	634,500	646,000	631,500
Drainage Fund	63,885	71,500	81,500	73,500
Sanitation Fund	5,587	5,000	7,000	5,500
	1,866,227	1,962,400	1,992,300	1,981,600
INSURANCE & SERVICES				
General Fund	2,031,170	2,161,800	2,150,100	2,203,100
Utility Fund	689,444	809,600	757,700	810,200
Drainage Fund	4,451	17,800	15,100	9,900
Sanitation Fund	1,470,255	1,502,900	1,464,800	1,503,400
	4,195,320	4,492,100	4,387,700	4,526,600
DEBT SERVICE				
Utility Fund	1,267,905	1,601,200	1,572,000	1,498,300
Drainage Fund	302,042	382,300	381,700	199,300
Debt Service Fund	2,429,848	2,503,300	2,505,100	2,538,900
	3,999,795	4,486,800	4,458,800	4,236,500
TRANSFERS, MISCELLANEOUS & RESERVES				
General Fund	1,394,577	1,617,300	1,574,700	1,167,100
Utility Fund	4,330,786	4,896,900	5,135,800	5,357,500
Drainage Fund	901,216	183,000	180,500	330,500
Sanitation Fund	431,259	339,000	415,000	444,000
Fixed Asset Fund	1,102,448	1,011,300	1,061,000	854,200
Capital Improvement Fund	8,412,594	9,862,400	5,785,900	7,075,000
Debt Service Fund	3,712,634	25,000	480,800	27,000
Special Revenue Fund	191,414	230,700	169,800	187,200
	20,476,928	18,165,600	14,803,500	15,442,500
TOTAL EXPENDITURES	43,381,207	42,761,600	38,905,900	40,318,700



DEPARTMENT EXPENDITURE SUMMARY

(in thousands)

	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
GENERAL FUND				
City Council	175,306	195,100	178,100	191,200
Administration	1,372,036	1,490,200	1,356,900	1,491,200
Finance	525,240	569,900	556,300	582,100
Police	4,849,132	5,223,100	5,069,600	5,504,200
Courts	1,010,638	954,000	1,000,300	1,062,300
Planning and Development	347,543	361,700	358,900	385,500
Code Enforcement	382,170	483,900	447,500	514,000
Fire/EMS Administration	489,253	532,800	509,200	531,000
Fire/EMS Operations	3,181,231	3,277,900	3,193,300	3,152,600
Public Library	565,808	622,900	597,400	639,900
Parks and Recreation	1,976,906	2,173,500	2,171,700	2,170,300
Streets	1,324,423	1,036,100	1,072,300	1,059,000
Maintenence	233,257	240,600	245,600	256,200
TOTAL GENERAL FUND	16,432,943	17,161,700	16,757,100	17,539,500
UTILITY FUND				
Water Administration	2,150,157	2,528,500	2,579,400	2,624,800
Water Operations	3,223,920	3,314,300	3,239,600	3,439,300
Wastewater	1,112,916	1,348,900	1,342,600	1,200,300
TOTAL UTILITY FUND	6,486,993	7,191,700	7,161,600	7,264,400
DRAINAGE FUND				
Drainage	1,364,039	770,200	762,600	726,100
TOTAL DRAINAGE FUND	1,364,039	770,200	762,600	726,100
SANITATION FUND				
Sanitation	1,941,110	1,890,000	1,925,100	1,994,500
TOTAL SANITATION FUND	1,941,110	1,890,000	1,925,100	1,994,500
TOTAL ALL FUNDS	26,225,085	27,013,600	26,606,400	27,524,500







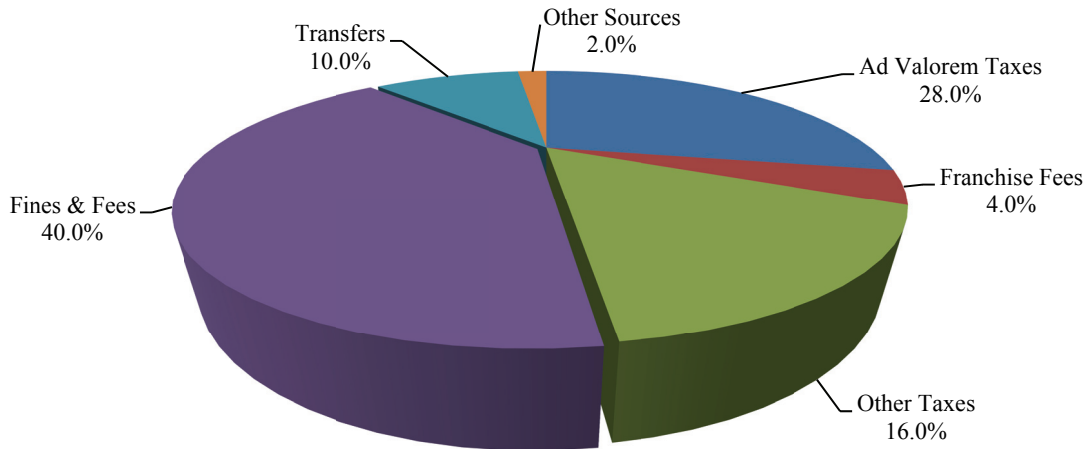
**TRENDS AND
FORECASTS**

TRENDS AND FORECASTS

REVENUES

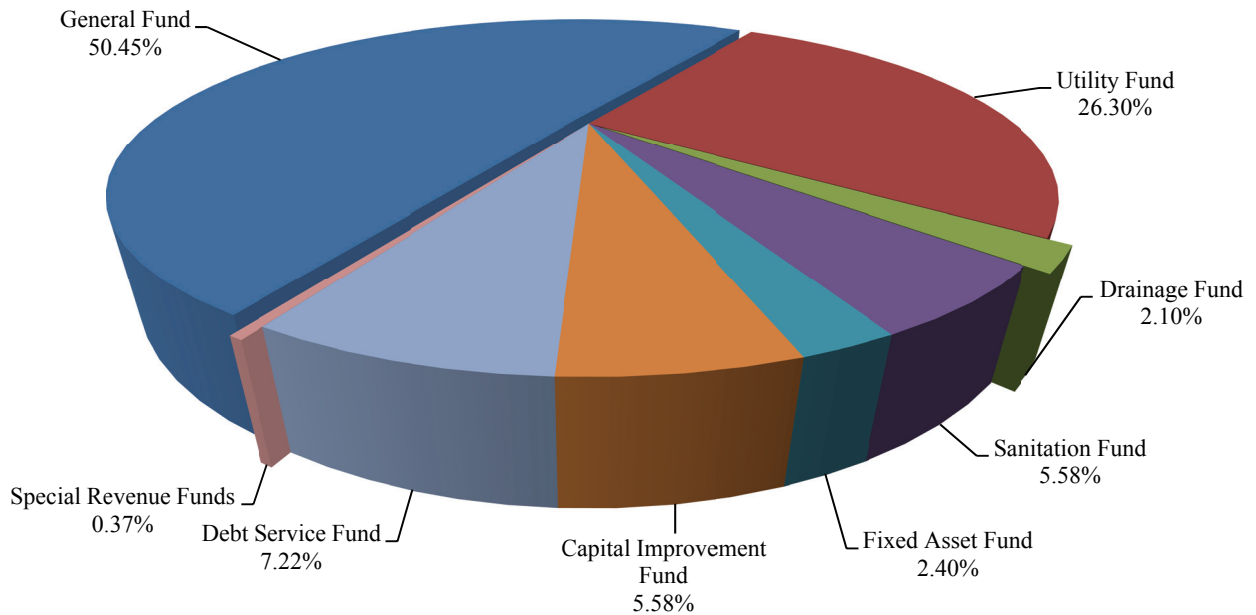
The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$35,470,050. Major revenue sources for the City are fines and fees (40%), ad valorem taxes (28%), and other taxes (16%).

FY 2013-2014 Budgeted Revenue Sources - All Funds



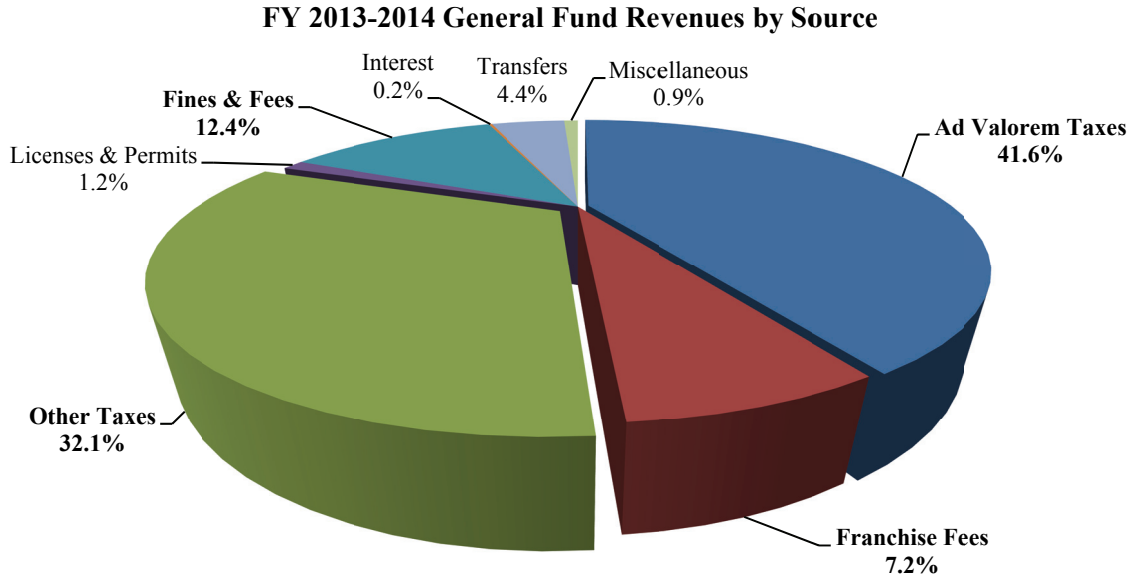
The General and Utility Funds have the greatest amount of revenues budgeted at 50.45% and 26.30% of total revenues respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.

FY 2013-2014 Budgeted Revenues - Percentage of Total Revenues



GENERAL FUND REVENUES

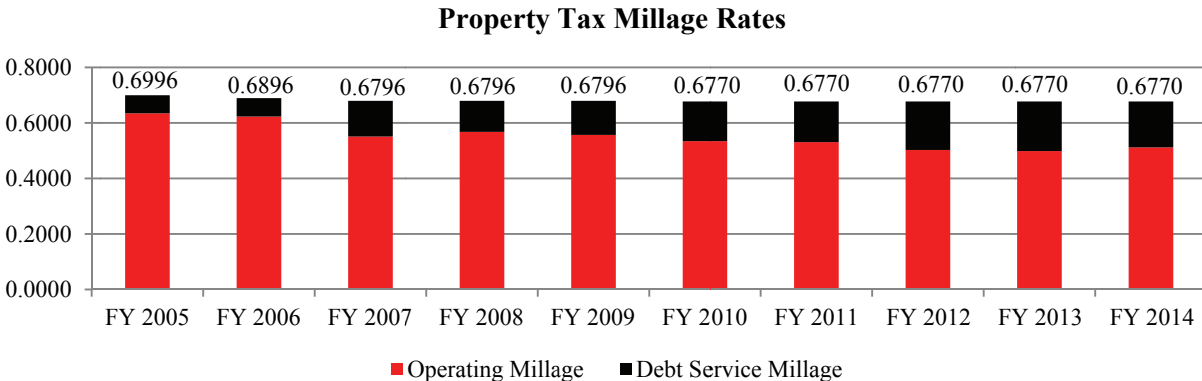
General Fund revenues at \$17,895,900 make up 50.45% of the City's total revenues (\$35,470,050) for the 2013-2014 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (41.6%), other taxes (32.1%), fines and fees (12.4%) and franchise fees (7.2%) as shown in the graph below.



Ad Valorem Tax

Ad valorem or property tax is the largest revenue source of the General Fund at 41.6% 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 Truth-in-Taxation guidelines. BCAD is also responsible for sending out tax statements and collecting tax payments on our behalf. Staff must take into consideration any debt payments that will be made during the fiscal year to ensure the Interest and Sinking part of the tax rate will cover 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 five years, lowering it from \$0.6996 to \$0.6896 in FY05-06, to \$0.6796 in FY06-07 and to \$0.6770 in FY09-10. 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.



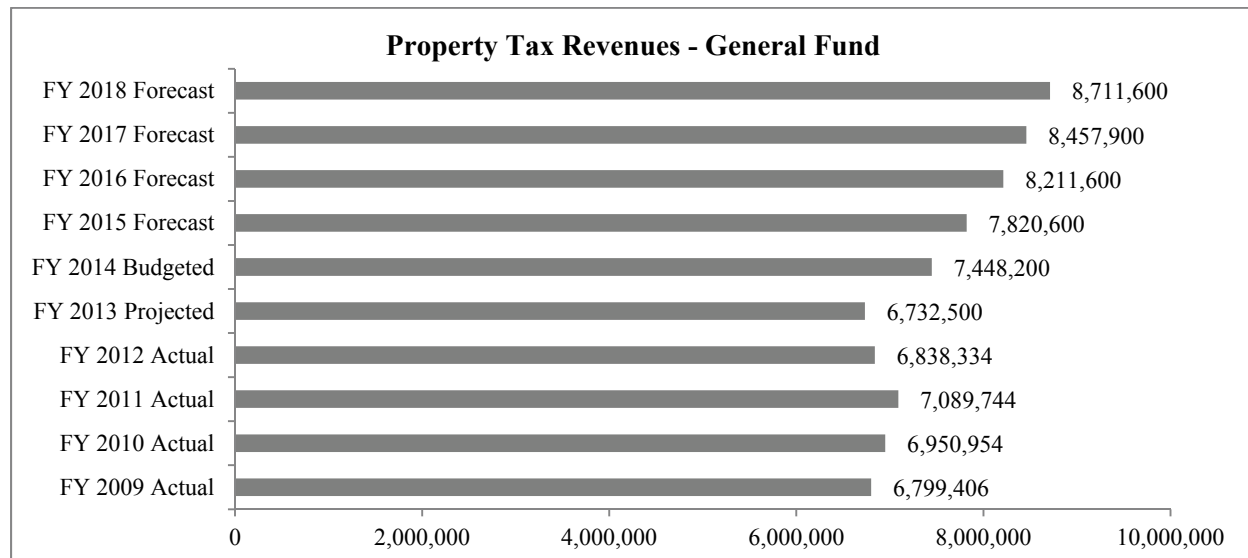
The certified 2013 taxable value per BCAD is \$1,514,681,590 which is an increase of \$110,553,612 or 7.9% from the 2012 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5116 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	1,514,681,590
Proposed Tax Rate per \$100 valuation	<u>0.6770</u>
Gross Revenues from Taxes	10,254,394
Estimated Percentage of Collections	<u>96%</u>
Estimated Funds from Tax Levy	9,844,218
Estimated Delinquent Tax Collections	<u>12,000</u>
Total Estimated Tax Collections	<u><u>9,856,218</u></u>

	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5116	7,448,216
Interest and Sinking	<u>0.1654</u>	<u>2,408,002</u>
Total	<u><u>0.6770</u></u>	<u><u>9,856,218</u></u>

Property tax revenue forecasts are determined using an estimated percentage growth. Knowledge of future residential and commercial developments helps in determining the percentage change for each year. Past commercial and residential valuation is taken into consideration when looking at what may lie ahead in the future.

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2014, and the current projections for the future.



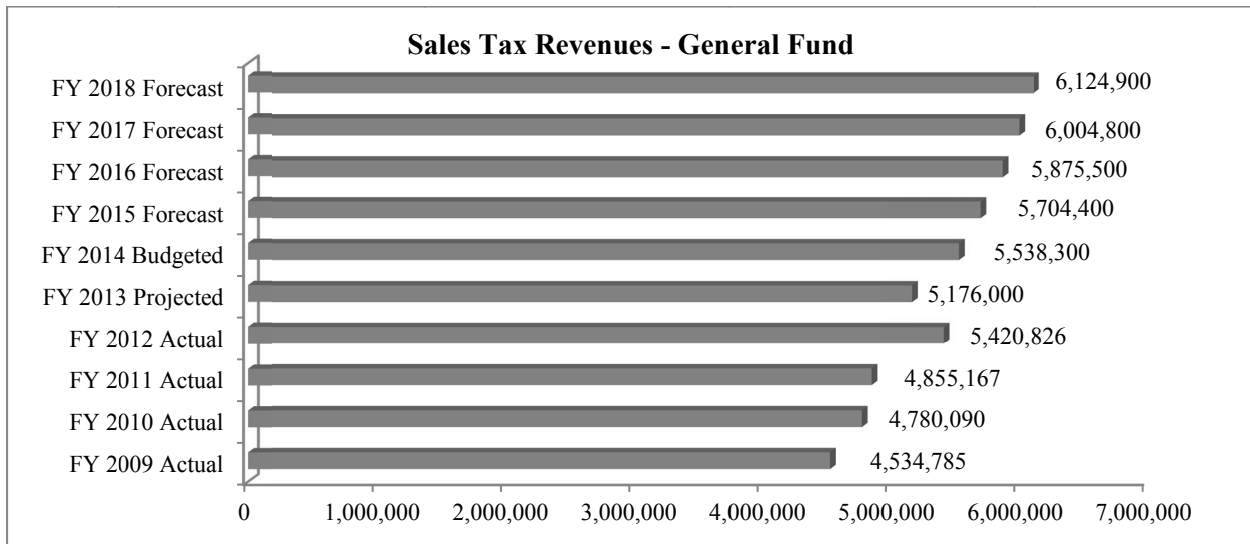
Estimated continued growth is the reason behind the increase in property tax revenue projections over the next four years.

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

The Other Taxes category consists of Sales Tax, Mixed Drink Tax, and Bingo Tax.

Sales Tax – Businesses continue to open in Harker Heights, creating a closer place to shop for our residents. Market Heights, a Target anchored retail plaza, opened during FY 2007-08 creating an increase in retail sales in Harker Heights. As additional stores continue to open in the years to follow, sales taxes continued to show a steady growth. New businesses are expected to continue to open however sales taxes are projected to have reached a point of leveling off. The projected amount for the 2013 fiscal year of \$5,176,000 is \$244,826 less than the prior year actual of \$5,420,826. The proposed amount for sales taxes for the 2014 fiscal year is \$5,538,300 which is 31% of the budgeted revenues in the General Fund. Sales tax revenue forecasts are determined by taking prior year increases and adjusting for estimated growth in business activity. The graph below shows the projections out to the 2018 fiscal year.



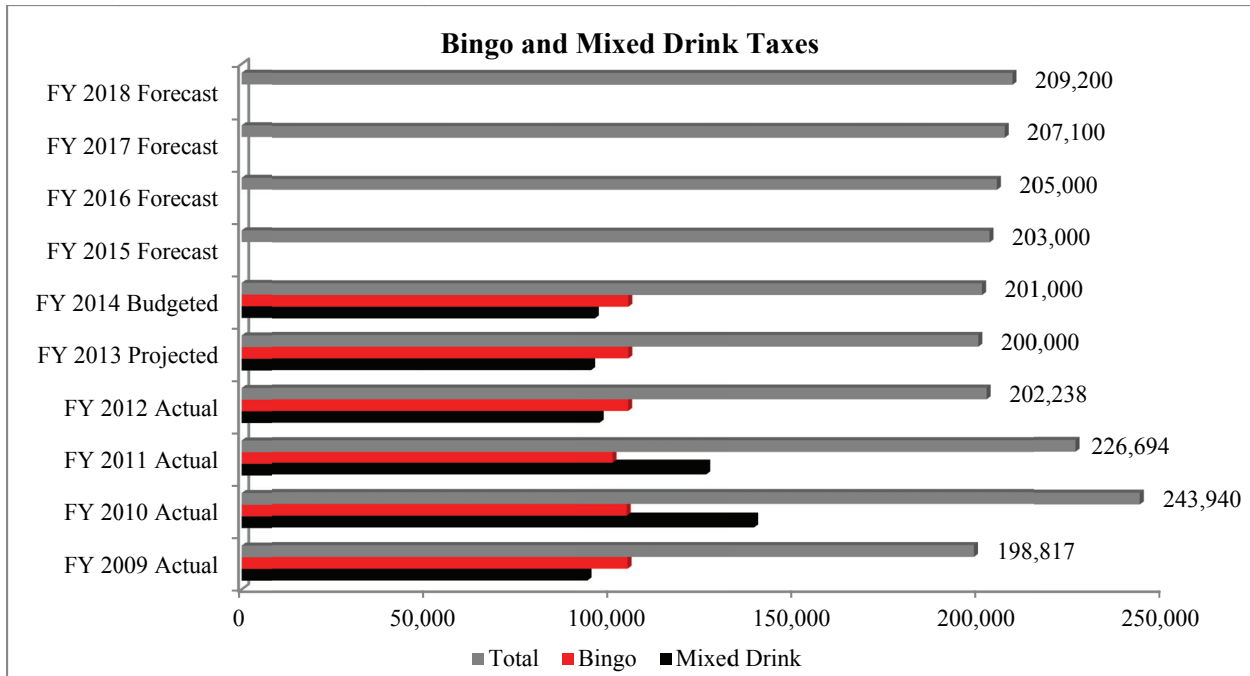
Sales tax revenues are projected to increase by 11% between FY 2014 and FY 2018.

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. Revenues projected for FY 2012-13 are \$95,000, which is \$2,289 less than the prior year’s actual amount and equal to the amount budgeted for the fiscal year. The amount budgeted for FY 2013-14 is \$96,000 which is a projected one percent increase from the prior year’s projection.

Bingo taxes are collected by the Texas Lottery Commission and distributed on a quarterly basis by their Charitable Bingo Operations Division. Projections for FY 2012-13 are \$105,000 which is equal to the amount budgeted for the fiscal year and to the amount adopted for FY 2013-14.

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.

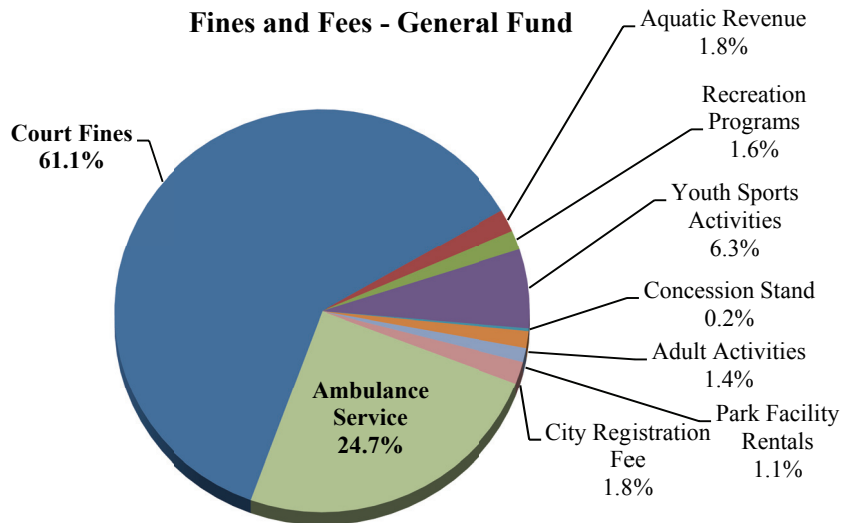
The graph on the next page shows how the prior year actuals, FY 2013 projection and FY 2014 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the 1% increases will be allocated between the two line items.



Mixed Drink Tax revenues spiked in FY 2010 and FY 2011 and decreased in FY 2012 where it has remained fairly flat.

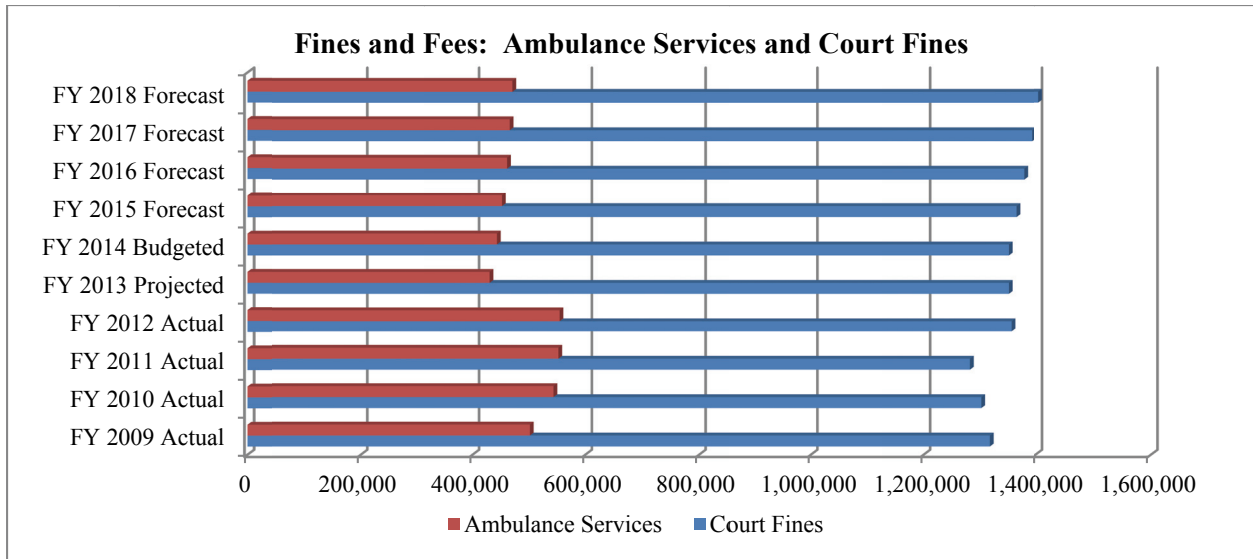
Fines and Fees

The Fines and Fees category consists of Court Fines, Ambulance Service, Parks & Recreation Fees and City Registrations.



Court Fines – The FY 2012-13 budget totaled \$1,350,000 and is projected to be the same at fiscal year-end as well as for the 2014 fiscal year.

Ambulance Service – This line item is being raised from the \$480,000 budgeted in FY 2012-13 to \$545,900 for FY 2013-14. Collections for ambulance services have been more consistent over the past several years.

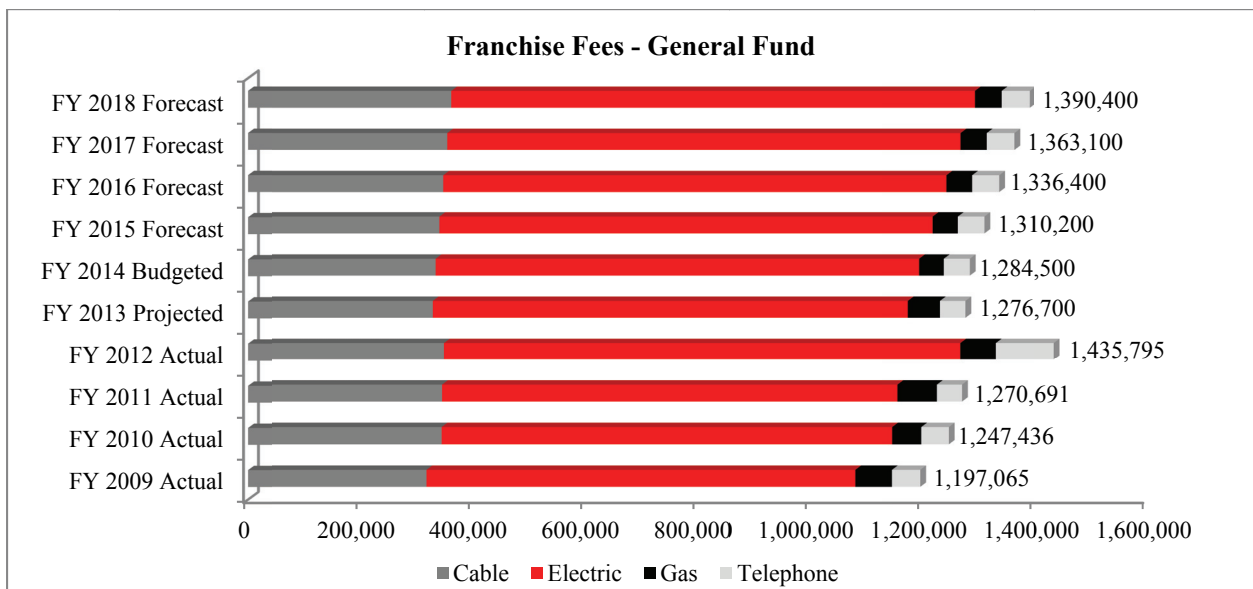


A look at the actual, projected, budgeted and forecasted amount for ambulance services and court fines.

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 shows the \$1,284,500 budgeted in the General Fund as well as actual revenues prior to and projections for future years.



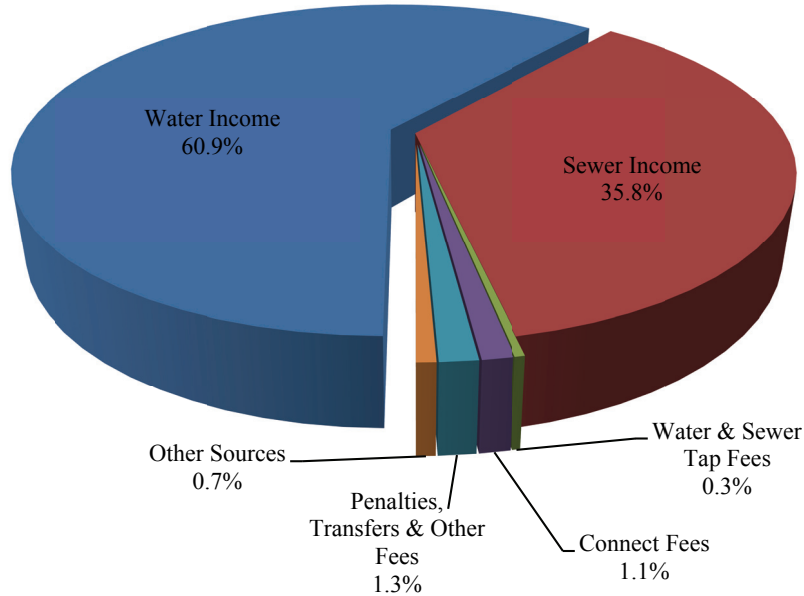
The increase in FY 2012 was due to additional fees collected for the electric franchise through an audit.

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

UTILITY FUND REVENUES

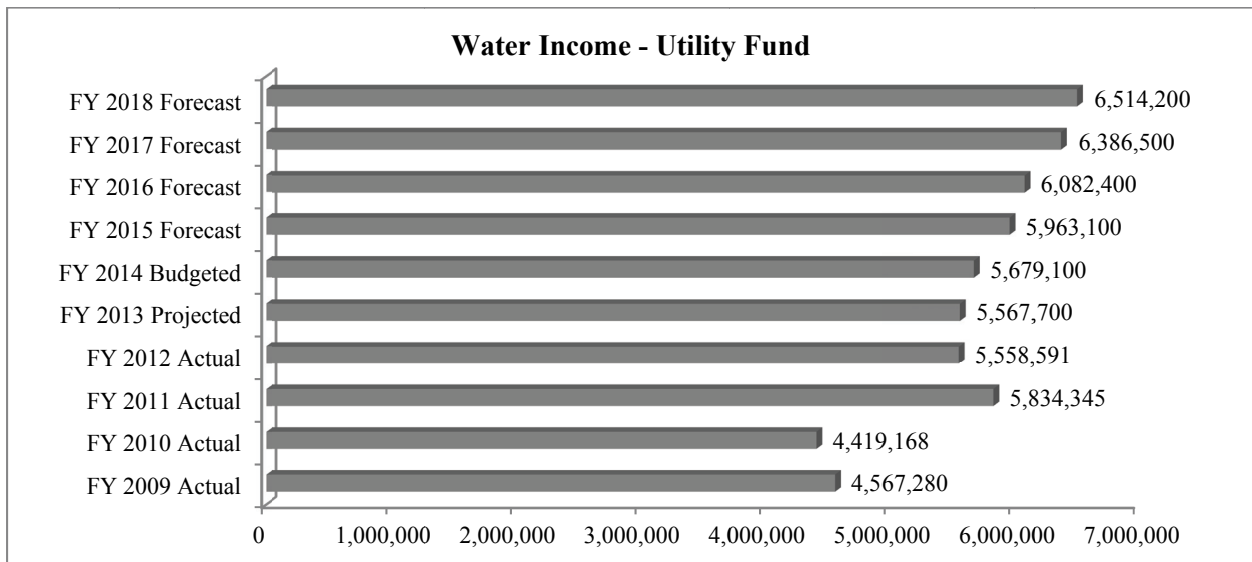
Utility Fund revenues at \$9,328,200 make up 26.30% of the City’s \$35,470,050 in total revenues for FY 2013-2014 with the major revenue sources water income (60.9%) and sewer income (35.8%) as shown in the graph below.

FY 2013-2014 Utility Fund Revenues by Source



Water Income

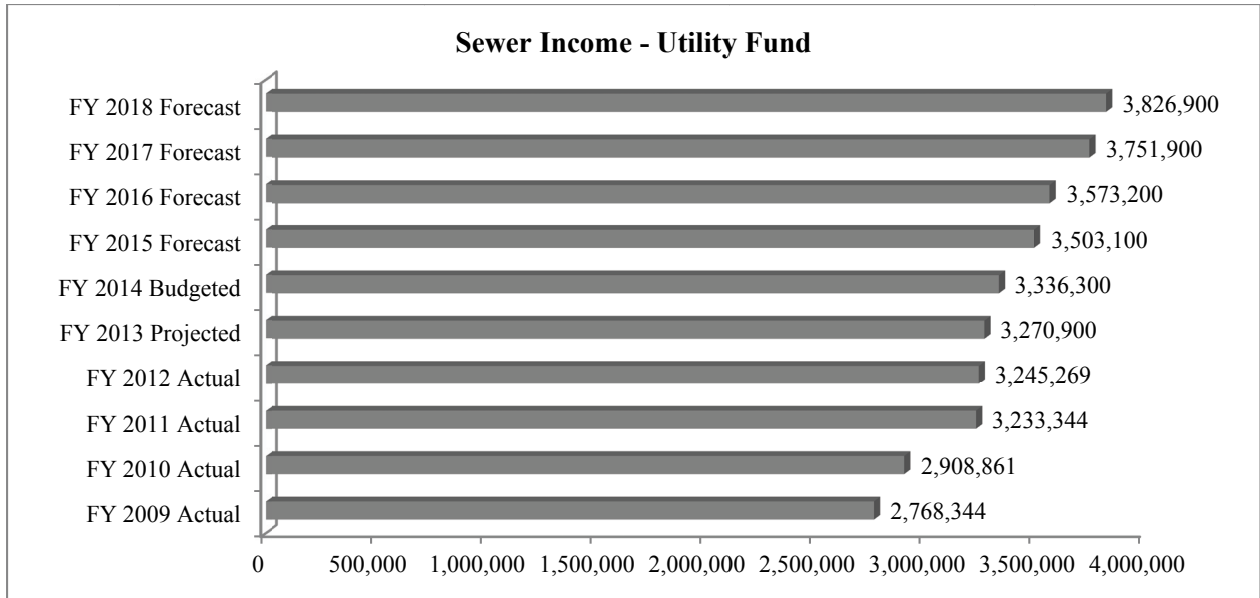
Water income is very elastic and depends a great deal on what the weather does. A target for water income has been developed using historical income data. There was no increase in water rates for the 2014 fiscal year however a 2% growth rate adjustment was made to assist in the calculation of the budgeted amount. Forecasts for water income include a flat two 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 expected to increase by 15% (\$835,100) between FY 2014 and FY 2018.

Sewer Income

Billable gallons for sewer are computed based on water consumption. No rate increase was made to sewer fees however a 2% growth rate adjustment was made to assist in the calculation of the budgeted amount. Sewer income is also forecasted based on a two percent growth and three percent alternating rate increase. As in water income, if a rate increase is deemed unnecessary, the alternating years are adjusted accordingly.



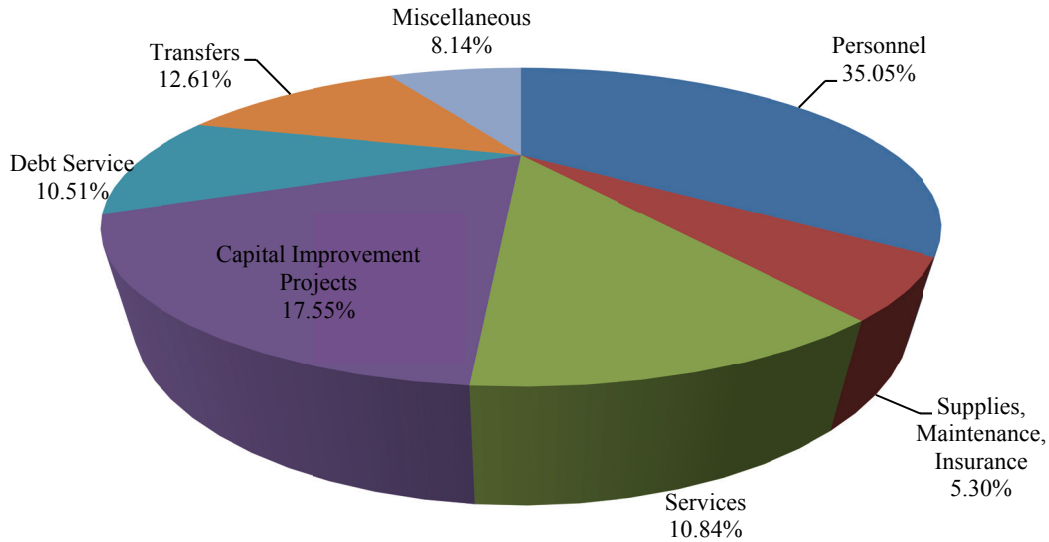
Sewer Income is expected to increase by 15% (\$490,600) between FY 2014 and FY 2018.

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

EXPENDITURES/EXPENSES

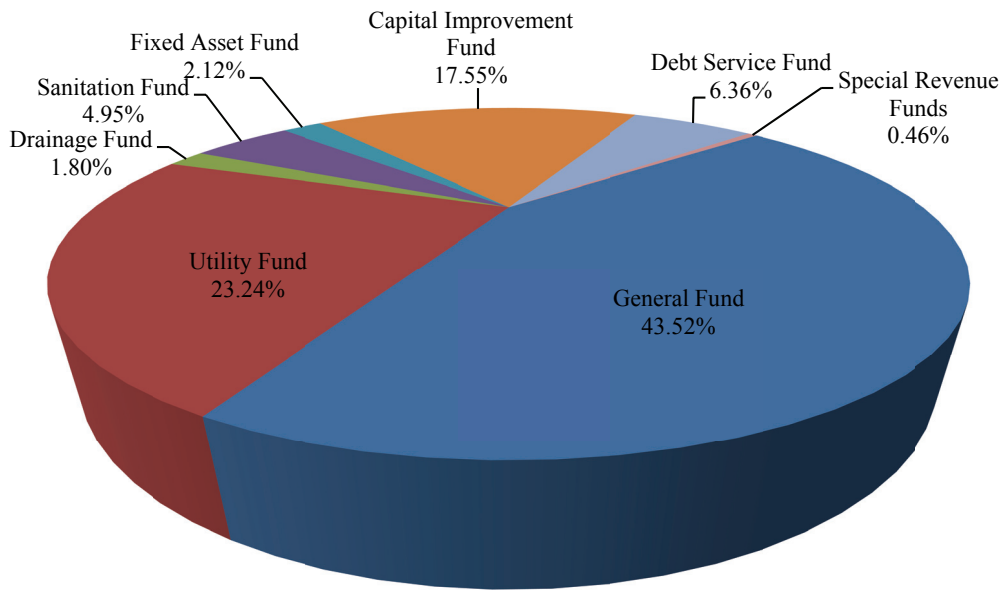
The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$40,318,700. The largest use of City funds is personnel expenses at 35.05%.

FY 2013-2014 Budget Expenditures/Expenses - All Funds



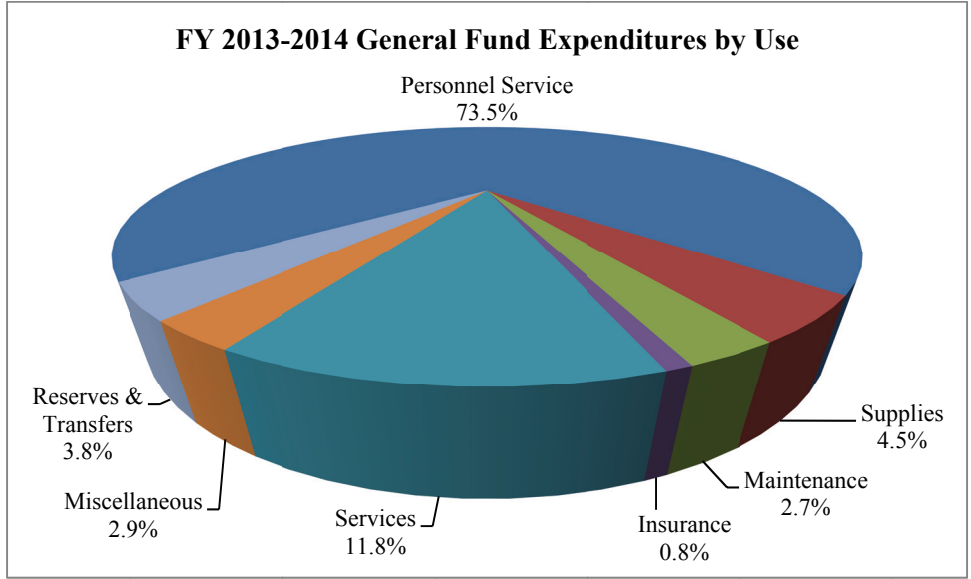
The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 43.52%, 23.24% and 17.55% respectively. The General and Utility Fund’s major uses will be discussed on the following pages; Capital Improvement Fund projects are discussed in detail in the “Capital Outlay and Improvements” section.

FY 2013-2014 Budgeted Expenditures/Expenses - Percentage of Total



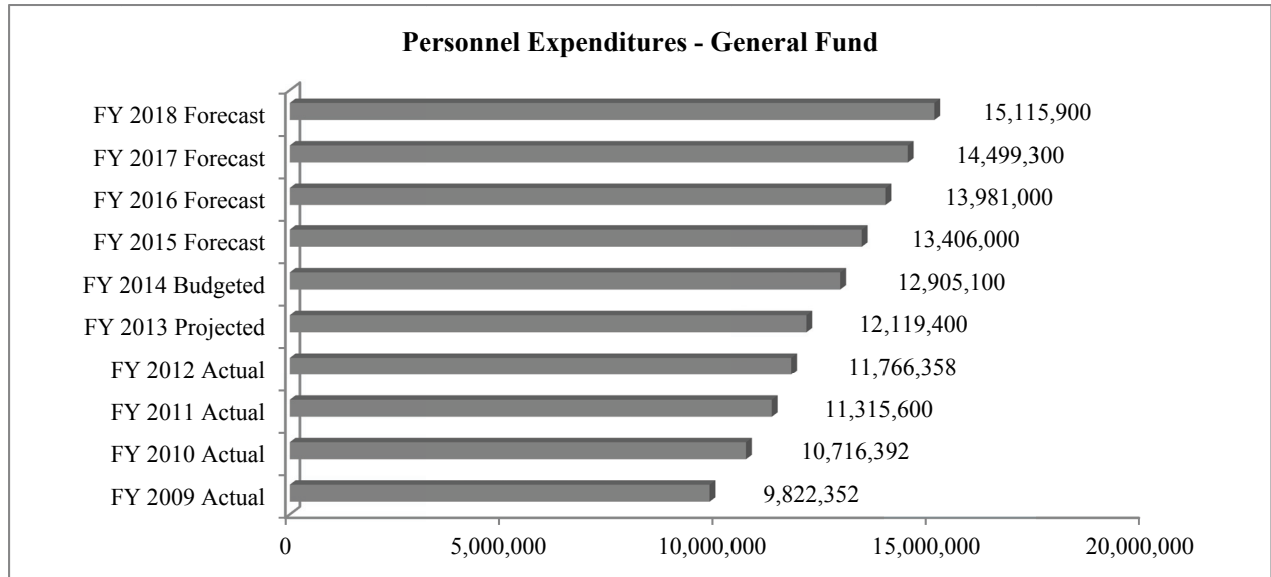
GENERAL FUND EXPENDITURES

At \$17,546,400, General Fund expenditures make up 43.52% of the City’s total uses. Major uses, as indicated in the graph below, are personnel service (73.5%) and services (11.8%).



Personnel Service

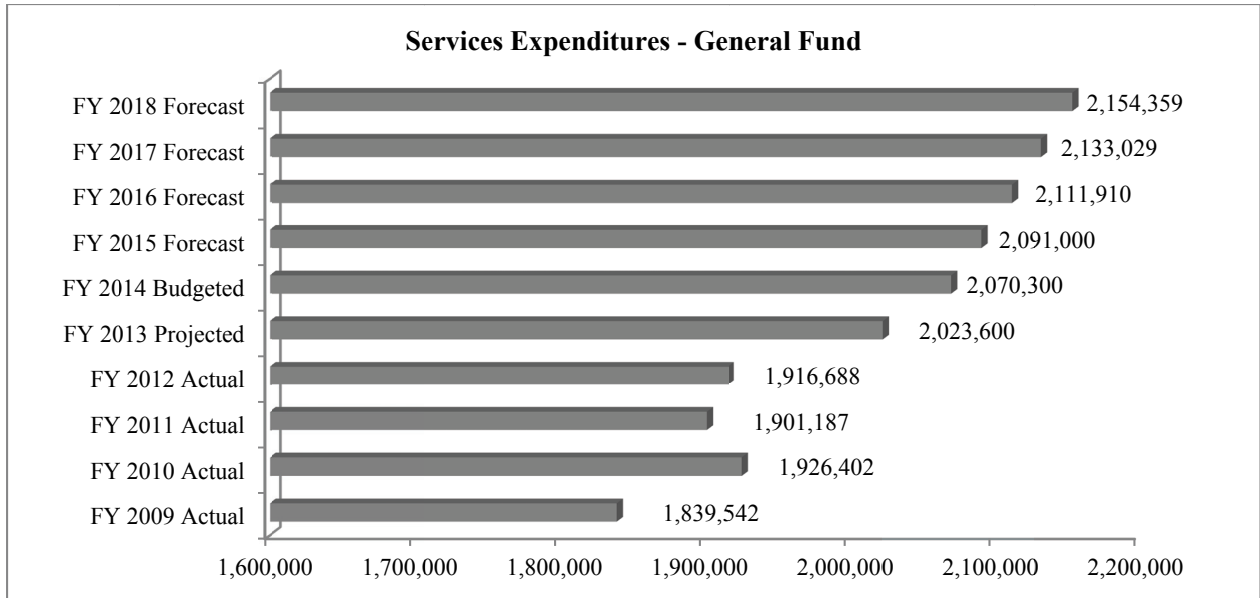
Total personnel services for the 2014 fiscal year are budgeted at \$12,905,100, an increase of \$785,700 or 6% over the prior year’s projection. This increase is due to a three percent salary adjustment for all employees and the addition of a part-time Recreation Aide in the Parks & Recreation Department. In forecasting for personnel service a four percent increase is added to the prior year’s total. This is adjusted later during budget planning as it is decided whether a salary adjustment will be given, whether worker’s compensation and retirement rates will increase, and based on any changes to the City’s health insurance coverage.



FY 2014 personnel expenditures (budgeted) show an increase of 31% in this line item since FY 2009.

Services

The Services category at a total of \$2,070,300 for the 2014 fiscal year contains many different line items the largest of which are Utilities (\$576,200), State Tax Payments (\$490,000) and Contract Labor (\$309,300). For forecasting purposes, the category of Services is projected to increase 1% each fiscal year. Adjustments are made as needed to keep in line with the projection or increase/decrease it if necessary.

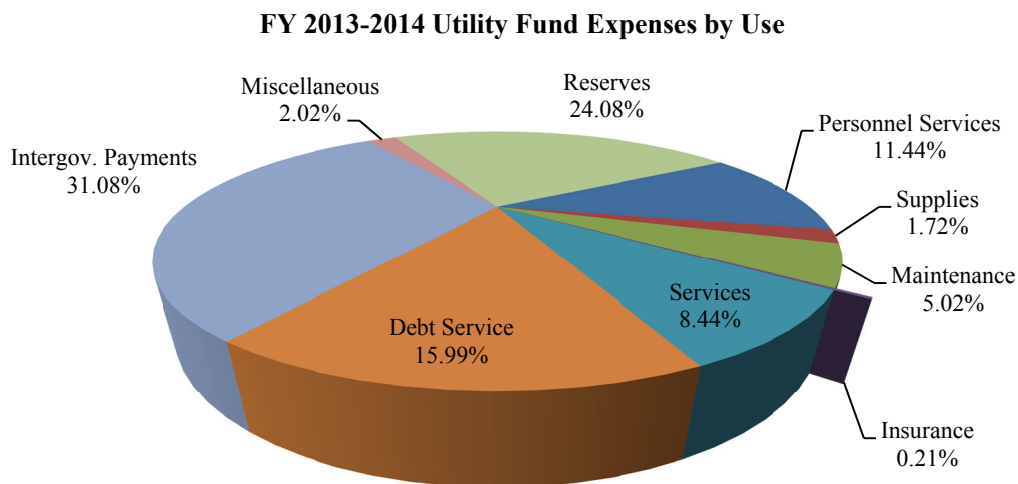


Depicts how the Services category may grow over the next four fiscal years.

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

UTILITY FUND EXPENSES

At \$9,369,400, Utility Fund expenses make up 23.24% of the City’s total uses. Major uses, as indicated in the graph below, are Intergovernmental Payments (31.08%), Reserves (24.08%), and Debt Service (15.99%).



Intergovernmental Payments

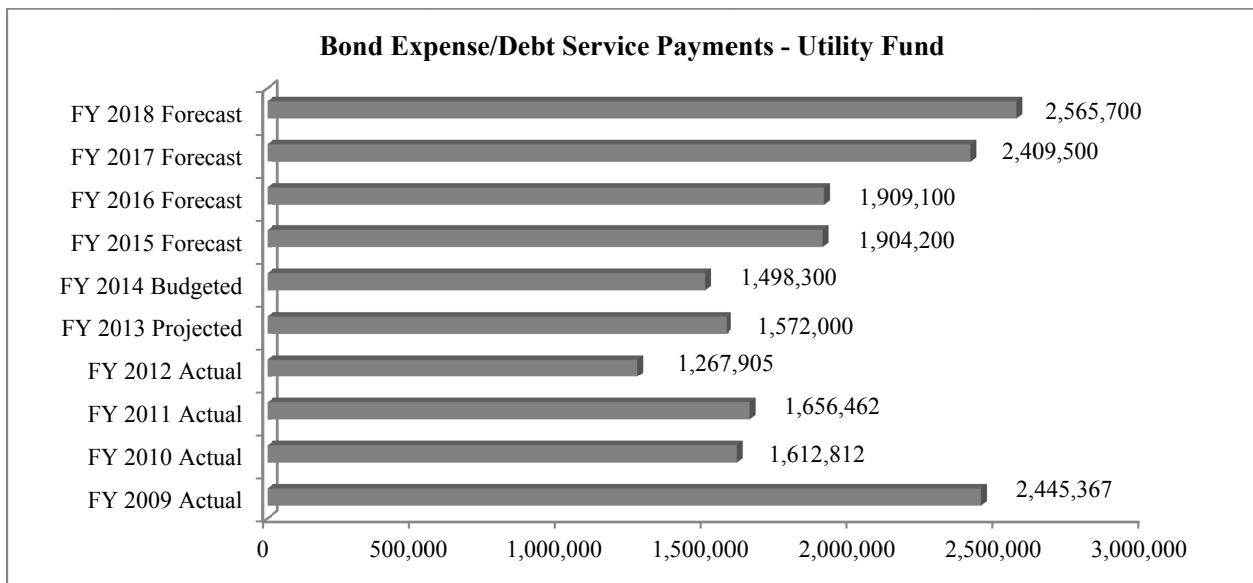
Intergovernmental Payments include transfers to the General (\$450,000) and Debt Service (\$100,000) Funds as well as water purchases of \$2,361,800. Transfers are budgeted at a flat amount and are adjusted during budget planning based on the needs of the City. Water purchases are planned based on payments 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 \$2,256,600 in the Utility Fund and include the final payment for a vector truck in the amount of \$56,600 and transfers to the Fixed Asset (\$600,000) and Capital Project (\$1,600,000) Funds. Transfers are budgeted at a flat amount and are adjusted during budget planning based on the needs of the City.

Debt Service

Debt principal and interest payments for the 2013 fiscal year are projected at \$1,572,000, a \$29,200 decrease from the budgeted amount of \$1,601,200. This is due to a refunding issue completed in June 2013. The FY 2013-14 bond expense totals \$1,498,300 for the same reason. See the “Debt Service” section for additional details on the City’s 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**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
TAXES						
700 Tax Receipts	6,742,400	6,838,334	6,732,500	6,658,934	6,732,500	7,448,200
701 Discounts	0	0	0	0	0	0
TOTAL TAXES	6,742,400	6,838,334	6,732,500	6,658,934	6,732,500	7,448,200
FRANCHISE FEES						
080 Cable Franchise Fees	355,000	349,755	360,000	167,554	330,000	335,000
081 Electricity Franchise Fees	805,000	917,947	820,000	457,733	845,000	860,000
082 Gas Franchise Fees	70,000	62,604	65,000	56,690	56,700	43,500
083 Telephone Franchise Fees	50,000	105,489	45,000	22,536	45,000	46,000
TOTAL FRANCHISE FEES	1,280,000	1,435,795	1,290,000	704,513	1,276,700	1,284,500
OTHER TAXES						
707 Mixed Drink Tax	130,900	97,289	95,000	49,003	95,000	96,000
708 Bingo Tax	106,000	104,949	105,000	51,613	105,000	105,000
709 Sales Tax	4,985,300	5,420,826	5,564,000	2,581,011	5,176,000	5,538,300
TOTAL OTHER TAXES	5,222,200	5,623,064	5,764,000	2,681,627	5,376,000	5,739,300
LICENSES AND PERMITS						
022 Platting and Rezoning	15,000	15,902	10,000	5,716	15,000	10,000
051 Building Permits	150,000	150,261	130,000	115,307	180,000	180,000
052 Contractor's Registration	17,000	13,575	15,000	10,950	20,000	20,000
TOTAL LICENSES AND PERMITS	182,000	179,738	155,000	131,973	215,000	210,000
FINES AND FEES						
016 Court Fines	1,300,000	1,354,817	1,350,000	669,017	1,350,000	1,350,000
036 Aquatic Revenue	40,000	40,854	40,000	0	40,000	40,000
037 Recreation Programs	35,000	25,712	35,000	5,866	35,000	35,000
038 Youth Sports Activities	100,000	134,274	115,000	82,775	138,000	140,000
039 Concession Stand	3,000	3,931	3,000	338	5,000	5,000
040 Adult Activities	30,000	38,881	30,000	14,042	30,000	30,000
041 Park Facility Rentals	25,000	22,308	25,000	9,578	25,000	25,000
050 City Registration Fee	35,000	40,394	35,000	23,209	40,000	40,000
101 Ambulance Service	575,000	553,041	480,000	239,293	530,000	545,900
TOTAL FINES AND FEES	2,143,000	2,214,212	2,113,000	1,044,118	2,193,000	2,210,900
MISCELLANEOUS						
010 Credit Card Fees	(25,000)	(37,154)	(35,000)	(19,846)	(40,000)	(40,000)
015 Cash Over (Short)	0	68	0	309	500	0
017 Court Fine Collection Fees	0	0	0	0	0	0
020 Interest Income	35,000	31,977	35,000	16,043	32,000	35,000
021 Miscellaneous Income	25,000	18,587	25,000	11,099	22,000	25,000
023 Taxable Income	15,000	13,123	13,000	6,005	13,000	13,000
025 Miscellaneous A/R Income	0	1,154	0	0	0	0
030 Insurance Proceeds	0	20,877	0	1,796	1,800	0
031 Settlement of Claim	0	0	0	175	200	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	4,102	0	437	1,100	0
058 False Alarm Fees	1,000	350	0	0	0	0
070 Grant Revenue	220,500	155,811	88,200	65,697	108,300	25,000
071 Contributions	0	141,064	0	0	0	0
100 Ambulance Collection Fees	(80,000)	(91,840)	(90,000)	(49,876)	(100,000)	(103,000)
102 Reimburse Bell County	5,500	4,755	5,000	4,818	5,000	5,000
112 Animal Control	15,000	17,170	18,000	7,955	18,000	18,000
113 Auction Abandoned Property	0	9,950	0	0	0	0
114 Child Safety Fund	35,000	32,710	35,000	36,225	40,000	40,000
116 State Seizure Funds	0	0	0	0	0	0
201 Net Value of Investments	0	(23)	0	0	0	0

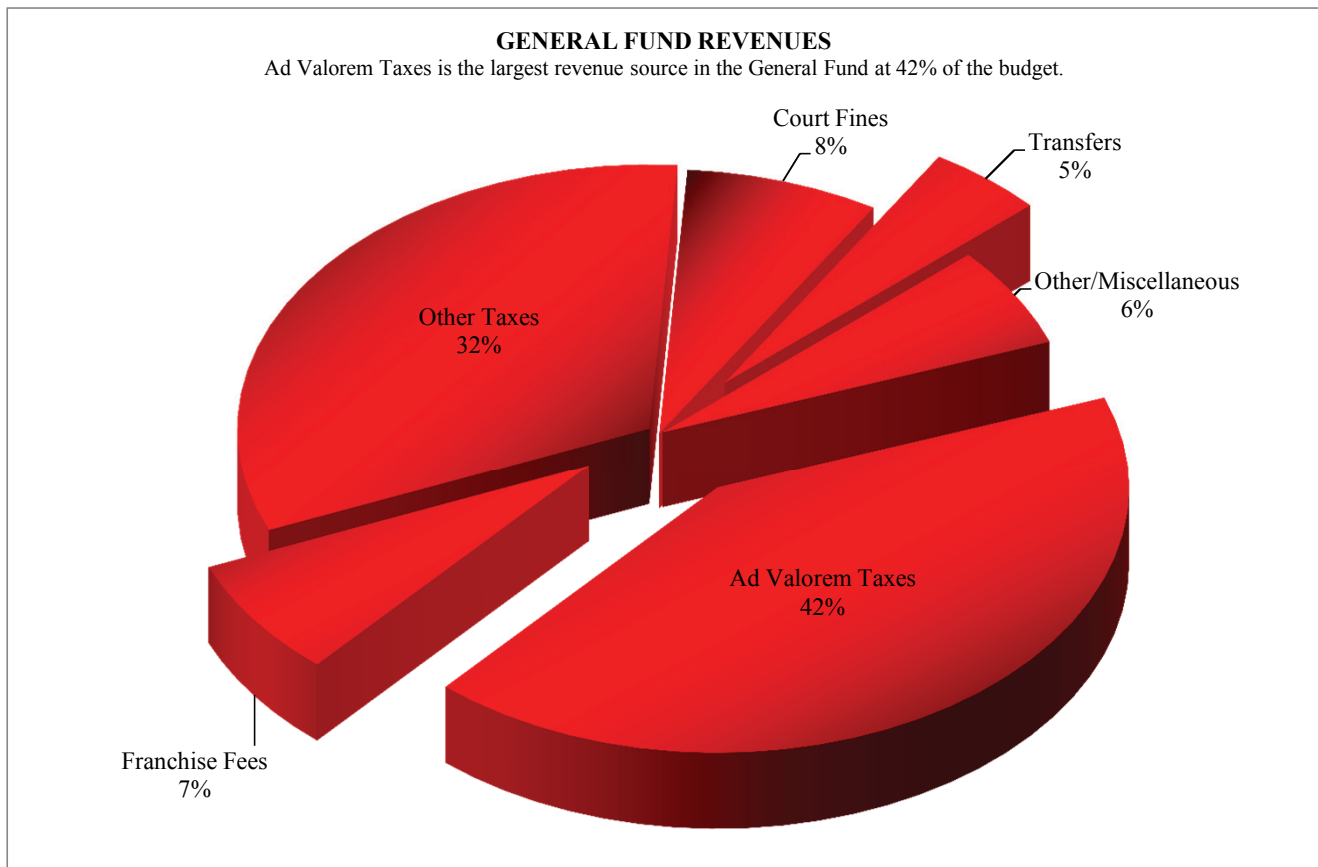
**REVENUE SUMMARY
GENERAL FUND**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
400 Donations	0	17,698	0	25,000	25,000	0
401 Donations Received (Police)	0	(2,696)	0	268	500	0
403 Library Donations	0	40	0	50	500	0
404 Parks & Rec Donations	0	10,135	0	6,749	10,000	0
405 Donations - Nat'l Night Out	0	4,699	0	1,391	1,400	0
600 Lease Agreement Proceeds	0	0	0	0	0	0
602 Reimb from TxDOT PTF Program	0	0	0	0	0	170,000
802 Transfer from Water	350,000	350,000	350,000	150,000	400,000	450,000
803 Transfer from Drainage	200,000	200,000	175,000	175,000	175,000	0
804 Transfer from Sanitation	400,000	400,000	275,000	100,000	275,000	300,000
812 Transfer from Restricted Courts	82,000	86,921	90,000	40,000	70,000	65,000
TOTAL MISCELLANEOUS	1,279,000	1,389,478	984,200	579,295	1,059,300	1,003,000
TOTAL REVENUES	16,848,600	17,680,621	17,038,700	11,800,460	16,852,500	17,895,900
BEGINNING FUND BALANCE	6,805,441	6,499,215	7,309,683	7,817,198	7,817,198	7,567,698
INCREASE/DECREASE	137,200	1,317,983	(442,000)	2,662,268	(249,500)	349,500
ENDING FUND BALANCE	6,942,641	7,817,198	6,867,683	10,479,466	7,567,698	7,917,198

FUND BALANCE REQUIREMENT

4,361,600

(Three Months Operating Expense)



**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	8,789,400	8,701,893	9,187,600	4,535,999	8,877,900	9,494,600
002 Overtime	347,500	329,217	350,200	192,024	414,200	345,500
003 Worker's Compensation	149,200	137,720	164,100	155,715	163,000	168,300
004 Health Insurance	813,900	782,554	718,600	339,155	711,000	751,100
005 Social Security	698,900	664,558	729,800	347,915	710,900	752,800
006 Retirement	1,215,200	1,150,416	1,299,900	627,486	1,242,400	1,392,800
TOTAL PERSONNEL SERVICE	12,014,100	11,766,358	12,450,200	6,198,294	12,119,400	12,905,100
SUPPLIES						
010 Office	68,600	72,771	81,800	40,741	82,800	83,600
011 Vehicle	331,800	370,492	360,700	182,042	371,700	373,000
012 General	152,900	159,669	113,700	54,277	115,800	123,000
013 Equipment	55,200	44,986	50,300	18,898	46,700	57,000
014 Uniforms	70,000	58,570	69,600	23,075	68,100	71,900
015 Recreational	6,500	6,056	6,500	764	6,500	6,500
016 Chemical	18,000	16,069	18,000	3,544	18,000	18,000
019 K-9 Supplies	5,000	4,816	5,500	4,800	8,000	6,000
028 Pet Adoption Center	0	102	8,000	5,137	9,000	9,000
029 Medical	0	0	44,300	24,398	46,600	48,800
TOTAL SUPPLIES	708,000	733,531	758,400	357,676	773,200	796,800
MAINTENANCE						
020 Vehicle	80,800	104,638	94,800	59,581	105,200	93,800
021 Building	89,600	84,890	91,600	47,801	94,500	97,300
022 Equipment	121,800	110,379	126,100	63,553	104,100	112,400
023 Ground	155,500	137,095	180,500	88,565	180,800	170,800
TOTAL MAINTENANCE	447,700	437,002	493,000	259,500	484,600	474,300
INSURANCE						
030 Property/Liability	126,000	114,482	130,500	114,764	126,500	132,800
TOTAL INSURANCE	126,000	114,482	130,500	114,764	126,500	132,800
SERVICES						
059 Adaptive Sports	13,800	11,620	12,600	9,164	12,600	12,000
069 Adult Sports	8,000	5,566	8,000	3,045	8,000	8,000
083 Audit Fees	30,000	20,225	30,000	11,550	25,000	25,000
081 Bank Fees	30,000	20,689	30,000	10,258	25,000	25,000
033 Contingency	0	0	0	0	0	0
047 Contract Labor	278,900	274,862	299,900	149,732	306,900	309,300
041 Dues and Subscriptions	37,200	35,214	43,400	24,395	40,800	44,200
036 Election Expense	2,000	5,440	10,000	160	4,500	10,000
046 Equipment Rental	30,500	26,612	31,400	13,499	31,600	31,900
104 Fire Prevention	3,700	3,587	3,100	2,499	3,100	5,000
043 Impound Expense	700	190	700	305	700	700
075 LEOSE Training	0	0	0	0	0	0
102 Medical Director Contract	8,000	6,600	31,500	6,600	27,000	8,700
086 Nuisance Abatement	50,000	26,377	60,000	7,270	25,000	60,000
070 Other Expense (Grants)	11,600	29,546	27,600	11,251	27,600	20,200
067 Parks and Recreation Programs	40,000	28,706	40,000	22,846	38,000	40,000
400 Public Awareness	15,000	19,392	15,000	2,834	15,000	15,000
061 Reimburse by Donations	2,000	3,371	2,000	1,455	2,500	3,000
105 Safety Training	2,400	1,747	2,100	0	1,700	1,800

**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
087 State Tax Payments	450,000	516,673	425,000	224,962	486,000	490,000
084 Tax Appraisal Contract	80,000	76,245	80,000	37,211	80,000	80,000
068 Team Travel	2,400	400	2,400	0	2,400	2,400
045 Telephone	77,800	57,405	74,100	30,512	69,100	70,300
042 Travel and Training	149,700	116,255	155,700	62,493	130,000	143,600
060 Tree City USA	10,000	6,275	10,000	2,230	10,000	10,000
065 Trophies and Awards	15,000	13,256	17,000	10,133	17,000	17,000
035 Unemployment Payments	0	5,614	0	2,987	3,100	0
066 Uniforms and Equipment (Rec)	61,000	55,606	61,000	19,832	56,000	61,000
040 Utilities	510,800	549,215	558,800	280,231	575,000	576,200
TOTAL SERVICES	1,920,500	1,916,688	2,031,300	947,454	2,023,600	2,070,300
MISCELLANEOUS						
091 Advertising	40,000	35,635	41,700	13,922	41,700	41,700
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	48,500
405 Economic Development	5,000	0	5,000	3,550	5,000	5,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
090 Legal Fees	68,000	49,367	68,000	27,875	62,000	65,000
093 Medical Expense	5,000	3,216	5,000	1,116	5,000	5,000
600 Pitney Bowes Lease	4,600	4,560	4,600	2,280	4,600	4,600
092 Professional Fees	155,500	172,301	162,600	78,203	159,100	178,400
406 Texas A&M Contribution	50,000	50,000	50,000	50,000	50,000	50,000
408 Boys & Girls Club Contribution	40,000	40,000	50,000	0	50,000	50,000
401 Transportation (HOP)	33,500	24,574	19,100	0	19,100	25,200
601 Xerox Lease - Int	1,300	1,337	800	391	800	100
602 Xerox Lease - Prin	5,900	5,959	6,500	3,257	6,500	2,100
404 Youth Task Force	15,000	9,707	15,000	6,756	15,000	15,000
TOTAL MISCELLANEOUS	489,300	462,156	493,800	228,600	484,300	507,600
RESERVES/TRANSFERS						
609 COBAN Lease - Int	0	0	0	0	0	3,800
610 COBAN Lease - Prin	0	0	0	0	0	85,200
603 Dell Computer Lease - Int	3,800	3,848	2,600	2,630	2,600	1,300
604 Dell Computer Lease - Prin	23,100	23,080	24,300	24,298	24,300	25,600
605 Dell Server Lease - Int	3,800	3,808	2,600	2,603	2,600	1,300
606 Dell Server Lease - Prin	22,900	22,843	24,000	24,048	24,000	25,300
613 Quint Fire Truck Lease - Int	3,000	3,044	0	0	0	0
614 Quint Fire Truck Lease - Prin	84,200	84,179	0	0	0	0
252 Reimbursement: Market Heights	705,000	632,316	750,000	666,852	666,900	0
254 Reimbursement: Seton Medical	0	0	0	0	0	407,000
007 Reserve for Personnel	10,000	9,303	10,000	1,473	10,000	10,000
805 Transfer to Capital Projects	150,000	150,000	200,000	200,000	200,000	0
806 Transfer to Debt Service	0	0	110,000	110,000	110,000	50,000
800 Transfer to Fixed Assets	0	0	0	0	50,000	50,000
TOTAL RESERVES/TRANSFERS	1,005,800	932,421	1,123,500	1,031,904	1,090,400	659,500
GRAND TOTAL	16,711,400	16,362,638	17,480,700	9,138,192	17,102,000	17,546,400

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 2012-2013 OBJECTIVES

- Continue the development of the work plan on critical issues developed during Fiscal Year 2011-2012.
 - Began design of F.M. 2410 Overlay District.
- Conduct a joint meeting with Killeen Independent School District.
 - Incomplete.
- Update Capital Improvement Projects.
 - Complete.
- Investigate a City recycling program.
 - Complete.

FY 2013-2014 OBJECTIVES

- Complete F.M. 2410 Overlay District.
- Hold at least one Town Hall Meeting.
- Conduct a tour of the City.
- Update Capital Improvement Plan.

500 - CITY COUNCIL

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	5,200	6,000	6,000	3,000	6,000	6,000
005 Social Security	400	459	500	230	500	500
TOTAL PERSONNEL SERVICE	5,600	6,459	6,500	3,230	6,500	6,500
SUPPLIES						
010 Office	0	0	0	0	0	0
012 General	10,000	11,050	12,000	5,133	12,000	12,000
TOTAL SUPPLIES	10,000	11,050	12,000	5,133	12,000	12,000
SERVICES						
036 Election Expense	2,000	5,440	10,000	160	4,500	10,000
041 Dues and Subscriptions	1,000	389	1,000	150	500	1,000
042 Travel and Training	25,000	16,644	25,000	10,783	15,000	15,000
TOTAL SERVICES	28,000	22,473	36,000	11,093	20,000	26,000
MISCELLANEOUS						
090 Legal Fees	6,000	4,650	6,000	2,085	5,000	6,000
401 Transportation (HOP)	33,500	24,574	19,100	0	19,100	25,200
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	48,500
408 Boys & Girls Club Contr	40,000	40,000	50,000	0	50,000	50,000
TOTAL MISCELLANEOUS	145,000	134,724	140,600	43,335	139,600	146,700
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	600	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	600	0	0	0	0
GRAND TOTAL	188,600	175,306	195,100	62,791	178,100	191,200

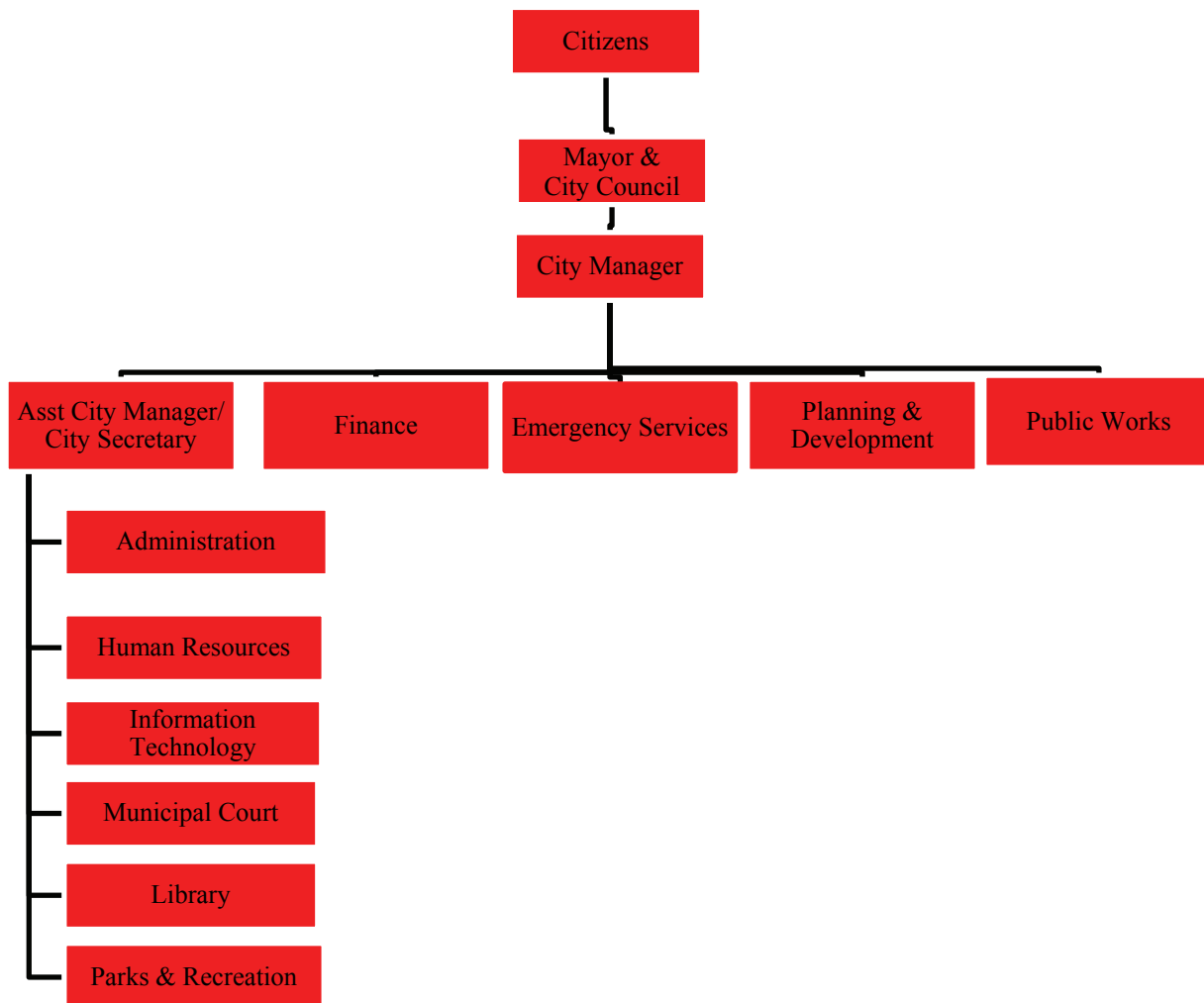
ADMINISTRATION

The City Administration Department includes the City Manager, Assistant City Manager, Human Resource Director, Technology Director, System Support Technician, Administrative Assistant, Human Resource Coordinator, Records Management Coordinator, and a Human Resource Clerk.

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 Administrative Department staff, Parks and Recreation, Library, Court, Human Resources, Information Technology and is responsible for City Secretary functions.

ORGANIZATIONAL CHART



PROGRESS ON FY 2012-2013 OBJECTIVES

- Continue to develop land use policies based on joint Council and Planning and Zoning workshops.
 - Complete
- Focus on increased levels of Code Enforcement.
 - Ongoing.
- Review future raw/treated water demand.
 - Complete.
- Develop plans for Comanche Gap Park.
 - Complete.
- Complete and Economic Demographic Analysis.
 - Complete.

FY 2013-2014 OBJECTIVES

- Continue to Focus on Code Enforcement.
- Complete plans for Comanche Gap Park.
- Explore options for use of Dana Peak Park.
- Explore feasibility of a bond issue.

PERFORMANCE MEASURES - ADMINISTRATION

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
Number of full time employees	9	9	9	9	9
OUTPUTS:					
Agenda minutes prepared	New	28	28	37	28
Ordinances published, codified	New	22	22	33	25
Resolutions processed	New	39	39	40	35
Requests for information processed	264	264	206	512	300
# of Council workshops held	26	18	18	21	26
# of Council meeting held	31	28	28	29	28
# of Developer Agreements signed	1	1	1	0	1
EFFECTIVENESS/EFFICIENCY:					
% 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 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
OUTPUTS:					
# of servers supported	New	New	12	12	6
# of computers/laptops supported	New	New	160	160	160
# of users supported	New	New	170	175	175
# of printers/scanners supported	New	New	80	80	80
# of applications supported	New	New	27	28	28
# of specialty systems supported	New	New	10	10	10
EFFECTIVENESS:					
% of support hours	New	New	75	85	75
% of project hours	New	New	25	15	25
EFFICIENCY:					
Average month requests closed	New	New	100	135	150
# of work orders closed	New	New	1,200	1,620	1,800

PERFORMANCE MEASURES – HUMAN RESOURCES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
OUTPUTS:					
# of job fairs participated in	n/a	2	3	0	2
# of criminal background checks	n/a	1342	1400	708	800
# of pre-employment drug screening	n/a	65	50	81	85
EFFECTIVENESS:					
# of exit interviews conducted	n/a	19	22	19	19
# of HR website hits	n/a	155,746	200,000	75,225	80,000
EFFICIENCY:					
Employee Turnover Rate	n/a	4%	4%	4%	4%

501 - ADMINISTRATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	645,500	661,912	676,300	353,555	674,400	705,300
002 Overtime	5,000	5,189	5,000	3,370	8,000	8,000
003 Worker's Compensation	7,100	6,524	7,700	7,280	7,700	7,800
004 Health Insurance	56,000	54,815	47,600	22,529	47,600	49,800
005 Social Security	49,800	44,150	52,100	22,163	52,200	54,600
006 Retirement	87,000	88,302	91,700	48,501	91,300	99,700
TOTAL PERSONNEL SERVICE	850,400	860,892	880,400	457,398	881,200	925,200
SUPPLIES						
010 Office	1,500	331	1,500	102	1,500	1,500
012 General	15,000	16,597	19,000	11,324	19,000	20,000
TOTAL SUPPLIES	16,500	16,928	20,500	11,426	20,500	21,500
MAINTENANCE						
022 Equipment	19,000	5,422	15,000	2,035	7,500	10,000
TOTAL MAINTENANCE	19,000	5,422	15,000	2,035	7,500	10,000
INSURANCE						
030 Property/Liability	6,000	5,416	6,100	5,329	6,100	6,200
TOTAL INSURANCE	6,000	5,416	6,100	5,329	6,100	6,200
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	40,000	33,526	40,000	15,827	40,000	40,000
041 Dues and Subscriptions	10,000	11,619	12,000	5,269	12,000	12,000
042 Travel and Training	15,000	5,214	15,000	2,876	10,000	10,000
045 Telephone	15,000	12,086	15,000	6,008	15,000	15,000
046 Equipment Rental	1,500	1,135	1,500	567	1,500	1,500
081 Bank Fees	30,000	20,689	30,000	10,258	25,000	25,000
400 Public Awareness	15,000	19,392	15,000	2,834	15,000	15,000
TOTAL SERVICES	126,500	103,661	128,500	43,639	118,500	118,500
MISCELLANEOUS						
090 Legal Fees	39,000	26,429	39,000	19,235	39,000	39,000
091 Advertising	20,000	15,166	20,000	5,679	20,000	20,000
092 Professional Fees	85,000	105,321	90,000	44,682	90,000	96,500
093 Medical Expense	5,000	3,216	5,000	1,116	5,000	5,000
404 Youth Task Force	15,000	9,707	15,000	6,756	15,000	15,000
405 Economic Development	5,000	0	5,000	3,550	5,000	5,000
406 Texas A&M Contribution	50,000	50,000	50,000	50,000	50,000	50,000
600 Pitney Bowes Lease	4,600	4,560	4,600	2,280	4,600	4,600
601 Xerox Lease - Prin	1,000	988	1,000	541	1,000	200
602 Xerox Lease - Int	200	227	100	67	100	0
603 Dell Computer Lease - Prin	23,100	23,080	24,300	24,298	24,300	25,600
604 Dell Computer Lease - Int	3,800	3,848	2,600	2,630	2,600	1,300
605 Dell Server Lease - Prin	22,900	22,843	24,000	24,048	24,000	25,300
606 Dell Server Lease - Int	3,800	3,808	2,600	2,603	2,600	1,300
TOTAL MISCELLANEOUS	278,400	269,193	283,200	187,485	283,200	288,800

501 - ADMINISTRATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
FIXED ASSETS						
701 Land and Improvements	0	9,583	0	0	0	0
702 Building and Improvements	0	1,313	0	0	0	0
705 Equipment	155,100	92,586	156,500	38,577	39,900	121,000
706 Furniture and Fixtures	0	7,042	0	0	0	0
TOTAL FIXED ASSETS	155,100	110,524	156,500	38,577	39,900	121,000
GRAND TOTAL	1,451,900	1,372,036	1,490,200	745,889	1,356,900	1,491,200

FINANCE

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

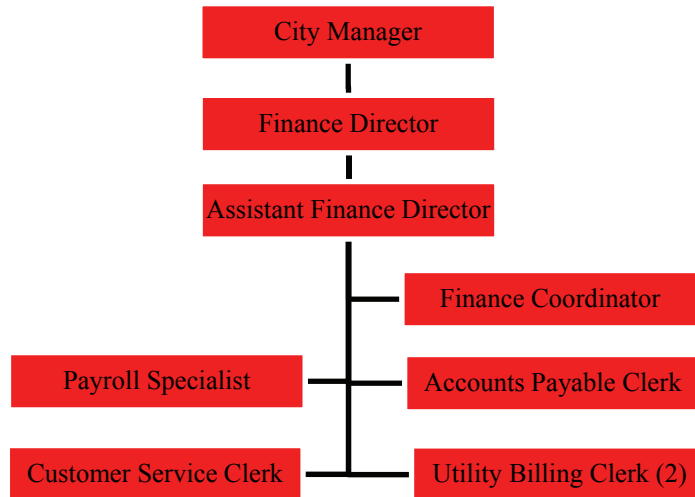
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures; to protect and optimize the financial resources of the City; and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial 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 2012-2013 ACHIEVEMENTS

- Received Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the eighteenth consecutive year.
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award for the seventeenth consecutive year.
- Completed financing for the Series 2013 Refunding General Obligation Bonds.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list.
 - Duplicate vendors will remain an objective for the 2014 fiscal year.
- Continue to implement internal auditing procedures.
 - Changes to staff temporarily stalled the implementation of procedures. This will remain as an objective for the Finance Department.
- Continue to audit department’s fixed assets to ensure all assets are recorded.
 - The Courts Department was audited prior to the end of the fiscal year. The Administration Department is scheduled to be audited this fiscal year.
- Complete financial trend monitoring report.
 - Ongoing. Data for the 2012 and 2013 fiscal years 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.

FY 2013-2014 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list.
- Continue to implement internal auditing procedures.
- Continue to audit department’s fixed assets to ensure all assets are recorded.
- Complete financial trend monitoring report.
- Outsource printing and mailing of utility bills. (Second notices will still be done in-house.)

PERFORMANCE MEASURES - FINANCE

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full-time personnel	8	8	8	8	8
OUTPUTS:					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,000	953	1,000	930	1,000
# of accounts payable transactions	13,700	13,592	13,700	13,745	13,900
# of vendors paid electronically	25	42	45	50	55
# of bid openings held	New	New	12	13	15
EFFECTIVENESS:					
Received GFOA’s CAFR Award	Yes	Yes	Yes	Yes	Yes
Received GFOA’s Budget Award	Yes	Yes	Yes	Yes	Yes
Standard & Poor’s Rating	AA-	AA-	AA-	AA	AA
Average # of days to process requisitions to purchase order status	New	New	2	2	2
EFFICIENCY:					
# of purchase orders per employee	125	119.1	125	116.3	125

PERFORMANCE MEASURES – UTILITY BILLING/COLLECTIONS/CUSTOMER SERVICE

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of Utility Billing Clerks*	2	2	2	2	2
# of Customer Service Clerks*	1	1	1	1	1
OUTPUTS:					
# of active accounts	10,000	9,922	10,000	10,167	10,200
Total amount billed (in thousands)	New	New	\$11,689	\$11,280	\$11,400
# of utility bills mailed	New	106,910	110,000	104,154	52,000**
# of e-bills sent (began May 2011)	3,600	6,550	7,500	9,235	10,000
# of second notices mailed	22,000	22,244	22,000	21,942	23,500
# of service orders processed	11,000	12,220	13,000	12,622	13,000
# of incoming calls	New	14,222	19,000	19,905	20,000
# of payments processed in-house	New	101,910	105,000	104,523	107,000
# of in-house payments processed via electronic submission to bank	32,000	29,981	32,000	30,244	31,000
# of payments processed through website	21,000	20,983	21,000	22,965	24,000
EFFECTIVENESS:					
% of bills processed as scheduled	New	New	100%	98%	100%
% of incoming calls unanswered – caller hangs up	New	5.4%	2.0%	5.8%	4.0%
% of in-house payments processed via electronic submission to bank	New	29%	30%	29%	30%
EFFICIENCY:					
# of utility billing accounts per employee	3,333.3	3,307.3	3,333.3	3,389	3,400
# of service orders per employee	3,666.7	4,073.3	4,333.3	4,207.3	4,333.3
# of incoming calls per employee	New	4,740.7	6,333.3	6,635.0	6,666.7
Average time to answer phone (min:sec)	New	00:35	00:30	00:30	00:30
# of in-house payments per employee	New	33,970	35,000	34,841	35,666.7

*included in the number of full-time employees for the Finance Department

**difference is due to outsourcing of utility bill printing and mailing

502 - FINANCE

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	278,100	280,690	290,500	147,265	289,500	304,700
002 Overtime	2,500	796	2,500	599	1,500	2,500
003 Worker's Compensation	4,300	3,987	4,700	4,449	4,500	4,800
004 Health Insurance	34,700	33,598	29,900	14,318	29,900	31,100
005 Social Security	21,500	21,013	22,400	11,004	22,300	23,500
006 Retirement	37,500	37,269	40,200	20,102	38,900	43,800
TOTAL PERSONNEL SERVICE	378,600	377,353	390,200	197,737	386,600	410,400
SUPPLIES						
010 Office	8,000	5,835	8,000	2,494	8,000	8,000
012 General	12,000	10,991	15,000	5,042	12,000	15,000
TOTAL SUPPLIES	20,000	16,826	23,000	7,536	20,000	23,000
MAINTENANCE						
022 Equipment	18,000	16,922	18,000	12,360	18,000	19,000
TOTAL MAINTENANCE	18,000	16,922	18,000	12,360	18,000	19,000
INSURANCE						
030 Property/Liability	3,800	3,408	3,900	3,303	3,900	3,900
TOTAL INSURANCE	3,800	3,408	3,900	3,303	3,900	3,900
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,000	1,193	2,000	401	2,000	2,000
042 Travel and Training	10,000	5,382	10,000	1,781	8,000	10,000
045 Telephone	3,000	1,356	1,800	732	1,800	1,800
047 Contract Labor	6,000	6,330	7,000	3,174	7,000	7,000
083 Audit Fees	30,000	20,225	30,000	11,550	25,000	25,000
084 Tax Appraisal Contract	80,000	76,245	80,000	37,211	80,000	80,000
TOTAL SERVICES	131,000	110,731	130,800	54,849	123,800	125,800
MISCELLANEOUS						
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
TOTAL MISCELLANEOUS	0	0	0	0	0	0
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	4,000	0	4,000	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	4,000	0	4,000	0
GRAND TOTAL	551,400	525,240	569,900	275,785	556,300	582,100

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 forty-eight sworn personnel and fifteen 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, each headed by a commander and other supervisors as required. Those Divisions are Patrol, Criminal Investigations, and Administration.

The Administrative Division is responsible for the administration, control, support, and coordination of all Department Divisions. Additionally, the communications, records, and animal control sections are included in the Administrative Division as is the Community Services Section. Additionally, the new "Healthy Homes" Coordinator is assigned to the Administrative Division.

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

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 Sergeant. The Division handles the storage and maintenance of confiscated property and evidence, crime analysis and statistics as well as other traditional investigative responsibilities such as the interview of witnesses, victims and suspects, preparation of warrant affidavits and case files, and courtroom testimony.

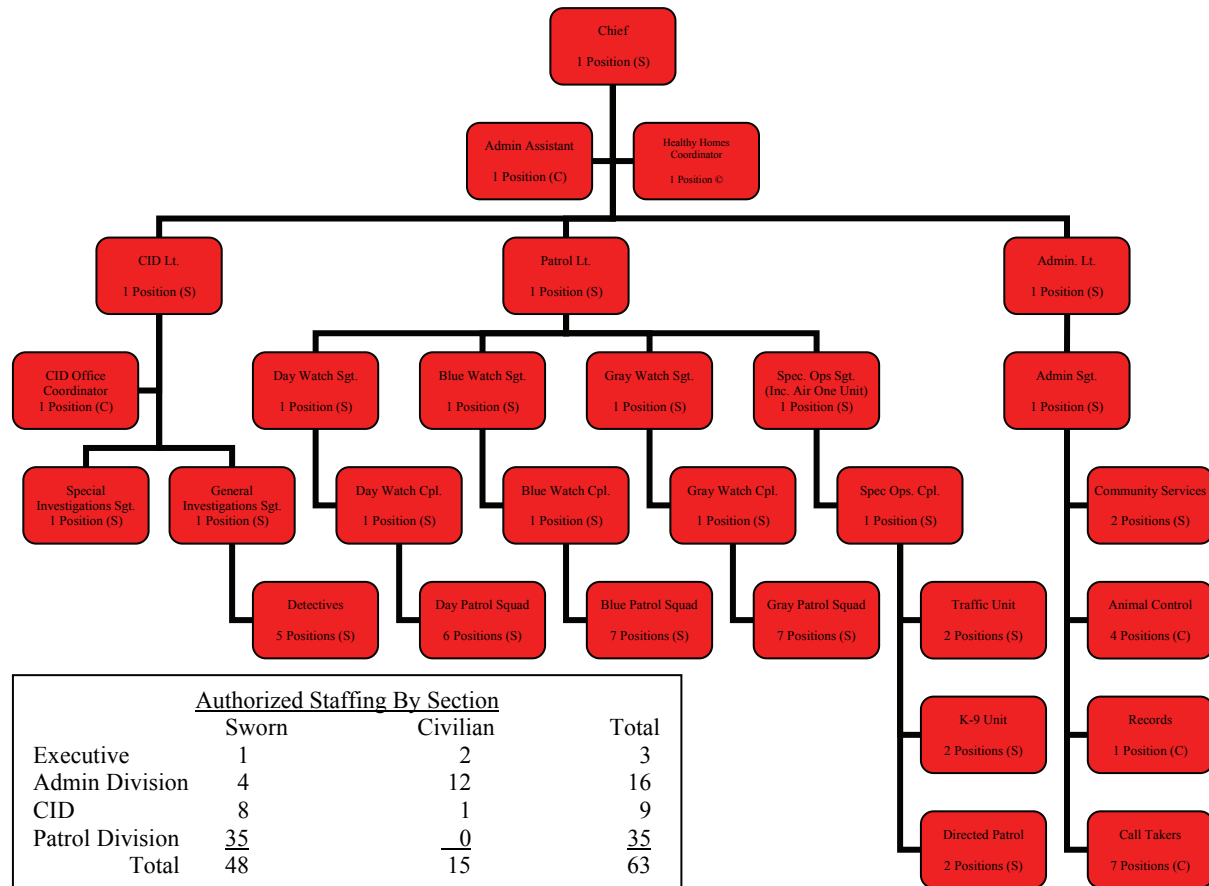
The Community Services Section, a part of the Administration Division, is overseen by a Commander and a Sergeant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically, the Section provides various crime prevention services such as crime prevention inspections and education programs. Additionally, the Division surveys the community, coordinates the Citizen Police Academy, communicates with the schools, oversees neighborhood watch programs, and coordinates problem solving teams. These officers are also available to be assigned to shifts and serve to augment 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, intoxilyzer operators, forensic and investigative hypnosis, forensic handwriting analysis, fingerprint classification and comparison, advanced crime scene investigations, bicycle and foot patrols, investigative statement analysis, and various other skills.

GOALS AND OBJECTIVES

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

HHPD Organizational Chart



FY 2012-2013 ACHIEVEMENTS

- Completed the first full year of the “Healthy Homes Program” with success. The Program Coordinator handled the needs of 465 families in the first 12 months with only 57 of those cases resulting in the need for additional police response.
- Expanded the National Night Out activities to include a community-wide event with over 1,500 attendees.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods though “Operation Safe Shopper”.
- Promoted two Sergeants and three Corporals during a competitive process.

- Maintained a high adoption rate for impounded animals through the Pet Adoption Center.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Continue the fleet replacement program by purchasing three vehicles for the Patrol Division and Administration.
 - This objective was completed as scheduled with the purchase of two new patrol vehicles and one administrative vehicle.
- Continue the fleet replacement program by purchasing three motorcycles for the Special Operations Section of the Patrol Division.
 - Two of the three motorcycles have been delivered and the last is to be delivered in early November.
- Enhance the communications capabilities of the Department by purchasing a number of upgraded hand held radios to migrate toward digital compatibility.
 - This objective was completed with the purchase of 9 new handheld radios.

FY 2013-2014 OBJECTIVES

- Continue the fleet replacement program by purchased three patrol vehicles.
- Continue the upgrade of communications capabilities by purchasing 8 new digitally compatible handheld radios.
- Upgrade case documentation capabilities by purchasing and installing new recordable video monitoring systems for the holding facility and the Criminal Investigations Division interview room.
- Provide for enhanced safety during arrests by purchasing 6 new tasers for use by officers

PERFORMANCE MEASURES – ANIMAL CONTROL

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
Number of full-time personnel	4	4	4	4	4
OUTPUTS:					
# of dogs/cats impounded	New	1,003/583	1,000/600	978/614	1,000/600
# of calls for service handled	New	222	2,200	1,896	2,200
EFFECTIVENESS/EFFICIENCY:					
% of dogs/cats adopted	New	69%/67%	70%/70%	67%/59%	70%/70%
% of dogs/cats euthanized	New	10%/29%	10%/20%	04%/42%	10%/20%

PERFORMANCE MEASURES – POLICE DEPARTMENT

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of sworn personnel authorized	48	48	48	48	48
# of non-sworn personnel authorized	15	15	15	15	15
OUTPUTS:					
# of CAD events handled	48,000	48,865	50,000	50,576	51,000
# of criminal cases investigated (UCR Part 1 & 2)	4,300	4,350	4,200	4,163	4,300
# of bookings (arrests not turned over to other agencies)	1,500	1,620	1,600	1,320	1,600
# of murder cases (raw numbers)	0	1	0	0	0
# of burglaries (raw numbers)	220	295	250	223	300
# of larcenies (raw numbers)	550	571	550	595	650
# of traffic stops	9,000	8,080	9,000	8,762	9,000
# of motor vehicle crashes	500	616	550	566	550
EFFECTIVENESS:					
Average Priority 1 call to dispatch time	New	New	New	0:48	1:00
Average Priority 1 dispatch to arrival time	New	New	New	4:22	5:00
# of community services events/ programs	160	329	200	237	200
# of neighborhood watch groups	10	8	10	11	10
EFFICIENCY:					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,500.0	3,939.5	3,500.0	3,667.1	3,500
# of internal training classes	25	22	20	14	20
# of hiring processes	3	3	2	2	2
Sworn retention rate	88%	92%	88%	92%	100%
Civilian retention rate	63%	73%	63%	40%	100%

504 - POLICE

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	2,919,800	2,827,158	3,020,100	1,468,429	2,818,700	3,110,400
002 Overtime	226,600	216,898	226,600	146,562	295,000	226,000
003 Worker's Compensation	48,700	44,940	52,900	50,152	52,900	54,900
004 Health Insurance	260,500	246,542	228,400	101,094	220,800	234,300
005 Social Security	240,700	224,747	248,400	120,139	238,200	255,200
006 Retirement	421,000	399,728	445,600	218,860	416,600	475,500
TOTAL PERSONNEL SERVICE	4,117,300	3,960,013	4,222,000	2,105,236	4,042,200	4,356,300
SUPPLIES						
010 Office	17,000	22,238	22,700	11,992	22,700	20,500
011 Vehicle	160,000	199,903	186,000	99,557	200,000	200,000
012 General	35,000	36,811	29,500	13,886	29,500	29,500
013 Equipment	18,000	14,471	15,700	7,892	15,700	23,000
014 Uniforms	15,000	7,761	17,000	8,487	17,000	17,000
019 K-9 Supplies	5,000	4,816	5,500	4,800	8,000	6,000
028 Pet Adoption Center	0	102	8,000	5,137	9,000	9,000
TOTAL SUPPLIES	250,000	286,102	284,400	151,751	301,900	305,000
MAINTENANCE						
020 Vehicle	20,000	27,397	23,000	15,275	23,000	23,000
021 Building	12,000	10,177	13,000	8,046	13,000	13,000
022 Equipment	10,000	12,460	15,000	3,401	7,000	9,000
TOTAL MAINTENANCE	42,000	50,034	51,000	26,722	43,000	45,000
INSURANCE						
030 Property/Liability	41,300	37,928	42,100	37,190	40,000	43,500
TOTAL INSURANCE	41,300	37,928	42,100	37,190	40,000	43,500
SERVICES						
035 Unemployment Payments	0	5,126	0	2,052	2,100	0
040 Utilities	110,000	103,188	110,000	49,657	110,000	110,000
041 Dues and Subscriptions	4,500	5,283	6,700	3,300	4,600	6,700
042 Travel and Training	27,000	29,931	30,600	20,391	30,600	33,000
043 Impound Expense	700	190	700	305	700	700
045 Telephone	30,600	25,080	30,600	14,417	30,600	30,600
046 Equipment Rental	0	299	800	877	1,000	1,000
047 Contract Labor	257,900	257,872	279,900	139,944	279,900	286,300
070 Other Expense (Grants)	9,600	7,510	9,600	2,039	9,600	7,700
TOTAL SERVICES	440,300	434,479	468,900	232,982	469,100	476,000
MISCELLANEOUS						
091 Advertising	0	0	0	0	0	0
092 Professional Fees	6,200	7,068	7,700	1,025	4,000	12,000
601 Xerox Lease - Prin	1,200	1,222	1,400	667	1,400	300
602 Xerox Lease - Int	300	275	100	82	100	0
609 COBAN Lease - Prin	0	0	0	0	0	81,400
610 COBAN Lease - Int	0	0	0	0	0	3,600
TOTAL MISCELLANEOUS	7,700	8,565	9,200	1,774	5,500	97,300

504 - POLICE

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
FIXED ASSETS						
702 Building and Improvements	0	0	0	4,443	4,400	0
705 Equipment	3,000	0	32,400	32,445	32,400	35,600
706 Furniture and Fixtures	0	0	0	0	0	30,800
707 Vehicles	80,000	72,011	113,100	43,960	131,100	114,700
TOTAL FIXED ASSETS	83,000	72,011	145,500	80,848	167,900	181,100
GRAND TOTAL	4,981,600	4,849,132	5,223,100	2,636,503	5,069,600	5,504,200

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, two Deputy Court Clerks, a Juvenile Case Manager, a City Marshal, a Warrant Officer and a part-time Customer Service Clerk.

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 a marriage ceremony. 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 arraignments are held weekly. Juvenile hearings are held twice a month and Teen Court is held once a month. Defendants are arraigned and magistered 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.

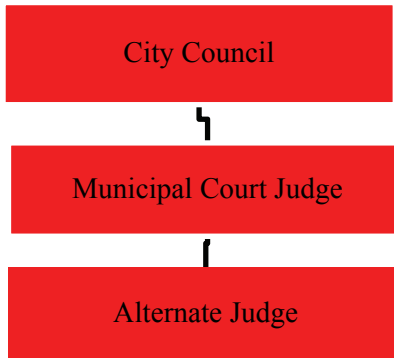
The City Marshal and Warrant Officer serve as bailiffs during arraignments, trials and teen court. They provide building security to ensure the safety of all citizens and employees. They serve all process issuing out of the Court to include warrants of arrest, subpoenas, and summons.

GOALS AND OBJECTIVES

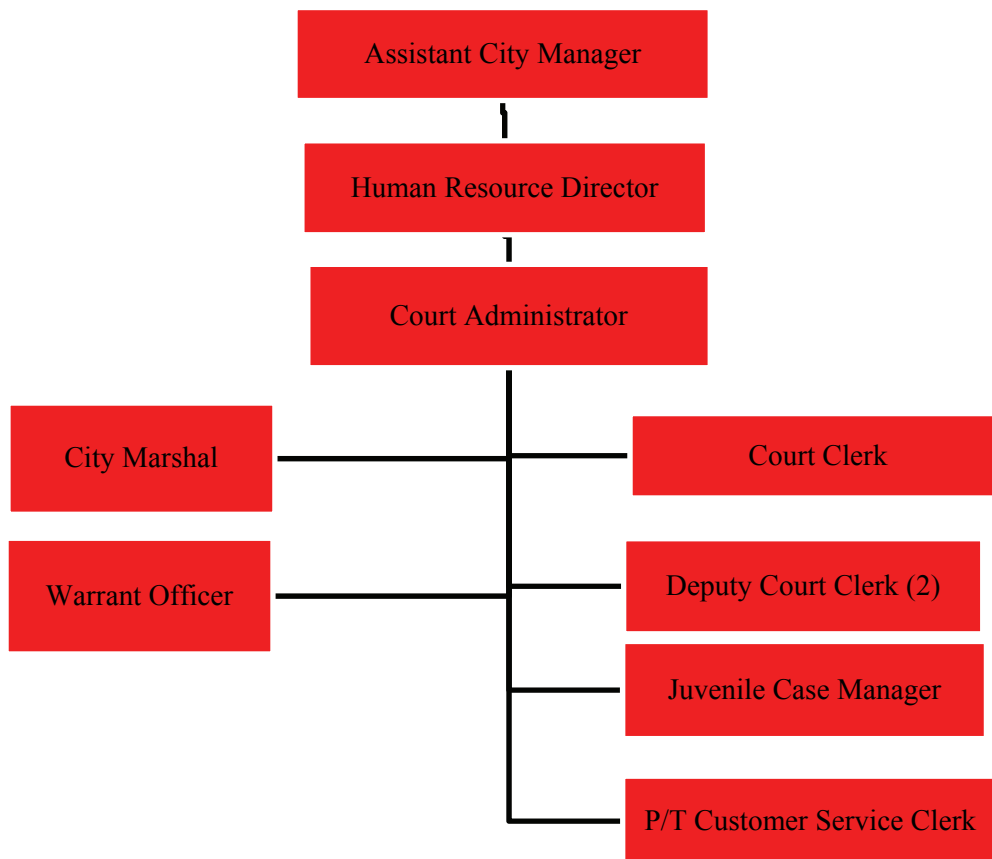
- Expedition and Timeliness.
 - Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity.
 - Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance 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 2012-2013 ACHIEVEMENTS

- Received the Traffic Safety Award from the Texas Municipal Court Education Center (TMCEC) and Texas Department of Transportation (TXDOT) for the fourth consecutive year.
- Developed an organized filing system that will better utilize the Court's work space.
- Increased collection productivity by applying additional collection procedures that are designed for higher volume courts.
- Successfully cleared and collected on every outstanding returned check written to the Court.
- Streamlined the process for defendants requesting the driver safety course (DSC) by mail.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Begin implementing notifications through e-mail to defendants.
 - Completed.
- Update mapping process for the State Warrant Round Up using GIS data.
 - Completed.
- Create procedures to allow defendants the opportunity to receive a signed judgment in the court room.
 - Completed.
- Implement additional follow-up efforts to locate individuals with warrants.
 - Completed.
- Begin the process of streamlining the Non-Resident Violator Compact (NRVC) notification for out-of-state driver's license suspensions.
 - Completed.

FY 2013-2014 OBJECTIVES

- Customize warrant cards to include case information and the wanted person's photo to positively identify the individual arrested and assist the Judge during magistration.
- Organize case files to improve accuracy and quick reference for each docket case.
- Implement a system to streamline the jail arraignment process.
- Develop records retention system that will track and audit closed cases scanned into court database.

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
Number of full-time employees	7	7	7	7	7
Number of part-time employees	1	1	1	1	1
Number of judges	2	2	2	2	2
OUTPUTS:					
# of training hours per employee	20	25	20	25	30
# of citations	8,700	8,918	8,700	8,750	8,700
# of cases adjudicated	6,000	5,998	5,500	5,863	5,500
Dismissed After Completion:					
# of driver safety courses	790	1,148	800	805	800
# of compliance dismissals	475	419	400	455	400
# of proof of financial responsibility	760	651	600	684	600
# of deferred dispositions	290	318	275	299	250
# of juveniles dismissed by teen court	New	52	45	53	50
EFFECTIVENESS:					
Average years of service	8	8	9	7	8
Percent of code violations where compliance is achieved	New	New	50%	50%	50%
Collection Rate:					
# of cases satisfied by community service	400	133	100	93	90
# of cases satisfied by jail credit	New	599	500	339	300
# of cases waived for indigency	New	18	5	28	20
EFFICIENCY:					
# of crime prevention reviews	5	16	10	12	10
# of attendees at reviews	25	201	100	160	100
Employee retention rate	100%	100%	100%	93%	93%
% of employees with formal professional development plan	100%	100%	100%	100%	100%
Average # of payments per day	New	New	30	58	55
Average # of online payments per month	New	New	40	150	100

505 - COURTS

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	304,200	320,896	328,600	165,138	320,100	332,500
002 Overtime	3,500	3,443	3,500	2,987	4,500	3,500
003 Worker's Compensation	7,100	6,524	7,200	6,876	6,900	7,400
004 Health Insurance	30,400	30,305	26,300	13,107	26,300	28,500
005 Social Security	23,500	24,452	25,400	12,628	24,800	25,700
006 Retirement	41,200	35,079	45,600	18,723	43,400	47,900
TOTAL PERSONNEL SERVICE	409,900	420,699	436,600	219,459	426,000	445,500
SUPPLIES						
010 Office	6,500	6,813	7,000	4,642	7,000	10,000
011 Vehicle	4,000	3,686	4,000	1,965	4,000	4,000
012 General	7,600	10,006	7,600	2,906	9,000	9,000
014 Uniforms	1,000	1,083	2,000	118	2,000	2,000
TOTAL SUPPLIES	19,100	21,588	20,600	9,631	22,000	25,000
MAINTENANCE						
020 Vehicle	2,000	1,858	1,500	100	3,000	3,000
022 Equipment	16,100	15,156	16,100	14,162	16,100	16,100
TOTAL MAINTENANCE	18,100	17,014	17,600	14,262	19,100	19,100
INSURANCE						
030 Property/Liability	5,800	5,325	5,700	5,005	5,200	5,800
TOTAL INSURANCE	5,800	5,325	5,700	5,005	5,200	5,800
SERVICES						
041 Dues and Subscriptions	1,000	760	1,000	502	1,000	1,200
042 Travel and Training	7,000	7,096	7,000	4,954	7,000	7,000
045 Telephone	3,000	1,470	3,000	768	2,000	2,000
070 Other Expense (Grants)	0	0	0	0	0	0
087 State Tax Payments	450,000	516,673	425,000	224,962	486,000	490,000
TOTAL SERVICES	461,000	525,999	436,000	231,186	496,000	500,200
MISCELLANEOUS						
090 Legal Fees	23,000	18,288	23,000	6,555	18,000	20,000
092 Professional Fees	1,000	425	1,000	0	500	1,000
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
609 COBAN Lease - Prin	0	0	0	0	0	3,800
610 COBAN Lease - Int	0	0	0	0	0	200
TOTAL MISCELLANEOUS	24,000	18,713	24,000	6,555	18,500	25,000
FIXED ASSETS						
705 Equipment	8,300	1,300	13,500	0	13,500	8,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	33,700
TOTAL FIXED ASSETS	8,300	1,300	13,500	0	13,500	41,700
GRAND TOTAL	946,200	1,010,638	954,000	486,098	1,000,300	1,062,300

PLANNING AND DEVELOPMENT

The Planning and Development Department maintains a staff of nine (9) persons that are divided into three general areas:

- Planning and Land Use – Zoning, land use regulations, comprehensive planning, transportation planning, economic development, commercial and residential development.
- Code Enforcement – helps residents and businesses learn about and comply with City ordinances.
- Building and Commercial Business Regulations – focused on educating builders, citizens, and contractors on the various local, state and international codes adopted by the City Council.

Planning and Development positions include the Director of Planning and Development, Administrative Assistant, City Planner, City Planner/GIS Coordinator, the Building Official, the Building Inspector, the Building Official's secretary and two (2) Code Enforcement Officers. The Planning & Development Staff is focused on establishing the highest level of service to the citizens.

In addition to the tasks related to code enforcement and building inspection, the department is responsible for the following specific areas:

Zoning Administration

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 lessen the 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 concentration of population; 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 administration activities may include zoning changes, conditional use applications, variances and special acceptances.

Subdivision Administration

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 enabled 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, 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 what the City could be in 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, etc.

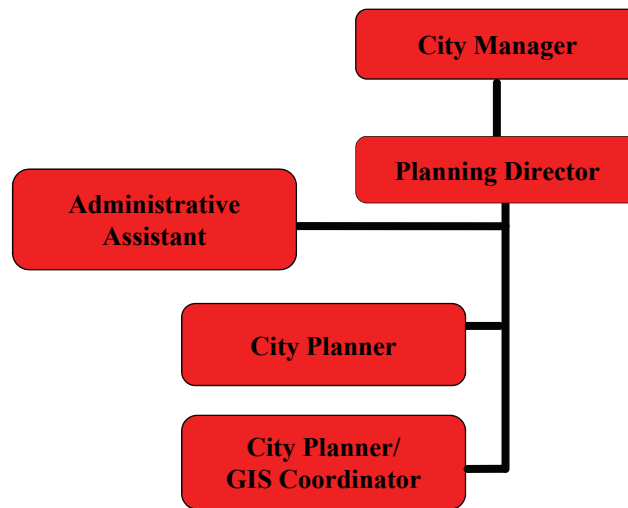
Other areas the Department is responsible for include:

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

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.

ORGANIZATIONAL CHART



FY 2012-2013 ACHIEVEMENTS

- Amended Fence Regulations to permit better quality products.
- Actively participate in Regional Sustainability Planning and Solid Waste recycling efforts.
- Final draft of Knight's Way Overlay received for public hearings
- Began improving development appearance on Veterans Memorial Blvd.
- Implemented meaningful application of Concept Plans.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Assist city, county and other regional stakeholders with improving the quality of GIS data.
 - Ongoing.

- Study and update the City’s zoning ordinance, Comprehensive Plan, and Thoroughfare Plan.
 - Ongoing.
- Study and update the City’s ordinances and policies as they relate to Mobile Home Parks, Night Clubs and Taverns, and Signs.
 - Ongoing.
- Work with regional stakeholders on sustainable development opportunities.
 - Ongoing.
- Continue to review and pursue all eligible grant opportunities.
 - Ongoing.
- Revise the City’s parking codes.
 - Ongoing.
- Update the City’s sign ordinance.
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Implement FM 2410 Corridor Plan.
- Develop additional corridor standards as appropriate.
- Assist city, county and other regional stakeholders with improving the quality of GIS data.
- Study, evaluate and review opportunities to improve departmental process, procedure and product.
- Explore opportunities for aesthetic enhancements throughout the community.
- Work with regional stakeholders on sustainable development opportunities.
- Develop strategies to stimulate infill development of re-development.

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY13 Actual	FY14 Estimated
INPUTS:					
Number of full time employees	4	4	4	4	4
OUTPUTS:					
# of subdivision requests processed	10	25	30	63	70
# of zoning cases processed	15	18	25	12	15
# of conditional use requests processed	1	0	1	1	1
# of annexations processed	1	1	1	0	1
# of business licenses processed	100	102	110	113	120
EFFECTIVENESS:					
% of applications approved	New	95%	95%	100%	100%
% applications completed within time limits	New	100%	100%	100%	100%
EFFICIENCY:					
# of plan reviews	New	25	35	63	70

506 - DEVELOPMENT & PLANNING

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	238,600	247,322	250,700	129,681	254,400	267,800
002 Overtime	500	319	400	225	400	400
003 Worker's Compensation	3,100	2,899	3,400	3,236	3,300	3,500
004 Health Insurance	17,900	17,407	15,900	7,755	15,900	16,600
005 Social Security	18,300	18,412	19,200	9,804	19,500	20,500
006 Retirement	32,000	32,361	34,500	17,664	34,100	38,200
TOTAL PERSONNEL SERVICE	310,400	318,720	324,100	168,365	327,600	347,000
SUPPLIES						
010 Office	4,000	4,782	6,000	2,392	5,000	6,000
012 General	2,700	2,975	2,700	589	2,700	3,500
TOTAL SUPPLIES	6,700	7,757	8,700	2,981	7,700	9,500
MAINTENANCE						
022 Equipment	5,500	5,200	7,200	1,700	2,000	2,000
TOTAL MAINTENANCE	5,500	5,200	7,200	1,700	2,000	2,000
INSURANCE						
030 Property/Liability	2,700	2,412	2,700	2,378	2,400	2,800
TOTAL INSURANCE	2,700	2,412	2,700	2,378	2,400	2,800
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	875	1,500	485	1,500	1,500
042 Travel and Training	4,500	3,592	6,000	3,705	6,000	6,000
045 Telephone	3,000	1,332	2,000	730	1,500	1,500
TOTAL SERVICES	9,000	5,799	9,500	4,920	9,000	9,000
MISCELLANEOUS						
091 Advertising	2,500	1,796	2,500	929	2,500	2,500
092 Professional Fees	6,500	2,615	7,000	4,060	7,700	7,700
TOTAL MISCELLANEOUS	9,000	4,411	9,500	4,989	10,200	10,200
FIXED ASSETS						
705 Equipment	5,000	3,244	0	0	0	5,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	5,000	3,244	0	0	0	5,000
GRAND TOTAL	348,300	347,543	361,700	185,333	358,900	385,500

CODE ENFORCEMENT AND BUILDING DIVISIONS

The Code Enforcement and Building Divisions of the Planning & Development Department are responsible for the enforcement of City ordinances governing public nuisance and construction processing within the City. The division is staffed by the Building Official, Building Inspector, two Code Enforcement Officers, and one secretary.

Permit Requests

The Building Official's secretary receives and reviews all permit requests, then forwards the forms 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 and the information gets entered into the appropriate database. Most permits are processed within 24 hours. (The Building Official's secretary processes all solicitor permit requests.)

Inspections

The Building Official and Building Inspector are in charge with carrying out all necessary building inspections within the City. The City maintains an informational hotline that is used to assist applicants in a timely manner. The hotline is monitored by the Building Official's secretary, calls made before 8:30 a.m. will be placed on the morning inspection log (8:30 – 12:00 p.m.) Calls made before 1:30 p.m. will be placed on the afternoon log (1:30 – 5:00 p.m.)

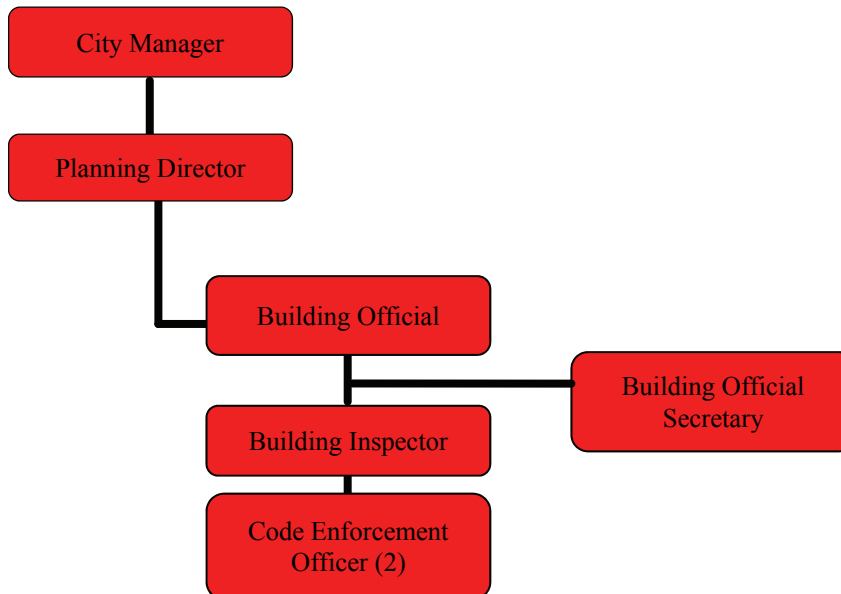
Variiances

The Building Official is responsible for processing all variance requests and presenting the staff report to the Zoning Board of Adjustment (ZBA).

GOALS AND OBJECTIVES

Code Enforcement is charged with code compliance within the City. Code Enforcement Officers remain proactive by routinely patrolling the City looking for 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. While the Code Enforcement Officers remain primarily focused on existing residences and businesses, the Building Official concentrates more on new commercial and residential activities.

ORGANIZATIONAL CHART



FY 2012 – 2013 ACHIEVEMENTS

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Code Enforcement personnel attended training to advance the department.
- Staff meetings were held to foster communication and address pertinent challenges.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Promptly address all complaints while educating citizens on City ordinances.
 - Ongoing.
- Continue to provide quality training to staff.
 - Ongoing.
- Update ordinances to provide greater flexibility in addressing violations.
 - Ongoing.
- Review abatement opportunities when necessary.
 - Ongoing.
- Aggressively target junk or abandoned vehicles, boats and towable trailers.
 - Ongoing.
- Utilize GIS to improve efficiency and effectiveness.
 - Ongoing.
- Aggressively pursue open and outside storage issues that impact community image.
 - Ongoing.

FY 2013- 2014 OBJECTIVES

- Promptly address all complaints while educating citizens on City ordinances.
- Continue to provide quality training to staff.
- Update ordinances to provide greater flexibility in addressing violations.
- Review abatement opportunities when necessary.
- Aggressively target junk or abandoned vehicles, boats and towable trailers.
- Utilize GIS to improve efficiency and effectiveness.
- Aggressively pursue open and outside storage issues that impact community image.
- Improve efficiencies in code enforcement, demolitions and cleanups

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	4	4	5	5	5
OUTPUTS:					
# of building permits reviewed	1,400	1,400	1,450	1,475	1,500
# of variance requests processed	1	1	1	1	1
# of food dealer permits processed	96	106	110	115	120
# of code violation notices	1,000	1,300	1,500	1,600	1,700
# of residential permits issued	New	180	190	210	220
# of commercial permits issued	New	45	50	65	80
Construction value (in thousands)	\$140,000	\$50,000	\$65,000	\$70,000	\$75,000
EFFECTIVENESS:					
# of days to review residential/commercial permits	New	1	1	1	1
# of days to review new commercial permits	New	14	14	14	14
# of structures found to be substandard	New	26	60	60	60
EFFICIENCY:					
% of substandard structures demolished	New	50%	80%	20%	15%
% of inspections made on request date	New	100%	100%	99%	100%

507 - CODE ENFORCEMENT

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	176,800	208,831	254,200	122,845	253,900	275,900
002 Overtime	300	112	300	83	300	300
003 Worker's Compensation	3,100	2,899	4,300	4,045	4,300	4,400
004 Health Insurance	17,800	17,792	19,900	7,970	19,900	20,300
005 Social Security	13,500	15,510	19,500	9,257	19,400	21,100
006 Retirement	23,700	27,658	34,900	16,727	34,000	39,400
TOTAL PERSONNEL SERVICE	235,200	272,802	333,100	160,927	331,800	361,400
SUPPLIES						
010 Office	4,500	5,749	6,000	4,832	7,000	6,000
011 Vehicle	4,800	4,726	5,000	2,514	5,000	5,000
012 General	1,000	1,274	2,000	2,222	3,500	2,000
TOTAL SUPPLIES	10,300	11,749	13,000	9,568	15,500	13,000
MAINTENANCE						
020 Vehicle	2,000	2,061	3,500	822	2,000	2,000
022 Equipment	3,000	3,192	4,000	3,255	4,000	4,000
TOTAL MAINTENANCE	5,000	5,253	7,500	4,077	6,000	6,000
INSURANCE						
030 Property/Liability	2,600	2,400	3,400	2,946	3,400	3,400
TOTAL INSURANCE	2,600	2,400	3,400	2,946	3,400	3,400
SERVICES						
035 Unemployment Payments	0	0	0	906	900	0
041 Dues and Subscriptions	1,000	937	1,500	724	1,500	1,500
042 Travel and Training	5,500	4,529	6,000	2,766	5,000	6,000
045 Telephone	3,000	1,251	2,500	693	1,500	1,500
086 Nuisance Abatement	50,000	26,377	60,000	7,270	25,000	60,000
TOTAL SERVICES	59,500	33,094	70,000	12,359	33,900	69,000
MISCELLANEOUS						
092 Professional Fees	56,800	56,872	56,900	28,436	56,900	61,200
TOTAL MISCELLANEOUS	56,800	56,872	56,900	28,436	56,900	61,200
FIXED ASSETS						
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
TOTAL FIXED ASSETS	0	0	0	0	0	0
GRAND TOTAL	369,400	382,170	483,900	218,313	447,500	514,000

FIRE DEPARTMENT

The Fire Chief commands an organization comprised of forty-four personnel including Firefighter/Paramedics, Firefighters/EMTs, a Deputy Fire Chief/Operations and Deputy Chief/Fire Marshal, and a Fire Prevention Officer. The administrative staff includes an Administrative Assistant and part time Administrative Clerk.

The Administrative Division is responsible for the overall administration, control, coordination, and support of all Divisions.

The Operations Division of the Harker Heights Fire Department provides professional fire suppression and rescue. The Operations Division is also responsible for providing advanced emergency medical care for the sick and injured. These services are provided twenty-four (24) hours a day, seven (7) days a week, with two front line state-of-the-art mobile intensive care unit ambulances with one additional ambulance in ready/reserve. The fleet also includes one Quint “ladder” truck, one front line Class “A” pumper with one Class “A” pumper in reserve, a mobile command center, two brush trucks, two boats and two administration vehicles. The Operation Division responds to over 3,400 emergency calls per year.

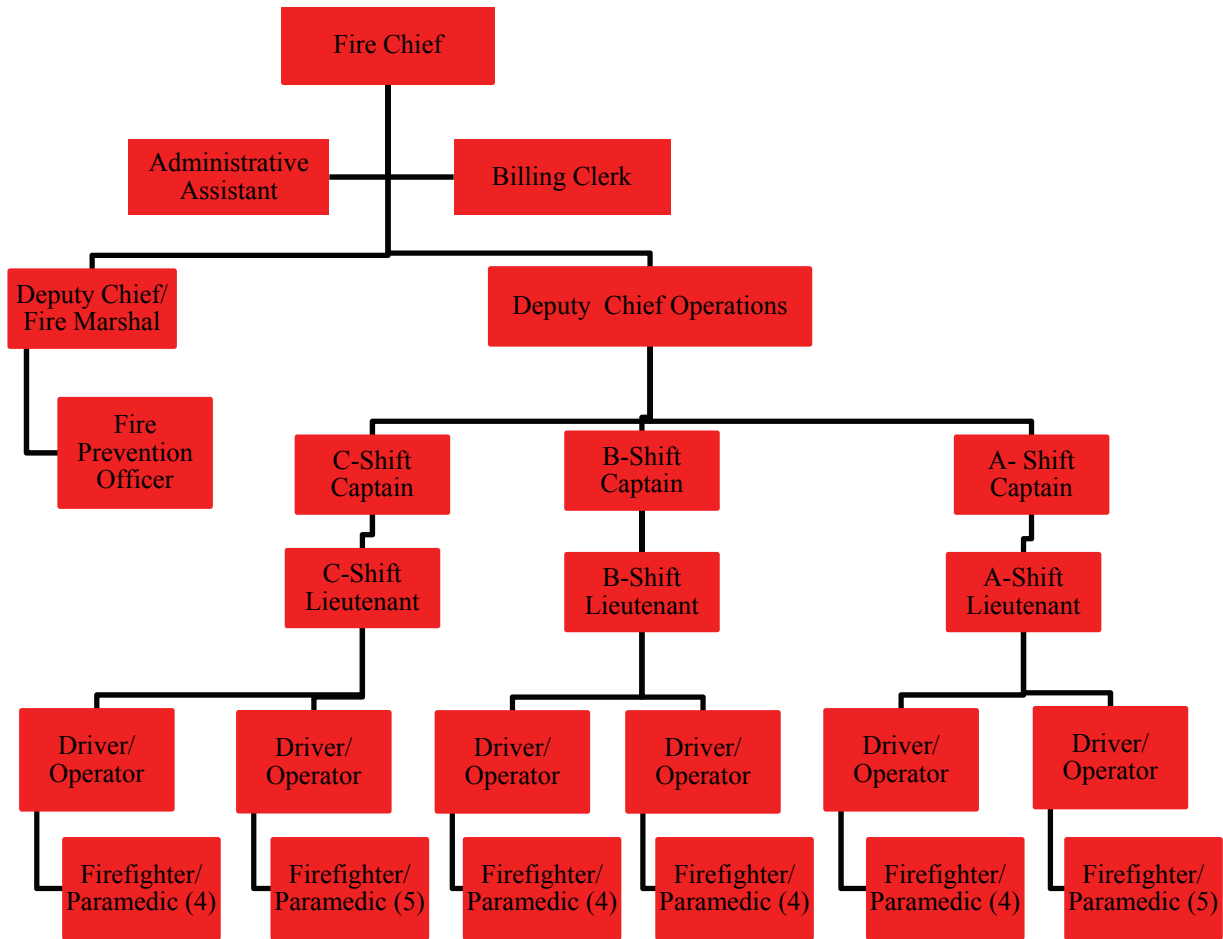
The Fire Prevention Division is staffed with one Deputy Chief/Fire Marshal and one Investigator/Inspector Officer. The duties of the Fire Marshal’s office include fire prevention, fire and arson investigation, fire inspections, emergency management, and community services. This Division provides business fire inspections, determination of the cause of fires, training of fire prevention for local businesses and schools, and assists emergency management and disaster training for the entire City. The Fire Prevention Division completes over 900 inspections a year and investigates all suspicious fires.

The Fire Department works to keep all of its personnel at the highest possible level of training and capabilities. The Fire Department is a state training facility for Arson Investigator, Fire Inspector, Driver/Operator – Pumper, Fire Officer I & II and Basic Structural Firefighter. We strive to not only keep all employees mentally challenged but also have a physical wellness program to have them at their physical fitness peak.

GOALS AND OBJECTIVES

It is the mission of the Harker Heights Fire Department to 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. We will accomplish our mission through prevention, education, emergency response, and other emergency and non-emergency related activities. We will actively participate in our community, serve as role models and strive to effectively and efficiently utilize all necessary resources at our command to provide a product deemed excellent to our citizens.

ORGANIZATIONAL CHART



CURRENT STAFFING LEVELS

	Central Station		Station 2	
	Quint 1	Medic 1	Engine 2	Medic 2
Maximum Staffing 13 Shift Personnel	Captain, Driver/Operator, 3 Firefighter/Paramedics	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator, 2 Firefighter/ Paramedics	2 Firefighter/ Paramedics
Normal Staffing 11 Shift Personnel	Captain, Driver/Operator, 2 Firefighter/Paramedics	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator, Firefighter/ Paramedic	2 Firefighter/ Paramedics
Minimum Staffing 9 Shift Personnel	Captain, Driver/Operator, Firefighter/Paramedic	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator	2 Firefighter/ Paramedics

FY 2012-2013 ACHIEVEMENTS

- Worked with TxDot to install high water notification system for Farm to Market Road 3219. This system will notify the fire, police and street department when water is reaching critical levels that may cause extreme hazardous road conditions (water over roadway).
- Completed department wild land certification course approved by Texas Commission on Fire Protection. The department has over 61% of its staff certified to Wildland Firefighter – Basic level. This is the highest departmental percentage in the county.
- Replaced MDT's on all engines and ambulances. The MDT's that were replaced were over 7 years old.
- Purchased Med-Vaults in all ambulances to increase security with controlled substances. These Med-Vaults are electronically controlled locks with individual pin access numbers. This system tracks anytime controlled substances are accessed.
- Started community outreach program to implement the Fire Wise Program. This program helps citizens prepare for and help prevent/reduce losses due to urban wild land fires.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Research the purchase of land and equipment as well as staffing for Fire Station #3.
 - Research was done but this project was not able to be funded in the 2012-2013 budget.
- Research the cost and benefits of renovating and enlarging Central Fire Station.
 - Research was done but this project was not able to be funded in the 2012-2013 budget.
- Continue to replace aging fleet with the main priority on ambulances and fire engines.
 - The entire front line ambulance fleet has been replaced. The oldest vehicle in the ambulance fleet is a 2009 that has been placed in reserve status.
- Increase professional development of all employees with emphasis on leadership of officers.
 - Performed Fire Command training for all personnel. Increased level or added certifications on over 71% of staff.
- Continue to research and apply for Local, State and Federal Grants for training, equipment and personnel.
 - The Department received funding from the 2008 SAFER grant in October 2009 for 5 firefighter/paramedics. We are currently in year 4 of this 5 year grant program.

FY 2013-2014 OBJECTIVES

- Continue to research and purchase land and equipment as well as staffing for Fire Station #3.
- Continue to research and budget for the renovation and enlarging of Central Fire Station.
- Continue to replace aging fleet with the main priority on fire engines.
- Increase professional development of all employees with emphasis on leadership.
- Implement and train on new medical protocol.
- Implement training and testing program for relief drivers

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees – field	38	38	38	38	38
# of full time employees – administrative	5	5	5	5	5
# of part time employees – administrative	1	1	1	1	2
# of firefighter/paramedics	40	41	41	41	41
# of firefighter/EMTs	3	1	1	1	1
# of master/advanced/intermediate firefighters	4/15/9	3/15/9	3/16/8	3/14/11	3/15/13
OUTPUTS:					
# of fire incident responses	650	680	680	686	690
# of Emergency Medical Service responses	2,600	2,984	3,100	2,756	2,900
# of fire inspections	550	502	600	933	950
# of fire prevention presentations	New	10	15	47	50
Total attendance at fire prevention presentation	New	1,798	2,100	8,484	8,500
EFFECTIVENESS:					
Average response time – fire rescue (include non-emergency)	5:12	5:29	5:00	5:28	5:15
Average response time – Emergency Medical Service	5:36	5:40	5:30	5:26	5:15
EFFICIENCY:					
% of ambulance billing collections	50%	37%	45%	45%	45%
% of budget compared to assessed property value	0.257%	0.239%	0.254%	0.236%	0.254%
Retention rate	91%	86%	93%	91%	91%
ISO Rating (1-10 with 1 being best rating)	3	3	3	3	3
ISO Rating comparison to other communities nationwide (Low percentage is desired)	In top 6%	In top 6%	In top 6%	In top 5%	In top 5%

508 - FIRE ADMINISTRATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	290,600	281,949	298,200	147,069	285,200	307,600
002 Overtime	600	36	600	0	300	600
003 Worker's Compensation	3,500	3,262	3,800	3,640	3,800	3,900
004 Health Insurance	24,600	22,161	20,800	10,272	20,800	18,300
005 Social Security	22,300	20,953	22,900	10,988	21,800	23,600
006 Retirement	39,000	35,858	41,000	19,810	38,200	43,900
TOTAL PERSONNEL SERVICE	380,600	364,219	387,300	191,779	370,100	397,900
SUPPLIES						
010 Office	7,400	7,643	7,900	4,526	7,900	7,900
012 General	2,500	810	1,500	205	1,500	4,000
TOTAL SUPPLIES	9,900	8,453	9,400	4,731	9,400	11,900
MAINTENANCE						
021 Building	12,100	9,064	11,700	6,782	13,000	13,300
022 Equipment	200	120	200	60	200	200
023 Ground	200	0	200	0	0	0
TOTAL MAINTENANCE	12,500	9,184	12,100	6,842	13,200	13,500
INSURANCE						
030 Property/Liability	28,900	26,051	29,500	25,785	29,500	30,000
TOTAL INSURANCE	28,900	26,051	29,500	25,785	29,500	30,000
SERVICES						
035 Unemployment Payments	0	(1)	0	0	0	0
040 Utilities	33,800	27,967	31,800	13,715	30,500	31,700
041 Dues and Subscriptions	7,300	6,670	7,500	5,666	7,500	8,100
042 Travel and Training	7,200	6,173	8,100	3,327	7,100	11,800
045 Telephone	8,700	8,603	9,200	3,933	8,900	9,400
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	0	0	0	0	0	0
102 Medical Director Contract	8,000	6,600	31,500	6,600	27,000	8,700
104 Fire Prevention	3,700	3,587	3,100	2,499	3,100	5,000
105 Safety Training	2,400	1,747	2,100	0	1,700	1,800
TOTAL SERVICES	71,100	61,346	93,300	35,740	85,800	76,500
MISCELLANEOUS						
601 Xerox Lease - Prin	900	938	1,100	512	1,100	1,100
602 Xerox Lease - Int	200	211	100	62	100	100
TOTAL MISCELLANEOUS	1,100	1,149	1,200	574	1,200	1,200
FIXED ASSETS						
702 Building and Improvements	0	16,038	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	2,813	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	18,851	0	0	0	0
GRAND TOTAL	504,100	489,253	532,800	265,451	509,200	531,000

509 - FIRE & EMS OPERATIONS

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	2,017,300	1,941,652	2,065,100	1,052,029	2,030,400	2,122,600
002 Overtime	87,000	81,496	90,000	31,581	85,000	85,000
003 Worker's Compensation	30,600	28,269	33,200	31,547	33,200	34,000
004 Health Insurance	177,000	165,027	153,300	75,015	153,300	161,900
005 Social Security	161,000	148,771	164,900	79,912	161,800	168,900
006 Retirement	281,600	268,944	295,800	147,483	283,000	314,600
TOTAL PERSONNEL SERVICE	2,754,500	2,634,159	2,802,300	1,417,567	2,746,700	2,887,000
SUPPLIES						
011 Vehicle	75,000	66,203	77,200	29,826	63,200	64,500
012 General	48,000	50,615	5,300	4,200	6,500	6,900
013 Equipment	16,000	10,477	14,600	976	11,000	11,000
014 Uniforms	31,500	30,846	28,100	5,049	28,100	30,400
029 Medical	0	0	44,300	24,398	46,600	48,800
TOTAL SUPPLIES	170,500	158,141	169,500	64,449	155,400	161,600
MAINTENANCE						
020 Vehicle	30,000	36,931	35,000	28,900	44,400	34,000
022 Equipment	14,500	11,093	14,400	7,218	13,100	12,900
TOTAL MAINTENANCE	44,500	48,024	49,400	36,118	57,500	46,900
SERVICES						
042 Travel and Training	30,000	25,544	30,000	3,298	25,000	27,000
070 Other Expense (Grants)	0	0	0	0	0	0
TOTAL SERVICES	30,000	25,544	30,000	3,298	25,000	27,000
MISCELLANEOUS						
613 Quint Fire Truck Lease - Prin	84,200	84,179	0	0	0	0
614 Quint Fire Truck Lease - Int	3,000	3,044	0	0	0	0
TOTAL MISCELLANEOUS	87,200	87,223	0	0	0	0
FIXED ASSETS						
705 Equipment	7,000	35,315	33,700	0	18,400	30,100
707 Vehicles	193,000	192,825	193,000	190,247	190,300	0
TOTAL FIXED ASSETS	200,000	228,140	226,700	190,247	208,700	30,100
GRAND TOTAL	3,286,700	3,181,231	3,277,900	1,711,679	3,193,300	3,152,600

PUBLIC LIBRARY

The Library is composed of one full-time Library Director, two full-time Reference Librarians, one full-time Children's Librarian, two full-time Library Clerks, five 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 Harker Heights Public Library provides access to a variety of quality materials, media, technology, programs, and other services that enrich our patrons' lives through education, information, and recreation. The Library also actively promotes the power of lifelong learning for our community's diverse population.

The Harker Heights Public Library provides patrons with opportunities for personal growth through education, information, and recreation. Patrons look to the Library to fulfill the following needs:

- *Lifelong Learning* – Patrons will have a variety of resources they need to explore topics of personal interests and continue to learn throughout their lives.
- *Reading, Viewing, and Listening for Pleasure* – Patrons will have access to materials in a variety of formats to enhance leisure times and will enjoy the assistance of professionals in making choices among the many available options.
- *Early Literacy* – Preschool children will have programs and services designed to ensure that they will enter school equipped with the necessary means to learn reading, writing, and listening skills.
- *Public Access to Internet and Computer Use* – Patrons will have high-speed access to the digital world without unnecessary restrictions. The Library's staff will provide patrons with opportunities to enhance computer use, online searching, and specific computer programs.
- *Comfortable Public and Virtual Spaces* – Patrons will have safe and welcoming physical places to interact with others, to sit quietly, and to enjoy programming. Additionally, patrons will have accessible virtual spaces that provide information, education, and recreation as well as support for social networking.
- *Reference and Education Support* – Patrons will have services and support needed to answer questions on a broad array of topics and resources needed to succeed in education.
- *Community Resources* – Residents will have a central source for information about the wide variety of programs, services, and activities provided by local agencies and organizations.
- *Employment and Business Development* – Adults, teens, entrepreneurs, businesses, and non-profit organizations will have tools to help identify career and funding opportunities and to develop and maintain strong, viable, and well prepared organizations.

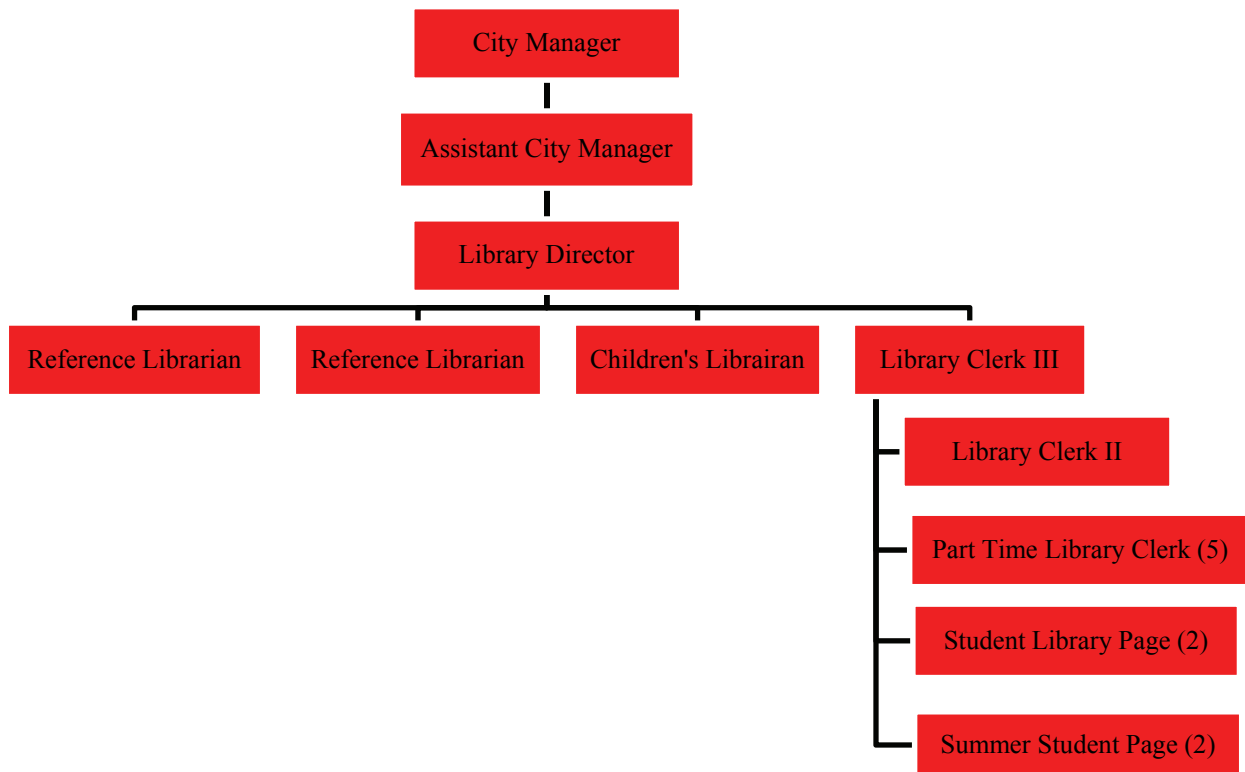
GOALS AND OBJECTIVES

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 attempting to expand its many roles. Known for excellent children's services, the Library continues to reach out to adults and young adults in our community and to utilize technology and other avenues for improved services and marketing.

The Library also will need to expand 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-audiobooks section for downloadable audios, improved MP3 book collections, and improved visual collections.

ORGANIZATIONAL CHART



FY 2012 - 2013 ACHIEVEMENTS

- Received the 2012 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director’s Association.
- Designed and implemented a new Virtual Library for our patrons.
- Planned and implemented new programs such as the Early Literacy Fair, revised Young Authors Conference, in-house science experiment program, and new free play program.
- Migrated to new Inter Library Loan program.
- Continued to reorganize children, teen, and adult volunteer program to provide meaningful experiences for volunteers.

PROGRESS ON FY 2012 - 2013 OBJECTIVES

- Provide innovative programming for early childhood education.
 - Continued to provide excellent children's programs based on Every Child Ready to Read principals; provided a new Literacy Fair highlighting and modeling early literacy concepts; expanded free caregiver workshops to include larger number of participants
- Implement staff training checklist and provide meaningful training experiences that will result in improved interactions with patrons
 - Attended a training session in which staff training was discussed and analyzed; began designing staff training checklist; provided a variety of training opportunities for staff to include the viewing of customer service training DVD
- Continue to improve non-fiction collections.
 - Embarked upon a large scale weeding program in non-fiction; removed 2816 items from the Library's adult non-fiction shelves; provided room in non-fiction area for patrons to peruse titles; added 585 adult non-fiction items in areas of particular interest to our patrons
- Continue to investigate electronic resource access.
 - Investigated several new sources for electronic access for patrons; staff attended training regarding the move to e-books and e-audiobooks; continued to provide e-book access through Overdrive Consortium and e-audiobook access through Overdrive Consortium and OneClick Digital
- Migrate to new Inter Library Loan system.
 - Attend training regarding new ILL system; provide records and data to allow other libraries to borrow from our Library; implement the new ILL system

FY 2012 - 2013 OBJECTIVES

- Provide innovative programming for adult patrons
- Improve YA collection through careful weeding and purchasing.
- Continue to investigate electronic resource access.
- Increase usage of Library's website and electronic resources.
- Increase visibility and usage of the convenient drive through window

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	6	6	6	6	6
# of part time employees	7	7	7	7	7
# of seasonal employees (summer)	2	2	2	2	2
OUTPUTS:					
# of patrons visiting the library	73,000	70,701	70,000	77,057	73,000
# of in-Library programs held	New	707	700	727	700
# of program attendance in-Library	New	19464	20,000	21,154	20,000
# of electronic resources viewed	New	4,042	5,000	15,382	16,000
# of print titles circulated	147,000	148,065	150,000	146,234	145,000
# of ebooks / eaudiobooks circulated	New	New	New	3,789	4,000
Total circulation (usage)	147,000	152,117	155,000	165,405	165,000
# of print materials renewed	10,000	17,536	17,000	15,085	15,000
# of print materials purchased	5,000	4,602	5,000	5244	5000
Donations added	1,000	3,410	2,500	928	800
Computer usage	40,000	48,445	45,000	45680	45,000
# of times directional assistance given	5,000	5,660	5,500	6,068	6,000
# of reference questions	15,000	18,448	19,000	18,668	18,000
EFFECTIVENESS:					
% increase in total circulation	New	1.3%	1.2%	8.7%	3%
% increase in computer usage	New	17%	5%	-5.7%	5%
% increase in reference assistance	New	23.4%	3%	1.1%	3%
% increase in program attendance	New	New	New	8.6%	3%
EFFICIENCY:					
Average daily walk-in visits	New	235	230	263	250
# of in-house programs per FTE	New	New	New	69	70
# of reference/information transactions handled per FTE	New	1,757	1,620	1,684	1,600

515 - LIBRARY

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	326,400	318,055	335,300	161,688	325,400	349,700
002 Overtime	500	52	300	13	200	200
003 Worker's Compensation	7,500	6,886	8,100	7,685	8,100	8,300
004 Health Insurance	22,500	26,287	23,000	11,638	23,000	24,600
005 Social Security	25,000	23,985	25,700	12,241	24,900	26,800
006 Retirement	43,700	33,111	46,100	17,257	43,600	49,900
TOTAL PERSONNEL SERVICE	425,600	408,376	438,500	210,522	425,200	459,500
SUPPLIES						
010 Office	8,700	8,298	11,700	4,554	11,700	11,700
012 General	10,000	10,726	10,000	5,753	10,000	11,000
TOTAL SUPPLIES	18,700	19,024	21,700	10,307	21,700	22,700
MAINTENANCE						
021 Building	8,000	10,559	9,400	7,261	11,000	9,500
022 Equipment	3,000	2,717	3,700	1,179	3,700	3,700
023 Ground	0	0	0	0	500	500
TOTAL MAINTENANCE	11,000	13,276	13,100	8,440	15,200	13,700
INSURANCE						
030 Property/Liability	6,100	5,536	6,300	5,545	6,000	6,400
TOTAL INSURANCE	6,100	5,536	6,300	5,545	6,000	6,400
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	35,000	28,780	35,000	18,733	37,500	37,500
041 Dues and Subscriptions	2,200	1,972	3,400	2,430	3,300	3,300
042 Travel and Training	4,000	1,953	3,500	1,421	3,300	3,300
045 Telephone	1,500	(166)	1,500	62	800	1,500
046 Equipment Rental	1,000	994	1,100	0	1,100	1,400
047 Contract Labor	5,000	5,627	5,000	1,434	5,000	6,000
070 Other Expense (Grants)	2,000	0	0	0	0	0
TOTAL SERVICES	50,700	39,160	49,500	24,080	51,000	53,000
MISCELLANEOUS						
091 Advertising	2,500	3,072	4,200	903	4,200	4,200
601 Xerox Lease - Prin	1,900	1,866	1,900	1,020	1,900	400
602 Xerox Lease - Int	400	420	400	123	400	0
TOTAL MISCELLANEOUS	4,800	5,358	6,500	2,046	6,500	4,600
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	1,800	0	1,800	0
706 Furniture and Fixtures	0	0	0	0	0	0
708 Board Purchases	0	0	0	0	0	0
709 Books	77,000	75,078	85,500	42,476	70,000	80,000
TOTAL FIXED ASSETS	77,000	75,078	87,300	42,476	71,800	80,000
GRAND TOTAL	593,900	565,808	622,900	303,416	597,400	639,900

PARKS AND RECREATION

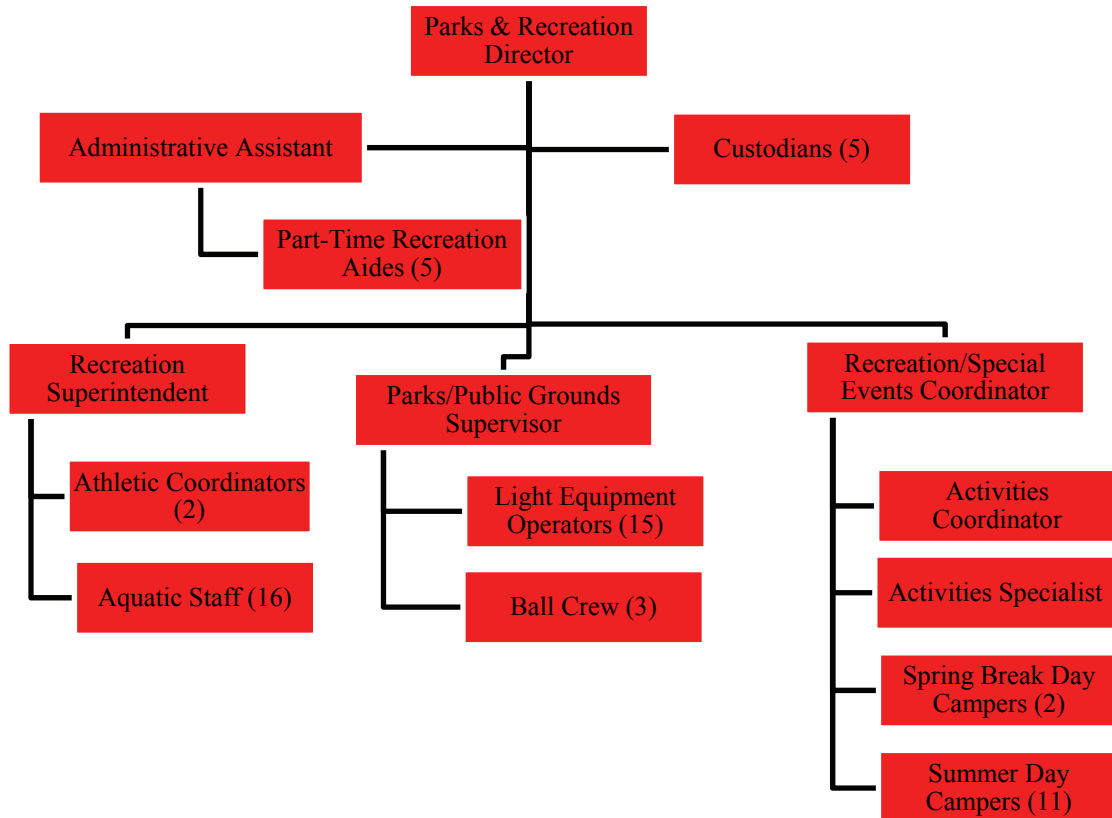
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant, a Recreation Superintendent, two Athletic Coordinators, a Recreation-Events Coordinator, an Activities Coordinator, an Activities Specialist, a Parks & Public Grounds Supervisor, fifteen Light Equipment Operators, and five Custodians. Numerous part-time employees are hired during the summer to assist with the summer day camps, 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, Activity Center, City Hall, Library, Police Department, Fire Department, Booker green space, Cardinal green space, Kern Neighborhood Park, Carl Levin City Park, Skipcha Park, 2410 Community Park, Purser Family 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 special events for the community.

The Department strives to increase and improve the quality of outdoor/indoor recreation opportunities in Harker Heights. This objective is accomplished through good public relations with community support and cooperation and by enhancing the base of activities in coordination with the growth demand of the city.

ORGANIZATIONAL CHART



FY 2012-2013 ACHIEVEMENTS

- Developed archery program with the Wounded Warriors Battalion.
- Developed rock climbing program with the Super Hero program
- Increased overall Athletic program participation numbers.
- Successfully opened Goode-Connell Park.
- Completed the construction of Goode-Connell Park and Summit Soccer Complex.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Coordinate the construction of the Goode-Connell Park.
 - Successfully completed.
- Coordinate the construction of Summit Soccer Complex Phase 3.
 - Successfully completed.
- Coordinate the concept plan design for Comanche Gap property
 - Ongoing; draft of the plan design reviewed by City Council.
- Develop Marketing plan for department
 - Ongoing, outreach and awareness concentrated on Adaptive Sports

FY 2013-2014 OBJECTIVES

- Coordinate the concept plan design of Comanche Gap property.
- Develop strategic plan for maintaining existing Park facilities.
- Develop strategic plan for Senior Recreation program.
- Coordinate additional recreational opportunities for Adaptive and Super Hero programs.



Goode-Connell Park

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	28	28	28	28	29
# of part time employees	4	4	4	4	5
# of seasonal employees (summer)	30	30	30	30	30
OUTPUTS:					
# of municipal acres maintained	233	233	233	233	233
# of ROW acres maintained	100	90	90	90	90
# of medians maintained	8	8	8	8	8
# of acres irrigated	155	140	140	140	140
# of playground units	6	6	6	7	7
# of recreation program participants	2,300	2,215	2,300	2,252	2,300
# of youth recreation programs provided	10	11	13	12	13
# of adult/senior recreation programs provided	35	32	35	33	35
# of special events provided	25	27	27	27	27
# of spring/summer day camp sessions	8	8	8	8	8
# of spring/summer day camp attendees	200	200	200	200	200
# of youth leagues/participants	10 / 3,700	14 / 3,420	10 / 3,806	7 / 3,081	8 / 3,200
# of adult leagues/participants	9 / 1,300	10 / 2,137	12 / 2,428	4 / 948	4 / 1,000
# of sports camps/participants	6 / 400	10 / 493	12 / 542	6 / 224	7 / 500
# of 5ks held/participants	3 / 800	4 / 1,032	4 / 1,135	4 / 646	3 / 500
EFFECTIVENESS:					
# of park rentals	New	317	332	362	350
# of activity center rentals	New	281	295	603	610
# of pool rentals	30	26	30	31	30
Public swim attendance	15,000	14,613	15,000	12,470	13,717
Swim lesson attendance	2500	229	240	232	240
# of dive ins held	5	4	4	4	4
Dive in attendance	650	370	500	625	625
EFFICIENCY:					
# of acres maintained per full time light equipment employee	25.6	25.6	23.7	23.7	23.7
% of youth recreation programs conducted compared to services offered	New	100%	100%	95%	100%
% of adult/senior recreation programs conducted compared to services offered	New	80%	90%	85%	100%

523 - PARKS & RECREATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	1,073,200	1,084,260	1,129,200	513,214	1,092,000	1,157,200
002 Overtime	8,000	10,481	8,000	1,766	8,000	8,000
003 Worker's Compensation	23,600	21,745	26,400	25,076	26,400	27,500
004 Health Insurance	113,400	109,916	101,200	50,382	101,200	114,600
005 Social Security	82,700	82,369	87,000	38,936	84,200	89,200
006 Retirement	138,000	121,656	149,500	64,654	147,200	159,200
TOTAL PERSONNEL SERVICE	1,438,900	1,430,427	1,501,300	694,028	1,459,000	1,555,700
SUPPLIES						
010 Office	8,500	8,132	8,500	2,603	8,500	8,500
011 Vehicle	35,000	44,608	35,000	23,036	46,000	46,000
012 General	7,000	5,611	7,000	3,824	7,000	7,000
013 Equipment	7,000	6,855	7,000	3,142	7,000	10,000
014 Uniforms	12,000	10,195	12,000	4,370	10,500	12,000
015 Recreational	6,500	6,056	6,500	764	6,500	6,500
016 Chemical	18,000	16,069	18,000	3,544	18,000	18,000
TOTAL SUPPLIES	94,000	97,526	94,000	41,283	103,500	108,000
MAINTENANCE						
020 Vehicle	6,500	7,052	6,500	3,598	7,500	6,500
021 Building	55,000	52,039	55,000	24,547	55,000	59,000
022 Equipment	12,000	10,525	12,000	5,239	12,000	12,000
023 Ground	45,000	44,328	70,000	39,142	70,000	60,000
TOTAL MAINTENANCE	118,500	113,944	143,500	72,526	144,500	137,500
INSURANCE						
030 Property/Liability	19,700	17,828	20,900	18,677	20,900	21,500
TOTAL INSURANCE	19,700	17,828	20,900	18,677	20,900	21,500
SERVICES						
035 Unemployment Payments	0	489	0	29	100	0
040 Utilities	85,000	97,905	85,000	50,918	100,000	100,000
041 Dues and Subscriptions	5,500	4,597	5,600	4,323	5,600	5,600
042 Travel and Training	7,000	6,791	7,000	4,874	7,000	7,000
045 Telephone	4,000	930	3,500	383	1,000	1,000
046 Equipment Rental	8,000	6,090	8,000	3,028	8,000	8,000
047 Contract Labor	0	0	0	0	0	0
059 Adaptive Sports	13,800	11,620	12,600	9,164	12,600	12,000
060 Tree City USA	10,000	6,275	10,000	2,230	10,000	10,000
061 Reimburse by Donations	2,000	3,371	2,000	1,455	2,500	3,000
065 Trophies and Awards	15,000	13,256	17,000	10,133	17,000	17,000
066 Uniforms and Equipment (Rec)	61,000	55,606	61,000	19,832	56,000	61,000
067 Parks and Recreation Programs	40,000	28,706	40,000	22,846	38,000	40,000
068 Team Travel	2,400	400	2,400	0	2,400	2,400
069 Adult Sports	8,000	5,566	8,000	3,045	8,000	8,000
070 Other Expense (Grants)	0	22,036	18,000	9,212	18,000	12,500
TOTAL SERVICES	261,700	263,638	280,100	141,472	286,200	287,500
MISCELLANEOUS						
091 Advertising	15,000	15,601	15,000	6,411	15,000	15,000
601 Xerox Lease - Prin	900	945	1,100	517	1,100	100
602 Xerox Lease - Int	200	204	100	57	100	0
TOTAL MISCELLANEOUS	16,100	16,750	16,200	6,985	16,200	15,100

523 - PARKS & RECREATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	2,336	0	0	0	0
705 Equipment	29,800	34,457	39,500	34,483	63,200	45,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	78,000	0	78,200	0
TOTAL FIXED ASSETS	29,800	36,793	117,500	34,483	141,400	45,000
GRAND TOTAL	1,978,700	1,976,906	2,173,500	1,009,454	2,171,700	2,170,300

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.

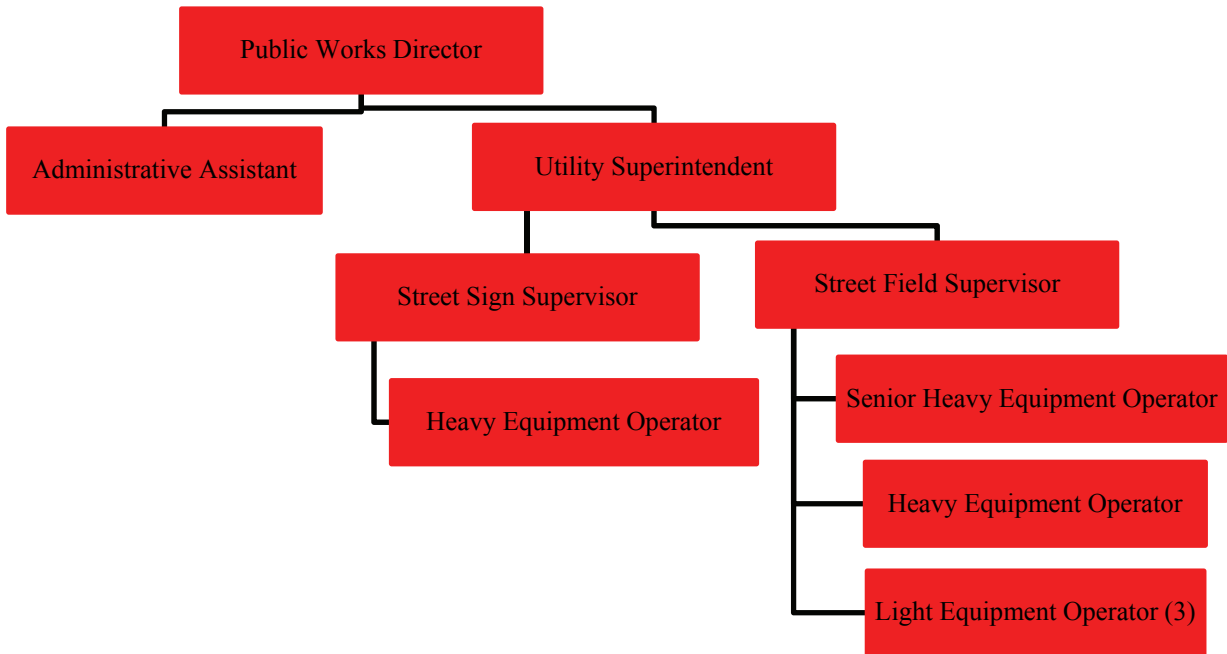
STREET DEPARTMENT

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, two Heavy Equipment Operators and four 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 2012-2013 ACHIEVEMENTS

- Completed one (1) month of the annual Crack Seal Program. (16 lane miles)
- Completed a two (2) month Motor Grader program.
- Helped prepare and inspect the 2012-2013 Street Improvement Program: Commercial Drive, Heights Drive, Blackfoot Drive and Ann Blvd.

- Repaired recycled asphalt streets: Waco Trace, Pueblo Trace, and Yuron Trace.
- Repaired, resurfaced, and restriped 1,150 feet of Comanche Gap Road

PROGRESS ON FY 2012-2013 OBJECTIVES

- Maintain recycled asphalt streets.
 - Ongoing.
- In house reconstruction of roads.
 - Ongoing.
- Repair damaged City sidewalks.
 - Ongoing.
- Repair Driveway approaches and curbs.
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Continue the annual Crack Seal Program.
- Help prepare and inspect the 2013-2014 Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace defective concrete valley gutters.
- Repair all Water and Sewer utility cuts, pot holes and asphalt level ups within ten working days of receiving the work order.

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees:	10	10	10	10	10
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
OUTPUTS:					
# of street utility cuts	150	155	160	65	120
# of pot hole repairs	350	400	400	450	400
Miles of street reconstruction	4	3.5	4	3	4
Miles of crack sealing	25	16	16	16	16
Linear feet of sidewalk repair	225	0	100	50	100
EFFECTIVENESS:					
# of employees per square mile	3	3.8	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 2012-2013 ACHIEVEMENTS

- Trimmed tree limbs obstructing signs, controlled algae in street intersections and applied herbicide to grass growing on joints in sidewalks and curb & gutters.
- Swept city streets on a regular schedule.
- Replaced faded street signs and added raised pavement markers city wide.
- Replaced painted road markings with thermoplastic markings.
- Continued night time sign reflectivity program and began checking and reporting street lights that are out. This improves city wide safety.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Street Sweeping.
 - Ongoing.
- Herbicide Program
 - Ongoing.
- Night Time Reflectivity Program
 - Ongoing.
- School Zone Lights and Crosswalks
 - Ongoing.
- Street Light Operation check.
 - Ongoing

FY 2013-2014 OBJECTIVES

- Continue trimming tree limbs obstructing signs, 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.
- Continue replacing faded street signs and adding raised pavement markers city wide.
- Continue replacing painted road markings with thermoplastic markings.
- Continue the night time sign reflectivity program checking and reporting street lights that are out.

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
OUTPUTS:					
# of street signs installed	100	191	125	297	350
# of stop signs installed	50	38	50	47	50
# of yield signs installed	15	13	20	7	10
# of poles set	100	145	120	133	120
Linear feet of thermoplastic set	2,000	1,814	1,000	1,115	1,000
Gallons of herbicide sprayed	4,000	2,602	3,000	2,644	3,000
Miles of street swept	2,000	1,239	2,500	1,311	2,000
Miles of residential street swept	1,500	739	1,500	700	1,000
Miles of arterial and collector miles swept	500	500	500	500	500
EFFICIENCY:					
# of residential street sweeping cycles per year	2	2	2	2	2
# of arterial and collector street sweeping cycles per year	2	2	2	2	2

522- STREETS

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	354,600	363,750	369,500	189,791	367,300	385,400
002 Overtime	12,000	9,766	12,000	4,375	10,000	10,000
003 Worker's Compensation	7,500	6,886	9,000	8,493	8,500	8,300
004 Health Insurance	41,900	41,433	37,300	17,620	37,300	35,500
005 Social Security	28,000	27,532	29,200	14,294	28,900	30,200
006 Retirement	49,100	49,252	52,400	26,451	50,500	56,400
TOTAL PERSONNEL SERVICE	493,100	498,619	509,400	261,024	502,500	525,800
SUPPLIES						
010 Office	2,000	2,593	2,000	2,262	3,000	3,000
011 Vehicle	50,000	48,635	50,000	23,128	50,000	50,000
012 General	2,000	2,801	2,000	2,252	3,000	3,000
013 Equipment	8,000	7,831	8,000	4,406	8,000	8,000
014 Uniforms	7,500	5,931	7,500	3,534	7,500	7,500
TOTAL SUPPLIES	69,500	67,791	69,500	35,582	71,500	71,500
MAINTENANCE						
020 Vehicle	20,000	28,466	25,000	10,775	25,000	25,000
021 Building	2,000	2,567	2,000	717	2,000	2,000
022 Equipment	20,000	27,014	20,000	12,883	20,000	23,000
023 Ground	110,000	92,674	110,000	49,423	110,000	110,000
TOTAL MAINTENANCE	152,000	150,721	157,000	73,798	157,000	160,000
INSURANCE						
030 Property/Liability	6,400	5,779	7,200	6,241	6,400	6,600
TOTAL INSURANCE	6,400	5,779	7,200	6,241	6,400	6,600
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	205,000	256,415	255,000	130,511	255,000	255,000
041 Dues and Subscriptions	1,000	764	1,000	997	1,100	1,100
042 Travel and Training	5,000	3,332	5,000	1,697	3,500	5,000
045 Telephone	5,000	3,633	4,000	1,809	4,000	4,000
046 Equipment Rental	20,000	18,094	20,000	9,027	20,000	20,000
047 Contract Labor	10,000	5,025	8,000	5,180	15,000	10,000
TOTAL SERVICES	246,000	287,263	293,000	149,221	298,600	295,100
MISCELLANEOUS						
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
607 AT&T Lease - Prin	0	0	0	0	0	0
608 AT&T Lease - Int	0	0	0	0	0	0
TOTAL MISCELLANEOUS	0	0	0	0	0	0
FIXED ASSETS						
701 Land and Improvements	100,000	100,109	0	0	0	0
702 Building and Improvements	0	4,885	0	0	0	0
705 Equipment	0	22,034	0	36,322	36,300	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	192,000	187,222	0	0	0	0
TOTAL FIXED ASSETS	292,000	314,250	0	36,322	36,300	0
GRAND TOTAL	1,259,000	1,324,423	1,036,100	562,188	1,072,300	1,059,000

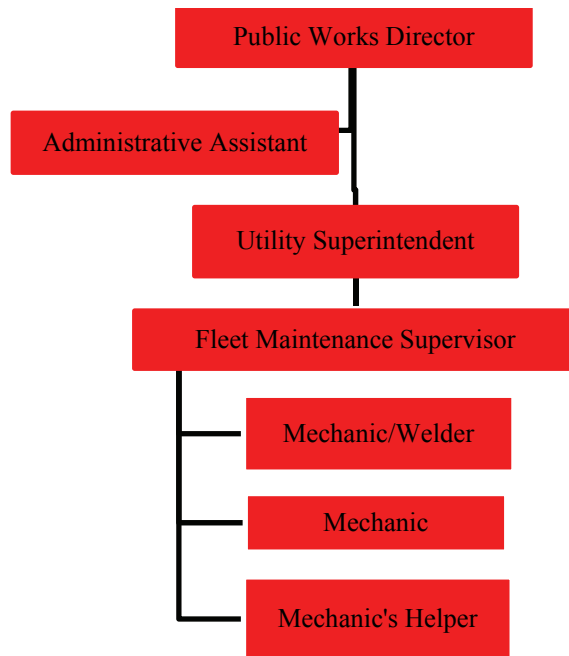
FLEET MAINTENANCE DEPARTMENT

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, Mechanic, and Mechanic's Helper.

GOALS AND OBJECTIVES

The Fleet Maintenance Department strives to provide timely support for all city vehicles and equipment which includes performing annual vehicle inspections. 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 2012-2013 ACHIEVEMENTS

- Completed the Maintenance Shop building extension.
- Purchased additional test equipment for better diagnostics on city equipment.
- Mechanics continuing education.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Maintenance Building Extension.
 - Ongoing.
- Update test equipment, test large trucks and backhoes.
 - Ongoing.
- Build work bench in storage room and more storage cabinets for automotive manuals.
 - Ongoing.
- Continue automotive education and customer service training.
 - Ongoing.
- Continue annual inspection of all city vehicles.
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Install brighter light bulbs in the shop area.
- Continue automotive education.
- Continue annual inspection of all city vehicles.

PERFORMANCE MEASURES

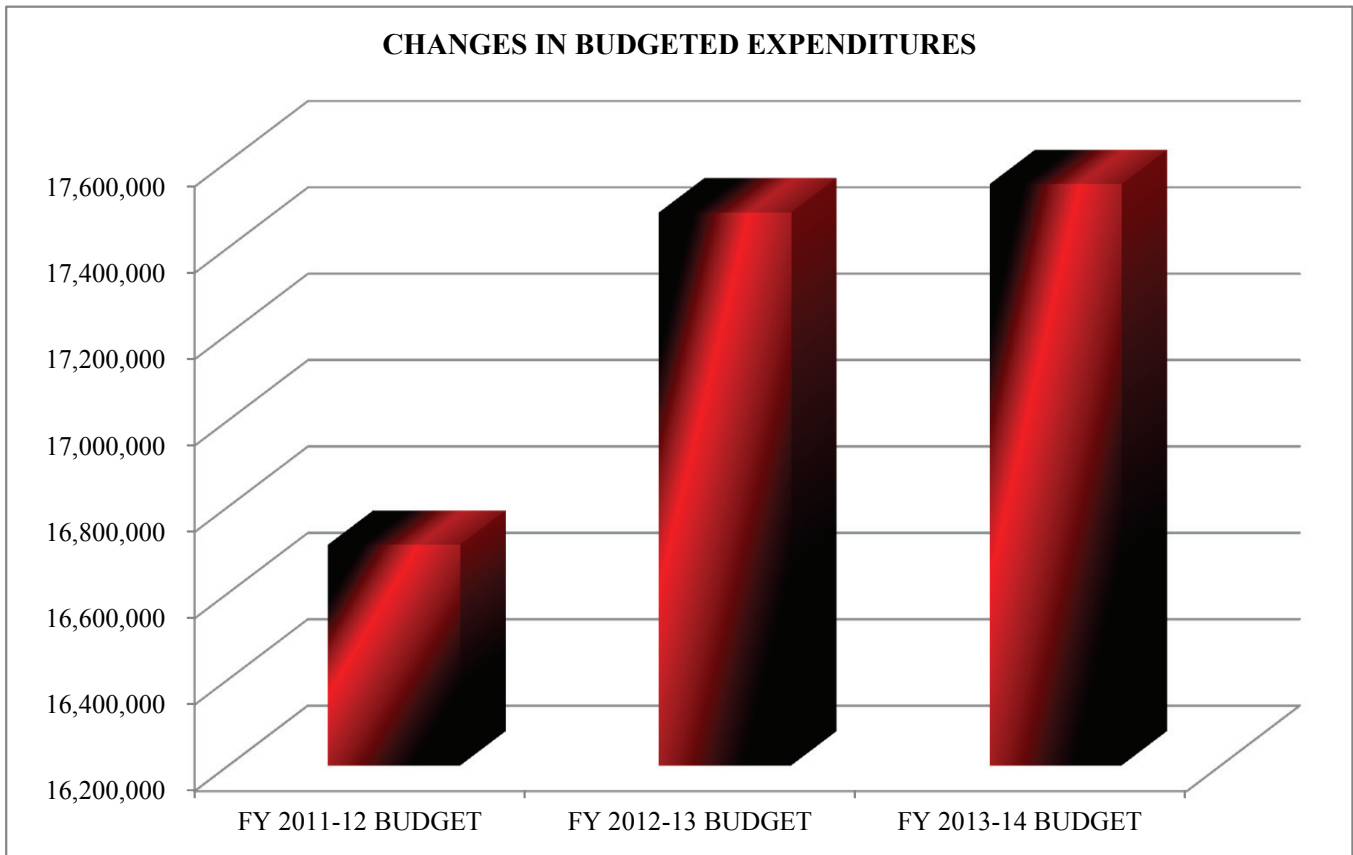
Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	4	4	4	4	4
OUTPUTS:					
# of fleet serviced (vehicles/equipment)	295	396	400	407	410
# of departments serviced	11	11	11	11	11
# of work orders completed	1,100	1,015	1,130	1,240	1,200
EFFECTIVENESS:					
Fleet units in operation	97%	97%	98%	98%	100%
# of vehicles/equipment serviced per mechanic	73.75	99	100	102	104
EFFICIENCY:					
# of jobs completed per mechanic	275	253.75	282.5	310	300

525 - MAINTENANCE

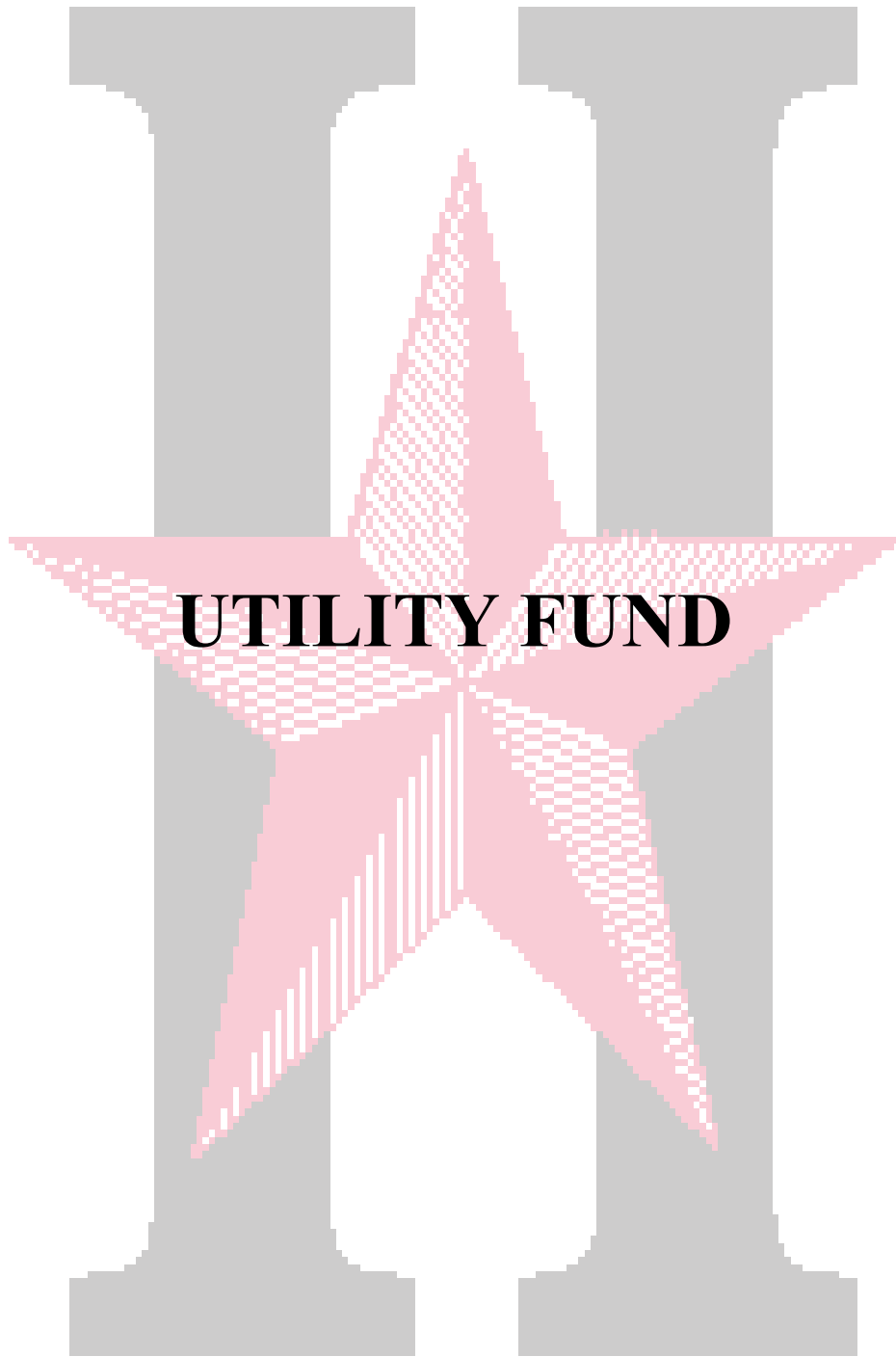
	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	159,100	159,418	163,900	82,295	160,600	169,500
002 Overtime	1,000	629	1,000	463	1,000	1,000
003 Worker's Compensation	3,100	2,899	3,400	3,236	3,400	3,500
004 Health Insurance	17,200	17,271	15,000	7,455	15,000	15,600
005 Social Security	12,200	12,205	12,600	6,319	12,400	13,000
006 Retirement	21,400	21,198	22,600	11,254	21,600	24,300
TOTAL PERSONNEL SERVICE	214,000	213,620	218,500	111,022	214,000	226,900
SUPPLIES						
010 Office	500	357	500	342	500	500
011 Vehicle	3,000	2,731	3,500	2,016	3,500	3,500
012 General	100	(598)	100	(3,059)	100	100
013 Equipment	6,200	5,352	5,000	2,482	5,000	5,000
014 Uniforms	3,000	2,754	3,000	1,517	3,000	3,000
TOTAL SUPPLIES	12,800	10,596	12,100	3,298	12,100	12,100
MAINTENANCE						
020 Vehicle	300	873	300	111	300	300
021 Building	500	484	500	448	500	500
022 Equipment	500	558	500	61	500	500
023 Ground	300	93	300	0	300	300
TOTAL MAINTENANCE	1,600	2,008	1,600	620	1,600	1,600
INSURANCE						
030 Property/Liability	2,700	2,399	2,700	2,365	2,700	2,700
TOTAL INSURANCE	2,700	2,399	2,700	2,365	2,700	2,700
SERVICES						
040 Utilities	2,000	1,434	2,000	870	2,000	2,000
041 Dues and Subscriptions	200	155	200	148	200	200
042 Travel and Training	2,500	74	2,500	620	2,500	2,500
045 Telephone	1,000	1,830	1,000	977	2,000	2,000
047 Contract Labor	0	8	0	0	0	0
TOTAL SERVICES	5,700	3,501	5,700	2,615	6,700	6,700
MISCELLANEOUS						
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
607 AT&T Lease - Prin	0	0	0	0	0	0
608 AT&T Lease - Int	0	0	0	0	0	0
TOTAL MISCELLANEOUS	0	0	0	0	0	0
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	1,133	0	8,481	8,500	6,200
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	1,133	0	8,481	8,500	6,200
GRAND TOTAL	236,800	233,257	240,600	128,401	245,600	256,200

**GENERAL FUND
STATEMENT OF EXPENDITURES**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
City Council Administration	188,600	175,306	195,100	62,791	178,100	191,200
Finance	1,451,900	1,372,036	1,490,200	745,889	1,356,900	1,491,200
Police	551,400	525,240	569,900	275,785	556,300	582,100
Courts	4,981,600	4,849,132	5,223,100	2,636,503	5,069,600	5,504,200
Development & Planning	946,200	1,010,638	954,000	486,098	1,000,300	1,062,300
Code Enforcement	348,300	347,543	361,700	185,333	358,900	385,500
Fire & EMS Administration	369,400	382,170	483,900	218,313	447,500	514,000
Fire & EMS Operations	504,100	489,253	532,800	265,451	509,200	531,000
Library	3,286,700	3,181,231	3,277,900	1,711,679	3,193,300	3,152,600
Parks & Recreation	593,900	565,808	622,900	303,416	597,400	639,900
Streets	1,978,700	1,976,906	2,173,500	1,009,454	2,171,700	2,170,300
Maintenance	1,259,000	1,324,423	1,036,100	562,188	1,072,300	1,059,000
Reserve for Personnel	236,800	233,257	240,600	128,401	245,600	256,200
Reimbursement:	10,000	9,303	10,000	1,473	10,000	10,000
Market Heights	705,000	632,316	750,000	666,852	666,900	0
Seton Medical Center	0	0	0	0	0	407,000
Transfer to Fixed Assets	(850,200)	(861,924)	(751,000)	(431,434)	(642,000)	(460,100)
Transfer to Capital Projects	150,000	150,000	200,000	200,000	200,000	0
Transfer to Debt Service	0	0	110,000	110,000	110,000	50,000
GRAND TOTAL	16,711,400	16,362,638	17,480,700	9,138,192	17,102,000	17,546,400







UTILITY FUND

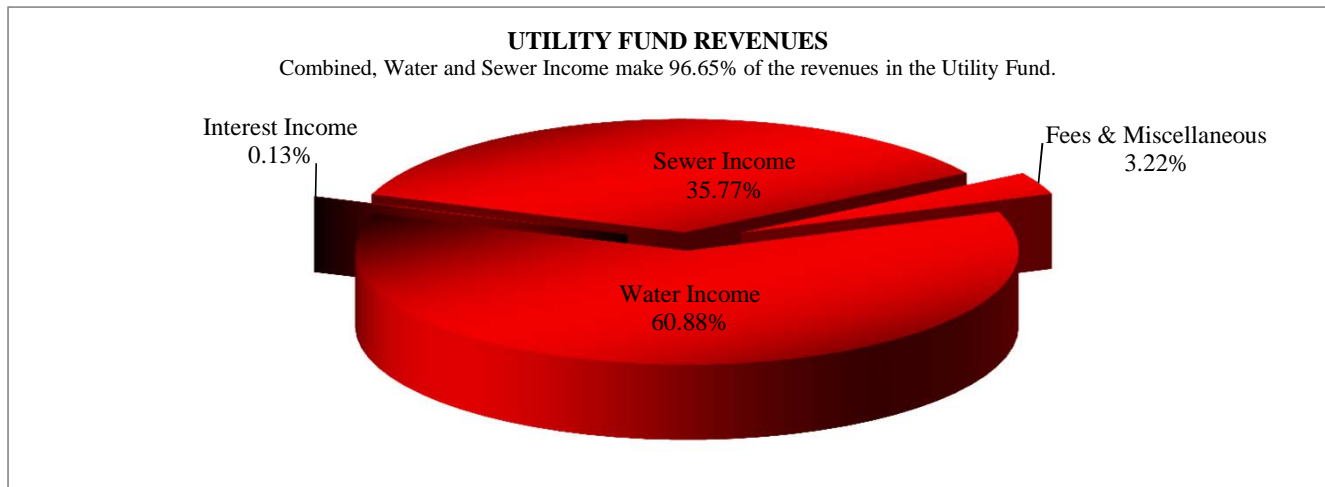
UTILITY FUND REVENUES

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
SALES						
001 Water Income	4,880,900	5,558,591	5,630,400	2,162,318	5,567,700	5,679,100
002 Sewer Income	2,978,500	3,245,269	3,289,500	1,501,307	3,270,900	3,336,300
007 Water Tap Fees	25,000	16,357	18,000	11,762	18,000	18,000
008 Sewer Tap Fees	0	5,024	0	6,640	15,000	13,800
009 Connect Fees	60,000	96,250	50,000	54,395	100,000	100,000
059 Water Supply Agreement	25,000	22,349	22,500	23,243	23,200	25,000
TOTAL SALES	7,969,400	8,943,840	9,010,400	3,759,665	8,994,800	9,172,200
MISCELLANEOUS						
005 Transfers, Turn On/Off	20,000	22,556	25,000	9,010	20,000	20,000
006 Penalties	110,000	98,055	100,000	49,856	100,000	100,000
010 Credit Card Fees	(18,000)	(31,898)	(35,000)	(17,777)	(35,000)	(37,000)
011 Online Payment Fees	45,000	42,004	45,000	22,910	46,000	50,000
015 Cash Over (Short)	0	(34)	0	39	500	0
020 Interest Income	10,000	10,560	8,000	6,706	12,000	12,000
021 Miscellaneous Income	8,000	5,940	8,000	3,120	6,000	6,000
022 Other Income	5,000	15,429	5,000	3,600	7,000	5,000
030 Insurance Proceeds	0	2,451	0	642	700	0
032 Gain on Sale of Assets	0	10	0	0	0	0
057 Assessment Income	0	1,128	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL MISCELLANEOUS	180,000	166,201	156,000	78,106	157,200	156,000
TOTAL REVENUES	8,149,400	9,110,041	9,166,400	3,837,771	9,152,000	9,328,200
BEGINNING FUND BALANCE	3,032,048	3,760,627	4,252,327	5,006,186	5,006,186	5,044,586
INCREASE/DECREASE	16,000	1,245,559	178,400	217,763	38,400	(41,200)
ENDING FUND BALANCE	3,048,048	5,006,186	4,430,727	5,223,949	5,044,586	5,003,386

FUND BALANCE REQUIREMENT

\$ 1,679,900

(Three Months Operating Expense)

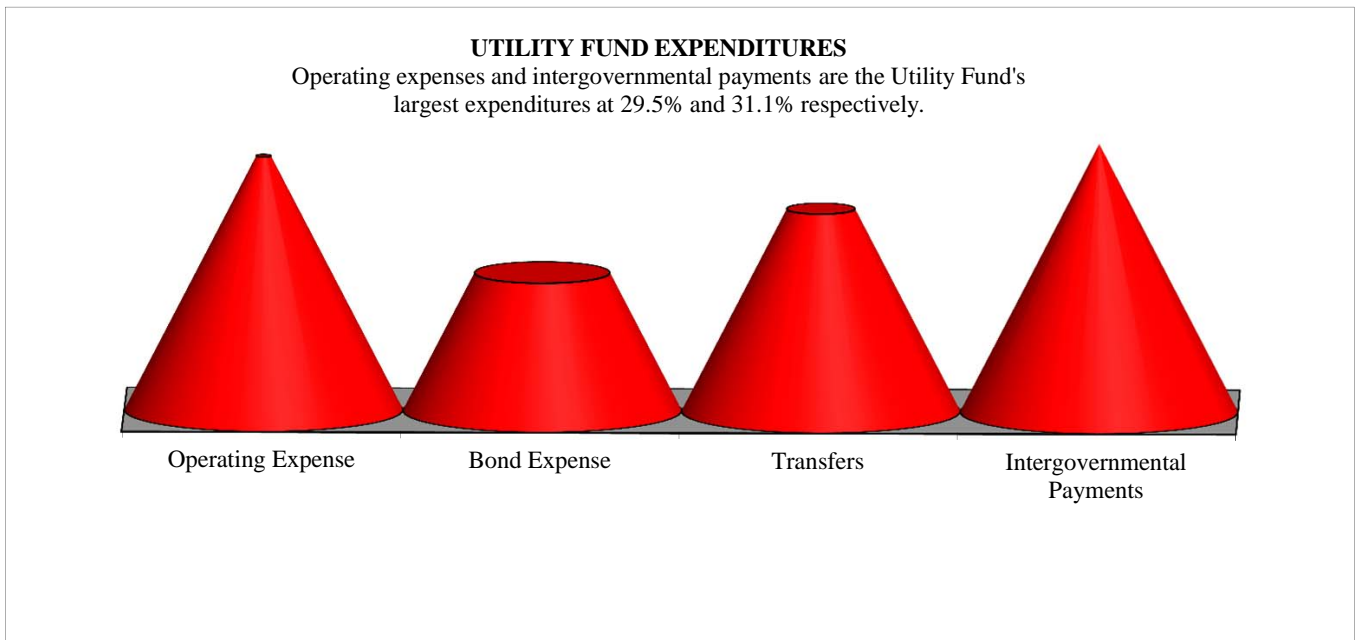


UTILITY FUND EXPENSE SUMMARY

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	663,300	652,009	724,300	343,848	689,000	731,800
002 Overtime	63,000	66,333	64,600	32,435	68,600	68,600
003 Workers Compensation	15,400	14,135	17,500	16,582	16,800	17,900
004 Health Insurance	80,000	64,274	70,900	32,402	68,500	78,300
005 Social Security	55,600	52,678	60,300	27,973	57,900	61,200
006 T.M.R.S.	97,100	100,696	108,200	51,237	101,300	114,100
TOTAL PERSONNEL SERVICE	974,400	950,125	1,045,800	504,477	1,002,100	1,071,900
SUPPLIES						
010 Office	97,500	93,460	92,500	43,262	97,500	57,500
011 Vehicle	55,000	60,169	60,000	28,299	60,000	60,000
012 General	8,000	7,178	8,000	5,203	8,000	8,000
013 Equipment	7,000	1,991	5,000	2,176	5,000	7,000
017 Belt Press	20,000	19,204	20,000	6,763	20,000	20,000
018 Lab	9,000	7,423	9,000	5,974	9,000	9,000
TOTAL SUPPLIES	196,500	189,425	194,500	91,677	199,500	161,500
MAINTENANCE						
020 Vehicle	25,000	44,472	27,000	12,421	27,000	27,000
021 Building	9,000	6,012	9,000	941	4,000	4,000
022 Equipment	55,000	60,071	55,000	39,123	66,500	60,000
023 Ground	4,500	5,388	4,000	347	4,000	4,000
024 Repair & Maintenance	260,000	223,369	165,000	55,292	165,000	165,000
025 New Service Meters	80,000	97,485	80,000	46,173	80,000	110,000
026 UV Lights	0	0	30,000	21,261	30,000	30,000
027 Odor Control Chemical	0	0	70,000	26,524	70,000	70,000
TOTAL MAINTENANCE	433,500	436,797	440,000	202,082	446,500	470,000
INSURANCE						
030 Property/Liability	18,300	18,024	19,300	18,128	19,100	19,600
TOTAL INSURANCE	18,300	18,024	19,300	18,128	19,100	19,600
SERVICES						
014 Uniforms	11,300	8,417	11,300	5,376	12,000	12,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	520,000	446,213	520,000	210,257	470,000	480,000
041 Dues/Subscriptions	2,700	2,204	2,400	1,745	2,400	2,400
042 Travel & Training	15,500	12,308	15,500	8,066	14,500	16,500
045 Telephone	16,000	13,589	15,000	5,418	13,000	13,000
046 Equipment Rental	6,000	31,440	16,000	103	16,000	16,000
047 Contract Labor	175,000	122,178	175,000	67,665	175,000	215,000
085 State Fees	35,100	35,071	35,100	34,783	35,700	35,700
TOTAL SERVICES	781,600	671,420	790,300	333,413	738,600	790,600
BOND EXPENSE	1,798,800	1,267,905	1,601,200	367,301	1,572,000	1,498,300
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	350,000	350,000	350,000	150,000	400,000	450,000
806 Transfer to Debt Service Fund	0	0	0	0	0	100,000
200 Water Purchases	2,241,100	2,339,022	2,300,000	1,059,498	2,261,700	2,361,800
TOTAL INTERGOVERNMENTAL	2,591,100	2,689,022	2,650,000	1,209,498	2,661,700	2,911,800

UTILITY FUND EXPENSE SUMMARY

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
MISCELLANEOUS						
080 Bad Debt	120,000	68,471	85,000	31,229	85,000	85,000
083 Audit Fees	30,000	20,225	30,000	11,550	25,000	25,000
091 Advertising	3,000	2,664	3,000	966	3,000	3,000
092 Professional Fees	28,000	22,395	31,000	15,849	31,000	31,000
32x Issuance Costs	17,700	18,616	14,500	8,781	36,500	16,700
306 Amortization Adv Refunding	8,900	27,842	26,800	18,506	37,000	28,400
TOTAL MISCELLANEOUS	207,600	160,213	190,300	86,881	217,500	189,100
RESERVES						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
800 Transfer to Fixed Assets	250,000	600,000	500,000	100,000	700,000	600,000
805 Transfer to Capital Projects	825,000	825,000	1,500,000	650,000	1,500,000	1,600,000
Contingency	0	0	0	0	0	0
TOTAL RESERVES	1,131,600	1,481,551	2,056,600	806,551	2,256,600	2,256,600
TOTAL EXPENSES	8,133,400	7,864,482	8,988,000	3,620,008	9,113,600	9,369,400



UTILITY DEPARTMENT

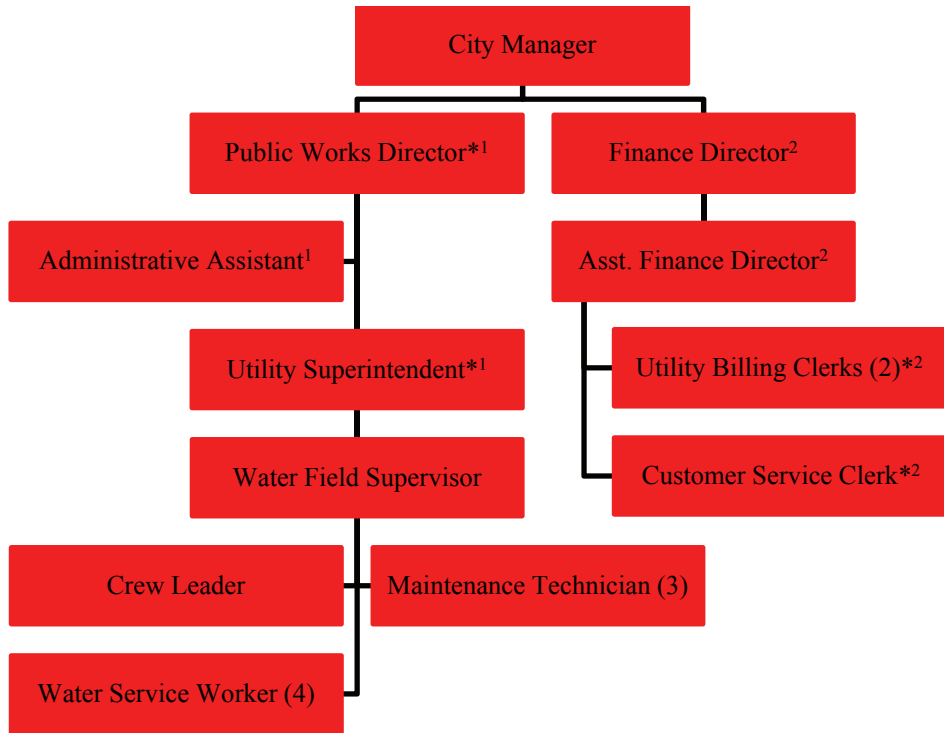
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk. 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, and four Meter Readers. 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

¹indicates Streets Department, ²Finance Department



FY 2012-2013 ACHIEVEMENTS

- Continued annual water tanks video inspections and cleaned as needed.
- Maintain chlorine residuals by deep cycling water tanks and flushing water mains to reduce water age.
- Managed water meter and parts inventory program.
- Maintained the city's water distribution system.
- Changed out over 1,200 old or inaccurate residential water meters within the city.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Continue to maintain the water distribution system.
 - Ongoing.
- Continue meter change-out program with a goal of 100 change outs per month.
 - Ongoing; the north and south sides of the City are complete.
- Continue valve location and exercise program by updating maps using GPS technology and requisitioning valve exercising equipment and adding personnel.
 - Ongoing.
- Provide technical assistance to the community as needed by visiting with customers to answer any questions they might have. Also informing the community of changes in water availability or outages by door hangers, Public Service Announcements, and First Call System.
 - Ongoing.
- Continue to maintain and upgrade pump stations and water storage facilities by maintaining the appearance of the water yards by cutting the grass regularly, monitoring the pumps and motors daily and by draining, cleaning and inspecting the inside of the tanks annually.
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Install new water main from Comanche Gap to the Evergreen subdivision. Put in place a new water storage tank connecting the Evergreen subdivision to Cedar Knob tank, providing more pressure throughout the system.
- Upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies.
- Continue with our meter change out programs; continue testing meters for accuracy to help lower water loss in the water distribution system.
- Install water line improvements along FM 2410 through the new annexed area.
- Add an inventory/locator person to properly handle water and wastewater locates, inventory control and monthly reporting, and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- 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

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	9	9	9	9	9
OUTPUTS:					
# of water taps installed	28	18	25	21	50
# of sewer taps installed	8	6	8	6	10
# of water leaks repaired	150	114	150	88	100
# of Bac-T samples collected	415	170	300	360	415
# of utility lines located	1,292	1,419	1,500	1,800	2,000
# of meters read	6	10	10	10	10
EFFECTIVENESS:					
# of old meters changed out	750	1,200	1,200	1,271	1,250
# of new meter sets	350	1,248	1,200	247	300
Response to water line breaks within one hour	100%	100%	100%	100%	100%
EFFICIENCY:					
# of meters read weekly per employee	531.5	600	625	612	650
Average # of old meters changed out per month	100	100	100	106	100
Average # of new meter sets per month	25	30	35	21	20

551-WATER ADMINISTRATION

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	161,700	157,299	167,900	80,450	162,400	169,700
002 Overtime	600	612	600	246	600	600
003 Workers Compensation	2,800	2,537	3,000	2,831	3,000	3,100
004 Health Insurance	15,100	12,734	13,700	5,268	11,300	13,800
005 Social Security	12,400	11,701	12,900	6,065	12,500	13,000
006 T.M.R.S.	21,700	22,535	23,100	11,025	21,800	24,300
TOTAL PERSONNEL SERVICES	214,300	207,418	221,200	105,885	211,600	224,500
SUPPLIES						
010 Office	95,000	91,379	90,000	42,338	95,000	55,000
012 General	3,000	3,133	3,000	2,116	3,000	3,000
013 Equipment	0	0	0	0	0	0
TOTAL SUPPLIES	98,000	94,512	93,000	44,454	98,000	58,000
MAINTENANCE						
022 Equipment	50,000	55,084	50,000	31,164	55,000	55,000
TOTAL MAINTENANCE	50,000	55,084	50,000	31,164	55,000	55,000
INSURANCE						
030 Property/Liability	2,200	1,952	2,200	1,998	2,000	2,300
TOTAL INSURANCE	2,200	1,952	2,200	1,998	2,000	2,300
SERVICES						
035 Unemployment	0	0	0	0	0	0
041 Dues & Subscriptions	900	492	600	138	600	600
042 Travel & Training	4,000	3,399	4,000	1,315	4,000	5,000
045 Telephone	3,000	1,280	2,000	695	2,000	2,000
047 Contract Labor	0	0	0	0	0	40,000
TOTAL SERVICES	7,900	5,171	6,600	2,148	6,600	47,600
BOND EXPENSE						
301 Interest Expense	848,800	317,905	749,300	367,301	720,200	672,500
303 Principal Payments	950,000	950,000	851,900	0	851,800	825,800
TOTAL BOND EXPENSE	1,798,800	1,267,905	1,601,200	367,301	1,572,000	1,498,300
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	350,000	350,000	350,000	150,000	400,000	450,000
806 Transfer to Debt Service Fund	0	0	0	0	0	100,000
TOTAL INTERGOVERNMENTAL	350,000	350,000	350,000	150,000	400,000	550,000
MISCELLANEOUS						
080 Bad Debt	120,000	68,471	85,000	31,229	85,000	85,000
083 Audit Fees	30,000	20,225	30,000	11,550	25,000	25,000
091 Advertising	3,000	2,664	3,000	966	3,000	3,000
092 Professional Fees	28,000	22,395	31,000	15,849	31,000	31,000
321 Issuance Cost - 2003	4,300	3,015	0	745	1,500	1,200
322 Issuance Cost - 2003A	1,500	950	0	179	400	300
323 Issuance Cost - 2004	1,900	1,861	1,800	891	1,800	1,700
324 Issuance Cost - 2006	3,300	3,252	3,200	1,579	3,200	3,000
325 Issuance Cost - 2008	1,100	1,103	1,100	527	1,100	1,000
326 Issuance Cost - 2009	3,800	3,810	3,800	1,877	3,800	3,700
327 Issuance Cost - 2011	1,800	1,841	1,800	903	1,800	1,800
328 Issuance Cost - 2012	0	2,784	2,800	2,080	4,200	4,000
329 Issuance Cost - 2013	0	0	0	0	18,700	0
306 Amortization Advance Refunding	8,900	27,842	26,800	18,506	37,000	28,400
TOTAL MISCELLANEOUS	207,600	160,213	190,300	86,881	217,500	189,100
TRANSFERS						
Transfer to Fixed Assets	0	7,902	14,000	19,973	16,700	0
TOTAL TRANSFERS	0	7,902	14,000	19,973	16,700	0
GRAND TOTALS	2,728,800	2,150,157	2,528,500	809,804	2,579,400	2,624,800

552-WATER OPERATIONS

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	276,100	282,127	287,100	140,144	278,200	294,000
002 Overtime	44,000	43,253	44,000	20,058	44,000	44,000
003 Workers Compensation	7,100	6,524	7,700	7,280	7,300	7,800
004 Health Insurance	35,000	28,378	27,800	13,800	27,800	33,500
005 Social Security	24,500	23,437	25,300	11,629	24,600	25,900
006 T.M.R.S.	42,800	45,481	45,400	21,780	43,100	48,200
TOTAL PERSONNEL SERVICES	429,500	429,200	437,300	214,691	425,000	453,400
SUPPLIES						
010 Office	1,000	960	1,000	143	1,000	1,000
011 Vehicle	35,000	40,404	40,000	18,595	40,000	40,000
012 General	1,000	1,001	1,000	470	1,000	1,000
013 Equipment	5,000	1,363	3,000	1,099	3,000	5,000
TOTAL SUPPLIES	42,000	43,728	45,000	20,307	45,000	47,000
MAINTENANCE						
020 Vehicle	12,000	19,881	12,000	5,270	12,000	12,000
021 Building	2,000	2,207	2,000	448	2,000	2,000
022 Equipment	2,000	2,415	2,000	7,844	8,500	2,000
023 Ground	1,500	3,270	3,000	38	3,000	3,000
024 Repair & Maintenance	75,000	52,721	75,000	28,432	75,000	75,000
025 New Service Meters	80,000	97,485	80,000	46,173	80,000	110,000
TOTAL MAINTENANCE	172,500	177,979	174,000	88,205	180,500	204,000
INSURANCE						
030 Property/Liability	6,000	5,885	6,100	5,808	6,100	6,200
TOTAL INSURANCE	6,000	5,885	6,100	5,808	6,100	6,200
SERVICES						
014 Uniforms	6,000	3,872	6,000	2,486	6,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	210,000	184,137	210,000	79,788	190,000	200,000
041 Dues/Subscriptions	900	1,024	900	909	900	900
042 Travel & Training	6,000	3,957	6,000	2,179	5,000	6,000
045 Telephone	3,000	2,551	3,000	1,173	3,000	3,000
046 Equipment Rental	1,000	0	1,000	0	1,000	1,000
047 Contract Labor	35,000	12,544	35,000	17,759	35,000	35,000
085 State Fees	20,000	20,021	20,000	19,131	20,000	20,000
TOTAL SERVICES	281,900	228,106	281,900	123,425	260,900	271,900
INTERGOVERNMENTAL PMTS						
200 Water Purchases	2,241,100	2,339,022	2,300,000	1,059,498	2,261,700	2,361,800
TOTAL INTERGOVERNMENTAL	2,241,100	2,339,022	2,300,000	1,059,498	2,261,700	2,361,800
FIXED ASSETS						
Transfer to Fixed Assets	0	0	70,000	38,600	60,400	95,000
TOTAL FIXED ASSETS	0	0	70,000	38,600	60,400	95,000
GRAND TOTALS	3,173,000	3,223,920	3,314,300	1,550,534	3,239,600	3,439,300

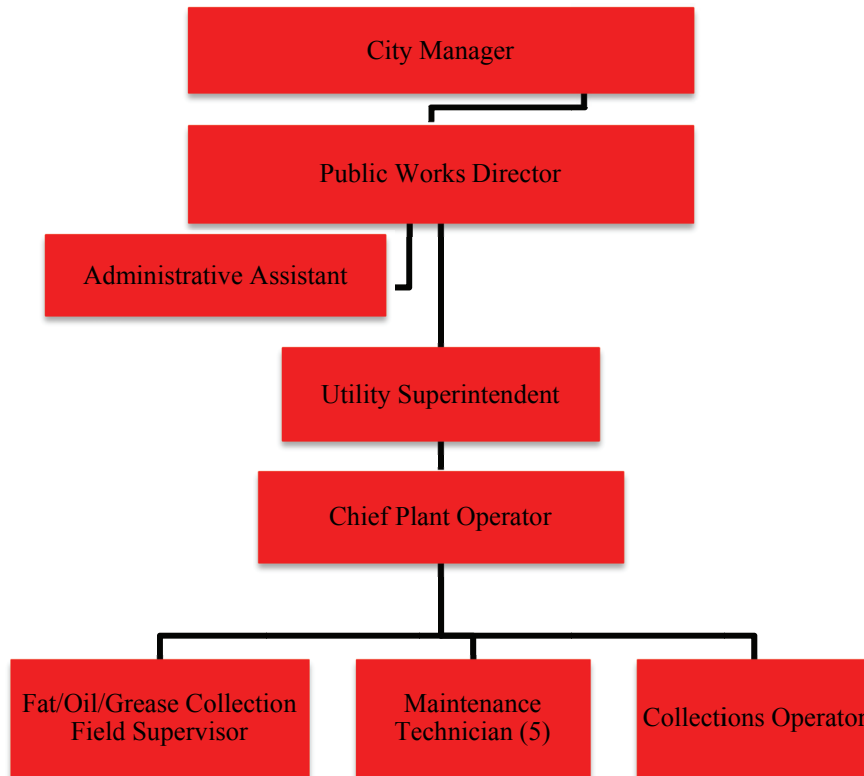
WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

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 2012-2013 ACHIEVEMENTS

- Passed annual DMRQA-33 test.
- Had 2 operators receive their B Treatment certifications.
- Removed 399.75 metric tons of cake sludge.
- Completed drain valve rehabilitation for Clarifier #1 and #2 and rebuild Clarifier #3 gear drive.
- Passed all Biomonitoring tests.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Upgrade communications to Radio based SCADA system.
 - 20% complete.
- Replace or repair overhead doors in maintenance bays, and overhead lighting.
 - 50% complete.
- Repair spare aerator and have ready to install if another unit fails.
 - Ongoing.
- Upgrade all operators' certifications to next level and re-train confined space entry.
 - 80% complete.
- Upgrade all control panels at the treatment plant.
 - 20% complete.

FY 2013-2014 OBJECTIVES

- Drain and clean the A-Plant serpentine aeration basin.
- Replace bar screens with updated automated system.
- Continue preventative maintenance systems.
- Replace all wiring running through underground conduit throughout plant and clean conduit to alleviate electrical problems we have been experiencing.
- Upgrade communications to Radio based SCADA system.

WASTEWATER COLLECTION SYSTEM

FY 2012-2013 ACHIEVEMENTS

- Reached the goal in the SSO program line cleaning.
- Videotaped 500 feet of drainage and sewer pipe combined.
- Pipe bust and repaired 2,200 feet on Mildred Lee, Elbert, Tonight Lifts Force Main river crossing, Motel 6 on Veterans and Jeff Gordon.
- Responded to 27 sewer calls.
- Surveyed all restaurants in the City and have 14 with FOG Compliance goals.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Continue with RJN Group on sanitary sewer surveys.
 - Ongoing.
- Continue cleaning maintenance sewer lines, and storm sewers.
 - Ongoing.
- Closed Circuit Television (CCTV) and Smoked Tested Roy Reynolds Area Sewer.
 - Ongoing.

- Continue with manhole upgrades.
 - Ongoing.
- Continue implementation of the ten-year Sanitary Sewer Overflow initiative.
 - Ongoing

FY 2013-2014 OBJECTIVES

- Continue cleaning maintenance sewer lines.
- Repair Ring and Lid on manholes and continue manhole upgrades.
- Locate and repair inflow/infiltration.
- Complete Basin 04 and 09 manhole rehabilitation and private service line cleanout repairs.
- Continue odor control on collections systems.

LIFT STATIONS

FY 2012-2013 ACHIEVEMENTS

- Continued grease control at lift stations.
- Started air relief valve maintenance program.
- Rebuilt Pump #3 at the Trimmier Lift Station.
- Installed pump bypass piping at the Evergreen/Fawn Valley Lift Station.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Continue camera lines throughout the City.
 - 60% complete.
- Clean all lift stations twice per year.
 - 100% complete
- Meet or exceed annual line cleaning goals.
 - 100% complete.
- Reduce number of overflows on city mains.
 - 60% complete.
- Clean 76 storm water catch basins.
 - 50% complete.

FY 2013-2014 OBJECTIVES

- Rebuild each pump for all lift stations
- Clean grease from lift stations
- Continue upgrade communications to radio based SCADA system.
- Install Fawn Valley Lift Station with Wilo mixer and railing system.
- Install by-passes at all lift stations

PERFORMANCE MEASURES

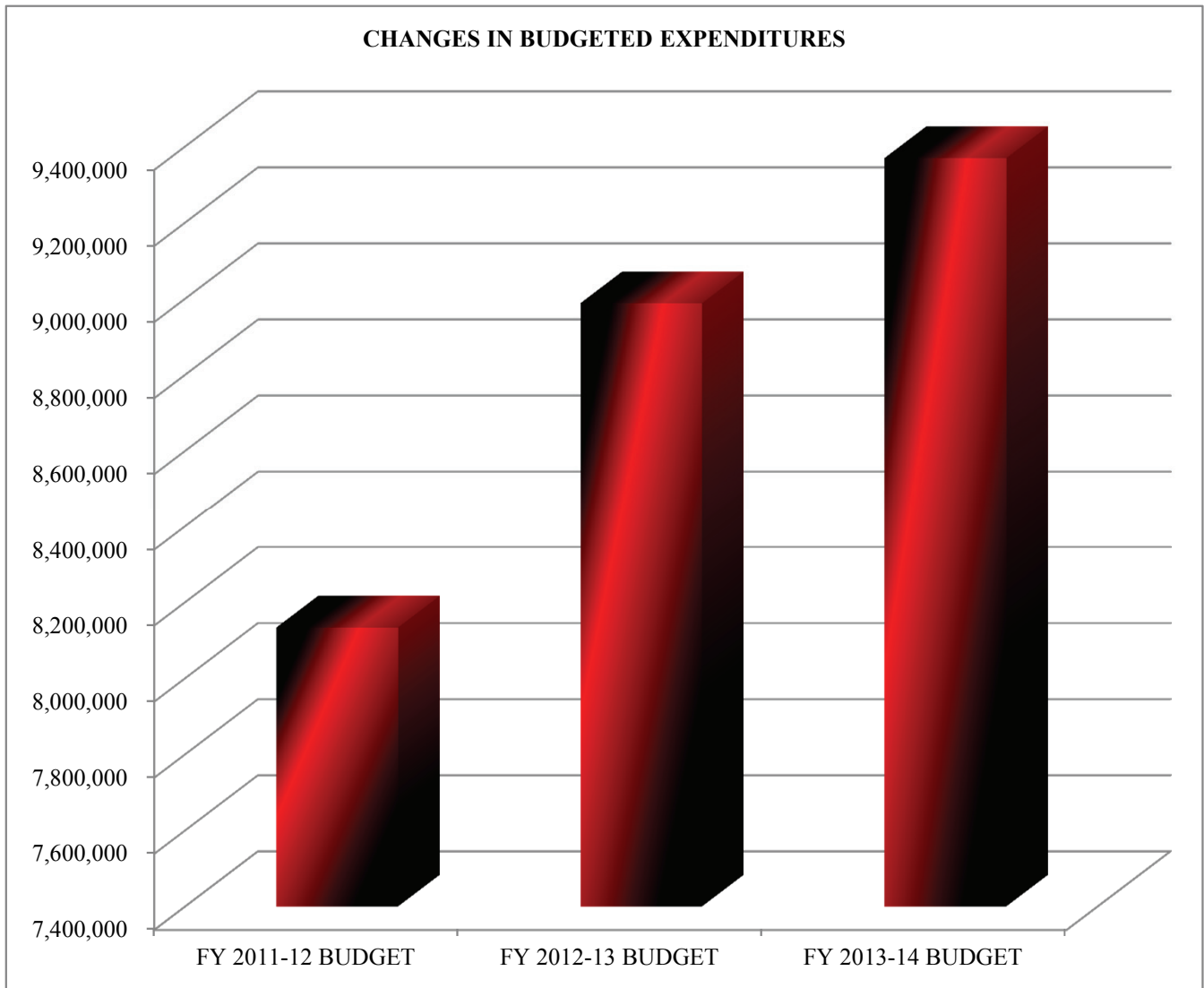
Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	7	7	8	8	8
OUTPUTS:					
# of manholes repaired (in-house)	10	2	5	19	15
# of manholes repaired (contracted)	5	33	10	6	81
# of lift station repairs	10	33	2	3	3
# of lift stations cleaned	16	14	14	14	14
Feet of sewer lines cleaned	120,000	100,451	100,188	100,205	100,188
Camera of sewer lines (feet)	3,000	2,200	3,000	500	2000
Feet of sewer lines repaired	150	60	250	1400	1400
# of storm water catch basins cleaned	60	77	60	79	50
EFFECTIVENESS:					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	99%	100%	100%	100%
Feet of sewer line cleaned per day	500	419	417	423	425
# of wastewater overflows	20	28	15	23	25
Response to stoppages within one hour	100%	100%	100%	100%	100%
EFFICIENCY:					
% of manholes repaired in-house	67%	6%	50%	75%	20%
Lab costs per million gallons	\$700	\$716	\$725	\$916	\$800

553-WASTEWATER

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	225,500	212,583	269,300	123,254	248,400	268,100
002 Overtime	18,400	22,468	20,000	12,131	24,000	24,000
003 Workers Compensation	5,500	5,074	6,800	6,471	6,500	7,000
004 Health Insurance	29,900	23,162	29,400	13,334	29,400	31,000
005 Social Security	18,700	17,540	22,100	10,279	20,800	22,300
006 T.M.R.S.	32,600	32,680	39,700	18,432	36,400	41,600
TOTAL PERSONNEL SERVICES	330,600	313,507	387,300	183,901	365,500	394,000
SUPPLIES						
010 Office	1,500	1,121	1,500	781	1,500	1,500
011 Vehicle	20,000	19,765	20,000	9,704	20,000	20,000
012 General	4,000	3,044	4,000	2,617	4,000	4,000
013 Equipment	2,000	628	2,000	1,077	2,000	2,000
017 Belt Press	20,000	19,204	20,000	6,763	20,000	20,000
018 Lab	9,000	7,423	9,000	5,974	9,000	9,000
TOTAL SUPPLIES	56,500	51,185	56,500	26,916	56,500	56,500
MAINTENANCE						
020 Vehicle	13,000	24,591	15,000	7,151	15,000	15,000
021 Building	7,000	3,805	7,000	493	2,000	2,000
022 Equipment	3,000	2,572	3,000	115	3,000	3,000
023 Ground	3,000	2,118	1,000	309	1,000	1,000
024 Repair & Maintenance	185,000	170,648	90,000	26,860	90,000	90,000
026 UV Lights	0	0	30,000	21,261	30,000	30,000
027 Odor Control Chemical	0	0	70,000	26,524	70,000	70,000
TOTAL MAINTENANCE	211,000	203,734	216,000	82,713	211,000	211,000
INSURANCE						
030 Property/Liability	10,100	10,187	11,000	10,322	11,000	11,100
TOTAL INSURANCE	10,100	10,187	11,000	10,322	11,000	11,100
SERVICES						
014 Uniforms	5,300	4,545	5,300	2,890	6,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	310,000	262,076	310,000	130,469	280,000	280,000
041 Dues/Subscriptions	900	688	900	698	900	900
042 Travel & Training	5,500	4,952	5,500	4,572	5,500	5,500
045 Telephone	10,000	9,758	10,000	3,550	8,000	8,000
046 Equipment Rental	5,000	31,440	15,000	103	15,000	15,000
047 Contract Labor	140,000	109,634	140,000	49,906	140,000	140,000
085 State Fees	15,100	15,050	15,100	15,652	15,700	15,700
TOTAL SERVICES	491,800	438,143	501,800	207,840	471,100	471,100
FIXED ASSETS						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
Transfer to Fixed Assets	0	39,609	119,700	38,237	170,900	0
TOTAL FIXED ASSETS	56,600	96,160	176,300	94,788	227,500	56,600
GRAND TOTALS	1,156,600	1,112,916	1,348,900	606,480	1,342,600	1,200,300

**UTILITY FUND
STATEMENT OF EXPENDITURES**

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
Water Administration	2,728,800	2,150,157	2,528,500	809,804	2,579,400	2,624,800
Water Operations	3,173,000	3,223,920	3,314,300	1,550,534	3,239,600	3,439,300
Wastewater	1,156,600	1,112,916	1,348,900	606,480	1,342,600	1,200,300
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
Transfer to Fixed Assets	193,400	495,938	239,700	(53,361)	395,400	448,400
Transfer to Capital Projects	825,000	825,000	1,500,000	650,000	1,500,000	1,600,000
Contingencies	0	0	0	0	0	0
GRAND TOTAL	8,133,400	7,864,482	8,988,000	3,620,008	9,113,600	9,369,400





OTHER FUND

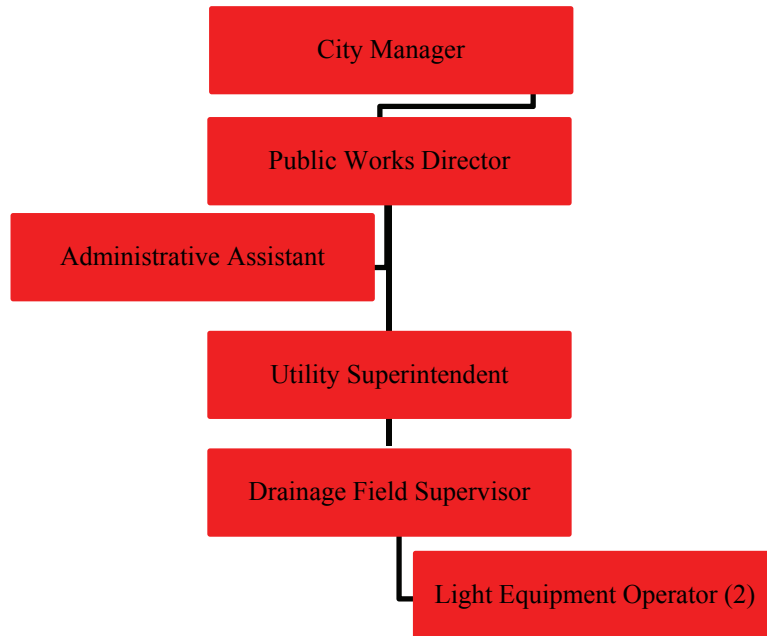
DRAINAGE UTILITY DEPARTMENT

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 2012-2013 ACHIEVEMENTS

- Took over and rebuilt Memory Lane (Sam's) retention pond, continued repairing Modoc and Prospector earthen channels and citywide drainage ponds.
- Installed 10 concrete valley gutters using city staff.
- Installed seven tin horns with end treatments.
- Added 150' of riprap along warrior path drainage channel.
- Certified 5 herbicide technicians.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Assist with residential drainage problems.
 - Ongoing.
- Complete 2011 Residential storm drainage improvements.
 - Ongoing.
- Reconstruct Prospector and Modoc drainage channels.
 - Ongoing
- Install concrete flume Modoc, Mountain Lion and Cattail drainage channels.
 - Ongoing
- Increase earthen channel cleaning program city-wide.
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Purchase or rent bull dozer blade tractor for grading.
- Reshape earthen channels city-wide and increase earthen channel cleaning program.
- Mow all ditches citywide at least 2 times.
- Install bollards on all Manholes in Drainage areas.
- Continue Backhoe Training Program (certifications for multiple operators).

PERFORMANCE MEASURES

Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	3	3	3	3	3
OUTPUTS:					
# of catch basins cleaned and inspected	365	400	400	440	465
# of earthen channels reshaped (feet)	1,500	2,000	2,500	3,000	2,500
# of valley gutter installed (in-house)	4	4	4	4	4
# of valley gutter installed (contractor)	3	3	4	1	0
# of CMP's installed	5	5	5	7	5
# of storm/emergency responses	4	4	4	0	4
EFFECTIVENESS:					
EFFICIENCY:					
% of valley gutter installed in-house	100%	57%	50%	80%	100%

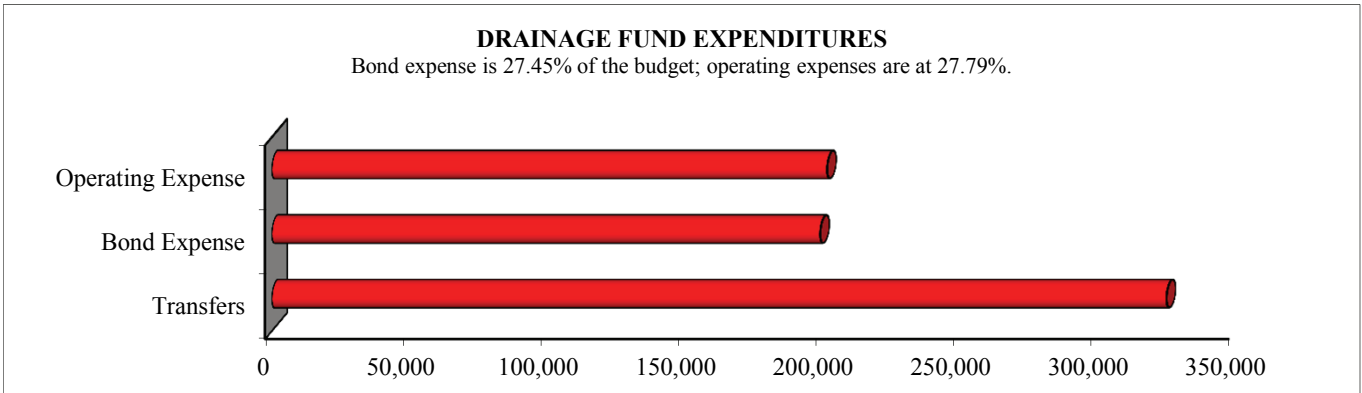
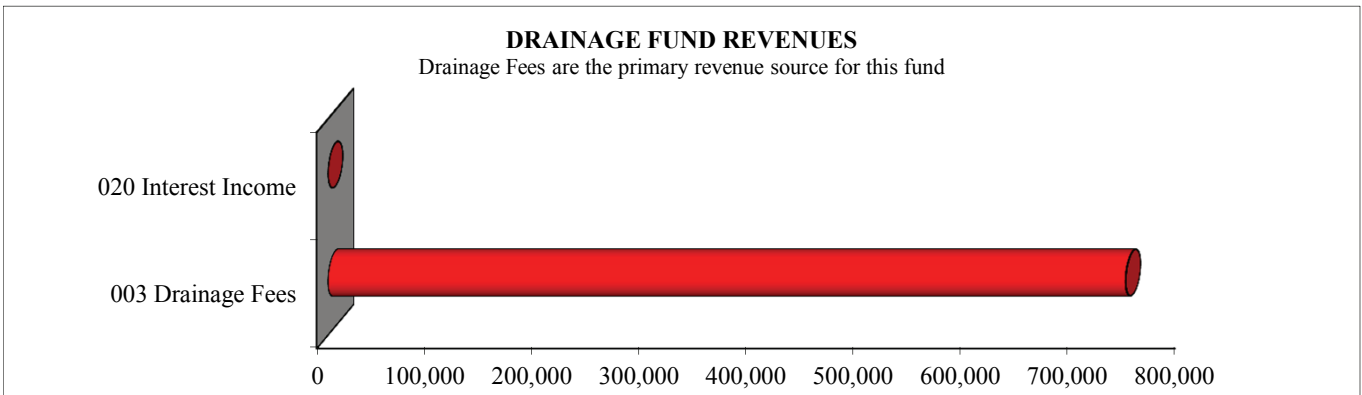
DRAINAGE FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING BALANCE	99,622	(108,682)	91,981	62,869	62,869	29,969
REVENUES						
003 Drainage Fees	714,100	713,736	729,000	360,019	729,000	743,600
020 Interest Income	200	178	200	34	100	100
021 Miscellaneous Income	0	14,842	0	600	600	0
805 Transfer from Capital Projects	0	806,834	0	0	0	0
TOTAL REVENUES	714,300	1,535,590	729,200	360,653	729,700	743,700
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	79,900	66,627	82,300	35,042	74,900	82,700
002 Overtime	3,000	1,382	3,000	681	2,500	2,500
003 Workers Compensation	2,000	1,812	2,100	2,022	2,100	2,200
004 Health Insurance	11,100	7,750	10,000	4,039	8,000	6,900
005 Social Security	6,300	4,953	6,500	2,575	5,900	6,500
006 T.M.R.S.	11,100	9,921	11,700	4,848	10,400	12,100
TOTAL PERSONNEL SERVICE	113,400	92,445	115,600	49,207	103,800	112,900
SUPPLIES						
011 Vehicle	9,000	8,049	9,000	4,693	9,000	9,000
012 General	500	336	500	124	500	500
013 Equipment	7,500	8,101	7,500	3,154	7,500	7,500
TOTAL SUPPLIES	17,000	16,486	17,000	7,971	17,000	17,000
MAINTENANCE						
020 Vehicle	3,000	1,311	3,000	9,117	11,000	5,000
021 Building	0	0	0	0	0	0
022 Equipment	1,500	521	1,500	2,487	3,500	1,500
023 Ground	50,000	45,567	50,000	20,397	50,000	50,000
TOTAL MAINTENANCE	54,500	47,399	54,500	32,001	64,500	56,500
INSURANCE						
030 Property/Liability	1,700	1,528	1,700	1,483	1,700	1,800
TOTAL INSURANCE	1,700	1,528	1,700	1,483	1,700	1,800
SERVICES						
014 Uniforms	1,500	897	1,500	1,313	1,800	1,500
035 Unemployment Expense	0	0	0	0	0	0
041 Dues/Subscriptions	100	0	100	65	100	100
042 Travel & Training	1,500	779	1,500	984	1,500	1,500
046 Equipment Rental	5,000	1,247	5,000	0	5,000	5,000
047 Contract Labor	5,000	0	8,000	0	5,000	0
TOTAL SERVICES	13,100	2,923	16,100	2,362	13,400	8,100
BOND EXPENSE						
300 Principal Payments	265,000	272,364	299,200	0	299,200	128,900
301 Interest Expense	74,000	27,252	80,400	36,952	80,400	68,600
306 Amortization Bond Issue	0	0	0	0	0	0
321 Issuance Cost - 2003	900	884	0	173	300	0
325 Issuance Cost - 2008	800	847	2,000	406	800	800
326 Issuance Cost - 2012	0	695	700	519	1,000	1,000
TOTAL BOND EXPENSES	340,700	302,042	382,300	38,050	381,700	199,300

DRAINAGE FUND

FY 2013-14

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
MISCELLANEOUS						
091 Advertising	500	337	500	0	500	500
080 Bad Debt	10,000	3,423	7,500	1,448	5,000	5,000
092 Professional Fees	0	0	0	0	0	0
TOTAL MISCELLANEOUS	10,500	3,760	8,000	1,448	5,500	5,500
RESERVES						
800 Transfer to Fixed Assets	0	0	0	0	0	125,000
801 Transfer to General Fund	200,000	200,000	175,000	175,000	175,000	0
802 Transfer to Water	0	187,862	0	0	0	0
805 Transfer to Capital Projects	0	0	0	0	0	200,000
806 Transfer to Debt Service	0	509,594	0	0	0	0
TOTAL RESERVES	200,000	897,456	175,000	175,000	175,000	325,000
TOTAL EXPENSES	750,900	1,364,039	770,200	307,522	762,600	726,100
INCREASE/DECREASE	(36,600)	171,551	(41,000)	53,131	(32,900)	17,600
ENDING BALANCE	63,022	62,869	50,981	116,000	29,969	47,569



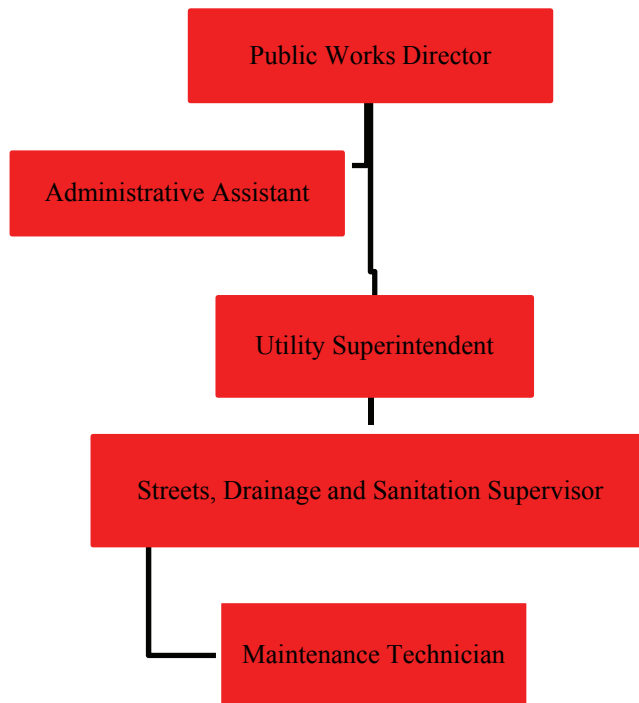
SANITATION DEPARTMENT

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 2012-2013 ACHIEVEMENTS

- Maintained and organized an attractive site that is functional and cost effective.
- Continually supported implementation of the recycling program.
- Installed new power pole and electrical wire
- Continual contract brush grinding/hauling.

PROGRESS ON FY 2012-2013 OBJECTIVES

- Fence in the Drop Site/Recycling Center property.
 - Ongoing.

- Continue the Brush Chipping Program (for public use).
 - Ongoing.

FY 2013-2014 OBJECTIVES

- Fence in the Drop Site/Recycling Center property.
- Install another street light and phone for the station.
- Continue the Brush Chipping Program (for public use).
- Keep the Drop Site clean and organized for the public.
- Add a restroom for staff for sanitary reasons.

PERFORMANCE MEASURES

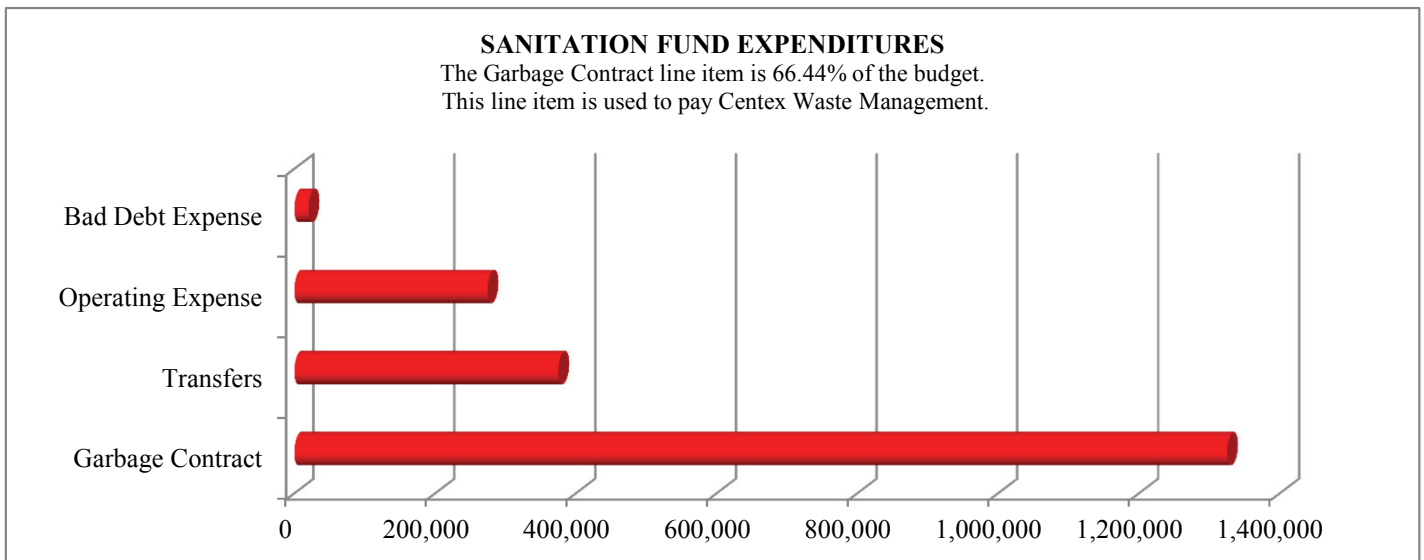
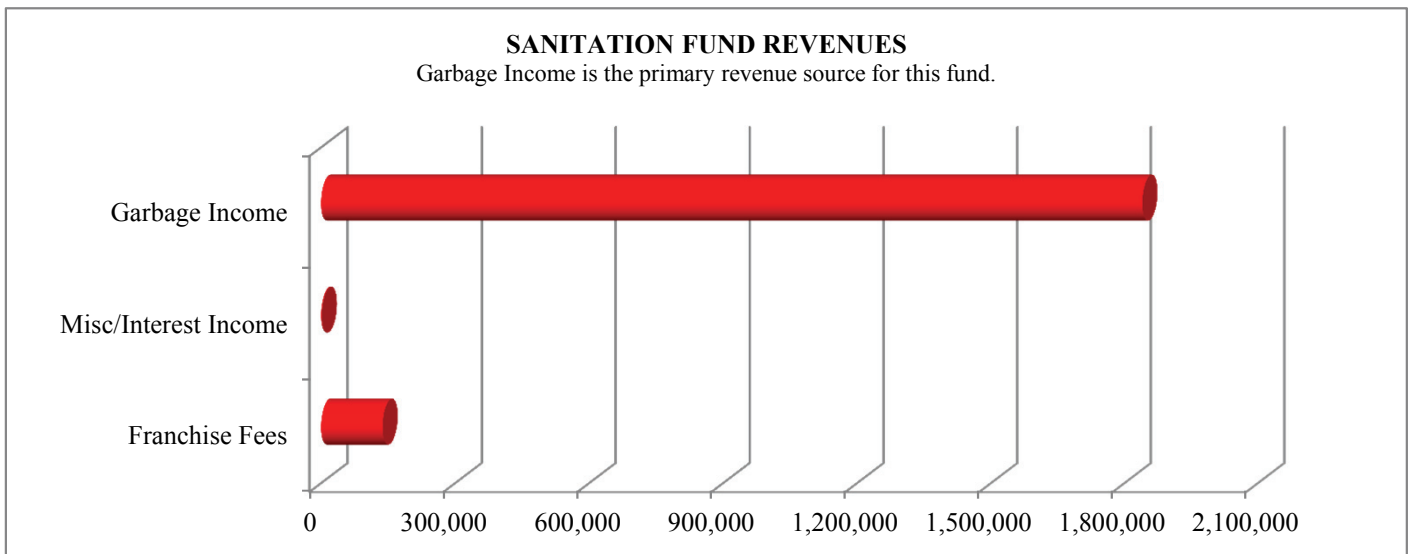
Type of Measure/Description	FY 12 Estimated	FY 12 Actual	FY 13 Estimated	FY 13 Actual	FY 14 Estimated
INPUTS:					
# of full time employees	1	1	1	1	1
OUTPUTS:					
# of brush drop offs	4,800	7,041	7,200	9,230	9,500
# of bulky items dropped off	7,000	10,095	10,250	11,559	12,000
# of dumpsters recycled	200	177	200	143	175
# of dumpsters landfill	475	449	460	382	450
Tons of brush chipped	2,400	3,521	3,500	4,615	5,000
EFFECTIVENESS:					
% of Households using the Station	25%	31%	35%	36%	40%
EFFICIENCY:					
Average wait time per customer (minutes)	>5	>5	>5	>5	>5

SANITATION FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING BALANCE	128,948	120,535	12,377	67,967	67,967	66,367
REVENUES:						
004 Garbage Income	1,747,300	1,756,692	1,768,500	893,154	1,787,000	1,840,600
020 Interest Income	1,000	278	500	51	500	500
021 Miscellaneous Income	1,100	1,081	1,000	560	1,000	1,000
084 Franchise Fees	122,400	130,491	130,800	67,518	135,000	137,700
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL REVENUES	1,871,800	1,888,542	1,900,800	961,283	1,923,500	1,979,800
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	27,500	25,503	28,200	14,012	28,600	29,700
002 Overtime	3,500	2,342	3,500	596	2,000	3,500
003 Workers Compensation	800	725	900	809	900	900
004 Health Insurance	4,200	(237)	3,700	211	400	300
005 Social Security	2,400	1,984	2,400	1,117	2,300	2,500
006 T.M.R.S.	4,100	3,692	4,400	1,986	4,100	4,700
TOTAL PERSONNEL SERVICE	42,500	34,009	43,100	18,731	38,300	41,600
SUPPLIES						
011 Vehicle	0	0	0	0	0	0
012 General	1,000	1,879	1,000	0	1,000	1,500
013 Equipment	1,500	1,021	1,500	240	1,000	1,500
TOTAL SUPPLIES	2,500	2,900	2,500	240	2,000	3,000
MAINTENANCE						
020 Vehicle	0	0	0	0	0	0
022 Equipment	1,500	2,722	2,500	956	2,500	2,500
023 Ground	0	(35)	0	60	2,500	0
TOTAL MAINTENANCE	1,500	2,687	2,500	1,016	5,000	2,500
INSURANCE						
030 Property/Liability	700	576	700	594	700	700
TOTAL INSURANCE	700	576	700	594	700	700
SERVICES						
014 Uniforms	500	531	800	309	800	800
040 Utilities	500	244	300	106	300	300
042 Travel & Training	500	454	500	191	500	500
046 Equipment Rental	1,000	1,040	1,000	560	1,000	1,000
048 Roll Off Dumpster	250,000	207,436	215,200	77,942	175,000	175,000
050 Garbage Contract	1,200,000	1,259,974	1,284,400	643,254	1,286,500	1,325,100
TOTAL SERVICES	1,452,500	1,469,679	1,502,200	722,362	1,464,100	1,502,700
MISCELLANEOUS						
049 Brush Grinding	0	0	13,000	13,000	26,000	26,000
052 Mulch Hauling	0	0	18,000	0	18,000	18,000
080 Bad Debt Expense	25,000	6,933	20,000	4,747	16,000	20,000
092 Professional Fees	0	5,000	13,000	0	5,000	5,000
TOTAL MISCELLANEOUS	25,000	11,933	64,000	17,747	65,000	69,000

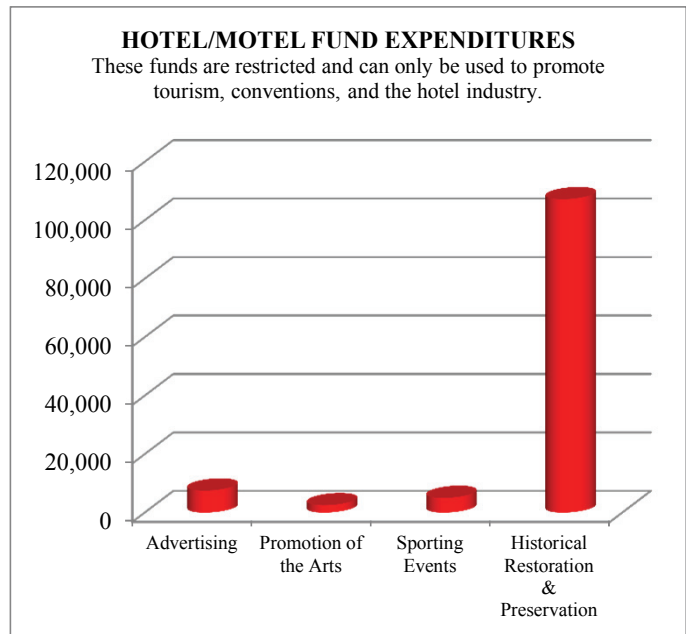
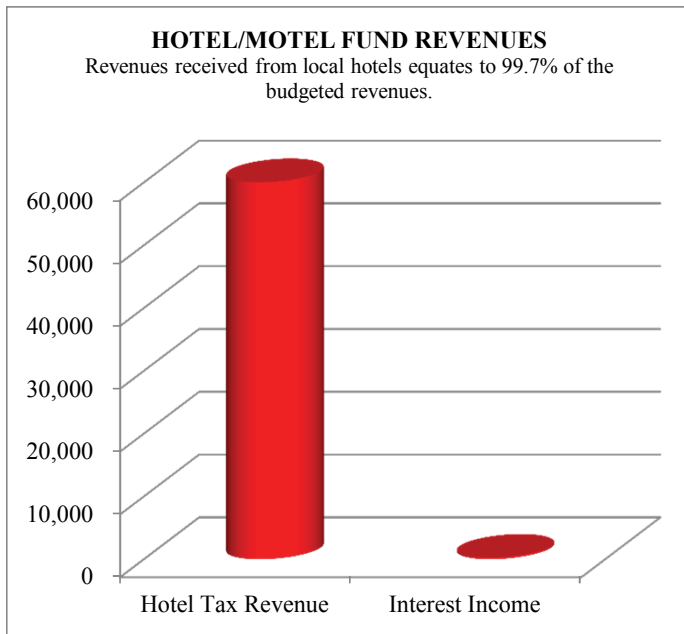
SANITATION FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
RESERVES						
800 Transfer to Fixed Assets	0	0	0	0	75,000	75,000
801 Transfer to General Fund	400,000	400,000	275,000	100,000	275,000	300,000
805 Transfer to Capital Projects	0	0	0	0	0	0
TOTAL RESERVES	400,000	400,000	275,000	100,000	350,000	375,000
FIXED ASSETS	24,800	19,326	0	0	0	0
TOTAL EXPENSES	1,949,500	1,941,110	1,890,000	860,690	1,925,100	1,994,500
INCREASE/DECREASE	(77,700)	(52,568)	10,800	100,593	(1,600)	(14,700)
ENDING FUND BALANCE	51,248	67,967	23,177	168,560	66,367	51,667



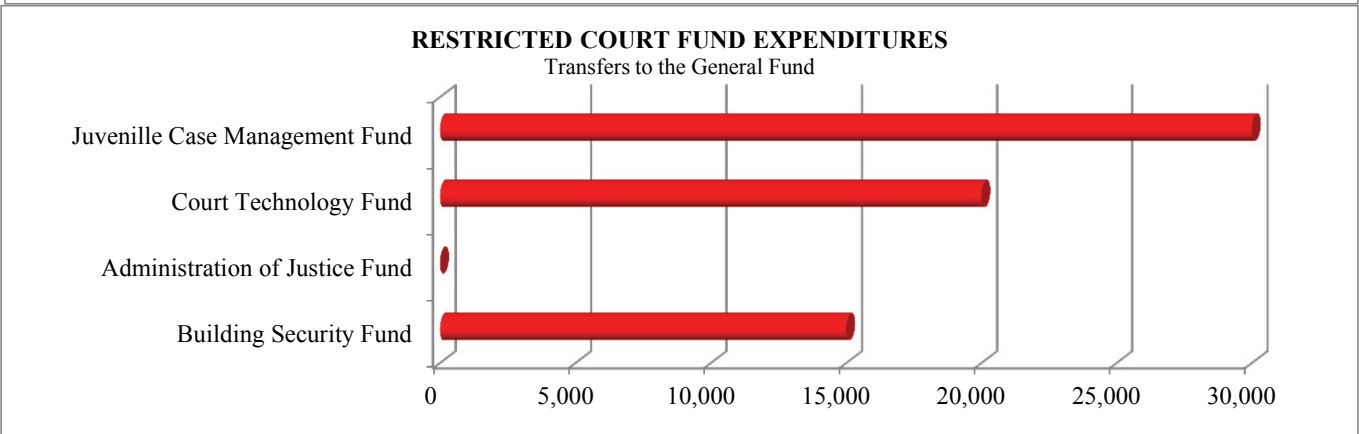
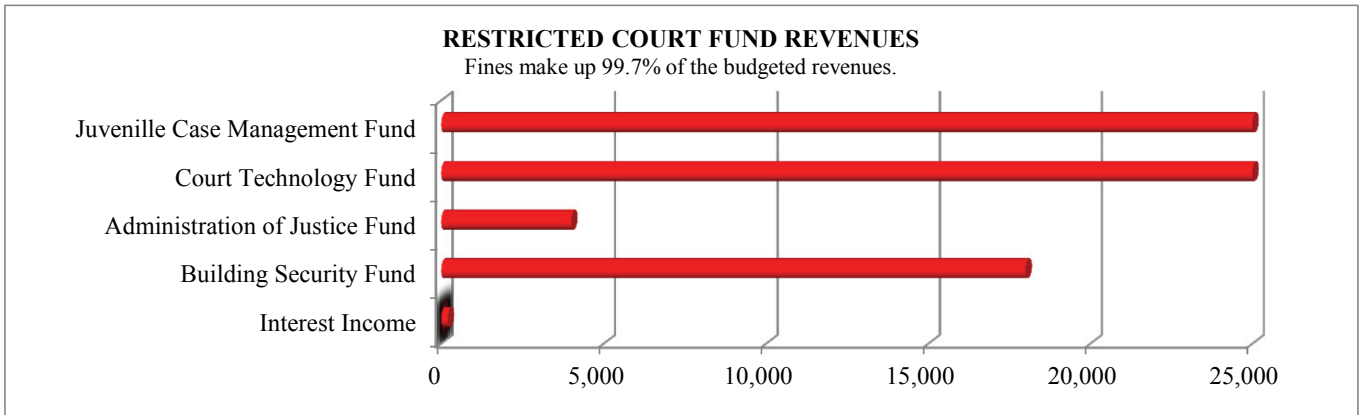
HOTEL MOTEL FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	204,498	233,432	203,832	222,389	222,389	172,789
REVENUES:						
Hotel Tax Revenue	85,000	93,173	75,000	20,715	50,000	60,000
Interest Income	300	262	200	125	200	200
Other Income	0	0	0	0	0	0
Net Value of Investments	0	15	0	0	0	0
TOTAL REVENUES	85,300	93,450	75,200	20,840	50,200	60,200
EXPENDITURES:						
<i>Convention & Visitor Center:</i>						
<i>Convention Registration:</i>						
<i>Advertising:</i>						
Misc. Advertising - brochures, etc.	5,000	0	1,500	0	0	0
Stars and Stripes Festival	4,000	0	0	0	0	0
Food & Wine Festival	7,500	7,500	7,500	7,500	7,500	7,500
<i>Promotion of the Arts:</i>						
Stars and Stripes Festival	23,000	0	0	0	0	0
Food & Wine Festival	2,500	2,500	2,500	2,500	2,500	2,500
<i>Historical Restoration & Preservation:</i>						
Land	0	78,539	70,200	0	70,200	70,200
Other Improvements	0	1,100	0	0	0	0
Comanche Gap Hist Park Development	0	0	50,000	6,999	13,000	37,000
<i>Sporting Events:</i>						
Tournaments	6,000	14,854	5,000	500	6,600	5,000
Kids Sporting Events	4,000	0	4,000	0	0	0
Kid Fish - Stars & Stripes	3,500	0	0	0	0	0
TOTAL EXPENSES	55,500	104,493	140,700	17,499	99,800	122,200
INCREASE/DECREASE	29,800	(11,043)	(65,500)	3,341	(49,600)	(62,000)
ENDING FUND BALANCE	234,298	222,389	138,332	225,730	172,789	110,789



RESTRICTED COURT FUND SUMMARY

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	174,093	181,588	152,988	179,277	179,277	184,477
REVENUES:						
Interest Income	300	211	300	100	200	200
Building Security Fund	17,000	20,516	17,000	9,227	18,000	18,000
Administration of Justice Fund	4,200	4,663	4,200	2,423	4,000	4,000
Court Technology Fund	25,000	27,319	25,000	12,293	25,000	25,000
Juvenile Case Management Fund	25,000	31,901	25,000	14,234	28,000	25,000
TOTAL REVENUES	71,500	84,610	71,500	38,277	75,200	72,200
EXPENDITURES						
Transfer to General Fund from:						
Building Security Fund	54,000	22,000	20,000	10,000	20,000	15,000
Administration of Justice Fund	8,000	5,000	10,000	0	0	0
Court Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000
Juvenile Case Management Fund	0	39,921	40,000	10,000	30,000	30,000
TOTAL EXPENDITURES	82,000	86,921	90,000	40,000	70,000	65,000
INCREASE/DECREASE	(10,500)	(2,311)	(18,500)	(1,723)	5,200	7,200
ENDING FUND BALANCE	163,593	179,277	134,488	177,554	184,477	191,677



MEMORIAL FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	12,141	12,133	12,163	12,159	12,159	12,179
REVENUES						
Charles Reider Sch Int Income	30	26	30	11	20	20
Donation-Charles Reider	0	0	0	0	0	0
TOTAL REVENUES	<u>30</u>	<u>26</u>	<u>30</u>	<u>11</u>	<u>20</u>	<u>20</u>
EXPENDITURES						
Scholarship Expenses	0	0	0	0	0	0
TOTAL EXPENSES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
INCREASE/DECREASE	<u>30</u>	<u>26</u>	<u>30</u>	<u>11</u>	<u>20</u>	<u>20</u>
ENDING FUND BALANCE	<u><u>12,171</u></u>	<u><u>12,159</u></u>	<u><u>12,193</u></u>	<u><u>12,170</u></u>	<u><u>12,179</u></u>	<u><u>12,199</u></u>



The Memorial Fund was created to fund scholarships for high school students wishing to pursue a career in law enforcement. No scholarships are budgeted to be awarded.

EMPLOYEE BENEFITS FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	50	78	128	129	129	159
REVENUES						
Interest Income	50	51	50	16	30	30
TOTAL REVENUES	50	51	50	16	30	30
INCREASE/DECREASE	50	51	50	16	30	30
ENDING FUND BALANCE	100	129	178	145	159	189

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.

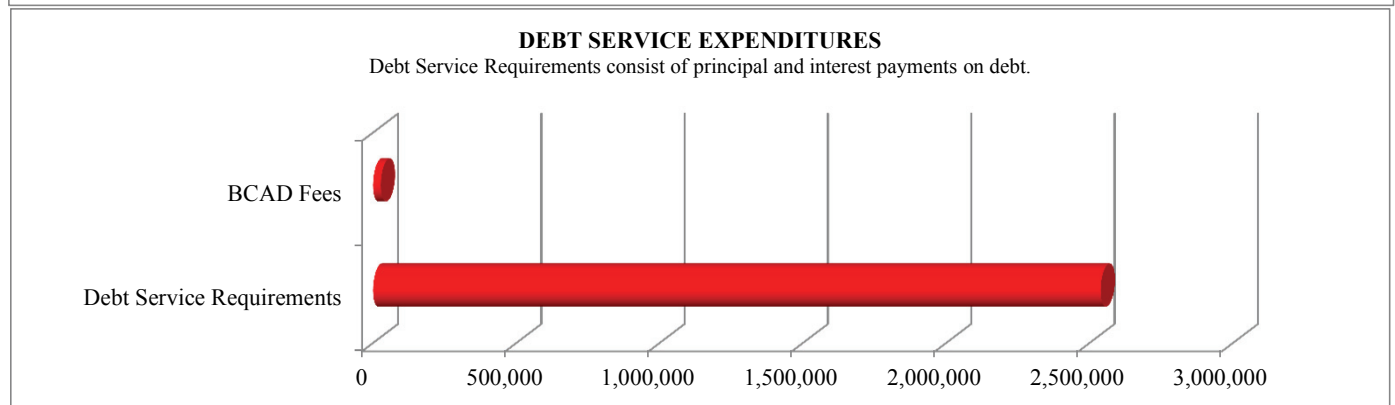
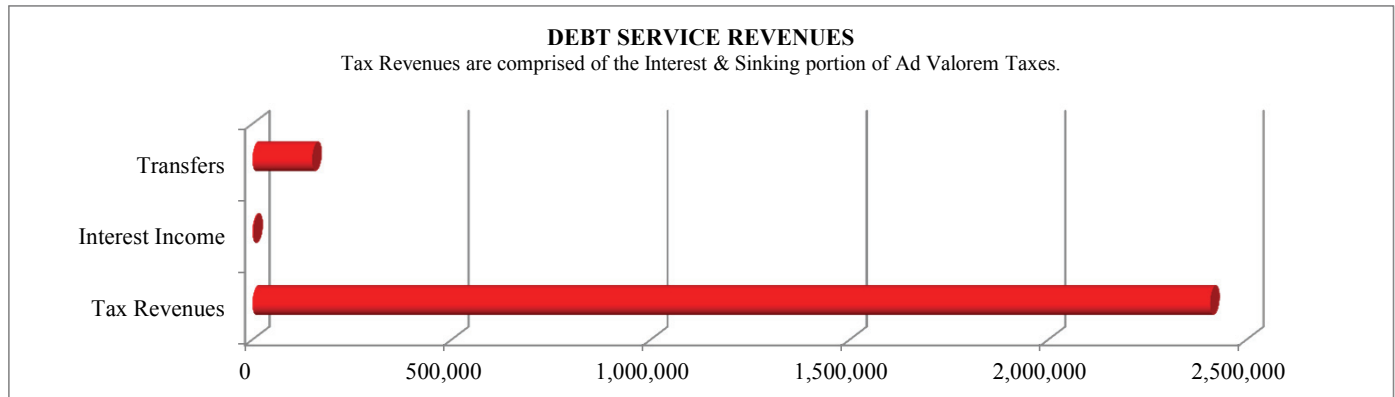




DEBT SERVICE

DEBT SERVICE FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	130,800	106,328	14,528	47,516	47,516	34,816
REVENUES:						
Interest Income	6,000	3,383	5,500	564	2,000	2,000
Tax Revenues	2,343,200	2,370,597	2,405,200	2,379,196	2,405,200	2,408,000
Transfer from General Fund	0	0	110,000	110,000	110,000	50,000
Transfer from Utility Fund	0	0	0	0	0	100,000
Transfer from Drainage Fund	0	509,594	0	0	0	0
Transfer from Bond Fund	0	0	0	0	0	0
Refunding Bonds Issued	0	3,200,096	0	0	456,000	0
Miscellaneous Income	0	0	0	0	0	0
Gain on Investments	0	0	0	0	0	0
TOTAL REVENUES	2,349,200	6,083,670	2,520,700	2,489,760	2,973,200	2,560,000
EXPENDITURES:						
Debt Service Requirements	2,437,100	2,429,848	2,503,300	575,169	2,505,100	2,538,900
BCAD Fees	25,000	26,497	25,000	13,293	26,600	27,000
Transfer to Utility Fund	0	0	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	3,650,136	0	0	435,400	0
Bond Issuance Cost	0	36,001	0	0	18,800	0
TOTAL EXPENDITURES	2,462,100	6,142,482	2,528,300	588,462	2,985,900	2,565,900
INCREASE/DECREASE	(112,900)	(58,812)	(7,600)	1,901,298	(12,700)	(5,900)
ENDING FUND BALANCE	17,900	47,516	6,928	1,948,814	34,816	28,916



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.

General Obligation Bonds

The City of Harker Heights has two types of bonds outstanding (general obligation and revenue 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
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax (per \$100):	\$1.50
• 2013 Taxable Assessed Valuation	\$1,514,681,590
• 2013 Total Tax Rate (per \$100)	\$0.6770
• 2013 I&S Tax Rate (per \$100)	\$0.1654
• Maximum Annual Ad Valorem Tax Debt Service, 2022	\$4,270,467
• Equivalent I&S Tax Rate Required to Service Maximum Debt (per \$100)	\$0.2907
• Percentage of Ad Valorem Tax Debt Service Self-Supporting	44.81%

ACTUAL DEBT MARGIN

The certified 2013 taxable value per BCAD is \$1,514,681,590 which is an increase of \$110,553,612 or 7.9% from the 2012 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5116 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value		1,514,681,590
Proposed Tax Rate per \$100 valuation		<u>0.6770</u>
Gross Revenues from Taxes		10,254,394
Estimated Percentage of Collections		<u>96%</u>
Estimated Funds from Tax Levy		9,844,218
Estimated Delinquent Tax Collections		<u>12,000</u>
Total Estimated Tax Collections		<u><u>9,856,218</u></u>

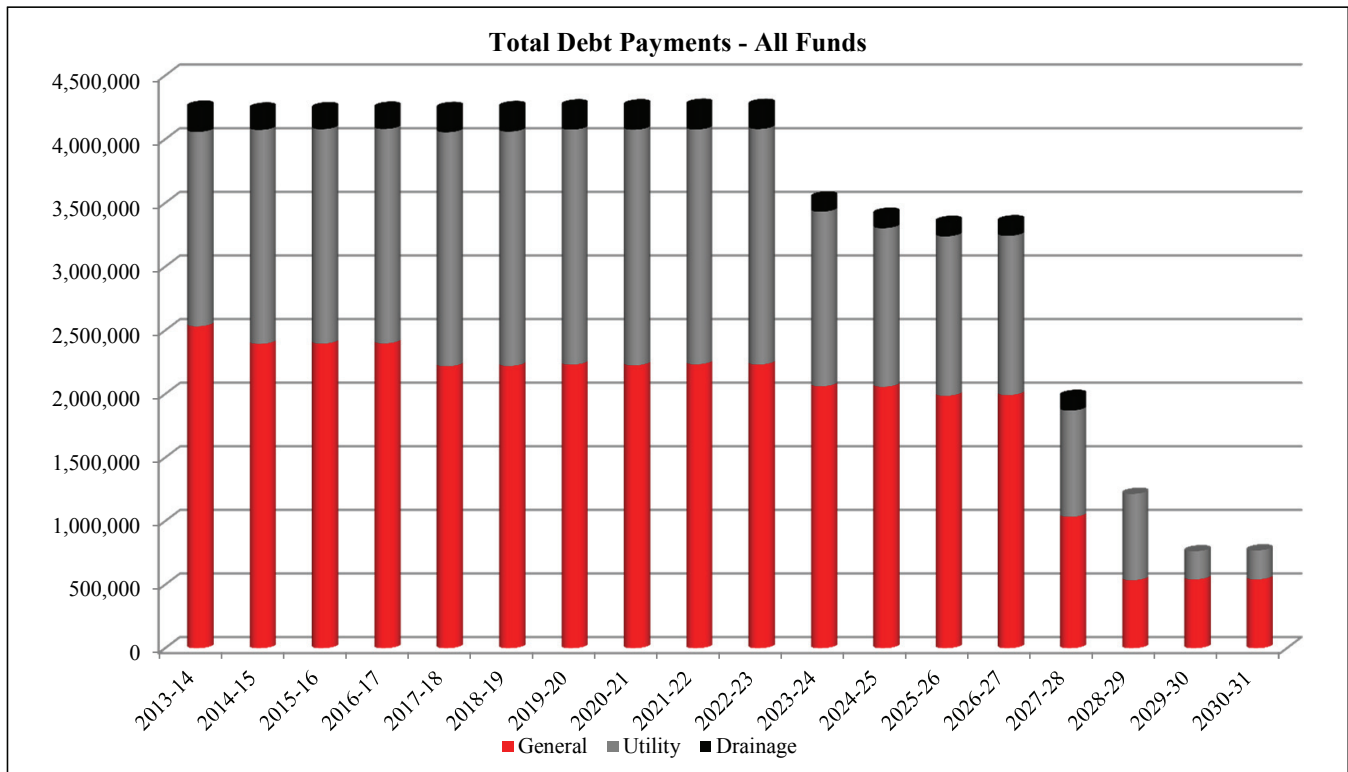
	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5116	7,448,216
Interest and Sinking	<u>0.1654</u>	<u>2,408,002</u>
Total	<u><u>0.6770</u></u>	<u><u>9,856,218</u></u>

In February 2012, Standard & Poor’s raised the City of Harker Heights’ underlying rating from “AA-” to “AA” on our outstanding general obligation debt. The raised rating was based on the continued tax base growth, very strong financial position with healthy reserves, and low tax rate coupled with limited capital needs.

The following pages contain the City’s bond schedules. They provide detail for each issuance to include the ratings the City was issued at the time of issuance.

**City of Harker Heights
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2013-14	1,540,274	991,374	2,531,648	835,820	690,187	1,526,007	128,906	68,574	197,480
2014-15	1,458,164	935,555	2,393,719	1,014,490	665,188	1,679,678	102,346	64,682	167,028
2015-16	1,515,532	880,263	2,395,795	1,051,596	631,894	1,683,490	102,872	61,212	164,084
2016-17	1,575,269	822,547	2,397,816	1,085,807	596,923	1,682,730	108,924	57,731	166,655
2017-18	1,455,799	761,953	2,217,752	1,277,399	559,575	1,836,974	136,802	53,630	190,432
2018-19	1,512,905	707,665	2,220,570	1,323,715	516,070	1,839,785	143,380	48,693	192,073
2019-20	1,579,747	650,966	2,230,713	1,374,243	470,765	1,845,008	146,010	43,499	189,509
2020-21	1,634,221	590,595	2,224,816	1,427,665	422,192	1,849,857	153,114	38,226	191,340
2021-22	1,706,064	527,192	2,233,256	1,473,192	370,594	1,843,786	160,744	32,681	193,425
2022-23	1,770,538	460,930	2,231,468	1,531,614	317,234	1,848,848	162,848	26,846	189,694
2023-24	1,670,000	390,873	2,060,873	1,110,000	261,049	1,371,049	90,000	20,950	110,950
2024-25	1,735,000	321,816	2,056,816	1,030,000	215,571	1,245,571	95,000	17,179	112,179
2025-26	1,735,000	250,762	1,985,762	1,080,000	172,420	1,252,420	100,000	13,198	113,198
2026-27	1,815,000	176,151	1,991,151	1,125,000	125,934	1,250,934	105,000	9,008	114,008
2027-28	935,000	98,102	1,033,102	760,000	77,090	837,090	110,000	4,609	114,609
2028-29	475,000	59,800	534,800	635,000	44,550	679,550			
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			
TOTAL	25,133,513	8,688,144	33,821,657	18,560,541	6,163,036	24,723,577	1,845,946	560,718	2,406,664



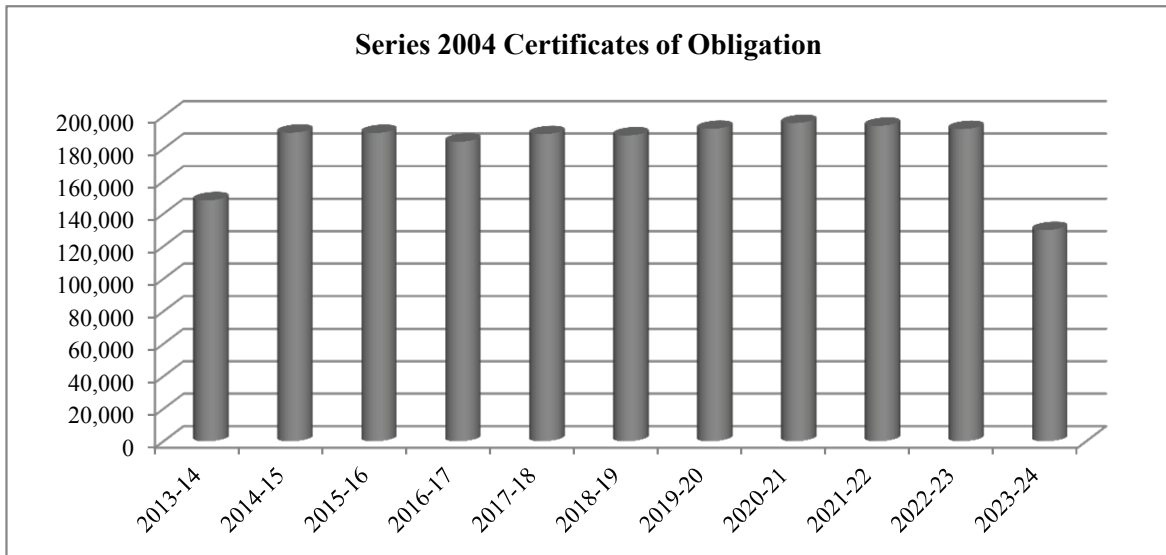
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2004**

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

UTILITY

Fiscal Year	Principal	Interest	Total
2013-14	85,000	63,282	148,282
2014-15	130,000	59,899	189,899
2015-16	135,000	54,725	189,725
2016-17	135,000	49,352	184,352
2017-18	145,000	43,979	188,979
2018-19	150,000	38,208	188,208
2019-20	160,000	32,238	192,238
2020-21	170,000	25,870	195,870
2021-22	175,000	19,104	194,104
2022-23	180,000	12,139	192,139
2023-24	125,000	4,975	129,975
	1,590,000	403,771	1,993,771

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

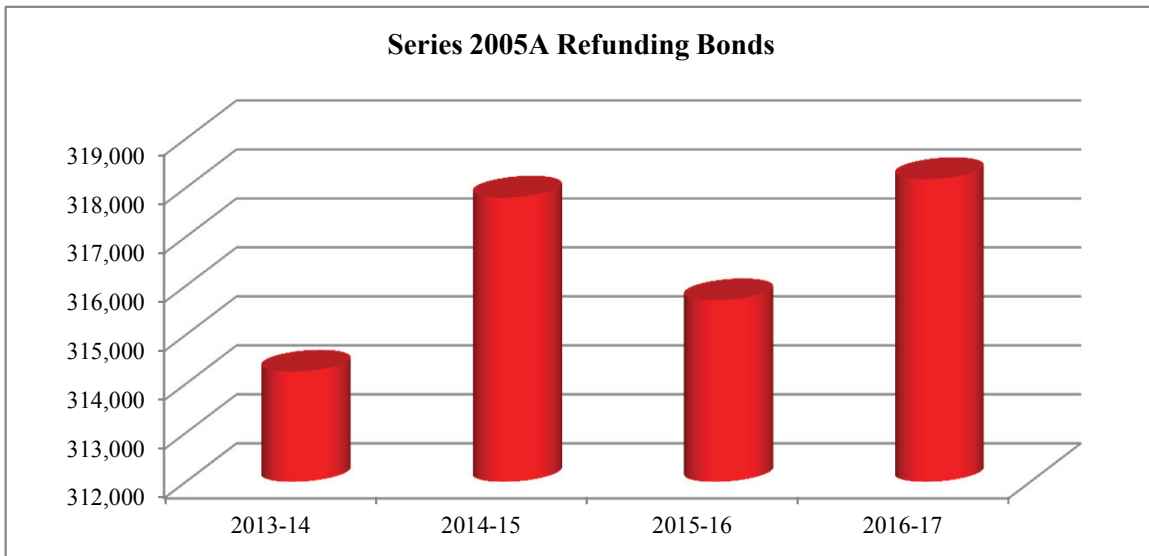


**General Obligation
Refunding Bonds
Series 2005A**

Dated: May 1, 2005
Original Value: \$2,370,000
Coupon Rate: 4.320%
Ratings at Issuance: "A-" Standard and Poor's

GENERAL			
Fiscal Year	Principal	Interest	Total
2013-14	265,000	49,248	314,248
2014-15	280,000	37,800	317,800
2015-16	290,000	25,704	315,704
2016-17	305,000	13,176	318,176
	1,140,000	125,928	1,265,928

Advance refund on outstanding
Series 1997 Certificates of Obligation



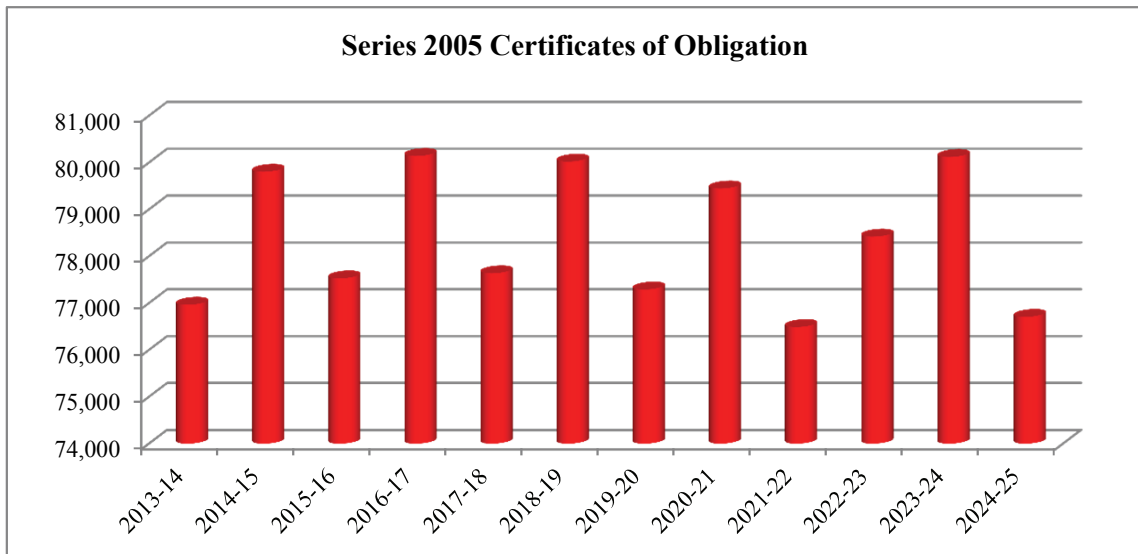
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2005**

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
2013-14	45,000	31,964	76,964
2014-15	50,000	29,803	79,803
2015-16	50,000	27,528	77,528
2016-17	55,000	25,139	80,139
2017-18	55,000	22,636	77,636
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	5,118	80,118
2024-25	75,000	1,706	76,706
	725,000	215,557	940,557

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



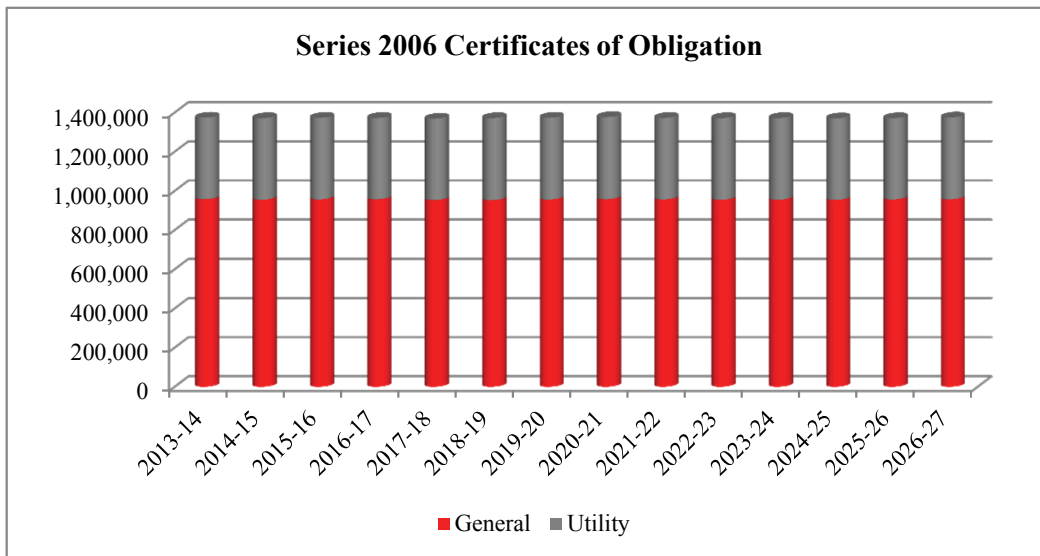
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2006**

Dated: August 15, 2006
Original Value: \$17,000,000
Coupon Rate: 4.000% - 5.000%
Ratings at Issuance: "AAA" Standard and Poor's; "Aaa" Moody's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2013-14	530,000	426,756	956,756	230,000	186,344	416,344
2014-15	550,000	404,231	954,231	240,000	176,569	416,569
2015-16	575,000	380,856	955,856	250,000	166,369	416,369
2016-17	600,000	356,419	956,419	260,000	155,744	415,744
2017-18	620,000	332,419	952,419	270,000	145,343	415,343
2018-19	645,000	306,844	951,844	285,000	134,206	419,206
2019-20	675,000	280,238	955,238	295,000	122,450	417,450
2020-21	705,000	251,550	956,550	310,000	109,912	419,912
2021-22	735,000	220,706	955,706	320,000	96,350	416,350
2022-23	765,000	188,550	953,550	335,000	82,350	417,350
2023-24	800,000	154,125	954,125	350,000	67,275	417,275
2024-25	835,000	118,125	953,125	365,000	51,525	416,525
2025-26	875,000	80,550	955,550	380,000	35,100	415,100
2026-27	915,000	41,175	956,175	400,000	18,000	418,000
	9,825,000	3,542,544	13,367,544	4,290,000	1,547,537	5,837,537

Street Construction/Reconstruction
Building Projects & Improvements
Park Projects

Water & Sewer Improvements



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

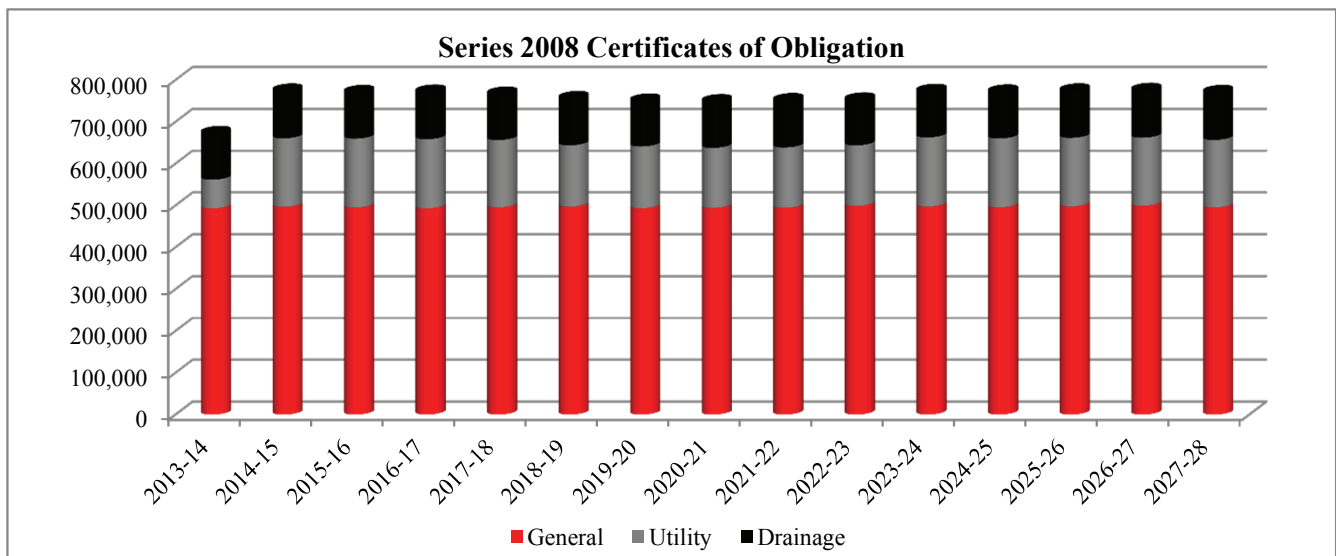
Dated: October 1, 2008
Original Value: \$9,500,000
Coupon Rate: 4.190%
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2013-14	265,000	227,727	492,727		68,716	68,716	60,000	51,537	111,537
2014-15	280,000	216,623	496,623	95,000	68,716	163,716	65,000	49,023	114,023
2015-16	290,000	204,891	494,891	100,000	64,736	164,736	65,000	46,300	111,300
2016-17	300,000	192,740	492,740	105,000	60,546	165,546	70,000	43,576	113,576
2017-18	315,000	180,170	495,170	105,000	56,146	161,146	70,000	40,643	110,643
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	24,511	109,511
2023-24	405,000	92,180	497,180	135,000	30,377	165,377	90,000	20,950	110,950
2024-25	420,000	75,210	495,210	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	12,779	162,779	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
5,435,000	1,997,792	7,432,792	1,640,000	629,547	2,269,547	1,230,000	452,310	1,682,310	

City Hall Annex
Athletic Complex Phase 2
Park Projects
Street Projects

Water Main Improvements
Waterline Extensions
Sewer Rehabilitation

Residential Drainage Projects



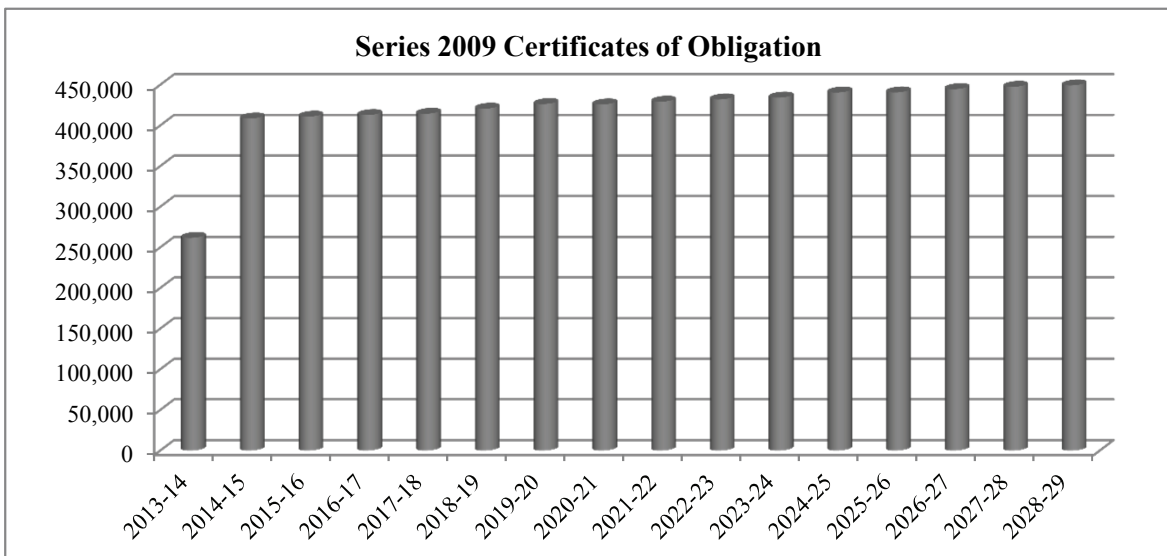
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2009**

Dated: August 1, 2009
Original Value: \$5,000,000
Coupon Rate: 3.500% - 4.500%
Ratings at Issuance: "AA-" Standard and Poor's

UTILITY

Fiscal Year	Principal	Interest	Total
2013-14	70,000	191,735	261,735
2014-15	220,000	188,585	408,585
2015-16	230,000	180,885	410,885
2016-17	240,000	172,835	412,835
2017-18	250,000	164,435	414,435
2018-19	265,000	155,685	420,685
2019-20	280,000	146,410	426,410
2020-21	290,000	135,910	425,910
2021-22	305,000	124,310	429,310
2022-23	320,000	112,110	432,110
2023-24	335,000	99,310	434,310
2024-25	355,000	85,575	440,575
2025-26	370,000	70,665	440,665
2026-27	390,000	54,755	444,755
2027-28	410,000	37,595	447,595
2028-29	430,000	19,350	449,350
4,760,000	1,940,150	6,700,150	

Maintenance Yard Pump Station
Water and Wastewater System Improvements

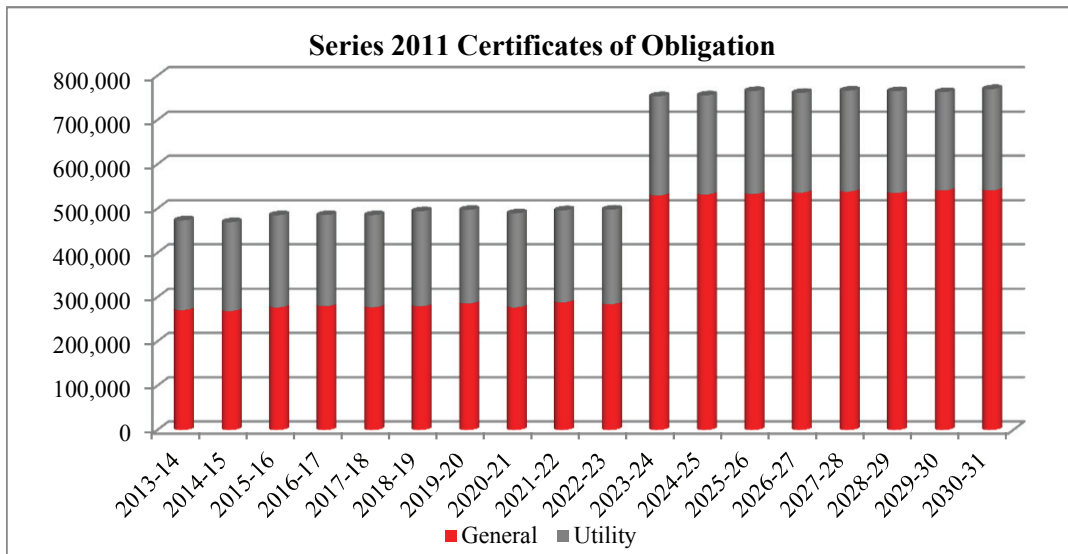


**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2011**

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
2013-14	100,000	170,638	270,638	110,000	92,588	202,588
2014-15	100,000	168,638	268,638	110,000	90,388	200,388
2015-16	110,000	166,637	276,637	120,000	88,188	208,188
2016-17	115,000	164,437	279,437	120,000	85,787	205,787
2017-18	115,000	161,850	276,850	125,000	83,087	208,087
2018-19	120,000	158,975	278,975	135,000	79,962	214,962
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	59,112	224,112
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
	4,805,000	2,264,700	7,069,700	2,815,000	1,085,312	3,900,312

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

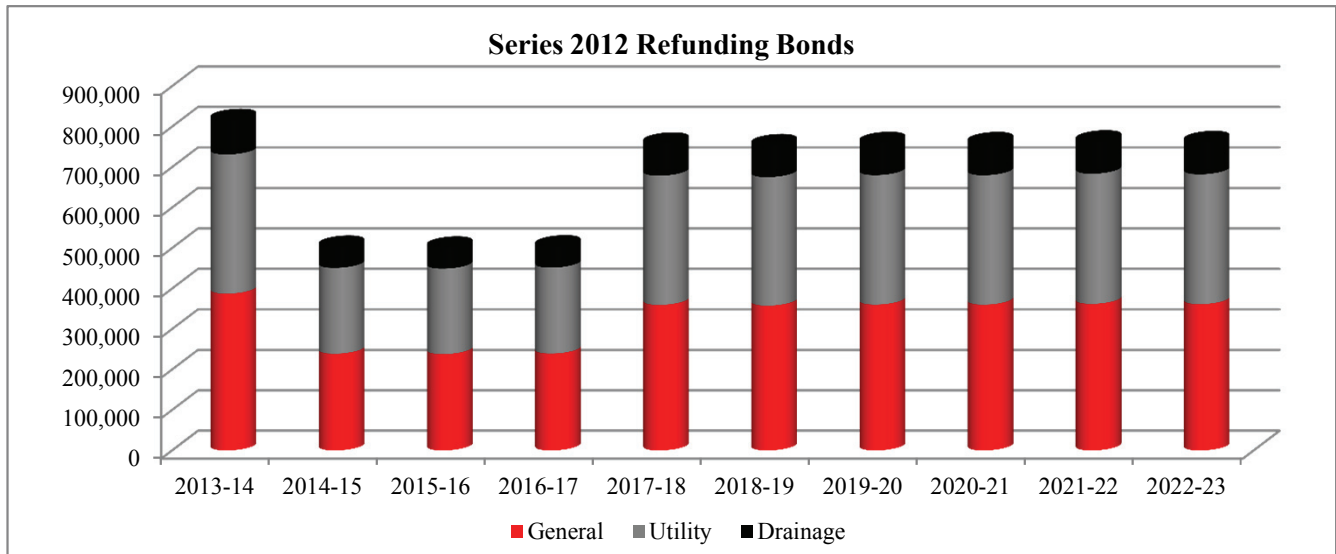


**General Obligation
Refunding Bonds
Series 2012**

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
2013-14	310,274	76,716	386,990	275,820	68,197	344,017	68,906	17,037	85,943
2014-15	168,164	70,510	238,674	149,490	62,681	212,171	37,346	15,659	53,005
2015-16	170,532	67,147	237,679	151,596	59,691	211,287	37,872	14,912	52,784
2016-17	175,269	63,736	239,005	155,807	56,659	212,466	38,924	14,155	53,079
2017-18	300,799	58,478	359,277	267,399	51,985	319,384	66,802	12,987	79,789
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	284,243	35,751	319,994	71,010	8,931	79,941
2020-21	329,221	30,625	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	9,349	320,963	77,848	2,335	80,183
	2,773,513	488,148	3,261,661	2,465,541	433,944	2,899,485	615,946	108,408	724,354

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

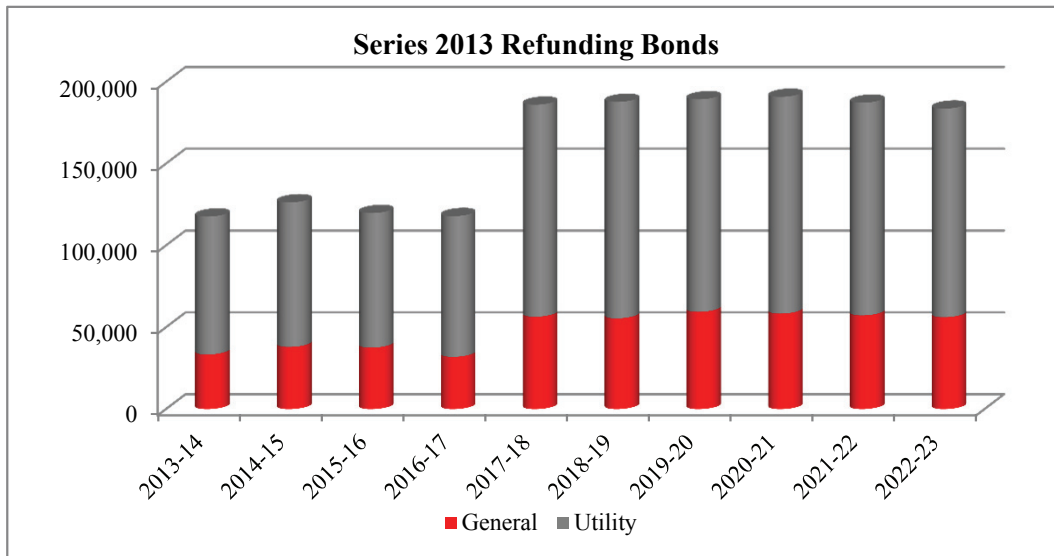


**General Obligation
Refunding Bonds
Series 2013**

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
2013-14	25,000	8,325	33,325	65,000	19,325	84,325
2014-15	30,000	7,950	37,950	70,000	18,350	88,350
2015-16	30,000	7,500	37,500	65,000	17,300	82,300
2016-17	25,000	6,900	31,900	70,000	16,000	86,000
2017-18	50,000	6,400	56,400	115,000	14,600	129,600
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
	430,000	53,475	483,475	1,000,000	122,775	1,122,775

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







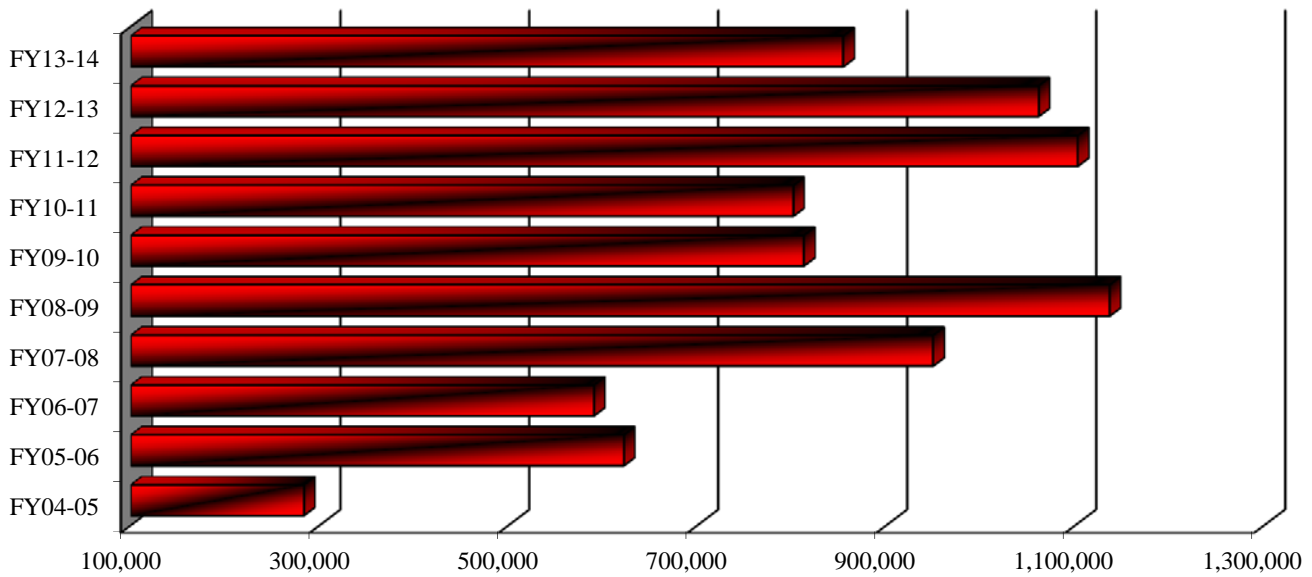
FIXED ASSET FUND

SUMMARY OF FIXED ASSETS

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
BEGINNING FUND BALANCE	590,402	752,456	535,100	250,008	250,008	26,008
Transfer from General Fund	0	0	0	0	50,000	50,000
Transfer from Utility Fund	250,000	600,000	500,000	100,000	700,000	600,000
Transfer from Drainage Fund	0	0	0	0	0	125,000
Transfer from Sanitation Fund	0	0	0	0	75,000	75,000
Reimb from Restr Courts Fund	0	0	0	0	12,000	0
TOTAL TRANSFERS	250,000	600,000	500,000	100,000	837,000	850,000
Fixed Asset Purchases	(1,018,800)	(1,102,448)	(1,011,300)	(643,444)	(1,061,000)	(854,200)
TOTAL PURCHASES	(1,018,800)	(1,102,448)	(1,011,300)	(643,444)	(1,061,000)	(854,200)
ENDING FUND BALANCE	(178,398)	250,008	23,800	(293,436)	26,008	21,808

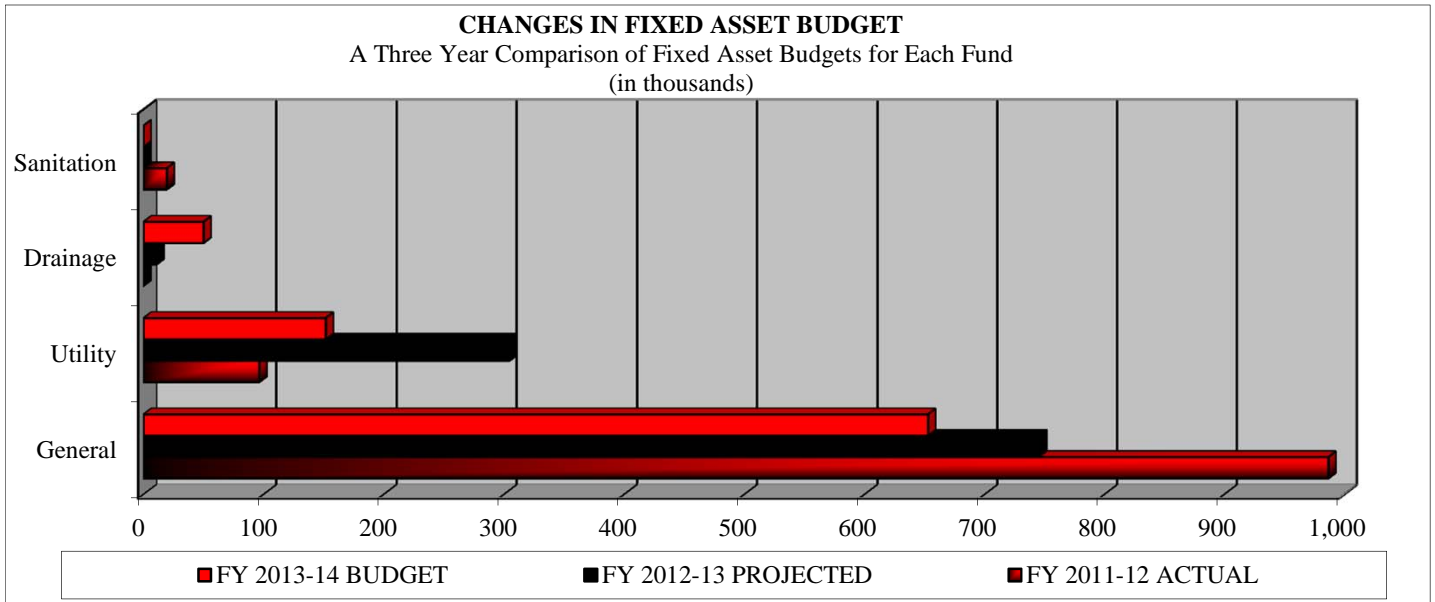
FIXED ASSET PURCHASES BY FISCAL YEAR

The 2014 fixed asset budget proposes spending \$206,800 less than projected for the 2013 fiscal year.



FIXED ASSETS SUMMARY BY FUND

	FY 2011-12 BUDGET	FY 2011-12 ACTUAL	FY 2012-13 BUDGET	FY 2012-13 MID-YEAR	FY 2012-13 PROJECTED	FY 2013-14 ADOPTED BUDGET
GENERAL FUND						
City Council	0	600	0	0	0	0
Administration	155,100	154,519	156,500	92,156	93,400	174,500
Finance	0	0	4,000	0	4,000	0
Police	83,000	72,010	145,500	80,848	167,900	266,100
Courts	8,300	1,300	13,500	0	13,500	45,700
Development & Planning	5,000	3,244	226,700	0	0	5,000
Code Enforcement	0	0	87,300	0	0	0
Fire/EMS Administration	0	0	0	0	0	0
Fire/EMS Operations	287,200	326,149	117,500	190,247	208,700	30,100
Library	77,000	75,078	0	43,535	71,800	80,000
Parks & Recreation	29,800	38,528	0	34,483	141,400	45,000
Streets	292,000	314,249	0	36,322	36,300	0
Maintenance	0	1,133	0	8,481	8,500	6,200
TOTAL GENERAL FUND	937,400	986,810	751,000	486,072	745,500	652,600
UTILITY FUND						
Water Administration	0	0	14,000	8,249	16,700	0
Water Operations	0	152	70,000	43,438	60,400	95,000
Wastewater Operations	56,600	96,160	176,300	94,788	227,500	56,600
TOTAL UTILITY FUND	56,600	96,312	260,300	146,475	304,600	151,600
DRAINAGE FUND						
Drainage	0	0	0	10,897	10,900	50,000
TOTAL DRAINAGE FUND	0	0	0	10,897	10,900	50,000
SANITATION FUND						
Sanitation	24,800	19,326	0	0	0	0
TOTAL SANITATION FUND	24,800	19,326	0	0	0	0
GRAND TOTAL	1,018,800	1,102,448	1,011,300	643,444	1,061,000	854,200



FIXED ASSET PURCHASES BY DEPARTMENT

**FY 2013-2014
ADOPTED BUDGET**

ADMINISTRATION

Enterprise Agreement	54,000
Dell Leases (Computers/Servers)	53,500
Server Upgrades and Purchases	45,000
INCODE Human Resource Module	22,000
	<hr/> 174,500 <hr/>

POLICE

COBAN System Lease	85,000
(3) Patrol Cars	101,100
(2) Motorcycles through Replacement Program	13,600
(8) Handheld Radios	29,600
Camera/DVR for Jail	10,800
Camera System for PD Interview Room	20,000
(6) Tasers	6,000
	<hr/> 266,100 <hr/>

COURTS

(1) Patrol Car	33,700
COBAN Systems for New Vehicle	8,000
COBAN System Lease	4,000
	<hr/> 45,700 <hr/>

DEVELOPMENT & PLANNING

Plotter	5,000
	<hr/> 5,000 <hr/>

FIRE OPERATIONS

(5) SCBA Air Packs	30,100
	<hr/> 30,100 <hr/>

LIBRARY

Books and Processing	80,000
	<hr/> 80,000 <hr/>

PARKS & RECREATION

(2) Front Deck Mowers	25,000
(2) Gator/Mule ATVs	20,000
	<hr/> 45,000 <hr/>

MAINTENANCE

Post Lift	6,200
	<hr/> 6,200 <hr/>

GENERAL FUND SUBTOTAL 652,600

WATER OPERATIONS

Dump Truck (6 yard)	95,000
	<hr/> 95,000 <hr/>

WASTEWATER

Lease for Vactor Jetrodder	56,600
	<hr/> 56,600 <hr/>

UTILITY FUND SUBTOTAL 151,600

DRAINAGE

Skid Steer Loader and Trailer	50,000
	<hr/> 50,000 <hr/>

DRAINAGE FUND SUBTOTAL 50,000

GRAND TOTAL FOR ALL FUNDS 854,200





**CAPITAL OUTLAY
& IMPROVEMENTS**

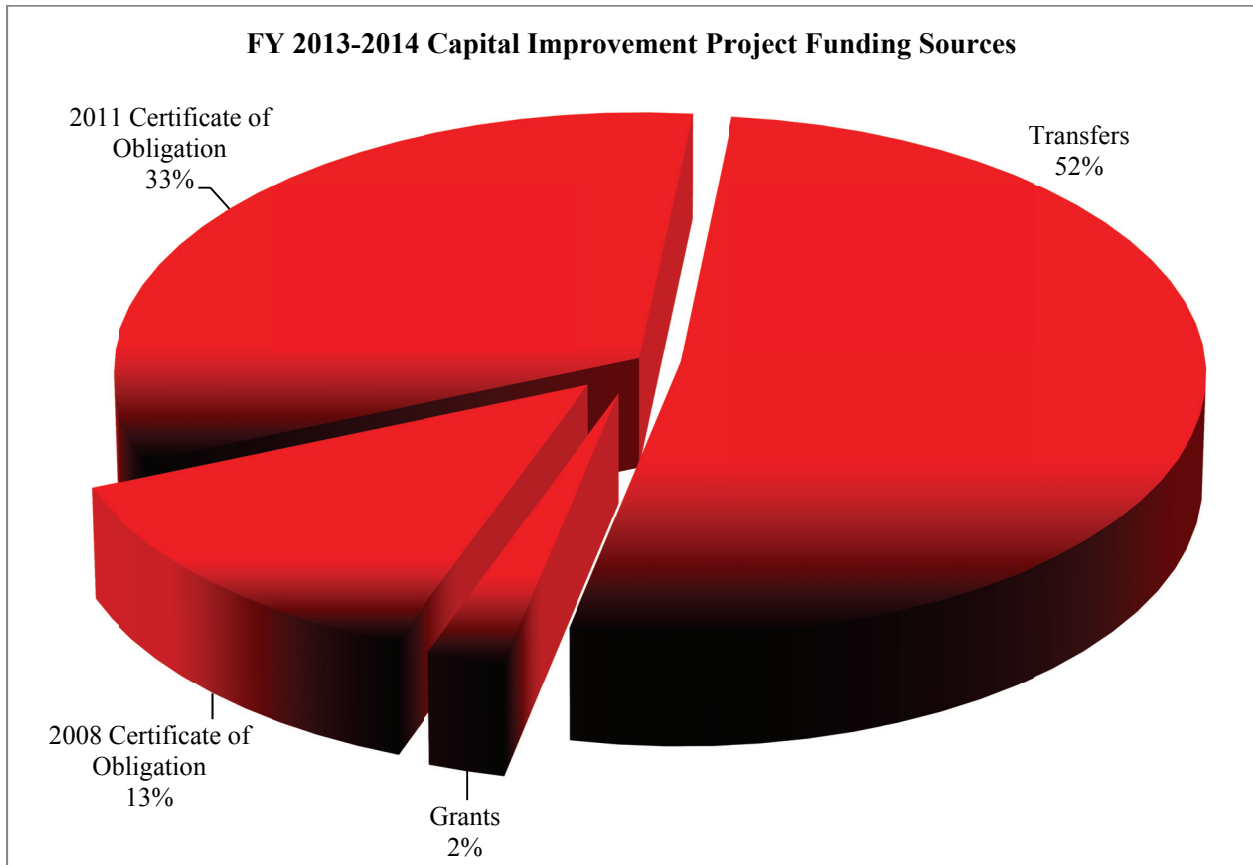
CAPITAL IMPROVEMENT PROGRAM

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. Revenue sources, shown in the chart below, include certificates of obligation, transfers in from other funds, and grant funds. (See “Debt Service” Section for details on the dollar amounts of bonds and the projects they are funding.)

Following is a project summary listing major capital projects planned for the City. A detailed summary of each project follows the summary listing and includes a description of the project, the funding source of the project, project appropriations and operating budget impact. A schedule detailing revenue sources and the projects they are funding ends this section.



CAPITAL IMPROVEMENT PROJECT SUMMARY

WATER PROJECTS	
Water Main Improvements	100,000
Fire Hydrants and Water Main Extension (Annexed Area)	245,000
Elevated Storage Tank and Lines at The Evergreens	156,600
Sutton Place Hydropneumatic Tank	300,000
TOTAL WATER PROJECTS	801,600

WASTEWATER PROJECTS	
Sewer Rehabilitation	531,000
Wastewater Lines and Mains East to Levy Crossing	1,881,800
TOTAL WASTEWATER PROJECTS	2,412,800

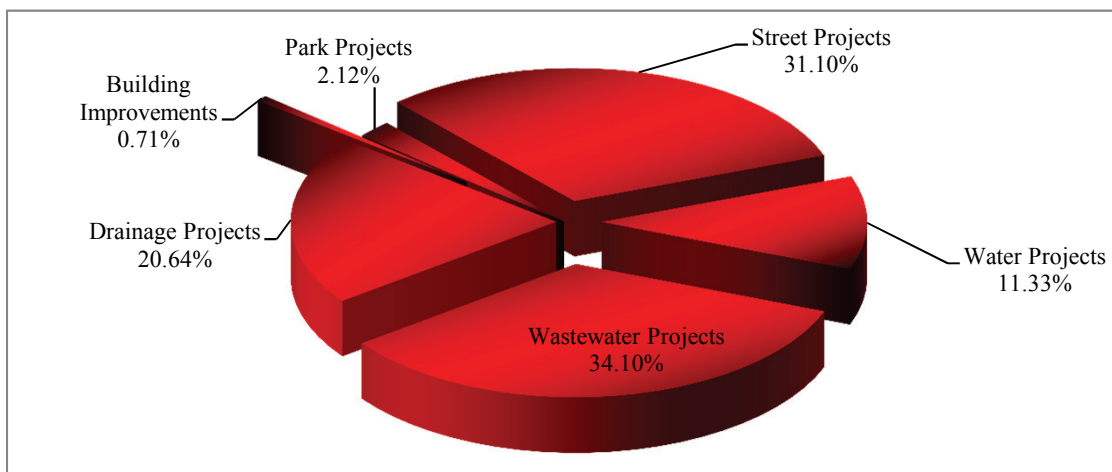
DRAINAGE PROJECTS	
Residential Drainage Projects	926,800
Roy Reynolds Bridge Stabilization	160,000
FEMA Study	373,800
TOTAL DRAINAGE PROJECTS	1,460,600

BUILDING IMPROVEMENTS	
Building Renovations	50,000
TOTAL BUILDING IMPROVEMENTS	50,000

PARK PROJECTS	
Park Improvement Projects	150,000
TOTAL PARK PROJECTS	150,000

STREET PROJECTS	
FM 2410 Widening and Turn Lane	1,000,000
Miscellaneous Street Projects	1,200,000
TOTAL STREET PROJECTS	2,200,000

TOTAL CAPITAL IMPROVEMENT PROJECTS **7,075,000**



CAPITAL IMPROVEMENT PROJECT DETAILS

WATER PROJECTS	AMOUNT OF BUDGET: 11.33%
-----------------------	---------------------------------

Project Name: Water Main Improvements Funding Source: Transfers
 Estimated Project Length: Through Fiscal Year 2016 FY 2014 Budget: \$100,000

Project Code: Maintenance

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

Project Description: Replacement of undersized lines with water mains capable of providing fire protection. Many of the small diameter galvanized water lines in the City struggle to provide drinking water in adequate volume and pressure. These lines cannot support fire hydrants. Projects will also include water valve hot installation project and a broken water gate valve project.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Planning/Design:	12,000	18,000	18,000	0	0
Construction:	88,000	132,000	132,000	0	0
	100,000	150,000	150,000	0	0

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

Project Name: Fire Hydrants and Water Main Extension (Annexed Area) Funding Source: Transfers
 Estimated Project Length: Through FY 2014 FY 2014 Budget: \$245,000

Project Code: New Service

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

Project Description: Current Dog Ridge Water Supply customers within the Harker Heights water service area will be moved on to the new Harker Heights system. Additional water mains will be extended along the north side of FM 2410 enabling eight fire hydrants to be installed. The extension provides water service and fire protection to Harker Heights residents.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Capital Costs:	245,000	0	0	0	0
	245,000	0	0	0	0

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

Project Name: Elevated Storage Tank and Lines at The Evergreens Funding Source: 2011 CO
 Estimated Project Length: Through FY 2014 FY 2014 Budget: \$156,600

Project Code: Enhancement

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

Project Description: The City is participating with the Evergreen Developers to construct a 150,000 gallon elevated storage tank at the Evergreens and a 12-inch cross country water line to the Cedar Knob Pump Station. This will serve all of the high elevation ridges within the current city limits including The Evergreens and The Ridge Subdivisions. The 12-inch water line installation has already been completed.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	156,600	0	0	0	0
	156,600	0	0	0	0

Operating Costs: This project is being funded by the Series 2011 Certificates of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Debt Payments:	202,588	200,388	208,188	205,787	208,087
	202,588	200,388	208,188	205,787	208,087

Project Name: Sutton Place Hydropneumatic Tank
 Estimated Project Length: Through FY 2014

Funding Source: 2011 CO
 FY 2014 Budget: \$300,000

Project Code: Maintenance

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

Project Description: Replace the in-line water pumps with a hydropneumatic tank or pumps having variable frequency drives (VFD). The VFD's would provide fire protection along with the domestic water requirement. This system will help residents on Sutton Place with the low water pressure they experience when several residents use their irrigation systems at the same time. This project is listed in the 2006 Water Master Plan under Priority II Projects.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Enginneering:	35,000	0	0	0	0
Construction:	265,000	0	0	0	0
	300,000	0	0	0	0

Operating Costs: This project is being funded by the Series 2011 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Debt Payments:	202,588	200,388	208,188	205,787	208,087
	202,588	200,388	208,188	205,787	208,087

WASTEWATER PROJECTS**AMOUNT OF BUDGET: 34.10%**

Project Name: Sewer Rehabilitation
 Estimated Project Length: Continuous

Funding Source: Transfers
 FY 2014 Budget: \$531,000

Project Code: Maintenance

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

Project Description: Wastewater main oversizing and emergency replacement of collapsed sanitary sewer main segments that have frequent sanitary sewer overflows.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	531,000	250,000	200,000	200,000	200,000
	531,000	250,000	200,000	200,000	200,000

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

Project Name: Wastewater Lines and Mains - East to Levy Crossing
 Estimated Project Length: Through FY 2014

Funding Source: 2011 CO
 FY 2014 Budget: \$1,881,800

Project Code: New Service

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

Project Description: Extend sanitary sewer east into the new annexed areas to promote residential and commercial development. Sanitary sewer in the area will also prevent septic systems from being installed.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	1,881,800	1,000,000	0	0	0
	1,881,800	1,000,000	0	0	0

Operating Costs: This project is being funded by the Series 2011 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Debt Payments:	202,588	200,388	208,188	205,787	208,087
	202,588	200,388	208,188	205,787	208,087

DRAINAGE PROJECTS**AMOUNT OF BUDGET: 20.64%**

Project Name: Residential Drainage Projects
 Estimated Project Length: Through FY 2014

Funding Source: 2008 CO
 FY 2014 Budget: \$926,800

Project Code: Maintenance

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

Project Description: Continuation of the City's residential drainage improvement program. Priority 1 and 2 projects have been completed and East Cardinal is the only project remaining in Priority 3. Priority 4 projects include Tanglewood Drive and Man-O-War Drive.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Engineering:	130,000	0	0	0	0
Construction:	796,800	0	0	0	0
	926,800	0	0	0	0

Operating Costs: This project is being funded by the Series 2008 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Debt Payments:	68,716	163,716	164,736	165,546	161,146
	68,716	163,716	164,736	165,546	161,146

Project Name: Roy Reynolds Bridge Stabilization
 Estimated Project Length: Through FY 2014

Funding Source: Grant (CDBG)
 FY 2014 Budget: \$160,000

Project Code: Maintenance

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

Project Description: The Roy Reynolds Bridge, located in a bend of Nolan Creek, needs improvements to correct structural support issues caused by floodwaters from Tropical Storm Hermine. Construction will consist of installing 500 linear feet of gabion slope protection, grade the slope beyond the installed gabions, and all associated appurtenances.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	160,000	0	0	0	0
	160,000	0	0	0	0

Operating Costs: Initial costs for this project will affect the Capital Improvement budget however all costs are reimburseable through the grant. No other costs are expected.

Project Name: FEMA Study
 Estimated Project Length: Through FY 2014

Funding Source: Transfers
 FY 2014 Budget: \$373,800

Project Code: Maintenance

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

Project Description: The FEMA Phase II Study will provide detailed information on the current FEMA Flood Plain limits within the City. The methodology used in the study meets FEMA protocol for amending stream flood elevations currently mapped incorrectly. Data from the FEMA Phase II Study will help to develop a regional drainage plan for the northern city limits.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Planning/Design:	373,800	0	0	0	0
	373,800	0	0	0	0

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

BUILDING IMPROVEMENT PROJECTS **AMOUNT OF BUDGET: 0.71%**

Project Name: Building Renovations Funding Source: Transfers
 Estimated Project Length: Through FY 2014 FY 2014 Budget: \$50,000

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

Project Description: Renovations to the office and lab areas of the Wastewater Treatment Plant to meet building standards.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	50,000	0	0	0	0
	50,000	0	0	0	0

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

PARK PROJECTS **AMOUNT OF BUDGET: 2.12%**

Project Name: Park Improvement Projects Funding Source: Transfers
 Estimated Project Length: Continuous FY 2013 Budget: \$150,000

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

Project Description: Improvements and development to the parks, athletics, greenways, and other open space areas in the City are decided based on yearly assessments that identify the renovation of current amenities as well as plans for new construction.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Site Improvement:	15,000	15,000	15,000	15,000	15,000
Construction:	135,000	135,000	135,000	135,000	135,000
	150,000	150,000	150,000	150,000	150,000

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

STREET PROJECTS**AMOUNT OF BUDGET: 31.10%**

Project Name: FM 2410 Widening and Turn Lane
 Estimated Project Length: Through FY 2014

Funding Source: Transfers
 FY 2013 Budget: \$1,000,000

Project Code: Enhancement

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

Project Description: This project is still under discussion and may change based on funding. The budgeted amount of \$1,000,000 is for the construction costs of adding changing FM 2410 from two lanes to five lanes from Commercial Drive to Ann Boulevard with a turn lane at Highland Oaks Drive. Additional options are to construct five lanes from Commercial Drive to Ann Boulevard with a turn lane at Highland Oaks Drive or construct five lanes from Commercial Drive to Roy Reynolds Drive

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Construction:	1,000,000	0	0	0	0
	1,000,000	0	0	0	0

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

Project Name: Miscellaneous Street Projects
 Estimated Project Length: Continuous

Funding Source: Transfers
 FY 2013 Budget: \$1,200,000

Project Code: Maintenance

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

Project Description: Funds are budgeted annually to improve and maintain streets within the city. Street improvements include engineering, surveying and construction of designated streets. Street maintenance includes reconstruction, overlay or chip seal of designated streets.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Planning/Design:	125,000	125,000	125,000	125,000	125,000
Construction:	1,075,000	1,375,000	1,375,000	1,375,000	1,375,000
	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000

Operating Costs: This project will impact the budget through the budgeted transfers made to complete it.

CAPITAL IMPROVEMENT PROGRAM

	PROJECTED 2012-13	BUDGET 2013-14	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
REVENUE SOURCES:						
2006 Bond Proceeds						
Bond Proceeds - General Fund	(2,141,819)	(2,141,819)				
Bond Proceeds - Utility	265,167	81,457				
Adjustment to Actual	233,435	233,435				
Proceeds Remaining	(1,643,217)	(1,826,927)				
Interest earned from 2006 CO	1,826,154	1,826,954				
Budgeted Interest Income	800	0				
2006 CO funds not expensed from prior year	183,737	27	27	27	27	
2008 Bond Proceeds						
Bond Proceeds - General Fund	1,114,249	940,649	940,649			
Bond Proceeds - Utility	966,701	966,701	966,701			
Bond Proceeds - Drainage	(1,517,323)	(1,547,323)	(2,474,123)			
Less: Issuance Cost and I&S	(67,500)	(67,500)	(67,500)			
Adjustment to Actual	392,474	392,474	392,474			
Proceeds Remaining	888,601	685,001	(241,799)			
Budgeted Interest Income	1,000	700	500			
Interest earned from 2008 CO	239,638	240,638	241,338			
2008 CO funds not expensed from prior year	1,129,239	926,339	39	39	39	
2009 Bond Proceeds						
Bond Proceeds - Utility	(199,871)	(708,171)	(708,171)			
Less: Issuance Cost and I&S	(100,000)	(100,000)	(100,000)			
Adjustment to Actual	726,541	726,541	726,541			
Proceeds Remaining	426,670	(81,630)	(81,630)			
Budgeted Interest Income	1,000	100	100			
Interest earned from 2009 CO	79,726	80,726	80,826			
2009 CO funds not expensed from prior year	507,396	(804)	(704)	(704)	(704)	
2011 Bond Proceeds						
Bond Proceeds - General Fund	3,435,840	1,440,140	1,440,140	1,440,140		
Bond Proceeds - Utility	2,709,088	1,686,588	(651,812)	(1,651,812)		
Less: Issuance Cost and I&S	(90,069)	(90,069)	(90,069)	(90,069)		
Adjustment to Actual	255,662	255,662	255,662	255,662		
Proceeds Remaining	6,310,521	3,292,321	953,921	(46,079)		
Budgeted Interest Income	11,000	3,000	200	0		
Interest earned from 2011 CO	31,910	42,910	45,910	46,110		
2011 CO funds not expensed from prior year	6,353,431	3,338,231	1,000,031	31	31	
Total Bond Revenue Sources	8,173,803	4,263,793	999,393	(607)	(607)	0
NON-BOND REVENUE SOURCES:						
Interest	5,000	5,000	5,000	5,000	5,000	5,000
Cash balance in CIP Oper at 09/30	2,306,150	2,314,050	484,250	289,281	169,312	(657)
General Fund Transfer	200,000	0	0	0	0	200,000
Utility Fund Transfer	1,500,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Sanitation Fund Transfer	0	0	0	0	0	0
Drainage Fund Transfer	0	200,000	200,000	225,000	225,000	200,000
Grant Revenue	175,000	175,000	0	0	0	0
Total Non-Bond Revenue Sources	4,186,150	4,294,050	2,289,250	2,119,281	1,999,312	2,004,343
TOTAL REVENUES	12,359,953	8,557,843	3,288,643	2,118,674	1,998,705	2,004,343
BUDGETED WATER PROJECTS:						
Water Main Improvements	0	100,000	100,000	100,000	150,000	150,000
Fire Hydrants & main ext. @annexed area	0	245,000				
Elevated Storage Tank & Lines @ Evergreens	183,710					
Elevated Storage Tank & Lines @ Evergreens (funded 2011 CO)	682,500	156,600				
Sutton Place Hydropneumatic Tank	0	300,000				
SUB-TOTAL WATER PROJECTS	866,210	801,600	100,000	100,000	150,000	150,000

	PROJECTED 2012-13	BUDGET 2013-14	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
BUDGETED WASTEWATER PROJECTS:						
Sewer Rehabilitation/Improvements	307,600	531,000	250,000	200,000	200,000	200,000
Clarifier Drain Valve; No. 3 Rake; Pump Contr. - \$464,900 (2009 CO's)	508,300					
Wastewater lines & mains east to Levy Crossing	340,000	1,881,800	1,000,000			
SUB-TOTAL WASTEWATER PROJECTS	1,155,900	2,412,800	1,250,000	200,000	200,000	200,000
BUDGETED DRAINAGE PROJECTS:						
Residential Drainage Projects	30,000	926,800				
Roy Reynolds Bridge Stabilization	320,000	160,000				
Roy Reynolds Bridge Stabilization (from non bond revenues)	38,000					
FEMA Study (remainder of the City)	108,100	373,800				
SUB-TOTAL DRAINAGE PROJECTS	496,100	1,460,600	0	0	0	0
BUDGETED BUILDING IMPROVEMENTS:						
Building Renovations		50,000				
SUB-TOTAL BUILDING IMPROVEMENTS	0	50,000	0	0	0	0
BUDGETED PARK PROJECTS:						
Park Improvements	92,400	150,000	150,000	150,000	150,000	150,000
Soccer Complex Impr (funded from 2011 CO's)	288,400					
Goode/Connell Park Development	173,600					
Completion of Goode/Connell Park	298,700					
SUB-TOTAL PARK PROJECTS	853,100	150,000	150,000	150,000	150,000	150,000
BUDGETED STREET PROJECTS:						
U-Turn at FM2410/US190 west	1,408,600					
FM 2410 widening & turn lane		1,000,000				
Misc. Street Projects	976,000	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000
SUB-TOTAL STREET PROJECTS	2,384,600	2,200,000	1,500,000	1,500,000	1,500,000	1,500,000
BUDGETED GRANT PROJECTS:						
Community Dev Block Grant (Bridge Stabilization)	30,000					
SUB-TOTAL GRANT PROJECTS	30,000	0	0	0	0	0
TOTAL EXPENDITURES	5,785,910	7,075,000	3,000,000	1,950,000	2,000,000	2,000,000



FEE SCHEDULE

**CITY OF HARKER HEIGHTS
FEE SCHEDULE
October 1, 2013 to September 30, 2014**

BUILDING PERMIT FEES

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

■ **New Building Construction**

- ❖ One and Two Family Dwellings - \$0.10 (ten cents) per square foot under roof
Fee does not include permits for fences, irrigation, accessory buildings, or swimming pools.

	<u>Permits Included</u>	
Structure Plumbing	Electrical Flat Work Certificate of Occupancy	Mechanical Plan Review
<u>Inspections Included</u>		
T-Electrical Pole Foundation Two Story Water Test Conditional Final	FMEP Framing, Mechanical, Electrical and Plumbing Energy (insulation) Final	Plumbing Rough-In Mechanical, Electrical and Plumbing Energy (insulation) Final

- ❖ Multi-family, Commercial, and Other Construction - \$0.15 (fifteen cents) per square foot under roof
*Excludes shell buildings, warehouse and parking garages.
Fee does not include permits for fences, signs, accessory buildings, irrigation or swimming pools.*

	<u>Permits Included</u>	
Structure Flat Work	Electrical Certificate of Occupancy	Plumbing Landscaping and Plan Review
<u>Inspections Included</u>		
T-Electrical Pole Foundation Two Story Water Test Conditional Final Parking Requirements Inspection	FMEP Framing, Mechanical, Electrical and Plumbing Energy (insulation) Landscaping Inspection Final	Plumbing Rough-In Mechanical, Electrical and Plumbing Energy (insulation) Landscaping Inspection Final

*Plan reviews that require outside consultation shall be billed at cost plus \$25.00 processing fee

NOTE: Projects requiring more than one inspection per phase will be charged for additional inspections at a rate of \$10.00 per inspection (i.e. several plumbing inspections of the same type due to size of the project)

- ❖ Multi-family (over four living units), Hotels, Motels, and Commercial Buildings with Multiple Tenants – add \$40.00 per unit to above for added inspections. *Excludes shell buildings.*

■ **Additions to Floor Area**

- ❖ One and Two Family Dwellings – same as for new construction of same, minimum of \$25.00
- ❖ All Others – same as for new construction

■ **Shell Buildings - \$0.08 (8 cents) per square foot under roof**

*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.*

	<u>Permits Included</u>	
Structure	Flatwork	Landscaping and Plan Review*
*Plan reviews that require outside consultation shall be billed at cost plus \$25.00 processing fee		

NOTE: Projects requiring more than one inspection per phase will be charged for additional inspections at a rate of \$10.00 per inspection (i.e. several plumbing inspections of the same type due to size of the project)

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

<u>Valuation of Work</u>	<u>Permit Fee</u>
Up to \$1,000	\$25
\$1,001 to \$2,000	\$35
\$2,001 to \$3,000	\$45
\$3,001 to \$4,000	\$55
\$4,001 to \$5,000	\$65
\$5,001 to \$6,000	\$75
\$6,001 to \$7,000	\$85
\$7,001 to \$8,000	\$95
\$8,001 to \$9,000	\$105
\$9,001 to \$10,000	\$115

Additional \$10 per \$1,000 thereafter

- Demolition/Move Structure Permits (per structure)\$25
- Re-inspection Fees (per re-inspection)\$50
- Working Without Permits\$250

EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS & ADMINISTRATIVE FEES

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

- Contractor Registration Fee (per year)\$75
- City Registration/Business License\$25
- Food Dealer’s Permit (initial and renewals)\$50
- Alcohol License (per year) ½ of TABC Fee
- Occupation Taxes (as authorized by State law)
 - ❖ Certificate of Occupancy inspection (existing buildings)\$50
 - ❖ Special investigation\$30
 - ❖ Reports rendered pursuant to any special investigation\$30
 - ❖ Re-inspection of any failed inspection\$50
- Manufactured Housing Park License\$100
(Replaces license fee for City Registration/Business License)
- Manufactured Home Permits
 - ❖ Application for Certificate of Occupancy inspection cost + \$50
 - ❖ Replacement inspection cost + \$50
- Temporary Use Permits
 - ❖ Long Term Seasonal Sales
 - Administrative Fee\$25
 - Inspection Cost\$10
 - Re-inspection Cost\$35
 - ❖ Short Tem Seasonal Sales
 - Administrative Fee\$10
 - Inspection Cost\$10
 - Re-inspection Cost\$35
- Flood Plain Development Permits\$50
- Request to Zoning Board of Adjustment and Appeals\$150
- Plan Review
 - ❖ One-half of base permit fee if done by City personnel
 - ❖ If done by other agencies, the fee shall be the actual cost plus a \$10 handling fee
- Public Works Construction Inspection Fees
 - ❖ All inspections\$25
 - ❖ All inspections after regular business hours, weekends, and Holidays (per hour)\$50
- Planning and Zoning Fees
 - ❖ Rezoning Request\$200
 - ❖ Conditional Use Permit\$200
 - ❖ Development Concept Plan\$50
 - ❖ Site Preparation Permit\$25

❖ All Other Plats (Replats, Development, Amendments, etc.)	\$3/acre + \$150
❖ Subdivision Plat – Preliminary	\$25/lot + \$500
❖ Subdivision Plat – Final	\$150
❖ Sound Amplification Permit (per year)	\$25
❖ Zoning Verification Letter	\$10
❖ Planning Maps (arc view)	
• 8 ½” x 11” maps	\$5
• 11” x 17” maps	\$10
• 17” x 22” maps to 22” x 40” maps	\$20
• 34” x 44” maps	\$25
■ Sign Permits (per \$100 valuation, minimum \$10 fee)	\$10
■ Heavy Vehicle Residential Parking Permit	\$25

POLICE DEPARTMENT/ANIMAL CONTROL

Class A – Dog or Cat

Class B – Goats, Sheep, Labs, Pigs, Sows, Shoats, and other animals of the same approx. size and weight

Class C – Cattle, Calves, Horses, Ponies, Foals, Mules, and other animals of the same approx. size and weight

Class D – Wild or Exotic Animals

Class E - Birds

■ Quarantine Fee	\$10
■ Impound Fees (plus kennel fees)	
❖ Class A	\$20
❖ Class B	\$25
❖ Class C	\$40
❖ Class D	\$100
❖ Class E	\$20
■ Kennel Fees (per day)	
❖ Class A	\$5
❖ Class B	boarding costs + \$10
❖ Class C	boarding costs + \$20
❖ Class D	boarding costs + \$100
❖ Class E	\$5
■ Adoption Fees (Dogs and Cats)	\$10

STREET FEES

■ Street Cutting Permit	\$50
■ Road Boring	\$50
■ Culvert Installation	
❖ 10 to 12 yards base material (not including culvert)	\$150
❖ Each additional yard base material (per yard)	\$6
■ Street Cut Restoration (per square foot)	\$15
■ Curb Replacement (per linear foot)	\$25

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	\$100/hr
■ Dump Truck	\$50/hr
■ Front Loader	\$50/hr
■ Backhoe	\$50/hr
■ Water Truck	\$50/hr
■ Traffic Control (flagman, vehicle and traffic devices)	\$50/hr
❖ Each additional flagman	\$25/hr

SANITATION FEES

- Garbage Collection
 - ❖ Residential (per month).....\$18.33

UTILITY SERVICES

- Water Deposit
 - ❖ Residential.....\$55
Single one-family dwellings and small commercial businesses with hand pick-up.
 - ❖ Commercial.....\$200

NOTE: No deposits will be taken on new homes until home is finalized.

■ Water Rates

<u>Gallons</u>	<u>Inside City</u>	<u>Outside City</u>
Base Rate	\$9.98	\$19.96
Per 1,000 gallons	\$3.11	\$6.22

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 are charged the base fee plus the per 1,000 gallon charge and no sewer.

■ Sewer Rates

<u>Gallons</u>	<u>Inside City</u>	<u>Outside City</u>
First 3,000 gallons	\$17.99	\$35.98
3,000 to 10,000 gallons	\$3.01 per 1,000 gallons	\$6.02 per 1,000 gallons
	<i>10,000 gallon cap for residential customers</i>	

Anyone receiving City water service and connected to City sewer must pay the above sewer charges regardless of whether the building is occupied or not.

■ Drainage Rates

- ❖ Single Family Detached Dwellings (*includes manufactured homes*).....\$6.00
- ❖ Other Residential Properties
 - Duplex.....\$2.88
 - Triplex.....\$2.74
 - Four Unit Dwelling.....\$2.57
 - Five Unit Dwelling.....\$2.30
 - Six Unit Dwelling.....\$2.04
 - Seven Unit Dwelling.....\$1.78
 - Eight Unit Dwelling.....\$1.51
 - Nine Units or More.....\$2.04
- ❖ Non-Residential Developed Property

<u>Building Size</u>	<u>Fee per Month</u>
Up to 2,500 sq ft	\$ 7.20
2,501 to 10,000 sq ft	\$14.40
10,001 to 50,000 sq ft	\$28.80
50,001 to 100,000 sq ft	\$43.20
More than 100,000 sq ft	\$60.00

■ Water/Sewer Fees – Tap Connect Provided by the City

- ❖ New Property

<u>Service</u>	<u>Fee</u>
Meter Tap	\$275
Sewer Tap	\$275

❖ Existing Property

<u>Line Diameter</u>	<u>Fee</u>
3/4" (water only)	\$ 300 + materials/street cut
1" (water only)	\$ 300 + materials/street cut
1 1/2" (water only)	\$ 400 + materials/street cut
2" (water only)	\$ 500 + materials/street cut
4" (sewer and water)	\$ 750 + materials/street cut
6" (water only)	\$1,500 + materials/street cut
8" (water only)	\$1,500 + materials

NOTE: Sewer lines above 4" will require a quote

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 3/4" water meter will be installed for new or existing property. Water meters larger than 3/4" will be installed on approved water demand information.

■ Fire Hydrant Meters	
❖ Deposit	\$750
❖ Monthly Fee	\$50
■ Water Turn On	
❖ New deposit or transfer	no charge
❖ Second trip	\$25
■ Water Transfer.....	\$15
■ 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 blockage (on customer side).</i>	
❖ During working hours (per trip).....	\$15
❖ Non-Duty hours.....	\$30
■ Delinquent/Late Charge	\$15
■ Requested Reread Fee (if meter found to be misread there is no charge).....	\$10
■ Requested Meter Accuracy Check (No charge for meter malfunction)	
❖ 5/8 inch X 3/4 inch and 3/4 inch X 3/4 inch meters	\$35
❖ 1 inch meters	\$35
❖ 1 1/2 inch and 2 inch meters.....	\$150
❖ 3 inch meters	\$200
❖ 4 inch meters	\$200
■ Sewer Overflow on Private Lines.....	\$75/hr
■ Online Bill Pay Convenience Fee.....	\$2

ADMINISTRATION FEES

■ Garage Sale Permit (limited to 2 per year, per address)	\$5
■ Special Event Application Fee (non-refundable)	\$15
■ Copies (per page)	\$0.10
■ Franchise Fee for Taxicab (per vehicle, per year)	\$25
■ Solicitor Permit	\$200
❖ Itinerate Merchant	add'l \$50 per employee
■ Returned Check or Returned ACH Charge	\$30
■ Grass Cutting Private Property (Nuisance Abatement)	actual cost + \$100; \$200 minimum
■ Sexually Oriented Business	
❖ Application (one time fee).....	\$500
❖ Work Permit.....	\$25
❖ Replacement.....	\$10
❖ Renewal (annual)	\$250
■ Graffiti Abatement (per hour)	\$50

LIBRARY FEES

■ New card replacement.....	\$3
■ Overdue book (per day).....	\$0.05
■ Lost or damaged book.....	Price of book + processing fee
■ Processing fees	
❖ Hardback book replacement.....	\$5
❖ Paperback book replacement.....	\$1
■ Replacement fees	
❖ CD album, View case, or Playaway case.....	\$5
❖ DVD case.....	\$1
❖ Spine or barcode.....	\$1
❖ VIEW cord.....	\$15
■ Printing fee.....	\$0.10
■ Copy fee.....	\$0.10

PARKS AND RECREATION FEES

■ Youth Sports Registration Fees		
❖ Resident.....		\$35
❖ Non-Resident.....		\$45
■ Multiple Cost Incentive		
<i>(Youth team registration <u>only</u> refers to permanent address, same day sign-up)</i>		
❖ Resident		
• 1 st participant.....		\$35
• 2 nd participant.....		\$30
• 3 rd participant and every participant thereafter.....		\$25
❖ Non-Resident		
• 1 st participant.....		\$45
• 2 nd participant.....		\$40
• 3 rd participant and every participant thereafter.....		\$35
■ Facility Rentals		
❖ Recreation Center Daily Use <i>(for use of amenities such as Basketball and Volleyball Courts)</i>		
	<u>Resident</u>	<u>Non-Resident</u>
Student (17 & Under)	\$0	\$3
Adult (18-54)	\$0	\$5
Senior (55 & Up)	\$0	\$3
❖ Pavilion		
	<u>Resident</u>	<u>Non-Resident</u>
Rental	\$25	\$65
Deposit	\$100	\$100
❖ Gazebo		
• Resident.....		\$15
• Non-Resident.....		\$25
❖ Amphitheatre		
	<u>Resident</u>	<u>Non-Resident</u>
Deposit	\$100	\$100
Rental	\$25	\$65
Lights		
2 Hour Block	\$15	\$25
Each Add'l Hour	\$10	\$10
❖ Athletic Fields		
	<u>Resident</u>	<u>Non-Resident</u>
Deposit	\$100	\$250
Rental (2 hr block)	\$25	\$50
Lights (per field)	\$25	\$50
Field Attendant (per hour)	\$15	\$30

❖ Athletic Fields (Tournament Package)

	<u>Resident</u>	<u>Non-Resident</u>
Deposit	\$200	\$200
Field Attendant	\$150	\$150
Rental (per field, per day)	\$100	\$150

❖ Activity Center Meeting Rooms

- Rental Deposit..... \$200
- Room A
 - Military Sponsored \$30/hr
 - Non-Profit Organization (*Tax ID # Required*) \$30/hr
 - Community Services..... \$40/hr
 - For Profit Business..... \$50/hr
- Room B
 - Military Sponsored \$15/hr
 - Non-Profit Organization (*Tax ID # Required*) \$15/hr
 - Community Services..... \$15/hr
 - For Profit Business..... \$30/hr
- Room C
 - Military Sponsored \$15/hr
 - Non-Profit Organization (*Tax ID # Required*) \$15/hr
 - Community Services..... \$20/hr
 - For Profit Business..... \$30/hr
- Room D
 - Military Sponsored \$15/hr
 - Non-Profit Organization (*Tax ID # Required*) \$15/hr
 - Community Services..... \$20/hr
 - For Profit Business..... \$30/hr

■ Aquatics

❖ Daily Admission Fees

	<u>Resident</u>	<u>Non-Resident</u>
Child (2-17)	\$2	\$3
Adult (18-54)	\$3	\$5
Senior (55 & Up)	\$2	\$2

❖ Swimming Passes

Pass will be good for the current swimming season. Passes will not cover City Sponsored Special Events. Replacement cost of a lost or stolen pass will be \$5.

	<u>Resident</u>	<u>Non-Resident</u>
Individual	\$40	\$60
Family (2-5 persons)*	\$60	\$125
Seniors (55 & Up)	\$15	\$15

**Each additional pass over 5 persons will be an additional \$5*

❖ Swimming Lessons

- Resident \$30
- Non-Resident \$40

❖ Pool Rental Fee \$100

- Clean-up Deposit (refundable)..... \$50
- Lifeguard(s) (1 for every 25 people)..... \$15/hr per lifeguard

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

■ Community Garden Plots – Residents Only

- ❖ Twelve Month Lease..... \$25.00
- ❖ Six Month Lease \$12.50

■ ActiveNet Online Service Charges

- ❖ Payments less than \$150 6.5% + \$0.50
- ❖ Payments \$150 to \$499.99 3.5% + \$5.00
- ❖ Payments \$500+ 2.5% + \$10.00

Minimum Service Charge of \$1.00

PUBLIC SAFETY FEES/FIRE DEPARTMENT

- Ambulance Calls
 - ❖ Basic Life Support..... \$500 + \$10/loaded mile
 - ❖ Advanced Life Support 1 \$600 + \$10/loaded mile
 - ❖ Advanced Life Support 2 \$700 + \$10/loaded mile
- Ambulance Calls – Out of City Calls..... \$800 + \$10/loaded mile
- Ambulance Transport (per mile, mileage from leaving station to returning station)..... \$10
- Treatment/No Transport – City Call..... \$125
- Treatment/No Transport – Out of City Call \$700
- Private Ambulance Registration Fee \$100
- Fire Report Copy (per copy) \$2
- Fire Investigative Report (per report)..... \$5
- Fire Response Fees

For hazardous materials, 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
 - ❖ Tanker (per hour or part thereof, minimum 1 hour, not including personnel)..... \$300
 - ❖ Support Vehicles (per hour or part thereof, not including personnel) \$200
 - ❖ Personnel (per hour or part thereof to include fire, police, etc)..... \$50
 - ❖ Water – City Supplied (per 1,000 gallons)..... \$10

As determined by calculating pumping time and rate.

 - ❖ Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel) \$600
- Fire Inspection Fees – *With no initial fee for the first reinspection.*
 - ❖ Annual Business Inspection no charge
 - ❖ Reinspection..... \$50

PUBLIC SAFETY FEES/POLICE DEPARTMENT

- Police Report Copy (per page) \$0.10
- Accident Reports \$6
- Record Checks
 - ❖ Residents no charge
 - ❖ Non-Residents \$5
 - ❖ Recruiters/Federal Agencies no charge
- Fingerprint Cards (per card) \$5
- Taxicab Permits
 - ❖ Taxicab Permit – initial \$20
 - ❖ Taxicab Permit - renewal \$10
 - ❖ Duplicates..... \$4
- Alarm Systems
 - ❖ False burglar alarm (per incident) \$50
 - ❖ False robbery alarm (per incident) \$75
 - ❖ False fire alarm (per incident) \$75
 - ❖ False emergency medical alarm (per incident)..... \$75
 - ❖ Failure to timely respond to alarm site (per incident) \$50
 - ❖ Monitoring financial institution alarms (per month) \$50

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



ORDINANCES

ORDINANCE NO. 2013-24

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, 2013 TO SEPTEMBER 30, 2014.

WHEREAS, a budget for the Fiscal Year 2013-2014 has been prepared for the City of Harker Heights, Texas; and

WHEREAS, public notices of public hearings upon this budget have been duly and legally made as required by law; and

WHEREAS, the aforementioned public hearings 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, 2013 to September 30, 2014 is ratified, adopted, and approved.

SECTION II.

Total revenues are budgeted at \$35,469,000. Expenses including Capital Improvement Funds from previous years are budgeted at \$40,318,000.

SECTION III.


This budget will raise more total property taxes than last year's budget by \$826,178 or 8.8% and of that amount \$324,149 is tax revenue to be raised from new property added to the tax roll this year.

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>
2013-24	September 10, 2013	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2013 to September 30, 2014.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 10th day of September, 2013 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.



Rob Robinson, Mayor Protem

ATTEST:



Patricia Brunson, City Secretary

ORDINANCE NO. 2013-25

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 2013.

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 2013 as follows:

\$0.5116 for the purpose of maintenance and operation,
\$0.1654 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>
2013-25	September 10, 2013	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2013.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 10th day of September, 2013 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.


Rob Robinson, Mayor Protem

ATTEST:


Patricia Brunson, City Secretary

(CITY SEAL)

ORDINANCE NO. 2013-26

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2013-2014 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 2013-2014 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 2013-2014 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.

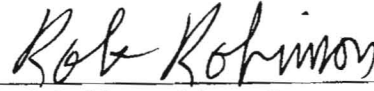
This ordinance shall become effective on October 1, 2013 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

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>
2013- 26	September 10, 2013	An Ordinance Prescribing and Setting the Fiscal Year 2012-2013 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 10th day of September, 2013 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.




Rob Robinson, Mayor Protem

ATTEST:


Patricia Brunson, City Secretary

APPROVED AS TO FORM:


Burk Roberts, City Attorney



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 80th 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.

LONG-TERM DEBT – Debt with a maturity of more than one year after the date of issuance.

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.

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 83rd Legislative Session requiring the adopted budget contain a cover page that includes a statement that 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.

