

2018



ANNUAL BUDGET

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Message from the City Manager, Dr. Kenny Haskin December 5, 2017

As Fiscal Year 2017 comes to a close, the City has attempted to operate in a conservative, responsible manner while still pursuing our commitment to economic development. In terms of the economy, Texarkana has been fortunate in comparison to the rest of the nation. However, total General Fund revenues continue to experience little growth while expenditures continue to steadily rise.

Sales and other taxes are the City's largest source of revenue and account for 48% of the City's proposed revenue for 2018. As beer and wine sales increase in Nash, Texarkana, New Boston, DeKalb, and Redwater, Texas and Little River County, Arkansas, it will continue to have a negative effect on sales tax collections in Texarkana, Arkansas. Little River County, Arkansas also passed a proposal for retail alcohol sales. In 2017, the City experienced a decline in franchise fee collections. Per a SWEPCO representative, electric franchise receipts are greatly affected by the weather. The City experienced a much milder winter and cooler summer in 2017. Therefore, citizens did not use as much electricity as compared to previous years. The price of natural gas continues to be volatile. Even though the price of natural gas has increased, the mild weather will affect usage. Because franchise fee receipts are based on gross sales, our franchise fee collections will directly reflect these changes. Due to the current franchise agreement with Windstream, the City lost \$200,000 in annual revenue.

The City is at a point where revenue sources are maxed out, but expenditures continue to grow. Cities across the state of Arkansas have experienced similar problems that have forced layoffs and reductions in operating expenditures. Thus far, Texarkana has been fortunate enough to maintain staffing levels. However, the economy has caught up with us, requiring us to cut operating expenditures to the bare minimum required to operate. Personnel costs make up 69% of the budget. The City will not be able to continue to cut operating expenditures and provide the same level of services as has been provided in the past. Soon it will be impossible for the City to operate with continually declining revenue, without making substantial changes to personnel.

The City's financial policy recommends that unrestricted fund balance is a minimum of 60 days of expenditures. At the end of 2018, the City is estimated to have a fund balance of \$2.6 million, which is equivalent to 49 days of expenditures. A five-year history of the use of General fund balance, both restricted and unrestricted, is as follows:

- 2017 (\$896,668)
- 2016 (\$445,300)
- 2015 \$434,071
- 2014 (\$32,136)
- 2013 \$673,058

The General Fund budget presented shows expenditures to exceed revenues by approximately \$424,000 in 2018. For 2018, approximately 87% of General Fund expenditures are attributed to public safety services provided by the City. Public safety includes our Court and Probation systems, Police, Fire, Animal Shelter and Control, Police pension fund contributions, CID secretary and crime stopper

coordinator that are shared with Texarkana, Texas, Bi-State contribution, Code Red services, and E911 payments.

Each department was asked to adjust their 2018 budget requests based on their 2015 actual allocation of expenditures. Most departments made their cuts from their operating budget, while fire and police decided to make changes to personnel also.

Together, we have come up with options to get the 2018 unreserved fund balance to the minimum of 60 days. Those options are as follows:

- Transfer from TWU to the General Fund
 - Increases General Fund Revenue by \$795,000
- Transfer from the Public Works Fund to the General Fund
 - Transfer of \$199,000
- Implement 1 year hiring freeze
 - Possible savings of \$300,000 plus
 - Lift freeze in June and December
- Require departments to remove any unnecessary spending

Several things were accomplished during the development of the 2018 budget. The following are the highlights:

- All General Fund departments cut expenditures by approximately \$604,000.
- An additional 4% towards Parity Pay for Police and Fire will be implemented in 2018
 - Fire Positions with full parity met January 2018
 - Fire Fighter – 3 year, 5 year, 10 year
 - Engineer – Entry, 1 year
 - Police Positions with full parity met January 2018
 - Patrol Officer – Entry, 4 year, 5 year, 10 year, 15 year
 - Sergeant – 6 year
 - Lieutenant – 1 year, 3 year, 6 year
 - Captain – 1 year, 3 year, 6 year
 - No COLA proposed for all other employees

The staff and I are willing to meet with you to discuss any questions or recommendations you might have with the budget.

Kenny Haskin, City Manager





City Manager's 2018-2022

Seven Goals for Economic Growth & Development for the City of Texarkana, Arkansas

1) Foster a mutual relationship with developers, specifically targeting retail sales Businesses to promote economic growth in Texarkana, Arkansas

- Develop mapping tools for on-line viewing to reflect the growth corridor of Texarkana, Arkansas, which identifies all available tracks of land, property owners, and zoning.
- Target four or five businesses and aggressively attempt to locate them inside Crossroads Business Park in the short-term. This means team visits to their Corporate Headquarters.
- Leverage Advertising and Promotion resources, so that the return on investment pays a yearly dividend to the Citizens of Texarkana, Arkansas.

2) Develop and sustain economic growth and development capabilities in Texarkana, Arkansas

- Always be proactive about economic growth and development, seeking business that adds value to the community.
- The City Manager's office will ensure that one employee devotes his or her time around the clock to economic growth and development issues.
- Ensure that the retail developers have a full understanding of the tax advantages of relocating a business to Texarkana, Arkansas.
- Promote an Economic Marketing Strategy using all forms of media, especially magazines and articles that help to recruit new businesses.
- Promote building and code enforcement standards that enhance growth, public safety, and protection of investments.

3) Provide persistent situation awareness of economic development opportunities

- Conduct a SWOT Analyses (Strengths, Weaknesses, Opportunities, Threats) on doing business in Texarkana, Arkansas.
- Develop recruitment tools to promote the advantages of doing business in Texarkana, Arkansas.
- Seek legislative amendment to the Act 9 Bond Law for business growth involving retail sales, similar to 4B sales tax law in Texas.
- Conduct a Citizen survey regarding types of businesses preferred in Texarkana, Arkansas.

- Expand and develop our WEB Site to include appropriate economic and demographic data for those who desire to relocate businesses to our City.

4) Develop, organize, and train the organization to anticipate economic growth and development opportunities

- An Economic Growth and Development Team will be formed to include the City Manager, Public Works Director, and Water & Sewer Director.
- Develop policies related to funding streets, roads, and utilities for economic growth.
- Policy considerations will be explored in order to make the new business location experience friendly and efficient.
- If one Public/Private business opportunity does not materialize, then seize the moment to cultivate five other opportunities.
- Consider development of a partnership arrangement with the Four States Fair on a public/private venture.

5) Promote economic growth opportunities that improves the quality of life for our citizens

- Promote retail excellence through surrounding leisure activities involving trails, parks, water theme park, I-Max Theater, and other diverse event activities.

6) Implement open and transparent economic business practices that keep the Board of Directors fully informed

- Transparency in our processes and practices is a linchpin to producing sound economic growth and development decisions.
- Board Members should be kept fully informed on all economic growth activities.
- Board Members should be advised of the required economic development financing tools required to succeed.

7) Foster and develop smart operations across the city to reflect a visible commitment of staff in sustaining future economic growth for Texarkana, Arkansas

- Efficient processes are critical for us to capitalize on economic growth and development.
- Smart operations for the City will streamline administrative processes that make the entire building development process more flexible and responsive to the developer and builder without harming the public.
- Smart operations means business competitiveness through the avoidance of red tape.



2018 Statement of Management Policy

Mission of the City (*Broad Philosophy*)

"The Mission of the City of Texarkana, Arkansas Board of Directors and City Staff is to work together to create and implement strategies necessary to turn the City's Core Values and Vision into reality"

Core Values (*Vision that is more focused*)

Promote active citizen involvement and participation in the planning and decision-making process.

Aggressively pursue economic development and growth initiatives with the private sector.

Commitment to learn and change at all levels within the organization in order to pursue excellence through continuous improvement, innovation, and creativity in delivering services to the community.

Commitment by the Board of Directors and staff to build relationships with citizens and community partners in order to achieve goals.

Promote fiscal responsibility and accountability for our citizens in all we do through a high level of public accountability.

Promote the health, safety, and general well being of our citizens to create a vibrant community.

Promote and foster regional partnerships with all public sector agencies to create a growing Texarkana that will improve the quality of life for our Citizens.

Core Services

We will promote a strong and diverse economic environment.

We will provide infrastructure, with the capacity to meet current and projected needs.

We will provide streets and other traffic systems.

We will rehabilitate and maintain infrastructure as needed.

We will promote public safety and health.

We will promote effective communication with one voice to the community.

We will provide a workplace that fosters creative ideas for delivery of core services.

We will provide high quality customer focused basic services at a reasonable cost.

We will promote safe, decent, and affordable housing.



City of Texarkana, Arkansas

Fiscal Policies

The following fiscal policy is designed to establish important guidelines to direct the City's financial management and decision making practices. These policies will assist the City's Finance Department in their effort to assure that the City's financial resources are managed in a fiscally prudent manner. These policies are also designed to aid in cost containment of City government, build City capacity to provide and maintain effective services, prevent the loss of financial flexibility, and maintain a sound financial reputation in the credit market. This policy will provide a financial base sufficient to sustain municipal services to maintain the social well being and physical conditions of the City. It will assure taxpayers that Texarkana, Arkansas' City government is maintained in sound fiscal condition. This policy shall be reviewed as necessary for any revisions. Any proposed amendments are to be presented to the Board of Directors for consideration.

General Policy

With respect to the interpretation and application of these policies, the City shall comply with all applicable federal and state laws, the City Charter and Code of City Ordinances, Financial Accounting Standards Board (FASB) and Governmental Accounting Standards Board (GASB) standards, all bond covenants, and associated ordinances relating to all budget, accounting, reporting, disclosure, finance activities, and financial policies. In any conflict between these policies and such governing law, standards, or documents, such governing law, standards, or documents shall prevail. Any City procedure that will be in conflict of this policy will require justification and two-thirds vote of the Board of Directors.

Fund Balances/Reserve Balances

The City recognizes the need to establish and maintain a fund balance to have available in the event of emergency.

A. General Fund

1. The General Fund shall maintain an unassigned fund balance that represents at least 60 days of annual operating expenditures.
2. In the event a balanced budget is not attainable, that Fund Balance may be used for Recurring Expenditures and to achieve budget balance:
 - a) If the budget imbalance is expected to last for no more than one year and can be corrected with use of Fund Balance available in excess of the desired minimum; or
 - b) If the budget imbalance is expected to continue beyond one year, provided that Fund Balance in excess of the desired minimum is used to achieve balance as part of a corresponding plan to close the gap through revenue increases and/or expenditure reductions. This will help the General Fund balance from going below the minimum.
3. The unassigned Fund Balance may be temporarily reduced below the desired minimum when required for response to major disasters. Any proposed use of Fund Balance which

decreases Fund Balance below the desired minimum shall include a justification presented to the City Council and shall require approval from two-thirds of the City Council present and voting. Once the event causing use of Fund Balance below the desired minimum has concluded, the City shall allocate sufficient funds to restore the unassigned Fund Balance to at least 60 days of annual operating expenditures by the end of the second subsequent full fiscal year.

4. Annual surpluses in the General Fund will be used to fund capital expenditures or placed in a restricted reserve account if:
 - a) There are surplus balances remaining after all current expenditure obligations and reserve requirements are met.
 - b) The City has made a determination that revenues for the ensuing annual budget are sufficient to support budgeted General Fund operations.
 5. The following restricted reserve balances have been established in order to meet additional needs of the city. Additions/changes to restricted reserves may be needed in order to continue to meet the demands of the City.
 - a) Stateline Signals Reserve
 - b) TAPD DOJ JAG Grant Reserve
 - c) Miscellaneous Reserve
 - d) Fireworks Permit Reserve
 - e) Drug Seizure Reserve
- B. Public Works Fund
1. The Public Works fund shall maintain a fund balance of no less than \$200,000.
 2. The following restricted reserve balances have been established in order to meet additional needs of the Public Works Department. Additions/changes to restricted reserves may be needed in order to continue to meet the demands of the Public Works Department.
 - a) Bramble Park Reserve
 - b) Refuse Storm Water
 - c) AR/TX Boulevard Signal
- C. Grant/Special Revenue Funds
1. Factors considered in determining minimum and maximum cash reserves include each fund's risk and revenue volatility and cash fund of capital projects.

Revenue Policy

- A. Because revenues are sensitive to both local and regional economic activities, revenue estimates shall be conservative.
- B. The City will establish user fees or rates at sufficient levels to recover the full cost of providing the services. Fees for services will be reviewed and adjusted, as needed, to meet increased costs for all funds of the City.
- C. One time revenue will not be used to support ongoing operational needs.
- D. Grant funding should be considered to leverage City funds. Inconsistent grants should not be used to fund on-going programs. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.
- E. All grants and other Federal and State funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gift and donations shall be managed and expended according to the wishes and instructions of the donor.

- F. The City will establish and maintain Special Revenue Funds which will be used to account for the proceeds of specific revenue sources to finance specified activities which are required by statute, ordinance, resolution, or executive order.

Expenditure Policy

- A. It will be the policy of the City to strive to eliminate the use of operating revenues, yearly budget carry-over, or other non-recurring sources of revenue to meet recurring/operating expenses.
- B. City recurring, operating expenditures will not exceed annual revenues.
- C. The City will keep staffing at minimum levels without sacrificing quality of services.
- D. Regular evaluation and adjustment of wages and benefits will be considered in order to foster a stable and dedicated workforce and reduce the expense of employee turnover.
- E. The budget will provide sufficient funding to cover annual debt retirement costs. The Board of Directors shall be fully informed if sufficient funds are not allocated in the current budget.
- F. Maintenance of infrastructure and other capital items will be an expenditure priority. New spending programs will not be funded by deferring capital maintenance.

Debt Policy

- A. The general policy of the City is to fund capital projects (infrastructure) with voter-approved debt. However, non-voter approved debt may be used as an alternative to other financing options when the need is urgent, unanticipated, necessary to prevent economic loss to the City, or is the most cost-effective financing option. Short-term financing, recently made available by state constitution Amendment 78, may be considered as an option for the purchase of motor vehicles or heavy construction equipment.
- B. The City will not use long-term debt to finance current operations.
- C. The City will seek to maintain and, if possible, improve its current bond rating in order to minimize borrowing costs and preserve access to credit. The City will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
- D. Interest earnings on bond proceeds will be limited to:
 - 1. Fund the improvements specified in the authorizing bond ordinance; or
 - 2. Payment of debt service on the bonds.
- E. The City shall use a competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis.
- F. Proceeds from debt will be used in accordance with the purpose of the debt issue. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond ordinance that authorized the issuance of the debt.
- G. The City may initiate a refunding of outstanding debt when:
 - 1. A refinancing is expected to relieve the City of financially restrictive covenants;
 - 2. A refinancing is expected to significantly reduce the remaining term of the debt being refunded; or
 - 3. The City's financial advisors project net present value savings of at least 5% for current refunding and advance refunding.
- H. A formal Request for Information (RFI) process shall be conducted by the Finance Working Group when selecting underwriters in order to promote fairness, objectivity, and transparency. The

selection committee shall report results of the RFI process to the Board of Directors. RFIs shall include questions related to the areas listed below to distinguish firm's qualifications and experience, including but not limited to:

1. Relevant experience of the firm and the individuals assigned to the issuer, and the identification and experience of the individual in charge of day-to-day management of the bond sale, including both the investment banker(s) and the underwriter(s);
2. A description of the firm's bond distribution capabilities including the experience of the individual primarily responsible for underwriting the proposed bonds. The firm's ability to access both retail and institutional investors should be described;
3. Demonstration of the firm's understanding of the issuer's financial situation, including ideas on how the issuer should approach financing issues such as bond structures, credit rating strategies, and investor marketing strategies;
4. Demonstration of the firm's knowledge of local political, economic, legal, or other issues that may affect the proposed financing;
5. Documentation of the underwriter's participation in the issuer's recent competitive sales or the competitive sales of other issuers in the same state;
6. Analytic capability of the firm and assigned investment banker(s);
7. Access to sources of current market information to provide bond pricing data before, during, and after the sale;
8. Any finder's fees, fee splitting, or other contractual arrangements of the firm that could present a real or perceived conflict of interest, as well as any pending investigation of the firm or enforcement or disciplinary actions taken within the past three years by the Securities and Exchange Commission, the Municipal Securities Rulemaking Board, or any other regulatory agency.

Cash Management

City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

- A. The City will develop and maintain written guidelines on cash handling, accounting, segregation of duties, and other financial matters.
- B. The City will conduct periodic reviews of its internal controls and cash handling procedures.

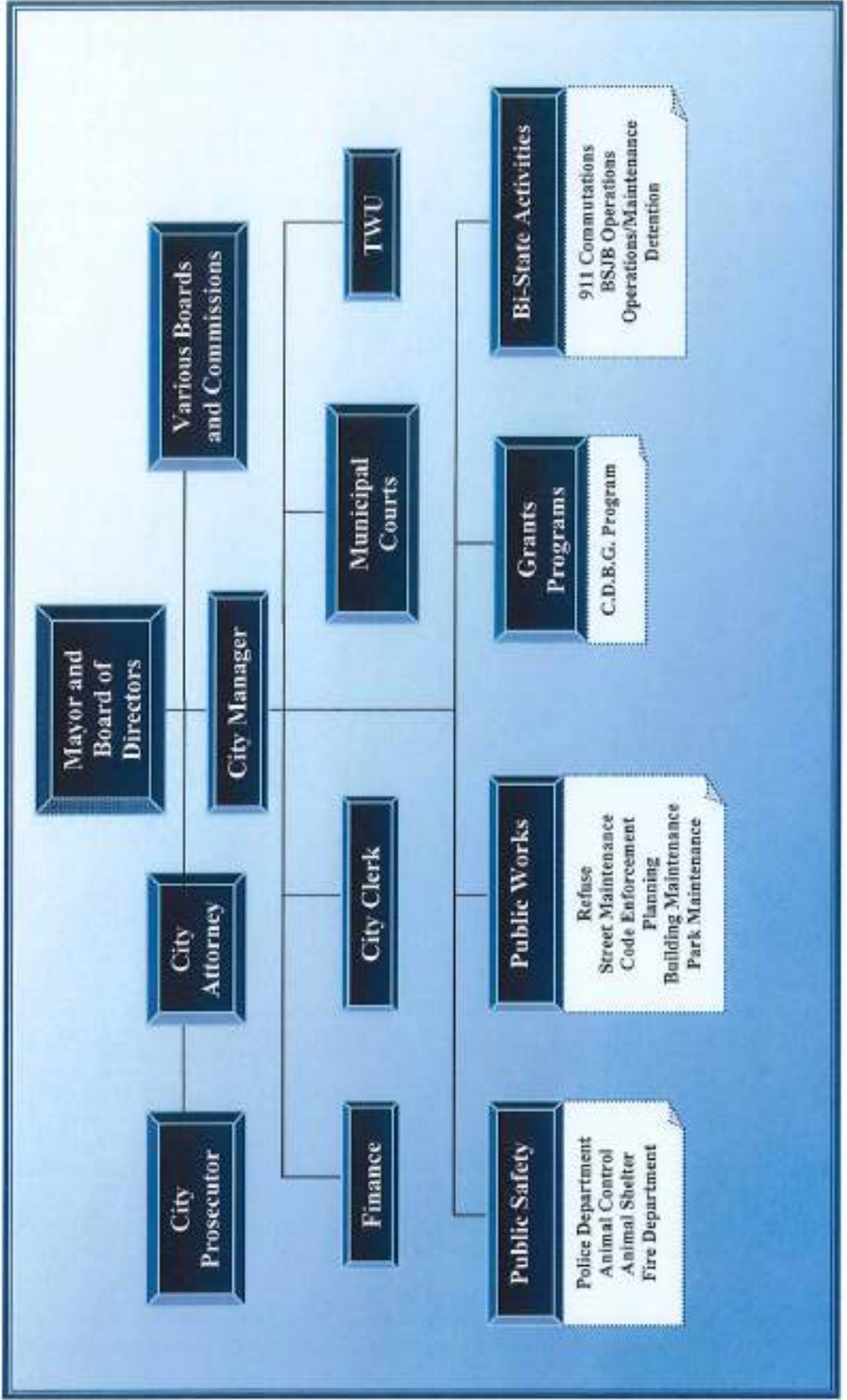
Accounting, Auditing, Budgeting, & Financial Reporting Policy

- A. Single Audit Report or other audits of Federal and State grant funds will be performed in compliance with applicable provisions of the Single Audit Act, applicable Office of Management and Budget Circulars, and other relevant federal, state, and local rules and regulations.
- B. An annual audit will be performed by an independent public accounting firm in accordance with Generally Accepted Government Auditing Standards and the opinion will be included in the Comprehensive Annual Financial Report.
- C. To the extent practicable, all Component Units of the City must follow all City accounting, audit and financial reporting policies.

- D. The Single Audit Report (annual audit) and the accompanying auditor's letter to management shall be released to City Council and published prominently on the City's website within 30 days of receipt from the auditor.
- E. The Finance Working Group shall maintain a written disclosure policy consistent with federal securities law and the City's continuing disclosure undertakings with respect to the City's outstanding debt.
- F. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP) and the standards set by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- G. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions provide full disclosure of all financial activities and related matters, and minimize ambiguities and potentials for misleading inference.
- H. Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
- I. Monthly Reports shall be prepared and presented to the Board of Directors on a timely basis.
- J. The Council may amend or supplement the budget at any time after its adoption by majority vote of the Council members. The City Manager has the authority to make administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.



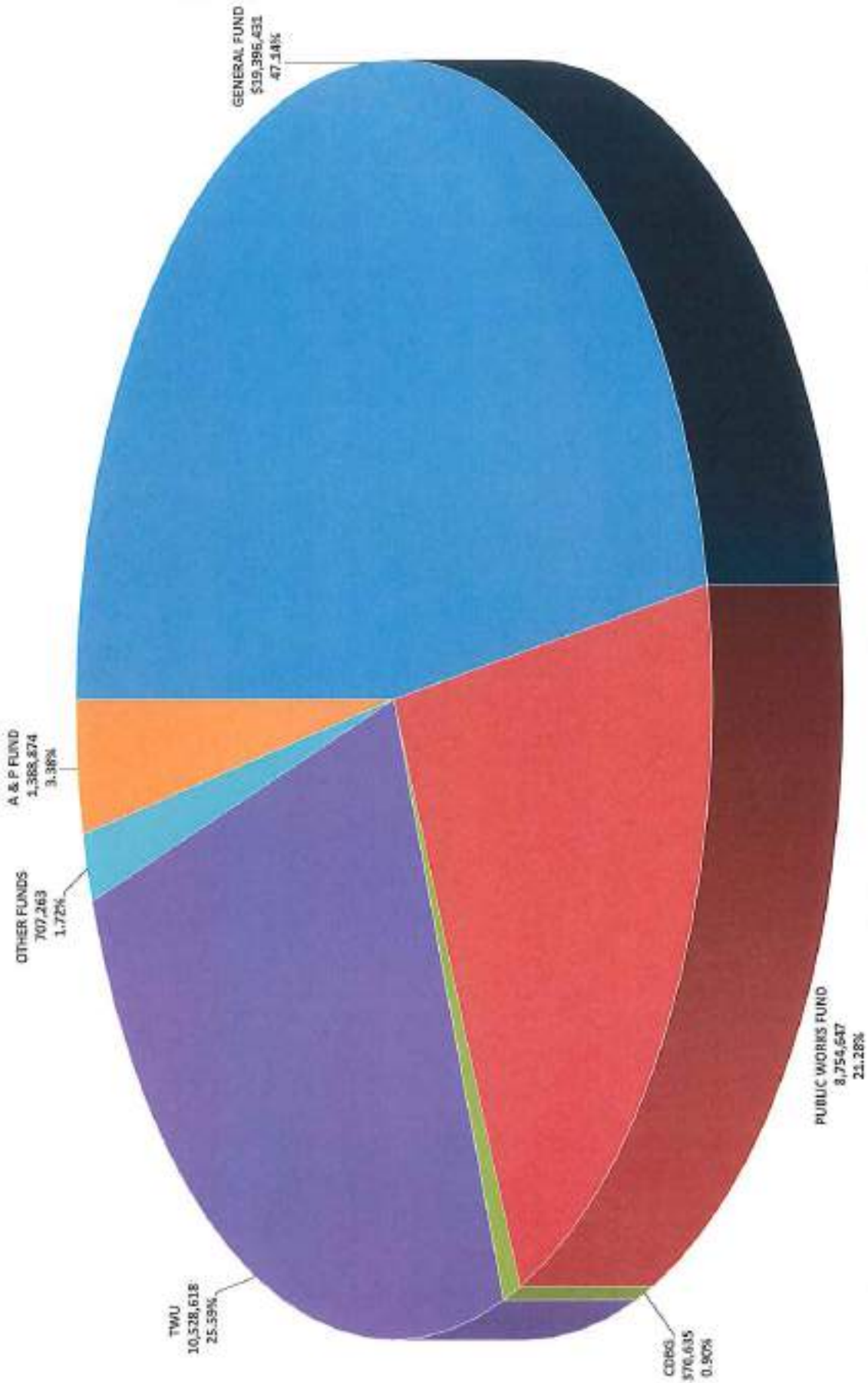
CITY OF TEXARKANA, ARKANSAS ORGANIZATIONAL CHART



Summary of Revenues & Expenditures

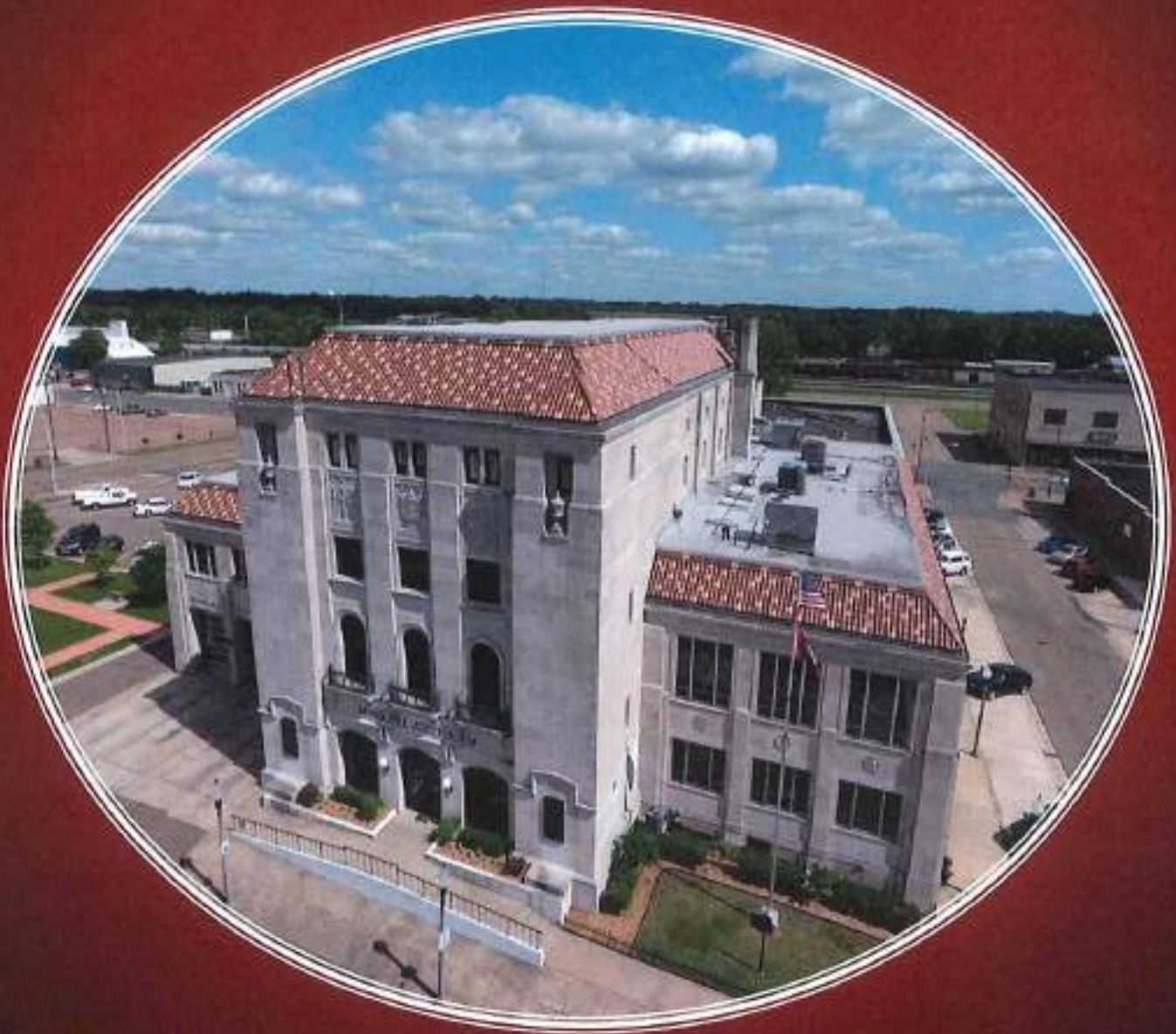
	<i>ACTUAL</i> 2016		<i>BUDGET</i> 2017		<i>ESTIMATED</i> 2017		<i>PROPOSED</i> 2018
REVENUES							
GENERAL FUND	\$ 18,094,229	\$	18,394,197	\$	18,371,459	\$	19,396,431
PUBLIC WORKS FUND	6,740,154		7,290,419		8,721,735		8,754,647
CDBG	251,429		389,193		147,001		370,635
TWU	11,566,781		12,490,765		12,431,245		13,109,043
OTHER FUNDS	630,445		594,545		573,704		601,736
A & P FUND	1,201,313		1,191,500		1,160,142		1,157,500
APPROPRIATED FUND BALANCE							
TOTAL REVENUES	\$ 38,484,351	\$	40,350,619	\$	39,405,286	\$	43,389,992
EXPENDITURES							
GENERAL FUND	\$ 18,333,668	\$	19,411,090	\$	19,334,726	\$	19,396,431
PUBLIC WORKS FUND	6,302,740		8,314,900		7,168,482		8,754,647
CDBG	255,712		389,193		147,001		370,635
TWU	9,394,615		10,350,642		9,622,636		10,528,618
OTHER FUNDS	510,674		875,451		879,794		707,263
A & P FUND	1,256,220		1,502,331		1,370,655		1,388,874
APPROPRIATED FUND BALANCE	2,430,722		0		881,992		2,243,524
TOTAL EXPENDITURES	\$ 38,484,351	\$	40,843,607	\$	39,405,286	\$	43,389,992
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALAN			0		(0)		0

Overall Summary of Expenditures - FY 2018





GENERAL FUND



General Fund

FUND DESCRIPTION:

The City's General Fund is the primary operating fund of the City. This fund's revenue sources are comprised of property taxes, sales taxes, franchise fees, grants, fees, and other general revenues. The majority of these funds are discretionary and have very few restrictions. The revenue within the City's General Fund provides the general operations of the City through the departments listed below:

- Administration
- Finance
- City Clerk
- Board of Directors
- Court
- Probation
- Police
- Fire
- Agencies
- Animal Shelter
- Federal JAG Grant

Administration

PROGRAM DESCRIPTION:

The City Manager provides administrative direction to the city's organization in aligning our statement of management policy and service delivery systems to correspond with community values and the Board of Directors' policy priorities consistent with the City Manager Statute. We pledge an informed, professional, effective, and accountable staff to meet community needs.

The City Manager's office is constantly exploring new options in order to make government more understandable, effective, and citizen oriented. The City Manager's office will continue working to maintain the public's trust with respect to the City Manager's form of government.

The Marketing and Communications department was combined with the Administrative department in the year 2015. The major objective of the program is to promote City events and programs, along with promoting general tourism to the City of Texarkana, Arkansas. This department is responsible for developing and implementing marketing, public relations, promotional and advertising plans for the City of Texarkana, Arkansas.

PROGRAM FOCUS:

The City Manager's office will develop a transparent and responsive local government that listens and responds. This will be accomplished by continuing to seek involvement of our community in key policy making, continuing to maintain a strong network of neighborhood associations, and implementing more effective ways for citizens to access information.

The City Manager's office has a set of goals which include the following:

- * Initiate open dialog and continue to nurture strong relationships with known and possible future developers such as: retail sales businesses to promote economic growth and industrial businesses to foster employment growth for our citizens.
- * Target all opportunities that promote economic growth in Texarkana, Arkansas.
- * Maintain open and transparent communication with City leaders, the Board of Directors, and developers to assure all opportunities for economic development are promoted.



Finance Department

PROGRAM DESCRIPTION:

The Finance Department is managed by the Finance Director who is primarily responsible for the administration, direction, coordination, and supervision of all financial functions and operations for the City Government, Bi-State Criminal Justice System, the City's Advertising & Promotion Commission, and City Grants. This includes, but is not limited to, preparation of the Annual Operating Budget and Consolidated Annual Financial Report. Some other responsibilities include providing overall direction to personnel involved with the following divisions within the Finance Department. Those divisions are mainly, but not limited to: Human Resources, Payroll, Accounts Payable, Purchasing, Accounts Receivable, Accounting, Insurance, Cash Management, Grants, Tax Collection, and Customer Service.

The accounting division within Finance is responsible for recording and reporting all financial transactions on an accurate and timely basis, preparing financial statements in accordance with Generally Accepted Accounting Principles (GAAP), and issuing internal and special reports as required.

Additional duties include providing expertise and technical coordination of new bond requirements, providing recommendations to the City Manager on short and long-range fiscal policy, and representing the City at public functions involving financial considerations.

The Human Resource unit within Finance is responsible for all personnel management responsibilities for non-civil and civil service employment positions for all departments. This includes, but is not limited to, recruiting and retention, vacancy listings, management of personnel records, maintenance of employee benefits, worker's compensation claims, payroll assistance, and pre-employment screenings. The Personnel Administrator is also the safety representative and liaison for State safety programs, serves as Americans with Disabilities Act contact for the City, and is our Census coordinator. She also assists in ensuring our compliance with current laws and policies in every facet of Human Resources within the City.

PROGRAM FOCUS:

The Department's areas of focus for 2018 will be primarily to continue to align and maintain our goals with the City's "**Mission Statement and Core Values Policy.**" This policy was adopted by the City Board of Directors in 2006.

- 1) To continue to provide excellent customer service and strive to achieve harmony within the organization.
- 2) To recruit and retain highly qualified and motivated employees.
- 3) To strive for technological advances in software capabilities and effectively utilize currently available technologies.
- 4) To continue to review and revamp standard operating procedures to create a more streamlined process.

Finance Department

- 5) To continue to take steps that promote environment friendly measures, such as: to distribute information in electronic format when possible, to recycle and reuse to save money and the environment.
- 6) To continue to educate employees and citizens on any area of our knowledge and to educate ourselves to provide more information and assistance.
- 7) To apply for GFOA audit and budget awards.
- 8) To strive to maintain recommended healthy levels of fund balance by closely monitoring expenditures and seeking steady revenue streams.
- 9) To continue to maintain a high level of ethics, professionalism, and integrity.



CITY CLERK DEPARTMENT (CCD)



City Clerk

CITY CLERK DEPARTMENT DESCRIPTION:

- Provides accessibility to information for all persons, creates and protects the transparency of government, and provides an impartial, independent and accurate voice regarding the business of government.
- Serves as a liaison, and bridges the gap, between the Board of Directors, City staff, and the public. It is the mission of the City Clerk Department to establish trust and confidence in City government and to provide effective and efficient public service for all citizens.
- Creates an atmosphere within the City that fosters and sustains the ideas set forth in the Freedom of Information Act.
- Is dedicated to innovative processes and continued preservation of the City's history.

CITY CLERK DEPARTMENT FUNCTION AND DUTIES:

- Custodian of the City seal and authenticates by signature and records all official legislative actions of the Board of Directors.
- Acts as City archivist and historian relating to official acts.
- Provides administrative support to the Mayor and Board of Directors, City Manager, and all City departments, prepares and distributes Board of Directors meeting agendas and minutes, provides access to public records, maintains a comprehensive records management system, and coordinates the codification and publication of the City's Code of Ordinances.
- Provides public notices, fulfills the statutory responsibilities required by law; is responsible for the management of all municipal elections; issues candidate filing papers, candidate disclosure statements, and ballot measures, including initiative, referendum, and recall petitions.

CITY CLERK DEPARTMENT (CCD)

- Pledges an informed, professional, effective, and accountable staff to meet the needs of the Board of Directors, the City staff and the community.
- Maintains an open, diplomatic and neutral relationship with online, print, radio, social and television news media.

CITY CLERK DEPARTMENT

CITY CLERK

DEPUTY CITY CLERK

Current

1

1

2

Proposed

1

1

2

Please come see us on the city's website at <http://www.txkusa.org/ar/departments/city-clerk>.

Miller County District Court City Division

PROGRAM DESCRIPTION

The District Court has city-wide jurisdiction over misdemeanor cases, traffic court, civil cases of less than \$25,000, and small claims cases in matters of less than \$5,000. A small claims division of District Court provides a forum in which citizens represent themselves to resolve minor civil matters. The District Court is under the direction of the District Court Judge.

SERVICES BY THE DEPARTMENT INCLUDE:

- **COURT-** District Court holds sessions every Tuesday and Thursday afternoon beginning at 1:00 p.m. While in session, the District Court hears traffic cases, misdemeanor criminal cases, and complainant cases.
- **TRAFFIC VIOLATIONS-** In most traffic cases the District Court assesses fines and penalties for traffic offenses and gives the defendant up to ninety (90) days to pay fines. Defendants have an option to pay bonds in full before the court date. A contempt warrant is issued for defendants not paying their fines. A big part of our bond collections come from the amnesty program the Judge sets from February to April of each year. The defendant can come in and pay the balance of fines in full and the outstanding warrant will be recalled.
- **CRIMINAL/COMPLAINANT CASES-** When a defendant is charged and found guilty with a criminal offense or complainant case, the District Court orders these defendants to probation and assesses a fine. A complainant case is initiated by a victim coming in to the District Court office and filling out an affidavit. These affidavits then go to the City Attorney and District Court Judge for approval.
- **CIVIL/SMALL CLAIMS CASES-** The District Court hears small claims, in which one may sue to recover damages to personal property, breach of contracts, and recovery of personal property in matters with a value of \$5,000 or less. The small claims court meets on the second Friday of each month. Civil cases are heard on the second Thursday of each month. Civil Cases involve contracts, damages to personal property, and recovery of personal property in matters with a value of \$25,000 or less. There is a fee of \$65 for filing small claim and \$80 for civil case
- **COLLECTIONS-** The District Court collects bonds and fines assessed by the District Court Judge. This includes all cases ordered to probation, as well as, collecting probation payments. Defendants can pay with cash or credit/debit cards.

PROGRAM FOCUS

The mission of the District Court of the City of Texarkana, Arkansas is to strive to provide a prompt, courteous, accessible atmosphere that is dedicated to ensuring equal justice while promoting confidence within the judicial branch. This philosophy is shared and demonstrated within the criminal, traffic, and civil/small claims sections of this agency, as well as other services that the court performs within the court's jurisdiction. The court seeks to provide the highest quality of competence and customer service in all levels of our agency.



Probation Department



HONORABLE JUDGE WREN AUTREY

PROGRAM DESCRIPTION

The District Court Probation Department, under the direction of the District Court Judge, Wren Autrey, is responsible for tracking all defendants ordered to probation.

SERVICES BY THE DEPARTMENT

- **Fine and Fee Collections:**
The Department is responsible for the collection of fines and fees assessed by Judge Autrey for those defendants ordered to Probation. The Department makes approximately 125 calls each week to remind delinquent probationers to make payments. Approximately 25 to 35 probationers report each day to make payments. We have an additional 10 to 15 defendants call in payments with debit cards. The Department collects approximately \$650,000.00 each year in fines and fees.
- **Community Service:**
The Department has a community service program for those defendants that are financially unable to pay fines and for those defendants ordered by the Judge to perform community service as a punishment. The Department is responsible for placing and tracking these individuals to assure completion of all hours. The community service program provides thousands of dollars in labor for our City each year.

Probation Department

- **Alcohol/Drug Education:**
The Department works with various agencies that provide alcohol and drug education classes to ensure alcohol and drug offenders attend and complete programs as ordered by the Court.
- **Domestic Violence Education:**
The Department monitors those defendants ordered to attend Domestic Violence Classes and Life Skills/Anger Management classes to ensure these offenders complete the programs ordered by the Court.
- **Electronic Monitoring:**
The Department is responsible for monitoring those defendants ordered to electronic monitoring to ensure completion of time served as ordered. The Court also uses the GPS monitor, primarily for domestic violence offenders. The Electronic Monitoring system saves the City money by allowing defendants to serve time on house arrest. These non-violent offenders pay for the monitoring system, saving the City the expense of housing them.
- **Curfew Violator Program:**
The Department ensures defendants charged with curfew violations attend community service and are in close contact with parents and guardians to ensure these juveniles are conducting themselves in a more responsible manner.

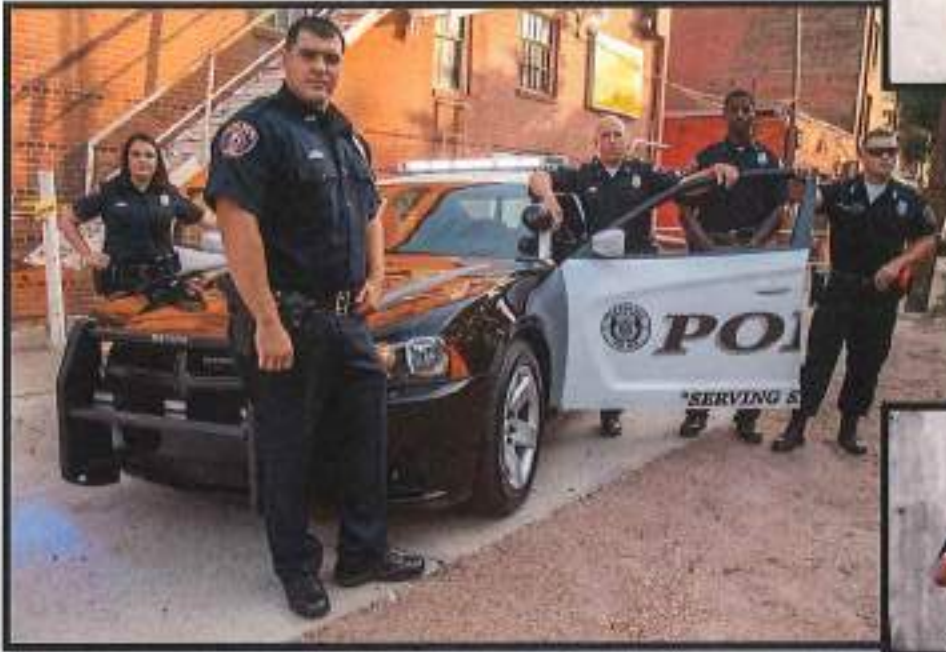
PROGRAM FOCUS:

The Mission of the Probation Department is to create a safer community by preventing crime through offender education, to facilitate individual based probation programs, to provide more efficient methods of tracking probationers, and to increase City revenue by the diligent collection of fines and fees.

The Probation Department will continuously update and provide excellent services for our Court as mandated by State law. The Department will strive for excellent customer service. The Department will strive to increase revenue for the City as well.

2018 Texarkana Police -TAPD

"Serving the City of Texarkana Since 1890"



PROGRAM SERVICES:

The police department is requesting capital projects money in the FY 2018 budget year. Our proposed 2018 budget request will ask for adjustments to specific line items to cover inflation and the cost of goods & services beyond our control. Our proposed budget will continue to enable us to deliver quality law enforcement services to our citizens. The following is a snapshot of additional requests which are included:

- Salary Line Item/Fringe Benefits Parity Raise Costs;
- Salary Termination Pay Line Item – Retiring Officers Annual Leave and Sick Leave Payout;
- Inmate Healthcare Costs;
- ADSI Records Management Software Maintenance Agreement;
- TWU Internet Computer Services Increase;
- AWINS Radio Maintenance Agreement;
- Civil Service Promotional Testing;

2018 Texarkana Police -TAPD

- In-Service Travel & Training;
- Uniforms/Duty Equipment;
- Ammunition.

We believe our police department's strategy is a proactive strategy that reduces crime. We are committed to ensuring "Quality of Life Issues" are addressed within the limitations of our manpower and budget as approved by the Mayor and Board of Directors. We evaluate our local crime trends each month and redirect our resources as needed. The department added crime mapping software in late 2016 at the request of the Board of Directors. This mapping software in conjunction with our new Crime Analysis Section allows the Chief of Police, Division Commanders, Supervisors, Officers, and Citizens to see where our reported crimes are located in each area of the city. Officers are assigned areas of patrol known as beats. Our goal for staffing levels allows us to have an officer in each beat each day of the week answering calls for police service.

The core mission of the police department is to make Texarkana, Arkansas a safe place to live, work, and raise a family. The Officers and Civilian Staff take pride in providing a professionally managed, trained, educated, and equipped police department that is responsive to the diverse community we serve. One of the key indicators the community uses to determine the police department's success in managing crime is the FBI Uniform Crime Report (UCR) known as Crime in the United States. It is published each year. The FBI compiles crime statistics each year and compares our local crime rates with similar sized cities in Arkansas and the United States. Our crime statistics are available in our monthly management report, on our website at <http://www.arkpolice.txkusa.org>, and published in the FBI Crime in the United States yearly report at <http://www.fbi.gov/about-us/cjis/ucr/ucr>.

Citizens have certain expectations from their police department:

- Are the officers well educated, trained, and professional when they handle their calls?
- Does the City have enough police officers and equipment on each shift to accomplish their job?
- Are staffing levels/ratio of supervisors to officers/civilian staff appropriate?
- Can the Criminal Investigation Division handle complex investigations and what is the case solve rate? Is it comparable to other similar sized jurisdictions?
- Is there enough jail space available for District Court to sentence criminals?
- Response times and calls for service are provided in our monthly management report.

2018 Texarkana Police -TAPD

TEXARKANA POLICE DEPARTMENT 2018 COMMUNITY STRATEGIES

PROGRAM FOCUS:

Strategy 1

We continue to promote a strong and diverse economic environment.

We monitor reported crimes to ensure the crime level is within acceptable limits and adjust enforcement to react to changes in crime trends each month.

- Deployment of resources in response to calls for service by evaluating statistical crime information by type of crime, day it was reported, and time it was reported each month.
- A comprehensive management report evaluating crime data and department operations is provided to the City Manager, Mayor/Board of Directors, and City Staff each month. We also post these reports for public access on the Police Department website on a monthly basis.
- Crime trends and staffing levels will be available for the previous ten years through the department's website.
- The agency provides and is very proud of a friendly website that allows for community access of department information and site direction to other public safety agencies.
- Crime Mapping Information is available on our website. Any citizen can now look at where they live in relation to crime reports near their location on our city map. The information is updated daily by our Crime Analysis Section.
- Contact information for employees in all divisions within the police department is available providing a telephone listing or e-mail contact and is updated frequently.
- The department website will continue to receive enhancements and change with the needs of the agency.
- We are especially proud of our Facebook page promoting our involvement in the community.
- We will work cooperatively with other departments within the City to encourage business and retail development to increase our tax base.

Strategy 2

The police department will work diligently to assist the City in promoting public safety in a team approach.

We are committed to excellence, setting high standards, and maintaining a reputation for providing effective, caring, courteous service, and a commitment to our neighborhoods, citizens, and our culturally diverse community.

2018 Texarkana Police -TAPD

- This department will cooperate with all City departments in an aggressive approach to promote neighborhood revitalization, safe communities to live in, and addressing "quality of life issues" that contribute to crime in each of the wards within the City.
- The Texarkana Police Department is a progressive law enforcement agency based upon a foundation of public trust. We recognize we serve a culturally diverse community treating everyone with dignity and respect.
- We will foster a partnership that will embody a shared purpose with our community and employees.
- We will capitalize on our strengths as a diverse community by working to recruit and hire a work force that reflects the community we serve.
- The department will continue to recruit and hire only the best qualified applicants. While it can be difficult at times, our goal is to hire and recruit a diverse work force that reflects the citizens we serve.
- Our "Citizens Police Academy" will continue to offered in the spring of each a year.
- We promote close working relationships with the local media and are responsive to their requests for information to keep our citizens informed.

Strategy 3

We will provide a work place that fosters creative ideas for delivery of core services.

The department provides an environment that allows line personnel flexibility to act creatively, yet demands a high level of professionalism and special attention to duty and detail.

- We will market the City and Texarkana Police Department though a coordinated public information/education program promoting community support and community involvement in our day to day operations.
- We promote excellent media relations with open lines of communication to the community and are very proud of this relationship. We make every effort to be transparent in everything we do in providing law enforcement services to the citizens we serve.
- Committed to a comprehensive model training program that reduces the City's and Texarkana Police Department's liability.
- A continued pursuit towards achieving accreditation through the Arkansas Law Enforcement Accreditation Program (ALEAP) of our agency. This is a project of the Arkansas Chiefs of Police Association.
- We will continue utilizing the PMAM Human Capital Management computer system to facilitate our efforts to train our officers while facilitating the management of our policies and procedures.
- Explore increased opportunities for self-reporting of incidents through new technology.
- We continue to promote physical fitness requirements for certified police officers and provide both opportunity and guidance in a quality fitness facility.
- Promote from within the agency providing an opportunity to advance within the organization.
- We encourage our employees to continue their education and training.
- We are very appreciative of citizen input when special concerns within their neighborhood are brought to our attention. We make every effort to resolve these in a timely manner.

Strategy 4

We will provide high quality customer focused basic services at a reasonable cost.

2018 Texarkana Police -TAPD

To the extent possible, the police department will control those expenses within our budget to make sure they meet the "wants/needs" test, making every effort to spend our tax dollars wisely with Arkansas vendors that contribute to our tax base.

- Technology will be used to the extent possible that will allow officers/civilian staff to work smarter and safer.
- Computer technologies will continue to be upgraded allowing for storing and access of information to improve service to our citizens.
- Continual evaluation of equipment to ensure the agency can respond to calls for service and emergencies within the limitations of our budget.

2018 Texarkana Police -TAPD

Check out our website www.arkpolice.txkusa.org and our facebook page



Fire

PROGRAM DESCRIPTION:

The purpose of this program is to provide emergency response services to the citizens of Texarkana, Arkansas protecting them and their property from the danger of fire and other hazardous conditions. In addition, fire prevention and public education activities will be conducted to reduce the incidence of fire and related emergencies. Training will be done to maintain readiness and to comply with state and federal mandates.

PROGRAM FOCUS:

The major objective to this program is to save lives and protect property by providing our citizens with quality professional services, including fire suppression, emergency response, code administration, fire prevention, and community education, all of which will be delivered in a competent, courteous, compassionate, and ethical manner.



Texarkana Fire Department



TEXARKANA, ARKANSAS FIRE DEPARTMENT STRATEGY DEVELOPMENT PLAN (2018)

The mission statement of the Texarkana, Arkansas Fire Department:

"To save lives and protect property by providing our citizens with quality professional services, including fire suppression, emergency response, code administration, fire prevention and community education, all of which will be delivered in a competent, courteous, compassionate, and ethical manner."

We will promote a strong and diverse economic environment.

Strategy: The Texarkana, Arkansas Fire Department will actively take steps in 2018 to reduce the cost of fire insurance.

- All commercial buildings will have a pre-incident fire survey conducted.
- A master plan will be developed for a fire training facility to serve both TAFD and Miller County.
- All necessary information will be organized and presented to the insurance industry whenever the Texarkana, Arkansas Fire Department believes the information will lower fire insurance costs.

We will provide infrastructure, with the capacity to meet current and projected needs.

Strategy: The Texarkana, Arkansas Fire Department will monitor the community fire threat and make any needed adjustments to its infrastructure.

- All response times will be monitored, analyzed, and provided to the City Government each month and at the end of 2018.
- All fire hydrants will be checked in April and October of 2018.

We will promote public safety and health.

Strategy: The Texarkana, Arkansas Fire Department will have an active fire prevention campaign in 2018.

Texarkana Fire Department

- We will conduct fire prevention education in the Texarkana, Arkansas School District.
- We will provide smoke detectors for those citizens that cannot afford one.
- We will give fire safety talks to any organization that makes a request.

We will promote effective communication with one voice to the community.

Strategy: The Texarkana, Arkansas Fire Department will open diverse lines of communication with the community.

- We will communicate to the public through mass media, social media, flyers, in groups, and one on one.
- Fire prevention written material will be bought and distributed to the community in 2018.

We will provide a workplace that fosters creative ideas for delivery of core services.

Strategy: The Texarkana, Arkansas Fire Department will encourage employee input and participation.

- Various committees will be established in 2018 to give our personnel direct input on department issues.
- The Fire Chief will actively seek out and consider all ideas to improve our service to the public.

We will provide high quality customer focused basic services at a reasonable cost.

Strategy: The Texarkana, Arkansas Fire Department will monitor services and costs and adjust when necessary.

- Each month all expenditures will be analyzed for prudence and budgetary concerns.
- Any complaints from the community will be taken seriously and will be investigated.

We will promote safe, decent, and affordable housing.

Strategy 1: The Texarkana, Arkansas Fire Department will keep housing safe and decent through code enforcement.

- All building plans for multi-family housing in Texarkana, Arkansas will be examined for safety and code compliance in 2018.

Strategy 2: The Texarkana, Arkansas Fire Department will help keep housing affordable by taking steps to decrease the cost of fire insurance.

- All commercial buildings will have a pre-incident fire survey conducted.
- Studies will be done using results from our latest inspection to determine what our department needs to do to improve our Public Protection Class rating.

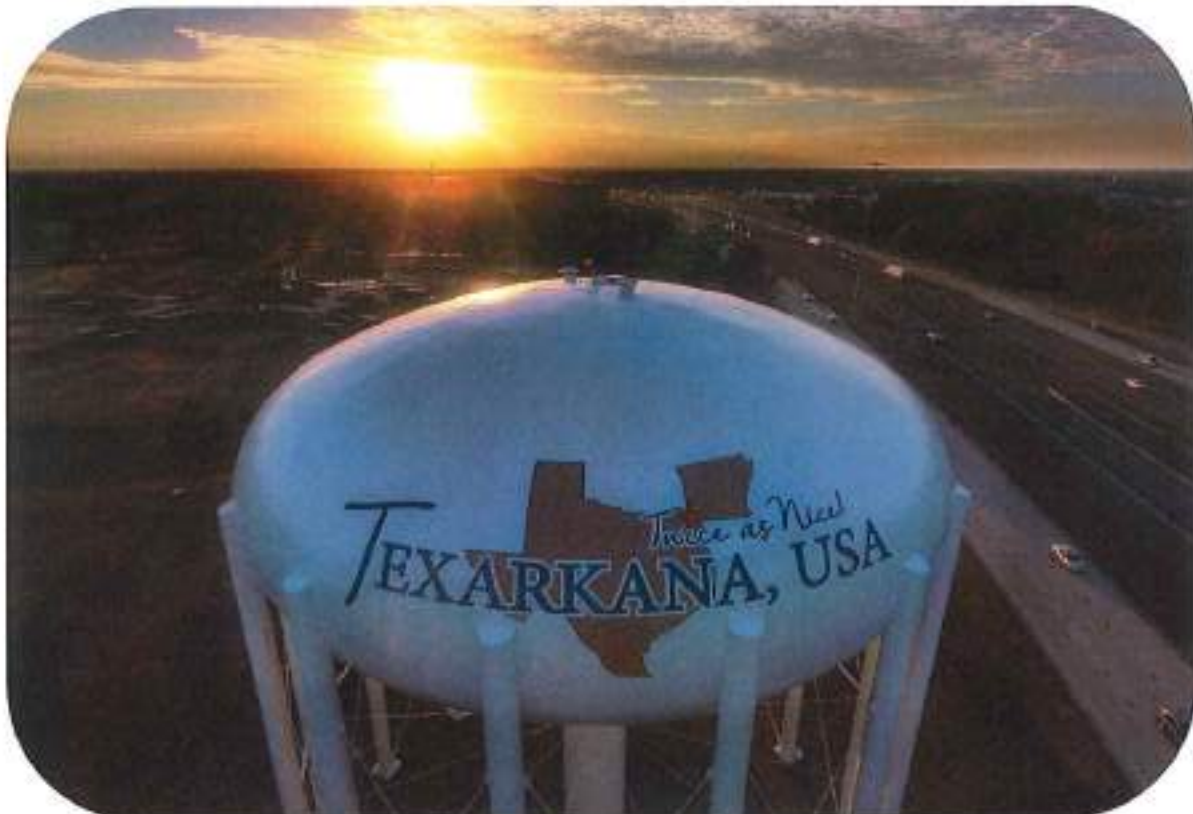
Agencies

PROGRAM DESCRIPTION:

The purpose of this department is to allocate the General Fund resources that do not belong to a specific department.

The primary categories are:

- * Personnel/Professional Services, which includes unemployment, election costs, insurance, publishing of City Ordinances as required by state statute, Criminal Investigation Secretary, and pension contributions.
- * Capital Outlay, which varies from year to year.
- * Debt service payments, which include short term notes on capital, such as payments on the 2012 Franchise Fee Bond and 2015 Franchise Fee Debt Service.
- * Contributions to various entities, which include the Bi-State Justice Building and the Texarkana Public Library.
- * Services, which include Code Red, E-911 payments, Farmer's Market contributions, Crimestoppers Coordinator, Texarkana Urban Transit District, Texarkana Regional Airport, and the Animal Care and Adoption Center.



Animal Care & Adoption Center



The mission of the Animal Care and Adoption Center is to assist, protect, and educate the public on animal care and welfare issues.

RESPONSIBILITIES:

To enforce City of Texarkana, Arkansas ordinances and issue citations accordingly; pick up stray and abandoned animals; promote animal adoption programs in the community and on the internet; work closely with rescue and other agencies; trap stray dogs and cats; investigate reports of animal cruelty and neglect; visit schools

and teach responsible pet ownership; bite prevention and recognition of rabies and animal behavior; rescue sick and injured animals.

At the Animal Care & Adoption Center, we encourage and respect the animal-human bond while anticipating and providing services that ensure public health and safety through the proper promotion of animal welfare. Proactive animal-control enforcement, quality education in recognizing and preventing animal cruelty, and the enactment of progressive humane initiatives to relieve animal suffering are imperative. We also provide care and placement for unwanted animals through quality adoptions, licensed rescue, foster programs, and transport programs.

The Animal Care and Adoption Center is a "full service" operation. We take in animals that are brought in by the Cities of Texarkana, Arkansas, Texarkana, Texas, Nash, Texas, and Wake Village, Texas Animal Control officers, animals owned by citizens of Miller and Bowie County, and unwanted strays found in Miller and Bowie County. The Animal Care & Adoption Center also adopts animals out to the public. The adoption fee is \$40.00 for dogs and \$20.00 for cats. All animals are required to be spayed/neutered prior to leaving the shelter.

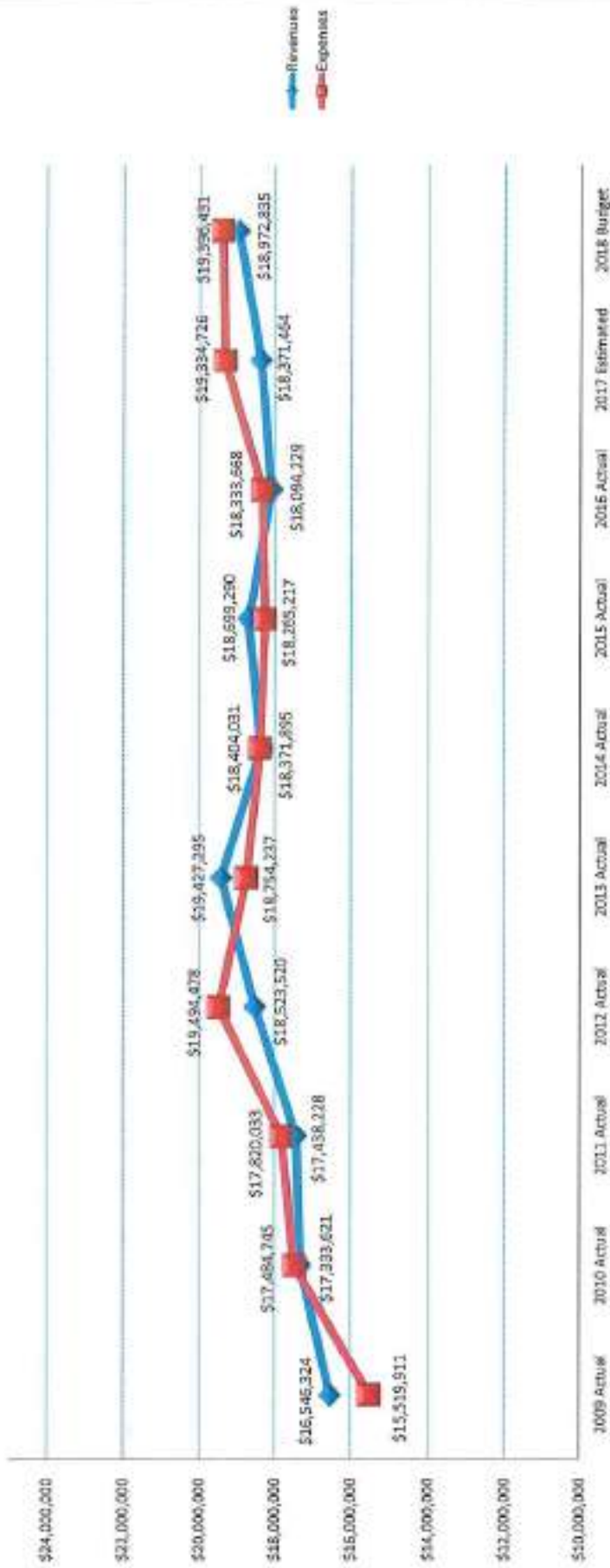
- The Animal Care and Adoption Center will provide shelter and housing for unwanted or stray animals. The shelter will attempt to find the owner of lost animals and reunite the owner with their animal.
- The Animal Care and Adoption Center will work with recognized rescue groups in trying to rescue as many animals from the shelter that are not reclaimed by their owners.
- The Animal Care and Adoption Center will also support the ordinances and laws of the county and state and assist the Animal Control Division in enforcing those laws pertaining to animal control and management.

Charles Lokey, Director
203 Harrison Street
Texarkana, Arkansas 71854
Fax: (870)774-4518
Phone: (870)773-6388
Email: Charles.Lokey@txkusa.org

General Fund Summary (101)

	<i>ACTUAL</i> 2016	<i>BUDGET</i> 2017	<i>ESTIMATED</i> 2017	<i>PROPOSED</i> 2018
BEGINNING FUND BALANCE	4,190,647		3,951,208	2,996,947
<u>REVENUES</u>				
GENERAL PROPERTY TAX	2,377,072	2,457,000	2,483,000	2,562,000
SALES & OTHER TAXES	9,102,469	9,271,700	9,027,453	9,028,500
FRANCHISE RECEIPTS	2,773,562	2,707,950	2,561,890	2,591,390
LICENSES & PERMITS	37,866	39,150	47,660	47,695
FROM OTHER GOVERNMENTS	1,185,556	1,200,000	1,211,585	1,228,000
FINES & FORFEITURES	839,608	848,700	818,900	812,800
GRANTS	360,759	302,367	604,794	243,231
OTHER REVENUE	36,645	32,800	111,236	1,077,735
INTERFUND	1,000,977	1,158,580	1,128,680	1,160,710
ANIMAL SHELTER	379,715	375,950	376,266	220,774
APPROPRIATED FUND BALANCE	0	0	0	423,596
TOTAL REVENUES	18,094,229	18,394,197	18,371,464	19,396,431
<u>EXPENDITURES</u>				
ADMINISTRATION	389,961	394,034	393,976	304,471
FINANCE	485,004	465,490	447,949	490,792
CITY CLERK	162,558	137,110	136,642	145,387
BOARD OF DIRECTORS	31,381	39,116	36,452	137,667
COURT	244,056	247,654	244,091	247,438
PROBATION	192,957	202,780	197,698	198,665
POLICE	7,095,790	7,444,805	7,388,487	7,597,850
FIRE	4,483,449	4,823,834	5,130,384	5,046,149
AGENCIES	4,841,974	5,222,558	4,940,324	4,768,631
ANIMAL SHELTER	388,323	415,909	381,618	445,586
FEDERAL JAG GRANT	18,215	18,000	37,105	13,798
UNAPPROPRIATED FUND BALANCE	0	0	0	0
TOTAL EXPENDITURES	18,333,668	19,411,090	19,334,726	19,396,431
NET CHANGE IN UNRESERVED FUND BALANCE	(239,439)		(954,262)	(0)
RESTRICTED RESERVE USED/ALLOCATED			9,000	29,000
ENDING UNRESERVED FUND BALANCE	3,951,208		2,996,947	2,602,350
NUMBER OF DAYS OF EXPENDITURES IN FUND BALANCE	79		57	49

General Fund Revenues/Expenditures 2009 - 2018



General Fund Change in Revenues/Expenditures 2009 - 2018

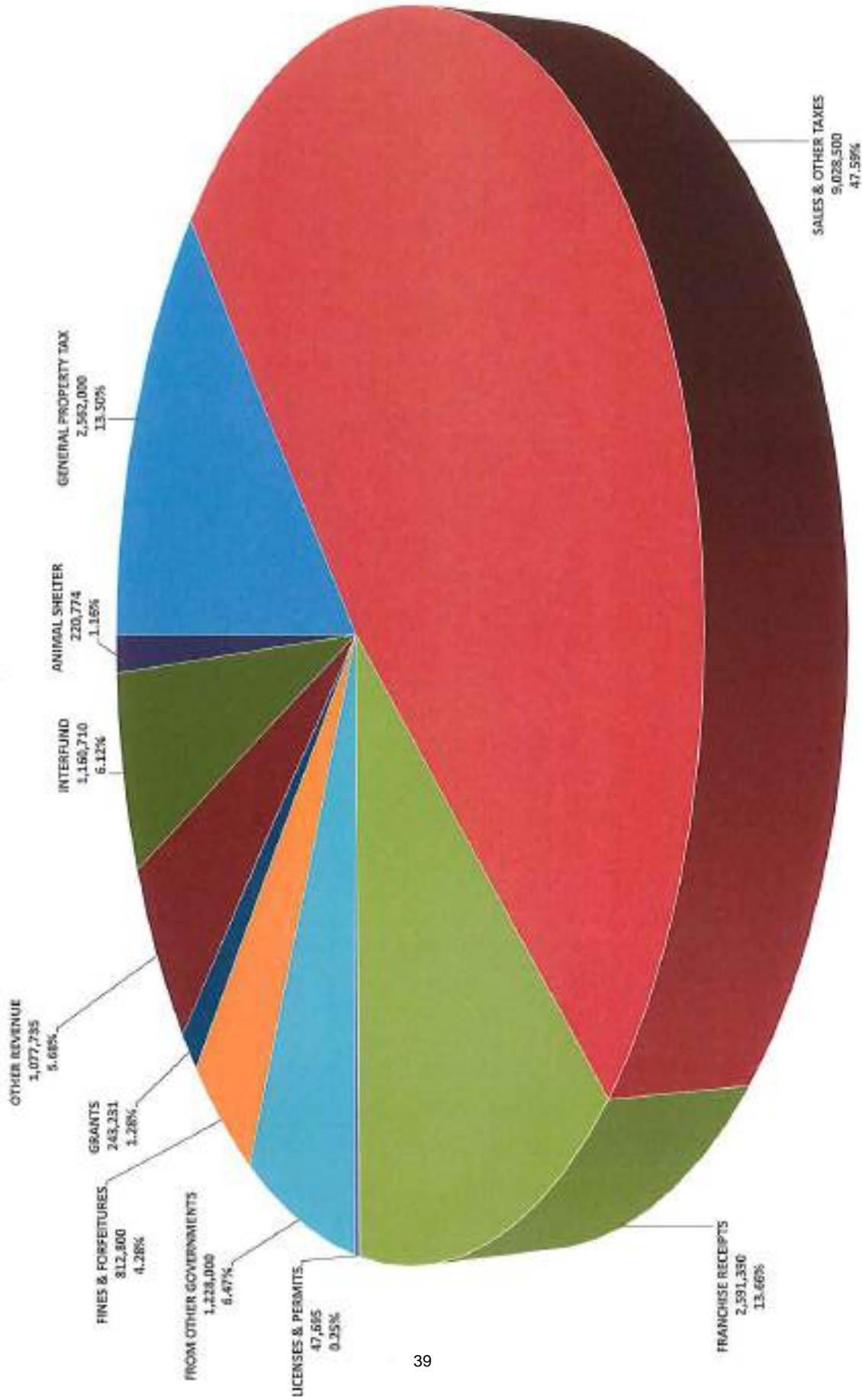


SUMMARY STATEMENT OF REVENUE

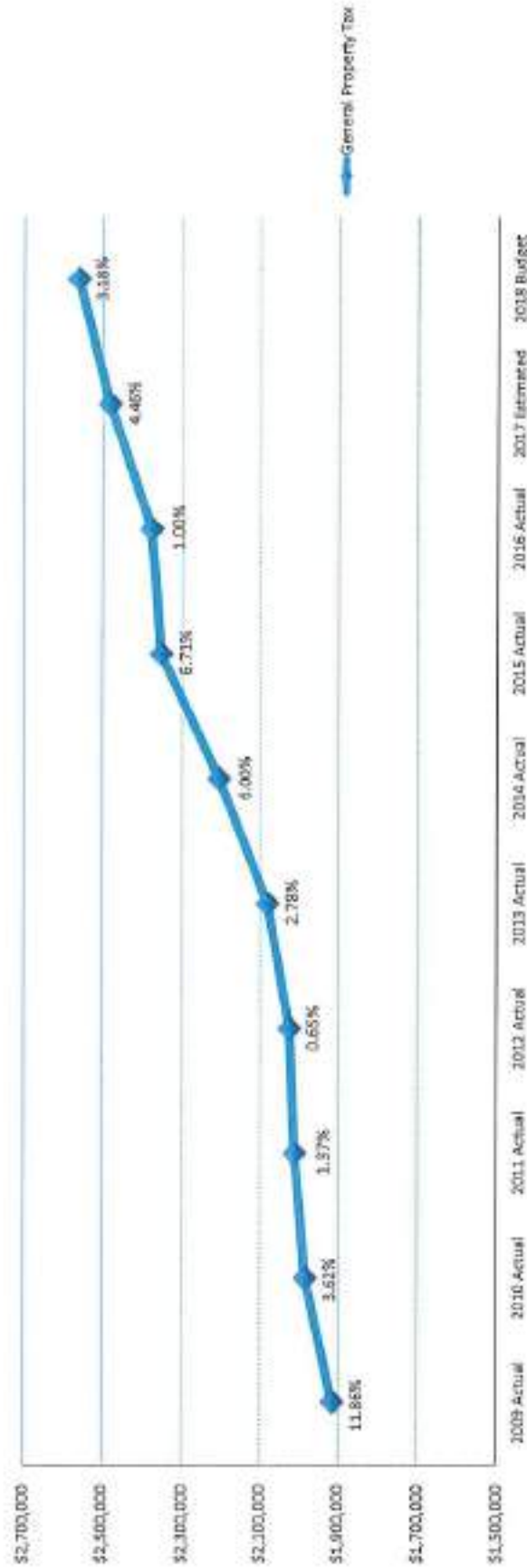
General Fund

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
REVENUES				
GENERAL PROPERTY TAX	2,377,072	2,457,000	2,483,000	2,562,000
SALES & OTHER TAXES	9,102,469	9,271,700	9,027,453	9,028,600
FRANCHISE RECEIPTS	2,773,562	2,707,950	2,561,890	2,591,390
LICENSES & PERMITS	37,866	39,150	47,660	47,695
FROM OTHER GOVERNMENTS	1,185,556	1,200,000	1,211,585	1,228,000
FINES & FORFEITURES	839,608	848,700	818,900	812,800
GRANTS	360,759	302,367	604,794	243,231
OTHER REVENUE	36,645	32,800	111,236	1,077,735
INTERFUND	1,000,977	1,158,580	1,128,680	1,160,710
ANIMAL SHELTER	379,715	375,950	376,266	220,774
APPROPRIATED FUND BALANCE	0	0	0	423,596
TOTAL REVENUES	18,094,229	18,394,197	18,371,464	19,396,431

General Fund - FY 2018 Summary of Revenues



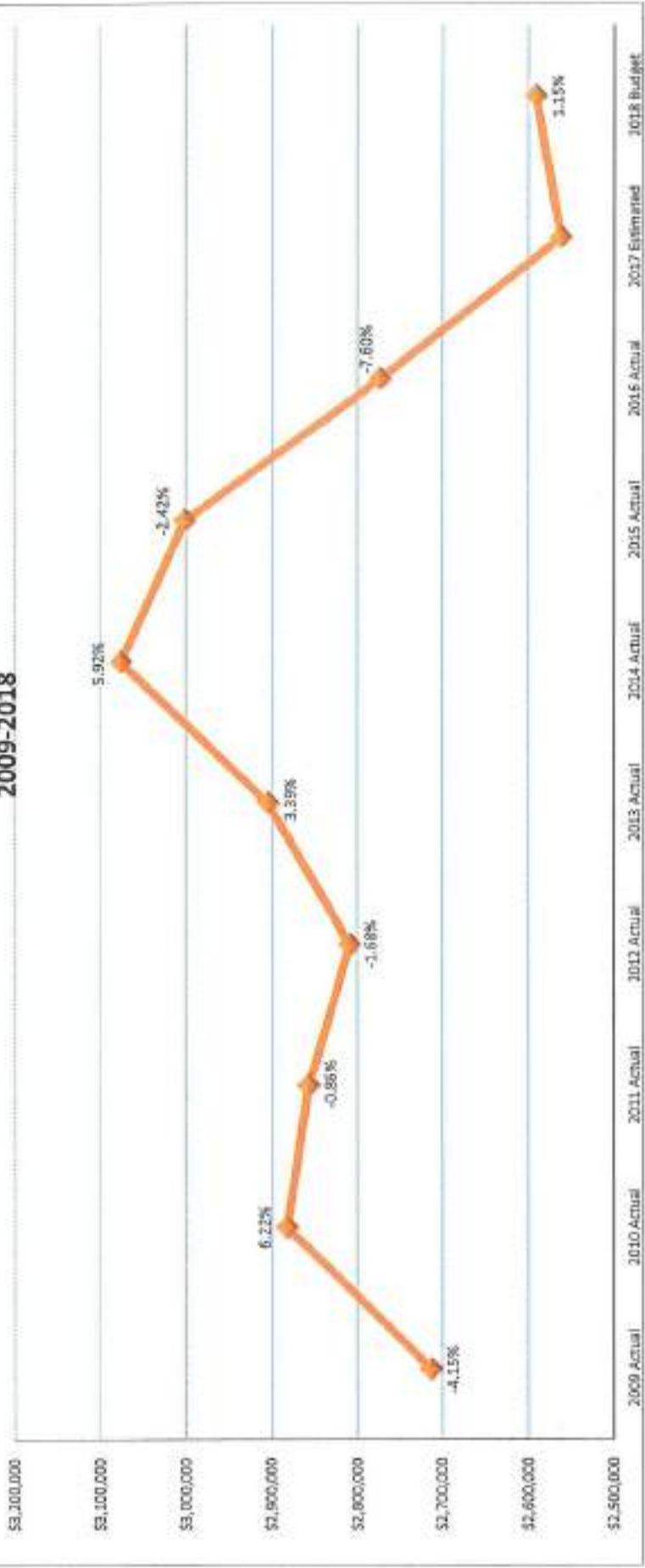
General Fund General Property Tax Growth 2009 - 2018



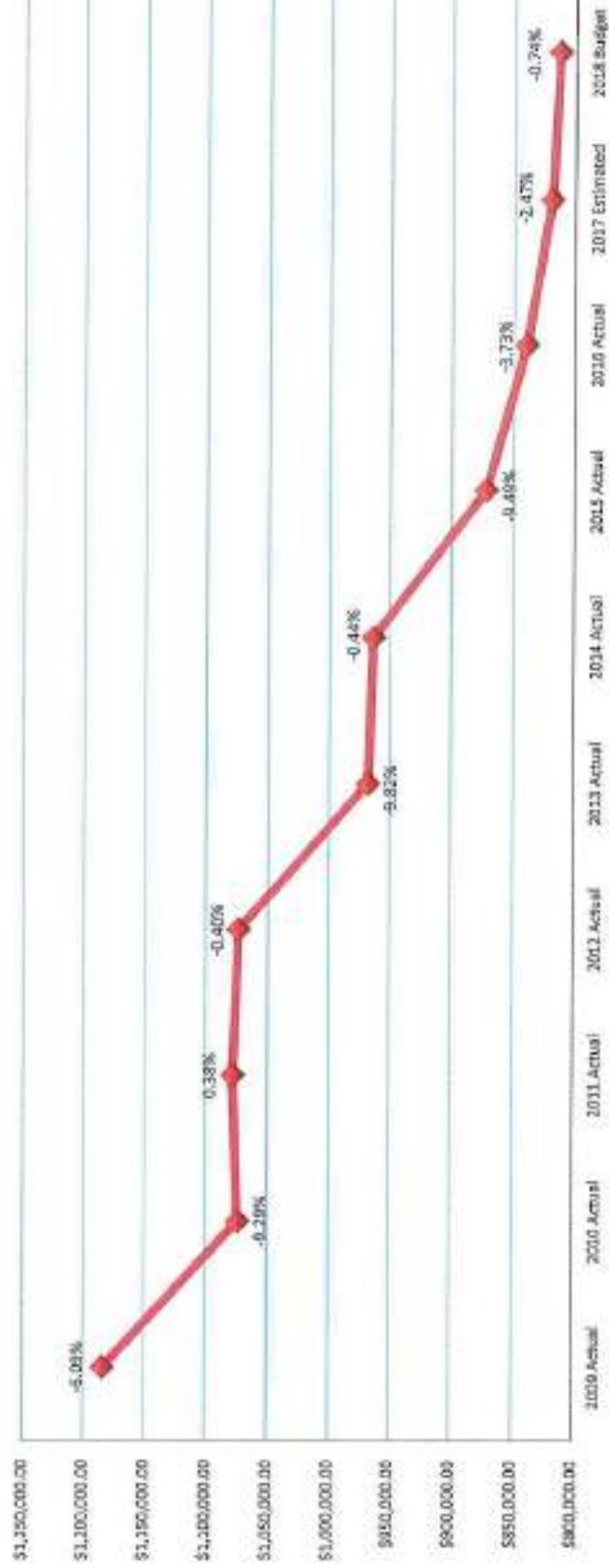
**General Fund Combined Sales Tax Growth
2009-2018**



General Fund Franchise Fee Growth 2009-2018



General Fund Fines & Forfeitures Growth 2009-2018



SUMMARY STATEMENT OF EXPENDITURES

General Fund By Department

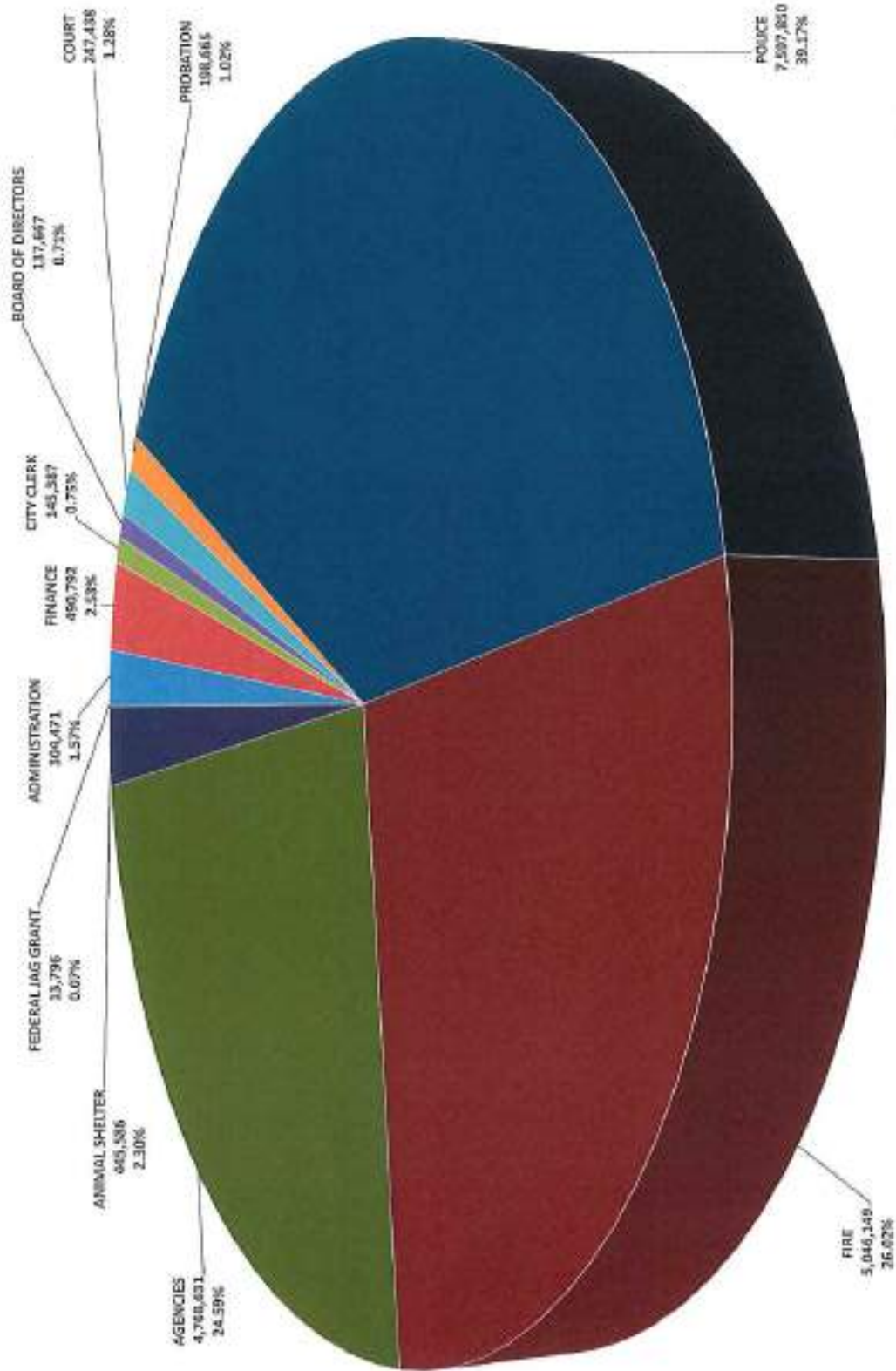
	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
EXPENDITURES				
ADMINISTRATION				
PERSONNEL	241,999	243,872	243,461	265,054
CONTRACTUAL SERVICES	150,431	162,047	152,300	52,302
MAINTENANCE	194	200	200	200
SUPPLIES	3,860	7,500	19,600	8,500
OTHER	(6,523)	(19,585)	(21,585)	(21,585)
TOTAL ADMINISTRATION	389,961	394,034	393,976	304,471
FINANCE				
PERSONNEL	533,595	521,095	453,029	520,219
CONTRACTUAL SERVICES	104,669	113,380	142,500	119,758
MAINTENANCE	0	100	100	100
SUPPLIES	4,707	5,000	7,100	5,500
OTHER	(157,967)	(174,085)	(154,780)	(154,785)
TOTAL FINANCE	485,004	465,490	447,949	490,792
CITY CLERK				
PERSONNEL	150,572	124,897	123,692	135,726
CONTRACTUAL SERVICES	10,760	10,763	11,550	9,161
SUPPLIES	1,226	1,450	1,200	500
TOTAL CITY CLERK	162,558	137,110	136,642	145,387
BOARD OF DIRECTORS				
PERSONNEL	9,705	10,002	7,402	7,102
CONTRACTUAL SERVICES	19,896	27,964	24,850	129,565
SUPPLIES	1,780	1,150	4,200	1,000
TOTAL BOARD OF DIRECTORS	31,381	39,116	36,452	137,667
COURT				
PERSONNEL	197,623	199,945	200,737	205,584
CONTRACTUAL SERVICES	43,097	42,709	39,304	37,604
MAINTENANCE	81	500	250	250
SUPPLIES	3,755	4,500	3,800	4,000
OTHER	(500)	0	0	0
TOTAL COURT	244,056	247,654	244,091	247,438
PROBATION				
PERSONNEL	180,358	185,546	185,538	187,215
CONTRACTUAL SERVICES	8,802	13,834	9,260	8,050
SUPPLIES	3,197	2,800	2,300	2,800
OTHER	600	600	600	600
TOTAL PROBATION	192,957	202,780	197,698	198,665

SUMMARY STATEMENT OF EXPENDITURES

General Fund By Department

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
POLICE				
PERSONNEL	6,548,516	6,793,309	6,672,210	6,903,740
CONTRACTUAL SERVICES	163,792	229,796	232,777	255,575
MAINTENANCE	151,927	171,500	184,000	160,500
SUPPLIES	299,357	307,500	289,000	290,000
CAPITAL OUTLAY	0	0	77,000	54,035
OTHER	(67,802)	(57,500)	(66,500)	(66,000)
TOTAL POLICE	7,095,790	7,444,605	7,388,487	7,597,850
FIRE				
PERSONNEL	4,295,440	4,556,974	4,538,528	4,810,349
CONTRACTUAL SERVICES	67,608	81,910	68,350	76,300
MAINTENANCE	67,236	77,000	99,000	92,000
SUPPLIES	60,311	78,950	78,950	71,000
CAPITAL OUTLAY	0	36,000	349,882	0
OTHER	(7,146)	(7,000)	(4,326)	(3,500)
TOTAL FIRE	4,483,449	4,823,834	5,130,384	5,046,149
AGENCIES				
PERSONNEL/PROFESSIONAL SERVICES	961,198	751,396	751,070	757,859
CAPITAL OUTLAY	5,228	0	33,170	0
DEBT SERVICE	1,111,991	1,078,411	1,075,501	956,023
CONTRIBUTIONS	2,263,438	2,926,980	2,589,733	2,630,896
SERVICES	500,119	465,771	490,850	423,853
TOTAL AGENCIES	4,841,974	5,222,558	4,940,324	4,768,631
ANIMAL SHELTER & ANIMAL CONTROL				
PERSONNEL	246,146	268,265	227,738	285,856
CONTRACTUAL SERVICES	80,355	75,644	104,380	67,980
MAINTENANCE	10,452	24,000	6,000	24,000
SUPPLIES	51,370	48,000	43,500	39,750
CAPITAL OUTLAY	0	0	0	28,000
TOTAL ANIMAL SHELTER & ANIMAL CONTROL	388,323	415,909	381,618	445,586
FEDERAL JAG GRANT				
CAPITAL OUTLAY	18,215	18,000	37,105	13,796
TOTAL FEDERAL JAG GRANT	18,215	18,000	37,105	13,796
TOTAL EXPENDITURES	18,333,668	19,411,090	19,334,726	19,396,431

General Fund - FY 2018 Summary of Expenditures by Dept



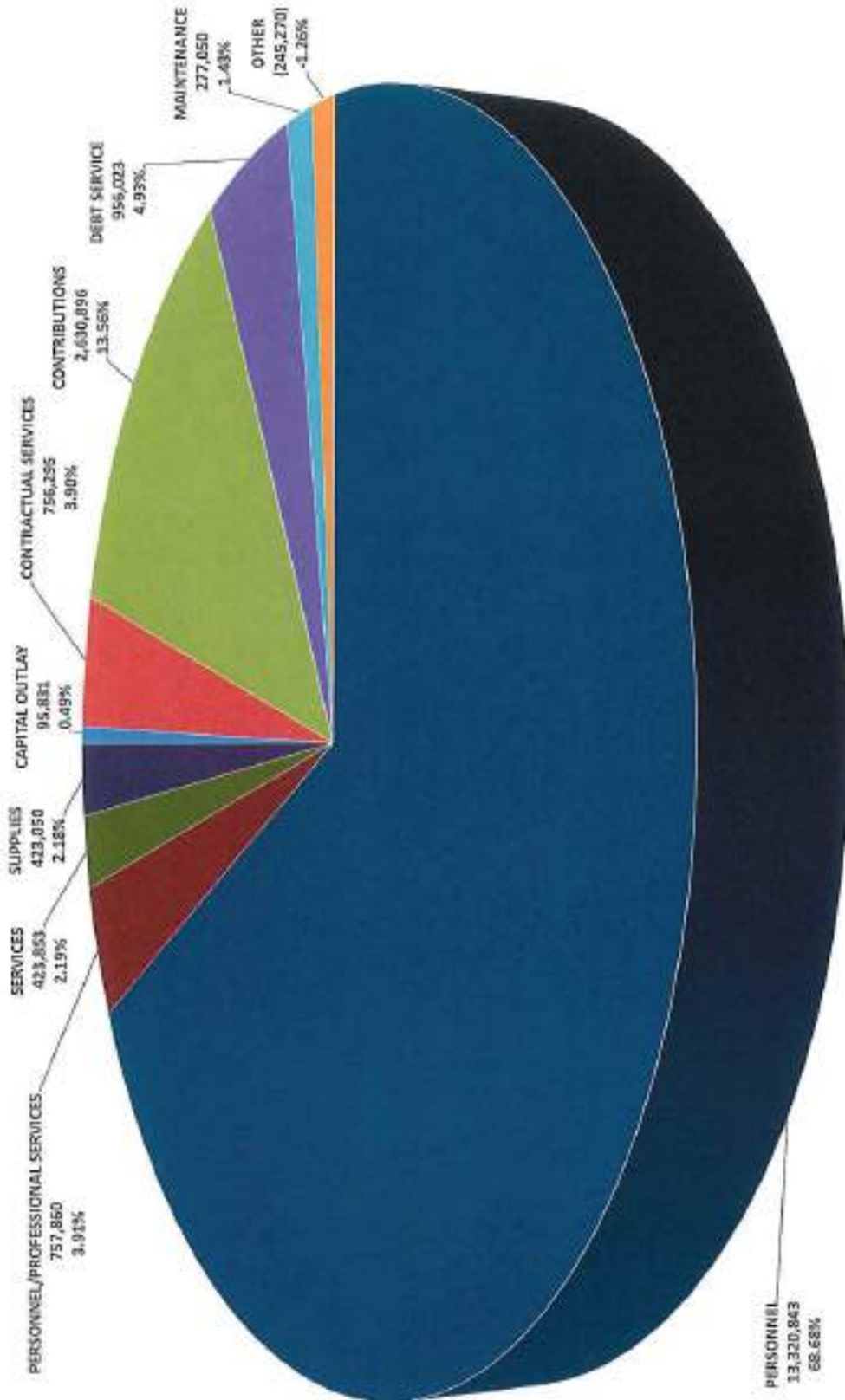
SUMMARY STATEMENT OF EXPENDITURES

General Fund

By Type

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
CAPITAL OUTLAY	23,443	54,000	497,157	95,831
CONTRACTUAL SERVICES	649,410	758,047	785,271	756,295
CONTRIBUTIONS	2,263,438	2,926,980	2,589,733	2,630,896
DEBT SERVICE	1,111,991	1,078,411	1,075,501	956,023
MAINTENANCE	229,890	273,300	289,549	277,050
OTHER	(239,338)	(257,570)	(246,591)	(245,270)
PERSONNEL	12,403,955	12,903,905	12,652,535	13,320,843
PERSONNEL/PROFESSIONAL SERVICES	961,196	751,396	751,070	757,860
SERVICES	500,119	465,771	490,850	423,853
SUPPLIES	429,564	456,850	449,651	423,050
TOTAL EXPENDITURES	18,333,668	19,411,090	19,334,726	19,396,431

General Fund FY 2018 Summary of Expenditures by Type



**General Fund Expense Breakdown
2017-2018**

	2017	2018
Non Public Safety Salaries/Benefits:		
Administration	1.28%	1.39%
Finance	2.38%	2.73%
City Clerk	0.65%	0.71%
Total Non Public Safety Salaries/Benefits:	4.24%	4.75%
Non Public Safety Operation Budget:		
Administration	0.79%	0.21%
Finance	-0.03%	-0.15%
City Clerk	0.07%	0.05%
Board of Directors	0.19%	0.72%
Agencies (excluding debt)	3.44%	2.91%
Total Non Public Safety Operation Budget:	4.40%	3.67%
Total Non Public Safety:	8.64%	8.41%
Public Safety Salaries/Benefits:		
Court	1.05%	1.08%
Probation	0.97%	0.98%
Police	35.02%	36.23%
Fire	23.82%	25.25%
Animal Shelter/Control	1.20%	1.50%
Total Public Safety Salaries/Benefits:	61.16%	63.89%
Public Safety Operation Budget:		
Court	0.23%	0.22%
Probation	0.06%	0.06%
Police	3.95%	3.72%
Fire	3.11%	1.24%
Animal Shelter/Control	0.81%	0.84%
Police Pension Fund	2.89%	2.93%
CID Secretary (split with Texarkana, TX)	0.12%	0.12%
Bi State Contribution	13.56%	13.78%
Code Red Services	0.05%	0.05%
E-911 Payments	0.10%	0.10%
Crimestoppers Coordinator	0.13%	0.13%
Total Public Safety Operation Budget:	24.64%	22.76%
Total Public Safety:	85.79%	86.66%

Debt:		
Fire Truck Loan	0.04%	0.00%
Regions Equipment Finance	1.17%	0.29%
2012 Franchise Fee Bond	3.24%	3.25%
2015 Franchise Fee Bond	1.19%	1.24%
2018 Franchise Fee Bond	0.00%	0.23%
Total Debt:	5.56%	4.93%
Total General Fund Expenditures:	100.00%	100.00%



PUBLIC WORKS



Public Works Fund

FUND DESCRIPTION:

The City's Public Works Fund is a special operating fund of the City. This fund's revenue sources are comprised of property taxes, refuse fees, state turnback, grants, and other special revenues. The majority of these funds are non-discretionary and are highly regulated by state statute. The revenue within the City's Public Works Fund provides the special operations of the City through the departments listed below:

- Refuse
- Street
- Building Maintenance
- Parks and Recreation
- Environmental Maintenance
- Planning
- Code Enforcement
- Engineering
- Street Projects
- ADC Work Release

Refuse

PROGRAM DESCRIPTION:

The Refuse Division is under the supervision of the Public Works Director. Duties of this division include managing and promoting the City's recycling program. The Refuse Operator I (recycling) assists the Public Works staff in developing a recycling program that will generate revenue and become self-sustaining. Responsibilities include assisting in locating and writing grants, preparing hauler billing and audit reports, and creating an educational outreach program.

PROGRAM FOCUS:

The focus of this division is to enhance recycling awareness, opportunities, and participation in the community. This includes providing receptacles for recycling, separating and baling material, and working with businesses and residents to encourage participation.



Street

PROGRAM DESCRIPTION:

The Streets Division is supervised by the Public Works Superintendent. Duties of this division are widely varied and include maintenance of over 300 miles of streets, over 34 miles of major drainage ditches, and numerous miles of drainage facilities within the public right of way. The Streets Department provides maintenance of existing subdivision streets, as well as replacement of those streets which are failing. It also provides for the repair of utility street cuts and street sweeping. The traffic control group within the Streets Department installs and maintains street signs and traffic signals, paints center and edge lines along roads, and maintains all City-owned street lighting. This division provides housing demolition when private property owners do not comply with City codes.

PROGRAM FOCUS:

The focus of this division is to enhance the quality of life for the citizens of Texarkana by providing regular street and drainage maintenance activities. These activities include street cleaning, street repair, street resurfacing, bridge repair, ditch-digging/cleaning, rights-of-way mowing and cleaning, and tree trimming. It is also responsible for removal of debris placed along the public right of way. In the event of winter storms, the Streets Division is responsible for clearing snow and ice from City roadways.

Included among the responsibilities of the Street Division is also the responsibility for quality of life enhancements through the installation and repair of traffic signs, as well as traffic control pavement markings on City streets.



Building Maintenance

PROGRAM DESCRIPTION:

The Building Maintenance Division is under the supervision of the Building Maintenance Superintendent and is responsible for the maintenance of twelve (12) City buildings. In addition, it is responsible for custodial services in City Hall. The 12 buildings include five (5) fire stations, four (4) neighborhood centers, City Hall, Public Works, and the Animal Care and Adoption Center.

PROGRAM FOCUS:

The Building Maintenance Division's mission is to provide a safe, comfortable work environment for City employees while delivering all maintenance and preventative maintenance needed to extend the life of City-owned buildings and service locations. The department is also responsible for maintaining the aesthetics of City property.



Parks & Recreation

PROGRAM DESCRIPTION:

The Parks Division strives to create a meaningful parks system that provides quality leisure services and promotes the natural environment and the health of the community, while also strengthening the diversity of a democratic society. The Parks Division maintains 19 parks, which encompasses over 235 acres, and one swimming pool.

PROGRAM FOCUS:

The Parks and Recreation Division's mission is to provide a safe and comfortable environment for citizens of Texarkana to gather and relax while enjoying the outside environment. This department focuses on maintaining the parks through scheduled cuttings, refuse collection, and general all-round cleaning, while also developing close working relations with local organizations to prepare the parks for upcoming events.



Environmental Maintenance

PROGRAM DESCRIPTION:

The focus of this division is to enhance the quality of life for the citizens of Texarkana by providing a safe environment through the control of pests, discarded refuse, and overgrowth on abandoned properties.

PROGRAM FOCUS:

This division enhances the quality of life for the citizens of Texarkana by the cutting of weeds and high grass on streets and drainage rights-of-way, mosquito control, and the removal of trees in the ROW. In addition, this division is responsible for weed abatement.



Planning

PROGRAM DESCRIPTION:

The Planning Division, under the supervision of the City Planner/Historic Preservation Officer, is responsible for the comprehensive planning process (long range planning) of the City and, in that regard, administers the land regulation ordinances. On a day-to-day basis (short term planning), the Planning Division prepares and processes all rezoning applications, subdivision plat reviews, street/easement abandonments, and conditional use permits that are heard by the Planning Commission each month. In addition, this division researches and prepares related ordinance revisions and special requests by the Board of Directors such as street renaming, establishment of economic development districts, and development of preservation guidelines.

PROGRAM FOCUS:

The Planning Division's focus is to enhance the quality of life for the citizens of Texarkana by providing a division which encourages quality growth, development and redevelopment, and the stabilization of neighborhoods through a concentrated effort of planning, land use controls, Historic Preservation, permitting and enforcement.



Code Enforcement

PROGRAM DESCRIPTION:

The Code Enforcement Division is responsible for assuring and protecting the public's life, health, safety, and welfare through enforcement of codes and ordinances of the City. Building and construction permits are issued in the Public Works Office. In addition to enforcing the building, plumbing, mechanical, gas, electrical, and swimming pool codes, inspectors enforce environmental test codes and ordinances pertaining to substandard structures, zoning regulations, weed abatement, and nuisances, such as trash, litter, and abandoned vehicles.

PROGRAM FOCUS:

The Code Enforcement Division is dedicated to improving the quality of life for the citizens of Texarkana through enforcement of City adopted codes and ordinances. These codes are based on the Arkansas Fire Code which has incorporated the International Building Codes, as well as the International Property Codes. The City of Texarkana has also adopted its own ordinances, which the Enforcement Division enforces, such as specifying the limits of construction activities on lots, amount of overgrowth on property, non-operable vehicles, etc. By carrying out these codes and ordinances, the citizens are assured of maintaining their investments in their property, as well as their community.



Engineering

PROGRAM DESCRIPTION:

The Engineering Division is included in the Public Works Department and is responsible for maintaining, updating, and producing all city maps. The department also maintains records of subdivision plats, right-of-way/easement abandonments, address assignments, and performs minor drafting duties for the City. The Engineering Division works closely with the Planning Division and other government agencies, such as Miller County, Arkansas Highway Department, Texarkana Metropolitan Organization, and Chamber of Commerce in order to keep the maps up to date. Map maintenance and updates are made through the use of two types of engineering and GIS software, AutoCAD Map and ArcMap.

PROGRAM FOCUS:

The focus of this division is to maintain and improve the accuracy of City mapping information and to provide the best possible mapping information to the citizens and businesses on zoning, lot size, flood plain, city limits, right-of-way, etc.



Public Works Fund Summary (201)

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
BEGINNING FUND BALANCE	1,047,546		1,484,960	1,222,943
REVENUES				
GENERAL PROPERTY TAX	100,246	101,800	101,500	103,000
WATER & SEWER	87,814	88,000	87,500	88,000
REFUSE	4,055,349	4,076,000	4,068,000	4,080,000
LICENSES & PERMITS	142,644	145,700	138,755	140,250
STATE TURNBACK	1,987,549	1,982,000	2,065,000	2,112,000
OTHER REVENUE	366,552	896,919	260,980	963,184
APPROPRIATED FUND BALANCE	0	0	0	1,268,213
TOTAL REVENUES	6,740,154	7,290,419	6,721,735	8,754,647
EXPENDITURES				
REFUSE	3,504,336	3,896,801	3,748,976	3,959,392
STREET	1,220,176	1,784,399	1,645,768	2,063,002
BUILDING MAINTENANCE	105,408	160,927	145,473	143,518
PARKS & RECREATION	385,669	1,033,934	491,649	1,097,920
ENVIRONMENTAL MAINTENANCE	187,220	216,424	208,806	222,461
PLANNING	145,737	167,042	105,249	141,619
CODE ENFORCEMENT	359,978	412,278	390,008	409,245
ENGINEERING	54,982	61,997	58,125	74,807
OTHER	175,573	402,278	198,474	442,311
ADC WORK RELEASE	163,661	178,820	175,954	200,372
TOTAL EXPENDITURES	6,302,740	8,314,900	7,168,482	8,754,647
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	437,414		(262,017)	(0)
STORM WATER RESTRICTED RESERVE USED/ALLOCATED			184,730	195,270
ENDING FUND BALANCE	1,484,960		1,222,943	150,000
NUMBER OF DAYS OF EXPENDITURES IN FUND BALANCE	86		62	6

Public Works Revenues/Expenditures 2009 - 2018



Public Works Change in Revenues/Expenditures 2009 - 2018



SUMMARY STATEMENT OF REVENUE

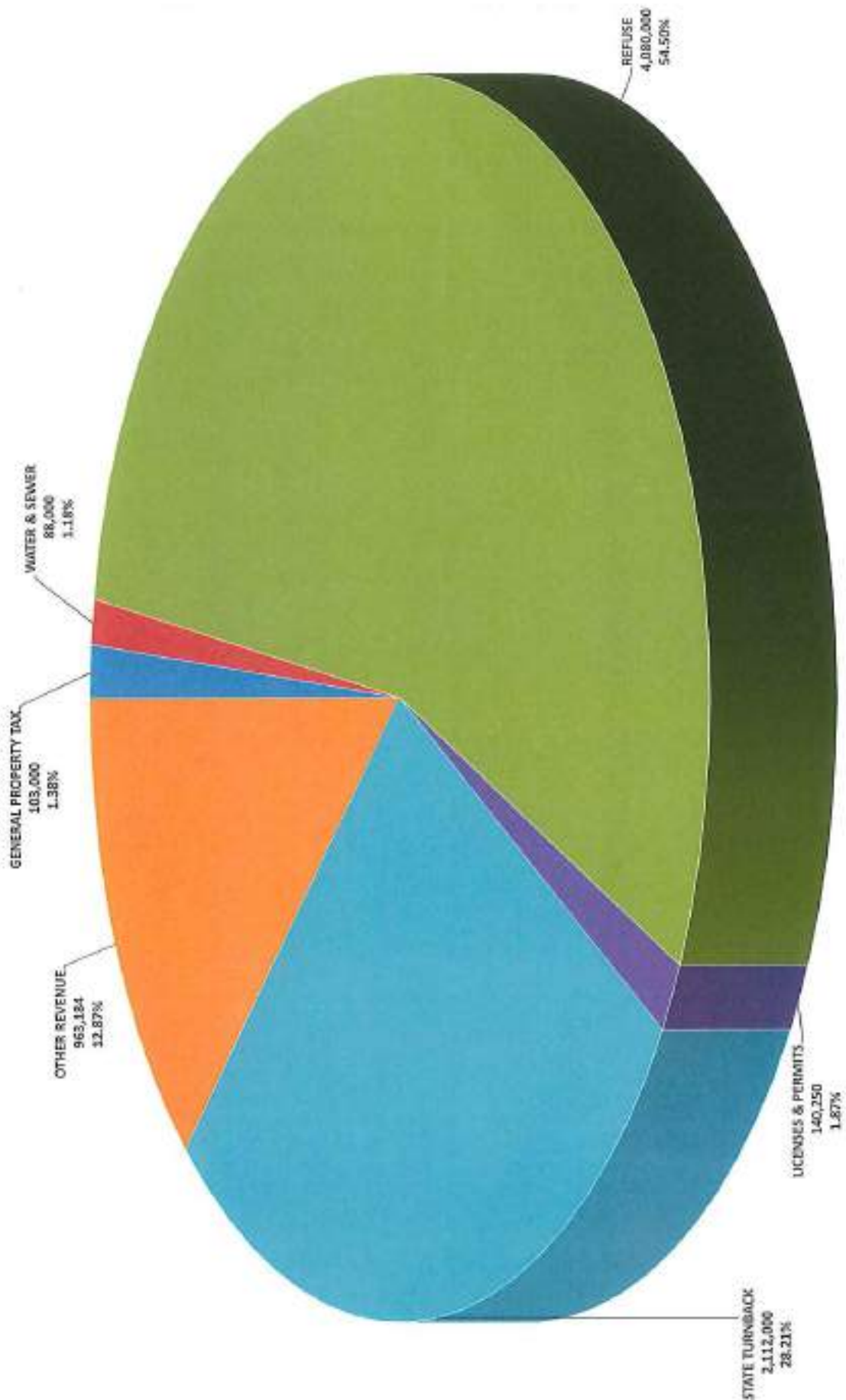
Public Works Fund

<i>ACTUAL</i> <i>2016</i>	<i>BUDGET</i> <i>2017</i>	<i>ESTIMATED</i> <i>2017</i>	<i>PROPOSED</i> <i>2018</i>
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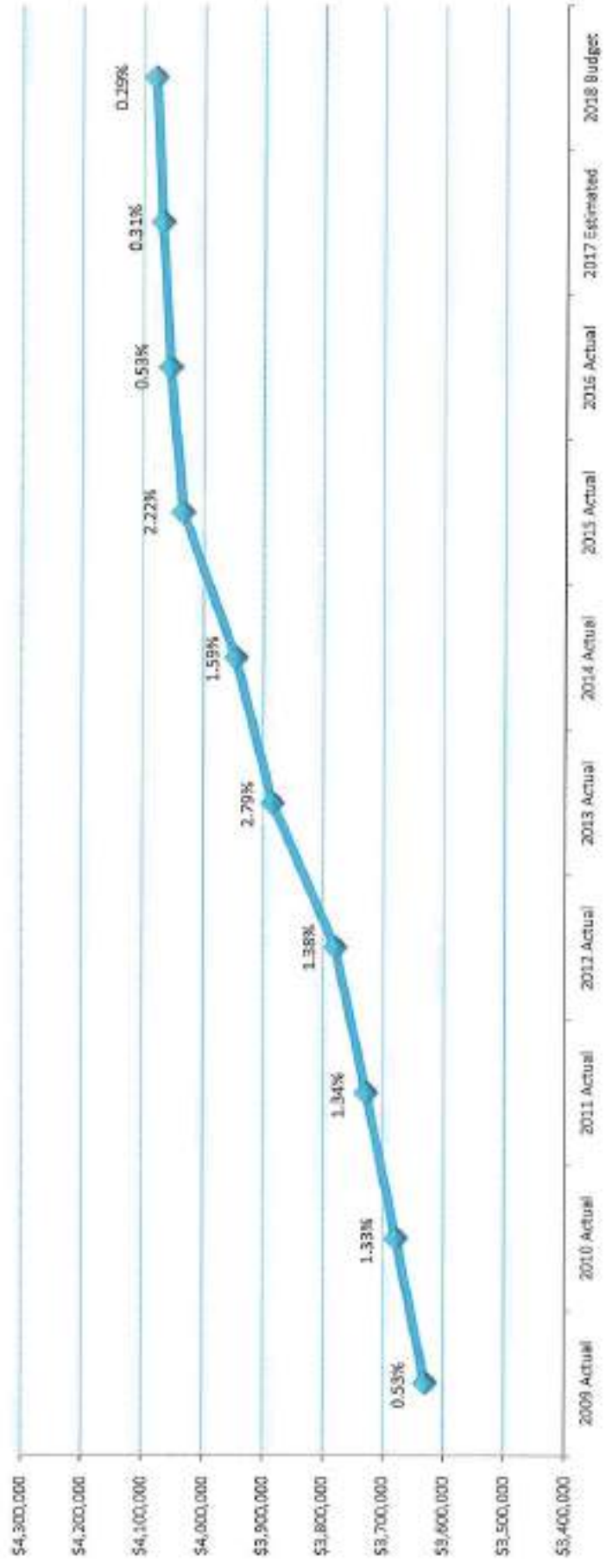
REVENUES

GENERAL PROPERTY TAX	100,246	101,800	101,500	103,000
WATER & SEWER	87,814	88,000	87,500	88,000
REFUSE	4,055,349	4,076,000	4,068,000	4,080,000
LICENSES & PERMITS	142,644	145,700	138,755	140,250
STATE TURNBACK	1,987,549	1,982,000	2,065,000	2,112,000
OTHER REVENUE	366,552	896,919	260,980	963,184
APPROPRIATED FUND BALANCE	0	0	0	1,268,213
TOTAL REVENUES	6,740,154	7,290,419	6,721,735	8,754,647

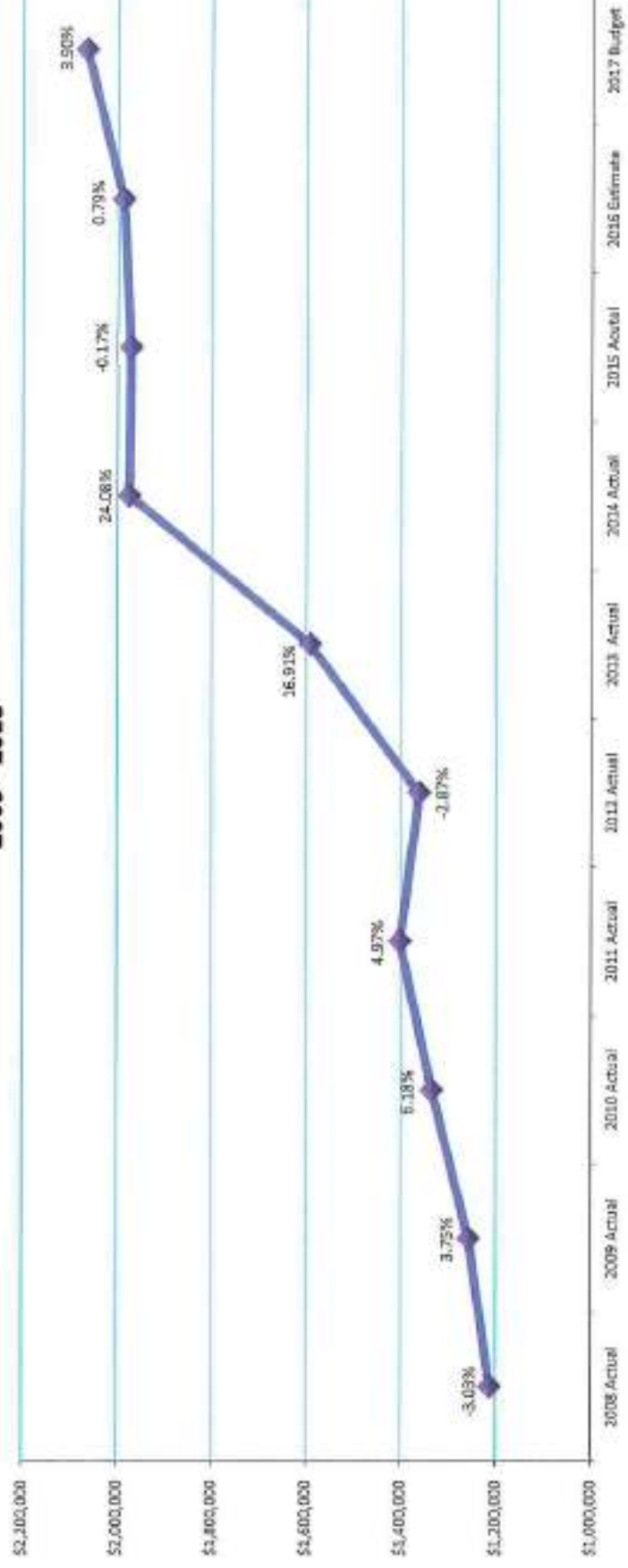
Public Works Fund - FY 2018 Summary of Revenues



Public Works Refuse Revenue Growth 2009 - 2018



Public Works State Turnback Revenue Growth 2009 - 2018



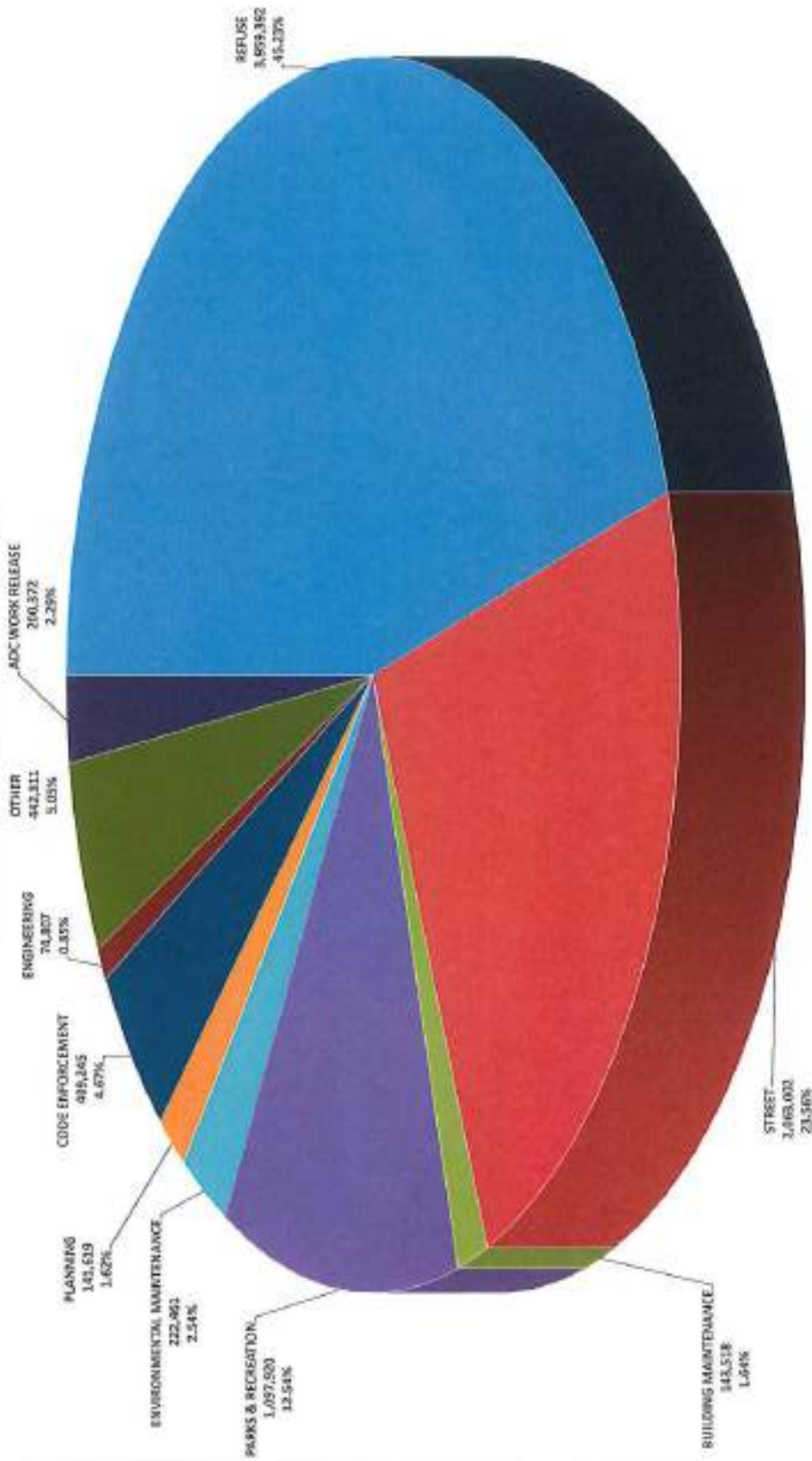
SUMMARY STATEMENT OF EXPENDITURES

Public Works Fund By Department

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
EXPENDITURES				
REFUSE				
PERSONNEL	44,825	45,926	45,703	49,084
CONTRACTUAL SERVICES	2,882,296	3,258,036	3,130,702	3,191,758
MAINTENANCE	2,715	700	1,500	3,500
SUPPLIES	5,779	7,400	11,400	8,050
CAPITAL OUTLAY	0	7,259	7,259	0
OTHER	568,721	579,480	552,412	707,000
TOTAL REFUSE	3,504,336	3,898,801	3,748,976	3,959,392
STREET				
PERSONNEL	576,253	732,417	692,834	756,920
CONTRACTUAL SERVICES	401,998	485,582	457,572	500,176
MAINTENANCE	7,932	25,000	15,000	15,300
SUPPLIES	255,408	337,400	412,100	433,160
CAPITAL OUTLAY	3,500	230,000	76,008	365,270
OTHER	(24,915)	(26,000)	(7,746)	(7,824)
TOTAL STREET	1,220,176	1,784,399	1,645,768	2,063,002
BUILDING MAINTENANCE				
PERSONNEL	45,805	47,915	47,411	48,210
CONTRACTUAL SERVICES	31,784	47,889	36,239	37,358
MAINTENANCE	515	600	300	600
SUPPLIES	21,814	21,650	18,650	20,830
CAPITAL OUTLAY	5,490	42,873	42,873	36,520
TOTAL BUILDING MAINTENANCE	105,408	160,927	145,473	143,518
PARKS & RECREATION				
PERSONNEL	212,253	239,230	216,831	241,935
CONTRACTUAL SERVICES	39,766	51,039	45,389	47,028
MAINTENANCE	2,395	4,000	3,000	4,000
SUPPLIES	50,158	87,200	61,359	88,300
OTHER	81,097	652,465	165,070	716,657
TOTAL PARKS & RECREATION	385,669	1,033,934	491,649	1,097,920
ENVIRONMENTAL MAINTENANCE				
PERSONNEL	143,333	145,324	133,105	134,361
CONTRACTUAL SERVICES	83	600	400	600
MAINTENANCE	123	2,500	5,000	5,100
SUPPLIES	43,680	68,000	70,300	82,400
TOTAL ENVIRONMENTAL MAINTENANCE	187,220	216,424	208,806	222,461

PLANNING				
PERSONNEL	129,226	139,264	73,171	114,704
CONTRACTUAL SERVICES	10,571	15,378	22,878	14,515
SUPPLIES	5,940	12,400	9,200	12,400
TOTAL PLANNING	145,737	167,042	105,249	141,619
CODE ENFORCEMENT				
PERSONNEL	323,391	338,345	321,175	335,400
CONTRACTUAL SERVICES	17,772	23,733	23,133	25,645
MAINTENANCE	1,174	2,000	1,500	2,000
SUPPLIES	5,947	14,600	8,200	14,600
OTHER	11,694	33,600	36,000	31,600
TOTAL CODE ENFORCEMENT	359,978	412,278	390,008	409,245
ENGINEERING				
PERSONNEL	52,234	53,558	52,886	68,599
SUPPLIES	2,748	8,439	5,239	6,208
TOTAL ENGINEERING	54,982	61,997	58,125	74,807
OTHER STREET PROJECTS				
CAPITAL OUTLAY	175,573	402,278	198,474	442,311
TOTAL OTHE STREET PROJECTS	175,573	402,278	198,474	442,311
ADC WORK RELEASE				
PERSONNEL	163,661	178,820	175,954	200,372
TOTAL ADC WORK RELEASE	163,661	178,820	175,954	200,372
TOTAL EXPENDITURES	6,302,740	8,314,900	7,168,482	8,754,647

**Public Works Fund - FY 2018
Summary of Expenditures by Dept**



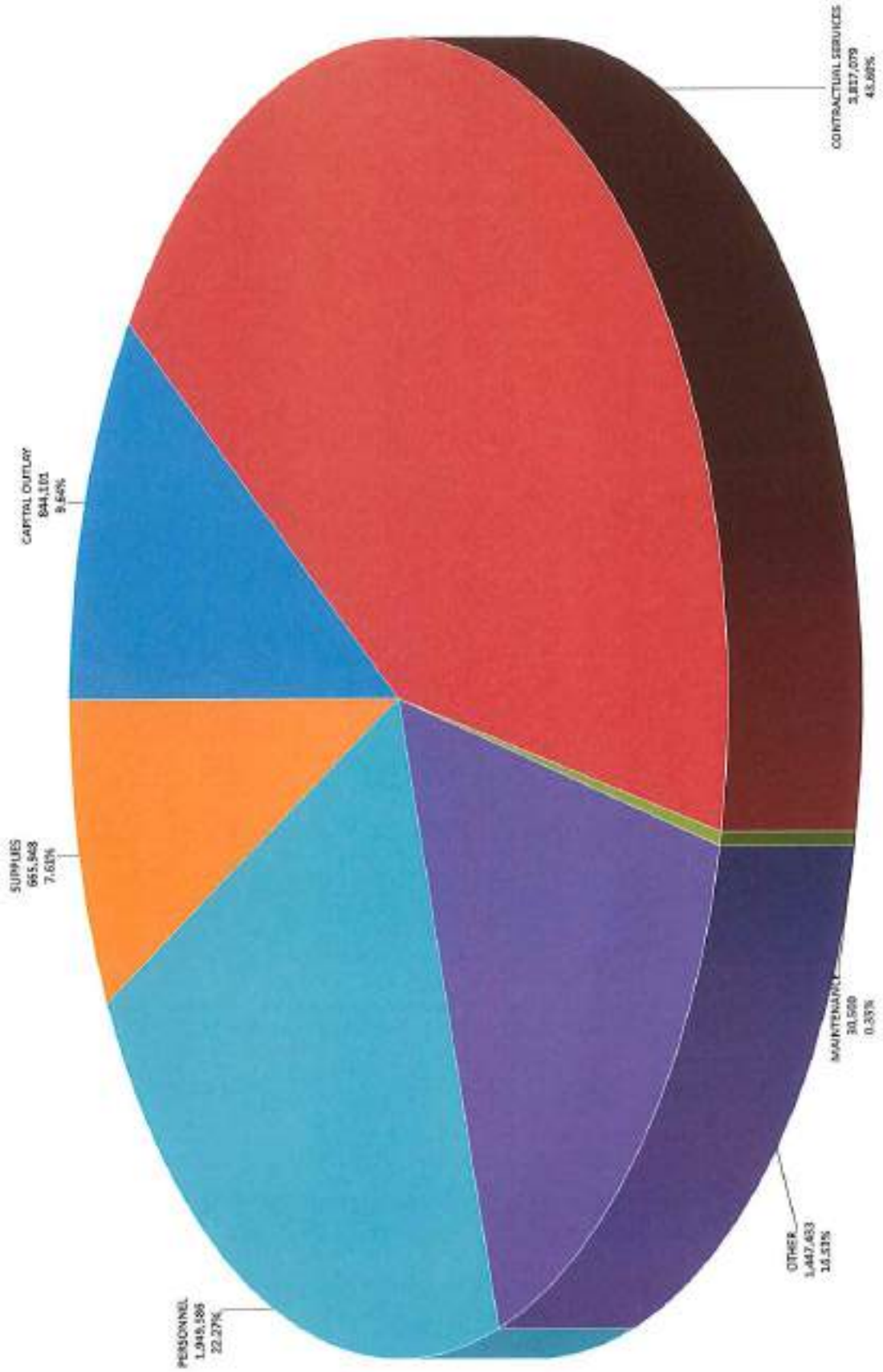
SUMMARY STATEMENT OF EXPENDITURES

Public Works Fund

By Type

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
EXPENDITURES				
CAPITAL OUTLAY	184,563	682,410	324,814	844,101
CONTRACTUAL SERVICES	3,384,269	3,880,258	3,716,313	3,817,079
MAINTENANCE	14,854	34,800	26,300	30,500
OTHER	636,597	1,239,545	745,737	1,447,433
PERSONNEL	1,690,981	1,920,798	1,759,069	1,949,586
SUPPLIES	391,476	557,089	596,449	665,948
TOTAL EXPENDITURES	6,302,740	8,314,900	7,168,482	8,754,647

Public Works Fund - FY 2018 Summary of Expenditures by Type





CDBG FUND



Community Development Block Grant

PROGRAM DESCRIPTION:

Over the last nine years, the Public Works Department has administered the CDBG program. Staff is familiar with the community, values all relationships established with citizens, and is concerned about the quality of life of the citizens and families. The Public Works Department implements eligible activities, such as public service projects (projects that benefit LMI residents of the city), public facility improvements, paving and drainage infrastructure improvements, and community building, along with support of the City's code enforcement efforts.

Public Works is the backbone of the LMI neighborhoods, working in developing partnerships with local institutions, other civic groups, and businesses of Texarkana, Arkansas. Public Works is constantly seeking funding and ways to support the needs of LMI residents. The Public Works Department's primary objective is to be good stewards of the funds and ensure viable communities are maintained by the provision of decent housing, suitable living environments, and expanding economic opportunities are made available for LMT persons.

Public Works ensures 70% of expenditures are used for activities qualifying under HUD's National Objective. These funds are vital in project delivery (carrying out the necessary duties/requirements to meet community needs). Over the last nine years the Public Works Department has been meeting infrastructure and public service needs in the LMI areas and of LMT residents and will continue to do so in the future.

PROGRAM FOCUS:

The program focus is to provide decent, safe, and affordable housing for LMI residents of Texarkana, Arkansas by improving streets, drainage infrastructure, removal of unsafe/dilapidated structures, and improvements to neighborhood parks. Neighborhood revitalization is a very important factor in planning for strong viable neighborhoods in the years to come. There is a continuous effort to secure outside funding to help keep programs going and to develop new programs as the need presents.



Community Development Block Grant

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	BUDGET 2018
REVENUES				
SALES & USE TAX REFUND	44	0	0	0
FEDERAL GRANTS	251,285	389,193	147,000	370,635
PROGRAM INCOME C/Y	100	0	0	0
DONATIONS	0	0	1	0
	251,429	389,193	147,001	370,635

EXPENDITURES

GRANT ADMINISTRATION	48,343	46,101	47,001	47,000
PUB FACILITIES IMPROVEMENTS	128,139	187,175	47,500	198,300
PUBLIC SERVICE	8,067	22,508	10,000	23,335
HOUSING DEMOLITION	14,220	41,353	6,500	42,000
HOUSING	56,943	92,056	36,000	60,000
TOTAL BUDGET	255,712	389,193	147,001	370,635

GRANT ADMINISTRATION	48,343	46,101	47,001	47,000
PUB FACILITIES IMPROVEMENTS	128,139	187,175	47,500	198,300
PUBLIC SERVICE	8,067	22,508	10,000	23,335
CLEARING AND HOUSING DEMOLITION	14,220	41,353	6,500	42,000
HOUSING	56,943	92,056	36,000	60,000



TWU



TEXARKANA WATER UTILITIES

ARKANSAS REVENUE FUND

Contains Interfund Transfers

	<i>Actual FY 2016</i>	<i>Proposed FY 2017</i>	<i>Revised FY 2017</i>	<i>Proposed FY 2018</i>
BEGINNING BALANCE	1,374,746	1,903,441	2,172,166	2,808,609
REVENUE				
Water and Sewer Sales	8,053,054	8,559,177	8,189,645	8,190,057
Water Connection Fees	1,525	1,730	2,200	2,200
Service Charge	418,900	421,120	420,230	420,230
Wholesale Water Sales	36,010	33,800	33,500	33,500
Total Sales and Fees	8,509,489	9,015,827	8,645,575	8,645,987
Texas Share 1998 Debt Service	92,674	92,685	92,649	92,649
Texas Share 1998-B Debt Service	16,952	16,955	16,950	16,955
Texas Share 2007 Refunding	417,507	429,917	429,274	430,242
Transfers from Mandeville & Union	0	0	0	0
Transfer from Customer Loan Fund	0	0	0	30,135
TX Share North Texarkana Operations	65,318	79,454	79,617	82,267
TX Share Millwood Operations	643,401	520,279	548,142	554,956
UN Share Millwood Operations	25,902	18,935	26,213	26,488
MN Share Millwood Operations	8,636	5,963	8,740	8,831
Total Transfers In	1,270,390	1,164,188	1,201,585	1,242,523
Interest Income	1,467	1,180	1,989	1,994
Miscellaneous Income	410,689	406,129	409,930	409,930
Total Other	412,156	407,309	411,919	411,924
TOTAL REVENUES	10,192,035	10,587,324	10,259,079	10,300,434
TOTAL FUNDS AVAILABLE	11,566,781	12,490,765	12,431,245	13,109,043
EXPENDITURES				
--Operating Adjustments:				
Total Operating Expenses	5,873,118	6,737,197	6,336,310	6,800,209
Total Capital Outlays	0	0	0	0
Share in LTWSC Operations	429,369	561,912	501,837	550,689
Total Operating	6,302,487	7,299,109	6,838,147	7,350,898
Bond Fund 1998	293,181	293,216		293,216
Bond Fund 1998-B	53,630	53,637	53,623	53,637
Bond Fund 2001	68,380	68,388	68,371	68,388
Bond Fund 2004B	123,296	123,196	123,165	123,196
Bond Fund 2007 Refunding	721,159	720,067	719,913	721,123

TEXARKANA WATER UTILITIES

ARKANSAS REVENUE FUND

Contains Interfund Transfers

	<i>Actual FY 2016</i>	<i>Proposed FY 2017</i>	<i>Revised FY 2017</i>	<i>Proposed FY 2018</i>
Total AR Debt Service	1,259,646	1,258,504	965,072	1,259,560
Share 2002 TX Debt Service	0	0	0	0
Share 2016 TX DS Projected	0	0	0	0
Total DS Transfers to TX	0	0	0	0
Millwood Water Rights Fund	430,585	541,522	541,522	541,522
Millwood Depreciation Fund	112,358	38,491	38,491	57,798
North Texarkana WWTP Depr. Fund	12,200	12,200	12,200	12,200
Equipment Acquisition Fund	37,050	56,802	56,802	74,500
Technology Fund	129,675	80,795	80,795	130,375
Personnel Policy	60,000	60,000	60,000	20,000
Customer Loan Fund	0	0	0	0
Capital Improvement Fund	328,000	328,000	328,000	328,000
Infrastructure Fund	263,387	264,060	263,086	264,012
Compost Fund	74,100	37,370	37,370	37,250
LTWSC Capital Imp. Fund	175,725	166,925	164,925	208,820
SR WWTP Depreciation Fund	55,575	56,055	56,055	55,875
Transfer to Gen. Fund (In Lieu of Tax)	144,576	146,664	170,920	170,920
Other (Including Legal)	9,251	4,145	9,251	16,888
Total Other	1,832,482	1,793,029	1,819,417	1,918,160
TOTAL EXPENDITURES	9,394,615	10,350,642	9,622,636	10,528,618
ENDING BALANCE	2,172,166	2,140,123	2,808,609	2,580,425

TEXARKANA WATER UTILITIES

Arkansas Capital Improvement Fund

		Actual FY 2016	Proposed FY 2017	Revised FY 2017	Proposed FY 2018
BEGINNING BALANCE		376,593	130,342	188,648	388,691
REVENUE					
Transfers from Revenue Fund	01-004-041211	398,047	328,000	328,000	328,000
Interest Income	01-011-011116	19	23	23	23
Pro-rata Income - Cust	01-001-011215	064	664	664	664
Plans/Permits	01-000-481110	760	60	350	300
Grant Income					
TOTAL REVENUE		399,630	328,937	328,237	329,187
TOTAL FUNDS AVAILABLE		776,133	459,279	484,882	694,778
	Water Projects --> 01-000-130111 + Proj No.				
	Sewer Projects --> 01-000-130131 + Proj No.				
	Equipment --> 01-000-135101 + Proj No.				
EXPENDITURES					
Transfer to City Gen Fund-Open-Cap Impr					165,000
Water System Improvements	A121626	112,896			
Sewer System Improvements	A121640, A121440	60,058			
New Fire Hydrants	A121621				
U of A Area W & S Improvements	A121443, A121224				
Oaks & Preston Loop 8" Main	A121626	120,133			
Manholes Where Needed (10)	A121641				
Broadmoor/Finson Sewer Rehab	A121342	166			
College Hill Tapk Painting	A121427				
Building Lease/Rental Installment Payments	A121428	68,824			
Miller County Public Water Assoc. Connection	A121424				
East 42nd Water & Sewer Relocation	A121431	3,424			
Calhoun Trails Water Extension	A121035	441			
Arkansas Blvd Tank- Dry Inlet	A121620	35,668			
Sugar Hill 16" Water Leak Concrete Repair	A121627	68,671			
Install WL Automatic Flush Stations	A121628	35,072			
Briarrose Drive Sewer Improvements	A121629	123,117			
Water System Improvements- 2017	A121720		50,000	66,454	
Sewer System Improvements- 2017	A121740		80,000	7,624	
Manholes- 2017	A121741		40,000	0	
Loop Dead End Water Mains- 2017	A121721		50,000	0	
Reconnect Water Line at Nix Creek	A121722		75,000	0	
Reconnect Water Line at 12th & Nix Creek	A121723		75,000	0	
Install New Fire Hydrants Where Needed	A121724		30,000	0	
Highway 82 East- Switch Pressure Pines	A121725		7,000	101	
Calhoun Trails Water- Phase II	A121726		20,000	0	
Edith Street Water Line Extension	A121727		25,000	14,570	
E 14TH 6" Water Main Ext	A121728			0,024	
6" Water Main Ext - Front & Olive-Partially Reimbursable	A121729			21,718	
Water System Improvements- 2018					40,000
Sewer System Improvements- 2018					30,000
Loop Dead End Water Mains- Owl Ridge Subdivision					75,000
Install New Fire Hydrant- East 6th					50,000
Replace (1) Lakewood Booster Pump					10,000
Lakewood Chloramine Booster Station					175,000
Loop Water Line- 1,600', 8" E 15th Jefferson to Franklin					128,000
TOTAL EXPENDITURES		619,403	412,600	118,291	671,058
ENDING BALANCE		165,645	46,779	366,691	23,778

TEXARKANA WATER UTILITIES

Arkansas Capital Improvement Fund

Five Year Project Plan

	Proposed FY 2010	Proposed FY 2011	Proposed FY 2012	Proposed FY 2013	Proposed FY 2014	Total Cost
EXPENDITURES						
Transfer to City Gen Fund-Open Cap Imp	165,000					165,000
Water System Improvements	40,000	50,000	50,000	50,000	50,000	240,000
Sewer System Improvements	30,000	50,000	50,000	50,000	50,000	280,000
Manholes Added Where Needed		55,000	50,000	65,000	70,000	240,000
Reconnect Water Line at Nix Creek			75,000			75,000
Reconnect Water Line at 12th & Nix Creek			75,000			75,000
Loop Deal End Water Main	75,000	50,000	50,000	50,000	50,000	300,000
Install New Fire Hydrants Where Needed	60,000	30,000	30,000	30,000	30,000	200,000
Highway 92 East-South Pressure Flange						0
Carlson Trails Water- Phase I		70,000	70,000	70,000	70,000	280,000
Hwy 67 Water Main Extension				60,000		60,000
Udlen Ave from East 3th to East 12th- New 8" WL				60,000	60,000	120,000
Preston @ Nix Creek-Loop 400' of 8" Water Main						60,000
Highway 92 East-South Extension		65,000				65,000
Repinco (1) Lakewood Booster Pump	10,000					10,000
Lakewood Chloramine Booster Pump	175,000					175,000
Loop Water Line- 1,000', 8" @ 16th Jefferson to Franklin	120,000					120,000
TOTAL EXPENDITURES	671,000	400,000	400,000	420,000	410,000	2,627,000
Average Funds Needed per Year=						525,400



OTHER FUNDS



DWI Fund (107)

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
BEGINNING FUND BALANCE	37,606		23,138	11,781
REVENUES				
46000 FINES & FORFEITURES	9,881	10,200	10,300	10,300
TOTAL	<u>9,881</u>	<u>10,200</u>	<u>10,300</u>	<u>10,300</u>
EXPENDITURES				
SUPPLIES	24,349	21,657	21,657	22,081
TOTAL BUDGET	<u>24,349</u>	<u>21,657</u>	<u>21,657</u>	<u>22,081</u>
SUPPLIES				
53020 OPERATING SUPPLIES	0	21,657	21,657	22,081
53024 OPERATING PUB INTOX/DWI	349	0	0	0
54001 CAPITAL OUTLAY	24,000	0	0	0
TOTAL	<u>24,349</u>	<u>21,657</u>	<u>21,657</u>	<u>22,081</u>
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(14,468)		(11,357)	(11,781)
ENDING FUND BALANCE	23,138		11,781	(0)

Police Funds (209)

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
BEGINNING FUND BALANCE	9,053		1,580	552
REVENUES				
41250 SALES & USE TAX REFUND	10	0	0	0
46017 JAIL BOOKING FEE	7,606	7,700	6,000	6,850
46080 PUBLIC INTOX/DWI	1,596	1,500	1,600	1,600
47130 BODY ARMOR GRANT	4,396	724	10,869	8,136
TOTAL	13,608	9,924	18,469	16,586
EXPENDITURES				
53021 OPERATING BODY ARMOR GRANT	8,393	724	5,274	8,136
53024 OPER PUB INTOX/DWI	2,988	5,065	4,123	1,600
59101 GENERAL FUND	9,700	10,100	10,100	7,402
TOTAL	21,081	15,889	19,497	17,138
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(7,473)		(1,028)	(552)
ENDING FUND BALANCE	1,580		552	(0)

Narcotics Self-Sufficiency Fund (210)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	100		2,620	1,413
REVENUES				
46000 FINES & FORFEITURES	8,062	6,000	7,000	7,100
TOTAL	8,062	6,000	7,000	7,100
EXPENDITURES				
52085 OTHER FEES	10	40	40	45
58402 NARC GRANT MATCH	5,532	8,167	8,167	8,468
TOTAL	5,542	8,207	8,207	8,513
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	2,520		(1,207)	(1,413)
ENDING FUND BALANCE	2,620		1,413	0

Kline Park Monument Fund (211)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	845		436	7
REVENUES				
48010 INTEREST EARNED	1	1	1	1
TOTAL	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
EXPENDITURES				
52060 UTILITY SERVICES	410	427	430	8
TOTAL	<u>410</u>	<u>427</u>	<u>430</u>	<u>8</u>
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(409)		(429)	(7)
ENDING FUND BALANCE	436		7	0

Domestic Violence Self-Sufficiency Fund (221)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	877		1	101
REVENUES				
46000 FINES & FORFEITURES	1,068	1,200	1,300	1,250
TOTAL	1,068	1,200	1,300	1,250
EXPENDITURES				
58489 VAWA GRANT MATCH	1,944	1,200	1,200	1,351
TOTAL	1,944	1,200	1,200	1,351
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(876)		100	(101)
ENDING FUND BALANCE	1		101	(0)

Bail Bond Fund (223)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	2,025		906	106
REVENUES				
46091 BAIL BOND FEES	5,040	5,000	4,400	4,700
46093 PR BONDS	1,282	975	1,100	1,030
TOTAL	6,322	5,975	5,500	5,730
EXPENDITURES				
58550 PARITY SALARY EXPENSE	7,441	6,659	6,300	5,836
TOTAL	7,441	6,659	6,300	5,836
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(1,119)		(800)	(106)
ENDING FUND BALANCE	906		106	(0)

North Texarkana Redevelopment District #1 (227)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	216,617		351,546	67,916
REVENUES				
41000 CURRENT PROPERTY TAX	111,703	0	68,000	90,000
41010 DELINQUENT PROP. TAX	23,216	0	25,000	25,000
41011 TIF DIST PROPERTY TAX	0	132,000	0	0
48010 INTEREST EARNED	10	0	20	0
TOTAL	<u>134,929</u>	<u>132,000</u>	<u>93,020</u>	<u>115,000</u>
EXPENDITURES				
54010 CAPITAL PROJECTS	0	376,650	376,650	182,916
TOTAL	<u>0</u>	<u>376,650</u>	<u>376,650</u>	<u>182,916</u>
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	134,929		(283,630)	(67,916)
ENDING FUND BALANCE	351,546		67,916	0

Public Safety Fund (228)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	3,377		3,680	2,567
REVENUES				
46000 FINES & FORFEITURES	303	275	275	275
TOTAL	<u>303</u>	<u>275</u>	<u>275</u>	<u>275</u>
EXPENDITURES				
53020 OPERATING SUPPLIES	0	1,388	1,388	2,842
TOTAL	<u>0</u>	<u>1,388</u>	<u>1,388</u>	<u>2,842</u>
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	303		(1,113)	(2,567)
ENDING FUND BALANCE	3,680		2,567	0

Front Street Project (231)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	21,521		13,800	10,433
REVENUES				
48200 MISCELLANEOUS	37	0	0	0
48206 EVENT PROCEEDS	9,860	8,000	1,953	0
TOTAL	9,897	8,000	1,953	0
EXPENDITURES				
CONTRACTUAL SERVICES	16,262	15,830	1,520	1,500
SUPPLIES	1,356	3,504	3,800	8,933
TOTAL BUDGET	17,618	19,334	5,320	10,433
CONTRACTUAL SERVICES				
51910 MISCELLANEOUS EXPENSES	4,000	6,000	0	0
52010 PROFESSIONAL SERVICES	7,076	4,100	0	0
52040 PRINTING & DUPLICATING	27	30	0	0
52060 UTILITY SERVICES	526	500	1,000	1,000
52080 DUES & SUBSCRIPTIONS	0	100	0	0
52085 OTHER FEES	7	0	20	0
52090 ADVERTISING & PUBLICITY	2,062	2,500	0	0
52100 TRAVEL/TRAINING	549	600	0	0
52120 RENTAL OF LAND & BUILDING	500	500	500	500
52130 RENTAL OF EQUIPMENTS	1,515	1,500	0	0
TOTAL	16,262	15,830	1,520	1,500
SUPPLIES				
53020 OPERATING SUPPLIES	1,248	3,404	3,404	8,933
53030 FOOD	108	100	0	0
53080 MATERIALS LAND/BUILDING	0	0	396	0
TOTAL	1,356	3,504	3,800	8,933
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(7,721)	(11,334)	(3,367)	(10,433)
ENDING FUND BALANCE	13,800		10,433	0

Library Fund (601)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	70,344		85,153	85,153
REVENUES				
41000 CURRENT PROPERTY TAX	295,945	280,000	293,000	300,000
41010 DELINQUENT PROPERTY TAX	43,637	34,500	39,000	39,000
47500 STATE GRANTS	71,768	70,000	73,000	73,000
48010 INTEREST EARNED	50	25	50	50
49101 GENERAL FUND	5,000	5,000	5,000	5,000
TOTAL	416,400	389,525	410,050	417,050
EXPENDITURES				
58425 LIBRARY CONTRIBUTION	329,823	319,525	337,050	344,050
58426 LIBRARY CONT-STATE GRT	71,768	70,000	73,000	73,000
TOTAL	401,591	389,525	410,050	417,050
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	14,809		0	0
ENDING FUND BALANCE	85,153		85,153	85,153

Judges Pension Fund (615)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	101		550	450
REVENUES				
46000 FINES & FORFEITURES	3,914	3,914	3,914	3,914
46076 MUN JUD COUNTY CAJF	1,501	1,501	1,501	1,501
TOTAL	<u>5,415</u>	<u>5,415</u>	<u>5,415</u>	<u>5,415</u>
EXPENDITURES				
52085 OTHER FEES	10	35	40	50
59101 GENERAL FUND	4,956	5,480	5,475	5,815
TOTAL	<u>4,966</u>	<u>5,515</u>	<u>5,515</u>	<u>5,865</u>
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	449		(100)	(450)
ENDING FUND BALANCE	550		450	(0)

Court Automation (705)

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
BEGINNING FUND BALANCE	82,170		80,996	77,839
REVENUES				
46062 MONTHLY PAYMENT FEE	24,527	26,000	20,300	23,000
48010 INTEREST EARNED	32	30	30	30
48200 MISCELLANEOUS	0	0	93	0
TOTAL	24,559	26,030	20,423	23,030
EXPENDITURES				
PERSONNEL	1,145	0	0	0
CONTRACTUAL SERVICES	1,464	2,000	2,000	8,230
SUPPLIES	23,124	27,000	21,580	25,000
TOTAL BUDGET	25,733	29,000	23,580	33,230
PERSONNEL				
51012 SALARIES - PART TIME	1,064	0	0	0
51200 F.I.C.A.	66	0	0	0
51300 MEDICARE	15	0	0	0
TOTAL	1,145	0	0	0
CONTRACTUAL SERVICES				
52020 DATA PROCESSING	0	0	0	1,630
52070 COMMUNICATIONS	1,464	2,000	2,000	6,600
TOTAL	1,464	2,000	2,000	8,230
SUPPLIES				
52180 MAINTENANCE MACH/EQUIP	16,204	17,000	16,580	20,000
53020 OPERATING SUPPLIES	6,920	10,000	5,000	5,000
TOTAL	23,124	27,000	21,580	25,000
NET CHANGE IN UNRESERVED / UNAPPROPRIATED FUND BALANCE	(1,174)		(3,157)	(10,200)
ENDING FUND BALANCE	80,996		77,839	67,639



A & P FUND



Advertising & Promotion Fund

PROGRAM DESCRIPTION:

The purpose of this program is to allocate the resources based on the Arkansas statute (A.C.A. 26-75-606). Currently, a two percent tax is levied on the gross receipts of restaurants and a three percent tax is levied on the gross receipts of hotels and motels. This tax revenue is used to promote the City of Texarkana, Arkansas based on the legal uses below.

Legal uses of Hotel/Restaurant Gross Receipt Tax:

- * For advertising and promoting of the city and its environs;
- * For construction, reconstruction, extension, equipment, improvement, maintenance, repair, and operation of a convention center;
- * For the development, construction, and maintenance of City Parks, walking trails, theme parks, amphitheater, and other family entertainment facilities;
- * For operation of tourist promotion facilities;
- * For payment of debt costs pledging A&P resources on bonds approved by a vote of the citizens;
- * For funding of the arts necessary for supporting the A&P endeavors of the City; and
- * For engaging personnel and incurring such administrative expenses as may be necessary to conduct business.



Advertising & Promotion Fund

	ACTUAL 2016	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018
BEGINNING FUND BALANCE	552,053		497,146	345,584
REVENUES				
41120 RESTAURANT TAXES	464,327	465,000	437,000	439,000
41121 ADDL RESTAURANT TAXES	464,328	465,000	437,000	439,000
41130 HOTEL/MOTEL TAXES	88,977	87,000	95,000	93,000
41131 ADDL HOTEL/MOTEL TAXES	182,638	174,000	190,000	186,000
41250 SALES AND USE TAX REFUND	6	0	692	0
48010 INTEREST EARNED	637	500	500	500
48200 MISCELLANEOUS	400	0	(50)	0
TOTAL	1,201,313	1,191,500	1,160,142	1,157,500
EXPENDITURES				
52011 LEGAL SERVICES	7,773	7,500	25,000	15,000
52090 ADVERTISING & PUBLICITY	2,880	400	399	450
52100 TRAVEL/TRAINING	0	0	242	0
52150 MAINTENANCE LAND & BUILDING	16,039	0	13,752	0
52300 EVENTS	0	0	3,926	0
53020 OPERATING SUPPLIES	72	200	200	0
54265 HOBO JUNGLE PARK	0	150,000	0	150,000
54503 PARK EQUIPMENT	66,058	95,260	77,340	85,000
58424 FARMERS MARKET CONTRIB	0	0	0	5,000
58428 FOUR STATE FAIR PROJECT	191,865	192,000	192,000	132,000
58432 CHAMBER OF COMMERCE	11,615	25,000	25,000	16,000
58433 MUSEUM	10,000	16,500	16,500	13,000
58434 TRAHC	12,500	19,400	19,400	17,000
58437 BASEBALL ASSOCIATION	0	40,000	80,000	40,000
58455 WELCOME CENTER	5,316	4,100	4,100	4,100
58457 MAIN STREET TEXARKANA	15,000	20,000	20,000	14,000
58464 PARTNERSHIP FOR THE PATHWAY	7,000	7,500	7,500	7,000
58466 FINANCE ADMINISTRATION	37,000	37,000	37,000	37,000
58487 CONVENTION CENTER	234,286	234,286	234,286	234,286
58488 SUSAN G KOMEN, RACE FOR THE CURE	5,000	0	0	0
58494 ANTIQUE AUTO CLUB	21,835	30,095	30,095	13,000
58495 MUNICIPAL AUDITORIUM	0	11,442	26,610	8,000
58498 TEXARKANA SYMPHONY ORCHESTRA	15,000	16,000	16,000	16,000
58538 CITY BEAUTIFUL COMMISSION	1,327	11,300	11,500	19,000
58539 FRONT ST. TEXARKANA	70,000	0	0	0
58541 HOLIDAY SPRINGS WATER PARK	250,000	250,000	250,000	250,000
58543 SPARKS IN THE PARK	19,266	25,000	19,714	0
58544 LIVE UNITED BOWL	25,000	29,000	29,000	29,000
58547 URBAN RENAISSANCE	2,000	0	0	0
58548 TEXARKANA BROAD STREET GALLERIES	32,000	16,000	16,000	17,000
58552 TEXARKANA, AR PLANNING DEPARTMENT	10,719	0	911	1,500

Advertising & Promotion Fund

	<i>ACTUAL 2016</i>	<i>BUDGET 2017</i>	<i>ESTIMATED 2017</i>	<i>PROPOSED 2018</i>
58553 TEXARKANA ARTS & HISTORIC DISTRICT	4,806	4,000	4,000	4,000
58554 AML CONFERENCE	421	0	0	0
58563 GATHERING OF AUTHORS	13,240	7,848	7,848	9,000
58564 DIVA MAINTENANCE	9,500	0	0	0
58565 RUNNIN' WJ RANCH	0	18,000	18,000	19,000
58566 AR FIRE MARSHAL'S ASSOCIATION	1,200	0	0	0
58567 PARKS & RECREATION CONFERENCE	4,987	0	0	0
58569 ULTIMATE CHALLENGE PRODUCTIONS	7,000	0	0	7,000
58570 KENNEL CLUB TXK, INC.	0	2,500	1,044	3,500
58571 PINK BEHIND BLUE LINE 1894, LLC.	0	81,000	32,288	0
DOWNTOWN NEIGHBORHOOD ASSOCIATION	0	0	0	3,600
JOHN W. MEASEL CENTER	0	0	0	10,000
TWIN CITY SPORTS	0	0	0	10,000
OPPORTUNITIES, INC.	0	0	0	7,000
BOOKER T. WASHINGTON ALUMNI ASSOC.	0	0	0	20,000
RMHC-REGIONAL MUSIC HERITAGE CENTER	0	0	0	1,000
59201 PARKS SUPER SALARY/FRINGE	81,935	86,000	86,000	18,000
59201 ADC WORKERS	63,580	65,000	65,000	88,438
TOTAL	1,256,220	1,502,331	1,370,655	1,388,874
NET PROFIT / (LOSS)	(54,907)		(210,512)	(231,374)
REALLOCATION OF RESTRICTED RESERVES			58,951	139,357
ENDING FUND BALANCE	497,146		345,584	253,567



PERSONNEL



Turnover 2016 & 2017

General Fund	Terminations	New Hires
Administration	1	2
Finance	2	0
City Clerk	1	1
Court	0	0
Probation	2	2
Police	21	24
Fire	4	4
Animal Shelter	3	4
Total General Fund	34	37
Public Works Fund	16	19
Bi-State Fund	5	5

CITY OF TEXARKANA, AR
2018 ANNUAL BUDGET
AUTHORIZED POSITIONS

	ACTUAL	REQUESTED
	<u>2017</u>	<u>2018</u>
<u>ADMINISTRATION (1010)</u>		
CITY MANAGER	1	1
EXECUTIVE SECRETARY	1	1
CUSTOMER SERVICE POSITION PART-TIME	1	1
MEDIA RELATIONS MANAGER	1	1
	4	4
<u>FINANCE (1040)</u>		
FINANCE DIRECTOR	1	1
CONTROLLER	1	1
PAYROLL ADMINISTRATOR	1	1
STAFF ACCOUNTANT/GRANTS	1	1
PURCHASING TECHNICIAN	1	1
PERSONNEL ADMINISTRATOR	1	1
CITY TAX COLLECTOR	1	1
ACCOUNTS PAYABLE TECHNICIAN	1	1
	8	8
<u>MUNICIPAL COURT (1050)</u>		
DISTRICT JUDGE	1	1
COURT CLERK	1	1
DEPUTY COURT CLERK	3	3
	5	5
<u>PROBATION OFFICE (1060)</u>		
CHIEF PROBATION OFFICER	1	1
PROBATION OFFICER	2	2
PROBATION OFFICER PART-TIME	1	1
	4	4
<u>CITY CLERK (1070)</u>		
CITY CLERK	1	1
DEPUTY CITY CLERK	1	1
	2	2

CITY OF TEXARKANA, AR
2018 ANNUAL BUDGET
AUTHORIZED POSITIONS

	ACTUAL 2017	REQUESTED 2018
<u>POLICE (1110)</u>		
POLICE CHIEF	1	1
CAPTAIN	3	3
LIEUTENANT	5	5
SERGEANT	10	10
PATROL OFFICER	58	58
	<hr/> 77 <hr/>	<hr/> 77 <hr/>
<u>POLICE-HOUSING (1150)</u>		
PATROL OFFICER	2	2
	<hr/> 2 <hr/>	<hr/> 2 <hr/>
<u>POLICE-NARCOTICS (1160)</u>		
SERGEANT	1	1
PATROL OFFICER	4	4
	<hr/> 5 <hr/>	<hr/> 5 <hr/>
<u>POLICE-SUPPORT SERVICES (1180)</u>		
SERVICES SUPPORT COMMUNICATIONS TECH	1	1
COMPUTER SERVICES TECHNICIAN	1	1
PROPERTY/EVIDENCE TECH	1	1
ADMINISTRATIVE SUPPORT TECHNICIAN	1	1
RECEPTIONIST	2	2
TRANSCRIPTIONS	1	1
CIVILIAN COMPLAINTS/WARRANTS	1	1
COURT DOCKET CLERK	1	1
DOMESTIC CASE COORDINATOR	1	1
VEHICLE MAINT OFFICER (PART-TIME)	1	1
SPECIALIZED AND TRANSPORT	15	15
	<hr/> 26 <hr/>	<hr/> 26 <hr/>
<u>TOTAL POLICE</u>	<hr/> 110 <hr/>	<hr/> 110 <hr/>
<u>FIRE (1210)</u>		
FIRE CHIEF	1	1
BATTALION CHIEF	4	4
FIRE MARSHAL	1	1
CAPTAIN	15	15

CITY OF TEXARKANA, AR
2018 ANNUAL BUDGET
AUTHORIZED POSITIONS

	ACTUAL	REQUESTED
	<u>2017</u>	<u>2018</u>
DRIVER ENGINEER	18	18
FIREFIGHTER	19	19
FIRE ADMINISTRATIVE ASSISTANT	1	1
	59	59
<u>ANIMAL SHELTER (1910)</u>		
DIRECTOR	1	1
OFFICE MANAGER	1	1
OFFICE STAFF	1	1
KENNEL STAFF	2	2
	5	5
<u>ANIMAL CONTROL (1810)</u>		
ANIMAL CONTROL OFFICER	3	3
	3	3
<u>TOTAL GENERAL FUND</u>	200	200
<u>STREET (1410)</u>		
PUBLIC WORKS DIRECTOR	1	1
PUBLIC WORKS SUPERINTENDENT	1	1
ASSISTANT PUBLIC WORKS DIRECTOR	1	1
FOREMAN III	1	1
FOREMAN II	1	1
TRAFFIC TECHNICIAN	2	2
ADMINISTRATIVE ASSISTANT	1	1
EQUIP OPERATOR I	3	3
EQUIP OPERATOR II	2	2
	13	13
<u>REFUSE (1425)</u>		
OPERATOR 1	1	1
	1	1
<u>BUILDING MAINTENANCE (2100)</u>		
MAINTENANCE SUPERVISOR	1	1
	1	1

CITY OF TEXARKANA, AR
2018 ANNUAL BUDGET
AUTHORIZED POSITIONS

	<u>ACTUAL</u> <u>2017</u>	<u>REQUESTED</u> <u>2018</u>
<u>PARKS & RECREATION (1710)</u>		
PARKS SUPERINTENDENT*	1	1
PARKS FOREMAN	1	1
EQUIP OPERATOR III	1	1
EQUIP OPERATOR I	1	1
	<hr/> 4	<hr/> 4
<u>ENVIRONMENTAL MAINTENANCE (1420)</u>		
FOREMAN II	1	1
EQUIP OPERATOR I	2	2
ANT CONTROL (PART-TIME)	1	1
	<hr/> 4	<hr/> 4
<u>PLANNING (1610)</u>		
CITY PLANNER	1	1
PLANNING SECRETARY	1	1
	<hr/> 2	<hr/> 2
<u>CODE ENFORCEMENT (1620)</u>		
BUILDING OFFICIAL	1	1
ELECTRICAL INSPECTOR	1	1
PLUMBING INSPECTOR	1	1
CODE ENFORCEMENT OFFICER	1	1
BUILDING PERMIT COORDINATOR	1	1
CODE ENFORCEMENT/ENVIRONMENTAL OFFICER	1	1
	<hr/> 6	<hr/> 6
<u>ENGINEERING (1430)</u>		
ENGINEERING TECHNICIAN	1	1
	<hr/> 1	<hr/> 1
<u>ADC (1950)</u>		
STREET	5	5
PARKS	4	4
	<hr/> 9	<hr/> 9
<u>TOTAL PUBLIC WORKS</u>	<hr/> 41	<hr/> 41

CITY OF TEXARKANA, AR
2018 ANNUAL BUDGET
AUTHORIZED POSITIONS

	ACTUAL 2017	REQUESTED 2018
<u>B.S.J.B. MAINTENANCE (1310)</u>		
BLDG MAINTENANCE MANAGER	1	1
MAINTENANCE SUPERVISOR	1	1
SECRETARY (PART-TIME)	1	1
MAINTENANCE TECHNICIAN I	3	3
JANITORS	7	7
	13	13
<u>BI-STATE INFORMATION CENTER (1320)</u>		
CRC MANAGER**	1	1
	1	1
GRAND TOTAL	255	255

*Funded by A & P fund

**Supervised in Police Department