

# FISCAL YEAR 2014 / 2015

# BUDGET BOOK



# THE CITY OF HARKER HEIGHTS, TEXAS

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





This budget will raise less revenue from property taxes than last year’s budget by an amount of \$201,614 which is a 1.9% decrease from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$350,532.

**CITY COUNCIL RECORD VOTE**

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

FOR: Hal Schiffman, Place 1; Sam Murphey, Place 2; Pat Christ, Place 3; John Reider, Place 4; and Spencer H. Smith, Place 5

AGAINST:

PRESENT and not voting: Rob Robinson, Mayor

ABSENT:

**PROPERTY TAX RATES**

	<u>FY 2015</u>	<u>FY 2014</u>
Property Tax Rate	0.6770	0.6770
Effective Tax Rate*	0.6900	0.6427
Effective Maintenance & Operations Rate*	0.8601	0.8431
Rollback Tax Rate*	0.7623	0.7181
Debt Rate	0.1603	0.1654

\*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 \$39,602,747.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Harker Heights  
Texas**

For the Fiscal Year Beginning

**October 1, 2013**

Executive Director

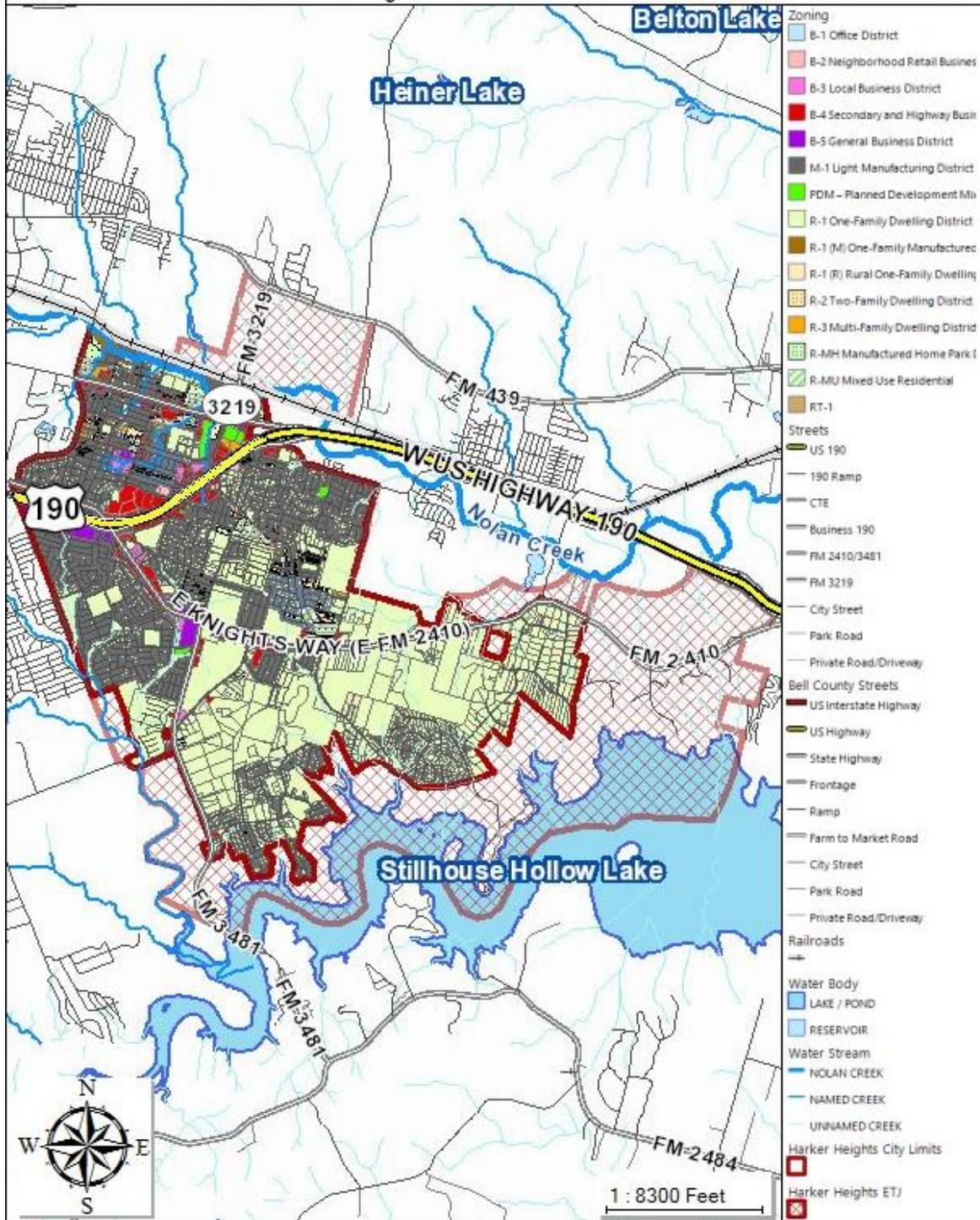
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Harker Heights, Texas for its annual budget for the fiscal year beginning October 1, 2013.

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

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



(Left to Right): Sam Murphey – Place 2; Pat Christ – Place 3; Hal Schiffman –Mayor Protem; Rob Robinson – Mayor; David Mitchell – City Manager; John Reider – Place 4; and Spencer Smith – Place 5.



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**BUDGET MESSAGE**



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

*Mayor*  
Rob Robinson

*Mayor Protem*  
Hal Schiffman

*City Council*  
Sam Murphey  
Pat Christ  
John Reider  
Spencer H. Smith

September 9, 2014

Dear Mayor and City Council Members:

The following budget for fiscal year 2014-2015 is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2015 fiscal year budget, which begins on October 1, 2014, and ends on September 30, 2015, maintains a high level of service to citizens and businesses while planning for the needs of future generations.

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

Staff began working on the 2014-2015 budget in March with the distribution of request forms for fixed assets, capital improvements, and personnel to all departments. This year, department heads were asked to provide information for the next five fiscal years so that our long-range plans for fixed assets, capital improvements, and personnel could be updated. Department Heads were then asked to produce a proposed budget for their departments' operating line items. Department expenditures/expenses were discussed in meetings held with the City Manager, Assistant City Manager, Finance Director, and Department Head in order to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings and included a look at the City's five-year long range plan which depicts projected revenues and expenses for the next five fiscal years and the projected fund balance for the General, Utility, Drainage, and Sanitation Funds. The long-range plans for Capital Improvement funding and expenditures were also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2015 fiscal year. The Capital Improvement long-range plan is also reviewed during the fiscal year in case changes need to be made to funding sources and/or expenditures for projects.

#### **Principal Issues and/or Challenges**

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

- Sales Tax Revenues – As new businesses open in Harker Heights, sales tax revenues are expected to increase. The challenge in planning this line item is determining for how long and how much. With the opening of Market Heights during the 2008 fiscal year, the City saw an increase in sales tax revenues of 26.3% in Fiscal Year 2008-2009. Over the next several years, increases fluctuated as follows: FY 2010 – 5.1%, FY 2011 – 1.6%, and in FY 2012 –

10.4%. In April 2013, sales tax receipts began to decline when compared to the prior year due to one-time sales tax payments made by sub-contractors building Seton Medical Center. At the end of the 2013 fiscal year, sales tax revenues saw a decline of 3.7% with \$5,227,669 received.

Several new businesses opened during the 2014 fiscal year to include Sam's Wholesale Club and Rooms To Go. FY 2014 projections for sales tax revenues of \$5,800,000 exceed the budgeted amount of \$5,538,300 by \$261,700 or 4.7%. A Wal-Mart Neighborhood Market will be opening soon and will impact the FY 2015 sales tax revenue. We have remained conservative with budgeting \$5,974,000; a 3% increase over the current year's projections.

- Residential and Commercial Growth –With the continued construction of new homes in The Evergreens and Tuscany Meadows subdivisions, there have been 160 permits issued for single family homes at \$33,304,834 total valuation since July 21, 2014. At the end of FY 2013, single family home permits totaled 207 with a total valuation of \$44,038,676.

There have been eight commercial permits issued through July 21, 2014, with a total valuation of \$15,377,017. These permits are for the construction of new retail centers, various clinics, and the Wal-Mart Neighborhood Market. At the end of the 2013 fiscal year, there were nine permits issued with a total valuation of \$21,801,016. Construction of Sam's Wholesale Club, Rooms To Go, and a clinic as well as construction at Mountain View Elementary School are included in these numbers.

Residential and commercial growth impacts our building permit revenue positively because each project within the City is required to have a permit (see fee schedule for more information on how fees are charged). However, growth is not the only impact to building permits. With the hail storm that hit Central Texas in March 2014, as well as growth, building permit revenue is projected to be \$450,000 for FY 2014, an increase of \$270,000 or 150% over the budgeted amount of \$180,000.

The challenge here is in determining a budgeted amount for the next fiscal year. We have remained conservative by budgeting \$230,000 for FY 2015 which is a 3% increase over the FY 2014 budget due to the expectation of continued growth.

- Health Insurance – The cost of health insurance continues to increase nationwide. Each year, the Human Resources Department sends out Requests for Proposals to ensure that the City is getting the best coverage for its employees at the best available cost. For FY 2015, health insurance premiums have increased by 15%, dental insurance premiums by 7%, and vision premiums have remained the same. \$922,700 has been budgeted in the General, Utility, Drainage and Sanitation Funds for health insurance coverage which covers the City's cost of employee coverage. Absorbing the cost of health insurance as it continues to rise will become even more challenging once growth within the City stabilizes and revenues become more constant.

### **Strategic Goals**

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

#### **STRATEGIC GOAL**

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

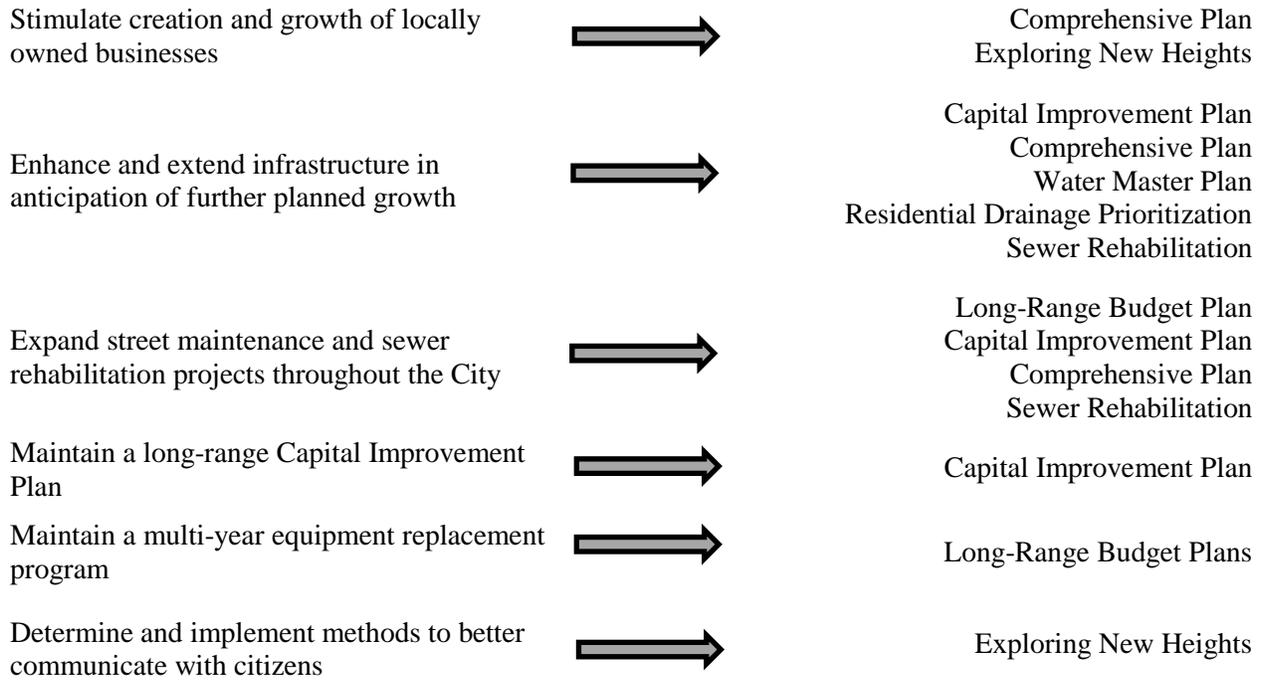


#### **PLANNING PROCESS**

Parks & Recreation Master Plan  
Comprehensive Plan

**STRATEGIC GOAL**

**PLANNING PROCESS**



**Description of Planning Processes**

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

	<b>Description</b>	<b>Purpose</b>	<b>Budget Impact</b>
<b>Water Master Plan</b>	Identifies the needs of the water and wastewater system.	Makes recommendations of ways to satisfy the needs specified for the water and wastewater system.	Assists in planning water improvement projects. Used in conjunction with the Capital Improvement Plan.
<b>Residential Drainage Prioritization</b>	Lists residential addresses with known drainage issues.	Records areas of the City that have problems with drainage and an estimated cost to correct the issue(s).	Assists in planning drainage projects for upcoming fiscal years. It is used in conjunction with the Capital Improvement Plan.
<b>Sewer Rehabilitation Program</b>	Ten-year plan that includes costs for manhole rehabilitation, line replacement and various construction costs related to these repairs.	Serves as a guide to rehabilitate the sewer lines within the City.	Long-range plan for sewer improvements within the City. It is used in conjunction with the Capital Improvement Plan.
<b>Exploring New Heights</b>	Citizen focus group.	Citizen developed goals and objectives in the areas of quality of life, business & economic development, and infrastructure.	Reminder of goals and objectives to accomplish throughout the City.

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

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

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

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

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

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

**Comprehensive Plan**

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

**Water Master Plan**

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

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

**Residential Drainage Prioritization**

Short-Term: FEMA Phase 2 Study will be completed in September 2014, which will allow the City to request that FEMA revise their flood plain map within the city limits.

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

**Sewer Rehabilitation Program**

Short-Term: Sewer mains are currently being reviewed for structural problems and several will be selected to be replaced.

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

**Exploring New Heights**

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

The Budget at a Glance section on the next several pages will go into further details on how different factors guided the development of the 2015 fiscal year budget.

**FY 2014-2015 BUDGET AT A GLANCE**

**General Fund**

General Fund revenues are budgeted at \$18,997,400 with the primary revenue sources as follows:

- 1) Ad Valorem Tax is the largest revenue source in the General Fund. The certified taxable value is \$1,599,097,055 which is an increase of \$84,415,465 from the 2013 certified value of \$1,514,681,590. No tax rate increase is included so the budget is prepared based on maintaining the current tax rate of \$0.6770 which will provide \$7,941,200 in maintenance and operation tax revenue.

<b>2014 Tax Rates</b>	
Proposed Tax Rate	.6770
Effective Rate	.6900
Rollback Rate	.7623

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years. Since the tax rate of \$0.6770 is lower than the effective tax rate, per the Truth in Taxation law, no public hearings are required. The following is a comparison of the 2014 property tax rates of surrounding cities:

Temple	.5864
Belton	.6598
<b>Harker Heights</b>	<b>.6770</b>
Killeen	.7428
Copperas Cove	.7774

- 2) Franchise Fees of \$1,356,000 represents approximately 7% of the total General Fund revenues.
  - a. Cable franchise fees are budgeted at \$310,000, a 1.6% increase from current year projections;
  - b. Electricity franchise fees are proposed at \$910,000, an increase of approximately 1% from projections;
  - c. Gas franchise fees are proposed to be \$90,000, up slightly from the \$88,000 projected. The increase from prior years is due to receiving quarterly franchise fee payments instead of annual; and
  - d. Telephone franchise fees are budgeted at \$46,000 for this next year the same as projected for the current year.
- 3) Sales tax revenue is budgeted at \$5,974,000 which is a 3% or a \$174,000 increase over the \$5,800,000 projected for FY 2013-2014. The FY 2013-2014 projection was increased by \$261,700 from the original budgeted amount of \$5,538,300 mainly due to the completion of Sam’s Wholesale and other new retail stores opening within the City.
- 4) The Court Fine revenue line item is maintained at \$1,350,000 for FY 2014-2015. The current year projection is slightly higher due to the Municipal Courts holding two warrant round ups during the year.
- 5) Ambulance revenues are budgeted at \$600,000 which is the same as the current year projected. No change in rates or fees is proposed.
- 6) Interest Income is budgeted at \$25,000 for FY 2014-2015 which is the same amount as projected for the current fiscal year and is based on current rates.

- 7) The FY 2014-2015 budget includes the reimbursement from the Texas Department of Transportation (TxDOT) for the completion of the turnaround bridge at US 190 and Knight's Way which is part of the pass through funding program. The City will be reimbursed at \$.20 per vehicle based on the traffic counts during the past year. The minimum to be reimbursed is \$85,000 and the maximum is \$170,000 annually. Based on the traffic counts the City should receive the maximum reimbursement.
- 8) Transfers that are budgeted to come in from other funds (\$815,000) are as follows:
  - e. Utility Fund - \$450,000;
  - f. Sanitation Fund - \$300,000; and
  - g. Restricted Courts Fund - \$65,000.

Expenditures are budgeted at \$18,988,000 which is an increase of \$496,500 over the \$18,491,500 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$13,611,200 and includes:
  - a. A salary adjustment of 3% effective October 1 for all employees;
  - b. The following new positions have been added to FY 2014-2015 budget:
    - i. The Administration Department will add a Pet Adoption Center Supervisor,
    - ii. The Police Department has two new positions beginning mid-year, a Deputy Police Chief and a Patrol Officer; and
    - iii. One new Firefighter/Paramedic has been added in the Fire Department to begin mid-year.
  - c. Health Insurance premiums are budgeted to increase for FY 2014-2015 by \$93,500; and
  - a. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,580,600, an increase of \$180,800 and includes the 3% salary adjustment. The rate included in the FY 2014-15 budget is the full rate and should complete the contribution phase-in rate that was established in 2007.
- 2) Supplies are proposed at \$823,400 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$373,600. General supplies are budgeted at \$132,800 which is \$1,900 higher than the \$130,900 projected in the current year. Equipment supplies are budgeted at \$63,900, an increase of \$7,600 over the current year projection. Chemical supplies have been held to \$18,000, the same as budgeted in the prior year. The majority of increase in the supply category reflects small dollar equipment purchases in various departments.
- 3) The maintenance category is proposed at a total of \$483,200 which is up from the prior year's budget of \$474,300. Many city vehicles have aged and this line item covers the cost of maintenance on those vehicles as well as equipment. It also includes maintenance fees for the software and hardware used in Finance, Courts, and Code Enforcement.
- 4) Contract labor, within the services category, totals \$317,600. A major expense in contract labor is the cost of public safety communications, budgeted at \$285,200, which covers Harker Heights' portion of the Bell County Communications Center. This is an increase of \$4,900 from the previous year.
- 5) The proposed budget includes \$27,900 for Medical Director expenditure. This line item funds the cost of the Medical Director and the Fire Department's wellness program. The wellness program is funded every other year and is included in the FY 2014-2015 budget which reflects the \$21,300 increase over the current year's projection.
- 6) Nuisance abatement is budgeted at \$60,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.
- 7) Parks and Recreation programs are being budgeted at \$46,500 due to the continued high participation levels and the addition of senior recreation programs.
- 8) State Tax Payments are budgeted at \$495,000 and are in direct correlation to the Court Fine revenue.

- 9) Travel and training expenses are budgeted at \$151,200 which is an increase of \$6,300 over the projected amount for FY 2013-2014. The majority of this increase is for ethics training and additional training throughout various departments.
- 10) Utility costs are budgeted at \$575,200 a slight decrease of \$1,000 from the FY 2013-2014 budgeted amount.
- 11) Advertising is set at \$44,900 for the upcoming fiscal year which includes the cost of printing recreation brochures and advertising new and vacant positions within the City.
- 12) Chambers of Commerce expenditures total \$53,500 which is made up of the following:
  - a. \$41,000 is allocated to the Harker Heights Chamber of Commerce which includes the \$5,000 increase requested by the Chamber; and
  - b. \$12,500 to the Killeen Chamber of Commerce.
- 13) Economic Development expense was increased by \$7,500 for a total of \$12,500 for FY2014-15.
- 14) The proposed budget for FY 2014-2015 includes \$17,000 for the Heart of Texas Defense Alliance which is the same amount budgeted and projected for the end of the current fiscal year.
- 15) A total of \$171,900 is budgeted for Professional Fees down \$6,500 from the prior year's \$178,400 budget. The majority of expenditures in the Professional Fee category includes the following:
  - a. Engineering fees - \$27,000;
  - b. Employee benefit consulting - \$32,000;
  - c. Arbitrage consulting - \$10,000;
  - d. Codification of ordinances - \$5,000;
  - e. Drug screens, background checks, polygraph exams, etc. - \$20,000;
  - f. Misc. filing, web hosting fees, and renewals - \$14,200; and
  - g. Bell County Health Department - \$61,200.
- 16) The proposed budget includes \$50,000 for a contribution to Texas A&M for scholarships.
- 17) The contribution of \$50,000 to the Boys & Girls Club is to support their after-school programs at Union Grove, Eastern Hills Middle School and Harker Heights High School.
- 18) Transportation (HOP) expenditures of \$31,200 are also included in the proposed budget for operations and maintenance of the Hill Country Transit Authority's transit service.
- 19) \$5,000 to the Greater Killeen Free Clinic. This is a new item that has been included in the FY 2014-2015 budget.
- 20) The Youth Task Force line item is budgeted at \$10,000.
- 21) A one-time reimbursement of \$141,000 to the YMCA is included in the proposed budget.
- 22) \$600,500 is budgeted to be expensed to Seton Medical Center based on an incentive agreement to reimburse 100% of property taxes collected for seven years. This budget year will be year two of the seven.
- 23) \$300,000 is budgeted as a transfer to the Capital Improvement Fund and \$100,000 is budgeted as a transfer to the Debt Service Fund.

The proposed budget reflects adding \$9,400 to the fund balance for a total of \$8,372,741 which exceeds the three months of operating reserve requirement of \$4,647,000.

### **Utility Fund**

Utility Fund revenues are budgeted at \$9,421,400. No rate increase is proposed and 2% in growth is included in the FY 2014-15 budget.

<b>Water and Sewer Rate Comparison</b>			
	3,000 gallons	10,000 gallons	25,000 gallons
Harker Heights	\$37.30	\$80.14	\$126.79
Killeen	\$33.24	\$80.07	\$125.07
Copperas Cove	\$47.02	\$95.42	\$145.67
Temple	\$30.70	\$66.60	\$114.60
Belton	\$31.75	\$79.00	\$180.25

- 1) Water Income is budgeted at \$5,792,700 based on the anticipated growth and the actual revenue received in FY2012-2013. Water sales for the current year are expected to be below the amount budgeted due to the amount of rain received.
- 2) \$3,287,700 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$125,000 to reflect the continued construction in the area.
- 4) The water supply agreement line item of \$25,000 reflects payments received from Dog Ridge per an agreement that went into effect October 2009. Payments received to date cover the fixed costs incurred by the City. Once meter and waterlines are in place, additional costs will be charged to cover maintenance and operations.
- 5) Penalties have been budgeted at \$110,000 for FY 2015 which is the same amount projected for the current fiscal year.
- 6) Online payment fees are being held at \$50,000 based on the website usage.
- 7) Interest Income is budgeted at \$10,000 which is based on current rates and the current year projection.

Expenses for FY 2014-2015 are budgeted at \$9,411,500 which is \$456,200 higher than the \$8,955,300 projected for FY 2013-2014. The major expense items are as follows:

- 1) Salaries and benefits total \$1,139,200 which includes:
  - b. A salary adjustment of 3% effective in October;
  - c. One new position, Inventory/Line Locator, has been added to begin mid-year within the Utility Fund;
  - d. Health Insurance is budgeted at \$82,600, a \$6,600 increase from the current year projected; and
  - e. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$130,800 which is an increase of \$18,300 over the amount projected for FY 2014. The rate included in the FY2014-15 budget is the full rate and should complete the contribution phase-in rate that was established in 2007.
- 2) The Supply category is budgeted at \$146,500, down \$28,500 from the current year's projections. This decrease reflects contracting out the printing and mailing of utility bills.
- 3) The proposed budget includes \$467,500 in maintenance expenses. The major expense in this category is in the repair and maintenance line item which is budgeted at \$155,000 to allow for repairs to pump stations, lift stations, and water and sewer lines. Another major expense in this category are new service meters which will maintain a budget of \$110,000 for new meter installation and continuing with the City's meter replacement program. Also, in this category is \$60,000 for odor control chemicals.
- 4) Insurance is budgeted at \$22,200 for FY 2014-2015 and includes supplemental sewage backup coverage. This coverage is designed to reimburse private property owners for damages caused by sewage that backs up from facilities owned or controlled by the City when the sewage backup was not caused by City actions and the City had no prior notice.
- 5) Utilities are budgeted at \$455,000 which is \$10,000 more than the amount projected for the current year due to anticipated increased usage.

- 6) Contract Labor is budgeted at \$190,000. This line item includes expenses for bacteriological testing, the outsourcing of the printing and mailing of utility bills, and contract labor for lift station repairs, maintenance, etc.
- 7) Bond Expense is budgeted at \$1,839,400 to cover principal and interest payments on outstanding debt.
- 8) A total of \$2,366,400 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) The major expenses included in the miscellaneous category are as follows:
  - a. \$70,000 for bad debt;
  - b. Audit fees for the Utility Fund at \$25,000;
  - c. Professional fees total \$30,000 for engineering costs related to the Utility Fund; and
  - d. A total of \$31,900 for amortization on advanced refundings related to the Utility Fund.
- 10) Transfers to other funds total \$2,525,000. They comprise of \$450,000 to the General Fund, \$475,000 to the Fixed Asset Fund, and \$1,600,000 to the Capital Projects Fund.

The FY 2014-2015 budget reflects increasing the fund balance by \$9,900 for a total fund balance of \$4,534,952 which exceeds the three month operating reserve requirement of \$1,721,600.

**Drainage Fund**

Drainage Fund revenues are budgeted at \$765,100 for FY 2014-2015, a slight decrease over the current year’s projections due to a one time revenue item in FY 2013-2014. No rate increase is proposed for the 2015 budget.

Expenses for FY 2014-2015 budget total \$759,700, a decrease of \$17,400 from the current year projections.

- 1) Bond expense decreased by \$30,000 which reflects our annual amortization of the drainage certificates of obligations principal and interest payments.
- 2) Operating expenses of \$198,600 which includes the 3% salary adjustment for all employees and \$40,000 for ground maintenance.
- 3) Transfers total \$400,000 – a transfer of \$150,000 to the Fixed Asset Fund and \$250,000 to the Capital Projects Fund.

A fund balance of \$74,694 will be left in the Drainage Fund at the end of FY 2014-2015.

**Sanitation Fund**

Revenues in the Sanitation Fund are budgeted at \$2,006,900 for FY 2015. No rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

<b>2014 Residential Garbage Rate Comparison</b>	
Temple	\$17.54
Copperas Cove	\$17.59
<b>Harker Heights</b>	<b>\$18.33</b>
Killeen	\$18.94
Belton	\$19.23 *

\*includes recycling

Expenses for FY 2014-2015 are budgeted at \$2,035,000.

- 1) The salary adjustment of 3% also applies to the position funded by the Sanitation Fund.
- 2) The major expense within this fund is the Garbage Contract line item used to pay Centex Waste Management for residential pickup which is budgeted at \$1,364,900.
- 3) The roll off dumpster line item of \$150,000 which is charged by Centex Waste Management for the pickup of those dumpsters.
- 4) Transfers to other funds total \$425,000 which include \$125,000 to the Fixed Asset Fund and \$300,000 to the Capital Projects Fund.

A fund balance of \$71,758 will be left after reducing it by \$28,100 at the end of the 2015 fiscal year.

### **Debt Service Fund**

Revenues in the Debt Service Fund total \$2,564,700 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,463,700). Expenditures total \$2,588,500 which includes \$2,561,500 in principal and interest payments on debt. A detail of outstanding debt is included in the "Debt Service" section.

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

- 1) Strong economy, aided by access to the broad and diverse economy of the Killeen-Temple metropolitan statistical area (MSA), and the stabilizing presence of Fort Hood;
- 2) Very strong budgetary flexibility, with fiscal 2012 audited reserves at about 50% of general fund expenditures;
- 3) Strong budgetary performance with a surplus of 6.2% for the general fund in fiscal 2012 and a surplus of 1.1% for total governmental funds, after adjusting for certain one-time revenues and expenditures.
- 4) Very strong liquidity providing very strong cash levels to cover both debt service and expenditures. Total government available cash as a percent of total governmental fund expenditures at about 83%;
- 5) Good management with good financial policies. The city performs multiple-year financial forecasts that are reviewed with the City Council annually;
- 6) Weak debt and contingent liabilities position. Total governmental fund debt service as a percentage of total government fund expenditures is at 13%.

### **Hotel/Motel Fund**

The Hotel/Motel Fund revenues are budgeted at \$70,100 and expenditures for FY 2014-2015 are budgeted at \$105,200 which is comprised of the following:

- 1) Advertising expense of \$7,500 and \$2,500 for promotion of the arts expenses related to the Annual Food and Wine Festival. These expenses total \$10,000 which will cover the cost of reimbursement to the Harker Heights Chamber of Commerce for holding the festival.
- 2) \$5,000 for advertising of other Chamber events which will be treated as a reimbursement to the Harker Heights Chamber of Commerce. This is a new request from the Chamber.
- 3) Historical Restoration and Preservation:
  - a. Land at the Comanche Gap Park was purchased in 2012 and plans to develop the park are underway. The second payment of four was made in June 2014 in the amount of \$70,138 for a total of \$140,276;
  - b. \$15,000 is budgeted for the development of the historical park. During 2013, the City began the design phase of the park. The budgeted amount will complete this phase.
- 4) \$5,000 is budgeted for sporting event expenses.

The ending fund balance for FY 2014-2015 is budgeted at \$128,830. These funds are restricted and may be used only to promote tourism, conventions, and the hotel industry.

### **Restricted Court Fund**

These funds are collected through the municipal court and are restricted for building security, juvenile case management, administration of justice, and technology for this department. Budgeted revenues for FY 2014-2015 are \$88,100. Expenditures are budgeted at \$119,300 which is as follows:

- 1) \$65,000 reimbursement to the General Fund for bailiff services, a juvenile case manager position, technology, and training expenses; and
- 2) \$54,300 reimbursement to the Fixed Asset Fund for the purchase of ticket writers.

The proposed ending fund balance for the Restricted Court Fund is \$181,564 for FY 2014-2015.

### **Memorial Fund**

The Memorial Fund was created to fund police scholarships. During the FY 2013-2014, the City Council, along with the citizen that donated the memorial funds, approved to purchase a memorial statue versus funding scholarships. The funds were spent within FY 2013-2014 and no funds are budgeted for FY 2014-15.

### **Employee Benefits Fund**

The Employee Benefits Fund was created for the purpose of reducing the premium tax that the City must pay to an insurance carrier for eligible lines of coverage. This fund is a pass through for the collection and payment of insurance premiums. Revenues reflect interest income of \$60 for an ending fund balance of \$277.

### **Capital Improvement Fund**

Total revenues budgeted in the Capital Improvement Fund for FY 2014-2015 is \$13,879,151 and expenditures are at \$13,444,300. During the current fiscal year the City issued \$9,000,000 of Certificates of Obligation which is reflected in the increased amount of projects. The following is a breakdown of the budgeted expenditures:

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

- |  |           |
|--|-----------|
| 1) Parks and Recreation Center Expansion/Renovation  | \$538,000 |
| The completion of the recreation center project will expend all of the Series 2008 Certificates of Obligation. |           |

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

- |   |             |
|---|-------------|
| 1) Wastewater Lines & Mains East to Levy Crossing   | \$1,857,000 |
| 2) Comanche Gap Road Construction   | \$350,000   |
| Once these large projects are completed that will expend all of the Series 2011 Certificates of Obligation. |             |

#### *2014 Certificates of Obligation (original amount: \$8,000,000)*

##### *Water Projects:*

- |  |           |
|--|-----------|
| 1) Cedar Knob Pump Station Upgrade                       | \$252,500 |
| 2) Verna Lee Pump Station Liquid Ammonium Sulfate System | \$159,400 |

3) Verna Lee Pump Station – Paint Exterior of 1.5MG Ground Storage	\$152,200
4) Cedar Oaks 1.0MG Standpipe Mixing System	\$178,000
5) Waterline along Cedar Knob Road	\$575,700
6) Relocate waterline along Beeline	\$382,700
7) Miscellaneous Water Projects	\$190,000

*Wastewater Projects:*

8) Warrior’s Path Lift Station Upgrade	\$304,000
9) Supervisory Control and Data Acquisition (SCADA)	\$200,000
10) Wastewater Lines (Sutton Property)	\$500,000
11) Miscellaneous Wastewater Projects	\$100,000

*Building Projects:*

12) City Hall Building Expansion/Renovation	\$1,400,000
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*Street Projects:*

13) FM3481 & FM2410 (widening, signalization, utility relocation)	\$150,000
14) Amy Lane Reconstruction	\$1,884,100
15) Comanche Gap Road Reconstruction	\$1,415,000
16) Pecan Drive Reconstruction	\$455,700

*Non Bond Revenue Projects*

1) Sewer Rehabilitation & Improvements	\$250,000
2) Park Improvements	\$50,000
3) Comanche Gap Park Design	\$200,000
4) FM3481 & FM2410 (widening, signalization, utility relocation)	\$800,000
5) Commercial Drive Traffic Flow	\$300,000
6) Street Projects	\$800,000

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

**Fixed Asset Fund**

Budgeted expenditures for fixed asset purchases total \$1,031,200. Some of the major items include:

1) Phone System for Police, Fire, Library & Animal Control Departments	\$95,000
2) Two Patrol Vehicles	\$76,000
3) Coban System (lease payment)	\$91,200
4) Detective Vehicle	\$25,000
5) Ten Ticket Writers	\$54,300
6) Code Enforcement Truck	\$20,000
7) Fire Engine/Pumper Lease	\$75,000
8) SCBA Air Packs (15)	\$95,300
9) Library Books & Processing	\$87,000
10) Parks & Recreation Truck	\$35,200
11) Dump Truck (3 yard)	\$52,000
12) Automated Payment System	\$31,000
13) Belt Press Repairs/Rebuild	\$51,000

The FY 2014-2015 Budget reflects a total of \$804,300 as transfers into the Fixed Asset Fund and expenditures of \$1,031,200 which will leave an ending balance of \$53,197.

Summary

Providing the highest quality service to our citizens and businesses is the City's top priority and the guiding principle for the fiscal year 2014-2015 budget. As such, it addresses enhancements to the various City departments in order for those departments to provide an even higher level of service. Key personnel and equipment have been added with a focus on service. The City continues to make technology advances to provide access and information in a timely and convenient manner. We are confident that the 2014-2015 budget provides the resources needed to continue to provide Harker Heights' citizens and businesses with extraordinary service.

Revenues for FY 2014-2015 for all funds total \$36,872,000 and expenditures total \$48,480,000. The operating budgets are conservative based on the current economy but continue to provide quality services to our citizens as well as support the progress and development that is occurring in Harker Heights.

Final adoption of the budget and tax rate will be September 9, 2014.

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

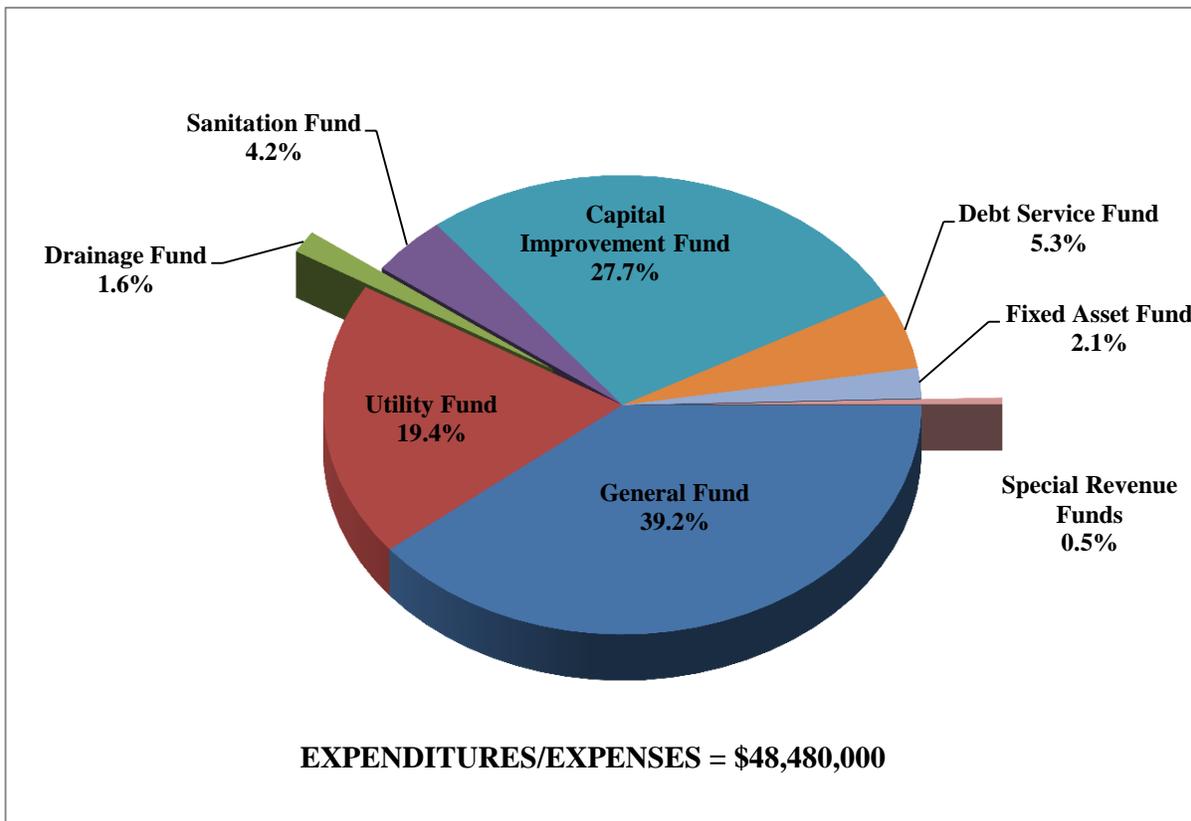
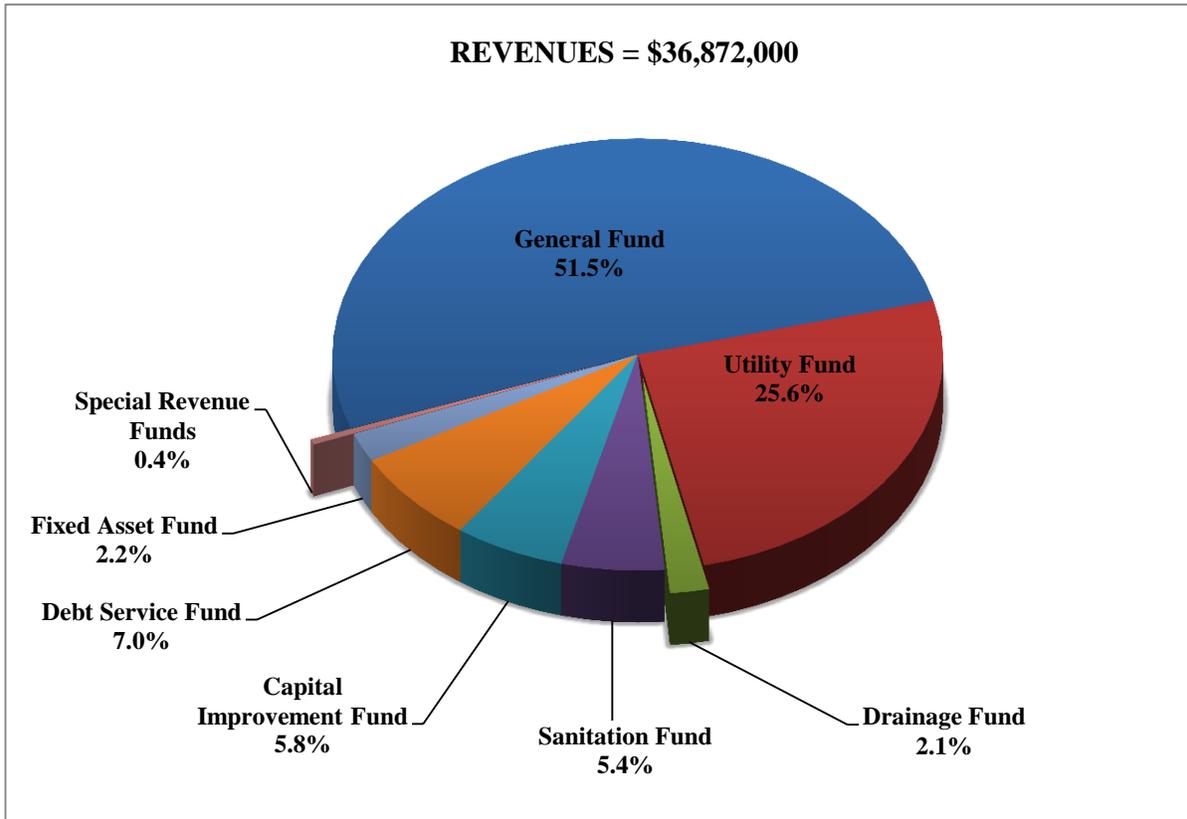
Sincerely,



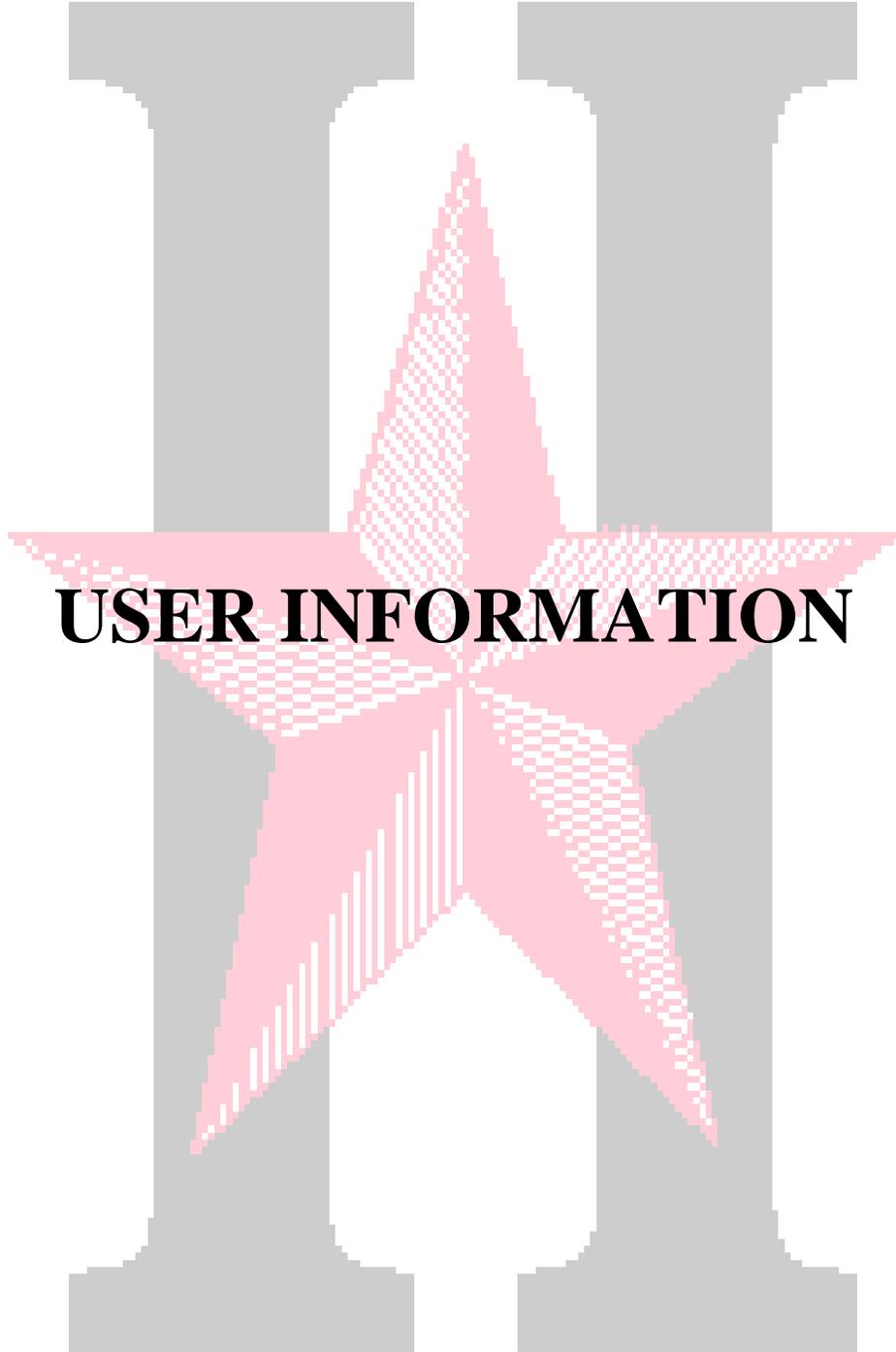
David R. Mitchell  
City Manager

# TOTAL REVENUES AND EXPENSES FOR FISCAL YEAR 2014-2015

Percentage of Budget in Each Fund







**USER INFORMATION**

## USER INFORMATION

### BUDGET CONTENTS

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

#### Introduction and Information

- The *Table of Contents* indicates the topic, page number location and, in some cases, provides a brief summary.
- The *Budget Message* section includes the letter that accompanies the budget when it is submitted to the City Council. The *Budget at a Glance* that follows provides information about each fund and the significant changes or events affecting that fund.
- The *User Information* section describes what the budget book contains, the City as an organization, and the budget process to include a budget calendar. A summary of City policies are also included here.
- The *Historical/Demographics* section provides a synopsis of the City of Harker Heights' history. It also contains City and area demographic information.
- The *Personnel* section includes the City's organizational chart; a listing of city-wide personnel; and a listing of City officials, staff, boards, and commissions.
- 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 #2014-17: Adopting and Approving the Budget for Fiscal Year 2014-2015,
  - Ordinance #2014-18: Levying a Tax Rate for the Tax Year 2014, and
  - Ordinance #2014-19: Prescribing and Setting the Fiscal Year 2014-2015 Rates and Charges.
- The *Glossary* provides a listing of some of the words and acronyms in the annual budget book and their meanings.

## **THE CITY ORGANIZATION**

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

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

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

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

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

## **THE BUDGET PROCESS**

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

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

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

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

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

workshops that the City Council forms its priorities for the proposed budget. After these workshops the City Manager formulates a proposed budget with guidance from the Council.

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

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

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

The budget calendar that follows outlines the budget process.

**FY 2014-2015 BUDGET AND TAX CALENDAR**

<b>Date Due</b>	<b>Event/Requirement/Action</b>
April 04	Planning Forms Due – Capital Improvements, Fixed Assets and Personnel Requests
April 23	Line Item Worksheets and Data Input Due
May	Review departmental budget requests and begin preparing budget draft
May 27	Presentations by Outside Agencies
June 03 - 13	Meet with department heads separately on their budgets
June – July	Budget Workshops
July 29	Present Proposed Budget to Council
August 17	Notice of Public Hearing on Budget and Tax Rate (newspaper and website)
August 24	Notice of Public Hearing on Budget and Tax Rate (newspaper and website)
August 26	Public hearing on budget and tax rate
August 31	Notice of Adoption of Budget (newspaper and website)
September 09	Meeting to adopt the budget and tax rate
October 15	Department narrative information due

NOTE: The tax rate for FY 2014-2015 will not raise more property taxes than the 2013-2014 fiscal year therefore the City of Harker Heights was not required to hold two public hearings or publish a notice of tax increase. One public hearing on the budget is required per the City’s charter.

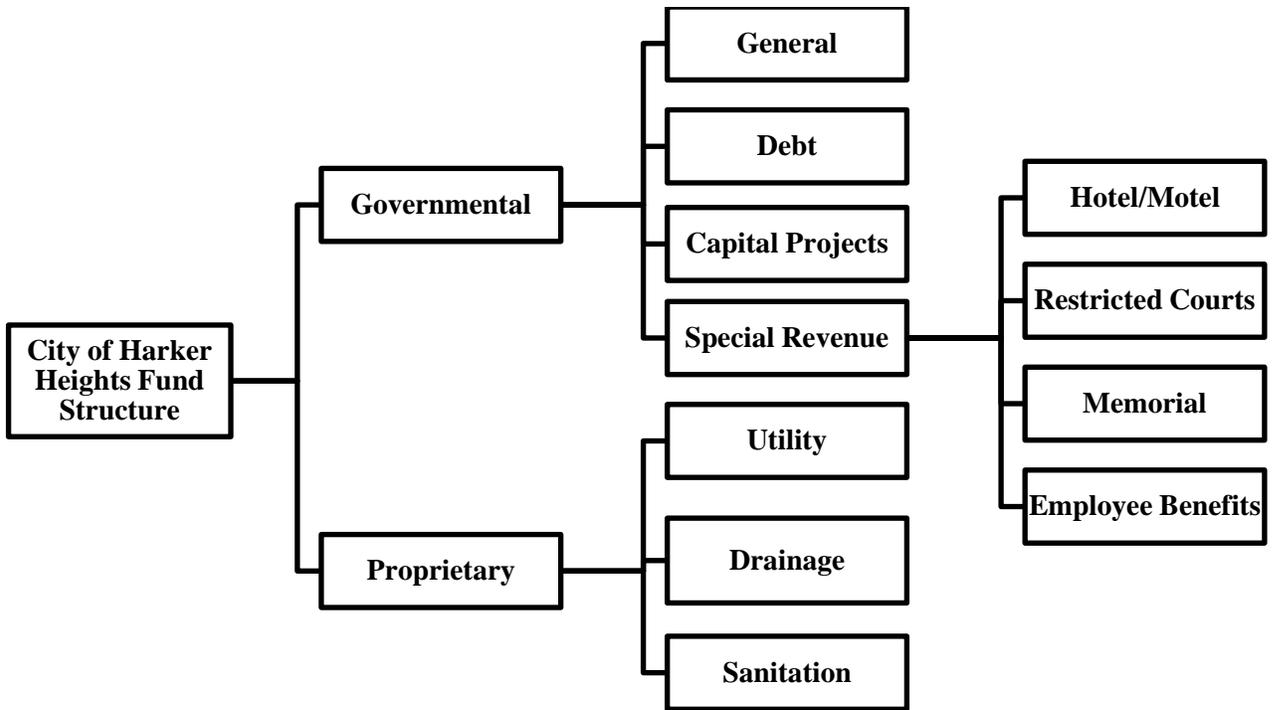
**AMENDING THE BUDGET:** A notice of public hearing is published in the local newspaper. After conducting the public hearing on the proposed budget amendment, the Council may adopt the budget amendment by ordinance and by a favorable vote of a majority of the members of the whole council. In May a workshop is conducted with the City Council to discuss mid-year budget adjustments. The City budget may be amended and appropriations altered by ordinance at this time.

**CITY FUNDS**

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

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

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



The following table shows the percentage of each department's salary coming out of each fund.

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

## **BUDGET BASIS**

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

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

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

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

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

## **FINANCIAL AND BUDGET POLICIES**

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

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

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

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

Expenditures – The City's expenditures shall be budgeted based on historic expenditure analysis and new expenses. The ten-year long range plan will be used as a focus point for personnel, fixed assets/capital equipment, and capital improvements; revisions will be made as needed. Each department shall look at

their operations in relation to historical expenses and planned new costs. The Finance Director shall project positions to include proposed new positions and proposed cost of living adjustments to show what effect it will have on the budget. Benefits shall be projected using the rate changes provided by Texas Municipal Retirement System, Scott & White Health Plan, Internal Revenue Service, etc. Modifications and adjustments will be made as necessary in order to ensure a balanced budget is achieved.

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

Purchasing – City departments have the responsibility to see that their budget accounts are not overspent. The City utilizes a centralized purchasing system. All purchase requisitions (\$150 - \$499.99) and purchase orders (\$500+) are to be submitted to and approved by the Finance Department. The Finance Director has the authority to approve expenditures of up to \$499.99 for goods, services or public improvements where funds have been appropriated in the current budget. Purchases \$500 or more require approval of the Finance Director and City Manager. Items over \$1,000 require at least three written quotes obtained by the department; items over \$50,000 will be bid out by the Finance Department with assistance from the requesting department.

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

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

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

- *Public Trust.* All participants in the City’s investment process shall seek to act responsibly as custodians of the public trust.

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

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



**HISTORY/  
DEMOGRAPHICS**

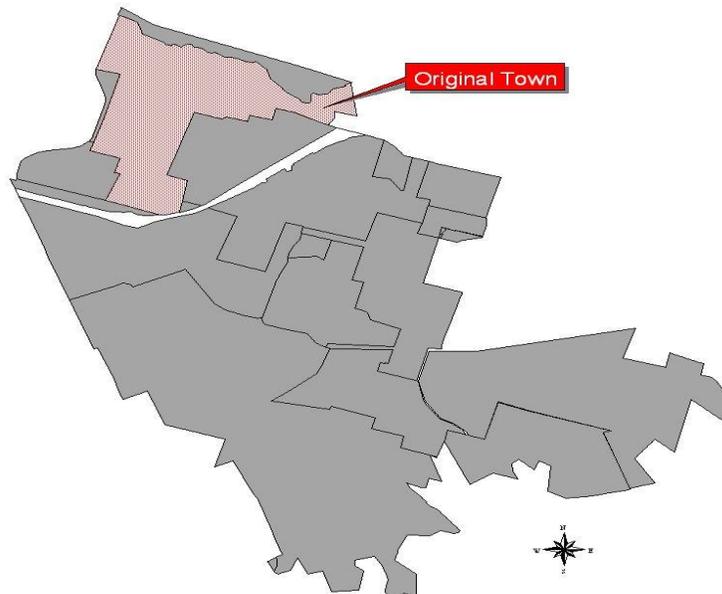
## HISTORY OF HARKER HEIGHTS

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

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

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

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

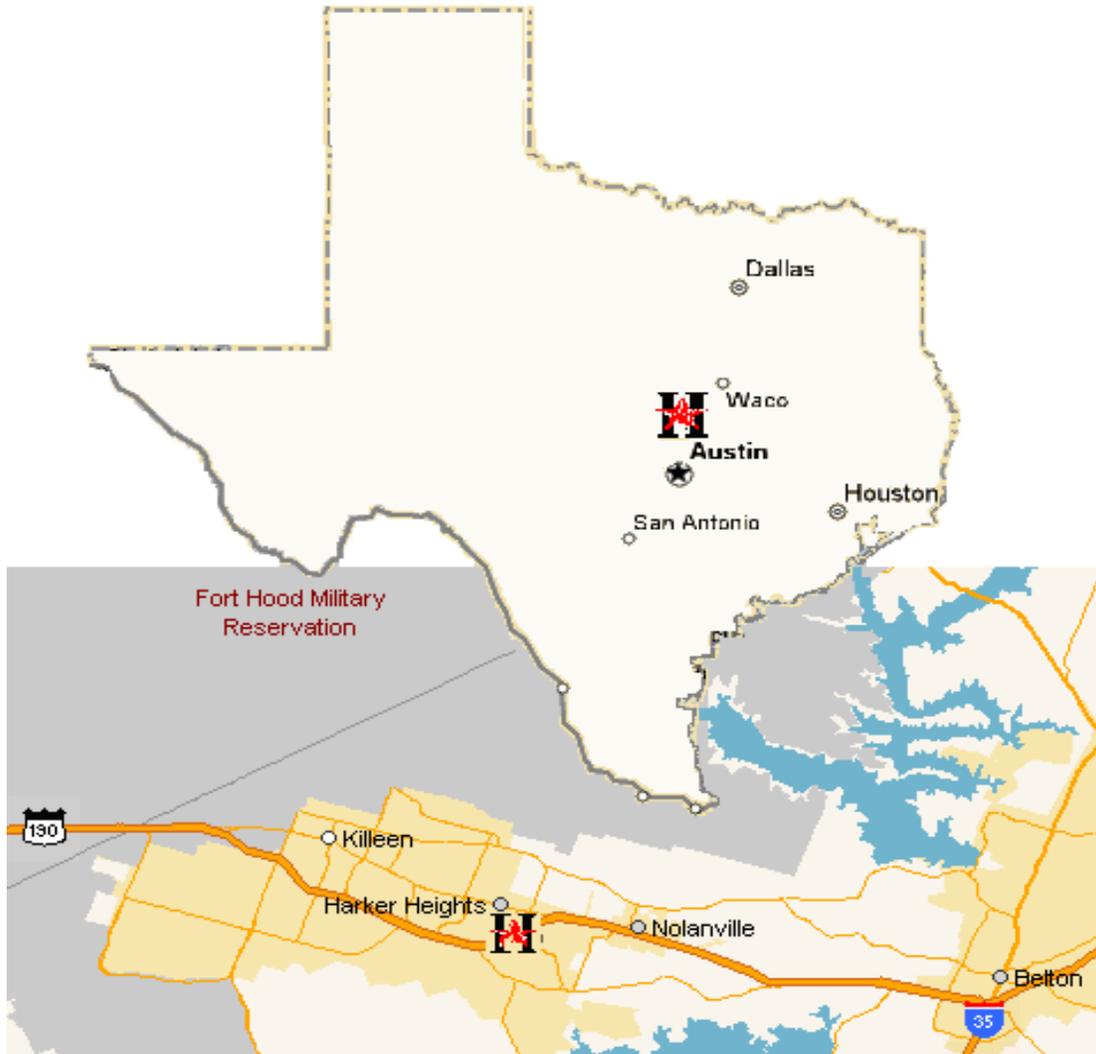


City of Harker Heights  
w/ Original Town Identified and Future Annexations in Grey

## CITY AND AREA DEMOGRAPHICS

### LOCATION

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

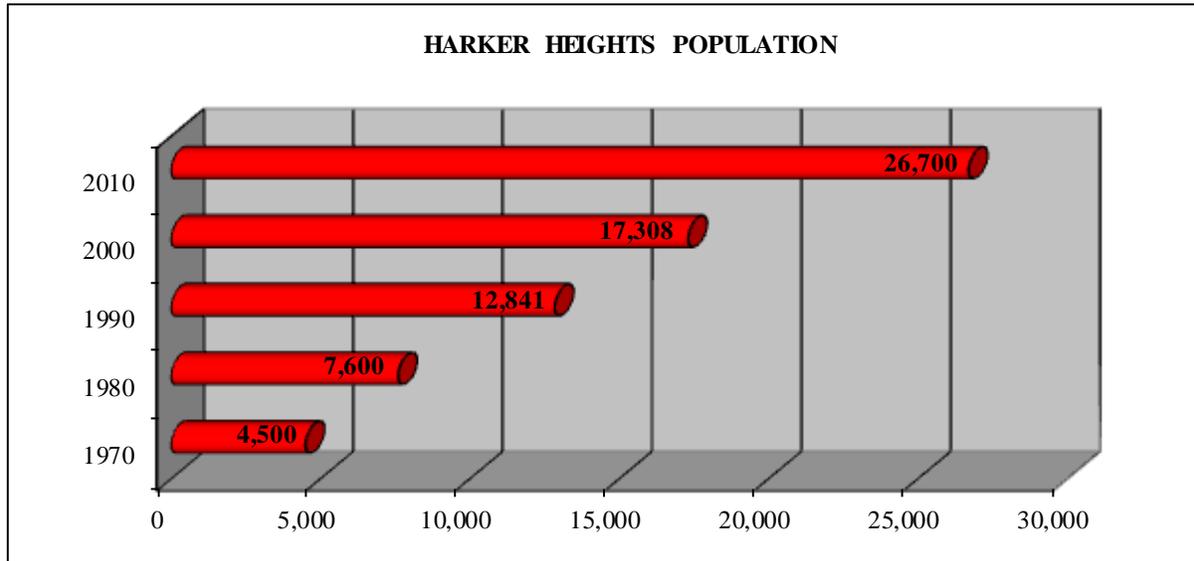


*(Source: Mapquest and AltaMap)*

### CLIMATE

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

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



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

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

### ECONOMIC STATISTICS

Census 2010, Harker Heights:

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

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

2012 Total Income	\$16,592,415,000
2012 Per Capita Income	\$39,471

LMCI TRACER/TX Workforce Commission, Harker Heights:

2013 Average Unemployment Rate	6.7%
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Bell County Appraisal District, Harker Heights:

2014 Market Value	\$1,767,980,435
2014 Net Taxable Value	\$1,595,264,164
2014 Net Taxable Value, New Property	\$51,777,182
2014 Tax Rate	\$0.6770

## EDUCATION

Harker Heights is included in the Killeen Independent School District, which has thirty elementary schools, eleven middle schools, four high schools, two alternative campuses and one area vocational school. Located within the boundaries of Harker Heights are three elementary schools, two middle schools and one high school.

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

School Name	2014 Preliminary Accountability Rating	2014 Preliminary Distinctions	Class of 2013 Graduation Rate
Harker Heights Elem.	Met Standard	Read/ELA, Math, Student Progress, Gap, Post-Secondary	n/a
Mountain View Elem.	Met Standard	Read/ELA, Student Progress, Gap	n/a
Skipcha Elem.	Met Standard	n/a	n/a
Eastern Hills Middle	Met Standard	n/a	n/a
Union Grove Middle	Met Standard	n/a	n/a
Harker Heights High	Met Standard	n/a	94.6%

(Source: TEA Website)

Area Colleges and Universities include:

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

School Name	Enrollment		Degrees	
	Fall 2012	Fall 2013	2011-12	2012-13
Central Texas College (Worldwide)	73,913	84,568	3,017	3,034
Texas A&M Central Texas	2,253	2,406	654	704
University of Mary Hardin-Baylor	3,287	3,492	579	609
Temple College	5,303	5,506	704	735
University of Texas, Austin	52,186	52,059	13,337	13,616

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

**MAJOR EMPLOYERS** (*Harker Heights' Businesses Only*)

<u>Employer</u>	<u>Business/Product</u>	<u>Employees</u>
Killeen Independent School District <i>Harker Heights Campuses Only</i>	School District	722
Wal-Mart Supercenter	Department Store	537
HEB Store	Grocery Store	243
City of Harker Heights	City Government	247
Indian Oaks	Retirement Center	186

**TRANSPORTATION**

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

Motor Freight – Six local carriers

Railroad – Atchison, Topeka, and Santa Fe

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

**UTILITIES**

Electric Power:	Supplier	TXU Electric	Bartlett Electric
	Total Capacity	22,340,000 KW	10,000,000 KW
Natural Gas:	Supplier	Atmos Energy	
	Heating Value	1,020 BTU per cubic foot	
Telephone:	Supplier	Embarq	
		23 long distance carriers	
Digital Switching:		Yes	
Water Supply:	Supplier	City of Harker Heights	
	Water Source	WCID #1-Surface Water	
	Maximum Daily Capacity	13.5 Million Gallons	
	Daily Average Consumption	4.0 Million Gallons	
Sewer System:	Operator	City of Harker Heights	
	Treatment Plant	Activated Sludge	
	Maximum Daily Capacity	3.0 Million Gallons	
	Daily Average Treatment	1.8 Million Gallons	

**CITY OF HARKER HEIGHTS  
MISCELLANEOUS STATISTICS**

Date of Incorporation: 1960

Form of Government: Home Rule

	Sep 2014	Sep 2013	Sep 2012	Sep 2011	Sep 2010
Number of employees (excluding police and fire):					
Classified	100	99	96	95	93
Exempt	18	18	18	18	18
Area in square miles	15.4	15.4	15.4	15.4	15.24
Name of Government Facilities and Services:					
Miles of streets	144.16	140	166.49	164.65	175.00
Number of street lights	1,438	1,141	1,262	1,275	1,250
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	8	7	6	8	7
Park acreage	194	194	177	194	230
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	166,256	165,405	152,117	146,130	131,477
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	44	44	44	44	44
Number of calls answered	3,547	3,627	3,643	3,405	3,137
Number of inspections conducted	800	933	540	561	514
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	63	63	63	62	62
Number of patrol units	20	17	17	33	38
Number of trailers	3	3	3	3	3
Number of law violations:					
Physical arrests	1,496	1,320	1,593	1,528	1,493
Traffic violations	8,126	8,800	8,776	7,989	7,282
Parking violations	27	58	139	30	0
Sewage System:					
Miles of sanitary sewers	125.92	121.43	120.62	116.97	116.84
Miles of storm sewers	9.5	9	9	8.5	8
Number of treatment plants	1	1	1		1
Number of service connections	8,842	8,586	8,580	8,314	8,286
Daily average treatment in gallons	1,790,000	1,880,000	1,760,000	1,900,000	1,800,000
Maximum daily capacity of treatment plant in gallons	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Water System:					
Miles of water mains	177.55	172.66	171.13	168.06	171.48
Number of service connections	10,006	9,666	9,740	9,533	9,474
Number of fire hydrants	1,101	1,090	1,080	1,060	1,050
Daily average consumption in gallons	3,953,600	4,325,315	4,534,268	4,939,500	3,770,000
Maximum daily capacity of plant in gallons	13,500,000	13,500,000	13,500,000	10,000,000	13,500,000
Facilities and services not included in the primary government:					
Education:					
Number of elementary schools	3	3	3	3	3
Number of elementary school instructors	170	115	154	n/a	157
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	243	236	237	n/a	269

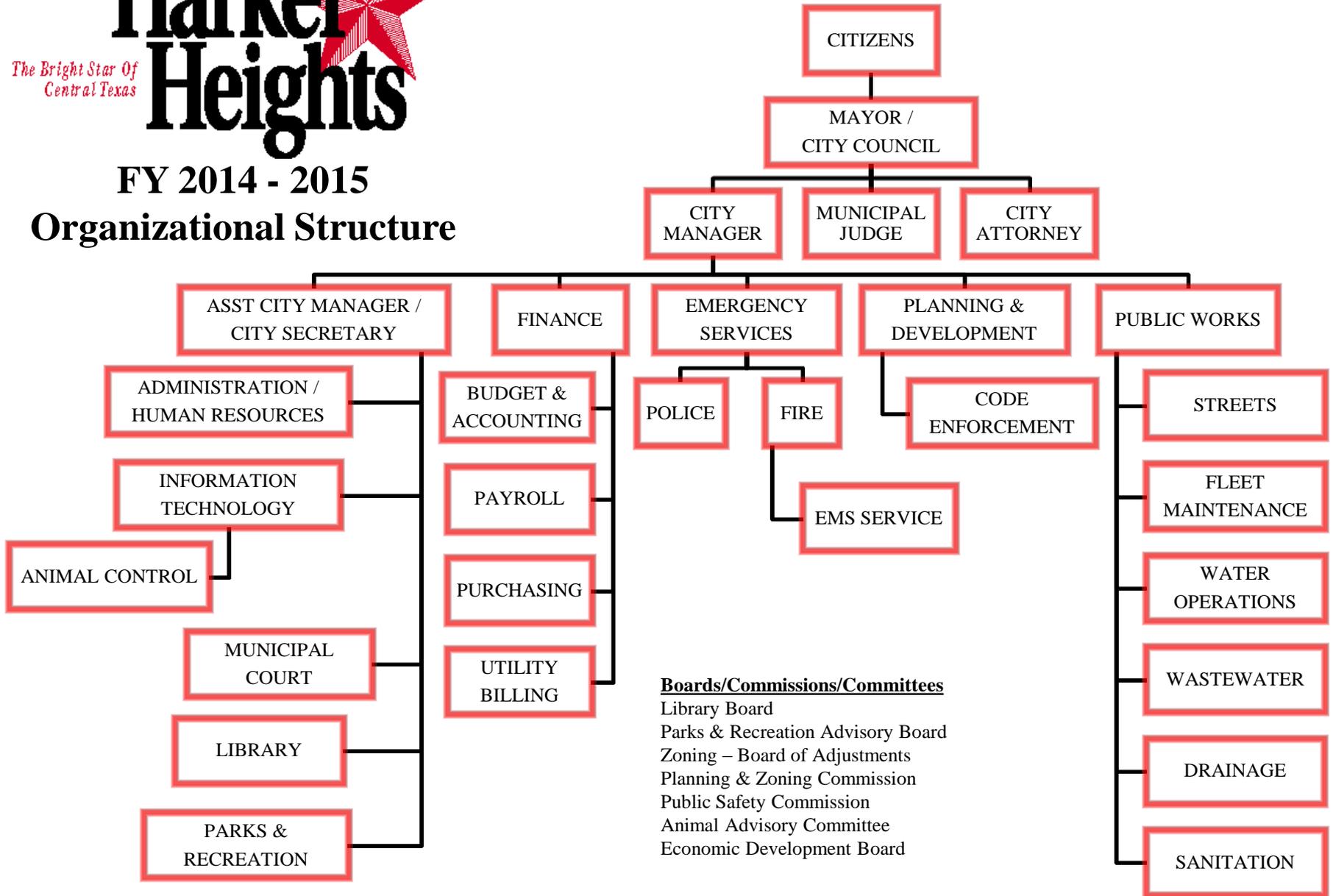


**PERSONNEL**



**FY 2014 - 2015**

**Organizational Structure**



**CITY OF HARKER HEIGHTS PERSONNEL**

**NUMBER OF FULL-TIME POSITIONS BY DEPARTMENT**

	FY 2012-13	FY 2013-14	FY 2014-15
Administration	9	9	14
Finance	8	8	8
Police	61	61	59
Municipal Courts	9	9	9
Development & Planning	4	4	4
Code Enforcement	5	5	5
Fire Administration	4	4	4
Fire Operations	39	39	40
Library	6	6	6
Parks & Recreation	29	29	29
Public Works	3	3	3
Streets	7	7	7
Maintenance	4	4	4
Water Operations	9	9	10
Wastewater	8	8	8
Drainage	3	3	3
Sanitation	1	1	1
	<b>209</b>	<b>209</b>	<b>214</b>

**NUMBER OF PART-TIME POSITIONS BY DEPARTMENT**

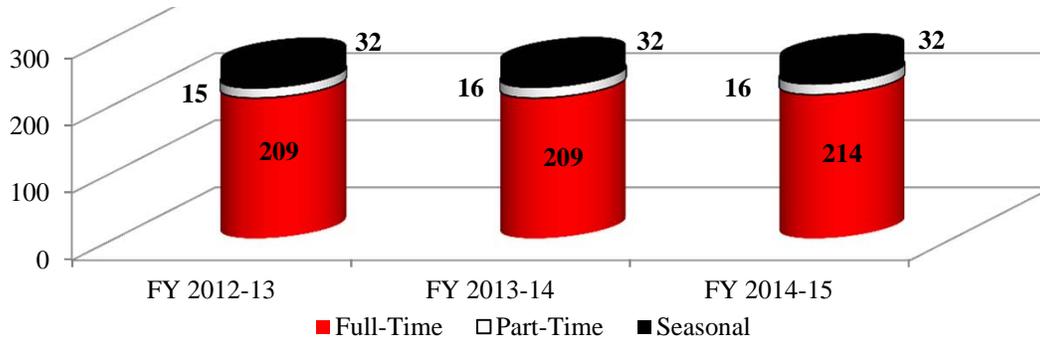
	FY 2012-13	FY 2013-14	FY 2014-15
Police	2	2	2
Municipal Courts	1	1	1
Fire Administration	1	1	1
Library	7	7	7
Parks & Recreation	4	5	5
	<b>15</b>	<b>16</b>	<b>16</b>

**NUMBER OF SEASONAL POSITIONS BY DEPARTMENT**

	FY 2012-13	FY 2013-14	FY 2014-15
Library	2	2	2
Parks & Recreation	30	30	30
	<b>32</b>	<b>32</b>	<b>32</b>
<b>TOTAL POSITIONS</b>	<b>256</b>	<b>257</b>	<b>262</b>

**CHANGES IN PERSONNEL**

Animal Control Officers in the Police Department will be moved to the Administration Department at the beginning of the year. One of the positions will be upgraded to Pet Adoption Supervisor and a Pet Adoption Center Manager will be added. Two Light Equipment Operator positions in the Parks & Recreation Department will be upgraded to Crew Leader positions. Positions that will be added at mid-year include a Deputy Police Chief and Police Officer in the Police Department, a Firefighter/Paramedic in the Fire Department, and an Inventory/Line Locator in the Water Operations Department.



PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2012-13	FY 2013-14	FY 2014-15
<b>ADMINISTRATION DEPARTMENT</b>			
Full-Time:			
City Manager	1	1	1
Assistant City Manager/City Secretary	1	1	1
Human Resource Director	1	1	1
Information Services Director	1	1	1
Senior System Support Specialist	0	0	1
Computer Support Technician	1	1	0
Administrative Assistant	1	1	1
Human Resource Coordinator	1	1	1
Records Management Coordinator	1	1	1
Human Resource Clerk	1	1	1
Pet Adoption Manager	0	0	1
Pet Adoption Supervisor	0	0	1
Animal Control Officer	0	0	3
<b>Total Administration Department</b>	<b>9</b>	<b>9</b>	<b>14</b>
<b>FINANCE DEPARTMENT</b>			
Full-Time:			
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Finance Coordinator	1	1	1
Payroll Specialist	1	1	1
Account Clerk	1	1	1
Utility Billing Clerk	2	2	2
Customer Service Clerk	1	1	1
<b>Total Finance Department</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>POLICE DEPARTMENT</b>			
Full-Time:			
Police Chief	1	1	1
Deputy Police Chief	0	0	1
Lieutenant	3	3	3
Detective	4	4	4
Sergeant	6	6	6
Corporal	6	6	6
Police Officers	28	28	29
Social Worker	1	1	1
Call Taker	5	5	5
Administrative Assistant/Clerk	2	2	2
Records Clerk	1	1	1
Animal Control Officer	4	4	0
<i>Subtotal</i>	<i>61</i>	<i>61</i>	<i>59</i>
Part-Time:			
Call Taker (PT)	2	2	2
<b>Total Police Department</b>	<b>63</b>	<b>63</b>	<b>61</b>

PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

FY 2012-13    FY 2013-14    FY 2014-15

**MUNICIPAL COURTS DEPARTMENT**

Full-Time:

Municipal Judge	1	1	1
Alternate Judge	1	1	1
Court Administrator	1	1	1
Court Clerk	1	1	1
Juvenile Case Manager	1	1	1
Deputy Court Clerk	2	2	2
City Marshal	1	1	1
Warrant Officer	1	1	1
<i>Subtotal</i>	9	9	9

Part-time:

Customer Service Clerk	1	1	1
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<b>Total Muncipal Courts Department</b>	<b>10</b>	<b>10</b>	<b>10</b>
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**DEVELOPMENT & PLANNING DEPARTMENT**

Full-Time:

Development & Planning Director	1	1	1
Planner/GIS System	1	1	1
Planner	1	1	1
Secretary	1	1	1

<b>Total Development &amp; Planning Department</b>	<b>4</b>	<b>4</b>	<b>4</b>
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**CODE ENFORCEMENT DEPARTMENT**

Full-Time:

Building Official	1	1	1
Inspector	1	1	1
Code Enforcement Officer	2	2	2
Secretary	1	1	1

<b>Total Code Enforcement Department</b>	<b>5</b>	<b>5</b>	<b>5</b>
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**FIRE ADMINISTRATION DEPARTMENT**

Full-Time:

Fire Chief	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1
Fire Prevention Officer	1	1	1
Administrative Assistant	1	1	1
<i>Subtotal</i>	4	4	4

Part-Time:

Billing Clerk (PT)	1	1	1
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<b>Total Fire Administration Department</b>	<b>5</b>	<b>5</b>	<b>5</b>
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PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2012-13	FY 2013-14	FY 2014-15
<b>FIRE OPERATIONS DEPARTMENT</b>			
Full-Time:			
Deputy Fire Chief	1	1	1
Captain - Firefighter/Paramedic	3	3	3
Lieutenant - Firefighter/Paramedic	3	3	3
Firefighter/EMT/Paramedic	26	26	27
Firefighter/EMT/Paramedic/ Pump Operator	6	6	6
<b>Total Fire Operations Department</b>	<b>39</b>	<b>39</b>	<b>40</b>

**LIBRARY DEPARTMENT**

Full-Time:			
Library Director	1	1	1
Children's Librarian	1	1	1
Reference Librarian	2	2	2
Library Clerk	2	2	2
<i>Subtotal</i>	6	6	6
Part-Time:			
Library Clerk (PT)	5	5	5
Library Pages (PT)	2	2	2
<i>Subtotal</i>	7	7	7
Seasonal:			
Summer Library Pages	2	2	2
<b>Total Library Department</b>	<b>15</b>	<b>15</b>	<b>15</b>

**PARKS & RECREATION DEPARTMENT**

Full-Time:			
Parks & Rec Director	1	1	1
Recreation Superintendent	1	1	1
Parks & Public Grounds Supervisor	1	1	1
Administrative Assistant	1	1	1
Recreation Services Specialist/Event Coordinator	1	1	1
Athletic Coordinator	2	2	2
Activities Coordinator	1	1	1
Activities Specialist	1	1	1
Crew Leader - Athletics	0	0	1
Crew Leader - Parks/Public Grounds	0	0	1
Light Equipment Operator - Athletics	4	4	3
Light Equipment Operator - Parks/Public Grounds	11	11	10
Custodian	5	5	5
<i>Subtotal</i>	29	29	29
Part-Time:			
Recreation Aide (PT)	4	5	5

PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2012-13	FY 2013-14	FY 2014-15
Seasonal:			
Spring Break Day Camp	2	3	3
Summer Day Camp	9	8	8
Ball Crew	3	3	3
Water Safety Instructor	2	2	2
Swimming Pool Lifeguards	10	10	10
Aquatic Supervisor	2	2	2
Aquatic Cashier	2	2	2
<i>Subtotal</i>	<i>30</i>	<i>30</i>	<i>30</i>
<b>Total Parks &amp; Recreation Department</b>	<b>63</b>	<b>64</b>	<b>64</b>

**PUBLIC WORKS DEPARTMENT**

Full-Time:			
Public Works Director	1	1	1
Utilities Superintendent	1	1	1
Administrative Assistant	1	1	1
<b>Total Public Works Department</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STREET DEPARTMENT**

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

**MAINTENANCE DEPARTMENT**

Full-Time:			
Maintenance Supervisor	1	1	1
Welder	1	1	1
Mechanic	1	1	1
Mechanic's Helper	1	1	1
<b>Total Maintenance Department</b>	<b>4</b>	<b>4</b>	<b>4</b>

**WATER OPERATIONS DEPARTMENT**

Full-Time:			
Water Field Supervisor	1	1	1
Crew Leader	1	1	1
Maintenance Technician I	3	3	3
Water Service Worker	4	4	4
Inventory/Line Locator	0	0	1
<b>Total Water Operations Department</b>	<b>9</b>	<b>9</b>	<b>10</b>

PERSONNEL LISTING  
Three Year Comparison of the Number of Positions

	FY 2012-13	FY 2013-14	FY 2014-15
<b>WASTEWATER DEPARTMENT</b>			
Full-Time:			
Chief Plant Operator	1	1	1
FOG Collection/Field Supervisor	1	1	1
Collection Operator	1	1	1
Maintenance Technician I	5	5	5
<b>Total Wastewater Department</b>	<b>8</b>	<b>8</b>	<b>8</b>
 <b>DRAINAGE DEPARTMENT</b>			
Full-Time:			
Drainage/Street Supervisor	1	1	1
Light Equipment Operator	2	2	2
<b>Total Drainage Department</b>	<b>3</b>	<b>3</b>	<b>3</b>
 <b>SANITATION DEPARTMENT</b>			
Full-Time:			
Maintenance Technician I	1	1	1
<b>Subtotal</b>	<b>1</b>	<b>1</b>	<b>1</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>256</b>	 <b>257</b>	 <b>262</b>

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

**CITY COUNCIL**

Rob Robinson .....Mayor  
Hal Schiffman ..... Mayor Protempore  
Sam Murphey ..... Council Member  
Pat Christ ..... Council Member  
John Reider ..... Council Member  
Spencer Smith ..... Council Member

**APPOINTED OFFICIALS**

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

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

<u>Name</u>	<u>Term Expires</u>
Neal Wendele.....	2015
Jeff Petzke.....	2015
Joseph F. Clever III.....	2015
Michael T. Johnson.....	2016
Roger Segal.....	2016
Larry Robison.....	2016
Kirsten Spevak.....	2016
Michael Schulte.....	2016
Jody Nicholas.....	2017
Jim Wright – Alternate #1	VACANT – Alternate #2
VACANT – Alternate #3	VACANT – Alternate #4
VACANT – Alternate #5	

**ZONING BOARD OF ADJUSTMENT**

<u>Name</u>	<u>Term Expires</u>
Patricia Krenek.....	2015
Carl Ford.....	2015
Jeff Orlando.....	2016
Chris Diem.....	2016
Brian Brannock.....	2016
Dietrich H. Weiss – Alternate #1	VACANT – Alternate #2
VACANT – Alternate #3	VACANT – Alternate #4

**PUBLIC SAFETY COMMISSION**

<u>Name</u>	<u>Term Expires</u>
Barbara M. Hartbarger.....	2015
David Brown.....	2015
James A. Endicott Jr. ....	2016
Steven L. Hoskins.....	2017
Jack Palmer.....	2017
John Footman – Alternate #1	Ben Wetzel – Alternate #2

**LIBRARY BOARD**

<u>Name</u>	<u>Term Expires</u>
Richard D. Lamb.....	2015
Julianna Greene.....	2016
Peggy L. Murphey .....	2016
Dietrich H. Weiss.....	2016
Jeannette H. Dreher.....	2017
Consuelo Samarripa.....	2017
Shelley Huckins .....	2017

VACANT – Alternate #1

VACANT – Alternate #2

**PARKS & RECREATION ADVISORY BOARD**

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

Carl Bodolus – Alternate #1

VACANT – Alternate #2

**ANIMAL ADVISORY COMMITTEE**

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

Sue Wilson – Alternate #1

Andrea Macdonald – Alternate #2

VACANT – Alternate #3

VACANT – Alternate #4

**ECONOMIC DEVELOPMENT CORPORATION BOARD**

<u>Name</u>	<u>Term Expires</u>
Hal Schiffman .....	2015
Pat Christ.....	2015
Mike Aycock.....	2015
David R. Mitchell .....	2015
Bobby Hoxworth.....	2016
John Reider .....	2016
Randy Sutton.....	2016



**BUDGET SUMMARIES**

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

	GOVERNMENTAL FUNDS					PROPRIETARY FUNDS				SPECIAL REVENUE FUNDS					ALL FUNDS
	General	Fixed Asset	Capital Improv	Debt Service	Total	Utility	Drainage	Sanitation	Total	Hotel/Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Total	Grand Total
<b>Unallocated Reserve as of 9/30/2013</b>	<b>8,257</b>	<b>253</b>	<b>13,128</b>	<b>61</b>	<b>21,699</b>	<b>4,678</b>	<b>63</b>	<b>84</b>	<b>4,825</b>	<b>206</b>	<b>190</b>	<b>12</b>	<b>0</b>	<b>408</b>	<b>26,932</b>
<i>PROJECTED:</i>															
2013-14 Revenues	18,598	875	2,656	2,653	24,782	8,802	783	1,969	11,554	75	88	35	0	198	36,534
2013-14 Expenditures	18,492	848	4,057	2,688	26,085	8,955	777	1,953	11,685	117	65	47	0	229	37,999
Addition to (Use of) Fund Balance	106	27	(1,401)	(35)	(1,303)	(153)	6	16	(131)	(42)	23	(12)	0	(31)	(1,465)
<b>Estimated Unallocated Reserve as of 9/30/2014</b>	<b>8,363</b>	<b>280</b>	<b>11,727</b>	<b>26</b>	<b>20,396</b>	<b>4,525</b>	<b>69</b>	<b>100</b>	<b>4,694</b>	<b>164</b>	<b>213</b>	<b>0</b>	<b>0</b>	<b>377</b>	<b>25,467</b>
<i>BUDGETED:</i>															
2014-15 Revenues	18,997	804	2,155	2,565	24,521	9,421	765	2,007	12,193	70	88	0	0	158	36,872
2014-15 Expenditures	18,988	1,031	13,444	2,588	36,051	9,411	759	2,035	12,205	105	119	0	0	224	48,480
Addition to (Use of) Fund Balance	9	(227)	(11,289)	(23)	(11,530)	10	6	(28)	(12)	(35)	(31)	0	0	(66)	(11,608)
<b>Estimated Unallocated Reserve as of 9/30/2015</b>	<b>8,372</b>	<b>53</b>	<b>438</b>	<b>3</b>	<b>8,866</b>	<b>4,535</b>	<b>75</b>	<b>72</b>	<b>4,682</b>	<b>129</b>	<b>182</b>	<b>0</b>	<b>0</b>	<b>311</b>	<b>13,859</b>
Less Restricted Funds: Restricted Reserve Requirement	(4,647)				(4,647)	(1,722)			(1,722)	(129)	(182)			(311)	(6,369)
<b>Total Unrestricted Funds</b>	<b>3,725</b>	<b>53</b>	<b>438</b>	<b>3</b>	<b>4,219</b>	<b>2,813</b>	<b>75</b>	<b>72</b>	<b>2,960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,179</b>

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

## SUMMARY OF SOURCES AND USES

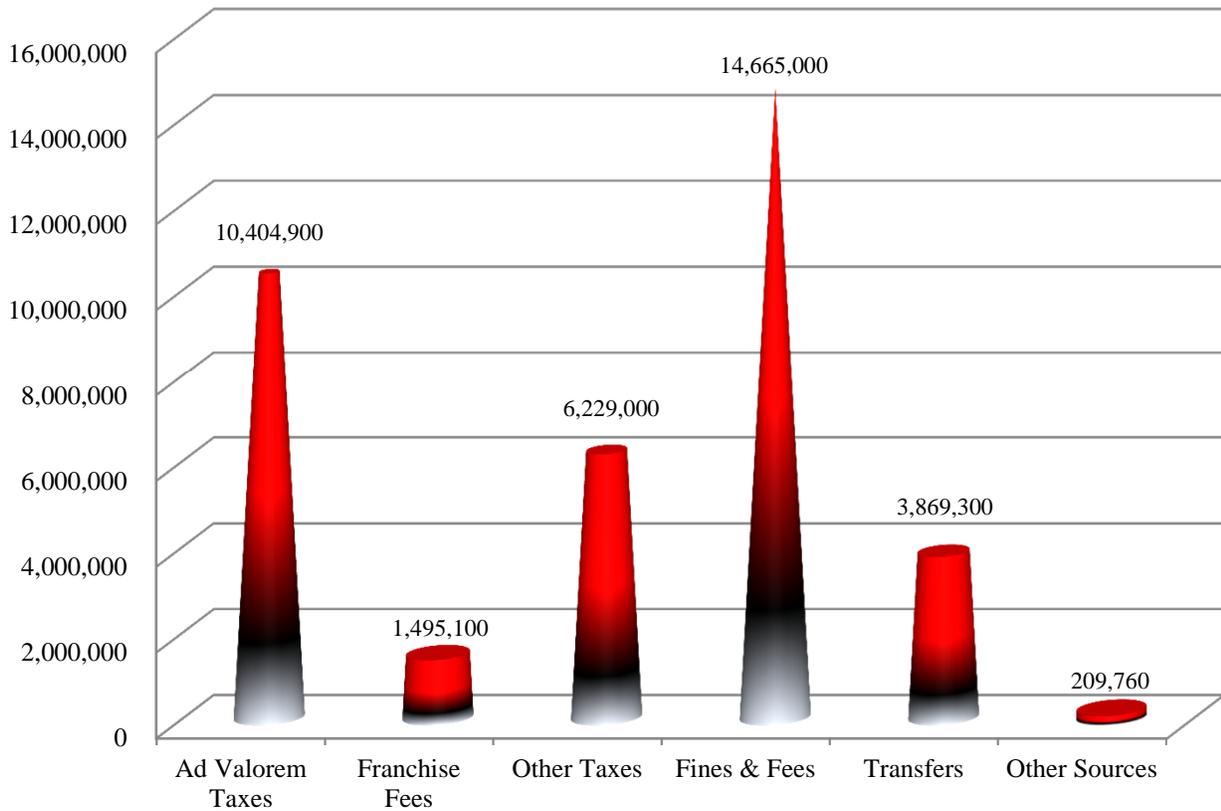
(Graphs displaying the percentage of total budget for each category are on the next page.)

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS			SPECIAL REVENUE FUNDS				ALL FUNDS
	General	Fixed Asset	Capital Improv	Debt Service	Utility	Drainage	Sanitation	Hotel/ Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Grand Total
<b>BEGINNING FUND BALANCE</b>												
<b>PROJECTED AS OF 9/30/14</b>	<b>8,363,341</b>	<b>280,097</b>	<b>11,727,000</b>	<b>26,337</b>	<b>4,525,052</b>	<b>69,294</b>	<b>99,858</b>	<b>163,930</b>	<b>212,764</b>	<b>0</b>	<b>217</b>	<b>25,467,890</b>
<b>SOURCES:</b>												
Ad Valorem Taxes	7,941,200	0	0	2,463,700	0	0	0	0	0	0	0	10,404,900
Franchise Fees	1,356,000	0	0	0	0	0	139,100	0	0	0	0	1,495,100
Other Taxes	6,159,000	0	0	0	0	0	0	70,000	0	0	0	6,229,000
Licenses & Permits	270,000	0	0	0	0	0	0	0	0	0	0	270,000
Fines & Fees	2,270,000	0	0	0	9,405,400	765,000	1,866,600	0	88,000	0	0	14,395,000
Interest	25,000	0	5,000	1,000	10,000	100	200	100	100	0	60	41,560
Transfers	815,000	804,300	2,150,000	100,000	0	0	0	0	0	0	0	3,869,300
Grants	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	161,200	0	0	0	6,000	0	1,000	0	0	0	0	168,200
<b>TOTAL SOURCES</b>	<b>18,997,400</b>	<b>804,300</b>	<b>2,155,000</b>	<b>2,564,700</b>	<b>9,421,400</b>	<b>765,100</b>	<b>2,006,900</b>	<b>70,100</b>	<b>88,100</b>	<b>0</b>	<b>60</b>	<b>36,873,060</b>
<b>USES:</b>												
Personnel Service	13,611,200	0	0	0	1,139,200	119,700	44,100	0	0	0	0	14,914,200
Supplies	823,400	0	0	0	146,500	17,500	2,500	0	0	0	0	989,900
Maintenance	483,200	0	0	0	467,500	46,500	2,500	0	0	0	0	999,700
Insurance	149,200	0	0	0	22,200	2,000	800	0	0	0	0	174,200
Services	2,143,000	0	0	0	745,400	8,400	1,518,100	0	0	0	0	4,414,900
Miscellaneous	531,200	0	0	27,000	2,526,300	4,500	42,000	105,200	0	0	0	3,236,200
Capital Improvement Projects	0	0	13,444,300	0	0	0	0	0	0	0	0	13,444,300
Reserves/Transfers	1,246,800	1,031,200	0	0	2,525,000	400,000	425,000	0	119,300	0	0	5,747,300
Debt Services	0	0	0	2,561,500	1,839,400	161,100	0	0	0	0	0	4,562,000
<b>TOTAL USES</b>	<b>18,988,000</b>	<b>1,031,200</b>	<b>13,444,300</b>	<b>2,588,500</b>	<b>9,411,500</b>	<b>759,700</b>	<b>2,035,000</b>	<b>105,200</b>	<b>119,300</b>	<b>0</b>	<b>0</b>	<b>48,482,700</b>
<b>ESTIMATED ADDITION (USE)</b>												
<b>FUND BALANCE 9/30/15</b>	9,400	(226,900) <sup>1</sup>	(11,289,300) <sup>2</sup>	(23,800)	9,900	5,400	(28,100)	(35,100)	(31,200)	0	60	(11,609,697)
<b>PROJECTED ENDING FUND</b>												
<b>BALANCE AS OF 9/30/15</b>	<b>8,372,741</b>	<b>53,197</b>	<b>437,700</b>	<b>2,537</b>	<b>4,534,952</b>	<b>74,694</b>	<b>71,758</b>	<b>128,830</b>	<b>181,564</b>	<b>0</b>	<b>277</b>	<b>13,857,973</b>

<sup>1</sup>Since transfers into the Fixed Asset Fund are less than the expenses planned, the City will use \$226,900 of Fixed Asset Fund's fund balance to purchase equipment, computers, and vehicles for the City.<sup>2</sup>In the Capital Improvement Fund, Series 2014 Certificates of Obligation were issued in January 2014 resulting in the availability of additional funding for projects. Since the funds were received in the prior fiscal year, the additional projects will utilize the fund balance that was left at the end of FY 2014.

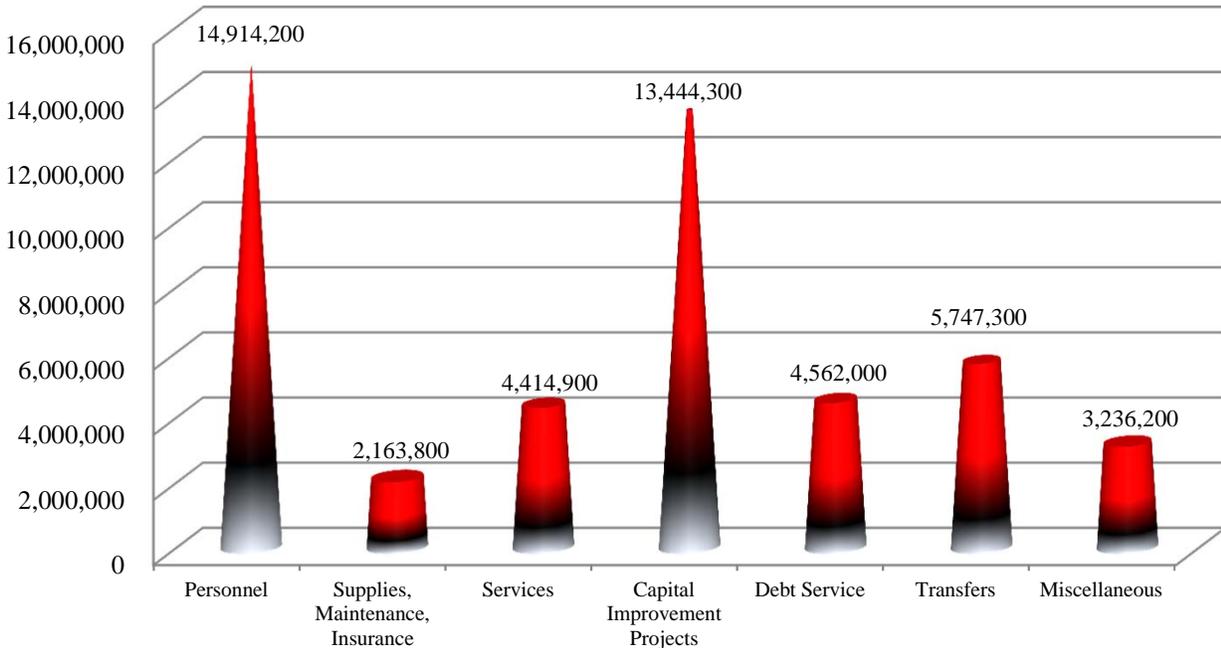
**TOTAL REVENUES FOR ALL FUNDS**

Total Fines & Fees exceed Ad Valorem Taxes by \$3,990,100.



**TOTAL EXPENDITURES FOR ALL FUNDS**

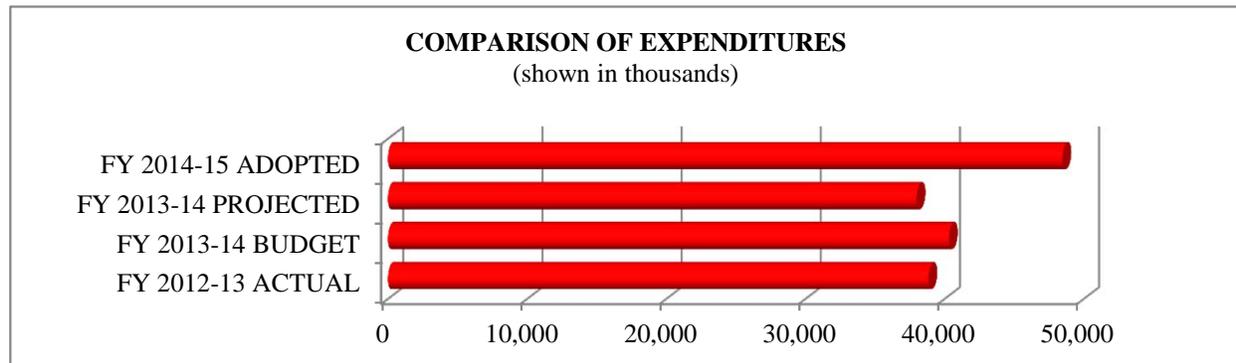
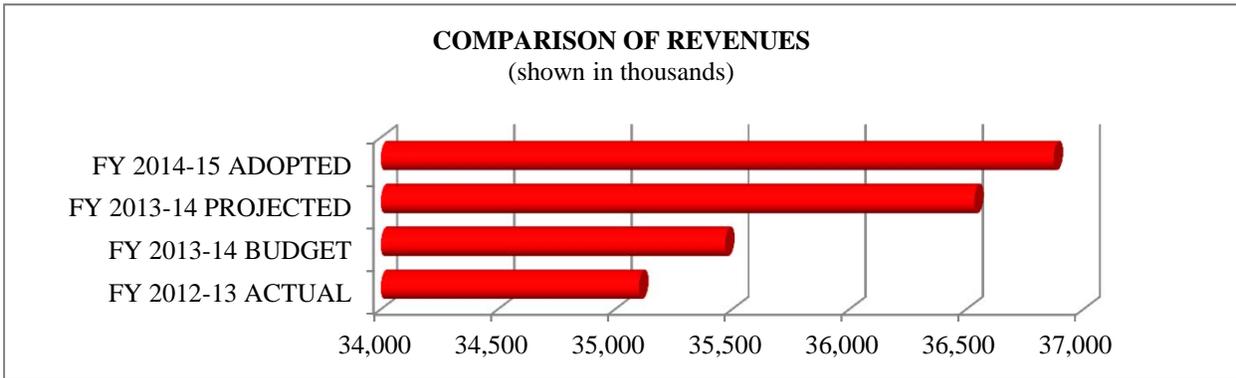
Personnel and Capital Improvement Projects are major expense categories for the City.



**BUDGET SUMMARY - ALL FUNDS**

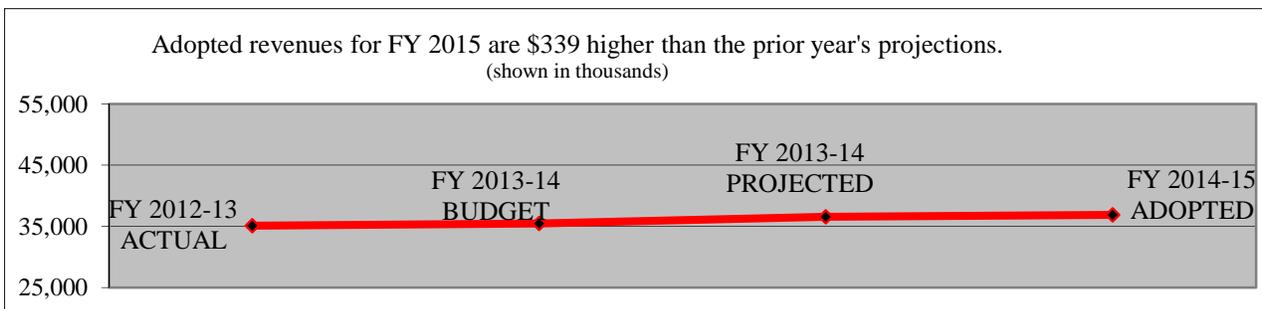
	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>REVENUES</b>				
General Fund	17,418,048	17,895,900	18,597,700	18,997,400
Utility Fund	9,002,933	9,328,200	8,802,100	9,421,400
Drainage Fund	738,024	743,700	783,300	765,100
Sanitation Fund	1,961,305	1,979,800	1,968,900	2,006,900
Capital Improvement Fund	2,047,682	1,980,000	2,655,500	2,155,000
Debt Service Fund	2,996,856	2,560,000	2,653,408	2,564,700
Fixed Asset Fund	775,000	850,000	875,000	804,300
Hotel/Motel Fund	84,455	60,200	75,100	70,100
Restricted Courts Fund	78,387	72,200	88,100	88,100
Memorial Fund	19	20	34,830	0
Employee Benefits Trust Fund	28	30	60	60
<b>TOTAL REVENUES</b>	<b>35,102,737</b>	<b>35,470,050</b>	<b>36,533,998</b>	<b>36,873,060</b>

<b>EXPENDITURES</b>				
General Fund	17,395,829	17,546,400	18,491,500	18,988,000
Utility Fund	8,572,748	9,369,400	8,955,300	9,411,500
Drainage Fund	697,183	726,100	777,100	759,700
Sanitation Fund	1,879,502	1,994,500	1,953,300	2,035,000
Capital Improvement Fund	6,050,230	7,075,000	4,056,700	13,444,300
Debt Service Fund	2,983,443	2,565,900	2,688,000	2,588,500
Fixed Asset Fund	1,098,400	854,200	848,000	1,031,200
Hotel/Motel Fund	101,314	122,200	116,700	105,200
Restricted Courts Fund	68,000	65,000	65,000	119,300
Memorial Fund	0	0	47,008	0
Employee Benefits Trust Fund	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>38,846,649</b>	<b>40,318,700</b>	<b>37,998,608</b>	<b>48,482,700</b>



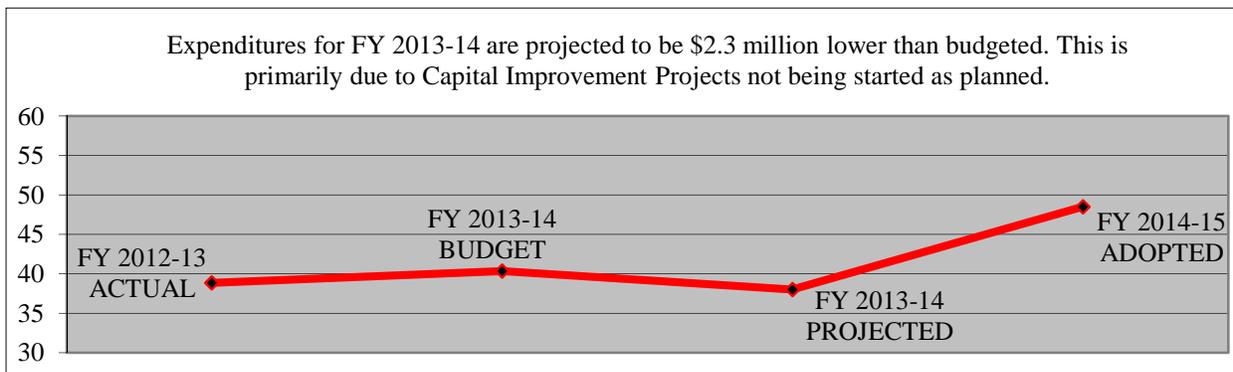
## DETAILED COMPARISON OF REVENUES

	FY 2012-13 ACTUAL	FY 2013-14 BUDGET	FY 2013-14 PROJECTED	FY 2014-15 ADOPTED BUDGET
<b>AD VALOREM TAX</b>				
General Fund	6,813,197	7,448,200	7,448,200	7,941,200
Debt Service Fund	2,430,479	2,408,000	2,408,000	2,463,700
	<b>9,243,676</b>	<b>9,856,200</b>	<b>9,856,200</b>	<b>10,404,900</b>
<b>FRANCHISE FEES</b>				
General Fund	1,265,244	1,284,500	1,339,000	1,356,000
Sanitation Fund	136,692	137,700	137,700	139,100
	<b>1,401,936</b>	<b>1,422,200</b>	<b>1,476,700</b>	<b>1,495,100</b>
<b>OTHER TAXES</b>				
General Fund	5,426,136	5,739,300	5,980,000	6,159,000
Special Revenue Funds	84,257	60,000	75,000	70,000
	<b>5,510,393</b>	<b>5,799,300</b>	<b>6,055,000</b>	<b>6,229,000</b>
<b>LICENSES, PERMITS, FINES &amp; FEES</b>				
General Fund	2,469,706	2,420,900	2,798,000	2,540,000
Utility Fund	8,974,996	9,305,200	8,786,100	9,405,400
Drainage Fund	737,344	743,600	750,000	765,000
Sanitation Fund	1,823,389	1,840,600	1,830,000	1,866,600
Special Revenue Funds	78,235	72,000	88,000	88,000
	<b>14,083,670</b>	<b>14,382,300</b>	<b>14,252,100</b>	<b>14,665,000</b>
<b>INTEREST INCOME</b>				
General Fund	32,037	35,000	25,000	25,000
Utility Fund	12,898	12,000	10,000	10,000
Drainage Fund	80	100	100	100
Sanitation Fund	90	500	200	200
Capital Improvement Fund	5,682	5,000	5,500	5,000
Debt Service Fund	930	2,000	1,000	1,000
Special Revenue Funds	389	450	270	260
	<b>52,106</b>	<b>55,050</b>	<b>42,070</b>	<b>41,560</b>
<b>TRANSFERS &amp; MISCELLANEOUS</b>				
General Fund	1,411,728	968,000	1,007,500	976,200
Utility Fund	15,039	11,000	6,000	6,000
Drainage Fund	600	0	33,200	0
Sanitation Fund	1,134	1,000	1,000	1,000
Debt Service Fund	565,447	150,000	244,408	100,000
Fixed Asset Fund	775,000	850,000	875,000	804,300
Capital Improvement Fund	2,042,000	1,975,000	2,650,000	2,150,000
Special Revenue Funds	8	0	34,820	0
	<b>4,810,956</b>	<b>3,955,000</b>	<b>4,851,928</b>	<b>4,037,500</b>
<b>TOTAL REVENUES</b>	<b>35,102,737</b>	<b>35,470,050</b>	<b>36,533,998</b>	<b>36,873,060</b>



## DETAILED COMPARISON OF EXPENDITURES

	FY 2012-13 ACTUAL	FY 2013-14 BUDGET	FY 2013-14 PROJECTED	FY 2014-15 ADOPTED BUDGET
<b>PERSONNEL SERVICE</b>				
General Fund	12,285,799	12,905,100	12,764,400	13,611,200
Utility Fund	1,043,695	1,071,900	1,041,100	1,139,200
Drainage Fund	106,553	112,900	114,100	119,700
Sanitation Fund	38,683	41,600	42,300	44,100
	<b>13,474,730</b>	<b>14,131,500</b>	<b>13,961,900</b>	<b>14,914,200</b>
<b>SUPPLIES &amp; MAINTENANCE</b>				
General Fund	1,177,501	1,271,100	1,264,500	1,306,600
Utility Fund	617,470	631,500	632,300	614,000
Drainage Fund	77,969	73,500	57,500	64,000
Sanitation Fund	4,317	5,500	5,400	5,000
	<b>1,877,257</b>	<b>1,981,600</b>	<b>1,959,700</b>	<b>1,989,600</b>
<b>INSURANCE &amp; SERVICES</b>				
General Fund	2,030,867	2,203,100	2,236,300	2,292,200
Utility Fund	686,265	810,200	744,300	767,600
Drainage Fund	14,523	9,900	10,400	10,400
Sanitation Fund	1,446,548	1,503,400	1,463,600	1,518,900
	<b>4,178,203</b>	<b>4,526,600</b>	<b>4,454,600</b>	<b>4,589,100</b>
<b>DEBT SERVICE</b>				
Utility Fund	932,561	1,498,300	1,539,800	1,839,400
Drainage Fund	318,408	199,300	191,100	161,100
Debt Service Fund	2,501,209	2,538,900	2,610,900	2,561,500
	<b>3,752,178</b>	<b>4,236,500</b>	<b>4,341,800</b>	<b>4,562,000</b>
<b>TRANSFERS, MISCELLANEOUS &amp; RESERVES</b>				
General Fund	1,901,662	1,167,100	2,226,300	1,778,000
Utility Fund	5,292,757	5,357,500	4,997,800	5,051,300
Drainage Fund	179,730	330,500	404,000	404,500
Sanitation Fund	389,954	444,000	442,000	467,000
Fixed Asset Fund	1,098,400	854,200	848,000	1,031,200
Capital Improvement Fund	6,050,230	7,075,000	4,056,700	13,444,300
Debt Service Fund	482,234	27,000	77,100	27,000
Special Revenue Fund	169,314	187,200	228,708	224,500
	<b>15,564,281</b>	<b>15,442,500</b>	<b>13,280,608</b>	<b>22,427,800</b>
<b>TOTAL EXPENDITURES</b>	<b>38,846,649</b>	<b>40,318,700</b>	<b>37,998,608</b>	<b>48,482,700</b>





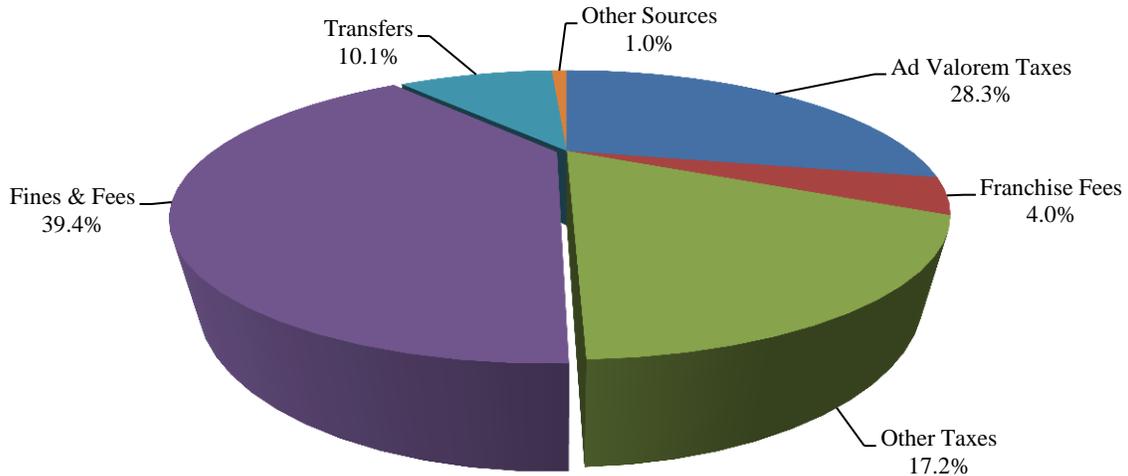
**TRENDS AND  
FORECASTS**

## TRENDS AND FORECASTS

### REVENUES

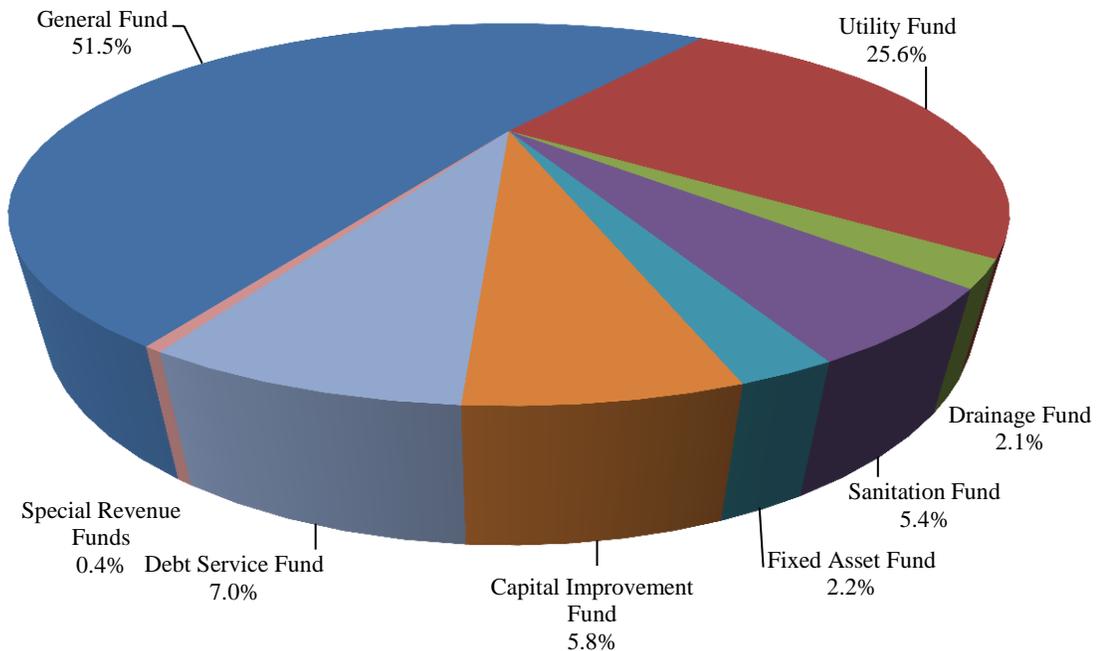
The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$36,873,060. Major revenue sources for the City are fines and fees (39.4%), ad valorem taxes (28.3%), and other taxes (17.2%).

**FY 2014-2015 Budgeted Revenue Sources - All Funds**



The General and Utility Funds have the greatest amount of revenues budgeted at 51.5% and 25.6% of total revenues respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.

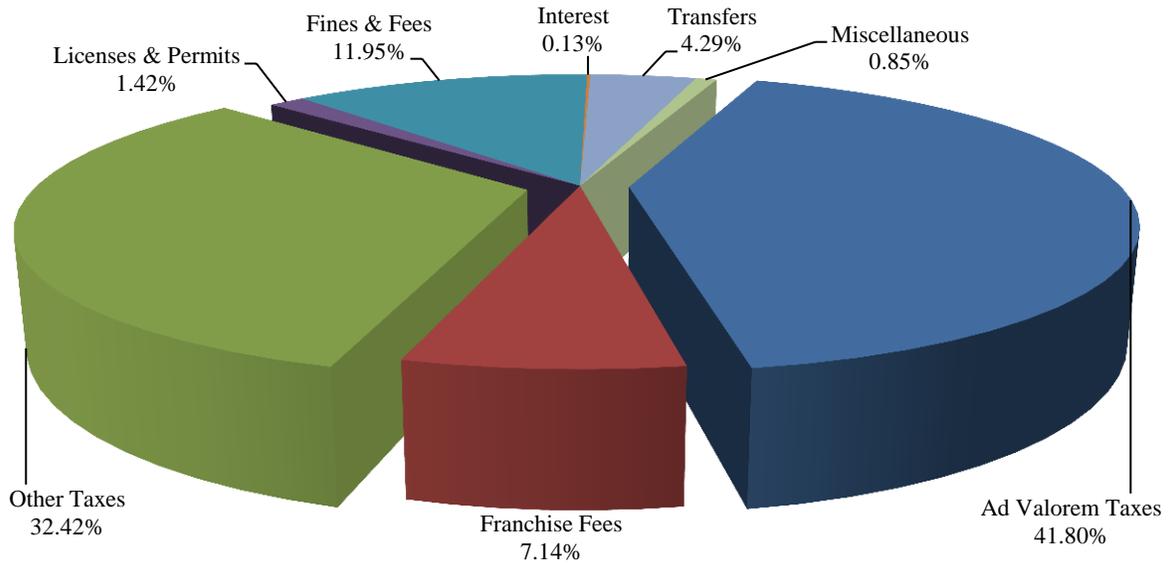
**FY 2014-2015 Budgeted Revenues - Percentage of Total Revenues**



## GENERAL FUND REVENUES

General Fund revenues at \$18,997,400 make up 51.5% of the City's total revenues (\$36,873,060) for the 2014-2015 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (41.80%), other taxes (32.42%), fines and fees (11.95%) and franchise fees (7.14%) as shown in the graph below.

**FY 2014-2015 General Fund Revenues by Source**

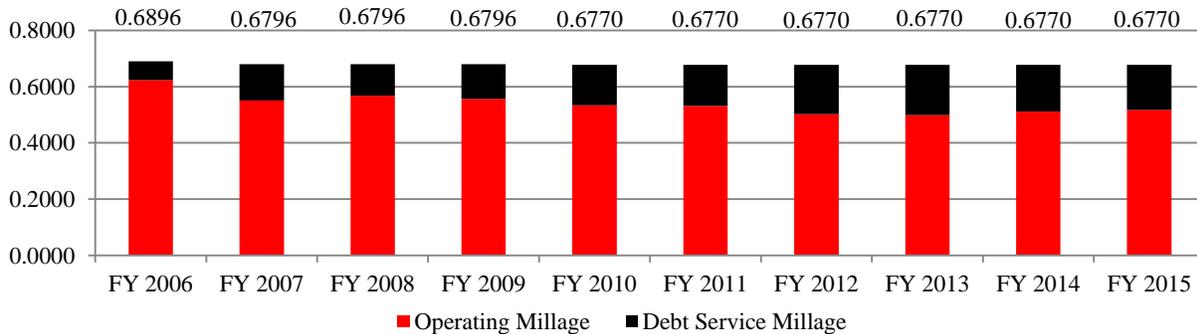


### Ad Valorem Tax

Ad valorem or property tax is the largest revenue source of the General Fund at 41.6% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. They help to ensure that our publications are published and public hearings are held in accordance with the Truth-in-Taxation guidelines. BCAD is also responsible for sending out tax statements and collecting tax payments on our behalf. Staff must take into consideration any debt payments that will be made during the fiscal year to ensure the Interest and Sinking part of the tax rate will cover those payments. The maintenance and operations rate must be enough to sustain operations and services for the upcoming year.

The City of Harker Heights has been able to maintain the same total tax rate for six years, lowering it from \$0.6996 to \$0.6896 in FY05-06, to \$0.6796 in FY06-07 and to \$0.6770 in FY09-10. The overall benefit is to the citizens of Harker Heights who continue to receive the same quality services that they have become accustomed to without an increase in the tax rate.

**Property Tax Millage Rates**



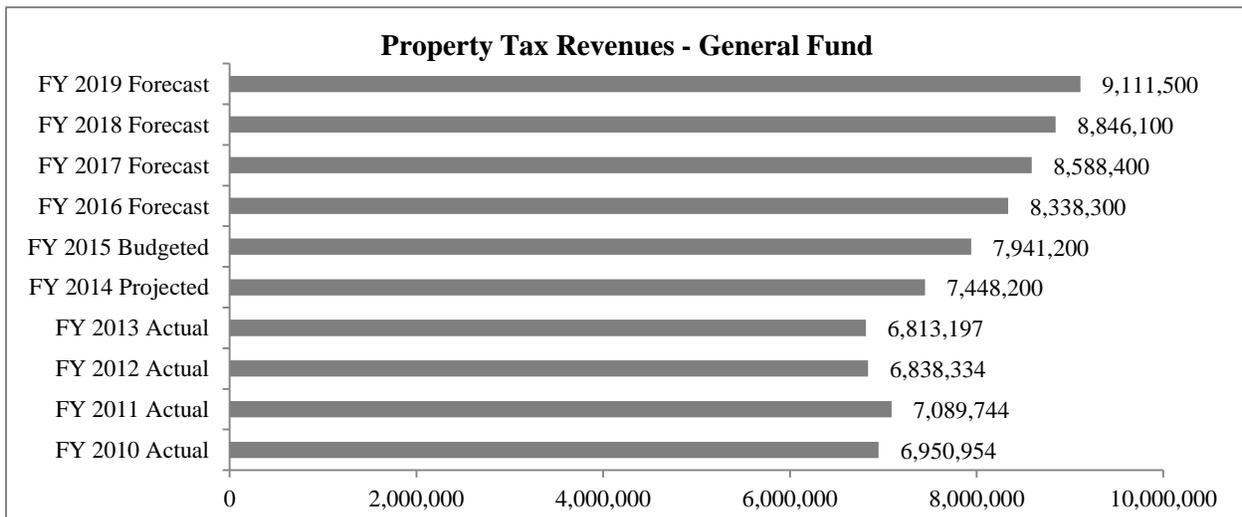
The certified 2014 taxable value per BCAD is \$1,599,097,055 which is an increase of \$84,415,465 or 5.6% from the 2013 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5167 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	1,599,097,055
Proposed Tax Rate per \$100 valuation	<u>0.6770</u>
Gross Revenues from Taxes	10,825,887
Estimated Percentage of Collections	<u>96%</u>
Estimated Funds from Tax Levy	10,392,852
Estimated Delinquent Tax Collections	<u>12,000</u>
Total Estimated Tax Collections	<u><u>10,404,852</u></u>

	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5167	7,941,191
Interest and Sinking	<u>0.1603</u>	<u>2,463,661</u>
Total	<u><u>0.6770</u></u>	<u><u>10,404,852</u></u>

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

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2015, and the current projections for the future.



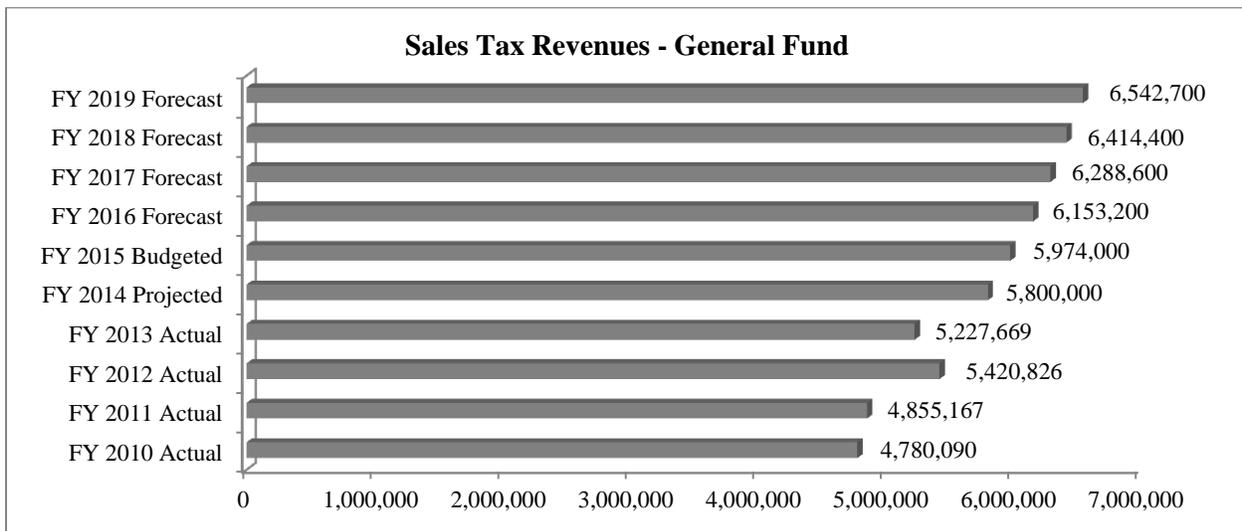
Estimated continued growth is the reason behind the increase in property tax revenue projections over the next four years.

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

### **Other Taxes**

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

**Sales Tax** – Businesses continue to open in Harker Heights, creating a closer place to shop for our residents. Market Heights, a Target anchored retail plaza, opened during FY 2007-08 creating an increase in retail sales in Harker Heights. As additional stores continued to open in the years to follow, sales taxes continued to show a steady growth. There seemed to be a leveling off period however, with new businesses such as Sam’s Wholesale Club and Rooms To Go opening during fiscal year 2014, the projection of \$5,800,000 is \$572,331 or 10.9% higher than the prior year actual of \$5,227,669. With the opening of a Wal-Mart Neighborhood Market in mind, the Fiscal Year 2015 sales tax line item is budgeted conservatively at \$5,974,000. Sales tax revenue forecasts are determined by taking prior year increases and adjusting for estimated growth in business activity. The graph below shows the projections out to the 2019 fiscal year.



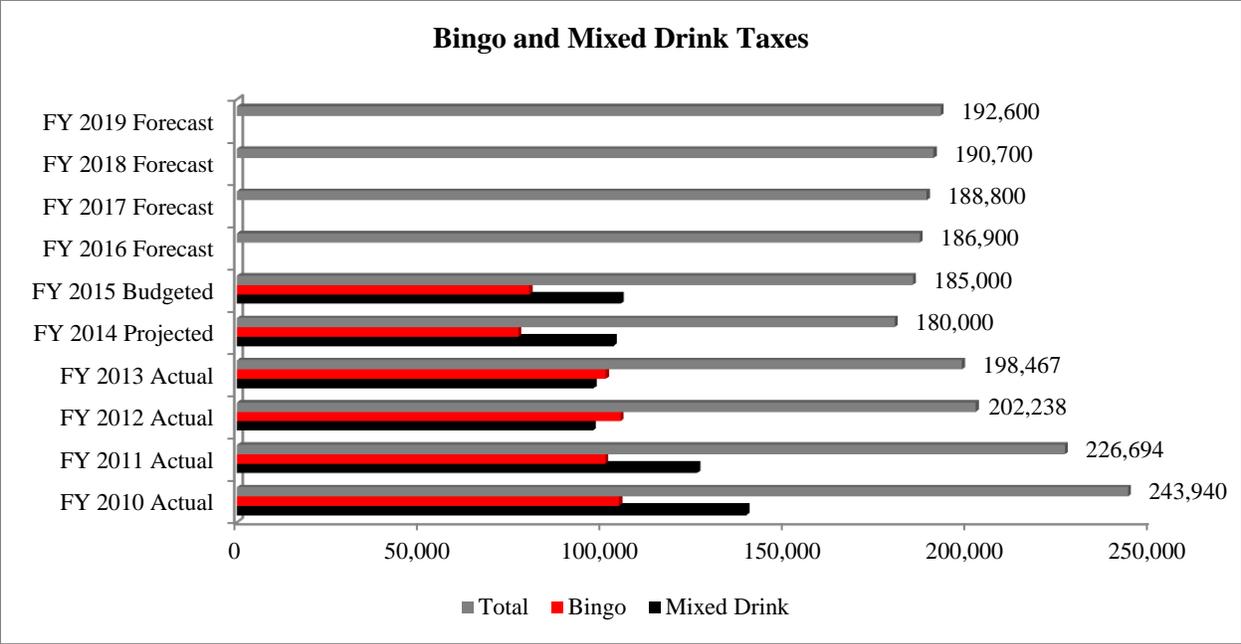
Sales tax revenues are projected to increase by 9.5% between FY 2015 and FY 2019.

**Mixed Drink Tax & Bingo Tax** – The mixed drink tax is a gross receipts tax imposed on the amount received from the sale, preparation or service of mixed beverages. It is paid to the Texas Comptroller of Public Accounts who in turn remits a portion back to the City. Revenues projected for FY 2013-14 are \$103,000, which is \$5,448 more than the prior year’s actual amount. The amount budgeted for FY 2014-15 is \$105,000 which is a 1.9% increase from the prior year’s projection.

Bingo taxes are collected by the Texas Lottery Commission and distributed on a quarterly basis by their Charitable Bingo Operations Division. Projections for FY 2013-14 are \$77,000 which is \$3,000 less than the budgeted amount for FY 2014-15 of \$80,000.

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

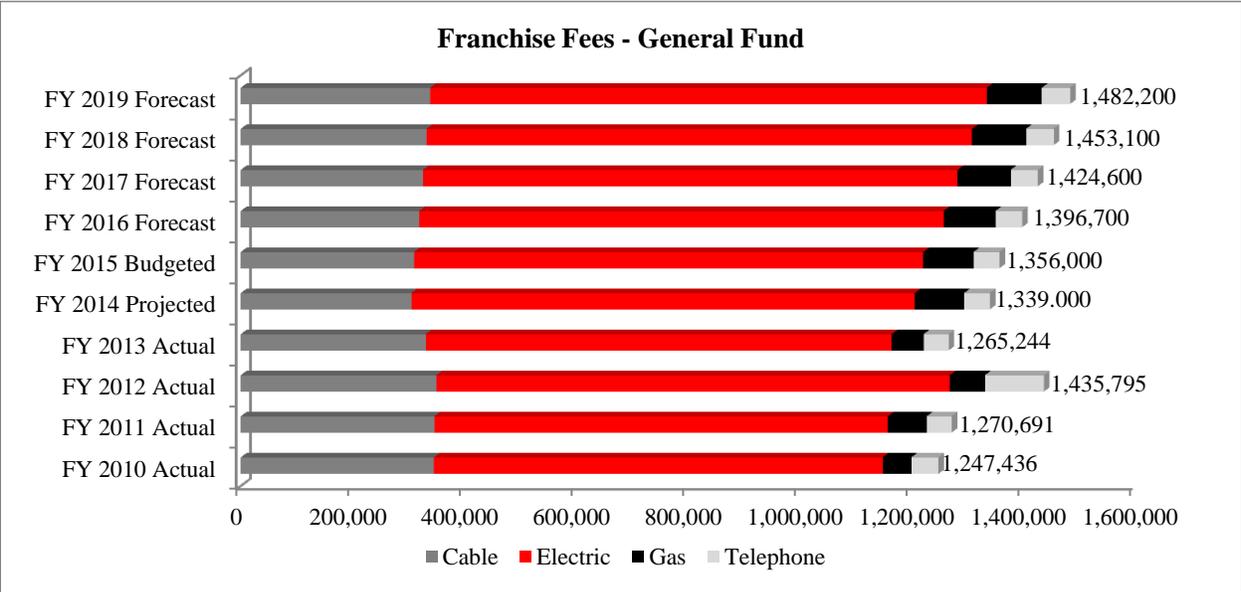
The graph on the next page shows how the prior year actuals, FY 2014 projection and FY 2015 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the 1% increases will be allocated between the two line items.



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

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

As Harker Heights continues to experience growth, we can also assume that usage of utilities will also increase in the area. Two percent is added to the prior year’s amount each year in order to project future revenues for this category. The following graph shows the \$1,356,000 budgeted in the General Fund as well as actual revenues prior to and projections for future years.

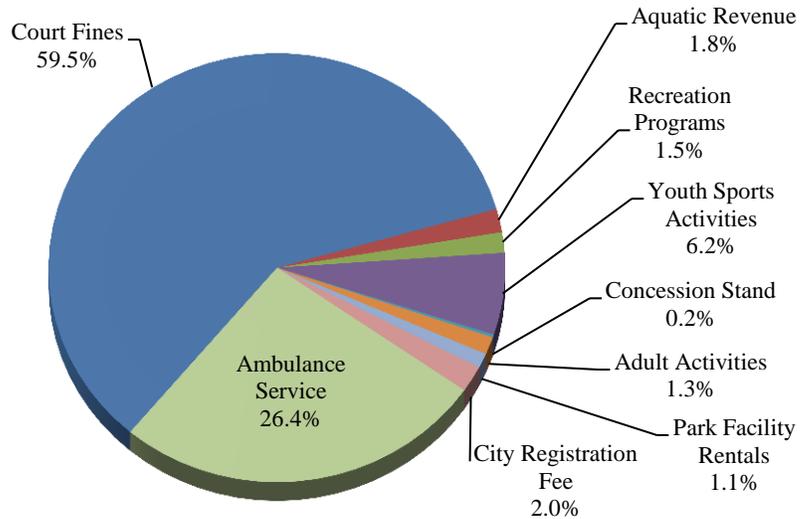


The increase in FY 2012 was due to additional fees collected for the electric franchise through an audit.

**Fines and Fees**

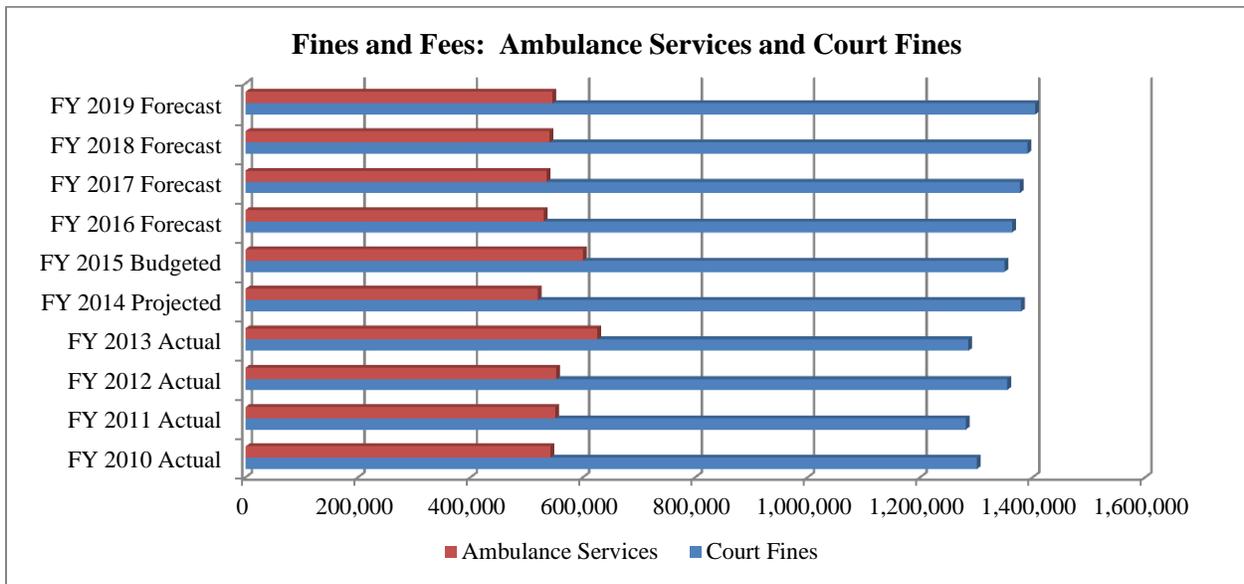
The Fines and Fees category consists of Court Fines, Ambulance Service, Parks & Recreation Fees and City Registrations.

**FY 2014-2015 Fines and Fees - General Fund**



**Court Fines** – The FY 2013-14 budget totaled \$1,350,000 and is projected to be \$1,380,000 at fiscal year-end. \$1,350,000 will be budgeted for the 2015 fiscal year.

**Ambulance Service** – This line item is being raised from the \$545,900 budgeted in FY 2013-2014 to \$600,000 for FY 2014-15. Collections for ambulance services have been more consistent over the past several years.



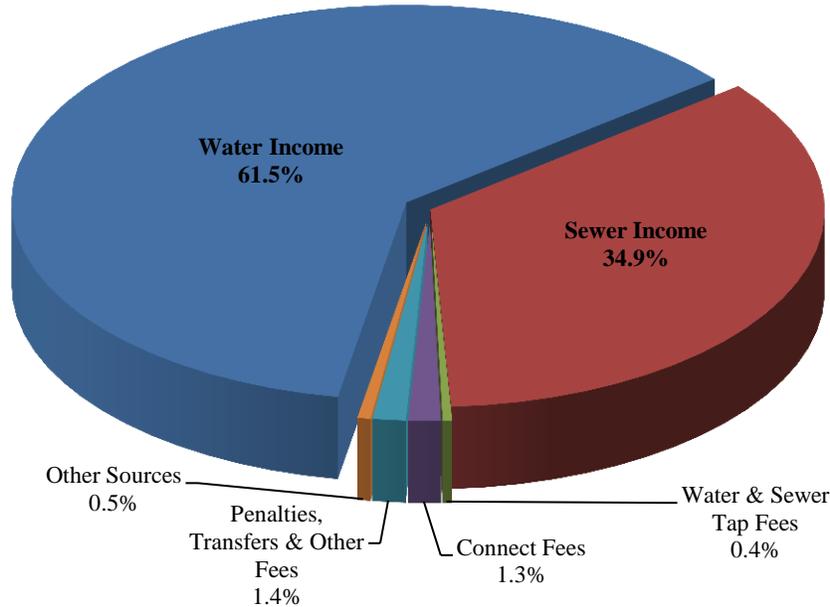
A look at the actual, projected, budgeted and forecasted amount for ambulance services and court fines.

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

## UTILITY FUND REVENUES

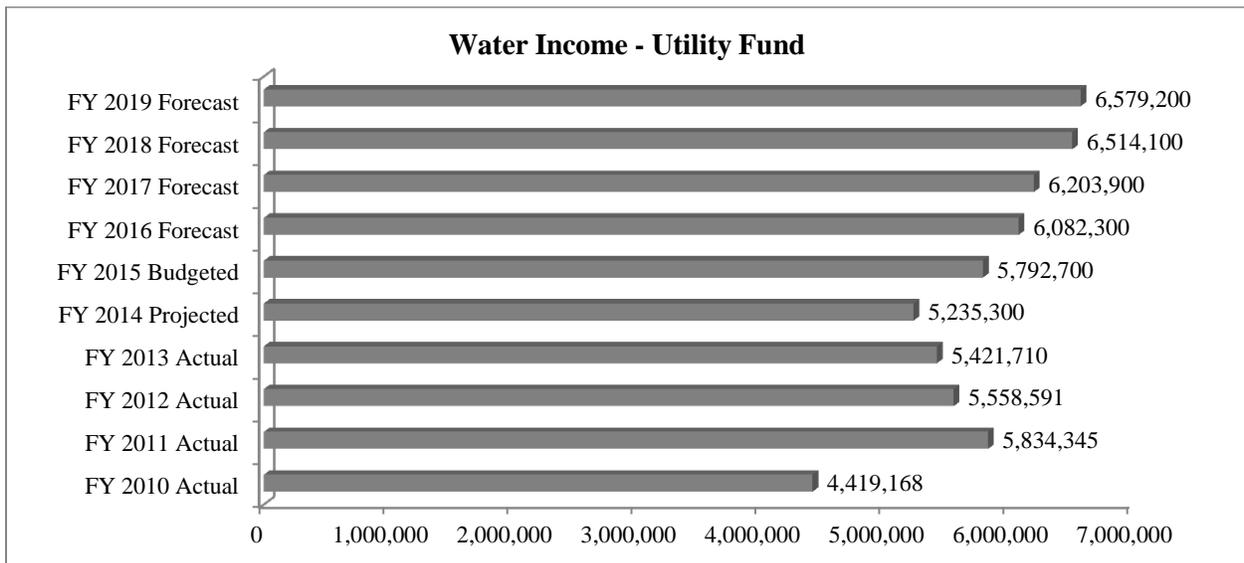
Utility Fund revenues at \$9,421,400 make up 25.6% of the City's \$36,873,060 in total revenues for FY 2014-2015 with the major revenue sources water income (61.5%) and sewer income (34.9%) as shown in the graph below.

**FY 2014-2015 Utility Fund Revenues by Source**



### Water Income

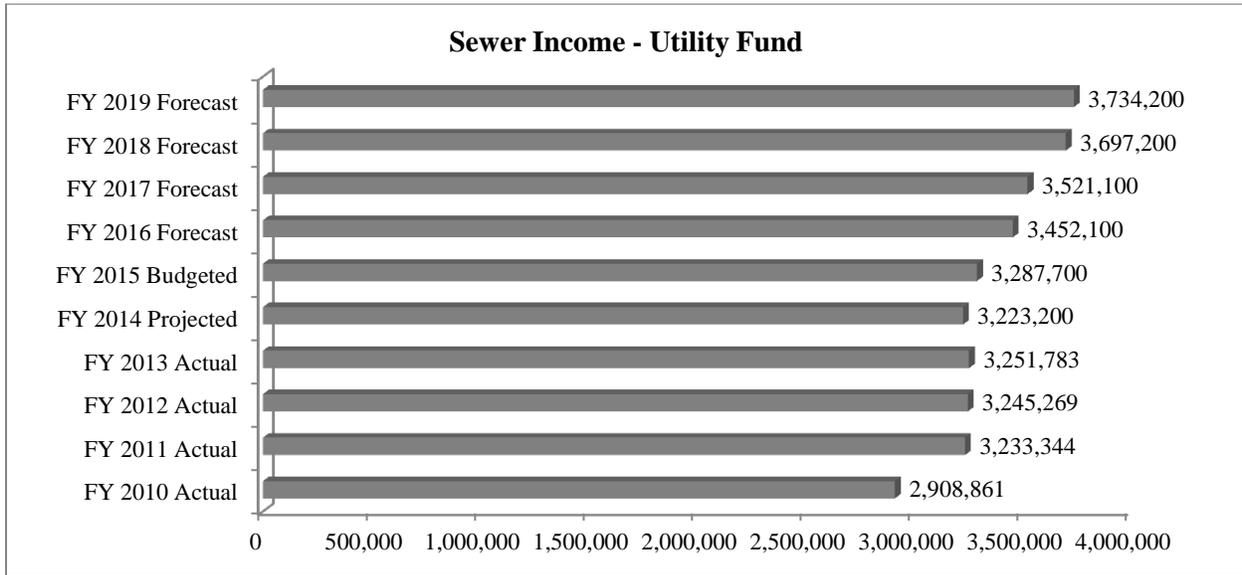
Water income is very elastic and depends a great deal on what the weather does. A target for water income has been developed using historical income data. There was no increase in water rates for the 2015 fiscal year however a 2% growth rate adjustment was made to assist in the calculation of the budgeted amount. Forecasts for water income include a flat two percent growth rate and a rate increase of three percent every other year. If a rate increase is deemed unnecessary (i.e. revenues are appropriately covering the expenses), then the alternating rate increases are adjusted for the following years.



Water Income is projected to increase by 14% (\$786,500) between FY 2015 and FY 2019.

**Sewer Income**

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



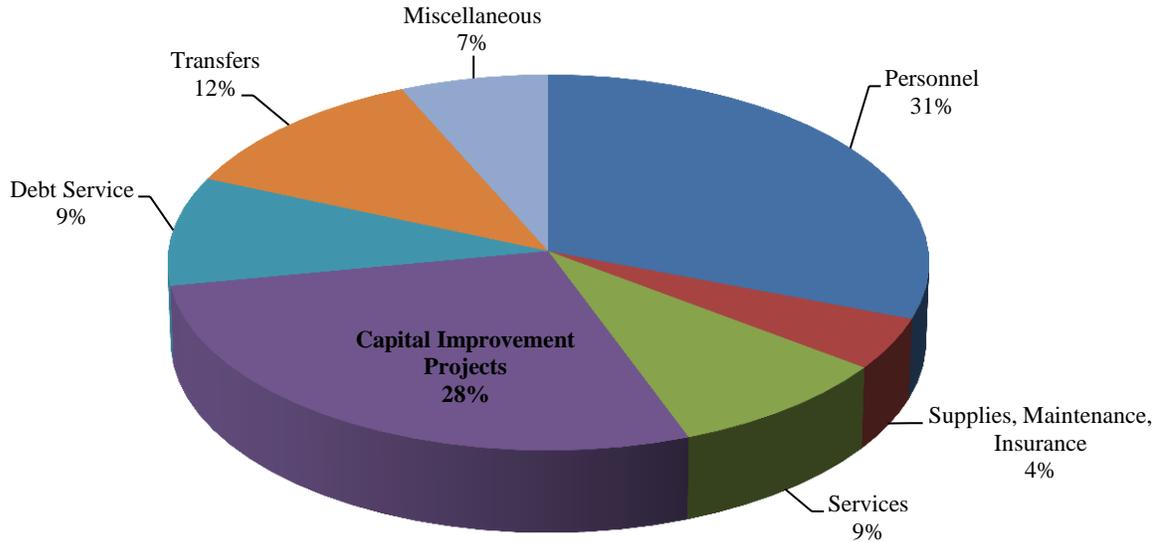
Sewer Income is expected to increase by 14% (\$446,500) between FY 2015 and FY 2019.

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

## EXPENDITURES/EXPENSES

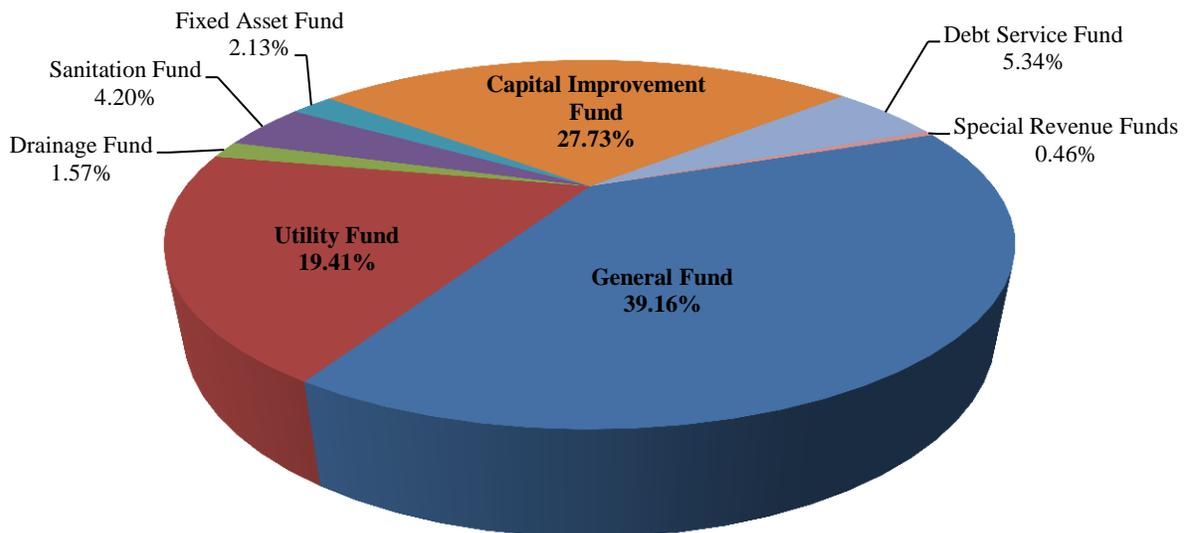
The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$48,482,700. The largest use of City funds is personnel expenses at 30.76% (\$14,914,200) followed by Capital Improvement Projects at 27.73% (\$13,444,300).

**FY 2014-2015 Budget Expenditures/Expenses - All Funds**



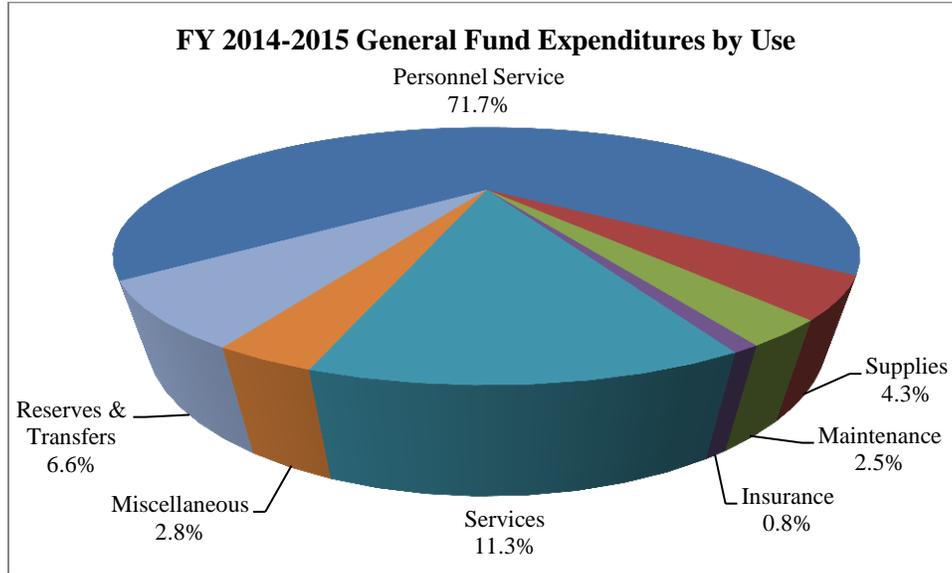
The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 39.16%, 19.41% and 27.73% of the budget respectively. The General and Utility Fund’s major uses will be discussed on the following pages; Capital Improvement Fund projects are discussed in detail in the “Capital Outlay and Improvements” section.

**FY 2014-2015 Budgeted Expenditures/Expenses - Percentage of Total**



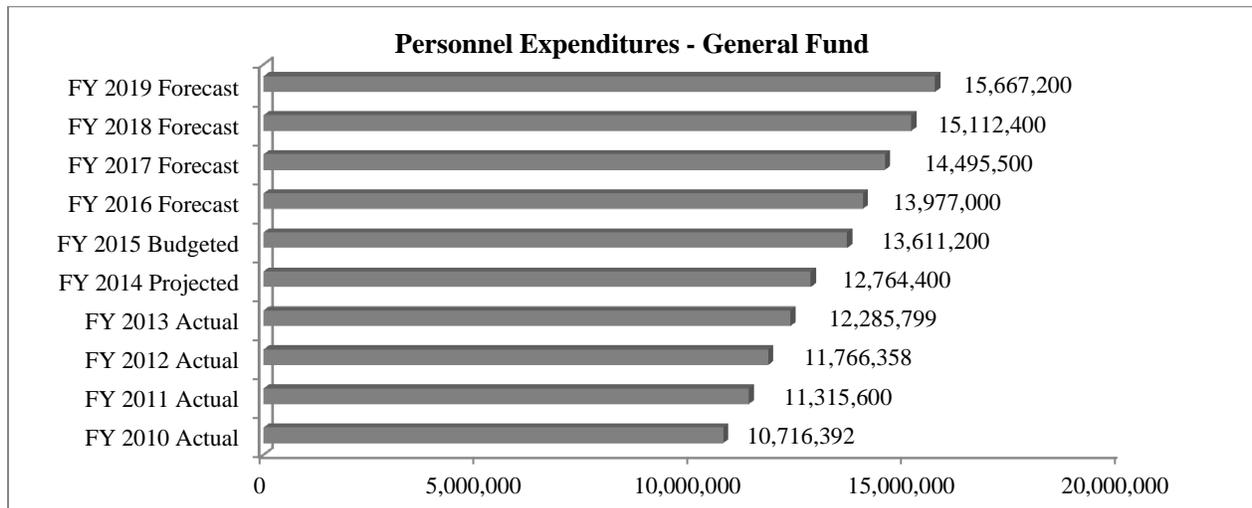
## GENERAL FUND EXPENDITURES

At \$18,988,000, General Fund expenditures make up 39.16% of the City's total uses. Major uses, as indicated in the graph below, are personnel service (71.7%) and services (11.3%).



### Personnel Service

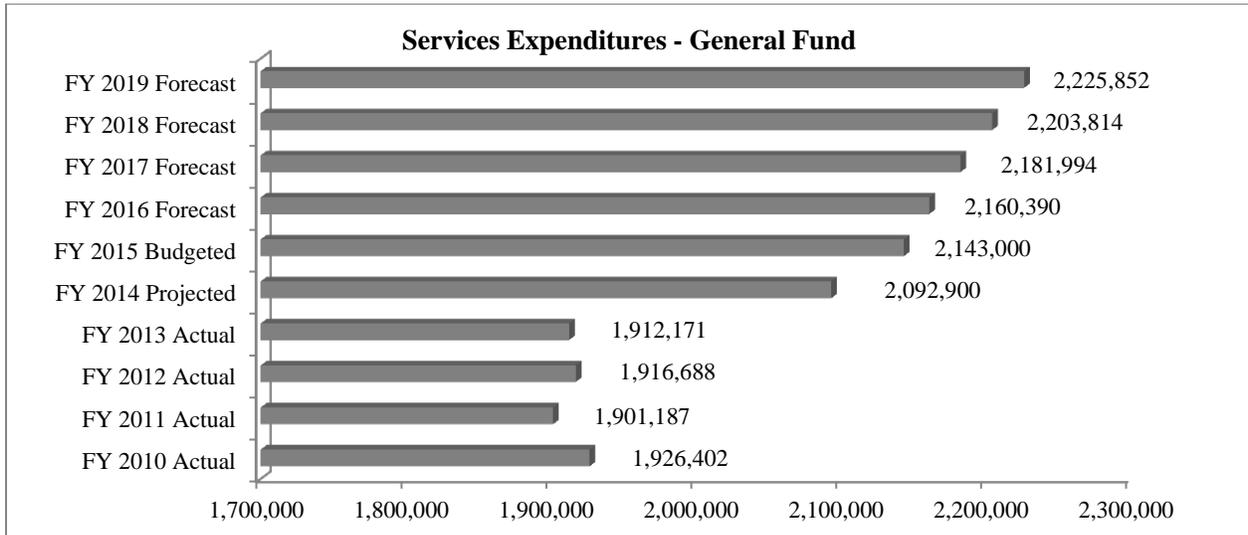
Total personnel services for the 2015 fiscal year are budgeted at \$13,611,200, an increase of \$846,800 or 7% over the prior year's projection. This increase is due to a three percent salary adjustment for all employees and the addition of a Pet Adoption Center Manager in the Administration Department. At mid-year (March/April 2014) the following positions will begin: a Deputy Police Chief and Police Officer in the Police Department, a Firefighter/Paramedic in the Fire Department and an Inventory/Line Locator in the Water Operations Department. In forecasting for personnel service a four percent increase is added to the prior year's total. This is adjusted later during budget planning as it is confirmed whether a salary adjustment will be given, whether worker's compensation and retirement rates will increase, and based on any changes to the City's health insurance coverage.



FY 2015's budgeted personnel expenditures show an increase of 27% in this line item since FY 2010.

**Services**

The Services category at a total of \$2,143,000 for the 2015 fiscal year contains many different line items the largest of which are Utilities (\$575,200), State Tax Payments (\$495,000) and Contract Labor (\$317,600). For forecasting purposes, the category of Services is projected to increase 1% each fiscal year. Adjustments are made as needed to keep in line with the projection or increase/decrease it if necessary.

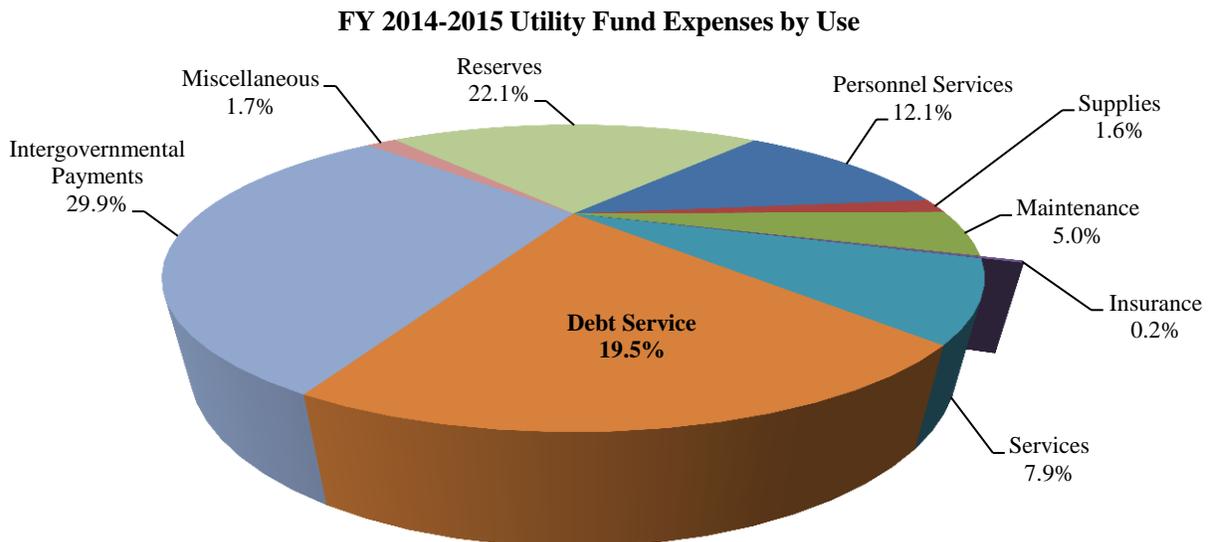


Depicts how the Services category may grow over the next four fiscal years.

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

**UTILITY FUND EXPENSES**

At \$9,411,500, Utility Fund expenses make up 19.41% of the City’s total uses. Major uses, as indicated in the graph below, are Intergovernmental Payments (29.93%), Reserves (22.05%), and Debt Service (19.54%).



**Intergovernmental Payments**

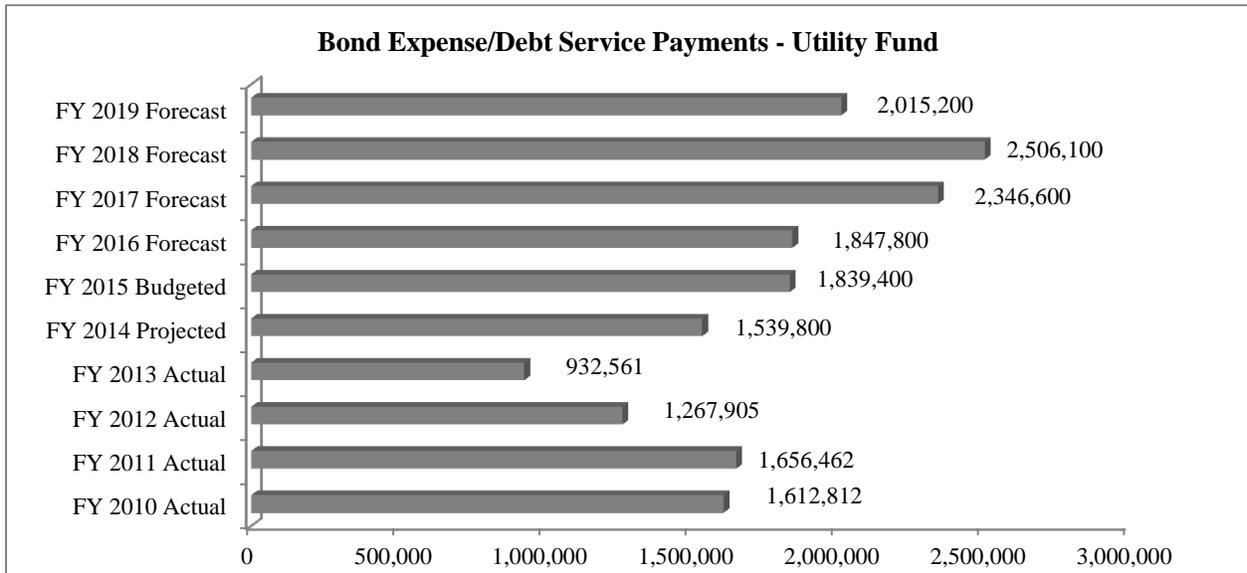
Intergovernmental Payments includes a transfer to the General Fund in the amount of \$450,000 and water purchases of \$2,366,400. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City. Water purchases are planned based on payments scheduled to be made to the Water Control and Improvement District #1 (WCID #1) as the City’s portion of the debt they’ve incurred to improve the water system. It also includes purchases to the Brazos River Authority (and WCID #1) for water consumption.

**Reserves**

Reserves total \$2,075,000 in the Utility Fund and include transfers to the Fixed Asset (\$475,000) and Capital Project (\$1,600,000) Funds. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City.

**Debt Service**

Debt principal and interest payments for the 2014 fiscal year are projected at \$1,539,800, an increase of \$41,500 from the budgeted amount of \$1,498,300. This is due to a Certificate of Obligation issued in February 2014. The FY 2014-15 bond expense increases to \$1,839,400 for this same reason. See the “Debt Service” section for additional details on the City’s debt.



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



**GENERAL FUND**

**REVENUE SUMMARY  
GENERAL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>TAXES</b>						
700 Tax Receipts	6,732,500	6,813,197	7,448,200	7,521,038	7,448,200	7,941,200
701 Discounts	0	0	0	0	0	0
<b>TOTAL TAXES</b>	<b>6,732,500</b>	<b>6,813,197</b>	<b>7,448,200</b>	<b>7,521,038</b>	<b>7,448,200</b>	<b>7,941,200</b>
<b>FRANCHISE FEES</b>						
080 Cable Franchise Fees	360,000	330,730	335,000	152,255	305,000	310,000
081 Electricity Franchise Fees	820,000	832,993	860,000	481,044	900,000	910,000
082 Gas Franchise Fees	65,000	56,930	43,500	21,533	88,000	90,000
083 Telephone Franchise Fees	45,000	44,591	46,000	21,800	46,000	46,000
<b>TOTAL FRANCHISE FEES</b>	<b>1,290,000</b>	<b>1,265,244</b>	<b>1,284,500</b>	<b>676,632</b>	<b>1,339,000</b>	<b>1,356,000</b>
<b>OTHER TAXES</b>						
707 Mixed Drink Tax	95,000	97,552	96,000	53,200	103,000	105,000
708 Bingo Tax	105,000	100,915	105,000	35,932	77,000	80,000
709 Sales Tax	5,564,000	5,227,669	5,538,300	2,877,979	5,800,000	5,974,000
<b>TOTAL OTHER TAXES</b>	<b>5,764,000</b>	<b>5,426,136</b>	<b>5,739,300</b>	<b>2,967,111</b>	<b>5,980,000</b>	<b>6,159,000</b>
<b>LICENSES AND PERMITS</b>						
022 Platting and Rezoning	10,000	17,601	10,000	9,655	15,000	15,000
051 Building Permits	130,000	225,772	180,000	97,556	450,000	230,000
052 Contractor's Registration	15,000	23,350	20,000	8,400	30,000	25,000
<b>TOTAL LICENSES AND PERMITS</b>	<b>155,000</b>	<b>266,723</b>	<b>210,000</b>	<b>115,611</b>	<b>495,000</b>	<b>270,000</b>
<b>FINES AND FEES</b>						
016 Court Fines	1,350,000	1,286,103	1,350,000	706,587	1,380,000	1,350,000
036 Aquatic Revenue	40,000	41,066	40,000	0	40,000	40,000
037 Recreation Programs	35,000	22,374	35,000	9,304	33,000	35,000
038 Youth Sports Activities	115,000	131,239	140,000	82,349	140,000	140,000
039 Concession Stand	3,000	7,354	5,000	670	5,000	5,000
040 Adult Activities	30,000	29,402	30,000	11,849	30,000	30,000
041 Park Facility Rentals	25,000	22,750	25,000	9,698	25,000	25,000
050 City Registration Fee	35,000	36,785	40,000	22,715	50,000	45,000
101 Ambulance Service	480,000	625,910	545,900	275,362	600,000	600,000
<b>TOTAL FINES AND FEES</b>	<b>2,113,000</b>	<b>2,202,983</b>	<b>2,210,900</b>	<b>1,118,534</b>	<b>2,303,000</b>	<b>2,270,000</b>
<b>MISCELLANEOUS</b>						
010 Credit Card Fees	(35,000)	(40,689)	(40,000)	(19,923)	(40,000)	(40,000)
015 Cash Over (Short)	0	789	0	(38)	0	0
020 Interest Income	35,000	32,037	35,000	11,531	25,000	25,000
021 Miscellaneous Income	25,000	21,427	25,000	11,446	25,000	25,000
023 Taxable Income	13,000	11,766	13,000	5,436	10,000	10,000
025 Miscellaneous A/R Income	0	700	0	506	1,000	0
030 Insurance Proceeds	0	4,698	0	5,009	5,000	0
031 Settlement of Claim	0	111,048	0	100	100	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	2,529	0	1,534	3,700	0
058 False Alarm Fees	0	100	0	0	0	0
070 Grant Revenue	88,200	96,033	25,000	21,948	25,000	13,200
071 Contributions	0	0	0	0	0	0
100 Ambulance Collection Fees	(90,000)	(96,348)	(103,000)	(39,369)	(80,000)	(80,000)
102 Reimburse Bell County	5,000	4,818	5,000	2,754	5,000	5,000
112 Animal Control	18,000	18,015	18,000	8,108	18,000	18,000
113 Auction Abandoned Property	0	8,935	0	0	0	0
114 Child Safety Fund	35,000	40,601	40,000	34,714	40,000	40,000
116 State Seizure Funds	0	0	0	0	0	0
201 Net Value of Investments	0	0	0	0	0	0

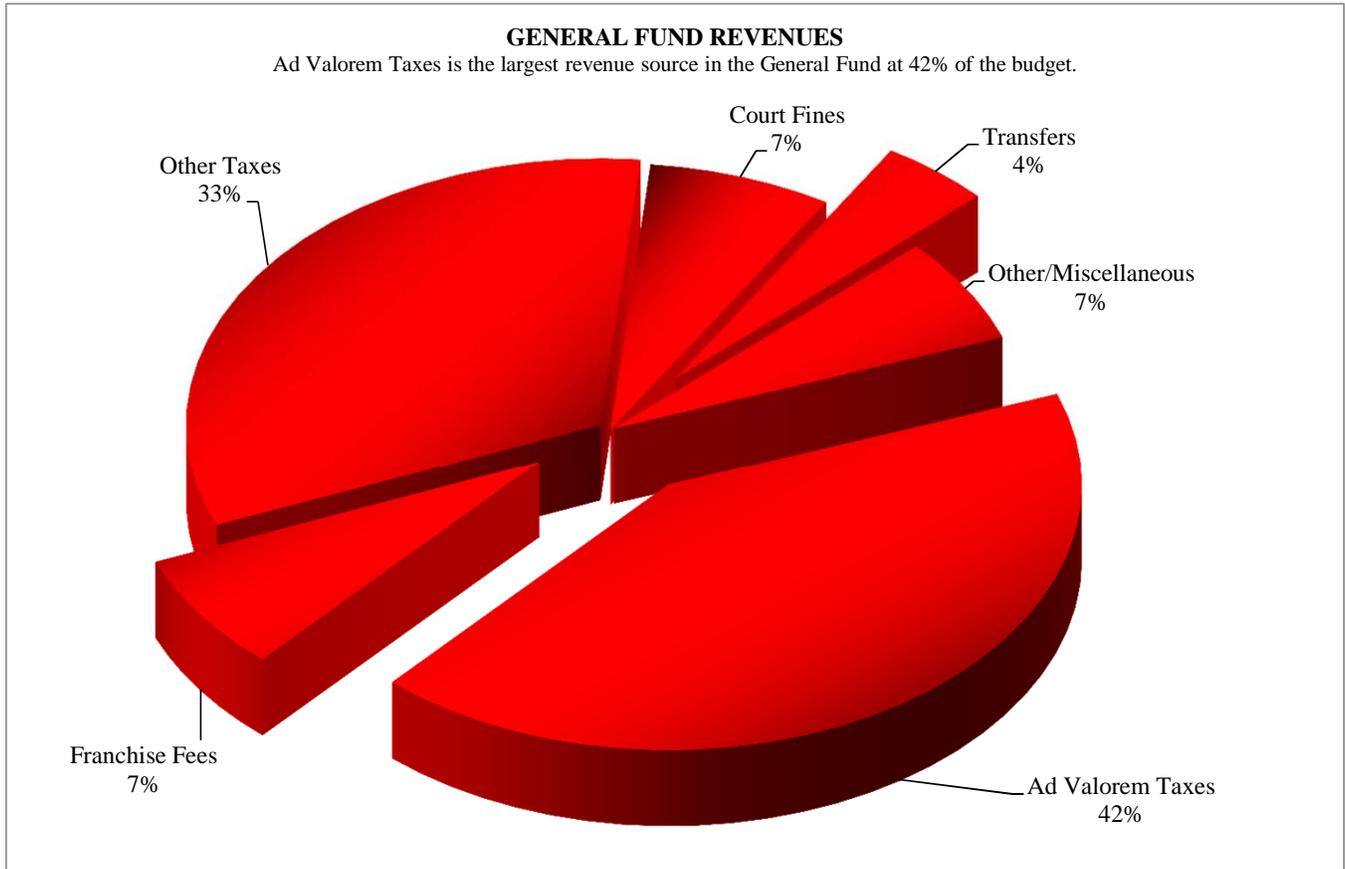
**REVENUE SUMMARY  
GENERAL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
400 Donations	0	25,800	0	0	0	0
401 Donations Received (Police)	0	2,395	0	875	1,000	0
403 Library Donations	0	652	0	15	0	0
404 Parks & Rec Donations	0	9,274	0	990	3,000	0
405 Donations - Nat'l Night Out	0	763	0	5,701	5,700	0
600 Lease Agreement Proceeds	0	270,422	0	0	0	0
602 Reimb from TxDOT PTF Program	0	0	170,000	0	170,000	170,000
802 Transfer from Water	350,000	400,000	450,000	300,000	450,000	450,000
803 Transfer from Drainage	175,000	175,000	0	0	0	0
804 Transfer from Sanitation	275,000	275,000	300,000	125,000	300,000	300,000
812 Transfer from Restricted Courts	90,000	68,000	65,000	45,000	65,000	65,000
<b>TOTAL MISCELLANEOUS</b>	<b>984,200</b>	<b>1,443,765</b>	<b>1,003,000</b>	<b>521,337</b>	<b>1,032,500</b>	<b>1,001,200</b>
<b>TOTAL REVENUES</b>	<b>17,038,700</b>	<b>17,418,048</b>	<b>17,895,900</b>	<b>12,920,263</b>	<b>18,597,700</b>	<b>18,997,400</b>
<b>BEGINNING FUND BALANCE</b>	<b>7,309,683</b>	<b>8,234,922</b>	<b>7,567,698</b>	<b>8,257,141</b>	<b>8,257,141</b>	<b>8,363,341</b>
<b>INCREASE/DECREASE</b>	<b>(442,000)</b>	<b>22,219</b>	<b>349,500</b>	<b>3,801,811</b>	<b>106,200</b>	<b>9,400</b>
<b>ENDING FUND BALANCE</b>	<b>6,867,683</b>	<b>8,257,141</b>	<b>7,917,198</b>	<b>12,058,952</b>	<b>8,363,341</b>	<b>8,372,741</b>

**FUND BALANCE REQUIREMENT**

(Three Months Operating Expense)

**4,647,000**



**EXPENDITURE SUMMARY  
GENERAL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	9,187,600	9,149,486	9,494,600	4,628,477	9,355,500	9,895,100
002 Overtime	350,200	359,840	345,500	182,791	378,400	370,800
003 Worker's Compensation	164,100	155,715	168,300	146,308	147,200	147,700
004 Health Insurance	718,600	669,434	751,100	376,503	738,100	831,600
005 Social Security	729,800	698,307	752,800	379,963	745,400	785,400
006 Retirement	1,299,900	1,253,017	1,392,800	660,556	1,399,800	1,580,600
<b>TOTAL PERSONNEL SERVICE</b>	<b>12,450,200</b>	<b>12,285,799</b>	<b>12,905,100</b>	<b>6,374,598</b>	<b>12,764,400</b>	<b>13,611,200</b>
<b>SUPPLIES</b>						
010 Office	81,800	73,291	83,600	40,058	80,600	85,000
011 Vehicle	360,700	380,699	373,000	163,010	365,600	373,600
012 General	113,700	104,206	123,000	58,880	130,900	132,800
013 Equipment	50,300	41,678	57,000	20,990	56,300	63,900
014 Uniforms	69,600	56,367	71,900	30,396	72,900	77,400
015 Recreational	6,500	5,297	6,500	643	6,500	7,000
016 Chemical	18,000	12,477	18,000	2,941	18,000	18,000
019 K-9 Supplies	5,500	7,156	6,000	2,055	6,000	6,000
028 Pet Adoption Center	8,000	9,775	9,000	2,584	9,000	10,000
029 Medical	44,300	47,581	48,800	24,590	48,800	49,700
<b>TOTAL SUPPLIES</b>	<b>758,400</b>	<b>738,527</b>	<b>796,800</b>	<b>346,147</b>	<b>794,600</b>	<b>823,400</b>
<b>MAINTENANCE</b>						
020 Vehicle	94,800	98,590	93,800	48,580	94,300	96,300
021 Building	91,600	93,541	97,300	40,342	99,300	93,500
022 Equipment	126,100	95,116	112,400	45,406	107,400	109,600
023 Ground	180,500	151,727	170,800	89,944	168,900	183,800
<b>TOTAL MAINTENANCE</b>	<b>493,000</b>	<b>438,974</b>	<b>474,300</b>	<b>224,272</b>	<b>469,900</b>	<b>483,200</b>
<b>INSURANCE</b>						
030 Property/Liability	130,500	118,696	132,800	141,895	143,400	149,200
<b>TOTAL INSURANCE</b>	<b>130,500</b>	<b>118,696</b>	<b>132,800</b>	<b>141,895</b>	<b>143,400</b>	<b>149,200</b>
<b>SERVICES</b>						
051 ActiveNet Transaction Fees	0	233	0	2,519	5,100	5,100
059 Adaptive Sports	12,600	10,212	12,000	6,062	12,000	14,200
069 Adult Sports	8,000	3,718	8,000	3,627	6,000	6,000
083 Audit Fees	30,000	22,165	25,000	24,150	25,000	25,000
081 Bank Fees	30,000	22,397	25,000	12,801	25,000	25,000
033 Contingency	0	0	0	0	0	0
047 Contract Labor	299,900	303,661	309,300	151,388	312,300	317,600
041 Dues and Subscriptions	43,400	40,242	44,200	24,113	42,300	44,900
036 Election Expense	10,000	3,126	10,000	5,842	6,000	10,000
046 Equipment Rental	31,400	26,326	31,900	15,373	36,300	37,200
104 Fire Prevention	3,100	3,111	5,000	942	4,000	5,700
043 Impound Expense	700	445	700	35	400	400
075 LEOSE Training	0	0	0	0	4,800	4,800
102 Medical Director Contract	31,500	26,000	8,700	6,600	6,600	27,900
086 Nuisance Abatement	60,000	14,993	60,000	22,105	50,000	60,000
070 Other Expense (Grants)	27,600	14,659	20,200	12,294	25,000	28,300
067 Parks and Recreation Programs	40,000	36,824	40,000	16,185	40,000	46,500
400 Public Awareness	15,000	19,498	15,000	3,269	20,000	20,000
061 Reimburse by Donations	2,000	2,132	3,000	236	2,000	2,000
105 Safety Training	2,100	497	1,800	1,266	1,700	1,800
087 State Tax Payments	425,000	468,171	490,000	265,321	500,000	495,000
084 Tax Appraisal Contract	80,000	78,439	80,000	40,819	80,000	80,000
068 Team Travel	2,400	1,168	2,400	0	2,400	2,400

**EXPENDITURE SUMMARY  
GENERAL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
045 Telephone	74,100	62,327	70,300	28,523	67,700	70,100
042 Travel and Training	155,700	112,307	143,600	67,819	144,900	151,200
060 Tree City USA	10,000	5,792	10,000	2,387	6,000	10,000
065 Trophies and Awards	17,000	16,388	17,000	13,046	17,000	19,700
035 Unemployment Payments	0	21,058	0	14,075	20,100	0
066 Uniforms and Equipment (Rec)	61,000	50,896	61,000	13,656	55,000	57,000
040 Utilities	558,800	545,386	576,200	220,914	575,300	575,200
<b>TOTAL SERVICES</b>	<b>2,031,300</b>	<b>1,912,171</b>	<b>2,070,300</b>	<b>975,367</b>	<b>2,092,900</b>	<b>2,143,000</b>
<b>MISCELLANEOUS</b>						
091 Advertising	41,700	31,710	41,700	19,454	42,700	44,900
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	53,500
405 Economic Development	5,000	3,550	5,000	0	5,000	12,500
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
090 Legal Fees	68,000	77,004	65,000	38,065	81,000	81,000
093 Medical Expense	5,000	1,116	5,000	0	1,000	2,000
600 Pitney Bowes Lease	4,600	3,420	4,600	2,238	3,300	2,200
092 Professional Fees	162,600	163,694	178,400	89,220	202,500	171,900
407 Rent Expense	0	0	0	0	0	0
103 State Seizure	0	2,350	0	0	0	0
406 Texas A&M Contribution	50,000	50,000	50,000	0	50,000	50,000
408 Boys & Girls Club Contribution	50,000	50,000	50,000	0	50,000	50,000
401 Transportation (HOP)	19,100	19,063	25,200	25,241	25,200	31,200
601 Xerox Lease - Int	800	580	100	17	0	0
602 Xerox Lease - Prin	6,500	6,715	2,100	1,105	1,100	0
409 Greater Killeen Free Clinic	0	0	0	0	0	5,000
404 Youth Task Force	15,000	8,574	15,000	6,073	10,000	10,000
<b>TOTAL MISCELLANEOUS</b>	<b>493,800</b>	<b>483,276</b>	<b>507,600</b>	<b>222,663</b>	<b>537,300</b>	<b>531,200</b>
<b>RESERVES/TRANSFERS</b>						
609 COBAN Lease - Int	0	0	3,800	3,813	3,900	3,600
610 COBAN Lease - Prin	0	0	85,200	85,210	85,200	91,700
603 Dell Computer Lease - Int	2,600	2,630	1,300	1,349	1,300	0
604 Dell Computer Lease - Prin	24,300	24,298	25,600	25,579	25,600	0
605 Dell Server Lease - Int	2,600	2,603	1,300	1,335	1,300	0
606 Dell Server Lease - Prin	24,000	24,048	25,300	25,316	25,300	0
613 Quint Fire Truck Lease - Int	0	0	0	0	0	0
614 Quint Fire Truck Lease - Prin	0	0	0	0	0	0
252 Reimb: Market Heights	750,000	1,049,755	0	0	0	0
254 Reimb: Seton Medical	0	0	407,000	586,391	586,400	600,500
255 Reimb: YMCA Parking Lot	0	0	0	0	0	141,000
007 Reserve for Personnel	10,000	5,052	10,000	4,517	10,000	10,000
805 Transfer to Capital Projects	200,000	200,000	0	0	700,000	300,000
806 Transfer to Debt Service	110,000	110,000	50,000	50,000	100,000	100,000
800 Transfer to Fixed Assets	0	0	50,000	50,000	150,000	0
<b>TOTAL RESERVES/TRANSFERS</b>	<b>1,123,500</b>	<b>1,418,386</b>	<b>659,500</b>	<b>833,510</b>	<b>1,689,000</b>	<b>1,246,800</b>
<b>GRAND TOTAL</b>	<b>17,480,700</b>	<b>17,395,829</b>	<b>17,546,400</b>	<b>9,118,452</b>	<b>18,491,500</b>	<b>18,988,000</b>

## **CITY COUNCIL**

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

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

### **MISSION STATEMENT**

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

### **PROGRESS ON FY 2013-2014 OBJECTIVES**

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

### **FY 2014-2015 OBJECTIVES**

- Develop the City's first Pedestrian Mobility Plan.
- Hold at least one Town Hall Meeting.
- Conduct a joint meeting with Killeen Independent School District.
- Develop and Implement Coffee with the Mayor Program

**500 - CITY COUNCIL**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	6,000	6,050	6,000	2,940	5,800	6,000
005 Social Security	500	459	500	225	500	500
<b>TOTAL PERSONNEL SERVICE</b>	<b>6,500</b>	<b>6,509</b>	<b>6,500</b>	<b>3,165</b>	<b>6,300</b>	<b>6,500</b>
<b>SUPPLIES</b>						
010 Office	0	0	0	0	0	0
012 General	12,000	12,752	12,000	5,115	12,000	12,000
<b>TOTAL SUPPLIES</b>	<b>12,000</b>	<b>12,752</b>	<b>12,000</b>	<b>5,115</b>	<b>12,000</b>	<b>12,000</b>
<b>SERVICES</b>						
036 Election Expense	10,000	3,126	10,000	5,842	6,000	10,000
041 Dues and Subscriptions	1,000	213	1,000	213	500	1,000
042 Travel and Training	25,000	13,290	15,000	7,910	15,000	15,000
<b>TOTAL SERVICES</b>	<b>36,000</b>	<b>16,629</b>	<b>26,000</b>	<b>13,965</b>	<b>21,500</b>	<b>26,000</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	6,000	4,215	6,000	2,250	6,000	6,000
401 Transportation (HOP)	19,100	19,063	25,200	25,241	25,200	31,200
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	53,500
408 Boys & Girls Club Contr	50,000	50,000	50,000	0	50,000	50,000
409 Greater Killeen Free Clinic	0	0	0	0	0	5,000
<b>TOTAL MISCELLANEOUS</b>	<b>140,600</b>	<b>138,778</b>	<b>146,700</b>	<b>68,741</b>	<b>146,700</b>	<b>162,700</b>
<b>FIXED ASSETS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>195,100</b>	<b>174,668</b>	<b>191,200</b>	<b>90,986</b>	<b>186,500</b>	<b>207,200</b>

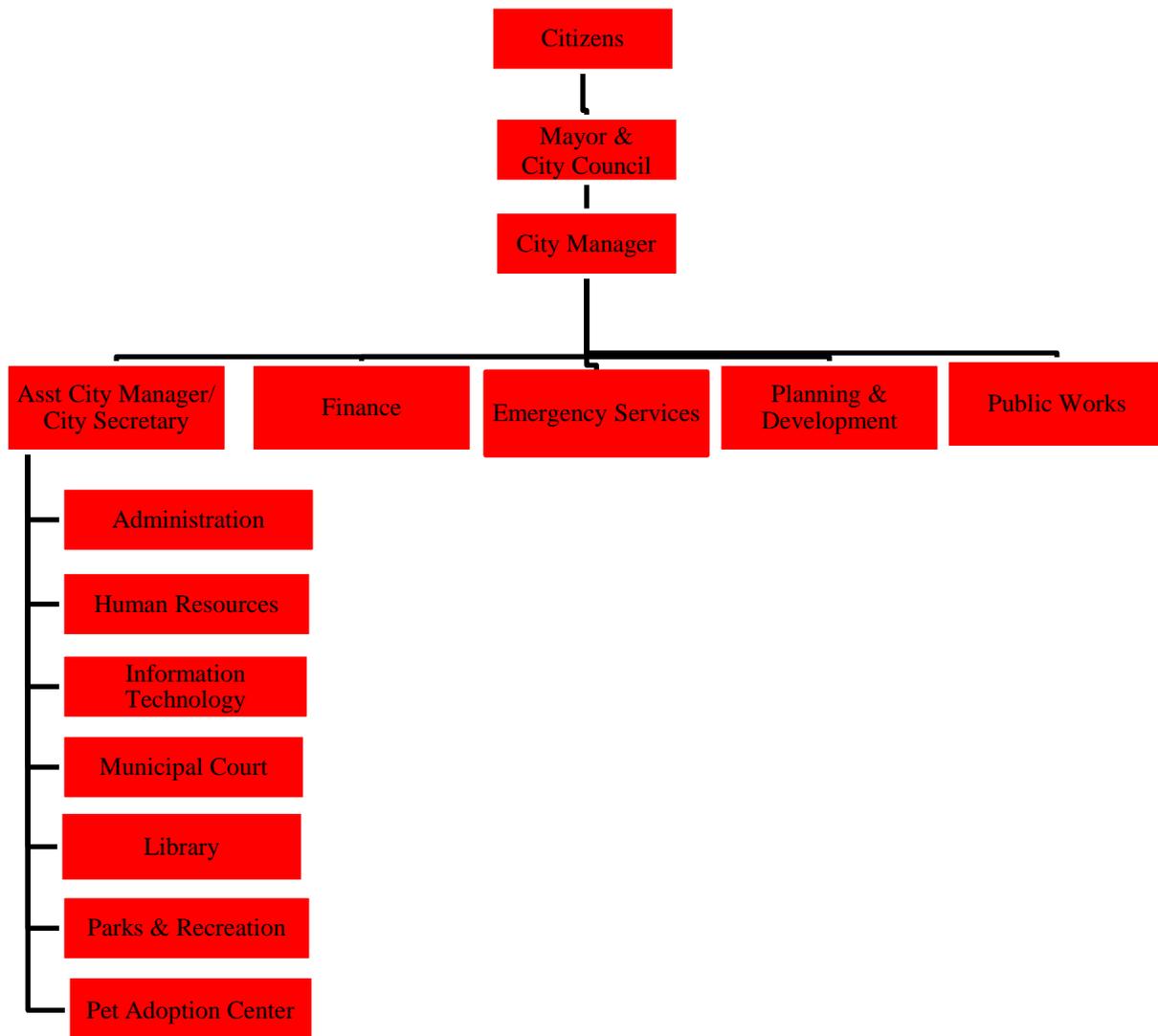
## ADMINISTRATION

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

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

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

## ORGANIZATIONAL CHART



**PROGRESS ON FY 2013-2014 OBJECTIVES**

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

**FY 2014-2015 OBJECTIVES**

- Continue to Focus on Code Enforcement.
- Complete plans for Comanche Gap Park.
- Explore options for use of Dana Peak Park.
- Focus on ways to improve north area of the City

**PERFORMANCE MEASURES - ADMINISTRATION**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
Number of full time employees	9	9	9	14	14
<b>OUTPUTS:</b>					
Agenda minutes prepared	28	37	28	26	27
Ordinances published, codified	22	33	25	38	35
Resolutions processed	39	40	35	46	48
Requests for information processed	206	512	300	524	600
# of Council workshops held	18	21	26	17	20
# of Council meeting held	28	29	28	26	27
# of Developer Agreements signed	1	0	1	1	1
<b>EFFECTIVENESS/EFFICIENCY:</b>					
% of agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

**PERFORMANCE MEASURES – INFORMATION TECHNOLOGY**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>OUTPUTS:</b>					
# of servers supported	12	12	6	10	10
# of computers/laptops supported	160	160	160	162	165
# of users supported	170	175	175	170	190
# of printers/scanners supported	80	80	80	80	82
# of applications supported	27	28	28	28	28
# of specialty systems supported	10	10	10	10	10
<b>EFFECTIVENESS:</b>					
% of support hours	75	85	75	80	75
% of project hours	25	15	25	20	25
<b>EFFICIENCY:</b>					
Average month requests closed	100	135	150	140	150
# of work orders closed	1,200	1,620	1,800	1,700	1,800

**PERFORMANCE MEASURES – HUMAN RESOURCES**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>OUTPUTS:</b>					
# of job fairs participated in	3	0	2	2	2
# of criminal background checks	1,400	708	800	695	700
# of pre-employment drug screening	50	81	85	74	60
<b>EFFECTIVENESS:</b>					
# of exit interviews conducted	22	19	19	15	15
# of HR website hits	200,000	75,225	80,000	56,500	60,000
<b>EFFICIENCY:</b>					
Employee Turnover Rate	4%	4%	4%	3%	3%

**PERFORMANCE MEASURES – ANIMAL CONTROL**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
Number of full-time personnel	4	4	4	4	4
<b>OUTPUTS:</b>					
# of dogs/cats impounded	1,000/600	978/614	1,000/600	1,009/569	1,000/600
# of calls for service handled	2,200	1,896	2,200	2,232	2,300
<b>EFFECTIVENESS/EFFICIENCY:</b>					
% of dogs/cats adopted	70%/70%	69%/67%	70%/70%	61%/59%	70%/70%
% of dogs/cats euthanized	10%/20%	04%/42%	10%/20%	02%/35%	10%/20%

**501 - ADMINISTRATION**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	676,300	693,119	705,300	378,585	684,400	789,700
002 Overtime	5,000	7,918	8,000	1,486	8,000	8,000
003 Worker's Compensation	7,700	7,280	7,800	6,823	6,800	6,900
004 Health Insurance	47,600	44,066	49,800	23,762	50,400	72,400
005 Social Security	52,100	46,288	54,600	25,316	53,000	61,000
006 Retirement	91,700	95,628	99,700	53,599	100,100	123,500
<b>TOTAL PERSONNEL SERVICE</b>	<b>880,400</b>	<b>894,299</b>	<b>925,200</b>	<b>489,571</b>	<b>902,700</b>	<b>1,061,500</b>
<b>SUPPLIES</b>						
010 Office	1,500	1,456	1,500	64	1,500	1,500
012 General	19,000	17,667	20,000	10,277	20,000	20,000
028 Pet Adoption Center	0	0	0	0	0	10,000
<b>TOTAL SUPPLIES</b>	<b>20,500</b>	<b>19,123</b>	<b>21,500</b>	<b>10,341</b>	<b>21,500</b>	<b>31,500</b>
<b>MAINTENANCE</b>						
022 Equipment	15,000	7,273	10,000	856	7,000	10,000
<b>TOTAL MAINTENANCE</b>	<b>15,000</b>	<b>7,273</b>	<b>10,000</b>	<b>856</b>	<b>7,000</b>	<b>10,000</b>
<b>INSURANCE</b>						
030 Property/Liability	6,100	5,522	6,200	6,458	6,700	10,800
<b>TOTAL INSURANCE</b>	<b>6,100</b>	<b>5,522</b>	<b>6,200</b>	<b>6,458</b>	<b>6,700</b>	<b>10,800</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	40,000	33,276	40,000	13,855	40,000	40,000
041 Dues and Subscriptions	12,000	11,752	12,000	5,133	12,000	12,000
042 Travel and Training	15,000	5,565	10,000	8,643	15,000	10,000
045 Telephone	15,000	12,199	15,000	5,234	15,000	15,000
046 Equipment Rental	1,500	1,135	1,500	973	2,200	2,200
047 Contract Labor	0	0	0	0	0	4,000
081 Bank Fees	30,000	22,397	25,000	12,801	25,000	25,000
400 Public Awareness	15,000	19,498	15,000	3,269	20,000	20,000
<b>TOTAL SERVICES</b>	<b>128,500</b>	<b>105,822</b>	<b>118,500</b>	<b>49,908</b>	<b>129,200</b>	<b>128,200</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	39,000	54,434	39,000	27,675	55,000	55,000
091 Advertising	20,000	12,645	20,000	10,230	20,000	20,000
092 Professional Fees	90,000	86,472	96,500	48,865	110,300	94,000
093 Medical Expense	5,000	1,116	5,000	0	1,000	2,000
404 Youth Task Force	15,000	8,574	15,000	6,073	10,000	10,000
405 Economic Development	5,000	3,550	5,000	0	5,000	12,500
406 Texas A&M Contribution	50,000	50,000	50,000	0	50,000	50,000
600 Pitney Bowes Lease	4,600	3,420	4,600	2,238	3,300	2,200
601 Xerox Lease - Prin	1,000	1,116	200	200	200	0
602 Xerox Lease - Int	100	100	0	3	0	0
603 Dell Computer Lease - Prin	24,300	24,298	25,600	25,579	25,600	0
604 Dell Computer Lease - Int	2,600	2,630	1,300	1,349	1,300	0
605 Dell Server Lease - Prin	24,000	24,048	25,300	25,316	25,300	0
606 Dell Server Lease - Int	2,600	2,603	1,300	1,335	1,300	0
<b>TOTAL MISCELLANEOUS</b>	<b>283,200</b>	<b>275,006</b>	<b>288,800</b>	<b>148,863</b>	<b>308,300</b>	<b>245,700</b>
<b>FIXED ASSETS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	103,000	39,832	121,000	82,662	115,500	238,000
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>103,000</b>	<b>39,832</b>	<b>121,000</b>	<b>82,662</b>	<b>115,500</b>	<b>238,000</b>
<b>GRAND TOTAL</b>	<b>1,436,700</b>	<b>1,346,877</b>	<b>1,491,200</b>	<b>788,659</b>	<b>1,490,900</b>	<b>1,725,700</b>

## FINANCE

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

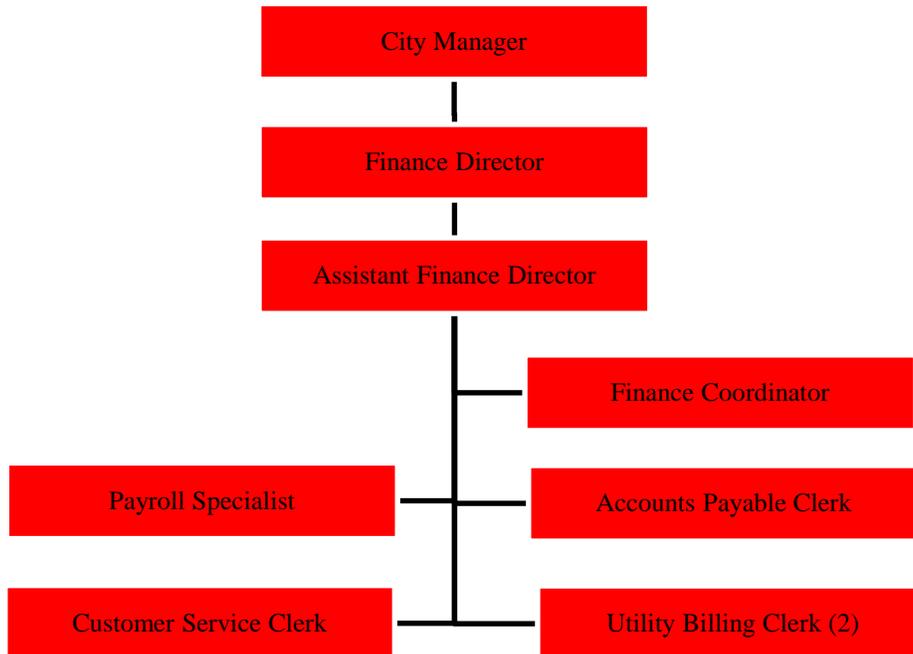
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures; to protect and optimize the financial resources of the City; and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial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

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



## **FY 2013-2014 ACHIEVEMENTS**

- Received Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the nineteenth consecutive year.
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award for the eighteenth consecutive year.
- Completed financing for the Series 2014 Certificates of Obligation.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list.
  - This will remain an objective for the 2015 fiscal year. We will also be adding the task of removing vendors that have not had payment activity since September 30, 2009.
- Continue to implement internal auditing procedures.
  - Changes to staff temporarily stalled the implementation of procedures. This will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
  - The Administration Department was scheduled to be audited during this fiscal year but was not done. Parks & Recreation equipment at the Water/Street Yard was audited.
- Complete financial trend monitoring report.
  - Ongoing. Prior year data will need to be added to the data that has already been gathered. The next step will be to create graphs and prepare a narrative.
- Outsource printing and mailing of utility bills.
  - Completed in May 2014. Second notices will continue to be mailed in-house.

## **FY 2014-2015 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.
- Set up new and existing vendors with EFT payments.
- Continue to implement internal auditing procedures.
- Continue to audit department's fixed assets to ensure all assets are recorded.
- Complete financial trend monitoring report.
- Complete Series 2015 Refunding Obligation.

**PERFORMANCE MEASURES - FINANCE**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full-time personnel	8	8	8	8	8
<b>OUTPUTS:</b>					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,000	930	1,000	1,132	1,150
# of accounts payable transactions	13,700	13,745	13,900	13,936	14,100
# of vendors paid electronically	45	50	55	52	65
# of bid openings held	12	13	15	8	10
<b>EFFECTIVENESS:</b>					
Received GFOA's CAFR Award	Yes	Yes	Yes	Yes	Yes
Received GFOA's Budget Award	Yes	Yes	Yes	Yes	Yes
Standard & Poor's Rating	AA-	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	2.0	2.0	2.0	1.5	1.5
<b>EFFICIENCY:</b>					
# of purchase orders per employee	125.0	116.3	125.0	125.8	130.0

**PERFORMANCE MEASURES – UTILITY ADMINISTRATION**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full-time personnel*	3	3	3	3	3
<b>OUTPUTS:</b>					
# of active accounts	10,000	10,167	10,200	10,436	11,000
Total amount billed (in thousands)	\$11,689	\$11,280	\$11,400	\$11,043	\$11,200
# of utility bills mailed	110,000	104,154	52,000**	60,143**	0
# of second notices mailed	22,000	21,942	23,500	21,003	21,500
# of utility bills outsourced	New	New	New	49,879	110,000
# of e-bills sent	7,500	9,235	10,000	14,044	15,000
# of service orders processed	13,000	12,622	13,000	12,823	13,000
# of incoming calls	19,000	19,905	20,000	21,384	22,500
# of payments processed in-house	105,000	116,829	118,000	110,957	112,000
# of payments water related	100,000	104,605	106,000	102,368	105,000
# of in-house payments processed via electronic submission to bank	32,000	30,244	31,000	28,783	30,000
# of payments made on City website	21,000	23,123	24,000	23,905	24,500
# of payments processed as bank or credit card draft	10,000	11,562	13,000	14,763	16,000

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

\*\*The FY 2014 estimate was provided in anticipation of beginning the outsourcing of utility bill printing and mailing at mid-year. The FY 2014 actual amount is higher due to the delay in starting the outsourcing. (Second notices are still being handled in-house.)

**PERFORMANCES MEASURES – UTILITY ADMINISTRATION, CONTINUED**

<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>EFFECTIVENESS:</b>					
# of past due phone notifications sent	New	New	New	326	16,200
% of bills processed as scheduled	100%	98%	100%	98%	100%
% of incoming calls unanswered – caller hangs up	2.0%	5.8%	4.0%	3.9%	4.0%
% of in-house payments processed via electronic submission to bank	30%	26%	26%	26%	27%
% of in-house payments processed through City website	20%	20%	20%	22%	22%
% of in-house payments processed as bank or credit card draft	10%	10%	11%	13%	14%
% of in-house payments that are water related	95%	90%	90%	92%	94%
% of bills/second notices outsourced	0%	0%	50%	34%	75%
<b>EFFICIENCY:</b>					
# of utility billing accounts per employee	3,333.3	3,389	3,400	3,478.7	3,666.7
# of service orders per billing clerk	6,500.0	6,311.0	6,500.0	6,411.5	6,500.0
# of incoming calls per employee	6,333.3	6,635.0	6,666.7	7,128.0	7,500.0
Average time to answer phone (min:sec)	00:30	00:30	00:30	00:21	00:30
# of in-house payments per Utility employee	35,000.00	38,943.0	39,333.3	36,985.7	37,333.3

502 - FINANCE

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	290,500	297,812	304,700	153,529	305,400	316,400
002 Overtime	2,500	690	2,500	451	2,500	2,500
003 Worker's Compensation	4,700	4,449	4,800	4,169	4,200	4,200
004 Health Insurance	29,900	28,060	31,100	16,437	32,800	35,400
005 Social Security	22,400	22,262	23,500	12,261	23,600	24,400
006 Retirement	40,200	40,719	43,800	21,715	44,000	49,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>390,200</b>	<b>393,992</b>	<b>410,400</b>	<b>208,562</b>	<b>412,500</b>	<b>432,300</b>
<b>SUPPLIES</b>						
010 Office	8,000	4,851	8,000	2,292	8,000	8,000
012 General	15,000	9,337	15,000	5,974	15,000	15,000
<b>TOTAL SUPPLIES</b>	<b>23,000</b>	<b>14,188</b>	<b>23,000</b>	<b>8,266</b>	<b>23,000</b>	<b>23,000</b>
<b>MAINTENANCE</b>						
022 Equipment	18,000	17,625	19,000	15,273	21,000	20,000
<b>TOTAL MAINTENANCE</b>	<b>18,000</b>	<b>17,625</b>	<b>19,000</b>	<b>15,273</b>	<b>21,000</b>	<b>20,000</b>
<b>INSURANCE</b>						
030 Property/Liability	3,900	3,482	3,900	4,004	4,200	4,300
<b>TOTAL INSURANCE</b>	<b>3,900</b>	<b>3,482</b>	<b>3,900</b>	<b>4,004</b>	<b>4,200</b>	<b>4,300</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,000	1,193	2,000	471	2,000	2,000
042 Travel and Training	10,000	8,024	10,000	2,687	10,000	10,000
045 Telephone	1,800	1,493	1,800	731	1,800	1,800
047 Contract Labor	7,000	6,381	7,000	3,563	7,000	7,000
083 Audit Fees	30,000	22,165	25,000	24,150	25,000	25,000
084 Tax Appraisal Contract	80,000	78,439	80,000	40,819	80,000	80,000
<b>TOTAL SERVICES</b>	<b>130,800</b>	<b>117,695</b>	<b>125,800</b>	<b>72,421</b>	<b>125,800</b>	<b>125,800</b>
<b>FIXED ASSETS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	4,000	3,335	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>4,000</b>	<b>3,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>569,900</b>	<b>550,317</b>	<b>582,100</b>	<b>308,526</b>	<b>586,500</b>	<b>605,400</b>

## **POLICE DEPARTMENT**

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

The Police Chief directs an organization composed of fifty sworn personnel and eleven civilian employees. Additionally, the Department utilizes volunteers to serve as patrol augmentation through a "Citizens on Patrol" program as well as joint police-community problem solving teams. The Department is divided into three Divisions, each headed by a commander and other supervisors as required. Those Divisions are Patrol, Criminal Investigations, and Administration. The Police Chief directly supervises the Deputy Chief of Police, an Administrative Assistant and the Healthy Homes Coordinator.

The Administrative Division is responsible for the administration, control, support, and coordination of all Department Divisions. Additionally, the communications and records sections are included in the Administrative Division as is the Community Services Section.

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

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

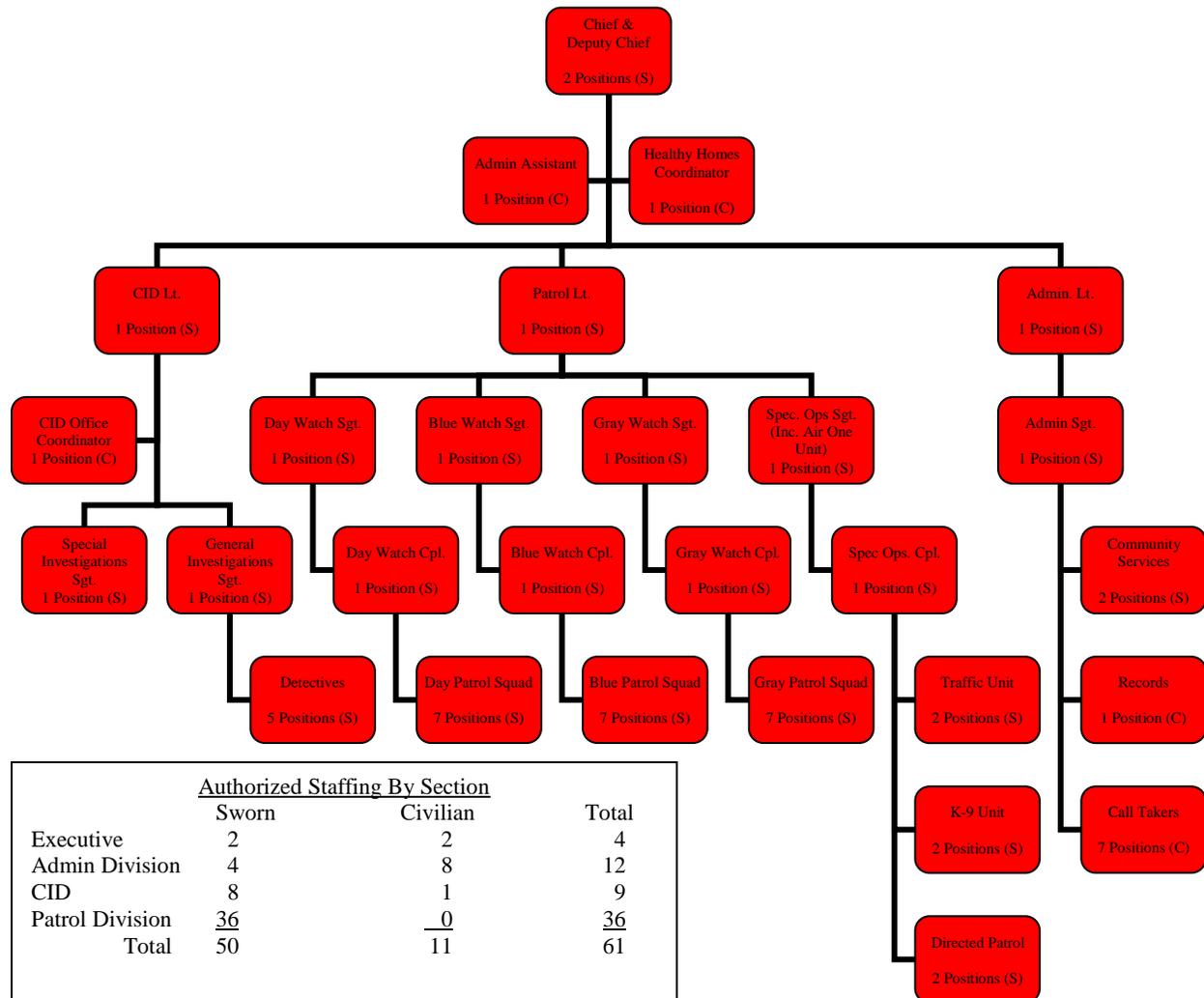
The Community Services Section, a part of the Administration Division, is overseen by a Commander and a Sergeant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically,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

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

## GOALS AND OBJECTIVES

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

### HHPD Organizational Chart



<u>Authorized Staffing By Section</u>			
	Sworn	Civilian	Total
Executive	2	2	4
Admin Division	4	8	12
CID	8	1	9
Patrol Division	<u>36</u>	<u>0</u>	<u>36</u>
Total	50	11	61

## **FY 2013-2014 ACHIEVEMENTS**

- Continued the “Healthy Homes Program” with success. The Program Coordinator handled over 300 cases in this fiscal year.
- Continued the National Night Out kick-off event with a “Safety Day in the Park”.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods through “Operation Safe Shopper”.
- Co-Hosted the Central Texas SWAT Challenge with Fort Hood and the Killeen Police Department with numerous teams from the area competing.
- Maintained the “Best Practices Recognition Program for the 3<sup>rd</sup> year.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Continue the fleet replacement program by purchasing three patrol vehicles.
  - Objective completed with the purchase of the vehicles.
- Continue the upgrade of communications capabilities by purchasing 8 new digitally compatible handheld radios.
  - These radios are scheduled to be delivered before the close of the year.
- Upgrade case documentation capabilities by purchasing and installing new recordable video monitoring systems for the holding facility and the Criminal Investigations Division interview rooms.
  - This objective was also completed.
- Provide for enhanced safety during arrests by purchasing 6 new Tasers for use by officers.
  - This objective was also completed.

## **FY 2014-2015 OBJECTIVES**

- Enhance the Department’s organizational structure with the addition of a Deputy Chief’s position.
- Increase patrol staffing with the addition of one officer.
- Continue the fleet replacement program with the purchase of two patrol vehicles and one unmarked detective vehicle.
- Progress the Department’s K-9 capabilities with purchase of one trained K-9 officer and the training of one handler.
- Fully integrate the tactical function of the Department (SWAT) with the Belton Police Department to maximize efficiency and capabilities.

**PERFORMANCE MEASURES – POLICE DEPARTMENT**

<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>INPUTS:</b>					
# of sworn personnel authorized	48	48	48	48	50
# of non-sworn personnel authorized	15	15	15	15	11
<b>OUTPUTS:</b>					
# of CAD events handled	50,000	50,576	51,000	52,673	53,000
# of criminal cases investigated (UCR Part 1 & 2)	4,200	4,163	4,300	3,966	4,200
# of bookings (arrests not turned over to other agencies)	1,600	1,320	1,600	1,291	1,400
# of murder cases (raw numbers)	0	0	0	0	0
# of burglaries (raw numbers)	250	223	300	163	250
# of larcenies (raw numbers)	550	595	650	637	650
# of traffic stops	9,000	8,762	9,000	9,601	9,000
# of motor vehicle crashes	550	566	550	535	550
<b>EFFECTIVENESS:</b>					
Average Priority 1 call to dispatch time	New	0:48	1:00	1:45	1:00
Average Priority 1 dispatch to arrival time	New	4:22	5:00	4:16	5:00
# of community services events/ programs	200	237	200	174	200
# of neighborhood watch groups	10	11	10	12	12
<b>EFFICIENCY:</b>					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,500.0	3,667.1	3,500.0	3,697.9	3,500.0
# of internal training classes	22	14	20	13	15
# of hiring processes	2	2	2	2	2
Sworn retention rate	88%	92%	100%	96%	100%
Civilian retention rate	63%	40%	100%	60%	100%

**504 - POLICE**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	3,020,100	2,917,472	3,110,400	1,443,667	3,004,200	3,209,500
002 Overtime	226,600	256,120	226,000	135,614	255,000	245,000
003 Worker's Compensation	52,900	50,152	54,900	47,759	48,600	48,800
004 Health Insurance	228,400	197,029	234,300	109,227	220,000	237,700
005 Social Security	248,400	234,817	255,200	126,119	249,100	264,300
006 Retirement	445,600	431,155	475,500	221,207	467,000	534,900
<b>TOTAL PERSONNEL SERVICE</b>	<b>4,222,000</b>	<b>4,086,745</b>	<b>4,356,300</b>	<b>2,083,593</b>	<b>4,243,900</b>	<b>4,540,200</b>
<b>SUPPLIES</b>						
010 Office	22,700	18,158	20,500	12,774	20,500	23,000
011 Vehicle	186,000	214,349	200,000	88,537	200,000	200,000
012 General	29,500	24,500	29,500	16,939	33,700	30,000
013 Equipment	15,700	13,905	23,000	5,330	22,000	24,000
014 Uniforms	17,000	13,828	17,000	8,874	18,000	18,000
019 K-9 Supplies	5,500	7,156	6,000	2,055	6,000	6,000
028 Pet Adoption Center	8,000	9,775	9,000	2,584	9,000	0
<b>TOTAL SUPPLIES</b>	<b>284,400</b>	<b>301,671</b>	<b>305,000</b>	<b>137,093</b>	<b>309,200</b>	<b>301,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	23,000	25,803	23,000	14,228	23,000	25,500
021 Building	13,000	12,861	13,000	6,787	13,000	13,000
022 Equipment	15,000	4,934	9,000	268	5,000	5,000
<b>TOTAL MAINTENANCE</b>	<b>51,000</b>	<b>43,598</b>	<b>45,000</b>	<b>21,283</b>	<b>41,000</b>	<b>43,500</b>
<b>INSURANCE</b>						
030 Property/Liability	42,100	38,477	43,500	45,120	47,000	45,700
<b>TOTAL INSURANCE</b>	<b>42,100</b>	<b>38,477</b>	<b>43,500</b>	<b>45,120</b>	<b>47,000</b>	<b>45,700</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	12,092	0	14,541	20,000	0
040 Utilities	110,000	98,927	110,000	26,987	110,000	110,000
041 Dues and Subscriptions	6,700	5,294	6,700	3,098	5,500	5,500
042 Travel and Training	30,600	29,695	33,000	18,906	33,000	35,000
043 Impound Expense	700	445	700	35	400	400
045 Telephone	30,600	29,027	30,600	13,305	30,000	30,000
046 Equipment Rental	800	982	1,000	499	1,500	2,200
047 Contract Labor	279,900	280,452	286,300	140,470	286,300	290,200
070 Other Expense (Grants)	9,600	7,429	7,700	770	13,400	15,300
075 LEOSE Training	0	0	0	0	3,800	3,800
<b>TOTAL SERVICES</b>	<b>468,900</b>	<b>464,343</b>	<b>476,000</b>	<b>218,611</b>	<b>503,900</b>	<b>492,400</b>
<b>MISCELLANEOUS</b>						
091 Advertising	0	0	0	0	0	0
092 Professional Fees	7,700	10,795	12,000	5,268	12,000	7,700
103 State Seizure	0	2,350	0	0	0	0
601 Xerox Lease - Prin	1,400	1,375	300	246	200	0
602 Xerox Lease - Int	100	121	0	4	0	0
609 COBAN Lease - Prin	0	0	81,400	81,577	81,600	87,800
610 COBAN Lease - Int	0	0	3,600	3,650	3,700	3,400
<b>TOTAL MISCELLANEOUS</b>	<b>9,200</b>	<b>14,641</b>	<b>97,300</b>	<b>90,745</b>	<b>97,500</b>	<b>98,900</b>
<b>FIXED ASSETS</b>						
702 Building and Improvements	0	4,443	0	0	0	0
705 Equipment	32,400	32,445	35,600	5,875	55,800	14,000
706 Furniture and Fixtures	0	0	30,800	0	23,000	0
707 Vehicles	113,100	141,480	114,700	14,530	99,100	101,000
<b>TOTAL FIXED ASSETS</b>	<b>145,500</b>	<b>178,368</b>	<b>181,100</b>	<b>20,405</b>	<b>177,900</b>	<b>115,000</b>
<b>GRAND TOTAL</b>	<b>5,223,100</b>	<b>5,127,843</b>	<b>5,504,200</b>	<b>2,616,850</b>	<b>5,420,400</b>	<b>5,636,700</b>

## MUNICIPAL COURT

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

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

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

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

### GOALS AND OBJECTIVES

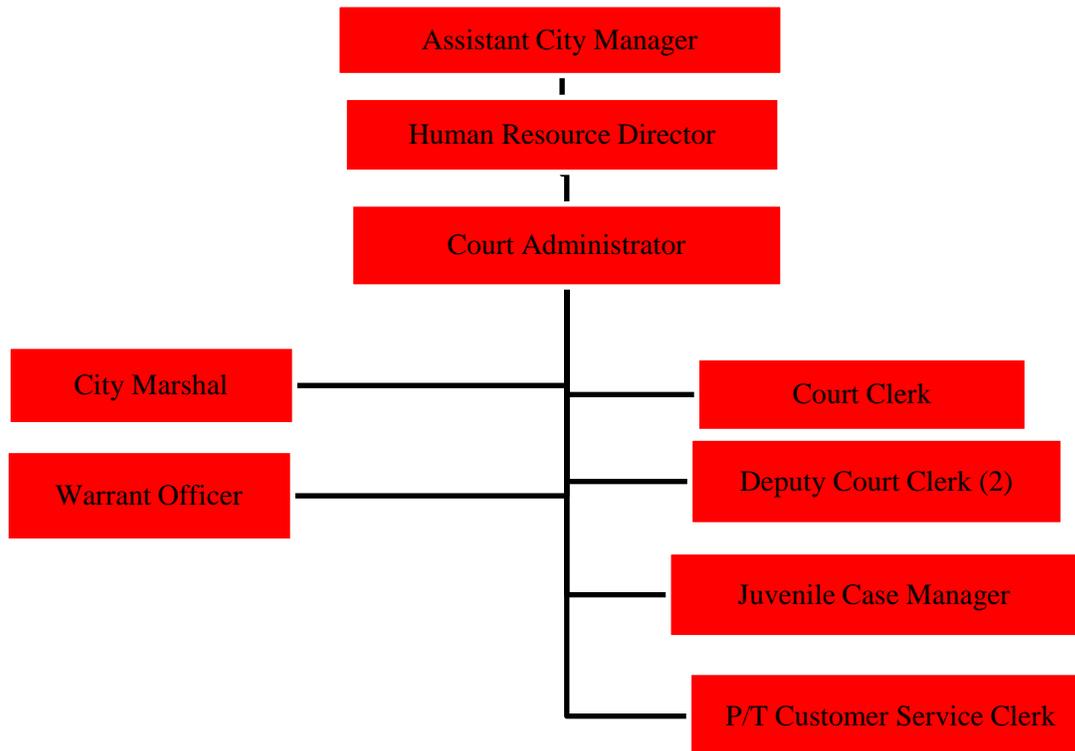
- Expedition and Timeliness – Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity – Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance with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

### ORGANIZATIONAL CHARTS

#### The Court



## Office of the Court Administrator



### FY 2013-2014 ACHIEVEMENTS

- Received the Traffic Safety Award from the Texas Municipal Court Education Center (TMCEC) and Texas Department of Transportation (TXDOT) for the fifth consecutive year.
- Developed a streamlined system that allows defendants to view discovery evidence for their case prior to their court date.
- Had a successful Mock Trial and tour of City Hall with the Camp Heights children during the summer.
- Minimized the length of Teen Court hearings by creating a system that will allow Teen Court Volunteer Attorneys the ability to view the police video evidence during their briefing with the Judge prior to Teen Court instead of during.
- Maintained a successful clearance rate on every outstanding returned check written to the Court.

### PROGRESS ON FY 2013-2014 OBJECTIVES

- Customize warrant cards to include case information and the wanted person's photo to positively identify the individual arrested and assist the Judge during magistration.
  - Completed.
- Organize case files to improve accuracy and quick reference for each docket case.
  - Completed.
- Implement a system to streamline the jail arraignment process.
  - Completed.

- Develop records retention system that will track and audit closed cases scanned into court database.
  - Completed.

### FY 2014-2015 OBJECTIVES

- Develop a more effective case file system for pre-trial and court trial cases to assist the Prosecutor and Judge during trial hearings.
- Begin implementing additional procedures to continue improving collections.
- Begin the process of scanning all in-coming documents received at the front counter.

### PERFORMANCE MEASURES

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
Number of full-time employees	7	7	7	7	7
Number of part-time employees	1	1	1	0	1
Number of judges	2	2	2	2	2
# of training hours per employee	20	25	30	16	20
<b>OUTPUTS:</b>					
# of citations	8,700	8,750	8,700	8,450	8,700
# of cases adjudicated	5,500	5,863	5,500	8,074	8,000
# of code violations filed	New	New	New	815	800
<b>Dismissed After Completion:</b>					
# of driver safety courses	800	805	800	726	800
# of compliance dismissals	400	455	400	697	600
# of proof of financial responsibility	600	684	600	228	300
# of deferred dispositions	250	299	250	263	250
# of juveniles dismissed by teen court	50	53	50	38	40
<b>EFFECTIVENESS:</b>					
Percent of code violations where compliance is achieved	50%	50%	50%	41%	50%
<b>Collection Rate:</b>					
# of cases satisfied by community service	100	93	90	128	100
# of cases satisfied by jail credit	500	339	300	529	500
# of cases waived for indigency	5	28	20	41	30
<b>EFFICIENCY:</b>					
# of crime prevention reviews	10	12	10	8	10
# of attendees at reviews	100	160	100	175	100
Employee retention rate	100%	93%	93%	98%	100%
% of employees with formal professional development plan	100%	90%	100%	98%	100%
Average # of payments per day	55	58	55	63	60
Average # of online payments per month	100	150	100	155	160

**505 - COURTS**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	328,600	329,298	332,500	168,750	333,400	347,800
002 Overtime	3,500	4,305	3,500	3,939	10,000	10,000
003 Worker's Compensation	7,200	6,876	7,400	6,444	6,500	6,500
004 Health Insurance	26,300	25,699	28,500	14,563	28,500	32,100
005 Social Security	25,400	24,763	25,700	14,039	26,200	27,400
006 Retirement	45,600	37,353	47,900	20,091	49,200	55,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>436,600</b>	<b>428,294</b>	<b>445,500</b>	<b>227,826</b>	<b>453,800</b>	<b>479,200</b>
<b>SUPPLIES</b>						
010 Office	7,000	6,100	10,000	2,849	7,000	8,000
011 Vehicle	4,000	3,561	4,000	1,868	4,000	10,000
012 General	7,600	6,578	9,000	7,519	12,000	12,000
014 Uniforms	2,000	1,613	2,000	1,257	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>20,600</b>	<b>17,852</b>	<b>25,000</b>	<b>13,493</b>	<b>25,000</b>	<b>32,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	1,500	3,737	3,000	183	2,000	1,500
022 Equipment	16,100	15,688	16,100	6,652	16,100	16,100
<b>TOTAL MAINTENANCE</b>	<b>17,600</b>	<b>19,425</b>	<b>19,100</b>	<b>6,835</b>	<b>18,100</b>	<b>17,600</b>
<b>INSURANCE</b>						
030 Property/Liability	5,700	5,141	5,800	6,053	6,200	6,400
<b>TOTAL INSURANCE</b>	<b>5,700</b>	<b>5,141</b>	<b>5,800</b>	<b>6,053</b>	<b>6,200</b>	<b>6,400</b>
<b>SERVICES</b>						
041 Dues and Subscriptions	1,000	943	1,200	719	1,000	1,000
042 Travel and Training	7,000	7,708	7,000	2,739	7,000	7,100
045 Telephone	3,000	1,528	2,000	720	2,000	2,000
070 Other Expense (Grants)	0	0	0	0	0	0
087 State Tax Payments	425,000	468,171	490,000	265,321	500,000	495,000
<b>TOTAL SERVICES</b>	<b>436,000</b>	<b>478,350</b>	<b>500,200</b>	<b>269,499</b>	<b>510,000</b>	<b>505,100</b>
<b>MISCELLANEOUS</b>						
090 Legal Fees	23,000	18,355	20,000	8,140	20,000	20,000
092 Professional Fees	1,000	1,435	1,000	40	1,000	1,000
609 COBAN Lease - Prin	0	0	3,800	3,633	3,600	3,900
610 COBAN Lease - Int	0	0	200	163	200	200
<b>TOTAL MISCELLANEOUS</b>	<b>24,000</b>	<b>19,790</b>	<b>25,000</b>	<b>11,976</b>	<b>24,800</b>	<b>25,100</b>
<b>FIXED ASSETS</b>						
705 Equipment	13,500	1,331	8,000	0	10,200	54,300
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	33,700	0	36,900	0
<b>TOTAL FIXED ASSETS</b>	<b>13,500</b>	<b>1,331</b>	<b>41,700</b>	<b>0</b>	<b>47,100</b>	<b>54,300</b>
<b>GRAND TOTAL</b>	<b>954,000</b>	<b>970,183</b>	<b>1,062,300</b>	<b>535,682</b>	<b>1,085,000</b>	<b>1,119,700</b>

## PLANNING AND DEVELOPMENT

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

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

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

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

### Zoning Administration

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

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

### Subdivision Administration

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

### Thoroughfares

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

### Comprehensive Plan Development

A comprehensive plan defines what the City could be in the future. It not only identifies the physical future through land use and thoroughfare guidelines but also the desired levels of future public facilities and services. The plan identifies issues and opportunities, which may be translated into future policy guidelines. The plan is comprehensive because it includes the following elements: population, economy, land use and thoroughfare system, urban design, natural resources, storm-water management,

fire protection, police protection, community development, library system, parks and recreation, water services, waste services, etc.

#### Data Management System

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

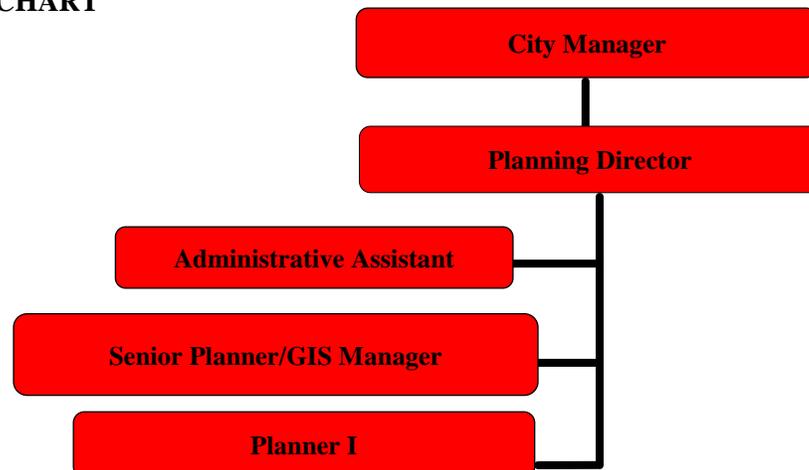
#### Other areas the Department is responsible for include:

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

### **GOALS AND OBJECTIVES**

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

### **ORGANIZATIONAL CHART**



### **FY 2013-2014 ACHIEVEMENTS**

- Updated and replaced the Thoroughfare Plan in the 2007 Comprehensive Plan with Section I of Mobility 2030, a multimodal street and trail network.
- Actively participated in Regional Sustainability Planning and recycling efforts.
- Implemented and enforced the Knight's Way Overlay District with 3 commercial developments.
- Got direction from the Planning & Zoning Commission on expansion of District Overlays.
- Amended the Planned Development Zoning District to allow Mobile Home Parks.

### **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Implement FM 2410 Corridor Plan
  - Ongoing. Multiple commercial projects are at different stages of development and the current Overlay Manual is being updated and amended as needed.

- Develop additional corridor standards as appropriate.
  - Ongoing. Planning & Zoning Commission requests further study.
- Assist regional stakeholders with improving the quality of GIS data.
  - Ongoing. We are currently preparing the City GIS data for Next Generation 9-1-1 standards.
- Evaluate and review opportunities to improve departmental processes and procedures.
  - Ongoing. Investigating Workflow Software options and purchasing large-format plotter/scanner for plan conversion to electronic portable format.
- Explore opportunities for aesthetic enhancements throughout the community.
  - Ongoing. Investigating future Overlay District standards, reworking landscaping ordinances to require native and adaptive species, and updating the sidewalk ordinances.
- Work with regional stakeholders on sustainable development opportunities.
  - Ongoing. Investigating potential for regional recycling sorting facility.
- Develop strategies to stimulate infill development and re-development.
  - Ongoing. Networking with developers to locate suitable projects.

**FY 2014-2015 OBJECTIVES**

- Implement Sidewalk Ordinance Amendments.
- Complete Mobility 2030 to include a Sidewalk Plan, Off-Street Hike and Bike Trail Network Plan, On-Street Striping Plan for Biking and Pedestrians, and Transit Planning.
- Annexations of Southern ETJ areas.
- Downzoning of extraneous commercial properties in residential areas.
- Update Mobile Food Vendor ordinances.
- Update the Planned Development Zoning District to change the minimum size requirements.
- Release unused and oversized Rights-of-Way along residential streets.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 13 Estimated	FY13 Actual	FY14 Estimated	FY14 Actual	FY15 Estimated
<b>INPUTS:</b>					
Number of full time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of subdivision requests processed	30	63	70	16	25
# of zoning cases processed	25	12	15	17	20
# of conditional use requests processed	1	1	1	4	1
# of annexations processed	1	0	1	0	2
# of business licenses processed	110	113	120	110	130
<b>EFFECTIVENESS:</b>					
% of applications approved	95%	100%	100%	98%	100%
% applications completed w/in time limits	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of plan reviews	35	63	70	25	40

**506 - DEVELOPMENT & PLANNING**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	250,700	261,166	267,800	134,392	267,000	277,000
002 Overtime	400	225	400	102	300	400
003 Worker's Compensation	3,400	3,236	3,500	3,032	3,000	3,000
004 Health Insurance	15,900	15,659	16,600	8,442	16,600	18,600
005 Social Security	19,200	19,619	20,500	10,932	20,400	21,200
006 Retirement	34,500	35,677	38,200	18,972	37,400	43,000
<b>TOTAL PERSONNEL SERVICE</b>	<b>324,100</b>	<b>335,582</b>	<b>347,000</b>	<b>175,872</b>	<b>344,700</b>	<b>363,200</b>
<b>SUPPLIES</b>						
010 Office	6,000	5,165	6,000	3,517	6,000	6,000
012 General	2,700	1,907	3,500	1,497	3,500	4,500
<b>TOTAL SUPPLIES</b>	<b>8,700</b>	<b>7,072</b>	<b>9,500</b>	<b>5,014</b>	<b>9,500</b>	<b>10,500</b>
<b>MAINTENANCE</b>						
022 Equipment	7,200	1,700	2,000	1,700	2,000	2,000
<b>TOTAL MAINTENANCE</b>	<b>7,200</b>	<b>1,700</b>	<b>2,000</b>	<b>1,700</b>	<b>2,000</b>	<b>2,000</b>
<b>INSURANCE</b>						
030 Property/Liability	2,700	2,473	2,800	6,544	3,000	3,100
<b>TOTAL INSURANCE</b>	<b>2,700</b>	<b>2,473</b>	<b>2,800</b>	<b>6,544</b>	<b>3,000</b>	<b>3,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	1,103	1,500	680	1,500	1,500
042 Travel and Training	6,000	4,808	6,000	3,974	6,000	6,000
045 Telephone	2,000	1,471	1,500	726	1,500	1,500
<b>TOTAL SERVICES</b>	<b>9,500</b>	<b>7,382</b>	<b>9,000</b>	<b>5,380</b>	<b>9,000</b>	<b>9,000</b>
<b>MISCELLANEOUS</b>						
091 Advertising	2,500	2,208	2,500	2,724	3,500	3,500
092 Professional Fees	7,000	8,120	7,700	4,430	18,000	8,000
<b>TOTAL MISCELLANEOUS</b>	<b>9,500</b>	<b>10,328</b>	<b>10,200</b>	<b>7,154</b>	<b>21,500</b>	<b>11,500</b>
<b>FIXED ASSETS</b>						
705 Equipment	0	0	5,000	0	0	10,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>GRAND TOTAL</b>	<b>361,700</b>	<b>364,537</b>	<b>385,500</b>	<b>201,664</b>	<b>389,700</b>	<b>409,300</b>

## CODE ENFORCEMENT AND BUILDING DIVISIONS

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

### Permit Requests

The Building Official's secretary receives and reviews all permit requests, then forwards the forms to the Building Official for review. The Building Official reviews the permit applications to ensure that the activity or proposed construction complies with City ordinances. Upon approval, the permits are distributed to the applicants and the information gets entered into the appropriate database. Most permits are processed within 24 hours. (The Building Official's secretary processes all solicitor permit requests.)

### Inspections

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

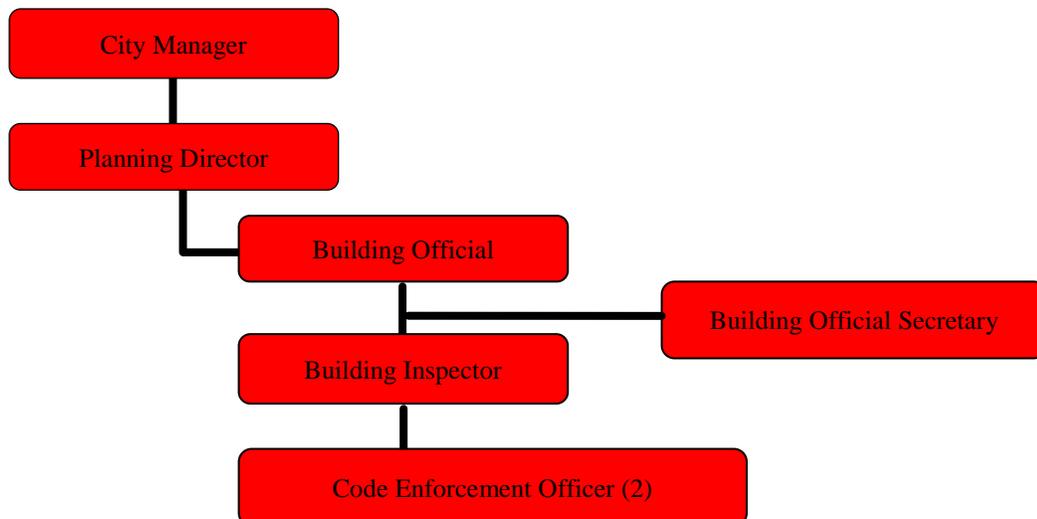
### Variances

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

## GOALS AND OBJECTIVES

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

## ORGANIZATIONAL CHART



## **FY 2013 – 2014 ACHIEVEMENTS**

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Held a public meeting to educate and implement new inspection requirements and procedures.
- Forwarded seven structures for condemnation hearings to the Building and Standards Commission.
- Amended the Code of Ordinances to designate the Building Inspector as the Certified Floodplain Manager, and assumed those responsibilities.
- Researched and identified viable web-based permitting software to allow more transparent and swift review of plans and permit applications.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Promptly address all complaints while educating citizens on City ordinances.
  - Ongoing. Held a meeting with builders to explain new regulations and how they will be enforced.
- Continue to provide quality training to staff.
  - Ongoing.
- Update ordinances to provide greater flexibility in addressing violations.
  - Ongoing. Assumed control of floodplain management.
- Review abatement opportunities when necessary.
  - Ongoing. Used the GIS to locate and prioritize substandard structures.
- Aggressively target junk or abandoned vehicles, boats and towable trailers.
  - Ongoing.
- Utilize GIS to improve efficiency and effectiveness.
  - Ongoing. Used the GIS to locate and prioritize substandard structures.
- Aggressively pursue open and outside storage issues that impact community image.
  - Ongoing.
- Improve efficiencies in code enforcement, demolitions and cleanups.
  - Ongoing. Continued to streamline the processes and documentation of dangerous structure abatement.

## **FY 2014- 2015 OBJECTIVES**

- Continue to promptly address all complaints while educating citizens on City ordinances.
- Obtain and implement web-based permitting software.
- Aggressively target dilapidated and substandard mobile home parks.
- Update notification, compliance, and violation correspondence to be more “user friendly” – clear, succinct, and non-threatening in tone.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
- Update and streamline building permit and inspection policies and procedures.

- Hold further public meetings to implement, explain, and provide a timeframe for enforcement of updated policies and procedures.
- Update and augment the Noise Ordinance.
- Create and enforce Water Use and Nuisance Ordinances.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full time employees	5	5	5	5	5
<b>OUTPUTS:</b>					
# of building permits reviewed	1,450	1,475	1,500	4,682	2,000
# of variance requests processed	1	1	1	1	1
# of food dealer permits processed	110	115	120	156	175
# of code violation notices	1,500	1,600	1,700	2,329	2,500
# of residential permits issued	190	210	220	198	200
# of commercial permits issued	50	65	80	10	50
Construction value (in thousands)	\$65,000	\$70,000	\$75,000	\$96,467	\$85,000
<b>EFFECTIVENESS:</b>					
# of days to review residential/commercial permits	1	1	1	1	1
# of days to review new commercial permits	14	14	14	14	14
# of structures found to be substandard	60	60	60	7	10
<b>EFFICIENCY:</b>					
% of substandard structures demolished	80%	20%	15%	14%	25%
% of inspections made on request date	100%	99%	100%	100%	100%

**507 - CODE ENFORCEMENT**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	254,200	260,780	275,900	132,474	267,700	281,800
002 Overtime	300	83	300	0	200	300
003 Worker's Compensation	4,300	4,045	4,400	3,790	3,800	3,800
004 Health Insurance	19,900	17,589	20,300	10,665	20,300	23,400
005 Social Security	19,500	19,309	21,100	10,640	20,500	21,600
006 Retirement	34,900	35,302	39,400	18,697	38,600	43,700
<b>TOTAL PERSONNEL SERVICE</b>	<b>333,100</b>	<b>337,108</b>	<b>361,400</b>	<b>176,266</b>	<b>351,100</b>	<b>374,600</b>
<b>SUPPLIES</b>						
010 Office	6,000	8,338	6,000	2,894	6,000	6,000
011 Vehicle	5,000	5,216	5,000	1,767	5,000	5,000
012 General	2,000	3,269	2,000	985	3,000	3,000
<b>TOTAL SUPPLIES</b>	<b>13,000</b>	<b>16,823</b>	<b>13,000</b>	<b>5,646</b>	<b>14,000</b>	<b>14,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	3,500	1,473	2,000	1,324	2,000	2,000
022 Equipment	4,000	3,255	4,000	3,418	4,000	4,000
<b>TOTAL MAINTENANCE</b>	<b>7,500</b>	<b>4,728</b>	<b>6,000</b>	<b>4,742</b>	<b>6,000</b>	<b>6,000</b>
<b>INSURANCE</b>						
030 Property/Liability	3,400	3,052	3,400	3,569	3,700	3,800
<b>TOTAL INSURANCE</b>	<b>3,400</b>	<b>3,052</b>	<b>3,400</b>	<b>3,569</b>	<b>3,700</b>	<b>3,800</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	906	0	0	0	0
041 Dues and Subscriptions	1,500	1,358	1,500	648	1,500	1,500
042 Travel and Training	6,000	5,595	6,000	3,642	6,000	6,100
045 Telephone	2,500	1,416	1,500	708	1,500	1,500
086 Nuisance Abatement	60,000	14,993	60,000	22,105	50,000	60,000
<b>TOTAL SERVICES</b>	<b>70,000</b>	<b>24,268</b>	<b>69,000</b>	<b>27,103</b>	<b>59,000</b>	<b>69,100</b>
<b>MISCELLANEOUS</b>						
092 Professional Fees	56,900	56,872	61,200	30,617	61,200	61,200
<b>TOTAL MISCELLANEOUS</b>	<b>56,900</b>	<b>56,872</b>	<b>61,200</b>	<b>30,617</b>	<b>61,200</b>	<b>61,200</b>
<b>FIXED ASSETS</b>						
705 Equipment	0	0	0	0	0	15,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	20,000
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
<b>GRAND TOTAL</b>	<b>483,900</b>	<b>442,851</b>	<b>514,000</b>	<b>247,943</b>	<b>495,000</b>	<b>563,700</b>

## **FIRE DEPARTMENT**

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

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

The Operations Division of the Harker Heights Fire Department provides professional fire suppression and rescue. The Operations Division is also responsible for providing advanced emergency medical care for the sick and injured. These services are provided twenty-four (24) hours a day, seven (7) days a week, with two front line state-of-the-art mobile intensive care unit ambulances with one additional ambulance in reserve. The fleet also includes one Quint “ladder” truck, one front line Class “A” pumper, and one Class “A” pumper in reserve, a mobile command center, two brush trucks, two boats and two administration vehicles. The Operation Division responds to over 3,500 emergency calls per year.

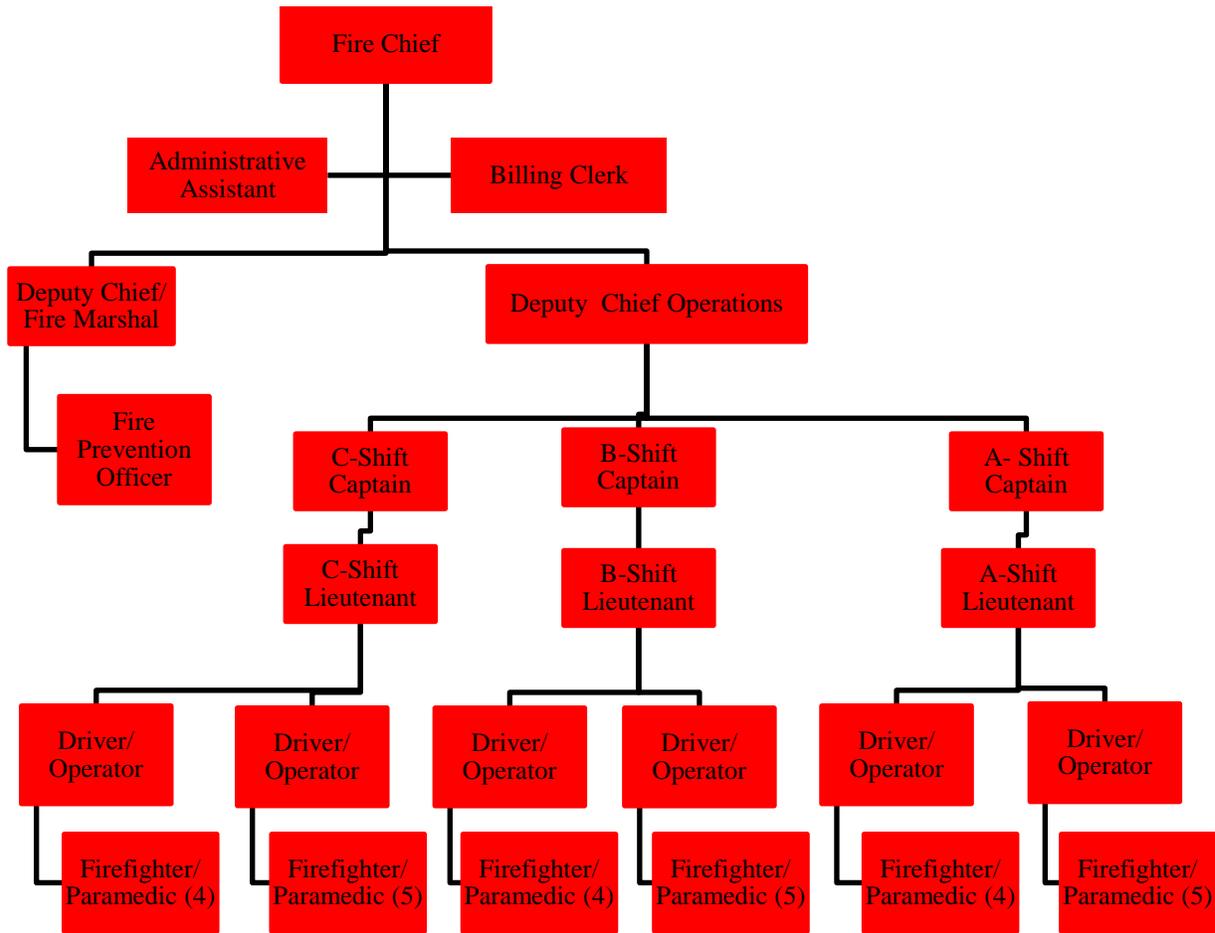
The Fire Prevention Division is staffed with one Deputy Chief/Fire Marshal and one Investigator/Inspector Officer. The duties of the Fire Marshal’s office include fire prevention, fire and arson investigation, fire inspections, emergency management, and community services. This Division provides business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

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

### **GOALS AND OBJECTIVES**

It is the mission of the Harker Heights Fire Department to provide, with care and concern, the highest quality Fire/Rescue/EMS care and service to all persons for whom the City of Harker Heights is responsible. We will accomplish our mission through prevention, education, emergency response, and other emergency and non-emergency related activities. We will actively participate in our community, serve as role models and strive to effectively and efficiently utilize all necessary resources at our command to provide a product deemed excellent to our citizens.

## ORGANIZATIONAL CHART



## CURRENT STAFFING LEVELS

	Central Station		Station 2	
	Quint 1	Medic 1	Engine 2	Medic 2
Maximum Staffing 13 Shift Personnel	Captain, Driver/Operator, 3 Firefighter/Paramedics	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator, 2 Firefighter/ Paramedics	2 Firefighter/ Paramedics
Normal Staffing 11 Shift Personnel	Captain, Driver/Operator, 2 Firefighter/Paramedics	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator, 2 Firefighter/ Paramedic	2 Firefighter/ Paramedics
Minimum Staffing 10 Shift Personnel	Captain, Driver/Operator, Firefighter/Paramedic	2 Firefighter/ Paramedics	Lieutenant, Driver/Operator Firefighter/Paramedic	2 Firefighter/ Paramedics

## **FY 2013-2014 ACHIEVEMENTS**

- The Harker Heights Fire Department was one of only 27 EMS services in the State of Texas that received the American Heart Association's Mission: Lifeline EMS Award that recognizes its commitment and success in implementing specific quality improvement measures for the treatment of patients who suffer a severe heart attack.
- Performed community education programs on Fire Wise and Ready Set Go. These are community outreach programs to help save lives and property from wild land fires.
- Started a "Take 10" CPR program for the citizens of Harker Heights. This program is a new program that teaches compression only CPR in 10 minutes and makes CPR much more available to the general public.
- Completed GPS mapping of Dana Peak Park for creation of fire breaks, emergency access trails, trail signage and helicopter landing zones. This will improve the emergency response and effectiveness for the fire department when responding to this area.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Research the purchase of land and equipment as well as staffing for Fire Station #3.
  - Research was done but this project was not able to be funded in the 2013-2014 budget.
- Research the cost and benefits of renovating and enlarging Central Fire Station.
  - Research was done but this project was not able to be funded in the 2013-2014 budget.
- Continue to replace aging fleet with the main priority on ambulances and fire engines.
  - Research was done but this project was not able to be funded in the 2013-2014 budget.
- Increase professional development of all employees with emphasis on leadership of officers.
  - Performed specialized high angle training and other courses throughout the year for all department personnel. Increased level or added certifications on over 30% of staff. Command Staff attended the TEEEX Leadership Development Symposium, Texas Fire Chief Executive Conference and other leadership development courses/conferences.
- Continue to research and apply for Local, State and Federal Grants for training, equipment and personnel.
  - The Department received funding from the 2008 SAFER grant in October 2009 for 5 firefighter/paramedics. We are currently in year 5 of this 5 year grant program.
- Implement and train on new medical protocols.
  - New medical protocols were implemented on January 1, 2014. All department personnel have been trained and tested on all protocol, that have been implemented.

## **FY 2014-2015 OBJECTIVES**

- Continue to research and purchase land and equipment as well as staffing for Fire Station #3.
- Continue to research and budget for the renovation and enlarging of Central Fire Station.
- Continue to replace aging fleet with the main priority on fire engines.
- Replace all current Self Contained Breathing Apparatus with new modern versions that meet new NFPA regulations.
- Create fire breaks, emergency access trails, helicopter landing zones and install trail signage at Dana Peak Park.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>INPUTS:</b>					
# of full time employees – field	38	38	38	38	39
# of full time employees – administrative	5	5	5	5	5
# of part time employees – administrative	1	1	1	1	1
# of firefighter/paramedics	41	41	41	42	43
# of firefighter/EMTs	1	1	1	0	0
# of master/advanced/intermediate firefighters	3/16/8	3/14/11	3/15/13	3/15/10	3/16/12
<b>OUTPUTS:</b>					
# of fire incident responses	680	686	690	770	770
# of Emergency Medical Service responses	3,100	2,756	2,900	2,777	2,800
# of fire inspections	600	933	950	800	900
# of fire prevention presentations	15	47	50	71	70
Total attendance at fire prevention presentation	2,100	8,484	8,500	6,500	6,500
# of Fire Investigations	New	22	New	17	20
<b>EFFECTIVENESS:</b>					
Average response time – fire rescue (include non-emergency)	5:00	5:28	5:15	5.06	5.00
Average response time – Emergency Medical Service	5:36	5:40	5:30	5:17	5:17
<b>EFFICIENCY:</b>					
% of ambulance billing collections	45%	45%	45%	45%	45%
% of budget compared to assessed property value	0.254%	0.236%	0.254%	0.229%	0.219%
Retention rate	93%	91%	91%	93%	96%
ISO Rating (1-10 with 1 being best rating)	3	3	3	3	3
ISO Rating comparison to other communities nationwide (Low percentage is desired)	In top 6%	In top 5%	In top 5%	In top 5%	In top 5%

**508 - FIRE ADMINISTRATION**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	298,200	294,637	307,600	153,531	305,400	316,400
002 Overtime	600	(36)	600	0	300	400
003 Worker's Compensation	3,800	3,640	3,900	3,411	3,400	3,400
004 Health Insurance	20,800	18,870	18,300	10,014	18,300	21,400
005 Social Security	22,900	21,845	23,600	12,115	23,400	24,200
006 Retirement	41,000	39,645	43,900	20,881	43,900	49,100
<b>TOTAL PERSONNEL SERVICE</b>	<b>387,300</b>	<b>378,601</b>	<b>397,900</b>	<b>199,952</b>	<b>394,700</b>	<b>414,900</b>
<b>SUPPLIES</b>						
010 Office	7,900	7,616	7,900	5,293	7,900	8,700
012 General	1,500	1,474	4,000	453	3,700	2,100
<b>TOTAL SUPPLIES</b>	<b>9,400</b>	<b>9,090</b>	<b>11,900</b>	<b>5,746</b>	<b>11,600</b>	<b>10,800</b>
<b>MAINTENANCE</b>						
021 Building	11,700	11,572	13,300	2,831	13,300	13,000
022 Equipment	200	139	200	60	200	200
023 Ground	200	0	0	0	0	0
<b>TOTAL MAINTENANCE</b>	<b>12,100</b>	<b>11,711</b>	<b>13,500</b>	<b>2,891</b>	<b>13,500</b>	<b>13,200</b>
<b>INSURANCE</b>						
030 Property/Liability	29,500	26,750	30,000	31,220	32,200	33,400
<b>TOTAL INSURANCE</b>	<b>29,500</b>	<b>26,750</b>	<b>30,000</b>	<b>31,220</b>	<b>32,200</b>	<b>33,400</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	1,968	0	0	0	0
040 Utilities	31,800	28,124	31,700	13,895	31,300	30,800
041 Dues and Subscriptions	7,500	8,145	8,100	6,152	8,100	9,100
042 Travel and Training	8,100	7,563	11,800	5,225	9,800	10,000
045 Telephone	9,200	8,368	9,400	3,666	8,800	9,400
046 Equipment Rental	0	0	0	383	1,200	1,200
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	0	0	0	0	1,000	1,000
102 Medical Director Contract	31,500	26,000	8,700	6,600	6,600	27,900
104 Fire Prevention	3,100	3,111	5,000	942	4,000	5,700
105 Safety Training	2,100	497	1,800	1,266	1,700	1,800
<b>TOTAL SERVICES</b>	<b>93,300</b>	<b>83,776</b>	<b>76,500</b>	<b>38,129</b>	<b>72,500</b>	<b>96,900</b>
<b>MISCELLANEOUS</b>						
601 Xerox Lease - Prin	1,100	1,056	1,100	189	200	0
602 Xerox Lease - Int	100	92	100	3	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>1,200</b>	<b>1,148</b>	<b>1,200</b>	<b>192</b>	<b>200</b>	<b>0</b>
<b>FIXED ASSETS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>532,800</b>	<b>511,076</b>	<b>531,000</b>	<b>278,130</b>	<b>524,700</b>	<b>569,200</b>

**509 - FIRE & EMS OPERATIONS**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	2,065,100	2,097,036	2,122,600	1,078,181	2,133,200	2,217,100
002 Overtime	90,000	76,477	85,000	34,830	83,000	85,000
003 Worker's Compensation	33,200	31,547	34,000	29,565	29,600	29,700
004 Health Insurance	153,300	149,279	161,900	87,068	165,000	185,800
005 Social Security	164,900	158,725	168,900	88,263	170,600	176,100
006 Retirement	295,800	295,595	314,600	157,004	321,200	356,500
<b>TOTAL PERSONNEL SERVICE</b>	<b>2,802,300</b>	<b>2,808,659</b>	<b>2,887,000</b>	<b>1,474,911</b>	<b>2,902,600</b>	<b>3,050,200</b>
<b>SUPPLIES</b>						
011 Vehicle	77,200	56,853	64,500	27,918	56,000	58,000
012 General	5,300	5,606	6,900	3,440	6,900	6,600
013 Equipment	14,600	6,530	11,000	3,409	10,300	14,900
014 Uniforms	28,100	24,109	30,400	8,567	30,400	34,900
029 Medical	44,300	47,581	48,800	24,590	48,800	49,700
<b>TOTAL SUPPLIES</b>	<b>169,500</b>	<b>140,679</b>	<b>161,600</b>	<b>67,924</b>	<b>152,400</b>	<b>164,100</b>
<b>MAINTENANCE</b>						
020 Vehicle	35,000	40,246	34,000	19,735	40,000	40,000
022 Equipment	14,400	10,133	12,900	5,235	12,900	12,100
<b>TOTAL MAINTENANCE</b>	<b>49,400</b>	<b>50,379</b>	<b>46,900</b>	<b>24,970</b>	<b>52,900</b>	<b>52,100</b>
<b>SERVICES</b>						
042 Travel and Training	30,000	16,255	27,000	4,902	25,300	33,200
070 Other Expense (Grants)	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>30,000</b>	<b>16,255</b>	<b>27,000</b>	<b>4,902</b>	<b>25,300</b>	<b>33,200</b>
<b>FIXED ASSETS</b>						
705 Equipment	33,700	24,533	30,100	0	30,100	95,300
707 Vehicles	193,000	190,247	0	0	0	75,000
<b>TOTAL FIXED ASSETS</b>	<b>226,700</b>	<b>214,780</b>	<b>30,100</b>	<b>0</b>	<b>30,100</b>	<b>170,300</b>
<b>GRAND TOTAL</b>	<b>3,277,900</b>	<b>3,230,752</b>	<b>3,152,600</b>	<b>1,572,707</b>	<b>3,163,300</b>	<b>3,469,900</b>

## **PUBLIC LIBRARY**

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

The Harker Heights Public Library provides access to a variety of quality materials, media, technology, programs, and other services that enrich our patrons' lives through education, information, and recreation. The Library also actively promotes the power of lifelong learning for our community's diverse population.

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

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

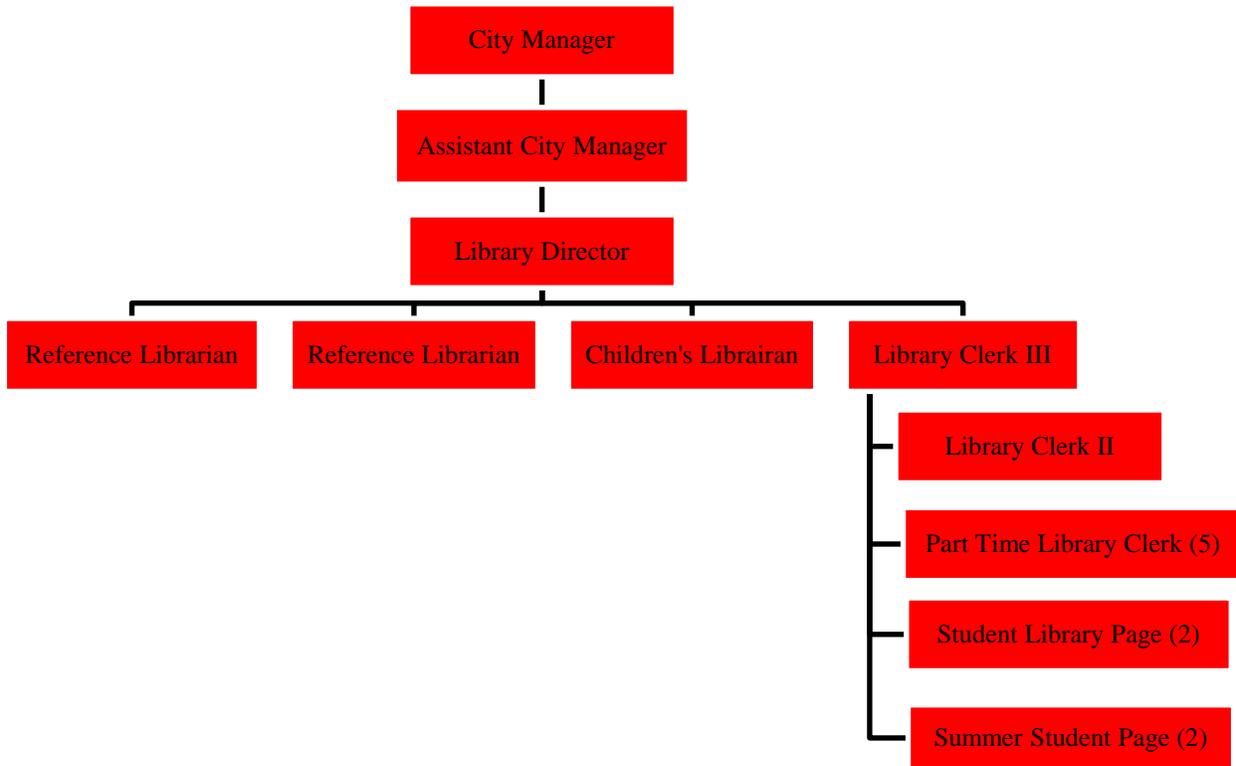
## **GOALS AND OBJECTIVES**

The Library selects, acquires, catalogs, organizes, and distributes print and non-print material for the residents of Harker Heights. The Library encourages its use among its patrons through provision of quality materials on a variety of subjects, through a large amount of programming on topics of interest to its patrons, through excellent reference and readers' advisory assistance to patrons of all ages, through provision of comfortable and inviting surroundings, and through publicity. The Library also strives to reach out to the community through involvement in committees, attendance at community functions, and outreach to schools, daycares, and organizations.

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

The Library also will need to expand its collections. Specific and careful collection development will give patrons access to the best materials in a wide variety of topics. Internet access assists the Library's ability to provide research capabilities. Included within these improved collections will be an expanded e-audiobooks section for downloadable audios, improved MP3 book collections, and improved visual collections.

**ORGANIZATIONAL CHART**



**FY 2013-2014 ACHIEVEMENTS**

- Received the 2013 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director’s Association.
- Library Director presented a variety of programs for other professionals including “50 Apps in 50 Minutes” and “You Said What? To Whom?” at conferences.
- Planned and implemented new programs such as Monster School Night Out, Batman’s 50<sup>th</sup> Birthday Party, and Adult Book Discussion Club.
- Increased cooperation with schools by hosting a summer Leadership Camp for a local elementary school.
- Continued to reorganize YA and audiobook collections.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Provide innovative programming for adult patrons.
  - Continued Healthy Heights programming such as Yoga, Holistic Health Fair, etc.; began working with Chamber to plan joint business programs, to speak at leadership programs, to set up information pushes to members, etc.; began new book discussion club with patrons choosing the materials to read; and provided college preparation programs for parents and teens.
- Improve YA collection through careful weeding and purchasing.
  - Weeded 1,276 titles from the YA collection; moved YA audiobooks on CD and Play-a-way to be inner-shelved with adults section; and highlighted YA graphic novels by purchasing new titles and replacing old titles.
- Continue to investigate electronic resource access.
  - Staff investigated several online products for 24/7 access to reference materials, movies, training, languages, etc.; the Library Board provided patron viewpoints and evaluated 24/7 reference materials, movies, training, languages, etc.; and pursued preliminary quotes for online access for patrons to a variety of services.
- Increase usage of Library's website and electronic resources.
  - Began process of updating online community resources lists; provided new children's Literacy Stations with over 4,500 uses; provided targeted training on use of online databases; and searches on TexShare databases increased from 15,382 to 32,113 which is a 108.7% increase.
- Increase visibility and usage of the convenient drive through window.
  - Began including the drive-through window as a stop and discussion topic for tours and classes; continued promoting the drive-through as an option for picking up borrowed and held materials; and began mentioning the drive-through in list of 24/7 services.

## **FY 2014-2015 OBJECTIVES**

- Focus on improving the Library's web presence through complete web re-evaluation.
- Implement of new services provided through the Internet for 24/7 patron access.
- Continue to increase visibility and usage of the convenient drive through window.
- Improve the Library's language, English Language Learning, and GED collections through weeding and collection development.
- Provide new and innovative weekend and night programs for patrons.
- Increase intensity of asking patrons if they would like to pick up holds at the drive through and provide drive through information during school tours.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	6	6	6	6	6
# of part time employees	7	7	7	7	7
# of seasonal employees (summer)	2	2	2	2	2
<b>OUTPUTS:</b>					
# of patrons visiting the library	70,000	77,057	73,000	74,409	73,000
# of in-Library programs held	700	727	700	892	700
# of program attendance in-Library	20,000	21,154	20,000	27,862	20,000
# of electronic resources viewed	5,000	15,382	16,000	26,900	16,000
# of print titles circulated	150,000	146,234	145,000	133,431	145,000
# of ebooks / eaudiobooks circulated	New	3,789	4,000	5,368	4,000
Total circulation (usage)	155,000	165,405	165,000	165,699	165,000
# of print materials renewed	17,000	15,085	15,000	14,209	15,000
# of print materials purchased	5,000	5,244	5,000	5,306	5,000
Donations added	2,500	928	800	731	700
Computer usage	45,000	45,680	45,000	44,534	45,000
# of times directional assistance given	5,500	6,068	6,000	4,583	6,000
# of reference questions	19,000	18,668	18,000	17,975	18,000
<b>EFFECTIVENESS:</b>					
% increase in total circulation	1.2%	8.7%	3.0%	0.0%	3.0%
% increase in computer usage	5.0%	-5.7%	3.0%	-2.5%	3.0%
% increase in reference assistance	3%	1.1%	3.0%	-3.0%	3.0%
% increase in program attendance	New	8.6%	3.0%	31.0%	3.0%
<b>EFFICIENCY:</b>					
Average daily walk-in visits	230	263	250	263	250
# of in-house programs per FTE	New	69	70	85	75
# of reference/information transactions handled per FTE	New	1,684	1,700	1,711	1,700

515 - LIBRARY

	FY 2012-13 BUDGET	FY 2012-13 ACTUAL	FY 2013-14 BUDGET	FY 2013-14 MID-YEAR	FY 2013-14 PROJECTED	FY 2014-15 ADOPTED BUDGET
<b>PERSONNEL SERVICE</b>						
001 Salaries	335,300	328,531	349,700	163,890	332,200	357,600
002 Overtime	300	28	200	0	100	200
003 Worker's Compensation	8,100	7,685	8,300	7,202	7,200	7,200
004 Health Insurance	23,000	22,450	24,600	11,911	20,500	23,800
005 Social Security	25,700	24,738	26,800	13,368	25,400	27,400
006 Retirement	46,100	34,834	49,900	17,789	48,400	55,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>438,500</b>	<b>418,266</b>	<b>459,500</b>	<b>214,160</b>	<b>433,800</b>	<b>471,600</b>
<b>SUPPLIES</b>						
010 Office	11,700	11,709	11,700	4,098	11,700	11,800
012 General	10,000	11,305	11,000	6,011	11,000	17,500
<b>TOTAL SUPPLIES</b>	<b>21,700</b>	<b>23,014</b>	<b>22,700</b>	<b>10,109</b>	<b>22,700</b>	<b>29,300</b>
<b>MAINTENANCE</b>						
021 Building	9,400	9,971	9,500	2,573	9,500	9,500
022 Equipment	3,700	2,381	3,700	1,276	3,700	3,700
023 Ground	0	0	500	0	500	500
<b>TOTAL MAINTENANCE</b>	<b>13,100</b>	<b>12,352</b>	<b>13,700</b>	<b>3,849</b>	<b>13,700</b>	<b>13,700</b>
<b>INSURANCE</b>						
030 Property/Liability	6,300	5,662	6,400	6,727	6,900	7,100
<b>TOTAL INSURANCE</b>	<b>6,300</b>	<b>5,662</b>	<b>6,400</b>	<b>6,727</b>	<b>6,900</b>	<b>7,100</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	4,578	0	(500)	0	0
040 Utilities	35,000	26,089	37,500	10,867	32,000	32,400
041 Dues and Subscriptions	3,400	3,631	3,300	2,276	3,000	3,400
042 Travel and Training	3,500	2,355	3,300	410	3,300	3,300
045 Telephone	1,500	118	1,500	51	100	100
046 Equipment Rental	1,100	730	1,400	1,005	3,400	3,600
047 Contract Labor	5,000	5,978	6,000	874	6,000	6,400
070 Other Expense (Grants)	0	0	0	11,524	11,600	3,000
<b>TOTAL SERVICES</b>	<b>49,500</b>	<b>43,479</b>	<b>53,000</b>	<b>26,507</b>	<b>59,400</b>	<b>52,200</b>
<b>MISCELLANEOUS</b>						
091 Advertising	4,200	3,069	4,200	997	4,200	4,400
601 Xerox Lease - Prin	1,900	2,102	400	375	400	0
602 Xerox Lease - Int	400	184	0	6	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>6,500</b>	<b>5,355</b>	<b>4,600</b>	<b>1,378</b>	<b>4,600</b>	<b>4,400</b>
<b>FIXED ASSETS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	2,597	0	0	0	0
705 Equipment	1,800	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
708 Board Purchases	0	0	0	0	0	0
709 Books	85,500	81,780	80,000	41,241	80,000	87,000
<b>TOTAL FIXED ASSETS</b>	<b>87,300</b>	<b>84,377</b>	<b>80,000</b>	<b>41,241</b>	<b>80,000</b>	<b>87,000</b>
<b>GRAND TOTAL</b>	<b>622,900</b>	<b>592,505</b>	<b>639,900</b>	<b>303,971</b>	<b>621,100</b>	<b>665,300</b>

## PARKS AND RECREATION

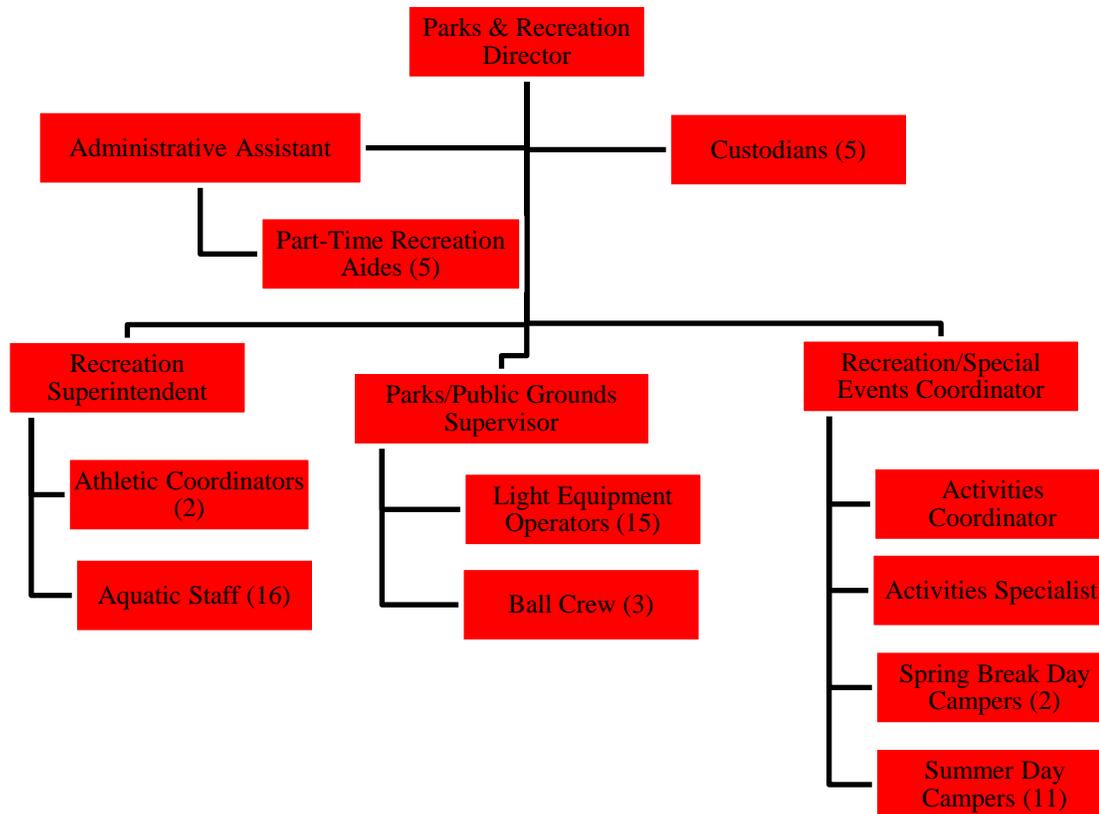
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant, a Recreation Superintendent, two Athletic Coordinators, a Recreation-Events Coordinator, an Activities Coordinator, an Activities Specialist, a Parks & Public Grounds Supervisor, fifteen Light Equipment Operators, and five Custodians. Numerous part-time employees are hired during the summer to assist with the summer day camps, aquatic programs, open swim, and athletic field maintenance.

### GOALS AND OBJECTIVES

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

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

### ORGANIZATIONAL CHART



## **FY 2013-2014 ACHIEVEMENTS**

- Upgraded turf management practices at Athletic Facilities.
- Implemented bi-weekly playground inspections.
- Implemented no-tolerance behavior in all programming.
- Increased attendance and participation in Farmer's Market.
- Successful private partnerships in programming.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Coordinate the concept plan design of Comanche Gap property.
  - Ongoing, the concept plan accepted by City Council.
- Develop strategic plan for maintaining existing Park facilities.
  - Successfully completed, ongoing changes.
- Develop strategic plan for Senior Recreation program.
  - Ongoing, staff is assuming responsibilities of programming.
- Coordinate additional recreational opportunities for Adaptive and Super Hero programs.
  - Successfully developed additional programs.

## **FY 2014-2015 OBJECTIVES**

- Develop construction documents of Phase 1 for Comanche Gap property.
- Develop strategic plan for replacement and addition to park facilities.
- Develop irrigation plan within park system to mitigate water loss.
- Design and installation of landscape medians within 2410 overlay.



Harker Heights Community Garden

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full time employees	28	28	29	29	29
# of part time employees	4	4	5	5	5
# of seasonal employees (summer)	30	30	30	30	30
<b>OUTPUTS:</b>					
# of municipal acres maintained	233	233	233	221	240
# of ROW acres maintained	90	90	90	90	90
# of medians maintained	8	8	8	11	11
# of acres irrigated	65	78	100	98	108
# of playground units	6	7	7	11	11
# of recreation program participants	2,300	2,252	2,300	1,706	1,800
# of youth recreation programs provided	13	12	13	13	14
# of adult/senior recreation programs provided	35	33	35	15 / 26	16 / 27
# of special events provided	27	27	27	33	30
# of spring/summer day camp sessions	8	8	8	8	8
# of spring/summer day camp attendees	200	200	200	193	195
# of youth leagues/participants	10 / 3,806	7 / 3,081	8 / 3,200	7 / 2,904	7 / 3,000
# of adult leagues/participants	12 / 2,428	4 / 948	4 / 1,000	2 / 1,400	2 / 1,400
# of sports camps/participants	12 / 542	6 / 224	7 / 500	4 / 332	4 / 350
# of 5ks held/participants	4 / 1,135	4 / 646	3 / 500	2 / 573	2 / 600
<b>EFFECTIVENESS:</b>					
# of park rentals	332	362	350	242	270
# of activity center rentals	295	603	610	832	830
# of pool rentals	30	31	30	16	25
Public swim attendance	15,000	12,470	13,717	12,124	12,470
Swim lesson attendance	240	232	240	222	241
# of dive ins held	4	4	4	4	4
Dive in attendance	500	625	625	603	600
<b>EFFICIENCY:</b>					
# of acres maintained per full time light equipment employee	23.7	23.7	23.7	22.21	23.57
% of youth recreation programs conducted compared to services offered	100%	95%	100%	100%	100%
% of adult/senior recreation programs conducted compared to services offered	90%	85%	100%	117%	100%

**523 - PARKS & RECREATION**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	1,129,200	1,115,793	1,157,200	537,913	1,163,400	1,199,300
002 Overtime	8,000	7,349	8,000	2,698	8,000	8,000
003 Worker's Compensation	26,400	25,076	27,500	23,879	23,900	24,000
004 Health Insurance	101,200	101,381	114,600	56,906	114,600	122,100
005 Social Security	87,000	84,352	89,200	43,830	89,600	92,400
006 Retirement	149,500	131,086	159,200	70,446	169,300	178,700
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,501,300</b>	<b>1,465,037</b>	<b>1,555,700</b>	<b>735,672</b>	<b>1,568,800</b>	<b>1,624,500</b>
<b>SUPPLIES</b>						
010 Office	8,500	5,416	8,500	4,741	8,500	8,500
011 Vehicle	35,000	48,998	46,000	18,136	46,000	46,000
012 General	7,000	6,869	7,000	2,565	7,000	7,000
013 Equipment	7,000	6,952	10,000	4,885	10,000	10,000
014 Uniforms	12,000	8,943	12,000	5,529	12,000	12,000
015 Recreational	6,500	5,297	6,500	643	6,500	7,000
016 Chemical	18,000	12,477	18,000	2,941	18,000	18,000
<b>TOTAL SUPPLIES</b>	<b>94,000</b>	<b>94,952</b>	<b>108,000</b>	<b>39,440</b>	<b>108,000</b>	<b>108,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	6,500	7,072	6,500	3,874	7,000	7,000
021 Building	55,000	56,578	59,000	26,361	59,000	55,000
022 Equipment	12,000	11,519	12,000	4,287	12,000	16,000
023 Ground	70,000	63,633	60,000	24,566	58,000	58,000
<b>TOTAL MAINTENANCE</b>	<b>143,500</b>	<b>138,802</b>	<b>137,500</b>	<b>59,088</b>	<b>136,000</b>	<b>136,000</b>
<b>INSURANCE</b>						
030 Property/Liability	20,900	19,244	21,500	22,497	23,500	24,200
<b>TOTAL INSURANCE</b>	<b>20,900</b>	<b>19,244</b>	<b>21,500</b>	<b>22,497</b>	<b>23,500</b>	<b>24,200</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	1,514	0	34	100	0
040 Utilities	85,000	96,418	100,000	38,512	100,000	100,000
041 Dues and Subscriptions	5,600	5,376	5,600	3,177	5,600	6,300
042 Travel and Training	7,000	7,120	7,000	5,000	7,000	7,700
045 Telephone	3,500	771	1,000	556	1,000	1,000
046 Equipment Rental	8,000	4,982	8,000	3,070	8,000	8,000
047 Contract Labor	0	0	0	0	0	0
051 ActiveNet Transaction Fees	0	233	0	2,519	5,100	5,100
059 Adaptive Sports	12,600	10,212	12,000	6,062	12,000	14,200
060 Tree City USA	10,000	5,792	10,000	2,387	6,000	10,000
061 Reimburse by Donations	2,000	2,132	3,000	236	2,000	2,000
065 Trophies and Awards	17,000	16,388	17,000	13,046	17,000	19,700
066 Uniforms and Equipment (Rec)	61,000	50,896	61,000	13,656	55,000	57,000
067 Parks and Recreation Programs	40,000	36,824	40,000	16,185	40,000	46,500
068 Team Travel	2,400	1,168	2,400	0	2,400	2,400
069 Adult Sports	8,000	3,718	8,000	3,627	6,000	6,000
070 Other Expense (Grants)	18,000	7,230	12,500	0	0	10,000
<b>TOTAL SERVICES</b>	<b>280,100</b>	<b>250,774</b>	<b>287,500</b>	<b>108,067</b>	<b>267,200</b>	<b>295,900</b>
<b>MISCELLANEOUS</b>						
091 Advertising	15,000	13,788	15,000	5,503	15,000	17,000
601 Xerox Lease - Prin	1,100	1,066	100	95	100	0
602 Xerox Lease - Int	100	83	0	1	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>16,200</b>	<b>14,937</b>	<b>15,100</b>	<b>5,599</b>	<b>15,100</b>	<b>17,000</b>
<b>FIXED ASSETS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	5,000
705 Equipment	39,500	63,194	45,000	17,857	42,800	10,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	78,000	79,737	0	0	0	35,200
<b>TOTAL FIXED ASSETS</b>	<b>117,500</b>	<b>142,931</b>	<b>45,000</b>	<b>17,857</b>	<b>42,800</b>	<b>50,200</b>
<b>GRAND TOTAL</b>	<b>2,173,500</b>	<b>2,126,677</b>	<b>2,170,300</b>	<b>988,220</b>	<b>2,161,400</b>	<b>2,256,300</b>

## PUBLIC WORKS

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

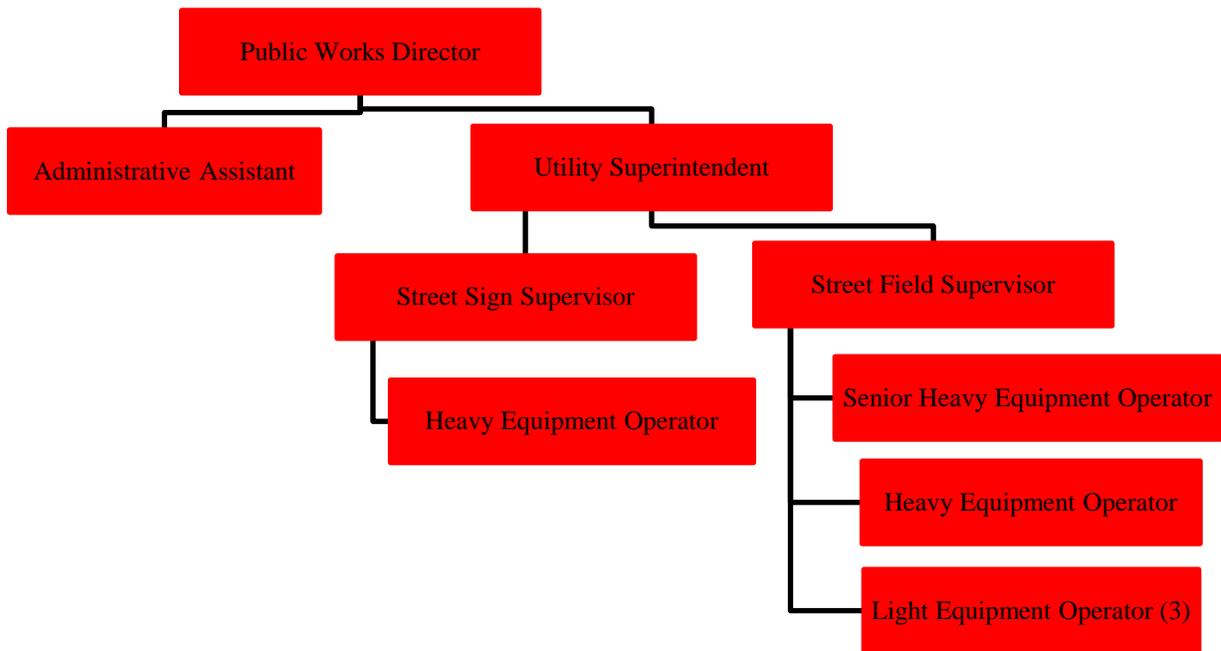
## STREET DEPARTMENT

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

## GOALS AND OBJECTIVES

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

## ORGANIZATIONAL CHART



## FY 2013-2014 ACHIEVEMENTS

- Completed one month of the annual Crack Seal Program. (12 lane miles)
- Completed a two month Motor Grader program.
- Helped prepare and inspect the 2013-2014 Street Improvement Program: Commercial Drive, Heights Drive, Blackfoot Drive and Ann Blvd.

- Repaired recycled asphalt streets: Waco Trace, Pueblo Trace, and Yuron Trace.
- Repaired and resurfaced 650 feet of Limestone Trail.

**PROGRESS ON FY 2013-2014 OBJECTIVES**

- Maintain recycled asphalt streets.
  - 10% complete, work is ongoing.
- In house reconstruction of roads.
  - 10% complete, work is ongoing.
- Repair damaged City sidewalks.
  - No sidewalks needed repair during the 2014 fiscal year.
- Repair Driveway approaches and curbs.
  - 20% complete, work is ongoing.

**FY 2014-2015 OBJECTIVES**

- Continue the annual Crack Seal Program.
- Help prepare and inspect the 2014-2015 Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace defective concrete valley gutters.
- Repair all Water and Sewer utility cuts, pot holes and asphalt level ups within ten working days of receiving the work order.

**PERFORMANCE MEASURES**

Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full time employees:	10	10	10	10	10
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
<b>OUTPUTS:</b>					
# of street utility cuts	160	65	120	85	120
# of pot hole repairs	400	450	400	425	400
Miles of street reconstruction	4	3	4	1	3
Miles of crack sealing	16	16	16	12	15
Linear feet of sidewalk repair	100	50	100	0	75
<b>EFFECTIVENESS:</b>					
# of employees per square mile	4	4	4	4	4

## **SIGN SHOP**

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

### **FY 2013-2014 ACHIEVEMENTS**

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

### **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Street Sweeping.
  - Ongoing, 1,704 feet were swept during the 2014 fiscal year.
- Herbicide Program
  - Ongoing, 1,003 gallons were applied during the 2014 fiscal year.
- Night Time Reflectivity Program
  - 100% complete.
- School Zone Lights and Crosswalks
  - 100% complete.
- Street Light Operation check.
  - 100% complete.

### **FY 2014-2015 OBJECTIVES**

- Continue trimming tree limbs obstructing signs, control algae in street intersections and apply herbicide to grass growing on joints in sidewalks and curb & gutters.
- Continue sweeping all city streets on a regular schedule.
- Continue replacing faded street signs and adding raised pavement markers city wide.
- Continue replacing painted road markings with thermoplastic markings.
- Continue the night time sign reflectivity program checking and reporting street lights that are out.

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 12 Estimated</b>	<b>FY 12 Actual</b>	<b>FY 13 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>OUTPUTS:</b>					
# of street signs installed	125	297	350	455	500
# of stop signs installed	50	47	50	16	25
# of yield signs installed	20	7	10	6	8
# of poles set	120	133	120	150	200
Linear feet of thermoplastic set	1,000	1,115	1,000	100	800
Gallons of herbicide sprayed	3,000	2,644	3,000	1,003	1,000
Miles of street swept	2,500	1,311	2,000	1,704	2,000
Miles of residential street swept	1,500	700	1,000	1,704	1,800
Miles of arterial and collector miles swept	500	500	500	500	500
<b>EFFICIENCY:</b>					
# of residential street sweeping cycles per year	2	2	2	2	2
# of arterial and collector street sweeping cycles per year	2	2	2	2	2

**522- STREETS**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	369,500	382,002	385,400	195,701	385,400	399,400
002 Overtime	12,000	5,928	10,000	3,549	10,000	10,000
003 Worker's Compensation	9,000	8,493	8,300	7,202	7,200	7,200
004 Health Insurance	37,300	34,302	35,500	19,010	35,500	40,800
005 Social Security	29,200	28,479	30,200	15,863	30,200	31,300
006 Retirement	52,400	53,284	56,400	28,159	56,400	63,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>509,400</b>	<b>512,488</b>	<b>525,800</b>	<b>269,484</b>	<b>524,700</b>	<b>552,100</b>
<b>SUPPLIES</b>						
010 Office	2,000	4,102	3,000	1,156	3,000	3,000
011 Vehicle	50,000	47,087	50,000	22,502	50,000	50,000
012 General	2,000	2,901	3,000	691	3,000	3,000
013 Equipment	8,000	8,342	8,000	6,059	9,000	9,000
014 Uniforms	7,500	5,400	7,500	4,211	7,500	7,500
<b>TOTAL SUPPLIES</b>	<b>69,500</b>	<b>67,832</b>	<b>71,500</b>	<b>34,619</b>	<b>72,500</b>	<b>72,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	25,000	20,097	25,000	9,141	20,000	20,000
021 Building	2,000	2,087	2,000	1,564	4,000	2,500
022 Equipment	20,000	20,107	23,000	6,316	23,000	20,000
023 Ground	110,000	87,922	110,000	65,149	110,000	125,000
<b>TOTAL MAINTENANCE</b>	<b>157,000</b>	<b>130,213</b>	<b>160,000</b>	<b>82,170</b>	<b>157,000</b>	<b>167,500</b>
<b>INSURANCE</b>						
030 Property/Liability	7,200	6,441	6,600	6,832	7,000	7,300
<b>TOTAL INSURANCE</b>	<b>7,200</b>	<b>6,441</b>	<b>6,600</b>	<b>6,832</b>	<b>7,000</b>	<b>7,300</b>
<b>SERVICES</b>						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	255,000	261,355	255,000	115,397	260,000	260,000
041 Dues and Subscriptions	1,000	1,071	1,100	1,382	1,400	1,400
042 Travel and Training	5,000	3,062	5,000	3,223	5,000	5,300
045 Telephone	4,000	3,863	4,000	1,737	4,000	4,600
046 Equipment Rental	20,000	18,497	20,000	9,443	20,000	20,000
047 Contract Labor	8,000	10,850	10,000	6,481	13,000	10,000
<b>TOTAL SERVICES</b>	<b>293,000</b>	<b>298,698</b>	<b>295,100</b>	<b>137,663</b>	<b>303,400</b>	<b>301,300</b>
<b>FIXED ASSETS</b>						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	36,322	0	0	0	8,800
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	52,000
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>36,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,800</b>
<b>GRAND TOTAL</b>	<b>1,036,100</b>	<b>1,051,994</b>	<b>1,059,000</b>	<b>530,768</b>	<b>1,064,600</b>	<b>1,161,500</b>

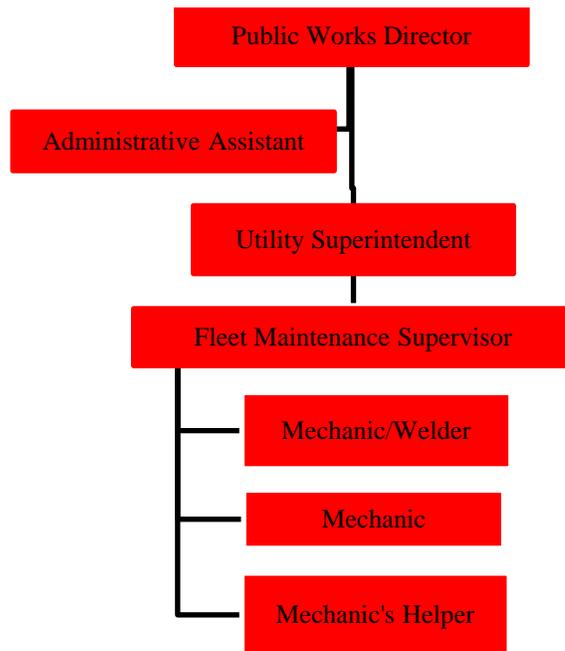
## FLEET MAINTENANCE DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2013-2014 ACHIEVEMENTS

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

**PROGRESS ON FY 2013-2014 OBJECTIVES**

- Maintenance Building Extension.
  - 80% complete.
- Update test equipment, test large trucks and backhoes.
  - 10% complete.
- Build work bench in storage room and more storage cabinets for automotive manuals.
  - 25% complete.
- Continue automotive education and customer service training.
  - Ongoing.
- Continue annual inspection of all city vehicles.
  - 100% complete and will be a yearly objective.

**FY 2014-2015 OBJECTIVES**

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

**PERFORMANCE MEASURES**

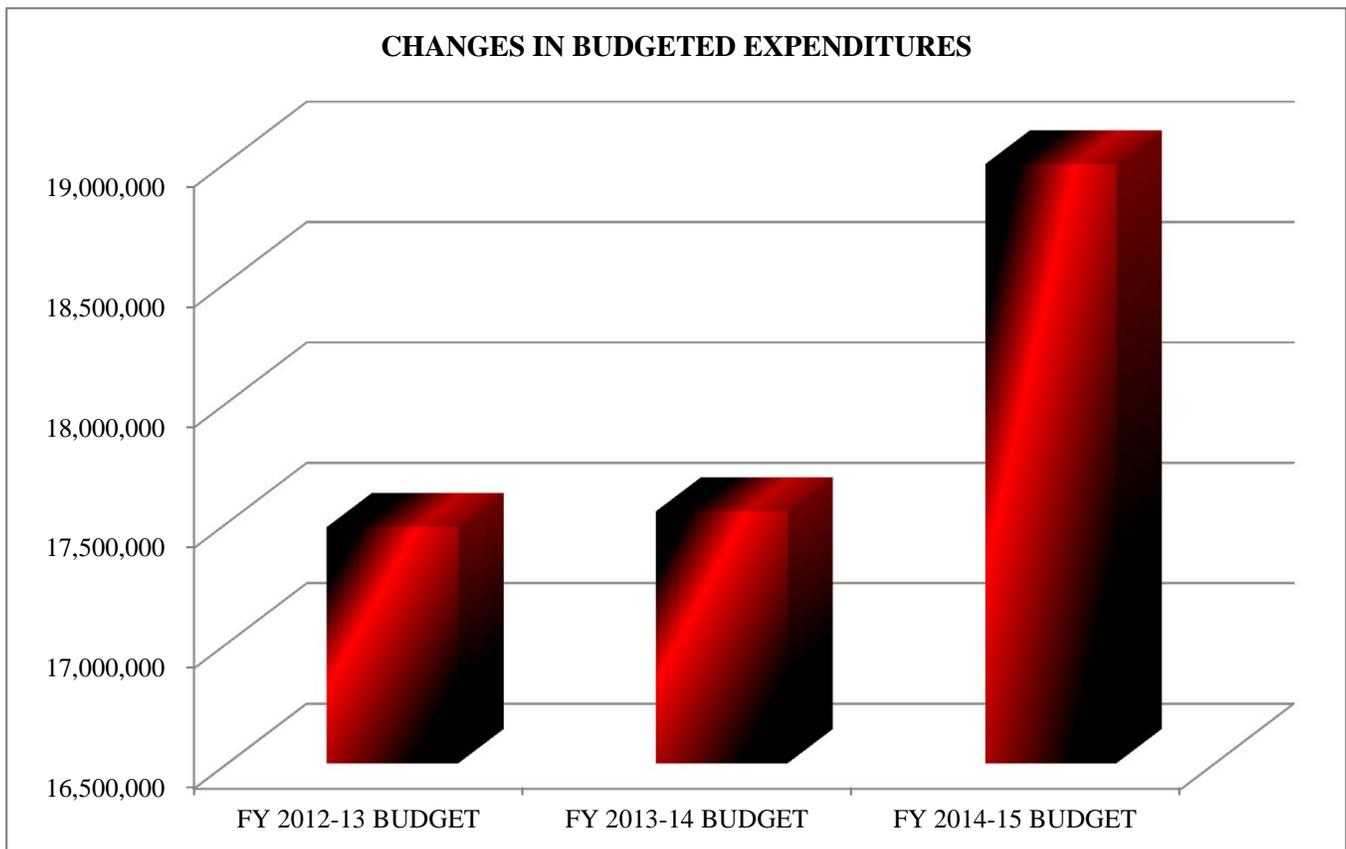
Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full time employees	4	4	4	4	4
<b>OUTPUTS:</b>					
# of fleet serviced (vehicles/equipment)	400	407	410	416	418
# of departments serviced	11	11	11	11	11
# of work orders completed	1,130	1,240	1,200	1236	1250
<b>EFFECTIVENESS:</b>					
Fleet units in operation	98%	98%	100%	97%	98%
# of vehicles/equipment serviced per mechanic	100	102	104	106	110
<b>EFFICIENCY:</b>					
# of jobs completed per mechanic	282.5	310.0	300.0	309.0	312.5

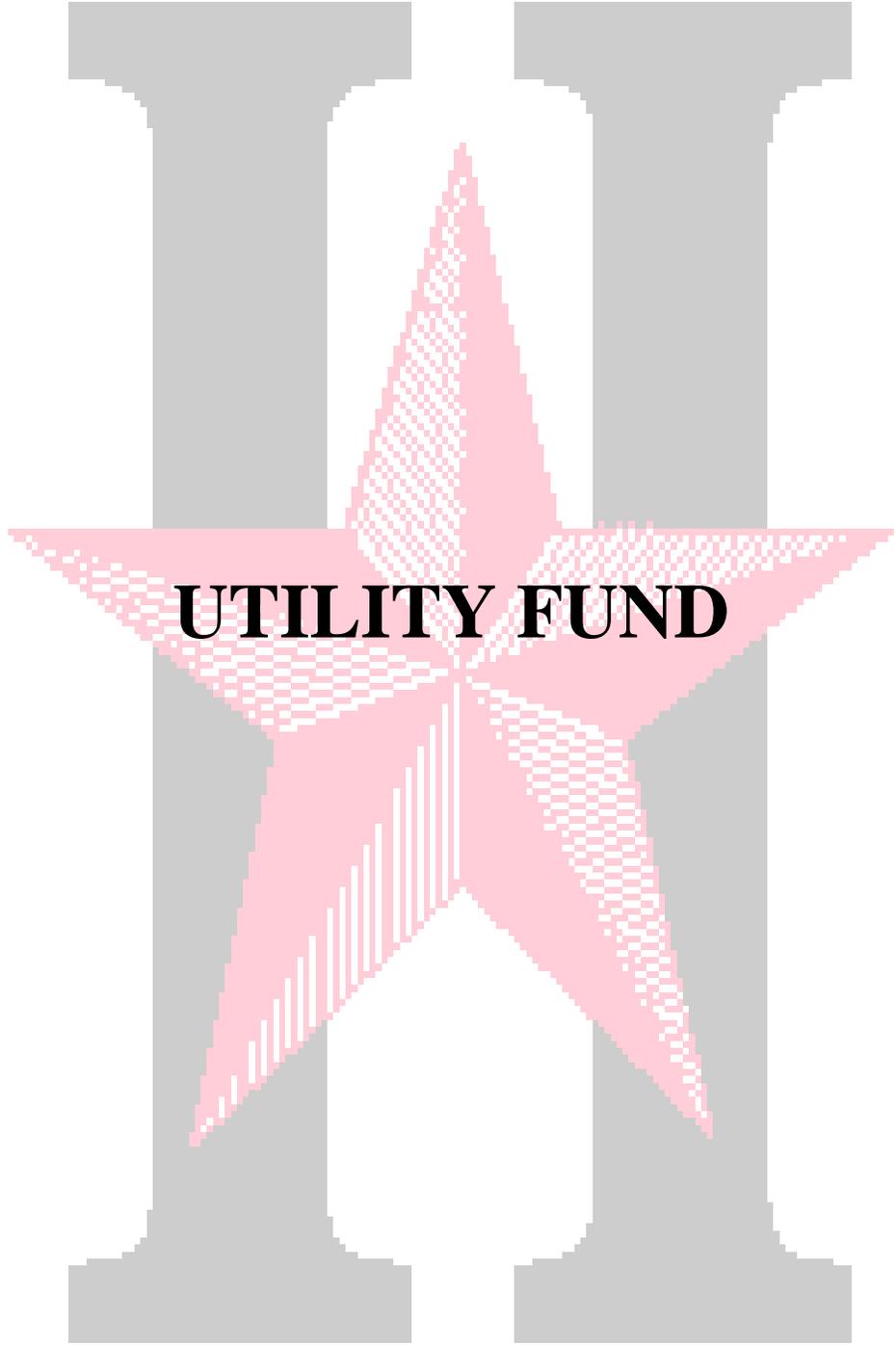
**525 - MAINTENANCE**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICE</b>						
001 Salaries	163,900	165,790	169,500	84,924	168,000	177,100
002 Overtime	1,000	753	1,000	122	1,000	1,000
003 Worker's Compensation	3,400	3,236	3,500	3,032	3,000	3,000
004 Health Insurance	15,000	15,050	15,600	8,498	15,600	18,100
005 Social Security	12,600	12,651	13,000	6,992	12,900	13,600
006 Retirement	22,600	22,739	24,300	11,996	24,300	27,600
<b>TOTAL PERSONNEL SERVICE</b>	<b>218,500</b>	<b>220,219</b>	<b>226,900</b>	<b>115,564</b>	<b>224,800</b>	<b>240,400</b>
<b>SUPPLIES</b>						
010 Office	500	380	500	380	500	500
011 Vehicle	3,500	4,635	3,500	2,282	4,600	4,600
012 General	100	41	100	(2,586)	100	100
013 Equipment	5,000	5,949	5,000	1,307	5,000	6,000
014 Uniforms	3,000	2,474	3,000	1,958	3,000	3,000
<b>TOTAL SUPPLIES</b>	<b>12,100</b>	<b>13,479</b>	<b>12,100</b>	<b>3,341</b>	<b>13,200</b>	<b>14,200</b>
<b>MAINTENANCE</b>						
020 Vehicle	300	162	300	95	300	300
021 Building	500	472	500	226	500	500
022 Equipment	500	362	500	65	500	500
023 Ground	300	172	300	229	400	300
<b>TOTAL MAINTENANCE</b>	<b>1,600</b>	<b>1,168</b>	<b>1,600</b>	<b>615</b>	<b>1,700</b>	<b>1,600</b>
<b>INSURANCE</b>						
030 Property/Liability	2,700	2,452	2,700	2,871	3,000	3,100
<b>TOTAL INSURANCE</b>	<b>2,700</b>	<b>2,452</b>	<b>2,700</b>	<b>2,871</b>	<b>3,000</b>	<b>3,100</b>
<b>SERVICES</b>						
040 Utilities	2,000	1,197	2,000	1,401	2,000	2,000
041 Dues and Subscriptions	200	163	200	164	200	200
042 Travel and Training	2,500	1,267	2,500	558	2,500	2,500
045 Telephone	1,000	2,073	2,000	1,089	2,000	3,200
047 Contract Labor	0	0	0	0	0	0
<b>TOTAL SERVICES</b>	<b>5,700</b>	<b>4,700</b>	<b>6,700</b>	<b>3,212</b>	<b>6,700</b>	<b>7,900</b>
<b>FIXED ASSETS</b>						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	8,481	6,200	6,300	6,300	0
707 Vehicles	0	0	0	0	0	0
<b>TOTAL FIXED ASSETS</b>	<b>0</b>	<b>8,481</b>	<b>6,200</b>	<b>6,300</b>	<b>6,300</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>240,600</b>	<b>250,499</b>	<b>256,200</b>	<b>131,903</b>	<b>255,700</b>	<b>267,200</b>

**GENERAL FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
City Council	195,100	174,668	191,200	90,986	186,500	207,200
Administration	1,436,700	1,346,877	1,491,200	788,659	1,490,900	1,725,700
Finance	569,900	550,317	582,100	308,526	586,500	605,400
Police	5,223,100	5,127,843	5,504,200	2,616,850	5,420,400	5,636,700
Courts	954,000	970,183	1,062,300	535,682	1,085,000	1,119,700
Development & Planning	361,700	364,537	385,500	201,664	389,700	409,300
Code Enforcement	483,900	442,851	514,000	247,943	495,000	563,700
Fire & EMS Administration	532,800	511,076	531,000	278,130	524,700	569,200
Fire & EMS Operations	3,277,900	3,230,752	3,152,600	1,572,707	3,163,300	3,469,900
Library	622,900	592,505	639,900	303,971	621,100	665,300
Parks & Recreation	2,173,500	2,126,677	2,170,300	988,220	2,161,400	2,256,300
Streets	1,036,100	1,051,994	1,059,000	530,768	1,064,600	1,161,500
Maintenance	240,600	250,499	256,200	131,903	255,700	267,200
Reserve for Personnel	10,000	5,052	10,000	4,517	10,000	10,000
Reimbursement:						
Market Heights	750,000	1,049,755	0	0	0	0
Seton Medical Center	0	0	407,000	586,391	586,400	600,500
YMCA Parking Lot	0	0	0	0	0	141,000
Transfer to Fixed Assets	(697,500)	(709,757)	(460,100)	(118,465)	(349,700)	(820,600)
Transfer to Capital Projects	200,000	200,000	0	0	700,000	300,000
Transfer to Debt Service	110,000	110,000	50,000	50,000	100,000	100,000
<b>GRAND TOTAL</b>	<b>17,480,700</b>	<b>17,395,829</b>	<b>17,546,400</b>	<b>9,118,452</b>	<b>18,491,500</b>	<b>18,988,000</b>





**UTILITY FUND**

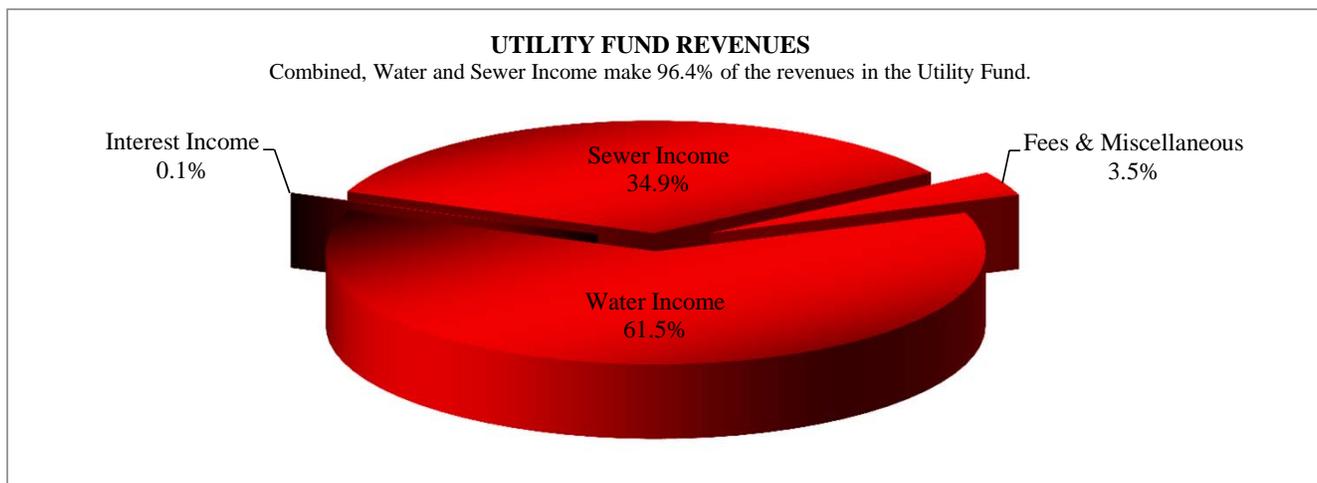
**UTILITY FUND REVENUES**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>SALES</b>						
001 Water Income	5,630,400	5,421,710	5,679,100	2,093,231	5,235,300	5,792,700
002 Sewer Income	3,289,500	3,251,783	3,336,300	1,512,047	3,223,200	3,287,700
007 Water Tap Fees	18,000	17,016	18,000	13,750	22,000	22,000
008 Sewer Tap Fees	0	15,424	13,800	7,727	13,800	15,000
009 Connect Fees	50,000	111,045	100,000	61,875	125,000	125,000
059 Water Supply Agreement	22,500	23,243	25,000	23,681	23,600	25,000
<b>TOTAL SALES</b>	<b>9,010,400</b>	<b>8,840,221</b>	<b>9,172,200</b>	<b>3,712,311</b>	<b>8,642,900</b>	<b>9,267,400</b>
<b>MISCELLANEOUS</b>						
005 Transfers, Turn On/Off	25,000	19,512	20,000	8,197	18,000	18,000
006 Penalties	100,000	102,086	100,000	53,985	110,000	110,000
010 Credit Card Fees	(35,000)	(35,783)	(37,000)	(19,840)	(40,000)	(40,000)
011 Online Payment Fees	45,000	45,762	50,000	23,460	50,000	50,000
015 Cash Over (Short)	0	300	0	48	0	0
020 Interest Income	8,000	12,898	12,000	5,331	10,000	10,000
021 Miscellaneous Income	8,000	7,389	6,000	1,800	5,000	5,000
022 Other Income	5,000	7,650	5,000	400	1,000	1,000
030 Insurance Proceeds	0	642	0	5,262	5,200	0
032 Gain on Sale of Assets	0	0	0	0	0	0
057 Assessment Income	0	2,256	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
<b>TOTAL MISCELLANEOUS</b>	<b>156,000</b>	<b>162,712</b>	<b>156,000</b>	<b>78,643</b>	<b>159,200</b>	<b>154,000</b>
<b>TOTAL REVENUES</b>	<b>9,166,400</b>	<b>9,002,933</b>	<b>9,328,200</b>	<b>3,790,954</b>	<b>8,802,100</b>	<b>9,421,400</b>
<b>BEGINNING FUND BALANCE</b>	<b>4,252,327</b>	<b>4,248,067</b>	<b>5,044,586</b>	<b>4,678,252</b>	<b>4,678,252</b>	<b>4,525,052</b>
<b>INCREASE/DECREASE</b>	<b>178,400</b>	<b>430,185</b>	<b>(41,200)</b>	<b>(751,963)</b>	<b>(153,200)</b>	<b>9,900</b>
<b>ENDING FUND BALANCE</b>	<b>4,430,727</b>	<b>4,678,252</b>	<b>5,003,386</b>	<b>3,926,289</b>	<b>4,525,052</b>	<b>4,534,952</b>

**FUND BALANCE REQUIREMENT**

(Three Months Operating Expense)

**\$ 1,721,600**

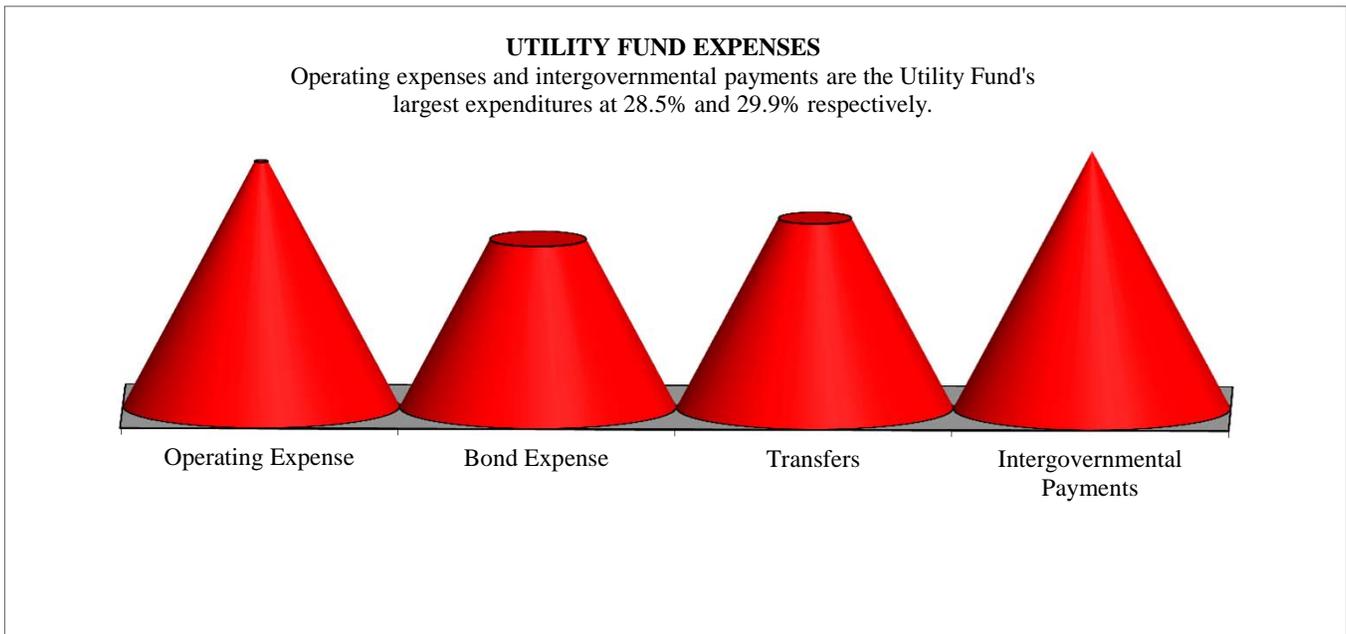


**UTILITY FUND EXPENSE SUMMARY**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	724,300	707,995	731,800	361,355	711,400	780,000
002 Overtime	64,600	66,709	68,600	29,738	65,000	65,000
003 Workers Compensation	17,500	16,582	17,900	15,541	16,400	16,100
004 Health Insurance	70,900	84,418	78,300	39,154	76,000	82,600
005 Social Security	60,300	57,240	61,200	31,406	59,800	64,700
006 T.M.R.S.	108,200	110,751	114,100	55,196	112,500	130,800
<b>TOTAL PERSONNEL SERVICE</b>	<b>1,045,800</b>	<b>1,043,695</b>	<b>1,071,900</b>	<b>532,390</b>	<b>1,041,100</b>	<b>1,139,200</b>
<b>SUPPLIES</b>						
010 Office	92,500	93,326	57,500	42,347	73,500	43,500
011 Vehicle	60,000	62,135	60,000	27,175	60,000	60,000
012 General	8,000	8,660	8,000	4,394	8,000	8,000
013 Equipment	5,000	2,658	7,000	1,323	3,500	6,000
017 Belt Press	20,000	17,838	20,000	4,905	20,000	20,000
018 Lab	9,000	8,082	9,000	7,874	10,000	9,000
<b>TOTAL SUPPLIES</b>	<b>194,500</b>	<b>192,699</b>	<b>161,500</b>	<b>88,018</b>	<b>175,000</b>	<b>146,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	27,000	37,716	27,000	17,174	32,000	32,000
021 Building	9,000	4,209	4,000	1,066	6,000	4,000
022 Equipment	55,000	69,666	60,000	39,404	66,700	69,500
023 Ground	4,000	1,018	4,000	876	2,600	2,000
024 Repair & Maintenance	165,000	144,382	165,000	78,169	145,000	155,000
025 New Service Meters	80,000	93,215	110,000	55,710	110,000	110,000
026 UV Lights	30,000	32,071	30,000	18,057	35,000	35,000
027 Odor Control Chemical	70,000	42,494	70,000	58,881	60,000	60,000
<b>TOTAL MAINTENANCE</b>	<b>440,000</b>	<b>424,771</b>	<b>470,000</b>	<b>269,337</b>	<b>457,300</b>	<b>467,500</b>
<b>INSURANCE</b>						
030 Property/Liability	19,300	18,537	19,600	20,303	21,100	22,200
<b>TOTAL INSURANCE</b>	<b>19,300</b>	<b>18,537</b>	<b>19,600</b>	<b>20,303</b>	<b>21,100</b>	<b>22,200</b>
<b>SERVICES</b>						
014 Uniforms	11,300	8,071	12,000	6,855	13,000	12,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	520,000	443,318	480,000	171,626	445,000	455,000
041 Dues/Subscriptions	2,400	1,745	2,400	1,608	2,100	2,100
042 Travel & Training	15,500	14,489	16,500	5,970	15,500	16,100
045 Telephone	15,000	11,029	13,000	5,965	13,000	14,200
046 Equipment Rental	16,000	11,883	16,000	1,232	16,000	16,000
047 Contract Labor	175,000	142,410	215,000	65,180	178,500	190,000
085 State Fees	35,100	34,783	35,700	39,206	40,100	40,000
<b>TOTAL SERVICES</b>	<b>790,300</b>	<b>667,728</b>	<b>790,600</b>	<b>297,642</b>	<b>723,200</b>	<b>745,400</b>
<b>BOND EXPENSE</b>	<b>1,601,200</b>	<b>932,561</b>	<b>1,498,300</b>	<b>334,826</b>	<b>1,539,800</b>	<b>1,839,400</b>
<b>INTERGOVERNMENTAL PMTS</b>						
801 Transfer to General Fund	350,000	400,000	450,000	300,000	450,000	450,000
806 Transfer to Debt Service Fund	0	0	100,000	100,000	100,000	0
200 Water Purchases	2,300,000	2,441,942	2,361,800	1,025,502	2,106,800	2,366,400
<b>TOTAL INTERGOVERNMENTAL</b>	<b>2,650,000</b>	<b>2,841,942</b>	<b>2,911,800</b>	<b>1,425,502</b>	<b>2,656,800</b>	<b>2,816,400</b>

**UTILITY FUND EXPENSE SUMMARY**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	85,000	76,093	85,000	35,310	70,000	70,000
083 Audit Fees	30,000	22,165	25,000	24,150	25,000	25,000
091 Advertising	3,000	4,335	3,000	1,539	3,000	3,000
092 Professional Fees	31,000	33,034	31,000	15,140	27,000	30,000
32x Issuance Costs	14,500	19,888	16,700	25,026	25,100	0
306 Amortization Adv Refunding	26,800	38,749	28,400	17,183	34,300	31,900
<b>TOTAL MISCELLANEOUS</b>	<b>190,300</b>	<b>194,264</b>	<b>189,100</b>	<b>118,348</b>	<b>184,400</b>	<b>159,900</b>
<b>RESERVES</b>						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	0
800 Transfer to Fixed Assets	500,000	700,000	600,000	100,000	500,000	475,000
805 Transfer to Capital Projects	1,500,000	1,500,000	1,600,000	1,300,000	1,600,000	1,600,000
Contingency	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>2,056,600</b>	<b>2,256,551</b>	<b>2,256,600</b>	<b>1,456,551</b>	<b>2,156,600</b>	<b>2,075,000</b>
<b>TOTAL EXPENSES</b>	<b>8,988,000</b>	<b>8,572,748</b>	<b>9,369,400</b>	<b>4,542,917</b>	<b>8,955,300</b>	<b>9,411,500</b>



## UTILITY DEPARTMENT

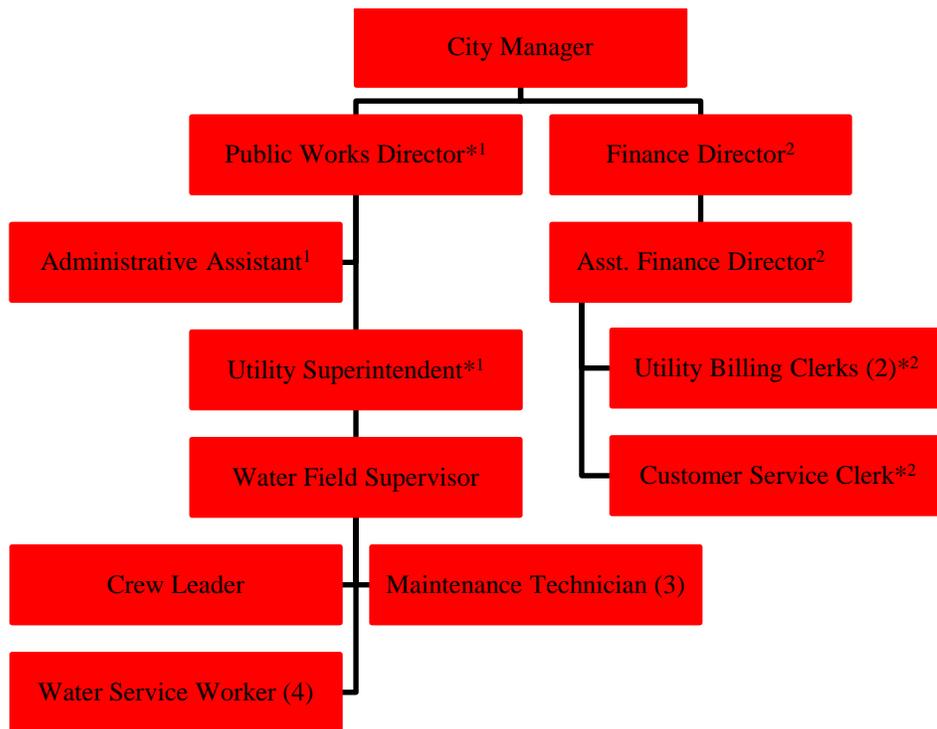
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk.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

## WATER OPERATIONS

### ORGANIZATIONAL CHART

\*indicates Administration Section

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



### FY 2013-2014 ACHIEVEMENTS

- Continued annual water tanks video inspections and cleaned as needed.
- Maintain chlorine residuals by deep cycling water tanks and flushing water mains to reduce water age.
- Managed water meter and parts inventory program.
- Received and changed out 100 new Dog Ridge customers in the annex area.
- Changed out 1,200 old or inaccurate residential water meters within the city.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Continue to maintain the water distribution system.
  - 100% of leaks repaired to date.
- Continue meter change-out program with a goal of 100 change outs per month.
  - Ongoing; the north and south sides of the City are complete.
- Continue valve location and exercise program by updating maps using GPS technology and requisitioning valve exercising equipment and adding personnel.
  - Staffing only allows 10% of this to get done.
- Provide technical assistance to the community as needed by visiting with customers to answer any questions they might have. Also informing the community of changes in water availability or outages by door hangers, Public Service Announcements, and First Call System.
  - 100% complete.
- Continue to maintain and upgrade pump stations and water storage facilities by maintaining the appearance of the water yards by cutting the grass regularly, monitoring the pumps and motors daily and by draining, cleaning and inspecting the inside of the tanks annually.
  - 30% complete.

## **FY 2014-2015 OBJECTIVES**

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

**PERFORMANCE MEASURES**

<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	9	9	9	9	9
<b>OUTPUTS:</b>					
# of water taps installed	25	21	50	33	50
# of sewer taps installed	8	6	10	10	10
# of water leaks repaired	150	88	100	86	100
# of Bac-T samples collected	300	360	415	360	415
# of utility lines located	1,500	1,800	2,000	1,699	1,800
# of meters read	114,000	115,000	117,600	117,600	118,000
<b>EFFECTIVENESS:</b>					
# of old meters changed out	1,200	1,271	1,250	1,287	1,200
# of new meter sets	225	219	225	237	250
Response to water line breaks within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
# of meters read weekly per employee	625	612	650	620	650
Average # of old meters changed out per month	100	106	100	107	100
Average # of new meter sets per month	35	21	20	20	20

**551-WATER ADMINISTRATION**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	167,900	163,945	169,700	83,477	165,500	180,200
002 Overtime	600	493	600	380	1,000	1,000
003 Workers Compensation	3,000	2,831	3,100	2,653	2,700	2,600
004 Health Insurance	13,700	13,472	13,800	6,915	13,800	7,100
005 Social Security	12,900	12,222	13,000	6,734	12,700	13,900
006 T.M.R.S.	23,100	23,496	24,300	11,879	24,300	28,100
<b>TOTAL PERSONNEL SERVICES</b>	<b>221,200</b>	<b>216,459</b>	<b>224,500</b>	<b>112,038</b>	<b>220,000</b>	<b>232,900</b>
<b>SUPPLIES</b>						
010 Office	90,000	91,360	55,000	40,757	70,000	40,000
012 General	3,000	3,065	3,000	2,724	3,000	3,000
013 Equipment	0	0	0	0	0	0
<b>TOTAL SUPPLIES</b>	<b>93,000</b>	<b>94,425</b>	<b>58,000</b>	<b>43,481</b>	<b>73,000</b>	<b>43,000</b>
<b>MAINTENANCE</b>						
022 Equipment	50,000	58,689	55,000	37,375	61,200	64,500
<b>TOTAL MAINTENANCE</b>	<b>50,000</b>	<b>58,689</b>	<b>55,000</b>	<b>37,375</b>	<b>61,200</b>	<b>64,500</b>
<b>INSURANCE</b>						
030 Property/Liability	2,200	1,998	2,300	2,431	2,500	2,500
<b>TOTAL INSURANCE</b>	<b>2,200</b>	<b>1,998</b>	<b>2,300</b>	<b>2,431</b>	<b>2,500</b>	<b>2,500</b>
<b>SERVICES</b>						
035 Unemployment	0	0	0	0	0	0
041 Dues & Subscriptions	600	138	600	151	300	300
042 Travel & Training	4,000	2,814	5,000	1,892	4,000	4,000
045 Telephone	2,000	1,398	2,000	697	2,000	2,000
047 Contract Labor	0	0	40,000	0	28,500	35,000
<b>TOTAL SERVICES</b>	<b>6,600</b>	<b>4,350</b>	<b>47,600</b>	<b>2,740</b>	<b>34,800</b>	<b>41,300</b>
<b>BOND EXPENSE</b>						
301 Interest Expense	749,300	217,561	672,500	334,826	704,000	725,000
303 Principal Payments	851,900	715,000	825,800	0	835,800	1,114,400
<b>TOTAL BOND EXPENSE</b>	<b>1,601,200</b>	<b>932,561</b>	<b>1,498,300</b>	<b>334,826</b>	<b>1,539,800</b>	<b>1,839,400</b>
<b>INTERGOVERNMENTAL PMTS</b>						
801 Transfer to General Fund	350,000	400,000	450,000	100,000	450,000	450,000
806 Transfer to Debt Service Fund	0	0	100,000	100,000	100,000	0
<b>TOTAL INTERGOVERNMENTAL</b>	<b>350,000</b>	<b>400,000</b>	<b>550,000</b>	<b>200,000</b>	<b>550,000</b>	<b>450,000</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	85,000	76,093	85,000	35,310	70,000	70,000
083 Audit Fees	30,000	22,165	25,000	24,150	25,000	25,000
091 Advertising	3,000	4,335	3,000	1,539	3,000	3,000
092 Professional Fees	31,000	33,034	31,000	15,140	27,000	30,000
321 Issuance Cost - 2003	0	876	1,200	0	0	0
322 Issuance Cost - 2003A	0	225	300	0	0	0
323 Issuance Cost - 2004	1,800	0	1,700	0	0	0
324 Issuance Cost - 2006	3,200	0	3,000	0	0	0
325 Issuance Cost - 2008	1,100	0	1,000	0	0	0
326 Issuance Cost - 2009	3,800	0	3,700	0	0	0
327 Issuance Cost - 2011	1,800	0	1,800	0	0	0
328 Issuance Cost - 2012	2,800	0	4,000	0	0	0
329 Issuance Cost - 2013	0	18,787	0	0	0	0
330 Issuance Cost - 2014	0	0	0	25,026	25,100	0
306 Amortization Advance Refunding	26,800	38,749	28,400	17,183	34,300	31,900
<b>TOTAL MISCELLANEOUS</b>	<b>190,300</b>	<b>194,264</b>	<b>189,100</b>	<b>118,348</b>	<b>184,400</b>	<b>159,900</b>
<b>TRANSFERS</b>						
Transfer to Fixed Assets	14,000	19,327	0	0	0	31,000
<b>TOTAL TRANSFERS</b>	<b>14,000</b>	<b>19,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,000</b>
<b>GRAND TOTALS</b>	<b>2,528,500</b>	<b>1,922,073</b>	<b>2,624,800</b>	<b>851,239</b>	<b>2,665,700</b>	<b>2,864,500</b>

**552-WATER OPERATIONS**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	287,100	287,658	294,000	151,158	292,800	320,600
002 Overtime	44,000	41,149	44,000	19,997	40,000	40,000
003 Workers Compensation	7,700	7,280	7,800	6,823	7,600	7,500
004 Health Insurance	27,800	36,230	33,500	17,370	34,700	43,800
005 Social Security	25,300	23,802	25,900	13,421	25,900	27,600
006 T.M.R.S.	45,400	47,038	48,200	24,148	48,200	55,800
<b>TOTAL PERSONNEL SERVICES</b>	<b>437,300</b>	<b>443,157</b>	<b>453,400</b>	<b>232,917</b>	<b>449,200</b>	<b>495,300</b>
<b>SUPPLIES</b>						
010 Office	1,000	688	1,000	138	1,000	1,000
011 Vehicle	40,000	40,962	40,000	16,878	40,000	40,000
012 General	1,000	1,367	1,000	320	1,000	1,000
013 Equipment	3,000	1,529	5,000	635	1,500	4,000
<b>TOTAL SUPPLIES</b>	<b>45,000</b>	<b>44,546</b>	<b>47,000</b>	<b>17,971</b>	<b>43,500</b>	<b>46,000</b>
<b>MAINTENANCE</b>						
020 Vehicle	12,000	16,914	12,000	11,069	17,000	17,000
021 Building	2,000	539	2,000	150	4,000	2,000
022 Equipment	2,000	9,925	2,000	1,506	2,000	2,000
023 Ground	3,000	38	3,000	0	500	1,000
024 Repair & Maintenance	75,000	65,375	75,000	28,433	65,000	75,000
025 New Service Meters	80,000	93,215	110,000	55,710	110,000	110,000
<b>TOTAL MAINTENANCE</b>	<b>174,000</b>	<b>186,006</b>	<b>204,000</b>	<b>96,868</b>	<b>198,500</b>	<b>207,000</b>
<b>INSURANCE</b>						
030 Property/Liability	6,100	6,028	6,200	6,458	7,000	7,700
<b>TOTAL INSURANCE</b>	<b>6,100</b>	<b>6,028</b>	<b>6,200</b>	<b>6,458</b>	<b>7,000</b>	<b>7,700</b>
<b>SERVICES</b>						
014 Uniforms	6,000	3,608	6,000	3,010	6,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	210,000	180,069	200,000	62,196	180,000	185,000
041 Dues/Subscriptions	900	909	900	737	900	900
042 Travel & Training	6,000	5,145	6,000	634	6,000	6,300
045 Telephone	3,000	2,099	3,000	1,250	3,000	3,000
046 Equipment Rental	1,000	0	1,000	174	1,000	1,000
047 Contract Labor	35,000	28,152	35,000	16,657	35,000	35,000
085 State Fees	20,000	19,131	20,000	19,131	20,000	20,000
<b>TOTAL SERVICES</b>	<b>281,900</b>	<b>239,113</b>	<b>271,900</b>	<b>103,789</b>	<b>251,900</b>	<b>257,200</b>
<b>INTERGOVERNMENTAL PMTS</b>						
200 Water Purchases	2,300,000	2,441,942	2,361,800	1,025,502	2,106,800	2,366,400
<b>TOTAL INTERGOVERNMENTAL</b>	<b>2,300,000</b>	<b>2,441,942</b>	<b>2,361,800</b>	<b>1,025,502</b>	<b>2,106,800</b>	<b>2,366,400</b>
<b>FIXED ASSETS</b>						
Transfer to Fixed Assets	70,000	61,767	95,000	0	83,500	0
<b>TOTAL FIXED ASSETS</b>	<b>70,000</b>	<b>61,767</b>	<b>95,000</b>	<b>0</b>	<b>83,500</b>	<b>0</b>
<b>GRAND TOTALS</b>	<b>3,314,300</b>	<b>3,422,559</b>	<b>3,439,300</b>	<b>1,483,505</b>	<b>3,140,400</b>	<b>3,379,600</b>

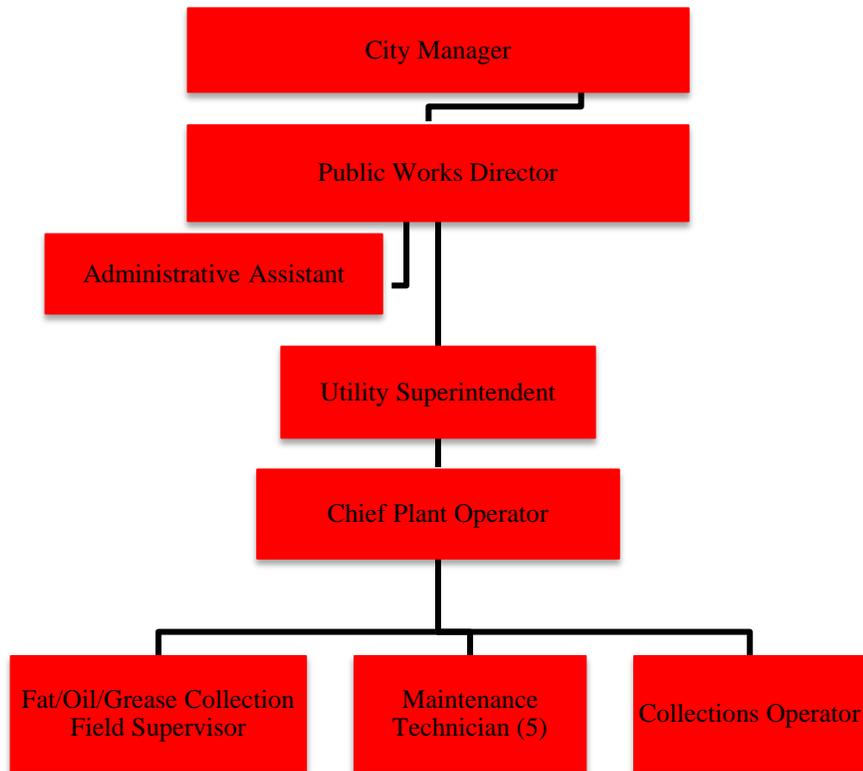
## WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

### GOALS AND OBJECTIVES

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

### WASTEWATER TREATMENT PLANT

#### ORGANIZATIONAL CHART



#### FY 2013-2014 ACHIEVEMENTS

- Passed TCEQ inspection with no violation or suggested improvements.
- Operator certifications are improving.
- Removed 344 metric tons of cake sludge.
- Completed drain valve rehabilitation for Clarifier #1 and #2 and rebuild Clarifier #3 gear drive.
- Passed all Biomonitoring tests.

## **PROGRESS ON FY 2013-2014 OBJECTIVES**

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

## **FY 2014-2015 OBJECTIVES**

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

## **WASTEWATER COLLECTION SYSTEM**

### **FY 2013-2014 ACHIEVEMENTS**

- Reached the goal in the SSO program line cleaning.
- Videotaped 2000 feet of drainage and sewer pipe combined.
- Repaired sewer lines and MH in Basin 09 and 04 as part of our Annual Sanitary Sewer Overflow (SSO) program.
- Responded to 30 sewer calls.
- Surveyed all restaurants in the City and have 14 with FOG Compliance goals.

### **PROGRESS ON FY 2013-2014 OBJECTIVES**

- Continue with RJN Group on sanitary sewer surveys.
  - Sanitary sewer surveys were conducted with the assistance of RJN Group.
- Continue cleaning maintenance sewer lines, and storm sewers.
  - Completed 100,000 linear feet of cleaning.
- Closed Circuit Television (CCTV) and Smoked Tested Sewer.
  - Videotaped 200 feet of line for the 2013-2014 fiscal year.

- Continue with manhole upgrades.
  - Identified fifteen manholes to upgrade in fiscal year 2015.
- Continue implementation of the ten-year Sanitary Sewer Overflow initiative.
  - Finished year seven of the ten-year Sanitary Sewer Overflow initiative.

### **FY 2014-2015 OBJECTIVES**

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

## **LIFT STATIONS**

### **FY 2013-2014 ACHIEVEMENTS**

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

### **PROGRESS ON FY 2013-2014 OBJECTIVES**

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

### **FY 2014-2015 OBJECTIVES**

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

**PERFORMANCE MEASURES**

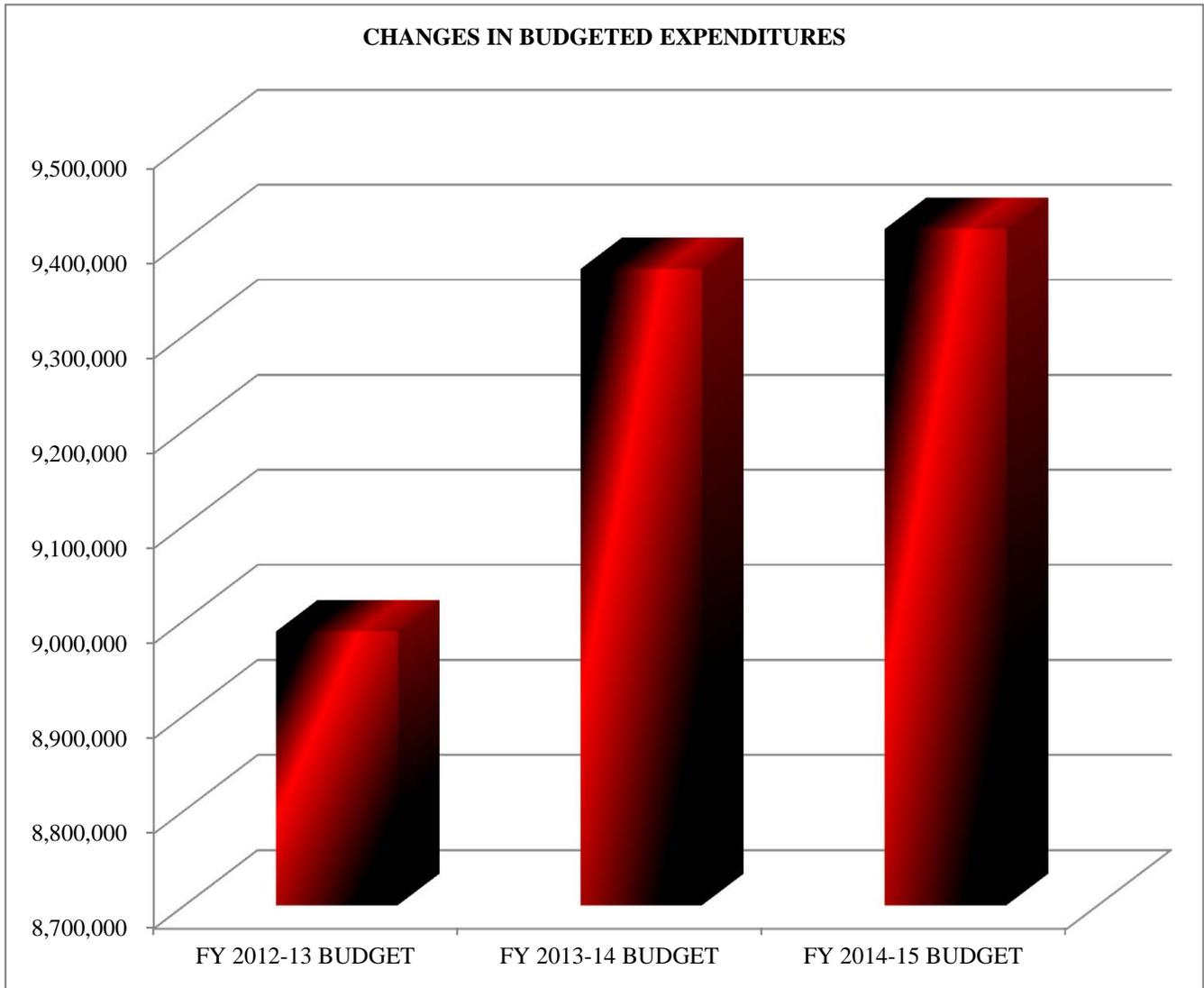
<b>Type of Measure/Description</b>	<b>FY 13 Estimated</b>	<b>FY 13 Actual</b>	<b>FY 14 Estimated</b>	<b>FY 14 Actual</b>	<b>FY 15 Estimated</b>
<b>INPUTS:</b>					
# of full time employees	8	8	8	8	8
<b>OUTPUTS:</b>					
# of manholes repaired (in-house)	5	19	15	10	15
# of manholes repaired (contracted)	10	6	81	18	30
# of lift station repairs	2	3	3	13	3
# of lift stations cleaned	14	14	14	14	14
Feet of sewer lines cleaned	100,188	100,205	100,188	100,188	100,188
Camera of sewer lines (feet)	3,000	500	2000	6200	2000
Feet of sewer lines repaired	250	1,400	1,400	1,500	1,400
# of storm water catch basins cleaned	60	79	50	66	50
<b>EFFECTIVENESS:</b>					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	100%	100%
Feet of sewer line cleaned per day	417	423	425	470	425
# of wastewater overflows	15	23	25	18	25
Response to stoppages within one hour	100%	100%	100%	100%	100%
<b>EFFICIENCY:</b>					
% of manholes repaired in-house	50%	75%	20%	20%	20%
Lab costs per million gallons	\$3,000.00	\$4,468.31	\$3,000.00	\$4,834.38	\$5,000.00

**553-WASTEWATER**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>PERSONNEL SERVICES</b>						
001 Salaries	269,300	256,392	268,100	126,720	253,100	279,200
002 Overtime	20,000	25,067	24,000	9,361	24,000	24,000
003 Workers Compensation	6,800	6,471	7,000	6,065	6,100	6,000
004 Health Insurance	29,400	34,716	31,000	14,869	27,500	31,700
005 Social Security	22,100	21,216	22,300	11,251	21,200	23,200
006 T.M.R.S.	39,700	40,217	41,600	19,169	40,000	46,900
<b>TOTAL PERSONNEL SERVICES</b>	<b>387,300</b>	<b>384,079</b>	<b>394,000</b>	<b>187,435</b>	<b>371,900</b>	<b>411,000</b>
<b>SUPPLIES</b>						
010 Office	1,500	1,278	1,500	1,452	2,500	2,500
011 Vehicle	20,000	21,173	20,000	10,297	20,000	20,000
012 General	4,000	4,228	4,000	1,350	4,000	4,000
013 Equipment	2,000	1,129	2,000	688	2,000	2,000
017 Belt Press	20,000	17,838	20,000	4,905	20,000	20,000
018 Lab	9,000	8,082	9,000	7,874	10,000	9,000
<b>TOTAL SUPPLIES</b>	<b>56,500</b>	<b>53,728</b>	<b>56,500</b>	<b>26,566</b>	<b>58,500</b>	<b>57,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	15,000	20,802	15,000	6,105	15,000	15,000
021 Building	7,000	3,670	2,000	916	2,000	2,000
022 Equipment	3,000	1,052	3,000	523	3,500	3,000
023 Ground	1,000	980	1,000	876	2,100	1,000
024 Repair & Maintenance	90,000	79,007	90,000	49,736	80,000	80,000
026 UV Lights	30,000	32,071	30,000	18,057	35,000	35,000
027 Odor Control Chemical	70,000	42,494	70,000	58,881	60,000	60,000
<b>TOTAL MAINTENANCE</b>	<b>216,000</b>	<b>180,076</b>	<b>211,000</b>	<b>135,094</b>	<b>197,600</b>	<b>196,000</b>
<b>INSURANCE</b>						
030 Property/Liability	11,000	10,511	11,100	11,414	11,600	12,000
<b>TOTAL INSURANCE</b>	<b>11,000</b>	<b>10,511</b>	<b>11,100</b>	<b>11,414</b>	<b>11,600</b>	<b>12,000</b>
<b>SERVICES</b>						
014 Uniforms	5,300	4,463	6,000	3,845	7,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	310,000	263,249	280,000	109,430	265,000	270,000
041 Dues/Subscriptions	900	698	900	720	900	900
042 Travel & Training	5,500	6,530	5,500	3,444	5,500	5,800
045 Telephone	10,000	7,532	8,000	4,018	8,000	9,200
046 Equipment Rental	15,000	11,883	15,000	1,058	15,000	15,000
047 Contract Labor	140,000	114,258	140,000	48,523	115,000	120,000
085 State Fees	15,100	15,652	15,700	20,075	20,100	20,000
<b>TOTAL SERVICES</b>	<b>501,800</b>	<b>424,265</b>	<b>471,100</b>	<b>191,113</b>	<b>436,500</b>	<b>446,900</b>
<b>FIXED ASSETS</b>						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	0
Transfer to Fixed Assets	119,700	186,523	0	558	15,600	73,300
<b>TOTAL FIXED ASSETS</b>	<b>176,300</b>	<b>243,074</b>	<b>56,600</b>	<b>57,109</b>	<b>72,200</b>	<b>73,300</b>
<b>GRAND TOTALS</b>	<b>1,348,900</b>	<b>1,295,733</b>	<b>1,200,300</b>	<b>608,731</b>	<b>1,148,300</b>	<b>1,196,700</b>

**UTILITY FUND  
STATEMENT OF EXPENDITURES**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
Water Administration	2,528,500	1,922,073	2,624,800	851,239	2,665,700	2,864,500
Water Operations	3,314,300	3,422,559	3,439,300	1,483,505	3,140,400	3,379,600
Wastewater	1,348,900	1,295,733	1,200,300	608,731	1,148,300	1,196,700
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	0
Transfer to Fixed Assets	239,700	375,832	448,400	42,891	344,300	370,700
Transfer to Capital Projects	1,500,000	1,500,000	1,600,000	1,300,000	1,600,000	1,600,000
Contingencies	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>8,988,000</b>	<b>8,572,748</b>	<b>9,369,400</b>	<b>4,342,917</b>	<b>8,955,300</b>	<b>9,411,500</b>





**OTHER FUNDS**

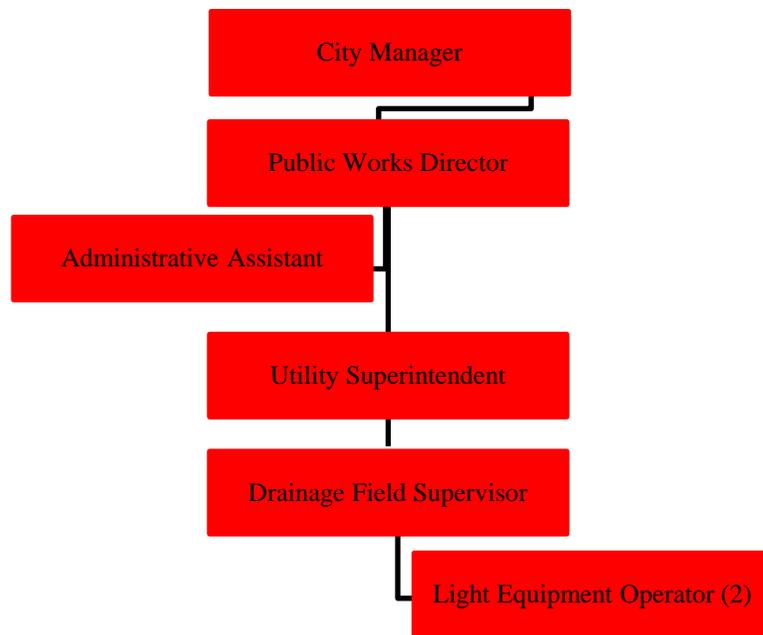
## DRAINAGE UTILITY DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2013-2014 ACHIEVEMENTS

- Took over and rebuilt Memory Lane (Sam's) retention pond, continued repairing Modoc and Prospector earthen channels and citywide storm water detention facilities.
- Installed two concrete valley gutters using city staff.
- Installed seven tin horns with end treatments.
- Added 150' of riprap along the Warriors Path drainage channel.
- Certified two herbicide technicians.

**PROGRESS ON FY 2013-2014 OBJECTIVES**

- Assist with residential drainage problems.
  - 100% complete.
- Complete 2013 Residential storm drainage improvements.
  - 100% complete.
- Reconstruct Prospector and Modoc drainage channels.
  - 5% complete.
- Install concrete flume Modoc, Mountain Lion and Cattail drainage channels.
  - 5% complete.
- Increase earthen channel cleaning program city-wide.
  - 40% complete.

**FY 2014-2015 OBJECTIVES**

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

**PERFORMANCE MEASURES**

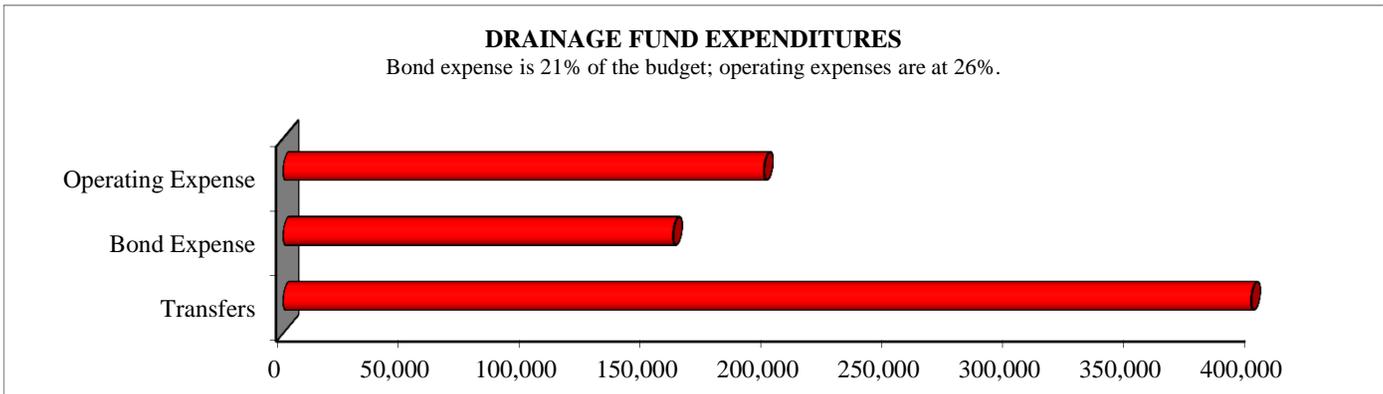
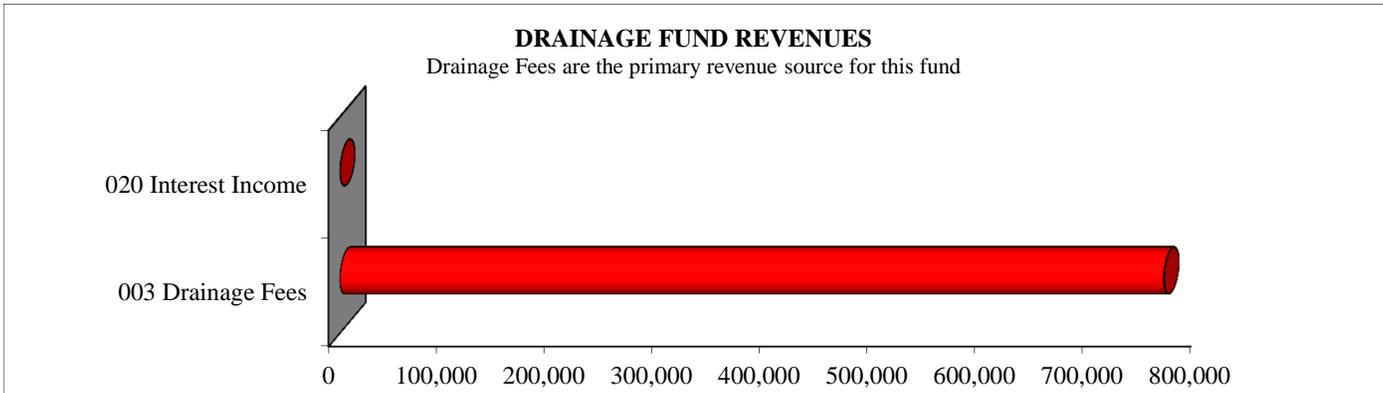
Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 13 Actual	FY 14 Estimated
<b>INPUTS:</b>					
# of full time employees	3	3	3	3	3
<b>OUTPUTS:</b>					
# of catch basins cleaned and inspected	400	440	465	480	480
# of earthen channels reshaped (feet)	2,500	3,000	2,500	2,800	3,000
# of valley gutter installed (in-house)	4	4	4	8	10
# of valley gutter installed (contractor)	4	1	0	0	0
# of CMP's installed	5	7	5	7	7
# of storm/emergency responses	4	0	4	2	4
<b>EFFECTIVENESS:</b>					
<b>EFFICIENCY:</b>					
% of valley gutter installed in-house	50%	80%	100%	100%	100%

**DRAINAGE FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>91,981</b>	<b>22,253</b>	<b>29,969</b>	<b>63,094</b>	<b>63,094</b>	<b>69,294</b>
<b>REVENUES</b>						
003 Drainage Fees	729,000	737,344	743,600	373,597	750,000	765,000
020 Interest Income	200	80	100	55	100	100
021 Miscellaneous Income	0	600	0	12,304	12,600	0
022 Other Income	0	0	0	20,000	20,000	0
030 Insurance Proceeds	0	0	0	554	600	0
805 Transfer from Capital Projects	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>729,200</b>	<b>738,024</b>	<b>743,700</b>	<b>406,510</b>	<b>783,300</b>	<b>765,100</b>
<b>OPERATING EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	82,300	77,705	82,700	41,846	84,000	86,900
002 Overtime	3,000	925	2,500	1,389	2,500	2,500
003 Workers Compensation	2,100	2,022	2,200	1,895	1,900	1,900
004 Health Insurance	10,000	9,016	6,900	3,826	6,900	7,800
005 Social Security	6,500	5,523	6,500	3,331	6,600	6,800
006 T.M.R.S.	11,700	11,362	12,100	6,103	12,200	13,800
<b>TOTAL PERSONNEL SERVICE</b>	<b>115,600</b>	<b>106,553</b>	<b>112,900</b>	<b>58,390</b>	<b>114,100</b>	<b>119,700</b>
<b>SUPPLIES</b>						
011 Vehicle	9,000	8,424	9,000	3,962	9,000	9,000
012 General	500	285	500	38	500	500
013 Equipment	7,500	8,121	7,500	4,464	8,000	8,000
<b>TOTAL SUPPLIES</b>	<b>17,000</b>	<b>16,830</b>	<b>17,000</b>	<b>8,464</b>	<b>17,500</b>	<b>17,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	3,000	16,986	5,000	950	3,000	5,000
022 Equipment	1,500	3,545	1,500	6,282	7,000	1,500
023 Ground	50,000	40,608	50,000	10,623	30,000	40,000
<b>TOTAL MAINTENANCE</b>	<b>54,500</b>	<b>61,139</b>	<b>56,500</b>	<b>17,855</b>	<b>40,000</b>	<b>46,500</b>
<b>INSURANCE</b>						
030 Property/Liability	1,700	1,554	1,800	1,811	2,000	2,000
<b>TOTAL INSURANCE</b>	<b>1,700</b>	<b>1,554</b>	<b>1,800</b>	<b>1,811</b>	<b>2,000</b>	<b>2,000</b>
<b>SERVICES</b>						
014 Uniforms	1,500	1,638	1,500	753	1,500	1,500
035 Unemployment Expense	0	0	0	0	0	0
041 Dues/Subscriptions	100	65	100	359	400	400
042 Travel & Training	1,500	1,759	1,500	626	1,500	1,500
046 Equipment Rental	5,000	4,132	5,000	1,065	5,000	5,000
047 Contract Labor	8,000	5,375	0	0	0	0
<b>TOTAL SERVICES</b>	<b>16,100</b>	<b>12,969</b>	<b>8,100</b>	<b>2,803</b>	<b>8,400</b>	<b>8,400</b>
<b>BOND EXPENSE</b>						
300 Principal Payments	299,200	299,200	128,900	0	128,900	102,300
301 Interest Expense	80,400	18,862	68,600	31,099	68,600	64,700
306 Amortization Bond Issue	0	0	0	0	(6,400)	(5,900)
321 Issuance Cost - 2003	0	346	0	0	0	0
325 Issuance Cost - 2008	2,000	0	800	0	0	0
326 Issuance Cost - 2012	700	0	1,000	0	0	0
<b>TOTAL BOND EXPENSES</b>	<b>382,300</b>	<b>318,408</b>	<b>199,300</b>	<b>31,099</b>	<b>191,100</b>	<b>161,100</b>

**DRAINAGE FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>MISCELLANEOUS</b>						
080 Bad Debt	7,500	4,156	5,000	1,774	4,000	4,000
091 Advertising	500	574	500	0	0	500
092 Professional Fees	0	0	0	113	25,000	0
<b>TOTAL MISCELLANEOUS</b>	<b>8,000</b>	<b>4,730</b>	<b>5,500</b>	<b>1,887</b>	<b>29,000</b>	<b>4,500</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	0	0	125,000	100,000	125,000	150,000
801 Transfer to General Fund	175,000	175,000	0	0	0	0
802 Transfer to Water	0	0	0	0	0	0
805 Transfer to Capital Projects	0	0	200,000	200,000	250,000	250,000
806 Transfer to Debt Service	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>175,000</b>	<b>175,000</b>	<b>325,000</b>	<b>300,000</b>	<b>375,000</b>	<b>400,000</b>
<b>TOTAL EXPENSES</b>	<b>770,200</b>	<b>697,183</b>	<b>726,100</b>	<b>422,309</b>	<b>777,100</b>	<b>759,700</b>
<b>INCREASE/DECREASE</b>	<b>(41,000)</b>	<b>40,841</b>	<b>17,600</b>	<b>(15,799)</b>	<b>6,200</b>	<b>5,400</b>
<b>ENDING BALANCE</b>	<b>50,981</b>	<b>63,094</b>	<b>47,569</b>	<b>47,295</b>	<b>69,294</b>	<b>74,694</b>



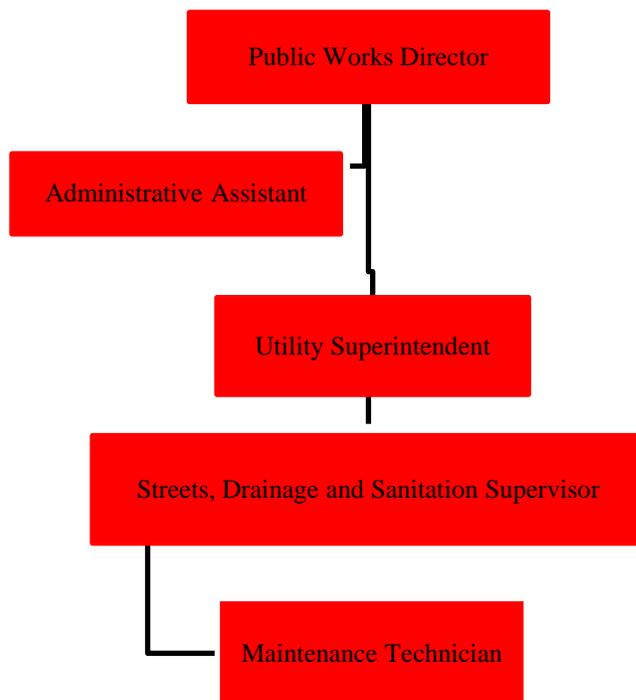
## SANITATION DEPARTMENT

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

### GOALS AND OBJECTIVES

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

### ORGANIZATIONAL CHART



### FY 2013-2014 ACHIEVEMENTS

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

**PROGRESS ON FY 2013-2014 OBJECTIVES**

- Fence in the Drop Site/Recycling Center property.
  - 25% complete.
- Continue the Brush Chipping Program (for public use).
  - 100% complete for the 2014 fiscal year.

**FY 2014-2015 OBJECTIVES**

- Begin using a laptop to track the type of use at the Drop Site.
- Install personnel ramps for recycling containers.
- Continue the Brush Chipping Program (for public use).
- Improve customer service by training staff.
- Add a restroom for staff for sanitary reasons.

**PERFORMANCE MEASURES**

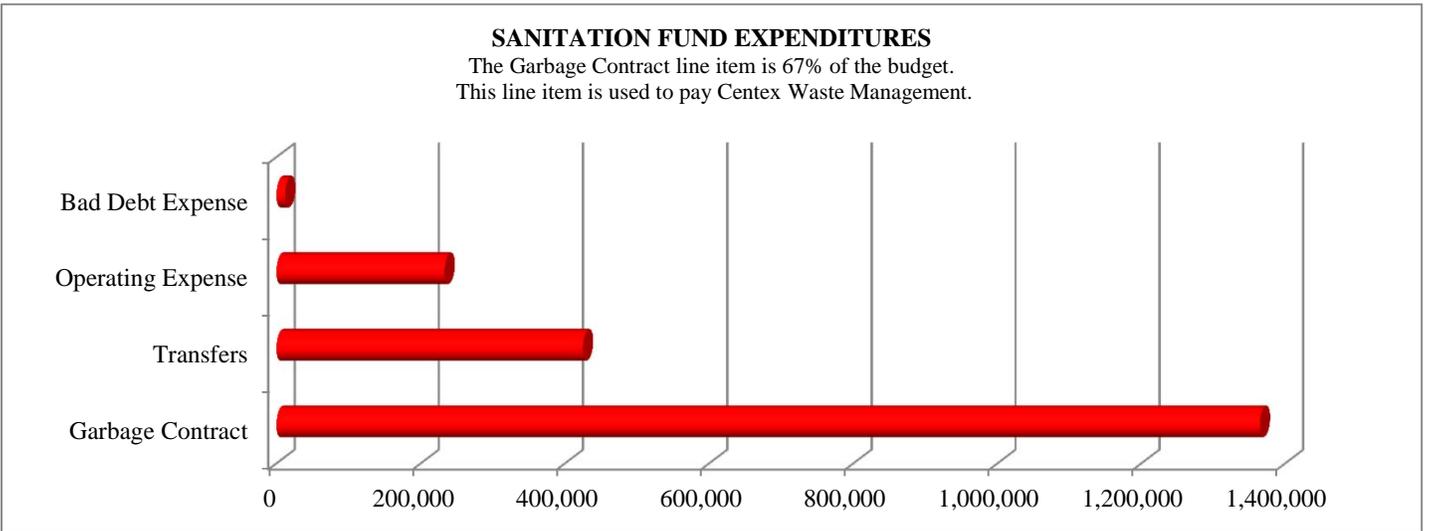
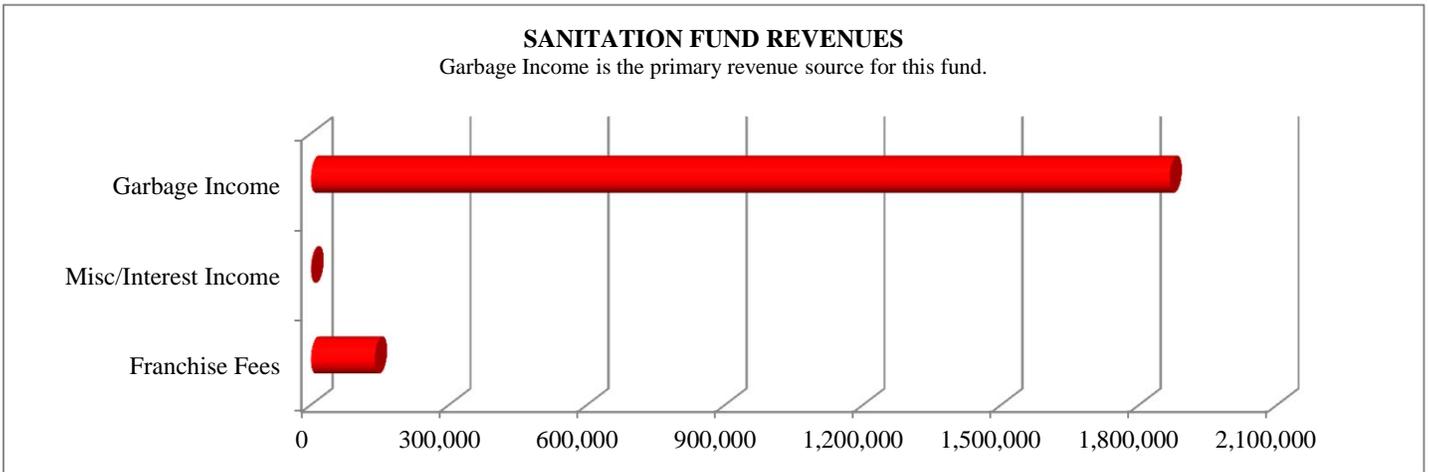
Type of Measure/Description	FY 13 Estimated	FY 13 Actual	FY 14 Estimated	FY 14 Actual	FY 15 Estimated
<b>INPUTS:</b>					
# of full time employees	1	1	1	1	1
<b>OUTPUTS:</b>					
# of brush drop offs	7,200	9,230	9,500	7,603	9,500
# of bulky items dropped off	10,250	11,559	12,000	10,486	12,000
# of dumpsters recycled	200	143	175	190	175
# of dumpsters landfill	460	382	450	409	450
Tons of brush chipped	3,500	4,615	5,000	4,560	5,000
<b>EFFECTIVENESS:</b>					
% of Households using the Station	35%	36%	40%	37%	40%
<b>EFFICIENCY:</b>					
Average wait time per customer (minutes)	>5	>5	>5	>3	>5

**SANITATION FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING BALANCE</b>	<b>12,377</b>	<b>2,455</b>	<b>66,367</b>	<b>84,258</b>	<b>84,258</b>	<b>99,858</b>
<b>REVENUES:</b>						
004 Garbage Income	1,768,500	1,823,389	1,840,600	912,815	1,830,000	1,866,600
020 Interest Income	500	90	500	83	200	200
021 Miscellaneous Income	1,000	1,134	1,000	470	1,000	1,000
084 Franchise Fees	130,800	136,692	137,700	56,456	137,700	139,100
805 Transfer from Capital Projects	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>1,900,800</b>	<b>1,961,305</b>	<b>1,979,800</b>	<b>969,824</b>	<b>1,968,900</b>	<b>2,006,900</b>
<b>OPERATING EXPENSES</b>						
<b>PERSONNEL SERVICES</b>						
001 Salaries	28,200	29,262	29,700	14,555	30,100	31,100
002 Overtime	3,500	1,443	3,500	1,025	3,500	3,500
003 Workers Compensation	900	809	900	758	800	800
004 Health Insurance	3,700	579	300	277	600	700
005 Social Security	2,400	2,273	2,500	1,306	2,600	2,600
006 T.M.R.S.	4,400	4,317	4,700	2,198	4,700	5,400
<b>TOTAL PERSONNEL SERVICE</b>	<b>43,100</b>	<b>38,683</b>	<b>41,600</b>	<b>20,119</b>	<b>42,300</b>	<b>44,100</b>
<b>SUPPLIES</b>						
011 Vehicle	0	0	0	0	0	0
012 General	1,000	0	1,500	0	1,000	1,000
013 Equipment	1,500	314	1,500	614	1,500	1,500
<b>TOTAL SUPPLIES</b>	<b>2,500</b>	<b>314</b>	<b>3,000</b>	<b>614</b>	<b>2,500</b>	<b>2,500</b>
<b>MAINTENANCE</b>						
020 Vehicle	0	0	0	0	0	0
022 Equipment	2,500	1,775	2,500	1,171	2,500	2,500
023 Ground	0	2,228	0	369	400	0
<b>TOTAL MAINTENANCE</b>	<b>2,500</b>	<b>4,003</b>	<b>2,500</b>	<b>1,540</b>	<b>2,900</b>	<b>2,500</b>
<b>INSURANCE</b>						
030 Property/Liability	700	618	700	719	800	800
<b>TOTAL INSURANCE</b>	<b>700</b>	<b>618</b>	<b>700</b>	<b>719</b>	<b>800</b>	<b>800</b>
<b>SERVICES</b>						
014 Uniforms	800	478	800	424	600	800
040 Utilities	300	238	300	127	300	300
042 Travel & Training	500	291	500	172	500	500
045 Telephone	0	0	0	0	300	500
046 Equipment Rental	1,000	1,040	1,000	560	1,100	1,100
048 Roll Off Dumpster	215,200	141,126	175,000	37,372	120,000	150,000
050 Garbage Contract	1,284,400	1,302,757	1,325,100	558,379	1,340,000	1,364,900
<b>TOTAL SERVICES</b>	<b>1,502,200</b>	<b>1,445,930</b>	<b>1,502,700</b>	<b>597,034</b>	<b>1,462,800</b>	<b>1,518,100</b>
<b>MISCELLANEOUS</b>						
049 Brush Grinding	13,000	20,580	26,000	6,500	20,000	20,000
052 Mulch Hauling	18,000	3,320	18,000	0	5,000	5,000
080 Bad Debt Expense	20,000	11,054	20,000	5,648	12,000	12,000
092 Professional Fees	13,000	5,000	5,000	0	5,000	5,000
<b>TOTAL MISCELLANEOUS</b>	<b>64,000</b>	<b>39,954</b>	<b>69,000</b>	<b>12,148</b>	<b>42,000</b>	<b>42,000</b>

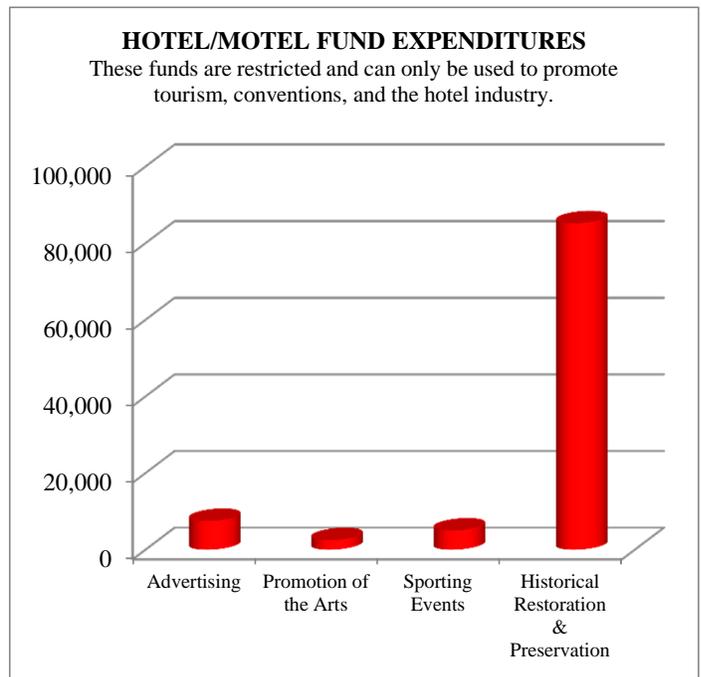
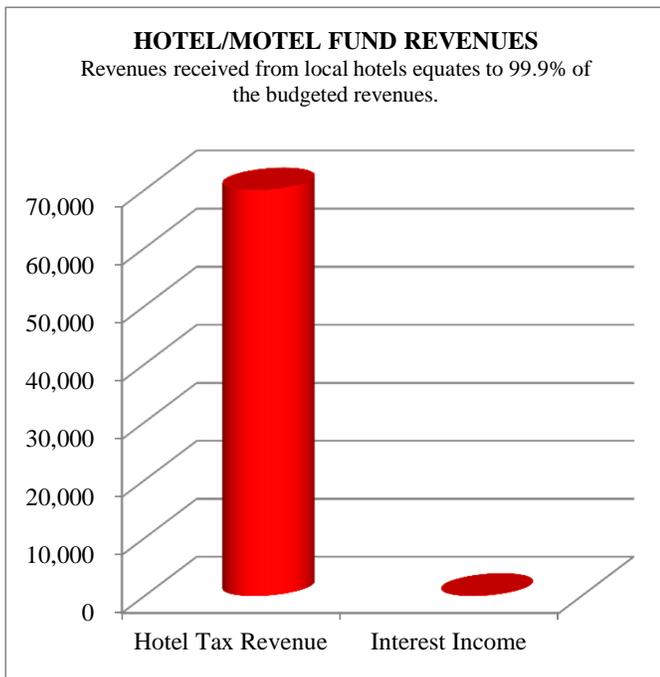
**SANITATION FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>RESERVES</b>						
800 Transfer to Fixed Assets	0	75,000	75,000	0	100,000	125,000
801 Transfer to General Fund	275,000	275,000	300,000	125,000	300,000	300,000
805 Transfer to Capital Projects	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>275,000</b>	<b>350,000</b>	<b>375,000</b>	<b>125,000</b>	<b>400,000</b>	<b>425,000</b>
<b>TOTAL EXPENSES</b>	<b>1,890,000</b>	<b>1,879,502</b>	<b>1,994,500</b>	<b>757,174</b>	<b>1,953,300</b>	<b>2,035,000</b>
<b>INCREASE/DECREASE</b>	<b>10,800</b>	<b>81,803</b>	<b>(14,700)</b>	<b>212,650</b>	<b>15,600</b>	<b>(28,100)</b>
<b>ENDING FUND BALANCE</b>	<b>23,177</b>	<b>84,258</b>	<b>51,667</b>	<b>296,908</b>	<b>99,858</b>	<b>71,758</b>



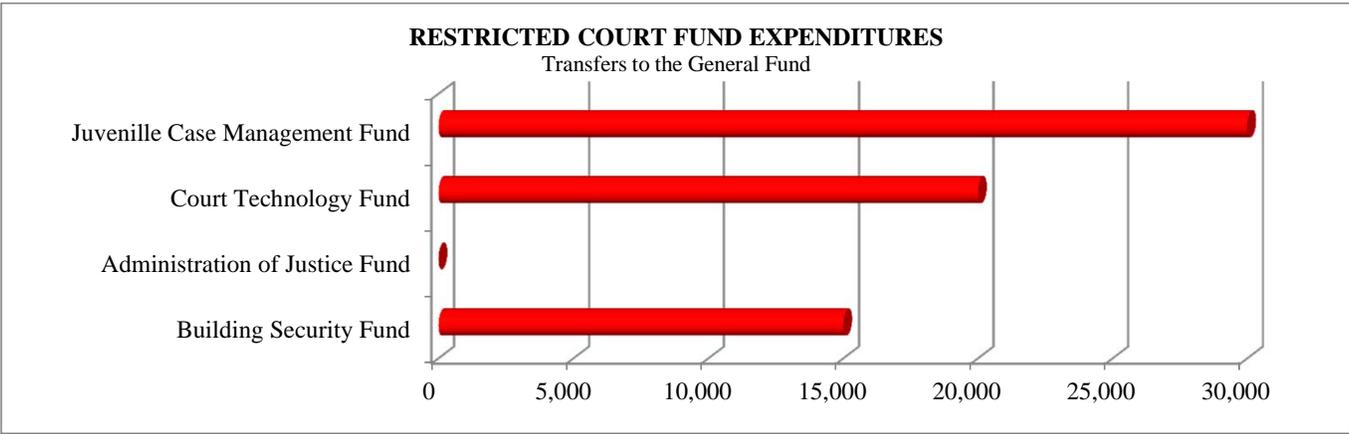
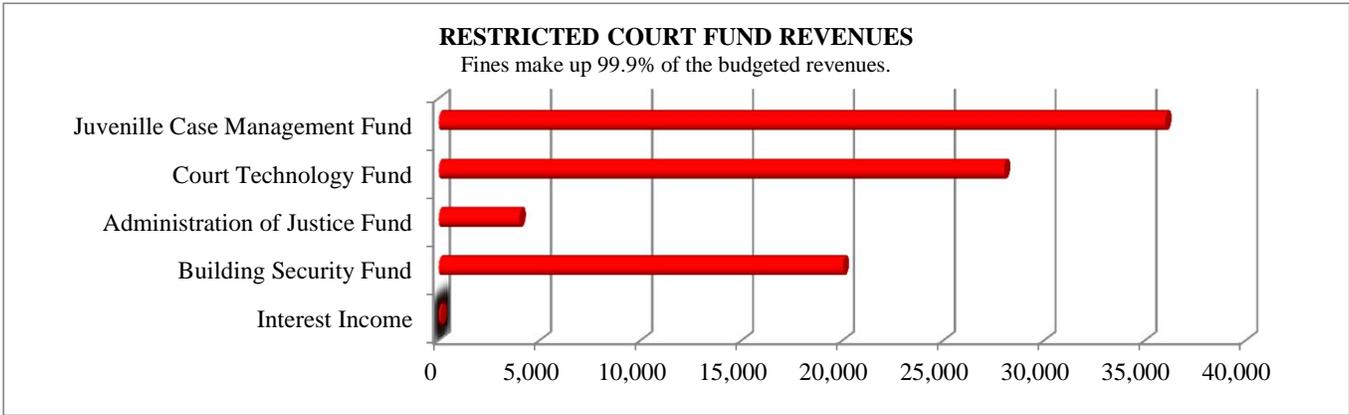
**HOTEL MOTEL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>203,832</b>	<b>222,389</b>	<b>172,789</b>	<b>205,530</b>	<b>205,530</b>	<b>163,930</b>
<b>REVENUES:</b>						
Hotel Tax Revenue	75,000	84,257	60,000	38,095	75,000	70,000
Interest Income	200	190	200	45	100	100
Other Income	0	0	0	0	0	0
Net Value of Investments	0	8	0	0	0	0
<b>TOTAL REVENUES</b>	<b>75,200</b>	<b>84,455</b>	<b>60,200</b>	<b>38,140</b>	<b>75,100</b>	<b>70,100</b>
<b>EXPENDITURES:</b>						
<i>Convention &amp; Visitor Center:</i>						
<i>Convention Registration:</i>						
<i>Advertising:</i>						
Misc. Advertising - brochures, etc.	1,500	0	0	0	0	0
Food & Wine Festival	7,500	7,500	7,500	7,500	7,500	7,500
Chamber Events	0	0	0	0	0	5,000
<i>Promotion of the Arts:</i>						
Food & Wine Festival	2,500	2,500	2,500	2,500	2,500	2,500
<i>Historical Restoration &amp; Preservation:</i>						
Land	70,200	70,138	70,200	0	70,200	70,200
Comanche Gap Hist Park Dev	50,000	11,266	37,000	12,673	31,500	15,000
<i>Sporting Events:</i>						
Tournaments	5,000	9,910	5,000	0	5,000	5,000
Kids Sporting Events	4,000	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>140,700</b>	<b>101,314</b>	<b>122,200</b>	<b>22,673</b>	<b>116,700</b>	<b>105,200</b>
<b>INCREASE/DECREASE</b>	<b>(65,500)</b>	<b>(16,859)</b>	<b>(62,000)</b>	<b>15,467</b>	<b>(41,600)</b>	<b>(35,100)</b>
<b>ENDING FUND BALANCE</b>	<b>138,332</b>	<b>205,530</b>	<b>110,789</b>	<b>220,997</b>	<b>163,930</b>	<b>128,830</b>



**RESTRICTED COURT FUND SUMMARY**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>152,988</b>	<b>179,277</b>	<b>184,477</b>	<b>189,664</b>	<b>189,664</b>	<b>212,764</b>
<b>REVENUES:</b>						
Interest Income	300	152	200	44	100	100
Building Security Fund	17,000	18,996	18,000	10,703	20,000	20,000
Administration of Justice Fund	4,200	4,109	4,000	2,269	4,000	4,000
Court Technology Fund	25,000	25,307	25,000	14,272	28,000	28,000
Juvenile Case Management Fund	25,000	29,823	25,000	18,356	36,000	36,000
<b>TOTAL REVENUES</b>	<b>71,500</b>	<b>78,387</b>	<b>72,200</b>	<b>45,644</b>	<b>88,100</b>	<b>88,100</b>
<b>EXPENDITURES</b>						
Transfer to Fixed Asset Fund from:						
Court Technology Fund	0	0	0	0	0	54,300
Transfer to General Fund from:						
Building Security Fund	20,000	20,000	15,000	10,000	15,000	15,000
Administration of Justice Fund	10,000	0	0	0	0	0
Court Technology Fund	20,000	18,000	20,000	20,000	20,000	20,000
Juvenile Case Management Fund	40,000	30,000	30,000	15,000	30,000	30,000
<b>TOTAL EXPENDITURES</b>	<b>90,000</b>	<b>68,000</b>	<b>65,000</b>	<b>45,000</b>	<b>65,000</b>	<b>119,300</b>
<b>INCREASE/DECREASE</b>	<b>(18,500)</b>	<b>10,387</b>	<b>7,200</b>	<b>644</b>	<b>23,100</b>	<b>(31,200)</b>
<b>ENDING FUND BALANCE</b>	<b>134,488</b>	<b>189,664</b>	<b>191,677</b>	<b>190,308</b>	<b>212,764</b>	<b>181,564</b>



**MEMORIAL FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>12,163</b>	<b>12,159</b>	<b>12,179</b>	<b>12,178</b>	<b>12,178</b>	<b>0</b>
<b>REVENUES</b>						
Interest Income	30	19	20	7	10	0
Donations	0	0	0	30,000	34,820	0
<b>TOTAL REVENUES</b>	<b>30</b>	<b>19</b>	<b>20</b>	<b>30,007</b>	<b>34,830</b>	<b>0</b>
<b>EXPENDITURES</b>						
Memorial Monument Payments	0	0	0	22,500	47,008	0
<b>TOTAL EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,500</b>	<b>47,008</b>	<b>0</b>
<b>INCREASE/DECREASE</b>	<b>30</b>	<b>19</b>	<b>20</b>	<b>7,507</b>	<b>(12,178)</b>	<b>0</b>
<b>ENDING FUND BALANCE</b>	<b>12,193</b>	<b>12,178</b>	<b>12,199</b>	<b>19,685</b>	<b>0</b>	<b>0</b>

The Memorial Fund was originally created to fund scholarships for high school students wishing to pursue a career in law enforcement. During the 2014 fiscal year, the purpose of the fund was restated to purchase a memorial statue for fallen police officers and install it at the Harker Heights Police Department Headquarters.



**EMPLOYEE BENEFITS FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	128	129	159	157	157	217
<b>REVENUES</b>						
Interest Income	50	28	30	28	60	60
<b>TOTAL REVENUES</b>	50	28	30	28	60	60
<b>INCREASE/DECREASE</b>	50	28	30	28	60	60
<b>ENDING FUND BALANCE</b>	178	157	189	185	217	277

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

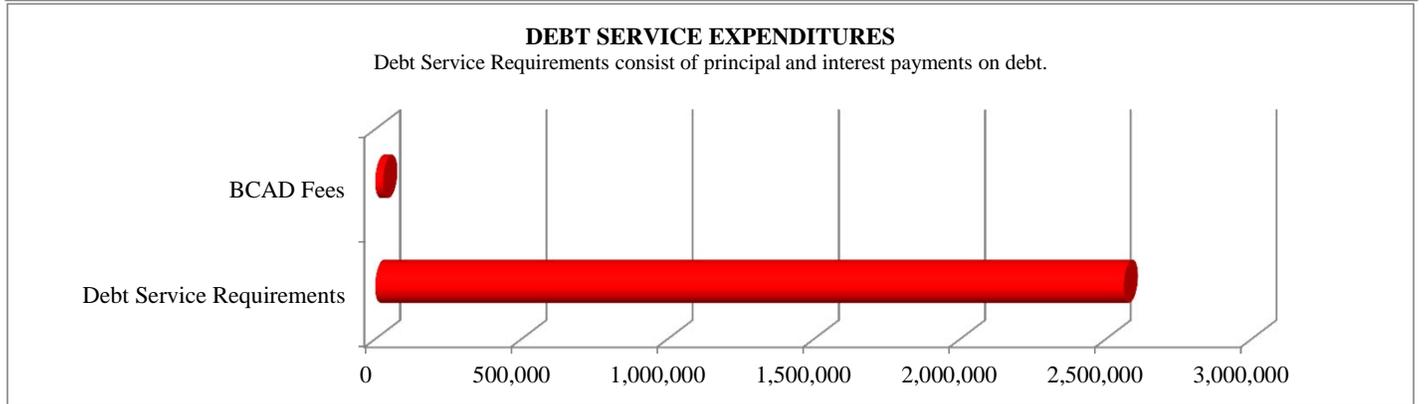
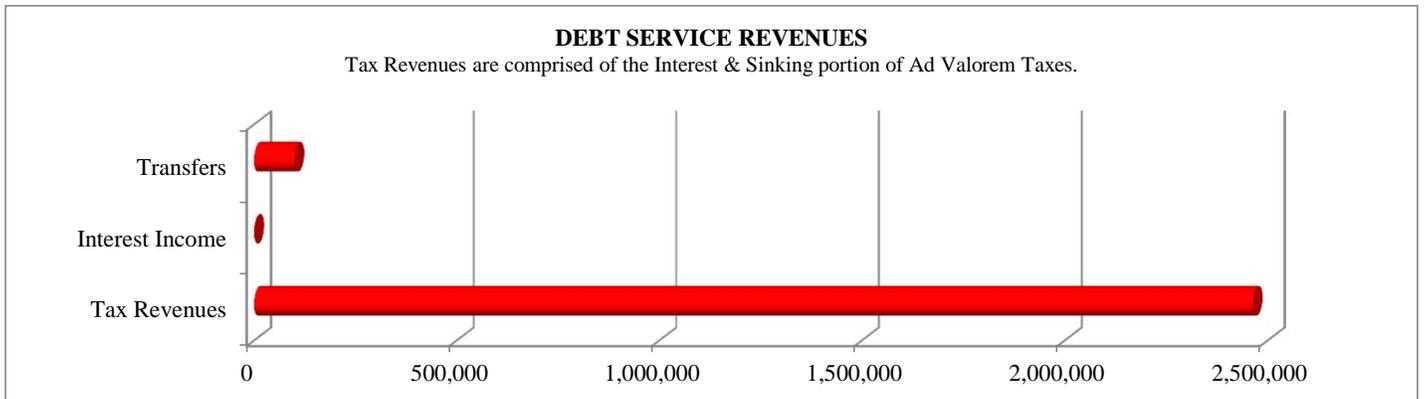




**DEBT SERVICE**

**DEBT SERVICE FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>14,528</b>	<b>47,516</b>	<b>34,816</b>	<b>60,929</b>	<b>60,929</b>	<b>26,337</b>
<b>REVENUES:</b>						
Interest Income	5,500	930	2,000	418	1,000	1,000
Tax Revenues	2,405,200	2,430,479	2,408,000	2,471,503	2,408,000	2,463,700
Transfer from General Fund	110,000	110,000	50,000	50,000	100,000	100,000
Transfer from Utility Fund	0	0	100,000	100,000	100,000	0
Transfer from Drainage Fund	0	0	0	0	0	0
Transfer from Bond Fund	0	0	0	0	0	0
Refunding Bonds Issued	0	455,447	0	0	0	0
Miscellaneous Income	0	0	0	0	44,408	0
Gain on Investments	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>2,520,700</b>	<b>2,996,856</b>	<b>2,560,000</b>	<b>2,621,921</b>	<b>2,653,408</b>	<b>2,564,700</b>
<b>EXPENDITURES:</b>						
Debt Service Requirements	2,503,300	2,501,209	2,538,900	541,168	2,610,900	2,561,500
BCAD Fees	25,000	28,020	27,000	13,196	27,000	27,000
Transfer to Utility Fund	0	0	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	435,427	0	0	0	0
Bond Issuance Cost	0	18,787	0	0	50,100	0
<b>TOTAL EXPENDITURES</b>	<b>2,528,300</b>	<b>2,983,443</b>	<b>2,565,900</b>	<b>554,364</b>	<b>2,688,000</b>	<b>2,588,500</b>
<b>INCREASE/DECREASE</b>	<b>(7,600)</b>	<b>13,413</b>	<b>(5,900)</b>	<b>2,067,557</b>	<b>(34,592)</b>	<b>(23,800)</b>
<b>ENDING FUND BALANCE</b>	<b>6,928</b>	<b>60,929</b>	<b>28,916</b>	<b>2,128,486</b>	<b>26,337</b>	<b>2,537</b>



## **BONDED DEBT**

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

### **General Obligation Bonds**

The City of Harker Heights has two types of bonds outstanding (general obligation and revenue bonds). General obligation bonds are backed by the full faith and credit of the City; in other words, the bonds are guaranteed by a pledge of taxes. A schedule of the City's outstanding general obligation bond issues will follow.

### **Revenue Bonds**

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

### **Debt Limit**

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

### **Debt Limitation Summary**

• Constitutional Ad Valorem Tax Limitation (per \$100):	\$2.50 per \$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax:	\$1.50 per \$100
• 2014 Taxable Assessed Valuation	\$1,599,097,055
• 2014 Total Tax Rate (per \$100)	\$0.6770
• 2014 I&S Tax Rate (per \$100)	\$0.1603
• Maximum Annual Ad Valorem Tax Debt Service, 2017	\$2,763,329
• Equivalent I&S Tax Rate Required to Service Maximum Debt:	\$0.1730 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	42.9%

### ACTUAL DEBT MARGIN

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

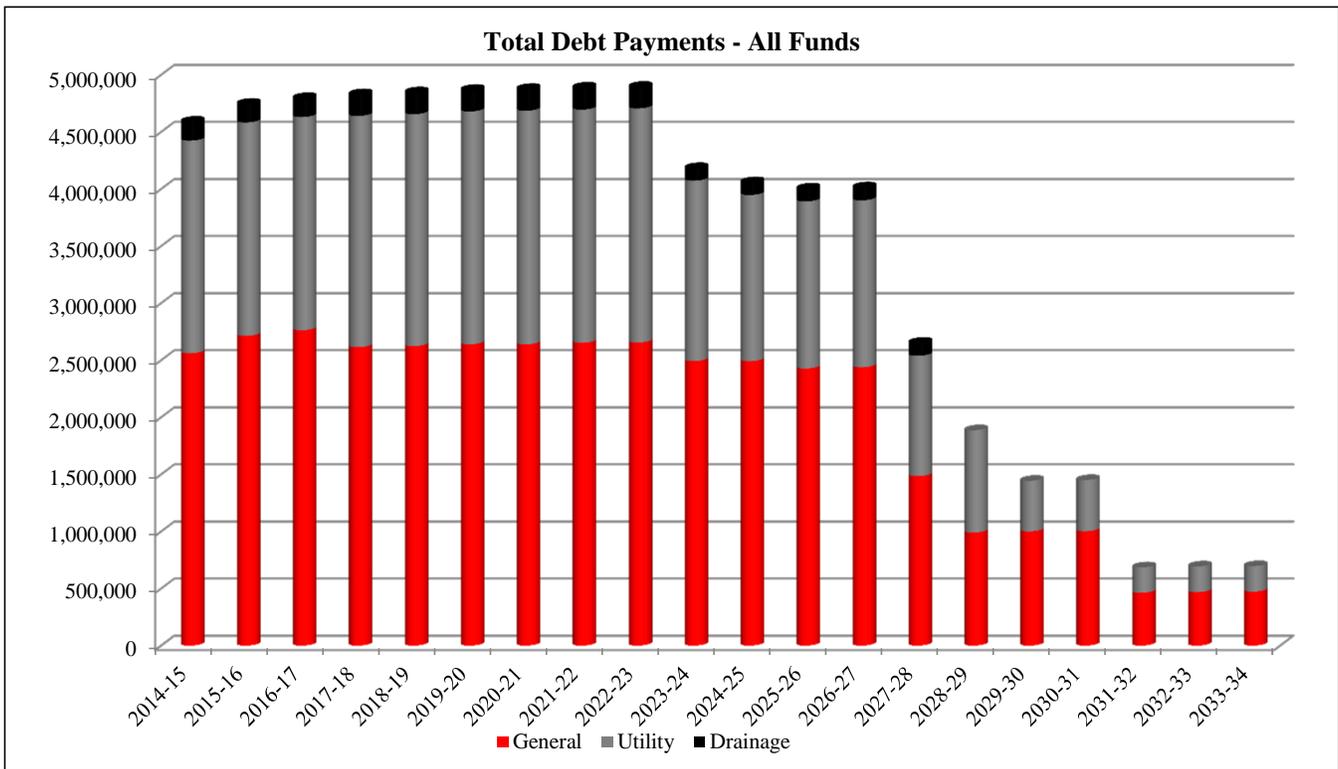
Total Taxable Value		1,599,097,055
Proposed Tax Rate per \$100 valuation		<u>0.6770</u>
Gross Revenues from Taxes		10,825,887
Estimated Percentage of Collections		<u>96%</u>
Estimated Funds from Tax Levy		10,392,852
Estimated Delinquent Tax Collections		<u>12,000</u>
Total Estimated Tax Collections		<u><u>10,404,852</u></u>
Distribution of Tax Revenue	Tax Rate	Total
Maintenance and Operations	0.5167	7,941,192
Interest and Sinking	<u>0.1603</u>	<u>2,463,660</u>
Total	<u><u>0.6770</u></u>	<u><u>10,404,852</u></u>

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

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

**City of Harker Heights  
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2014-15	1,458,164	1,103,318	2,561,482	1,114,490	747,294	1,861,784	102,346	64,682	167,028
2015-16	1,665,532	1,048,026	2,713,558	1,156,596	712,500	1,869,096	102,872	61,212	164,084
2016-17	1,775,269	988,060	2,763,329	1,190,807	675,954	1,866,761	108,924	57,731	166,655
2017-18	1,690,799	924,466	2,615,265	1,387,399	637,031	2,024,430	136,802	53,630	190,432
2018-19	1,757,905	866,652	2,624,557	1,438,715	591,876	2,030,591	143,380	48,693	192,073
2019-20	1,834,747	805,666	2,640,413	1,494,243	544,559	2,038,802	146,010	43,499	189,509
2020-21	1,899,221	740,195	2,639,416	1,552,665	493,586	2,046,251	153,114	38,226	191,340
2021-22	1,981,064	671,492	2,652,556	1,603,192	439,488	2,042,680	160,744	32,681	193,425
2022-23	2,055,538	599,730	2,655,268	1,666,614	383,528	2,050,142	162,848	26,846	189,694
2023-24	1,970,000	523,260	2,493,260	1,255,000	324,305	1,579,305	90,000	20,950	110,950
2024-25	2,045,000	447,078	2,492,078	1,180,000	275,384	1,455,384	95,000	17,179	112,179
2025-26	2,060,000	367,887	2,427,887	1,235,000	228,295	1,463,295	100,000	13,198	113,198
2026-27	2,155,000	283,526	2,438,526	1,285,000	177,159	1,462,159	105,000	9,008	114,008
2027-28	1,290,000	195,277	1,485,277	930,000	123,515	1,053,515	110,000	4,609	114,609
2028-29	845,000	146,325	991,325	810,000	85,875	895,875			
2029-30	885,000	116,225	1,001,225	390,000	53,075	443,075			
2030-31	920,000	82,750	1,002,750	410,000	38,400	448,400			
2031-32	415,000	47,950	462,950	200,000	22,950	222,950			
2032-33	435,000	33,425	468,425	210,000	15,950	225,950			
2033-34	455,000	18,200	473,200	215,000	8,600	223,600			
<b>2014-15 to 2033-34</b>	<b>29,593,239</b>	<b>10,009,508</b>	<b>39,602,747</b>	<b>20,724,721</b>	<b>6,579,324</b>	<b>27,304,045</b>	<b>1,717,040</b>	<b>492,144</b>	<b>2,209,184</b>

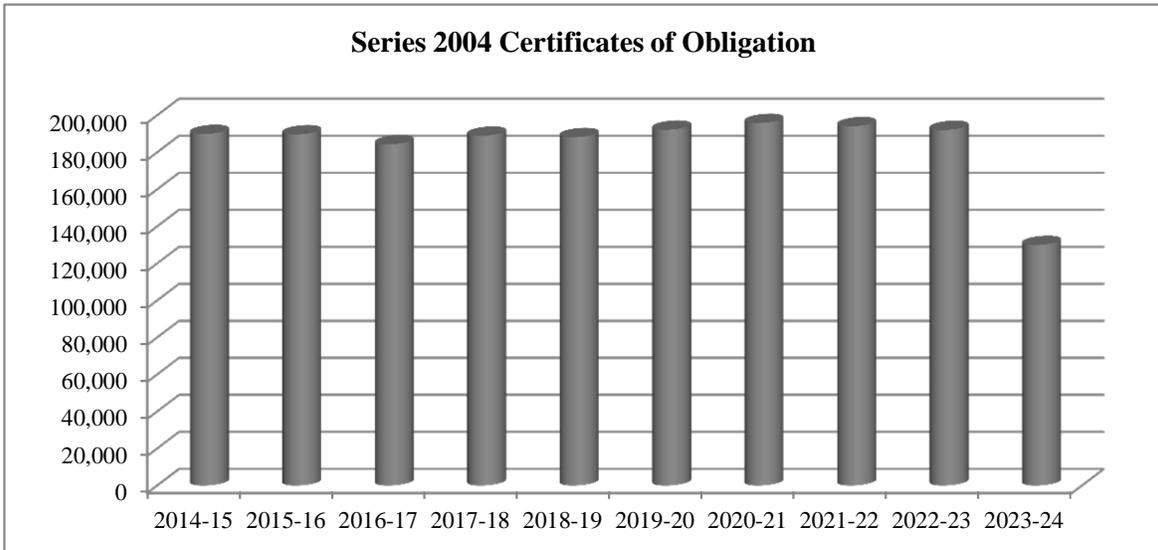


**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2004**

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

<b>UTILITY</b>			
Fiscal Year	Principal	Interest	Total
2014-15	130,000	59,899	189,899
2015-16	135,000	54,725	189,725
2016-17	135,000	49,352	184,352
2017-18	145,000	43,979	188,979
2018-19	150,000	38,208	188,208
2019-20	160,000	32,238	192,238
2020-21	170,000	25,870	195,870
2021-22	175,000	19,104	194,104
2022-23	180,000	12,139	192,139
2023-24	125,000	4,975	129,975
	<b>1,505,000</b>	<b>340,489</b>	<b>1,845,489</b>

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

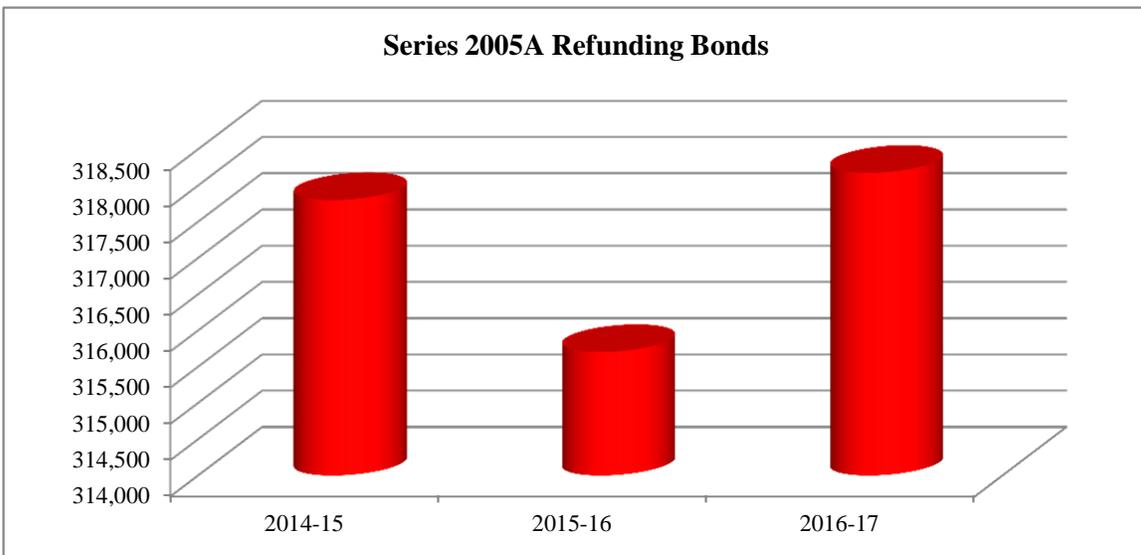


**General Obligation  
Refunding Bonds  
Series 2005A**

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

<b>GENERAL</b>			
Fiscal Year	Principal	Interest	Total
2014-15	280,000	37,800	317,800
2015-16	290,000	25,704	315,704
2016-17	305,000	13,176	318,176
	<b>875,000</b>	<b>76,680</b>	<b>951,680</b>

Advance refund on outstanding  
Series 1997 Certificates of Obligation



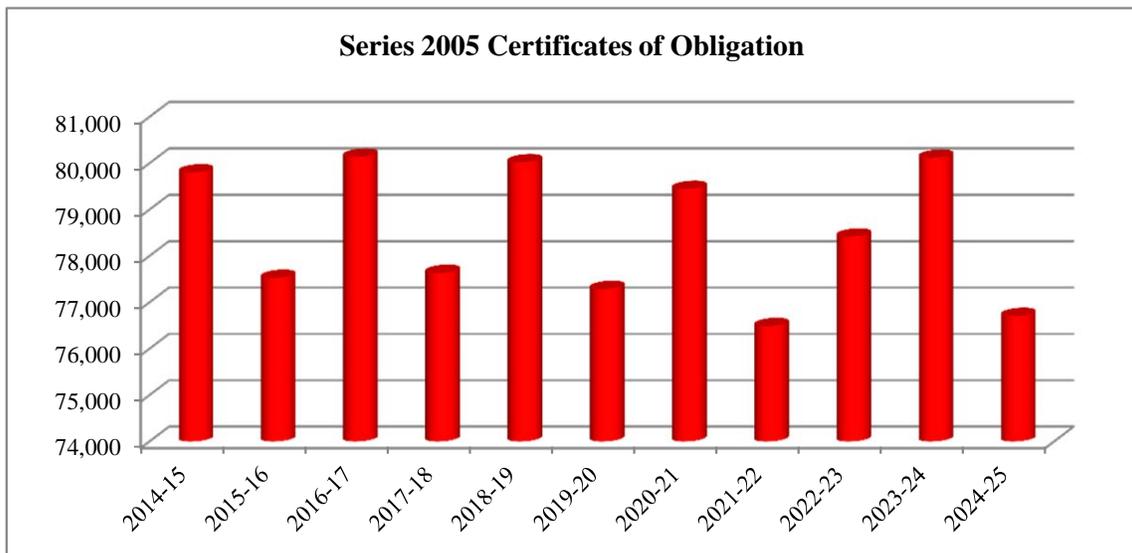
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2005**

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

**GENERAL**

Fiscal Year	Principal	Interest	Total
2014-15	50,000	29,803	79,803
2015-16	50,000	27,528	77,528
2016-17	55,000	25,139	80,139
2017-18	55,000	22,636	77,636
2018-19	60,000	20,020	80,020
2019-20	60,000	17,290	77,290
2020-21	65,000	14,446	79,446
2021-22	65,000	11,489	76,489
2022-23	70,000	8,418	78,418
2023-24	75,000	5,118	80,118
2024-25	75,000	1,706	76,706
	<b>680,000</b>	<b>183,593</b>	<b>863,593</b>

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



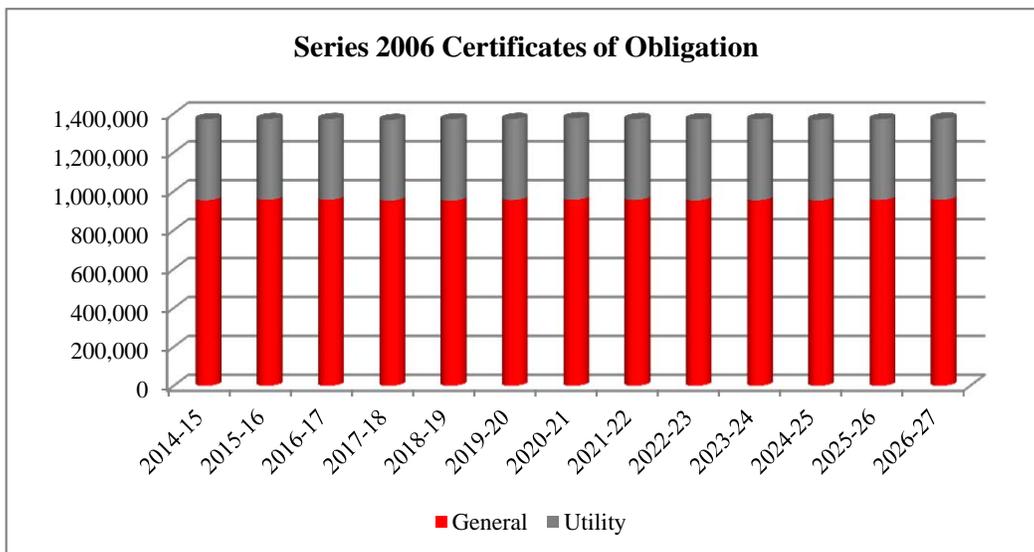
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2006**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2014-15	550,000	404,231	954,231	240,000	176,569	416,569
2015-16	575,000	380,856	955,856	250,000	166,369	416,369
2016-17	600,000	356,419	956,419	260,000	155,744	415,744
2017-18	620,000	332,419	952,419	270,000	145,343	415,343
2018-19	645,000	306,844	951,844	285,000	134,206	419,206
2019-20	675,000	280,238	955,238	295,000	122,450	417,450
2020-21	705,000	251,550	956,550	310,000	109,912	419,912
2021-22	735,000	220,706	955,706	320,000	96,350	416,350
2022-23	765,000	188,550	953,550	335,000	82,350	417,350
2023-24	800,000	154,125	954,125	350,000	67,275	417,275
2024-25	835,000	118,125	953,125	365,000	51,525	416,525
2025-26	875,000	80,550	955,550	380,000	35,100	415,100
2026-27	915,000	41,175	956,175	400,000	18,000	418,000
	<b>9,295,000</b>	<b>3,115,788</b>	<b>12,410,788</b>	<b>4,060,000</b>	<b>1,361,193</b>	<b>5,421,193</b>

Street Construction/Reconstruction  
Building Projects & Improvements  
Park Projects

Water & Sewer Improvements



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

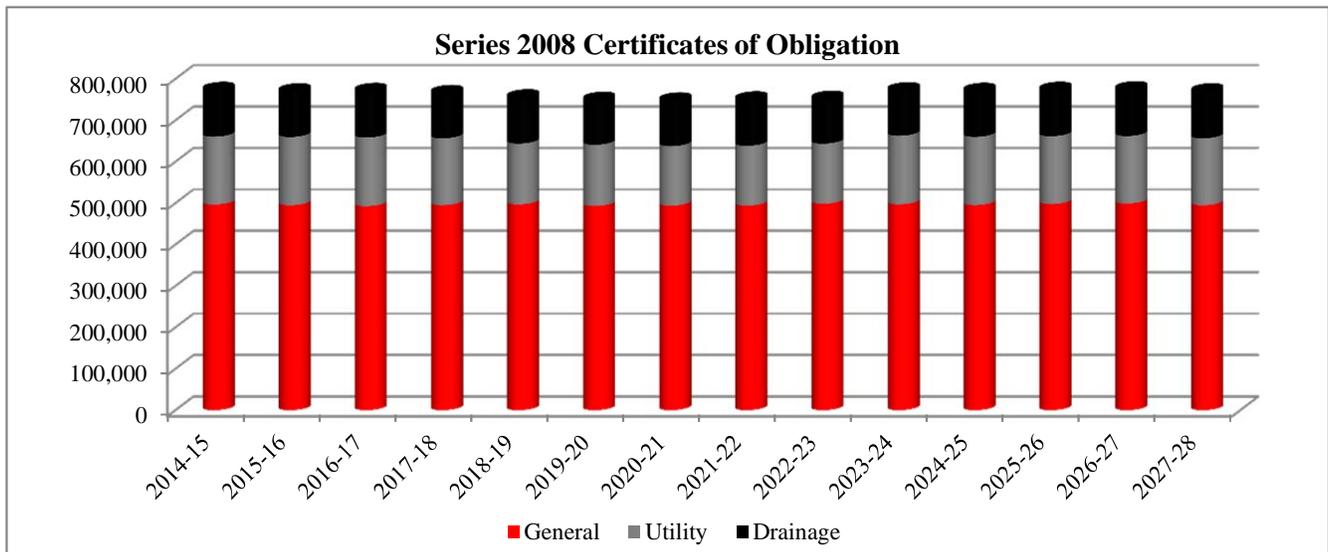
Dated: October 1, 2008  
Original Value: \$9,500,000  
Coupon Rate: 4.190%  
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2014-15	280,000	216,623	496,623	95,000	68,716	163,716	65,000	49,023	114,023
2015-16	290,000	204,891	494,891	100,000	64,736	164,736	65,000	46,300	111,300
2016-17	300,000	192,740	492,740	105,000	60,546	165,546	70,000	43,576	113,576
2017-18	315,000	180,170	495,170	105,000	56,146	161,146	70,000	40,643	110,643
2018-19	330,000	166,972	496,972	95,000	51,746	146,746	75,000	37,710	112,710
2019-20	340,000	153,145	493,145	100,000	47,766	147,766	75,000	34,568	109,568
2020-21	355,000	138,899	493,899	100,000	43,576	143,576	80,000	31,425	111,425
2021-22	370,000	124,024	494,024	105,000	39,386	144,386	85,000	28,073	113,073
2022-23	390,000	108,521	498,521	110,000	34,986	144,986	85,000	24,511	109,511
2023-24	405,000	92,180	497,180	135,000	30,377	165,377	90,000	20,950	110,950
2024-25	420,000	75,210	495,210	140,000	24,721	164,721	95,000	17,179	112,179
2025-26	440,000	57,612	497,612	145,000	18,855	163,855	100,000	13,198	113,198
2026-27	460,000	39,176	499,176	150,000	12,779	162,779	105,000	9,008	114,008
2027-28	475,000	19,902	494,902	155,000	6,495	161,495	110,000	4,609	114,609
<b>5,170,000</b>	<b>1,770,065</b>	<b>6,940,065</b>	<b>1,640,000</b>	<b>560,831</b>	<b>2,200,831</b>	<b>1,170,000</b>	<b>400,773</b>	<b>1,570,773</b>	

City Hall Annex  
Athletic Complex Phase 2  
Park Projects  
Street Projects

Water Main Improvements  
Waterline Extensions  
Sewer Rehabilitation

Residential Drainage Projects



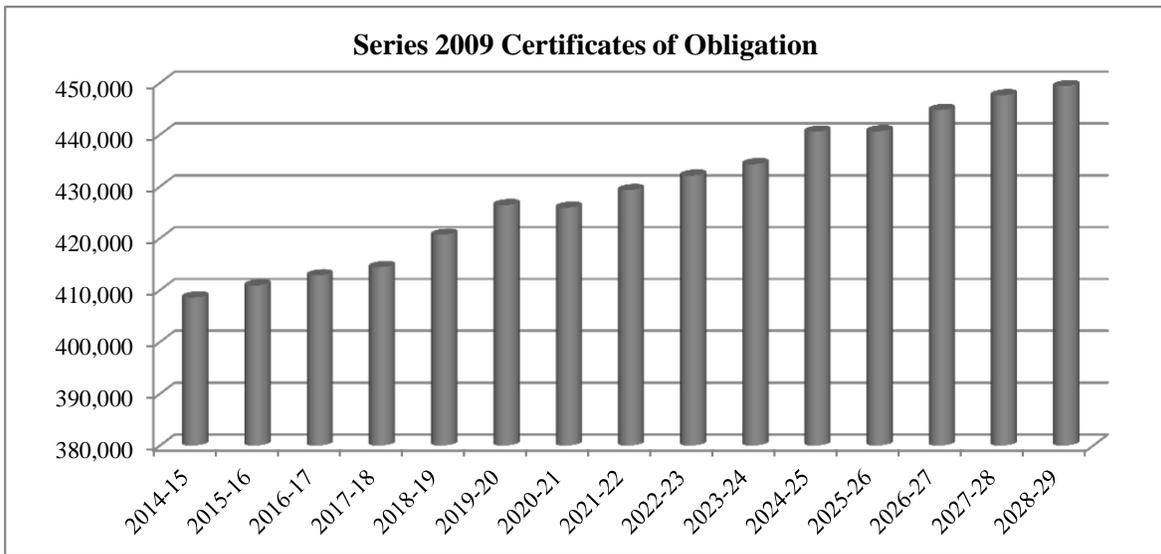
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2009**

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

**UTILITY**

Fiscal Year	Principal	Interest	Total
2014-15	220,000	188,585	408,585
2015-16	230,000	180,885	410,885
2016-17	240,000	172,835	412,835
2017-18	250,000	164,435	414,435
2018-19	265,000	155,685	420,685
2019-20	280,000	146,410	426,410
2020-21	290,000	135,910	425,910
2021-22	305,000	124,310	429,310
2022-23	320,000	112,110	432,110
2023-24	335,000	99,310	434,310
2024-25	355,000	85,575	440,575
2025-26	370,000	70,665	440,665
2026-27	390,000	54,755	444,755
2027-28	410,000	37,595	447,595
2028-29	430,000	19,350	449,350
<b>4,690,000</b>	<b>1,748,415</b>	<b>6,438,415</b>	

Maintenance Yard Pump Station  
Water and Wastewater System Improvements

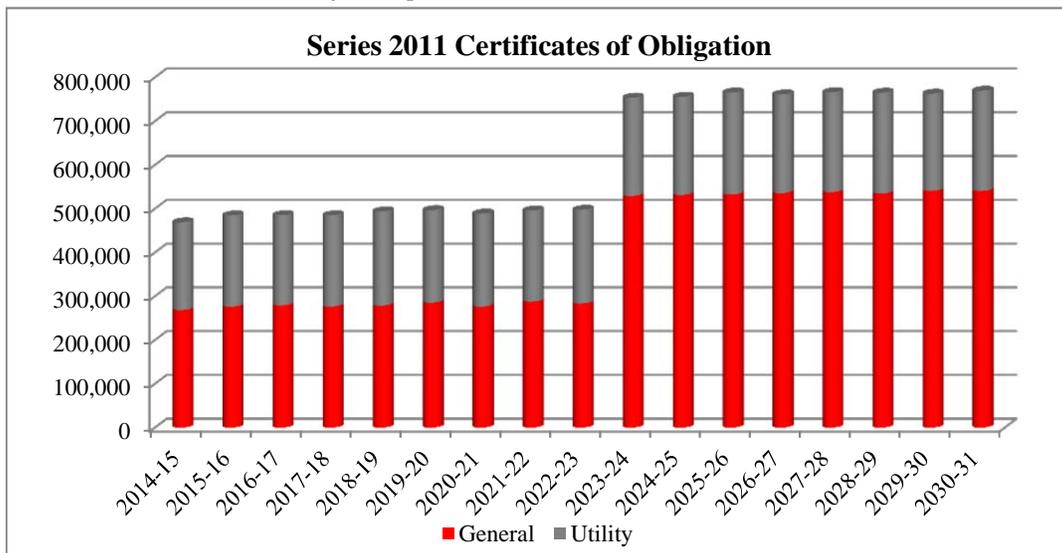


**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2011**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2014-15	100,000	168,638	268,638	110,000	90,388	200,388
2015-16	110,000	166,637	276,637	120,000	88,188	208,188
2016-17	115,000	164,437	279,437	120,000	85,787	205,787
2017-18	115,000	161,850	276,850	125,000	83,087	208,087
2018-19	120,000	158,975	278,975	135,000	79,962	214,962
2019-20	130,000	155,675	285,675	135,000	76,250	211,250
2020-21	125,000	151,775	276,775	140,000	72,200	212,200
2021-22	140,000	148,025	288,025	140,000	68,000	208,000
2022-23	140,000	143,825	283,825	150,000	63,800	213,800
2023-24	390,000	139,450	529,450	165,000	59,112	224,112
2024-25	405,000	126,775	531,775	170,000	53,750	223,750
2025-26	420,000	112,600	532,600	185,000	47,800	232,800
2026-27	440,000	95,800	535,800	185,000	40,400	225,400
2027-28	460,000	78,200	538,200	195,000	33,000	228,000
2028-29	475,000	59,800	534,800	205,000	25,200	230,200
2029-30	500,000	40,800	540,800	205,000	17,000	222,000
2030-31	520,000	20,800	540,800	220,000	8,800	228,800
	<b>4,705,000</b>	<b>2,094,062</b>	<b>6,799,062</b>	<b>2,705,000</b>	<b>992,724</b>	<b>3,697,724</b>

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

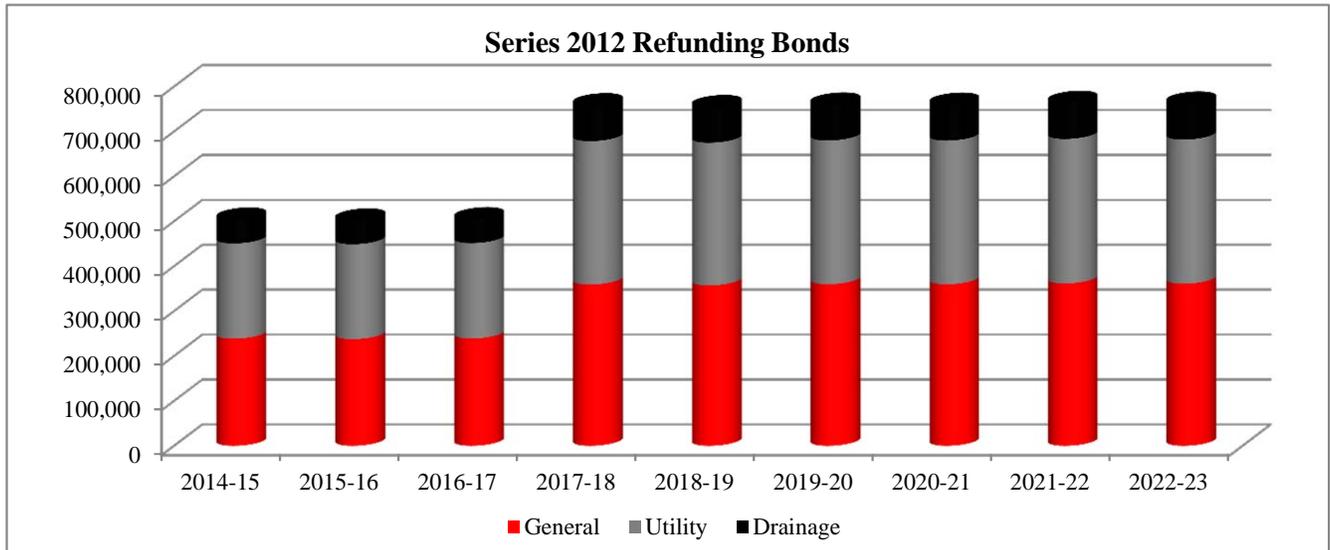


**General Obligation  
Refunding Bonds  
Series 2012**

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

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2014-15	168,164	70,510	238,674	149,490	62,681	212,171	37,346	15,659	53,005
2015-16	170,532	67,147	237,679	151,596	59,691	211,287	37,872	14,912	52,784
2016-17	175,269	63,736	239,005	155,807	56,659	212,466	38,924	14,155	53,079
2017-18	300,799	58,478	359,277	267,399	51,985	319,384	66,802	12,987	79,789
2018-19	307,905	49,454	357,359	273,715	43,963	317,678	68,380	10,983	79,363
2019-20	319,747	40,218	359,965	284,243	35,751	319,994	71,010	8,931	79,941
2020-21	329,221	30,625	359,846	292,665	27,224	319,889	73,114	6,801	79,915
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,349	320,963	77,848	2,335	80,183
	<b>2,463,239</b>	<b>411,432</b>	<b>2,874,671</b>	<b>2,189,721</b>	<b>365,747</b>	<b>2,555,468</b>	<b>547,040</b>	<b>91,371</b>	<b>638,411</b>

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

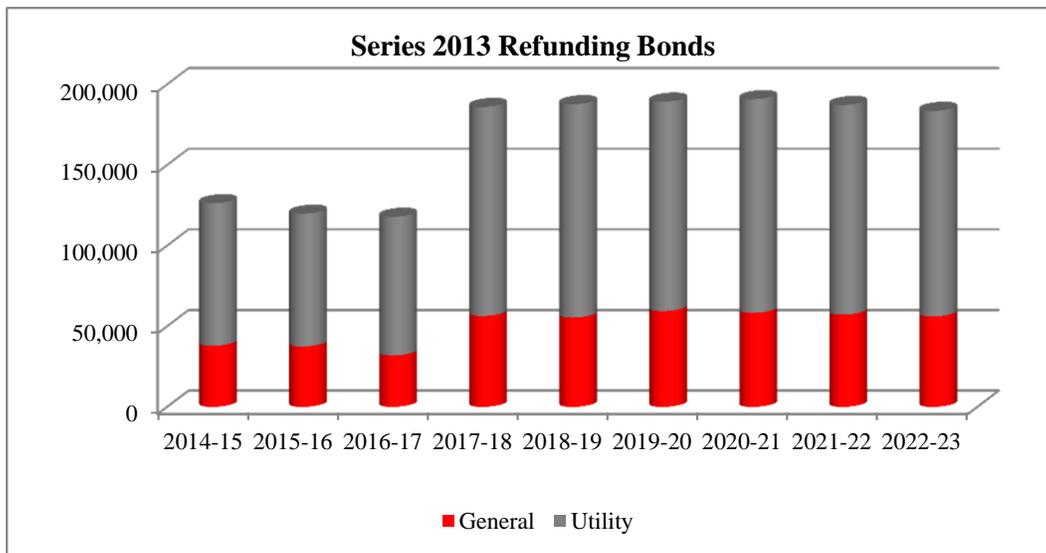


**General Obligation  
Refunding Bonds  
Series 2013**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2014-15	30,000	7,950	37,950	70,000	18,350	88,350
2015-16	30,000	7,500	37,500	65,000	17,300	82,300
2016-17	25,000	6,900	31,900	70,000	16,000	86,000
2017-18	50,000	6,400	56,400	115,000	14,600	129,600
2018-19	50,000	5,400	55,400	120,000	12,300	132,300
2019-20	55,000	4,400	59,400	120,000	9,900	129,900
2020-21	55,000	3,300	58,300	125,000	7,500	132,500
2021-22	55,000	2,200	57,200	125,000	5,000	130,000
2022-23	55,000	1,100	56,100	125,000	2,500	127,500
	<b>405,000</b>	<b>45,150</b>	<b>450,150</b>	<b>935,000</b>	<b>103,450</b>	<b>1,038,450</b>

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



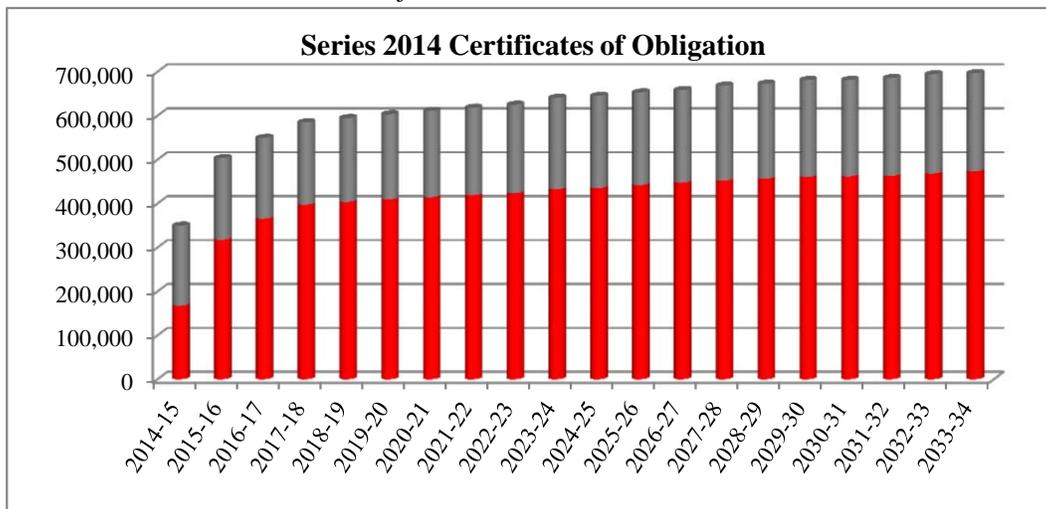
**Combination Tax & Utility System Revenue  
Certificates of Obligation  
Series 2014**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2014-15		167,763	167,763	100,000	82,106	182,106
2015-16	150,000	167,763	317,763	105,000	80,606	185,606
2016-17	200,000	165,513	365,513	105,000	79,031	184,031
2017-18	235,000	162,513	397,513	110,000	77,456	187,456
2018-19	245,000	158,987	403,987	115,000	75,806	190,806
2019-20	255,000	154,700	409,700	120,000	73,794	193,794
2020-21	265,000	149,600	414,600	125,000	71,394	196,394
2021-22	275,000	144,300	419,300	130,000	68,894	198,894
2022-23	285,000	138,800	423,800	135,000	66,294	201,294
2023-24	300,000	132,387	432,387	145,000	63,256	208,256
2024-25	310,000	125,262	435,262	150,000	59,813	209,813
2025-26	325,000	117,125	442,125	155,000	55,875	210,875
2026-27	340,000	107,375	447,375	160,000	51,225	211,225
2027-28	355,000	97,175	452,175	170,000	46,425	216,425
2028-29	370,000	86,525	456,525	175,000	41,325	216,325
2029-30	385,000	75,425	460,425	185,000	36,075	221,075
2030-31	400,000	61,950	461,950	190,000	29,600	219,600
2031-32	415,000	47,950	462,950	200,000	22,950	222,950
2032-33	435,000	33,425	468,425	210,000	15,950	225,950
2033-34	455,000	18,200	473,200	215,000	8,600	223,600
	<b>6,000,000</b>	<b>2,312,738</b>	<b>8,312,738</b>	<b>3,000,000</b>	<b>1,106,475</b>	<b>4,106,475</b>

Street & Road Improvements  
City Hall Expansion/Renovation  
Park Projects

Water & Sewer System Improvements

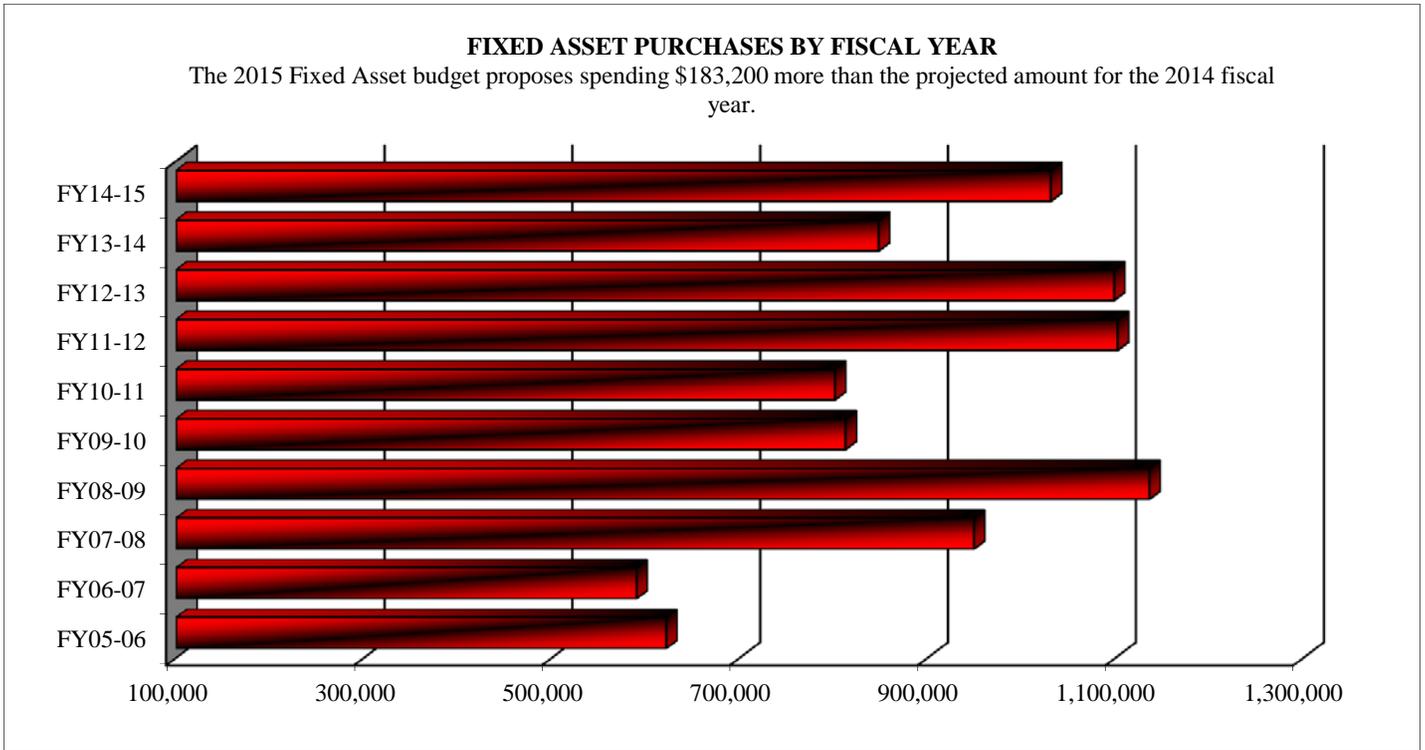




**FIXED ASSET FUND**

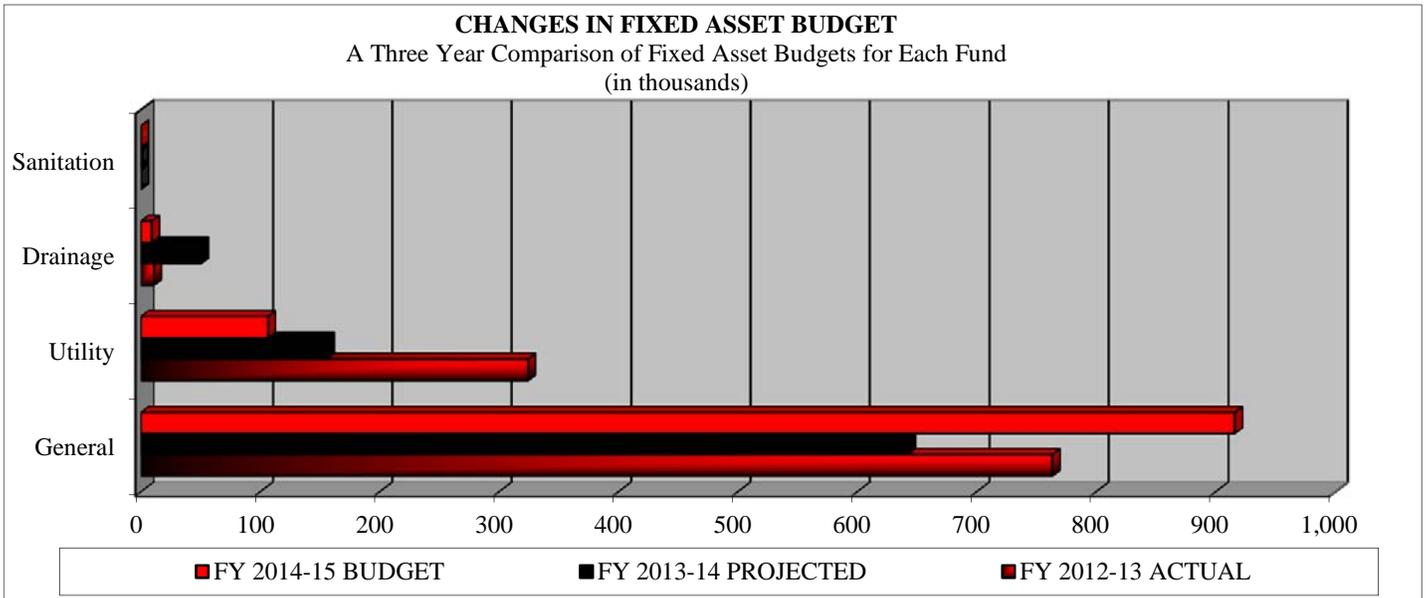
**SUMMARY OF FIXED ASSETS**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	535,100	576,497	26,008	253,097	253,097	280,097
Transfer from General Fund	0	0	50,000	50,000	150,000	0
Transfer from Utility Fund	500,000	700,000	600,000	100,000	500,000	475,000
Transfer from Drainage Fund	0	0	125,000	100,000	125,000	150,000
Transfer from Sanitation Fund	0	75,000	75,000	0	100,000	125,000
Reimb from Restr Courts Fund	0	0	0	0	0	54,300
<b>TOTAL TRANSFERS</b>	<b>500,000</b>	<b>775,000</b>	<b>850,000</b>	<b>250,000</b>	<b>875,000</b>	<b>804,300</b>
Fixed Asset Purchases	(1,011,300)	(1,098,400)	(854,200)	(368,176)	(848,000)	(1,031,200)
<b>TOTAL PURCHASES</b>	<b>(1,011,300)</b>	<b>(1,098,400)</b>	<b>(854,200)</b>	<b>(368,176)</b>	<b>(848,000)</b>	<b>(1,031,200)</b>
<b>ENDING FUND BALANCE</b>	<b>23,800</b>	<b>253,097</b>	<b>21,808</b>	<b>134,921</b>	<b>280,097</b>	<b>53,197</b>



**FIXED ASSETS SUMMARY BY FUND**

	<b>FY 2012-13 BUDGET</b>	<b>FY 2012-13 ACTUAL</b>	<b>FY 2013-14 BUDGET</b>	<b>FY 2013-14 MID-YEAR</b>	<b>FY 2013-14 PROJECTED</b>	<b>FY 2014-15 ADOPTED BUDGET</b>
<b>GENERAL FUND</b>						
City Council	0	0	0	0	0	0
Administration	156,500	93,411	174,500	136,241	169,000	238,000
Finance	4,000	3,335	0	0	0	0
Police	145,500	178,368	266,100	105,632	263,200	206,200
Courts	13,500	1,331	45,700	3,796	50,900	58,400
Development & Planning	0	0	5,000	0	0	10,000
Code Enforcement	0	0	0	0	0	35,000
Fire/EMS Administration	0	0	0	0	0	0
Fire/EMS Operations	226,700	214,780	30,100	0	30,100	170,300
Library	87,300	84,377	80,000	41,241	80,000	87,000
Parks & Recreation	117,500	142,931	45,000	17,857	42,800	50,200
Streets	0	36,322	0	0	0	60,800
Maintenance	0	8,481	6,200	6,300	6,300	0
<b>TOTAL GENERAL FUND</b>	<b>751,000</b>	<b>763,336</b>	<b>652,600</b>	<b>311,067</b>	<b>642,300</b>	<b>915,900</b>
<b>UTILITY FUND</b>						
Water Administration	14,000	19,327	0	0	0	31,000
Water Operations	70,000	61,767	95,000	0	83,500	0
Wastewater Operations	176,300	243,074	56,600	57,109	72,200	75,300
<b>TOTAL UTILITY FUND</b>	<b>260,300</b>	<b>324,168</b>	<b>151,600</b>	<b>57,109</b>	<b>155,700</b>	<b>106,300</b>
<b>DRAINAGE FUND</b>						
Drainage	0	10,896	50,000	0	50,000	9,000
<b>TOTAL DRAINAGE FUND</b>	<b>0</b>	<b>10,896</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>9,000</b>
<b>SANITATION FUND</b>						
Sanitation	0	0	0	0	0	0
<b>TOTAL SANITATION FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>1,011,300</b>	<b>1,098,400</b>	<b>854,200</b>	<b>368,176</b>	<b>848,000</b>	<b>1,031,200</b>



**FY 2014-2015 FIXED ASSET PURCHASES BY DEPARTMENT**

	<b><u>ADOPTED BUDGET</u></b>
<b><u>ADMINISTRATION</u></b>	
Phone System for Police, Fire, Library and Animal Control Departments	95,000
Tyler Content Manager - Enterprise	58,000
Servers and Storage for the Police, Fire and Library Departments	50,000
Software Licensing	35,000
	<hr/> 238,000 <hr/>
<b><u>POLICE</u></b>	
COBAN System Lease Agreement	91,200
(2) Patrol Cars	76,000
K-9 Dog	14,000
Detective Vehicle	25,000
	<hr/> 206,200 <hr/>
<b><u>COURTS</u></b>	
(10) Ticket Writers	54,300
COBAN System Lease Agreement	4,100
	<hr/> 58,400 <hr/>
<b><u>DEVELOPMENT &amp; PLANNING</u></b>	
Printer	10,000
	<hr/> 10,000 <hr/>
<b><u>CODE ENFORCEMENT</u></b>	
Truck	20,000
Permit Software and Hardware	15,000
	<hr/> 35,000 <hr/>
<b><u>FIRE OPERATIONS</u></b>	
(15) SCBA Air Packs	95,300
Fire Engine/Pumper Lease	75,000
	<hr/> 170,300 <hr/>
<b><u>LIBRARY</u></b>	
Books and Processing	87,000
	<hr/> 87,000 <hr/>
<b><u>PARKS &amp; RECREATION</u></b>	
Truck	35,200
Inflatable Movie Screen	10,000
HVAC System Management Software for Library/Activities Center	5,000
	<hr/> 50,200 <hr/>
<b><u>STREETS</u></b>	
Dump Truck (3 yard)	52,000
(2) Radios	8,800
	<hr/> 60,800 <hr/>
<b>GENERAL FUND SUBTOTAL</b>	<b>915,900</b>
<b><u>WATER ADMINISTRATION</u></b>	
Automated Payment System	31,000
	<hr/> 31,000 <hr/>
<b><u>WASTEWATER</u></b>	
Belt Press Repairs/Rebuild	51,000
Crane Hoist System for Belt Press Building	10,000
Mower with 48" Deck	8,500
Two-Way Radio Base Station	5,800
	<hr/> 75,300 <hr/>
<b>UTILITY FUND SUBTOTAL</b>	<b>106,300</b>
<b><u>DRAINAGE</u></b>	
Mower with 61" front deck	9,000
<b>DRAINAGE FUND SUBTOTAL</b>	<b>9,000</b>
<b>GRAND TOTAL FOR ALL FUNDS</b>	<b>1,031,200</b>





**CAPITAL OUTLAY  
& IMPROVEMENTS**

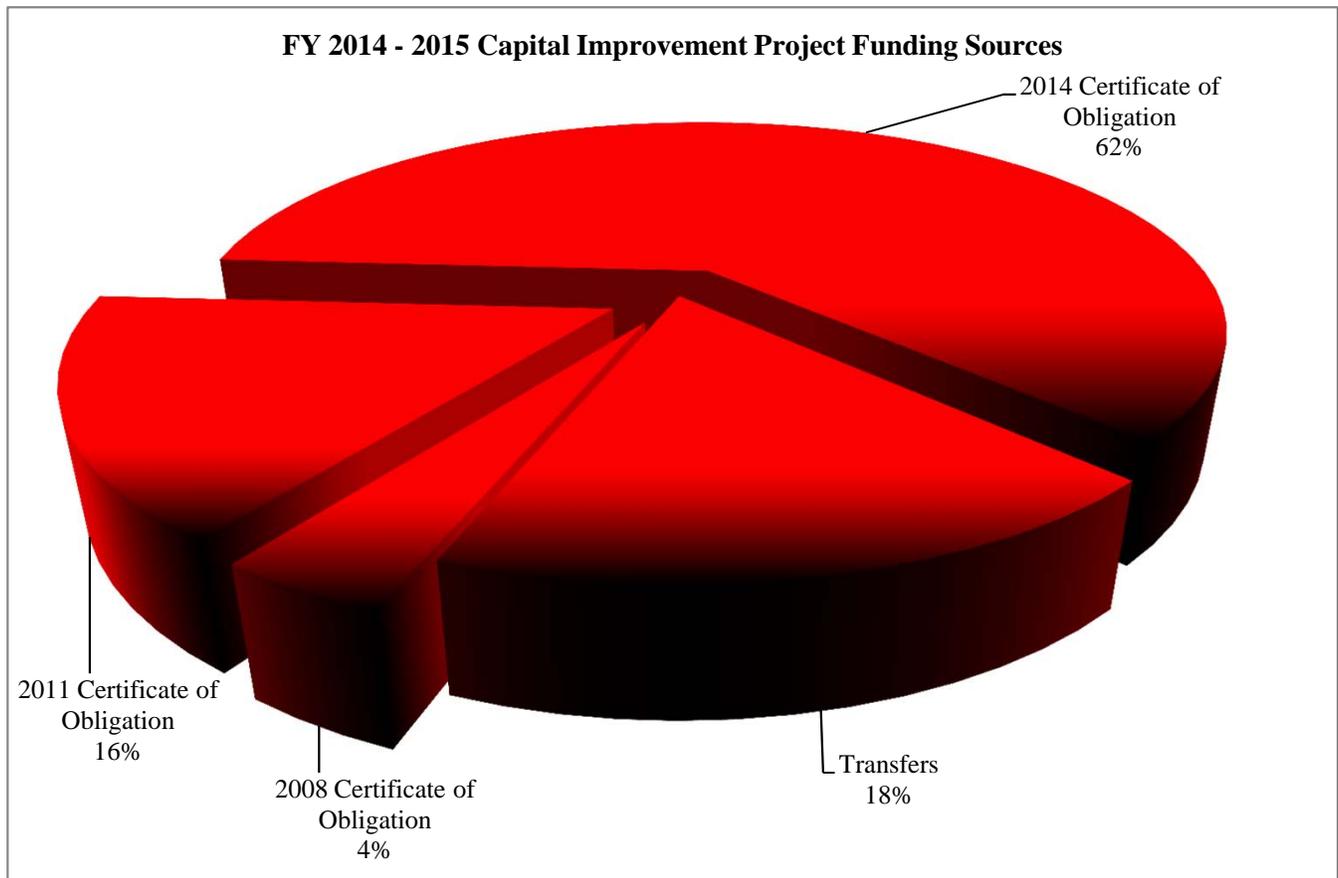
## CAPITAL IMPROVEMENT PROGRAM

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

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

The capital improvement program budget is prepared and presented for approval at the same time as the operating budget in order to assess accurately the impact of a project on operating costs. The capital improvement fund is budgeted in a multi-year format however only the current year is formally adopted. The Finance Director projects capital improvement expenses based on the requests made by Department Heads. Revenue sources, shown in the chart below, include certificates of obligation, transfers in from other funds, and grant funds. (See “Debt Service” Section for details on the dollar amounts of bonds and the projects they are funding.)

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



## CAPITAL IMPROVEMENT PROJECT SUMMARY

<b>WATER PROJECTS</b>	
Cedar Knob Pump Station Upgrade	252,500
Verna Lee Pump Station Liquid Ammonium Sulfate System	159,400
Verna Lee Pump Station - Paint Exterior of 1.5 MG GST	152,200
Cedar Oaks 1.0MG Standpipe Mixing System	178,000
Waterline Along Cedar Knob Road	575,700
Relocate Waterline Along Beeline	382,700
Miscellaneous Water Projects	190,000
<b>TOTAL WATER PROJECTS</b>	<b>1,890,500</b>

<b>WASTEWATER PROJECTS</b>	
Sewer Rehabilitation/Improvements	250,000
Wastewater Lines and Mains - East to Levy Crossing	1,857,000
Warrior's Path Lift Station Upgrade	304,000
Supervisory Control and Data Acquisitions (SCADA)	200,000
Sutton Property 8-inch Connection to FM 2410	500,000
Miscellaneous Sewer Projects	100,000
<b>TOTAL WASTEWATER PROJECTS</b>	<b>3,211,000</b>

<b>BUILDING IMPROVEMENTS</b>	
Parks & Recreation Center Expansion/Renovation	538,000
City Hall Building Expansion/Renovation	1,400,000
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>1,938,000</b>

<b>PARK PROJECTS</b>	
Park Improvement Projects	50,000
Comanche Gap Park Design	200,000
<b>TOTAL PARK PROJECTS</b>	<b>250,000</b>

<b>STREET PROJECTS</b>	
FM 3481 and FM 2410 Widening (funded from 2014 CO)	150,000
FM 3481 and FM 2410 Widening (funded from transfers)	800,000
Amy Reconstruction	1,884,100
Comanche Gap Road Reconstruction (funded from 2014 CO)	1,415,000
Comanche Gap Road Reconstruction (funded from 2011 CO)	350,000
Pecan Drive Reconstruction	455,700
Commercial Drive Traffic Flow	300,000
Miscellaneous Street Projects	800,000
<b>TOTAL STREET PROJECTS</b>	<b>6,154,800</b>

<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>13,444,300</b>
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**CAPITAL IMPROVEMENT PROJECT DETAILS**

**WATER PROJECTS** **AMOUNT OF BUDGET: 14%**

Project Name: Cedar Knob Pump Station Upgrade Funding Source: 2014 CO  
 Estimated Project Length: Through Fiscal Year 2015 FY 2015 Budget: \$252,500

Project Code: Maintenance

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

Project Description: The Cedar Knob Pump Station with 100,000 gallon ground storage was built with a hydro-pneumatic pressure tank to serve 25-30 residences on Eagle Ridge Drive. The pumps, motors and motor control center require upgrading to serve the additional residential homes coming on line at The Ridge and the Evergreen Ridge.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	30,000	0	0	0	0
Construction:	222,500	0	0	0	0
	<b>252,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificates of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Verna Lee Pump Station Liquid Ammonium Sulfate System Funding Source: 2014 CO  
 Estimated Project Length: Through Fiscal Year 2015 FY 2015 Budget: \$159,400

Project Code: Maintenance

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

Project Description: The City of Harker Heights is dependant on the WCID No. 1 to provide chloramine residuals high enough to carry to the extreme reaches of the City's water distribution system. When the WCID No. 1 has problems providing a strong chlorine residual, the Verna Lee Pump Station does not have the ability to supplement the chloramine dosage into our water distribution system.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	30,000	0	0	0	0
Construction:	129,400	0	0	0	0
	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificates of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Verna Lee Pump Station - Paint Exterior of 1.5MG GST  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$152,200

Project Code: Maintenance

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

Project Description: Paint the exterior of the 1.5 million gallon (MG) storage tank and recoat the pump station piping. The ground storage tank has not had any maintenance since it was built in 1998. The current appearance of the highly visible water tank is poor. Each year the tank coating deteriorates more and the preparation/painting cost increases 5-8% each year. Water facilities should be maintained mechanically and visibly. The public judges water quality based on the appearance of the facilities.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	25,000	0	0	0	0
Construction:	127,200	0	0	0	0
	<b>152,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificates of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Cedar Oaks 1.0 MG Standpipe Mixing System  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$178,000

Project Code: Maintenance

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

Project Description: A common problem in water standpipes is the loss of the disinfectant residual resulting from hydraulic short circuiting, poor mixing, poor circulation, poor turnover and excessive detention time. A mechanical mixer installed inside of the standpipe will provide even circulation which will reduce water detention time and increase the chlorine residual in the standpipe.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Engineering:	30,000	0	0	0	0
Construction:	148,000	0	0	0	0
	<b>178,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Waterline Along Cedar Knob Road  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$575,700

Project Code: Enhancement

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

Project Description: Replace the existing 6-inch water main laong Cedar Knob Road with a 12-inch diameter water line. The project is listed in the 2006 Water Master Plan as a Priority No. 2 Water Capital Improvement Project. The land area around Cedar Knob Road is one of the last high value development areas in the City.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	81,500	0	0	0	0
Construction:	494,200	0	0	0	0
	<b>575,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Relocate Waterline Along Beeline Road  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$382,700

Project Code: Maintenance

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

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 line. Relocate new water line behind the curb. The small diameter water lines located in the street frequently leak and are extensively damaging the pavement.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	60,750	0	0	0	0
Construction:	321,950	0	0	0	0
	<b>382,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Miscellaneous Water Projects  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$190,000

Project Code: New Service  
 Council Goal: Enhance and extend infrastructure in anticipation of further planned growth.

Project Description:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Construction:	190,000	0	0	0	0
	<b>190,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

**WASTEWATER PROJECTS** **AMOUNT OF BUDGET: 24%**

Project Name: Sewer Rehabilitation  
 Estimated Project Length: Continuous

Funding Source: Transfers  
 FY 2015 Budget: \$250,000

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Construction:	250,000	200,000	200,000	200,000	200,000
	<b>250,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Transfer:	250,000	200,000	200,000	200,000	200,000
	<b>250,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

Project Name: Wastewater Lines and Mains - East to Levy Crossing  
 Estimated Project Length: Through FY 2015

Funding Source: 2011 CO  
 FY 2015 Budget: \$1,857,000

Project Code: New Service

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Construction:	1,857,000	0	0	0	0
	<b>1,857,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	200,388	208,188	205,788	208,088	214,963
	<b>200,388</b>	<b>208,188</b>	<b>205,788</b>	<b>208,088</b>	<b>214,963</b>

Project Name: Warrior's Path Lift Station Upgrade  
 Estimated Project Length: Through FY 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$304,000

Project Code: Maintenance

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

Project Description: Upgrading the lift station to include installing new duplex submersible pumps, a new control panel and a deeper, larger diameter wet well.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	30,000	0	0	0	0
Construction:	274,000	0	0	0	0
	<b>274,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Supervisory Control and Data Acquisitions (SCADA)

Funding Source: 2014 CO

Estimated Project Length: Through FY 2015

FY 2015 Budget: \$200,000

Project Code: Enhancement

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

Project Description: Provide SCADA telemetry to 13 lift stations and critical processes at the wastewater treatment plant (The same SCADA system is currently serving the water distribution system and the Trimmier Creek Lift Station). Currently, thirteen of our fourteen lift stations are monitored by autodialers or web based telemetry.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	26,000	0	0	0	0
Construction:	174,000	0	0	0	0
	<b>174,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Sutton Property 8-inch Connection to FM 2410

Funding Source: 2014 CO

Estimated Project Length: Through FY 2015

FY 2015 Budget: \$500,000

Project Code: New Service

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

Project Description: The FM 2410 Trunk Sewer Phase I Project currently ends east of Warriors Path Road. This project with developer participation will extend sewer west from the phase I project to the western limits of Don Sutton's property terminating at the Pueblo Lift Station. Development of the property will trigger the need for the sanitary sewer project.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	75,000	0	0	0	0
Construction:	425,000	0	0	0	0
	<b>425,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

Project Name: Miscellaneous Sewer Projects  
 Estimated Project Length: Through FY 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$100,000

Project Code: New Service

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

Project Description: Funds utilized for sanitary sewer main oversizing projects. During commercial and residential development in the City, often times the City can leverage money to participate in oversizing a sanitary sewer main to improve the current wastewater collection system and allow for future growth.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Construction:	100,000	0	0	0	0
	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	182,106	185,606	184,031	187,456	190,806
	<b>182,106</b>	<b>185,606</b>	<b>184,031</b>	<b>187,456</b>	<b>190,806</b>

**BUILDING IMPROVEMENT PROJECTS** **AMOUNT OF BUDGET: 14%**

Project Name: Parks & Recreation Center Expansion/Renovation  
 Estimated Project Length: Through FY 2015

Funding Source: 2008 CO  
 FY 2015 Budget: \$538,000

Project Code: Enhancement

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

Project Description: Enhance the existing Recreation Center by adding 2,000 square feet of office space and new furniture and fixtures to accommodate the offices.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Construction:	538,000	0	0	0	0
	<b>538,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	496,623	494,891	492,740	495,170	496,972
	<b>496,623</b>	<b>494,891</b>	<b>492,740</b>	<b>495,170</b>	<b>496,972</b>

Project Name: City Hall Building Expansion/Renovation  
 Estimated Project Length: Through FY 2015

Funding Source: 2014 CO  
 FY 2015 Budget: \$1,400,000

Project Code: Enhancement

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

Project Description: Enhance City Hall by increasing the square footage of the existing facility. Additional

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	190,330	0	0	0	0
Construction:	1,209,670	0	0	0	0
	<b>1,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	167,763	317,763	365,513	397,513	403,988
	<b>167,763</b>	<b>317,763</b>	<b>365,513</b>	<b>397,513</b>	<b>403,988</b>

**PARK PROJECTS** **AMOUNT OF BUDGET: 2%**

Project Name: Park Improvement Projects  
 Estimated Project Length: Continuous

Funding Source: Transfers  
 FY 2015 Budget: \$50,000

Project Code: Maintenance, Enhancement

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Site Improvement:	20,000	30,000	30,000	20,000	35,000
Construction:	30,000	70,000	70,000	80,000	115,000
	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Transfer	50,000	100,000	100,000	100,000	100,000
	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

Project Name: Comanche Gap Park Design  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: Transfers  
 FY 2015 Budget: \$200,000

Project Code: Maintenance, Enhancement

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

Project Description: Funding will cover the completion of the concept design and allow the ground work for the first phase of the project to begin. The Comanche Gap Park land was purchased for the historical, cultural, and leisure enjoyment of the community.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Site Improvement:	140,000	0	0	0	0
Construction:	60,000	0	0	0	0
	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Personnel:	0	0	30,000	0	0
Operations:	0	0	5,000	0	0
Maintenance:	0	0	5,000	0	0
Other:	0	0	20,000	0	0
Transfer:	200,000	0	0	0	0
	<b>200,000</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>

**STREET PROJECTS** **AMOUNT OF BUDGET: 46%**

Project Name: FM 3481 and FM 2410 Widening  
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: 2014 CO and Transfers  
 FY 2015 Budget: \$950,000

Project Code: Enhancement

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

Project Description: Adding a left turn lane on FM 3481 from Prospector Trail to FM 2410 and a left turn lane on Verna Lee Blvd. from Pinewood Drive to FM 2410. Adding a right turn and left turn lane on FM 2410 at Highland Oaks Drive.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	7,000	0	0	0	0
Construction:	943,000	0	0	0	0
	<b>943,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget as will the budgeted transfer.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	167,763	317,763	365,513	397,513	403,988
Transfer:	800,000	0	0	0	0
	<b>967,763</b>	<b>317,763</b>	<b>365,513</b>	<b>397,513</b>	<b>403,988</b>

Project Name: Amy Reconstruction

Funding Source: 2014 CO and Transfers

Estimated Project Length: Through Fiscal Year 2016

FY 2015 Budget: \$1,884,100

Project Code: Enhancement

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

Project Description: Reconstruct Amy Lane from Business 190 to Indian Oaks Drive. Project to include curb & gutter, limited additional underground storm drainage and sidewalks on each side.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	296,364	0	0	0	0
Construction:	1,587,736	600,000	0	0	0
	<b>1,587,736</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. The transfer portion of funding will not affect the budget until next fiscal year.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	167,763	317,763	365,513	397,513	403,988
Transfer	0	600,000	0	0	0
	<b>167,763</b>	<b>917,763</b>	<b>365,513</b>	<b>397,513</b>	<b>403,988</b>

Project Name: Comanche Gap Road Reconstruction

Funding Source: 2011 & 2014 CO and Transfers

Estimated Project Length: Through Fiscal Year 2016

FY 2015 Budget: \$1,765,000

Project Code: Enhancement

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

Project Description: Reconstructing and widening Comanche Gap Road from 24 feet width to 28 feet width. The project includes retaining walls, guard rails, curb and gutter and a 10-foot wide concrete hike and bike trail 7,800 linear feet long.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	348,600	0	0	0	0
Construction:	1,416,400	800,000	0	0	0
	<b>1,416,400</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2011 and 2014 Certificates of Obligation. Debt payments necessary to pay the bonds will increase the Utility Fund budget. The transfer portion of funding will not affect the budget until next fiscal year.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments-2011:	268,638	276,638	279,438	276,850	278,975
Debt Payments-2014:	167,763	317,763	365,513	397,513	403,988
Transfer:	0	800,000	0	0	0
	<b>436,401</b>	<b>1,394,401</b>	<b>644,951</b>	<b>674,363</b>	<b>682,963</b>

Project Name: Pecan Drive Reconstruction

Funding Source: 2014 CO

Estimated Project Length: Through Fiscal Year 2015

FY 2015 Budget: \$455,700

Project Code: Enhancement

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

Project Description: Reconstruct Pecan Drive from Business 190 to the entrance of the Wastewater Treatment Plant and add a sidewalk on the west side.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	86,250	0	0	0	0
Construction:	369,450	0	0	0	0
	<b>369,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Operating Costs: This project is being funded by the Series 2014 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Debt Payments:	167,763	317,763	365,513	397,513	403,988
	<b>167,763</b>	<b>317,763</b>	<b>365,513</b>	<b>397,513</b>	<b>403,988</b>

Project Name: Commercial Drive Traffic Flow

Funding Source: Transfers

Estimated Project Length: Through Fiscal Year 2015

FY 2015 Budget: \$300,000

Project Code: Enhancement

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

Project Description: Construct Traffic Roundabout at the intersection of Commercial Drive & Heights Drive.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	70,000	0	0	0	0
Construction:	230,000	0	0	0	0
	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Transfer:	300,000	0	0	0	0
	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Project Name: Miscellaneous Street Projects

Funding Source: Transfers

Estimated Project Length: Continuous

FY 2015 Budget: \$800,000

Project Code: Maintenance

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Planning/Design:	80,000	70,000	70,000	120,000	120,000
Construction:	720,000	630,000	630,000	1,080,000	1,080,000
	<b>800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>1,200,000</b>	<b>1,200,000</b>

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Transfer:	800,000	700,000	700,000	1,200,000	1,200,000
	<b>800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>1,200,000</b>	<b>1,200,000</b>

**CAPITAL IMPROVEMENT PROGRAM**

	<b>PROJECTED 2013-14</b>	<b>BUDGET 2014-15</b>	<b>BUDGET 2015-16</b>	<b>BUDGET 2016-17</b>	<b>BUDGET 2017-18</b>	<b>BUDGET 2018-19</b>
<b>REVENUE SOURCES:</b>						
<b>2008 Bond Proceeds</b>						
Bond Proceeds - General Fund	844,783	744,783	206,783			
Bond Proceeds - Utility	966,701	966,701	966,701			
Bond Proceeds - Drainage	(1,588,475)	(1,783,975)	(1,783,975)			
Less: Issuance Cost and I&S	(67,500)	(67,500)	(67,500)			
Adjustment to Actual	435,351	435,351	435,351			
Proceeds Remaining	<b>590,860</b>	<b>295,360</b>	<b>(242,640)</b>			
Budgeted Interest Income	1,200	500				
Interest earned from 2008 CO	241,089	242,289	242,789			
2008 CO funds not expensed from prior year	<b>833,149</b>	<b>538,149</b>	<b>149</b>	<b>149</b>		
<b>2011 Bond Proceeds</b>						
Bond Proceeds - General Fund	1,485,807	1,228,007	878,007			
Bond Proceeds - Utility	1,964,835	851,535	(1,005,465)			
Less: Issuance Cost and I&S	(90,069)	(90,069)	(90,069)			
Adjustment to Actual	163,121	163,121	163,121			
Proceeds Remaining	<b>3,523,694</b>	<b>2,152,594</b>	<b>(54,406)</b>			
Budgeted Interest Income	5,500	4,000	0			
Interest earned from 2011 CO	44,875	50,375	54,375			
2011 CO funds not expensed from prior year	<b>3,574,069</b>	<b>2,206,969</b>	<b>(31)</b>	<b>(31)</b>		
<b>2014 Bond Proceeds</b>						
Bond Proceeds - General Fund	6,000,000	5,325,000	20,200			
Bond Proceeds - Utility	3,000,000	2,960,000	(34,500)			
Less: Issuance Cost and I&S (net)	(9,005)	(9,005)	(9,005)			
Adjustment to Actual						
Proceeds Remaining	<b>8,990,995</b>	<b>8,275,995</b>	<b>(23,305)</b>			
Budgeted Interest Income	5,300	15,000	3,000			
Interest earned from 2014 CO		5,300	20,300			
2014 CO funds not expensed from prior year	<b>8,996,295</b>	<b>8,296,295</b>	<b>(5)</b>	<b>(5)</b>		
<b>Total Bond Revenue Sources</b>	<b>13,403,513</b>	<b>9,965,115</b>	<b>113</b>	<b>113</b>	<b>0</b>	<b>0</b>
<b>NON-BOND REVENUE SOURCES:</b>						
Interest	5,500	5,000	5,000	5,000	5,000	5,000
Cash balance in CIP Oper at 09/30	778,636	1,759,036	437,738	67,738	447,738	702,738
General Fund Transfer	700,000	300,000	200,000	200,000	0	0
Utility Fund Transfer	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,500,000
Sanitation Fund Transfer	0	0	0	0	0	0
Drainage Fund Transfer	250,000	250,000	225,000	225,000	200,000	200,000
Miscellaneous Revenue	100,000	0	0	0	0	0
Grant Revenue	0	0	0	0	0	0
<b>Total Non-Bond Revenue Sources</b>	<b>3,434,136</b>	<b>3,914,036</b>	<b>2,467,738</b>	<b>2,097,738</b>	<b>2,252,738</b>	<b>2,407,738</b>
<b>TOTAL REVENUES</b>	<b>16,837,649</b>	<b>13,879,151</b>	<b>2,467,851</b>	<b>2,097,851</b>	<b>2,252,738</b>	<b>2,407,738</b>
<b>BUDGETED WATER PROJECTS:</b>						
Water Main Improvements	0	0	0	50,000	50,000	50,000
Fire Hydrants & main ext. @annexed area	397,300					
Elevated Storage Tank/Lines @ Evergreens (funded 2011 CO)	303,300					
Sutton Place Hydropneumatic Tank				600,000		
Cedar Knob Pump Station Upgrade	10,000	252,500				
Verna Lee Pump Station Liquid Ammonium Sulfate System	10,000	159,400				
Verna Lee Pump Station - Paint Exterior of 1.5MG GST		152,200				
Cedar Oaks 1.0 MG Standpipe Mixing System	10,000	178,000				

	PROJECTED 2013-14	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18	BUDGET 2018-19
Waterline along Cedar Knob Road		575,700				
Relocate waterline along Beeline		382,700				
Miscellaneous Water Projects		190,000				
<b>SUB-TOTAL WATER PROJECTS</b>	<b>730,600</b>	<b>1,890,500</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>BUDGETED WASTEWATER PROJECTS:</b>						
Sewer Rehabilitation/Improvements	436,900	250,000	200,000	200,000	200,000	200,000
Clarifier Drain - \$278 engr.; + 18,865 left-COMPLETED	103,800					
Clarifier Drain - const remaining - \$84,483 -COMPLETED						
Wastewater lines & mains east to Levy Crossing	810,000	1,857,000				
Warrior's Path Lift Station Upgrade	10,000	304,000				
Supervisory Control and Data Acquisition (SCADA)		200,000				
Sutton Property (8" connection Sutton to FM2410 project)		500,000				
Miscellaneous Sewer Projects		100,000				
<b>SUB-TOTAL WASTEWATER PROJECTS</b>	<b>1,360,700</b>	<b>3,211,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>BUDGETED DRAINAGE PROJECTS:</b>						
Residential Drainage Projects	195,500					
Shoreline drainage	11,000					
Tanner drainage	9,500					
Roy Reynolds Bridge Stabilization						
FEMA Study - Phase 2- B (remainder of the City)	373,800					
<b>SUB-TOTAL DRAINAGE PROJECTS</b>	<b>629,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUDGETED BUILDING IMPROVEMENTS:</b>						
Building Renovations at W/W Treatment Plant	46,400					
Parks & Recreation Center Expansion/Renovation	100,000	538,000				
City Hall Building Expansion/Renovation	100,000	1,400,000				
<b>SUB-TOTAL BUILDING IMPROVEMENTS</b>	<b>246,400</b>	<b>1,938,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUDGETED PARK PROJECTS:</b>						
Park Improvements	72,500	50,000	100,000	100,000	100,000	150,000
Comanche Gap Park Design		200,000				
<b>SUB-TOTAL PARK PROJECTS</b>	<b>72,500</b>	<b>250,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>
<b>BUDGETED STREET PROJECTS:</b>						
U-Turn at FM2410/US190 west	7,800					
FM3481 & FM2410 widening	350,000	150,000				
FM3481 & FM2410 widening		800,000				
Amy Reconstruction	125,000	1,884,100				
Amy Reconstruction			600,000			
Comanche Gap Road Reconstruction (funded from 2014 CO)		1,415,000				
Comanche Gap Road Reconstruction (funded from 2011 CO)	250,000	350,000				
Comanche Gap Road Reconstruction			800,000			
Pecan Drive Reconstruction	100,000	455,700				
Highland Oaks Turn Lane w/TxDOT	117,100					
ROW on FM2410 to Ann Blvd.	58,700					
Commercial Drive Traffic Flow		300,000				
Misc. Street Projects	8,500	800,000	700,000	700,000	1,200,000	1,200,000
<b>SUB-TOTAL STREET PROJECTS</b>	<b>1,017,100</b>	<b>6,154,800</b>	<b>2,100,000</b>	<b>700,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>TOTAL EXPENDITURES</b>	<b>4,056,700</b>	<b>13,444,300</b>	<b>2,400,000</b>	<b>1,650,000</b>	<b>1,550,000</b>	<b>1,600,000</b>



**FEE SCHEDULE**

**CITY OF HARKER HEIGHTS  
FEE SCHEDULE  
October 1, 2014 to September 30, 2015**

**BUILDING PERMIT FEES**

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

■ **New Building Construction**

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

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

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

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

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

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

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

■ **Additions to Floor Area**

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

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

*Fee is for shell buildings without interior finish, warehouses, and/or parking garages.  
Fee does not include fences, signs, accessory buildings, irrigation or swimming pools.*

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

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

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

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

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

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

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

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

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

**POLICE DEPARTMENT/ANIMAL CONTROL**

*Class A – Dog or Cat*

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

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

*Class D – Wild or Exotic Animals*

*Class E - Birds*

■ Quarantine Fee .....	\$10
■ Impound Fees (plus kennel fees)	
❖ Class A .....	\$20
❖ Class B .....	\$25
❖ Class C .....	\$40
❖ Class D .....	\$100
❖ Class E.....	\$20
■ Kennel Fees (per day)	
❖ Class A .....	\$5
❖ Class B .....	boarding costs + \$10
❖ Class C .....	boarding costs + \$20
❖ Class D .....	boarding costs + \$100
❖ Class E.....	\$5
■ Adoption Fees (Dogs and Cats).....	\$10
(Adoption fees will be waived during events approved by the City Manager up to four times per calendar year)	

**STREET FEES**

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

**ADMINISTRATIVE ABATEMENT OF SEDIMENTATION**

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

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

**SANITATION FEES**

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

**UTILITY SERVICES**

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

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

■ Water Rates

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

These rates are applicable to all sales or service of water. All leakage between a meter and a building is the responsibility of the owner, tenant or occupant of the building. Sprinkler meters are charged the base fee plus the per 1,000 gallon charge and no sewer.

■ Sewer Rates

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

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

■ Drainage Rates

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

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

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

- ❖ New Property
 

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

❖ Existing Property

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

NOTE: Sewer lines above 4" will require a quote

Prior to the installation of a water or sewer tap the customer requesting same shall deposit with the City a sum equal to such actual cost as estimated by the City. A 3/4" water meter will be installed for new or existing property. Water meters larger than 3/4" will be installed on approved water demand information.

- Fire Hydrant Meters
  - ❖ Deposit ..... \$750
  - ❖ Monthly Fee ..... \$50
- Water Turn On
  - ❖ New deposit or transfer .....no charge
  - ❖ Second trip ..... \$25
- Water Transfer..... \$15
- Request for Services – Water/Sewer  
*These services include turn on/off at the customer's request, checking for a leak per customer request, and sewer blockage (on customer side).*
  - ❖ During working hours (per trip) ..... \$15
  - ❖ Non-Duty hours..... \$30
- Delinquent/Late Charge ..... \$15
- Requested Reread Fee (if meter found to be misread there is no charge) ..... \$10
- Requested Meter Accuracy Check (No charge for meter malfunction)
  - ❖ 5/8 inch X 3/4 inch and 3/4 inch X 3/4 inch meters ..... \$35
  - ❖ 1 inch meters ..... \$35
  - ❖ 1 1/2 inch and 2 inch meters..... \$150
  - ❖ 3 inch meters ..... \$200
  - ❖ 4 inch meters ..... \$200
- Sewer Overflow on Private Lines
  - ❖ Vactor/Jetrodder..... \$100/hr
  - ❖ Dump Truck ..... \$50/hr
  - ❖ Front Loader..... \$50/hr
  - ❖ Backhoe..... \$50/hr
  - ❖ Pickup Truck ..... \$50/hr
  - ❖ Each additional employee ..... \$25/hr
- Online Bill Pay Convenience Fee..... \$2

**ADMINISTRATIVE FEES**

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

**LIBRARY FEES**

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

**PARKS AND RECREATION FEES**

- Youth Sports Registration Fees
  - ❖ Resident..... \$35
  - ❖ Non-Resident ..... \$45
- Multiple Cost Incentive  
*(Youth team registration only refers to permanent address, same day sign-up)*
  - ❖ Resident
    - 1<sup>st</sup> participant..... \$35
    - 2<sup>nd</sup> participant ..... \$30
    - 3<sup>rd</sup> participant and every participant thereafter..... \$25
  - ❖ Non-Resident
    - 1<sup>st</sup> participant..... \$45
    - 2<sup>nd</sup> participant ..... \$40
    - 3<sup>rd</sup> participant and every participant thereafter..... \$35
- Facility Rentals
  - ❖ Recreation Center Daily Use *(for use of amenities such as Basketball and Volleyball Courts)*

	<u>Resident</u>	<u>Non-Resident</u>
Student (17 & Under)	\$0	\$3
Adult (18-54)	\$0	\$5
Senior (55 & Up)	\$0	\$3
  - ❖ Pavilion
 

	<u>Resident</u>	<u>Non-Resident</u>
Rental	\$25	\$65
Deposit	\$100	\$100
  - ❖ Gazebo
    - Resident ..... \$15
    - Non-Resident ..... \$25
  - ❖ Amphitheatre
 

	<u>Resident</u>	<u>Non-Resident</u>
Deposit	\$100	\$100
Rental	\$25	\$65
Lights		
2 Hour Block	\$15	\$25
Each Add'l Hour	\$10	\$10
  - ❖ Athletic Fields
 

	<u>Resident</u>	<u>Non-Resident</u>
Deposit	\$100	\$250
Rental (2 hr block)	\$25	\$50
Lights (per field)	\$25	\$50
Field Attendant (per hour)	\$15	\$30

❖ Athletic Fields (Tournament Package)

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

❖ Activity Center Meeting Rooms

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

■ Aquatics

❖ Daily Admission Fees

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

❖ Swimming Passes

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

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

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

❖ Swimming Lessons

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

❖ Pool Rental Fee ..... \$100

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

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

■ Community Garden Plots – Residents Only

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

■ ActiveNet Online Service Charges

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

*Minimum Service Charge of \$1.00*

**PUBLIC SAFETY FEES/FIRE DEPARTMENT**

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

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

  - ❖ Pumper (per hour or part thereof, minimum 1 hour, not including personnel) ..... \$400
  - ❖ Tanker (per hour or part thereof, minimum 1 hour, not including personnel) ..... \$300
  - ❖ Support Vehicles (per hour or part thereof, not including personnel) ..... \$200
  - ❖ Personnel (per hour or part thereof to include fire, police, etc)..... \$50
  - ❖ Water – City Supplied (per 1,000 gallons)..... \$10

*As determined by calculating pumping time and rate.*

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

**PUBLIC SAFETY FEES/POLICE DEPARTMENT**

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

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



**ORDINANCES**

**ORDINANCE NO. 2014-17****STATE OF TEXAS****COUNTY OF BELL****CITY OF HARKER HEIGHTS****AN ORDINANCE ADOPTING AND APPROVING A BUDGET FOR THE CITY OF HARKER HEIGHTS, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014 TO SEPTEMBER 30, 2015.****WHEREAS**, a budget for the Fiscal Year 2014-2015 has been prepared for the City of Harker Heights, Texas; and**WHEREAS**, public notices of public hearings upon this budget have been duly and legally made as required by law; and**WHEREAS**, the aforementioned public hearings on the proposed budget were held in accordance with the published notices; and**WHEREAS**, after full and final consideration and the public hearing on said budget, it is the consensus of opinion that the proposed budget should be approved.**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:**SECTION I.**

The Budget as filed with the City Secretary for the fiscal year beginning October 1, 2014 to September 30, 2015 is ratified, adopted, and approved.

**SECTION II.**

Total revenues are budgeted at \$36,872,000. Expenses including Capital Improvement Funds from previous years are budgeted at \$48,480,000.

**SECTION III.**

This budget will raise less total property taxes than last year's budget by \$201,614 or 1.9%. Tax revenue to be raised from new property added to the tax roll this year totals \$350,532.

**SECTION IV.**

Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

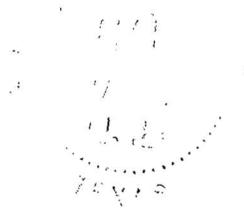
<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2014-17	September 9, 2014	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2014 to September 30, 2015.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 9<sup>th</sup> day of September, 2014 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
Rob Robinson, Mayor

ATTEST:

  
Patricia Brunson, City Secretary



STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

**AN ORDINANCE LEVYING A TAX RATE FOR THE CITY OF HARKER HEIGHTS, TEXAS FOR THE TAX YEAR 2014.****BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:**SECTION I.**

That we the City Council of the City of Harker Heights do hereby levy or adopt the tax rate of \$0.6770 per \$100 valuation for the City for Tax Year 2014 as follows:

\$0.5167 for the purpose of maintenance and operation,  
 \$0.1603 for the payment of principal and interest, and  
 \$0.6770 for the total tax rate.

A \$10,000 exemption is adopted for residents who are at least sixty-five (65) years old and who are owners of an occupied homestead.

The tax assessor-collector is hereby authorized to assess and collect the taxes of the City of Harker Heights in accordance with this ordinance.

**SECTION II.**

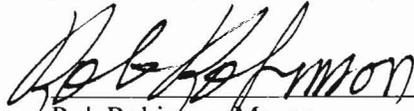
**THIS TAX RATE WILL RAISE LESS TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**SECTION III.**

Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2014-18	September 9, 2014	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2014.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 9<sup>th</sup> day of September, 2014 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
 Rob Robinson, Mayor

ATTEST:

  
 Patricia Brunson, City Secretary

(CITY SEAL)

**ORDINANCE NO. 2014-19****STATE OF TEXAS****COUNTY OF BELL****CITY OF HARKER HEIGHTS****AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2014-2015 RATES AND CHARGES OF THE CITY OF HARKER HEIGHTS, TEXAS; PENALTIES FOR NON-PAYMENT; AND PROVIDING AN EFFECTIVE DATE.****WHEREAS**, a fee schedule for the fiscal year 2014-2015 has been prepared for the City of Harker Heights, Texas; and**WHEREAS**, the proposed fee schedule has been discussed during the public hearing held for the budget; and**WHEREAS**, after full and final consideration it is the consensus of opinion that the proposed fee schedule should be approved.**NOW, THEREFORE, BE IT ORDAINED**, by the City Council of the City of Harker Heights, Texas:**SECTION I.**

That the City Council approves the rates and charges proposed for Fiscal Year 2014-2015 which is attached hereto and incorporated herein as Attachment A.

**SECTION II.**

Penalty: Any person, firm or corporation who violates any provisions of this ordinance shall be guilty of a misdemeanor and, upon conviction, shall be fined in an amount not exceeding one thousand dollars (\$1,000). Each day on which a violation of, or failure to comply with, this ordinance shall constitute a separate violation and shall be punishable as such, the City also is entitled to pursue all other criminal and civil remedies to which it is entitled under the authority of other statutes or other ordinances.

**SECTION III.**

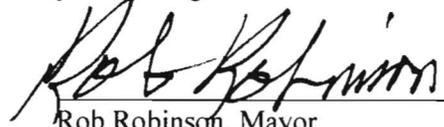
This ordinance shall become effective on October 1, 2014 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

**SECTION IV.**

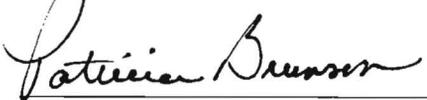
Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<b><u>Ordinance No.</u></b>	<b><u>Date Passed</u></b>	<b><u>Description</u></b>
2014- 19	September 9, 2014	An Ordinance Prescribing and Setting the Fiscal Year 2014-2015 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date.

**PASSED AND APPROVED** by the City Council of the City of Harker Heights this 9<sup>th</sup> day of September, 2014 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.

  
\_\_\_\_\_  
Rob Robinson, Mayor

ATTEST:

  
\_\_\_\_\_  
Patricia Brunson, City Secretary

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Burk Roberts, City Attorney

Attachment A - City of Harker Heights Fee Schedule, which was incorporated as part of Ordinance No. 2014-19: An Ordinance Prescribing and Setting the Fiscal Year 2014-2015 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date, can be found in the Fee Schedule Section, page 181.



**GLOSSARY**

## GLOSSARY OF TERMS AND ACRONYMS

**800 MHZ SYSTEM** – A system to receive all 911 emergency calls.

**ACCRUAL BASIS** – The basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ACH** – see Automated Clearing House.

**ACTIVITY** – Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**AD VALOREM TAX** – Also known as property taxes, they are levied on both real and personal property according to the property's valuation and the tax rate.

**ADVANCED REFUNDING** – A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due and to pay the principal on the old debt either as it matures or at an earlier call date. An advance refunding occurs before the maturity or call date of the old debt, and the proceeds of the new debt are invested until the maturity or call date of the old debt. Most advance refunding result in defeasance of debt.

**AED** – see automatic external defibrillator.

**AGENCY FUNDS** – One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resource to individuals, private organizations, or other governments.

**ALLOT** – To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**ANNUALIZE** – Taking changes that occurred mid-year and calculating their cost for the full year, for the purpose of preparing an annual budget.

**APPROPRIATION** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**ARBITRAGE** – The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**ASSESSED VALUATION** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**ASSESSMENT RATIO** – The ratio at which the tax rate is applied to the tax base.

**ASSET** – Resources owned or held by a government which has monetary value.

**ATTRITION** – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**AUDIT** – An unbiased examination and evaluation of the financial statements of an organization.

**AUTHORIZED POSITIONS** – Employee positions in the adopted budget to be filled during the year.

**AUTOMATED CLEARING HOUSE** – The direct fund transfer authorization from one bank account to another.

**AUTOMATIC EXTERNAL DEFIBRILLATOR** – A device about the size of a laptop computer that analyzes the heart's rhythm for any abnormalities and, if necessary, directs the rescuer to deliver an electrical shock to the victim.

**AVAILABLE (UNDESIGNATED) FUND BALANCE** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**BALANCED BUDGET** – Budget in which income equals expenditure.

**BASE BUDGET** – Cost of continuing the existing levels of service in the current budget year.

**BCAD** – see Bell County Appraisal District.

**BEGINNING FUND BALANCE** – Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year encumbrances.

**BELL COUNTY APPRAISAL DISTRICT** – Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

**BOND** – A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**BOND, GENERAL OBLIGATION (G.O.)** – Bond backed by the full faith, credit and taxing power of the government.

**BOND, REVENUE** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**BOND REFINANCING** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BONDED DEBT** – The portion of indebtedness represented by outstanding bonds.

**BRAC** – Base Realignment and Closure.

**BUDGET** – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**BUDGETARY BASIS** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**BUDGET CALENDAR** – Schedule of key dates which a government follows in the preparation and adoption of the budget.

**BUDGETARY CONTROL** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**BUDGET MESSAGE** – Opening section of the Annual Budget that provides the City Council and public with an overview of the most important aspects of the budget.

**CAD** – Computer Aided Dispatch, method of dispatching emergency services through the use of a computer.

**CADET** – see Crimes Analysis, Directed Enforcement and Technology.

**CAFR** – see Comprehensive Annual Financial Report.

**CAPITAL ASSETS** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**CAPITAL BUDGET** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**CAPITAL EXPENDITURE** – A payment made or to be made for the acquisition of a long-term asset such as land, buildings, or equipment.

**CAPITAL IMPROVEMENT FUND** – The governmental fund that accounts for the acquisition and construction of major capital facilities.

**CAPITAL IMPROVEMENTS** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**CAPITAL IMPROVEMENT PROGRAM** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**CAPITAL OUTLAY** – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**CAPITAL PROJECT** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also known as capital improvements.

**CAPITAL RESERVE** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**CASH BASED ACCOUNTING** – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CERTIFICATE OF OBLIGATION (C.O.)** – This type of bond is backed by the full faith, credit and taxing power of the government.

**CIP** – see Capital Improvement Program.

**CMP** – Corrugated metal pipe.

**CO** – see Certificate of Obligation.

**COLA** – see Cost of Living Adjustment.

**COLLECTIVE BARGAINING AGREEMENT** – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**COMMODITIES** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT** – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

**CONSTANT OR REAL DOLLARS** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**CONSUMER PRICE INDEX** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

**CONTINGENCY** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**CONTRACTUAL SERVICES** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**COST OF LIVING ADJUSTMENT** – An increase in salaries to offset the effect of inflation on compensation.

**COUNCIL-MANAGER GOVERNMENT** – Form of government where an elected city council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. In such a government, the mayor performs strictly ceremonial duties or acts as a member and presiding officer of the council.

**CPI** – see Consumer Price Index.

**CRIME ANALYSIS, DIRECTED ENFORCEMENT AND TECHNOLOGY** – The Property Crimes Interdiction Program started by the Harker Heights Police Department in 2008 to catch property criminals.

**DEBT LIMIT** – The maximum amount of gross net of debt which is legally permitted.

**DEBT SERVICE** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**DEBT SERVICE FUND** – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEDICATED TAX** – A tax levied to support a specific government program or purpose.

**DEFEASANCE** – The netting of outstanding liabilities and related assets on the statement of position.

**DEFERRED REVENUE** – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

**DEFICIT** – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**DEPARTMENT** – The basic organization unit of government which is functionally unique in its delivery of services.

**DEPRECIATION** – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**DEVELOPED-RELATED FEES** – Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**DISBURSEMENT** – The expenditure of monies from an account.

**DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM** – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DRAINAGE FUND** – Enterprise fund that accounts for operations related to providing drainage service.

**ELECTRONIC TRANSACTION SYSTEMS CORPORATION** – An international corporation supporting merchants in all forms of electronic processing to include credit and debit card processing.

**EMPLOYEE BENEFITS** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**EMS** – Emergency Medical Service.

**EMT** – Emergency Medical Technician.

**ENCUMBRANCE** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**ENDING FUND BALANCE** – The unencumbered cash remaining in a fund at the end of the fiscal year.

**ENTERPRISE FUND** – A proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

**ENTITLEMENTS** – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**ETS** – see Electronic Transaction Systems Corporation.

**EXPENDITURE** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**EXPENSE** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**FIDUCIARY FUNDS** – Fund used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

**FINANCIAL RESOURCES** – Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids because they prevent the need to expend current available financial resources.

**FISCAL ACCOUNTABILITY** – Government responsibility to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

**FISCAL POLICY** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**FISCAL YEAR** – A twelve-month period designated as the operating year for accounting and budgeting purposes. (October 1 thru September 30)

**FIXED ASSETS** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**FRANCHISE FEES** – A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens. Services include electricity, telephone, natural gas, taxicabs, ambulances, and cable television.

**FRINGE BENEFITS** – see Employee Benefits.

**FTE** – see Full-Time Equivalent Position.

**FULL FAITH AND CREDIT** – A pledge of a government's taxing power to repay debt obligations.

**FULL-TIME EQUIVALENT POSITION** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position

**FUNCTION** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**FUND** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**FUND BALANCE** – The difference between assets and liabilities reported in a governmental fund.

**FY** – Fiscal Year.

**GAAP** – see General Accepted Accounting Principles.

**GASB** – see Governmental Accounting Standards Board.

**GENERAL ACCEPTED ACCOUNTING PRINCIPLES** – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GENERAL FUND** – One of the five governmental fund types that typically serves as the chief operating fund. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND** – Bond backed by the full faith, credit and taxing power of the government.

**GEOGRAPHIC INFORMATION SYSTEM** – System that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

**GFOA** – see Government Finance Officer’s Association.

**GIS** - see geographic information system.

**GO** – see General Obligation Bond.

**GOAL** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**GOVERNMENT FINANCE OFFICERS’ ASSOCIATION** – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD** – Establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**GOVERNMENTAL FUNDS** – Funds used to account for tax-supported activities. The five types of governmental funds are general, special revenue, debt service, capital projects and permanent funds.

**GPS** – Global Positioning System, a worldwide navigation system that uses information received from orbiting satellites.

**GRANTS** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**HOUSE BILL 3195** – House Bill passed during the 80<sup>th</sup> Legislative Session requiring the city council or county commissioner’s court to identify at the budget stage that the proposed budget anticipates raising

more total property taxes than the year before. The bill also requires a separate ratification vote to adopt a budget that raises more total property taxes than in the previous year.

**HOME RULE** – This status shifts responsibility for local government decisions from the state level to the local level.

**HOTEL/MOTEL FUND** – Special revenue fund that accounts for the levy and utilization of the hotel/motel occupancy tax.

**HOURLY** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**INDIRECT COST** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**INTERFUND TRANSFERS** – The movement of monies between funds of the same governmental entity.

**INTERGOVERNMENTAL REVENUE** – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**INTERNAL SERVICE CHARGES** – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**INTERNAL SERVICE FUND** – A proprietary fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**KILLEEN INDEPENDENT SCHOOL DISTRICT** – Local School District serving the cities of Killeen, Harker Heights, and Nolanville.

**KISD** – see Killeen Independent School District.

**LAPSING APPROPRIATION** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provide by law.

**LEGAL DEBT MARGIN** – The excess of the amount of debt legally authorized over the amount of debt outstanding.

**LEVY** – To impose taxes for the support of government activities.

**LINE-ITEM BUDGET** – A budget prepared along departmental lines that focuses on what is to be bought.

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

**MARKET RATE OF RETURN** – The average yield of the current three-month US Treasury Bill.

**MATERIALS AND SUPPLIES** – Expendable materials and operating supplies necessary to conduct departmental operations.

**MDT** – Mobile Data Terminal.

**MEMORIAL FUND** – Special revenue fund that accounts for revenues generated for scholarships to high school graduates pursuing a career in law enforcement.

**MILL** – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**NIGHT OPTICS** – This is the brand name for the night vision units installed in patrol vehicles as part of the CADET program.

**NET BUDGET** – The legally adopted budget less all interfund transfers and interdepartmental charges.

**NOMINAL DOLLAR** – The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**NOPTIC** – see Night Optics.

**OBJECT OF EXPENDITURE** – Expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**OBJECTIVE** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**OBLIGATIONS** – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**OPEN MEETING LAW** – Law that states that every regular, special, or called meeting of a governmental body shall be open to the public. Written notice of the time, date, place, and subject of each meeting must be posted in an accessible place to the general public at least 72 hours before the meeting.

**OPERATING EXPENSES** – The cost for personnel, materials, and equipment required for a department to function.

**OPERATING REVENUE** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**ORDINANCE** – A bylaw of a municipality enacted by the governing body of the governmental entity.

**OUTPUT INDICATOR** – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**PASS-THROUGH GRANTS** – Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.

**PAY-AS-YOU-GO BASIS** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**PERFORMANCE BUDGET** – A budget where expenditures are based primarily on measurable performance of activities and work programs.

**PERFORMANCE INDICATORS** – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**PERFORMANCE MEASURE** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERMANENT FUNDS** – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry.

**PERSONNEL SERVICES** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**PRIMARY GOVERNMENT** – Term used in connection with defining the financial reporting entity; a state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

**PRIOR-YEAR ENCUMBRANCES** – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**PROGRAM BUDGET** – A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**PROGRAM PERFORMANCE BUDGET** – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**PROGRAM REVENUE (INCOME)** – Revenues earned by a program, including fees for services, license and permit fees, and fines.

**PROPRIETARY FUNDS** – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**PSI** – pounds per square inch.

**PURPOSE** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**RESERVE** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**RESOLUTION** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**RESTRICTED COURT FUND** – Special revenue fund that account for revenues generated from court fines and that are restricted for a specific purpose.

**REVENUE** – Sources of income financing the operations of government.

**REVENUE BOND** – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**SANITATION FUND** – Enterprise fund that accounts for operations related to providing sanitation service.

**SCADA** – Supervisory Controlled Acquisition Data Access, a software system.

**SENATE BILL 656** – Senate Bill passed during the 83<sup>rd</sup> Legislative Session requiring the adopted budget contain a cover page that includes a statement that the describes the budget as either raising more or less revenue from property taxes than the prior year’s budget and by what dollar amount and percentage. It must also include the dollar amount of property tax revenue that is going to be raised from new property added to the tax roll.

**SERVICE LEASE** – A lease under which the lessor maintains and services the asset.

**SERVICE LEVEL** – Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**SINKING FUND** – The sum set apart from the income of the City and allowed to accumulate in order to ultimately pay off a debt.

**SITE-BASED BUDGETING** – A decentralized budget process whereby budget preparation and development are based on individual school (and departmental) sites.

**SOP** – see Standard Operating Procedures.

**SOURCE OF REVENUE** – Revenues are classified according to their source or point of origin.

**SPECIAL ASSESSMENT** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

**STANDARD OPERATING PROCEDURES** – Step-by-step instructions on how to perform a task or job.

**SUPPLEMENTAL APPROPRIATION** – An additional appropriation made by the governing body after the budget year or biennium has started.

**SUPPLEMENTAL REQUESTS** – Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**TARGET BUDGET** – Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**TAX ANTICIPATION NOTE** – Short-term, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

**TAX LEVY** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**TAXABLE VALUE** – The assessed value less allowable exemptions resulting in an amount to which the tax rate is applied to determine property taxes due.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TCEQ** – see Texas Commission of Environmental Quality.

**TEXAS COMMISSION OF ENVIRONMENTAL QUALITY** – Environmental agency for the state of Texas.

**TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL** – An interlocal agency offering worker's compensation, liability and property protection to Texas political subdivisions.

**TEXAS MUNICIPAL RETIREMENT SYSTEM** – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 800 cities and 133,000 members, retirees, and beneficiaries.

**TML** or **TML-IRP** – see Texas Municipal League Intergovernmental Risk Pool.

**TMRS** – see Texas Municipal Retirement System.

**TRANSFERS IN/OUT** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**UCR** – Uniform Crime Report, a national program administered by the Department of Justice that counts crimes reported to the police.

**UNENCUMBERED BALANCE** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**UNRESERVED FUND BALANCE** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**USER CHARGES** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**UTILITY FUND** – Enterprise fund that accounts for operations related to providing water and wastewater.

**VARIABLE COST** – A cost that increases/decreases with increases or decreases in the amount of service provided such as the payment of a salary.

**VFD** – Variable frequency drive, an electrical panel that speeds and slows an electric motor's rpm's.

**WCID #1** – see Water Control and Improvement District No 1.

**WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1** – Provides water to the residents of Harker Heights/Bell County.

**WILO MIXER** – A brand of mixer used to mix the wastewater in lift stations to keep grease and solids in suspension so they are pumped out.

**WORKING CASH** – Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.

**WORKLOAD INDICATOR** – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**WORK YEARS** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

