

City of Harker Heights, Texas



Budget Book

Fiscal Year 2012 - 2013

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Harker Heights
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Davison Jeffrey R. Emery

President

Executive Director

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

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

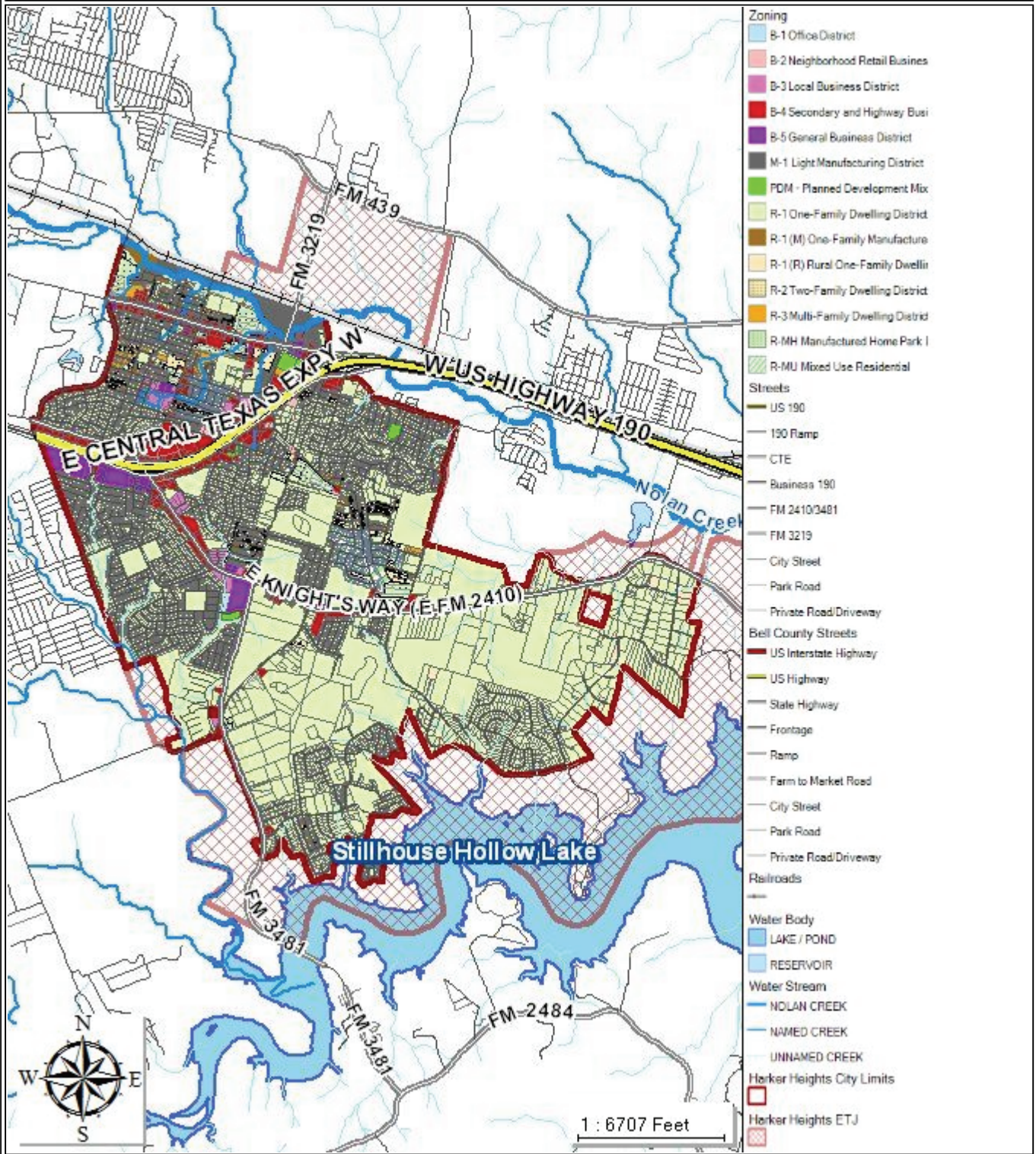
This award is valid for the period of one year. City staff believes our current budget continues to conform to program requirements and is submitting it to GFOA to determine its eligibility for another award.



(Left to Right): John Reider - Councilmember Place 1; Sam Murphey - Councilmember Place 2; Spencer Smith - Councilmember Place 5; Mike Aycock - Mayor; Steve Carpenter - City Manager; Pat Christ - Councilmember Place 3, Mayor Pro Tem; Rob Robinson - Councilmember Place 4.

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**BUDGET
MESSAGE**



The City Of Harker Heights

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Harker Heights, Texas 76548
Phone 254/953-5600
Fax 254/953-5614

Mayor

Mike Aycock

Mayor-Protem

Pat Christ

City Council

John Reider
Sam Murphey
Rob Robinson
Spencer H. Smith

September 4, 2012

Dear Mayor and City Council Members:

The budget for fiscal year 2012-2013 is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. The 2012-13 fiscal year which begins October 1, 2012 and ends on September 30, 2013 continues a high level of service to citizens and addresses the needs of the future in a comprehensive manner.

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

Staff began working on the 2012-2013 budget in March with the distribution of request forms for Fixed Assets, Capital Improvements and Personnel. Department Heads were then asked to produce a proposed budget for their departments' operating line items. Department expenditures were discussed in meetings held with the City Manager, Assistant City Manager, Finance Director, and Department Head in order to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings and included a look at the City's five year long range plans which depicts projected revenues and expenses for the next five fiscal years and the projected fund balance for the General, Utility, Drainage, and Sanitation Funds. The long-range plans for Capital Improvement funding and expenditures were also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2013 fiscal year.

The strategic objectives that allow us to improve service and facilities to citizens of the City and that are included in this budget are:

Long-Term Objectives

- Plan infrastructure for future annexations in the City's extraterritorial jurisdiction.
- Establish a long range water improvement plan based on the Master Water Plan.
- Fund a multi-year sewer rehabilitation program to reduce inflow and infiltration into the sewer system identified by a sewer study completed in fiscal year 2005-2006. The City is currently in the sixth year of this ten-year plan.

- Continue funding of a multi-year street maintenance program from current revenues.
- Establish a long range drainage improvement plan based on the recently completed drainage criteria manual and drainage problem areas.

Short-Term Objectives

- Complete sewer improvements to the newly annexed area based on the completed study. Funds for this project were included in the recently issued 2011 Certificates of Obligation.
- Complete various water and wastewater projects to improve storage and processing capabilities.
- Continue construction and improvements of residential drainage projects that were funded from the 2008 Certificates of Obligation.
- Finalize construction on a pump station expansion and improvements that will be funded from the 2009 Certificates of Obligation.
- Implement suggestions from the Exploring New Heights II committee in an effort to maintain or improve services and quality of life for our citizens.

Major issues or challenges that impact the 2013 budget and budget planning for the City include:

- Residential permit growth has continued to increase. In 2011, housing permits totaled 113 at a value of \$24,058,000. The current year reflects a rise with 138 permits with a total value of \$32,331,225 as of July 25, 2012.
- Commercial permit growth has been steady over the last several years. As of July the City has received 34 new permits totaling \$10,781,387.
- Sales taxes have provided the City with revenue that has allowed the City to continue to accomplish opportunities and provide a high level of service to our citizens. For the current year, sales taxes are projected to be 10% higher than the 2010-11 actual. The budgeted amount for 2012-13 is proposed at a 4% growth rate with the expectation of additional stores opening within Market Heights and various areas throughout the city.
- The 2010 Census population for Harker Heights is 26,700; a 54% increase over the 2000 Census number of 17,308. Excellent growth has continued over the past decade and our Planning and Development Department estimates the 2012 population to be approximately 27,700.

FY 2012-2013 BUDGET AT A GLANCE

General Fund

General Fund revenues are budgeted at \$17,038,700 with the primary revenues sources as follows:

- 1) Ad Valorem Tax is the largest revenue source in the General Fund. The certified taxable value is \$1,404,127,978 which is an increase of \$8,018,532 from the 2011 certified value of \$1,396,109,446. The budget proposes to keep the current tax rate of \$0.6770 which will provide \$6,732,500 in maintenance and operation tax revenue. This is \$9,900 less than projected for the 2012 fiscal year due to the issuance of General Obligation Refunding Bonds. This issue will slightly increase the Debt Service Fund's portion of the property taxes collected from 25.8% to 26.3%
- 2) Sales tax revenue is budgeted at \$5,564,000 which is a 4% increase over the \$5,350,000 projected for FY 2011-2012. The FY 2012 projection was raised by \$364,700 from the original budgeted amount of \$4,985,300. The Market Heights Shopping Center and other businesses within Harker Heights are doing well and that is reflected in the sales tax payments that the City receives.
- 3) Franchise Fees of \$1,290,000 represent approximately 8% of the total General Fund revenues.
 - a. Cable franchise fees are budgeted at \$360,000, a 1% increase from current year projections;
 - b. Electricity franchise fees are proposed at \$820,000, a decrease of 6% from projections due to a one-time payment received from Oncor during the 2012 fiscal year;
 - c. Gas franchise fees are proposed to be \$65,000, a 4% increase from projections; and
 - d. Telephone franchise fees are budgeted at \$45,000 for this next year. FY 2012 projections include a one-time settlement payment from CenturyLink.
- 4) The Court Fine revenue line item is budgeted flat at \$1,350,000 for FY 2012-13.
- 5) Ambulance revenues are budgeted at \$480,000 which is equal to the current year's projection. No change in rates or fees is proposed.
- 6) Interest Income is budgeted at \$35,000 for FY 2012-2013 which is the same amount projected for the current fiscal year and is based on current rates.
- 7) Grant revenues are budgeted at \$88,200 which is primarily due to the Safer Grant for Fire Department personnel.
- 8) Transfers that are budgeted to come in from other funds (\$890,000) are as follows:
 - a. Utility Fund - \$350,000
 - b. Drainage Fund - \$175,000
 - c. Sanitation Fund - \$275,000
 - d. Restricted Courts Fund - \$90,000

Expenditures are budgeted at \$17,480,700 which is an increase of \$455,300 over the \$17,025,400 projected for the current year. Major expenditures are as follows:

- 1) Salaries and benefits total \$12,450,200 and includes:
 - a. A salary adjustment of 3% effective October 1 for all employees.
 - b. Two positions, an inspector in Code Enforcement and a light equipment operator in the Parks & Recreation Department, have been included in the budget.
 - c. Health Insurance premiums are budgeted to decrease for FY 2012-2013 by \$93,400.
 - d. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$1,299,900, an increase of \$97,900 and includes the new positions and the 3% salary adjustment.
- 2) Supplies are proposed at \$758,400 in total. Fuel costs are reflected in the vehicle supply category which is proposed at \$360,700; this is approximately \$8,000 higher than projected because of uncertainties of fuel costs in the coming year. Chemical supplies have been held to \$18,000, the same as budgeted in the prior year. General supplies are budgeted at \$113,700 which is lower

than the \$152,900 budgeted in the prior year. The decrease is because two new line items were added to the supply category this year – Pet Adoption Center Supplies (\$8,000 in the Police Department’s budget) and Medical Supplies (\$44,300 in the Fire Department’s budget). These line items were created to assist the two departments in tracking these expenditures better.

- 3) The maintenance category is proposed at a total of \$493,000 which is more than the prior year’s budget as well as the projection of \$484,300. Many city vehicles have aged and this line item covers the cost of maintenance on those vehicles as well as equipment. An additional \$20,000 was added to the Parks & Rec ground maintenance line item as an estimate for necessary pool repairs. It also includes maintenance fees for the software and hardware used in Finance, Courts, and Code Enforcement.
- 4) Contract labor, within the services category, totals \$299,900. A major expense in contract labor is the cost of public safety communications, budgeted at \$279,900, which covers Harker Heights’ portion of the Bell County Communications Center. This is an increase of \$22,000 from the previous year.
- 5) The proposed budget includes \$31,500 for Medical Director expenditures. This line item funds the cost of the Medical Director and, this year, includes the Fire Department’s wellness program. The wellness program is funded every other year which is why it is a \$24,900 increase from the current year’s projection.
- 6) Nuisance abatement is budgeted at \$60,000 and allows for demolition of dilapidated houses that are uninhabitable and unsafe.
- 7) Parks and Recreation programs are being budgeted at \$40,000 due to the continued high participation levels.
- 8) State Tax Payments are budgeted at \$425,000 and are in direct correlation to the Court Fine revenue.
- 9) Travel and training expenses are budgeted at \$155,700 which is an increase of \$9,000 over the projected amount for FY 2011-2012. The majority of this increase is for additional training throughout various departments.
- 10) Utility costs are budgeted at \$558,800 just \$800 more than projected for FY2012.
- 11) Advertising is set at \$41,700 for the upcoming fiscal year which is slightly higher than the \$41,000 projected for FY 2011-2012. The majority of expenses in this line item are the cost of printing recreation brochures and advertising new and vacant positions within the City.
- 12) A total of \$162,600 is budgeted for Professional Fees up \$7,100 from the prior year’s \$155,500 budgeted. The majority of expenditures in the Professional Fee category includes the following:
 - a. Engineering fees - \$24,000;
 - b. Employee benefit consulting - \$29,400;
 - c. GASB 45 (OPEB) consulting - \$6,000;
 - d. Arbitrage consulting - \$5,000;
 - e. Bank depository consulting - \$2,000;
 - f. Codification of ordinances - \$7,000;
 - g. Drug screens, background checks, etc. - \$7,000;
 - h. Misc. filing and renewals - \$3,600.
 - i. Bell County Health Department - \$56,900.
- 13) The contribution of \$50,000 to the Boys & Girls Club is to support their after-school programs at Union Grove and Eastern Hills Middle School.
- 14) Transportation (HOP) expenditures of \$19,100 are also included in the proposed budget for operations and maintenance of the Hill Country Transit Authority’s transit service.
- 15) The proposed budget for FY 2012-2013 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.
- 16) Chamber of Commerce expenditures of \$48,500 include \$36,000 to the Harker Heights Chamber of Commerce and \$12,500 to the Killeen Chamber of Commerce.
- 17) The proposed budget includes \$50,000 for a contribution to Texas A&M for scholarships.

- 18) The Youth Task Force line item is budgeted at \$15,000 with \$6,000 going to the Early Act First Knight program for our area's schools. This program teaches students to become noble, service-oriented people.
- 19) \$750,000 is budgeted to be expensed for the reimbursement of the development of Market Heights. This will be the final payment.
- 20) \$200,000 is budgeted as a transfer to the Capital Improvement Fund and \$110,000 to the Debt Service Fund.

The proposed budget reflects deducting \$442,000 from the fund balance for a total of \$6,867,683 which exceeds the three months of operating reserve requirement of \$4,292,675.

Utility Fund

Utility Fund revenues are budgeted at \$9,166,400. The current year projected revenues are higher due to high water consumption. No rate increase is proposed and 2% in growth is included in the FY 2013 budget.

- 1) Water Income is budgeted at \$5,630,400 based on the anticipated growth. Water sales for the current year are expected to exceed the amount budgeted due to the meter change-outs as well as increases in watering by residents.
- 2) \$3,289,500 is budgeted for sewer income and is charged based on water consumption.
- 3) Connect Fees is budgeted at \$50,000 to reflect the construction in the area.
- 4) The water supply agreement line item of \$22,500 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 2013 which is \$10,000 higher than the amount projected for the current fiscal year.
- 6) Interest Income is budgeted at \$8,000 which is based on current rates staying where they are.
- 7) Online payment fees will remain flat at \$45,000 as website usage seems to have hit a plateau.

Expenses for FY 2012-2013 are budgeted at \$8,988,000 which is \$470,400 higher than the \$8,517,600 projected for FY 2011-2012. The major expense items are as follows:

- 1) Salaries and benefits total \$1,045,800 which includes:
 - a. A salary adjustment of 3% effective in October with a FOG Collection/Field Supervisor added in the Wastewater Department.
 - b. Health Insurance is budgeted at \$70,900, a \$9,100 decrease from the current year projected.
 - c. The Texas Municipal Retirement System (TMRS) line item is budgeted at \$108,200 which is an increase of \$11,400 over the amount projected for FY 2012.
- 2) The Supply category is budgeted at \$194,500, up \$10,000 from the current year's projections. Office supplies are budgeted at \$92,500. A major expense in this line item continues to be the mailing of utility bills in the 8½" x 11" format, to include second notices, and mailing of the required water quality reports to each residence. Vehicle supplies are budgeted at \$60,000 as a result of the fluctuation in fuel prices.
- 3) The proposed budget includes \$440,000 in maintenance expenses. The major expense in this category is in the repair and maintenance line item which is budgeted at \$165,000 to allow for repairs to pump stations, lift stations, and water and sewer lines. Also in this category are new service meters which will maintain a budget of \$80,000 for new meter installation and continuing with the City's meter replacement program. Two additional line items were created for the Wastewater Department in the 2013 budget – UV Lights (\$30,000) and Odor Control Chemicals

(\$70,000). Separating these two items from the repair and maintenance line item, will assist Public Works in tracking their purchases.

- 4) Insurance is budgeted at \$19,300 for FY 2012-2013 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 \$520,000 which is \$10,000 more than the amount projected for the current year due to anticipated increased usage.
- 6) Contract Labor is budgeted at \$175,000. This line item includes expenses for bacteriological testing and contract labor for lift station repairs, maintenance, etc.
- 7) Bond Expense is budgeted at \$1,601,200 to cover principal and interest payments on outstanding debt. This amount includes the newly issued 2012 General Obligation Refunding Bond.
- 8) A total of \$2,300,000 is budgeted for water purchases. This expense is based on projected water usage and WCID #1 debt payments.
- 9) \$56,600 is budgeted for principal and interest lease payments on a vactor truck which will be paid off in FY 2013-14.
- 10) Transfers to other funds total \$2,350,000. They comprise of \$350,000 to the General Fund, \$500,000 to the Fixed Asset Fund, and \$1,500,000 to the Capital Projects Fund.

The FY 2012-2013 budget reflects adding \$178,400 to the fund balance for a total fund balance of \$4,430,727 which exceeds the three month operating reserve requirement of \$1,659,500.

Drainage Fund

Drainage Fund revenues are budgeted at \$729,200 for FY 2012-2013, a slight increase over the current year's projections. No rate increase is proposed for the 2013 budget.

Expenses for FY 2012-2013 budget total \$770,200, an increase of \$18,900 from the current year projections. This increase occurred partially due to the increase in bond expenses for the Drainage Fund (up by \$23,400 at a budget of \$382,300). Expenses include operating expenses of \$212,900, including the 3% salary adjustment for all employees, and a transfer of \$175,000 to the General Fund. \$5,000 has also been included in the contract labor line item for a flood warning system.

A fund balance of \$50,981 will be left in the Drainage Fund at the end of FY 2012-2013.

Sanitation Fund

Revenues in the Sanitation Fund are budgeted at \$1,900,800 for FY 2013. No rate increase is proposed for residential garbage. Centex Waste Management continues to handle the billing of commercial garbage pickup.

Expenses for FY 2012-2013 are budgeted at \$1,890,000. The salary adjustment of 3% also applies to the position funded by the Sanitation Fund. 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 \$1,284,400.

The roll off dumpster line item includes \$15,200 to fund a "Spring Clean Up". Transfers totaling \$275,000 will be paid out of this fund to the General Fund.

A fund balance of \$23,177 will be left after adding \$10,800 to it at the end of the fiscal year.

Debt Service Fund

Revenues in the Debt Service Fund total \$2,520,700 which is derived mainly from the interest and sinking portion of the ad valorem taxes (\$2,405,200). Expenditures total \$2,528,300 which includes \$2,503,300 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 rating is “A+”.

Hotel/Motel Fund

The Hotel/Motel Fund revenues are budgeted at \$75,200 and expenditures at \$140,700 which includes advertising expense of \$9,000; promotion of the arts expenses of \$2,500; and sporting event expenses of \$9,000. These expenses will cover the cost of reimbursement to the Chamber of Commerce for their Annual Food and Wine Festival of \$10,000, expenses for the softball/baseball tournaments held in the summer and miscellaneous brochures. The historical restoration and preservation category was added to our budget during the current fiscal year. The land at Comanche Gap Park was purchased in June 2012 and plans to restore this landmark are underway.

The ending fund balance for FY 2012-2013 is budgeted at \$138,332. 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 2012-2013 are \$71,500. Expenditures are budgeted at \$90,000 which is reimbursement to the General Fund for bailiff services, a juvenile case manager position, technology, and training expenses. The proposed ending fund balance for the Restricted Court Fund is \$134,488 for FY 2012-2013.

Memorial Fund

The Memorial Fund was created to fund police scholarships. Revenues reflect interest income of \$30 for an ending fund balance of \$12,193. No scholarships are budgeted to be awarded in FY 2012-2013.

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 \$50 for an ending fund balance of \$178.

Capital Improvement Fund

Total revenues budgeted in the Capital Improvement Fund for FY 2012-2013 is \$12,711,478 and expenditures are at \$9,862,400 which includes the following:

2006 Certificates of Obligation (original amount: \$17,000,000)

- 1) Fire Hydrants and Main Extensions at Annexed Area \$240,000
- 2) Elevated Storage Tank & Lines at The Evergreens \$786,700

These projects will expend all of the Series 2006 Certificates of Obligation.

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

- | | |
|-----------------------------------|-----------|
| 1) Residential Drainage Projects | \$955,600 |
| 2) Goode/Connell Park Development | \$360,900 |

These projects will expend all of the Series 2008 Certificates of Obligation.

2009 Certificates of Obligation (original amount: \$5,000,000)

- | | |
|--|-----------|
| 1) Pump Controller, Rake & Drain Valve | \$190,000 |
|--|-----------|

This project will expend all of the Series 2009 Certificates of Obligation.

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

- | | |
|--|-------------|
| 1) Elevated Storage Tank & Lines at The Evergreens | \$263,100 |
| 2) Sutton Place Hydropneumatic Tank | \$300,000 |
| 3) Pump Controller, Rake & Drain Valve | \$45,000 |
| 4) Wastewater Lines & Mains East to Levy Crossing | \$1,840,000 |
| 5) Soccer Complex Improvements | \$326,400 |
| 6) Completion of Goode/Connell Park | \$350,100 |
| 7) U-Turn at FM 2410/US 190 West | \$1,619,600 |

These projects will expend all of the Series 2011 Certificates of Obligation.

Grant Revenue Projects

- | | |
|--------------------------------------|-----------|
| 1) Roy Reynolds Bridge Stabilization | \$190,000 |
|--------------------------------------|-----------|

This is a Community Development Block Grant Project.

Non Bond Revenue Projects

- | | |
|--|-------------|
| 1) Water Main Improvements | \$100,000 |
| 2) Sewer Rehabilitation & Improvements | \$680,000 |
| 3) FEMA Study | \$225,000 |
| 4) Building Demolition on Amy Lane | \$40,000 |
| 5) Park Improvements | \$150,000 |
| 6) Street Projects | \$1,200,000 |

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

Fixed Asset Fund

Budgeted expenditures for fixed asset purchases total \$1,011,300. Some of the major items include:

- | | |
|--|-----------|
| 1) Ambulance | \$193,000 |
| 2) Three Patrol Vehicles | \$99,000 |
| 3) Library Books & Processing | \$85,500 |
| 4) Truck with Crane | \$62,500 |
| 5) Lease Payment for Replacement COBAN Systems | \$60,000 |
| 6) Mini-Bus | \$58,000 |
| 7) Flender Mechanical Aerator Gearbox | \$57,200 |
| 8) Lease Payment for Vactor Jetrodder | \$24,800 |

Summary

Revenues for FY 2012-2013 for all funds total \$33,882,000 and expenditures total \$42,760,000. The operating budgets are conservative based on the current economy but continue to provide quality services to our citizens as well as support the progress and development that is occurring in Harker Heights.

Final adoption of the budget and tax rate will be September 4, 2012.

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

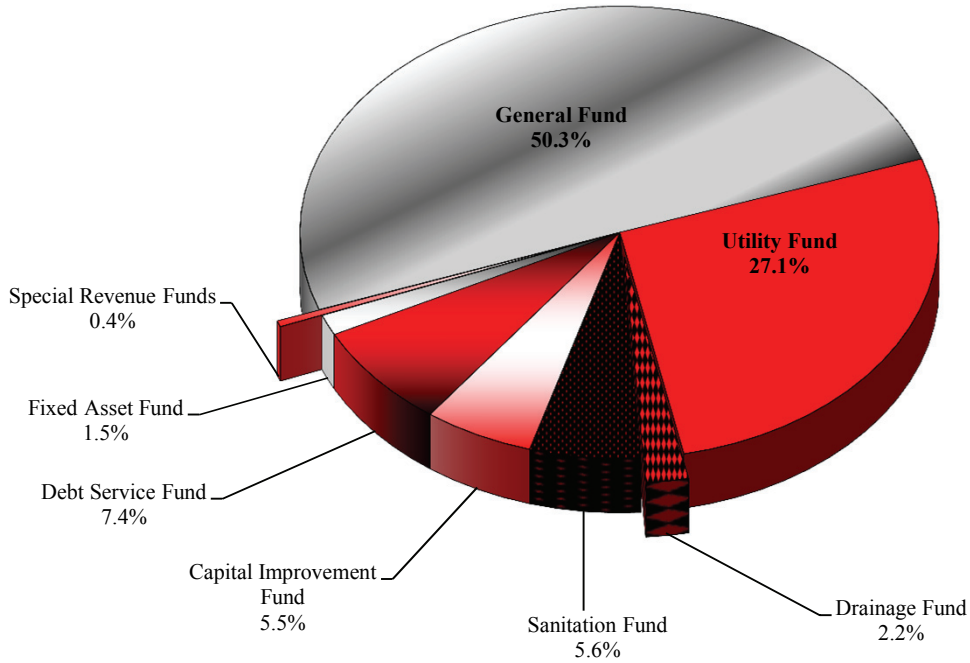
Sincerely,

A handwritten signature in black ink, appearing to read "Steve Carpenter". The signature is fluid and cursive, with a prominent initial "S" and a long, sweeping underline.

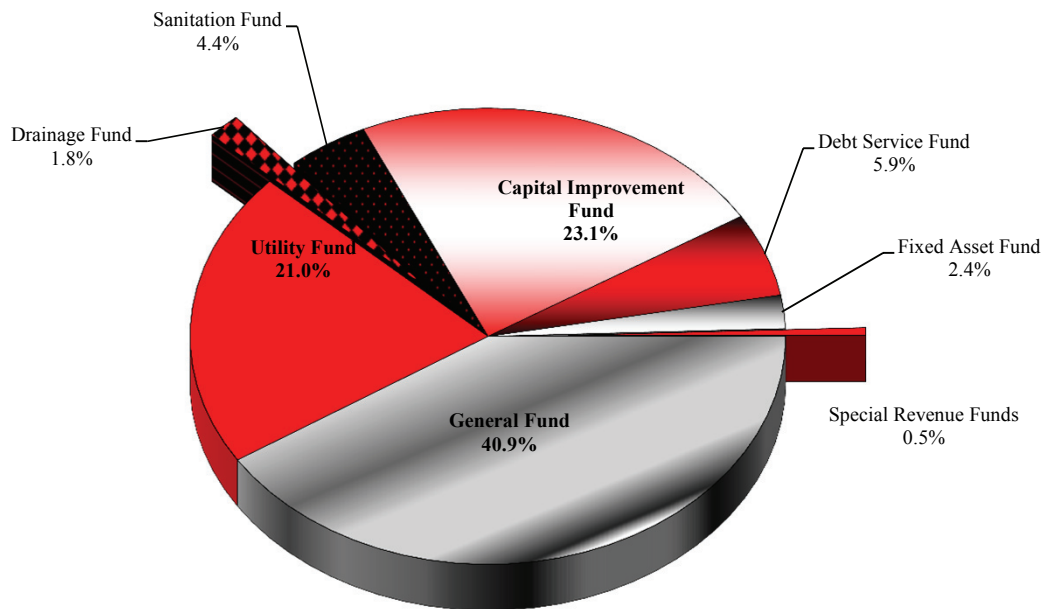
Steve Carpenter
City Manager

TOTAL REVENUES AND EXPENDITURES FOR FISCAL YEAR 2011-2012
Percentage of Budget in Each Fund

Revenues = \$33,882,000



Expenditures = \$42,760,000





**USER
INFORMATION**

USER INFORMATION

BUDGET CONTENTS

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

Introduction and Information

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

Financial

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

Supporting Information

- The *Fee Schedule* is a detailed listing of fees and/or charges for services in effect for the coming fiscal year.
- Copies of the ordinances generated by the budget process can be found in the *Ordinance* section. This includes:
 - Ordinance #2012-17: Adopting and Approving the Budget for Fiscal Year 2012-2013,
 - Ordinance #2012-18: Levying a Tax Rate for the Tax Year 2012, and
 - Ordinance #2012-19: Prescribing and Setting the Fiscal Year 2012-2013 Rates and Charges.
- The *Glossary* provides a listing of some of the words and acronyms in the annual budget book and their meanings.

THE CITY ORGANIZATION

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

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

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

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

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

THE BUDGET PROCESS

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

In March, Department Heads receive a copy of the fixed asset items, capital projects, and positions that have been approved as part of the long range plans. They also receive forms to complete to officially request these items. If they have additional items to request that are not a part of the long range plans they may do so with these forms. Each form within each request category is prioritized by rating 1 to 3 by the Department Head.

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

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

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

In accordance with the City Charter the proposed budget is presented to the City Council in column format. Opposite the revenue and expenditure items, the actual amount of each item for the last completed fiscal year, the estimated amount for the current fiscal year and the proposed amount for the ensuing fiscal year shall be shown. It is

at this meeting that the dates for the Public Hearings and the Adoption of the budget are set. The proposed budget is sent to the Library for patrons to view, is available by request in the Administration office, and is published on the City's website.

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

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

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

The budget calendar that follows outlines the budget process.

FY 2012 – 2013 BUDGET AND TAX CALENDAR

Date Due	Event/Requirement/Action
April 4	Fixed Assets (Items Over \$1,000) Request Forms Due Capital Improvements Request Forms Due New Personnel Request Forms Due
April 25	Line Item Worksheets Due
May	Review departmental budget requests and begin preparing budget draft
May – June	Meet with department heads separately on their budgets
June – July	Budget Workshops
July 31	Present Proposed Budget to Council
August 8	Notice of Public Hearing on Budget (newspaper and website)
August 21	Public hearing on budget
August 22	Notice of Public Hearing on Budget (newspaper and website)
September 4	Meeting to adopt budget and tax rate
October 17	Department narrative information due

NOTE: The tax rate for FY 2013 will not raise more property taxes than the 2012 fiscal year therefore the City of Harker Heights was not required to hold two public hearings or publish a notice of tax increase. One public hearing on the budget is required per the City's charter.

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.

- Governmental Funds are used to account for tax-supported activities. These activities are usually associated with a typical local government’s operations, such as Fire and Police protection.
- General Fund – Chief operating fund which accounts for all transactions not required to be accounted for in any other Fund. The following Departments are included in the General Fund:

Administration (City Manager)	Fire
Finance	EMS
Police	Library
Courts	Parks and Recreation
Development and Planning	Streets
Code Enforcement	Maintenance

- Special Revenue Fund – Fund used to account for the proceeds of certain specific revenue sources that are legally restricted to expenditures for specified purposes. The three special revenue funds in the City of Harker Heights include:
 - The Hotel/Motel Fund accounts for the levy and utilization of the hotel/motel occupancy tax.
 - The Restricted Court Fund accounts for revenues generated from court fines that are restricted for a specific purpose.
 - The Memorial Fund accounts for revenues generated for scholarships to high school graduates pursuing a career in law enforcement.
 - The Employee Benefits Trust Fund accounts for the collection and payment of insurance premiums.
- Debt Service Fund – Fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- Capital Improvement Fund – Fund that accounts for the acquisition and construction of major capital facilities.
- Proprietary Funds are used to account for a government’s business-type activities. Costs of providing certain goods and services (water, wastewater, drainage, and sanitation services) to the public should be financed or recovered primarily through user charges (utility bills). The following funds are proprietary funds in the City of Harker Heights:

- The Utility Fund accounts for operations related to providing water and wastewater service to the citizens of Harker Heights. The Utility Fund contains the following Departments:

Water Administration	Water Operations	Wastewater
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- The Drainage Fund accounts for operations related to providing drainage service to the citizens of Harker Heights and consists of one Department:

Drainage

- The Sanitation Fund accounts for operations related to providing sanitation service to the residential community of Harker Heights. Centex Waste Management took over all aspects of commercial billing and pickup on August 1, 2008. The Sanitation Fund contains one Department:

Sanitation

- Fiduciary Funds are used to 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.

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

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

BUDGET BASIS

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

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

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

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

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

FINANCIAL AND BUDGET POLICIES

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

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

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

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

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

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

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

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

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

- *Safety of Principal.* Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. Competitive bidding will be used on each sale and purchase.
- *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.
- *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**

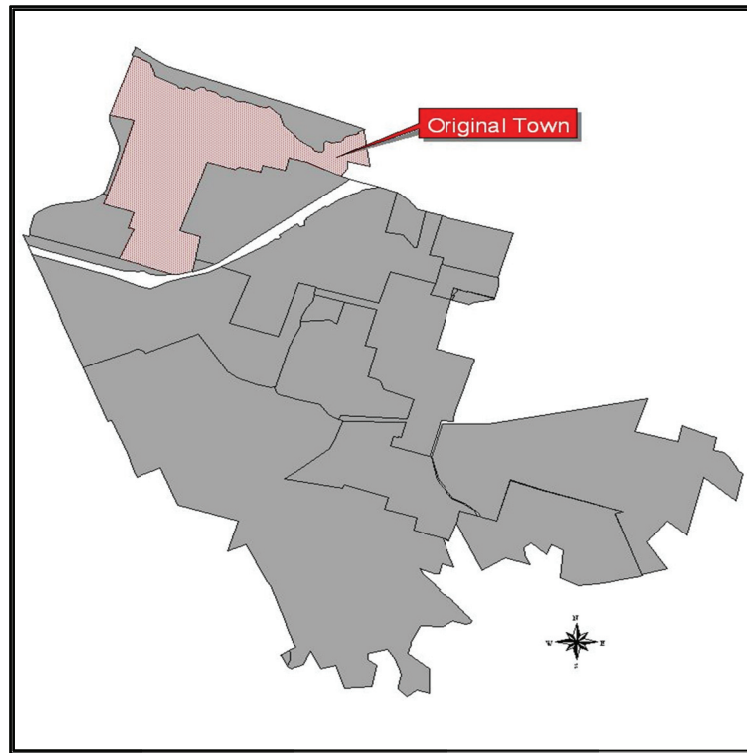
HISTORY OF HARKER HEIGHTS

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.



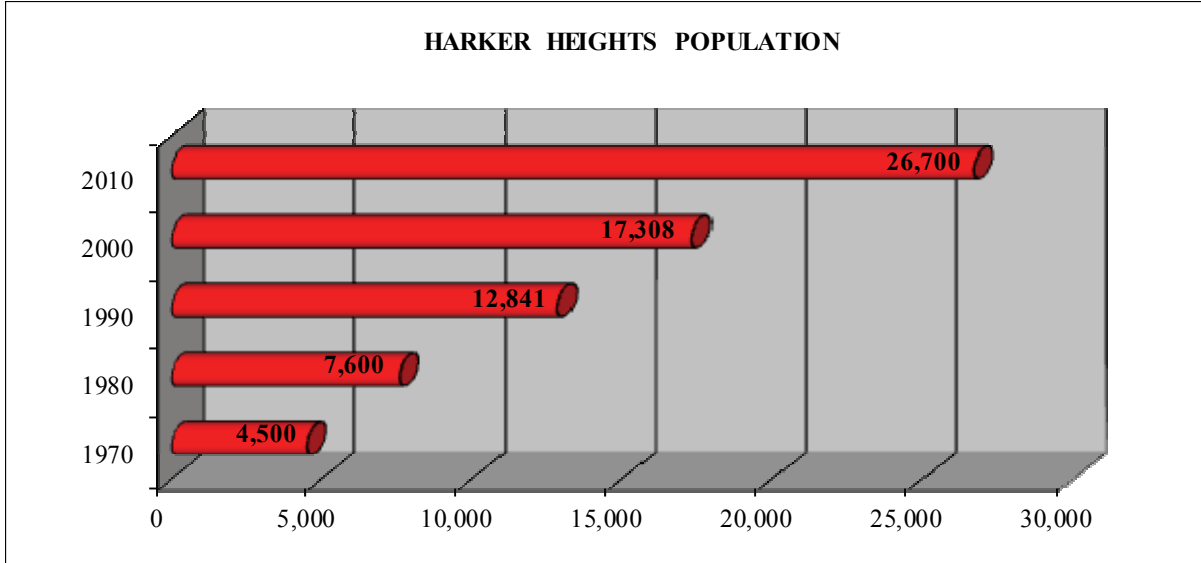
(Source: Mapquest and AltaMap)

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

POPULATION

	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



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

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

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:

2010 Total Income	\$15,280,484,000
2010 Per Capita Income	\$37,428

LMCI TRACER/TX Workforce Commission, Harker Heights:

2011 Average Unemployment Rate	7.3%
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Bell County Appraisal District, Harker Heights:

2012 Market Value	\$1,544,608,859
2012 Net Taxable Value	\$1,402,628,754
2012 Net Taxable Value, New Property	\$31,291,729
2012 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.

Each year the Texas Education Agency assigns an accountability rating to each school in the State of Texas. The TEA takes into consideration how a campus does on the Texas Assessment of Knowledge and Skills Test (TAKS), State Developed Alternative Assessment II (SDAA II which is given to those students not able to take the TAKS) completion rates and annual dropout rates. The possible ratings awarded are “Academically Unacceptable”, “Academically Acceptable”, “Recognized”, and “Exemplary”. They also report other statistics such as the student to teacher ratio and graduation rate in what they call a School Report Card.

School Name	2011 Accountability Rating	2010-2011 Students per Teacher	Class of 2010 Graduation Rate
Harker Heights Elementary	Recognized	13.5	n/a
Mountain View Elementary	Exemplary	15.7	n/a
Skipcha Elementary	Recognized	16.8	n/a
Eastern Hills Middle	Academically Acceptable	13.6	n/a
Union Grove Middle	Recognized	14.7	n/a
Harker Heights High	Academically Acceptable	15.0	88.4%

(Source: TEA Website)

Area Colleges and Universities include:

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

School Name	Enrollment		Degrees	
	Fall 2010	Fall 2011	10-11	11-12
Central Texas College (Worldwide)	82,662	77,672	2,656	3,017
Texas A&M Central Texas	2,317	2,096	683	n/a
University of Mary Hardin-Baylor	2,956	3,137	563	579
Temple College	5,966	5,714	616	704
University of Texas, Austin	51,195	52,186	13,332	n/a

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

MAJOR EMPLOYERS (*Harker Heights' Businesses Only*)

<u>Employer</u>	<u>Business/Product</u>	<u>Employees</u>
Killeen Independent School District <i>Harker Heights Campuses Only</i>	School District	734
Wal-Mart Supercenter	Department Store	537
HEB Store	Grocery Store	243
City of Harker Heights	City Government	235
Indian Oaks	Retirement Center	186

TRANSPORTATION

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

Motor Freight – Six local carriers

Railroad – Atchison, Topeka, and Santa Fe

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

UTILITIES

Electric Power:	Supplier	TXU Electric	Bartlett Electric
	Total Capacity	22,340,000 KW	10,000,000 KW
Natural Gas:	Supplier	Atmos Energy	
	Heating Value	1,020 BTU per cubic foot	
Telephone:	Supplier	Embarq	
		23 long distance carriers	
Digital Switching:		Yes	
Water Supply:	Supplier	City of Harker Heights	
	Water Source	WCID #1-Surface Water	
	Maximum Daily Capacity	13.5 Million Gallons	
	Daily Average Consumption	4.5 Million Gallons	
Sewer System:	Operator	City of Harker Heights	
	Treatment Plant	Activated Sludge	
	Maximum Daily Capacity	3.0 Million Gallons	
	Daily Average Treatment	1.8 Million Gallons	

**CITY OF HARKER HEIGHTS
MISCELLANEOUS STATISTICS**

Date of Incorporation: 1960
Form of Government: Home Rule

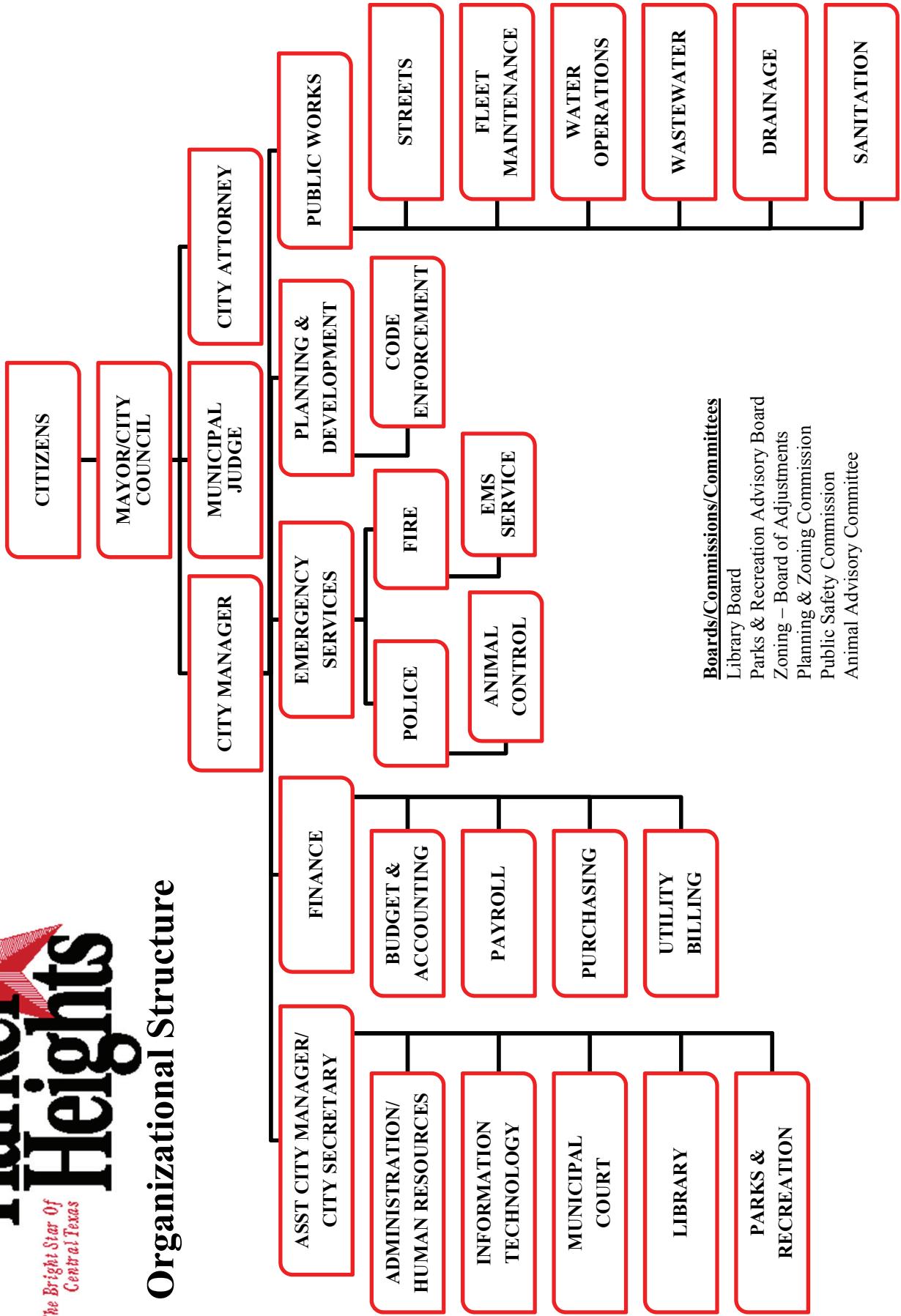
	Sep-12	Sep-11	Sep-10	Sep-09	Sep-08
Number of employees (excluding police and fire):					
Classified	96	95	93	93	90
Exempt	18	18	18	17	18
Area in square miles	15.4	15.4	15.24	15.23	14.2
Name of Government Facilities and Services:					
Miles of streets	166.49	164.65	175.00	170.26	132.00
Number of street lights	1,262	1,275	1,250	1,211	1,154
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	6	8	7	10	8
Park acreage	177	194	230	155	230
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	152,117	146,130	131,477	101,194	76,002
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	44.0	44.0	44.0	39.0	37.0
Number of calls answered	3,643	3,405	3,137	2,818	2,763
Number of inspections conducted	540	561	514	552	678
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	63	62	62	60	55
Number of patrol units	17	33	38	38	38
Number of trailers	3	3	3	3	3
Number of law violations:					
Physical arrests	1,593	1,528	1,493	1,552	1,969
Traffic violations	8,776	7,989	7,282	7,626	8,727
Parking violations	139	30	0	3	19
Sewage System:					
Miles of sanitary sewers	120.62	116.97	116.84	117.64	117
Miles of storm sewers	9	8.5	8	8	7
Number of treatment plants	1		1	1	1
Number of service connections	8,580	8,314	8,286	8,257	8,199
Daily average treatment in gallons	1,760,000	1,900,000	1,800,000	1,700,000	1,700,000
Maximum daily capacity of treatment plant in gallons	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Water System:					
Miles of water mains	171.13	168.06	171.48	171.48	153
Number of service connections	9,740	9,533	9,474	9,415	9,043
Number of fire hydrants	1,080	1,060	1,050	980	885
Daily average consumption in gallons	4,534,268	4,939,500	3,770,000	4,390,000	4,092,633
Maximum daily capacity of plant in gallons	13,500,000	10,000,000	13,500,000	13,500,000	13,500,000
Facilities and services not included in the primary government:					
Education:					
Number of elementary schools	3	3	3	3	3
Number of elementary school instructors	154	n/a	157	155	n/a
Number of secondary schools	3	3	3	3	3
Number of secondary school instructors	237	n/a	269	268	n/a



PERSONNEL



Organizational Structure



- Boards/Commissions/Committees**
- Library Board
 - Parks & Recreation Advisory Board
 - Zoning – Board of Adjustments
 - Planning & Zoning Commission
 - Public Safety Commission
 - Animal Advisory Committee

CITY OF HARKER HEIGHTS PERSONNEL

NUMBER OF FULL-TIME POSITIONS BY DEPARTMENT

	FY 2010-11	FY 2011-12	FY 2012-13
Administration	9	9	9
Finance	8	8	8
Police	60	61	61
Municipal Courts	9	9	9
Development & Planning	4	4	4
Code Enforcement	4	4	5
Fire Administration	4	4	4
Fire Operations	39	39	39
Library	6	6	6
Parks & Recreation	28	28	29
Public Works	3	3	3
Streets	7	7	7
Maintenance	4	4	4
Water Operations	9	9	9
Wastewater	7	7	8
Drainage	3	3	3
Sanitation	1	1	1
	205	206	209

NUMBER OF PART-TIME POSITIONS BY DEPARTMENT

	FY 2010-11	FY 2011-12	FY 2012-13
Police	2	2	2
Municipal Courts	0	1	1
Fire Administration	1	1	1
Library	7	7	7
Parks & Recreation	4	4	4
	14	15	15

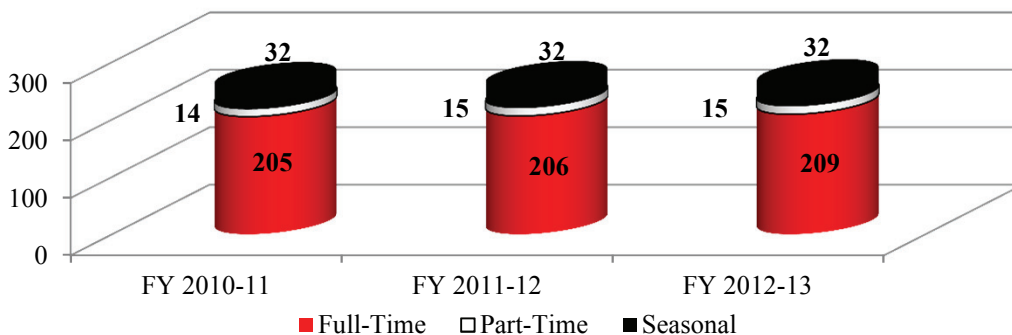
NUMBER OF SEASONAL POSITIONS BY DEPARTMENT

	FY 2010-11	FY 2011-12	FY 2012-13
Library	2	2	2
Parks & Recreation	30	30	30
	32	32	32

TOTAL POSITIONS	251	253	256
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CHANGES IN PERSONNEL

Code Enforcement will add an Inspector position during the 2013 fiscal year. Other departments adding positions are Parks & Rec (Light Equipment Operator) and Wastewater (FOG Collection/Field Supervisor).



PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2010-11	FY 2011-12	FY 2012-13
ADMINISTRATION DEPARTMENT			
Full-Time:			
City Manager	1	1	1
Assistant City Manager/City Secretary	1	1	1
Human Resource Director	1	1	1
IT Technician	1	1	1
Computer Support Technician	1	1	1
Administrative Assistant	1	1	1
Human Resource Coordinator	1	1	1
Records Management Coordinator	1	1	1
Human Resource Clerk	1	1	1
Total Administration Department	9	9	9
FINANCE DEPARTMENT			
Full-Time:			
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Finance Coordinator	1	1	1
Payroll Specialist	1	1	1
Account Clerk	1	1	1
Utility Billing Clerk	2	2	2
Customer Service Clerk	1	1	1
Total Finance Department	8	8	8
POLICE DEPARTMENT			
Full-Time:			
Police Chief	1	1	1
Lieutenant	3	3	3
Detective	4	4	4
Sergeant	6	6	6
Corporal	6	6	6
Police Officers	28	28	28
Social Worker	0	1	1
Call Taker	5	5	5
Administrative Assistant/Clerk	2	2	2
Records Clerk	1	1	1
Animal Control Officer	4	4	4
<i>Subtotal</i>	<i>60</i>	<i>61</i>	<i>61</i>
Part-Time:			
Call Taker (PT)	2	2	2
Total Police Department	62	63	63

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

FY 2010-11 FY 2011-12 FY 2012-13

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	0	1	1
Deputy Court Clerk	3	2	2
City Marshal	1	1	1
Warrant Officer	1	1	1
<i>Subtotal</i>	9	9	9

Part-time:

Customer Service Clerk	0	1	1
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Total Municipal Courts Department	9	10	10
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DEVELOPMENT & PLANNING DEPARTMENT

Full-Time:

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

Total Development & Planning Department	4	4	4
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CODE ENFORCEMENT DEPARTMENT

Full-Time:

Building Official	1	1	1
Inspector	0	0	1
Code Enforcement Officer	2	2	2
Secretary	1	1	1

Total Code Enforcement Department	4	4	5
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FIRE ADMINISTRATION DEPARTMENT

Full-Time:

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

Part-Time:

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

FY 2010-11 FY 2011-12 FY 2012-13

FIRE OPERATIONS DEPARTMENT

Full-Time:

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

LIBRARY DEPARTMENT

Full-Time:

Library Director	1	1	1
Children's Librarian	1	1	1
Reference Librarian	2	2	2
Library Clerk	2	2	2
<i>Subtotal</i>	6	6	6

Part-Time:

Library Clerk (PT)	5	5	5
Library Pages (PT)	2	2	2
<i>Subtotal</i>	7	7	7

Seasonal:

Summer Library Pages	2	2	2
Total Library Department	15	15	15

PARKS & RECREATION DEPARTMENT

Full-Time:

Parks & Rec Director	1	1	1
Recreation Superintendent	1	1	1
Parks & Public Grounds Supervisor	1	1	1
Administrative Assistant	1	1	1
Recreation Services Specialist/Event Coordinator	1	1	1
Athletic Coordinator	2	2	2
Activities Coordinator	1	1	1
Activity Center Position	1	1	1
Light Equipment Operator	14	14	15
Custodian	5	5	5
<i>Subtotal</i>	28	28	29

Part-Time:

Recreation Aide (PT)	4	4	4
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Seasonal:

Spring Break Day Camp	2	2	2
Summer Day Camp	9	9	9
Ball Crew	3	3	3
Water Safety Instructor	2	2	2
Swimming Pool Lifeguards	10	10	10

PERSONNEL LISTING
Three Year Comparison of the Number of Positions

	FY 2010-11	FY 2011-12	FY 2012-13
Aquatic Supervisor	2	2	2
Aquatic Cashier	2	2	2
<i>Subtotal</i>	<i>30</i>	<i>30</i>	<i>30</i>
Total Parks & Recreation Department	62	62	63

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
Total Water Operations Department	9	9	9

WASTEWATER DEPARTMENT

Full-Time:			
Chief Plant Operator	1	1	1
FOG Collection/Field Supervisor	0	0	1
Collection Operator	1	1	1
Maintenance Technician I	5	5	5
Total Wastewater Department	7	7	8

PERSONNEL LISTING
 Three Year Comparison of the Number of Positions

FY 2010-11 FY 2011-12 FY 2012-13

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	251	253	256
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**CITY OF HARKER HEIGHTS
LIST OF PRINCIPAL OFFICIALS**

CITY COUNCIL

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

APPOINTED OFFICIALS

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

PLANNING & ZONING COMMISSION
Primary Members

<u>Name</u>	<u>Term Expires</u>
Joseph F. Clever III	2012
Michael T. Johnson	2013
Roger Segal	2013
Larry Robison	2013
Michael Schulte	2014
David W. Chambers	2014
Dick D. Chapin	2014
Neal Wendele	2015
Thomas Moore	2015

Thomas Sinkey – Alternate #1
Jody Nicholas – Alternate #2
VACANT – Alternate #3
VACANT – Alternate #4

BUILDING STANDARDS COMMISSION
Primary Members

<u>Name</u>	<u>Term Expires</u>
Michael T. Johnson	2013
Roger Segal	2013
Larry Robison	2013
Michael Schulte	2014
David W. Chambers	2014
Dick D. Chapin	2014
Neal Wendele	2015
Thomas Moore	2015
Joseph F. Clever III	2015

Thomas Sinkey – Alternate #1
Jody Nicholas – Alternate #2
VACANT – Alternate #3
VACANT – Alternate #4

PUBLIC SAFETY COMMISSION
Primary Members

<u>Name</u>	<u>Term Expires</u>
James A. Endicott Jr.	2013
Steven L. Hoskins	2014
John D. Footman	2014
Barbara M. Hartbarger	2015
David Brown	2015

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

LIBRARY BOARD

Primary Members

<u>Name</u>	<u>Term Expires</u>
Susanna Beirich	2013
Patsy Maines	2013
JoAnne Wentworth	2013
Jeannette H. Dreher	2014
Gayle D. Bradford	2014
Richard D. Lamb	2015
Melinda Ingram	2015

Sandra Y. Desjardins – Alternate #1
VACANT – Alternate #2

PARKS & RECREATION ADVISORY BOARD

Primary Members

<u>Name</u>	<u>Term Expires</u>
Ursula Pirtle	2013
Mark Zimmerman	2013
Denise Leae	2015
Angie Wilson	2015
Jennifer McCann	2015
Raymond Hamden	2015

Heather K. Bounds – Alternate #1
VACANT – Alternate #2

ANIMAL ADVISORY COMMITTEE

Primary Members

<u>Name</u>	<u>Term Expires</u>
George N. Grammas	2013
Jeff A. Jones	2015
Finni Dirr	2015
Lt. Loretta Fox	2016
Alberta Musgrove	2016

Linda Borgen – Alternate #1
Sue Wilson – Alternate #2
Mitzi N. Holloway – Alternate #3
Larry D. Harms – Alternate #4



**BUDGET
SUMMARIES**

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

	GOVERNMENTAL FUNDS			PROPRIETARY FUNDS				SPECIAL REVENUE FUNDS				ALL FUNDS		
	General	Fixed Asset	Capital Improv	Debt Service	Total	Utility	Drainage	Sanitation	Total	Hotel/Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Grand Total
Unallocated Reserve as of 9/30/2011	7,004	609	17,278	106	24,997	3,761	123	124	4,008	233	182	12	0	29,432
<i>PROJECTED:</i>														
2011-2012 Revenues	17,331	1,085	1,165	2,363	21,944	9,009	720	1,881	11,610	75	71	0	0	33,700
2011-2012 Expenditures	17,025	1,159	7,612	2,455	28,251	8,518	751	1,992	11,261	105	100	0	0	39,717
Addition to (Use of) Fund Balance	306	(74)	(6,447)	(92)	(6,307)	491	(31)	(111)	349	(30)	(29)	0	0	(6,017)
Estimated Unallocated Reserve as of 9/30/2012	7,310	535	10,831	14	18,690	4,252	92	13	4,357	203	153	12	0	23,415
<i>BUDGETED:</i>														
2012-2013 Revenues	17,039	500	1,880	2,521	21,940	9,166	729	1,900	11,795	75	72	0	0	33,882
2012-2013 Expenditures	17,481	1,011	9,862	2,528	30,882	8,988	770	1,890	11,648	140	90	0	0	42,760
Addition to (Use of) Fund Balance	(442)	(511)	(7,982)	(7)	(8,942)	178	(41)	10	147	(65)	(18)	0	0	(8,878)
Estimated Unallocated Reserve as of 9/30/2013	6,868	24	2,849	7	9,748	4,430	51	23	4,504	138	135	12	0	14,537
Less Restricted Funds:														
Restricted 2006 CO's			(1,027)		(1,027)					(138)	(135)	(12)		(285)
2008 CO's														(1,027)
2009 CO's														
2011 CO's Reserve Requirement	(4,293)				(4,293)	(1,660)			(1,660)					(1,328)
														(5,953)
Total Unrestricted Funds	2,575	24	494	7	3,100	2,770	51	23	2,844	0	0	0	0	5,944

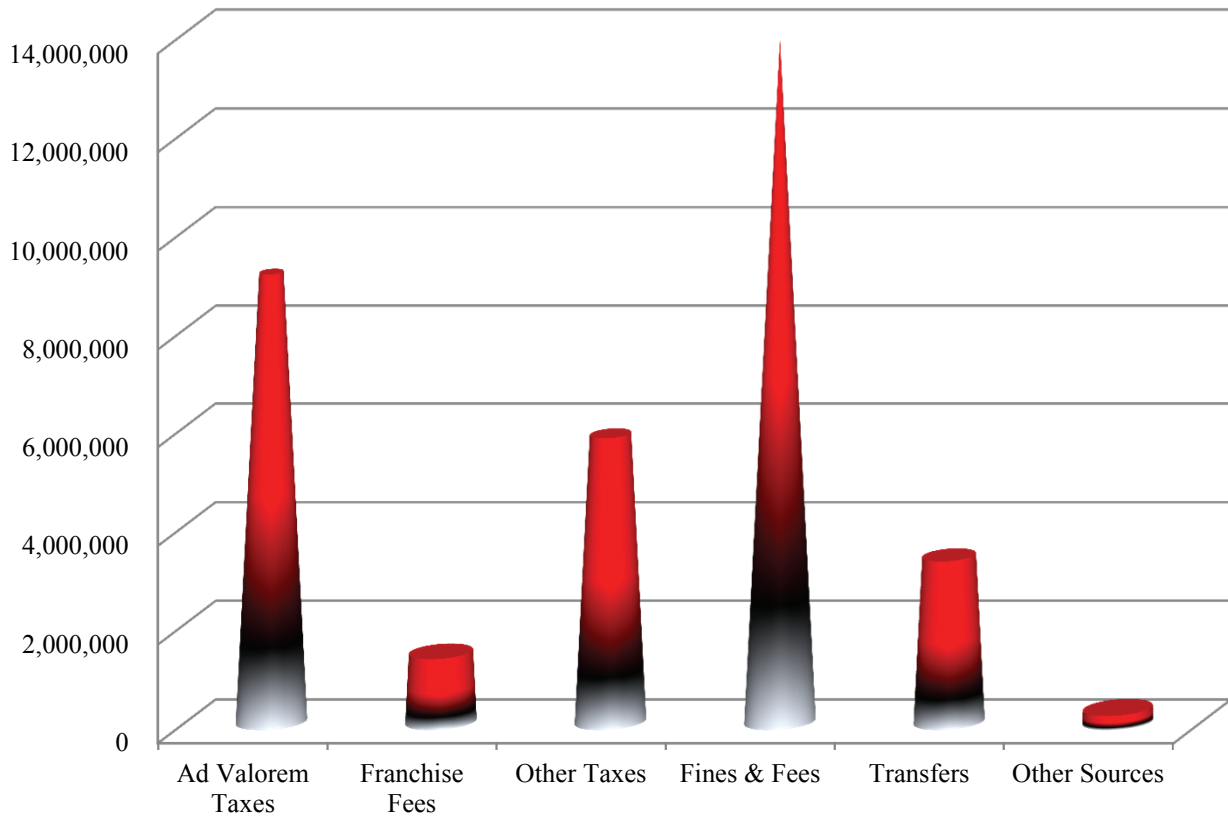
The table above shows projected revenues and expenditures for the current year, budgeted revenues and expenditures for the budget year, and their effect on the City's unallocated reserves (or fund balance). The City's current restricted fund amounts (Certificates of Obligation) and reserve requirements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

SUMMARY OF SOURCES AND USES

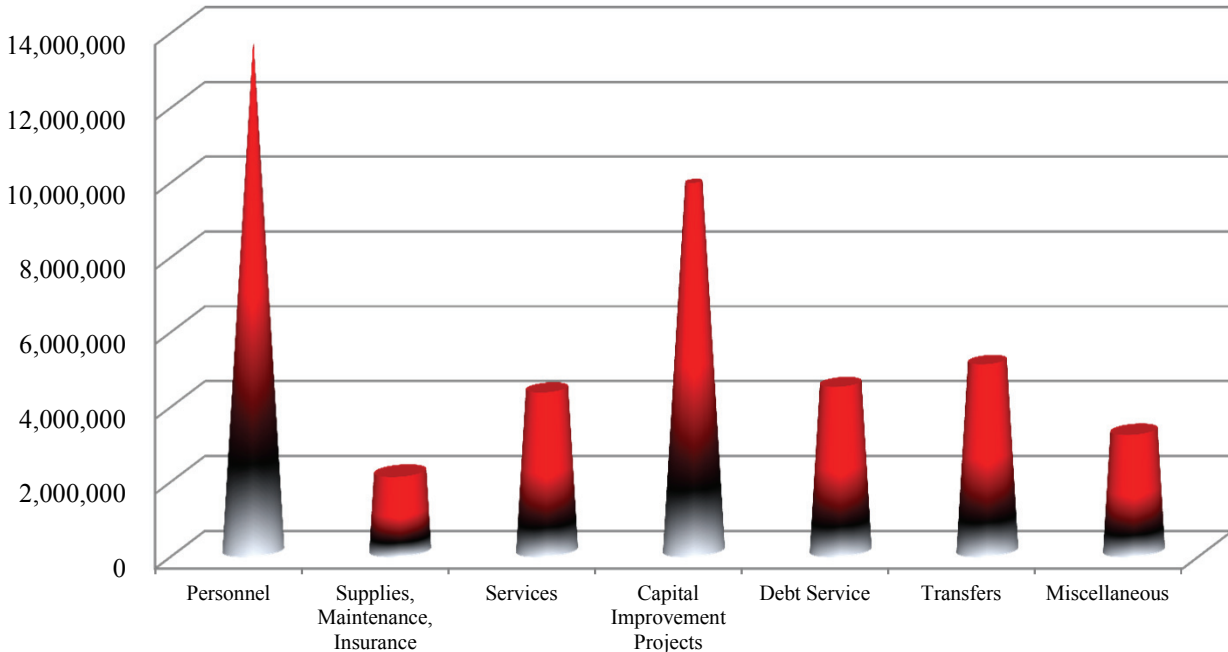
	GOVERNMENTAL FUNDS			PROPRIETARY FUNDS			SPECIAL REVENUE FUNDS			ALL FUNDS		
	General	Fixed Asset	Capital Improv	Debt Service	Utility	Drainage	Sanitation	Hotel/Motel	Restricted Courts	Memorial Fund	Employee Ben Trust	Grand Total
BEGINNING FUND BALANCE PROJECTED AS OF 9/30/12	7,309,683	535,050	10,831,478	14,528	4,252,327	91,981	12,377	203,832	152,988	12,163	128	23,416,535
SOURCES:												
Ad Valorem Taxes	6,732,500	0	0	2,405,200	0	0	0	0	0	0	0	9,137,700
Franchise Fees	1,290,000	0	0	0	0	0	130,800	0	0	0	0	1,420,800
Other Taxes	5,764,000	0	0	0	0	0	0	75,200	0	0	0	5,839,200
Licenses & Permits	155,000	0	0	0	0	0	0	0	0	0	0	155,000
Fines & Fees	2,113,000	0	0	0	9,145,400	729,200	1,768,500	0	71,500	0	0	13,827,600
Interest	35,000	0	5,000	5,500	8,000	0	500	0	0	30	50	54,080
Transfers	890,000	500,000	1,875,000	110,000	0	0	0	0	0	0	0	3,375,000
Miscellaneous	59,200	0	0	0	13,000	0	1,000	0	0	0	0	73,200
TOTAL SOURCES	17,038,700	500,000	1,880,000	2,520,700	9,166,400	729,200	1,900,800	75,200	71,500	30	50	33,882,580
USES:												
Personnel Service	12,450,200	0	0	0	1,045,800	115,600	43,100	0	0	0	0	13,654,700
Supplies	758,400	0	0	0	194,500	17,000	2,500	0	0	0	0	972,400
Maintenance	493,000	0	0	0	440,000	54,500	2,500	0	0	0	0	990,000
Insurance	130,500	0	0	0	19,300	1,700	700	0	0	0	0	152,200
Services	2,031,300	0	0	0	790,300	16,100	1,502,200	0	0	0	0	4,339,900
Miscellaneous	493,800	0	0	25,000	2,490,300	8,000	64,000	140,700	0	0	0	3,221,800
Capital Improvement Projects	0	0	9,862,400	0	0	0	0	0	0	0	0	9,862,400
Reserves/Transfers	1,123,500	1,011,300	0	0	2,406,600	175,000	275,000	0	90,000	0	0	5,081,400
Debt Services	0	0	0	2,503,300	1,601,200	382,300	0	0	0	0	0	4,486,800
TOTAL USES	17,480,700	1,011,300	9,862,400	2,528,300	8,988,000	770,200	1,890,000	140,700	90,000	0	0	42,761,600
ESTIMATED ADDITION (USE) FUND BALANCE 9/30/11	(442,000)	(511,300)	(7,982,400)	(7,600)	178,400	(41,000)	10,800	(65,500)	(18,500)	30	50	(8,879,070)
PROJECTED ENDING FUND BALANCE AS OF 9/30/11	6,867,683	23,750	2,849,078	6,928	4,430,727	50,981	23,177	138,332	134,488	12,193	178	14,537,337

A summary of the revenue and expenditure categories budgeted for the 2012-2013 Fiscal Year
 Graphs displaying the percentage of total budget for each category are on the next page

TOTAL REVENUES FOR ALL FUNDS
 Total Fines & Fees exceed Ad Valorem Taxes by \$4,689,900.



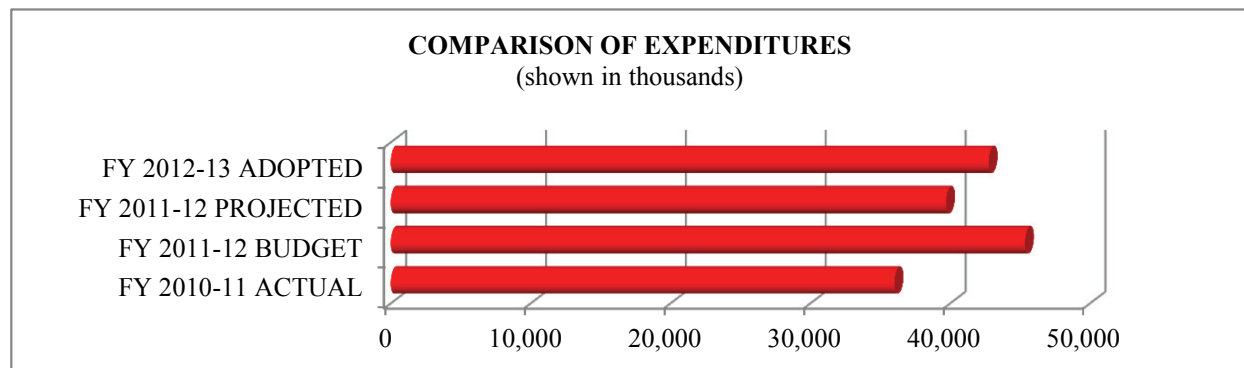
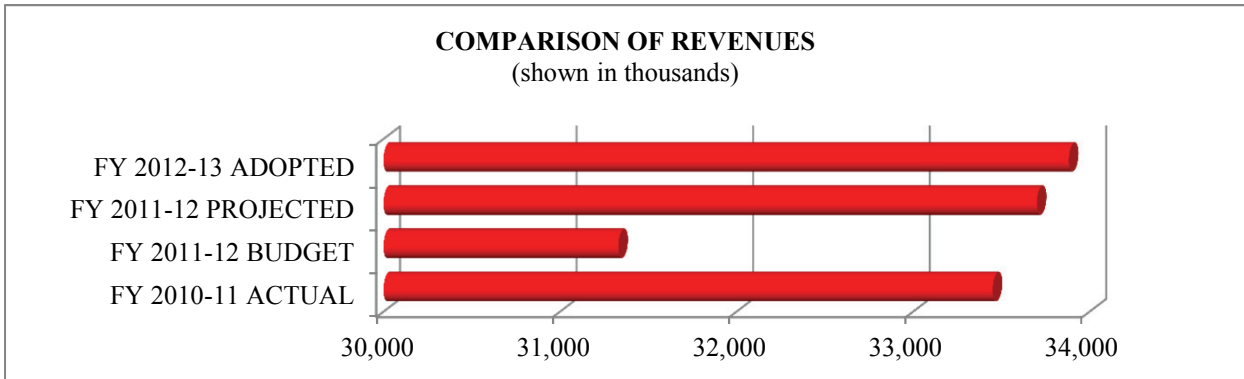
TOTAL EXPENDITURES FOR ALL FUNDS
 Personnel and Capital Improvement Projects are major expense categories for the City.



BUDGET SUMMARY - ALL FUNDS

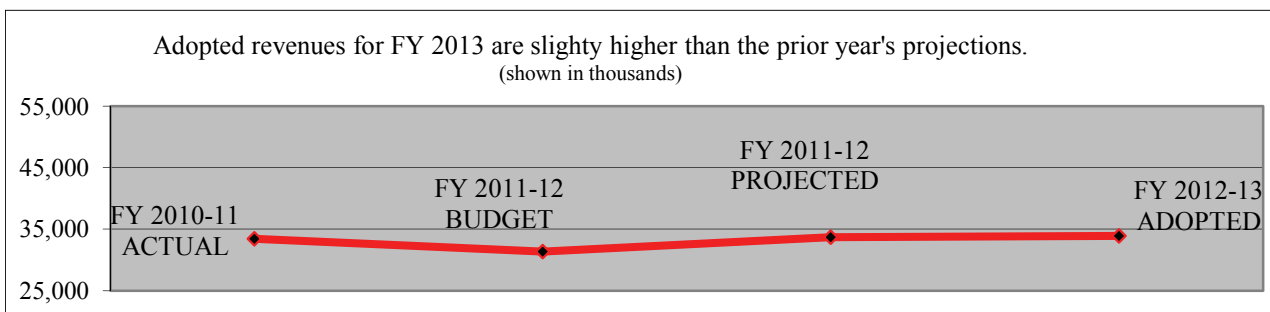
	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
REVENUES				
General Fund	16,882,437	16,848,600	17,331,400	17,038,700
Utility Fund	9,388,051	8,149,400	9,009,300	9,166,400
Drainage Fund	716,544	714,300	720,200	729,200
Sanitation Fund	1,860,575	1,871,800	1,880,700	1,900,800
Capital Improvement Fund	1,550,079	990,000	1,164,500	1,880,000
Debt Service Fund	2,181,903	2,349,200	2,363,200	2,520,700
Fixed Asset Fund	700,000	250,000	1,085,000	500,000
Hotel/Motel Fund	92,514	85,300	75,200	75,200
Restricted Courts Fund	78,995	71,500	71,400	71,500
Memorial Fund	22	30	30	30
Employee Benefits Trust Fund	78	50	50	50
TOTAL REVENUES	33,451,198	31,330,180	33,700,980	33,882,580

EXPENDITURES				
General Fund	16,263,395	17,196,400	17,025,400	17,480,700
Utility Fund	8,416,840	8,133,400	8,517,600	8,988,000
Drainage Fund	686,285	750,900	751,300	770,200
Sanitation Fund	2,171,246	1,949,500	1,991,900	1,890,000
Capital Improvement Fund	5,514,612	13,716,300	7,611,832	9,862,400
Debt Service Fund	2,088,875	2,462,100	2,455,000	2,528,300
Fixed Asset Fund	801,415	1,018,800	1,158,900	1,011,300
Hotel/Motel Fund	28,280	55,500	104,800	140,700
Restricted Courts Fund	56,500	82,000	100,000	90,000
Memorial Fund	0	0	0	0
Employee Benefits Trust Fund	0	0	0	0
TOTAL EXPENDITURES	36,027,448	45,364,900	39,716,732	42,761,600



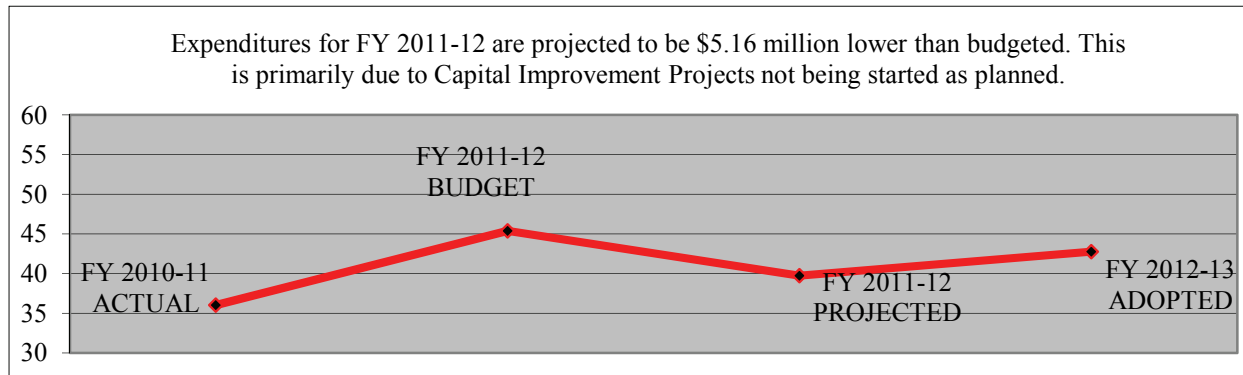
DETAILED COMPARISON OF REVENUES

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
AD VALOREM TAX				
General Fund	7,089,744	6,742,400	6,742,400	6,732,500
Debt Service Fund	1,927,391	2,343,200	2,343,200	2,405,200
	9,017,135	9,085,600	9,085,600	9,137,700
FRANCHISE FEES				
General Fund	1,270,691	1,280,000	1,394,300	1,290,000
Sanitation Fund	123,667	122,400	128,200	130,800
	1,394,358	1,402,400	1,522,500	1,420,800
OTHER TAXES				
General Fund	5,081,861	5,222,200	5,550,000	5,764,000
Special Revenue Funds	92,262	85,000	75,000	75,000
	5,174,123	5,307,200	5,625,000	5,839,000
LICENSES, PERMITS, FINES & FEES				
General Fund	2,280,010	2,325,000	2,268,000	2,268,000
Utility Fund	9,308,783	8,126,400	8,988,300	9,145,400
Drainage Fund	711,215	714,100	720,000	729,000
Sanitation Fund	1,734,749	1,747,300	1,751,000	1,768,500
Special Revenue Funds	78,792	71,200	71,200	71,200
	14,113,549	12,984,000	13,798,500	13,982,100
INTEREST INCOME				
General Fund	31,096	35,000	35,000	35,000
Utility Fund	6,897	10,000	8,000	8,000
Drainage Fund	200	200	200	200
Sanitation Fund	1,017	1,000	500	500
Capital Improvement Fund	7,409	15,000	4,500	5,000
Debt Service Fund	4,512	6,000	5,500	5,500
Special Revenue Funds	555	680	480	580
	51,686	67,880	54,180	54,780
TRANSFERS & MISCELLANEOUS				
General Fund	1,129,035	1,244,000	1,341,700	949,200
Utility Fund	72,371	13,000	13,000	13,000
Drainage Fund	5,129	0	0	0
Sanitation Fund	1,142	1,100	1,000	1,000
Debt Service Fund	250,000	0	14,500	110,000
Fixed Asset Fund	700,000	250,000	1,085,000	500,000
Capital Improvement Fund	1,542,670	975,000	1,160,000	1,875,000
	3,700,347	2,483,100	3,615,200	3,448,200
TOTAL REVENUES	33,451,198	31,330,180	33,700,980	33,882,580



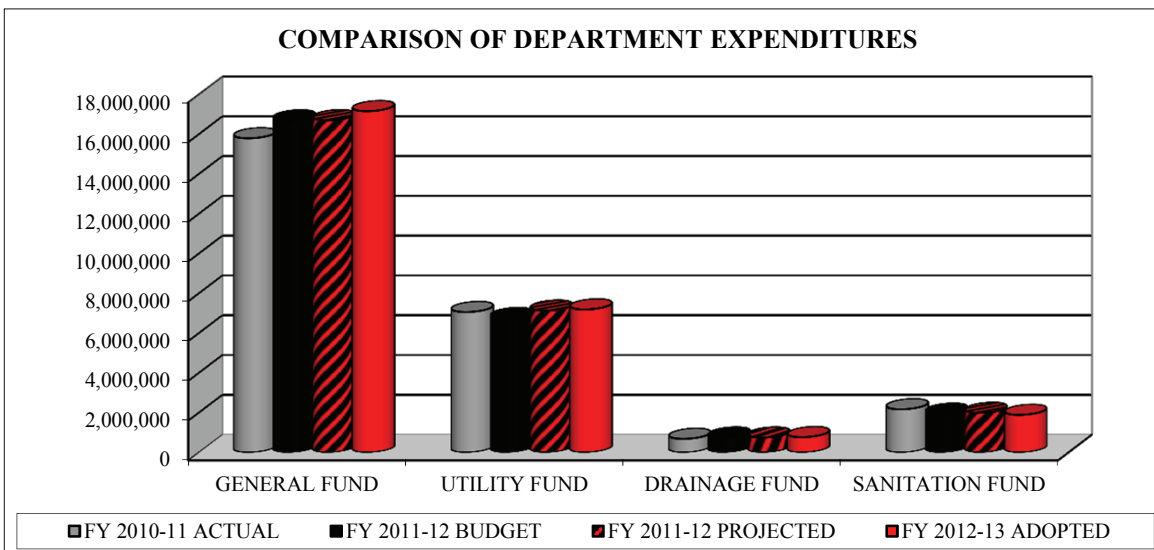
DETAILED COMPARISON OF EXPENDITURES

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE				
General Fund	11,315,600	12,014,100	11,841,100	12,450,200
Utility Fund	915,557	974,400	971,300	1,045,800
Drainage Fund	106,932	113,400	106,600	115,600
Sanitation Fund	36,195	42,500	36,200	43,100
	12,374,284	13,144,400	12,955,200	13,654,700
SUPPLIES & MAINTENANCE				
General Fund	1,118,116	1,155,700	1,224,800	1,251,400
Utility Fund	651,428	630,000	652,000	634,500
Drainage Fund	56,922	71,500	71,500	71,500
Sanitation Fund	4,356	4,000	5,500	5,000
	1,830,822	1,861,200	1,953,800	1,962,400
INSURANCE & SERVICES				
General Fund	2,007,180	2,046,500	2,061,300	2,161,800
Utility Fund	755,192	799,900	823,000	809,600
Drainage Fund	8,989	14,800	8,800	17,800
Sanitation Fund	1,418,691	1,453,200	1,510,200	1,502,900
	4,190,052	4,314,400	4,403,300	4,492,100
DEBT SERVICE				
Utility Fund	1,656,462	1,798,800	1,800,800	1,601,200
Drainage Fund	347,247	340,700	358,900	382,300
Debt Service Fund	2,066,896	2,437,100	2,430,000	2,503,300
	4,070,605	4,576,600	4,589,700	4,486,800
TRANSFERS, MISCELLANEOUS & RESERVES				
General Fund	1,822,499	1,980,100	1,898,200	1,617,300
Utility Fund	4,438,201	3,930,300	4,270,500	4,896,900
Drainage Fund	166,195	210,500	205,500	183,000
Sanitation Fund	712,004	449,800	440,000	339,000
Fixed Asset Fund	801,415	1,018,800	1,158,900	1,011,300
Capital Improvement Fund	5,514,612	13,716,300	7,611,832	9,862,400
Debt Service Fund	21,979	25,000	25,000	25,000
Special Revenue Fund	84,780	137,500	204,800	230,700
	13,561,685	21,468,300	15,814,732	18,165,600
TOTAL EXPENDITURES	36,027,448	45,364,900	39,716,732	42,761,600



DEPARTMENT EXPENDITURE SUMMARY

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
GENERAL FUND				
City Council	163,285	188,600	187,300	195,100
Administration	1,641,656	1,451,900	1,525,500	1,490,200
Finance	531,966	551,400	556,100	569,900
Police	4,818,137	4,981,600	4,864,400	5,223,100
Courts	956,947	946,200	932,800	954,000
Planning and Development	308,593	348,300	359,100	361,700
Code Enforcement	314,852	369,400	389,400	483,900
Fire/EMS Administration	569,988	504,100	504,400	532,800
Fire/EMS Operations	2,969,160	3,286,700	3,188,400	3,277,900
Public Library	553,816	593,900	598,100	622,900
Parks and Recreation	1,798,477	1,978,700	2,029,300	2,173,500
Streets	949,002	1,259,000	1,332,700	1,036,100
Maintenence	223,574	236,800	236,500	240,600
TOTAL GENERAL FUND	15,799,453	16,696,600	16,704,000	17,161,700
UTILITY FUND				
Water Administration	2,489,510	2,428,800	2,719,500	2,528,500
Water Operations	3,289,727	3,173,000	3,187,200	3,314,300
Wastewater	1,282,954	1,156,600	1,226,200	1,348,900
TOTAL UTILITY FUND	7,062,191	6,758,400	7,132,900	7,191,700
DRAINAGE FUND				
Drainage	686,285	750,900	751,300	770,200
TOTAL DRAINAGE FUND	686,285	750,900	751,300	770,200
SANITATION FUND				
Sanitation	2,171,246	1,949,500	1,991,900	1,890,000
TOTAL SANITATION FUND	2,171,246	1,949,500	1,991,900	1,890,000
TOTAL ALL FUNDS	25,719,175	26,155,400	26,580,100	27,013,600







**GENERAL
FUND**

**REVENUE SUMMARY
GENERAL FUND**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
TAXES						
700 Tax Receipts	7,098,900	7,089,744	6,742,400	6,691,881	6,742,400	6,732,500
701 Discounts	0	0	0	0	0	0
TOTAL TAXES	7,098,900	7,089,744	6,742,400	6,691,881	6,742,400	6,732,500
FRANCHISE FEES						
080 Cable Franchise Fees	355,000	346,374	355,000	175,702	355,000	360,000
081 Electricity Franchise Fees	800,000	810,400	805,000	539,325	870,000	820,000
082 Gas Franchise Fees	60,000	69,587	70,000	62,604	62,600	65,000
083 Telephone Franchise Fees	45,000	44,330	50,000	21,770	106,700	45,000
TOTAL FRANCHISE FEES	1,260,000	1,270,691	1,280,000	799,401	1,394,300	1,290,000
OTHER TAXES						
707 Mixed Drink Tax	140,000	125,955	130,900	46,279	97,000	95,000
708 Bingo Tax	100,000	100,739	106,000	51,560	103,000	105,000
709 Sales Tax	5,035,000	4,855,167	4,985,300	2,537,657	5,350,000	5,564,000
TOTAL OTHER TAXES	5,275,000	5,081,861	5,222,200	2,635,496	5,550,000	5,764,000
LICENSES AND PERMITS						
022 Platting and Rezoning	15,000	15,622	15,000	6,121	10,000	10,000
051 Building Permits	160,000	139,153	150,000	63,694	130,000	130,000
052 Contractor's Registration	15,000	15,525	17,000	7,125	15,000	15,000
TOTAL LICENSES AND PERMITS	190,000	170,300	182,000	76,940	155,000	155,000
FINES AND FEES						
016 Court Fines	1,350,000	1,281,526	1,300,000	745,884	1,350,000	1,350,000
036 Aquatic Revenue	50,000	41,848	40,000	0	40,000	40,000
037 Recreation Programs	35,000	25,257	35,000	8,137	35,000	35,000
038 Youth Sports Activities	100,000	115,610	100,000	73,643	115,000	115,000
039 Concession Stand	3,000	2,564	3,000	580	3,000	3,000
040 Adult Activities	25,000	34,328	30,000	24,123	30,000	30,000
041 Park Facility Rentals	25,000	25,427	25,000	9,230	25,000	25,000
050 City Registration Fee	28,000	32,225	35,000	25,804	35,000	35,000
101 Ambulance Service	550,000	550,925	575,000	166,666	480,000	480,000
TOTAL FINES AND FEES	2,166,000	2,109,710	2,143,000	1,054,067	2,113,000	2,113,000
MISCELLANEOUS						
010 Credit Card Fees	(25,000)	(30,813)	(25,000)	(17,034)	(35,000)	(35,000)
015 Cash Over (Short)	0	9	0	36	0	0
017 Court Fine Collection Fees	0	0	0	0	0	0
020 Interest Income	90,000	31,096	35,000	16,898	35,000	35,000
021 Miscellaneous Income	13,500	20,983	25,000	10,264	21,000	25,000
023 Taxable Income	10,000	12,738	15,000	6,281	13,000	13,000
025 Miscellaneous A/R Income	0	1,201	0	177	200	0
030 Insurance Proceeds	0	12,935	0	3,551	20,900	0
031 Settlement of Claim	0	2,773	0	0	0	0
032 Gain on Sale of Asset	0	800	0	0	0	0
055 Street Paving Payments	0	3,963	0	0	0	0
056 Public Nuisance Assmt Pmt	0	2,158	0	1,738	3,000	0
058 False Alarm Fees	2,000	1,000	1,000	350	500	0
070 Grant Revenue	100,000	298,318	220,500	63,223	150,000	88,200
071 Contributions	0	0	0	141,064	141,100	0
100 Ambulance Collection Fees	(77,000)	(86,944)	(80,000)	(38,590)	(90,000)	(90,000)
102 Reimburse Bell County	5,500	4,281	5,500	4,755	5,000	5,000
112 Animal Control	15,000	15,665	15,000	9,235	18,000	18,000
113 Auction Abandoned Property	0	0	0	0	0	0
114 Child Safety Fund	35,000	34,992	35,000	32,476	35,000	35,000
116 State Seizure Funds	0	3,690	0	0	0	0

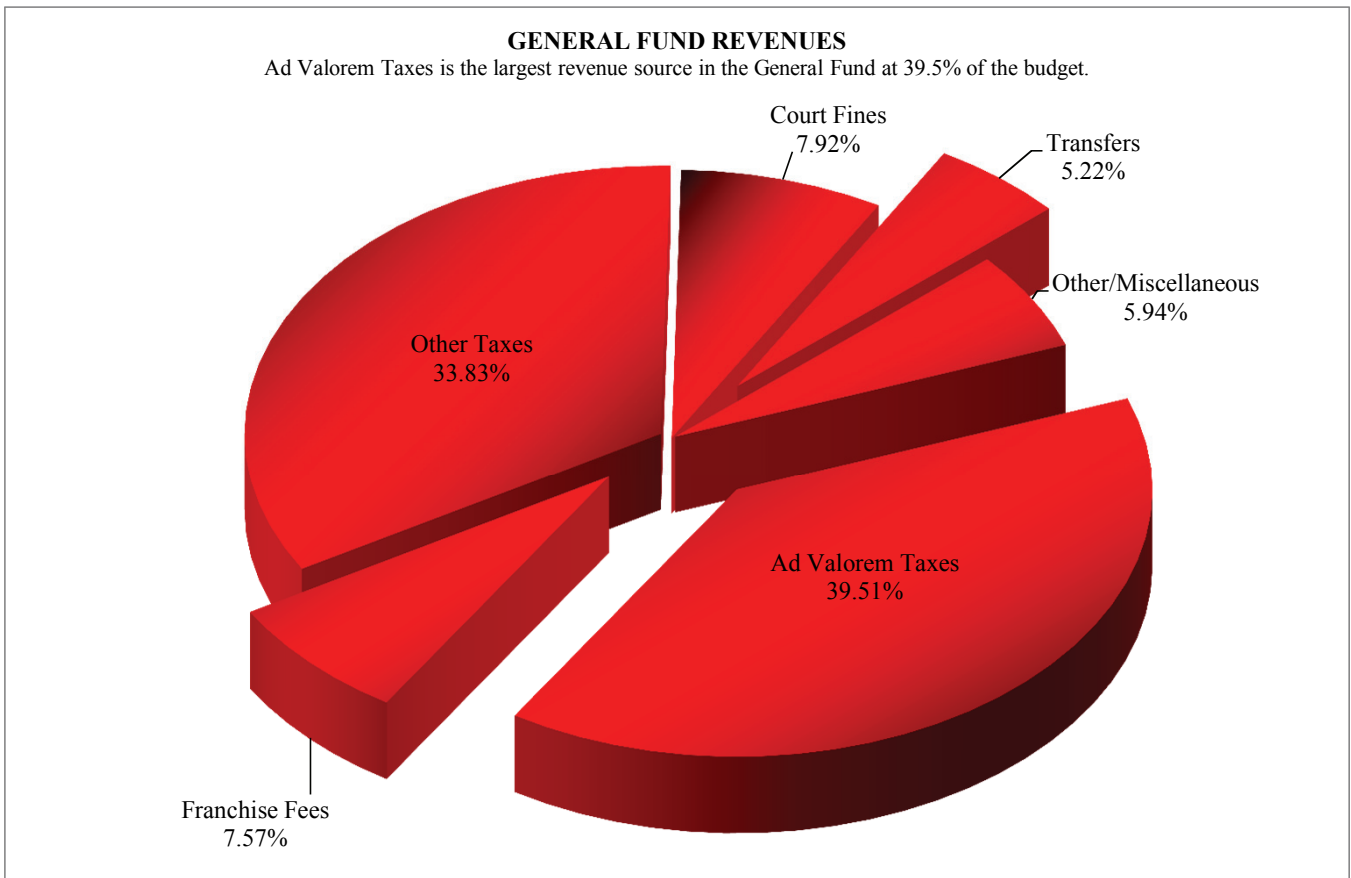
**REVENUE SUMMARY
GENERAL FUND**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
201 Net Value of Investments	0	(209)	0	0	0	0
400 Donations	5,000	300	0	25	0	0
401 Donations Received (Police)	0	734	0	(229)	0	0
403 Library Donations	0	(314)	0	25	0	0
404 Parks & Rec Donations	0	25,533	0	5,756	9,000	0
600 Lease Agreement Proceeds	0	198,742	0	0	0	0
802 Transfer from Water	300,000	300,000	350,000	150,000	350,000	350,000
803 Transfer from Drainage	0	0	200,000	125,000	200,000	175,000
804 Transfer from Sanitation	250,000	250,000	400,000	150,000	400,000	275,000
812 Transfer from Restricted Courts	50,000	56,500	82,000	24,000	100,000	90,000
TOTAL MISCELLANEOUS	774,000	1,160,131	1,279,000	689,001	1,376,700	984,200
TOTAL REVENUES	16,763,900	16,882,437	16,848,600	11,946,786	17,331,400	17,038,700
BEGINNING FUND BALANCE	5,520,897	6,384,641	6,805,441	7,003,683	7,003,683	7,309,683
INCREASE/DECREASE	309,400	619,042	137,200	3,371,629	306,000	(442,000)
ENDING FUND BALANCE	5,830,297	7,003,683	6,942,641	10,375,312	7,309,683	6,867,683

FUND BALANCE REQUIREMENT

(Three Months Operating Expense)

4,292,675



GENERAL FUND REVENUES
Revenue Assumptions

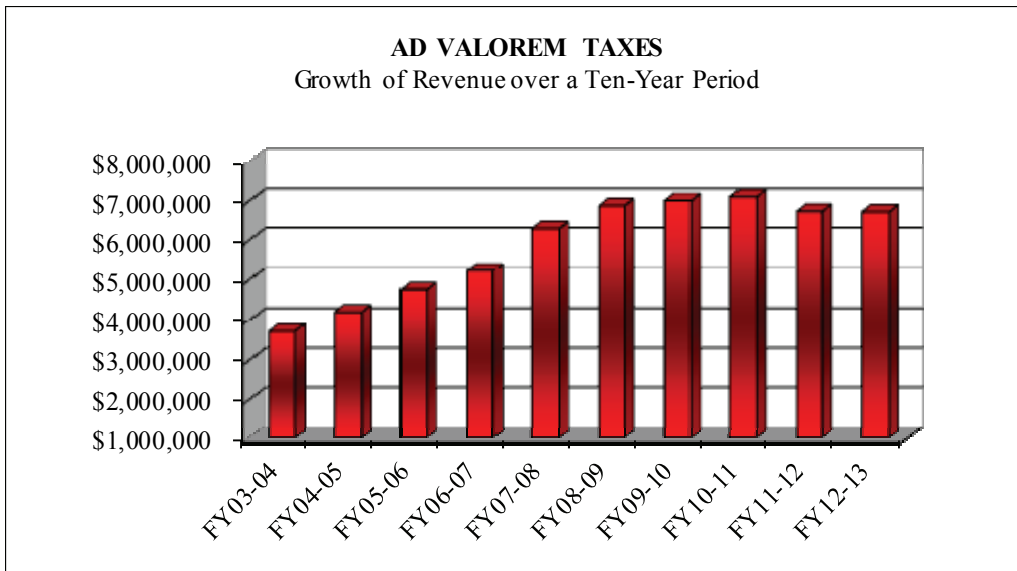
Ad Valorem Tax

The certified 2012 taxable value per the Tax Appraisal District is \$1,404,127,978 which is an increase of \$8,018,532 or 0.57% from the 2011 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.4988 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value	1,404,127,978
Proposed Tax Rate per \$100 valuation	<u>0.6770</u>
Gross Revenues from Taxes	9,505,946
Estimated Percentage of Collections	<u>96%</u>
Estimated Funds from Tax Levy	9,125,708
Estimated Delinquent Tax Collections	<u>12,000</u>
Total Estimated Tax Collections	<u><u>9,137,708</u></u>

	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.4988	6,732,480
Interest and Sinking	<u>0.1782</u>	<u>2,405,228</u>
Total	<u><u>0.6770</u></u>	<u><u>9,137,708</u></u>

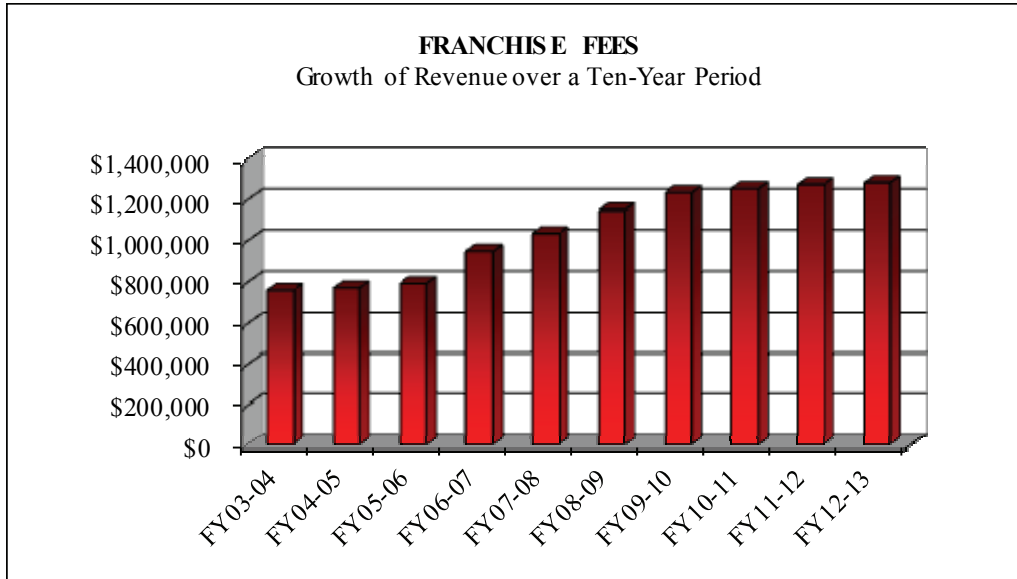
The City works closely with Bell County Appraisal District (BCAD) in setting a tax rate for the year. They help to ensure that our publications are published and public hearings are held in accordance with the Truth-in-Taxation guidelines. BCAD is also responsible for sending out tax statements and collecting tax payments on our behalf. Staff must take into consideration any debt payments that will be made during the fiscal year to ensure the Interest and Sinking part of the tax rate will cover those payments. The maintenance and operations rate must be enough to sustain operations and services for the upcoming year. With the tremendous commercial growth seen here over the last few years, the City of Harker Heights has been able to maintain the same total tax rate for four 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.



Ad Valorem Tax is the City's largest revenue source in the General Fund growing 81% since FY03-04.

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

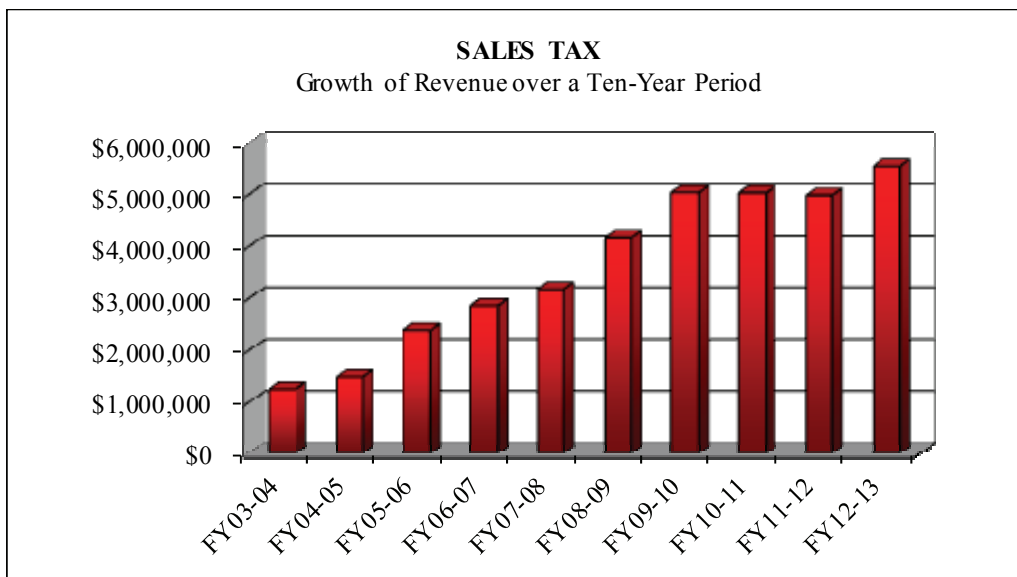
A franchise fee is an agreed upon reimbursement amount paid by utility and/or cable companies to the city for usage of the city’s right of way. The current electric franchise fee is paid based on the number of kilowatt hours whereas as those for gas, telephone and cable are based on a percentage of gross receipts. As Harker Heights continues to experience growth, we can also assume that usage of utilities will also increase in the area. Franchise fee revenues in FY 2011-12 were budgeted at \$1,280,000; the FY 2010-11 budget increases this to \$1,290,000.



Franchise Fees have seen a 69% increase over the last ten years.

Sales Tax

Businesses continue to open in Harker Heights, creating a closer place to shop for our residents. Market Heights, a Target anchored retail plaza, opened during FY 2007-08 creating an increase in retail sales in Harker Heights. As additional stores continue to open in the years to follow, sales taxes continued to show a steady growth. New businesses are expected to continue to open however sales taxes are projected to have reached a point of leveling off. The projected amount for the 2012 fiscal year of \$5,350,000 is \$364,700 than the original budget of \$4,985,300. The proposed amount for sales taxes for the 2013 fiscal year is \$5,564,000.



Sales Tax has increased 338% over the last ten years due to the Market Heights Shopping Center and other businesses which have opened in the last several years.

Mixed Drink Tax

A gross receipts tax is imposed on the amount received from the sale or service of mixed beverages. It is paid to the Texas Comptroller of Public Accounts who in turn remits a portion back to the City. Revenues projected for FY 2011-12 are \$97,000, which is \$28,955 less than the prior year's actual amount and \$33,900 less than the \$130,900 budgeted. For this reason, the amount budgeted for FY 2012-13 will be lowered to \$95,000.

Bingo Tax

Projections for FY 2011-12 are \$103,000 for bingo tax revenue which is \$3,000 less than its \$106,000 budget. It is budgeted at \$105,000 for the 2013 fiscal year. Over the last three years this line item has fell between \$100,000 and \$105,000 so we feel that leaving the budget within that range keeps us conservative in our estimation.

Licenses and Permits (*Building Permits, Contractor's Licenses, and Platting and Rezoning*)

The projection for FY 2011-12 is \$155,000 which is \$27,000 lower than the budgeted amount for the same year. Residential development is still ongoing in the area but has slowed. Expected commercial developments include a Sam's Club. FY 2012-13 budget is equal to the prior year's projection at \$155,000.

Fines and Fees

Court Fines – The FY 2011-12 budget totaled \$1,300,000 and is projected to be \$50,000 above the budgeted amount at \$1,350,000. Court fine revenue in the FY 2012-13 budget will increase to \$1,350,000 to better reflect actual fine collections.

Ambulance Service – This revenue line item will be lowered to \$480,000 in the FY 2012-13 budget reflecting the same amount as collections projected for FY 2012. There will be no increase in rates or fees.

Parks & Recreation Fees – Youth sports activity registrations are also a large revenue source for our Parks and Recreation Department. Actual revenue receipts in FY 2010-11 were \$115,610 and are projected to reach \$115,000 for FY 2011-12. We are staying conservative with this line item and setting the 2013 budget to \$115,000 as well. Park Facility Rentals were budgeted \$25,000 for FY 2010-11 and FY 2011-12. Activity Center room rentals, pool rentals, and various rental fees for park usage are applied to this line item. Another \$108,000 is budgeted in FY 2012-13 for aquatic, recreation programs, adult activities, and concession stand revenues.

Interest Income

In FY 2010-11, the actual amount for this revenue line item was \$31,096; FY 2011-12 is projected to reach only \$35,000. The budget for the 2012-13 fiscal year has been set at \$35,000 to remain in line with last year's projection and the current economy.

Transfers (*From Water, Sanitation, and Restricted Court Funds*)

Transfers from the Water and Sanitation Funds represent a pro-rata share of General Fund overhead such as personnel and street maintenance and repairs. The amount budgeted is based on this pro-rata share with an objective of each fund being self-sufficient and only reimbursing for costs or services. In the FY 2012-13 budget the transfer from water is budgeted at \$350,000; from Drainage a transfer of \$175,000 is budgeted; and a Sanitation transfer is budgeted at \$275,000. The Restricted Court Funds transfer is to reimburse expenses for the Bailiff, Warrant Officer and Juvenile Case Manager as well as any court related equipment that is required during the year. It is budgeted at \$90,000.

**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	8,410,600	8,420,362	8,789,400	4,297,045	8,643,400	9,187,600
002 Overtime	345,500	296,555	347,500	163,196	346,800	350,200
003 Worker's Compensation	104,900	127,690	149,200	137,720	149,200	164,100
004 Health Insurance	795,600	753,600	813,900	387,646	812,000	718,600
005 Social Security	666,100	641,403	698,900	327,145	687,700	729,800
006 Retirement	1,124,900	1,075,990	1,215,200	568,349	1,202,000	1,299,900
TOTAL PERSONNEL SERVICE	11,447,600	11,315,600	12,014,100	5,881,101	11,841,100	12,450,200
SUPPLIES						
010 Office	76,500	70,031	68,600	39,927	76,900	81,800
011 Vehicle	269,000	347,418	331,800	175,309	352,700	360,700
012 General	160,300	157,252	152,900	88,651	163,600	113,700
013 Equipment	54,600	50,747	55,200	12,527	50,800	50,300
014 Uniforms	66,500	56,177	70,000	35,009	70,000	69,600
015 Recreational	8,000	6,214	6,500	3,645	6,500	6,500
016 Chemical	18,000	9,301	18,000	2,005	15,000	18,000
019 K-9 Supplies	4,500	4,397	5,000	2,250	5,000	5,500
028 Pet Adoption Center	0	0	0	0	0	8,000
029 Medical	0	0	0	0	0	44,300
TOTAL SUPPLIES	657,400	701,537	708,000	359,323	740,500	758,400
MAINTENANCE						
020 Vehicle	86,300	85,951	80,800	54,032	104,700	94,800
021 Building	83,700	85,317	89,600	38,527	94,100	91,600
022 Equipment	116,300	97,233	121,800	68,945	130,100	126,100
023 Ground	170,500	148,078	155,500	78,691	155,400	180,500
TOTAL MAINTENANCE	456,800	416,579	447,700	240,195	484,300	493,000
INSURANCE						
030 Property/Liability	121,000	105,993	126,000	109,816	118,600	130,500
TOTAL INSURANCE	121,000	105,993	126,000	109,816	118,600	130,500
SERVICES						
059 Adaptive Sports	0	0	13,800	5,203	13,800	12,600
069 Adult Sports	8,000	6,249	8,000	2,485	7,000	8,000
083 Audit Fees	30,000	29,650	30,000	19,650	30,000	30,000
081 Bank Fees	30,000	28,494	30,000	10,700	30,000	30,000
033 Contingency	0	0	0	0	0	0
047 Contract Labor	277,500	271,052	278,900	133,207	277,900	299,900
041 Dues and Subscriptions	37,400	34,985	37,200	24,273	40,400	43,400
036 Election Expense	2,000	2,225	2,000	7,119	6,000	10,000
046 Equipment Rental	37,000	30,237	30,500	12,562	37,300	31,400
104 Fire Prevention	2,500	1,742	3,700	3,474	3,700	3,100
043 Impound Expense	700	225	700	190	700	700
108 Jury Duty	0	0	0	0	0	0
075 LEOSE Training	5,100	5,295	0	0	0	0
102 Medical Director Contract	32,300	8,996	8,000	0	6,600	31,500
086 Nuisance Abatement	28,000	9,995	50,000	15,323	30,000	60,000
070 Other Expense (Grants)	15,000	56,535	11,600	6,429	34,600	27,600
067 Parks and Recreation Programs	36,000	32,459	40,000	16,379	35,000	40,000
400 Public Awareness	25,000	11,852	15,000	4,580	15,000	15,000
061 Reimburse by Donations	2,000	6,238	2,000	889	2,000	2,000
105 Safety Training	2,700	1,686	2,400	1,447	2,200	2,100

**EXPENDITURE SUMMARY
GENERAL FUND**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
087 State Tax Payments	510,000	501,273	450,000	207,290	425,000	425,000
084 Tax Appraisal Contract	80,000	80,010	80,000	35,412	80,000	80,000
068 Team Travel	2,400	912	2,400	0	2,400	2,400
045 Telephone	103,200	66,222	77,800	27,224	71,900	74,100
042 Travel and Training	161,500	118,529	149,700	65,557	146,700	155,700
060 Tree City USA	0	0	10,000	313	10,000	10,000
065 Trophies and Awards	14,400	11,217	15,000	7,578	15,000	17,000
035 Unemployment Payments	0	12,469	0	5,443	500	0
066 Uniforms and Equipment (Rec)	52,500	61,637	61,000	12,475	61,000	61,000
040 Utilities	514,000	511,003	510,800	266,410	558,000	558,800
TOTAL SERVICES	2,009,200	1,901,187	1,920,500	891,612	1,942,700	2,031,300
MISCELLANEOUS						
091 Advertising	51,500	33,376	40,000	16,833	41,000	41,700
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	48,500
405 Economic Development	5,000	0	5,000	0	0	5,000
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
090 Legal Fees	68,000	57,597	68,000	19,812	68,000	68,000
093 Medical Expense	7,000	4,058	5,000	1,550	5,000	5,000
600 Pitney Bowes Lease	4,600	4,560	4,600	2,280	4,600	4,600
092 Professional Fees	236,600	271,839	155,500	83,669	159,100	162,600
407 Rent Expense	10,000	6,600	0	0	0	0
406 Texas A&M Contribution	50,000	50,000	50,000	0	50,000	50,000
408 Boys & Girls Club Contribution	25,000	25,000	40,000	40,000	40,000	50,000
401 Transportation (HOP)	25,000	25,000	33,500	4,978	24,700	19,100
601 Xerox Lease - Int	1,900	2,008	1,300	758	1,300	800
602 Xerox Lease - Prin	5,300	5,287	5,900	2,890	5,900	6,500
404 Youth Task Force	10,000	6,816	15,000	6,500	15,000	15,000
TOTAL MISCELLANEOUS	565,400	557,641	489,300	220,520	480,100	493,800
RESERVES/TRANSFERS						
607 AT&T Lease - Int	0	61	0	0	0	0
608 AT&T Lease - Prin	5,500	5,350	0	0	0	0
609 COBAN Lease - Int	2,500	2,515	0	0	0	0
610 COBAN Lease - Prin	47,500	47,461	0	0	0	0
603 Dell Computer Lease - Int	300	310	3,800	0	3,800	2,600
604 Dell Computer Lease - Prin	4,100	30,979	23,100	0	23,100	24,300
605 Dell Server Lease - Int	0	0	3,800	0	3,800	2,600
606 Dell Server Lease - Prin	0	26,651	22,900	0	22,900	24,000
613 Quint Fire Truck Lease - Int	6,000	5,982	3,000	3,044	3,000	0
614 Quint Fire Truck Lease - Prin	81,200	81,241	84,200	84,179	84,200	0
252 Reimbursement: Market Heights	610,000	631,680	705,000	632,316	632,300	750,000
251 Reimbursement: Stillhouse Lake	130,000	127,577	0	0	0	0
007 Reserve for Personnel	10,000	5,051	10,000	3,051	10,000	10,000
805 Transfer to Capital Projects	300,000	50,000	150,000	150,000	150,000	200,000
806 Transfer to Debt Service	0	250,000	0	0	0	110,000
800 Transfer to Fixed Assets	0	0	0	0	485,000	0
TOTAL RESERVES/TRANSFERS	1,197,100	1,264,858	1,005,800	872,590	1,418,100	1,123,500
GRAND TOTAL	16,454,500	16,263,395	16,711,400	8,575,157	17,025,400	17,480,700

GENERAL FUND EXPENDITURES

Expense Assumptions

Personnel Service

The total personnel service budget of \$12,450,200 for FY 2012-13 increased by \$436,100 or 4% over the prior year budget. This increase is due to the following:

- A three percent salary adjustment was included for all employees.
- An addition of two full-time positions: an inspector in Code Enforcement and a light equipment operator in Parks & Recreation.

Supplies

The supply category is budgeted at \$758,400 for the FY 2012-13 budget, which is an increase of \$50,400 from the prior year's budget of \$708,000. Although fuel costs seem to have stabilized, the vehicle supply line item has been increased to \$360,700 to cover additional supplies necessary for minor vehicle repairs. This is \$28,900 more than last year's budgeted amount of \$331,800. Chemical supplies will be budgeted at \$18,000, the same as budgeted last year, to cover the continued chemical requirements of the pool and the addition of several ball fields. Two new line items were added for this fiscal year, Pet Adoption Center supplies at \$8,000 and medical supplies at \$44,300. The general supply accounts for the Police and Fire Department were decreased to reflect these additions.

Maintenance

The maintenance category is budgeted at \$493,000 for FY 2012-13 which is an increase of \$45,300 from the prior year's budget of \$447,700. The vehicle maintenance line item was increased \$14,000 in response to the prior year's \$23,900 projection over the budget. This excess was due to an increased need to work on aging vehicles. Pool repairs will be necessary during the 2013 fiscal year and so \$20,000 was added to ground maintenance to account for that expense.

Insurance

This category is the City's property/liability insurance coverage which is handled by the Texas Municipal League Intergovernmental Risk Pool. Based on the current rates, \$130,500 is budgeted for FY 2012-13 which is an increase of \$4,500 from the prior year's budget. FY 2010-11 actual was \$15,000 less than the budgeted amount of \$121,000.

Services

Total services for FY 2012-13 are budgeted at \$2,031,300, an \$110,800 increase from the prior year budget of \$1,920,500. The major expenditure in this category is state tax payments which are budgeted at \$425,000 for FY 2012-13 keeping in line with the FY 2011-12 projections. Contract labor reflects a slight increase to recognize payments to the Bell County Communications Center. The projected utilities expense for the 2011-12 fiscal year of \$558,000 is only slightly lower than the 2013 budget because the city will not be opening any new facilities during this fiscal year and expects rates and usage to remain constant.

Miscellaneous

Overall spending in this category is budgeted at \$493,800, an increase of \$4,500 from the prior year's budget of \$489,300. The Boys & Girls Club contribution for the 2012-13 fiscal year was increased to \$50,000 and will support their after school programs at the middle schools within the City.

Reserves

The reserve for personnel expense is remaining at \$10,000 for FY 2012-13. The tuition reimbursement program that was approved by the City Council for full-time employees during the 2006-07 fiscal year is paid from this line item. The transfer to the Capital Improvement Fund is \$200,000 for the 2012-13 budget year and a transfer of \$110,000 will also be made to the Debt Service Fund.

Overall, the total General Fund expenditures are budgeted at \$17,480,700 for FY 2012-13. This is an increase of \$455,300 or 3% over the FY 2011-12 projections of \$17,025,400. The lease for the Quint Fire Truck was completed during the 2011-12 fiscal year.

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 legislations, 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 2011-2012 OBJECTIVES

- Complete engineering and secure funding for use of treated effluent at the FM 2410 Community Park.
 - Completed feasibility analysis and declined to continue the project.
- Develop a work plan based on critical needs workshop conducted between P&Z and City Council.
 - Complete.
- Conduct neighborhood meeting regarding critical needs.
 - Complete.

FY 2012-2013 OBJECTIVES

- Continue the development of the work plan on critical issues developed during fiscal year 2011-2012.
- Conduct a joint meeting with Killeen Independent School District.
- Update Capital Improvement Projects.
- Investigate a City recycling program.

500 - CITY COUNCIL

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	4,800	5,200	5,200	3,000	6,000	6,000
005 Social Security	400	398	400	230	500	500
TOTAL PERSONNEL SERVICE	5,200	5,598	5,600	3,230	6,500	6,500
SUPPLIES						
010 Office	0	0	0	0	0	0
012 General	10,000	12,686	10,000	5,656	12,000	12,000
TOTAL SUPPLIES	10,000	12,686	10,000	5,656	12,000	12,000
SERVICES						
036 Election Expense	2,000	2,225	2,000	7,119	6,000	10,000
041 Dues and Subscriptions	1,000	463	1,000	213	1,000	1,000
042 Travel and Training	35,000	22,148	25,000	13,669	25,000	25,000
TOTAL SERVICES	38,000	24,836	28,000	21,001	32,000	36,000
MISCELLANEOUS						
090 Legal Fees	6,000	4,665	6,000	1,650	6,000	6,000
401 Transportation (HOP)	25,000	25,000	33,500	4,978	24,700	19,100
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chambers of Commerce	48,500	48,500	48,500	24,250	48,500	48,500
408 Boys & Girls Club Contr	25,000	25,000	40,000	40,000	40,000	50,000
TOTAL MISCELLANEOUS	121,500	120,165	145,000	87,878	136,200	140,600
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	600	600	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	0	600	600	0
GRAND TOTAL	174,700	163,285	188,600	118,365	187,300	195,100

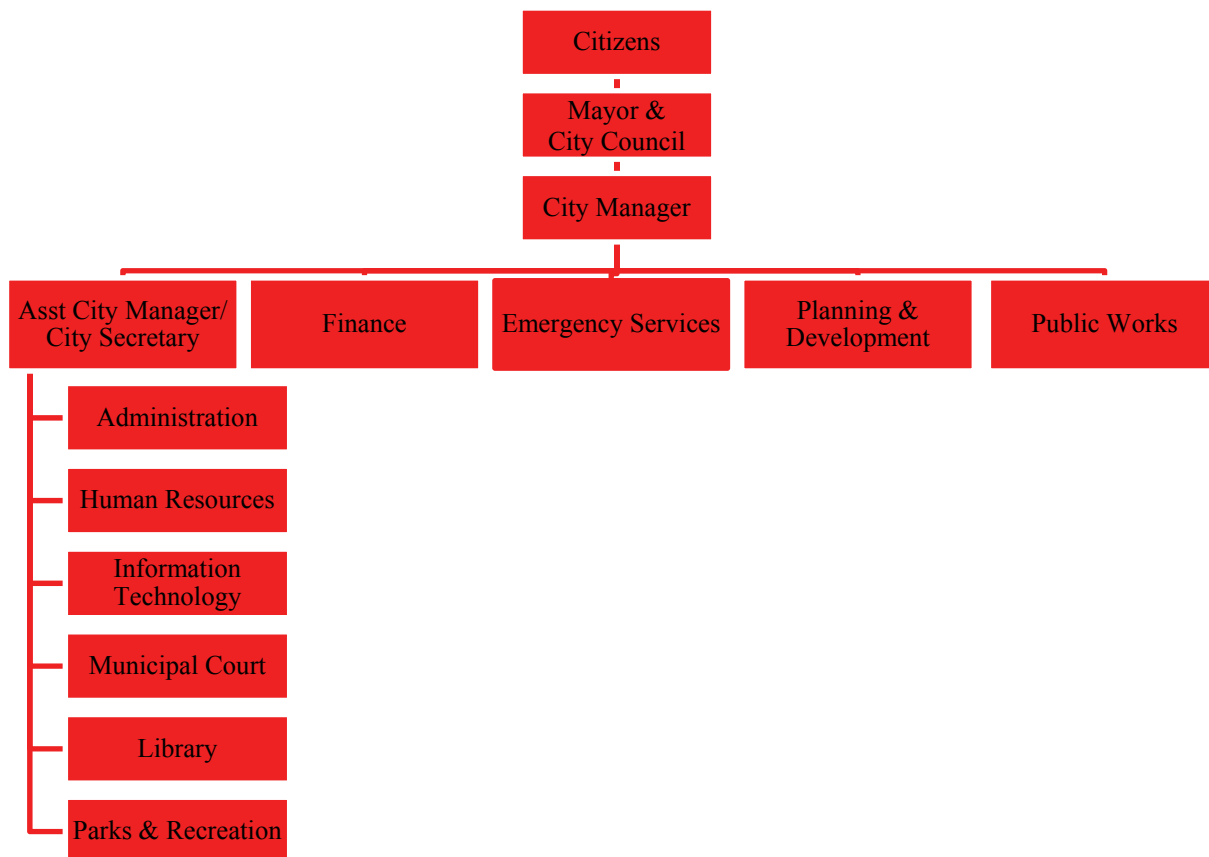
ADMINISTRATION

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

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

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

ORGANIZATIONAL CHART



PROGRESS ON FY 2011-2012 OBJECTIVES

- Complete extension of sewer to the east.
 - Completed engineering and securing of easements. Construction is scheduled to begin in FY 2012-2013.

- Complete recommendation from the Cen-Tex Sustainability Partnership.
 - Complete.
- Explore methods to increase volunteerism.
 - Complete.
- Redesign City Website.
 - Complete.

FY 2012-2013 OBJECTIVES

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

PERFORMANCE MEASURES - ADMINISTRATION

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
Number of full time employees	9	9	9	9	9
OUTPUTS:					
Agenda minutes prepared	New	New	New	28	28
Ordinances published, codified	New	New	New	22	22
Resolutions processed	New	New	New	39	39
Requests for information processed	New	New	264	264	206
# of Council workshops held	26	27	21	18	18
# of Council meeting held	31	19	23	28	28
# of Developer Agreements signed	1	2	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 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
OUTPUTS:					
# of servers supported	New	New	New	New	12
# of computers/laptops supported	New	New	New	New	160
# of users supported	New	New	New	New	170
# of printers/scanners supported	New	New	New	New	80
# of applications supported	New	New	New	New	27
# of specialty systems supported	New	New	New	New	10
EFFECTIVENESS:					
% of support hours	New	New	New	New	75
% of project hours	New	New	New	New	25
EFFICIENCY:					
Average month requests closed	New	New	New	New	100
# of work orders closed	New	New	New	New	1,200

PERFORMANCE MEASURES – HUMAN RESOURCES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
OUTPUTS:					
# of job fairs participated in	New	1	n/a	2	3
# of criminal background checks	New	255	n/a	186	220
# of pre-employment drug screening	New	34	n/a	65	50
EFFECTIVENESS:					
# of exit interviews conducted	New	24	n/a	19	22
# of HR website hits	New	202,759	n/a	750,950	975,000
EFFICIENCY:					
Employee Turnover Rate	New	4%	n/a	4%	4%

501 - ADMINISTRATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	600,300	637,381	645,500	338,480	662,600	676,300
002 Overtime	5,000	3,927	5,000	1,104	5,000	5,000
003 Worker's Compensation	6,000	5,862	7,100	6,524	7,100	7,700
004 Health Insurance	53,200	53,164	56,000	27,499	56,000	47,600
005 Social Security	46,300	41,574	49,800	21,043	51,100	52,100
006 Retirement	78,300	78,517	87,000	43,139	89,300	91,700
TOTAL PERSONNEL SERVICE	789,100	820,425	850,400	437,789	871,100	880,400
SUPPLIES						
010 Office	2,000	260	1,500	0	1,500	1,500
012 General	20,000	18,977	15,000	9,471	19,000	19,000
TOTAL SUPPLIES	22,000	19,237	16,500	9,471	20,500	20,500
MAINTENANCE						
022 Equipment	7,000	8,683	19,000	1,633	12,000	15,000
TOTAL MAINTENANCE	7,000	8,683	19,000	1,633	12,000	15,000
INSURANCE						
030 Property/Liability	7,000	4,823	6,000	5,219	5,500	6,100
TOTAL INSURANCE	7,000	4,823	6,000	5,219	5,500	6,100
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	45,000	37,165	40,000	15,349	40,000	40,000
041 Dues and Subscriptions	12,000	12,336	10,000	6,023	12,000	12,000
042 Travel and Training	21,000	8,120	15,000	3,969	15,000	15,000
045 Telephone	17,000	12,138	15,000	6,016	15,000	15,000
046 Equipment Rental	2,000	1,136	1,500	567	1,500	1,500
070 Other Expense (Grants)	0	19,450	0	0	0	0
081 Bank Fees	30,000	28,494	30,000	10,700	30,000	30,000
400 Public Awareness	25,000	11,852	15,000	4,580	15,000	15,000
TOTAL SERVICES	152,000	130,691	126,500	47,204	128,500	128,500
MISCELLANEOUS						
090 Legal Fees	39,000	30,777	39,000	10,264	39,000	39,000
091 Advertising	25,000	12,331	20,000	9,560	20,000	20,000
092 Professional Fees	175,000	202,128	85,000	52,413	88,600	90,000
093 Medical Expense	7,000	4,058	5,000	1,550	5,000	5,000
404 Youth Task Force	10,000	6,816	15,000	6,500	15,000	15,000
405 Economic Development	5,000	0	5,000	0	0	5,000
406 Texas A&M Contribution	50,000	50,000	50,000	0	50,000	50,000
407 Rent Expense	10,000	6,600	0	0	0	0
600 Pitney Bowes Lease	4,600	4,560	4,600	2,280	4,600	4,600
601 Xerox Lease - Prin	900	875	1,000	479	1,000	1,000
602 Xerox Lease - Int	300	340	200	129	200	100
603 Dell Computer Lease - Prin	900	27,824	23,100	0	23,100	24,300
604 Dell Computer Lease - Int	100	68	3,800	0	3,800	2,600
605 Dell Server Lease - Prin	0	26,651	22,900	0	22,900	24,000
606 Dell Server Lease - Int	0	0	3,800	0	3,800	2,600
607 AT&T Lease - Prin	2,200	2,140	0	0	0	0
608 AT&T Lease - Int	0	25	0	0	0	0
TOTAL MISCELLANEOUS	330,000	375,193	278,400	83,175	277,000	283,200

501 - ADMINISTRATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	2,083	0	0	8,000	0
705 Equipment	123,000	280,521	155,100	121,330	202,900	156,500
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSETS	123,000	282,604	155,100	121,330	210,900	156,500
 GRAND TOTAL	 1,430,100	 1,641,656	 1,451,900	 705,821	 1,525,500	 1,490,200

FINANCE

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

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

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

GOALS AND OBJECTIVES

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

FY 2011-2012 ACHIEVEMENTS

- Received Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the eighteenth consecutive year.
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation Award for the seventeenth consecutive year.
- Completed financing for the Series 2012 Refunding General Obligation Bonds.

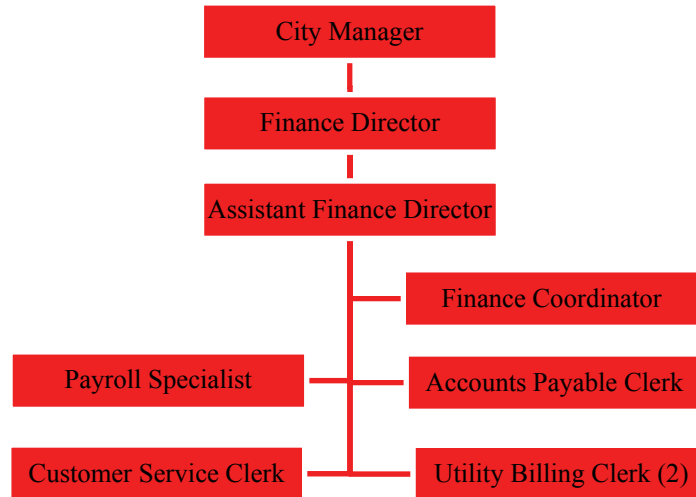
PROGRESS ON FY 2011-2012 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that information is up-to-date and that there are no duplicate vendors on the list.
 - All vendors were sent a new W-9 to complete and our records were updated as needed. Duplicate vendors will be an objective for the 2013 fiscal year.
- Continue to implement internal auditing procedures.
 - Changes to staff temporarily stalled the implementation of procedures. This will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
 - Changes to staff temporarily stalled the audit of fixed assets. The Courts and Administration Departments are scheduled to be audited this fiscal year.
- Complete financial trend monitoring report.
 - Ongoing. Data has been gathered and placed in Excel to create graphs. The next step will be to prepare a narrative to coincide with the graphs.

FY 2012-2013 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list.
- Continue to implement internal auditing procedures.
- Continue to audit department’s fixed assets to ensure all assets are recorded.
- Complete financial trend monitoring report.

ORGANIZATIONAL CHART



PERFORMANCE MEASURES - FINANCE

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full-time personnel	9	9	9	9	9
OUTPUTS:					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,000	956	1,000	953	1,000
# of accounts payable transactions	13,800	13,671	13,700	13,592	13,700
# of vendors paid electronically	18	25	25	42	45
# of bid openings held	New	New	New	New	12
EFFECTIVENESS:					
Received GFOA’s CAFR Award	Yes	Yes	Yes	Yes	Yes
Received GFOA’s Budget Award	Yes	Yes	Yes	Yes	Yes
Moody’s/Standard & Poor’s Rating	A2/AA-	A2/AA-	A2/AA-	A2/AA-	A2/AA-
Average # of days to process requisitions to purchase order status	New	New	New	New	2
EFFICIENCY:					
# of purchase orders per employee	111.1	106.2	111.1	105.9	111.1

PERFORMANCE MEASURES – UTILITY BILLING/COLLECTIONS/CUSTOMER SERVICE

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of Utility Billing Clerks*	2	2	2	2	2
# of Customer Service Clerks*	1	1	1	1	1
OUTPUTS:					
# of active accounts	9,800	9,720	10,000	9,922	10,000
Total amount billed (in thousands)	New	New	New	New	\$11,689
# of utility bills mailed	New	New	New	106,910	110,000
# of e-bills sent (began May 2011)	New	763	3,600	6,550	7,500
# of second notices mailed	21,500	22,293	22,000	22,244	22,000
# of service orders processed	10,700	13,188	11,000	12,220	13,000
# of incoming calls	New	New	New	14,222	19,000
# of payments processed in-house	New	New	New	84,792	86,000
# of in-house payments processed through Remit (electronic submission to bank)	29,000	30,141	32,000	29,981	32,000
# of payments processed through website	18,500	19,366	21,000	20,983	21,000
EFFECTIVENESS:					
% of bills processed as scheduled	New	New	New	New	100%
% of incoming calls unanswered – caller hangs up	New	New	New	5.4%	2.0%
% of in-house payments processed through Remit (electronic submission)	New	New	New	35%	37%
EFFICIENCY:					
# of utility billing accounts per employee	3,266.7	3,240.0	3,333.3	3,307.3	3,333.3
# of service orders per employee	3,566.7	4,396.0	3,666.7	4,073.3	4,333.3
# of incoming calls per employee	New	New	New	4,740.7	6,333.3
Average time to answer phone (min:sec)	New	New	New	00:35	00:30
# of in-house payments per employee	New	New	New	28,264	28,666.7

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

502 - FINANCE

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	267,500	273,288	278,100	139,334	281,600	290,500
002 Overtime	2,500	702	2,500	118	2,500	2,500
003 Worker's Compensation	3,000	3,582	4,300	3,987	4,300	4,700
004 Health Insurance	31,900	33,332	34,700	16,877	34,700	29,900
005 Social Security	20,700	20,387	21,500	10,365	21,700	22,400
006 Retirement	34,900	34,901	37,500	18,325	38,000	40,200
TOTAL PERSONNEL SERVICE	360,500	366,192	378,600	189,006	382,800	390,200
SUPPLIES						
010 Office	9,000	6,242	8,000	2,163	8,000	8,000
012 General	12,000	10,497	12,000	7,951	15,000	15,000
TOTAL SUPPLIES	21,000	16,739	20,000	10,114	23,000	23,000
MAINTENANCE						
022 Equipment	16,000	17,343	18,000	13,536	18,000	18,000
TOTAL MAINTENANCE	16,000	17,343	18,000	13,536	18,000	18,000
INSURANCE						
030 Property/Liability	3,500	3,057	3,800	3,240	3,500	3,900
TOTAL INSURANCE	3,500	3,057	3,800	3,240	3,500	3,900
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,000	1,458	2,000	513	2,000	2,000
042 Travel and Training	12,000	8,920	10,000	2,186	8,000	10,000
045 Telephone	3,200	1,846	3,000	685	1,800	1,800
047 Contract Labor	6,000	6,290	6,000	3,165	7,000	7,000
083 Audit Fees	30,000	29,650	30,000	19,650	30,000	30,000
084 Tax Appraisal Contract	80,000	80,010	80,000	35,412	80,000	80,000
TOTAL SERVICES	133,200	128,174	131,000	61,611	128,800	130,800
MISCELLANEOUS						
603 Dell Computer Lease - Prin	400	428	0	0	0	0
604 Dell Computer Lease - Int	100	33	0	0	0	0
TOTAL MISCELLANEOUS	500	461	0	0	0	0
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	4,000
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	0	0	0	4,000
GRAND TOTAL	534,700	531,966	551,400	277,507	556,100	569,900

POLICE DEPARTMENT

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

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

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

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

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

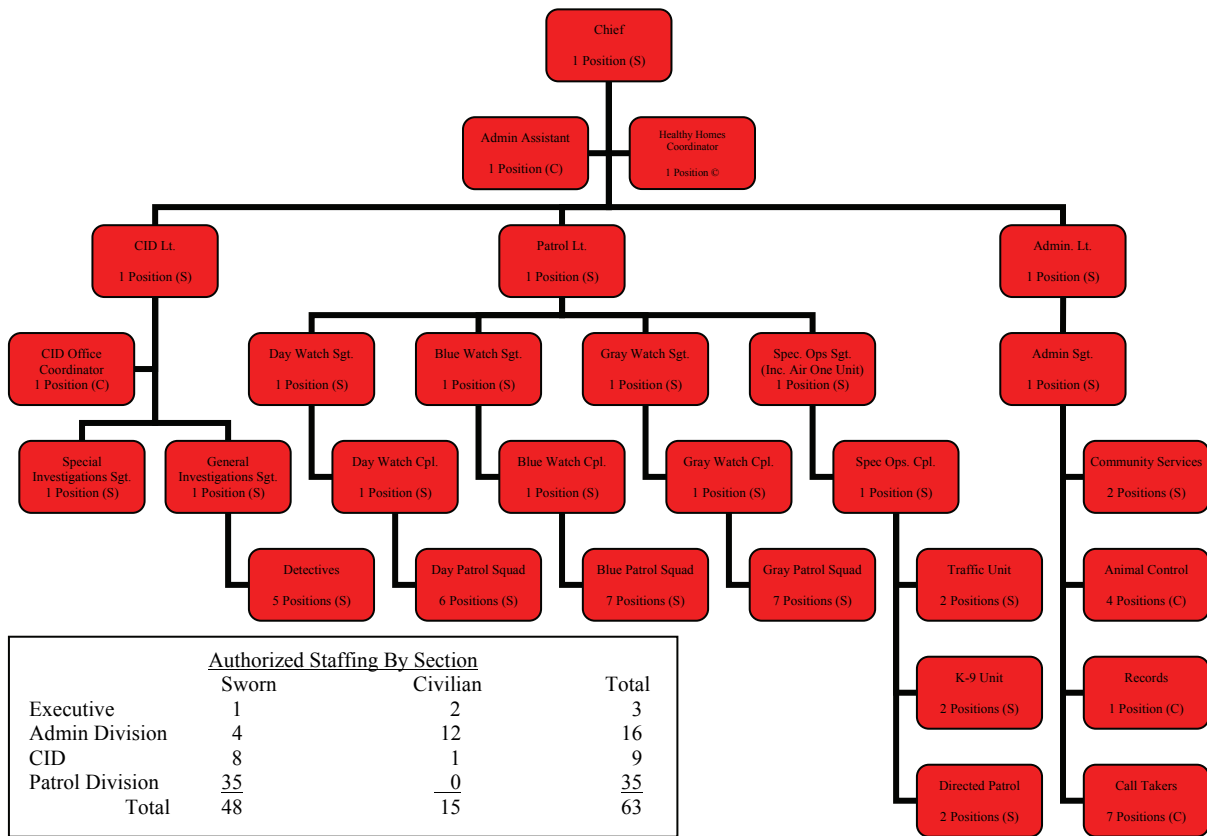
The Community Services Section, a part of the Administration Division, is overseen by a Commander and a Sergeant and consists of two additional officers. These officers are responsible for those functions which facilitate the community-oriented or problem-solving efforts of the Department. Specifically,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

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

GOALS AND OBJECTIVES

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

HHPD Organizational Chart



	Authorized Staffing By Section		Total
	Sworn	Civilian	
Executive	1	2	3
Admin Division	4	12	16
CID	8	1	9
Patrol Division	35	0	35
Total	48	15	63

FY 2011-2012 ACHIEVEMENTS

- Completed the staffing and outfitting of the “Healthy Homes Program” and began the process of developing relationships with social service providers. The Healthy Homes Coordinator began accepting cases and working referrals within days of assuming the position.
- Increased the number of community services events from the previous year by approximately 30% and added 3 neighborhood watch groups even though the Community Services Section has been short one officer.
- Provided a secure and safe shopping environment in retail areas during peak shopping periods though “Operation Safe Shopper”.
- Continued “Operation Safe Soldier” by working with military leadership to divert minor street level incidents into the military system.
- Completed the training and assignments of newly promoted Corporals to the Patrol and Criminal Investigations Divisions.
- Performed several complex drug related arrests resulting in numerous felony arrests and seizures of drugs and property.
- Joined the U.S. Marshals Fugitive Task Force by assigning two officers as Special Deputy United States Marshals, resulting in the arrest of over 40 fugitives.

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

PROGRESS ON FY 2011-2012 OBJECTIVES

- Continue the patrol fleet replacement program through the purchase of two new patrol vehicles.
 - This objective was completed as scheduled
- Positively impact at-risk, toxic homes in Harker Heights and to some degree throughout Bell County by creating and staffing the Harker Heights, “Healthy Homes Project”, by providing a programmatic link with social service agencies to facilitate service delivery to those in need.
 - This objective was completed as scheduled and the program continues to develop.
- Provide the physical support to the Healthy Homes Coordinator by purchasing a van type vehicle and a computer.
 - This objective has been completed as scheduled.

FY 2012-2013 OBJECTIVES

- Continue the fleet replacement program by purchasing three vehicles for the Patrol Division and Administration.
- Continue the fleet replacement program by purchasing three motorcycles for the Special Operations Section of the Patrol Division.
- Enhance the communications capabilities of the Department by purchasing a number of upgraded hand held radios to migrate toward digital compatibility.

PERFORMANCE MEASURES – POLICE DEPARTMENT

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of sworn personnel authorized	48	48	48	48	48
# of non-sworn personnel authorized	14	14	15	15	15
OUTPUTS:					
# of CAD events handled	48,000	49,504	50,000	49,474	50,000
# of criminal cases investigated (UCR Part 1 & 2)	4,300	4,163	4,200	4,350	4,300
# of bookings (arrests not turned over to other agencies)	1,800	1,450	1,500	1,620	1,600
# of murder cases (raw numbers)	0	1	0	0	0
# of burglaries (raw numbers)	220	248	250	324	300
# of larcenies (raw numbers)	550	571	550	671	650
# of traffic stops	10,000	9,097	10,000	8,424	10,000
# of motor vehicle crashes	550	499	500	577	550
EFFECTIVENESS:					
Average call to dispatch response time	New	New	New	New	
Average dispatch to arrival response time	New	New	New	New	
# of community services events/ programs	125	253	160	329	200
# of neighborhood watch groups	10	5	10	8	10
EFFICIENCY:					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	3,500.0	3,429.7	3,500.0	3,939.5	3,800
# of internal training classes	25	21	20	22	20
# of hiring processes	3	3	3	3	3
Sworn retention rate	98%	100%	88%	92%	100%
Civilian retention rate	82%	100%	63%	73%	100%

PERFORMANCE MEASURES – ANIMAL CONTROL

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
Number of full-time personnel	4	4	4	4	4
OUTPUTS:					
# of dogs/cats impounded	New	New	New	1003/583	1000/600
# of calls for service handled	New	New	New	2222	2200
EFFECTIVENESS/EFFICIENCY:					
# of dogs/cats adopted	New	New	New	69%/67%	70%/70%
# of dogs/cats euthanized	New	New	New	10%/29%	10%/20%

504 - POLICE

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	2,775,900	2,756,548	2,919,800	1,409,910	2,777,400	3,020,100
002 Overtime	220,000	194,048	226,600	119,319	226,600	226,600
003 Worker's Compensation	33,000	40,381	48,700	44,940	48,700	52,900
004 Health Insurance	260,100	237,852	260,500	123,398	260,500	228,400
005 Social Security	229,200	218,702	240,700	113,126	229,800	248,400
006 Retirement	387,400	375,659	421,000	199,354	401,900	445,600
TOTAL PERSONNEL SERVICE	3,905,600	3,823,190	4,117,300	2,010,047	3,944,900	4,222,000
SUPPLIES						
010 Office	17,000	19,638	17,000	15,223	22,000	22,700
011 Vehicle	150,000	197,091	160,000	92,818	186,000	186,000
012 General	35,000	40,267	35,000	24,062	36,000	29,500
013 Equipment	18,000	16,827	18,000	4,061	17,000	15,700
014 Uniforms	15,000	10,380	15,000	3,634	15,000	17,000
019 K-9 Supplies	4,500	4,397	5,000	2,250	5,000	5,500
028 Pet Adoption Center	0	0	0	0	0	8,000
TOTAL SUPPLIES	239,500	288,600	250,000	142,048	281,000	284,400
MAINTENANCE						
020 Vehicle	20,000	22,301	20,000	8,160	27,000	23,000
021 Building	12,000	13,439	12,000	5,004	12,000	13,000
022 Equipment	13,600	2,659	10,000	8,674	15,000	15,000
TOTAL MAINTENANCE	45,600	38,399	42,000	21,838	54,000	51,000
INSURANCE						
030 Property/Liability	40,000	34,807	41,300	35,891	41,300	42,100
TOTAL INSURANCE	40,000	34,807	41,300	35,891	41,300	42,100
SERVICES						
033 Contingency	0	0	0	0	0	0
035 Unemployment Payments	0	6,802	0	5,395	0	0
040 Utilities	100,000	104,635	110,000	49,523	110,000	110,000
041 Dues and Subscriptions	4,200	4,758	4,500	4,536	5,500	6,700
042 Travel and Training	22,000	27,792	27,000	19,851	27,000	30,600
043 Impound Expense	700	225	700	190	700	700
045 Telephone	50,000	29,417	30,600	10,640	30,600	30,600
046 Equipment Rental	0	772	0	0	800	800
047 Contract Labor	256,000	254,130	257,900	128,936	257,900	279,900
070 Other Expense (Grants)	7,000	6,035	9,600	0	9,600	9,600
075 LEOSE Training	4,000	4,290	0	0	0	0
TOTAL SERVICES	443,900	438,856	440,300	219,071	442,100	468,900
MISCELLANEOUS						
091 Advertising	0	0	0	0	0	0
092 Professional Fees	6,000	12,224	6,200	2,050	6,200	7,700
601 Xerox Lease - Prin	1,100	1,085	1,200	593	1,200	1,400
602 Xerox Lease - Int	400	412	300	156	300	100
603 Dell Computer Lease - Prin	1,300	1,324	0	0	0	0
604 Dell Computer Lease - Int	100	101	0	0	0	0
605 Dell Server Lease - Prin	0	0	0	0	0	0
606 Dell Server Lease - Int	0	0	0	0	0	0
607 AT&T Lease - Prin	1,100	1,070	0	0	0	0
608 AT&T Lease - Int	0	12	0	0	0	0

504 - POLICE

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
609 COBAN Lease - Prin	47,500	47,461	0	0	0	0
610 COBAN Lease - Int	2,500	2,515	0	0	0	0
TOTAL MISCELLANEOUS	60,000	66,204	7,700	2,799	7,700	9,200
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	5,048	3,000	0	3,000	32,400
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	121,700	123,033	80,000	48,358	90,400	113,100
TOTAL FIXED ASSETS	121,700	128,081	83,000	48,358	93,400	145,500
GRAND TOTAL	4,856,300	4,818,137	4,981,600	2,480,052	4,864,400	5,223,100

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.

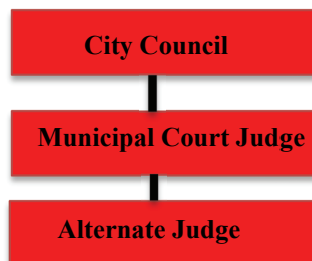
The City Marshal and Warrant Officer serve as bailiffs during arraignments, trials and teen court. They provide building security to ensure the safety of all citizens and employees. They serve all process issuing out of the Court to include warrants of arrest, subpoenas, and summons.

GOALS AND OBJECTIVES

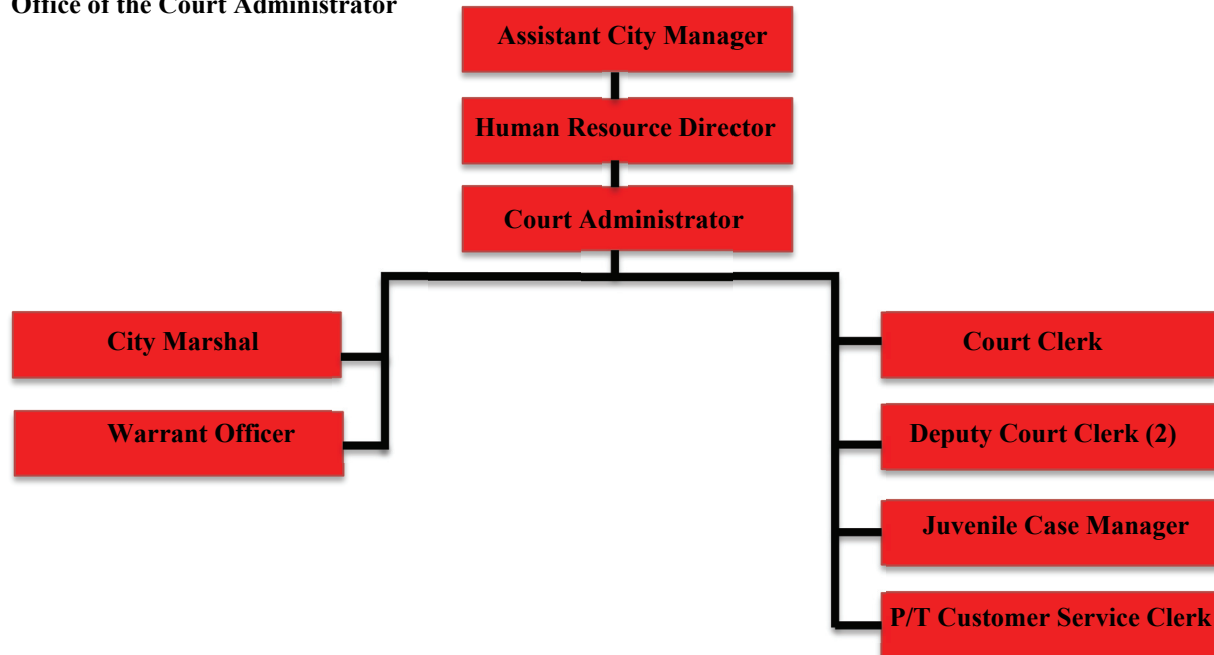
- Expedition and Timeliness.
 - Develop and implement standard operating procedures for scheduling and the timely processing of cases.
- Equity, Fairness & Integrity.
 - Develop court procedures that faithfully adhere to relevant laws, procedural rules and established policies that promote compliance 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 2011-2012 ACHIEVEMENTS

- Received the Traffic Safety Award from the Texas Municipal Court Education Center (TMCEC) and Texas Department of Transportation (TXDOT) for the third consecutive year.
- Successfully implemented new procedures for the State Warrant Round Up to increase compliance.
- Worked closely with the Planning & Development Department to create customized mapping using the GIS data for the annual City Warrant Round Up. This allowed more warrants to be served in a shorter amount of time making this a very successful Warrant Roundup.
- Increased collection productivity by applying additional collection procedures that are designed for high volume courts.
- Provided assistance to the Copperas Cove Municipal Court to help them establish a Teen Court Program.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Create a Juvenile Case Manager reference book of local programs and resources available for citizens.
 - Will be completed November 2012.
- Streamline the warrant confirmation process with the Police Department.
 - Completed.
- Create a Bench and Jury Trial standard operating procedures manual.
 - Completed.
- Create a Teen Court information brochure.
 - Completed.

FY 2012-2013 OBJECTIVES

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

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
Number of full-time employees	7	7	7	7	7
Number of part-time employees	0	0	1	1	1
Number of judges	2	2	2	2	2
OUTPUTS:					
# of training hours per employee	20	20	20	25	20
# of citations	8,600	9,160	8,700	8,918	8,700
# of cases adjudicated	7,500	5,895	6,000	5,998	5,500
Dismissed After Completion:					
# of driver safety courses	865	788	790	1,148	800
# of compliance dismissals	543	458	475	419	400
# of proof of financial responsibility	883	752	760	651	600
# of deferred dispositions	310	287	290	318	275
# of juveniles dismissed by teen court	New	New	New	52	45
EFFECTIVENESS:					
Average years of service	7	7	8	8	9
Percent of code violations where compliance is achieved	New	New	New	New	50%
Collection Rate:					
# of cases satisfied by community service	465	313	400	133	100
# of cases satisfied by jail credit	New	New	New	599	500
# of cases waived for indigency	New	New	New	18	5
EFFICIENCY:					
# of crime prevention reviews	5	6	5	16	10
# of attendees at reviews	38	21	25	201	100
Employee retention rate	100%	95%	100%	100%	100%
% of employees with formal professional development plan	100%	100%	100%	100%	100%
Average # of payments per day	New	New	New	New	30
Average # of online payments per month	New	New	New	New	40

505 - COURTS

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	294,300	293,000	304,200	159,093	320,900	328,600
002 Overtime	3,500	3,152	3,500	1,813	3,500	3,500
003 Worker's Compensation	5,000	5,862	7,100	6,524	7,100	7,200
004 Health Insurance	29,800	27,741	30,400	15,132	30,400	26,300
005 Social Security	22,800	22,310	23,500	12,133	24,800	25,400
006 Retirement	38,500	31,709	41,200	17,316	43,400	45,600
TOTAL PERSONNEL SERVICE	393,900	383,774	409,900	212,011	430,100	436,600
SUPPLIES						
010 Office	7,500	6,668	6,500	3,848	7,000	7,000
011 Vehicle	3,500	2,849	4,000	1,750	3,900	4,000
012 General	10,000	3,381	7,600	3,742	7,000	7,600
014 Uniforms	1,000	1,459	1,000	237	1,000	2,000
TOTAL SUPPLIES	22,000	14,357	19,100	9,577	18,900	20,600
MAINTENANCE						
020 Vehicle	1,000	242	2,000	154	1,000	1,500
022 Equipment	12,000	16,065	16,100	14,293	16,100	16,100
TOTAL MAINTENANCE	13,000	16,307	18,100	14,447	17,100	17,600
INSURANCE						
030 Property/Liability	6,000	4,717	5,800	5,172	5,500	5,700
TOTAL INSURANCE	6,000	4,717	5,800	5,172	5,500	5,700
SERVICES						
041 Dues and Subscriptions	1,000	748	1,000	462	900	1,000
042 Travel and Training	8,000	4,414	7,000	3,824	7,000	7,000
045 Telephone	3,500	1,934	3,000	779	3,000	3,000
070 Other Expense (Grants)	0	0	0	0	0	0
087 State Tax Payments	510,000	501,273	450,000	207,290	425,000	425,000
108 Jury Duty	0	0	0	0	0	0
TOTAL SERVICES	522,500	508,369	461,000	212,355	435,900	436,000
MISCELLANEOUS						
090 Legal Fees	23,000	22,155	23,000	7,898	23,000	23,000
092 Professional Fees	1,000	1,975	1,000	300	1,000	1,000
603 Dell Computer Lease - Prin	300	273	0	0	0	0
604 Dell Computer Lease - Int	0	21	0	0	0	0
TOTAL MISCELLANEOUS	24,300	24,424	24,000	8,198	24,000	24,000
FIXED ASSETS						
705 Equipment	1,400	4,999	8,300	1,300	1,300	13,500
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	1,400	4,999	8,300	1,300	1,300	13,500
GRAND TOTAL	983,100	956,947	946,200	463,060	932,800	954,000

PLANNING AND DEVELOPMENT

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

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

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

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

Zoning Administration

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

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

Subdivision Administration

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

Thoroughfares

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

Comprehensive Plan Development

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

Data Management System

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

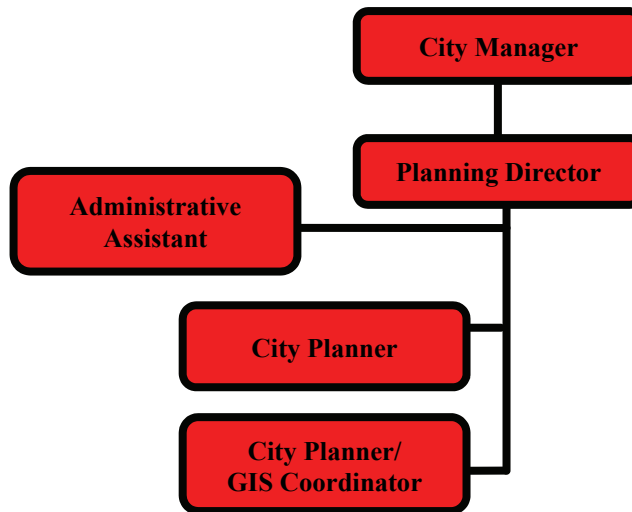
Other areas the Department is responsible for include:

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

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2011-2012 ACHIEVEMENTS

- Completed update for R-1, related to minimum lot size and intensity of use.
- Implemented the Building Standards Commission and programs related to structural conditions.
- Conducted workshops on Thoroughfare Plan and the "T" Overlay.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Assist city, county and other regional stakeholders with improving the quality of GIS data.
 - Ongoing.
- Study and update the City's zoning ordinance, Comprehensive Plan, and Thoroughfare Plan.
 - Ongoing.
- Study and update the City's ordinances and policies as they relate to Mobile Home Parks, Night Clubs and Taverns, and Signs.
 - Ongoing.

- Work with regional stakeholders on sustainable development opportunities.
 - Ongoing.
- Continue to review and pursue all eligible grant opportunities.
 - Ongoing.
- Revise the City’s parking codes.
 - Ongoing.
- Update the City’s sign ordinance.
 - Ongoing.

FY 2012-2013 OBJECTIVES

- Assist city, county and other regional stakeholders with improving the quality of GIS data.
- Study, evaluate and review opportunities to improve departmental process, procedure and product.
- Explore opportunities for aesthetic enhancements throughout the community.
- Work with regional stakeholders on sustainable development opportunities.
- Develop flood hazard mitigation strategies.
- Provide mechanisms for improving quality of life for all citizens, through safe housing programs.

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
Number of full time employees	4	4	4	4	4
OUTPUTS:					
# of subdivision requests processed	30	11	10	25	30
# of zoning cases processed	15	17	15	18	25
# of conditional use requests processed	3	0	1	0	1
# of annexations processed	1	1	1	1	1
# of business licenses processed	100	100	100	102	110
EFFECTIVENESS:					
% of applications approved	New	New	New	95%	95%
% of applications completed within time limits	New	New	New	100%	100%
EFFICIENCY:					
# of plan reviews	New	New	New	25	35

506 - DEVELOPMENT & PLANNING

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	217,100	215,078	238,600	119,790	247,100	250,700
002 Overtime	500	393	500	152	400	400
003 Worker's Compensation	2,200	2,605	3,100	2,899	3,100	3,400
004 Health Insurance	18,400	16,822	17,900	8,458	17,900	15,900
005 Social Security	16,600	15,958	18,300	9,050	18,900	19,200
006 Retirement	28,100	27,777	32,000	15,766	33,100	34,500
TOTAL PERSONNEL SERVICE	282,900	278,633	310,400	156,115	320,500	324,100
SUPPLIES						
010 Office	7,500	4,883	4,000	2,788	5,000	6,000
012 General	2,700	2,361	2,700	990	2,400	2,700
TOTAL SUPPLIES	10,200	7,244	6,700	3,778	7,400	8,700
MAINTENANCE						
022 Equipment	5,500	4,100	5,500	3,200	6,100	7,200
TOTAL MAINTENANCE	5,500	4,100	5,500	3,200	6,100	7,200
INSURANCE						
030 Property/Liability	2,500	2,143	2,700	2,317	2,700	2,700
TOTAL INSURANCE	2,500	2,143	2,700	2,317	2,700	2,700
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,100	1,415	1,500	790	1,400	1,500
042 Travel and Training	4,500	3,343	4,500	1,524	6,000	6,000
045 Telephone	3,500	1,826	3,000	662	1,500	2,000
TOTAL SERVICES	9,100	6,584	9,000	2,976	8,900	9,500
MISCELLANEOUS						
091 Advertising	2,500	2,334	2,500	441	2,000	2,500
092 Professional Fees	6,500	7,471	6,500	470	6,500	7,000
603 Dell Computer Lease - Prin	100	78	0	0	0	0
604 Dell Computer Lease - Int	0	6	0	0	0	0
TOTAL MISCELLANEOUS	9,100	9,889	9,000	911	8,500	9,500
FIXED ASSETS						
705 Equipment	0	0	5,000	0	5,000	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	5,000	0	5,000	0
GRAND TOTAL	319,300	308,593	348,300	169,297	359,100	361,700

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, 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 is charged 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 and, like permitting, most requests are processed within 24 hours.

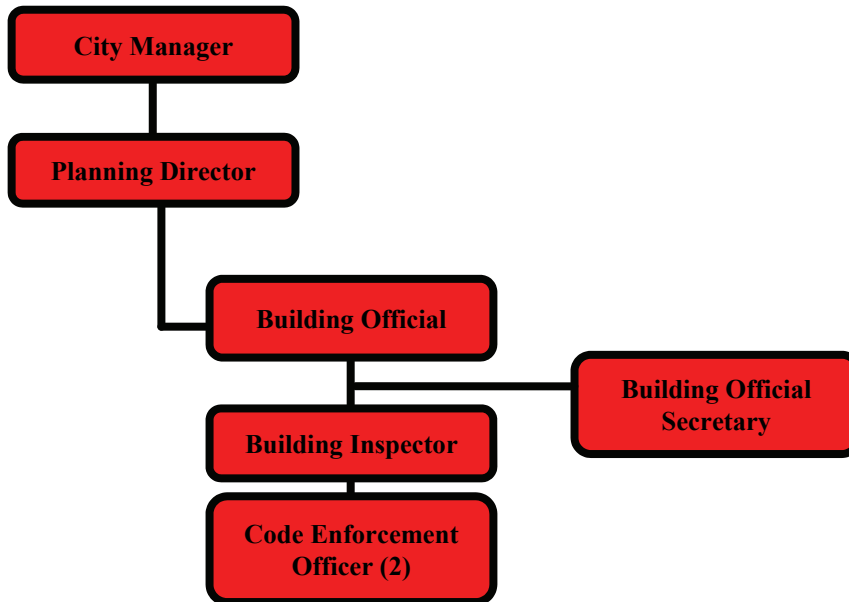
Variances

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 2011-2012 ACHIEVEMENTS

- Continued to implement aggressive enforcement of junked vehicles, tall grass and weeds, trash in yards, and other nuisances within the City.
- Collected all alcohol fees from applicable local businesses for the year.
- Code Enforcement personnel attended training to advance the department.
- Staff meetings were held to foster communication and address pertinent challenges.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Promptly address all complaints while educating citizens on City ordinances.
 - Ongoing.
- Continue to provide quality training to staff.
 - Ongoing.
- Update ordinances to give Code Enforcement staff greater flexibility in addressing violations.
 - Ongoing.
- Aggressively target junk or abandoned vehicles.
 - Ongoing.
- Implement GIS controls into the Code Enforcement process.
 - Ongoing.

FY 2012-2013 OBJECTIVES

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

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	4	4	4	4	5
OUTPUTS:					
# of building permits reviewed	1,000	1,479	1,400	1,400	1,450
# of variance requests processed	1	0	1	1	1
# of food dealer permits processed	100	94	96	106	110
# of code violation notices	1,500	980	1,000	1,300	1,500
# of residential permits issued	New	New	New	180	190
# of commercial permits issued	New	New	New	45	50
Construction value (in thousands)	\$75,000	\$144,518	\$140,000	\$50,000	\$65,000
EFFECTIVENESS:					
# of days to review residential/commercial permits	New	New	New	1	1
# of days to review new commercial permits	New	New	New	14	14
# of structures found to be substandard	New	New	New	26	60
EFFICIENCY:					
% of substandard structures demolished	New	New	New	50%	80%
% of inspections made on request date	New	New	New	100%	100%

507 - CODE ENFORCEMENT

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	171,700	174,886	176,800	112,388	209,100	254,200
002 Overtime	300	0	300	0	300	300
003 Worker's Compensation	2,500	2,605	3,100	2,899	3,100	4,300
004 Health Insurance	17,600	17,139	17,800	8,790	17,800	19,900
005 Social Security	13,200	12,973	13,500	8,425	16,000	19,500
006 Retirement	22,200	22,286	23,700	14,822	28,000	34,900
TOTAL PERSONNEL SERVICE	227,500	229,889	235,200	147,324	274,300	333,100
SUPPLIES						
010 Office	7,500	6,450	4,500	2,506	5,000	6,000
011 Vehicle	3,500	3,860	4,800	2,172	4,500	5,000
012 General	1,500	1,382	1,000	567	1,200	2,000
TOTAL SUPPLIES	12,500	11,692	10,300	5,245	10,700	13,000
MAINTENANCE						
020 Vehicle	3,500	3,382	2,000	1,758	3,000	3,500
022 Equipment	3,000	2,953	3,000	3,192	4,000	4,000
TOTAL MAINTENANCE	6,500	6,335	5,000	4,950	7,000	7,500
INSURANCE						
030 Property/Liability	3,000	2,158	2,600	2,312	2,600	3,400
TOTAL INSURANCE	3,000	2,158	2,600	2,312	2,600	3,400
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	1,028	1,000	526	1,000	1,500
042 Travel and Training	5,500	3,753	5,500	2,865	5,500	6,000
045 Telephone	3,500	1,793	3,000	622	1,500	2,500
086 Nuisance Abatement	28,000	9,995	50,000	15,323	30,000	60,000
TOTAL SERVICES	38,500	16,569	59,500	19,336	38,000	70,000
MISCELLANEOUS						
092 Professional Fees	48,100	48,041	56,800	28,436	56,800	56,900
603 Dell Computer Lease - Prin	200	156	0	0	0	0
604 Dell Computer Lease - Int	0	12	0	0	0	0
TOTAL MISCELLANEOUS	48,300	48,209	56,800	28,436	56,800	56,900
FIXED ASSETS						
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	0	0	0	0
GRAND TOTAL	336,300	314,852	369,400	207,603	389,400	483,900

FIRE DEPARTMENT

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

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

The Operations Division of the Harker Heights Fire Department provides professional fire suppression and rescue. The Operations Division is also responsible for providing advanced emergency medical care for the sick and injured. These services are provided twenty-four (24) hours a day, seven (7) days a week, with two front line state-of-the-art mobile intensive care unit ambulances with one additional ambulance in ready/reserve. The fleet also includes one Quint “ladder” truck, one front line Class “A” pumper with one Class “A” pumper in reserve, a mobile command center, two brush trucks, two boats and two administration vehicles. The Operation Division responds to over 3,600 emergency calls per year.

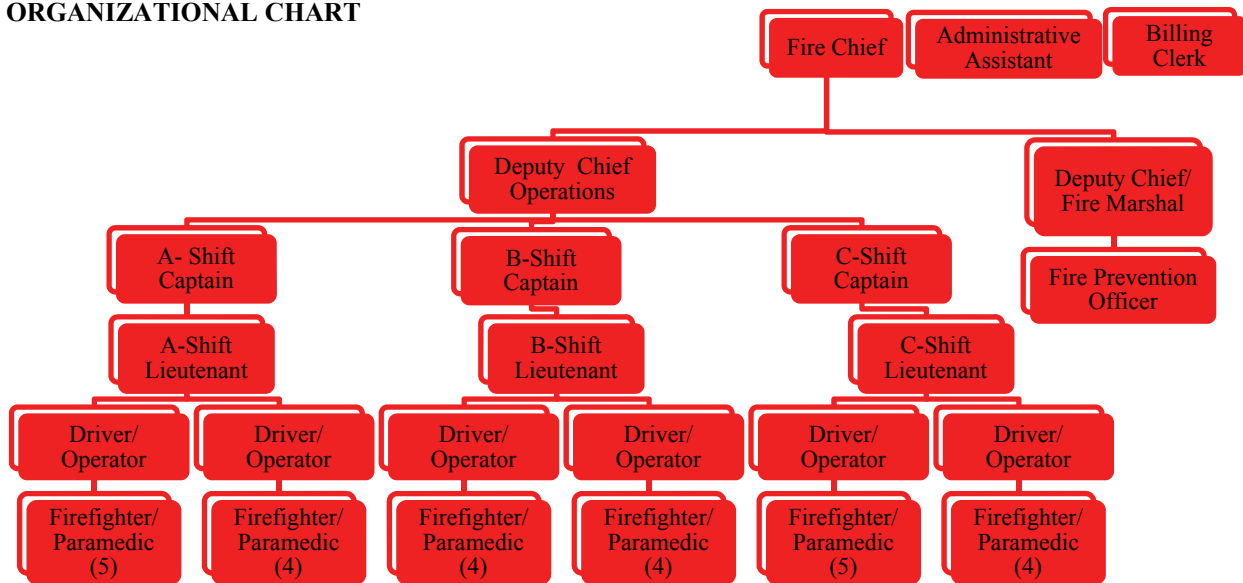
The Fire Prevention Division is staffed with one Deputy Chief/Fire Marshal and one Investigator/Inspector Officer. The duties of the Fire Marshal’s office include fire prevention, fire and arson investigation, fire inspections, emergency management, and community services. This Division provides business fire inspections, determination of the cause of fires, training of fire prevention for local businesses and schools, and assists emergency management and disaster training for the entire City. The Fire Prevention Division completes over 500 inspections a year and investigates all suspicious fires.

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

GOALS AND OBJECTIVES

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

ORGANIZATIONAL CHART



CURRENT STAFFING LEVELS

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

FY 2011-2012 ACHIEVEMENTS

- New ambulance put into service mid-year to replace aging unit (2003 model ambulance).
- The department was able to put on or sponsor multiple classes for personnel. These included Driver Operator, Instructor, Fire Officer, cadaver labs and specialized urban/wildland interface classes.
- Performed Emergency management training classes and exercises with City personnel and department staff. Updated current Emergency Management Plans and Annex's.
- Continued to perform major upgrades and repairs on fire stations. This included repairing the entire roof at Central Fire Station.
- Initiated installation of Opticom traffic control system on newly installed traffic lights in the City.
- Increased or added fire certifications (Fire Officer 1 & 2, Driver Operator, Instructor) on over 23% of staff.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Continue to research and apply for Local, State and Federal Grants for training, equipment and personnel. These grants would include the Assistance to Firefighter Grant (AFG) and Staffing for Adequate Fire and Emergency Response (SAFER) Grant.
 - The Department applied for a Mobile Intensive Care Unit ambulance under the Assistance to Firefighter grant in September of 2011. This grant was denied. The Department received funding from the 2008 SAFER grant in October 2009 for 5 firefighter/paramedics. We are currently in year 3 of this 5 year grant program.
- Integrate Medical Director and medical residents into medical training program.
 - The department has integrated training with the new medical director to include in house training with medical residents. This training includes specialized classes as well as normal case reviews.
- Update current Mobile Data Terminals in emergency units with wireless telephone communications systems.
 - The department updated the current mobile data terminals (MDT) with wireless telephone communications systems. The wireless telephone systems allow a much faster and reliable transfer of critical information to the MDT's in the field.

- GPS all fire hydrants within the city limits and have this and other pertinent data available on demand via MDT's to responding emergency units.
 - We have GPS location on approximately 75% of all fire hydrants within the city. The department is still verifying each hydrant location and this portion of the project will be completed by the end of the 2013 fiscal year. The hydrant locations have been added into the map system and will be available for MDT's in November 2012.
- Obtain funding for a Mobile Intensive Care Unit ambulance to replace units within the aging fleet.
 - The department has been authorized to purchase an ambulance in the second quarter of the 2012-13 fiscal year.
- Purchase of Key Secure system for Knox Box keys to increase security of the Knox Entry System.
 - All units that are assigned Knox Box keys have been equipped with the Key Secure system. This system limits the chances of losing a key as well as monitors use of all Knox Box keys.
- Replace equipment and update policies for confined space entries.
 - The department has purchased (3) confined space entry monitors and (2) air sample pumps. We are currently working with other departments on updating policies.

FY 2012-2013 OBJECTIVES

- Research the purchase of land and equipment as well as staffing for Fire Station #3.
- Research the cost and benefits of renovating and enlarging Central Fire Station.
- Continue to replace aging fleet with the main priority on ambulances and fire engines.
- Increase professional development of all employees with emphasis on leadership of officers.
- Continue to research and apply for Local, State and Federal Grants for training, equipment and personnel.

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees – field	38	38	38	38	38
# of full time employees – administrative	5	5	5	5	5
# of part time employees – administrative	1	1	1	1	1
# of firefighter/paramedics	40	40	40	41	41
# of firefighter/EMTs	2	2	3	1	1
# of master/advanced/intermediate firefighters	4/16/7	4/13/12	4/15/9	3/15/9	3/16/8
OUTPUTS:					
# of fire incident responses	680	620	650	680	680
# of Emergency Medical Service responses	2,700	2,501	2,600	2,984	3,100
# of fire inspections	550	560	550	502	600
# of fire prevention presentations	New	New	New	10	15
Total attendance at fire prevention presentation	New	New	New	1,798	2,100
EFFECTIVENESS:					
Average response time – fire rescue (include non-emergency)	5:00	5:12	5:12	5:29	5:00
Average response time – Emergency Medical Service	5:00	5:36	5:36	5:40	5:30
EFFICIENCY:					
% of ambulance billing collections	55%	42%	50%	37%	45%
% of budget compared to assessed property value	0.262%	0.236%	0.257%	0.239%	0.254%
Retention rate	93%	86%	91%	86%	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 6%	In top 6%	In top 6%	In top 6%	In top 6%

508 - FIRE ADMINISTRATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	280,800	279,678	290,600	138,904	282,600	298,200
002 Overtime	200	459	600	0	300	600
003 Worker's Compensation	2,500	3,291	3,500	3,262	3,500	3,800
004 Health Insurance	23,400	23,652	24,600	10,996	24,600	20,800
005 Social Security	21,500	20,830	22,300	10,125	21,600	22,900
006 Retirement	36,300	34,971	39,000	17,337	37,900	41,000
TOTAL PERSONNEL SERVICE	364,700	362,881	380,600	180,624	370,500	387,300
SUPPLIES						
010 Office	7,300	7,428	7,400	4,444	7,400	7,900
012 General	2,000	2,409	2,500	652	2,000	1,500
TOTAL SUPPLIES	9,300	9,837	9,900	5,096	9,400	9,400
MAINTENANCE						
021 Building	13,200	12,001	12,100	4,719	11,700	11,700
022 Equipment	200	110	200	60	100	200
023 Ground	200	0	200	0	100	200
TOTAL MAINTENANCE	13,600	12,111	12,500	4,779	11,900	12,100
INSURANCE						
030 Property/Liability	24,000	23,583	28,900	25,127	25,500	29,500
TOTAL INSURANCE	24,000	23,583	28,900	25,127	25,500	29,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	36,000	29,789	33,800	14,058	31,000	31,800
041 Dues and Subscriptions	5,300	5,377	7,300	5,916	7,700	7,500
042 Travel and Training	5,500	5,150	7,200	3,007	7,200	8,100
045 Telephone	10,500	8,549	8,700	4,378	8,700	9,200
070 Other Expense (Grants)	0	0	0	0	0	0
075 LEOSE Training	1,100	1,005	0	0	0	0
102 Medical Director Contract	32,300	8,996	8,000	0	6,600	31,500
104 Fire Prevention	2,500	1,742	3,700	3,474	3,700	3,100
105 Safety Training	2,700	1,686	2,400	1,447	2,200	2,100
TOTAL SERVICES	95,900	62,294	71,100	32,280	67,100	93,300
MISCELLANEOUS						
601 Xerox Lease - Prin	800	832	900	455	900	1,100
602 Xerox Lease - Int	300	316	200	119	200	100
603 Dell Computer Lease - Prin	200	156	0	0	0	0
604 Dell Computer Lease - Int	0	12	0	0	0	0
605 Dell Server Lease - Prin	0	0	0	0	0	0
606 Dell Server Lease - Int	0	0	0	0	0	0
607 AT&T Lease - Prin	900	856	0	0	0	0
608 AT&T Lease - Int	0	10	0	0	0	0
TOTAL MISCELLANEOUS	2,200	2,182	1,100	574	1,100	1,200
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	16,000	0
705 Equipment	0	97,100	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	2,900	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	97,100	0	0	18,900	0
GRAND TOTAL	509,700	569,988	504,100	248,480	504,400	532,800

509 - FIRE & EMS OPERATIONS

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	1,957,500	1,969,734	2,017,300	966,529	1,919,700	2,065,100
002 Overtime	85,000	80,916	87,000	37,412	87,000	90,000
003 Worker's Compensation	20,000	25,401	30,600	28,269	30,600	33,200
004 Health Insurance	169,100	164,753	177,000	81,003	177,000	153,300
005 Social Security	156,300	151,319	161,000	73,961	153,500	164,900
006 Retirement	264,100	262,891	281,600	132,377	268,500	295,800
TOTAL PERSONNEL SERVICE	2,652,000	2,655,014	2,754,500	1,319,551	2,636,300	2,802,300
SUPPLIES						
011 Vehicle	50,000	65,098	75,000	32,788	69,800	77,200
012 General	48,000	50,353	48,000	25,578	49,300	5,300
013 Equipment	16,600	13,546	16,000	482	13,800	14,600
014 Uniforms	28,000	27,998	31,500	20,652	31,500	28,100
029 Medical	0	0	0	0	0	44,300
TOTAL SUPPLIES	142,600	156,995	170,500	79,500	164,400	169,500
MAINTENANCE						
020 Vehicle	30,000	34,998	30,000	22,338	34,900	35,000
022 Equipment	13,500	13,344	14,500	4,821	13,300	14,400
TOTAL MAINTENANCE	43,500	48,342	44,500	27,159	48,200	49,400
SERVICES						
042 Travel and Training	30,000	21,334	30,000	6,436	30,000	30,000
070 Other Expense (Grants)	0	0	0	0	0	0
TOTAL SERVICES	30,000	21,334	30,000	6,436	30,000	30,000
MISCELLANEOUS						
603 Dell Computer Lease - Prin	200	234	0	0	0	0
604 Dell Computer Lease - Int	0	18	0	0	0	0
611 Ambulance Lease - Prin	0	0	0	0	0	0
612 Ambulance Lease - Int	0	0	0	0	0	0
613 Quint Fire Truck Lease - Prin	81,200	81,241	84,200	84,179	84,200	0
614 Quint Fire Truck Lease - Int	6,000	5,982	3,000	3,044	3,000	0
TOTAL MISCELLANEOUS	87,400	87,475	87,200	87,223	87,200	0
FIXED ASSETS						
705 Equipment	0	0	7,000	20,478	29,500	33,700
707 Vehicles	0	0	193,000	0	192,800	193,000
TOTAL FIXED ASSETS	0	0	200,000	20,478	222,300	226,700
GRAND TOTAL	2,955,500	2,969,160	3,286,700	1,540,347	3,188,400	3,277,900

PUBLIC LIBRARY

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

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

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

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

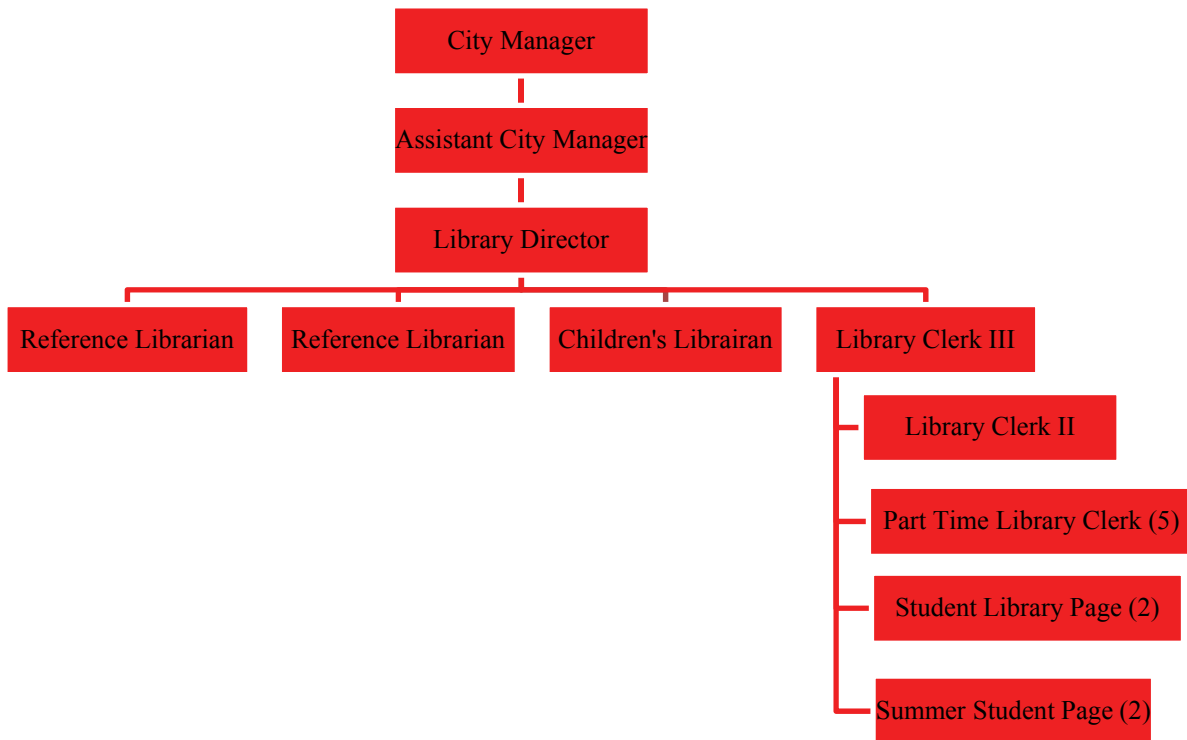
GOALS AND OBJECTIVES

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

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

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

ORGANIZATIONAL CHART



FY 2011 - 2012 ACHIEVEMENTS

- Received the 2011 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director's Association.
- Migrated to new Atrium Integrated Library System with increased services for patrons.
- Planned and implemented cooperative programs with area schools, King Arthur Flour, Central Texas Library System, and others to provide programs such as Community Bake, Science Rocks Trailblazer visit, and more.
- Completed updated inventory for entire collection, deleted lost titles, and began process of reordering materials that will be of use to our patrons.
- Reorganized the Teen Volunteer Program and implemented efficient and meaningful experiences for teen volunteers.

PROGRESS ON FY 2011 - 2012 OBJECTIVES

- Form partnerships to provide programming and services to our patrons.
 - Worked with area groups and individuals to provide excellent programs. For example, we worked with the King Arthur Bread Company, the area elementary and middle schools, and the local Food Care Center to provide a week long Community Bake event including eight school presentations, one evening family presentation, and an entire weekend day of baking related programs for all ages. Area children baked and donated over 600 loaves of bread to the local Food Care Center. In addition to this large program, the Library has partnered with individual trainers to provide yoga, scrapbooking, and

more programs of interest. The Library worked with Central Texas College to provide GED and ESL classes not only during the year but also throughout the summer. The Library also partnered with the Central Texas Library System to provide the Science Rocks Trailblazer Trailer visit.

- Develop in-library programs and training to meet the ever-changing needs of our population.
 - Specifically designed continual health related programs such as Yoga After Dark, the Alternative Health Fair, and Low Fat-Low Cholesterol Pizza Bake to meet the needs of health conscious populations. Provided new Home School programs for the ever growing home school family populations.
- Develop improved non-fiction collections.
 - Implemented a complete updated inventory of all collections; began process of weeding older non-fiction collections; purchased new reference materials to include the last print Encyclopedia Britannica and added online access to Encyclopedia Britannica; and provided targeted collection development for applied sciences by purchasing 283 titles specifically for health related issues.
- Continue to investigate website and technologies as means to disseminate information and provide materials and services.
 - Began implementing the new Technology Plan; worked with IT Department to update website as the entire City transitioned to a new website format; began work with IT department to provide for our patrons a new “Virtual Library” that will allow patrons 24/7 access to a variety of materials; and utilized blog for current information dissemination - blog views increased 61%.

FY 2012 - 2013 OBJECTIVES

- Provide innovative programming for early childhood education.
- Implement staff training checklist and provide meaningful training experiences that will result in improved interactions with patrons.
- Continue to improve non-fiction collections.
- Continue to investigate electronic resource access.
- Migrate to new Inter Library Loan system.

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 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	75,000	71,803	73,000	70,701	70,000
# of in-Library programs held	New	New	New	707	700
# of program attendance in-Library	New	New	New	19,464	20,000
# of electronic resources viewed	New	New	New	4,042	5,000
# of print titles circulated	130,000	146,130	147,000	148,065	150,000
Total circulation	130,000	146,130	147,000	152,117	155,000
# of print materials renewed	8,900	20,488	10,000	17,536	17,000
# of print materials purchased	4,200	5,257	5,000	4,602	5,000
Donations added	500	1,352	1,000	3,410	2,500
Computer usage	36,000	41,113	40,000	48,445	45,000
# of times directional assistance given	5,000	6,220	5,000	5,660	5,500
# of reference questions	12,000	16,266	15,000	18,448	19,000
EFFECTIVENESS:					
% increase in materials circulation	New	New	New	1.3%	1.2%
% increase in computer usage	New	New	New	17%	5%
% increase in reference assistance	New	New	New	23.4%	3%
EFFICIENCY:					
Average daily walk-in visits	New	New	New	235	230
# of reference/information transactions handled per FTE	New	New	New	1,757	1,620

515 - LIBRARY

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	315,800	312,455	326,400	159,350	324,800	335,300
002 Overtime	500	0	500	39	200	300
003 Worker's Compensation	6,000	8,467	7,500	6,886	7,500	8,100
004 Health Insurance	21,800	21,807	22,500	12,928	26,000	23,000
005 Social Security	24,200	23,573	25,000	12,032	24,900	25,700
006 Retirement	40,900	30,849	43,700	16,631	43,500	46,100
TOTAL PERSONNEL SERVICE	409,200	397,151	425,600	207,866	426,900	438,500
SUPPLIES						
010 Office	8,700	8,687	8,700	3,738	10,000	11,700
012 General	8,000	8,792	10,000	4,312	10,000	10,000
TOTAL SUPPLIES	16,700	17,479	18,700	8,050	20,000	21,700
MAINTENANCE						
021 Building	6,000	6,735	8,000	1,908	12,400	9,400
022 Equipment	3,000	2,437	3,000	1,567	3,000	3,700
023 Ground	0	0	0	0	0	0
TOTAL MAINTENANCE	9,000	9,172	11,000	3,475	15,400	13,100
INSURANCE						
030 Property/Liability	6,500	6,633	6,100	5,412	5,500	6,300
TOTAL INSURANCE	6,500	6,633	6,100	5,412	5,500	6,300
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	50,000	29,715	35,000	14,570	35,000	35,000
041 Dues and Subscriptions	2,600	1,362	2,200	1,117	2,200	3,400
042 Travel and Training	4,000	2,155	4,000	356	3,000	3,500
045 Telephone	2,000	1,343	1,500	(66)	800	1,500
046 Equipment Rental	1,000	919	1,000	0	1,000	1,100
047 Contract Labor	5,000	4,575	5,000	981	5,000	5,000
070 Other Expense (Grants)	8,000	8,339	2,000	0	0	0
TOTAL SERVICES	72,600	48,408	50,700	16,958	47,000	49,500
MISCELLANEOUS						
091 Advertising	4,000	3,937	2,500	728	4,000	4,200
601 Xerox Lease - Prin	1,700	1,657	1,900	905	1,900	1,900
602 Xerox Lease - Int	600	629	400	238	400	400
603 Dell Computer Lease - Prin	200	195	0	0	0	0
604 Dell Computer Lease - Int	0	15	0	0	0	0
605 Dell Server Lease - Prin	0	0	0	0	0	0
606 Dell Server Lease - Int	0	0	0	0	0	0
607 AT&T Lease - Prin	700	642	0	0	0	0
608 AT&T Lease - Int	0	7	0	0	0	0
TOTAL MISCELLANEOUS	7,200	7,082	4,800	1,871	6,300	6,500
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	1,800
706 Furniture and Fixtures	0	0	0	0	0	0
708 Board Purchases	0	0	0	0	0	0
709 Books	70,000	67,891	77,000	41,082	77,000	85,500
TOTAL FIXED ASSETS	70,000	67,891	77,000	41,082	77,000	87,300
GRAND TOTAL	591,200	553,816	593,900	284,714	598,100	622,900

PARKS AND RECREATION

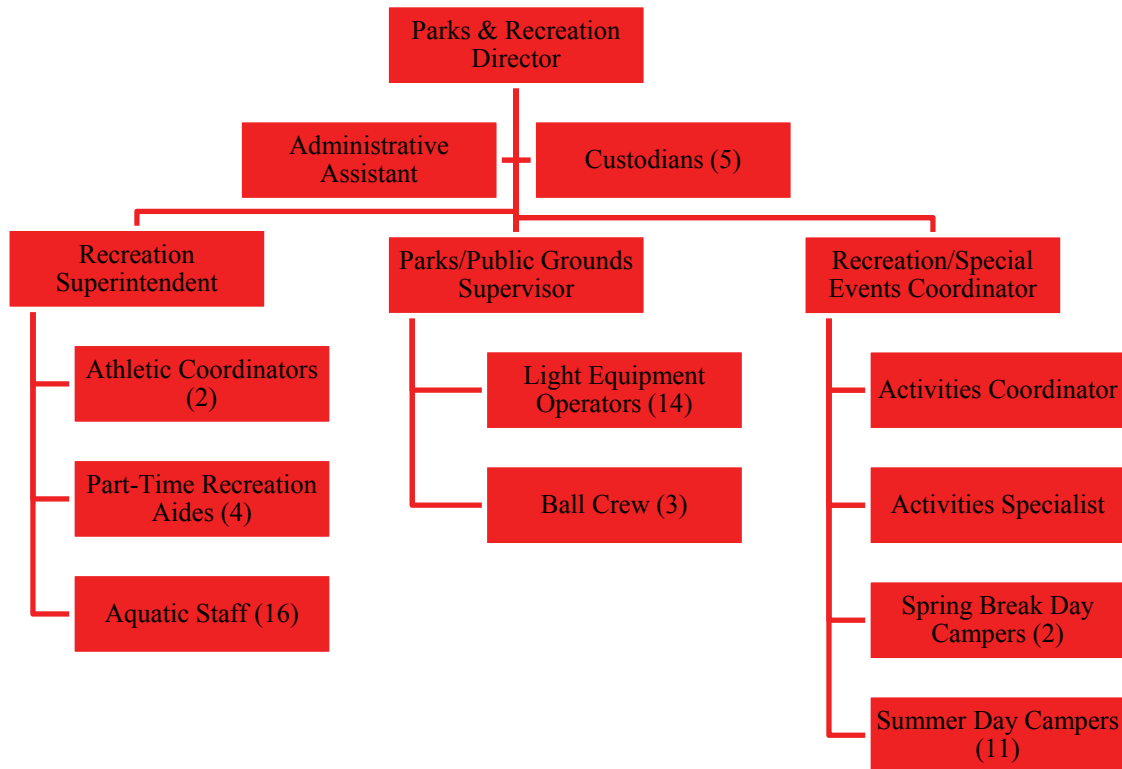
The Parks and Recreation Department is comprised of a Director of Parks and Recreation, an Administrative Assistant a Recreation Superintendent, two Athletic Coordinators, a Recreation-Events Coordinator, an Activities Coordinator, an Activities Specialist, a Parks & Public Grounds Supervisor, fourteen 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 ball field maintenance.

GOALS AND OBJECTIVES

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

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

ORGANIZATIONAL CHART



FY 2011-2012 ACHIEVEMENTS

- Developed archery program within the adaptive sports program.
- Increased overall Athletic program participation numbers.
- Successfully opened Purser Family Park.

- Began the construction of Goode-Connell Park and Summit Soccer Complex.
- Received USOC Paralympics grant.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Coordinate the construction of the Goode-Connell Park.
 - Ongoing; construction expected completion is February 2013
- Coordinate the construction of Summit Soccer Complex Phase 3.
 - Ongoing; construction expected completion is February 2013
- Coordinate and develop additional community based programs.
 - Successfully enhanced the Tree City USA, Farmer's Market, Make a Difference Day, City Wide Garage Sale, Lemonade Day, Community Clean Up Day, Earth Day, Arbor Day, and Knight Park Watch Programs.
- Coordinate the development of additional Super Hero and Adaptive programs.
 - Successfully incorporated the Archery and Bocce Ball activities into the programs.

FY 2012-2013 OBJECTIVES

- Coordinate the construction of Goode-Connell Park
- Coordinate the construction of Summit Soccer Phase 3.
- Coordinate the concept plan design for Comanche Gap property.
- Develop Marketing plan for department.



Purser Family Park

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	28	28	28	28	29
# of part time employees	4	4	4	4	4
# of seasonal employees (summer)	30	30	30	30	30
OUTPUTS:					
# of municipal acres maintained	230	233	233	233	233
# of ROW acres maintained	80	100	100	90	90
# of medians maintained	8	8	8	8	8
# of acres irrigated	135	145	155	140	140
# of playground units	5	6	6	6	7
# of recreation program participants	2,500	2,173	2,300	2,215	2,300
# of youth recreation programs provided	10	9	10	11	13
# of adult/senior recreation programs provided	15	33	35	32	35
# of special events provided	13	22	25	27	27
# of spring/summer day camp sessions	8	8	8	8	8
# of spring/summer day camp attendees	200	187	200	200	200
# of youth leagues/participants	8 / 3,500	10 / 3,606	10 / 3,700	14 / 3,420	14 / 3,806
# of adult leagues/participants	6 / 500	9 / 1,224	9 / 1,300	10 / 2,137	12 / 2,428
# of sports camps/participants	10 / 350	6 / 400	6 / 400	10 / 493	12 / 542
# of 5ks held/participants	3 / 900	3 / 690	3 / 800	4 / 1032	4 / 1135
EFFECTIVENESS:					
# of park rentals	New	New	New	317	332
# of activity center rentals	New	New	New	281	295
# of pool rentals	New	New	New	26	30
Public swim attendance	15,000	14,613	15,000	12,470	13,717
Swim lesson attendance	240	250	250	229	240
# of dive ins held	5	5	5	4	4
Dive in attendance	400	635	650	370	500
EFFICIENCY:					
# of acres maintained per full time lt. equipment employee	23.8	25.6	25.6	25.6	23.7
% of youth recreation programs conducted compared to services offered	New	New	New	100%	100%
% of adult/senior recreation programs conducted compared to services offered	New	New	New	80 %	90%

523 - PARKS & RECREATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	1,033,200	996,415	1,073,200	491,158	1,093,600	1,129,200
002 Overtime	8,000	1,587	8,000	0	8,000	8,000
003 Worker's Compensation	17,000	20,842	23,600	21,745	23,600	26,400
004 Health Insurance	116,000	100,676	113,400	53,777	108,000	101,200
005 Social Security	75,800	74,486	82,700	37,045	84,300	87,000
006 Retirement	128,100	110,067	138,000	58,828	147,400	149,500
TOTAL PERSONNEL SERVICE	1,378,100	1,304,073	1,438,900	662,553	1,464,900	1,501,300
SUPPLIES						
010 Office	8,000	7,531	8,500	3,746	8,500	8,500
011 Vehicle	20,000	33,410	35,000	17,028	35,000	35,000
012 General	10,000	5,655	7,000	5,503	7,000	7,000
013 Equipment	7,000	7,626	7,000	2,670	7,000	7,000
014 Uniforms	12,000	8,452	12,000	4,803	12,000	12,000
015 Recreational	8,000	6,214	6,500	3,645	6,500	6,500
016 Chemical	18,000	9,301	18,000	2,005	15,000	18,000
TOTAL SUPPLIES	83,000	78,189	94,000	39,400	91,000	94,000
MAINTENANCE						
020 Vehicle	6,500	3,935	6,500	1,315	8,000	6,500
021 Building	50,000	51,292	55,000	24,649	55,000	55,000
022 Equipment	12,000	8,146	12,000	3,463	12,000	12,000
023 Ground	50,000	45,241	45,000	28,268	45,000	70,000
TOTAL MAINTENANCE	118,500	108,614	118,500	57,695	120,000	143,500
INSURANCE						
030 Property/Liability	20,000	16,803	19,700	17,278	18,000	20,900
TOTAL INSURANCE	20,000	16,803	19,700	17,278	18,000	20,900
SERVICES						
035 Unemployment Payments	0	5,667	0	48	500	0
040 Utilities	75,000	87,122	85,000	46,122	85,000	85,000
041 Dues and Subscriptions	5,500	5,138	5,500	3,308	5,500	5,600
042 Travel and Training	8,000	5,733	7,000	5,748	7,000	7,000
045 Telephone	4,000	2,891	4,000	630	3,500	3,500
046 Equipment Rental	9,000	7,000	8,000	4,199	8,000	8,000
047 Contract Labor	0	0	0	0	0	0
059 Adaptive Sports	0	0	13,800	5,203	13,800	12,600
060 Tree City USA	0	0	10,000	313	10,000	10,000
061 Reimburse by Donations	2,000	6,238	2,000	889	2,000	2,000
065 Trophies and Awards	14,400	11,217	15,000	7,578	15,000	17,000
066 Uniforms and Equipment (Rec)	52,500	61,637	61,000	12,475	61,000	61,000
067 Parks and Recreation Programs	36,000	32,459	40,000	16,379	35,000	40,000
068 Team Travel	2,400	912	2,400	0	2,400	2,400
069 Adult Sports	8,000	6,249	8,000	2,485	7,000	8,000
070 Other Expense (Grants)	0	22,711	0	6,429	25,000	18,000
TOTAL SERVICES	216,800	254,974	261,700	111,806	280,700	280,100
MISCELLANEOUS						
091 Advertising	20,000	14,774	15,000	6,104	15,000	15,000
601 Xerox Lease - Prin	800	838	900	458	900	1,100
602 Xerox Lease - Int	300	311	200	116	200	100

523 - PARKS & RECREATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
603 Dell Computer Lease - Prin	200	195	0	0	0	0
604 Dell Computer Lease - Int	0	15	0	0	0	0
TOTAL MISCELLANEOUS	21,300	16,133	16,100	6,678	16,100	16,200
FIXED ASSETS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	1,735	4,100	0
705 Equipment	0	0	29,800	29,274	34,500	39,500
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	21,000	19,691	0	0	0	78,000
TOTAL FIXED ASSETS	21,000	19,691	29,800	31,009	38,600	117,500
GRAND TOTAL	1,858,700	1,798,477	1,978,700	926,419	2,029,300	2,173,500

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.

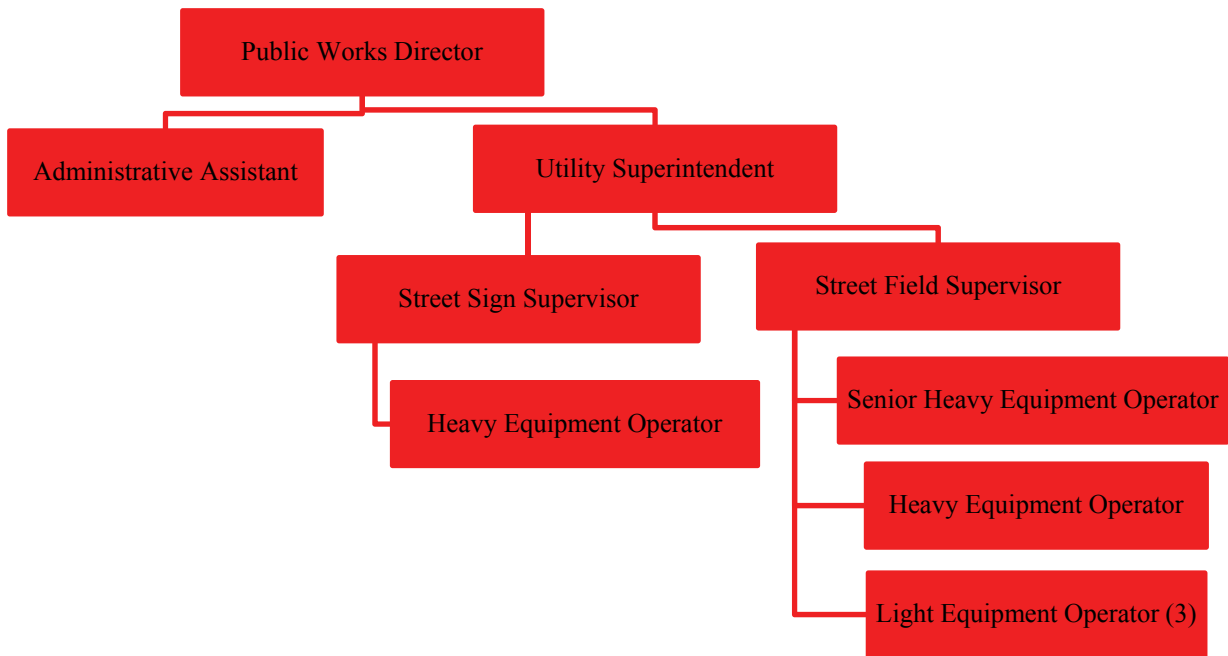
STREET DEPARTMENT

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 2011-2012 ACHIEVEMENTS

- Completed one (1) month of the annual Crack Seal Program. (16 lane miles)
- Completed a two (2) month Motor Grader program.
- Helped prepare and inspect the 2011 Street Improvement Program: Indian Trail from Osage to Central Texas Expressway
- Repaired recycled asphalt streets: Waco Trace, Pueblo Trace, and Yuron Trace.

- Repaired, resurfaced, and restriped 1,150 feet of Comanche Gap Road

PROGRESS ON FY 2011-2012 OBJECTIVES

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

FY 2012-2013 OBJECTIVES

- Continue the annual Crack Seal Program.
- Help prepare and inspect the 2012 Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace 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 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees:					
Public Works Administration	3	3	3	3	3
Street Department	7	7	7	7	7
OUTPUTS:					
# of street utility cuts	125	140	150	155	160
# of pot hole repairs	250	290	350	400	400
Miles of street reconstruction	3	3	4	3.5	4
Miles of crack sealing	18	19	25	16	16
Linear feet of sidewalk repair	225	225	225	0	100
EFFECTIVENESS:					
# of employees per square mile	2.5	3	3	3.8	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 2011-2012 ACHIEVEMENTS

- Applied herbicide to street curb and gutter, sidewalks, trimmed trees limbs obstructing signs and controlled algae in streets city wide.
- 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 citywide safety.

PROGRESS ON FY 2011-2012 OBJECTIVES

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

FY 2012-2013 OBJECTIVES

- Continue herbicide to street curb and gutter, sidewalks, trimmed trees limbs obstructing signs and controlled algae in streets city wide.
- 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 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
OUTPUTS:					
# of street signs installed	2,500	3,623	4,000	2,602	3,000
# of stop signs installed	1,000	1,999	2,000	1,239	2,500
# of yield signs installed	150	215	225	101	125
# of poles set	60	60	70	38	50
Linear feet of thermoplastic set	15	12	15	13	20
Gallons of herbicide sprayed	200	145	150	145	120
Miles of street swept	2,000	2,194	2,500	1,814	1,000
Miles of residential street swept	1,500	1,694	1,500	1,314	1,500
Miles of arterial and collector miles swept	500	500	500	500	500
EFFICIENCY:					
# of residential street sweeping cycles per year	2	1	2	2	2
# of arterial and collector street sweeping cycles per year	2	1	2	2	2

522- STREETS

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	338,800	351,716	354,600	179,613	358,900	369,500
002 Overtime	18,000	10,250	12,000	3,198	12,000	12,000
003 Worker's Compensation	5,200	6,187	7,500	6,886	7,500	9,000
004 Health Insurance	37,800	40,059	41,900	20,212	41,900	37,300
005 Social Security	27,300	27,034	28,000	13,538	28,400	29,200
006 Retirement	46,100	46,478	49,100	24,004	49,600	52,400
TOTAL PERSONNEL SERVICE	473,200	481,724	493,100	247,451	498,300	509,400
SUPPLIES						
010 Office	1,500	1,894	2,000	1,239	2,000	2,000
011 Vehicle	40,000	40,978	50,000	26,318	50,000	50,000
012 General	1,000	2,481	2,000	1,665	2,600	2,000
013 Equipment	8,000	8,023	8,000	4,140	8,000	8,000
014 Uniforms	7,500	5,161	7,500	3,886	7,500	7,500
TOTAL SUPPLIES	58,000	58,537	69,500	37,248	70,100	69,500
MAINTENANCE						
020 Vehicle	25,000	20,896	20,000	20,198	30,000	25,000
021 Building	2,000	1,399	2,000	1,976	2,500	2,000
022 Equipment	30,000	21,158	20,000	14,506	30,000	20,000
023 Ground	120,000	102,685	110,000	50,423	110,000	110,000
TOTAL MAINTENANCE	177,000	146,138	152,000	87,103	172,500	157,000
INSURANCE						
030 Property/Liability	6,000	5,123	6,400	5,531	6,000	7,200
TOTAL INSURANCE	6,000	5,123	6,400	5,531	6,000	7,200
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	205,000	221,393	205,000	125,510	255,000	255,000
041 Dues and Subscriptions	1,000	776	1,000	740	1,000	1,000
042 Travel and Training	5,000	4,633	5,000	2,109	5,000	5,000
045 Telephone	5,000	3,694	5,000	2,027	4,000	4,000
046 Equipment Rental	25,000	20,410	20,000	7,796	26,000	20,000
047 Contract Labor	10,000	6,057	10,000	125	8,000	8,000
TOTAL SERVICES	251,000	256,963	246,000	138,307	299,000	293,000
MISCELLANEOUS						
603 Dell Computer Lease - Prin	100	78	0	0	0	0
604 Dell Computer Lease - Int	0	6	0	0	0	0
607 AT&T Lease - Prin	400	428	0	0	0	0
608 AT&T Lease - Int	0	5	0	0	0	0
TOTAL MISCELLANEOUS	500	517	0	0	0	0
FIXED ASSETS						
701 Land and Improvements	0	0	100,000	1,000	99,600	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
707 Vehicles	0	0	192,000	0	187,200	0
TOTAL FIXED ASSETS	0	0	292,000	1,000	286,800	0
GRAND TOTAL	965,700	949,002	1,259,000	516,640	1,332,700	1,036,100

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.

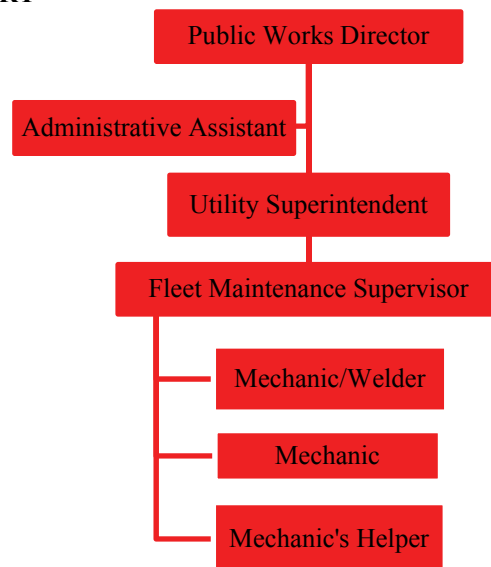
GOALS AND OBJECTIVES

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.

PROGRESS ON FY 2011-2012 OBJECTIVES

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

ORGANIZATIONAL CHART



FY 2011-2012 ACHIEVEMENTS

- Poured concrete slab for building extension.
- Purchased building for extending building.
- Purchased test equipment for better diagnostic on city equipment.
- Mechanics continuing education.
- Upgraded cordless drills and drill bits.

FY 2012-2013 OBJECTIVES

- Install brighter light bulbs in shop area.
- Extend Maintenance Building to accommodate large equipment.
- Update test equipment.
- Continue automotive education.
- Continue annual inspection of all city vehicles.

PERFORMANCE MEASURES

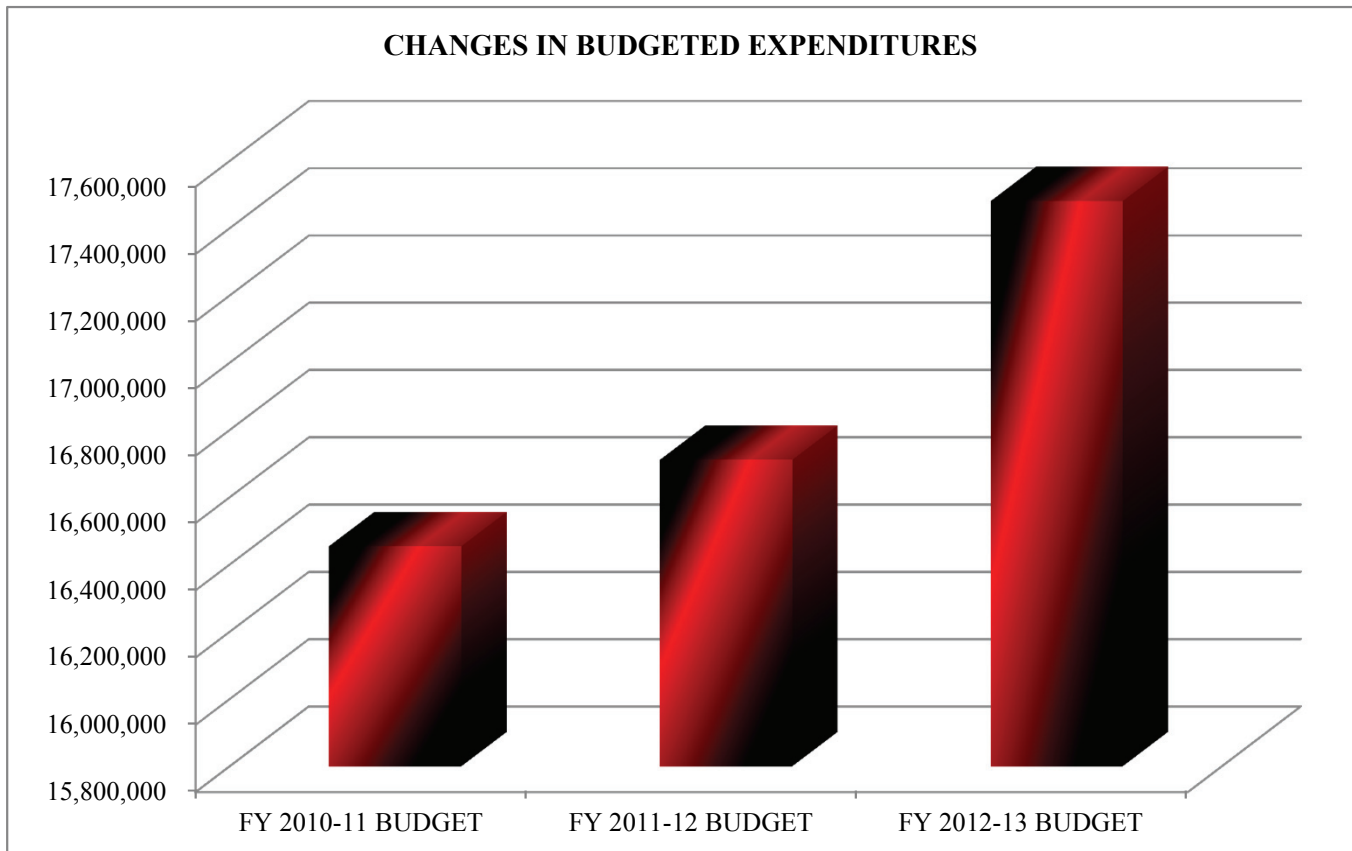
Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	4	4	4	4	4
OUTPUTS:					
# of fleet serviced (vehicles/equipment)	395	395	295	396	400
# of departments serviced	11	11	11	11	11
# of work orders completed	1,500	983	1,100	1,015	1,130
EFFECTIVENESS:					
Fleet units in operation	97%	97%	97%	97%	98%
# of vehicles per mechanic	98.75	98.75	73.75	99	100
EFFICIENCY:					
# of jobs completed per mechanic	375	245.75	275	253.75	282.5

525 - MAINTENANCE

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	152,900	154,983	159,100	79,496	159,100	163,900
002 Overtime	2,000	1,121	1,000	41	1,000	1,000
003 Worker's Compensation	2,500	2,605	3,100	2,899	3,100	3,400
004 Health Insurance	16,500	16,603	17,200	8,576	17,200	15,000
005 Social Security	11,800	11,859	12,200	6,072	12,200	12,600
006 Retirement	20,000	19,885	21,400	10,450	21,400	22,600
TOTAL PERSONNEL SERVICE	205,700	207,056	214,000	107,534	214,000	218,500
SUPPLIES						
010 Office	500	350	500	232	500	500
011 Vehicle	2,000	4,132	3,000	2,435	3,500	3,500
012 General	100	(1,989)	100	(1,498)	100	100
013 Equipment	5,000	4,725	6,200	1,174	5,000	5,000
014 Uniforms	3,000	2,727	3,000	1,797	3,000	3,000
TOTAL SUPPLIES	10,600	9,945	12,800	4,140	12,100	12,100
MAINTENANCE						
020 Vehicle	300	197	300	109	800	300
021 Building	500	451	500	271	500	500
022 Equipment	500	235	500	0	500	500
023 Ground	300	152	300	0	300	300
TOTAL MAINTENANCE	1,600	1,035	1,600	380	2,100	1,600
INSURANCE						
030 Property/Liability	2,500	2,146	2,700	2,317	2,500	2,700
TOTAL INSURANCE	2,500	2,146	2,700	2,317	2,500	2,700
SERVICES						
040 Utilities	3,000	1,184	2,000	1,278	2,000	2,000
041 Dues and Subscriptions	200	126	200	129	200	200
042 Travel and Training	1,000	1,034	2,500	13	1,000	2,500
045 Telephone	1,000	791	1,000	851	1,500	1,000
047 Contract Labor	500	0	0	0	0	0
TOTAL SERVICES	5,700	3,135	5,700	2,271	4,700	5,700
MISCELLANEOUS						
603 Dell Computer Lease - Prin	0	38	0	0	0	0
604 Dell Computer Lease - Int	0	3	0	0	0	0
607 AT&T Lease - Prin	200	214	0	0	0	0
608 AT&T Lease - Int	0	2	0	0	0	0
TOTAL MISCELLANEOUS	200	257	0	0	0	0
FIXED ASSETS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	1,133	1,100	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	0	1,133	1,100	0
GRAND TOTAL	226,300	223,574	236,800	117,775	236,500	240,600

**GENERAL FUND
STATEMENT OF EXPENDITURES**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
City Council Administration	174,700	163,285	188,600	118,365	187,300	195,100
Finance	1,430,100	1,641,656	1,451,900	705,821	1,525,500	1,490,200
Police	534,700	531,966	551,400	277,507	556,100	569,900
Courts	4,856,300	4,818,137	4,981,600	2,480,052	4,864,400	5,223,100
Development & Planning	983,100	956,947	946,200	463,060	932,800	954,000
Code Enforcement	319,300	308,593	348,300	169,297	359,100	361,700
Fire & EMS Administration	336,300	314,852	369,400	207,603	389,400	483,900
Fire & EMS Operations	509,700	569,988	504,100	248,480	504,400	532,800
Library	2,955,500	2,969,160	3,286,700	1,540,347	3,188,400	3,277,900
Parks & Recreation	591,200	553,816	593,900	284,714	598,100	622,900
Streets	1,858,700	1,798,477	1,978,700	926,419	2,029,300	2,173,500
Maintenance	965,700	949,002	1,259,000	516,640	1,332,700	1,036,100
Reserve for Personnel	226,300	223,574	236,800	117,775	236,500	240,600
Reimbursement:	10,000	5,051	10,000	3,051	10,000	10,000
Market Heights	610,000	631,680	705,000	632,316	632,300	750,000
Stillhouse Lake Road	130,000	127,577	0	0	0	0
The Ridge	0	0	0	0	0	0
Transfer to Fixed Assets	(337,100)	(600,366)	(850,200)	(266,290)	(470,900)	(751,000)
Transfer to Capital Projects	300,000	50,000	150,000	150,000	150,000	200,000
Transfer to Debt Service	0	250,000	0	0	0	110,000
GRAND TOTAL	16,454,500	16,263,395	16,711,400	8,575,157	17,025,400	17,480,700





**UTILITY
FUND**

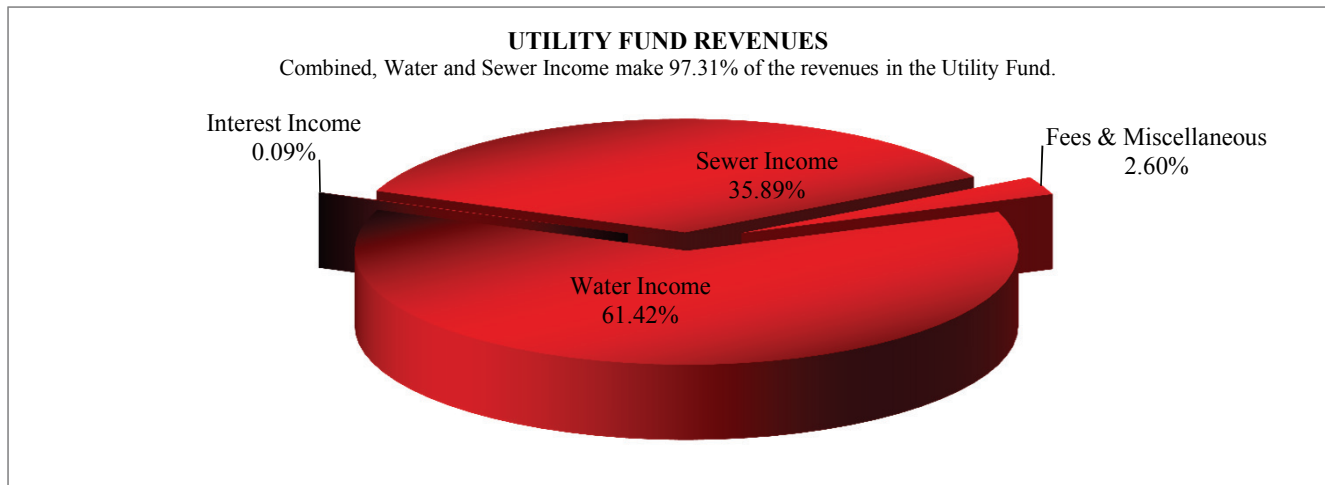
UTILITY FUND REVENUES

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
SALES						
001 Water Income	4,832,600	5,834,345	4,880,900	2,362,999	5,520,000	5,630,400
002 Sewer Income	2,949,000	3,233,344	2,978,500	1,518,336	3,225,000	3,289,500
007 Water Tap Fees	25,000	20,402	25,000	9,249	18,000	18,000
008 Sewer Tap Fees	0	3,619	0	2,884	3,000	0
009 Connect Fees	75,000	57,200	60,000	30,525	60,000	50,000
059 Water Supply Agreement	25,000	22,332	25,000	22,349	22,300	22,500
TOTAL SALES	7,906,600	9,171,242	7,969,400	3,946,342	8,848,300	9,010,400
MISCELLANEOUS						
005 Transfers, Turn On/Off	20,000	19,222	20,000	12,834	25,000	25,000
006 Penalties	100,000	101,970	110,000	48,735	100,000	100,000
010 Credit Card Fees	(15,000)	(22,251)	(18,000)	(14,703)	(30,000)	(35,000)
011 Online Payment Fees	34,000	38,600	45,000	20,638	45,000	45,000
015 Cash Over (Short)	0	(227)	0	(60)	0	0
020 Interest Income	25,000	6,897	10,000	4,003	8,000	8,000
021 Miscellaneous Income	8,000	7,500	8,000	2,940	8,000	8,000
022 Other Income	5,000	18,313	5,000	2,860	5,000	5,000
030 Insurance Proceeds	0	46,785	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
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL MISCELLANEOUS	177,000	216,809	180,000	77,247	161,000	156,000
TOTAL REVENUES	8,083,600	9,388,051	8,149,400	4,023,589	9,009,300	9,166,400
BEGINNING FUND BALANCE	2,642,403	2,789,416	3,032,048	3,760,627	3,760,627	4,252,327
INCREASE/DECREASE	241,100	971,211	16,000	752,210	491,700	178,400
ENDING FUND BALANCE	2,883,503	3,760,627	3,048,048	4,512,837	4,252,327	4,430,727

FUND BALANCE REQUIREMENT

\$ 1,659,500

(Three Month Operating Expense)

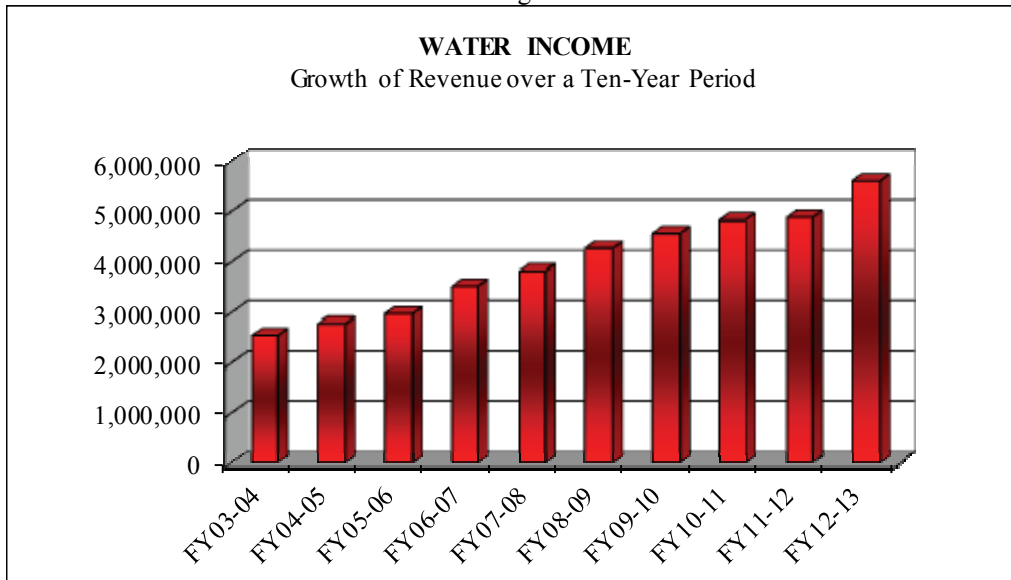


UTILITY FUND REVENUES

Revenue Assumptions

Water Income

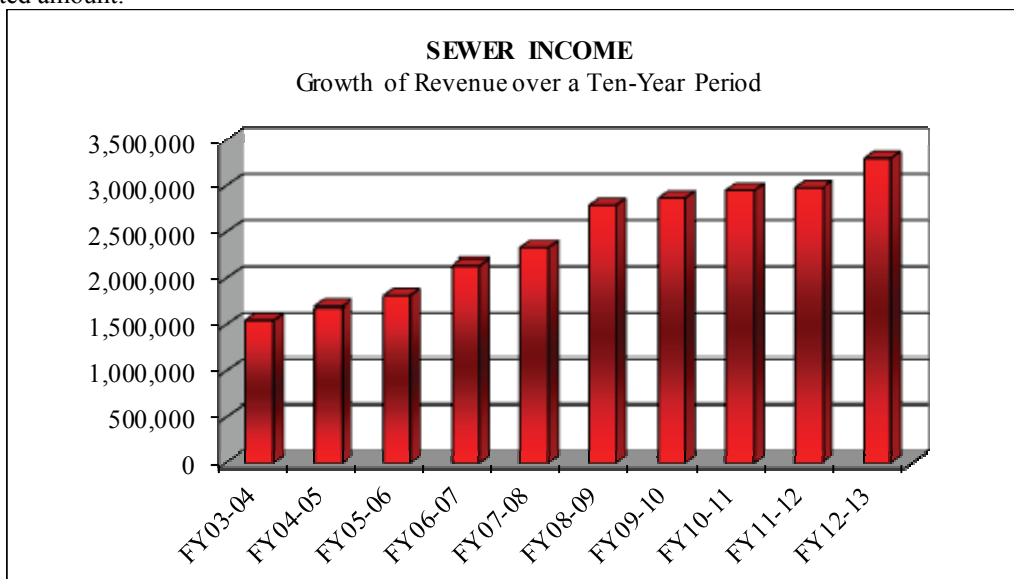
Water income is very elastic, and depends a great deal on what the weather does. A target for water income has been developed using historical income data. Water income for FY 2011-12 was budgeted at \$4,880,900. The amount budgeted in the FY 2012-13 budget is \$5,630,400 which is a \$110,400 increase from the \$5,520,000 projected for the prior fiscal year. There was no increase in water rates for the 2013 fiscal year however a 2% growth rate adjustment was made to assist in the calculation of the budgeted amount.



Water Income has increased \$3,078,500 since FY 03-04.

Sewer Income

The projected amount of \$3,225,000 for sewer income is \$246,500 higher than the budgeted amount of \$2,978,500. Billable gallons for sewer are computed based on water consumption. \$3,289,500 has been budgeted for the 2012-13 fiscal year. No rate increase was made however a 2% growth rate adjustment was made to assist in the calculation of the budgeted amount.



Sewer Income has seen an increase of \$1,739,500 over the last ten years.

Water & Sewer Tap Fees

The FY 2011-12 budget for water tap fees was \$25,000. For the 2012-13 fiscal year the water tap fee line item has been lowered to \$18,000 as the projection for the FY 2011 budget is also \$18,000. Sewer tap fees are again budgeted at zero. The projection of \$3,000 in revenues for the 2010-11 fiscal year and the actual amount of \$3,619 in 2010-11 leads us to feel that revenues collected here are not significant enough to budget a number yet. This assumption may change as more historical data is collected for the sewer tap line item.

Connect Fees

Based on water and sewer connect fees for new homes, the projected amount for FY 2011-12 is \$60,000. The budget for FY 2012-13 has been lowered to \$50,000 due to the slow down of construction in the area.

Water Supply Agreement

A new line item in FY 2010-11, the water supply agreement line item reflects payments received from Dog Ridge as part of an agreement to cover fixed costs incurred by the City while supplying water to the area. The proposed budget is set at \$22,500 which covers the fixed costs incurred by the City. This line item will continue to be reviewed as meter and waterlines are installed. At that time, additional charges will be implemented to cover maintenance and operations.

Miscellaneous

The total budgeted amount in FY 2011-12 for this category is \$180,000 and the amount budgeted for FY 2012-13 is \$156,000.

Online Payment Fees/Credit Card Fees – Although the online bill pay system remains popular, online payment fees are budgeted at \$45,000, the same as the prior year's budget because we feel that usage of it has it a plateau. Credit card fees have been raised to -\$35,000. This line item is used to record the cost of processing credit cards at City Hall, through our online bill pay system, and through credit card drafts. Payments are made to Electronic Transaction Systems on a monthly basis for the collection of the revenues from credit card payments and to electronically deposit the funds into our account.

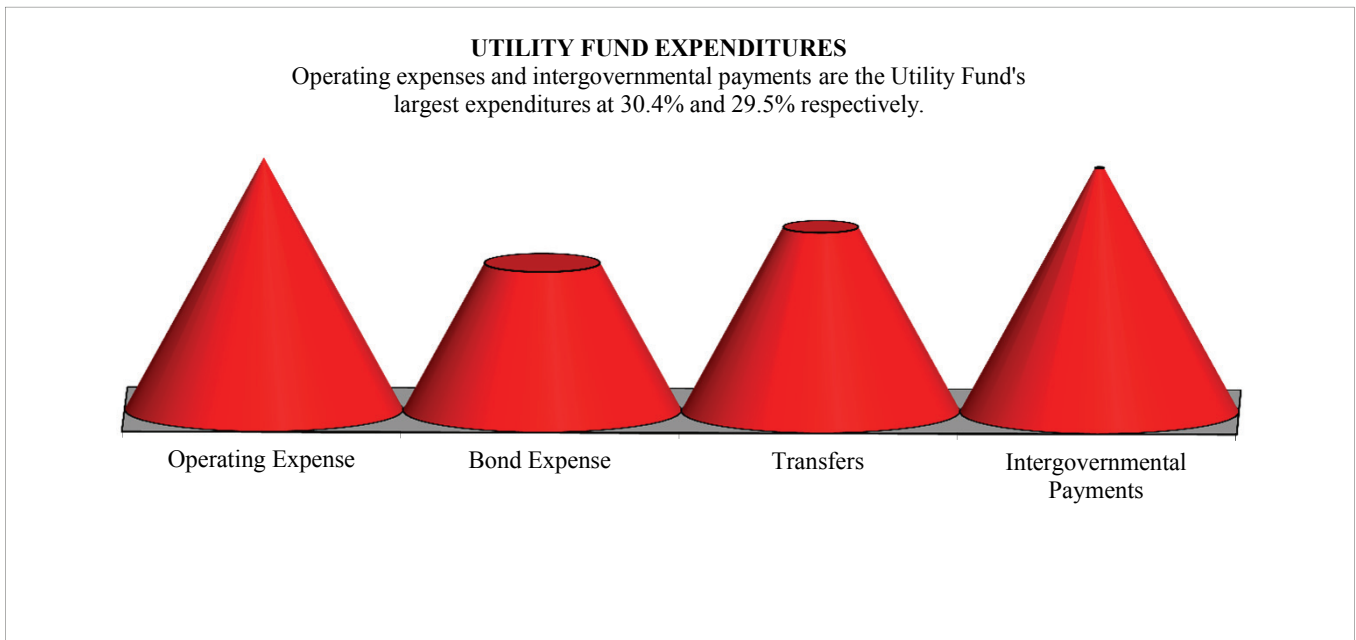
Interest Income – Interest income was projected at \$8,000 in FY 2011-12. The FY 2012-13 budget for this line item will remain at \$8,000 to keep in line with current rates.

UTILITY FUND EXPENSE SUMMARY

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	626,800	611,485	663,300	320,043	659,100	724,300
002 Overtime	65,600	65,470	63,000	32,206	64,600	64,600
003 Workers Compensation	11,100	12,701	15,400	14,135	15,400	17,500
004 Health Insurance	84,300	77,963	80,000	36,300	80,000	70,900
005 Social Security	53,000	50,650	55,600	26,091	55,400	60,300
006 T.M.R.S.	89,500	97,288	97,100	46,275	96,800	108,200
TOTAL PERSONNEL SERVICE	930,300	915,557	974,400	475,050	971,300	1,045,800
SUPPLIES						
010 Office	100,500	96,353	97,500	43,541	92,500	92,500
011 Vehicle	39,000	59,266	55,000	27,794	55,000	60,000
012 General	7,000	5,464	8,000	2,692	8,000	8,000
013 Equipment	10,000	3,865	7,000	1,081	5,000	5,000
017 Belt Press	20,000	24,214	20,000	6,669	15,000	20,000
018 Lab	9,000	5,897	9,000	4,682	9,000	9,000
TOTAL SUPPLIES	185,500	195,059	196,500	86,459	184,500	194,500
MAINTENANCE						
020 Vehicle	30,000	25,380	25,000	31,332	41,000	27,000
021 Building	7,000	23,349	9,000	3,447	9,000	9,000
022 Equipment	48,000	55,547	55,000	33,465	57,500	55,000
023 Ground	4,500	10,344	4,500	2,349	5,000	4,000
024 Repair & Maintenance	250,000	256,684	260,000	139,656	275,000	165,000
025 New Service Meters	80,000	85,065	80,000	30,367	80,000	80,000
026 UV Lights	0	0	0	0	0	30,000
027 Odor Control Chemical	0	0	0	0	0	70,000
TOTAL MAINTENANCE	419,500	456,369	433,500	240,616	467,500	440,000
INSURANCE						
030 Property/Liability	17,500	15,516	18,300	17,191	18,300	19,300
TOTAL INSURANCE	17,500	15,516	18,300	17,191	18,300	19,300
SERVICES						
014 Uniforms	12,000	7,757	11,300	5,634	11,300	11,300
035 Unemployment	0	0	0	0	0	0
040 Utilities	545,000	489,011	520,000	206,817	510,000	520,000
041 Dues/Subscriptions	2,600	2,318	2,700	1,785	2,300	2,400
042 Travel & Training	15,500	13,853	15,500	5,781	15,000	15,500
045 Telephone	16,500	12,488	16,000	7,462	15,000	15,000
046 Equipment Rental	500	17,543	6,000	26,508	41,000	16,000
047 Contract Labor	145,000	151,735	175,000	73,400	175,000	175,000
085 State Fees	35,100	44,971	35,100	35,071	35,100	35,100
TOTAL SERVICES	772,200	739,676	781,600	362,458	804,700	790,300
BOND EXPENSE	1,612,600	1,656,462	1,798,800	433,382	1,800,800	1,601,200
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	300,000	300,000	350,000	150,000	350,000	350,000
200 Water Purchases	2,210,000	2,415,439	2,241,100	985,581	2,241,100	2,300,000
TOTAL INTERGOVERNMENTAL	2,510,000	2,715,439	2,591,100	1,135,581	2,591,100	2,650,000

UTILITY FUND EXPENSE SUMMARY

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
MISCELLANEOUS						
080 Bad Debt	80,000	67,255	120,000	18,845	85,000	85,000
083 Audit Fees	30,000	29,650	30,000	19,650	30,000	30,000
091 Advertising	1,000	907	3,000	727	2,500	3,000
092 Professional Fees	25,000	39,941	28,000	11,595	28,000	31,000
32x Issuance Costs	16,300	17,439	17,700	8,808	16,100	14,500
306 Amortization Adv Refunding	11,000	11,019	8,900	4,466	36,200	26,800
TOTAL MISCELLANEOUS	163,300	166,211	207,600	64,091	197,800	190,300
RESERVES						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
800 Transfer to Fixed Assets	400,000	500,000	250,000	0	600,000	500,000
805 Transfer to Capital Projects	775,000	1,000,000	825,000	400,000	825,000	1,500,000
Contingency	0	0	0	0	0	0
TOTAL RESERVES	1,231,600	1,556,551	1,131,600	456,551	1,481,600	2,056,600
TOTAL EXPENSES	7,842,500	8,416,840	8,133,400	3,271,379	8,517,600	8,988,000



UTILITY FUND EXPENSES

Expense Assumptions

Personnel Service

The budgeted amount for the personnel service category of \$1,045,800 is \$71,400 or 7% over the \$974,400 budgeted in FY 2011-12. This increase includes a three percent salary adjustment for all employees as well as the addition of a Fats, Oil, and Grease (FOG) Collection/Field Supervisor position in the Wastewater Department.

Supplies

The supply category is budgeted at \$194,500 for the FY 2012-13 budget, which is a decrease of \$2,000 from the prior year's budget of \$196,500. Although fuel costs seem to have stabilized, the vehicle supply line item is being increased to \$60,000 for FY 2012-13 to cover supplies for minor repairs to vehicles. The office supply line item pays for postage and supplies needed to mail our 8 ½" X 11" utility bills. During the 2010-11 fiscal year, we began to offer e-bills. Customers are slowly signing up for it and to reflect this, the office supply line item has been decreased by \$5,000 to \$92,500. We hope that this will continue to decrease as more customers sign up for e-bills.

Maintenance

For FY 2012-13 these line items are budgeted at \$440,500 which is an \$6,500 increase over the prior year's budget. The new service meters line item will remain at \$80,000 to ensure our inventory continues to meet demand. The repair and maintenance line item decreased from \$260,000 in FY 2011-12 to \$165,000 in FY 2012-13. The difference was used to create two new line items: UV light supplies (\$30,000) and odor control chemical supplies (\$70,000).

Insurance

Expenses for property/liability insurance coverage will increase to \$19,300 for FY 2012-13. The city's insurance coverage is provided by Texas Municipal League Intergovernmental Risk Pool and includes a supplemental sewage backup coverage.

Services

Total services is budgeted at \$790,300 which is an increase of \$8,700 over the \$781,600 budgeted in FY 2011-12. The major expenses in this category are utilities and contract labor.

Bond Expense

Bond expenses reflect the principal and interest debt payments for FY 2012-13 of \$1,601,200 which is \$197,600 less than the 2011-12 fiscal year's amount of \$1,798,800. The decrease is due to the issuance of 2012 General Obligation Refunding Bonds.

Intergovernmental Payments

The \$2,650,000 budget consists of a \$350,000 transfer to the General Fund and water purchases of \$2,300,000. The budget this year is an increase over the prior year's budget of \$58,900.

Miscellaneous

The miscellaneous category is budgeted at \$190,300 in FY 2012-13, which is an decrease of \$17,300 from the \$207,600 budgeted in FY 2011-12. The major expenses in this category are bad debt, debt issuance, and amortization advance refunding.

Reserves

Reserves are budgeted at \$2,056,600, a \$925,000 increase over the \$1,131,600 budgeted for FY 2011-12. Transfers for FY 2012-13 are budgeted for Fixed Assets (\$500,000) and Capital Project Funds (\$1,500,000).

Overall, total expenses and transfers for FY 2012-13 are budgeted at \$8,988,000 which is \$854,600 more than the \$8,133,400 budgeted in FY 2011-12.

UTILITY DEPARTMENT

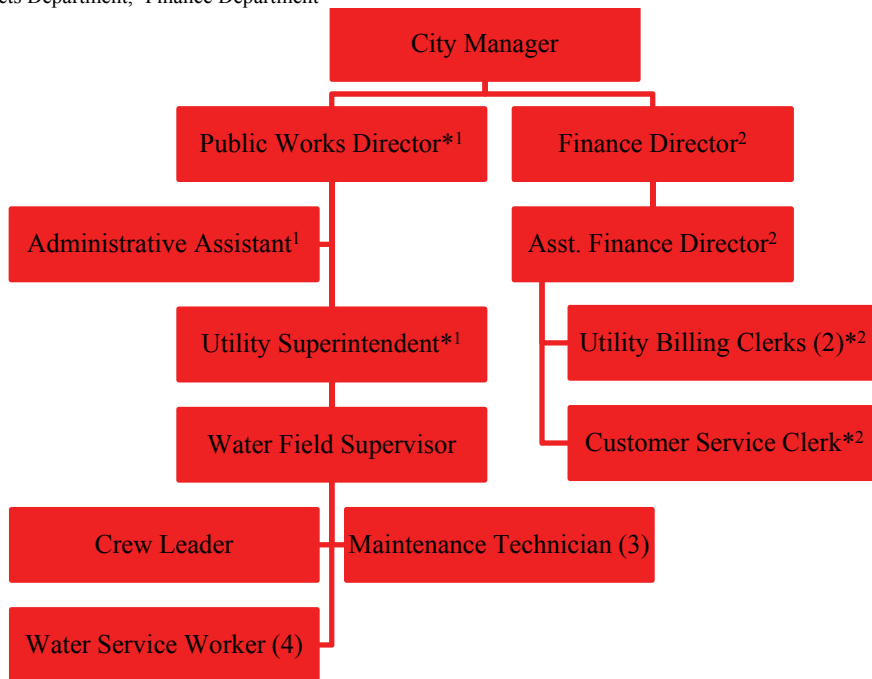
The Utility Department functions under the Public Works Department and consists of three sections – Water Administration, Water Operations and Wastewater. The *Administration* section consists of the Public Works Director, Utility Superintendent, two Utility Billing Clerks, and a Customer Service Clerk. 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 and a Collections Operator 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 2011-2012 ACHIEVEMENTS

- Had all water tanks video inspected. Cleaned Arrowhead Tanks, Cedar Oaks Tank and Verna Lee Tank.
- Finished the new Maintenance Yard Pump Station. The Pump Station is on line now.
- Finished the 24” water main from the new Maintenance Yard Pump Station to the Arrowhead storage tank.
- Maintained the city’s water distribution system.
- Started a “Million Gallon” or more meter change out program to go along with the “Green Grass” program to help lower our water loss numbers.

PROGRESS ON FY 2011-2012 OBJECTIVES

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

FY 2012-2013 OBJECTIVES

- Install new water main from Comanche Gap to the Evergreen subdivision. Put in place a new water storage tank connecting the Evergreen subdivision to Cedar Knob tank, providing more pressure throughout the system.
- Upgrade the City distribution maps by locating valves, fire hydrants, and flush assemblies.
- Continue with our meter change out programs; continue testing meters for accuracy to help lower water loss in the water distribution system.
- Make water line improvements along FM 2410 through the new annexed area.
- Add an inventory/locator person to properly handle water and wastewater locates (over 1,400 last year), inventory control and monthly reporting, and to maintain small equipment maintenance and control (e.g. trash pumps, generators, and tapping guns).
- Continue to maintain and track the inventory as efficiently as we can.

PERFORMANCE MEASURES

Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	9	9	9	9	9
OUTPUTS:					
# of water taps installed	21	24	28	18	25
# of sewer taps installed	3	2	8	6	8
# of water leaks repaired	141	102	150	114	150
# of Bac-T samples collected	390	400	415	170	300
# of utility lines located	1,292	1,292	1,292	1,419	1,500
# of meters read	6	8	6	10	10
EFFECTIVENESS:					
# of old meters changed out	659	1,175	750	1,200	1,200
# of new meter sets	236	141	350	1,248	1,200
Response to water line breaks within one hour	100%	100%	100%	100%	100%
EFFICIENCY:					
# of meters read weekly per employee	487.5	487.5	531.5	600	625
Average # of old meters changed out per month	80	80	100	100	100
Average # of new meter sets per month	25	30	25	30	35

551-WATER ADMINISTRATION

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	151,000	152,133	161,700	80,208	165,300	167,900
002 Overtime	600	501	600	210	600	600
003 Workers Compensation	2,000	2,280	2,800	2,537	2,800	3,000
004 Health Insurance	16,900	15,827	15,100	7,620	15,100	13,700
005 Social Security	11,600	11,441	12,400	5,880	12,700	12,900
006 T.M.R.S.	19,600	22,124	21,700	10,552	22,200	23,100
TOTAL PERSONNEL SERVICES	201,700	204,306	214,300	107,007	218,700	221,200
SUPPLIES						
010 Office	98,000	94,188	95,000	42,598	90,000	90,000
012 General	3,000	1,374	3,000	860	3,000	3,000
013 Equipment	0	0	0	0	0	0
TOTAL SUPPLIES	101,000	95,562	98,000	43,458	93,000	93,000
MAINTENANCE						
022 Equipment	40,000	50,751	50,000	29,857	50,000	50,000
TOTAL MAINTENANCE	40,000	50,751	50,000	29,857	50,000	50,000
INSURANCE						
030 Property/Liability	2,500	1,723	2,200	1,952	2,200	2,200
TOTAL INSURANCE	2,500	1,723	2,200	1,952	2,200	2,200
SERVICES						
035 Unemployment	0	0	0	0	0	0
041 Dues & Subscriptions	900	501	900	381	500	600
042 Travel & Training	4,000	3,521	4,000	1,776	4,500	4,000
045 Telephone	3,000	1,753	3,000	646	2,000	2,000
TOTAL SERVICES	7,900	5,775	7,900	2,803	7,000	6,600
BOND EXPENSE						
301 Interest Expense	787,600	831,462	848,800	433,382	821,300	749,300
303 Principal Payments	825,000	825,000	950,000	0	979,500	851,900
TOTAL BOND EXPENSE	1,612,600	1,656,462	1,798,800	433,382	1,800,800	1,601,200
INTERGOVERNMENTAL PMTS						
801 Transfer to General Fund	300,000	300,000	350,000	150,000	350,000	350,000
TOTAL INTERGOVERNMENTAL	300,000	300,000	350,000	150,000	350,000	350,000
MISCELLANEOUS						
080 Bad Debt	80,000	67,255	120,000	18,845	85,000	85,000
083 Audit Fees	30,000	29,650	30,000	19,650	30,000	30,000
091 Advertising	1,000	907	3,000	727	2,500	3,000
092 Professional Fees	25,000	39,941	28,000	11,595	28,000	31,000
321 Issuance Cost - 2003	4,500	4,528	4,300	2,142	0	0
322 Issuance Cost - 2003A	1,500	1,539	1,500	732	0	0
323 Issuance Cost - 2004	1,900	1,942	1,900	931	1,900	1,800
324 Issuance Cost - 2006	3,300	3,341	3,300	1,626	3,300	3,200
325 Issuance Cost - 2008	1,200	1,152	1,100	551	1,100	1,100
326 Issuance Cost - 2009	3,900	3,863	3,800	1,905	3,800	3,800
327 Issuance Cost - 2011	0	1,074	1,800	921	1,800	1,800
328 Issuance Cost - 2012	0	0	0	0	4,200	2,800
306 Amortization Advance Refunding	11,000	11,019	8,900	4,466	36,200	26,800
TOTAL MISCELLANEOUS	163,300	166,211	207,600	64,091	197,800	190,300
TRANSFERS						
Transfer to Fixed Assets	8,200	8,720	0	0	0	14,000
TOTAL TRANSFERS	8,200	8,720	0	0	0	14,000
GRAND TOTALS	2,437,200	2,489,510	2,728,800	832,550	2,719,500	2,528,500

552-WATER OPERATIONS

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	256,900	244,870	276,100	138,031	281,000	287,100
002 Overtime	45,000	47,690	44,000	20,393	44,000	44,000
003 Workers Compensation	5,100	5,862	7,100	6,524	7,100	7,700
004 Health Insurance	38,500	33,476	35,000	15,984	35,000	27,800
005 Social Security	23,100	21,392	24,500	11,578	24,900	25,300
006 T.M.R.S.	39,000	41,665	42,800	20,814	43,500	45,400
TOTAL PERSONNEL SERVICES	407,600	394,955	429,500	213,324	435,500	437,300
SUPPLIES						
010 Office	1,000	648	1,000	377	1,000	1,000
011 Vehicle	25,000	38,868	35,000	17,999	35,000	40,000
012 General	1,000	970	1,000	192	1,000	1,000
013 Equipment	7,000	1,158	5,000	521	3,000	3,000
TOTAL SUPPLIES	34,000	41,644	42,000	19,089	40,000	45,000
MAINTENANCE						
020 Vehicle	15,000	12,261	12,000	13,999	18,000	12,000
021 Building	2,000	2,065	2,000	122	2,000	2,000
022 Equipment	3,000	1,967	2,000	1,430	3,500	2,000
023 Ground	1,500	1,094	1,500	1,249	4,000	3,000
024 Repair & Maintenance	75,000	65,379	75,000	19,639	75,000	75,000
025 New Service Meters	80,000	85,065	80,000	30,367	80,000	80,000
TOTAL MAINTENANCE	176,500	167,831	172,500	66,806	182,500	174,000
INSURANCE						
030 Property/Liability	5,500	4,780	6,000	5,702	6,000	6,100
TOTAL INSURANCE	5,500	4,780	6,000	5,702	6,000	6,100
SERVICES						
014 Uniforms	7,000	3,736	6,000	2,852	6,000	6,000
035 Unemployment	0	0	0	0	0	0
040 Utilities	220,000	205,178	210,000	71,325	210,000	210,000
041 Dues/Subscriptions	900	954	900	779	900	900
042 Travel & Training	6,000	5,047	6,000	2,537	6,000	6,000
045 Telephone	3,500	1,349	3,000	1,310	3,000	3,000
046 Equipment Rental	500	1,725	1,000	0	1,000	1,000
047 Contract Labor	35,000	27,068	35,000	4,067	35,000	35,000
085 State Fees	20,000	20,021	20,000	20,021	20,000	20,000
TOTAL SERVICES	292,900	265,078	281,900	102,891	281,900	281,900
INTERGOVERNMENTAL PMTS						
200 Water Purchases	2,210,000	2,415,439	2,241,100	985,581	2,241,100	2,300,000
TOTAL INTERGOVERNMENTAL	2,210,000	2,415,439	2,241,100	985,581	2,241,100	2,300,000
FIXED ASSETS						
Transfer to Fixed Assets	0	0	0	152	200	70,000
TOTAL FIXED ASSETS	0	0	0	152	200	70,000
GRAND TOTALS	3,126,500	3,289,727	3,173,000	1,393,545	3,187,200	3,314,300

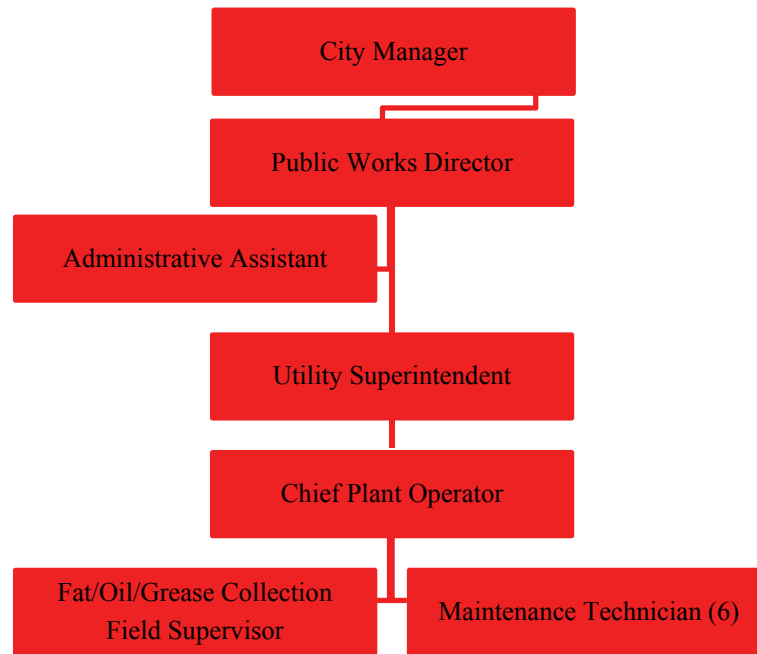
WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

GOALS AND OBJECTIVES

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

WASTEWATER TREATMENT PLANT

ORGANIZATIONAL CHART



FY 2011-2012 ACHIEVEMENTS

- Passed annual DMRQA-32 test.
- Had 4 operators receive their initial operator certification.
- Removed 420.40 metric tons of cake sludge.
- Passed TCEQ Inspection.
- Passed all Bio-monitoring tests.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Upgrade communications to Radio based SCADA system.
 - 20% complete

- Replace or repair overhead doors in maintenance bays, and overhead lighting.
 - 50% complete
- Repair spare aerator and have ready to install if another unit fails.
 - Ongoing
- Upgrade all operators' certifications to next level and re-train confined space entry.
 - 60% complete
- Upgrade all control panels at the treatment plant.
 - 20% complete

FY 2012-2013 OBJECTIVES

- Repair drain valve for Clarifier #1 and #2, Rebuild Clarifier #3.
- 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 2011-2012 ACHIEVEMENTS

- Reached the goal in the SSO program in line cleaning.
- Videotaped 2,300 feet of drainage and sewer pipe combined.
- Pipe busted 2,200 feet on Valley Rd. and the Northwest corner of the soccer field
- Responded to 33 sewer calls.
- Added FOG position within the City.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Continue with RJN Group on sanitary sewer surveys.
 - Ongoing.
- Continue cleaning maintenance sewer lines, and storm sewers.
 - Ongoing.

- Closed Circuit Television (CCTV) 3000 Linear Feet Sewer.
 - Ongoing.
- Continue with manhole upgrades
 - Ongoing.
- Continue implementation of the ten-year Sanitary Sewer Overflow initiative.
 - Ongoing

FY 2012-2013 OBJECTIVES

- Continue cleaning maintenance sewer lines.
- Repair Ring and Lid on manholes and continue manhole upgrades.
- Locate and repair inflow/infiltration.
- Closed Circuit Television (CCTV) 3000 Linear Feet Sewer
- Replace 250 feet of sewer main

LIFT STATIONS

FY 2011-2012 ACHIEVEMENTS

- Replaced pump #2 at VFW lift station with guiderail and submersible Hydromatic Pump.
- Continued grease and odor control at lift stations.
- Cleaned a different Lift Station well every week.
- Rebuilt Contra-block pumps #1 at Pueblo
- Installed new rail systems at Fawn Valley.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Continue to root kill and camera lines throughout the City.
 - 60% complete.
- Clean all lift stations twice per year.
 - 100% complete
- Meet or exceed line cleaning goals.
 - Not started.
- Reduce number of overflows on city mains.
 - 60% complete.

- Clean 150 storm water catch basins.
 - 51% complete.

FY 2012-2013 OBJECTIVES

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

PERFORMANCE MEASURES

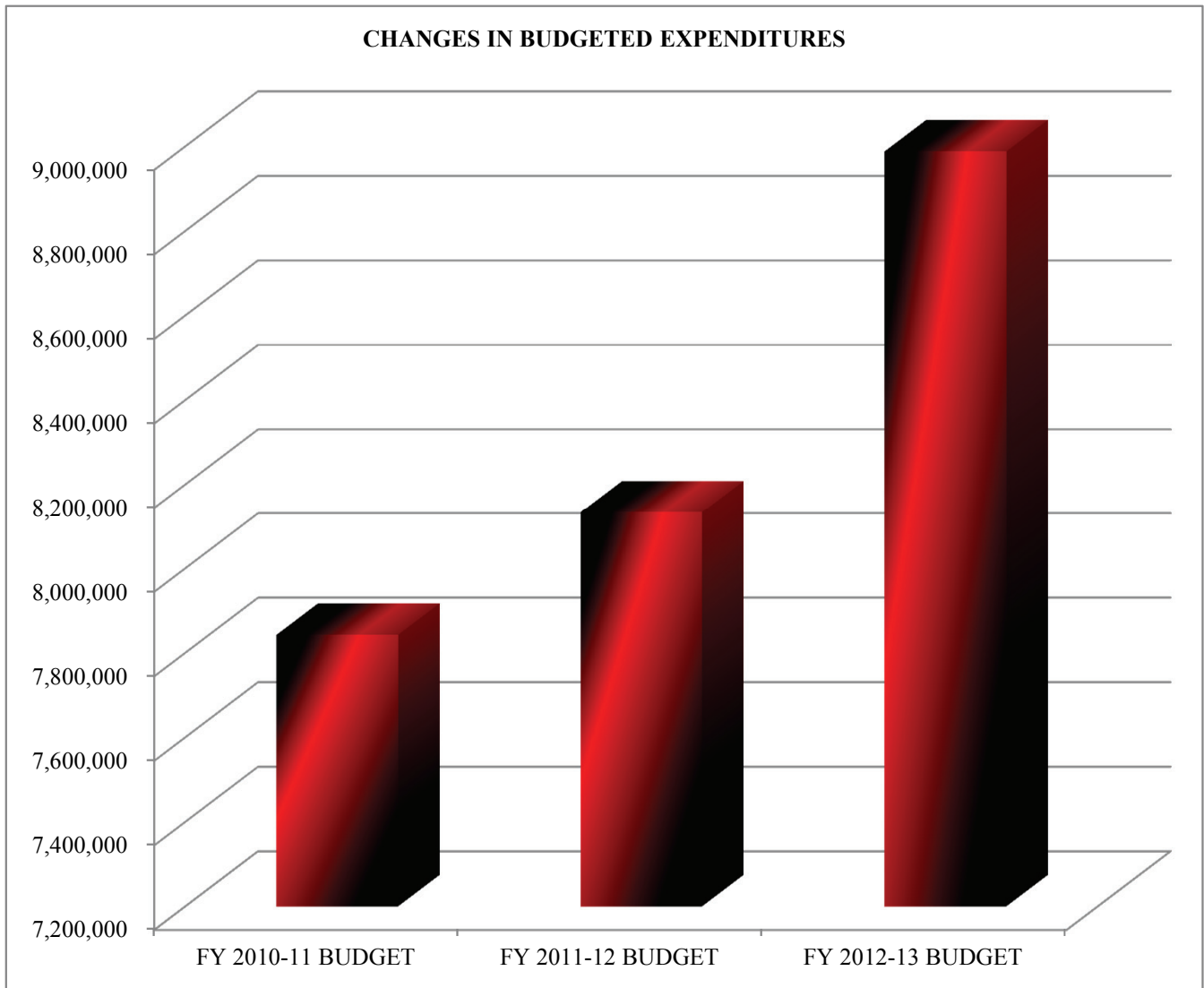
Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	7	7	7	7	8
OUTPUTS:					
# of manholes repaired (in-house)	15	9	10	2	5
# of manholes repaired (contracted)	4	5	5	33	10
# of lift station repairs	12	2	10	33	2
# of lift stations cleaned	28	18	16	14	14
Feet of sewer lines cleaned	140,000	107,816	120,000	100,451	100,188
Camera of sewer lines (feet)	3,500	2,300	3,000	2,200	3,000
Feet of sewer lines repaired	500	75	150	60	250
# of storm water catch basins cleaned	150	54	60	77	60
EFFECTIVENESS:					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	99%	100%
Feet of sewer line cleaned per day	583	449	500	419	417
# of wastewater overflows	14	15	20	28	15
Response to stoppages within one hour	100%	100%	100%	100%	100%
EFFICIENCY:					
% of manholes repaired in-house	79%	64%	67%	6%	50%
Lab costs per million gallons	\$700	\$700	\$700	\$716	\$725

553-WASTEWATER

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	218,900	214,482	225,500	101,804	212,800	269,300
002 Overtime	20,000	17,279	18,400	11,603	20,000	20,000
003 Workers Compensation	4,000	4,559	5,500	5,074	5,500	6,800
004 Health Insurance	28,900	28,660	29,900	12,696	29,900	29,400
005 Social Security	18,300	17,817	18,700	8,633	17,800	22,100
006 T.M.R.S.	30,900	33,499	32,600	14,909	31,100	39,700
TOTAL PERSONNEL SERVICES	321,000	316,296	330,600	154,719	317,100	387,300
SUPPLIES						
010 Office	1,500	1,517	1,500	566	1,500	1,500
011 Vehicle	14,000	20,398	20,000	9,795	20,000	20,000
012 General	3,000	3,120	4,000	1,640	4,000	4,000
013 Equipment	3,000	2,707	2,000	560	2,000	2,000
017 Belt Press	20,000	24,214	20,000	6,669	15,000	20,000
018 Lab	9,000	5,897	9,000	4,682	9,000	9,000
TOTAL SUPPLIES	50,500	57,853	56,500	23,912	51,500	56,500
MAINTENANCE						
020 Vehicle	15,000	13,119	13,000	17,333	23,000	15,000
021 Building	5,000	21,284	7,000	3,325	7,000	7,000
022 Equipment	5,000	2,829	3,000	2,178	4,000	3,000
023 Ground	3,000	9,250	3,000	1,100	1,000	1,000
024 Repair & Maintenance	175,000	191,305	185,000	120,017	200,000	90,000
026 UV Lights	0	0	0	0	0	30,000
027 Odor Control Chemical	0	0	0	0	0	70,000
TOTAL MAINTENANCE	203,000	237,787	211,000	143,953	235,000	216,000
INSURANCE						
030 Property/Liability	9,500	9,013	10,100	9,537	10,100	11,000
TOTAL INSURANCE	9,500	9,013	10,100	9,537	10,100	11,000
SERVICES						
014 Uniforms	5,000	4,021	5,300	2,782	5,300	5,300
035 Unemployment	0	0	0	0	0	0
040 Utilities	325,000	283,833	310,000	135,492	300,000	310,000
041 Dues/Subscriptions	800	863	900	625	900	900
042 Travel & Training	5,500	5,285	5,500	1,468	4,500	5,500
045 Telephone	10,000	9,386	10,000	5,506	10,000	10,000
046 Equipment Rental	0	15,818	5,000	26,508	40,000	15,000
047 Contract Labor	110,000	124,667	140,000	69,333	140,000	140,000
085 State Fees	15,100	24,950	15,100	15,050	15,100	15,100
TOTAL SERVICES	471,400	468,823	491,800	256,764	515,800	501,800
FIXED ASSETS						
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
Transfer to Fixed Assets	27,000	136,631	0	11,756	40,100	119,700
TOTAL FIXED ASSETS	83,600	193,182	56,600	68,307	96,700	176,300
GRAND TOTALS	1,139,000	1,282,954	1,156,600	657,192	1,226,200	1,348,900

**UTILITY FUND
STATEMENT OF EXPENDITURES**

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
Water Administration	2,437,200	2,489,510	2,728,800	832,550	2,719,500	2,528,500
Water Operations	3,126,500	3,289,727	3,173,000	1,393,545	3,187,200	3,314,300
Wastewater	1,139,000	1,282,954	1,156,600	657,192	1,226,200	1,348,900
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	56,600	56,551	56,600	56,551	56,600	56,600
Transfer to Fixed Assets	308,200	298,098	193,400	(68,459)	503,100	239,700
Transfer to Capital Projects	775,000	1,000,000	825,000	400,000	825,000	1,500,000
Contingencies	0	0	0	0	0	0
GRAND TOTAL	7,842,500	8,416,840	8,133,400	3,271,379	8,517,600	8,988,000







**OTHER
FUNDS**

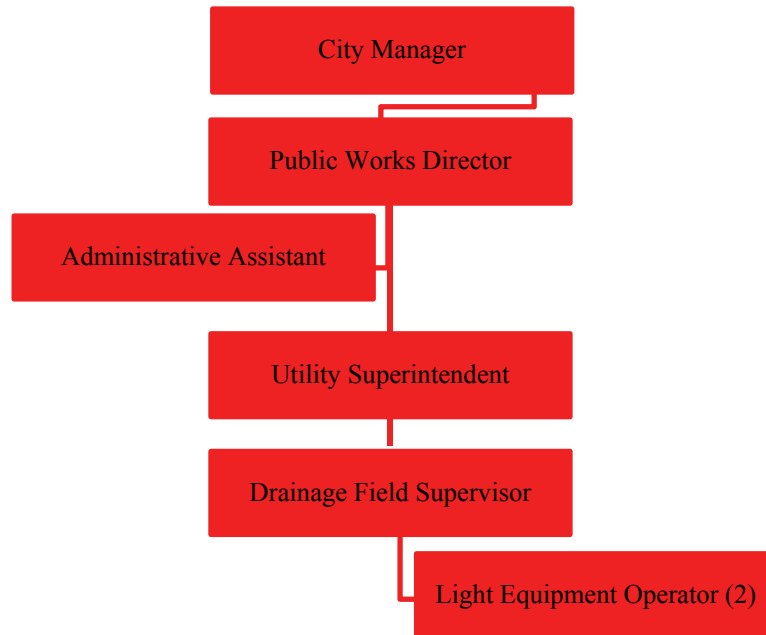
DRAINAGE UTILITY DEPARTMENT

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 2011-2012 ACHIEVEMENTS

- Rebuilt drainage flume on Cox Drive, shaped six earthen channels and cleaned four drainage ponds.
- Installed three concrete valley gutters.
- Installed four tin horns with end treatments.
- Installed one concrete drainage flume & poured several concrete driveway approaches City wide.
- Certified four operators on the Backhoe and eight operators received Herbicide Licenses.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Assist with residential drainage problems.
 - Ongoing.

- Help complete 2011 Residential storm drainage improvements.
 - Ongoing.
- Reconstruct Prospector and Modoc drainage channels.
 - Ongoing
- Install concrete flume Modoc, Mountain Lion and Cattail drainage channels.
 - Ongoing
- Increase earthen channel cleaning program city-wide.
 - Ongoing.

FY 2012-2013 OBJECTIVES

- Purchase or rent a box blade tractor for grading.
- Reshape earthen channels city-wide and increase earthen channel cleaning program.
- Clean out box culverts at Concho and FM 2410.
- Train operators in Herbicide Program to include licensing.
- Backhoe Training Program (certifications for multiple operators).

PERFORMANCE MEASURES

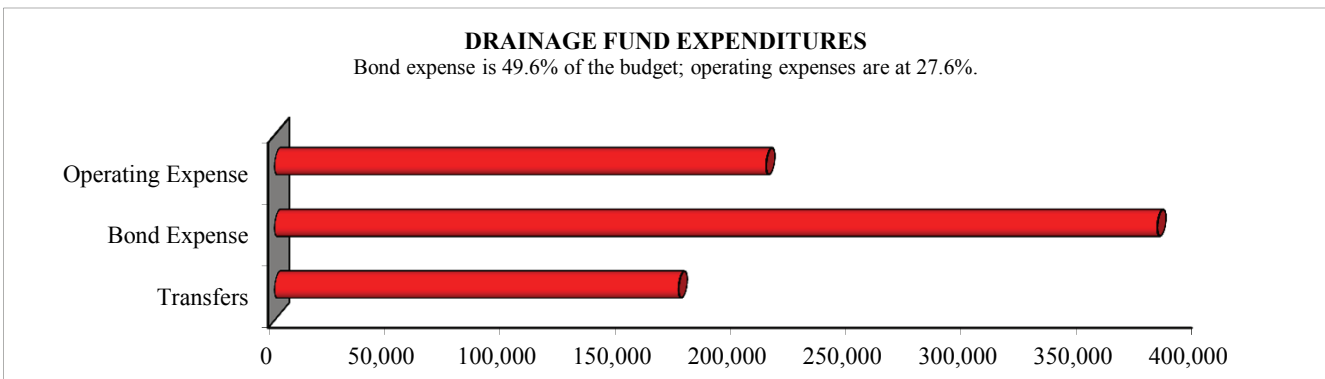
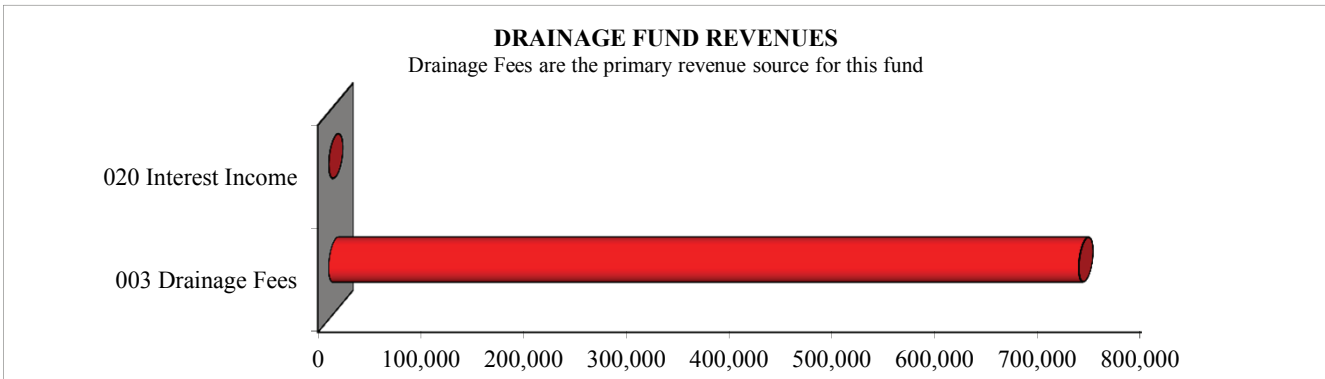
Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	3	3	3	3	3
OUTPUTS:					
# of catch basins cleaned and inspected	0	332	365	400	400
# of earthen channels reshaped (feet)	500	650	1,500	2,000	2,500
# of valley gutter installed (in-house)	4	4	0	4	4
# of valley gutter installed (contractor)	0	3	3	3	4
# of CMP's installed	5	5	5	5	5
# of storm/emergency responses	4	4	4	3	4
EFFECTIVENESS:					
EFFICIENCY:					
% of valley gutter installed in-house	100%	57%	0%	57%	50%

DRAINAGE FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING BALANCE	\$83,876	\$92,822	\$99,622	\$123,081	\$123,081	\$91,981
REVENUES						
003 Drainage Fees	707,000	711,215	714,100	359,976	720,000	729,000
020 Interest Income	500	200	200	82	200	200
021 Miscellaneous Income	0	5,129	0	0	0	0
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL REVENUES	707,500	716,544	714,300	360,058	720,200	729,200
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	72,600	74,608	79,900	37,890	75,300	82,300
002 Overtime	7,000	1,709	3,000	705	2,000	3,000
003 Workers Compensation	2,000	1,628	2,000	1,812	2,000	2,100
004 Health Insurance	11,100	11,595	11,100	5,572	11,100	10,000
005 Social Security	6,100	5,685	6,300	2,877	5,900	6,500
006 T.M.R.S.	10,300	11,707	11,100	5,073	10,300	11,700
TOTAL PERSONNEL SERVICE	109,100	106,932	113,400	53,929	106,600	115,600
SUPPLIES						
011 Vehicle	6,000	7,598	9,000	3,802	9,000	9,000
012 General	500	148	500	186	500	500
013 Equipment	7,500	4,777	7,500	2,597	7,500	7,500
TOTAL SUPPLIES	14,000	12,523	17,000	6,585	17,000	17,000
MAINTENANCE						
020 Vehicle	5,000	2,720	3,000	988	3,000	3,000
021 Building	0	0	0	0	0	0
022 Equipment	2,000	654	1,500	252	1,500	1,500
023 Ground	50,000	41,025	50,000	15,785	50,000	50,000
TOTAL MAINTENANCE	57,000	44,399	54,500	17,025	54,500	54,500
INSURANCE						
030 Property/Liability	2,000	1,351	1,700	1,482	1,700	1,700
TOTAL INSURANCE	2,000	1,351	1,700	1,482	1,700	1,700
SERVICES						
014 Uniforms	1,600	1,345	1,500	728	1,500	1,500
035 Unemployment Expense	0	0	0	0	0	0
041 Dues/Subscriptions	100	65	100	0	100	100
042 Travel & Training	1,500	1,215	1,500	352	1,500	1,500
046 Equipment Rental	5,000	2,443	5,000	1,247	3,000	5,000
047 Contract Labor	5,000	2,570	5,000	0	1,000	8,000
TOTAL SERVICES	13,200	7,638	13,100	2,327	7,100	16,100
BOND EXPENSE						
300 Principal Payments	260,000	260,000	265,000	0	272,400	299,200
301 Interest Expense	85,000	85,014	74,000	37,231	83,600	80,400
306 Amortization Bond Issue	0	0	0	0	0	0
321 Issuance Cost - 2003	1,400	1,351	900	442	1,000	0
325 Issuance Cost - 2008	900	882	800	424	900	2,000
326 Issuance Cost - 2012	0	0	0	0	1,000	700
TOTAL BOND EXPENSES	347,300	347,247	340,700	38,097	358,900	382,300

DRAINAGE FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
MISCELLANEOUS						
091 Advertising	0	231	500	0	500	500
080 Bad Debt	6,500	3,284	10,000	843	5,000	7,500
092 Professional Fees	0	12,680	0	0	0	0
TOTAL MISCELLANEOUS	6,500	16,195	10,500	843	5,500	8,000
RESERVES						
800 Transfer to Fixed Assets	50,000	50,000	0	0	0	0
801 Transfer to General Fund	0	0	200,000	125,000	200,000	175,000
805 Transfer to Capital Projects	100,000	100,000	0	0	0	0
TOTAL RESERVES	150,000	150,000	200,000	125,000	200,000	175,000
TOTAL EXPENSES	699,100	686,285	750,900	245,288	751,300	770,200
INCREASE/DECREASE	8,400	30,259	(36,600)	114,770	(31,100)	(41,000)
ENDING BALANCE	\$92,276	\$123,081	\$63,022	\$237,851	\$91,981	\$50,981



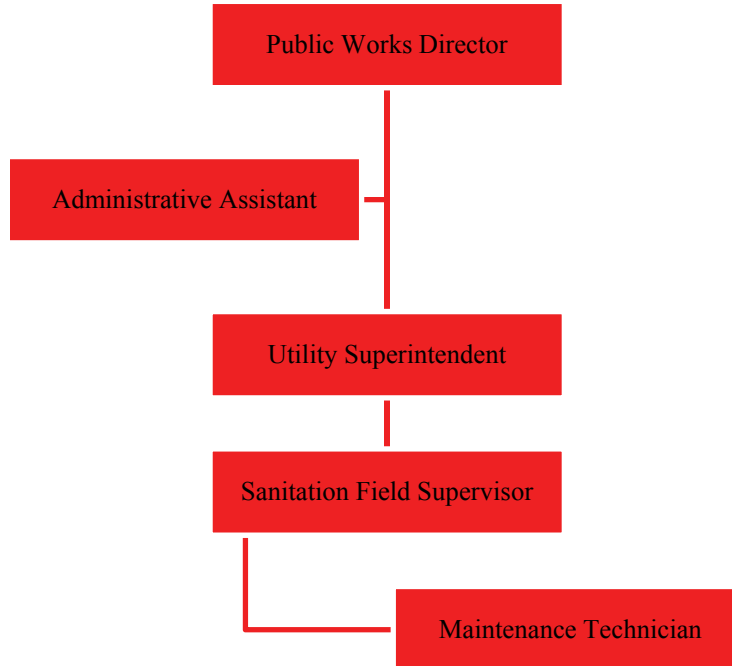
SANITATION DEPARTMENT

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 2011-2012 ACHIEVEMENTS

- Maintained and organized an attractive site that is functional and cost effective.
- Continually supported implementation of the recycling program.
- Continual contract brush grinding/hauling.
- Usage of the site has almost doubled annually.

PROGRESS ON FY 2011-2012 OBJECTIVES

- Fence in the Drop Site/Recycling Center property.
 - Ongoing.
- Continue the Brush Chipping Program (for public use).
 - Ongoing.

FY 2012-2013 OBJECTIVES

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

PERFORMANCE MEASURES

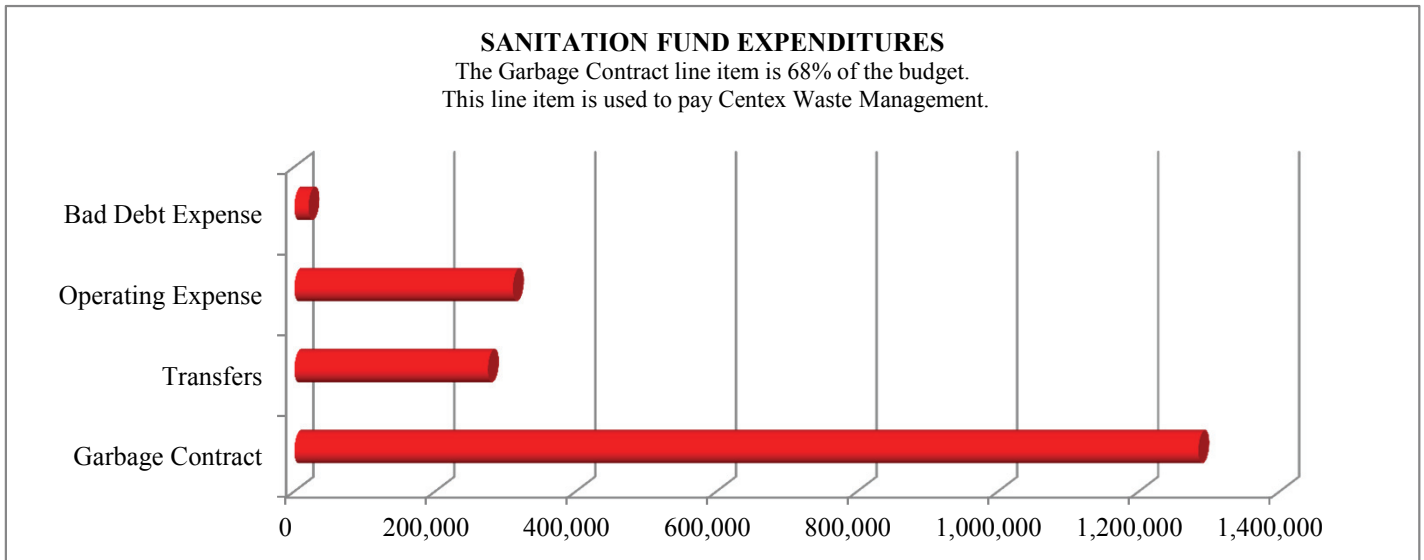
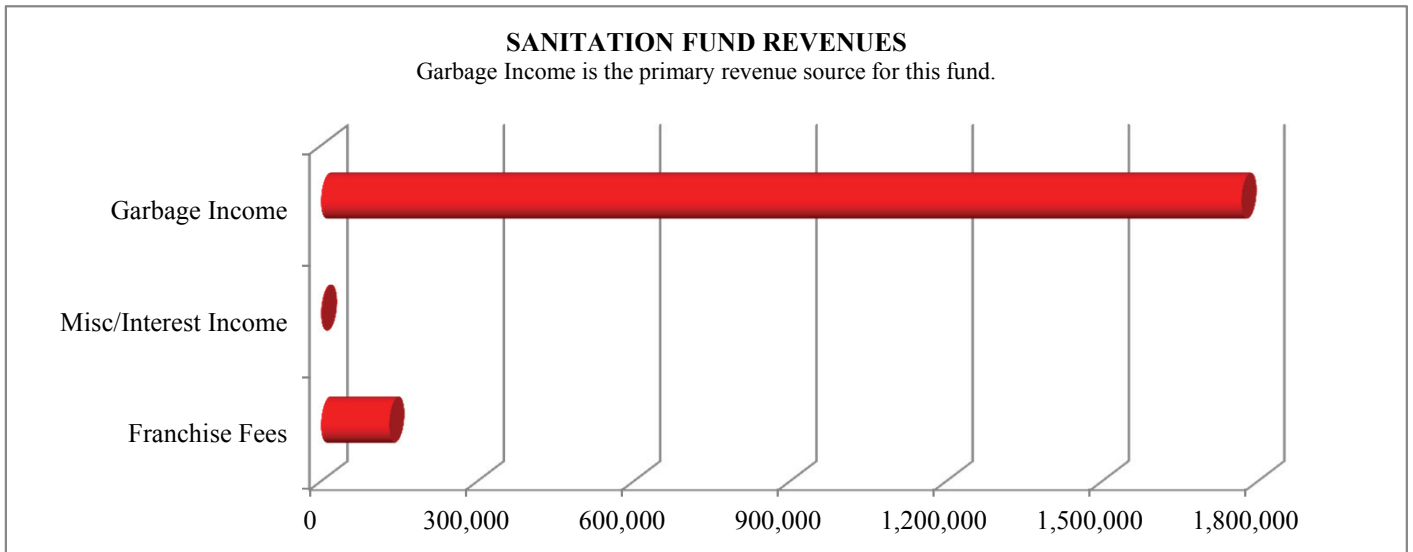
Type of Measure/Description	FY 11 Estimated	FY 11 Actual	FY 12 Estimated	FY 12 Actual	FY 13 Estimated
INPUTS:					
# of full time employees	1	1	1	1	1
OUTPUTS:					
# of brush drop offs	4,400	4,657	4,800	7,041	7,200
# of bulky items dropped off	6,000	6,852	7,000	10,095	10,250
# of dumpsters recycled	175	194	200	16,781	17,000
# of dumpsters landfill	450	469	475	449	460
Tons of brush chipped	2,200	2,328	2,400	3,521	3,500
EFFECTIVENESS:					
EFFICIENCY:					
Average wait time per customer (minutes)	1	1	>5	>5	>5

SANITATION FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING BALANCE	\$522,012	\$434,248	\$128,948	\$123,577	\$123,577	\$12,377
REVENUES:						
004 Garbage Income	1,727,000	1,734,749	1,747,300	8,755	1,751,000	1,768,500
020 Interest Income	1,500	1,017	1,000	173	500	500
021 Miscellaneous Income	1,100	1,142	1,100	536	1,000	1,000
084 Franchise Fees	110,000	123,667	122,400	64,100	128,200	130,800
805 Transfer from Capital Projects	0	0	0	0	0	0
TOTAL REVENUES	1,839,600	1,860,575	1,871,800	73,564	1,880,700	1,900,800
OPERATING EXPENSES						
PERSONNEL SERVICES						
001 Salaries	25,800	23,556	27,500	9,938	25,400	28,200
002 Overtime	5,000	2,441	3,500	1,512	3,500	3,500
003 Workers Compensation	600	651	800	725	800	900
004 Health Insurance	4,800	3,873	4,200	100	400	3,700
005 Social Security	2,400	2,051	2,400	875	2,200	2,400
006 T.M.R.S.	4,000	3,623	4,100	1,509	3,900	4,400
TOTAL PERSONNEL SERVICE	42,600	36,195	42,500	14,659	36,200	43,100
SUPPLIES						
011 Vehicle	0	0	0	0	0	0
012 General	1,000	1,117	1,000	1,879	2,000	1,000
013 Equipment	1,500	1,707	1,500	121	1,000	1,500
TOTAL SUPPLIES	2,500	2,824	2,500	2,000	3,000	2,500
MAINTENANCE						
020 Vehicle	0	0	0	0	0	0
022 Equipment	1,500	1,532	1,500	2,349	2,500	2,500
023 Ground	0	0	0	(35)	0	0
TOTAL MAINTENANCE	1,500	1,532	1,500	2,314	2,500	2,500
INSURANCE						
030 Property/Liability	600	530	700	553	600	700
TOTAL INSURANCE	600	530	700	553	600	700
SERVICES						
014 Uniforms	500	326	500	362	800	800
040 Utilities	500	289	500	103	300	300
042 Travel & Training	500	551	500	100	500	500
046 Equipment Rental	1,000	953	1,000	560	1,000	1,000
048 Roll Off Dumpster	178,500	222,645	250,000	96,496	260,000	215,200
050 Garbage Contract	1,133,000	1,193,397	1,200,000	623,455	1,247,000	1,284,400
TOTAL SERVICES	1,314,000	1,418,161	1,452,500	721,076	1,509,600	1,502,200
MISCELLANEOUS						
049 Brush Grinding	0	0	0	0	0	13,000
052 Mulch Hauling	0	0	0	0	0	18,000
080 Bad Debt Expense	20,000	12,004	25,000	2,421	16,000	20,000
092 Professional Fees	0	0	0	5,000	5,000	13,000
TOTAL MISCELLANEOUS	20,000	12,004	25,000	7,421	21,000	64,000

SANITATION FUND

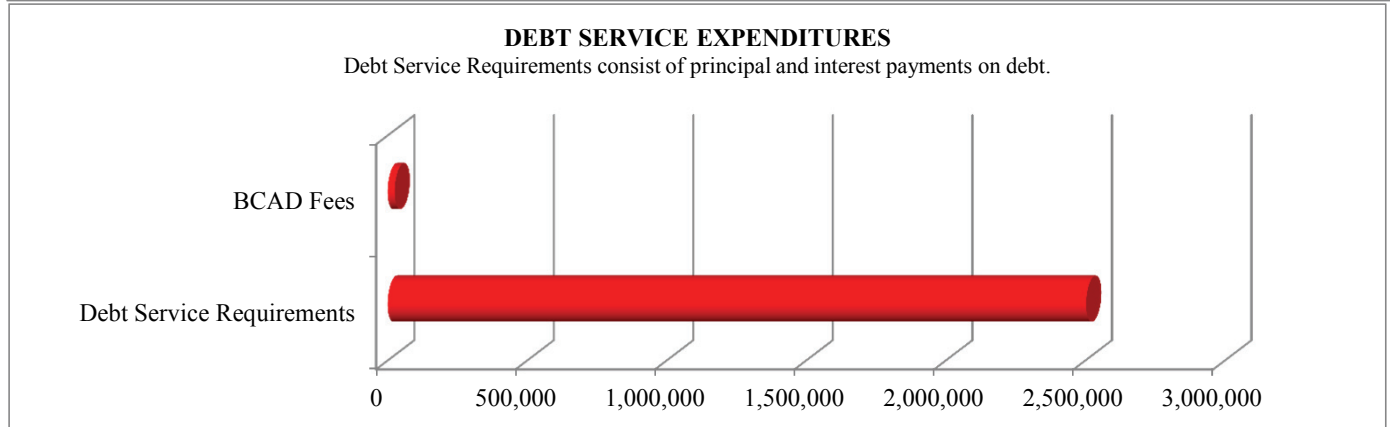
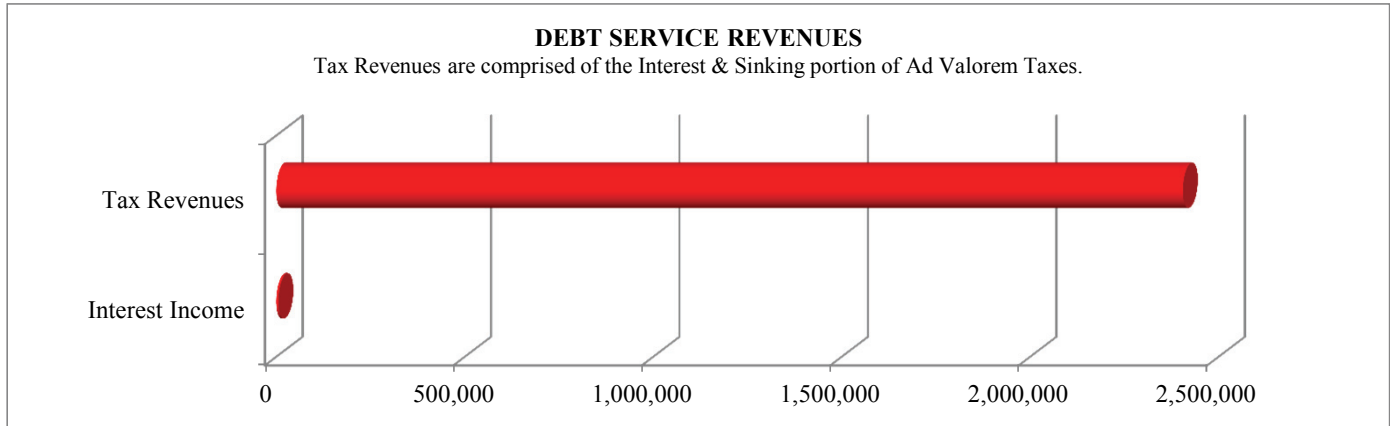
	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
RESERVES						
800 Transfer to Fixed Assets	150,000	150,000	0	0	0	0
801 Transfer to General Fund	250,000	250,000	400,000	150,000	400,000	275,000
805 Transfer to Capital Projects	300,000	300,000	0	0	0	0
TOTAL RESERVES	700,000	700,000	400,000	150,000	400,000	275,000
FIXED ASSETS	0	0	24,800	19,040	19,000	0
TOTAL EXPENSES	2,081,200	2,171,246	1,949,500	917,063	1,991,900	1,890,000
INCREASE/DECREASE	(241,600)	(310,671)	(77,700)	(843,499)	(111,200)	10,800
ENDING FUND BALANCE	\$280,412	\$123,577	\$51,248	(\$719,922)	\$12,377	\$23,177





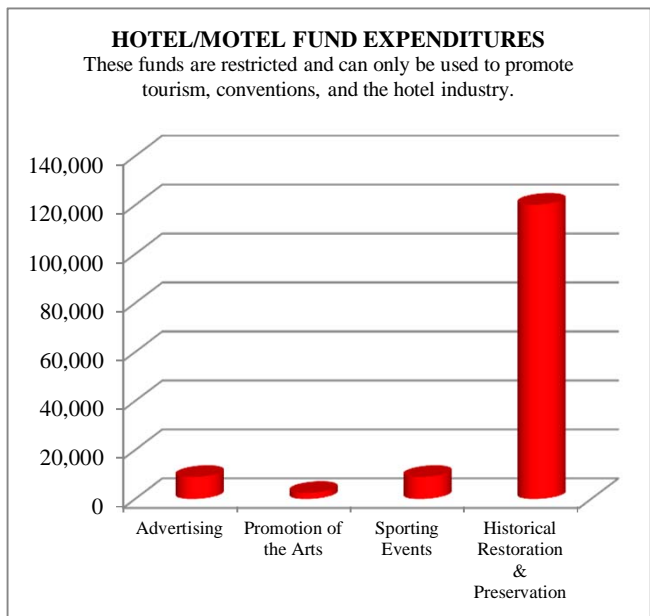
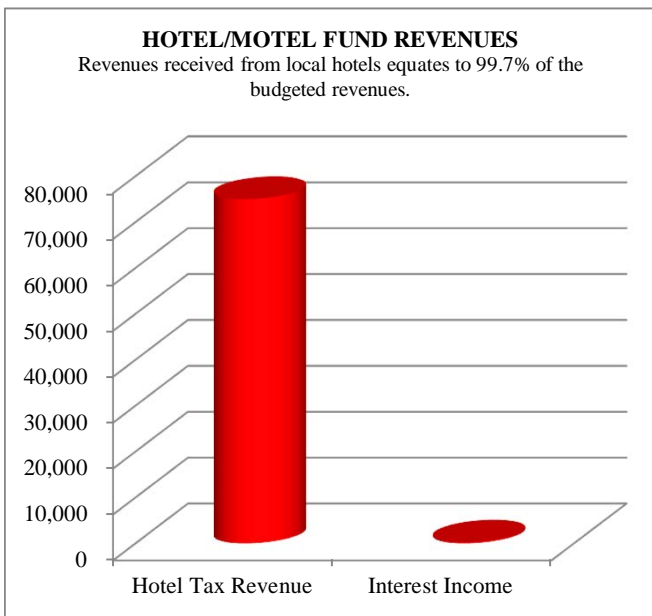
DEBT SERVICE FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING FUND BALANCE	\$62,408	\$13,300	\$130,800	\$106,328	\$106,328	\$14,528
REVENUES:						
Interest Income	6,000	4,512	6,000	842	5,500	5,500
Tax Revenues	1,950,200	1,927,391	2,343,200	2,321,737	2,343,200	2,405,200
Transfer from General Fund	0	250,000	0	0	0	110,000
Transfer from Bond Fund	0	0	0	0	0	0
Miscellaneous Income	0	0	0	0	14,500	0
Gain on Investments	0	0	0	0	0	0
TOTAL REVENUES	1,956,200	2,181,903	2,349,200	2,322,579	2,363,200	2,520,700
EXPENDITURES:						
Debt Service Requirements	1,987,200	2,066,896	2,437,100	643,991	2,430,000	2,503,300
BCAD Fees	16,000	21,979	25,000	12,307	25,000	25,000
Transfer to Utility Fund	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0
TOTAL EXPENDITURES	2,003,200	2,088,875	2,462,100	656,298	2,455,000	2,528,300
INCREASE/DECREASE	(47,000)	93,028	(112,900)	1,666,281	(91,800)	(7,600)
ENDING FUND BALANCE	\$15,408	\$106,328	\$17,900	\$1,772,609	\$14,528	\$6,928



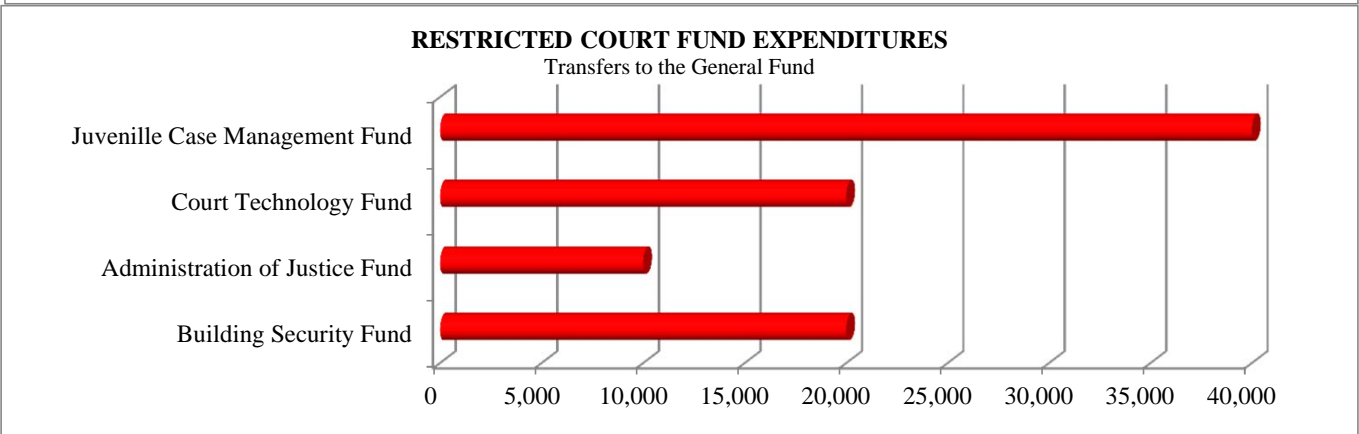
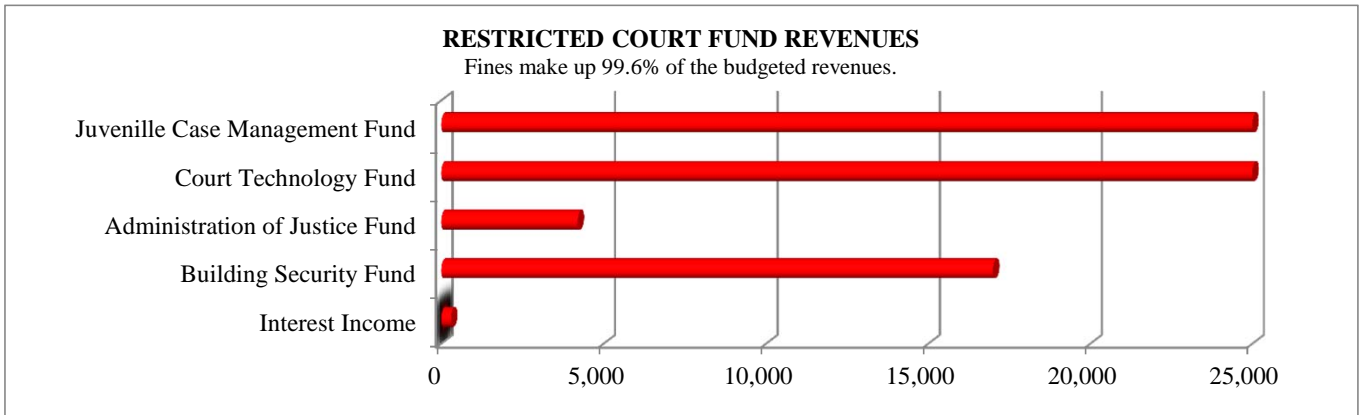
HOTEL MOTEL FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING FUND BALANCE	\$68,245	\$169,198	\$204,498	\$233,432	\$233,432	\$203,832
REVENUES:						
Hotel Tax Revenue	50,000	92,262	85,000	28,226	75,000	75,000
50th Anniversary Sponsorships	0	0	0	0	0	0
Interest Income	600	242	300	122	200	200
Other Income	0	0	0	0	0	0
Net Value of Investments	0	10	0	0	0	0
TOTAL REVENUES	50,600	92,514	85,300	28,348	75,200	75,200
EXPENSES:						
<i>Convention & Visitor Center:</i>						
<i>Convention Registration:</i>						
<i>Advertising:</i>						
Billboard	0	0	0	0	0	0
Misc. Advertising - brochures, etc.	5,000	1,041	5,000	0	1,500	1,500
Stars and Stripes Festival	4,000	2,469	4,000	0	0	0
50th Anniversary Celebration/Festival	0	0	0	0	0	0
Food & Wine Festival	7,500	7,500	7,500	7,500	7,500	7,500
<i>Promotion of the Arts:</i>						
Stars and Stripes Festival	23,000	4,550	23,000	0	0	0
50th Anniversary Celebration/Festival	0	3,227	0	0	0	0
Food & Wine Festival	2,500	2,500	2,500	2,500	2,500	2,500
<i>Historical Restoration & Preservation:</i>						
Land	0	0	0	0	77,100	70,200
Other Improvements	0	0	0	0	1,100	0
Comanche Gap Hist Park Development	0	0	0	0	0	50,000
<i>Sporting Events:</i>						
Tournaments	4,000	0	6,000	0	15,100	5,000
Kids Sporting Events	4,000	3,693	4,000	0	0	4,000
Kid Fish - Stars & Stripes	0	3,300	3,500	0	0	0
TOTAL EXPENSES	50,000	28,280	55,500	10,000	104,800	140,700
INCREASE/DECREASE	600	64,234	29,800	18,348	(29,600)	(65,500)
ENDING FUND BALANCE	\$68,845	\$233,432	\$234,298	\$251,780	\$203,832	\$138,332



RESTRICTED COURT FUND SUMMARY

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING FUND BALANCE	140,486	159,093	174,093	181,588	181,588	152,988
REVENUES:						
Interest Income	300	213	300	91	200	300
Building Security Fund	19,000	19,296	17,000	11,337	17,000	17,000
Administration of Justice Fund	5,000	3,806	4,200	2,682	4,200	4,200
Court Technology Fund	25,000	25,674	25,000	15,091	25,000	25,000
Juvenile Case Management Fund	25,000	30,006	25,000	17,486	25,000	25,000
TOTAL REVENUES	74,300	78,995	71,500	46,687	71,400	71,500
EXPENDITURES						
Transfer to General Fund from:						
Building Security Fund	20,000	27,000	54,000	14,000	22,000	20,000
Administration of Justice Fund	5,000	8,000	8,000	0	8,000	10,000
Court Technology Fund	25,000	21,500	20,000	10,000	20,000	20,000
Juvenile Case Management Fund	0	0	0	0	50,000	40,000
TOTAL EXPENDITURES	50,000	56,500	82,000	24,000	100,000	90,000
INCREASE/DECREASE	24,300	22,495	(10,500)	22,687	(28,600)	(18,500)
ENDING FUND BALANCE	164,786	181,588	163,593	204,275	152,988	134,488



MEMORIAL FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING FUND BALANCE	12,130	12,111	12,141	12,133	12,133	12,163
REVENUES						
Charles Reider Sch Int Income	50	22	30	11	30	30
Donation-Charles Reider	0	0	0	0	0	0
TOTAL REVENUES	50	22	30	11	30	30
EXPENSES						
Scholarship Expenses	0	0	0	0	0	0
TOTAL EXPENSES	0	0	0	0	0	0
INCREASE/DECREASE	50	22	30	11	30	30
ENDING FUND BALANCE	12,180	12,133	12,171	12,144	12,163	12,193



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

EMPLOYEE BENEFITS FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING FUND BALANCE	0	0	50	78	78	128
REVENUES						
Interest Income	0	78	50	24	50	50
TOTAL REVENUES	0	78	50	24	50	50
INCREASE/DECREASE	0	78	50	24	50	50
ENDING FUND BALANCE	0	78	100	102	128	178

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.





**BONDED
DEBT**

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:	\$2.50/\$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt (I&S Tax)	\$1.50/\$100
• 2010 Taxable Assessed Valuation	\$1,404,127,978
• 2010 Total Tax Rate (per \$100)	\$0.6770
• 2010 I&S Tax Rate (per \$100)	\$0.1782
• Maximum Annual Ad Valorem Tax Debt Service, 2021	\$2,567,174
• Equivalent I&S Tax Rate Required to Service Maximum Debt (per \$100)	\$0.1828
• Percentage of Ad Valorem Tax Debt Service Self-Supporting	44%

ACTUAL DEBT MARGIN

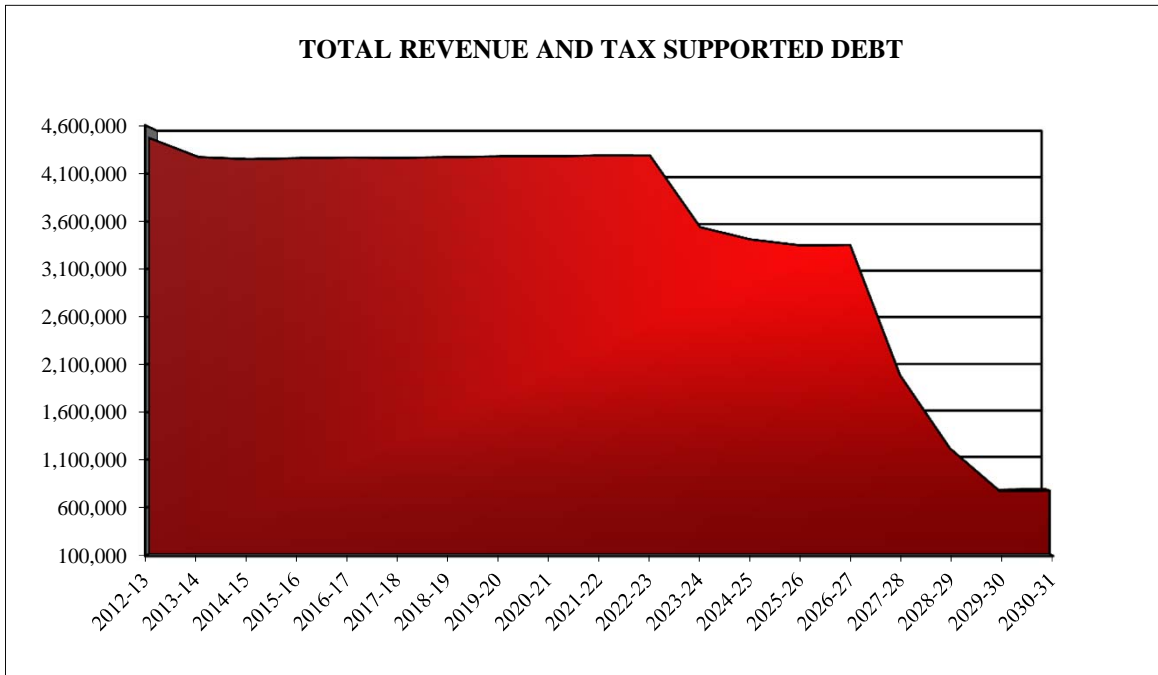
The certified 2012 taxable value per the Tax Appraisal District is \$1,404,127,978 which is an increase of \$8,018,532 or 0.57% from the 2011 taxable value. The current tax revenue was calculated using a maintenance and operations tax rate of \$0.4988 per \$100 of taxable value and a collection rate of 96% as follows:

Total Taxable Value		1,404,127,978
Proposed Tax Rate per \$100 valuation		<u>0.6770</u>
Gross Revenues from Taxes		9,505,946
Estimated Percentage of Collections		<u>96%</u>
Estimated Funds from Tax Levy		9,125,708
Estimated Delinquent Tax Collections		<u>12,000</u>
Total Estimated Tax Collections		<u><u>9,137,708</u></u>
	Tax Rate	Total
Distribution of Tax Revenue		
Maintenance and Operations	0.4988	6,732,480
Interest and Sinking	<u>0.1782</u>	<u>2,405,228</u>
Total	<u><u>0.6770</u></u>	<u><u>9,137,708</u></u>

In August 2009, Standard & Poor’s raised the City of Harker Heights’ underlying rating 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.

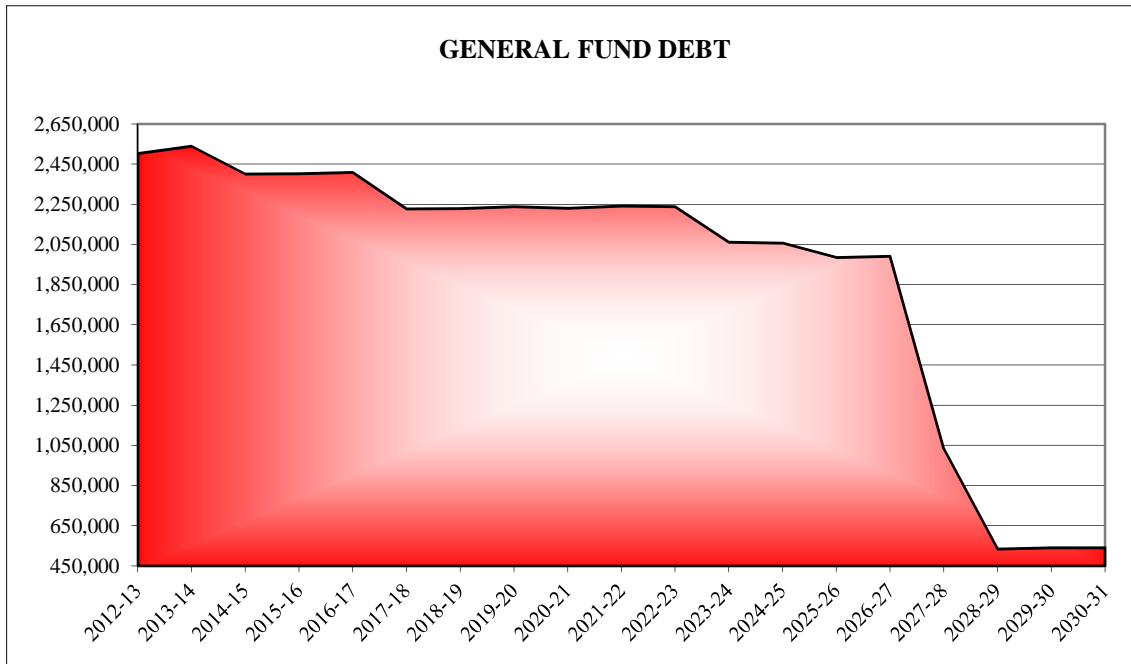
**TOTAL DEBT - CITY OF HARKER HEIGHTS
SUMMARY**

FISCAL YEAR	TOTAL PRINCIPAL	TOTAL INTEREST	GRAND TOTAL
2012-13	2,595,000	1,888,955	4,483,955
2013-14	2,490,000	1,790,718	4,280,718
2014-15	2,555,000	1,704,137	4,259,137
2015-16	2,660,000	1,610,024	4,270,024
2016-17	2,765,000	1,511,891	4,276,891
2017-18	2,865,000	1,407,568	4,272,568
2018-19	2,980,000	1,300,543	4,280,543
2019-20	3,100,000	1,188,504	4,288,504
2020-21	3,220,000	1,069,213	4,289,213
2021-22	3,355,000	943,017	4,298,017
2022-23	3,485,000	811,409	4,296,409
2023-24	2,870,000	672,872	3,542,872
2024-25	2,860,000	554,566	3,414,566
2025-26	2,915,000	436,380	3,351,380
2026-27	3,045,000	311,093	3,356,093
2027-28	1,805,000	179,801	1,984,801
2028-29	1,110,000	104,350	1,214,350
2029-30	705,000	57,800	762,800
2030-31	740,000	29,600	769,600
TOTAL	\$48,120,000	\$17,572,441	\$65,692,441



**GENERAL OBLIGATION DEBT
SUMMARY**

YEAR	TOTAL PRINCIPAL	TOTAL INTEREST	GRAND TOTAL
2012-13	1,443,953	1,059,316	2,503,269
2013-14	1,535,274	1,003,566	2,538,840
2014-15	1,453,164	947,263	2,400,427
2015-16	1,510,532	891,308	2,401,840
2016-17	1,575,269	833,054	2,408,323
2017-18	1,455,799	771,798	2,227,597
2018-19	1,512,905	716,135	2,229,040
2019-20	1,579,747	658,010	2,237,757
2020-21	1,634,221	596,045	2,230,266
2021-22	1,711,064	530,992	2,242,056
2022-23	1,775,538	462,830	2,238,368
2023-24	1,670,000	390,873	2,060,873
2024-25	1,735,000	321,816	2,056,816
2025-26	1,735,000	250,762	1,985,762
2026-27	1,815,000	176,151	1,991,151
2027-28	935,000	98,102	1,033,102
2028-29	475,000	59,800	534,800
2029-30	500,000	40,800	540,800
2030-31	520,000	20,800	540,800
TOTAL	\$26,572,466	\$9,829,421	\$36,401,887



**CERTIFICATE OF OBLIGATION
SERIES 2003**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	130,000	4.200%	25,978	155,978
2013-14	20,000	4.300%	20,517	40,517
2014-15	25,000	4.450%	19,658	44,658
2015-16	25,000	4.550%	18,545	43,545
2016-17	25,000	4.650%	17,407	42,407
2017-18	50,000	4.750%	16,245	66,245
2018-19	50,000	4.850%	13,870	63,870
2019-20	55,000	4.900%	11,445	66,445
2020-21	55,000	5.000%	8,750	63,750
2021-22	60,000	5.000%	6,000	66,000
2022-23	60,000	5.000%	3,000	63,000
TOTAL	\$555,000		\$161,415	\$716,415

2003 Series: Issued 4,500,000, Matures 2023

Street Improvements, New Police Department Building, Community Center and Parks & Recreation improvements.

**GENERAL OBLIGATION REFUNDING BONDS
SERIES 2005A**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	255,000	4.320%	60,264	315,264
2013-14	265,000	4.320%	49,248	314,248
2014-15	280,000	4.320%	37,800	317,800
2015-16	290,000	4.320%	25,704	315,704
2016-17	305,000	4.320%	13,176	318,176
TOTAL	\$1,395,000		\$186,192	\$1,581,192

2005A Series: Issued \$2,370,000, Matures 2017

Advance refund on outstanding Series 1997 Certificate of Obligation and to pay costs associated with issuance.

**CERTIFICATE OF OBLIGATION
SERIES 2005**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	45,000	4.550%	34,011	79,011
2013-14	45,000	4.550%	31,964	76,964
2014-15	50,000	4.550%	29,803	79,803
2015-16	50,000	4.550%	27,528	77,528
2016-17	55,000	4.550%	25,139	80,139
2017-18	55,000	4.550%	22,636	77,636
2018-19	60,000	4.550%	20,020	80,020
2019-20	60,000	4.550%	17,290	77,290
2020-21	65,000	4.550%	14,446	79,446
2021-22	65,000	4.550%	11,489	76,489
2022-23	70,000	4.550%	8,418	78,418
2023-24	75,000	4.550%	5,118	80,118
2024-25	75,000	4.550%	1,706	76,706
TOTAL	\$770,000		\$249,568	\$1,019,568

2005 Series: Issuance \$1,000,000, Matures 2025

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

**CERTIFICATE OF OBLIGATION
SERIES 2006**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	505,000	4.250%	448,219	953,219
2013-14	530,000	4.250%	426,756	956,756
2014-15	550,000	4.250%	404,231	954,231
2015-16	575,000	4.250%	380,856	955,856
2016-17	600,000	4.000%	356,419	956,419
2017-18	620,000	4.125%	332,419	952,419
2018-19	645,000	4.125%	306,844	951,844
2019-20	675,000	4.250%	280,238	955,238
2020-21	705,000	4.375%	251,550	956,550
2021-22	735,000	4.375%	220,706	955,706
2022-23	765,000	4.500%	188,550	953,550
2023-24	800,000	4.500%	154,125	954,125
2024-25	835,000	4.500%	118,125	953,125
2025-26	875,000	4.500%	80,550	955,550
2026-27	915,000	4.500%	41,175	956,175
TOTAL	\$10,330,000		\$3,990,763	\$14,320,763

2006 Series: Issuance \$12,000,000, Matures 2027

Street Construction and Reconstruction, Building Projects & Improvements, and Park Projects.

**CERTIFICATE OF OBLIGATION
SERIES 2008**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	255,000	4.190%	238,411	493,411
2013-14	265,000	4.190%	227,727	492,727
2014-15	280,000	4.190%	216,623	496,623
2015-16	290,000	4.190%	204,891	494,891
2016-17	300,000	4.190%	192,740	492,740
2017-18	315,000	4.190%	180,170	495,170
2018-19	330,000	4.190%	166,972	496,972
2019-20	340,000	4.190%	153,145	493,145
2020-21	355,000	4.190%	138,899	493,899
2021-22	370,000	4.190%	124,024	494,024
2022-23	390,000	4.190%	108,521	498,521
2023-24	405,000	4.190%	92,180	497,180
2024-25	420,000	4.190%	75,210	495,210
2025-26	440,000	4.190%	57,612	497,612
2026-27	460,000	4.190%	39,176	499,176
2027-28	475,000	4.190%	19,902	494,902
TOTAL	\$5,690,000		\$2,236,203	\$7,926,203

2008 Series: Issuance \$6,000,000, Matures 2028

City Hall Annex, Athletic Complex Phase 2, Park Projects, and Street Projects.

**CERTIFICATE OF OBLIGATION
SERIES 2011**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	100,000		172,638	272,638
2013-14	100,000		170,638	270,638
2014-15	100,000		168,638	268,638
2015-16	110,000		166,637	276,637
2016-17	115,000		164,437	279,437
2017-18	115,000		161,850	276,850
2018-19	120,000		158,975	278,975
2019-20	130,000		155,675	285,675
2020-21	125,000		151,775	276,775
2021-22	140,000		148,025	288,025
2022-23	140,000		143,825	283,825
2023-24	390,000		139,450	529,450
2024-25	405,000		126,775	531,775
2025-26	420,000		112,600	532,600
2026-27	440,000		95,800	535,800
2027-28	460,000		78,200	538,200
2028-29	475,000		59,800	534,800
2029-30	500,000		40,800	540,800
2030-31	520,000		20,800	540,800
TOTAL	\$4,905,000		\$2,437,338	\$7,342,338

2011 Series: Issuance \$5,000,000, Matures 2031

Improvements to streets, roads, and highways; and improvement, construction, and equipment for city park projects

**GENERAL OBLIGATION REFUNDING BOND
SERIES 2012**

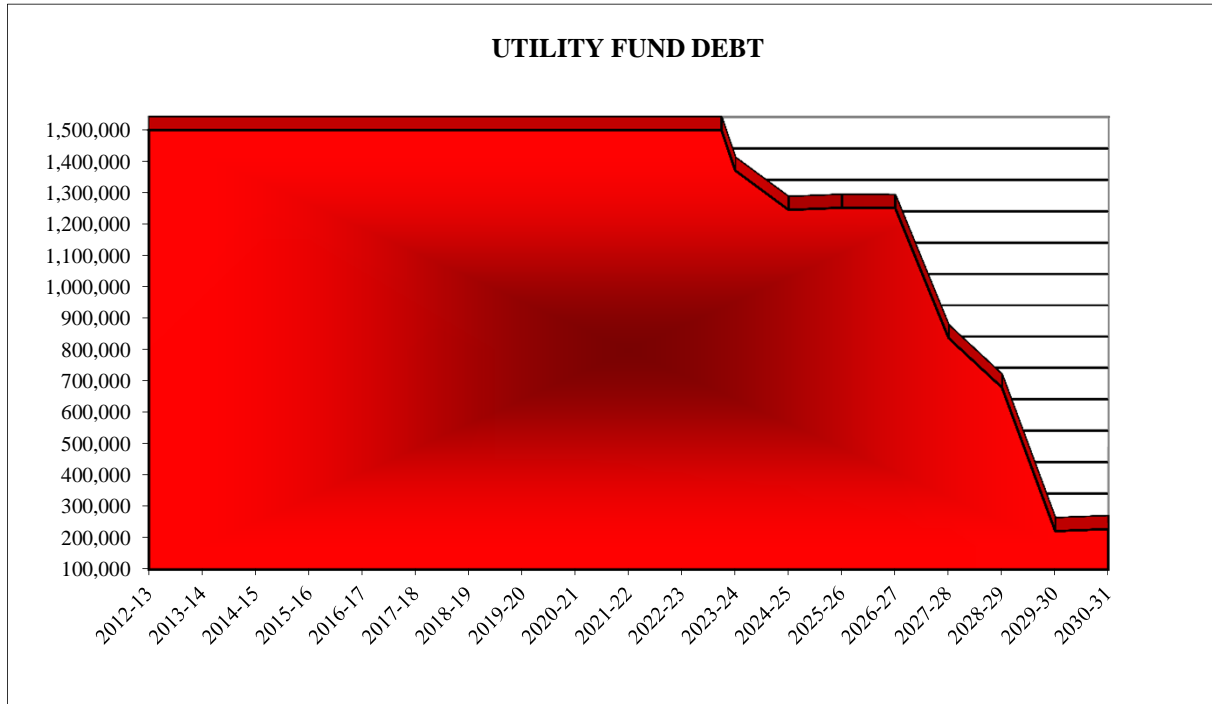
YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	153,953		79,795	233,748
2013-14	310,274		76,716	386,990
2014-15	168,164		70,510	238,674
2015-16	170,532		67,147	237,679
2016-17	175,269		63,736	239,005
2017-18	300,799		58,478	359,277
2018-19	307,905		49,454	357,359
2019-20	319,747		40,217	359,964
2020-21	329,221		30,625	359,846
2021-22	341,064		20,748	361,812
2022-23	350,538		10,516	361,054
	\$2,927,466		\$567,942	\$3,495,408

2012 Series: Issuance \$2,960,625, Matures 2023

Advance refund on outstanding Series 1999 Refunding and partial refunding of Series 2003 & Series 2003A and to pay costs associated with issuance.

**REVENUE BONDS
SUMMARY**

YEAR	TOTAL PRINCIPAL	TOTAL INTEREST	GRAND TOTAL
2012-13	851,857	749,256	1,601,113
2013-14	825,820	718,578	1,544,398
2014-15	999,490	692,192	1,691,682
2015-16	1,046,596	657,504	1,704,100
2016-17	1,080,807	621,106	1,701,913
2017-18	1,272,399	582,140	1,854,539
2018-19	1,323,715	535,715	1,859,430
2019-20	1,374,243	486,995	1,861,238
2020-21	1,432,665	434,942	1,867,607
2021-22	1,483,192	379,344	1,862,536
2022-23	1,546,614	321,733	1,868,347
2023-24	1,110,000	261,049	1,371,049
2024-25	1,030,000	215,571	1,245,571
2025-26	1,080,000	172,420	1,252,420
2026-27	1,125,000	125,934	1,250,934
2027-28	760,000	77,090	837,090
2028-29	635,000	44,550	679,550
2029-30	205,000	17,000	222,000
2030-31	220,000	8,800	228,800
TOTALS	\$ 19,402,398	\$ 7,101,919	\$ 26,504,317



**COMBINATION TAX & UTILITY REVENUE
CERTIFICATE OF OBLIGATION
SERIES 2003**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	220,000	4.200%	52,900	272,900
2013-14	50,000	4.300%	43,660	93,660
2014-15	50,000	4.450%	41,510	91,510
2015-16	55,000	4.550%	39,285	94,285
2016-17	55,000	4.650%	36,783	91,783
2017-18	100,000	4.750%	34,225	134,225
2018-19	110,000	4.850%	29,475	139,475
2019-20	110,000	4.900%	24,140	134,140
2020-21	120,000	5.000%	18,750	138,750
2021-22	125,000	5.000%	12,750	137,750
2022-23	130,000	5.000%	6,500	136,500
TOTALS	\$1,125,000		\$339,978	\$1,464,978

2003 Series: Issued \$4,000,000, Matures 2023
Water and wastewater improvements.

**GENERAL OBLIGATION REFUNDING BONDS
SERIES 2003-A**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	35,000	4.000%	5,456	40,456
2013-14	5,000	4.250%	4,056	9,056
2014-15	5,000	4.375%	3,844	8,844
2015-16	5,000	4.500%	3,625	8,625
2016-17	10,000	4.600%	3,400	13,400
2017-18	10,000	4.700%	2,940	12,940
2018-19	10,000	4.800%	2,470	12,470
2019-20	10,000	4.900%	1,990	11,990
2020-21	10,000	5.000%	1,500	11,500
2021-22	10,000	5.000%	1,000	11,000
2022-23	10,000	5.000%	500	10,500
TOTALS	\$120,000		\$30,781	\$150,781

2003-A Series: Issued \$2,405,000, Matures 2023

Proceeds from the sale of the bonds will be used to pay the cost of issuance in connection with the bonds and to refund a portion of the City's outstanding Certificates of Obligation in order to lower the overall debt service requirements to the City.

**COMBINATION TAX & UTILITY REVENUE
CERTIFICATE OF OBLIGATION
SERIES 2004**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	85,000	3.980%	66,665	151,665
2013-14	85,000	3.980%	63,282	148,282
2014-15	130,000	3.980%	59,899	189,899
2015-16	135,000	3.980%	54,725	189,725
2016-17	135,000	3.980%	49,352	184,352
2017-18	145,000	3.980%	43,979	188,979
2018-19	150,000	3.980%	38,208	188,208
2019-20	160,000	3.980%	32,238	192,238
2020-21	170,000	3.980%	25,870	195,870
2021-22	175,000	3.980%	19,104	194,104
2022-23	180,000	3.980%	12,139	192,139
2023-24	125,000	3.980%	4,975	129,975
TOTALS	\$1,675,000		\$470,436	\$2,145,436

2004 Series: Issuance \$2,000,000, Matures 2024

Water and sewer improvements including the costs of construction of a new water main, water line extensions, rehabilitation and repair of existing water line, and sewer line improvements.

**COMBINATION TAX & UTILITY REVENUE
CERTIFICATE OF OBLIGATION
SERIES 2006**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	140,000	4.250%	192,294	332,294
2013-14	230,000	4.250%	186,344	416,344
2014-15	240,000	4.250%	176,569	416,569
2015-16	250,000	4.250%	166,369	416,369
2016-17	260,000	4.000%	155,744	415,744
2017-18	270,000	4.125%	145,343	415,343
2018-19	285,000	4.125%	134,206	419,206
2019-20	295,000	4.250%	122,450	417,450
2020-21	310,000	4.375%	109,912	419,912
2021-22	320,000	4.375%	96,350	416,350
2022-23	335,000	4.500%	82,350	417,350
2023-24	350,000	4.500%	67,275	417,275
2024-25	365,000	4.500%	51,525	416,525
2025-26	380,000	4.500%	35,100	415,100
2026-27	400,000	4.500%	18,000	418,000
TOTALS	\$4,430,000		\$1,739,831	\$6,169,831

2006 Series: Issuance \$5,000,000, Matures 2027

Water and sewer improvements.

**COMBINATION TAX & UTILITY REVENUE
CERTIFICATE OF OBLIGATION
SERIES 2008**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	75,000	4.190%	71,859	146,859
2013-14		4.190%	68,716	68,716
2014-15	95,000	4.190%	68,716	163,716
2015-16	100,000	4.190%	64,736	164,736
2016-17	105,000	4.190%	60,546	165,546
2017-18	105,000	4.190%	56,146	161,146
2018-19	95,000	4.190%	51,746	146,746
2019-20	100,000	4.190%	47,766	147,766
2020-21	100,000	4.190%	43,576	143,576
2021-22	105,000	4.190%	39,386	144,386
2022-23	110,000	4.190%	34,986	144,986
2023-24	135,000	4.190%	30,377	165,377
2024-25	140,000	4.190%	24,721	164,721
2025-26	145,000	4.190%	18,855	163,855
2026-27	150,000	4.190%	12,779	162,779
2027-28	155,000	4.190%	6,495	161,495
TOTALS	\$1,715,000		\$701,406	\$2,416,406

2008 Series: Issuance \$2,000,000, Matures 2028

Water Main Improvements, Waterline Extension, and Sewer Rehabilitation.

**COMBINATION TAX & UTILITY REVENUE
CERTIFICATE OF OBLIGATION
SERIES 2009**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	65,000	4.500%	194,660	259,660
2013-14	70,000	4.500%	191,735	261,735
2014-15	220,000	3.500%	188,585	408,585
2015-16	230,000	3.500%	180,885	410,885
2016-17	240,000	3.500%	172,835	412,835
2017-18	250,000	3.500%	164,435	414,435
2018-19	265,000	3.500%	155,685	420,685
2019-20	280,000	3.750%	146,410	426,410
2020-21	290,000	4.000%	135,910	425,910
2021-22	305,000	4.000%	124,310	429,310
2022-23	320,000	4.000%	112,110	432,110
2023-24	335,000	4.100%	99,310	434,310
2024-25	355,000	4.200%	85,575	440,575
2025-26	370,000	4.300%	70,665	440,665
2026-27	390,000	4.400%	54,755	444,755
2027-28	410,000	4.450%	37,595	447,595
2028-29	430,000	4.500%	19,350	449,350
TOTALS	\$4,825,000		\$2,134,810	\$6,959,810

2009 Series: Issuance \$5,000,000, Matures 2029

Maintenance Yard pump station, expansion and improvements to the water & wastewater system.

**COMBINATION TAX & UTILITY REVENUE
 CERTIFICATE OF OBLIGATION
 SERIES 2011**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	95,000		94,488	189,488
2013-14	110,000		92,588	202,588
2014-15	110,000		90,388	200,388
2015-16	120,000		88,188	208,188
2016-17	120,000		85,787	205,787
2017-18	125,000		83,087	208,087
2018-19	135,000		79,962	214,962
2019-20	135,000		76,250	211,250
2020-21	140,000		72,200	212,200
2021-22	140,000		68,000	208,000
2022-23	150,000		63,800	213,800
2023-24	165,000		59,112	224,112
2024-25	170,000		53,750	223,750
2025-26	185,000		47,800	232,800
2026-27	185,000		40,400	225,400
2027-28	195,000		33,000	228,000
2028-29	205,000		25,200	230,200
2029-30	205,000		17,000	222,000
2030-31	220,000		8,800	228,800
TOTALS	\$2,910,000		\$1,179,800	\$4,089,800

2011 Series: Issuance \$3,000,000, Matures 2031
 Water & sewer system improvements.

**GENERAL OBLIGATION REFUNDING BOND
SERIES 2012**

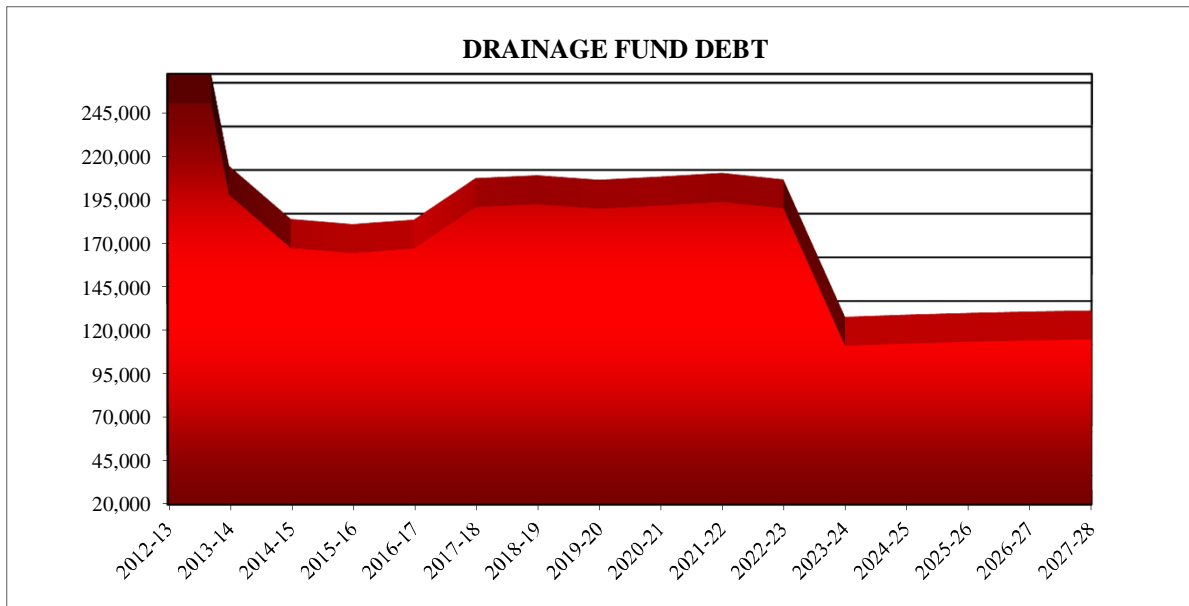
YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	136,857		70,934	207,791
2013-14	275,820		68,197	344,017
2014-15	149,490		62,681	212,171
2015-16	151,596		59,691	211,287
2016-17	155,807		56,659	212,466
2017-18	267,399		51,985	319,384
2018-19	273,715		43,963	317,678
2019-20	284,243		35,751	319,994
2020-21	292,665		27,224	319,889
2021-22	303,192		18,444	321,636
2022-23	311,614		9,348	320,962
	\$2,602,398		\$504,877	\$3,107,275

2012 Series: Issuance \$2,631,875, Matures 2023

Advance refund on outstanding Series 1999 Refunding and partial refunding of Series 2003 & Series 2003A and to pay costs associated with issuance.

**DRAINAGE REVENUE BONDS
SUMMARY**

YEAR	PRINCIPAL	INTEREST	TOTAL
2012-13	299,190	80,383	379,573
2013-14	128,906	68,574	197,480
2014-15	102,346	64,682	167,028
2015-16	102,872	61,212	164,084
2016-17	108,924	57,731	166,655
2017-18	136,802	53,630	190,432
2018-19	143,380	48,693	192,073
2019-20	146,010	43,499	189,509
2020-21	153,114	38,226	191,340
2021-22	160,744	32,681	193,425
2022-23	162,848	26,846	189,694
2023-24	90,000	20,950	110,950
2024-25	95,000	17,179	112,179
2025-26	100,000	13,198	113,198
2026-27	105,000	9,008	114,008
2027-28	110,000	4,609	114,609
TOTAL	\$2,145,136	\$641,101	\$2,786,237



**COMBINATION TAX & UTILITY SYSTEM REVENUE
 CERTIFICATE OF OBLIGATION
 SERIES 2003**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	210,000	4.200%	8,820	218,820
TOTAL	\$210,000		\$8,820	\$218,820

2003 Series: Issued 1,000,000, Matures 2013

Drainage improvements to Ashwood Lane, Verna Lee Boulevard, Indian Trail and miscellaneous projects.

**COMBINATION TAX & UTILITY SYSTEM REVENUE
 CERTIFICATE OF OBLIGATION
 SERIES 2008**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	55,000	4.190%	53,842	108,842
2013-14	60,000	4.190%	51,537	111,537
2014-15	65,000	4.190%	49,023	114,023
2015-16	65,000	4.190%	46,300	111,300
2016-17	70,000	4.190%	43,576	113,576
2017-18	70,000	4.190%	40,643	110,643
2018-19	75,000	4.190%	37,710	112,710
2019-20	75,000	4.190%	34,568	109,568
2020-21	80,000	4.190%	31,425	111,425
2021-22	85,000	4.190%	28,073	113,073
2022-23	85,000	4.190%	24,511	109,511
2023-24	90,000	4.190%	20,950	110,950
2024-25	95,000	4.190%	17,179	112,179
2025-26	100,000	4.190%	13,198	113,198
2026-27	105,000	4.190%	9,008	114,008
2027-28	110,000	4.190%	4,609	114,609
TOTAL	\$1,285,000		\$506,152	\$1,791,152

2008 Series: Issued 1,500,000, Matures 2028
 Residential Drainage Projects

**GENERAL OBLIGATION REFUNDING BOND
SERIES 2012**

YEAR	PRINCIPAL	COUPON	INTEREST	TOTAL
2012-13	34,190		17,721	51,911
2013-14	68,906		17,037	85,943
2014-15	37,346		15,659	53,005
2015-16	37,872		14,912	52,784
2016-17	38,924		14,155	53,079
2017-18	66,802		12,987	79,789
2018-19	68,380		10,983	79,363
2019-20	71,010		8,931	79,941
2020-21	73,114		6,801	79,915
2021-22	75,744		4,608	80,352
2022-23	77,848		2,335	80,183
	\$650,136		\$126,129	\$776,265

2012 Series: Issuance \$657,500, Matures 2023

Advance refund on outstanding Series 1999 Refunding and partial refunding of Series 2003 & Series 2003A and to pay costs associated with issuance.



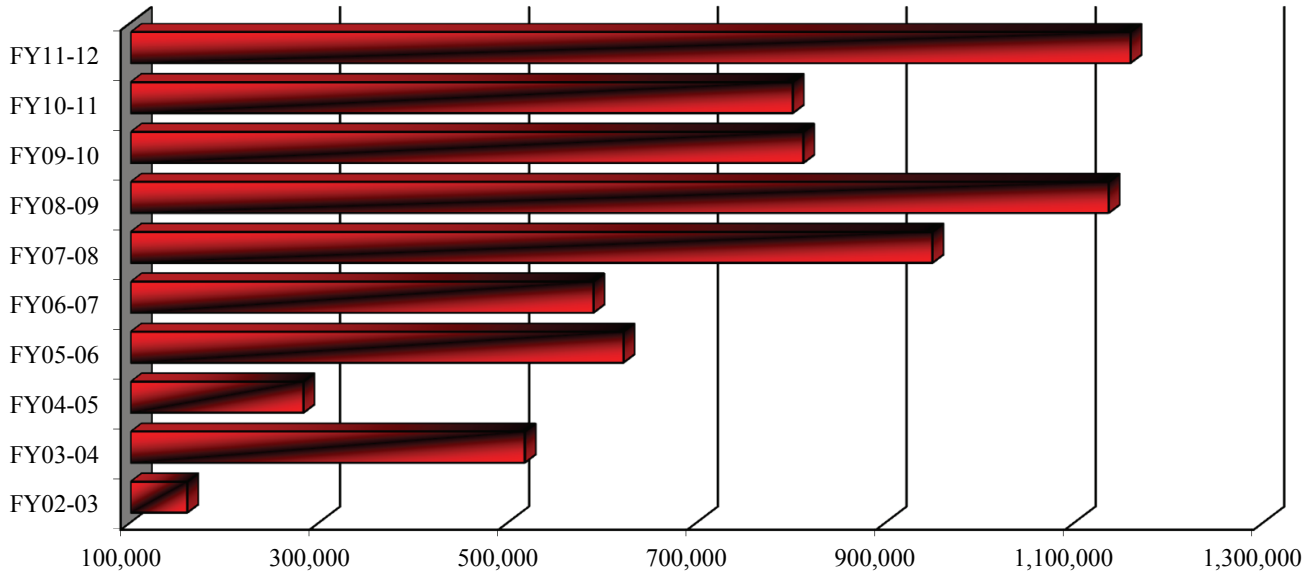
**FIXED
ASSETS**

SUMMARY OF FIXED ASSETS

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
BEGINNING ACCOUNT BALANCE	\$323,573	\$710,415	\$590,402	\$609,000	\$609,000	\$535,100
Transfer from General Fund	0	0	0	0	485,000	0
Transfer from Utility Fund	400,000	500,000	250,000	0	600,000	500,000
Transfer from Drainage Fund	50,000	50,000	0	0	0	0
Transfer from Sanitation Fund	150,000	150,000	0	0	0	0
TOTAL TRANSFERS	600,000	700,000	250,000	0	1,085,000	500,000
Fixed Asset Purchases	(566,100)	(801,415)	(1,018,800)	(397,916)	(1,158,900)	(1,011,300)
TOTAL PURCHASES	(566,100)	(801,415)	(1,018,800)	(397,916)	(1,158,900)	(1,011,300)
ENDING ACCOUNT BALANCE	\$357,473	\$609,000	(\$178,398)	\$211,084	\$535,100	\$23,800

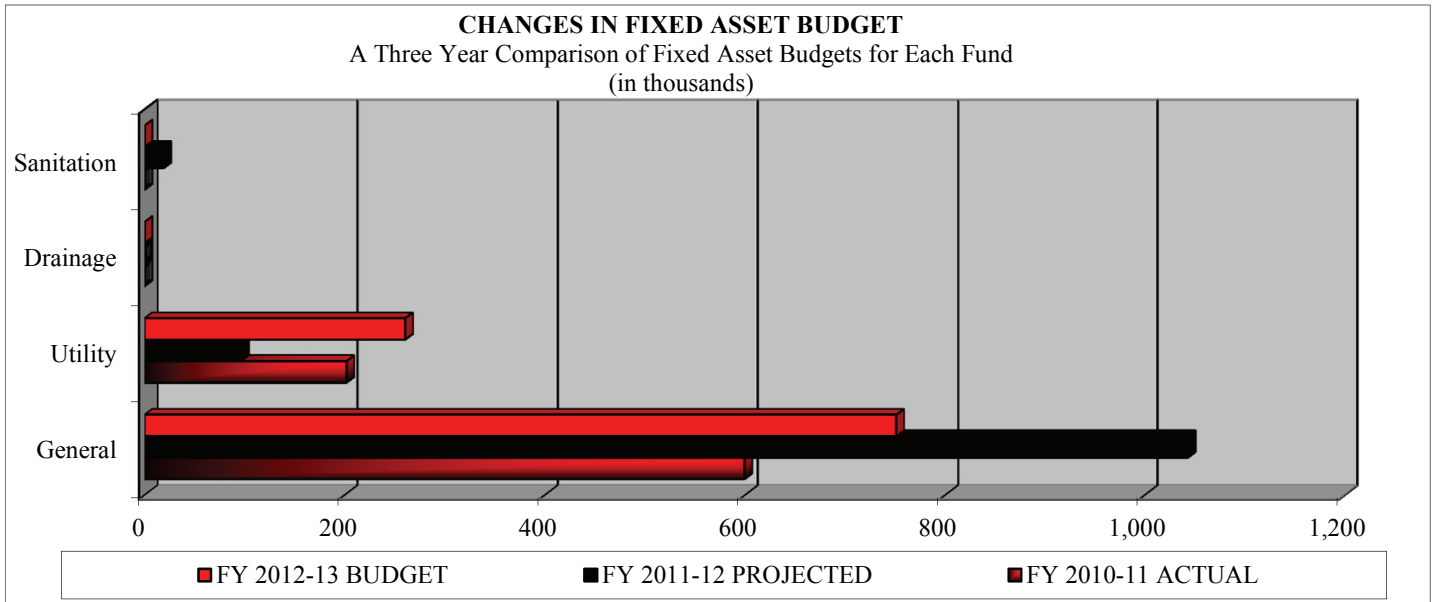
FIXED ASSET PURCHASES BY FISCAL YEAR

The 2013 fixed asset budget proposes spending \$147,600 less than projected for the 2012 fiscal year.



FIXED ASSETS SUMMARY BY FUND

	FY 2010-11 BUDGET	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2011-12 MID-YEAR	FY 2011-12 PROJECTED	FY 2012-13 ADOPTED BUDGET
GENERAL FUND						
City Council	0	0	0	600	600	0
Administration	123,000	148,241	155,100	97,489	210,900	156,500
Finance	0	0	0	0	0	4,000
Police	171,700	174,367	83,000	48,546	93,400	145,500
Courts	1,400	4,999	8,300	1,300	1,300	13,500
Development & Planning	0	0	5,000	0	5,000	0
Code Enforcement	0	0	0	0	0	0
Fire/EMS Administration	0	0	0	0	18,900	0
Fire/EMS Operations	87,200	184,323	287,200	87,223	309,500	226,700
Library	70,000	67,892	77,000	41,082	77,000	87,300
Parks & Recreation	21,000	19,691	29,800	32,044	38,500	117,500
Streets	0	0	292,000	1,000	286,900	0
Maintenance	0	0	0	1,133	1,100	0
TOTAL GENERAL FUND	474,300	599,513	937,400	310,417	1,043,100	751,000
UTILITY FUND						
Water Administration	8,200	8,720	0	0	0	14,000
Water Operations	0	0	0	152	100	70,000
Wastewater Operations	83,600	193,182	56,600	68,307	96,700	176,300
TOTAL UTILITY FUND	91,800	201,902	56,600	68,459	96,800	260,300
DRAINAGE FUND						
Drainage	0	0	0	0	0	0
TOTAL DRAINAGE FUND	0	0	0	0	0	0
SANITATION FUND						
Sanitation	0	0	24,800	19,040	19,000	0
TOTAL SANITATION FUND	0	0	24,800	19,040	19,000	0
GRAND TOTAL	566,100	801,415	1,018,800	397,916	1,158,900	1,011,300



FIXED ASSET PURCHASES BY DEPARTMENT

**FY 2012-2013
ADOPTED BUDGET**

ADMINISTRATION

Enterprise Agreement	40,000
Dell Leases (Computers/Servers)	54,000
Lease for Replacement COBAN Systems	60,000
Equipment for Planning & Administration Conference Rooms	2,500
	<hr/> 156,500 <hr/>

FINANCE

Tracker Investment Software	4,000
	<hr/> 4,000 <hr/>

POLICE

(3) Patrol Cars	99,000
(2) Motorcycles - Replacement Program w/ Harley Davidson	14,100
(10) Handheld Radios	32,400
	<hr/> 145,500 <hr/>

COURTS

(3) Ticket Writers	12,000
Laser Printer	1,500
	<hr/> 13,500 <hr/>

FIRE OPERATIONS

Ambulance	193,000
(5) SCBA Air Packs	30,100
Portable Ground Monitor	3,600
	<hr/> 226,700 <hr/>

LIBRARY

Books and Processing	85,500
Network Switch	1,800
	<hr/> 87,300 <hr/>

PARKS & RECREATION

Online Registration Software	30,000
Pickup Truck	20,000
Zero Turn Mower	9,500
Mini-Bus	58,000
	<hr/> 117,500 <hr/>

GENERAL FUND SUBTOTAL

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751,000

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WATER ADMINISTRATION

Software Upgrade and (2) Handheld Meter Readers	9,100
Printer	1,500
Drive-Thru Drawer	3,400
	<hr/> 14,000 <hr/>

WATER OPERATIONS

Pickup Truck	20,000
Boom for Backhoe	50,000
	<hr/> 70,000 <hr/>

WASTEWATER

Lease for Vactor Jetrodger	56,600
Flender Mechanical Aerator Gearbox	57,200
Truck with Crane	62,500
	<hr/> 176,300 <hr/>

UTILITY FUND SUBTOTAL

**---

260,300

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GRAND TOTAL FOR ALL FUNDS

**---

1,011,300

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**CAPITAL OUTLAY
AND
IMPROVEMENTS**

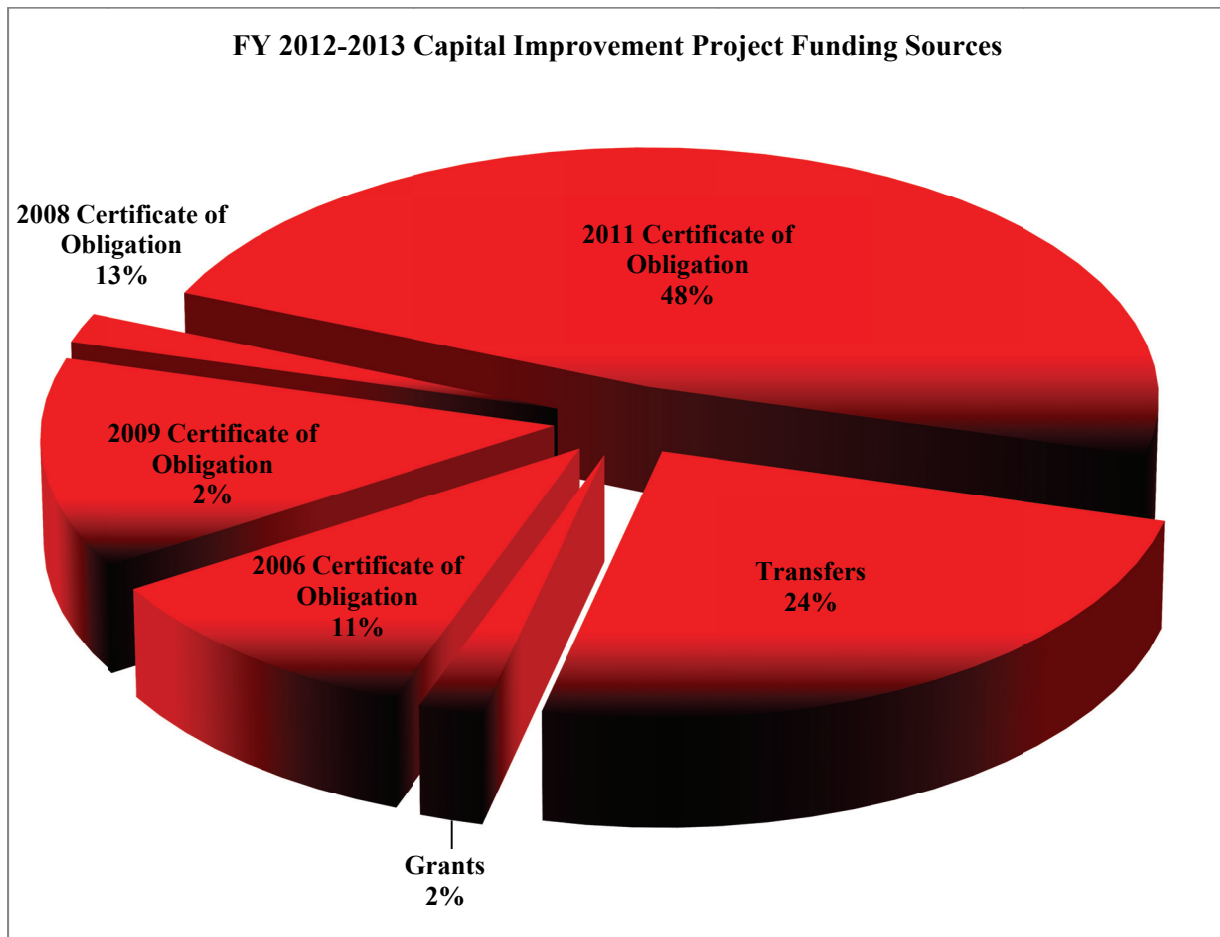
CAPITAL IMPROVEMENT PROGRAM

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 “Bonded Debt” Section for details on the dollar amounts of bonds and the projects they are funding.)

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



CAPITAL IMPROVEMENT PROJECT SUMMARY

WATER PROJECTS	
Water Main Improvements	100,000
Fire Hydrants and Water Main Extension (Annexed Area)	240,000
Elevated Storage Tank and Lines at The Evergreens	1,049,800
Sutton Place Hydropneumatic Tank	300,000
TOTAL WATER PROJECTS	1,689,800

WASTEWATER PROJECTS	
Sewer Rehabilitation	680,000
Clarifier Drain Valve	235,000
Wastewater Lines and Mains East to Levy Crossing	1,840,000
TOTAL WASTEWATER PROJECTS	2,755,000

DRAINAGE PROJECTS	
Residential Drainage Projects	955,600
Roy Reynolds Bridge Stabilization	160,000
FEMA Study	225,000
TOTAL DRAINAGE PROJECTS	1,340,600

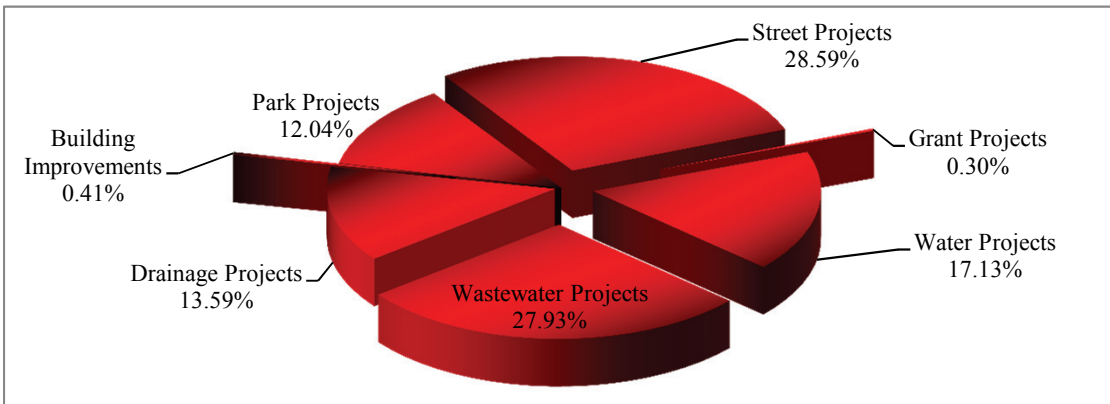
BUILDING IMPROVEMENTS	
Demolition of Building on Amy	40,000
TOTAL BUILDING IMPROVEMENTS	40,000

PARK PROJECTS	
Park Improvement Projects	150,000
Soccer Complex Improvements	326,400
Goode/Connell Park Development	360,900
Completion of Goode/Connell Park Development	350,100
TOTAL PARK PROJECTS	1,187,400

STREET PROJECTS	
U-Turn at FM 2410/US Highway 190 West	1,619,600
Miscellaneous Street Projects	1,200,000
TOTAL STREET PROJECTS	2,819,600

GRANT PROJECTS	
Community Development Block Grant - Roy Reynolds Bridge Stabilization	30,000
TOTAL GRANT PROJECTS	30,000

TOTAL CAPITAL IMPROVEMENT PROJECTS **9,862,400**



CAPITAL IMPROVEMENT PROJECT DETAILS

WATER PROJECTS

AMOUNT OF BUDGET: 17.13%

Project Name: Water Main Improvements
 Estimated Project Length: Through Fiscal Year 2015

Funding Source: Transfers
 FY 2013 Budget: \$100,000

Project Code: Maintenance

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Planning/Design:	12,000	18,000	18,000	0	0
Construction:	88,000	132,000	132,000	0	0
	100,000	150,000	150,000	0	0

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

Project Name: Fire Hydrants and Water Main Extension (Annexed Area)
 Estimated Project Length: Through FY 2013

Funding Source: 2006 CO
 FY 2013 Budget: \$240,000

Project Code: New Service

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

Project Description: Eight water mains will be constructed in strategic locations along the north side of FM 2410 by boring under the road and tying in 8-inch and 10-inch water mains into the existing 16-inch water main. Additional water mains will be extended along the north side for fire hydrants. This will enable eight fire hydrants to be installed.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Capital Costs:	240,000	0	0	0	0
	240,000	0	0	0	0

Operating Costs: This project is being funded by the Series 2006 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are expected.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments:	332,294	416,344	416,569	416,369	415,744
	332,294	416,344	416,569	416,369	415,744

Project Name: Elevated Storage Tank and Lines at The Evergreens
 Estimated Project Length: Through FY 2013

Funding Source: 2006 & 2011 CO
 FY 2013 Budget: \$1,049,800

Project Code: Enhancement

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

Project Description: The project includes engineering for the construction of a 150,000 gallon elevated "spheroidal" storage tank within the Evergreen Subdivision and construction of 5,045 linear feet of 12-inch water main connecting the elevated tank to the Cedar Knob Pump Station adjacent to The Ridge Subdivision.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Engineering:	128,000	0	0	0	0
Construction:	921,800	0	0	0	0
	1,049,800	0	0	0	0

Operating Costs: This project is being funded by the Series 2006 (\$786,700) and Series 2011 (\$263,100) Certificates of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. No other costs are

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments-2006:	332,294	416,344	416,569	416,369	415,744
Debt Payments-2011:	189,488	202,588	200,388	208,188	205,788
	521,782	618,932	616,957	624,557	621,532

Project Name: Sutton Place Hydropneumatic Tank
 Estimated Project Length: Through FY 2013

Funding Source: 2011 CO
 FY 2013 Budget: \$300,000

Project Code: Maintenance

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

Project Description: Replace the in-line water pumps with a hydropneumatic tank or pumps having variable frequency drives (VFD). The VFD's would provide fire protection along with the domestic water requirement.

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Engineering:	35,000	0	0	0	0
Construction:	265,000	0	0	0	0
	300,000	0	0	0	0

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

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Debt Payments:	189,488	202,588	200,388	208,188	205,788
	189,488	202,588	200,388	208,188	205,788

WASTEWATER PROJECTS

AMOUNT OF BUDGET: 27.93%

Project Name: Sewer Rehabilitation
 Estimated Project Length: Continuous

Funding Source: Transfers
 FY 2013 Budget: \$680,000

Project Code: Maintenance

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	680,000	250,000	250,000	200,000	200,000
	680,000	250,000	250,000	200,000	200,000

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

Project Name: Clarifier Drain Valve; No. 3 Rake Drive Replacement
 Estimated Project Length: Through FY 2013

Funding Source: 2009 & 2011 CO
 FY 2013 Budget: \$235,000

Project Code: Mandatory

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

Project Description: Remove and replace the lower, intermediate and upper gear drives that turn the sludge rakes at the bottom of the clarifier. Replace the return activated sludge variable frequency drive motor control center. Excavate 17.5 feet in depth to replace broken 12-inch plug valves.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	235,000	0	0	0	0
	235,000	0	0	0	0

Operating Costs: This project is being funded by the Series 2009 (\$190,000) and Series 2011 (\$45,000) Certificates of Obligation. Debt payments necessary to pay the bonds will increase the Utility Fund budget. No other costs are

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments-2009:	259,660	261,735	408,585	410,885	412,835
Debt Payments-2011:	189,488	202,588	200,388	208,188	205,788
	449,148	464,323	608,973	619,073	618,623

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

Funding Source: 2011 CO
 FY 2013 Budget: \$1,840,000

Project Code: New Service

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

Project Description: Extend sanitary sewer east into the new annexed areas.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	1,840,000	1,000,000	0	0	0
	1,840,000	1,000,000	0	0	0

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments:	189,488	202,588	200,388	208,188	205,788
	189,488	202,588	200,388	208,188	205,788

DRAINAGE PROJECTS AMOUNT OF BUDGET: 13.59%

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

Funding Source: 2008 CO
 FY 2013 Budget: \$955,600

Project Code: Maintenance

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

Project Description: Continuation of the City's residential drainage improvement program. Work will be done in the area of Iron Jacket Trail. Additional areas on the list include East Cardinal, Tanglewood Drive, and Waco Trace.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Engineering:	0	0	0	0	0
Construction:	955,600	144,100	0	0	0
	955,600	144,100	0	0	0

Operating Costs: This project is being funded by the Series 2008 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Utility Fund budget. There is also a \$220,000 transfer budgeted to cover costs of this project. No other costs are expected.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments:	146,859	68,716	163,716	164,736	165,546
	146,859	68,716	163,716	164,736	165,546

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

Funding Source: Grant (CDBG)
 FY 2013 Budget: \$190,000

Project Code: Maintenance

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

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Engineering:	48,000	0	0	0	0
Grant Administrator*:	30,000	0	0	0	0
Construction:	112,000	155,000	0	0	0
	190,000	155,000	0	0	0

*expense is listed under grant projects in the CIP summary

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

Project Name: FEMA Study
 Estimated Project Length: FY 2015

Funding Source: Transfers
 FY 2013 Budget: \$225,000

Project Code: Maintenance

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

Project Description: This project includes updating the topographic maps for the entire city as well as calculating and delineating the floodplains.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Engineering:	0	0	0	0	0
Construction:	225,000	231,000	75,000	0	0
	225,000	231,000	75,000	0	0

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

BUILDING IMPROVEMENT PROJECTS**AMOUNT OF BUDGET: 0.41%**

Project Name: Demolition of Building on Amy Lane
 Estimated Project Length: Through FY 2013

Funding Source: Transfers
 FY 2013 Budget: \$40,000

Project Code:

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

Project Description: Demolition and removal of two buildings at 301 S Amy Lane. Asbestos survey inspection and removal has been completed. Any scrap metal will be rebated to the City.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	40,000	0	0	0	0
	40,000	0	0	0	0

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

PARK PROJECTS**AMOUNT OF BUDGET: 12.04%**

Project Name: Park Improvement Projects
 Estimated Project Length: Continuous

Funding Source: Transfers
 FY 2013 Budget: \$150,000

Project Code: Maintenance, Enhancement

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

Project Description: Improvements and development to the parks, athletics, greenways, and other open space areas in the City of Harker Heights Parks and Recreation system.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	87,000	50,000	75,000	75,000	50,000
Equipment:	63,000	100,000	75,000	75,000	100,000
	150,000	150,000	150,000	150,000	150,000

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

Project Name: Soccer Complex Improvements
 Estimated Project Length: Through FY 2013

Funding Source: 2011 CO
 FY 2013 Budget: \$326,400

Project Code: Enhancement

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

Project Description: Installation of a concession/restroom facility and additional full-size soccer fields with irrigation.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	326,400	0	0	0	0
	326,400	0	0	0	0

Operating Costs: This project is being funded by the Series 2011 Certificate of Obligation. Debt payments necessary to pay the bond will increase the Debt Service Fund budget. Utility and maintenance costs will increase after completion of the project.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments:	189,488	202,588	200,388	208,188	205,788
Utilities:	0	500	1,000	1,000	1,000
Maintenance:	0	2,000	2,000	2,000	2,000
	189,488	205,088	203,388	211,188	208,788

Project Name: Goode/Connell Park Development and Completion
 Estimated Project Length: Through FY 2013

Funding Source: 2008 & 2011 CO
 FY 2013 Budget: \$711,000

Project Code: New Service

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

Project Description: This project includes site preparation, trail, open fields for baseball and soccer practice, covered playground equipment, picnic tables, park benches and pavilions. The 14 acre tract of land was donated for the purpose of developing a park.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	564,500	0	0	0	0
Equipment:	140,000	0	0	0	0
Inspection/Testing:	6,500	0	0	0	0
	711,000	0	0	0	0

Operating Costs: This project is being funded by the Series 2008 (\$360,900) and Series 2011 (\$350,100) Certificates of Obligation. Debt payments necessary to pay the bonds will increase the Debt Service Fund budget. Personnel, operations, and maintenance costs will increase after completion of the project.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments-2008:	146,859	68,716	163,716	164,736	165,546
Debt Payments-2011:	189,488	202,588	200,388	208,188	205,788
Personnel:	20,000	20,000	20,000	20,000	20,000
Maintenance:	0	5,000	5,000	8,000	10,000
Operations:	0	2,000	2,000	2,000	2,000
	356,347	298,304	391,104	402,924	403,334

STREET PROJECTS

AMOUNT OF BUDGET: 28.59%

Project Name: U-Turn at FM 2410/US Highway 190 West
 Estimated Project Length: Through FY 2013

Funding Source: 2011 CO
 FY 2013 Budget: \$1,619,600

Project Code: Maintenance

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

Project Description: The City has been working with the Texas Department of Transportation to have a U-Turn added to the west side of the FM 2410 bridge. This U-Turn will be an overpass like those installed in the Temple area near Scott & White Hospital.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction:	1,619,600	0	0	0	0
	1,619,600	0	0	0	0

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Debt Payments:	189,488	202,588	200,388	208,188	205,788
	189,488	202,588	200,388	208,188	205,788

Project Name: Miscellaneous Street Projects
 Estimated Project Length: Unknown

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

Project Code: Maintenance

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

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

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Planning/Design:	125,000	125,000	125,000	125,000	125,000
Construction:	1,075,000	1,075,000	1,075,000	1,175,000	1,375,000
	1,200,000	1,200,000	1,200,000	1,300,000	1,500,000

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

CAPITAL IMPROVEMENT PROGRAM

	PROJECTED 2011-12	BUDGET 2012-13	BUDGET 2013-14	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17
REVENUE SOURCES:						
2006 Bond Proceeds						
Bond Proceeds - General Fund	(1,470,059)	(1,795,059)	(1,795,059)			
Bond Proceeds - Utility	515,150	485,150	(541,550)			
Less: Issuance Cost and I&S						
Library Depreciation refund						
Adjustment to Actual	509,528	509,528	509,528			
Proceeds Remaining	(445,381)	(800,381)	(1,827,081)			
Interest earned from 2006 CO	1,825,067	1,826,367	1,827,167			
Budgeted Interest Income	1,300	800	0			
2006 CO funds not expensed from prior year	1,380,986	1,026,786	86	86	86	86
2008 Bond Proceeds						
Bond Proceeds - General Fund	2,026,954	1,341,854	980,954			
Bond Proceeds - Utility	966,701	966,701	966,701			
Bond Proceeds - Drainage	(874,568)	(1,527,068)	(2,482,668)			
Less: Issuance Cost and I&S	(67,500)	(67,500)	(67,500)			
Adjustment to Actual	360,593	360,593	360,593			
Proceeds Remaining	2,412,180	1,074,580	(241,920)			
Budgeted Interest Income	5,000	1,000	0			
Interest earned from 2008 CO	235,957	240,957	241,957			
2008 CO funds not expensed from prior year	2,653,137	1,316,537	37	37	37	37
2009 Bond Proceeds						
Bond Proceeds - Utility	3,666,970	(8,030)	(198,030)			
Less: Issuance Cost and I&S	(100,000)	(100,000)	(100,000)			
Adjustment to Actual	211,911	211,911	211,911			
Proceeds Remaining	3,778,881	103,881	(86,119)			
Budgeted Interest Income	9,000	3,000	500			
Interest earned from 2009 CO	73,895	82,895	85,895			
2009 CO funds not expensed from prior year	3,861,776	189,776	276	276	276	276
2011 Bond Proceeds						
Bond Proceeds - General Fund	4,497,161	3,319,066	1,022,966	692,966		
Bond Proceeds - Utility	2,945,136	2,795,136	347,036	(652,964)		
Less: Issuance Cost and I&S	(90,069)	(90,069)	(90,069)	(90,069)		
Adjustment to Actual						
Proceeds Remaining	7,352,228	6,024,133	1,279,933	(50,067)		
Budgeted Interest Income	26,000	11,000	2,500	0		
Interest earned from 2011 CO	10,703	36,703	47,703	50,203		
2011 CO funds not expensed from prior year	7,388,931	6,071,836	1,330,136	136	136	136
Total Bond Revenue Sources	15,284,830	8,604,935	1,330,535	535	535	535
NON-BOND REVENUE SOURCES:						
Interest	4,500	5,000	5,000	7,000	7,000	7,000
Cash balance in CIP Oper at 09/30	1,978,180	2,226,543	494,843	24,879	557,015	789,151
General Fund Transfer	150,000	200,000	425,000	450,000	500,000	500,000
Utility Fund Transfer	825,000	1,500,000	1,600,000	1,600,000	1,550,000	1,500,000
Sanitation Fund Transfer	0	0	0	0	0	0
Drainage Fund Transfer	0	0	225,000	250,000	275,000	275,000
Grant Revenue	185,000	175,000	175,000	0	0	0
Total Non-Bond Revenue Sources	3,142,680	4,106,543	2,924,843	2,331,879	2,889,015	3,071,151
TOTAL REVENUES	18,427,510	12,711,478	4,255,378	2,332,414	2,889,550	3,071,686
BUDGETED WATER PROJECTS:						
Water Main Improvements	141,600	100,000	100,000	100,000	150,000	150,000
Cedar Knob Road to FS #2-12 in line (over sizing)					300,000	
Maint Yard Pump Station & Expansion (funded from 2009 CO's)	3,655,000					
Fire Hydrants & main ext. @annexed area	30,000	240,000				
Elevated Storage Tank & Lines @ Evergreens		786,700				
Elevated Storage Tank & Lines @ Evergreens (funded from 2011 CO)		263,100				
Sutton Place Hydropneumatic Tank		300,000				
SUB-TOTAL WATER PROJECTS	3,826,600	1,689,800	100,000	100,000	450,000	150,000

	PROJECTED 2011-12	BUDGET 2012-13	BUDGET 2013-14	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17
BUDGETED WASTEWATER PROJECTS:						
Sewer Rehabilitation/Improvements	183,500	680,000	250,000	250,000	200,000	200,000
Clarifier Drain Valve; No. 3 Rake; Pump Contr. (funded from 2009 CO's)	20,000	190,000				
Clarifier Drain Valve; No. 3 Rake; Pump Contr. (funded from 2011 CO's)		45,000				
Wastewater Line Repl. (Valley to Cox) grant project	69,200					
Wastewater lines & mains east to Levy Crossing	150,000	1,840,000	1,000,000			
SUB-TOTAL WASTEWATER PROJECTS	422,700	2,755,000	1,250,000	250,000	200,000	200,000
BUDGETED DRAINAGE PROJECTS:						
Residential Drainage Projects	652,500	955,600	144,100			
Drainage Detention Pond @ HHHS - Engr	16,000					
Roy Reynolds Bridge Stabilization	5,000	160,000	155,000			
FEMA Study (remainder of the City)	25,000	225,000	231,000	75,000		
SUB-TOTAL DRAINAGE PROJECTS	698,500	1,340,600	530,100	75,000	0	0
BUDGETED BUILDING IMPROVEMENTS:						
Building Renovations						
Building Ext. (Maint. Yard) - \$1,500 left	1,500					
Gym Floor - \$7,540	7,237					
Building Demolition on Amy	10,000	40,000				
SUB-TOTAL BUILDING IMPROVEMENTS	18,737	40,000	0	0	0	0
BUDGETED PARK PROJECTS:						
Park Improvements	46,000	150,000	150,000	150,000	150,000	150,000
Soccer Complex Impr (funded from 2011 CO's)	108,800	326,400				
Purser Park Development	495,000					
Completion of Purser Park	260,500					
Goode/Connell Park Development	190,100	360,900				
Completion of Goode/Connell Park	0	350,100				
SUB-TOTAL PARK PROJECTS	1,100,400	1,187,400	150,000	150,000	150,000	150,000
BUDGETED STREET PROJECTS:						
Indian Trail (Osage to US190)	596,595					
TXDot match FM2410 & overpass	325,000					
U-Turn at FM2410/US190 west	212,200	1,619,600				
FM 2410 widening & turn lane			670,000			
FM 2410 widening & turn lane (funded from 2011 CO's)			330,000			
Misc. Street Projects	327,000	1,200,000	1,200,000	1,200,000	1,300,000	1,500,000
SUB-TOTAL STREET PROJECTS	1,460,795	2,819,600	2,200,000	1,200,000	1,300,000	1,500,000
BUDGETED GRANT PROJECTS:						
Community Dev Block Grant (Sewer)	28,000					
Community Dev Block Grant (Bridge Stabilization)		30,000				
SECO Grant	6,100					
HOME Program Grant	50,000					
SUB-TOTAL GRANT PROJECTS	84,100	30,000	0	0	0	0
TOTAL EXPENDITURES	7,611,832	9,862,400	4,230,100	1,775,000	2,100,000	2,000,000





**FEE
SCHEDULE**

**CITY OF HARKER HEIGHTS
FEE SCHEDULE
October 1, 2012 to September 30, 2013**

BUILDING PERMIT FEES

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

■ **New Building Construction**

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

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

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

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

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

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

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

■ **Additions to Floor Area**

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

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

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

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

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

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

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

Additional \$10 per \$1,000 thereafter

- Demolition/Move Structure Permits (per structure)\$25
- Reinspection Fees (per reinspection)\$35

EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS & ADMINISTRATIVE FEES

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

- Contractor Registration Fee (per year)\$75
- City Registration/Business License\$25
- Food Dealer’s Permit (initial and renewals)\$50
- Alcohol License (per year) ½ of TABC Fee
- Occupation Taxes (as authorized by State law)
 - ❖ Certificate of Occupancy inspection (existing buildings)\$50
 - ❖ Special investigation\$30
 - ❖ Reports rendered pursuant to any special investigation\$30
 - ❖ Reinspection of any failed inspection\$35
- Manufactured Housing Park License\$100
(Replaces license fee for City Registration/Business License)
- Manufactured Home Permits
 - ❖ Application for Certificate of Occupancy inspection cost + \$50
 - ❖ Replacement..... inspection cost + \$50
- Temporary Use Permits
 - ❖ Long Term Seasonal Sales
 - Administrative Fee\$25
 - Inspection Cost\$10
 - Re-inspection Cost\$35
 - ❖ Short Tem Seasonal Sales
 - Administrative Fee\$10
 - Inspection Cost\$10
 - Re-inspection Cost\$35
- Flood Plain Development Permits\$50
- Request to Zoning Board of Adjustment and Appeals\$150
- Plan Review
 - ❖ One-half of base permit fee if done by City personnel
 - ❖ If done by other agencies, the fee shall be the actual cost plus a \$10 handling fee
- Public Works Construction Inspection Fees
 - ❖ All inspections.....\$25
 - ❖ All inspections after regular business hours, weekends, and Holidays (per hour)\$50
- Planning and Zoning Fees
 - ❖ Rezoning Request\$200
 - ❖ Conditional Use Permit\$200
 - ❖ Development Concept Plan\$50
 - ❖ Site Preparation Permit\$25
 - ❖ All Other Plats (Replats, Development, Amendments, etc.)\$3/acre + \$150

❖ Subdivision Plat – Preliminary	\$25/lot + \$500
❖ Subdivision Plat – Final	\$150
❖ Sound Amplification Permit (per year)	\$25
❖ Zoning Verification Letter	\$10
❖ Planning Maps (arc view)	
• 8 ½” x 11” maps	\$5
• 11” x 17” maps	\$10
• 17” x 22” maps to 22” x 40” maps	\$20
• 34” x 44” maps	\$25
■ Sign Permits (per \$100 valuation, minimum \$10 fee)	\$10

POLICE DEPARTMENT/ANIMAL CONTROL

Class A – Dog or Cat

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

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

Class D – Wild or Exotic Animals

Class E - Birds

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

STREET FEES

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

ADMINISTRATIVE ABATEMENT OF SEDIMENTATION

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

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

SANITATION FEES

■ Garbage Collection	
❖ Residential (per month)	\$18.33

UTILITY SERVICES

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

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

- Water Rates

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

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

- Sewer Rates

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

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

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

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

- Water/Sewer Fees – Tap Connect Provided by the City
 - ❖ New Property

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

❖ Existing Property

<u>Line Diameter</u>	<u>Fee</u>
¾" (water only)	\$ 300 + materials/street cut
1" (water only)	\$ 300 + materials/street cut
1½" (water only)	\$ 400 + materials/street cut
2" (water only)	\$ 500 + materials/street cut
4" (sewer and water)	\$ 750 + materials/street cut
6" (water only)	\$1,500 + materials/street cut
8" (water only)	\$1,500 + materials

NOTE: Sewer lines above 4" will require a quote

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

- Fire Hydrant Meters
 - ❖ Deposit\$750
 - ❖ Monthly Fee\$50
- Water Turn On
 - ❖ New deposit or transfer no charge
 - ❖ Second trip\$25
- Water Transfer.....\$15
- Request for Services – Water/Sewer
These services include turn on/off at the customer's request, checking for a leak per customer request, and sewer blockage (on customer side).
 - ❖ During working hours (per trip).....\$15
 - ❖ Non-Duty hours.....\$30
- Delinquent/Late Charge\$15
- Violation Charge for Turning On or Off Own Water Meter\$50
- Requested Reread Fee (if meter found to be misread there is no charge)\$10
- Requested Meter Accuracy Check (No charge for meter malfunction)\$25
- Sewer Overflow on Private Lines..... \$75/hr
- Online Bill Pay Convenience Fee.....\$2

ADMINISTRATION FEES

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

PARKS AND RECREATION FEES

- Youth Sports Registration Fees
 - ❖ Resident.....\$35
 - ❖ Non-Resident\$45
- Multiple Cost Incentive
(Youth team registration only refers to permanent address, same day sign-up)
 - ❖ Resident
 - 1st participant.....\$35

•	2 nd participant.....		\$30
•	3 rd participant and every participant thereafter.....		\$25
❖	Non-Resident		
•	1 st participant.....		\$45
•	2 nd participant.....		\$40
•	3 rd participant and every participant thereafter.....		\$35
■	Facility Rentals		
❖	Recreation Center Daily Use <i>(for use of amenities such as Basketball and Volleyball Courts)</i>		
		<u>Resident</u>	<u>Non-Resident</u>
	Student (17 & Under)	\$0	\$3
	Adult (18-54)	\$0	\$5
	Senior (55 & Up)	\$0	\$3
❖	Pavilion		
		<u>Resident</u>	<u>Non-Resident</u>
	Rental	\$15	\$40
	Deposit	\$100	\$100
	Electrical	\$15	\$25
❖	Gazebo		
•	Resident		\$15
•	Non-Resident		\$25
❖	Amphitheatre		
		<u>Resident</u>	<u>Non-Resident</u>
	Deposit	\$100	\$100
	Rental	\$15	\$40
	Electrical	\$15	\$25
	Lights		
	2 Hour Block	\$15	\$25
	Each Add'l Hour	\$10	\$10
❖	Athletic Fields		
		<u>Resident</u>	<u>Non-Resident</u>
	Deposit	\$100	\$250
	Rental (2 hr block)	\$25	\$50
	Lights (per field)	\$25	\$50
	Field Attendant (per hour)	\$15	\$30
❖	Athletic Fields (Tournament Package)		
		<u>Resident</u>	<u>Non-Resident</u>
	Deposit	\$200	\$200
	Field Attendant	\$150	\$150
	Rental (per field, per day)	\$100	\$150
❖	Activity Center Meeting Rooms		
•	Rental Deposit.....		\$200
•	Room A		
○	Military Sponsored		\$30/hr
○	Non-Profit Organization <i>(Tax ID # Required)</i>		\$30/hr
○	Community Services.....		\$40/hr
○	For Profit Business.....		\$50/hr
•	Room B		
○	Military Sponsored		\$15/hr
○	Non-Profit Organization <i>(Tax ID # Required)</i>		\$15/hr
○	Community Services.....		\$15/hr
○	For Profit Business.....		\$30/hr
•	Room C		
○	Military Sponsored		\$15/hr
○	Non-Profit Organization <i>(Tax ID # Required)</i>		\$15/hr

- Community Services..... \$20/hr
- For Profit Business..... \$30/hr
- Room D
 - Military Sponsored \$15/hr
 - Non-Profit Organization (*Tax ID # Required*) \$15/hr
 - Community Services..... \$20/hr
 - For Profit Business..... \$30/hr

■ Aquatics

❖ Daily Admission Fees

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

❖ Swimming Passes

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

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

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

❖ Swimming Lessons

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

❖ Pool Rental Fee \$100

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

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

■ Community Garden Plots – Residents Only

- ❖ Year Round Plot (February 1 to January 31)..... \$25.00
- ❖ Half a Season Plot (February 1 to July 31 or August 1 to January 31) \$12.50

PUBLIC SAFETY FEES/FIRE DEPARTMENT

■ Ambulance Calls

- ❖ Basic Life Support..... \$500 + \$10/loaded mile
- ❖ Advanced Life Support 1 \$600 + \$10/loaded mile
- ❖ Advanced Life Support 2 \$700 + \$10/loaded mile

■ Ambulance Calls – Out of City Calls \$800 + \$10/loaded mile

■ Ambulance Transport (per mile, mileage from leaving station to returning station)..... \$10

■ Treatment/No Transport – City Call..... \$125

■ Treatment/No Transport – Out of City Call \$700

■ Private Ambulance Registration Fee \$100

■ Fire Report Copy (per copy) \$2

■ Fire Investigative Report (per report)..... \$5

■ Fire Response Fees

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

❖ Pumper (per hour or part thereof, minimum 1 hour, not including personnel) \$400

❖ Tanker (per hour or part thereof, minimum 1 hour, not including personnel)..... \$300

❖ Support Vehicles (per hour or part thereof, not including personnel)..... \$200

❖ Personnel (per hour or part thereof to include fire, police, etc)..... \$50

❖ Water – City Supplied (per 1,000 gallons)..... \$10

As determined by calculating pumping time and rate.

❖ Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel) \$600

- Fire Inspection Fees – *With no initial fee for the first reinspection.*
 - ❖ Annual Business Inspection no charge
 - ❖ Reinspection..... \$50

PUBLIC SAFETY FEES/POLICE DEPARTMENT

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

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



ORDINANCES

ORDINANCE NO. 2012-17

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

AN ORDINANCE ADOPTING AND APPROVING A BUDGET FOR THE CITY OF HARKER HEIGHTS, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012 TO SEPTEMBER 30, 2013.

WHEREAS, a budget for the Fiscal Year 2012-2013 has been prepared for the City of Harker Heights, Texas; and

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

WHEREAS, the aforementioned public hearings on the proposed budget were held in accordance with the published notices; and

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

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

SECTION I.

The Budget as filed with the City Secretary for the fiscal year beginning October 1, 2012 to September 30, 2013 is ratified, adopted, and approved.

SECTION II.

Total revenues are budgeted at \$33,882,000. Expenses including Capital Improvement Funds from previous years are budgeted at \$42,760,000.

SECTION III.

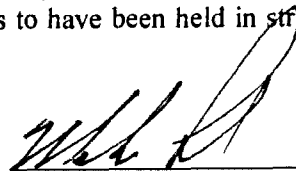
This budget will raise less total property taxes than last year's budget by \$96,327.18 or 1.03%. Tax revenue to be raised from new property added to the tax roll this year totals \$211,845.01.

SECTION IV.

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

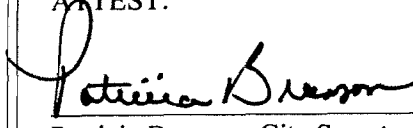
<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2012- 17	September 4, 2012	An Ordinance Adopting and Approving a Budget for the City of Harker Heights, Texas for the Fiscal Year Beginning October 1, 2012 to September 30, 2013.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 4th day of September, 2012 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.



Mike Aycock, Mayor

ATTEST:



Patricia Brunson, City Secretary

ORDINANCE NO. 2012-18

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 2012.

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 2012 as follows:

\$0.4988 for the purpose of maintenance and operation,
\$0.1782 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.

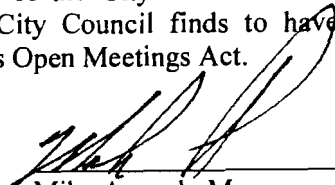
The tax assessor-collector is hereby authorized to assess and collect the taxes of the City of Harker Heights in accordance with this ordinance.

SECTION II.

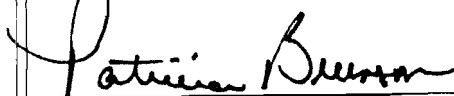
Table VIII of the Table of Special Ordinances, Code of Harker Heights, is hereby amended by adding the following entry:

<u>Ordinance No.</u>	<u>Date Passed</u>	<u>Description</u>
2012- 18	September 4, 2012	An Ordinance Levying a Tax Rate for the City of Harker Heights, Texas for the Tax Year 2012.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 4th day of September, 2012 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.


Mike Aycock, Mayor

ATTEST:


Patricia Brunson, City Secretary

(CITY SEAL)

ORDINANCE NO. 2012-19

STATE OF TEXAS

COUNTY OF BELL

CITY OF HARKER HEIGHTS

AN ORDINANCE PRESCRIBING AND SETTING THE FISCAL YEAR 2012-2013 RATES AND CHARGES OF THE CITY OF HARKER HEIGHTS, TEXAS; PENALTIES FOR NON-PAYMENT; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, a fee schedule for the fiscal year 2012-2013 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 2012-2013 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.

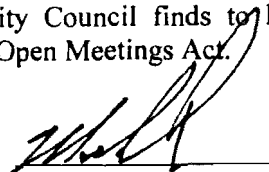
This ordinance shall become effective on October 1, 2012 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

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>
2012- 19	September 4, 2012	An Ordinance Prescribing and Setting the Fiscal Year 2012-2013 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date.

PASSED AND APPROVED by the City Council of the City of Harker Heights this 4th day of September, 2012 at a meeting which the City Council finds to have been held in strict accordance with the requirements of the Texas Open Meetings Act.



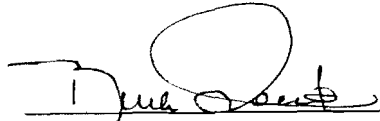
Mike Aycock, Mayor

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. 2012-19: An Ordinance Prescribing and Setting the Fiscal Year 2012-2013 Rates and Charges of the City of Harker Heights, Texas; Penalties for Non-Payment; and Providing an Effective Date, can be found in the Fee Schedule Section, page 177.



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.

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.

