

FISCAL YEAR 2020 / 2021

BUDGET BOOK



THE CITY OF HARKER HEIGHTS, TEXAS

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This budget will raise more revenue from property taxes than last year’s budget by an amount of \$1,056,676 which is an 8.4% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$311,799.

CITY COUNCIL RECORD VOTE

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

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

AGAINST: None

PRESENT and not voting: Spencer H. Smith, Mayor

ABSENT: None

PROPERTY TAX RATES

	<u>FY 2020</u>	<u>FY 2021</u>
Property Tax Rate	0.6770	0.6770
Maintenance & Operations Rate	0.5208	0.5143
Debt Rate*	0.1562	0.1627
Effective Tax Rate*	0.6474	0.6391
Effective Maintenance & Operations Rate*	0.8560	0.8622
Rollback Tax Rate*	0.7279	0.6978

*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 \$36,863,105.

(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, 2019

Christopher P. Morill

Executive Director



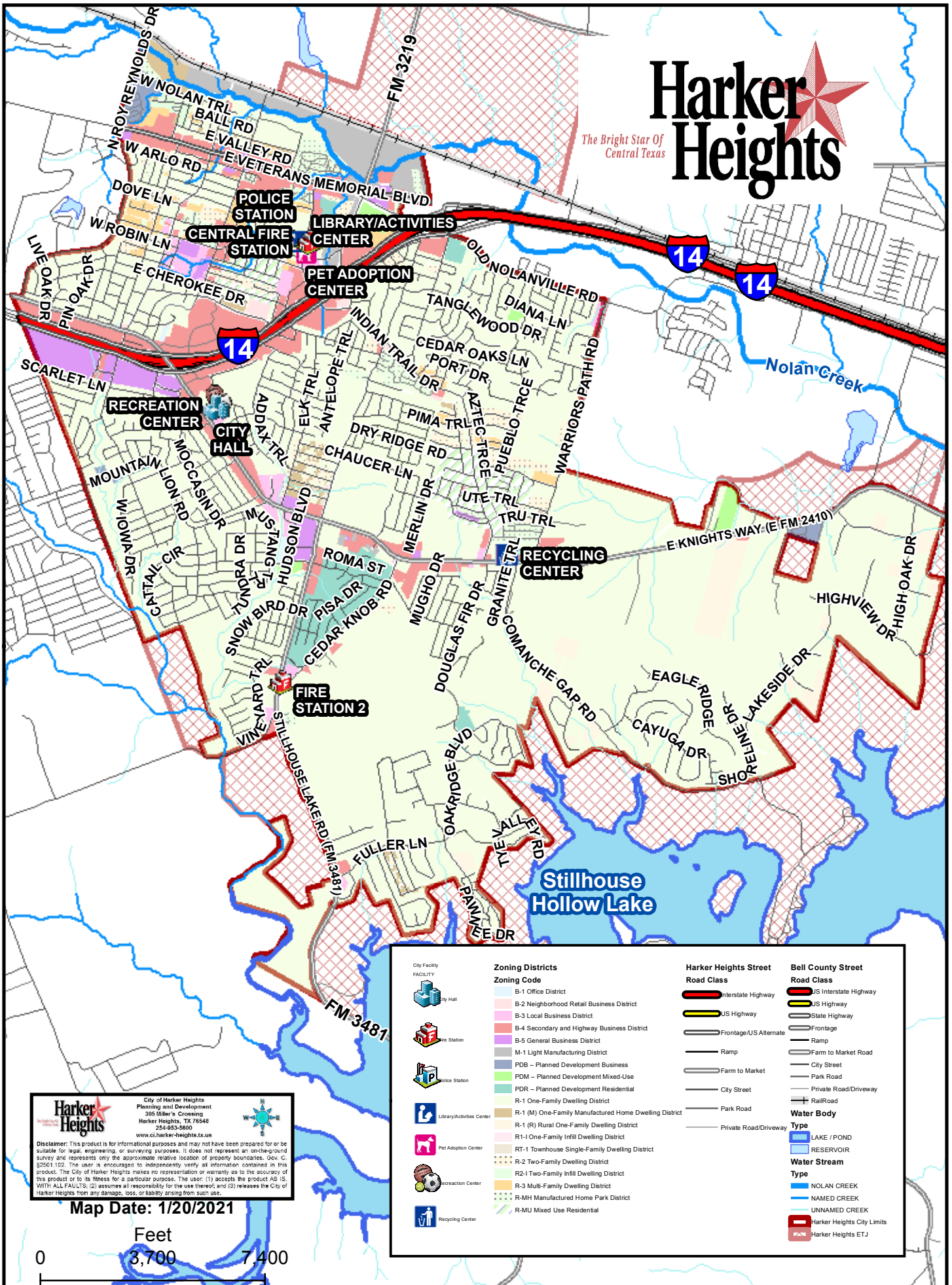
(Left to Right) Jennifer McCann - Place 1; Jakeline Soriano Fountain - Place 3; Michael Blomquist - Mayor Protem; Spencer H. Smith - Mayor; David R. Mitchell - City Manager; John Reider - Place 4; Jody Nicholas - Place 5.

CITY OF HARKER HEIGHTS VISION STATEMENT

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

Harker Heights

The Bright Star Of Central Texas



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

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Map Date: 1/20/2021

Feet
 0 3,700 7,400

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



BUDGET MESSAGE



The City of Harker Heights

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

September 8, 2020

Mayor

Spencer H. Smith

Mayor Pro Tem

Michael Blomquist

City Council

Jennifer McCann
Jackeline Soriano Fountain
John Reider
Jody Nicholas

Dear Mayor and City Council Members:

This Fiscal Year 2020 – 2021 Budget, which begins on October 1, 2020, and ends on September 30, 2021, is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. This budget provides the resources needed to maintain a high level of service to citizens and businesses.

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

Staff began working on the 2021 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. Due to the COVID-19 pandemic, they were also asked to produce a secondary proposed budget that included a 15% cut to their expenses in preparation for a continued loss of revenues. Department expenditures / expenses were discussed in meetings held with the City Manager, Assistant City Manager, Assistant Finance Director, and Department Heads to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings with the City Manager, Assistant City Manager and Assistant Finance Director which included a look at the City's five-year long-range plan. The five-year long-range plans depict projected revenues and expenses for the next five fiscal years and the projected fund balances for the General, Utility, Drainage, and Sanitation Funds. The long-range plan for the Capital Project Fund was also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2021 fiscal year and beyond. The Capital Project long-range plan is also reviewed during the fiscal year in case changes need to be made to funding sources and / or expenditures for projects.

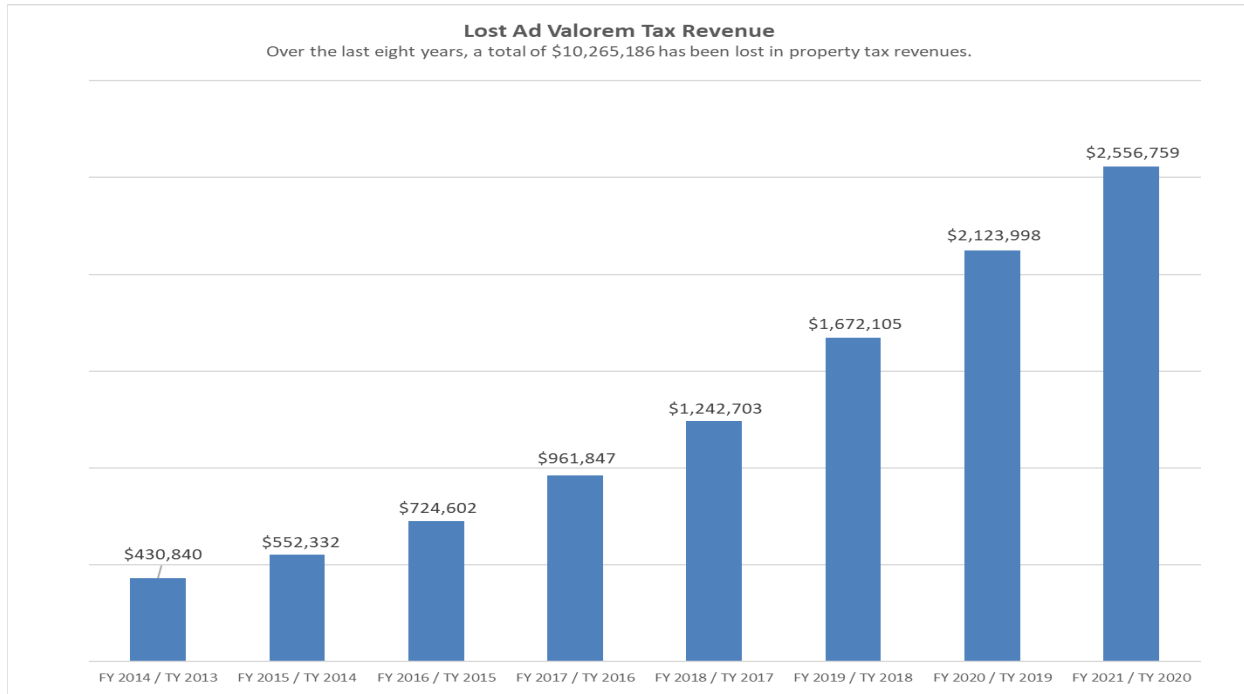
Principal Issues / Challenges

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

House Bill 3613 and Property Taxes

House Bill 3613 eliminates property taxes for military veterans with a 100% disability rating from the U.S. Department of Veteran's Affairs. (Several years later, another bill was passed extending this exemption to the spouses of 100% disabled military veterans.)

When HB 3613 became effective in Fiscal Year 2010, it initially had a minor effect on property valuations. Over the years, these exemptions have grown with Fort Hood, one of the largest military installations in the world just a few miles away. Cities that border Fort Hood, such as Killeen and Copperas Cove, get some relief due to a bill passed in 2015 offering disproportionate impact aid. The City of Harker Heights does not receive that impact aid and looks to lose over \$2.5 million from property revenues from 100% disability exemptions alone in the 2021 fiscal year. In FY 2014, when Staff first began tracking the property tax loss from the 100% disability exemption, it was just \$430,840.



City officials have been working with area legislators to tackle this issue. Staff understands that the intent of the legislators was to assist our veterans, however it inadvertently hurts these same veterans, in addition to our other citizens, by limiting the services the City can provide.

Sales Tax

The COVID-19 pandemic placed an additional challenge in predicting this line item as far as projecting the current 2020 fiscal year and forecasting the upcoming 2021 fiscal year. With businesses closing for months at a time, or permanently, it will be unknown month to month what the City’s sales tax revenue will look like. Prior to COVID-19, the City’s challenge was predicting how much sales tax would increase with the growth of new businesses in the area. The ebb and flow of troop numbers at Fort Hood also is a large factor that impacts planning this line item.

Residential and Commercial Growth

Residential and commercial growth have the potential to have a strong impact on our budget by way of building permit revenue as homes and commercial properties are built, additional property tax once those buildings are established, and sales tax as residents in those homes go to the commercial establishments within Harker Heights.

New single-family home construction continues to be strong with 100 permits issued at a reported valuation of \$27,366,153 during the period of October 1, 2019, to July 31, 2020. At the end of fiscal year 2020, there were 134 permits issued with a reported valuation of \$38,648,138.

Two family home dwellings, or duplexes, have become a practical option for many of our residents who are living in the area for a short time or may not be ready to buy a home. Twenty-four permits were issued for duplexes from October 1, 2019, to July 31, 2020 with a reported valuation of \$4,537,000. During fiscal year 2020, nine permits were issued with a \$2,348,000 reported valuation.

New commercial permits have been issued for a Jack in the Box, an office building, a pediatrics office, and for several finish out projects at a gym and yoga studio through July 31, 2020. These seven permits have a reported valuation total of \$1,256,750. Commercial permits during the 2020 fiscal year totaled fourteen with a reported valuation of \$47,848,025. These commercial permits were issued to Dunkin Donuts, St. Paul's Catholic Church for a religious education center, Killeen Independent School District for their fourteenth middle school, Raising Cane's, and several office and warehouse spaces.

With the construction of Killeen Independent School District's middle school finished in time for the beginning of school in August 2020, growth within the City is expected to continue. Single-family homes are expected to continue to be built as Cedarbrook Ridge and Stonewall Ridge fill their developing subdivisions. Duplexes will continue to have a presence as well for those looking for an affordable option.

Health Insurance

Health insurance rates worldwide are increasing and that is no different for local governments. Currently, the City of Harker Heights absorbs the cost of employee coverage. Absorbing the cost of health insurance as it continues to rise will become even more challenging once growth within the City stabilizes and revenues become more constant. The City goes out almost every year for Requests for Proposals in hopes to keep rates competitively low as our employees must pay the cost to cover their spouses and children. This year an attempt was made to negotiate with our current provider as the cost for health care continues to skyrocket. Instead, City staff found that going out for a Request for Proposal was the best option. The City was able to get a good rate while still maintaining the quality healthcare needed to hire and retain quality employees.

Strategic Goals

The City of Harker Heights has set strategic goals to improve service provision to citizens and businesses of the City. Those goals are as follows:

- (1) Foster the image of Harker Heights as a clean, safe, well-maintained, and progressive City
- (2) Stimulate creation and growth of locally owned businesses
- (3) Enhance and extend infrastructure in anticipation of further planned growth
- (4) Expand street maintenance and sewer rehabilitation projects throughout the City
- (5) Maintain a long-range Capital Improvement Plan
- (6) Maintain a multi-year equipment replacement program
- (7) Determine and implement methods to better communicate with citizens

Planning Processes

The City's planning processes assist in ensuring that the strategic goals are met each year. Those processes are described below and matched with their strategic goal:

Planning Process	Description	Purpose	Budget Impact	Strategic Goal #
Long-Range Budget Plans	Current year's revenue and expenditure or expense projections and future projections.	Facilitates planning for the General, Utility, Drainage and Sanitation Funds.	Guides budget planning to ensure required reserves can be held in the future.	(4) (7)
Capital Improvement Plan	Five-year plan that includes expenditures for projects by type and their funding sources.	Identify and record expenditures and funding sources for capital projects.	Planning device to complete planned and projected projects.	(3) (4) (5)
Parks & Recreation Master Plan	Ten-year master plan for parks and recreation facilities.	Guidelines for future decisions for city-wide parks system; the acquisition/development of park land to meet current and future needs; establishment of priorities; and identify possible funding.	Establishes operating and capital expenses required to maintain new and existing facilities.	(1)
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.	(1) (2) (3) (4)
Water Master Plan	Identifies the needs of the water system.	Recommendations of ways to satisfy the needs specified for the water system.	Assists in planning water improvement projects; used in conjunction with the Capital Improvement Plan.	(3)
Wastewater Master Plan	Identifies the needs of the wastewater system.	Recommendations of ways to satisfy the needs specified for the wastewater system.	Assists in planning wastewater improvement projects; used in conjunction with the Capital Improvement Plan.	(3)

Planning Process	Description	Purpose	Budget Impact	Strategic Goal #
Drainage Master Plan	Identifies the needs of the City's drainage system.	Prioritizes projects and provides a process to improve drainage city-wide.	Assists in planning drainage projects; used in conjunction with the Capital Improvement Plan.	(3)
Sewer Rehabilitation Program	Ten-year plan that includes costs for manhole rehabilitation, line replacement and various other construction costs related to these repairs.	Serves as a guide to rehabilitate the sewer lines within the City.	Used in conjunction with the Capital Improvement Plan.	(3) (4)
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.	(2) (7)
Mobility 2030 (Thoroughfare Plan)	Multi-modal update to the thoroughfare plan that includes the street network, sidewalk network, on-street and off-street bicycle network, and mass transit.	Transportation planning document to identify current transportation needs and project future requirements for vehicular and pedestrian mobility within and without the City.	Identified and prioritizes transportation goals and objectives for the current and future needs of the City.	(3)

Objectives

The planning processes above are used in creating short and long-term objectives.

Short-Term Objectives

- *Long-Range Budget Plan* – Follow trend of past fiscal years to guide forecasts for future years.
- *Capital Improvement Plan* – Reimplement funding of the multi-year street maintenance program from current non-bond revenues.
- *Parks and Recreation Master Plan* – Continue funding of the multi-year park improvements program from current non-bond revenues.
- *Comprehensive Plan* – Update the Future Land Use Map.
- *Water Master Plan* – Complete planned water projects to improve storage and delivery capabilities.
- *Wastewater Master Plan* – Complete wastewater project to improve flows and treatment.

- *Drainage Master Plan* – The FEMA Phase 2 Study that was completed in September 2014 identified the need to reduce storm water flooding in the north part of the City. Phase 1 of this project has been completed and Phases 2, 3, and 4 are currently being engineered.
- *Sewer Rehabilitation Program* – In Spring 2017, a flow monitoring study in the eighteen wastewater basins was conducted and submitted as a final step in the ten-year Sanitary Sewer Overflow Initiative (“SSI”) Agreement with the Texas Commission on Environmental Quality (“TCEQ”). The City has an engineer developing capital projects to include in a renewed SSI agreement with TCEQ.
- *Exploring New Heights* – The City completed its most recent Exploring New Heights session in 2017 to revise the Exploring New Heights goals and actions.
- *Thoroughfare Plan* – Create and prioritize multi-modal transportation networks integrating streets, sidewalks, on-street and off-street bicycle trails, and mass transit.

Long-Term Objectives

- *Long-Range Budget Plan* – Track forecasted revenues and expenditures in the outyears to determine what steps need to be taken in the current year to ensure required reserves can be held.
- *Capital Improvement Plan* – Reimplement funding of the multi-year street maintenance program from current non-bond revenues.
- *Parks and Recreation Master Plan* – Continue funding of the multi-year park improvements program from current non-bond revenues.
- *Comprehensive Plan* – Ensure the most appropriate land use for all areas of the City.
- *Water Master Plan* – Complete planned water projects to improve storage and processing capabilities.
- *Wastewater Master Plan* - Complete wastewater project to improve flows and treatment.
- *Drainage Master Plan* – Continue to fund the capital improvement projects prioritized in the Drainage Master Plan.
- *Sewer Rehabilitation Program* – Subject to City Council approval, the City will enter into a similar Sanitary Sewer Overflow Initiative Agreement with the TCEQ to improve the City’s sanitary sewer collection system. The Public Works Director has expressed to the TCEQ the City’s interest in applying for another agreement.
- *Exploring New Heights* – Implement suggestions from past and current Exploring New Heights committees to maintain and / or improve services and the quality of life for our citizens.
- *Thoroughfare Plan* – Implement street, sidewalk, and bicycle network construction / renovation based on established and periodically updated priority list.

The Budget at a Glance section that follows will provide a look into the major components of the 2021 fiscal year budget.

BUDGET AT A GLANCE

The Fiscal Year 2021 Budget includes total revenues for all funds of \$41,749,300 and total expenditures of \$46,979,200. The budget is a balanced budget with the difference between revenues and expenditures being bond proceeds received in prior fiscal years whose capital improvement expenditures are budgeted in the current fiscal year. In comparison, the FY 2020 Adopted Budget included \$41,892,200 total revenues and \$50,266,300 total expenditures.

FY 2020-2021 BUDGET	REVENUES	EXPENDITURES
General Fund	\$22,004,800	\$22,119,900
Debt Service Fund	3,215,400	3,194,000
Fixed Asset Fund	800,000	1,016,800
Capital Improvement Fund	1,900,000	7,147,000
Utility Fund	10,360,500	10,119,700
Sanitation Fund	2,380,200	2,378,000
Drainage Fund	866,000	892,800
Hotel / Motel Fund	91,500	27,500
Restricted Court Fund	129,600	83,500
Employee Benefits Fund	1,300	0
TOTAL	\$41,749,300	\$46,979,200

GOVERNMENTAL FUNDS

GENERAL FUND REVENUES

Total revenues for the General Fund for FY 2021 are \$22,004,800, an increase of \$744,000 or 3.5% over the projected amount of \$21,260,800 for FY 2020. Sources of General Fund revenues include:

Property Tax

Also known as Ad Valorem Tax, property tax is the largest revenue source in the General Fund at 46.1% (\$10,143,100) of total revenues. The FY 2021 Budget was prepared using a tax rate of \$0.6770 per \$100 of taxable valuation, the same tax rate as the prior year. The 2020 tax year certified taxable value, including totals approved and those pending under protest, is \$2,036,994,787 which is an increase of \$149,553,601 or 7.9% from the 2019 certified value of \$1,887,441,186.

The tax rate is comprised of two components – maintenance and operation and debt service. The maintenance and operation portion (M&O) is in the General Fund and utilized for general governmental purposes. The debt service portion (I&S) is in the Debt Service Fund and utilized for the payment of principal and interest on debt.

Following is a chart reflecting how changing the rate effects the amount of revenue received in the General Fund:

Tax Rate	Rate	M&O Rate	Revenue Amount	Difference in Revenue from Proposed Rate
Proposed Tax Rate	0.6770	0.5143	\$10,143,100	\$0
No New Revenue Rate	0.6391	0.4764	\$9,341,200	(\$801,900)
Voter Approval Rate	0.6978	0.5351	\$10,957,100	\$814,000
Proposed Rate Less One Penny	0.6670	0.5043	\$9,946,100	(\$197,000)
Proposed Rate Plus One Penny	0.6870	0.5243	\$10,340,300	\$197,200

The No New Revenue Rate, formerly the Effective Rate, is the tax rate that will produce the same amount of taxes as the prior year. Since the proposed tax rate of \$0.6770 is higher than the \$0.6391 no new revenue rate, a public hearing must be held per Truth-in-Taxation guidelines. The Voter Approval Rate, formerly the Rollback Rate, is the rate that, if exceeded, requires an automatic election on the November uniform election date; a petition by citizens is no longer required.

Following is a comparison of the FY 2021 proposed property tax rates of the surrounding cities:

City	M & O	I & S	Total Rate
Belton	0.538900	0.101100	0.640000
Temple	0.309700	0.363000	0.672700
Harker Heights	0.514300	0.162700	0.677000
Killeen	0.515000	0.218000	0.733000
Copperas Cove	0.486147	0.300353	0.786500

Sales Tax

The second largest revenue source, budgeted at \$6,927,400 (31.5% of revenues), is sales taxes. This line item has been budgeted conservatively due to the COVID-19 pandemic. The projection for FY 2020 is \$7,000,000 which is \$208,400 over the budgeted amount of \$6,791,600.

Court Fines

The Municipal Court Department utilized virtual technology to hold court services during the COVID-19 pandemic and projections for the 2020 fiscal year are \$35,000 more than the budgeted amount of \$950,000 with anticipated court fine revenue of \$985,000. With this added resource, the court revenue line item is budgeted at \$1,000,000 for FY 2021.

Other Fees and Charges for Services

Many other revenue line items were harder hit by the pandemic. The “Licenses and Permits” category was budgeted at \$416,000 for the 2020 fiscal year and is projected to generate \$284,000 by September 30, 2020. This category’s proposed budget for FY 2021 is \$340,000 with Building Permits, the subcategory that produces the most revenue within this category, projected at \$250,000.

The Charges for Services category was also affected by the pandemic as many recreational activities had to be cancelled as a safety precaution. The FY 2021 Budget reflects \$932,000 of revenue which is 6% less than the \$990,000 budgeted for FY 2020 but 12% more than the projected amount of \$831,500 for the current fiscal year.

Transfers In

Transfers that are budgeted to come from other funds cover costs that are paid from the General Fund but also involve these other funds. These transfers total \$783,500 and are as follows:

- Transfer from Water (salaries of various administrators) - \$500,000
- Transfer from Sanitation (salaries of various administrators) - \$200,000
- Transfer from Restricted Courts (salaries for court personnel, supplies, etc.) - \$83,500

GENERAL FUND EXPENDITURES

The primary governmental functions contained within this fund are general administration, public safety, parks, library, and streets. Total expenditures for the General Fund for FY 2021 are \$22,119,900, an

increase of \$592,400 over the projected amount of \$21,527,500 for FY 2020. General Fund expenditures include:

Personnel

Salaries and fringe benefits total \$16,948,700 or 78.4% of operating expenditures and includes:

- A three percent cost of living adjustment for all employees
- An upgrade to the five full-time and two part-time Telecommunication positions in the Police Department
- The addition of a Deputy Court Clerk to the Municipal Court Department
- A change in health insurance from United HealthCare to Baylor Scott & White

Outside Agency Funding

Each year, the City gives outside agencies that provide core services to the citizens of Harker Heights the opportunity to apply for funding based on the availability of funds. Approved funding for fiscal year 2020 totaled \$149,000 and the projected amount for fiscal year end is \$109,000. The decrease is due to Hill Country Transit District's (the "HOP") withdrawal of their request of funding because of federal funding received through the 2020 Coronavirus Aid, Relief and Economic Security ("CARES") Act. The HOP also notified us that they would not be requesting funding for FY 2021. Outside agency funding included in the budget is as follows:

- Heart of Texas Defense Alliance - \$17,000
- Harker Heights Chamber of Commerce (Visitor's Center) - \$40,000
- Killeen Chamber of Commerce (Economic Development Department) - \$12,500
- Clements Boys and Girls Club (Afterschool Program at Union Grove and Eastern Hills Middle Schools) - \$30,000
- Greater Killeen Community Clinic - \$9,500

Election Expense

May 2020 elections were moved to November 2020 due to the COVID-19 pandemic. The FY 2021 Budget has been budgeted at \$30,000 to cover this additional expense and is a 70.5% increase over FY 2020 Budget amount of \$17,600.

Transfers Out

There were no budgeted transfers out of the General Fund in FY 2020; however, a transfer to the Fixed Asset Fund (\$500,000) and a transfer to the Debt Service Fund (\$150,000) are scheduled to be completed before fiscal year end. For the FY 2021 Budget, a transfer to the Capital Project Fund in the amount of \$500,000 is budgeted.

The City's Fund Balance Policy for the General Fund is three months of operating expenses. The Fiscal Year 2021 Budget decreases the fund balance by \$115,700 for a total of \$9,743,915. This exceeds the three-month fund balance requirement of \$5,405,100 by \$4,338,815.

DEBT SERVICE FUND REVENUES

Total revenues in the Debt Service Fund equal \$3,215,400. This is \$3,851,100 less than the \$7,066,500 projected in the prior fiscal year due to the Series 2020 General Obligation Refunding Bond that was closed in May 2020. The primary source of revenue in this fund is property tax revenue, the debt service portion of the tax rate, as discussed in the General Fund Revenues section.

The debt service portion of the tax rate does not fluctuate and is \$0.1627 for the 2021 fiscal year. The amount of revenue received can change slightly based on the maintenance and operations portion (adopted rate minus debt service rate). The following chart reflects these changes:

Tax Rate	Rate	I&S Rate	Revenue Amount	Difference in Revenue from Proposed Rate
Proposed Tax Rate	0.6770	0.1627	\$3,208,400	\$0
No New Revenue Rate	0.6391	0.1627	\$3,190,600	(\$17,800)
Voter Approval Rate	0.6978	0.1627	\$3,332,300	\$123,900
Proposed Rate Less One Penny	0.6670	0.1627	\$3,208,400	\$0
Proposed Rate Plus One Penny	0.6870	0.1627	\$3,208,300	(\$100)

DEBT SERVICE FUND EXPENDITURES

Total principal and interest payments for FY 2021 total \$3,161,500; a detail of outstanding debt is included in the “Debt Service” section.

The ending fund balance for the Debt Service Fund is \$58,383. There is no fund balance requirement.

FIXED ASSET FUND REVENUES

The primary revenue source for the Fixed Asset Fund are transfers in from other funds. Total transfers in for FY 2021 is \$800,000.

FIXED ASSET FUND EXPENDITURES

The City’s threshold for fixed assets is currently \$5,000 per one item. The fixed asset yearly plan is to budget approximately \$1,000,000 each year in purchases. FY 2021 has \$1,016,800 budgeted in fixed asset purchases. The following are some of the major items:

- COBAN Lease..... \$104,600
- Refurbish Reserve Engine \$220,200
- Rubber Tire Loader \$164,800

For a more detailed listing see the “Fixed Asset Fund” section.

The ending fund balance for the Fixed Asset Fund is \$264,789. There is no fund balance requirement.

CAPITAL PROJECT FUND REVENUES

Revenues for the Capital Project Fund are received from transfers in (Non-Bond) and from bond proceeds (CO). Total revenues for FY 2021 are proposed at \$1,900,000 and are primarily transfers in from other funds. There are no plans for the City to go out for a Bond during the 2021 fiscal year.

CAPITAL PROJECT FUND EXPENDITURES

FY 2021 has \$7,147,000 in capital projects budgeted. Following are some of the major projects planned along with their revenue source(s):

- Drainage Master Plan #1 / Connell Detention Pond (Non-Bond and 2018 CO) \$1,101,200
- Drainage Master Plan #2, Phases #2, 3 and 4 (Non-Bond and 2018 CO) \$2,221,000
- Various Street Projects (Non-Bond)..... \$635,000

For more details on all the projects planned, see the “Capital Outlay and Improvements” section.

The ending fund balance for the Capital Project Fund is \$2,295,109. There is no fund balance requirement.

PROPRIETARY FUNDS

UTILITY FUND REVENUES

Total revenues for the Utility Fund for FY 2021 are \$10,360,500, an increase of \$96,500 or 0.9% over the projected amount of \$10,264,000 for FY 2020. Sources of Utility Fund revenues include:

Water Income

Water income is budgeted at \$6,254,600 for the 2021 fiscal year based on a one percent expected growth in the City; no rate increase has been included. Projected water income for the current fiscal year totals \$6,192,700 which is just \$7,300 less than the \$6,200,000 budgeted.

Sewer Income

Sewer income is also budgeted based on a one percent expected growth for FY 2021 at \$3,871,900. Sewer rates are charged based on customer's water consumption. No sewer rate increase has been included.

Following is a chart that compares the proposed water and sewer rates for the surrounding cities:

Residential Water and Sewer Charges Comparison (per gallons of usage)			
	3,000 gallons	10,000 gallons	25,000 gallons
Killeen	\$35.13	\$83.92	\$131.47
Harker Heights	40.77	87.60	138.60
Belton	39.70	100.60	181.10
Copperas Cove	61.30	139.00	202.65
Temple	35.20	90.40	228.40

UTILITY FUND EXPENSES

The primary functions contained within this fund are Water Administration, Water Operations, and Wastewater. Total expenses for the Utility Fund for FY 2021 are \$10,119,700, an increase of \$1,598,400 over the projected amount of \$8,521,300 for FY 2020. Utility Fund expenses include:

Personnel

Salaries and fringe benefits total \$1,616,400 or 50.2% of operating expenditures and includes:

- A three percent cost of living adjustment for all employees
- A change in health insurance from United HealthCare to Baylor Scott & White

Insurance

Property / Liability Insurance in the Utility Fund includes supplemental sewage backup coverage through Texas Municipal League. 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 forewarning that it may happen. The total budgeted for the Utility Departments' portion of property / liability insurance, to include the supplemental sewage backup coverage, is \$27,700 for the 2021 fiscal year.

Bond Expense

Principal and interest payments to cover outstanding debt are budgeted at \$1,994,300 for FY 2021. Amortization of advanced refunding of debt (under the Miscellaneous category) is budgeted at \$47,900. Additional information regarding outstanding debt can be found in the “Debt Service” section.

Water Purchases

The City purchases water from Water Control and Improvement District #1 (“WCID #1”) and Brazos River Authority. The 2020 fiscal year budget was \$2,753,300 and projections for year-end are at \$2,839,600; a 3.1% increase from the budgeted amount. For FY 2021, water purchases have been conservatively budgeted at \$2,805,900 based on projected water usage and include WCID #1 debt payments.

Bad Debt

Projections for bad debt expenses were lowered to \$17,000 from the \$55,000 budgeted amount for the current fiscal year due to the COVID-19 pandemic. The City did not want to send out additional bad debt letters during a time in which residents, former or current, may be having difficulty with paying their other bills. This line item has been raised to \$65,000 for FY 2021 for the additional bad debt collections that may be done in the upcoming year.

Transfers Out

For the FY 2021 Budget, transfers out to the General Fund (\$500,000), the Fixed Asset Fund (\$500,000), and the Capital Project Fund (\$1,100,000) are budgeted.

The City’s Fund Balance Policy for the Utility Fund is three months of operating expenses. The Fiscal Year 2021 Budget adds \$240,800 to the fund balance for a total of \$3,497,917. This exceeds the three-month fund balance requirement of \$2,004,900 by \$1,493,017.

SANITATION FUND REVENUES

Total revenues for the Sanitation Fund for FY 2021 are \$2,380,200, an increase of \$27,200 or 1.2% over the projected amount of \$2,353,000 for FY 2020.

Garbage Income

Garbage income is the main source of income for the Sanitation Fund. The budget of \$2,208,000 for the 2021 fiscal year includes a 2.5% expected growth in the City. There is no rate increase included.

Following is a chart that compares the proposed sanitation rates for the surrounding cities:

Residential Sanitation Charges Comparison						
	Rate	Pickups	Can Provided?	Recycling	Pickups	Bin Provided?
Belton	\$17.34	1 / week	96 gallons	Included	Biweekly	96 gallons
Harker Heights	18.88	2 / week	n/a*	Free Drop Site	n/a	n/a
Temple	19.97	1 / week	90 gallons	Included	1 / week	90 gallons
Copperas Cove	20.38	1 / week	96 gallons	Included	Biweekly	96 gallons
Killeen	21.41	1 / week	96 gallons	n/a	n/a	n/a

*Up to 5 trash bags and/or 20-40-gallon capacity trashcans allowed for each pickup holding a weight of no more than 75 pounds.

SANITATION FUND EXPENSES

The primary function contained within this fund is Sanitation or the Drop Site. Total expenses for the Sanitation Fund for FY 2021 are \$2,378,000, an increase of \$116,400 over the projected amount of \$2,261,600 for FY 2020. Sanitation Fund expenses include:

Personnel

Salaries and fringe benefits total \$67,700 or 3.3% of operating expenditures and includes:

- A three percent cost of living adjustment for all employees
- A change in health insurance from United HealthCare to Baylor Scott & White

Roll Off Dumpster

The roll off dumpsters are maintained at the Drop Site and picked up by Centex Waste Management. During FY 2020, the Drop Site saw increased usage and this line item is projected to reach \$225,000 versus the \$190,000 that was budgeted (an 18.4% increase or \$35,000). The roll off dumpster line item has been budgeted at \$205,000 for the 2021 fiscal year.

Garbage Contract

The garbage contract line item is used to pay Centex Waste Management for residential garbage pickup throughout the City. This is the major expense for the Sanitation Fund and is budgeted at \$1,730,000.

Transfers Out

For the FY 2021 Budget, transfers out to the Fixed Asset Fund (\$100,000) and the General Fund (\$225,000) are budgeted.

There is no fund balance requirement for the Sanitation Fund however a balance of \$229,316 is projected to remain at the end of the 2020 fiscal year which will be used to take care of an interfund payable.

DRAINAGE FUND REVENUES

Total revenues for the Drainage Fund for FY 2021 are \$866,000, an increase of \$14,600 or 1.7% over the projected amount of \$851,400 for FY 2020.

Drainage Fees

The Drainage Fund was created to maintain the stormwater management systems within Harker Heights. Revenues collected through this fee on each water bill are used to fund drainage related expenses and projects. The \$864,000 budget for the 2021 fiscal year includes a 2.0% expected growth in the City. There is no rate increase included.

Following is a chart that compares the proposed residential drainage rates for the surrounding cities:

Residential Drainage Charges Comparison	
Belton	\$5.00
Harker Heights	6.00
Copperas Cove	6.00
Killeen	6.00
Temple	6.00

DRAINAGE FUND EXPENSES

The primary function contained within this fund is Drainage. Total expenses for the Drainage Fund for FY 2021 are \$892,800, an increase of \$71,400 over the projected amount of \$821,400 for FY 2020. Drainage Fund expenses include:

Personnel

Salaries and fringe benefits total \$120,300 or 65.5% of operating expenditures and includes:

- A three percent cost of living adjustment for all employees
- A change in health insurance from United HealthCare to Baylor Scott & White

Bond Expense

Total bond expenses are budgeted at \$359,100 for FY 2021 which includes the principal and interest payments to cover outstanding debt as well as the amortization expense. Additional information regarding outstanding debt can be found in the “Debt Service” section.

Transfers Out

For the FY 2021 Budget, transfers out to the Fixed Asset Fund (\$200,000) and the Capital Projects Fund (\$150,000) are budgeted.

The ending fund balance for the Drainage Fund is \$30,747. There is no fund balance requirement.

RESTRICTED FUNDS

HOTEL / MOTEL FUND REVENUES

City hotel occupancy taxes, levied at seven percent of room rental rates, are recorded in the Hotel / Motel Fund. In Fiscal Year 2018, the City began receiving a portion of Bell County’s hotel occupancy taxes. Hotel occupancy taxes are expected to remain flat with a projection of \$85,000 for the current year, FY 2020, and a budgeted amount of \$85,000 for FY 2021. This is down from the budgeted amount of \$95,000 for the 2020 fiscal year.

HOTEL / MOTEL FUND EXPENDITURES

Expenditures in the Hotel / Motel Fund must meet the “heads in bed” test and are restricted to promote tourism, conventions, and the hotel industry. Budgeted expenditures total \$27,500 which is the same as the current fiscal year’s budget however, due to the COVID-19 pandemic, the City was not able to hold any tournaments during the 2020 fiscal year. Funding has also been given to the Harker Heights Chamber through yearly requests and approval by the City Council, and this year their request totals \$22,500 for Chamber Events (\$5,000), the Food and Wine Festival (\$10,000), and fishing tournaments (\$7,500).

The ending fund balance for the Hotel / Motel Fund is \$409,880. There is no fund balance requirement for the Hotel / Motel Fund. The City does have long-range plans to use fund balance to start construction on Comanche Gap Historical Park once the fund balance is at sufficient levels.

RESTRICTED COURT FUND REVENUES

Certain fines paid through the Municipal Court have fees attached that are deposited into restricted funds. These restricted funds are Child Safety, Time Payment Reimbursement, Municipal Jury, Building Security, Administration of Justice, Court Technology, Local Truancy Diversion, and Teen Court Program. Budgeted revenues for FY 2021 total \$129,600 which is a \$1,400 increase or 1.1% over the projected amount for the 2020 fiscal year of \$128,200 and a 19.7% increase of the \$108,300 budgeted for FY 2020.

RESTRICTED COURT FUND EXPENDITURES

Expenditures in the Restricted Court Fund are shown as transfers to other funds as they reimburse other funds for the day-to-day costs incurred. For FY 2021 expenditures are budgeted at \$83,500 for transfers to the General Fund which includes:

- Building Security Fund (alarm system, fire protection, personnel) \$1,000
- Child Safety Fund (Youth Health Coordinator position) \$35,000
- Court Technology Fund (equipment maintenance and supplies)..... \$15,000
- Administration of Justice (training, memberships, supplies) \$2,500
- Local Truancy Diversion Fund (Juvenile Case Manager position)..... \$30,000

The ending fund balance for the Restricted Court Fund is \$233,821. There is no fund balance requirement.

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund was created for the purpose of reducing the premium tax paid by the City to an insurance carrier for eligible lines of coverage. This fund is a pass-through fund for the collection and payment of employee insurance premiums.

Revenues received in this account is interest income only and is budgeted at \$1,300 for FY 2021. There are no expenses for this fund.

The ending fund balance for the Employee Benefits Fund is \$6,153. There is no fund balance requirement.

SUMMARY

The City’s Vision Statement is as follows: *Providing public services that empower people to focus on what matters most: their goals, hopes and dreams.* 2020 brought with it unparalleled challenges for the City in service provision due to the Covid-19 pandemic. Even with these challenges, I am proud to say that the City was able to maintain high levels of service provision. Continuing into a time of uncertainty, the fiscal year 2020-2021 budget is designed to continue our vision. It provides the resources needed by City departments to provide high levels of service. The budget adds personnel, equipment, and capital projects all for the singular focus of providing the best service for our citizens. Quality employee compensation and benefits are maintained for our employees. I am excited to present to you the 2020-2021 budget as it reflects the great passion the City has for service.

The budget does not increase the tax rate, does not exceed the roll back rate, and is balanced. The operating budgets are conservatively developed based on current and expected economic trends.

My sincere appreciation to the City Council and City staff for their hard work in preparing this budget document. It is the City’s honor to serve our citizens and businesses as they chase their goals, hopes and dreams!

Sincerely,

David R. Mitchell
City Manager





USER INFORMATION

USER INFORMATION

BUDGET CONTENTS

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

Introduction and Information

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

Financial

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

Supporting Information

- The *Fee Schedule* is a detailed listing of fees and/or charges for services in effect for the coming fiscal year.
- Copies of the ordinances generated by the budget process can be found in the *Ordinance* section. This includes:
 - Ordinance #2020-36: Adopting and Approving the Budget for Fiscal Year 2020-2021,
 - Ordinance #2020-37: Prescribing and Setting the Fiscal Year 2020-2021 Rates and Charges, and
 - Ordinance #2020-46: Levying a Tax Rate for the Tax Year 2020.
- The *Glossary* provides a listing of some of the words and acronyms in the annual budget book and their meanings.

THE CITY ORGANIZATION

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

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

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

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

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

THE BUDGET PROCESS

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

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

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

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

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

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

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

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

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

The budget calendar that follows outlines the budget process.

FY 2020-2021 BUDGET AND TAX CALENDAR

Date Due	Event/Requirement/Action
February 07	IT Deadline for Technology Related Fixed Asset Requests
February 28	Budget Kickoff Meeting/Top 5 Fixed Asset Request Presentations by Department Heads
March 20	Planning Forms Due – Fixed Assets, Capital Improvements and Personnel Requests
April 24	Line Item Worksheets and Data Input Due
May - June	Meet with Department Heads separately on their budgets
May 29	New Outside Agency Applications and All Outside Agency Funding Requests Due
August 11	Present Proposed Budget to the Council
August 14	Budget Retreat and Discussion
August 25	Vote on Preliminary Ad Valorem Tax and Schedule Public Hearing
September 08	Budget Public Hearing and Adoption/Ratification of Tax Increase
September 22	Tax Rate Public Hearing and Adoption

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

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

CITY FUNDS

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

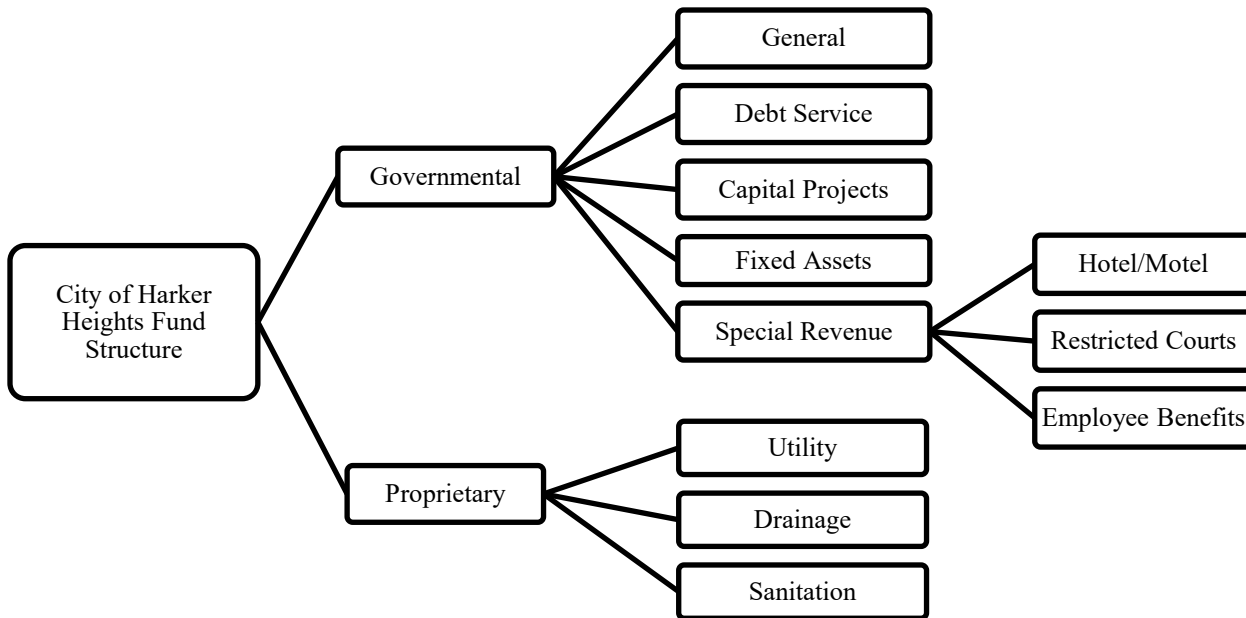
FUND/ FUND TYPE	DESCRIPTION	A	M	B	C
General/ Governmental	Accounts for all transactions not required to be accounted for in any other Fund.	Y	Y	Y	Y
Debt Service/ Governmental	Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.	Y	Y	Y	Y
Fixed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

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

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

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

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



BUDGET BASIS

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

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

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

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

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

FINANCIAL AND BUDGET POLICIES

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

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

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

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

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

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

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

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

Purchasing – City departments have the responsibility to see that their budget accounts are not overspent. The City utilizes a centralized purchasing system. All purchase orders (\$500+) are to be submitted to and approved by the Finance Department. The Finance Director has the authority to approve expenditures of up to \$999.99 for goods, services or public improvements where funds have been appropriated in the current budget. Purchases \$1,000 or more require additional approval from the City Manager. Items over \$500 require at least three written quotes obtained by the department; items over \$50,000 will be bid out by the Finance Department with assistance from the requesting department.

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

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

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

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

**The City of Harker Heights’ Investment Policy is adopted by the City Council every year; the last adoption was July 28, 2020. It covers Cash Management as well as Investments.

Cash Policy – All City departments are responsible for the safekeeping, proper accounting and the prompt deposit of City funds. This policy requires that all departments turn in daily deposits and receipts by the end of the day (City Hall) or by 10:00 a.m. the next business day (outside City Hall). It also requires the use of donation forms and the proper way to use, balance, and replenish petty cash for those departments who have it.

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

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

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

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

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





**HISTORY/
DEMOGRAPHICS**

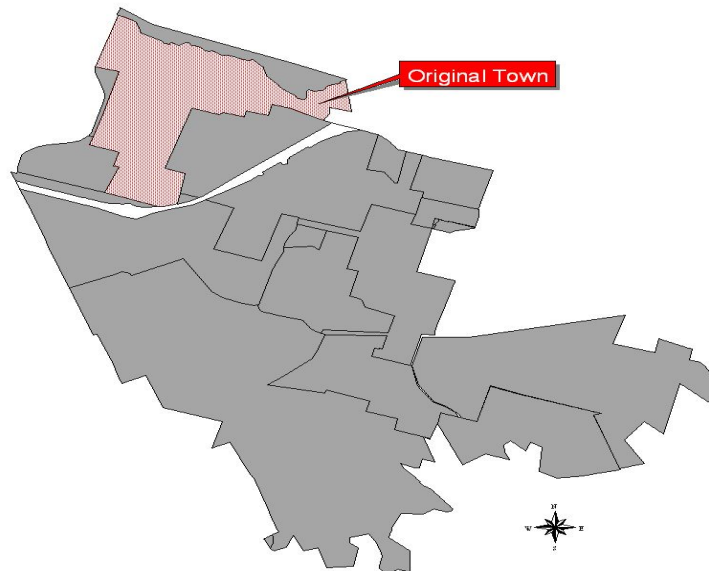
HISTORY OF HARKER HEIGHTS

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

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

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

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



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

CITY AND AREA DEMOGRAPHICS

LOCATION

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



(Source: Mapquest and AltaMap)

CLIMATE

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

ECONOMIC STATISTICS

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

	1980	1990	2000	2010	July 2019
Harker Heights	7,600	12,841	17,308	26,700	32,421 est.
Belton	10,660	12,476	14,623	18,216	22,885 est.
Bell County	157,889	191,144	237,924	310,235	362,924 est.

Census 2017 Demographic Profile Data:

White	15,247
Black/African American	4,862
Hispanic/Latino (of any race)	6,296
Two or more races.....	1,955
Asian	1,475
Native Hawaiian/Other Pacific Islander	51
American Indian/Alaska Native	134
Some other race	18
Male.....	15,474
Female	15,601
Under 9 years	4,388
10 to 19 years	4,460
20 to 29 years	3,884
30 to 39 years	4,071
40 to 49 years	4,090
50 to 59 years	2,865
60 to 69 years	1,688
70 to 79 years	864
80 years and over	390
Median Age	31.6
Occupied Housing Units	9,488
Population.....	16,364
Owner Occupied	5,632
Renter Occupied	3,856
Average Household Size.....	2.91
Vacant Housing Units	859
Population.....	10,170
Average Household Size.....	2.64

Texas Workforce Commission:

2019 Average Unemployment Rate	3.5%
--------------------------------------	------

Bell County Appraisal District, Harker Heights:

2020 Market Value	\$2,583,390,980
2020 Net Taxable Value.....	\$2,036,994,787
2020 Net Taxable Value, New Property	\$46,055,997
2020 Tax Rate	\$0.6770

EDUCATION

Harker Heights is included in the Killeen Independent School District, which has thirty-two elementary schools, twelve middle schools, four high schools, an Early College High School, two alternative schools, the KISD Career Center and several specialized campuses. Located within the boundaries of Harker Heights are three elementary schools, three 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	2018-2019 Accountability Rating	Number of Distinction Designations Earned	Class of 2019 Graduation Rate
Harker Heights Elem.	Met Standard	4 of 7	-
Mountain View Elem.	Met Standard	0 of 7	-
Skipcha Elem.	Met Standard	0 of 7	-
Eastern Hills Middle	Met Standard	3 of 7	-
Union Grove Middle	Met Standard	3 of 7	-
Nolan Middle	Met Standard	0 of 7	-
Harker Heights High	Met Standard	0 of 7	96.5%

(Source: TEA Website)

Area Colleges and Universities include:

College/University Name	PROGRAMS AVAILABLE							SY 2019	SY 2019
	C	A	B	M	D	DC	TBI	Enrolled	Degrees Awarded
Central Texas College (Killeen)	X	X				X		20,179	1,322
Texas A&M Central Texas (Killeen)			X	X				3,121	733
University of Mary Hardin Baylor (Belton)			X	X	X			3,846	852
Temple College (Temple)	X	X				X	X	n/a	n/a
University of Texas (Austin)			X	X	X			142,687	10,098

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

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

MAJOR TAXPAYERS (TAX YEAR 2019)

<u>Taxpayer</u>	<u>Taxable Value</u>
HH/Killeen Health System LLC	\$53,189,328
Cole MT Harker Heights TX LLC	\$33,968,749
HH/Killeen Health System LLC	\$25,500,000
Oncor Electric Delivery Co LLC	\$12,420,008
Wal-Mart Real Estate Business Trust	\$10,626,618
HH/Killeen Health System LLC	\$9,500,000
Wal-Mart Stores Texas LLC	\$8,038,643
Lions Run Investments LLC	\$7,600,000
Sam’s Real Estate Business Trust	\$7,200,000
Sam’s East INC	\$6,910,839

MAJOR EMPLOYERS

<u>Employer</u>	<u>Number of Employees</u>
Killeen Independent School District (Harker Heights Campuses)	769
Seton Healthcare	840
Wal-Mart Supercenter	530
HEB Grocery Store	306
City of Harker Heights (active employees)	237

UTILITIES

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

Natural Gas: Supplier Atmos Energy

Water Supply: Supplier City of Harker Heights
 Water Source WCID #1-Surface Water
 Maximum Daily Capacity 16.3 Million Gallons
 Daily Average Consumption 4.5 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

TRANSPORTATION

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

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

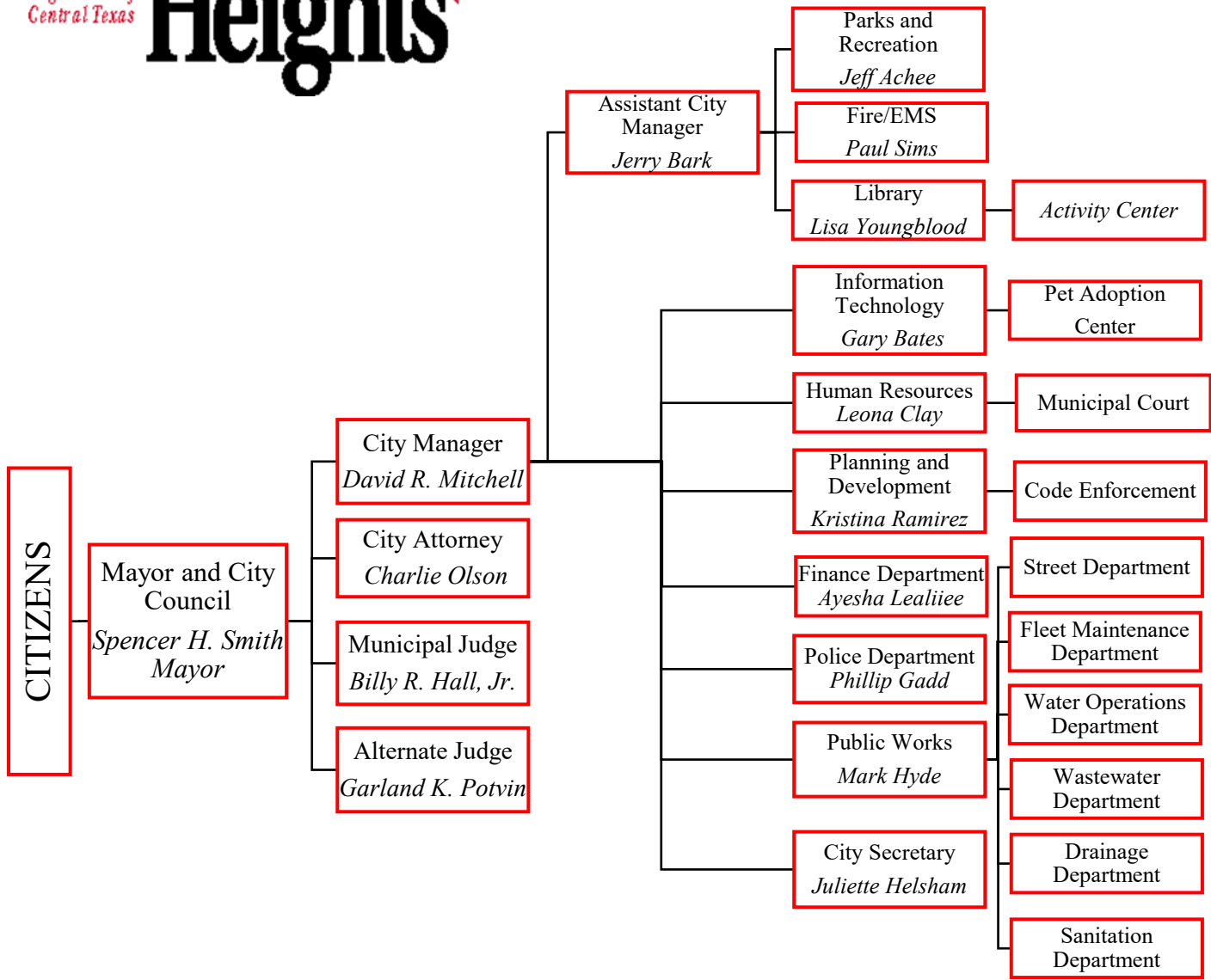
CITY OF HARKER HEIGHTS
MISCELLANEOUS STATISTICS

Date of Incorporation: 1960
Form of Government: Home Rule

	Sep 2020	Sep 2019	Sep 2018	Sep 2017	Sep 2016	Sep 2015
Number of employees (excluding police and fire):						
Classified	122	134	113	109	107	105
Exempt	18	15	19	19	19	19
Area in square miles	16	15.7	15.7	15.7	15.7	15.4
Name of Government Facilities and Services:						
Miles of streets	151	153.40	150.55	145.28	145.40	145.64
Number of street lights	1,547	1,547	1,541	1,480	1,470	1,445
Culture and Recreation:						
Recreation Center	1	1	1	1	1	1
Parks	7	7	6	8	8	8
Park acreage	192	192	192	194	194	194
Swimming pools	1	1	1	1	1	1
Library:						
Annual Circulation	92,766	154,541	139,124	164,372	176,788	199,529
Fire Protection:						
Number of stations	2	2	2	2	2	2
Number of fire personnel and officers	46	46	46	45	45	45
Number of calls answered	4,527	4,305	4,336	3,970	3,930	4,049
Number of inspections conducted	396	749	516	500	444	600
Police Protection:						
Number of stations	1	1	1	1	1	1
Number of police personnel and officers	70	67	63	62	62	61
Number of patrol units	27	25	21	21	20	20
Number of trailers	4	4	3	3	3	3
Number of law violations:						
Physical arrests	526	730	916	1,168	2,386	1,173
Traffic violations	5,766	6,078	5,487	4,127	2,979	3,916
Parking violations	2	54	47	43	27	42
Sewage System:						
Miles of sanitary sewers	138	135.55	132.26	132.07	131.33	130.36
Miles of storm sewers	10	10	10	10	10	10
Number of treatment plants	1	1	1	1	1	1
Number of service connections	10,138	9,829	9,685	9,486	9,228	8,959
Daily average treatment in gallons	1,880,000	2,600,000	1,740,000	1,990,000	2,780,000	1,940,000
Maximum daily capacity of treatment plant in gallons	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Water System:						
Miles of water mains	189	187.45	183.89	183.77	187.10	179.13
Number of service connections	11,308	11,215	11,111	10,887	10,638	10,384
Number of fire hydrants	1,185	1,185	1,185	1,181	1,102	1,102
Daily average consumption in gallons	4,500,000	4,400,000	4,300,000	4,207,000	4,162,500	4,000,000
Maximum daily capacity of plant in gallons	16,250,000	16,250,000	16,250,000	13,500,000	13,500,000	13,500,000
Facilities and services not included in the primary government:						
Education:						
Number of elementary schools	3	3	3	3	3	3
Number of elementary school instructors	178	178	182	181	179	178
Number of secondary schools	4	3	3	3	3	3
Number of secondary school instructors	268	269	254	239	243	243



PERSONNEL



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

- Economic Development Board – City Manager
- Animal Advisory Committee – Pet Adoption Center
- Library Board – Library
- Parks and Recreation Advisory Board – Parks and Recreation Department
- Public Safety Commission – Police Department
- Zoning Board of Adjustments – Planning and Development Department
- Planning and Zoning Commission/Building and Standards Commission – Planning and Development Department

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

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

	FY 2018-19		FY 2019-20		FY 2020-21		Increase/ Decrease # of Positions	Increase/ Decrease # of FTEs
	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv		
Municipal Services								
Administration	7.0	7.0	8.0	8.0	8.0	8.0	0.0	0.0
Finance	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Pet Adoption Center	13.0	11.0	14.0	12.5	14.0	13.0	0.0	0.5 ¹
Municipal Courts	10.0	10.0	10.0	10.0	9.0	9.0	(1.0)	(1.0) ²
Information Technology	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Subtotal Municipal Services	43.0	41.0	45.0	43.5	44.0	43.0	(1.0)	(0.5)
Planning and Building								
Planning and Development	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Code Enforcement	5.0	5.0	5.0	5.0	5.0	5.0	0.0	0.0
Subtotal Planning and Building	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Public Safety								
Police	66.0	64.5	67.0	65.5	70.0	68.5	3.0	3.0 ³
Fire	46.0	46.0	46.0	46.0	46.0	46.0	0.0	0.0
Subtotal Public Safety	112.0	110.5	113.0	111.5	116.0	114.5	3.0	3.0
Culture and Recreation								
Library	15.0	11.0	14.0	11.0	10.0	9.0	(4.0)	(2.0) ⁴
Activity Center	16.0	9.5	3.0	3.0	3.0	3.0	0.0	0.0
Parks and Recreation	48.0	36.5	47.0	36.0	45.0	34.0	(2.0)	(2.0) ⁵
Subtotal Culture and Recreation	79.0	57.0	64.0	50.0	58.0	46.0	(6.0)	(4.0)
Public Works / Maintenance								
Streets	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Water and Sewer	20.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0 ⁷
Drainage	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Sanitation	1.0	1.0	2.0	1.5	2.0	1.5	0.0	0.0
Total City of Harker Heights	281.0	255.5	271.0	253.5	266.0	251.0	(5.0)	(2.5)

Fiscal Year 2021 includes the following changes to personnel:

- ¹ Removed a Part Time Veterinarian position and made it Full Time in FY 2019-2020.
- ² Transferred the City Marshal and Warrant Officer positions to the Police Department as Police Officers in FY 2019-2020. Also removed the Court Administrator position and added a Deputy Court Clerk position. Adding an additional Deputy Clerk Court position in FY 2020-2021.
- ³ Two additional Police Officers were added in FY 2019-2020 with the transfer of the City Marshal and Warrant Officer from the Municipal Courts Department. Also transferred the Healthy Homes Youth Specialist position from the Library. Upgrading Full Time and Part Time Telecommunicators in FY 2020-2021.
- ⁴ Removed all 4 Part Time positions and replaced with 2 Full Time Library Clerks in FY 2019-2020. Transferred the Youth Health and Program Coordinator to the Police Department.
- ⁵ Removed 2 Custodian positions in FY 2019-2020.
- ⁶ Removed the Utilities Superintendent position in FY 2019-2020.
- ⁷ A Utilities Specialist position was created to replace the Utilities Superintendent position in FY 2019-2020. The second Crew Leader position will not be budgeted for FY 2020-2021.

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

	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET
ADMINISTRATION DEPARTMENT					
Full-Time:					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	0	0
Assistant City Manager/Public Relations Director	0	0	0	1	1
Human Resource Director	1	1	1	1	1
Public Relations Director	0	0	1	0	0
City Secretary	0	0	0	1	1
Assistant City Secretary	1	1	1	1	1
Human Resource Coordinator	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Human Resource Clerk	1	1	1	1	1
Total Administration Department	7	7	8	8	8
FINANCE DEPARTMENT					
Full-Time:					
Finance Director	1	1	1	1	1
Assistant Finance Director	1	1	1	0	0
Finance Analyst	0	0	0	0	1
Payroll Specialist	1	1	1	1	1
Finance Coordinator	1	1	1	1	1
Account Technician	1	1	1	1	1
Account Clerk	1	1	1	1	1
Utility Billing Clerk	2	2	2	2	2
Customer Service Clerk	1	1	1	1	1
Total Finance Department	9	9	9	8	9
PET ADOPTION CENTER					
Full-Time:					
Pet Adoption Center Manager	1	1	1	1	1
Pet Adoption Center Supervisor	1	1	1	1	1
Pet Adoption Center Coordinator	0	0	1	0	1
Animal Protection Officer	1	1	1	0	0
Animal Services Officer	3	3	3	4	4
Veterinary Technician	2	2	2	2	2
Kennel Technician	1	1	1	1	2
Veterinarian	0	0	1	1	1
Subtotal	9	9	11	10	12
Part-Time:					
Veterinarian	3	3	2	1	1
Coordinator	0	0	1	0	0
Receptionist/Clerk	1	1	0	1	1
Subtotal	4	4	3	2	2
Total Pet Adoption Center Department	13	13	14	12	14

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

	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET
POLICE DEPARTMENT					
Full-Time:					
Police Chief	1	1	1	1	1
Administrative Officer to the Chief	0	0	0	0	1
Administrative Commander	0	0	0	1	0
Commander	2	2	3	2	2
Lieutenant	8	8	8	6	6
Sergeant	9	9	9	12	12
Police Officers	33	28	33	32	34
Victims Witness Coordinator	1	1	1	1	1
Evidence Technician	1	1	1	1	1
Telecommunicator	5	5	5	5	5
Administrative Assistant	1	1	1	0	1
CID Clerk	1	1	1	0	1
Records Clerk	1	1	1	1	1
Healthy Homes Youth Specialist	0	0	0	1	1
Subtotal	63	58	64	63	67
Part-Time:					
Telecommunicator	2	2	2	2	2
Records Clerk	1	0	1	1	1
Subtotal	3	2	3	3	3
Total Police Department	66	60	67	66	70
MUNICIPAL COURTS DEPARTMENT					
Full-Time:					
Municipal Judge	1	1	1	1	1
Alternate Judge	1	1	1	1	1
Court Administrator	1	1	1	0	0
Clerk of the Court	1	1	1	1	1
Juvenile Case Manager	1	1	1	1	1
Deputy Court Clerk	3	2	3	4	5
City Marshal	1	1	1	0	0
Warrant Officer	1	1	1	0	0
Total Municipal Courts Department	10	9	10	8	9
PLANNING & DEVELOPMENT DEPARTMENT					
Full-Time:					
Planning & Development Director	1	1	1	1	1
Senior Planner/GIS System Coordinator	1	1	1	1	1
GIS Analyst/Planner	1	1	1	1	1
Administrative Assistant/Secretary	1	1	1	1	1
Total Planning & Development Department	4	4	4	4	4
CODE ENFORCEMENT DEPARTMENT					
Full-Time:					
Building Official	1	1	1	1	1
Building Inspector	1	1	1	1	1
Code Enforcement Officer	2	2	2	2	2
Building Official Secretary	1	1	1	1	1
Total Code Enforcement Department	5	5	5	5	5

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

	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET
FIRE OPERATIONS DEPARTMENT					
Full-Time:					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Battalion Chief of Training	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant - Firefighter/Paramedic	6	6	6	6	6
Firefighter/Paramedic/EMT Driver/Pump Operator	6	6	6	6	6
Firefighter/Paramedic/EMT	24	23	24	24	24
Executive Assistant	1	1	1	1	1
Fire Department Secretary	1	1	1	0	1
Total Fire Operations Department	46	45	46	45	46
INFORMATION TECHNOLOGY					
Full-Time:					
Information Technology Director	1	1	1	1	1
Information Technology Analyst	1	1	1	1	1
System Support Technician	1	1	1	1	1
System Support Coordinator	1	1	1	1	1
Total Information Technology	4	4	4	4	4
LIBRARY DEPARTMENT					
Full-Time:					
Library Director	1	1	1	1	1
Children's Librarian	1	1	1	1	1
Reference Librarian	2	2	2	2	2
Executive Assistant	0	0	1	1	1
Youth Health and Program Coordinator	1	1	1	0	0
Library Clerk	2	2	2	4	3
Subtotal	7	7	8	9	8
Part-Time:					
Library Clerk	4	2	2	0	2
Library Page	2	2	2	0	0
Subtotal	6	4	4	0	2
Seasonal*:					
Summer Library Page	2	2	2	0	0
Total Library Department	15	13	14	9	10
ACTIVITY CENTER					
Full-Time:					
Recreation Services Specialist/Event Coordinator	1	1	1	1	1
Activities Coordinator	1	1	1	1	1
Activities Specialist	1	1	1	1	1
Subtotal	3	3	3	3	3

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

	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET
ACTIVITY CENTER, continued					
Seasonal*:					
Spring Break Day Camp Worker	3	3	0	0	0
Summer Day Camp Leader	2	2	0	0	0
Summer Day Camp Assistants	8	8	0	0	0
Subtotal	13	13	0	0	0
Total Activity Center	16	16	3	3	3
PARKS & RECREATION DEPARTMENT					
Full-Time:					
Director of Public Relations	1	1	0	0	0
Parks & Recreation Director	1	1	1	1	1
Recreation Superintendent	0	0	1	1	1
Parks & Public Grounds Supervisor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Athletic Coordinator	2	2	2	1	1
Recreation Coordinator	0	0	0	0	1
Crew Leader - Athletics	1	1	1	1	1
Crew Leader - Parks/Public Grounds	1	1	1	1	1
Building Maintenance Crew Leader	0	0	0	0	1
Facilities Technician	0	0	1	1	0
Light Equipment Operator - Athletics	3	3	2	2	2
Light Equipment Operator - Parks/Public Grounds	10	9	10	9	10
Custodian	4	2	4	1	2
Subtotal	25	22	25	20	23
Part-Time:					
Recreation Aide	4	4	4	3	4
Athletic Aide	1	0	2	1	2
Subtotal	5	4	6	4	6
Seasonal*:					
Ball Crew	2	2	0	0	0
Water Safety Instructor	2	2	2	0	2
Swimming Pool Lifeguards	10	10	10	0	10
Aquatic Supervisor	2	2	2	2	2
Aquatic Cashier	2	2	2	2	2
Subtotal	18	18	16	4	16
Total Parks & Recreation Department	48	44	47	28	45
PUBLIC WORKS DEPARTMENT					
Full-Time:					
Public Works Director	1	1	1	1	1
Assistant Public Works Director	0	0	1	1	1
Utilities Superintendent	1	1	1	0	0
Customer Relations Supervisor	1	1	1	1	1
Total Public Works Department	3	3	4	3	3

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

	FY 2018-19 BUDGET	FILLED @ 9/30/2019	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET
STREET DEPARTMENT					
Full-Time:					
Sign Supervisor	1	1	1	1	1
Senior Equipment Operator	1	1	1	0	1
Heavy Equipment Operator	2	2	2	1	2
Light Equipment Operator	3	2	3	3	3
Total Street Department	7	6	7	5	7
MAINTENANCE DEPARTMENT					
Full-Time:					
Maintenance Supervisor	1	1	1	1	1
Welder	1	1	1	1	1
Mechanic	2	2	2	2	2
Total Maintenance Department	4	4	4	4	4
WATER OPERATIONS DEPARTMENT					
Full-Time:					
Water Field Supervisor	1	1	1	1	1
Utility Specialist	0	0	0	1	1
BPAT/CSI Water Distribution System	1	1	1	1	1
Crew Leader	2	1	2	1	1
Heavy Equipment Operator	1	1	1	1	1
Maintenance Technician II	1	1	1	0	1
Maintenance Technician I	1	0	1	1	1
Water Service Worker	4	4	4	3	4
Inventory/Line Locator	1	1	1	1	1
Total Water Operations Department	12	10	12	10	12
WASTEWATER DEPARTMENT					
Full-Time:					
Chief Plant Operator	1	1	1	1	1
FOG Collection/Field Supervisor	1	1	1	1	1
Collections Operator	1	1	1	1	1
Maintenance Technician I	5	4	5	4	5
Total Wastewater Department	8	7	8	7	8
DRAINAGE DEPARTMENT					
Full-Time:					
Street/Drainage/Sanitation Supervisor	1	1	1	1	1
Light Equipment Operator	2	2	2	2	2
Total Drainage Department	3	3	3	3	3
SANITATION DEPARTMENT					
Full-Time:					
Maintenance Technician I	1	1	1	1	1
Part-Time:					
Maintenance Technician I	0	0	1	0	1
Total Sanitation Department	1	1	2	1	2
TOTAL ALL DEPARTMENTS	281	263	271	233	266

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

CITY COUNCIL

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

APPOINTED OFFICIALS

David R. Mitchell City Manager
Billy R. Hall, Jr. City Judge
Jerry Bark Assistant City Manager
Ayesha Lealiiee..... Finance Director
Leona Clay Human Resource Director
Phillip Gadd Police Chief
Paul Sims Fire Chief
Jeffrey Achee..... Parks & Recreation Director
Lisa Youngblood Library Director
Mark Hyde..... Public Works Director
Kristina Ramirez Development & Planning Director
Juliettte Helsham City Secretary

PLANNING & ZONING COMMISSION / BUILDING & STANDARDS COMMISSION

<u>Name</u>	<u>Term Expires</u>
Lana Carey.....	2022
Adam Parker	2022
Naula K. Taylor	2022
Noel Webster	2022
Larry Robison	2023
Rob Robinson III	2023
Stephen Watford	2024
Joshua McCann	2024
Rodney Shine	2024
Christopher Albus	Alternate 1
Michael Stegmeyer	Alternate 2
Barry Heidtbrink.....	Alternate 3
Natalie R. Austin.....	Alternate 4
VACANT	Alternate 5

ZONING BOARD OF ADJUSTMENT

<u>Name</u>	<u>Term Expires</u>
Edward Paul Loughran III	2022
Thomas G. Wilson	2022
David Hermosillo.....	2022
Pasquale Canterino	2023
David A. McClure.....	2023
Jeffrey K. Harris	Alternate thru 2022
William R. Mack, II	Alternate thru 2023
Thomas F. Lorensen	Alternate thru 2023
VACANT	Alternate 4

PUBLIC SAFETY COMMISSION

<u>Name</u>	<u>Term Expires</u>
Dick Dwinell.....	2022
Louis Best	2023
Wyatt L. Wetzel.....	2023
Jack Palmer	2024
Shane Hodyniak II	2024
Jeremy Hoffman.....	Alternate 1
Yomi Hardison.....	Alternate 2

LIBRARY BOARD

<u>Name</u>	<u>Term Expires</u>
Ramona Rubedor	2022
Barbara Kelly	2022
Julianna Greene	2022
Ursula Pirtle	2023
Jeanine L. Sims	2023
Beverly Price	2023
Karry Woods.....	2024
VACANT	Alternate 1
VACANT	Alternate 2

PARKS & RECREATION ADVISORY BOARD

<u>Name</u>	<u>Term Expires</u>
Angie Wilson	2022
Eva Keagle	2022
Heidi Heckel	2024
Jack Palmer	2024
Natalie R. Austin.....	2024
Brittany Harris.....	2024
Alonzo Williams.....	Alternate 1
Yomi Hardison.....	Alternate 2

ANIMAL ADVISORY COMMITTEE

<u>Name</u>	<u>Term Expires</u>
Shiloh Wester.....	2022
Dr. Patricia Darnell.....	2023
Dr. Nina Griffin.....	2024
Gary Bates.....	2024
Susan Mooney.....	2024
Finni Dirr	Alternate 1
George Grammas	Alternate 2
Karry Woods.....	Alternate 3
VACANT	Alternate 4

ECONOMIC DEVELOPMENT CORPORATION BOARD

<u>Name</u>	<u>Term Expires</u>
Hal Schiffman	2021
Spencer H. Smith.....	2021
Mike Aycock	2021
David R. Mitchell	2021
Michael Blomquist	2022
John Reider	2022
Jim Wright.....	2022



BUDGET SUMMARIES

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

	GOVERNMENTAL FUNDS				Total
	General	Debt Service	Fixed Asset	Capital Improv	
Unallocated Reserve - 9/30/19	10,126	24	625	12,496	23,271
FY 2019-20 PROJECTIONS:					
Revenues	21,261	7,067	825	1,469	30,622
Expenditures	21,527	7,054	969	6,423	35,973
Addition (Use) of Fund Balance	(266)	13	(144)	(4,954)	(5,351)
Estimated Unallocated Reserve - 9/30/20	9,860	37	481	7,542	17,920
FY 2020-21 ADOPTED BUDGET:					
Revenues	22,005	3,215	800	1,900	27,920
Expenditures	22,120	3,194	1,017	7,147	33,478
Addition (Use) of Fund Balance	(115)	21	(217)	(5,247)	(5,558)
Estimated Unallocated Reserve - 9/30/21	9,745	58	264	2,295	12,362
Less Restricted Funds:					
Restricted					
Reserve Requirement	(5,405)				(5,405)
Unrestricted Funds Remaining	4,340	58	264	2,295	6,957

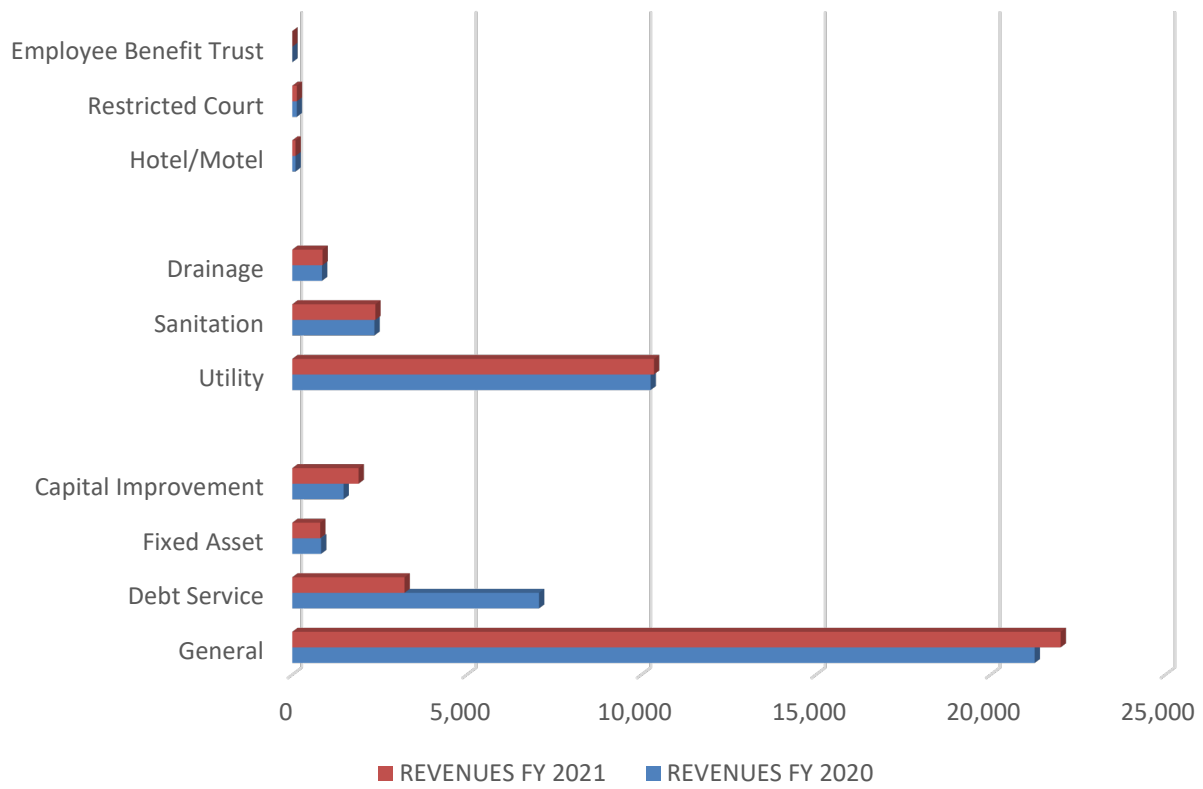
COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES
(shown in thousands)

	PROPRIETARY FUNDS			Total
	Utility	Sanitation	Drainage	
Unallocated Reserve - 9/30/19	1,514	138	28	1,680
FY 2019-20 PROJECTIONS:				
Revenues	10,264	2,353	851	13,468
Expenditures	8,521	2,262	821	11,604
Addition (Use) of Fund Balance	1,743	91	30	1,864
Estimated Unallocated Reserve - 9/30/20	3,257	229	58	3,544
FY 2020-21 ADOPTED BUDGET:				
Revenues	10,361	2,380	866	13,607
Expenditures	10,120	2,378	893	13,391
Addition (Use) of Fund Balance	241	2	(27)	216
Estimated Unallocated Reserve - 9/30/21	3,498	231	31	3,760
Less Restricted Funds:				
Restricted				
Reserve Requirement	(2,005)			(2,005)
Unrestricted Funds Remaining	1,493	231	31	1,755

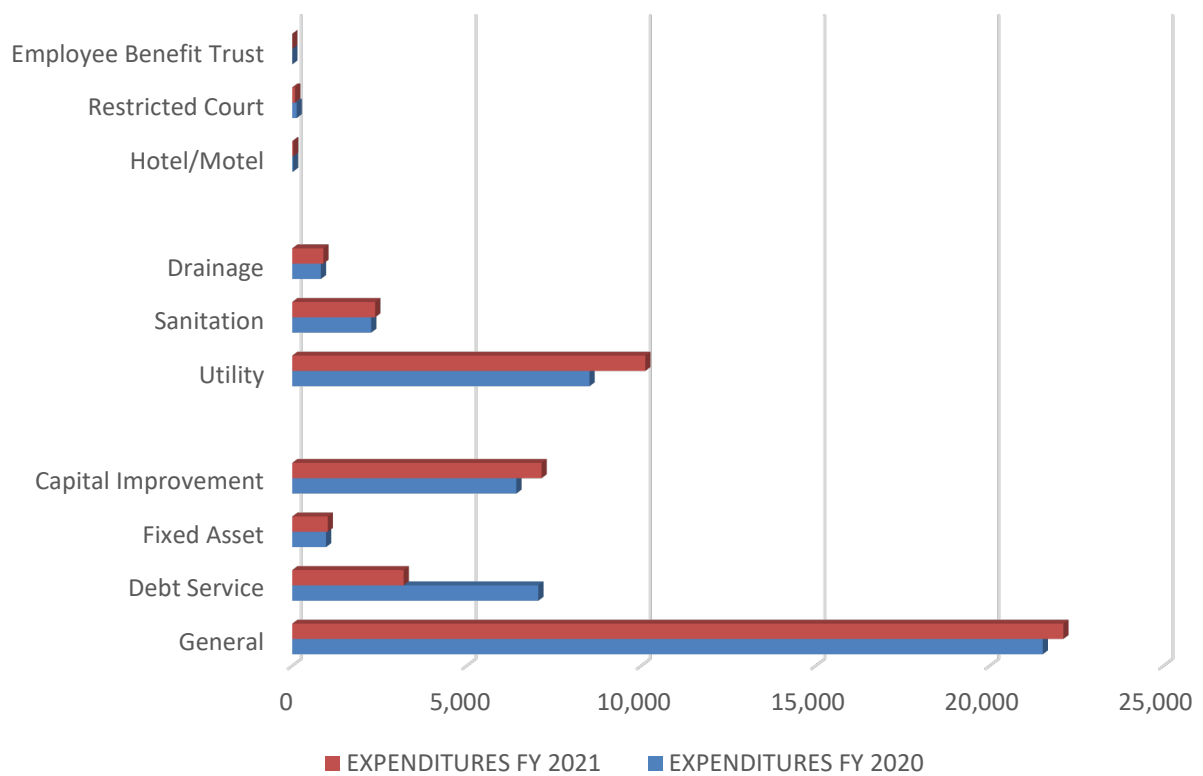
COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES
(shown in thousands)

	SPECIAL REVENUE FUNDS				ALL FUNDS
	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Total	Grand Total
Unallocated Reserve - 9/30/19	276	189	4	469	25,420
FY 2019-20 PROJECTIONS:					
Revenues	92	128	1	221	44,311
Expenditures	22	129	0	151	47,728
Addition (Use) of Fund Balance	70	(1)	1	70	(3,417)
Estimated Unallocated Reserve - 9/30/20	346	188	5	539	22,003
FY 2020-21 ADOPTED BUDGET:					
Revenues	92	130	1	223	41,750
Expenditures	28	84	0	112	46,981
Addition (Use) of Fund Balance	64	46	1	111	(5,231)
Estimated Unallocated Reserve - 9/30/21	410	234	6	650	16,772
Less Restricted Funds:					
Restricted	(410)	(234)	(6)	(650)	(650)
Reserve Requirement					(7,410)
Unrestricted Funds Remaining	0	0	0	0	8,712

FY 2020 PROJECTED REVENUES vs FY 2021 ADOPTED REVENUES



FY 2020 PROJECTED EXPENDITURES vs FY 2021 ADOPTED EXPENDITURES



FY 2020 - 2021 SUMMARY OF SOURCES AND USES

	GOVERNMENTAL FUNDS				
	General	Debt Service	Fixed Asset	Capital Improv	Total
PROJECTED FUND BALANCE					
AS OF 09/30/2020	9,859,615	36,983	481,589	7,542,109	17,920,296
FY 2020-2021 PROPOSED BUDGET:					
REVENUES/SOURCES					
Ad Valorem Taxes	10,143,100	3,208,400	0	0	13,351,500
Other Taxes and Special Assessments	8,385,400	0	0	0	8,385,400
Licenses & Permits	340,000	0	0	0	340,000
Fines & Fees	1,000,000	0	0	0	1,000,000
Charges for Services	932,000	0	0	0	932,000
Investment Earnings	250,000	7,000	0	150,000	407,000
Transfers	783,500	0	800,000	1,750,000	3,333,500
Intergovernmental / Grants / Donations	159,800	0	0	0	159,800
Miscellaneous	11,000	0	0	0	11,000
TOTAL REVENUES/SOURCES	22,004,800	3,215,400	800,000	1,900,000	27,920,200
EXPENDITURES/USES					
Personnel Service	16,948,700	0	0	0	16,948,700
Supplies	794,800	0	0	0	794,800
Maintenance	741,900	0	0	0	741,900
Insurance	194,000	0	0	0	194,000
Services	2,368,600	0	0	0	2,368,600
Miscellaneous	571,900	32,500	0	0	604,400
Capital Improvement Projects	0	0	0	7,147,000	7,147,000
Reserves/Transfers	500,000	0	1,016,800	0	1,516,800
Debt Service	0	3,161,500	0	0	3,161,500
TOTAL EXPENDITURES/USES	22,119,900	3,194,000	1,016,800	7,147,000	33,477,700
ADDITION TO (USE OF) FUND BALANCE	(115,100)	21,400 ¹	(216,800) ²	(5,247,000) ³	(5,557,500)
PROJECTED FUND BALANCE					
AS OF 09/30/2021	9,744,515	58,383	264,789	2,295,109	12,362,796

¹ The Debt Service Fund is where the interest and sinking portion of taxes are received from Bell County Appraisal District. In February and August of each year, the tax portion of the City's bond payments are paid from this fund.

² Transfers into the Fixed Asset Fund are less than the amount planned for equipment and vehicle purchases in the 2021 fiscal year. The "Fixed Asset Fund" section provides a list of these purchases by department.

³ Major projects that will utilize the Capital Improvement Fund's fund balance include Drainage Master Plan #2 Phases 2, 3 and 4; a second belt press at the Sludge Dewatering Building, and various street improvement projects. The "Capital Outlay" section provides a list of more of the City's planned projects.

FY 2020 - 2021 SUMMARY OF SOURCES AND USES

	PROPRIETARY FUNDS			
	Utility	Sanitation	Drainage	Total
PROJECTED FUND BALANCE				
AS OF 09/30/2020	3,257,117	229,316	57,547	3,543,980
FY 2020-2021 PROPOSED BUDGET:				
REVENUES/SOURCES				
Ad Valorem Taxes	0	0	0	0
Other Taxes and Special Assessments	0	169,200	0	169,200
Licenses & Permits	0	0	0	0
Fines & Fees	200,000	0	0	200,000
Charges for Services	10,126,500	2,208,000	864,000	13,198,500
Investment Earnings	30,000	2,000	2,000	34,000
Transfers	0	0	0	0
Intergovernmental / Grants / Donations	0	0	0	0
Miscellaneous	4,000	1,000	0	5,000
TOTAL REVENUES/SOURCES	10,360,500	2,380,200	866,000	13,606,700
EXPENDITURES/USES				
Personnel Service	1,616,400	67,700	120,300	1,804,400
Supplies	129,600	700	9,500	139,800
Maintenance	518,600	3,000	37,000	558,600
Insurance	27,700	1,300	2,200	31,200
Services	747,900	1,939,000	8,300	2,695,200
Miscellaneous	2,985,200	41,300	6,400	3,032,900
Capital Improvement Projects	0	0	0	0
Reserves/Transfers	2,100,000	325,000	350,000	2,775,000
Debt Service	1,994,300	0	359,100	2,353,400
TOTAL EXPENDITURES/USES	10,119,700	2,378,000	892,800	13,390,500
ADDITION TO (USE OF) FUND BALANCE	240,800	2,200	(26,800)⁴	216,200
PROJECTED FUND BALANCE				
AS OF 09/30/2021	3,497,917	231,516	30,747	3,760,180

⁴ The Drainage Fund was set up to do stormwater maintenance throughout the City. Funds are used to pay for projects and maintenance of the city-wide drainage system.

FY 2020 - 2021 SUMMARY OF SOURCES AND USES

	SPECIAL REVENUE FUNDS				ALL FUNDS
	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Total	Grand Total
PROJECTED FUND BALANCE					
AS OF 09/30/2020	345,880	187,721	4,853	538,454	22,002,730
FY 2020-2021 PROPOSED BUDGET:					
REVENUES/SOURCES					
Ad Valorem Taxes	0	0	0	0	13,351,500
Other Taxes and Special Assessments	89,000	0	0	89,000	8,643,600
Licenses & Permits	0	0	0	0	340,000
Fines & Fees	0	127,800	0	127,800	1,327,800
Charges for Services	0	0	0	0	14,130,500
Investment Earnings	2,500	1,800	1,300	5,600	446,600
Transfers	0	0	0	0	3,333,500
Intergovernmental / Grants / Donations	0	0	0	0	159,800
Miscellaneous	0	0	0	0	16,000
TOTAL REVENUES/SOURCES	91,500	129,600	1,300	222,400	41,749,300
EXPENDITURES/USES					
Personnel Service	0	0	0	0	18,753,100
Supplies	0	0	0	0	934,600
Maintenance	0	0	0	0	1,300,500
Insurance	0	0	0	0	225,200
Services	0	0	0	0	5,063,800
Miscellaneous	27,500	0	0	27,500	3,664,800
Capital Improvement Projects	0	0	0	0	7,147,000
Reserves/Transfers	0	83,500	0	83,500	4,375,300
Debt Service	0	0	0	0	5,514,900
TOTAL EXPENDITURES/USES	27,500	83,500	0	111,000	46,979,200
ADDITION TO (USE OF) FUND BALANCE	64,000⁵	46,100⁶	1,300⁷	111,400	(5,229,900)
PROJECTED FUND BALANCE					
AS OF 09/30/2021	409,880	233,821	6,153	649,854	16,772,830

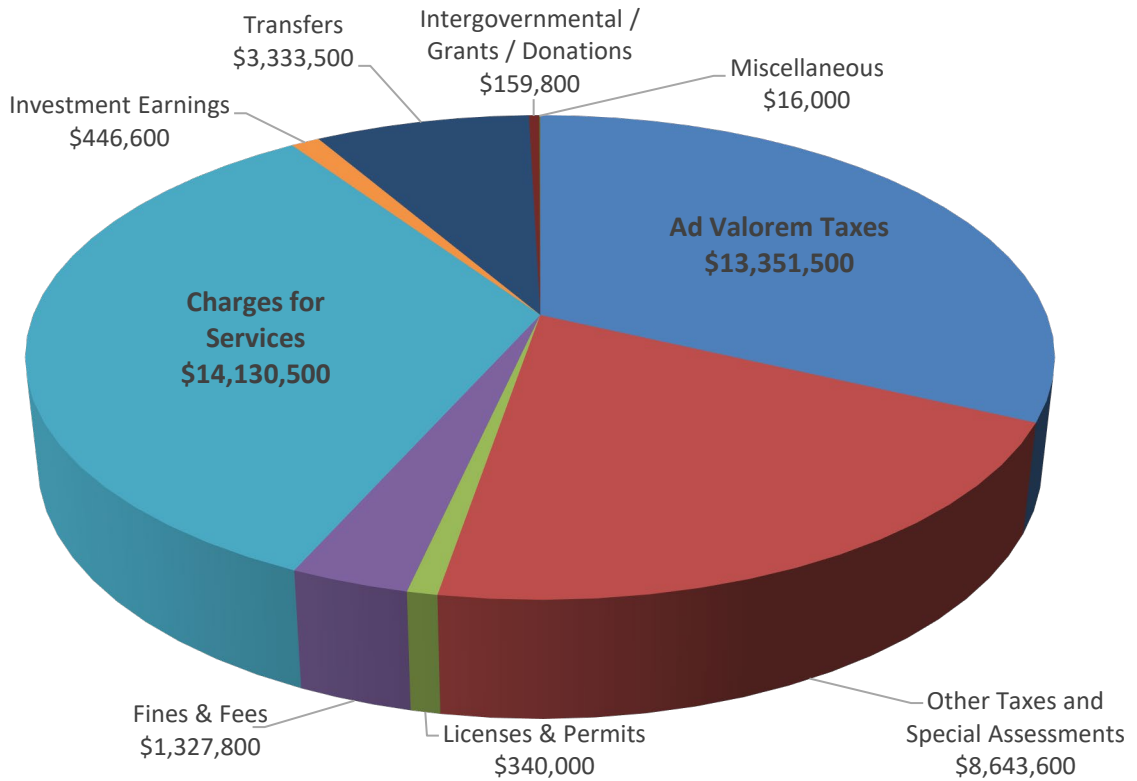
⁵ The City is attempting to gain funds to aid in the development of the Comanche Gap Historical Park. In FY 2021, \$64,000 will be added to the fund balance to assist in the future development costs.

⁶ The Restricted Court Fund's revenues are restricted to specific uses. As the City grows, we are able to find additional uses for these funds such as personnel, equipment, supplies, and equipment maintenance expenses that fit the required restrictions.

⁷ The Employee Benefit Trust Fund is a pass-through account for the collection and payment of insurance premiums. It was created in FY 2011 and the addition to fund balance is only accumulated interest income.

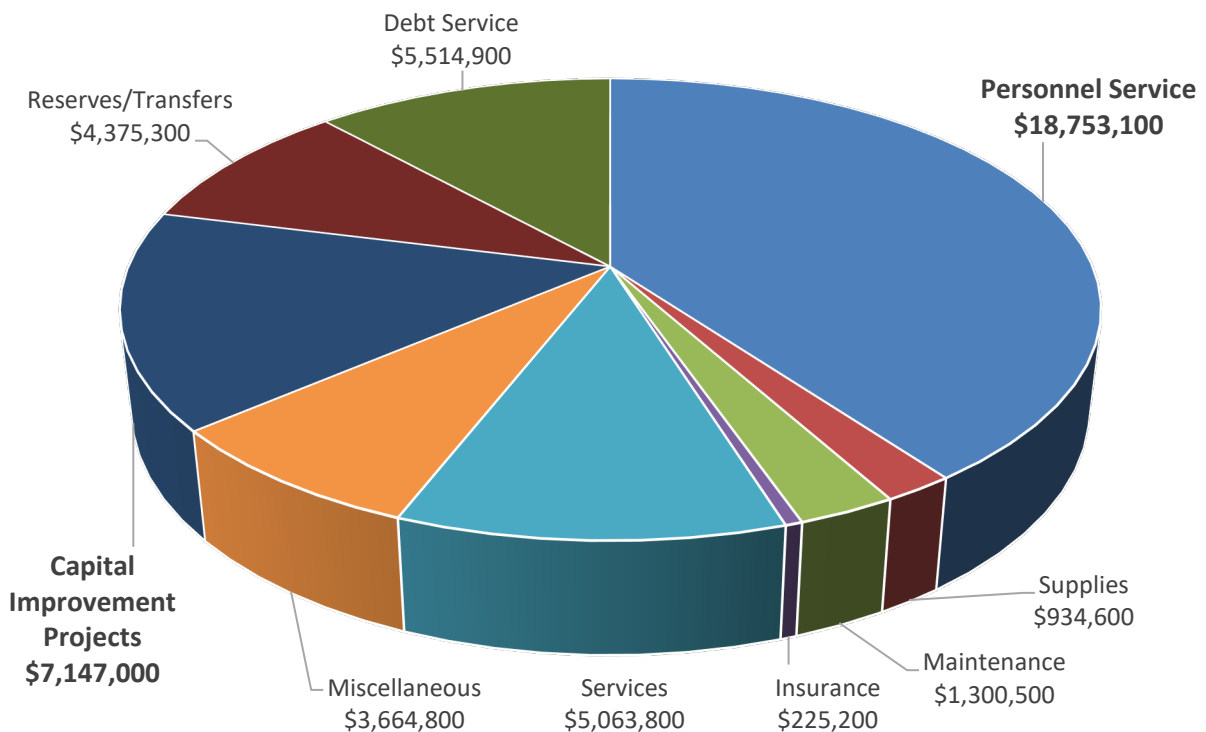
TOTAL REVENUES FOR ALL FUNDS

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



TOTAL EXPENDITURES FOR ALL FUNDS

Personnel and Capital Improvement Projects are major expenses for the City.



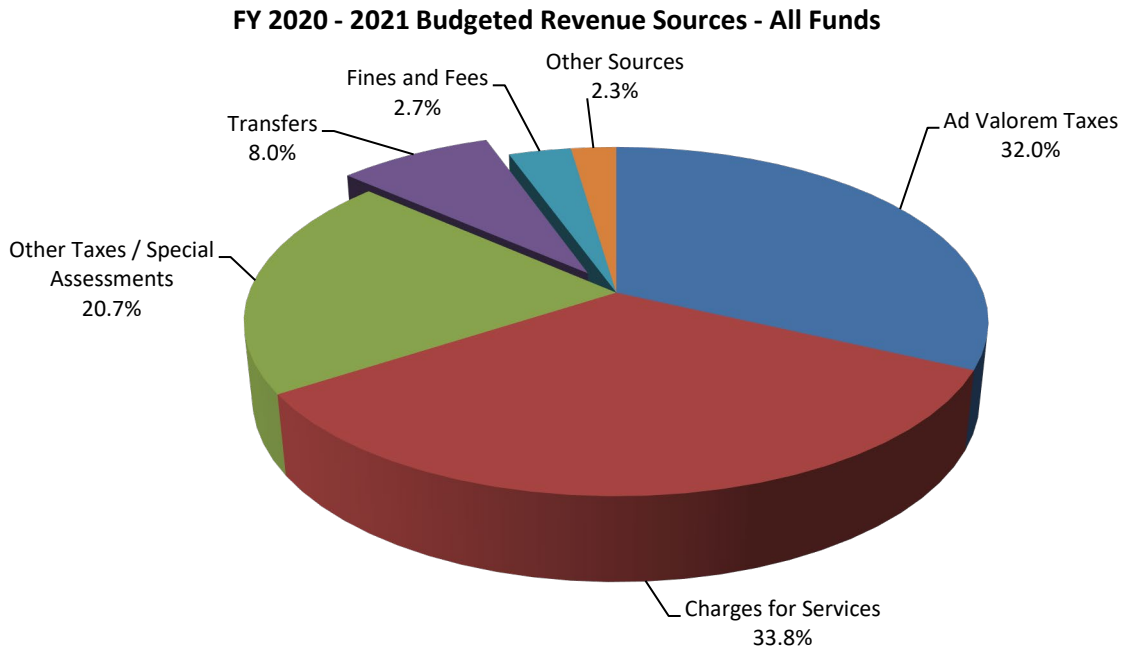


**TRENDS AND
FORECASTS**

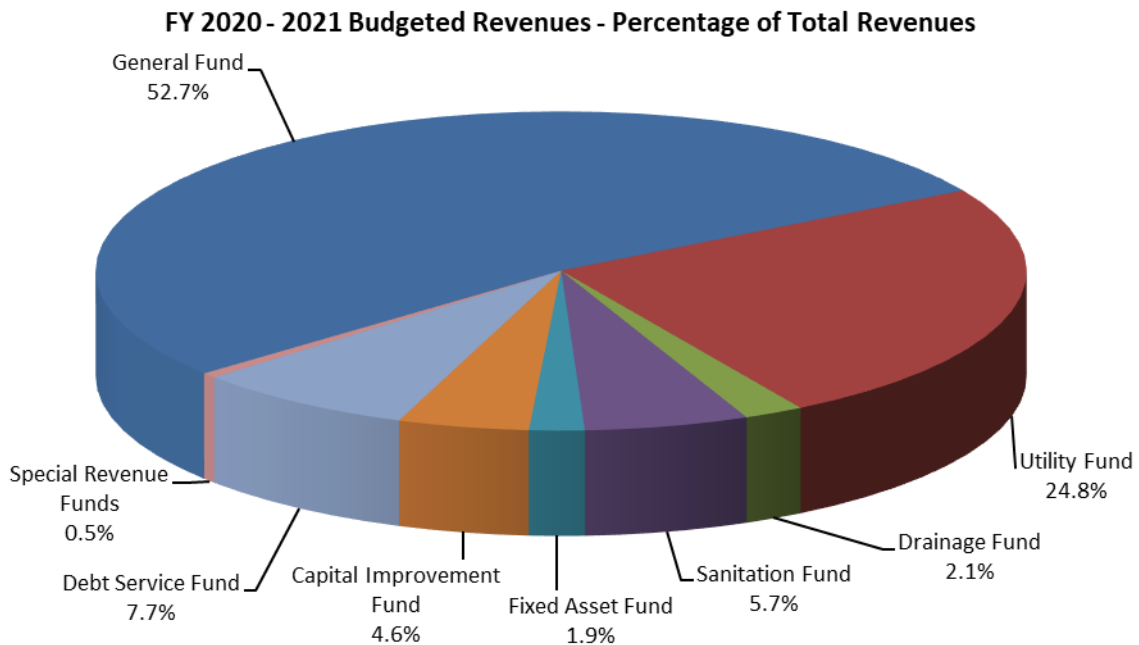
TRENDS AND FORECASTS

REVENUES

The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$41,749,300. Major revenue sources for the City are charges for services (33.8%), ad valorem taxes (32.0%), and other taxes/special assessments (20.7%).

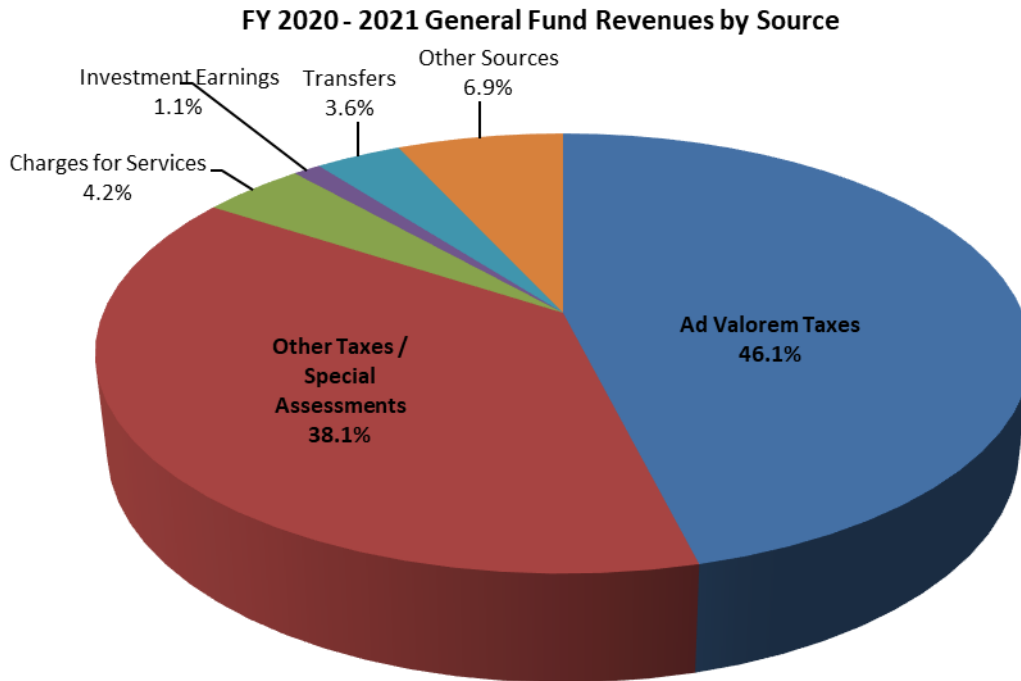


The General and Utility Funds have the greatest amount of revenues budgeted at 52.7% and 24.8% of total revenues, respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.



GENERAL FUND REVENUES

General Fund revenues at \$22,004,800 make up 52.7% of the City's total revenues (\$41,749,300) for the 2021 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (46.1%), other taxes/special assessments (38.1%), other sources (6.9%), and charges for services (4.2%) as shown in the graph below.



Ad Valorem Tax

Change in Ad Valorem Tax Rate: None

Five Year Average Growth Rate (Fiscal Year 2016 to 2020): 3.17%

Budgeting Assumption: Forecasted at 1.00%; calculated in July when valuations received

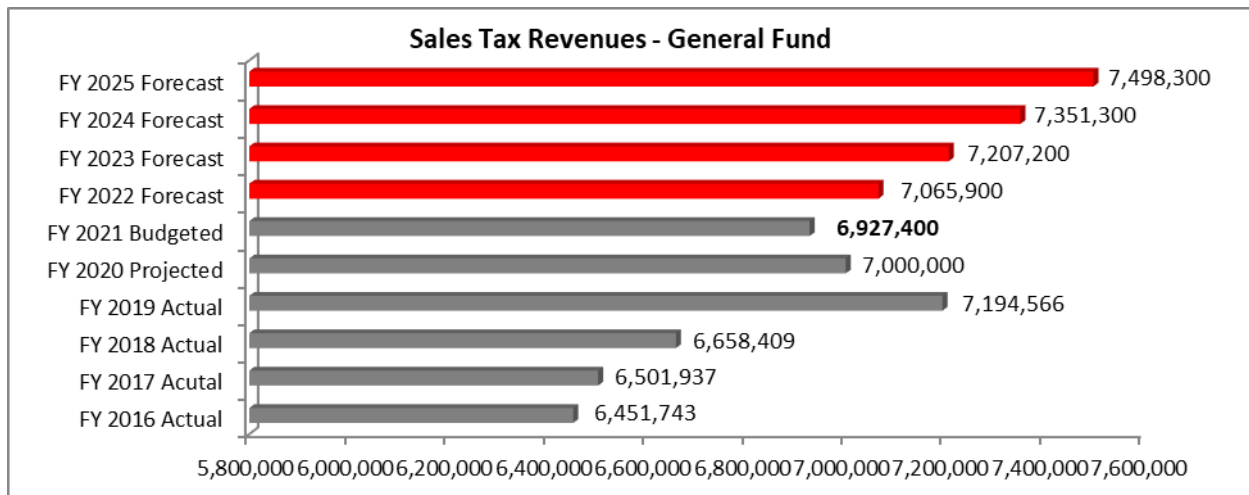
Ad valorem or property tax is the largest revenue source of the General Fund at 46.1% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. In April, BCAD holds an annual meeting to discuss preliminary values, which are normally very conservative, and City Staff adjusts its forecasts accordingly. Each BCAD regional appraiser also discusses what developments occurred during the year, what will be completed next year, and the property sales for their respective regions.

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

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

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

When budgeting sales tax revenue for the upcoming budget year, the prior year's projections as well as any permits issued for upcoming commercial businesses are taken into consideration. With the COVID-19 pandemic and the shutdown of commercial businesses, it was not expected that sales tax revenues would meet budget for FY 2020. As businesses slowly reopen and with the future unknown, projections for the 2021 fiscal year remain conservative at \$6,927,400.



Sales tax revenues are projected to increase by 8% between FY 2021 and FY 2025 (red bars indicate forecasts).

Mixed Drink Tax & Bingo Tax

Five Year Average Growth Rate (Fiscal Year 2016 to 2020): -9.70%

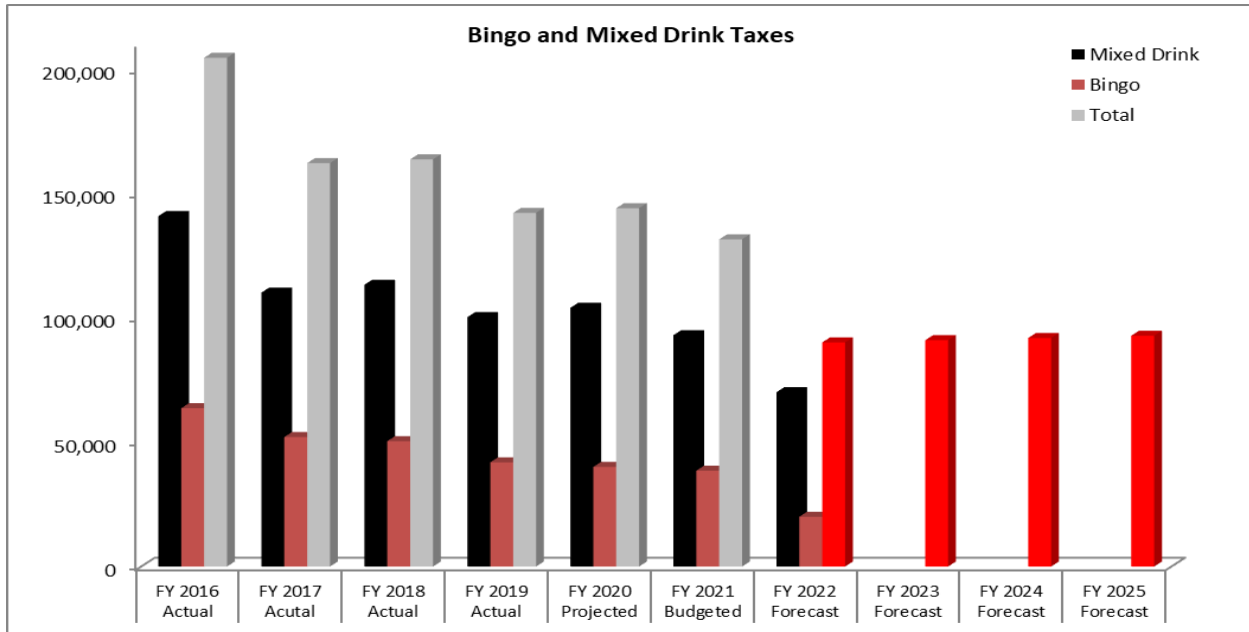
Budgeting Assumption: Forecasted at 1.00% annually

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

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

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

The following graph shows how the prior year actuals, FY 2020 projection and FY 2021 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the one percent increases will be allocated between the two line items.



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

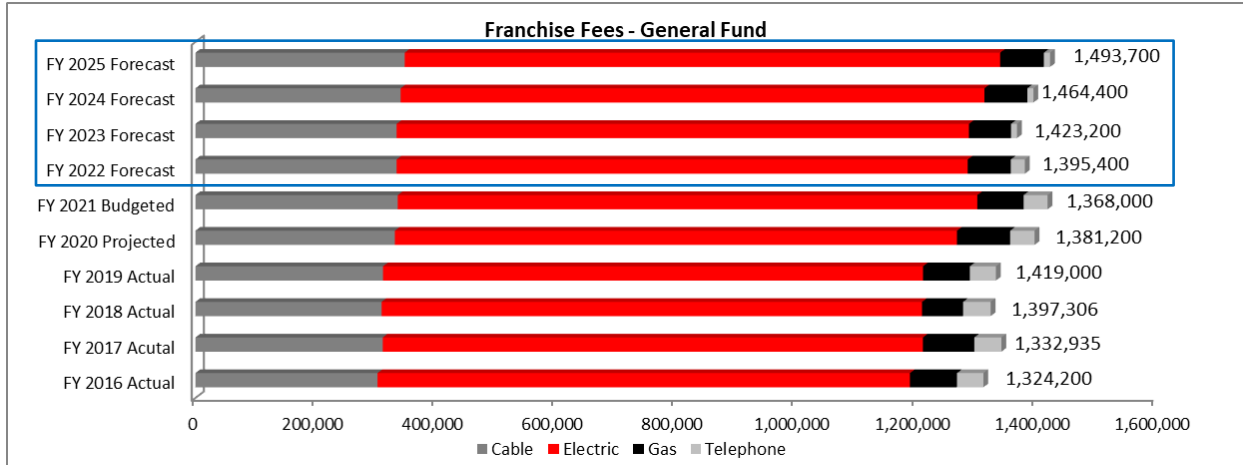
Franchise Fees – General Fund *(Cable, Gas, Telephone, and Electricity)*

Five Year Average Growth Rate (Fiscal Year 2016 to 2020): 0.54%

Budgeting Assumption: Forecasted at 2.00%

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

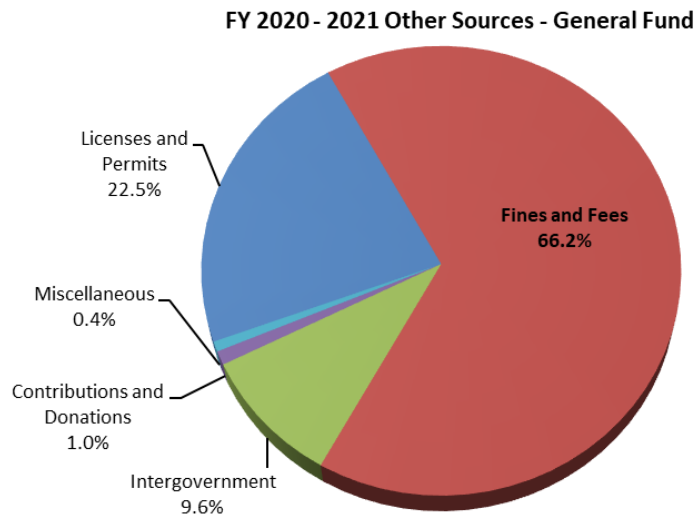
During the 86th Legislature, Senate Bill 1152 was passed in which companies that pay both cable and telephone franchise fees can cease paying the lower of the two. In other words, they only have to pay one of their franchise fees to the City. The City of Harker Heights currently only has one company,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



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

Other Sources

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



Fines and Fees

Five Year Average Growth Rate (Fiscal Year 2015 to 2019): -1.83%

Budgeting Assumption: Forecasted at 1.50%

This category for the General Fund is the Court Fine revenue. The FY 2020 budget totaled \$950,000 and is projected to be \$985,000 at fiscal year-end due to the higher volume of collections. \$1,000,000 is budgeted for the 2021 fiscal year. The number of active police personnel and number of tickets written greatly influence this line item.

Licenses and Permits

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

Intergovernmental Revenues

Intergovernmental revenues come from other governmental entities. For the City of Harker Heights, these revenues include grant revenues, reimbursements from Bell County for ambulance runs, and reimbursement from the Central Texas Trauma Council for EMS expenses.

Grant revenues are applied for by various Departments to purchase supplies, equipment, or to supplement the City's operating budget. Approved grants for the 2021 fiscal year primarily fall under the Police Department's budget and include a Rapid Intervention Response Grant which will assist with expenses for their Healthy Homes Section, a rifle resistant vest grant, a heavy vest grant, a Coronavirus Supplemental Funding Grant, and a Selective Traffic Enforcement Program (STEP) Grant which will aid in funding personnel costs while police officer's work traffic stops. The City also received the Coronavirus Relief Fund (CRF) Grant as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the 2020 fiscal year which closes in December 2020.

Contributions and Donations

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

Miscellaneous

There are five subcategories in the Miscellaneous category that are budgeted. Credit Card Fees are budgeted as a negative because these fees are paid out to the credit card processors for payments taken in-house (at the counter) and at the kiosk. As customers sought a way to go contactless, the kiosk has been a great option for them as it is a free service to them. As this service has been utilized more, the fee costs to the City have gone up. Forecasting how this will look in the future is difficult because Staff does not know whether the increased usage is due to the pandemic or user adoption of contactless services.

Technology Fees are charged to customers based on the permits paid in MyPermitNow. Utilizing the MyPermitNow service for building permits is now a requirement and Staff will be able to use the trend to better forecast the revenue received. MyPermitNow not only assists the Planning and Code Enforcement Staff with better tracking of contractors and permits but allows for contactless transactions.

Miscellaneous Income consists of income that cannot be categorized elsewhere such as streetlight payments made to the City. Taxable Income has an offset account titled Sales Tax Payable which is used to remit sales tax payments to the Texas Comptroller's Office each month. Each of these categories are budgeted based on historical data.

Charges for Services

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

Parks and Recreation fees for the 2020 fiscal year have been difficult to project due to the current pandemic. This has also made it difficult to predict the revenue for Fiscal Year 2021. With Governor Gregg Abbott's orders in July 2020 allowing for Cities to approve gatherings over ten persons, our facility rental revenue began to increase but it is still unknown what the future may hold.

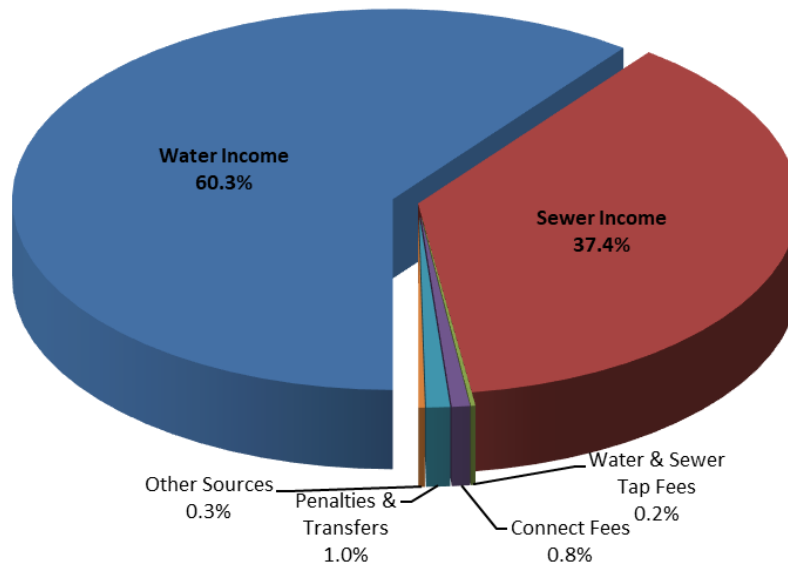
False alarm fees and discounts for youth registrations are the only two line items not budgeted for each year as these two categories are indeterminable on a yearly basis due to fluctuations. All the other categories are typically budgeted based on historical data and, if necessary, projections are made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

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

UTILITY FUND REVENUES

Utility Fund revenues at \$10,360,500 make up 24.8% of the City’s \$41,749,300 in total revenues for the 2021 fiscal year. The major revenue sources are water income (60.3%) and sewer income (37.4%) as shown in the graph below.

FY 2020 - 2021 Utility Fund Revenues by Source



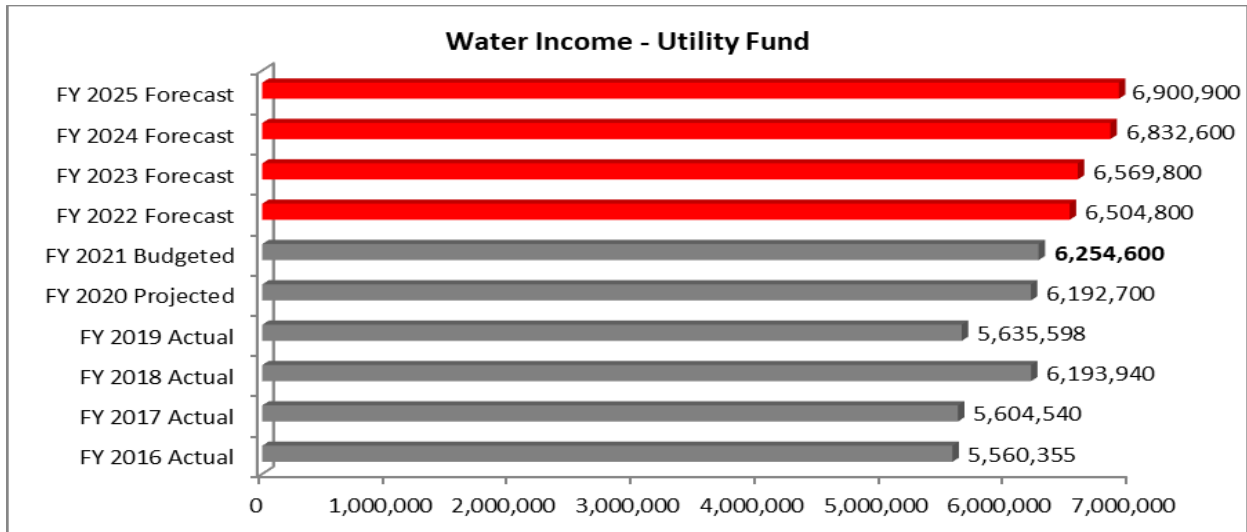
Water Income

Change in Water Rate: 0% increase

Five Year Average Growth Rate (Fiscal Year 2016 to 2020): 3.25%

Budgeting Assumption: 3% rate increase every other year (as needed) and 1% growth increase every year

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



Water Income is projected to increase by 10% (\$646,300) between FY 2021 and FY 2025. Forecasts are shown in red.

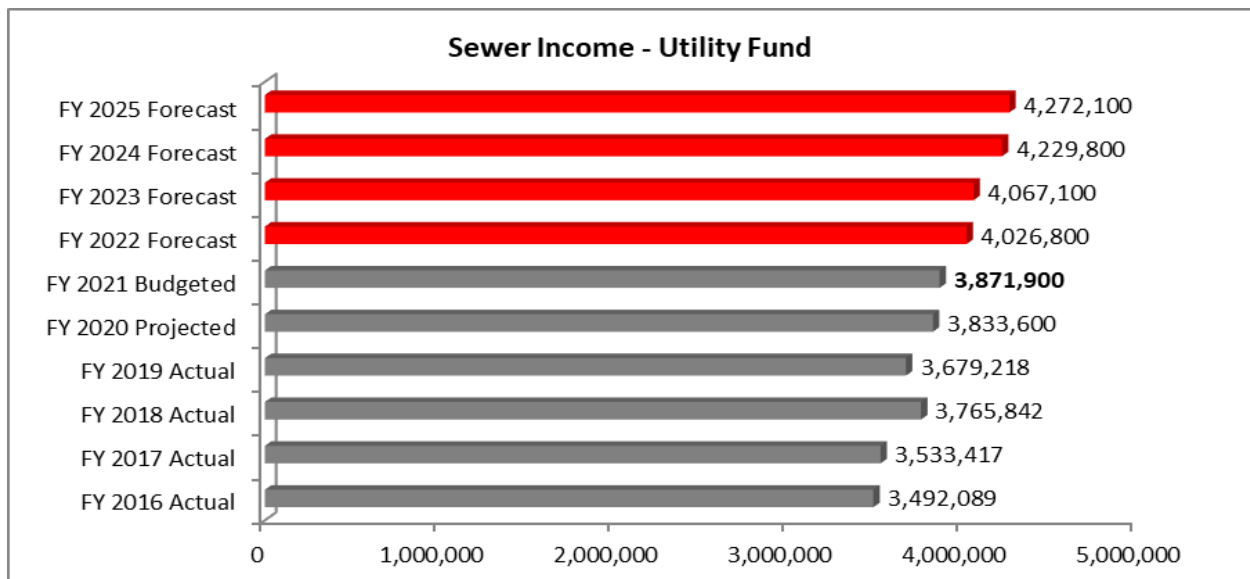
Sewer Income

Change in Sewer Rate: 0% increase

Five Year Average Growth Rate (Fiscal Year 2016 to 2020): 3.03%

Budgeting Assumption: 3% rate increase every other year (as needed) and 1% growth increase every year

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

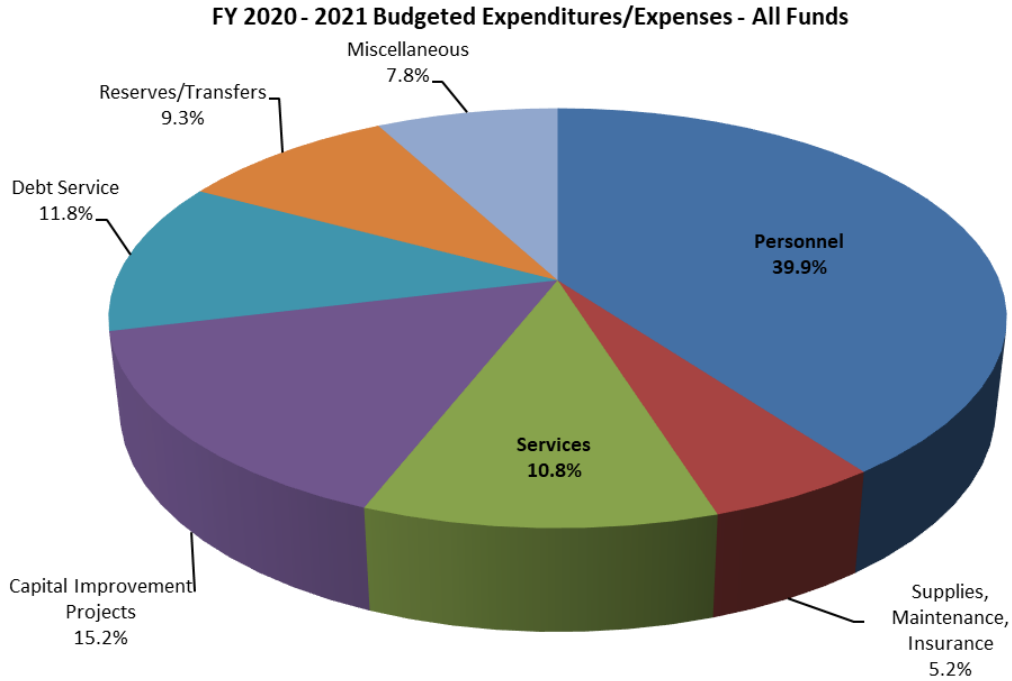


Sewer Income is expected to increase by 10% (\$400,200) between FY 2021 and FY 2025. Forecasts are shown in red.

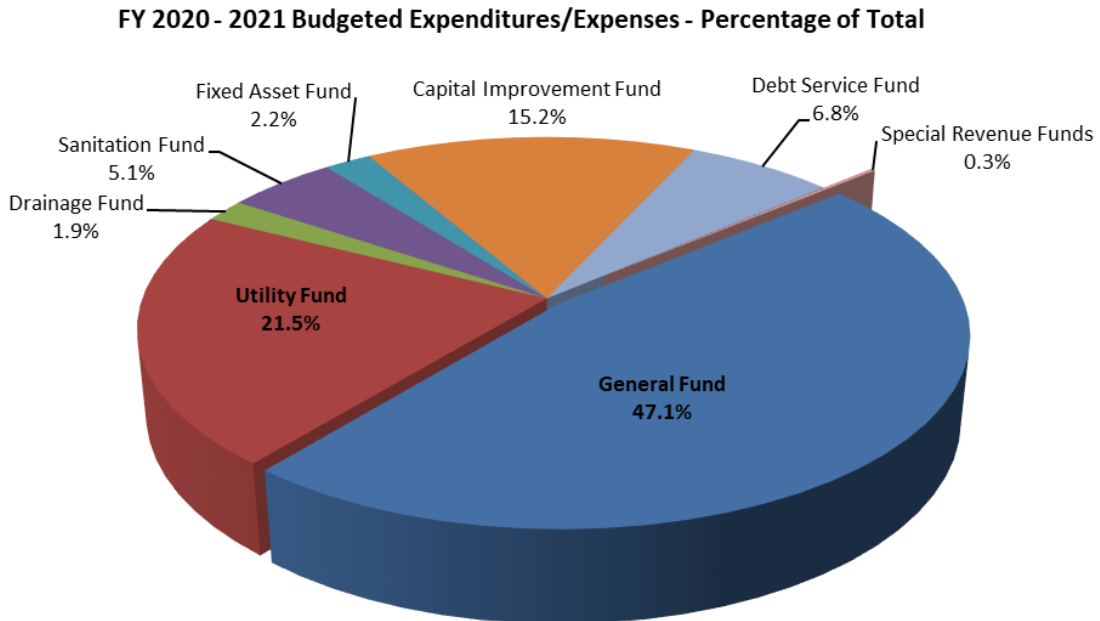
A detailed listing of all revenue sources in the Utility Fund can be found in the "Utility Fund" section.

EXPENDITURES/EXPENSES

The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$46,979,200. The largest use of City funds is personnel expenses at 39.9% (\$18,753,100) followed by Capital Improvement Projects at 15.2% (\$7,147,000).

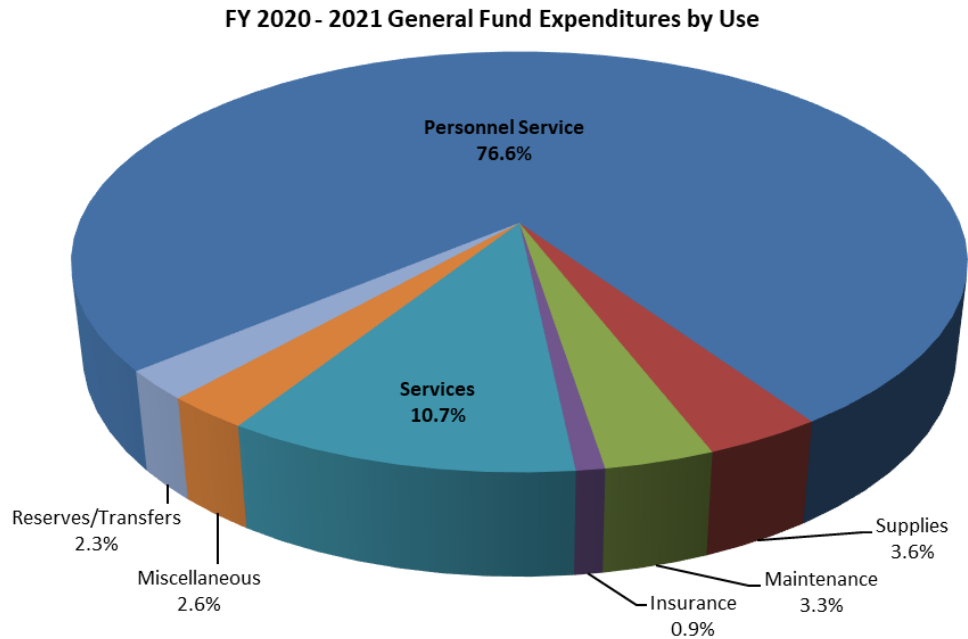


The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 47.1%, 21.5% and 15.2% of the budget respectively. The Capital Improvement Fund projects are discussed in detail in the “Capital Outlay and Improvements” section.



GENERAL FUND EXPENDITURES

At \$22,119,900, General Fund expenditures make up 47.1% of the City's total uses with personnel service (76.6%) and services (10.7%) categories as its major uses.

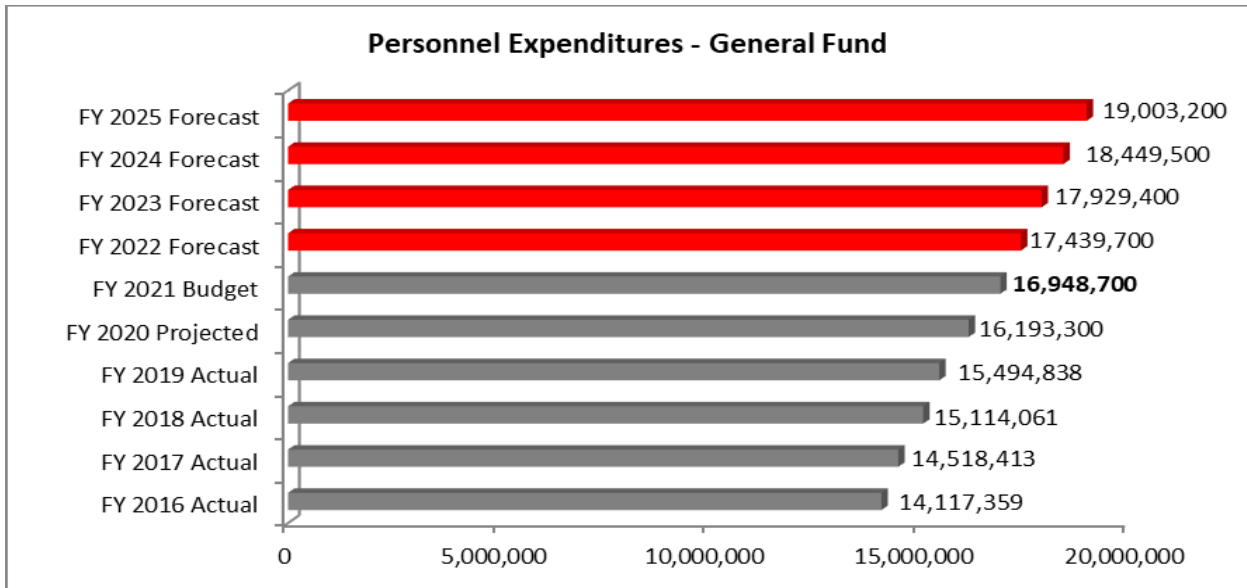


Personnel Service

Total personnel services for the 2021 fiscal year are budgeted at \$16,948,700, an increase of \$755,400 or 4.7% over the prior year's projection of \$16,193,300. This increase is due to a 3.0% percent cost of living adjustment for all employees. An upgrade of the Telecommunication positions in the Police Department and a Deputy Court Clerk position added to the Municipal Court Department is also a portion of the increase. These changes are also described in the "Budget at a Glance" on page 15 and in the "Personnel" section.

In forecasting future years for personnel service, a two percent increase is added to the prior year's salary total, fourteen percent to the prior year's health insurance, and one percent to overtime and worker's compensation. Attention is also paid to whether the totals make sense historically as well as in general to our current staffing.

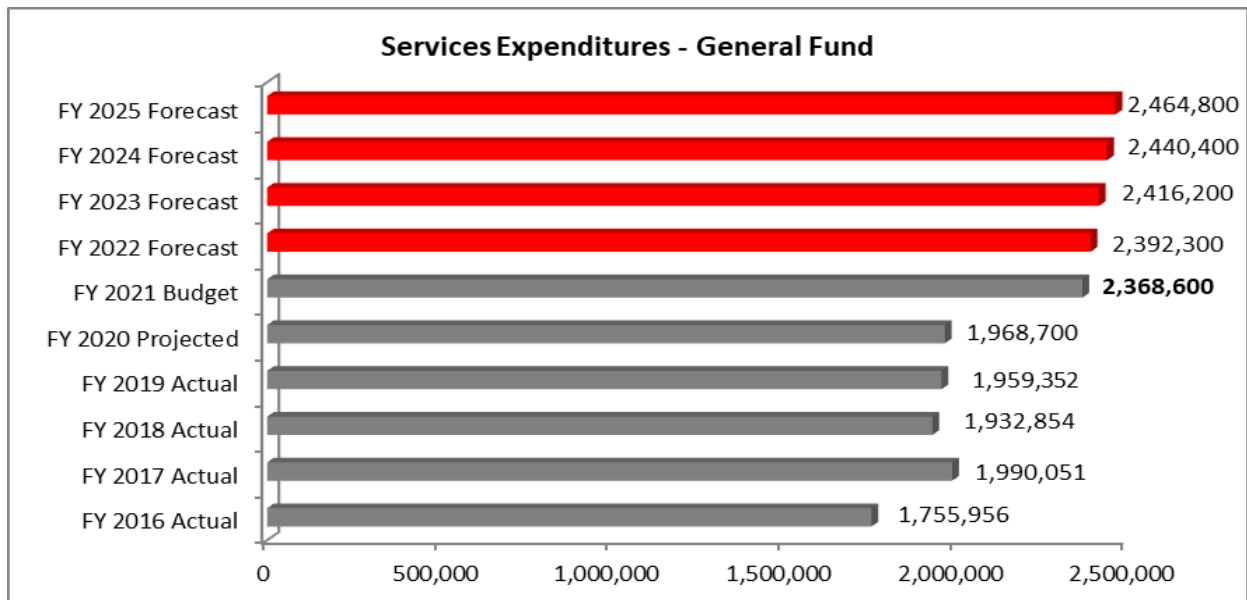
The budgeted year is adjusted during budget planning (mid-year) as it is confirmed whether a salary adjustment will be given, new employees will be hired, worker's compensation and retirement rates will increase or decrease, and based on changes to the health insurance coverage.



FY 2021's budgeted personnel expenditures show an increase of 20% in this line item since FY 2016. Forecasts are shown in red.

Services

The Services category, at a total of \$2,368,600 for the 2021 fiscal year, contains many different line items the largest of which are Utilities (\$497,000), Contract Labor (\$455,100), and State Tax Payments (\$335,000). For forecasting purposes, the category of Services is projected to increase one percent each fiscal year. During budgeting, Department Heads provide detailed input as to their needs and historical data is reviewed to help with current year projections and the upcoming year's budget.

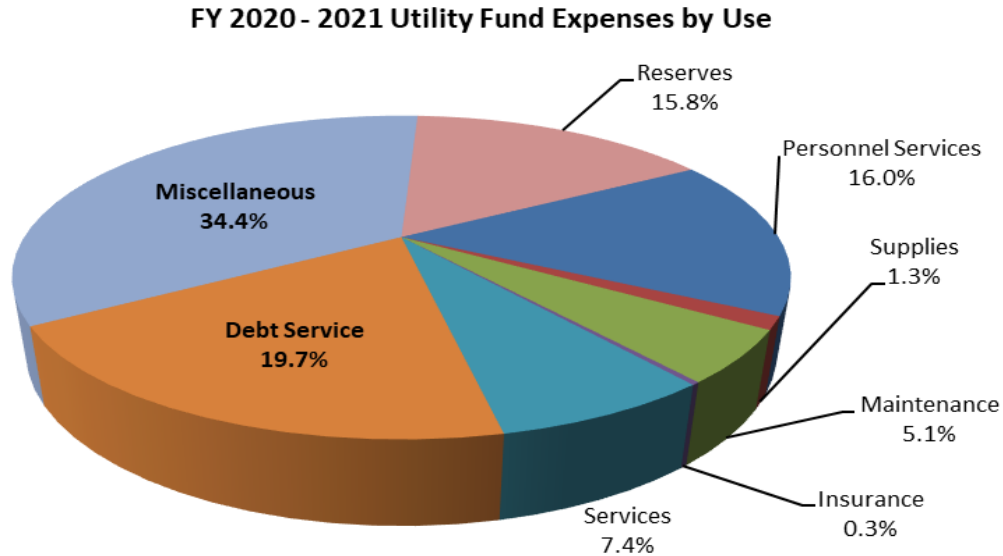


A one percent increase is forecasted as shown in the graph above (red bars).

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

UTILITY FUND EXPENSES

At \$10,119,700, Utility Fund expenses make up 21.5% of the City's total uses. Major uses, as indicated in the graph below, are Miscellaneous (34.4%), Reserves (15.8%), and Debt Service (19.7%).



Miscellaneous

The Miscellaneous category contains line items that just do not fit anywhere else such as bad debt expense (\$65,000), audit fees (\$27,400) and amortization advanced refunding (\$47,900). A new line item was added during the 2019 fiscal year titled "Required Public Notices" due to an addition to the Texas Local Government Code (140.0045) which requires a separate line item indicating expenses for notices required by law to be published in a newspaper. (This same line item is also in the General Fund to record the same expenses there.)

Bad Debt expense has been especially difficult to predict for the end of the 2020 fiscal year and for FY 2021 due to the pandemic. Not knowing where everything stands with this COVID-19 pandemic and how it may affect how our residents and commercial businesses financially, affects the planning of the bad debt line item (also located in the Drainage and Sanitation Funds). Staff has projected a lower amount of \$17,000 in FY 2020 due to Water Administration's halt on collections of accounts that had already been defaulted on.

Typically, line items in the Miscellaneous category are projected and forecasted based on historical data except for the Amortization Advanced Refunding line item. This line item (amortization) is calculated whenever a refunding bond issuance is done therefore, we know up until the maturity of the refunding what the amount will be.

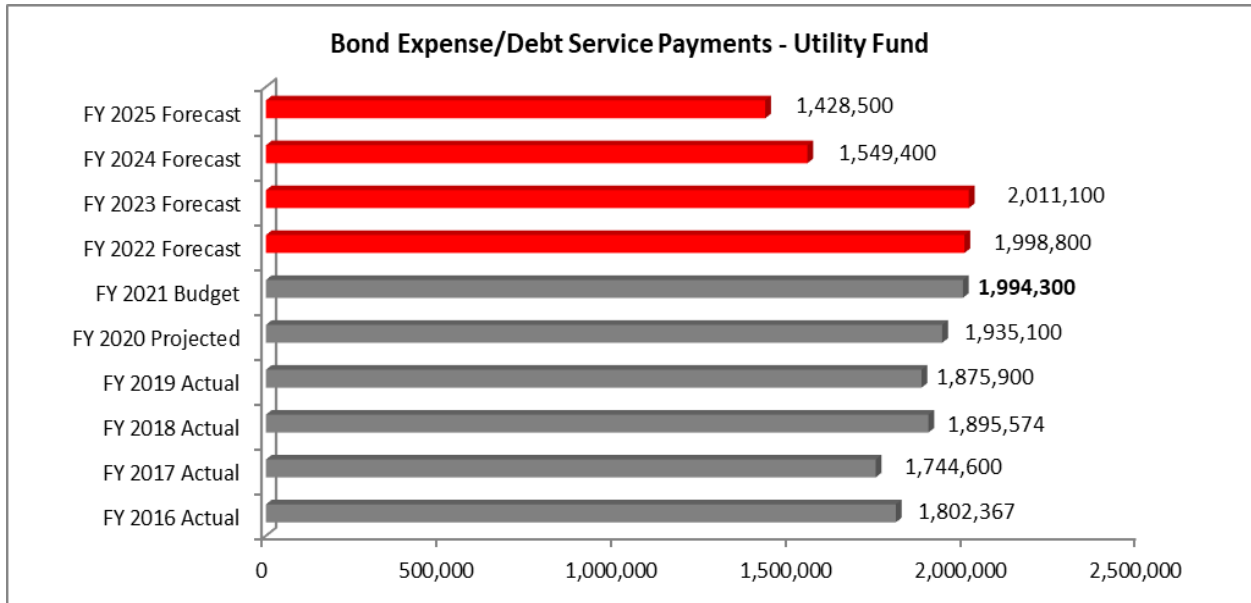
Reserves

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

Debt Service

The bond expense line item is budgeted at \$1,994,300 for the 2021 fiscal year. Debt service is budgeted based on the debt payments required each year. If debt is going to be issued in future years, estimates are provided by the City’s financial advisor and then included in projections and/or forecasts as needed.

The City issued Series 2020 General Obligation Refunding Bonds in May 2020 however at the time of budgeting for FY 2021, the issuance of new debt was discussed but was not set in the budget. See the “Debt Service” section for additional details on the City’s current debt.



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

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



GENERAL FUND

GENERAL FUND REVENUE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PROPERTY TAXES						
700 Tax Receipts	9,033,900	9,020,472	9,445,800	9,277,898	9,445,800	10,143,100
703 Fines and Penalties	0	45,171	0	0	0	0
TOTAL PROPERTY TAXES	9,033,900	9,065,643	9,445,800	9,277,898	9,445,800	10,143,100
OTHER TAXES AND SPECIAL ASSESSMENTS						
080 Cable Franchise Fees	350,000	337,731	340,000	167,952	335,000	335,000
081 Electricity Franchise Fees	975,000	949,623	975,000	544,856	951,000	953,000
082 Gas Franchise Fees	100,000	76,962	80,000	32,376	71,700	70,000
083 Telephone Franchise Fees	45,000	38,258	40,000	18,060	23,500	10,000
707 Mixed Drink Tax	100,000	103,910	105,000	54,639	92,900	70,000
708 Bingo Tax	40,000	45,226	40,000	23,788	38,500	20,000
709 Sales Tax	6,630,700	7,194,566	6,791,600	3,815,176	7,000,000	6,927,400
TOTAL OTHER TAXES AND SPECIAL ASSESSMENTS	8,240,700	8,746,276	8,371,600	4,656,847	8,512,600	8,385,400
LICENSES AND PERMITS						
022 Platting and Rezoning	50,000	55,710	70,000	3,783	15,000	30,000
050 City Registration Fee	32,000	26,790	35,000	28,233	35,000	35,000
051 Building Permits	200,000	291,886	290,000	120,628	210,000	250,000
052 Contractor's Registration	15,000	9,300	11,000	9,829	15,000	15,000
053 Fire Permit Revenue	10,000	12,305	10,000	4,475	9,000	10,000
TOTAL LICENSES AND PERMITS	307,000	395,991	416,000	166,948	284,000	340,000
FINES AND FEES						
016 Court Fines	1,000,000	965,276	950,000	475,897	985,000	1,000,000
TOTAL FINES AND FEES	1,000,000	965,276	950,000	475,897	985,000	1,000,000
CHARGES FOR SERVICES						
036 Aquatic Revenue	55,000	43,587	55,000	50	0	40,000
037 Recreation Programs	35,000	22,762	15,000	3,073	4,000	15,000
038 Youth Sports Activities	130,000	123,520	130,000	73,179	37,000	100,000
039 Concession Stand	6,000	6,309	5,000	5,190	5,200	5,000
040 Adult Activities	11,000	11,582	15,000	701	1,500	10,000
041 Park Facility Rentals	28,000	36,903	30,000	19,023	18,000	30,000
058 False Alarm Fees	0	6,100	0	1,125	2,000	0
100 Ambulance Collection Fees	(50,000)	(57,857)	(55,000)	(28,088)	(56,200)	(58,000)
101 Ambulance Service	700,000	785,494	720,000	318,329	750,000	715,000
112 Animal Services	75,000	79,938	75,000	41,330	70,000	75,000
TOTAL CHARGES FOR SERVICES	990,000	1,058,338	990,000	433,912	831,500	932,000
INTERGOVERNMENTAL PAYMENTS						
070 Grant Revenue	38,900	36,492	91,700	44,854	84,200	137,800
102 Reimburse Bell County	4,000	5,616	5,600	7,873	7,900	5,000
103 Central Texas Trauma Council	3,500	500	500	0	2,400	2,000
602 Reimb from TxDOT PTF Program	170,000	886,102	0	0	0	0
TOTAL INTERGOVERNMENTAL PAYMENTS	216,400	928,710	97,800	52,727	94,500	144,800

GENERAL FUND REVENUE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
INVESTMENT EARNINGS						
020 Interest Income	215,000	399,472	425,000	162,580	280,000	250,000
201 Net Value of Investments	0	(29)	0	0	0	0
TOTAL INVESTMENT EARNINGS	215,000	399,443	425,000	162,580	280,000	250,000
CONTRIBUTIONS AND DONATIONS						
400 Donations	0	2,980	0	2,980	3,000	0
401 Donations - Police	0	2,080	0	0	0	0
402 Donations - Healthy Homes	0	0	0	1,000	1,000	0
403 Donations - Library	0	250	0	0	0	0
404 Donations - Parks & Recreation	0	5,662	0	1,000	1,800	0
405 Donations - National Night Out	0	0	0	0	0	0
406 Donations - Pet Adoption Center	20,000	18,442	20,000	9,515	12,000	15,000
407 Donations - Activity Center	0	0	0	3,000	3,000	0
TOTAL CONTRIBUTIONS AND DONATIONS	20,000	29,414	20,000	17,495	20,800	15,000
MISCELLANEOUS						
010 Credit Card Fees	(35,000)	(34,336)	(35,000)	(20,256)	(40,000)	(35,000)
011 Technology Fee - My Permit Now	4,000	4,735	4,000	5,335	10,000	10,000
012 AdComp Kiosk Payment Fees	100	0	0	0	0	0
015 Cash Over (Short)	0	(14)	0	(20)	0	0
021 Miscellaneous Income	23,000	21,826	20,000	10,112	16,500	20,000
023 Taxable Income	14,000	17,861	16,000	8,033	13,000	16,000
025 Miscellaneous A/R Income	0	0	0	0	0	0
030 Insurance Proceeds	0	8,471	0	39,959	40,500	0
031 Settlement of Claim	0	1,086	0	900	2,000	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	11,059	0	7,961	11,200	0
113 Auction Abandoned Property	0	768	0	3,380	3,400	0
116 State Seizure Funds	0	0	0	0	0	0
200 Gain on Investments	0	0	0	49	0	0
600 Lease Agreement Proceeds	0	0	0	0	0	0
TOTAL MISCELLANEOUS	6,100	31,456	5,000	55,453	56,600	11,000
TRANSFERS IN						
802 Transfer from Water	500,000	500,000	500,000	100,000	500,000	500,000
803 Transfer from Drainage	0	0	0	0	0	0
804 Transfer from Sanitation	300,000	300,000	300,000	75,000	150,000	200,000
812 Transfer from Restricted Courts	90,000	90,000	90,000	45,000	100,000	83,500
TOTAL TRANSFERS IN	890,000	890,000	890,000	220,000	750,000	783,500
TOTAL REVENUES	20,919,100	22,510,547	21,611,200	15,519,757	21,260,800	22,004,800
BEGINNING FUND BALANCE	10,529,796	9,725,753	11,060,546	10,126,315	10,126,315	9,859,615
INCREASE/DECREASE	400	400,562	(19,500)	4,395,889	(266,700)	(115,100)
ENDING FUND BALANCE	10,530,196	10,126,315	11,041,046	14,522,204	9,859,615	9,744,515
FUND BALANCE REQUIREMENT						5,405,000
(Three Months Operating Expense)						

GENERAL FUND EXPENDITURE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	11,556,200	11,341,788	12,130,200	5,849,710	11,723,700	12,329,400
002 Overtime	436,900	537,886	521,700	284,592	514,100	526,900
003 Worker's Compensation	125,000	120,840	124,000	139,168	129,100	143,900
004 Health Insurance	1,046,100	894,525	1,077,800	535,768	1,065,300	1,068,900
005 Social Security	917,400	876,487	967,800	451,153	936,300	983,600
006 Retirement	1,794,700	1,723,312	1,855,100	902,783	1,824,800	1,896,000
TOTAL PERSONNEL SERVICE	15,876,300	15,494,838	16,676,600	8,163,174	16,193,300	16,948,700
SUPPLIES						
010 Office	95,800	89,221	100,700	56,876	92,600	98,400
011 Vehicle	249,800	246,489	245,200	120,497	226,400	236,500
012 General	142,900	132,961	135,700	84,025	135,100	124,600
013 Equipment	83,000	69,472	69,900	36,546	68,800	69,800
014 Uniforms	110,000	93,319	108,500	48,485	94,800	107,300
015 Recreational	6,000	5,252	6,000	2,979	5,400	6,000
016 Chemical	12,200	11,444	12,200	3,478	8,000	12,200
017 Clinical	0	0	20,000	16,394	38,000	20,000
028 Animal Care	50,000	52,561	45,000	20,444	31,000	60,000
029 Medical	55,700	54,499	55,700	28,580	55,700	60,000
TOTAL SUPPLIES	805,400	755,218	798,900	418,304	755,800	794,800
MAINTENANCE						
020 Vehicle	139,800	132,185	126,000	110,223	175,100	139,000
021 Building	112,800	97,728	97,800	65,123	104,800	101,300
022 Equipment	311,700	304,307	321,500	223,065	304,600	335,700
023 Ground	165,700	149,047	165,800	64,078	150,100	165,900
TOTAL MAINTENANCE	730,000	683,267	711,100	462,489	734,600	741,900
INSURANCE						
030 Property/Liability	166,100	186,555	187,900	175,050	181,200	194,000
TOTAL INSURANCE	166,100	186,555	187,900	175,050	181,200	194,000
SERVICES						
035 Unemployment Payments	0	8,398	0	2,225	2,200	0
036 Election Expense	10,000	3,532	17,600	645	600	30,000
040 Utilities	554,100	457,053	490,500	231,273	479,900	497,000
041 Dues and Subscriptions	49,700	46,420	49,400	26,057	43,800	57,400
042 Travel and Training	164,300	118,197	144,700	69,243	97,100	139,700
043 Impound Expense	1,000	500	500	318	500	500
045 Telephone	75,200	73,185	82,100	38,305	88,300	91,600
046 Equipment Rental	31,900	23,526	30,900	7,119	22,900	30,000
047 Contract Labor	523,700	542,702	505,000	261,671	519,400	455,100
051 Online Transaction Fees	6,600	7,568	6,800	2,697	5,000	6,800
059 Adaptive Sports	10,000	5,968	10,000	1,649	6,600	10,000
060 Tree City USA	10,000	3,879	10,000	2,981	5,000	10,000
061 Living Legacy	4,500	5,597	4,500	901	3,000	4,500
065 Trophies and Awards	17,000	16,989	15,000	4,543	5,000	15,000
066 Uniforms and Equipment (Rec)	55,000	46,068	45,000	12,868	30,000	45,000

GENERAL FUND EXPENDITURE SUMMARY

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
SERVICES, continued						
067 Events & Programs	46,000	43,407	41,000	31,838	36,400	63,800
068 Team Travel	2,000	0	2,000	0	0	0
069 Adult Sports	3,000	2,456	2,000	0	1,700	2,000
070 Other Expense (Grants)	45,200	20,143	94,900	44,303	70,500	147,500
075 LEOSE Training	5,400	7,056	9,100	3,157	5,000	7,000
076 COVID 19 Expenses	0	0	0	0	15,000	5,000
081 Bank Fees	1,500	647	1,000	205	800	800
083 Audit Fees	30,500	20,950	30,500	29,200	29,200	30,000
084 Tax Appraisal Contract	101,000	101,915	103,000	51,891	105,000	108,000
086 Nuisance Abatement	55,000	14,833	50,000	3,213	21,500	245,000
087 State Tax Payments	350,000	341,027	330,000	178,371	345,000	335,000
102 Medical Director Contract	42,700	37,800	20,000	24,000	24,000	20,000
104 Fire Prevention	7,500	7,440	6,000	988	1,000	6,000
105 Safety Training	900	0	900	460	900	900
400 Public Awareness	7,000	2,096	5,000	2,229	3,400	5,000
TOTAL SERVICES	2,210,700	1,959,352	2,107,400	1,032,350	1,968,700	2,368,600
MISCELLANEOUS						
090 Legal Fees	58,300	110,957	100,000	46,404	84,000	72,000
091 Advertising	41,500	26,838	32,400	8,535	17,500	28,200
092 Professional Fees	230,200	185,035	219,600	130,470	198,800	237,700
095 Required Public Notices	0	18,569	12,500	3,117	10,900	14,900
096 Prosecutor Fees	0	0	0	0	0	58,000
401 Transportation (HOP)	40,000	40,000	40,000	0	0	0
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chamber of Commerces - H Heights	40,000	40,000	40,000	20,000	40,000	50,000
403 Chamber of Commerces - Killeen	12,500	12,500	12,500	6,250	12,500	0
404 Youth Task Force	10,000	10,000	10,500	0	0	10,500
405 Economic Development	22,500	22,500	22,500	11,335	23,600	22,500
406 Texas A&M Contribution	12,500	12,500	0	0	0	0
408 Boys & Girls Club Contribution	30,000	30,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	9,500	9,500	9,500	12,000
410 Nat'l Mounted Warfare Found.	12,500	12,500	0	0	0	0
600 Pitney Bowes Lease	2,200	3,493	3,500	1,747	3,500	3,500
615 Xerox Rental	8,500	8,956	8,800	4,515	8,800	15,600
TOTAL MISCELLANEOUS	547,200	560,348	558,800	288,873	456,100	571,900
RESERVES/TRANSFERS						
007 Reserve for Personnel	8,000	20,661	15,000	4,497	8,700	0
254 Reimb: Seton Medical	575,000	574,746	575,000	579,131	579,100	0
800 Transfer to Fixed Assets	0	350,000	0	0	500,000	0
805 Transfer to Capital Projects	0	1,450,000	0	0	0	500,000
806 Transfer to Debt Service	0	75,000	0	0	150,000	0
TOTAL RESERVES/TRANSFERS	583,000	2,470,407	590,000	583,628	1,237,800	500,000
GRAND TOTAL	20,918,700	22,109,985	21,630,700	11,123,868	21,527,500	22,119,900

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.

ACHIEVEMENTS

- The City of Harker Heights was honored with the “City of the Year” Award by the Forty and Eight Organization. This Organization selects one town or city in the nation to honor and recognize initiatives toward supporting veterans in their community. Harker Heights is the first City in Texas to receive the award from the organization. The Mayor received the award on behalf of the City in Myrtle Beach, South Carolina.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Receive a presentation from Killeen Independent School District.
 - Completed. Dr. Craft provided an update on KISD in September of 2020. The delay in scheduling was due to COVID-19.
- Hold a Council Retreat.
 - Completed. Council retreat held on August 14, 2020.
- Execute a lease agreement with the Corps of Engineers for Dana Peak Park.
 - Ongoing. The City and Corps of Engineers have continued to pursue an agreement on Dana Peak Park. The Council will provide guidance on how the City should proceed.
- Contract for future solid waste services for the City.
 - Completed. New trash service will begin early 2021. The delayed start date was due to the COVID-19 pandemic.

FY 2020-2021 OBJECTIVES

- Receive a presentation from Killeen Independent School District.
- Hold a Council Retreat.
- Execute a lease agreement with the Corps of Engineers for Dana Peak Park.
- Complete regional transit study.

CITY COUNCIL

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	6,000	6,080	6,000	3,000	6,000	6,000
005 Social Security	500	465	500	230	500	500
TOTAL PERSONNEL SERVICE	6,500	6,545	6,500	3,230	6,500	6,500
SUPPLIES						
010 Office	0	0	0	0	0	0
012 General	15,000	14,706	15,000	2,331	8,000	15,000
TOTAL SUPPLIES	15,000	14,706	15,000	2,331	8,000	15,000
SERVICES						
036 Election Expense	10,000	3,532	17,600	645	600	30,000
041 Dues and Subscriptions	1,000	938	1,000	0	600	1,000
042 Travel and Training	15,000	8,591	15,000	7,344	10,000	10,000
TOTAL SERVICES	26,000	13,061	33,600	7,989	11,200	41,000
MISCELLANEOUS						
090 Legal Fees	5,000	6,220	6,000	1,025	4,000	6,000
401 Transportation (HOP)	40,000	40,000	40,000	0	0	0
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chamber of Commerces - H Heights	40,000	40,000	40,000	20,000	40,000	50,000
403 Chamber of Commerces - Killeen	12,500	12,500	12,500	6,250	12,500	0
406 Texas A&M Contribution	12,500	12,500	0	0	0	0
408 Boys & Girls Club Contr	30,000	30,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	9,500	9,500	9,500	12,000
410 Nat'l Mounted Warfare Found.	12,500	12,500	0	0	0	0
TOTAL MISCELLANEOUS	179,000	180,220	155,000	83,775	113,000	115,000
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	9,395	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	9,395	0	0	0	0
GRAND TOTAL	226,500	223,927	210,100	97,325	138,700	177,500

ADMINISTRATION

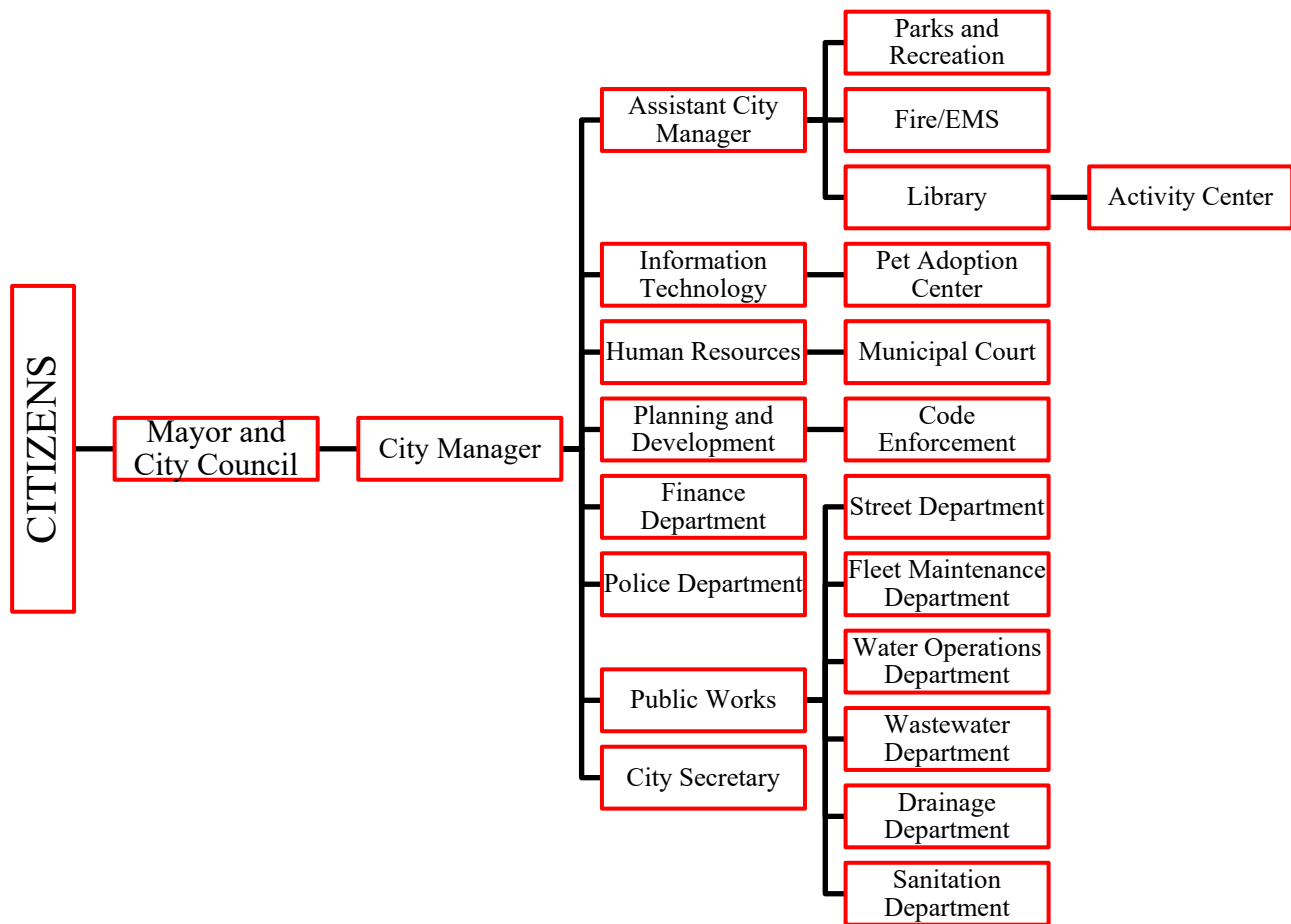
City Administration includes the City Manager’s Office, Human Resources Department, and City Secretary’s Office.

The City Manager’s Office consists of the City Manager who is appointed by the City Council and one Assistant City Manager. The City Manager’s Office is responsible for the overall operation of the City. This includes planning, budgeting, supervision of employees and providing quality services to residents of the City.

The Human Resources Department consists of the Director of Human Resources, a Human Resources Coordinator, and a Human Resources Clerk.

The City Secretary’s Office consists of the City Secretary, an Assistant City Secretary, and a Records Management Coordinator.

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- The City of Harker Heights was recognized and awarded the Veteran Employer of the Year Government Entity Award.
- The City of Harker Heights was awarded the “We Hire Vets” Award from the Texas Workforce Commission for the third consecutive year.
- Successfully executed the first employee benefits virtual open enrollment.
- An Employee Orientation for new hires was implemented. The employee orientation includes a brief presentation by each city department and tour of city facilities.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Oversee the renovation/expansion of Fire Station #2.
 - Ongoing. The renovation and expansion of Fire Station #2 was slow due to COVID-19.
- Negotiate a new solid waste contract with Waste Management or provide Council with alternatives for solid waste service if a contract with Waste Management cannot be reached.
 - Completed. The City is newly contracted with Waste Management.
- Continue to work with the Retail Coach to recruit retail businesses to the City.
 - Ongoing. The City continues to work with The Retail Coach to recruit retailers.

FY 2020-2021 OBJECTIVES

- Complete the renovation/expansion of Fire Station #2.
- Institute the new trash service for the City.
- Continue to work with The Retail Coach to recruit retail businesses to the City.
- Strive toward innovative employee cross-training.
- Implement a consistent and efficient employee onboarding process.
- Focus on Legislative issues that impact the City and complete a Legislative Agenda.

PERFORMANCE MEASURES - ADMINISTRATION

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
Number of full-time employees	7	7	8	8	8
OUTPUTS:					
Agenda minutes prepared	29	21	25	22	25
Ordinances published, codified	31	33	35	51	35
Resolutions processed	31	35	30	24	30
Requests for information processed	760	734	750	365	500
# of Council workshops/meetings held	19 / 24	19 / 19	16 / 25	17 / 18	19 / 20
# of Developer Agreements signed	0	0	0	1	0
EFFECTIVENESS/EFFICIENCY:					
% agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

PERFORMANCE MEASURES - HUMAN RESOURCES

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
OUTPUTS:					
# of job fairs participated in	3	3	3	0	2
# of criminal background checks	1,050	1,055	1,050	530	1,000
# of pre-employment drug screens	50	65	60	35	60
EFFECTIVENESS:					
# of exit interviews conducted	15	21	15	18	15
# of HR website hits	45,000	48,486	50,000	37,118	45,000
EFFICIENCY:					
Employee Turnover Rate	4%	6%	6%	8%	8%

ADMINISTRATION

	FY 2020-21					
	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	ADOPTED
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	BUDGET
PERSONNEL SERVICE						
001 Salaries	592,400	598,388	742,200	394,447	736,600	711,300
002 Overtime	6,000	9,715	8,000	2,356	3,000	8,000
003 Worker's Compensation	3,800	3,718	4,400	4,981	4,600	5,200
004 Health Insurance	51,300	46,306	62,000	31,040	59,600	53,500
005 Social Security	45,800	42,397	57,400	25,502	56,600	55,000
006 Retirement	90,000	91,741	112,100	59,427	110,600	107,500
TOTAL PERSONNEL SERVICE	789,300	792,265	986,100	517,753	971,000	940,500
SUPPLIES						
010 Office	1,200	459	1,000	280	2,000	2,000
012 General	19,000	16,627	18,000	18,437	22,600	20,000
013 Equipment	1,000	0	0	0	0	0
TOTAL SUPPLIES	21,200	17,086	19,000	18,717	24,600	22,000
MAINTENANCE						
021 Building	0	0	5,000	6,630	12,000	10,000
022 Equipment	2,500	6,762	7,000	5,279	7,000	6,500
TOTAL MAINTENANCE	2,500	6,762	12,000	11,909	19,000	16,500
INSURANCE						
030 Property/Liability	5,200	5,787	6,700	6,302	6,500	7,000
TOTAL INSURANCE	5,200	5,787	6,700	6,302	6,500	7,000
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	25,000	22,395	21,000	11,925	23,700	24,000
041 Dues and Subscriptions	9,100	11,017	10,000	5,543	10,600	10,500
042 Travel and Training	8,000	5,435	11,000	6,906	8,000	12,500
045 Telephone	0	3,334	3,000	718	2,000	900
046 Equipment Rental	1,000	1,133	1,100	567	1,100	0
047 Contract Labor	3,600	0	0	0	0	0
070 Other Expense (Grants)	0	0	0	0	0	9,700
076 COVID 19 Expenses	0	0	0	0	15,000	5,000
081 Bank Fees	1,500	647	1,000	205	800	800
400 Public Awareness	7,000	2,096	5,000	2,229	3,400	5,000
TOTAL SERVICES	55,200	46,057	52,100	28,093	64,600	68,400
MISCELLANEOUS						
090 Legal Fees	35,300	82,637	64,000	23,481	50,000	64,000
091 Advertising	15,000	6,365	7,000	4,050	7,000	7,000
092 Professional Fees	110,000	102,490	105,000	55,691	103,500	99,000
095 Required Public Notices	0	14,879	8,000	1,657	4,000	8,000
096 Prosecutor Fees	0	0	0	0	0	58,000
404 Youth Task Force	10,000	10,000	10,500	0	0	10,500
405 Economic Development	22,500	22,500	22,500	11,335	23,600	22,500
600 Pitney Bowes Lease	2,200	3,493	3,500	1,747	3,500	3,500
615 Xerox Rental	2,000	2,028	2,000	1,014	2,000	2,000
TOTAL MISCELLANEOUS	197,000	244,392	222,500	98,975	193,600	274,500
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	1,029	0	0	0	0
702 Building and Improvements	0	17,695	0	0	8,500	9,000
705 Equipment	0	4,157	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	22,881	0	0	8,500	9,000
GRAND TOTAL	1,070,400	1,135,230	1,298,400	681,749	1,287,800	1,337,900

FINANCE

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

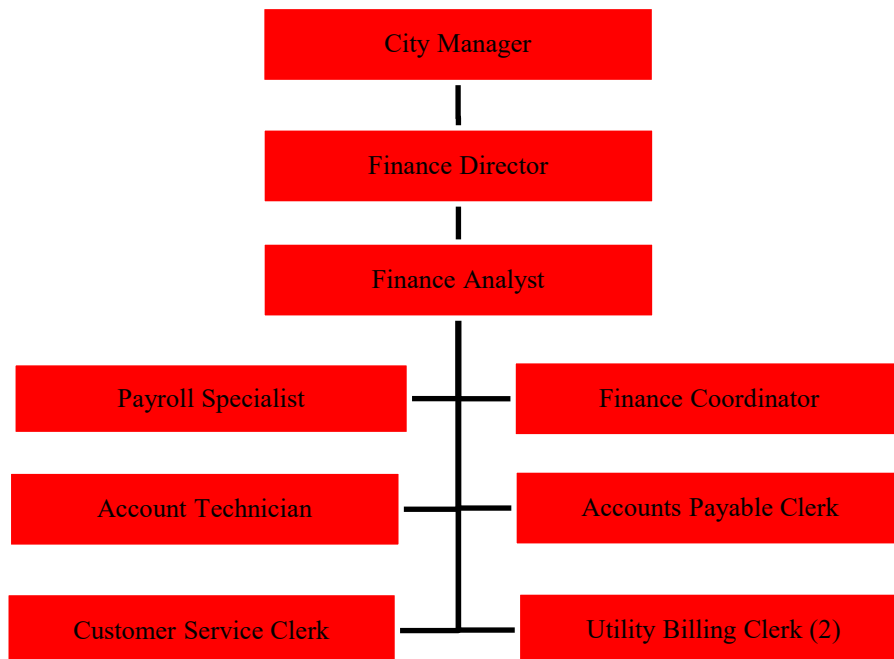
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures, to protect and optimize the financial resources of the City, and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial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

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

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the twenty-fifth consecutive year.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the twenty-fourth consecutive year.
- Completed financing for the Series 2019 Combination Tax and Revenue Certificates of Obligation in the amount of \$4,000,000.
- Implemented an updated City Purchasing Policy that included raising the purchase order limit from \$150.00 to \$500.00 and increased the fixed asset threshold from \$1,000.00 to \$5,000.00.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
 - This is an ongoing project and will remain an objective for the 2021 fiscal year.
- Continue to implement internal auditing procedures.
 - Ongoing and will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
 - Ongoing and will remain as an objective for the Finance Department.

FY 2020-2021 OBJECTIVES

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

PERFORMANCE MEASURES - FINANCE

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time personnel	5	5	5	5	5
OUTPUTS:					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,700	1,580	1,400	794	800
# of accounts payable transactions	14,000	13,304	13,350	14,215	14,500
# of vendors paid electronically	150	151	165	179	180
# of bid openings held	10	14	10	5	10
EFFECTIVENESS:					
Received GFOA's CAFR Award / Number of times	Yes	Yes / 24	Yes	Yes / 25	Yes
Received GFOA's Budget Award / Number of times	Yes	Yes / 23	Yes	Yes / 24	Yes
Standard & Poor's Rating	AA	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	1.0	1.0	1.0	1.0	1.0
EFFICIENCY:					
# of purchase orders per employee	340.0	316.0	280.0	158.8	160.0

PERFORMANCE MEASURES - UTILITY ADMINISTRATION

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time personnel	3	4	4	4	4
OUTPUTS:					
# of active utility billing accounts	11,000	10,852	11,000	11,958	12,000
Total amount billed (in thousands)	\$12,500	\$13,118	\$14,000	\$14,624	\$15,000
# of utility bills outsourced	140,000	138,479	151,200	144,296	151,200
# of second notices mailed	25,000	24,195	26,750	49,062	40,000
# of e-bills sent	27,500	29,458	31,500	34,146	35,000
# of service orders processed	13,000	16,883	17,500	12,479	14,000
# of payments processed in-house	110,000	107,601	108,500	89,663	95,000
# of payments water related	107,000	105,338	106,500	89,522	95,000
# of payments processed via REMIT	23,000	19,568	21,000	17,117	20,000
# of payments made through website	35,000	34,063	36,000	39,639	40,000
# of payments processed as a draft	24,570	23,778	28,750	26,827	28,000
# of payments made via IVR	11,000	11,457	12,000	14,269	15,000
# of payments made via kiosk	2,000	2,209	3,000	2,268	3,000
# of past due phone notifications sent	12,000	13,528	15,000	30,998	32,000
# of successful phone notifications	7,500	8,082	9,000	19,282	20,000

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
EFFECTIVENESS:					
% of bills processed as scheduled	100%	100%	100%	99%	100%
% of payments processed via REMIT	21%	19%	20%	19%	20%
% of payments made through website	33%	32%	34%	44%	45%
% of payments processed a draft	23%	23%	27%	30%	35%
% of payments made via IVR	10%	11%	11%	16%	15%
% of payments made via kiosk	2%	2%	3%	3%	3%
% of payments that are water related	97%	98%	98%	99%	100%
% of bills/second notices outsourced	85%	85%	85%	81%	85%
% of successful notification delivery	63%	60%	60%	62%	63%
EFFICIENCY:					
# of active utility billing accounts per employee	3,666.7	2,713.0	2,750.0	2,989.5	3,000.0
# of service orders per employee	4,333.3	4,220.8	4,375.0	3,119.8	4,000
# of in-house payments per employee	36,666.7	26,900.3	27,125.0	22,415.8	24,625.0

FINANCE

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	423,900	367,893	377,400	194,716	309,700	335,700
002 Overtime	3,700	2,395	3,700	1,486	3,000	4,000
003 Worker's Compensation	3,600	3,453	2,800	3,113	2,900	3,200
004 Health Insurance	45,300	35,037	41,500	17,934	30,200	28,600
005 Social Security	32,700	26,527	29,200	13,369	23,900	26,000
006 Retirement	64,300	55,459	57,000	29,386	46,700	50,800
TOTAL PERSONNEL SERVICE	573,500	490,764	511,600	260,004	416,400	448,300
SUPPLIES						
010 Office	7,000	6,495	7,000	3,707	6,000	7,000
012 General	10,000	7,243	10,000	8,139	10,000	10,400
TOTAL SUPPLIES	17,000	13,738	17,000	11,846	16,000	17,400
MAINTENANCE						
022 Equipment	23,300	23,422	24,500	15,199	24,500	25,900
TOTAL MAINTENANCE	23,300	23,422	24,500	15,199	24,500	25,900
INSURANCE						
030 Property/Liability	4,900	5,471	4,400	4,019	4,200	4,500
TOTAL INSURANCE	4,900	5,471	4,400	4,019	4,200	4,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,300	2,011	2,300	1,582	2,000	1,700
042 Travel and Training	9,000	6,760	9,000	1,284	4,000	9,000
045 Telephone	1,800	1,667	1,800	732	1,700	400
046 Equipment Rental	0	0	0	0	0	600
047 Contract Labor	3,700	3,771	3,900	1,910	3,800	3,800
083 Audit Fees	28,000	18,950	28,000	27,200	27,200	28,000
084 Tax Appraisal Contract	101,000	101,915	103,000	51,891	105,000	108,000
TOTAL SERVICES	145,800	135,074	148,000	84,599	143,700	151,500
MISCELLANEOUS						
615 Xerox Rental	0	0	0	0	0	1,700
TOTAL MISCELLANEOUS	0	0	0	0	0	1,700
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	764,500	668,469	705,500	375,667	604,800	649,300

PET ADOPTION CENTER AND ANIMAL SERVICES

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

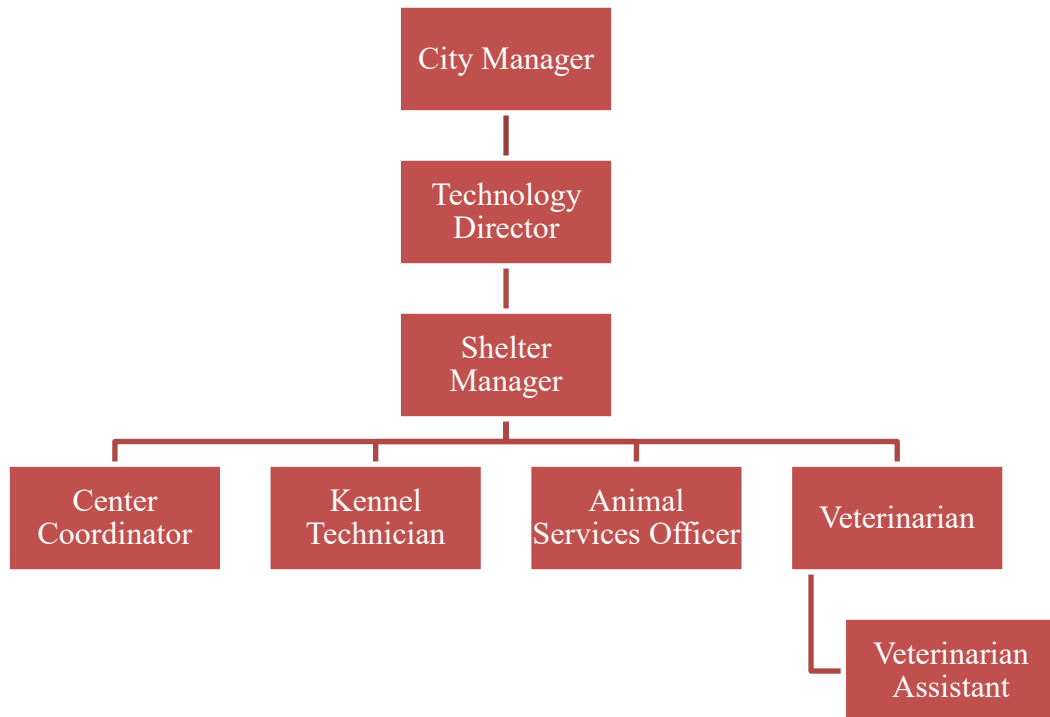
GOALS AND OBJECTIVES

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

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

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- During this year, the Pet Adoption Center raised \$13,256.95 in donations.
- The Pet Adoption Center’s Clinic sterilized 960 dogs and cats prior to adoption.
- Updated the cat adoption area with new cat condos. The condos provide better air flow to help cutdown on upper respiratory infections and better living quarters for the shelter cats.
- Increased clinic capabilities through full-time veterinarian networking and case management.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Passed a City Ordinance that authorizes the vaccination of animals on intake. The goal of this objective was to reduce the spread of communicable diseases in the shelter.
- Increased the use of the Shelter’s records management system. City staff began tracking calls for service, medical records and other information to better enhance reporting and automated many of the manual tasks.
- Enhanced the Animal Services Operations by standardizing protocols for proper handling, clinical procedures, front-desk operations, and cash handling procedures.

FY 2020-2021 OBJECTIVES

- Adopt a City Ordinance allowing for citizens to keep backyard chickens.
- Implement an Animal Shelter Training Program for all personnel.
- Start a Trap Neuter and Return (TNR) Program for community and feral cats with the goal of lowering the shelters euthanasia rate.
- Foster a program between local municipal shelters to assist with the sterilization of their shelter animals to better control the over-population of companion pets in the local area.

PERFORMANCE MEASURES - ANIMAL CONTROL

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
Number of full-time personnel	10	10	11	12	12
OUTPUTS:					
Number Impounded:					
Dogs	1,000	1,142	1,000	945	1000
Cats	600	928	800	1027	900
# of calls for service handled	2,850	2,939	3,000	3429	3000
EFFECTIVENESS:					
Percentage Adopted:					
Dogs	70%	54.9%	60%	48.7%	60%
Cats	70%	65.7%	70%	68.7%	75%
Percentage Returned to Owner:					
Dogs	10%	40.0%	30%	32.5%	35%
Cats	5%	3.7%	10%	1.2%	10%
Percentage Euthanized:					
Dogs	10%	3.8%	10%	2.0%	5%
Cats	20%	18.6%	20%	13%	15%
EFFICIENCY:					
# of dogs per full-time employee	100.00	114.20	90.91	78.80	83.33
# of cats per full-time employee	60.00	92.80	72.73	85.60	75.00
# of calls handled per full-time employee	285.00	293.90	272.73	285.75	250.00

PET ADOPTION CENTER

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	393,400	363,140	516,400	230,458	477,400	614,000
002 Overtime	13,000	22,914	20,000	5,417	9,600	20,000
003 Worker's Compensation	6,000	5,843	6,700	7,472	6,900	8,400
004 Health Insurance	42,700	32,409	53,000	27,222	53,800	58,900
005 Social Security	31,100	28,275	41,000	17,405	37,300	48,500
006 Retirement	61,100	51,081	80,200	31,092	72,800	94,800
TOTAL PERSONNEL SERVICE	547,300	503,662	717,300	319,066	657,800	844,600
SUPPLIES						
010 Office	5,900	3,520	4,900	3,344	4,900	4,900
011 Vehicle	7,000	4,995	5,000	2,302	4,000	5,000
012 General	6,600	1,869	4,000	3,696	5,000	6,000
013 Equipment	3,200	4,034	3,200	1,934	3,200	3,500
014 Uniforms	4,500	4,871	5,000	1,892	2,500	5,300
017 Clinical	0	0	20,000	16,394	38,000	20,000
028 Animal Care	50,000	52,561	45,000	20,444	31,000	60,000
TOTAL SUPPLIES	77,200	71,850	87,100	50,006	88,600	104,700
MAINTENANCE						
020 Vehicle	3,800	2,249	2,000	628	2,000	2,000
021 Building	20,000	22,647	17,300	8,393	17,300	18,000
022 Equipment	9,000	7,914	12,900	295	7,900	8,600
TOTAL MAINTENANCE	32,800	32,810	32,200	9,316	27,200	28,600
INSURANCE						
030 Property/Liability	8,000	8,955	10,100	9,373	9,700	11,300
TOTAL INSURANCE	8,000	8,955	10,100	9,373	9,700	11,300
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	25,000	20,484	20,000	10,305	21,800	22,000
041 Dues and Subscriptions	0	0	0	0	0	1,800
042 Travel and Training	6,000	1,517	4,000	1,804	2,300	5,000
045 Telephone	500	133	500	160	800	1,300
046 Equipment Rental	0	0	0	0	0	0
047 Contract Labor	0	8,542	15,600	7,500	8,700	5,000
051 Online Fees	100	0	0	0	0	0
070 Other Expense (Grants)	0	0	0	0	0	0
TOTAL SERVICES	31,600	30,676	40,100	19,769	33,600	35,100
MISCELLANEOUS						
091 Advertising	4,200	0	4,200	25	500	2,000
092 Professional Fees	5,000	5,061	3,000	2,175	4,000	4,000
TOTAL MISCELLANEOUS	9,200	5,061	7,200	2,200	4,500	6,000
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	1,800	1,832	1,800	0	1,800	1,800
610 COBAN Lease - Int	200	209	200	0	200	100
702 Building and Improvements	0	22,904	0	0	0	0
705 Equipment	9,200	2,850	40,000	16,287	32,600	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	11,200	27,795	42,000	16,287	34,600	1,900
GRAND TOTAL	717,300	680,809	936,000	426,017	856,000	1,032,200

POLICE DEPARTMENT

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

The Police Chief directs an organization composed of fifty-five 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. The Patrol and Criminal Investigation Divisions are each headed by a Commander and the Administration Division is headed by the Administrative Officer to the Chief. The Police Chief directly supervises the Division Commanders, the Administrative Officer to the Chief, the Professional Standards Lieutenant, and an Administrative Assistant.

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

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, the Special Investigations Section, an Evidence Technician, and an Office Clerk. The Division handles the storage and maintenance of confiscated property and evidence, crime analysis and statistics as well as other traditional investigative responsibilities such as the interview of witnesses, victims and suspects, preparation of warrant affidavits and case files, and courtroom testimony.

The Administration Division is responsible for the administration, control, support, and coordination of all Department Divisions. The Administration Division is overseen by the Administrative Officer to the Chief. This position oversees the Records section and the Telecommunications section. The Records section consists of two Records Clerks and the Telecommunications section consists of 7 Telecommunicators.

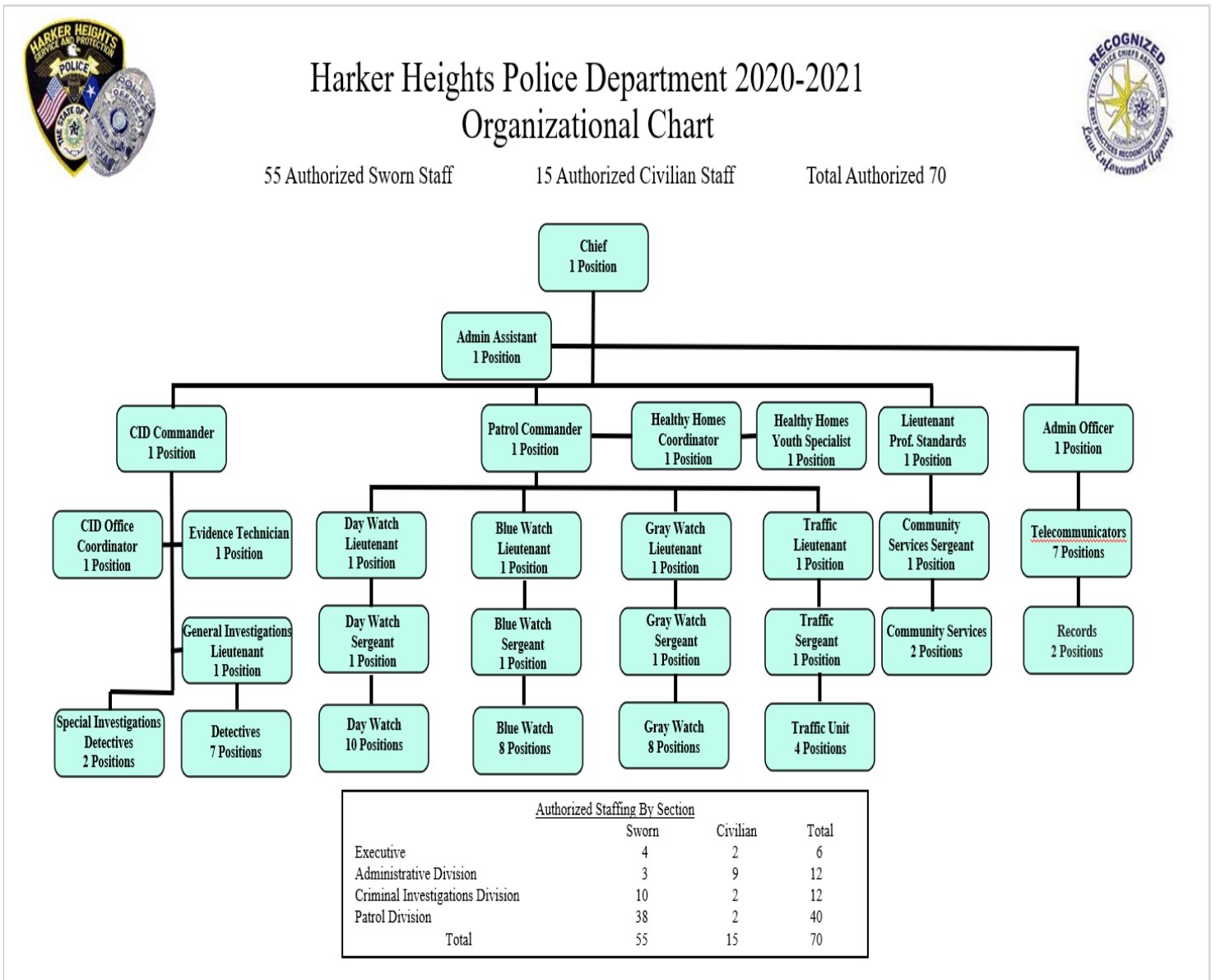
The Community Services Section is overseen by the Professional Standards Lieutenant and consists of a Sergeant and two officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically, the Section provides various crime prevention services such as crime prevention inspections and education programs. Additionally, the Section surveys the community, coordinates the Citizen's Police Academy, communicates with the schools, oversees neighborhood watch programs, and coordinates problem solving teams.

As Police Officers, we strive to be a Community Oriented Police Department and in partnership with our citizens to provide a safe community and service to all to the best of our ability as well as adhere to the vision of our city to provide public services that empower people to focus on what matters most: their goals, hopes and dreams.

GOALS AND OBJECTIVES

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

HHPD Organizational Chart



FY 2019-2020 ACHIEVEMENTS

- Continued the “Healthy Homes Program” with success for the 9th year and received a \$25,000 grant to aid the initiative.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods through “Operation Safe Shopper” for the 11th year.
- Received the “Best Practices Recognition Program” through the Texas Chiefs of Police Association for the third time (a four-year cycle, total recognition for 12 consecutive years).
- Increased the Department’s manpower in Records and Healthy Homes as well as adding an additional position to the Criminal Investigations Unit.
- Secured from the Office of the Governor Grants for Rifle Resistant Vests, SWAT Heavy Vests and a Grant from TxDOT for the 2nd year for our Selective Traffic Enforcement Program (STEP).

PROGRESS ON FY 2019-2020 OBJECTIVES

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

FY 2020-2021 OBJECTIVES

- Re-establish Citizens Police Academy. (Interrupted due to COVID-19)
- Implement “Take Me Home” initiative through our Healthy Homes Program.
- Establish a Department Chaplaincy Program.
- Implement Departmental Awards Program.
- Conduct facility improvements, upgrade CID interview room, paint interior, replace vehicle entry gates, add ballistic film to exposed windows.
- Obtain and utilize CARE funding to enhance officer safety with ballistic shields, helmets, gloves, updated weapons systems.

PERFORMANCE MEASURES - POLICE DEPARTMENT

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of sworn personnel authorized	53	53	53	55	55
# of non-sworn personnel authorized	12	14	15	15	15
OUTPUTS:					
# of CAD events handled	59,000	41,652	49,000	40,213	45,000
# of criminal cases investigated (UCR Part 1 & 2)	4,250	4,821	5,000	4,340	5,000
# of bookings (arrests not turned over to other agencies)	1,000	730	825	435	800
# of murder cases (raw numbers)	0	0	0	5	0
# of burglaries (raw numbers)	125	68	80	67	80
# of larcenies (raw numbers)	750	502	575	298	550
# of traffic stops	6,500	6078	6,500	6,755	6,850
# of motor vehicle crashes	500	512	525	383	515
EFFECTIVENESS:					
Average Priority 1 call to dispatch time	1:30	1:23	1:30	1:13	1:30
Average Priority 1 dispatch to arrival time	5:00	3:46	4:30	4:21	4:30
# of community services events/ programs	125	138	130	76	125
# of neighborhood watch groups	15	13	15	13	15
EFFICIENCY:					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,250	2,220	2,400	1,750	2,400
# of internal training classes	30	24	30	11	25
# of hiring processes	9	8	8	10	8
Sworn retention rate	95%	81%	95%	91%	95%
Civilian retention rate	75%	79%	75%	73%	75%
Sworn Staffing Level	95%	91%	95%	96%	95%
Civilian Staffing Level	95%	86%	95%	100%	95%

POLICE DEPARTMENT

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	3,653,300	3,422,833	3,943,800	1,821,416	3,867,800	4,218,900
002 Overtime	275,000	250,185	250,000	139,719	250,000	255,000
003 Worker's Compensation	35,200	33,994	36,300	40,786	37,800	44,500
004 Health Insurance	297,400	245,493	299,800	152,523	320,100	329,600
005 Social Security	300,500	272,703	320,800	146,467	315,000	342,300
006 Retirement	590,600	547,623	626,800	293,945	615,600	668,800
TOTAL PERSONNEL SERVICE	5,152,000	4,772,831	5,477,500	2,594,856	5,406,300	5,859,100
SUPPLIES						
010 Office	25,800	25,523	30,000	15,392	25,000	30,000
011 Vehicle	130,000	131,341	135,000	72,713	130,000	130,000
012 General	37,500	39,376	33,000	16,395	33,000	33,000
013 Equipment	32,600	24,364	25,000	10,814	25,000	25,000
014 Uniforms	21,000	21,020	24,000	3,994	15,000	24,000
TOTAL SUPPLIES	246,900	241,624	247,000	119,308	228,000	242,000
MAINTENANCE						
020 Vehicle	69,400	44,219	40,000	34,784	55,000	50,000
021 Building	10,000	13,444	10,000	12,531	11,000	10,000
022 Equipment	59,900	62,396	62,800	56,803	62,800	66,500
TOTAL MAINTENANCE	139,300	120,059	112,800	104,118	128,800	126,500
INSURANCE						
030 Property/Liability	47,000	52,497	55,200	51,334	54,100	60,200
TOTAL INSURANCE	47,000	52,497	55,200	51,334	54,100	60,200
SERVICES						
035 Unemployment Payments	0	8,398	0	0	0	0
040 Utilities	35,000	21,868	21,000	11,242	22,500	23,000
041 Dues and Subscriptions	8,300	4,566	6,000	3,681	7,000	7,000
042 Travel and Training	35,000	25,416	25,000	10,724	15,000	25,000
043 Impound Expense	1,000	500	500	318	500	500
045 Telephone	28,000	28,484	28,000	14,224	32,700	37,200
046 Equipment Rental	2,100	0	0	0	0	0
047 Contract Labor	479,300	482,649	440,600	225,201	452,500	391,300
070 Other Expense (Grants)	43,200	20,143	94,900	44,303	70,500	137,800
075 LEOSE Training	4,300	6,089	8,000	2,190	4,000	6,000
083 Audit Fees	2,500	2,000	2,500	2,000	2,000	2,000
TOTAL SERVICES	638,700	600,113	626,500	313,883	606,700	629,800
MISCELLANEOUS						
092 Professional Fees	11,000	6,385	15,000	2,985	15,500	10,000
615 Xerox Rental	1,400	1,439	1,400	885	1,400	1,400
TOTAL MISCELLANEOUS	12,400	7,824	16,400	3,870	16,900	11,400
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	89,100	90,842	90,800	0	97,200	97,200
610 COBAN Lease - Int	10,200	10,358	7,800	0	8,300	5,500
705 Equipment	7,200	0	23,900	11,272	23,800	0
707 Vehicles	156,400	196,594	104,400	0	104,400	115,600
TOTAL FIXED ASSET TRANSFERS	262,900	297,794	226,900	11,272	233,700	218,300
GRAND TOTAL	6,499,200	6,092,742	6,762,300	3,198,641	6,674,500	7,147,300

MUNICIPAL COURT

The Municipal Court consists of two divisions: The Court and the Office of the Clerk of the Court. The Court consists of one presiding Judge and one alternate Judge; the Office of the Clerk of the Court consists of the Clerk of the Court, five Deputy Court Clerks and a Juvenile Case Manager.

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

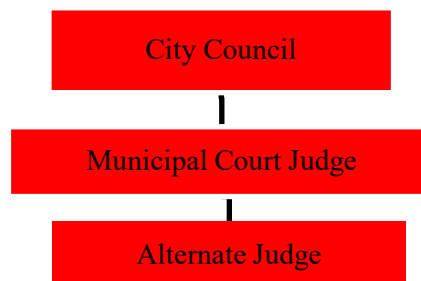
The Office of the Clerk of the Court maintains all court records; initiates and processes correspondence with defendants; serves as Court Clerk during trials and teen court; prepares complaints; issues warrants of arrest, subpoenas, and summons; and collects and accounts for all fees and fines.

GOALS AND OBJECTIVES

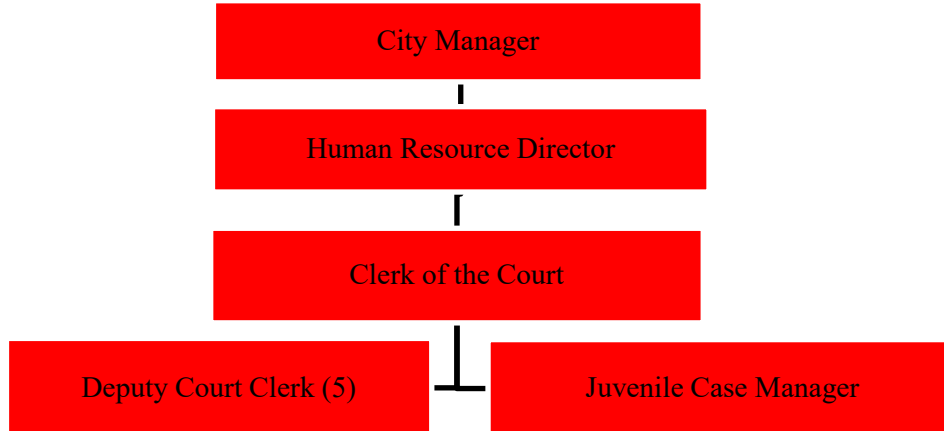
- Expedition and Timeliness – Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity – Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance with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



FY 2019-2020 ACHIEVEMENTS

- Successfully transitioned court hearings and Juvenile Teen Court proceedings into a virtual setting to facilitate the adjudication of cases during the COVID pandemic.
- Inducted two new members into the Teen Court Hall of Success.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Implement a secure file portal to allow the City Prosecutor access to view cases from an off-site location.
 - Completed. All contested cases are being virtually uploaded to a secure portal for the City Prosecutors and their staff to access from an off-site location.
- Develop a process to refer juvenile defendants to local community organizations that are related to their career field of interest.
 - Completed. The Juvenile Case Manager has created a questionnaire that all juveniles must complete along with their parent during the intake interview. This questionnaire is reviewed and used to assist with placement for community service hours.
- Create a security plan for each city department building and develop a plan to implement and train those employees.
 - This objective was transferred to the Harker Heights Police Department along with the officers from the Marshal's Office.

FY 2020-2021 OBJECTIVES

- Implement the use of address verification in Incode directly through the United States Postal Service to increase efficiency as well as provide more accurate information for locating individuals.
- Implement the use of electronic signatures to allow clerks to print a high volume of documents already signed when issuing warrants, summons, late notices, and other legal documents. This will also allow for Judges to electronically sign documents from an off-site location.
- Cross train court staff in all aspects of the court.

PERFORMANCE MEASURES - MUNICIPAL COURT

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
Number of full-time employees	8	6	7	7	7
Number of judges	2	2	2	2	2
# of training hours per employee	15	15	15	15	15
OUTPUTS:					
# of citations	5,000	4,570	5,000	5,005	5,000
# of cases disposed	4,000	4,866	4,400	5,319	4,500
# of code violations filed	800	427	600	404	400
Dismissed After Completion:					
# of driver safety courses	400	418	400	686	500
# of compliance dismissals	200	136	100	133	100
# of proof of financial responsibility	50	38	50	62	50
# of deferred dispositions	200	132	150	246	200
# of juveniles dismissed by teen court	30	20	30	21	20
EFFECTIVENESS:					
Collection Rate:					
# of cases satisfied by community service	90	53	75	91	75
# of cases satisfied by jail credit	400	174	200	177	175
# of cases waived for indigency	20	3	20	3	10
Collection Agency (MVBA):					
# of cases placed	800	1,507	1,500	1,529	1,500
# of cases resolved	800	1,130	1,000	841	900
# of cases paid in full	500	858	800	645	700
# of cases still in collection	14,000	14,678	15,000	16,096	15,000
EFFICIENCY:					
# of crime prevention reviews	15	1	3	0	1
# of attendees at reviews	500	25	60	0	50
Employee retention rate	100%	95%	100%	95%	100%
% of employees with formal professional development plan	100%	100%	100%	100%	100%
Average # of payments per day	25	30	25	25	30
Average # of online payments per month	70	101	80	128	130

MUNICIPAL COURT

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	442,800	419,268	432,600	218,108	358,600	284,200
002 Overtime	10,000	20,541	15,000	13,565	13,600	7,000
003 Worker's Compensation	5,500	5,312	5,500	6,227	5,800	5,800
004 Health Insurance	47,900	33,622	46,500	19,054	30,500	31,400
005 Social Security	34,600	32,754	34,200	17,481	28,500	22,300
006 Retirement	68,100	56,520	66,900	29,728	55,600	43,500
TOTAL PERSONNEL SERVICE	608,900	568,017	600,700	304,163	492,600	394,200
SUPPLIES						
010 Office	11,300	11,827	13,300	7,228	12,800	13,000
011 Vehicle	5,000	3,499	3,700	1,356	1,500	0
012 General	12,000	11,783	12,000	6,787	11,300	12,000
014 Uniforms	2,500	1,024	2,000	318	800	0
TOTAL SUPPLIES	30,800	28,133	31,000	15,689	26,400	25,000
MAINTENANCE						
020 Vehicle	3,500	3,048	2,000	1,568	1,600	0
022 Equipment	29,300	29,887	31,100	15,070	30,800	32,300
TOTAL MAINTENANCE	32,800	32,935	33,100	16,638	32,400	32,300
INSURANCE						
030 Property/Liability	7,300	8,638	8,300	7,805	7,900	7,700
TOTAL INSURANCE	7,300	8,638	8,300	7,805	7,900	7,700
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,000	745	1,000	1,110	1,100	1,100
042 Travel and Training	8,000	6,110	8,000	3,527	3,200	5,000
045 Telephone	3,000	2,490	3,000	1,208	2,900	1,900
046 Equipment Rental	0	0	0	0	0	600
087 State Tax Payments	350,000	341,027	330,000	178,371	345,000	335,000
TOTAL SERVICES	362,000	350,372	342,000	184,216	352,200	343,600
MISCELLANEOUS						
090 Legal Fees	18,000	22,100	30,000	21,898	30,000	2,000
092 Professional Fees	1,000	960	1,000	0	0	1,000
615 Xerox Rental	0	0	0	0	0	1,700
TOTAL MISCELLANEOUS	19,000	23,060	31,000	21,898	30,000	4,700
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	6,300	6,326	6,300	0	0	0
610 COBAN Lease - Int	700	721	500	0	0	0
705 Equipment	5,500	4,019	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	35,731	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	12,500	46,797	6,800	0	0	0
GRAND TOTAL	1,073,300	1,057,952	1,052,900	550,409	941,500	807,500

PLANNING AND DEVELOPMENT – PLANNING DIVISION

GOALS AND OBJECTIVES

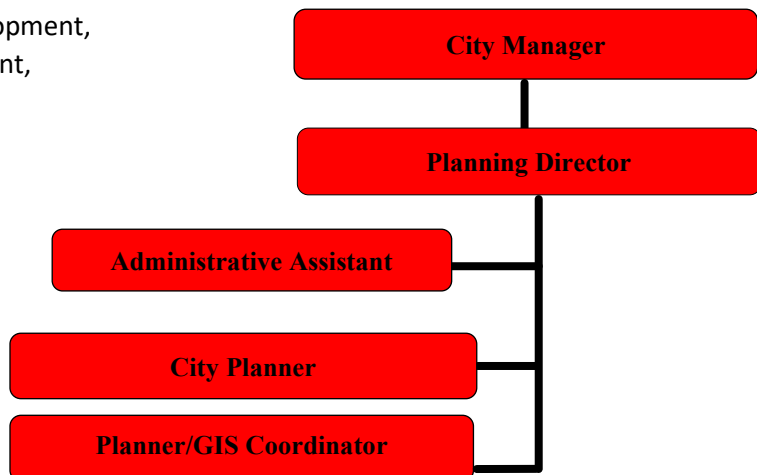
Planning and Development’s primary goal is to oversee the safe and orderly development of the City. To achieve this, we strive to promote a welcoming atmosphere to citizens, builders, developers, city staff members, and anyone else with planning needs. Emphasis is placed on acting as a “Solution Center”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

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

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

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

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



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

Zoning

The zoning regulations and districts as herein established 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.

VariANCES

The Director of Planning and Development is responsible for processing all variance requests and presenting the staff reports to the Zoning Board of Adjustment (ZBA). A person aggrieved by a decision made by an administrative official, or any officer, department, board, or bureau of the city affected by such a decision, may appeal the decision to the Board of Adjustment.

SUBDIVISIONS

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

THOROUGHFARES

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

COMPREHENSIVE PLAN DEVELOPMENT

A comprehensive plan defines the City's vision of the future. It not only illustrates 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 Geographic Information Systems (GIS) data. Examples include information pertaining to zoning and land use activity, annexation history, demographic changes, and city owned utilities and infrastructure.

Other areas the Department is responsible for include:

- Ordinance preparations
- Annexation studies
- Mapping
- BYOB Business permits
- Food dealers permits
- Solicitors' permits
- Special Event permits
- Mobile Food Vendor permits
- Business registrations
- Taxicab/limousine permits
- Alcohol licensing
- Sound Amplification permits

FY 2019-2020 ACHIEVEMENTS

- Completed assistance to the 2020 U.S. Census.
- Adopted BYOB Ordinance.
- Adopted Mobile Food Vendor Ordinance.
- Repealed Heavy Vehicle Parking.
- Adopted Residential Parking on the Grass Ordinance.
- Adopted an Ordinance to revamp the roles of the Alternates of the P&Z.
- Updated the fence and screening requirements in the Code of Ordinances.
- Completed Voluntary Annexation of a portion of Warriors Path.
- Successfully reduced errors in 9-1-1 GIS street data.
- Successfully cross-trained all employees within the various fields of the department (Code Enforcement, Permitting, Planning, and Building Department).
- Upgraded GIS server to host City's online GIS site.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Complete update of the Future Land Use Map.
 - Future Land Use Map update is ongoing with anticipated adoption Summer 2021.
- Complete conversion of exiting and legacy plats and plans to digital format.
 - Ongoing - significant progress has been made on this long-term project.
- Amend the City Ordinances to continue rectifying all conflicts identified during the "Spring Cleaning" of various sections of the Code of Ordinances.
 - Ongoing – Updated fences/screening and Building Official's discretion for setbacks.
- Continue update to the 2007 Comprehensive Plan.
 - Ongoing. The Comprehensive Plan will be done in sections with the North side of the City being the first priority. Staff is coordinating with all stakeholders to create a sustainable and effective comprehensive plan update.
- Continue adoption of other sections of Mobility 2030 document.
 - Ongoing – Sidewalk prioritization of the adopted Sidewalk Network has been identified and scored for annual construction. Moving forward staff will focus on dedicating on-street and off-street bike trails/lane.
- Update of the Sign section in the Code of Ordinances.
 - Research is ongoing to create a constitutionally compliant sign ordinance primarily due to the Supreme Court ruling on sign regulations in cities. Staff has so far had a conflict free year with interpreting the sign ordinance to the public and clients and is awaiting the outcomes of lawsuits resulting in the Reed vs. Gilbert Supreme Court Decision.
- Investigate a "Dark Skies" initiative and a hill preservation initiative.
 - Ongoing – Moving forward as a portion of the Fort Hood Joint Land Use Study (JLUS) recommendations.

FY 2020-2021 OBJECTIVES

- Finalize update of the Future Land Use Map.
- Update the landscape requirements in conjunction with a water conservation ordinance.
- Continue to rectify all conflicts identified in various sections of the Code of Ordinances.
- Continue conversion of exiting and legacy plats and plans to digital format.
- Continue update to the 2007 Comprehensive Plan, implementing JLUS (Joint Land Use Study) recommendations.
- Continue adoption of other sections of Mobility 2030 document.
- Create/Update the Sign Ordinance, Game Room Ordinance, Massage Parlor Ordinance, Sound Ordinance, and Landscape Ordinance.
- Make any additional necessary updates to the Code of Ordinance to comply with legislative acts that occurred in 2019.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.

PERFORMANCE MEASURES - PLANNING & DEVELOPMENT

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
Number of full time employees	4	4	4	4	4
OUTPUTS:					
# of subdivision requests processed	20	15	20	17	20
# of zoning cases processed	20	15	20	16	18
# of conditional use requests processed	8	8	8	5	6
# of annexations processed	0	0	0	1	0
# of business licenses processed	90	97	90	113	95
EFFECTIVENESS:					
% of applications approved	100%	100%	100%	91%	90%
% applications completed w/in time limits	100%	100%	100%	100%	100%
EFFICIENCY:					
# of plan reviews	12	7	12	25	20
Subdivision requests processed per employee	5.00	3.75	5.00	6.25	5.00
Zoning cases processed per employee	5.00	3.75	5.00	4.00	5.00
Conditional use requests processed per employee	2.00	2.00	2.00	1.25	2.00
Annexations processed per employee	0.00	0.00	0.00	0.25	0.00
Business licenses processed per employee	22.50	24.25	22.50	28.25	22.50

PLANNING & DEVELOPMENT

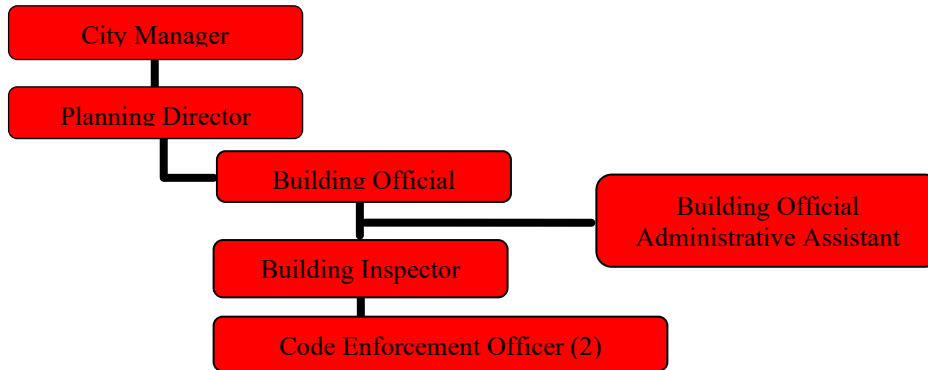
	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	244,600	243,673	252,600	126,107	254,600	260,900
002 Overtime	900	1,010	1,100	582	1,000	1,100
003 Worker's Compensation	2,200	2,125	2,200	2,491	2,300	2,600
004 Health Insurance	21,400	18,775	23,400	11,732	23,300	21,700
005 Social Security	18,800	18,303	19,400	9,481	19,600	20,000
006 Retirement	36,900	36,648	37,900	18,977	38,200	39,200
TOTAL PERSONNEL SERVICE	324,800	320,534	336,600	169,370	339,000	345,500
SUPPLIES						
010 Office	4,000	3,490	3,000	1,786	2,400	3,500
012 General	2,000	1,816	2,000	1,035	1,500	1,500
TOTAL SUPPLIES	6,000	5,306	5,000	2,821	3,900	5,000
MAINTENANCE						
022 Equipment	4,100	4,080	4,100	4,080	4,100	4,100
TOTAL MAINTENANCE	4,100	4,080	4,100	4,080	4,100	4,100
INSURANCE						
030 Property/Liability	2,900	3,291	3,400	3,146	3,200	3,500
TOTAL INSURANCE	2,900	3,291	3,400	3,146	3,200	3,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	1,479	1,500	402	1,200	1,600
042 Travel and Training	8,000	4,657	7,000	2,332	3,000	7,000
045 Telephone	1,800	1,601	1,800	672	1,600	400
TOTAL SERVICES	11,300	7,737	10,300	3,406	5,800	9,000
MISCELLANEOUS						
091 Advertising	4,000	547	0	0	0	0
092 Professional Fees	8,500	1,020	8,500	500	6,700	2,000
095 Required Public Notices	0	1,883	3,000	1,082	3,400	3,400
615 Xerox Rental	0	0	0	0	0	1,700
TOTAL MISCELLANEOUS	12,500	3,450	11,500	1,582	10,100	7,100
FIXED ASSET TRANSFERS						
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	361,600	344,398	370,900	184,405	366,100	374,200

PLANNING AND DEVELOPMENT - CODE ENFORCEMENT AND BUILDING DIVISIONS

GOALS AND OBJECTIVES

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

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



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

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

Permit Requests

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

Inspections

The Building Official and Building Inspector perform all necessary building inspections within the City. The City utilizes a web-based permitting system that is used to assist applicants in a timely manner. The permitting system is monitored by the Building Official's administrative assistant; inspection requests made before 8:30 A.M. are placed on the morning inspection log (8:30 A.M. – 12:00 P.M.). Requests made before 1:30 P.M. are placed on the afternoon log (1:30 P.M. – 5:00 P.M.).

FY 2019 – 2020 ACHIEVEMENTS

- Granted approval to move forward with the Lynn Drive project. Received Bids for the asbestos abatement.
- Adopted the 2018 International Swimming pool and Spa Code (2018 ISPSC)
- Adopted the 2020 National Electric Code (2020 NEC)
- Repealed Heavy Vehicle Parking.
- Adopted Residential Parking on the Grass Ordinance.
- Updated the fence and screening requirements in the Code of Ordinances.
- Adopted Building Official setback discretion ordinance.
- Obtained Code Enforcement Module for MyPermitsNow.
- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Utilized GIS to improve efficiency and effectiveness by locating and prioritizing substandard structures.
- Continued the cross-training program among all staff members.
- Identified six substandard structures to be forwarded to the Building and Standards Commission. Four were voluntarily demolished. No BSC meetings were held due to COVID-19
- Utilized GIS to maintain efficiency of Code Enforcement patrols.
- Continued the conversion of existing and legacy plans to digital format.
- Maintained a fast and efficient process for development reviews and inspections.
- Held two contractor meetings.
- Updated and streamlined the permit application process.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Continue conversion of existing and legacy plans to digital format.
 - Significant progress has been made in this long-term project.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
 - Ongoing - using GIS to strategically identify and investigate structures.
- Maintain a fast and efficient process for development reviews and inspections.
 - Staff will continue to monitor additional ways to increase efficiency.
- Adopt and enforce the 2018 International Swimming Pool and Spa Code.
 - Adopted to be implemented September 1, 2020
- Adopt and enforce 2020 National Electric Code.
 - Adopted to be implemented November 1, 2020
- Add Code enforcement module to web-based permitting software.
 - Ongoing. Pending the issuance of personal hot spots and tablets to implement.
- Continue aggressive monitoring of Manufactured Home Parks for safety and aesthetic compliance.
 - Ongoing.

FY 2020- 2021 OBJECTIVES

- Demolish intimal 21 Lynn Drive units; continue with demolition procedures for remaining units.
- Identify at least 12 substandard/dangerous structures for submittal to the Building and Standards Commission (BSC).
- Implement and utilize Code Enforcement Module to web-based permitting software.
- Continue conversion of existing and legacy plans to digital format.

- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
- Maintain a fast and efficient process for development review and inspection.
- Continue to streamline the Code Enforcement process to maximize efficiency.
- Hold quarterly Contractor meetings.
- Adopt and amend the 2021 International Codes. Implement by February 2022.
- Continue with cross-training plan.
- Continue aggressive monitoring of Manufactured Home Parks for safety and compliance.
- Produce and implement guideline for residential construction.

PERFORMANCE MEASURES - CODE ENFORCEMENT

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	5	5	5	5	5
OUTPUTS:					
# of building permits reviewed	2,000	2104	2,000	2,167	2,000
# of variance requests processed	1	3	1	4	1
# of food dealer permits processed	150	200	100	136	160
# of code violation notices	7,000	5,955	6,100	6,205	6,100
# of residential permits issued	200	124	200	105	200
# of commercial permits issued	10	14	10	7	10
Construction value (in thousands)	\$50,000	\$86,000	\$53,000	\$29,681	\$53,000
EFFECTIVENESS:					
# of days to review residential/commercial permits	1	1	1	1	1
# of days to review new commercial permits	14	14	14	14	14
# of structures found to be substandard	10	1	10	5	10
EFFICIENCY:					
% of substandard structures demolished	75%	100%	75%	60%	75%
% of inspections made on request date	100%	100%	100%	100%	100%
Building permits reviewed per employee	400.00	420.80	400.00	433.40	400.00
Variance requests processed per employee	0.20	0.60	0.20	.80	0.20
Food dealer permits processed per employee	30.00	40.00	32.00	27.2	32.00
Code violation notices per employee	1,400.00	1,191.00	1,220.00	1,550.00	1,220.00
Residential permits issued per employee	40.00	26.80	40.00	21	40.00
Commercial permits issued per employee	2.00	2.80	2.00	1.4	2.00

CODE ENFORCEMENT

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	313,600	318,484	271,800	137,131	278,000	284,400
002 Overtime	1,000	1,428	1,500	513	500	1,500
003 Worker's Compensation	2,700	2,656	2,800	3,113	2,900	3,200
004 Health Insurance	27,100	25,290	29,100	14,684	29,100	27,300
005 Social Security	24,100	23,816	20,900	10,173	21,300	21,900
006 Retirement	47,300	48,071	40,800	20,617	41,600	42,700
TOTAL PERSONNEL SERVICE	415,800	419,745	366,900	186,231	373,400	381,000
SUPPLIES						
010 Office	11,000	9,663	10,000	3,787	8,000	6,000
011 Vehicle	2,500	2,097	2,500	828	1,400	2,500
012 General	3,000	3,043	3,000	2,343	3,300	3,000
TOTAL SUPPLIES	16,500	14,803	15,500	6,958	12,700	11,500
MAINTENANCE						
020 Vehicle	2,000	308	1,000	443	2,000	1,000
022 Equipment	25,100	25,105	25,300	15,008	26,000	25,400
TOTAL MAINTENANCE	27,100	25,413	26,300	15,451	28,000	26,400
INSURANCE						
030 Property/Liability	3,700	4,130	4,200	3,934	4,100	4,400
TOTAL INSURANCE	3,700	4,130	4,200	3,934	4,100	4,400
SERVICES						
041 Dues and Subscriptions	2,100	2,649	2,500	1,808	2,500	2,500
042 Travel and Training	10,900	11,110	11,000	6,136	6,800	11,000
045 Telephone	1,700	1,590	1,700	1,248	3,000	2,100
086 Nuisance Abatement	55,000	14,833	50,000	3,213	21,500	245,000
TOTAL SERVICES	69,700	30,182	65,200	12,405	33,800	260,600
MISCELLANEOUS						
092 Professional Fees	69,100	69,119	69,100	69,119	69,100	73,700
095 Required Public Notices	0	281	0	378	3,500	3,500
615 Xerox Rental	0	0	0	0	0	1,700
TOTAL MISCELLANEOUS	69,100	69,400	69,100	69,497	72,600	78,900
FIXED ASSET TRANSFERS						
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 ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	601,900	563,673	547,200	294,476	524,600	762,800

FIRE DEPARTMENT

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

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

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

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

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

MISSION STATEMENT

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

OUR VISION

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

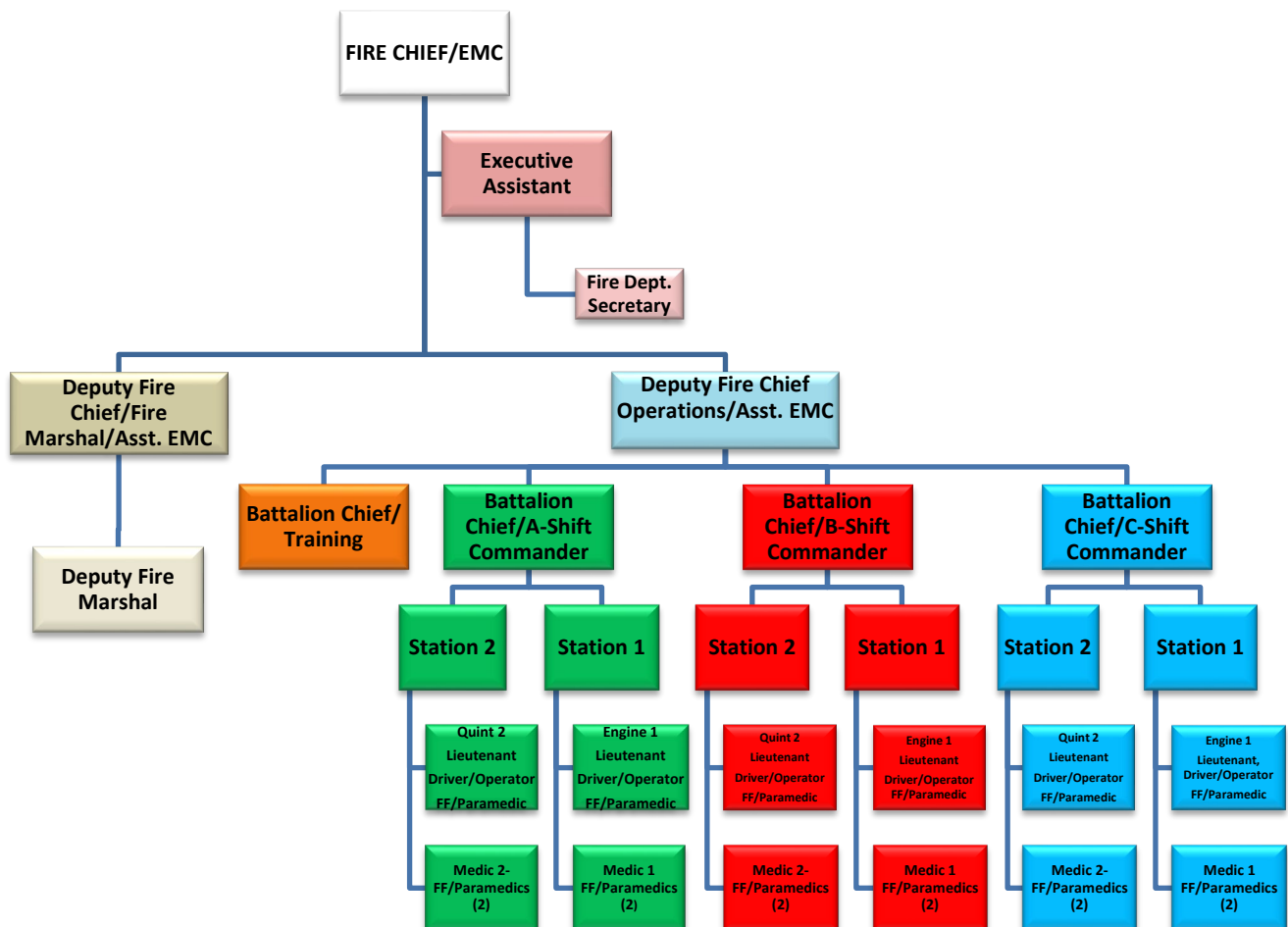
- Endeavour to provide an environment of personal, professional and physical development through the progressive advancement of institutional knowledge, enhanced academic opportunities, and a defined wellness program.
- Maintain a state of readiness by staying abreast of industry standards.
- Address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

OUR VALUES

You REAP what you sow!

- R** Respect towards one another in our endeavours to remain fiscally responsible as public servants with the resources we have been entrusted in order to protect and serve our community and department.
- E** Embrace change by viewing it as an opportunity to bring about positive influence for us as individuals, as a department and for our community! "We must become the change we want to see" - Mahatma Gandhi
- A** Accountability to our community, our supervisors, our peers and to ourselves each and every day in an extreme effort to be the absolute best we can be!
- P** Proactive in our endeavours to prepare our personnel as they progress into and through their careers!

ORGANIZATIONAL CHART



STAFFING LEVELS AS OF JULY 1, 2020

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

FY 2019-2020 ACHIEVEMENTS

- Received the American Heart Association’s Mission Lifeline “Gold Plus” EMS Award year for the fifth consecutive year. This award recognizes its commitment and success in implementing specific quality improvement measures for the treatment of patients who suffer a severe heart attack.
- Applied for a Community Wildfire Protection Plan Grant, received the grant in the amount of \$10,000, and began the Community Wildfire Protection Plan Assessment.
- Continued the Thanksgiving Basket and Santa Pal program assisting 100 families collectively.
- Ordered and replacement Medic unit during the 1st quarter of FY 19/20 and received new unit during the 3rd quarter of FY 19/20 and placed into service.
- Repair of wellness center roof during 1st quarter of FY 19/20.

PROGRESS ON FY 2019-2020 GOALS & OBJECTIVES

- Removal and replacement of areas of concrete in the rear section of Central Station that will encompass the underground tanks.
 - This project was placed on hold during the 3rd quarter of the 19/20 fiscal year due to the Covid-19 pandemic. The engineering work has been performed and it stands at about 5% completed. The plan is for this project to be completed during the 20/21 FY. In addition, this project was moved under the Public Works Department to manage funding and engineering.
- Renovation and remodel to station 2 completion during 3rd or 4th quarter of FY 19/20.
 - This project had several delays due to cost estimates returning too high originally and covid pandemic, but the project was ultimately able to get off the ground during the 3rd quarter of the FY 19/20 with an expected completion date of December 2020 and within budget. This project is currently about 65% complete.
- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility. This is expected to become an annual or bi-annual event.
 - We were unable to complete our live burn evolutions during this fiscal year due to Covid-19.
- Order new ladder truck during 3rd quarter of FY 19/20 to replace Quint 2. This will be a 12-13 month build process and should take possession of it during the 3rd quarter of FY 20/21.
 - The new ladder truck was slowed due to the Covid-19 pandemic and has ultimately been postponed to a future fiscal year.
- Continue to work on Texas Fire Chiefs Association Best Practices Certification.
 - This project was postponed due to Covid-19 but continues to be a project to pursue.

FY 2020-2021 GOALS & OBJECTIVES

- Complete Request for Quotes for the refurbishment of our current reserve fire engine during the month of October 2020 and begin refurbishment project to be completed during the 2nd quarter of FY 20/21.
- Obtain quotes and ultimately purchase a new SCBA Cascade Breathing-Air System during the 1st quarter of FY 20/21.
- Removal and replacement of areas of concrete in the rear section of Central Station that will encompass the underground tanks. This is anticipated to take place during the 2nd and/or 3rd quarter of FY 20/21.
- Complete Renovation and remodel to station 2 completion during 1st quarter of FY 20/21.
- Purchase materials to build additional training props available to our staff in an effort to enhance the organizational readiness as it pertains to fireground operations.
- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility. This is expected to become an annual or bi-annual event.
- Continue to work towards Texas Fire Chiefs Association Best Practices Certification.
- Complete the readiness towards joining the Texas Intrastate Mutual Aid System (TIFMAS).

PERFORMANCE MEASURES - FIRE DEPARTMENT

Type of Measure/Description	FY 2019 Estimated	FY 2019 Actual	FY 2020 Estimated	FY 2020 Actual	FY 2021 Estimated
INPUTS:					
# of full-time employees – field	39	39	39	39	39
# of full-time employees – administrative	5	7	7	7	7
# of part time employees – administrative	1	0	0	0	0
# of firefighter/paramedics	42	39	42	38	40
# of firefighter/EMTs	1	5	2	6	4
# of master/advanced/intermediate firefighters	4/17/12	7/20/7	10/22/10	8/18/8	9/18/11
OUTPUTS:					
# of fire incident responses	950	868	895	944	950
# of EMS responses	3,500	3,437	3,540	3,853	3,650
# of fire inspections	550	749	900	396 *	900
# of fire prevention presentations	60	60	60	67	75
Total attendance at fire prevention presentation	6,000	5900	6,000	1,100 ***	6,200
# of Fire Investigations	20	16	20	12	20
# Plans Reviews / Plats	45/18	40/16	40/20	36/22	45/20
# of Training Hours	7,600	9,998	12,400	5,976 **	9,900
A-Shift	2,600	2,706	4,200	1,467	2,800
B-Shift	2,400	3,533	4,000	1,868	2,800
C-Shift	2,600	3,759	4,200	2,642	2,800
EFFECTIVENESS:					
Average response time – fire rescue (include non-emergency)	5:30	5:47	5:30	5:13	5:10
Average response time – EMS	5:30	5:48	5:30	6:14	5:10

Type of Measure/Description	FY 2019 Estimated	FY 2019 Actual	FY 2020 Estimated	FY 2020 Actual	FY 2021 Estimated
EFFICIENCY:					
% of ambulance billing collections	45%	35%	41%	33%	35%
% of budget compared to assessed property value	0.223%	0.226%	0.226%	0.245%	0.245%
Retention rate	96%	94%	94%	94%	97%
ISO Rating (1-10; 1 being best rating)	3	3	3	3	3
ISO Rating comparison nationwide (Low percentage is desired)	Top 12%	Top 13%	Top 13%	Top 9%	Top 9%
# of fire incident responses per firefighter/paramedic/EMT	22.09	19.73	20.34	21.45	21.59
# of EMS responses per firefighter/paramedic/EMT	81.40	78.11	80.45	87.56	82.95
# of Training Hours per firefighter/paramedic/EMT	172.73	232.51	281.82	144.52 *	225
# of Attendees per Fire Prevention Presentation	100.00	98.33	100.00	16 *	100

- ❖ - * indicates numbers are lower than estimated due to Covid-19
- ❖ - ** indicates classes/courses were cancelled due to Covid-19 thus lessening the number of hours completed.
- ❖ - *** indicates attendance was down due to cancelled public relations events because of Covid-19

FIRE DEPARTMENT

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	2,887,900	2,990,757	3,012,200	1,554,764	3,137,600	3,047,700
002 Overtime	107,300	206,695	200,000	110,952	215,000	210,000
003 Worker's Compensation	25,300	24,433	25,500	28,643	26,600	29,700
004 Health Insurance	250,500	220,072	229,800	131,706	260,600	253,500
005 Social Security	229,100	235,859	245,700	122,970	256,500	249,200
006 Retirement	450,300	477,421	480,100	249,552	501,200	487,000
TOTAL PERSONNEL SERVICE	3,950,400	4,155,237	4,193,300	2,198,587	4,397,500	4,277,100
SUPPLIES						
010 Office	7,800	7,565	7,800	3,209	5,300	7,800
011 Vehicle	46,300	39,302	40,000	19,595	40,000	40,000
012 General	8,900	10,867	12,000	9,407	12,000	12,000
013 Equipment	18,200	17,154	18,200	9,241	15,200	18,200
014 Uniforms	54,800	44,915	55,000	28,288	55,000	55,000
029 Medical	55,700	54,499	55,700	28,580	55,700	60,000
TOTAL SUPPLIES	191,700	174,302	188,700	98,320	183,200	193,000
MAINTENANCE						
020 Vehicle	25,500	39,033	35,000	45,376	70,000	40,000
021 Building	10,000	11,452	9,700	4,517	10,000	10,000
022 Equipment	12,800	13,151	17,000	9,921	15,000	18,000
TOTAL MAINTENANCE	48,300	63,636	61,700	59,814	95,000	68,000
INSURANCE						
030 Property/Liability	33,900	37,891	38,900	36,148	37,300	40,200
TOTAL INSURANCE	33,900	37,891	38,900	36,148	37,300	40,200
SERVICES						
040 Utilities	34,600	27,053	28,000	13,947	28,000	28,000
041 Dues and Subscriptions	10,500	11,082	10,400	5,656	10,000	15,000
042 Travel and Training	34,900	28,038	30,000	16,702	27,000	30,000
045 Telephone	10,200	7,257	7,500	3,164	8,800	11,400
047 Contract Labor	0	10,799	10,800	4,500	9,000	9,000
075 LEOSE Training	1,100	967	1,100	967	1,000	1,000
102 Medical Director Contract	42,700	37,800	20,000	24,000	24,000	20,000
104 Fire Prevention	7,500	7,440	6,000	988	1,000	6,000
105 Safety Training	900	0	900	460	900	900
TOTAL SERVICES	142,400	130,436	114,700	70,384	109,700	121,300
MISCELLANEOUS						
092 Professional Fees	10,600	0	0	0	0	30,000
615 Xerox Rental	1,400	1,445	1,400	722	1,400	1,400
TOTAL MISCELLANEOUS	12,000	1,445	1,400	722	1,400	31,400
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	1,700	0	0	0	0	0
610 COBAN Lease - Int	200	0	0	0	0	0
613 Fire Truck Lease - Prin	97,200	97,188	98,800	98,671	98,700	0
614 Fire Truck Lease - Int	3,300	3,313	1,700	1,668	1,700	0
702 Building and Improvements	17,300	16,898	0	0	0	0
705 Equipment	34,100	28,349	0	0	42,600	40,400
707 Vehicles	61,000	70,056	252,200	22,942	209,400	220,200
TOTAL FIXED ASSET TRANSFERS	214,800	215,804	352,700	123,281	352,400	260,600
GRAND TOTAL	4,593,500	4,778,751	4,951,400	2,587,256	5,176,500	4,991,600

INFORMATION TECHNOLOGY

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

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

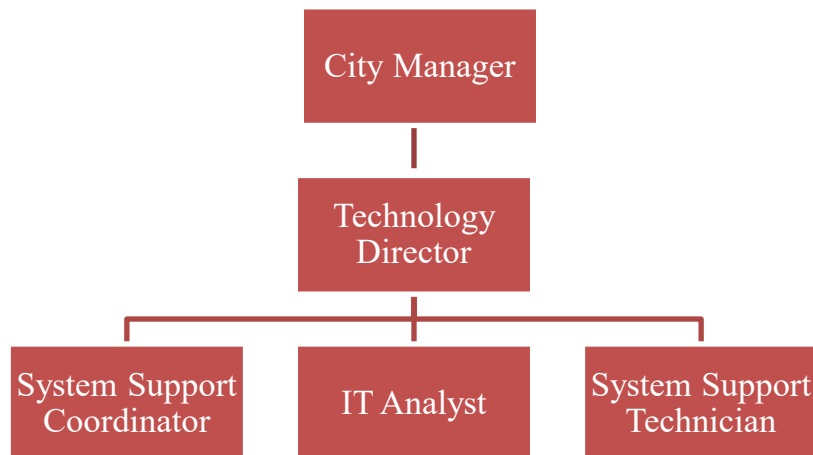
Through this tasking the values of the Information Technology Department are derived. **Integrity Foremost.** This is our guiding principal; we seek to be honest and transparent in all that we do. **Security Always.** This is our strength; we are committed to ensuring that the data, information, and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

GOALS AND OBJECTIVES

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

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Worked with the Office of the City Manager, the Municipal Court, and other departments to provide a cost effective means to conduct City business remotely to include virtual City Council Meetings, virtual court hearings, virtual boards and commission meetings, staff meetings and training events. This was done to ensure guidelines for social distancing were met and to ensure the safety of personnel because of the COVID-19 outbreak.
- Following the guidance of the City Manager and Assistant City Manager, we provided up-to-date information on the City's implementation of the Texas Governor's executive orders concerning safety measures and policies to help mitigate the COVID-19 pandemic. This included a special section on the website that between March and September of 2020 received more than 7000-page views. In addition to the information provided by the Governor's Office, the section hosted information provided by the Bell County Commissioners' Court, the Bell County Health District, and the City of Harker Heights Mayor's Office.
- Repurposed and utilized existing equipment to provide secure methods for detectives to work remotely. This helped to ensure proper social distancing guidelines were followed and that the division was sustainable in case of an employee becoming ill due to the COVID-19 virus.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Completed the update of all City Computers to a new productive suite and operating system. The new software provides enhanced security capabilities and productivity features.
- Completed re-writing the City's IT and Network Usage Policy and the design of a comprehensive cybersecurity plan. Due to time and budget constraints the plans' implementations were delayed until fiscal year 2020-2021.
- Completed the City's migration from the domain ci.harker-heights.tx.us to harkerheights.gov.
- Currently in the final stages of deploying a new website design and hosting platform. Due to an unforeseen shift in the technology priorities this objective will be completed at the beginning of fiscal year 2020-2021.

FY 2020-2021 OBJECTIVES

- Deploy new computers to personnel as part of the City's five-year replacement program.
- Finalize development and deployment of new City website to include an enhanced help and search feature that was added to the scope of the project.
- Research and deploy a new issue and request tracking system to better track current system issues, user requests, current projects, and critical information about the City's technology assets.
- Implement the City's IT and Network Usage Policy and cybersecurity plan designed in fiscal year 2019-2020.

PERFORMANCE MEASURES - INFORMATION TECHNOLOGY

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
OUTPUTS:					
# of servers supported	30	36	40	43	50
# of computers/laptops supported	185	182	185	190	200
# of users supported	250	240	250	225	240
# of printer/scanners supported	82	85	100	85	85
# of applications supported	40	34	40	37	40
# of specialty systems supported	15	15	15	15	15
EFFECTIVENESS:					
% of support hours	75%	70%	75%	67%	70%
% of project hours	25%	30%	25%	33%	30%
EFFECTIVENESS:					
Average month requests closed	260	290	315	306	315
# of work orders closed	3,120	3,480	3,120	3,678	3,120
EFFECIENCY:					
Servers per employee	7.50	9.00	10.00	10.75	10.00
Computer/Laptops per employee	46.25	45.50	46.25	47.50	50.00
Users supported per employee	62.50	60.00	62.50	56.25	62.50
Printers/scanners per employee	20.50	21.25	25.00	21.25	21.25
Apps supported per employee	8.50	8.50	10.00	9.25	10.00
Specialty systems per employee	3.75	3.75	3.75	3.75	3.75
Work orders closed per employee	780.00	750.00	780.00	919.50	780.00

INFORMATION TECHNOLOGY

FY 2020-21

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	263,500	268,938	276,100	136,727	276,600	283,400
002 Overtime	2,000	1,108	2,000	502	900	1,000
003 Worker's Compensation	2,200	2,125	2,200	2,491	2,300	2,600
004 Health Insurance	21,500	16,737	18,300	6,366	12,500	11,900
005 Social Security	20,300	19,906	21,300	10,335	21,200	21,800
006 Retirement	39,900	39,740	41,600	20,555	41,500	42,500
TOTAL PERSONNEL SERVICE	349,400	348,554	361,500	176,976	355,000	363,200
SUPPLIES						
010 Office	300	180	500	158	500	500
012 General	1,000	524	800	179	800	800
013 Equipment	600	439	5,300	5,338	6,800	5,000
TOTAL SUPPLIES	1,900	1,143	6,600	5,675	8,100	6,300
MAINTENANCE						
022 Equipment	106,500	96,986	95,800	86,460	92,800	106,700
TOTAL MAINTENANCE	106,500	96,986	95,800	86,460	92,800	106,700
INSURANCE						
030 Property/Liability	2,900	3,314	3,400	3,152	3,300	3,500
TOTAL INSURANCE	2,900	3,314	3,400	3,152	3,300	3,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,900	1,923	2,700	162	300	3,000
042 Travel and Training	6,000	2,491	4,500	150	200	5,000
045 Telephone	20,000	18,741	26,200	12,967	26,500	26,500
046 Equipment Rental	0	0	0	0	0	0
TOTAL SERVICES	27,900	23,155	33,400	13,279	27,000	34,500
MISCELLANEOUS						
092 Professional Fees	15,000	0	18,000	0	0	18,000
TOTAL MISCELLANEOUS	15,000	0	18,000	0	0	18,000
FIXED ASSET TRANSFERS						
603 Dell Computer Lease - Prin	41,600	41,600	41,600	41,600	41,600	90,000
604 Dell Computer Lease - Int	1,500	1,473	700	736	700	0
702 Building and Improvement	0	0	0	0	0	0
705 Equipment	10,000	12,778	22,500	0	23,000	0
TOTAL FIXED ASSET TRANSFERS	53,100	55,851	64,800	42,336	65,300	90,000
GRAND TOTAL	556,700	529,003	583,500	327,878	551,500	622,200

STEWART C. MEYER HARKER HEIGHTS PUBLIC LIBRARY

The Library is composed of one full-time Library Director, two full-time Reference Librarians, one full-time Children's Librarian, one Executive Assistant, three full-time Library Clerks, and two part time Library Clerks.

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

MISSION STATEMENT

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

FOCUS AREAS

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

Encourage a Love for Learning

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

Support Family Literacy

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

Embrace Technology:

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

Enrich the Community

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

Act As Information Center

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

GOALS AND OBJECTIVES

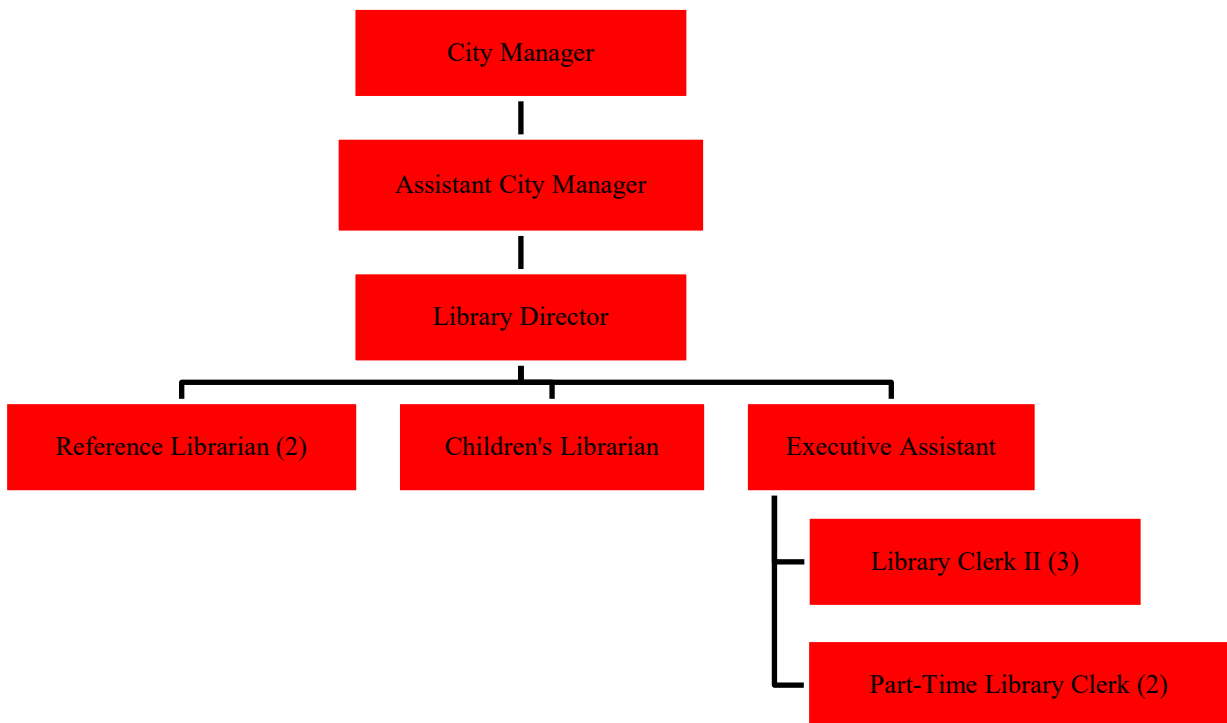
In order to encourage literacy and lifelong learning, the Library selects, acquires, catalogs, organizes, and distributes print and non-print material for the residents of Harker Heights. The Library encourages its use among its patrons through provision of quality materials on a variety of subjects,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

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

The Library has significantly increased and improved its virtual programming and communication. The Library uses a variety of programs, workshops, reading clubs, and other activities to entice community engagement, to combat despondency due to social deprivation, and to encourage literacy and information gathering.

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Received the 2019 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director's Association
- Significantly improved and increased virtual presence with innovative programs such as Virtual Easter Egg Hunt, Virtual Career Week, online guest readers series, online story times, and other activities
- Continued cooperation with area libraries, organizations, and business associates by providing guidance for Read Across Central Texas initiative, consulting with Central Texas Association for the Education of Young Children on workshops, and planning a series of community career discussion videos

- Completed merging of e-book and e-audiobook titles into one online Overdrive service
- Assisted with writing, producing, and recording book, pictures, and audiobook for new StoryWalk at the Harker Heights Community Park

PROGRESS ON FY 2019-2020 OBJECTIVES

- Provide methodical collection development, weeding, and organization of the Library's children's department.
 - Completed weeding project for children's picture books
 - Completed inventory of children's department
 - Provided updated online children's electronic resources with Tumblebooks, purchases from RB Digital, and resources from Overdrive
- Investigate methods to encourage health and safety through promotion and programming.
 - Provided series of health-related Facebook posts
 - Provided numerous videos, story times, and sing-a-longs regarding precautionary measures, hand washing, and social distancing
- Investigate, design, and publicize programming to encourage outdoor recreation, utilization of City facilities, and attendance at City functions.
 - Provided increased and improved virtual programming regarding outdoor activities
 - Produced several videos promoting our City of Harker Heights parks
 - Provided sidewalk chalk art kits to patrons and made epic chalk hopscotch obstacle courses at local parks
 - Investigated, produced, wrote, and recorded story for the new StoryWalk at Harker Heights Community Park
 - Investigated and produced a variety of activities, booklists, story instructions, and book for the Texas Arbor Day celebration
- Reevaluate the Library's website to determine what online information is and is not valuable to our patrons.
 - Work with Library Board to provide guidance for new website
 - Update Library's community Resources webpage, Get a Job page, and other webpages
 - Check links for current booklists
- Reevaluate volunteer program to improve record keeping, to procure and retain volunteers, and to provide adequate volunteer appreciation.
 - Provide periodic lists of possible volunteer projects
 - Work with volunteers to provide online volunteer projects when onsite volunteering became unavailable
 - Provide streamlined keeping of volunteer statistics

FY 2020-2021 OBJECTIVES

- Provide methodical collection development, weeding, and organization of the Library's toys.
- Investigate methods to encourage community engagement through promotion and programming.
- Investigate the use of technologies to enhance virtual programming
- Reevaluate the Library's website and social networking platforms to enhance virtual presence and 24/7 offerings

PERFORMANCE MEASURES - PUBLIC LIBRARY

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	6	7	9	9	8
# of part time employees	7	6	2	0	2
# of seasonal employees (summer)	2	2	0	0	0
OUTPUTS:					
# of patrons visiting the library	80,000	85,828	82,000	47,145	82,000
# of in-Library programs held	750	789	750	290	750
# of program attendance in-Library	24,000	31,242	27,000	6,505	27,000
# of programs offered virtually	0	0	0		
# of electronic resources viewed	1,500	6,672	7,000	2,434	7,000
# of print, audio, and video titles circulated	135,000	132,037	132,000	92,766	132,000
# of ebooks / eaudiobooks circulated	12,000	15,832	16,000	19,709	16,000
Total circulation (usage)	148,000	154,541	155,000	112,475	155,000
# of physical materials renewed	17,000	18,446	17,000	19,450	17,000
# of physical materials purchased	5,000	4,941	4,600	4,356	4,400
Donations added	600	1362	600	861	600
Computer usage	50,000	51,258	51,000	18,618	51,000
# of times directional assistance given	8,000	85,00	8,500	2,904	8,500
# of reference questions	18,000	18,876	18,500	8,956	18,500
# Facebook main page views	n/a	8,546	n/a	12,028	10,000
#Facebook video views	n/a	2,538	n/a	88,444	70,000
EFFECTIVENESS:					
% increase in total circulation	2.0%	1.8%	2.0%	-27.2%	2.0%
% increase in computer usage	2.0%	-1.1%	2.0%	-64.6%	2.0%
% increase in reference assistance	2.0%	-.07%	0.0%	-52.6%	0.0%
% increase in program attendance	2.0%	36.0%	-5.0%	-79.2%	-5.0%
EFFICIENCY:					
Average daily walk-in visits	260	286	273	180	273
# of in-house programs per FTE	75	79	70	32	50
# of reference/information transactions handled per FTE	2,300	1,888	1,680	995	1,000

PUBLIC LIBRARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	406,100	414,356	438,600	201,925	416,900	431,900
002 Overtime	200	17	200	91	200	600
003 Worker's Compensation	5,800	5,577	6,100	6,849	6,400	5,800
004 Health Insurance	32,200	34,995	41,600	22,133	47,400	48,800
005 Social Security	31,100	30,519	33,500	14,973	31,900	33,100
006 Retirement	61,100	50,803	52,400	28,371	62,400	64,700
TOTAL PERSONNEL SERVICE	536,500	536,267	572,400	274,342	565,200	584,900
SUPPLIES						
010 Office	10,500	9,047	11,000	7,019	9,500	11,000
012 General	16,800	16,741	16,800	9,367	14,800	1,800
013 Equipment	5,400	20	0	0	0	0
TOTAL SUPPLIES	32,700	25,808	27,800	16,386	24,300	12,800
MAINTENANCE						
021 Building	8,800	7,121	8,800	10,745	13,000	8,800
022 Equipment	4,000	3,699	2,800	1,447	3,000	3,500
023 Ground	400	0	0	0	0	400
TOTAL MAINTENANCE	13,200	10,820	11,600	12,192	16,000	12,700
INSURANCE						
030 Property/Liability	7,500	8,450	9,100	8,561	8,800	7,800
TOTAL INSURANCE	7,500	8,450	9,100	8,561	8,800	7,800
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	25,000	16,530	18,000	8,518	17,000	18,000
041 Dues and Subscriptions	3,800	3,096	3,000	1,518	2,700	3,000
042 Travel and Training	3,500	2,928	3,500	2,469	2,800	3,500
045 Telephone	200	176	200	71	900	1,900
046 Equipment Rental	2,800	2,693	2,800	0	0	2,800
047 Contract Labor	7,100	9,833	7,100	5,248	13,100	9,500
067 Library Programs & Events	0	0	0	0	0	22,800
070 Other Expense (Grants)	2,000	0	0	0	0	0
TOTAL SERVICES	44,400	35,256	34,600	17,824	36,500	61,500
MISCELLANEOUS						
091 Advertising	4,300	4,374	4,700	398	1,000	4,700
615 Xerox Rental	2,500	2,507	2,500	1,254	2,500	2,500
TOTAL MISCELLANEOUS	6,800	6,881	7,200	1,652	3,500	7,200
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	12,300	2,128	0	0	0	0
705 Equipment	0	4,465	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
709 Books	90,000	86,943	90,000	49,651	80,800	88,000
TOTAL FIXED ASSET TRANSFERS	102,300	93,536	90,000	49,651	80,800	88,000
GRAND TOTAL	743,400	717,018	752,700	380,608	735,100	774,900

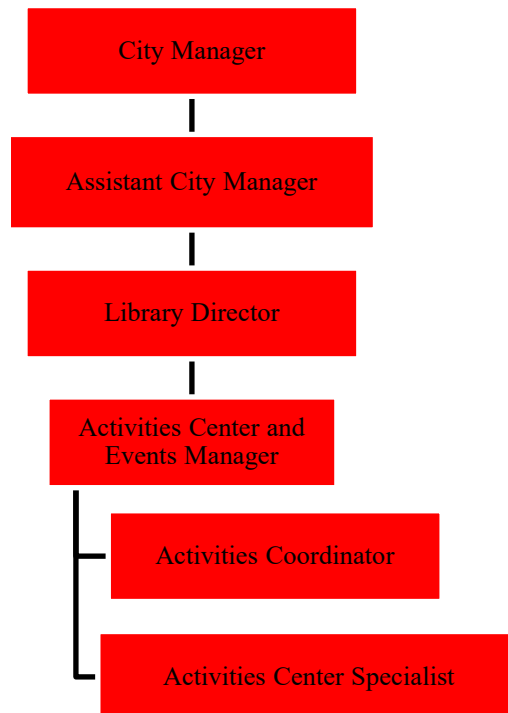
ACTIVITIES CENTER

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

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Researched, planned, and presented virtual programming series for the City of Harker Heights to include investigation and purchase of technologies
- Developed alternative programming to include Drive and Hunt Easter Egg Hunt, virtual Parks and Recreation month program series which emphasized use of various outdoor facilities and parks, and other programs
- Further developed multi-media marketing strategy for City of Harker Heights programs and services
- Re-evaluated Farmer's Market policies for safety, re-wrote handbook, and made modifications for precautionary measures

PROGRESS ON FY 2019-2020 OBJECTIVES

- Determine a departmental focus by investigating and developing a mission statement and strategic plan
 - Investigated cost recovery for programs and activities
 - Re-evaluated instructor requirements and precautionary measures
 - Investigated updated programming for seniors
- Re-envision large special event for spring
 - Investigated and presented alternative Easter programming to include the Drive and Hunt Easter Egg Hunt
 - Provided online spring and Easter programming series to include Arbor Day activities, tree pruning video, and other programs
- Re-evaluate and strengthen processes for volunteer acquisition, development, retention, and communication
 - Re-envisioned volunteer services to look at volunteers as "patrons" and their use as a program in itself
 - Provided regular list of possible volunteer projects to volunteers
 - Provided online volunteer projects when visiting the building was unsafe
- Continue to encourage use of outdoor facilities and amenities through promotion, education, and programming such as special events, Parks and Recreation month, Go Heights, etc.
 - Provided outdoor hikes, kayaking, and other programs for Go Heights
 - Filmed promotional videos for parks
 - Provided online and in-person Parks and Recreation month programming
- Enhance coordination, planning, and implementation of senior recreation programs
 - Developed 30th Anniversary senior program series and enhanced holiday programming
 - Developed communication program for keeping in touch with seniors even during the pandemic
 - Developed kit programs in which seniors picked up kits including activity materials and then producing

FY 2020-2021 OBJECTIVES

- Continue to hone departmental focus by investigating and developing a mission statement and strategic plan
- Further investigate use of technologies for special events, programs, and communication
- Re-evaluate revenue recovery possibilities for programs, classes, and meeting rooms
- Encourage our community to value green spaces through programs such as Texas Arbor Day, Tree City USA, informational videos, and park promotion

PERFORMANCE MEASURES - ACTIVITIES CENTER

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full time employees	3	3	3	3	3
OUTPUTS:					
# of recreation program attendance	2,100	1,639	1,800	701	1,700
# of youth recreation programs provided	8	19	20	26	27
# of adult/senior recreation programs provided regularly	14 / 26	21 / 29	22 / 30	30 / 38	31 / 39
# of special events provided	26	31	32	48	49
EFFECTIVENESS:					
# of activities center usage	1,575	1,370	1,400	650	1,400
# of City sponsored pool parties provided	3	3	3	0	2
City sponsored pool party attendance	350	358	400	0	300
EFFICIENCY:					
# special events provided per full time staff member	8.66	10.33	10	16	16
# activities center usage per full time staff member	525	457	467	217	467

ACTIVITIES CENTER

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	167,600	162,097	144,700	72,763	147,300	150,800
002 Overtime	0	22	200	16	0	100
003 Worker's Compensation	5,300	1,593	1,700	1,868	1,700	1,900
004 Health Insurance	16,000	15,051	17,600	8,791	17,400	16,300
005 Social Security	12,800	11,975	11,100	5,397	11,300	11,500
006 Retirement	25,200	21,405	21,700	10,901	22,000	22,600
TOTAL PERSONNEL SERVICE	226,900	212,143	197,000	99,736	199,700	203,200
SUPPLIES						
010 Office	1,000	2,124	2,200	2,096	2,500	2,700
012 General	7,000	1,284	3,000	1,853	2,700	3,000
013 Equipment	500	121	200	0	100	100
015 Recreational	2,000	768	2,000	391	900	1,500
TOTAL SUPPLIES	10,500	4,297	7,400	4,340	6,200	7,300
MAINTENANCE						
021 Building	3,500	3,417	3,500	3,480	5,000	6,000
022 Equipment	1,000	0	0	0	0	0
023 Ground	1,000	99	500	0	0	200
TOTAL MAINTENANCE	5,500	3,516	4,000	3,480	5,000	6,200
INSURANCE						
030 Property/Liability	6,600	2,452	2,500	2,351	2,400	2,600
TOTAL INSURANCE	6,600	2,452	2,500	2,351	2,400	2,600
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	0	4,158	5,000	4,144	8,400	8,500
041 Dues and Subscriptions	500	1,162	1,600	463	1,000	1,800
042 Travel and Training	1,500	779	1,500	1,014	1,300	1,500
045 Telephone	500	0	500	84	300	400
046 Equipment Rental	4,000	3,483	4,000	1,810	1,800	3,000
047 Contract Labor	1,000	1,400	0	4,200	7,300	9,500
067 Event & Recreation Programs	42,000	41,589	38,000	31,669	34,900	38,000
TOTAL SERVICES	49,500	52,571	50,600	43,384	55,000	62,700
MISCELLANEOUS						
091 Advertising	13,000	14,123	15,000	3,579	8,000	13,000
TOTAL MISCELLANEOUS	13,000	14,123	15,000	3,579	8,000	13,000
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	4,400	3,175	3,200	0
705 Equipment	0	9,813	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	9,813	4,400	3,175	3,200	0
GRAND TOTAL	312,000	298,915	280,900	160,045	279,500	295,000

PARKS AND RECREATION

The Parks and Recreation Department is comprised of the Director of Parks and Recreation, Administrative Assistant, Recreation Superintendent, Recreation Coordinator - Athletics, Recreation Coordinator – Aquatics/Athletics, Parks & Public Grounds Superintendent, Parks and Public Grounds Crew Leader, Athletics Crew Leader, Building Maintenance Crew Leader, 10 Light Equipment Operators, two Athletic Light Equipment Operators, two Custodians, four part-time Recreation Aides, and two part-time Athletic Aides. Numerous part-time employees are hired during the summer to assist with the aquatic programs.

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

PARK GOALS

Through public meetings, survey responses, and input from the Parks Advisory Board and Parks & Recreation staff during the Master Planning process in 2019 and 2020, four broad goals have been identified for the Department:

Accessibility

Provide parks and recreation services that are available for all abilities and socio-economic/cultural statuses and accommodates both vehicular and non-vehicular connectivity to those parks and recreation opportunities.

Sustainability

Develop and enhance parks and recreation programs within the City that promote environmental awareness and place environmental education and stewardship as a leading tenet for patrons of the City’s parks and recreation services.

Maintenance

Take care of the excellent park infrastructure that the City has and ensure that future park improvements are developed with best practices of maintenance in mind.

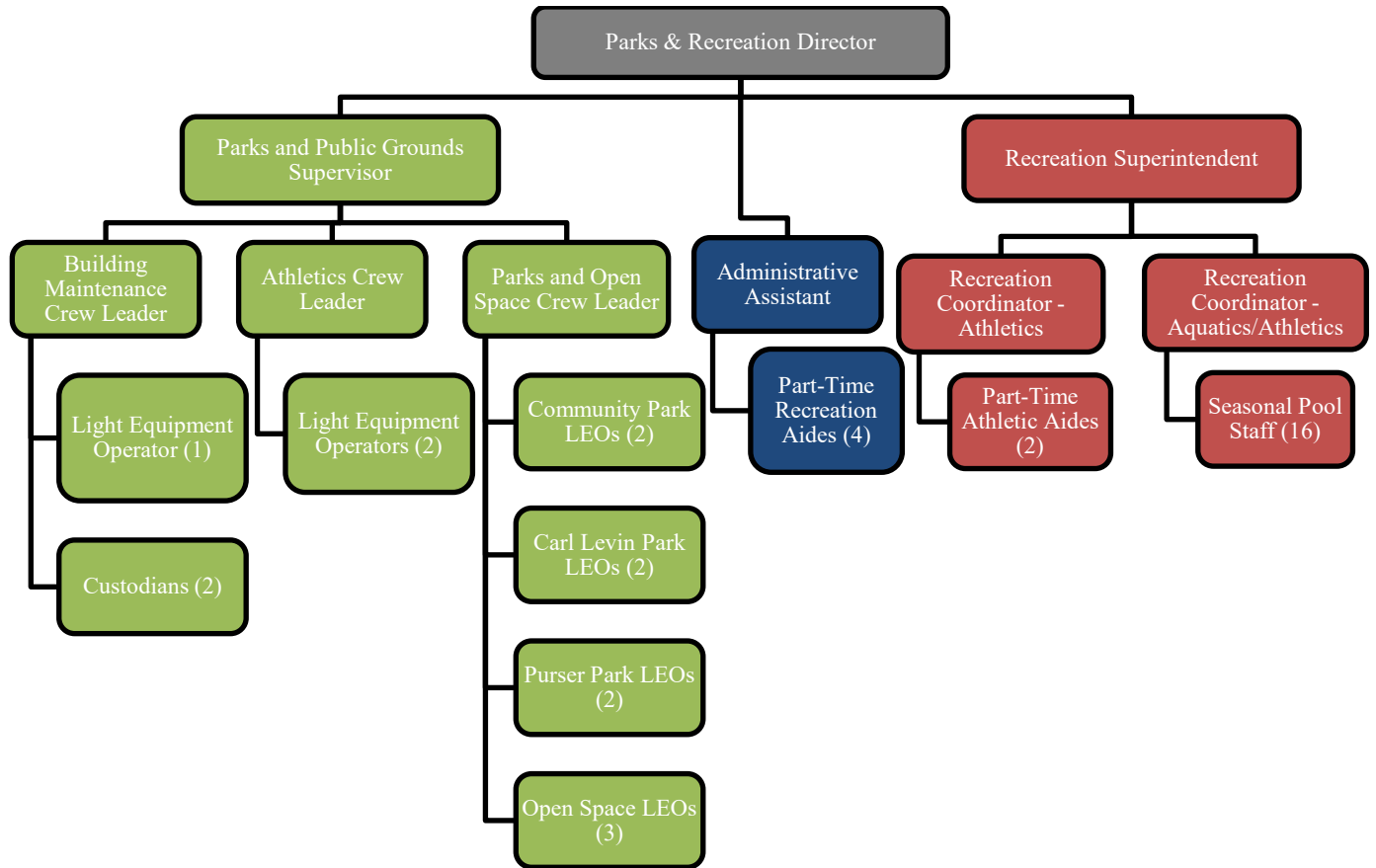
Innovation

Bring energy and vitality to recreational facilities in the City’s park system by providing unique park experiences.

DEPARTMENT OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Completed 2020-2030 Parks, Recreation, and Open Space Master Plan
 - 9-month process with Luck Design Team
 - Approved by City Council in June 2020
 - Approved by Texas Parks and Wildlife in July 2020
- Department staff adjusted to the pandemic and offered virtual events in areas that we previously have not had a presence in such as Recreation Kits, Contests, Runs, and Skill Videos.
- Completed construction of the Carl Levin Park restroom facility in October of 2019
- City Council approved Parks and Recreation Chapter of City Ordinances
- Updated Commercial Use Agreements with private use of public lands and began enforcement
- Improved social media marketing strategy for the department
- Updated Department Organizational chart to increase departmental efficiency
- Took first steps to enter National Mayor’s Monarch Pledge
 - Native Pocket Prairie at Carl Levin Park
 - Education series regarding Monarch Butterflies in Central Texas
- Increase employee course certification awards
 - Parks Crew Leader Shawn Jenkins received CPSI designation (Certified Playground Safety Inspector) at TRAPS Institute in Galveston
- Director Jeff Achee nominated Chair of the Future & Young Professionals Branch of Texas Recreation and Parks Society
 - Recreation Superintendent Jonathan Hanson elected Central Region Representative

PROGRESS ON FY 2019-2020 OBJECTIVES

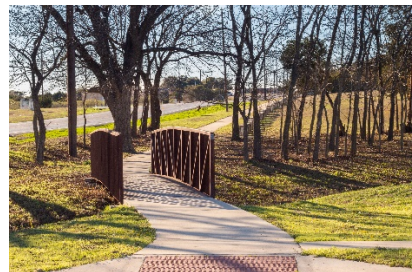
- Develop strategies to put findings from Parks, Recreation, and Open Space Master Plan into action
 - Began process of updating ADA accessibility at Kern Park and Community Park
 - Working through NRPA and Trust for Public Land to gain insight on “10-Minute Walk Campaign” and how Harker Heights can improve access to parks
 - Working with Public Works Department and engineers to bring multiple uses to Goode-Connell Park in the form of flood plain reduction additional irrigated park space
 - Staff member received Certified Playground Safety Inspector designation
- Further pursue lease agreement for management of Dana Peak Park.
 - Developed Management Proposal that includes details of Dana Peak Park acquisition and how the City will manage operations of the facility
- Continue to develop strategies for public sponsorships/partnerships in facilities and programming.
 - Ongoing; further developed sponsorship program
- Make updates to Organizational Chart as needed to ensure success and efficiency.
 - Ongoing; provided updates to org chart
- Develop strategies to maximize use of Recreation Center facilities.
 - Ongoing
- Develop personalized career plan for each Parks and Rec employee.
 - Designated October as yearly evaluation month for all employees

FY 2020-2021 OBJECTIVES

- Further pursue lease agreement for management of Dana Peak Park.
- Develop strategies to put findings from Parks, Recreation, and Open Space Master Plan into action.
- Continue to develop strategies for public sponsorships/partnerships in facilities and programming.
- Develop strategies to increase Health and Fitness programming at all facilities.
- Develop strategies for use by Food Trucks of designated space at Carl Levin Park.
- Improve team building and training opportunities for staff.
- Increased accessibility for underserved populations through scholarships and “pop-up” programming.

PERFORMANCE MEASURES - PARKS & RECREATION

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full time employees	24	24	23	22	23
# of part time employees	5	6	6	6	6
# of seasonal employees (summer)	18	16	16	0	16
OUTPUTS:					
# of municipal acres maintained	240	240	240	240	240
# of ROW acres maintained	90	90	90	90	90
# of medians maintained	14	14	14	14	14
# of acres irrigated	113	113	113	113	113
# of playground units	16	16	16	16	16
# of special events provided	26	26	26	26	26
# of youth leagues/participants	8 / 3,000	8 / 2,648	8 / 2,700	3 / 1,410	8 / 2,500
# of adult leagues/participants	4 / 1,000	2 / 700	4 / 1,000	0 / 0	2 / 500
# of sports camps/participants	8 / 300	9 / 321	8 / 300	4 / 75	8 / 300
# of 5ks held/participants	2 / 500	6 / 1,100	4 / 800	2 / 30 (virtual)	4 / 800
EFFECTIVENESS:					
# of park rentals	240	410	400	40	200
# of pool rentals	20	18	20	0	20
Public swim attendance	12,000	12,488	12,000	0	12,000
Swim lesson attendance	225	225	225	0	225
# of City sponsored pool parties	3	3	3	0	3
City sponsored pool party attendance	350	325	350	0	325
EFFICIENCY:					
# of acres maintained per full time light equipment employee	21.82	21.82	21.82	21.82	21.82
% of youth recreation programs conducted compared to services offered	100%	100%	100%	100%	100%



PARKS & RECREATION

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	1,145,100	1,148,096	1,082,700	449,005	888,900	1,118,000
002 Overtime	8,000	12,892	12,800	2,583	5,000	9,600
003 Worker's Compensation	20,000	22,840	20,300	22,728	21,100	22,600
004 Health Insurance	121,400	108,046	136,400	56,144	112,200	117,200
005 Social Security	88,200	86,610	83,800	34,005	68,400	86,300
006 Retirement	165,800	152,897	141,900	62,877	129,900	143,500
TOTAL PERSONNEL SERVICE	1,548,500	1,531,381	1,477,900	627,342	1,225,500	1,497,200
SUPPLIES						
010 Office	7,000	5,415	6,000	2,154	5,000	6,000
011 Vehicle	25,000	32,108	28,000	10,650	24,000	28,000
012 General	1,000	5,216	4,000	2,558	7,000	4,000
013 Equipment	9,500	12,058	8,000	5,994	8,000	8,000
014 Uniforms	12,200	9,121	8,500	5,238	8,000	9,000
015 Recreational	4,000	4,484	4,000	2,588	4,500	4,500
016 Chemical	12,200	11,444	12,200	3,478	8,000	12,200
TOTAL SUPPLIES	70,900	79,846	70,700	32,660	64,500	71,700
MAINTENANCE						
020 Vehicle	10,000	12,684	10,000	4,618	8,500	10,000
021 Building	57,000	35,812	40,000	15,335	30,000	35,000
022 Equipment	14,000	8,202	12,000	6,761	10,500	12,000
023 Ground	59,000	59,892	65,000	35,922	60,000	65,000
TOTAL MAINTENANCE	140,000	116,590	127,000	62,636	109,000	122,000
INSURANCE						
030 Property/Liability	26,300	34,534	30,200	28,299	28,800	29,900
TOTAL INSURANCE	26,300	34,534	30,200	28,299	28,800	29,900
SERVICES						
035 Unemployment Payments	0	0	0	2,225	2,200	0
040 Utilities	113,000	78,080	100,000	36,993	85,000	95,000
041 Dues and Subscriptions	5,800	4,346	5,800	3,108	3,400	5,800
042 Travel and Training	8,500	8,589	8,200	5,618	7,000	8,200
045 Telephone	400	854	800	376	800	800
046 Equipment Rental	2,000	1,884	3,000	1,304	2,000	3,000
047 Contract Labor	14,000	12,618	12,000	4,871	11,000	12,000
051 ActiveNet Transaction Fees	6,500	7,568	6,800	2,697	5,000	6,800
059 Adaptive Sports	10,000	5,968	10,000	1,649	6,600	10,000
060 Tree City USA	10,000	3,879	10,000	2,981	5,000	10,000
061 Living Legacy	4,500	5,597	4,500	901	3,000	4,500
065 Trophies and Awards	17,000	16,989	15,000	4,543	5,000	15,000
066 Uniforms and Equipment (Rec)	55,000	46,068	45,000	12,868	30,000	45,000
067 Parks and Recreation Programs	4,000	1,818	3,000	169	1,500	3,000
068 Team Travel	2,000	0	2,000	0	0	0
069 Adult Sports	3,000	2,456	2,000	0	1,700	2,000
TOTAL SERVICES	255,700	196,714	228,100	80,303	169,200	221,100
MISCELLANEOUS						
091 Advertising	1,000	1,429	1,500	483	1,000	1,500
095 Required Public Notices	0	1,526	1,500	0	0	0
615 Xerox Rental	1,200	1,537	1,500	640	1,500	1,500
TOTAL MISCELLANEOUS	2,200	4,492	4,500	1,123	2,500	3,000
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	6,495	0	0	0	0
705 Equipment	64,400	53,063	23,500	0	31,700	105,000
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	64,400	59,558	23,500	0	31,700	105,000
GRAND TOTAL	2,108,000	2,023,115	1,961,900	832,363	1,631,200	2,049,900

PUBLIC WORKS

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

STREET DEPARTMENT

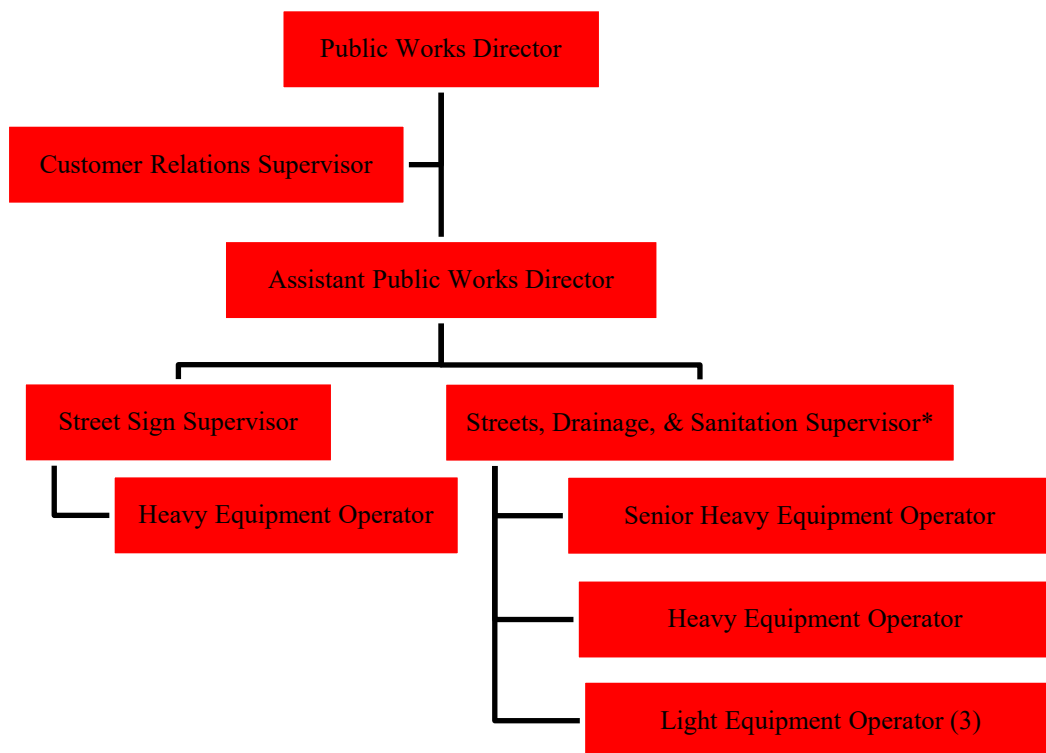
The Street Department maintains existing city streets, sidewalks, pavement markings and traffic signage. Department staff conduct minor repairs and all major projects are contracted out. The Department is supervised by the Street, Drainage and Sanitation Supervisor and consists of a Sign Supervisor, one Senior Heavy Equipment Operator, two Heavy Equipment Operators and three Light Equipment Operators.

GOALS AND OBJECTIVES

The Street Department strives to provide sufficient maintenance and improvements of roadway pavements, curb and gutter, sidewalks, traffic signs and traffic markings. Department staff ensure structurally sound riding surfaces on streets through asphaltting potholes, replacing curb and gutter, repairing utility cuts, blading non-hard surface streets, and managing authorized capital improvement projects. The Department increases public safety through timely repairs and maintenance to traffic signs and pavement markings. Additionally, pedestrian mobility is enhanced through sidewalk repairs and extensions conducted by the Department.

ORGANIZATIONAL CHART

*indicates Drainage Utility



FY 2019-2020 ACHIEVEMENTS

- Certified three Public Works employees from various Departments on the backhoe.
- Inspected the authorized 2019 Street Capital Improvement Projects on Roy Reynolds, Roy Reynolds Cr., Mountain Lion, Dorothy, Fullview, and Old Nolanville Road.
- Completed internal maintenance project on the following recycled asphalt streets: Waco Trace, Pueblo Drive and Kathey Drive.
- Completed 9 lane miles of the annual Crack Seal Program.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Continue the annual Crack Seal Program.
 - 75% complete. Due to unforeseen weather and pandemic related issues, the Department was only able to complete 9 of the projected 12 lane miles of crack seal.
- Inspect the 2019-2020 Street Improvement Program.
 - 100% complete.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
 - 100% complete.
- Replace defective and install concrete valley gutters where needed.
 - 10% complete. Several repairs were identified in FY20. The identified repairs were not all able to be completed this fiscal year.
- Repair all Water and Sewer utility cuts, potholes and asphalt level ups within 30 days.
 - 100% complete.

FY 2020-2021 OBJECTIVES

- Initiate construction of the authorized 2020 Street Capital Improvement Projects by January 2021.
- Increase efficiency of response to Water and Sewer Utility cuts, potholes, and asphalt level ups.
- Send two Public Works employees to the Backhoe Certification training.
- Evaluate pavement surface treatment alternatives to extend the life cycle of existing streets.

PERFORMANCE MEASURES - STREET DEPARTMENT

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees:	10	10	11	10	10
Public Works Administration	3	3	4	3	3
Street Department	5	5	5	5	5
Sign Shop	2	2	2	1	2
OUTPUTS:					
# of street utility cuts	100	74	100	70	80
# of pothole repairs	450	425	450	380	400
Miles of street reconstruction	2.00	0.60	2.00	0.50	1.00
Lane miles of crack sealing	12	10	12	9	8
Linear feet of sidewalk repair	150	135	150	125	100
EFFECTIVENESS:					
# of Street Department employees per square mile	0.32	0.32	0.32	0.32	0.32
EFFECIENCY:					
# of street utility cuts per Street Department employee	20.0	14.8	20.0	14.0	16.0
# of pothole repairs per Street Department employee	90.0	85.0	90.0	76.0	80.0

SIGN SHOP

The Sign Shop, a branch of the Street Department, is responsible for installation and maintenance of traffic signs, pavement markings, street sweeping and herbicide application to streets and sidewalks. This branch consists of a Sign Supervisor and a Heavy Equipment Operator II.

FY 2019-2020 ACHIEVEMENTS

- Installed traffic control devices for the new school zone on Warrior's Path.
- Conducted sign safety maintenance on tree limbs within one week of notification.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Trim tree limbs obstructing signs, continue removing graffiti from ditches and bridges, control algae in street intersections and apply herbicide to grass growing on joints in sidewalks and curb & gutters.
 - 70% complete. The identified maintenance tasks were not all able to be completed this fiscal year due to hire lag after a retirement.
- Continue sweeping all city streets on a regular schedule, passing out door hangers to keep grass off the street and out of storm water drains.
 - 95% complete. Due to unforeseen repairs on the sweeper, not all planned sweeping rotations were completed.
- Replace painted road markings with thermoplastic markings city wide. Continue replacing raised pavement markers as needed.
 - 100% complete.
- Maintain school zone and caution flashing lights city wide. Continue the nighttime sign reflectivity program, reporting nonworking streetlights.
 - 100% complete.
- Continue maintaining all TXDOT exit ramps, entrance ramps, turnarounds and islands.
 - 100% complete.

FY 2020-2021 OBJECTIVES

- Installation of traffic control devices in new subdivisions within two weeks of final inspection.
- Decrease response time to sign safety maintenance requests.
- Update public education handouts for illicit discharges and solid waste violations.

PERFORMANCE MEASURES - SIGN SHOP

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
OUTPUTS:					
# of street signs installed or replaced	500	180	200	200	200
# of stop signs installed or replaced	26	59	50	65	60
# of yield signs installed or replaced	5	9	5	10	10
# of poles set	111	49	60	80	75
Feet of thermoplastic installed	75	30	100	697	100
Gallons of herbicide sprayed	1,000	777	1,000	800	800
Total miles of streets swept	1,966	1,976	1,966	1,867	1,966
Miles of residential streets swept	1,160	1,200	1,160	1,087	1,160
Miles of arterials/collectors swept	806	776	806	780	806
EFFECTIVENESS:					
# of Sign Shop Department employees per square mile	0.13	0.13	0.13	0.13	0.13
EFFICIENCY:					
# of residential street sweeping cycles per year (145 miles / cycle).	8.00	7.00	8.00	7.00	8.00
# of arterial/collector street sweeping cycles per year (13 miles / Cycle).	62.00	60.00	62.00	60.00	62.00

STREETS

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	450,100	447,995	459,200	221,191	390,200	400,700
002 Overtime	8,000	7,613	7,000	3,522	6,300	7,000
003 Worker's Compensation	5,200	5,046	5,300	5,915	5,500	5,800
004 Health Insurance	50,600	43,702	56,000	25,061	46,000	49,300
005 Social Security	35,000	33,442	35,700	16,417	30,300	31,200
006 Retirement	68,900	68,354	69,700	33,688	59,300	61,000
TOTAL PERSONNEL SERVICE	617,800	606,152	632,900	305,794	537,600	555,000
SUPPLIES						
010 Office	2,500	3,671	3,500	6,176	8,000	3,500
011 Vehicle	30,000	31,480	30,000	11,317	23,000	30,000
012 General	3,000	1,798	2,000	1,396	3,000	2,000
013 Equipment	6,000	5,705	6,000	146	4,000	6,000
014 Uniforms	9,000	8,470	9,000	5,912	9,000	9,000
TOTAL SUPPLIES	50,500	51,124	50,500	24,947	47,000	50,500
MAINTENANCE						
020 Vehicle	25,000	29,707	35,000	22,572	35,000	35,000
021 Building	3,000	3,482	3,000	3,420	6,000	3,000
022 Equipment	20,000	22,703	26,000	6,614	20,000	26,000
023 Ground	105,000	88,981	100,000	28,156	90,000	100,000
TOTAL MAINTENANCE	153,000	144,873	164,000	60,762	151,000	164,000
INSURANCE						
030 Property/Liability	7,000	7,844	8,100	7,480	7,700	7,900
TOTAL INSURANCE	7,000	7,844	8,100	7,480	7,700	7,900
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	293,000	264,615	275,000	133,486	270,000	275,000
041 Dues and Subscriptions	1,700	1,216	1,400	824	1,200	1,400
042 Travel and Training	8,000	4,323	5,000	2,252	5,000	5,000
045 Telephone	4,500	4,478	4,500	1,654	4,000	4,000
046 Equipment Rental	20,000	14,333	20,000	3,438	18,000	20,000
047 Contract Labor	15,000	13,090	15,000	8,241	14,000	15,000
TOTAL SERVICES	342,200	302,055	320,900	149,895	312,200	320,400
FIXED ASSETS TRANSFERS						
701 Land and Improvements	0	8,626	0	0	0	0
705 Equipment	5,700	9,257	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	29,600	30,184	41,000	0	37,800	164,800
TOTAL FIXED ASSET TRANSFERS	35,300	48,067	41,000	0	37,800	164,800
GRAND TOTAL	1,205,800	1,160,115	1,217,400	548,878	1,093,300	1,262,600

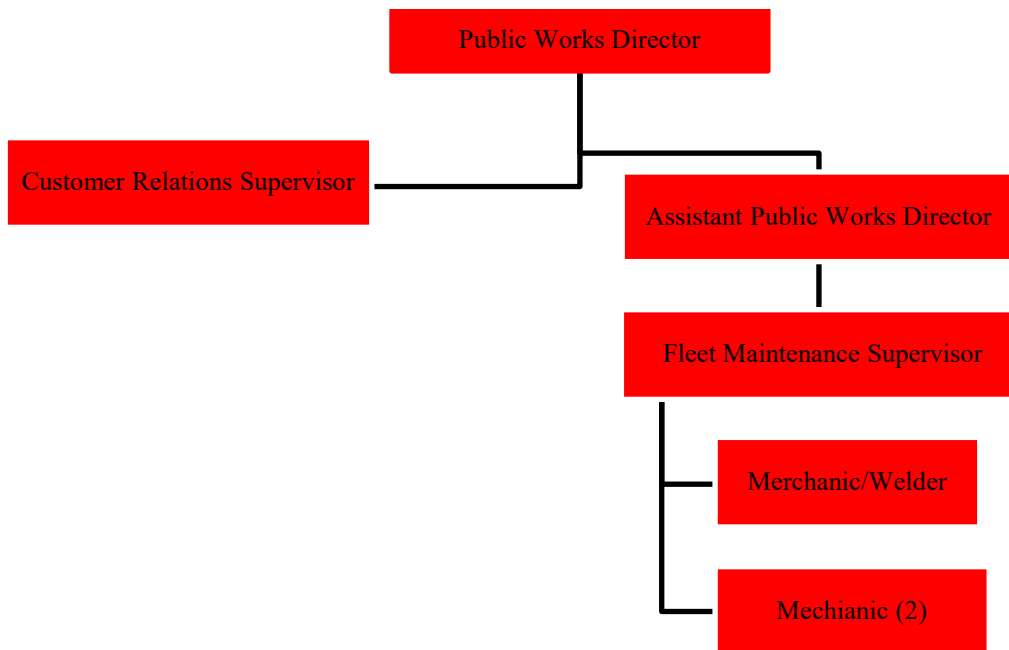
FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Department manages and maintains fleet assets, procures vehicles and fleet equipment for all city departments, and assists with internal mechanical projects. The Department is led by the Maintenance Supervisor and consists of a Welder/Mechanic and two Mechanics.

GOALS AND OBJECTIVES

The Fleet Maintenance Department strives to provide timely scheduled and unscheduled repairs on all city vehicles and equipment and handles purchase orders for parts and repairs over \$500. The Department assists with various bids as well by preparing vehicle and equipment specifications as needed to ensure the best product is purchased. Department staff conducts annual safety inspections on all city vehicles to ensure all departments are able to provide consistent service.

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Completed construction of Fleet Maintenance office expansion.
- Completed construction of six internal projects for various city departments.
- Completed procurement of all FY20 authorized vehicles and equipment.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Begin expansion of the offices so personnel has enough room to work when funding is available in budget.
 - 100% complete.
- Continue to provide timely support for all city vehicles and equipment.
 - 100% complete.
- Continue automotive education.
 - 100% complete.
- Continue annual inspection of all city vehicles.
 - 100% complete.

FY 2020-2021 OBJECTIVES

- Initiate procurement of authorized FY21 vehicles and equipment prior to January 2021.
- Consolidate annual safety and preventative service logs for all vehicles and equipment to improve efficiency.
- Initiate construction of authorized FY21 internal projects by April 2021.

PERFORMANCE MEASURES - MAINTENANCE

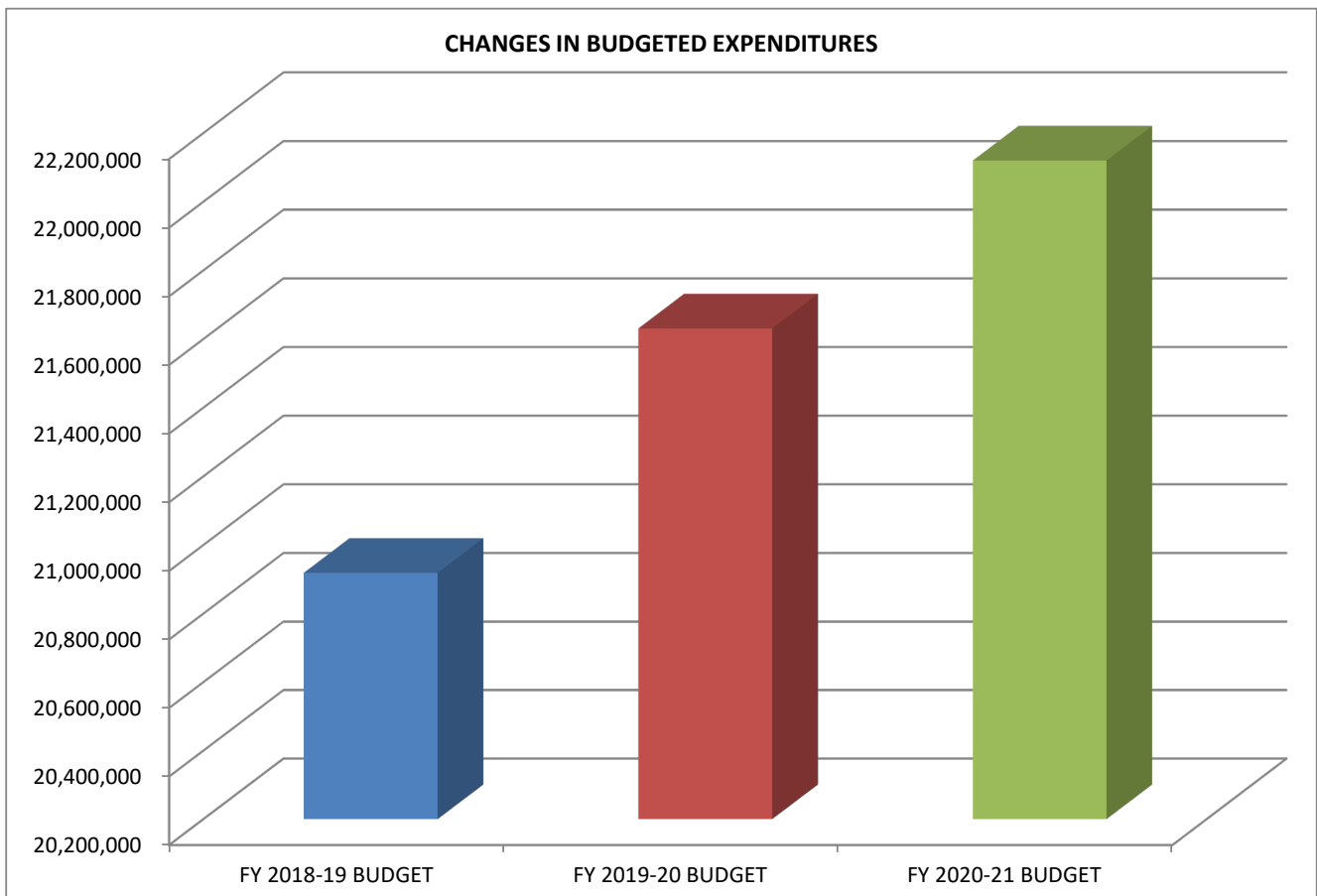
Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	4	4	4	4	4
OUTPUTS:					
# of fleet units serviced (vehicles & equipment)	1,520	1,404	1,520	1,348	1,520
# of departments serviced	14	14	14	14	14
# of work orders completed	1,545	1,404	1,545	1,348	1,545
EFFECTIVENESS:					
Fleet units in operation (vehicles & equipment)	98%	97%	98%	97%	98%
# of fleet units serviced per Fleet Department employee	380.00	351.00	380.00	337.00	380.00
EFFICIENCY:					
# of work orders completed per Fleet Department employee	386.25	351.00	386.25	337.00	386.25

MAINTENANCE

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	165,900	169,790	173,900	87,952	177,500	181,500
002 Overtime	1,800	1,351	200	3,288	6,000	2,000
003 Worker's Compensation	2,200	2,125	2,200	2,491	2,300	2,600
004 Health Insurance	20,800	18,990	22,800	11,378	22,600	20,900
005 Social Security	12,800	12,936	13,300	6,948	14,000	14,000
006 Retirement	25,200	25,549	26,000	13,667	27,400	27,400
TOTAL PERSONNEL SERVICE	228,700	230,741	238,400	125,724	249,800	248,400
SUPPLIES						
010 Office	500	242	500	540	700	500
011 Vehicle	4,000	1,667	1,000	1,736	2,500	1,000
012 General	100	68	100	102	100	100
013 Equipment	6,000	5,577	4,000	3,079	6,500	4,000
014 Uniforms	6,000	3,898	5,000	2,843	4,500	5,000
TOTAL SUPPLIES	16,600	11,452	10,600	8,300	14,300	10,600
MAINTENANCE						
020 Vehicle	600	937	1,000	234	1,000	1,000
021 Building	500	353	500	72	500	500
022 Equipment	200	0	200	128	200	200
023 Ground	300	75	300	0	100	300
TOTAL MAINTENANCE	1,600	1,365	2,000	434	1,800	2,000
INSURANCE						
030 Property/Liability	2,900	3,301	3,400	3,146	3,200	3,500
TOTAL INSURANCE	2,900	3,301	3,400	3,146	3,200	3,500
SERVICES						
040 Utilities	3,500	1,870	2,500	713	3,500	3,500
041 Dues and Subscriptions	200	190	200	200	200	200
042 Travel and Training	2,000	1,453	2,000	981	1,500	2,000
045 Telephone	2,600	2,380	2,600	1,027	2,300	2,400
047 Contract Labor	0	0	0	0	0	0
TOTAL SERVICES	8,300	5,893	7,300	2,921	7,500	8,100
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	3,600	821	3,600	0
705 Equipment	5,700	4,301	0	0	0	0
707 Vehicles	32,700	35,876	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	38,400	40,177	3,600	821	3,600	0
GRAND TOTAL	296,500	292,929	265,300	141,346	280,200	272,600

**GENERAL FUND
STATEMENT OF EXPENDITURES**

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
City Council	226,500	223,927	210,100	97,325	138,700	177,500
Administration	1,070,400	1,135,230	1,298,400	681,749	1,287,800	1,337,900
Finance	764,500	668,469	705,500	375,667	604,800	649,300
Pet Adoption Center	717,300	680,809	936,000	426,017	856,000	1,032,200
Police	6,499,200	6,092,742	6,762,300	3,198,641	6,674,500	7,147,300
Municipal Court	1,073,300	1,057,952	1,052,900	550,409	941,500	807,500
Planning & Development	361,600	344,398	370,900	184,405	366,100	374,200
Code Enforcement	601,900	563,673	547,200	294,476	524,600	762,800
Fire & EMS Operations	4,593,500	4,778,751	4,951,400	2,587,256	5,176,500	4,991,600
Information Technology	556,700	529,003	583,500	327,878	551,500	622,200
Library	743,400	717,018	752,700	380,608	735,100	774,900
Activity Center	312,000	298,915	280,900	160,045	279,500	295,000
Parks & Recreation	2,108,000	2,023,115	1,961,900	832,363	1,631,200	2,049,900
Streets	1,205,800	1,160,115	1,217,400	548,878	1,093,300	1,262,600
Maintenance	296,500	292,929	265,300	141,346	280,200	272,600
Reserve for Personnel	8,000	20,661	15,000	4,497	8,700	0
Reimbursement:						
Seton Medical Center	575,000	574,746	575,000	579,131	579,100	0
Transfer to Fixed Assets	(794,900)	(577,468)	(855,700)	(246,823)	(351,600)	(937,600)
Transfer to Capital Projects	0	1,450,000	0	0	0	500,000
Transfer to Debt Service	0	75,000	0	0	150,000	0
GRAND TOTAL	20,918,700	22,109,985	21,630,700	11,123,868	21,527,500	22,119,900







DEBT SERVICE

BONDED DEBT / DEBT SERVICE FUND

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

The City of Harker Heights has two types of bonds outstanding: general obligation and revenue bonds. Detailed bond schedules providing information on each issuance to include the date of issuance, original value of the bond, coupon rate, rating the City had at the time, as well as what the issuance was for begins on page 145.

General Obligation Bonds

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

Revenue Bonds

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

Debt Limit

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

Debt Limitation Summary

• Constitutional Ad Valorem Tax Limitation (per \$100):	\$2.50 per \$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax:	\$1.50 per \$100
• 2020 Certified Taxable Assessed Valuation	\$2,036,994,787
• 2020 Total Tax Rate (per \$100)	\$0.6770
• 2020 I&S Tax Rate (per \$100)	\$0.1543
• Maximum Annual Ad Valorem Tax Debt Service, 2021 ⁽¹⁾	\$3,161,580
• Equivalent I&S Tax Rate Required to Service Maximum Debt ⁽²⁾ :	\$0.1617 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	38.87%

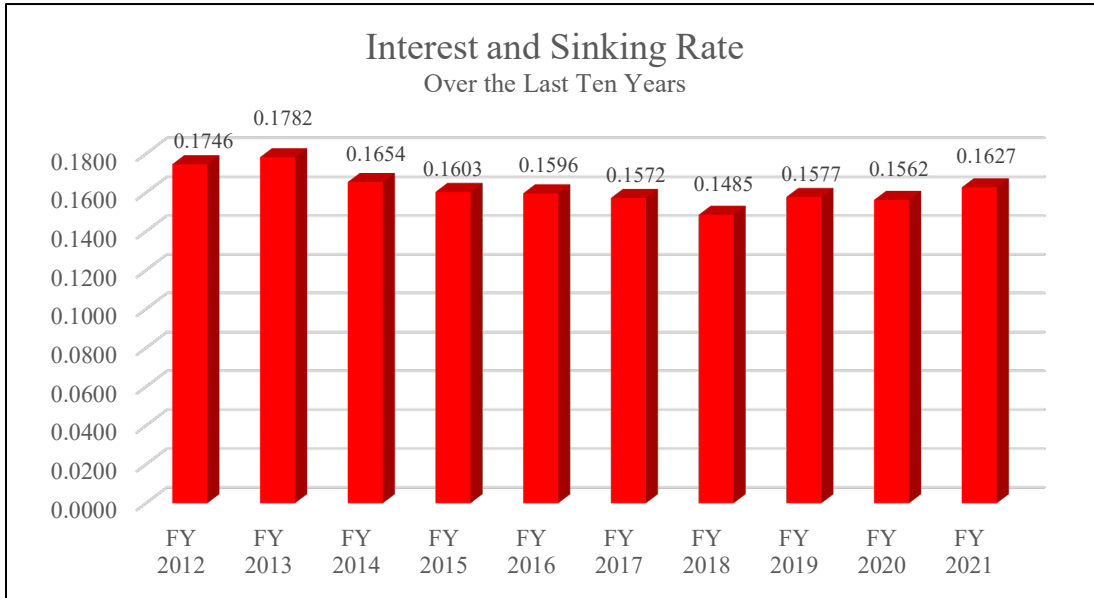
(1) Excludes self-supporting debt

(2) Assumes 96% tax collection rate

Summary provided by Specialized Public Finance Inc.

Interest and Sinking Tax Rate

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



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

Property Tax Revenue

Tax revenue for the Debt Service Fund is calculated similar to the General Fund; by taking the certified taxable value per BCAD of \$2,036,994,787 and using the interest and sinking portion of the tax rate of \$0.1627 per \$100 of taxable value and a collection rate of 96.73% as follows:

Certified Taxable Value	2,036,994,787
x Total Tax Rate per \$100 valuation	0.6770
= Estimated Gross Revenues from Taxes	13,790,455
x Estimated Percentage of Collections	96.73%
= Estimated Funds from Tax Levy	13,339,507
- Estimated Delinquent Tax Collections	12,000
= Estimated Total Tax Collections	13,351,507

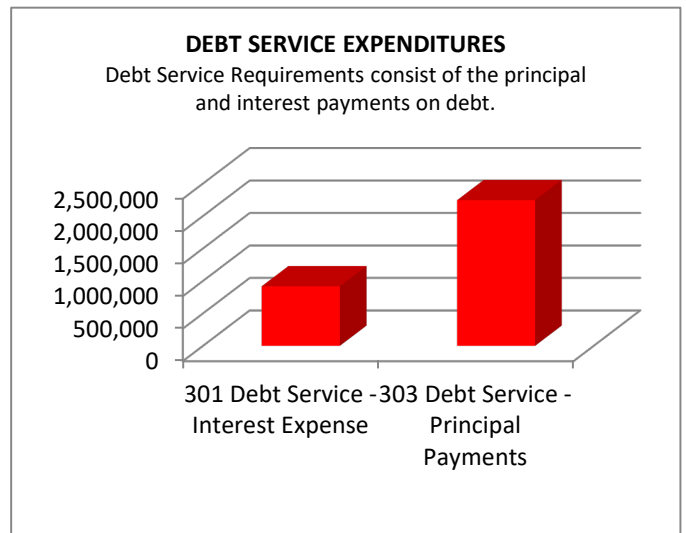
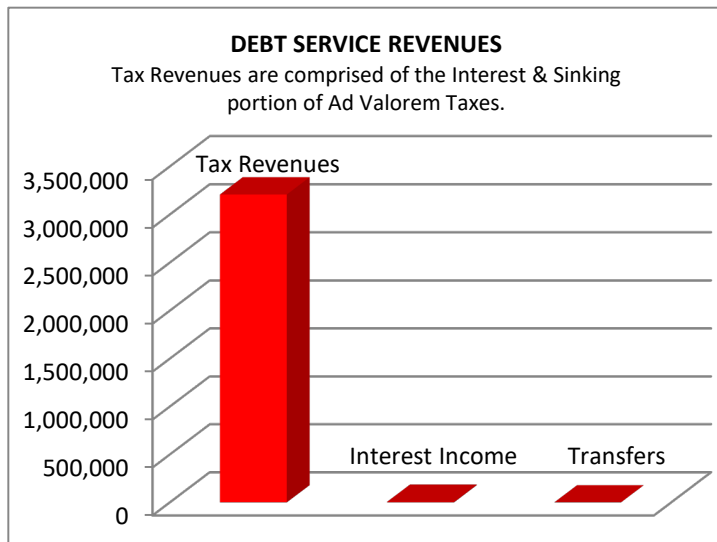
Total Debt Service Revenue 3,208,367

Credit Rating

In February 2012, Standard & Poor’s (S&P) raised the City of Harker Heights’ underlying rating from “AA-” to “AA” on our outstanding general obligation debt. In 2019, Standard & Poor’s assigned its “AA” long-term rating to the City’s Series 2019 Combination Tax and Revenue Certificates of Obligation as well as affirmed its “AA” long-term rating and underlying rating on the City’s general obligation debt outstanding. S&P considers the City’s economy to be adequate with a strong city management that has good financial policies and practices. The rating reflects the City’s very strong budgetary flexibility and its overall strong budgetary performance. In Standard & Poor’s opinion, the City has very strong liquidity providing for very strong cash levels to cover debt service and expenditures. For more information, see the Debt Service section of the “Budget at a Glance” on pages 15 and 16.

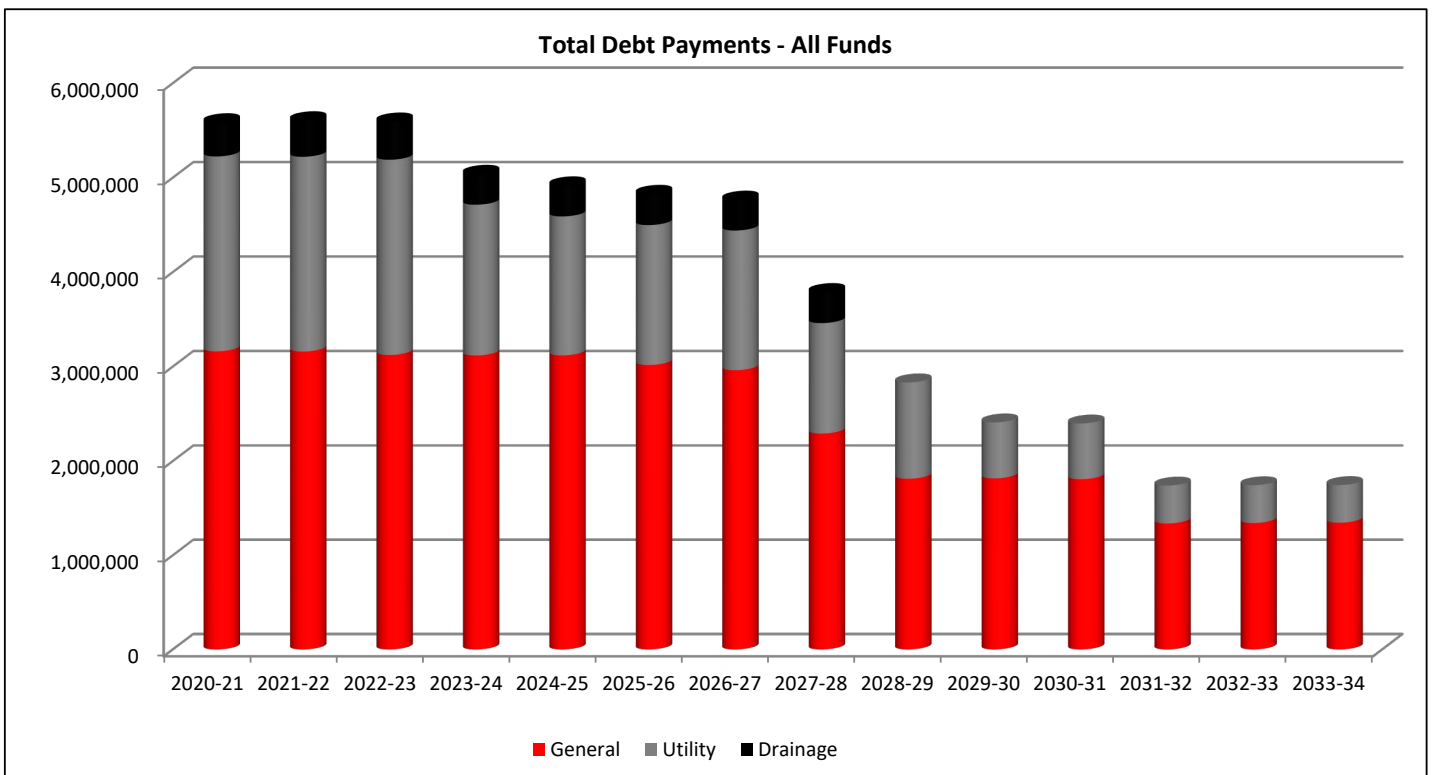
DEBT SERVICE FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING FUND BALANCE	54,493	47,241	26,941	24,383	24,383	36,983
REVENUES:						
020 Interest Income	15,500	14,860	20,000	6,582	8,500	7,000
021 Miscellaneous Income	0	506	0	0	0	0
200 Gain on Investments	0	0	0	0	0	0
301 Refunding Bonds Issued	0	0	0	0	4,075,000	0
700 Tax Revenues	2,743,400	2,744,354	2,833,000	2,800,108	2,833,000	3,208,400
801 Transfer from General Fund	0	75,000	0	0	150,000	0
802 Transfer from Utility Fund	75,000	75,000	100,000	0	0	0
803 Transfer from Drainage Fund	0	0	0	0	0	0
805 Transfer from Bond Fund	0	0	0	0	0	0
TOTAL REVENUES	2,833,900	2,909,720	2,953,000	2,806,690	7,066,500	3,215,400
EXPENDITURES:						
084 BCAD Fees	30,000	30,942	31,000	15,561	31,500	32,500
301 Debt Service - Interest Expense	1,032,800	1,078,731	1,078,700	540,003	1,014,100	917,300
303 Debt Service - Principal Payments	1,822,900	1,822,905	1,869,700	60,000	1,869,700	2,244,200
304 Refunded Bond Escrow Agent	0	0	0	0	75,300	0
305 Refunded Bond Escrow	0	0	0	0	4,015,000	0
320 Bond Issuance Cost	0	0	0	0	48,300	0
802 Transfer to Utility Fund	0	0	0	0	0	0
TOTAL EXPENDITURES	2,885,700	2,932,578	2,979,400	615,564	7,053,900	3,194,000
INCREASE/DECREASE	(51,800)	(22,858)	(26,400)	2,191,126	12,600	21,400
ENDING FUND BALANCE	2,693	24,383	541	2,215,509	36,983	58,383



**City of Harker Heights
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2020-21	2,244,222	917,358	3,161,580	1,597,665	465,783	2,063,448	238,114	125,895	364,009
2021-22	2,311,064	848,743	3,159,807	1,643,192	418,483	2,061,675	270,744	117,800	388,544
2022-23	2,345,538	778,151	3,123,689	1,696,614	369,714	2,066,328	297,848	108,666	406,514
2023-24	2,420,000	698,246	3,118,246	1,280,000	315,797	1,595,797	230,000	98,719	328,719
2024-25	2,500,000	619,183	3,119,183	1,200,000	270,704	1,470,704	240,000	90,748	330,748
2025-26	2,475,000	542,240	3,017,240	1,250,000	231,278	1,481,278	250,000	82,417	332,417
2026-27	2,500,000	462,469	2,962,469	1,290,000	188,439	1,478,439	255,000	73,727	328,727
2027-28	1,910,000	381,995	2,291,995	1,025,000	143,981	1,168,981	265,000	64,828	329,828
2028-29	1,485,000	327,591	1,812,591	910,000	111,054	1,021,054	160,000	55,569	215,569
2029-30	1,525,000	291,628	1,816,628	510,000	83,319	593,319	165,000	50,769	215,769
2030-31	1,555,000	252,802	1,807,802	520,000	70,619	590,619	170,000	45,819	215,819
2031-32	1,125,000	213,100	1,338,100	345,000	57,685	402,685	175,000	40,719	215,719
2032-33	1,165,000	177,740	1,342,740	355,000	46,433	401,433	180,000	35,469	215,469
2033-34	1,205,000	141,095	1,346,095	365,000	34,830	399,830	185,000	30,069	215,069
2034-35	775,000	100,890	875,890	155,000	21,828	176,828	190,000	24,519	214,519
2035-36	795,000	78,150	873,150	160,000	17,283	177,283	195,000	18,819	213,819
2036-37	825,000	53,831	878,831	160,000	12,250	172,250	205,000	12,969	217,969
2037-38	480,000	26,569	506,569	95,000	6,825	101,825	210,000	6,563	216,563
2038-39	300,000	10,500	310,500	100,000	3,500	103,500	0	0	0
2020-21	29,940,824	6,922,281	36,863,105	14,657,471	2,869,805	17,527,276	3,881,706	1,084,084	4,965,790

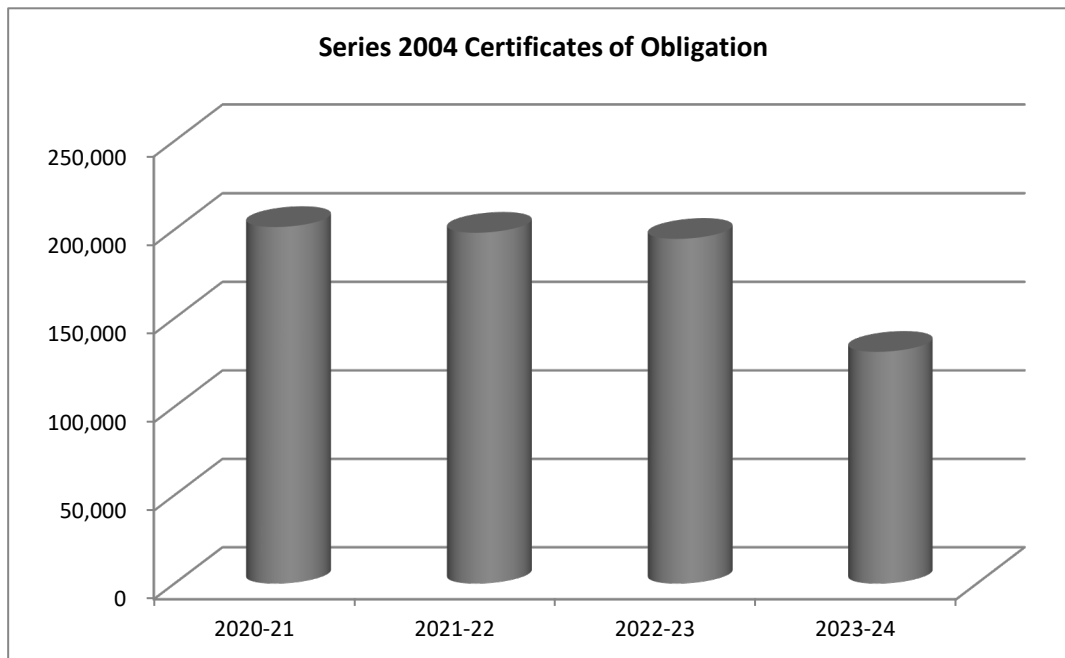


**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2004**

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

Fiscal Year	UTILITY		
	Principal	Interest	Total
2020-21	170,000	31,442	201,442
2021-22	175,000	23,219	198,219
2022-23	180,000	14,754	194,754
2023-24	125,000	6,047	131,047
	650,000	75,462	725,462

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



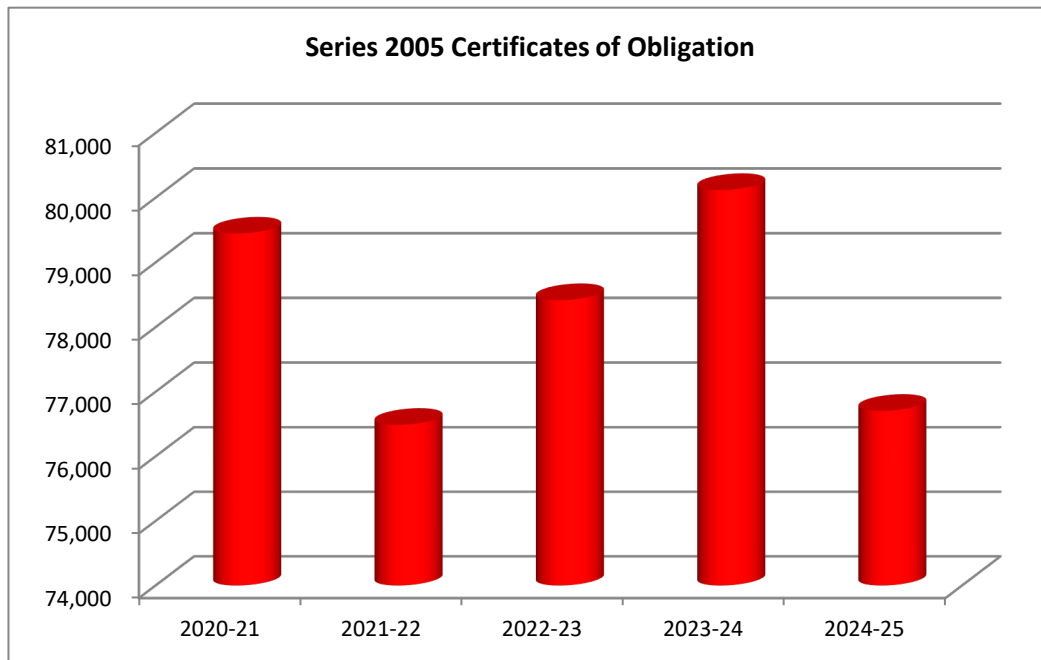
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2005**

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

GENERAL

Fiscal Year	Principal	Interest	Total
2020-21	65,000	14,446	79,446
2021-22	65,000	11,489	76,489
2022-23	70,000	8,418	78,418
2023-24	75,000	5,119	80,119
2024-25	75,000	1,706	76,706
	350,000	41,178	391,178

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



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

Dated: October 1, 2008

Original Value: \$9,500,000

Coupon Rate: 4.190%

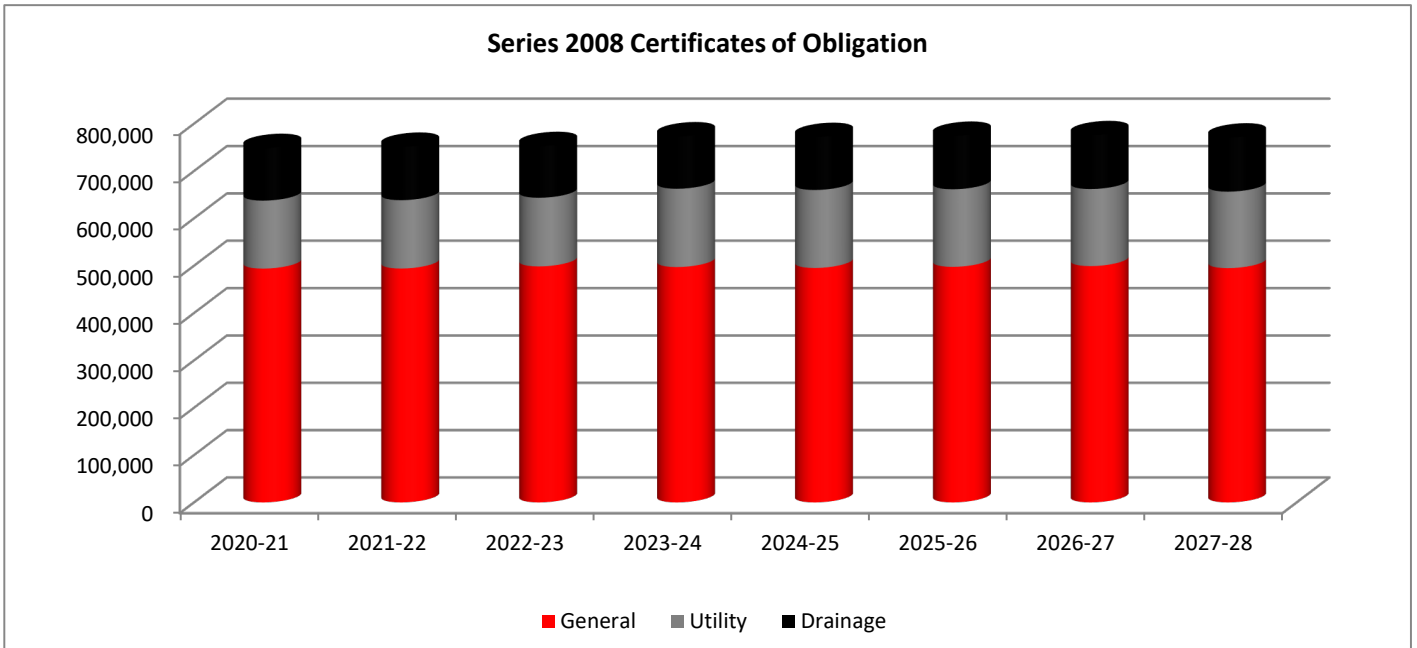
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2020-21	355,000	138,899	493,899	100,000	43,576	143,576	80,000	31,425	111,425
2021-22	370,000	124,024	494,024	105,000	39,386	144,386	85,000	28,073	113,073
2022-23	390,000	108,521	498,521	110,000	34,986	144,986	85,000	24,512	109,512
2023-24	405,000	92,180	497,180	135,000	30,378	165,378	90,000	20,950	110,950
2024-25	420,000	75,211	495,211	140,000	24,721	164,721	95,000	17,179	112,179
2025-26	440,000	57,612	497,612	145,000	18,855	163,855	100,000	13,198	113,198
2026-27	460,000	39,176	499,176	150,000	12,780	162,780	105,000	9,008	114,008
2027-28	475,000	19,902	494,902	155,000	6,495	161,495	110,000	4,609	114,609
	3,315,000	655,525	3,970,525	1,040,000	211,177	1,251,177	750,000	148,954	898,954

City Hall Annex
Athletic Complex Phase 2
Park Projects
Street Projects

Water Main Improvements
Waterline Extensions
Sewer Rehabilitation

Residential Drainage Projects

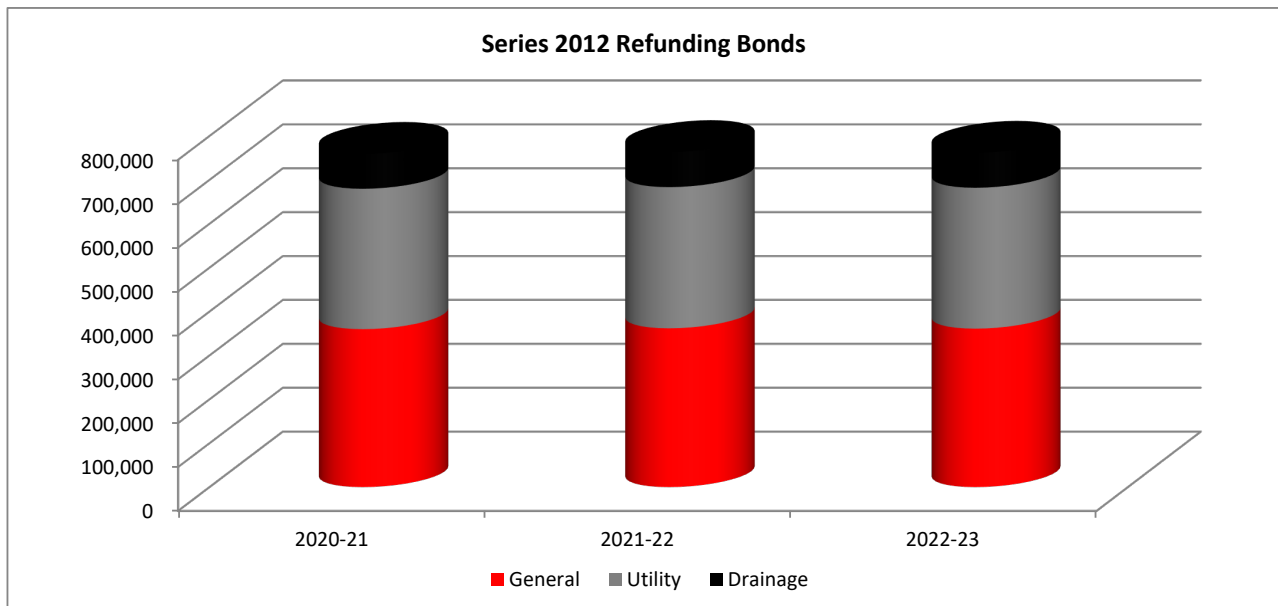


**General Obligation
Refunding Bonds
Series 2012**

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
2020-21	329,222	30,624	359,846	292,665	27,224	319,889	73,114	6,801	79,915
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,348	320,962	77,848	2,335	80,183
	1,020,824	61,888	1,082,712	907,471	55,016	962,487	226,706	13,744	240,450

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

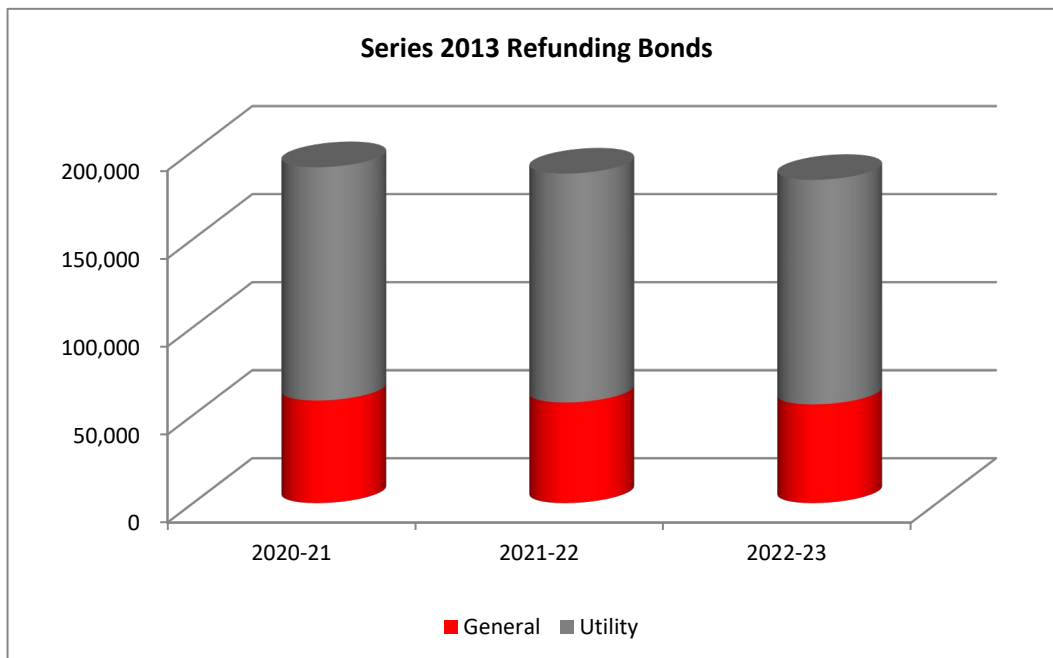


**General Obligation
Refunding Bonds
Series 2013**

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
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
	165,000	6,600	171,600	375,000	15,000	390,000

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



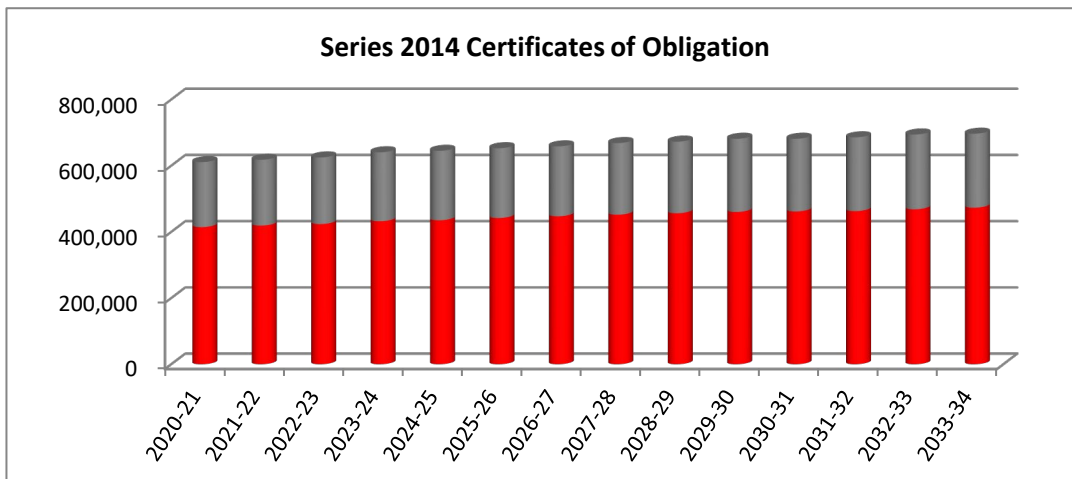
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2014**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21	265,000	149,600	414,600	125,000	71,394	196,394
2021-22	275,000	144,300	419,300	130,000	68,894	198,894
2022-23	285,000	138,800	423,800	135,000	66,294	201,294
2023-24	300,000	132,387	432,387	145,000	63,256	208,256
2024-25	310,000	125,263	435,263	150,000	59,813	209,813
2025-26	325,000	117,125	442,125	155,000	55,875	210,875
2026-27	340,000	107,375	447,375	160,000	51,225	211,225
2027-28	355,000	97,175	452,175	170,000	46,425	216,425
2028-29	370,000	86,525	456,525	175,000	41,325	216,325
2029-30	385,000	75,425	460,425	185,000	36,075	221,075
2030-31	400,000	61,950	461,950	190,000	29,600	219,600
2031-32	415,000	47,950	462,950	200,000	22,950	222,950
2032-33	435,000	33,425	468,425	210,000	15,950	225,950
2033-34	455,000	18,200	473,200	215,000	8,600	223,600
4,915,000	1,335,500	6,250,500	2,345,000	637,676	2,982,676	

Street & Road Improvements
City Hall Expansion/Renovation
Park Projects

Water & Sewer System Improvements

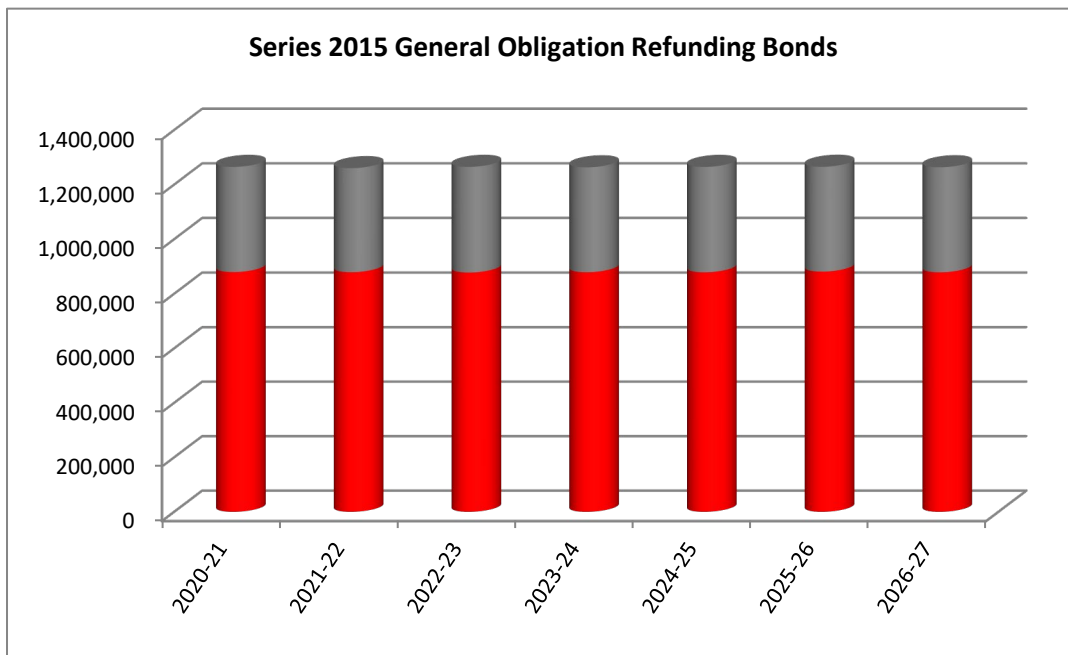


**General Obligation
Refunding Bonds
Series 2015**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21	685,000	194,775	879,775	300,000	85,225	385,225
2021-22	705,000	174,225	879,225	305,000	76,225	381,225
2022-23	725,000	153,075	878,075	320,000	67,075	387,075
2023-24	755,000	124,075	879,075	330,000	54,275	384,275
2024-25	785,000	93,875	878,875	345,000	41,075	386,075
2025-26	815,000	66,400	881,400	355,000	29,000	384,000
2026-27	845,000	33,800	878,800	370,000	14,800	384,800
	5,315,000	840,225	6,155,225	2,325,000	367,675	2,692,675

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



**General Obligation
Refunding Bonds
Series 2016**

Dated: March 1, 2016

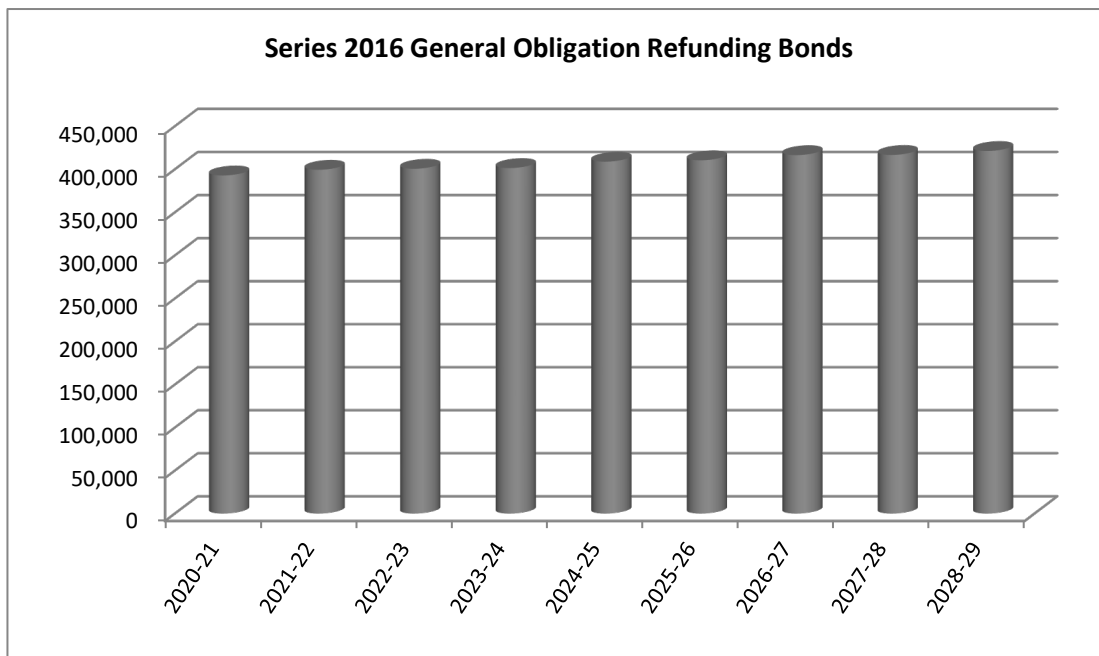
Original Value: \$6,470,000

Coupon Rate: 2.000% - 4.000%

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21				280,000	112,800	392,800
2021-22				295,000	104,400	399,400
2022-23				305,000	95,550	400,550
2023-24				315,000	86,400	401,400
2024-25				335,000	73,800	408,800
2025-26				350,000	60,400	410,400
2026-27				370,000	46,400	416,400
2027-28				385,000	31,600	416,600
2028-29				405,000	16,200	421,200
	0	0	0	3,040,000	627,550	3,667,550

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



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

Dated: December 1, 2016

Original Value: \$5,915,000

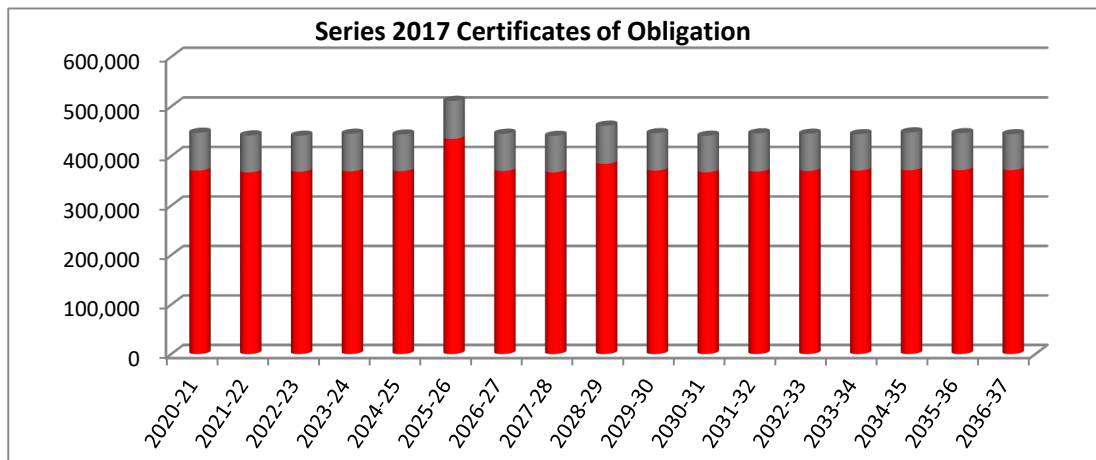
Coupon Rate: 3.250% - 4.000%

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21	215,000	155,715	370,715	45,000	31,138	76,138
2021-22	220,000	147,115	367,115	45,000	29,338	74,338
2022-23	230,000	138,315	368,315	45,000	27,538	72,538
2023-24	240,000	129,115	369,115	50,000	25,738	75,738
2024-25	250,000	119,515	369,515	50,000	23,738	73,738
2025-26	325,000	109,515	434,515	55,000	21,737	76,737
2026-27	270,000	99,765	369,765	55,000	20,087	75,087
2027-28	275,000	92,070	367,070	55,000	18,520	73,520
2028-29	300,000	84,232	384,232	60,000	16,952	76,952
2029-30	295,000	75,683	370,683	60,000	15,242	75,242
2030-31	300,000	67,275	367,275	60,000	13,532	73,532
2031-32	310,000	58,725	368,725	65,000	11,822	76,822
2032-33	320,000	49,890	369,890	65,000	9,970	74,970
2033-34	330,000	40,770	370,770	65,000	8,117	73,117
2034-35	340,000	31,365	371,365	70,000	6,265	76,265
2035-36	350,000	21,675	371,675	70,000	4,270	74,270
2036-37	360,000	11,700	371,700	70,000	2,275	72,275
4,930,000	1,432,440	6,362,440	985,000	286,279	1,271,279	

Water & Sewer System Improvements
Fire Station Renovation

Park Project Improvements
Pet Adoption Center Renovation



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

Dated: January 23, 2018

Original Value: \$6,000,000

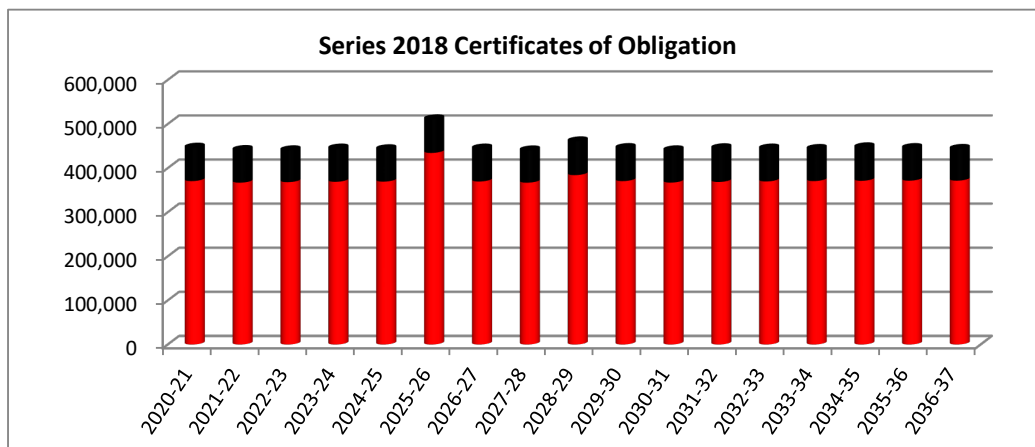
Coupon Rate: 3.000% - 3.125%

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

Fiscal Year	GENERAL			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total
2020-21	115,000	86,131	201,131	85,000	87,669	172,669
2021-22	105,000	82,681	187,681	110,000	85,119	195,119
2022-23	65,000	79,531	144,531	135,000	81,819	216,819
2023-24	225,000	77,581	302,581	140,000	77,769	217,769
2024-25	230,000	70,831	300,831	145,000	73,569	218,569
2025-26	135,000	63,931	198,931	150,000	69,219	219,219
2026-27	140,000	59,881	199,881	150,000	64,719	214,719
2027-28	145,000	55,681	200,681	155,000	60,219	215,219
2028-29	150,000	51,331	201,331	160,000	55,569	215,569
2029-30	155,000	46,831	201,831	165,000	50,769	215,769
2030-31	155,000	42,181	197,181	170,000	45,819	215,819
2031-32	160,000	37,531	197,531	175,000	40,719	215,719
2032-33	165,000	32,731	197,731	180,000	35,469	215,469
2033-34	170,000	27,781	197,781	185,000	30,069	215,069
2034-35	175,000	22,681	197,681	190,000	24,519	214,519
2035-36	180,000	17,431	197,431	195,000	18,819	213,819
2036-37	190,000	12,031	202,031	205,000	12,969	217,969
2037-38	195,000	6,094	201,094	210,000	6,563	216,563
	2,855,000	872,871	3,727,871	2,905,000	921,386	3,826,386

Street Reconstruction/Improvements

Drainage Improvements



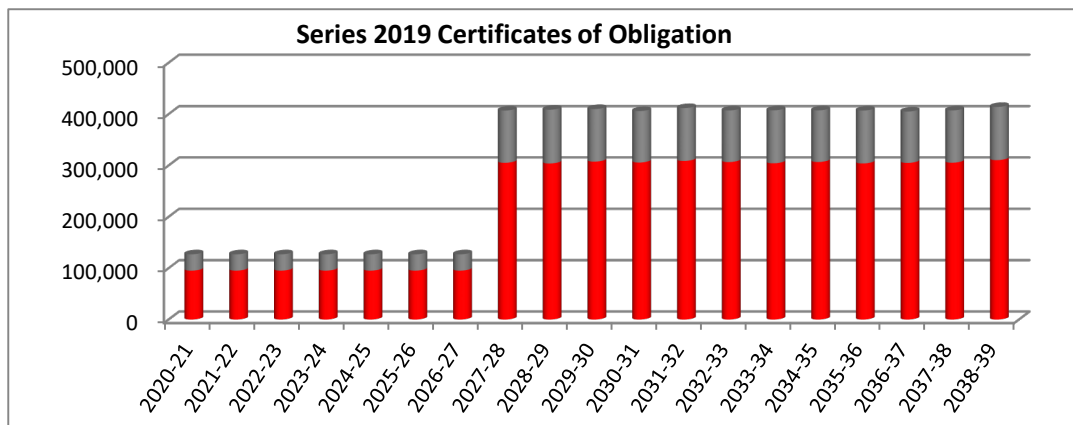
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2019**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21		95,294	95,294		31,763	31,763
2021-22		95,294	95,294		31,763	31,763
2022-23		95,294	95,294		31,763	31,763
2023-24		95,294	95,294		31,763	31,763
2024-25		95,294	95,294		31,763	31,763
2025-26		95,294	95,294		31,763	31,763
2026-27		95,294	95,294		31,763	31,763
2027-28	210,000	95,294	305,294	70,000	31,763	101,763
2028-29	215,000	88,994	303,994	75,000	29,663	104,663
2029-30	225,000	82,544	307,544	75,000	27,413	102,413
2030-31	230,000	75,794	305,794	75,000	25,163	100,163
2031-32	240,000	68,894	308,894	80,000	22,913	102,913
2032-33	245,000	61,694	306,694	80,000	20,513	100,513
2033-34	250,000	54,344	304,344	85,000	18,113	103,113
2034-35	260,000	46,844	306,844	85,000	15,563	100,563
2035-36	265,000	39,044	304,044	90,000	13,013	103,013
2036-37	275,000	30,100	305,100	90,000	9,975	99,975
2037-38	285,000	20,475	305,475	95,000	6,825	101,825
2038-39	300,000	10,500	310,500	100,000	3,500	103,500
	3,000,000	1,341,579	4,341,579	1,000,000	446,758	1,446,758

Street Reconstruction/Improvements
City Building Improvements

Water/Wastewater Improvements
Waterline Replacement

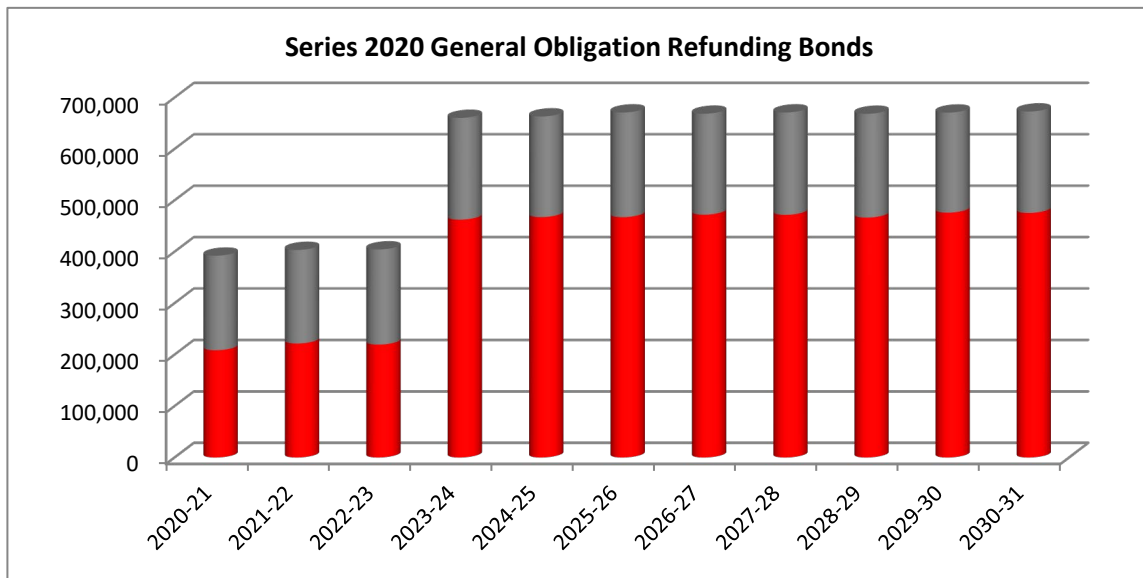


**General Obligation
Refunding Bonds
Series 2020**

Dated: May
Original Value: \$6,065,000
Coupon Rate: 1.92%
Ratings at Issuance: "AA-" Standard and Poor's

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2020-21	160,000	48,574	208,574	160,000	23,721	183,721
2021-22	175,000	46,667	221,667	160,000	21,814	181,814
2022-23	175,000	44,581	219,581	165,000	19,906	184,906
2023-24	420,000	42,495	462,495	180,000	17,940	197,940
2024-25	430,000	37,488	467,488	180,000	15,794	195,794
2025-26	435,000	32,363	467,363	190,000	13,648	203,648
2026-27	445,000	27,178	472,178	185,000	11,384	196,384
2027-28	450,000	21,873	471,873	190,000	9,178	199,178
2028-29	450,000	16,509	466,509	195,000	6,914	201,914
2029-30	465,000	11,145	476,145	190,000	4,589	194,589
2030-31	470,000	5,602	475,602	195,000	2,324	197,324
	4,075,000	334,475	4,409,475	1,990,000	147,212	2,137,212

Refinance Series 2011 Combination Tax & Revenue Certificates of Obligation

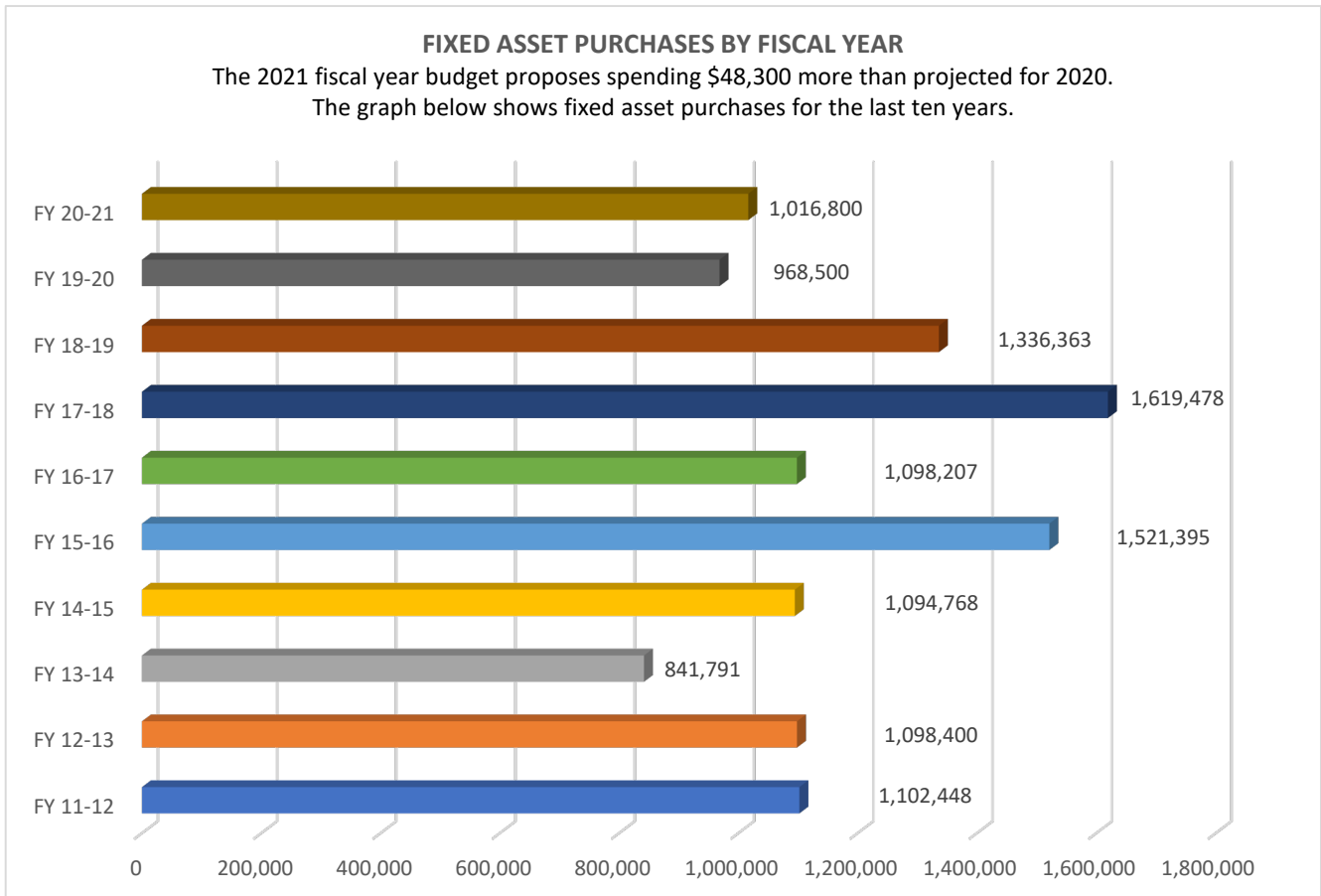


A large, stylized logo consisting of the letters 'I' and 'A' in a grey, blocky font. A red, five-pointed star with a halftone dot pattern is superimposed over the center of the 'IA'.

FIXED ASSET FUND

FIXED ASSET FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING FUND BALANCE	447,965	986,000	202,964	625,089	625,089	481,589
REVENUES:						
801 Transfer from General	0	350,000	0	0	500,000	0
802 Transfer from Water	400,000	400,000	500,000	100,000	0	500,000
803 Transfer from Drainage	200,000	200,000	225,000	75,000	225,000	200,000
804 Transfer from Sanitation	75,000	0	100,000	50,000	100,000	100,000
812 Reimb from Restr Courts	9,500	12,778	0	0	0	0
Reimb from Cable PEG Fees	19,500	12,674	0	0	0	0
TOTAL REVENUES	704,000	975,452	825,000	225,000	825,000	800,000
EXPENSES						
Fixed Asset Purchases	(1,082,000)	(1,336,363)	(952,800)	(271,744)	(968,500)	(1,016,800)
TOTAL EXPENSES	(1,082,000)	(1,336,363)	(952,800)	(271,744)	(968,500)	(1,016,800)
INCREASE / DECREASE	(378,000)	(360,911)	(127,800)	(46,744)	(143,500)	(216,800)
ENDING FUND BALANCE	69,965	625,089	75,164	578,345	481,589	264,789



FIXED ASSET SUMMARY BY FUND AND DEPARTMENT

	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20	FY 2019-20	FY 2020-21
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
GENERAL FUND						
City Council	0	9,395	0	0	0	0
Administration	0	22,881	0	0	8,500	9,000
Finance	0	0	0	0	0	0
Pet Adoption Center	11,200	27,795	42,000	16,287	34,600	1,900
Police	262,900	297,794	226,900	11,272	233,700	218,300
Courts	12,500	46,797	6,800	0	0	0
Planning & Development	0	0	0	0	0	0
Code Enforcement	0	0	0	0	0	0
Fire/EMS Operations	214,800	215,804	352,700	123,281	352,400	260,600
Information Technology	53,100	55,851	64,800	42,336	65,300	90,000
Library	102,300	93,536	90,000	49,651	80,800	88,000
Activity Center	0	9,813	4,400	3,175	3,200	0
Parks & Recreation	64,400	59,558	23,500	0	31,700	105,000
Streets	35,300	48,067	41,000	0	37,800	164,800
Maintenance	38,400	40,177	3,600	821	3,600	0
TOTAL GENERAL FUND	794,900	927,468	855,700	246,823	851,600	937,600
UTILITY FUND						
Water Administration	7,200	0	42,000	20,778	20,800	0
Water Operations	88,000	99,280	0	0	33,500	57,000
Wastewater Operations	191,900	309,615	29,800	4,143	35,000	22,200
TOTAL UTILITY FUND	287,100	408,895	71,800	24,921	89,300	79,200
DRAINAGE FUND						
Drainage	0	0	25,300	0	27,600	0
TOTAL DRAINAGE FUND	0	0	25,300	0	27,600	0
SANITATION FUND						
Sanitation	0	0	0	0	0	0
TOTAL SANITATION FUND	0	0	0	0	0	0
GRAND TOTAL	1,082,000	1,336,363	952,800	271,744	968,500	1,016,800

FY 2020-2021 FIXED ASSET PURCHASES BY DEPARTMENT

DEPARTMENT	DESCRIPTION	AMOUNT
ADMINISTRATION	Air Conditioning Replacement (Council Chambers)	9,000
	SUBTOTAL	9,000
PET ADOPTION CENTER	Coban Lease	1,900
	SUBTOTAL	1,900
POLICE	Coban Lease	102,700
	Patrol Utility Vehicles	115,600
	SUBTOTAL	218,300
FIRE & EMS OPERATIONS	Refurbish Reserve Engine	220,200
	SCBA Fill Station/Compressor - Central Station	40,400
	SUBTOTAL	260,600
INFORMATION TECHNOLOGY	Computer and Server Lease (\$590,600)	90,000
	SUBTOTAL	90,000
LIBRARY	Books & Processing	88,000
	SUBTOTAL	88,000
PARKS & RECREATION	Turfco Top Dresser	16,500
	Dana Peak Park	
	RecTrac Reservation & POS Software	20,000
	16' Trailer	6,000
	70 HP Trailer	37,500
	540 rpm Batwing Mower	15,000
	Security Camera System	10,000
	SUBTOTAL	105,000
STREETS	Rubber Tire Loader	164,800
	SUBTOTAL	164,800
GENERAL FUND TOTAL		937,600
WATER OPERATIONS	F350 Crew Cab Truck	57,000
	SUBTOTAL	57,000
WASTEWATER	Influent Flow Meter	12,700
	Polymer Feed System	9,500
	SUBTOTAL	22,200
UTILITY FUND TOTAL		79,200
GRAND TOTAL		1,016,800

FIXED ASSET FUND FORECAST

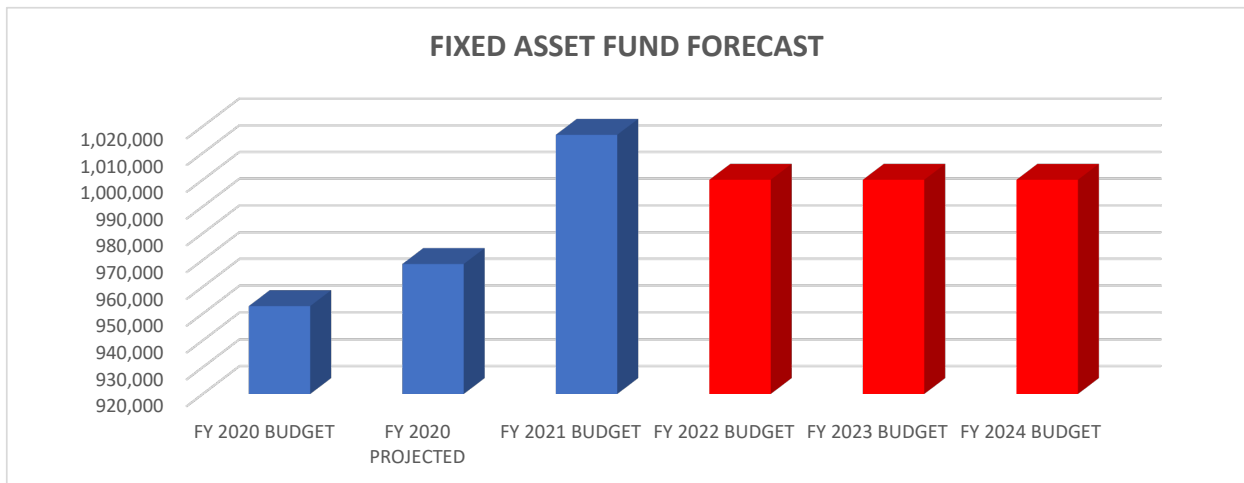
FIXED ASSET FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 PROJECTED	FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET
BEGINNING FUND BALANCE	202,964	625,089	481,589	264,789	114,789	414,789
REVENUES:						
801 Transfer from General	0	500,000	0	350,000	500,000	250,000
802 Transfer from Water	500,000	0	500,000	350,000	500,000	250,000
803 Transfer from Drainage	225,000	225,000	200,000	100,000	200,000	100,000
804 Transfer from Sanitation	100,000	100,000	100,000	50,000	100,000	50,000
812 Transfer from Restr Courts	0	0	0	0	0	0
Transfer from Cable PEG Fees	0	0	0	0	0	0
TOTAL REVENUES:	825,000	825,000	800,000	850,000	1,300,000	650,000
EXPENSES:						
Fixed Asset Purchases	952,800	968,500	1,016,800	1,000,000	1,000,000	1,000,000
TOTAL EXPENSES	952,800	968,500	1,016,800	1,000,000	1,000,000	1,000,000
OPERATING INCOME (LOSS):	(127,800)	(143,500)	(216,800)	(150,000)	300,000	(350,000)
ENDING FUND BALANCE	75,164	481,589	264,789	114,789	414,789	64,789

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

Restricted Court Funds are restricted to specific purposes and in past years the Municipal Court has purchased a Jail Video Conference System and security cameras for City Hall, where court is held. When the Fixed Asset Fund is used to purchase items for the Municipal Court, corresponding transfers out of the respective, Restricted Court Fund (i.e. Court Technology, Building Security) will be made.

Cable PEG Funds are also restricted for a specific purpose; the purchase of capital related equipment for "Public, Educational or Government" purposes. These funds are not a budgeted fund but rather a 1% franchise fee paid by cable companies in addition to their 5% franchise fee and must be kept in a separate bank account. When a purchase meeting the PEG requirements is made, a transfer from the Cable PEG Fund will be made.



A "cushion" is left each year in the Fixed Asst Fund in the event that it becomes necessary to repair or replace equipment or vehicles.
(Forecasted amounts are shown in red)

A large, light gray number '11' is centered on the page. A pink, five-pointed star with a halftone dot pattern is overlaid on the number. The text 'CAPITAL OUTLAY & IMPROVEMENTS' is written in bold black letters across the center of the star.

**CAPITAL OUTLAY
& IMPROVEMENTS**

CAPITAL IMPROVEMENT PROGRAM

What is a capital improvement program?

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

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

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

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

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

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

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

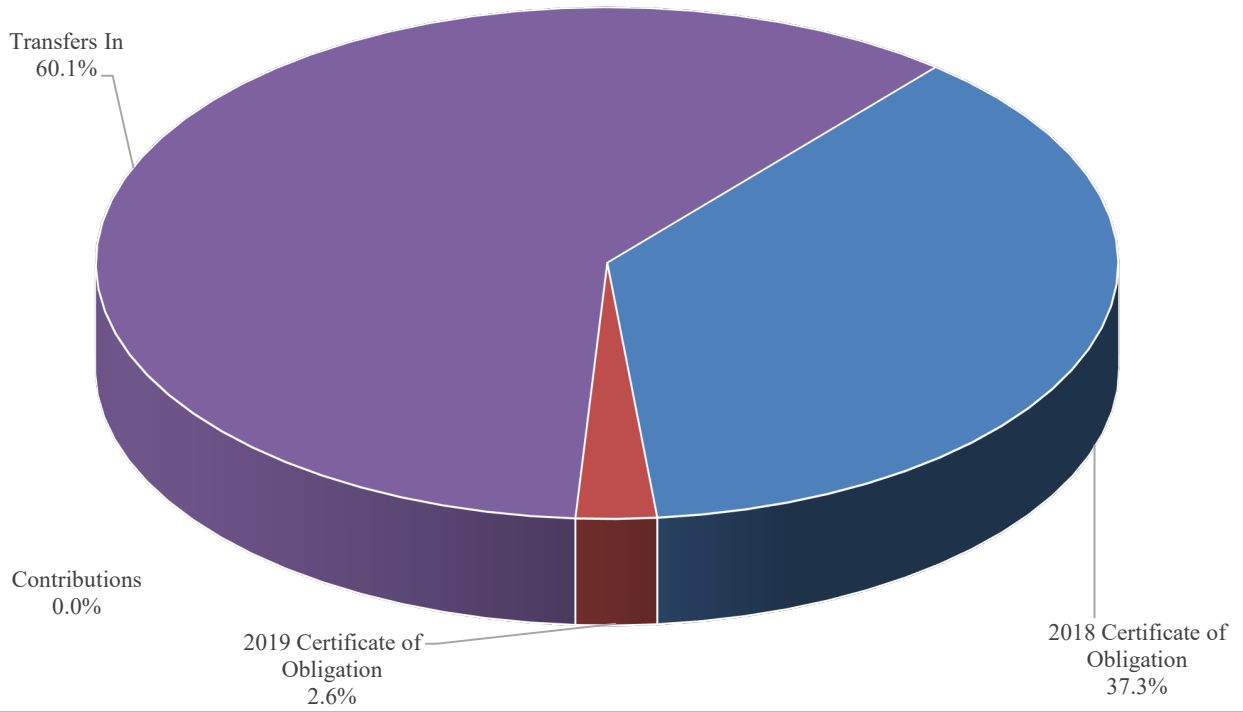
Capital Improvement Summaries and Detail

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

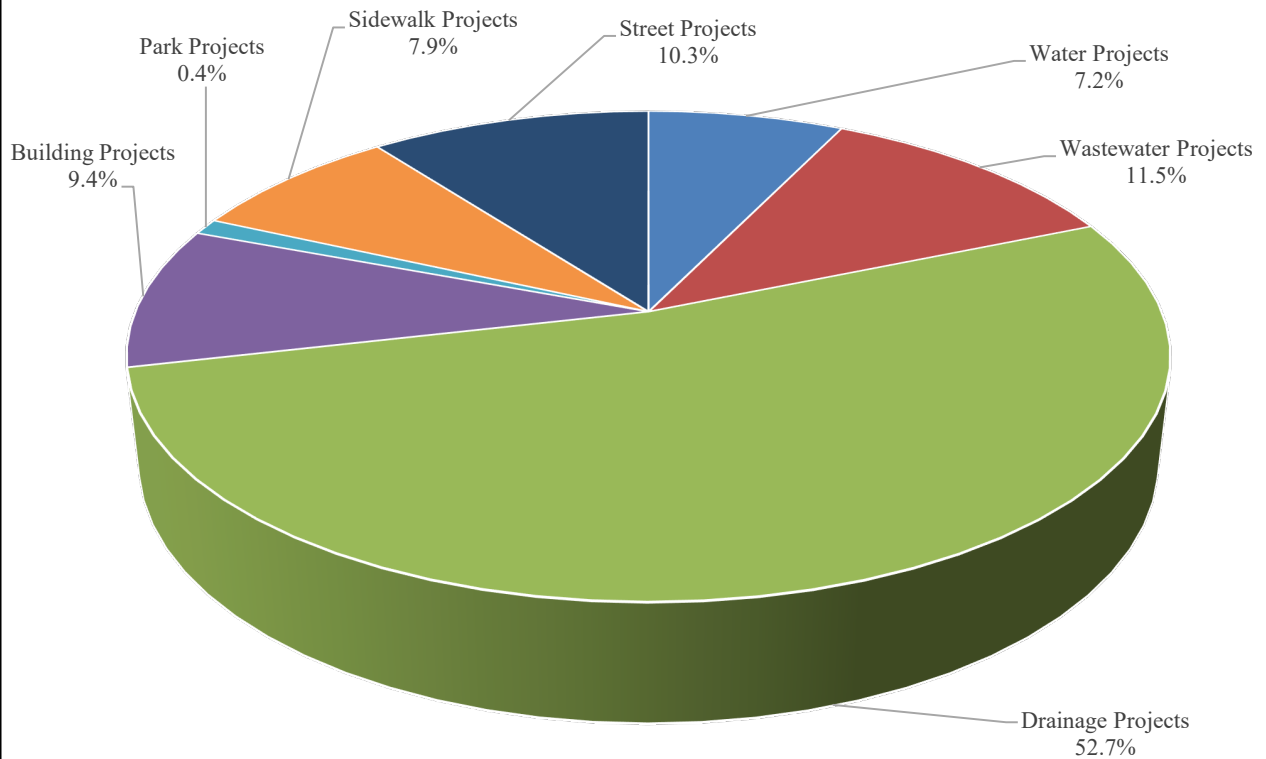
CAPITAL IMPROVEMENT PROJECT SUMMARY

	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
WATER PROJECTS							
Water Main Improvements	258,880	8,200	25,000	25,000	25,000	25,000	50,000
Beeline Drive Waterline Replacement	0	0	490,200	0	0	0	0
TOTAL WATER PROJECTS	258,880	8,200	515,200	25,000	25,000	25,000	50,000
WASTEWATER PROJECTS							
Sewer Rehabilitation/Improvements	1,093,118	5,000	250,000	250,000	250,000	250,000	250,000
Low Water Crossing Project at Connell Property	0	3,000	17,000	0	0	0	0
Second Belt Filter Press at Sludge Dewatering Building	0	0	505,000	0	0	0	0
VFW Lift Station Upgrade	0	0	50,000	0	0	0	0
TOTAL WASTEWATER PROJECTS	1,093,118	8,000	822,000	250,000	250,000	250,000	250,000
DRAINAGE PROJECTS							
Drainage Master Plan #2	251,895	0	2,221,000	0	0	0	0
Drainage Master Plan #1	0	35,000	1,101,200	0	0	0	0
Roy Reynolds Bridge Abutment Stabilization Project	0	25,000	122,100	0	0	0	0
Jorgette Drive Bank Stabilization	0	0	120,000	0	0	0	0
Pinewood Erosion/ Retaining Wall Project	0	25,000	200,000	0	0	0	0
TOTAL DRAINAGE PROJECTS	251,895	85,000	3,764,300	0	0	0	0
BUILDING PROJECTS							
Public Works/Street Yard Improvements	0	3,700	457,000	487,000	0	0	0
Police Department Building Repairs	0	22,700	35,000	0	0	0	0
Stairwell and Grating Safety Improvements at WWTP	0	2,000	35,000	0	0	0	0
Flooring Updates at City Hall	0	0	31,000	0	0	0	0
Demo and Replace Pavement at Central Station	0	14,500	110,400	0	0	0	0
TOTAL BUILDING PROJECTS	0	42,900	668,400	487,000	0	0	0
PARK PROJECTS							
Park Improvements	390,618	71,300	50,000	100,000	100,000	150,000	150,000
Dana Peak Park Development	0	0	25,000	0	0	0	0
TOTAL PARK PROJECTS	390,618	71,300	75,000	100,000	100,000	150,000	150,000
SIDEWALK PROJECTS							
Sidewalk - Prospector Trail to Vineyard Trail	0	25,000	562,800	0	0	0	0
TOTAL SIDEWALK PROJECTS	0	25,000	562,800	0	0	0	0
STREET PROJECTS							
Mountain Lion to Pontiac Drainage Flume Reconstruction	4,000	0	97,600	0	0	0	0
Miller's Crossing Guardrail	0	1,000	6,700	0	0	0	0
FY 2020 Miscellaneous Street Projects	0	40,000	490,000	0	0	0	0
FY 2021 Miscellaneous Street Projects	0	0	145,000	675,000	920,000	1,012,300	0
TOTAL STREET PROJECTS	4,000	41,000	739,300	675,000	920,000	1,012,300	0
GRANT PROJECTS							
TOTAL GRANT PROJECTS	0	0	0	0	0	0	0
TOTAL CAPITAL IMPROVEMENT PROJECTS	1,998,511	281,400	7,147,000	1,537,000	1,295,000	1,437,300	450,000

FY 2020-2021 Capital Improvement Project Funding Sources



FY 2020-2021 Capital Improvement Projects



OPERATING BUDGET IMPACT BY PROJECT TYPE

	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total
WATER PROJECTS						
Water Main Improvements	25,000	25,000	25,000	25,000	50,000	150,000
Beeline Drive Waterline Replacement	332,663	24,763	24,763	24,763	24,763	431,715
TOTAL WATER PROJECTS	357,663	49,763	49,763	49,763	74,763	581,715
WASTEWATER PROJECTS						
Sewer Rehabilitation/Improvements	247,000	247,000	247,000	247,000	247,000	1,235,000
Low Water Crossing Project at Connell Property	17,000	0	0	0	0	17,000
Second Belt Filter Press at Sludge Dewatering Building	505,000	0	0	0	0	505,000
VFW Lift Station Upgrade	50,000	0	0	0	0	50,000
TOTAL WASTEWATER PROJECTS	819,000	247,000	247,000	247,000	247,000	1,807,000
DRAINAGE PROJECTS						
Drainage Master Plan #2	1,066,369	185,119	206,819	207,769	208,569	1,874,645
Drainage Master Plan #1	173,169	195,619	217,319	218,269	219,069	1,023,445
Roy Reynolds Bridge Abutment Stabilization Project	172,669	195,119	216,819	217,769	218,569	1,020,945
Jorgette Drive Bank Stabilization	162,669	185,119	206,819	207,769	208,569	970,945
Pinewood Erosion/Retaining Wall Project	172,669	195,119	216,819	217,769	218,569	1,020,945
TOTAL DRAINAGE PROJECTS	1,747,545	956,095	1,064,595	1,069,345	1,073,345	5,910,925
BUILDING PROJECTS						
Public Works/Street Yard Improvements	57,000	487,000	0	0	0	544,000
Police Department Building Repairs	35,000	0	0	0	0	35,000
Stairwell and Grating Safety Improvements at WWTP	35,000	0	0	0	0	35,000
Flooring Updates at City Hall	31,000	0	0	0	0	31,000
Demo and Replace Pavement at Central Fire Station	110,400	0	0	0	0	110,400
TOTAL BUILDING PROJECTS	268,400	487,000	0	0	0	755,400
PARK PROJECTS						
Park Improvements	52,500	103,500	103,500	156,000	156,000	571,500
Dana Peak Park Development	27,500	2,500	2,500	2,500	2,500	37,500
TOTAL PARK PROJECTS	80,000	106,000	106,000	158,500	158,500	609,000
SIDEWALK PROJECTS						
Sidewalk - Prospector Trail to Vineyard Trail	562,800	0	0	0	0	562,800
TOTAL SIDEWALK PROJECTS	562,800	0	0	0	0	562,800
STREET PROJECTS						
Mountain Lion to Pontiac Drainage Flume Reconstruction	97,600	0	0	0	0	97,600
Miller's Crossing Guardrail	6,700	0	0	0	0	6,700
FY 2020 Miscellaneous Street Projects	490,000	0	0	0	0	490,000
FY 2021 Miscellaneous Street Projects	137,000	667,000	912,000	1,004,300	(8,000)	2,712,300
TOTAL STREET PROJECTS	731,300	667,000	912,000	1,004,300	(8,000)	3,306,600
TOTAL OPERATING BUDGET IMPACT	4,566,708	2,512,858	2,379,358	2,528,908	1,545,608	13,533,440

OPERATING BUDGET IMPACT BY FUND

	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total
GENERAL FUND BUDGET IMPACT						
Jorgette Drive Bank Stabilization	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Park Improvements	2,500	3,500	3,500	6,000	6,000	21,500
Dana Peak Park Development	2,500	2,500	2,500	2,500	2,500	12,500
Fiscal Year 2021 Miscellaneous Street Projects	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
TOTAL GENERAL FUND BUDGET IMPACT	(13,000)	(12,000)	(12,000)	(9,500)	(9,500)	(56,000)
UTILITY FUND BUDGET IMPACT						
Beeline Drive Waterline Replacement	24,763	24,763	24,763	24,763	24,763	123,815
Sewer Rehabilitation/Improvements	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
TOTAL UTILITY FUND BUDGET IMPACT	21,763	21,763	21,763	21,763	21,763	108,815
DRAINAGE FUND BUDGET IMPACT						
Drainage Master Plan #2	162,669	185,119	206,819	207,769	208,569	970,945
Drainage Master Plan #1	173,169	195,619	217,319	218,269	219,069	1,023,445
Roy Reynolds Bridge Abutment Stabilization Project	172,669	195,119	216,819	217,769	218,569	1,020,945
Jorgette Drive Bank Stabilization	172,669	195,119	216,819	217,769	218,569	1,020,945
Pinewood Erosion/Retaining Wall Project	172,669	195,119	216,819	217,769	218,569	1,020,945
TOTAL DRAINAGE FUND BUDGET IMPACT	853,845	966,095	1,074,595	1,079,345	1,083,345	5,057,225
CAPITAL IMPROV. FUND BUDGET IMPACT						
Water Main Improvement	25,000	25,000	25,000	25,000	50,000	150,000
Beeline Drive Waterline Replacement	307,900	0	0	0	0	307,900
Sewer Rehabilitation/Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Low Water Crossing Project at Connell Property	17,000	0	0	0	0	17,000
Second Belt Filter Press at Sludge Dewatering Building	505,000	0	0	0	0	505,000
VFW Lift Station Upgrade	50,000	0	0	0	0	50,000
Drainage Master Plan #2	903,700	0	0	0	0	903,700
Public Works/Street Yard Improvements	57,000	487,000	0	0	0	544,000
Police Department Building Repairs	35,000	0	0	0	0	35,000
Stairwell and Grating Safety Improvements at WWTP	35,000	0	0	0	0	35,000
Flooring Updates at City Hall	31,000	0	0	0	0	31,000
Demo and Replace Pavement at Central Fire Station	110,400	0	0	0	0	110,400
Park Improvements	50,000	100,000	100,000	150,000	150,000	550,000
Dana Peak Park Development	25,000	0	0	0	0	25,000
Sidewalk - Prospector Trail to Vineyard Trail	562,800	0	0	0	0	562,800
Mountain Lion to Pontiac Drainage Flume Reconstruction	97,600	0	0	0	0	97,600
Miller's Crossing Guardrail	6,700	0	0	0	0	6,700
Fiscal Year 2020 Miscellaneous Street Projects	490,000	0	0	0	0	490,000
Fiscal Year 2021 Miscellaneous Street Projects	145,000	675,000	920,000	1,012,300	0	2,752,300
TOTAL CIP FUND BUDGET IMPACT	3,704,100	1,537,000	1,295,000	1,437,300	450,000	8,423,400
DEBT SERVICE FUND BUDGET IMPACT						
TOTAL DEBT SERVICE FUND BUDGET IMPACT	0	0	0	0	0	0
TOTAL OPERATING BUDGET IMPACT	4,566,708	2,512,858	2,379,358	2,528,908	1,545,608	13,533,440

Project Name: Water Main Improvements

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

Project Code: New Service

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	258,880	8,200	25,000	25,000	25,000	25,000	50,000	417,080
Grant/Contribution	0	0	0	0	0	0	0	0
Total	258,880	8,200	25,000	25,000	25,000	25,000	50,000	417,080

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	258,880	8,200	25,000	25,000	25,000	25,000	50,000	417,080
Total	258,880	8,200	25,000	25,000	25,000	25,000	50,000	417,080

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Utility Fund Debt Service	0	0	0	0	0	0
	Other	25,000	25,000	25,000	25,000	50,000	150,000
Total	25,000	25,000	25,000	25,000	50,000	150,000	

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



Project Name: Beeline Drive Waterline Replacement

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	182,300	0	0	0	0	182,300
Transfer	0	0	307,900	0	0	0	0	307,900
Grant	0	0	0	0	0	0	0	0
Total	0	0	490,200	0	0	0	0	490,200

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
Planning/Design	0	0	74,100	0	0	0	0	74,100
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	416,100	0	0	0	0	416,100
Total	0	0	490,200	0	0	0	0	490,200

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(35,000)
Debt Service - Utility	31,763	31,763	31,763	31,763	31,763	31,763	158,815
Other	307,900	0	0	0	0	0	307,900
Total	332,663	24,763	24,763	24,763	24,763	24,763	431,715



A look down Beeline Drive.

Project Name: Sewer Rehabilitation/Improvements

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

Project Code: Enhancement

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	818,119	5,000	250,000	250,000	250,000	250,000	250,000	2,073,119
Grant	274,999	0	0	0	0	0	0	274,999
Total	1,093,118	5,000	250,000	250,000	250,000	250,000	250,000	2,348,118

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
Planning/Design	150,000	0	35,000	35,000	35,000	35,000	35,000	325,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	943,118	5,000	215,000	215,000	215,000	215,000	215,000	2,023,118
Total	1,093,118	5,000	250,000	250,000	250,000	250,000	250,000	2,348,118

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Operations	0	0	0	0	0	0	0
Maintenance	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(10,000)
Debt Service	0	0	0	0	0	0	0
Other	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Total		247,000	247,000	247,000	247,000	247,000	1,235,000

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

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

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

Project Name: Low Water Crossing Project at Connell Property

Project Description: Restore Low Water Crossing where the FM 2410 Trunk Sewer Project crossed.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	3,000	17,000	0	0	0	0	20,000
Grant	0	0	0	0	0	0	0	0
Total	0	3,000	17,000	0	0	0	0	20,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	3,000	0	0	0	0	0	3,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	17,000	0	0	0	0	17,000
Total	0	3,000	17,000	0	0	0	0	20,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	17,000	0	0	0	0	17,000
	Total	17,000	0	0	0	0	17,000



Project Name: Purchase and Install Second Belt Filter Press at Sludge Dewatering Building

Project Description: The Sludge Dewatering Building has a second space built for a second belt filter press.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	505,000	0	0	0	0	505,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	505,000	0	0	0	0	505,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	505,000	0	0	0	0	505,000
Total	0	0	505,000	0	0	0	0	505,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	505,000	0	0	0	0	0	505,000
Total	505,000	0	0	0	0	0	505,000



Project Name: VFW Lift Station Upgrade

Project Description: Epoxy coat the concrete wetwell surface to extend the life of the wetwell.

Project Code: Necessary for the continuation of public services and facilities or the finishing of partially complete projects.

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	50,000	0	0	0	0	50,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	50,000	0	0	0	0	50,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	50,000	0	0	0	0	50,000
Total	0	0	50,000	0	0	0	0	50,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	50,000	0	0	0	0	50,000
Total	50,000	0	0	0	0	0	50,000



Project Name: Drainage Master Plan CIP #2

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

Project Code: Maintenance

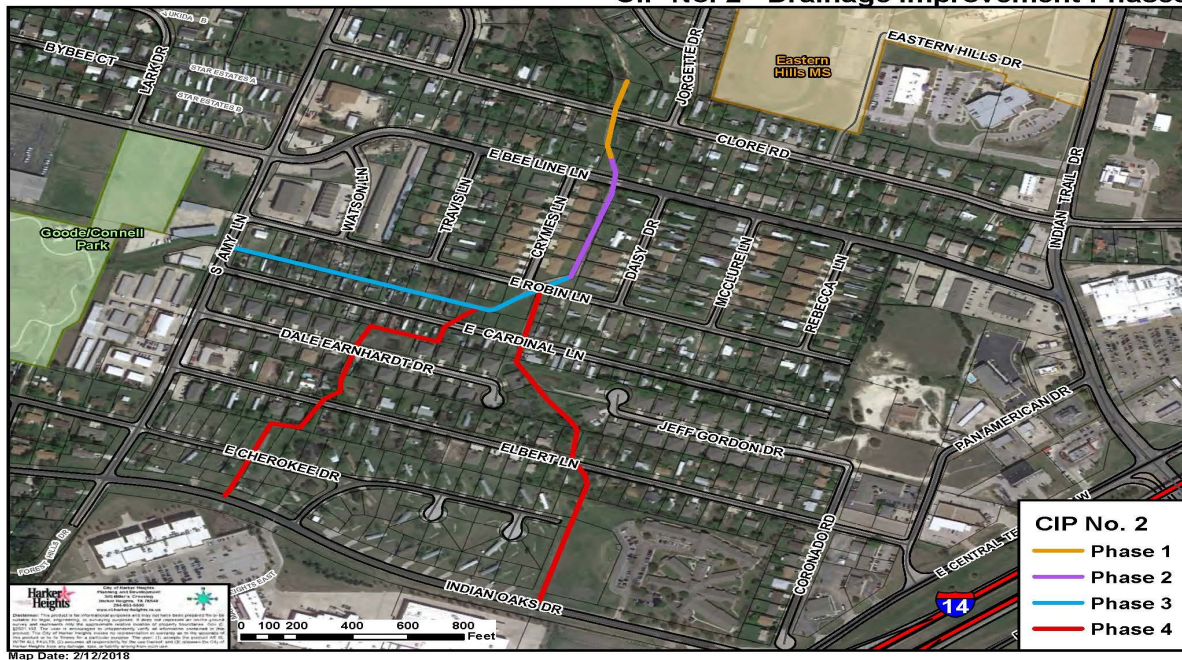
Council Goal: Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	223,956	0	1,317,300	0	0	0	0	1,541,256
2019 Bond	0	0	0	0	0	0	0	0
Transfer	27,939	0	903,700	0	0	0	0	931,639
Grant	0	0	0	0	0	0	0	0
Total	251,895	0	2,221,000	0	0	0	0	2,472,895

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	67,400	0	168,600	0	0	0	0	236,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	184,495	0	2,052,400	0	0	0	0	2,236,895
Total	251,895	0	2,221,000	0	0	0	0	2,472,895

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Operations	0	0	0	0	0	0
	Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Debt Service - Drainage	172,669	195,119	216,819	217,769	218,569	1,020,945
	Other	903,700	0	0	0	0	903,700
	Total	1,066,369	185,119	206,819	207,769	208,569	1,874,645

CIP No. 2 - Drainage Improvement Phases



Project Name: Drainage Master Plan CIP #1

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	35,000	908,700	0	0	0	0	943,700
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	192,500	0	0	0	0	192,500
Grant	0	0	0	0	0	0	0	0
Total	0	35,000	1,101,200	0	0	0	0	1,136,200

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	35,000	24,000	0	0	0	0	59,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	1,077,200	0	0	0	0	1,077,200
Total	0	35,000	1,101,200	0	0	0	0	1,136,200

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	172,669	195,119	216,819	217,769	218,569	1,020,945
	Other		0	0	0	0	0
Total		173,169	195,619	217,319	218,269	219,069	1,023,445



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

Project Name: Roy Reynolds Bridge Abutment Stabilization Project

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	25,000	122,100	0	0	0	0	147,100
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	25,000	122,100	0	0	0	0	147,100

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	25,000	5,000	0	0	0	0	30,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	117,100	0	0	0	0	117,100
Total	0	25,000	122,100	0	0	0	0	147,100

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	172,669	195,119	216,819	217,769	218,569	1,020,945
	Other	0	0	0	0	0	0
Total	172,669	195,119	216,819	217,769	218,569	1,020,945	



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

Project Name: Jorgette Drive Bank Stabilization

storm water erosion into the residential lots. The current erosion is occurring out of the City drainage easement on private property.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	120,000	0	0	0	0	120,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	0	120,000	0	0	0	0	120,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	20,000	0	0	0	0	20,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	100,000	0	0	0	0	100,000
Total	0	0	120,000	0	0	0	0	120,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Debt Service - Drainage	172,669	195,119	216,819	217,769	218,569	218,569	1,020,945
Other	0	0	0	0	0	0	0
Total		162,669	185,119	206,819	207,769	208,569	970,945



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

Project Name: Pinewood Erosion Project (Retaining Wall)

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	25,000	200,000	0	0	0	0	225,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	25,000	200,000	0	0	0	0	225,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	25,000	4,500	0	0	0	0	29,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	195,500	0	0	0	0	195,500
Total	0	25,000	200,000	0	0	0	0	225,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	172,669	195,119	216,819	217,769	218,569	1,020,945
	Other	0	0	0	0	0	0
	Total	172,669	195,119	216,819	217,769	218,569	1,020,945



Picture of where the concrete retaining wall will be placed.

Project Name: Demo and Replace Pavement at Central Fire Station

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

Project Code: Enhancement

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	14,500	110,400	0	0	0	0	124,900
Grant	0	0	0	0	0	0	0	0
Total	0	14,500	110,400	0	0	0	0	124,900

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	14,500	0	0	0	0	0	14,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	110,400	0	0	0	0	110,400
Furniture/Equipment	0	0	0	0	0	0	0	0
Total	0	14,500	110,400	0	0	0	0	124,900

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer	110,400	0	0	0	0	0	110,400
Total	110,400	0	0	0	0	0	110,400

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



Project Name: Street, Water & Parks Yard Improvements

Project Description: Reconstruct the driveways and vehicle/equipment parking lots to include possible purchase of adjacent

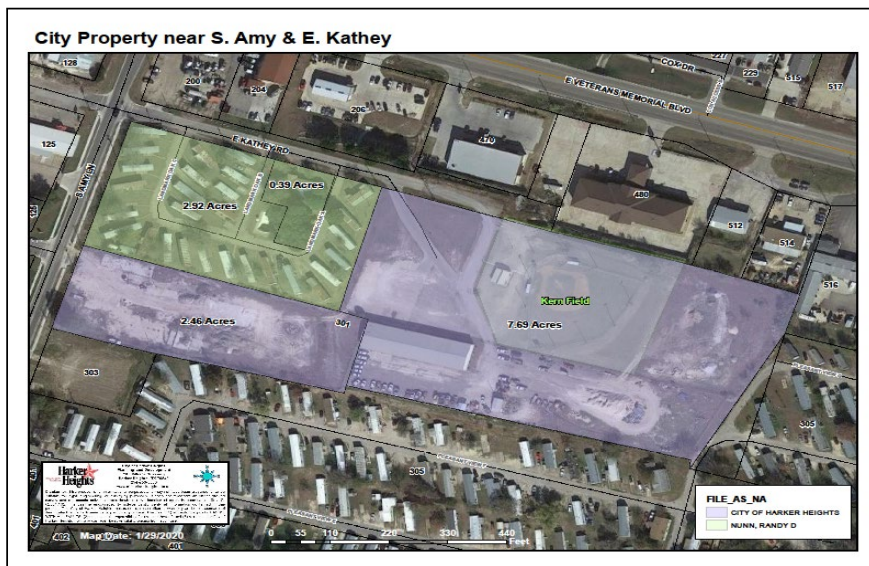
Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	3,700	457,000	487,000	0	0	0	947,700
Grant	0	0	0	0	0	0	0	0
Total	0	3,700	457,000	487,000	0	0	0	947,700

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	3,700	12,000	0	0	0	0	15,700
Engineering	0	0	25,000	35,700	0	0	0	60,700
Land Purchase	0	0	400,000	0	0	0	0	400,000
Construction	0	0	20,000	451,300	0	0	0	471,300
Total	0	3,700	457,000	487,000	0	0	0	947,700

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	57,000	487,000	0	0	0	544,000	
Total	57,000	487,000	0	0	0	544,000	



Project Name: Police Department Building Repairs

Project Description: Make various needed repairs at the Police Station to include fixing a sewer line, painting the interior of the building, and repairing the fencing and gate.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	22,700	35,000	0	0	0	0	57,700
Grant	0	0	0	0	0	0	0	0
Total	0	22,700	35,000	0	0	0	0	57,700

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Materials/Install	0	0	5,000	0	0	0	0	5,000
Repairs	0	2,700	10,000	0	0	0	0	12,700
Construction	0	20,000	20,000	0	0	0	0	40,000
Total	0	22,700	35,000	0	0	0	0	57,700

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	35,000	0	0	0	0	35,000
	Total	35,000	0	0	0	0	35,000

The new metal fencing installed at the Police Station



Project Name: Flooring Updates at City Hall

Project Description: Update the carpet in the Council Chambers and various office areas.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	31,000	0	0	0	0	31,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	31,000	0	0	0	0	31,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Materials/Install	0	0	31,000	0	0	0	0	31,000
Total	0	0	31,000	0	0	0	0	31,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	31,000	0	0	0	0	31,000
	Total	31,000	0	0	0	0	0

Project Name: Stairwell and Grating Safety Improvements WWTP

Project Description: Redesign/Remove & Replace Stairway, Walkway Grating and Electric Cable Hoist

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	2,000	35,000	0	0	0	0	37,000
Grant	0	0	0	0	0	0	0	0
Total	0	2,000	35,000	0	0	0	0	37,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	2,000	13,000	0	0	0	0	15,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	22,000	0	0	0	0	22,000
Total	0	2,000	35,000	0	0	0	0	37,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	35,000	0	0	0	0	0	35,000
Total	35,000	0	0	0	0	0	35,000



Project Name: Park Improvements

and other open space areas within the City of Harker Heights' parks system. Assessments are conducted yearly on the existing parks to help identify the necessity of renovations of current amenities as well as plans for new construction to enhance the parks.

Project Code: Enhancement

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	390,618	71,300	50,000	100,000	100,000	150,000	150,000	1,011,918
Grant	0	0	0	0	0	0	0	0
Total	390,618	71,300	50,000	100,000	100,000	150,000	150,000	1,011,918

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	35,000	40,000	0	10,000	10,000	15,000	15,000	125,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	50,000	0	50,000	25,000	25,000	25,000	25,000	200,000
Equipment	0	0	0	25,000	25,000	10,000	10,000	70,000
Construction	305,618	0	0	40,000	40,000	100,000	100,000	585,618
Total	390,618	40,000	50,000	100,000	100,000	150,000	150,000	980,618

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	1,000	1,000	1,000	1,000	1,000	5,000	
Maintenance	1,500	2,500	2,500	5,000	5,000	16,500	
Debt Service	0	0	0	0	0	0	
Other	50,000	100,000	100,000	150,000	150,000	550,000	
Total		52,500	103,500	103,500	156,000	156,000	571,500



Parks & Recreation installed new signs at all City Parks.

Project Name: Dana Peak Park Development

Project Description: Continue improvements, planning, development, and renovation to Dana Peak Park.

Project Code: Enhancement

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	25,000	0	0	0	0	25,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	25,000	0	0	0	0	25,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	2,500	2,500	2,500	2,500	2,500	12,500
	Debt Service	0	0	0	0	0	0
	Other	25,000	0	0	0	0	25,000
	Total	27,500	2,500	2,500	2,500	2,500	2,500

Project Name: Sidewalk from Prospector Trail to Vineyard Trail

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

Project Code: Enhancement

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	25,000	562,800	0	0	0	0	587,800
Grant	0	0	0	0	0	0	0	0
Total	0	25,000	562,800	0	0	0	0	587,800

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	25,000	63,500	0	0	0	0	88,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	499,300	0	0	0	0	499,300
Total	0	25,000	562,800	0	0	0	0	587,800

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	562,800	0	0	0	0	562,800
	Total	562,800	0	0	0	0	562,800



Area of construction for the sidewalk.

Project Name: Mountain Lion to Pontiac Drainage Flume Reconstruction

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	4,000	0	97,600	0	0	0	0	101,600
Grant	0	0	0	0	0	0	0	0
Total	4,000	0	97,600	0	0	0	0	101,600

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	4,000	0	6,400	0	0	0	0	10,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	91,200	0	0	0	0	91,200
Total	4,000	0	97,600	0	0	0	0	101,600

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	97,600	0	0	0	0	0	97,600
Total	97,600	0	0	0	0	0	97,600



Site of the Drainage Flume Reconstruction Project.

Project Name: Miller's Crossing Guardrail

Project Description: Install traffic guardrail at the curve on Miller's Crossing adjacent to City Hall.

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	1,000	6,700	0	0	0	0	7,700
Grant	0	0	0	0	0	0	0	0
Total	0	1,000	6,700	0	0	0	0	7,700

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	1,000	1,000	0	0	0	0	2,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	5,700	0	0	0	0	5,700
Total	0	1,000	6,700	0	0	0	0	7,700

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	6,700	0	0	0	0	6,700
	Total	6,700	0	0	0	0	6,700



The guardrail will be placed along the curve after the parking lot.

Project Name: Fiscal Year 2020 Miscellaneous Street Projects

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

Project Code: Maintenance

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

Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	40,000	490,000	0	0	0	0	530,000
Grant	0	0	0	0	0	0	0	0
Total	0	40,000	490,000	0	0	0	0	530,000

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	40,000	32,000	0	0	0	0	72,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	458,000	0	0	0	0	458,000
Total	0	40,000	490,000	0	0	0	0	530,000

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	490,000	0	0	0	0	0	490,000
Total	490,000	0	0	0	0	0	490,000



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

Project Name: Fiscal Year 2021 Miscellaneous Street Projects

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

Project Code: Maintenance

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

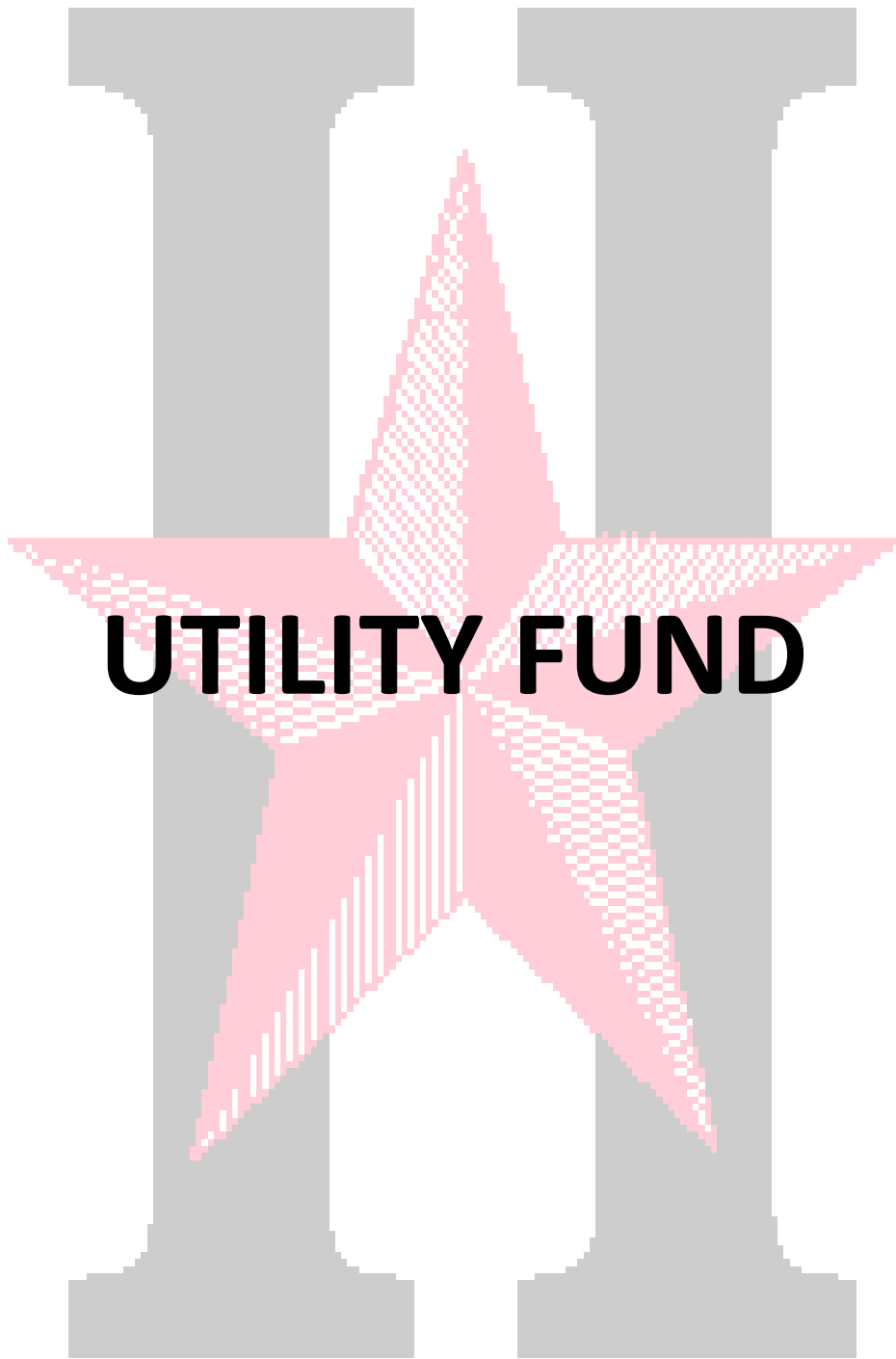
Funding Source	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	145,000	675,000	920,000	1,012,300	0	2,752,300
Grant	0	0	0	0	0	0	0	0
Total	0	0	145,000	675,000	920,000	1,012,300	0	2,752,300

Project Costs	FY 2014 to FY 2019 Actual	FY 2020 Projections	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	120,000	200,000	0	0	0	320,000
Site Improvement	0	0	0	100,000	0	0	0	100,000
Construction	0	0	0	375,000	920,000	1,012,300	0	2,307,300
Total	0	0	120,000	675,000	920,000	1,012,300	0	2,727,300

Operating Budget Impact	Line Item:	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
	Debt Service	0	0	0	0	0	0
	Other	145,000	675,000	920,000	1,012,300	0	2,752,300
	Total	137,000	667,000	912,000	1,004,300	(8,000)	2,712,300



A look down Cedar Oaks Lane.



UTILITY FUND

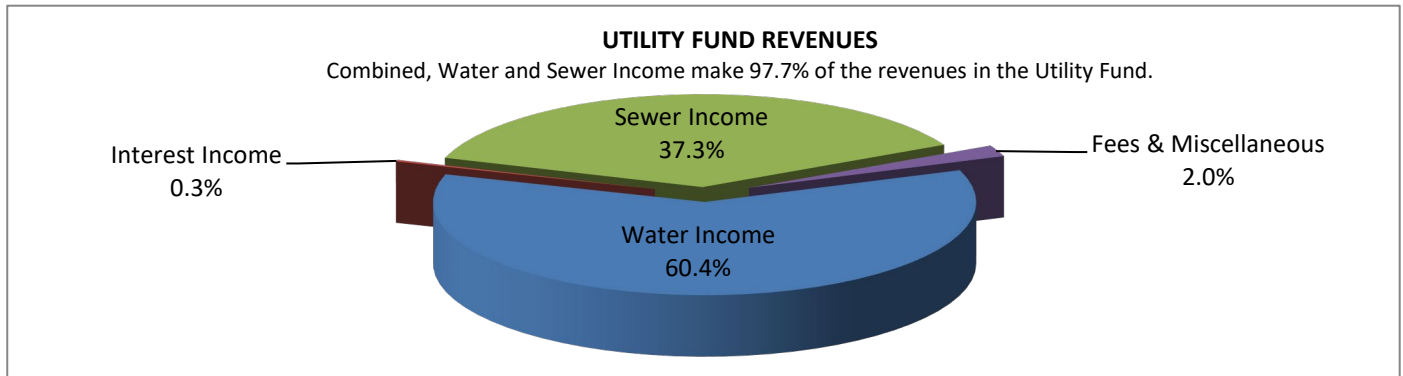
UTILITY FUND REVENUE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
SALES						
001 Water Income	6,175,500	5,635,598	6,200,000	2,662,009	6,192,700	6,254,600
002 Sewer Income	3,750,300	3,679,218	3,800,000	1,863,606	3,833,600	3,871,900
007 Water Tap Fees	11,000	12,909	5,000	12,107	20,000	10,000
008 Sewer Tap Fees	25,000	13,483	10,000	10,939	12,200	10,000
009 Connect Fees	90,000	76,175	80,000	50,600	70,000	80,000
059 Water Supply Agreement	27,000	29,423	0	0	0	0
TOTAL SALES	10,078,800	9,446,806	10,095,000	4,599,261	10,128,500	10,226,500
MISCELLANEOUS						
005 Transfers, Turn On/Off	16,000	18,376	18,000	9,726	13,000	15,000
006 Penalties	90,000	91,770	90,000	47,535	88,500	90,000
010 Credit Card Fees	(65,000)	(73,014)	(75,000)	(45,047)	(86,500)	(80,000)
011 Online Payment Fees	70,000	72,710	75,000	38,044	75,000	75,000
015 Cash Over (Short)	0	61	0	(30)	(100)	0
020 Interest Income	30,000	46,814	55,000	16,290	33,000	30,000
021 Miscellaneous Income	4,700	5,225	4,500	2,712	4,000	4,000
022 Other Income	0	0	0	0	100	0
030 Insurance Proceeds	0	0	0	0	8,500	0
032 Gain on Sale of Assets	0	5,523	0	0	0	0
057 Assessment Income	0	0	0	0	0	0
201 Net Value of Investments	0	(4)	0	0	0	0
TOTAL MISCELLANEOUS	145,700	167,461	167,500	69,230	135,500	134,000
TOTAL REVENUES	10,224,500	9,614,267	10,262,500	4,668,491	10,264,000	10,360,500
BEGINNING FUND BALANCE	3,525,577	1,740,316	3,339,889	1,514,417	1,514,417	3,257,117
INCREASE/DECREASE	21,600	(225,899)	3,800	1,080,978	1,742,700	240,800
ENDING FUND BALANCE	3,547,177	1,514,417	3,343,689	2,595,395	3,257,117	3,497,917

FUND BALANCE REQUIREMENT

2,004,900

(Three Months Operating Expense)

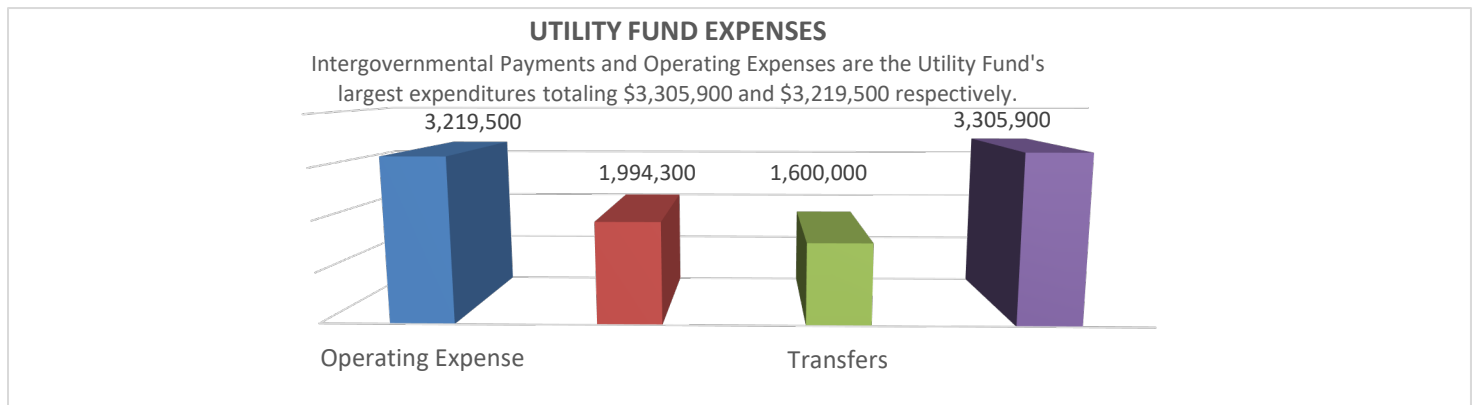


UTILITY FUND EXPENSE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	923,400	918,384	1,136,900	520,734	1,062,200	1,120,700
002 Overtime	81,000	85,611	86,000	39,753	78,100	86,000
003 Workers Compensation	12,900	12,482	14,400	16,189	15,000	16,500
004 Health Insurance	116,000	92,453	132,200	55,656	112,600	117,500
005 Social Security	76,800	76,775	93,500	42,557	87,300	92,300
006 Retirement	151,000	195,695	182,800	84,113	170,600	180,400
008 OPEB Expense	0	2,907	3,000	0	3,000	3,000
TOTAL PERSONNEL SERVICE	1,361,100	1,384,307	1,648,800	759,002	1,528,800	1,616,400
SUPPLIES						
010 Office	33,500	30,117	33,500	17,260	28,000	33,500
011 Vehicle	40,000	46,210	46,000	25,653	40,000	46,000
012 General	13,000	11,331	15,100	11,744	19,000	15,100
013 Equipment	4,000	3,979	4,000	4,470	6,000	4,000
017 Belt Press	20,000	17,541	20,000	13,167	26,200	20,000
018 Lab	11,000	6,268	11,000	5,156	11,000	11,000
TOTAL SUPPLIES	121,500	115,446	129,600	77,450	130,200	129,600
MAINTENANCE						
020 Vehicle	37,000	43,692	40,000	37,109	75,000	45,000
021 Building	3,000	565	2,000	1,037	7,500	2,000
022 Equipment	120,100	135,343	128,100	69,560	138,800	134,600
023 Ground	2,500	1,942	2,500	452	1,000	2,000
024 Repair & Maintenance	160,000	121,747	160,000	71,860	175,000	160,000
025 New Service Meters	110,000	66,059	110,000	29,480	70,000	100,000
026 UV Lights	35,000	16,268	35,000	0	34,400	35,000
027 Odor Control Chemical	45,000	34,571	45,000	19,028	40,000	40,000
TOTAL MAINTENANCE	512,600	420,187	522,600	228,526	541,700	518,600
INSURANCE						
030 Property/Liability	22,800	25,267	27,700	25,906	26,900	27,700
TOTAL INSURANCE	22,800	25,267	27,700	25,906	26,900	27,700
SERVICES						
014 Uniforms	17,000	15,802	19,000	11,669	18,000	19,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	455,000	311,870	410,000	156,961	320,000	320,000
041 Dues/Subscriptions	2,400	2,364	2,500	1,014	2,400	3,400
042 Travel & Training	16,000	15,002	15,000	7,626	12,000	18,000
045 Telephone	14,500	12,282	13,500	6,056	12,000	10,700
046 Equipment Rental	51,000	74,443	51,800	38,342	65,500	51,800
SERVICES, continued						
047 Contract Labor	285,000	256,457	280,800	120,493	283,700	278,800
085 State Fees	45,600	46,204	47,200	46,203	46,200	46,200
TOTAL SERVICES	886,500	734,424	839,800	388,364	759,800	747,900

UTILITY FUND EXPENSE SUMMARY

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
TOTAL BOND EXPENSE	1,905,500	1,875,900	1,958,800	240,431	1,935,100	1,994,300
INTERGOVERNMENTAL PAYMENTS						
801 Transfer to General Fund	500,000	500,000	500,000	100,000	500,000	500,000
806 Transfer to Debt Service Fund	75,000	75,000	100,000	0	0	0
200 Water Purchases	2,475,000	2,808,967	2,753,300	1,277,976	2,839,600	2,805,900
TOTAL INTERGOVERNMENTAL PAYMENTS	3,050,000	3,383,967	3,353,300	1,377,976	3,339,600	3,305,900
MISCELLANEOUS						
080 Bad Debt	60,000	61,238	55,000	15,329	17,000	65,000
083 Audit Fees	27,400	18,950	27,400	27,200	27,200	27,400
091 Advertising	4,000	0	0	0	0	0
092 Professional Fees	30,000	31,025	35,000	18,418	34,200	35,000
095 Required Public Notices	0	4,344	4,000	618	600	4,000
3xx Issuance Costs	0	13,605	0	0	23,600	0
306 Amortization Adv Refunding	71,500	71,506	56,700	28,293	56,600	47,900
TOTAL MISCELLANEOUS	192,900	200,668	178,100	89,858	159,200	179,300
RESERVES						
800 Transfer to Fixed Assets	400,000	400,000	500,000	100,000	0	500,000
805 Transfer to Capital Projects	1,750,000	1,300,000	1,100,000	300,000	100,000	1,100,000
TOTAL RESERVES	2,150,000	1,700,000	1,600,000	400,000	100,000	1,600,000
GRAND TOTAL	10,202,900	9,840,166	10,258,700	3,587,513	8,521,300	10,119,700



UTILITY DEPARTMENT

The Utility Department functions under Public Works and consists of three sections – Water Administration, Water Operations and Wastewater. The Administration section consists of the Public Works Director, Assistant Public Works Director, 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

The Water Operations Department is supported by a Utility Specialist, supervised by the Water Field Supervisor, and consists of three Maintenance Technicians, one Crew Leader, four Water Service Workers (meter readers), one Inventory/Line Locator and a BPAT/CSI/Flushing technician.

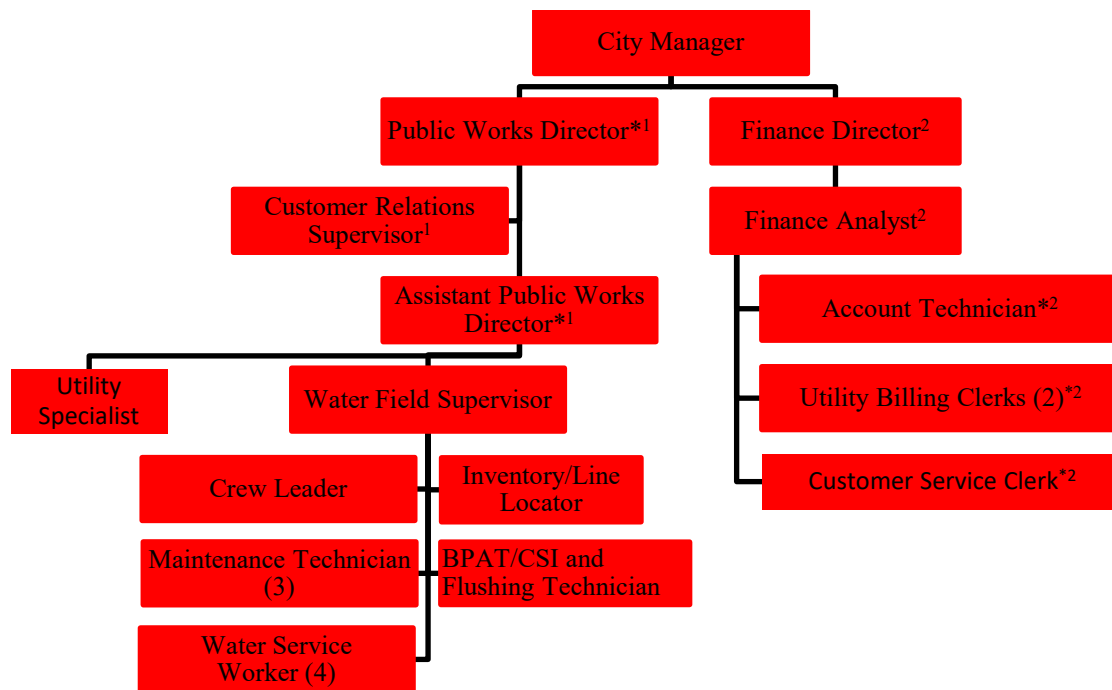
GOALS AND OBJECTIVES

The Water Department works to ensure that the city provides safe and reliable drinking to our residents. This is accomplished through the implementation of best management practices, construction, record-keeping, and reporting are economically and ethically sound, and in the public’s best interest. The department is charged with conducting evaluations of infrastructure, water quality testing and implementing a timely construction improvement plan to mitigate infiltration and inflow into the collection system.

ORGANIZATIONAL CHART

*indicates Administration Section

¹indicates Streets Department, ²Finance Department



FY 2019-2020 ACHIEVEMENTS

- Upgraded the variable frequency drives (VFD) and automated the chemical feed system at the Verna Lee pump station.
- Implemented changes to the backflow prevention (BPAT) ordinance and achieved 97% compliance within 1 year of the City Council's adoption of the ordinance.
- Lowered the City's amount of water loss from 12.37% to 11.63%.
- Passed the annual inventory audit with no deficiencies identified.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Implement the new BPAT Ordinance changes to the program to get compliance from Residents.
 - 97% Complete. The Department is working with the remaining residents to achieve compliance.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies; improve inventory control and monthly reporting; and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
 - 100% Complete. The mapping portion of this objective is a multi-year project.
- Continue with our meter change out programs and continue testing meters for accuracy to help lower water loss in the water distribution system.
 - 53% Complete.
- Continue training new water distribution maintenance personnel on backhoe operation and leak repair.
 - 100% Complete.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.
 - 100% Complete. Reduced the number of parts on hand and decreased restocking delays.

FY 2020-2021 OBJECTIVES

- Achieve 100% compliance with the 2019 backflow prevention ordinance.
- Lower the amount of water loss to 11.50%.
- Revise and adopt changes to the City's Conservation Plan/Ordinance.

PERFORMANCE MEASURES - WATER

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	11	11	11	9	11
OUTPUTS:					
# of water taps installed	50	16	25	36	25
# of sewer taps installed	10	11	10	13	10
# of water leaks repaired	100	72	100	97	75
# of Bac-T samples collected	415	420	415	388	528
# of utility lines located	2,100	2,717	2,100	1,910	2,100
# of meters read	150,000	130,644	150,000	132,924	150,000
EFFECTIVENESS:					
# of old meters changed out	1,300	853	1,300	637	1,200
# of new meter sets	250	179	250	165	150
Response to water line breaks within one hour of notification	100%	100%	100%	100%	100%
EFFICIENCY:					
Average # of meters read weekly per Water Service Worker (4)	720	628	720	639	720
Average # of old meters changed out per month	100	72	100	53	100
Average # of new meter sets per month	20	15	20	12	13
Average # of water taps installed per employee (4)	12.50	4.00	6.25	9.00	6.25
Average # of sewer taps installed per employee (4)	2.50	2.75	2.50	3.25	2.50
Average # of water leaks repaired per employee (4)	25.00	18.00	25.00	24.25	18.75
Average # of Bac-T samples collected per employee (2)	207.50	210.00	207.50	194.00	264.00
Average # of meters read per Water Service Worker (4)	37,500.00	32,661.00	37,500.00	33,231.00	37,500.00

WATER ADMINISTRATION

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	200,700	263,633	388,300	188,773	362,300	346,100
002 Overtime	3,000	2,414	3,000	2,283	2,600	3,000
003 Workers Compensation	1,900	1,859	3,300	3,736	3,500	3,600
004 Health Insurance	19,900	24,867	34,000	13,935	26,200	23,100
005 Social Security	15,600	19,977	29,900	14,441	27,900	26,700
006 Retirement	30,600	51,147	58,500	28,641	54,600	52,200
008 OPEB Expense	0	2,907	3,000	0	3,000	3,000
TOTAL PERSONNEL SERVICES	271,700	366,804	520,000	251,809	480,100	457,700
SUPPLIES						
010 Office	30,000	26,401	30,000	15,687	25,000	30,000
012 General	5,000	3,601	5,000	7,722	10,000	5,000
TOTAL SUPPLIES	35,000	30,002	35,000	23,409	35,000	35,000
MAINTENANCE						
022 Equipment	115,100	116,080	122,100	63,835	128,300	127,600
TOTAL MAINTENANCE	115,100	116,080	122,100	63,835	128,300	127,600
INSURANCE						
030 Property/Liability	2,400	2,709	4,800	4,564	4,600	4,500
TOTAL INSURANCE	2,400	2,709	4,800	4,564	4,600	4,500
SERVICES						
041 Dues & Subscriptions	600	673	700	614	800	1,600
042 Travel & Training	4,000	1,664	4,000	250	2,000	7,000
045 Telephone	2,000	1,587	2,000	665	1,600	300
047 Contract Labor	60,000	54,876	60,000	28,623	57,700	58,000
TOTAL SERVICES	66,600	58,800	66,700	30,152	62,100	66,900
BOND EXPENSE						
Principal Payments	1,443,700	1,443,715	1,484,200	0	1,484,200	1,597,700
301 Interest Expense	461,800	432,185	474,600	240,431	450,900	396,600
TOTAL BOND EXPENSE	1,905,500	1,875,900	1,958,800	240,431	1,935,100	1,994,300
INTERGOVERNMENTAL PAYMENTS						
801 Transfer to General Fund	500,000	500,000	500,000	100,000	500,000	500,000
806 Transfer to Debt Service Fund	75,000	75,000	100,000	0	0	0
TOTAL INTERGOVERNMENTAL PAYMENTS	575,000	575,000	600,000	100,000	500,000	500,000
MISCELLANEOUS						
080 Bad Debt	60,000	61,238	55,000	15,329	17,000	65,000
083 Audit Fees	27,400	18,950	27,400	27,200	27,200	27,400
091 Advertising	4,000	0	0	0	0	0
092 Professional Fees	30,000	31,025	35,000	18,418	34,200	35,000
095 Required Public Notices	0	4,344	4,000	618	600	4,000
306 Amortization Advance Refunding	71,500	71,506	56,700	28,293	56,600	47,900
330 Issuance Cost	0	13,605	0	0	23,600	0
TOTAL MISCELLANEOUS	192,900	200,668	178,100	89,858	159,200	179,300
TRANSFERS						
Transfer to Fixed Assets	7,200	0	42,000	20,778	20,800	0
TOTAL TRANSFERS	7,200	0	42,000	20,778	20,800	0
GRAND TOTALS	3,171,400	3,225,963	3,527,500	824,836	3,325,200	3,365,300

WATER OPERATIONS

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	421,600	362,240	437,000	195,911	399,800	458,100
002 Overtime	48,000	43,929	48,000	21,302	42,800	48,000
003 Workers Compensation	6,600	6,374	6,700	7,472	6,900	7,700
004 Health Insurance	60,300	40,641	63,500	28,683	53,700	57,500
005 Social Security	35,900	31,140	37,100	16,526	33,900	38,700
006 Retirement	70,600	79,388	72,500	32,678	66,200	75,700
TOTAL PERSONNEL SERVICES	643,000	563,712	664,800	302,572	603,300	685,700
SUPPLIES						
010 Office	1,000	1,551	1,000	540	1,000	1,000
011 Vehicle	25,000	28,089	28,000	13,169	22,000	28,000
012 General	1,000	950	1,000	626	2,000	1,000
013 Equipment	2,000	2,909	2,000	216	1,000	2,000
TOTAL SUPPLIES	29,000	33,499	32,000	14,551	26,000	32,000
MAINTENANCE						
020 Vehicle	22,000	25,540	25,000	14,978	30,000	25,000
021 Building	1,000	536	1,000	928	1,000	1,000
022 Equipment	2,000	2,865	3,000	5,255	6,500	4,000
023 Ground	1,000	720	1,000	140	500	1,000
024 Repair & Maintenance	70,000	39,421	70,000	26,027	60,000	70,000
025 New Service Meters	110,000	66,059	110,000	29,480	70,000	100,000
TOTAL MAINTENANCE	206,000	135,141	210,000	76,808	168,000	201,000
INSURANCE						
030 Property/Liability	8,800	9,805	10,200	9,404	9,700	10,400
TOTAL INSURANCE	8,800	9,805	10,200	9,404	9,700	10,400
SERVICES						
014 Uniforms	10,000	10,185	12,000	7,077	11,000	12,000
040 Utilities	180,000	127,582	160,000	61,553	120,000	120,000
041 Dues/Subscriptions	1,000	976	1,000	200	900	1,000
042 Travel & Training	7,000	9,730	8,000	4,322	6,500	8,000
045 Telephone	3,000	919	1,000	696	1,000	1,000
046 Equipment Rental	1,000	1,363	1,800	15	500	1,800
047 Contract Labor	75,000	55,761	60,800	23,846	66,000	60,800
085 State Fees	24,600	26,176	26,200	26,175	26,200	26,200
TOTAL SERVICES	301,600	232,692	270,800	123,884	232,100	230,800
INTERGOVERNMENTAL PAYMENTS						
200 Water Purchases	2,475,000	2,808,967	2,753,300	1,277,976	2,839,600	2,805,900
TOTAL INTERGOVERNMENTAL PAYMENTS	2,475,000	2,808,967	2,753,300	1,277,976	2,839,600	2,805,900
FIXED ASSETS						
Transfer to Fixed Assets	88,000	99,280	0	0	33,500	57,000
TOTAL FIXED ASSETS	88,000	99,280	0	0	33,500	57,000
GRAND TOTALS	3,751,400	3,883,096	3,941,100	1,805,195	3,912,200	4,022,800

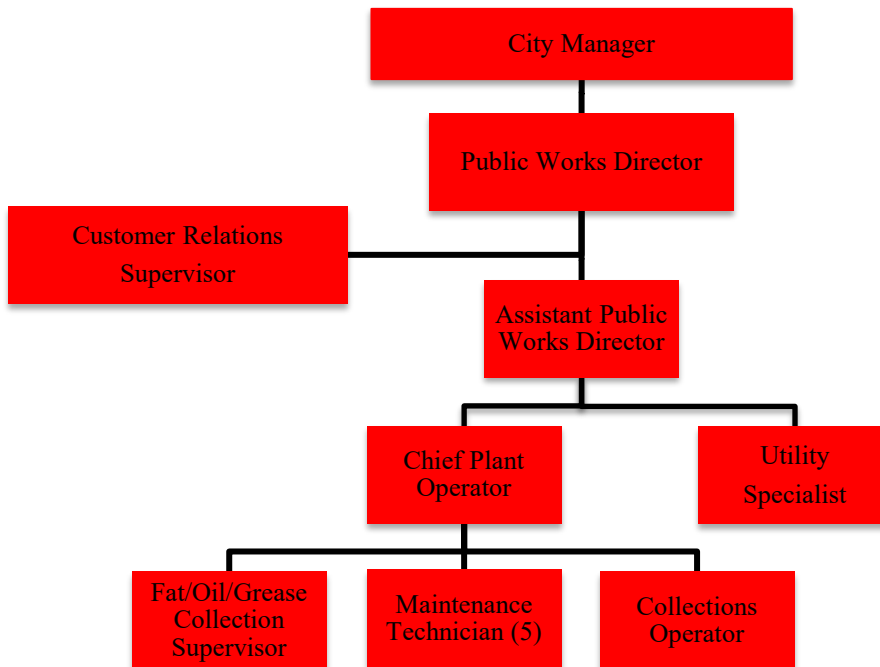
WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

The Wastewater Department is responsible for operating and maintaining the wastewater treatment plant and the wastewater collection system. This Department is supported by a Utility Specialist, led by the Chief Plant Operator, and consists of five Maintenance Technicians, a Collections Operator, and a F.O.G. Collection/Field Supervisor.

GOALS AND OBJECTIVES

The Wastewater Department works to ensure safe and reliable wastewater collection, treatment, and disposal in accordance with State and Federal regulations. The Department is charged with conducting wastewater system evaluations, identifying excessive infiltration and inflow, and implementing a timely wastewater capital improvement plan.

ORGANIZATIONAL CHART



WASTEWATER TREATMENT PLANT

FY 2019-2020 ACHIEVEMENTS

- Completed 6 internal improvement projects at the Wastewater Treatment Plant (WWTP)
- Passed all State and Federally required tests and inspections.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Drain and clean the A-Plant serpentine aeration basin.
 - 0% complete. Project was placed on hold due to unplanned mandatory repairs.
- Install West Bar Screen.
 - 100% complete.
- Continue preventative maintenance systems.
 - 100% complete.
- Replace all wiring running through underground conduit throughout plant and clean conduit to alleviate electrical problems we have been experiencing.
 - 10% complete. Wiring is replaced as time and budget allows.
- Complete upgrade communications to radio based SCADA.
 - 100% complete.

FY 2020-2021 OBJECTIVES

- Construct authorized FY21 internal projects at the WWTP.
- Analyze and make improvements to the WWTP monitoring system.

WASTEWATER COLLECTION SYSTEM

FY 2019-2020 ACHIEVEMENTS

- Drafted a new Sanitary Sewer Overflow Initiative (SSOI) plan.
- Inspected 77 private facilities in the City which resulted in Fats, Oils, & Grease (FOG) Compliance goals for 31 facilities.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Working on new SSOI with TCEQ.
 - 100 % Complete.
- Repair Ring and Lid on manholes and continue manhole upgrades.
 - 35% Complete. 31 manholes were identified and 11 were repaired.
- Locate and repair inflow/infiltration.
 - 100 % Complete.
- Complete manhole rehabilitation and private service line cleanout repairs.
 - 35% Complete. 31 manholes were identified and 11 were repaired.

- Install automatic Ferric Chloride odor control at Trimmier Lift Station.
 - 100 % Complete.

FY 2020-2021 OBJECTIVES

- Execute a new 10-year SSOI agreement with TCEQ.
- Evaluate, rehabilitate, and repair the wastewater collections infrastructure identified in year 1 of the new SSOI agreement.
- Increase the number of facilities with FOG compliance goals.

LIFT STATIONS

FY 2019-2020 ACHIEVEMENTS

- Automated odor control at the Trimmier lift station.
- Repaired and installed an elbow connection and a pump at Trimmier lift station.
- Rehabilitated pumps #1 and #2 at the Tonight lift station
- Replaced pump at the Thoroughbred lift station
- Provided training to Wastewater Department staff on SCADA system.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Continue rebuilding lift station pumps.
 - 40% complete. Rebuilding occurs as time and funding allows.
- Clean grease from lift stations twice per year.
 - 100% complete.
- Continue updating electrical panels at lift station to better utilize radio-based SCADA system.
 - 46% complete. Updating occurs as time and funding allows.
- Install mixer and railing system at Fawn Valley and Trimmier Lift Station.
 - 0% complete. Project was placed on hold due to unplanned mandatory repairs.
- Continue installing by-passes at all lift stations.
 - 40% complete. Installation occurs as time and funding allows.

FY 2020-2021 OBJECTIVES

- Install a camera system at Trimmier lift station.
- Install mixer and railing system at Trimmier lift station.
- Evaluate, identify, and construct improvement(s) in the Fawn Valley sewer collection basin.
- Evaluate, identify, and construct VFW Lift Station upgrades.

PERFORMANCE MEASURES - WASTEWATER

Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	8	8	8	7	8
OUTPUTS:					
# of manholes repaired (in-house)	10	10	10	11	10
# of manholes repaired (contracted)	25	2	25	2	25
# of lift station repairs	5	8	5	8	5
# of lift stations cleaned	14	13	14	13	14
Cleaned sewer lines (feet)	100,188	107,344	100,188	104,544	100,188
Camera of sewer lines (feet)	3,000	3,051	3,000	1,200	3,000
Repaired sewer lines (feet)	2,500	200	2,500	154	2,500
EFFECTIVENESS:					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	100%	100%
Cleaned sewer lines (feet per day)	350	413	350	402	385
# of wastewater overflows	25	25	25	9	18
Response to stoppages within one hour of notification	100%	100%	100%	100%	100%
EFFICIENCY:					
% of manholes repaired in-house	28%	83%	28%	84%	28%
Total lab costs per million gallons treated wastewater	\$50.00	\$29.02	\$50.00	\$41.76	\$50.00
Feet of sewer lines cleaned per employee (6)	16,698.00	17,890.67	16,698.00	17,424.00	12,523.50
Feet of sewer lines repaired per employee (6)	416.67	33.33	416.67	25.67	416.67

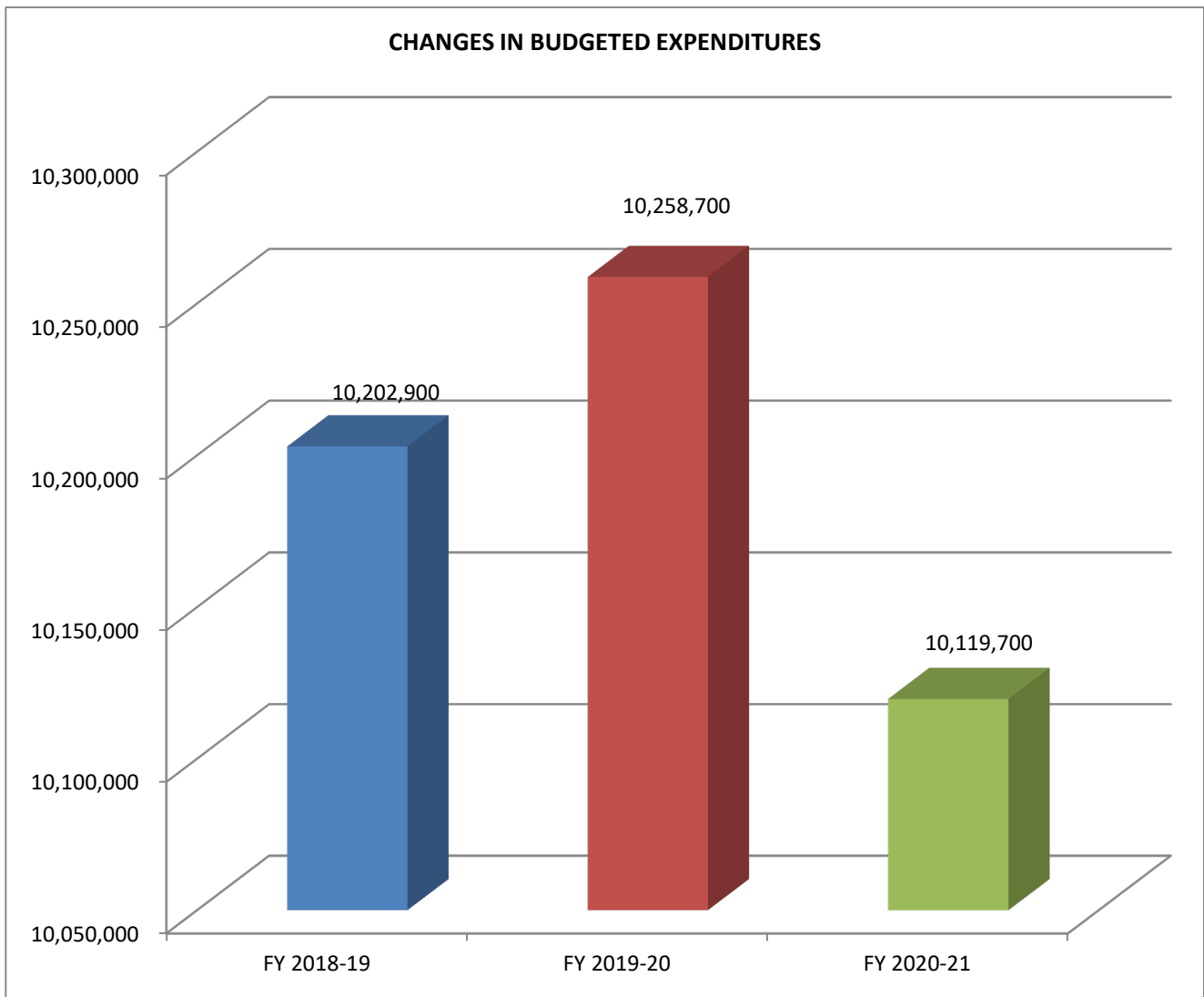
WASTEWATER

FY 2020-21

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	301,100	292,511	311,600	136,050	300,100	316,500
002 Overtime	30,000	39,268	35,000	16,168	32,700	35,000
003 Workers Compensation	4,400	4,249	4,400	4,981	4,600	5,200
004 Health Insurance	35,800	26,945	34,700	13,038	32,700	36,900
005 Social Security	25,300	25,658	26,500	11,590	25,500	26,900
006 Retirement	49,800	65,160	51,800	22,794	49,800	52,500
TOTAL PERSONNEL SERVICES	446,400	453,791	464,000	204,621	445,400	473,000
SUPPLIES						
010 Office	2,500	2,165	2,500	1,033	2,000	2,500
011 Vehicle	15,000	18,121	18,000	12,484	18,000	18,000
012 General	7,000	6,780	9,100	3,396	7,000	9,100
013 Equipment	2,000	1,070	2,000	4,254	5,000	2,000
017 Belt Press	20,000	17,541	20,000	13,167	26,200	20,000
018 Lab	11,000	6,268	11,000	5,156	11,000	11,000
TOTAL SUPPLIES	57,500	51,945	62,600	39,490	69,200	62,600
MAINTENANCE						
020 Vehicle	15,000	18,152	15,000	22,131	45,000	20,000
021 Building	2,000	29	1,000	109	6,500	1,000
022 Equipment	3,000	16,398	3,000	470	4,000	3,000
023 Ground	1,500	1,222	1,500	312	500	1,000
024 Repair & Maintenance	90,000	82,326	90,000	45,833	115,000	90,000
026 UV Lights	35,000	16,268	35,000	0	34,400	35,000
027 Odor Control Chemical	45,000	34,571	45,000	19,028	40,000	40,000
TOTAL MAINTENANCE	191,500	168,966	190,500	87,883	245,400	190,000
INSURANCE						
030 Property/Liability	11,600	12,753	12,700	11,938	12,600	12,800
TOTAL INSURANCE	11,600	12,753	12,700	11,938	12,600	12,800
SERVICES						
014 Uniforms	7,000	5,617	7,000	4,592	7,000	7,000
040 Utilities	275,000	184,288	250,000	95,408	200,000	200,000
041 Dues/Subscriptions	800	715	800	200	700	800
042 Travel & Training	5,000	3,608	3,000	3,054	3,500	3,000
045 Telephone	9,500	9,776	10,500	4,695	9,400	9,400
046 Equipment Rental	50,000	73,080	50,000	38,327	65,000	50,000
047 Contract Labor	150,000	145,820	160,000	68,024	160,000	160,000
085 State Fees	21,000	20,028	21,000	20,028	20,000	20,000
TOTAL SERVICES	518,300	442,932	502,300	234,328	465,600	450,200
FIXED ASSETS						
Transfer to Fixed Assets	191,900	309,615	29,800	4,143	35,000	22,200
TOTAL FIXED ASSETS	191,900	309,615	29,800	4,143	35,000	22,200
GRAND TOTALS	1,417,200	1,440,002	1,261,900	582,403	1,273,200	1,210,800

**UTILITY FUND
STATEMENT OF EXPENDITURES**

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
Water Administration	3,171,400	3,225,963	3,527,500	824,836	3,325,200	3,365,300
Water Operations	3,751,400	3,883,096	3,941,100	1,805,195	3,912,200	4,022,800
Wastewater	1,417,200	1,440,002	1,261,900	582,403	1,273,200	1,210,800
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	0	0	0	0	0	0
Transfer to Fixed Assets	112,900	(8,895)	428,200	75,079	(89,300)	420,800
Transfer to Capital Projects	1,750,000	1,300,000	1,100,000	300,000	100,000	1,100,000
Contingencies	0	0	0	0	0	0
GRAND TOTAL	10,202,900	9,840,166	10,258,700	3,587,513	8,521,300	10,119,700





OTHER FUNDS

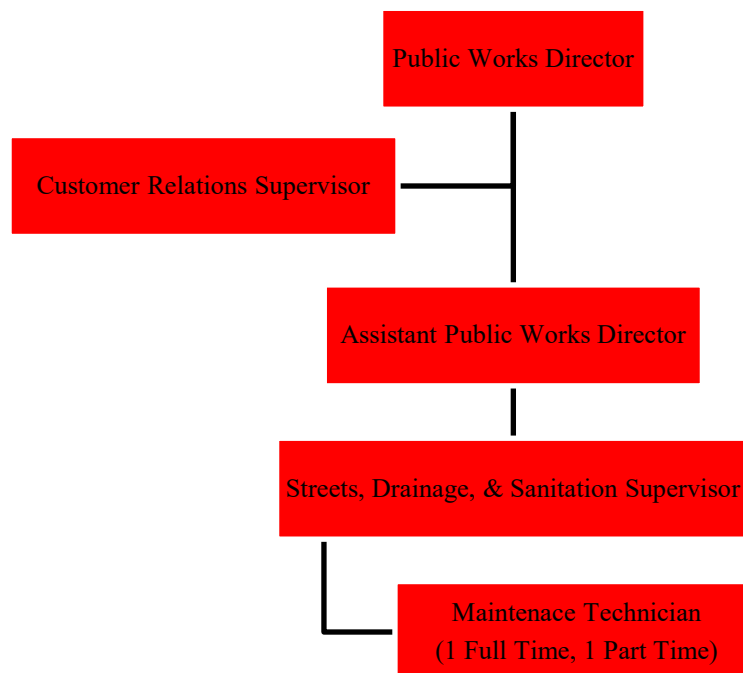
SANITATION DEPARTMENT

The Sanitation Department was created during the 2008-2009 fiscal year to take the place of curb side brush and bulky item pickup. The Drop Center, located at 1761 FM 2410, also accepts recycling. The facility is open four days per week to serve Harker Heights' residents. The Sanitation Department falls under Public Works, is managed by the Street, Drainage and Sanitation Supervisor, and consists of one full-time Maintenance Technician and one part-time Maintenance Technician.

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Improved site appearance and safety by grinding brush on four occasions and grading the site twice.
- Stock-piled free brush mulch for public use.
- Maintained positive customer relations during temporary shutdown of recycling due to hauler's mechanical issues and pandemic impacts.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Hire and train new part-time position.
 - 25% complete. Due to the unique work hours for this position and the impact from the pandemic, the City has been unable to fill this position to date.
- Move the site to a new location.
 - 0% complete. Project was placed on hold pending facility site development.
- Purchase additional dumpsters to reduce rental fees.
 - 0% complete. Project was placed on hold pending facility site development.
- Continue to improve customer service and personnel safety by better training staff.
 - 100% complete.

FY 2020-2021 OBJECTIVES

- Reduce customer wait times by supplementing Sanitation with a part-time staff position.
- Investigate new location for Drop Site
- Evaluate feasibility of purchasing additional dumpsters and reducing rental fees.

PERFORMANCE MEASURES - SANITATION

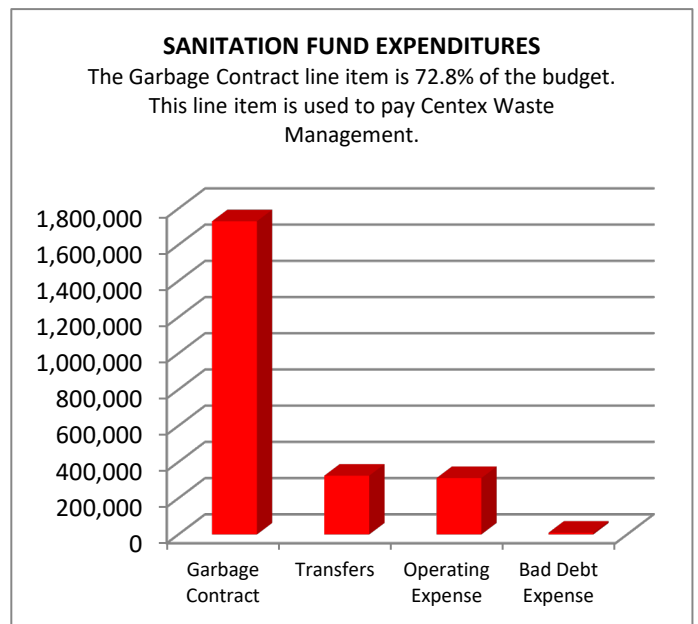
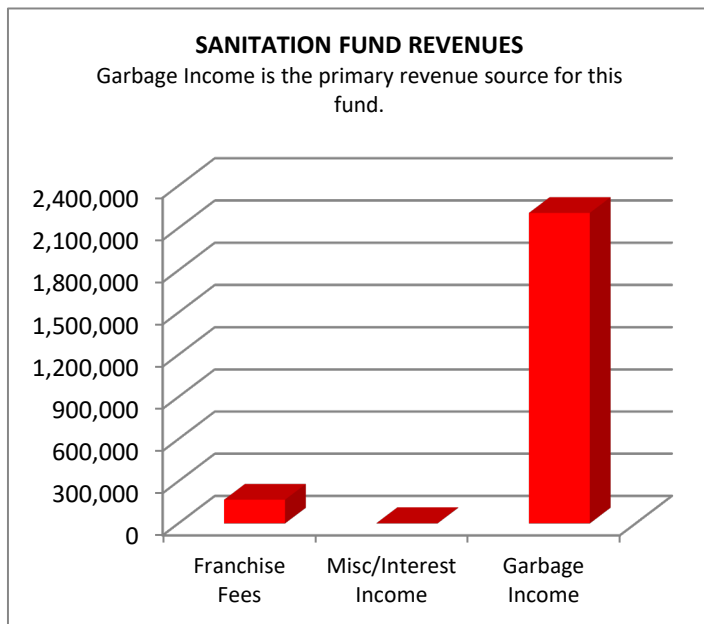
Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	1	1	1	1	1
# of part-time employees	0	0	1	0	1
OUTPUTS:					
# of brush drop offs	12,000	9,141	9,000	6,044	9,000
# of bulky items dropped off	13,250	12,739	13,000	11,765	13,000
# of dumpsters with material sent to recycling	250	352	350	168	350
# of dumpsters with material sent to landfill	500	512	525	577	525
Tons of brush chipped	7,000	5,485	6,000	3,626	6,000
EFFECTIVENESS:					
% of Households using the Drop Center	46%	44%	45%	29%	45%
EFFICIENCY:					
Average wait time per customer (minutes)	<5	<5	<5	<5	<5

SANITATION FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING BALANCE	59,855	169,915	90,827	137,916	137,916	229,316
REVENUES:						
004 Garbage Income	2,088,800	2,085,585	2,170,500	1,069,060	2,154,100	2,208,000
020 Interest Income	1,000	2,278	2,500	1,708	2,500	2,000
021 Miscellaneous Income	1,000	996	1,000	555	1,000	1,000
084 Franchise Fees	150,000	133,591	163,500	109,783	195,400	169,200
TOTAL REVENUES	2,240,800	2,222,450	2,337,500	1,181,106	2,353,000	2,380,200
EXPENSES						
PERSONNEL SERVICES						
001 Salaries	33,200	32,898	47,200	14,874	36,900	44,100
002 Overtime	6,500	6,978	6,000	2,380	4,800	6,000
003 Workers Compensation	500	531	800	934	900	1,000
004 Health Insurance	6,600	6,270	6,100	3,263	6,100	5,200
005 Social Security	3,000	2,730	4,100	1,521	3,200	3,800
006 Retirement	6,000	7,459	8,000	3,185	6,200	7,500
008 OPEB Expense	0	132	100	0	100	100
TOTAL PERSONNEL SERVICE	55,800	56,998	72,300	26,157	58,200	67,700
SUPPLIES						
011 Vehicle	0	886	1,000	0	0	0
012 General	700	145	200	420	500	200
013 Equipment	500	402	500	0	300	500
TOTAL SUPPLIES	1,200	1,433	1,700	420	800	700
MAINTENANCE						
020 Vehicle	0	120	0	0	0	0
022 Equipment	3,000	10,217	3,000	2,856	7,000	3,000
023 Ground	0	220	0	0	0	0
TOTAL MAINTENANCE	3,000	10,557	3,000	2,856	7,000	3,000
INSURANCE						
030 Property/Liability	700	829	1,200	1,168	1,200	1,300
TOTAL INSURANCE	700	829	1,200	1,168	1,200	1,300
SERVICES						
014 Uniforms	800	720	900	571	900	900
040 Utilities	300	161	300	91	200	300
041 Dues & Subscriptions	100	75	100	0	100	0
042 Travel & Training	500	853	500	0	(100)	500

SANITATION FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
SERVICES, continued						
045 Telephone	1,000	716	800	387	800	800
046 Equipment Rental	1,100	1,113	1,100	425	1,200	1,100
048 Roll Off Dumpster	160,000	207,235	190,000	82,150	225,000	205,000
050 Garbage Contract	1,596,500	1,638,727	1,680,000	813,559	1,680,000	1,730,400
TOTAL SERVICES	1,760,300	1,849,600	1,873,700	897,183	1,908,100	1,939,000
MISCELLANEOUS						
049 Brush Grinding	25,000	27,000	25,000	9,900	34,800	25,000
052 Mulch Hauling	8,000	0	0	0	0	0
080 Bad Debt Expense	10,000	7,259	10,000	1,267	1,000	10,000
091 Advertising	0	773	800	542	500	800
092 Professional Fees	5,500	0	5,500	0	0	5,500
TOTAL MISCELLANEOUS	48,500	35,032	41,300	11,709	36,300	41,300
RESERVES						
800 Transfer to Fixed Assets	75,000	0	100,000	50,000	100,000	100,000
801 Transfer to General Fund	300,000	300,000	300,000	75,000	150,000	225,000
805 Transfer to Capital Projects	0	0	0	0	0	0
TOTAL RESERVES	375,000	300,000	400,000	125,000	250,000	325,000
TOTAL EXPENSES	2,244,500	2,254,449	2,393,200	1,064,493	2,261,600	2,378,000
INCREASE/DECREASE	(3,700)	(31,999)	(55,700)	116,613	91,400	2,200
ENDING FUND BALANCE	56,155	137,916	35,127	254,529	229,316	231,516



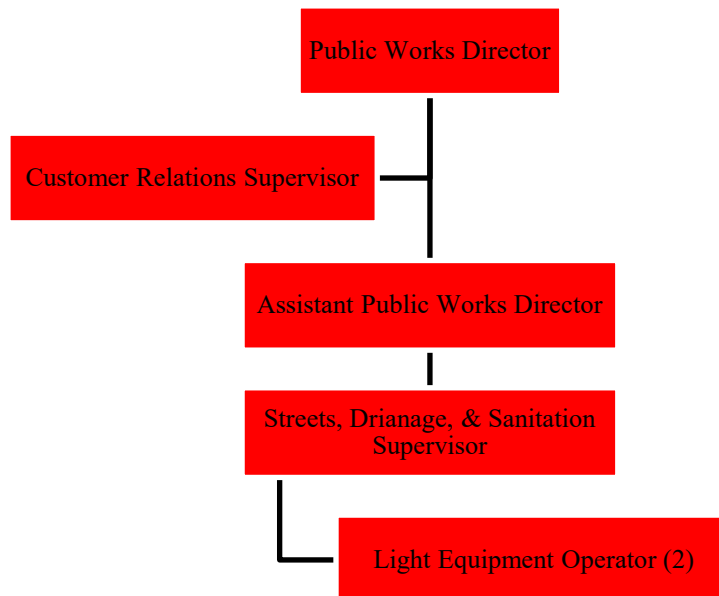
DRAINAGE UTILITY DEPARTMENT

The Drainage Utility Department maintains the City's stormwater system. Department staff conduct maintenance on publicly dedicated drainage infrastructure. Department staff conduct minor drainage repairs and all major drainage projects are contracted out. This Department falls under Public Works and consists of a Street, Drainage and Sanitation Supervisor and two Light Equipment Operators.

GOALS AND OBJECTIVES

The Drainage Utility Department works to provide timely maintenance and repairs to drainage ways, channels, streams, and other stormwater infrastructure such that stormwater run-off will continue to be conveyed throughout the City as originally designed. The Department increases public safety through timely repairs and maintenance due to erosion, silting, flooding, debris, and pollution within the City's stormwater system.

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Removed storm debris from stormwater inlets (catch basins) and concrete flumes within 24 hours of notification.
- Completed internal maintenance project on the following earthen ditches: Waco Trace, Pueblo, Pima, & Stone Creek.
- Worked with Trail Life Troop TX-1274 to complete the placement of 72 storm drain buttons identified in Year 1 of the Stormwater Management Plan.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Continue motor grader for routine maintenance grading.
 - 100% complete.

- Continue reshape of earthen channels city-wide and increase the earthen channel cleaning program.
 - 30% complete. Projects are completed as time and funding allow.
- Continue mowing all earthen swales and drainage channels city wide at least twice each year.
 - 100% complete.
- Install retaining walls in earthen channels as needed.
 - 10% complete. Projects are completed as time and funding allow.
- Continue the Backhoe Training Program (certifications for multiple operators)
 - 10% complete. Training was limited this year due to the pandemic.

FY 2020-2021 OBJECTIVES

- Cross-train light equipment operators on motor grader.
- Complete internal maintenance project on the 2020 identified drainage basins (Modoc, Memory, Prospector, and Quail Hollow).
- Complete placement of storm drain buttons per the Stormwater Management Plan.

PERFORMANCE MEASURES - DRAINAGE

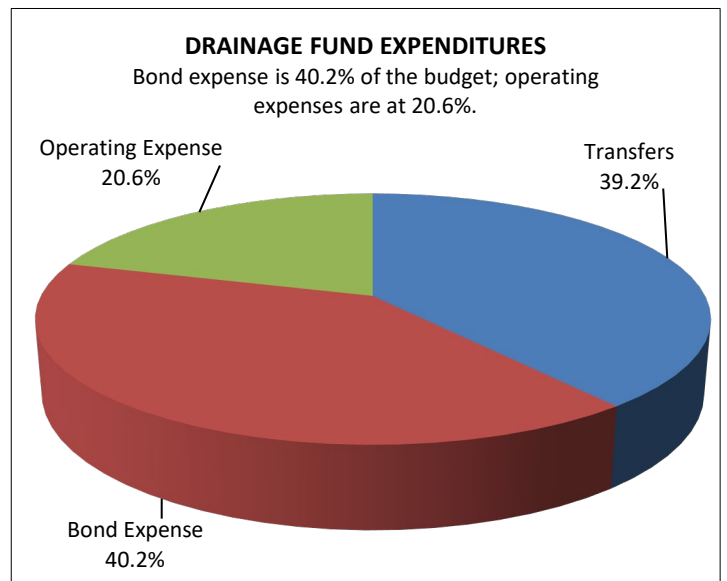
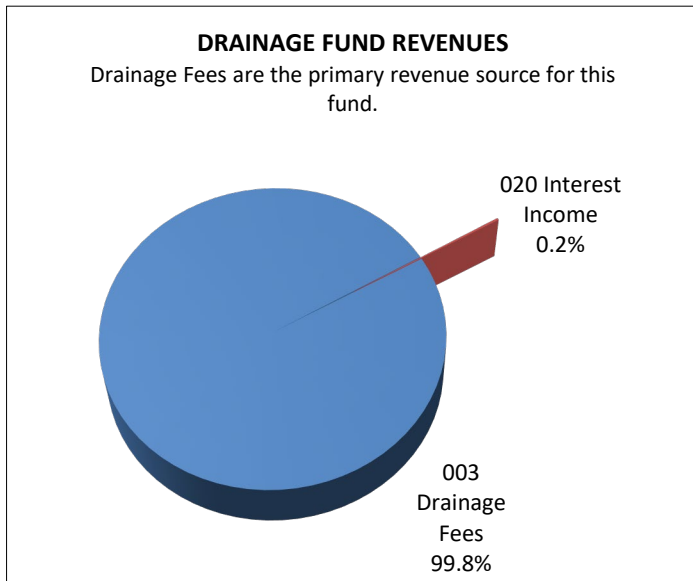
Type of Measure/Description	FY 19 Estimated	FY 19 Actual	FY 20 Estimated	FY 20 Actual	FY 21 Estimated
INPUTS:					
# of full-time employees	3	3	3	3	3
OUTPUTS:					
# of catch basins cleaned and inspected	480	480	480	480	480
# of earthen channels reshaped (linear feet)	3,000	2,100	3,000	1,800	2,100
# of concrete valley gutters installed (in-house)	5	2	5	0	2
# of concrete valley gutters installed (contractor)	0	1	0	2	0
# of driveway culverts installed	3	2	3	0	2
# of storm/emergency responses	2	2	2	2	2
EFFECTIVENESS:					
% of concrete valley gutters installed in-house	100%	66%	100%	50%	100%
EFFICIENCY:					
# of catch basins cleaned and inspected per employee (2)	240.00	240.00	240.00	240.00	240.00
# of linear feet of earthen channels reshaped per employee (2)	1,500.00	1,050.00	1,500.00	900.00	1,000.00
# of concrete valley gutters installed per employee (in-house) (2)	2.50	1.00	2.50	0.00	1.00

DRAINAGE FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING BALANCE	61,583	23,741	35,311	27,547	27,547	57,547
REVENUES						
003 Drainage Fees	834,300	833,148	842,800	422,741	847,100	864,000
020 Interest Income	1,200	1,917	2,000	1,162	2,300	2,000
030 Insurance Proceeds	0	0	0	1,763	2,000	0
TOTAL REVENUES	835,500	835,065	844,800	425,666	851,400	866,000
EXPENSES						
PERSONNEL SERVICES						
001 Salaries	92,600	76,231	88,700	38,319	85,000	88,600
002 Overtime	2,000	1,123	1,000	754	1,600	1,000
003 Workers Compensation	1,400	1,328	1,400	1,557	1,400	1,600
004 Health Insurance	15,300	8,687	14,300	2,941	7,000	8,300
005 Social Security	7,200	5,987	6,900	2,898	6,600	6,900
006 Retirement	14,200	17,469	13,400	5,856	12,900	13,400
008 OPEB Expense	0	510	500	0	500	500
TOTAL PERSONNEL SERVICE	132,700	111,335	126,200	52,325	115,000	120,300
SUPPLIES						
011 Vehicle	4,000	4,098	4,000	1,577	3,000	4,000
012 General	500	1,196	500	93	500	500
013 Equipment	4,000	4,554	5,000	0	2,500	5,000
TOTAL SUPPLIES	8,500	9,848	9,500	1,670	6,000	9,500
MAINTENANCE						
020 Vehicle	4,000	8,742	3,000	1,149	6,000	3,000
022 Equipment	4,000	6,877	4,000	1,703	3,500	4,000
023 Ground	30,000	14,861	30,000	3,350	20,000	30,000
TOTAL MAINTENANCE	38,000	30,480	37,000	6,202	29,500	37,000
INSURANCE						
030 Property/Liability	1,900	2,069	2,100	1,968	2,000	2,200
TOTAL INSURANCE	1,900	2,069	2,100	1,968	2,000	2,200
SERVICES						
014 Uniforms	2,500	2,143	2,500	1,373	2,000	2,500
041 Dues/Subscriptions	300	265	300	200	200	300
042 Travel & Training	1,100	122	1,000	142	500	1,000
046 Equipment Rental	500	0	500	66	500	500
047 Contract Labor	4,000	2,315	4,000	375	6,000	4,000
TOTAL SERVICES	8,400	4,845	8,300	2,156	9,200	8,300

DRAINAGE FUND

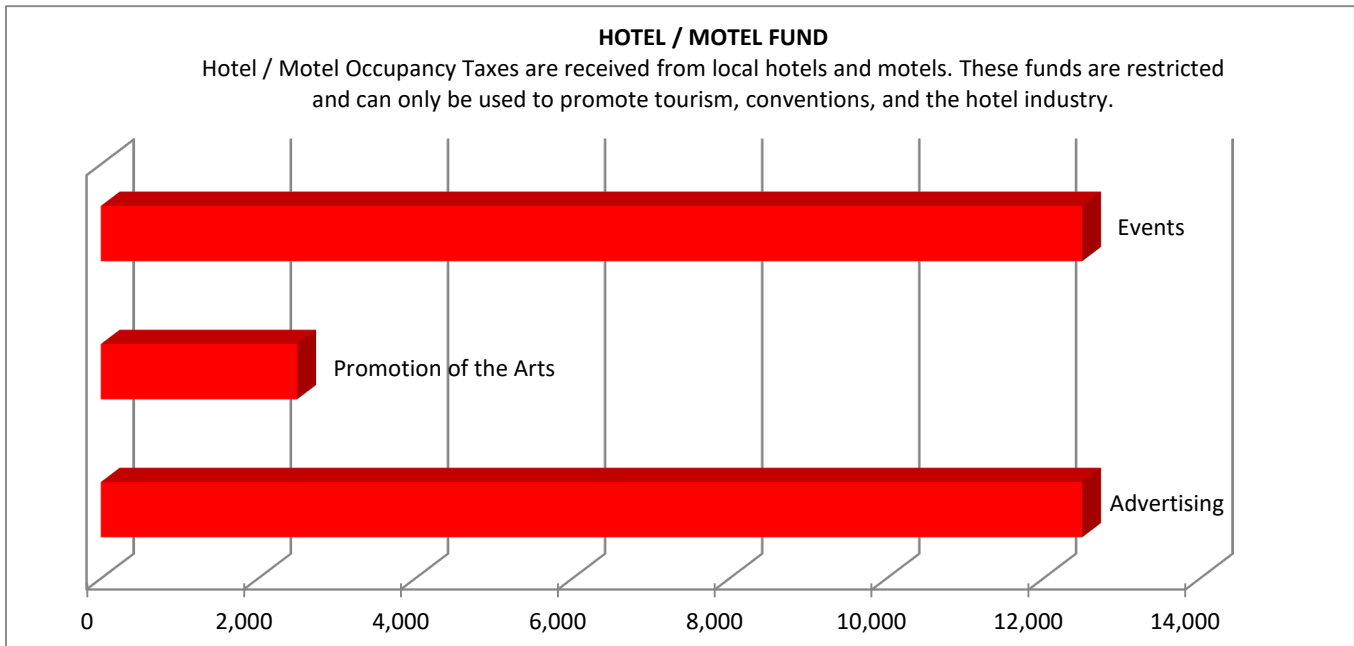
	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BOND EXPENSE						
Principal Payments	178,400	178,380	206,000	0	206,000	238,100
300 Issuance Cost	0	0	0	0	0	0
301 Interest Expense	139,200	138,423	133,000	66,484	133,000	125,900
306 Amortization Adv Refunding	(6,500)	(6,492)	(5,700)	(2,865)	(5,700)	(4,900)
TOTAL BOND EXPENSES	311,100	310,311	333,300	63,619	333,300	359,100
MISCELLANEOUS						
080 Bad Debt	5,000	4,338	5,000	1,292	1,000	6,000
092 Professional Fees	0	8,033	500	200	400	400
TOTAL MISCELLANEOUS	5,000	12,371	5,500	1,492	1,400	6,400
RESERVES						
800 Transfer to Fixed Assets	200,000	200,000	225,000	75,000	225,000	200,000
801 Transfer to General Fund	0	0	0	0	0	0
802 Transfer to Water	0	0	0	0	0	0
805 Transfer to Capital Projects	150,000	150,000	100,000	50,000	100,000	150,000
806 Transfer to Debt Service	0	0	0	0	0	0
TOTAL RESERVES	350,000	350,000	325,000	125,000	325,000	350,000
TOTAL EXPENSES	855,600	831,259	846,900	254,432	821,400	892,800
INCREASE/DECREASE	(20,100)	3,806	(2,100)	171,234	30,000	(26,800)
ENDING BALANCE	41,483	27,547	33,211	198,781	57,547	30,747





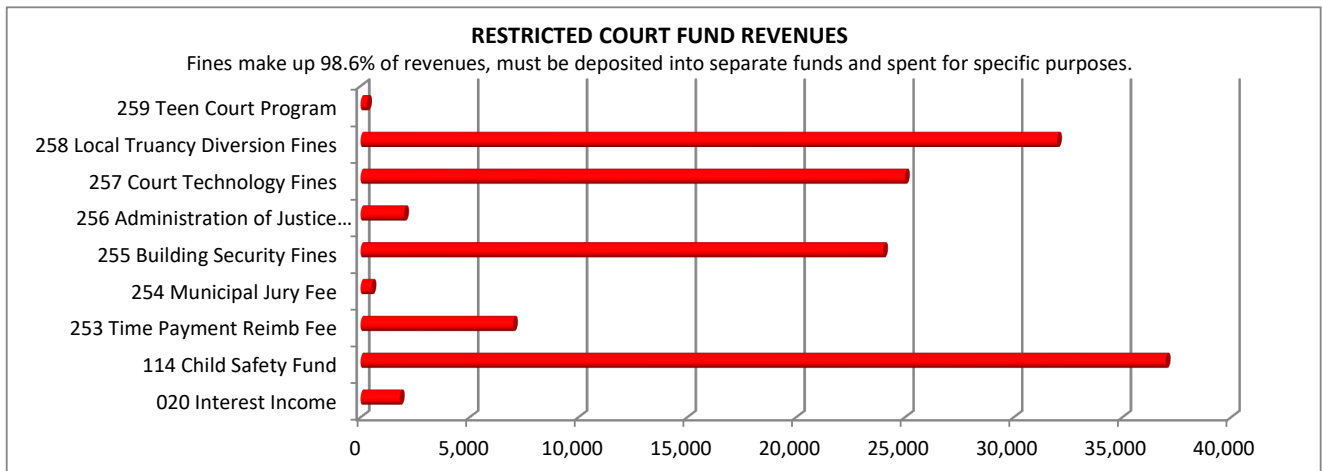
HOTEL MOTEL FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING FUND BALANCE	182,648	191,986	274,586	276,380	276,380	345,880
REVENUES:						
020 Interest Income	1,700	4,368	3,900	2,180	2,800	2,500
201 Net Value of Investments	0	(5)	0	0	0	0
706 Hotel Tax Revenue	75,000	93,704	95,000	43,326	85,000	85,000
710 HOT Distribution - Bell County	4,600	3,739	4,000	4,237	4,200	4,000
TOTAL REVENUES	81,300	101,806	102,900	49,743	92,000	91,500
EXPENDITURES:						
Chamber Events	5,000	5,000	5,000	2,500	5,000	5,000
Food & Wine Festival	7,500	7,500	7,500	3,750	7,500	7,500
Miscellaneous Advertising	0	0	0	0	0	0
091 Advertising	12,500	12,500	12,500	6,250	12,500	12,500
Tournaments	5,000	2,412	12,500	3,750	7,500	12,500
094 Events Total	5,000	2,412	12,500	3,750	7,500	12,500
Food & Wine Festival	2,500	2,500	2,500	1,250	2,500	2,500
095 Promotion of the Arts	2,500	2,500	2,500	1,250	2,500	2,500
710 Other Improvements	0	0	0	0	0	0
Historical Restoration/Preservation	0	0	0	0	0	0
TOTAL EXPENSES	20,000	17,412	27,500	11,250	22,500	27,500
INCREASE/DECREASE	61,300	84,394	75,400	38,493	69,500	64,000
ENDING FUND BALANCE	243,948	276,380	349,986	314,873	345,880	409,880



RESTRICTED COURT FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING FUND BALANCE	206,656	184,714	187,636	188,821	188,821	187,721
REVENUES:						
020 Interest Income	1,500	3,819	4,000	1,570	2,100	1,800
114 Child Safety Fund	40,000	40,998	45,000	36,470	37,000	37,000
253 Time Payment Reimb Fee	0	0	0	1,918	5,500	7,000
254 Municipal Jury Fee	0	0	0	48	300	500
255 Building Security Fines	13,000	13,930	13,000	8,466	24,000	24,000
256 Administration of Justice Fines	3,000	2,990	3,000	1,299	2,000	2,000
257 Court Technology Fines	18,000	18,428	18,000	10,058	25,000	25,000
258 Local Truancy Diversion Fines	25,000	26,430	25,000	13,777	32,000	32,000
259 Teen Court Program	400	290	300	180	300	300
TOTAL REVENUES	100,900	106,885	108,300	73,786	128,200	129,600
EXPENDITURES						
012 Child Safety Fund	0	0	0	0	0	0
616 School Safety Expenses	0	0	0	0	29,300	0
Court Technology Fund	0	0	0	0	0	0
Building Security Fund	10,000	12,778	0	0	0	0
800 Transfers to Fixed Asset Fund	10,000	12,778	0	0	0	0
Building Security Fund	10,000	10,000	10,000	10,000	20,000	1,000
Child Safety Fund	35,000	35,000	35,000	35,000	35,000	35,000
Court Technology Fund	15,000	15,000	15,000	0	15,000	15,000
Administration of Justice Fund	0	0	0	0	0	2,500
Local Truancy Diversion Fund	30,000	30,000	30,000	0	30,000	30,000
801 Transfers to General Fund	90,000	90,000	90,000	45,000	100,000	83,500
TOTAL EXPENDITURES	100,000	102,778	90,000	45,000	129,300	83,500
INCREASE/DECREASE	900	4,107	18,300	28,786	(1,100)	46,100
ENDING FUND BALANCE	207,556	188,821	205,936	217,607	187,721	233,821



EMPLOYEE BENEFITS FUND

	FY 2018-19 BUDGET	FY 2018-19 ACTUAL	FY 2019-20 BUDGET	FY 2019-20 MID-YEAR	FY 2019-20 PROJECTED	FY 2020-21 ADOPTED BUDGET
BEGINNING FUND BALANCE	1,379	1,705	3,705	3,553	3,553	4,853
REVENUES						
020 Interest Income	500	1,848	2,000	711	1,300	1,300
TOTAL REVENUES	500	1,848	2,000	711	1,300	1,300
INCREASE/DECREASE	500	1,848	2,000	711	1,300	1,300
ENDING FUND BALANCE	1,879	3,553	5,705	4,264	4,853	6,153

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





FEE SCHEDULE

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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ADMINISTRATIVE FEES

Paper Copy (per page/side)	\$0.10
Nonstandard Copies	See Texas Administrative Code Rule §70.3
Franchise Fee for Taxicab (per vehicle, per year)	\$25.00
Garage Sale Permit (limited to 2 per year, per address)	FREE
Returned Check/Returned ACH/Credit Card Chargeback Fee.....	\$30.00
Processing Fee for Refunding of Credit Card Payments.....	\$5.00
Sexually Oriented Business	
• Application (one-time fee).....	\$500.00
• Work Permit.....	\$25.00
• Replacement	\$10.00
• Renewal (annual)	\$250.00
Solicitor Permit	\$200.00
• Plus Technology/Convenience Fee – My Permit Now (per permit)	\$5.00
• Itinerate Merchant.....	additional \$50 per employee
Special Event Application Fee (non-refundable) – Non-Commercial	\$15.00
Special Event Application Fee (non-refundable) – Commercial.....	\$45.00
• Plus Technology/Convenience Fee – My Permit Now (per permit)	\$5.00
Grass Cutting Private Property (Nuisance Abatement).....	actual cost + \$100; \$200 minimum
Graffiti Abatement (per hour)	\$50.00
Small Cell Facility Application Fee	\$25.00
Small Cell Facility Right-of-Way Annual Fee	\$250.00
Small Cell Facility Attachment to City Structure Annual Fee.....	\$336.00

ADMINISTRATIVE ABATEMENT OF SEDIMENTATION

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

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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BUILDING PERMITS

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

New Building Construction

- One- and Two-Family Dwellings (per square foot under roof)..... \$0.10
 - Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.50

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

Excludes shell buildings, warehouses, and parking garages. Fee does not include permits for fences, signs, accessory buildings, irrigation, or swimming pools. Permits included are structure, electrical, plumbing, flat work, certificate of occupancy, and landscaping and plan review. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical, and plumbing; two story water tests; energy (insulation); conditional final; landscaping inspection; parking requirements inspection; and final.

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

Additions to Floor Area

- One- and Two-Family Dwellings same as for new construction, minimum of \$25.00
 - Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00
- All Others same as for new construction
 - Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00

Shell Buildings

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

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

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

Applicable Permit Fee Below Plus Technology/Convenience Fee – My Permit Now (per permit)..... \$5.00

- Commercial
 - Valuation up to \$1,000..... \$25.00
 - Valuation \$1,001 to \$2,000..... \$35.00
 - Valuation \$2,001 to \$3,000..... \$45.00
 - Valuation \$3,001 to \$4,000..... \$55.00
 - Valuation \$4,001 to \$5,000..... \$65.00
 - Valuation \$5,001 to \$6,000..... \$75.00
 - Valuation \$6,001 to \$7,000..... \$85.00
 - Valuation \$7,001 to \$8,000..... \$95.00
 - Valuation \$8,001 to \$9,000..... \$105.00
 - Valuation \$9,001 to \$10,000..... \$115.00
 - Per \$1,000 thereafter..... additional \$10.00
- Residential
 - Accessory Structure – Large/Carport..... \$125.00
 - Accessory Structure – Small..... \$45.00
 - Alteration/Remodel \$30.00
 - Backflow..... \$30.00
 - Electric Service/Other \$35.00
 - Fence..... \$45.00
 - Flatwork \$55.00
 - Gas Test/Permit \$30.00
 - Irrigation/Other..... \$45.00
 - Mechanical..... \$75.00
 - Plumbing/Other \$50.00
 - Pool – Above-Ground/Spa \$50.00
 - Pool – In-Ground..... \$300.00
 - Porch/Deck..... \$50.00
 - Retaining Wall..... \$125.00
 - Roofing..... \$80.00
 - Skirting \$30.00
 - Solar \$235.00
 - Water Heater \$30.00
 - Water Softener \$45.00
 - Water/Sewer Line \$35.00

Demolition/Move Structure Permits

- Per structure \$25.00
- Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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Working Without Permits..... \$250.00

EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS, ADMINISTRATIVE FEES

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

Alcohol License (per year) ½ of TABC Fee

City Registration/Business License

- Home Business/Property Management \$25.00
- Mobile Business..... \$35.00
- Commercial Business \$75.00

Business Registration Reprint Fee \$5.00

BYOB Application Permit \$50.00

Contractor Registration Fee (per year, expires December 31)..... \$75.00

Flood Plain Development Permits \$50.00

Food Dealer’s Permit (initial and renewals) \$50.00

- Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00

Manufactured Housing Park License \$100.00

(Replaces license fee for City Registration/Business License)

Manufactured Home Permits

- Application for Certificate of Occupancy..... inspection cost + \$50.00
- Replacement..... inspection cost + \$50.00

Occupation Taxes (as authorized by State law)

- Certificate of Occupancy inspection (existing buildings)..... \$50.00
- Special investigation \$30.00
- Reports rendered pursuant to any special investigation..... \$30.00
- Re-inspection of any failed inspection..... \$50.00

Request to Zoning Board of Adjustment and Appeals \$150.00

Plan Review

- Done by City personnel..... ½ of base permit fee
- Done by other agencies actual cost + handling fee of \$10.00

Planning and Zoning Fees

- Rezoning Request \$200.00
- Conditional Use Permit..... \$200.00
- Development Concept Plan \$50.00
- Site Preparation Permit \$25.00
- All Other Plats (Replats, Development, Amendments, etc.) \$3.00/acre + \$150.00
- Subdivision Plat – Preliminary \$25.00/lot + \$500.00
- Subdivision Plat – Final \$150.00
- Sound Amplification Permit (per year) \$25.00
 - Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00
- Zoning Verification Letter \$10.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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• Planning Maps (arc view)	
▪ 8 ½" x 11" maps	\$5.00
▪ 11" x 17" maps.....	\$10.00
▪ 17" x 22" maps to 22" x 40" maps	\$20.00
▪ 34" x 44" maps.....	\$25.00
Public Works Construction Inspection Fees	
• All inspections.....	\$25.00
• All inspections after regular business hours, weekends, and Holidays (per hour)	\$50.00
Temporary Storage Unit Permit	\$25.00
• Plus Technology/Convenience Fee – My Permit Now (per permit)	\$5.00
Temporary Use Permits	
• Long Term Seasonal Sales	
▪ Administrative Fee	\$25.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
• Short Term Seasonal Sales	
▪ Administrative Fee	\$10.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
Heavy Vehicle Residential Parking Permit.....	\$25.00
Heavy Vehicle Residential Parking Permit Renewal	\$10.00
Donation Box Permit Application	\$25.00

LIBRARY / ACTIVITIES CENTER

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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- Hard Plastic Tablet Case..... \$13.00
- Net Circulating Bags..... \$21.00
- Plastic Circulating Bags \$1.00
- Pooch Paw-ty (per dog, donation to Pet Adoption Center) \$1.00
- Family Camp Out Events
 - Age 5 and under.....FREE
 - Age 6 and up (per person) \$15.00
- Activities Center Meeting Rooms
 - Refundable Rental Deposit \$200.00
 - Late Fee (beginning at 15 minutes past reservation time)
 - Initial Penalty \$15.00
 - Per minute fee for each minute after 15 minutes \$1.00
 - Room A
 - Military Sponsored Event (per hour) \$50.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$50.00
 - Community Services (per hour) \$50.00
 - For Profit Business (per hour) \$75.00
 - Room B
 - Military Sponsored Event (per hour) \$15.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$15.00
 - Community Services (per hour) \$15.00
 - For Profit Business (per hour) \$30.00
 - Room C
 - Military Sponsored Event (per hour) \$25.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$25.00
 - Community Services (per hour) \$30.00
 - For Profit Business (per hour) \$40.00
 - Room D
 - Military Sponsored Event (per hour) \$25.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour)..... \$25.00
 - Community Services (per hour) \$30.00
 - For Profit Business (per hour) \$40.00

PARKS AND RECREATION

Youth Sports Registration

- Resident \$45.00
- Non-Resident \$55.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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Multiple Registration Cost Incentive (Youth team registrations only; refers to permanent address, same day sign-up)

- Resident
 - 1st participant \$45.00
 - 2nd participant \$40.00
 - 3rd participant and every participant thereafter..... \$35.00

Facility Rentals

- Recreation Center Daily Use (for use of amenities such as basketball and volleyball courts)
 - Resident
 - Students (Age 17 and under)FREE
 - Adults (Age 18 – 54)FREE
 - Seniors (Age 55 and up)FREE
 - Non-Resident
 - Students (Age 17 and under) \$3.00
 - Adults (Age 18 – 54) \$5.00
 - Seniors (Age 55 and up) \$3.00
- Carl Levin Park Pavilion
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$50.00
 - Non-Resident
 - Refundable Deposit..... \$200.00
 - Rental \$100.00
- FM 2410 Community Park Pavilion
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$50.00
 - Non-Resident
 - Refundable Deposit..... \$200.00
 - Rental \$100.00
- Purser Park Pavilion A
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00
 - Non-Resident
 - Refundable Deposit..... \$100.00
 - Rental \$65.00
- Purser Park Pavilion B
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

- Non-Resident
 - Refundable Deposit..... \$100.00
 - Rental \$65.00
 - Gazebo
 - Resident \$15.00
 - Non-Resident \$25.00
 - Amphitheatre
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00
 - Lights (2-hour block) \$15.00
 - Lights (each additional hour over 2 hours) \$10.00
 - Non-Resident
 - Refundable Deposit..... \$100.00
 - Rental \$65.00
 - Lights (2-hour block) \$25.00
 - Lights (each additional hour over 2 hours) \$10.00
 - Athletic Fields
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00
 - Lights (per field) \$25.00
 - Field Attendant (per hour) \$15.00
 - Non-Resident
 - Refundable Deposit..... \$250.00
 - Rental \$50.00
 - Lights (per field) \$50.00
 - Field Attendant (per hour) \$30.00
 - Athletic Fields – Tournament Package
 - Resident
 - Refundable Deposit..... \$200.00
 - Rental \$150.00
 - Field Attendant (per hour) \$100.00
 - Non-Resident
 - Refundable Deposit..... \$200.00
 - Rental \$150.00
 - Field Attendant (per hour) \$150.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

Aquatics

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

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

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

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

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

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

Living Legacy Program \$250.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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ActiveNet Online Service Charges

- Payments less than \$150.006.5% + \$0.50
- Payments \$150.00 to \$499.993.5% + \$5.00
- Payments \$500.00 or more2.5% + \$10.00

Minimum Service Charge of \$1.00

PET ADOPTION CENTER

Adoption Fees

- Dogs (spayed/neutered with rabies vaccination)..... \$65.00
- Cats (spayed/neutered with rabies vaccination)..... \$50.00
 - Cardboard Cat Carrier \$5.00
- Other Animals \$20.00

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

Surrender Fee

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

Disposal Fee

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

Owner Requested Euthanasia \$25.00

Owner Required Sterilization (Spay/Neuter)..... \$70.00

Other Shelter Sterilization Fee \$40.00

Reclaim Fees (plus kennel fees)

- Dog Vaccine Package \$15.00
- Cat Vaccine Package \$10.00
- Class A (dog or cat)
 - First Reclaim \$20.00
 - Second Reclaim (within one year from first) \$40.00
 - Second Reclaim – Reclaim Deposit Required for Non-Sterilized Animals \$100.00
 - Third Reclaim (within one year from first)..... \$80.00
- Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight)..... \$25.00
- Class C (cattle, calves, horses, mules or animals of same approximate size and weight)..... \$40.00
- Class D (wild or exotic animals) \$100.00
- Class E (birds) \$20.00

Kennel Fees (per day)

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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Microchipping Fee	\$15.00
Rabies Testing.....	\$40.00
Quarantine Fee	\$25.00
Quarantine Fee – Dangerous Dog	\$40.00
Sign – Dangerous Dog (per sign).....	\$25.00
Registration Fee – Animal Abuser	\$25.00
Registration Fee – Dangerous Dog	\$50.00
Brick Donations – Memorial Bricks.....	\$50.00
TNR/Community Cat Package.....	\$20.00

PUBLIC SAFETY / FIRE DEPARTMENT

Emergency Service Fees

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

- Fire Response

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

- Pumper (per hour or part thereof, minimum 1 hour, not including personnel)
- Aerial/Ladder/Quint (per hour or part thereof, minimum 1 hour, not including personnel)
- Brush Truck/Tender (per hour or part thereof, minimum 1 hour, not including personnel)
- Support Vehicles (per hour or part thereof, not including personnel).....
- Personnel (per hour or part thereof to include fire, police, etc.)
- Water – City Supplied (per 1,000 gallons; calculated by pumping time and rate)
- Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel)
- Equipment/Services
 - Self-Contained Breathing Apparatus “SCBA” (each)
 - Hose (per 50 feet)
 - Gas/Carbon Oxide Detector
 - Extinguisher (any class per use)
 - Hand Tools (each).....
 - Hydraulic Rescue Tools.....
 - Scene Lighting (per hour)
 - Oil Booms (each)

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

○ Oil Absorbent Sheets (each).....	\$2.50
○ Oil Dry (bucket)	\$35.00
○ Portable Pumps (per hour).....	\$30.00
○ Power Tools (each).....	\$50.00
○ Road Closing/Traffic Control (per hour).....	\$100.00
○ Salvage Cover (each)	\$35.00
○ Ventilation Fans (each).....	\$50.00
○ IR Camera (each)	\$100.00
○ Foam (per gallon)	\$65.00
○ Cribbing (each)	\$50.00
○ Stabilization Struts (per use)	\$100.00
○ Ladders (per use).....	\$35.00
○ Generator (per hour).....	\$50.00
○ Hand Lights (per use)	\$5.00
○ Dump Tank (per use).....	\$150.00
Fire Report Copy (per copy).....	\$2.00
Fire Investigative Report (per report).....	\$5.00

PUBLIC SAFETY / FIRE PREVENTION

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

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

Fire Protection System Permits

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

- Fire Alarm System (maximum fee of \$1,000.00)
 - Up to 200 devices (flat fee)..... \$150.00
 - Each additional device over 200
 - First re-inspection or witnessed test
 - Subsequent re-inspections or witnessed test..... 50% of the original permit fee
- Fixed Fire Suppression
 - Initial permit..... \$50.00
 - First re-inspection or witnessed test
 - Subsequent re-inspections or witnessed test..... 50% of the original permit fee
- Fixed Piping Systems (sprinklers, standpipes, etc.)
 - 0 – 12,000 square feet
 - 12,001 + square feet
 - First re-inspection or witnessed test
 - Subsequent re-inspections or witnessed test..... 50% of the original permit fee

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

Fuel Storage Tanks

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

Life and Fire Safety Evaluations/Fire Inspections (Annual)

- Business
 - Annual Inspection no charge
 - First Re-inspection no charge
 - Second Re-inspection..... \$50.00
 - Subsequent Re-inspections (each at the discretion of the officer)citation issued or \$50.00
- Licensed Facilities
 - Hospitals..... \$150.00
 - Nursing Homes, Group Homes, Day Cares, Assisted Living Centers, and Private Schools
 - Occupancy of up to 50 persons..... \$50.00
 - Occupancy of 50 + persons \$100.00
 - Foster and Adoptive Homes
 - Annual Inspection..... no charge
 - First Re-Inspection..... no charge
 - Second Re-Inspection..... \$30.00
 - Subsequent Re-inspections (each at the discretion of the officer).....citation issued or \$30.00

Operational Permits and Inspections

- Burn Permits (includes initial site inspection)
 - Commercial/Land Development \$150.00
 - Residential (annual permit) \$50.00
- Carnival/Circus Safety Inspections..... \$150.00
- Carbon Dioxide Systems \$25.00
- Fire Flows (conducted by the Fire Department)..... \$100.00
- Fireworks (Outdoor Public Display)
 - Permit Fee (requires insurance coverage of at least \$300,000)..... \$250.00
- Food Booth \$50.00
- Mobile Food Vendor
 - Resident \$75.00
 - Non-Resident \$100.00
- Hazardous Material Handling, Storage and/or Processing..... \$50.00
- Portable Outdoor Gas Fired Heating Appliances..... \$25.00
- Assembly Permit (annual permit)..... \$25.00
- Tent Permit
 - Occupancy of 0 – 100 persons \$50.00
 - Occupancy of 100 + persons \$100.00
- Tire Storage and/or Scraping (annual permit)..... \$50.00
- Welding/Cutting (Hot Work)..... \$50.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

Other permits and/or inspections not listed above that are required by the most currently adopted International Fire Code or its references will be assessed a minimum charge of \$25.00 plus the total amount of time utilized in plan reviews, code research, inspection(s) and documentation at the currently adopted response personnel rate.

PUBLIC SAFETY / POLICE DEPARTMENT

Accident Reports	\$6.00
Copy of Police Report (per page).....	\$0.10
Fingerprint Cards	
• Residents (per card).....	\$5.00
• Non-Residents (per card).....	\$10.00
Record Checks	
• Residents.....	no charge
• Non-Residents.....	\$5.00
• Recruiters/Federal Agencies.....	no charge
Taxicab Permits	
• Initial	\$20.00
• Renewal	\$10.00
• Duplicates (each)	\$4.00
Alarm Systems	
• False burglar alarm (per incident).....	\$50.00
• False robbery alarm (per incident)	\$75.00
• False fire alarm (per incident).....	\$75.00
• False emergency medical alarm (per incident).....	\$75.00
• Failure to timely respond to alarm site (per incident).....	\$50.00
• Monitoring financial institution alarms (per month).....	\$50.00
Towing Fees	
• Non- Consent Tow	\$130.00
• Incident Management Tow.....	\$130.00
• Winching/Overturn Fee	\$75.00
• Dolly Use Fee	\$50.00
• Storage Fee	\$20.00
• Clean Up Fee	\$25.00/hour
• Wait Fee.....	\$65.00
• Fuel Surcharge	10% of total fees excluding storage and wait fee
• Drive Shaft Removal	\$50.00
• Specialized Equipment Fees for Towing/Clean Up	cost plus 35%

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

STREETS

Culvert Installation

- 10 – 12 yards base material (not including culvert) \$150.00
- Each additional yard base material (per yard)..... \$6.00
- Curb Replacement (per linear foot)..... \$25.00
- Road Boring (per linear foot)..... \$50.00
- Street Cut Restoration (per linear foot) \$15.00
- Street Cutting Permit..... \$50.00

UTILITY SERVICES

Water Services

Water Deposit

- Residential (single one-family dwellings and small commercial businesses with hand pick-up)... \$55.00
Deposits will not be taken on new homes until the home is finalized. Residential deposits are refunded when the account is terminated or in the month of June with one year of good history, whichever comes first.
- Residential – Refusal to Give Social Security Number \$300.00
Deposits will not be taken on new homes until the home is finalized. Deposits will not be refunded until the account is terminated.
- Apartment Complexes on Master Meter \$200.00 per meter
Apartment complex deposits refunded when the account is terminated.
- Commercial..... \$200.00
Commercial deposits are refunded when the account is terminated.

Water Rates

These rates are applicable to all sales or service of water. All leakage between a meter and a building is the responsibility of the owner, tenant, or occupant of the building. Sprinkler meters on their own meter are charged the base fee plus the per 1,000-gallon usage charge; they are not charged for sewer.

- Inside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$10.91 / \$3.40
- Outside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$21.82 / \$6.80

Sewer Services

Anyone receiving City water service and connected to City sewer must pay sewer charges regardless of whether the building is occupied or not. There is a 10,000-gallon cap for residential customers for sewer services.

Sewer Rates

- Inside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption \$19.66 / \$3.29
- Outside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption \$39.32 / \$6.58

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

Other Utility Services Fees

Delinquent/Late Charge	\$15.00
Fire Hydrant Meters	
• Deposit.....	\$750.00
• Monthly Fee.....	\$50.00
Meter Accuracy Test Requests	
• Meter Found to be Faulty.....	no charge
• 5/8-inch X 3/4 inch and 3/4-inch X 3/4-inch meters	\$60.00
• 1-inch meters.....	\$60.00
• 1 ½ inch and 2-inch meters.....	\$150.00
• 3-inch meters.....	\$200.00
• 4-inch meters.....	\$250.00
Online Bill Pay Convenience Fee	\$2.00
Request for Services – Water/Sewer	
<i>These services include turn on/off at the customer’s request, checking for a leak per customer request, and sewer blockages on the customer’s side.</i>	
• During Working Hours (per trip).....	\$15.00
• Non-Duty Hours (per trip).....	\$30.00
Reread Requests	
• Original Read Incorrect.....	no charge
• Original Read Correct.....	\$10.00
Sewer Overflow on Private Lines	
• Vactor/Jetrodder (per hour)	\$100.00
• Backhoe (per hour)	\$50.00
• Dump Truck (per hour)	\$50.00
• Front Loader (per hour)	\$50.00
• Pickup Truck (per hour)	\$50.00
• Each Additional Employee (per hour).....	\$25.00
Backflow Prevention Assembly Tester Registration Fee	\$25.00
Water Transfer	\$15.00
Water Turn On	
• New deposit or transfer of service	no charge
• Second Trip Fee.....	\$25.00

Water Distribution and Wastewater Collection System Connection Fees

Prior to the installation of a water or sewer tap the customer requesting same shall deposit with the City a sum equal to such actual cost as estimated by the City. A ¾” water meter will be installed for new or existing property. Water meters larger than ¾” will be installed on approved water demand information.

• New Property	
▪ Meter Tap.....	\$275.00
▪ Sewer Tap.....	\$275.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2020 TO SEPTEMBER 30, 2021**

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

- Existing Property (In addition to the fees listed above for New Property)
 - ¾" line diameter (water only) materials/street cut + \$300.00
 - 1" line diameter (water only)..... materials/street cut + \$300.00
 - 1 ½" line diameter (water only) materials/street cut + \$400.00
 - 2" line diameter (water only)..... materials/street cut + \$500.00
 - 4" line diameter (water and sewer)..... materials/street cut + \$750.00
 - 6" line diameter (water only)..... materials/street cut + \$1,500.00
 - 8" line diameter (water only)..... materials + \$1,500.00

NOTE: Sewer lines above 4" will require a quote.

Drainage Rates

Single Family Detached Dwellings (includes manufactured homes)..... \$6.00

Other Residential Properties

- Duplex (per unit)..... \$2.88
- Triplex (per unit) \$2.74
- Four Unit Dwelling (per unit) \$2.57
- Five Unit Dwelling (per unit) \$2.30
- Six Unit Dwelling (per unit) \$2.04
- Seven Unit Dwelling (per unit)..... \$1.78
- Eight Unit Dwelling (per unit) \$1.51
- Nine Units or More (per unit) \$2.04

Non-Residential Developed Property

- Buildings Up to 2,500 sq. ft. \$7.20
- Buildings 2,501 to 10,000 sq. ft. \$14.40
- Buildings 10,001 to 50,000 sq. ft. \$28.80
- Buildings 50,001 to 100,000 sq. ft. \$43.20
- Buildings More Than 100,000 sq. ft. \$60.00

Sanitation Rates

Residential Garbage Collection (per month) \$18.88

Commercial Hand Pick Up (per month)..... \$18.88

Commercial Garbage Collection (dumpster)..... handled by Centex Waste Management





ORDINANCES

ORDINANCE NO. 2020-36

AN ORDINANCE ADOPTING A BUDGET FOR THE CITY OF HARKER HEIGHTS, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021.

WHEREAS, a budget for the Fiscal Year beginning October 1, 2020, and ending September 30, 2021 has been prepared for the City of Harker Heights, Texas, and

WHEREAS, public notices of the public hearing upon this budget have been duly and legally made as required by law on August 30, 2020, and September 6, 2020, and

WHEREAS, the aforementioned public hearing on the proposed budget was 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 that the proposed budget should be approved.

NOW, THEREFORE, BE IT ORDAINED, by the City Council of the City of Harker Heights, Texas:

SECTION 1: That the Budget as filed with the City Secretary for the Fiscal Year 2020 – 2021 is ratified, adopted, and approved.

SECTION 2: That total revenues are budget at \$41,749,300 and expenses including those funded by Capital Improvement Funds from previous year total \$46,979,200.

SECTION 3: That this budget will raise more revenue from property taxes than last year's budget by an amount of \$1,056,676 which is an 8.4% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$311,799.

SECTION 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:

Ordinance No: 2020-36

Date Passed: September 8, 2020

Description: An Ordinance Adopting a Budget for the City of Harker Heights, Texas, for the Fiscal Year Beginning October 1, 2020, and Ending September 30, 2021.

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 8, 2020.



Spencer H. Smith, Mayor

ATTEST:



Juliette Helsham, City Secretary

ORDINANCE NO. 2020-37

AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2020 – 2021 RATES AND CHARGES OF THE CITY OF HARKER HEIGHTS, TEXAS; PENALTIES FOR NON-PAYMENT; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, a fee schedule for the Fiscal Year 2020-2021 has been prepared for the City of Harker Heights, Texas, and

WHEREAS, public notices of the public hearing for this fee schedule have been duly and legally made as required by law on August 30, 2020, and September 6, 2020, and

WHEREAS, the aforementioned public hearing on the fee schedule was held in accordance with the published notices, and

WHEREAS, after full and final consideration and the public hearing on said fee schedule, it is the consensus that the proposed budget should be approved.

NOW, THEREFORE, BE IT ORDAINED, by the City Council of the City of Harker Heights, Texas:

SECTION 1: That the City Council approves the rates and charges proposed for Fiscal Year 2020-2021 which is attached hereto and incorporated herein as Attachment A.

SECTION 2: 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 of other ordinances.

SECTION 3: This ordinance shall become effective on October 1, 2020, 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 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:

Ordinance No: 2020-37


Date Passed: September 8, 2020

Description: An Ordinance Prescribing and Setting the Fiscal Year 2020-2021 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing for an Effective Date.

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 8, 2020.


Spencer H. Smith, Mayor

ATTEST:



Juliette Helsham, City Secretary

ORDINANCE NO. 2020-46

AN ORDINANCE LEVYING A TAX RATE FOR THE CITY OF HARKER HEIGHTS, TEXAS, FOR THE TAX YEAR 2020.

WHEREAS, public notices of the public hearing upon this tax rate have been duly and legally made as required by law on September 13, 2020, and September 20, 2020, and

WHEREAS, the aforementioned public hearing on the proposed tax rate was held in accordance with the published notices, and

WHEREAS, THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

WHEREAS, after full and final consideration and the public hearing on said tax rate, it is the consensus that the tax rate should be levied.

NOW, THEREFORE, BE IT ORDAINED, by the City Council of the City of Harker Heights, Texas:

SECTION 1: That we do hereby levy the tax rate of \$0.6770 per \$100 valuation for the City of Harker Heights for Tax Year 2020 as follows:

- \$0.5143 for the purpose of maintenance and operations,
- \$0.1627 for the payment of principal and interest of debt, and
- \$0.6770 per \$100 valuation for the total tax rate.

SECTION 2: That 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.

SECTION 3: That 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 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:

Ordinance No: 2020-46

Date Passed: September 22, 2020

Description: An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas, for the Tax Year 2020

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 22, 2020.


Spencer H. Smith, Mayor

ATTEST:


Juliette Helsham, City Secretary





GLOSSARY

GLOSSARY OF ACRONYMS

ACH – Automated Clearing House, the direct fund transfer authorization from one bank account to another.

ALS – Advanced Life Support, a set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

BCAD – Bell County Appraisal District, Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

BPAT – Backflow Prevention Assembly Tester.

CAD – Computer Aided Dispatch, method of dispatching emergency services through the use of a computer.

CAFR – Comprehensive Annual Financial Report, a financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

CIP – Capital Improvement Program, a plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

CO – Certificate of Obligation, type of bond backed by the full faith, credit and taxing power of the government.

COLA – Cost of Living Adjustment, increase in salaries to offset the effect of inflation on compensation.

CPI – Consumer Price Index, statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

EMS – Emergency Medical Service.

EMT – Emergency Medical Technician.

FOG – Fats, Oil, and Grease.

FTE – Full-Time Equivalent Position, A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

FY – Fiscal Year, for the City of Harker Heights it is October 1 to September 30.

GAAP – General Accepted Accounting Principles, uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GASB – Governmental Accounting Standards Board, establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GASB 45 – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

GASB 68 – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

GASB 75 – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

GFOA – Government Finance Officers’ Association, an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

GIS – Geographic Information System, system that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

GO – General Obligation Bond, bond backed by the full faith, credit and taxing power of the government.

KISD – Killeen Independent School District, local School District serving the cities of Killeen, Harker Heights, and Nolanville.

P25 RADIO – Project 25 Radio, a suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

PSI – pounds per square inch.

RFP – Request for Proposal, a document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

SCADA – Supervisory Controlled Acquisition Data Access, a software system.

SOP – Standard Operating Procedures, step-by-step instructions on how to perform a task or job.

SSO – Sanitary Sewer Overflow, a type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

SSOI – Sanitary Sewer Overflow Initiative, a voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

TCEQ – see Texas Commission of Environmental Quality, environmental agency for the state of Texas.

TML or **TML-IRP** – Texas Municipal League Intergovernmental Risk Pool, an interlocal agency offering worker’s compensation, liability and property protection to Texas political subdivisions.

TMRS – Texas Municipal Retirement System, Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

UCR – Uniform Crime Report, a national program administered by the Department of Justice that counts crimes reported to the police.

WCID #1 – Water Control and Improvement District No 1, provides water to the residents of Harker Heights/Bell County.



GLOSSARY OF TERMS

ACCRUAL BASIS – The basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

ACTIVITY – Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

ADVANCED LIFE SUPPORT – A set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

AD VALOREM TAX – Also known as property taxes, they are levied on both real and personal property according to the property's valuation and the tax rate.

ADVANCED REFUNDING – A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due and to pay the principal on the old debt either as it matures or at an earlier call date. An advance refunding occurs before the maturity or call date of the old debt, and the proceeds of the new debt are invested until the maturity or call date of the old debt. Most advance refunding result in defeasance of debt.

AGENCY FUNDS – One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resource to individuals, private organizations, or other governments.

ALLOT – To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

ANNUALIZE – Taking changes that occurred mid-year and calculating their cost for the full year, for the purpose of preparing an annual budget.

APPROPRIATION – A legal authorization to incur obligations and to make expenditures for specific purposes.

ARBITRAGE – The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

ARTERIAL STREET/ROAD – A high capacity urban road whose primary function is to deliver traffic from collector roads to freeways or expressways and between urban centres at the highest level of service possible.

ASSESSED VALUATION – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

ASSET – Resources owned or held by a government which has monetary value.

AUDIT – An unbiased examination and evaluation of the financial statements of an organization.

AUTHORIZED POSITIONS – Employee positions in the adopted budget to be filled during the year.

AUTOMATED CLEARING HOUSE – The direct fund transfer authorization from one bank account to another.

AVAILABLE (UNDESIGNATED) FUND BALANCE – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

BALANCED BUDGET – Budget in which income equals expenditure.

BASE BUDGET – Cost of continuing the existing levels of service in the current budget year.

BEGINNING FUND BALANCE – Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year encumbrances.

BELL COUNTY APPRAISAL DISTRICT – Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

BOND – A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

BOND, GENERAL OBLIGATION (G.O.) – Bond backed by the full faith, credit and taxing power of the government.

BOND, REVENUE – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BONDED DEBT – The portion of indebtedness represented by outstanding bonds.

BUDGET – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

BUDGETARY BASIS – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGET CALENDAR – Schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGETARY CONTROL – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

BUDGET MESSAGE – Opening section of the Annual Budget that provides the City Council and public with an overview of the most important aspects of the budget.

CAPITAL ASSETS – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

CAPITAL EXPENDITURE – A payment made or to be made for the acquisition of a long-term asset such as land, buildings, or equipment.

CAPITAL IMPROVEMENT FUND – The governmental fund that accounts for the acquisition and construction of major capital facilities.

CAPITAL IMPROVEMENTS – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

CAPITAL IMPROVEMENT PROGRAM – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

CAPITAL OUTLAY – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

CAPITAL PROJECT – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also known as capital improvements.

CAPITAL RESERVE – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

CASH BASED ACCOUNTING – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CERTIFICATE OF OBLIGATION (C.O.) – This type of bond is backed by the full faith, credit and taxing power of the government.

CITIZENS ON PATROL – Citizens who, after being screened, background checked, and trained by their local law enforcement agency, patrol their communities acting as “eyes and ears” for law enforcement.

CITIZENS POLICE ACADEMY – Program designed to acquaint citizens with the activities of their local police department.

COLLECTOR STREET/ROAD - A low to moderate capacity road which serves to move traffic from local streets to arterial roads; unlike arterials roads, collector roads are designed to provide access to residential properties.

COMPREHENSIVE ANNUAL FINANCIAL REPORT – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

CONSUMER PRICE INDEX – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

CONTINGENCY – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

COST OF LIVING ADJUSTMENT – An increase in salaries to offset the effect of inflation on compensation.

COUNCIL-MANAGER GOVERNMENT – Form of government where an elected city council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. In such a government, the mayor performs strictly ceremonial duties or acts as a member and presiding officer of the council.

DEBT LIMIT – The maximum amount of gross net of debt which is legally permitted.

DEBT SERVICE – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

DEBT SERVICE FUND – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFEASANCE – The netting of outstanding liabilities and related assets on the statement of position.

DEFERRED REVENUE – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

DEFICIT – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

DEPARTMENT – The basic organization unit of government which is functionally unique in its delivery of services.

DEPRECIATION – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

DISBURSEMENT – The expenditure of monies from an account.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DRAINAGE FUND – Enterprise fund that accounts for operations related to providing drainage service.

EFFECTIVE TAX RATE – The tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

EMPLOYEE BENEFITS – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

ENCUMBRANCE – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

ENDING FUND BALANCE – The unencumbered cash remaining in a fund at the end of the fiscal year.

ENTERPRISE FUND – A proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

ENTITLEMENTS – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

EXPENDITURE – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

EXPENSE – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

FIDUCIARY FUNDS – Fund used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

FINANCIAL RESOURCES – Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids because they prevent the need to expend current available financial resources.

FISCAL ACCOUNTABILITY – Government responsibility to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

FISCAL POLICY – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR – A twelve-month period designated as the operating year for accounting and budgeting purposes. (October 1 thru September 30)

FIXED ASSETS – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FRANCHISE FEES – A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens. Services include electricity, telephone, natural gas, taxicabs, ambulances, and cable television.

FRINGE BENEFITS – see Employee Benefits.

FULL FAITH AND CREDIT – A pledge of a government's taxing power to repay debt obligations.

FULL-TIME EQUIVALENT POSITION – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

FUNCTION – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

FUND – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

FUND BALANCE – The difference between assets and liabilities reported in a governmental fund.

GASB 45 – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

GASB 68 – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

GASB 75 – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

GENERAL ACCEPTED ACCOUNTING PRINCIPLES – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND – One of the five governmental fund types that typically serves as the chief operating fund. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bond backed by the full faith, credit and taxing power of the government.

GEOGRAPHIC INFORMATION SYSTEM – System that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GOVERNMENT FINANCE OFFICERS' ASSOCIATION – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD – Establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENTAL FUNDS – Funds used to account for tax-supported activities. The five types of governmental funds are general, special revenue, debt service, capital projects and permanent funds.

GRANTS – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

HOME RULE – This status shifts responsibility for local government decisions from the state level to the local level.

HOTEL/MOTEL FUND – Special revenue fund that accounts for the levy and utilization of the hotel/motel occupancy tax.

HOURLY – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

HOUSE BILL 3613 – Bill approved during the 81st Legislation that amended the Tax Code allowing a Texas resident disabled veteran to designate a property the veteran owns and receive a property tax exemption on the property, the amount of which depends on the veteran's disability rating. For purposes of the separate homestead exemption, the bill entitles a disabled veteran who has a 100 percent disability rating and who receives 100 percent disability compensation due to a service-connected disability, to an exemption of the total appraised value of the residence homestead.

INDIRECT COST – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

INTERFUND TRANSFERS – The movement of monies between funds of the same governmental entity.

INTERGOVERNMENTAL REVENUE – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERNAL SERVICE CHARGES – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

INTERNAL SERVICE FUND – A proprietary fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

ISO RATING – A rating created by the Insurance Services Office for fire departments and their surrounding communities in which a lower number is better (i.e. 1 is the best possible rating and 10 means the fire department did not meet the ISO's minimum requirements).

KILLEEN INDEPENDENT SCHOOL DISTRICT – Local School District serving the cities of Killeen, Harker Heights, and Nolanville.

LEGAL DEBT MARGIN – The excess of the amount of debt legally authorized over the amount of debt outstanding.

LEVY – To impose taxes for the support of government activities.

LINE-ITEM BUDGET – A budget prepared along departmental lines that focuses on what is to be bought.

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

MAJOR FUND – A fund whose total assets, liabilities, revenues or expenditures/expenses are at least 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

MATERIALS AND SUPPLIES – Expendable materials and operating supplies necessary to conduct departmental operations.

MAYOR PROTEMPORE – Council member appointed to assume mayoral duties in the event of the mayor's absence.

MILL – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

MODIFIED ACCRUAL BASIS OF ACCOUNTING – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

NON-MAJOR FUND – A fund whose total assets, liabilities, revenues or expenditures/expenses is less than 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

NUISANCE ABATEMENT – Using building codes, fire codes, zoning, etc. in order to improve the quality of life and resolve life safety issues within neighborhoods.

OBJECT OF EXPENDITURE – Expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

OBJECTIVE – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

OBLIGATIONS – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPEN MEETING LAW – Law that states that every regular, special, or called meeting of a governmental body shall be open to the public. Written notice of the time, date, place, and subject of each meeting must be posted in an accessible place to the general public at least 72 hours before the meeting.

OPERATING EXPENSES – The cost for personnel, materials, and equipment required for a department to function.

OPERATING REVENUE – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

ORDINANCE – A bylaw of a municipality enacted by the governing body of the governmental entity.

OUTPUT INDICATOR – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

PASS-THROUGH GRANTS – Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.

PERFORMANCE INDICATORS – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

PERFORMANCE MEASURE – Data collected to determine how effective or efficient a program is in achieving its objectives.

PERMANENT FUNDS – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry.

PERSONNEL SERVICES – Expenditures for salaries, wages, and fringe benefits of a government's employees.

PRIMARY GOVERNMENT – Term used in connection with defining the financial reporting entity; a state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

PRIOR-YEAR ENCUMBRANCES – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

PROGRAM REVENUE (INCOME) – Revenues earned by a program, including fees for services, license and permit fees, and fines.

PROJECT 25 RADIO – A suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

PROPRIETARY FUNDS – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PURPOSE – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

REQUEST FOR PROPOSAL – A document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

RESERVE – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

RESTRICTED COURT FUND – Special revenue fund that account for revenues generated from court fines and that are restricted for a specific purpose.

REVENUE – Sources of income financing the operations of government.

REVENUE BOND – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

ROLLBACK RATE – The rate at which, if a taxing unit adopts it or a rate above it, voters within its jurisdiction may petition for an election on the tax increase.

SANITARY SEWER OVERFLOW – A type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

SANITARY SEWER OVERFLOW INITIATIVE – A voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

SANITATION FUND – Enterprise fund that accounts for operations related to providing sanitation service.

SENATE BILL 656 – Senate Bill passed during the 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 LEVEL – Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

SEWER TAP – The connection point between the home’s main sewer line and a municipal water system.

SINKING FUND – The sum set apart from the income of the City and allowed to accumulate in order to ultimately pay off a debt.

SOURCE OF REVENUE – Revenues are classified according to their source or point of origin.

SPECIAL ASSESSMENT – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

STANDARD OPERATING PROCEDURES – Step-by-step instructions on how to perform a task or job.

STERILIZATION – The surgical removal of the reproductive organs of a dog or cat in order to render the animal unable to reproduce.

STRATEGIC PLANNING – An organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

SUPPLEMENTAL REQUESTS – Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

SWORN OFFICER – Law enforcement officers who have taken an oath to support the Constitution of the United States, their state, and the laws of their agency’s jurisdiction. They also have the responsibility to ensure the safety and quality of life of the communities they serve.

TAX LEVY – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TAXABLE VALUE – The assessed value less allowable exemptions resulting in an amount to which the tax rate is applied to determine property taxes due.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TEXAS COMMISSION OF ENVIRONMENTAL QUALITY – Environmental agency for the state of Texas.

TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL – An interlocal agency offering worker’s compensation, liability and property protection to Texas political subdivisions.

TEXAS MUNICIPAL RETIREMENT SYSTEM – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

TRANSFERS IN/OUT – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TRUTH IN TAXATION - A concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals and to afford taxpayers the opportunity to roll back or limit tax increases.

UNENCUMBERED BALANCE – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY FUND – Enterprise fund that accounts for operations related to providing water and wastewater.

VARIABLE COST – A cost that increases/decreases with increases or decreases in the amount of service provided such as the payment of a salary.

WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1 – Provides water to the residents of Harker Heights/Bell County.

WATER TAP – A spout connected to a socket to provide water from the main water supply.

WORKLOAD INDICATOR – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).



APPENDIX

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

1. 2019 total taxable value. Enter the amount of 2019 taxable value on the 2019 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 17). ¹	\$1,866,902,423
2. 2019 tax ceilings. Counties, Cities and Junior College Districts. Enter 2019 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other units enter "0" if your taxing units adopted the tax ceiling provision in 2019 or prior year for homeowners age 65 or older or disabled, use this step. ²	\$0
3. Preliminary 2019 adjusted taxable value. Subtract line 2 from line 1.	\$1,866,902,423
4. 2019 total adopted tax rate.	\$0.677000/\$100
5. 2019 taxable value lost because court appeals of ARB decisions reduced 2019 appraised value. A. Original 2019 ARB values: \$50,173,291 B. 2019 values resulting from final court decisions: - \$49,655,805 C. 2019 value loss. Subtract B from A. ³	\$517,486
6. 2019 taxable value subject to an appeal under Chapter 42, as of July 25. A. 2019 ARB certified value: \$23,984,627 B. 2019 disputed value: - \$18,699,731 C. 2019 undisputed value. Subtract B from A. ⁴	\$5,284,896
7. 2019 Chapter 42 related adjusted values. Add line 5 and line 6.	\$5,802,382
8. 2019 taxable value, adjusted for actual and potential court-ordered adjustments. Add line 3 and line 7.	\$1,872,704,805

1 Tex. Tax Code § 26.012(14)

2 Tex. Tax Code § 26.012(14)

3 Tex. Tax Code § 26.012(13)

4 Tex. Tax Code § 26.012(13)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate (continued)

9.	2019 taxable value of property in territory the taxing unit deannexed after January 1, 2019. Enter the 2019 value of property in deannexed territory. ⁵	\$0
10.	2019 taxable value lost because property first qualified for an exemption in 2020. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2020 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2019 market value: \$14,975 B. Partial exemptions. 2020 exemption amount or 2020 percentage exemption times 2019 value: + \$18,333,888 C. Value loss. Add A and B. ⁶	\$18,348,863
11.	2019 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2020. Use only those properties that first qualified in 2020; do not use properties that qualified in 2019. A. 2019 market value: \$159,338 B. 2020 productivity or special appraised value: - \$3,747 C. Value loss. Subtract B from A. ⁷	\$155,591
12.	Total adjustments for lost value. Add lines 9, 10C and 11C.	\$18,504,454
13.	Adjusted 2019 taxable value. Subtract line 12 from line 8.	\$1,854,200,351
14.	Adjusted 2019 total levy. Multiply line 4 by line 13 and divide by \$100.	\$12,552,936
15.	Taxes refunded for years preceding tax year 2019. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2019. Types of refunds include court decisions, Tax Code § 25.25(b) and (c) corrections and Tax Code § 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019. ⁸	\$23,643
16.	Taxes in tax increment financing (TIF) for tax year 2019. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the unit has no 2020 captured appraised value in Line 18D, enter "0". ⁹	\$0
17.	Adjusted 2019 levy with refunds and TIF adjustment. Add lines 14 and 15, subtract line 16. ¹⁰	\$12,576,579

5 Tex. Tax Code § 26.012(15)

6 Tex. Tax Code § 26.012(15)

7 Tex. Tax Code § 26.012(15)

8 Tex. Tax Code § 26.012(13)

9 Tex. Tax Code § 26.03(c)

10 Tex. Tax Code § 26.012(13)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate (continued)

18.	<p>Total 2020 taxable value on the 2020 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in line 20). These homesteads includes homeowners age 65 or older or disabled.¹¹</p> <p>A. Certified values: \$1,940,857,703</p> <p>B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$0</p> <p>C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$0</p> <p>D. Tax increment financing: Deduct the 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2020 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in line 23 below.¹² - \$0</p> <p>E. Total 2020 value. Add A and B, then subtract C and D. \$1,940,857,703</p>	
19.	<p>Total value of properties under protest or not included on certified appraisal roll.¹³</p> <p>A. 2020 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest.¹⁴ \$72,917,072</p> <p>B. 2020 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included at appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll.¹⁵ + \$0</p>	

11 Tex. Tax Code § 26.12, 26.04(c-2)

12 Tex. Tax Code § 26.03(c)

13 Tex. Tax Code § 26.01(c) and (d)

14 Tex. Tax Code § 26.01(c)

15 Tex. Tax Code § 26.01(d)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate (concluded)

19. (cont.)	C. Total value under protest or not certified. Add A and B.	\$72,917,072
20.	2020 tax ceilings. Counties, cities and junior colleges enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter "0". If your taxing units adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$0
21.	2020 total taxable value. Add lines 18E and 19C. Subtract line 20. ¹⁷	\$2,013,774,775
22.	Total 2020 taxable value of properties in territory annexed after January 1, 2019. Include both real and personal property. Enter the 2020 value of property in territory annexed. ¹⁸	\$0
23.	Total 2020 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2019. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after January 1, 2019 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2020. ¹⁹	\$46,055,997
24.	Total adjustments to the 2020 taxable value. Add lines 22 and 23.	\$46,055,997
25.	Adjusted 2020 taxable value. Subtract line 24 from line 21.	\$1,967,718,778
26.	2020 NNR tax rate. Divide line 17 by line 25 and multiply by \$100. ²⁰	\$0.6391/\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2020 county NNR tax rate. ²¹	\$/\$100

16 Tex. Tax Code § 26.012(6)(B)

17 Tex. Tax Code § 26.012(6)

18 Tex. Tax Code § 26.012(17)

19 Tex. Tax Code § 26.012(17)

20 Tex. Tax Code § 26.04(c)

21 Tex. Tax Code § 26.04(d)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
2. **Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

28.	2019 M&O tax rate. Enter the 2019 M&O tax rate.	\$0.5208/\$100
29.	2019 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,872,704,805
30.	Total 2019 M&O levy. Multiply line 28 by line 29 and divide by \$100.	\$9,753,046
31.	Adjusted 2019 levy for calculating NNR M&O taxes. A. 2019 sales tax specifically to reduce property taxes. For cities, counties and hospital districts, enter the amount of additional sales tax collected and spent on M&O expenses in 2019, if any. Other taxing units, enter 0. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.	\$7,194,566
	B. M&O taxes refunded for years preceding tax year 2019: Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019.	+ \$18,457
	C. 2019 taxes in TIF.: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2020 captured appraised value in Line 18D, enter 0.	- \$0

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate (continued)

31. (cont.)	<p>D. 2019 transferred function.: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in E below. The taxing unit receiving the function will add this amount in E below. Other taxing units enter 0. +/- \$0</p> <p>E. 2019 M&O levy adjustments.: Add A and B, then subtract C. For taxing unit with D, subtract if discontinuing function and add if receiving function. \$7,213,023</p> <p>F. Add line 30 to line 31E. \$16,966,069</p>	
32.	Adjusted 2020 taxable value. Enter the amount in line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,967,718,778
33.	2020 NNR M&O rate. (unadjusted) Divide line 31 by line 32 and multiply by \$100.	\$0.8622/\$100
34.	<p>Rate adjustment for state criminal justice mandate.²³</p> <p>A. 2020 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$0</p> <p>B. 2019 criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. \$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100. \$0/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0. \$0/\$100</p>	\$0/\$100

22 [Reserved for expansion]

23 Tex. Tax Code § 26.044

2020 Tax Rate Calculation Worksheet CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate (continued)

35.	<p>Rate adjustment for indigent health care expenditures.²⁴</p> <p>A. 2020 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose.</p> <p style="text-align: right;">\$0</p> <p>B. 2019 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state assistance received for the same purpose.</p> <p style="text-align: right;">\$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p style="text-align: right;">\$0/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$0/\$100
36.	<p>Rate adjustment for county indigent defense compensation.²⁵</p> <p>A. 2020 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose.</p> <p style="text-align: right;">\$0</p> <p>B. 2019 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state grants received by the county for the same purpose.</p> <p style="text-align: right;">\$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p style="text-align: right;">\$0/\$100</p> <p>D. Multiply B by 0.05 and divide by line 32 and multiply by \$100.</p> <p style="text-align: right;">\$0/\$100</p> <p>E. Enter the lessor of C and D. If not applicable, enter 0.</p>	\$0/\$100

24 Tex. Tax Code § 26.0442

25 Tex. Tax Code § 26.0442

2020 Tax Rate Calculation Worksheet CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate (continued)

37.	<p>Rate adjustment for county hospital expenditures.²⁶</p> <p>A. 2020 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020</p> <p style="text-align: right;">\$0</p> <p>B. 2019 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2018 and ending on June 30, 2019.</p> <p style="text-align: right;">\$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p style="text-align: right;">\$0/\$100</p> <p>D. Multiply B by 0.08 and divide by line 32 and multiply by \$100.</p> <p style="text-align: right;">\$0/\$100</p> <p>E. Enter the lessor of C and D, if applicable. If not applicable, enter 0.</p> <p style="text-align: right;">\$0/\$100</p>	
38.	<p>Adjusted 2020 NNR M&O rate. Add lines 33, 34D, 35D, 36E, and 37E.</p>	\$0.8622/\$100
39.	<p>2020 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.</p> <p>Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply line 38 by 1.08.</p> <p>Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 38 by 1.035</p> <p>Taxing unit affected by disaster declaration. If the taxing unit is located in an area declared as disaster area, the governing body may direct the person calculating the voter-approval rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval rate in this manner until the earlier of 1) the second year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, and 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply line 38 by 1.08.²⁷</p>	\$0.8923/\$100

26 Tex. Tax Code § 26.0443

27 Tex. Tax Code § 26.04(c-1)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate (concluded)

40.	<p>Total 2020 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.</p> <p>A: Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount. \$3,161,580</p> <p>B: Subtract unencumbered fund amount used to reduce total debt. -\$0</p> <p>C: Subtract certified amount spent from sales tax to reduce debt (enter zero if none). -\$0</p> <p>D: Subtract amount paid from other resources. -\$0</p> <p>E: Adjusted debt. Subtract B, C and D from A. \$3,161,580</p>	
41.	Certified 2019 excess debt collections. Enter the amount certified by the collector. ²⁸	\$0
42.	Adjusted 2020 debt. Subtract line 41 from line 40E.	\$3,161,580
43.	<p>2020 anticipated collection rate.</p> <p>A. Enter the 2020 anticipated collection rate certified by the collector.²⁹ 96.4800%</p> <p>B. Enter the 2019 actual collection rate. 96.3800%</p> <p>C. Enter the 2018 actual collection rate. 96.6100%</p> <p>D. Enter the 2017 actual collection rate. 96.4600%</p> <p>E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.³⁰ 96.4800%</p>	
44.	2020 debt adjusted for collections. Divide line 42 by line 43E.	\$3,276,927
45.	2020 total taxable value. Enter the amount on line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$2,013,774,775
46.	2020 debt rate. Divide line 44 by line 45 and multiply by \$100.	\$0.1627/\$100
47.	2020 voter-approval tax rate. Add lines 39 and 46.	\$1.055/\$100
48.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2020 county voter-approval tax rate.	\$/\$100

28 Tex. Tax Code § 26.012(10) and 16.04(b)

29 Tex. Tax Code § 26.04(b)

30 Tex. Tax Code § 26.04(h),(h-1) and (h-2)

2020 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

49.	Taxable Sales. For taxing units that adopted the sales tax in November 2019 or May 2020, enter the Comptroller's estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2019, skip this line.	\$0
50.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2019 or in May 2020. Multiply the amount on Line 49 by the sales tax rate (.01, .005, or .0025, as applicable) and multiply the result by .95. ³⁴ <p style="text-align: center;">-OR-</p> Taxing units that adopted the sales tax before November 2019. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$7,194,566
51.	2020 total taxable value. Enter the amount from line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$2,013,774,775
52.	Sales tax adjustment rate. Divide line 50 by line 51 and multiply by \$100.	\$0.3572/\$100
53.	2020 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$0.6391/\$100
54.	2020 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2019 or in May 2020. Subtract line 52 from line 53. Skip to line 55 if you adopted the additional sales tax before November 2019.	\$0.6391/\$100
55.	2020 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from line 47 or 48, as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$1.055/\$100
56.	2020 voter-approval tax rate, adjusted for sales tax. Subtract line 52 from line 55.	\$0.6978/\$100

31 [Reserved for expansion]

32 Tex. Tax Code § 26.041(d)

33 Tex. Tax Code § 26.041(i)

34 Tex. Tax Code § 26.041(d)

35 Tex. Tax Code § 26.04(c)

36 Tex. Tax Code § 26.04(c)

Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-New-Revenue tax rate. As applicable, enter the 2020 NNR tax rate from: line 26, line 27 (counties), or line 54 (adjusted for sales tax). \$0.6391/\$100

Voter-approval tax rate. As applicable, enter the 2020 voter-approval tax rate from: line 47, line 48 (counties), line 56 (adjusted for sales tax), line 60 (adjusted for pollution control), or line 65 (adjusted for unused increment). \$0.6978/\$100

De minimis rate. If applicable, enter the de minimis rate from line 70. /\$100

Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have calculated the tax rates in accordance with requirements in Tax Code.⁴⁴

Print Here

Billy White

Printed Name of Taxing Unit Representative

Sign Here



Taxing Unit Representative

Date

07/29/2020

44 Tex. Tax Code § 26.04(c)

**2020 Notice of No-New-Revenue Tax Rate
Worksheet for Calculation of Tax Increase/Decrease**

Entity Name: CITY OF HARKER HEIGHTS

Date: 01/25/2021

1. 2019 taxable value, adjusted for actual and potential court-ordered adjustments. Enter line 8 of the No-New-Revenue Tax Rate Worksheet.	\$1,872,704,805
2. 2019 total tax rate. Enter line 4 of the No-New-Revenue Tax Rate Worksheet.	0.677000
3. Taxes refunded for years preceding tax year 2019. Enter line 15 of the No-New-Revenue Tax Rate Worksheet.	\$23,643
4. Last year's levy. Multiply Line 1 times Line 2 and divide by 100. To the result, add Line 3.	\$12,701,855
5. 2020 total taxable value. Enter Line 21 of the No-New-Revenue Tax Rate Worksheet.	\$2,013,774,775
6. 2020 no-new tax rate. Enter line 26 of the No-New-Revenue Tax Rate Worksheet or Line 54 of the Additional Sales Tax Rate Worksheet.	0.281900
7. 2020 taxes if a tax rate equal to the no-new-revenue tax rate is adopted. Multiply Line 5 times Line 6 and divide by 100.	\$5,676,831
8. Last year's total levy. Sum of line 4 for all funds.	\$12,701,855
9. 2020 total taxes if a tax rate equal to the no-new-revenue tax rate is adopted. Sum of line 7 for all funds.	\$5,676,831
10. Tax Increase (Decrease). Subtract Line 8 from Line 9.	\$(7,025,024)