

BUDGET BOOK

Fiscal Year 2021/2022



*THE BRIGHT STAR OF
CENTRAL TEXAS*



ESTABLISHED 1960

The City of Harker Heights, Texas

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This budget will raise more revenue from property taxes than last year's budget by an amount of \$665,294 which is an 4.9% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$209,604.

CITY COUNCIL RECORD VOTE

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

FOR: Jennifer McCann, Mayor Protem; Michael Blomquist, Place 2; Jackeline Soriano Fountain, Place 3; Lynda Nash, Place 4; and Sam Halabi, Place 5

AGAINST: None

PRESENT and not voting: Spencer H. Smith, Mayor

ABSENT: None

PROPERTY TAX RATES

	<u>FY 2021</u>	<u>FY 2022</u>
Property Tax Rate	0.6770	0.6519
Maintenance & Operations Rate	0.5143	0.5063
Debt Rate*	0.1627	0.1456
No New Revenue (NNR) Tax Rate*	0.6391	0.6305
NNR Maintenance & Operations Rate*	0.8622	0.6040
Voter Approval Tax Rate*	0.6978	0.6727

*This rate is calculated by Bell County Appraisal District.

The total amount of municipal debt obligation secured by property taxes for the City of Harker Heights is \$33,701,526.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Harker Heights
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

Executive Director



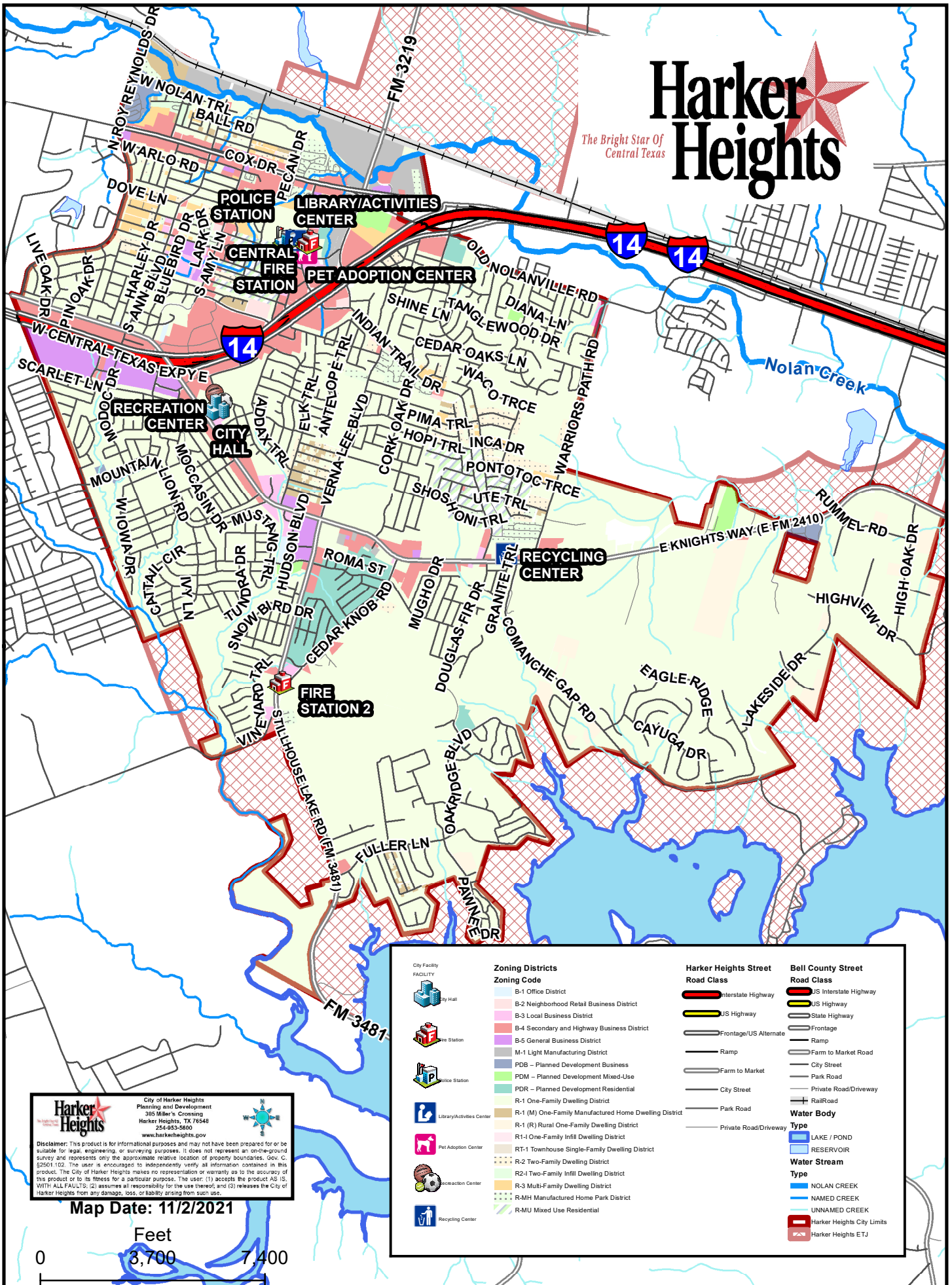
(Left to Right) Michael Blomquist – Place 2; Jakeline Soriano Fountain – Place 3; Jennifer McCann - Mayor Pro Tem; Spencer H. Smith – Mayor; David R. Mitchell – City Manager; Lynda Nash – Place 4; Sam Halabi – Place 5.

CITY OF HARKER HEIGHTS VISION STATEMENT

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

Harker Heights

The Bright Star Of Central Texas



Harker Heights
 City of Harker Heights
 Planning and Development
 305 Miller's Crossing
 Harker Heights, TX 78548
 254-953-5600
 www.harkerheights.gov

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Map Date: 11/2/2021

Feet

3,700

7,400

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



BUDGET MESSAGE



The City of Harker Heights

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

September 27, 2021

Mayor

Spencer H. Smith

Mayor Pro Tem

Jennifer McCann

City Council

Michael Blomquist
Jackeline Soriano Fountain
Lynda Nash
Sam Halabi

Dear Mayor and City Council Members:

This Fiscal Year 2022 Budget, which begins on October 1, 2021, and ends on September 30, 2022, is submitted to you in accordance with the City of Harker Heights' Charter and has been filed with the City Secretary. This budget provides the resources needed to maintain a high level of service to citizens and businesses.

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

Staff began working on the 2022 budget in March with the distribution of request forms for fixed assets, capital improvements, and personnel to all departments. Department Heads were then asked to produce a proposed budget for their departments' operating line items. Department expenditures / expenses were discussed in meetings held with the City Manager, Assistant City Manager, Finance Director, and Department Heads to provide guidance in the preparation of the budget.

Revenues were discussed in separate meetings with the City Manager, Assistant City Manager and Finance Director which included a look at the City's five-year long-range plans. The five-year long-range plans depict projected revenues and expenses for the next five fiscal years and the projected fund balances for the General, Utility, Drainage, and Sanitation Funds. The long-range plan for the Capital Project Fund was also reviewed to ensure that money would be available for the projects planned to continue or begin during the 2022 fiscal year and beyond. The Capital Project long-range plan is also reviewed during the fiscal year in case changes need to be made to funding sources or expenditures for projects.

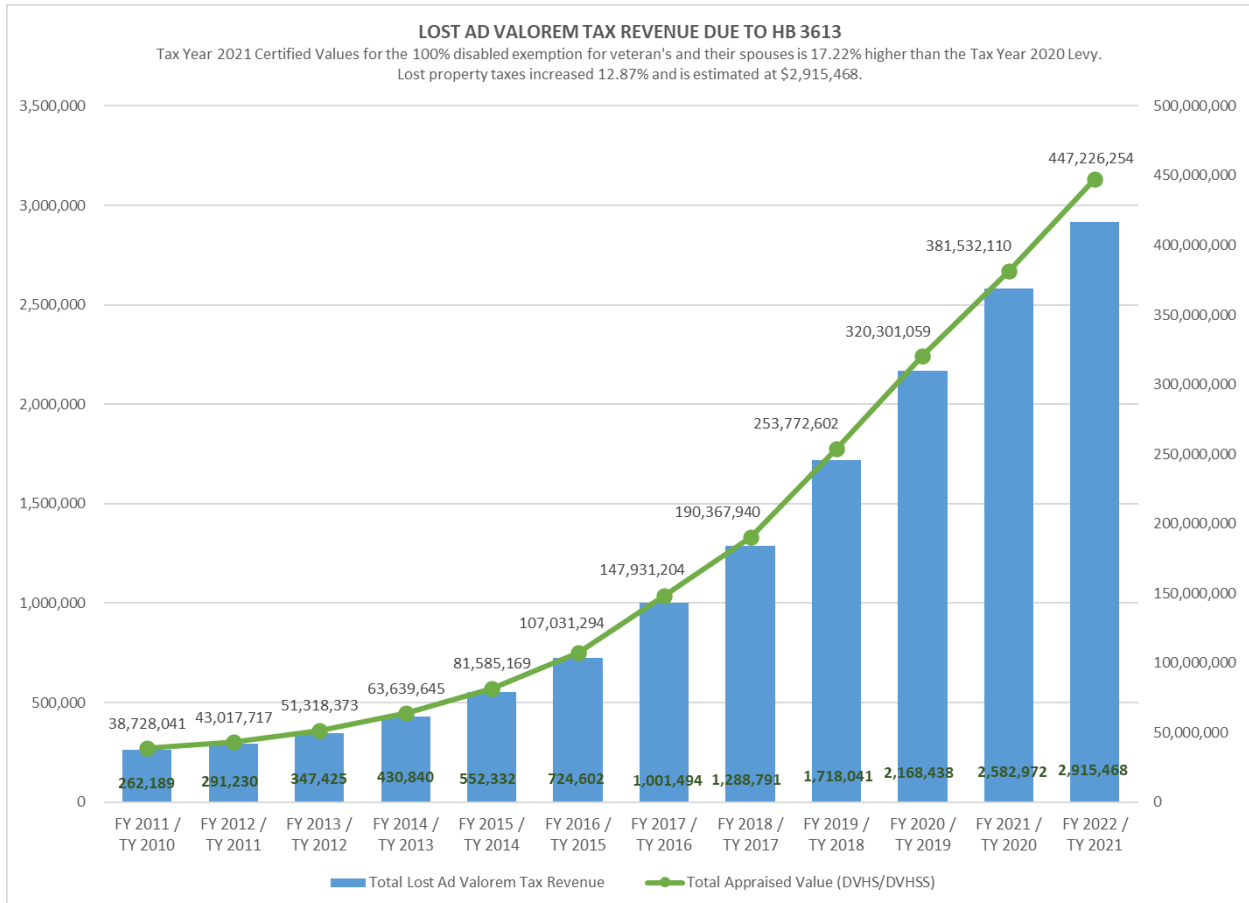
Principal Issues / Challenges

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

House Bill 3613 and Property Taxes

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

When HB 3613 became effective in Fiscal Year 2010, it initially had a minor effect on property valuations. Over the years, these exemptions have grown with Fort Hood, one of the largest military installations in the world, just a few miles away. Cities that border Fort Hood, such as Killeen and Copperas Cove, get some relief due to a bill passed in 2015 offering disproportionate impact aid. The City of Harker Heights does not receive that impact aid and looks to lose over \$2.9 million from property revenues from 100% disability exemptions alone in the 2022 fiscal year. In FY 2011, the property tax loss from the 100% disability exemption was \$262,189.



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

Sales Tax

During the COVID-19 pandemic, the City was faced with the challenge of projecting future sales tax revenue with many businesses closing for unknown periods of time; some permanently. As the pandemic came to the end, Staff was faced with a new challenge – predicting the growth of revenue, determining where it was coming from, and how long it will last. This is because Harker Heights, as well as surrounding Central Texas cities, saw record breaking sales tax revenue receipts during late Spring and early Summer making predictions for the 2021 fiscal year and 2022 fiscal year more difficult.

Pre-pandemic, the City's challenge was predicting how much sales tax would increase with the growth of new businesses in the area. Another large factor that impacts this line item is the ebb and flow of troop numbers at Fort Hood.

Residential and Commercial Growth

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

New single-family home construction continues to be strong with 94 permits issued at a reported valuation of \$32,861,256 during the period of October 1, 2020, to July 31, 2021. At the end of fiscal year 2020, there were 105 permits issued with a reported valuation of \$28,425,038.

Two family home dwellings, or duplexes, have become a practical option for many of our residents who are living in the area for a short time or may not be ready to buy a home. Twenty-nine permits were issued for duplexes from October 1, 2020, to July 31, 2021 with a reported valuation of \$7,064,500. During fiscal year 2020, 33 permits were issued with a \$6,352,000 reported valuation.

Residential growth is expected to rise this fiscal year as single-family homes in Cedarbrook Ridge and Stonewall Ridge are built to finish filling in their developing subdivisions. Additionally, a new development, The Village at Nolan Heights, will include 20 lots for duplexes and 130 lots for single family homes.

Seven commercial permits have been issued for an open-air RV resort, a hotel, a 13,000 square foot commercial building and several new commercial business spaces for lease through July 31, 2021, with a reported valuation total of \$9,178,006. Commercial permits during the 2020 fiscal year totaled seven with a reported valuation of \$1,256,750. These commercial permits were issued to a yoga studio, a Jack-in-the-Box and several office buildings.

Health Insurance

Health insurance rates nationwide are increasing. Currently, the City of Harker Heights absorbs the cost of employee coverage. Absorbing the cost of health insurance as it continues to rise will become even more challenging once growth within the City stabilizes and revenues become more constant. The City goes out almost every year for Requests for Proposals in hopes to keep rates competitively low as our employees must pay the cost to cover their spouses and children. This year, Staff was able to negotiate with our current health insurance provider as the cost for health care continues to increase. By doing so, the City was able to minimize rate increases while still maintaining the quality healthcare needed to hire and retain quality employees.

Strategic Goals

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

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

(7) Determine and implement methods to better communicate with citizens

Planning Processes

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

Planning Process	Description	Purpose	Budget Impact	Strategic Goal #
Long-Range Budget Plans	Current year's revenue and expenditure or expense projections and future projections.	Facilitates planning for the General, Utility, Drainage and Sanitation Funds.	Guides budget planning to ensure required reserves can be held in the future.	(4) (7)
Capital Improvement Plan	Five-year plan that includes expenditures for projects by type and their funding sources.	Identify and record expenditures and funding sources for capital projects.	Planning device to complete planned and projected projects.	(3) (4) (5)
Parks & Recreation Master Plan	Ten-year master plan for parks and recreation facilities.	Guidelines for future decisions for city-wide parks system; the acquisition/development of park land to meet current and future needs; establishment of priorities; and identify possible funding.	Establishes operating and capital expenses required to maintain new and existing facilities.	(1)
Comprehensive Plan	Presents historical data on population, information on natural resources, and goals and objectives of various City departments.	Framework for obtaining the goals and objectives of the City focusing on Land Use, Urban Design, Stormwater Management, Public Safety and Culture & Recreation.	Reminder of goals and objectives set for the future of the City.	(1) (2) (3) (4)
Water Master Plan	Identifies the needs of the water system.	Recommendations of ways to satisfy the needs specified for the water system.	Planning water improvement projects; used in conjunction with the Capital Improvement Plan.	(3)

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

Objectives

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

Short-Term Objectives

- *Long-Range Budget Plan* – Follow trend of past fiscal years to guide forecasts for future years.
- *Capital Improvement Plan* – Reimplement funding of the multi-year street maintenance program from current non-bond revenues.

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

Long-Term Objectives

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

The Budget at a Glance section that follows will provide a look into the major components of the 2022 fiscal year budget.

BUDGET AT A GLANCE

The Fiscal Year 2022 Budget includes total revenues for all funds of \$55,409,900 and total expenditures of \$64,911,100. The budget is a balanced budget with the difference between revenues and expenditures being bond proceeds received in prior fiscal years whose capital improvement expenditures are budgeted in the current fiscal year. The Coronavirus Fund is a new fund for the 2022 fiscal year and is being used towards fixed asset and capital improvement expenditures. In comparison, the FY 2021 Budget included \$46,480,300 total budgeted revenues and \$47,697,800 total budgeted expenditures after being amended in July 2021.

FY 2021-2022 BUDGET	REVENUES	EXPENDITURES
General Fund	\$ 23,876,400	\$ 30,795,500
Debt Service Fund	3,161,900	3,192,800
Fixed Asset Fund	848,600	1,028,300
Capital Improvement Fund	4,250,200	10,469,300
Utility Fund	10,462,600	10,162,800
Sanitation Fund	2,568,600	2,424,800
Drainage Fund	870,300	821,600
Hotel / Motel Fund	109,900	27,500
Restricted Court Fund	108,000	85,000
Employee Benefits Fund	700	0
Coronavirus Fund	9,152,700	5,903,500
TOTAL	\$ 55,409,900	\$ 64,911,100

GOVERNMENTAL FUNDS

GENERAL FUND REVENUES

Total revenues for the General Fund for FY 2022 are \$23,876,400 a decrease of \$4,343,500 or 18.2% under the projected amount of \$28,219,900 for FY 2021. This is due to the grant funds received into the General Fund before the Coronavirus Fund was created. Major sources of General Fund revenues include:

Property Tax

Also known as Ad Valorem Tax, property tax is the largest revenue source in the General Fund at 46.0% (\$10,994,600) of total revenues. The FY 2022 Budget was prepared using a tax rate of \$0.6519 per \$100 of taxable valuation, \$0.0251 less than the prior year's tax rate of \$0.6770. The 2021 tax year certified taxable value, including totals approved and those pending under protest, is \$2,169,593,486 which is an increase of \$179,988,573 or 9.0% from the 2020 levy totals of \$1,989,604,913.

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

The No New Revenue Rate is the tax rate that will produce the same amount of taxes as the prior year. Since the proposed tax rate of \$0.6519 is higher than the \$0.6305 no new revenue rate, a public hearing must be held per Truth-in-Taxation guidelines. The Voter Approval Rate is the rate that, if exceeded, requires an automatic election on the November uniform election date; a petition by citizens is no longer required.

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

Tax Rate	Rate	M&O Rate	Revenue Amount	Difference in Revenue from Proposed Rate
Proposed Tax Rate	\$0.6519	\$0.5063	\$10,994,600	
No New Revenue Rate	\$0.6305	\$0.4849	\$10,530,000	(\$464,600)
Voter Approval Rate	\$0.6727	\$0.5271	\$11,445,900	\$451,300
Proposed Rate Less One Penny	\$0.6419	\$0.4963	\$10,777,300	(\$217,300)
Proposed Rate Plus One Penny	\$0.6619	\$0.5163	\$11,210,600	\$216,000
<i>2021 Fiscal Year</i>	<i>\$0.6770</i>	<i>\$0.5314</i>	<i>\$11,538,100</i>	<i>\$543,500</i>

The tax rate cannot exceed \$0.6727, the voter approval rate, therefore the prior year's rate cannot be adopted.

Following is a comparison of the FY 2022 proposed property tax rates of the surrounding cities:

City	M & O	I & S	Total Rate	TY 2021 Certified Value
Belton	0.536600	0.083400	0.620000	\$1,556,589,820
Temple	0.303000	0.337000	0.640000	\$6,086,377,782
Harker Heights	0.506300	0.145600	0.651900	\$2,169,593,486
Killeen	0.517100	0.188500	0.705600	\$7,810,296,015
Copperas Cove	0.482763	0.277305	0.760068	\$1,420,938,883

HB 3195 – What Does It Mean?

In 2007, the State Legislature added an amendment to the Local Government Code Section 102.005 requiring that proposed budgets that raise more property tax revenue than in the previous year include a statement as seen in the “HB 3195” section. Following is how that is calculated:

2021 Total Taxable Value	2,169,593,486
X Proposed Tax Rate per \$100 Valuation	0.6519
= Estimated Total Revenue	14,143,580
- PY Adjusted Taxes	13,478,286
= Total More (Less) Raised Than Prior Year	665,294
Divided by PY Adjusted Taxes	13,478,286
= Percent Increase (Decrease)	4.9%

What should also be kept in mind is that the 2021 certified taxable value is a 9.0% increase from the 2020 levy total (2020 finalized taxable values) which is used to calculate this statement. New property on the tax rolls, including any improvements, totals \$32,152,746 of the 2021 certified taxable value or \$209,604 when multiplied by the proposed tax rate. This equates to 31.5% of the \$665,294 increase in tax revenue.

Sales Tax

The second largest revenue source in the General Fund is sales taxes. The growth seen in this line item during and coming out of the pandemic has been much stronger than anticipated. Sales taxes can fluctuate from year to year and as such should be budgeted conservatively. The 2022 fiscal year budget is set at \$8,250,000, which is a 19.1% increase over the prior year's budget.

Court Fines

The Municipal Court Department utilized virtual technology to hold court services during the COVID-19 pandemic and continued with this process as things began to return to normal. Projections for the 2021 fiscal year are \$1,000,000 and the line item is budgeted at \$1,000,000 for FY 2022.

Other Revenue Categories

Many other revenue line items were hit by the pandemic and have had more trouble recovering. The "Licenses and Permits" category was budgeted at \$340,000 for the 2021 fiscal year and is projected to generate \$243,500 by September 30, 2021. This category's proposed budget for FY 2022 is \$253,000 with Building Permits, the subcategory that produces the most revenue within this category, projected at \$175,000.

The Charges for Services category was heavily impacted last year with the cancellation of several Parks and Recreation activities. This year, the revenues for activities look better, however ambulance revenue has fallen. The FY 2022 Budget reflects \$941,600 of revenue which is 1.0% more than the \$932,000 budgeted for FY 2021 but 20.2% more than the projected amount of \$783,500 for the current fiscal year.

Transfers In

Transfers that are budgeted to come from other funds cover costs that are paid from the General Fund but also involve these other funds. These transfers total \$725,200 and are as follows:

- Transfer from Water (salaries of various administrators) - \$250,000
- Transfer from Sanitation (salaries of various administrators) - \$150,000
- Transfer from Restricted Courts (salaries for court personnel, supplies, etc.) - \$85,000
- Transfer from Coronavirus Fund (various expenditures) - \$240,200

GENERAL FUND EXPENDITURES

The primary governmental functions contained within this fund are general administration, public safety, parks, library, streets, and maintenance. Total expenditures for the General Fund for FY 2022 are \$30,795,500, an increase of \$7,615,000 over the projected amount of \$23,180,500 for FY 2021. The major reason for this large increase is the transfer of grant funds to create the Coronavirus Fund and the transfer of reserves to fund the Winter Storm Street Repair Project. Other General Fund expenditures include:

Personnel

Salaries and fringe benefits total \$17,787,600 or 78.9% of operating expenditures and includes:

- A one and a half percent cost of living adjustment for all employees
- An upgrade of the Human Resource Coordinator position to Assistant Director of Human Resources in the Administration Department
- The addition of a part-time Parts Clerk in the Maintenance Department
- An increase of 9.0% in health insurance coverage and a decrease of 1.1% in dental insurance coverage

Outside Agency Funding

Each year, the City gives outside agencies that provide core services to the citizens of Harker Heights the opportunity to apply for funding based on the availability of funds. Approved funding for fiscal year 2021 totaled \$109,000. Outside agency funding included in the 2022 fiscal year budget is as follows:

- Heart of Texas Defense Alliance - \$17,000
- Harker Heights Chamber of Commerce (Visitor's Center) - \$50,000
- Clements Boys and Girls Club (Afterschool Program at Union Grove and Eastern Hills Middle Schools) - \$30,000
- Greater Killeen Community Clinic - \$15,000

The Hill Country Transit District (the "HOP") notified us that they would not be requesting funding for FY 2022 as they continue to utilize the federal funds awarded through the Coronavirus Aid, Relief and Economic Security (CARES) Act.

Transfers Out

Transfers that are budgeted to be sent out to other funds include:

- Transfer to Fixed Assets (funding various purchases) - \$500,000
- Transfer to Capital Projects (costs of Winter Storm Uri Road Repairs) - \$2,500,000
- Transfer of Cable PEG Funds to Fixed Assets (funding of AV System) - \$98,600
- Transfer of grant funds to Coronavirus Fund (set up new Special Revenue Fund) - \$5,150,700

The City's Fund Balance Policy for the General Fund is three months of operating expenses. The Fiscal Year 2022 Budget decreases the fund balance by \$6,919,100 (due to the transfer for road repairs and to setup the new fund) for an ending fund balance of \$10,453,944. This exceeds the three-month fund balance requirement of \$5,636,550 by \$4,817,394.

DEBT SERVICE FUND REVENUES

Total revenues budgeted in the Debt Service Fund equal \$3,161,900. This is \$48,000 less than the \$3,209,900 projected in the prior fiscal year. The refunding in the prior year of the Series 2011 Certificates lowered the City's bond payments thereby lowering the necessary amount needed to be raised by the debt service portion of the property tax rate.

The debt service portion of the tax rate does not fluctuate and is \$0.1456 for the 2022 fiscal year. The amount of revenue estimated to be received at this rate is \$3,160,900.

DEBT SERVICE FUND EXPENDITURES

Total principal and interest payments for FY 2022 total \$3,159,800; a detail of outstanding debt is included in the "Debt Service" section.

The ending fund balance for the Debt Service Fund is \$35,917. There is no fund balance requirement.

FIXED ASSET FUND REVENUES

The primary revenue source for the Fixed Asset Fund is transfers in from other funds. Total transfers in for FY 2022 is \$848,600. With the receipt of Coronavirus Relief Funds and Coronavirus State and Local Relief Funds, the City will be supplementing these transfers by making purchases directly from these funds in the 2022 budget year in the amount of \$1,908,300.

FIXED ASSET FUND EXPENDITURES

The City’s threshold for fixed assets is currently \$5,000 per one item. The fixed asset yearly plan is to budget approximately \$1,000,000 each year in purchases. As stated above, Coronavirus Funds are being used to purchase additional items and with that the budgeted purchases for FY 2022 have increased to \$2,936,600. The following are some of the items:

- Vactor Jetrodder \$424,100
- Various Police Vehicles (6)..... \$292,300
- Medic Unit for Fire Department \$269,500
- Vibratory Roller..... \$148,200
- 15-Yard Dump Truck \$108,200
- Council Chambers Audio Visual Renovation..... \$98,600

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

The ending fund balance for the Fixed Asset Fund is \$146,301. There is no fund balance requirement.

CAPITAL PROJECT FUND REVENUES

Revenues for the Capital Project Fund are received from transfers in (Non-Bond) and from bond proceeds (CO). Total revenues for FY 2022 are proposed at \$4,250,200 and are primarily transfers in from other funds to include \$2,500,000 from the General Fund for street repairs due to the Winter Storm in February 2021. Just like with the Fixed Asset Fund, there are several projects which will be supplemented or fully funded through the Coronavirus Fund. There are no plans for the City to go out for a Bond during the 2022 fiscal year.

CAPITAL PROJECT FUND EXPENDITURES

FY 2022 has \$14,224,300 in capital projects budgeted including those funded by the Coronavirus Fund. Following are some of the major projects planned along with their funding source(s) for the 2022 fiscal year:

- 2021 Street Program – Winter Storm Uri (Transfers / General Fund Reserves) \$2,756,600
- Drainage Master Plan #1 – Connell Detention Pond (Transfers)..... \$1,027,200
- Drainage Master Plan #2, Phases #2, 3 and 4 (Transfers and 2018 CO)..... \$2,312,500
- Rummel Road Lift Station Upgrade (Coronavirus Fund – CSLRF) \$991,000

For more details on all the projects planned, see the “Capital Projects Fund” section.

The ending fund balance for the Capital Project Fund is \$444,687. There is no fund balance requirement.

PROPRIETARY FUNDS

UTILITY FUND REVENUES

Total revenues for the Utility Fund for FY 2022 are \$10,462,600, an increase of \$364,900 or 3.6% over the projected amount of \$10,097,700 for FY 2021. Major sources of Utility Fund revenues include:

Water Income

Water income is budgeted at \$6,100,000 for the 2022 fiscal year based on a one percent expected growth in the City and a 3% rate increase. Projected water income for the current fiscal year totals \$5,865,400 which is \$389,200 less than the \$6,254,600 budgeted due to the increase of rainstorms the area has had.

Sewer Income

Sewer income is also budgeted based on a one percent expected growth and 3% rate increase for FY 2022 at \$4,136,100. Sewer rates are charged based on customer’s water consumption because the City does not have a way to measure sewer usage. There is a 10,000-gallon cap for residential customers.

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

Residential Water and Sewer Charges Comparison (per gallons of usage)			
	3,000 gallons	10,000 gallons	25,000 gallons
Killeen	\$36.18	\$86.44	\$152.09
Temple	35.70	103.60	249.10
Belton*	39.70	100.60	181.10
Harker Heights	41.99	90.22	142.72
Copperas Cove*	66.55	128.50	261.25

*current rates are shown

UTILITY FUND EXPENSES

The primary functions contained within this fund are Water Administration, Water Operations, and Wastewater. Total expenses for the Utility Fund for FY 2022 are \$10,162,800, an increase of \$771,000 over the projected amount of \$9,391,800 for FY 2021. Utility Fund expenses include:

Personnel

Salaries and fringe benefits total \$1,606,600 or 25.4% of operating expenditures and includes:

- A one and a half percent cost of living adjustment for all employees
- Addition of a Maintenance Technician to the Wastewater Department
- An increase of 9.0% in health insurance coverage and a decrease of 1.1% in dental insurance coverage

Insurance

Property / Liability Insurance in the Utility Fund includes supplemental sewage backup coverage through Texas Municipal League. This coverage is designed to reimburse private property owners for damages caused by sewage that backs up from facilities owned or controlled by the City when the sewage backup was not caused by City actions and the City had no forewarning that it may happen. The total budgeted for the Utility Departments’ portion of property / liability insurance, to include the supplemental sewage backup coverage, is \$28,400 for the 2022 fiscal year.

Bond Expense

Principal and interest payments to cover outstanding debt are budgeted at \$1,998,800 for FY 2022. This is the portion of debt funded for water and wastewater projects that are to be paid back by utility revenues. Additional information regarding outstanding debt can be found in the “Debt Service” section.

Water Purchases

The City purchases water from Water Control and Improvement District #1 (“WCID #1”) and Brazos River Authority. The 2021 fiscal year budget was \$2,805,900 and projections for year-end are at \$2,997,500; a 6.8% increase from the budgeted amount primarily due to water leaks during Winter Storm Uri. For FY 2022, water purchases have been budgeted at \$3,052,800 based on projected water usage and WCID #1 debt payments.

Bad Debt

Projections for bad debt expenses are at \$100,000 for the 2021 fiscal year due to bad debt collections from the previous fiscal year being put off until FY 2021. The City did not want to send out additional bad debt letters during a time in which residents, former or current, may be having difficulty with paying their other bills. This line item will remain at \$65,000 for FY 2022 for the additional bad debt collections that may be done in the upcoming year.

Transfers Out

For the FY 2022 Budget, transfers out to the General Fund (\$250,000) and to the Capital Project Fund (\$1,550,000) are budgeted.

The City’s Fund Balance Policy for the Utility Fund is three months of operating expenses. The Fiscal Year 2022 Budget adds \$299,800 to the fund balance for a total of \$3,179,452. This exceeds the three-month fund balance requirement of \$2,090,700 by \$1,088,752.

SANITATION FUND REVENUES

Total revenues for the Sanitation Fund for FY 2022 are \$2,568,600, an increase of \$170,000 or 7.1% over the projected amount of \$2,398,600 for FY 2021. This is partially due to the inclusion of a new fee Staff is implementing for the Drop Site Center discussed further below.

Garbage Income

Garbage income is the main source of income for the Sanitation Fund. The budget of \$2,252,200 for the 2022 fiscal year includes a 2.0% expected growth in the City. There is no rate increase included.

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

Residential Sanitation Charges Comparison						
	Rate	Pickups	Can Provided	Recycling	Pickups	Bin Provided?
Belton*	\$17.75	1 / week	96 gallons	Included	Biweekly	96 gallons
Harker Heights	18.88	2 / week	96 gallons	Free Drop Site*	n/a	n/a
Copperas Cove*	19.83	1 / week	96 gallons	Included	Biweekly	96 gallons
Temple	21.11	1 / week	96 gallons	Included	1 / week	90 gallons
Killeen	21.41	1 / week	96 gallons	n/a	n/a	n/a

*current fee is shown

New Drop Site Fee

Usage of the Drop Site has become increasingly popular especially through the pandemic and after the Winter Storm, in both instances residents have taken advantage of the time to get some cleaning up done. As seen in the next section, this has caused expenses for this free service to increase over time. Staff has included in the budgeted revenues a \$1 fee to be included in each residents’ bill every month and estimates this to bring in approximately \$135,100 during the 2022 fiscal year.

SANITATION FUND EXPENSES

The primary function contained within this fund is Sanitation or the Drop Site. Total expenses for the Sanitation Fund for FY 2022 are \$2,424,800, an increase of \$75,800 over the projected amount of \$2,349,000 for FY 2021. Sanitation Fund expenses include:

Personnel

Salaries and fringe benefits total \$56,400 or 2.7% of operating expenditures and includes:

- A one and a half percent cost of living adjustment for all employees
- Deletion of a part-time Maintenance Technician
- An increase of 9.0% in health insurance coverage and a decrease of 1.1% in dental insurance coverage

Roll Off Dumpster

The roll off dumpsters are maintained at the Drop Site and picked up by Centex Waste Management. During FY 2021, the Drop Site continued to see increased usage and this line item is projected to reach \$305,000 versus the \$205,000 that was budgeted (a 48.8% increase). The roll off dumpster line item has been budgeted at \$250,000 for the 2022 fiscal year.

Garbage Contract

The garbage contract line item is used to pay Centex Waste Management for residential and commercial hand garbage pickup throughout the City. (Centex Waste Management handles commercial billing.) This is the major expense for the Sanitation Fund and is budgeted at \$1,769,500 and is a 3% increase over the \$1,718,000 projected for FY 2021.

Transfers Out

For the FY 2022 Budget, transfers out to the Fixed Asset Fund (\$150,000) and the General Fund (\$150,000) are budgeted.

There is no fund balance requirement for the Sanitation Fund however a balance of \$340,879 is projected to remain at the end of the 2022 fiscal year which will be used to take care of interfund payables.

DRAINAGE FUND REVENUES

Total revenues for the Drainage Fund for FY 2022 are \$870,300, an increase of \$6,900 or 0.8% over the projected amount of \$863,400 for FY 2021.

Drainage Fees

The Drainage Fund was created to maintain the stormwater management systems within Harker Heights. This is a flat fee charged monthly on each water bill and is used to fund drainage related expenses and projects. The \$869,700 budget for the 2022 fiscal year includes a 1.0% expected growth in the City. There is no rate increase included.

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

Residential Drainage Charges Comparison	
Belton*	\$5.00
Harker Heights	6.00
Killeen	6.00
Temple	6.00
Copperas Cove*	7.00

*current fee is shown

DRAINAGE FUND EXPENSES

The primary function contained within this fund is Drainage. Total expenses for the Drainage Fund for FY 2022 are \$821,600, a decrease of \$49,300 from the projected amount of \$870,900 for FY 2021. Drainage Fund expenses include:

Personnel

Salaries and fringe benefits total \$131,100 or 70.1% of operating expenditures and includes:

- A one and a half percent cost of living adjustment for all employees
- An increase of 9.0% in health insurance coverage and a decrease of 1.1% in dental insurance coverage

Bond Expense

Total bond expenses are budgeted at \$384,500 for FY 2022 which includes the principal and interest payments to cover outstanding debt as well as the amortization expense. Additional information regarding outstanding debt can be found in the “Debt Service” section.

Transfers Out

For the FY 2021 Budget, transfers out to the Fixed Asset Fund (\$100,000) and the Capital Projects Fund (\$150,000) are budgeted.

The ending fund balance for the Drainage Fund is \$97,171. There is no fund balance requirement.

SPECIAL REVENUE FUNDS – RESTRICTED FUNDS

HOTEL / MOTEL FUND REVENUES

City hotel occupancy taxes, levied at seven percent of room rental rates, are recorded in the Hotel / Motel Fund. In Fiscal Year 2018, the City began receiving a portion of Bell County’s hotel occupancy taxes. Hotel occupancy taxes are expected to rise again in FY 2022 with the opening of a new hotel and are budgeted at \$105,000. Projections for the 2021 fiscal year are at \$95,000 with the temporary closure of a hotel due to renovations needed from water damage caused by Winter Storm Uri.

HOTEL / MOTEL FUND EXPENDITURES

Expenditures in the Hotel / Motel Fund must meet the “heads in bed” test and are restricted to promote tourism, conventions, and the hotel industry. Budgeted expenditures total \$27,500 which is the same as the current fiscal year’s budget. Funding has also been given to the Harker Heights Chamber through yearly requests and approval by the City Council, and this year their request totals \$22,500 for Chamber Events (\$5,000), the Food and Wine Festival (\$10,000), and fishing tournaments (\$7,500).

The ending fund balance for the Hotel / Motel Fund is \$516,695. There is no fund balance requirement for the Hotel / Motel Fund. The City does have a long-range plan to use the fund balance of this fund to start construction on Comanche Gap Historical Park once it is at a sufficient level. Because Comanche Gap is a historical area it does fit into the restricted criteria.

RESTRICTED COURT FUND REVENUES

Certain fines paid through the Municipal Court have fees attached that are deposited into restricted court funds. These restricted funds are Child Safety, Time Payment Reimbursement, Municipal Jury, Building Security, Administration of Justice, Court Technology, Local Truancy Diversion, and Teen Court Program.

Budgeted revenues for FY 2022 total \$108,000 which is a \$1,200 increase or 1.1% over the projected amount for the 2021 fiscal year of \$106,800 and a 20.0% decrease of the \$129,600 budgeted for FY 2021.

RESTRICTED COURT FUND EXPENDITURES

Expenditures in the Restricted Court Fund are shown as transfers to the General Fund as it reimburses for the day-to-day costs incurred in the Municipal Court Department. For FY 2022 expenditures are budgeted at \$85,000 for transfers to the General Fund which includes:

- Building Security Fund (alarm system, fire protection, personnel) \$1,000
- Administration of Justice (training, memberships, supplies) \$4,000
- Court Technology Fund (equipment maintenance and supplies)..... \$15,000
- Local Truancy Diversion Fund (Juvenile Case Manager position)..... \$30,000
- Child Safety Fund (Youth Health Coordinator position) \$35,000

The ending fund balance for the Restricted Court Fund is \$217,761. There is no fund balance requirement.

EMPLOYEE BENEFITS FUND

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

Revenues received in this account is interest income only and is budgeted at \$700 for FY 2022. There are no expenses budgeted for this fund.

The ending fund balance for the Employee Benefits Fund is \$6,018. There is no fund balance requirement.

CORONAVIRUS FUND

The 2022 fiscal year will be the start of the Coronavirus Fund. Grant funds remaining after the purchase of fixed assets in FY 2021 that were received from Texas Department of Emergency Management for the Coronavirus Relief Fund, or CRF, (\$1,297,300) and the Coronavirus State and Local Recovery Fund, or CSLRF, (\$3,853,400) will be transferred here for better accounting. The City also expects to receive the second tranche of funds by the end of FY 2022 in the amount of \$4,000,000. This plus interest income of \$2,000 brings total revenues to \$9,152,700.

Staff has also devised a plan of purchases to come directly from this fund to include fixed asset purchases from the CRF (\$1,297,200), fixed asset purchases from the CSLRF (\$611,100) and capital project expenses from the CSLRF (\$3,755,000). There is also a transfer out budgeted in the amount of \$240,200 to the General Fund for the reimbursement of expenses. This brings total expenditures to \$5,903,500.

The ending fund balance for the Coronavirus Fund is \$3,249,200 and there is no fund balance requirement.

SUMMARY

2020 and 2021 brought severe challenges for the City in terms of the Covid-19 pandemic and the winter storm. The City has, at times, had to totally shift how we normally do business to meet the service needs of our citizens and businesses. Just as with the challenges that exemptions have had on property tax revenue, the City has been agile in dealing with these issues all with the end goal of meeting the City's Vision: *Providing public services that empower people to focus on what matters most: their goals, hopes and dreams.* The 2021-2022 budget is designed with that Vision in mind. It provides the resources needed

for the City to continue to provide high levels of service. The budget lowers the tax rate and is balanced. The operating budgets are conservatively developed based on current and expected economic trends. The budget includes new Federal funding sources for Covid relief which have specific expenditure requirements. The budget adds personnel, equipment, and capital projects all with a singular purpose – serving our citizens. I am excited to present to you the 2021-2022 budget as it affirms our Vision and reflects the great passion the City has for service.

I would like to thank the City Council and City staff for their work in preparing this budget. It is an honor to serve alongside such service minded individuals. It is a privilege to serve such a diverse and supporting citizenry. We are excited about seeing where your goals, hopes and dreams take you!

Sincerely,

A handwritten signature in black ink that reads "David R. Mitchell". The signature is written in a cursive, flowing style.

David R. Mitchell
City Manager





USER INFORMATION

USER INFORMATION

BUDGET CONTENTS

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

Introduction and Information

- The *Table of Contents* lists each topic and corresponding page number contained in the budget book.
- The *Budget Message* section includes the transmittal 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, events, or other information 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 the City's financial and budget policies are also included here.
- The *History/Demographics* section provides a synopsis of the City of Harker Heights' history. It also contains City and area demographic information.
- The *Personnel* section includes the City's organizational chart; a listing of city-wide personnel; and a listing of City officials, staff, boards, and commissions.
- The *Trends and Forecasts* section provides information on what some of the major revenues and expenditures in the City are and how they are forecasted for future fiscal years.

Financial

- The *Budget Summaries* section provides a summary of the budget totals for all funds of the City.
- The *General Fund* and *Proprietary Fund* sections contain detailed budget information as well as departmental narratives. Included in the narratives are mission statements or the underlying purpose of the department, a description of the types of activities or work performed, achievements made during the prior year, and departmental objectives for the current fiscal year.
- The *Debt Service Fund* 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 revenue supported).
- The section on the *Fixed Asset Fund* includes a schedule of fixed assets (equipment, vehicles, etc.) contained in the budget listed by Department.
- The *Capital Projects Fund* section provides a schedule of capital improvements (infrastructure, buildings, etc.) to be made during the current fiscal year.
- The *Special Revenue Fund* section provides budget information of the City's restricted funds which includes the Hotel/Motel Fund, Restricted Court Fund, Employee Benefits Fund and the newly created Coronavirus Fund.

Supporting Information

- The *Fee Schedule* is a detailed listing of fees and/or charges for services in effect for the current fiscal year.
- Copies of the ordinances generated by the budget process can be found in the *Ordinance* section. This includes:
 - Ordinance #2021-40: Adopting and Approving the Budget for Fiscal Year 2021-2022,
 - Ordinance #2021-41: Prescribing and Setting the Fiscal Year 2021-2022 Rates and Charges, and
 - Ordinance #2021-42: Levying a Tax Rate for the Tax Year 2021.
- The *Glossary* provides a listing of words and acronyms in the annual budget book and their meanings that are not widely used.

THE CITY ORGANIZATION

The City of Harker Heights is a home rule City which operates under a Council-Manager form of government. The City Council consists of a Mayor and five council members who elect one of their members to serve as Mayor-Protem. 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 Manager executes the laws and directs the government of the City.

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. For instance, property taxes and court fines are in the General Fund whereas water and sewer income are in the Utility Fund.

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

GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		
GENERAL	RESTRICTED COURT	UTILITY	DRAINAGE	SANITATION
City Council Administration: City Manager’s Office Human Resources Records Management Finance: Accounts Payable Audit / Budget Payroll				
		Utility Administration		
Police: Administration (99%) Operations Municipal Court (89%) Planning/Development Code Enforcement Fire: Administration Operations Information Technology Library Activity Center Parks & Recreation Public Works: Streets (86%)	Administration (1%) Municipal Court (11%)			
		Public Works: Streets (14%) Water Operations Wastewater	Public Works: Drainage (83%)	Public Works: Sanitation
Drainage (17%)				

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

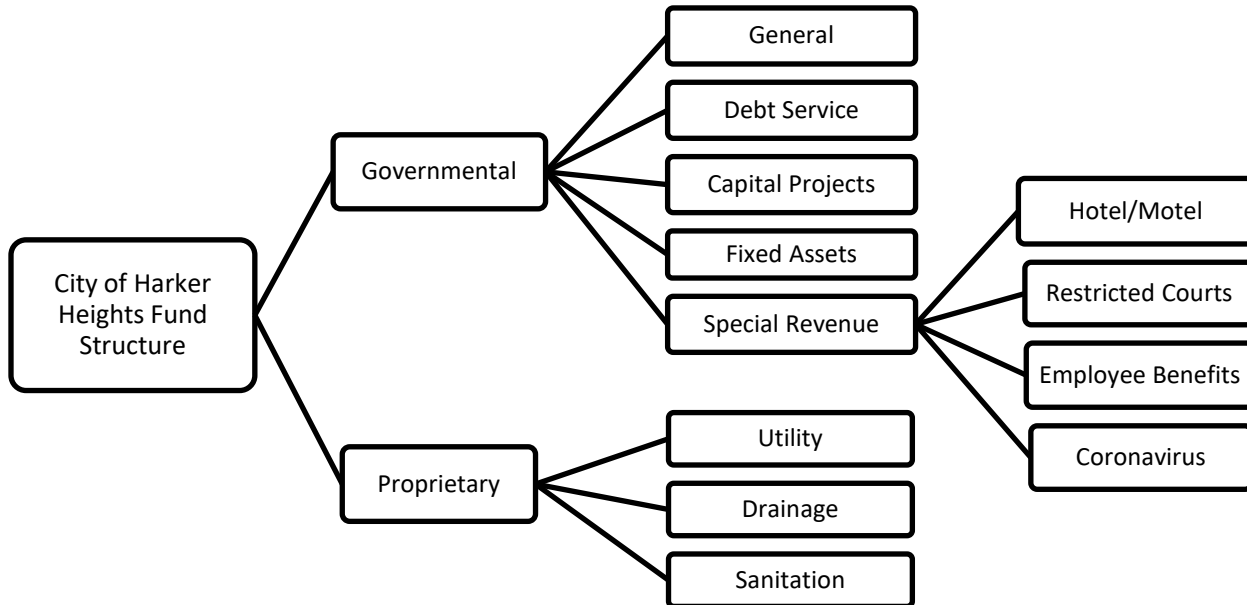
CITY FUNDS

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

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

A = Appropriated; M = Major Fund; B = Included in Budget; R = Included in Comprehensive Annual Financial Report

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



BUDGET BASIS

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

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

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

The Comprehensive Annual Financial Report 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 projects, or capital outlay, in the Proprietary Fund. The budget shows capital projects as an expense and does not show depreciation expense. The annual report, however, does not show the capital outlay as an expense in the year of purchase, but rather depreciates the project 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.

THE BUDGET (AND TAX) PROCESS

The City’s fiscal year begins on October 1 and ends on September 30 of each calendar year. The fiscal year constitutes the budget and accounting year. During the budget process, Staff is also tasked with going through the process of levying a tax rate.

City Charter Provisions

Sections 5.02 and 5.03 of the City’s Charter requires that, in preparation of the budget, anticipated revenues and proposed expenditures be placed in parallel columns opposite the related line item for the last completed fiscal year, the estimated amount for the current fiscal year, and the proposed amount for the upcoming fiscal year as presented in the budget book. The budget is to be finally adopted no later than the twenty-seventh day of September otherwise the budget as submitted will be finally adopted by the City Council (Section 5.08).

Following is the calendar followed for this year:

Date Due	Event/Requirement/Action
January 29	IT Deadline for Technology Related Fixed Asset Requests
March 12	Budget Kickoff Meeting/Top 5 Fixed Asset Request Presentations by Department Heads
April 02	Planning Forms Due – Fixed Assets, Capital Improvements and Personnel Requests
April 30	Line Item Worksheets and Data Input Due
May 28	New Outside Agency Applications and All Outside Agency Funding Requests Due
June	Meet with Department Heads separately on their budgets
August 17	Present Proposed Budget to the Council
August 24	Vote on Preliminary Ad Valorem Tax and Schedule Public Hearing
August 27	Budget Retreat and Discussion
September 27	Budget Public Hearing and Adoption/Ratification of Tax Increase
September 28	Tax Rate Public Hearing and Adoption

Starting Things Off

The beginning of the budget process starts with opening Outside Agency Applications and Requests to Non-Profit Organizations that serve Harker Heights residents. The deadline for these applications / requests is May 31 or the last workday in May. The City’s Information Technology Department also starts things off with requesting any items that have to do with technology to include computers, printers, etc. This allows their staff enough time to get quotes to each department for planning purposes.

Following the Budget Kickoff Meeting, Department Heads receive their planning forms to officially request items that are either on their long-range plan or might be a necessity that has come up during the current fiscal year. Each form within each request category is prioritized by the Department Head.

Following completion of the planning forms, the Finance Department sends out Proposed Budget Worksheets that contain each department’s historical expenditure amounts for the prior four fiscal years, current budget amount, and mid-year expenditure amount. This information is used to aid the Department Heads in planning their operating line items for the upcoming year. If a Department Head feels an increase is necessary in a particular line item, he/she must provide justification for that increase.

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

Budget Retreat

The City Council is presented the Budget at a workshop and given a brief overview. At this time, they are also provided a tentative schedule that includes a Budget Retreat. During the Budget Retreat, the City Council is given a detailed walkthrough of the budget and can ask questions of all Staff involved. Councilmembers can discuss what they would like to add, remove, or change. Discussions also occur regarding the tax rate during this time as it is part of the City's budget process.

Public Participation and Public Hearings

Council workshops, Council meetings and the Budget Retreat are all open to the public per the Open Meetings Act. Each workshop and meeting has a dedicated section prior to the start for citizen comments even if the item(s) are not on the agenda.

Public hearings provide an opportunity for citizens to express their ideas and opinions about the budget and tax rate to their elected officials. A public hearing is required for the budget for which a copy of the budget is posted to the City's website for public viewing. A public hearing is also required for the tax rate.

Adoption

Both the budget and tax rate are adopted by ordinance. The public hearing for the budget and the adoption of the tax rate however cannot occur on the same night.

Budget Amendments

The Council may adopt a budget amendment by ordinance and by a favorable vote of a majority of the members of the whole council.

FINANCIAL AND BUDGET POLICIES

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

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

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

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

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

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

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

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

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

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

Investment Policy – 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.

The City’s Investment Policy is adopted by the City Council annually; the last adoption was July 27, 2021.

Investment Policy – The Finance Director will be responsible for investing City funds in such a manner that the absolute return on invested capital may be maximized while the risk to invested capital is minimized. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act. The

City's investments will be reviewed annually by the city's auditor as part of the annual audit process. It is the policy of the City that all funds shall be managed and invested using the following priorities:

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

The City's Investment Policy is adopted by the City Council annually; the last adoption was July 27, 2021.

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

The City's Cash Handling Policy was approved on September 1, 2016.

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

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

Audit – An independent audit of accounts and other evidences of financial transactions will be conducted annually, and a report will be given to the City Council. The audit will consist of the books and documents of the Finance Department and any separate or subordinate accounts kept by any other office, department or agency of the City.

The requirement of an independent annual audit is in the City's Charter Section 3.16 adopted on May 4, 1991.



**HISTORY/
DEMOGRAPHICS**

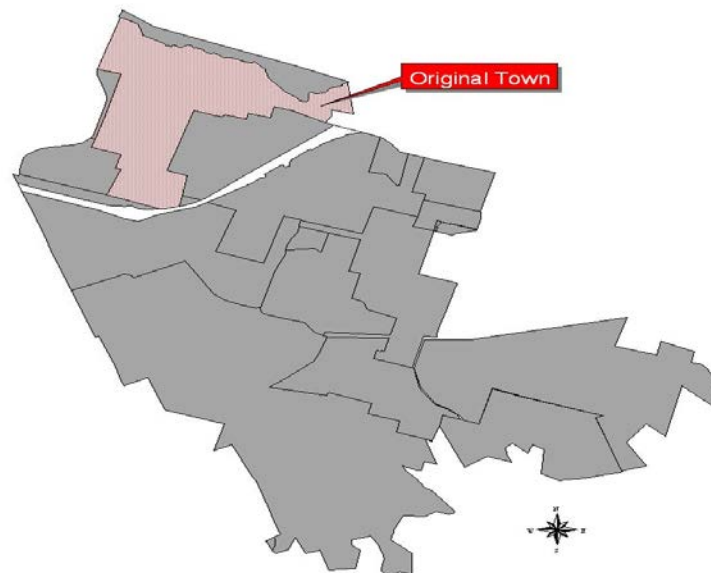
HISTORY OF HARKER HEIGHTS

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

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

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

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



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

CITY AND AREA DEMOGRAPHICS

LOCATION

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



(Source: Mapquest and AltaMap)

CLIMATE

Annual Average High Temperature (degrees Celsius).....	96.8
Annual Average Low Temperature (degrees Celsius)	35.5
Annual Rainfall (inches)	34
Annual Snowfall (inches)	0.4
Elevation (feet)	748

ECONOMIC STATISTICS

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

	1980	1990	2000	2010	2021
Harker Heights	7,600	12,841	17,308	26,700	33,975
Belton	10,660	12,476	14,623	18,216	23,973
Bell County	157,889	191,144	237,924	310,235	377,978

Census 2021 Demographic Profile Data:

White	14,428
Black/African American	6,173
Hispanic/Latino (of any race)	6,916
Two or more races.....	1,601
Asian	1,495
Native Hawaiian/Other Pacific Islander	176
American Indian/Alaska Native	60
Some other race	12
Male.....	15,509
Female	15,352
Under 9 years	4,540
10 to 19 years	4,765
20 to 29 years	3,864
30 to 39 years	4,653
40 to 49 years	4,837
50 to 59 years	3,632
60 to 69 years	2,840
70 to 79 years	1,142
80 years and over	588
Median Age	35
Occupied Housing Units	12,303
Population.....	28,526
Owner Occupied	6,453
Renter Occupied	4,196
Average Household Size.....	2.97
Vacant Housing Units	1,654
Population.....	12,303
Average Household Size.....	2.64

Texas Workforce Commission:

2021 Average Unemployment Rate	6.5%
--------------------------------------	------

Bell County Appraisal District, Harker Heights:

2021 Market Value	\$2,803,860,378
2021 Net Taxable Value.....	\$2,155,905,163
2021 Net Taxable Value, New Property	\$32,152,746
2021 Tax Rate	\$0.6519

EDUCATION

Harker Heights is included in the Killeen Independent School District, which has thirty-two elementary schools, twelve middle schools, four high schools, an Early College High School, two alternative schools, the KISD Career Center and several specialized campuses. Located within the boundaries of Harker Heights are three elementary schools, three middle schools and one high school.

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

*No ratings or distinctions were awarded for 2020-2021 school year due to being declared a State of Disaster.

School Name	2020-2021 Accountability Rating	Number of Distinction Designations Earned	Class of 2021 Graduation Rate
Harker Heights Elem.	Not Rated	N/A	-
Mountain View Elem.	Not Rated	N/A	-
Skipcha Elem.	Not Rated	N/A	-
Eastern Hills Middle	Not Rated	N/A	-
Union Grove Middle	Not Rated	N/A	-
Nolan Middle	Not Rated	N/A	-
Harker Heights High	Not Rated	N/A	94%

(Source: TEA Website)

Area Colleges and Universities include:

College/University Name	PROGRAMS AVAILABLE							SY 2021	SY 2021
	C	A	B	M	D	DC	TBI	Enrolled	Degrees Awarded
Central Texas College (Killeen)	X	X				X		16,807	1,196
Texas A&M Central Texas (Killeen)			X	X				2,464	130
University of Mary Hardin Baylor (Belton)			X	X	X			3,576	858
Temple College (Temple)	X	X				X	X	4,911	64
University of Texas (Austin)			X	X	X			50,476	10,927

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

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

MAJOR TAXPAYERS (TAX YEAR 2021)

<u>Taxpayer</u>	<u>Taxable Value</u>
DRP Market Heights Property Owner LLC	\$63,408,942
HH/Killeen Health System LLC	\$55,825,000
HH/Killeen Health System LLC	\$21,000,000
Oncor Electric Delivery Co LLC	\$16,749,582
Wal-Mart Real Estate Business Trust	\$11,632,147
HH/Killeen Health System LLC	\$11,326,000
Lions Run Investments LLC	\$10,223,081
Wal-Mart Stores Texas LLC	\$9,330,950
Target Corporation	\$8,100,000
Sam’s Real Estate Business Trust	\$7,501,144

MAJOR EMPLOYERS

<u>Employer</u>	<u>Number of Employees</u>
Killeen Independent School District (Harker Heights Campuses)	780
Seton Healthcare	1,027
Wal-Mart Supercenter	530
HEB Grocery Store	327
City of Harker Heights (active employees)	302

UTILITIES

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

Natural Gas: Supplier Atmos Energy

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

Sewer System: Operator City of Harker Heights
 Treatment Plant Activated Sludge
 Maximum Daily Capacity 3.0 Million Gallons
 Daily Average Treatment 1.9 Million Gallons

TRANSPORTATION

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

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

CITY OF HARKER HEIGHTS
MISCELLANEOUS STATISTICS

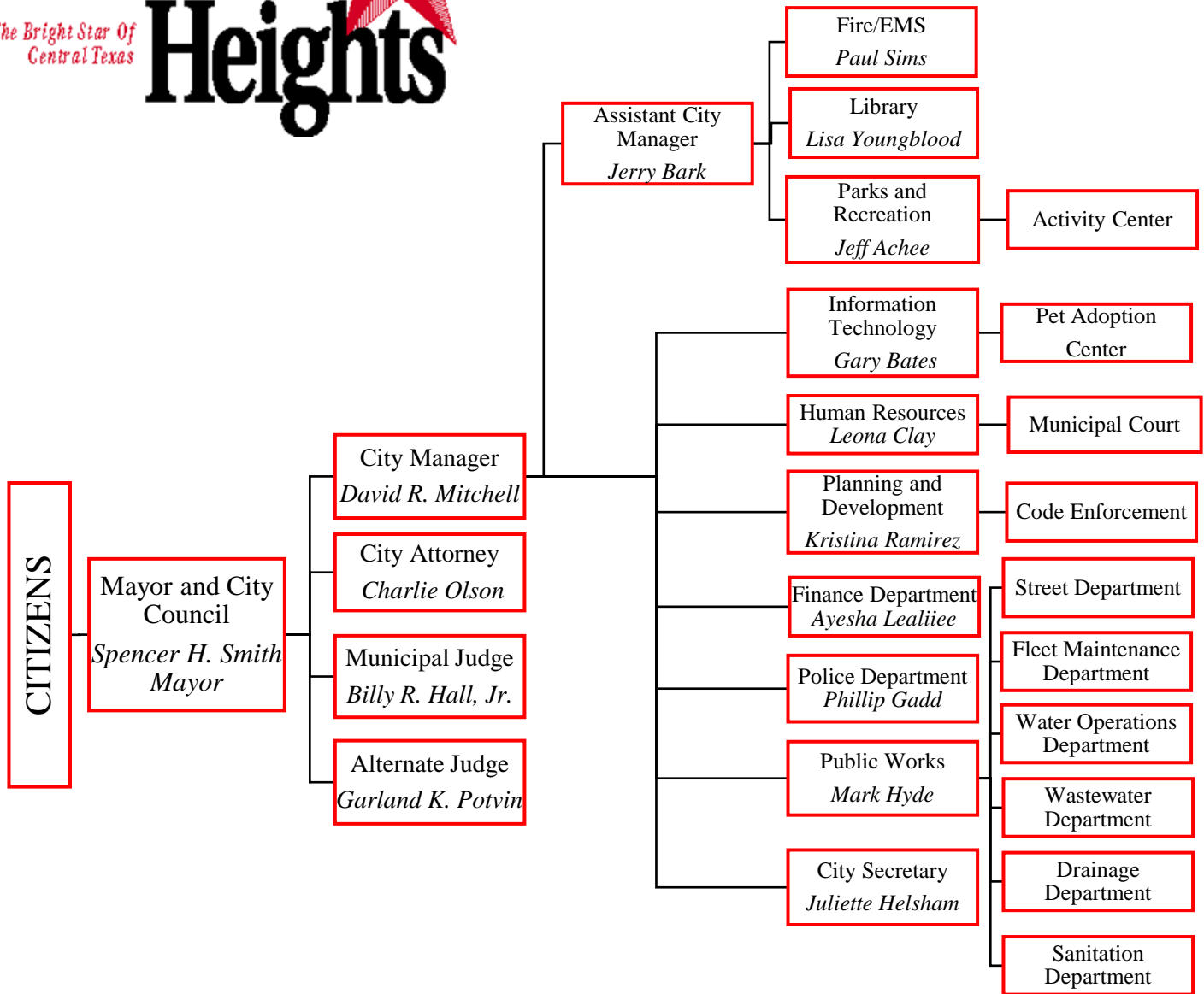
Date of Incorporation: 1960

Form of Government: Home Rule

	Sep 2021	Sep 2020	Sep 2019	Sep 2018	Sep 2017
Number of employees (excluding police and fire):					
Classified	115	122	134	113	109
Exempt	19	18	15	19	19
Area in square miles	16	16	16	16	16
Name of Government Facilities and Services:					
Miles of streets	153	151	153	151	145
Number of street lights	1,555	1,547	1,547	1,541	1,480
Culture and Recreation:					
Recreation Center	1	1	1	1	1
Parks	7	7	7	6	8
Park acreage	192	192	192	192	194
Swimming pools	1	1	1	1	1
Library:					
Annual Circulation	117,549	92,766	154,541	139,124	164,372
Fire Protection:					
Number of stations	2	2	2	2	2
Number of fire personnel and officers	46	46	46	46	45
Number of calls answered	5,504	4,527	4,305	4,336	3,970
Number of inspections conducted	600	396	749	516	500
Police Protection:					
Number of stations	1	1	1	1	1
Number of police personnel and officers	71	70	67	63	62
Number of patrol units	23	27	25	21	21
Number of trailers	4	4	4	3	3
Number of law violations:					
Physical arrests	932	526	730	916	1,168
Traffic violations	4,030	5,766	6,078	5,487	4,127
Parking violations	44	2	54	47	43
Sewage System:					
Miles of sanitary sewers	139	138	136	132	132
Miles of storm sewers	10	10	10	10	10
Number of treatment plants	1	1	1	1	1
Number of service connections	10,128	10,138	9,829	9,685	9,486
Daily average treatment in gallons	2,120,000	1,880,000	2,600,000	1,740,000	1,990,000
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	191	189	187	184	184
Number of service connections	11,383	11,308	11,215	11,111	10,887
Number of fire hydrants	1,190	1,185	1,185	1,185	1,181
Daily average consumption in gallons	4,900,000	4,500,000	4,400,000	4,300,000	4,207,000
Maximum daily capacity of plant in gallons	16,250,000	16,250,000	16,250,000	16,250,000	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	300	178	188	182	181
Number of secondary schools	4	4	3	3	3
Number of secondary school instructors	480	268	238	254	239



PERSONNEL



Commissions and Boards are appointed yearly by the City Council and include a Department Representative:
 Planning and Zoning Commission/Building and Standards Commission – Planning and Development Department
 Zoning Board of Adjustments – Planning and Development Department
 Public Safety Commission – Police Department
 Library Board – Library
 Parks and Recreation Advisory Board – Parks and Recreation Department
 Animal Advisory Committee – Pet Adoption Center
 Economic Development Corporation Board – City Manager
 Capital Improvements Advisory Committee – Planning and Development Department
 Arts Commission – Library

A list of committee/board members are on pages 48-50.

SUMMARY PERSONNEL LISTING

Three Year Comparison of Number of Position and Full-Time Equivalents

	FY 2019-20		FY 2020-21		FY 2021-22		Increase/ Decrease # of Positions	Increase/ Decrease # of FTEs
	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv	# of Positions	Full Time Equiv		
Municipal Services								
Administration	8.0	8.0	10.0	9.0	10.0	9.0	0.0	0.0
Finance	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Pet Adoption Center	14.0	12.5	14.0	13.0	14.0	13.0	0.0	0.0
Municipal Courts	10.0	10.0	9.0	9.0	9.0	9.0	0.0	0.0
Information Technology	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Subtotal Municipal Services	45.0	43.5	46.0	44.0	46.0	44.0	0.0	0.0
Planning and Building								
Planning and Development	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Code Enforcement	5.0	5.0	5.0	5.0	5.0	5.0	0.0	0.0
Subtotal Planning and Building	9.0	9.0	9.0	9.0	9.0	9.0	0.0	0.0
Public Safety								
Police	67.0	65.5	70.0	68.5	71.0	70.0	1.0	1.5
Fire	46.0	46.0	46.0	46.0	46.0	46.0	0.0	0.0
Subtotal Public Safety	113.0	111.5	116.0	114.5	117.0	116.0	1.0	1.5
Culture and Recreation								
Library	14.0	11.0	10.0	9.0	10.0	9.0	0.0	0.0
Activity Center	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Parks and Recreation	47.0	36.0	46.0	35.0	46.0	35.0	0.0	0.0
Subtotal Culture and Recreation	64.0	50.0	59.0	47.0	59.0	47.0	0.0	0.0
Public Works / Maintenance								
Streets	8.0	8.0	7.0	7.0	8.0	7.5	1.0	0.5
Water and Sewer	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Drainage	20.0	20.0	20.0	20.0	21.0	21.0	1.0	1.0
Sanitation	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
Sanitation	2.0	1.5	2.0	1.5	1.0	1.0	(1.0)	(0.5)
Total City of Harker Heights	271.0	253.5	269.0	253.0	271.0	255.5	2.0	2.5

Fiscal Year 2022 includes the following changes to personnel:

¹ Added 2 new part-time Student Clerical Assistant positions in the 4th quarter of FY 2020-2021. Upgrading the Human Resources Coordinator position to Assistant Director of Human Resources.

² Title change from Senior Planner/GIS Coordinator to City Planner in 1st quarter of FY 2020-2021.

³ Adding a new Deputy Police Chief position and upgrading the part-time Records Clerk to full time.

⁴ Title changes from Recreation Services Specialist/Event Coordinator to Activities & Special Events Manager and Activities Specialist to Outdoor Programs Coordinator.

⁵ Added a new Custodian position in the 3rd quarter of FY 2020-2021. Removing one Light Equipment Operator position and creating new Recreation Center & Senior Program Manager position. Title changes from Recreation Superintendent to Recreation Manager, Parks & Public Grounds Supervisor to Park Operations Manager and Recreation Coordinator to Athletics/Aquatics Coordinator.

⁶ Downgraded Assistant Public Works Director to Utilities Superintendent. Adding part-time Parts Clerk (position moved from part-time position in Sanitation).

⁷ Adding a Maintenance Technician position in Wastewater.

⁸ Moving part-time Maintenance Technician position to part-time Parts Clerk in Maintenance Department.

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
ADMINISTRATION DEPARTMENT					
Full-Time:					
City Manager	1	1	1	1	1
Assistant City Manager	1	0	0	1	1
Assistant City Manager/Public Relations Director	0	1	1	0	0
Human Resource Director	1	1	1	1	1
Assistant Director of Human Resources	0	0	0	0	1
Public Relations Director	1	0	0	0	0
City Secretary	0	1	1	1	1
Assistant City Secretary	1	1	1	1	1
Human Resource Coordinator	1	1	1	1	0
Records Management Coordinator	1	1	1	1	1
Human Resource Clerk	1	1	1	1	1
Subtotal	8	8	8	8	8
Part-Time:					
Student Clerical Assistant	0	0	2	2	2
Subtotal	0	0	2	2	2
Total Administration Department	8	8	10	10	10
FINANCE DEPARTMENT					
Full-Time:					
Finance Director	1	1	1	1	1
Assistant Finance Director	1	0	0	0	0
Finance Analyst	0	0	1	1	1
Payroll Specialist	1	1	1	1	1
Finance Coordinator	1	1	1	1	1
Account Technician	1	1	1	1	1
Account Clerk	1	1	1	1	1
Utility Billing Clerk	2	2	2	2	2
Customer Service Clerk	1	1	1	1	1
Total Finance Department	9	8	9	9	9
PET ADOPTION CENTER					
Full-Time:					
Pet Adoption Center Manager	1	1	1	1	1
Pet Adoption Center Supervisor	1	1	1	1	1
Pet Adoption Center Coordinator	1	0	1	1	1
Animal Protection Officer	1	0	0	0	0
Animal Services Officer	3	4	4	3	4
Veterinary Technician	2	2	2	2	2
Kennel Technician	1	1	2	2	2
Veterinarian	1	1	1	1	1
Subtotal	11	10	12	11	12
Part-Time:					
Veterinarian	2	1	1	1	1
Coordinator	1	0	0	0	0
Receptionist/Clerk	0	1	1	1	1
Subtotal	3	2	2	2	2
Total Pet Adoption Center Department	14	12	14	13	14

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
POLICE DEPARTMENT					
Full-Time:					
Police Chief	1	1	1	1	1
Deputy Police Chief	0	0	0	0	1
Administrative Officer to the Chief	0	0	1	1	1
Administrative Commander	0	1	0	0	0
Commander	3	2	2	2	2
Lieutenant	8	6	6	6	6
Sergeant	9	12	12	11	12
Police Officers	33	32	34	27	34
Victims Witness Coordinator	1	1	1	1	1
Evidence Technician	1	1	1	1	1
Telecommunicator	5	5	5	4	5
Administrative Assistant	1	0	1	1	1
CID Clerk	1	0	1	1	1
Records Clerk	1	1	1	1	2
Healthy Homes Youth Specialist	0	1	1	1	1
Subtotal	64	63	67	58	69
Part-Time:					
Telecommunicator	2	2	2	2	2
Records Clerk	1	1	1	0	0
Subtotal	3	3	3	2	2
Total Police Department	67	66	70	60	71
MUNICIPAL COURTS DEPARTMENT					
Full-Time:					
Municipal Judge	1	1	1	1	1
Alternate Judge	1	1	1	1	1
Court Administrator	1	0	0	0	0
Clerk of the Court	1	1	1	1	1
Juvenile Case Manager	1	1	1	1	1
Deputy Court Clerk	3	4	5	5	5
City Marshal	1	0	0	0	0
Warrant Officer	1	0	0	0	0
Total Municipal Courts Department	10	8	9	9	9
PLANNING & DEVELOPMENT DEPARTMENT					
Full-Time:					
Planning & Development Director	1	1	1	1	1
Senior Planner/GIS System Coordinator	1	1	1	0	0
City Planner	0	0	0	1	1
GIS Analyst/Planner	1	1	1	1	1
Administrative Assistant/Secretary	1	1	1	1	1
Total Planning & Development Department	4	4	4	4	4

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
CODE ENFORCEMENT DEPARTMENT					
Full-Time:					
Building Official	1	1	1	1	1
Building Inspector	1	1	1	1	1
Code Enforcement Officer	2	2	2	2	2
Building Official Secretary	1	1	1	1	1
Total Code Enforcement Department	5	5	5	5	5
FIRE OPERATIONS DEPARTMENT					
Full-Time:					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Deputy Fire Chief/Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Battalion Chief of Training	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant - Firefighter/Paramedic	6	6	6	6	6
Firefighter/Paramedic/EMT Driver/Pump Operator	6	6	6	6	6
Firefighter/Paramedic/EMT	24	24	24	24	24
Executive Assistant	1	1	1	1	1
Fire Department Secretary	1	0	1	1	1
Total Fire Operations Department	46	45	46	46	46
INFORMATION TECHNOLOGY					
Full-Time:					
Information Technology Director	1	1	1	1	1
Information Technology Analyst	1	1	1	1	1
System Support Technician	1	1	1	1	1
System Support Coordinator	1	1	1	1	1
Total Information Technology	4	4	4	4	4
LIBRARY DEPARTMENT					
Full-Time:					
Library Director	1	1	1	1	1
Children's Librarian	1	1	1	1	1
Reference Librarian	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Youth Health and Program Coordinator	1	0	0	0	0
Library Clerk	2	4	3	3	3
Subtotal	8	9	8	8	8
Part-Time:					
Library Clerk	2	0	2	2	2
Library Page	2	0	0	0	0
Subtotal	4	0	2	2	2
Seasonal*:					
Summer Library Page	2	0	0	0	0
Total Library Department	14	9	10	10	10

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
ACTIVITY CENTER					
Full-Time:					
Recreation Services Specialist/Event Coordinator	1	1	1	1	0
Activities & Special Events Manager	0	0	0	0	1
Activities Center Coordinator	1	1	1	1	1
Activities Specialist	1	1	1	1	0
Outdoor Programs Coordinator	0	0	0	0	1
Total Activity Center	3	3	3	3	3
PARKS & RECREATION DEPARTMENT					
Full-Time:					
Parks & Recreation Director	1	1	1	1	1
Recreation Superintendent	1	1	1	1	0
Recreation Manager	0	0	0	0	1
Parks & Public Grounds Supervisor	1	1	1	1	0
Park Operations Manager	0	0	0	0	1
Administrative Assistant	1	1	1	1	1
Athletic Coordinator	2	1	1	1	1
Recreation Coordinator	0	0	1	1	0
Athletics/Aquatics Coordinator	0	0	0	0	1
Recreation Center & Senior Programs Manager	0	0	0	0	1
Crew Leader - Athletics	1	1	1	1	1
Crew Leader - Parks/Public Grounds	1	1	1	1	1
Building Maintenance Crew Leader	0	0	1	1	1
Facilities Technician	1	1	0	0	0
Light Equipment Operator - Athletics	2	2	2	2	2
Light Equipment Operator - Parks/Public Grounds	10	9	10	9	9
Custodian	4	1	3	3	3
Subtotal	25	20	24	23	24
Part-Time:					
Recreation Aide	4	3	4	1	4
Athletic Aide	2	1	2	1	2
Subtotal	6	4	6	2	6
Seasonal*:					
Water Safety Instructor	2	0	2	0	2
Swimming Pool Lifeguards	10	0	10	0	10
Aquatic Supervisor	2	2	2	0	2
Aquatic Cashier	2	2	2	0	2
Subtotal	16	4	16	0	16
Total Parks & Recreation Department	47	28	46	25	46
PUBLIC WORKS DEPARTMENT					
Full-Time:					
Public Works Director	1	1	1	1	1
Assistant Public Works Director	1	1	1	0	0
Utilities Superintendent	1	0	0	0	1
Customer Relations Supervisor	1	1	1	0	0
Administrative Assistant	0	0	0	1	1
Total Public Works Department	4	3	3	2	3

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
STREET DEPARTMENT					
Full-Time:					
Sign Supervisor	1	1	1	1	1
Senior Equipment Operator	1	0	1	0	1
Heavy Equipment Operator	2	1	2	2	2
Light Equipment Operator	3	3	3	1	3
Total Street Department	7	5	7	4	7
MAINTENANCE DEPARTMENT					
Full-Time:					
Maintenance Supervisor	1	1	1	1	1
Welder	1	1	1	1	1
Mechanic	2	2	2	2	2
Subtotal	4	4	4	4	4
Part-Time:					
Parts Clerk	0	0	0	0	1
Total Maintenance Department	4	4	4	4	5
WATER OPERATIONS DEPARTMENT					
Full-Time:					
Water Field Supervisor	1	1	1	1	1
Utility Specialist	0	1	1	1	1
BPAT/CSI Water Distribution System	1	1	1	1	1
Crew Leader	2	1	1	1	1
Heavy Equipment Operator	1	1	1	1	1
Maintenance Technician II	1	0	1	1	1
Maintenance Technician I	1	1	1	1	1
Water Service Worker	4	3	4	3	4
Inventory/Line Locator	1	1	1	1	1
Total Water Operations Department	12	10	12	11	12
WASTEWATER DEPARTMENT					
Full-Time:					
Chief Plant Operator	1	1	1	1	1
FOG Collection/Field Supervisor	1	1	1	1	1
Collections Operator	1	1	1	1	1
Maintenance Technician I	5	4	5	3	6
Total Wastewater Department	8	7	8	6	9
DRAINAGE DEPARTMENT					
Full-Time:					
Street/Drainage/Sanitation Supervisor	1	1	1	1	1
Light Equipment Operator	2	2	2	1	2
Total Drainage Department	3	3	3	2	3

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

	FY 2019-20 BUDGET	FILLED @ 9/30/2020	FY 2020-21 BUDGET	FILLED @ 9/30/2021	FY 2021-22 BUDGET
SANITATION DEPARTMENT					
Full-Time:					
Maintenance Technician I	1	1	1	1	1
Part-Time:					
Maintenance Technician I	1	0	1	0	0
Total Sanitation Department	2	1	2	1	1
TOTAL ALL DEPARTMENTS	271	233	269	237	271

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

CITY COUNCIL

Spencer H. Smith.....Mayor
Jennifer McCann Mayor Pro Tem
Michael Blomquist Council Member
Jackeline Soriano Fountain Council Member
Lynda Nash..... Council Member
Sam Halabi Council Member

APPOINTED OFFICIALS

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

PLANNING & ZONING COMMISSION / BUILDING & STANDARDS COMMISSION

<u>Name</u>	<u>Term Expires</u>
Larry Robison	2023
Rob Robinson III	2023
Stephen Watford	2024
Joshua McCann	2024
Rodney Shine	2024
Natalie R. Austin.....	2025
Barry Heidtbrink.....	2025
Ladonna Barbee	2025
Michael Stegmeyer	2025
Jerry Bess	Alternate 1
Allen Strickland	Alternate 2
Elizabeth McDaniel	Alternate 3
Monica Washington.....	Alternate 4

ZONING BOARD OF ADJUSTMENT

<u>Name</u>	<u>Term Expires</u>
David A. McClure.....	2023
Pasquale Canterino	2023
Jeffrey K. Harris	2024
Thomas G. Wilson	2024
David Hermosillo.....	2024
William R. Mack, II	Alternate thru 2023
Courtney Peres.....	Alternate thru 2023
Dr. Desi Roberts	Alternate thru 2024
Philemon Brown.....	Alternate thru 2024

PUBLIC SAFETY COMMISSION

<u>Name</u>	<u>Term Expires</u>
Louis Best	2023
Wyatt L. Wetzel.....	2023
Jack Palmer	2024
Shane Hodyniak II	2024
Dick Dwinell.....	2025
Jeremy Hoffman.....	Alternate 1
John Footman	Alternate 2

LIBRARY BOARD

<u>Name</u>	<u>Term Expires</u>
Beverly Price	2023
Jeanine L. Sims	2023
Ursula Pirtle	2023
Karry Woods.....	2024
Barbara Kelly	2025
Susan Robertson	2025
Heather Chandler.....	2025
Debra Brock.....	Alternate 1
Simisola Aromolaran.....	Alternate 2

PARKS & RECREATION ADVISORY BOARD

<u>Name</u>	<u>Term Expires</u>
Heidi Heckel	2024
Natalie R. Austin.....	2024
Brittany Harris.....	2024
Alonzo Williams.....	2024
Angie Wilson	2025
Yomi Hardison.....	2025
Lawrence McCullar	Alternate 1
Vitalis Dubininkas.....	Alternate 2

ANIMAL ADVISORY COMMITTEE

<u>Name</u>	<u>Term Expires</u>
Dr. Patricia Darnell	2023
Dr. Nina Griffin	2024
Susan Mooney.....	2024
Gary Bates.....	2024
Shiloh Wester.....	No Expiration
Dr. Molly Chohan	No Expiration
Finni Dirr	Alternate 1
George Grammas	Alternate 2
Barbara Kane.....	Alternate 3
Steven Moody.....	Alternate 4

ECONOMIC DEVELOPMENT CORPORATION BOARD

<u>Name</u>	<u>Term Expires</u>
Michael Blomquist	2022
John Reider	2022
Jim Wright	2022
Hal Schiffman	2023
Spencer H. Smith.....	2023
Mike Aycock	2023
David Mitchell	2023

CAPITAL IMPROVEMENTS ADVISORY COMMITTEE

<u>Name</u>	<u>Term Expires</u>
Larry Robison	2023
Rob Robinson III	2023
Stephen Watford	2024
Joshua McCann	2024
Rodney Shine	2024
Bobby Hozworth	2024
Natalie R. Austin.....	2025
Barry Heidtbrink.....	2025
Ladonna Barbee	2025
Michael Stegmeyer	2025
Jerry Bess	Alternate 1
Allen Strickland	Alternate 2
Elizabeth McDaniel	Alternate 3
Monica Washington.....	Alternate 4

ARTS COMMISSION

<u>Name</u>	<u>Term Expires</u>
Roxanne Flores-Achmad	2023
Barbara Fontaine-White	2024
Kerry Ann Zamore	2024
Lynda Nash.....	2025
Roshand Prior.....	2025

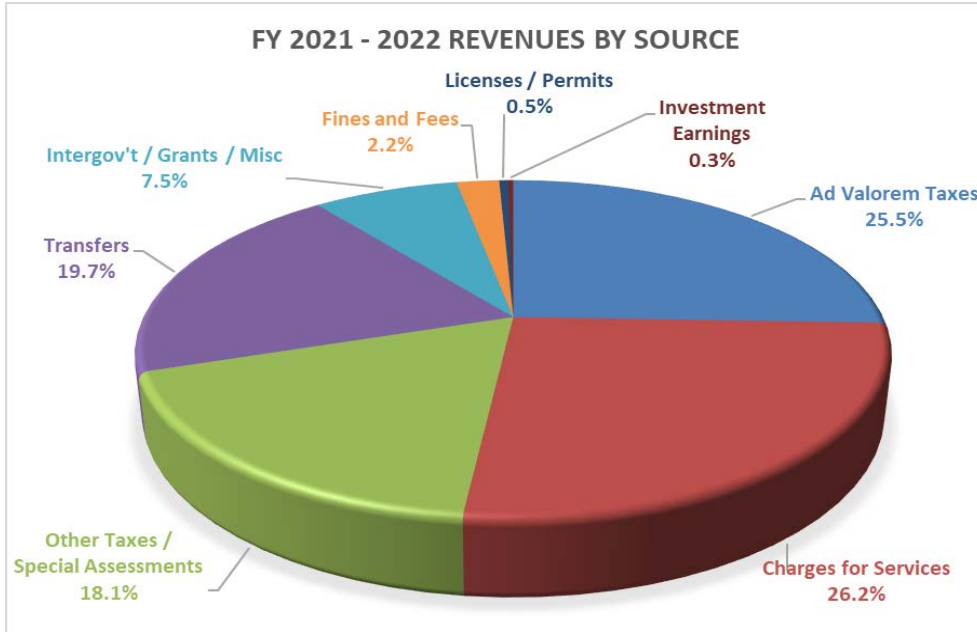


**TRENDS AND
FORECASTS**

TRENDS AND FORECASTS

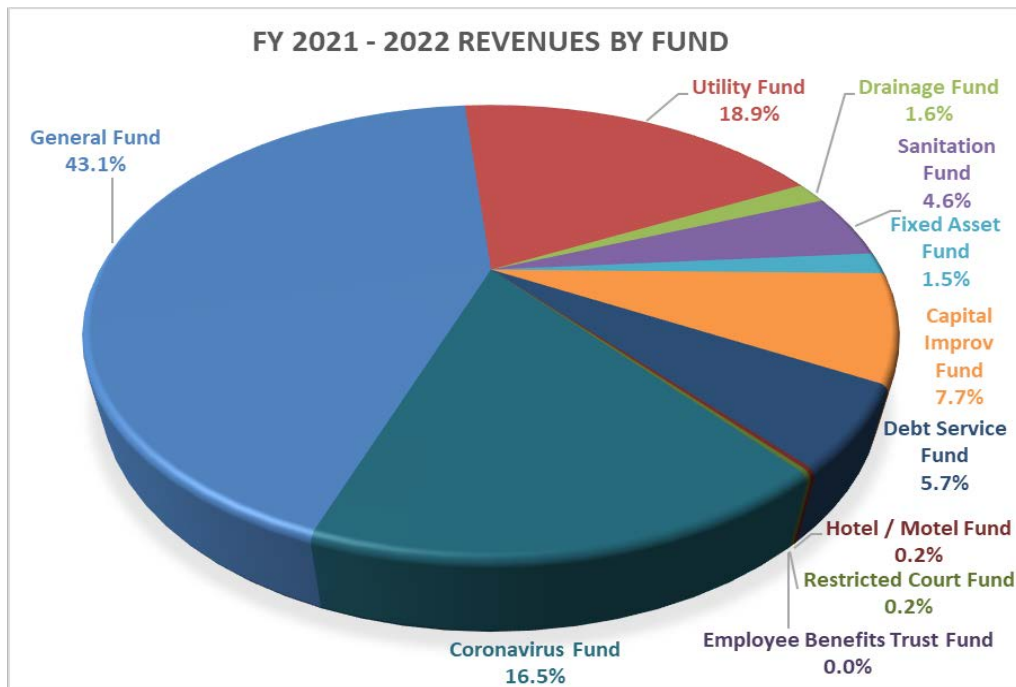
REVENUES BY SOURCE

The graph below depicts the percentage of each major revenue source compared to the total revenues for all funds of \$55,409,900. Major revenue sources for the City are charges for services (26.2%), ad valorem taxes, or property taxes, (25.5%), transfers (19.7%) and other taxes/special assessments (18.1%).



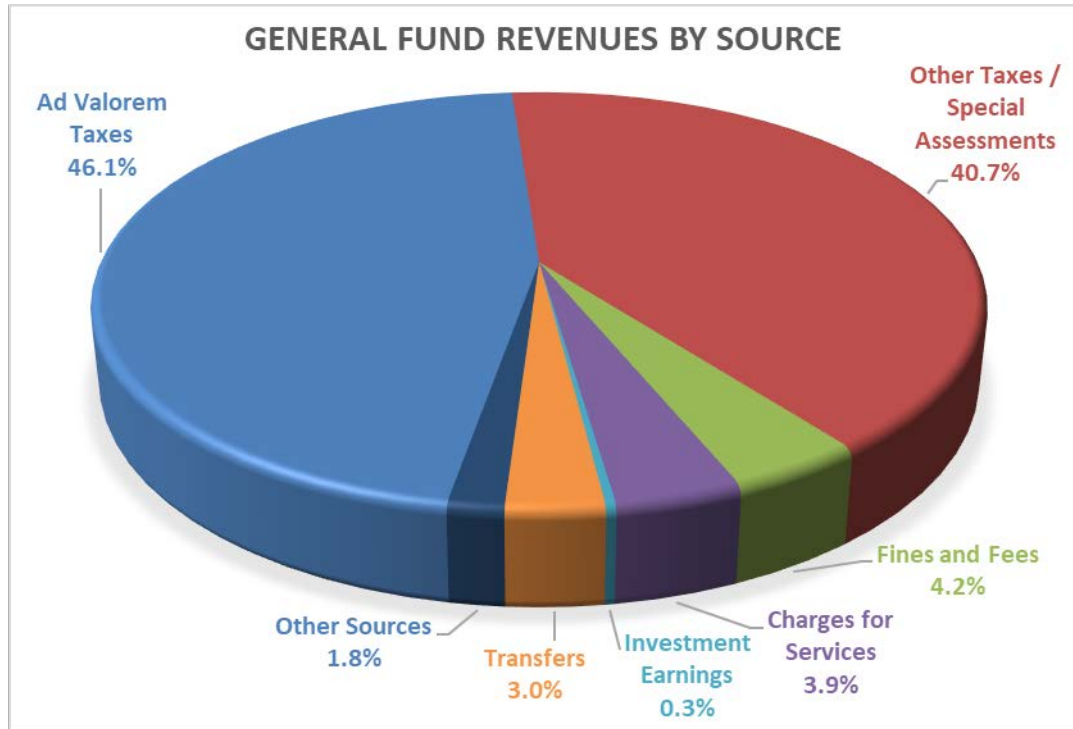
REVENUES BY FUND

The following pages will discuss major revenue sources within the funds with the largest percentage of revenues. These funds are the General Fund (43.1%), Utility Fund (18.9%), Coronavirus Fund (16.5%), and Capital Improvement Fund (7.7%).



GENERAL FUND REVENUES

General Fund revenues at \$23,876,400 make up 43.1% of the City's total revenues (\$55,409,900) for the 2022 fiscal year. Major revenue sources in the City of Harker Heights' General Fund are ad valorem taxes (46.1%), other taxes/special assessments (40.7%), fines and fees (4.2%), and charges for services (3.9%).



Ad Valorem Tax / Property Tax

Change in Ad Valorem Tax Rate: -0.0251 or -3.9%

Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 3.83%

Budgeting Assumption – Forecasts: Forecasted at 0.50% (low rate is due to veteran's exemption)

Budgeting Assumption – Planning: Calculated in July when valuations received; Updated when BCAD calculations (Truth-in-Taxation Reports) is received in August

Ad valorem or property tax is the largest revenue source of the General Fund at 46.5% of the total revenue. The City works closely with Bell County Tax Appraisal District (BCAD) in setting a tax rate for the year. In April, BCAD holds an annual meeting to discuss preliminary values, which are normally very conservative, and City Staff adjusts its forecasts accordingly. Each BCAD regional appraiser also discusses what developments occurred during the year, what will be completed next year, and the property sales for their respective regions.

In completing the City's Tax Rate Calculation Worksheet (Truth-in-Taxation Report), BCAD requests Harker Heights' debt payment amounts for the upcoming year, the sales tax revenue for the prior year, any exemption changes and fund balance amounts for the General and Debt Service Funds in June.

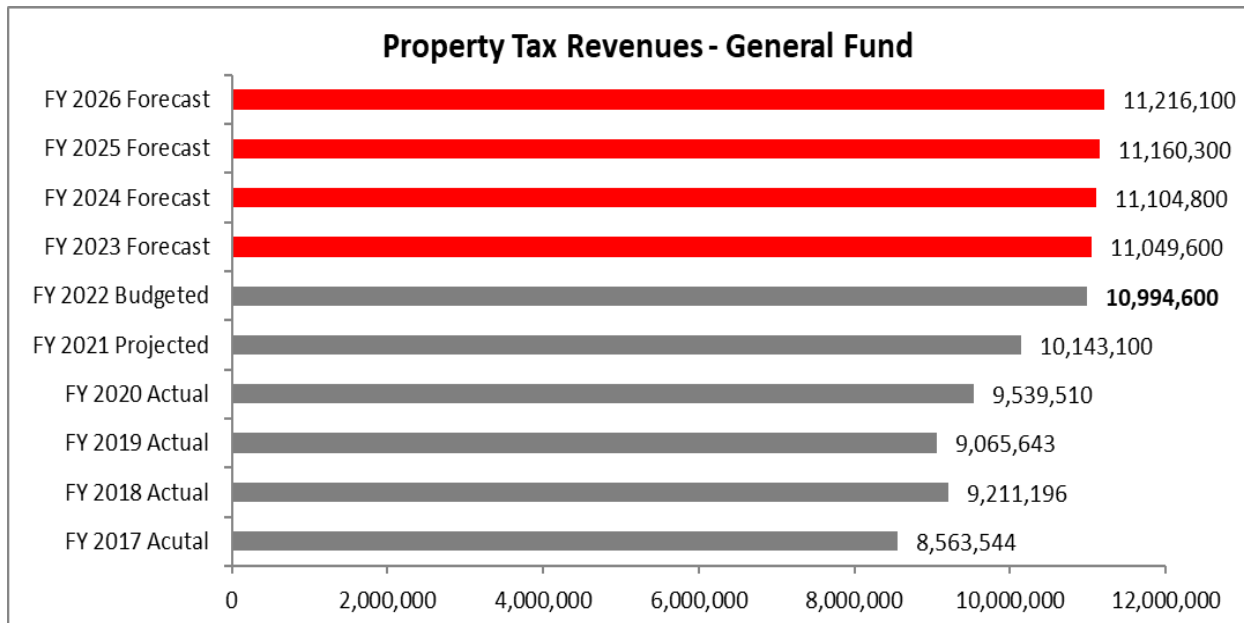
BCAD is also responsible for sending out tax statements and collecting tax payments on the City's behalf.

To calculate the amount of revenue for each fund Staff uses the calculation below. The maintenance and operations (M&O) portion of the tax rate is a percentage of the estimated total tax collections. The City's M&O rate of \$0.5063 is 77.67% of the total tax rate and therefore receives that portion of the estimated tax collections.

Certified Taxable Value	2,169,593,486
x Total Tax Rate per \$100 valuation	0.6519
= Estimated Gross Revenues from Taxes	14,143,580
x Estimated Percentage of Collections	100.00%
= Estimated Funds from Tax Levy	14,143,580
+ Estimated Delinquent Tax Collections	12,000
= Estimated Total Tax Collections	14,155,580

Maintenance and Operations Rate	0.5063
Total General Fund Revenue	10,994,639

The following graph shows the history of property tax revenues in the General Fund, what is budgeted for Fiscal Year 2022, and the current projections for the future.



With the growth of the veteran's exemption, it is hard to determine how much property tax revenue will continue to grow.

Other Taxes / Special Assessments (Sales Tax, Mixed Drink Tax, Bingo Tax)

Sales Tax

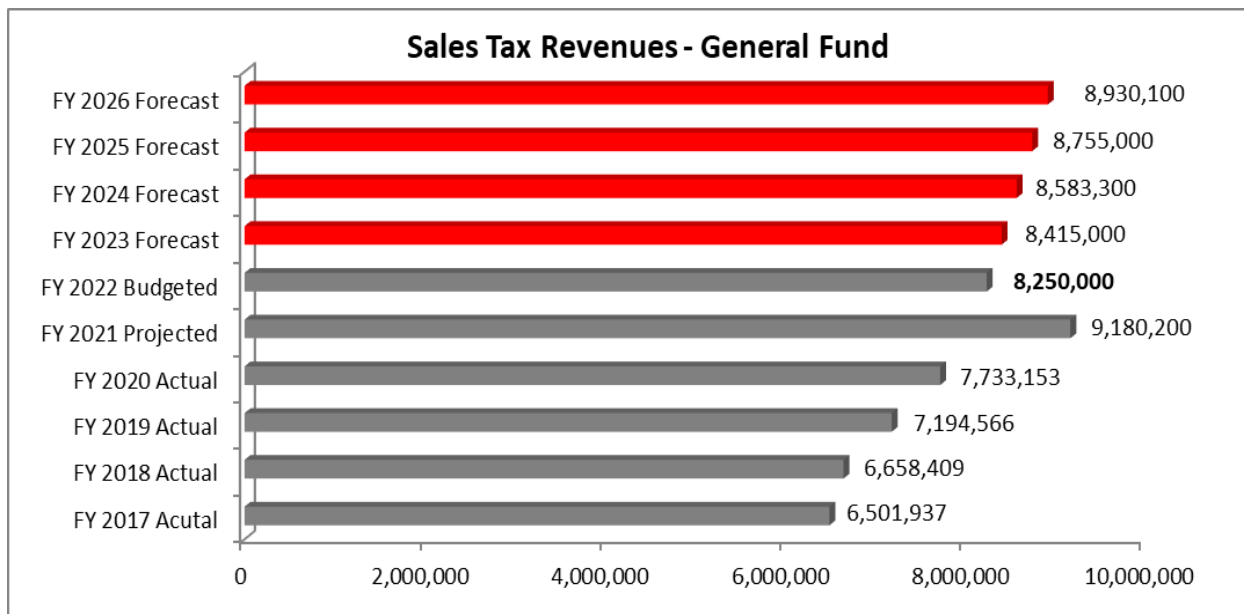
Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 6.7%

Budgeting Assumption – Forecasts: Forecasted at 6.7% of FY 2020 Actual for FY 2022 due to an unprecedented FY 2021 total; Future years forecasted at 2.0%

Budgeting Assumption – Planning: Updated in comparison to current year actuals

The State of Texas imposes a state sales and use tax of 6.25%. Cities, counties, transit authorities, and special purpose districts can impose an additional local sales and use tax of up to 2.00% for a combined state and local tax rate of up to 8.25%. The City of Harker Heights has imposed this additional local sales tax option and receives its portion of sales and use tax revenues from the Texas Comptroller's Office monthly (Harker Heights receives 1.5%, Bell County receives 0.5%).

When budgeting sales tax revenue for the upcoming budget year, the prior year's projections as well as any permits issued for upcoming commercial businesses are taken into consideration. Even with the reopening of businesses, it was not expected that sales taxes would have a projection of \$9,180,200 for the 2021 fiscal year. Staff remains wary of this increase and are budgeting with a higher expectation but conservatively at \$8,250,000 for FY 2022. This is an 11.3% drop from the \$9 million projection however it is a 6.7% increase from the \$7,733,153 collected in FY 2020.



Sales tax revenues are projected to increase by 8.2% between FY 2022 and FY 2026 (red bars indicate forecasts).

Mixed Drink Tax & Bingo Tax

Five Year Average Growth Rate (Fiscal Year 2017 to 2021): -2.0%

Budgeting Assumption – Forecasts: Forecasted at 1.0% (both line items)

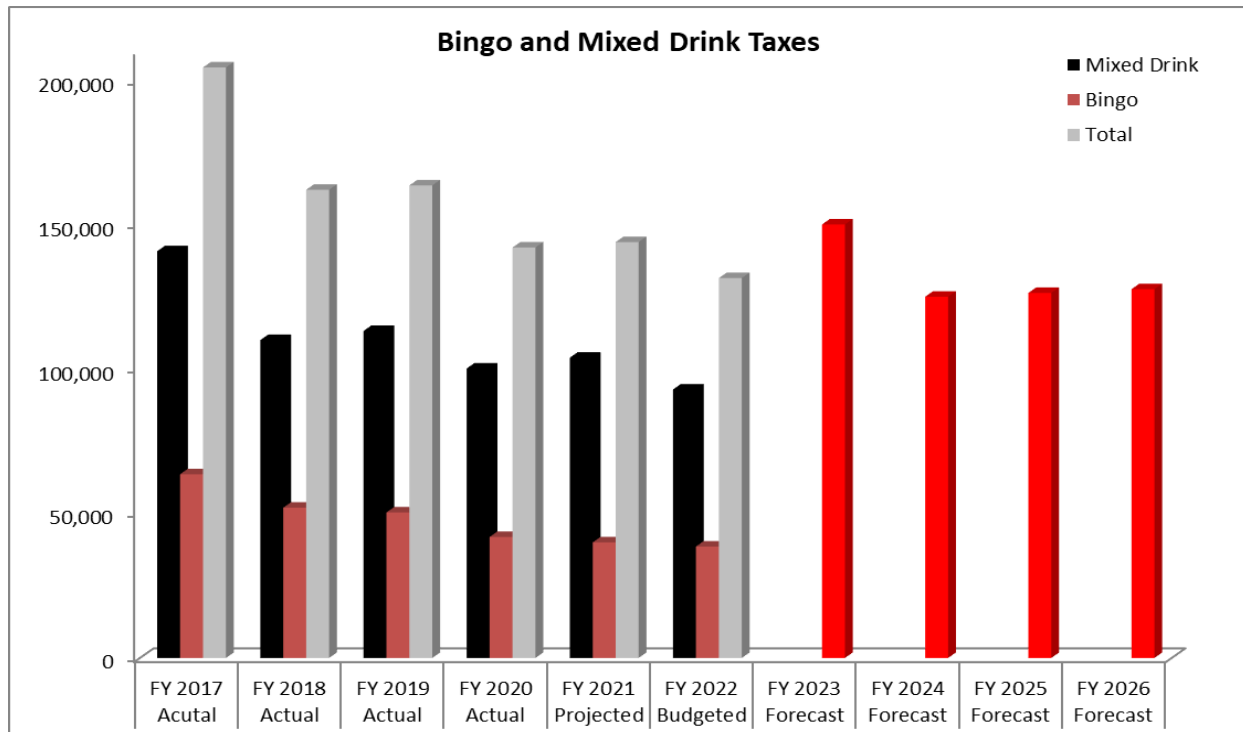
Budgeting Assumption – Planning: Updated in comparison to current year actuals (separate line items)

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

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

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

The following graph shows how the prior year actuals, FY 2021 projection and FY 2022 budgeted amounts compare. Forecasts are shown in total amounts only because it has not been decided how the one percent increases will be allocated between the two separate line items.



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

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

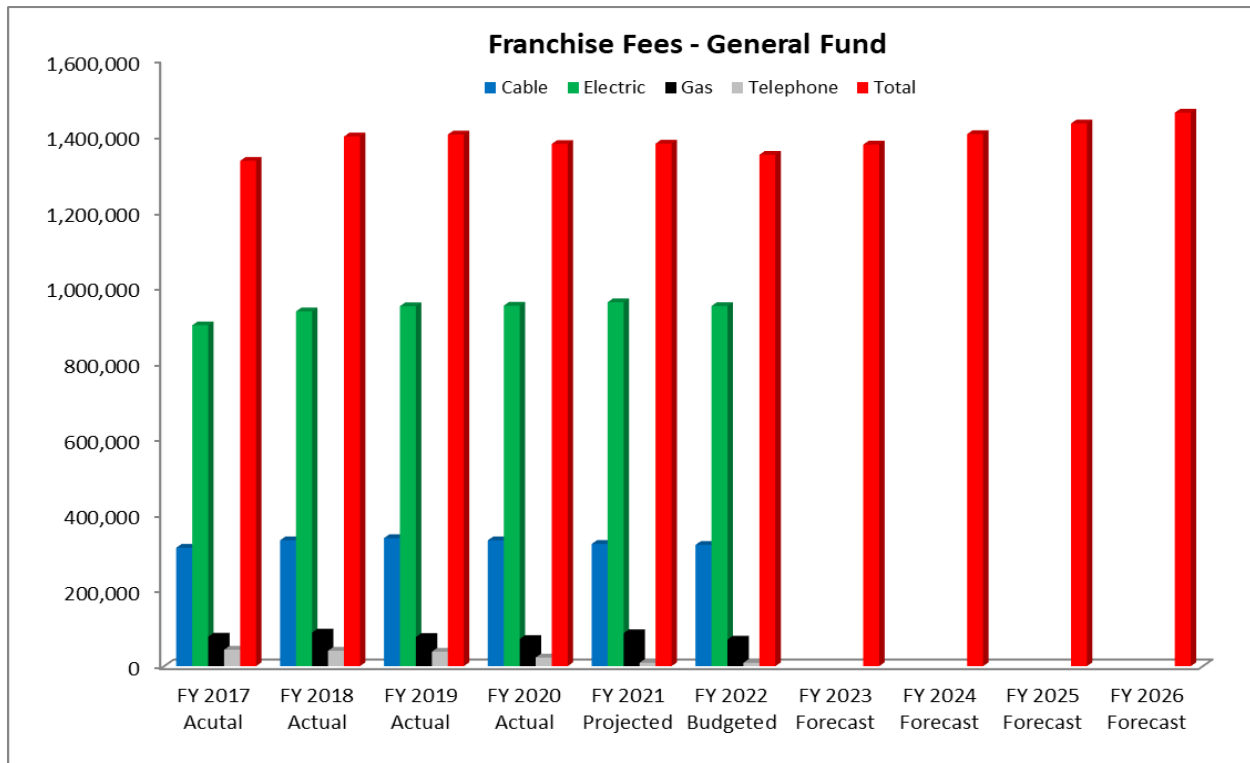
Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 0.8%

Budgeting Assumption – Forecasts: Forecasted at 2.0%

Budgeting Assumption – Planning: Updated in comparison to current year actuals (separate line items)

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

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



Telephone franchise fees have been greatly impacted by Senate Bill 1152 (86th Legislature).

Fines and Fees

Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 1.6%

Budgeting Assumption – Forecasts: Forecasted at 1.0%

Budgeting Assumption – Planning: Updated in comparison to current year actuals

This category for the General Fund is the Court Fine revenue. The FY 2021 budget totaled and is projected to be \$1,000,000. \$1,000,000 is also the budgeted amount for the 2022 fiscal year.

Charges for Services

Budgeting Assumption – Forecasts: Forecasted at 1.0% (collectively)

Budgeting Assumption – Planning: Updated in comparison to current year actuals (per line item)

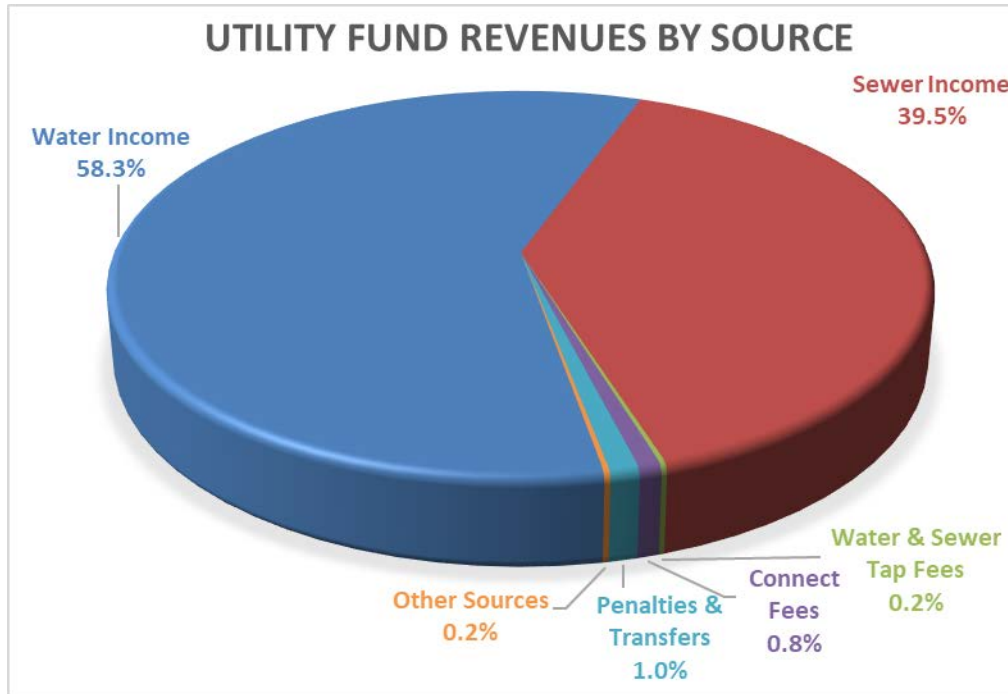
Parks and Recreation fees (pool entry fees, recreation programs, registration fees and facility rentals) for the 2021 fiscal year remained difficult to project due to the slow reopening of youth and adult activities as well as the difficulties Parks and Recreation Staff had in hiring personnel for the City Pool.

Animal Services revenues (adoptions, return to owner fees, etc.) is also a difficult line item to project and during the 2021 fiscal year, Pet Adoption Center Staff held many adoption events and fundraisers. The \$75,000 budgeted for FY 2021 has been projected to be \$122,800 by fiscal year end. The amount budgeted for the 2022 fiscal year has been conservatively increased to \$95,000 in anticipation of continued success of their programs.

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

UTILITY FUND REVENUES

Utility Fund revenues at \$10,462,600 make up 18.9% of the City's \$55,409,900 total revenues for the 2022 fiscal year. The major revenue sources are water income (58.3%) and sewer income (39.5%) as shown in the graph below.



Water Income

Change in Water Rate: 3% increase

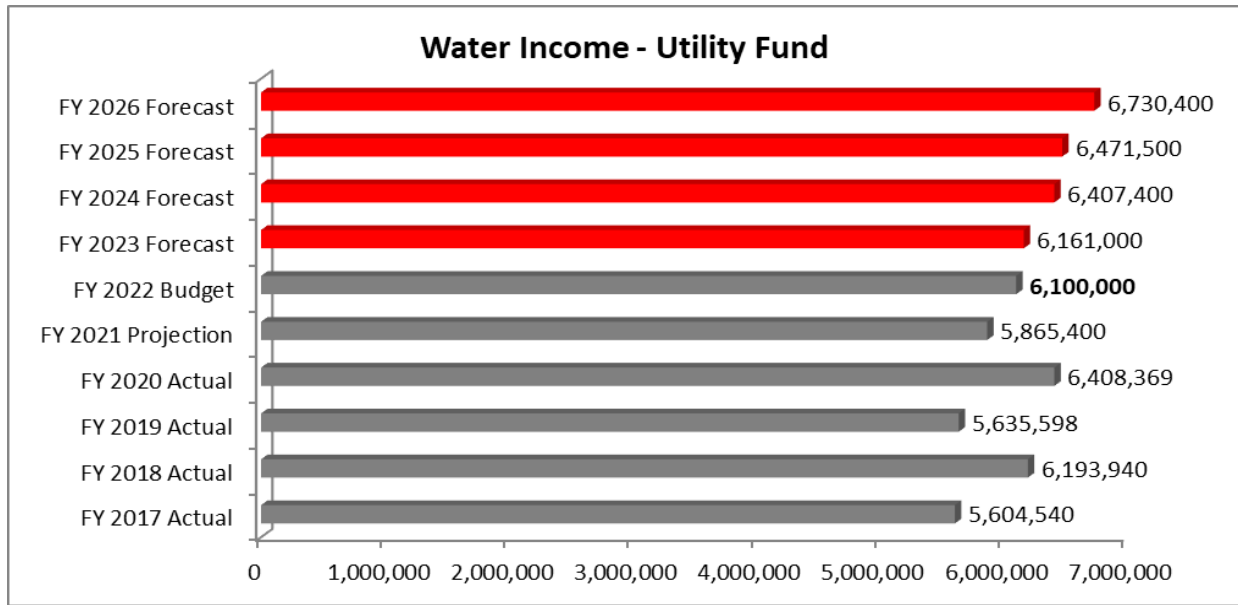
Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 0.6%

Budgeting Assumption - Forecasts: Forecasted at 1.0% growth; 3.0% rate increase every other year

Budgeting Assumption – Planning: Updates in comparison to mid-year and nine-month revenue amounts as well as historical trends and patterns, if any are noticed to be similar

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

During the spring and summer of the 2021 fiscal year, we have had unusual amounts of rainfall that started with Winter Storm Uri in February 2021. Increased amounts of waterfall equate to less usage of water to take care of lawns during this time of the year, which is one of our largest uses of water. Projections for FY 2021 are \$5,865,400 which is 9.3% less than the actual amount of water income received in the 2020 fiscal year. The budgeted amount for FY 2022 is \$6,100,000; this is 4.0% higher than FY 2021's projection.



Water Income is projected to increase by 10% (\$630,400) between FY 2022 and FY 2026. Forecasts are shown in red.

Sewer Income

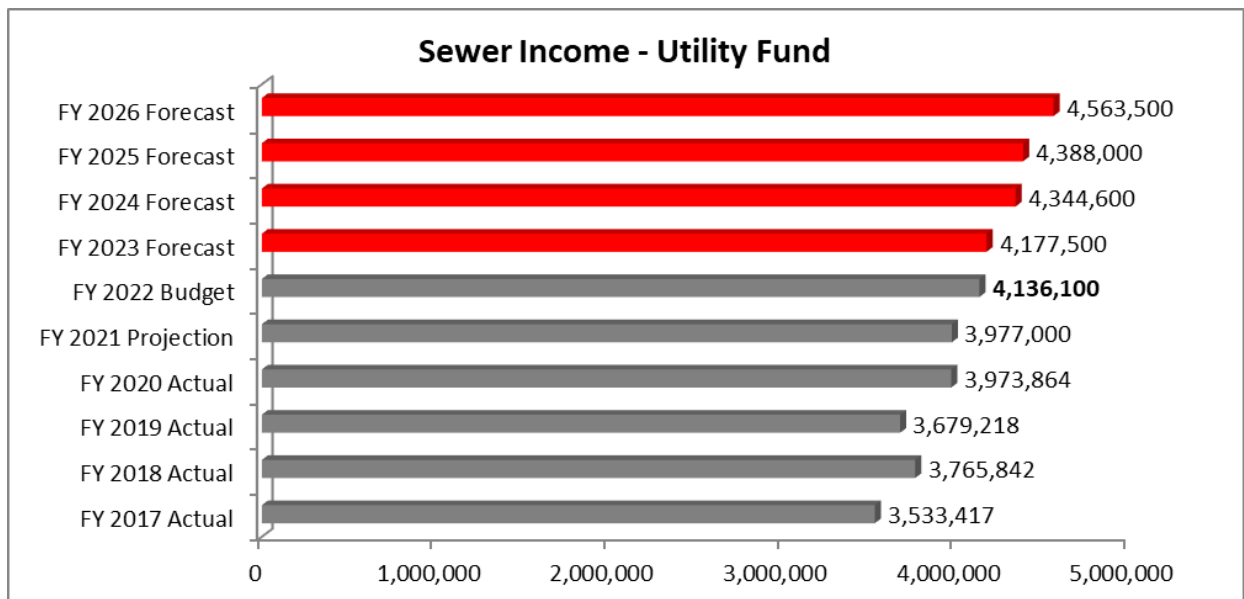
Change in Water Rate: 3% increase

Five Year Average Growth Rate (Fiscal Year 2017 to 2021): 2.5%

Budgeting Assumption – Forecasts: Forecasted at 1.0% growth; 3.0% rate increase every other year

Budgeting Assumption – Planning: Updates in comparison to mid-year and nine-month revenue amounts as well as historical trends and patterns, if any are noticed to be similar

Billable gallons for sewer are computed based on water consumption because there is no way to determine actual sewer usage. Residential usage is capped at 10,000 gallons; commercial is not capped.

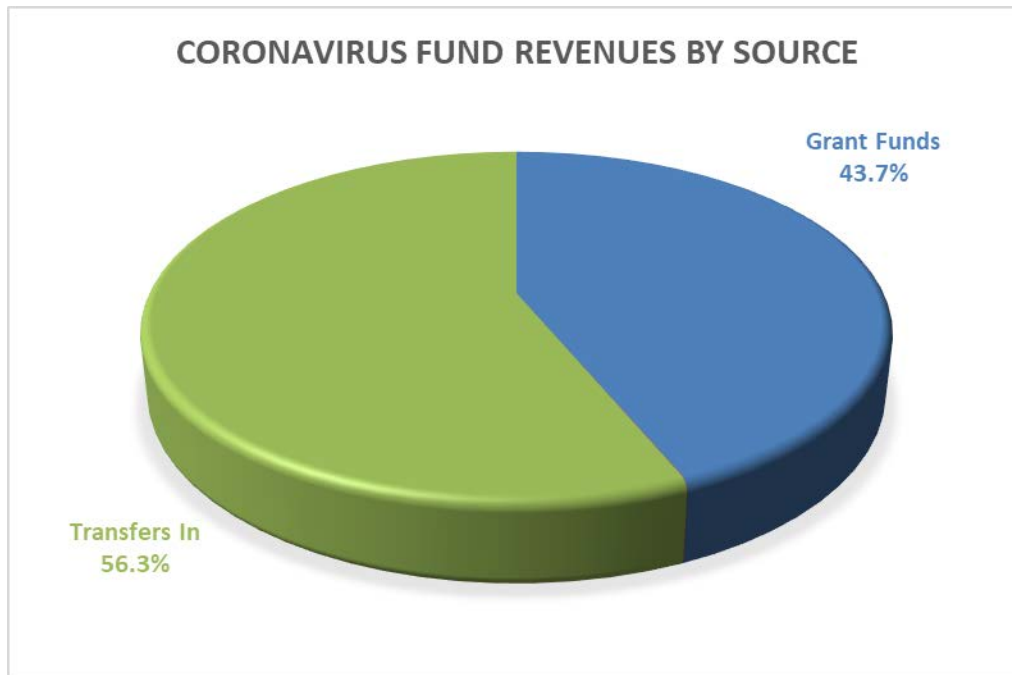


Sewer Income is expected to increase by 11% (\$427,400) between FY 2022 and FY 2026. Forecasts are shown in red.

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

CORONAVIRUS FUND REVENUES

The Coronavirus Fund is a new fund to the City due to the revenues received from the approval of the American Rescue Plan Act (ARPA). Transfers in from the General Fund of \$5,150,700 is 56.3% of revenues. This amount is unused grant funds from the Coronavirus Relief Fund at \$1,150,700 and the Coronavirus State and Local Recovery Fund (CSLRF – ARPA) of \$4,000,000. Grant funds of \$4,000,000, the second payment of ARPA funding, is expected to be received in the 2022 budget year which totals 43.7% of the revenues. The total fund revenues of \$9,152,700 (including \$2,000 of interest income) makes up 16.5% of the City’s revenues.



CAPITAL IMPROVEMENT FUND REVENUES

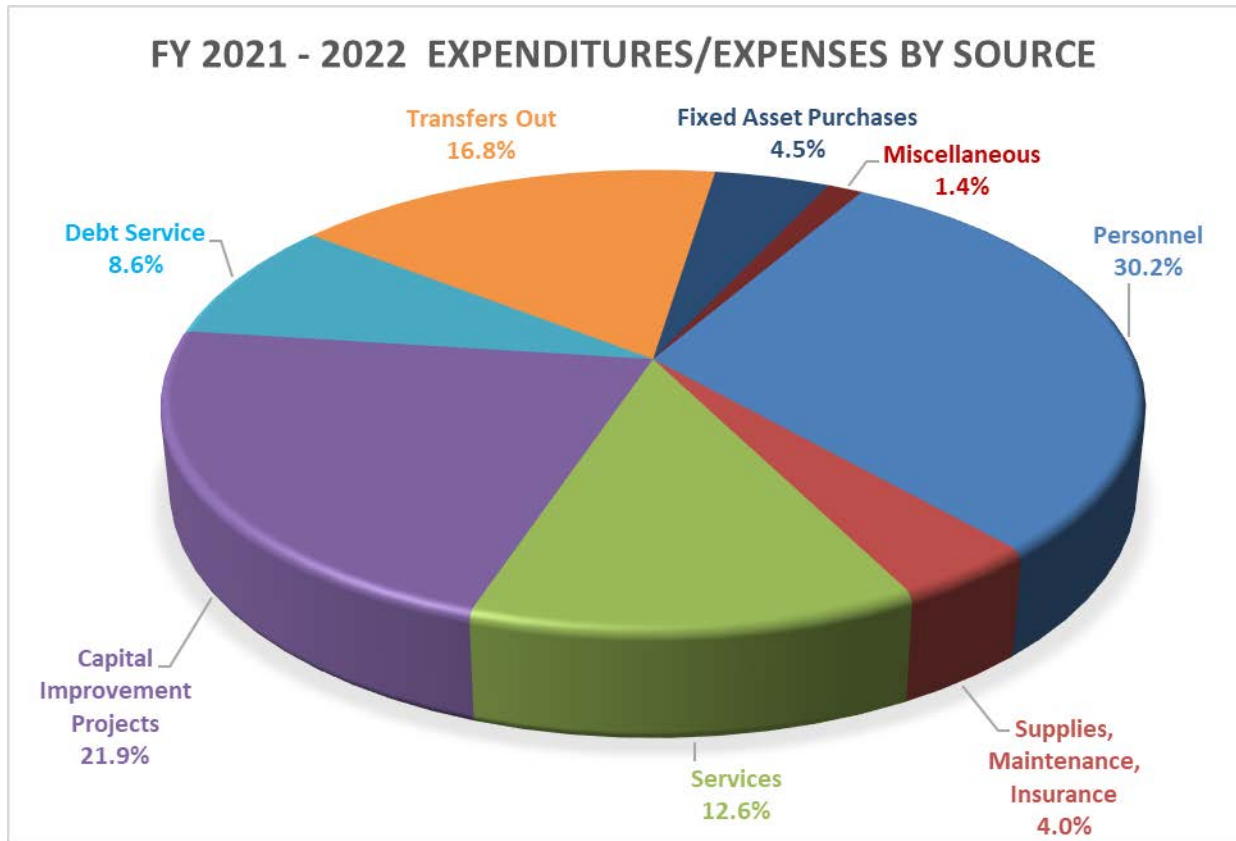
Budgeting Assumption – Forecasts: Forecasted at probably costs (expense); transfers to cover expenses plus possible overages

Budgeting Assumption – Planning: Adjust transfers and costs as needed (i.e. change orders)

Capital Improvement Fund revenues make up 7.7% of the City’s total revenues (\$55,409,900) with a total of \$4,250,200. \$50,200 of the amount is interest income while the remaining \$4,200,000 is transfers in from other funds. Transfers to the Capital Improvement Fund are planned and forecasted based on approved projects. These projects are brought forward during budget planning in March. The snow and ice event in February 2021 brought about additional projects that were not yet on the City’s radar pushing projects already budgeted aside and revamping forecasts. In deciding how to fund the road repair projects after Winter Storm Uri, the City Council approved the use of General Fund Reserves and a \$2,500,000 transfer is budgeted from the General Fund to Capital Projects to achieve this. An additional \$1,500,000 is being transferred from the Utility Fund, \$500,000 more than last fiscal year to fund projects as well. Due to a temporary slowdown of connections, the transfers from the Utility Connect Fee account was lowered to \$50,000 in the FY 2021 projections as well as for the FY 2022 budget. The Drainage Fund will be transferring \$150,000 in funding. Not included in revenue but worthy of noting is that CSLRF funds will also be used to partially or fully fund some of the Water and Wastewater capital expenditures.

EXPENDITURES/EXPENSES BY SOURCE

The graph below depicts the percentage of expenditures/expenses for all funds compared to the total expenditures/expenses (“use”) of \$64,911,100. The largest use of City funds is personnel expenses at 30.2% (\$19,581,700) followed by Capital Improvement Projects at 21.9% (\$14,224,300), and Transfers Out at 16.8% (\$10,924,500).

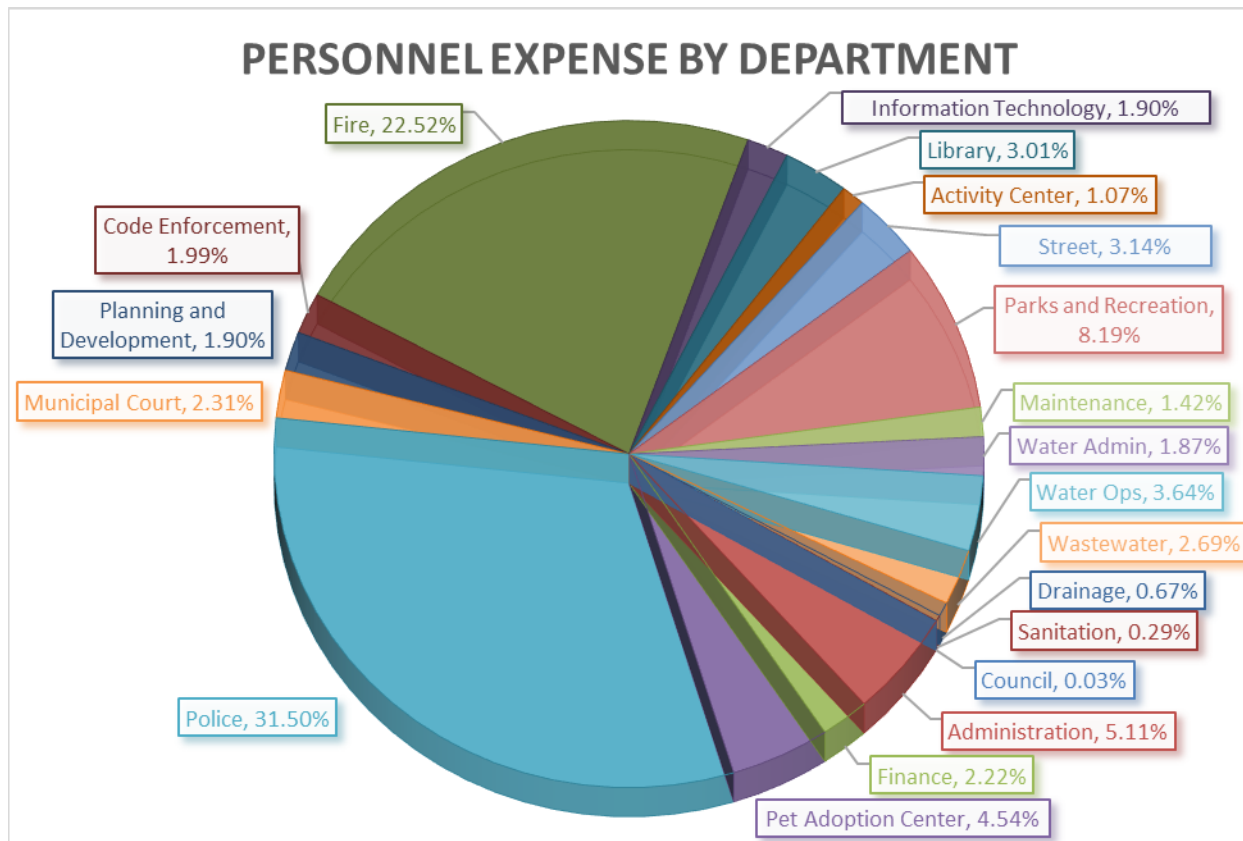


Personnel Service

Personnel expenses includes salaries, health insurance, retirement, and other benefits. It is typically the largest expense of any work environment. This budget includes a 1.5% cost of living adjustment for all employees, an increase of 9% to the health insurance coverage, a 1.1% decrease to the dental insurance coverage and the following changes to personnel:

- Change Human Resource Coordinator to Assistant Director of Human Resources – Administration Department
- Add part-time Parts Clerk – Maintenance Department
- Add Maintenance Technician – Wastewater Department
- Delete part-time Maintenance Technician – Sanitation Department
- Title change from Activities Coordinator to Activities Center and Volunteer Coordinator
- Title change from Activities Center Specialist to Activities Program and Special Events Coordinator

Personnel expenses in the City of Harker Heights are highest in the Police (31.50% or \$6,167,500) and Fire (22.52% or \$4,409,700) Departments as shown on the following graph.



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

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

Capital Improvement Projects

A list of proposed capital projects is provided each year by the Director of Public Works and, at times, other department heads, during the beginning of the budget planning process. This is provided in the format of a planning form with details of the project name, description, impact on the operating budget, and prioritization. As with all other budget items, it is whittled down to affordability and timing of project (i.e. does it have to be done at a certain time of year) and placed in the forecast. Capital improvement projects are the only fund that is approved in a multi-year format as many of the projects take more than one fiscal year to complete.

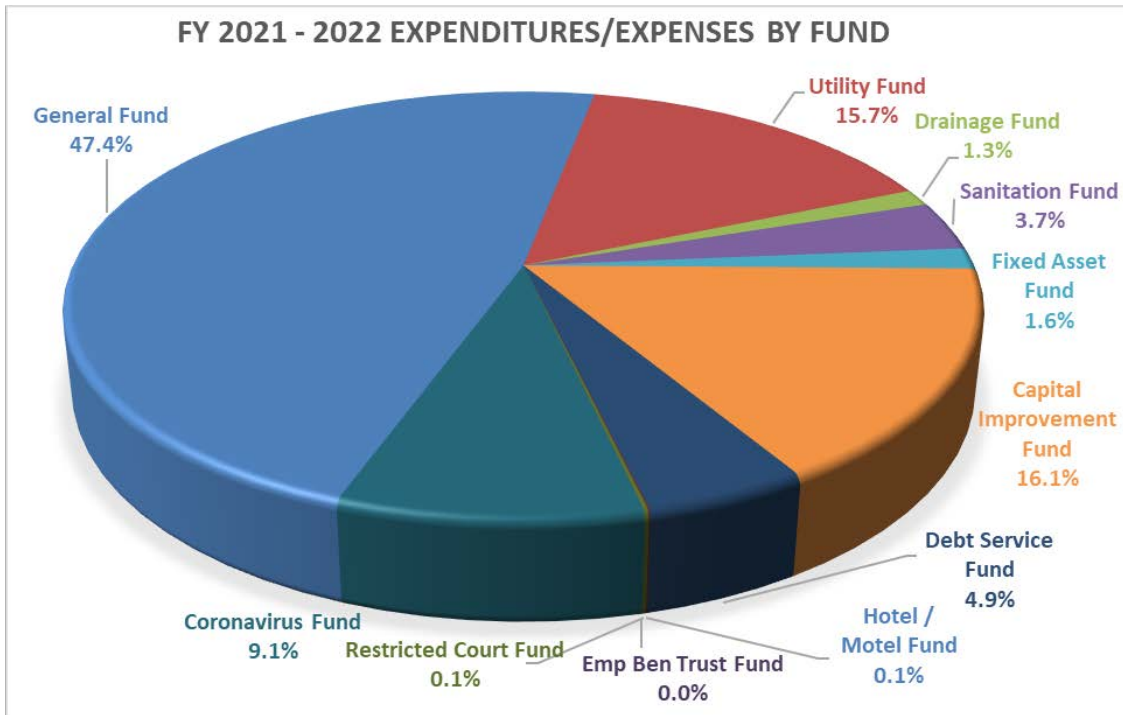
The 2022 fiscal year budget includes \$14,224,300 in capital projects listed in the “Capital Projects” section.

Transfers Out

Transfers out total \$10,924,500 of expenses which includes \$8,249,300 (75.5%) transferring out of the General Fund and \$1,800,000 (16.5%) transferring out of the Utility Fund.

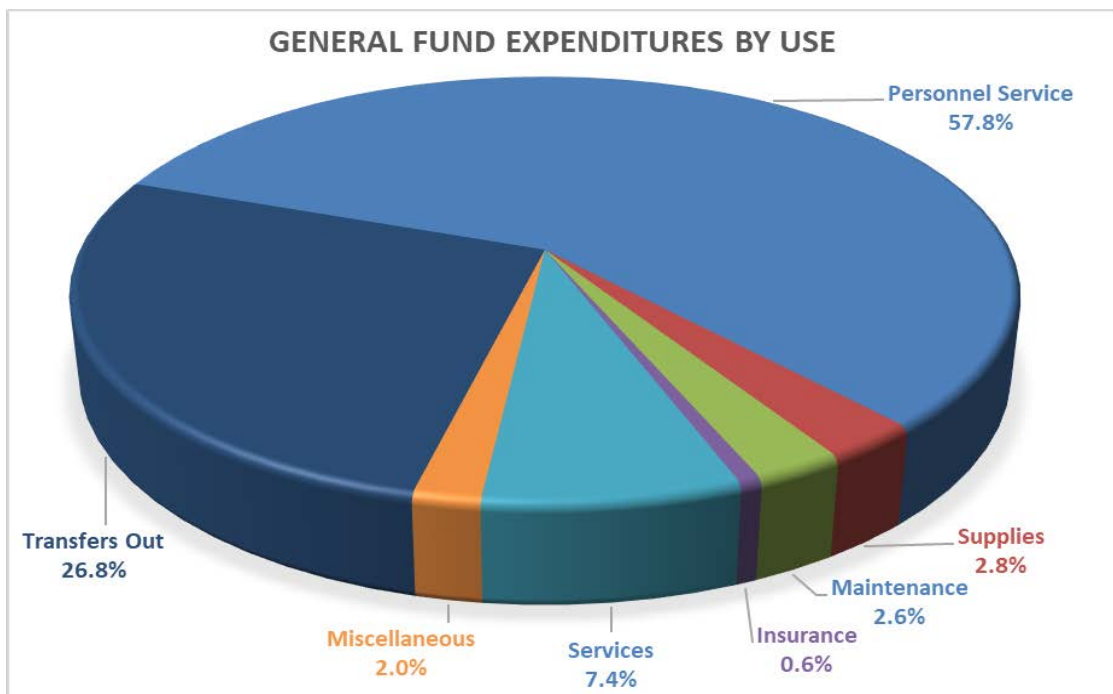
EXPENDITURES/EXPENSES BY FUND

The General (47.4%), Utility (15.7%), Capital Improvement (16.1%), and Coronavirus (9.1%) Funds have the greatest amount of expenditures/expenses of the \$64,911,100 budgeted.



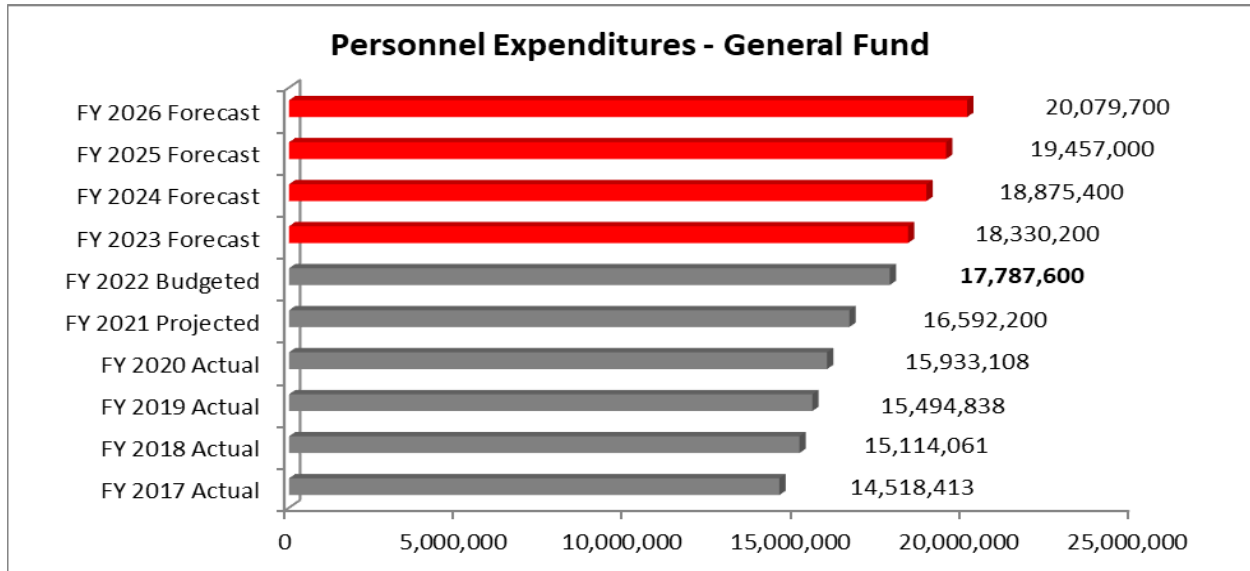
GENERAL FUND EXPENDITURES

At \$30,795,500, General Fund expenditures make up 47.4% of the City's total expenditures / uses with personnel service (57.8%) and transfers out (26.8%) as its major uses.



Personnel Service

Total personnel service for the 2022 fiscal year is budgeted at \$17,787,600, an increase of \$1,195,400 or 7.2% over the prior year’s projection of \$16,592,200. Below is a graph that shows the prior year actual amounts, the budgeted amount for the 2022 fiscal year, and the next four year’s forecast. (Discussions above as well as in the Budget at a Glance have detailed what has affected this line item in the General Fund as well as other funds.)



FY 2022’s budgeted personnel expenditures show an increase of 23% in this line item since FY 2017. Forecasts are shown in red.

Transfers Out

Transfers out of the General Fund are not usually one of the top uses of funds however 2021 has created new avenues for the City to travel along.

After Winter Storm Uri, the City Council approved the use of General Fund reserves to assist in funding the street repairs they knew were coming due to the unprecedented storm that brought snow, ice, and freezing temperatures to Central Texas. As many know, the infrastructure here is not made to sustain that type of weather and when it warmed back up, the reason why showed on streets everywhere. A total of \$2,500,000 is budgeted to be transferred as funding for the street repairs.

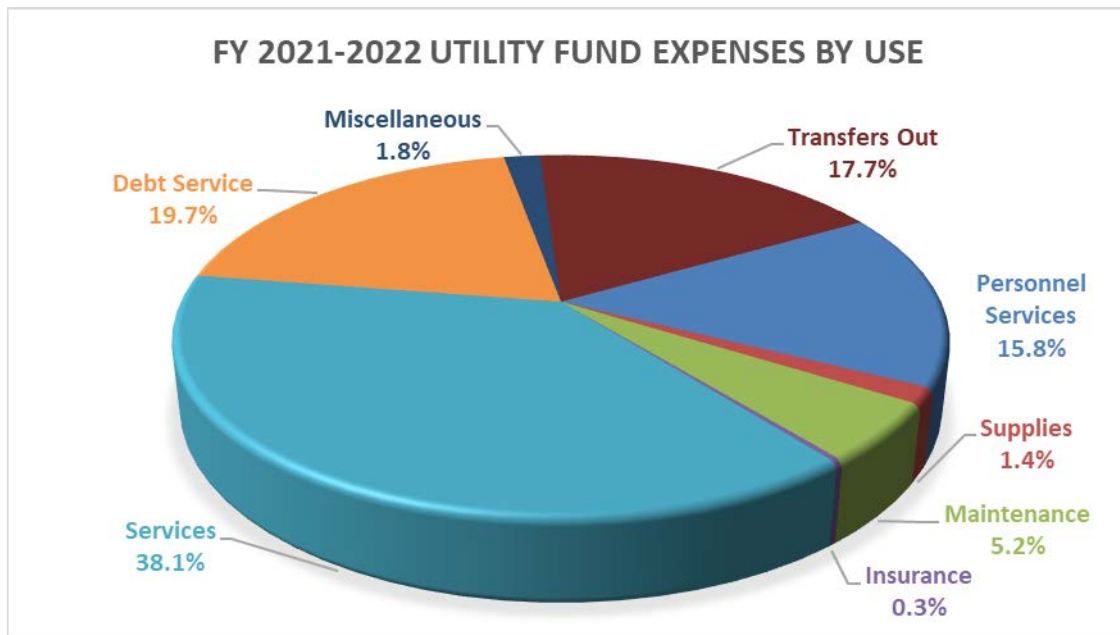
In addition, with the approval of the American Rescue Plan Act and establishment of the Coronavirus State and Local Recovery Fund (CSLRF), Staff decided it would be best to create a new Special Revenue Fund at the beginning of the 2022 fiscal year. Funding received as reimbursement from the Coronavirus Relief Fund (CRF) will also be part of this new fund, although that funding is not restricted in its use. Money received and remaining (due to a fixed asset purchase approved by the City Council in July 2021 as a budget amendment) at the beginning of the 2022 fiscal year is budgeted to be transferred to the Coronavirus Fund. This amount is projected at \$5,150,700.

The other budgeted transfers out are \$500,000 to the Fixed Asset Fund and \$98,600 from the Cable PEG account to Fixed Assets to fund the renovation of the A/V System in the Council Chambers.

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

UTILITY FUND EXPENSES

At \$10,162,800, Utility Fund expenses make up 15.7% of the City's total uses. Major uses, as indicated in the graph below, are Services (38.1%), Debt Service (19.7%) and Transfers Out (17.7%).



Services

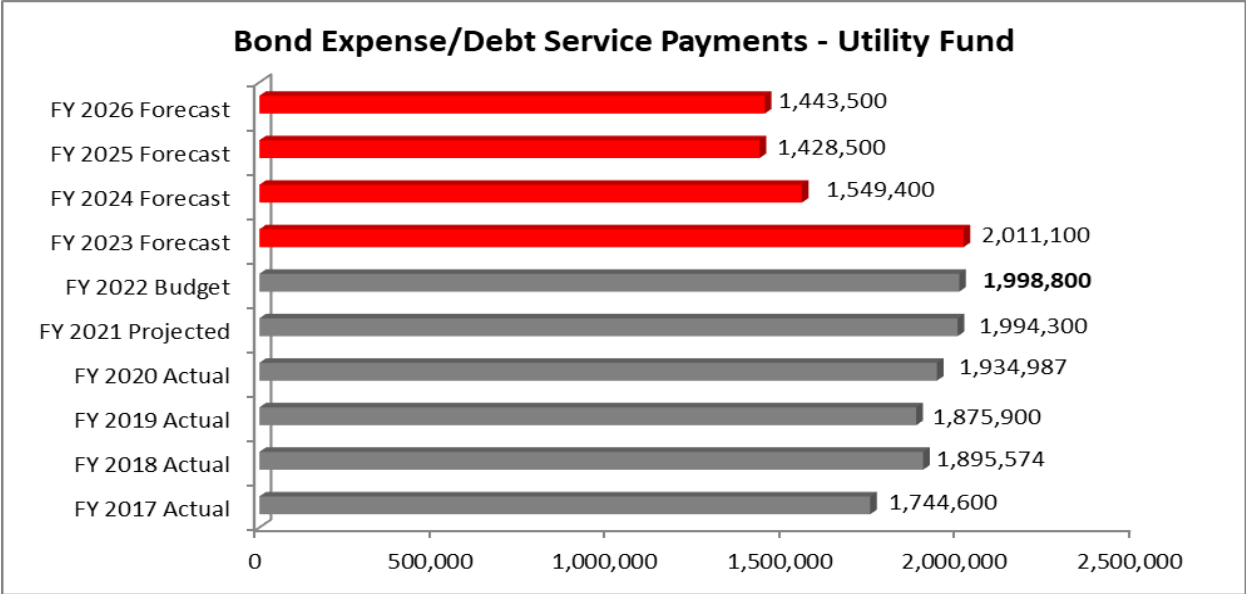
The Services total of \$3,868,000 includes "Total Services" as listed on the detail and the "200-Water Purchases" line item listed under "Intergovernmental Payments". The major use in this total is water purchases at 78.9% or \$3,052,800 of that total. Forecasts are based on Harker Heights' portion of Bell County Water Control and Improvement District's (WCID #1) debt payments for that year, as well as their election water cost, master fee cost, and a projected amount of usage times their rate for the year. Although the City purchases a vast majority of water from WCID #1, it also makes an annual payment to Brazos River Authority (BRA) which is planned into the budget.

Forecasts for the BRA and for the WCID #1's master fee are set at a flat rate unless otherwise notified by these entities. The City has a debt schedule to help with planning the debt portion of water payments to WCID #1. Election water and water usage are forecasted at a 1.0% increase annually and adjusted as necessary.

Other line items in the services category such as uniforms, travel and training, and equipment rental are budgeted during budget planning and adjusted as necessary at mid-year budget meetings. Forecasts for these items are set for a 2.0% increase annually and are adjusted as necessary.

Debt Service

The bond expense line item is budgeted at \$1,998,800 for the 2022 fiscal year. Debt service is budgeted based on the debt payments required each year. If debt is going to be issued in future years, estimates are provided by the City's financial advisor and then included in the projections and/or forecasts as needed. The City does not plan to issue any debt in the 2022 fiscal year currently.



Forecasted debt payments are shown in red and will only change if the City issues additional debt or does a refunding of debt.

Transfers Out

Transfers out total \$1,800,000 in the Utility Fund and include transfers to the General Fund (\$250,000) and Capital Project (\$1,550,000) Funds. Transfers are forecasted at a flat amount and are adjusted during budget planning based on the needs of the City as well as the availability of funds.

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

CAPITAL IMPROVEMENT FUND EXPENDITURES

Total expenditures directly out of the Capital Improvement Fund are \$10,469,300 which is 16.1% of the \$64,911,100 in uses of the City for the 2022 fiscal year. These expenditures will be funded by transfers in from other funds and by Certificates of Obligation that were previously approved by Council. The COVID-19 pandemic in 2020 followed by Winter Storm Uri, or SNOVID, caused a slowdown in the economy and Staff is attempting to get a jump start on pending projects as well as projects caused by these events.

More details are available in the “Capital Projects” section.

CORONAVIRUS FUND EXPENDITURES

Staff has been approved to utilize Coronavirus Relief Funds (CRF), which are not restricted in use since they were a reimbursement for funds already expensed, to purchase items which the City needs. In July 2021 a budget amendment was approved by the City Council allowing for the purchase of a city-wide security system utilizing some of these funds; funding will also be used from the Coronavirus State and Local Recovery Funding to supplement this purchase (CSLRF is restricted funding and its portion of the funding is allowable).

In FY 2022, the Coronavirus Fund will be used to purchase \$1,908,300 in Fixed Assets (\$1,297,200 from CRF and \$611,100 from CSLRF) and \$3,755,000 will be used to fund capital projects out of the CSLRF funding.

Detailed listings can be found in the “Fixed Asset”, “Capital Project”, and / or “Coronavirus Fund” sections.





BUDGET SUMMARIES

COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	GOVERNMENTAL FUNDS				Total
	General	Debt Service	Fixed Asset	Capital Projects	
Fund Balance @ 09/30/2020	12,333,644	50,917	263,901	7,111,987	19,760,449
FY 2020-2021 PROJECTIONS:					
Revenues	28,219,900	3,209,900	1,409,300	1,883,900	34,723,000
Expenditures	23,180,500	3,194,000	1,347,200	2,332,100	30,053,800
Increase (Decrease) in Fund Balance	5,039,400	15,900	62,100	(448,200)	4,669,200
Estimated Fund Balance @ 09/30/2021	17,373,044	66,817	326,001	6,663,787	24,429,649
FY 2021-2022 ADOPTED BUDGET:					
Revenues	23,876,400	3,161,900	848,600	4,250,200	32,137,100
Expenditures	30,795,500	3,192,800	1,028,300	10,469,300	45,485,900
Increase (Decrease) in Fund Balance	(6,919,100)	(30,900)	(179,700)	(6,219,100)	(13,348,800)
Estimated Fund Balance @ 09/30/2022	10,453,944	35,917	146,301	444,687	11,080,849
Less:					
Restricted Funds					
Reserve Requirement	(5,636,550)				(5,636,550)
Estimated Fund Balance Remaining	4,817,394	35,917	146,301	444,687	5,444,299

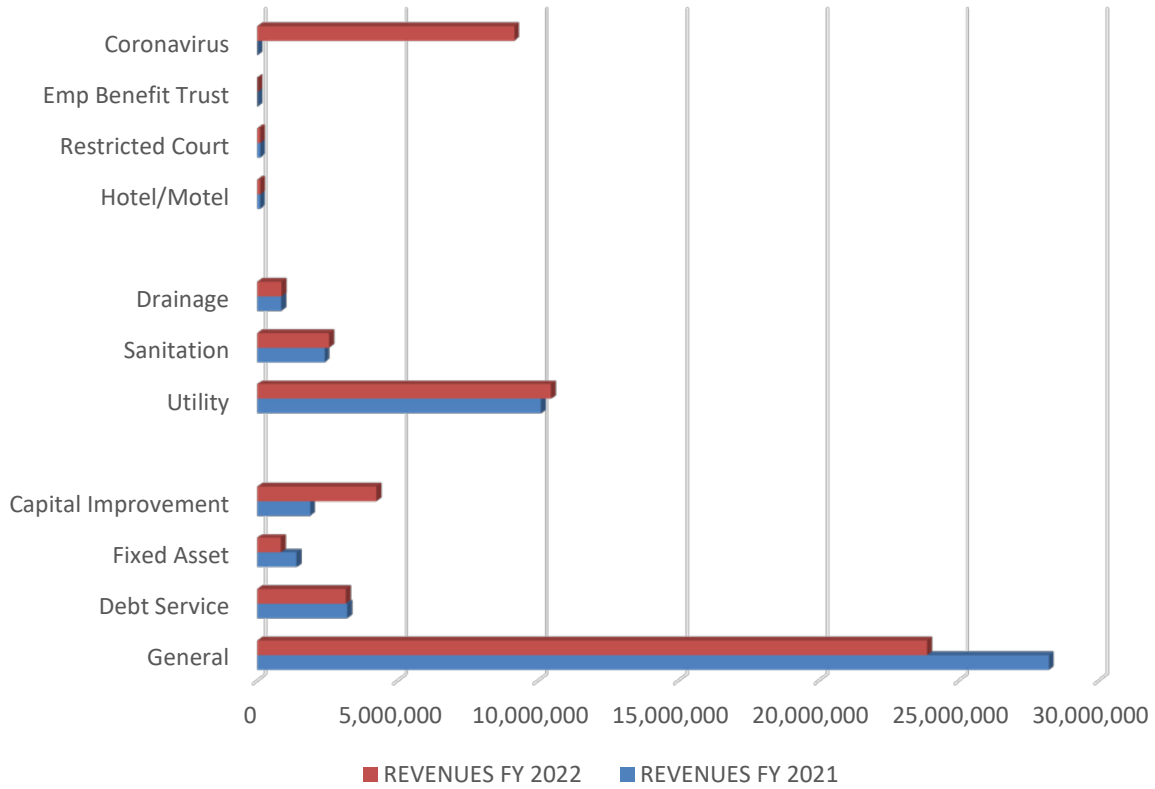
COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	PROPRIETARY FUNDS			Total
	Utility	Sanitation	Drainage	
Fund Balance @ 09/30/2020	2,173,752	147,479	55,971	2,377,202
FY 2020-2021 PROJECTIONS:				
Revenues	10,097,700	2,398,600	863,400	13,359,700
Expenditures	9,391,800	2,349,000	870,900	12,611,700
Increase (Decrease) in Fund Balance	705,900	49,600	(7,500)	748,000
Estimated Fund Balance @ 09/30/2021	2,879,652	197,079	48,471	3,125,202
FY 2021-2022 ADOPTED BUDGET:				
Revenues	10,462,600	2,568,600	870,300	13,901,500
Expenditures	10,162,800	2,424,800	821,600	13,409,200
Increase (Decrease) in Fund Balance	299,800	143,800	48,700	492,300
Estimated Fund Balance @ 09/30/2022	3,179,452	340,879	97,171	3,617,502
Less:				
Restricted Funds				
Reserve Requirement	(2,090,700)			(2,090,700)
Estimated Fund Balance Remaining	1,088,752	340,879	97,171	1,526,802

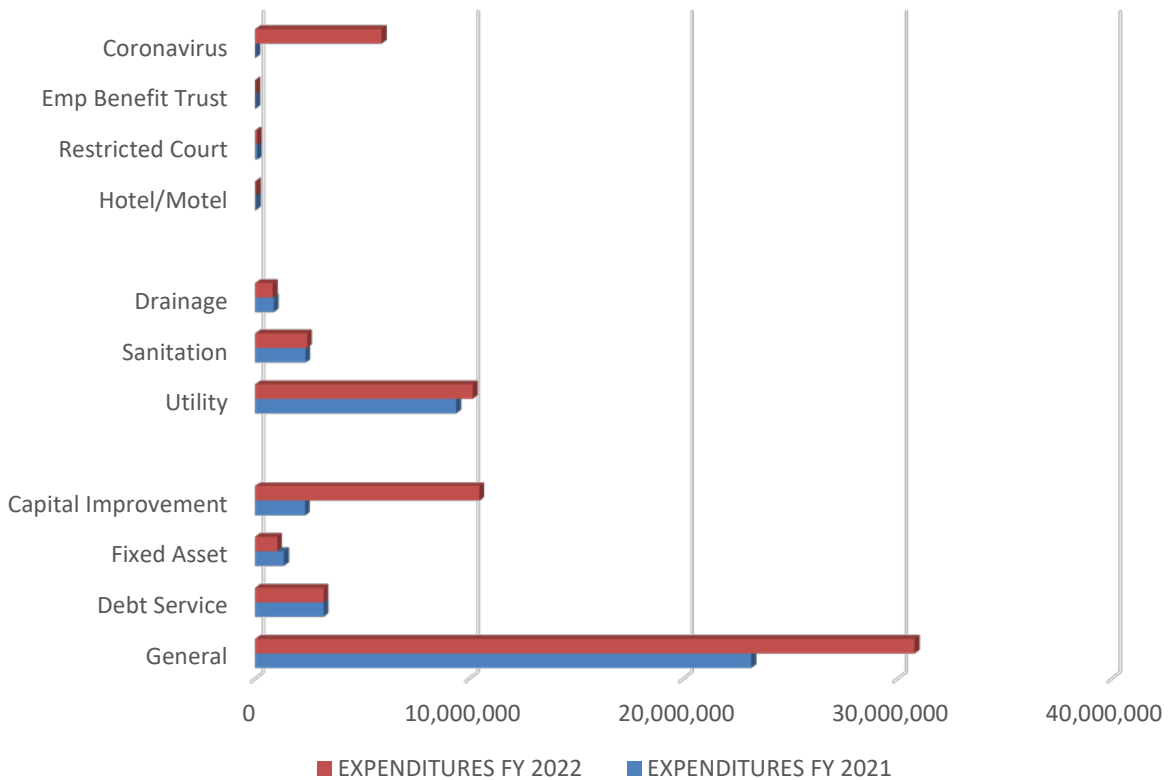
COMBINED SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCES

	SPECIAL REVENUE FUNDS				Total	ALL FUNDS
	Hotel/ Motel	Restricted Courts	Employee Ben Trust	Coronavirus Fund		Grand Total
Fund Balance @ 09/30/2020	361,295	171,461	4,678	0	537,434	22,675,085
FY 2020-2021 PROJECTIONS:						
Revenues	100,500	106,800	700	0	208,000	48,290,700
Expenditures	27,500	83,500	60	0	111,060	42,776,560
Increase (Decrease) in Fund Balance	73,000	23,300	640	0	96,940	5,514,140
Estimated Fund Balance @ 09/30/2021	434,295	194,761	5,318	0	634,374	28,189,225
FY 2021-2022 ADOPTED BUDGET:						
Revenues	109,900	108,000	700	9,152,700	9,371,300	55,409,900
Expenditures	27,500	85,000	0	5,903,500	6,016,000	64,911,100
Increase (Decrease) in Fund Balance	82,400	23,000	700	3,249,200	3,355,300	(9,501,200)
Estimated Fund Balance @ 09/30/2022	516,695	217,761	6,018	3,249,200	3,989,674	18,688,025
Less:						
Restricted Funds	(516,695)	(217,761)	(6,018)	(3,247,100)	(3,987,574)	(3,987,574)
Reserve Requirement						(7,727,250)
Estimated Fund Balance Remaining	0	0	0	2,100	2,100	6,973,201

FY 2021 PROJECTED REVENUES vs FY 2022 ADOPTED REVENUES



FY 2021 PROJECTED EXPENDITURES vs FY 2022 ADOPTED EXPENDITURES



FY 2021-2022 SUMMARY OF SOURCES AND USES

GOVERNMENTAL FUNDS

	General	Debt Service	Fixed Asset	Capital Projects	Total
PROJECTED FUND BALANCE					
AS OF 09/30/2021	17,373,044	66,817	326,001	6,663,787	24,429,649
FY 2021-2022 ADOPTED BUDGET:					
REVENUES/SOURCES					
Ad Valorem Taxes	10,994,600	3,160,900	0	0	14,155,500
Other Taxes and Special Assessments	9,724,000	0	0	0	9,724,000
Licenses & Permits	253,000	0	0	0	253,000
Fines & Fees	1,000,000	0	0	0	1,000,000
Charges for Services	941,600	0	0	0	941,600
Intergov't / Grants / Donations / Misc	163,000	0	0	0	163,000
Investment Earnings	75,000	1,000	0	50,200	126,200
Transfers In	725,200	0	848,600	4,200,000	5,773,800
TOTAL REVENUES/SOURCES	23,876,400	3,161,900	848,600	4,250,200	32,137,100
EXPENDITURES/USES					
Personnel Service	17,787,600	0	0	0	17,787,600
Supplies	859,600	0	0	0	859,600
Maintenance	797,600	0	0	0	797,600
Insurance	197,500	0	0	0	197,500
Services	2,298,400	0	0	0	2,298,400
Miscellaneous	605,500	33,000	0	0	638,500
Capital Improvement Projects	0	0	0	10,469,300	10,469,300
Fixed Asset Purchases	0	0	1,028,300	0	1,028,300
Transfers Out	8,249,300	0	0	0	8,249,300
Debt Service	0	3,159,800	0	0	3,159,800
TOTAL EXPENDITURES/USES	30,795,500	3,192,800	1,028,300	10,469,300	45,485,900
INCREASE (DECREASE)					
IN FUND BALANCE	(6,919,100) ¹	(30,900) ²	(179,700) ³	(6,219,100) ⁴	(13,348,800)
PROJECTED FUND BALANCE					
AS OF 09/30/2022	10,453,944	35,917	146,301	444,687	11,080,849

¹ The General Fund is utilizing \$2,500,000 in reserves to fund street repairs caused by Winter Storm Uri in February 2021. A \$5 million transfer will be done to create a new Special Revenue Fund, the Coronavirus Fund, which will contain the grant funds received from the Coronavirus State and Local Recovery Fund created by the American Rescue Plan Act as well as Coronavirus Relief Funds created by Coronavirus Aid, Relief, and Economic Security Act. Creating a separate fund will aid the City in keeping better accounting of these funds.

² The Debt Service Fund is where the interest and sinking portion of property taxes are held as they are received from the Bell County Appraisal District. In February and August of each year, the tax portion of the City's bond payments are paid from this fund.

³ Transfers into the Fixed Asset Fund are less than the amount planned for equipment and vehicle purchases in the 2022 fiscal year. The "Fixed Asset Fund" section provides a list of these purchases by department.

⁴ Major projects that will utilize the Capital Improvement Fund's fund balance include the 2021 Street Improvement Plan (Winter Storm 2021) which is being partially funded by the transfer from the General Fund mentioned above. Additional projects and their funding sources can be found in the "Capital Improvement" section.

FY 2021-2022 SUMMARY OF SOURCES AND USES

	PROPRIETARY FUNDS			
	Utility	Sanitation	Drainage	Total
PROJECTED FUND BALANCE				
AS OF 09/30/2021	2,879,652	197,079	48,471	3,125,202
FY 2021-2022 ADOPTED BUDGET:				
REVENUES/SOURCES				
Ad Valorem Taxes	0	0	0	0
Other Taxes and Special Assessments	0	179,600	0	179,600
Licenses & Permits	0	0	0	0
Fines & Fees	109,000	0	0	109,000
Charges for Services	10,336,100	2,387,300	869,700	13,593,100
Intergov't / Grants / Donations / Misc	0	1,000	0	1,000
Investment Earnings	17,500	700	600	18,800
Transfers In	0	0	0	0
TOTAL REVENUES/SOURCES	10,462,600	2,568,600	870,300	13,901,500
EXPENDITURES/USES				
Personnel Service	1,606,600	56,400	131,100	1,794,100
Supplies	143,500	1,000	9,500	154,000
Maintenance	533,200	3,000	28,000	564,200
Insurance	28,400	900	2,200	31,500
Services	3,868,000	2,023,000	7,900	5,898,900
Miscellaneous	184,300	40,500	8,400	233,200
Capital Improvement Projects	0	0	0	0
Fixed Asset Purchases	0	0	0	0
Transfers Out	1,800,000	300,000	250,000	2,350,000
Debt Service	1,998,800	0	384,500	2,383,300
TOTAL EXPENDITURES/USES	10,162,800	2,424,800	821,600	13,409,200
INCREASE (DECREASE)				
IN FUND BALANCE	299,800 ⁵	143,800 ⁶	48,700	492,300
PROJECTED FUND BALANCE				
AS OF 09/30/2022	3,179,452	340,879	97,171	3,617,502

⁵ Utility Fund budgeted transfers out have been set lower this year at \$1.8 million than the typical \$2.0 million or more in order to ensure that the fund balance remains within its required range.

⁶ The Drainage Fund was set up to do stormwater maintenance throughout the City. Funds are used to pay for projects and maintenance of the city-wide drainage system.

FY 2021-2022 SUMMARY OF SOURCES AND USES

	SPECIAL REVENUE FUNDS					ALL FUNDS
	Hotel/ Motel	Restr Courts	Emp Ben Trust	Coronavirus Funds	Total	Grand Total
PROJECTED FUND BALANCE						
AS OF 09/30/2021	434,295	194,761	5,318	0	634,374	28,189,225
FY 2021-2022 ADOPTED BUDGET:						
REVENUES/SOURCES						
Ad Valorem Taxes	0	0	0	0	0	14,155,500
Other Taxes and Special Assessments	109,500	0	0	0	109,500	10,013,100
Licenses & Permits	0	0	0	0	0	253,000
Fines & Fees	0	107,600	0	0	107,600	1,216,600
Charges for Services	0	0	0	0	0	14,534,700
Intergov't / Grants / Donations / Misc	0	0	0	4,000,000	4,000,000	4,164,000
Investment Earnings	400	400	700	2,000	3,500	148,500
Transfers In	0	0	0	5,150,700	5,150,700	10,924,500
TOTAL REVENUES/SOURCES	109,900	108,000	700	9,152,700	9,371,300	55,409,900
EXPENDITURES/USES						
Personnel Service	0	0	0	0	0	19,581,700
Supplies	0	0	0	0	0	1,013,600
Maintenance	0	0	0	0	0	1,361,800
Insurance	0	0	0	0	0	229,000
Services	0	0	0	0	0	8,197,300
Miscellaneous	27,500	0	0	0	27,500	899,200
Capital Improvement Projects	0	0	0	3,755,000	3,755,000	14,224,300
Fixed Asset Purchases	0	0	0	1,908,300	1,908,300	2,936,600
Transfers Out	0	85,000	0	240,200	325,200	10,924,500
Debt Service	0	0	0	0	0	5,543,100
TOTAL EXPENDITURES/USES	27,500	85,000	0	5,903,500	6,016,000	64,911,100
INCREASE (DECREASE)						
IN FUND BALANCE	82,400 ⁷	23,000 ⁸	700 ⁹	3,249,200 ¹⁰	3,355,300	(9,501,200)
PROJECTED FUND BALANCE						
AS OF 09/30/2022	516,695	217,761	6,018	3,249,200	3,989,674	18,688,025

⁷ An additional hotel will be opening in the City in April 2022 which should increase hotel occupancy taxes by the last quarter of the 2022 fiscal year.

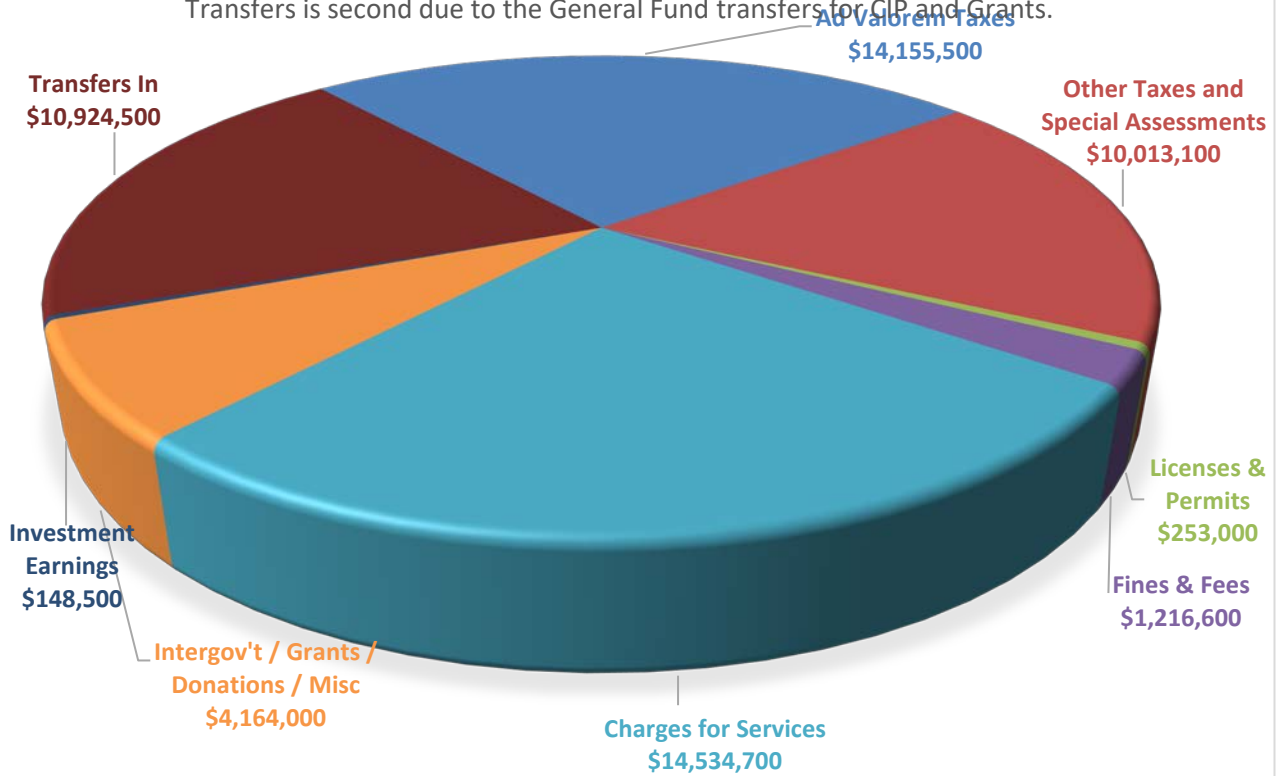
⁸ The Restricted Court Fund's revenues are restricted to specific uses. As the City grows, we are able to find additional uses for these funds such as personnel, equipment, supplies, and equipment maintenance expenses that fit the required restrictions.

⁹ The Employee Benefit Trust Fund is a pass-through account for the collection and payment of insurance premiums. It was created in FY 2011 and the addition to fund balance is only accumulated interest income.

¹⁰ The Coronavirus Fund is a new fund being created this fiscal year. Transfers in of \$5 million is funding received and expected to be received prior to the end of the 2021 fiscal year. The City expects the remaining funding to be received by the end of FY 2022. Planning for use of these funds begin with this budgeting process.

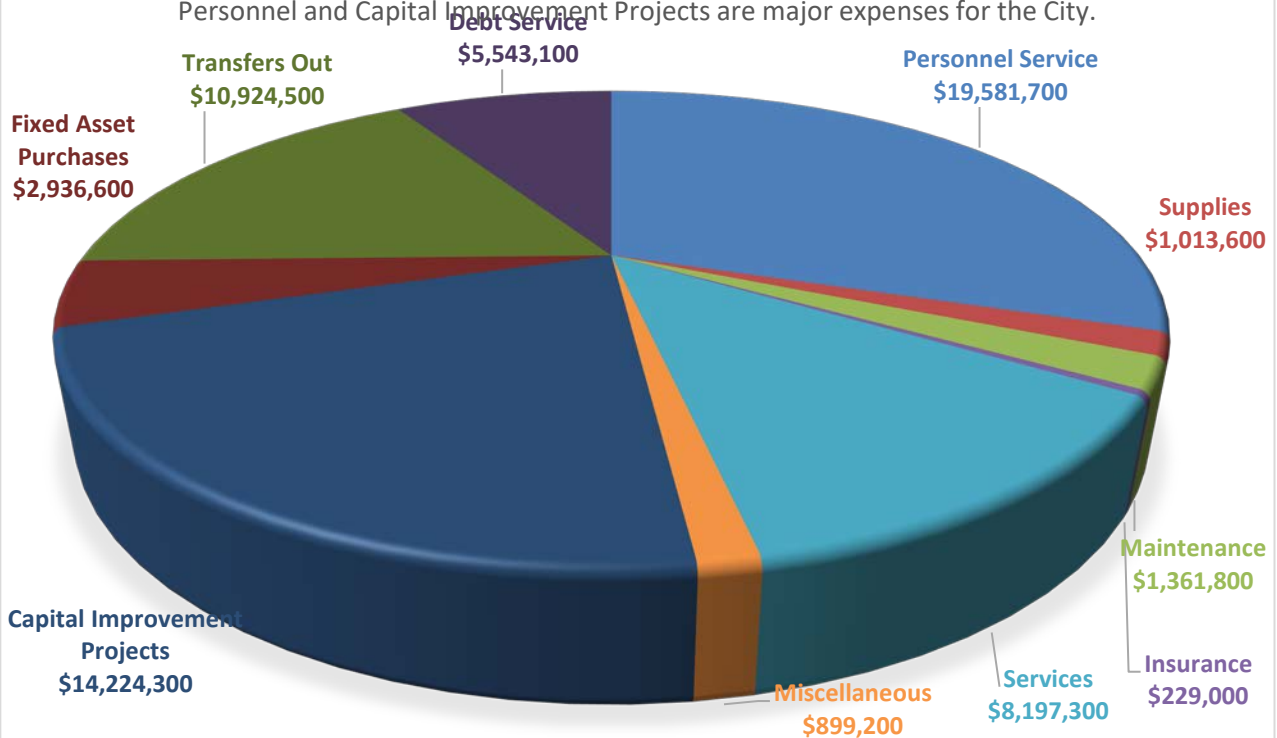
TOTAL REVENUES FOR ALL FUNDS

Property Taxes is the largest revenue source for the City of Harker Heights. Transfers is second due to the General Fund transfers for CIP and Grants.



TOTAL EXPENDITURES FOR ALL FUNDS

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





GENERAL FUND

GENERAL FUND REVENUE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	11,060,546	9,877,791	9,859,615	12,333,644	12,333,644	17,373,044
PROPERTY TAXES						
700 Tax Receipts	9,445,800	9,475,776	10,143,100	9,870,056	10,143,100	10,994,600
703 Fines and Penalties	0	63,734	0	0	0	0
TOTAL PROPERTY TAXES	9,445,800	9,539,510	10,143,100	9,870,056	10,143,100	10,994,600
OTHER TAXES AND SPECIAL ASSESSMENTS						
080 Cable Franchise Fees	340,000	332,041	335,000	165,754	322,500	320,000
081 Electricity Franchise Fees	975,000	950,985	953,000	530,684	960,000	950,000
082 Gas Franchise Fees	80,000	71,707	70,000	34,525	87,000	70,000
083 Telephone Franchise Fees	40,000	22,842	10,000	5,343	9,000	9,000
707 Mixed Drink Tax	105,000	92,891	70,000	64,764	120,000	95,000
708 Bingo Tax	40,000	38,543	20,000	18,090	30,000	30,000
709 Sales Tax	6,791,600	7,733,153	6,927,400	4,494,514	9,180,200	8,250,000
TOTAL OTHER TAXES AND SPECIAL ASSESSMENTS	8,371,600	9,242,162	8,385,400	5,313,674	10,708,700	9,724,000
LICENSES AND PERMITS						
022 Platting and Rezoning	70,000	14,587	30,000	13,607	20,000	30,000
050 City Registration Fee	35,000	36,172	35,000	19,825	25,000	25,000
051 Building Permits	290,000	230,762	250,000	87,641	175,000	175,000
052 Contractor's Registration	11,000	15,229	15,000	10,200	17,000	15,000
053 Fire Permit Revenue	10,000	8,830	10,000	3,920	6,500	8,000
TOTAL LICENSES AND PERMITS	416,000	305,580	340,000	135,193	243,500	253,000
FINES AND FEES						
016 Court Fines	950,000	1,034,793	1,000,000	465,882	1,000,000	1,000,000
TOTAL FINES AND FEES	950,000	1,034,793	1,000,000	465,882	1,000,000	1,000,000
CHARGES FOR SERVICES						
036 Aquatic Revenue	55,000	50	40,000	0	15,000	40,000
037 Recreation Programs	15,000	4,267	15,000	2,917	10,000	30,000
038 Youth Sports Activities	130,000	52,349	100,000	42,715	75,000	100,000
039 Concession Stand	5,000	5,190	5,000	222	4,000	5,000
040 Adult Activities	15,000	1,512	10,000	1,173	5,000	10,000
041 Park Facility Rentals	30,000	23,330	30,000	10,680	25,000	30,000
042 Discounts - Youth Sports	0	50	0	0	0	0
058 False Alarm Fees	0	2,906	0	1,384	1,600	0
100 Ambulance Collection Fees	(55,000)	(54,270)	(58,000)	(23,887)	(43,000)	(54,900)
101 Ambulance Service	720,000	700,322	715,000	252,113	568,100	686,500
112 Animal Services	75,000	74,806	75,000	57,190	122,800	95,000
TOTAL CHARGES FOR SERVICES	990,000	810,512	932,000	344,507	783,500	941,600
INTERGOVERNMENTAL PAYMENTS						
070 Grant Revenue	91,700	1,532,062	4,509,800	10,191	4,555,500	142,000
102 Reimburse Bell County	5,600	8,401	5,000	9,693	9,700	5,000
103 Central Texas Trauma Council	500	2,376	2,000	0	3,500	2,500
602 Reimb from TxDOT PTF Program	0	0	0	0	0	0
TOTAL INTERGOVERNMENTAL PAYMENTS	97,800	1,542,839	4,516,800	19,884	4,568,700	149,500

GENERAL FUND REVENUE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
INVESTMENT EARNINGS						
020 Interest Income	425,000	284,316	250,000	57,108	75,000	75,000
201 Net Value of Investments	0	49	0	0	0	0
TOTAL INVESTMENT EARNINGS	425,000	284,365	250,000	57,108	75,000	75,000
CONTRIBUTIONS AND DONATIONS						
400 Donations	0	2,980	0	5,720	5,700	0
401 Donations - Police	0	260	0	1,700	1,700	0
402 Donations - Healthy Homes	0	1,000	0	1,625	1,600	0
403 Donations - Library	0	900	0	10,025	10,000	0
404 Donations - Parks & Recreation	0	1,805	0	2,250	5,000	0
405 Donations - National Night Out	0	0	0	25	0	0
406 Donations - Pet Adoption Center	20,000	13,658	15,000	9,049	17,000	15,000
407 Donations - Activity Center	0	3,000	0	0	0	0
TOTAL CONTRIBUTIONS AND DONATIONS	20,000	23,603	15,000	30,394	41,000	15,000
MISCELLANEOUS						
010 Credit Card Fees	(35,000)	(39,795)	(35,000)	(17,188)	(41,500)	(41,500)
011 Technology Fee - My Permit Now	4,000	10,836	10,000	3,938	10,000	10,000
012 AdComp Kiosk Fees	0	0	0	0	0	0
015 Cash Over (Short)	0	(20)	0	0	0	0
021 Miscellaneous Income	20,000	16,860	20,000	7,005	20,000	20,000
023 Taxable Income	16,000	13,062	16,000	3,505	8,200	10,000
025 Miscellaneous A/R Income	0	0	0	0	0	0
030 Insurance Proceeds	0	40,457	0	13,315	53,200	0
031 Settlement of Claim	0	1,820	0	100	300	0
032 Gain on Sale of Asset	0	0	0	0	0	0
055 Street Paving Payments	0	0	0	0	0	0
056 Public Nuisance Assmt Pmt	0	17,751	0	10,569	17,400	0
113 Auction Abandoned Property	0	3,380	0	304	300	0
116 State Seizure Funds	0	0	0	0	0	0
200 Gain on Investments	0	49	0	0	0	0
600 Lease Agreement Proceeds	0	0	0	405,000	405,000	0
TOTAL MISCELLANEOUS	5,000	64,400	11,000	426,548	472,900	(1,500)
TRANSFERS IN						
802 Transfer from Utility Fund	500,000	500,000	500,000	500,000	0	250,000
803 Transfer from Drainage Fund	0	0	0	0	0	0
804 Transfer from Sanitation Fund	300,000	150,000	200,000	75,000	100,000	150,000
812 Transfer from Restr Courts Fund	90,000	100,000	83,500	83,500	83,500	85,000
815 Transfer from Coronavirus Fund	0	0	0	0	0	240,200
TOTAL TRANSFERS IN	890,000	750,000	783,500	658,500	183,500	725,200
TOTAL REVENUES	21,611,200	23,597,764	26,376,800	17,321,746	28,219,900	23,876,400
INCR (DECR) IN FUND BALANCE	(19,500)	2,455,853	3,897,600	6,010,698	5,039,400	(6,919,100)
ENDING FUND BALANCE	11,041,046	12,333,644	13,757,215	18,344,342	17,373,044	10,453,944
FUND BALANCE REQUIREMENT	5,407,675	5,122,978	5,404,975		5,392,800	5,636,550

(Three Months Operating Expense)

GENERAL FUND EXPENDITURE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	12,130,200	11,629,539	12,329,400	5,921,186	12,121,000	12,796,100
002 Overtime	521,700	456,349	526,900	248,928	505,900	520,500
003 Worker's Compensation	124,000	131,094	143,900	148,944	148,900	144,400
004 Health Insurance	1,077,800	1,062,131	1,068,900	402,382	963,500	1,342,100
005 Social Security	967,800	887,068	983,600	460,920	966,100	1,018,600
006 Retirement	1,855,100	1,766,927	1,896,000	914,476	1,886,800	1,965,900
TOTAL PERSONNEL SERVICE	16,676,600	15,933,108	16,948,700	8,096,836	16,592,200	17,787,600
SUPPLIES						
010 Office	100,700	86,246	98,400	33,637	75,600	101,400
011 Vehicle	245,200	225,076	236,500	103,116	242,000	249,300
012 General	135,700	122,336	124,600	74,636	126,900	141,600
013 Equipment	69,900	74,607	69,800	21,242	65,800	93,100
014 Uniforms	108,500	87,215	107,300	24,461	85,500	105,500
015 Recreational	6,000	4,125	6,000	2,196	4,200	6,500
016 Chemical	12,200	7,462	12,200	4,063	12,200	12,200
017 Clinical	20,000	36,518	20,000	19,424	50,000	60,000
028 Animal Care	45,000	31,140	60,000	13,828	30,000	30,000
029 Medical	55,700	55,297	60,000	29,166	60,000	60,000
TOTAL SUPPLIES	798,900	730,022	794,800	325,769	752,200	859,600
MAINTENANCE						
020 Vehicle	126,000	174,796	139,000	64,377	162,500	125,000
021 Building	97,800	102,096	101,300	50,828	115,500	112,800
022 Equipment	321,500	292,027	335,700	248,455	337,100	393,800
023 Ground	165,800	130,184	165,900	69,314	170,700	166,000
TOTAL MAINTENANCE	711,100	699,103	741,900	432,974	785,800	797,600
INSURANCE						
030 Property/Liability	187,900	180,206	194,000	179,056	185,400	197,500
TOTAL INSURANCE	187,900	180,206	194,000	179,056	185,400	197,500
SERVICES						
035 Unemployment Payments	0	7,952	0	(921)	1,400	0
036 Election Expense	17,600	645	30,000	13,209	31,500	16,000
040 Utilities	490,500	449,628	497,000	237,552	630,800	491,500
041 Dues and Subscriptions	49,400	41,846	57,400	29,075	48,600	49,500
042 Travel and Training	144,700	81,384	139,700	34,112	109,800	148,900
043 Impound Expense	500	318	500	0	0	500
045 Telephone	82,100	87,308	91,600	46,413	90,000	97,000
046 Equipment Rental	30,900	15,703	30,000	6,490	23,800	23,800
047 Contract Labor	505,000	504,392	455,100	220,214	439,100	535,500
051 Online Transaction Fees	6,800	3,657	6,800	1,707	6,000	6,800
059 Adaptive Sports	10,000	6,318	10,000	0	5,000	10,000
060 Tree City USA	10,000	3,366	10,000	8,745	10,000	10,000
061 Living Legacy	4,500	2,332	4,500	416	3,000	4,500
065 Trophies and Awards	15,000	4,698	15,000	2,871	15,000	15,000
066 Uniforms and Equipment (Rec)	45,000	30,076	45,000	8,750	45,000	45,000

GENERAL FUND EXPENDITURE SUMMARY

	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	FY 2021-22
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
SERVICES, continued						
067 Events & Programs	41,000	37,325	63,800	34,016	66,700	68,900
068 Team Travel	2,000	0	0	0	0	0
069 Adult Sports	2,000	762	2,000	1,267	2,500	2,500
070 Other Expense (Grants)	94,900	16,182	147,500	53,541	165,200	136,500
075 LEOSE Training	9,100	7,776	7,000	415	3,800	4,600
076 COVID 19 Expenses	0	27,627	5,000	350,444	350,400	0
077 Sheltering Expenses	0	0	0	1,161	1,200	0
081 Bank Fees	1,000	514	800	2,349	8,500	15,000
083 Audit Fees	30,500	29,200	30,000	9,500	29,200	27,000
084 Tax Appraisal Contract	103,000	105,504	108,000	51,474	105,000	110,500
086 Nuisance Abatement	50,000	6,100	245,000	124,084	145,000	50,000
087 State Tax Payments	330,000	411,294	335,000	184,045	397,500	397,500
102 Medical Director Contract	20,000	24,000	20,000	20,000	20,000	20,000
104 Fire Prevention	6,000	987	6,000	1,100	3,000	6,000
105 Safety Training	900	710	900	0	800	900
400 Public Awareness	5,000	3,375	5,000	2,655	5,000	5,000
TOTAL SERVICES	2,107,400	1,910,979	2,368,600	1,444,684	2,762,800	2,298,400
MISCELLANEOUS						
090 Legal Fees	100,000	81,595	72,000	53,324	94,000	107,000
091 Advertising	32,400	12,214	28,200	4,100	19,600	32,500
092 Professional Fees	219,600	202,384	237,700	154,695	190,100	225,200
095 Required Public Notices	12,500	10,420	14,900	12,938	20,700	18,700
096 Prosecutor Fees	0	0	58,000	8,137	25,000	58,000
404 Youth Task Force	10,500	0	10,500	0	0	10,500
405 Economic Development	22,500	22,585	22,500	10,000	20,000	22,500
407 Rent Expense	0	0	0	105	600	0
401 Transportation (HOP)	40,000	0	0	0	0	0
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chamber of Commerces - H Heights	40,000	40,000	50,000	25,000	50,000	50,000
403 Chamber of Commerces - Killeen	12,500	12,500	0	0	0	0
408 Boys & Girls Club Contribution	30,000	30,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	12,000	12,000	12,000	15,000
600 Pitney Bowes Lease	3,500	3,493	3,500	1,747	3,500	3,500
615 Xerox Rental	8,800	8,956	15,600	7,933	15,600	15,600
TOTAL MISCELLANEOUS	558,800	450,647	571,900	336,979	498,100	605,500
RESERVES/TRANSFERS						
007 Reserve for Personnel	15,000	8,715	0	(5,250)	(5,300)	0
254 Reimb: Seton Medical	575,000	579,131	0	0	0	0
800 Transfer to Fixed Assets	0	500,000	0	0	750,000	500,000
805 Transfer to Capital Projects	0	0	500,000	500,000	500,000	2,500,000
806 Transfer to Debt Service	0	150,000	0	0	0	0
Transfer Cable PEG Funds to Fixed Assets	0	0	0	0	0	98,600
Transfer CRF Funds to Fixed Assets	0	0	212,700	0	212,700	0
Transfer ARPA Funds to Fixed Assets	0	0	146,600	0	146,600	0
815 Transfer to Coronavirus Fund	0	0	0	0	0	5,150,700
TOTAL RESERVES/TRANSFERS	590,000	1,237,846	859,300	494,750	1,604,000	8,249,300
GRAND TOTAL	21,630,700	21,141,911	22,479,200	11,311,048	23,180,500	30,795,500

CITY COUNCIL

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

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

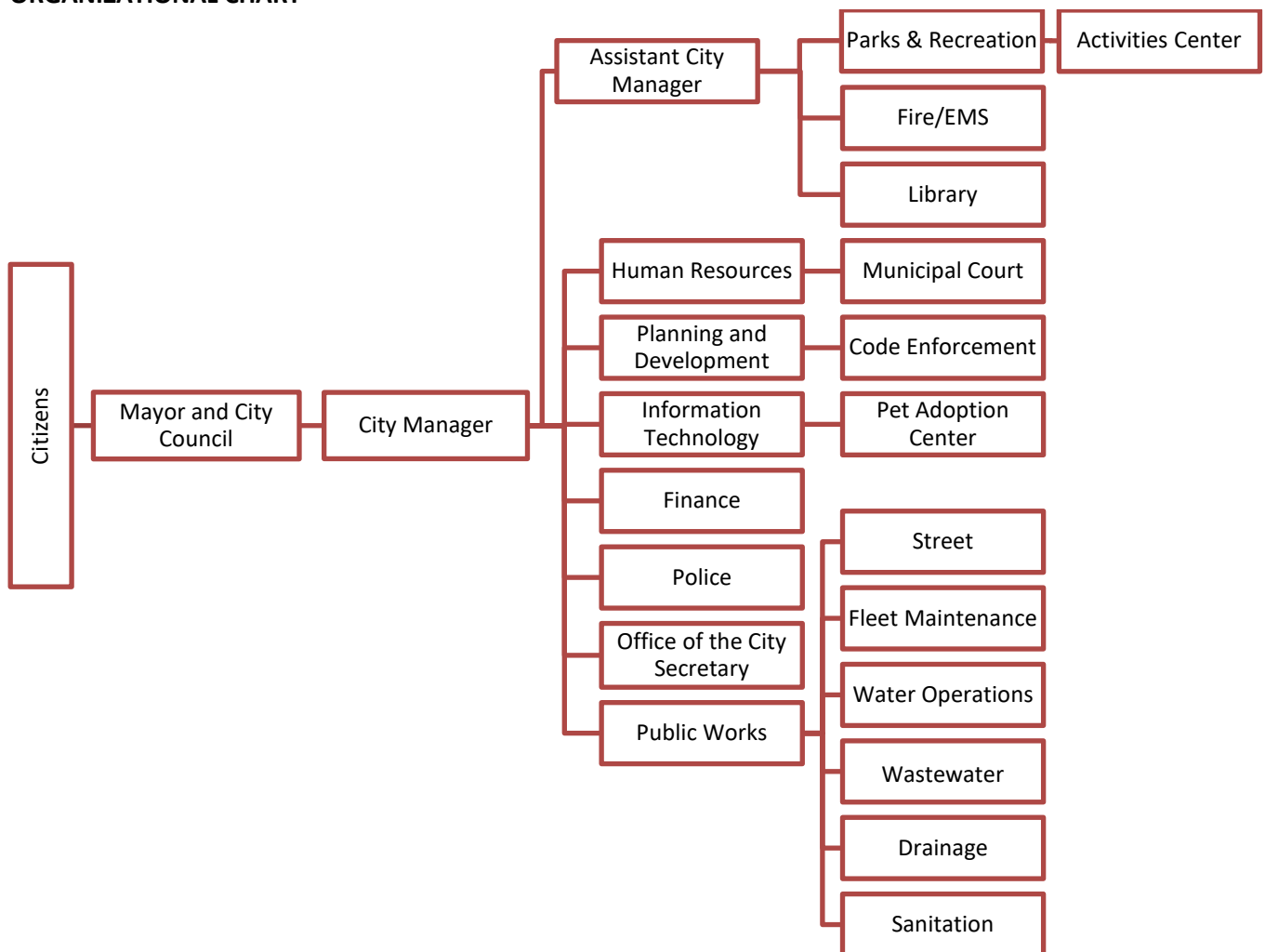
MISSION STATEMENT

Working together, in harmony, to create and implement policies that turn the City's Vision into a reality.

VISION STATEMENT

The City of choice for excellence in governance, safe neighborhoods, quality services, and equal opportunity for all.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Provided grants to small businesses to aid in COVID-19 recovery.
- Approved the Council Governance Policy.
- Adopted a new Mission and Vision Statement.
- Started Heights Has Heart, a series of periodic networking meetings of local non-profits.
- Adopted the Harker Heights Arts Commission.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Receive a presentation from Killeen Independent School District (KISD).
 - Completed. KISD Superintendent Dr. Craft provided an update on April 20, 2021.
- Hold a Council Retreat.
 - Completed. Council budget retreat held on August 27, 2021.
- Execute a lease agreement with the Corps of Engineers for Dana Peak Park.
 - Ongoing. The City and Corps of Engineers have continued to pursue an agreement on Dana Peak Park. The Council will provide guidance on how the City should proceed.
- Complete regional transit study.
 - Completed.

FY 2021-2022 OBJECTIVES

- Receive a presentation from Killeen Independent School District (KISD).
- Hold a Council Retreat.
- Continue to study a possible lease agreement with the Corps of Engineers for Dana Peak Park.
- Adopt a new Land Use Map for the City.
- Conduct a citizen survey relating to city services.

CITY COUNCIL

	FY 2021-22					
	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	ADOPTED
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	BUDGET
PERSONNEL SERVICE						
001 Salaries	6,000	6,000	6,000	3,000	6,000	6,000
005 Social Security	500	459	500	230	500	500
TOTAL PERSONNEL SERVICE	6,500	6,459	6,500	3,230	6,500	6,500
SUPPLIES						
010 Office	0	0	0	0	0	0
012 General	15,000	5,228	15,000	4,687	10,000	15,000
TOTAL SUPPLIES	15,000	5,228	15,000	4,687	10,000	15,000
SERVICES						
035 Unemployment Payments	0	92	0	0	0	0
036 Election Expense	17,600	645	30,000	13,209	31,500	16,000
041 Dues and Subscriptions	1,000	450	1,000	74	900	900
042 Travel and Training	15,000	7,329	10,000	382	3,000	15,000
TOTAL SERVICES	33,600	8,516	41,000	13,665	35,400	31,900
MISCELLANEOUS						
090 Legal Fees	6,000	2,050	6,000	1,800	4,000	16,000
095 Required Public Notices	0	0	0	715	700	700
401 Transportation (HOP)	40,000	0	0	0	0	0
402 Heart of TX Defense Alliance	17,000	17,000	17,000	17,000	17,000	17,000
403 Chamber of Commerces - H Heights	40,000	40,000	50,000	25,000	50,000	50,000
403 Chamber of Commerces - Killeen	12,500	12,500	0	0	0	0
406 Texas A&M Contribution	0	0	0	0	0	0
408 Boys & Girls Club Contr	30,000	30,000	30,000	30,000	30,000	30,000
409 Greater Killeen Comm Clinic	9,500	9,500	12,000	12,000	12,000	15,000
410 Nat'l Mounted Warfare Found.	0	0	0	0	0	0
TOTAL MISCELLANEOUS	155,000	111,050	115,000	86,515	113,700	128,700
FIXED ASSET TRANSFERS						
701 Land and Improvements	0	0	0	0	0	0
702 Building and Improvements	0	0	0	0	10,800	0
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	10,800	0
GRAND TOTAL	210,100	131,253	177,500	108,097	176,400	182,100

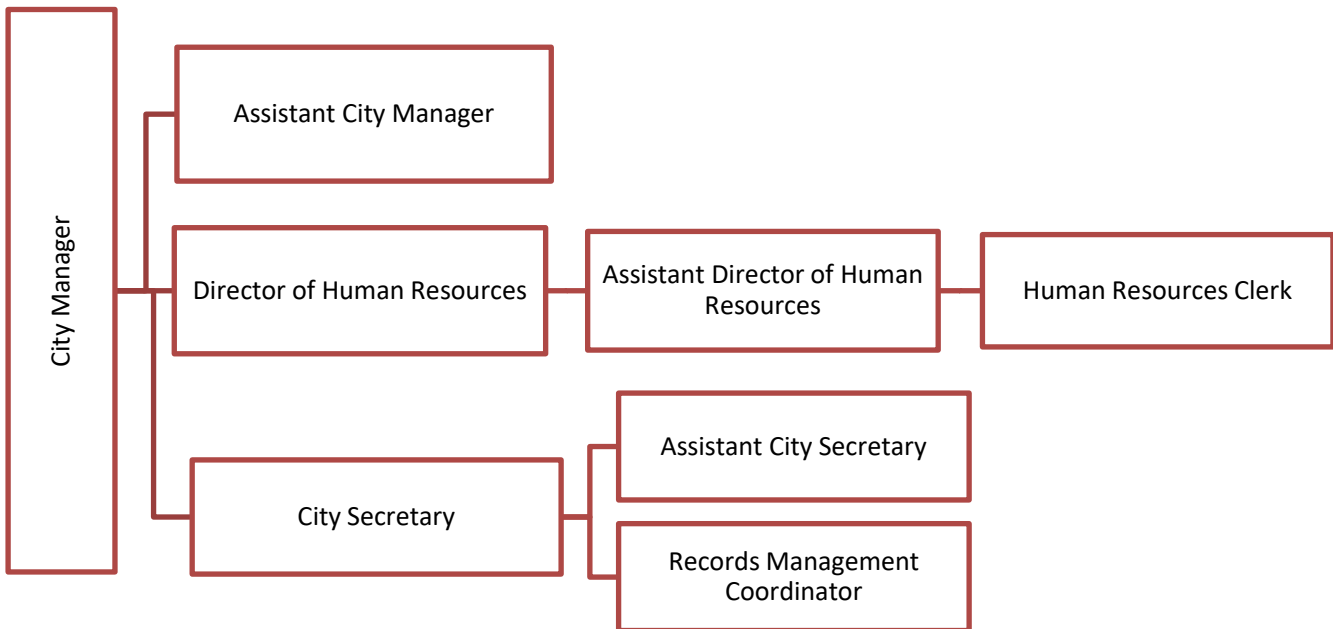
ADMINISTRATION

City Administration includes the City Manager's Office, Human Resources Department, and City Secretary's Office. City Administration is responsible for ensuring that the policies of the City Council are carried out. City Administration oversees all the City's departments.

DEPARTMENT GOALS

The Administration Departments primary goal is ensuring that the policy decisions of the City Council are met. The department works with the other City departments to make certain that policy decisions of Council are understood and carried out by all divisions of the City. Administration provides oversight to all City departments. It is always the goal of the Administration Department that all work of the City be performed in a legal, ethical, and moral manner. The department's desire is to always achieve the City's Vision: Providing public services that empower people to focus on what matters most: their goals, hopes and dreams.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Public outreach for the City's new parking on the grass and heavy vehicle parking ordinances
- Successfully transitioned the City from rear-load solid waste collection to automated poly-cart collection.
- Developed and submitted a Council Governance Policy to the City Council.
- Submitted a new Bell County Comm Center Agreement to Council for approval.
- The City of Harker Heights was awarded the "We Hire Vets" Award from the Texas Workforce Commission for the fourth consecutive year.
- Successfully continued the first employee benefits virtual open enrollment.
- Negotiated the new Health Insurance Plan for 21/22 without using a benefits consultant saving the City consultant expenses.
- Implemented city department reorganization to align the organization with city service goals.
- Enhanced the city council orientation process.

PROGRESS ON FY 2020-2021 OBJECTIVES

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

FY 2021-2022 OBJECTIVES

- Continue to work with The Retail Coach to recruit retail businesses to the City.
- Look for ways to improve the area of Harker Heights north of I-14 to include economic development and programs/activities for families and youth.
- Conduct and implement city wide citizen survey.
- Hire a benefits consultant.
- Understand the new redistricting due to the Census and build relationships with new legislators.
- Continue to review ways to correct impacts of Veterans Exemptions with the State Legislature.
- Conduct and oversee City Charter review.
- Explore additional employee wellness initiatives.

PERFORMANCE MEASURES - ADMINISTRATION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
Number of full-time employees	8	8	8	8	8
OUTPUTS:					
Agenda minutes prepared	25	22	25	33	25
Ordinances published, codified	35	51	35	49	40
Resolutions processed	30	24	30	45	35
Requests for information processed	750	365	500	1,449	1,000
# of Council workshops/meetings held	16 / 25	17 / 18	19 / 20	22 / 29	19 / 20
# of Developer Agreements signed	0	1	0	2	0
EFFECTIVENESS/EFFICIENCY:					
% agenda packets delivered by Friday	100%	100%	100%	100%	100%
% of information requests satisfied	100%	100%	100%	100%	100%

PERFORMANCE MEASURES – HUMAN RESOURCES

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
OUTPUTS:					
# of job fairs participated in	3	0	2	2	2
# of criminal background checks	1,050	530	1,000	583	1,000
# of pre-employment drug screens	60	35	60	58	60
EFFECTIVENESS:					
# of exit interviews conducted	15	18	15	14	15
# of HR website hits	50,000	37,118	45,000	30,103	35,000
EFFICIENCY:					
Employee Turnover Rate	6%	8%	8%	10%	10%

ADMINISTRATION

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	742,200	738,503	711,300	368,445	742,600	751,600
002 Overtime	8,000	2,553	8,000	4,621	15,000	8,000
003 Worker's Compensation	4,400	4,692	5,200	5,355	5,400	5,700
004 Health Insurance	62,000	59,472	53,500	22,437	54,000	64,400
005 Social Security	57,400	50,630	55,000	25,077	58,000	58,100
006 Retirement	112,100	109,452	107,500	55,728	113,300	112,600
TOTAL PERSONNEL SERVICE	986,100	965,302	940,500	481,663	988,300	1,000,400
SUPPLIES						
010 Office	1,000	3,779	2,000	499	2,500	2,000
012 General	18,000	20,053	20,000	14,305	20,000	25,500
TOTAL SUPPLIES	19,000	23,832	22,000	14,804	22,500	27,500
MAINTENANCE						
021 Building	5,000	13,687	10,000	5,805	17,500	15,000
022 Equipment	7,000	6,976	6,500	5,176	6,500	6,700
TOTAL MAINTENANCE	12,000	20,663	16,500	10,981	24,000	21,700
INSURANCE						
030 Property/Liability	6,700	6,438	7,000	6,442	6,600	7,900
TOTAL INSURANCE	6,700	6,438	7,000	6,442	6,600	7,900
SERVICES						
040 Utilities	21,000	24,571	24,000	12,503	33,000	25,000
041 Dues and Subscriptions	10,000	11,194	10,500	6,886	12,500	12,500
042 Travel and Training	11,000	6,375	12,500	2,563	6,000	13,700
045 Telephone	3,000	1,791	900	1,118	2,600	2,600
046 Equipment Rental	1,100	1,133	0	94	0	0
070 Other Expense (Grants)	0	0	9,700	0	0	9,700
076 COVID 19 Expenses	0	27,627	5,000	350,444	350,400	0
077 Sheltering Expenses	0	0	0	1,161	1,200	0
081 Bank Fees	1,000	514	800	2,349	8,500	15,000
400 Public Awareness	5,000	3,375	5,000	2,655	5,000	5,000
TOTAL SERVICES	52,100	76,580	68,400	379,773	419,200	83,500
MISCELLANEOUS						
090 Legal Fees	64,000	50,939	64,000	51,524	90,000	90,000
091 Advertising	7,000	5,928	7,000	1,137	5,000	12,000
092 Professional Fees	105,000	109,119	99,000	51,485	75,000	108,500
095 Required Public Notices	8,000	6,461	8,000	5,446	10,000	8,000
096 Prosecutor Fees	0	0	58,000	8,137	25,000	58,000
404 Youth Task Force	10,500	0	10,500	0	0	10,500
405 Economic Development	22,500	22,585	22,500	10,000	20,000	22,500
600 Pitney Bowes Lease	3,500	3,493	3,500	1,747	3,500	3,500
615 Xerox Rental	2,000	2,028	2,000	1,014	2,000	2,000
TOTAL MISCELLANEOUS	222,500	200,553	274,500	130,490	230,500	315,000
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	8,495	9,000	0	0	0
705 Equipment	0	0	0	0	0	8,500
TOTAL FIXED ASSET TRANSFERS	0	8,495	9,000	0	0	8,500
GRAND TOTAL	1,298,400	1,301,863	1,337,900	1,024,153	1,691,100	1,464,500

FINANCE DEPARTMENT

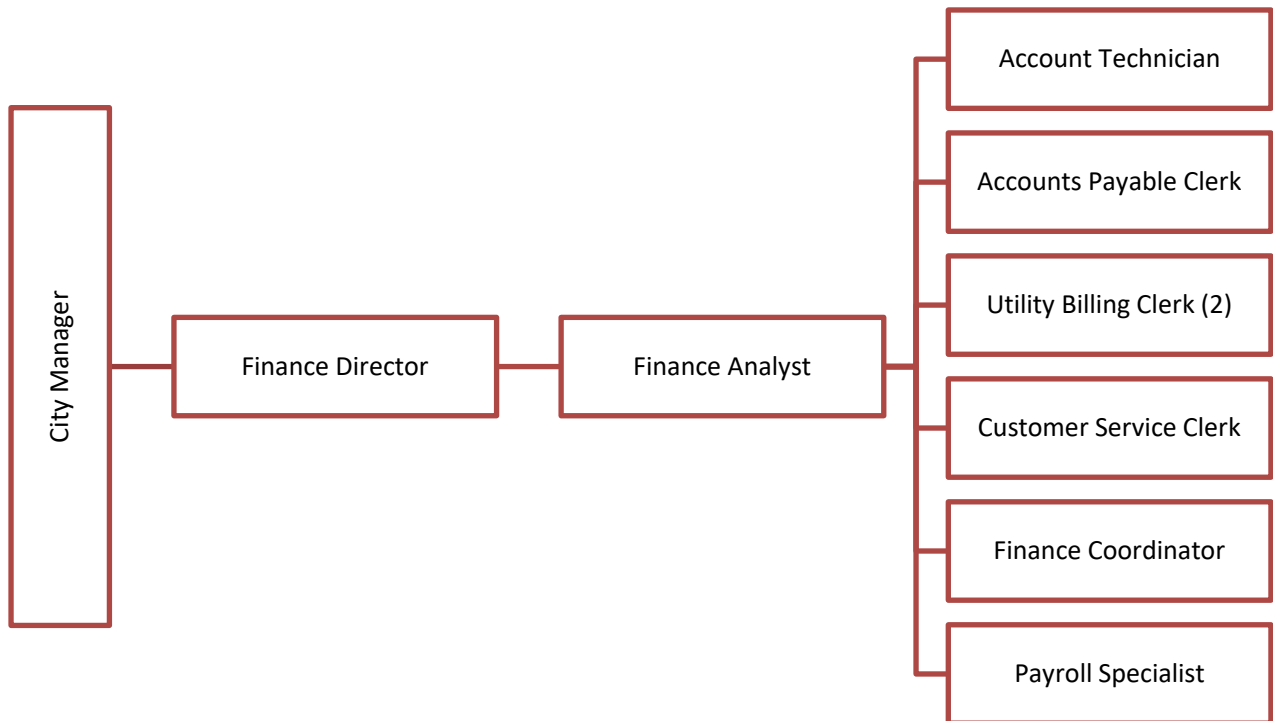
The responsibility of the Finance Department is to develop and implement financial accounting policies and procedures, to protect and optimize the financial resources of the City, and to provide a sound accounting system for safeguarding the City's assets through the recording and reporting of financial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

DEPARTMENT GOALS

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 to manage the City's resources and meet federal, state, and GASB requirements.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the twenty-sixth consecutive year.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the twenty-fifth consecutive year.
- Completed an annual update of the City's Investment Policy per the Texas Public Funds Investment Act of Texas Government Code Chapter 2256.
- Worked with Federal and State Agencies to receive assistance for Coronavirus relief, Winter Storm Irma relief and American Rescue Plan Act funding.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that are inactive.
 - Ongoing and will remain as an objective for the Finance Department.
- Continue to implement internal auditing procedures.
 - Ongoing and will remain as an objective for the Finance Department.
- Continue to audit department's fixed assets to ensure all assets are recorded.
 - Ongoing and will remain as an objective for the Finance Department.

FY 2021-2022 OBJECTIVES

- Clean-up the accounts payable vendor listing to ensure that there are no duplicate vendors on the list as well as deleting vendors that are inactive.
- Continue to implement internal auditing procedures.
- Continue to audit department's fixed assets to ensure all assets are recorded.

PERFORMANCE MEASURES - FINANCE

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	5	5	5	5	5
OUTPUTS:					
CAFR prepared	Yes	Yes	Yes	Yes	Yes
Official Budget Book prepared	Yes	Yes	Yes	Yes	Yes
# of purchase orders processed	1,700	794	800	744	800
# of accounts payable transactions	14,000	13,304	13,350	14,215	14,500
# of vendors paid electronically	150	151	165	179	180
# of bid openings held	10	5	10	5	10
EFFECTIVENESS:					
Received GFOA's CAFR Award / Number of times	Yes	Yes / 25	Yes	Yes / 26	Yes
Received GFOA's Budget Award / Number of times	Yes	Yes / 24	Yes	Yes / 25	Yes
Standard & Poor's Rating	AA	AA	AA	AA	AA
Average # of days to process requisitions to purchase order status	1.0	1.0	1.0	1.0	1.0
EFFICIENCY:					
# of purchase orders per employee	340	159	160	149	160

FINANCE

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	377,400	310,311	335,700	143,713	302,600	318,900
002 Overtime	3,700	2,217	4,000	1,573	4,000	4,000
003 Worker's Compensation	2,800	2,933	3,200	3,347	3,300	3,200
004 Health Insurance	41,500	30,128	28,600	11,656	28,200	35,700
005 Social Security	29,200	21,840	26,000	10,693	23,500	24,700
006 Retirement	57,000	46,856	50,800	21,705	45,800	47,900
TOTAL PERSONNEL SERVICE	511,600	414,285	448,300	192,687	407,400	434,400
SUPPLIES						
010 Office	7,000	6,264	7,000	2,847	7,000	7,000
012 General	10,000	9,699	10,400	5,435	10,400	10,400
TOTAL SUPPLIES	17,000	15,963	17,400	8,282	17,400	17,400
MAINTENANCE						
022 Equipment	24,500	24,471	25,900	15,985	25,600	26,900
TOTAL MAINTENANCE	24,500	24,471	25,900	15,985	25,600	26,900
INSURANCE						
030 Property/Liability	4,400	4,168	4,500	4,106	4,300	4,600
TOTAL INSURANCE	4,400	4,168	4,500	4,106	4,300	4,600
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,300	1,777	1,700	545	1,300	1,300
042 Travel and Training	9,000	2,055	9,000	1,330	5,000	9,000
045 Telephone	1,800	1,459	400	182	400	400
046 Equipment Rental	0	0	600	47	0	0
047 Contract Labor	3,900	3,801	3,800	1,882	3,800	3,800
083 Audit Fees	28,000	27,200	28,000	7,500	27,200	25,000
084 Tax Appraisal Contract	103,000	105,504	108,000	51,474	105,000	110,500
TOTAL SERVICES	148,000	141,796	151,500	62,960	142,700	150,000
MISCELLANEOUS						
615 Xerox Rental	0	0	1,700	864	1,700	1,700
TOTAL MISCELLANEOUS	0	0	1,700	864	1,700	1,700
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	0
705 Equipment	0	0	0	0	0	10,000
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	10,000
GRAND TOTAL	705,500	600,683	649,300	284,884	599,100	645,000

PET ADOPTION CENTER AND ANIMAL SERVICES

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

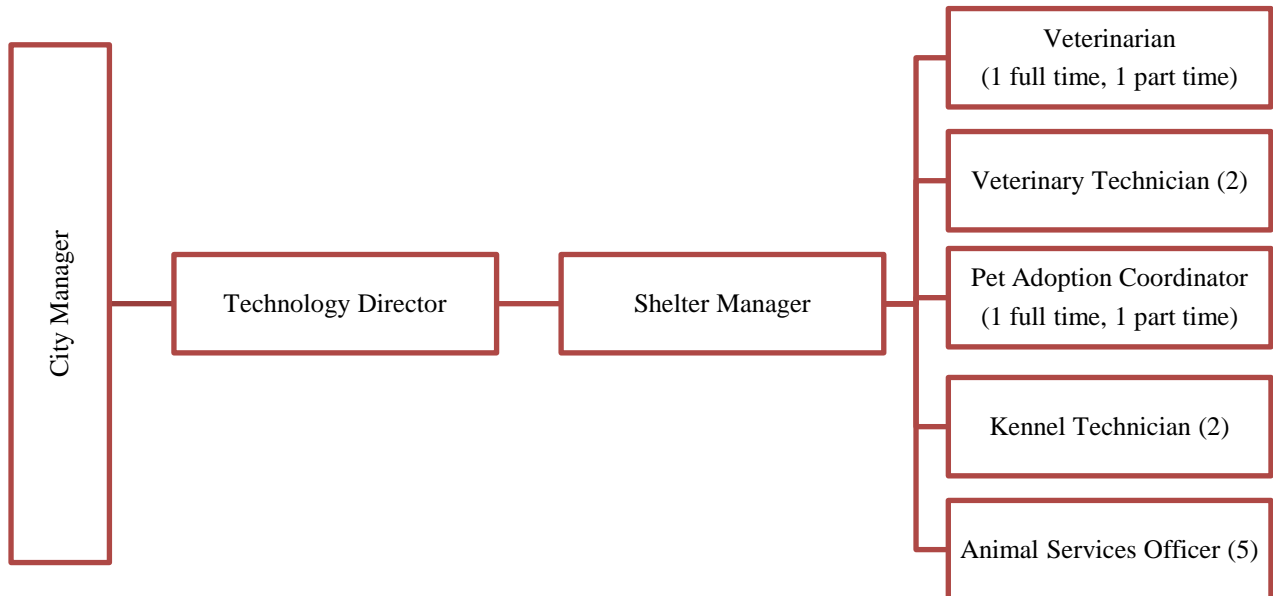
- Center Operations - care, support and adoption of animals located at the shelter
- Animal Services - assists residents and businesses located in the City with animal related concerns. Additionally, Animal Services supports other City Departments with animal concerns.

The responsibility of the Pet Adoption Center and Animal Services is to enforce city ordinances and state laws regarding animal welfare, investigate animal cruelty, provide humane housing and care for animals at the Pet Adoption Center, assist residents with animal issues and promote public safety.

DEPARTMENT GOALS

The primary goal of the Pet Adoption Center and Animal Services is to protect and advocate for animals in need, to build a humane community that promotes compassion, to assist in the effort to limit the overpopulation of dogs and cats, and to improve animal lives by promoting quality care and treatment. It is also a goal of the department to provide assistance to residents who wish to keep their pets but need occasional help with pet food or supplies to maintain the health and welfare of their pets.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Passed a City Ordinance allowing for citizens to keep backyard chickens.
- Passed a City Ordinance to implement a Trap-Neuter-Return program for community and feral cats that will allow the Pet Adoption Center to work with residents to reduce the number of stray and unwanted cats and kittens in the City.
- Applied for and was awarded a grant in the amount of \$2000.00 from Maddie's Fund for participating in a No Place Like Home challenge.
- During this year, the Pet Adoption Center raised \$14,530.62 in donations.
- During this year, the Pet Adoption Center sterilized 387 dogs and 1030 cats.

PROGRESS ON FY 2020-2021 OBJECTIVES

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

FY 2021-2022 OBJECTIVES

- Implement an Animal Shelter Training Program for all personnel.
- Foster a program between local municipal shelters to assist with the sterilization of their shelter animals to better control the over-population of companion pets in the local area.
- Organize and implement a community pet food pantry program to help residents with supplies such as pet food, cat litter, dog houses, bedding, etc.
- Provide education to the public regarding how to deter wildlife from taking up residence on their property, and why it's important to not encourage human interaction with wildlife.
- Attend offsite adoption events in the community to gain more exposure and attention for the shelter animals.

PERFORMANCE MEASURES-ANIMAL SERVICES

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	11	12	12	12	12
OUTPUTS:					
Number Impounded					
Dogs	1000	945	1000	1102	1200
Cats	800	1027	900	1390	1500
# of calls for service handled	3000	3429	3000	2791	3000
Number of Sterilizations					
Dogs				387	400
Cats				1030	1000
EFFECTIVENESS:					
Percentage Adopted:					
Dogs	60%	48.7%	60%	53.7%	60%
Cats	70%	68.7%	75%	65.3%	70%
Percentage Returned to Owner:					
Dogs	30%	32.5%	35%	31.7%	35%
Cats	10%	1.2%	10%	3.9%	5%
Percentage Euthanized:					
Dogs	10%	2.0%	5%	2.2%	2.5%
Cats	20%	13%	15%	9.6%	10%
EFFICIENCY:					
# of dogs per full time employee	90.91	78.80	83.33	91.83	100
# of cats per full time employee	72.73	85.60	75.00	115.83	125
# of calls handled per full time Animal Services Officer	600	685.8	600	558.20	600

PET ADOPTION CENTER

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	516,400	469,250	614,000	285,636	583,200	632,100
002 Overtime	20,000	11,324	20,000	6,287	20,000	20,000
003 Worker's Compensation	6,700	7,039	8,400	8,702	8,700	8,300
004 Health Insurance	53,000	53,831	58,900	26,161	63,900	81,700
005 Social Security	41,000	35,212	48,500	21,874	46,100	49,900
006 Retirement	80,200	64,941	94,800	42,692	90,200	96,700
TOTAL PERSONNEL SERVICE	717,300	641,597	844,600	391,352	812,100	888,700
SUPPLIES						
010 Office	4,900	5,641	4,900	2,507	4,900	4,900
011 Vehicle	5,000	4,539	5,000	2,168	5,000	5,000
012 General	4,000	4,401	6,000	879	2,500	5,000
013 Equipment	3,200	4,684	3,500	1,274	3,500	3,500
014 Uniforms	5,000	2,854	5,300	2,518	4,000	4,000
017 Clinical	20,000	36,518	20,000	19,424	50,000	60,000
028 Animal Care	45,000	31,140	60,000	13,828	30,000	30,000
TOTAL SUPPLIES	87,100	89,777	104,700	42,598	99,900	112,400
MAINTENANCE						
020 Vehicle	2,000	2,154	2,000	1,358	2,000	2,000
021 Building	17,300	15,685	18,000	8,946	18,000	18,000
022 Equipment	12,900	6,322	8,600	1,234	7,300	9,400
TOTAL MAINTENANCE	32,200	24,161	28,600	11,538	27,300	29,400
INSURANCE						
030 Property/Liability	10,100	9,534	11,300	10,435	10,700	11,300
TOTAL INSURANCE	10,100	9,534	11,300	10,435	10,700	11,300
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	20,000	21,350	22,000	10,371	30,000	22,000
041 Dues and Subscriptions	0	0	1,800	0	1,400	1,900
042 Travel and Training	4,000	1,892	5,000	1,930	5,000	5,000
045 Telephone	500	759	1,300	718	1,500	1,500
047 Contract Labor	15,600	7,910	5,000	400	1,200	1,200
070 Other Expense (Grants)	0	0	0	0	2,000	0
TOTAL SERVICES	40,100	31,911	35,100	13,419	41,100	31,600
MISCELLANEOUS						
091 Advertising	4,200	576	2,000	264	1,200	2,000
092 Professional Fees	3,000	2,404	4,000	1,501	4,000	4,000
TOTAL MISCELLANEOUS	7,200	2,980	6,000	1,765	5,200	6,000
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	1,800	1,832	1,800	0	1,800	1,800
610 COBAN Lease - Int	200	157	100	0	100	100
705 Equipment	40,000	32,574	0	0	0	0
707 Vehicles	0	0	0	0	0	10,200
TOTAL FIXED ASSET TRANSFERS	42,000	34,563	1,900	0	1,900	12,100
GRAND TOTAL	936,000	834,523	1,032,200	471,107	998,200	1,091,500

POLICE DEPARTMENT

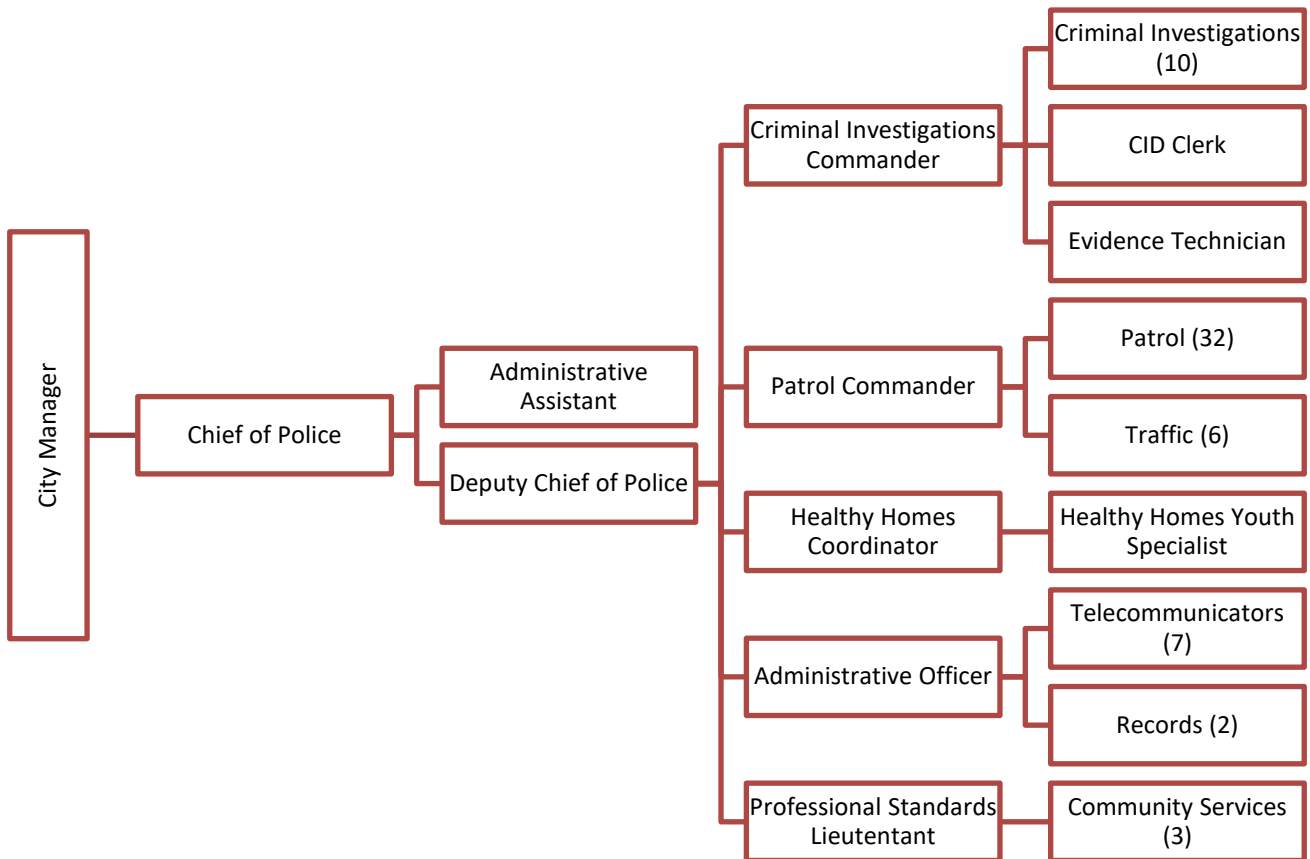
The Harker Heights Police Department is a service and community-oriented law enforcement agency that is a “Recognized Law Enforcement Agency” from the Texas Police Chiefs Association Law Enforcement Recognition Program. Our Department strives to assure each citizen the opportunity to live and work peacefully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

The Department has three Divisions that consist of Administrative, Criminal Investigations, and Patrol. Included in these divisions are the Telecommunicators, Records, Evidence, Traffic Management Unit, and Healthy Homes.

DEPARTMENT GOALS

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

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Received the “Best Practices Recognition Program” for a law enforcement agency through the Texas Chiefs of Police Association for the third time.
- Continued the “Healthy Homes Program” with success and received a \$24,650 grant.
- Provided the Harker Heights Police Special Weapons and Tactics (SWAT) and Hostage Negotiation Team (HNT) officers with new uniforms.
- Secured a Grant and received \$12,000 from TxDOT for our Selective Traffic Enforcement Program (STEP).
- Received the Office of the Governor Grants for Rifle Resistant Vests and SWAT Heavy Vests.
- Secured a Grant request for Healthy Homes Programs, License Plate Reader, P25 Handheld Radios, and SWAT medical bags for FY 2021-2022.

PROGRESS ON FY 2020-2021 OBJECTIVES

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

FY 2021-2022 OBJECTIVES

- Continue to obtain law enforcement and Healthy Homes Program related grants.
- Obtain additional security equipment and technology for protection of people, assets, and equipment.
- Establish a Department Chaplaincy Program.
- Create a departmental initiative that will assist with Officer and Civilian personnel retention and recruitment.
- Re-establish community clinics through Healthy Homes Programs.

PERFORMANCE MEASURES – POLICE DEPARTMENT

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of sworn personnel authorized	53	55	55	55	56
# of non-sworn personnel authorized	15	15	15	15	15
OUTPUTS:					
# of CAD events handled	49,000	40,213	45,000	38,108	45,000
# of criminal cases investigated (UCR Part 1 & 2)	5,000	4,340	5,000	1,811*	2,000
# of bookings (arrests not turned over to other agencies)	825	435	800	439	500
# of murder cases (raw numbers)	0	5	0	4	0
# of burglaries (raw numbers)	80	67	80	46	65
# of larcenies (raw numbers)	575	298	550	281	450
# of traffic stops	6,500	6,755	6,850	5,407	6,000
# of motor vehicle crashes	525	383	515	543	515
EFFECTIVENESS:					
Average Priority 1 call to dispatch time	1:30	1:13	1:30	1:36	1:30
Average Priority 1 dispatch to arrival time	4:30	4:21	4:30	4:36	4:30
# of community services events/ programs	130	76	125	152	140
# of neighborhood watch groups	15	13	15	13	15
EFFICIENCY:					
Part 1 Index Crimes per 100,000 population (UCR Crime Rate)	2,400	1,750	2,400	1,406	2,400
# of internal training classes	30	11	25	13	27
# of hiring processes	8	10	8	18	8
Sworn retention rate	95%	91%	95%	89%	95%
Civilian retention rate	75%	73%	75%	67%	75%
Sworn Staffing Level	95%	96%	95%	89%	95%
Civilian Staffing Level	95%	100%	95%	93%	95%

*Due to improved searching capabilities, we are able to provide a more accurate number of criminal cases investigated, therefore causing the significant decrease from previous annual reports.

POLICE DEPARTMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	3,943,800	3,815,984	4,218,900	1,968,724	3,995,500	4,407,100
002 Overtime	250,000	203,134	255,000	125,394	225,000	250,000
003 Worker's Compensation	36,300	38,419	44,500	45,854	45,900	44,700
004 Health Insurance	299,800	316,757	329,600	121,362	287,000	419,000
005 Social Security	320,800	296,839	342,300	158,750	322,900	356,300
006 Retirement	626,800	593,256	668,800	312,787	631,000	690,400
TOTAL PERSONNEL SERVICE	5,477,500	5,264,389	5,859,100	2,732,871	5,507,300	6,167,500
SUPPLIES						
010 Office	30,000	25,113	30,000	6,281	15,000	30,000
011 Vehicle	135,000	139,078	130,000	61,006	135,000	135,000
012 General	33,000	30,165	33,000	27,765	45,000	35,000
013 Equipment	25,000	35,379	25,000	5,306	25,000	41,700
014 Uniforms	24,000	12,763	24,000	5,919	15,000	24,000
TOTAL SUPPLIES	247,000	242,498	242,000	106,277	235,000	265,700
MAINTENANCE						
020 Vehicle	40,000	55,336	50,000	16,494	50,000	40,000
021 Building	10,000	10,585	10,000	7,576	15,000	12,000
022 Equipment	62,800	60,925	66,500	63,604	67,600	70,000
TOTAL MAINTENANCE	112,800	126,846	126,500	87,674	132,600	122,000
INSURANCE						
030 Property/Liability	55,200	54,437	60,200	55,046	56,600	61,400
TOTAL INSURANCE	55,200	54,437	60,200	55,046	56,600	61,400
SERVICES						
035 Unemployment Payments	0	0	0	279	2,200	0
040 Utilities	21,000	21,741	23,000	9,597	28,800	22,000
041 Dues and Subscriptions	6,000	6,957	7,000	5,270	7,600	7,000
042 Travel and Training	25,000	13,390	25,000	12,003	31,000	25,000
043 Impound Expense	500	318	500	0	0	500
045 Telephone	28,000	32,540	37,200	18,684	33,700	38,200
047 Contract Labor	440,600	452,501	391,300	195,651	391,300	478,600
070 Other Expense (Grants)	94,900	15,682	137,800	53,541	163,200	126,800
075 LEOSE Training	8,000	6,813	6,000	415	3,800	3,700
083 Audit Fees	2,500	2,000	2,000	2,000	2,000	2,000
TOTAL SERVICES	626,500	551,942	629,800	297,440	663,600	703,800
MISCELLANEOUS						
092 Professional Fees	15,000	14,715	10,000	1,246	5,000	10,000
615 Xerox Rental	1,400	1,439	1,400	719	1,400	1,400
TOTAL MISCELLANEOUS	16,400	16,154	11,400	1,965	6,400	11,400
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	90,800	97,169	97,200	0	97,200	97,200
610 COBAN Lease - Int	7,800	8,308	5,500	0	5,500	2,800
702 Building and Improvements	0	0	0	0	9,900	0
705 Equipment	23,900	78,958	0	0	0	42,200
707 Vehicles	104,400	103,758	115,600	8,946	114,900	292,300
TOTAL FIXED ASSET TRANSFERS	226,900	288,193	218,300	8,946	227,500	434,500
GRAND TOTAL	6,762,300	6,544,459	7,147,300	3,290,219	6,829,000	7,766,300

MUNICIPAL COURT

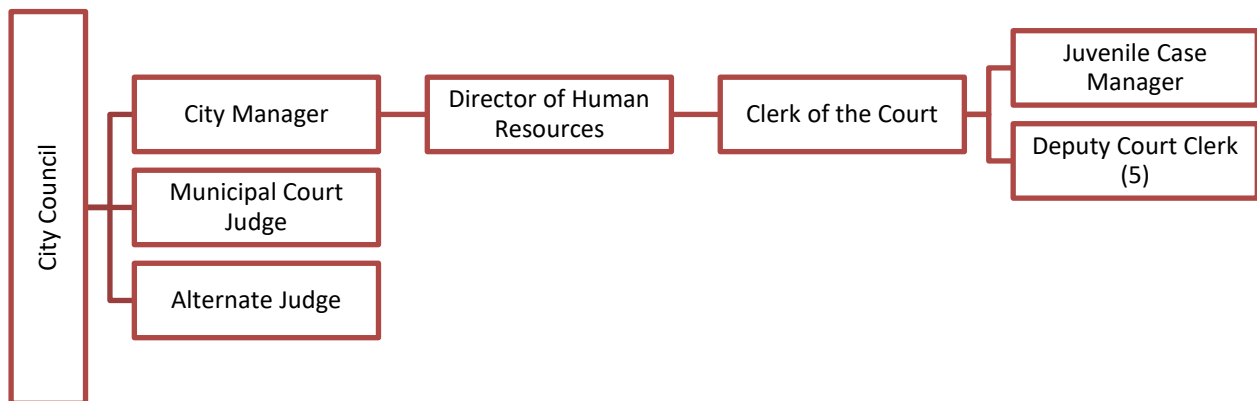
The Municipal Court enforces, fairly and efficiently, all alleged violations of the law filed with the Court by the Police Department, Code Enforcement, citizens, and other law enforcement agencies. The Court also assesses all fines and collects court costs. The Court magistrates and arraigns all defendants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

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

DEPARTMENT GOALS

- 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 CHART



FY 2020-2021 ACHIEVEMENTS

- Received the 2020 Traffic Safety Award from the Texas Municipal Court Education Center for outstanding efforts toward traffic safety.
- Performed successful in-person jury trials during the pandemic.
- Participated in a car seat safety check event.
- Administered the Oath of Office to a former Teen Court Volunteer as a new Lawyer to practice in the State of Texas.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Implement the use of address verification in INCODE directly through the United States Postal Service to increase efficiency as well as provide more accurate information for locating individuals.
 - Completed.
- Implement the use of electronic signatures to allow clerks to print a high volume of documents already signed when issuing warrants, summons, late notice, and other legal documents. This will also allow for Judges to electronically sign documents from an off-site location.
 - Ongoing. The software was purchased and implementation will begin after Judges and Court staff are trained.
- Cross train Court staff in all aspects of the Court.
 - Ongoing. New employees are currently being cross trained.

FY 2021-2022 OBJECTIVES

- Transition Juvenile Teen Court proceedings into in-person settings.
- Collaborate with the Police Department to establish innovate concepts for the Teen Court Program.
- Conduct a Community traffic safety event.

PERFORMANCE MEASURES - MUNICIPAL COURT

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
Number of full-time employees	7	7	7	7	7
Number of judges	2	2	2	2	2
# of training hours per employee	15	15	15	25	20
OUTPUTS:					
# of citations	5,000	5,005	5,000	5,125	5,150
# of cases disposed	4,400	5,319	4,500	4,058	4,500
# of code violations filed	600	404	400	508	500
Dismissed After Completion:					
# of driver safety courses	400	686	500	593	600
# of compliance dismissals	100	133	100	138	130
# of proof of financial responsibility	50	62	50	42	50
# of deferred dispositions	150	246	200	238	250
# of juveniles dismissed by teen court	30	21	20	39	40
EFFECTIVENESS:					
Collection Rate:					
# of cases satisfied by community service	75	91	75	57	75
# of cases satisfied by jail credit	200	177	175	100	150
# of cases waived for indigency	20	3	10	18	20
Collection Agency (MVBA):					
# of cases placed	1,500	1,529	1,500	1,707	1,600
# of cases resolved	1,000	841	900	1,177	1,000
# of cases paid in full	800	645	700	1,022	1,000
# of cases still in collection	15,000	16,096	15,000	16,635	16,000
EFFICIENCY:					
Employee retention rate	100%	95%	100%	98%	100%
Average # of payments per day	25	30	25	24	25
Average # of online payments per month	80	128	130	125	130

MUNICIPAL COURT

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	432,600	357,790	284,200	164,903	326,200	330,400
002 Overtime	15,000	13,850	7,000	1,028	5,000	7,000
003 Worker's Compensation	5,500	5,866	5,800	6,025	6,000	5,700
004 Health Insurance	46,500	30,942	31,400	8,687	21,100	33,300
005 Social Security	34,200	28,157	22,300	12,577	25,300	25,800
006 Retirement	66,900	45,731	43,500	19,774	49,500	50,000
TOTAL PERSONNEL SERVICE	600,700	482,336	394,200	212,994	433,100	452,200
SUPPLIES						
010 Office	13,300	9,391	13,000	3,881	8,000	12,000
011 Vehicle	3,700	1,475	0	0	0	0
012 General	12,000	7,961	12,000	2,702	8,000	10,000
014 Uniforms	2,000	714	0	0	0	0
TOTAL SUPPLIES	31,000	19,541	25,000	6,583	16,000	22,000
MAINTENANCE						
020 Vehicle	2,000	1,568	0	0	0	0
022 Equipment	31,100	30,772	32,300	15,942	32,300	34,800
TOTAL MAINTENANCE	33,100	32,340	32,300	15,942	32,300	34,800
INSURANCE						
030 Property/Liability	8,300	7,855	7,700	7,179	7,400	7,800
TOTAL INSURANCE	8,300	7,855	7,700	7,179	7,400	7,800
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,000	1,110	1,100	500	700	800
042 Travel and Training	8,000	2,982	5,000	1,200	2,000	7,000
045 Telephone	3,000	2,689	1,900	725	1,700	1,700
046 Equipment Rental	0	0	600	47	0	0
087 State Tax Payments	330,000	411,294	335,000	184,045	397,500	397,500
TOTAL SERVICES	342,000	418,075	343,600	186,517	401,900	407,000
MISCELLANEOUS						
090 Legal Fees	30,000	28,606	2,000	0	0	1,000
092 Professional Fees	1,000	0	1,000	0	500	1,000
615 Xerox Rental	0	0	1,700	864	1,700	1,700
TOTAL MISCELLANEOUS	31,000	28,606	4,700	864	2,200	3,700
FIXED ASSET TRANSFERS						
609 COBAN Lease - Prin	6,300	0	0	0	0	0
610 COBAN Lease - Int	500	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	6,800	0	0	0	0	0
GRAND TOTAL	1,052,900	988,753	807,500	430,079	892,900	927,500

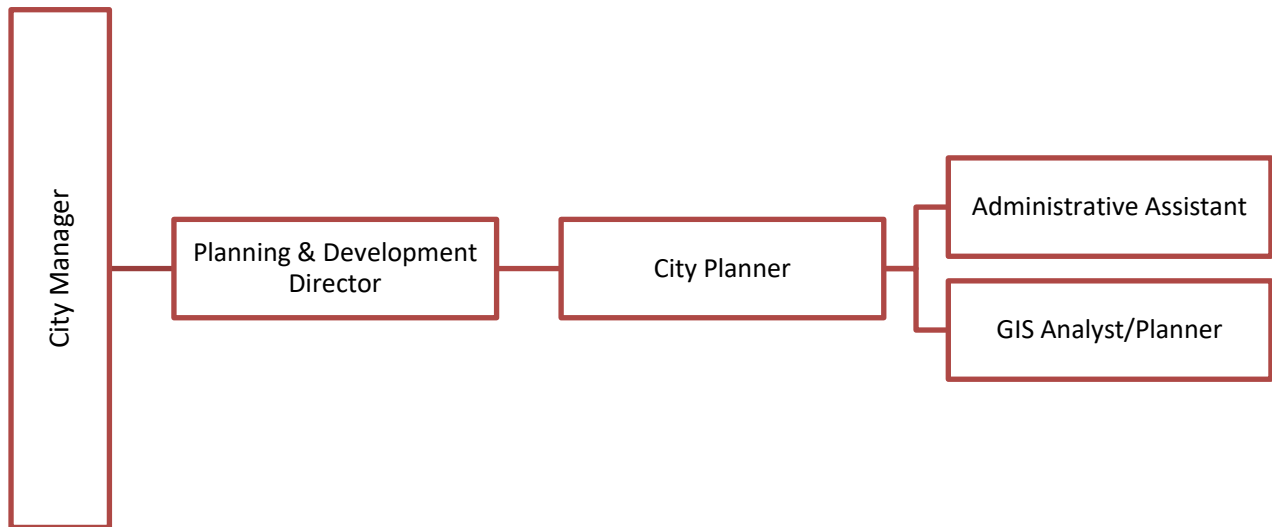
PLANNING AND DEVELOPMENT – PLANNING DIVISION

The Planning and Development Department is responsible for the administration and management of development related functions in the following primary areas: Planning, Building Inspections and Code Enforcement. The Planning Division focuses on Comprehensive Planning, Zoning, Platting, Variance Requests, Annexations, Addressing, and Geographic Information System (GIS) Data Management. The Planning Division also conducts special studies relating to the community’s growth and provides technical support to the Planning and Zoning Commission, Building Standards Commission, Zoning Board of Adjustment, Capital Improvement Advisory Commission and City Council.

DEPARTMENT GOALS

The primary goal of the Planning and Development Department’s Planning Division is to promote sustainable quality development and revitalization within our community through implementing the City’s vision with proactive planning. The department strives to achieve this through providing efficient and effective services, developing and maintaining local, regional, state and federal partnerships, managing and updating the City’s Comprehensive Plan and various master plans, and by improving and enforcing the City’s adopted ordinances.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Adoption of Sex Offender Residency Ordinance.
- Adoption of Wall Art (Murals) Ordinance.
- Adoption of clarifications to the BYOB, Heavy Vehicles, Parking in Residential Areas, and Zoning Ordinances.
- Worked with Federal and State Agencies to apply for assistance for Winter Storm Uri relief.
- Worked with the Public Works Department to obtain approval from the State for a Supplemental Environmental Project with the City.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Finalize update of the Future Land Use Map
 - Ongoing. Scheduled for Adoption in October 2021.
- Update the landscape requirements in conjunction with a water conservation ordinance.
 - Ongoing. The Water Conservation Ordinance update was adopted in April 2021. The Landscape Ordinance is scheduled for public input in 2022.
- Continue to rectify all conflicts identified in various sections of the Code of Ordinances.
 - Ongoing. Clarifications are presented as they are identified.
- Continue conversion of exiting and legacy plats and plans to digital format.
 - Ongoing. Staff digitized files as time allowed. The majority of the conversion is scheduled for FY 2021-2022.
- Continue update to the 2007 Comprehensive Plan, implementing JLUS (Joint Land Use Study) recommendations.
 - Ongoing. Currently under review with public input planned in 2022.
- Continue adoption of other sections of Mobility 2030 document.
 - Ongoing. The FLUM and Thoroughfare Plan portions are scheduled for adoption in October 2021. The remaining portions are scheduled for adoption in 2022.
- Create/Update the Sign Ordinance, Game Room Ordinance, Massage Parlor Ordinance, Sound Ordinance, and Landscape Ordinance.
 - Ongoing. Game Room Ordinance was adopted by Bell County and is enforced by Bell County Public Health within our City. The other four ordinances are currently in the research phase.
- Make any additional necessary updates to the Code of Ordinance to comply with legislative acts that occurred in 2019.
 - Completed.
- Investigate a “Dark Skies” initiative and a hill preservation initiative.
 - Ongoing. Scheduled for public input in 2022.

FY 2021-2022 OBJECTIVES

- Finalize and implement the 2021 Land Use Plan.
- Update various Ordinances as directed by City Council.
- Manage and Update sections of the City’s Comprehensive Plan and the Mobility 2030 document.
- Contract for the conversion of historic plat and permitting files to digital format.

PERFORMANCE MEASURES – PLANNING DIVISION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	4	4	4	4	4
OUTPUTS:					
# of platting cases	20	17	20	35	20
# of zoning cases	20	16	18	24	20
# of conditional use permits (CUP)	8	5	6	9	7
# of annexations	0	1	0	0	0
# of Board of Adjustments cases	1	8	1	7	1
# of business licenses issued	90	113	95	83	90
EFFECTIVENESS:					
# of employees per 1,000 residents	0.13	0.13	0.12	0.12	0.12
Average # of days to approve business licenses	30	48	30	40	30
# of Ordinance changes	28	19	24	24	27
# of Zoning, CUP, & Platting applications withdrawn by applicant	0	4	0	3	0
EFFICIENCY:					
# of purchase orders per administrative assistant	20	18	20	17	20
% Zoning, CUP, & Platting applications completed in one intake cycle	100%	100%	100%	95%	100%

PLANNING & DEVELOPMENT

	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	FY 2021-22
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	252,600	254,470	260,900	145,191	282,800	283,600
002 Overtime	1,100	562	1,100	323	700	600
003 Worker's Compensation	2,200	2,346	2,600	2,678	2,700	2,600
004 Health Insurance	23,400	23,278	21,700	6,873	16,000	20,900
005 Social Security	19,400	18,932	20,000	10,908	21,700	21,700
006 Retirement	37,900	37,819	39,200	21,738	42,400	42,100
TOTAL PERSONNEL SERVICE	336,600	337,407	345,500	187,711	366,300	371,500
SUPPLIES						
010 Office	3,000	2,270	3,500	1,859	3,500	3,700
012 General	2,000	1,476	1,500	1,426	2,000	5,000
TOTAL SUPPLIES	5,000	3,746	5,000	3,285	5,500	8,700
MAINTENANCE						
022 Equipment	4,100	4,080	4,100	4,098	4,100	4,700
TOTAL MAINTENANCE	4,100	4,080	4,100	4,098	4,100	4,700
INSURANCE						
030 Property/Liability	3,400	3,213	3,500	3,217	3,300	3,500
TOTAL INSURANCE	3,400	3,213	3,500	3,217	3,300	3,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	1,500	1,132	1,600	1,182	1,800	1,400
042 Travel and Training	7,000	2,531	7,000	268	5,000	9,000
045 Telephone	1,800	1,393	400	182	400	400
TOTAL SERVICES	10,300	5,056	9,000	1,632	7,200	10,800
MISCELLANEOUS						
092 Professional Fees	8,500	7,027	2,000	500	2,000	2,000
095 Required Public Notices	3,000	2,704	3,400	3,516	6,000	5,000
615 Xerox Rental	0	0	1,700	864	1,700	1,700
TOTAL MISCELLANEOUS	11,500	9,731	7,100	4,880	9,700	8,700
FIXED ASSET TRANSFERS						
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	370,900	363,233	374,200	204,823	396,100	407,900

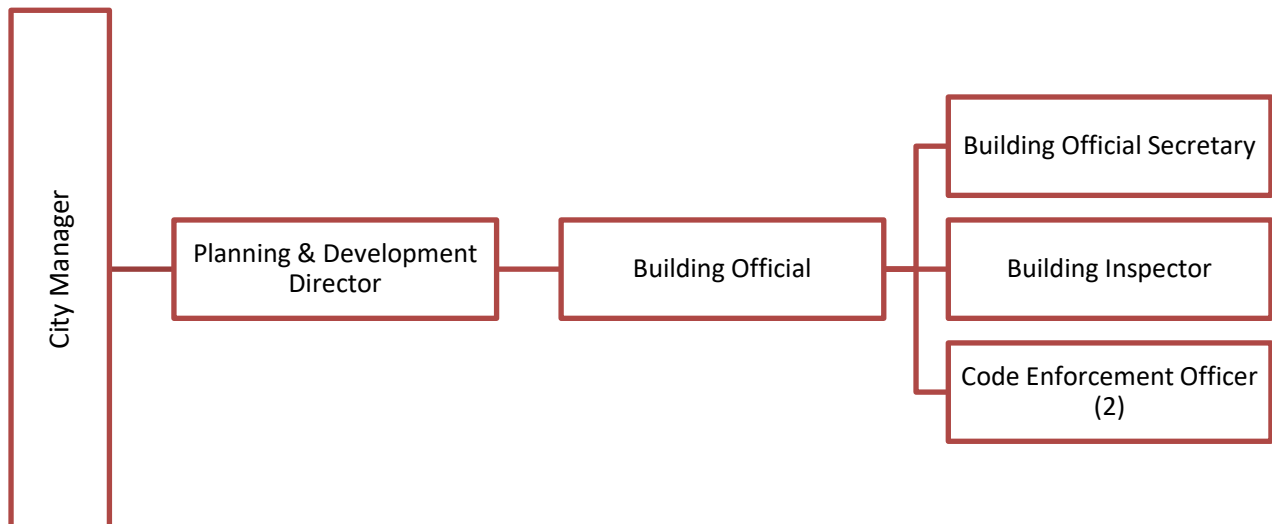
PLANNING AND DEVELOPMENT – BUILDING INSPECTIONS & CODE ENFORCEMENT DIVISION

The Planning and Development Department is responsible for the administration and management of development related functions in the following primary areas: Planning, Building Inspections and Code Enforcement. The Building Inspections & Code Enforcement Division focuses on Permitting, Construction, and Enforcement. The Building Inspections & Code Enforcement Division also provides technical support to the Building Standards Commission, Zoning Board of Adjustment, and City Council.

DEPARTMENT GOALS

The primary goal of the Planning and Development Department’s Building Inspections & Code Enforcement Division is to promote voluntary compliance with adopted codes and local ordinances through positive outreach and education. The department strives to achieve this through providing efficient and effective services, fostering local, regional, state, and federal partnerships, developing and maintaining positive community engagements, and promoting voluntary compliance.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Completed Phase 1 of the Lynn Drive project.
- Implemented the use of the My Government Online Code Enforcement Module.
- Held three contractor meetings on adopted and pending code changes.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Demolish initial 21 Lynn Drive units; continue with demolition procedures for remaining units.
 - Completed.
- Identify at least 12 substandard/dangerous structures for submittal to the Building and Standards Commission (BSC).
 - Ongoing. 8 substandard/dangerous structures were submitted to the BSC this fiscal year.
- Implement and utilize Code Enforcement Module to web-based permitting software.
 - Completed.
- Continue conversion of existing and legacy plats and plans to digital format.
 - Ongoing. Staff digitized files as time allowed. The majority of the conversion is scheduled for FY21-22.
- Continue to aggressively identify and forward substandard structures to the Building and Standards Commission.
 - Ongoing. Each year units are identified and brought before the BSC for consideration.
- Maintain a fast and efficient process for development review and inspection.
 - Ongoing. Improvements are made as the need for change is identified.
- Continue to streamline the Code Enforcement process to maximize efficiency.
 - Ongoing. Improvements are made as the need for change is identified.
- Hold quarterly contractor meetings.
 - Ongoing. The number of contractor meetings each year varies depending on proposed code changes.
- Adopt and amend the 2021 International Codes. Implement by February 2022.
 - Ongoing. Scheduled for adoption in October 2021.
- Continue with cross-training plan.
 - Ongoing. New Building Official Secretary to begin cross permitting training in November 2022.
- Continue aggressive monitoring of Manufactured Home Parks for safety and compliance.
 - Ongoing. Each Code Enforcement Officer has an inspection route. Monitoring occurs as they proceed with their route and when complaints are received.
- Produce and implement guideline for residential construction.
 - Ongoing. The first step in the process, a general development process guideline email, was created. Staff will continue to work on producing guideline handouts for all areas of development.

FY 2021-2022 OBJECTIVES

- Continue to identify substandard/dangerous structures for submittal to the Building and Standards Commission (BSC).
- Adopt and implement the 2021 International Codes.
- Continue to hold meetings with and receive input from contractors.
- Continue to improve processes and guidance documents for services provided.

PERFORMANCE MEASURES – BUILDING INSPECTIONS & CODE ENFORCEMENT DIVISION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	5	5	5	5	5
OUTPUTS:					
# of building permits issued	2,000	2,253	2,000	2,185	2,000
# of building permit inspections	3,000	4,500	3,000	3,059	3,000
# of food dealer permits issued	100	142	100	150	150
# of new residential permits issued	200	137	200	110	150
# of new commercial permits issued	10	6	10	8	5
Value of New Residential and New Commercial Permits (in thousands)	\$53,000	\$38,234	\$53,000	\$55,201	\$50,000
# of code violation case inspections	6,100	5,868	6,100	5,890	6,000
EFFECTIVENESS:					
# of employees per 1,000 residents	0.16	0.16	0.15	0.15	0.15
Average # of days to review each submission of building permits	N/A*	N/A*	N/A*	N/A*	2
Average # of days to review each new residential permit submission	N/A*	N/A*	N/A*	N/A*	14
Average # of days to review each new commercial permit submission	N/A*	N/A*	N/A*	N/A*	30
% of code violations corrected with voluntary compliance	75%	90.35%	75%	52.29%**	75%
EFFICIENCY:					
# of purchase orders per building official secretary	30	27	30	35	30
Average # of building permit inspections per working day	13.21	19.82	13.21	13.48	13.22
Average # of code violation notices per Code Officer	1,220	1,550	1,220	1,200	1,220

*These items were not previously tracked in detail. Staff will begin tracking in FY 2021-2022.

**Non-compliance with Brush, Trash/Trash Can, Bulk Items, and Tree Limb violations were higher this year than in the past.

CODE ENFORCEMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	271,800	277,543	284,400	135,070	278,200	286,800
002 Overtime	1,500	476	1,500	0	0	1,000
003 Worker's Compensation	2,800	2,933	3,200	3,347	3,300	3,200
004 Health Insurance	29,100	29,135	27,300	9,427	25,200	34,100
005 Social Security	20,900	20,392	21,900	10,137	21,300	22,000
006 Retirement	40,800	41,245	42,700	20,178	41,600	42,700
TOTAL PERSONNEL SERVICE	366,900	371,724	381,000	178,159	369,600	389,800
SUPPLIES						
010 Office	10,000	5,232	6,000	3,616	5,000	7,000
011 Vehicle	2,500	1,701	2,500	739	2,000	2,500
012 General	3,000	2,922	3,000	1,893	2,500	3,000
TOTAL SUPPLIES	15,500	9,855	11,500	6,248	9,500	12,500
MAINTENANCE						
020 Vehicle	1,000	1,743	1,000	1,616	2,000	2,000
022 Equipment	25,300	26,008	25,400	15,252	27,900	26,300
TOTAL MAINTENANCE	26,300	27,751	26,400	16,868	29,900	28,300
INSURANCE						
030 Property/Liability	4,200	4,020	4,400	4,016	4,100	4,400
TOTAL INSURANCE	4,200	4,020	4,400	4,016	4,100	4,400
SERVICES						
041 Dues and Subscriptions	2,500	1,883	2,500	1,718	2,700	2,700
042 Travel and Training	11,000	6,717	11,000	3,959	8,500	11,000
045 Telephone	1,700	2,842	2,100	1,050	2,100	2,100
047 Contract Labor	0	0	0	0	0	16,100
086 Nuisance Abatement	50,000	6,100	245,000	124,084	145,000	50,000
TOTAL SERVICES	65,200	17,542	260,600	130,811	158,300	81,900
MISCELLANEOUS						
092 Professional Fees	69,100	69,119	73,700	73,651	73,700	73,700
095 Required Public Notices	0	1,255	3,500	3,261	4,000	5,000
615 Xerox Rental	0	0	1,700	864	1,700	1,700
TOTAL MISCELLANEOUS	69,100	70,374	78,900	77,776	79,400	80,400
FIXED ASSET TRANSFERS						
705 Equipment	0	0	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	0	0	0	0	0	0
GRAND TOTAL	547,200	501,266	762,800	413,878	650,800	597,300

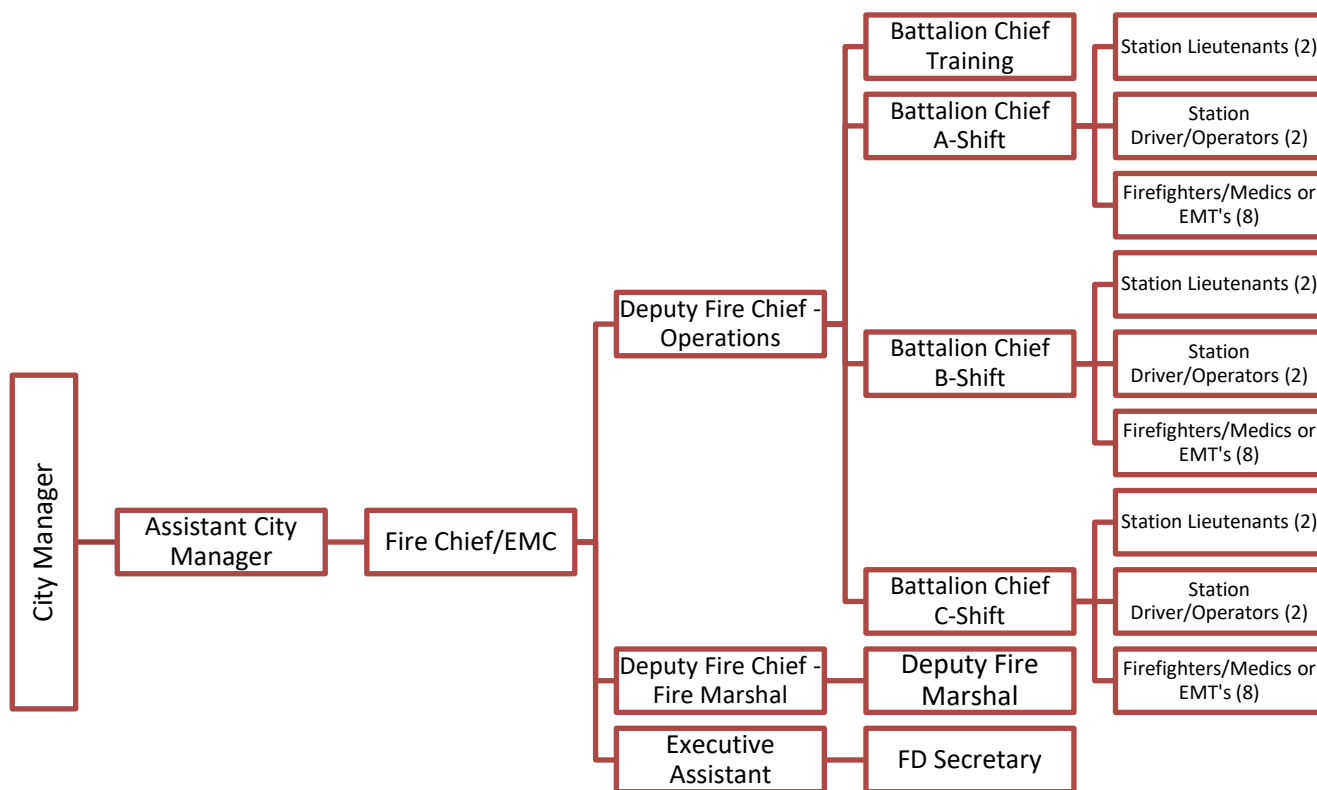
FIRE DEPARTMENT

The Harker Heights Fire Department is responsible for preparing for, responding to, and resolving fire, rescue, medical and environmental emergencies and Emergency Management Coordination through proactive education, prevention, and emergency response services. The administration division provides department policies for direction and access to fiscal and operational resources for personnel including emergency responders, clerical, record keeping, and scheduling positions. Furthermore, the fire department is responsible for the training, special operations, and city-wide public fire education and public relations programs.

DEPARTMENT GOALS

The primary goal of the Fire Department is to respond to emergency and non-emergency situations within the response region to mitigate these situations for those we are tasked with protecting. Additionally, our goal is to provide for the investigation of fires and inspection of businesses located in the City of Harker Heights.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Purchased a new SCBA Cascade Breathing-Air System for Fire Station #2.
- Complete renovation and remodel of Fire Station #2.
- Purchased ultraviolet disinfecting systems for our three medic units to provide a higher degree of decontamination efforts.
- Purchased two new personal protective equipment (PPE) dryers, one for each fire station.
- Performed an Officer Development Academy and updated the Acting Lieutenant Packet to meet the ongoing needs of the department.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Perform live burn exercises for all shifts in coordination with Fort Hood at their burn facility. This is an ongoing event.
 - Ongoing. We were unable to complete our live burn evolutions during this fiscal year due to Covid-19 restrictions, the winter storm, and our reserve unit being out of service.
- Order new ladder truck during 3rd quarter of FY 20/21 to replace Quint 2. This is an ongoing item.
 - Ongoing. Ordered new ladder truck in May of 2021 and expected to take delivery in August of 2022.
- Purchase materials to build additional training props available to our staff to enhance the organizational readiness as it pertains to fireground operations.
 - Ongoing. We were able to order some materials, but this continues to be an ongoing endeavor.
- Continue to work on Texas Fire Chiefs Association Best Practices Certification.
 - Ongoing. It was postponed due to Covid-19, but continues to be a project we are pursuing.

FY 2021-2022 OBJECTIVES

- Oversee the design and building of the new Rosenbauer ladder truck.
- Process official purchase order requests for awarded fixed asset items.
- New medic unit, cardiac monitors, CPR device, boat motor, boat pump, mobile radios, and station 2 fencing.
- Develop a Request for Proposal (RFP) for a new contract for services of EMS & Fire Billing. This endeavor will also include the Texas Ambulance Supplemental Pay Program (TASPP) designed to assist in reimbursing funds to the City of Medicare and Medicaid patients.
- Work towards the development of a company level business inspections program to address the low hazard criteria of businesses.
- Continue to work towards Texas Fire Chiefs Association Best Practices Certification.

PERFORMANCE MEASURES – FIRE DEPARTMENT

Type of Measure/Description	FY 2020 Estimated	FY 2020 Actual	FY 2021 Estimated	FY 2021 Actual	FY 2022 Estimated
INPUTS:					
# of full-time employees – field	39	39	39	39	39
# of full-time employees – administrative	7	7	7	7	7
# of firefighter/paramedics	42	38	40	43	40
# of firefighter/EMTs	2	6	4	3	4
# of master/advanced/intermediate firefighters	10/22/10	8/18/8	9/18/11	9/19/9	11/21/12
OUTPUTS:					
# of fire incident responses	895	944	950	1,273	1,300
# of EMS responses	3,540	3,853	3,650	4,231	4,400
# of fire inspections	900	396 *	900	600	800
# of fire prevention presentations	60	67	75	75	75
Total attendance at fire prevention public relations events	6,000	1,100 *	6,200	6,200	6,200
# of Fire Investigations	20	12	20	22	20
# Plans Reviews / Plats	40/20	36/22	45/20	77/40	60/30
# of Training Hours	12,400	5,976 **	9,900	8,077	9,360
A-Shift	4,200	1,467	2,800	2,472	3,120
B-Shift	4,000	1,868	2,800	2,512	3,120
C-Shift	4,200	2,642	2,800	3,093	3,120
EFFECTIVENESS:					
Average response time – fire rescue (include non-emergency)	5:30	5:13	5:10	5:28	5:40
Average response time – EMS	5:30	6:14	5:10	6:44 ***	5:10
EFFICIENCY:					
% of ambulance billing collections	41%	33%	35%	30%	38%
ISO Rating (1-10; 1 being best rating)	3	3	3	3	3

* indicates numbers are lower than estimated due to Covid-19

** indicates classes/courses were cancelled due to Covid-19

*** indicates in city, county, and mutual-aid responses

FIRE DEPARTMENT

	FY 2021-22					
	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	ADOPTED
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	BUDGET
PERSONNEL SERVICE						
001 Salaries	3,012,200	3,100,086	3,047,700	1,586,970	3,226,400	3,105,500
002 Overtime	200,000	211,113	210,000	100,922	216,000	210,000
003 Worker's Compensation	25,500	26,981	29,700	30,793	30,800	29,400
004 Health Insurance	229,800	260,941	253,500	100,851	241,300	319,700
005 Social Security	245,700	243,267	249,200	126,612	263,300	253,600
006 Retirement	480,100	492,268	487,000	253,914	514,600	491,500
TOTAL PERSONNEL SERVICE	4,193,300	4,334,656	4,277,100	2,200,062	4,492,400	4,409,700
SUPPLIES						
010 Office	7,800	4,863	7,800	2,333	6,000	6,000
011 Vehicle	40,000	30,375	40,000	18,283	40,000	46,800
012 General	12,000	13,431	12,000	10,428	13,000	12,000
013 Equipment	18,200	13,445	18,200	7,788	15,000	24,400
014 Uniforms	55,000	51,046	55,000	6,078	45,000	55,000
029 Medical	55,700	55,297	60,000	29,166	60,000	60,000
TOTAL SUPPLIES	188,700	168,457	193,000	74,076	179,000	204,200
MAINTENANCE						
020 Vehicle	35,000	69,855	40,000	24,403	42,500	40,000
021 Building	9,700	11,722	10,000	6,003	11,500	11,500
022 Equipment	17,000	17,216	18,000	14,032	21,100	20,000
TOTAL MAINTENANCE	61,700	98,793	68,000	44,438	75,100	71,500
INSURANCE						
030 Property/Liability	38,900	36,896	40,200	37,532	39,700	40,400
TOTAL INSURANCE	38,900	36,896	40,200	37,532	39,700	40,400
SERVICES						
040 Utilities	28,000	28,205	28,000	17,843	40,000	32,000
041 Dues and Subscriptions	10,400	8,471	15,000	6,495	10,000	10,000
042 Travel and Training	30,000	23,532	30,000	6,136	25,000	30,000
045 Telephone	7,500	9,702	11,400	6,186	12,100	12,100
047 Contract Labor	10,800	9,000	9,000	4,900	8,800	8,800
070 Other Expense (Grants)	0	500	0	0	0	0
075 LEOSE Training	1,100	963	1,000	0	0	900
102 Medical Director Contract	20,000	24,000	20,000	20,000	20,000	20,000
104 Fire Prevention	6,000	987	6,000	1,100	3,000	6,000
105 Safety Training	900	710	900	0	800	900
TOTAL SERVICES	114,700	106,070	121,300	62,660	119,700	120,700
MISCELLANEOUS						
092 Professional Fees	0	0	30,000	26,312	29,900	0
615 Xerox Rental	1,400	1,445	1,400	722	1,400	1,400
TOTAL MISCELLANEOUS	1,400	1,445	31,400	27,034	31,300	1,400
FIXED ASSET TRANSFERS						
613 Fire Truck Lease - Prin	98,800	98,671	0	0	0	0
614 Fire Truck Lease - Int	1,700	1,668	0	0	0	0
705 Equipment	0	39,427	40,400	38,110	38,100	159,700
707 Vehicles	252,200	212,570	220,200	0	227,100	269,500
710 Improv Other Than Buildings	0	0	0	0	0	13,300
TOTAL FIXED ASSET TRANSFERS	352,700	352,336	260,600	38,110	265,200	442,500
GRAND TOTAL	4,951,400	5,098,653	4,991,600	2,483,912	5,202,400	5,290,400

INFORMATION TECHNOLOGY

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

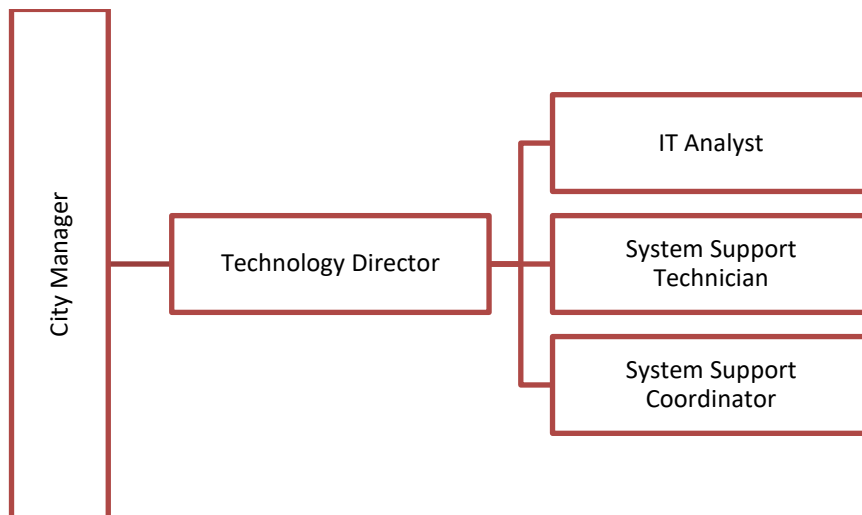
The team members of the Information Technology Department are tasked with maintaining and supporting the technology infrastructure and associated equipment that is used to enhance and facilitate all departmental missions and operations with the overarching vision of providing public services that empower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

DEPARTMENT GOALS

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

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

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Deployed 150+ computers, tablets, and laptops to personnel with updated software. Moved all user’s documents and files to new systems.
- Installed and configured a new storage system to maintain files and documents used by various City Departments.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Deploy new computers to personnel as part of the City’s five-year replacement program.
 - Completed.
- Finalize development and deployment of new City website to include an enhanced help and search feature that was added to the scope of the project.
 - Ongoing. Project was deferred to FY 2021-2022 due to other priorities in IT.
- Research and deploy a new issue and request tracking system to better track current system issues, user requests, current projects, and critical information about the City’s technology assets.
 - Completed.
- Implement the IT and Network Usage Policy and cybersecurity plan designed in FY 2019-2020.
 - Ongoing. Project was deferred to FY 2021-2022, pending a security audit of IT network.

FY 2021-2022 OBJECTIVES

- Implement a citizen notification system that will send texts, phone calls, and/or email citizens of issues with city services, natural disasters, and pending weather events.
- Implement a city-wide security camera infrastructure to monitor various public buildings, parks, and public works facilities.

PERFORMANCE MEASURES – INFORMATION TECHNOLOGY

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	4	4	4	4	4
OUTPUTS:					
# of servers supported	40	43	50	41	45
# of computers/laptops supported	185	190	200	190	200
# of users supported	250	225	240	225	240
# of printer/scanners supported	100	85	85	75	75
# of applications supported	40	37	40	41	45
EFFECTIVENESS:					
% of support hours	75%	67%	70%	69%	70
% of project hours	25%	33%	30%	31%	30
# of work orders closed	3,120	3,678	3,120	3255	3100
EFFICIENCY:					
Users supported per employee	62.50	56.25	62.50	56.25	62.50
Apps supported per employee	10.00	9.25	10.00	10.00	10.00
Work orders closed per employee	780.00	919.50	780.00	813.00	775.00

INFORMATION TECHNOLOGY

	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	FY 2021-22
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	276,100	276,099	283,400	141,431	285,100	288,500
002 Overtime	2,000	500	1,000	105	600	500
003 Worker's Compensation	2,200	2,346	2,600	2,678	2,700	2,600
004 Health Insurance	18,300	12,547	11,900	4,941	11,800	14,800
005 Social Security	21,300	20,664	21,800	10,689	21,900	22,100
006 Retirement	41,600	41,016	42,500	21,143	42,700	42,800
TOTAL PERSONNEL SERVICE	361,500	353,172	363,200	180,987	364,800	371,300
SUPPLIES						
010 Office	500	158	500	159	500	500
012 General	800	432	800	655	800	1,000
013 Equipment	5,300	5,745	5,000	912	6,300	8,500
TOTAL SUPPLIES	6,600	6,335	6,300	1,726	7,600	10,000
MAINTENANCE						
022 Equipment	95,800	87,512	106,700	98,881	114,400	158,500
TOTAL MAINTENANCE	95,800	87,512	106,700	98,881	114,400	158,500
INSURANCE						
030 Property/Liability	3,400	3,226	3,500	3,229	3,300	3,500
TOTAL INSURANCE	3,400	3,226	3,500	3,229	3,300	3,500
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
041 Dues and Subscriptions	2,700	323	3,000	162	300	300
042 Travel and Training	4,500	150	5,000	133	5,000	5,000
045 Telephone	26,200	26,315	26,500	13,513	27,000	29,000
046 Equipment Rental	0	0	0	0	0	0
TOTAL SERVICES	33,400	26,788	34,500	13,808	32,300	34,300
MISCELLANEOUS						
092 Professional Fees	18,000	0	18,000	0	0	26,000
407 Rent Expense	0	0	0	105	600	0
TOTAL MISCELLANEOUS	18,000	0	18,000	0	0	26,000
FIXED ASSET TRANSFERS						
603 Dell Computer Lease - Prin	41,600	41,600	90,000	81,159	81,200	81,000
604 Dell Computer Lease - Int	700	736	0	513	500	3,800
702 Building and Improvement	0	0	0	0	0	0
705 Equipment	22,500	22,981	212,700	404,841	617,500	98,600
TOTAL FIXED ASSET TRANSFERS	64,800	65,317	302,700	486,513	699,200	183,400
GRAND TOTAL	583,500	542,350	834,900	785,249	1,222,200	787,000

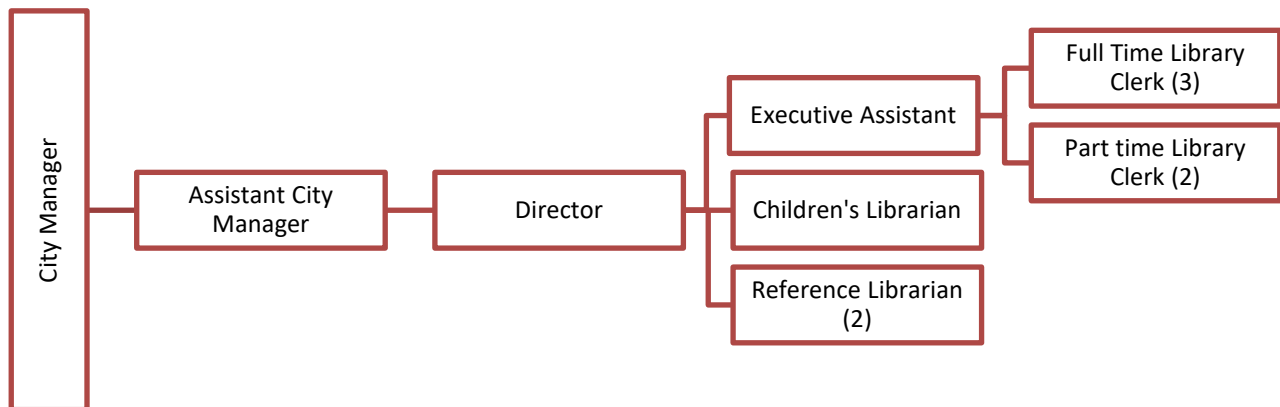
STEWART C. MEYER HARKER HEIGHTS PUBLIC LIBRARY

The Stewart C. Meyer Harker Heights Public Library is a dynamic resource for encouraging lifelong learning and reading enjoyment. Whether in the Library facility or through ever advancing technologies, the Library provides opportunities for patrons to enrich their lives and to pursue their aspirations. The Library provides programs, electronic resources, physical collections, computer and internet access, and other services for our community.

DEPARTMENT GOALS

The Library encourages literacy and lifelong learning by selecting, acquiring, cataloging, organizing, and distributing print and non-print material for the residents of Harker Heights. The Library encourages its use through provision of quality materials on a variety of subjects, through 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 communications. The Library has significantly increased and improved its virtual programming and communication. The Library uses a variety of programs, workshops, reading clubs, and other activities to entice community engagement, to combat despondency due to social deprivation, and to encourage literacy and information gathering. The Library continues to hone its collections. Specific and careful collection development of physical and electronic resources gives patrons access to the best materials in a wide variety of topics.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Received the 2020 Achievement of Excellence in Libraries Award from the Texas Municipal Library Director's Association
- Significantly improved and increased virtual presence with innovative programs such as virtual guest readers series, online sewing workshops, science times, and virtual performers
- Continued cooperation with area libraries, organizations, and business associates by providing guidance for Read Across Central Texas initiative, consulting with Central Texas Association for the Education of Young Children on workshops, publicizing community events, etc.
- Assisted with the design and implementation of a Youth Arts portion of a Fun Day in the Park
- Provided a variety of "come and go" and "make and take" kits and projects which allowed patrons to enjoy Library programs in safe environments and to take items home with them

PROGRESS ON FY 2020-2021 OBJECTIVES

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

FY 2021-2022 OBJECTIVES

- Move to an INCODE cash drawer system for various payment collections.
- Provide special events and programs specifically designed to encourage the arts.
- Improve Library building grounds for an inviting atmosphere, outdoor program opportunities, and encouragement of health-related activities.
- Provide virtual and in-person programs and services to improve job opportunities for the community.
- Update five-year strategic plan.

PERFORMANCE MEASURES – PUBLIC LIBRARY

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	9	9	8	8	8
# of part time employees	2	0	2	2	2
# of seasonal employees (summer)	0	0	0	0	0
OUTPUTS:					
# of patrons visiting the library	82,000	47,145	82,000	27,659	50,000
# of in-Library programs held	750	290	750	77	250
# of program attendance in-Library	27,000	6,505	27,000	2,858	6,000
# of electronic resources viewed	7,000	2,434	7,000	1,563	2,000
# of print, audio, and video titles circulated	132,000	92,766	132,000	91,553	93,000
# of ebooks / eaudiobooks circulated	16,000	19,709	16,000	23,877	25,000
Total circulation (usage)	155,000	112,475	155,000	117,026	120,000
# of physical materials renewed	17,000	19,450	17,000	14,475	17,000
# of physical materials added	n/a	n/a	n/a	4,046	3,800
Computer usage	51,000	18,618	51,000	17,692	51,000
# of reference questions	18,500	8,956	18,500	3,991	18,500
#facebook reach	n/a	n/a	n/a	246,378	250,000
# Facebook videos	n/a	454	n/a	493	400
#Facebook video views	n/a	88,444	70,000	132,723	70,000
EFFECTIVENESS:					
% increase in total circulation	2.0%	-27.2%	2.0%	4.0%	2.0%
% increase in computer usage	2.0%	-64.6%	2.0%	-5.0%	2.0%
% increase in reference assistance	2.0%	-52.6%	0.0%	-55.4%	0.0%
% increase in program attendance	-0.5%	-79.2%	-5.0%	-56.1%	-5.0%
EFFICIENCY:					
Average daily walk-in visits	273	170	273	94	273
# of in-house programs per FTE	70	32	70	8.55	50
# of reference/information transactions handled per FTE	1,680	1,888	1,000	995	1,000

PUBLIC LIBRARY

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	438,600	419,952	431,900	195,719	403,500	430,800
002 Overtime	200	105	600	419	600	600
003 Worker's Compensation	6,100	6,452	5,800	6,025	6,000	5,700
004 Health Insurance	41,600	47,252	48,800	17,573	42,800	54,600
005 Social Security	33,500	30,916	33,100	14,744	30,900	33,000
006 Retirement	52,400	60,160	64,700	29,080	60,400	64,000
TOTAL PERSONNEL SERVICE	572,400	564,837	584,900	263,560	544,200	588,700
SUPPLIES						
010 Office	11,000	7,918	11,000	3,895	11,000	14,700
012 General	16,800	15,367	1,800	1,223	3,800	6,000
TOTAL SUPPLIES	27,800	23,285	12,800	5,118	14,800	20,700
MAINTENANCE						
021 Building	8,800	13,398	8,800	2,549	9,000	11,800
022 Equipment	2,800	2,065	3,500	2,562	3,300	3,600
023 Ground	0	0	400	37	400	400
TOTAL MAINTENANCE	11,600	15,463	12,700	5,148	12,700	15,800
INSURANCE						
030 Property/Liability	9,100	8,680	7,800	7,221	7,400	7,900
TOTAL INSURANCE	9,100	8,680	7,800	7,221	7,400	7,900
SERVICES						
035 Unemployment Payments	0	1,372	0	(1,200)	(1,200)	0
040 Utilities	18,000	16,866	18,000	7,350	21,900	17,500
041 Dues and Subscriptions	3,000	2,799	3,000	1,463	3,000	3,300
042 Travel and Training	3,500	2,492	3,500	653	2,800	3,500
045 Telephone	200	944	1,900	1,084	2,200	2,200
046 Equipment Rental	2,800	0	2,800	0	2,800	2,800
047 Contract Labor	7,100	10,706	9,500	5,513	7,100	0
067 Library Programs & Events	0	0	22,800	4,011	21,600	23,200
TOTAL SERVICES	34,600	35,179	61,500	18,874	60,200	52,500
MISCELLANEOUS						
091 Advertising	4,700	738	4,700	500	3,200	4,000
615 Xerox Rental	2,500	2,507	2,500	1,254	2,500	2,500
TOTAL MISCELLANEOUS	7,200	3,245	7,200	1,754	5,700	6,500
FIXED ASSET TRANSFERS						
702 Building and Improvements	0	0	0	0	0	6,300
706 Furniture and Fixtures	0	0	0	0	0	0
709 Books	90,000	79,248	88,000	42,045	88,000	92,000
710 Improv Other Than Buildings	0	0	0	0	7,800	0
TOTAL FIXED ASSET TRANSFERS	90,000	79,248	88,000	42,045	95,800	98,300
GRAND TOTAL	752,700	729,937	774,900	343,720	740,800	790,400

ACTIVITIES CENTER

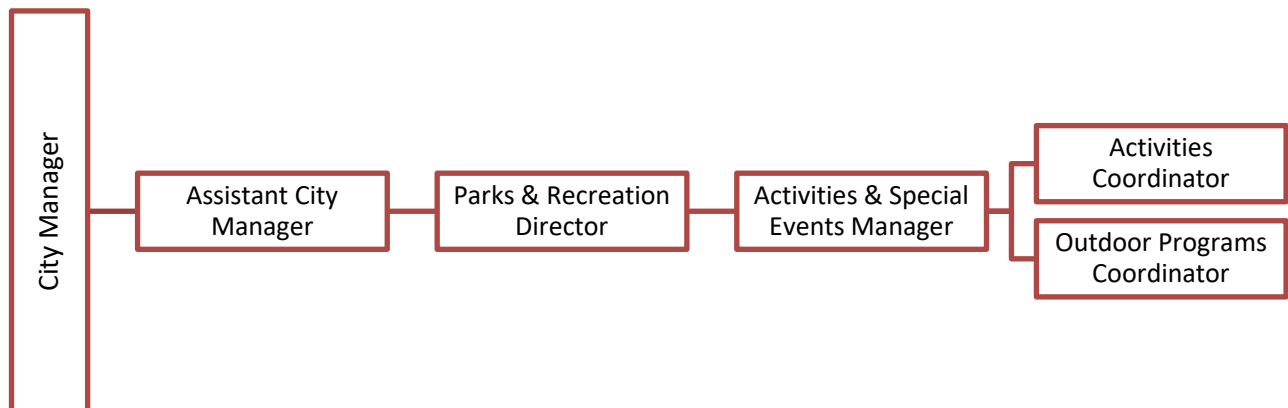
The Harker Heights Activities Center exists to provide quality educational and recreational experiences both in the Activities Center and throughout the City of Harker Heights and to encourage the community to use and to enjoy City of Harker Heights facilities and services. The Activities Center works in conjunction with the Parks and Recreation Department and provides meeting room spaces of various sizes for City of Harker Heights and other renters to hold programs, training sessions, events, and meetings. Through programming, event assistance, and promotion, Activities Center staff inspires both patrons and other City Departments to benefit from City of Harker Heights amenities.

GOALS AND OBJECTIVES

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

- **Accessibility** - Provide parks and recreation services that are available for all abilities and socio-economic/cultural statuses and accommodates both vehicular and non-vehicular connectivity to those parks and recreation opportunities.
- **Sustainability** - Develop and enhance parks and recreation programs within the City that promote environmental awareness and place environmental education and stewardship as a leading tenet for patrons of the City's parks and recreation services.
- **Maintenance** - Take care of the excellent park infrastructure that the City has and ensure that future park improvements are developed with best practices of maintenance in mind.
- **Innovation** - Bring energy and vitality to recreational facilities in the City's park system by providing unique park experiences.

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- Hosted the statewide Texas Arbor Day Celebration in November 2020.
 - This was the first time that the ceremony was hosted virtually and it was celebrated by communities statewide.
- Successfully managed the Harker Heights Farmers Market through a venue change.
 - Grew the vendor list and increased theme days/activities.
- Continued to add alternative programming to accommodate for the ongoing pandemic.
 - Began safely reintroducing in-person events and activities.
- Implemented first 'Spring Fun Day in the Park' art festival at Carl Levin Park.
 - Will be a yearly program.
- Introduced the 'On the GO Heights' Recreation Trailer for mobile events across the City.

PROGRESS ON FY 2019-2020 OBJECTIVES

- Continue to hone departmental focus by investigating and developing a mission statement and strategic plan.
 - Completed.
- Further investigate use of technologies for special events, programs, and communication.
 - Ongoing. Conducted live broadcasts (Texas Arbor Day, Farmer's Market, assistance outside of department). Improved quality of videos, photos, and marketing materials.
- Re-evaluate revenue recovery possibilities for programs, classes, and meeting rooms.
 - Ongoing. Utilization of Financial Support and Sustainability Strategy.
- Encourage our community to value green spaces through programs such as Texas Arbor Day, Tree City USA, informational videos, and park promotion.
 - Ongoing. Improvements and increase in participation of Adopt-a-Spot program, virtual programs, educational programs, volunteer clean up days (I Love My Parks Day), Native Pocket Prairies, new Community Garden at Kern Park, theme days at Farmers Market.

FY 2020-2021 OBJECTIVES

- Establish strategies to adhere to Financial Support and Sustainability Strategy, as approved by Parks and Recreation Advisory Board in 2021.
- Increase marketing opportunities to grow the reach of the Farmers Market.
- Re-establish and grow the Outdoor Recreation program.
- Continue to encourage our community to value green spaces through programs.
- Evaluate and update large events to meet the growing needs of the community.

PERFORMANCE MEASURES – ACTIVITIES CENTER

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full time employees	3	3	3	2	3
OUTPUTS:					
# of recreation program attendance	1,800	701	1,700	750	1,000
# of youth recreation programs provided	20	26	27	13	20
# of special events provided	32	48	49	36	45
# of farmers market vendors	N/A	56	N/A	61	75
EFFECTIVENESS:					
# of activities center usage	1,400	650	1,400	455	800
# of City sponsored pool parties provided	3	0	2	0	2
City sponsored pool party attendance	400	0	300	0	300
EFFICIENCY:					
# special events provided per full time staff member	10	16	16	18	15
# activities center usage per full time staff member	467	217	467	227	266

ACTIVITY CENTER

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	144,700	147,237	150,800	75,207	151,500	153,100
002 Overtime	200	16	100	17	1,500	200
003 Worker's Compensation	1,700	1,760	1,900	2,008	2,000	1,900
004 Health Insurance	17,600	17,443	16,300	6,675	16,200	20,600
005 Social Security	11,100	10,827	11,500	5,570	11,700	11,700
006 Retirement	21,700	21,824	22,600	11,237	22,900	22,700
TOTAL PERSONNEL SERVICE	197,000	199,107	203,200	100,714	205,800	210,200
SUPPLIES						
010 Office	2,200	2,601	2,700	1,835	2,700	3,600
012 General	3,000	2,514	3,000	390	2,300	7,100
013 Equipment	200	0	100	24	0	0
015 Recreational	2,000	936	1,500	1,201	1,700	2,000
TOTAL SUPPLIES	7,400	6,051	7,300	3,450	6,700	12,700
MAINTENANCE						
021 Building	3,500	6,123	6,000	2,472	6,000	6,000
022 Equipment	0	0	0	0	0	700
023 Ground	500	0	200	0	200	500
TOTAL MAINTENANCE	4,000	6,123	6,200	2,472	6,200	7,200
INSURANCE						
030 Property/Liability	2,500	2,394	2,600	2,409	2,500	2,600
TOTAL INSURANCE	2,500	2,394	2,600	2,409	2,500	2,600
SERVICES						
035 Unemployment Payments	0	0	0	0	0	0
040 Utilities	5,000	8,205	8,500	3,575	10,700	8,500
041 Dues and Subscriptions	1,600	935	1,800	565	1,200	2,000
042 Travel and Training	1,500	1,218	1,500	459	1,000	1,500
045 Telephone	500	336	400	340	700	1,200
046 Equipment Rental	4,000	1,810	3,000	1,027	2,500	3,000
047 Contract Labor	0	6,562	9,500	5,513	7,100	0
067 Event & Recreation Programs	38,000	35,766	38,000	25,620	38,000	40,000
TOTAL SERVICES	50,600	54,832	62,700	37,099	61,200	56,200
MISCELLANEOUS						
091 Advertising	15,000	4,126	13,000	611	8,000	13,000
TOTAL MISCELLANEOUS	15,000	4,126	13,000	611	8,000	13,000
FIXED ASSET TRANSFERS						
702 Building and Improvements	4,400	3,175	0	0	0	0
706 Furniture and Fixtures	0	0	0	0	0	0
TOTAL FIXED ASSET TRANSFERS	4,400	3,175	0	0	0	0
GRAND TOTAL	280,900	275,808	295,000	146,755	290,400	301,900

PARKS AND RECREATION

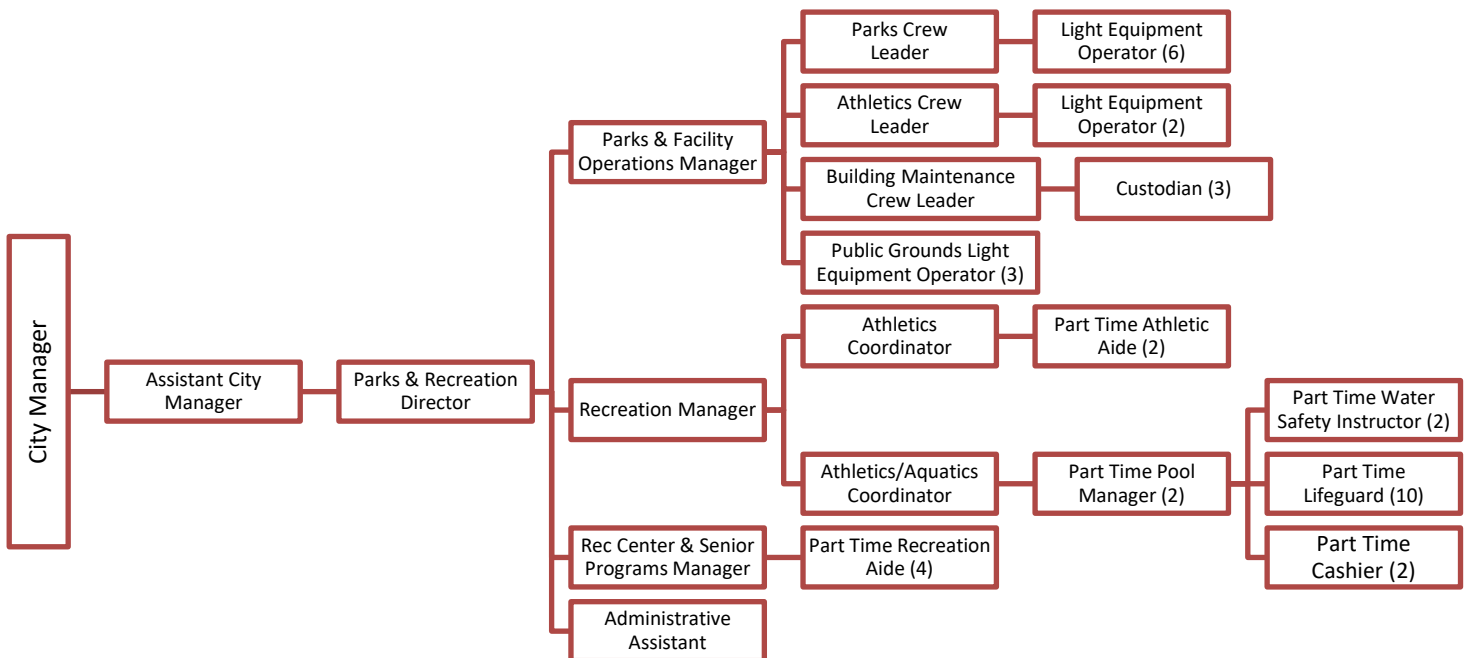
The responsibility of Parks and Recreation is to operate and maintain the Recreation and Athletic facilities and programs as well as mow and maintain right of ways, the Activities Center, City Hall, Library, Police Department, Fire Department, Kern Park, Goode-Connell Park, Carl Levin City Park, Skipcha Park, 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 numerous special events for the community.

DEPARTMENT GOALS

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

- **Accessibility** - Provide parks and recreation services that are available for all abilities and socio-economic/cultural statuses and accommodates both vehicular and non-vehicular connectivity to those parks and recreation opportunities.
- **Sustainability** - Develop and enhance parks and recreation programs within the City that promote environmental awareness and place environmental education and stewardship as a leading tenet for patrons of the City’s parks and recreation services.
- **Maintenance** - Take care of the excellent park infrastructure that the City has and ensure that future park improvements are developed with best practices of maintenance in mind.
- **Innovation** - Bring energy and vitality to recreational facilities in the City’s park system by providing unique park experiences.

ORGANIZATIONAL CHART



FY 2019-2020 ACHIEVEMENTS

- The Parks and Recreation Department and Public Works Department made changes to the Kern Park playground area and the Community Park batting cages to improve wheelchair accessibility. Parking spots and sidewalks were added.
- Developed 2021-2024 Strategic Plan; approved by Parks and Recreation Advisory Board
- Worked with Central Texas Master Naturalists to create the Native Pocket Prairie at Carl Levin Park. Staff created signage that designates native plants living in the area and created a Community Garden at Kern Park.
- Replacement of old Carl Levin Park Pool restroom roof with red metal that matches the new restroom facility near the Carl Levin Park playground and added four new permanent shade structures to the Carl Levin Park Pool that are colors that match the HH Parks & Rec logo; which represent 'the City, people, parks, and programs.'
- Increased Commercial Use Agreements for value-added programming at public spaces by private recreation providers.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Develop strategies to put findings from Parks, Recreation, and Open Space Master Plan into action.
 - Completed.
- Further pursue lease agreement for management of Dana Peak Park.
 - Developed Management Proposal that includes details of Dana Peak Park acquisition and how the City would manage operations of the facility.
- Continue to develop strategies for public sponsorships/partnerships in facilities and programming.
 - Completed.
- Develop strategies to increase Health and Fitness programming at all facilities.
 - Completed.
- Develop strategies for use by Food Trucks of designated space at Carl Levin Park.
 - Completed.
- Improve team building and training opportunities for staff.
 - Completed.
- Increased accessibility for underserved populations through scholarships and "pop-up" programming.
 - Completed.

FY 2021-2022 OBJECTIVES

- Continue to develop strategies to put findings from Parks, Recreation, and Open Space Master Plan and 2021-2024 Strategic Plan into action.
- Continue to develop strategies for public sponsorships/partnerships in facilities and programming.
- Further pursue collaboration with local recreation providers.
- Begin implementation of HPRD Financial Support and Sustainability Strategy, as approved by Parks & Recreation Advisory Board.
- Develop internal sustainability programming: recycling, waste reduction, resource management, etc.

PERFORMANCE MEASURES – PARKS AND RECREATION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full time employees	23	22	23	23	27
# of part time employees	6	6	6	6	6
# of seasonal employees (summer)	16	0	16	11	16
# of approved volunteers	ND*	ND*	ND*	ND*	300
OUTPUTS:					
# of municipal acres maintained	240	240	240	240	240
# of municipal acres that are designated parks	178.82	178.82	178.82	178.82	178.82
# of miles of trails	4.46	4.46	4.46	4.46	4.46
# of ROW acres maintained	90	90	94	94	94
# of medians maintained	14	14	14	16	16
# of acres irrigated	113	113	113	113	113
# of playground units	16	16	16	16	16
# of special events provided	26	26	26	26	26
Approx. # of event attendees	ND*	ND*	ND*	ND*	12,000
# of adult/senior recreation programs provided regularly	22 / 30	30 / 38	31 / 39	22 / 16	31 / 39
# of youth leagues/participants	8 / 2,700	3 / 1,410	8 / 2,500	7 / 1,475	9 / 2,500
# of adult leagues/participants	4 / 1,000	0 / 0	2 / 500	2 / 320	8 / 1,000
# of sports camps/participants	8 / 300	4 / 75	8 / 300	2 / 75	4 / 100
EFFECTIVENESS:					
Percentage of Residents within 10 minute walk to a park (Trust for Public Land data)	39%	39%	39%	39%	39%
Acres of parkland per 1000 residents	5.61	5.61	5.61	5.61	5.52
# of park rentals	400	40	200	191	300
# of pool rentals	20	0	20	0	20
Public swim attendance	12,000	0	12,000	3,555	12,000
Swim lesson attendance	225	0	225	201	225
# of City sponsored pool parties	3	0	3	0	3
City sponsored pool party attendance	350	0	325	0	300
EFFICIENCY:					
# of acres maintained per F/T park maintenance staff member	21.82	21.82	25.7	25.7	25.7
# of participants per F/T Athletics staff	ND*	705	ND*	935	1,800
# of event attendees per F/T Events & Activities staff	ND*	ND*	ND*	ND*	6,000

*no recorded data for previous years; new metric

PARKS & RECREATION

	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	FY 2021-22
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
PERSONNEL SERVICE						
001 Salaries	1,082,700	889,070	1,118,000	463,391	996,000	1,164,700
002 Overtime	12,800	2,604	9,600	2,102	6,500	9,600
003 Worker's Compensation	20,300	21,409	22,600	23,429	23,400	22,400
004 Health Insurance	136,400	111,856	117,200	44,090	101,000	150,800
005 Social Security	83,800	66,627	86,300	34,575	76,700	89,800
006 Retirement	141,900	126,503	143,500	67,136	149,900	166,700
TOTAL PERSONNEL SERVICE	1,477,900	1,218,069	1,497,200	634,723	1,353,500	1,604,000
SUPPLIES						
010 Office	6,000	4,884	6,000	2,097	6,000	6,000
011 Vehicle	28,000	24,376	28,000	11,016	28,000	28,000
012 General	4,000	6,681	4,000	2,283	5,000	5,000
013 Equipment	8,000	9,141	8,000	2,833	6,000	8,000
014 Uniforms	8,500	7,396	9,000	4,258	11,000	10,000
015 Recreational	4,000	3,189	4,500	995	2,500	4,500
016 Chemical	12,200	7,462	12,200	4,063	12,200	12,200
TOTAL SUPPLIES	70,700	63,129	71,700	27,545	70,700	73,700
MAINTENANCE						
020 Vehicle	10,000	10,255	10,000	8,946	40,000	10,000
021 Building	40,000	24,160	35,000	15,728	35,000	35,000
022 Equipment	12,000	11,191	12,000	5,854	12,000	12,000
023 Ground	65,000	54,438	65,000	39,215	65,000	65,000
TOTAL MAINTENANCE	127,000	100,044	122,000	69,743	152,000	122,000
INSURANCE						
030 Property/Liability	30,200	28,525	29,900	27,823	28,800	30,000
TOTAL INSURANCE	30,200	28,525	29,900	27,823	28,800	30,000
SERVICES						
035 Unemployment Payments	0	6,488	0	0	0	0
040 Utilities	100,000	65,259	95,000	36,329	99,500	85,000
041 Dues and Subscriptions	5,800	3,416	5,800	3,011	4,000	4,000
042 Travel and Training	8,200	6,217	8,200	2,781	6,000	8,200
045 Telephone	800	835	800	509	1,000	1,000
046 Equipment Rental	3,000	1,304	3,000	1,949	3,500	3,000
047 Contract Labor	12,000	4,871	12,000	4,924	12,000	12,000
051 Parks CC Transaction Fees	6,800	3,657	6,800	1,707	6,000	6,800
059 Adaptive Sports	10,000	6,318	10,000	0	5,000	10,000
060 Tree City USA	10,000	3,366	10,000	8,745	10,000	10,000
061 Living Legacy	4,500	2,332	4,500	416	3,000	4,500
065 Trophies and Awards	15,000	4,698	15,000	2,871	15,000	15,000
066 Uniforms and Equipment (Rec)	45,000	30,076	45,000	8,750	45,000	45,000
067 Parks and Recreation Programs	3,000	1,559	3,000	4,385	7,100	5,700
068 Team Travel	2,000	0	0	0	0	0
069 Adult Sports	2,000	762	2,000	1,267	2,500	2,500
TOTAL SERVICES	228,100	141,158	221,100	77,644	219,600	212,700
MISCELLANEOUS						
091 Advertising	1,500	846	1,500	1,588	2,200	1,500
095 Required Public Notices	1,500	0	0	0	0	0
615 Xerox Rental	1,500	1,537	1,500	768	1,500	1,500
TOTAL MISCELLANEOUS	4,500	2,383	3,000	2,356	3,700	3,000
FIXED ASSET TRANSFERS						
705 Equipment	23,500	32,037	105,000	25,366	34,200	23,800
707 Vehicles	0	0	0	0	0	69,600
TOTAL FIXED ASSET TRANSFERS	23,500	32,037	105,000	25,366	34,200	93,400
GRAND TOTAL	1,961,900	1,585,345	2,049,900	865,200	1,862,500	2,138,800

STREET DEPARTMENT

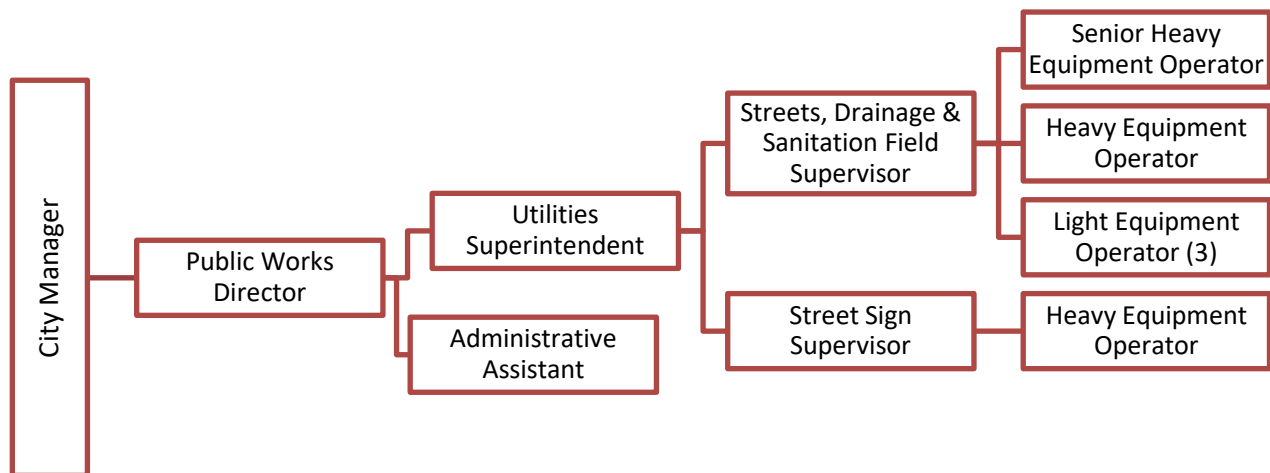
The Street Department makes minor repairs to City streets such as asphaltting potholes, replacing curb and gutter, repairing utility cuts, and blading non-hard surface streets. All major projects are contracted out.

The Sign Shop, a branch of the Street Department, is responsible for the continued installation and maintenance of traffic signs, pavement markings, street sweeping and herbicide applications to streets and sidewalks.

DEPARTMENT GOALS

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 2020-2021 ACHIEVEMENTS

- Completed annual Crack Seal Program with 12.93 lane miles.
- Completed a one-month Motor Grader Maintenance Program.
- Inspected the 2020-2021 Street Improvement Projects: Chaparral Rd., Rattlesnake Rd., Mossy Oaks Cr., Kern Park, Guardrail installation on Millers Crossing and the Fleet Maintenance building.
- Maintained recycled asphalts streets: Waco Trace, Pueblo Drive and Kathey Drive.
- Installed all new traffic control devices for the new school zone on Warrior's Path, Cedar Brook Ridge, Phase Two, Sapiah Plains and Pecan Meadow subdivisions.
- Continued maintenance and programming of all solar / school zone flashing lights city wide.
- Installed new thermoplastic crosswalks and stop bars around the Harker Heights Elementary School.
- Having new home builders install silt fencing throughout the Ridge Subdivision.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Continue the annual Crack Seal Program.
 - Completed.
- Inspect the 2020-21 Street Improvement Program.
 - Completed.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
 - Ongoing. Identified point repairs for the 2022 fiscal year.
- Replace defective concrete valley gutters and install new concrete valley gutters where needed.
 - Ongoing. Work is approximately 10% complete.
- Repair all Water and Sewer utility cuts, potholes and asphalt level ups.
 - Ongoing.
- Herbicide Applications.
 - Ongoing. 1,549 gallons applied.
- Street Sweeping.
 - Ongoing. 1,645 miles swept and 256 Hours operating sweeper.
- School Zone Lights, Signage and Crosswalks
 - Ongoing. Checking battery life and LED flashing lights.
- Sign Fabrication.
 - Ongoing. 150 signs fabricated at Street Sign Shop.

FY 2021-2022 OBJECTIVES

- Continue the annual Crack Seal Program.
- Inspect the 2021-2022 Street Improvement Program.
- In house maintenance of recycled asphalt streets, reconstruction of streets and repair damaged City sidewalks.
- Replace defective concrete valley gutters and install new concrete valley gutters where needed.
- Repair all Water and Sewer utility cuts, potholes and asphalt level ups within 30 days.
- Continue signage installation/maintenance and regular street sweeping city wide.
- Continue herbicide applications city wide. Continue graffiti removal.
- Continue on the job training of the new street department heavy equipment operator.
- Continue to update the public with education handouts for illicit discharges/solid waste violations.
- Continue replacing faded street signs and adding raised pavement markers city wide.

PERFORMANCE MEASURES – STREET DEPARTMENT

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees:	10	10	10	7	10
Public Works Administration	3	3	3	2	3
Street Department	7	6	5	3	5
OUTPUTS:					
# of street utility cuts	100	70	100	46	60
# of pothole repairs	450	380	450	659	350
Miles of street reconstruction	2.00	0.50	2.00	0.50	1.00
Miles of crack sealing	12	9	12	13	8
Linear feet of sidewalk repair	150	125	150	125	100
EFFECTIVENESS:					
# of employees per square mile	4	4	4	4	4
# of street utility cuts per Street employee	14.29	11.66	14.29	15.33	14.29
# of pothole repairs per Street employee	64.29	63.33	64.29	219.66	64.29

PERFORMANCE MEASURES – SIGN SHOP

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
OUTPUTS:					
# of street signs installed or replaced	500	180	200	232	250
# of stop signs installed or replaced	26	59	50	70	60
# of yield signs installed or replaced	5	9	5	2	5
# of poles set	111	49	60	74	50
Feet of thermoplastic installed	75	30	100	650	100
Gallons of herbicide sprayed	1,000	777	1,000	1,549	1,200
Total miles of streets swept	1,966	1,976	1,966	1,645	1,500
Miles of residential streets swept	1,160	1,200	1,160	1,200	1,200
Miles of arterials/collectors swept	806	776	806	776	776
EFFECTIVENESS:					
# of Sign Shop Department employees per square mile	0.13	0.13	0.13	0.13	0.13
EFFICIENCY:					
# of residential street sweeping cycles per year (145 miles / cycle).	8.00	7.00	8.00	7.00	7.00
# of arterial/collector street sweeping cycles per year (13 miles / Cycle).	62.00	60.00	62.00	60.00	60.00

STREETS

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	ADOPTED BUDGET
PERSONNEL SERVICE						
001 Salaries	459,200	389,679	400,700	152,532	357,800	436,000
002 Overtime	7,000	3,965	7,000	2,415	7,000	7,000
003 Worker's Compensation	5,300	5,572	5,800	6,025	6,000	6,100
004 Health Insurance	56,000	45,979	49,300	13,095	34,100	65,700
005 Social Security	35,700	28,580	31,200	11,305	27,900	33,900
006 Retirement	69,700	58,906	61,000	23,176	54,500	65,700
TOTAL PERSONNEL SERVICE	632,900	532,681	555,000	208,548	487,300	614,400
SUPPLIES						
010 Office	3,500	7,567	3,500	1,405	3,000	3,500
011 Vehicle	30,000	21,523	30,000	10,005	30,000	30,000
012 General	2,000	1,904	2,000	483	1,500	1,500
013 Equipment	6,000	380	6,000	387	5,000	3,000
014 Uniforms	9,000	8,034	9,000	3,361	6,500	8,000
TOTAL SUPPLIES	50,500	39,408	50,500	15,641	46,000	46,000
MAINTENANCE						
020 Vehicle	35,000	32,886	35,000	11,016	25,000	30,000
021 Building	3,000	6,230	3,000	1,585	3,000	3,000
022 Equipment	26,000	14,301	26,000	5,835	15,000	20,000
023 Ground	100,000	75,638	100,000	30,062	105,000	100,000
TOTAL MAINTENANCE	164,000	129,055	164,000	48,498	148,000	153,000
INSURANCE						
030 Property/Liability	8,100	7,607	7,900	7,177	7,400	8,300
TOTAL INSURANCE	8,100	7,607	7,900	7,177	7,400	8,300
SERVICES						
035 Unemployment Payments	0	0	0	0	400	0
040 Utilities	275,000	259,616	275,000	136,685	360,900	275,000
041 Dues and Subscriptions	1,400	1,199	1,400	999	1,000	1,200
042 Travel and Training	5,000	3,483	5,000	315	4,000	4,000
045 Telephone	4,500	3,695	4,000	1,571	3,300	3,300
046 Equipment Rental	20,000	11,456	20,000	3,326	15,000	15,000
047 Contract Labor	15,000	9,041	15,000	1,431	7,800	15,000
TOTAL SERVICES	320,900	288,490	320,400	144,327	392,400	313,500
FIXED ASSETS TRANSFERS						
701 Land and Improvements	0	0	0	0	0	0
705 Equipment	0	0	164,800	0	143,200	264,600
706 Furniture and Fixtures	0	0	0	0	0	0
707 Vehicles	41,000	37,598	0	0	0	59,700
TOTAL FIXED ASSET TRANSFERS	41,000	37,598	164,800	0	143,200	324,300
GRAND TOTAL	1,217,400	1,034,839	1,262,600	424,191	1,224,300	1,459,500

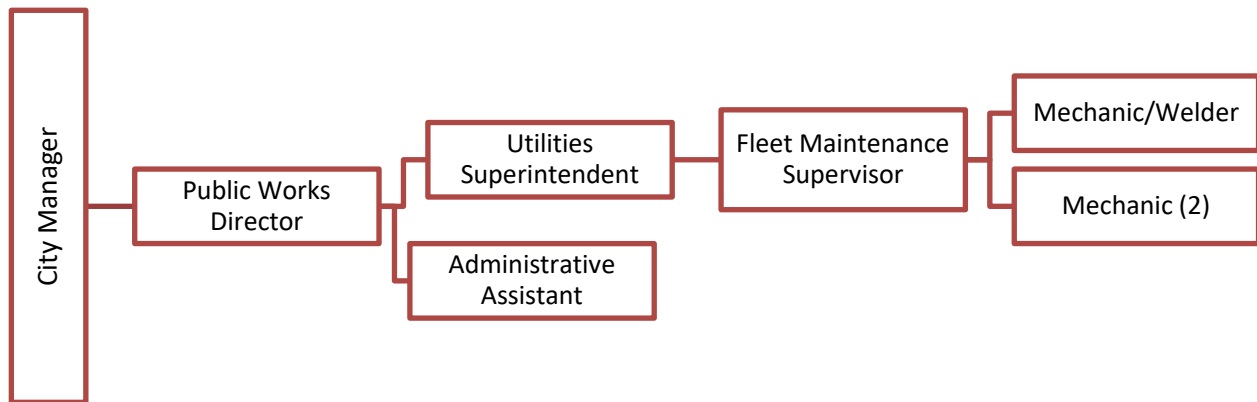
FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Department manages and maintains fleet assets, procures vehicles and fleet equipment for all city departments, and assists with internal mechanical projects.

DEPARTMENT GOALS

The Fleet Maintenance Department strives to provide timely scheduled and unscheduled repairs on all city vehicles and equipment. They handle purchase orders for parts and repairs and track the repairs of all city vehicles and equipment. The Department assists with various bids as well by preparing vehicle and equipment specifications as needed to ensure the best product is purchased. Department staff conducts annual state safety inspections on all city vehicles & installs state registration stickers to ensure all departments are prepared to provide consistent service.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Kept all city vehicles and equipment in a high state of readiness during the Covid-19 Pandemic.
- Kept all city vehicles and equipment in a high state of readiness during the weeklong snowstorm.
- Completed procurement of all FY 2020-2021 authorized vehicles and equipment.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Perform state safety inspections on all city vehicles as they are due and install state registration stickers.
 - Completed.
- Continue to provide timely support for all city vehicles and equipment.
 - Completed.
- Continue automotive education.
 - Completed.
- Continue to compile and maintain logs of repair parts purchased and completed repairs to all city vehicles and equipment.
 - Completed.

FY 2021-2022 OBJECTIVES

- Initiate procurement of authorized FY 2022 vehicles and equipment prior to January 2022.
- Consolidate annual safety and preventative service logs for all vehicles and equipment to improve efficiency.
- Initiate construction of authorized FY 2022 internal projects by April 2022.

PERFORMANCE MEASURES – FLEET MAINTENANCE

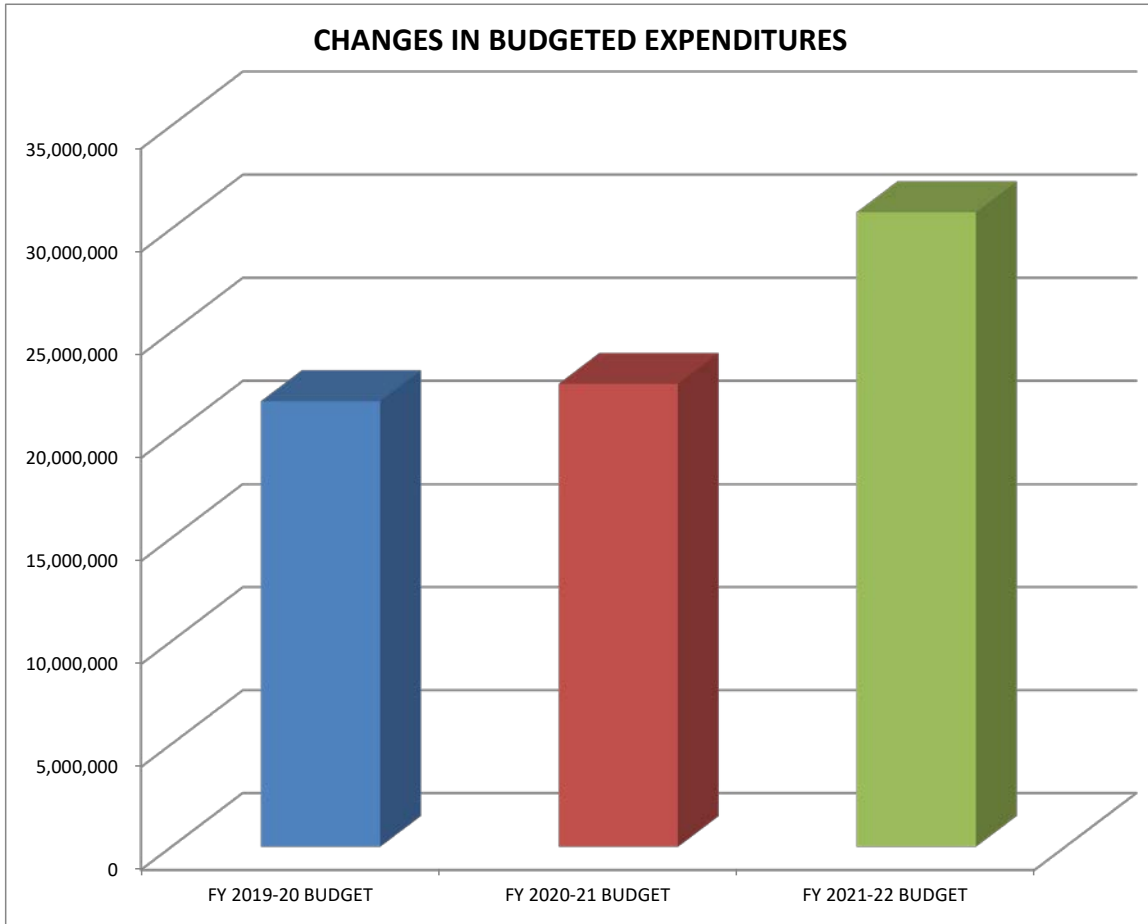
Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	4	4	4	4	4
OUTPUTS:					
# of fleet units serviced (vehicles & equipment)	1,520	1,348	1,520	1,416	1,520
# of departments serviced	14	14	12	12	12
# of work orders completed	1,545	1,348	1,545	1,416	1,545
EFFECTIVENESS:					
Fleet units in operation (vehicles & equipment)	98%	97%	98%	97%	98%
# of fleet units serviced per Fleet Department employee	380.00	337.00	380.00	354.00	380.00
EFFICIENCY:					
# of work orders completed per Fleet Department employee	386.25	337.00	386.25	354.00	386.25

MAINTENANCE

	FY 2019-20	FY 2019-20	FY 2020-21	FY 2020-21	FY 2020-21	FY 2021-22
	BUDGET	ACTUAL	BUDGET	MID-YEAR	PROJECTED	ADOPTED
						BUDGET
PERSONNEL SERVICE						
001 Salaries	173,900	177,565	181,500	91,254	183,600	201,000
002 Overtime	200	3,930	2,000	3,722	4,000	2,000
003 Worker's Compensation	2,200	2,346	2,600	2,678	2,700	2,900
004 Health Insurance	22,800	22,570	20,900	8,554	20,900	26,800
005 Social Security	13,300	13,726	14,000	7,179	14,400	15,500
006 Retirement	26,000	26,950	27,400	14,188	28,000	30,100
TOTAL PERSONNEL SERVICE	238,400	247,087	248,400	127,575	253,600	278,300
SUPPLIES						
010 Office	500	565	500	423	500	500
011 Vehicle	1,000	2,009	1,000	(101)	2,000	2,000
012 General	100	102	100	82	100	100
013 Equipment	4,000	5,833	4,000	2,718	5,000	4,000
014 Uniforms	5,000	4,408	5,000	2,327	4,000	4,500
TOTAL SUPPLIES	10,600	12,917	10,600	5,449	11,600	11,100
MAINTENANCE						
020 Vehicle	1,000	999	1,000	544	1,000	1,000
021 Building	500	506	500	164	500	500
022 Equipment	200	188	200	0	0	200
023 Ground	300	108	300	0	100	100
TOTAL MAINTENANCE	2,000	1,801	2,000	708	1,600	1,800
INSURANCE						
030 Property/Liability	3,400	3,213	3,500	3,224	3,300	3,900
TOTAL INSURANCE	3,400	3,213	3,500	3,224	3,300	3,900
SERVICES						
040 Utilities	2,500	3,815	3,500	3,299	6,000	4,500
041 Dues and Subscriptions	200	200	200	205	200	200
042 Travel and Training	2,000	1,021	2,000	0	500	2,000
045 Telephone	2,600	2,008	2,400	551	1,300	1,300
TOTAL SERVICES	7,300	7,044	8,100	4,055	8,000	8,000
FIXED ASSET TRANSFERS						
702 Building and Improvements	3,600	4,531	0	0	0	0
705 Equipment	0	0	0	0	0	0
707 Vehicles	0	0	0	0	0	12,200
TOTAL FIXED ASSET TRANSFERS	3,600	4,531	0	0	0	12,200
GRAND TOTAL	265,300	276,593	272,600	141,011	278,100	315,300

**GENERAL FUND
STATEMENT OF EXPENDITURES**

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
City Council	210,100	131,253	177,500	108,097	176,400	182,100
Administration	1,298,400	1,301,863	1,337,900	1,024,153	1,691,100	1,464,500
Finance	705,500	600,683	649,300	284,884	599,100	645,000
Pet Adoption Center	936,000	834,523	1,032,200	471,107	998,200	1,091,500
Police	6,762,300	6,544,459	7,147,300	3,290,219	6,829,000	7,766,300
Municipal Court	1,052,900	988,753	807,500	430,079	892,900	927,500
Planning & Development	370,900	363,233	374,200	204,823	396,100	407,900
Code Enforcement	547,200	501,266	762,800	413,878	650,800	597,300
Fire & EMS Operations	4,951,400	5,098,653	4,991,600	2,483,912	5,202,400	5,290,400
Information Technology	583,500	542,350	834,900	785,249	1,222,200	787,000
Library	752,700	729,937	774,900	343,720	740,800	790,400
Activity Center	280,900	275,808	295,000	146,755	290,400	301,900
Parks & Recreation	1,961,900	1,585,345	2,049,900	865,200	1,862,500	2,138,800
Streets	1,217,400	1,034,839	1,262,600	424,191	1,224,300	1,459,500
Maintenance	265,300	276,593	272,600	141,011	278,100	315,300
Reserve for Personnel	15,000	8,715	0	(5,250)	(5,300)	0
Reimbursement:						
Seton Medical Center	575,000	579,131	0	0	0	0
Transfer to Fixed Assets	(855,700)	(405,493)	(1,150,300)	(600,980)	(727,800)	(1,119,200)
Transfer to Capital Projects	0	0	500,000	500,000	500,000	2,500,000
Transfer to Debt Service	0	150,000	0	0	0	0
Transfer to Fixed Assets (PEG)	0	0	0	0	0	98,600
Transfer to Fixed Assets (CRF)	0	0	212,700	0	212,700	0
Transfer to Fixed Assets (ARPA)	0	0	146,600	0	146,600	0
Transfer to Capital Projects (ARPA)	0	0	0	0	0	5,150,700
GRAND TOTAL	21,630,700	21,141,911	22,479,200	11,311,048	23,180,500	30,795,500



GENERAL FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	11,060,546	9,877,791	9,859,615	12,333,644	17,373,044	10,453,944	9,967,544	9,269,744	8,473,444
REVENUES:									
Property Tax (M&O)	9,445,800	9,539,510	10,143,100	10,143,100	10,994,600	11,049,600	11,104,800	11,160,300	11,216,100
Franchise Fees	1,435,000	1,377,575	1,368,000	1,378,500	1,349,000	1,376,000	1,403,500	1,431,600	1,460,200
Mixed Drink/Bingo Taxes	145,000	131,434	90,000	150,000	125,000	126,300	127,600	128,900	130,200
Sales Tax	6,791,600	7,733,153	6,927,400	9,180,200	8,250,000	8,415,000	8,583,300	8,755,000	8,930,100
Licenses and Permits	416,000	305,580	340,000	243,500	253,000	255,500	258,100	260,700	263,300
Court Fines	950,000	1,034,793	1,000,000	1,000,000	1,000,000	1,010,000	1,020,100	1,030,300	1,040,600
Charges for Services	325,000	164,460	275,000	258,400	310,000	313,100	316,200	319,400	322,600
10x Ambulance Service	665,000	646,052	657,000	525,100	631,600	644,200	657,100	670,200	683,600
Grant Revenue	91,700	1,532,062	4,509,800	4,555,500	142,000	0	0	0	0
020 Interest Income	425,000	284,365	250,000	75,000	75,000	75,800	76,600	77,400	78,200
Contributions and Donations	20,000	23,603	15,000	41,000	15,000	15,000	15,000	15,000	15,000
Miscellaneous	11,100	32,900	18,000	27,600	6,000	6,100	6,200	6,300	6,400
Insurance and Settlement Payments	0	42,277	0	53,500	0	0	0	0	0
TOTAL OPERATING REVENUE	20,721,200	22,847,764	25,593,300	27,631,400	23,151,200	23,286,600	23,568,500	23,855,100	24,146,300
802 Transfer from Water	500,000	500,000	500,000	0	250,000	500,000	500,000	500,000	500,000
803 Transfer from Drainage	0	0	0	0	0	0	0	0	0
804 Transfer from Sanitation	300,000	150,000	200,000	100,000	150,000	200,000	200,000	200,000	200,000
812 Transfer from Restr Courts	90,000	100,000	83,500	83,500	85,000	83,500	83,500	83,500	83,500
815 Transfer from Coronavirus	0	0	0	0	240,200	0	0	0	0
TOTAL TRANSFERS/REIMB	890,000	750,000	783,500	183,500	725,200	783,500	783,500	783,500	783,500
600 Lease Agreement	0	0	0	405,000	0	0	0	0	0
Transfer from FA for Lease Pmts	0	0	0	0	0	0	0	0	0
TOTAL REVENUES:	21,611,200	23,597,764	26,376,800	28,219,900	23,876,400	24,070,100	24,352,000	24,638,600	24,929,800
EXPENSES:									
001 Salaries	12,130,200	11,629,539	12,329,400	12,121,000	12,796,100	13,052,000	13,313,000	13,579,300	13,850,900
002 Overtime	521,700	456,349	526,900	505,900	520,500	525,700	531,000	536,300	541,700
003 Workers Comp	124,000	131,094	143,900	148,900	144,400	145,800	147,300	148,800	150,300
004 Health Insurance	1,077,800	1,062,131	1,068,900	963,500	1,342,100	1,530,000	1,744,200	1,988,400	2,266,800
005 Social Security	967,800	887,068	983,600	966,100	1,018,600	1,038,700	1,059,100	1,079,800	1,101,000
006 Retirement	1,855,100	1,766,927	1,896,000	1,886,800	1,965,900	2,038,000	2,080,800	2,124,400	2,169,000
PERSONNEL EXPENSES	16,676,600	15,933,108	16,948,700	16,592,200	17,787,600	18,330,200	18,875,400	19,457,000	20,079,700
01x Supplies	798,900	730,022	794,800	752,200	859,600	868,200	876,900	885,700	894,600
02x Maintenance	711,100	699,103	741,900	785,800	797,600	805,600	813,700	821,800	830,000
030 Insurance	187,900	180,206	194,000	185,400	197,500	199,500	201,500	203,500	205,500
Services	2,107,400	1,910,979	2,368,600	2,762,800	2,298,400	2,321,400	2,344,600	2,368,000	2,391,700
Miscellaneous	558,800	450,647	571,900	498,100	605,500	611,600	617,700	623,900	630,100
007 Reserve for Personnel	15,000	8,715	0	(5,300)	0	0	0	0	0
254 Reimbursement to Seton	575,000	579,131	0	0	0	0	0	0	0
TOTAL OPERATING EXPENSES	21,630,700	20,491,911	21,619,900	21,571,200	22,546,200	23,136,500	23,729,800	24,359,900	25,031,600
800 Transfer to Fixed Assets	0	500,000	0	750,000	500,000	400,000	300,000	300,000	350,000
805 Transfer to Capital Projects	0	0	500,000	500,000	2,500,000	1,000,000	1,000,000	750,000	750,000
806 Transfer to Debt Service	0	150,000	0	0	0	20,000	20,000	25,000	25,000
Transfer Cable PEG Funds to Fixed Assets	0	0	0	0	98,600	0	0	0	0
Transfer CRF Funds to Fixed Assets	0	0	212,700	212,700	0	0	0	0	0
Transfer ARPA Funds to Fixed Assets	0	0	146,600	146,600	0	0	0	0	0
Transfer ARPA and CRF to Coronavirus Fund	0	0	0	0	5,150,700	0	0	0	0
TOTAL TRANSFERS	0	650,000	859,300	1,609,300	8,249,300	1,420,000	1,320,000	1,075,000	1,125,000
Lease Payments	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	21,630,700	21,141,911	22,479,200	23,180,500	30,795,500	24,556,500	25,049,800	25,434,900	26,156,600
OPERATING INCOME (LOSS):	(19,500)	2,455,853	3,897,600	5,039,400	(6,919,100)	(486,400)	(697,800)	(796,300)	(1,226,800)
ENDING FUND BALANCE	11,041,046	12,333,644	13,757,215	17,373,044	10,453,944	9,967,544	9,269,744	8,473,444	7,246,644
FUND BALANCE REQUIREMENT (Three Months Operating Expense)	5,407,675	5,122,978	5,404,975	5,392,800	5,636,550	5,784,125	5,932,450	6,089,975	6,257,900



A large, light gray number '11' is centered on the page. A red, five-pointed star with a halftone dot pattern is overlaid on the number. The text 'DEBT SERVICE FUND' is printed in bold black letters across the center of the star.

DEBT SERVICE FUND

BONDED DEBT / DEBT SERVICE FUND

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

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

General Obligation Bonds

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

Revenue Bonds

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

Debt Limit

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

Debt Limitation Summary

• Constitutional Ad Valorem Tax Limitation (per \$100):	\$2.50 per \$100
• Attorney General Administrative Limitation on Ad Valorem Tax Debt/I&S Tax:	\$1.50 per \$100
• 2021 Certified Taxable Assessed Valuation	\$2,169,593,486
• 2021 Total Tax Rate (per \$100)	\$0.6519
• 2021 I&S Tax Rate (per \$100)	\$0.1456
• Maximum Annual Ad Valorem Tax Debt Service, 2022 ⁽¹⁾	\$3,159,807
• Equivalent I&S Tax Rate Required to Service Maximum Debt ⁽²⁾ :	\$0.1518 per \$100
• Percentage of Ad Valorem Tax Debt Service Self-Supporting:	37.62%

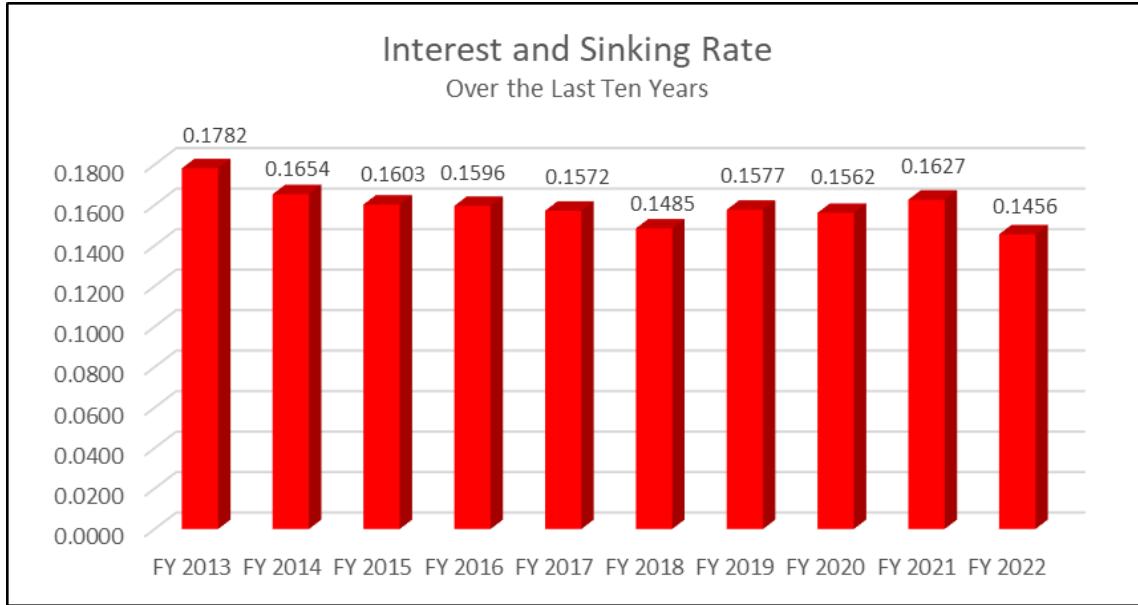
(1) Excludes self-supporting debt

(2) Assumes 96% tax collection rate

Summary provided by Specialized Public Finance Inc.

Interest and Sinking Tax Rate

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



The I&S rate covers the City’s annual debt payments.

Property Tax Revenue

Tax revenue for the Debt Service Fund is calculated similar to the General Fund; by taking the certified taxable value per BCAD of \$2,1,169,593,486 and using the interest and sinking portion of the tax rate of \$0.1456 per \$100 of taxable value and a collection rate of 100.00% as follows:

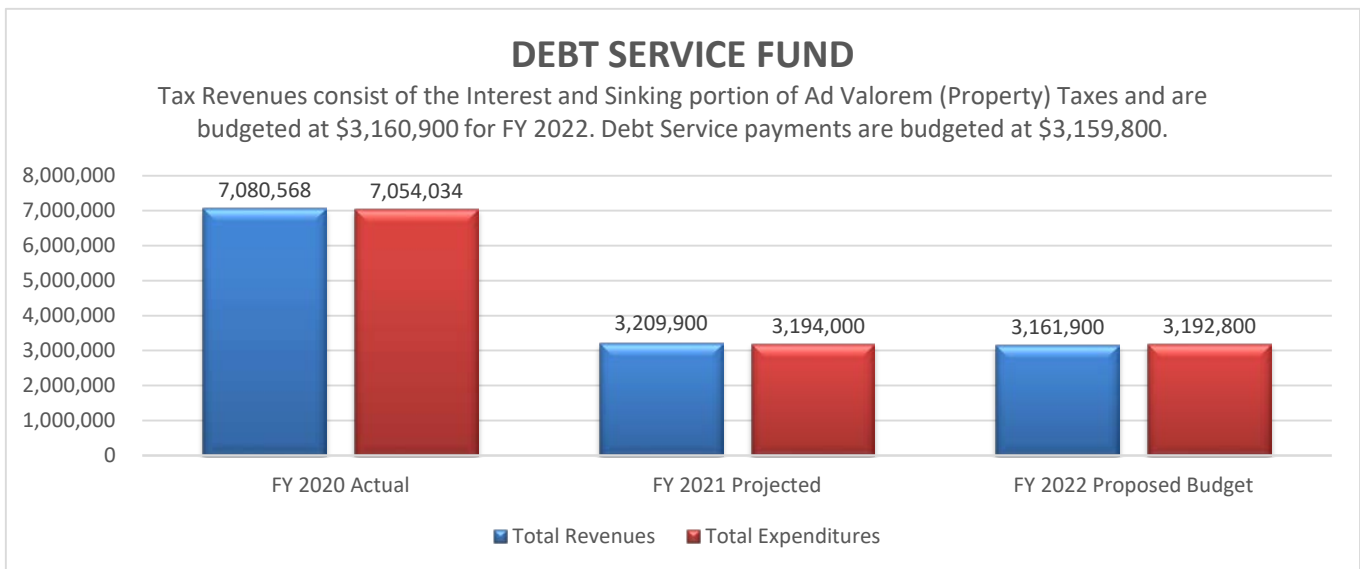
Certified Taxable Value	2,169,593,486
x Total Tax Rate per \$100 valuation	0.6519
= Estimated Gross Revenues from Taxes	14,143,580
x Estimated Percentage of Collections	100.00%
= Estimated Funds from Tax Levy	14,143,580
+ Estimated Delinquent Tax Collections	12,000
= Estimated Total Tax Collections	14,155,580
Total Debt Service Revenue	3,160,941

Credit Rating

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

DEBT SERVICE FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	26,941	24,383	36,983	50,917	50,917	66,817
REVENUES:						
020 Interest Income	20,000	8,138	7,000	740	1,000	1,000
021 Miscellaneous Income	0	3,012	0	529	500	0
200 Gain on Investments	0	0	0	0	0	0
301 Refunding Bonds Issued	0	4,075,000	0	0	0	0
700 Tax Revenues	2,833,000	2,844,418	3,208,400	2,966,422	3,208,400	3,160,900
801 Transfer from General Fund	0	150,000	0	0	0	0
802 Transfer from Utility Fund	100,000	0	0	0	0	0
803 Transfer from Drainage Fund	0	0	0	0	0	0
805 Transfer from Bond Fund	0	0	0	0	0	0
TOTAL REVENUES	2,953,000	7,080,568	3,215,400	2,967,691	3,209,900	3,161,900
EXPENDITURES:						
084 BCAD Fees	31,000	31,639	32,500	16,281	32,500	33,000
301 Debt Service - Interest Expense	1,078,700	1,014,073	917,300	459,419	917,300	848,700
303 Debt Service - Principal Payment	1,869,700	1,869,748	2,244,200	65,000	2,244,200	2,311,100
304 Refunded Bond Escrow Agent	0	75,243	0	0	0	0
305 Refunded Bond Escrow	0	4,015,000	0	0	0	0
320 Bond Issuance Cost	0	48,331	0	0	0	0
802 Transfer to Utility Fund	0	0	0	0	0	0
TOTAL EXPENDITURES	2,979,400	7,054,034	3,194,000	540,700	3,194,000	3,192,800
INCR (DECR) IN FUND BALANCE	(26,400)	26,534	21,400	2,426,991	15,900	(30,900)
ENDING FUND BALANCE	541	50,917	58,383	2,477,908	66,817	35,917

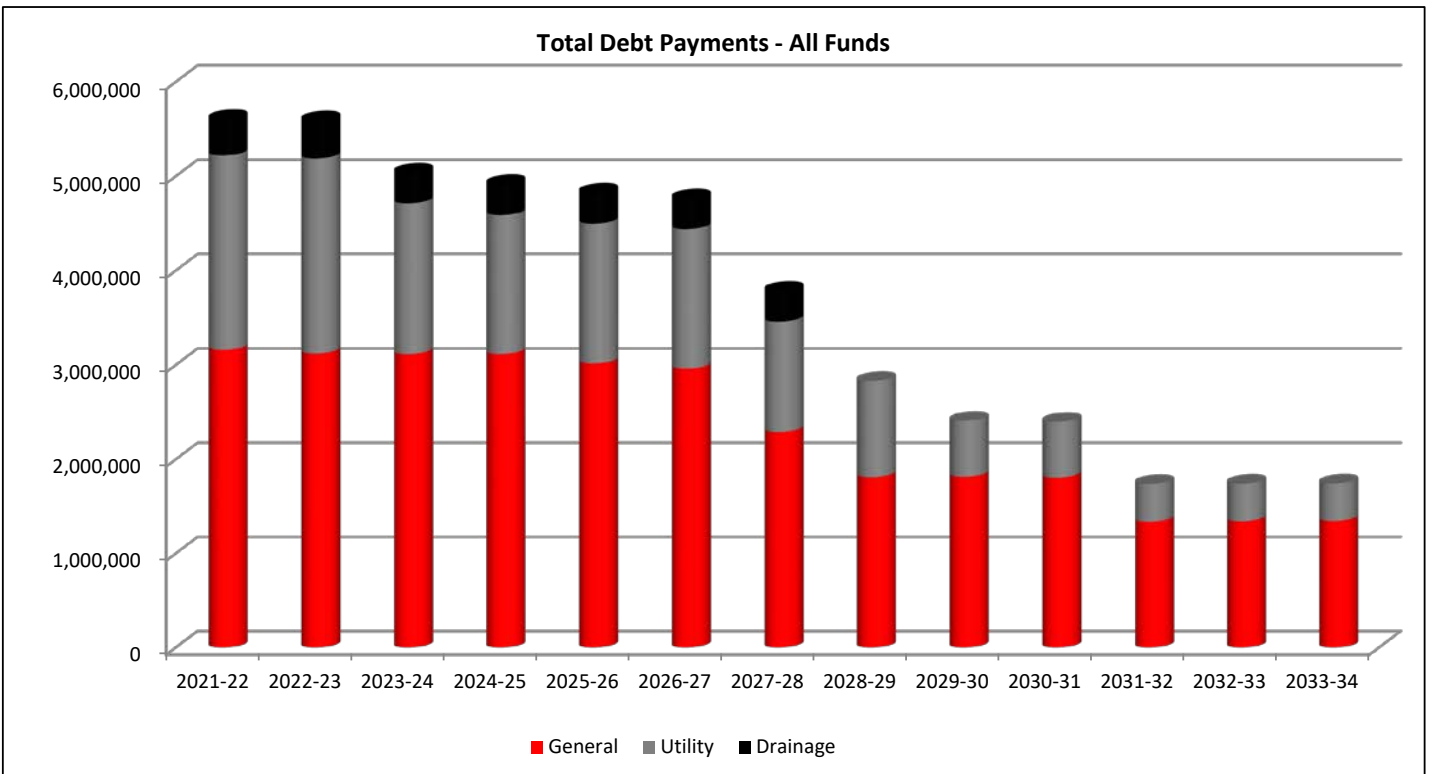


DEBT SERVICE FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	26,941	24,383	36,983	50,917	66,817	35,917	28,517	17,717	17,817
REVENUES:									
020 Interest Income	20,000	8,138	7,000	1,000	1,000	1,000	1,000	1,000	1,000
021 Miscellaneous Income	0	3,012	0	500	0	0	0	0	0
301 Refunding Bonds Issued	0	4,075,000	0	0	0	0	0	0	0
700 Tax Receipts	2,833,000	2,844,418	3,208,400	3,208,400	3,160,900	3,129,300	3,121,500	3,129,300	3,019,800
801 Transfer from General Fund	0	150,000	0	0	0	20,000	20,000	25,000	25,000
802 Transfer from Utility Fund	100,000	0	0	0	0	0	0	0	0
TOTAL REVENUES:	2,953,000	7,080,568	3,215,400	3,209,900	3,161,900	3,150,300	3,142,500	3,155,300	3,045,800
EXPENSES:									
084 BCAD Fees	31,000	31,639	32,500	32,500	33,000	34,000	35,000	36,000	37,000
500 Principal Payment	60,000	60,000	65,000	65,000	65,000	70,000	75,000	75,000	0
301 Interest Expense	17,300	17,275	14,400	14,400	11,500	8,400	5,100	1,700	0
Series 2005 Bond Total	77,300	77,275	79,400	79,400	76,500	78,400	80,100	76,700	0
901 Principal Payment	340,000	340,000	355,000	355,000	370,000	390,000	405,000	420,000	440,000
301 Interest Expense	153,100	153,145	138,900	138,900	124,000	108,500	92,200	75,200	57,600
Series 2008 Bond Total	493,100	493,145	493,900	493,900	494,000	498,500	497,200	495,200	497,600
902 Principal Payment	130,000	130,000	0	0	0	0	0	0	0
301 Interest Expense	155,700	79,788	0	0	0	0	0	0	0
Series 2011 Bond Total	285,700	209,788	0	0	0	0	0	0	0
903 Principal Payment	319,700	319,748	329,200	329,200	341,100	350,500	0	0	0
301 Interest Expense	40,300	40,217	30,600	30,600	20,700	10,600	0	0	0
Series 2012 Refunding Total	360,000	359,965	359,800	359,800	361,800	361,100	0	0	0
904 Principal Payment	55,000	55,000	55,000	55,000	55,000	55,000	0	0	0
301 Interest Expense	4,400	4,400	3,300	3,300	2,200	1,100	0	0	0
Series 2013 Refunding Total	59,400	59,400	58,300	58,300	57,200	56,100	0	0	0
905 Principal Payment	255,000	255,000	265,000	265,000	275,000	285,000	300,000	310,000	325,000
301 Interest Expense	154,700	154,700	149,600	149,600	144,300	138,800	132,400	125,300	117,100
Series 2014 Bond Total	409,700	409,700	414,600	414,600	419,300	423,800	432,400	435,300	442,100
906 Principal Payment	530,000	530,000	685,000	685,000	705,000	725,000	755,000	785,000	815,000
301 Interest Expense	210,700	210,675	194,800	194,800	174,200	153,100	124,100	93,900	66,400
Series 2015 Refunding Total	740,700	740,675	879,800	879,800	879,200	878,100	879,100	878,900	881,400
907 Principal Payment	110,000	110,000	0	0	0	0	0	0	0
301 Interest Expense	3,300	3,300	0	0	0	0	0	0	0
Series 2016 Refunding Total	113,300	113,300	0	0	0	0	0	0	0
908 Principal Payment	0	0	215,000	215,000	220,000	230,000	240,000	250,000	325,000
301 Interest Expense	155,700	155,715	155,700	155,700	147,100	138,300	129,100	119,500	109,500
Series 2017 Bond Total	155,700	155,715	370,700	370,700	367,100	368,300	369,100	369,500	434,500
909 Principal Payment	70,000	70,000	115,000	115,000	105,000	65,000	225,000	230,000	135,000
301 Interest Expense	88,200	88,231	86,100	86,100	82,700	79,500	77,600	70,800	63,900
Series 2018 Bond Total	158,200	158,231	201,100	201,100	187,700	144,500	302,600	300,800	198,900
910 Principal Payment	0	0	0	0	0	0	0	0	0
301 Interest Expense	95,300	95,293	95,300	95,300	95,300	95,300	95,300	95,300	95,300
Series 2019 Bond Total	95,300	95,293	95,300	95,300	95,300	95,300	95,300	95,300	95,300
Principal Payment	0	0	160,000	160,000	175,000	175,000	420,000	430,000	435,000
301 Interest Expense	0	11,334	48,600	48,600	46,700	44,600	42,500	37,500	32,400
Series 2020 Bond Total	0	11,334	208,600	208,600	221,700	219,600	462,500	467,500	467,400
TOTAL BOND EXPENSE	2,948,400	2,883,821	3,161,500	3,161,500	3,159,800	3,123,700	3,118,300	3,119,200	3,017,200
304 Pmt of Ref Bond Escrow	0	75,243	0	0	0	0	0	0	0
305 Pmt of Ref Bond Escrow	0	4,015,000	0	0	0	0	0	0	0
320 Bond Issuance Costs	0	48,331	0	0	0	0	0	0	0
TOTAL EXPENSES:	2,979,400	7,054,034	3,194,000	3,194,000	3,192,800	3,157,700	3,153,300	3,155,200	3,054,200
OPERATING INCOME (LOSS):	(26,400)	26,534	21,400	15,900	(30,900)	(7,400)	(10,800)	100	(8,400)
ENDING FUND BALANCE	541	50,917	58,383	66,817	35,917	28,517	17,717	17,817	9,417

**City of Harker Heights
Debt Summary**

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2021-22	2,311,064	848,743	3,159,807	1,643,192	418,482	2,061,674	270,744	117,800	388,544
2022-23	2,345,538	778,151	3,123,689	1,696,614	369,714	2,066,328	297,848	108,666	406,514
2023-24	2,420,000	698,246	3,118,246	1,280,000	315,796	1,595,796	230,000	98,719	328,719
2024-25	2,500,000	619,183	3,119,183	1,200,000	270,703	1,470,703	240,000	90,748	330,748
2025-26	2,475,000	542,240	3,017,240	1,250,000	231,278	1,481,278	250,000	82,417	332,417
2026-27	2,500,000	462,469	2,962,469	1,290,000	188,439	1,478,439	255,000	73,727	328,727
2027-28	1,910,000	381,996	2,291,996	1,025,000	143,981	1,168,981	265,000	64,828	329,828
2028-29	1,485,000	327,591	1,812,591	910,000	111,053	1,021,053	160,000	55,569	215,569
2029-30	1,525,000	291,628	1,816,628	510,000	83,318	593,318	165,000	50,769	215,769
2030-31	1,555,000	252,802	1,807,802	520,000	70,618	590,618	170,000	45,819	215,819
2031-32	1,125,000	213,100	1,338,100	345,000	57,684	402,684	175,000	40,719	215,719
2032-33	1,165,000	177,740	1,342,740	355,000	46,432	401,432	180,000	35,469	215,469
2033-34	1,205,000	141,095	1,346,095	365,000	34,830	399,830	185,000	30,069	215,069
2034-35	775,000	100,890	875,890	155,000	21,828	176,828	190,000	24,518	214,518
2035-36	795,000	78,150	873,150	160,000	17,283	177,283	195,000	18,818	213,818
2036-37	825,000	53,831	878,831	160,000	12,250	172,250	205,000	12,968	217,968
2037-38	480,000	26,569	506,569	95,000	6,825	101,825	210,000	6,562	216,562
2038-39	300,000	10,500	310,500	100,000	3,500	103,500	0	0	0
27,696,602	6,004,924	33,701,526	13,059,806	2,404,014	15,463,820	3,643,592	958,185	4,601,777	

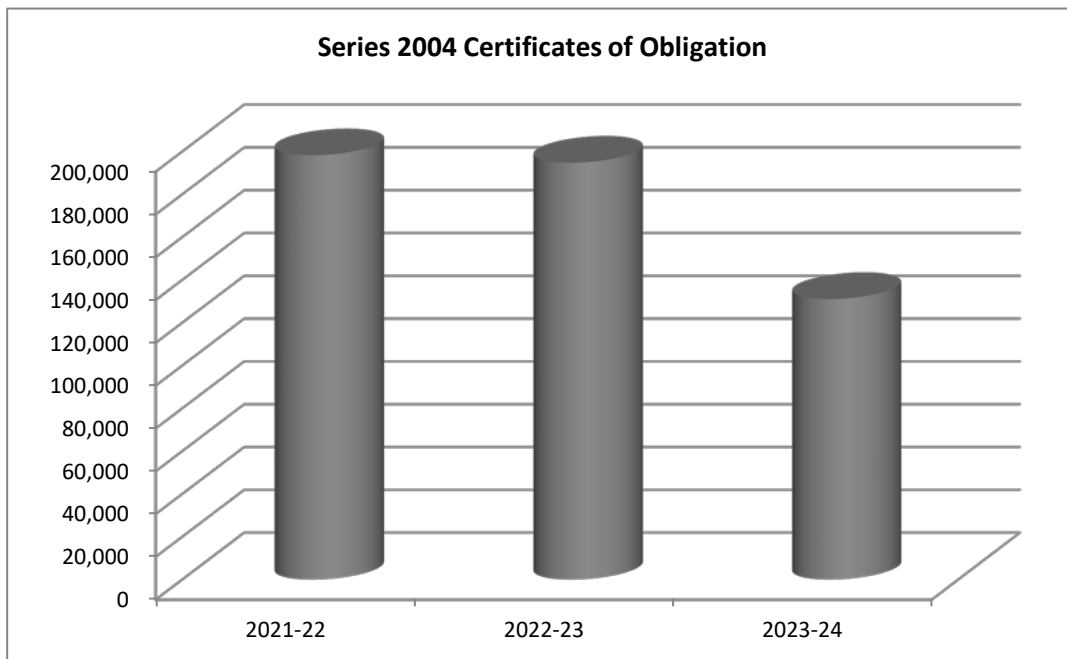


**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2004**

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

Fiscal Year	UTILITY		
	Principal	Interest	Total
2021-22	175,000	23,219	198,219
2022-23	180,000	14,754	194,754
2023-24	125,000	6,047	131,047
	480,000	44,020	524,020

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



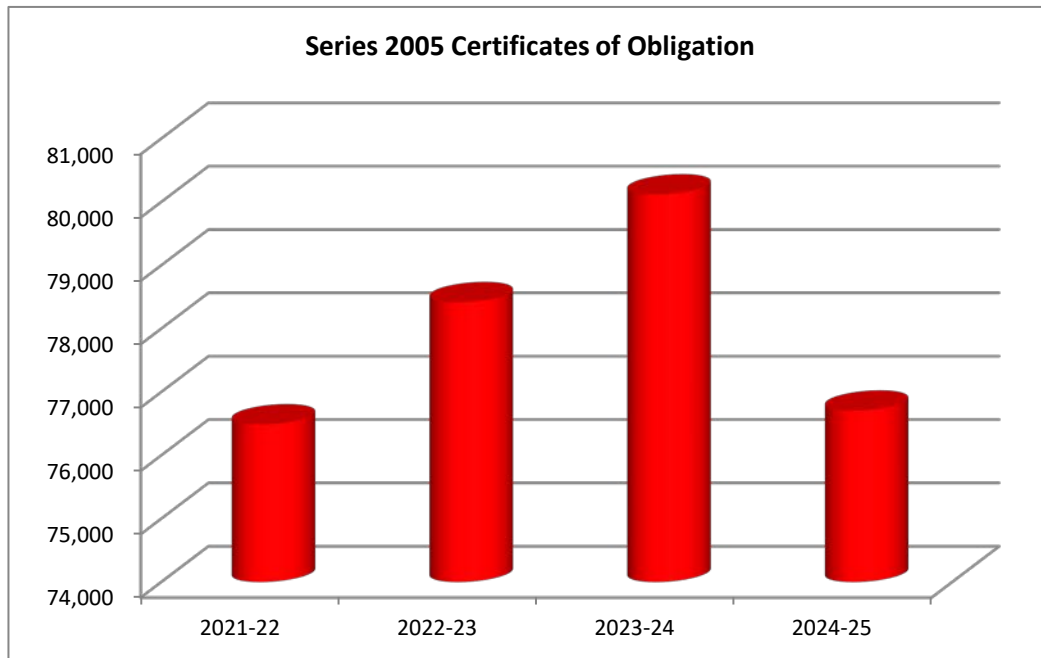
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2005**

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

GENERAL

Fiscal Year	Principal	Interest	Total
2021-22	65,000	11,489	76,489
2022-23	70,000	8,418	78,418
2023-24	75,000	5,119	80,119
2024-25	75,000	1,706	76,706
	285,000	26,732	311,732

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



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

Dated: October 1, 2008

Original Value: \$9,500,000

Coupon Rate: 4.190%

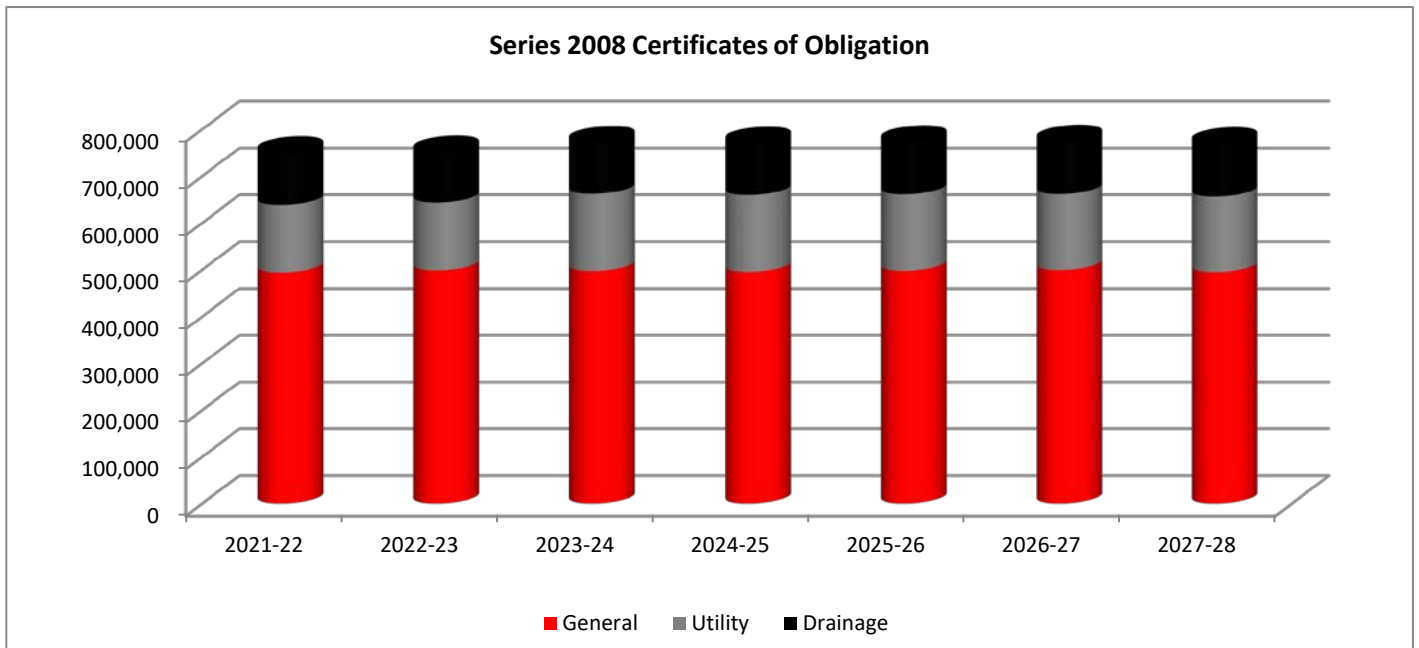
Ratings at Issuance: "A+" Standard and Poor's

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2021-22	370,000	124,024	494,024	105,000	39,386	144,386	85,000	28,073	113,073
2022-23	390,000	108,521	498,521	110,000	34,986	144,986	85,000	24,512	109,512
2023-24	405,000	92,180	497,180	135,000	30,378	165,378	90,000	20,950	110,950
2024-25	420,000	75,211	495,211	140,000	24,721	164,721	95,000	17,179	112,179
2025-26	440,000	57,612	497,612	145,000	18,855	163,855	100,000	13,198	113,198
2026-27	460,000	39,176	499,176	150,000	12,780	162,780	105,000	9,008	114,008
2027-28	475,000	19,903	494,903	155,000	6,495	161,495	110,000	4,609	114,609
	2,960,000	516,627	3,476,627	940,000	167,601	1,107,601	670,000	117,529	787,529

City Hall Annex
Athletic Complex Phase 2
Park Projects
Street Projects

Water Main Improvements
Waterline Extensions
Sewer Rehabilitation

Residential Drainage Projects

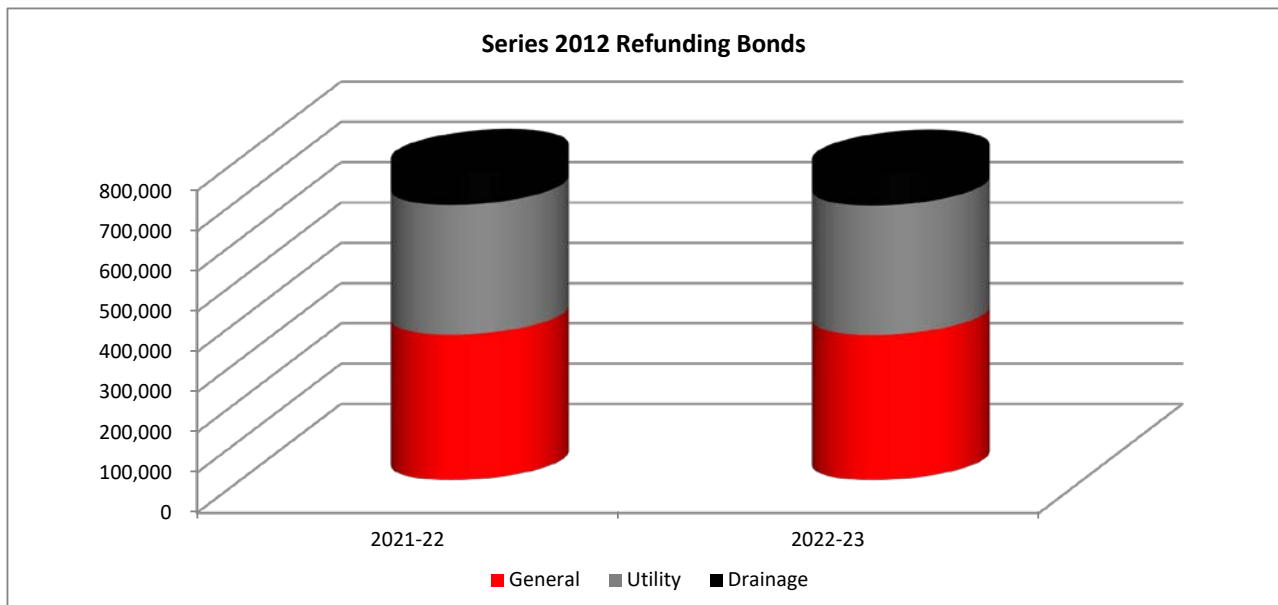


**General Obligation
Refunding Bonds
Series 2012**

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

Fiscal Year	GENERAL			UTILITY			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2021-22	341,064	20,748	361,812	303,192	18,444	321,636	75,744	4,608	80,352
2022-23	350,538	10,516	361,054	311,614	9,348	320,962	77,848	2,335	80,183
	691,602	31,264	722,866	614,806	27,792	642,598	153,592	6,943	160,535

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

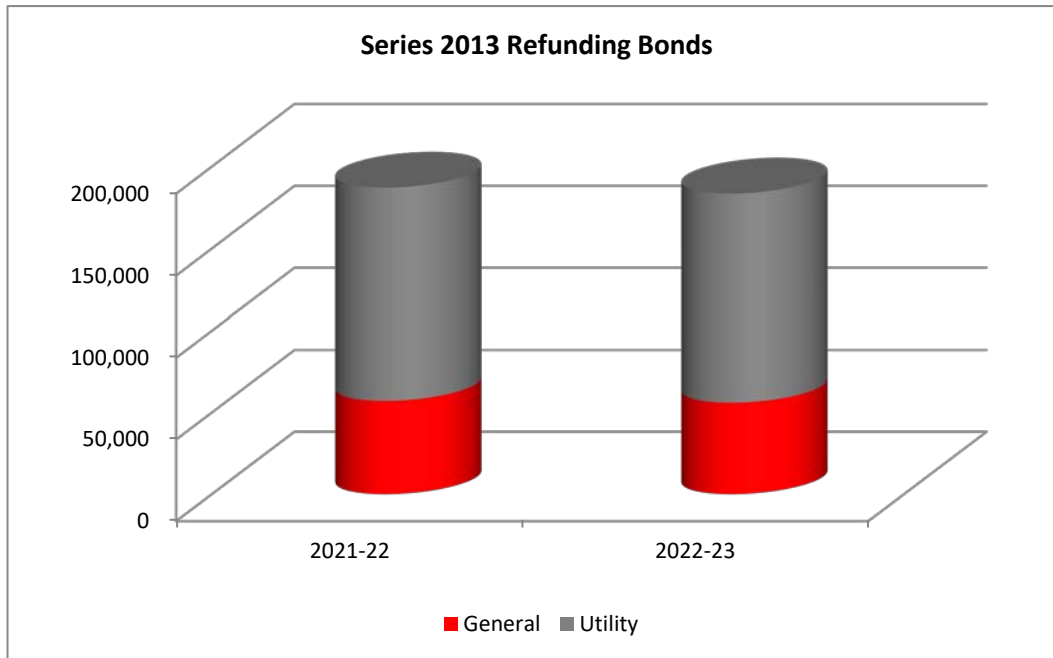


**General Obligation
Refunding Bonds
Series 2013**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	55,000	2,200	57,200	125,000	5,000	130,000
2022-23	55,000	1,100	56,100	125,000	2,500	127,500
	110,000	3,300	113,300	250,000	7,500	257,500

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



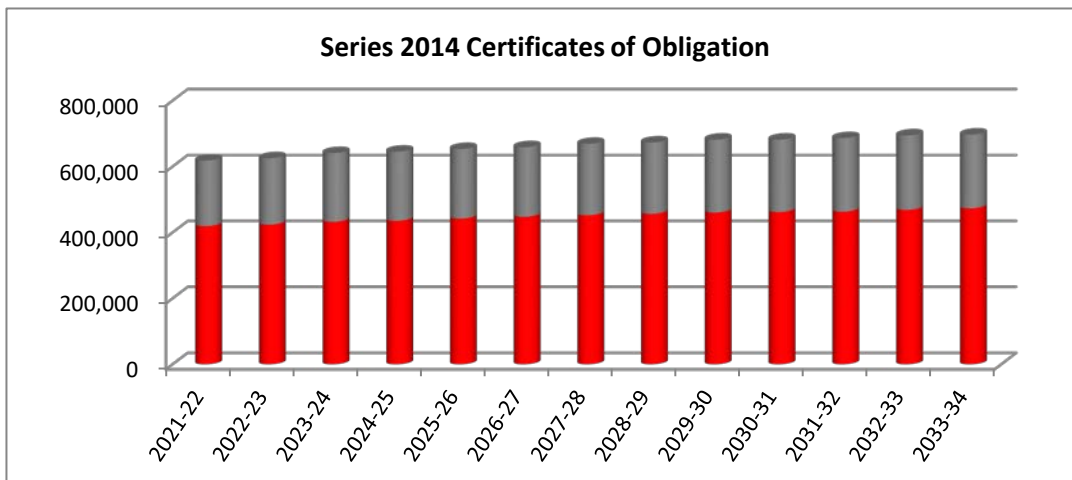
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2014**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	275,000	144,300	419,300	130,000	68,894	198,894
2022-23	285,000	138,800	423,800	135,000	66,294	201,294
2023-24	300,000	132,387	432,387	145,000	63,256	208,256
2024-25	310,000	125,263	435,263	150,000	59,813	209,813
2025-26	325,000	117,125	442,125	155,000	55,875	210,875
2026-27	340,000	107,375	447,375	160,000	51,225	211,225
2027-28	355,000	97,175	452,175	170,000	46,425	216,425
2028-29	370,000	86,525	456,525	175,000	41,325	216,325
2029-30	385,000	75,425	460,425	185,000	36,075	221,075
2030-31	400,000	61,950	461,950	190,000	29,600	219,600
2031-32	415,000	47,950	462,950	200,000	22,950	222,950
2032-33	435,000	33,425	468,425	210,000	15,950	225,950
2033-34	455,000	18,200	473,200	215,000	8,600	223,600
	4,650,000	1,185,900	5,835,900	2,220,000	566,282	2,786,282

Street & Road Improvements
City Hall Expansion/Renovation
Park Projects

Water & Sewer System Improvements

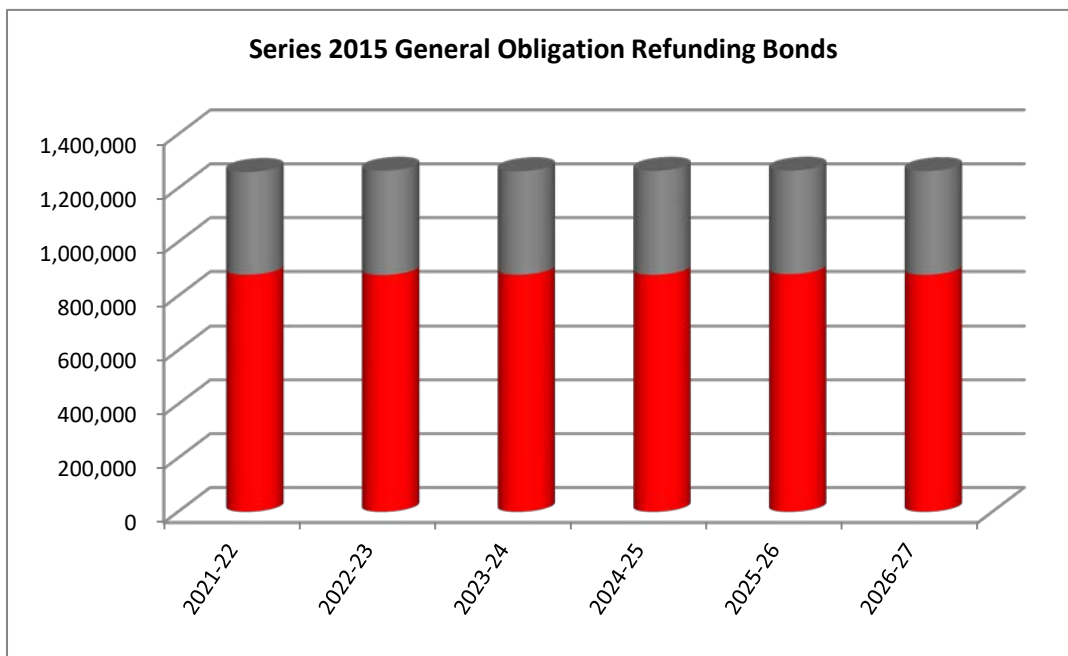


**General Obligation
Refunding Bonds
Series 2015**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	705,000	174,225	879,225	305,000	76,225	381,225
2022-23	725,000	153,075	878,075	320,000	67,075	387,075
2023-24	755,000	124,075	879,075	330,000	54,275	384,275
2024-25	785,000	93,875	878,875	345,000	41,075	386,075
2025-26	815,000	66,400	881,400	355,000	29,000	384,000
2026-27	845,000	33,800	878,800	370,000	14,800	384,800
	4,630,000	645,450	5,275,450	2,025,000	282,450	2,307,450

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



**General Obligation
Refunding Bonds
Series 2016**

Dated: March 1, 2016

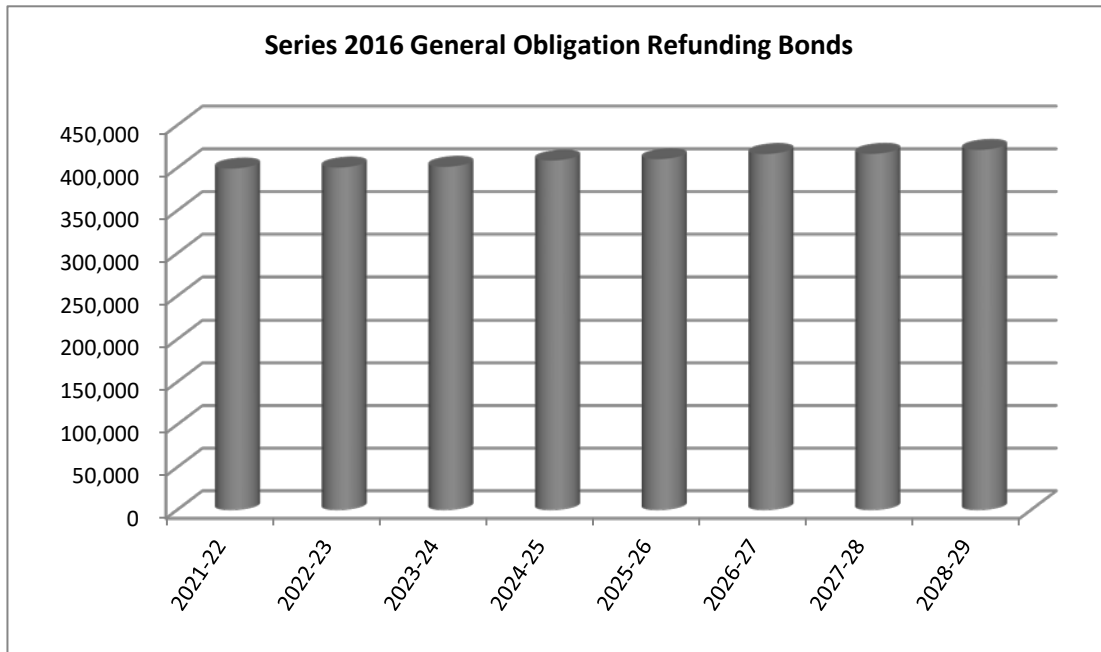
Original Value: \$6,470,000

Coupon Rate: 2.000% - 4.000%

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22				295,000	104,400	399,400
2022-23				305,000	95,550	400,550
2023-24				315,000	86,400	401,400
2024-25				335,000	73,800	408,800
2025-26				350,000	60,400	410,400
2026-27				370,000	46,400	416,400
2027-28				385,000	31,600	416,600
2028-29				405,000	16,200	421,200
	0	0	0	2,760,000	514,750	3,274,750

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



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

Dated: January 19, 2017

Original Value: \$5,915,000

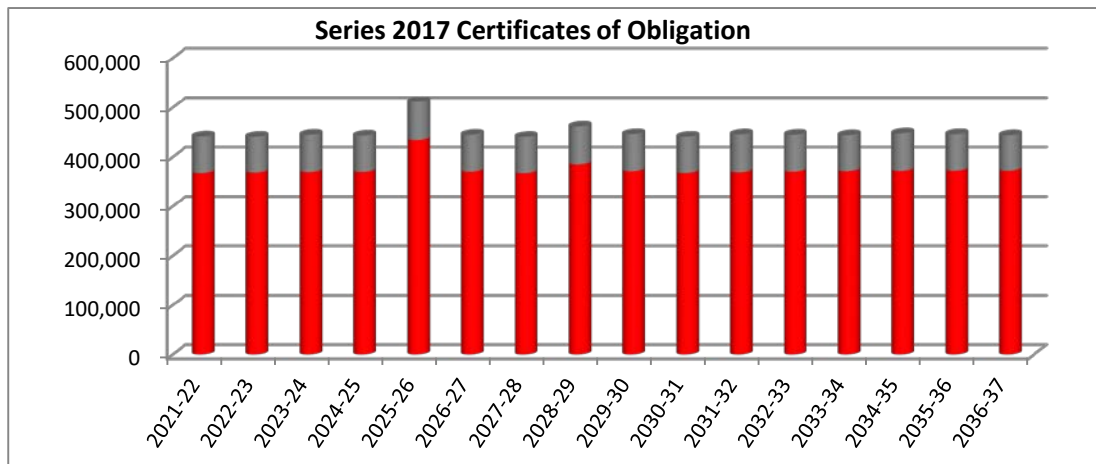
Coupon Rate: 3.250% - 4.000%

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	220,000	147,115	367,115	45,000	29,337	74,337
2022-23	230,000	138,315	368,315	45,000	27,538	72,538
2023-24	240,000	129,115	369,115	50,000	25,737	75,737
2024-25	250,000	119,515	369,515	50,000	23,737	73,737
2025-26	325,000	109,515	434,515	55,000	21,737	76,737
2026-27	270,000	99,765	369,765	55,000	20,087	75,087
2027-28	275,000	92,070	367,070	55,000	18,520	73,520
2028-29	300,000	84,232	384,232	60,000	16,952	76,952
2029-30	295,000	75,683	370,683	60,000	15,242	75,242
2030-31	300,000	67,275	367,275	60,000	13,532	73,532
2031-32	310,000	58,725	368,725	65,000	11,822	76,822
2032-33	320,000	49,890	369,890	65,000	9,970	74,970
2033-34	330,000	40,770	370,770	65,000	8,117	73,117
2034-35	340,000	31,365	371,365	70,000	6,265	76,265
2035-36	350,000	21,675	371,675	70,000	4,270	74,270
2036-37	360,000	11,700	371,700	70,000	2,275	72,275
	4,715,000	1,276,725	5,991,725	940,000	255,138	1,195,138

Water & Sewer System Improvements
Fire Station Renovation

Park Project Improvements
Pet Adoption Center Renovation



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

Dated: January 23, 2018

Original Value: \$6,000,000

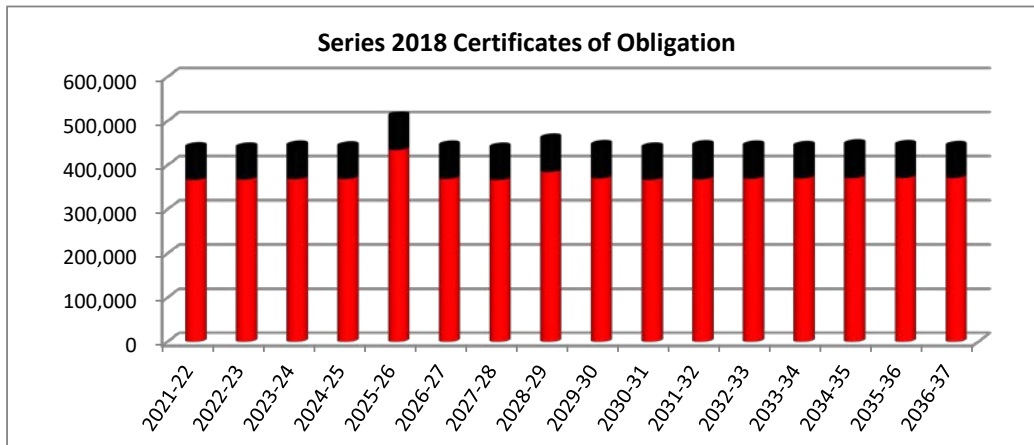
Coupon Rate: 3.000% - 3.125%

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

Fiscal Year	GENERAL			DRAINAGE		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	105,000	82,681	187,681	110,000	85,119	195,119
2022-23	65,000	79,531	144,531	135,000	81,819	216,819
2023-24	225,000	77,581	302,581	140,000	77,769	217,769
2024-25	230,000	70,831	300,831	145,000	73,569	218,569
2025-26	135,000	63,931	198,931	150,000	69,219	219,219
2026-27	140,000	59,881	199,881	150,000	64,719	214,719
2027-28	145,000	55,681	200,681	155,000	60,219	215,219
2028-29	150,000	51,331	201,331	160,000	55,569	215,569
2029-30	155,000	46,831	201,831	165,000	50,769	215,769
2030-31	155,000	42,181	197,181	170,000	45,819	215,819
2031-32	160,000	37,531	197,531	175,000	40,719	215,719
2032-33	165,000	32,731	197,731	180,000	35,469	215,469
2033-34	170,000	27,781	197,781	185,000	30,069	215,069
2034-35	175,000	22,681	197,681	190,000	24,518	214,518
2035-36	180,000	17,431	197,431	195,000	18,818	213,818
2036-37	190,000	12,031	202,031	205,000	12,968	217,968
2037-38	195,000	6,094	201,094	210,000	6,562	216,562
	2,740,000	786,740	3,526,740	2,820,000	833,713	3,653,713

Street Reconstruction/Improvements

Drainage Improvements



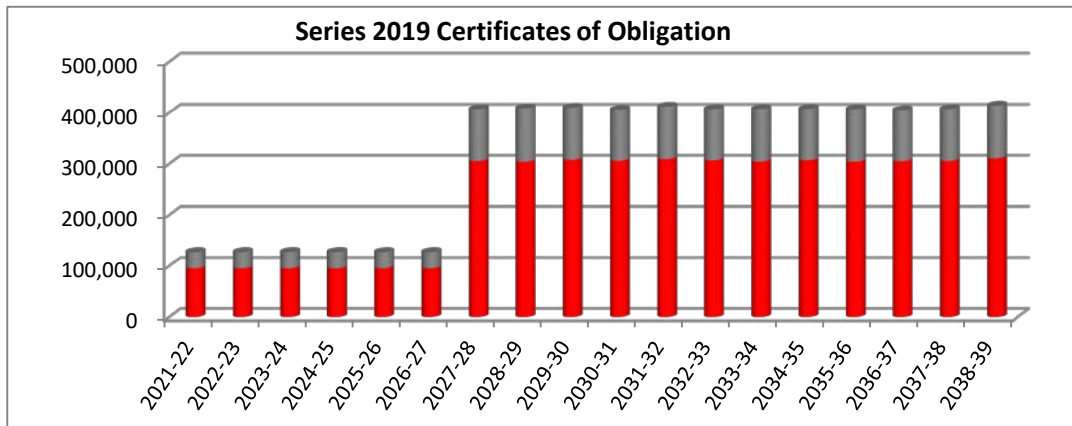
**Combination Tax & Utility System Revenue
Certificates of Obligation
Series 2019**

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22		95,294	95,294		31,763	31,763
2022-23		95,294	95,294		31,763	31,763
2023-24		95,294	95,294		31,763	31,763
2024-25		95,294	95,294		31,763	31,763
2025-26		95,294	95,294		31,763	31,763
2026-27		95,294	95,294		31,763	31,763
2027-28	210,000	95,294	305,294	70,000	31,763	101,763
2028-29	215,000	88,994	303,994	75,000	29,662	104,662
2029-30	225,000	82,544	307,544	75,000	27,412	102,412
2030-31	230,000	75,794	305,794	75,000	25,162	100,162
2031-32	240,000	68,894	308,894	80,000	22,912	102,912
2032-33	245,000	61,694	306,694	80,000	20,512	100,512
2033-34	250,000	54,344	304,344	85,000	18,113	103,113
2034-35	260,000	46,844	306,844	85,000	15,563	100,563
2035-36	265,000	39,044	304,044	90,000	13,013	103,013
2036-37	275,000	30,100	305,100	90,000	9,975	99,975
2037-38	285,000	20,475	305,475	95,000	6,825	101,825
2038-39	300,000	10,500	310,500	100,000	3,500	103,500
	3,000,000	1,246,285	4,246,285	1,000,000	414,990	1,414,990

Street Reconstruction/Improvements
City Building Improvements

Water/Wastewater Improvements
Waterline Replacement



**General Obligation
Refunding Bonds
Series 2020**

Dated: May 21, 2020

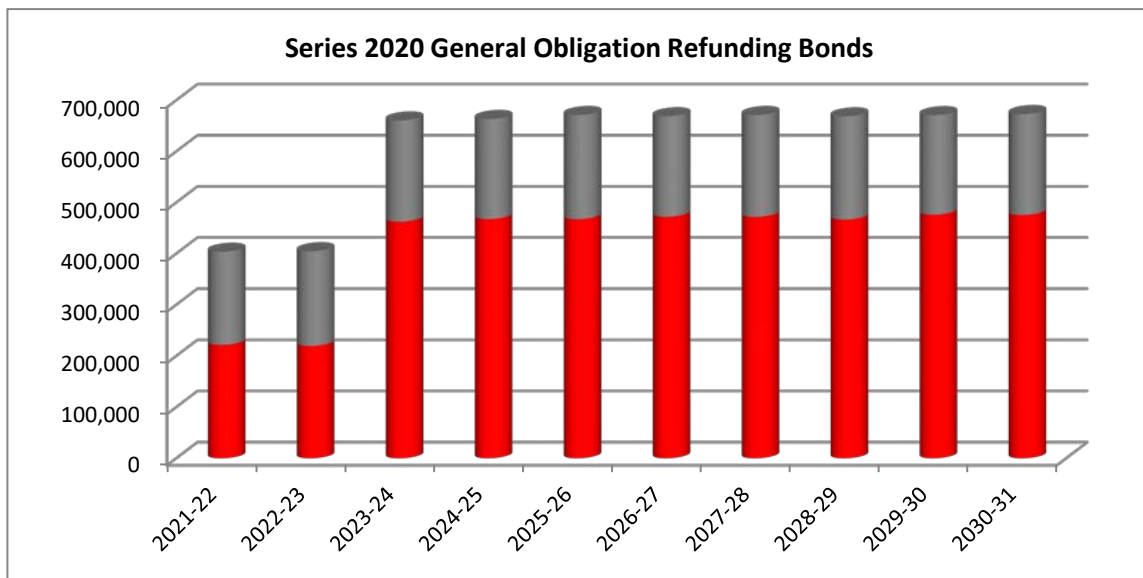
Original Value: \$6,065,000

Coupon Rate: 1.92%

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

Fiscal Year	GENERAL			UTILITY		
	Principal	Interest	Total	Principal	Interest	Total
2021-22	175,000	46,667	221,667	160,000	21,814	181,814
2022-23	175,000	44,581	219,581	165,000	19,906	184,906
2023-24	420,000	42,495	462,495	180,000	17,940	197,940
2024-25	430,000	37,488	467,488	180,000	15,794	195,794
2025-26	435,000	32,363	467,363	190,000	13,648	203,648
2026-27	445,000	27,178	472,178	185,000	11,384	196,384
2027-28	450,000	21,873	471,873	190,000	9,178	199,178
2028-29	450,000	16,509	466,509	195,000	6,914	201,914
2029-30	465,000	11,145	476,145	190,000	4,589	194,589
2030-31	470,000	5,602	475,602	195,000	2,324	197,324
	3,915,000	285,901	4,200,901	1,830,000	123,491	1,953,491

Refinance Series 2011 Combination Tax & Revenue Certificates of Obligation





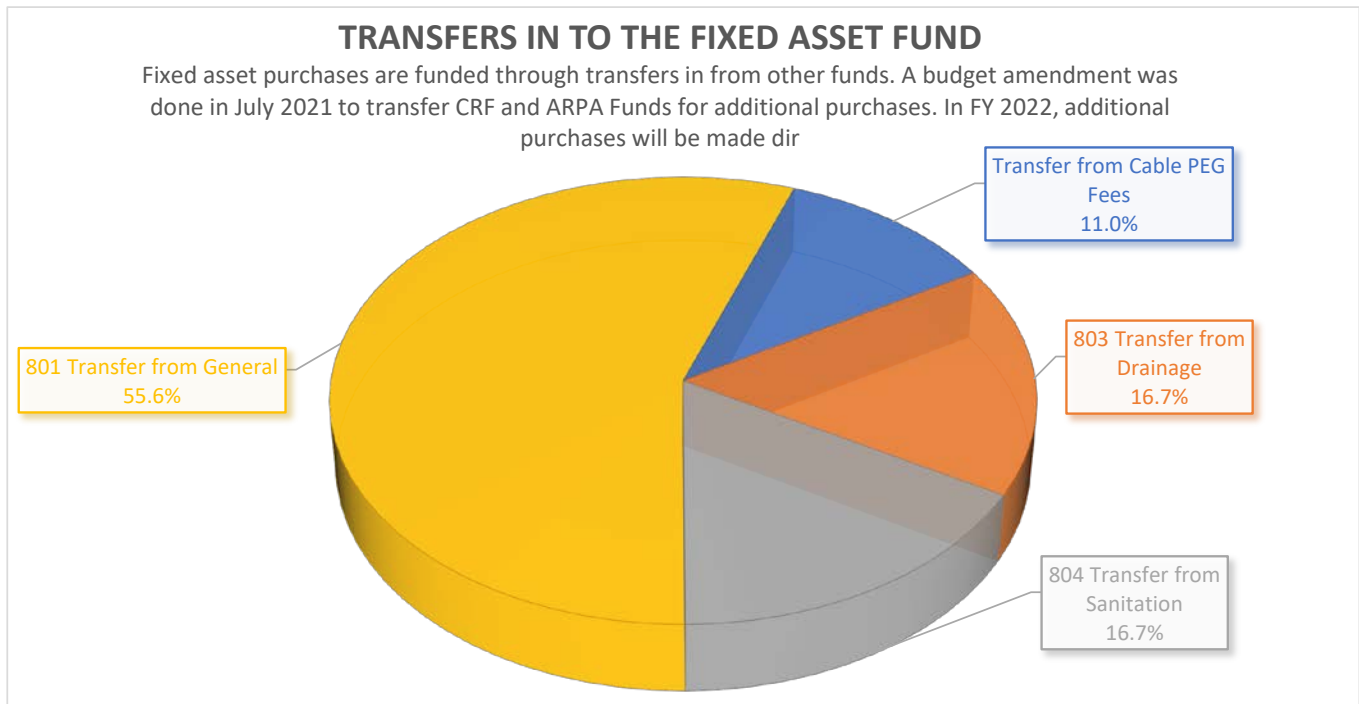
A large, stylized logo consisting of the letters 'I' and 'A' in a grey, blocky font. A red, five-pointed star with a halftone dot pattern is superimposed over the center of the 'I' and 'A'.

FIXED ASSET FUND

FIXED ASSET FUND REVENUE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	202,964	461,463	481,589	263,901	263,901	326,001
REVENUES						
801 Transfer from General	0	500,000	0	0	750,000	500,000
802 Transfer from Water	500,000	0	500,000	500,000	0	0
803 Transfer from Drainage	225,000	225,000	200,000	75,000	200,000	100,000
804 Transfer from Sanitation	100,000	100,000	100,000	75,000	100,000	150,000
812 Transfer from Restr Courts	0	0	0	0	0	0
Transfer from Cable PEG Fees	0	0	0	0	0	98,600
Transfer from Coronavirus Relief Funds (CRF)	0	0	212,700	0	212,700	0
Transfer from CSLRF - ARPA*	0	0	146,600	0	146,600	0
TOTAL REVENUES	825,000	825,000	1,159,300	650,000	1,409,300	848,600
INCR (DECR) IN FUND BALANCE	(127,800)	(197,562)	(216,800)	453,833	62,100	(179,700)
ENDING FUND BALANCE	75,164	263,901	264,789	717,734	326,001	146,301

*Coronavirus State and Local Recovery Funds - ARPA



**FIXED ASSET EXPENDITURE SUMMARY
BY FUND AND DEPARTMENT**

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
GENERAL FUND						
City Council	0	0	0	0	10,800	0
Administration	0	8,495	9,000	0	0	8,500
Finance	0	0	0	0	0	10,000
Pet Adoption Center	42,000	34,563	1,900	0	1,900	12,100
Police	226,900	288,193	218,300	8,946	227,500	434,500
Courts	6,800	0	0	0	0	0
Planning & Development	0	0	0	0	0	0
Code Enforcement	0	0	0	0	0	0
Fire/EMS Operations	352,700	352,336	260,600	38,110	265,200	442,500
Information Technology	64,800	65,317	302,700	81,700	294,400	183,400
Library	90,000	79,248	88,000	42,045	95,800	98,300
Activity Center	4,400	3,175	0	0	0	0
Parks & Recreation	23,500	32,037	105,000	25,366	34,200	93,400
Streets	41,000	37,598	164,800	0	143,200	324,300
Maintenance	3,600	4,531	0	0	0	12,200
TOTAL GENERAL FUND	855,700	905,493	1,150,300	196,167	1,073,000	1,619,200
UTILITY FUND						
Water Administration	42,000	20,778	0	0	0	13,000
Water Operations	0	33,339	203,600	0	204,300	111,900
Wastewater Operations	29,800	35,005	22,200	0	69,900	1,192,500
TOTAL UTILITY FUND	71,800	89,122	225,800	0	274,200	1,317,400
DRAINAGE FUND						
Drainage	25,300	27,947	0	0	0	0
TOTAL DRAINAGE FUND	25,300	27,947	0	0	0	0
SANITATION FUND						
Sanitation	0	0	0	0	0	0
TOTAL SANITATION FUND	0	0	0	0	0	0
TOTAL FIXED ASSET PURCHASES	952,800	1,022,562	1,376,100	196,167	1,347,200	2,936,600
LESS PURCHASES FUNDED BY OTHER FUNDS						
Coronavirus Relief Funds	0	0	0	0	0	1,297,200
Coronavirus State and Local Recovery Funds	0	0	0	0	0	611,100
TOTAL FUNDED BY OTHER FUNDS	0	0	0	0	0	1,908,300
TOTAL PURCHASED FROM FIXED ASSET FUND	952,800	1,022,562	1,376,100	196,167	1,347,200	1,028,300

FY 2021-2022 FIXED ASSETS PURCHASES BY DEPARTMENT		FUNDING SOURCE		
Department/Description	AMOUNT	TRANSFERS IN	CRF	CSLRF - ARPA
Administration				
Diligent Software	8,500	8,500		
SUBTOTAL	8,500	8,500	0	0
Finance				
Debtbook Software	10,000	10,000		
SUBTOTAL	10,000	10,000	0	0
Pet Adoption Center				
Coban Lease	1,900	1,900		
A/C Units for (2) Service Trucks	10,200	10,200		
SUBTOTAL	12,100	12,100	0	0
Police				
Coban Lease	100,000	100,000		
Vehicle - (3) Ford Explorers (Patrol)	206,400		206,400	
Vehicle - Used Ford F150 (Comm Services/Prof Standards)	39,900	39,900		
Vehicle - (2) Ford Fusion (Criminal Investigation Division)	46,000		46,000	
(8) Radios	24,000		24,000	
(25) Tactical Shields	18,200		18,200	
SUBTOTAL	434,500	139,900	294,600	0
Fire Department				
Medic Unit	269,500		269,500	
90 HP Boat Motor	11,900		11,900	
Portable Fire Pump for Boat	12,500		12,500	
(4) Mobile Radios	12,400		12,400	
Station 2 Security Fencing and Gates	13,300	13,300		
(3) LifePak 15	96,800		96,800	
(2) LUCAS 3 Chest Compression System	26,100		26,100	
SUBTOTAL	442,500	13,300	429,200	0
Information Technology				
Dell Computer Lease	84,800	84,800		
Council Chambers A/V Renovation	98,600	98,600		
SUBTOTAL	183,400	183,400	0	0
Library				
Books & Resources	92,000	92,000		
Acoustic Sound Panels	6,300	6,300		
SUBTOTAL	98,300	98,300	0	0
Parks & Recreation				
Vehicle - Ford Explorer	30,900	30,900		
Vehicle - Ford F150 Supercab	38,700	38,700		
(2) Scag Mowers	23,800	23,800		
SUBTOTAL	93,400	93,400	0	0
Streets				
15 Yard Dump Truck	108,200		108,200	
Scag Commercial Mower	8,200	8,200		
Vehicle - Ford F350 Diesel Crew Cab	59,700		59,700	
Vibratory Roller	148,200		148,200	
SUBTOTAL	324,300	8,200	316,100	0
Maintenance				
Service Body for 2005 Ford F250 (#0981)	12,200	12,200		
SUBTOTAL	12,200	12,200	0	0
GENERAL FUND TOTAL	1,619,200	579,300	1,039,900	0
Water Administration (Public Works / Finance)				
Folder/Insertor	13,000	13,000		
SUBTOTAL	13,000	13,000	0	0
Water Operations				
Vehicle - (2) Ford F150 (Water Service Workers)	65,600		65,600	
Vehicle - Ford F150 Supercab (Line Locate/Warehouse)	34,400		34,400	
Scag Commercial Mower	11,900	11,900		
SUBTOTAL	111,900	11,900	100,000	0
Wastewater				
Trailer Mounted Diesel Generator (portable for Lift Stations)	157,300		157,300	
30 HP Submersible Pump	18,400			18,400
150 HP Submersible Pump	56,700			56,700
Vactor Jetrodder	424,100	424,100		
(2) Turbo Air Blowers for B-Plant	270,000			270,000
WWTP A Plant Generator Replacement	150,000			150,000
WWTP B Plant Generator Replacement	116,000			116,000
SUBTOTAL	1,192,500	424,100	157,300	611,100
UTILITY FUND TOTAL	1,317,400	449,000	257,300	611,100
GRAND TOTAL	2,936,600	1,028,300	1,297,200	611,100

FIXED ASSET FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	202,964	406,101	481,589	263,901	326,001	146,301	196,301	96,301	21,301
REVENUES:									
801 Transfer from General	0	500,000	0	750,000	500,000	400,000	300,000	300,000	350,000
802 Transfer from Water	500,000	0	500,000	0	0	400,000	300,000	300,000	350,000
803 Transfer from Drainage	225,000	225,000	200,000	200,000	100,000	150,000	150,000	150,000	200,000
804 Transfer from Sanitation	100,000	100,000	100,000	100,000	150,000	100,000	150,000	150,000	150,000
812 Transfer from Restr Courts	0	0	0	0	0	0	0	0	0
Transfer from Cable PEG Fees	0	0	0	0	98,600	0	0	0	0
Transfer from Coronavirus Relief Funds	0	0	212,700	212,700	0	0	0	0	0
Transfer from American Rescue Plan Funds	0	0	146,600	146,600	0	0	0	0	0
TOTAL REVENUES:	825,000	825,000	1,159,300	1,409,300	848,600	1,050,000	900,000	900,000	1,050,000
TOTAL FUNDED BY CORONAVIRUS FUND	0	0	0	0	1,908,300	0	0	0	0
EXPENSES:									
Fixed Asset Purchases	952,800	967,200	1,376,100	1,347,200	2,936,600	1,000,000	1,000,000	975,000	1,000,000
TOTAL EXPENSES	952,800	967,200	1,376,100	1,347,200	2,936,600	1,000,000	1,000,000	975,000	1,000,000
INCREASE (DECREASE) IN FUND BALANCE	(127,800)	(142,200)	(216,800)	62,100	(2,088,000)	50,000	(100,000)	(75,000)	50,000
ENDING FUND BALANCE	75,164	263,901	264,789	326,001	146,301	196,301	96,301	21,301	71,301



CAPITAL PROJECTS FUND

CAPITAL IMPROVEMENT PROGRAM

What is a capital improvement program?

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

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

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

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

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

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

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

Capital Improvement Summaries and Detail

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

CAPITAL IMPROVEMENT PROGRAM - SUMMARY OF REVENUES AND PROJECTS

	ORIGINAL BUDGETED	PROJ / ACT COST	OVER (UNDER)	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING BALANCE - CAPITAL PROJ FUNDS				8,288,469	11,073,503	13,153,920	7,111,987	6,663,787	444,687	1,264,987	1,264,587	2,576,587
REVENUE SOURCES:												
Interest Income / Interest Receivable				125,000	164,980	150,000	55,000	50,200	45,400	45,400	45,600	45,600
Non Bond Revenues				2,720,000	1,355,876	1,750,000	1,828,900	4,200,000	2,200,000	2,750,000	2,500,000	2,475,000
2018 Comb Tax & Utility Revenue CO				2,427,834	0	2,433,315	0	0	0	0	0	0
2019 Comb Tax & Utility Revenue CO				3,027,800	0	81,696	0	0	0	0	0	0
Total Revenue Sources				8,300,634	1,520,856	4,415,011	1,883,900	4,250,200	2,245,400	2,795,400	2,545,600	2,520,600
Total Funded by Coronavirus Fund				0	0	0	0	3,755,000	3,251,200	0	0	0
CIP PROJECT EXPENDITURES*:												
<i>Budgeted Water Projects:</i>												
034 Rattlesnake Road Waterline Replacement (2019)	258,000	244,051	(13,949)	147,900	143,755	0	0	0	0	0	0	0
036 Beeline Drive Waterline Replacement (2019 / CF)	490,200	440,000	(50,200)	490,200	0	490,200	0	440,000	0	0	0	0
500 Water Main Improvements				8,200	8,180	25,000	0	25,000	25,000	25,000	25,000	25,000
<i>projects vary yearly</i>												
542 FM 2410 Utility Conflicts (FM 3481 to I14) Phase 1	34,000	34,000	0	0	0	0	34,000	0	0	0	0	0
542 FM 2410 Utility Conflicts (FM 3481 to I14) Phase 2	51,500	51,500	0	0	0	0	0	51,500	0	0	0	0
510 Cedar Knob Waterline Upgrade (CF)	813,000	813,000	0	0	0	0	0	406,500	406,500	0	0	0
Total Budgeted Water Projects	1,646,700	1,582,551	(64,149)	646,300	151,935	515,200	34,000	923,000	431,500	25,000	25,000	25,000
<i>Budgeted Wastewater Projects</i>												
008 Warrior's Path WW Interceptor Line (2019)	798,100	776,031	(22,069)	0	3,135	0	0	0	0	0	0	0
009 Thoroughbred 8" WW Line / 21" @ Prospector	147,200	90,780	(56,420)	0	70,733	0	0	0	0	0	0	0
035 Sanitary Sewer at Station #2	77,900	63,332	(14,568)	0	38,328	0	0	0	0	0	0	0
037 Beeline Drive Sewer Replacement (2019)	630,300	630,300	0	0	0	0	0	630,300	0	0	0	0
516 Sewer Rehabilitation & Improvements				250,000	0	250,000	140,900	285,700	275,000	275,000	275,000	275,000
<i>projects vary yearly</i>												
517 Rummel Road Lift Station Ferrous Chloride Dosing	112,000	113,870	1,870	0	1,000	0	0	0	0	0	0	0
518 Highland Oaks WW Line Extension	23,900	23,851	(49)	0	23,851	0	0	0	0	0	0	0
519 Rummel Road Lift Station Upgrade (CF)	1,064,000	1,064,000	0	0	0	0	73,000	991,000	0	0	0	0
521 Second Belt Filter Press at Sludge Dewatering Bldg (CF)	505,000	953,500	448,500	0	0	505,000	30,000	923,500	0	0	0	0
528 Low Water Crossing (Connell Property)	20,000	34,780	14,780	0	0	3,000	17,000	31,800	0	0	0	0
528 Trimmer Creek LS Iron Chloride Dosing System	125,000	147,793	22,793	110,000	135,293	0	0	0	0	0	0	0
401 VFW Lift Station Upgrade (CF)	50,000	50,000	0	0	0	50,000	0	50,000	0	0	0	0
402 West Mechanical Bar Screen Access - WWTP	35,000	35,000	0	0	0	0	0	40,000	0	0	0	0
403 Manhole Rehabilitation - WWTP to Indian Oaks Drive (CF)	650,000	650,000	0	0	0	0	0	0	650,000	0	0	0
404 Manhole Rehabilitation - FM 2410 (CF)	240,000	240,000	0	0	0	0	0	0	240,000	0	0	0
Total Budgeted Wastewater Projects	4,478,400	4,873,237	394,837	360,000	275,340	822,000	275,700	2,920,500	1,165,000	275,000	275,000	275,000
<i>Budgeted Drainage Projects</i>												
501 Jorgette Drive Bank Stabilization (2018)	155,000	155,000	0	120,000	0	120,000	0	155,000	0	0	0	0
501 Pinewood Erosion Project - Retaining Wall (2018)	225,000	214,826	(10,174)	204,000	17,000	200,000	12,500	179,900	0	0	0	0
501 Roy Reynolds Bridge Abutment Stabilization (2018)	182,100	152,100	(30,000)	124,000	14,500	122,100	1,500	136,100	0	0	0	0
512 Drainage Master Plan #1 Connell Det Pond (2018)	1,031,200	1,051,200	20,000	1,031,200	19,950	1,101,200	0	1,027,200	0	0	0	0
512 Drainage Master Plan #2, Phases #2, 3, 4 (2018)	1,162,600	2,402,500	1,239,900	1,162,600	9,044	2,221,000	90,000	2,312,500	0	0	0	0
512 Tahuaya Drive Drainage Project	16,400	18,359	1,959	0	16,359	0	0	0	0	0	0	0
601 Cayuga French Drain Project (2018)	43,400	43,400	0	0	0	0	0	43,400	0	0	0	0
602 Fuller Lane / Tye Valley Cross Drainage Replacement (CF)	65,000	65,000	0	0	0	0	0	65,000	0	0	0	0
603 Reconstruct Concrete Drainage Channel - Preswick/Lantana (CF)	253,600	253,600	0	0	0	0	0	253,600	0	0	0	0
604 Thoroughbred Estates Drainage Phase 1 (French Drain) (CF)	625,400	625,400	0	0	0	0	0	625,400	0	0	0	0
605 Alberta Circle Drainage Improvements (CF)	518,000	518,000	0	0	0	0	0	0	518,000	0	0	0
606 Storm Water Improvements @ 208 Cherokee Drive (CF)	375,800	375,800	0	0	0	0	0	0	375,800	0	0	0
607 Storm Water Improvements @ 715 Jason Drive (CF)	669,800	669,800	0	0	0	0	0	0	669,800	0	0	0
608 Thoroughbred Estates Drainage Phase 2 (Tanglewood) (CF)	452,200	452,200	0	0	0	0	0	0	452,200	0	0	0
Drainage Master Plan #3 HHS Det Pond	474,000	474,000	0	0	0	0	0	0	0	237,000	237,000	0
Drainage Master Plan #4	672,300	672,300	0	0	0	0	0	0	0	0	0	224,100
Drainage Master Plan #5	46,700	46,700	0	0	0	0	0	0	0	0	0	46,700
Drainage Master Plan #6	175,000	175,000	0	0	0	0	0	0	0	0	0	175,000
Drainage Master Plan #7	993,400	993,400	0	0	0	0	0	0	0	0	0	153,200
Drainage Master Plan #8	156,600	156,600	0	0	0	0	0	0	0	0	0	156,600
Total Budgeted Drainage Projects	8,293,500	9,515,185	1,221,685	2,641,800	76,853	3,764,300	104,000	4,798,100	2,015,800	237,000	237,000	755,600
<i>Budgeted Building Improvements</i>												
028 Utility Relocation on Old PD Lot	22,200	21,929	(271)	0	8,769	0	0	0	0	0	0	0
504 Fire Station #2 Renovation (2019)	2,035,400	2,334,308	298,908	1,765,400	1,596,941	0	617,700	0	0	0	0	0
508 Public Works Water / Street Yard	552,200	552,200	0	0	3,738	57,000	0	0	44,000	500,000	0	0
508 Purchase Mobile Home Park Adjacent to Street Yard	400,000	6,500	(393,500)	0	0	400,000	6,500	0	0	0	0	0
509 Police Dept Building Repairs	60,000	89,200	29,200	0	24,326	35,000	64,900	0	0	0	0	0
520 Stairwell and Grating Safety Improvements (CF)	37,000	79,000	42,000	0	3,000	35,000	71,000	0	0	0	0	0
537 Remodel City Council Chambers	30,000	29,985	(15)	30,000	29,985	0	0	0	0	0	0	0
537 Flooring Updates in City Hall	31,000	31,000	0	0	0	31,000	0	31,000	0	0	0	0
537 New Cubicles / Desks in Finance and Courts	60,000	60,000	0	0	0	0	0	60,000	0	0	0	0
539 Demo / Replace Pavement at Central Station	124,900	178,770	53,870	124,900	9,500	110,400	169,300	0	0	0	0	0
539 New Roof Wellness Center (Central Station)	35,400	16,953	(18,447)	35,400	16,953	0	0	0	0	0	0	0
Total Budgeted Building Improvement Projects	3,388,100	3,399,845	11,745	1,955,700	1,693,212	668,400	929,400	91,000	44,000	500,000	0	0
<i>Budgeted Park Improvements</i>												
505 Miscellaneous Park Projects				50,000	63,294	50,000	53,000	100,000	100,000	150,000	150,000	100,000
536 Bathrooms at Carl Levin Park (2017)	300,000	365,109	65,109	0	33,472	0	0	0	0	0	0	0
545 Dana Peak Park Development	25,000	25,000	0	0	0	25,000	0	0	0	0	0	0
Total Budgeted Park Projects	325,000	390,109	65,109	50,000	96,766	75,000	53,000	100,000	100,000	150,000	150,000	100,000

*Projects also funded by bond proceeds will have the Series in parenthesis

	ORIGINAL BUDGETED	PROJ / ACT COST	OVER (UNDER)	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<i>Budgeted Sidewalk Projects</i>												
513 From Prospector to Vineyard	587,800	594,400	6,600	255,100	33,000	562,800	20,000	541,400	0	0	0	0
513 Miscellaneous Sidewalk Projects		<i>projects vary yearly</i>		0	0	0	0	0	0	0	0	100,000
514 FM 3481 East Side Phase 1 (St Pauls / Vacant Property)	224,200	224,200	0	0	0	0	0	224,200	0	0	0	0
514 FM 3481 East Side Phase 3 (Magill / Williams Property)	491,900	491,900	0	0	0	0	0	491,900	0	0	0	0
514 FM 3481 East Side Phase 2 (Parker CNL Addition)	596,500	596,500	0	0	0	0	0	0	0	596,500	0	0
Total Budgeted Sidewalk Projects	1,900,400	1,907,000	6,600	255,100	33,000	562,800	20,000	1,257,500	0	596,500	0	100,000
<i>Budgeted Street Projects</i>												
007 Mounion Lion / Pontiac Drainage Flume Recon	101,600	101,600	0	64,900	0	97,600	0	97,600	0	0	0	0
030 FM 3481 and Vineyard Traffic Light / Turn Lane	87,500	63,451	(24,049)	0	0	0	2,300	0	0	0	0	0
031 Warrior's Path ROW / Street Reconstruction (2019)	3,153,400	2,643,516	(509,884)	3,153,400	2,408,202	0	0	0	0	0	0	0
032 Warrior's Path ROW	2,000	3,250	1,250	0	3,250	0	0	0	0	0	0	0
Warrior's Path Phase 2 - Pontotoc Tr to FM 2410 (engineer)	460,000	460,000	0	0	0	0	0	460,000	0	0	0	0
502 2021 Street Improvement Program (Winter Storm Uri)	3,278,300	3,004,571	(273,729)	0	0	0	248,000	2,756,600	0	0	0	0
503 Chaucer Drive Improvements	36,000	37,030	1,030	0	37,030	0	0	0	0	0	0	0
503 Tejas Trail Roadway Improvement	41,000	42,080	1,080	0	42,080	0	0	0	0	0	0	0
503 2019 Street Improvement Program	1,147,000	1,262,868	115,868	897,400	628,254	0	0	0	0	0	0	0
503 2020 Street Improvement Program	551,200	702,114	150,914	1,000,000	36,450	496,700	665,700	0	0	0	0	0
2022 Street Improvement Program	820,000	820,000	0	0	0	0	0	820,000	0	0	0	0
Annual Street Improvement Projects (Future Fiscal Years)		<i>projects to be determined</i>		0	0	0	0	0	920,000	1,012,300	546,600	627,000
Total Budgeted Street Projects	9,678,000	9,140,480	(537,520)	5,115,700	3,155,266	594,300	916,000	4,134,200	920,000	1,012,300	546,600	627,000
Total CIP Project Expenditures	29,710,100	30,808,407	1,098,307	11,024,600	5,482,372	7,002,000	2,332,100	14,224,300	4,676,300	2,795,800	1,233,600	1,882,600
INCREASE (DECREASE) TO FUND BALANCE				(2,723,966)	(3,961,516)	(2,586,989)	(448,200)	(9,974,100)	(2,430,900)	(400)	1,312,000	638,000
ENDING BALANCE - CAPITAL PROJECT FUNDS				5,564,503	7,111,987	10,566,931	6,663,787	444,687	1,264,987	1,264,587	2,576,587	3,214,587

*Projects also funded by bond proceeds will have the Series in parenthesis

CAPITAL IMPROVEMENT PROGRAM - NON BOND REVENUES (INCLUDING GRANTS AND CONTRIBUTIONS)

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
Capital Project Accounts (Cash and Investments)	4,288,469	4,931,225	3,979,229	3,727,629	3,334,829	151,329	971,629	971,229	2,283,229
REVENUE SOURCES:									
Interest Income	125,000	69,617	50,000	45,000	45,200	45,400	45,400	45,600	45,600
General Fund Transfer	0	0	500,000	500,000	2,500,000	1,000,000	1,000,000	750,000	750,000
Utility Fund Transfer	1,000,000	0	1,000,000	1,000,000	1,500,000	1,000,000	1,500,000	1,500,000	1,500,000
Utility Connect Fee Transfer	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000
Drainage Fund Transfer	100,000	100,000	150,000	150,000	150,000	150,000	200,000	200,000	175,000
Miscellaneous Revenue	0	0	0	128,900	0	0	0	0	0
KISD Warrior's Path Contribution	1,520,000	1,125,175	0	0	0	0	0	0	0
City of Nolanville Warrior's Path Contribution	0	25,600	0	0	0	0	0	0	0
Highland Oaks Reimbursement	0	3,088	0	0	0	0	0	0	0
Grant Funding - TXDOT	0	2,013	0	0	0	0	0	0	0
Total Non Bond Revenue Sources	2,845,000	1,425,493	1,800,000	1,873,900	4,245,200	2,245,400	2,795,400	2,545,600	2,520,600
Total CIP Projects (detailed below)	5,477,100	2,629,089	4,151,600	2,266,700	7,428,700	1,425,100	2,795,800	1,233,600	1,882,600
Estimated Non Bond Funds Remaining @ Sept 30	1,656,369	3,727,629	1,627,629	3,334,829	151,329	971,629	971,229	2,283,229	2,921,229
CIP PROJECTS (projects also funded by bond proceeds will have the Series in parenthesis)									
<i>Budgeted Water Projects</i>									
034 Rattlesnake Road Waterline Replacement (2019)	0	578	0	0	0	0	0	0	0
036 Beeline Drive Waterline Replacement	215,200	0	307,900	0	0	0	0	0	0
500 Water Main Improvements	8,200	8,180	25,000	0	25,000	25,000	25,000	25,000	25,000
542 FM 2410 Utility Conflicts (FM 3481 to I14) Phase 1	0	0	0	34,000	0	0	0	0	0
542 FM 2410 Utility Conflicts (FM 3481 to I14) Phase 2	0	0	0	0	51,500	0	0	0	0
510 Cedar Knob Waterline Upgrade	0	0	0	0	0	61,100	0	0	0
Total Budgeted Water Projects	223,400	8,758	332,900	34,000	76,500	86,100	25,000	25,000	25,000
<i>Budgeted Wastewater Projects</i>									
008 Warrior's Path WW Interceptor Line (2019)	0	3,135	0	0	0	0	0	0	0
009 Thoroughbred 8" WW Line / 21" @ Prospecter	0	70,733	0	0	0	0	0	0	0
035 Sanitary Sewer at Station #2	0	38,328	0	0	0	0	0	0	0
037 Beeline Drive Sewer Replacement (2019)	0	0	0	0	266,300	0	0	0	0
401 VFW Lift Station Upgrade	0	0	50,000	0	0	0	0	0	0
516 Sewer Rehabilitation & Improvements	250,000	0	250,000	45,900	275,000	275,000	275,000	275,000	275,000
- TCEQ Ten Year Sanitary Sewer Overflow Plan	0	0	0	0	10,700	0	0	0	0
- Lift Station Evals - Evergreen, Fawn Valley, Trimmier	0	0	0	45,000	0	0	0	0	0
- Jamie Road Wastewater Relocation	0	0	0	50,000	0	0	0	0	0
517 Rummel Road Lift Station Ferrous Chloride Dosing	0	1,000	0	0	0	0	0	0	0
518 Highland Oaks WW Line Extension	0	23,851	0	0	0	0	0	0	0
519 Rummel Road Lift Station Upgrade	0	0	0	73,000	0	0	0	0	0
521 Second Belt Filter Press at Sludge Dewatering Building	0	0	505,000	30,000	0	0	0	0	0
528 Low Water Crossing (Connell Property)	0	3,000	17,000	31,800	0	0	0	0	0
528 Trimmier Creek LS Iron Chloride Dosing System	110,000	135,293	0	0	0	0	0	0	0
402 West Mechanical Bar Screen Access - Treatment Plant	0	0	0	0	40,000	0	0	0	0
Total Budgeted Wastewater Projects	360,000	275,340	822,000	275,700	592,000	275,000	275,000	275,000	275,000
<i>Budgeted Drainage Projects</i>									
512 Drainage Master Plan #1 Connell Det Pond (2018)	140,000	0	192,500	0	1,027,200	0	0	0	0
512 Drainage Master Plan #2, Phases #2, 3, 4 (2018)	0	9,044	903,700	90,000	150,300	0	0	0	0
512 Tahuaya Drive Drainage Project	0	16,359	0	0	0	0	0	0	0
Drainage Master Plan #3 HHHS Det Pond	0	0	0	0	0	0	237,000	237,000	0
Drainage Master Plan #4	0	0	0	0	0	0	0	0	224,100
Drainage Master Plan #5	0	0	0	0	0	0	0	0	46,700
Drainage Master Plan #6	0	0	0	0	0	0	0	0	175,000
Drainage Master Plan #7	0	0	0	0	0	0	0	0	153,200
Drainage Master Plan #8	0	0	0	0	0	0	0	0	156,600
Total Budgeted Drainage Projects	140,000	25,403	1,096,200	90,000	1,177,500	0	237,000	237,000	755,600
<i>Budgeted Building Improvements</i>									
028 Utility Relocation on Old PD Lot	0	8,769	0	0	0	0	0	0	0
504 Fire Station #2 Renovation (2019)	352,600	63,460	0	566,300	0	0	0	0	0
508 Public Works Water / Street Yard	0	3,738	57,000	0	0	44,000	500,000	0	0
508 Purchase Mobile Home Park Adjacent to Street Yard	0	0	400,000	6,500	0	0	0	0	0
509 Police Dept Building Repairs	0	24,326	35,000	64,900	0	0	0	0	0
520 Stairwell and Grating Safety Improvements	0	3,000	35,000	71,000	0	0	0	0	0
537 Remodel City Council Chambers	30,000	29,985	0	0	0	0	0	0	0
537 Flooring Updates in City Hall	0	0	31,000	0	31,000	0	0	0	0
537 New Cubicles / Desks in Finance and Courts	0	0	0	0	60,000	0	0	0	0
539 Demo / Replace Pavement at Central Station	124,900	9,500	110,400	169,300	0	0	0	0	0
539 New Roof Wellness Center (Central Station)	35,400	16,953	0	0	0	0	0	0	0
Total Budgeted Building Improvement Projects	542,900	159,731	668,400	878,000	91,000	44,000	500,000	0	0

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
Budgeted Park Projects									
505 Miscellaneous Park Projects	50,000	63,294	50,000	53,000	100,000	100,000	150,000	150,000	100,000
536 Bathrooms at Carl Levin Park (2017)	0	33,472	0	0	0	0	0	0	0
545 Dana Peak Park Development	0	0	25,000	0	0	0	0	0	0
Total Budgeted Park Projects	50,000	96,766	75,000	53,000	100,000	100,000	150,000	150,000	100,000
Budgeted Sidewalk Projects									
513 FM3481 From Prospector to Vineyard	255,100	33,000	562,800	20,000	541,400	0	0	0	0
513 Miscellaneous Sidewalk Projects	0	0	0	0	0	0	0	0	100,000
514 FM 3481 East Side Phase 1 (St Pauls / Vacant Property)	0	0	0	0	224,200	0	0	0	0
514 FM 3481 East Side Phase 3 (Magill / Williams Property)	0	0	0	0	491,900	0	0	0	0
514 FM 3481 East Side Phase 2 (Parker CNL Addition)	0	0	0	0	0	0	596,500	0	0
Total Budgeted Sidewalk Projects	255,100	33,000	562,800	20,000	1,257,500	0	596,500	0	100,000
Budgeted Street Projects									
007 Mounition Lion / Pontiac Drainage Flume Recon	64,900	0	97,600	0	97,600	0	0	0	0
030 Traffic Light FM 3481 and Vineyard (2019)	0	0	0	2,300	0	0	0	0	0
031 Warrior's Path ROW / Street Reconstruction (2019)	1,520,000	1,125,175	0	0	0	0	0	0	0
031 Warrior's Path ROW / Street Reconstruction (2019)	423,400	157,852	0	0	0	0	0	0	0
032 Warrior's Path ROW	0	3,250	0	0	0	0	0	0	0
Warrior's Path Phase 2 - Pontotoc Tr to FM 2410 (engineer)	0	0	0	0	460,000	0	0	0	0
502 Street Projects (Winter Storm 2021)	0	0	0	248,000	2,756,600	0	0	0	0
<i>Chaucer, Crowfoot, Miller's Crossing, Pioneer, Wildewood, Memory, Shelby, Drawbridge, Comanche Gap, point repairs, drainage items, and sidewalks</i>									
503 Chaucer Drive Improvements	0	37,030	0	0	0	0	0	0	0
503 Tejas Trail Roadway Improvement	0	42,080	0	0	0	0	0	0	0
503 2019 Street Improvement Program									
Old Nolanville Road	-	-	0	0	0	0	0	0	0
Fullview Court Cul de Sac	-	-	0	0	0	0	0	0	0
Mountain Lion Road	-	-	0	0	0	0	0	0	0
Roy Reynolds Drive	-	-	0	0	0	0	0	0	0
Dorothy Lane	-	-	0	0	0	0	0	0	0
Roy Reynolds Circle Cul de Sac	-	-	0	0	0	0	0	0	0
Modoc Channel Improvements	-	-	0	0	0	0	0	0	0
Total 2019 Street Improvement Program	897,400	628,254	0	0	0	0	0	0	0
503 2020 Street Improvement Program									
Mossy Oaks Circle Cul de Sac	0	0	105,000	106,500	0	0	0	0	0
Rattlesnake Road	0	0	220,000	270,700	0	0	0	0	0
Chapparral Road	0	0	165,000	149,400	0	0	0	0	0
Miller's Crossing Guardrail	-	-	6,700	22,100	0	0	0	0	0
Dorothy Lane Valley Gutter	-	-	0	16,800	0	0	0	0	0
Maintenance Guard Rail	-	-	0	24,600	0	0	0	0	0
ADA Path - Community Park Batting Cage	-	-	0	21,200	0	0	0	0	0
ADA Path - Kern Park Path and Parking Lot	-	-	0	39,500	0	0	0	0	0
Pima Trail Curb Ramps	-	-	0	14,900	0	0	0	0	0
Total 2020 Street Improvement Program	1,000,000	36,450	496,700	665,700	0	0	0	0	0
2022 Street Improvement Program									
Spicewood Circle Cul de Sac	0	0	0	0	35,000	0	0	0	0
Oak Timbers Circle Cul de Sac	0	0	0	0	40,000	0	0	0	0
Wood Shadows Road	0	0	0	0	70,000	0	0	0	0
Holly Court Cul de Sac	0	0	0	0	40,000	0	0	0	0
Tanglewood Drive Cul de Sac	0	0	0	0	40,000	0	0	0	0
Maya Trail	0	0	0	0	125,000	0	0	0	0
Seminole Trace	0	0	0	0	150,000	0	0	0	0
Yuron Trace	0	0	0	0	155,000	0	0	0	0
Sun Meadows Drive	0	0	0	0	165,000	0	0	0	0
Total 2022 Street Improvement Program	0	0	0	0	820,000	0	0	0	0

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
503 Annual Street Improvement Projects									
Cedar Oaks Lane (Nola Ruth to End O Trail)	0	0	0	0	0	375,000	0	0	0
Cedar Oaks Circle	0	0	0	0	0	235,000	0	0	0
Cedar Oaks Lane (Nola Ruth to N Cul de Sac)	0	0	0	0	0	310,000	0	0	0
Beeline Drive	0	0	0	0	0	0	1,012,300	0	0
Antelope Trail	0	0	0	0	0	0	0	413,200	0
Vinson Circle	0	0	0	0	0	0	0	36,600	0
Bear Trail	0	0	0	0	0	0	0	10,100	0
Wolf Trail	0	0	0	0	0	0	0	20,600	0
Badger Circle	0	0	0	0	0	0	0	26,500	0
Coyote Circle	0	0	0	0	0	0	0	24,500	0
Bobcat Circle	0	0	0	0	0	0	0	15,100	0
Wind Ridge Drive	0	0	0	0	0	0	0	0	100,000
Oak Trail	0	0	0	0	0	0	0	0	77,000
End O Trail	0	0	0	0	0	0	0	0	255,000
Silver Creek Drive	0	0	0	0	0	0	0	0	195,000
High Oak Drive	0	0	0	0	0	0	0	0	0
Rummel Road	0	0	0	0	0	0	0	0	0
Highview Road	0	0	0	0	0	0	0	0	0
Lakeside Drive	0	0	0	0	0	0	0	0	0
Total Annual Street Improvement Projects	0	0	0	0	0	920,000	1,012,300	546,600	627,000
Total Budgeted Street Projects	3,905,700	2,030,091	594,300	916,000	4,134,200	920,000	1,012,300	546,600	627,000
TOTAL PROJECT EXPENDITURES	5,477,100	2,629,089	4,151,600	2,266,700	7,428,700	1,425,100	2,795,800	1,233,600	1,882,600

CAPITAL IMPROVEMENT PROGRAM - 2018 COMBINATION TAX AND UTILITY SYSTEM CERTIFICATES OF OBLIGATION

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET
REVENUE SOURCES:							
General Fund Proceeds (\$3 million)	(10)	(19,010)	(19,010)	(19,010)	(19,010)		
General Fund CIP Projects	0	0	0	0	0		
Proceeds Remaining	(10)	(19,010)	(19,010)	(19,010)	(19,010)	0	0
Drainage Fund Proceeds (\$3 million)	2,494,944	2,546,125	2,461,125	2,494,675	2,480,675		
Drainage Fund CIP Projects	(2,501,800)	(51,450)	(2,668,100)	(14,000)	(2,676,600)		
Proceeds Remaining	(6,856)	2,494,675	(206,975)	2,480,675	(195,925)	0	0
Less: Issuance Cost at Closing	(67,100)	(67,117)	(8,800)	(67,100)	(67,100)		
Adjustment to Actual	0	50,090	0	50,112	50,100		
Total Proceeds Remaining	(73,966)	2,458,638	(234,785)	2,444,677	(231,935)	0	0
Interest Income	5,000	35,152	15,000	7,500	5,000		
Interest Earned From Prior Year(s)	184,400	184,387	219,800	219,500	227,000		
Estimated 2018 CO Funds Remaining @ Sept 30	115,434	2,678,177	15	2,671,677	65	0	0
CIP PROJECTS							
<i>Budgeted Drainage Projects</i>							
600 Jorgette Drive Bank Stabilization	120,000	0	120,000	0	155,000	0	0
501 Pinewood Erosion Project - Retaining Wall	204,000	17,000	200,000	12,500	179,900	0	0
501 Roy Reynolds Bridge Abutment Stabilization	124,000	14,500	122,100	1,500	136,100	0	0
601 Cayuga French Drain Project	0	0	0	0	43,400	0	0
512 Drainage Master Plan #1 Connell Det Pond	891,200	19,950	908,700	0	0	0	0
512 Drainage Master Plan #2, Phases #2, 3, 4	1,162,600	0	1,317,300	0	2,162,200	0	0
Total Budgeted Drainage Projects	2,501,800	51,450	2,668,100	14,000	2,676,600	0	0
TOTAL PROJECT EXPENDITURES	2,501,800	51,450	2,668,100	14,000	2,676,600	0	0

CAPITAL IMPROVEMENT PROGRAM - 2019 COMBINATION TAX AND UTILITY SYSTEM CERTIFICATES OF OBLIGATION

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET
REVENUE SOURCES:							
General Fund Proceeds (\$3 million)	2,626,000	2,710,054	(146,146)	51,398	(2)		
General Fund CIP Projects	(2,622,800)	(2,658,656)	0	(51,400)	0	0	
Proceeds Remaining	3,200	51,398	(146,146)	(2)	(2)	0	0
Utility Fund Proceeds (\$1 million)	456,200	436,842	282,242	293,665	293,665		
Utility Fund CIP Projects	(422,900)	(143,177)	(182,300)	0	(364,000)	0	
Proceeds Remaining	33,300	293,665	99,942	293,665	(70,335)	0	0
Less Issuance Cost at Closing	(54,400)	(54,422)	(54,400)	(54,400)	(54,400)		
Adjustment to Actual	0	318,120	0	0	24,900		
Proceeds Remaining	(17,900)	608,761	(100,604)	239,263	(99,837)	0	0
Interest Income	15,000	48,935	5,000	2,500	0		
Interest Earned From Prior Year(s)	30,000	48,485	95,700	97,400	99,900		
Estimated 2019 CO Funds Remaining @ Sept 30	27,100	706,181	96	339,163	63	0	0
CIP PROJECTS							
<i>Budgeted Water Projects</i>							
034 Rattlesnake Road Waterline Replacement	147,900	143,177	0	0	0	0	0
036 Beeline Drive Waterline Replacement	275,000	0	182,300	0	0	0	0
Total Budgeted Water Projects	422,900	143,177	182,300	0	0	0	0
<i>Budgeted Wastewater Projects</i>							
037 Beeline Drive Sewer Replacement	0	0	0	0	364,000	0	0
Total Budgeted Wastewater Projects	0	0	0	0	364,000	0	0
<i>Budgeted Building Improvements</i>							
504 Fire Station #2 Renovation	1,412,800	1,533,481	0	51,400	0	0	0
Total Budgeted Building Improvement Projects	1,412,800	1,533,481	0	51,400	0	0	0
<i>Budgeted Street Projects</i>							
031 Warrior's Path ROW / Street Reconstruction	1,210,000	1,125,175	0	0	0	0	0
Total Budgeted Street Projects	1,210,000	1,125,175	0	0	0	0	0
TOTAL PROJECT EXPENDITURES	3,045,700	2,801,833	182,300	51,400	364,000	0	0

CAPITAL IMPROVEMENT PROGRAM - CORONAVIRUS FUND

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
Coronavirus State / Local Relief Fund (ARPA)	0	0	0	0	0	0	0	0	0
REVENUE SOURCES:									
Coronavirus State / Local Relief Fund (ARPA)	0	0	0	0	3,755,000	3,251,200	0	0	0
Total CIP Projects (detailed below)	0	0	0	0	3,755,000	3,251,200	0	0	0
Estimated CSLRF Funding @ Sept 30	0	0	0	0	0	0	0	0	0
CIP PROJECTS									
<i>Budgeted Water Projects</i>									
036 Beeline Drive Waterline Replacement	0	0	0	0	440,000	0	0	0	0
510 Cedar Knob Waterline Upgrade	0	0	0	0	406,500	345,400	0	0	0
Total Budgeted Water Projects	0	0	0	0	846,500	345,400	0	0	0
<i>Budgeted Wastewater Projects</i>									
401 VFW Lift Station Upgrade	0	0	0	0	50,000	0	0	0	0
519 Rummel Road Lift Station Upgrade	0	0	0	0	991,000	0	0	0	0
521 Second Belt Filter Press at Sludge Dewatering Bldg	0	0	0	0	923,500	0	0	0	0
403 Manhole Rehab - WWTP to Indian Oaks Drive	0	0	0	0	0	650,000	0	0	0
404 Manhole Rehab - FM 2410	0	0	0	0	0	240,000	0	0	0
Total Budgeted Wastewater Projects	0	0	0	0	1,964,500	890,000	0	0	0
<i>Budgeted Drainage Projects</i>									
602 Fuller Lane / Tye Valley Cross Drainage Replacement	0	0	0	0	65,000	0	0	0	0
605 Alberta Circle Drainage Improvements	0	0	0	0	0	518,000	0	0	0
603 Reconstruct Concrete Drainage Channel - Preswick/Lantana	0	0	0	0	253,600	0	0	0	0
606 Storm Water Improvements @ 208 Cherokee Drive	0	0	0	0	0	375,800	0	0	0
607 Storm Water Improvements @ 715 Jason Drive	0	0	0	0	0	669,800	0	0	0
604 Thoroughbred Estates Drainage Phase 1 (French Drain)	0	0	0	0	625,400	0	0	0	0
608 Thoroughbred Estates Drainage Phase 1 (Tanglewood)	0	0	0	0	0	452,200	0	0	0
Total Budgeted Building Improvement Projects	0	0	0	0	944,000	2,015,800	0	0	0
<i>Budgeted Building Improvements</i>									
520 Stairwell and Grating Safety Improvements	0	0	0	0	0	0	0	0	0
Total Budgeted Street Projects	0	0	0	0	0	0	0	0	0
TOTAL PROJECT EXPENDITURES	0	0	0	0	3,755,000	3,251,200	0	0	0

FY 2021-2022 CAPITAL IMPROVEMENT PROJECTS			FUNDING SOURCE			
PROJECT TYPE	G/L ACCOUNT	AMOUNT	TRANSFERS IN	2018 CO's	2019 CO's	CSLRF - ARPA
Water Projects						
Water Main Improvements	05-560-500	25,000	25,000			
Beeline Drive Waterline Replacement	15-560-036	440,000				440,000
FM 2410 Utility Conflicts (FM 3481 to I14) Phase 2	05-560-542	51,500	51,500			
Cedar Knob Waterline Upgrade	15-560-510	406,500				406,500
	SUBTOTAL	923,000	76,500	0	0	846,500
Wastewater Projects						
Sewer Rehabilitation/Improvements	05-560-516	285,700	285,700			
Beeline Drive Sewer Replacement (2019)	05-560-037	630,300	266,300		364,000	
VFW Lift Station Upgrade	15-560-401	50,000				50,000
Rummel Road Lift Station Upgrade	15-560-519	991,000				991,000
Second Belt Filter Press at Sludge Dewatering Building	15-560-521	923,500				923,500
West Mechanical Bar Screen Access - WWTP	05-560-402	40,000	40,000			
	SUBTOTAL	2,920,500	592,000	0	364,000	1,964,500
Drainage Projects						
Drainage Master Plan #2 - Phase #2, 3, and 4	05-560-512	2,312,500	150,300	2,162,200		
Drainage Master Plan #1 - Connell Detention Pond	05-560-512	1,027,200	1,027,200			
Roy Reynolds Bridge Abutment Stabilization	05-560-501	136,100		136,100		
Jorgette Drive Bank Stabilization	05-560-600	155,000		155,000		
Pinewood Erosion/Retaining Wall	05-560-501	179,900		179,900		
Cayuga French Drain Project	05-560-601	43,400		43,400		
Fuller Lane / Tye Valley Cross Drainage Replacement	15-560-602	65,000				65,000
Reconstruct Concrete Drainage Channel - Preswick/Lantana	15-560-603	253,600				253,600
Thoroughbred Estates Drainage Phase 1 (French Drain)	15-560-604	625,400				625,400
	SUBTOTAL	4,798,100	1,177,500	2,676,600	0	944,000
Building Improvements						
Flooring Updates at City Hall	05-560-537	31,000	31,000			
New Cubicles / Desks in Finance and Courts	05-560-537	60,000	60,000			
	SUBTOTAL	91,000	91,000	0	0	0
Park Projects						
Miscellaneous Park Projects	05-560-505	100,000	100,000			
	SUBTOTAL	100,000	100,000	0	0	0
Sidewalk Projects						
Sidewalk from Prospector to Vineyard	05-560-513	541,400	541,400			
FM 3481 East Side Phase 1 (St Pauls / Vacant Property)	05-560-514	224,200	224,200			
FM 3481 East Side Phase 3 (Magill / Williams Property)	05-560-514	491,900	491,900			
	SUBTOTAL	1,257,500	1,257,500	0	0	0
Street Projects						
Mountain Lion to Pontiac Drainage Flume Reconstruction	05-560-007	97,600	97,600			
Warrior's Path Phase 2 - Pontotoc Trace to FM 2410 (engineer)	05-560-115	460,000	460,000			
2021 Street Improvement Program (Winter Storm Uri)	05-560-502	2,756,600	2,756,600			
2022 Street Improvement Program	05-560-116	820,000	820,000			
	SUBTOTAL	4,134,200	4,134,200	0	0	0
GRAND TOTAL		14,224,300	7,428,700	2,676,600	364,000	3,755,000

Project Name: Water Main Improvements

Project Description: Water main oversizing projects and water distribution system increases in capacity for future development.

Project Code: New Service

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	25,000	0	25,000	25,000	25,000	25,000	25,000	150,000
Grant	0	0	0	0	0	0	0	0
Total	25,000	0	25,000	25,000	25,000	25,000	25,000	150,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	25,000	0	25,000	25,000	25,000	25,000	25,000	150,000
Total	25,000	0	25,000	25,000	25,000	25,000	25,000	150,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service - Utility	0	0	0	0	0	0	
Other	25,000	25,000	25,000	25,000	25,000	125,000	
Total	25,000	25,000	25,000	25,000	25,000	125,000	

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

Funds are budgeted on an annual basis to cover these possible expenses as City growth continues.



Project Name: Beeline Drive Waterline Replacement

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

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0		0	0	0	0	0
Transfer	0	0		0	0	0	0	0
Coronavirus Funds	0	0	440,000	0	0	0	0	440,000
Total	0	0	440,000	0	0	0	0	440,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	70,000	0	0	0	0	70,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	370,000	0	0	0	0	370,000
Total	0	0	440,000	0	0	0	0	440,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(35,000)	
Debt Service - Utility	0	0	0	0	0	0	
Other	0	0	0	0	0	0	
Total		(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(35,000)



A look down Beeline Drive.

Project Name: FM 2410 Utility Conflicts (FM 3481 to Simmons Road)

Project Description: Utility relocation for TxDOT extension of stormwater culverts along FM 2410.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	34,000	51,500	0	0	0	0	85,500
Grant	0	0	0	0	0	0	0	0
Total	0	34,000	51,500	0	0	0	0	85,500

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	9,300	14,100	0	0	0	0	23,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	24,700	37,400	0	0	0	0	62,100
Total	0	34,000	51,500	0	0	0	0	85,500

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	51,500	0	0	0	0	51,500
	Total	51,500	0	0	0	0	51,500



FM 2410 heading towards Simmons Road

Project Name: Cedar Knob Waterline Upgrade

Project Description: Replace the 6-inch diameter water main along Cedar Knob Road with a 12-inch diameter water main.

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	61,100	0	0	0	61,100
Coronavirus Funds	0	0	406,500	345,400	0	0	0	751,900
Total	0	0	406,500	406,500	0	0	0	813,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	115,000	0	0	0	0	115,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	291,500	406,500	0	0	0	698,000
Total	0	0	406,500	406,500	0	0	0	813,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	(406,500)	(284,300)	0	0	0	(690,800)
	Total	(406,500)	(284,300)	0	0	0	(690,800)

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.



Example of the installation of a waterline.

Project Name: Sewer Rehabilitation/Improvements

Project Description: Repair and replace defective sanitary sewer lines and manholes as part of an annual program to maintain the sanitary sewer systems within the City. The City has entered into another ten-year Sanitary Sewer Overflow Initiative with the TCEQ.

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	250,000	140,900	285,700	275,000	275,000	275,000	275,000	1,776,600
Grant	0	0	0	0	0	0	0	0
Total	250,000	140,900	285,700	275,000	275,000	275,000	275,000	1,776,600

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
Planning/Design	0	0	35,000	35,000	35,000	35,000	35,000	175,000
Engineering	0	53,400	0	0	0	0	0	53,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	250,000	87,500	250,700	240,000	240,000	240,000	240,000	1,548,200
Total	250,000	140,900	285,700	275,000	275,000	275,000	275,000	1,776,600

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
Operations	0	0	0	0	0	0	
Maintenance	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(10,000)	
Debt Service	0	0	0	0	0	0	
Other	285,700	275,000	275,000	275,000	275,000	1,385,700	
Total		282,700	272,000	272,000	272,000	272,000	1,370,700

As the sanitary sewer lines / manholes are improved through this program, sewer issues are expected to decrease.

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

Funds are budgeted on an annual basis to cover these possible expenses as City growth continues.

Attempts are also made to fund projects out of grant money, such as Texas Community Block Grant, to make improvements to the City's infrastructure and to save money for other projects at the same time.



Project Name: Beeline Drive Sewer Replacement

Project Description: Replace the sanitary sewer main and service line laterals from Rebecca Lane to Watson Lane.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	364,000	0	0	0	0	364,000
Transfer	0	0	266,300	0	0	0	0	266,300
Grant	0	0	0	0	0	0	0	0
Total	0	0	630,300	0	0	0	0	630,300

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	145,000	0	0	0	0	145,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	485,300	0	0	0	0	485,300
Total	0	0	630,300	0	0	0	0	630,300

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Debt Service - Utility	31,763	31,763	31,763	31,763	31,763	158,815
	Other	266,300	0	0	0	0	266,300
	Total	293,063	26,763	26,763	26,763	26,763	400,115



This sewer replacement project will begin once the Beeline Drive waterline replacement project is complete.

Project Name: VFW Lift Station Upgrade

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

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	50,000	0	0	0	0	0	0	0
Coronavirus Funds	0	0	50,000	0	0	0	0	50,000
Total	50,000	0	50,000	0	0	0	0	50,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	50,000	0	50,000	0	0	0	0	50,000
Total	50,000	0	50,000	0	0	0	0	50,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service	0	0	0	0	0	0	
Other	(50,000)	0	0	0	0	(50,000)	
Total	(50,000)	0	0	0	0	0	

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.



VFW Lift Station Wetwell

Project Name: Rummel Road Lift Station Upgrade

Project Description: Install a 12-inch diameter force main from Granite Trail to Wildewood Drive. Upgrade pumps to 1,300 gpm each and the replace electric controls.

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	73,000	0	0	0	0	0	73,000
Coronavirus Funds	0	0	991,000	0	0	0	0	991,000
Total	0	73,000	991,000	0	0	0	0	1,064,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	73,000	206,000	0	0	0	0	279,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	785,000	0	0	0	0	785,000
Total	0	73,000	991,000	0	0	0	0	1,064,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service	0	0	0	0	0	0	
Other	(991,000)	0	0	0	0	(991,000)	
Total	(991,000)	0	0	0	0	0	

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.



Rummel Lift Station

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

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

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	505,000	30,000	0	0	0	0	0	30,000
Coronavirus Funds	0	0	923,500	0	0	0	0	923,500
Total	505,000	30,000	923,500	0	0	0	0	953,500

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	30,500	24,500	0	0	0	0	55,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	898,500	0	0	0	0	898,500
Total	0	30,500	923,000	0	0	0	0	953,500

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	(923,500)	0	0	0	0	(923,500)
	Total	(923,500)	0	0	0	0	(923,500)

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.



Image of a Belt Filter Press

Project Name: West Mechanical Bar Screen Access - WWTP

Project Description: Install a 3' x 7' structural concrete cut for access to the west mechanical bar screen.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	40,000	0	0	0	0	40,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	40,000	0	0	0	0	40,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	25,000	0	0	0	0	25,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	15,000	0	0	0	0	15,000
Total	0	0	40,000	0	0	0	0	40,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service	0	0	0	0	0	0	
Other	40,000	0	0	0	0	40,000	
Total	40,000	0	0	0	0	40,000	

This will allow for entry to a space that is currently too small enabling work to be done on the bar screen equipment.



Project Name: Drainage Master Plan CIP #2 - Phase 2, 3, and 4

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

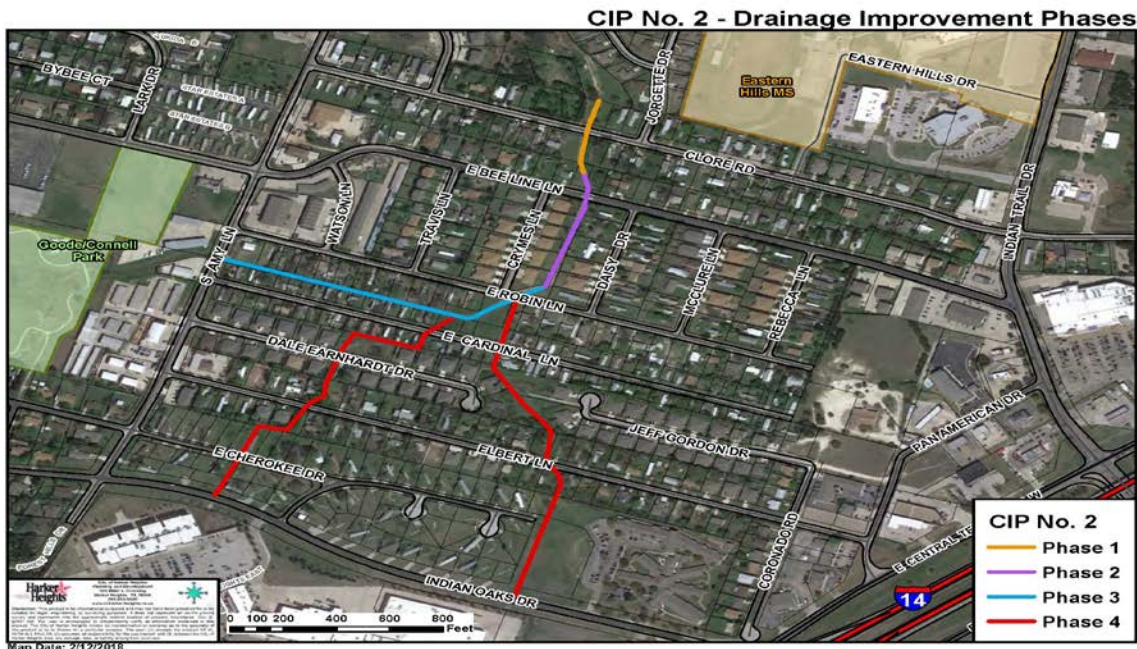
Project Code: Maintenance

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

Funding Source	FY 2018 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	103,354	0	2,162,200	0	0	0	0	2,265,554
2019 Bond	0	0	0	0	0	0	0	0
Transfer	23,190	90,000	150,300	0	0	0	0	263,490
Grant	0	0	0	0	0	0	0	0
Total	126,544	90,000	2,312,500	0	0	0	0	2,529,044

Project Costs	FY 2018 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	126,544	90,000	19,500	0	0	0	0	236,044
Miscellaneous	0	0	0	0	0	0	0	0
Construction	0	0	2,293,000	0	0	0	0	2,293,000
Total	126,544	90,000	2,312,500	0	0	0	0	2,529,044

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Operations	0	0	0	0	0	0
	Maintenance	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	Debt Service - Drainage	195,119	216,819	217,769	218,569	219,219	1,067,495
	Other	150,300	0	0	0	0	150,300
Total	335,419	206,819	207,769	208,569	209,219	1,167,795	



Project Name: Drainage Master Plan CIP #1

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

Project Code: Maintenance

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

Funding Source	FY 2019 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	24,000	0	0	0	0	0	0	24,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	1,027,200	0	0	0	0	1,027,200
Grant	0	0	0	0	0	0	0	0
Total	24,000	0	1,027,200	0	0	0	0	1,051,200

Project Costs	FY 2019 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	24,000	0	35,000	0	0	0	0	59,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	992,200	0	0	0	0	992,200
Total	24,000	0	1,027,200	0	0	0	0	1,051,200

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	500	500	500	500	500	2,500
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service - Drainage	0	0	0	0	0	0	
Other	1,027,200	0	0	0	0	1,027,200	
Total	1,027,700	500	500	500	500	1,029,700	



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

Project Name: Roy Reynolds Bridge Abutment Stabilization Project

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

Project Code: Maintenance

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

Funding Source	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	14,500	1,500	136,100	0	0	0	0	152,100
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	14,500	1,500	136,100	0	0	0	0	152,100

Project Costs	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	14,500	1,500	12,000	0	0	0	0	28,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	124,100	0	0	0	0	124,100
Total	14,500	1,500	136,100	0	0	0	0	152,100

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	195,119	216,819	217,769	218,569	219,219	1,067,495
	Other	0	0	0	0	0	0
Total	195,119	216,819	217,769	218,569	219,219	1,067,495	



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

Project Name: Jorgette Drive Bank Stabilization

Project Description: Reinforce the earthen drainage channel embankment with rock gabions or concrete rock rip-rap to prevent storm water erosion into the residential lots. The current erosion is occurring out of the City drainage easement on private property.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	120,000	0	155,000	0	0	0	0	155,000
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	120,000	0	155,000	0	0	0	0	155,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	20,000	0	20,000	0	0	0	0	20,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	100,000	0	135,000	0	0	0	0	135,000
Total	120,000	0	155,000	0	0	0	0	155,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Debt Service - Drainage	195,119	216,819	217,769	218,569	219,219	219,219	1,067,495
Other	0	0	0	0	0	0	0
Total	185,119	206,819	207,769	208,569	209,219	209,219	1,017,495



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

Project Name: Pinewood Erosion Project

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

Project Code: Maintenance

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

Funding Source	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	17,000	12,500	179,900	0	0	0	0	209,400
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	17,000	12,500	179,900	0	0	0	0	209,400

Project Costs	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	17,000	12,500	0	0	0	0	0	29,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	179,900	0	0	0	0	0	179,900
Total	17,000	192,400	0	0	0	0	0	209,400

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	195,119	216,819	217,769	218,569	219,219	1,067,495
	Other	0	0	0	0	0	0
	Total	195,119	216,819	217,769	218,569	219,219	1,067,495



Picture of the concrete rock rip-rap placement

Project Name: Cayuga Drive French Drain Project

Project Description: Intercept ground water surfacing in the right of way and pipe to nearby open channel.

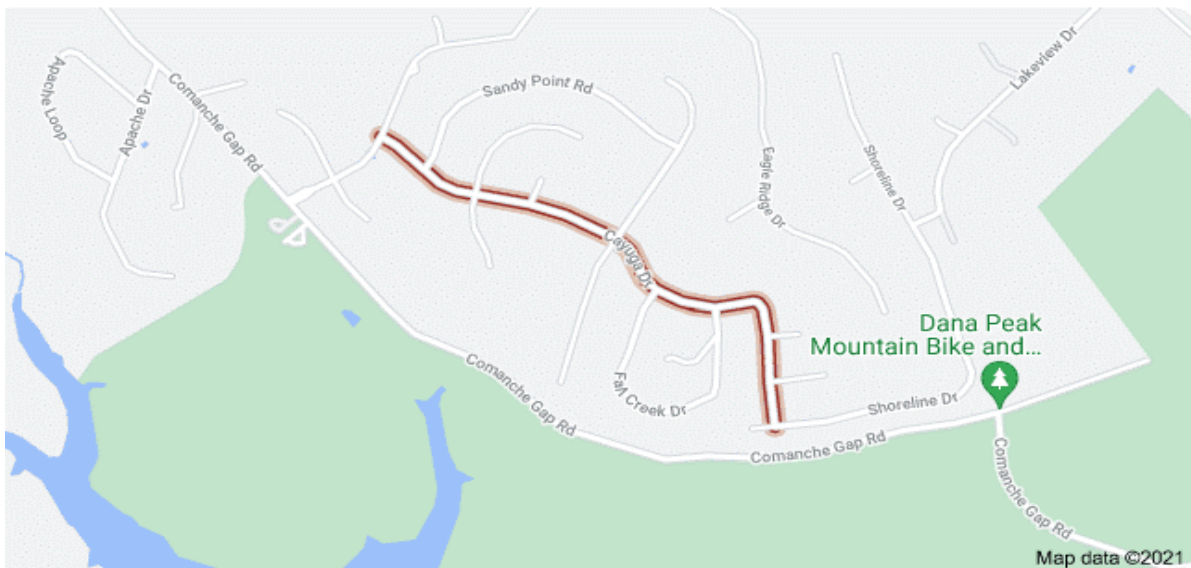
Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	43,400	0	0	0	0	43,400
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0
Total	0	0	43,400	0	0	0	0	43,400

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	8,000	0	0	0	0	8,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	35,400	0	0	0	0	35,400
Total	0	0	43,400	0	0	0	0	43,400

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service - Drainage	195,119	216,819	217,769	218,569	219,219	1,067,495
	Other	0	0	0	0	0	0
	Total	195,119	216,819	217,769	218,569	219,219	1,067,495



Street location for the project.

Project Name: Fuller Lane / Tye Valley Cross Drainage Replacement

Project Description: Remove the existing corrugated metal drainage pipes and replace with box culverts and reinforced concrete pipes.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Coronavirus Funds	0	0	65,000	0	0	0	0	65,000
Total	0	0	65,000	0	0	0	0	65,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	10,500	0	0	0	0	10,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	54,500	0	0	0	0	54,500
Total	0	0	65,000	0	0	0	0	65,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	(6,000)	0	0	0	0	(6,000)	
Debt Service	0	0	0	0	0	0	
Other	(65,000)	0	0	0	0	(65,000)	
Total	(71,000)	0	0	0	0	0	(71,000)

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.



Fuller Lane and Tye Valley intersection

Project Name: Reconstruct Concrete Drainage Channel - Preswick / Lantana

Project Description: Remove and reconstruct the concrete drainage channel below Preswick/Lantana

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Coronavirus Funds	0	0	253,600	0	0	0	0	253,600
Total	0	0	253,600	0	0	0	0	253,600

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	32,500	0	0	0	0	32,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	221,100	0	0	0	0	221,100
Total	0	0	253,600	0	0	0	0	253,600

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	(253,600)	0	0	0	0	(253,600)
	Total	(253,600)	0	0	0	0	(253,600)

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.

Project Name: Thoroughbred Estates Drainage Channel (French Drain)

Project Description: Install storm drainage pipes and french drain pipes to intercept surface ground water.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0
Grant	0	0	625,400	0	0	0	0	625,400
Total	0	0	625,400	0	0	0	0	625,400

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	86,000	0	0	0	0	86,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	539,400	0	0	0	0	539,400
Total	0	0	625,400	0	0	0	0	625,400

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	(625,400)	0	0	0	0	(625,400)
	Total	(625,400)	0	0	0	0	(625,400)

Use of Coronavirus Funds instead of doing a transfer to the Capital Projects Fund results in a savings to the Operating Budget.

Project Name: Flooring Updates at City Hall

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

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	31,000	0	31,000	0	0	0	0	31,000
Grant	0	0	0	0	0	0	0	0
Total	31,000	0	31,000	0	0	0	0	31,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Materials/Install	0	0	31,000	0	0	0	0	31,000
Total	0	0	31,000	0	0	0	0	31,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	31,000	0	0	0	0	31,000
	Total	31,000	0	0	0	0	31,000

Wear and tear over the years has necessitated the replacement of the carpet in the Council Chambers and various office areas / hallways throughout City Hall.

Project Name: New Cubicles / Desks in Finance and Courts

Project Description: Replace the current cubicles and desks in the Finance and Courts office areas

Project Code: Maintenance

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

Funding Source	FY 2015 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	60,000	0	0	0	0	60,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	60,000	0	0	0	0	60,000

Project Costs	FY 2016 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Materials/Install	0	0	60,000	0	0	0	0	60,000
Total	0	0	60,000	0	0	0	0	60,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	(60,000)	0	0	0	0	(60,000)
	Total	(60,000)	0	0	0	0	(60,000)

Current cubicles are from the opening of the City Hall and, after frequent moves, will not withstand the rearrangement of the carpet replacement. Office furniture is from the old City Hall and is also need of replacement.

Project Name: Park Improvements

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

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	50,000	53,000	100,000	100,000	150,000	150,000	100,000	653,000
Grant	0	0	0	0	0	0	0	0
Total	50,000	53,000	100,000	100,000	150,000	150,000	100,000	653,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0	0
Site Improvement	50,000	0	25,000	25,000	25,000	25,000	25,000	125,000
Equipment	0	46,600	25,000	25,000	25,000	25,000	25,000	171,600
Construction	0	6,400	50,000	50,000	100,000	100,000	50,000	356,400
Total	50,000	53,000	100,000	100,000	150,000	150,000	100,000	653,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	1,000	1,000	1,000	1,000	1,000	5,000	
Maintenance	2,500	2,500	5,000	5,000	5,000	20,000	
Debt Service	0	0	0	0	0	0	
Other	100,000	100,000	150,000	150,000	100,000	600,000	
Total	103,500	103,500	156,000	156,000	106,000	625,000	



Parks & Recreation installed new signs at all City Parks.

Project Name: Sidewalk from Prospector Trail to Vineyard Trail

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

Project Code: Enhancement

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

Funding Source	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	33,000	20,000	541,400	0	0	0	0	594,400
Grant	0	0	0	0	0	0	0	0
Total	33,000	20,000	541,400	0	0	0	0	594,400

Project Costs	FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	33,000	20,000	33,500	0	0	0	0	86,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	507,900	0	0	0	0	507,900
Total	33,000	20,000	541,400	0	0	0	0	594,400

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	541,400	0	0	0	0	0	541,400
Total	541,400	0	0	0	0	0	541,400



Area of construction for the sidewalk.

Project Name: FM 3481 East Side Phase 1 (St. Pauls / Vacant Property)

Project Description: Extend a 6' wide sidewalk along Stillhouse Lake Road from the CNL Addition to FM 2410.

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	224,200	0	0	0	0	224,200
Grant	0	0	0	0	0	0	0	0
Total	0	0	224,200	0	0	0	0	224,200

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	38,000	0	0	0	0	38,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	186,200	0	0	0	0	186,200
Total	0	0	224,200	0	0	0	0	224,200

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	224,200	0	0	0	0	224,200
	Total	224,200	0	0	0	0	224,200



Area of construction for the sidewalk.

Project Name: FM 3481 East Side Phase 2 (Magill / Williams Property)

Project Description: Extend 6' wide sidewalk along Stillhouse Lake Road from Cedar Brook Ridge to the CNL Addition at

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	491,900	0	0	0	0	491,900
Grant	0	0	0	0	0	0	0	0
Total	0	0	491,900	0	0	0	0	491,900

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	51,500	0	0	0	0	51,500
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	440,400	0	0	0	0	440,400
Total	0	0	491,900	0	0	0	0	491,900

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0
	Debt Service	0	0	0	0	0	0
	Other	491,900	0	0	0	0	491,900
	Total	491,900	0	0	0	0	491,900



Area of construction for the sidewalk.

Project Name: Mountain Lion to Pontiac Drainage Flume Reconstruction

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

Project Code: Maintenance

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

Funding Source	FY 2018 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	4,000	0	97,600	0	0	0	0	101,600
Grant	0	0	0	0	0	0	0	0
Total	4,000	0	97,600	0	0	0	0	101,600

Project Costs	FY 2018 to FY 2020 Actual	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	4,000	0	6,400	0	0	0	0	10,400
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	91,200	0	0	0	0	91,200
Total	4,000	0	97,600	0	0	0	0	101,600

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Other	97,600	0	0	0	0	0	97,600
Total	97,600	0	0	0	0	0	97,600



Site of the Drainage Flume Reconstruction Project.

Project Name: Warrior's Path Phase 2 - Pontotoc Trace to FM 2410

Project Description: Engineering design to widen the street section to two 12' wide Lanes with a 12' wide center turn lane and 8'

Project Code: Enhancement

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	460,000	0	0	0	0	460,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	460,000	0	0	0	0	460,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	0	460,000	0	0	0	0	460,000
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Total	0	0	460,000	0	0	0	0	460,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	
Maintenance	0	0	0	0	0	0	
Debt Service	0	0	0	0	0	0	
Other	460,000	0	0	0	0	460,000	
Total	460,000	0	0	0	0	0	460,000



A completed Warrior's Path Phase 1 with what will be Warrior's Path Phase 2 in the horizon.

Project Name: 2021 Street Improvement Program (Winter Storm Uri)

Project Description: Point repairs and reconstruction of damaged collector streets.

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	248,000	2,756,600	0	0	0	0	3,004,600
Grant	0	0	0	0	0	0	0	0
Total	0	248,000	2,756,600	0	0	0	0	3,004,600

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	0	0	0	0	0	0
Engineering	0	140,000	116,300	0	0	0	0	256,300
Testing	0	16,000	0	0	0	0	0	16,000
Construction	0	92,000	2,640,300	0	0	0	0	2,732,300
Total	0	248,000	2,756,600	0	0	0	0	3,004,600

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
	Operations	0	0	0	0	0	0
	Maintenance	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
	Debt Service	0	0	0	0	0	0
	Other	2,756,600	0	0	0	0	2,756,600
	Total	2,748,600	(8,000)	(8,000)	(8,000)	(8,000)	2,716,600



One example of damage done by Winter Storm Uri.

Project Name: 2022 Street Improvement Program

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

Project Code: Maintenance

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

Funding Source	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Funding
2018 Bond	0	0	0	0	0	0	0	0
2019 Bond	0	0	0	0	0	0	0	0
Transfer	0	0	820,000	0	0	0	0	820,000
Grant	0	0	0	0	0	0	0	0
Total	0	0	820,000	0	0	0	0	820,000

Project Costs	FY 2021 Budget	FY 2021 Projections	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Project Costs
Planning/Design	0	0	226,000	0	0	0	0	226,000
Engineering	0	0	0	0	0	0	0	0
Site Improvement	0	0	0	0	0	0	0	0
Construction	0	0	594,000	0	0	0	0	594,000
Total	0	0	820,000	0	0	0	0	820,000

Operating Budget Impact	Line Item:	FY 2022 Budget	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	Total Estimated Impact
	Personnel	0	0	0	0	0	0
Operations	0	0	0	0	0	0	0
Maintenance	(5,000)	0	0	0	0	0	(5,000)
Debt Service	0	0	0	0	0	0	0
Other	820,000	0	0	0	0	0	820,000
Total	815,000	0	0	0	0	0	815,000



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

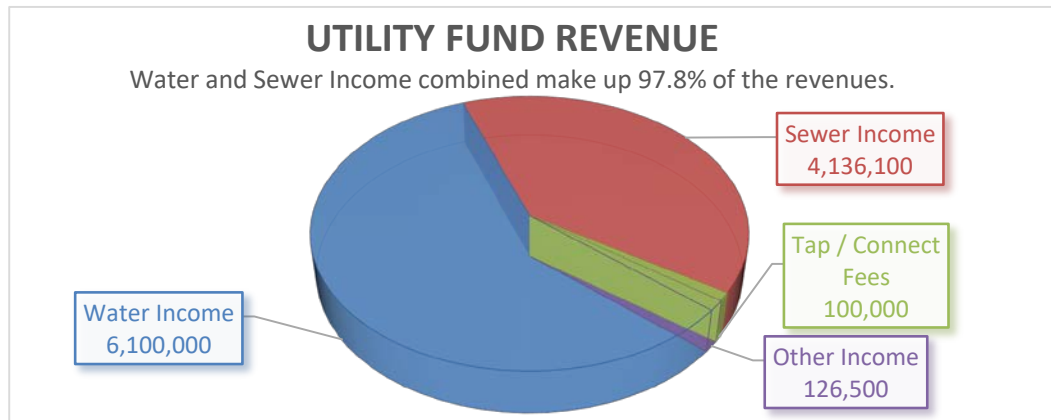


A large, stylized logo consisting of two vertical bars with a central gap, resembling the Roman numeral 'II'. A large, red, five-pointed star is superimposed over the center of the logo. The star has a textured, halftone-like pattern. The text 'PROPRIETARY FUNDS' is centered over the star.

PROPRIETARY FUNDS

UTILITY FUND REVENUE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	3,339,889	248,678	3,257,117	2,173,752	2,173,752	2,879,652
SALES						
001 Water Income	6,200,000	6,408,369	6,254,600	2,827,785	5,865,400	6,100,000
002 Sewer Income	3,800,000	3,973,864	3,871,900	1,991,089	3,977,000	4,136,100
007 Water Tap Fees	5,000	23,036	10,000	8,012	16,000	10,000
008 Sewer Tap Fees	10,000	13,267	10,000	3,494	7,000	10,000
009 Connect Fees	80,000	74,525	80,000	13,475	70,000	80,000
TOTAL SALES	10,095,000	10,493,061	10,226,500	4,843,855	9,935,400	10,336,100
MISCELLANEOUS						
005 Transfers, Turn On/Off	18,000	14,107	15,000	5,095	13,000	15,000
006 Penalties	90,000	98,910	90,000	52,455	86,000	90,000
010 Credit Card Fees	(75,000)	(91,663)	(80,000)	(51,832)	(100,000)	(110,000)
011 Online Payment Fees	75,000	78,674	75,000	41,500	95,000	110,000
015 Cash Over (Short)	0	(41)	0	11	0	0
020 Interest Income	55,000	34,387	30,000	15,777	17,500	17,500
021 Miscellaneous Income	4,500	4,628	4,000	12,134	14,400	4,000
022 Other Income	0	70	0	0	0	0
030 Insurance Proceeds	0	8,474	0	8,531	8,500	0
032 Gain on Sale of Assets	0	0	0	0	0	0
057 Assessment Income	0	0	0	0	0	0
070 Grant Revenue	0	0	0	0	27,900	0
201 Net Value of Investments	0	0	0	0	0	0
TOTAL MISCELLANEOUS	167,500	147,546	134,000	83,671	162,300	126,500
TOTAL REVENUES	10,262,500	10,640,607	10,360,500	4,927,526	10,097,700	10,462,600
INCR (DECR) IN FUND BALANCE	3,800	1,925,074	240,800	101,344	705,900	299,800
ENDING FUND BALANCE	3,343,689	2,173,752	3,497,917	2,275,096	2,879,652	3,179,452
FUND BALANCE REQUIREMENT (Three Months Operating Expense)	2,014,675	2,028,883	2,004,925		2,085,450	2,090,700

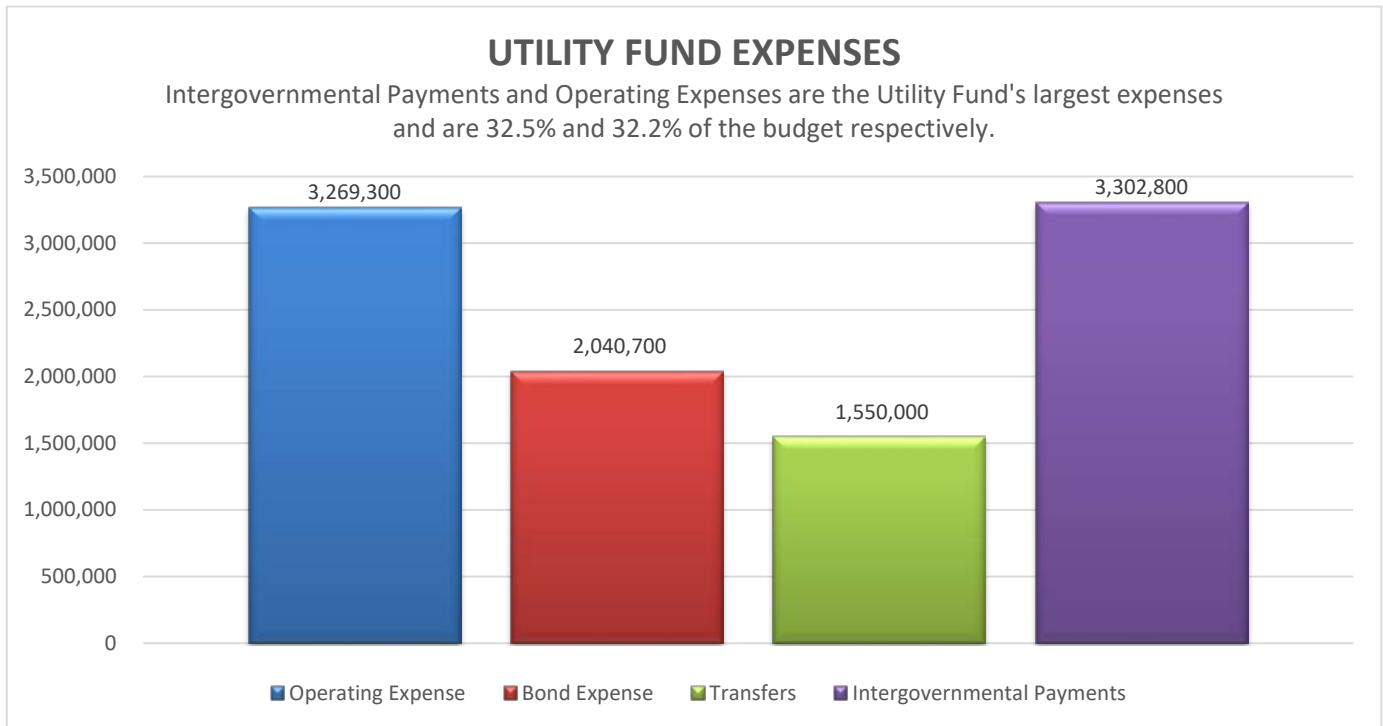


UTILITY FUND EXPENSE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	1,136,900	1,069,257	1,120,700	486,479	962,100	1,077,900
002 Overtime	86,000	50,655	86,000	42,091	89,400	86,000
003 Workers Compensation	14,400	15,250	16,500	17,070	17,100	16,600
004 Health Insurance	132,200	113,242	117,500	41,785	99,600	161,500
005 Social Security	93,500	83,122	92,300	40,070	80,400	89,100
006 Retirement	182,800	175,958	180,400	78,988	157,200	172,500
008 OPEB Expense	3,000	3,607	3,000	0	3,000	3,000
TOTAL PERSONNEL SERVICE	1,648,800	1,511,091	1,616,400	706,483	1,408,800	1,606,600
SUPPLIES						
010 Office	33,500	26,013	33,500	19,301	33,600	33,500
011 Vehicle	46,000	39,478	46,000	17,278	46,000	48,000
012 General	15,100	14,419	15,100	6,416	13,000	13,000
013 Equipment	4,000	4,700	4,000	3,386	6,000	4,000
017 Belt Press	20,000	21,546	20,000	19,430	40,000	35,000
018 Lab	11,000	9,672	11,000	3,100	10,000	10,000
TOTAL SUPPLIES	129,600	115,828	129,600	68,911	148,600	143,500
MAINTENANCE						
020 Vehicle	40,000	98,620	45,000	25,936	100,000	45,000
021 Building	2,000	6,409	2,000	867	2,000	2,000
022 Equipment	128,100	135,919	134,600	74,896	143,700	159,700
023 Ground	2,500	623	2,000	407	2,500	1,500
024 Repair & Maintenance	160,000	184,730	160,000	88,296	190,000	185,000
025 New Service Meters	110,000	61,463	100,000	18,552	45,000	75,000
026 UV Lights	35,000	28,463	35,000	0	35,000	30,000
027 Odor Control Chemical	45,000	29,887	40,000	13,106	35,900	35,000
TOTAL MAINTENANCE	522,600	546,114	518,600	222,060	554,100	533,200
INSURANCE						
030 Property/Liability	27,700	26,632	27,700	26,458	26,800	28,400
TOTAL INSURANCE	27,700	26,632	27,700	26,458	26,800	28,400
SERVICES						
014 Uniforms	19,000	16,909	19,000	8,763	17,000	19,000
035 Unemployment	0	247	0	305	(800)	0
040 Utilities	410,000	328,205	320,000	169,178	488,700	365,000
041 Dues/Subscriptions	2,500	2,064	3,400	2,020	2,600	2,700
042 Travel & Training	15,000	9,570	18,000	6,962	12,000	15,000
045 Telephone	13,500	11,806	10,700	5,078	9,300	9,300
046 Equipment Rental	51,800	69,513	51,800	16,995	60,400	61,000
047 Contract Labor	280,800	262,128	278,800	132,409	328,700	295,800
085 State Fees	47,200	46,204	46,200	47,436	47,400	47,400
TOTAL SERVICES	839,800	746,646	747,900	389,146	965,300	815,200

UTILITY FUND EXPENSE SUMMARY

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
TOTAL BOND EXPENSE	1,958,800	1,934,987	1,994,300	161,621	1,994,300	1,998,800
INTERGOVERNMENTAL PAYMENTS						
801 Transfer to General Fund	500,000	500,000	500,000	500,000	0	250,000
806 Transfer to Debt Service Fund	100,000	0	0	0	0	0
200 Water Purchases	2,753,300	3,008,972	2,805,900	1,340,202	2,997,500	3,052,800
TOTAL INTERGOV PAYMENTS	3,353,300	3,508,972	3,305,900	1,840,202	2,997,500	3,302,800
MISCELLANEOUS						
080 Bad Debt	55,000	82,446	65,000	61,063	100,000	65,000
083 Audit Fees	27,400	27,200	27,400	7,500	27,200	25,000
092 Professional Fees	35,000	34,718	35,000	17,900	70,400	51,400
095 Required Public Notices	4,000	618	4,000	864	900	1,000
3xx Issuance Costs	0	23,602	0	0	0	0
306 Amortization Adv Refunding	56,700	56,679	47,900	23,974	47,900	41,900
TOTAL MISCELLANEOUS	178,100	225,263	179,300	111,301	246,400	184,300
RESERVES						
800 Transfer to Fixed Assets	500,000	0	500,000	500,000	0	0
805 Transfer to Capital Projects	1,100,000	100,000	1,100,000	800,000	1,050,000	1,550,000
TOTAL RESERVES	1,600,000	100,000	1,600,000	1,300,000	1,050,000	1,550,000
GRAND TOTAL	10,258,700	8,715,533	10,119,700	4,826,182	9,391,800	10,162,800



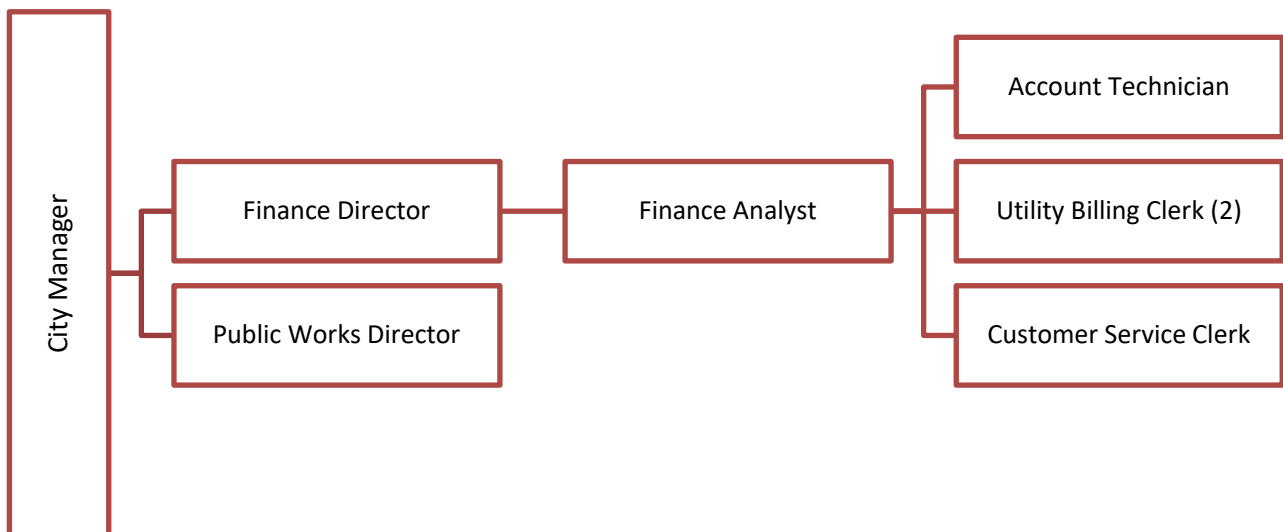
WATER ADMINISTRATION

Water Administration functions under the joint supervision of the Finance Director and the Public Works Director and is responsible for the control, support, and coordination of all activities handled within the Utility Fund. The department is responsible for utility billing to include the review of water meter readings, bill calculation and printing, payment collection and customer service.

DEPARTMENT GOALS

The primary goals of Water Administration are to prioritize customer service and provide citizens with accurate billing and financial information regarding their water, sewer, and sanitation services. The department strives to provide sound accounting and payment collection practices to optimize the financial resources of the Utility Fund and safeguard its assets.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Signed residents and businesses up for Covid-19 payment plans to assist with past due water account balances caused by the pandemic shutdowns/closures.
- Worked closely with other departments and residents to recover from Winter Storm Uri and assist with water leaks and billing disruptions.
- Created a Coronavirus Relief Funds Water Payment Assistance Grant Program to assist customers with paying outstanding water bills due to the coronavirus shutdown.

FY 2021-2022 OBJECTIVES

- Increase compliance with HB872 and continue working with residents to update accounts with information disclosure forms.
- Re-evaluate record retention procedures and monitor updated filing system.
- Begin creating standard operating procedure manuals for the Utility Billing and Customer Service job duties.
- Continue cross training employees to ensure maximum department efficiency during staff shortages.

PERFORMANCE MEASURES – WATER ADMINISTRATION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time personnel	4	4	4	4	4
OUTPUTS:					
# of active utility billing accounts	11,000	11,958	12,000	11,995	12,000
Total amount billed (in thousands)	\$14,000	\$14,624	\$15,000	\$13,102	\$14,000
# of utility bills outsourced	151,200	144,296	151,200	147,290	151,000
# of second notices mailed	26,750	49,062	40,000	28,068	30,000
# of e-bills sent	31,500	34,146	35,000	39,912	40,000
# of service orders processed	17,500	12,479	14,000	12,585	13,000
# of payments processed in-house	108,500	89,663	95,000	97,412	100,000
# of payments water related	106,500	89,522	95,000	97,343	98,000
# of payments processed via REMIT	21,000	17,117	20,000	14,775	15,000
# of payments made through website	36,000	39,639	40,000	43,336	45,000
# of payments processed as a draft	28,750	26,827	28,000	31,495	35,000
# of payments made via IVR	12,000	14,269	15,000	15,929	16,500
# of payments made via kiosk	3,000	2,268	3,000	1,882	2,500
# of past due phone notifications sent	15,000	30,998	32,000	32,050	33,000
# of successful phone notifications	9,000	19,282	20,000	19,691	20,000
EFFECTIVENESS:					
% of bills processed as scheduled	100%	99%	100%	99%	100%
% of payments processed via REMIT	20%	19%	20%	15%	20%
% of payments made through website	34%	44%	45%	44%	45%
% of payments processed a draft	27%	30%	35%	32%	35%
% of payments made via IVR	11%	16%	15%	16%	17%
% of payments made via kiosk	3%	3%	3%	2%	3%
% of payments that are water related	98%	99%	100%	99%	100%
% of bills/second notices outsourced	85%	81%	85%	79%	80%
% of successful notification delivery	60%	62%	63%	61%	60%
EFFICIENCY:					
# of active utility billing accounts per employee	2,750.0	2,989.5	3,000.0	2,998.8	3,000.0
# of service orders per employee	4,375.0	3,119.8	4,000	3146.3	3,500.0
# of in-house payments per employee	27,125.0	22,415.8	24,625.0	24,353.0	25,000.0

WATER ADMINISTRATION

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	388,300	362,989	346,100	126,146	242,400	269,600
002 Overtime	3,000	2,532	3,000	1,328	3,000	3,000
003 Workers Compensation	3,300	3,519	3,600	3,682	3,700	3,200
004 Health Insurance	34,000	26,310	23,100	7,447	16,800	26,800
005 Social Security	29,900	27,281	26,700	9,640	18,800	20,900
006 Retirement	58,500	57,939	52,200	19,070	36,700	40,400
008 OPEB Expense	3,000	3,607	3,000	0	3,000	3,000
TOTAL PERSONNEL SERVICES	520,000	484,177	457,700	167,313	324,400	366,900
SUPPLIES						
010 Office	30,000	22,271	30,000	17,552	30,000	30,000
012 General	5,000	8,605	5,000	2,639	5,000	5,000
TOTAL SUPPLIES	35,000	30,876	35,000	20,191	35,000	35,000
MAINTENANCE						
022 Equipment	122,100	127,968	127,600	73,316	135,700	152,700
TOTAL MAINTENANCE	122,100	127,968	127,600	73,316	135,700	152,700
INSURANCE						
030 Property/Liability	4,800	4,511	4,500	4,288	4,300	4,100
TOTAL INSURANCE	4,800	4,511	4,500	4,288	4,300	4,100
SERVICES						
041 Dues & Subscriptions	700	614	1,600	205	700	700
042 Travel & Training	4,000	370	7,000	166	1,000	4,000
045 Telephone	2,000	1,365	300	160	300	300
047 Contract Labor	60,000	56,457	58,000	27,122	58,700	60,000
TOTAL SERVICES	66,700	58,806	66,900	27,653	60,700	65,000
BOND EXPENSE						
Principal Payments	1,484,200	1,484,200	1,597,700	0	1,597,700	1,643,200
301 Interest Expense	474,600	450,787	396,600	161,621	396,600	355,600
TOTAL BOND EXPENSE	1,958,800	1,934,987	1,994,300	161,621	1,994,300	1,998,800
INTERGOVERNMENTAL PAYMENTS						
801 Transfer to General Fund	500,000	500,000	500,000	500,000	0	250,000
806 Transfer to Debt Service Fund	100,000	0	0	0	0	0
TOTAL INTERGOVERNMENTAL PAYMENTS	600,000	500,000	500,000	500,000	0	250,000
MISCELLANEOUS						
080 Bad Debt	55,000	82,446	65,000	61,063	100,000	65,000
083 Audit Fees	27,400	27,200	27,400	7,500	27,200	25,000
092 Professional Fees	35,000	34,718	35,000	17,900	35,800	36,000
095 Required Public Notices	4,000	618	4,000	864	900	1,000
306 Amortization Advance Refunding	56,700	56,679	47,900	23,974	47,900	41,900
330 Issuance Cost	0	23,602	0	0	0	0
TOTAL MISCELLANEOUS	178,100	225,263	179,300	111,301	211,800	168,900
FIXED ASSETS						
Transfer to Fixed Assets	42,000	20,778	0	0	0	13,000
TOTAL FIXED ASSETS	42,000	20,778	0	0	0	13,000
GRAND TOTAL	3,527,500	3,387,366	3,365,300	1,065,683	2,766,200	3,054,400

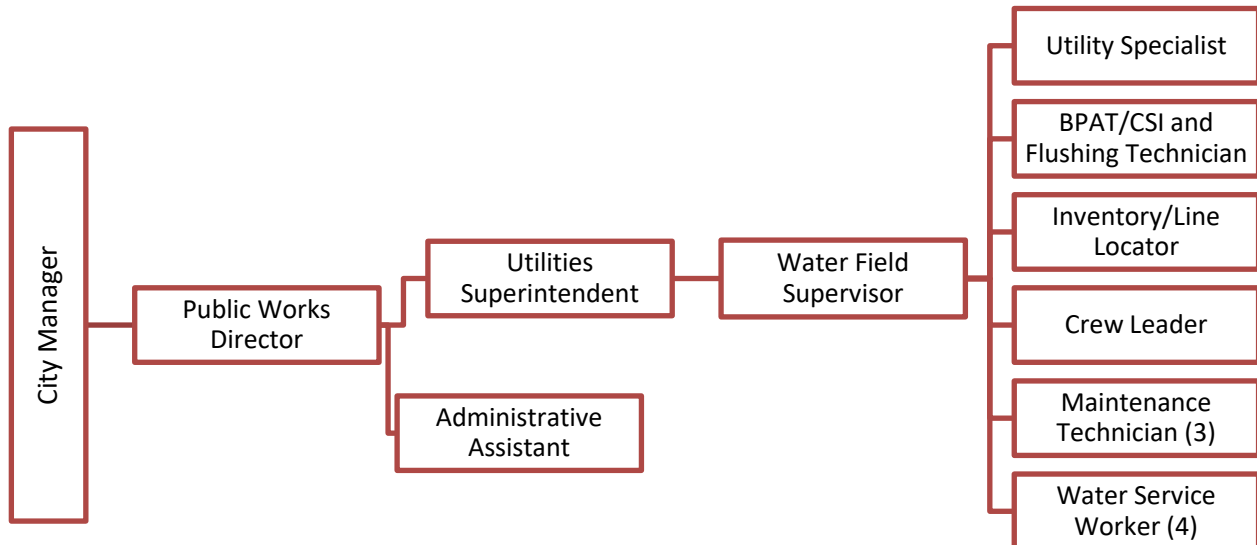
WATER OPERATIONS

Water Operations works to ensure that the City provides safe and reliable drinking water to our residents and is charged with the evaluation and maintenance of the water infrastructure and water quality testing. The department assists with the utility billing process through the collection of meter readings and completing service requests.

DEPARTMENT GOALS

The department operates through the implementation of best management practices, construction, recordkeeping, economical and ethically sound reporting, and in the public's best interest.

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Upgraded the variable frequency drives (VFD) and automated the chemical feed system at the Verna Lee pump station.
- Implemented changes to the backflow prevention (BPAT) ordinance and achieved 97% compliance within 1 year of the City Council's adoption of the ordinance.
- Lowered the City's amount of water loss from 12.37% to 11.22%.

PROGRESS ON FY 2020-2021 OBJECTIVES

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

FY 2021-2022 OBJECTIVES

- Improve work on the meter change out program.
- Continue the flushing program to maintain good residuals throughout the city.
- Continue working on the warehouse inventory system.

PERFORMANCE MEASURES – WATER OPERATIONS

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	11	9	11	9	11
OUTPUTS:					
# of water taps installed	25	36	25	29	25
# of sewer taps installed	10	13	10	8	10
# of water leaks repaired	100	97	75	101	75
# of Bac-T samples collected	415	388	528	447	528
# of utility lines located	2,100	1910	2,100	1,799	2,100
# of meters read	150,000	132,924	150,000	132,924	150,000
EFFECTIVENESS:					
# of old meters changed out	1,300	637	1,200	428	1,200
# of new meter sets	250	165	150	179	150
Response to water line breaks within one hour of notification	100%	100%	100%	100%	100%
EFFICIENCY:					
Average # of meters read weekly per Water Service Worker (4)	720	639	720	639	720
Average # of old meters changed out per month	100	53	100	36	100
Average # of new meter sets per month	20	12	13	15	13
Average # of water taps installed per employee (4)	6.25	9.00	6.25	7.25	6.25
Average # of sewer taps installed per employee (4)	2.50	3.25	2.50	2.00	2.50
Average # of water leaks repaired per employee (4)	25.00	24.25	18.75	25.25	18.75
Average # of Bac-T samples collected per employee (2)	207.50	194.00	264.00	223.5	264.00
Average # of meters read per Water Service Worker (4)	37,500.00	33,231.00	37,500.00	33,231.00	37,500.00

WATER OPERATIONS

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	437,000	400,578	458,100	216,634	441,900	461,600
002 Overtime	48,000	29,628	48,000	25,046	53,900	48,000
003 Workers Compensation	6,700	7,039	7,700	8,033	8,000	7,700
004 Health Insurance	63,500	53,971	57,500	22,928	55,800	80,300
005 Social Security	37,100	31,944	38,700	18,377	37,900	39,000
006 Retirement	72,500	67,614	75,700	36,105	74,100	75,500
TOTAL PERSONNEL SERVICES	664,800	590,774	685,700	327,123	671,600	712,100
SUPPLIES						
010 Office	1,000	979	1,000	850	1,100	1,000
011 Vehicle	28,000	22,321	28,000	11,285	30,000	30,000
012 General	1,000	1,088	1,000	607	1,000	1,000
013 Equipment	2,000	215	2,000	0	1,000	2,000
TOTAL SUPPLIES	32,000	24,603	32,000	12,742	33,100	34,000
MAINTENANCE						
020 Vehicle	25,000	25,949	25,000	10,107	55,000	25,000
021 Building	1,000	1,227	1,000	543	1,000	1,000
022 Equipment	3,000	5,559	4,000	653	5,000	4,000
023 Ground	1,000	295	1,000	0	500	500
024 Repair & Maintenance	70,000	76,093	70,000	34,911	80,000	75,000
025 New Service Meters	110,000	61,463	100,000	18,552	45,000	75,000
TOTAL MAINTENANCE	210,000	170,586	201,000	64,766	186,500	180,500
INSURANCE						
030 Property/Liability	10,200	9,558	10,400	9,616	9,900	10,600
TOTAL INSURANCE	10,200	9,558	10,400	9,616	9,900	10,600
SERVICES						
014 Uniforms	12,000	10,391	12,000	5,451	10,000	12,000
035 Unemployment	0	247	0	305	(800)	0
040 Utilities	160,000	136,101	120,000	67,114	195,000	150,000
041 Dues/Subscriptions	1,000	875	1,000	1,160	1,200	1,200
042 Travel & Training	8,000	6,170	8,000	4,891	8,000	8,000
045 Telephone	1,000	1,044	1,000	501	1,000	1,000
046 Equipment Rental	1,800	(39)	1,800	0	200	1,000
047 Contract Labor	60,800	51,051	60,800	14,799	70,000	60,800
085 State Fees	26,200	26,176	26,200	27,408	27,400	27,400
TOTAL SERVICES	270,800	232,016	230,800	121,629	312,000	261,400
INTERGOVERNMENTAL PAYMENTS						
200 Water Purchases	2,753,300	3,008,972	2,805,900	1,340,202	2,997,500	3,052,800
TOTAL INTERGOVERNMENTAL PAYMENTS	2,753,300	3,008,972	2,805,900	1,340,202	2,997,500	3,052,800
MISCELLANEOUS						
092 Professional Fess	0	0	0	0	34,600	15,400
TOTAL MISCELLANEOUS	0	0	0	0	34,600	15,400
FIXED ASSETS						
Transfer to Fixed Assets	0	33,339	203,600	0	204,300	111,900
TOTAL FIXED ASSETS	0	33,339	203,600	0	204,300	111,900
GRAND TOTAL	3,941,100	4,069,848	4,169,400	1,876,078	4,449,500	4,378,700

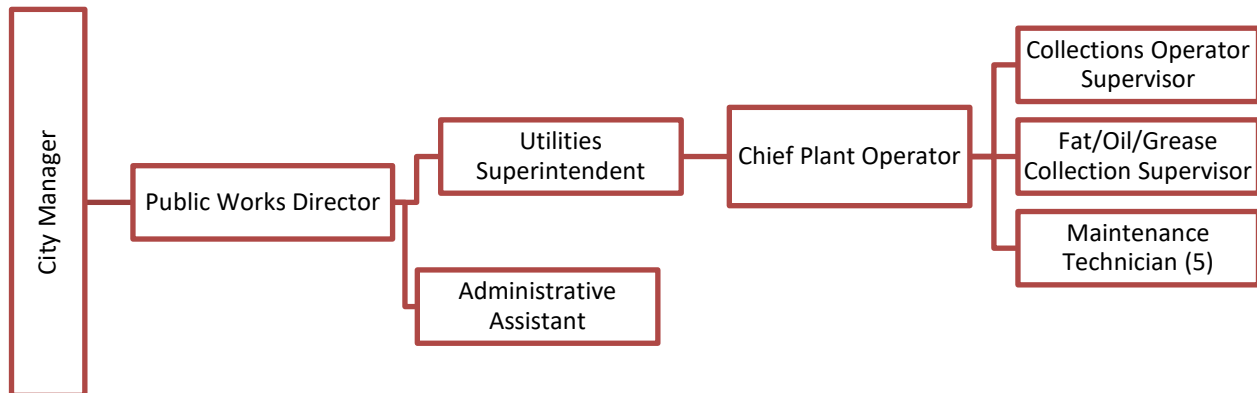
WASTEWATER TREATMENT PLANT AND COLLECTION SYSTEM

The Wastewater Department is responsible for operating and maintaining the wastewater treatment plant and the wastewater collection system. The Department is charged with conducting wastewater system evaluations, identifying excessive infiltration and inflow, and implementing a timely wastewater capital improvement plan.

DEPARTMENT GOALS

The Wastewater Department works to ensure safe and reliable wastewater collection, treatment, and disposal in accordance with State and Federal regulations.

ORGANIZATIONAL CHART



WASTEWATER TREATMENT PLANT

FY 2020-2021 ACHIEVEMENTS

- Installed new RAS meter.
- Installed new influent meter.
- Installed new polymer feed system.
- Installed new WAS pump for “A” Plant.
- Installed refurbished blower for “B” Plant blower #1.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Replace all wiring running through underground conduit throughout plant and clean conduit to alleviate electrical problems we have been experiencing.
 - Ongoing. Wiring is replaced as time and budget allows.
- Construct authorized FY21 internal projects at the WWTP.
 - Ongoing. New Polymer feed system for Belt Press installed; New Influent and RAS meter installed; Stairs and Rails rehab 95% complete – waiting on repair for railing.
- Analyze and make improvements to the WWTP monitoring system.
 - Ongoing. Clarifiers 1,2,3 set up to alarm SCADA when tripped; Aerators on “A” Plant set up to alarm SCADA when tripped.

FY 2021-2022 OBJECTIVES

- Installation of new belt press.
- Installation of (2) turbo air blowers for “B” Plant.
- Replacement of plant back-up generator.
- Replacement of (B) aeration back-up generator.
- Replace outside lighting fixtures at plant.

WASTEWATER COLLECTION SYSTEM

FY 2020-2021 ACHIEVEMENTS

- Acceptance letter received July 12, 2021 of City’s SSO Plan.
- Installed and put on-line manhole monitoring system at Trimmier Creek.
- A complete rehab of manhole on Clore Road.
- A complete rehab of manhole on 2410.
- CCTV Kern Park lines.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Execute a new 10-year SSOI agreement with TCEQ.
 - Completed.
- Evaluate, rehabilitate, and repair the wastewater collections infrastructure identified in year 1 of the new SSOI agreement.
 - Ongoing.
- Increase the number of facilities with FOG compliance goals.
 - Ongoing. Inspected 101 private facilities in the City which resulted in Fats, Oils, & Grease (FOG) Compliance goals for 31 facilities.

FY 2021-2022 OBJECTIVES

- Purchase new vector truck.
- Continue running maintenance lines in City’s SSOI agreement with TCEQ.
- Continue with manhole repairs and manhole ring repairs.

LIFT STATIONS

FY 2020-2021 ACHIEVEMENTS

- Repaired pump at Fawn Valley Lift Station.
- Repaired pump at Rummel Rd. Lift Station.
- Repaired electrical wiring at Rummel Road Lift Station.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Install a camera system at Trimmier Lift Station.
 - Ongoing. Cameras installed – waiting on connection to server.
- Install mixer and railing system at Trimmier Lift Station.
 - Ongoing. Installation occurs as time and funding allows.
- Evaluate, identify, and construct improvement(s) in the Fawn Valley sewer collection basin.
 - Ongoing. Project in engineering.
- Evaluate, identify, and construct VFW Lift Station upgrades.
 - Ongoing. Installation occurs as time and funding allows.
- Continue installing by-passes at all lift stations.
 - Ongoing. Installation occurs as time and funding allows.

FY 2021-2022 OBJECTIVES

- Purchase back up pump for Fawn Valley Lift Station.
- Purchase back up pump for Trimmier Lift Station.
- Evaluate, identify, and construct improvement(s) in the Fawn Valley sewer collection basin.
- Purchase portable generator for lift stations.
- Install electrical power connections for attaching to portable generator.

PERFORMANCE MEASURES-WASTEWATER

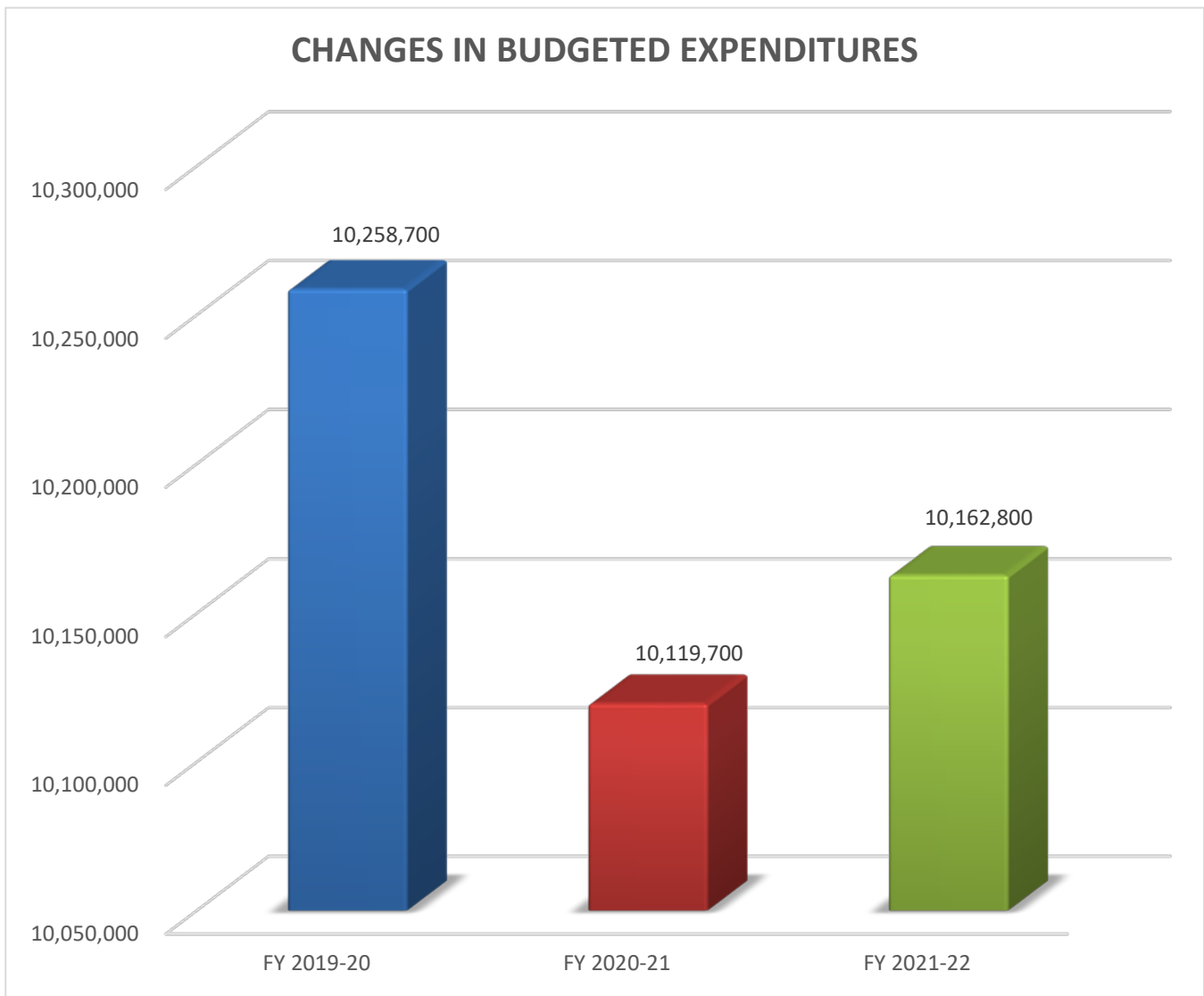
Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	8	7	8	5	8
OUTPUTS:					
# of manholes repaired (in-house)	10	11	10	9	10
# of manholes repaired (contracted)	25	2	25	2	23
# of lift station repairs	5	8	5	8	5
# of lift stations cleaned	14	13	14	12	12
Cleaned sewer lines (feet)	100,188	114,339	104,544	111,496	104,544
Camera of sewer lines (feet)	3,000	1200	3,000	1,200	3,000
Repaired sewer lines (feet)	2,500	154	2,500	132	2,500
EFFECTIVENESS:					
% compliance with all requirements	100%	100%	100%	100%	100%
% compliance with all water quality monitoring	100%	100%	100%	100%	100%
Cleaned sewer lines (feet per day)	350	402	385	428	385
# of wastewater overflows	25	9	18	10	10
Response to stoppages within one hour of notification	100%	100%	100%	100%	100%
EFFICIENCY:					
% of manholes repaired in-house	40%	81%	40%	78%	44%
Total lab costs per million gallons treated wastewater	\$50.00	\$41.76	\$50.00	\$43.17	\$50.00
Feet of sewer lines cleaned per employee (6)	16,698.00	17,424.00	12,523.5	18,582.00	12,523.50
Feet of sewer lines repaired per employee (6)	416.67	33.33	416.67	22.00	416.67

WASTEWATER

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	311,600	305,690	316,500	143,699	277,800	346,700
002 Overtime	35,000	18,495	35,000	15,717	32,500	35,000
003 Workers Compensation	4,400	4,692	5,200	5,355	5,400	5,700
004 Health Insurance	34,700	32,961	36,900	11,410	27,000	54,400
005 Social Security	26,500	23,897	26,900	12,053	23,700	29,200
006 Retirement	51,800	50,405	52,500	23,813	46,400	56,600
TOTAL PERSONNEL SERVICES	464,000	436,140	473,000	212,047	412,800	527,600
SUPPLIES						
010 Office	2,500	2,763	2,500	899	2,500	2,500
011 Vehicle	18,000	17,157	18,000	5,993	16,000	18,000
012 General	9,100	4,726	9,100	3,170	7,000	7,000
013 Equipment	2,000	4,485	2,000	3,386	5,000	2,000
017 Belt Press	20,000	21,546	20,000	19,430	40,000	35,000
018 Lab	11,000	9,672	11,000	3,100	10,000	10,000
TOTAL SUPPLIES	62,600	60,349	62,600	35,978	80,500	74,500
MAINTENANCE						
020 Vehicle	15,000	72,671	20,000	15,829	45,000	20,000
021 Building	1,000	5,182	1,000	324	1,000	1,000
022 Equipment	3,000	2,392	3,000	927	3,000	3,000
023 Ground	1,500	328	1,000	407	2,000	1,000
024 Repair & Maintenance	90,000	108,637	90,000	53,385	110,000	110,000
026 UV Lights	35,000	28,463	35,000	0	35,000	30,000
027 Odor Control Chemical	45,000	29,887	40,000	13,106	35,900	35,000
TOTAL MAINTENANCE	190,500	247,560	190,000	83,978	231,900	200,000
INSURANCE						
030 Property/Liability	12,700	12,563	12,800	12,554	12,600	13,700
TOTAL INSURANCE	12,700	12,563	12,800	12,554	12,600	13,700
SERVICES						
014 Uniforms	7,000	6,518	7,000	3,312	7,000	7,000
040 Utilities	250,000	192,104	200,000	102,064	293,700	215,000
041 Dues/Subscriptions	800	575	800	655	700	800
042 Travel & Training	3,000	3,030	3,000	1,905	3,000	3,000
045 Telephone	10,500	9,397	9,400	4,417	8,000	8,000
046 Equipment Rental	50,000	69,552	50,000	16,995	60,200	60,000
047 Contract Labor	160,000	154,620	160,000	90,488	200,000	175,000
085 State Fees	21,000	20,028	20,000	20,028	20,000	20,000
TOTAL SERVICES	502,300	455,824	450,200	239,864	592,600	488,800
FIXED ASSETS						
Vactor Truck Lease Payment	0	0	0	0	0	0
Transfer to Fixed Assets	29,800	35,005	22,200	0	69,900	1,192,500
TOTAL FIXED ASSETS	29,800	35,005	22,200	0	69,900	1,192,500
GRAND TOTAL	1,261,900	1,247,441	1,210,800	584,421	1,400,300	2,497,100

**UTILITY FUND
STATEMENT OF EXPENSES**

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
Water Administration	3,527,500	3,387,366	3,365,300	1,065,683	2,766,200	3,054,400
Water Operations	3,941,100	4,069,848	4,169,400	1,876,078	4,449,500	4,378,700
Wastewater	1,261,900	1,247,441	1,210,800	584,421	1,400,300	2,497,100
Reserve for Personnel	0	0	0	0	0	0
Vactor Truck Lease Payment	0	0	0	0	0	0
Transfer to Fixed Assets	428,200	(89,122)	274,200	500,000	(274,200)	(1,317,400)
Transfer to Capital Projects	1,100,000	100,000	1,100,000	800,000	1,050,000	1,550,000
Contingencies	0	0	0	0	0	0
GRAND TOTAL	10,258,700	8,715,533	10,119,700	4,826,182	9,391,800	10,162,800



UTILITY FUND LONG RANGE PROJECTIONS

	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	BUDGET	ACTUAL	BUDGET	PROJECTED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
BEGINNING FUND BALANCE	3,339,889	248,678	3,257,117	2,173,752	2,879,652	3,179,452	3,338,752	3,865,252	4,501,852
REVENUES:									
001 Water Income	6,200,000	6,408,369	6,254,600	5,865,400	6,100,000	6,161,000	6,407,400	6,471,500	6,730,400
002 Sewer Income	3,800,000	3,973,864	3,871,900	3,977,000	4,136,100	4,177,500	4,344,600	4,388,000	4,563,500
007 Water Tap Fees	5,000	23,036	10,000	16,000	10,000	10,000	10,300	10,300	10,600
008 Sewer Tap Fees	10,000	13,267	10,000	7,000	10,000	10,000	10,300	10,300	10,600
009 Connect Fees	80,000	74,525	80,000	70,000	80,000	80,800	81,600	82,400	83,200
020 Interest Income	55,000	34,387	30,000	17,500	17,500	17,700	17,900	18,100	18,300
070 Grant Revenue	0	0	0	27,900	0	0	0	0	0
Other	112,500	113,159	104,000	116,900	109,000	110,100	111,200	112,300	113,400
TOTAL REVENUES:	10,262,500	10,640,607	10,360,500	10,097,700	10,462,600	10,567,100	10,983,300	11,092,900	11,530,000
EXPENSES:									
001 Salaries	1,136,900	1,069,257	1,120,700	962,100	1,077,900	1,099,500	1,121,500	1,143,900	1,166,800
002 Overtime	86,000	50,655	86,000	89,400	86,000	86,000	86,000	86,000	86,000
003 Workers Comp	14,400	15,250	16,500	17,100	16,600	16,800	17,000	17,200	17,400
004 Health Insurance	132,200	113,242	117,500	99,600	161,500	180,900	202,600	226,900	254,100
005 Social Security	93,500	83,122	92,300	80,400	89,100	90,700	92,400	94,100	95,800
006 Retirement	182,800	175,958	180,400	157,200	172,500	176,000	179,600	183,100	186,800
008 OPEB Expense	3,000	3,607	3,000	3,000	3,000	3,000	3,000	3,000	3,000
PERSONNEL EXPENSES	1,648,800	1,511,091	1,616,400	1,408,800	1,606,600	1,652,900	1,702,100	1,754,200	1,809,900
01x Supplies	129,600	115,828	129,600	148,600	143,500	147,800	152,200	156,800	161,500
02x Maintenance	522,600	546,114	518,600	554,100	533,200	559,900	587,900	617,300	648,200
030 Insurance	27,700	26,632	27,700	26,800	28,400	28,700	29,000	29,300	29,600
04x Services / Uniforms	839,800	746,646	747,900	965,300	815,200	831,500	848,100	865,100	882,400
080 Bad Debt Expense	55,000	82,446	65,000	100,000	65,000	66,300	67,600	69,000	70,400
083 Audit Fees	27,400	27,200	27,400	27,200	25,000	27,400	27,400	27,400	27,400
092 Professional Fees	35,000	34,718	35,000	70,400	51,400	35,000	35,000	35,000	35,000
095 Required Public Notices	4,000	618	4,000	900	1,000	1,000	1,000	1,000	1,000
200 Water Purchases									
Total WCID #1 Debt	1,381,700	1,387,380	1,372,700	1,367,800	1,413,500	1,407,900	1,411,800	1,415,900	1,416,100
Election Water Option	147,400	146,472	150,800	147,300	156,900	158,500	160,100	161,700	163,300
Water Master Fee	3,400	3,106	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Water Usage	941,500	1,192,749	1,000,000	1,200,000	1,200,000	1,212,000	1,224,100	1,236,300	1,248,700
Total WCID #1	2,474,000	2,729,707	2,526,600	2,718,200	2,773,500	2,781,500	2,799,100	2,817,000	2,831,200
Brazos River Authority	279,300	279,265	279,300	279,300	279,300	279,300	279,300	279,300	279,300
TOTAL WATER PURCHASES	2,753,300	3,008,972	2,805,900	2,997,500	3,052,800	3,060,800	3,078,400	3,096,300	3,110,500
TOTAL OPERATING EXPENSES	6,043,200	6,100,265	5,977,500	6,299,600	6,322,100	6,411,300	6,528,700	6,651,400	6,775,900
800 Transfer to Fixed Assets	500,000	0	500,000	0	0	400,000	300,000	300,000	350,000
801 Transfer to General	500,000	500,000	500,000	0	250,000	500,000	500,000	500,000	500,000
805 Transfer to Capital Projects									
Utility Fund	1,000,000	0	1,000,000	1,000,000	1,500,000	1,000,000	1,500,000	1,500,000	1,500,000
Utility Connect Fee	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000
Total 805 Transfer to Capital Projects	1,100,000	100,000	1,100,000	1,050,000	1,550,000	1,050,000	1,550,000	1,550,000	1,550,000
806 Transfer to Debt Service	100,000	0	0	0	0	0	0	0	0
TOTAL TRANSFERS	2,200,000	600,000	2,100,000	1,050,000	1,800,000	1,950,000	2,350,000	2,350,000	2,400,000
BOND EXPENSE									
603 Principal Payment	160,000	160,000	170,000	170,000	175,000	180,000	125,000	0	0
301 Interest Expense	39,200	39,182	31,400	31,400	23,200	14,800	6,000	0	0
Series 2004 Bond Total	199,200	199,182	201,400	201,400	198,200	194,800	131,000	0	0
610 Principal Payment	100,000	100,000	100,000	100,000	105,000	110,000	135,000	140,000	145,000
301 Interest Expense	47,800	47,766	43,600	43,600	39,400	35,000	30,400	24,700	18,900
Series 2008 Bond Total	147,800	147,766	143,600	143,600	144,400	145,000	165,400	164,700	163,900
613 Principal Payment	135,000	135,000	0	0	0	0	0	0	0
301 Interest Expense	76,300	40,150	0	0	0	0	0	0	0
Series 2011 Bond Total	211,300	175,150	0	0	0	0	0	0	0
614 Principal Payment	284,200	284,200	292,700	292,700	303,200	311,600	0	0	0
301 Interest Expense	35,800	35,751	27,200	27,200	18,400	9,300	0	0	0
Series 2012 Ref Total	320,000	319,951	319,900	319,900	321,600	320,900	0	0	0
616 Principal Payment	120,000	120,000	125,000	125,000	125,000	125,000	0	0	0
301 Interest Expense	9,900	9,900	7,500	7,500	5,000	3,000	0	0	0
Series 2013 Ref Total	129,900	129,900	132,500	132,500	130,000	128,000	0	0	0

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BOND EXPENSE, continued									
618 Principal Payment	120,000	120,000	125,000	125,000	130,000	135,000	145,000	150,000	155,000
301 Interest Expense	73,800	73,794	71,400	71,400	68,900	66,300	63,300	59,800	55,900
Series 2014 Bond Total	193,800	193,794	196,400	196,400	198,900	201,300	208,300	209,800	210,900
620 Principal Payment	230,000	230,000	300,000	300,000	305,000	320,000	330,000	345,000	355,000
301 Interest Expense	92,100	92,125	85,200	85,200	76,200	67,100	54,300	41,100	29,000
Series 2015 Ref Total	322,100	322,125	385,200	385,200	381,200	387,100	384,300	386,100	384,000
622 Principal Payment	335,000	335,000	280,000	280,000	295,000	305,000	315,000	335,000	350,000
301 Interest Expense	122,900	122,850	112,800	112,800	104,400	95,600	86,400	73,800	60,400
Series 2016 Ref Total	457,900	457,850	392,800	392,800	399,400	400,600	401,400	408,800	410,400
624 Principal Payment	0	0	45,000	45,000	45,000	45,000	50,000	50,000	55,000
301 Interest Expense	31,100	31,138	31,100	31,100	29,300	27,500	25,700	23,700	21,700
Series 2017 Bond Total	31,100	31,138	76,100	76,100	74,300	72,500	75,700	73,700	76,700
626 Principal Payment	0	0	0	0	0	0	0	0	0
301 Interest Expense	31,800	31,763	31,800	31,800	31,800	31,800	31,800	31,800	31,800
Series 2019 Bond Total	31,800	31,763	31,800	31,800	31,800	31,800	31,800	31,800	31,800
Principal Payment	0	0	160,000	160,000	160,000	165,000	180,000	180,000	190,000
301 Interest Expense	0	5,535	23,700	23,700	21,800	19,900	17,900	15,800	13,600
Series 2020 Bond Total	0	5,535	183,700	183,700	181,800	184,900	197,900	195,800	203,600
306 Amortization Adv Ref	56,700	56,679	47,900	47,900	41,900	35,400	28,700	26,400	24,000
330 Issuance Costs	0	23,602	0	0	0	0	0	0	0
Premium/Discounts	(86,100)	(79,167)	(69,100)	(69,100)	(62,800)	(55,800)	(46,400)	(42,200)	(37,800)
Capital Interest	0	0	0	0	0	0	0	0	0
TOTAL BOND EXPENSE	2,015,500	2,015,268	2,042,200	2,042,200	2,040,700	2,046,500	1,578,100	1,454,900	1,467,500
TOTAL EXPENSES	10,258,700	8,715,533	10,119,700	9,391,800	10,162,800	10,407,800	10,456,800	10,456,300	10,643,400
OPERATING INCOME (LOSS):	3,800	1,925,074	240,800	705,900	299,800	159,300	526,500	636,600	886,600
ENDING FUND BALANCE	3,343,689	2,173,752	3,497,917	2,879,652	3,179,452	3,338,752	3,865,252	4,501,852	5,388,452
FUND BALANCE REQUIREMENT (Three Months Operating Expense)	2,014,675	2,028,883	2,004,925	2,085,450	2,090,700	2,114,450	2,026,700	2,026,575	2,060,850

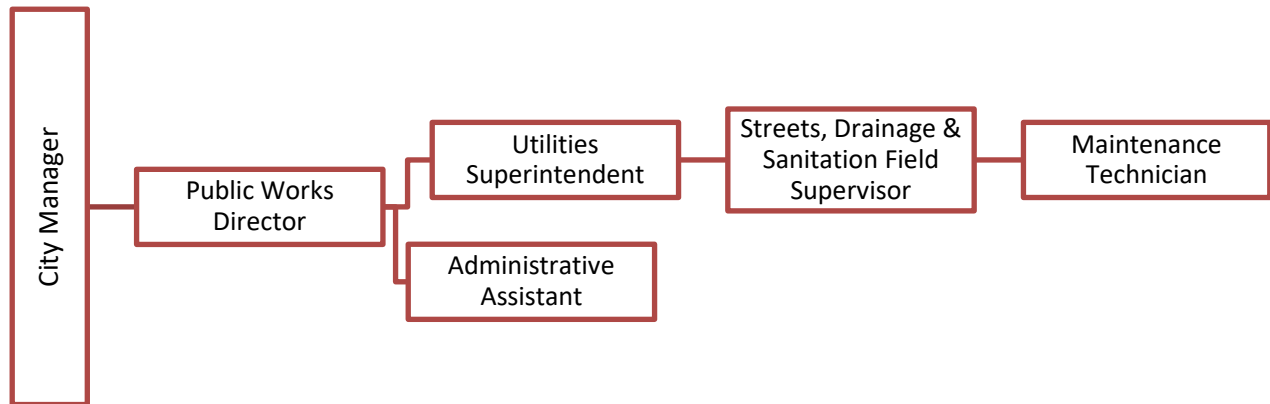
SANITATION DEPARTMENT

The Sanitation Department was created during the 2008-2009 fiscal year to take the place of curb side brush and bulky item pickup. The Drop Center, located at 1761 FM 2410, accepts these items along with recycling. The facility is open four days per week to serve Harker Heights' residents.

DEPARTMENT GOALS

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

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

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

PROGRESS ON FY 2020-2021 OBJECTIVES

- Improve site appearance and safety by grinding brush on three occasions.
 - Complete.
- Reduce customer wait times.
 - Ongoing. Due to the reconfiguring of the check in procedure, this will be an ongoing objective.

FY 2021-2022 OBJECTIVES

- Reduce customer wait times.
- Investigate new location for Drop Site.
- Evaluate feasibility of purchasing additional dumpsters and reducing rental fees.

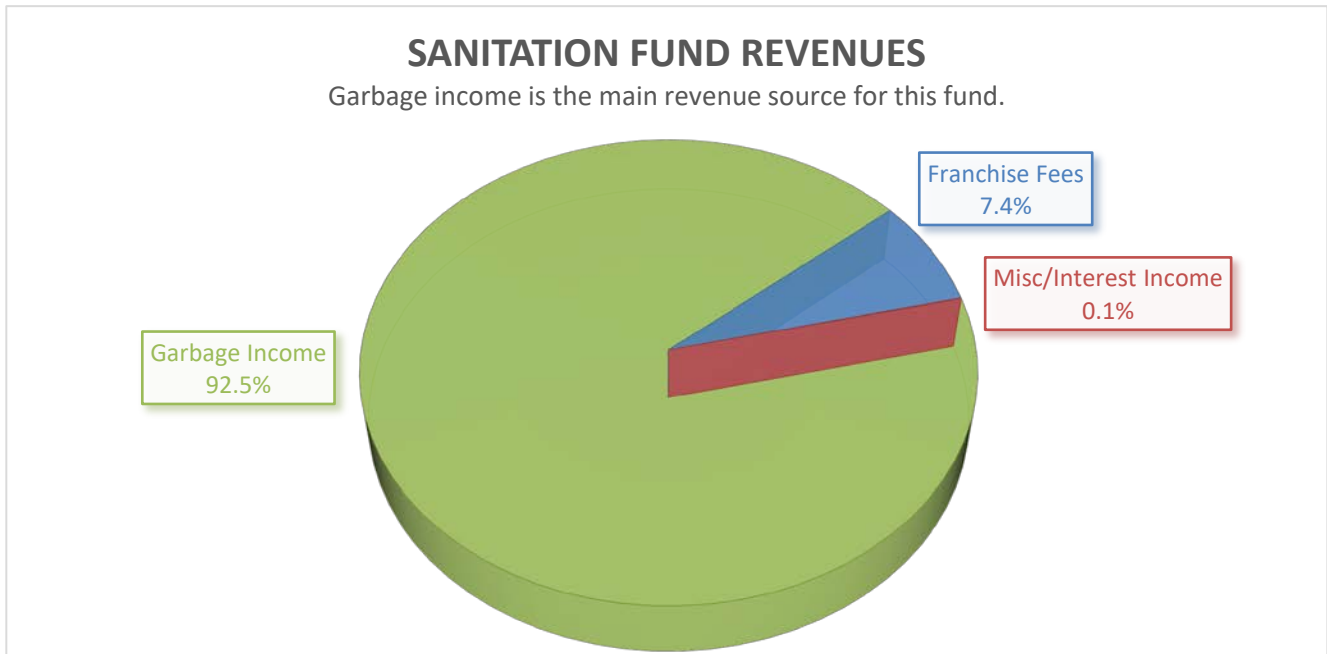
PERFORMANCE MEASURES - SANITATION

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	1	1	1	1	1
# of part-time employees	0	0	1	0	1
OUTPUTS:					
# of brush drop offs	9,000	6,044	7,000	7,362	7,000
# of bulky items dropped off	13,000	11,765	12,000	13,987	12,000
# of dumpsters with material sent to recycling	250	352	250	168	250
# of dumpsters with material sent to landfill	525	577	525	626	525
Tons of brush chipped	6,000	3,626	4,000	4,417	4,000
EFFECTIVENESS:					
% of Households using the Drop Center	45%	31%	45%	31%	45%
EFFICIENCY:					
Average wait time per customer (minutes)	<5	<5	<5	<5	<5

SANITATION FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	90,827	78,380	229,316	147,479	147,479	197,079
REVENUES:						
004 Garbage Income	2,170,500	2,171,584	2,208,000	1,104,554	2,221,900	2,252,200
013 Drop Site Fee	0	0	0	0	0	135,100
020 Interest Income	2,500	2,619	2,000	611	700	700
021 Miscellaneous Income	1,000	1,048	1,000	654	1,200	1,000
070 Grant Revenue	0	0	0	0	400	0
084 Franchise Fees	163,500	196,923	169,200	85,354	174,400	179,600
TOTAL REVENUES	2,337,500	2,372,174	2,380,200	1,191,173	2,398,600	2,568,600
INCR (DECR) IN FUND BALANCE	(55,700)	69,099	2,200	(3,563)	49,600	143,800
ENDING FUND BALANCE	35,127	147,479	231,516	143,916	197,079	340,879

The Sanitation Fund does not have a fund balance requirement.

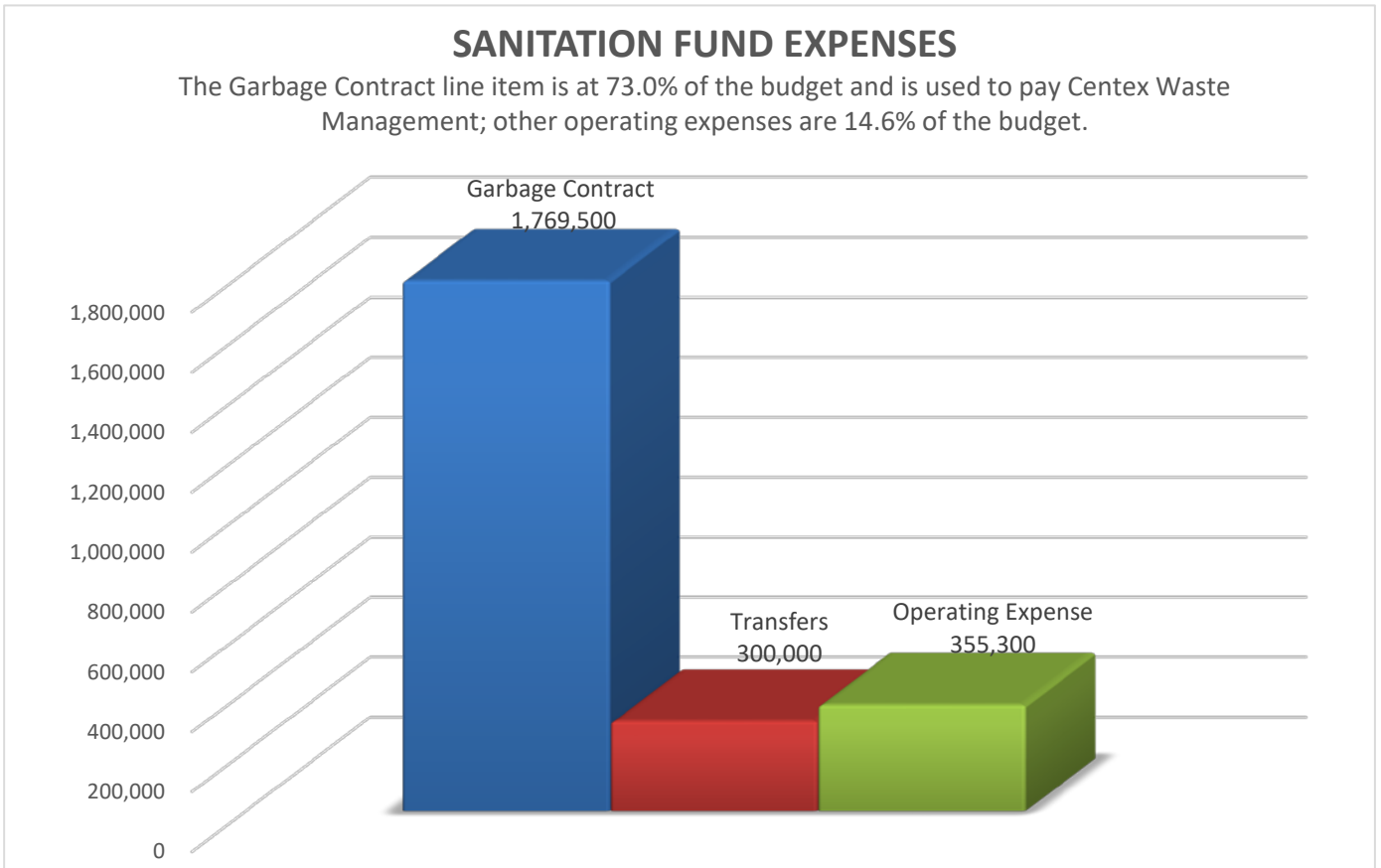


SANITATION DEPARTMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	47,200	32,943	44,100	18,408	37,300	36,500
002 Overtime	6,000	2,696	6,000	1,553	4,000	3,500
003 Workers Compensation	800	880	1,000	1,004	1,000	600
004 Health Insurance	6,100	6,334	5,200	2,251	5,500	6,700
005 Social Security	4,100	2,890	3,800	1,507	3,200	3,100
006 Retirement	8,000	5,197	7,500	2,982	6,200	5,900
008 OPEB Expense	100	211	100	0	100	100
TOTAL PERSONNEL SERVICE	72,300	51,151	67,700	27,705	57,300	56,400
SUPPLIES						
011 Vehicle	1,000	0	0	0	0	0
012 General	200	629	200	241	500	500
013 Equipment	500	0	500	0	500	500
TOTAL SUPPLIES	1,700	629	700	241	1,000	1,000
MAINTENANCE						
022 Equipment	3,000	7,504	3,000	968	3,000	3,000
TOTAL MAINTENANCE	3,000	7,504	3,000	968	3,000	3,000
INSURANCE						
030 Property/Liability	1,200	1,182	1,300	1,197	1,200	900
TOTAL INSURANCE	1,200	1,182	1,300	1,197	1,200	900
SERVICES						
014 Uniforms	900	922	900	635	900	900
040 Utilities	300	168	300	79	200	200
041 Dues & Subscriptions	100	75	0	0	0	0
042 Travel & Training	500	(75)	500	0	0	500
045 Telephone	800	858	800	366	800	800
046 Equipment Rental	1,100	1,165	1,100	555	1,200	1,100
048 Roll Off Dumpster	190,000	246,124	205,000	127,942	305,000	250,000
050 Garbage Contract	1,680,000	1,697,881	1,730,400	861,179	1,718,000	1,769,500
TOTAL SERVICES	1,873,700	1,947,118	1,939,000	990,756	2,026,100	2,023,000
MISCELLANEOUS						
049 Brush Grinding	25,000	29,700	25,000	9,900	35,000	30,000
080 Bad Debt Expense	10,000	15,249	10,000	13,569	25,000	10,000
091 Advertising	800	542	800	400	400	500
092 Professional Fees	5,500	0	5,500	0	0	0
TOTAL MISCELLANEOUS	41,300	45,491	41,300	23,869	60,400	40,500

SANITATION DEPARTMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
RESERVES						
800 Transfer to Fixed Assets	100,000	100,000	100,000	75,000	100,000	150,000
801 Transfer to General Fund	300,000	150,000	225,000	75,000	100,000	150,000
TOTAL RESERVES	400,000	250,000	325,000	150,000	200,000	300,000
FIXED ASSETS						
Transfer to Fixed Assets	0	0	0	0	0	0
TOTAL FIXED ASSETS	0	0	0	0	0	0
GRAND TOTAL	2,393,200	2,303,075	2,378,000	1,194,736	2,349,000	2,424,800



SANITATION FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	90,827	78,380	229,316	147,479	197,079	340,879	527,979	653,579	821,979
REVENUES:									
004 Garbage Income	2,170,500	2,171,584	2,208,000	2,221,900	2,252,200	2,297,200	2,389,100	2,436,900	2,510,000
013 Drop Site Fee	0	0	0	0	135,100	137,800	140,600	143,400	146,300
020 Interest Income	2,500	2,619	2,000	700	700	700	700	700	700
021 Miscellaneous Income	1,000	1,048	1,000	1,200	1,000	1,000	1,000	1,000	1,000
070 Grant Revenue	0	0	0	400	0	0	0	0	0
084 Franchise Fees	163,500	196,923	169,200	174,400	179,600	185,000	190,600	196,300	202,200
TOTAL REVENUES:	2,337,500	2,372,174	2,380,200	2,398,600	2,568,600	2,621,700	2,722,000	2,778,300	2,860,200
EXPENSES:									
001 Salaries	47,200	32,943	44,100	37,300	36,500	37,200	37,900	38,700	39,500
002 Overtime	6,000	2,696	6,000	4,000	3,500	3,500	3,500	3,500	3,500
003 Workers Comp	800	880	1,000	1,000	600	600	600	600	600
004 Health Insurance	6,100	6,334	5,200	5,500	6,700	7,500	8,400	9,400	10,500
005 Social Security	4,100	2,890	3,800	3,200	3,100	3,100	3,200	3,200	3,300
006 Retirement	8,000	5,197	7,500	6,200	5,900	6,000	6,200	6,300	6,400
008 OPEB Expense	100	211	100	100	100	100	100	100	100
PERSONNEL EXPENSES	72,300	51,151	67,700	57,300	56,400	58,000	59,900	61,800	63,900
01x Supplies	1,700	629	700	1,000	1,000	1,000	1,000	1,000	1,000
02x Maintenance	3,000	7,504	3,000	3,000	3,000	3,000	3,000	3,000	3,000
030 Insurance	1,200	1,182	1,300	1,200	900	900	900	900	900
04x Services / Uniforms	3,700	3,113	3,600	3,100	3,500	3,500	3,500	3,500	3,500
050 Garbage Contract	1,680,000	1,697,881	1,730,400	1,718,000	1,769,500	1,822,600	1,877,300	1,933,600	1,991,600
048 Roll Off Dumpsters	190,000	246,124	205,000	305,000	250,000	255,000	260,100	265,300	270,600
049 Brush Grinding	25,000	29,700	25,000	35,000	30,000	30,000	30,000	30,000	30,000
080 Bad Debt Expense	10,000	15,249	10,000	25,000	10,000	10,100	10,200	10,300	10,400
092 Professional Fees	5,500	0	5,500	0	0	0	0	0	0
091 Advertising	800	542	800	400	500	500	500	500	500
TOTAL OPERATING EXPENSES	1,993,200	2,053,075	2,053,000	2,149,000	2,124,800	2,184,600	2,246,400	2,309,900	2,375,400
800 Transfer to Fixed Assets	100,000	100,000	100,000	100,000	150,000	100,000	150,000	150,000	150,000
801 Transfer to General Fund	300,000	150,000	225,000	100,000	150,000	150,000	200,000	150,000	175,000
TOTAL INTERGOV PAYMENTS	400,000	250,000	325,000	200,000	300,000	250,000	350,000	300,000	325,000
TOTAL EXPENSES:	2,393,200	2,303,075	2,378,000	2,349,000	2,424,800	2,434,600	2,596,400	2,609,900	2,700,400
OPERATING INCOME (LOSS):	(55,700)	69,099	2,200	49,600	143,800	187,100	125,600	168,400	159,800
ENDING FUND BALANCE	35,127	147,479	231,516	197,079	340,879	527,979	653,579	821,979	981,779

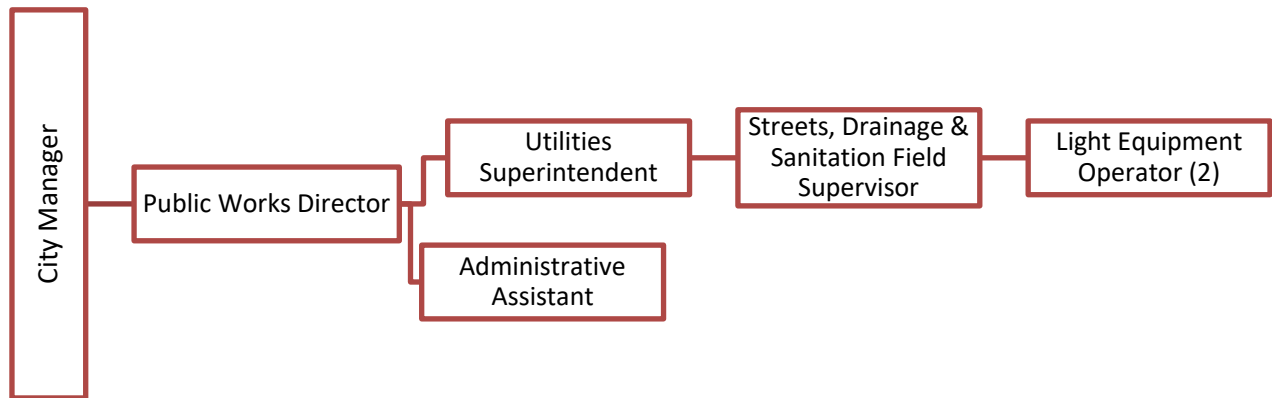
DRAINAGE DEPARTMENT

The Drainage Utility Department maintains the City's stormwater system. Department staff conduct maintenance on publicly dedicated drainage infrastructure and conduct minor drainage repairs. All major drainage projects are contracted out.

DEPARTMENT GOALS

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

ORGANIZATIONAL CHART



FY 2020-2021 ACHIEVEMENTS

- Removed storm debris from stormwater inlets (catch basins) and concrete flumes within 24 hours of notification.
- Completed internal maintenance project on the following earthen ditches: Beeline Dr., Apache Loop, Deer Ridge and Caroline Court.
- Worked with Trail Life Troop 12744 to complete the placement of 40 storm drain buttons identified in Year 1 of the Stormwater Management Plan.

PROGRESS ON FY 2020-2021 OBJECTIVES

- Improve response time to reports of stormwater inlet and flume blockages.
 - Complete.
- Complete internal maintenance project on the FY 2020-2021 identified earthen ditches.
 - Complete.
- Complete placement of storm drain buttons on the identified inlets in Year One of the Stormwater Management Plan.
 - Complete.

FY 2021-2022 OBJECTIVES

- Cross-train light equipment operators on motor grader.
- Complete internal maintenance project on the 2021 identified drainage basins (Modoc Drive, Memory Lane, Prospector Trail, Evergreen Drive and Quail Hollow Trail).
- Complete placement of storm drain buttons per the Stormwater Management Plan.

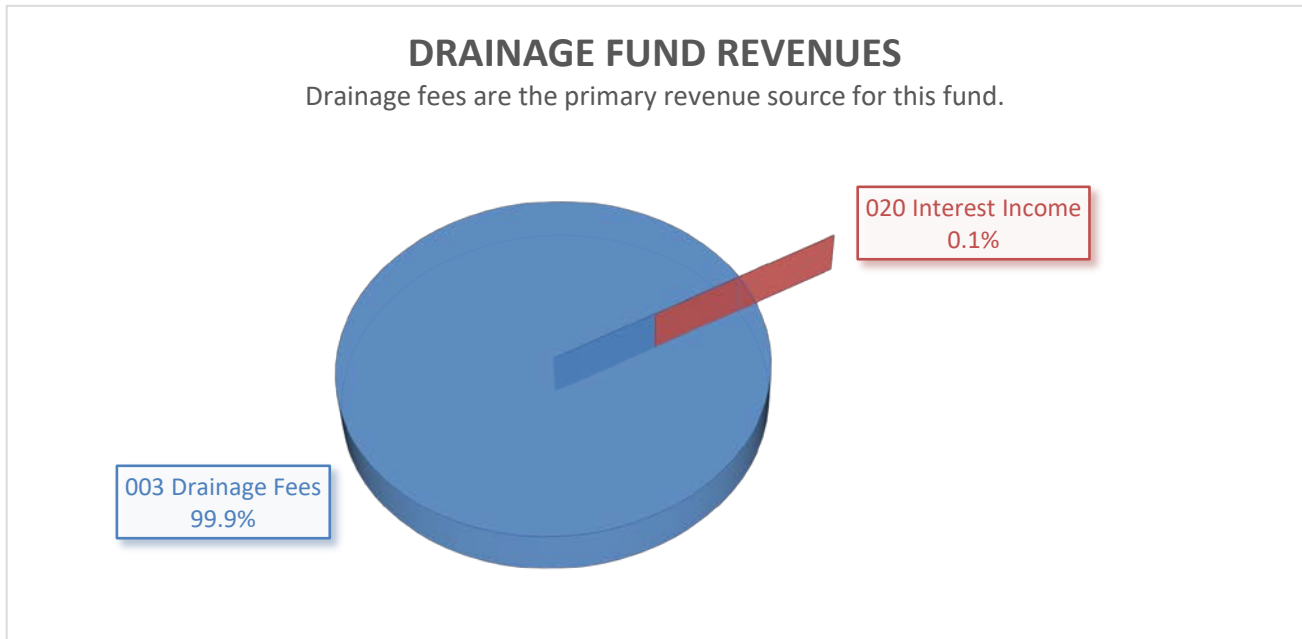
PERFORMANCE MEASURES-DRAINAGE

Type of Measure/Description	FY 20 Estimated	FY 20 Actual	FY 21 Estimated	FY 21 Actual	FY 22 Estimated
INPUTS:					
# of full-time employees	2	2	2	2	2
OUTPUTS:					
# of catch basins cleaned and inspected	480	480	480	480	480
# of earthen channels reshaped (linear feet)	3,000	1,800	2,000	800	1,000
# of concrete valley gutters installed (in-house)	5	0	2	0	2
# of concrete valley gutters installed (contractor)	0	2	0	3	2
# of driveway culverts installed	3	0	2	3	2
# of storm/emergency responses	2	2	2	3	2
EFFECTIVENESS:					
% of concrete valley gutters installed in-house	100%	0%	100%	0%	100%
# of Drainage Utility Department employees per mile of drainage infrastructure maintained	0.02	0.02	0.02	0.02	0.02
EFFICIENCY:					
# of catch basins cleaned and inspected per employee	240.00	240.00	240.00	240.00	240.00
# of linear feet of earthen channels reshaped per employee	1,500.00	900.00	1,500.00	400.00	1,000.00
# of concrete valley gutters installed per employee (in-house)	2.50	0.00	1.00	0.00	1.00

DRAINAGE FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	35,311	17,547	57,547	55,971	55,971	48,471
REVENUES						
003 Drainage Fees	842,800	851,897	864,000	429,939	861,100	869,700
020 Interest Income	2,000	2,255	2,000	530	600	600
021 Miscellaneous Income	0	0	0	628	600	0
030 Insurance Proceeds	0	2,045	0	0	0	0
070 Grant Revenue	0	0	0	0	1,100	0
TOTAL REVENUES	844,800	856,197	866,000	431,097	863,400	870,300
INCR (DECR) IN FUND BALANCE	(2,100)	38,424	(26,800)	140,952	(7,500)	48,700
ENDING FUND BALANCE	33,211	55,971	30,747	196,923	48,471	97,171

The Drainage Fund does not have a fund balance requirement.

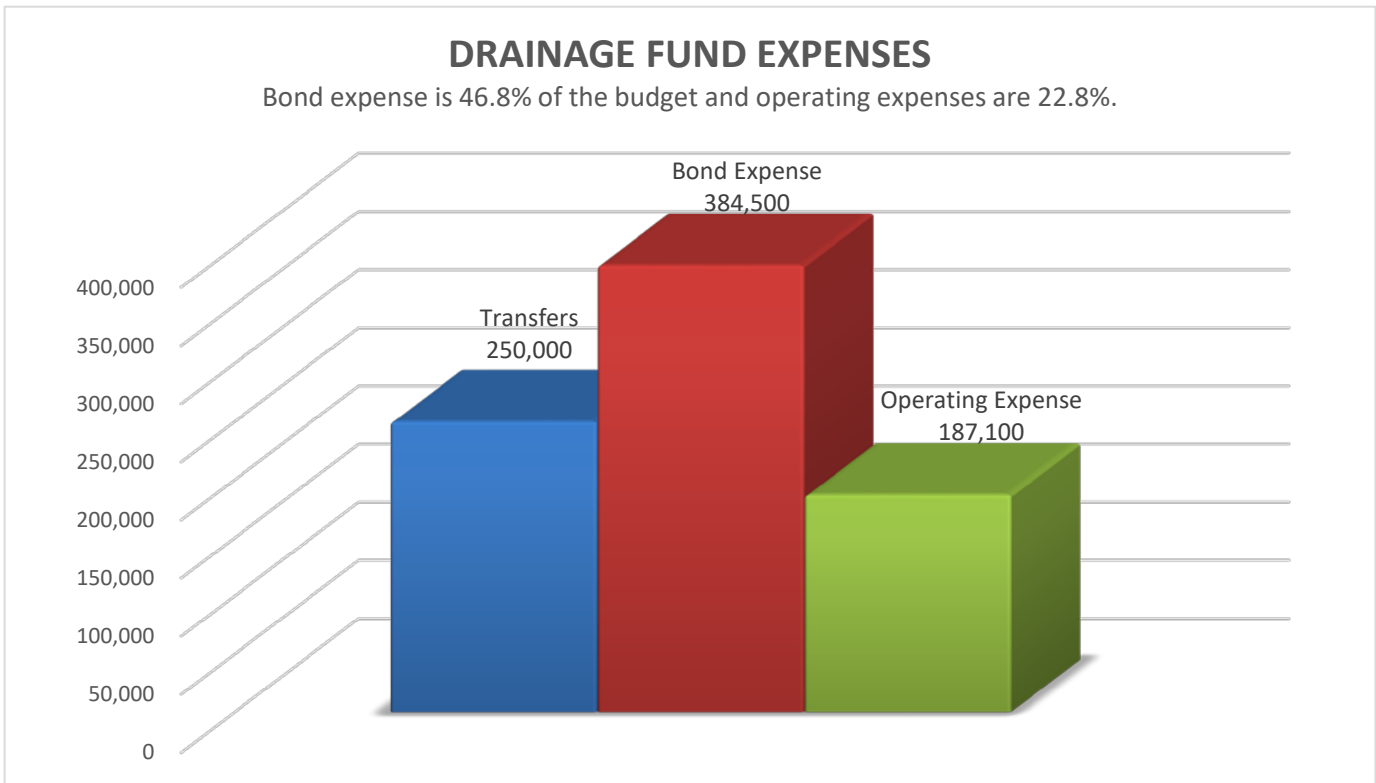


DRAINAGE DEPARTMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
PERSONNEL SERVICES						
001 Salaries	88,700	84,040	88,600	44,011	82,800	95,600
002 Overtime	1,000	986	1,000	1,017	2,500	1,000
003 Workers Compensation	1,400	1,466	1,600	1,674	1,700	1,600
004 Health Insurance	14,300	8,119	8,300	3,083	6,100	10,700
005 Social Security	6,900	6,339	6,900	3,329	6,500	7,400
006 Retirement	13,400	19,790	13,400	6,727	12,800	14,300
008 OPEB Expense	500	391	500	0	500	500
TOTAL PERSONNEL SERVICE	126,200	121,131	120,300	59,841	112,900	131,100
SUPPLIES						
011 Vehicle	4,000	2,617	4,000	1,561	3,500	4,000
012 General	500	588	500	279	500	500
013 Equipment	5,000	1,135	5,000	126	5,000	5,000
TOTAL SUPPLIES	9,500	4,340	9,500	1,966	9,000	9,500
MAINTENANCE						
020 Vehicle	3,000	8,530	3,000	2,262	4,500	3,000
022 Equipment	4,000	5,844	4,000	3,507	7,000	5,000
023 Ground	30,000	5,327	30,000	1,018	9,000	20,000
TOTAL MAINTENANCE	37,000	19,701	37,000	6,787	20,500	28,000
INSURANCE						
030 Property/Liability	2,100	2,022	2,200	2,042	2,100	2,200
TOTAL INSURANCE	2,100	2,022	2,200	2,042	2,100	2,200
SERVICES						
014 Uniforms	2,500	2,018	2,500	1,088	2,000	2,500
041 Dues/Subscriptions	300	275	300	280	300	300
042 Travel & Training	1,000	527	1,000	65	600	600
046 Equipment Rental	500	67	500	0	500	500
047 Contract Labor	4,000	3,100	4,000	1,735	4,000	4,000
TOTAL SERVICES	8,300	5,987	8,300	3,168	7,400	7,900
BOND EXPENSE						
Principal Payments	206,000	206,010	238,100	0	238,100	270,700
301 Interest Expense	133,000	132,968	125,900	60,485	125,900	117,900
Amortization Adv Refunding	(5,700)	(5,730)	(4,900)	0	(4,900)	(4,100)
TOTAL BOND EXPENSES	333,300	333,248	359,100	60,485	359,100	384,500
MISCELLANEOUS						
080 Bad Debt	5,000	5,944	6,000	4,612	8,500	6,000
092 Professional Fees	500	400	400	200	400	400
095 Required Public Notices	0	0	0	1,044	1,000	2,000
TOTAL MISCELLANEOUS	5,500	6,344	6,400	5,856	9,900	8,400

DRAINAGE DEPARTMENT

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
RESERVES						
800 Transfer to Fixed Assets	225,000	225,000	200,000	75,000	200,000	100,000
805 Transfer to Capital Projects	100,000	100,000	150,000	75,000	150,000	150,000
TOTAL RESERVES	325,000	325,000	350,000	150,000	350,000	250,000
FIXED ASSETS						
Transfer to Fixed Assets	25,300	27,947	0	0	0	0
TOTAL FIXED ASSETS	25,300	27,947	0	0	0	0
GRAND TOTAL	872,200	845,720	892,800	290,145	870,900	821,600



DRAINAGE FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	35,311	17,547	57,547	55,971	48,471	97,171	81,071	95,171	110,771
REVENUES:									
003 Drainage Fees	842,800	851,897	864,000	861,100	869,700	878,400	887,200	896,100	905,100
020 Interest Income	2,000	2,255	2,000	600	600	600	600	600	600
021 Miscellaneous Income	0	0	0	600	0	0	0	0	0
022 Other Income	0	0	0	0	0	0	0	0	0
030 Insurance Proceeds	0	2,045	0	0	0	0	0	0	0
070 Grant Revenue	0	0	0	1,100	0	0	0	0	0
TOTAL REVENUES:	844,800	856,197	866,000	863,400	870,300	879,000	887,800	896,700	905,700
EXPENSES:									
001 Salaries	88,700	84,040	88,600	82,800	95,600	97,500	99,500	101,500	103,500
002 Overtime	1,000	986	1,000	2,500	1,000	1,000	1,000	1,000	1,000
003 Workers Comp	1,400	1,466	1,600	1,700	1,600	1,500	1,500	1,500	1,500
004 Health Insurance	14,300	8,119	8,300	6,100	10,700	12,000	13,400	15,000	16,800
005 Social Security	6,900	6,339	6,900	6,500	7,400	7,500	7,700	7,800	8,000
006 Retirement	13,400	19,790	13,400	12,800	14,300	14,600	14,900	15,300	15,600
008 OPEB Expense	500	391	500	500	500	500	500	500	500
PERSONNEL EXPENSES	126,200	121,131	120,300	112,900	131,100	134,600	138,500	142,600	146,900
01x Supplies	9,500	4,340	9,500	9,000	9,500	9,700	9,900	10,100	10,300
02x Maintenance	37,000	19,701	37,000	20,500	28,000	28,600	29,200	29,800	30,400
030 Insurance	2,100	2,022	2,200	2,100	2,200	2,300	2,400	2,500	2,600
04x Services / Uniforms	8,300	5,987	8,300	7,400	7,900	8,100	8,300	8,500	8,700
080 Bad Debt Expense	5,000	5,944	6,000	8,500	6,000	6,100	6,200	6,300	6,400
091/095 Advertising / Public Notices	0	0	0	1,000	2,000	2,000	2,000	2,000	2,000
092 Professional Fees	500	400	400	400	400	400	400	400	400
TOTAL OPERATING EXPENSES	188,600	159,525	183,700	161,800	187,100	191,800	196,900	202,200	207,700
800 Transfer to Fixed Assets	225,000	225,000	200,000	200,000	100,000	150,000	150,000	150,000	200,000
805 Transfer to Capital Projects	100,000	100,000	150,000	150,000	150,000	150,000	200,000	200,000	175,000
TOTAL INTERGOV PAYMENTS	325,000	325,000	350,000	350,000	250,000	300,000	350,000	350,000	375,000
602 Principal Payment	75,000	75,000	80,000	80,000	85,000	85,000	90,000	95,000	100,000
301 Interest Expense	34,600	34,568	31,400	31,400	28,100	24,500	21,000	17,200	13,200
Series 2008 Bond Total	109,600	109,568	111,400	111,400	113,100	109,500	111,000	112,200	113,200
604 Principal Payment	71,000	71,010	73,100	73,100	75,700	77,800	0	0	0
301 Interest Expense	8,900	8,931	6,800	6,800	4,700	2,400	0	0	0
Series 2012 Bond Total	79,900	79,941	79,900	79,900	80,400	80,200	0	0	0
605 Principal Payment	60,000	60,000	85,000	85,000	110,000	135,000	140,000	145,000	150,000
301 Interest Expense	89,500	89,469	87,700	87,700	85,100	81,800	77,800	73,600	69,200
Series 2018 Bond Total	149,500	149,469	172,700	172,700	195,100	216,800	217,800	218,600	219,200
300 Issuance Cost	0	0	0	0	0	0	0	0	0
603 Bond Amortization	(5,700)	(5,730)	(4,900)	(4,900)	(4,100)	(3,200)	(2,000)	(1,900)	(1,700)
TOTAL BOND EXPENSE	333,300	333,248	359,100	359,100	384,500	403,300	326,800	328,900	330,700
TOTAL EXPENSES	846,900	817,773	892,800	870,900	821,600	895,100	873,700	881,100	913,400
OPERATING INCOME (LOSS):	(2,100)	38,424	(26,800)	(7,500)	48,700	(16,100)	14,100	15,600	(7,700)
ENDING FUND BALANCE	33,211	55,971	30,747	48,471	97,171	81,071	95,171	110,771	103,071

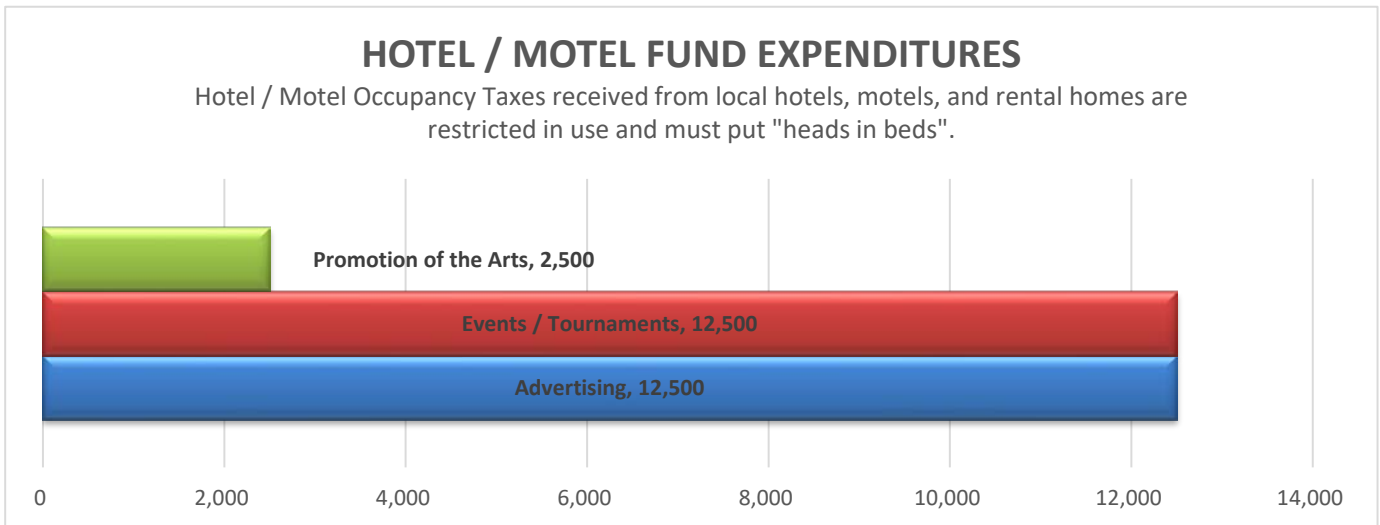
A large, stylized number '11' in a light gray color serves as a background. A red, five-pointed star with a halftone dot pattern is centered over the number. The text 'SPECIAL REVENUE FUNDS' is printed in bold black letters across the middle of the star.

SPECIAL REVENUE FUNDS

HOTEL MOTEL FUND

FY 2021-22

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	274,586	276,380	345,880	361,295	361,295	434,295
REVENUES:						
020 Interest Income	3,900	2,860	2,500	357	400	400
201 Net Value of Investments	0	41	0	0	0	0
706 Hotel Tax Revenue	95,000	100,277	85,000	33,605	95,000	105,000
710 HOT Distribution - Bell County	4,000	4,237	4,000	5,120	5,100	4,500
TOTAL REVENUES	102,900	107,415	91,500	39,082	100,500	109,900
EXPENDITURES:						
091 Advertising						
Chamber Events	5,000	5,000	5,000	2,500	5,000	5,000
Food & Wine Festival	7,500	7,500	7,500	3,750	7,500	7,500
Miscellaneous Advertising	0	0	0	0	0	0
Total Advertising	12,500	12,500	12,500	6,250	12,500	12,500
094 Events / Tournaments						
Chamber Tournaments	7,500	7,500	7,500	3,750	7,500	7,500
City Tournaments	5,000	0	5,000	0	5,000	5,000
Total Events / Tournaments	12,500	7,500	12,500	3,750	12,500	12,500
095 Promotion of the Arts						
Food & Wine Festival	2,500	2,500	2,500	1,250	2,500	2,500
Total Promotion of the Arts	2,500	2,500	2,500	1,250	2,500	2,500
TOTAL EXPENDITURES	27,500	22,500	27,500	11,250	27,500	27,500
INCR (DECR) IN FUND BALANCE	75,400	84,915	64,000	27,832	73,000	82,400
ENDING FUND BALANCE	349,986	361,295	409,880	389,127	434,295	516,695

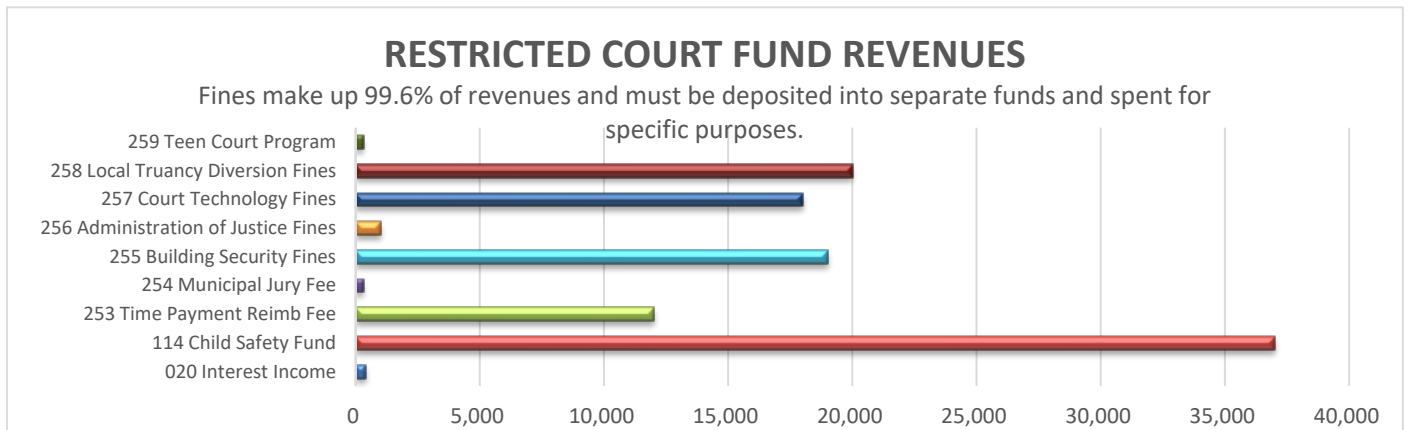


HOTEL MOTEL FUND LONG RANGE PROJECTIONS

	FY 2020 BUDGET	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	274,586	276,380	345,880	361,295	434,295	516,695	599,695	683,795	768,995
REVENUES:									
020 Interest Income	3,900	2,860	2,500	400	400	400	400	400	400
201 Net Value of Investments	0	41	0	0	0	0	0	0	0
706 Hotel / Motel Tax	95,000	100,277	85,000	95,000	105,000	106,100	107,200	108,300	109,400
710 HOT Distribution - Bell Cty	4,000	4,237	4,000	5,100	4,500	4,000	4,000	4,000	4,000
801 Transfer from General Fund	0	0	0	0	0	0	0	0	0
TOTAL REVENUES:	102,900	107,415	91,500	100,500	109,900	110,500	111,600	112,700	113,800
EXPENSES:									
091 Advertising	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
094 Events	12,500	7,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
095 Promotion of the Arts	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
TOTAL EXPENSES:	27,500	22,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500
OPERATING INCOME (LOSS):	75,400	84,915	64,000	73,000	82,400	83,000	84,100	85,200	86,300
ENDING FUND BALANCE	349,986	361,295	409,880	434,295	516,695	599,695	683,795	768,995	855,295

RESTRICTED COURT FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	187,636	188,821	187,721	171,461	171,461	194,761
REVENUES:						
020 Interest Income	4,000	2,185	1,800	343	400	400
114 Child Safety Fund	45,000	37,723	37,000	35,013	37,000	37,000
253 Time Payment Reimb Fee	0	6,800	7,000	5,910	12,000	12,000
254 Municipal Jury Fee	0	253	500	169	300	300
255 Building Security Fines	13,000	18,977	24,000	9,274	19,000	19,000
256 Administration of Justice Fines	3,000	1,903	2,000	383	800	1,000
257 Court Technology Fines	18,000	18,841	25,000	8,058	17,000	18,000
258 Local Truancy Diversion Fines	25,000	24,878	32,000	10,166	20,000	20,000
259 Teen Court Program	300	360	300	200	300	300
TOTAL REVENUES	108,300	111,920	129,600	69,516	106,800	108,000
EXPENDITURES						
Supplies / Safety Expenses						
012 Child Safety Fund Supplies	0	0	0	0	0	0
616 School Safety Expenses	0	29,280	0	0	0	0
Total Supplies / Safety Expenses	0	29,280	0	0	0	0
801 Transfers to General Fund						
Building Security Fund	10,000	20,000	1,000	1,000	1,000	1,000
Administration of Justice Fund	0	0	2,500	2,500	2,500	4,000
Court Technology Fund	15,000	30,000	15,000	15,000	15,000	15,000
Local Truancy Diversion Fund	30,000	35,000	30,000	30,000	30,000	30,000
Child Safety Fund	35,000	15,000	35,000	35,000	35,000	35,000
Total Transfers to General Fund	90,000	100,000	83,500	83,500	83,500	85,000
TOTAL EXPENDITURES	90,000	129,280	83,500	83,500	83,500	85,000
INCR (DECR) IN FUND BALANCE	18,300	(17,360)	46,100	(13,984)	23,300	23,000
ENDING FUND BALANCE	205,936	171,461	233,821	157,477	194,761	217,761



EMPLOYEE BENEFITS FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	3,705	3,285	4,853	4,678	4,678	5,318
REVENUES						
020 Interest Income	2,000	1,393	1,300	465	700	700
TOTAL REVENUES	2,000	1,393	1,300	465	700	700
EXPENDITURES						
Bank Fees	0	0	0	60	60	0
TOTAL EXPENDITURES	0	0	0	60	60	0
INCR (DECR) IN FUND BALANCE	2,000	1,393	1,300	405	640	700
ENDING FUND BALANCE	5,705	4,678	6,153	5,083	5,318	6,018

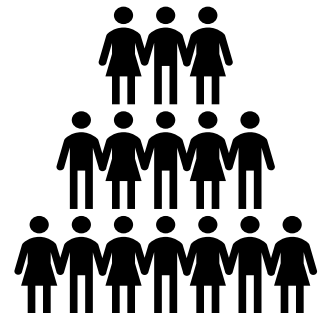
The Employee Benefits Fund was created to reduce the premium tax paid by the City to an insurance carrier for eligible lines of coverage. It is a pass-through account for the collection and payment of insurance premiums.



CORONAVIRUS FUND

	FY 2019-20 BUDGET	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 MID-YEAR	FY 2020-21 PROJECTED	FY 2021-22 ADOPTED BUDGET
BEGINNING FUND BALANCE	0	0	0	0	0	0
REVENUES:						
020 Interest Income	0	0	0	0	0	2,000
070 Grant Revenue	0	0	0	0	0	4,000,000
801 Transfer from General Fund	0	0	0	0	0	5,150,700
TOTAL REVENUES	0	0	0	0	0	9,152,700
EXPENDITURES:						
Fixed Assets						
Coronavirus Relief Fund	0	0	0	0	0	1,297,200
Coronavirus State / Local Recovery Fund (ARPA)	0	0	0	0	0	611,100
Total Fixed Assets	0	0	0	0	0	1,908,300
Capital Improvement Projects						
Coronavirus State / Local Recovery Fund (ARPA)	0	0	0	0	0	3,755,000
Total Capital Improvement Projects	0	0	0	0	0	3,755,000
Transfer Out						
CSLRF to General Fund	0	0	0	0	0	240,200
Total Transfer Out	0	0	0	0	0	240,200
TOTAL EXPENDITURES	0	0	0	0	0	5,903,500
INCR (DECR) IN FUND BALANCE	0	0	0	0	0	3,249,200
ENDING FUND BALANCE	0	0	0	0	0	3,249,200

Eligible uses of the Coronavirus State and Local Recovery Funds include public health emergency response, water and sewer infrastructure investments, broadband projects, and payroll expenses.



CORONAVIRUS FUND LONG RANGE PROJECTIONS

	FY 2021 BUDGET	FY 2021 PROJECTED	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
BEGINNING FUND BALANCE	0	0	0	3,249,200	0	0	0
REVENUES:							
020 Interest Income	0	0	2,000	2,000	0	0	0
070 Grant Revenue	0	0	4,000,000	0	0	0	0
801 Transfer from General	0	0	5,150,700	0	0	0	0
TOTAL REVENUES:	0	0	9,152,700	2,000	0	0	0
EXPENSES:							
705 Equipment - CRF Fixed Asset	0	0	615,600	0	0	0	0
707 Vehicles - CRF Fixed Asset	0	0	681,600	0	0	0	0
Subtotal Fixed Asset Funded by Coronavirus Relief Fund	0	0	1,297,200	0	0	0	0
715 Equipment - CSLRF Fixed Asset	0	0	611,100	0	0	0	0
Subtotal Fixed Asset Funded by Coronavirus State / Local Recovery Fund	0	0	611,100	0	0	0	0
TOTAL FIXED ASSETS	0	0	1,908,300	0	0	0	0
<i>Budgeted Drainage Projects</i>							
602 Fuller Lane / Tye Valley Cross Drainage Replacement	0	0	65,000	0	0	0	0
603 Reconstruct Concrete Drainage Channel (Preswick/Lantana)	0	0	253,600	0	0	0	0
604 Thoroughbed Estates Drainage (French Drain)	0	0	625,400	0	0	0	0
605 Alberta Circle Drainage Improvements	0	0	0	518,000	0	0	0
606 Storm Water Improvements @ 208 Cherokee Dr	0	0	0	375,800	0	0	0
607 Storm Water Improvements @ 715 Jason Dr	0	0	0	669,800	0	0	0
608 Thoroughbed Estates Drainage (Tanglewood)	0	0	0	452,200	0	0	0
Total Budgeted Drainage Projects	0	0	944,000	2,015,800	0	0	0
<i>Budgeted Water Projects</i>							
036 Beeline Drive Waterline Replacement	0	0	440,000	0	0	0	0
510 Cedar Knob Waterline Upgrade	0	0	406,500	345,400	0	0	0
Total Budgeted Water Projects	0	0	846,500	345,400	0	0	0
<i>Budgeted Wastewater Projects</i>							
401 VFW Lift Station Upgrade	0	0	50,000	0	0	0	0
403 Manhole Rehab (WWTP to Indian Oaks Dr)	0	0	0	650,000	0	0	0
404 Manhole Rehab (FM 2410)	0	0	0	240,000	0	0	0
519 Rummel Road Lift Station Upgrade	0	0	991,000	0	0	0	0
521 Second Belt Press at Sludge Dewatering Building	0	0	923,500	0	0	0	0
Total Budgeted Wastewater Projects	0	0	1,964,500	890,000	0	0	0
TOTAL CAPITAL IMPROVEMENT PROJECTS FUNDED BY CSLRF	0	0	3,755,000	3,251,200	0	0	0
801 CSLRF to General Fund	0	0	240,200	0	0	0	0
TOTAL TRANSFERS OUT - CORONAVIRUS STATE / LOCAL RECOVERY FUND	0	0	240,200	0	0	0	0
TOTAL EXPENSES	0	0	5,903,500	3,251,200	0	0	0
INCREASE (DECREASE) TO FUND BALANCE	0	0	3,249,200	(3,249,200)	0	0	0
ENDING FUND BALANCE	0	0	3,249,200	0	0	0	0



FEE SCHEDULE

**CITY OF HARKER HEIGHTS FEE SCHEDULE
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ADMINISTRATIVE FEES

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

ADMINISTRATIVE ABATEMENT OF SEDIMENTATION

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

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

BUILDING PERMITS

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

New Building Construction

- One- and Two-Family Dwellings (per square foot under roof)..... \$0.10
 - Plus Technology/Convenience Fee – My Permit Now (per permit)
- Fee does not include permits for fences, irrigation, accessory buildings, or swimming pools. Permits included are structure, electrical, mechanical, plumbing, flat work, plan review, and certificate of occupancy. Inspections included are t-electrical pole; plumbing rough-in; foundation; FMEP framing, mechanical, electrical, and plumbing; two story water tests; energy (insulation); conditional final; and final.*

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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- Multi-family, Commercial, and Other Construction (per square foot under roof) \$0.15
 - Plus Technology/Convenience Fee – My Permit Now (per permit) \$10.00

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

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

Additions to Floor Area

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

Shell Buildings

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

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

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

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

- Commercial
 - Valuation up to \$1,000..... \$25.00
 - Valuation \$1,001 to \$2,000..... \$35.00
 - Valuation \$2,001 to \$3,000..... \$45.00
 - Valuation \$3,001 to \$4,000..... \$55.00
 - Valuation \$4,001 to \$5,000..... \$65.00
 - Valuation \$5,001 to \$6,000..... \$75.00
 - Valuation \$6,001 to \$7,000..... \$85.00
 - Valuation \$7,001 to \$8,000..... \$95.00
 - Valuation \$8,001 to \$9,000..... \$105.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
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▪ Valuation \$9,001 to \$10,000.....	\$115.00
▪ Per \$1,000 thereafter.....	additional \$10.00
• Residential	
▪ Accessory Structure – Large/Carport.....	\$125.00
▪ Accessory Structure – Small.....	\$45.00
▪ Alteration/Remodel.....	\$30.00
▪ Backflow.....	\$30.00
▪ Electric Service/Other.....	\$35.00
▪ Fence.....	\$45.00
▪ Flatwork.....	\$55.00
▪ Gas Test/Permit.....	\$30.00
▪ Irrigation/Other.....	\$45.00
▪ Mechanical.....	\$75.00
▪ Plumbing/Other.....	\$50.00
▪ Pool – Above-Ground/Spa.....	\$50.00
▪ Pool – In-Ground.....	\$300.00
▪ Porch/Deck/Pergola.....	\$50.00
▪ Retaining Wall.....	\$125.00
▪ Roofing.....	\$80.00
▪ Skirting.....	\$30.00
▪ Solar.....	\$235.00
▪ Water Heater.....	\$30.00
▪ Water Softener.....	\$45.00
▪ Water/Sewer Line.....	\$35.00
Demolition/Move Structure Permits	
• Per structure.....	\$25.00
• Plus Technology/Convenience Fee – My Permit Now (per permit).....	\$5.00
Re-inspection Fees (per re-inspection).....	\$50.00
Working Without Permits.....	\$250.00

EXAMINATIONS, LICENSES, PERMITS, SPECIAL INSPECTIONS, ADMINISTRATIVE FEES

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

Alcohol License (per year).....	½ of TABC Fee
City Registration/Business License	
• Home Business/Property Management.....	\$25.00
• Mobile Business.....	\$35.00
• Commercial Business.....	\$75.00
Business Registration Reprint Fee.....	\$5.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
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Sexually Oriented Business

- Application (one-time fee)..... \$500.00
- Work Permit..... \$25.00
- Replacement..... \$10.00
- Renewal (annual) \$250.00

Solicitor Permit \$200.00

- Plus Technology/Convenience Fee – My Permit Now (per permit) \$5.00
- Itinerate Merchant..... additional \$50 per employee

BYOB Application Permit \$50.00

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

Flood Plain Development Permits \$50.00

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

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

Manufactured Housing Park License \$100.00

(Replaces license fee for City Registration/Business License)

Manufactured Home Permits

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

Occupation Taxes (as authorized by State law)

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

Request to Zoning Board of Adjustment and Appeals \$150.00

Plan Review

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

Planning and Zoning Fees

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

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• Planning Maps (arc view)	
▪ 8 ½" x 11" maps	\$5.00
▪ 11" x 17" maps.....	\$10.00
▪ 17" x 22" maps to 22" x 40" maps	\$20.00
▪ 34" x 44" maps.....	\$25.00
• Future Land Use Map (FLUM) Amendments	\$100.00
Public Works Construction Inspection Fees	
• All inspections	\$25.00
• All inspections after regular business hours, weekends, and Holidays (per hour)	\$50.00
Temporary Storage Unit Permit	\$25.00
• Plus Technology/Convenience Fee – My Permit Now (per permit)	\$5.00
Temporary Use Permits	
• Long Term Seasonal Sales	
▪ Administrative Fee	\$25.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
• Short Term Seasonal Sales	
▪ Administrative Fee	\$10.00
▪ Inspection Cost.....	\$10.00
▪ Re-inspection Cost	\$35.00
Donation Box Permit Application	\$25.00
Certificate/License/Permit Mailing Fee.....	\$5.00

LIBRARY / ACTIVITIES CENTER

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

PARKS AND RECREATION

Youth Sports Registration

- Resident
 - Baseball/Softball \$55.00
 - All Others \$45.00
- Non-Resident
 - Baseball/Softball \$65.00
 - All Others \$55.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

- Resident
 - 1st participant \$55.00
 - 2nd participant \$50.00
 - 3rd participant and every participant thereafter \$40.00

Facility Rentals

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
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- Non-Resident
 - Refundable Deposit..... \$100.00
 - Rental \$65.00
 - Gazebo
 - Resident \$15.00
 - Non-Resident \$25.00
 - Amphitheatre
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00
 - Lights (2-hour block) \$15.00
 - Lights (each additional hour over 2 hours) \$10.00
 - Non-Resident
 - Refundable Deposit..... \$100.00
 - Rental \$65.00
 - Lights (2-hour block) \$25.00
 - Lights (each additional hour over 2 hours) \$10.00
 - Athletic Fields
 - Resident
 - Refundable Deposit..... \$100.00
 - Rental \$25.00
 - Lights (per field) \$25.00
 - Field Prep Fee (per hour)..... \$30.00
 - Non-Resident
 - Refundable Deposit..... \$250.00
 - Rental \$50.00
 - Lights (per field) \$50.00
 - Field Prep Fee (per hour)..... \$30.00
 - Athletic Fields – Tournament Package
 - Resident
 - Refundable Deposit..... \$200.00
 - Rental \$150.00
 - Field Prep Fee (per hour)..... \$30.00
 - Non-Resident
 - Refundable Deposit..... \$200.00
 - Rental \$150.00
 - Field Prep Fee (per hour)..... \$30.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
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Aquatics

- Daily Admission Fees
 - Resident
 - Child (Age 2 – 17) \$2.00
 - Adult (Age 18 – 54)..... \$3.00
 - Senior (Age 55 and up)..... \$2.00
 - Non-Resident
 - Child (Age 2 – 17) \$3.00
 - Adult (Age 18 – 54)..... \$5.00
 - Senior (Age 55 and up)..... \$2.00
- Swimming Passes *(good for the current season only; will not cover City sponsored Special Events)*
 - Resident
 - Individual..... \$40.00
 - Family (2 – 5 persons) \$60.00
 - Each additional pass over 5 persons \$5.00
 - Seniors (Age 55 and up) \$15.00
 - Replacement Pass \$5.00
 - Non-Resident
 - Individual..... \$60.00
 - Family (2 – 5 persons) \$125.00
 - Each additional pass over 5 persons \$5.00
 - Seniors (Age 55 and up) \$15.00
 - Replacement Pass \$5.00
- Swimming Lessons
 - Resident \$45.00
 - Non-Resident \$55.00
- Pool Rental
 - Refundable Deposit..... \$50.00
 - Resident Rental Fee \$125.00
 - Non-Resident Rental Fee \$175.00
 - Lifeguard(s) (per lifeguard, per hour, minimum 2)..... \$15.00

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

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

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

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

Living Legacy Program

- Tree and Plaque \$250.00
- Bench and Plaque \$1,200.00
- Picnic Table and Plaque \$1,000.00

Recreation Guide Ads

- ¼ Page Vertical Ad \$250.00
- ½ Page Horizontal Ad \$500.00
- Full Page Ad \$850.00
- Full Page Ad (back cover) \$1,000.00
- Design Fee \$50.00

ActiveNet Online Service Charges

- Payments less than \$150.00 6.5% + \$0.50
- Payments \$150.00 to \$499.99 3.5% + \$5.00
- Payments \$500.00 or more 2.5% + \$10.00

Minimum Service Charge of \$1.00

PET ADOPTION CENTER

Adoption Fees

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

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

Surrender Fee

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

Disposal Fee

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

Owner Requested Euthanasia \$25.00

Owner Required Sterilization (Spay/Neuter) \$70.00

Other Shelter Sterilization Fee \$40.00

Reclaim Fees (plus kennel fees)

- Dog Vaccine Package \$15.00
- Cat Vaccine Package \$10.00
- Class A (dog or cat)
 - First Reclaim \$20.00
 - Second Reclaim (within one year from first) \$40.00
 - Second Reclaim – Reclaim Deposit Required for Non-Sterilized Animals \$100.00
 - Third Reclaim (within one year from first) \$80.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

• Class B (goats, sheep, lambs, pigs or animals of same approximate size and weight).....	\$25.00
• Class C (cattle, calves, horses, mules or animals of same approximate size and weight).....	\$40.00
• Class D (wild or exotic animals)	\$100.00
• Class E (birds)	\$20.00
Kennel Fees (per day)	
• Class A (dog or cat)	\$15.00
• Class B (goats, sheep, pigs or animals of same approx. size and weight)	boarding costs + \$10.00
• Class C (cattle, calves, horses, mules or animals of same approximate size and weight).....	boarding costs + \$20.00
• Class D (wild or exotic animals)	boarding costs + \$100.00
• Class E (birds)	\$5.00
Microchipping Fee	\$15.00
Rabies Testing.....	\$40.00
Quarantine Fee	\$25.00
Quarantine Fee – Dangerous Dog	\$40.00
Sign – Dangerous Dog (per sign).....	\$25.00
Registration Fee – Animal Abuser	\$25.00
Registration Fee – Dangerous Dog	\$50.00
Brick Donations – Memorial Bricks.....	\$50.00
TNR/Community Cat Package.....	\$20.00

PUBLIC SAFETY / FIRE DEPARTMENT

Emergency Service Fees

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

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

- Pumper (per hour or part thereof, minimum 1 hour, not including personnel)
- Aerial/Ladder/Quint (per hour or part thereof, minimum 1 hour, not including personnel)
- Brush Truck/Tender (per hour or part thereof, minimum 1 hour, not including personnel).....
- Support Vehicles (per hour or part thereof, not including personnel).....
- Personnel (per hour or part thereof to include fire, police, etc.)
- Water – City Supplied (per 1,000 gallons; calculated by pumping time and rate)

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

▪ Ambulance Standby (per hour or part thereof, minimum 1 hour, includes personnel)	\$300.00
▪ Equipment/Services	
○ Self-Contained Breathing Apparatus “SCBA” (each).....	\$50.00
○ Hose (per 50 feet)	\$25.00
○ Gas/Carbon Oxide Detector	\$50.00
○ Extinguisher (any class per use)	\$50.00
○ Hand Tools (each).....	\$15.00
○ Hydraulic Rescue Tools.....	\$250.00
○ Scene Lighting (per hour)	\$75.00
○ Oil Booms (each)	\$20.00
○ Oil Absorbent Sheets (each).....	\$2.50
○ Oil Dry (bucket)	\$35.00
○ Portable Pumps (per hour).....	\$30.00
○ Power Tools (each).....	\$50.00
○ Road Closing/Traffic Control (per hour).....	\$100.00
○ Salvage Cover (each)	\$35.00
○ Ventilation Fans (each).....	\$50.00
○ IR Camera (each)	\$100.00
○ Foam (per gallon)	\$65.00
○ Cribbing (each)	\$50.00
○ Stabilization Struts (per use)	\$100.00
○ Ladders (per use).....	\$35.00
○ Generator (per hour).....	\$50.00
○ Hand Lights (per use)	\$5.00
○ Dump Tank (per use).....	\$150.00
Fire Report Copy (per copy).....	\$2.00
Fire Investigative Report (per report).....	\$5.00

PUBLIC SAFETY / FIRE PREVENTION

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

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

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

Fire Protection System Permits

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

- Fire Alarm System (maximum fee of \$1,000.00)
 - Up to 200 devices (flat fee)..... \$150.00
 - Each additional device over 200 \$1.00
 - First re-inspection or witnessed test no charge

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

- Subsequent re-inspections or witnessed test..... 50% of the original permit fee
- Fixed Fire Suppression
 - Initial permit..... \$50.00
 - First re-inspection or witnessed test no charge
 - Subsequent re-inspections or witnessed test..... 50% of the original permit fee
- Fixed Piping Systems (sprinklers, standpipes, etc.)
 - 0 – 12,000 square feet \$150.00
 - 12,001 + square feet \$200.00
 - First re-inspection or witnessed test no charge
 - Subsequent re-inspections or witnessed test..... 50% of the original permit fee
- Fuel Storage Tanks
 - Tank installation (per tank, includes pressure test)..... \$75.00
 - Line Pressure Test (per tank) \$25.00
 - Tank Removal (per tank)..... \$25.00
- Life and Fire Safety Evaluations/Fire Inspections (Annual)
 - Business
 - Annual Inspection no charge
 - First Re-inspection no charge
 - Second Re-inspection..... \$50.00
 - Subsequent Re-inspections (each at the discretion of the officer)citation issued or \$50.00
 - Licensed Facilities
 - Hospitals..... \$150.00
 - Nursing Homes, Group Homes, Day Cares, Assisted Living Centers, and Private Schools
 - Occupancy of up to 50 persons..... \$50.00
 - Occupancy of 50 + persons \$100.00
 - Foster and Adoptive Homes
 - Annual Inspection..... no charge
 - First Re-Inspection..... no charge
 - Second Re-Inspection..... \$30.00
 - Subsequent Re-inspections (each at the discretion of the officer).....citation issued or \$30.00
- Operational Permits and Inspections
 - Burn Permits (includes initial site inspection)
 - Commercial/Land Development \$150.00
 - Residential (annual permit) \$50.00
 - Carnival/Circus Safety Inspections..... \$150.00
 - Carbon Dioxide Systems \$25.00
 - Fire Flows (conducted by the Fire Department)..... \$100.00
 - Fireworks (Outdoor Public Display)
 - Permit Fee (requires insurance coverage of at least \$300,000) \$250.00
 - Food Booth \$50.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

- Mobile Food Vendor
 - Resident \$75.00
 - Non-Resident \$100.00
- Hazardous Material Handling, Storage and/or Processing..... \$50.00
- Portable Outdoor Gas Fired Heating Appliances..... \$25.00
- Assembly Permit (annual permit)..... \$25.00
- Tent Permit
 - Occupancy of 0 – 100 persons \$50.00
 - Occupancy of 100 + persons \$100.00
- Tire Storage and/or Scraping (annual permit)..... \$50.00
- Welding/Cutting (Hot Work)..... \$50.00

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

PUBLIC SAFETY / POLICE DEPARTMENT

Accident Reports	\$6.00
Copy of Police Report (per page).....	\$0.10
Fingerprint Cards	
• Residents (per card).....	\$5.00
• Non-Residents (per card).....	\$10.00
Record Checks	
• Residents.....	no charge
• Non-Residents.....	\$5.00
• Recruiters/Federal Agencies.....	no charge
Taxicab Permits	
• Initial	\$20.00
• Renewal	\$10.00
• Duplicates (each)	\$4.00
Alarm Systems	
• False burglar alarm (per incident).....	\$50.00
• False robbery alarm (per incident)	\$75.00
• False fire alarm (per incident).....	\$75.00
• False emergency medical alarm (per incident).....	\$75.00
• Failure to timely respond to alarm site (per incident).....	\$50.00
• Monitoring financial institution alarms (per month).....	\$50.00
Towing Fees	
• Non- Consent Tow	\$130.00
• Incident Management Tow.....	\$130.00
• Winching/Overturn Fee	\$75.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

- Dolly Use Fee \$50.00
- Storage Fee \$20.00
- Clean Up Fee \$25.00/hour
- Wait Fee \$65.00
- Fuel Surcharge 10% of total fees excluding storage and wait fee
- Drive Shaft Removal \$50.00
- Specialized Equipment Fees for Towing/Clean Up cost plus 35%

STREETS

Culvert Installation

- 10 – 12 yards base material (not including culvert) \$150.00
- Each additional yard base material (per yard)..... \$6.00

Curb Replacement (per linear foot)..... \$25.00

Road Boring (per linear foot)..... \$50.00

Street Cut Restoration (per linear foot) \$15.00

Street Cutting Permit..... \$50.00

UTILITY SERVICES

Water Services

Water Deposit

- Residential (single one-family dwellings / small commercial businesses with hand pick-up) \$55.00
Deposits will not be taken on new homes until the home is finalized. Residential deposits are refunded when the account is terminated or in the month of June with one year of good history, whichever comes first.
- Residential – Refusal to Give Social Security Number \$300.00
Deposits will not be taken on new homes until the home is finalized. Deposits will not be refunded until the account is terminated.
- Apartment Complexes on Master Meter \$200.00 per meter
Apartment complex deposits refunded when the account is terminated.
- Commercial \$200.00
Commercial deposits are refunded when the account is terminated.

Water Rates

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

- Inside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$11.24 / \$3.50
- Outside Harker Heights CCN
 - Base Rate / Per 1,000 Gallons of Water Consumption \$22.48 / \$7.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

Sewer Services

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

Sewer Rates

- Inside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption \$20.25 / \$3.39
- Outside Harker Heights CCN
 - First 3,000 Gallons / Per 1,000 Gallons of Water Consumption \$40.50 / \$6.78

Other Utility Services Fees

Delinquent/Late Charge \$15.00

Fire Hydrant Meters

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

Meter Accuracy Test Requests

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

Online Bill Pay Convenience Fee (to include credit card drafts) \$2.00

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 blockages on the customer’s side.

- During Working Hours (per trip)..... \$15.00
- Non-Duty Hours (per trip)..... \$30.00

Reread Requests

- Original Read Incorrect..... no charge
- Original Read Correct..... \$10.00

Sewer Overflow on Private Lines

- Vactor/Jetrodder (per hour) \$100.00
- Backhoe (per hour) \$50.00
- Dump Truck (per hour) \$50.00
- Front Loader (per hour) \$50.00
- Pickup Truck (per hour) \$50.00
- Each Additional Employee (per hour)..... \$25.00

Backflow Prevention Assembly Tester Registration Fee \$25.00

Water Transfer \$15.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

Water Turn On

- New deposit or transfer of service no charge
- Second Trip Fee..... \$25.00

Water Distribution and Wastewater Collection System Connection Fees

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

- New Property
 - Meter Tap..... \$275.00
 - Sewer Tap..... \$275.00
- Existing Property (In addition to the fees listed above for New Property)
 - ¾" line diameter (water only) materials/street cut + \$300.00
 - 1" line diameter (water only)..... materials/street cut + \$300.00
 - 1 ½" line diameter (water only) materials/street cut + \$400.00
 - 2" line diameter (water only)..... materials/street cut + \$500.00
 - 4" line diameter (water and sewer)..... materials/street cut + \$750.00
 - 6" line diameter (water only)..... materials/street cut + \$1,500.00
 - 8" line diameter (water only)..... materials + \$1,500.00

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

Drainage Rates

Single Family Detached Dwellings (includes manufactured homes)..... \$6.00

Other Residential Properties

- Duplex (per unit)..... \$2.88
- Triplex (per unit) \$2.74
- Four Unit Dwelling (per unit) \$2.57
- Five Unit Dwelling (per unit) \$2.30
- Six Unit Dwelling (per unit) \$2.04
- Seven Unit Dwelling (per unit)..... \$1.78
- Eight Unit Dwelling (per unit) \$1.51
- Nine Units or More (per unit) \$2.04

Non-Residential Developed Property

- Buildings Up to 2,500 sq. ft. \$7.20
- Buildings 2,501 to 10,000 sq. ft. \$14.40
- Buildings 10,001 to 50,000 sq. ft. \$28.80
- Buildings 50,001 to 100,000 sq. ft. \$43.20
- Buildings More Than 100,000 sq. ft. \$60.00

**CITY OF HARKER HEIGHTS FEE SCHEDULE
OCTOBER 1, 2021 TO SEPTEMBER 30, 2022**

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

Sanitation Rates

Residential Garbage Collection (per month)	\$18.88
• Additional Trash Cart - Residential	\$5.00
Commercial Hand Pick Up (per month).....	\$18.88
• Additional Trash Cart – Commercial	\$15.00
Commercial Garbage Collection (dumpster)	handled by Centex Waste Management
Drop Site Fee (per month).....	\$1.00



ORDINANCES

ORDINANCE NO. 2021-40

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HARKER HEIGHTS, TEXAS, ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021, AND ENDING SEPTEMBER 30, 2022

WHEREAS, a budget for the Fiscal Year beginning October 1, 2021, and ending September 30, 2022 has been prepared for the City of Harker Heights, Texas, and

WHEREAS, the public hearing was held on September 27, 2021 after the public notice was duly and legally published as required by law on September 16, 2021, and

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

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

SECTION 1: That the Budget, as filed with the City Secretary, for the Fiscal Year 2021-2022 is ratified, adopted, and approved.

SECTION 2: That total revenues are budgeted at \$55,409,900 and expenses, including those funded by Capital Improvement Funds from previous years, total \$64,911,100.

SECTION 3: That this budget will raise more revenue from property taxes than last year's budget by an amount of \$665,294 which is a 4.9% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$209,604.

SECTION 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:

Ordinance No: 2021-40

Date Passed: September 27, 2021

Description: An Ordinance of the City Council of the City of Harker Heights, Texas, Adopting the Budget for the Fiscal Year Beginning October 1, 2021, and Ending September 30, 2022

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 27, 2021.



Spencer H. Smith

Spencer H. Smith, Mayor

ATTEST:

Julie Helsham

Julie Helsham, City Secretary

ORDINANCE NO. 2021-41

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HARKER HEIGHTS, TEXAS, PRESCRIBING AND SETTING THE FISCAL YEAR 2021-2022 RATES AND CHARGES; PENALTIES FOR NON-PAYMENT; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, a fee schedule for the Fiscal Year 2021-2022 has been prepared for the City of Harker Heights, Texas, and

WHEREAS, the public hearing was held on September 27, 2021 after the public notice was duly and legally published as required by law on September 16, 2021, and

WHEREAS, after full and final consideration and the public hearing on said fee schedule, it is the consensus 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 1: That the City Council approves the rates and charges proposed for Fiscal Year 2021-2022 which is attached hereto and incorporated herein as Attachment A.

SECTION 2: Penalty: Any person, firm or corporation who violates any provisions of this Ordinance shall be guilty of a misdemeanor and, upon conviction, shall be fined in an amount not exceeding one thousand dollars (\$1,000). Each day on which a violation of, or failure to comply with this ordinance shall constitute a separate violation and shall be punishable as such, the City also is entitled to pursue all other criminal and civil remedies to which it is entitled under the authority of other statutes of other ordinances.

SECTION 3: This ordinance shall become effective on October 1, 2021 and shall apply to all fees charged on or after that date. This ordinance shall not affect any charge prior to its effective date regardless of whether said fees have been paid in whole or in part.

SECTION 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:


Ordinance No: 2021-41

Date Passed: September 27, 2021

Description: An Ordinance of the City Council of the City of Harker Heights, Texas, Prescribing and Setting the Fiscal Year 2021-2022 Rates and Charges; Penalties for Non-Payment; and Providing for an Effective Date.

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 27, 2021.

ATTEST:


Julie Helsham, City Secretary




Spencer H. Smith, Mayor

ORDINANCE NO. 2021-42

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HARKER HEIGHTS, TEXAS, LEVYING A TAX RATE OF \$0.6519 PER \$100 VALUATION, COMPRISED OF \$0.5063 FOR MAINTENANCE AND OPERATIONS AND \$0.1456 FOR INTEREST AND SINKING, FOR FISCAL YEAR 2021-2022 (TAX YEAR 2021)

WHEREAS, a public hearing was held on September 28, 2021 after public notices were duly and legally published as required by law on September 17, 2021, and

WHEREAS, after full and final consideration and the public hearing on said tax rate, it is the consensus that the tax rate should be levied.

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

SECTION 1: That we do hereby levy the tax rate for Tax Year 2021 as follows:
\$0.5063 for the purpose of maintenance and operations,
\$0.1456 for the payment of principal and interest of debt, and
\$0.6519 per \$100 valuation for the total tax rate.

SECTION 2: That a \$10,000 exemption is adopted for residents who are at least sixty-five (65) years old and who are owners of an occupied homestead.

SECTION 3: That the tax assessor-collector is hereby authorized to assess and collect the taxes of the City of Harker Heights in accordance with this ordinance.

SECTION 4: That Table VIII of the Table of Special Ordinances, Code of Harker Heights is hereby amended by adding the following entry:

Ordinance No: 2021-42

Date Passed: September 28, 2021

Description: An Ordinance of the City Council of the City of Harker Heights, Texas, Levying a Tax Rate of \$0.6519 per \$100 Valuation, Comprised of \$0.5063 for Maintenance and Operations and \$0.1456 for Interest and Sinking, for Fiscal Year 2021-2022 (Tax Year 2021)

PASSED AND APPROVED by the City Council of the City of Harker Heights on September 28, 2021.



CITY OF HARKER HEIGHTS, TEXAS:



Spencer H. Smith, Mayor

ATTEST:



Julie Helsham, City Secretary





GLOSSARY

GLOSSARY OF ACRONYMS

ACH – Automated Clearing House, the direct fund transfer authorization from one bank account to another.

ALS – Advanced Life Support, a set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

ARPA – American Rescue Plan Act

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

BPAT – Backflow Prevention Assembly Tester.

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

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

CCN – Certificate of Convenience and Necessity.

CIP – Capital Improvement Program, a plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

CO – Certificate of Obligation, type of bond backed by the full faith, credit and taxing power of the government.

COLA – Cost of Living Adjustment, increase in salaries to offset the effect of inflation on compensation.

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

CLFRF – Coronavirus Local Fiscal Recovery Fund

CRF – Coronavirus Relief Fund, established by the CARES Act.

CSLRF – Coronavirus State and Local Relief Fund, established by the American Rescue Plan Act.

EMS – Emergency Medical Service.

EMT – Emergency Medical Technician.

FOG – Fats, Oil, and Grease.

FTE – Full-Time Equivalent Position, A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

FY – Fiscal Year, for the City of Harker Heights it is October 1 to September 30.

GAAP – General Accepted Accounting Principles, uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GASB – Governmental Accounting Standards Board, establishes and improves standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GASB 45 – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

GASB 68 – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

GASB 75 – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

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

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

GO – General Obligation Bond, bond backed by the full faith, credit and taxing power of the government.

HB872 – House Bill enacted by the 87TH Legislature of the state of Texas relating to the disclosure of certain utility customer information.

KISD – Killeen Independent School District, local School District serving the cities of Killeen, Harker Heights, and Nolanville.

P25 RADIO – Project 25 Radio, a suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

PSI – pounds per square inch.

RFP – Request for Proposal, a document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

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

SOP – Standard Operating Procedures, step-by-step instructions on how to perform a task or job.

SSO – Sanitary Sewer Overflow, a type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

SSOI – Sanitary Sewer Overflow Initiative, a voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

TCEQ – see Texas Commission of Environmental Quality, environmental agency for the state of Texas.

TML or **TML-IRP** – Texas Municipal League Intergovernmental Risk Pool, an interlocal agency offering worker’s compensation, liability and property protection to Texas political subdivisions.

TMRS – Texas Municipal Retirement System, Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

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

WCID #1 – Water Control and Improvement District No 1, provides water to the residents of Harker Heights/Bell County.



GLOSSARY OF TERMS

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

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

ADVANCED LIFE SUPPORT – A set of life-saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

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

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

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

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

AMMORTIZATION – The action or process of gradually writing off the initial cost of an asset or paying off debt with regular payments.

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

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

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

ARTERIAL STREET/ROAD – A high capacity urban road whose primary function is to deliver traffic from collector roads to freeways or expressways and between urban centres at the highest level of service possible.

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

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

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

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

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

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

BALANCED BUDGET – Budget in which income equals expenditure.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CITIZENS ON PATROL – Citizens who, after being screened, background checked, and trained by their local law enforcement agency, patrol their communities acting as “eyes and ears” for law enforcement.

CITIZENS POLICE ACADEMY – Program designed to acquaint citizens with the activities of their local police department.

COLLECTOR STREET/ROAD - A low to moderate capacity road which serves to move traffic from local streets to arterial roads; unlike arterial roads, collector roads are designed to provide access to residential properties.

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

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

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

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

CORONAVIRUS LOCAL FISCAL RECOVERY FUND – Funds being distributed by the Texas Department of Emergency Management to local governments serving populations of less than 50,000. These funds are a part of the Coronavirus State and Local Relief Fund established by the American Rescue Plan Act.

CORONAVIRUS RELIEF FUND – Funds established by the CARES Act to provide payments to State, Local, and Tribal governments to assist with navigating the COVID-19 pandemic.

CORONAVIRUS STATE AND LOCAL RELIEF FUND – Funds established by the American Rescue Plan Act to provide payments to State, Local, and Tribal governments to assist with navigating the COVID-19 pandemic.

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT – The expenditure of monies from an account.

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

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

EFFECTIVE TAX RATE – The tax rate that would produce the same amount of taxes if applied to the same properties taxed in both years.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FRINGE BENEFITS – see Employee Benefits.

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

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

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

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

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

GASB 45 – GASB Statement 45, an accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (OPEB).

GASB 68 – GASB Statement 68, requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.

GASB 75 – GASB Statement 75, addresses reporting by governments that provide OPEB to their employees and for governments that finance OPEB for employees of other governments.

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

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

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

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

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

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

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

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

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

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

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

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

HOUSE BILL 3613 – Bill approved during the 81st Legislation that amended the Tax Code allowing a Texas resident disabled veteran to designate a property the veteran owns and receive a property tax exemption on the property, the amount of which depends on the veteran’s disability rating. For purposes of the separate homestead exemption, the bill entitles a disabled veteran who has a 100 percent disability rating and who receives 100 percent disability compensation due to a service-connected disability, to an exemption of the total appraised value of the residence homestead.

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

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

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

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

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

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

ISO RATING – A rating created by the Insurance Services Office for fire departments and their surrounding communities in which a lower number is better (i.e. 1 is the best possible rating and 10 means the fire department did not meet the ISO’s minimum requirements).

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

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

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

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

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

MAJOR FUND – A fund whose total assets, liabilities, revenues or expenditures/expenses are at least 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

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

MAYOR PROTEMPORE – Council member appointed to assume mayoral duties in the event of the mayor’s absence.

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

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

NON-MAJOR FUND – A fund whose total assets, liabilities, revenues or expenditures/expenses is less than 10 percent of the corresponding total assets, liabilities, revenues or expenditures/expenses for all funds of that category or type (governmental or enterprise).

NUISANCE ABATEMENT – Using building codes, fire codes, zoning, etc. in order to improve the quality of life and resolve life safety issues within neighborhoods.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PROJECT 25 RADIO – A suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders initiated by the Association of Public Safety Communications Officials.

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

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

REQUEST FOR PROPOSAL – A document that announces and provides details about a project, as well as solicits bids from contractors who will help complete the project.

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

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

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

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

REVENUE – Sources of income financing the operations of government.

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

ROLLBACK RATE – The rate at which, if a taxing unit adopts it or a rate above it, voters within its jurisdiction may petition for an election on the tax increase.

SANITARY SEWER OVERFLOW – A type of unauthorized discharge of untreated or partially treated wastewater from a collection system or its components (e.g. a manhole, lift station, or cleanout) before it reaches a wastewater treatment facility.

SANITARY SEWER OVERFLOW INITIATIVE – A voluntary program initiated in 2004 by TCEQ in an effort to address an increase in sanitary sewer overflow (SSO) due to aging collection systems throughout the state of Texas and encourage corrective action before there is harm to human health and safety or the environment.

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

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

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

SEWER TAP – The connection point between the home’s main sewer line and a municipal water system.

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

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

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

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

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

STERILIZATION – The surgical removal of the reproductive organs of a dog or cat in order to render the animal unable to reproduce.

STRATEGIC PLANNING – An organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

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

SWORN OFFICER – Law enforcement officers who have taken an oath to support the Constitution of the United States, their state, and the laws of their agency’s jurisdiction. They also have the responsibility to ensure the safety and quality of life of the communities they serve.

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

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

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

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

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

TEXAS MUNICIPAL RETIREMENT SYSTEM – Qualified retirement plan under Section 401 of the Internal Revenue Code, serving over 880 cities and 170,000 members, retirees, and beneficiaries.

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

TRUTH IN TAXATION - A concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals and to afford taxpayers the opportunity to roll back or limit tax increases.

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

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

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

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

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

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

WATER TAP – A spout connected to a socket to provide water from the main water supply.

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





APPENDIX

2021 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

1.	2020 total taxable value. Enter the amount of 2020 taxable value on the 2020 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 17). ¹	\$2,005,116,130
2.	2020 tax ceilings. Counties, Cities and Junior College Districts. Enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other units enter "0" if your taxing units adopted the tax ceiling provision in 2020 or prior year for homeowners age 65 or older or disabled, use this step. ²	\$0
3.	Preliminary 2020 adjusted taxable value. Subtract line 2 from line 1.	\$2,005,116,130
4.	2020 total adopted tax rate.	\$0.677000/\$100
5.	2020 taxable value lost because court appeals of ARB decisions reduced 2020 appraised value. A. Original 2020 ARB values: \$1,633,611 B. 2020 values resulting from final court decisions: - \$1,434,000 C. 2020 value loss. Subtract B from A. ³	\$199,611
6.	2020 taxable value subject to an appeal under Chapter 42, as of July 25. A. 2020 ARB certified value: \$50,978,512 B. 2020 disputed value: - \$48,429,586 C. 2020 undisputed value. Subtract B from A. ⁴	\$2,548,926
7.	2020 Chapter 42 related adjusted values. Add line 5 and line 6.	\$2,748,537
8.	2020 taxable value, adjusted for actual and potential court-ordered adjustments. Add line 3 and line 7.	\$2,007,864,667

1 Tex. Tax Code § 26.012(14)

2 Tex. Tax Code § 26.012(14)

3 Tex. Tax Code § 26.012(13)

4 Tex. Tax Code § 26.012(13)

2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate (continued)

9.	2020 taxable value of property in territory the taxing unit deannexed after January 1, 2020. Enter the 2020 value of property in deannexed territory. ⁵	\$0
10.	2020 taxable value lost because property first qualified for an exemption in 2021. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2021 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2020 market value: \$22,902 B. Partial exemptions. 2021 exemption amount or 2021 percentage exemption times 2020 value: + \$18,236,852 C. Value loss. Add A and B. ⁶	\$18,259,754
11.	2020 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2021. Use only those properties that first qualified in 2021; do not use properties that qualified in 2020. A. 2020 market value: \$0 B. 2021 productivity or special appraised value: - \$0 C. Value loss. Subtract B from A. ⁷	\$0
12.	Total adjustments for lost value. Add lines 9, 10C and 11C.	\$18,259,754
13.	Adjusted 2020 taxable value. Subtract line 12 from line 8.	\$1,989,604,913
14.	Adjusted 2020 total levy. Multiply line 4 by line 13 and divide by \$100.	\$13,469,625
15.	Taxes refunded for years preceding tax year 2020. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2020. Types of refunds include court decisions, Tax Code § 25.25(b) and (c) corrections and Tax Code § 31.11 payment errors. Do not include refunds for tax year 2020. This line applies only to tax years preceding tax year 2020. ⁸	\$8,661
16.	Taxes in tax increment financing (TIF) for tax year 2020. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the unit has no 2021 captured appraised value in Line 18D, enter "0". ⁹	\$0
17.	Adjusted 2020 levy with refunds and TIF adjustment. Add lines 14 and 15, subtract line 16. ¹⁰	\$13,478,286

5 Tex. Tax Code § 26.012(15)

6 Tex. Tax Code § 26.012(15)

7 Tex. Tax Code § 26.012(15)

8 Tex. Tax Code § 26.012(13)

9 Tex. Tax Code § 26.03(c)

10 Tex. Tax Code § 26.012(13)

2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS

No-New-Revenue Tax Rate (continued)

18.	<p>Total 2021 taxable value on the 2021 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in line 20). These homesteads includes homeowners age 65 or older or disabled.¹¹</p> <p>A. Certified values: \$2,169,593,486</p> <p>B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$0</p> <p>C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$0</p> <p>D. Tax increment financing: Deduct the 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2021 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in line 23 below.¹² - \$0</p> <p>E. Total 2021 value. Add A and B, then subtract C and D. \$2,169,593,486</p>	
19.	<p>Total value of properties under protest or not included on certified appraisal roll.¹³</p> <p>A. 2021 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest.¹⁴ \$0</p> <p>B. 2021 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included at appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll.¹⁵ + \$0</p>	

11 Tex. Tax Code § 26.12, 26.04(c-2)

12 Tex. Tax Code § 26.03(c)

13 Tex. Tax Code § 26.01(c) and (d)

14 Tex. Tax Code § 26.01(c)

15 Tex. Tax Code § 26.01(d)

**2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS**

No-New-Revenue Tax Rate (concluded)

19. (cont.)	C. Total value under protest or not certified. Add A and B.	\$0
20.	2021 tax ceilings. Counties, cities and junior colleges enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter "0". If your taxing units adopted the tax ceiling provision in 2020 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$0
21.	2021 total taxable value. Add lines 18E and 19C. Subtract line 20. ¹⁷	\$2,169,593,486
22.	Total 2021 taxable value of properties in territory annexed after January 1, 2020. Include both real and personal property. Enter the 2021 value of property in territory annexed. ¹⁸	\$0
23.	Total 2021 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2020. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after January 1, 2020 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2021. ¹⁹	\$32,152,746
24.	Total adjustments to the 2021 taxable value. Add lines 22 and 23.	\$32,152,746
25.	Adjusted 2021 taxable value. Subtract line 24 from line 21.	\$2,137,440,740
26.	2021 NNR tax rate. Divide line 17 by line 25 and multiply by \$100. ²⁰	\$0.6305/\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2021 county NNR tax rate. ²¹	/\$100

16 Tex. Tax Code § 26.012(6)(B)

17 Tex. Tax Code § 26.012(6)

18 Tex. Tax Code § 26.012(17)

19 Tex. Tax Code § 26.012(17)

20 Tex. Tax Code § 26.04(c)

21 Tex. Tax Code § 26.04(d)

2021 Tax Rate Calculation Worksheet

CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
2. **Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

28.	2020 M&O tax rate. Enter the 2020 M&O tax rate.	\$0.5143/\$100
29.	2020 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$2,007,864,667
30.	Total 2020 M&O levy. Multiply line 28 by line 29 and divide by \$100.	\$10,326,447
31.	<p>Adjusted 2020 levy for calculating NNR M&O taxes.</p> <p>A. 2020 sales tax specifically to reduce property taxes. For cities, counties and hospital districts, enter the amount of additional sales tax collected and spent on M&O expenses in 2020, if any. Other taxing units, enter 0. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.</p> <p style="text-align: right;">\$2,577,718</p> <p>B. M&O taxes refunded for years preceding tax year 2020: Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2020. This line applies only to tax years preceding tax year 2020.</p> <p style="text-align: right;">+ \$6,859</p> <p>C. 2020 taxes in TIF.: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2021 captured appraised value in Line 18D, enter 0.</p> <p style="text-align: right;">- \$0</p>	

**2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS**

Voter-Approval Tax Rate (continued)

<p>31. (cont.)</p>	<p>D. 2020 transferred function.: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in E below. The taxing unit receiving the function will add this amount in E below. Other taxing units enter 0. +/- \$0</p> <p>E. 2020 M&O levy adjustments.: Add A and B, then subtract C. For taxing unit with D, subtract if discontinuing function and add if receiving function. \$2,584,577</p> <p>F. Add line 30 to line 31E. \$12,911,024</p>	
<p>32.</p>	<p>Adjusted 2021 taxable value. Enter the amount in line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i>.</p>	<p align="right">\$2,137,440,740</p>
<p>33.</p>	<p>2021 NNR M&O rate. (unadjusted) Divide line 31 by line 32 and multiply by \$100.</p>	<p align="right">\$0.604/\$100</p>
<p>34.</p>	<p>Rate adjustment for state criminal justice mandate.²³</p> <p>A. 2021 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$0</p> <p>B. 2020 criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. \$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100. \$0/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0. \$0/\$100</p>	<p align="right">\$0/\$100</p>

22 [Reserved for expansion]

23 Tex. Tax Code § 26.044

**2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS**

Voter-Approval Tax Rate (continued)

<p>35.</p>	<p>Rate adjustment for indigent health care expenditures.²⁴</p> <p>A. 2021 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose.</p> <p>B. 2020 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	<p align="right">\$0</p> <p align="right">\$0</p> <p align="right">\$0/\$100</p> <p align="right">\$0/\$100</p>
<p>36.</p>	<p>Rate adjustment for county indigent defense compensation.²⁵</p> <p>A. 2021 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose.</p> <p>B. 2020 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose.</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p>D. Multiply B by 0.05 and divide by line 32 and multiply by \$100.</p> <p>E. Enter the lessor of C and D. If not applicable, enter 0.</p>	<p align="right">\$0</p> <p align="right">\$0</p> <p align="right">\$0/\$100</p> <p align="right">\$0/\$100</p> <p align="right">\$0/\$100</p>

24 Tex. Tax Code § 26.0442

25 Tex. Tax Code § 26.0442

**2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS**

Voter-Approval Tax Rate (continued)

37.	<p>Rate adjustment for county hospital expenditures.²⁶</p> <p>A. 2021 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2020 and ending on June 30, 2021</p> <p align="right">\$0</p> <p>B. 2020 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020.</p> <p align="right">\$0</p> <p>C. Subtract B from A and divide by line 32 and multiply by \$100.</p> <p align="right">\$0/\$100</p> <p>D. Multiply B by 0.08 and divide by line 32 and multiply by \$100.</p> <p align="right">\$0/\$100</p> <p>E. Enter the lessor of C and D, if applicable. If not applicable, enter 0.</p> <p align="right">\$0/\$100</p>	
38.	<p>Adjusted 2021 NNR M&O rate. Add lines 33, 34D, 35D, 36E, and 37E.</p>	\$0.604/\$100
39.	<p>2021 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.</p> <p>Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply line 38 by 1.08.</p> <p>Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 38 by 1.035</p> <p>Taxing unit affected by disaster declaration. If the taxing unit is located in an area declared as disaster area, the governing body may direct the person calculating the voter-approval rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval rate in this manner until the earlier of 1) the second year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, and 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply line 38 by 1.08.²⁷</p>	\$0.6251/\$100

26 Tex. Tax Code § 26.0443

27 Tex. Tax Code § 26.04(c-1)

2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate (concluded)

40.	<p>Total 2021 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.</p> <p>A: Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount. \$3,159,807</p> <p>B: Subtract unencumbered fund amount used to reduce total debt. -\$0</p> <p>C: Subtract certified amount spent from sales tax to reduce debt (enter zero if none). -\$0</p> <p>D: Subtract amount paid from other resources. -\$0</p> <p>E: Adjusted debt. Subtract B, C and D from A. \$3,159,807</p>	
41.	Certified 2020 excess debt collections. Enter the amount certified by the collector. ²⁸	\$0
42.	Adjusted 2021 debt. Subtract line 41 from line 40E.	\$3,159,807
43.	<p>2021 anticipated collection rate.</p> <p>A. Enter the 2021 anticipated collection rate certified by the collector.²⁹ 100.0000%</p> <p>B. Enter the 2020 actual collection rate. 96.0900%</p> <p>C. Enter the 2019 actual collection rate. 97.0500%</p> <p>D. Enter the 2018 actual collection rate. 97.1600%</p> <p>E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.³⁰</p>	100.0000%
44.	2021 debt adjusted for collections. Divide line 42 by line 43E.	\$3,159,807
45.	2021 total taxable value. Enter the amount on line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$2,169,593,486
46.	2021 debt rate. Divide line 44 by line 45 and multiply by \$100.	\$0.1456/\$100
47.	2021 voter-approval tax rate. Add lines 39 and 46.	\$0.7707/\$100
48.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2021 county voter-approval tax rate.	\$/\$100

28 Tex. Tax Code § 26.012(10) and 16.04(b)

29 Tex. Tax Code § 26.04(b)

30 Tex. Tax Code § 26.04(h),(h-1) and (h-2)

2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS

NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

49.	Taxable Sales. For taxing units that adopted the sales tax in November 2020 or May 2021, enter the Comptroller's estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2020, skip this line.	\$0
50.	<p>Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue.³³</p> <p>Taxing units that adopted the sales tax in November 2020 or in May 2021. Multiply the amount on Line 49 by the sales tax rate (.01, .005, or .0025, as applicable) and multiply the result by .95.³⁴</p> <p align="center">-OR-</p> <p>Taxing units that adopted the sales tax before November 2020. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.</p>	\$2,577,718
51.	2021 total taxable value. Enter the amount from line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$2,169,593,486
52.	Sales tax adjustment rate. Divide line 50 by line 51 and multiply by \$100.	\$0.1188/\$100
53.	2021 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$0.6305/\$100
54.	<p>2021 NNR tax rate, adjusted for sales tax.</p> <p>Taxing units that adopted the sales tax in November 2020 or in May 2021. Subtract line 52 from line 53. Skip to line 55 if you adopted the additional sales tax before November 2020.</p>	\$0.6305/\$100
55.	2021 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from line 47 or 48, as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.7707/\$100
56.	2021 voter-approval tax rate, adjusted for sales tax. Subtract line 52 from line 55.	\$0.6519/\$100

31 [Reserved for expansion]

32 Tex. Tax Code § 26.041(d)

33 Tex. Tax Code § 26.041(i)

34 Tex. Tax Code § 26.041(d)

35 Tex. Tax Code § 26.04(c)

36 Tex. Tax Code § 26.04(c)

2021 Tax Rate Calculation Worksheet
CITY OF HARKER HEIGHTS

Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years. ³⁹ In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

For each tax year before 2021, the difference between the adopted tax rate and voter-approval rate is considered zero, therefore the unused increment rate for 2021 is zero. ⁴⁰

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit. ⁴¹

61.	2020 unused increment rate. Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2021, enter zero.	\$0.0208/\$100
62.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2021, enter zero.	\$0/\$100
63.	2018 unused increment rate. Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2018 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2021, enter zero.	\$0/\$100
64.	2021 unused increment rate. Add lines 61, 62, and 63.	\$0.0208/\$100
65.	2021 voter-approval tax rate, adjusted for unused increment rate. Add line 64 to one of the following lines (as applicable): line 47, line 48 (counties), line 56 (taxing units with the additional sales tax) or line 60 (taxing units with pollution control).	\$0.6727/\$100

39 Tex. Tax Code § 26.013(a)

40 Tex. Tax Code § 26.013(c)

41 Tex. Tax Code § 26.063(a)(1)

Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-New-Revenue tax rate. As applicable, enter the 2021 NNR tax rate from: line 26, line 27 (counties), or line 54 (adjusted for sales tax).	\$0.6305/\$100
Voter-approval tax rate. As applicable, enter the 2021 voter-approval tax rate from: line 47, line 48 (counties), line 56 (adjusted for sales tax), line 60 (adjusted for pollution control), or line 65 (adjusted for unused increment).	\$0.6727/\$100
De minimis rate. If applicable, enter the de minimis rate from line 70.	/\$100

Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have calculated the tax rates in accordance with requirements in Tax Code. ⁴⁴

Print Here

Tammy Hubnik

Printed Name of Taxing Unit Representative

Sign Here



Taxing Unit Representative

Date

7/26/2021

44 Tex. Tax Code § 26.04(c)