

FISCAL YEAR 2015 / 2016

BUDGET BOOK



THE CITY OF HARKER HEIGHTS, TEXAS

TABLE OF CONTENTS

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

BUDGET MESSAGE

Transmittal Letter..... 7
Budget at a Glance 12

USER INFORMATION

Budget Contents – An Overview of the Budget Book..... 21
The City Organization..... 22
The Budget Process..... 22
City Funds..... 24
Budget Basis 26
Financial and Budget Policies..... 27

HISTORY/DEMOGRAPHICS

History of Harker Heights..... 29
City and Area Demographics..... 30
Miscellaneous Statistics 34

PERSONNEL

City Organizational Structure 35
Number of Positions 36
Detailed Personnel Listing 37
List of Principal Officials..... 42
List of Board and Commission Members 43

BUDGET SUMMARIES

Combined Summary of Estimated Revenues, Expenditures, and Fund Balances 45
Summary of Sources and Uses..... 46
Budget Summary – All Funds..... 48
Detailed Comparison of Revenues..... 49
Detailed Comparison of Expenditures 50

TRENDS AND FORECASTS

Revenues 51
Expenditures/Expenses 59

GENERAL FUND

General Fund Revenues with Graph 63
General Fund Expenditures..... 65
City Council Narrative and Budget..... 67
Administration Narrative and Budget 69
Finance Narrative and Budget..... 73
Pet Adoption Center Narrative and Budget 78
Police Narrative and Budget 81
Courts Narrative and Budget 86
Planning and Development Narrative and Budget..... 90
Code Enforcement Narrative and Budget 94

TABLE OF CONTENTS

Fire & Emergency Medical Services (EMS) Narrative 98
Fire and EMS Administration Budget 102
Fire and EMS Operations Budget 103
Public Library Narrative and Budget 104
Parks and Recreation Narrative and Budget 109
Public Works/Streets and Sign Shop Narrative and Budget 113
Public Works/Maintenance Narrative and Budget 118
General Fund Statement of Expenditures 121

UTILITY FUND

Utility Fund Revenues with Graph 123
Utility Fund Expenditures with Graph 124
Utility Department Narrative 126
Water Administration Budget 129
Water Operations Budget 130
Wastewater Narrative and Budget 131
Utility Fund Statement of Expenditures 136

OTHER FUNDS

Drainage Fund Narrative and Budget 137
Sanitation Fund Narrative and Budget 141
Hotel/Motel Fund Budget 146
Restricted Court Fund Budget 147
Employee Benefits Fund Budget 148

DEBT SERVICE

Debt Service Fund Budget 149
Bonded Debt 150
Actual Debt Margin 151
Total Debt Summary 152
Detailed Debt Schedules 153

FIXED ASSET FUND

Fixed Asset Fund Budget 165
Fixed Asset Fund Budgets by Fund and Department 166
Fixed Asset Purchases by Department 167

CAPITAL OUTLAY & IMPROVEMENTS

Capital Improvement Program 169
Capital Improvement Project Summary 170
Capital Improvement Project Details 171

FEE SCHEDULE 193

ORDINANCES

Adoption and Approval of the Budget 205
Levying of a Tax Rate 207
Prescribing and Setting Rates and Charges 208

GLOSSARY 211



This budget will raise more revenue from property taxes than last year’s budget by an amount of \$530,338 which is a 5.0% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$298,025.

CITY COUNCIL RECORD VOTE

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

FOR: Steve Carpenter, Place 2; Pat Christ, Mayor Pro Tem; John Reider, Place 4; and Jody Nicholas, Place 5

AGAINST: None

PRESENT and not voting: Rob Robinson, Mayor

ABSENT: Hal Schiffman, Place 1

PROPERTY TAX RATES

	<u>FY 2016</u>	<u>FY 2015</u>
Property Tax Rate	0.6770	0.6770
Maintenance & Operations Rate	0.5174	0.5167
Debt Rate*	0.1596	0.1603
Effective Tax Rate*	0.6626	0.6900
Effective Maintenance & Operations Rate*	0.8779	0.8601
Rollback Tax Rate*	0.7454	0.7623

*This rate is calculated by Bell County Appraisal District.

The total amount of municipal debt obligation secured by property taxes for the City of Harker Heights is \$36,176,522.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Harker Heights
Texas**

For the Fiscal Year Beginning

October 1, 2014

A handwritten signature in black ink, reading "Jeffrey R. Emer".

Executive Director

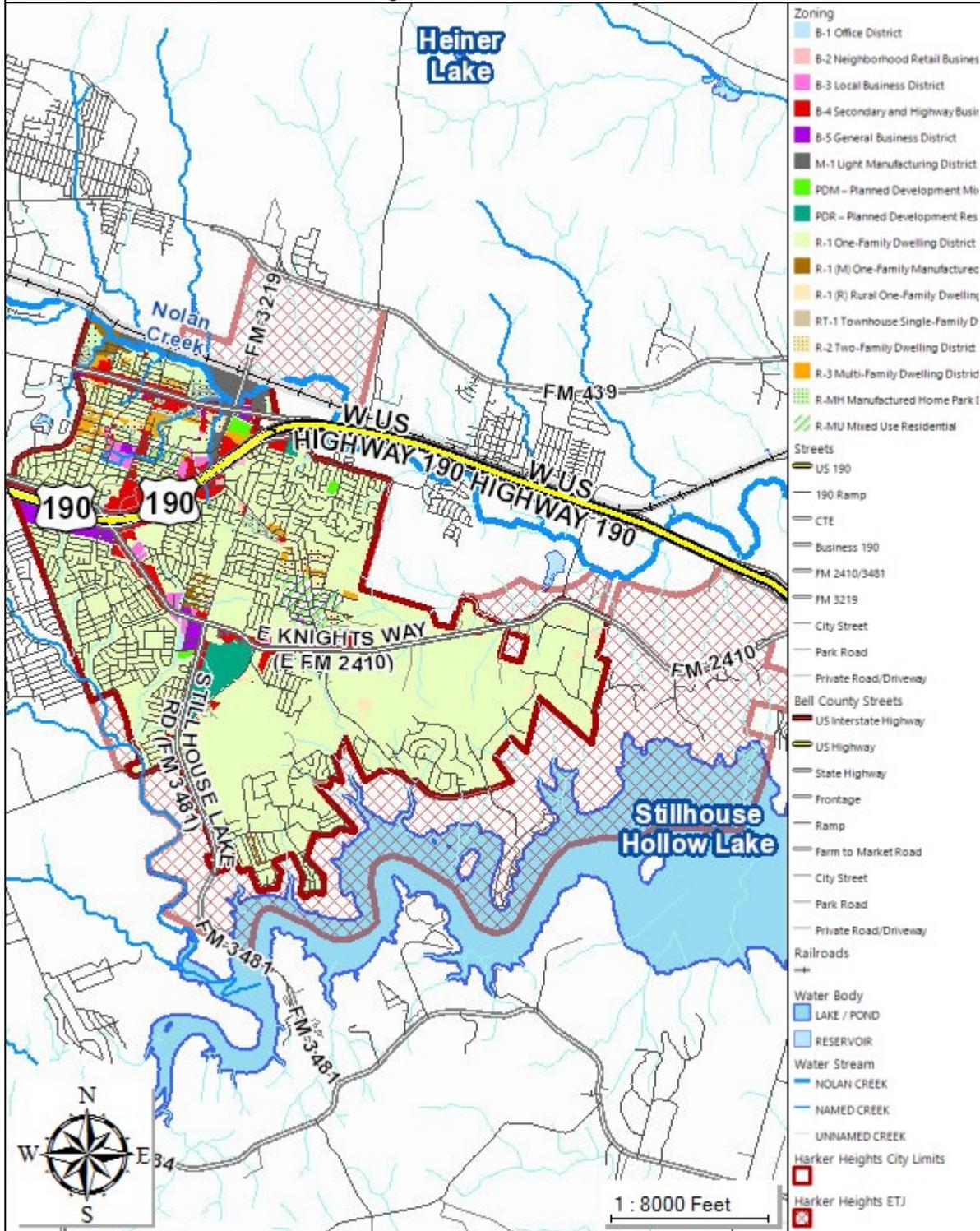
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Harker Heights, Texas for its annual budget for the fiscal year beginning October 1, 2014.

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 believe 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): Steve Carpenter – Place 2; Pat Christ – Mayor Pro Tem; Hal Schiffman – Place 1; Rob Robinson – Mayor; David Mitchell – City Manager; John Reider – Place 4; and Jody Nicholas – Place 5.



This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. Gov. C. Â§2501.102. The user is encouraged to independently verify all information contained in this product. The City of Harker Heights makes no representation or warranty as to the accuracy of this product or to its fitness for a particular purpose. The user: (1) accepts the product AS IS, WITH ALL FAULTS; (2) assumes all responsibility for the use thereof; and (3) releases the City of Harker Heights from any damage, loss, or liability arising from such use.



BUDGET MESSAGE



The City Of Harker Heights September 8, 2015

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

Dear Mayor and City Council Members:

The fiscal year 2015-2016 budget is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2016 fiscal year budget, which begins on October 1, 2015, and ends on September 30, 2016, provides the resources needed to maintain a high level of service to citizens and businesses.

Mayor

Rob Robinson

Mayor Protem

Pat Christ

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

City Council

Hal Schiffman
Steve Carpenter
John Reider
Jody Nicholas

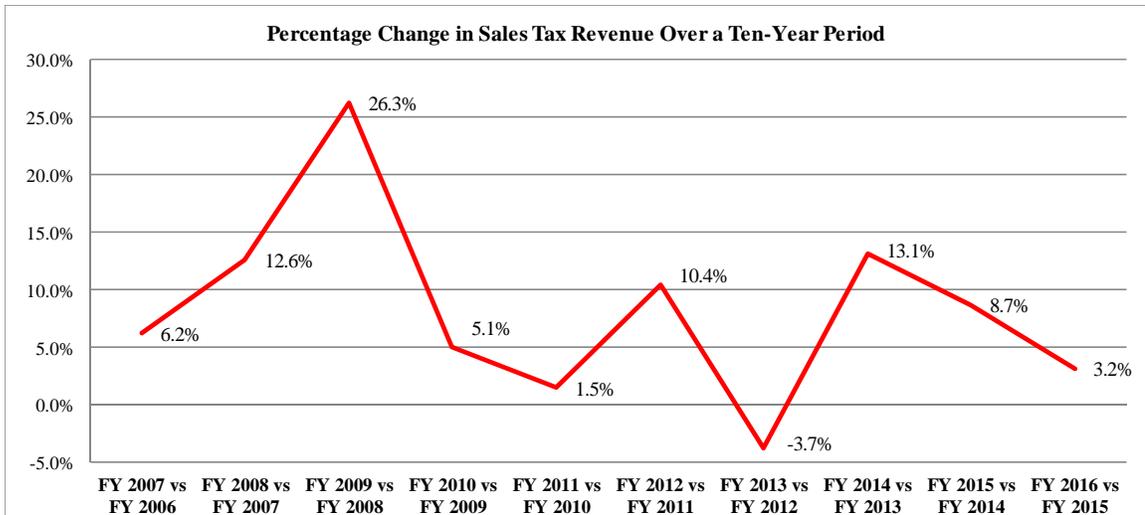
Staff began working on the 2015-2016 budget in March with the distribution of request forms for fixed assets, capital improvements, and personnel to all departments. This year, department heads were asked to provide information for the next five fiscal years so that our long-range plans for fixed assets, 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 2016 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. The following graph depicts the change in sales tax revenue over the last ten fiscal years. "FY 2007 vs. FY 2006" depicts the change in actual revenue between those fiscal years and this continues until "FY 2016 vs. FY 2015" which depicts the change in the FY 2015-2016 budgeted amount from the FY 2014-2015 projected amount.



Calculated using actual amounts with the exception of FY 2015 (projected amount) and FY 2016 (budgeted amount).

Several new businesses opened during the 2015 fiscal year including a Wal-Mart Neighborhood Store. FY 2014-2015 projections for sales tax revenues of \$6,585,000 exceed the budgeted amount of \$5,974,000 by \$611,000 or 10.2%. We have remained conservative in budgeting sales tax at \$6,800,000 fiscal year 2015-2016; a 3% increase over the current year’s projection.

- Residential and Commercial Growth –With the continued construction of new homes in The Evergreens and Tuscany Meadows subdivisions, there have been 162 permits issued for single family homes at \$35,376,007 total valuation from the period of October 1, 2014 to July 23, 2015. At the end of FY 2013-2014, single family home permits totaled 198 with a total valuation of \$42,585,099.

Two family dwellings, or duplexes, have become a practical option for many of our residents who are living in the area for a short time or may not be ready to buy a home. Twenty-three (23) permits were issued for duplexes during FY 2013-2014 with a total valuation of \$3,484,800. From the period of October 1, 2014 to July 23, 2015, 20 permits have been issued with a \$3,575,500 total valuation.

There have been eight commercial permits issued through July 23, 2015, with a total valuation of \$20,715,000. These permits are for the construction of two credit unions, two fast food restaurants, a pharmacy and a YMCA building. At the end of the 2013-2014 fiscal year, there were ten permits issued with a total valuation of \$15,887,017. Construction of a Twin Peaks Restaurant, Wal-Mart Neighborhood Store, Mattress Firm, Pure Fit Foods, four medical clinics, and a retail center 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 for FY 2014 was \$516,405, an increase of \$336,405 or 187% over the budgeted amount of \$180,000.

We remained conservative in FY 2015 by budgeting \$230,000, an increase of 3% or \$50,000 from the prior year’s budgeted amount. For FY 2016, \$300,000 was budgeted (\$20,000 more than the projection of \$280,000 for FY 2015) based on the expectation of continued growth.

- Health Insurance – The cost of health insurance continues to increase nationwide. For FY 2015-2016, health insurance premiums have increased by 23%, dental insurance premiums by 4%, and vision premiums by 4%. \$1,171,300 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 citizens and businesses of the City and the planning processes that assist us in ensuring these goals are met each year. Planning processes are described in more detail in the following section.

STRATEGIC GOAL

PLANNING PROCESS

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

Description of Planning Processes

	Description	Purpose	Budget Impact
Long-Range Budget Plans	Includes the current year’s revenue and expenditure or expense projections and future projections.	To facilitate planning for the General, Utility, Drainage and Sanitation Funds.	Guides budget planning to ensure required reserves can be held in the future.
Capital Improvement Plan	Five-year plan that includes expenditures for projects by type and their funding sources.	To identify and record expenditures and funding sources for capital projects.	Planning device for revenues and expenditures to complete planned and projected projects.

	Description	Purpose	Budget Impact
Parks & Recreation Master Plan	Ten-year master plan for parks and recreation facilities.	To provide guidelines for future decisions for the city-wide parks system; for the acquisition and development of park land to meet current and future needs; establish priorities; and identify possible funding sources.	Establishes operating and capital expenses required to maintain new and existing facilities.
Comprehensive Plan	Presents historical data on population, information on natural resources, and goals and objectives of various City departments.	Framework for obtaining the goals and objectives of the City focusing on Land Use, Urban Design, Stormwater Management, Public Safety and Culture & Recreation.	Reminder of goals and objectives set for the future of the City.
Water Master Plan	Identifies the needs of the water and wastewater system.	Makes recommendations of ways to satisfy the needs specified for the water and wastewater system.	Assists in planning water improvement projects. Used in conjunction with the Capital Improvement Plan.
Residential Drainage Prioritization	Lists residential addresses with known drainage issues.	Records areas of the City that have problems with drainage and an estimated cost to correct the issue(s).	Assists in planning drainage projects for upcoming fiscal years. It is used in conjunction with the Capital Improvement Plan.
Sewer Rehabilitation Program	Ten-year plan that includes costs for manhole rehabilitation, line replacement and various construction costs related to these repairs.	Serves as a guide to rehabilitate the sewer lines within the City.	Long-range plan for sewer improvements within the City. It is used in conjunction with the Capital Improvement Plan.
Exploring New Heights	Citizen focus group.	Citizen developed goals and objectives in the areas of quality of life, business & economic development, and infrastructure.	Reminder of goals and objectives to accomplish throughout the City.
Mobility 2030 (Thoroughfare Plan)	Multi-modal update to the thoroughfare plan that includes the street network, sidewalk network, on-street and off-street bicycle network, and mass transit.	Transportation planning document to identify current transportation needs and project future requirements for vehicular and pedestrian mobility within and without the City.	Identified and prioritizes transportation goals and objectives for the current and future needs of the City.

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

Long-Range Budget Plans/Capital Improvement Plan

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

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

Parks and Recreation Master Plan/Capital Improvement Plan

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

Comprehensive Plan

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

Water Master Plan

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

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

Residential Drainage Prioritization

Short-Term: The FEMA Phase 2 Study, completed in September 2014, identified the need to reduce storm water flooding in the north part of the City. Work will include widening drainage channels, culvert improvements, and storm drainage improvements.

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 tenth 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.

Thoroughfare Plan

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

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

The Budget at a Glance section on the next several pages will go into further details on how different factors guided the development of the 2016 fiscal year budget.

FY 2015-2016 BUDGET AT A GLANCE

General Fund

General Fund revenues are budgeted at \$20,009,200 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 \$1,659,294,903 which is an increase of \$60,197,848 from the 2014 certified value of \$1,599,097,055. No tax rate increase is included so the budget is prepared based on maintaining the current tax rate of \$0.6770 which will provide \$8,251,000 in maintenance and operation tax revenue.

2015 Tax Rates	
Proposed Tax Rate	.6770
Effective Rate	.6626
Rollback Rate	.7454

#

The effective tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year, based on a tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years. Since the tax rate of \$0.6770 is higher than the effective tax rate, per the Truth in Taxation guidelines, two public hearings are required. The following is a comparison of the 2015 proposed property tax rates of surrounding cities:

Temple	.6298
Belton	.6598
Harker Heights	.6770
Killeen	.7498
Copperas Cove	.7979

- 2) Franchise Fees of \$1,364,000 represents approximately 7% of the total General Fund revenues.
 - a. Cable franchise fees are budgeted at \$310,000, the same as the current year projections;
 - b. Electricity franchise fees are proposed at \$918,000, an increase of approximately 1% from projections;
 - c. Gas franchise fees are proposed to be \$90,000, up from the \$85,600 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 \$6,800,000 which is a 3% or a \$215,000 increase over the \$6,585,000 projected for FY 2014-2015. The FY 2014-2015 projection was increased by \$611,000 from the original budgeted amount of \$5,974,000 mainly due to the completion of Sam's Wholesale and other new retail stores that have opened within the City.
- 4) The Court Fine revenue line item is lowered to \$1,100,000 for FY 2015-2016. The current year projection is lower than budgeted by \$270,000 due to lower ticket volume.
- 5) Ambulance revenues are budgeted at \$630,000 which is \$10,000 higher than the current year projected. No change in rates or fees is proposed.
- 6) Interest Income is budgeted at \$30,000 for FY 2015-2016 which is the same amount as projected for the current fiscal year and is based on current rates.
- 7) The FY 2015-2016 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 (\$805,000) are as follows:
 - a. Utility Fund - \$450,000;
 - b. Sanitation Fund - \$300,000; and
 - c. Restricted Courts Fund - \$55,000.

Expenditures are budgeted at \$19,997,800 which is an increase of \$785,300 over the \$19,212,500 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$14,478,200 and includes:
 - a. A salary adjustment of 3% and/or lump sum payment is included for employees;
 - b. The following new positions have been added to FY 2015-2016 budget:
 - i. The Administration Department will add an Information Technology Analyst in October,
 - ii. An addition of a Pet Adoption Center Coordinator will be added to the Pet Adoption Center beginning mid-year; and
 - iii. The Police Department has one new position, Police Sergeant, in July.
 - c. Health Insurance premiums are budgeted to increase for FY 2015-2016 by \$178,800; and
 - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,616,200, an increase of \$134,200 and includes the 3% salary adjustment.
- 2) Supplies are proposed at \$790,700 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$291,000. General supplies are budgeted at \$147,400 which is \$7,300 higher than the \$140,100 projected in the current year. Equipment supplies are budgeted at \$83,900, an increase of \$22,400 over the current year projection which is mainly due to the purchase of handguns in the Police Department. Chemical supplies have been lowered to \$12,200. 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 \$551,000 which is up from the prior year's projection of \$506,600. Many city vehicles have aged and this line item covers the cost of maintenance on those vehicles as well as equipment. It also includes maintenance fees for the software and hardware used in Finance, Courts, and Code Enforcement.
- 4) Utility costs are budgeted at \$549,000 a slight increase from the FY 2014-2015 projected amount.
- 5) Travel and training expenses are budgeted at \$159,800 which is an increase of \$10,600 over the projected amount for FY 2014-2015.
- 6) Contract labor, within the services category, totals \$432,100. A major expense in contract labor is the cost of public safety communications, budgeted at \$340,027, which covers Harker Heights' portion of the Bell County Communications Center. This is an increase of \$54,778 from the previous year. Also, new in this budget is a records management software lease of \$49,500.
- 7) Parks and Recreation programs are being budgeted at \$43,000 at the same level as the current year projection.
- 8) Nuisance abatement is budgeted at \$60,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.
- 9) State Tax Payments are budgeted at \$407,000 and are in direct correlation to the Court Fine revenue.
- 10) Advertising is set at \$43,400 for the upcoming fiscal year which includes the cost of printing recreation brochures and advertising new and vacant positions within the City.
- 11) A total of \$205,000 is budgeted for Professional Fees up \$33,100 from the prior year's \$171,900 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. GASB 45 consulting - \$12,000;
 - d. Arbitrage consulting - \$10,000;
 - e. Oncor/Atmos steering committee participation fees - \$5,000;
 - f. Codification of ordinances - \$5,000;
 - g. Drug screens, background checks, polygraph exams, etc. - \$25,000;
 - h. Misc. filing, web hosting fees, and renewals - \$14,200; and
 - i. Bell County Health Department - \$61,200.
- 12) Transportation (HOP) expenditures of \$32,600 are also included in the proposed budget for operations and maintenance of the Hill Country Transit Authority's transit service.
 - 13) The proposed budget for FY 2015-2016 includes \$17,000 for the Heart of Texas Defense Alliance which is the same amount budgeted and projected for the end of the current fiscal year.
 - 14) 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; and
 - b. \$12,500 to the Killeen Chamber of Commerce.
 - 15) The Youth Task Force line item is budgeted at \$13,000.
 - 16) Economic Development expenditures total \$38,500 for FY 2015-2016. This was increased for the Retail Coach program.
 - 17) The proposed budget includes \$50,000 for a contribution to Texas A&M for scholarships.
 - 18) 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.
 - 19) \$5,000 to the Greater Killeen Free Clinic is maintained at the same level as the prior year.
 - 20) New this FY2015-2016 Budget is \$25,000 to the National Mounted Warfare Foundation.
 - 21) \$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 three of the seven.
 - 22) Transfers out to other funds total \$655,000 which consist of the following:
 - a. \$300,000 is budgeted as a transfer to the Fixed Asset Fund;
 - b. \$300,000 is budgeted as a transfer to the Capital Improvement Fund; and
 - c. \$55,000 is budgeted as a transfer to the Debt Service Fund.

The proposed budget reflects adding \$11,400 to the fund balance for a total of \$8,526,087 which exceeds the three months of operating reserve requirement of \$4,835,700.

Utility Fund

Utility Fund revenues are budgeted at \$9,182,500. The FY 2015-2016 budget includes a 3% rate increase and an increase of 1% in growth. Amounts shown below for Harker Heights include this increase.

Water and Sewer Rate Comparison			
	3,000 gallons	10,000 gallons	25,000 gallons
Harker Heights	\$38.41	\$82.51	\$130.51
Killeen	\$34.24	\$82.47	\$128.82
Copperas Cove	\$48.55	\$110.50	\$243.55
Temple	\$30.70	\$84.60	\$200.10
Belton	\$31.75	\$79.00	\$145.25

- 1) Water Income is budgeted at \$5,460,000 based on the anticipated growth, the rate increase and anticipated usage. Water sales for the current year are expected to be below the amount budgeted due to the amount of rain received.
- 2) \$3,419,500 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$100,000 to reflect the continued construction in the area.

- 4) The water supply agreement line item of \$27,000 reflects payments received from Dog Ridge per an agreement that went into effect October 2009. Payments received to date cover the fixed costs incurred by the City. Once meter and waterlines are in place, additional costs will be charged to cover maintenance and operations.
- 5) Penalties have been budgeted at \$100,000 for FY 2016 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 2015-2016 are budgeted at \$9,186,000 which is slightly higher than the \$9,136,600 projected for FY 2014-2015. The major expense items are as follows:

- 1) Salaries and benefits total \$1,219,400 which includes:
 - a. A salary adjustment of 3% effective in October;
 - b. No new positions are being added to the Utility Fund;
 - c. Health Insurance is budgeted at \$112,500, an increase of \$30,100 from the current year projected; and
 - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$133,400 which is a slight increase over the \$130,800 budgeted for the current budget year.
- 2) The Supply category is budgeted at \$151,000, up \$4,500 from the current year's budget of \$146,500. This increase is for the addition of a diesel compacter in water operations.
- 3) The proposed budget includes \$489,400 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 \$21,700 for FY 2015-2016 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 \$475,000 which is \$25,000 more than the amount projected for the current year due to anticipated increased usage.
- 6) Contract Labor is budgeted at \$225,000. 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 \$1,785,800 to cover principal and interest payments on outstanding debt.
- 8) A total of \$2,400,000 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) The major expenses included in the miscellaneous category are as follows:
 - a. \$80,000 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;
 - d. \$80,000 is included to update the City's water master plan; and
 - e. A total of \$48,900 for amortization on advanced refundings related to the Utility Fund.
- 10) Transfers to other funds total \$1,600,000. They comprise of \$450,000 to the General Fund, \$300,000 to the Fixed Asset Fund, and \$1,300,000 to the Capital Projects Fund.

The FY 2015-2016 budget reflects decreasing the fund balance by \$3,500 for a total fund balance of \$3,720,235 which exceeds the three month operating reserve requirement of \$1,784,000.

Drainage Fund

Drainage Fund revenues are budgeted at \$780,500 for FY 2015-2016. No rate increase is proposed for the 2016 budget.

Expenses for the FY 2015-2016 budget total \$813,400, which includes the following:

- 1) Bond expense totals \$158,500 which reflects our annual amortization of the drainage certificates of obligations principal and interest payments.
- 2) Operating expenses of \$204,900 which includes the 3% salary adjustment for all employees and \$40,000 for ground maintenance.
- 3) Transfers total \$450,000 – a transfer of \$200,000 to the Fixed Asset Fund and \$250,000 to the Capital Projects Fund.

A fund balance of \$58,409 will be left in the Drainage Fund at the end of FY 2015-2016.

Sanitation Fund

Revenues in the Sanitation Fund are budgeted at \$2,076,800 for FY 2015-2016. No rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

FY 2015 Residential Garbage Rate Comparison	
Temple	\$17.54
Copperas Cove	\$18.13*
Harker Heights	\$18.33
Killeen	\$21.41
Belton	\$15.07**

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

Expenses for FY 2015-2016 are budgeted at \$2,123,200.

- 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 \$1,442,000.
- 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 \$61,441 will be left after reducing it by \$46,400 at the end of the 2016 fiscal year.

Debt Service Fund

Revenues in the Debt Service Fund total \$2,600,900 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,545,100). Expenditures total \$2,679,700 which includes \$2,649,500 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) Adequate economy;

- 2) Strong management, with “good” financial policies and practices under our Financial Management Assessment methodology, indicating financial practices exist in most areas;
- 3) Very strong budgetary flexibility with an available fund balance in fiscal 2013 of 475 of operating expenditures, or \$8.4 million.
- 4) Strong budgetary performance with positive results in the general fund of 7.1% and positive results across all governmental funds of 5.3% in fiscal 2014;
- 5) Very strong liquidity with total government available cash of 73.2% of total governmental fund expenditures;
- 6) Weak debt and contingent liability position. Total governmental fund debt service is 11.9% of total governmental fund expenditures, and net direct debt is 157.7% of total governmental fund revenues;
- 7) A strong institutional framework score.

Hotel/Motel Fund

The Hotel/Motel Fund revenues are budgeted at \$76,000 and expenditures for FY 2015-2016 are budgeted at \$91,700 which is comprised of the following:

- 1) Advertising expense of \$7,500 and \$2,500 for promotion of the arts expenses related to the Annual Food and Wine Festival. These expenses total \$10,000 which will cover the cost of reimbursement to the Harker Heights Chamber of Commerce for holding the festival.
- 2) \$5,000 for advertising of other Chamber events which will be treated as a reimbursement to the Harker Heights Chamber of Commerce.
- 3) Historical Restoration and Preservation. Land at the Comanche Gap Park was purchased in 2012 and plans to develop the park are underway. The third payment of four was made in June 2015 in the amount of \$70,138 for a total of \$210,415. The FY 2015-2016 budget includes the fourth and final payment of \$70,200.
- 4) \$6,500 is budgeted for sporting event expenses.

The ending fund balance for FY 2015-2016 is budgeted at \$21,578. 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 2015-2016 are \$69,200. Expenditures are budgeted at \$55,000 which is reimbursement to the General Fund for bailiff services, a juvenile case manager position, technology, and training expenses; and

The proposed ending fund balance for the Restricted Court Fund is \$184,578 for FY 2015-2016.

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 \$100 for an ending fund balance of \$465.

Capital Improvement Fund

Total revenues budgeted in the Capital Improvement Fund for FY 2015-2016 is \$13,249,372 and expenditures are at \$13,231,200. 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 | \$590,000 |
|---|-----------|
- 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) Comanche Gap Road Reconstruction | \$347,600 |
|-------------------------------------|-----------|

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

Water Projects:

- | | |
|--|-------------|
| 1) Cedar Knob Pump Station Upgrade | \$268,900 |
| 2) Verna Lee Pump Station Liquid Ammonium Sulfate System | \$145,800 |
| 3) Verna Lee Pump Station – Paint Exterior of 1.5MG Ground Storage | \$127,200 |
| 4) Cedar Oaks 1.0MG Standpipe Mixing System | \$164,400 |
| 5) Utility Relocation at Knights Way (FM2410) & CTE | \$1,458,400 |

Wastewater Projects:

- | | |
|---|-----------|
| 6) Warrior’s Path Lift Station Upgrade | \$290,300 |
| 7) Supervisory Control and Data Acquisition (SCADA) | \$195,000 |

Building Projects:

- | | |
|--|-------------|
| 8) City Hall Building Expansion/Renovation | \$1,600,000 |
|--|-------------|

Street Projects:

- | | |
|--------------------------------------|-------------|
| 9) Amy Lane Reconstruction | \$1,478,000 |
| 10) Comanche Gap Road Reconstruction | \$1,345,000 |

Non Bond Revenue Projects:

- | | |
|--|-------------|
| 1) Utility Relocation at Knights Way (FM2410) & CTE | \$274,500 |
| 2) Sewer Rehabilitation & Improvements | \$350,000 |
| 3) Rummel Road Lift Station Ferrous Chloride Dosing System | \$48,000 |
| 4) RAS-VFD Controller | \$19,000 |
| 5) Drainage Improvements on Tanglewood Drive | \$8,000 |
| 6) Drainage Master Plan Project Priority #2 | \$210,400 |
| 7) Parks & Recreation Center Expansion/Renovation | \$116,000 |
| 8) Central Station Architect/Design | \$100,000 |
| 9) Park Improvements | \$100,000 |
| 10) Sidewalk along/around FM3481 and Prospector | \$165,500 |
| 11) Amy Reconstruction | \$775,600 |
| 12) Sidewalks along Amy Lane | \$233,200 |
| 13) Comanche Gap Road Reconstruction | \$918,800 |
| 14) Commercial Drive Traffic Flow Roundabout | \$556,600 |
| 15) Street Projects | \$1,075,000 |

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

Community Development Block Grant Project:

- | | |
|---|-----------|
| 1) Wastewater Pipeline Rehabilitation Project | \$270,000 |
|---|-----------|

Fixed Asset Fund

Budgeted expenditures for fixed asset purchases total \$1,357,000. Some of the major items include:

1) Computer Lease	\$47,200
2) Software Licensing	\$48,200
3) Tyler Content Manager	\$58,000
4) Vehicle with Lift Gate	\$23,000
5) Renovate the dog yard at the Pet Adoption Center	\$26,300
6) Coban System (lease payment)	\$91,200
7) Patrol Vehicles (2)	\$113,600
8) Automatic Fingerprinting Machine	\$29,000
9) Fire Engine/Pumper Lease	\$100,500
10) Brush Truck	\$133,000
11) Library Books & Processing	\$90,000
12) Mower 72" (2)	\$28,800
13) Backhoe Cat 450 with Grade All Bucket	\$155,900
14) Fine Screens at Wastewater Plant	\$210,500
15) Conveyor System at Wastewater Plant	\$61,800
16) Flender Gear Drive at Wastewater Plant	\$51,200

The FY 2015-2016 Budget reflects a total of \$925,000 as transfers into the Fixed Asset Fund and expenditures of \$1,357,000 which will leave an ending balance of \$130,199.

Summary

Harker Heights' citizens and businesses have a choice in where to live or locate. In all we do, we desire to honor that choice by providing outstanding service. The fiscal year 2015-2016 budget is a reflection of that desire. It provides the resources for each City department to provide high levels of service. Personnel and equipment have been added to ensure we maintain focus on providing extraordinary service. The fiscal year 2015-2016 budget continues to provide for a quality compensation and benefits package for our employees. We are excited to present the 2015-2016 budget as it is the result of a passion to serve our citizens and businesses.

Revenues for FY 2015-2016 for all funds total \$37,845,200 and expenditures total \$49,535,000. The operating budgets are conservatively developed based on the current economy and expected trends.

Final adoption of the budget and tax rate will be September 8, 2015.

I would like to thank the City Staff and City Council for their dedication in preparing this budget document. Staff looks forward to working with the Council, citizens and businesses in realizing the City's potential.

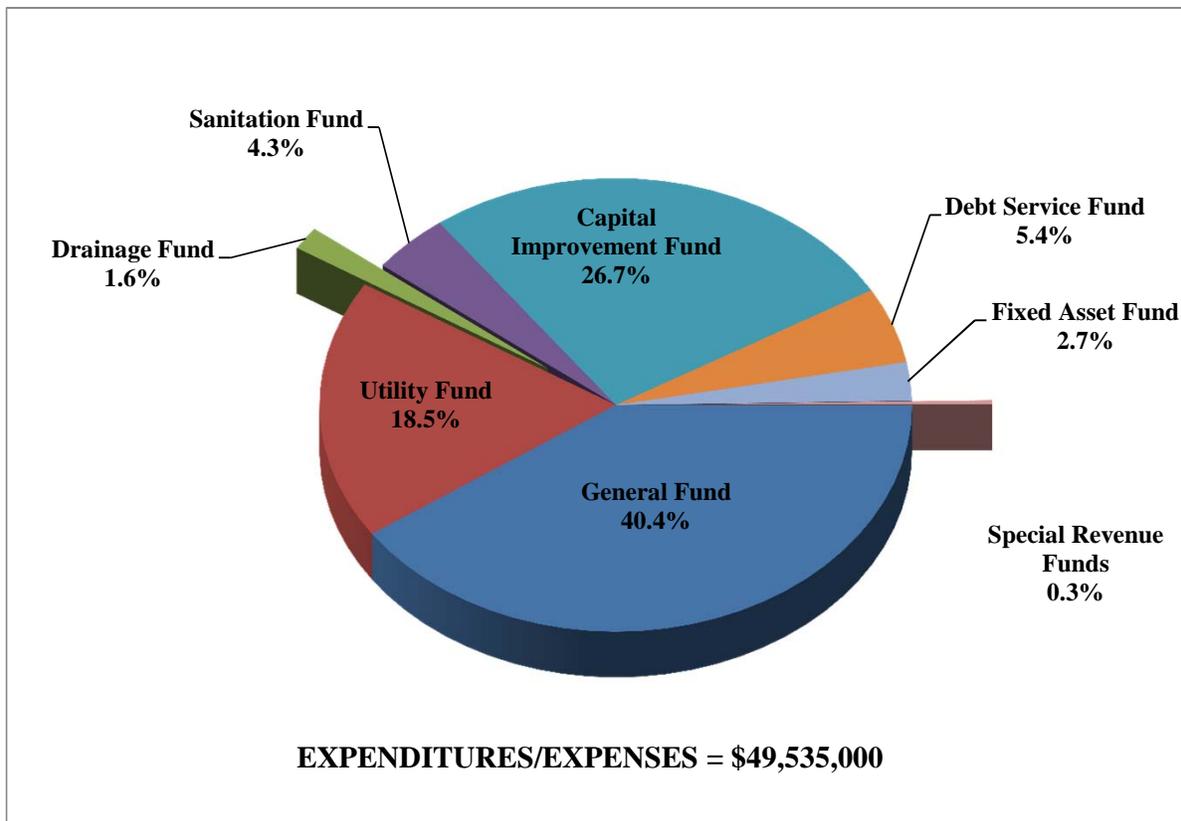
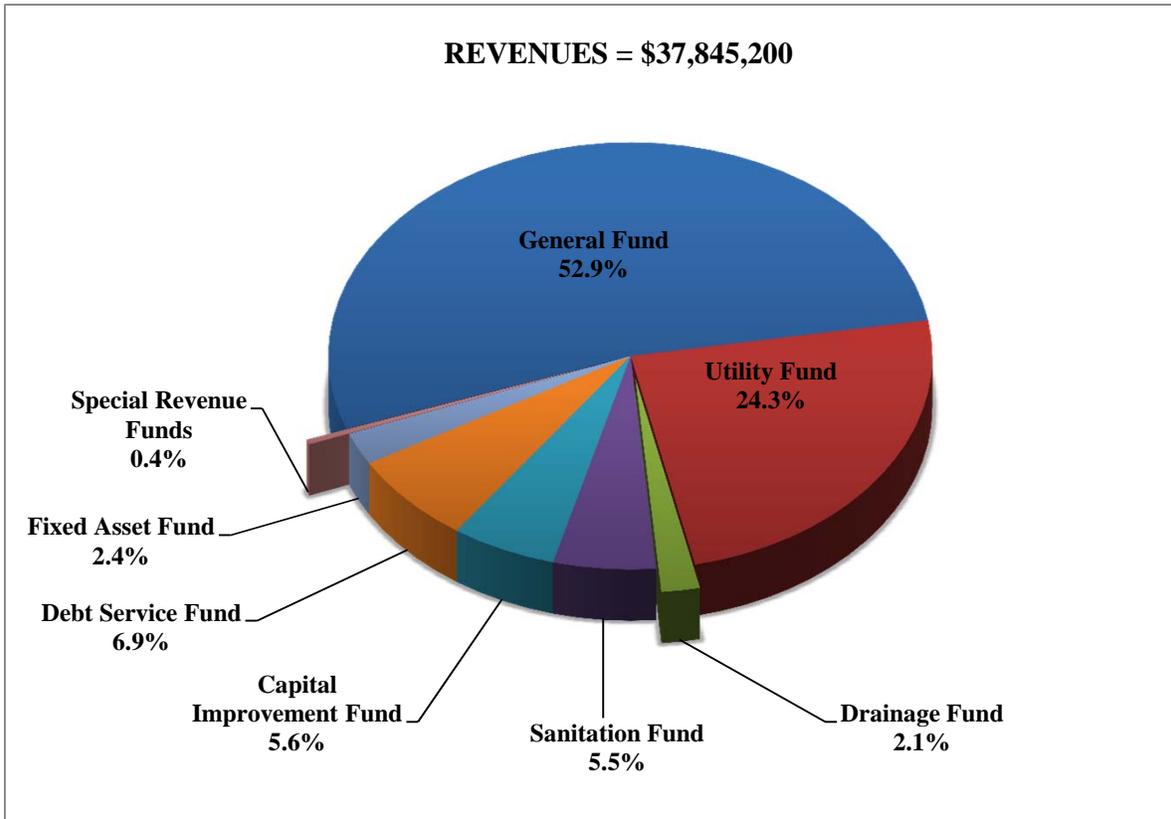
Sincerely,

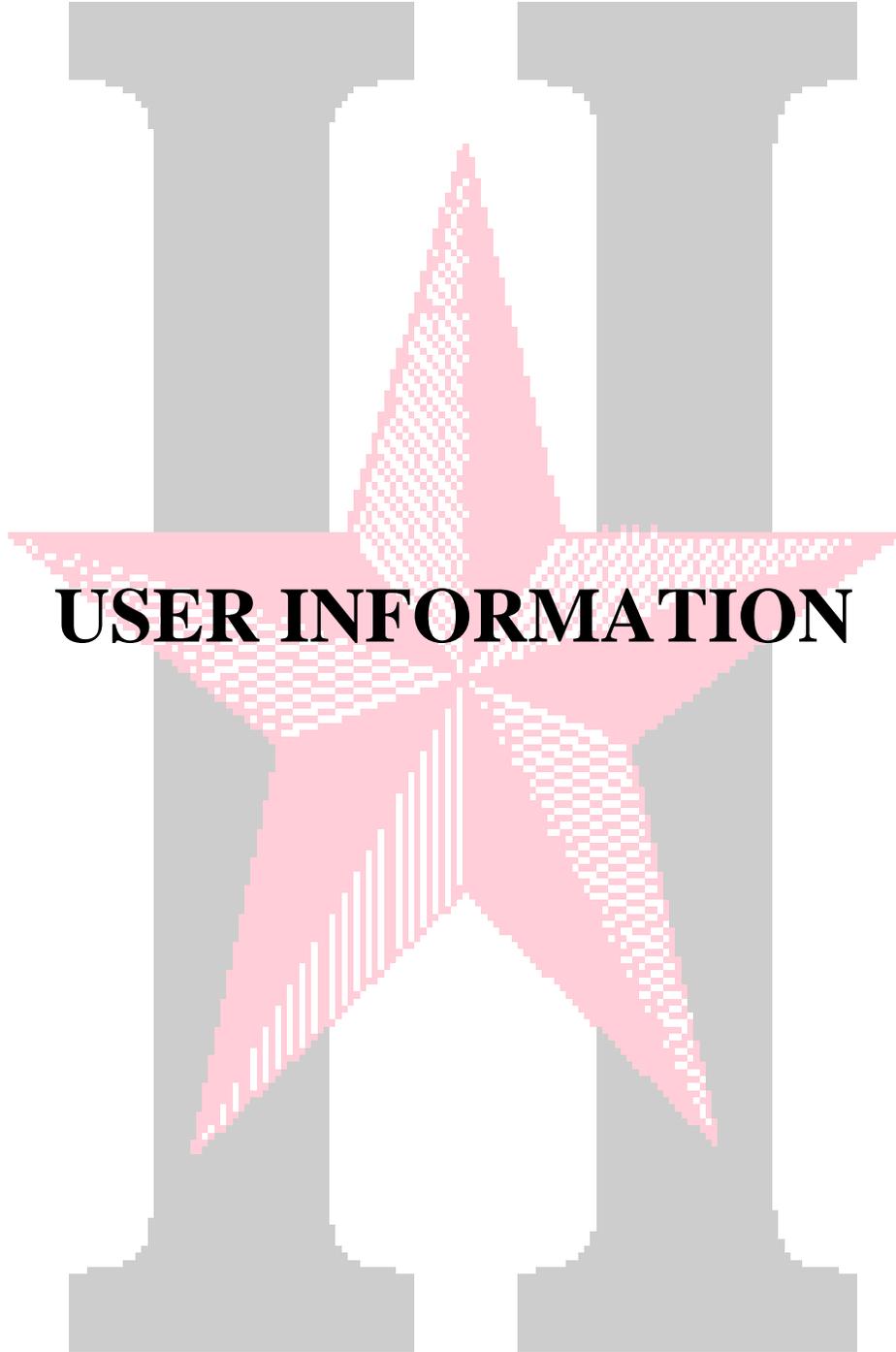


David R. Mitchell
City Manager

TOTAL REVENUES AND EXPENSES FOR FISCAL YEAR 2015-2016

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 #2015-16: Adopting and Approving the Budget for Fiscal Year 2015-2016,
 - Ordinance #2015-17: Levying a Tax Rate for the Tax Year 2015, and
 - Ordinance #2015-18: Prescribing and Setting the Fiscal Year 2015-2016 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 2015-2016 BUDGET AND TAX CALENDAR

Date Due	Event/Requirement/Action
March 25	Budget Kickoff Meeting
April 06	IT Deadline for Technology Related Fixed Asset Requests
April 24	Planning Forms Due – Capital Improvements, Fixed Assets, and Personnel Requests Line Item Worksheets and Data Input Due
May 06	Department Head Presentations of Their Top Five Fixed Asset Requests
May 29	New Outside Agency Applications and All Outside Agency Funding Requests Due
June 04 – 19	Meet with Department Heads separately on their budgets
July 28	Present Proposed Budget to the Council
August 04	Budget Workshop and Discussion Record Vote on Tax Rate
August 25	Public hearing on budget and tax rate
September 01	Public hearing on budget and tax rate
August 31	Notice of Adoption of Budget (newspaper and website)
September 08	Meeting to adopt the budget, fee schedule, and tax rate
October 15	Department narrative information due

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

AMENDING THE BUDGET: After conducting a 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 also.

CITY FUNDS

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

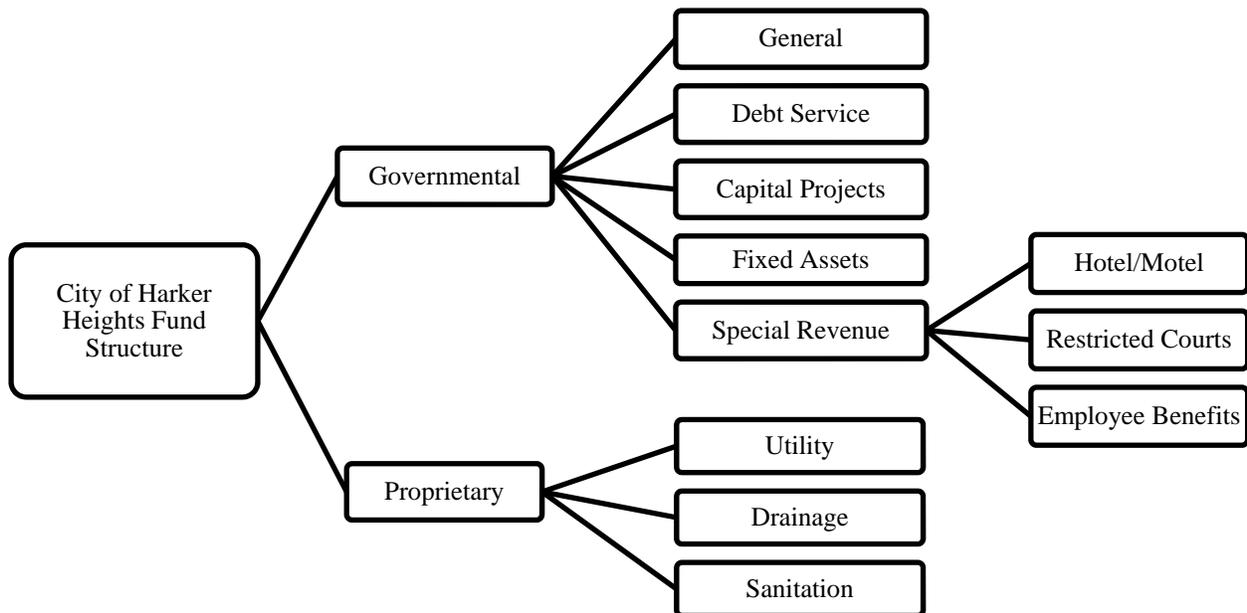
FUND/ FUND TYPE	DESCRIPTION	A	M	B	C
General/ Governmental	Accounts for all transactions not required to be accounted for in any other Fund.	Y	Y	Y	Y
Debt Service/ Governmental	Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.	Y	Y	Y	Y
Fixed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

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

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

GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		
GENERAL	SPECIAL REVENUE	UTILITY	DRAINAGE	SANITATION
City Council City Manager Assistant City Manager/ City Secretary Administration: Human Resources Information Services Municipal Court (80%) Records Management Finance: Accounts Payable Accounts Receivable Auditing Budget Cash Management & Investments Grant Reporting Payroll Purchasing Water Admin (30%) Police: Administration Community Services Criminal Investigations Patrol Planning/Development: Building Inspection Code Enforcement Geographical Information System Planning Fire: Administration Prevention Operations Library Parks & Recreation: Athletic Activities Recreation Activities Parks and Public Grounds Special Events Public Works: Drainage (17%) Streets (85%)	Restricted Courts: Municipal Court (20%)	Public Works: Streets (10%) Water Admin (70%) Water Operations Wastewater	Public Works: Drainage	Public Works: Sanitation

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



BUDGET BASIS

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

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

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

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

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

FINANCIAL AND BUDGET POLICIES

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

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**

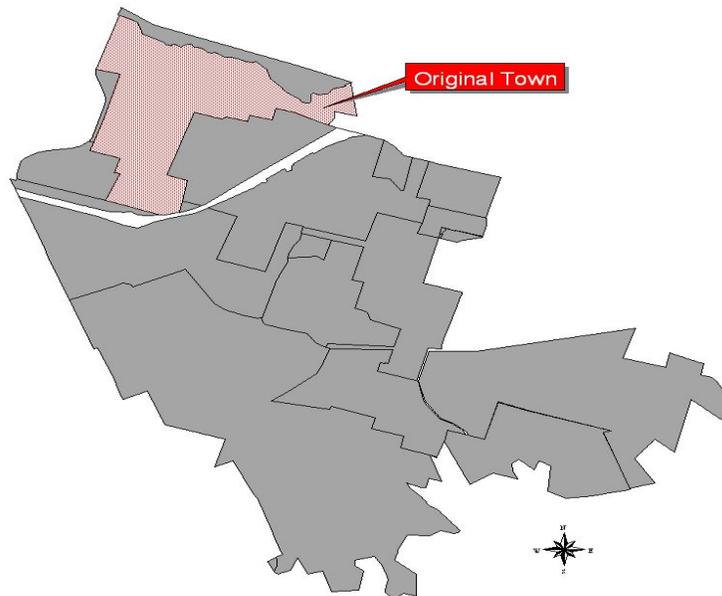
HISTORY OF HARKER HEIGHTS

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.

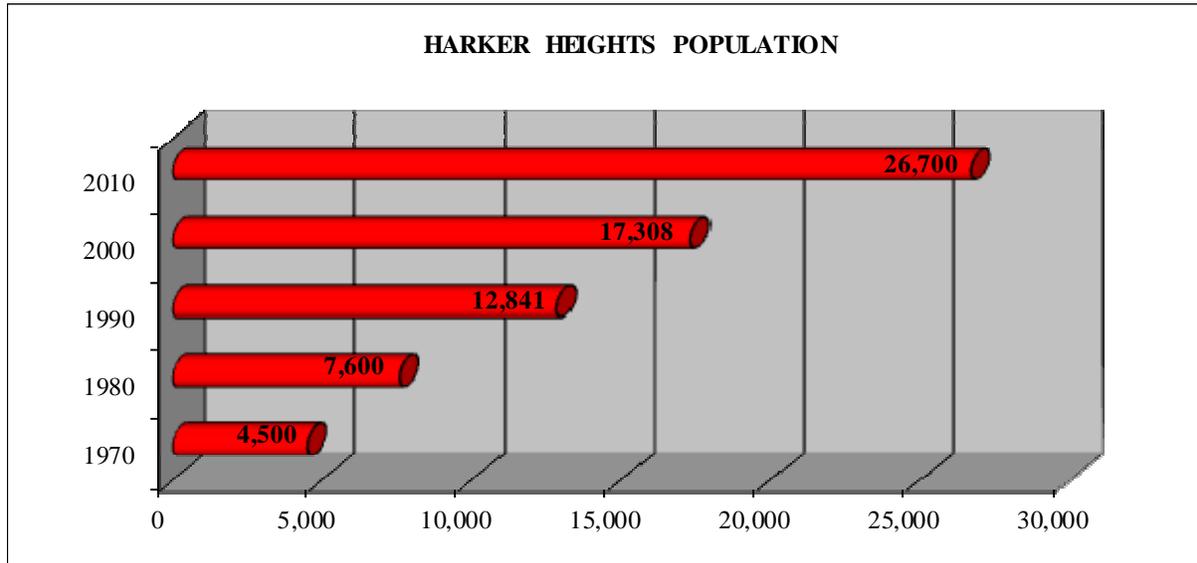


(Source: Mapquest and AltaMap)

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:

2013 Total Income	\$16,727,204,000
2013 Per Capita Income	\$39,520

LMCI TRACER/TX Workforce Commission, Harker Heights:

2014 Average Unemployment Rate	5.6%
--------------------------------	------

Bell County Appraisal District, Harker Heights:

2015 Market Value	\$1,855,709,426
2014 Net Taxable Value	\$1,653,988,247
2014 Net Taxable Value, New Property	\$44,021,357
2015 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	2015 Accountability Rating	Number of Distinction Designations Earned	Class of 2014 Graduation Rate
Harker Heights Elem.	Met Standard	3 of 5	-
Mountain View Elem.	Met Standard	2 of 5	-
Skipcha Elem.	Met Standard	0 of 5	-
Eastern Hills Middle	Met Standard	0 of 7	-
Union Grove Middle	Met Standard	0 of 7	-
Harker Heights High	Met Standard	0 of 7	97.3%

(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 2013	Fall 2014	2012-13	2013-14
Central Texas College (Killeen)	84,568	80,514	3,034	3,885
Texas A&M Central Texas	2,406	n/a	704	n/a
University of Mary Hardin-Baylor	3,492	3,733	609	730
Temple College	5,506	5,197	735	719
University of Texas, Austin	52,059	51,313	13,616	13,982

(Source: School's website, 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. It offers direct, non-stop commercial airline service daily via American (flying to/from Dallas/Fort Worth International Airport), United (flying to/from George Bush Intercontinental Airport in Houston), and Delta (flying to/from Hartsfield-Jackson International Airport in Atlanta, Georgia).

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	Century Link	
		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	1.9 Million Gallons	

**CITY OF HARKER HEIGHTS
MISCELLANEOUS STATISTICS**

Date of Incorporation: 1960

Form of Government: Home Rule

	Sep 2015	Sep 2014	Sep 2013	Sep 2012	Sep 2011
Number of employees (excluding police and fire):					
Classified	106	100	99	96	95
Exempt	18	18	18	18	18
Area in square miles	15.4	15.4	15.4	15.4	15.4
Name of Government Facilities and Services:					
Miles of streets	145.64	144.16	140.00	166.49	164.65
Number of street lights	1,445	1,438	1,141	1,262	1,275
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	8	8	7	6	8
Park acreage	194	194	194	177	194
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	199,529	166,256	165,405	152,117	146,130
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	45	44	44	44	44
Number of calls answered	4,049	3,547	3,627	3,643	3,405
Number of inspections conducted	600	800	933	540	561
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	61	63	63	63	62
Number of patrol units	20	20	17	17	33
Number of trailers	3	3	3	3	3
Number of law violations:					
Physical arrests	1,173	1,496	1,320	1,593	1,528
Traffic violations	3,916	8,126	8,800	8,776	7,989
Parking violations	42	27	58	139	30
Sewage System:					
Miles of sanitary sewers	130.36	125.92	121.43	120.62	116.97
Miles of storm sewers	9.5	9.5	9	9	8.5
Number of treatment plants	1	1	1	1	
Number of service connections	8,959	8,842	8,586	8,580	8,314
Daily average treatment in gallons	1,940,000	1,790,000	1,880,000	1,760,000	1,900,000
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	179.13	177.55	172.66	171.13	168.06
Number of service connections	10,384	10,006	9,666	9,740	9,533
Number of fire hydrants	1,102	1,101	1,090	1,080	1,060
Daily average consumption in gallons	4,000,000	3,953,600	4,325,315	4,534,268	4,939,500
Maximum daily capacity of plant in gallons	13,500,000	13,500,000	13,500,000	13,500,000	10,000,000
Facilities and services not included in the primary government:					
Education:					
Number of elementary schools	3	3	3	3	3
Number of elementary school instructors	178	170	115	154	n/a
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	243	243	236	237	n/a

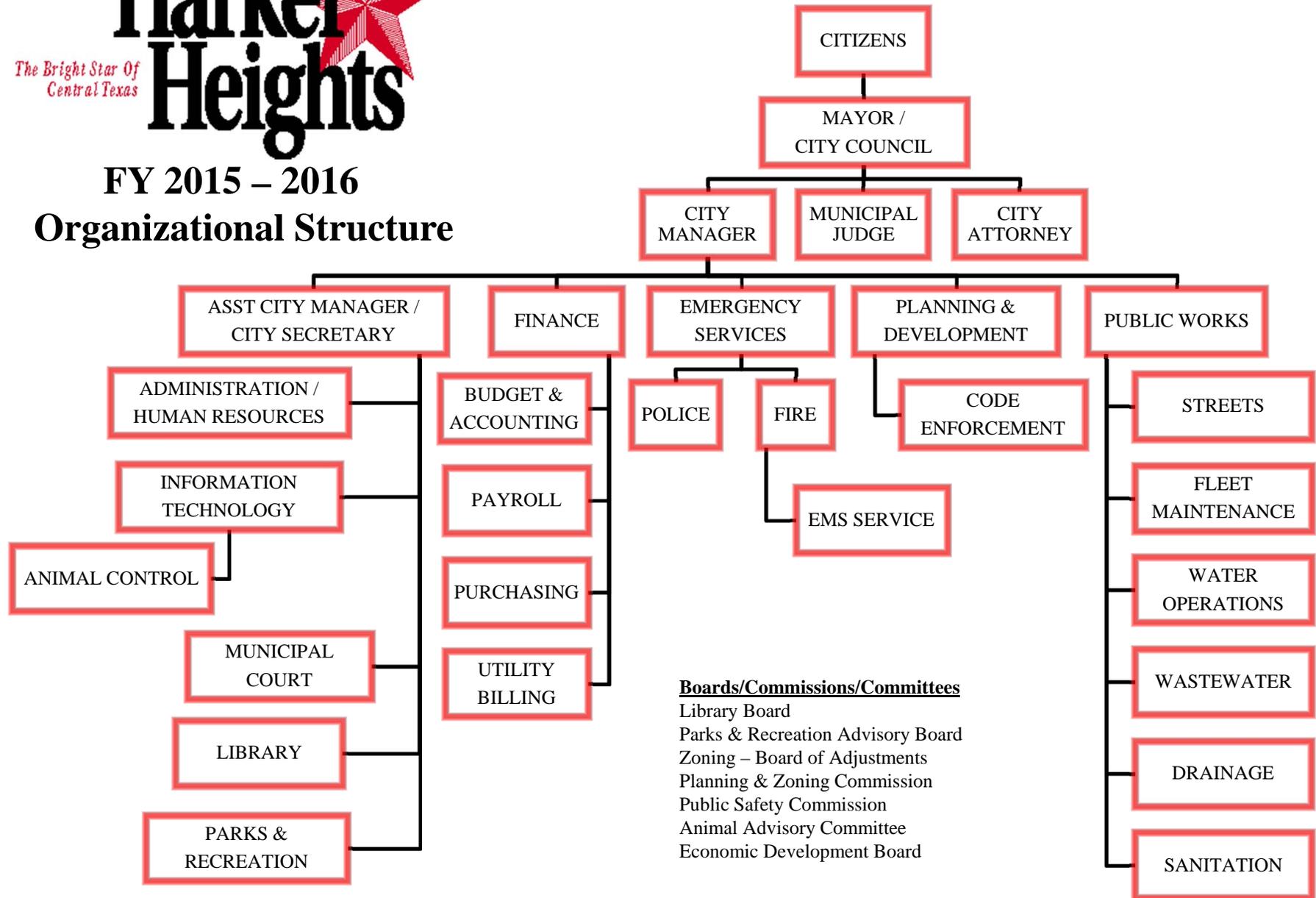


PERSONNEL



FY 2015 – 2016

Organizational Structure



CITY OF HARKER HEIGHTS PERSONNEL

NUMBER OF FULL-TIME POSITIONS BY DEPARTMENT

	FY 2013-14	FY 2014-15	FY 2015-16
Administration	9	9	10
Finance	8	8	8
Pet Adoption Center	0	5	6
Police	61	59	60
Municipal Courts	9	9	9
Development & Planning	4	4	4
Code Enforcement	5	5	5
Fire Administration	4	4	4
Fire Operations	39	40	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	10	10
Wastewater	8	8	8
Drainage	3	3	3
Sanitation	1	1	1
	209	214	217

NUMBER OF PART-TIME POSITIONS BY DEPARTMENT

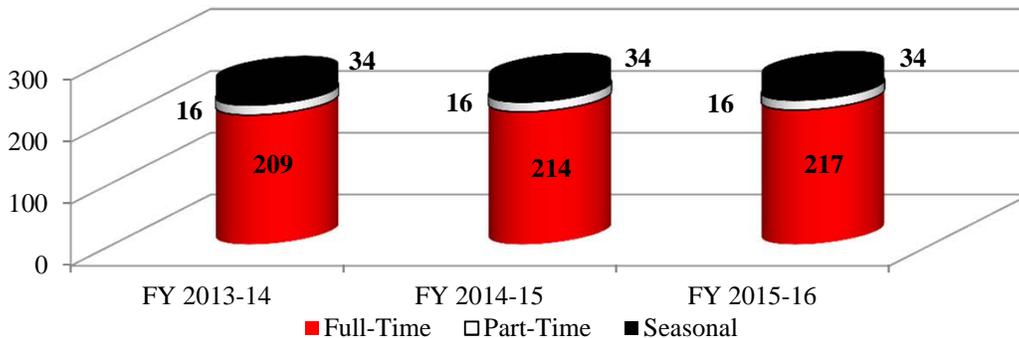
	FY 2013-14	FY 2014-15	FY 2015-16
Police	2	2	2
Municipal Courts	1	1	1
Fire Administration	1	1	1
Library	7	7	7
Parks & Recreation	5	5	5
	16	16	16

NUMBER OF SEASONAL POSITIONS BY DEPARTMENT

	FY 2013-14	FY 2014-15	FY 2015-16
Library	2	2	2
Parks & Recreation	32	32	32
	34	34	34
TOTAL POSITIONS	259	264	267

CHANGES IN PERSONNEL

Additions to City Staff during the 2016 fiscal year include an Information Technology Analyst that will begin in the Administration Department in October 2015, a Pet Adoption Center Coordinator will be added to Pet Adoption Center Department in March 2016, and a Sergeant in the Police Department in July 2016.



PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2013-14	FY 2014-15	FY 2015-16
ADMINISTRATION DEPARTMENT			
Full-Time:			
City Manager	1	1	1
Assistant City Manager/City Secretary	1	1	1
Human Resource Director	1	1	1
Information Services Director	1	1	1
Information Technology Analyst	0	0	1
Senior System Support Specialist	0	1	1
Computer Support Technician	1	0	0
Administrative Assistant	1	1	1
Human Resource Coordinator	1	1	1
Records Management Coordinator	1	1	1
Human Resource Clerk	1	1	1
Total Administration Department	9	9	10
FINANCE DEPARTMENT			
Full-Time:			
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Finance Coordinator	1	1	1
Payroll Specialist	1	1	1
Account Clerk	1	1	1
Utility Billing Clerk	2	2	2
Customer Service Clerk	1	1	1
Total Finance Department	8	8	8
PET ADOPTION CENTER			
Full-Time:			
Pet Adoption Center Manager	0	1	1
Pet Adoption Center Supervisor	0	1	1
Pet Adoption Center Coordinator	0	0	1
Animal Control Officer	0	3	3
	0	5	6
POLICE DEPARTMENT			
Full-Time:			
Police Chief	1	1	1
Deputy Police Chief	0	1	1
Lieutenant	3	3	3
Detective	4	4	4
Sergeant	6	6	7
Corporal	6	6	6
Police Officers	28	29	29
Social Worker	1	1	1
Call Taker	5	5	5
Administrative Assistant/Clerk	2	2	2

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2013-14	FY 2014-15	FY 2015-16
POLICE DEPARTMENT, continued			
Records Clerk	1	1	1
Animal Control Officer	4	0	0
<i>Subtotal</i>	<i>61</i>	<i>59</i>	<i>60</i>
Part-Time:			
Call Taker (PT)	2	2	2
Total Police Department	63	61	62

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>	<i>9</i>	<i>9</i>	<i>9</i>
Part-time:			
Customer Service Clerk	1	1	1
Total Municipal Courts Department	10	10	10

DEVELOPMENT & PLANNING DEPARTMENT

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

CODE ENFORCEMENT DEPARTMENT

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

FIRE ADMINISTRATION DEPARTMENT

Full-Time:			
Fire Chief	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1
Fire Prevention Officer	1	1	1
Administrative Assistant	1	1	1
<i>Subtotal</i>	<i>4</i>	<i>4</i>	<i>4</i>

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2013-14	FY 2014-15	FY 2015-16
FIRE ADMINISTRATION DEPARTMENT, continued			
Part-Time:			
Billing Clerk (PT)	1	1	1
Total Fire Administration Department	5	5	5

FIRE OPERATIONS DEPARTMENT

Full-Time:			
Deputy Fire Chief	1	1	1
Captain - Firefighter/Paramedic	3	3	3
Lieutenant - Firefighter/Paramedic	3	3	3
Firefighter/Paramedic/EMT	26	27	27
Firefighter/Paramedic/EMT Driver/Pump Operator	6	6	6
Total Fire Operations Department	39	40	40

LIBRARY DEPARTMENT

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

PARKS & RECREATION DEPARTMENT

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

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2013-14	FY 2014-15	FY 2015-16
PARKS & RECREATION DEPARTMENT, continued			
Part-Time:			
Recreation Aide (PT)	5	5	5
Seasonal:			
Spring Break Day Camp Worker	3	3	3
Summer Day Camp Leader	2	2	2
Summer Day Camp Assistants	8	8	8
Ball Crew	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>32</i>	<i>32</i>	<i>32</i>
Total Parks & Recreation Department	66	66	66
PUBLIC WORKS DEPARTMENT			
Full-Time:			
Public Works Director	1	1	1
Utilities Superintendent	1	1	1
Administrative Assistant	1	1	1
Total Public Works Department	3	3	3
STREET DEPARTMENT			
Full-Time:			
Sign Supervisor	1	1	1
Heavy Equipment Operator	3	3	3
Light Equipment Operator	3	3	3
Total Street Department	7	7	7
MAINTENANCE DEPARTMENT			
Full-Time:			
Maintenance Supervisor	1	1	1
Welder	1	1	1
Mechanic	1	1	1
Mechanic's Helper	1	1	1
Total Maintenance Department	4	4	4
WATER OPERATIONS DEPARTMENT			
Full-Time:			
Water Field Supervisor	1	1	1
Crew Leader	1	1	1
Maintenance Technician I	3	3	3
Water Service Worker	4	4	4
WATER OPERATIONS DEPARTMENT, continued			
Inventory/Line Locator	0	1	1
Total Water Operations Department	9	10	10

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

FY 2013-14 FY 2014-15 FY 2015-16

WASTEWATER DEPARTMENT

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
Total Wastewater Department	8	8	8

DRAINAGE DEPARTMENT

Full-Time:

Drainage/Street Supervisor	1	1	1
Light Equipment Operator	2	2	2
Total Drainage Department	3	3	3

SANITATION DEPARTMENT

Full-Time:

Maintenance Technician I	1	1	1
Subtotal	1	1	1

TOTAL ALL DEPARTMENTS	259	264	267
------------------------------	------------	------------	------------

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

CITY COUNCIL

Rob Robinson Mayor
Pat Christ..... Mayor Protempore
Hal Schiffman Council Member
Steve Carpenter Council Member
John Reider Council Member
Jody Nicholas..... 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 S. 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>
Michael T. Johnson.....	2016
Jan Anderson.....	2016
Larry Robison	2016
Noel Webster	2016
Michael Schulte	2017
Jeff Orlando	2017
Neal Wendele.....	2018
Jeff Petzke.....	2018
Joseph Clever III.....	2018

VACANT – 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>
David L. Brown	2016
Chris Diem.....	2016
Brian Brannock.....	2016
Carl Ford.....	2017
Dietrich H. Weiss.....	2017

VACANT – Alternate #1

VACANT – Alternate #2

VACANT – Alternate #3

VACANT – Alternate #4

PUBLIC SAFETY COMMISSION

<u>Name</u>	<u>Term Expires</u>
James A. Endicott Jr.	2016
Steven L. Hoskins	2017
Jack Palmer	2017
John Footman.....	2018
Jennifer McCann.....	2018

Ben Wetzel – Alternate #1

Jerris Mapes – Alternate #2

LIBRARY BOARD

<u>Name</u>	<u>Term Expires</u>
Julianna Greene.....	2016
Peggy L. Murphey	2016
Cheryl Lyn Sandbakken.....	2016
Jeannette H. Dreher.....	2017
Consuelo Samarripa.....	2017
Shelley Huckins	2017
Richard D. Lamb.....	2018

Penelope E. Szeman – Alternate #1

VACANT – Alternate #2

PARKS & RECREATION ADVISORY BOARD

<u>Name</u>	<u>Term Expires</u>
Ursula Pirtle	2016
Eva Keagle.....	2016
Margaret A. Cleghorn	2018
Angie Wilson	2018
Jennifer McCann.....	2018
Patrick W. Kerr	2018

Branden C. Mann – Alternate #1

VACANT – Alternate #2

ANIMAL ADVISORY COMMITTEE

<u>Name</u>	<u>Term Expires</u>
Alberta Musgrove	2016
Jessica Giese	2016
George N. Grammas	2017
Dr. Brad Buckley	2019
Sue Wilson.....	2019

Finni Dirr – Alternate #1

Patricia Darnell – Alternate #2

Anna D. Rinehart – 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	Employee Ben Trust	Total	Grand Total
Unallocated Reserve as of 9/30/2014	8,218	300	13,562	106	22,186	4,159	80	160	4,399	189	216	0	405	26,990
<u>PROJECTED:</u>														
2014-15 Revenues	19,509	1,304	2,555	9,134	32,502	8,701	765	2,016	11,482	75	69	0	144	44,128
2014-15 Expenditures	19,212	1,042	4,993	9,157	34,404	9,136	754	2,068	11,958	227	115	0	342	46,704
Addition to (Use of) Fund Balance	297	262	(2,438)	(23)	(1,902)	(435)	11	(52)	(476)	(152)	(46)	0	(198)	(2,576)
Estimated Unallocated Reserve as of 9/30/2015	8,515	562	11,124	83	20,284	3,724	91	108	3,923	37	170	0	207	24,414
<u>ADOPTED:</u>														
2015-16 Revenues	20,009	925	2,125	2,601	25,660	9,182	781	2,077	12,040	76	69	0	145	37,845
2015-16 Expenditures	19,998	1,357	13,231	2,680	37,266	9,186	813	2,123	12,122	92	55	0	147	49,535
Addition to (Use of) Fund Balance	11	(432)	(11,106)	(79)	(11,606)	(4)	(32)	(46)	(82)	(16)	14	0	(2)	(11,690)
Estimated Unallocated Reserve as of 9/30/2016	8,526	130	18	4	8,678	3,720	59	62	3,841	21	184	0	205	12,724
Less Restricted Funds:														
Restricted Reserve Requirement	(4,836)				(4,836)	(1,784)			(1,784)	(21)	(184)		(205)	(205)
Total Unrestricted Funds	3,690	130	18	4	3,842	1,936	59	62	2,057	0	0	0	0	5,899

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

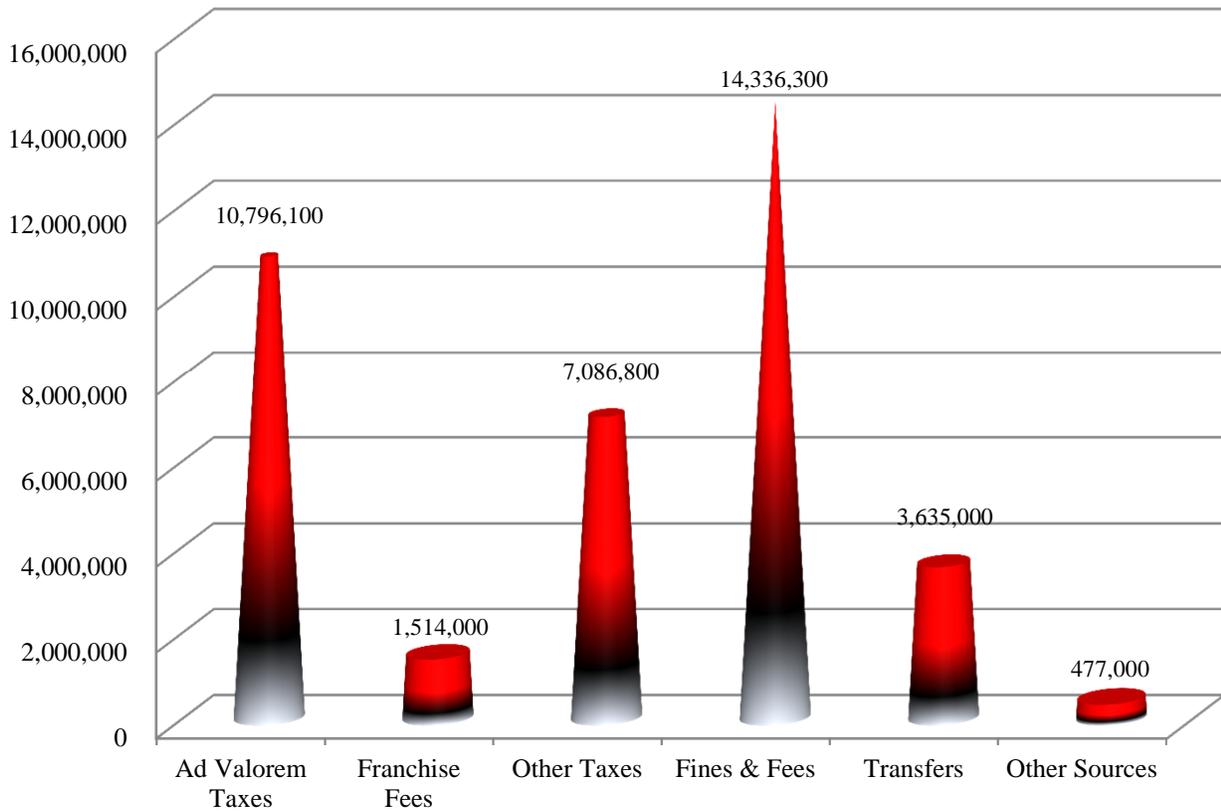
(Graphs displaying the percentage of total budget for each category are on the next page.)

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS			SPECIAL REVENUE FUNDS			ALL FUNDS
	General	Fixed Asset	Capital Improv	Debt Service	Utility	Drainage	Sanitation	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Grand Total
BEGINNING FUND BALANCE											
PROJECTED AS OF 9/30/15	8,514,687	562,199	11,124,300	82,725	3,723,735	91,309	107,841	37,278	170,378	365	24,414,817
SOURCES:											
Ad Valorem Taxes	8,251,000	0	0	2,545,100	0	0	0	0	0	0	10,796,100
Franchise Fees	1,364,000	0	0	0	0	0	150,000	0	0	0	1,514,000
Other Taxes	7,011,000	0	0	0	0	0	0	75,800	0	0	7,086,800
Licenses & Permits	335,000	0	0	0	0	0	0	0	0	0	335,000
Fines & Fees	2,060,000	0	0	0	9,166,500	780,300	1,925,500	0	69,000	0	14,001,300
Interest	30,000	0	5,000	800	10,000	200	300	200	200	100	46,800
Transfers	805,000	925,000	1,850,000	55,000	0	0	0	0	0	0	3,635,000
Grants	0	0	270,000	0	0	0	0	0	0	0	270,000
Miscellaneous	153,200	0	0	0	6,000	0	1,000	0	0	0	160,200
TOTAL SOURCES	20,009,200	925,000	2,125,000	2,600,900	9,182,500	780,500	2,076,800	76,000	69,200	100	37,845,200
USES:											
Personnel Service	14,478,200	0	0	0	1,219,400	125,800	50,900	0	0	0	15,874,300
Supplies	790,700	0	0	0	151,000	17,500	2,000	0	0	0	961,200
Maintenance	551,000	0	0	0	489,400	46,500	2,000	0	0	0	1,088,900
Insurance	153,800	0	0	0	21,700	1,900	800	0	0	0	178,200
Services	2,137,400	0	0	0	801,800	8,700	1,595,500	0	0	0	4,543,400
Miscellaneous	616,200	0	0	30,200	2,666,900	4,500	47,000	91,700	0	0	3,456,500
Capital Improvement Projects	0	0	13,231,200	0	0	0	0	0	0	0	13,231,200
Reserves/Transfers	1,270,500	1,357,000	0	0	2,050,000	450,000	425,000	0	55,000	0	5,607,500
Debt Services	0	0	0	2,649,500	1,785,800	158,500	0	0	0	0	4,593,800
TOTAL USES	19,997,800	1,357,000	13,231,200	2,679,700	9,186,000	813,400	2,123,200	91,700	55,000	0	49,535,000
ESTIMATED ADDITION (USE)											
FUND BALANCE 9/30/16	11,400	(432,000) ¹	(11,106,200) ²	(78,800)	(3,500)	(32,900)	(46,400)	(15,700)	14,200	100	(11,689,897)
PROJECTED ENDING FUND											
BALANCE AS OF 9/30/15	8,526,087	130,199	18,100	3,925	3,720,235	58,409	61,441	21,578	184,578	465	12,725,017

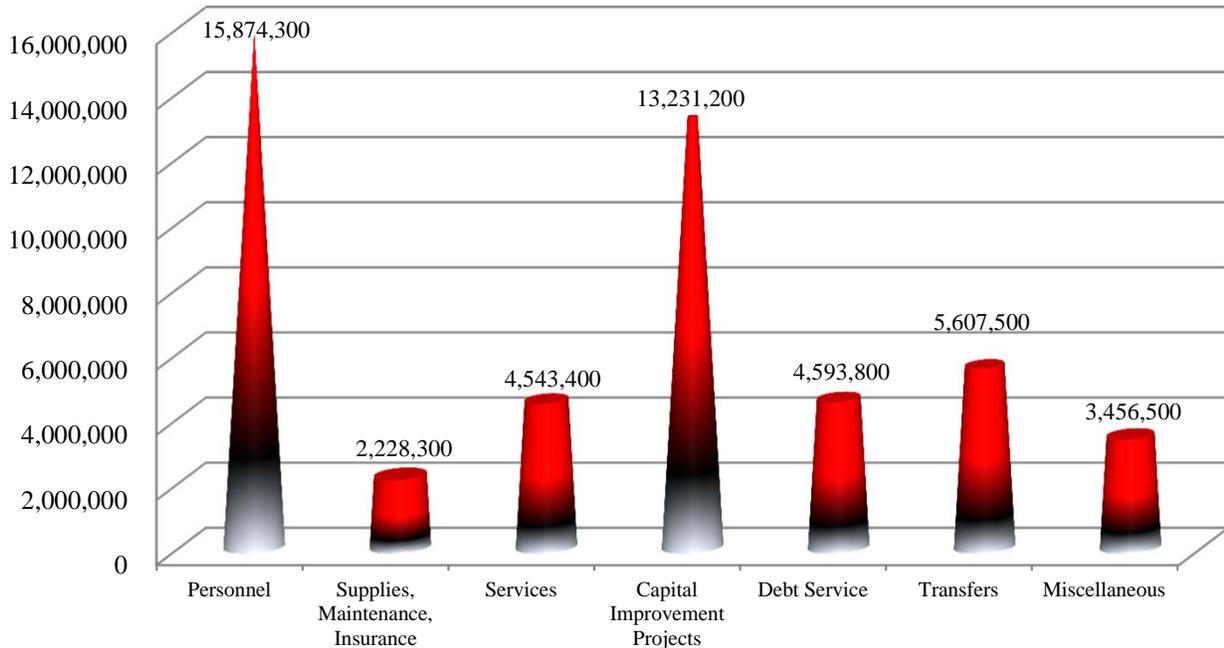
¹ Since transfers into the Fixed Asset Fund are less than the expenses planned, the City will use \$432,000 of Fixed Asset Fund's fund balance to purchase equipment, computers, and vehicles for the City.

² As projects funded by bonds issued in the prior fiscal year get started, \$11,106,200 of the Capital Improvement Fund's fund balance will be used during the 2016 fiscal year.

TOTAL REVENUES FOR ALL FUNDS
 Total Fines & Fees exceed Ad Valorem Taxes by \$3,540,200.



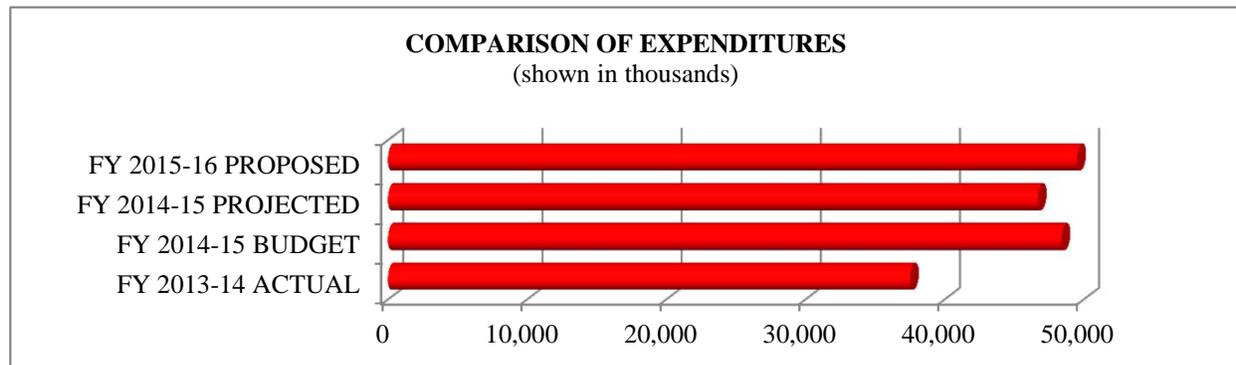
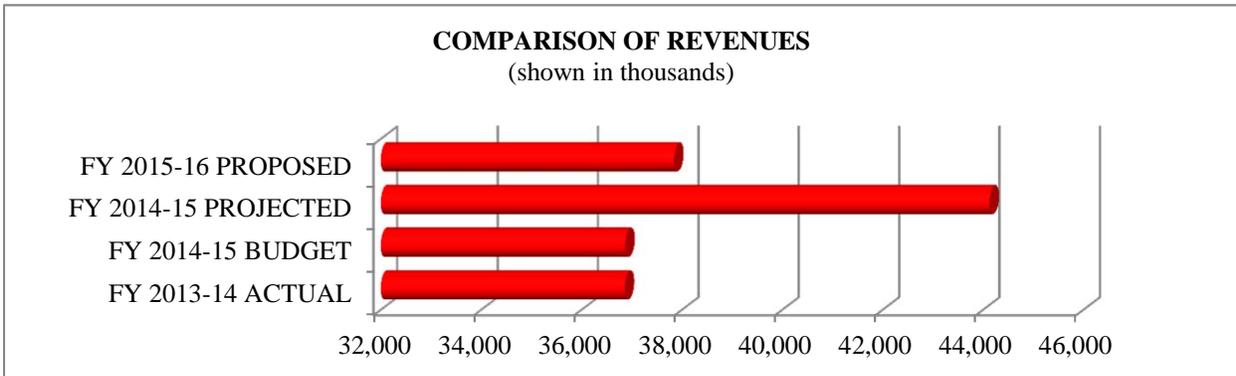
TOTAL EXPENDITURES FOR ALL FUNDS
 Personnel and Capital Improvement Projects are major expense categories for the City.



BUDGET SUMMARY - ALL FUNDS

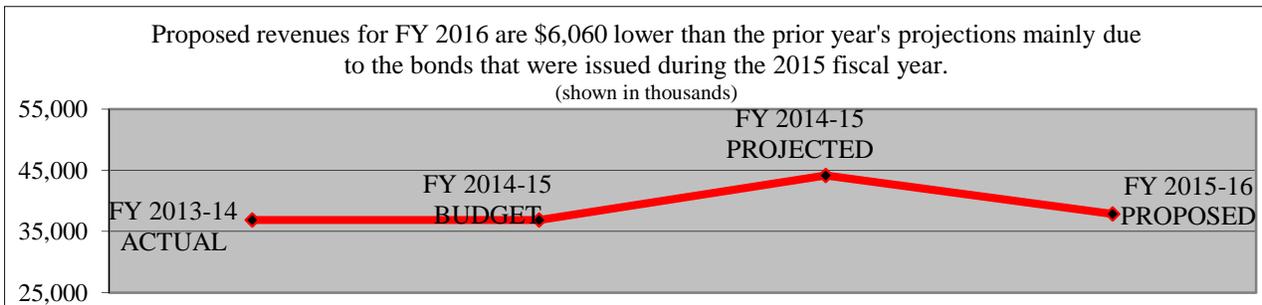
	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 PROJECTED	FY 2015-16 PROPOSED BUDGET
REVENUES				
General Fund	19,118,035	18,997,400	19,508,900	20,009,200
Utility Fund	8,597,615	9,421,400	8,701,400	9,182,500
Drainage Fund	774,898	765,100	765,200	780,500
Sanitation Fund	1,966,237	2,006,900	2,015,700	2,076,800
Capital Improvement Fund	2,655,083	2,155,000	2,555,000	2,125,000
Debt Service Fund	2,682,877	2,564,700	9,134,100	2,600,900
Fixed Asset Fund	875,000	804,300	1,304,300	925,000
Hotel/Motel Fund	99,758	70,100	75,000	76,000
Restricted Courts Fund	91,816	88,100	69,200	69,200
Employee Benefits Trust Fund	108	60	100	100
TOTAL REVENUES	36,861,427	36,873,060	44,128,900	37,845,200

EXPENDITURES				
General Fund	18,084,242	18,892,700	19,212,500	19,997,800
Utility Fund	9,182,171	9,411,500	9,136,600	9,186,000
Drainage Fund	697,471	759,700	753,900	813,400
Sanitation Fund	1,971,090	2,035,000	2,067,500	2,123,200
Capital Improvement Fund	3,928,646	13,444,300	4,992,900	13,231,200
Debt Service Fund	2,638,349	2,615,500	9,157,400	2,679,700
Fixed Asset Fund	841,791	1,029,200	1,042,500	1,357,000
Hotel/Motel Fund	115,810	105,200	227,200	91,700
Restricted Courts Fund	65,000	119,300	115,300	55,000
Employee Benefits Trust Fund	0	0	0	0
TOTAL EXPENDITURES	37,524,570	48,412,400	46,705,800	49,535,000



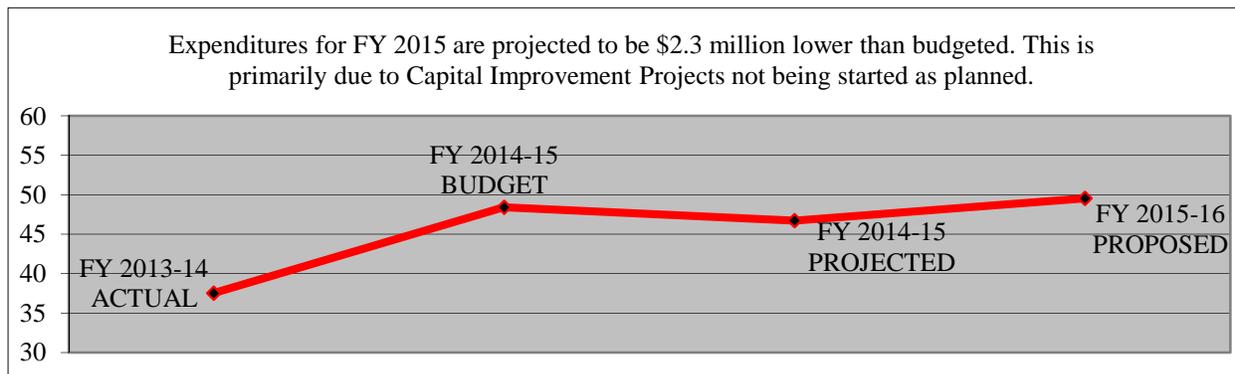
DETAILED COMPARISON OF REVENUES

	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 PROJECTED	FY 2015-16 PROPOSED BUDGET
AD VALOREM TAX				
General Fund	7,682,846	7,941,200	7,941,200	8,251,000
Debt Service Fund	2,482,341	2,463,700	2,463,700	2,545,100
	10,165,187	10,404,900	10,404,900	10,796,100
FRANCHISE FEES				
General Fund	1,312,072	1,356,000	1,351,600	1,364,000
Sanitation Fund	139,795	139,100	145,000	150,000
	1,451,867	1,495,100	1,496,600	1,514,000
OTHER TAXES				
General Fund	6,206,824	6,159,000	6,795,000	7,011,000
Special Revenue Funds	99,634	70,000	74,800	75,800
	6,306,458	6,229,000	6,869,800	7,086,800
LICENSES, PERMITS, FINES & FEES				
General Fund	2,885,668	2,540,000	2,335,000	2,395,000
Utility Fund	8,582,765	9,405,400	8,685,400	9,166,500
Drainage Fund	741,601	765,000	765,000	780,300
Sanitation Fund	1,825,101	1,866,600	1,869,400	1,925,500
Special Revenue Funds	91,671	88,000	69,000	69,000
	14,126,806	14,665,000	13,723,800	14,336,300
INTEREST INCOME				
General Fund	25,938	25,000	30,000	30,000
Utility Fund	9,617	10,000	10,000	10,000
Drainage Fund	139	100	200	200
Sanitation Fund	263	200	300	300
Capital Improvement Fund	5,083	5,000	5,000	5,000
Debt Service Fund	536	1,000	800	800
Special Revenue Funds	377	260	500	500
	41,953	41,560	46,800	46,800
TRANSFERS & MISCELLANEOUS				
General Fund	1,004,687	976,200	1,056,100	958,200
Utility Fund	5,233	6,000	6,000	6,000
Drainage Fund	33,158	0	0	0
Sanitation Fund	1,078	1,000	1,000	1,000
Debt Service Fund	200,000	100,000	100,000	55,000
Fixed Asset Fund	875,000	804,300	1,304,300	925,000
Capital Improvement Fund	2,650,000	2,150,000	2,550,000	2,120,000
Special Revenue Funds	0	0	0	0
	4,769,156	4,037,500	5,017,400	4,065,200
BONDS ISSUED				
Debt Service Fund	0	0	6,569,600	0
	0	0	6,569,600	0
TOTAL REVENUES	36,861,427	36,873,060	44,128,900	37,845,200



DETAILED COMPARISON OF EXPENDITURES

	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 PROJECTED	FY 2015-16 PROPOSED BUDGET
PERSONNEL SERVICE				
General Fund	12,688,195	13,611,200	13,074,400	14,478,200
Utility Fund	1,065,169	1,139,200	1,072,400	1,219,400
Drainage Fund	118,705	119,700	119,400	125,800
Sanitation Fund	44,093	44,100	53,700	50,900
	13,916,162	14,914,200	14,319,900	15,874,300
SUPPLIES & MAINTENANCE				
General Fund	1,190,335	1,306,600	1,243,000	1,341,700
Utility Fund	609,268	614,000	642,500	640,400
Drainage Fund	41,209	64,000	59,000	64,000
Sanitation Fund	3,891	5,000	2,500	4,000
	1,844,703	1,989,600	1,947,000	2,050,100
INSURANCE & SERVICES				
General Fund	2,152,180	2,292,200	2,158,000	2,291,200
Utility Fund	713,290	767,600	790,500	823,500
Drainage Fund	5,668	10,400	9,900	10,600
Sanitation Fund	1,486,442	1,518,900	1,544,300	1,596,300
	4,357,580	4,589,100	4,502,700	4,721,600
DEBT SERVICE				
Utility Fund	1,405,190	1,839,400	1,799,900	1,785,800
Drainage Fund	139,393	161,100	161,100	158,500
Debt Service Fund	2,610,826	2,588,500	2,513,700	2,649,500
	4,155,409	4,589,000	4,474,700	4,593,800
BOND ESCROW & ISSUANCE				
Debt Service	0	0	6,615,300	0
	0	0	6,615,300	0
TRANSFERS, MISCELLANEOUS & RESERVES				
General Fund	2,053,532	1,682,700	2,737,100	1,886,700
Utility Fund	5,389,254	5,051,300	4,831,300	4,716,900
Drainage Fund	392,496	404,500	404,500	454,500
Sanitation Fund	436,664	467,000	467,000	472,000
Fixed Asset Fund	841,791	1,029,200	1,042,500	1,357,000
Capital Improvement Fund	3,928,646	13,444,300	4,992,900	13,231,200
Debt Service Fund	27,523	27,000	28,400	30,200
Special Revenue Fund	180,810	224,500	342,500	146,700
	13,250,716	22,330,500	14,846,200	22,295,200
TOTAL EXPENDITURES	37,524,570	48,412,400	46,705,800	49,535,000





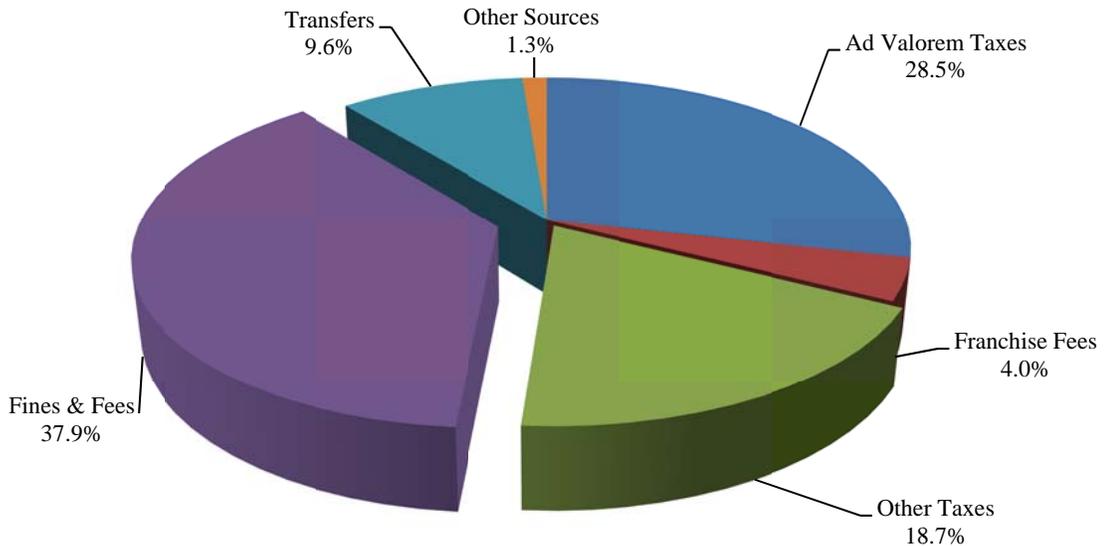
**TRENDS AND
FORECASTS**

TRENDS AND FORECASTS

REVENUES

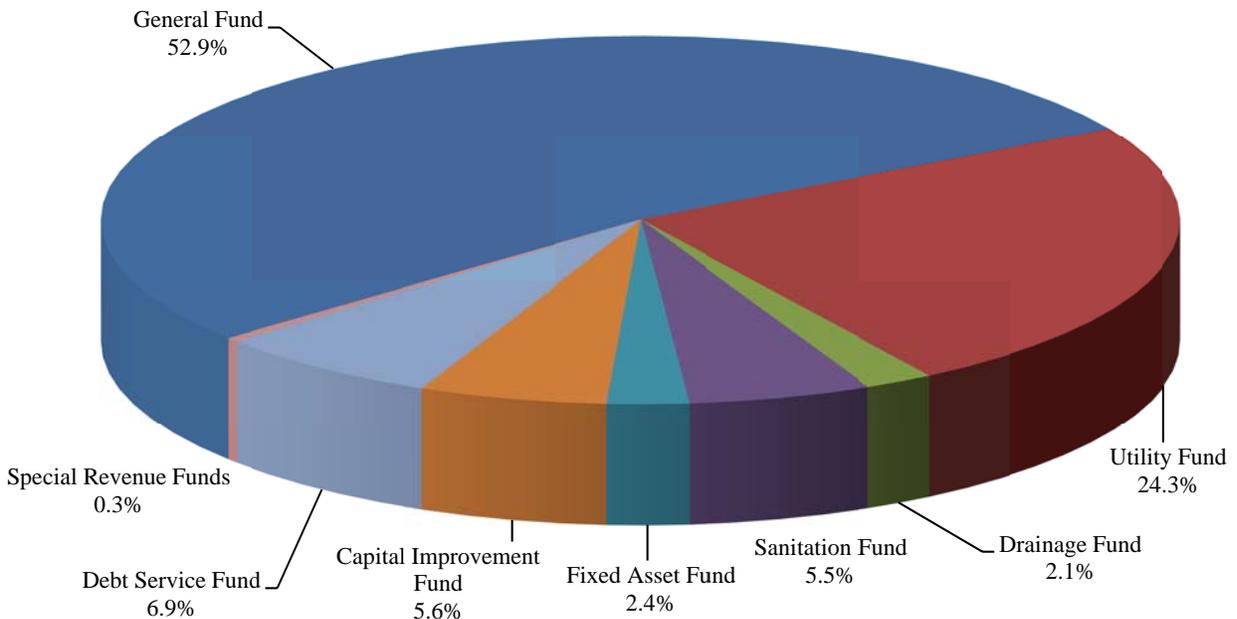
The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$37,845,200. Major revenue sources for the City are fines and fees (37.9%), ad valorem taxes (28.5%), and other taxes (18.7%).

FY 2015-2016 Budgeted Revenue Sources - All Funds



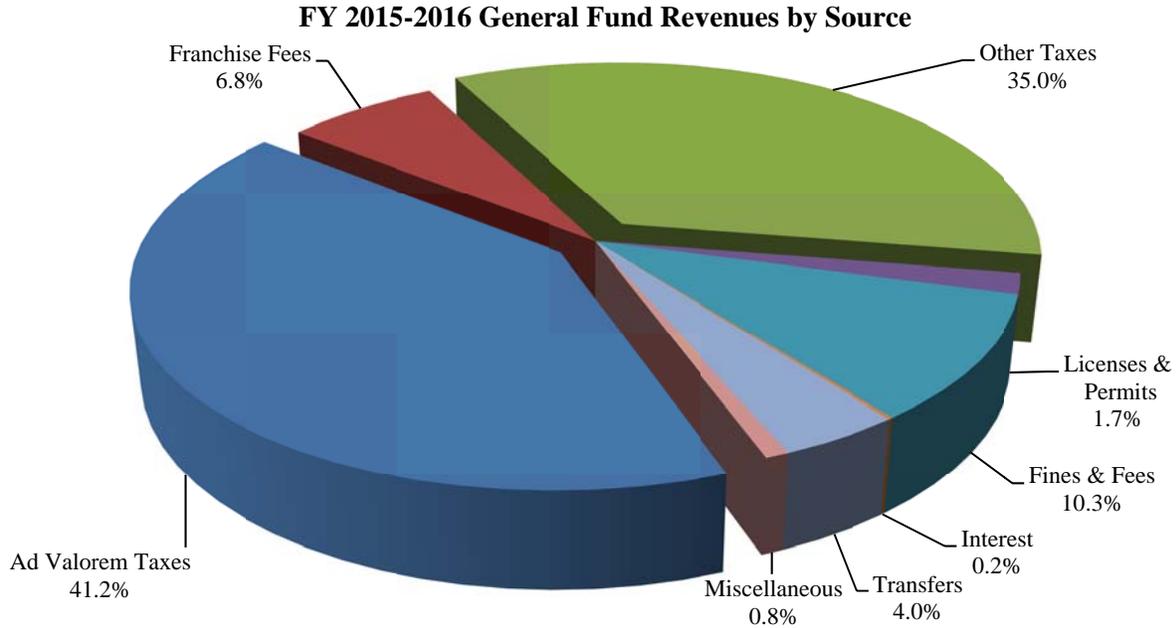
The General and Utility Funds have the greatest amount of revenues budgeted at 52.9% and 24.3% of total revenues respectively. The following pages discuss major revenue sources within the two funds as well as their underlying assumptions and trends.

FY 2015-2016 Budgeted Revenues - Percentage of Total Revenues



GENERAL FUND REVENUES

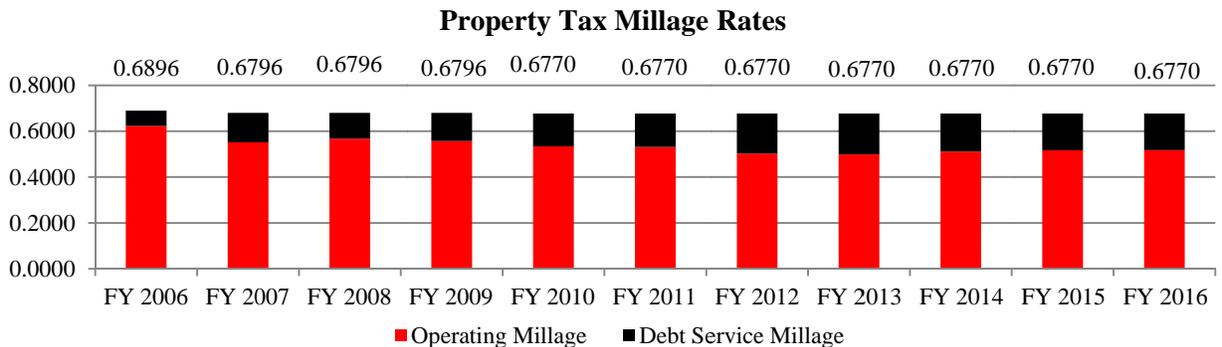
General Fund revenues at \$20,009,200 make up 52.9% of the City's total revenues (\$37,845,200) for the 2015-2016 fiscal year. Major revenue sources for the City of Harker Heights in the General Fund are ad valorem taxes (41.2%), other taxes (35.0%), fines and fees (10.3%) and franchise fees (6.8%) as shown in the graph below.



Ad Valorem Tax

Ad valorem or property tax is the largest revenue source of the General Fund at 41.2% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. They help to ensure that our publications are published and public hearings are held in accordance with the Texas Local Government Code and Texas Tax Code. BCAD is also responsible for sending out tax statements and collecting tax payments on our behalf. Debt payments that will be made during the fiscal year are part of the calculation to determine the Interest and Sinking part of the tax rate which covers those payments. The maintenance and operations rate must be enough to sustain operations and services for the upcoming year.

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



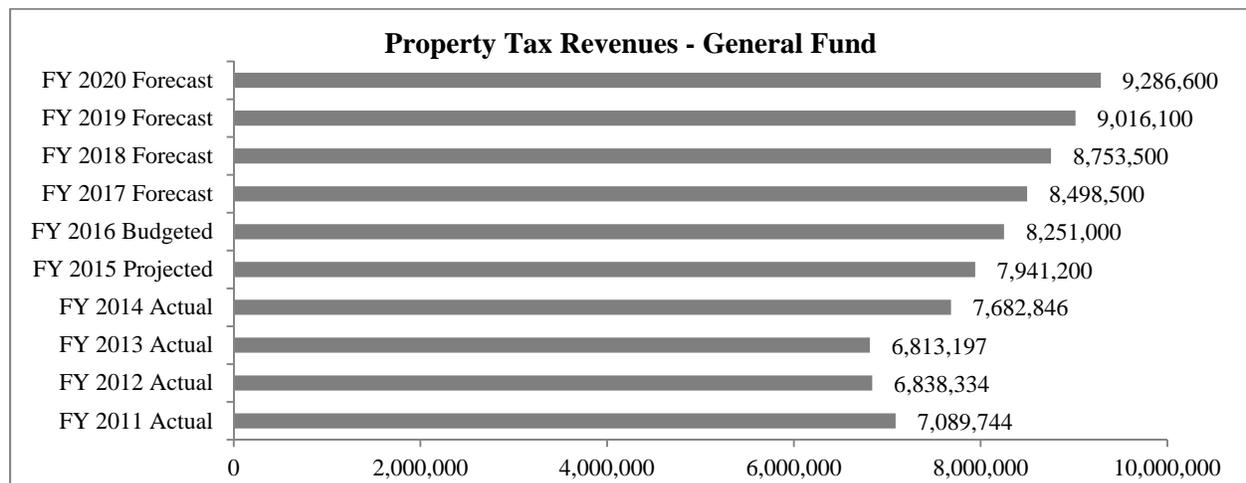
The certified 2015 taxable value per BCAD is \$1,659,294,903 which is an increase of \$60,197,848 or 3.8% from the 2014 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5174 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	1,659,294,903
Proposed Tax Rate per \$100 valuation	<u>0.6770</u>
Gross Revenues from Taxes	11,233,426
Estimated Percentage of Collections	<u>96%</u>
Estimated Funds from Tax Levy	10,784,089
Estimated Delinquent Tax Collections	<u>12,000</u>
Total Estimated Tax Collections	<u><u>10,796,089</u></u>

	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5174	8,250,954
Interest and Sinking	<u>0.1596</u>	<u>2,545,135</u>
Total	<u><u>0.6770</u></u>	<u><u>10,796,089</u></u>

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

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2016, 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.

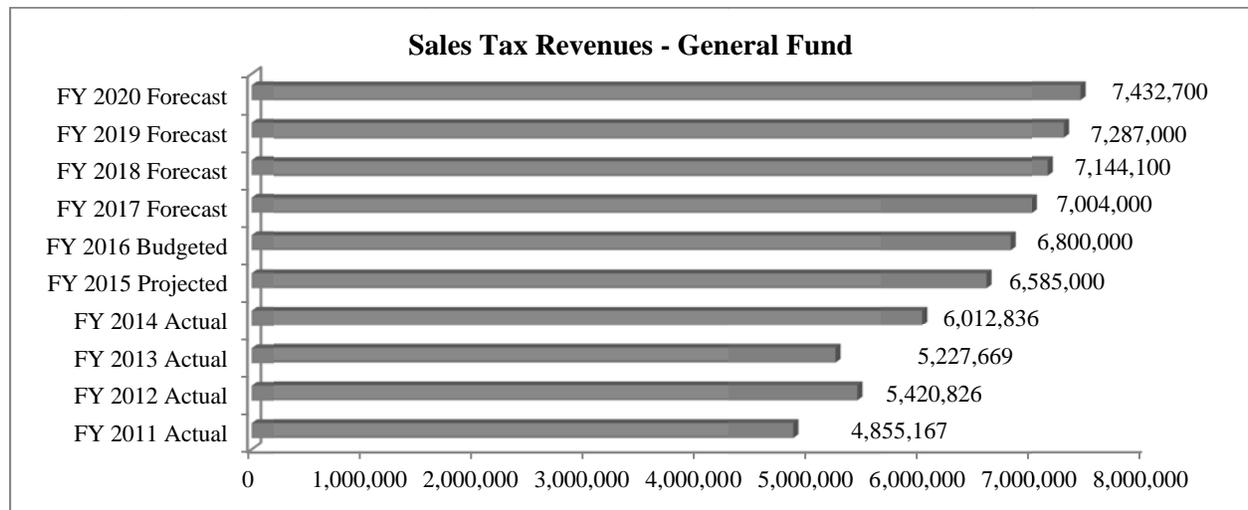
The Interest and Sinking portion of the tax rate is budgeted in the Debt Service Fund. As stated earlier, this portion of taxes received by the City is used to make payments on the debt obligations it has issued. See the “Debt Service” section for detailed information on the City’s debt.

Other Taxes

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

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

When budgeting sales tax revenue for the upcoming budget year, the prior year’s projections as well as any permits issued for upcoming commercial businesses are taken into consideration. For instance, a Taco Bell began construction during the 2015 fiscal year but will not be completed until the 2016 fiscal year. With this addition, as well as the addition of a Popeye’s Chicken and CVS Pharmacy during the 2015 fiscal year, a 3% increase was added to the FY 2015 projection for the FY 2016 budgeted amount. Forecasts for FY 2017 to FY 2020 are projected at 2%.



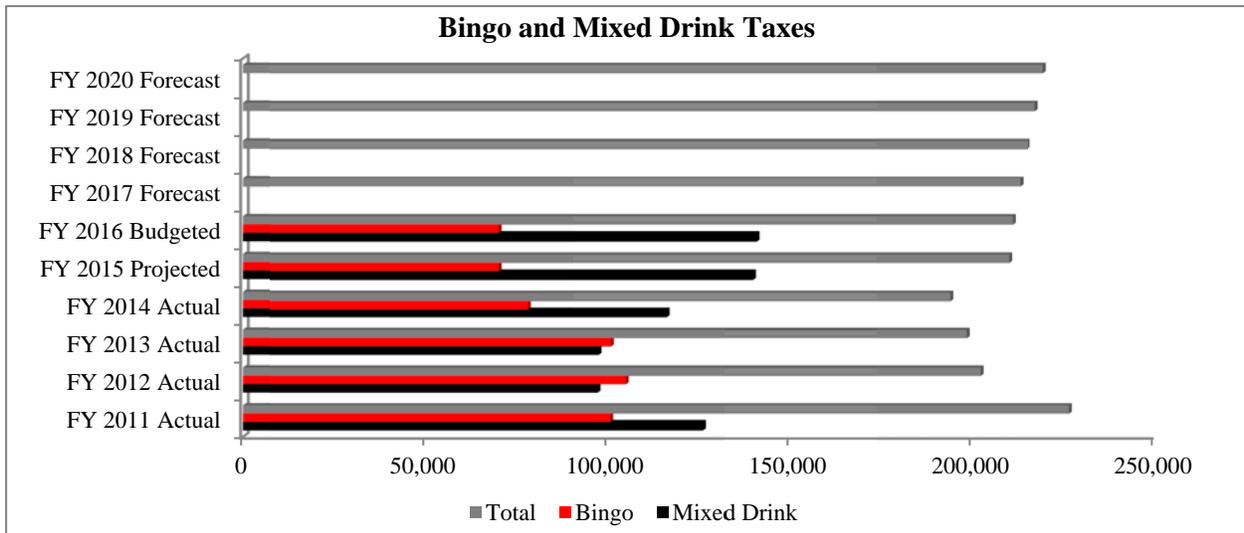
Sales tax revenues are projected to increase by 9% between FY 2016 and FY 2020.

Mixed Drink Tax & Bingo Tax – The mixed drink tax is a gross receipts tax imposed on the amount received from the sale, preparation or service of mixed beverages. It is paid to the Texas Comptroller of Public Accounts who in turn remits a portion back to the City. Prior to January 2014, the mixed beverage gross receipts tax was 14%. Beginning on January 1, 2014, the tax was lowered to 6.7% and a mixed beverage sales tax rate of 8.25% was implemented and passed on to the consumer. The City of Harker Heights’ allocation percentage during FY 2015 was 10.7143% of gross receipts and sales taxes collected for the mixed beverages.

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

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

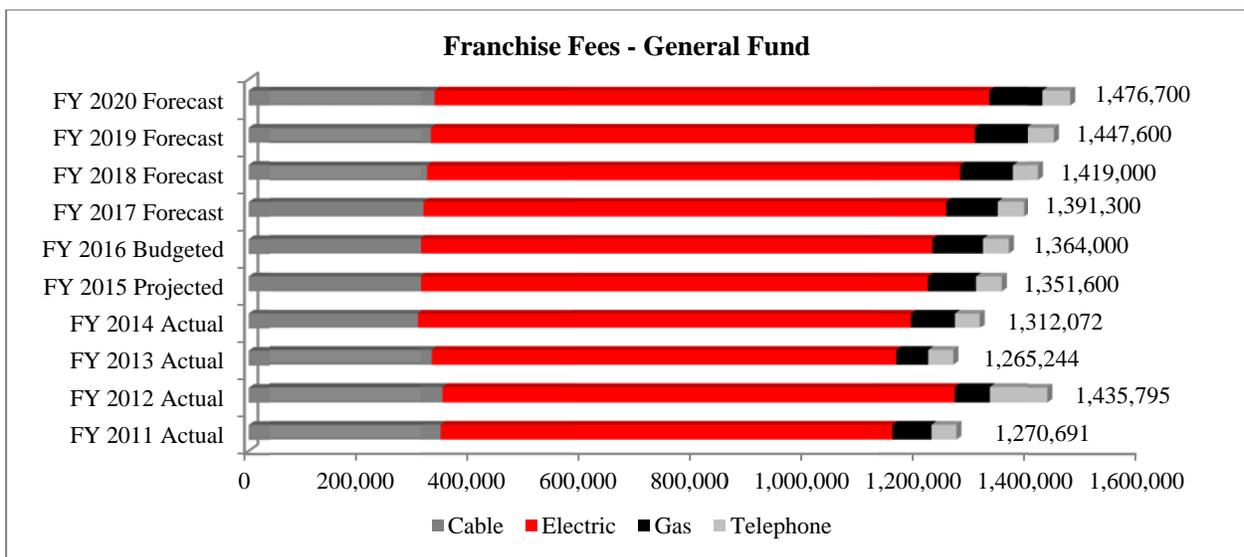
The graph below shows how the prior year actuals, FY 2015 projection and FY 2016 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the 1% increases will be allocated between the two line items.



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

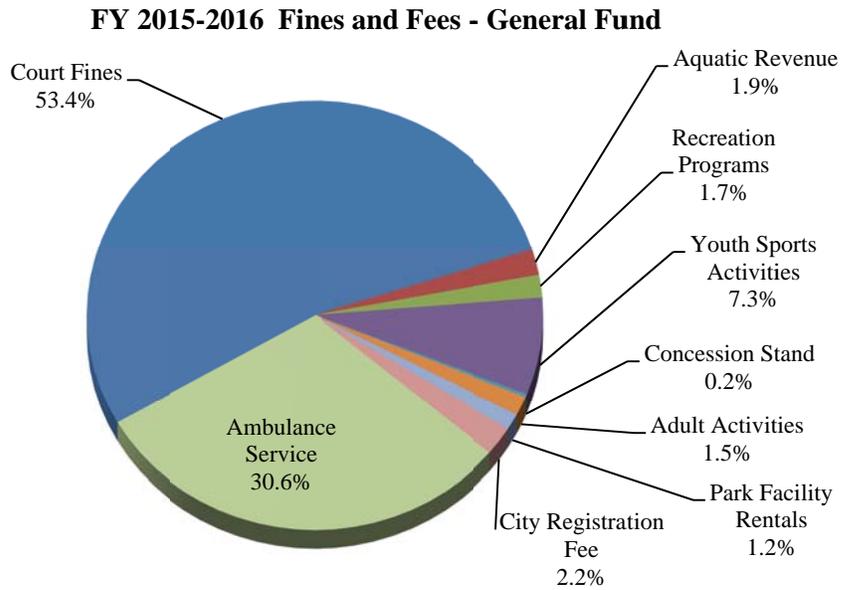
A franchise fee is an agreed upon reimbursement amount paid by utility and/or cable companies to the city for usage of the city’s right of way. The current electric franchise fee is paid based on the number of kilowatt hours whereas as those for gas, telephone and cable are based on a percentage of gross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

As Harker Heights continues to experience growth, we can also assume that usage of utilities will also increase in the area. Two percent is added to the prior year’s amount each year in order to project future revenues for this category. The following graph depicts the FY 2016 budgeted amount 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.



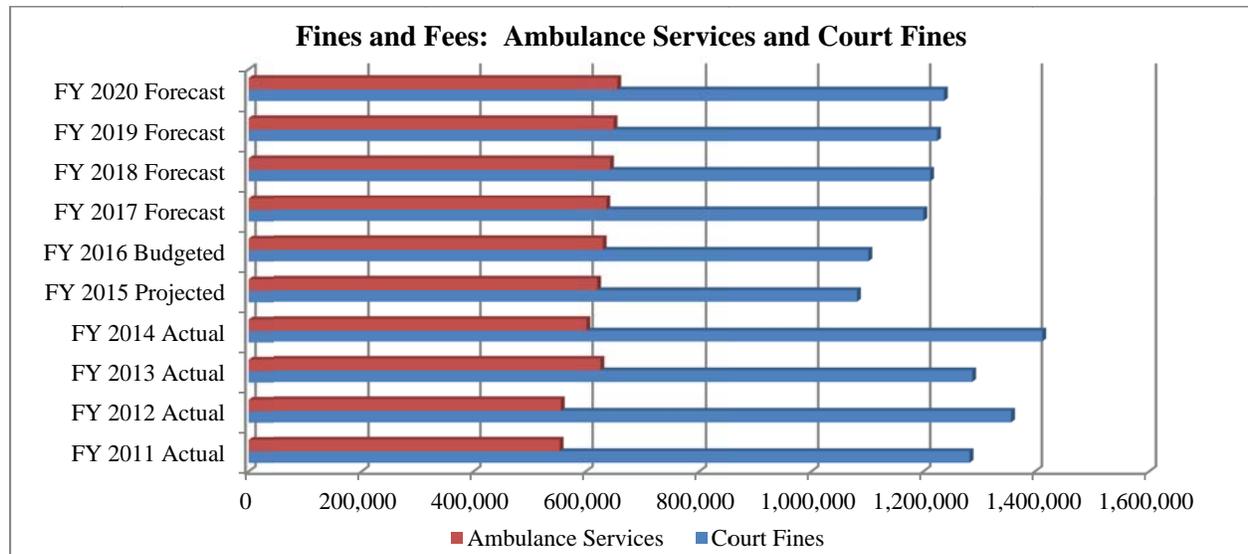
Fines and Fees

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



Court Fines – The FY 2014-2015 budget totaled \$1,350,000 and is projected to be \$1,080,000 at fiscal year-end. \$1,100,000 will be budgeted for the 2016 fiscal year. This line item is forecasted to increase by one percent each year. The number of police personnel and number of tickets written greatly influence this line item.

Ambulance Service – This line item is being raised from the \$600,000 budgeted in FY 2014-2015 to \$630,000 for FY 2015-2016. Collections for ambulance services have been more consistent over the past three fiscal years and the City has projected a one percent increase for each fiscal year that follows.



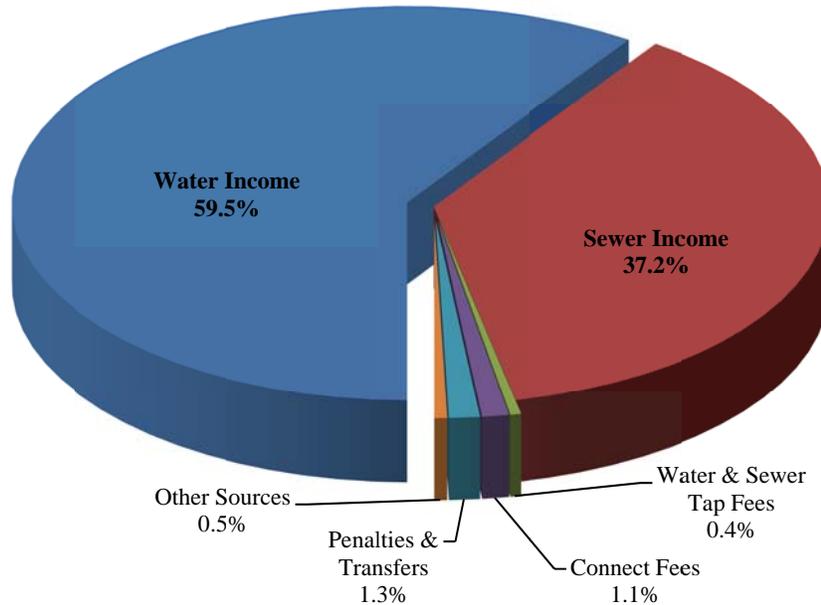
Actual, projected, budgeted and forecasted amounts for the ambulance services and court fines line items.

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

UTILITY FUND REVENUES

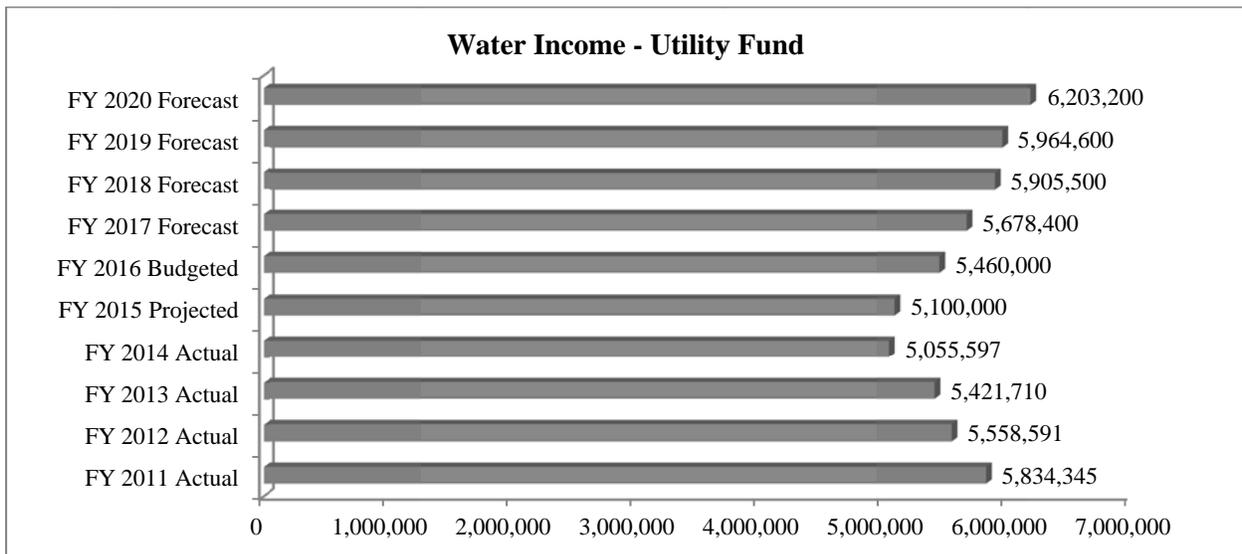
Utility Fund revenues at \$9,182,500 make up 24.3% of the City’s \$37,845,200 in total revenues for FY 2015-2016 with the major revenue sources water income (59.5%) and sewer income (37.2%) as shown in the graph below.

FY 2015-2016 Utility Fund Revenues by Source



Water Income

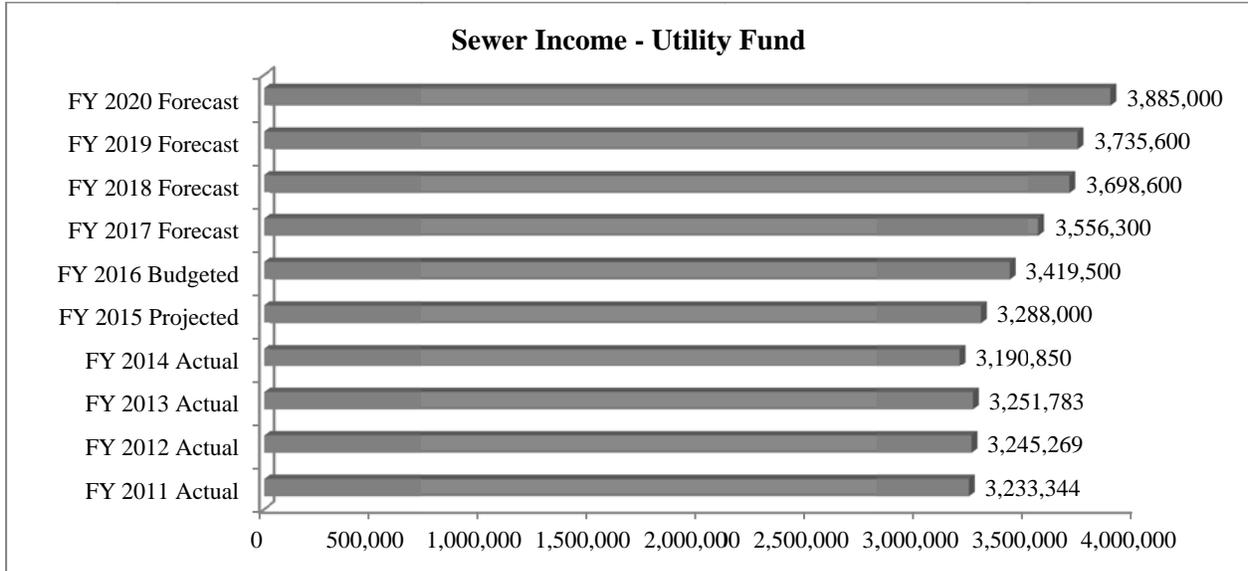
Water income is very elastic and depends a great deal on what the weather does. A target for water income has been developed using historical income data. For the 2016 fiscal year, water rates were increased by 3% and a 1% increase was added for growth. Forecasts for water income include a flat one percent growth rate and a rate increase of three percent every other year. If a rate increase is deemed unnecessary (i.e. revenues are appropriately covering the expenses), then the alternating rate increases are adjusted for the following years.



Water Income is projected to increase by 14% (\$743,200) between FY 2016 and FY 2020.

Sewer Income

Billable gallons for sewer are computed based on water consumption. Sewer rates were also increased by 3% with an additional 1% increase for growth. Sewer income is forecasted in the same way as water income, with a one percent increase for growth each year and a three percent alternating rate increase. As in water income, if a rate increase is deemed unnecessary, the alternating years are adjusted accordingly.



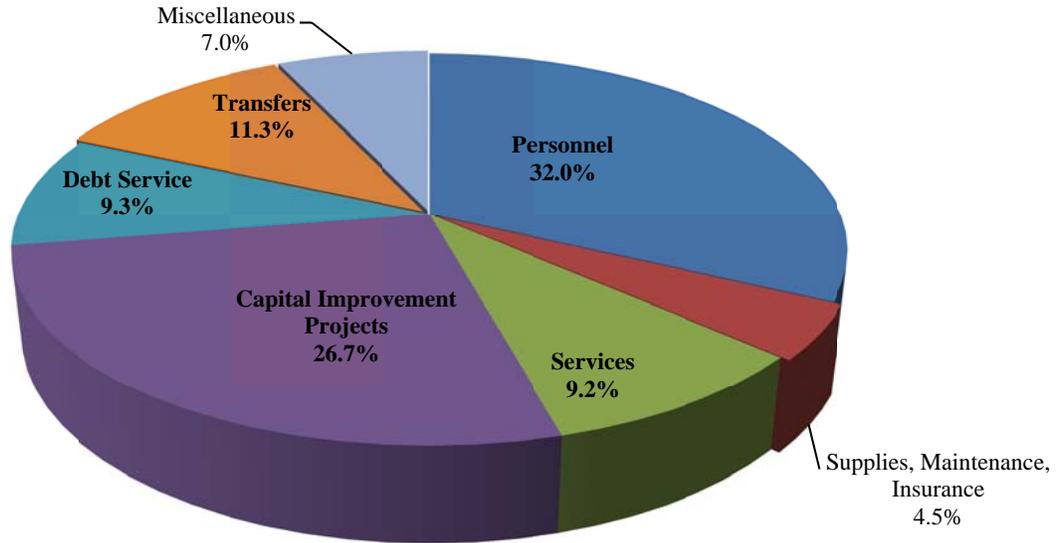
Sewer Income is expected to increase by 14% (\$465,500) between FY 2016 and FY 2020.

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

EXPENDITURES/EXPENSES

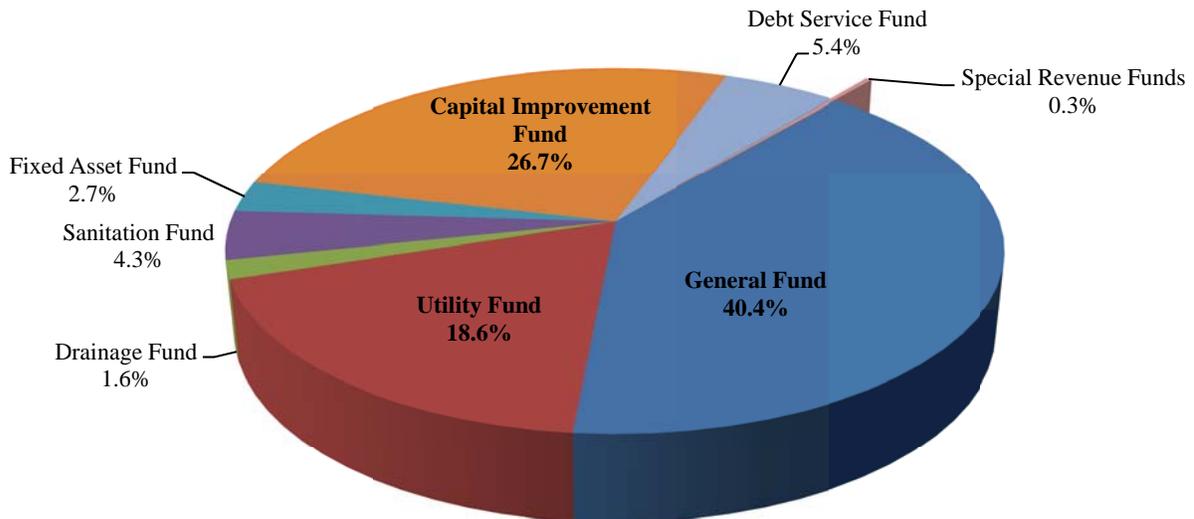
The graph below depicts the percentage of each expenditure/expense for all funds compared to the total expenditures/expenses (“use”) of \$49,535,000. The largest use of City funds is personnel expenses at 32.0% (\$15,874,300) followed by Capital Improvement Projects at 26.7% (\$13,231,200).

FY 2015-2016 Budgeted Expenditures/Expenses - All Funds



The General, Utility, and Capital Improvement Funds have the greatest amount of expenditures/expenses budgeted at 40.4%, 18.6% and 26.7% 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.

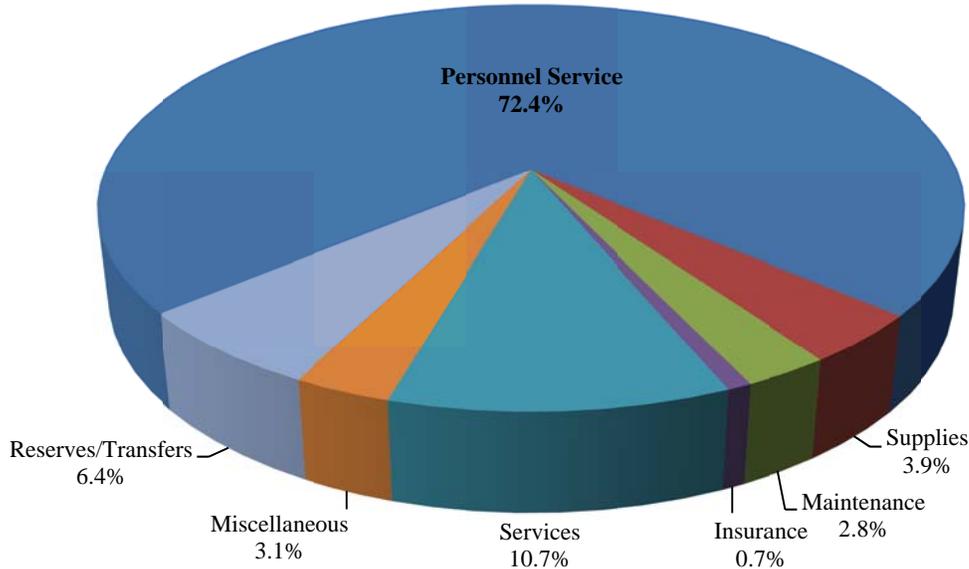
FY 2015-2016 Budgeted Expenditures/Expenses - Percentage of Total



GENERAL FUND EXPENDITURES

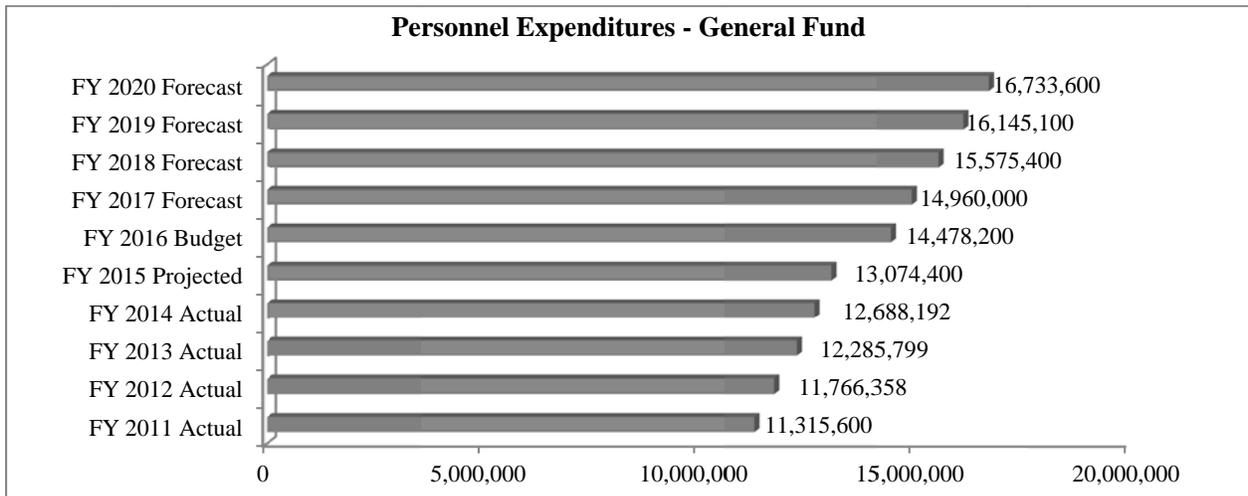
At \$18,988,000, General Fund expenditures make up 39.16% of the City’s total uses. Major uses, as indicated in the graph below, are personnel service (71.7%) and services (11.3%).

FY 2015-2016 General Fund Expenditures by Use



Personnel Service

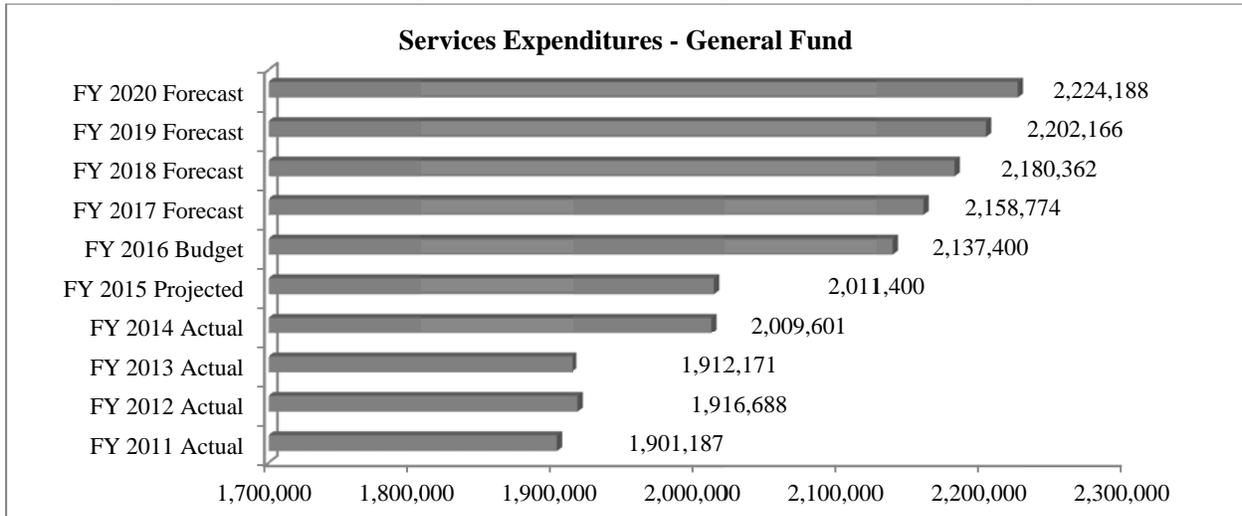
Total personnel services for the 2016 fiscal year are budgeted at \$14,478,200, an increase of \$1,403,800 or 11% over the prior year’s projection. This increase is due to a three percent salary adjustment for all employees and the addition of a Information Technology Analyst in the Administration Department. A Pet Adoption Coordinator is budgeted to be hired in the Pet Adoption Center Department at mid-year (March 2016) and a Sergeant in the Police Department in July 2016. In forecasting for personnel service a two percent increase is added to the prior year’s total. This is adjusted later during budget planning as it is confirmed whether a salary adjustment will be given, new employees will be hired, worker’s compensation and retirement rates will increase, and based on changes to the health insurance coverage.



FY 2016’s budgeted personnel expenditures show an increase of 28% in this line item since FY 2011.

Services

The Services category at a total of \$2,137,400 for the 2016 fiscal year contains many different line items the largest of which are Utilities (\$549,000), State Tax Payments (\$407,000) and Contract Labor (\$432,100). 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.



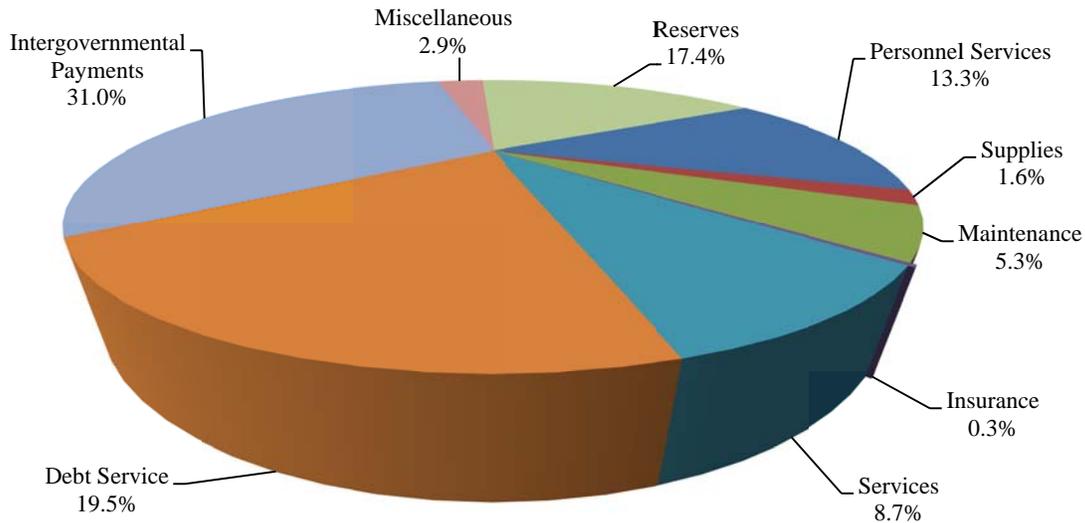
Depicts how the Services category may grow over the next four fiscal years.

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

UTILITY FUND EXPENSES

At \$9,186,000, Utility Fund expenses make up 18.6% of the City’s total uses. Major uses, as indicated in the graph below, are Intergovernmental Payments (31.0%), Debt Service (19.5%), and Reserves (17.4%).

FY 2015-2016 Utility Fund Expenses by Use

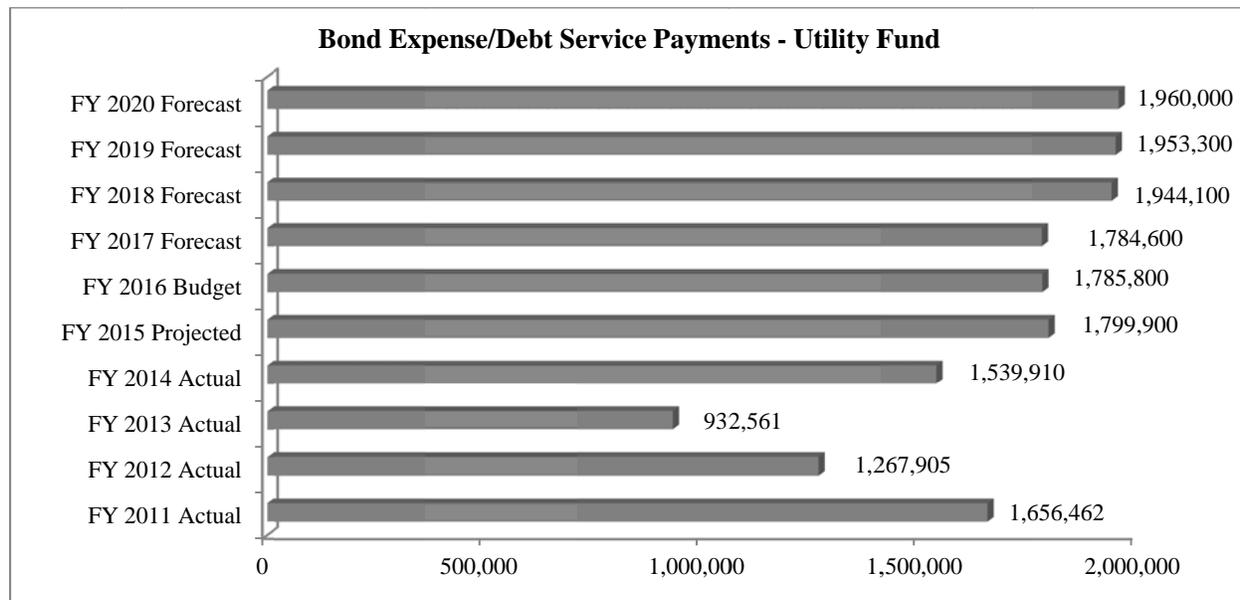


Intergovernmental Payments

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

Debt Service

Debt principal and interest payments for the 2015 fiscal year are projected at \$1,799,900, a decrease of \$39,600 from the budgeted amount of \$1,839,400. This is due to the Series 2015 General Obligation Refunding Bonds issued in February 2015. The FY 2015-2016 bond expense is budgeted at \$1,785,800 for this same reason. See the “Debt Service” section for additional details on the City’s debt.



Reserves

Reserves total \$1,600,000 in the Utility Fund and include transfers to the Fixed Asset (\$300,000) and Capital Project (\$1,300,000) Funds. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City.

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



GENERAL FUND

**REVENUE SUMMARY
GENERAL FUND**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
TAXES						
700 Tax Receipts	7,448,200	7,682,846	7,941,200	7,901,792	7,941,200	8,251,000
701 Discounts	0	0	0	0	0	0
TOTAL TAXES	7,448,200	7,682,846	7,941,200	7,901,792	7,941,200	8,251,000
FRANCHISE FEES						
080 Cable Franchise Fees	335,000	303,297	310,000	156,329	310,000	310,000
081 Electricity Franchise Fees	860,000	886,538	910,000	482,591	910,000	918,000
082 Gas Franchise Fees	43,500	78,312	90,000	37,420	85,600	90,000
083 Telephone Franchise Fees	46,000	43,925	46,000	22,320	46,000	46,000
TOTAL FRANCHISE FEES	1,284,500	1,312,072	1,356,000	698,660	1,351,600	1,364,000
OTHER TAXES						
707 Mixed Drink Tax	96,000	116,082	105,000	70,944	140,000	141,000
708 Bingo Tax	105,000	77,906	80,000	38,167	70,000	70,000
709 Sales Tax	5,538,300	6,012,836	5,974,000	3,239,019	6,585,000	6,800,000
TOTAL OTHER TAXES	5,739,300	6,206,824	6,159,000	3,348,130	6,795,000	7,011,000
LICENSES AND PERMITS						
022 Platting and Rezoning	10,000	15,717	15,000	4,789	10,000	10,000
051 Building Permits	180,000	516,405	230,000	136,865	280,000	300,000
052 Contractor's Registration	20,000	29,100	25,000	11,775	25,000	25,000
TOTAL LICENSES AND PERMITS	210,000	561,222	270,000	153,429	315,000	335,000
FINES AND FEES						
016 Court Fines	1,350,000	1,412,718	1,350,000	562,979	1,080,000	1,100,000
036 Aquatic Revenue	40,000	40,900	40,000	0	40,000	40,000
037 Recreation Programs	35,000	32,064	35,000	6,301	35,000	35,000
038 Youth Sports Activities	140,000	132,681	140,000	79,456	140,000	150,000
039 Concession Stand	5,000	6,313	5,000	1,332	5,000	5,000
040 Adult Activities	30,000	26,719	30,000	12,017	30,000	30,000
041 Park Facility Rentals	25,000	25,799	25,000	10,736	25,000	25,000
050 City Registration Fee	40,000	46,013	45,000	28,625	45,000	45,000
101 Ambulance Service	545,900	601,239	600,000	264,985	620,000	630,000
TOTAL FINES AND FEES	2,210,900	2,324,446	2,270,000	966,431	2,020,000	2,060,000
MISCELLANEOUS						
010 Credit Card Fees	(40,000)	(46,112)	(40,000)	(20,953)	(42,000)	(45,000)
011 Technology Fee - My Permit Now	0	0	0	0	0	14,000
015 Cash Over (Short)	0	(42)	0	(7)	0	0
020 Interest Income	35,000	25,938	25,000	16,412	30,000	30,000
021 Miscellaneous Income	25,000	20,150	25,000	9,111	20,000	20,000
023 Taxable Income	13,000	11,815	10,000	6,710	12,000	12,000
025 Miscellaneous A/R Income	0	806	0	0	0	0
030 Insurance Proceeds	0	12,879	0	58,631	62,100	0
031 Settlement of Claim	0	465	0	6,849	7,100	0
032 Gain on Sale of Asset	0	0	0	0	0	0
055 Street Paving Payments	0	0	0	2,906	2,900	0
056 Public Nuisance Assmt Pmt	0	4,795	0	5,238	7,500	0
058 False Alarm Fees	0	300	0	0	200	0
070 Grant Revenue	25,000	25,589	13,200	5,351	13,200	13,200
071 Contributions	0	0	0	0	0	0
100 Ambulance Collection Fees	(103,000)	(84,416)	(80,000)	(44,627)	(90,000)	(90,000)
102 Reimburse Bell County	5,000	2,754	5,000	2,941	3,000	3,000
112 Animal Control	18,000	16,013	18,000	6,460	15,000	16,000
113 Auction Abandoned Property	0	12,017	0	5	0	0
114 Child Safety Fund	40,000	36,600	40,000	34,320	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

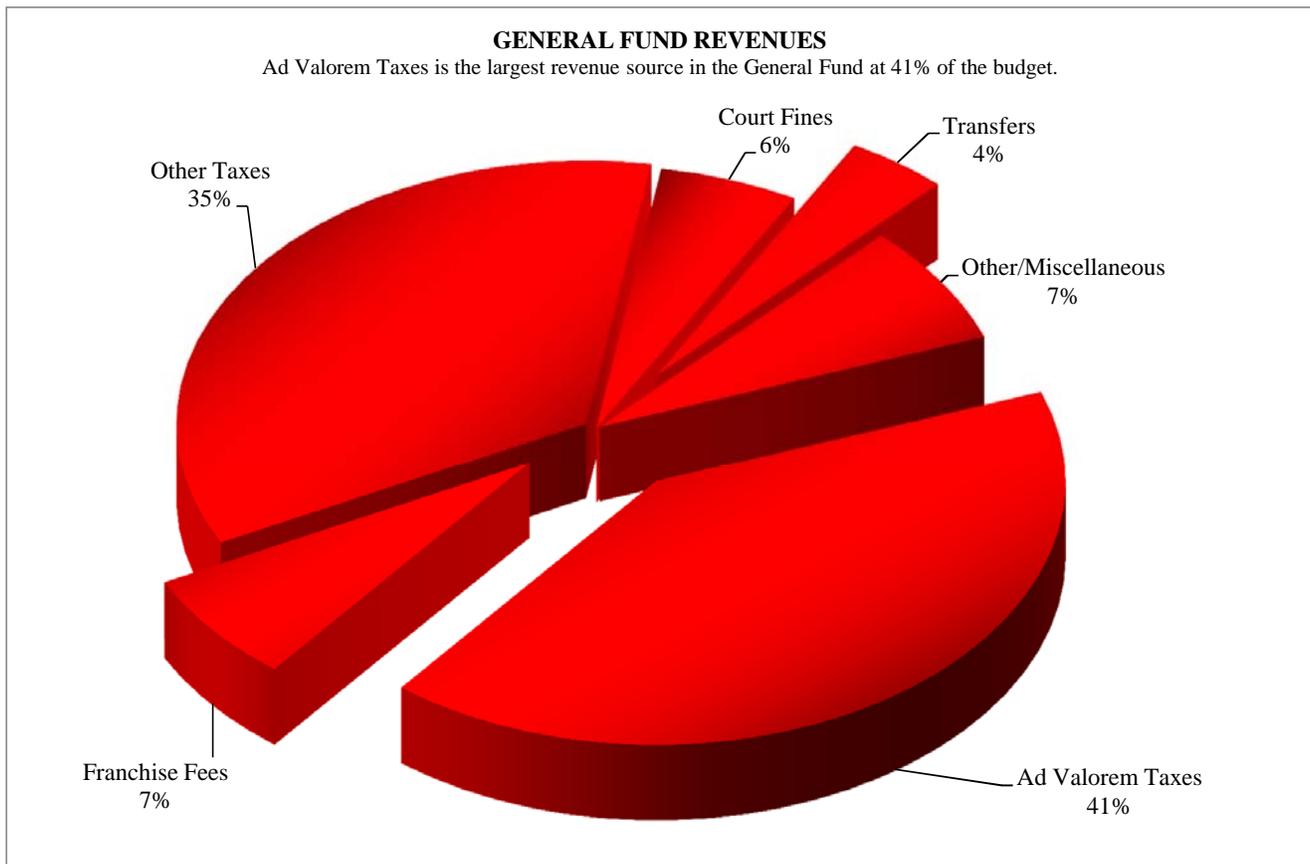
**REVENUE SUMMARY
GENERAL FUND**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
400 Donations	0	360	0	23	100	0
401 Donations - Police	0	2,480	0	7,600	8,400	0
403 Donations - Library	0	15	0	0	0	0
404 Donations - Parks & Recreation	0	3,230	0	4,815	6,400	0
405 Donations - Nat'l Night Out	0	(11)	0	4,150	4,200	0
406 Donations - Pet Adoption Center	0	0	0	4,293	5,000	0
600 Lease Agreement Proceeds	0	0	0	0	0	0
602 Reimb from TxDOT PTF Program	170,000	170,000	170,000	0	170,000	170,000
802 Transfer from Water	450,000	450,000	450,000	100,000	450,000	450,000
803 Transfer from Drainage	0	0	0	0	0	0
804 Transfer from Sanitation	300,000	300,000	300,000	125,000	300,000	300,000
812 Transfer from Restricted Courts	65,000	65,000	65,000	45,000	61,000	55,000
TOTAL MISCELLANEOUS	1,003,000	1,030,625	1,001,200	380,228	1,086,100	988,200
TOTAL REVENUES	17,895,900	19,118,035	18,997,400	13,448,670	19,508,900	20,009,200
BEGINNING FUND BALANCE	7,567,698	7,184,494	8,363,341	8,218,287	8,218,287	8,514,687
INCREASE/DECREASE	492,000	1,033,793	104,700	3,723,137	296,400	11,400
ENDING FUND BALANCE	8,059,698	8,218,287	8,468,041	11,941,424	8,514,687	8,526,087

FUND BALANCE REQUIREMENT

(Three Months Operating Expense)

4,835,700



**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	9,494,600	9,436,475	9,895,100	4,785,585	9,463,700	10,447,000
002 Overtime	345,500	346,077	370,800	202,337	364,400	371,400
003 Worker's Compensation	168,300	146,308	147,700	143,650	147,000	171,800
004 Health Insurance	751,100	699,836	831,600	449,664	865,300	1,044,100
005 Social Security	752,800	720,707	785,400	368,464	752,000	827,700
006 Retirement	1,392,800	1,338,792	1,580,600	713,400	1,482,000	1,616,200
TOTAL PERSONNEL SERVICE	12,905,100	12,688,195	13,611,200	6,663,100	13,074,400	14,478,200
SUPPLIES						
010 Office	83,600	78,634	85,000	38,840	88,600	94,200
011 Vehicle	373,000	351,430	373,600	126,749	272,500	291,000
012 General	123,000	121,528	132,800	70,813	140,100	147,400
013 Equipment	57,000	38,520	63,900	31,643	61,500	83,900
014 Uniforms	71,900	70,269	77,400	43,410	78,200	85,100
015 Recreational	6,500	3,502	7,000	1,126	5,000	5,000
016 Chemical	18,000	14,212	18,000	7,297	18,000	12,200
019 K-9 Supplies	6,000	3,308	6,000	1,241	6,000	6,000
028 Pet Adoption Center	9,000	14,534	10,000	9,358	12,000	12,000
029 Medical	48,800	47,845	49,700	27,142	54,500	53,900
TOTAL SUPPLIES	796,800	743,782	823,400	357,619	736,400	790,700
MAINTENANCE						
020 Vehicle	93,800	107,523	96,300	53,569	120,800	118,500
021 Building	97,300	91,068	93,500	43,553	105,400	100,000
022 Equipment	112,400	86,904	109,600	66,750	121,700	153,800
023 Ground	170,800	161,058	183,800	61,824	158,700	178,700
TOTAL MAINTENANCE	474,300	446,553	483,200	225,696	506,600	551,000
INSURANCE						
030 Property/Liability	132,800	142,576	149,200	142,396	146,600	153,800
TOTAL INSURANCE	132,800	142,576	149,200	142,396	146,600	153,800
SERVICES						
035 Unemployment Payments	0	25,811	0	25,640	27,000	0
036 Election Expense	10,000	5,876	10,000	175	6,000	10,000
040 Utilities	576,200	532,763	575,200	266,455	547,800	549,000
041 Dues and Subscriptions	44,200	37,561	44,900	21,886	44,900	46,500
042 Travel and Training	143,600	131,148	151,200	64,903	149,200	159,800
043 Impound Expense	700	70	400	215	400	400
045 Telephone	70,300	61,692	70,100	28,503	65,300	69,700
046 Equipment Rental	31,900	37,332	37,200	17,594	38,900	39,700
047 Contract Labor	309,300	307,557	317,600	153,228	343,100	432,100
051 ActiveNet Transaction Fees	0	6,119	5,100	2,927	6,000	6,000
059 Adaptive Sports	12,000	8,900	14,200	3,996	10,000	10,000
060 Tree City USA	10,000	2,932	10,000	1,819	6,000	10,000
061 Reimburse by Donations	3,000	3,040	2,000	1,953	3,000	3,000
065 Trophies and Awards	17,000	14,711	19,700	5,561	19,700	19,700
066 Uniforms and Equipment (Rec)	61,000	58,279	57,000	20,651	57,000	57,000
067 Parks and Recreation Programs	40,000	34,510	46,500	27,731	43,000	43,000
068 Team Travel	2,400	0	2,400	0	2,400	2,400
069 Adult Sports	8,000	6,283	6,000	2,277	6,000	6,000
070 Other Expense (Grants)	20,200	12,571	28,300	2,135	18,300	34,200
075 LEOSE Training	0	1,907	4,800	375	4,800	5,000
081 Bank Fees	25,000	15,629	25,000	395	5,000	5,000
083 Audit Fees	25,000	24,150	25,000	26,650	27,500	27,500
084 Tax Appraisal Contract	80,000	85,138	80,000	44,901	91,700	97,400

**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
086 Nuisance Abatement	60,000	33,514	60,000	19,292	35,000	60,000
087 State Tax Payments	490,000	527,534	495,000	196,609	400,000	407,000
102 Medical Director Contract	8,700	6,651	27,900	6,600	26,000	10,300
104 Fire Prevention	5,000	4,937	5,700	2,509	5,700	5,700
105 Safety Training	1,800	1,548	1,800	1,254	1,700	1,000
400 Public Awareness	15,000	21,441	20,000	2,406	20,000	20,000
TOTAL SERVICES	2,070,300	2,009,604	2,143,000	948,640	2,011,400	2,137,400
MISCELLANEOUS						
090 Legal Fees	65,000	69,116	81,000	45,675	91,000	81,000
091 Advertising	41,700	38,932	44,900	14,950	39,400	43,400
092 Professional Fees	178,400	199,945	171,900	98,577	199,200	205,000
093 Medical Expense	5,000	0	2,000	0	0	0
094 Lawsuit Settlement	0	0	0	33,572	33,600	0
103 State Seizure	0	0	0	0	0	0
401 Transportation (HOP)	25,200	25,241	31,200	0	31,200	32,600
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	53,500	26,750	53,500	53,500
404 Youth Task Force	15,000	6,073	10,000	6,410	10,000	13,000
405 Economic Development	5,000	0	12,500	2,397	12,500	38,500
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
409 Greater Killeen Free Clinic	0	0	5,000	5,000	5,000	5,000
410 Nat'l Mounted Warfare Found.	0	0	0	0	0	25,000
600 Pitney Bowes Lease	4,600	3,336	2,200	1,098	2,200	2,200
601 Xerox Lease - Int	100	17	0	0	0	0
602 Xerox Lease - Prin	2,100	1,105	0	0	0	0
TOTAL MISCELLANEOUS	507,600	509,265	531,200	251,429	594,600	616,200
RESERVES/TRANSFERS						
007 Reserve for Personnel	10,000	7,876	10,000	7,176	13,000	15,000
252 Reimb: Market Heights	0	0	0	0	0	0
254 Reimb: Seton Medical	407,000	586,391	600,500	588,413	588,400	600,500
259 Reimb: YMCA Parking Lot	0	0	141,000	141,064	141,100	0
260 Reimb: Texas Mattress	0	0	0	0	0	0
800 Transfer to Fixed Assets	50,000	150,000	0	0	500,000	300,000
805 Transfer to Capital Projects	0	700,000	300,000	300,000	800,000	300,000
806 Transfer to Debt Service	50,000	100,000	100,000	100,000	100,000	55,000
TOTAL RESERVES/TRANSFERS	517,000	1,544,267	1,151,500	1,136,653	2,142,500	1,270,500
GRAND TOTAL	17,403,900	18,084,242	18,892,700	9,725,533	19,212,500	19,997,800

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 2014-2015 OBJECTIVES

- Develop the City's first Pedestrian Mobility Plan
 - Plan developed and approved. Final steps of prioritizing projects and final approval of Council remain.
- Hold at least one Town Hall Meeting
 - Incomplete.
- Conduct a joint meeting with Killeen Independent School District
 - Meeting has been scheduled for October 19, 2015.
- Develop and Implement Coffee with the Mayor Program
 - Complete.

FY 2015-2016 OBJECTIVES

- Complete the prioritization and final approval of the Pedestrian Mobility Plan.
- Conduct a joint meeting with Killeen Independent School District.
- Hold a Council retreat.

CITY COUNCIL

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	6,000	5,910	6,000	3,000	6,100	6,000
005 Social Security	500	448	500	230	500	500
TOTAL PERSONNEL SERVICE	6,500	6,358	6,500	3,230	6,600	6,500
SUPPLIES						
010 Office	0	0	0	0	0	0
012 General	12,000	13,138	12,000	5,160	12,000	12,000
TOTAL SUPPLIES	12,000	13,138	12,000	5,160	12,000	12,000
SERVICES						
036 Election Expense	10,000	5,876	10,000	175	6,000	10,000
041 Dues and Subscriptions	1,000	318	1,000	150	500	1,000
042 Travel and Training	15,000	10,050	15,000	5,763	15,000	15,000
TOTAL SERVICES	26,000	16,244	26,000	6,088	21,500	26,000
MISCELLANEOUS						
090 Legal Fees	6,000	4,485	6,000	2,130	6,000	6,000
401 Transportation (HOP)	25,200	25,241	31,200	0	31,200	32,600
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	53,500	26,750	53,500	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	5,000	5,000	5,000	5,000
410 Nat'l Mounted Warfare Found.	0	0	0	0	0	25,000
TOTAL MISCELLANEOUS	146,700	145,226	162,700	50,880	162,700	189,100
FIXED ASSET TRANSFERS						
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
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	191,200	180,966	207,200	65,358	202,800	233,600

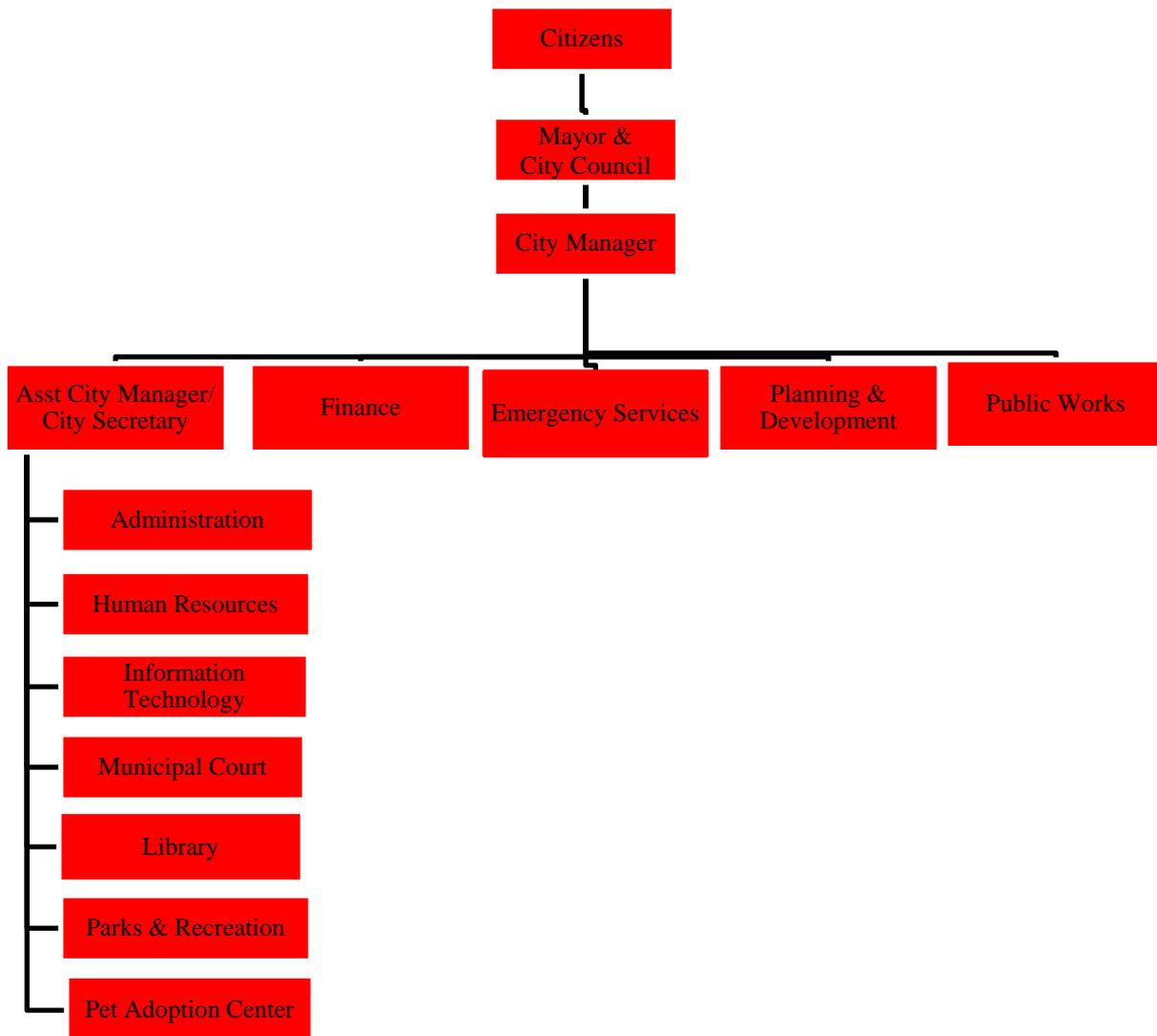
ADMINISTRATION

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 2014-2015 OBJECTIVES

- Continue to focus on Code Enforcement.
 - Ongoing.
- Complete Plans for Comanche Gap Park.
 - Completed.
- Explore options for use of Dana Peak Park.
 - Began looking at options for the use of Dana Peak Park.
- Focus on ways to improve north area of the City.
 - Planning and Zoning began to workshop the development of a plan to improve the north area of the City.

FY 2015-2016 OBJECTIVES

- Complete the City Hall and Recreation Center renovations.
- Oversee engineering/architecture of Central Fire Station.
- Test the use of tablets for agendas/Council meetings.
- Work with The Retail Coach to recruit retail businesses to the City.
- Hold a staff retreat.

PERFORMANCE MEASURES - ADMINISTRATION

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
Number of full time employees	14	14	14	16	17
OUTPUTS:					
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
EFFECTIVENESS/EFFICIENCY:					
% of agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

PERFORMANCE MEASURES – INFORMATION TECHNOLOGY

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
OUTPUTS:					
# of servers supported	6	10	10	14	16
# of computers/laptops supported	160	162	165	165	175
# of users supported	175	170	190	190	200
# of printers/scanners supported	80	80	82	80	82
# of applications supported	28	28	28	28	32
# of specialty systems supported	10	10	10	10	14
EFFECTIVENESS:					
% of support hours	75	80	75	80	75
% of project hours	25	20	25	20	25
EFFICIENCY:					
Average month requests closed	150	140	150	175	190
# of work orders closed	1,800	1,700	1,800	2,105	2,280

PERFORMANCE MEASURES – HUMAN RESOURCES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
OUTPUTS:					
# of job fairs participated in	2	2	2	2	2
# of criminal background checks	800	695	700	1,013	1,000
# of pre-employment drug screening	85	74	60	30	30
EFFECTIVENESS:					
# of exit interviews conducted	19	15	15	11	15
# of HR website hits	80,000	56,500	60,000	47,387	50,000
EFFICIENCY:					
Employee Turnover Rate	4%	3%	3%	4%	4%

ADMINISTRATION

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	705,300	690,874	641,000	322,764	626,300	723,500
002 Overtime	8,000	6,432	8,000	3,937	8,000	8,000
003 Worker's Compensation	7,800	6,823	6,900	6,634	6,900	8,300
004 Health Insurance	49,800	44,766	50,400	26,631	51,900	65,900
005 Social Security	54,600	47,540	49,600	23,886	48,500	56,000
006 Retirement	99,700	98,973	100,500	50,021	95,700	109,900
TOTAL PERSONNEL SERVICE	925,200	895,408	856,400	433,873	837,300	971,600
SUPPLIES						
010 Office	1,500	669	1,500	304	1,500	1,500
012 General	20,000	19,672	20,000	10,614	20,000	20,000
013 Equipment	0	0	0	0	0	1,500
028 Pet Adoption Center	0	257	0	0	0	0
TOTAL SUPPLIES	21,500	20,598	21,500	10,918	21,500	23,000
MAINTENANCE						
022 Equipment	10,000	3,055	10,000	1,028	9,900	15,800
TOTAL MAINTENANCE	10,000	3,055	10,000	1,028	9,900	15,800
INSURANCE						
030 Property/Liability	6,200	6,668	6,900	6,442	6,900	7,400
TOTAL INSURANCE	6,200	6,668	6,900	6,442	6,900	7,400
SERVICES						
035 Unemployment Payments	0	28	0	307	500	0
040 Utilities	40,000	34,306	40,000	15,763	40,000	40,000
041 Dues and Subscriptions	12,000	9,998	12,000	4,876	12,000	12,000
042 Travel and Training	10,000	14,132	10,000	5,520	14,000	14,000
045 Telephone	15,000	12,599	15,000	5,361	12,700	21,700
046 Equipment Rental	1,500	2,148	2,200	1,141	2,700	3,100
047 Contract Labor	0	0	4,000	0	0	0
081 Bank Fees	25,000	15,629	25,000	395	5,000	5,000
400 Public Awareness	15,000	21,441	20,000	2,406	20,000	20,000
TOTAL SERVICES	118,500	110,281	128,200	35,769	106,900	115,800
MISCELLANEOUS						
090 Legal Fees	39,000	47,595	55,000	34,673	66,000	55,000
091 Advertising	20,000	15,462	20,000	5,896	15,000	20,000
092 Professional Fees	96,500	112,539	94,000	60,907	110,000	117,000
093 Medical Expense	5,000	0	2,000	0	0	0
094 Lawsuit Settlement	0	0	0	33,572	33,600	0
404 Youth Task Force	15,000	6,073	10,000	6,410	10,000	13,000
405 Economic Development	5,000	0	12,500	2,397	12,500	38,500
406 Texas A&M Contribution	50,000	50,000	50,000	0	50,000	50,000
600 Pitney Bowes Lease	4,600	3,336	2,200	1,098	2,200	2,200
601 Xerox Lease - Prin	200	200	0	0	0	0
602 Xerox Lease - Int	0	3	0	0	0	0
TOTAL MISCELLANEOUS	235,300	235,208	245,700	144,953	299,300	295,700
FIXED ASSET TRANSFERS						
603 Dell Computer Lease - Prin	25,600	25,579	0	0	0	0
604 Dell Computer Lease - Int	1,300	1,349	0	0	0	0
605 Dell Server Lease - Prin	25,300	25,316	0	0	0	0
606 Dell Server Lease - Int	1,300	1,335	0	0	0	0
701 Land and Improvements	0	0	0	0	500	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	121,000	103,257	238,000	86,973	224,900	153,400
706 Furniture and Fixtures	0	1,697	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	174,500	158,533	238,000	86,973	225,400	153,400
GRAND TOTAL	1,491,200	1,429,751	1,506,700	719,956	1,507,200	1,582,700

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.

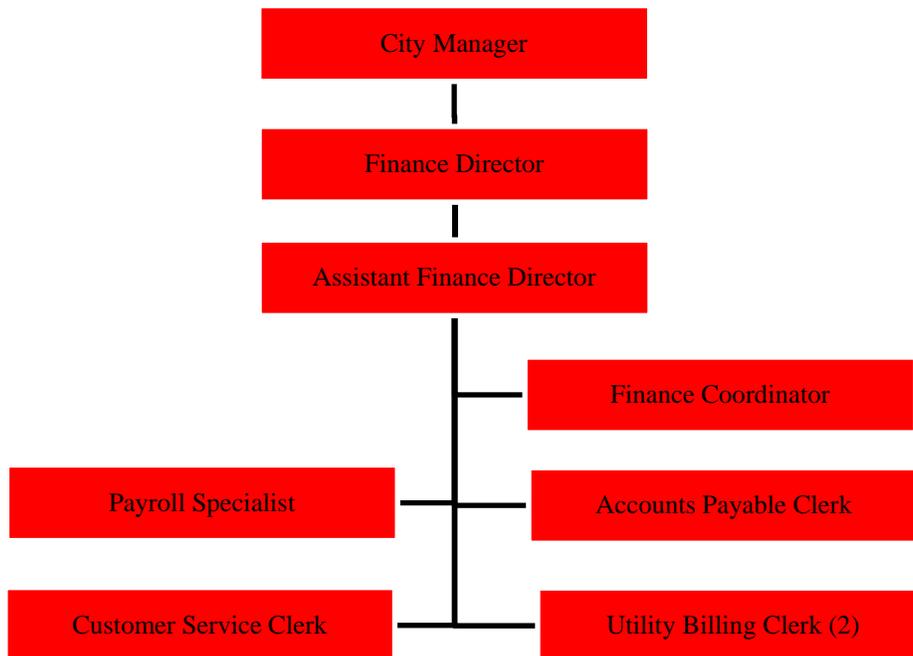
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures; to protect and optimize the financial resources of the City; and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial 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 2014-2015 ACHIEVEMENTS

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the twentieth consecutive year.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the nineteenth consecutive year.
- Completed financing for the Series 2015 Refunding Obligation in the amount of \$8,400,000.

PROGRESS ON 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.
 - This will remain an objective for the 2016 fiscal year.
- Set up new and existing vendors with EFT payments.
 - Five additional vendors were set up to receive payments via EFT.
- Continue to implement internal auditing procedures.
 - Ongoing. This will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
 - Ongoing.
- Complete financial trend monitoring report.
 - Ongoing. Prior year data will need to be added to the data that has already been gathered. The next step will be to create graphs and prepare a narrative.
- Complete Series 2015 Refunding Obligation.
 - The Council approved an ordinance authorizing the issuance of Series 2015 General Obligation Refunding Bonds on February 24, 2015. This issuance refinanced the Series 2006 Combination Tax and Utility System Revenue Certificates of Obligation.

FY 2015-2016 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that have not been used since September 30, 2009.
- Continue to implement internal auditing procedures.
- Continue to audit department's fixed assets to ensure all assets are recorded.
- Complete financial trend monitoring report.
- Implement CAFR Statement Builder program as part of the audit process for the 2016 fiscal year.
- Oversee and manage the City Hall and Recreation Center renovations.

PERFORMANCE MEASURES - FINANCE

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full-time personnel	5	5	5	5	5
OUTPUTS:					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,000	1,132	1,150	1,609	1,635
# of accounts payable transactions	13,900	13,936	14,100	14,038	14,200
# of vendors paid electronically	55	52	65	70	75
# of bid openings held	15	8	10	15	10
EFFECTIVENESS:					
Received GFOA's CAFR Award	Yes	Yes	Yes	Yes	Yes
Received GFOA's Budget Award	Yes	Yes	Yes	Yes	Yes
Standard & Poor's Rating	AA	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	2.0	1.5	1.5	1.5	1.5
EFFICIENCY:					
# of purchase orders per employee	200.0	226.4	230.0	321.8	327.0

PERFORMANCE MEASURES – UTILITY ADMINISTRATION

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full-time personnel*	3	3	3	3	3
OUTPUTS:					
# of active accounts	10,200	10,436	11,000	10,384	10,500
Total amount billed (in thousands)	\$11,400	\$11,043	\$11,200	\$11,255	\$11,500
# of utility bills mailed	52,000**	60,143**	0	0	0
# of utility bills outsourced	New	49,879	110,000	97,894	98,500
# of second notices mailed	23,500	21,003	21,500	21,058	21,000
# of e-bills sent	10,000	14,044	15,000	18,665	20,000
# of service orders processed	13,000	12,823	13,000	14,418	15,000
# of incoming calls	20,000	21,384	22,500	n/a	22,500
# of payments processed in-house	118,000	110,957	112,000	111,008	112,000
# of payments water related	106,000	102,368	105,000	104,636	105,000
# of payments processed via electronic submission to bank	31,000	28,783	30,000	27,407	28,000
# of payments made through website	24,000	23,905	24,500	26,100	30,000
# of payments processed as bank or credit card draft	13,000	14,763	16,000	17,115	18,000
# of payments made via IVR	New	New	New	New	5,000
# of past due phone notifications sent	New	326	16,200	17,346	18,000
# of successful notification deliveries	New	78	8,000	8,076	9,000

PERFORMANCES MEASURES – UTILITY ADMINISTRATION, CONTINUED

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
EFFECTIVENESS:					
% of bills processed as scheduled	100%	98%	100%	96%	100%
% of incoming calls unanswered – caller hangs up	4.0%	3.9%	4.0%	n/a	4.0%
% of payments processed via electronic submission to bank	26%	26%	27%	25%	25%
% of payments processed made through website	20%	22%	22%	24%	27%
% of payments processed as bank or credit card draft	11%	13%	14%	15%	16%
% of payments made via IVR	New	New	New	New	4%
% of payments that are water related	90%	92%	94%	94%	94%
% of bills/second notices outsourced	50%	38%	84%	82%	82%
% of successful notification delivery	New	24%	49%	47%	50%
EFFICIENCY:					
# of utility billing accounts per employee	3,400.0	3,478.7	3,666.7	3,461.3	3,500.0
# of service orders per billing clerk	6,500.0	6,411.5	6,500.0	7,209.0	7,500.0
# of incoming calls per employee	6,666.7	7,128.0	7,500.0	n/a	7,500
Average time to answer phone (min:sec)	00:30	00:21	00:30	n/a	00:30
# of in-house payments per Utility employee	39,333.3	36,985.7	37,333.3	37,005.7	37,333.3

FINANCE

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	304,700	310,044	316,400	162,020	313,400	341,600
002 Overtime	2,500	2,765	2,500	229	1,000	2,500
003 Worker's Compensation	4,800	4,169	4,200	4,073	4,200	4,600
004 Health Insurance	31,100	30,716	35,400	19,510	37,800	42,900
005 Social Security	23,500	23,267	24,400	11,592	24,100	26,300
006 Retirement	43,800	44,335	49,400	23,883	47,400	51,700
TOTAL PERSONNEL SERVICE	410,400	415,296	432,300	221,307	427,900	469,600
SUPPLIES						
010 Office	8,000	5,634	8,000	3,872	8,000	8,000
012 General	15,000	10,073	15,000	7,508	15,000	15,000
TOTAL SUPPLIES	23,000	15,707	23,000	11,380	23,000	23,000
MAINTENANCE						
022 Equipment	19,000	20,959	20,000	13,642	21,000	22,000
TOTAL MAINTENANCE	19,000	20,959	20,000	13,642	21,000	22,000
INSURANCE						
030 Property/Liability	3,900	4,165	4,300	3,988	4,300	4,300
TOTAL INSURANCE	3,900	4,165	4,300	3,988	4,300	4,300
SERVICES						
035 Unemployment Payments	0	127	0	0	0	0
041 Dues and Subscriptions	2,000	966	2,000	408	1,000	2,000
042 Travel and Training	10,000	7,644	10,000	1,999	5,000	10,000
045 Telephone	1,800	1,893	1,800	760	1,800	1,800
047 Contract Labor	7,000	7,176	7,000	1,714	3,500	3,500
083 Audit Fees	25,000	24,150	25,000	24,150	25,000	25,000
084 Tax Appraisal Contract	80,000	85,138	80,000	44,901	91,700	97,400
TOTAL SERVICES	125,800	127,094	125,800	73,932	128,000	139,700
FIXED ASSET TRANSFERS						
603 Dell Computer Lease - Prin	0	0	0	0	0	0
604 Dell Computer Lease - Int	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	582,100	583,221	605,400	324,249	604,200	658,600

PET ADOPTION CENTER AND ANIMAL SERVICES

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

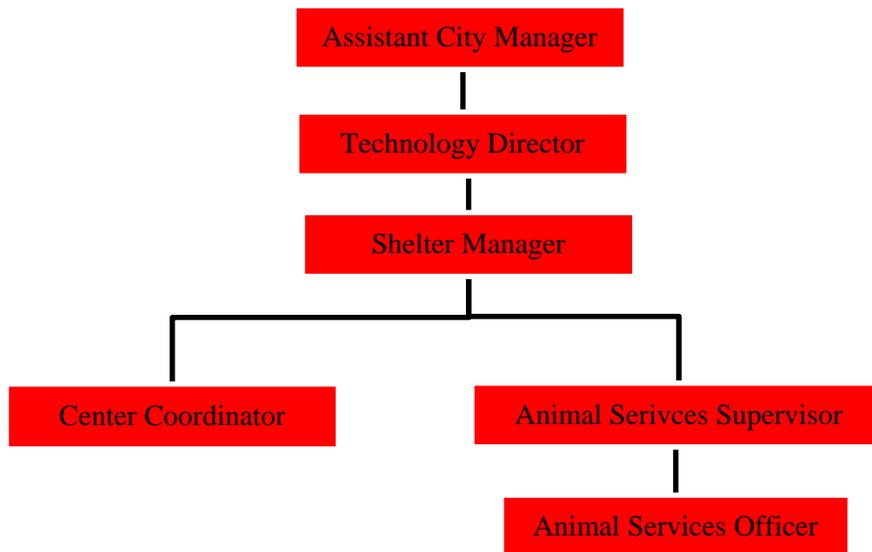
GOALS AND OBJECTIVES

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

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

The Pet Adoption Center consists of six (6) personnel. This includes a Shelter Manager, Center Coordinator, Animal Services Supervisor, and three (3) Animal Services Officers.

ORGANIZATIONAL CHART



FY 2014-2015 ACHIEVEMENTS

- Implemented a spay\neuter donation program that raised \$8,372. This enabled the department to spay and neuter approximately 124 animals.
- Reduced cat euthanasia rate by more than 50%.

FY 2015-2016 OBJECTIVES

- Make improvements to the dog yard.
- Implement a microchipping program at the Center.
- Continue to grow our donation program to support our spay\neuter initiative.

PERFORMANCE MEASURES – ANIMAL CONTROL

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
Number of full-time personnel	4	4	4	5	6
OUTPUTS:					
Number Impounded:					
Dogs	1,000	1,009	1,000	1,225	1,000
Cats	600	569	600	932	600
# of calls for service handled	2,200	2,232	2,300	2,939	2,850
EFFECTIVENESS/EFFICIENCY:					
Percentage Adopted:					
Dogs	70%	61%	70%	59%	70%
Cats	70%	59%	70%	64%	70%
Percentage Returned to Owner:					
Dogs	N/A	N/A	N/A	30%	10%
Cats	N/A	N/A	N/A	2%	5%
Percentage Euthanized:					
Dogs	10%	2%	10%	2%	10%
Cats	20%	35%	20%	16%	20%

PET ADOPTION CENTER

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	0	0	148,700	73,970	147,500	171,300
002 Overtime	0	0	7,800	1,445	7,800	7,800
003 Worker's Compensation	0	0	3,800	3,732	3,800	5,000
004 Health Insurance	0	0	22,000	7,088	15,800	26,800
005 Social Security	0	0	11,400	4,571	11,900	13,700
006 Retirement	0	0	23,000	9,231	23,400	26,900
TOTAL PERSONNEL SERVICE	0	0	216,700	100,037	210,200	251,500
SUPPLIES						
010 Office	0	0	800	193	1,900	2,000
011 Vehicle	0	0	10,500	3,806	8,000	8,000
012 General	0	0	0	114	3,000	4,200
013 Equipment	0	0	1,000	209	600	3,600
014 Uniforms	0	0	1,200	1,251	2,000	4,600
028 Animal Care Supplies	0	0	10,000	9,393	12,000	12,000
TOTAL SUPPLIES	0	0	23,500	14,966	27,500	34,400
MAINTENANCE						
020 Vehicle	0	0	3,000	395	2,000	2,000
021 Building	0	0	5,000	2,475	12,000	12,000
022 Equipment	0	0	3,000	875	3,000	2,700
TOTAL MAINTENANCE	0	0	11,000	3,745	17,000	16,700
INSURANCE						
030 Property/Liability	0	0	3,900	3,594	3,700	4,500
TOTAL INSURANCE	0	0	3,900	3,594	3,700	4,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	0	0	25,000	13,232	25,000	25,000
041 Dues and Subscriptions	0	0	300	0	300	300
042 Travel and Training	0	0	3,000	1,769	3,000	9,700
045 Telephone	0	0	2,100	244	1,000	1,000
046 Equipment Rental	0	0	0	0	0	0
047 Contract Labor	0	0	0	0	0	0
070 Other Expense (Grants)	0	0	0	0	0	0
TOTAL SERVICES	0	0	30,400	15,245	29,300	36,000
MISCELLANEOUS						
091 Advertising	0	0	0	362	1,000	500
092 Professional Fees	0	0	0	71	6,000	7,000
TOTAL MISCELLANEOUS	0	0	0	433	7,000	7,500
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	26,300
705 Equipment	0	0	0	0	0	15,800
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	23,000
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	65,100
GRAND TOTAL	0	0	285,500	138,020	294,700	415,700

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

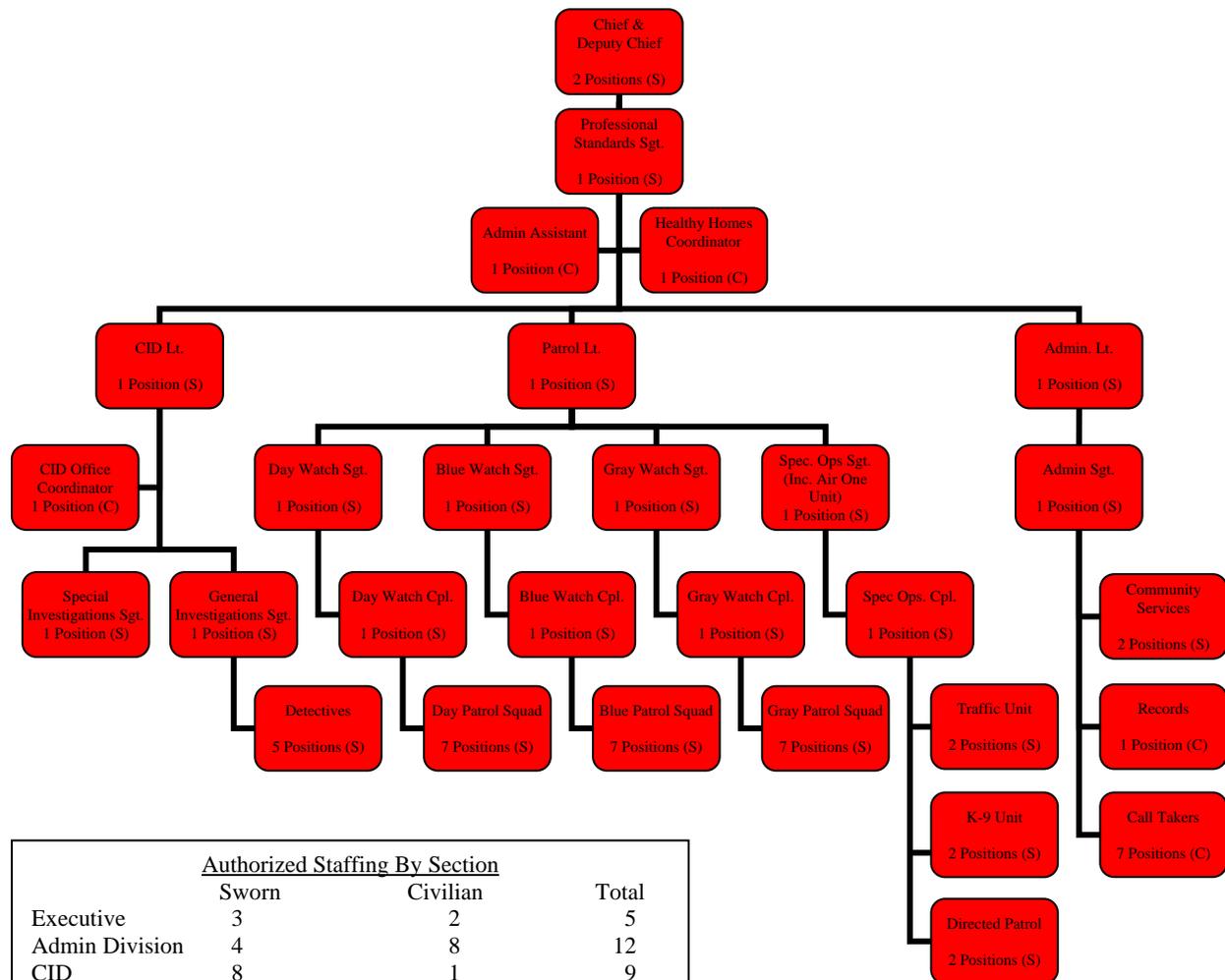
The Community Services Section, a part of the Administration Division, is overseen by a Commander and a Sergeant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically,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

The Department has a high level of training and specialized capabilities to better serve the community. Among the special abilities available are traffic accident reconstruction, special weapons and tactics, hostage negotiations, intoxilyzer operators, forensic 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's Police Academy, National Night Out, Citizens on Patrol, problem solving teams, neighborhood watch, crime prevention and education programs, school liaisons, and similar efforts build a strong relationship and positive interface with the people of the community. These efforts, along with aggressive enforcement efforts to solve specific and detrimental crime problems, forge a partnership in the community.

HHPD Organizational Chart



FY 2014-2015 ACHIEVEMENTS

- Continued the “Healthy Homes Program” with success. The Program Coordinator and 2 part-time interns handled over 690 cases in this fiscal year.
- Due to successes with the Health Homes Program, the Chief was requested to present the program to members of the Texas House of Representatives for utilization in other Texas cities.
- Continued the National Night Out event.
- Unveiled and dedicated the Police Department’s Honor Monument.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods though “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 4th year.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Enhance the Department’s organizational structure with the addition of a Deputy Chief’s position.
 - Objective completed with the hiring of a Deputy Chief.
- Increase patrol staffing with the addition of one officer.
 - Objective completed with the hiring of an Officer.
- Continue the fleet replacement program by purchasing two patrol vehicles and one unmarked detective vehicle.
 - Objective completed with the purchase of three vehicles.
- Fully integrate the tactical function of the Department (SWAT) with the Belton Police Department to maximize efficiency and capabilities.
 - This objective was also completed.
- Progress the Department’s K-9 capabilities with purchase of one trained K-9 and the training of one K-9 handler.
 - This objective was not completed due to manpower shortages.

FY 2015-2016 OBJECTIVES

- Enhance the Department’s organizational structure with the addition of a Professional Standards Sergeant.
- Continue the fleet replacement program with the purchase of one patrol and one K-9 vehicle.
- Progress the Department’s K-9 capabilities with purchase of one trained K-9 and the training of one handler (roll-over from FY-15).
- Obtain and implement “Live Scan” an electronic means of capturing fingerprints in a digitized format which then transmits them to the FBI for identification analysis.
- Replace all Department original purchased handguns with new 4th generation Glock 22 pistols.

PERFORMANCE MEASURES – POLICE DEPARTMENT

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of sworn personnel authorized	48	48	51	51	54
# of non-sworn personnel authorized	15	15	11	11	12
OUTPUTS:					
# of CAD events handled	51,000	52,673	53,000	53,205	54,600
# of criminal cases investigated (UCR Part 1 & 2)	4,300	3,966	4,200	4,010	3,936
# of bookings (arrests not turned over to other agencies)	1,600	1,291	1,400	1,173	1,200
# of murder cases (raw numbers)	0	0	0	2	0
# of burglaries (raw numbers)	300	163	250	146	120
# of larcenies (raw numbers)	650	637	650	579	570
# of traffic stops	9,000	9,601	9,000	6,071	5,139
# of motor vehicle crashes	550	535	550	526	507
EFFECTIVENESS:					
Average Priority 1 call to dispatch time	1:00	1:45	1:00	1:37	1:30
Average Priority 1 dispatch to arrival time	5:00	4:16	5:00	4:23	5:00
# of community services events/ programs	200	174	200	305	300
# of neighborhood watch groups	10	12	12	8	10
EFFICIENCY:					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,500.0	3,697.9	3,500.0	2,859.8	2,545.0
# of internal training classes	20	13	15	20	25
# of hiring processes	2	2	2	3	3
Sworn retention rate	100%	96%	100%	94%	96%
Civilian retention rate	100%	60%	100%	73%	88%
Sworn Staffing Level	N/A	N/A	N/A	88%	92%
Civilian Staffing Level	N/A	N/A	N/A	90%	95%

POLICE

FY 2015-16

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	3,110,400	3,009,823	3,209,500	1,515,900	3,056,300	3,479,200
002 Overtime	226,000	232,466	237,200	151,060	237,200	237,200
003 Worker's Compensation	54,900	47,759	45,000	43,688	45,000	51,100
004 Health Insurance	234,300	207,255	237,700	126,969	242,300	306,200
005 Social Security	255,200	239,018	264,300	123,705	252,000	284,300
006 Retirement	475,500	456,573	534,900	241,933	497,000	558,200
TOTAL PERSONNEL SERVICE	4,356,300	4,192,894	4,528,600	2,203,255	4,329,800	4,916,200
SUPPLIES						
010 Office	20,500	19,607	22,200	11,756	22,200	23,000
011 Vehicle	200,000	188,738	189,500	62,890	130,000	130,000
012 General	29,500	33,729	30,000	23,482	34,000	34,000
013 Equipment	23,000	11,698	23,000	10,956	23,000	32,000
014 Uniforms	17,000	19,425	16,800	7,720	16,800	17,000
019 K-9 Supplies	6,000	3,308	6,000	1,241	6,000	6,000
028 Pet Adoption Center	9,000	14,277	0	(35)	0	0
TOTAL SUPPLIES	305,000	290,782	287,500	118,010	232,000	242,000
MAINTENANCE						
020 Vehicle	23,000	30,406	22,500	19,935	45,000	45,000
021 Building	13,000	12,709	8,000	4,339	18,000	8,000
022 Equipment	9,000	3,138	2,000	1,563	3,200	3,200
TOTAL MAINTENANCE	45,000	46,253	32,500	25,837	66,200	56,200
INSURANCE						
030 Property/Liability	43,500	46,677	45,700	43,871	45,700	46,000
TOTAL INSURANCE	43,500	46,677	45,700	43,871	45,700	46,000
SERVICES						
035 Unemployment Payments	0	14,438	0	13,341	14,300	0
040 Utilities	110,000	64,445	85,000	18,022	40,000	40,000
041 Dues and Subscriptions	6,700	4,538	5,200	3,568	5,500	5,500
042 Travel and Training	33,000	34,698	32,000	24,813	35,000	35,000
043 Impound Expense	700	70	400	215	400	400
045 Telephone	30,600	26,946	25,700	11,178	25,700	22,000
046 Equipment Rental	1,000	1,247	2,200	748	2,200	2,200
047 Contract Labor	286,300	281,141	290,200	143,159	308,400	389,500
070 Other Expense (Grants)	7,700	6,412	15,300	2,135	15,300	20,700
075 LEOSE Training	0	1,907	3,800	80	3,800	4,000
083 Audit Fees	0	0	0	2,500	2,500	2,500
TOTAL SERVICES	476,000	435,842	459,800	219,759	453,100	521,800
MISCELLANEOUS						
091 Advertising	0	0	0	0	0	0
092 Professional Fees	12,000	7,438	7,700	1,819	13,000	7,700
103 State Seizure	0	0	0	0	0	0
601 Xerox Lease - Prin	300	246	0	0	0	0
602 Xerox Lease - Int	0	4	0	0	0	0
TOTAL MISCELLANEOUS	12,300	7,688	7,700	1,819	13,000	7,700
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	81,400	81,577	87,800	87,831	87,800	89,500
610 COBAN Lease - Int	3,600	3,650	3,400	3,334	3,400	1,700
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	66,400	84,936	14,000	0	5,500	29,000
706 Furniture and Fixtures	0	11,102	0	0	0	0
707 Vehicles	114,700	99,352	101,000	3,653	113,500	113,600
TOTAL FIXED ASSET TRANSFERS	266,100	280,617	206,200	94,818	210,200	233,800
GRAND TOTAL	5,504,200	5,300,753	5,568,000	2,707,369	5,350,000	6,023,700

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

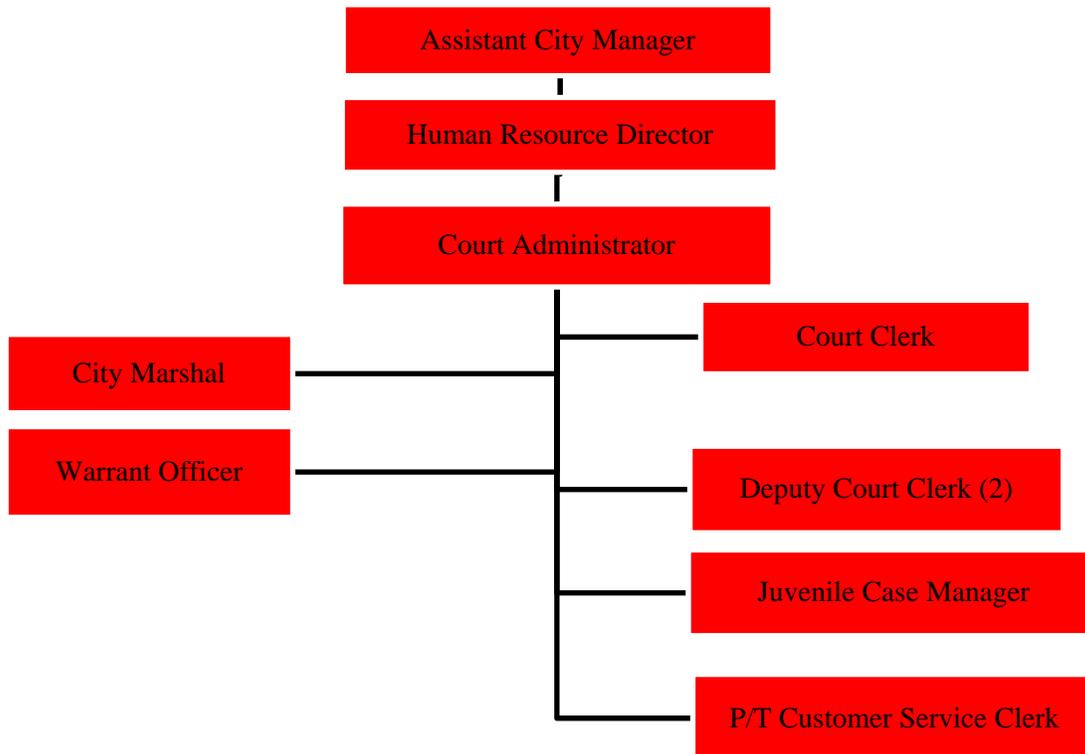
- Expedition and Timeliness – Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity – Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance with 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 2014-2015 ACHIEVEMENTS

- Maintained a successful clearance rate on outstanding returned checks written to the Court.
- The Juvenile Case Manager began serving the role as an advocate for Juvenile defendants by giving case updates and court room testimony during show cause hearings.
- Improved efficiency by implementing changes to the court's case flow management system. This also allowed the Court to maximize the current office and storage space used by the Court.

PROGRESS ON 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.
 - Completed.
- Begin implementing additional procedures to continue improving collections.
 - Completed.
- Begin the process of scanning all in-coming documents received at the front counter.
 - Completed.

FY 2015-2016 OBJECTIVES

- Consider outsourcing delinquent cases to assist in the collection of outstanding judgments.
- Begin process of having all police department citations filed electronically with the Court.
- Participate or host a car seat check event for citizens.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
Number of full-time employees	7	7	7	7	7
Number of part-time employees	1	0	1	1	1
Number of judges	2	2	2	2	2
# of training hours per employee	30	16	20	18	20
OUTPUTS:					
# of citations	8,700	8,450	8,700	4,495	5,000
# of cases adjudicated	5,500	8,074	8,000	5,000	5,500
# of code violations filed	New	815	800	758	800
Dismissed After Completion:					
# of driver safety courses	800	726	800	556	600
# of compliance dismissals	400	697	600	210	300
# of proof of financial responsibility	600	228	300	71	100
# of deferred dispositions	250	263	250	149	200
# of juveniles dismissed by teen court	50	38	40	28	30
EFFECTIVENESS:					
Percent of code violations where compliance is achieved	50%	41%	50%	95%	90%
Collection Rate:					
# of cases satisfied by community service	90	128	100	85	80
# of cases satisfied by jail credit	300	529	500	470	400
# of cases waived for indigency	20	41	30	23	50
EFFICIENCY:					
# of crime prevention reviews	10	8	10	8	8
# of attendees at reviews	100	175	100	556	300
Employee retention rate	93%	98%	100%	95%	100%
% of employees with formal professional development plan	100%	98%	100%	95%	100%
Average # of payments per day	55	63	60	40	50
Average # of online payments per month	100	155	160	128	130

COURTS

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	332,500	339,336	347,800	176,405	335,400	355,300
002 Overtime	3,500	9,091	10,000	5,106	10,000	10,000
003 Worker's Compensation	7,400	6,444	6,500	6,294	6,500	8,300
004 Health Insurance	28,500	27,128	32,100	16,764	32,800	38,700
005 Social Security	25,700	26,077	27,400	13,763	26,400	27,900
006 Retirement	47,900	40,630	55,400	22,064	52,100	54,900
TOTAL PERSONNEL SERVICE	445,500	448,706	479,200	240,396	463,200	495,100
SUPPLIES						
010 Office	10,000	7,215	8,000	3,870	8,000	8,000
011 Vehicle	4,000	4,806	10,000	1,890	10,000	7,000
012 General	9,000	9,723	12,000	8,331	12,000	13,500
014 Uniforms	2,000	1,748	2,000	165	2,000	2,000
TOTAL SUPPLIES	25,000	23,492	32,000	14,256	32,000	30,500
MAINTENANCE						
020 Vehicle	3,000	2,852	1,500	853	1,500	1,500
022 Equipment	16,100	17,153	16,100	6,224	17,100	23,900
TOTAL MAINTENANCE	19,100	20,005	17,600	7,077	18,600	25,400
INSURANCE						
030 Property/Liability	5,800	6,212	6,400	6,540	6,500	7,300
TOTAL INSURANCE	5,800	6,212	6,400	6,540	6,500	7,300
SERVICES						
041 Dues and Subscriptions	1,200	888	1,000	140	900	1,000
042 Travel and Training	7,000	5,793	7,100	3,104	7,100	7,100
045 Telephone	2,000	1,866	2,000	776	2,000	2,000
070 Other Expense (Grants)	0	0	0	0	0	0
087 State Tax Payments	490,000	527,534	495,000	196,609	400,000	407,000
TOTAL SERVICES	500,200	536,081	505,100	200,629	410,000	417,100
MISCELLANEOUS						
090 Legal Fees	20,000	17,036	20,000	8,872	19,000	20,000
092 Professional Fees	1,000	40	1,000	203	1,000	1,000
TOTAL MISCELLANEOUS	21,000	17,076	21,000	9,075	20,000	21,000
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	3,800	3,633	3,900	3,912	3,900	3,900
610 COBAN Lease - Int	200	163	200	148	200	200
705 Equipment	8,000	10,236	54,300	0	52,000	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	33,700	37,370	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	45,700	51,402	58,400	4,060	56,100	4,100
GRAND TOTAL	1,062,300	1,102,974	1,119,700	482,033	1,006,400	1,000,500

PLANNING AND DEVELOPMENT

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

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

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

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

Zoning Administration

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

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

Subdivision Administration

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

Thoroughfares

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

Comprehensive Plan Development

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

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

Data Management System

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

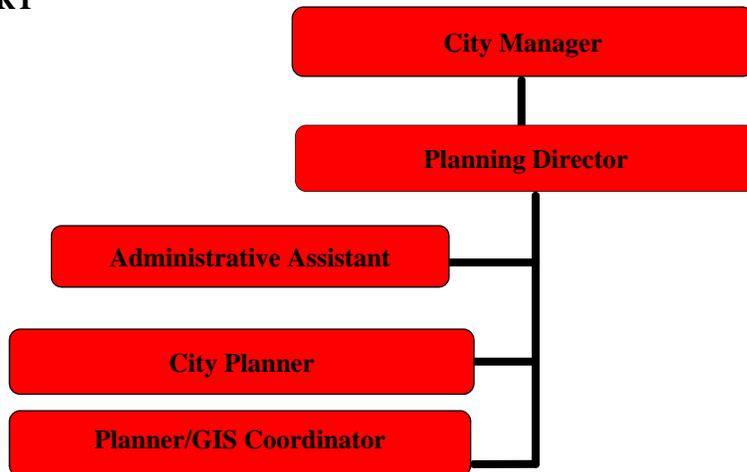
Other areas the Department is responsible for include:

- Ordinance preparations
- 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 2014-2015 ACHIEVEMENTS

- Completed first commercial development under FM 2410 Corridor Plan.
- Held multiple workshops with the Planning & Zoning Commission for Northside Redevelopment Strategies and updates to Comprehensive Pan.
- Significantly reduced errors in 9-1-1 GIS street data.
- Began development of Film Friendly policies and procedures.
- Coordination of decorative signage with the Chamber of Commerce.
- Implemented a cross-training program among all staff members.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Implement Sidewalk Ordinance Amendments.
 - Completed.

- 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.
 - Drafts of all phases have been completed except for the Transit Plan and future workshops will be required to finalize the plans.
- Annexations of Southern ETJ areas.
 - Process is ongoing but scheduled for completion in January 2016.
- Downzoning of extraneous commercial properties in residential areas.
 - Research into correction of spot zoning is ongoing.
- Update Mobile Food Vendor ordinances.
 - Coordinating efforts with the Fire Marshal’s office.
- Update the Planned Development Zoning District to change the minimum size requirements.
 - Tabled pending further review.
- Release unused and oversized Rights-of-Way along residential streets.
 - Tabled pending further review.

FY 2015-2016 OBJECTIVES

- Complete update of the Existing Land Use Map and the Future Land Use Map.
- Complete Annexation of Southern Areas of the City.
- Begin conversion of exiting and legacy plats and plans to digital format.
- Begin update to the 2007 Comprehensive Plan.
- Adoption of completed Mobility 2030 document.
- Update of the Sign section of the Code of Ordinances.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
- Develop and implement zoning overlay districts for other parts of the City.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY14 Actual	FY15 Estimated	FY15 Actual	FY16 Estimated
INPUTS:					
Number of full time employees	4	4	4	4	4
OUTPUTS:					
# of subdivision requests processed	63	70	16	32	30
# of zoning cases processed	12	15	17	18	15
# of conditional use requests processed	1	1	4	3	3
# of annexations processed	0	1	0	0	1
# of business licenses processed	113	120	110	99	100
EFFECTIVENESS:					
% of applications approved	100%	100%	98%	100%	100%
% applications completed w/in time limits	100%	100%	100%	100%	100%
EFFICIENCY:					
# of plan reviews	63	70	25	27	30

PLANNING & DEVELOPMENT

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	267,800	274,052	277,000	83,252	192,200	237,800
002 Overtime	400	431	400	111	500	900
003 Worker's Compensation	3,500	3,032	3,000	2,962	3,000	3,300
004 Health Insurance	16,600	15,712	18,600	8,117	17,200	22,300
005 Social Security	20,500	21,098	21,200	6,294	14,700	18,300
006 Retirement	38,200	39,650	43,000	12,274	29,100	35,900
TOTAL PERSONNEL SERVICE	347,000	353,975	363,200	113,010	256,700	318,500
SUPPLIES						
010 Office	6,000	5,824	6,000	1,995	6,000	6,000
012 General	3,500	2,659	4,500	1,862	4,500	5,400
TOTAL SUPPLIES	9,500	8,483	10,500	3,857	10,500	11,400
MAINTENANCE						
022 Equipment	2,000	1,700	2,000	1,700	1,700	3,100
TOTAL MAINTENANCE	2,000	1,700	2,000	1,700	1,700	3,100
INSURANCE						
030 Property/Liability	2,800	2,968	3,100	2,840	2,800	3,000
TOTAL INSURANCE	2,800	2,968	3,100	2,840	2,800	3,000
SERVICES						
035 Unemployment Payments	0	9,965	0	11,898	12,000	0
041 Dues and Subscriptions	1,500	1,222	1,500	0	1,500	1,500
042 Travel and Training	6,000	5,751	6,000	1,551	4,000	4,000
045 Telephone	1,500	1,858	1,500	747	1,500	1,500
TOTAL SERVICES	9,000	18,796	9,000	14,196	19,000	7,000
MISCELLANEOUS						
091 Advertising	2,500	5,809	3,500	1,864	4,000	3,500
092 Professional Fees	7,700	18,694	8,000	4,960	8,000	8,000
TOTAL MISCELLANEOUS	10,200	24,503	11,500	6,824	12,000	11,500
FIXED ASSET TRANSFERS						
705 Equipment	5,000	0	10,000	0	10,000	10,000
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	5,000	0	10,000	0	10,000	10,000
GRAND TOTAL	385,500	410,425	409,300	142,427	312,700	364,500

CODE ENFORCEMENT AND BUILDING DIVISIONS

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

Permit Requests

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

Inspections

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

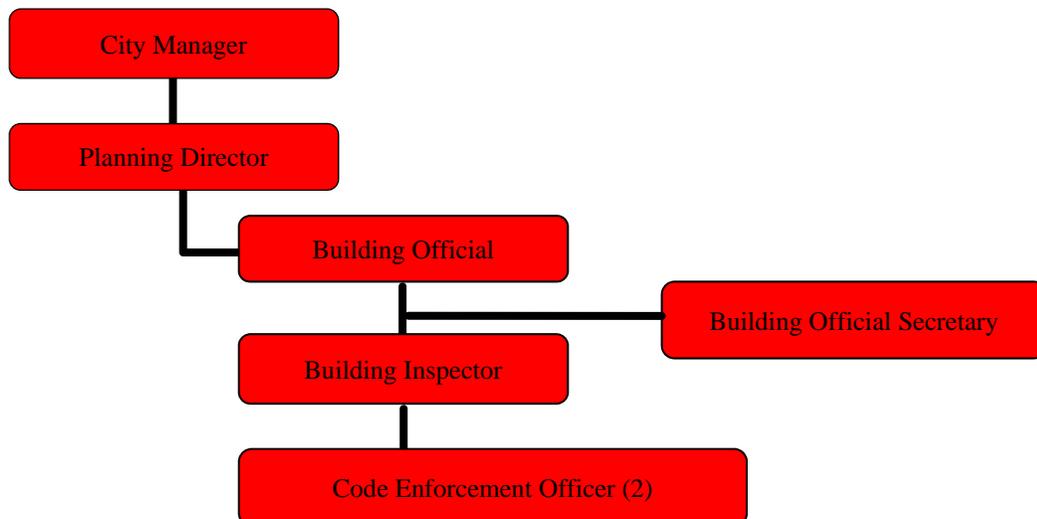
Variances

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 2014 – 2015 ACHIEVEMENTS

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Held public meetings to educate and prepare for the implementation of the 2015 International Building Codes, including the participation of neighboring cities.
- Forwarded five (5) structures for condemnation hearings to the Building and Standards Commission.
- Researched and chose a web-based permitting software to allow more transparent and swift review of plans and permit applications.
- Utilized GIS to improve efficiency and effectiveness by locating and prioritizing substandard structures.
- Implemented a cross-training program among all staff members.
- Created a standardized safety kit for field personnel.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Continue to promptly address all complaints while educating citizens on City ordinances.
 - Ongoing process which has begun to use the GIS to identify trouble spots.
- Obtain and implement web-based permitting software.
 - Software has selected and the awaiting training and implementation.
- Aggressively target dilapidated and substandard mobile home parks.
 - Ongoing process; Have also identified and begun enforcement of non-conforming mobile home parks.
- Update notification, compliance, and violation correspondence to be more “user friendly” – clear, succinct, and non-threatening in tone.
 - Updated our notification process and are reviewing all form letters.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
 - Ongoing; Using the GIS to strategically identify and investigate structures.
- Update and streamline building permit and inspection policies and procedures.
 - Ongoing with culmination of permitting software.
- Hold further public meetings to implement, explain, and provide a timeframe for enforcement of updated policies and procedures.
 - Held numerous meetings to update stakeholders about adoption of the 2015 International Building Codes.
- Update and augment the Noise Ordinance.
 - Tabled pending further review.
- Create and enforce Water Use and Nuisance Ordinances.
 - Tabled pending further review.

FY 2015- 2016 OBJECTIVES

- Implement permitting software.
- Adopt the 2015 International Building Codes.
- Begin conversion of existing and legacy plans to digital format.
- Update backflow prevention ordinances.
- Update and augment the Noise Ordinance.
- Create and enforce Water Use and Nuisance Ordinances.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	5	5	5	5	5
OUTPUTS:					
# of building permits reviewed	1,500	4,682	2,000	2,500	3,000
# of variance requests processed	1	1	1	1	1
# of food dealer permits processed	120	156	175	165	175
# of code violation notices	1,700	2,329	2,500	3,000	3,200
# of residential permits issued	220	198	200	187	190
# of commercial permits issued	80	10	50	45	60
Construction value (in thousands)	\$75,000	\$96,467	\$85,000	\$66,000	\$70,000
EFFECTIVENESS:					
# of days to review residential/commercial permits	1	1	1	1	1
# of days to review new commercial permits	14	14	14	14	14
# of structures found to be substandard	10	7	10	10	15
EFFICIENCY:					
% of substandard structures demolished	15%	14%	25%	25%	30%
% of inspections made on request date	100%	100%	100%	100%	100%

CODE ENFORCEMENT

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	275,900	271,263	281,800	141,650	275,300	293,100
002 Overtime	300	0	300	0	0	600
003 Worker's Compensation	4,400	3,790	3,800	3,702	3,800	4,000
004 Health Insurance	20,300	20,099	23,400	12,975	24,900	28,300
005 Social Security	21,100	20,162	21,600	10,558	21,100	22,500
006 Retirement	39,400	38,469	43,700	20,852	41,500	44,100
TOTAL PERSONNEL SERVICE	361,400	353,783	374,600	189,737	366,600	392,600
SUPPLIES						
010 Office	6,000	8,101	6,000	4,167	8,000	8,500
011 Vehicle	5,000	4,213	5,000	1,516	4,000	5,000
012 General	2,000	2,570	3,000	365	3,000	6,100
TOTAL SUPPLIES	13,000	14,884	14,000	6,048	15,000	19,600
MAINTENANCE						
020 Vehicle	2,000	1,903	2,000	2,176	3,000	2,000
022 Equipment	4,000	3,418	4,000	3,589	4,000	27,200
TOTAL MAINTENANCE	6,000	5,321	6,000	5,765	7,000	29,200
INSURANCE						
030 Property/Liability	3,400	3,667	3,800	3,558	3,600	3,700
TOTAL INSURANCE	3,400	3,667	3,800	3,558	3,600	3,700
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	1,611	1,500	1,055	3,000	3,500
042 Travel and Training	6,000	5,117	6,100	5,497	8,100	8,100
045 Telephone	1,500	1,846	1,500	730	1,500	1,500
086 Nuisance Abatement	60,000	33,514	60,000	19,292	35,000	60,000
TOTAL SERVICES	69,000	42,088	69,100	26,574	47,600	73,100
MISCELLANEOUS						
092 Professional Fees	61,200	61,234	61,200	30,617	61,200	64,300
TOTAL MISCELLANEOUS	61,200	61,234	61,200	30,617	61,200	64,300
FIXED ASSET TRANSFERS						
705 Equipment	0	0	15,000	0	9,000	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	20,000	0	18,400	0
TOTAL FIXED ASSET TRANSFERS	0	0	35,000	0	27,400	0
GRAND TOTAL	514,000	480,977	563,700	262,299	528,400	582,500

FIRE DEPARTMENT

The Fire Chief leads an organization comprised of forty-five personnel including Firefighter/Paramedics, Firefighter/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 4,100 emergency calls per year.

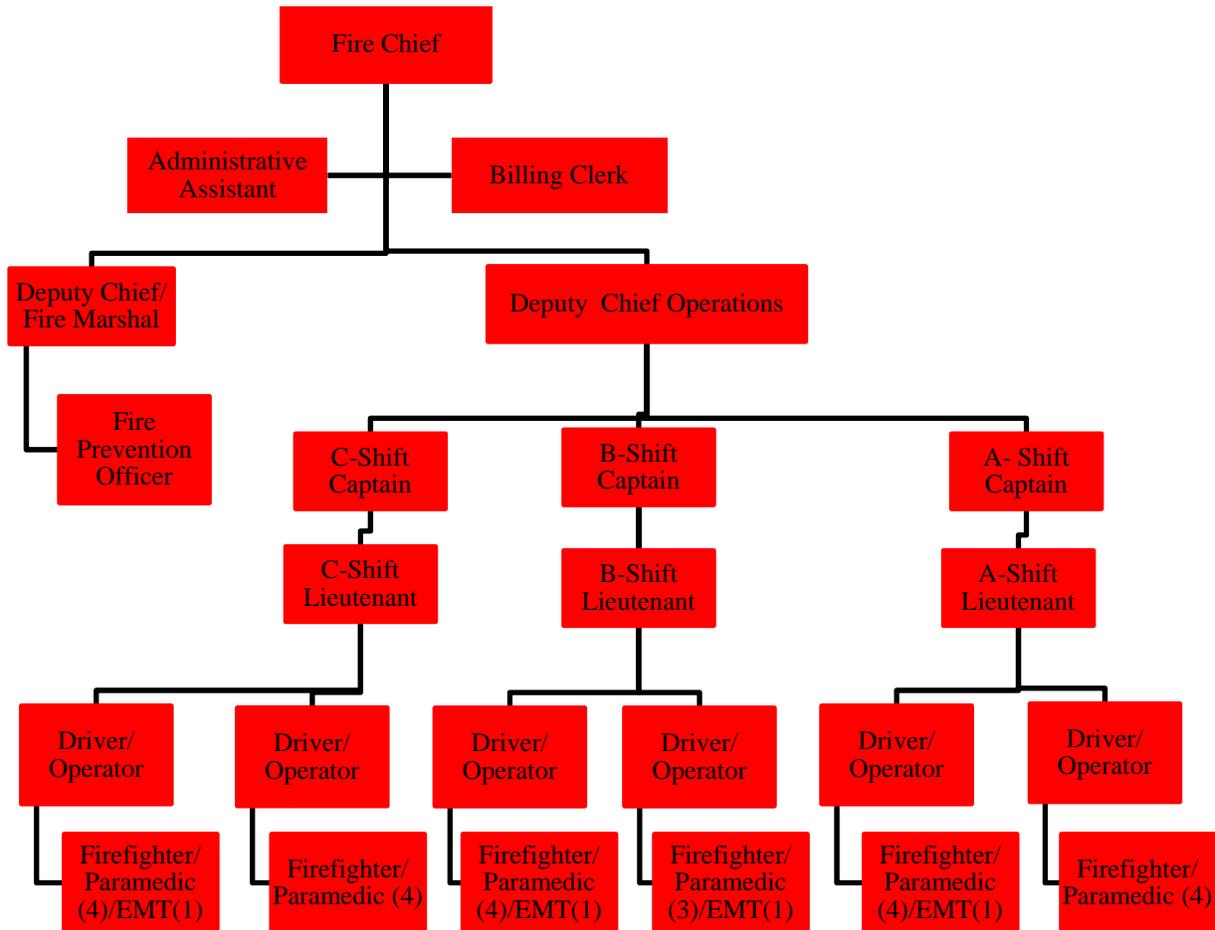
The Fire Prevention Division is staffed with one Deputy Chief/Fire Marshal and one Investigator/Inspector Officer. The duties of the Fire Marshal’s office include fire prevention, fire and arson investigation, fire inspections, emergency management, and community services. This Division provides business fire inspections, investigation of fires, training in fire prevention for local businesses and schools, and assists emergency management and disaster training for the entire City. The Fire Prevention Division completes over 600 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. 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 2014-2015 ACHIEVEMENTS

- The Harker Heights Fire Department 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. This is the second consecutive year that we have received the award.
- Implemented the Lifenet notification system for EMS units. This system allows the transmission of EKG's from ambulances in the field to the hospital. The Lifenet System helps the paramedics on the ambulance share critical, real-time data about the heart attack patients, so the patients can be treated faster and more efficiently.
- Started Fire Department Honor Guard Program and participated in multiple community events/ceremonies.
- Created Fire Chaplain Program to support fire department personnel as well as to serve alongside community outreach programs. We have had three personnel complete the Chaplaincy program and two have become ordained chaplains.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Continue to research and purchase land and equipment as well as staffing for Fire Station #3.
 - Research was done but this project was not able to be funded in 2014-2015.
- Continue to research and budget for the renovation and enlarging of Central Fire Station.
 - Research was done but this project was not able to be funded in 2014-2015.
- Continue to replace aging fleet with the main priority on fire apparatus.
 - The department purchased a 2015 Rescue Pumper (MVP) from Ferrara Apparatus. This Rescue Pumper replaced the 1988 E-one pumper and has been placed as a frontline unit.
- Replace all current Self Contained Breathing Apparatus (SCBA) with new modern versions that meet new NFPA regulations.
 - We have replaced all SCBA with new G1 MSA SCBA. These new SCBA will go into operation in October of 2015.
- Create fire breaks, emergency access trails, helicopter landing zones and install trail signage at Dana Peak Park.
 - We have created landing zones and installed trail signage at Dana Peak Park. The Department is working with the Texas Forestry Service/ Army Corps of engineers for a fuel reduction plan. This plan will also implement the needed fire breaks and access trails.

FY 2015-2016 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 apparatus.
- Establish a system of issuing permits for plan review, construction of various fire protection systems and operational processes that pose a significant fire hazard
- In conjunction with the Building Official's Office amend and present for adoption by the City Council the 2015 edition of the International Codes (IBC, IFC, IRC etc.).
- Increase inspection productivity with additional personnel, by updating software and the implementation of mobile applications for field use.

- Improve ambulance billing service payments reliability and increase collection rates.
- Implement Phase 1 of the Wildland Urban interface project and create fire breaks within that area.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees – field	38	38	39	39	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	42	43	39	39
# of firefighter/EMTs	1	0	0	4	4
# of master/advanced/intermediate firefighters	3/15/13	3/15/10	3/16/12	2/14/13	2/14/15
OUTPUTS:					
# of fire incident responses	690	770	770	845	820
# of Emergency Medical Service responses	2,900	2,777	2,800	3,204	3,100
# of fire inspections	950	800	900	600	800
# of fire prevention presentations	50	71	70	66	65
Total attendance at fire prevention presentation	8,500	6,500	6,500	6,000	6,000
# of Fire Investigations	New	17	20	21	20
EFFECTIVENESS:					
Average response time – fire rescue (include non-emergency)	5:15	5:06	5:00	5:31	5:15
Average response time – Emergency Medical Service	5:30	5:17	5:17	5:33	5:20
EFFICIENCY:					
% of ambulance billing collections	45%	45%	45%	43%	55%
% of budget compared to assessed property value	0.254%	0.229%	0.219%	0.233%	0.245%
Retention rate	91%	93%	96%	89%	93%
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 5%	In Top 5%	In Top 5%	In Top 8%	In Top 7%

FIRE & EMS ADMINISTRATION

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	307,600	308,608	316,400	158,249	306,000	325,200
002 Overtime	600	0	400	0	0	400
003 Worker's Compensation	3,900	3,411	3,400	3,332	3,400	4,000
004 Health Insurance	18,300	18,710	21,400	10,292	20,900	25,600
005 Social Security	23,600	22,639	24,200	11,576	23,400	24,900
006 Retirement	43,900	42,271	49,100	22,441	46,200	48,900
TOTAL PERSONNEL SERVICE	397,900	395,639	414,900	205,890	399,900	429,000
SUPPLIES						
010 Office	7,900	7,898	8,700	3,480	8,700	7,500
012 General	4,000	2,670	2,100	2,346	2,400	1,800
TOTAL SUPPLIES	11,900	10,568	10,800	5,826	11,100	9,300
MAINTENANCE						
021 Building	13,300	11,932	13,000	5,188	12,400	12,500
022 Equipment	200	120	200	300	200	200
023 Ground	0	0	0	0	0	0
TOTAL MAINTENANCE	13,500	12,052	13,200	5,488	12,600	12,700
INSURANCE						
030 Property/Liability	30,000	32,188	33,400	32,342	33,400	33,400
TOTAL INSURANCE	30,000	32,188	33,400	32,342	33,400	33,400
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	31,700	30,614	30,800	16,005	30,800	32,000
041 Dues and Subscriptions	8,100	7,888	9,100	5,651	8,900	8,200
042 Travel and Training	11,800	9,536	10,000	3,058	10,000	9,500
045 Telephone	9,400	8,435	9,400	4,891	9,400	9,400
046 Equipment Rental	0	957	1,200	574	1,200	1,200
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	0	0	1,000	295	1,000	1,000
102 Medical Director Contract	8,700	6,651	27,900	6,600	26,000	10,300
104 Fire Prevention	5,000	4,937	5,700	2,509	5,700	5,700
105 Safety Training	1,800	1,548	1,800	1,254	1,700	1,000
TOTAL SERVICES	76,500	70,566	96,900	40,837	94,700	78,300
MISCELLANEOUS						
601 Xerox Lease - Prin	1,100	189	0	0	0	0
602 Xerox Lease - Int	100	3	0	0	0	0
TOTAL MISCELLANEOUS	1,200	192	0	0	0	0
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	531,000	521,205	569,200	290,383	551,700	562,700

FIRE & EMS OPERATIONS

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	2,122,600	2,147,269	2,217,100	1,117,343	2,144,900	2,310,400
002 Overtime	85,000	83,750	85,000	33,323	85,000	85,000
003 Worker's Compensation	34,000	29,565	29,700	28,878	29,700	33,100
004 Health Insurance	161,900	158,568	185,800	103,352	198,000	226,100
005 Social Security	168,900	163,929	176,100	84,199	170,600	183,200
006 Retirement	314,600	316,797	356,500	169,396	336,500	359,800
TOTAL PERSONNEL SERVICE	2,887,000	2,899,878	3,050,200	1,536,491	2,964,700	3,197,600
SUPPLIES						
011 Vehicle	64,500	61,165	58,000	19,655	40,500	45,000
012 General	6,900	5,772	6,600	3,338	6,600	6,500
013 Equipment	11,000	8,675	14,900	9,936	14,900	20,000
014 Uniforms	30,400	29,953	34,900	24,567	34,900	39,500
029 Medical	48,800	47,845	49,700	27,142	54,500	53,900
TOTAL SUPPLIES	161,600	153,410	164,100	84,638	151,400	164,900
MAINTENANCE						
020 Vehicle	34,000	37,879	40,000	12,858	34,000	30,800
022 Equipment	12,900	11,337	12,100	5,066	12,100	15,700
TOTAL MAINTENANCE	46,900	49,216	52,100	17,924	46,100	46,500
SERVICES						
042 Travel and Training	27,000	23,554	33,200	5,256	29,500	28,300
070 Other Expense (Grants)	0	1,150	0	0	0	0
TOTAL SERVICES	27,000	24,704	33,200	5,256	29,500	28,300
FIXED ASSET TRANSFERS						
613 Fire Truck Lease - Prin	0	0	0	0	0	92,400
614 Fire Truck Lease - Int	0	0	0	0	0	8,100
705 Equipment	30,100	1,420	95,300	0	128,000	12,500
707 Vehicles	0	0	75,000	0	0	133,000
TOTAL FIXED ASSET TRANSFERS	30,100	1,420	170,300	0	128,000	246,000
GRAND TOTAL	3,152,600	3,128,628	3,469,900	1,644,309	3,319,700	3,683,300

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

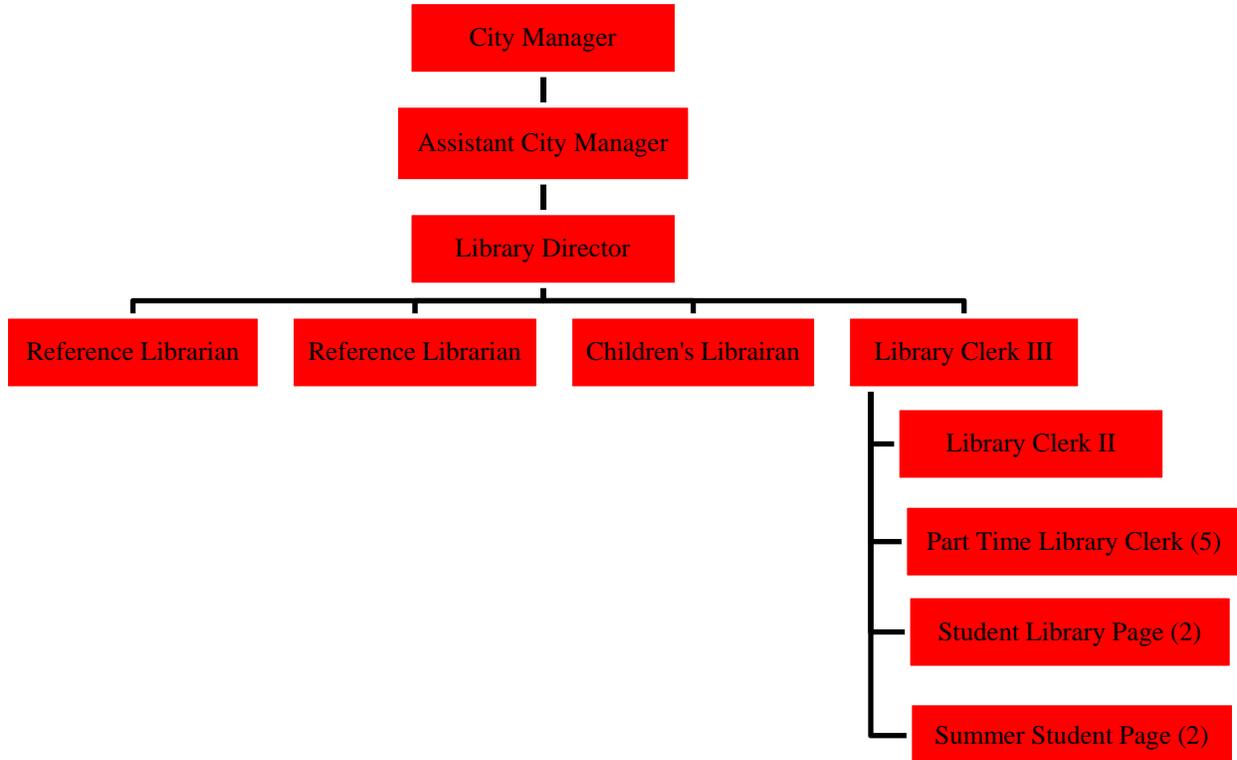
The Library selects, acquires, catalogs, organizes, and distributes print and non-print material for the residents of Harker Heights. The Library encourages its use among its patrons through provision of quality materials on a variety of subjects, through a large amount of programming on topics of interest 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 continues 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. Working with community organizations and area schools will prove essential for continued relevance in programming.

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-content that can be available to our patrons 24/7 and carefully planned monograph Reference Collections.

ORGANIZATIONAL CHART



FY 2014-2015 ACHIEVEMENTS

- Received the 2014 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 “Promoting Arts Programming in the Library” and “Balancing Books and eContent” at the 2015 Texas Library Association Conference
- Planned and implemented new programs such as Monster School Night Out, Superhero Day, Princess Party, and Lego Robotics
- Increased cooperation with schools by hosting a summer Leadership Camp for a local elementary school.
- Received “Libraries Change Communities” Award from Texas Library Association

PROGRESS ON FY 2014-2015 OBJECTIVES

- Focus on improving the Library’s web presence through complete web re-evaluation.
 - Conducted a web re-evaluation using an intern who asked staff, her fellow students, and patrons and compiled a list of changes to be made to the website.
- Implement new services provided through the Internet for 24/7 Access.
 - Added to the Virtual Library “World Book Online,” “Zinio” magazines, and “Atomic Training”; published a brochure listing all our online resources; and presented several workshops over our Virtual resources.
- Continue to increase visibility and usage of the convenient drive-through window and 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.
 - Added the drive through window as a topic to be discussed during all tours, specifically asked individuals if they would like to use the drive through window, and added drive through window to some programming spots.
- Improve the Library’s language, English Language Learning, and GED collections through weeding and collection development.
 - Began process of weeding old and unattractive language audiobooks and books. Also, specifically purchased approximately 100 language audiobooks and books to update the Library’s collection.
- Provide new and innovative weekend and night programs for patrons.
 - Planned and presented a holiday night time family program, a one-man-show Audie Murphy show with teen performance, and costume character programs such as Super Hero Saturday and Princess Party.

FY 2015-2016 OBJECTIVES

- Continue to focus on improving the Library’s online and social media presence through website content changes, blogs, and social media.
- Investigate, implement, and publicize innovative “STEAM” (Sciences, Technologies, Engineering, Arts, and Mathematics) programming.
- Implement an “outward looking” survey strategy for determining the needs and wishes of our community.
- Improve the Library’s Reference Collection through mindful weeding and collection development.
- Provide new and innovative cooperative programming with other institutions.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	6	6	6	6	6
# of part time employees	7	7	7	7	7
# of seasonal employees (summer)	2	2	2	2	2
OUTPUTS:					
# of patrons visiting the library	73,000	74,409	73,000	77,198	75,000
# of in-Library programs held	700	892	700	877	800
# of program attendance in-Library	20,000	27,862	20,000	25,093	23,000
# of electronic resources viewed	16,000	26,900	16,000	47,698	50,000
# of print, audio, and video titles circulated	145,000	133,431	145,000	144,702	145,000
# of ebooks / eaudiobooks circulated	4,000	5,368	4,000	7129	7,000
Total circulation (usage)	165,000	165,699	165,000	199,529	200,000
# of physical materials renewed	15,000	14,209	15,000	16,677	16,000
# of physical materials purchased	5,000	5,306	5,000	4,979	4,500
Donations added	800	731	800	1108	800
Computer usage	45,000	44,534	45,000	44,324	45,000
# of times directional assistance given	6,000	4,583	6,000	8,209	6,000
# of reference questions	18,000	17,975	18,000	18,432	18,000
EFFECTIVENESS:					
% increase in total circulation	3.0%	0.00%	3.0%	20.4%	5%
% increase in computer usage	3.0%	-2.5%	3.0%	-.004%	5%
% increase in reference assistance	3.0%	-3.0%	3.0%	2.5%	2.0%
% increase in program attendance	3.0%	31.0%	3.0%	-9.9%	3.0%
EFFICIENCY:					
Average daily walk-in visits	230	263	250	255	250
# of in-house programs per FTE	70	85	75	80	75
# of reference/information transactions handled per FTE	1,700	1,711	1,700	2,421	2,000

LIBRARY

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	349,700	335,162	357,600	173,253	342,000	373,800
002 Overtime	200	49	200	0	0	0
003 Worker's Compensation	8,300	7,202	7,200	7,034	7,200	10,800
004 Health Insurance	24,600	20,319	23,800	16,179	29,800	33,500
005 Social Security	26,800	25,214	27,400	13,082	26,200	28,600
006 Retirement	49,900	36,168	55,400	19,944	51,600	56,100
TOTAL PERSONNEL SERVICE	459,500	424,114	471,600	229,492	456,800	502,800
SUPPLIES						
010 Office	11,700	11,560	11,800	3,039	11,800	12,400
012 General	11,000	11,442	17,500	5,326	17,500	18,800
TOTAL SUPPLIES	22,700	23,002	29,300	8,365	29,300	31,200
MAINTENANCE						
021 Building	9,500	5,281	9,500	2,778	5,000	9,500
022 Equipment	3,700	2,690	3,700	1,509	3,000	3,500
023 Ground	500	93	500	0	400	400
TOTAL MAINTENANCE	13,700	8,064	13,700	4,287	8,400	13,400
INSURANCE						
030 Property/Liability	6,400	6,860	7,100	6,720	6,700	9,300
TOTAL INSURANCE	6,400	6,860	7,100	6,720	6,700	9,300
SERVICES						
035 Unemployment Payments	0	831	0	0	0	0
040 Utilities	37,500	27,404	32,400	13,448	30,000	30,000
041 Dues and Subscriptions	3,300	3,040	3,400	1,711	3,400	3,600
042 Travel and Training	3,300	1,859	3,300	961	3,000	3,100
045 Telephone	1,500	150	1,800	191	400	400
046 Equipment Rental	1,400	2,612	3,600	857	3,600	4,000
047 Contract Labor	6,000	5,473	6,400	1,463	6,400	6,500
070 Other Expense (Grants)	0	5,009	3,000	0	3,000	3,500
TOTAL SERVICES	53,000	46,378	53,900	18,631	49,800	51,100
MISCELLANEOUS						
091 Advertising	4,200	3,419	4,400	1,343	4,400	4,400
601 Xerox Lease - Prin	400	375	0	0	0	0
602 Xerox Lease - Int	0	6	0	0	0	0
TOTAL MISCELLANEOUS	4,600	3,800	4,400	1,343	4,400	4,400
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	10,000
705 Equipment	0	6,636	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	80,000	78,325	87,000	43,425	87,000	90,000
TOTAL FIXED ASSET TRANSFERS	80,000	84,961	87,000	43,425	87,000	100,000
GRAND TOTAL	639,900	597,179	667,000	312,263	642,400	712,200

PARKS AND RECREATION

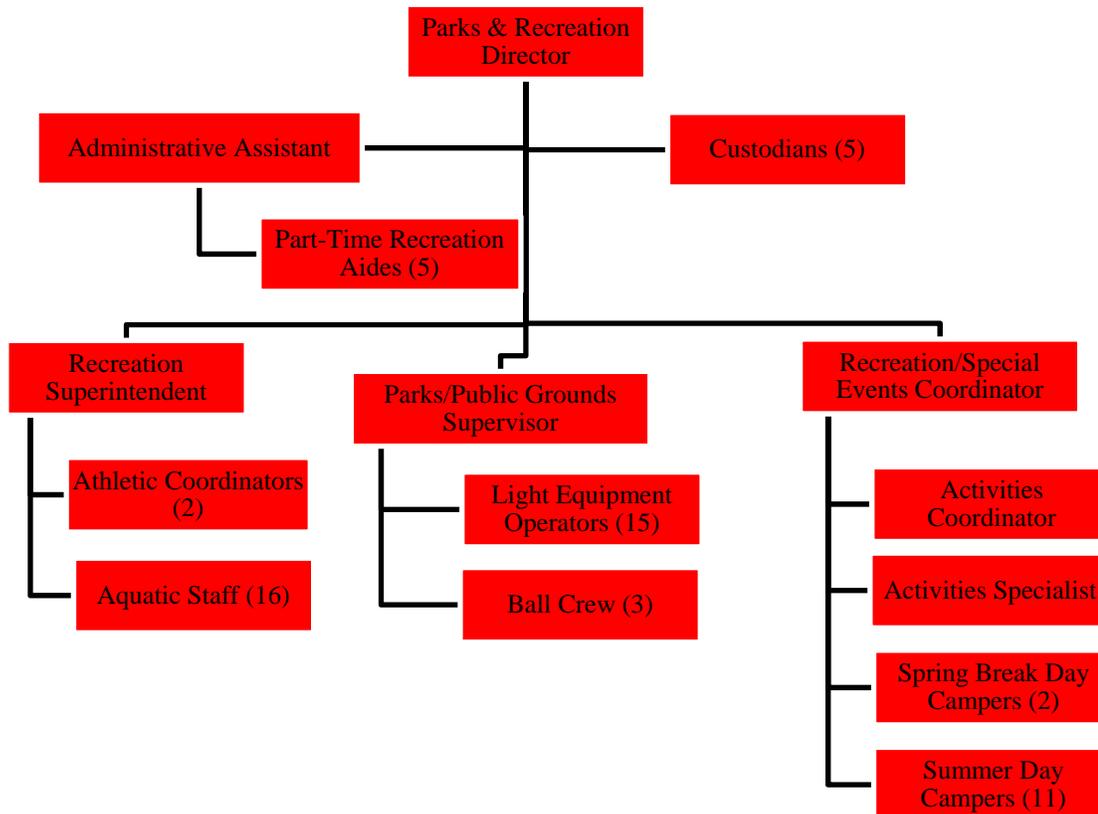
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant, a Recreation Superintendent, two Athletic Coordinators, a Recreation-Events Coordinator, an Activities Coordinator, an Activities Specialist, a Parks & Public Grounds Supervisor, fifteen 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 Park, Goode-Connell Park, Carl Levin City Park, Skipcha Park, 2410 Community Park, Purser Park, and Summit Soccer Complex. The Department conducts and administers youth, senior, and adult programs/activities, youth and adult adaptive programs, maintains playgrounds and playing surfaces, and sponsors/co-sponsors numerous special events for the community.

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

ORGANIZATIONAL CHART



FY 2014-2015 ACHIEVEMENTS

- Increased attendance and participation in Farmer's Market.
- Successful collaboration of youth golf league.
- Increased attendance and classes for outdoor education.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Develop construction documents of Phase 1 for Comanche Gap Park.
 - Ongoing, the construction documents are 75% complete.
- Develop strategic plan for replacement and addition to park facilities.
 - Ongoing, staff continues with recommendations.
- Develop irrigation plan within park system to mitigate water loss.
 - Successfully completed.
- Design and installation of landscape medians within 2410 overlay.
 - Successfully completed.

FY 2015-2016 OBJECTIVES

- Finalize the construction documents of Phase 1 for Comanche Gap property.
- Develop replacement plan for Park amenities.
- Develop methods for Parks Master Plan update.
- Develop policies for private partners utilization of public space.
- Develop branding plan for Department.



Tree City USA Designation

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	29	29	29	29	29
# of part time employees	5	5	5	5	5
# of seasonal employees (summer)	30	30	30	30	30
OUTPUTS:					
# of municipal acres maintained	233	221	240	240	242
# of ROW acres maintained	90	90	90	90	90
# of medians maintained	11	11	11	12	12
# of acres irrigated	100	98	108	108	112
# of playground units	7	11	11	11	11
# of recreation program participants	2,300	1,706	1,800	1,750	1,800
# of youth recreation programs provided	13	13	14	13	14
# of adult/senior recreation programs provided	35	15 / 26	16 / 27	10 / 25	16 / 27
# of special events provided	27	33	30	32	32
# of spring/summer day camp sessions	8	8	8	8	8
# of spring/summer day camp attendees	200	193	195	195	195
# of youth leagues/participants	10 / 3,200	7 / 2,904	8 / 3,000	7 / 3,091	7 / 3,000
# of adult leagues/participants	8 / 3,200	2 / 1,400	2 / 1,400	2 / 1,400	2 / 1,000
# of sports camps/participants	7 / 500	4 / 332	3 / 350	3 / 250	3 / 250
# of 5ks held/participants	3 / 500	2 / 573	2 / 600	2 / 580	2 / 600
EFFECTIVENESS:					
# of park rentals	350	242	270	227	230
# of activity center rentals	610	832	830	830	830
# of pool rentals	30	16	25	19	18
Public swim attendance	13,717	12,124	12,470	20,443	18,000
Swim lesson attendance	240	222	241	225	230
# of dive ins held	4	4	4	4	4
Dive in attendance	625	603	600	625	600
EFFICIENCY:					
# of acres maintained per full time light equipment employee	23.7	22.21	23.57	23.57	24
% of youth recreation programs conducted compared to services offered	100%	100%	100%	100%	100%
% of adult/senior recreation programs conducted compared to services offered	100%	117%	100%	100%	100%

PARKS & RECREATION

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	1,157,200	1,181,851	1,199,300	567,130	1,174,600	1,232,100
002 Overtime	8,000	3,128	8,000	2,123	7,000	8,000
003 Worker's Compensation	27,500	23,879	24,000	23,325	23,300	28,100
004 Health Insurance	114,600	105,495	122,100	69,318	131,200	152,700
005 Social Security	89,200	89,079	92,400	42,966	90,400	94,900
006 Retirement	159,200	143,916	178,700	77,775	178,300	178,300
TOTAL PERSONNEL SERVICE	1,555,700	1,547,348	1,624,500	782,637	1,604,800	1,694,100
SUPPLIES						
010 Office	8,500	9,352	8,500	5,316	9,000	13,800
011 Vehicle	46,000	44,006	46,000	16,953	35,000	46,000
012 General	7,000	5,200	7,000	3,538	7,000	7,000
013 Equipment	10,000	6,657	10,000	5,544	10,000	12,800
014 Uniforms	12,000	9,894	12,000	4,878	12,000	12,000
015 Recreational	6,500	3,502	7,000	1,126	5,000	5,000
016 Chemical	18,000	14,212	18,000	7,297	18,000	12,200
TOTAL SUPPLIES	108,000	92,823	108,500	44,652	96,000	108,800
MAINTENANCE						
020 Vehicle	6,500	10,360	7,000	5,097	10,000	11,900
021 Building	59,000	55,347	55,000	27,394	55,000	55,000
022 Equipment	12,000	12,963	16,000	10,100	16,000	16,000
023 Ground	60,000	60,125	58,000	27,425	58,000	63,000
TOTAL MAINTENANCE	137,500	138,795	136,000	70,016	139,000	145,900
INSURANCE						
030 Property/Liability	21,500	23,137	24,200	22,810	22,800	24,800
TOTAL INSURANCE	21,500	23,137	24,200	22,810	22,800	24,800
SERVICES						
035 Unemployment Payments	0	422	0	94	200	0
040 Utilities	100,000	100,403	100,000	49,383	100,000	100,000
041 Dues and Subscriptions	5,600	5,546	6,300	3,065	6,300	6,300
042 Travel and Training	7,000	7,236	7,700	3,172	7,700	8,200
045 Telephone	1,000	1,112	1,500	512	1,500	1,500
046 Equipment Rental	8,000	5,083	8,000	6,693	9,200	9,200
047 Contract Labor	0	0	0	934	11,000	15,000
051 ActiveNet Transaction Fees	0	6,119	5,100	2,927	6,000	6,000
059 Adaptive Sports	12,000	8,900	14,200	3,996	10,000	10,000
060 Tree City USA	10,000	2,932	10,000	1,819	6,000	10,000
061 Reimburse by Donations	3,000	3,040	2,000	1,953	3,000	3,000
065 Trophies and Awards	17,000	14,711	19,700	5,561	19,700	19,700
066 Uniforms and Equipment (Rec)	61,000	58,279	57,000	20,651	57,000	57,000
067 Parks and Recreation Programs	40,000	34,510	46,500	27,731	43,000	43,000
068 Team Travel	2,400	0	2,400	0	2,400	2,400
069 Adult Sports	8,000	6,283	6,000	2,277	6,000	6,000
070 Other Expense (Grants)	12,500	0	10,000	0	0	10,000
TOTAL SERVICES	287,500	254,576	296,400	130,768	289,000	307,300
MISCELLANEOUS						
091 Advertising	15,000	14,242	17,000	5,485	15,000	15,000
601 Xerox Lease - Prin	100	95	0	0	0	0
602 Xerox Lease - Int	0	1	0	0	0	0
TOTAL MISCELLANEOUS	15,100	14,338	17,000	5,485	15,000	15,000
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	3,931	0	614	700	0
702 Building and Improvements	0	0	5,000	1,400	1,400	0
705 Equipment	45,000	54,165	10,000	0	10,000	48,200
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	35,200	0	35,200	0
TOTAL FIXED ASSET TRANSFERS	45,000	58,096	50,200	2,014	47,300	48,200
GRAND TOTAL	2,170,300	2,129,113	2,256,800	1,058,382	2,213,900	2,344,100

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.

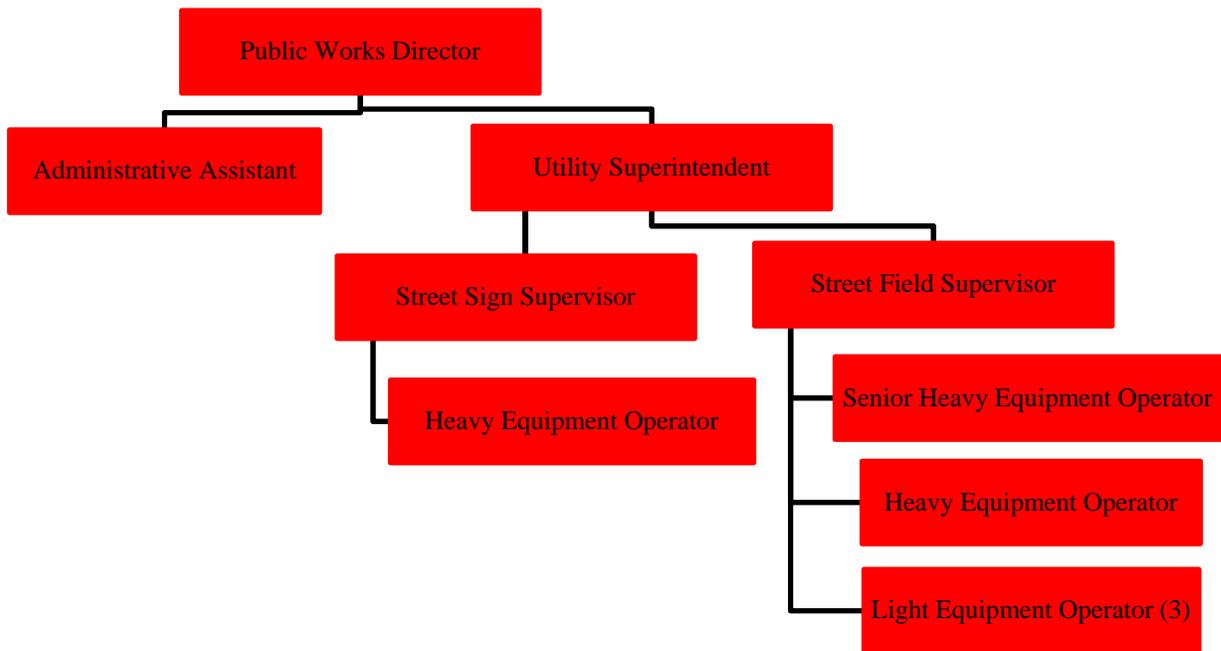
STREET DEPARTMENT

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 2014-2015 ACHIEVEMENTS

- Completed one month of the annual Crack Seal Program. (12 lane miles)
- Completed a one month Motor Grader Program.
- Helped prepare and inspect the 2014-2015 Street Capital Improvement Projects: Amy Lane, Pecan Drive and Comanche Gap Road.

- Installed turn around and driveway at Trimmier Lift station.
- Completed 58 street repairs using 380 cubic yards of Asphalt.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Maintain recycled asphalt streets.
 - 10% complete, work is ongoing.
- In house reconstruction of roads.
 - 10% complete, work is ongoing.
- Repair damaged City sidewalks.
 - Identified 150 feet of sidewalk repair for the 2015 fiscal year. Work is ongoing.
- Repair Driveway approaches and curbs.
 - 20% complete, work is ongoing.

FY 2015-2016 OBJECTIVES

- Continue the annual Crack Seal Program.
- Help prepare and inspect the 2015-2016 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 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees:	10	10	10	10	10
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
OUTPUTS:					
# of street utility cuts	120	85	120	58	100
# of pot hole repairs	400	425	400	460	450
Miles of street reconstruction	4.0	1.0	3.0	2.6	3.0
Miles of crack sealing	16	12	15	12	13
Linear feet of sidewalk repair	100	0	75	0	50
EFFECTIVENESS:					
# 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 2014-2015 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 2014-2015 OBJECTIVES

- Street Sweeping.
 - Ongoing, 2,500 feet were swept during the 2014 fiscal year.
- Herbicide Program.
 - Ongoing, 2,000 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 2015-2016 OBJECTIVES

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

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
OUTPUTS:					
# of street signs installed	350	455	500	450	500
# of stop signs installed	50	16	25	20	25
# of yield signs installed	10	6	8	4	8
# of poles set	120	150	200	100	200
Linear feet of thermoplastic installed	1,000	100	800	25	800
Gallons of herbicide sprayed	3,000	1,003	1,000	2,000	1,000
Miles of street swept	1,728	2,118	1,728	1,704	1,728
Miles of residential street swept	1,256	1,683	1,256	1,269	1,256
Miles of arterial and collector miles swept	472	435	472	435	472
EFFICIENCY:					
# of residential street sweeping cycles per year. (288 miles/cycle)	6	6	6	6	6
# of arterial and collector street sweeping cycles per year	52	48	52	48	52

STREETS

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	385,400	391,456	399,400	202,059	372,000	414,600
002 Overtime	10,000	7,188	10,000	4,863	7,300	10,000
003 Worker's Compensation	8,300	7,202	7,200	7,034	7,200	7,900
004 Health Insurance	35,500	35,328	40,800	22,481	41,900	53,100
005 Social Security	30,200	29,212	31,300	15,266	29,000	32,500
006 Retirement	56,400	56,700	63,400	30,526	57,200	63,800
TOTAL PERSONNEL SERVICE	525,800	527,086	552,100	282,229	514,600	581,900
SUPPLIES						
010 Office	3,000	2,318	3,000	704	3,000	3,000
011 Vehicle	50,000	43,501	50,000	16,906	40,000	45,000
012 General	3,000	5,001	3,000	1,562	3,000	3,000
013 Equipment	8,000	7,843	9,000	2,952	7,000	8,000
014 Uniforms	7,500	6,334	7,500	3,292	7,500	7,000
TOTAL SUPPLIES	71,500	64,997	72,500	25,416	60,500	66,000
MAINTENANCE						
020 Vehicle	25,000	23,781	20,000	12,208	25,000	25,000
021 Building	2,000	5,546	2,500	1,083	2,500	2,500
022 Equipment	23,000	10,286	20,000	21,133	30,000	20,000
023 Ground	110,000	100,422	125,000	34,391	100,000	115,000
TOTAL MAINTENANCE	160,000	140,035	167,500	68,815	157,500	162,500
INSURANCE						
030 Property/Liability	6,600	7,070	7,300	6,826	7,200	7,100
TOTAL INSURANCE	6,600	7,070	7,300	6,826	7,200	7,100
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	255,000	273,741	260,000	139,318	280,000	280,000
041 Dues and Subscriptions	1,100	1,382	1,400	1,249	1,400	1,400
042 Travel and Training	5,000	5,003	5,300	1,099	5,300	5,300
045 Telephone	4,000	3,291	4,600	2,025	4,600	4,300
046 Equipment Rental	20,000	25,285	20,000	7,581	20,000	20,000
047 Contract Labor	10,000	13,767	10,000	5,958	13,800	17,600
TOTAL SERVICES	295,100	322,469	301,300	157,230	325,100	328,600
FIXED ASSETS TRANSFERS						
701 Land and Improvements	0	0	0	1,416	1,400	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	4,436	8,800	7,283	7,300	155,900
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	52,000	0	52,000	0
TOTAL FIXED ASSET TRANSFERS	0	4,436	60,800	8,699	60,700	155,900
GRAND TOTAL	1,059,000	1,066,093	1,161,500	549,215	1,125,600	1,302,000

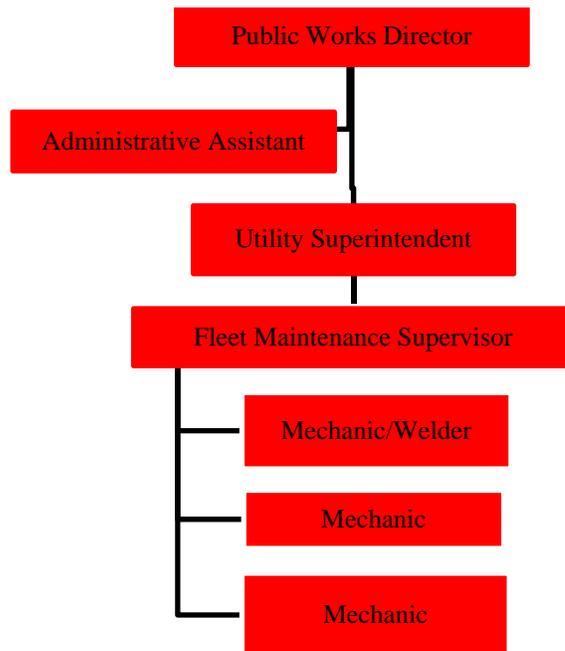
FLEET MAINTENANCE DEPARTMENT

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

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2014-2015 ACHIEVEMENTS

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

PROGRESS ON FY 2014-2015 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 2015-2016 OBJECTIVES

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

PERFORMANCE MEASURES

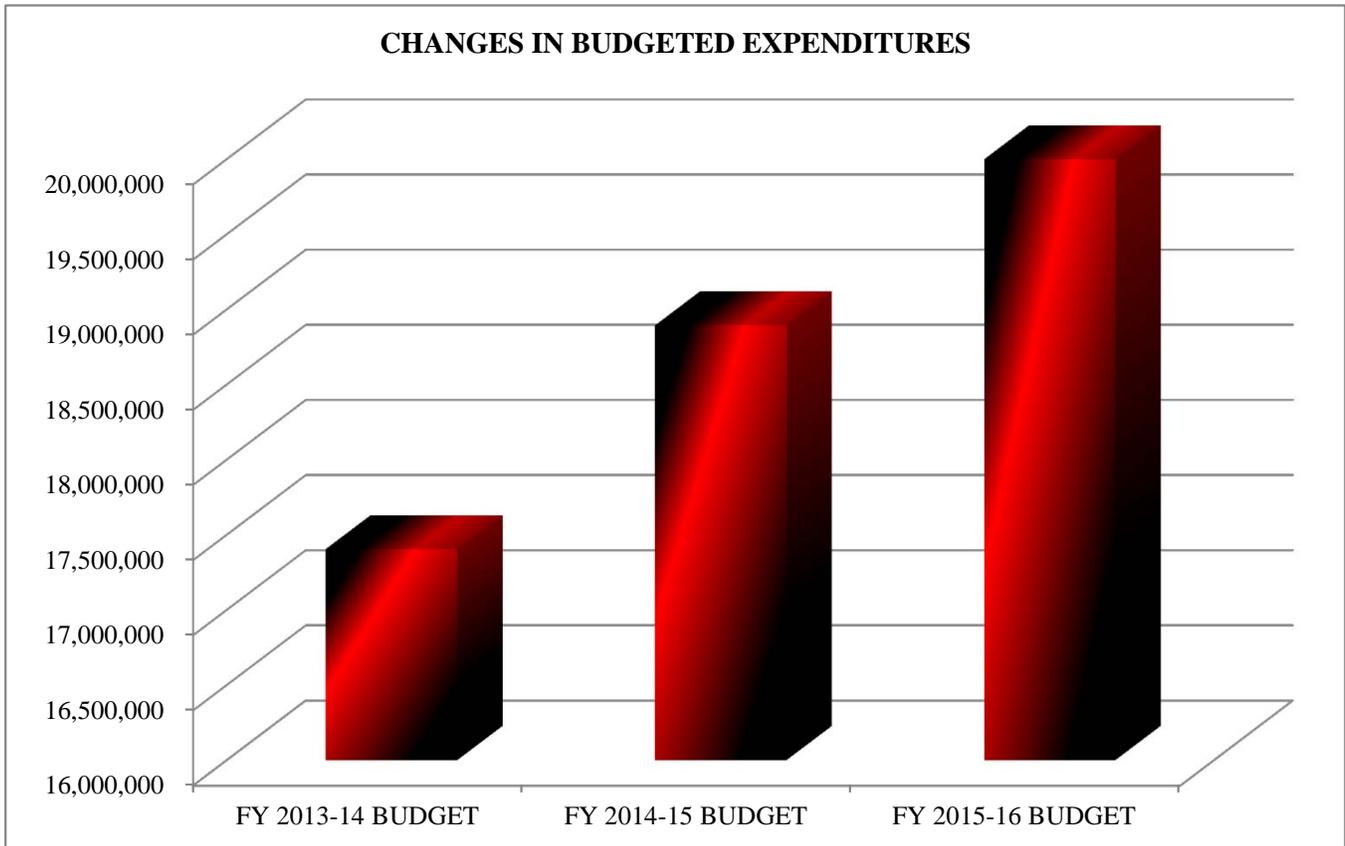
Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	4	4	4	4	4
OUTPUTS:					
# of fleet serviced (vehicles/equipment)	418	416	418	416	418
# of departments serviced	11	11	11	11	11
# of work orders completed	1,250	1,236	1,250	1,278	1,250
EFFECTIVENESS:					
Fleet units in operation	98%	97%	98%	97%	98%
# of vehicles/equipment serviced per mechanic	110	106	110	106	110
EFFICIENCY:					
# of jobs completed per mechanic	312.5	309.0	312.5	319.5	312.5

MAINTENANCE

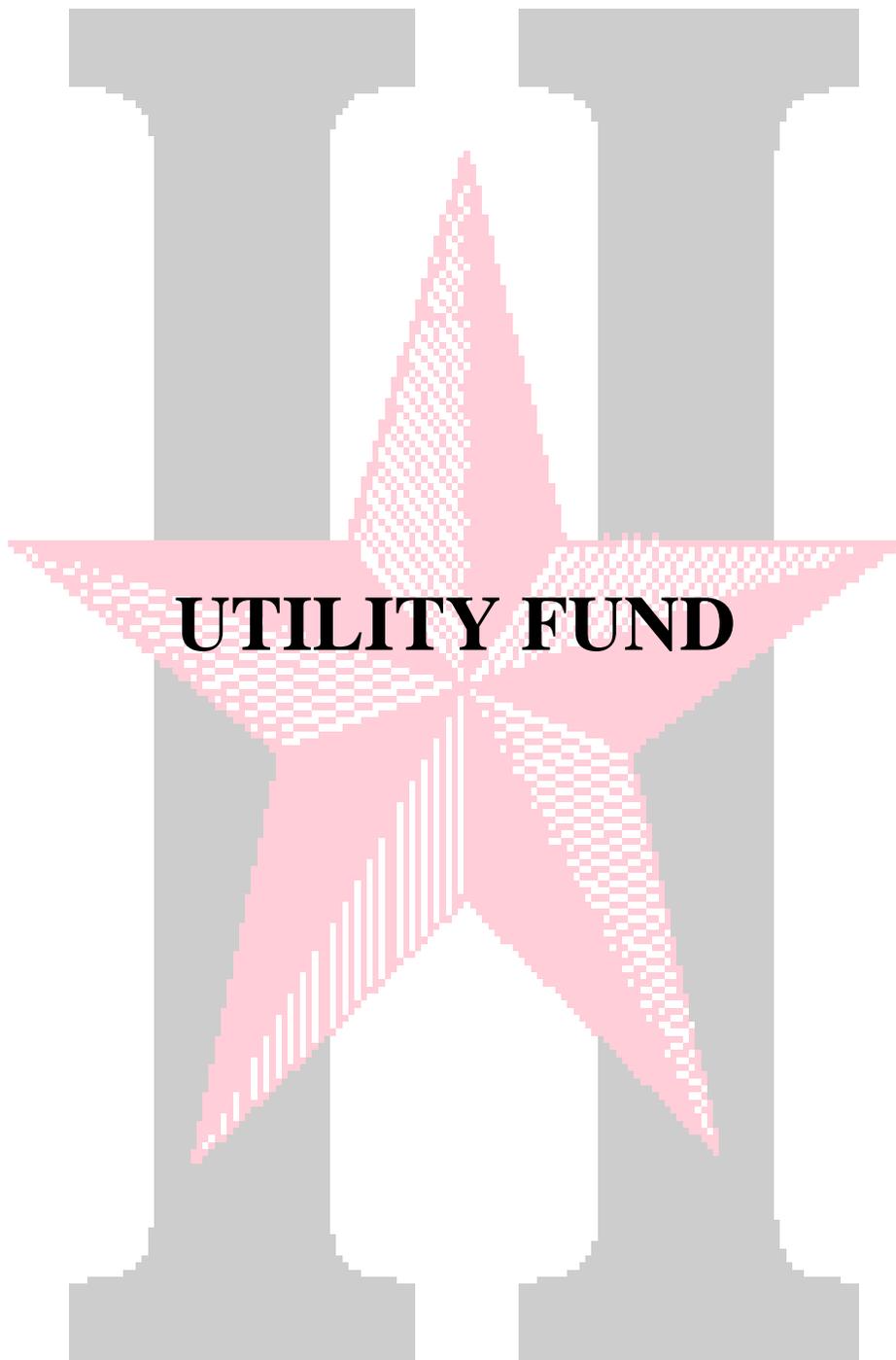
	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	169,500	170,827	177,100	88,590	171,700	183,100
002 Overtime	1,000	777	1,000	140	600	1,000
003 Worker's Compensation	3,500	3,032	3,000	2,962	3,000	3,300
004 Health Insurance	15,600	15,740	18,100	9,988	20,800	22,000
005 Social Security	13,000	13,024	13,600	6,776	13,200	14,100
006 Retirement	24,300	24,310	27,600	13,060	26,000	27,700
TOTAL PERSONNEL SERVICE	226,900	227,710	240,400	121,516	235,300	251,200
SUPPLIES						
010 Office	500	456	500	144	500	500
011 Vehicle	3,500	5,001	4,600	3,133	5,000	5,000
012 General	100	(121)	100	(2,733)	100	100
013 Equipment	5,000	3,647	6,000	2,046	6,000	6,000
014 Uniforms	3,000	2,915	3,000	1,537	3,000	3,000
TOTAL SUPPLIES	12,100	11,898	14,200	4,127	14,600	14,600
MAINTENANCE						
020 Vehicle	300	342	300	47	300	300
021 Building	500	253	500	296	500	500
022 Equipment	500	85	500	21	500	500
023 Ground	300	418	300	8	300	300
TOTAL MAINTENANCE	1,600	1,098	1,600	372	1,600	1,600
INSURANCE						
030 Property/Liability	2,700	2,964	3,100	2,865	3,000	3,000
TOTAL INSURANCE	2,700	2,964	3,100	2,865	3,000	3,000
SERVICES						
040 Utilities	2,000	1,850	2,000	1,284	2,000	2,000
041 Dues and Subscriptions	200	164	200	13	200	200
042 Travel and Training	2,500	775	2,500	1,341	2,500	2,500
045 Telephone	2,000	1,696	3,200	1,088	3,200	2,600
047 Contract Labor	0	0	0	0	0	0
TOTAL SERVICES	6,700	4,485	7,900	3,726	7,900	7,300
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	6,200	6,300	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	6,200	6,300	0	0	0	0
GRAND TOTAL	256,200	254,455	267,200	132,606	262,400	277,700

**GENERAL FUND
STATEMENT OF EXPENDITURES**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
City Council Administration	191,200	180,966	207,200	65,358	202,800	233,600
Finance	1,491,200	1,429,751	1,506,700	719,956	1,507,200	1,582,700
Pet Adoption Center	582,100	583,221	605,400	324,249	604,200	658,600
Police	0	0	285,500	138,020	294,700	415,700
Courts	5,504,200	5,300,753	5,568,000	2,707,369	5,350,000	6,023,700
Development & Planning	1,062,300	1,102,974	1,119,700	482,033	1,006,400	1,000,500
Code Enforcement	385,500	410,425	409,300	142,427	312,700	364,500
Fire & EMS Administration	514,000	480,977	563,700	262,299	528,400	582,500
Fire & EMS Operations	531,000	521,205	569,200	290,383	551,700	562,700
Library	3,152,600	3,128,628	3,469,900	1,644,309	3,319,700	3,683,300
Parks & Recreation	639,900	597,179	667,000	312,263	642,400	712,200
Streets	2,170,300	2,129,113	2,256,800	1,058,382	2,213,900	2,344,100
Maintenance	1,059,000	1,066,093	1,161,500	549,215	1,125,600	1,302,000
Reserve for Personnel	256,200	254,455	267,200	132,606	262,400	277,700
Reimbursement:	10,000	7,876	10,000	7,176	13,000	15,000
Seton Medical Center	407,000	586,391	600,500	588,413	588,400	600,500
YMCA Parking Lot	0	0	141,000	141,064	141,100	0
Texas Mattress	0	0	0	0	0	0
Transfer to Fixed Assets	(602,600)	(495,765)	(915,900)	(239,989)	(352,100)	(716,500)
Transfer to Capital Projects	0	700,000	300,000	300,000	800,000	300,000
Transfer to Debt Service	50,000	100,000	100,000	100,000	100,000	55,000
GRAND TOTAL	17,403,900	18,084,242	18,892,700	9,725,533	19,212,500	19,997,800







UTILITY FUND

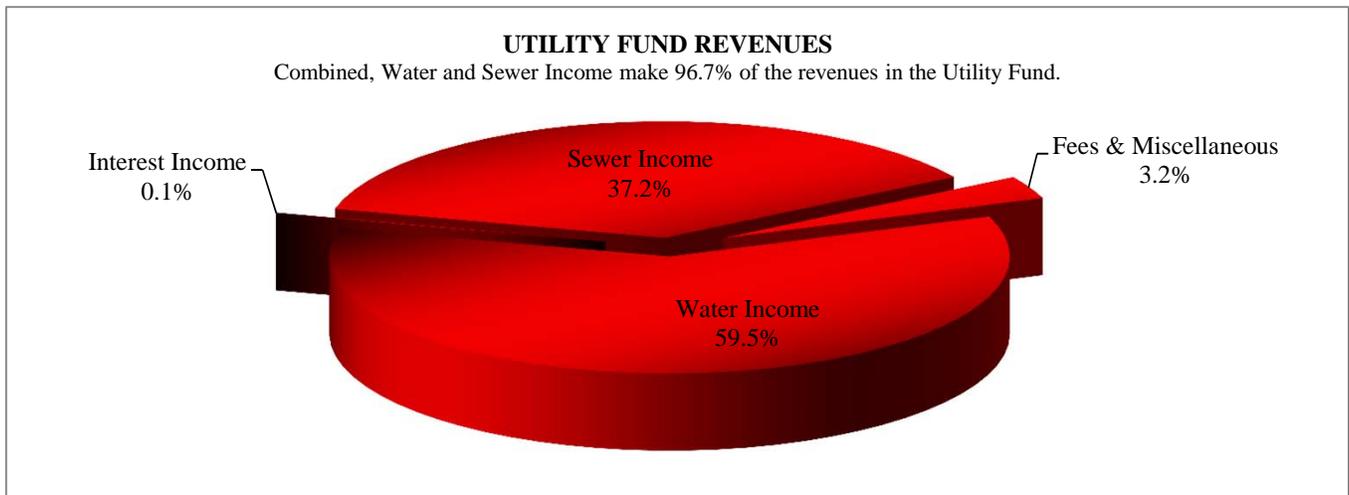
UTILITY FUND REVENUES

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
SALES						
001 Water Income	5,679,100	5,055,597	5,792,700	2,202,967	5,100,000	5,460,000
002 Sewer Income	3,336,300	3,190,850	3,287,700	1,550,621	3,288,000	3,419,500
007 Water Tap Fees	18,000	26,050	22,000	32,256	34,000	25,000
008 Sewer Tap Fees	13,800	8,577	15,000	13,188	15,000	15,000
009 Connect Fees	100,000	143,634	125,000	27,416	100,000	100,000
059 Water Supply Agreement	25,000	23,681	25,000	27,390	27,400	27,000
TOTAL SALES	9,172,200	8,448,389	9,267,400	3,853,838	8,564,400	9,046,500
MISCELLANEOUS						
005 Transfers, Turn On/Off	20,000	17,220	18,000	7,095	15,000	15,000
006 Penalties	100,000	107,705	110,000	46,230	100,000	100,000
010 Credit Card Fees	(37,000)	(43,371)	(40,000)	(21,541)	(44,000)	(45,000)
011 Online Payment Fees	50,000	47,450	50,000	25,518	50,000	50,000
015 Cash Over (Short)	0	120	0	11	0	0
020 Interest Income	12,000	9,617	10,000	4,460	10,000	10,000
021 Miscellaneous Income	6,000	3,060	5,000	1,650	5,000	5,000
022 Other Income	5,000	2,173	1,000	0	1,000	1,000
030 Insurance Proceeds	0	5,262	0	0	0	0
032 Gain on Sale of Assets	0	0	0	0	0	0
057 Assessment Income	0	0	0	0	0	0
201 Net Value of Investments	0	(10)	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL MISCELLANEOUS	156,000	149,226	154,000	63,423	137,000	136,000
TOTAL REVENUES	9,328,200	8,597,615	9,421,400	3,917,261	8,701,400	9,182,500
BEGINNING FUND BALANCE	5,044,586	4,778,252	4,625,052	4,058,976	4,058,976	3,623,776
INCREASE/DECREASE	(41,200)	(719,276)	9,900	499,291	(435,200)	(3,500)
ENDING FUND BALANCE	5,003,386	4,058,976	4,634,952	4,558,267	3,623,776	3,620,276

FUND BALANCE REQUIREMENT

(Three Months Operating Expense)

\$ 1,784,000

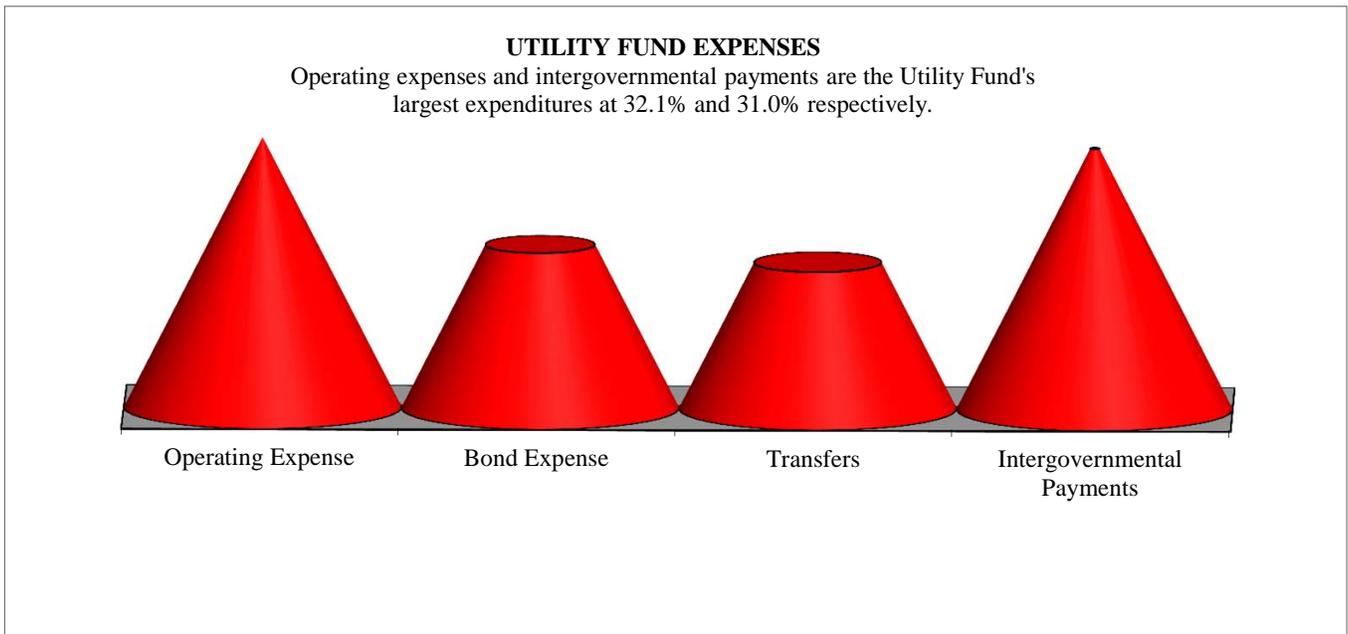


UTILITY FUND EXPENSE SUMMARY

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	731,800	722,008	780,000	360,253	722,500	820,400
002 Overtime	68,600	66,961	65,000	36,346	71,000	67,500
003 Workers Compensation	17,900	15,541	16,100	15,921	16,100	17,700
004 Health Insurance	78,300	86,132	82,600	40,702	82,400	112,500
005 Social Security	61,200	58,752	64,700	29,621	60,600	67,900
006 T.M.R.S.	114,100	115,775	130,800	58,465	119,800	133,400
TOTAL PERSONNEL SERVICE	1,071,900	1,065,169	1,139,200	541,308	1,072,400	1,219,400
SUPPLIES						
010 Office	57,500	73,648	43,500	12,749	35,700	39,300
011 Vehicle	60,000	55,817	60,000	20,477	60,000	60,000
012 General	8,000	8,737	8,000	5,611	10,000	12,000
013 Equipment	7,000	2,367	6,000	4,827	6,000	10,700
017 Belt Press	20,000	11,061	20,000	4,205	15,000	20,000
018 Lab	9,000	12,431	9,000	3,929	9,000	9,000
TOTAL SUPPLIES	161,500	164,061	146,500	51,798	135,700	151,000
MAINTENANCE						
020 Vehicle	27,000	34,144	32,000	21,605	62,000	32,000
021 Building	4,000	5,972	4,000	1,326	6,000	4,000
022 Equipment	60,000	74,427	69,500	36,904	96,800	91,400
023 Ground	4,000	2,442	2,000	755	2,000	2,000
024 Repair & Maintenance	165,000	133,095	155,000	74,951	155,000	155,000
025 New Service Meters	110,000	110,759	110,000	48,859	110,000	110,000
026 UV Lights	30,000	18,977	35,000	10,285	35,000	35,000
027 Odor Control Chemical	70,000	65,391	60,000	9,173	40,000	60,000
TOTAL MAINTENANCE	470,000	445,207	467,500	203,858	506,800	489,400
INSURANCE						
030 Property/Liability	19,600	20,701	22,200	21,015	21,300	21,700
TOTAL INSURANCE	19,600	20,701	22,200	21,015	21,300	21,700
SERVICES						
014 Uniforms	12,000	9,746	12,000	6,249	12,400	13,500
035 Unemployment	0	0	0	0	0	0
040 Utilities	480,000	448,550	455,000	223,985	450,000	475,000
041 Dues/Subscriptions	2,400	1,608	2,100	1,764	2,100	2,100
042 Travel & Training	16,500	13,655	16,100	5,852	13,600	16,100
045 Telephone	13,000	12,735	14,200	5,520	14,000	13,100
046 Equipment Rental	16,000	5,723	16,000	1,143	11,000	11,000
047 Contract Labor	215,000	161,366	190,000	103,086	220,100	225,000
085 State Fees	35,700	39,206	40,000	44,691	46,000	46,000
TOTAL SERVICES	790,600	692,589	745,400	392,290	769,200	801,800
BOND EXPENSE	1,498,300	1,539,910	1,839,400	359,825	1,799,900	1,785,800
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	450,000	450,000	450,000	100,000	450,000	450,000
806 Transfer to Debt Service Fund	100,000	100,000	0	0	0	0
200 Water Purchases	2,361,800	2,407,417	2,366,400	1,099,084	2,200,000	2,400,000
TOTAL INTERGOVERNMENTAL	2,911,800	2,957,417	2,816,400	1,199,084	2,650,000	2,850,000

UTILITY FUND EXPENSE SUMMARY

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
MISCELLANEOUS						
080 Bad Debt	85,000	65,077	70,000	40,741	80,000	80,000
083 Audit Fees	25,000	24,150	25,000	24,150	24,200	25,000
091 Advertising	3,000	2,017	3,000	2,457	3,000	3,000
092 Professional Fees	31,000	24,650	30,000	14,425	30,000	110,000
32x Issuance Costs	16,700	25,026	0	26,856	26,900	0
306 Amortization Adv Refunding	28,400	34,366	31,900	15,163	42,200	48,900
TOTAL MISCELLANEOUS	189,100	175,286	159,900	123,792	206,300	266,900
RESERVES						
Vactor Truck Lease Payment	56,600	56,551	0	0	0	0
800 Transfer to Fixed Assets	600,000	500,000	475,000	75,000	475,000	300,000
805 Transfer to Capital Projects	1,600,000	1,700,000	1,600,000	450,000	1,500,000	1,300,000
Contingency	0	0	0	0	0	0
TOTAL RESERVES	2,256,600	2,256,551	2,075,000	525,000	1,975,000	1,600,000
TOTAL EXPENSES	9,369,400	9,316,891	9,411,500	3,417,970	9,136,600	9,186,000



UTILITY DEPARTMENT

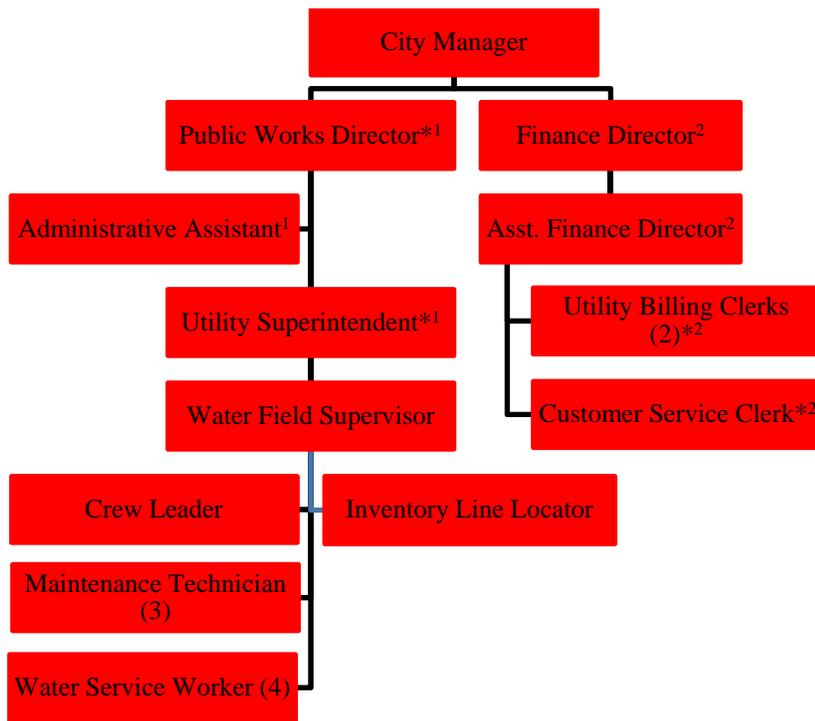
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk.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

WATER OPERATIONS

ORGANIZATIONAL CHART

*indicates Administration Section

¹indicates Streets Department, ²Finance Department



FY 2014-2015 ACHIEVEMENTS

- Continued annual water tanks video inspections and cleaned as needed.
- Maintain chlorine residuals by deep cycling tanks and flushing water mains to reduce water age.
- Managed water meter and parts inventory program.
- Constructed new 150,000 gallon elevated tank in service in the Evergreen subdivision.
- Changed out 1,200 old or inaccurate residential water meters within the city.

PROGRESS ON FY 2014-2015 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.
 - 40% complete.

FY 2015-2016 OBJECTIVES

- Upgrade Cedar Knob Pump station pumps and control to support new elevated tank.
- The Inventory/Locator employee is working to upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies. Improve inventory control and monthly reporting, and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- Continue with our meter change out programs; continue testing meters for accuracy to help lower water loss in the water distribution system.
- Paint the Verna Lee Pump Station ground storage tank and pump station piping.
- Train new water distribution maintenance personnel on backhoe operation and leak repair.
- Continue to improve the inventory system as efficiently as we can by reducing the number of parts on hand and using suppliers to restock quicker.

PERFORMANCE MEASURES

Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	9	9	9	10	10
OUTPUTS:					
# of water taps installed	50	33	50	25	50
# of sewer taps installed	10	10	10	17	10
# of water leaks repaired	100	86	100	62	100
# of Bac-T samples collected	415	360	415	435	415
# of utility lines located	2,000	1,699	1,800	1993	1,800
# of meters read	117,600	117,600	118,000	118,000	118,000
EFFECTIVENESS:					
# of old meters changed out	1,250	1,287	1,200	1162	1,200
# of new meter sets	225	237	250	243	250
Response to water line breaks within one hour	100%	100%	100%	100 %	100%
EFFICIENCY:					
# of meters read weekly per employee	650	620	650	650	650
Average # of old meters changed out per month	100	107	100	97	100
Average # of new meter sets per month	20	20	20	20	20

WATER ADMINISTRATION

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	169,700	165,583	180,200	88,682	174,900	185,800
002 Overtime	600	986	1,000	419	800	1,500
003 Workers Compensation	3,100	2,653	2,600	2,592	2,600	2,900
004 Health Insurance	13,800	12,487	7,100	5,019	10,500	19,000
005 Social Security	13,000	12,432	13,900	6,674	13,400	14,300
006 T.M.R.S.	24,300	24,467	28,100	13,177	26,500	28,100
TOTAL PERSONNEL SERVICES	224,500	218,608	232,900	116,563	228,700	251,600
SUPPLIES						
010 Office	55,000	71,161	40,000	11,725	32,700	35,800
012 General	3,000	3,536	3,000	2,615	4,000	6,000
TOTAL SUPPLIES	58,000	74,697	43,000	14,340	36,700	41,800
MAINTENANCE						
022 Equipment	55,000	69,283	64,500	35,589	72,800	86,400
TOTAL MAINTENANCE	55,000	69,283	64,500	35,589	72,800	86,400
INSURANCE						
030 Property/Liability	2,300	2,431	2,500	2,425	2,500	2,500
TOTAL INSURANCE	2,300	2,431	2,500	2,425	2,500	2,500
SERVICES						
035 Unemployment	0	0	0	0	0	0
041 Dues & Subscriptions	600	151	300	322	300	300
042 Travel & Training	5,000	3,189	4,000	935	2,500	4,000
045 Telephone	2,000	879	2,000	728	1,500	1,500
047 Contract Labor	40,000	25,960	35,000	27,525	55,100	60,000
TOTAL SERVICES	47,600	30,179	41,300	29,510	59,400	65,800
BOND EXPENSE						
Principal Payments	825,800	835,821	1,114,400	0	1,114,500	1,156,600
301 Interest Expense	672,500	704,089	725,000	359,825	685,400	629,200
TOTAL BOND EXPENSE	1,498,300	1,539,910	1,839,400	359,825	1,799,900	1,785,800
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	450,000	450,000	450,000	100,000	450,000	450,000
806 Transfer to Debt Service Fund	100,000	100,000	0	0	0	0
TOTAL INTERGOVERNMENTAL	550,000	550,000	450,000	100,000	450,000	450,000
MISCELLANEOUS						
080 Bad Debt	85,000	65,077	70,000	40,741	80,000	80,000
083 Audit Fees	25,000	24,150	25,000	24,150	24,200	25,000
091 Advertising	3,000	2,017	3,000	2,457	3,000	3,000
092 Professional Fees	31,000	24,650	30,000	14,425	30,000	110,000
306 Amortization Advance Refunding	28,400	34,366	31,900	15,163	42,200	48,900
321 Issuance Cost - 2003	1,200	0	0	0	0	0
322 Issuance Cost - 2003A	300	0	0	0	0	0
323 Issuance Cost - 2004	1,700	0	0	0	0	0
324 Issuance Cost - 2006	3,000	0	0	0	0	0
325 Issuance Cost - 2008	1,000	0	0	0	0	0
326 Issuance Cost - 2009	3,700	0	0	0	0	0
327 Issuance Cost - 2011	1,800	0	0	0	0	0
328 Issuance Cost - 2012	4,000	0	0	0	0	0
330 Issuance Cost - 2014	0	25,026	0	26,856	26,900	0
TOTAL MISCELLANEOUS	189,100	175,286	159,900	123,792	206,300	266,900
TRANSFERS						
Transfer to Fixed Assets	0	0	31,000	0	5,000	6,700
TOTAL TRANSFERS	0	0	31,000	0	5,000	6,700
GRAND TOTALS	2,624,800	2,660,394	2,864,500	782,044	2,861,300	2,957,500

WATER OPERATIONS

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	294,000	295,965	320,600	149,706	303,300	343,900
002 Overtime	44,000	40,273	40,000	23,555	45,000	40,000
003 Workers Compensation	7,800	6,823	7,500	7,405	7,500	8,300
004 Health Insurance	33,500	39,837	43,800	21,450	42,900	50,600
005 Social Security	25,900	24,627	27,600	12,734	26,600	29,400
006 T.M.R.S.	48,200	49,294	55,800	25,485	52,600	57,700
TOTAL PERSONNEL SERVICES	453,400	456,819	495,300	240,335	477,900	529,900
SUPPLIES						
010 Office	1,000	243	1,000	384	1,000	1,000
011 Vehicle	40,000	34,985	40,000	12,973	40,000	40,000
012 General	1,000	946	1,000	406	1,000	1,000
013 Equipment	5,000	881	4,000	3,002	4,000	8,700
TOTAL SUPPLIES	47,000	37,055	46,000	16,765	46,000	50,700
MAINTENANCE						
020 Vehicle	12,000	21,006	17,000	7,107	17,000	17,000
021 Building	2,000	4,300	2,000	42	3,000	2,000
022 Equipment	2,000	1,590	2,000	828	22,000	2,000
023 Ground	3,000	63	1,000	643	1,000	1,000
024 Repair & Maintenance	75,000	58,443	75,000	30,400	65,000	75,000
025 New Service Meters	110,000	110,759	110,000	48,859	110,000	110,000
TOTAL MAINTENANCE	204,000	196,161	207,000	87,879	218,000	207,000
INSURANCE						
030 Property/Liability	6,200	6,653	7,700	7,125	7,300	7,400
TOTAL INSURANCE	6,200	6,653	7,700	7,125	7,300	7,400
SERVICES						
014 Uniforms	6,000	4,458	6,000	3,235	6,400	7,500
035 Unemployment	0	0	0	0	0	0
040 Utilities	200,000	175,742	185,000	78,749	160,000	185,000
041 Dues/Subscriptions	900	737	900	741	900	900
042 Travel & Training	6,000	4,207	6,300	2,490	6,300	6,300
045 Telephone	3,000	2,965	3,000	967	3,300	3,000
046 Equipment Rental	1,000	263	1,000	143	1,000	1,000
047 Contract Labor	35,000	29,796	35,000	13,281	40,000	40,000
085 State Fees	20,000	19,131	20,000	19,131	20,000	20,000
TOTAL SERVICES	271,900	237,299	257,200	118,737	237,900	263,700
INTERGOVERNMENTAL PMTS						
200 Water Purchases	2,361,800	2,407,417	2,366,400	1,099,084	2,200,000	2,400,000
TOTAL INTERGOVERNMENTAL	2,361,800	2,407,417	2,366,400	1,099,084	2,200,000	2,400,000
FIXED ASSETS						
Transfer to Fixed Assets	95,000	92,777	0	0	0	10,300
TOTAL FIXED ASSETS	95,000	92,777	0	0	0	10,300
GRAND TOTALS	3,439,300	3,434,181	3,379,600	1,569,925	3,187,100	3,469,000

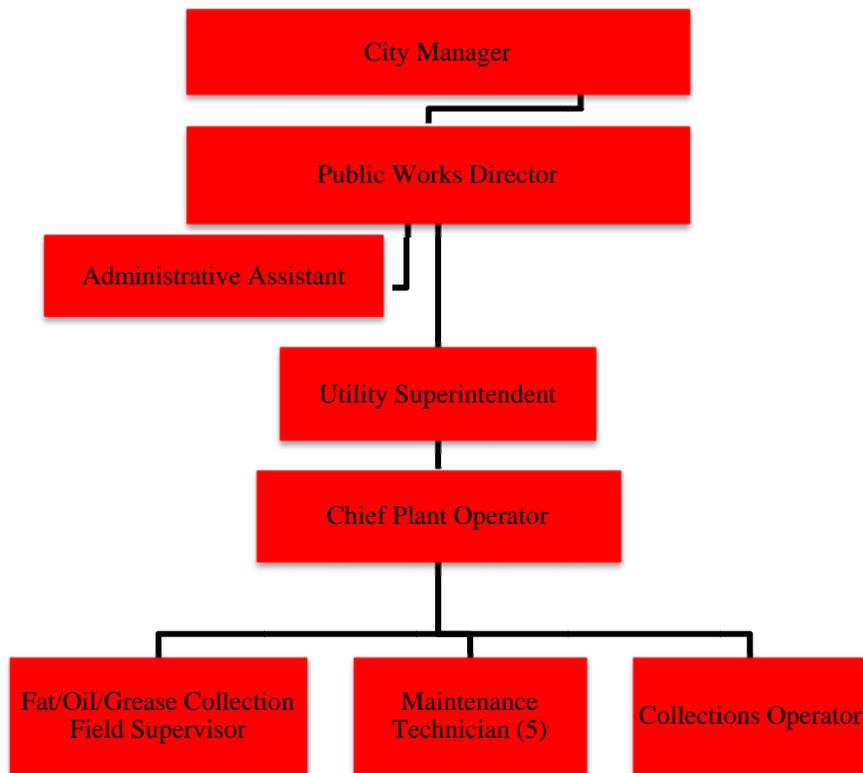
WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

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 2014-2015 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 2014-2015 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 the next level and re-train all employees on confined space entry.
 - 80% complete.
- Upgrade all control panels at the treatment plant.
 - 20% complete.

FY 2015-2016 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 2014-2015 ACHIEVEMENTS

- Reached the goal of cleaning 15% of the sanitary sewer lines annually as outlined in the TCEQ Sanitary Sewer Overflow Initiative agreement.
- Videotaped 5300 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 12 sewer calls.
- Surveyed all restaurants in the City and have 20 with FOG Compliance goals.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Continue sanitary sewer surveys.
 - Sanitary sewer surveys were conducted by engineer.
- Continue cleaning maintenance sewer lines, and storm sewers.
 - Completed 100,000 linear feet of cleaning.

- Closed Circuit Television (CCTV) and Smoked Tested Sewer.
 - Videotaped 5300 feet of line for the 2014-2015 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 nine of the ten-year Sanitary Sewer Overflow initiative.

FY 2015-2016 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 2014-2015 ACHIEVEMENTS

- Continued grease control at lift stations.
- Started air relief valve maintenance program.
- Build new lift station, gravity line and force main from Rummel Road to Granite Trail in the annexed area.
- Complete engineering and started SCADA upgrades to 13 remaining lift stations.

PROGRESS ON FY 2014-2015 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 2015-2016 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 Wilo mixer and railing system at Fawn Valley Lift Station.
- Install by-passes at all lift stations.

PERFORMANCE MEASURES

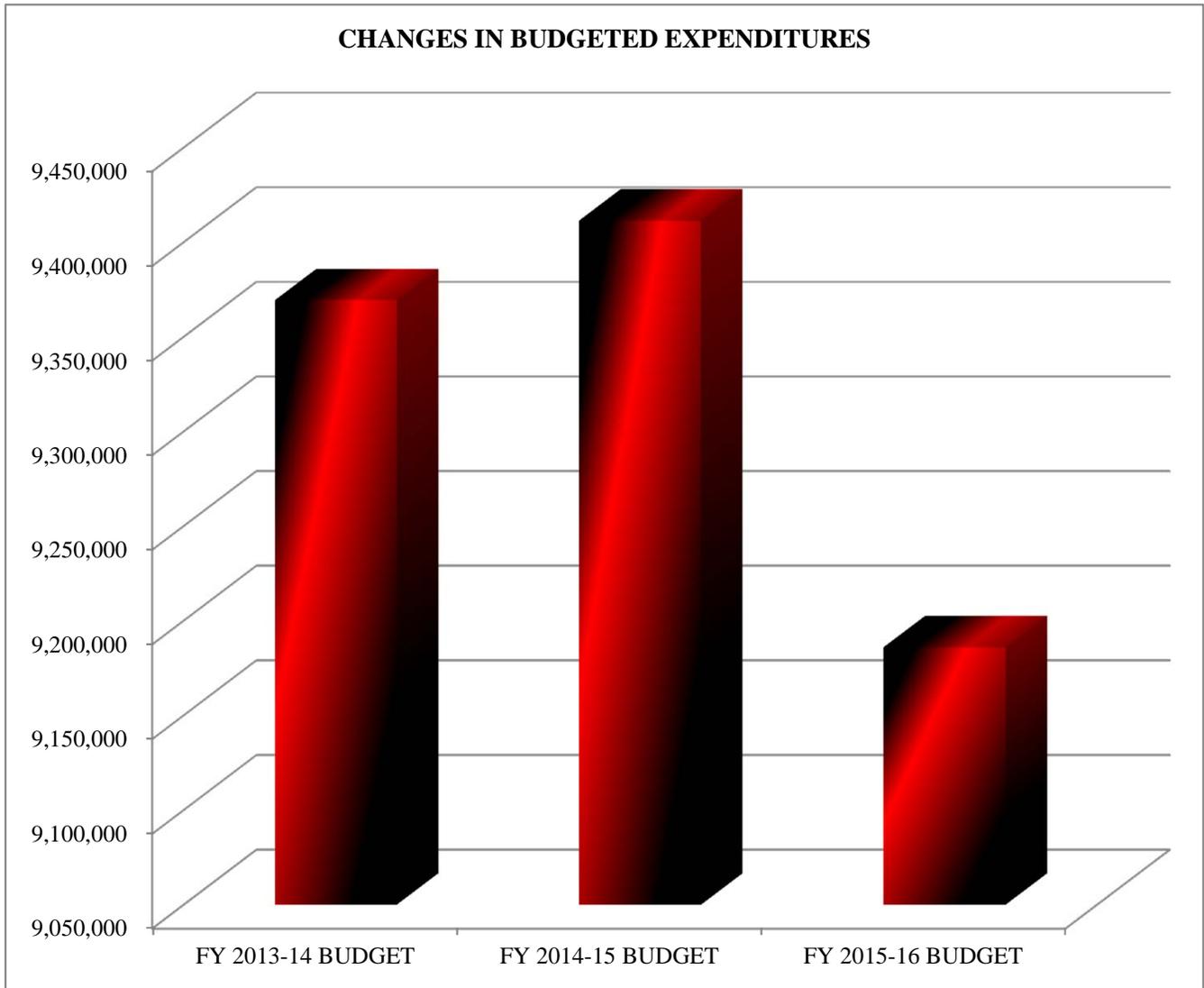
Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	8	8	8	8	8
OUTPUTS:					
# of manholes repaired (in-house)	15	10	15	9	15
# of manholes repaired (contracted)	81	18	30	0	30
# of lift station repairs	3	13	3	3	3
# of lift stations cleaned	14	14	14	14	14
Feet of sewer lines cleaned	100,188	100,188	100,188	100,188	100,188
Camera of sewer lines (feet)	2,000	6,200	2,000	5,300	2,000
Feet of sewer lines repaired	1,400	1,500	1,400	240	1,400
# of storm water catch basins cleaned	50	66	50	60	50
EFFECTIVENESS:					
% 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	425	470	425	458	425
# of wastewater overflows	25	18	25	12	25
Response to stoppages within one hour	100%	100%	100%	100%	100%
EFFICIENCY:					
% of manholes repaired in-house	20%	20%	20%	100%	20%
Lab costs per million gallons	\$3,000.00	\$4,834.38	\$5,000.00	5300.00	\$5,500.00

WASTEWATER

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	268,100	260,460	279,200	121,865	244,300	290,700
002 Overtime	24,000	25,702	24,000	12,372	25,200	26,000
003 Workers Compensation	7,000	6,065	6,000	5,924	6,000	6,500
004 Health Insurance	31,000	33,808	31,700	14,233	29,000	42,900
005 Social Security	22,300	21,693	23,200	10,213	20,600	24,200
006 T.M.R.S.	41,600	42,014	46,900	19,803	40,700	47,600
TOTAL PERSONNEL SERVICES	394,000	389,742	411,000	184,410	365,800	437,900
SUPPLIES						
010 Office	1,500	2,244	2,500	640	2,000	2,500
011 Vehicle	20,000	20,832	20,000	7,504	20,000	20,000
012 General	4,000	4,255	4,000	2,590	5,000	5,000
013 Equipment	2,000	1,486	2,000	1,825	2,000	2,000
017 Belt Press	20,000	11,061	20,000	4,205	15,000	20,000
018 Lab	9,000	12,431	9,000	3,929	9,000	9,000
TOTAL SUPPLIES	56,500	52,309	57,500	20,693	53,000	58,500
MAINTENANCE						
020 Vehicle	15,000	13,138	15,000	14,498	45,000	15,000
021 Building	2,000	1,672	2,000	1,284	3,000	2,000
022 Equipment	3,000	3,554	3,000	487	2,000	3,000
023 Ground	1,000	2,379	1,000	112	1,000	1,000
024 Repair & Maintenance	90,000	74,652	80,000	44,551	90,000	80,000
026 UV Lights	30,000	18,977	35,000	10,285	35,000	35,000
027 Odor Control Chemical	70,000	65,391	60,000	9,173	40,000	60,000
TOTAL MAINTENANCE	211,000	179,763	196,000	80,390	216,000	196,000
INSURANCE						
030 Property/Liability	11,100	11,617	12,000	11,465	11,500	11,800
TOTAL INSURANCE	11,100	11,617	12,000	11,465	11,500	11,800
SERVICES						
014 Uniforms	6,000	5,288	6,000	3,014	6,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	280,000	272,808	270,000	145,236	290,000	290,000
041 Dues/Subscriptions	900	720	900	701	900	900
042 Travel & Training	5,500	6,259	5,800	2,427	4,800	5,800
045 Telephone	8,000	8,891	9,200	3,825	9,200	8,600
046 Equipment Rental	15,000	5,460	15,000	1,000	10,000	10,000
047 Contract Labor	140,000	105,610	120,000	62,280	125,000	125,000
085 State Fees	15,700	20,075	20,000	25,560	26,000	26,000
TOTAL SERVICES	471,100	425,111	446,900	244,043	471,900	472,300
FIXED ASSETS						
Vactor Truck Lease Payment	56,600	56,551	0	0	0	0
Transfer to Fixed Assets	0	0	73,300	69,365	167,700	323,500
TOTAL FIXED ASSETS	56,600	56,551	73,300	69,365	167,700	323,500
GRAND TOTALS	1,200,300	1,115,093	1,196,700	610,366	1,285,900	1,500,000

**UTILITY FUND
STATEMENT OF EXPENDITURES**

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
Water Administration	2,624,800	2,660,394	2,864,500	782,044	2,861,300	2,957,500
Water Operations	3,439,300	3,434,181	3,379,600	1,569,925	3,187,100	3,469,000
Wastewater	1,200,300	1,115,093	1,196,700	610,366	1,285,900	1,500,000
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	56,600	56,551	0	0	0	0
Transfer to Fixed Assets	448,400	350,672	370,700	5,635	302,300	(40,500)
Transfer to Capital Projects	1,600,000	1,700,000	1,600,000	450,000	1,500,000	1,300,000
Contingencies	0	0	0	0	0	0
GRAND TOTAL	9,369,400	9,316,891	9,411,500	3,417,970	9,136,600	9,186,000





OTHER FUNDS

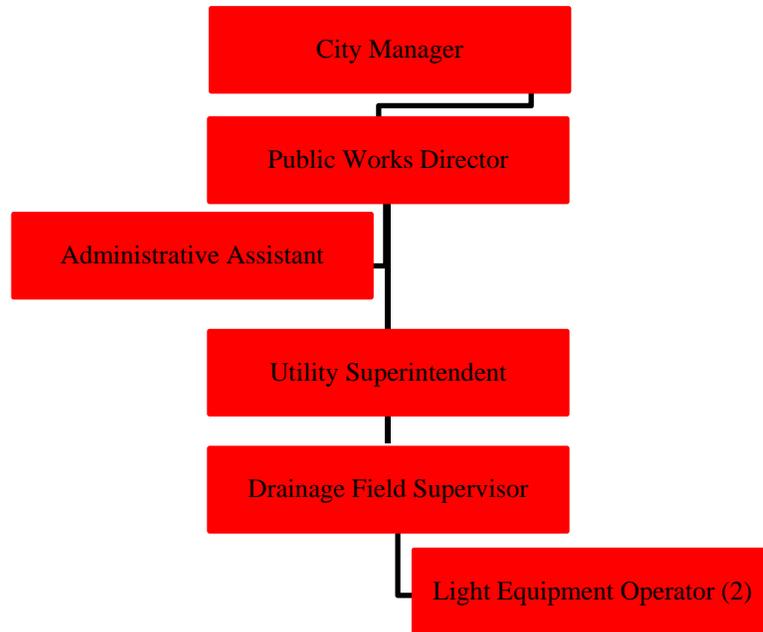
DRAINAGE UTILITY DEPARTMENT

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 2014-2015 ACHIEVEMENTS

- Completed the re-vegetation of the Pecan Drive Reconstruction Project.
- Improved drainage on Cox Drive by installing concrete valley gutters on Cox Drive with City forces.
- Installed 31 bollards on sanitary sewer manholes along drainage channels in the new annexed area.
- Due to the heavy spring rains, routine maintenance of drainage features was higher than normal this year.
- Continued certifying herbicide applicator technicians.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Assist with residential drainage problems.
 - 100% complete.
- Accepted the CVS Pharmacy earthen drainage channel and included it on the routine mowing list.
 - 25% complete.
- Reconstruct Prospector Trail and Modoc Drive earthen drainage channels.
 - 5% complete.
- Install concrete flumes on Modoc Drive, Mountain Lion Road and Cattail Circle drainage channels.
 - 10% complete.
- Increase the earthen channel cleaning city-wide.
 - 30% complete.

FY 2015-2016 OBJECTIVES

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

PERFORMANCE MEASURES

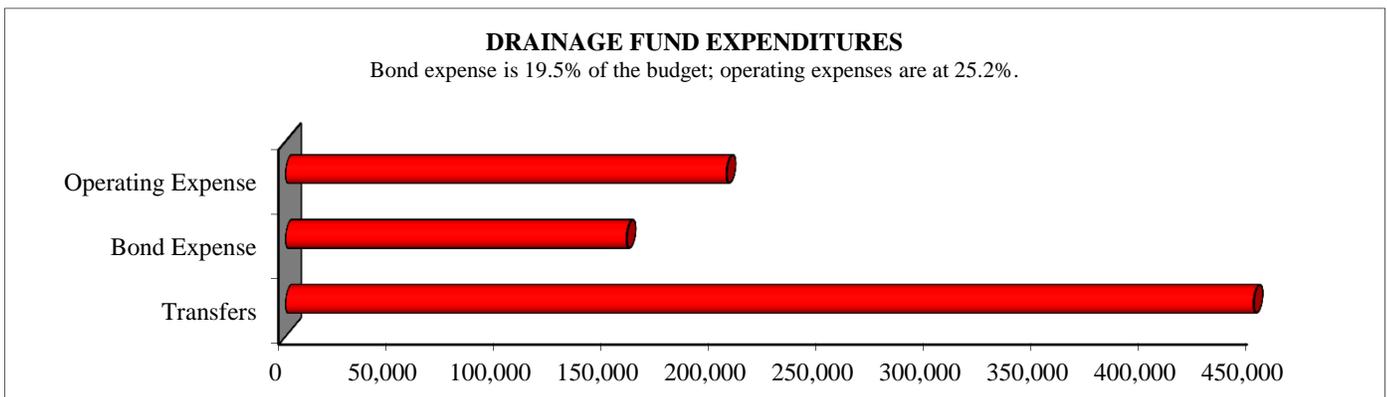
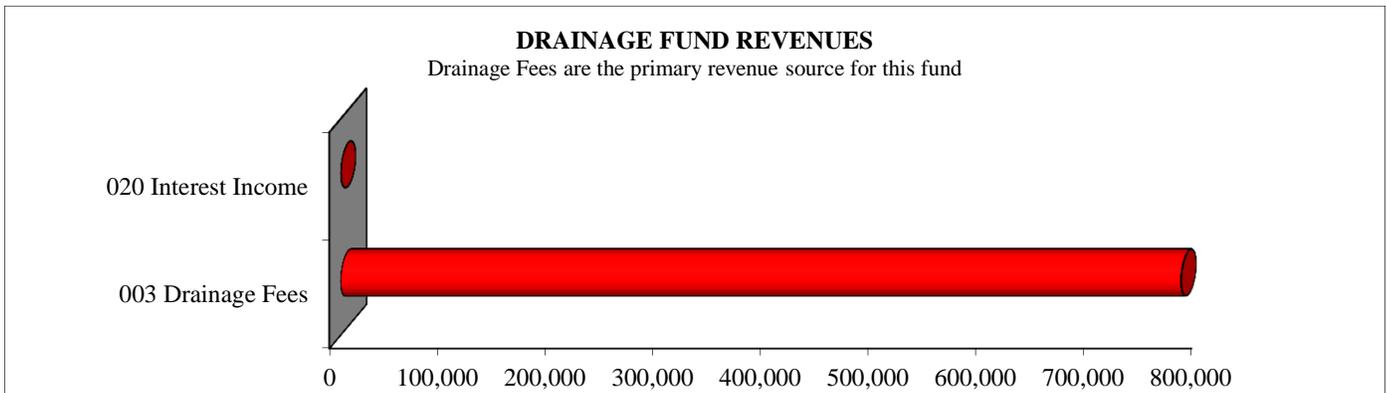
Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	3	3	3	3	3
OUTPUTS:					
# of catch basins cleaned and inspected	465	480	480	480	480
# of earthen channels reshaped (feet)	2,500	2,800	3,000	3000	3,000
# of concrete valley gutters installed (in-house)	4	8	10	1	10
# of concrete valley gutters installed (contractor)	0	0	0	0	0
# of driveway culverts installed	5	7	7	5	7
# of storm/emergency responses	4	2	4	2	4
EFFECTIVENESS:					
EFFICIENCY:					
% of concrete valley gutters installed in-house	50%	80%	100%	100%	100%

DRAINAGE FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING BALANCE	29,969	2,582	69,294	80,009	80,009	91,309
REVENUES						
003 Drainage Fees	743,600	741,601	765,000	381,907	765,000	780,300
020 Interest Income	100	139	100	140	200	200
021 Miscellaneous Income	0	12,604	0	0	0	0
022 Other Income	0	20,000	0	0	0	0
030 Insurance Proceeds	0	554	0	0	0	0
TOTAL REVENUES	743,700	774,898	765,100	382,047	765,200	780,500
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	82,700	86,817	86,900	43,723	85,800	90,800
002 Overtime	2,500	2,457	2,500	1,371	2,700	2,500
003 Workers Compensation	2,200	1,895	1,900	1,851	1,900	2,100
004 Health Insurance	6,900	8,290	7,800	4,551	8,800	9,300
005 Social Security	6,500	6,236	6,800	3,221	6,800	7,100
006 T.M.R.S.	12,100	13,010	13,800	6,640	13,400	14,000
TOTAL PERSONNEL SERVICE	112,900	118,705	119,700	61,357	119,400	125,800
SUPPLIES						
011 Vehicle	9,000	7,119	9,000	2,458	7,000	9,000
012 General	500	530	500	231	500	500
013 Equipment	7,500	7,488	8,000	2,267	6,000	8,000
TOTAL SUPPLIES	17,000	15,137	17,500	4,956	13,500	17,500
MAINTENANCE						
020 Vehicle	5,000	3,629	5,000	1,164	4,000	5,000
022 Equipment	1,500	6,866	1,500	414	1,500	1,500
023 Ground	50,000	15,577	40,000	17,767	40,000	40,000
TOTAL MAINTENANCE	56,500	26,072	46,500	19,345	45,500	46,500
INSURANCE						
030 Property/Liability	1,800	1,886	2,000	1,807	2,000	1,900
TOTAL INSURANCE	1,800	1,886	2,000	1,807	2,000	1,900
SERVICES						
014 Uniforms	1,500	1,245	1,500	875	1,500	2,300
041 Dues/Subscriptions	100	359	400	299	400	400
042 Travel & Training	1,500	638	1,500	100	1,000	1,000
046 Equipment Rental	5,000	1,540	5,000	1,362	5,000	5,000
TOTAL SERVICES	8,100	3,782	8,400	2,636	7,900	8,700
BOND EXPENSE						
Principal Payments	128,900	128,906	102,300	0	102,300	102,900
301 Interest Expense	68,600	10,487	64,700	29,385	64,700	61,200
306 Amortization Bond Issue	0	0	(5,900)	0	(5,900)	(5,600)
321 Issuance Cost - 2003	0	0	0	0	0	0
325 Issuance Cost - 2008	0	0	0	0	0	0
326 Issuance Cost - 2012	0	0	0	0	0	0
TOTAL BOND EXPENSES	197,500	139,393	161,100	29,385	161,100	158,500

DRAINAGE FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
MISCELLANEOUS						
080 Bad Debt	5,000	2,796	4,000	1,864	4,000	4,000
091 Advertising	500	112	500	311	500	500
092 Professional Fees	0	14,588	0	0	0	0
TOTAL MISCELLANEOUS	5,500	17,496	4,500	2,175	4,500	4,500
RESERVES						
800 Transfer to Fixed Assets	125,000	125,000	150,000	75,000	150,000	200,000
801 Transfer to General Fund	0	0	0	0	0	0
802 Transfer to Water	0	0	0	0	0	0
805 Transfer to Capital Projects	200,000	250,000	250,000	100,000	250,000	250,000
806 Transfer to Debt Service	0	0	0	0	0	0
TOTAL RESERVES	325,000	375,000	400,000	175,000	400,000	450,000
TOTAL EXPENSES	724,300	697,471	759,700	296,661	753,900	813,400
INCREASE/DECREASE	19,400	77,427	5,400	85,386	11,300	(32,900)
ENDING BALANCE	49,369	80,009	74,694	165,395	91,309	58,409



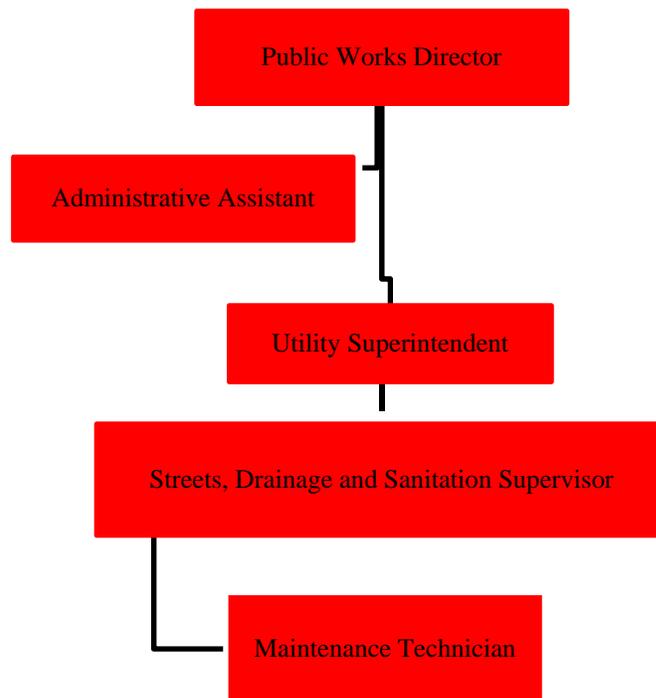
SANITATION DEPARTMENT

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 2014-2015 ACHIEVEMENTS

- Maintained and organized an attractive site that is functional and cost effective.
- The usage of the Recycling Facility continues to grow.
- Grade the site to improve customer access and attractiveness.
- Continual contract brush grinding and hauling.

PROGRESS ON FY 2014-2015 OBJECTIVES

- Fence in the Drop Site/Recycling Center property.
 - 25% complete.

- Continue stock piling free brush mulch for public use.
 - 100% complete for the 2015 fiscal year.

FY 2015-2016 OBJECTIVES

- Begin using a laptop to track the type of use at the Drop Site.
- Install car ramps for recycling containers.
- Continue stock piling free brush mulch for public use.
- Improve customer service by training staff.
- Add a restroom for staff for sanitary reasons.

PERFORMANCE MEASURES

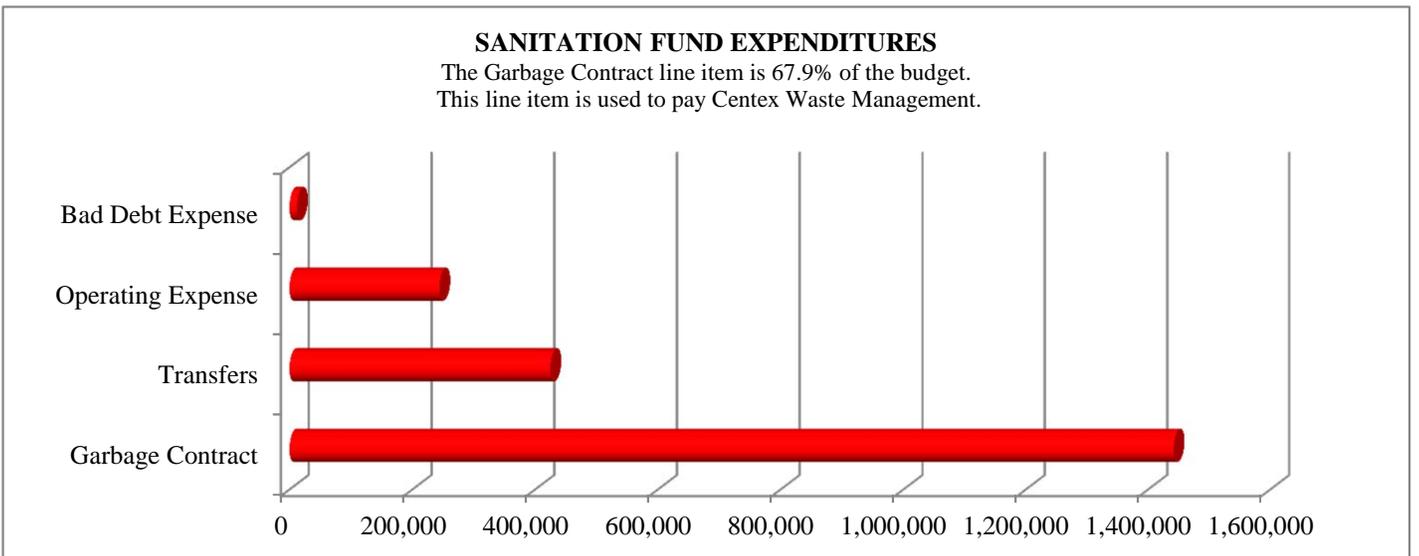
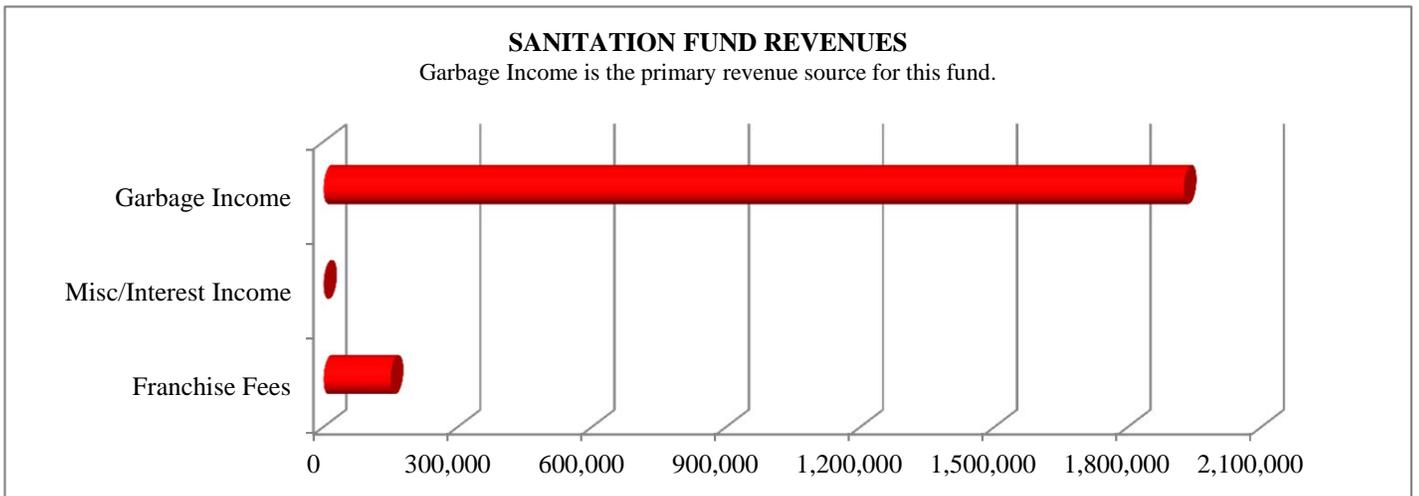
Type of Measure/Description	FY 14 Estimated	FY 14 Actual	FY 15 Estimated	FY 15 Actual	FY 16 Estimated
INPUTS:					
# of full time employees	1	1	1	1	1
OUTPUTS:					
# of brush drop offs	9,500	7,603	9,500	6,322	7,500
# of bulky items dropped off	12,000	10,486	12,000	9,812	10,000
# of dumpsters recycled	175	190	175	239	250
# of dumpsters landfill	450	409	450	433	450
Tons of brush chipped	5,000	4,560	5,000	3,793	4,000
EFFECTIVENESS:					
% of Households using the Station	40%	37%	40%	32%	35%
EFFICIENCY:					
Average wait time per customer (minutes)	<5	<3	<5	<3	<5

SANITATION FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING BALANCE	66,367	164,494	99,858	159,641	159,641	107,841
REVENUES:						
004 Garbage Income	1,840,600	1,825,101	1,866,600	933,025	1,869,400	1,925,500
020 Interest Income	500	263	200	185	300	300
021 Miscellaneous Income	1,000	1,078	1,000	589	1,000	1,000
084 Franchise Fees	137,700	139,795	139,100	72,972	145,000	150,000
TOTAL REVENUES	1,979,800	1,966,237	2,006,900	1,006,771	2,015,700	2,076,800
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	29,700	30,492	31,100	18,668	33,400	31,400
002 Overtime	3,500	4,467	3,500	2,958	6,100	5,000
003 Workers Compensation	900	758	800	740	800	800
004 Health Insurance	300	903	700	2,193	4,400	5,400
005 Social Security	2,500	2,545	2,600	1,642	3,000	2,800
006 T.M.R.S.	4,700	4,928	5,400	3,168	6,000	5,500
TOTAL PERSONNEL SERVICE	41,600	44,093	44,100	29,369	53,700	50,900
SUPPLIES						
012 General	1,500	423	1,000	111	1,000	1,000
013 Equipment	1,500	908	1,500	18	500	1,000
TOTAL SUPPLIES	3,000	1,331	2,500	129	1,500	2,000
MAINTENANCE						
022 Equipment	2,500	2,191	2,500	389	1,000	2,000
023 Ground	0	369	0	0	0	0
TOTAL MAINTENANCE	2,500	2,560	2,500	389	1,000	2,000
INSURANCE						
030 Property/Liability	700	744	800	714	800	800
TOTAL INSURANCE	700	744	800	714	800	800
SERVICES						
014 Uniforms	800	593	800	286	800	800
040 Utilities	300	290	300	148	300	300
042 Travel & Training	500	748	500	0	500	500
045 Telephone	0	405	500	423	800	800
046 Equipment Rental	1,000	1,120	1,100	480	1,100	1,100
048 Roll Off Dumpster	175,000	129,811	150,000	59,250	140,000	150,000
050 Garbage Contract	1,325,100	1,352,731	1,364,900	748,678	1,400,000	1,442,000
TOTAL SERVICES	1,502,700	1,485,698	1,518,100	809,265	1,543,500	1,595,500
MISCELLANEOUS						
049 Brush Grinding	26,000	21,000	20,000	5,000	20,000	20,000
052 Mulch Hauling	18,000	0	5,000	2,500	5,000	5,000
080 Bad Debt Expense	20,000	10,664	12,000	6,404	12,000	12,000
092 Professional Fees	5,000	5,000	5,000	0	5,000	10,000
TOTAL MISCELLANEOUS	69,000	36,664	42,000	13,904	42,000	47,000

SANITATION FUND

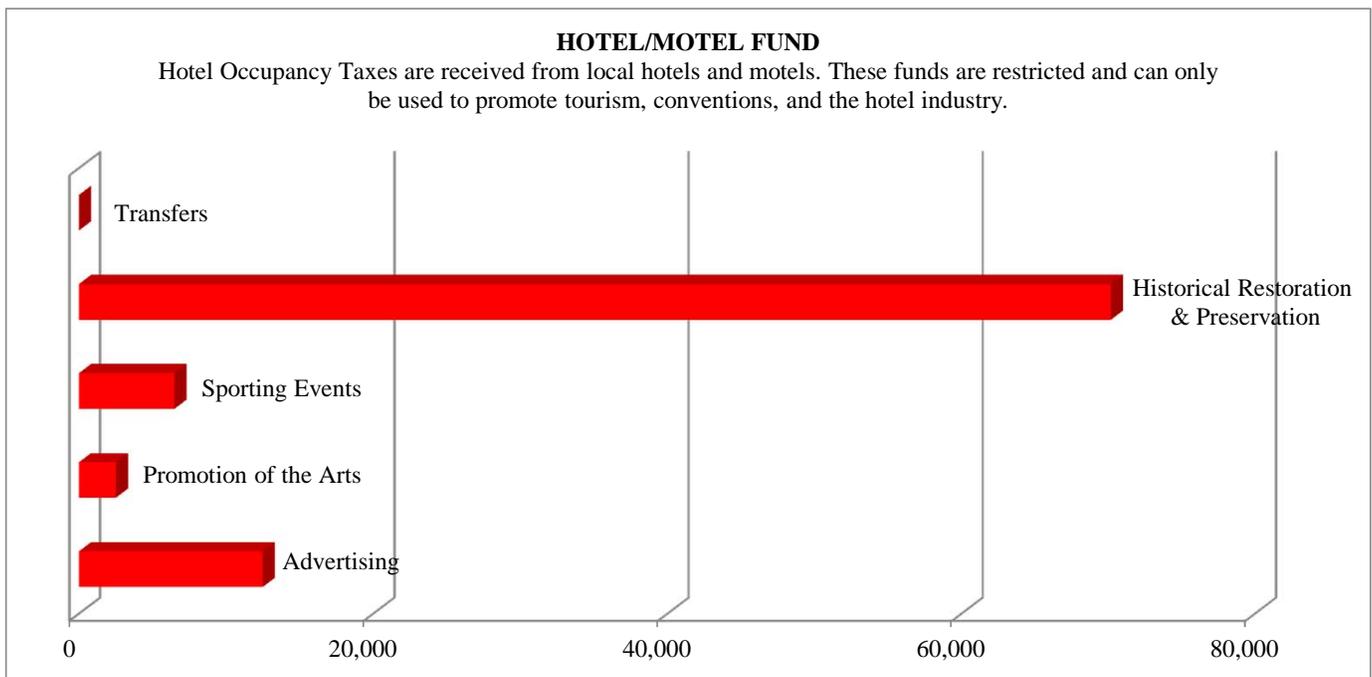
	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
RESERVES						
800 Transfer to Fixed Assets	75,000	100,000	125,000	25,000	125,000	125,000
801 Transfer to General Fund	300,000	300,000	300,000	125,000	300,000	300,000
TOTAL RESERVES	375,000	400,000	425,000	150,000	425,000	425,000
TOTAL EXPENSES	1,994,500	1,971,090	2,035,000	1,003,770	2,067,500	2,123,200
INCREASE/DECREASE	(14,700)	(4,853)	(28,100)	3,001	(51,800)	(46,400)
ENDING FUND BALANCE	51,667	159,641	71,758	162,642	107,841	61,441





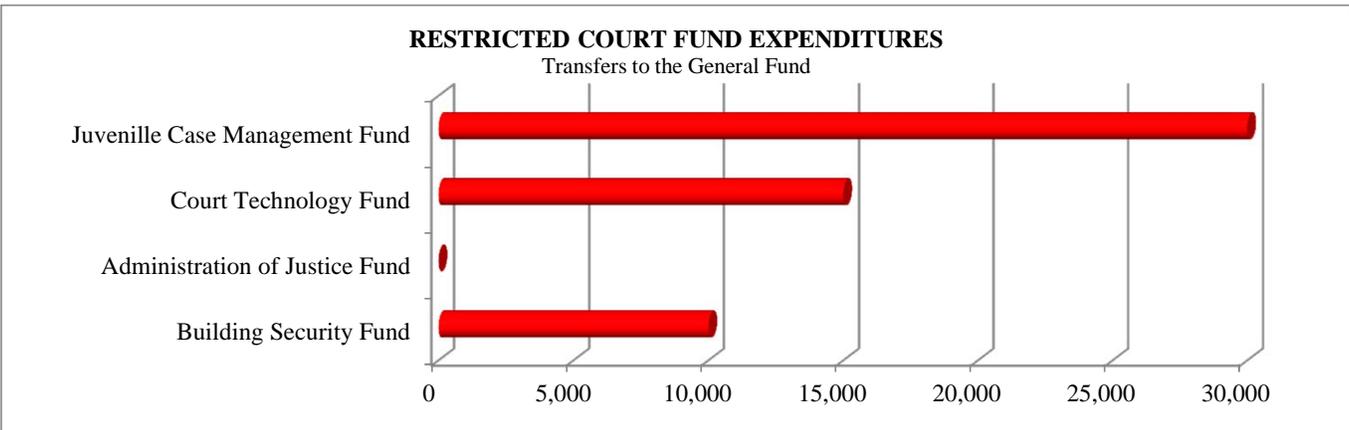
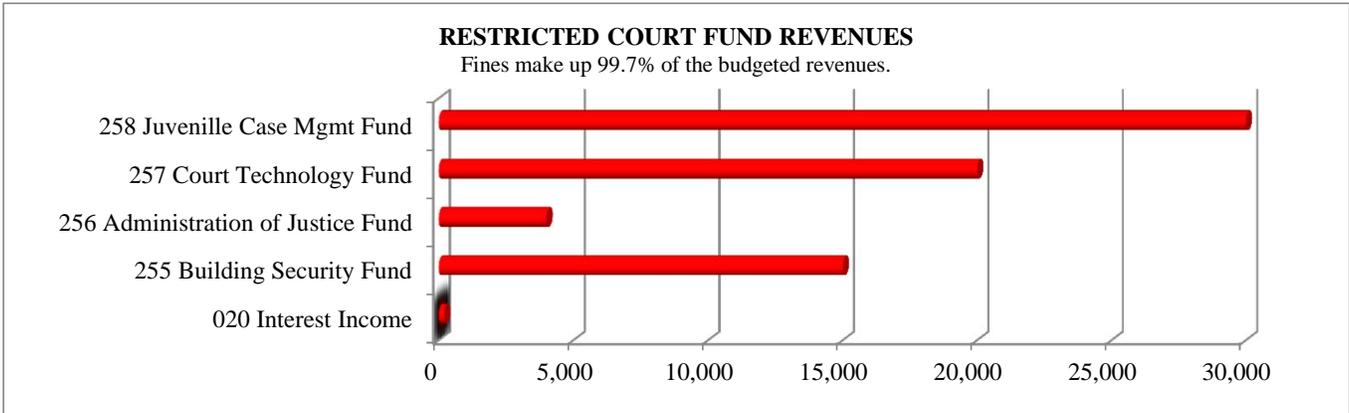
HOTEL MOTEL FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING FUND BALANCE	172,789	205,530	163,930	189,478	189,478	37,278
REVENUES:						
706 Hotel Tax Revenue	60,000	99,634	70,000	22,419	74,800	75,800
020 Interest Income	200	148	100	122	200	200
022 Other Income	0	0	0	0	0	0
201 Net Value of Investments	0	(24)	0	0	0	0
TOTAL REVENUES	60,200	99,758	70,100	22,541	75,000	76,000
EXPENDITURES:						
Chamber Events	0	0	5,000	2,475	5,000	5,000
Food & Wine Festival	7,500	7,500	7,500	3,750	7,500	7,500
Miscellaneous Advertising	0	0	0	0	0	0
091 Advertising	7,500	7,500	12,500	6,225	12,500	12,500
Tournaments	5,000	3,404	5,000	0	5,000	6,500
094 Events Total	5,000	3,404	5,000	0	5,000	6,500
Food & Wine Festival	2,500	2,500	2,500	1,275	2,500	2,500
095 Promotion of the Arts	2,500	2,500	2,500	1,275	2,500	2,500
092 Comanche Gap Hist Park Dev	37,000	32,268	15,000	0	137,000	0
701 Land	70,200	70,138	70,200	0	70,200	70,200
710 Other Improvements	0	0	0	0	0	0
Historical Restoration/Preservation	107,200	102,406	85,200	0	207,200	70,200
TOTAL EXPENSES	122,200	115,810	105,200	7,500	227,200	91,700
INCREASE/DECREASE	(62,000)	(16,052)	(35,100)	15,041	(152,200)	(15,700)
ENDING FUND BALANCE	110,789	189,478	128,830	204,519	37,278	21,578



RESTRICTED COURT FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING FUND BALANCE	184,477	189,662	212,764	216,478	216,478	170,378
REVENUES:						
020 Interest Income	200	145	100	125	200	200
255 Building Security Fund	18,000	21,095	20,000	7,755	15,000	15,000
256 Administration of Justice Fund	4,000	4,387	4,000	2,162	4,000	4,000
257 Court Technology Fund	25,000	28,129	28,000	10,328	20,000	20,000
258 Juvenile Case Mgmt Fund	25,000	38,060	36,000	14,686	30,000	30,000
TOTAL REVENUES	72,200	91,816	88,100	35,056	69,200	69,200
EXPENDITURES						
Court Technology Fund	0	0	54,300	0	54,300	0
800 Transfers to Fixed Asset Fund	0	0	54,300	0	54,300	0
Building Security Fund	15,000	15,000	15,000	10,000	15,000	10,000
Administration of Justice Fund	0	0	0	0	0	0
Court Technology Fund	20,000	20,000	20,000	20,000	16,000	15,000
Juvenile Case Management Fund	30,000	30,000	30,000	15,000	30,000	30,000
801 Transfers to General Fund	65,000	65,000	65,000	45,000	61,000	55,000
TOTAL EXPENDITURES	65,000	65,000	119,300	45,000	115,300	55,000
INCREASE/DECREASE	7,200	26,816	(31,200)	(9,944)	(46,100)	14,200
ENDING FUND BALANCE	191,677	216,478	181,564	206,534	170,378	184,578



EMPLOYEE BENEFITS FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING FUND BALANCE	159	157	217	265	265	365
REVENUES						
Interest Income	30	108	60	82	100	100
TOTAL REVENUES	30	108	60	82	100	100
INCREASE/DECREASE	30	108	60	82	100	100
ENDING FUND BALANCE	189	265	277	347	365	465

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

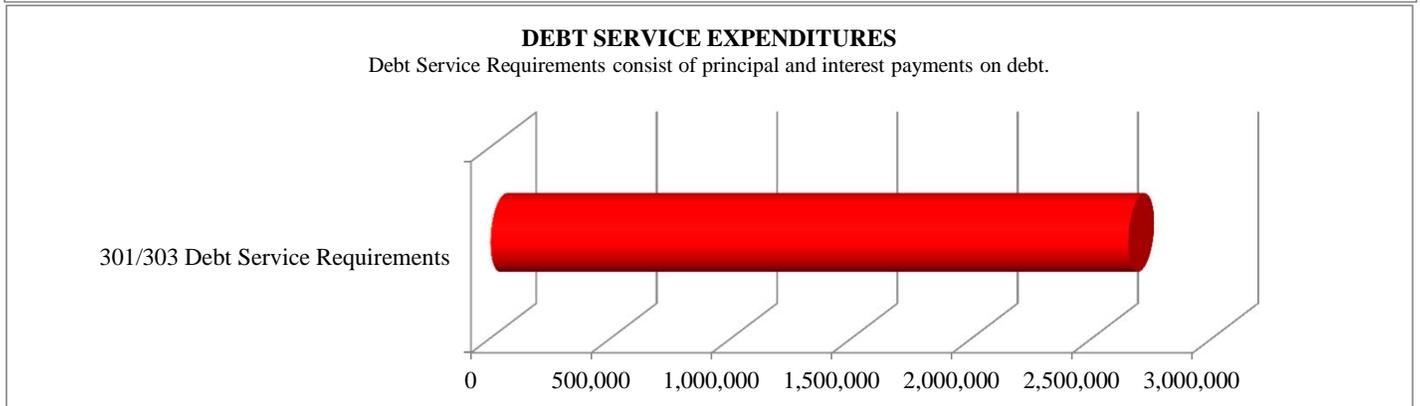
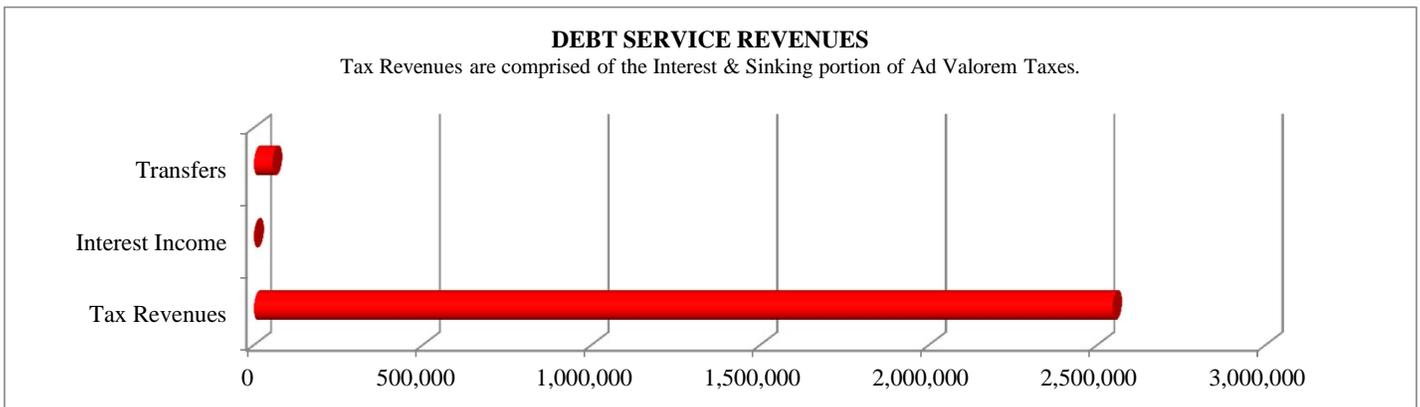




DEBT SERVICE

DEBT SERVICE FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING FUND BALANCE	34,816	61,497	26,337	106,025	106,025	82,725
REVENUES:						
020 Interest Income	2,000	536	1,000	388	800	800
021 Miscellaneous Income	0	0	0	0	0	0
200 Gain on Investments	0	0	0	0	0	0
301 Refunding Bonds Issued	0	0	0	6,569,597	6,569,600	0
700 Tax Revenues	2,408,000	2,482,341	2,463,700	2,416,299	2,463,700	2,545,100
801 Transfer from General Fund	50,000	100,000	100,000	100,000	100,000	55,000
802 Transfer from Utility Fund	100,000	100,000	0	0	0	0
803 Transfer from Drainage Fund	0	0	0	0	0	0
805 Transfer from Bond Fund	0	0	0	0	0	0
TOTAL REVENUES	2,560,000	2,682,877	2,564,700	9,086,284	9,134,100	2,600,900
EXPENDITURES:						
084 BCAD Fees	27,000	27,523	27,000	13,932	28,400	30,200
301/303 Debt Service Requirements	2,565,900	2,610,826	2,588,500	615,992	2,513,700	2,649,500
304 Refunded Bond Escrow Agent	0	0	0	375,775	375,800	0
305 Refunded Bond Escrow	0	0	0	6,175,000	6,175,000	0
320 Bond Issuance Cost	0	0	0	64,454	64,500	0
802 Transfer to Utility Fund	0	0	0	0	0	0
TOTAL EXPENDITURES	2,592,900	2,638,349	2,615,500	7,245,153	9,157,400	2,679,700
INCREASE/DECREASE	(32,900)	44,528	(50,800)	1,841,131	(23,300)	(78,800)
ENDING FUND BALANCE	1,916	106,025	(24,463)	1,947,156	82,725	3,925



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
• 2015 Taxable Assessed Valuation	\$1,659,294,903
• 2015 Total Tax Rate (per \$100)	\$0.6770
• 2015 I&S Tax Rate (per \$100)	\$0.1596
• Maximum Annual Ad Valorem Tax Debt Service, 2017	\$2,699,291*
• Equivalent I&S Tax Rate Required to Service Maximum Debt:	\$0.1632 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	42.84%

*Excludes self-supporting debt

ACTUAL DEBT MARGIN

The certified 2015 taxable value per BCAD is \$1,659,294,903 which is an increase of \$60,197,848 or 4% from the 2014 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.5174 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	\$ 1,659,294,903
Proposed Tax Rate per \$100 valuation	<u>0.6770</u>
Gross Revenues from Taxes	11,233,426
Estimated Percentage of Collections	<u>96%</u>
Estimated Funds from Tax Levy	10,784,089
Estimated Delinquent Tax Collections	<u>12,000</u>
Total Estimated Tax Collections	<u>\$ 10,796,089</u>

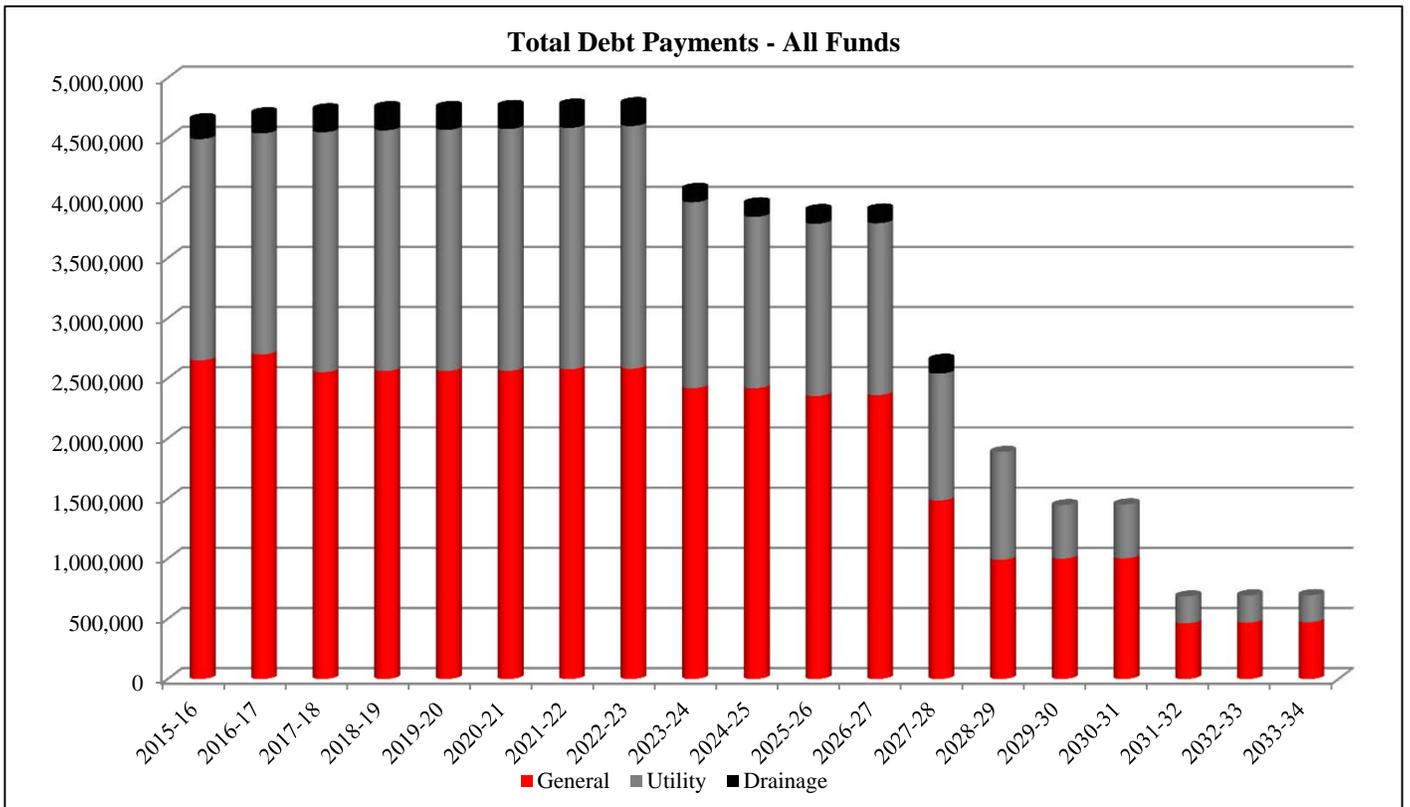
	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.5174	\$ 8,250,955
Interest and Sinking	<u>0.1596</u>	<u>2,545,134</u>
Total	<u>0.6770</u>	<u>\$ 10,796,089</u>

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
2015-16	1,665,532	983,989	2,649,521	1,156,596	684,725	1,841,321	102,872	61,212	164,084
2016-17	1,775,269	924,022	2,699,291	1,190,807	648,179	1,838,986	108,924	57,731	166,655
2017-18	1,690,800	860,428	2,551,228	1,387,399	609,257	1,996,656	136,802	53,630	190,432
2018-19	1,757,905	802,614	2,560,519	1,438,715	564,101	2,002,816	143,380	48,693	192,073
2019-20	1,819,747	741,628	2,561,375	1,489,242	516,784	2,006,026	146,010	43,499	189,509
2020-21	1,879,222	683,420	2,562,642	1,542,665	468,899	2,011,564	153,114	38,226	191,340
2021-22	1,951,064	625,011	2,576,075	1,588,192	419,363	2,007,555	160,744	32,681	193,425
2022-23	2,015,538	564,255	2,579,793	1,651,614	368,253	2,019,867	162,848	26,846	189,694
2023-24	1,925,000	493,210	2,418,210	1,235,000	311,305	1,546,305	90,000	20,950	110,950
2024-25	1,995,000	422,828	2,417,828	1,160,000	264,934	1,424,934	95,000	17,179	112,179
2025-26	2,000,000	353,737	2,353,737	1,210,000	222,195	1,432,195	100,000	13,198	113,198
2026-27	2,085,000	276,151	2,361,151	1,255,000	173,959	1,428,959	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			
27,805,077	8,371,445	36,176,522	19,470,230	5,600,319	25,070,549	1,614,694	427,462	2,042,156	



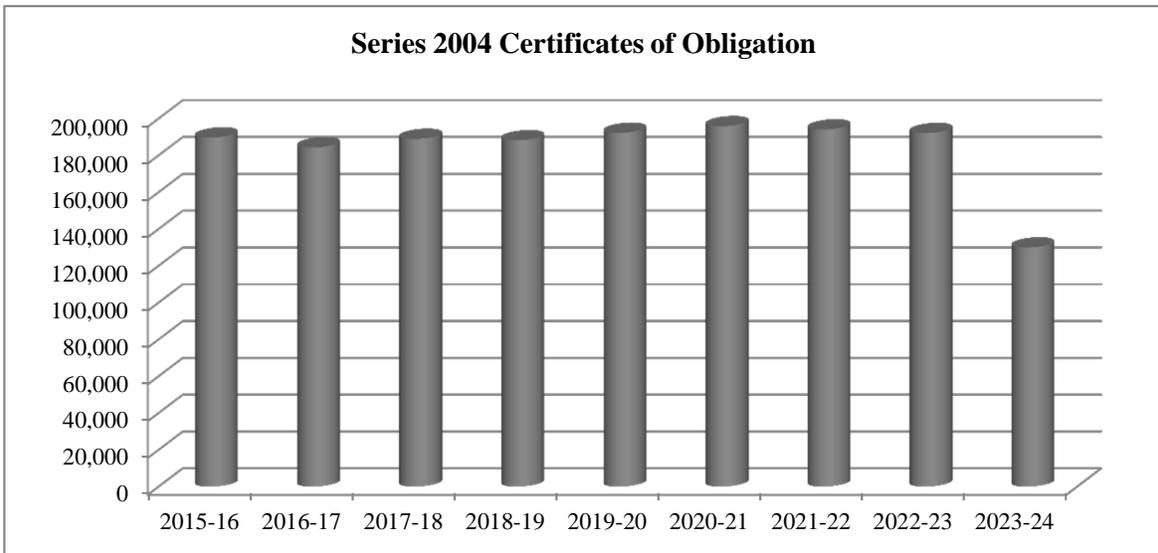
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2004**

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

UTILITY

Fiscal Year	Principal	Interest	Total
2015-16	135,000	54,725	189,725
2016-17	135,000	49,352	184,352
2017-18	145,000	43,979	188,979
2018-19	150,000	38,208	188,208
2019-20	160,000	32,238	192,238
2020-21	170,000	25,870	195,870
2021-22	175,000	19,104	194,104
2022-23	180,000	12,139	192,139
2023-24	125,000	4,975	129,975
	1,375,000	280,590	1,655,590

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

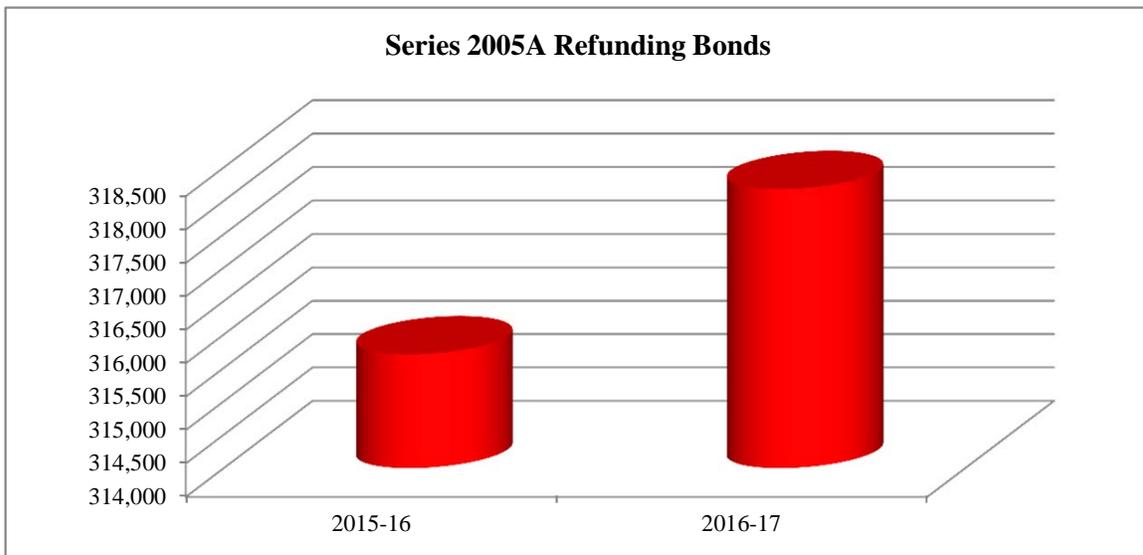


**General Obligation
Refunding Bonds
Series 2005A**

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

GENERAL			
Fiscal Year	Principal	Interest	Total
2015-16	290,000	25,704	315,704
2016-17	305,000	13,176	318,176
	595,000	38,880	633,880

Advance refund on outstanding
Series 1997 Certificates of Obligation



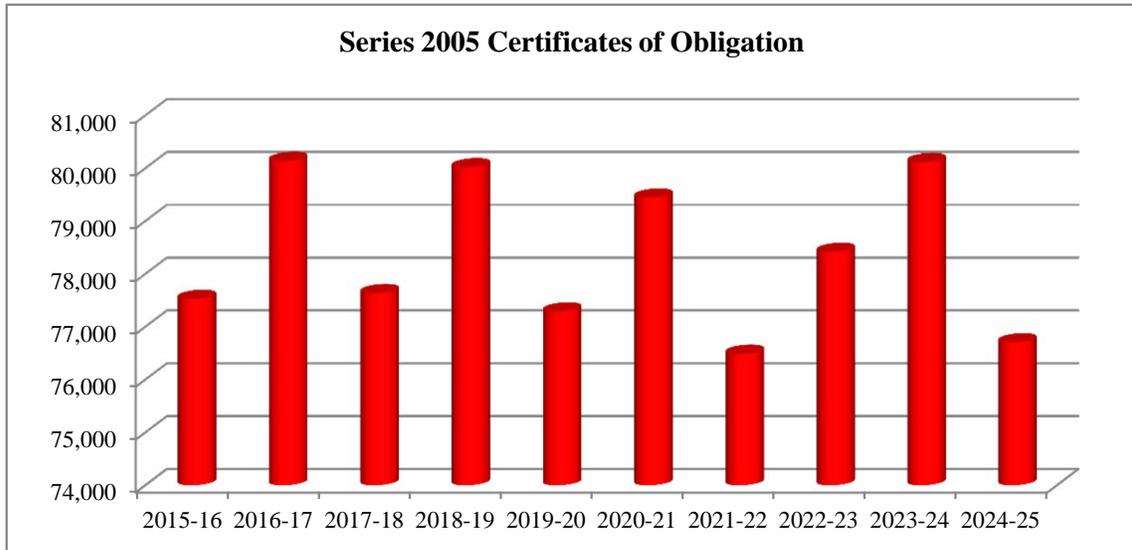
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2005**

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
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
	630,000	153,790	783,790

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



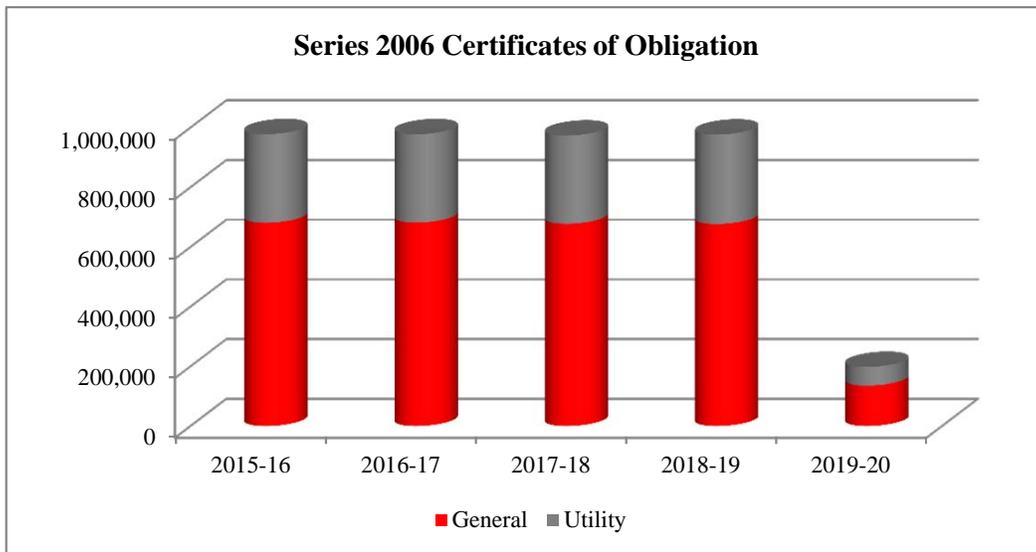
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2006**

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
2015-16	575,000	106,144	681,144	250,000	46,469	296,469
2016-17	600,000	81,706	681,706	260,000	35,844	295,844
2017-18	620,000	57,706	677,706	270,000	25,444	295,444
2018-19	645,000	32,131	677,131	285,000	14,306	299,306
2019-20	130,000	5,525	135,525	60,000	2,550	62,550
	2,570,000	283,212	2,853,212	1,125,000	124,613	1,249,613

Street Construction/Reconstruction
Building Projects & Improvements
Park Projects

Water & Sewer Improvements



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

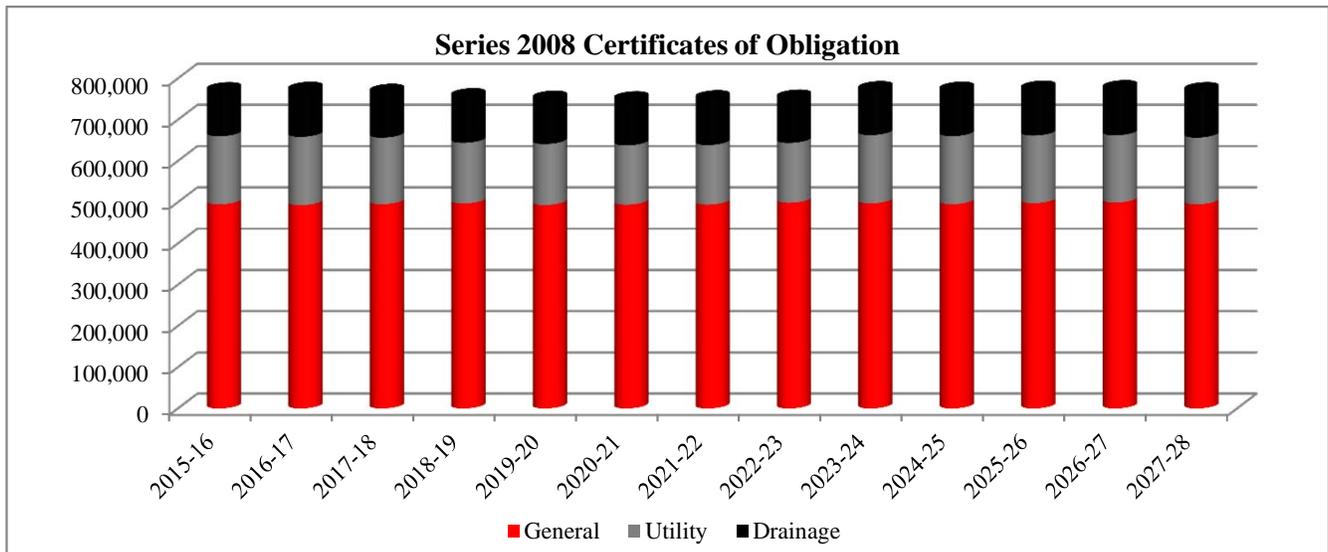
Dated: October 1, 2008
Original Value: \$9,500,000
Coupon Rate: 4.190%
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
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
	4,890,000	1,553,442	6,443,442	1,545,000	492,115	2,037,115	1,105,000	351,750	1,456,750

City Hall Annex
Athletic Complex Phase 2
Park Projects
Street Projects

Water Main Improvements
Waterline Extensions
Sewer Rehabilitation

Residential Drainage Projects



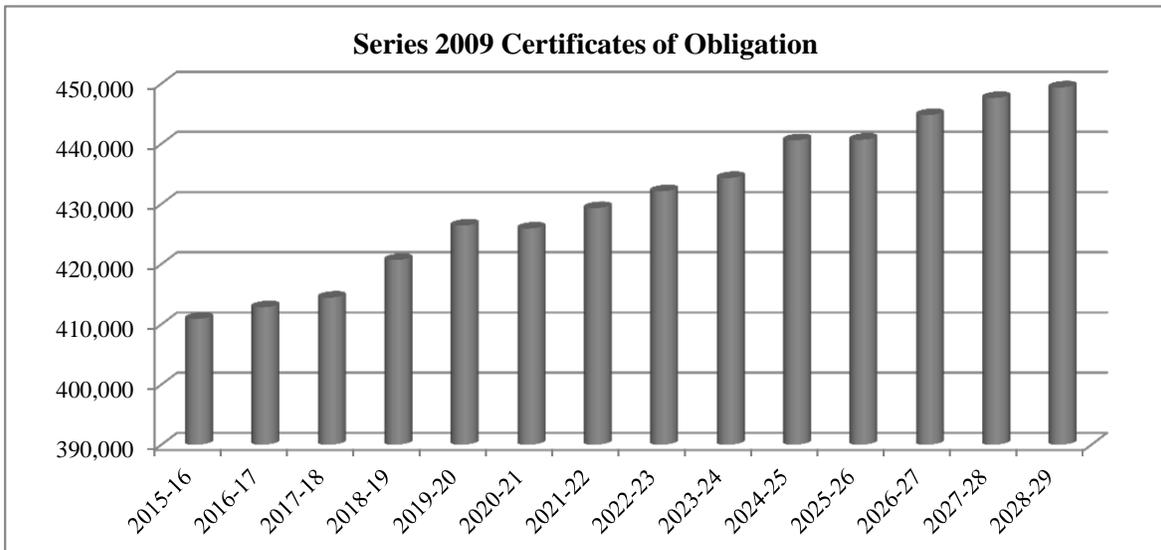
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2009**

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
2015-16	230,000	180,885	410,885
2016-17	240,000	172,835	412,835
2017-18	250,000	164,435	414,435
2018-19	265,000	155,685	420,685
2019-20	280,000	146,410	426,410
2020-21	290,000	135,910	425,910
2021-22	305,000	124,310	429,310
2022-23	320,000	112,110	432,110
2023-24	335,000	99,310	434,310
2024-25	355,000	85,575	440,575
2025-26	370,000	70,665	440,665
2026-27	390,000	54,755	444,755
2027-28	410,000	37,595	447,595
2028-29	430,000	19,350	449,350
4,470,000	1,559,830	6,029,830	

Maintenance Yard Pump Station
Water and Wastewater System Improvements

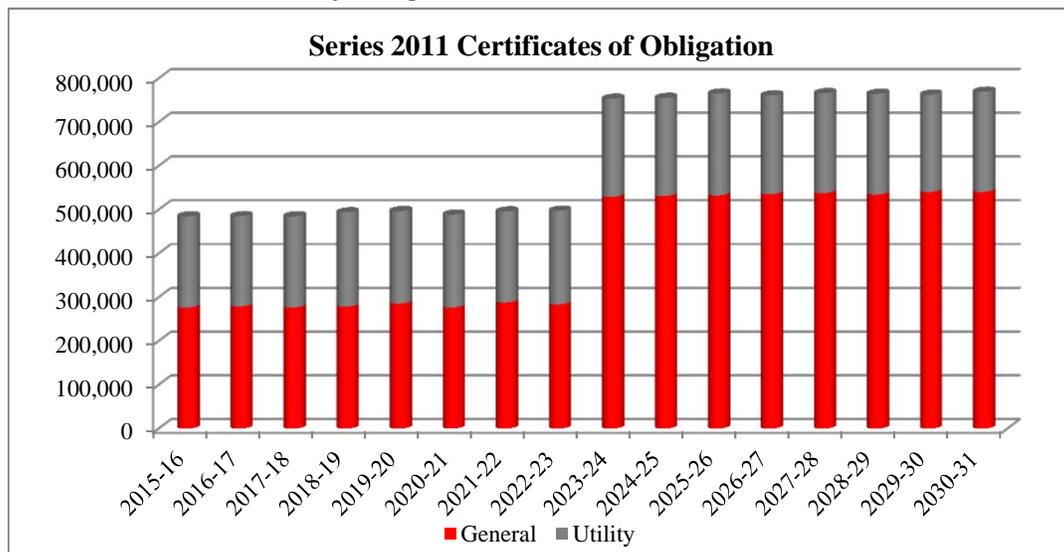


**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2011**

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
2015-16	110,000	166,637	276,637	120,000	88,188	208,188
2016-17	115,000	164,437	279,437	120,000	85,787	205,787
2017-18	115,000	161,850	276,850	125,000	83,087	208,087
2018-19	120,000	158,975	278,975	135,000	79,962	214,962
2019-20	130,000	155,675	285,675	135,000	76,250	211,250
2020-21	125,000	151,775	276,775	140,000	72,200	212,200
2021-22	140,000	148,025	288,025	140,000	68,000	208,000
2022-23	140,000	143,825	283,825	150,000	63,800	213,800
2023-24	390,000	139,450	529,450	165,000	59,112	224,112
2024-25	405,000	126,775	531,775	170,000	53,750	223,750
2025-26	420,000	112,600	532,600	185,000	47,800	232,800
2026-27	440,000	95,800	535,800	185,000	40,400	225,400
2027-28	460,000	78,200	538,200	195,000	33,000	228,000
2028-29	475,000	59,800	534,800	205,000	25,200	230,200
2029-30	500,000	40,800	540,800	205,000	17,000	222,000
2030-31	520,000	20,800	540,800	220,000	8,800	228,800
	4,605,000	1,925,424	6,530,424	2,595,000	902,336	3,497,336

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

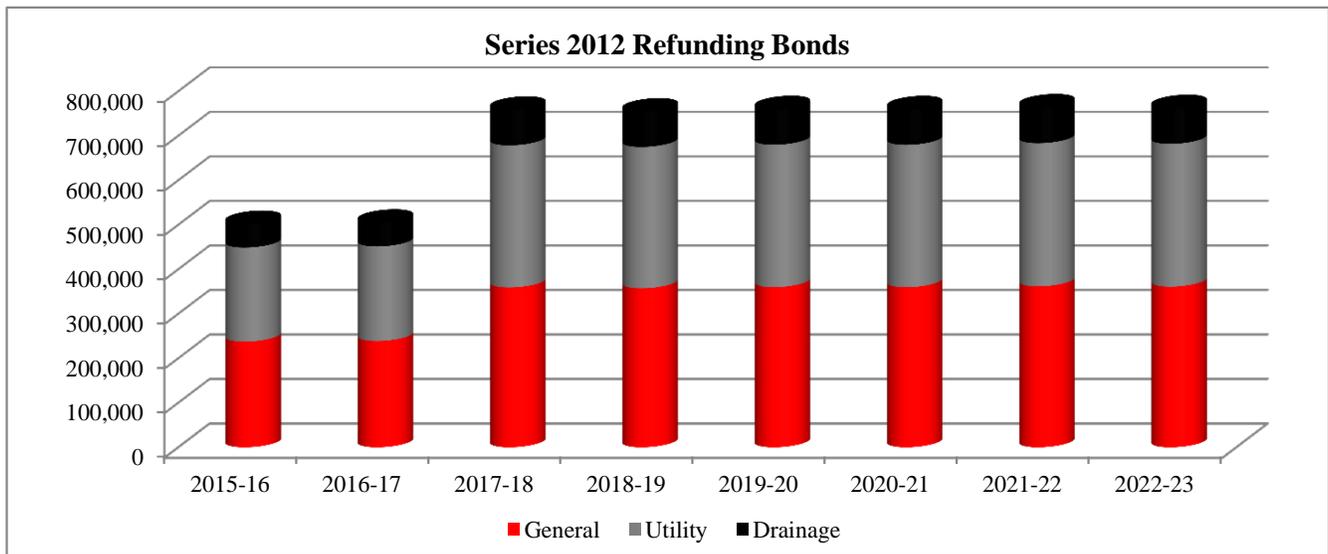


**General Obligation
Refunding Bonds
Series 2012**

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
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	300,800	58,478	359,278	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	284,242	35,751	319,993	71,010	8,931	79,941
2020-21	329,222	30,625	359,847	292,665	27,224	319,889	73,114	6,801	79,915
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,349	320,963	77,848	2,335	80,183
	2,295,077	340,922	2,635,999	2,040,230	303,066	2,343,296	509,694	75,712	585,406

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

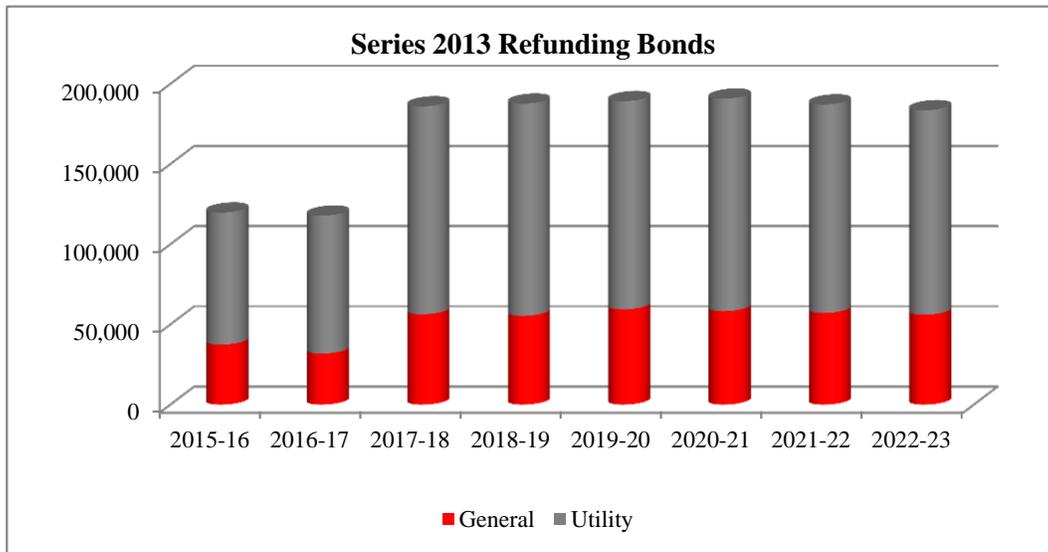


**General Obligation
Refunding Bonds
Series 2013**

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
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
	375,000	37,200	412,200	865,000	85,100	950,100

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



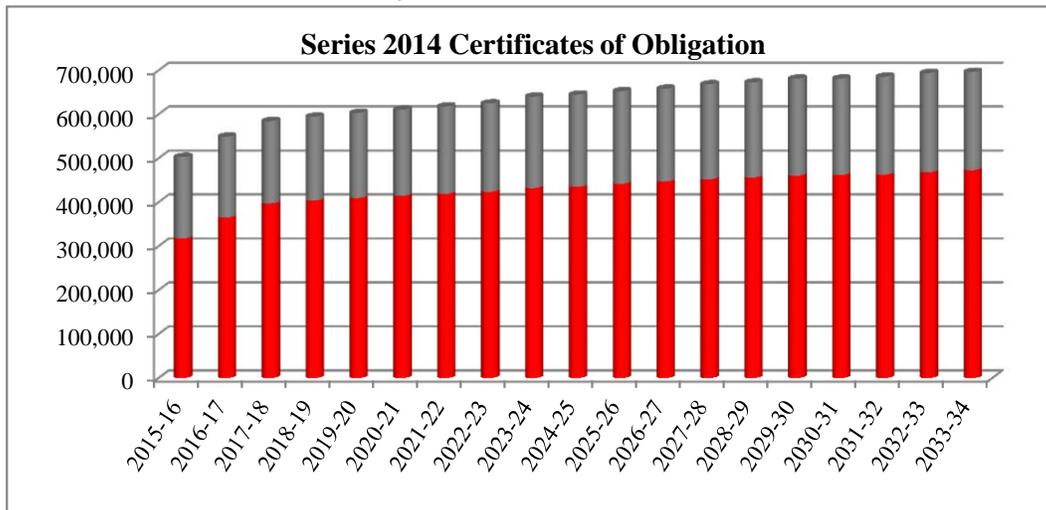
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2014**

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
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
	6,000,000	2,144,975	8,144,975	2,900,000	1,024,369	3,924,369

Street & Road Improvements
City Hall Expansion/Renovation
Park Projects

Water & Sewer System Improvements



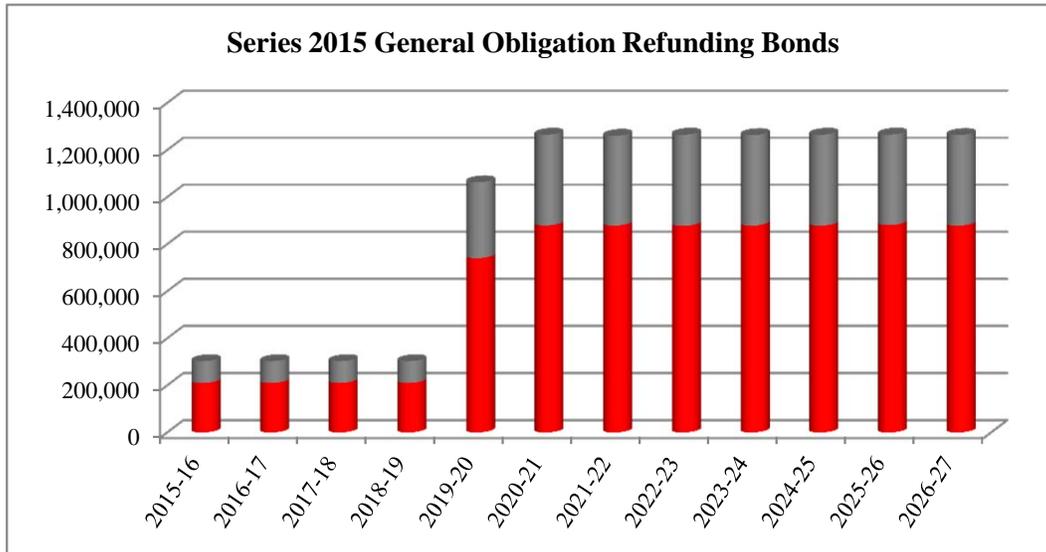
**General Obligation
Refunding Bonds
Series 2015**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2015-16		210,675	210,675		92,125	92,125
2016-17		210,675	210,675		92,125	92,125
2017-18		210,675	210,675		92,125	92,125
2018-19		210,675	210,675		92,125	92,125
2019-20	530,000	210,675	740,675	230,000	92,125	322,125
2020-21	685,000	194,775	879,775	300,000	85,225	385,225
2021-22	705,000	174,225	879,225	305,000	76,225	381,225
2022-23	725,000	153,075	878,075	320,000	67,075	387,075
2023-24	755,000	124,075	879,075	330,000	54,275	384,275
2024-25	785,000	93,875	878,875	345,000	41,075	386,075
2025-26	815,000	66,400	881,400	355,000	29,000	384,000
2026-27	845,000	33,800	878,800	370,000	14,800	384,800
	5,845,000	1,893,600	7,738,600	2,555,000	828,300	3,383,300

Street & Road Improvements
City Hall Expansion/Renovation
Park Projects

Water & Sewer System Improvements



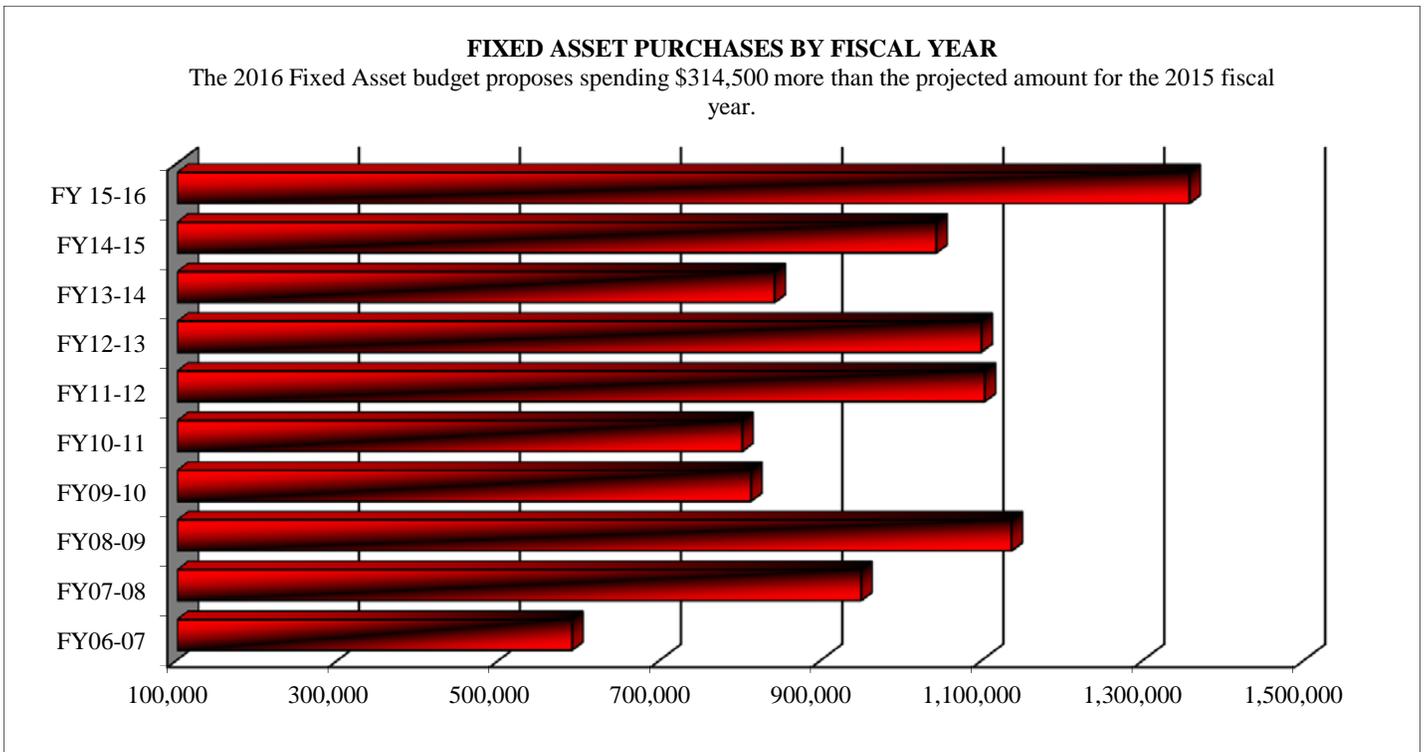




FIXED ASSET FUND

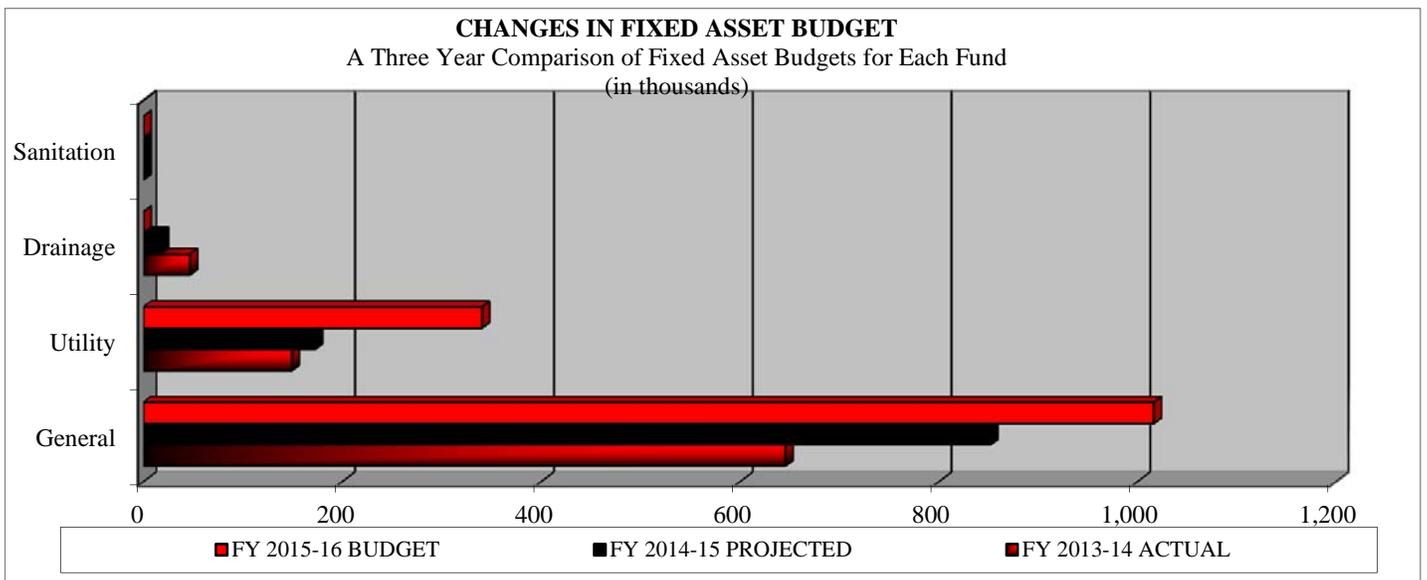
FIXED ASSET FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
BEGINNING FUND BALANCE	26,008	266,990	280,097	300,199	300,199	562,199
Transfer from General Fund	50,000	150,000	0	0	500,000	300,000
Transfer from Utility Fund	600,000	500,000	475,000	75,000	475,000	300,000
Transfer from Drainage Fund	125,000	125,000	150,000	75,000	150,000	200,000
Transfer from Sanitation Fund	75,000	100,000	125,000	25,000	125,000	125,000
Reimb from Restr Courts Fund	0	0	54,300	0	54,300	0
TOTAL TRANSFERS	850,000	875,000	804,300	175,000	1,304,300	925,000
Fixed Asset Purchases	(854,200)	(841,791)	(1,029,200)	(318,103)	(1,042,300)	(1,357,000)
TOTAL PURCHASES	(854,200)	(841,791)	(1,029,200)	(318,103)	(1,042,300)	(1,357,000)
ENDING FUND BALANCE	21,808	300,199	55,197	157,096	562,199	130,199



FIXED ASSETS SUMMARY BY FUND

	FY 2013-14 BUDGET	FY 2013-14 ACTUAL	FY 2014-15 BUDGET	FY 2014-15 MID-YEAR	FY 2014-15 PROJECTED	FY 2015-16 ADOPTED BUDGET
GENERAL FUND						
City Council	0	0	0	0	0	0
Administration	174,500	158,533	238,000	86,973	225,400	153,400
Finance	0	0	0	0	0	0
Pet Adoption Center	0	0	0	0	0	65,100
Police	266,100	280,617	206,200	94,818	210,200	233,800
Courts	45,700	51,402	58,400	4,060	56,000	4,100
Development & Planning	5,000	0	10,000	0	10,000	10,000
Code Enforcement	0	0	35,000	0	27,300	0
Fire/EMS Administration	0	0	0	0	0	0
Fire/EMS Operations	30,100	1,420	170,300	0	128,000	246,000
Library	80,000	84,961	87,000	43,425	87,000	100,000
Parks & Recreation	45,000	58,096	50,200	2,014	47,300	48,200
Streets	0	4,436	60,800	8,699	60,700	155,900
Maintenance	6,200	6,300	0	0	0	0
TOTAL GENERAL FUND	652,600	645,765	915,900	239,989	851,900	1,016,500
UTILITY FUND						
Water Administration	0	0	31,000	0	5,000	6,700
Water Operations	95,000	92,777	0	0	0	10,300
Wastewater Operations	56,600	56,551	73,300	69,365	167,700	323,500
TOTAL UTILITY FUND	151,600	149,328	104,300	69,365	172,700	340,500
DRAINAGE FUND						
Drainage	50,000	46,698	9,000	8,749	17,700	0
TOTAL DRAINAGE FUND	50,000	46,698	9,000	8,749	17,700	0
SANITATION FUND						
Sanitation	0	0	0	0	0	0
TOTAL SANITATION FUND	0	0	0	0	0	0
GRAND TOTAL	854,200	841,791	1,029,200	318,103	1,042,300	1,357,000



FY 2015-2016 FIXED ASSET PURCHASES BY DEPARTMENT

	<u>ADOPTED BUDGET</u>
<u>ADMINISTRATION/INFORMATION TECHNOLOGY</u>	
Computer Lease	47,200
Software Licensing	48,200
Tyler Content Manager	58,000
	<hr/> 153,400 <hr/>
<u>PET ADOPTION CENTER</u>	
Vehicle with Lift Gate	23,000
Shelter Case Management Software	15,800
Renovate Dog Yard	26,300
	<hr/> 65,100 <hr/>
<u>POLICE</u>	
COBAN System Lease Agreement	91,200
(2) Patrol Cars	113,600
Automatic Fingerprinting Machine (Live Scan)	29,000
	<hr/> 233,800 <hr/>
<u>COURTS</u>	
COBAN System Lease Agreement	4,100
	<hr/> 4,100 <hr/>
<u>DEVELOPMENT & PLANNING</u>	
Plotter/Large Format Scanner	10,000
	<hr/> 10,000 <hr/>
<u>FIRE OPERATIONS</u>	
Pumper Fire Truck Lease	100,500
Brush Truck	133,000
Thermal Imaging Camera	12,500
	<hr/> 246,000 <hr/>
<u>LIBRARY</u>	
Books and Processing	90,000
Security Camera Upgrade	10,000
	<hr/> 90,000 <hr/>
<u>PARKS & RECREATION</u>	
Scag Mower (72")	28,800
Infield Groomer	19,400
	<hr/> 48,200 <hr/>
<u>STREETS</u>	
Backhoe - Cat 450 with Grade all Bucket	155,900
	<hr/> 155,900 <hr/>
<u>GENERAL FUND SUBTOTAL</u>	<u>1,016,500</u>
<u>WATER ADMINISTRATION</u>	
Handheld Meter Reader	6,700
	<hr/> 6,700 <hr/>
<u>WATER OPERATIONS</u>	
Riding Mower	10,300
	<hr/> 10,300 <hr/>
<u>WASTEWATER</u>	
Fine Screens	210,500
Conveyor System (48')	61,800
Flender Gear Drive	51,200
	<hr/> 323,500 <hr/>
<u>UTILITY FUND SUBTOTAL</u>	<u>340,500</u>
GRAND TOTAL FOR ALL FUNDS	<u>1,357,000</u>





**CAPITAL OUTLAY
& IMPROVEMENTS**

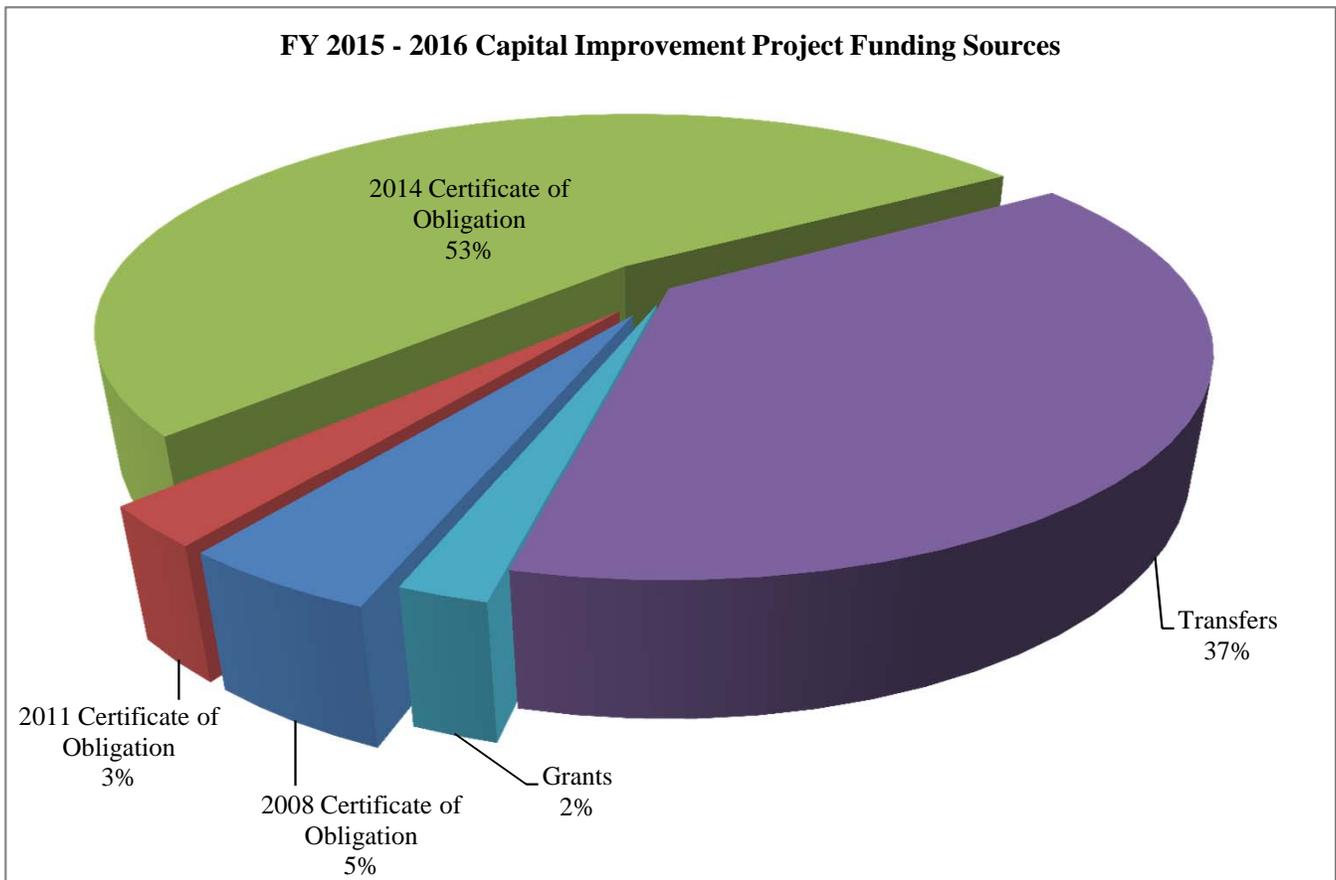
CAPITAL IMPROVEMENT PROGRAM

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

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

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

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



CAPITAL IMPROVEMENT PROJECT SUMMARY

WATER PROJECTS

Cedar Knob Pump Station Upgrade	268,900
Verna Lee Pump Station Liquid Ammonium Sulfate System	145,800
Verna Lee Pump Station - Paint Exterior of 1.5 Million Gallon Ground Storage Tank	127,200
Cedar Oaks 1.0MG Standpipe Mixing System	164,400
Utility Relocation FM 2410 & Central Texas Expressway	1,732,900
TOTAL WATER PROJECTS	2,439,200

WASTEWATER PROJECTS

Sewer Rehabilitation/Improvements	350,000
Warrior's Path Lift Station Upgrade	290,300
Supervisory Control and Data Acquisitions (SCADA)	195,000
Rummel Road Lift Station Ferrous Chloride Dosing System	48,000
RAS-VFD Controller	19,000
TOTAL WASTEWATER PROJECTS	902,300

DRAINAGE PROJECTS

Drainage Improvements - Tanglewood Drive	8,000
Drainage Master Plan CIP #2	210,400
TOTAL DRAINAGE PROJECTS	218,400

BUILDING IMPROVEMENTS

Parks & Recreation Center Expansion/Renovation	706,000
City Hall Building Expansion/Renovation	1,600,000
Central Fire Station Renovation (Architectural and Design Phase)	100,000
TOTAL BUILDING IMPROVEMENTS	2,406,000

PARK PROJECTS

Park Improvement Projects	100,000
TOTAL PARK PROJECTS	100,000

SIDEWALK PROJECTS

Sidewalk at FM 3481 and Prospector (3 sections)	165,500
TOTAL PARK PROJECTS	165,500

STREET PROJECTS

Amy Lane Reconstruction	2,486,800
Comanche Gap Road Reconstruction	2,611,400
Commercial Drive Traffic Flow Roundabout	556,600
Miscellaneous Street Projects	1,075,000
TOTAL STREET PROJECTS	6,729,800

GRANT PROJECTS

CDBG Grant Sewer Pipeline Rehabilitation	270,000
TOTAL GRANT PROJECTS	270,000

TOTAL CAPITAL IMPROVEMENT PROJECTS **13,231,200**

Project Name: Cedar Knob Pump Station Upgrade

Project Description: The Cedar Knob Pump Station, a 100,000 gallon ground storage tank, 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.

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	18,456	23,300	268,900	0	0	0	0	310,656
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	18,456	23,300	268,900	0	0	0	0	310,656

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	18,456	23,300	30,000	0	0	0	0	71,756
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	238,900	0	0	0	0	238,900
Total	18,456	23,300	268,900	0	0	0	0	310,656

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	500	1,200	1,800	3,000	4,000	10,500	
Maintenance	0	7,500	7,500	7,500	7,500	30,000	
Debt Service	185,606	0	0	0	0	185,606	
Other	0	0	0	0	0	0	
Total	186,106	8,700	9,300	10,500	11,500	226,106	

With this upgrade, it is expected that electrical costs will continue to increase over the next few fiscal years. Maintenance costs will also increase as the new equipment is kept up to ensure it continues to work properly.

Project Name: Verna Lee Pump Station Liquid Ammonium Sulfate System

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.

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	18,456	23,300	145,800	0	0	0	0	187,556
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	18,456	23,300	145,800	0	0	0	0	187,556

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	18,456	23,300	30,000	0	0	0	0	71,756
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	115,800	0	0	0	0	115,800
Total	18,456	23,300	145,800	0	0	0	0	187,556

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	2,000	2,500	2,500	2,500	2,500	12,000
	Maintenance	500	500	500	500	500	2,500
	Debt Service	185,606	0	0	0	0	185,606
	Other	0	0	0	0	0	0
	Total	188,106	3,000	3,000	3,000	3,000	3,000

The addition of the liquid ammonium sulfate will increase electrical and maintenance costs. This project is being funded by the 2014 Bond and is expected to be completed during the 2016 fiscal year.

Project Name: Verna Lee Pump Station - Paint Exterior of 1.5 MG GST

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.

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	25,000	127,200	0	0	0	0	152,200
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	25,000	127,200	0	0	0	0	152,200

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	25,000	0	0	0	0	0	25,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	127,200	0	0	0	0	127,200
Total	0	25,000	127,200	0	0	0	0	152,200

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	185,606	0	0	0	0	185,606
	Other	0	0	0	0	0	0
	Total	185,606	0	0	0	0	0

The new paint coat is expected to last at least ten years and therefore would not require any additional maintenance.

Project Name: Cedar Oaks 1.0 Million Gallon Standpipe Mixing System

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.

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	18,456	23,300	164,400	0	0	0	0	206,156
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	18,456	23,300	164,400	0	0	0	0	206,156

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	18,456	23,300	20,000	0	0	0	0	61,756
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	144,400	0	0	0	0	144,400
Total	18,456	23,300	164,400	0	0	0	0	206,156

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	2,400	2,400	2,400	2,400	2,400	12,000	
Maintenance	0	7,500	7,500	7,500	7,500	30,000	
Debt Service	185,606	0	0	0	0	185,606	
Other	0	0	0	0	0	0	
Total	188,006	9,900	9,900	9,900	9,900	227,606	

The addition of a mixing system will increase electrical and maintenance costs.
 This project is being funded by the 2014 Bond and is expected to be completed during the 2016 fiscal year.

Project Name: Utility Relocation FM 2410 and Central Texas Expressway

Project Description: Texas Department of Transportation will be widening FM 2410 (Knights Way) to four lanes with a center turn lane from Commercial Drive to the City Limits. The existing utilities must be relocated out of the highway construction zone prior to this project commencing.

Project Code: Enhancement

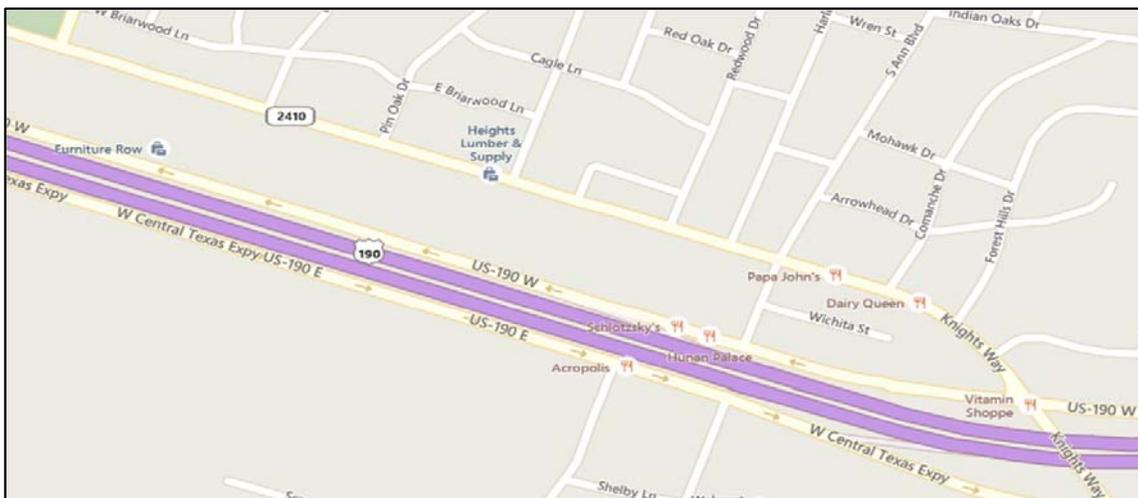
Council Goal: Enhance and extend infrastructure in anticipation of further planned growth.

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	1,458,400	0	0	0	0	1,458,400
Transfer	0	0	274,500	0	0	0	0	274,500
Grant	0	0	0	0	0	0	0	0
Total	0	0	1,732,900	0	0	0	0	1,732,900

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	200,000	0	0	0	0	200,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	1,532,900	0	0	0	0	1,532,900
Total	0	0	1,732,900	0	0	0	0	1,732,900

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	185,606	0	0	0	0	185,606
	Other	274,500	0	0	0	0	274,500
	Total	460,106	0	0	0	0	460,106

After relocation of the utilities, there would not be any additional maintenance or operation costs.



Utilities along FM 2410/Knights Way will be moved so that TxDOT can proceed with their work to widen the road.

Project Name: Sewer Rehabilitation and Improvements

Project Description: Sewer rehabilitation and improvements are budgeted in each fiscal year as this is a continuous effort for the City. Projects include manhole rehabilitation, sewer line replacement, and various other construction costs related to these projects.

Project Code: Maintenance

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

Funding Source	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	428,130	200,000	350,000	150,000	150,000	150,000	150,000	1,578,130
Grant	0	0	0	0	0	0	0	0
Total	428,130	200,000	350,000	150,000	150,000	150,000	150,000	1,578,130

Project Costs	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	428,130	200,000	350,000	150,000	150,000	150,000	150,000	1,578,130
Total	428,130	200,000	350,000	150,000	150,000	150,000	150,000	1,578,130

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	350,000	150,000	150,000	150,000	150,000	950,000
	Total	350,000	150,000	150,000	150,000	150,000	950,000

The Public Works Department anticipates entering into another Sanitary Sewer Overflow Initiative agreement with Texas Commission on Environmental Quality for ten more years. If this occurs, forecasted amounts beginning in FY 2018 will be requested to be increased by \$100,000.



A closer look at a manhole.

Project Name: Warrior's Path Lift Station Upgrade

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

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	18,456	23,300	290,300	0	0	0	0	332,056
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	18,456	23,300	290,300	0	0	0	0	332,056

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	18,456	23,300	30,000	0	0	0	0	71,756
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	260,300	0	0	0	0	260,300
Total	18,456	23,300	290,300	0	0	0	0	332,056

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	500	750	1,000	1,500	2,000	5,750
	Maintenance	0	0	0	0	0	0
	Debt Service	185,606	0	0	0	0	185,606
	Other	0	0	0	0	0	0
	Total	186,106	750	1,000	1,500	2,000	191,356

As the lift station is upgraded, it is expected that electrical costs will increase.

Project Name: Supervisory Control and Data Acquisitions (SCADA)

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 Trimmer Creek Lift Station). Currently, thirteen of our fourteen lift stations are monitored by autodialers or web based telemetry.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	5,000	195,000	0	0	0	0	200,000
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	5,000	195,000	0	0	0	0	200,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	5,000	20,000	0	0	0	0	25,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	175,000	0	0	0	0	175,000
Total	0	5,000	195,000	0	0	0	0	200,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	750	750	750	750	750	3,750	
Maintenance	8,000	8,000	8,000	8,000	8,000	40,000	
Debt Service	185,606	0	0	0	0	185,606	
Other	0	0	0	0	0	0	
Total	194,356	8,750	8,750	8,750	8,750	8,750	229,356

Operational expenses are expected to increase due to the SCADA's additional use of electricity. Expenses for maintenance will also increase in order to ensure the system continues to function properly.

Project Name: Rummel Road Lift Station Ferrous Chloride Dosing System

Project Description: Ferrous Chloride is used in sanitary sewer lift stations to neutralize hydrogen sulfide gas in force mains which causes objectionable odors. The dosing system includes a 2,500 gallon bulk chemical tank and feed pump. Since the Rummel Road Lift Station pumps into the Evergreen Lift Station and Evergreen pumps into the Trimmer Lift Station, the chemical dosing system will be a benefit to all three.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	48,000	0	0	0	0	48,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	48,000	0	0	0	0	48,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	8,000	0	0	0	0	8,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	40,000	0	0	0	0	40,000
Total	0	0	48,000	0	0	0	0	48,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	60,000	60,000	60,000	60,000	60,000	300,000	
Maintenance	0	0	0	0	0	0	
Debt Service	0	0	0	0	0	0	
Other	48,000	0	0	0	0	48,000	
Total	108,000	60,000	60,000	60,000	60,000	60,000	348,000

The Odor Control Chemical line item is projected to increase \$60,000 in future years in order to supply the new system.

Project Name: Return Activated Sludge Variable Frequency Drive Replacement

Project Description: The motor control center for the return activated sludge (RAS) pumps is over 20 years old. The unit is obsolete and parts for it are no longer available. This will replace the RAS-VFD Motor Control Center.

Project Code: Mandatory

Council Goal: Maintain a multi-year equipment replacement program.

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	19,000	0	0	0	0	19,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	19,000	0	0	0	0	19,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Equipment	0	0	19,000	0	0	0	0	19,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Total	0	0	19,000	0	0	0	0	19,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	19,000	0	0	0	0	19,000
	Total	19,000	0	0	0	0	19,000

Once the new RAS-VFD is in place, it should not cost more in operations or maintenance than the old control center.

Project Name: Drainage Improvements - Tanglewood Drive

Project Description: Improve drainage facilities near and below a home on Tanglewood Drive.

Project Code: Enhancement

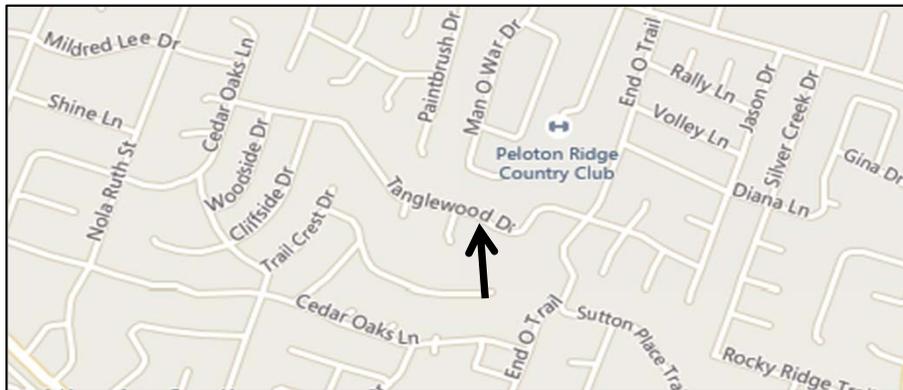
Council Goal: Expand street maintenance and sewer rehabilitation projects throughout the City.

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	2,000	8,000	0	0	0	0	10,000
Grant	0	0	0	0	0	0	0	0
Total	0	2,000	8,000	0	0	0	0	10,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	2,000	0	0	0	0	0	2,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	8,000	0	0	0	0	8,000
Total	0	2,000	8,000	0	0	0	0	10,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	8,000	0	0	0	0	8,000
	Total	8,000	0	0	0	0	8,000

After recent heavy rains, the proposed driveway improvements are being reevaluated. It may be necessary to do an additional project for this street in order to reduce the amount of flooding experienced at the home.



Project Name: Drainage Master Plan CIP #2

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

Project Code: Maintenance

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	210,400	276,000	231,700	231,700	256,300	1,206,100
Grant	0	0	0	0	0	0	0	0
Total	0	0	210,400	276,000	231,700	231,700	256,300	1,206,100

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	32,000	0	0	0	0	32,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	178,400	276,000	231,700	231,700	256,300	1,174,100
Total	0	0	210,400	276,000	231,700	231,700	256,300	1,206,100

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Debt Service	0	0	0	0	0	0	0
Other	210,400	276,000	231,700	231,700	256,300	1,206,100	
Total	211,400	277,000	232,700	232,700	257,300	1,211,100	

General area of work for this project.



Project Name: Parks and Recreation Center Expansion/Renovation

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

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	1,125	50,000	590,000	0	0	0	0	641,125
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	116,000	0	0	0	0	116,000
Grant	0	0	0	0	0	0	0	0
Total	1,125	50,000	706,000	0	0	0	0	757,125

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	1,125	50,000	100,000	0	0	0	0	151,125
Engineering	0	0	0	0	0	0	0	0
Furniture/Fixtures	0	0	50,000	0	0	0	0	50,000
Construction	0	0	556,000	0	0	0	0	556,000
Total	1,125	50,000	706,000	0	0	0	0	757,125

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	2,200	4,400	4,500	4,600	4,700	20,400
	Maintenance	400	800	800	900	900	3,800
	Debt Service	494,891	0	0	0	0	494,891
	Other	116,000	0	0	0	0	116,000
	Total	613,491	5,200	5,300	5,500	5,600	635,091



The current Recreation Center was built in 2002.

Project Name: City Hall Building Expansion/Renovation

Project Description: Enhance City Hall by increasing the square footage of the existing facility by 4,000 square feet. Additional conference rooms, offices, and storage areas will be added to the Administrative area. The addition of an emergency generator will also be under high consideration.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	1,125	100,000	1,600,000	0	0	0	0	1,701,125
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	1,125	100,000	1,600,000	0	0	0	0	1,701,125

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	1,125	100,000	200,000	0	0	0	0	301,125
Engineering	0	0	0	0	0	0	0	0
Furniture/Fixtures	0	0	200,000	0	0	0	0	200,000
Construction	0	0	1,200,000	0	0	0	0	1,200,000
Total	1,125	100,000	1,600,000	0	0	0	0	1,701,125

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	5,250	10,600	10,700	10,800	10,900	48,250	
Maintenance	800	1,600	1,600	1,800	2,000	7,800	
Debt Service	317,763	0	0	0	0	317,763	
Other	0	0	0	0	0	0	
Total	323,813	12,200	12,300	12,600	12,900	373,813	



The renovation of City Hall will require that the drive-thru window be closed for up to three months. This window is used for utility billing questions and payments.

Project Name: Central Fire Station Renovation

Project Description: Central Fire Station was built in 1985. The planned renovation project would improve the overall aesthetics of the interior and exterior to match other City buildings recently built around Central Station. Currently, all that has been budgeted is the architectural and design phases of the project.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	100,000	100,000	0	0	0	200,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	100,000	100,000	0	0	0	200,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	100,000	100,000	0	0	0	200,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Total	0	0	100,000	100,000	0	0	0	200,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	0	0	0	0	0	0
	Total	0	0	0	0	0	0



Central Fire Station located on Indian Trail.

Project Name: Park Improvements

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

Project Code: Enhancement

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

Funding Source	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	71,876	54,000	100,000	100,000	100,000	100,000	100,000	625,876
Grant	0	0	0	0	0	0	0	0
Total	71,876	54,000	100,000	100,000	100,000	100,000	100,000	625,876

Project Costs	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	71,876	54,000	30,000	30,000	30,000	30,000	30,000	275,876
Construction	0	0	70,000	70,000	70,000	70,000	70,000	350,000
Total	71,876	54,000	100,000	100,000	100,000	100,000	100,000	625,876

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	500	800	800	800	2,900
	Debt Service	0	0	0	0	0	0
	Other	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,500	100,800	100,800	100,800	502,900	

		Acreage	Park Type	Amphitheater	Restrooms	Pavilions	Picnic Units	Play Units	Swimming Pool	Open Play Area	Fishing Pond	Gazebo	Grills	Jogging/Walking	Basketball	Soccer	Baseball / Softball	Frisbee Golf	Dog Park
Booker Greenspace 594 N. Ann Blvd.		1	N																
Cardinal Greenspace 233 E. Cardinal		1	N																
Carl Levin Park 400 Miller's Crossing		35	C																
Harker Heights Community Park 1501 E. FM 2410		62	A/C																
Korn Field 220 E. Kothay Rd.		2	A																
Kern Park 400 S. Ann Blvd.		8	N																
Skipcha Park 515 Prosperator Trail		5	J																
Summit Soccer Complex 401 N. Amy Lane		33	A																
Purser Family Park 100 West Mountain Lion Road		32	C																
Goode / Connell Park 110 East Beeline		15	N																
Total Acreage		194																	

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

Current parks and their amenities.

Project Name: Sidewalk at FM 3481 and Prospector Trail (3 sections)

Project Description: Construction of 5 foot and 6 foot wide pedestrian sidewalks.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	165,500	0	0	0	0	165,500
Grant	0	0	0	0	0	0	0	0
Total	0	0	165,500	0	0	0	0	165,500

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	20,000	0	0	0	0	20,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	145,500	0	0	0	0	145,500
Total	0	0	165,500	0	0	0	0	165,500

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	165,500	0	0	0	0	165,500
	Total	165,500	0	0	0	0	165,500



Project Name: Amy Lane Reconstruction

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

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	157,821	246,000	1,478,000	0	0	0	0	1,881,821
Transfer	0	0	1,008,800	0	0	0	0	1,008,800
Grant	0	0	0	0	0	0	0	0
Total	157,821	246,000	2,486,800	0	0	0	0	2,890,621

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	157,821	168,700	0	0	0	0	0	326,521
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	77,300	2,486,800	0	0	0	0	2,564,100
Total	157,821	246,000	2,486,800	0	0	0	0	2,890,621

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	750	1,000	1,000	1,000	3,750
	Debt Service	317,763	0	0	0	0	317,763
	Other	1,008,800	0	0	0	0	1,008,800
	Total	1,326,563	750	1,000	1,000	1,000	1,330,313



Underground storm drainage system at Amy Lane.

Project Name: Comanche Gap Road Reconstruction

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

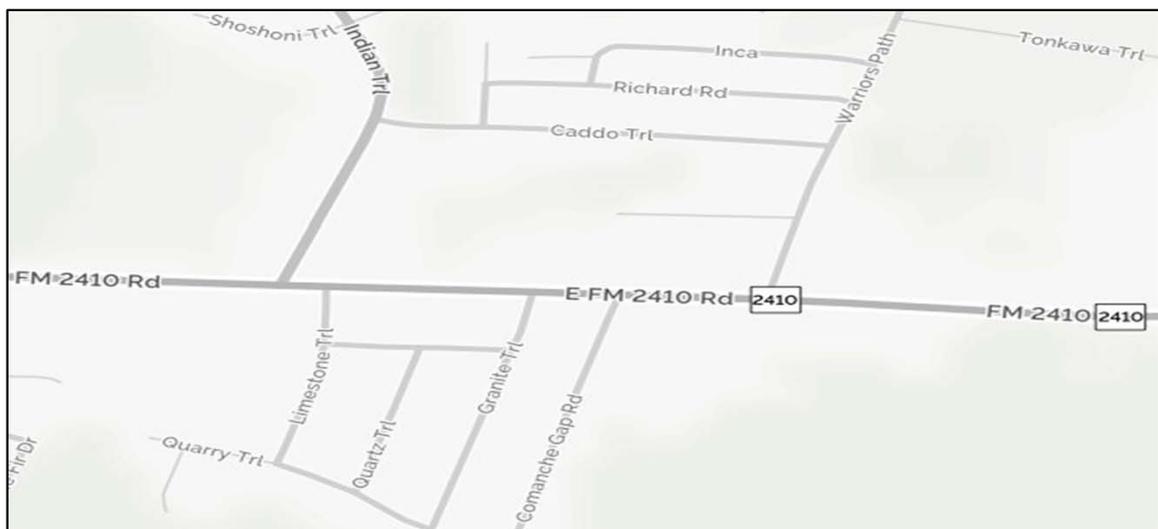
Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	204,947	200,000	347,600	0	0	0	0	752,547
2014 Bond	0	0	1,345,000	0	0	0	0	1,345,000
Transfer	0	0	918,800	0	0	0	0	918,800
Grant	0	0	0	0	0	0	0	0
Total	204,947	200,000	2,611,400	0	0	0	0	3,016,347

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	204,947	200,000	0	0	0	0	0	404,947
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	2,611,400	0	0	0	0	2,611,400
Total	204,947	200,000	2,611,400	0	0	0	0	3,016,347

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	750	1,000	1,000	1,000	3,750
	Debt Service	594,400	0	0	0	0	594,400
	Other	918,800	0	0	0	0	918,800
	Total	1,513,200	750	1,000	1,000	1,000	1,516,950



Comanche Gap Road is located off of East FM 2410 and leads to Dana Peak Park which is on the shores of Stillhouse Hollow Lake.

Project Name: Commercial Drive Traffic Flow Roundabout

Project Description: Construction of a roundabout at the intersection of Commercial Drive and Heights Drive.

Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	135,000	556,600	0	0	0	0	691,600
Grant	0	0	0	0	0	0	0	0
Total	0	135,000	556,600	0	0	0	0	691,600

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	2,000	0	0	0	0	0	2,000
Engineering	0	75,000	0	0	0	0	0	75,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	58,000	556,600	0	0	0	0	614,600
Total	0	135,000	556,600	0	0	0	0	691,600

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	1,000	1,000	1,000	1,000	4,000
	Debt Service	0	0	0	0	0	0
	Other	556,600	0	0	0	0	556,600
	Total	556,600	1,000	1,000	1,000	1,000	560,600



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

Project Name: Miscellaneous Street Projects

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.

Project Code: Maintenance

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

Funding Source	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	8,527	35,000	1,075,000	800,000	800,000	1,000,000	1,000,000	4,718,527
Grant	0	0	0	0	0	0	0	0
Total	8,527	35,000	1,075,000	800,000	800,000	1,000,000	1,000,000	4,718,527

Project Costs	FY 2014 Actual	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	8,527	35,000	100,000	50,000	50,000	100,000	100,000	443,527
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	975,000	750,000	750,000	900,000	900,000	4,275,000
Total	8,527	35,000	1,075,000	800,000	800,000	1,000,000	1,000,000	4,718,527

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	1,000	1,000	1,000	1,000	4,000
	Debt Service	0	0	0	0	0	0
	Other	1,075,000	800,000	800,000	1,000,000	1,000,000	4,675,000
	Total	1,075,000	801,000	801,000	1,001,000	1,001,000	4,679,000



A street inventory has been developed to include all of the streets in the City. A yearly budget addresses ongoing City-wide street maintenance.

Project Name: Texas Community Development Block Grant (TxCDBG) Program - Sewer Pipeline Rehabilitation

Project Description: The City received a TxCDBG grant for the replacement of sewer lines that have caused frequent maintenance issues and disruptions in service. There are three project locations: (1) Cardinal Lane - installation of approximately 500 linear feet of 8" sewer line and 3 manholes, (2) East Valley Road - installation of approximately 620 linear feet of 8" sewer line and 2 manholes, and (3) Mark Street - installation of approximately 215 linear feet of 8" sewer line and 2 manholes. All three projects will also consist of reconnections, revegetation, trench safety, asphalt replacement, curb and gutter replacement, and associated appurtenances.

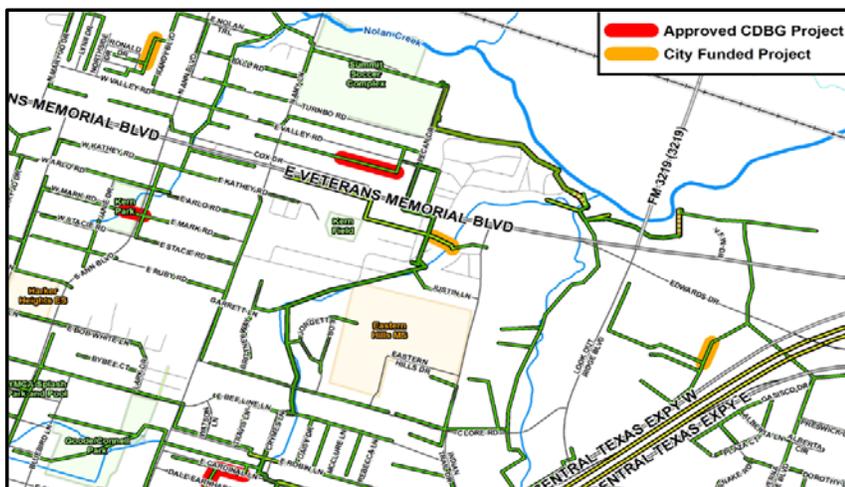
Project Code: Enhancement

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

Funding Source	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Funding
2008 Bond	0	0	0	0	0	0	0	0
2011 Bond	0	0	0	0	0	0	0	0
2014 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	270,000	0	0	0	0	270,000
Total	0	0	270,000	0	0	0	0	270,000

Project Costs	Actual Through FY 2014	FY 2015 Projections	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	270,000	0	0	0	0	270,000
Total	0	0	270,000	0	0	0	0	270,000

Operating Budget Impact	Line Item:	FY 2016 Budget	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	500	500	500	500	2,000
	Debt Service	0	0	0	0	0	0
	Other	55,000	0	0	0	0	55,000
	Total	55,000	500	500	500	500	57,000



The City will be providing a match in funding of \$55,000 for program administration and construction costs. The map to the left illustrates the areas where work will be done.



FEE SCHEDULE

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

ADMINISTRATIVE FEES

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

ADMINISTRATIVE ABATEMENT OF SEDIMENTATION

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

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

BUILDING PERMITS

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

New Building Construction

- One and Two Family Dwellings (per square foot under roof)..... \$0.10
 Plus Technology/Convenience Fee – My Permit Now (per permit)..... \$5.50
Fee does not include permits for fences, irrigation, accessory buildings or swimming pools. Permits included are structure, electrical, mechanical, plumbing, flat work, plan review, and certificate of occupancy. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; and final.
- Multi-family, Commercial, and Other Construction (per square foot under roof)..... \$0.15
 Plus Technology/Convenience Fee – My Permit Now (per permit)..... \$10.00
Excludes shell buildings, warehouses and parking garages. Fee does not include permits for fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, electrical, plumbing, flat work, certificate of occupancy, and landscaping and plan review. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical and plumbing; two story water test; energy (insulation); conditional final; landscaping inspection; parking requirements inspection; and final.
 - Plan Reviews Requiring Outside Consultationcost + \$25.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

▪ Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection).....	\$10.00
• Multi-family (over four living units), Hotels, Motels, and Commercial Buildings with Multiple Tenants (excluding shell buildings).....	add \$40.00 to multi-family cost for added inspections
Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$10.00
Additions to Floor Area	
• One and Two Family Dwellings.....	same as for new construction, minimum of \$25.00
Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
• All Others	same as for new construction
Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
Shell Buildings	
<i>Fee is for shell buildings without interior finish, warehouses, and/or parking garages. Fee does not include fences, signs, accessory buildings, irrigation or swimming pools. Permits included are structure, flatwork, and landscaping and plan review.</i>	
• Per Square Foot Under Roof.....	\$0.08
Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$10.00
• Plan Reviews Requiring Outside Consultation.....	cost + \$25.00
• Projects requiring more than one inspection per phase (i.e. several plumbing inspections of the same type due to size of the project) (per inspection)	\$10.00
Any Remodeling, Alterations, Repairs, Replacements, Fences, Swimming Pools, Accessory Buildings, Irrigation and Signs, etc. <i>Projects not involving an addition to floor area.</i>	
Applicable Permit Fee Below Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$1.00
• Valuation up to \$1,000.....	\$25.00
• Valuation \$1,001 to \$2,000.....	\$35.00
• Valuation \$2,001 to \$3,000.....	\$45.00
• Valuation \$3,001 to \$4,000.....	\$55.00
• Valuation \$4,001 to \$5,000.....	\$65.00
• Valuation \$5,001 to \$6,000.....	\$75.00
• Valuation \$6,001 to \$7,000.....	\$85.00
• Valuation \$7,001 to \$8,000.....	\$95.00
• Valuation \$8,001 to \$9,000.....	\$105.00
• Valuation \$9,001 to \$10,000.....	\$115.00
• Per \$1,000 thereafter.....	additional \$10.00
Demolition/Move Structure Permits	
• Per structure.....	\$25.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$1.00
Re-inspection Fees (per re-inspection)	\$50.00
Working Without Permits.....	\$250.00

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

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

Alcohol License (per year)	½ of TABC Fee
City Registration/Business License	\$25.00
Contractor Registration Fee (per year)	\$75.00
Flood Plain Development Permits.....	\$50.00
Food Dealer’s Permit (initial and renewals).....	\$50.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

Manufactured Housing Park License.....	\$100.00
<i>(Replaces license fee for City Registration/Business License)</i>	
Manufactured Home Permits	
• Application for Certificate of Occupancy	inspection cost + \$50.00
• Replacement	inspection cost + \$50.00
Occupation Taxes (as authorized by State law)	
• Certificate of Occupancy inspection (existing buildings).....	\$50.00
• Special investigation.....	\$30.00
• Reports rendered pursuant to any special investigation.....	\$30.00
• Re-inspection of any failed inspection.....	\$50.00
Request to Zoning Board of Adjustment and Appeals	\$150.00
Plan Review	
• Done by City personnel	one-half of base permit fee
• Done by other agencies.....	actual cost + handling fee of \$10.00
Planning and Zoning Fees	
• Rezoning Request	\$200.00
• Conditional Use Permit.....	\$200.00
• Development Concept Plan	\$50.00
• Site Preparation Permit.....	\$25.00
• All Other Plats (Replats, Development, Amendments, etc.).....	\$3.00/acre + \$150.00
• Subdivision Plat – Preliminary	\$25.00/lot + \$500.00
• Subdivision Plat – Final.....	\$150.00
• Sound Amplification Permit (per year).....	\$25.00
• Zoning Verification Letter.....	\$10.00
• Planning Maps (arc view)	
▪ 8 ½” x 11” maps.....	\$5.00
▪ 11” x 17” maps.....	\$10.00
▪ 17” x 22” maps to 22” x 40” maps.....	\$20.00
▪ 34” x 44” maps.....	\$25.00
Public Works Construction Inspection Fees	
• All inspections	\$25.00
• All inspections after regular business hours, weekends, and Holidays (per hour).....	\$50.00
Sign Permits (per \$100 valuation, minimum \$10 fee).....	\$10.00
Temporary Storage Unit Permit	\$25.00
Temporary Use Permits	
• Long Term Seasonal Sales	
▪ Administrative Fee.....	\$25.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
• Short Tem Seasonal Sales	
▪ Administrative Fee.....	\$10.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
Heavy Vehicle Residential Parking Permit	\$25.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

LIBRARY

Copy Fee (per page)	\$0.10
Lost or Damaged Book.....	Price of Book + Processing Fee
New Card Replacement	\$3.00
Overdue Book (per day)	\$0.05
Printing Fee (per page)	\$0.10
Processing Fee	
• Hardback Book Replacement	\$5.00
• Paperback Book Replacement	\$1.00
Replacement Fee	
• CD Album, View Case, or Playaway Case.....	\$5.00
• DVD Case.....	\$1.00
• Spine or Barcode.....	\$1.00
• VIEW Cord.....	\$15.00

PARKS AND RECREATION

Youth Sports Registration	
• Resident	\$35.00
• Non-Resident	\$45.00
Multiple Registration Cost Incentive (Youth team registrations only; refers to permanent address, same day sign-up)	
• Resident	
▪ 1 st participant.....	\$35.00
▪ 2 nd participant.....	\$30.00
▪ 3 rd participant and every participant thereafter.....	\$25.00
• Non-Resident	
▪ 1 st participant.....	\$45.00
▪ 2 nd participant.....	\$40.00
▪ 3 rd participant and every participant thereafter.....	\$35.00
Facility Rentals	
• Recreation Center Daily Use (for use of amenities such as basketball and volleyball courts)	
▪ Resident	
○ Students (Age 17 and under).....	FREE
○ Adults (Age 18 – 54).....	FREE
○ Seniors (Age 55 and up).....	FREE
▪ Non-Resident	
○ Students (Age 17 and under).....	\$3.00
○ Adults (Age 18 – 54).....	\$5.00
○ Seniors (Age 55 and up).....	\$3.00
• Pavilion	
▪ Resident	
○ Refundable Deposit	\$100.00
○ Rental	\$25.00
▪ Non-Resident	
○ Refundable Deposit	\$100.00
○ Rental	\$65.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

- Room C
 - Military Sponsored Event (per hour)..... \$15.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) \$15.00
 - Community Services (per hour) \$20.00
 - For Profit Business (per hour) \$30.00
- Room D
 - Military Sponsored Event (per hour)..... \$15.00
 - Non-Profit Organization (paperwork identifying Tax ID # required) (per hour) \$15.00
 - Community Services (per hour) \$20.00
 - For Profit Business (per hour) \$30.00

Aquatics

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

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

 - Resident
 - Individual \$40.00
 - Family (2 – 5 persons)..... \$60.00
 - Each additional pass over 5 persons \$5.00
 - Seniors (Age 55 and up)..... \$15.00
 - Replacement Pass \$5.00
 - Non-Resident
 - Individual \$60.00
 - Family (2 – 5 persons)..... \$125.00
 - Each additional pass over 5 persons \$5.00
 - Seniors (Age 55 and up)..... \$15.00
 - Replacement Pass \$5.00
- Swimming Lessons
 - Resident \$30.00
 - Non-Resident \$40.00
- Pool Rental \$100.00
 - Refundable Deposit..... \$50.00
 - Lifeguard(s) (per lifeguard, per hour) \$15.00

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

Community Garden Plots

Plot lease begins from date fee is paid.

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

- Non-Resident
 - Six Month Lease \$15.00
 - Twelve Month Lease..... \$30.00
 - ActiveNet Online Service Charges
 - Payments less than \$150.00 6.5% + \$0.50
 - Payments \$150.00 to \$499.99 3.5% + \$5.00
 - Payments \$500.00 or more 2.5% + \$10.00
- Minimum Service Charge of \$1.00*

PET ADOPTION CENTER

- Adoption Fees
- Dogs and Cats (not spayed/neutered and without rabies vaccination)..... \$10.00
 - Dogs and Cats (spayed/neutered with rabies vaccination)..... \$35.00
- Adoption fees will be waived during events approved by the City Manager up to four times per calendar year.*
- Cremation Fee
- Animals up to 50 pounds \$30.00
 - Animals 51 to 100 pounds \$60.00
 - Animals 101 pounds or more..... \$80.00
- Impound Fees (plus kennel fees)
- Class A (dog or cat)
 - First Impound..... \$20.00
 - Second Impound (within one year from first)..... \$40.00
 - Third Impound (within one year from first)..... \$80.00
 - Class B (goats, sheep, labs, pigs or animals of same approximate size and weight)..... \$25.00
 - Class C (cattle, calves, horses, mules or animals of same approximate size and weight)..... \$40.00
 - Class D (wild or exotic animals) \$100.00
 - Class E (birds)..... \$20.00
- Kennel Fees (per day)
- Class A (dog or cat)..... \$5.00
 - Class B (goats, sheep, labs, pigs or animals of same approximate size and weight) boarding costs + \$10.00
 - Class C (cattle, calves, horses, mules or animals of same approximate size and weight) boarding costs + \$20.00
 - Class D (wild or exotic animals) boarding costs + \$100.00
 - Class E (birds)..... \$5.00
- Microchipping Fee \$15.00
- Quarantine Fee \$10.00

PUBLIC SAFETY / FIRE DEPARTMENT

- Emergency Service Fees
- Ambulance Calls
 - Basic Life Support\$500.00 + \$10.00/loaded mile
 - Advanced Life Support 1\$600.00 + \$10.00/loaded mile
 - Advanced Life Support 2\$700.00 + \$10.00/loaded mile
 - Out of City Calls\$800.00 + \$10.00/loaded mile
 - Ambulance Transport (per mile; mileage from leaving station to returning station) \$10.00
 - Treatment/No Transport – City Call \$125.00
 - Treatment/No Transport – Out of City..... \$700.00
 - Private Ambulance Registration Fee \$100.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

- Fire Response

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)	\$400.00
▪ Tanker (per hour or part thereof, minimum 1 hour, not including personnel)	\$300.00
▪ Support Vehicles (per hour or part thereof, not including personnel).....	\$200.00
▪ Personnel (per hour or part thereof to include fire, police, etc.).....	\$50.00
▪ Water – City Supplied (per 1,000 gallons; calculated by pumping time and rate).....	\$10.00
▪ Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel)	\$600.00
Fire Report Copy (per copy).....	\$2.00
Fire Investigative Report (per report).....	\$5.00

PUBLIC SAFETY / FIRE PREVENTION

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

Plan Review (Fire Code) – Construction of Multifamily, Commercial and Other	\$50.00
---	---------

Fee includes plan review, any necessary meetings, final inspection and approval.

Fire Protection System Permits

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

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

Fuel Storage Tanks

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

Life and Fire Safety Evaluations/Fire Inspections (Annual)

- Business
 - Annual Inspectionno charge
 - First Re-inspectionno charge
 - Second Re-inspection..... \$50.00
 - Subsequent Re-inspections (each at the discretion of the officer)..... citation issued or \$50.00
- Licensed Facilities
 - Hospitals \$150.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

- Nursing Homes, Group Homes, Day Cares, Assisted Living Centers, and Private Schools
 - Occupancy of up to 50 persons \$50.00
 - Occupancy of 50 + persons \$100.00
- Foster and Adoptive Homes
 - Annual Inspection no charge
 - First Re-Inspection no charge
 - Second Re-Inspection..... \$30.00
 - Subsequent Re-inspections (each at the discretion of the officer) citation issued or \$30.00

Operational Permits and Inspections

- Burn Permits (includes initial site inspection)
 - Commercial/Land Development \$150.00
 - Residential (annual permit) \$50.00
- Carnival/Circus Safety Inspections..... \$150.00
- Fire Flows (conducted by the Fire Department) \$100.00
- Fireworks (Outdoor Public Display)
 - Permit Fee (requires insurance coverage of at least \$300,000)..... \$250.00
- Hazardous Material Handling, Storage and/or Processing \$50.00
- Assembly Permit (annual permit) \$25.00
- Tent Permit
 - Occupancy of 0 – 100 persons \$50.00
 - Occupancy of 100 + persons \$100.00
- Tire Storage and/or Scraping (annual permit)..... \$50.00
- Welding/Cutting (Hot Work)..... \$50.00

Other permits and/or inspections not listed above that are required by the most currently adopted International Fire Code or its references will be assessed a minimum charge of \$25.00 plus the total amount of time utilized in plan reviews, code research, inspection(s) and documentation at the currently adopted response personnel rate.

PUBLIC SAFETY / POLICE DEPARTMENT

- Accident Reports \$6.00
- Copy of Police Report (per page) \$0.10
- Fingerprint Cards (per card) \$5.00
- Record Checks
 - Residents..... no charge
 - Non-Residents \$5.00
 - Recruiters/Federal Agencies no charge
- Taxicab Permits
 - Initial..... \$20.00
 - Renewal \$10.00
 - Duplicates (each) \$4.00
- Alarm Systems
 - False burglar alarm (per incident)..... \$50.00
 - False robbery alarm (per incident)..... \$75.00
 - False fire alarm (per incident)..... \$75.00
 - False emergency medical alarm (per incident) \$75.00
 - Failure to timely respond to alarm site (per incident) \$50.00
 - Monitoring financial institution alarms (per month)..... \$50.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

STREETS

Culvert Installation	
• 10 – 12 yards base material (not including culvert).....	\$150.00
• Each additional yard base material (per yard)	\$6.00
Curb Replacement (per linear foot)	\$25.00
Road Boring	\$50.00
Street Cut Restoration.....	\$15.00
Street Cutting Permit	\$50.00

UTILITY SERVICES

Water Services

Water Deposit

- Residential (single one-family dwellings and small commercial businesses with hand pick-up)..... \$55.00
Deposits will not be taken on new homes until the home is finalized. Residential deposits are refunded when the account is terminated or in the month of June with one year of good history, whichever comes first.
- Commercial

Commercial deposits are refunded when the account is terminated.

Water Rates

These rates are applicable to all sales or service of water. All leakage between a meter and a building is the responsibility of the owner, tenant, or occupant of the building. Sprinkler meters are charged the base fee plus the per 1,000 gallon usage charge; they are not charged for sewer.

- Inside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$10.28 / \$3.20
- Outside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$20.56 / \$6.40

Sewer Services

Anyone receiving City water service and connected to City sewer must pay sewer charges regardless of whether the building is occupied or not. There is a 10,000 gallon cap for residential customers for sewer services.

Sewer Rates

- Inside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption..... \$18.53 / \$3.10
- Outside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption..... \$37.06 / \$6.20

Other Utility Services Fees

Delinquent/Late Charge..... \$15.00

Fire Hydrant Meters

- Deposit..... \$750.00
- Monthly Fee..... \$50.00

Meter Accuracy Test Requests

- Meter Found to be Faulty.....no charge
- 5/8 inch X 3/4 inch and 3/4 inch X 3/4 inch meters..... \$60.00
- 1 inch meters..... \$60.00
- 1 ½ inch and 2 inch meters \$150.00
- 3 inch meters..... \$200.00
- 4 inch meters..... \$250.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

Online Bill Pay Convenience Fee.....	\$2.00
Request for Services – Water/Sewer	
<i>These services include turn on/off at the customer’s request, checking for a leak per customer request, and sewer blockages on the customer’s side.</i>	
• During Working Hours (per trip).....	\$15.00
• Non-Duty Hours (per trip).....	\$30.00
Reread Requests	
• Original Read Incorrect	no charge
• Original Read Correct.....	\$10.00
Sewer Overflow on Private Lines	
• Vactor/Jetrodder (per hour)	\$100.00
• Backhoe (per hour)	\$50.00
• Dump Truck (per hour).....	\$50.00
• Front Loader (per hour)	\$50.00
• Pickup Truck (per hour)	\$50.00
• Each Additional Employee (per hour).....	\$25.00
Water Transfer.....	\$15.00
Water Turn On	
• New deposit or transfer of service	no charge
• Second Trip Fee.....	\$25.00

Water Distribution and Wastewater Collection System Connection Fees

Prior to the installation of a water or sewer tap the customer requesting same shall deposit with the City a sum equal to such actual cost as estimated by the City. A ¾” water meter will be installed for new or existing property. Water meters larger than ¾” will be installed on approved water demand information.

- New Property
 - Meter Tap..... \$275
 - Sewer Tap
- Existing Property (In addition to the fees listed above for New Property)
 - ¾” line diameter (water only) materials/street cut + \$300.00
 - 1” line diameter (water only) materials/street cut + \$300.00
 - 1 ½” line diameter (water only) materials/street cut + \$400.00
 - 2” line diameter (water only) materials/street cut + \$500.00
 - 4” line diameter (water and sewer) materials/street cut + \$750.00
 - 6” line diameter (water only) materials/street cut + \$1,500.00
 - 8” line diameter (water only)materials + \$1,500.00

NOTE: Sewer lines above 4” will require a quote.

Drainage Rates

Single Family Detached Dwellings (includes manufactured homes).....	\$6.00
Other Residential Properties	
• Duplex (per unit).....	\$2.88
• Triplex (per unit).....	\$2.74
• Four Unit Dwelling (per unit).....	\$2.57
• Five Unit Dwelling (per unit)	\$2.30
• Six Unit Dwelling (per unit)	\$2.04
• Seven Unit Dwelling (per unit).....	\$1.78

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2015 TO SEPTEMBER 30, 2016**

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

• Eight Unit Dwelling (per unit).....	\$1.51
• Nine Units or More (per unit)	\$2.04
Non-Residential Developed Property	
• Buildings Up to 2,500 sq. ft.	\$7.20
• Buildings 2,501 to 10,000 sq. ft.	\$14.40
• Buildings 10,001 to 50,000 sq. ft.	\$28.80
• Buildings 50,001 to 100,000 sq. ft.	\$43.20
• Buildings More Than 100,000 sq. ft.	\$60.00

Sanitation Rates

Residential Garbage Collection (per month)	\$18.33
Commercial Garbage Collection	handled by Centex Waste Management



ORDINANCES

ORDINANCE NO. 2015-16

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, 2015, TO SEPTEMBER 30, 2016.

WHEREAS, a budget for the Fiscal Year 2015-2016 has been prepared for the City of Harker Heights, Texas; and

WHEREAS, public notices of the public hearing(s) upon this budget have been duly and legally made as required by law; and

WHEREAS, the aforementioned public hearing(s) on the proposed budget were held in accordance with the published notices; and

WHEREAS, after full and final consideration and the public hearing on said budget, it is the consensus of opinion that the proposed budget should be approved.

NOW, THEREFORE, BE IT ORDAINED, by the City Council of the City of Harker Heights, Texas:

SECTION I.

The Budget as filed with the City Secretary for the fiscal year beginning October 1, 2015, to September 30, 2016, is ratified, adopted, and approved.

SECTION II.

Total revenues are budgeted at \$37,845,200. Expenses including Capital Improvement Funds from previous years are budgeted at \$49,535,000.

SECTION III.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$530,338 which is a 5.0% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$298,025.

SECTION IV.

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

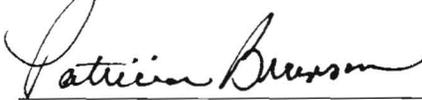
<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2015-16	September 8, 2015	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2015 to September 30, 2016.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 8th day of September, 2015, 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

ORDINANCE NO. 2015-17

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 2015.

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 2015 as follows:

\$0.5174 for the purpose of maintenance and operation,
\$0.1596 for the payment of principal and interest, and
\$0.6770 for the total tax rate.

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

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

SECTION II.

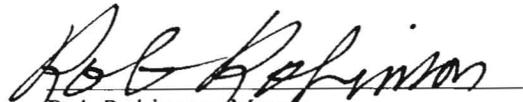
THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

SECTION III.

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

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2015- 17	September 8, 2015	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2015.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 8th day of September, 2015 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. 2015-18

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2015-2016 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 2015-2016 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 2015-2016 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.

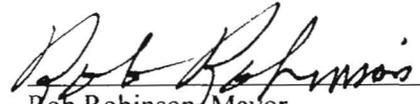
This ordinance shall become effective on October 1, 2015 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

SECTION IV.

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

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2015- 18	September 8, 2015	An Ordinance Prescribing and Setting the Fiscal Year 2015-2016 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 8th day of September, 2015 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. 2015-18: An Ordinance Prescribing and Setting the Fiscal Year 2015-2016 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 193.



GLOSSARY

GLOSSARY OF TERMS AND ACRONYMS

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

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

ACH – see Automated Clearing House.

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

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

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

AED – see automatic external defibrillator.

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

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

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

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

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

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

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

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

ATTRITION – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

AUDIT – An unbiased examination and evaluation of the financial statements of an organization.

AUTHORIZED POSITIONS – Employee positions in the adopted budget to be filled during the year.

AUTOMATED CLEARING HOUSE – The direct fund transfer authorization from one bank account to another.

AUTOMATIC EXTERNAL DEFIBRILLATOR – A device about the size of a laptop computer that analyzes the heart's rhythm for any abnormalities and, if necessary, directs the rescuer to deliver an electrical shock to the victim.

AVAILABLE (UNDESIGNATED) FUND BALANCE – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

BALANCED BUDGET – Budget in which income equals expenditure.

BASE BUDGET – Cost of continuing the existing levels of service in the current budget year.

BCAD – see Bell County Appraisal District.

BEGINNING FUND BALANCE – Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year encumbrances.

BELL COUNTY APPRAISAL DISTRICT – Appraisal District responsible for appraising all real and business personal property within Bell County. The district appraises property according to the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices.

BOND – A long term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

BOND, GENERAL OBLIGATION (G.O.) – Bond backed by the full faith, credit and taxing power of the government.

BOND, REVENUE – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BONDED DEBT – The portion of indebtedness represented by outstanding bonds.

BRAC – Base Realignment and Closure.

BUDGET – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

BUDGETARY BASIS – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGET CALENDAR – Schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGETARY CONTROL – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

BUDGET MESSAGE – Opening section of the Annual Budget that provides the City Council and public with an overview of the most important aspects of the budget.

CAD – Computer Aided Dispatch, method of dispatching emergency services through the use of a computer.

CADET – see Crimes Analysis, Directed Enforcement and Technology.

CAFR – see Comprehensive Annual Financial Report.

CAPITAL ASSETS – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

CAPITAL EXPENDITURE – A payment made or to be made for the acquisition of a long-term asset such as land, buildings, or equipment.

CAPITAL IMPROVEMENT FUND – The governmental fund that accounts for the acquisition and construction of major capital facilities.

CAPITAL IMPROVEMENTS – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

CAPITAL IMPROVEMENT PROGRAM – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

CAPITAL OUTLAY – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

CAPITAL PROJECT – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also known as capital improvements.

CAPITAL RESERVE – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

CASH BASED ACCOUNTING – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CERTIFICATE OF OBLIGATION (C.O.) – This type of bond is backed by the full faith, credit and taxing power of the government.

CIP – see Capital Improvement Program.

CMP – Corrugated metal pipe.

CO – see Certificate of Obligation.

COLA – see Cost of Living Adjustment.

COLLECTIVE BARGAINING AGREEMENT – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMODITIES – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

COMPREHENSIVE ANNUAL FINANCIAL REPORT – A financial report that encompasses all funds and component units of the government. The CAFR should contain (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed.

CONSTANT OR REAL DOLLARS – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

CONSUMER PRICE INDEX – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in cost of living (i.e., economic inflation).

CONTINGENCY – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

COST OF LIVING ADJUSTMENT – An increase in salaries to offset the effect of inflation on compensation.

COUNCIL-MANAGER GOVERNMENT – Form of government where an elected city council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. In such a government, the mayor performs strictly ceremonial duties or acts as a member and presiding officer of the council.

CPI – see Consumer Price Index.

CRIME ANALYSIS, DIRECTED ENFORCEMENT AND TECHNOLOGY – The Property Crimes Interdiction Program started by the Harker Heights Police Department in 2008 to catch property criminals.

DEBT LIMIT – The maximum amount of gross net of debt which is legally permitted.

DEBT SERVICE – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

DEBT SERVICE FUND – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEDICATED TAX – A tax levied to support a specific government program or purpose.

DEFEASANCE – The netting of outstanding liabilities and related assets on the statement of position.

DEFERRED REVENUE – Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

DEFICIT – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

DEPARTMENT – The basic organization unit of government which is functionally unique in its delivery of services.

DEPRECIATION – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

DEVELOPED-RELATED FEES – Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

DISBURSEMENT – The expenditure of monies from an account.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DRAINAGE FUND – Enterprise fund that accounts for operations related to providing drainage service.

ELECTRONIC TRANSACTION SYSTEMS CORPORATION – An international corporation supporting merchants in all forms of electronic processing to include credit and debit card processing.

EMPLOYEE BENEFITS – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

EMS – Emergency Medical Service.

EMT – Emergency Medical Technician.

ENCUMBRANCE – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

ENDING FUND BALANCE – The unencumbered cash remaining in a fund at the end of the fiscal year.

ENTERPRISE FUND – A proprietary fund used to report an activity for which a fee is charged to external users for goods or services.

ENTITLEMENTS – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

ETS – see Electronic Transaction Systems Corporation.

EXPENDITURE – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

EXPENSE – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

FIDUCIARY FUNDS – Fund used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

FINANCIAL RESOURCES – Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids because they prevent the need to expend current available financial resources.

FISCAL ACCOUNTABILITY – Government responsibility to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

FISCAL POLICY – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR – A twelve-month period designated as the operating year for accounting and budgeting purposes. (October 1 thru September 30)

FIXED ASSETS – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FRANCHISE FEES – A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens. Services include electricity, telephone, natural gas, taxicabs, ambulances, and cable television.

FRINGE BENEFITS – see Employee Benefits.

FTE – see Full-Time Equivalent Position.

FULL FAITH AND CREDIT – A pledge of a government's taxing power to repay debt obligations.

FULL-TIME EQUIVALENT POSITION – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position

FUNCTION – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

FUND – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

FUND BALANCE – The difference between assets and liabilities reported in a governmental fund.

FY – Fiscal Year.

GAAP – see General Accepted Accounting Principles.

GASB – see Governmental Accounting Standards Board.

GENERAL ACCEPTED ACCOUNTING PRINCIPLES – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND – One of the five governmental fund types that typically serves as the chief operating fund. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bond backed by the full faith, credit and taxing power of the government.

GEOGRAPHIC INFORMATION SYSTEM – System that combines maps with data and organizes them in useful and meaningful ways. This data could include, but is not limited to, city limits, zoning, or land use.

GFOA – see Government Finance Officer’s Association.

GIS - see geographic information system.

GO – see General Obligation Bond.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GOVERNMENT FINANCE OFFICERS’ ASSOCIATION – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD – Establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENTAL FUNDS – Funds used to account for tax-supported activities. The five types of governmental funds are general, special revenue, debt service, capital projects and permanent funds.

GPS – Global Positioning System, a worldwide navigation system that uses information received from orbiting satellites.

GRANTS – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

HOUSE BILL 3195 – House Bill passed during the 80th Legislative Session requiring the city council or county commissioner’s court to identify at the budget stage that the proposed budget anticipates raising

more total property taxes than the year before. The bill also requires a separate ratification vote to adopt a budget that raises more total property taxes than in the previous year.

HOME RULE – This status shifts responsibility for local government decisions from the state level to the local level.

HOTEL/MOTEL FUND – Special revenue fund that accounts for the levy and utilization of the hotel/motel occupancy tax.

HOURLY – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

INDIRECT COST – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

INTERFUND TRANSFERS – The movement of monies between funds of the same governmental entity.

INTERGOVERNMENTAL REVENUE – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERNAL SERVICE CHARGES – The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

INTERNAL SERVICE FUND – A proprietary fund used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

KILLEEN INDEPENDENT SCHOOL DISTRICT – Local School District serving the cities of Killeen, Harker Heights, and Nolanville.

KISD – see Killeen Independent School District.

LAPSING APPROPRIATION – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provide by law.

LEGAL DEBT MARGIN – The excess of the amount of debt legally authorized over the amount of debt outstanding.

LEVY – To impose taxes for the support of government activities.

LINE-ITEM BUDGET – A budget prepared along departmental lines that focuses on what is to be bought.

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

MARKET RATE OF RETURN – The average yield of the current three-month US Treasury Bill.

MATERIALS AND SUPPLIES – Expendable materials and operating supplies necessary to conduct departmental operations.

MDT – Mobile Data Terminal.

MEMORIAL FUND – Special revenue fund that accounts for revenues generated for scholarships to high school graduates pursuing a career in law enforcement.

MILL – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

MODIFIED ACCRUAL BASIS OF ACCOUNTING – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

NIGHT OPTICS – This is the brand name for the night vision units installed in patrol vehicles as part of the CADET program.

NET BUDGET – The legally adopted budget less all interfund transfers and interdepartmental charges.

NOMINAL DOLLAR – The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

NOPTIC – see Night Optics.

OBJECT OF EXPENDITURE – Expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

OBJECTIVE – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

OBLIGATIONS – Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPEN MEETING LAW – Law that states that every regular, special, or called meeting of a governmental body shall be open to the public. Written notice of the time, date, place, and subject of each meeting must be posted in an accessible place to the general public at least 72 hours before the meeting.

OPERATING EXPENSES – The cost for personnel, materials, and equipment required for a department to function.

OPERATING REVENUE – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

ORDINANCE – A bylaw of a municipality enacted by the governing body of the governmental entity.

OUTPUT INDICATOR – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

PASS-THROUGH GRANTS – Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

PERFORMANCE BUDGET – A budget where expenditures are based primarily on measurable performance of activities and work programs.

PERFORMANCE INDICATORS – Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

PERFORMANCE MEASURE – Data collected to determine how effective or efficient a program is in achieving its objectives.

PERMANENT FUNDS – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry.

PERSONNEL SERVICES – Expenditures for salaries, wages, and fringe benefits of a government's employees.

PRIMARY GOVERNMENT – Term used in connection with defining the financial reporting entity; a state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

PRIOR-YEAR ENCUMBRANCES – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

PROGRAM BUDGET – A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

PROGRAM PERFORMANCE BUDGET – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

PROGRAM REVENUE (INCOME) – Revenues earned by a program, including fees for services, license and permit fees, and fines.

PROPRIETARY FUNDS – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PSI – pounds per square inch.

PURPOSE – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

RESERVE – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

RESTRICTED COURT FUND – Special revenue fund that account for revenues generated from court fines and that are restricted for a specific purpose.

REVENUE – Sources of income financing the operations of government.

REVENUE BOND – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

SANITATION FUND – Enterprise fund that accounts for operations related to providing sanitation service.

SCADA – Supervisory Controlled Acquisition Data Access, a software system.

SENATE BILL 656 – Senate Bill passed during the 83rd Legislative Session requiring the adopted budget contain a cover page that includes a statement that describes the budget as either raising more or less revenue from property taxes than the prior year's budget and by what dollar amount and percentage. It must also include the dollar amount of property tax revenue that is going to be raised from new property added to the tax roll.

SERVICE LEASE – A lease under which the lessor maintains and services the asset.

SERVICE LEVEL – Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

SINKING FUND – The sum set apart from the income of the City and allowed to accumulate in order to ultimately pay off a debt.

SITE-BASED BUDGETING – A decentralized budget process whereby budget preparation and development are based on individual school (and departmental) sites.

SOP – see Standard Operating Procedures.

SOURCE OF REVENUE – Revenues are classified according to their source or point of origin.

SPECIAL ASSESSMENT – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.

STANDARD OPERATING PROCEDURES – Step-by-step instructions on how to perform a task or job.

SUPPLEMENTAL APPROPRIATION – An additional appropriation made by the governing body after the budget year or biennium has started.

SUPPLEMENTAL REQUESTS – Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

TARGET BUDGET – Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

TAX ANTICIPATION NOTE – Short-term, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

TAX LEVY – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TAXABLE VALUE – The assessed value less allowable exemptions resulting in an amount to which the tax rate is applied to determine property taxes due.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TCEQ – see Texas Commission of Environmental Quality.

TEXAS COMMISSION OF ENVIRONMENTAL QUALITY – Environmental agency for the state of Texas.

TEXAS MUNICIPAL LEAGUE INTERGOVERNMENTAL RISK POOL – An interlocal agency offering worker's compensation, liability and property protection to Texas political subdivisions.

TEXAS MUNICIPAL RETIREMENT SYSTEM – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 800 cities and 133,000 members, retirees, and beneficiaries.

TML or **TML-IRP** – see Texas Municipal League Intergovernmental Risk Pool.

TMRS – see Texas Municipal Retirement System.

TRANSFERS IN/OUT – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

UCR – Uniform Crime Report, a national program administered by the Department of Justice that counts crimes reported to the police.

UNENCUMBERED BALANCE – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY FUND – Enterprise fund that accounts for operations related to providing water and wastewater.

VARIABLE COST – A cost that increases/decreases with increases or decreases in the amount of service provided such as the payment of a salary.

VFD – Variable frequency drive, an electrical panel that speeds and slows an electric motor's rpm's.

WCID #1 – see Water Control and Improvement District No 1.

WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1 – Provides water to the residents of Harker Heights/Bell County.

WILO MIXER – A brand of mixer used to mix the wastewater in lift stations to keep grease and solids in suspension so they are pumped out.

WORKING CASH – Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.

WORKLOAD INDICATOR – A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

WORK YEARS – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

