NOTICE OF SPECIAL MEETING AND WORKSHOP OF THE CITY COUNCIL OF THE CITY OF HARKER HEIGHTS, TEXAS

Notice is hereby given that, beginning at 3:00 p.m. on Tuesday, September 29, 2026, and continuing from day to day thereafter if necessary, the City Council of the City of Harker Heights, Texas, will hold a Special Meeting and Workshop in the Kitty Young Council Chamber at 305 Miller's Crossing, Harker Heights, Texas 76548. The subjects to be discussed are listed in the following agenda:

MEETING AGENDA

I. **ROLL CALL:**

II. **PRESENTATIONS BY CITIZENS:**

Citizens who desire to address the Council on any matter may do so during this item. Please understand that while the Council appreciates hearing your comments, State law (Texas Gov't Code §551.042) prohibits them from: (1) engaging in discussion other than providing a statement of specific factual information or reciting existing City policy, and (2) taking action other than directing Staff to place the matter on a future agenda. Please state your name and the city of residence for the record and limit your comments to three minutes.

III. **RECESS INTO EXECUTIVE SESSION**

1. Pursuant to the following designated section of the Texas Government Code, Annotated, Chapter 551, the Council may convene into executive session to discuss the following:

A) Pursuant to §551.074 of the Texas Government Code to discuss and deliberate the re-appointment of the Alternate Municipal Court Judge.

IV. **RECONVENE CITY COUNCIL MEETING:**

V. **REGULAR BUSINESS:**

1. Discussion and possible action regarding the re-appointment of the Alternate Municipal Court Judge. (Director of Human Resources)

VI. **ADJOURNMENT OF SPECIAL MEETING AND CALL TO ORDER THE WORKSHOP:**

VII. **MATTERS FOR DISCUSSION:**

1. Receive and discuss a presentation from the American Veterans Mission regarding a Proposal for the Potential Lease of the City-Owned Building located at 100 East Beeline Lane. (Assistant to the City Manager)
Staff Report - Pdf

2. Receive and discuss a presentation by Susan Robertson, Library Board Chairperson regarding an Annual Update on the 2025-2026 Activities of the Library Board. (Library Administrator)
Staff Report - Pdf

VIII. **ADJOURNMENT:**

I hereby certify that the above notice was posted on the bulletin board of City Hall, City of Harker Heights, Texas, a place readily accessible to the general public at all times, on the 22nd of September, by 2:00 p.m., and remained posted for at least three continuous business days preceding the scheduled date of said meeting.

Julie Helsham
City Secretary

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary's office at 254-953-5600, or FAX 254-953-5614, or email jhelsham@harkerheights.gov for further information. Pursuant to Chapter 551 of the Government Code the City Council reserves the right to go into Closed Meeting on any item listed above if deemed necessary. Note: On occasion the City Council may consider agenda items out of order.

City Council Memorandum

FROM: The Office of the City Manager **DATE: September 29, 2026**

RECEIVE AND DISCUSS A PRESENTATION FROM THE AMERICAN VETERANS MISSION REGARDING A PROPOSAL FOR THE POTENTIAL LEASE OF THE CITY-OWNED BUILDING LOCATED AT 100 EAST BEELINE LANE. (ASSISTANT TO THE CITY MANAGER)

EXPLANATION:

The American Veterans Mission will present a proposal outlining its intended use of the City-owned building located at 100 East Beeline Ln. (the former City Library/YMCA building) to provide support programs and services for veterans.

RECOMMENDATION:

Staff is requesting direction from Council on whether or not to proceed with negotiating the leasing process.

ACTION BY THE CITY COUNCIL:

None

ATTACHMENTS:

AVM - Beeline Facility Use Proposal

American Veterans Mission

Beeline Facility Use Proposal

Version: 0.10 (Preliminary Draft)
First Draft: August 17, 2026
Revision Date: August 24, 2026
Document Owner: Executive Director
Status: Preliminary Draft for City Staff Review
Authorization Status: Pending Executive Director approval
Next Review: Following City staff feedback

Many hands. One mission. A stronger community.

Proposal Overview

American Veterans Mission ("AVM") respectfully submits this preliminary proposal for consideration by the City of Harker Heights ("City"). The proposal describes AVM's current vision for operating and stewarding the former library and Armed Services YMCA program facility as a public-serving center for veterans, service members, military families, youth, volunteers, community partners, and Harker Heights residents.

Decision Requested: Permit AVM and City staff to continue concept development and due diligence toward a mutually acceptable facility-use arrangement. No transfer of responsibility or binding commitment is requested at this stage.

Document Status and Use

This proposal is a planning document prepared for discussion with the City staff and the City Council. It does not create a lease, license, partnership, funding obligation, or transfer of responsibility.

Any final arrangement will require satisfactory due diligence, mutually acceptable written terms, available resources, and all approvals required by the City, AVM's governing framework, and applicable law.

Executive Summary

American Veterans Mission proposes working with the City of Harker Heights toward a nominal-cost lease of the former library and Armed Services YMCA facility at 100 East Beeline Lane. Subject to due diligence, mutually acceptable terms, and the required approvals, AVM would assume defined operational and stewardship responsibilities for the main building, pool area, exterior restrooms, parking areas, grounds, and the inoperable splash pad area.

AVM intends to establish the Beeline facility as its primary operational headquarters in Harker Heights while preserving it as a public-serving community asset. The facility would support veteran and military-family programs, youth leadership and service, volunteer development, community partnerships, family-support events, meetings, training, seasonal aquatic programming, and other approved activities benefiting Harker Heights residents and the surrounding Central Texas community.

AVM brings an established record of service to this opportunity. As of August 18, 2026, AVM had served more than 7,942 people, hosted 76 events, logged more than 12,218 volunteer hours, and

collaborated repeatedly with 18 organizational partners. AVM also hosts the Youth Volunteer Corps (YVC)

of Copperas Cove, supports Girl Scout Troops 20301 and 6300, and has experience coordinating major military-family support activities with Operation Homefront.

AVM's proposed operating model combines Executive Director oversight, dedicated Volunteer Leaders, trained volunteers, qualified partners, documented facility procedures, preventive maintenance, energy and water conservation, access control, risk management, and measurable performance reporting. If responsibility transfers in October 2026, AVM's initial priorities would include documenting the property's condition, completing the pool's seasonal winterization, securing the inoperable splash pad, establishing access and maintenance controls, and preparing the building for phased public use.

At this stage, AVM requests authorization for City staff and AVM to continue due diligence and negotiate a proposed agreement for later consideration by the appropriate City and AVM authorities. This proposal does not request an immediate transfer of responsibility or authorize either party to make a binding commitment.

> **Proposal Status:** This document presents AVM's current anticipated uses and operating approach. It is not an offer, lease, license, or acceptance of responsibility. Final participation is subject to due diligence, mutually acceptable terms, available resources, required City action, partner approval, and authorization under AVM's governance framework.

Requested City Consideration

AVM respectfully requests that the City Council authorize City staff to continue working with AVM on due diligence and the development of a proposed facility agreement. No immediate transfer of possession, operational responsibility, funding obligation, or property-related liability is requested at this stage.

The parties would work toward a proposed nominal-cost lease or other mutually acceptable facility-use arrangement addressing:

- The property, buildings, equipment, grounds, and other areas included in the agreement.
- The permitted public, administrative, programmatic, partner, and seasonal uses.
- The lease payment or other nominal consideration.
- The initial term, renewal options, performance expectations, and termination provisions.
- Responsibility for utilities, maintenance, repairs, capital improvements, inspections, security, and regulatory compliance.
- Insurance, indemnification, risk allocation, and emergency responsibilities.
- City access, reporting, performance review, and property-condition requirements.
- Transition planning with the Armed Services YMCA.
- Procedures for approving permanent alterations, signage, equipment, and partner use.

- Continued City funding or provision of qualified professional swimming-pool treatment and specialized technical maintenance, with AVM assuming routine community stewardship, coordination, and agreed operational responsibilities for the aquatic area.

Any proposed agreement would return to the appropriate City and AVM authorities for approval before becoming binding.

About American Veterans Mission

AVMartinez is a Texas nonprofit corporation incorporated on January 2, 2018, and recognized as a Section 501(c)(3) public charity. The organization conducts its charitable activities under the registered assumed name American Veterans Mission (AVM). Headquartered in Killeen, Texas, AVM primarily serves Central Texas while maintaining the capacity to support veterans, service members, military families, and communities throughout Texas and, when appropriate, beyond.

AVM was founded on the conviction that veterans, service members, and military families deserve compassionate support, meaningful opportunities, and communities committed to their long-term well-being. Its primary beneficiaries include veterans, active-duty service members, members of the National Guard and Reserve, military spouses, military children and families, surviving family members, and community partners that support the military community.

AVM's mission is to bridge the gap between military, veteran, and civilian communities through trusted partnerships and meaningful service. Its vision is communities united through service, where everyone has the opportunity to make a difference. Its purpose is to bring people together to serve others and strengthen the communities they call home.

AVM recognizes that the needs of veterans, military families, young people, and local communities often extend beyond the reach of any single organization or government program. AVM therefore works collaboratively with nonprofit organizations, government agencies, educational institutions, businesses, military organizations, civic and faith-based groups, volunteers, and community leaders. Rather than duplicating established services, AVM identifies unmet needs, connects people with available resources, strengthens partner efforts, and creates opportunities for service, education, family support, leadership development, and community engagement.

Youth development is an established and increasingly important part of AVM's long-term strategy. AVM believes that engaging young people in meaningful service strengthens communities today while developing the responsible, compassionate, and capable leaders those communities will need in the future. Youth programs also create opportunities for veterans, military families, civilian volunteers, schools, and community organizations to work together around shared goals.

Through its Youth Programs Division, AVM provides structured opportunities for military-connected children and young people to develop leadership, civic responsibility, teamwork, communication, problem-solving, and practical service skills. Activities may include service-learning, mentoring, STEM education, volunteer projects, leadership development, community improvement initiatives, and

preparation for larger public-service events. Programs are intended to be safe, inclusive, age-appropriate, mission-focused, and responsive to the interests and needs of participating youth and their communities.

AVM hosts YVC of Copperas Cove, an active Youth Volunteer Corps affiliate serving Central Texas. Through this affiliation, young people can participate in organized service projects that address community needs while building leadership skills and a lasting commitment to civic involvement. AVM also supports other mission-aligned youth initiatives, including Girl Scout Troops 20301 and 6300. These relationships connect young people and adult volunteers with military families, schools, nonprofit organizations, and community partners through service, leadership, education, and shared community responsibility.

The proposed Beeline facility would strengthen this work by providing a consistent and accessible location for youth meetings, volunteer preparation, service-project planning, mentoring, STEM activities, leadership development, approved storage, and collaboration with community partners. It would also allow AVM to bring youth and adult volunteers together in an intergenerational service environment where experience can be shared, relationships can be developed, and young people can see the direct effect of their contributions.

Volunteer Leaders are essential to AVM's ability to translate its mission and strategic priorities into sustained community service. They provide experienced, unpaid operational leadership in specialized areas such as facilities, youth programs, community outreach, volunteer engagement, partnerships, and program coordination. By contributing their time, knowledge, professional experience, and community relationships, Volunteer Leaders expand AVM's capacity while helping the organization use its financial resources responsibly.

At the proposed Beeline facility, Volunteer Leaders would provide continuity between the Executive Director's oversight and the daily work performed by volunteers, partners, and program participants. They would help coordinate activities, supervise volunteers, maintain operational standards, identify needs and risks, preserve institutional knowledge, and ensure that programs remain organized, safe, and consistent with AVM's mission. Their leadership would be particularly important as AVM develops youth programs, maintains the facility and surrounding property, coordinates community partnerships, and expands public-serving activities.

AVM previously served as an official Certifying Organization for the President's Volunteer Service Award (PVSA) and intends to resume participation if the national program becomes available again.

AVM is governed by a Board of Directors and managed by its Executive Director. The Board establishes policy, provides strategic direction, and exercises fiduciary oversight. The Executive Director manages day-to-day operations, implements Board-approved priorities, supervises Volunteer Leaders, and serves as AVM's principal administrative representative.

Volunteer Leaders serve under the Executive Director's supervision and within written position descriptions, service agreements, and delegated scopes of authority. They do not exercise authority reserved to the Board and may not execute agreements, commit funds, accept liability, or otherwise bind AVM unless separately authorized in writing. This structure allows AVM to benefit from capable volunteer leadership while preserving accountability, appropriate oversight, and clear organizational authority.

Mission, Vision, and Values

Element	AVM Commitment
Mission	Bridge the gap between military, veteran, and civilian communities through trusted partnerships and meaningful service.
Vision	Communities united through service, where everyone can make a difference.
Purpose	Bring people together to serve others and strengthen the communities we call home.
Core Values	Teamwork, Excellence, Accountability, and Mindfulness.

Demonstrated Community Impact

7,942+	76	12,218+	18
People Served	Events Hosted	Volunteer Hours Logged	Organizational Partners

Source: American Veterans Mission organizational records through August 18, 2026. Not a final figure.

AVM has a proven track record of engaging volunteers, building partnerships, and delivering community-focused programs. As of August 18, 2026, AVM had served more than 7,942 people, hosted 76 events, logged more than 12,218 volunteer hours, and collaborated repeatedly with 18 organizational partners. These results reflect AVM's ability to unite people and organizations, coordinate volunteer-led activities, and generate measurable benefits for the community.

Volunteer hours include documented service contributed by AVM's Volunteer Leaders, program volunteers, and unpaid executive leadership. Because AVM remains volunteer-driven and service continues throughout the year, this figure represents a snapshot from the reporting period rather than a final cumulative total.

AVM's historical results demonstrate organizational capacity but are not presented as guaranteed participation levels for the Beeline facility. Facility-specific targets will be established after the initial operating schedule, room capacities, staffing, and program calendar are confirmed.

Relevance to Facility Operations

These historical results demonstrate capabilities directly relevant to the proposed Beeline facility. AVM has experience recruiting and coordinating volunteers, organizing recurring and large-scale community activities, working with multiple partner organizations, documenting service participation, and delivering programs across Central Texas. The Beeline proposal therefore does not depend on creating an entirely new organizational mission or operating model. Rather, the facility would provide a consistent location from which AVM could consolidate, strengthen, and responsibly expand activities the organization and its partners are already performing.

AVM recognizes that stewardship of a permanent facility introduces responsibilities beyond event-based programming. For that reason, the proposed operating model adds dedicated facility leadership, preventive maintenance, access controls, documented procedures, phased implementation, risk management, and performance monitoring to AVM's existing program and volunteer-management capabilities.

Strategic Alignment

The facility opportunity directly supports AVM's Board-adopted Strategic Plan 2026–2031 by expanding mission impact, strengthening organizational capacity, building community partnerships, supporting youth leadership development, and promoting responsible stewardship. The opportunity will be evaluated against sustainable growth, available resources, public benefit, and long-term organizational stability.

Facility Opportunity and Community Benefit

The facility's combination of flexible indoor rooms, administrative space, kitchen support, meeting and media areas, parking, pool, splash pad, exterior restrooms, and open outdoor space creates an opportunity for year-round volunteerism and community service.

If the proposed facility arrangement is approved and successfully completed, AVM intends to establish the Beeline facility as its primary operational headquarters (HQ) in Harker Heights. The facility would serve as the central location for AVM's administrative operations, Volunteer Leadership Team coordination, program planning, volunteer engagement, partner meetings, storage of records and approved equipment, community outreach, and the delivery of public-serving programs. Establishing a consistent operational HQ would strengthen organizational continuity, improve coordination among AVM's programs and partners, and provide veterans, military families, young people, volunteers, and community members with an identifiable location to connect with AVM and its community partners.

The facility's role as AVM's operational HQ would develop in phases and remain subject to the final agreement with the City, facility readiness, available funding, insurance requirements, applicable laws and regulations, and the approvals required by AVM's governing documents. Any change to AVM's registered office, principal office, corporate filings, or official Organizational Profile would be completed separately through the appropriate governance and administrative processes.

AVM's objective is to preserve the property as a public-serving asset while expanding the range of mission-aligned activities it can support.

- AVM's primary operational HQ in Harker Heights and a central location for organizational administration, Volunteer Leader coordination, program planning, and community engagement.
- A stable location for veteran and military family services, youth programs, volunteer activities, and community engagement.
- Space for trusted nonprofit and community partners to deliver complementary services and events.

- Leadership and service opportunities for veterans, civilians, and young people.
- Seasonal family recreation and water-safety opportunities, subject to all required safety measures.
- A flexible staging and distribution site for major community-support events.
- Continued productive use of an existing City-owned public asset.

Value to Harker Heights

The proposed arrangement would preserve the productive use of an existing City-owned asset while expanding community programming through a nonprofit-led operating model. AVM's presence would provide the City with a mission-driven steward committed to responsible facility use, preventive maintenance, volunteer engagement, community partnerships, and measurable public benefit.

The proposal supports Harker Heights' current emphasis on quality of life, fiscal stewardship, organizational excellence, and collaboration with community partners. It also reflects the City's longstanding parks and recreation principles of accessibility, sustainability, safety, volunteer engagement, inclusive programming, and responsible facility management.

Anticipated benefits include:

- Continued public use of an established municipal property.
- Expanded programs for veterans, military families, youth, volunteers, and residents.
- Increased volunteer participation and youth leadership development.
- Greater nonprofit and community-partner access to shared program space.
- Seasonal aquatic and water-safety opportunities.
- Improved preventive maintenance and documented facility stewardship.
- Energy, water, and resource-conservation practices.
- Public reporting on programs, participation, volunteer service, safety, partnerships, and facility condition.

Direct Community Value to Harker Heights

For Harker Heights, the proposed arrangement would provide more than continued occupancy of an existing municipal facility. It would establish a local platform through which residents could participate in volunteer service, youth leadership, family activities, community education, nonprofit partnerships, and seasonal recreation, without requiring the City to develop or operate each program independently. AVM would seek to activate the property through recurring use while preserving its public-serving character and maintaining opportunities for Harker Heights residents to participate in programs alongside veterans, military families, youth, volunteers, and community partners.

The facility would also provide AVM and participating organizations with a consistent location in Harker Heights for service projects, meetings, volunteer preparation, youth activities, family-support events, community partnerships, and approved distributions. This model would help connect an existing City asset with nonprofit capacity, volunteer labor, community partnerships,

and philanthropic resources while maintaining accountability through documented stewardship, program reporting, and regular coordination with the City.

Establishing AVM's operational headquarters in Harker Heights would also deepen the organization's civic investment in the community by encouraging greater participation by AVM leaders in local Chamber, leadership development, business, nonprofit, and community engagement activities.

The proposed swimming pool-stewardship model would also preserve flexibility for the City of Harker Heights to conduct City-sponsored aquatic, recreational, educational, or community activities at the facility. AVM's stewardship would be structured to support, rather than displace, appropriate municipal use of the swimming pool, allowing the City and AVM to coordinate shared public access while maintaining clear operational responsibilities.

Preliminary Programs and Services

AVM anticipates a phased program model. Specific frequency, capacity, eligibility, staffing, and schedules will be refined through community engagement, partner coordination, operating experience, and available funding.

Illustrative Program Frequency and Participation

AVM anticipates that the Beeline facility will support a combination of recurring small-group programs, scheduled partner activities, volunteer projects, and larger seasonal or community events. Initial frequency and participation will vary by program and will remain subject to confirmed room capacities, supervision requirements, partner schedules, available volunteers, and community demand.

For initial planning purposes:

- **Youth leadership and service activities**, including YVC of Copperas Cove programs, are expected to occur on a recurring monthly basis, with additional service projects scheduled throughout the year.
- **Girl Scout activities** are expected to include recurring troop meetings, leadership activities, badge and STEM programming, service projects, and family activities based on troop schedules.
- **Volunteer orientations, project preparation, and leadership development** are expected to occur monthly and as needed before major service activities.
- **Veteran and military-family programs and partner-led resource activities** are expected to occur periodically throughout the year based on identified needs and qualified partner availability.
- **Community service, collection, staging, and distribution activities** may range from small volunteer projects to larger seasonal events serving substantial numbers of participants.
- **Aquatic and outdoor programming**, if activated after all required reviews and approvals, would operate seasonally rather than year-round.

Preliminary Participation Planning Ranges

Because official room capacities, parking limits, final schedules, and program-specific supervision requirements have not yet been confirmed, AVM does not propose fixed attendance targets at this stage. For planning purposes, however, AVM anticipates the following general participation ranges for Beeline-based activities:

- Recurring youth leadership, Girl Scout, volunteer orientation, training, and small-group partner activities: approximately 8–25 participants per session.
- Community workshops, family activities, leadership events, partner presentations, and medium-sized volunteer activities: approximately 20–50 participants per activity.
- Larger service projects, seasonal distributions, military-family support events, and special community activities: approximately 50–80 participants for many larger activities, with substantially greater participation possible for major distributions or special events, depending on the event, facility capacity, parking, traffic flow, staffing, safety requirements, and partner participation.
- Aquatic and outdoor activities: participation levels will be established separately based on pool capacity, required supervision, lifeguard or qualified staffing requirements, insurance, applicable regulations, and the final operating plan.

These preliminary participation ranges are intended to help City staff visualize anticipated facility use and are not guaranteed attendance levels. AVM will refine program-specific participation estimates after official room dimensions, occupancy limits, parking capacity, site constraints, partner schedules, and staffing requirements are confirmed.

Military and Veteran Family Support

AVM intends to use the facility for concrete forms of military- and veteran-family support, including resource-navigation sessions, benefits and community-resource briefings by qualified providers, family-support events, volunteer-led service projects, and seasonal distributions. AVM will not represent that it provides professional legal, medical, financial, or benefits advice unless delivered by appropriately qualified and authorized partners.

Operation Homefront Programs

AVM has an established working relationship with Operation Homefront in Central Texas. Operation Homefront has confirmed that AVM's involvement with its Central Texas programs began in 2021, when AVM supported the Back-to-School Brigade at Texas A&M University-Central Texas.

Since that time, AVM volunteers and team members have supported six Back-to-School Brigade® events, five Holiday Meals for Military® Families events, and one Star-Spangled Babies event, with approximately 2,600 military families served through those activities.

The proposed Beeline facility could provide a consistent Central Texas location to support future Operation Homefront activities, subject to Operation Homefront approval and appropriate facility-use arrangements. Potential uses may include volunteer staging, participant check-in, organized distribution, family activities, temporary program storage, event preparation, and outdoor event flow.

If the facility arrangement is completed, AVM intends to continue discussions with Operation Homefront regarding potential use of the Beeline facility for future Back-to-School Brigade, Holiday Meals for Military Families, and other mutually approved activities. Any recurring event, storage, or dedicated program use would remain subject to partner approval, available capacity, applicable safety requirements, and, when appropriate, written operational terms.

Youth Volunteer Corps Affiliation and Girl Scouts of Central Texas

AVM hosts YVC of Copperas Cove, an active Youth Volunteer Corps affiliate serving Central Texas. Consistent with AVM's strategic youth-leadership initiative and Board-established Youth Programs Division, the facility would provide a stable base for youth volunteer projects, civic engagement, leadership development, service-learning, mentoring, STEM activities, volunteer preparation, and project planning. Activities will be conducted in accordance with applicable AVM and Youth Volunteer Corps requirements.

As part of AVM's commitment to practical youth development, most participating YVC members completed food-handler training in Copperas Cove. The training covered personal hygiene, cross-contamination prevention, safe food handling, sanitation, and other basic food-safety practices. This preparation gives youth members practical skills they can apply during approved community meals, food distributions, fundraising activities, and service events.

YVC members who hold current food-handler certificates may assist with approved food-related activities within the limits of their age, training, assigned duties, and supervision. AVM will verify certificate status, maintain appropriate training records, provide adult supervision, and comply with applicable food-safety, facility, partner, and public-health requirements. Food-handler training does not independently authorize a participant to manage a food operation or to perform duties that require additional certification, permitting, or adult responsibility.

AVM also intends to explore making scheduled meeting and activity space available to local Girl Scout troops for leadership activities, community-service projects, badge workshops, STEM experiences, and outdoor programming. Any recurring or dedicated use will require confirmation from the participating troops, approval from Girl Scouts of Central Texas when applicable, and written facility-use terms.

Girl Scout Troops 20301 and 6300, both led by Janie Freed, AVM's Director of Youth Programs, have expressed their intent to establish a troop base camp and headquarters within the facility. The space would support troop meetings, leadership development, badge activities, STEM experiences, community service projects, volunteer preparation, and the secure storage of approved troop materials. Recurring or dedicated use will be documented through appropriate written facility-use terms and remain subject to applicable Girl Scouts of Central Texas requirements.

President's Volunteer Service Award and Volunteer Recognition

American Veterans Mission previously participated in the President's Volunteer Service Award (PVSA) program as an official Certifying Organization. In that capacity, AVM reviewed and verified eligible volunteer service and helped recognize individuals whose documented service met the national program's requirements.

AmeriCorps placed the national PVSA program on a temporary pause effective May 27, 2025. The pause stopped the acceptance of new award orders and Certifying Organization applications. AVM suspended

its PVSA processing solely because the national program became unavailable, not because AVM chose to discontinue its involvement or its commitment to volunteer recognition.

If AmeriCorps formally resumes the PVSA program, AVM intends to seek reactivation or confirmation of its Certifying Organization status and resume participation, subject to the rules, eligibility requirements, administrative procedures, costs, and approvals then in effect. AVM will not promise or represent that volunteers will receive a President's Volunteer Service Award while the national program remains paused.

During the pause, AVM intends to continue documenting and verifying volunteer hours through its own records management practices. The Beeline facility would provide a consistent location for volunteer registration, orientation, service-hour documentation, project coordination, recognition activities, and the preservation of supporting records. Maintaining reliable service records will strengthen organizational accountability and may help volunteers document their contributions if the PVSA program resumes, although retroactive award eligibility cannot be guaranteed.

AVM also intends to recognize meaningful volunteer service through appropriate organizational acknowledgments that are clearly distinguished from the President's Volunteer Service Award. These efforts will reinforce a culture of service among veterans, military families, young people, Volunteer Leaders, and community members without implying federal endorsement or authorization.

Community Learning and Services

AVM anticipates using the facility for practical learning, volunteer preparation, civic engagement, and community-service activities. Programs may be conducted by AVM Volunteer Leaders or qualified partner representatives within their respective areas of experience and authority.

- Volunteer orientations, leadership development, project planning, and after-action learning.
- Community preparedness, safety, civic engagement, and public-service workshops led by qualified presenters.
- Meetings and training for AVM volunteers and approved partner organizations.
- Family-centered gatherings, recognition events, and small community forums.
- Collection, sorting, staging, and distribution of approved donated goods for defined charitable programs.

Swimming Pool and Outdoor Programming

AVM proposes including the swimming pool, splash pad, exterior restrooms, parking, and outdoor spaces in the facility layout. Potential activities include seasonal family recreation, water-safety education, partner-led aquatics programming, outdoor volunteer projects, community events, and youth activities.

Pool operation would begin only after technical inspection, regulatory review, insurance confirmation, written operating procedures, qualified staffing, and approval of a sustainable operating budget.

AVM anticipates supporting pool operations through trained personnel and volunteers responsible for approved stewardship, access control, supervision, cleanliness of the surrounding area, condition monitoring, documentation, and coordination with the City and qualified pool-service providers. Professional chemical treatment, regulated water-quality management, specialized equipment servicing,

and other technical work requiring professional expertise would remain subject to the proposed City-supported maintenance arrangement described below.

Anticipated Operating Model

AVM anticipates a phased operating model that combines scheduled administrative access, recurring programs, partner-led activities, evening or weekend events, and seasonal outdoor operations. The facility will open only when an authorized facility lead is present on-site, and the activity is adequately staffed.

Anticipated Initial Operating Schedule

During the initial program phase, AVM anticipates administrative and scheduled program activity primarily on Monday, Wednesday, and Friday, with evening and weekend access for approved youth programs, volunteer activities, partner services, meetings, training, and special events. Regular public-facing hours are expected to begin on a limited scheduled basis and expand as staffing, program demand, facility readiness, and operating resources permit.

For planning purposes, AVM anticipates that weekday administrative and programming activities generally occur between 10:00 AM and 4:00 PM, with selected evening activities extending beyond those hours when appropriately staffed. Weekend use would be primarily scheduled for youth programs, volunteer projects, community events, training, partner activities, and seasonal recreation.

The facility will not operate as an unsupervised drop-in center. Public access will occur only when an authorized facility lead is present and appropriate staffing, supervision, and safety requirements are satisfied. Final operating hours may be adjusted based on community demand, program schedules, seasonal activity, partner coordination, and operating experience.

Illustrative Facility Operations

The following examples are intended to help illustrate how the Beeline facility may function during normal operations. They do not intend to establish a fixed calendar or guarantee that every activity will occur each week.

Timeframe	Anticipated Operating Pattern
Typical Weekday	During the morning and early afternoon, one or more AVM Directors or Volunteer Leaders may use the facility for administrative work, program planning, facility inspections, volunteer coordination, partner meetings, or scheduled appointments. Later in the day, rooms may transition to volunteer preparation, youth leadership activities, community workshops, partner programs, or small-group meetings. An evening might include a YVC activity, a Girl Scout meeting, a volunteer orientation, or a community partner presentation.

Timeframe	Anticipated Operating Pattern
Typical Week	A normal week may include administrative operations, facility maintenance and inspections, one or more youth or volunteer activities, scheduled partner meetings or services, volunteer project preparation, and evening programming. Weekend activities may include a community service project, training session, family activity, youth program, distribution event, or other scheduled public service program.
Typical Month	Over the course of a month, AVM anticipates a combination of recurring youth and volunteer programs, partner activities, leadership and training opportunities, facility maintenance, volunteer orientation, community engagement, and periodic special events. Larger service projects or distributions may supplement regular programming when scheduled with partners.
Seasonal Operations	Activities will vary throughout the year. Summer may include youth service, back-to-school activities, and, if approved for operation, aquatic programming. Fall and winter may include holiday-support programs, volunteer projects, indoor youth activities, and community events. Spring may emphasize service projects, outdoor activities, youth leadership programs, facility improvement projects, and preparation for seasonal pool operations.

This operating model is intentionally flexible. AVM expects programs and schedules to evolve based on demonstrated community need, participation, partner capacity, available resources, safety requirements, and operating experience.

Preliminary Use of Building and Grounds

The following assignments are recommended for planning purposes, based on the YMCA's hand-drawn layout in Appendix A and AVM's current objectives. Room names, dimensions, capacities, and final uses require confirmation through an official floor plan, code review, and program planning.

Inoperable Splash Pad Area

The splash pad is currently inoperable. AVM does not propose operating, repairing, or restoring the splash pad as part of its initial facility-use plan. Before considering any future water-based operation, AVM would require a comprehensive technical evaluation of the system, including its water supply, recirculation and treatment equipment, drainage, electrical components, controls, spray features, surface condition, accessibility, regulatory requirements, anticipated repair costs, ongoing operating expenses, and insurance implications.

During the initial phase, AVM proposes using the splash-pad area only as a flexible outdoor common space where volunteers, families, and program participants may gather and where young people may participate in supervised, non-water activities. Potential uses may include volunteer orientations, outdoor meetings, service-project preparation, youth activities, games, family gatherings, and other approved programming.

Use of the area will begin only after AVM and the City confirm that the surface, drains, inactive spray fixtures, equipment, fencing, and surrounding conditions do not present an unreasonable safety or accessibility risk. Any hazardous or protruding equipment must be secured, covered, isolated, or removed by an authorized party before recreational use. Youth activities will be supervised and conducted in accordance with applicable AVM safety, consent, emergency response, and youth protection requirements.

Any future proposal to reactivate the splash pad would be presented separately and would remain subject to City approval, technical feasibility, available funding, regulatory compliance, insurance coverage, qualified operation and maintenance, and mutually acceptable written responsibility for repairs and continuing expenses.

Swimming Pool Area and Initial Winterization

The swimming pool area is currently usable and represents a valuable recreational and community asset. If AVM assumes responsibility for the Beeline facility in October 2026, its immediate priority will be to protect the pool and related equipment through appropriate seasonal preparation and winterization rather than opening the pool for public use during the initial transition period.

AVM, under the coordination of the Director of Facilities, with assistance from William O. Britt III as authorized, will coordinate the winterization process with the City, the Armed Services YMCA, and a qualified pool professional, as appropriate. Before assuming responsibility, AVM requests confirmation of the pool's current condition and operating status, together with available maintenance logs, inspection reports, water-quality records, equipment manuals, warranties, repair history, chemical inventories, and information regarding the normal seasonal closing process (please see the *Due Diligence and Information Requested* section).

Winterization activities will be based on the pool's design, equipment, manufacturer requirements, applicable health and safety standards, and professional recommendations. The process may include inspecting and protecting pumps, filters, plumbing, drains, valves, chemical systems, electrical components, water level, pool surfaces, safety equipment, fencing, gates, restrooms, and surrounding areas. AVM will document the pool's condition at transition and maintain records of completed winterization and maintenance activities.

The pool will remain closed to swimming and other aquatic activities during the initial transition and winterization period. Access will be restricted to authorized personnel, trained volunteers acting within approved responsibilities, and qualified service providers. AVM will maintain appropriate barriers, signage, access controls, inspections, and safety procedures while the pool is closed.

Before reopening the pool for a future operating season, AVM will complete a separate reopening assessment that addresses facility condition, water quality, required inspections and permits, staffing, training, emergency procedures, insurance, maintenance responsibilities, operating costs, and compliance

with applicable requirements. The anticipated opening date and operating schedule will be determined after that assessment and coordinated with the City.

The splash pad is currently inoperable and will not be included in AVM's initial aquatic operations. During the initial phase, AVM proposes using the splash-pad area only as a flexible outdoor common space for volunteer gatherings, supervised non-water youth activities, service-project preparation, family programming, and other approved uses.

Use of the area will begin only after AVM and the City confirm that the surface, drains, inactive spray fixtures, equipment, fencing, and surrounding conditions are suitable for the proposed non-water use. Any future proposal to repair or reactivate the splash pad will require a separate technical, financial, safety, regulatory, and insurance evaluation, as well as City approval.

The Director of Facilities will coordinate AVM's pool-transition and winterization activities. William O. Britt III may assist with condition assessment, routine stewardship and surrounding-area upkeep, documentation, and other approved tasks, drawing on his aquatic experience and knowledge of swimming-pool maintenance. AVM will use qualified pool professionals whenever work exceeds the training, experience, certification, or delegated authority of its personnel and volunteers.

Proposed Allocation of Pool Stewardship and Professional Treatment

AVM proposes serving as the day-to-day community steward of the swimming pool area, while the City of Harker Heights continues to fund or directly provide qualified professional swimming pool treatment and specialized technical maintenance services, with the pool remaining available for mutually coordinated City-sponsored and AVM-supported public programming. Under this model, AVM would assume responsibility for routine stewardship activities such as access control, visual condition checks, cleanliness of the surrounding pool area, coordination of scheduled service, maintenance documentation, reporting observed deficiencies, and implementation of approved safety and operating procedures.

The City would retain responsibility for the cost of professional pool treatment and specialized technical services necessary to maintain safe and compliant pool conditions, including chemical treatment, water-quality management, regulated testing, specialized equipment servicing, and other work requiring professional expertise, licensure, certification, or contracted service.

AVM would coordinate closely with the City and the designated pool-service provider, maintain appropriate operational records, promptly report concerns, and support access for inspections, maintenance, and treatment. This proposed division of responsibility is intended to preserve the pool as a usable public asset while allowing AVM to provide responsible on-site stewardship without assuming specialized technical obligations that are better performed by qualified professionals.

Final responsibility for pool treatment, maintenance, utilities, repairs, inspections, and related costs would be established in the written facility agreement.

City Program Access and Shared Community Use

Under the proposed stewardship model, the swimming pool would remain available for mutually coordinated City-sponsored programs, activities, training, recreation, and other approved public uses. Because AVM would serve as the pool's community steward rather than as an exclusive occupant of the

aquatic area, City-sponsored use could be scheduled without concern that such activities would improperly encroach upon AVM-allocated program space.

AVM would coordinate access, scheduling, site readiness, and operational support with City staff while preserving the City's ability to use the pool for appropriate municipal programming. This shared-use approach would help maximize public benefit from the facility, avoid unnecessary duplication of recreational infrastructure, and preserve the pool as a community asset serving both AVM-supported activities and City-sponsored purposes.

Any City-sponsored aquatic use would remain subject to applicable safety, staffing, insurance, regulatory, and operating requirements, with scheduling and responsibilities coordinated in advance between the City and AVM.

Existing Area	Preliminary AVM Use
Front-left large room (former ages 4–5)	Multipurpose community classroom and training room for workshops, volunteer orientations, partner presentations, and group activities.
Front-right large room (former ages 2–3)	Veteran and military-family services room; flexible partner-program and event space.
Former teen area, central left	Youth leadership, Girl Scout, mentoring, and service-learning activities.
Former teen room, rear left	Volunteer project room and controlled program-supply staging, subject to storage and fire-code requirements.
Former Children's Waiting Room	Flexible family activities, community gatherings, and program overflow area.
Office	AVM administration, volunteer-leader coordination, records, scheduling, and facility management.
Kitchen	Event support, refreshments, food-safety education, and approved food preparation or service. Most participating YVC members have completed food-handler training, and members with current certificates may assist with approved activities under adult supervision. All food-related operations will comply with applicable permits, inspections, sanitation standards, age restrictions, and training requirements.

Existing Area	Preliminary AVM Use
Movie theater	Briefings, presentations, media-based learning, Girl Scouts movie nights, small-group training, and orientation.
Activity room	Small-group meetings, partner consultations, project work, and flexible programming.
Closets and storage	Secure storage allocated by function, with inventory controls and no obstruction of required egress.
Pool area	Seasonal aquatic recreation and water-safety programming. If AVM assumes responsibility in October 2026, the initial priority will be to document winterization and protect the pool and related equipment. Public operations will begin only after the reopening requirements are met.
Inoperable splash pad	Flexible outdoor common space for volunteer gatherings, supervised non-water youth activities, service-project preparation, family programming, and other approved uses. The splash pad will remain inoperable unless separately evaluated and approved for reactivation.
Exterior restrooms	Support for swimming pool and outdoor activities, subject to condition, accessibility, and maintenance review.
Open outdoor areas	Outdoor learning, service projects, family activities, volunteer staging, and special events.
Parking and access areas	Participant, volunteer, partner, delivery, emergency, and accessible parking as designated by the City and applicable requirements.

Areas Not Proposed for Initial Program Use

AVM does not presently anticipate leaving any otherwise safe, serviceable, and approved primary indoor program area permanently unused. However, mechanical rooms, utility spaces, restricted equipment areas, hazardous areas, and any space that has not been cleared for occupancy or program use will remain restricted to authorized personnel.

The splash pad will not be operated as an aquatic feature during the initial phase. Any indoor or outdoor area determined through inspection, code review, accessibility review, insurance assessment, or other due

diligence to be unsafe, noncompliant, inaccessible, or unsuitable for its proposed use will remain closed or restricted until the condition is appropriately resolved and the required approvals are obtained.

Areas used for storage, building systems, maintenance, security, records, technology, or other operational functions may also have controlled access and will not be treated as general public-use areas.

Staffing, Volunteers, and Supervision

AVM anticipates operating the facility through a combination of executive oversight, Volunteer Leaders, trained volunteers, and approved partner personnel. Initial staffing numbers will depend on the final operating schedule and program plan.

During the initial operating phase, AVM anticipates approximately 3-4 regular Volunteer Leaders, 8-12 recurring volunteers, and 6-8 event-based volunteers supporting the facility. AVM anticipates that 1-2 Directors will regularly work from the facility. Staffing levels will increase only as programs, funding, supervision, and operating requirements justify expansion.

At least two (2) authorized adults will be present whenever the facility is open to the public. Youth, aquatic, food-service, and special-event activities may require additional supervision based on participation, age, activity risk, partner requirements, and applicable law.

- Assigned Volunteer Leaders will coordinate indoor programs, community outreach, pool and exterior planning, and volunteer activities within approved scopes of authority.
- An authorized facility lead will be designated whenever the building is open.
- Youth, pool, splash-pad, and partner activities will follow activity-specific supervision, screening, training, safety, and emergency requirements.
- Volunteers and partners will receive orientation appropriate to their access and responsibilities.
- Parent Team Leaders will support youth activities, family communication, volunteer coordination, and program supervision under the direction of the Director of Youth Programs and within AVM's youth-protection requirements.

Executive Director

Anthony V. Martinez, Life Fellow of the American College of Healthcare Executives (LFACHE), Founder, President & Executive Director, will retain overall administrative responsibility for AVM's proposed use of the facility, subject to the Board of Directors' authority and oversight. As AVM's principal administrative officer and spokesperson, he will serve as the primary organizational liaison to the City of Harker Heights unless another representative is specifically authorized for a defined matter.

The Executive Director will direct operational planning; implement Board-approved strategy; supervise Volunteer Leaders, volunteers, contractors, and authorized partner activities; coordinate the proposed program calendar and use of space; protect AVM's assets and reputation; and oversee financial, safety, risk-management, records, and compliance practices associated with the facility. He will also present or approve AVM's official proposals, reports, recommendations, and City Council briefing materials before submission or presentation.

The Executive Director may delegate administrative responsibilities and authorize Volunteer Leaders to communicate or act within written scopes of authority. Such delegation will not relieve the Executive Director of responsibility for AVM's administration. Any lease, major financial commitment, assumption of significant property-related liability, or other action reserved to the Board will remain subject to the approvals required by AVM's governing documents and applicable law.

Director of Facilities and Facility Stewardship

The AVM Board of Directors has approved Jason H. Freed as the intended appointee for Director of Facilities. His appointment will become effective only after completion of the applicable acceptance and onboarding requirements and documentation of the effective appointment by the Executive Director. Upon final appointment, and under the Executive Director's oversight, Jason will serve as AVM's principal volunteer subject-matter leader for facility maintenance, building systems, physical security, energy conservation, access control, repair planning, and responsible stewardship of the property throughout AVM's occupancy.

Jason will oversee the development and administration of practical schedules for inspections, preventive maintenance, routine upkeep, opening and closing procedures, and documented facility checks. He will monitor the condition of the building and physical assets, identify maintenance and repair needs, maintain facility records, and promptly report safety hazards, equipment failures, accessibility concerns, property damage, and other material risks to the Executive Director.

Jason will coordinate approved facility matters with City staff, inspectors, contractors, vendors, emergency services, and qualified professionals. He will also oversee implementation of approved energy-efficiency and security measures, including LED lighting, programmable thermostats, and electronic access control. He will coordinate with AVM's designated aquatic, outdoor, and program leaders to help ensure that the pool, inoperable splash pad, parking areas, grounds, and indoor spaces are maintained as an integrated facility.

Jason may develop recommendations, obtain estimates, coordinate approved work, and provide technical briefings within the authority delegated by the Executive Director. He may not independently execute agreements, authorize expenditures, accept property-related liability, direct City personnel, or perform work requiring a professional license or certification unless separately authorized and properly qualified.

Director of Youth Programs

Janie A. Freed, AVM's Director of Youth Programs, will lead youth engagement and programming at the facility under the Executive Director's oversight. She will coordinate and supervise the YVC of Copperas Cove, Girl Scout Troops 20301 and 6300, and other approved youth initiatives that promote volunteerism, civic responsibility, leadership development, service-learning, mentoring, STEM education, and community service.

Her responsibilities will include developing and evaluating youth programs; recruiting, training, and supporting youth and adult volunteers; coordinating with parents and guardians; building relationships with schools and youth-serving organizations; and helping ensure activities are safe, inclusive, respectful, and mission-focused. She will coordinate space, schedules, approved program resources, and material concerns with the Executive Director and other Volunteer Leaders and may not bind AVM unless separately authorized in writing.

Director of Community Outreach

William O. Britt III, AVM's Director of Community Outreach, will lead community engagement associated with the facility under the Executive Director's oversight. He will cultivate relationships with businesses, nonprofit and civic organizations, faith-based organizations, educational institutions, military installations, veteran service organizations, government agencies, elected officials, and other community stakeholders.

His responsibilities will include developing mission-aligned partnerships, identifying volunteer and sponsorship opportunities, coordinating approved outreach activities, promoting facility programs, recruiting volunteers, and representing AVM at authorized community functions. He will work closely with the Executive Director and other Volunteer Leaders. Unless separately authorized in writing, he may not commit AVM resources, grant access to the facility, or otherwise bind the organization.

Aquatic and Pool-Support Responsibilities

William O. Britt III, AVM's Director of Community Outreach, is a certified scuba diver with experience and practical knowledge related to aquatic activities and routine swimming-pool maintenance. In addition to his community-outreach responsibilities, he may assist the Director of Facilities with approved pool inspections, seasonal preparation, winterization coordination, routine stewardship, surrounding-area upkeep, condition monitoring, maintenance documentation, and coordination with the City and qualified pool professionals.

The Director of Facilities will retain operational responsibility for coordinating AVM's pool stewardship and for liaising with the City and qualified pool-service providers under the Executive Director's oversight. Britt may provide technical observations, recommendations, and approved hands-on assistance within the limits of his experience, training, assigned responsibilities, and applicable safety requirements.

William O. Britt III may also support introductory water-safety education and basic aquatic-skills programming if AVM determines that the proposed activities are appropriate and confirms that he possesses the required qualifications. Any instruction involving minors, diving, underwater activity, specialized equipment, or increased aquatic risk will require prior program approval, documented instructor qualifications where applicable, participant and parental consent, appropriate supervision, emergency procedures, and confirmation of insurance coverage.

Scuba certification alone will not constitute authorization to provide scuba instruction, lifeguard services, professional pool maintenance, chemical treatment, or regulated aquatic services. Work requiring a license, certification, specialized training, or qualified contractor will be performed or supervised by an appropriately qualified person.

Parent Team Leaders

Parent Team Leaders will help AVM provide a safe, organized, welcoming, and family-oriented environment for young participants. Under the direction of the Director of Youth Programs, Janie A. Freed, they may assist with preparing activities, managing participant arrivals and departures, communicating with parents and guardians, coordinating volunteers, supporting event logistics, arranging approved transportation, supervising youth, and assisting with service projects.

Parent Team Leaders will help strengthen communication between AVM, participating youth, parents and guardians, adult volunteers, and community partners. They may also identify family needs, suggest program improvements, encourage parent participation, and help ensure that youth activities remain responsive to the families and communities AVM serves.

Parent Team Leaders will serve as volunteers in accordance with written assignments and defined scopes of responsibility. Before serving in positions involving youth supervision or access, they must complete AVM's applicable onboarding, screening, orientation, training, confidentiality, code of conduct, and youth protection requirements. Their participation will not replace required parental consent, qualified program supervision, background screening, emergency procedures, or any requirements established by AVM's partners or applicable law.

Parent Team Leaders will report program concerns, safety issues, suspected misconduct, injuries, participant concerns, and other material incidents promptly through AVM's established reporting process. They may not independently establish policy, grant facility access, make public commitments, authorize expenditures, transport youth without approval, or otherwise bind AVM unless specifically authorized in writing.

Partnerships

AVM's partnership approach is asset-based and collaborative. The organization intends to invite qualified partners to contribute programs, expertise, volunteers, and resources without duplicating existing services. Current or prospective relationships relevant to the facility include:

Organization or Sector	Potential Role	Status
Operation Homefront	Back-to-School Brigade®, Holiday Meals for Military®, related event support, and possible limited storage of program items.	Established Central Texas working relationship. Operation Homefront has confirmed AVM program involvement beginning in 2021 and has expressed interest in discussing potential future use of the facility, subject to appropriate approvals and arrangements.

Organization or Sector	Potential Role	Status
Girl Scouts of Central Texas Troops 20301 and 6300	Regular troop meetings, leadership development, badge and STEM activities, community service, volunteer preparation, family engagement, and approved storage.	Confirmed program plan. Both troops are led by Janie A. Freed, AVM's Director of Youth Programs, and plan to establish their primary troop base at the Beeline facility, subject to final facility arrangements and applicable requirements.
YVC of Copperas Cove	Youth volunteer projects, civic engagement, leadership development, service-learning, STEM activities, volunteer preparation, and community engagement.	Active Youth Volunteer Corps affiliate hosted by American Veterans Mission and serving Central Texas. AVM's Youth Programs Division is led by Janie A. Freed, Director of Youth Programs.
City of Harker Heights	Property owner, public partner, agreement counterparty, and source of facility records and transition coordination.	Active exploratory discussions.
Travis Manion Foundation Service Platoon	Veteran-led community service projects, volunteer mobilization, leadership development, project planning, community-partner support, and service-project coordination.	Active discussions with the Travis Manion Foundation regarding the reactivation of the Service Platoon. AVM's Executive Director previously served as the inaugural Platoon Leader for The Mission Continues' Killeen Service Platoon.
Other nonprofits, agencies, schools, businesses, and community groups	Qualified partner-led programs, volunteers, technical assistance, sponsorships, and community engagement.	To be identified and evaluated for mission alignment, public benefit, capacity, and risk.

Harker Heights Chamber of Commerce and Civic Leadership Engagement

American Veterans Mission also views establishment of a permanent operational presence in Harker Heights as an opportunity to renew and strengthen its engagement with the Harker Heights Chamber of Commerce and the broader local civic and business community.

AVM Founder, President & Executive Director Anthony V. Martinez and Director of Community Outreach William O. Britt III are both alumni of Vision XXI, the Harker Heights leadership program. Martinez completed the program in 2018, and Britt completed it in 2019, during the tenure of then-Chamber President Gina Pence. Their prior participation established relationships with local civic, business, and community leaders and strengthened their understanding of Harker Heights institutions and community priorities.

If AVM establishes its operational headquarters at the Beeline facility, the organization intends to re-engage more deliberately with the Harker Heights Chamber of Commerce and to encourage eligible Volunteer Leaders and Team Leaders to participate in Chamber activities, Vision XXI, and other appropriate local leadership and civic development opportunities. A permanent presence in Harker Heights would create both a practical base and a stronger organizational responsibility to remain actively engaged in the community in which AVM operates.

This renewed engagement would support relationship-building with local businesses, nonprofit organizations, public institutions, and community leaders while helping AVM develop Volunteer Leaders who are better informed about Harker Heights, its civic institutions, and opportunities for collaborative service.

Killeen Service Platoon and Travis Manion Foundation Engagement

American Veterans Mission also intends to explore renewed engagement with the veteran-led service platoon network now operating under Travis Manion Foundation. Anthony V. Martinez, AVM's Founder, President & Executive Director, previously served as the inaugural Platoon Leader for The Mission Continues' Killeen Service Platoon, helping to establish the local team and its community service presence in Central Texas.

In 2025, Travis Manion Foundation acquired The Mission Continues, bringing the organizations together under Travis Manion Foundation while continuing veteran-led community service through Service Platoons and related volunteer programs. Service Platoons mobilize veterans and community members around locally identified service needs and work with community partners to strengthen their capacity through organized volunteer projects.

The Killeen Service Platoon is not presently operating at the level of activity AVM would like to see in Central Texas. AVM is currently engaged in discussions with Travis Manion Foundation regarding the potential reactivation of the Killeen Service Platoon. If reactivated, the Beeline facility could provide a stable location for volunteer coordination, project planning, leadership meetings, service-project preparation, community-partner engagement, and other mutually approved activities.

Any reactivation, designation, leadership appointment, program affiliation, branding, or use of the Beeline facility by a Travis Manion Foundation Service Platoon would remain subject to Travis Manion Foundation approval and any applicable organizational requirements. AVM would not represent the

Service Platoon as formally reactivated or affiliated with the Beeline facility until confirmed by Travis Manion Foundation.

> **Partnership and Space-Use Status:** Statements of interest or intent do not, by themselves, create tenancy, exclusive occupancy, or permanent facility-use rights. Recurring or dedicated use by a separately governed organization will be documented in an appropriate written understanding that addresses scheduling, supervision, access, insurance, safety, storage, and responsibility for property.

Facility Improvements and Responsible Stewardship

Subject to City approval, technical compatibility, available funding, and AVM authorization, AVM anticipates pursuing energy-efficiency, building-control, and security improvements.

Energy Conservation and Building Systems

- Replace existing light bulbs with energy-efficient LED bulbs where compatible.
- Replace thermostats with smart, programmable models where compatible and approved.
- Establish preventive-maintenance schedules and document building-system conditions and service history.
- Evaluate utility consumption and adjust operating practices to reduce unnecessary energy and water use.

Additional Sustainability Measures

AVM intends to manage the Beeline facility through a practical, phased approach to energy efficiency, water conservation, preventive maintenance, and responsible resource use. Initial efforts will focus on low-cost operational improvements and collecting sufficient baseline information before AVM recommends major capital expenditures.

Before or shortly after occupancy, AVM proposes documenting the condition, age, and expected service life of major building and aquatic systems and reviewing the most recent two (2) months of available utility and operating expenses. AVM will track electricity, water, and other utility consumption monthly to identify abnormal usage, leaks, maintenance needs, and opportunities for measurable savings.

In addition to installing compatible LED lighting and programmable thermostats, AVM will consider occupancy sensors, lighting zones, HVAC servicing and scheduling, routine filter replacement, duct-sealing where appropriate, weatherstripping, door sweeps, solar shades, window treatments, insulation improvements, and procedures for shutting down equipment during unoccupied periods.

AVM will promote water conservation through routine leak inspections, efficient plumbing fixtures where compatible, responsible irrigation schedules, drought-tolerant landscaping, mulch, and appropriate use of drip irrigation. Swimming pool operations will be evaluated for opportunities to improve pump efficiency, filtration schedules, water recirculation, leak detection, chemical management, and operating hours without compromising public health, water quality, safety, or applicable regulatory requirements.

AVM will also encourage waste reduction, recycling, reuse of serviceable furnishings, responsible purchasing, and the selection of durable, repairable, and energy-efficient equipment. Renewable-energy improvements, major building-envelope work, replacement of mechanical systems, and other capital projects will be considered only after technical and financial review.

Because the splash pad is currently inoperable, AVM will not include its operation in the initial utility or sustainability plan. AVM will ensure that the inactive system is secured against unintended activation, leakage, standing water, or unnecessary utility consumption. Any future reactivation will require a separate technical, financial, safety, and regulatory evaluation.

Permanent alterations and capital improvements will remain subject to City approval, available funding, applicable codes, insurance requirements, and mutually acceptable written terms addressing ownership, installation, maintenance, repair, replacement, and disposition at the end of AVM's occupancy.

Security and Access Control

AVM proposes an electronic credential-based access-control system for the main building, administered by the Director of Facilities under Executive Director-approved procedures. The system should support individual credentials, role-based and time-limited access, prompt deactivation, audit logs, emergency and manual overrides, and coordinated access for City and emergency responders. Installation is subject to City approval, cybersecurity review, life-safety requirements, funding, and compatibility with existing systems.

Furniture and Equipment Transition

- AVM proposes to retain and repurpose serviceable furniture left by the YMCA, subject to applicable joint inventory and condition review.
- The YMCA has indicated that it will remove its refrigerator.
- City staff identified the old, nonoperational cooler as City-owned. AVM requests that the City remove and properly dispose of it before turnover. The City should confirm the refrigerant type and applicable disposal requirements from the equipment data plate.
- AVM will evaluate whether an energy-efficient replacement refrigerator or cooler is needed for approved operations.

Grounds and Frontage

AVM respectfully requests that the City evaluate the trees along the East Beeline Lane frontage and, if appropriate, trim them and raise their canopies in accordance with sound arboricultural practices. The objective is to improve facility visibility, pedestrian clearance, security sightlines, exterior lighting effectiveness, and the appearance of the public entrance.

AVM requests that the City inspect the sagging tent canopy near the pool area and properly tension, repair, or secure it before turnover.

Subject to the final allocation of responsibilities, AVM anticipates performing routine landscape maintenance, litter removal, and City-approved beautification projects within the property.

Additional Anticipated Needs

- Appropriate exterior and interior signage, subject to City review and applicable requirements.

- Reliable internet service, secure networking, audiovisual capability, and administrative technology.
- Accessibility, life-safety, fire-protection, pool-safety, and security improvements identified through inspection.
- A joint pre-occupancy condition report, photographic record, fixture inventory, and key/access transition record.

Due Diligence and Information Requested

Before AVM accepts operational responsibility, AVM requests an opportunity to review the following records and conditions with the City:

- Provide the most recent twelve (12) months, if available, of swimming-pool operating expenses, including professional service contracts, chemicals, utilities, inspections, maintenance, repairs, equipment servicing, seasonal opening and closing costs, and other contracted services, together with any current pool-service agreement, so AVM and the City can evaluate the cost and feasibility of continued City-funded professional pool treatment and technical maintenance.
- Provide the most recent two (2) months of available electricity, water, sewer, waste, and related operating costs so AVM can develop an initial facility budget.
- Measured floor plan, building and site square footage, occupancy classifications, maximum capacities, and certificates of occupancy.
- Available building, roof, electrical, plumbing, HVAC, fire-protection, accessibility, environmental, and security inspection records, together with any current written assessments. Written assurances may supplement but should not replace appropriate technical inspection and due diligence.
- Provide available plans, maintenance records, inspection reports, repair estimates, utility information, equipment specifications, warranties, regulatory records, and known-deficiency information for the splash-pad system.
- Known capital projects, deferred maintenance, warranties, service contracts, easements, restrictions, and planned City work affecting the property.

Implementation Approach

1. **Concept refinement:** refine the concept by confirming programs, room uses, operating hours, partners, staffing, projected participation, and community needs.
2. **Due diligence:** review documents, conduct technical inspections, evaluate insurance and regulatory requirements, and estimate operating and capital costs.
3. **Agreement development:** negotiate property scope, responsibilities, terms, funding, improvements, reporting, transition, and exit provisions.
4. **Governance authorization:** obtain required AVM and City approvals before either party assumes binding obligations.

5. **Transition and readiness:** complete inventory, safety work, access controls, training, operating procedures, communications, and phased program launch.
6. **Evaluation and growth:** monitor utilization, safety, financial performance, partner activity, participant outcomes, and community feedback.

Phase	Anticipated Period	Primary Activities
Agreement and due diligence	Before transfer	Indoor and outdoor tours, inspections, records review, insurance confirmation, cost analysis, responsibility allocation, inventory, and final approvals.
Transition and stabilization	October–December 2026	Property condition documentation, pool winterization, splash pad security, access controls, safety corrections, utility transition, maintenance schedules, and basic administrative occupancy.
Initial program launch	January–March 2027	Volunteer orientation, youth meetings, partner coordination, administrative operations, limited scheduled programs, and evaluation of facility readiness.
Expanded indoor operations	Spring 2027	Recurring veteran, military-family, youth, volunteer, educational, and partner-led activities based on demonstrated readiness and capacity.
Seasonal pool operations	Target season to be determined	Pool reopening only after inspections, qualified staffing, insurance confirmation, operating procedures, water-quality requirements, emergency planning, and an approved operating budget.
Evaluation and growth	Ongoing	Quarterly review of participation, expenses, maintenance, safety, partnerships, community feedback, and facility condition.

Long-Term Vision

AVM envisions the Beeline facility developing over the next five years into an AVM operational HQ, a trusted center for community service and volunteer engagement, bringing together veterans, military-connected families, civilians, young people, volunteers, and partner organizations.

Growth would be deliberate and tied to demonstrated need, qualified leadership, partner capacity, sustainable funding, safe operations, measurable public benefit, and continued alignment with AVM's mission.

Potential long-term outcomes include:

- An established operational HQ for American Veterans Mission.
- A troop base camp for Girl Scouts of Central Texas Troops 20301 and 6300.
- A dependable Central Texas location for recurring programs serving veterans, military families, young people, and the broader community.
- Expanded youth leadership and service opportunities delivered with schools and youth-serving organizations.
- A recognized staging and distribution location for major family-support events.
- A network of complementary partners using shared space efficiently and responsibly.
- A safely operated seasonal aquatic and outdoor recreation asset.
- Documented improvements in volunteer engagement, partnerships, facility utilization, and community impact.

Preliminary Measures of Success

Area	Illustrative Measures
Community reach	Individuals and households served; participation by veterans, military families, youth, and Harker Heights residents.
Programs	Number, frequency, attendance, completion, repeat participation, and participant feedback.
Volunteerism	Active volunteers, service hours, leadership development, retention, and partner participation.
Partnerships	Active written partnerships, partner-led activities, referrals, shared resources, and collaborative outcomes.
Stewardship	Operating cost, utility use, preventive maintenance completion, facility condition, and resource utilization.
Safety and accountability	Training completion, inspections, incident reporting, corrective actions, access control, and compliance.

Governance and Reservation of Authority

This preliminary proposal is an operational planning document and does not amend AVM's governing documents or authorize any person to bind AVM. AVM's Board of Directors retains governance and oversight authority. The Executive Director is responsible for organizational operations and official communications within the scope of delegated authority. Volunteer Leaders and subject-matter presenters may provide information and approved recommendations within their assigned areas but may not execute agreements, commit funds, accept property, or otherwise bind AVM unless separately authorized in writing.

Any final agreement, major financial commitment, assumption of significant facility or pool obligations, or material departure from AVM's approved plans will be submitted for approval in accordance with AVM's governing documents and applicable law.

No lease, license, facility-use agreement, capital commitment, or assumption of property-related liability may be executed until the Board of Directors has approved the action or delegated sufficient authority in accordance with AVM-GOV-011, Section 9.06.

Current Planning Items to Complete

- Refine the anticipated public-facing schedule and develop the initial program calendar based on facility readiness, confirmed room capacities, staffing, partner coordination, and community demand.
- Confirm room assignments, capacities, furniture, storage, and technology requirements.
- Complete formal onboarding and written authority for the Director of Facilities before official representation.
- Document the intended facility use of Girl Scout Troops 20301 and 6300 and confirm applicable Girl Scouts of Central Texas requirements, scheduling, supervision, storage, insurance, and written space-use terms.
- Develop preliminary operating and capital budgets, funding sources, insurance estimates, and staffing assumptions.
- Preserve documentation confirming AVM's active affiliation with and hosting of YVC of Copperas Cove, and identify any facility, branding, reporting, safety, or program requirements applicable to the affiliate.
- Preserve supporting documentation of Operation Homefront's confirmed historical collaboration and continue discussions regarding potential future events, program use, and limited storage at the Beeline facility.
- Monitor official AmeriCorps and PVSA announcements; preserve documentation of AVM's prior Certifying Organization status; maintain verifiable volunteer-service records; and prepare to seek reactivation or confirmation of AVM's status if the national PVSA program resumes.

- Verify and maintain records of current YVC food-handler certificates, expiration dates, training providers, participant ages, and approved food-service responsibilities.
- Develop and coordinate an October 2026 pool transition and winterization plan, including assigned responsibilities, qualified technical support, condition documentation, safety controls, anticipated costs, and the records and equipment to be transferred by the City or Armed Services YMCA.
- Obtain City records, technical inspections, and official site and floor plans.
- Prepare the final City Council briefing and supporting program data, photographs, and any additional supporting materials deemed useful for Council consideration.

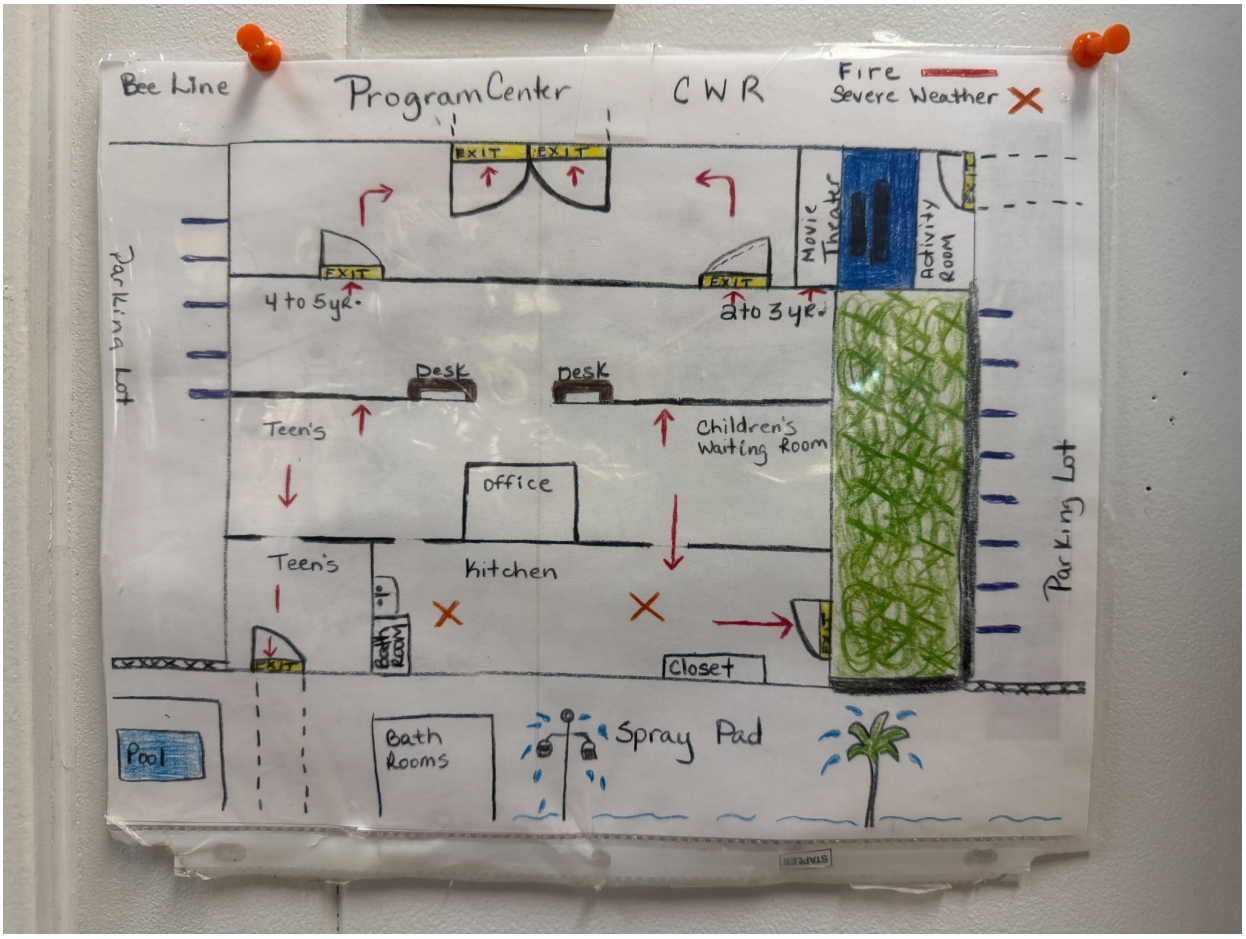
Conclusion

American Veterans Mission appreciates the City of Harker Heights' willingness to explore a continued public use for this important community asset. AVM believes the facility has the potential to become a sustainable center for service, partnership, leadership development, family support, and community connection. AVM welcomes continued discussion with City staff and the City Council to refine this concept, complete due diligence, and determine whether mutually acceptable terms can be developed.

> **Verification Standard:** Where official records or partner confirmations are pending, this draft uses qualified language. Dates, participation figures, formal partnership status, operating hours, capacities, costs, and final property responsibilities must be verified before the proposal is represented as final.

Appendix A. Conceptual Facility Map

The following YMCA-prepared hand drawing is used only as a preliminary orientation and program-planning reference. It is not to scale and is not an architectural, engineering, accessibility, fire code, or property boundary document.



Orientation: East Beeline Lane is at the front (top of the drawing); the splash pad is behind the building (bottom).

Appendix B. Facility Exterior

100 East Beeline Lane, Harker Heights, TX 76548.



Front elevation facing East Beeline Lane. Image supplied by Google Maps (maps.google.com) for site orientation.

Appendix C. Source and Verification Notes

Basis of Proposal Information

This proposal is based on the following:

- AVM's governing documents and Strategic Plan 2026–2031.
- Discussions and correspondence with City staff.
- Interior and exterior facility tour on August 17, 2026
- AVM's active affiliation with and hosting of YVC of Copperas Cove.
- Confirmation from the troop leader of Girl Scout Troops 20301 and 6300.
- Information provided by the Armed Services YMCA.
- Email correspondence with Operation Homefront's program coordinator, Rebecca Tayamen, dated August 18, 2026.
- Email correspondence with the Travis Manion Foundation's central region manager, Tasha Alsbrooks, dated August 18, 2026.
- Harker Heights Vision XXI Leadership Course receipts and records.
- AVM-RES-2026-009 – Director of Facilities and Parent Team Leaders Appointments, dated August 22, 2026.
- Publicly available partner-program information.

Supporting organizational records are maintained by AVM in accordance with its records retention and document management requirements. Supporting information may be provided when appropriate, subject to privacy, confidentiality, governance, and public-information considerations.

Appendix D. Community Service Photos

KISD School Garden Revamp in Central Texas













Appendix E. Harker Heights Service Photos 1

Crepe Myrtle Planting and Area Beautification along FM 2410













Appendix F. Harker Heights Service Photos 1 of 2

Carl Levin Park Martin Luther King, Jr. Day Service Project













Harker Heights Service Photos 2 of 2

Carl Levin Park Martin Luther King, Jr. Day Service Project













City Council Memorandum

FROM: The Office of the City Manager **DATE: September 29, 2026**

RECEIVE AND DISCUSS A PRESENTATION BY SUSAN ROBERTSON, LIBRARY BOARD CHAIRPERSON REGARDING AN ANNUAL UPDATE ON THE 2025-2026 ACTIVITIES OF THE LIBRARY BOARD. (LIBRARY ADMINISTRATOR)

EXPLANATION:

The Library Board is an organization of members appointed by the City Council to advise the Stewart C. Meyer Harker Heights Public Library regarding policies, procedures, programs, services, and collections. Each year the Library Board Chairperson or designee presents to the City Council a summary of the Library Board's activities over the past year.

ACTION BY THE CITY COUNCIL:

No action is required.