



# **Fiscal Year 2008-09 Adopted Budget and Plan of Municipal Services**

**Robert Reeves, Mayor Pro Tem**

Larry D. Sheppard, Council Member

Mark Peterson, Council Member

Charlotte Heinze, Council Member

Ray Don Clayton, Council Member

Willie Goode, Council Member

Frank Seffrood, Council Member

*The City Built for Family Living*

# CITY OF COPPERAS COVE, TEXAS

## VISION STATEMENT

***The vision of Copperas Cove is to foster the highest quality of life enabling all citizens to work, play and grow in a protected and productive environment.***

## MISSION STATEMENT

***The mission of the City of Copperas Cove is to provide excellence in public service to meet the needs of our diverse community through quality customer services while exercising cost effective management and maintaining fiscal responsibility.***

***Adopted by the City Council on November 13, 2000***



***The City Built for Family Living***

# **City of Copperas Cove, Texas**

## **List of Principal Officials**

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### **City Council**

Vacant - Mayor  
Robert Reeves - Mayor Pro Tem

Mark Peterson - Council Member  
Charlotte Heinze - Council Member  
Frank Seffrood - Council Member

Ray Don Clayton - Council Member  
Larry D. Sheppard - Council Member  
Willie Goode - Council Member

### **City Staff**

#### **Reporting to City Council**

Andrea M. Gardner, City Manager  
Denton, Navarro, Rocha & Bernal, City Attorney  
Jane Lees, City Secretary  
F.W. "Bill" Price, City Judge  
B.C. Jones, Associate Municipal Judge

#### **Reporting to the City Manager**

Tim V. Molnes, Police Chief  
Wanda Bunting, CPA, Director of Financial Services  
Carl Ford, Director of Development Services  
James M. Baker, Fire Chief  
Robert M. McKinnon, Public Works Director  
Kelli T. Sames, Director of Human Resources  
Wesley Wright, Project Director/City Engineer  
Ken E. Wilson, Director of Community Services  
James Trevino, Assistant Director of Public Works  
Joseph Pace, Municipal Court Supervisor  
Lisa Wilson, Executive Secretary  
Donna Baker, Public Affairs / Volunteer Coordinator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**City of Copperas Cove  
Texas**

For the Fiscal Year Beginning

**October 1, 2007**

*Charles S. Cox*

President

*Jeffrey R. Emery*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Copperas Cove, Texas**, for the Annual Budget beginning **October 1, 2007**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





## **ACKNOWLEDGEMENTS**

**A special thanks to all city employees who contributed to this project.**

**City Manager**  
Andrea Gardner  
Lisa Wilson

**City Secretary**  
Jane Lees  
Stefanie Brown

**Finance Department**  
Wanda Bunting  
Tracy Molnes  
Sandra Graves  
Marina Jenkins  
Imelda Rodriguez  
Cynthia Taylor  
Deanna Sloan  
Linda Hernandez

**Human Resources**  
Kelli Sames  
Desiree Mundell

**Information Systems**  
Greg Mitchell

**Solid Waste**  
Mike Mundell  
Silvia Rhoads  
Tom Comacho

**Utility Administration**  
Toni Bazzle  
Monika Flom

**Library**  
Terry Swenson  
Cherri Shelnutt  
Mava Hyland

**Parks & Recreation**  
Ken Wilson  
Danny Zincke

**Golf Course**  
Mike Chandler

**Planning**  
Carl Ford  
Kathy Soll

**Building Development**  
Mike Morton  
Kathy Weber

**Police Department**  
Tim Molnes  
Eddie Wilson  
Cheryl Forester

**Fire Department**  
Mike Baker  
Gary Young  
Robert O'Dell  
Kimberly Baxter

**Municipal Court**  
Joseph Pace  
Tiffany Oakes

**Animal Control**  
Ernie Lee  
Ilka Perkins

**Engineering**  
Wesley Wright

**Streets & Drainage Utility**  
James Trevino

**Fleet Services**  
Jon Pilgrim  
Joseph Fox

**Water & Sewer**  
Bob McKinnon  
Leslie Christensen  
Dennis Courtney  
Daniel Hawbecker  
Tommy Camacho

## Budget Format

This budget document is divided into twelve sections: Table of Contents, City Manager's Message, Budget Summary, General Fund, Water & Sewer Fund, Solid Waste Fund, Golf Course Fund, Other Funds, Debt Service Requirements, Capital Outlay, Capital Improvements and Appendix.

The **Table of Contents** section is provided to assist the reader with locating topics of special interest. The table of contents is structured in the same order as the tabs appear in the document. Specific topics appearing behind the tabs are listed with corresponding page numbers.

The **City Manager's Message** provides the reader with insight into the composition of the financial information provided throughout the budget along with explanations for salient changes from the previous fiscal year in expenditures and revenue items, and explains major changes in financial policy.

The **Budget Summary** serves an introduction to the budget and the process and basis on which the budget was constructed. This section includes the budget foundation, the budget process, the budget calendar, State Statutes, Local Laws, economic factors, financial policies, the budget adoption ordinance, tax rate adoption ordinance and the budget overview.

The **General Fund** section through the **Golf Course Fund** section provides the reader with more detailed financial and operational information by department. The financial information provided depicts the manner in which resources are to be utilized during the fiscal year. The operational information provided includes a program description, achievements, continuing objective, goals, staffing levels and performance measures. Charts and graphs are provided for comparative purposes.

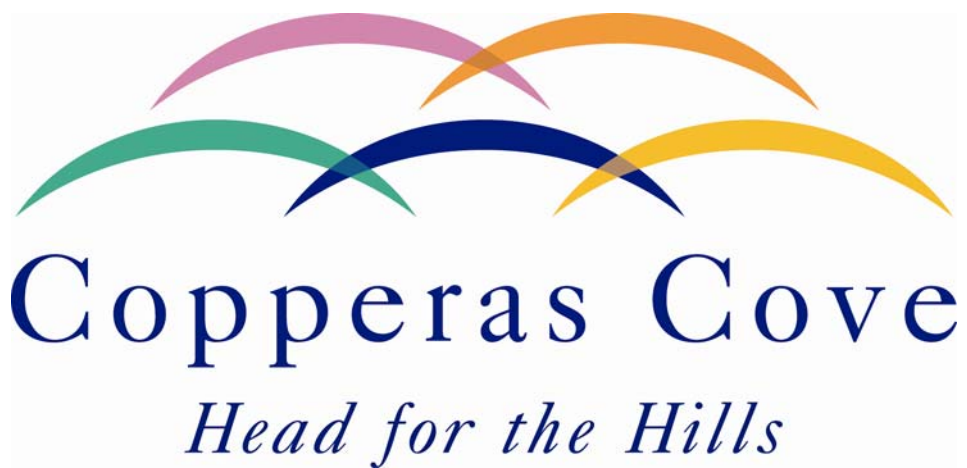
**Other Funds** section includes detailed information of the revenues collected and expenses budgeted for the Debt Service Fund and each Special Revenue Fund. This section is titled Other Funds due to the Debt Service Fund detail located in this section.

The **Debt Service Requirements** section provides detailed information pertaining to the outstanding debt obligations of the City. This section provides the Standard & Poor's and Moody's debt ratings, the scheduled principal and interest payments due by year for each issue and the outstanding capital leases of the City. Graphs and charts are also located in this section to provide further analysis of the outstanding debt of the City.

The **Capital Outlay** section provides a quick reference of all capital outlay included in the budget by fund. This section also provides comparative data of the capital outlay approved in prior fiscal years to the current fiscal year.

**Capital Improvements** includes improvements that are not normally funded the operating budgets. This section is divided into two distinct parts. The first part provides a brief discussion of the City's capital improvement program and a synopsis of each ongoing project including the cost, future impact on operating budgets and the department(s) responsible for the project. In the second part a financial statement detailing revenues and expenditures for each bond construction fund the City accounts for is provided.

The **Appendix** includes Copperas Cove at a Glance, the City's Personnel Schedule, Employee Position Listing and Pay Scale by Department, and Schedule of Incentives, the City's fee schedule, the City of Copperas Cove Water & Sewer Rates, a list of acronyms, and a glossary.





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*The City Built for Family Living*

**CITY OF COPPERAS COVE, TEXAS  
ANNUAL BUDGET AND PLAN OF MUNICIPAL SERVICES  
FISCAL YEAR 2008-09**

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# City Manager's Message

*The City Built for Family Living*



"The City Built for Family Living"

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February 4, 2009

To the Members of the City Council of the City of Copperas Cove, Texas:

I am pleased to present to you the Fiscal Year 2008-09 Annual Budget and Plan of Municipal Services. The FY 2008-09 Adopted Budget was completed with the guidance and direction of the City Council by various members of the City staff.

Currently, City Council and City staff have ongoing projects that will provide infrastructure improvements to the City's water/wastewater system, roadways and drainage systems. Construction of a pedestrian sidewalk along FM 1113 is complete, continual progress is being made for the construction of the Southeast Bypass (Reliever Route) and completion of a land swap with neighboring Fort Hood is expected in April 2009. The land swap and Southeast Bypass are expected to be catalysts for major retail economic development on the east end of Copperas Cove. The water and sewer infrastructure needs for this development will be partially met with the recent completion of the East Pump Station project and through funding from the Copperas Cove Economic Development Corporation and a voter approved General Obligation Bond Issuance in 2010 or later. The reconstruction and drainage improvement along Summers Road is currently under construction and will provide improved mobility and safety for those traveling along the roadway. Construction of a Northeast Bypass (Tank Destroyer Boulevard) that will provide a bypass from east Highway 190 to north FM 116 is scheduled to let by the Texas Department of Transportation in early 2010. The City held a groundbreaking ceremony for the new police station and construction began in early January 2009. Efforts to construct a recreational facility with indoor aquatics, weight room, children's activity center and a gymnasium to be located at Ogletree Gap Park are ongoing despite the recent disapproval of general obligation bonds by the voters.

Development within the City includes the House Creek North Phase III development consisting of 320 lots, Summers Place development located on Summers Road adjoining the south side of House Creek North with 64 lots, Skyline Flats single family development along west Big Divide south of Grimes Crossing with 300 lots and the single family development of Walker Place Phase 7, Section 2 located off west US 190 and consisting of 115 lots. The City also created a Tax Increment Reinvestment Zone, TIRZ, which is planned to include approximately 470 single family homes, 20 acres of multi-family and commercial along US 190.

In addition to the projects ongoing, the City applied for public assistance through FEMA's Pilot Program and the Hazard Mitigation programs. In May 2008, the City was awarded \$350,000 by the Office of Rural Community Affairs, ORCA, for the 25<sup>th</sup>, 27<sup>th</sup> &



31<sup>st</sup> Streets Drainage Project and a portion of the Summers Road Drainage Project. The ORCA funding was awarded to serve as a match to the anticipated FEMA funding for the projects named. Additionally, the City completed the construction of a 250' radio communications tower at Hughes Mountain with Homeland Security grant funds in February 2008. All of these accomplishments and goals are indicative of our constant efforts to sustain the City of Copperas Cove as "*The City Built for Family Living.*"

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### ***ESTABLISHED GOALS FOR FY 2007-08***

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The City Council has established a list of goals that the City of Copperas Cove should strive toward in order to attain its vision and mission set out by the City Council. The vision and mission statements for the City are presented at the beginning of the Proposed Budget document. The top ten goals established by the City Council include the following:

1. Ensure continued quality public safety.
2. Improve and expand City infrastructure.
3. Promote economic development activities.
4. Continued support of the combined Image Campaign.
5. Expand parks and recreation programs and construct a multi-purpose facility.
6. Retain and attract quality employees.
7. Enhance solid waste programs.
8. Support non-municipal community youth programs.
9. Maintain or reduce the property tax rate.
10. Improve land developer relations.

Many of the goals are addressed in one way or another throughout the budget document. The next several paragraphs will demonstrate how these goals have been addressed.

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### ***MAJOR FUNDS***

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The City of Copperas Cove utilizes four major funds in its financial accounting. These four funds have been designated as the City's major operating funds because of their size and nature. These funds include the General Fund, Water & Sewer Fund, Solid Waste Fund and the Golf Course Fund. A highlight of each of these funds follows.

<b><i>General Fund</i></b>
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The General Fund is the primary operating fund for the City of Copperas Cove. This fund accounts for all financial resources not restricted to special or specific projects and/or funds that are not to be accounted for in a different fund. Funded from a myriad of revenues, this fund is required to provide for public safety services, city administration, community services, public works and support services. The Proposed Budget for the General Fund is a balanced budget with a property tax rate equal to the tax rate set for fiscal year 2006-07 and fiscal year 2007-08. As a general rule, in all funds, revenues and expenditures are budgeted conservatively to enhance sound

financial management. To do otherwise could weaken the City's ability to continue providing quality services to the citizens and negatively impact the City's bond rating. In fiscal year 2008-09 the General Fund budget projects revenues to reach \$14,500,886, which is \$903,119, or 6.64%, higher than the amount that was in the original adopted budget in fiscal year 2007-08. Significant revenues in the General Fund include taxes, fines, fees, charges for permits, charges for licenses and various other miscellaneous revenues. General fund expenditures have been budgeted at \$14,535,846, which is \$960,248, or 7.07%, higher than the amount that was in the original adopted budget to be expended in fiscal year 2007-08.

Fund balance is considered excess funds that the City Council has available for appropriation. The City Council has adopted, by ordinance, a very strict fund balance policy, that limits the expenditure of these funds. This fund balance policy dictates that the major operating funds must carry a fund balance equivalent to three months operating expenditures (ideal fund balance). This policy also provides guidelines to be followed when ideal fund balance has not been met within a particular fund. Beginning fund balance projected for fiscal year 2008-09 in the General Fund was \$3,677,839 which, after adjusting for projected revenues and adopted appropriations for each department, leaves an estimated ending fund balance of \$3,642,879. This amount is \$8,918 higher than the ideal fund balance needed to comply with the mandate of the fund balance policy, thus continuing to meet the overall goal of maintaining the fiscal integrity of the City. Ideal fund balance has been met in the General Fund for the previous ten years. City Council and staff continue efforts of maintaining ideal fund balance within the General Fund.

At the end of the 2002-03 fiscal year the City Council of the City of Copperas Cove issued \$14.02 million in combination tax and revenue certificates of obligation. This issuance of debt financed a number of capital improvement projects, several of which are related to general government. Although the majority of the projects associated with this issuance are complete, funds remain for costs associated with utility relocation and right-of-way purchases for the Southeast Bypass.

For numerous years, the City of Copperas Cove has been pursuing the construction of a Southeast Bypass that would reduce traffic congestion on U. S. Highway 190. The total cost of this 6.2 mile road is anticipated to be approximately \$52.14 million. The adopted budget for fiscal year 2008-09 assumes expenditures associated with utility relocation and right-of-way purchases will be completed in this fiscal year.

The City has committed \$400,000 toward the extension and improvements of Tank Destroyer Boulevard located on Fort Hood. The Texas Department of Transportation is working to connect this road to U. S. Highway 190 providing a northeast bypass from east U. S. Highway 190 to north FM 116.

The City authorized the issuance of limited tax notes in the amount of \$1,000,000 during fiscal year 2005-06 for the purpose of acquiring land and designing a new police station. In May 2007, combination tax & revenue certificates of obligation in the amount of \$5,300,000 were issued for the construction of the new police station. The land purchases were completed in fiscal year 2006-07 and the design of the new station is

now complete. The construction began in January 2009, thus a large portion of the bonds are planned to be expensed in fiscal year 2008-09.

The ad valorem tax rate for fiscal year 2008-09 is equal to the rate levied for fiscal year 2006-07 and 2007-08 at \$.7400 per \$100 of taxable assessed valuation. From fiscal year 2003-04 through fiscal year 2005-06, the property tax rate was \$.7750 per \$100 of taxable assessed valuation. Prior to that the City experienced its last property tax increase at the beginning of fiscal year 2000-01 when it was increased by 4 cents per \$100 of taxable assessed value to \$.7450. While the City experienced a relatively large re-appraisal for the 2008-09 fiscal year, the 2008 tax roll reflected standard construction improvements that were made during the 2007 calendar year. Construction improvements slowed during the 2007 and 2008 calendar years.

The City Council has authorized a total of 214.5 full-time equivalents for fiscal year 2008-09 in the General Fund budget. The adopted budget includes the addition of an Animal Control Officer position, a Risk Manager/Management Analyst position, an Assistant Director of Finance position funded for a ½ year and 1.5 patrol officer positions with funding for one position being shared by the general fund and the court security fund. Additionally, the part-time Code Enforcement Administrative Assistant position was converted to full-time. As demand for services increases, population grows, and economic growth continues, the amount of resources necessary to provide quality services also grows. However, the City Council and City Management will continue to monitor the growth in personnel to ensure that staffing levels do not exceed the level required to provide quality services.

### ***Water & Sewer Fund***

The Water & Sewer Fund is one of three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to its constituents. This fund provides for costs associated with acquisition and distribution of water, treatment of wastewater, collection of wastewater and billing for those services. Additionally, this fund provides for infrastructure improvements to, and maintenance of, the water and wastewater system. Revenues and expenses within the Water & Sewer Fund are also budgeted conservatively and are consistently monitored by City staff for needed adjustments to ensure that revenues always cover the cost of services being provided to utility customers.

The Water & Sewer Fund generates revenues primarily from the sale of water and the collection and treatment of wastewater. Revenues are budgeted at \$8,831,470 for fiscal year 2008-09, which is \$110,125 or 1.26%, higher than the amount of revenues in the original adopted budget in fiscal year 2007-08. This minimal increase in revenue is attributed to the four cent increase in water rates for all utility customers.

During fiscal year 2005-06 the City increased water rates and in fiscal year 2006-07 increases to both water and wastewater rates were implemented to help offset the increasing costs of fuel, electricity, water purchases and water and wastewater debt service. With increases in the same costs impacting the Water & Sewer Fund for fiscal year 2008-09, the water rates were increased by four cents for all customers.

I will continue to try to hold the rates as low as possible, and at the same time fund annual operating expenses and maintain quality services to the public. The recent economic development in the City has increased the commercial customer base, thus allowing the City to minimize rate increases.

Total expenses are budgeted at \$8,779,877, which is \$597,613 or 7.3%, more than the amount that was in the original adopted budget in fiscal year 2007-08. The water and wastewater debt service continues to experience significant increases as a result of the implementation of a three phase, five year, capital improvement program. The Water & Sewer Fund is also restricted by the City's fund balance policy. The ideal fund balance for the Water & Sewer Fund is calculated at \$2,194,969 for fiscal year 2008-09.

The City Council has authorized 47.25 positions in the Water & Sewer Fund for fiscal year 2008-09. This represents five additional employees authorized in the 2008-09 adopted budget. The Sewer Collection and Water Distribution departments have not experienced increases in personnel over the past seven years, thus the City Council authorized two additional Operator II positions in each department and a Clerk/Cashier position in Utility Administration.

### ***Solid Waste Fund***

The Solid Waste Fund is another enterprise fund within the City's accounting system that has been established to account for all revenues earned in the process of providing solid waste collection and disposal services to the public. The City implemented widespread operational changes in service delivery and general operations during the 1999-2000 fiscal year, including automation, recycling, disposal and mandatory waste reduction. During fiscal year 2003-04, the City Council authorized the implementation of a front load automated collection system for commercial customers. This system requires fewer personnel to operate, is safer to operate than the rear load system and provides some flexibility in providing solid waste collection service to commercial customers. This new system was implemented in 2004-05 without a rate increase. However, due to increasing operational costs related to hauling and disposal, as well as, fuel and oil, the City did increase those rates in fiscal year 2006-07. Rate increases for base service to residential and commercial customers were not recommended or included in the fiscal year 2008-09 adopted budget; however, the miscellaneous user fees were revised.

The Solid Waste Fund is also bound by the City's fund balance policy. In fiscal year 2003-04 this fund made its final debt service payment on a debt issuance made in 1994 that continued to escalate until fiscal year 2003-04. While the elimination of this debt has improved the financial position of this fund, the City has experienced a significant increase in hauling and disposal costs which is slowing the fund's financial recovery. In addition, aged equipment is responsible for increased equipment maintenance costs experienced since fiscal year 2006-07. These increases resulted in the decision to purchase equipment in fiscal year 2007-08 and 2008-09 through alternative funding. The ideal fund balance is calculated at \$782,605 for fiscal year 2008-09. The ending

fund balance is budgeted to be \$804,703, which exceeds ideal fund balance by \$22,098.

Revenues are budgeted at \$3,184,764, which is \$315,667, more than the amount in the original adopted budget for fiscal year 2007-08. Total expenses are budgeted at \$3,130,419, which is \$313,031 or 11.1%, higher than the amount that was budgeted in fiscal year 2007-08.

There are a total of 21.25 full-time employees authorized in the Solid Waste Fund budget for fiscal year 2008-09. The adopted budget does include the addition of one part-time laborer position.

### ***Golf Course Fund***

Appropriations for the Hills of Cove Golf Course are established in the City's third proprietary fund. Although nine holes were added and medications were made to the existing nine holes in May of 1999, the Golf Course Fund continues to struggle financially. The challenge of making this activity a self-sustaining one is difficult at best. This activity is vulnerable to uncontrollable weather conditions, competition from other area golf courses, a limited budget and many other factors, such as Fort Hood troop deployments, directly impacting its success. During fiscal year 2006-07 City staff reviewed and implemented various costs reducing measures to improve the financial position of this fund.

Revenues for this fiscal year are budgeted at \$896,985, which is \$58,693 or 7%, higher than the amount that was in the original adopted budget in fiscal year 2007-08. The increase is considered conservative budgeting. A subsidy will not be provided from the General Fund in fiscal year 2008-09. Transfers from the General Fund to the Golf Course Fund were required in prior fiscal years. The objective has been and will remain to be self-sustainment by the Golf Course Fund.

Expenses at the Golf Course are budgeted at \$880,007, which is \$115,828 or 15.2%, higher than the amount in the original adopted budget in fiscal year 2007-08. Expenses are budgeted lower than the amount of revenues expected to be generated. The fund balance policy also applies to this fund; however, achieving ideal fund balance will not be possible this fiscal year. Break-even point has long been, and will continue to be, a struggle for the Golf Course operation. Once achieved, on a consistent basis, the next big challenge for the Golf Course Fund will be establishing a ninety day operating reserve. This is expected to take several more years to accomplish. Ideal fund balance for this fund is \$220,002. Budgeted ending fund balance is \$126,321, which is \$93,681, less than the amount necessary to achieve ideal fund balance.

The City Council has authorized a total of 14.5 employees in the 2008-09 fiscal year Golf Course Fund budget. This represents two additional part-time positions.



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***ADDITIONAL SIGNIFICANT ITEMS***

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During the 2008-09 fiscal year, it is anticipated that the City will complete an update to its drainage master plan. City staff expected this plan to be complete during fiscal year 2006-07; however, was delayed due to priority changes resulting from weather related events. This plan will be instrumental in prioritizing future drainage capital improvement projects.

At the beginning of the 2008-09 fiscal year, all but one portion of right-of-way has been acquired for the City's Southeast Bypass project. The total cost of the project has been updated and is anticipated to be \$52.14 million. The population of Central Texas and Copperas Cove continue to grow, which only exacerbates the congestion issues the City currently faces on U. S. Highway 190. City staff will continue to pursue this project aggressively as possible in an effort to reduce the congestion on this highway and support possible economic development in the eastern portion of our City.

Construction of a northeast bypass for Copperas Cove is planned for fiscal year 2010. This bypass will improve traffic congestion on the east end of Copperas Cove and the downtown area. Additionally, this road would become a road on the State's transportation system allowing all Texans to utilize the road in this area.

The City continues to focus on projects that will achieve its top ten goals. During the 2003-04 fiscal year, the City completed a needs assessment study for a new police department building and in fiscal year 2005-06 limited tax notes were issued for the purchase of land and architect fees for the facility. In May 2007, debt was issued for the construction of the new facility. As of this writing, land acquisition and project design are complete. Construction began early January 2009 and expected completion is anticipated for late 2009/early 2010.

Additionally, the City continues to focus on a multi-purpose recreation facility located at Ogletree Gap Park. During fiscal year 2006-07, City staff together with a consulting firm developed a conceptual plan for this project and presented this plan to the City Council. The bond proposition placed on the November 2008 ballot, failed by the narrowest of margins.

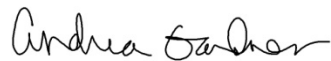
Several projects, including the Southeast Bypass, Northeast Bypass and Lutheran Church Road Reconstruction projects, are planned for the future that will positively impact economic development in Copperas Cove. With the promotion of economic development activities as a Council top ten goal, City staff will continue to focus efforts that ensure this goal is achieved.

The City's annual budget continues to provide for salary increases for all City employees. In previous years the City's policy addressing pay increases for employees provided for a 2% cost of living adjustment (COLA) for all City employees at the beginning of each fiscal year and the possibility for each employee to receive up to a 3% additional merit increase, based on individual performance evaluations. The 2008-09 fiscal year budget continues that benefit. Fortunately, the current financial position

allows the City to continue rewarding its employees for a job well done, as well as, provide “new” employee recognition/initiative programs to improve retention.

On behalf of the City staff and myself, I want to thank the City Council for your continued support. In the past several years the City has aggressively and progressively improved its financial condition while developing immediate and long-term goals. The available resources are not present to meet all of the recognized needs; however, City staff continues to provide quality services to our citizens. The continued support of the City Council and development of short-term and long-term goals is critical to the future success of this community. Over the next fiscal year, City staff looks forward to continuing its efforts in working with the City Council and citizens to make decisions and develop plans that will have a positive and lasting impact on our community.

Sincerely,

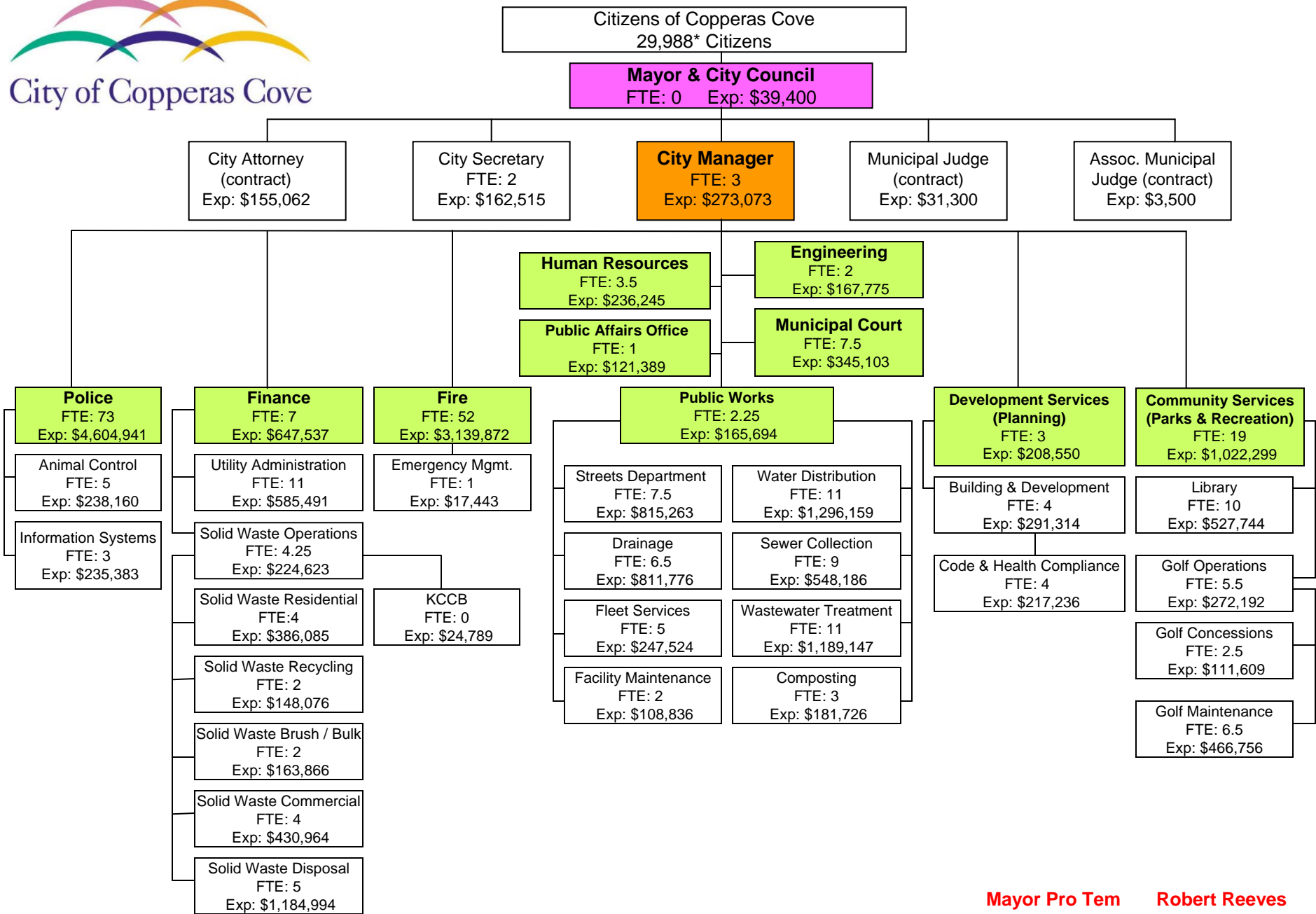
A handwritten signature in cursive script, reading "Andrea Gardner".

Andrea M. Gardner  
City Manager



# Budget Summary

*The City Built for Family Living*



Mayor Pro Tem  
City Manager

Robert Reeves  
Andrea M. Gardner

# City of Copperas Cove

## 2008-2009 Annual Budget

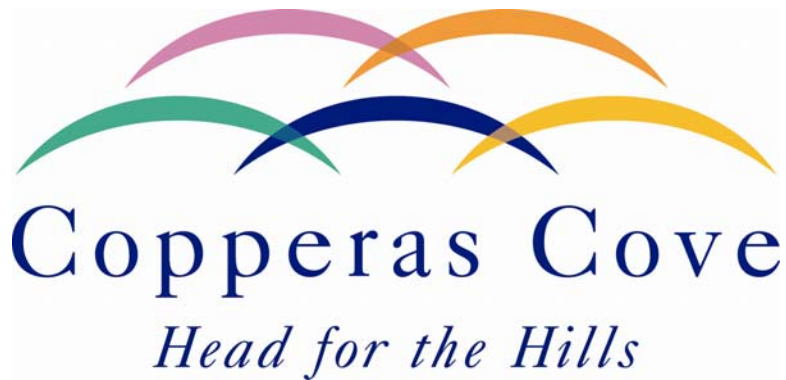
### Organizational Matrix – Department/Division Assignment by Fund

This annual budget is presented by fund. This matrix shows the assignment of departments by fund within the budget. Listed across the top of the matrix are the operating funds. The departments are shown in the left column of the matrix. The divisions are listed within the matrix as they correspond to their present department and operating fund.

<u>Department</u>	<u>General Fund</u>	<u>Water &amp; Sewer Fund</u>	<u>Solid Waste Fund</u>	<u>Golf Course Fund</u>	<u>Drainage Utility Fund</u>
	City Council				
<b>CITY MANAGER</b>	City Manager's Office				
	Municipal Court				
	Public Affairs Office				
<b>FINANCE</b>	Finance	Utility Administration	SW Operations		
			SW Recycling		
			SW Residential		
			SW Commercial		
			SW Brush/Bulk		
			SW Disposal		
			KCCB		
<b>FIRE</b>	Fire				
	Emergency Mgmt.				
<b>PUBLIC WORKS</b>	Streets	Public Works			Drainage
	Fleet Services	Water Distribution			
	Facility Maintenance	Sewer Collection			
		Wastewater Treatment			
		Composting			
<b>HUMAN RESOURCES</b>	Human Resources				
<b>ENGINEERING</b>	Engineering				
<b>DEVELOPMENT SERVICES</b>	Planning				
	Code & Health Compliance				
<b>POLICE</b>	Police				
	Animal Control				
	Information Systems				
<b>COMMUNITY SERVICES</b>	Parks & Recreation			Golf Operations	
	Library			Golf Concessions	
				Golf Maintenance	



# FY 2008-09 BUDGET OVERVIEW



## Copperas Cove Elected Officials

Robert Reeves  
Mayor Pro Tem

Ray Don Clayton  
Council Member

Charlotte Heinze  
Council Member

Mark Peterson  
Council Member

Frank Seffrood  
Council Member

Willie Goode  
Council Member

Larry D. Sheppard  
Council Member

## Copperas Cove Appointed Officials

Andrea M. Gardner  
City Manager

Charles E. Zech  
City Attorney

Jane Lees  
City Secretary

William Price  
Municipal Judge

## Vision Statement

The vision of Copperas Cove is to foster the highest quality of life enabling all citizens to work, play and grow in a protected and productive environment.

## Mission Statement

The mission of the City of Copperas Cove is to provide excellence in public service to meet the needs of our diverse community through quality customer services while exercising cost effective management and maintaining fiscal responsibility.

## Top 10 Goals

- Ensure continued quality public safety.
- Improve and expand City infrastructure.
- Promote economic development activities.
- Continued support of the Combined Image Campaign.
- Expand parks and recreation programs and construct a multi-purpose facility.
- Retain and attract quality employees.
- Enhance solid waste programs.
- Support non-municipal community youth programs.
- Maintain or reduce the property tax rate.
- Improve land developer relations.

## FY 2009 Budget Calendar

- April 3, 2008—Budget Kickoff Meeting with City Departments.
- April 28, 2008—Revenue forecasts due.
- May 1-14, 2008—First Round Department Meetings with City Manager.
- May 9, 2008 Base Budget Requests due to Finance.
- May 23, 2008—New Program Budget Requests due to Finance.
- June 2-12, 2008—Second Round Department Meetings with City Manager.
- July 15, 2008—City Manager presents Proposed Budget to City Council.
- July 25, 2008—Chief Appraiser certifies approved appraisal roll.
- July 29 & 31 and August 5 & 7, 2008—City Council Workshops to discuss Proposed Budget.
- August 7, 2008—Public Hearing on City Manager's Proposed Budget.
- August 19, 2008—First Public Hearing on Tax Rate
- September 2, 2008—Public Hearing on changes to the Proposed Budget.
- September 2, 2008—Final Public Hearing on Tax Rate.
- September 16, 2008—Approval of budget, City fees schedule, and tax rate for Fiscal Year 2009.
- October 1, 2008—Fiscal year 2009 begins.

## FY 2009 Budget Approved by Copperas Cove Elected Officials

On September 16, 2008 the members of the Copperas Cove City Council voted to approve the Annual Budget and Plan of Municipal Services for fiscal year 2008-09. City Council ensured one of the top ten goals of the Council would be met with the adoption of a tax rate equal to \$.74 per \$100 of assessed valuation. This makes the third consecutive year Council set the tax rate at \$.7400. The tax rate is comprised of two components, maintenance & operation rate and the interest & sinking rate. The revenue generated by the maintenance & operation rate is used to fund the expenses associated with general government activities and the revenue generated by the interest & sinking rate is required by law to be used for payment of both principal and interest due in the current year for the outstanding governmental debt. One cent on the tax rate is equal to \$113,853.

The City's total budget equals \$40,812,759. The General Fund is the main operating fund of the City and was adopted with revenues totaling \$14,500,886. Taxes, which include both property taxes and sales taxes, comprise 74.1% or \$10,746,164 of the total General Fund revenue. The total revenue budgeted in the General Fund includes revenues similar to previous fiscal years and expected revenues from the approved increase in Animal Control fees, Fire Response related service fees, and a new County EMS agreement. (Please see the appendix for the new rate schedule). Total expenses for the General Fund equal \$14,535,846. Police protection utilizes 32 cents of every tax dollar, fire and EMS services utilize 22 cents of every tax dollar, parks & recreation activities utilize 7 cents of every tax dollar and library services utilize 4 cents of every tax dollar. Five positions were added in the General fund to include a Management Analyst/Risk Manager in the City Manager's Office, an Assistant Director of Financial Services in the Finance Department, an Animal Control Officer, and the addition of two Police Officer positions of which one will be serving as the Bailiff for Municipal Court part time. The part time Code Enforcement clerk was converted to a full time Administrative Assistant. The Municipal Court Bailiff position was removed.

In an effort to increase staffing levels to meet demand for services, the expenditures in the general fund were budgeted slightly higher than the revenues. The general fund maintains a fund balance slightly above the 25% reserve fund balance as per the City ordinance.

In fiscal year 2008-09, the budget includes a water rate increase of 4 cents per 1,000 gallons for all water customers. The Water & Sewer Fund budget totaled \$8,779,877 with revenues budgeted at \$8,831,470. Expenses were budgeted less than revenues to help increase the fund balance reserve and offset the impact debt related expenses will have on the Water & Sewer Fund. Escalation of debt service is expected over the next several years. The Water & Sewer Fund personnel was increased with the addition of two Operator II positions in Sewer Collection and two in Water Distribution. Utility Administration also increased in personnel with the addition of one Clerk/Cashier position.

The Solid Waste Fund total budget is \$3,130,419 for fiscal year 2008-09. Revenues total \$3,184,764, with Garbage Collection Fees comprising just over 79% of the total revenues. The focus for the Solid Waste Fund for fiscal year 2008-09 is to implement the revised solid waste ordinance including the new fee structure and continue to replace existing collection equipment that has exceeded its collection limitations and experiencing considerable maintenance issues. Equipment is budgeted for purchase through a tax note issuance. The Solid Waste Fund budget also includes one new part-time laborer position for fiscal year 2008-09. Projected ending fund balance is \$804,703, which meets the ideal fund balance requirement of \$782,605.



The revenues are budgeted in the Golf Course Fund at 896,985 which is 5.9% above prior fiscal year projections. Expenses are budged at 880,007 which includes paying for the funds own debt service payments for all new debt that is included in the 2008 Tax Notes. Staff continues its efforts to attract visitors to the course and has implemented numerous changes to reduce expenses and/or improve revenues. Staff recommended and Council approved a few fee increases for the Golf Course Fund for fiscal year 2008-09 that will provide rates more comparable to surrounding courses. By continuing to monitor the activities of the golf course without jeopardizing noticeable progress/improvements made over past fiscal years, it is expected the Golf Course Fund will become self sufficient.

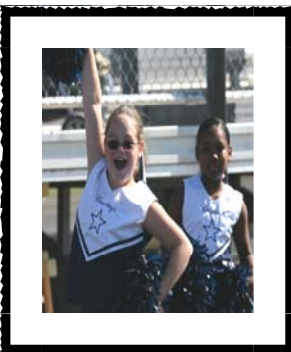
In the “Other Funds” section, the Debt Service Fund revenues consist of ad valorem taxes and interest earnings. This fund is used to record income sources used to make the debt service payments required for prior bonds issued. The FY 2009 debt service payments include payments for Tax Notes that were issued in May 2008 and October 2008 for expenditures associated with the Recreation Center, Summers Road reconstruction, Fire Station relocation land purchase and various other projects.

The Special Revenue Funds consist of the Drainage Utility Fund, the Municipal Court Funds, the Recreation Activities Fund, the Cemetery Fund, the Hotel Occupancy Tax Fund, the Library Gifts & Memorials Fund and the Animal Shelter Fund. A detailed description of each fund is located in the “Other Funds” section of this document.

The Drainage Utility Fund revenues consists of drainage utility charges and interest earnings. The total revenue budgeted for fiscal year 2008-09 is \$905,710. The revenue sources in this fund are used to provide maintenance of existing drainage facilities, cover the debt payments required on prior issued debt, and the construction of new drainage facilities. The Drainage Fund budget totals \$811,776 and includes funding for a drainage study at Martin Walker, new debt service payments and operating costs. The severe weather events during fiscal year 2006-07 highlighted the need for drainage projects in several areas of the City. City staff completed the required FEMA grant funding applications for three major projects that if approved will resolve the most severe drainage issues experienced in several areas of the City. The reclassification of a Laborer to a Heavy Equipment Operator is the only position change, no additional positions were added in the Drainage Fund fiscal year 2008-09 budget.



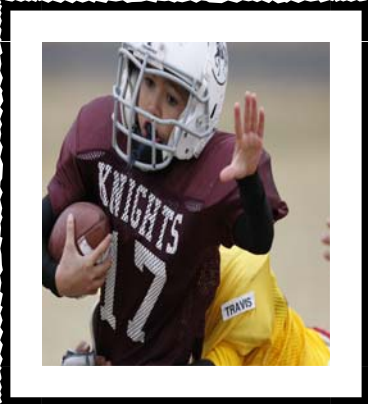
The Hotel Occupancy Tax Fund is used to account for hotel occupancy taxes collected from each hotel within the City limits. The revenue resources of this fund, including interest earnings, must be utilized for specific purposes according to State Law. State Law requires every expenditure to directly enhance and promote tourism and the convention and hotel industry, and every expenditure must clearly fit into one of six statutorily provided categories. The six categories include (1) funding the establishment, improvement, or maintenance of a convention center or visitor information center, (2) paying the administrative expenses for facilitating convention registration, (3) paying for advertising, solicitations, and promotions that attract tourists and convention delegates to the city or its vicinity, (4) expenses that promote the arts, (5) funding historical restoration or preservation programs, and (6) funding costs in certain counties to hold sporting events that substantially increase hotel activity. Please review Chapter 351 of the Tax Code for further detail regarding the authorized use of hotel occupancy tax. Funding for the Chamber of Commerce to generate tourism within the City, for the Boys and Girls Club to promote "Music at the Gap", for the Copperas Cove Downtown Association to promote Krist Kindl Markt and the City's Birthday Celebration, for the C.H.A.M.P.S. (Communities Helping Americans Mature Progress and Succeed) to promote the Heart of Texas Bowl and the Cove Live Theatre is provided in the FY 2009 Budget.







Funding in the FY 2009 Budget for the projects listed below is provided for through the various Capital Project Funds. The list of projects that follows is not all inclusive, however a complete accounting for all capital projects funds is located in the "Capital Improvements" section of this document.



The 2001 Certificates of Obligation includes funding for the Reliever Route project which has been under development and in the planning stages since 1987. The total project is estimated to be \$52.14 million (including right-of-way acquisition) and cover 6.3 miles. The impact of the project is expected to reduce traffic on US Hwy 190 by 30%.



The 2005 Certificates of Obligation includes funding for the East Pump Station and the Turkey Run Pump Station. The East Pump Station project includes a 500,000 gallon concrete tank and pumps. The project will help provide better water service to the east and southeast portions of Copperas Cove and does replace 8" and 12" lines that were removed due to widening of Hwy 190. The Turkey Run Pump Station project includes the addition of a fourth pump at the Turkey Run station and a 30" water line from the pump station to Wolfe Road to begin a Northwest Water loop.

The 2006 Tax Notes includes funding for the land purchase, design and architecture services for the new police facility.

The 2007 Certificates of Obligation include funding for the construction of the new police facility. The anticipated project completion date is January 2010 with construction beginning in January 2009. Staff expects the impact on the 2009-2010 operating budget to be approximately \$35,000—\$50,000.



The May 2008 Tax Notes includes funding for baseball and soccer field lighting, playscapes at City Park and Kate Street Park, library renovations, land purchase of approximately 4 acres for the relocation of fire station number two, funding for a multipurpose recreation center, and drainage and street reconstruction of Summers Road. Additional funding for Water and Sewer projects including the Mesa Verde II development through a 380 Agreement and the Turkey Run Pump Station project due to the increasing costs and funding shortage in the 2005 Certificates of Obligation.

An additional Tax Note issuance was requested in the 2008-09 budget process to include various fleet and equipment purchases, Bradford Drive road extension, additional funds for the Summers Road project, a recycling center expansion project and water tank rehabs. This Tax Note issuance was approved in October 2008.



Further details regarding capital improvements and funding for those improvements is located in the Capital Improvements section of this document.

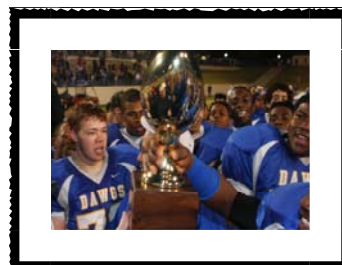
# Copperas Cove

*Head for the Hills*

## *"The City of Five Hills"*

Copperas Cove, Texas is located in the heart of Central Texas, neighbors Fort Hood and is just 60 miles North of Austin, the State Capital of Texas. Copperas Cove is located among three counties—Bell, Coryell and Lampasas. US Highway 190 is the major thoroughfare in the City of Copperas Cove, once spelled Coperas Cove. The name "Coperas Cove" was inspired by the copper taste of the water from a nearby spring. In the late 1870s residents applied for a post office under the name of Cove. The name of Cove was rejected by the postal service since another Texas post office existed with that name. The name Coperas Cove was later submitted and a post office was established in 1879, with Marsden Ogletree serving as postmaster. The spelling of name of the City was changed to Copperas Cove in 1901. The residents of Copperas Cove elected its first Mayor in 1913 and in the late 1940s the United States Government located a military training facility known as Camp Hood in Bell and Coryell counties. This facility helped provide a much needed boost to Copperas Cove. The military established Fort Hood as a permanent base in 1950. Job opportunities at Fort Hood and military personnel retiring from the military choosing to remain in the area helped bring about the population growth in Copperas Cove. Copperas Cove is the largest municipality in Coryell County with a 2008 estimated population of 29,988. Copperas Cove is approximately 16.5 square miles, with 13.6 square miles located in Coryell County. Copperas Cove's crime rate of 4,211 per 100,000 is among the lowest in the Central Texas area and is below the state crime rate of 4,631. The 2008 estimated median household income is \$49,586 and the average home market value is \$93,064. The major employers in the area are Central Texas College with 1,798 employees, City of Copperas Cove with 307 employees, Copperas Cove ISD with 1,300 employees, Fort Hood Civilian (federal and contract) with 17,098 employees, Fort Hood (military soldiers) with 53,416 employees, GC Services (credit collection agency) with 1,200 employees, H.E.B. Grocery Store with 145 employees, Metroplex Hospital with 1,000 employees, Wal-Mart Supercenter with 400 employees, Windcrest Nursing Center with 101 employees, Tarleton - Central Texas with 90 employees, and Hill Country Rehabilitation with 80 employees.

Copperas Cove is home to Copperas Cove ISD and the Copperas Cove Bull Dawgs. Copperas Cove ISD consists of 12 campuses, with eight of the twelve schools being elementary schools that serve pre-kindergarten through fifth grade, two junior high schools that serve sixth, seventh and eighth grades, an alternative learning center, and Copperas Cove High School. Copperas Cove High School has served as a Texas mentor school since 1993 because of its innovative education and social programs. Educators from across the state regularly visit CCHS to learn more about its programs and services. CCISD is a Recognized Rated District that includes 2 Exemplary Campuses. Every year about 40 percent of the student athletes earn places on the honor roll and many receive college scholarships.





Key Topics

- Fund Accounting
- Basis of Accounting
  - Modified Accrual
  - Full Accrual
- Budget Process
- State Statutes
- Local Law
- Budget Calendar
- Financial Policies
- Summary of Fund Balances, Revenues & Expenses
- Personnel Schedule
- "New/Deleted" Personnel Schedule
- Combined Schedule of Revenues, Expenditures and Changes in Fund Balance
- Adopted Budget Summary
- Consolidated Schedule of Receipts
- Consolidated Schedule of Expenditures
- Ad Valorem Tax Analysis
- Budget Adoption Ordinance
- Adoption of Tax Rate Ordinance

FUND ACCOUNTING

The City of Copperas Cove utilizes fund accounting as prescribed by the Governmental Accounting Standards Board. Fund accounting consists of three fund types: governmental, proprietary and fiduciary. Of the three fund types, the City of Copperas Cove utilizes governmental and proprietary fund types. Governmental fund types are comprised of a general fund, special revenue funds, debt service funds, nonexpendable trust funds, and capital projects funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include agency funds, expendable trust funds, investment trust funds and pension trust funds. The City's governmental funds include:

General Fund: This fund is the primary operating fund of the City and is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The primary funding sources are property tax, sales tax and franchise fee revenues. Other resources are derived from fines and fees, permits and licenses, and intergovernmental receipts. Expenditures are incurred as result of services provided to the citizenry. These services include, but are not limited to, fire and police protection, parks and recreation facilities and activities, code enforcement, and infrastructure maintenance.

Special Revenue Funds: These funds are budgeted to account for revenue sources that are designated for specific purposes. This includes hotel occupancy taxes collected, which are used to promote tourism, preserve historical sites, and promote the arts. It also includes drainage utility fees collected to complete drainage maintenance.

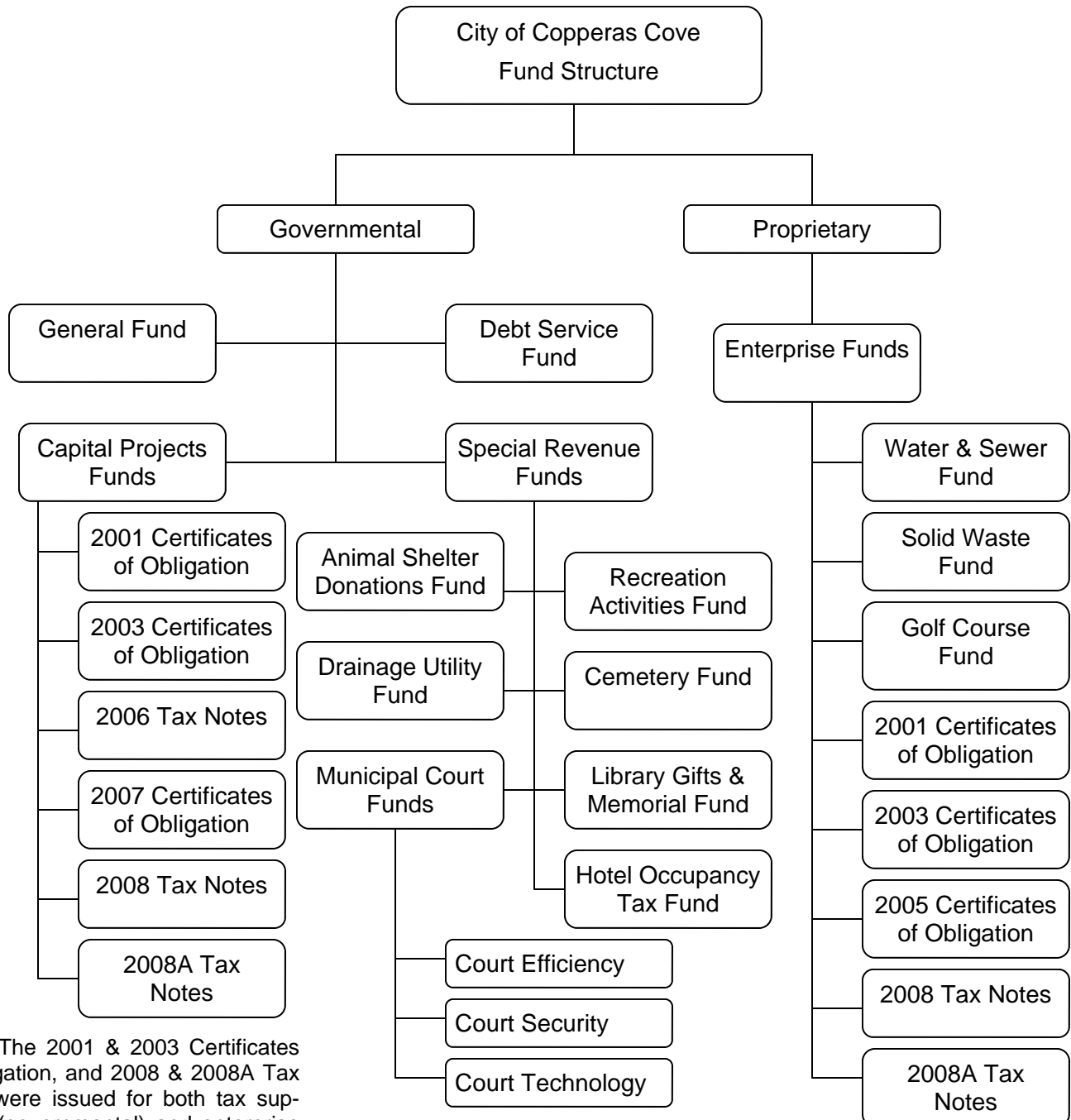
Debt Service Fund: This fund is used for the accumulation of resources (property tax revenue) necessary in paying the City's annual debt service requirements (principal & interest) related to general obligation debt. The City of Copperas Cove accounts for all interest and sinking fund requirements related to governmental fund types in one debt service fund.

Capital Projects Funds: These funds are created to account for the financial resources used for the acquisition of fixed assets and/or construction of major capital projects in tax supported areas (i.e. police, fire, streets, parks and library).



The City's proprietary funds include:

**Enterprise Funds:** Funds established to account for the operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed and recovered primarily through user charges. Furthermore, the funds were established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The City of Copperas Cove maintains three different enterprise funds: a water & sewer fund, a solid waste fund and a golf course fund. Following is a chart that depicts the fund structure for the City of Copperas Cove.



Note: The 2001 & 2003 Certificates of Obligation, and 2008 & 2008A Tax Notes were issued for both tax supported (governmental) and enterprise fund projects, thus they appear under each fund type on this organizational chart.

## **Basis of Accounting**

The City of Copperas Cove utilizes the modified accrual basis of accounting for all governmental fund types and the full accrual basis of accounting for proprietary funds as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). Nevertheless, there are differences between Generally Accepted Accounting Principles (GAAP) and the manner in which the City's budget is developed. These differences are primarily made up of basis differences, perspective differences and in some cases timing differences. Encumbrances, for budgetary purposes, at year end are viewed as expenditures for the current year because they were budgeted as such; however, for GAAP purposes they are not recognized as expenditures until a liability is incurred. This causes both a basis difference as well as a timing difference between the budget basis and GAAP basis of accounting.

The City budgets certain capital projects for enterprise funds in separate capital projects funds. This causes a perspective difference between budget and GAAP because for GAAP purposes these funds are combined and accounted for as one fund. This form of budgetary accounting also presents a basis difference.

As mentioned above, governmental fund types are accounted for on the modified accrual basis of accounting which recognizes revenues when they are "susceptible to accrual." "Susceptible to accrual" means that the revenue is both measurable and available. Available means that the revenues are collectible in the current period or soon enough thereafter (generally within 60 days after the end of the current fiscal year) to be used to pay liabilities of the current period. Expenditures, not expenses, are recognized when incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid or consumed. Additionally, these fund types operate under a flow of financial resources measurement focus which inhibits them from recognizing depreciation expense, bad debt expense or accounting for any long term debt or fixed assets. Long term debt and fixed assets of governmental fund types are accounted for in two account groups, the general long term debt account group and the general fixed asset account group respectively.

Proprietary fund types are accounted for on the full accrual basis of accounting where revenues are recognized when earned and expenses, not expenditures, are recognized when incurred. In addition, these fund types operate under a flow of economic resources measurement focus which requires them to recognize the effects of depreciation expense and bad debt expense as well as account for long term debt and fixed assets.

According to GASB a "fund" is a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

# FY 2008-09 Budget Process

## FY 2008-09 Budget Process STEPS

### Kickoff Meeting

Mandatory Budget Instruction Meeting held with staff that will play an instrumental role in completing the budget process.

Optional Tutorial Workshops conducted by Finance Department Staff.

### Revenue Forecasts

Departmental with revenue generating abilities review current year-to-date actuals and develop projections for year end.

Director of Financial Services prepares revenue forecasts for upcoming fiscal year based on trends and historical data.

### Budget Requests

Departments prepare and submit the following:  
•Budget Requests for New Programs, Personnel, Fleet, & Capital Improvement Programs.  
•Department Program Descriptions, Accomplishments, Objectives and Performance Measures.

### Budget Presentation

City Manager & Director of Financial Services conduct budget meetings with departments.

Finance Department compiles all approved requests and prepares proposed budget.

City Manager prepares City Manager's Letter & Budget Presentation.

### Budget Adoption

Multiple Budget Workshops are conducted with Staff & City Council

Public Hearings on the Proposed Budget, Tax Rate, & Changes in the Proposed Budget are conducted.

City Council adopts FY 2009 Budget.

## GOALS

Provide meaningful instruction to staff that will result in justified requests.

Staff is required to provide link between requests, goals & objectives, and performance measures.

Provide revenue forecasts that will aid in determining the availability of funds for the next fiscal year.

Provide revenue projections that are neither too conservative or liberal.

Submission of fully justifiable requests that have a direct link to the goals & objectives and performance measures.

Present a budget that is supported by proper documentation, plans and linked to the Goals, Vision & Mission Statement of the City and City Council.

Adoption of a budget that is considered to be in the best interest of the City.

## DUE DATE

April 3, 2008

April 28, 2008

May 9 & 23, 2008

July 15, 2008

September 16, 2008

## State Statutes – Local Government Code

<b>Local Government Code Section</b>	<b>Title</b>	<b>Statute</b>
102.001	Budget Officer	The City Manager of a council-manager form of government serves as the budget officer.
102.002	Annual Budget Required	Requires the budget officer of the municipality to prepare, on an annual basis, a municipal budget covering the proposed expenditures of the municipal government for the succeeding year.
102.003(a)	Itemized Budget; Contents	The budget officer shall itemize the budget to allow as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year. The budget must show as definitely as possible each of the projects for which expenditures are set up in the budget and the estimated amount of money carried in the budget for each project.
102.003(b)	Itemized Budget; Contents	<p>The budget must contain a complete financial statement of the municipality that shows:</p> <ol style="list-style-type: none"> <li>1. the outstanding obligations of the municipality;</li> <li>2. the cash on hand to the credit of each fund;</li> <li>3. the funds received from all sources during the preceding year;</li> <li>4. the funds available from all sources during the ensuing year;</li> <li>5. the estimated revenue available to cover the proposed budget; and</li> <li>6. the estimated tax rate required to cover the proposed budget.</li> </ol>
102.004	Information Furnished by Municipal Officers and Boards	In preparing the budget, the budget officer may require any municipal officer or board to furnish information necessary for the budget officer to properly prepare the budget.
102.005	Proposed Budget Filed with Municipal Clerk; Public Inspection	<ol style="list-style-type: none"> <li>a. The budget officer shall file the proposed budget with the municipal clerk before the 30<sup>th</sup> day before the date the governing body of the municipality makes its tax levy for the fiscal year.</li> <li>b. A proposed budget that will require raising more revenue from property taxes</li> </ol>

## State Statutes – Local Government Code

Local Government Code Section	Title	Statute
		<p>than in the previous year must contain a cover page with the following statement in 18-point or larger type: "This budget will raise more total property taxes than last year's budget by (insert total dollar amount of increase and percentage increase), and of that amount (insert amount computed by multiplying the proposed tax rate by the value of new property added to the roll) is tax revenue to be raised from new property added to the tax roll this year."</p> <p>c. The proposed budget shall be available for inspection by any person. If the municipality maintains an Internet website, the municipal clerk shall take action to ensure that the proposed budget is posted on the website.</p>
102.006	Public Hearing on Proposed Budget	<p>a. The governing body of a municipality shall hold a public hearing on the proposed budget. Any person of the municipality may attend and may participate in the hearing.</p> <p>b. The governing body shall set the hearing for a date occurring after the 15<sup>th</sup> day after the date the proposed budget is filed with the municipal clerk but before the date the governing body makes its tax levy.</p> <p>c. The governing body shall provide for public notice of the date, time, and location of the hearing. The notice must include, in type of a size at least equal to the type used for other items in the notice, any statement required to be included in the proposed budget under Section 102.005(b).</p>
102.0065	Special Notice by Publication for Budget Hearing	<p>a. The governing body of a municipality shall publish notice before a public hearing relating to a budget in at least one newspaper of general circulation in the county in which the municipality is located.</p> <p>b. Notice published under this section is in</p>

## State Statutes – Local Government Code

		<p>addition to notice required by other law, except that if another law requires the governing body to give notice, by publication, of a hearing on a budget this section does not apply.</p> <p>c. Notice under this section shall be published not earlier than the 30<sup>th</sup> or later than the 10<sup>th</sup> day before the date of the hearing.</p> <p>d. Notice under this section must include, in type of a size at least equal to the type used for other items in the notice, any statement required to be included in the proposed budget under Section 102.005(b).</p>
102.007	Adoption of Budget	<p>a. At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget.</p> <p>b. The governing body may make any changes in the budget that it considers warranted by the law or by the best interest of the municipal taxpayers.</p> <p>c. Adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget. A vote under the subsection is in addition to and separate from the vote to adopt the budget or a vote to set the tax rate required by Chapter 26, Tax Code, or other law.</p>

## Local Law – City Charter Article VI

### Section 6.01

#### ***Fiscal Year***

The fiscal year of the City of Copperas Cove shall begin the first day of October and shall end on the last day of September of each calendar year. Such fiscal year shall also constitute the budget and accounting year.

### Section 6.02

#### ***Preparation and Submission of Proposed Budget***

The city manager, between ninety (90) and sixty (60) days prior to the beginning of each fiscal year, shall submit to the city council a proposed budget, which shall provide a complete financial plan for the fiscal year and shall contain the following:

- a. A budget message, explanatory of the budget, shall contain an outline of the proposed financial policies of the city for the fiscal year, shall set forth the reasons for salient changes from the previous fiscal year in expenditures and revenue items, and shall explain major changes in financial policy.
- b. A consolidated statement of receipts and expenditures of all funds.
- c. An analysis of property valuations.
- d. An analysis of the tax rate.
- e. Tax levies and tax collections by year for at least five (5) years or, if records for five (5) years are not available, for as many years as are available.
- f. General fund resources in detail.
- g. Summary of proposed expenditures by function, department, and activity.
- h. Summary of proposed expenditures by character and subject.  
Detailed estimates of expenditures shown separately for each activity to support the summaries numbers (g) and (h) above. Such estimates of expenditures are to include an itemization of positions showing the number of persons having each title and the rate of pay.
- i. A revenue and expense statement for all types of bonds.
- j. A description of all bond issues outstanding, showing rates of interest, date of issue, maturity date, amount and authorized amount issued, and amount outstanding.
- k. A schedule of requirements for the principal and interest of each issue of bonds.
- l. A special funds section.
- m. The appropriation ordinance.
- n. The tax levying ordinance.
- o. A capital program, which may be revised and extended each year to indicate capital improvements.
- p. pending or in process of construction or acquisition and shall include the following items:
  1. A summary of proposed programs.
  2. A list of all capital improvements which are proposed to be undertaken during the next five (5) fiscal years, with appropriate supporting information as to the necessity for such improvements.
  3. Cost estimates, method of financing and recommended time schedules for each such improvement.
  4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired. (As Amended 5-1-93; As amended 5-20-08)



## Local Law – City Charter Article VI

### Section 6.03

#### **Anticipated Revenue Compared with Other Years in Budget**

The city manager shall, in the preparation of the budget, place in parallel columns opposite all items of revenue the actual amount of each item for the last completed fiscal year, the estimated amount for the current fiscal year, and the proposed amount for the ensuing fiscal year.

### Section 6.04

#### **Proposed Expenditures Compared with Other Years**

The city manager, in the preparation of the budget, shall place in parallel columns opposite all items of expenditures, the actual amount of such items of expenditures for the last completed fiscal year, the estimated amount for the current fiscal year, and the proposed amount for the ensuing fiscal year. (As amended 5-1-93; As amended 5-20-08)

### Section 6.05

#### **Proposed budget: A public record**

The proposed budget and all supporting schedules shall be filed with the city secretary when submitted to the council and shall be a public record for inspection by anyone. (As amended 5-1-93; As amended 05-20-08)

### Section 6.06

#### ***Notice of Public Hearing on Proposed Budget***

At the meeting of the council at which the proposed budget is submitted, the council shall fix the time and place of a public hearing on the budget and shall cause to be published in a local newspaper a notice of hearing, setting forth the time and place thereof at least five (5) days before the date of hearing.

As amended 5-1-93; As amended 05-20-08)

### Section 6.07

#### ***Public Hearing on Proposed Budget***

At the time and place set forth in the notice required by Section 6.06, the council shall hold a public hearing on the proposed budget submitted, and all interested persons shall be given an opportunity to be heard, for or against any item or the amount of any item therein contained.

(As amended 5-1-93; As amended 05-20-08)

### Section 6.08

#### ***Public Hearing Amending or Supplementing Proposed Budget***

After the conclusion of such public hearing, the council may insert new items or may increase or decrease the items of the proposed budget, except items in proposed expenditures fixed by law. Before inserting any additional item or increasing any item of appropriation, it must cause to be published a notice setting forth the nature of the proposed changes and fixing a place and time, not less than five (5) days after publication, at which the council will hold a public hearing thereon.

After such further hearing, the council may insert the additional item or items and make the increase or increases to the amount in each case indicated by the published notice, or to a lesser amount; but where it shall increase the total proposed expenditures, it shall also provide for an increase in the total anticipated revenue to at least equal such total proposed expenditures. (As amended 5-1-93; As amended 05-20-08)

## Local Law – City Charter Article VI

### Section 6.09

#### ***Vote Required for Adoption***

The budget shall be adopted by a majority vote of the council.  
(As amended 4-2-83; As amended 5-20-08)

### Section 6.10

#### ***Date of Final Adoption***

The budget shall be finally adopted not later than the thirtieth (30<sup>th</sup>) of September. If the council fails to adopt the budget by the thirtieth (30<sup>th</sup>) day of September, the amounts appropriated for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis with all items in it pro-rated accordingly, until such time as the council adopts a budget for the ensuing fiscal year. The levy of property tax will be set based on the State Law provisions governing property tax levy and the adoption requirements for said levy.  
(As amended 5-1-93; As amended 05-20-08)

### Section 6.11

#### ***Effective Date and Distribution of Budget Upon Final Adoption***

The budget shall be in effect for the ensuing fiscal year. A copy of the budget, as finally adopted, shall be filed with the city secretary, the county clerk of Coryell County, the county clerk of Lampasas County, and as required by state law. The final budget shall be printed, mimeographed or otherwise reproduced, and a reasonable number of copies shall be made available for the use of all offices, departments and agencies, and for the use of interested persons and civic organizations and placed on file with the city secretary, municipal library, and on the city's website. (As amended 5-1-93; As amended 05-20-08)

### Section 6.12

#### ***Budget Establishes Appropriations***

From the effective date of the budget, all amounts stated therein as proposed expenditures shall be and become appropriated to all objects and purposes therein named.

**City of Copperas Cove  
FY 2008-09 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
April 3, 2008		Budget Kickoff Meeting for City Departments	
April 21, 2008		Budget Kickoff Meeting for Non-City Organizations	
April 28, 2008		Revenue Forecasts for FY 2008-09 Due to Finance	*City Charter Article VI, Sec 6.03
April 28, 2008		FY 2007-08 Revenue and Expenditure Projections Due to Finance	*City Charter Article VI, Sec 6.04
May 1-14, 2008		Budget Meetings with City Manager to Review Revenue Forecasts and Expenditure Projections	*State Statute Sec 102.004
May 9, 2008		Base Budgets Due to Finance	*City Charter Article VI, Sec 6.04 *State Statute Sec 102.002
May 19, 2008		Budget Requests from Non-City Organizations Due to City Finance Department	
May 23, 2008		Department Program Descriptions, Goals & Achievements, New Position Requests, Supplemental Requests, Fleet Requests, CIP Requests & Priority Summary Due to Finance	*City Charter Article VI, Sec 6.04
June 2-12, 2008		Budget Meetings with City Manager to Discuss Budget Submission including New Program Requests	*State Statute Sec 102.004
June 30, 2008		Proposed Budget Due to City Manager from Finance	
July 15, 2008	Council Workshop	Presentation of FY 2009 Proposed Budget by City Manager	*City Charter Article VI, Sec 6.02 & 6.05 *State Statute Sec 102.001, 102.003(a) & 102.003(b)
July 15, 2008		FY 2009 Proposed Budget Filed with City Secretary	*City Charter Article VI, Sec 6.05 *State Statute Sec 102.005
July 15, 2008	Council Meeting	Set Public Hearing on Proposed Budget for August 7, 2008	*City Charter Article VI, Sec 6.06
July 25, 2008		Chief Appraiser Certifies Approved Appraisal Roll	*Texas Property Tax Code 26, Article VIII Sec 21
July 25, 2008		Publish Notice of Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.06 *State Statute Sec 102.006
July 29, 2008	Special Council Workshop	Budget Workshop	

**City of Copperas Cove  
FY 2008-09 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
July 31, 2008	Special Council Workshop	Budget Workshop	
August 1, 2008		Publication of Effective and Rollback Tax Rates, Statements, and Schedules (Tax Collector prepares for newspaper.)	*Texas Property Tax Code 26, Article VIII Sec 21
August 1, 2008		Public Notice of Meeting to Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 5, 2008	Council Workshop (Begin at 5:30pm)	Budget Workshop Discuss Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
August 7, 2008	Special Council Workshop (Begin at 5:30pm)	Budget Workshop	
August 7, 2008	Special Council Meeting	Public Hearing on Proposed Budget	*City Charter Article VI, Sec 6.07 *State Statute Sec 102.006
August 8, 2008	Council Meeting	Take a recorded vote on tax rate and set date to adopt the tax rate.	*Texas Property Tax Code 26, Article VIII Sec 21
August 8, 2008	Council Meeting	Set Public Hearings on the Tax Increase for August 19, 2008 and September 2, 2008.	*Texas Property Tax Code 26, Article VIII Sec 21
August 8, 2008	Council Meeting	Set meeting to Adopt Tax Rate for September 16, 2008.	*Texas Property Tax Code 26, Article VIII Sec 21
August 12, 2008		Publication of "Notice of Public Hearing on Tax Increase" (Include on channel 10 and website.)	*Texas Property Tax Code 26, Article VIII Sec 21
August 15, 2008		Public Notice for First Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
August 19, 2008	Council Workshop	Review City Council Recommended Changes to the Proposed Budget	*Article VI, Sec 6.08
August 19, 2008	Council Meeting	First Public Hearing on Tax Increase (Must be a separate Council Meeting)	*Texas Property Tax Code 26, Article VIII Sec 21
August 22, 2008		Public Notice of the Changes to the Proposed Budget with Notification of Public Hearing on September 2, 2008.	*Article VI, Sec 6.08
August 22, 2008		Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper.)	*Texas Property Tax Code 26, Article VIII Sec 21

**City of Copperas Cove  
FY 2008-09 Budget Calendar**

<b>Date</b>	<b>Council Meeting</b>	<b>Required Activity</b>	<b>Legal Requirement Reference</b>
August 26, 2008		Public Notice for Second Public Hearing on Tax Increase	*Texas Property Tax Code 26, Article VIII Sec 21
September 2, 2008	Council Meeting	Public Hearing on Changes to Proposed Budget	*City Charter Article VI, Sec 6.08
September 2, 2008	Council Meeting	Second Public Hearing on Tax Increase (Must be a separate Council Meeting.)	*Texas Property Tax Code 26, Article VIII Sec 21
September 2, 2008	Council Meeting	Set Meeting to Adopt Tax Rate for September 16, 2008	*Texas Property Tax Code 26, Article VIII Sec 21
September 12, 2008		2nd Publication of "Notice of Tax Revenue Increase" (Tax Collector prepares for newspaper.)	*Texas Property Tax Code 26, Article VIII Sec 21
September 12, 2008		Public Notice for Meeting to Adopt Tax Rate	*Texas Property Tax Code 26, Article VIII Sec 21
September 16, 2008	Council Meeting	Adoption of FY 2009 Proposed Budget	*City Charter Article VI, Sec 6.09 & 6.10
			*State Statute Sec 102.007
September 16, 2008	Council Meeting	Action on Amending the City's "Fee Schedule" Ordinance	
September 16, 2008	Council Meeting	Adoption of 2008-09 Tax Rate	*City Charter Article VI, Sec 6.10
September 16, 2008	Council Meeting	Ratify the Vote Approving and Adopting the Budget and the Vote to Adopt the Tax Rate	*City Charter Article VI, Sec 6.10

## Financial Policies

### ***Fund Balance***

Fund balance is the portion of fund equity that is considered to be available for appropriation. During the 1995-96 fiscal year a fund balance policy was adopted by the City Council providing a directive that the City strive to maintain a fund balance in each major operating fund equal to three months of operating expenditures.

### ***Investments***

The City is authorized to invest its funds in the following:

1. Obligations of the United States or its agencies and instrumentalities which have a stated maturity on the date of purchase of two years or less.
2. Direct obligations of the State of Texas or its agencies and instrumentalities.
3. Certificates of Deposits if issued by a state or national bank domiciled in the State of Texas.
4. Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed with the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities.
5. Obligations of states, agencies, counties, cities and other political subdivisions of any state having been rated as to investment quality by a nationally recognized investment rating firm and have received a rating of not less than "A" or its equivalent.
6. Eligible fully collateralized repurchase agreements, as defined by the Public Funds Investment Act.
7. Eligible investment pools in accordance with the Public Funds Investment Act. Section 2256.016 – 2256.019
8. Any other securities which may be added by the State of Texas as permissible investments for municipal governments which are in compliance with the Public Funds Investment Act.

### ***Long Term Debt***

According to the City Charter Section 7.02. *Issuance of bonds, time warrants, and certificates of obligation*, all bonds warrants, and certificates of obligation of the City of Copperas Cove shall be issued pursuant to the procedures and requirements established by the Constitution and general laws of the State of Texas. All tax bond issues must be presented to the voters for referendum.

### ***Indirect Cost Allocations***

Indirect cost allocations transfer actual costs for services, such as administration and facility use, to those funds that use the services. Indirect costs are allocated on the assumption that they are in proportion to the costs of operating the funds. The base assumption is that allocation be based on total operating budget, less transfers and debt service. Percentages for individual departments are adjusted as conditions warrant. Appropriate transfers were determined for the common costs traditionally paid for by a single fund. Finally, credits were given for any cost borne directly by individual funds.

## Financial Policies

### ***Indirect Cost Transfers***

Indirect cost transfers are direct transfers from the Enterprise Funds to the General Fund and are determined by a predetermined formula.

### ***Budget Transfers***

According to the City Charter Section 8.02 *Transfers of Appropriations*, the director of finance may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within an office, department or agency. At the request of the City Manager and within the last three (3) months of the fiscal year, the council may by resolution transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

### ***Budget Amendments***

According to the City Charter, § 6.16 *Amending the Budget*, the following shall be adhered to:

- (a) Program / budget action conference. Within fifteen (15) days after the end of the second quarter of the fiscal year the council will hold a program / budget action conference with the city manager to determine the fiscal condition of the city at that time and to determine if the current budget for that fiscal year should be amended in any manner.
- (b) Budget amendments.
  - (1) If, at any time, the council desires to amend the budget it will call for a public hearing and cause to be published, in local newspapers of general circulation in the city, at least five (5) days prior to such public hearing a description of the proposed amendments.
  - (2) After the public hearing mentioned above, the city council may adopt, modify and adopt, or decline to adopt the proposed amendments.
  - (3) In those cases where the council desires to move funds or make appropriations from reserve accounts, two (2) public hearings, held a minimum of five (5) days apart, must be held prior to such action being taken.
  - (4) In those cases where state law requires that a state of grave public necessity be declared prior to amending the budget, the actual fact of the grave public necessity may be established by a unanimous vote of the council or by the certification in writing by not less than one hundred fifty (150) resident qualified voters. If a grave public necessity is established as herein required, then the budget may be amended by customary council action.
  - (5) Transfers of appropriations authorized in Sec. 8.02 are budget actions that do not require the amendment



## Financial Policies

procedures required elsewhere in this article.

### ***Contingent Appropriations***

Per the City Charter, § 6.14 *Contingent Appropriations*, a provision shall be made in the annual budget and in the appropriation ordinance for a contingent appropriation, in an amount not more than fifteen (15) per centum of the total general fund expenditure, to be used in case of unforeseen items of expenditures. Such contingent appropriation shall be under the control of the city manager and distributed by him/her after approval by the city council. A detailed account of such expenditures shall be recorded and reported. The proceeds of the contingent appropriation shall be disbursed only by transfer to other departmental appropriations, the spending of which shall be charged to the departments or activities for which the appropriations were made. (Amended 4-2-83; As Amended 5-1-93; As Amended 5-20-08)

### ***Lapse of Appropriations***

According to the City Charter, § 8.04 *Lapse of Appropriations*, all appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered. The finance director shall transfer such lapsed appropriations to the reserve account of the fund to which the lapsed appropriation belongs.

## Summary of Fund Balances, Revenues & Expenses

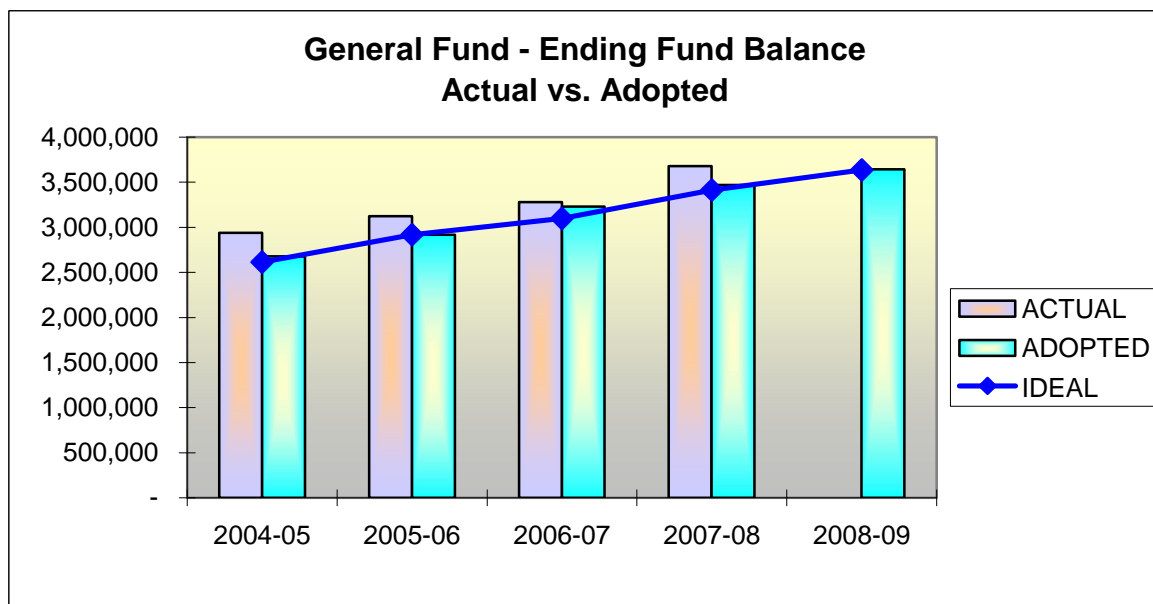
### FUND BALANCE

Fund Balance is the amount of fund equity that the City has available for appropriation. The City of Copperas Cove strives to maintain a policy of having a minimum of three (3) months operating fund balance in each fund. Fund Balance amounts for the proprietary funds represent the working capital of each fund. Since proprietary funds are accounted for on the full accrual basis of accounting and utilize the flow of economic resources measurement focus, the Comprehensive Annual Financial Report (CAFR) reports retained earnings rather than fund balance. As a result, working capital is the most comparable calculation to fund balance available. These numbers may be different than amounts reported in the CAFR or prior year reports due to changes resulting from prior period adjustments, budget to GAAP adjustments, encumbrances and cancelled encumbrances.

#### General Fund

Over the past five years, the fund balance in the General Fund has remained at ideal levels, covering, at a minimum, three months operating expenditures. Maintaining a strong fund balance has resulted from the implementation of proactive fiscal policies which are being consistently followed. Once ideal fund balance has been attained, any future reductions of fund balance can be attributed to the utilization of excess fund balance. Typically, the City attempts to utilize excess fund balance toward one-time purchases (e.g. capital outlay and improvements). Additionally, the policy permits the funding of operating deficits with the excess fund balance if necessary.

If the excess fund balance is not used in the current fiscal year, then it is rolled forward into the next fiscal year and used to achieve a balanced budget while keeping the fund balance at or above the ideal fund balance level. As you can see below, the actual fund balance consistently exceeds the budgeted fund balance due to revenues exceeding budget projections and expenditures being kept within budget. This conservative way of budgeting allows the City to maintain a healthy fund balance.



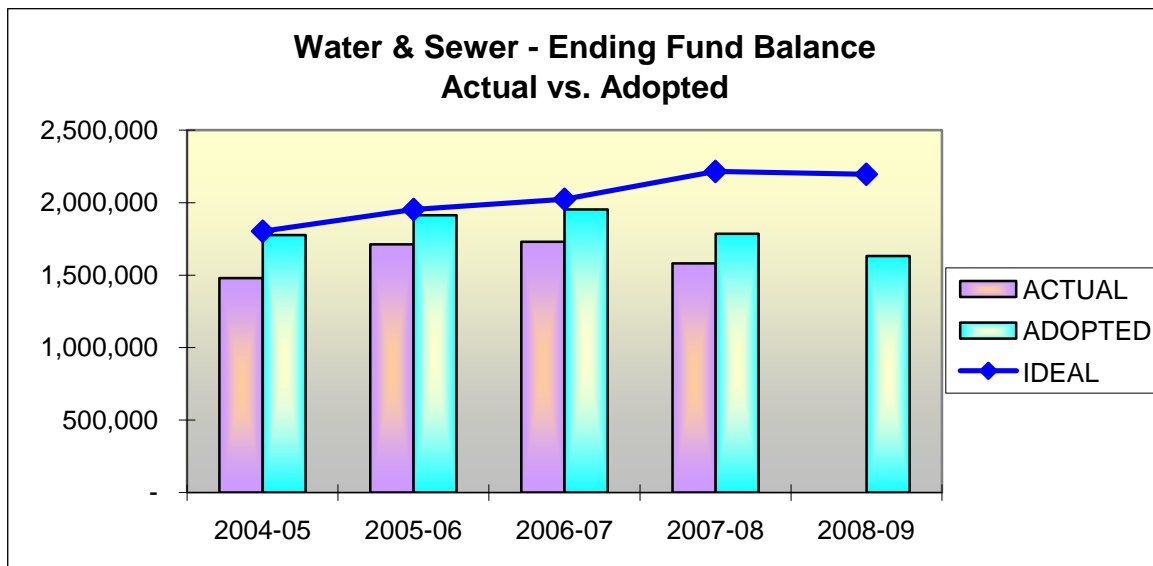
*Note: The actual amount provided for fiscal year 2007-08 is a projection.  
The ideal fund balance represented above is calculated on actual expenditures if available.*

## Summary of Fund Balances, Revenues & Expenses

Since enterprise funds report a retained earnings rather than a fund balance the following graphs for the three enterprise funds depict the working capital of each fund over a five year period.

### Water & Sewer Fund

The fund balance position in the Water and Sewer Fund is decreasing slightly below fiscal year 2007-08 and is not budgeted at ideal fund balance in fiscal year 2008-09. Since fiscal year 2004-05 the fund balance of the Water & Sewer Fund was reflecting a slight growth until fiscal year 2007-08 due to the increase in electric utility costs, rising fuel costs, debt service payments, and other operating costs. In fiscal year 2008-09, the adopted fund balance is under ideal by \$563,740. Revenues are conservatively budgeted in FY 2008-09 to preserve the fund balance and carefully monitor the status of the fund to ensure that it does not fall further below the ideal fund balance. City staff will work with the City Council to achieve an ideal fund balance in the next three years.

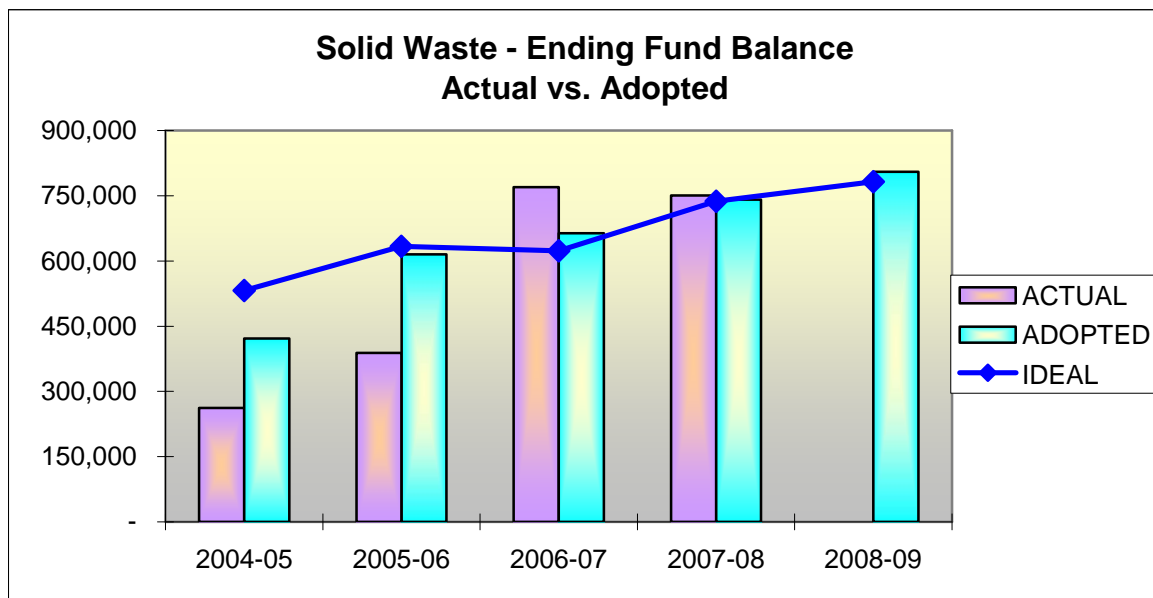


*Note: The actual amount provided for fiscal year 2007-08 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

### Solid Waste Fund

The fund balance position in the Solid Waste Fund has improved over the past several years and the recent improvements are expected to help the fund remain stable. The Solid Waste Fund achieved an ideal fund balance level in fiscal year 2006-07 and is budgeted to exceed the ideal fund balance in fiscal year 2008-09. The debt service obligations from certificates of obligation that was issued in 1994 were satisfied in FY 2003-04. This has helped the Solid Waste fund to become self sufficient and achieve an ideal fund balance. However, this fund incurs hauling and disposal costs as a result of the completion of the transfer station in fiscal year 1998-99. In recent years, the hauling and disposal costs have increased dramatically, going from approximately \$694,128 in fiscal year 2004-05 to approximately \$942,900 for fiscal year 2008-09 which is a 35.8% increase. Increases in fuel and oil and repair and maintenance costs also have a significant impact on the operating funds. Ideal fund balance has been achieved within this fund and will continue to be achieved in future years.

## Summary of Fund Balances, Revenues & Expenses

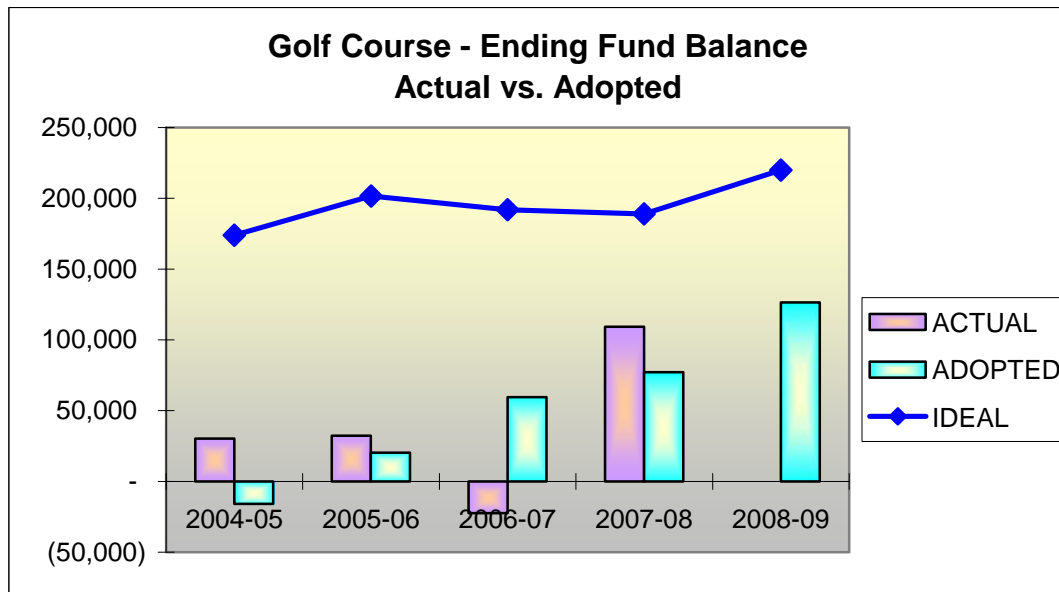


*Note: The actual amount provided for fiscal year 2007-08 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

### Golf Course Fund

The Municipal Golf Course was accounted for in the General Fund prior to fiscal year 1996-97. A major renovation of the Golf Course that began in the 1996-97 fiscal year was completed in May of 1999. This major renovation project included the addition of nine holes to the Golf Course, acquisition of a new clubhouse, irrigation of the Golf Course, renovation of cart paths and other projects. Upon completion of the renovation, significant increases in rates at the Golf Course were implemented. The fund balance for the Golf Course is dynamic and reflects the financial difficulties the fund has faced and continues to face. While the financial picture provided in the graph below is a good distance from meeting ideal fund balance, it is important to note that all of the day to day operations are being funded by the golf course. Fiscal year 2008-09 is the first fiscal year that the golf course is not receiving a transfer from the General Fund. However, the City Council previously authorized City staff to budget the Golf Course's entire share of the 1997 Certificates of Obligation in the Tax Interest and Sinking Fund and not within the Golf Course Fund. The 1997 Certificates of Obligation carry a tax pledge which makes funding the debt service from an ad valorem tax levy lawful. This will assist the Golf Course in recovering financially and allow more of its resources to be placed toward improving and maintaining the product provided to the public. Evidence of improving and maintaining this product continues to be noticeable through the expense activity and operational changes the Golf Course underwent during the 2005-06 fiscal year. The Turkey Creek Activity Center was renovated and converted into a new golf pro shop with a snack bar area, lounge area and swimming pool. In addition, many new tournaments and programs (i.e. Wednesday evening nine-hole scramble and Superbowl Tournament) were introduced during 2005-06 to boost play at the course.

## Summary of Fund Balances, Revenues & Expenses



*Note: The actual amount provided for fiscal year 2007-08 is a projection.  
The ideal fund balance represented above is calculated on actual expenses if available.*

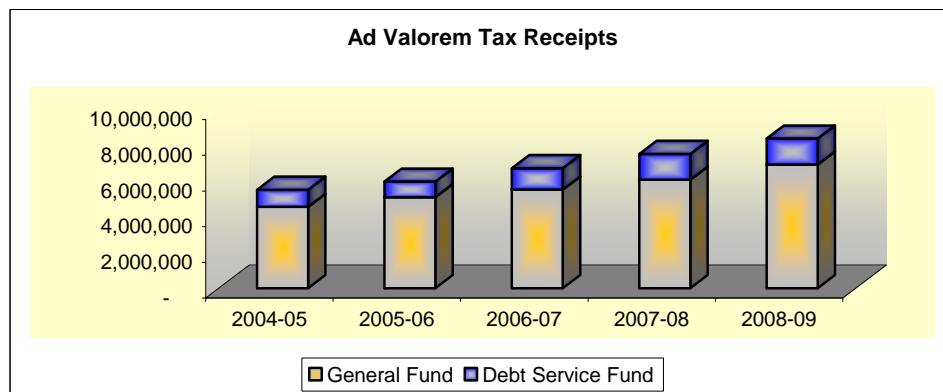
### SIGNIFICANT REVENUES

#### General Fund

The majority of the General Fund's revenue is derived from ad valorem taxes, sales and use taxes, franchise taxes and transfers from other funds.

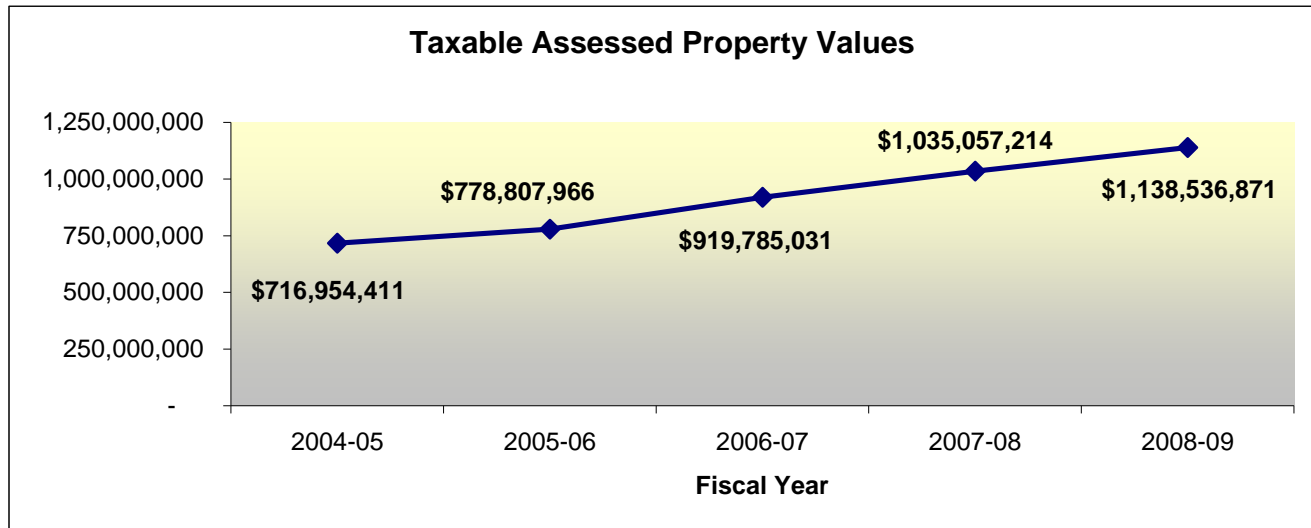
#### **Ad Valorem Taxes**

Ad Valorem Taxes are levied, at a tax rate determined annually by the City Council, on the assessed value of all real business and personal property within the city limits. Assessed valuation of real business and personal property is determined by the Coryell County Appraisal District. Tax revenue is divided between the General Fund and the Debt Service Fund according to the amount of outstanding debt that is due each budget year. Ad valorem tax receipts (current & delinquent) in the General Fund and Debt Service Fund are budgeted at \$8,379,187 which represents an increase of \$853,178 or 11.3%. A significant portion of the General Fund's revenue is derived from this source at \$6,921,331 or 47.7%.



## Summary of Fund Balances, Revenues & Expenses

The 2008-09 tax rate approved by the City Council was maintained at the same rate that has been in place since the 2006-07 fiscal year. The tax rate is 74.0 cents per \$100 of assessed valuation with 14.07 or 19.01% going to the Debt Service Fund and 59.93 cents or 80.99% to the General Fund. The tax rate set at 74.0 cents per \$100 of assessed valuation is 7.75% higher than the effective tax rate of 68.68. However, the tax rate adopted at 74.0 cents per \$100 is less than the rollback tax rate. Since property values are such an integral part in determining the amount of ad valorem taxes levied, an analysis of taxable assessed property values over a five-year period is provided below.



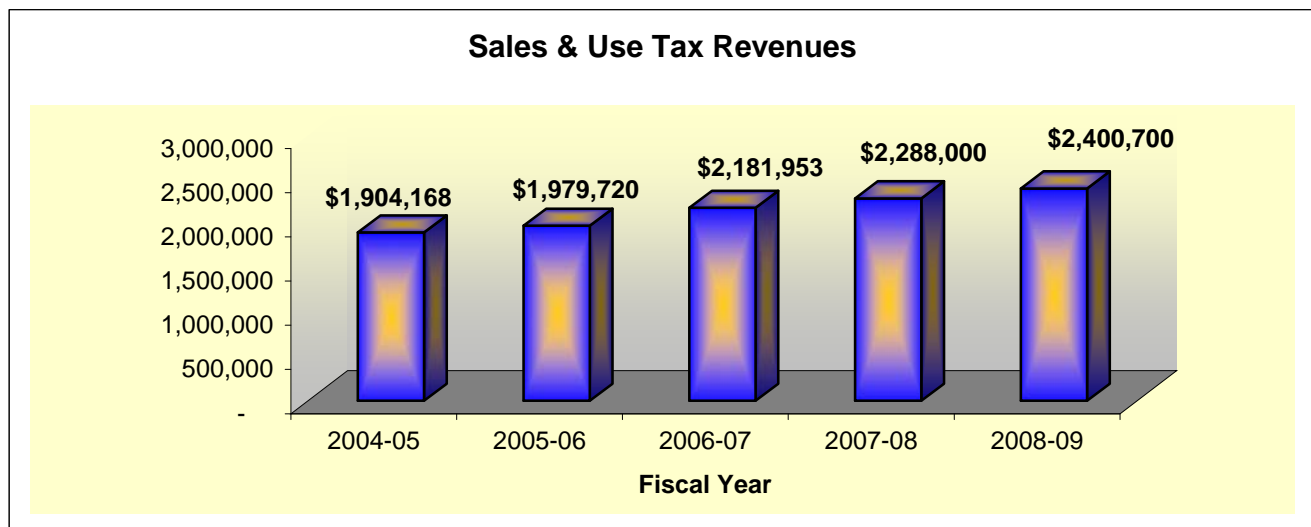
### Top 10 Property Tax Payers for the City of Copperas Cove

Taxpayer Name	Market Value	Taxable Value
Wal-Mart Real Estate	10,901,740	10,901,740
Oncor Electric Delivery Co. (FKA TXU)	10,021,700	10,021,700
Wal-Mart Properties Stores East	8,065,690	8,065,690
Cove Terrace Associates LTD	7,149,990	7,149,990
Central Telephone Company of Texas	6,897,880	6,897,880
Colonial Plaza Partnership	6,276,530	6,276,530
Naman Hospitality Inc.	5,543,970	5,543,970
Crosstowne LTD	5,125,634	5,125,634
H E Butt Grocery Company	4,575,200	4,575,200
Judy Lane Properties	3,757,250	3,757,250

## Summary of Fund Balances, Revenues & Expenses

### Sales & Use Taxes

The City of Copperas Cove, along with the State of Texas, collects sales and use taxes on most retail and commercial sales and services. The State Comptroller collects the entire 8.25% tax of which 2.0% is remitted to the local governments, .5% to Coryell County and 1.5% to the City of Copperas Cove. The City uses 1.0% for maintenance and operation in the General Fund while the other .5%, according to Texas Statute, must be remitted to the Copperas Cove Economic Development Corporation for the development and growth of the City's economy. The City is budgeting to collect \$2,400,700 in sales and use taxes for fiscal year 2008-09, which is \$112,700 more than the amount projected to be collected in fiscal year 2007-08. Sales and use taxes represent 16.6% of the General Fund's total revenues, making it one of the primary sources of revenue. Budgeting only a 4.9% increase over the 2007-08 projected amount is considered to be conservative budgeting of revenues, but also reflects the stabilization of economic growth in the area. The overall growth of \$496,532 or 26.1% between fiscal year 2004-05 and 2008-09 can be attributed to the healthy economy that has been enjoyed by Texas over the past few years. Although the increase is not significant, it has been steady. Another factor that impacted the Sales Tax growth came on September 10, 2005 when the voters of the City of Copperas Cove voted favorably on the legal sale of beer and wine for on and off-premise consumption.



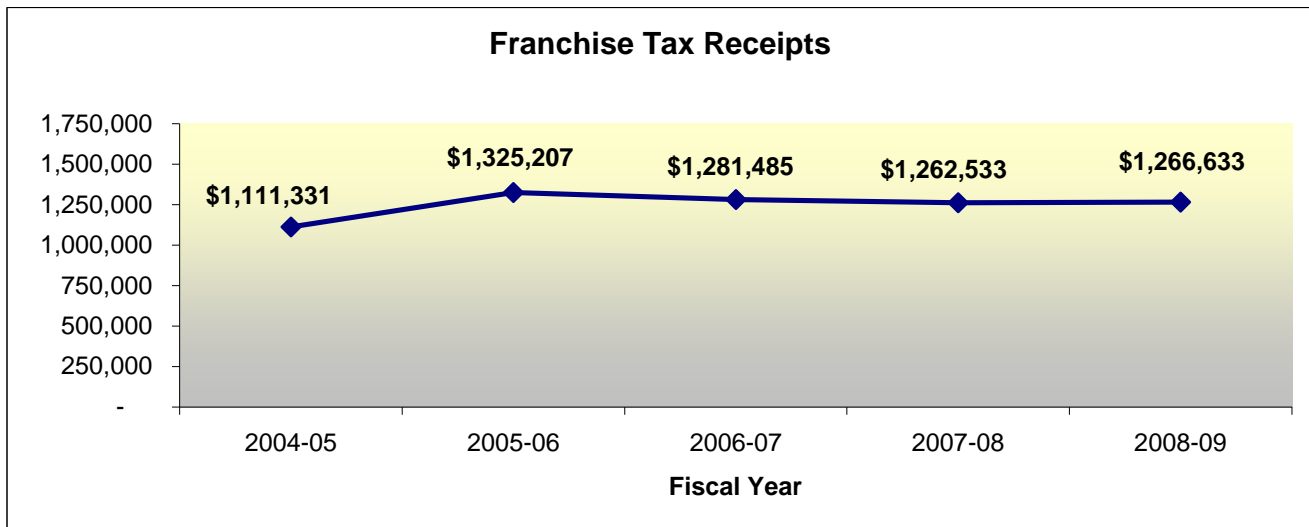
*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

### Franchise Taxes

Franchise taxes represent a major source of revenue for the general fund making up approximately 8.7% of the total General Fund revenue. The City taxes the gross receipts of utility providers throughout the City for the privilege of operating in the City of Copperas Cove as well as for the use of the City's "right-of-way." The City is budgeting \$1,266,633 in franchise tax receipts for fiscal year 2008-09 which is slightly over fiscal year 2007-08 projected collections. Franchise tax receipts have remained relatively consistent over the last three years, since 2004-05, franchise fees have shown an increase of \$155,302 or 14.0%.



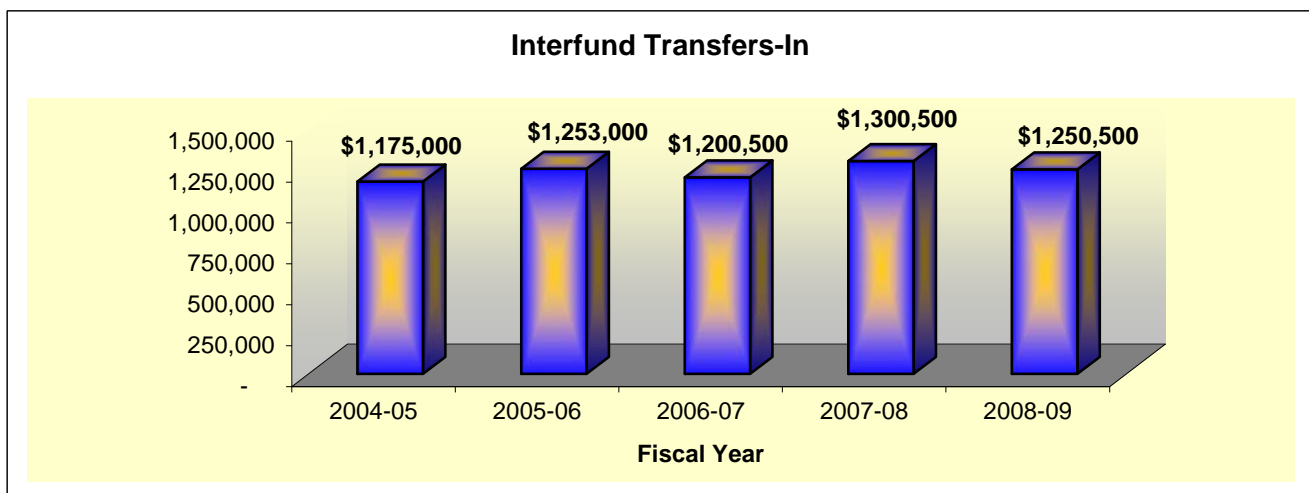
## Summary of Fund Balances, Revenues & Expenses



*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

### Interfund Transfers-In

Interfund transfers-in represent a significant source of revenue for the General Fund amounting to \$1,250,500 or 8.6% of total General Fund receipts budgeted in fiscal year 2008-09. In order for the General Fund to recover its cost of administering the municipality, each major fund transfers an administrative reimbursement to the General Fund. While the amount of interfund transfers-in have risen over the past five years, so have the costs incurred by the General Fund in providing administrative services to the other funds. In May 2003, City Council adopted an Inter-Fund Transfer Policy to establish specific guidelines in the amount to be budgeted and transferred on an annual basis to the General Fund from the Enterprise Funds and Other Funds established. The slight decrease from fiscal year 2007-08 to 2008-09 is due to the decrease in the interfund transfer from the Water & Sewer Fund. The transfer from the Water & Sewer Fund decreased from \$792,500 in fiscal year 2007-08 to \$742,500 in fiscal year 2008-09. This returns the Water & Sewer Fund interfund transfer to the level that was transferred in fiscal year 2006-07.



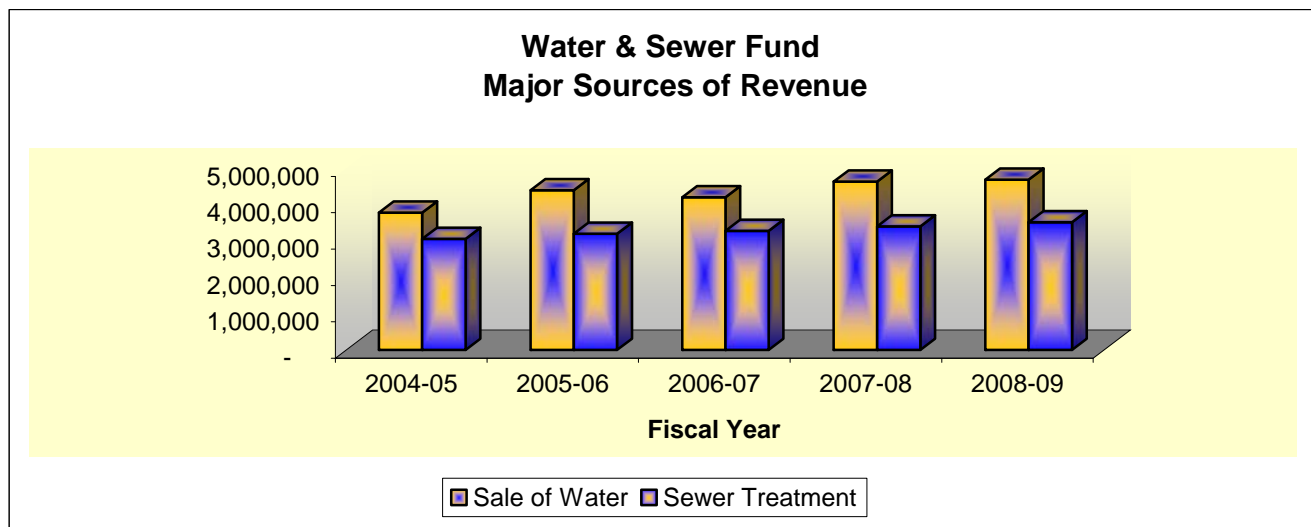
*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

## Summary of Fund Balances, Revenues & Expenses

### Water & Sewer Fund

#### ***Sale of Water Revenue and Sewer Treatment Revenue***

The Water & Sewer Fund has two primary sources of revenue, fees collected from the sale of water and charges for the treatment of sewer water. Receipts from the sale of water make up \$4,676,524 or 53.0% (net of the 20% senior citizen discount) of the total revenue budgeted by the Water & Sewer Fund for the 2008-09 fiscal year. This amount is \$54,614 or 1.2% higher than the amount projected to be collected in fiscal year 2007-08. Charges for the collection of sewer make up \$3,509,456 (net of the 20% senior citizen discount) or 39.7% of the total revenues to be collected by the Water & Sewer Fund for the 2008-09 fiscal year. These revenues are conservatively budgeted at \$118,132 or 3.5% above the projected revenues for fiscal year 2007-08. In the 2008-09 fiscal year, there is a 4 cents fee increase per 1,000 gallons for all water customers. A three cent increase was proposed by the Water Control and Improvement District for the water purchase, and a 1 cent increase is to help offset a portion of the City increases related to fuel and electricity.



*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

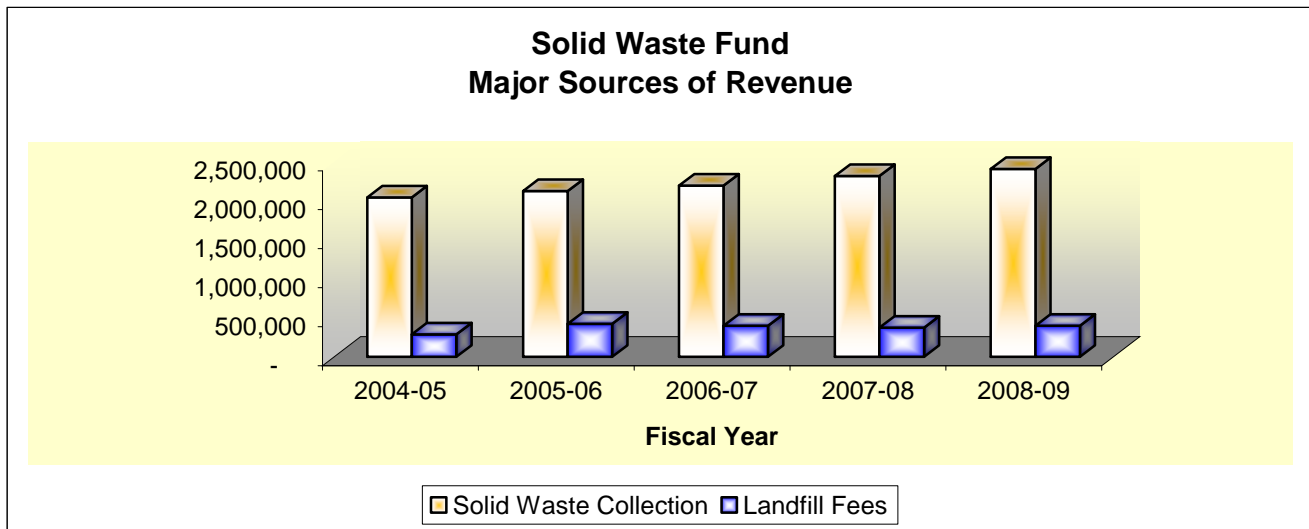
### Solid Waste Fund

#### ***Solid Waste Collection and Landfill Fees***

Solid waste collection and landfill fees are the two primary sources of revenue for the Solid Waste Fund. Solid waste collection revenues are derived from charges to citizens and businesses as a result of the solid waste collection services provided. Solid waste collection revenues are expected to be \$2,411,000 or 75.7% (net of the 20% discount given to senior citizens age 65 or older) of the total Solid Waste revenues for fiscal year 2008-09. This amount is \$88,608 or 3.9% more when compared to the amount projected to be collected in fiscal year 2007-08.

## Summary of Fund Balances, Revenues & Expenses

Landfill fees are charged to individuals and businesses that bring their solid waste to the Municipal Transfer Station. Revenues from these fees are budgeted to be \$400,000 or 12.6% of the total revenues for the 2008-09 fiscal year, which is \$25,000 or 6.7% more than the amount projected to be collected in fiscal year 2007-08.



*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

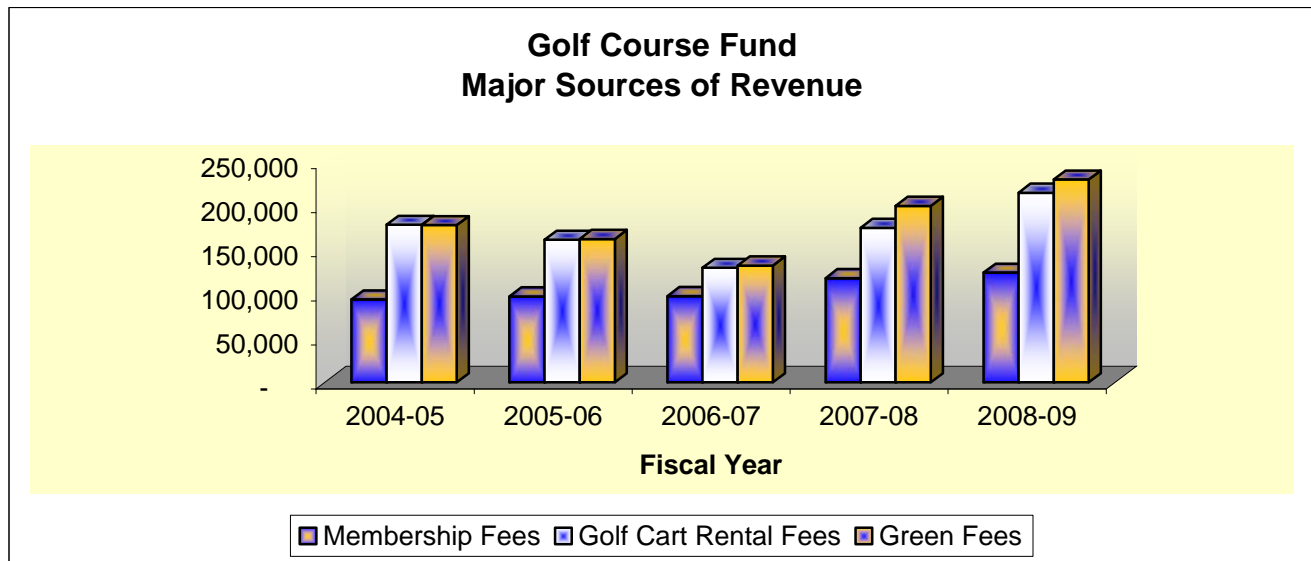
### Golf Course Fund

#### **Membership Dues, Cart Rental Fees and Green Fees**

As mentioned in the preceding paragraphs, the Municipal Golf Course was accounted for in the General Fund in years prior to fiscal year 1996-97 and is now accounted for in its own enterprise fund. The three major sources of revenue for the Golf Course are derived from membership dues, cart rental fees, and green fees.

During fiscal year 2008-09 it is expected that the Golf Course will generate \$124,340 in membership dues. This amount is approximately 13.9% of the total Golf Course revenue and is \$6,340 more than the membership dues projected in fiscal year 2007-08. Cart rental fees are generated when golfers rent carts from the City and make up \$214,800 or 23.9% of total Golf Course receipts for fiscal year 2008-09. This amount represents a 22.7% increase as compared to fiscal year 2007-08 golf cart rental fees projected to be collected. Green fees make up a substantial portion of Golf Course receipts amounting to \$229,705 or 25.6% for fiscal year 2008-09. This projected budget represents a \$29,705 or 14.9% increase compared to the green fees projected to be collected in fiscal year 2007-08.

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual revenues are provided for FY 2004-05 to FY 2006-07, projected revenues are provided for FY2007-08 and budgeted revenues are provided for FY 2008-09.*

## **EXPENDITURES AND EXPENSES**

The next few pages will provide a synopsis of expenditures and expenses for the four major funds. This analysis will include a five-year illustration of expenditures as well as explanations as to any significant changes in expenditures between fiscal year 2007-08 and fiscal year 2008-09.

### **General Fund**

The General Fund accounts for all expenditures that are not to be accounted for in a different fund (i.e. enterprise fund, special revenue fund, debt service fund, etc.). The information provided below includes actual and budgeted expenditures for all departments. Each department, however, has been grouped into its related function (e.g. police department is in public safety). The grouping of departments into functions is presented below. Note that functions do not represent the organizational structure of the municipality.

#### **City Administration**

City Council  
City Manager  
City Secretary  
City Attorney  
Finance  
Human Resources  
Public Affairs Office  
Information Systems

#### **Public Safety**

Municipal Court  
Police  
Animal Control  
Fire/EMS  
Emergency Management

#### **Community Svcs.**

Parks & Recreation  
Library

#### **Public Works**

Streets  
Engineering  
Fleet Services  
Facility Maintenance

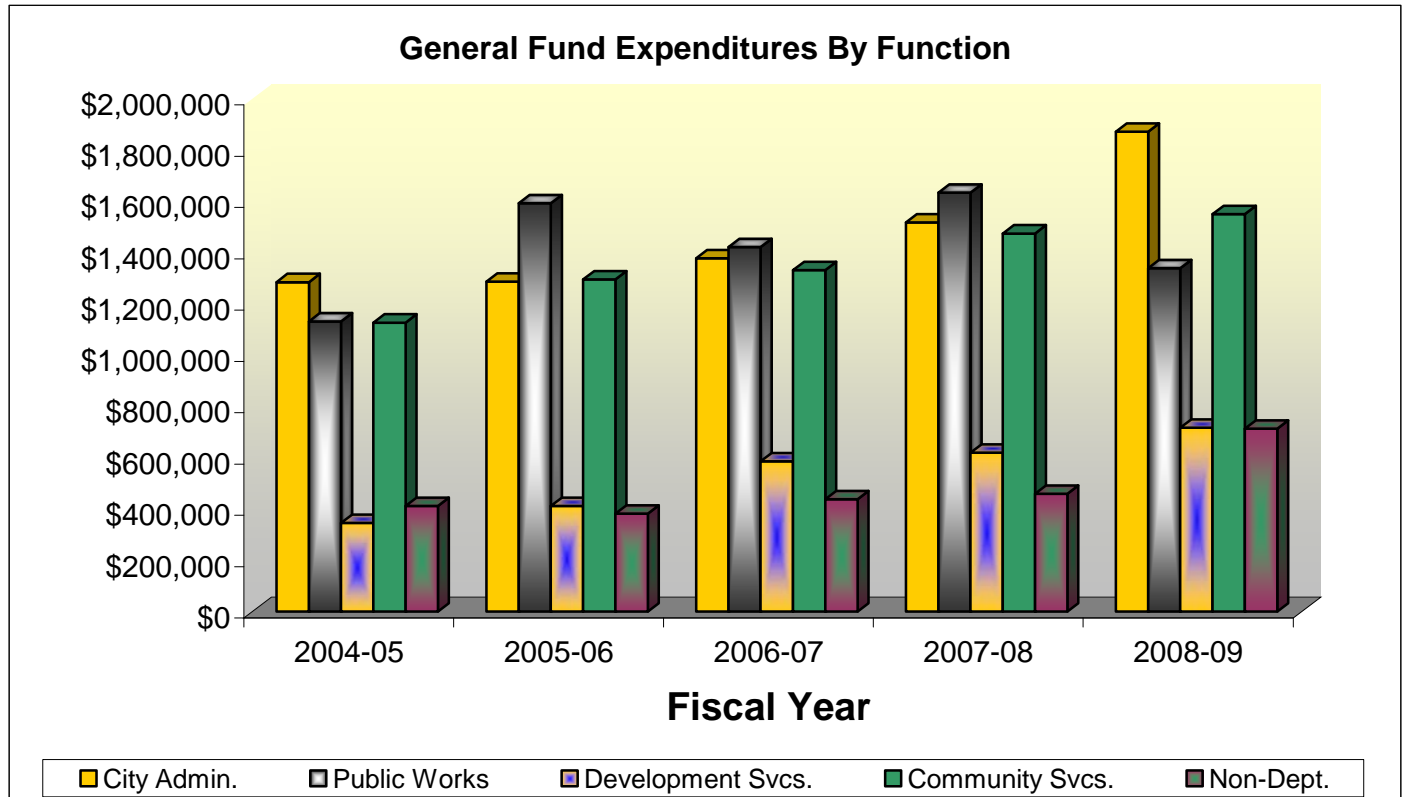
#### **Non-Dept.**

Non-Dept.

#### **Development Svcs.**

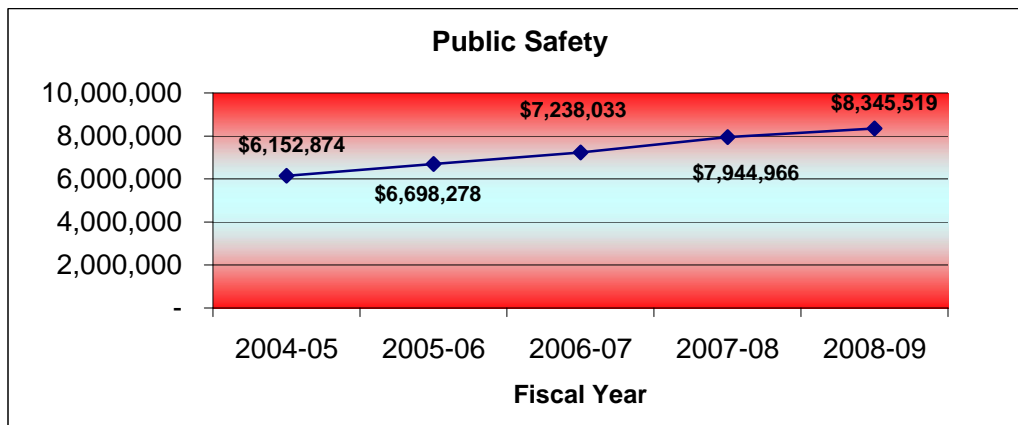
Planning  
Building & Dev.  
Code & Health

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

Public Safety is one of the primary objectives of any city government; therefore, public safety generally has the largest amount of expenditures. Since the amount of funding that is devoted to public safety is so large, the five-year history of expenditures toward this function is depicted in a separate graph. Public Safety expenditures include the fire department, police department, animal control, emergency management, and the municipal court. It is important to note that the emergency management department was added during fiscal year 2006-07, thus can account for at least a portion of the increase in budgeted expenditures.



*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

## Summary of Fund Balances, Revenues & Expenses

The salary budget in all departments includes a 2% Cost of Living Adjustment (COLA). The annual merit increases that are based on each employee's performance are budgeted in the Non-Departmental account in FY 2008-09. Once the merits are calculated, a budget amendment will be taken to City Council to transfer the funds from the Non-Departmental account to the various Departments accounts. An increase in each department's budget would normally show up from year to year due to merit increases, pay structure adjustments, new positions added due to City growth, and increases in operating costs.

The table below is an expenditure breakdown by function that depicts the dollar increases by fiscal year along with a percent comparison in the far right column between the budgeted expenditures for fiscal year 2008-09 and the projected expenditures for fiscal year 2007-08. Further detail regarding these increases is located in the "Expenditure Summary" found behind each fund tab. The summary following the table provides a detailed explanation of the differences by function, while the "Expenditure Summary" for each department found behind each fund tab provides an explanation of the differences by department.

Function	2004-05	2005-06	2006-07	2007-08	2008-09	% Variance 2009 to 2008
City Administration	\$ 1,284,772	\$ 1,286,185	\$ 1,377,491	\$ 1,516,783	\$ 1,870,604	23.3%
Public Works	1,131,494	1,592,470	1,421,315	1,633,350	1,339,398	-18.0%
Development Services	345,735	411,668	585,882	620,165	717,100	15.6%
Community Services	1,126,556	1,295,804	1,331,600	1,474,178	1,550,043	5.1%
Non-Departmental	412,045	381,354	437,386	458,670	713,182	55.5%
Public Safety	6,152,874	6,698,278	7,238,033	7,944,966	8,345,519	5.0%
<b>Totals</b>	<b>\$ 10,453,476</b>	<b>\$ 11,665,759</b>	<b>\$ 12,391,707</b>	<b>\$ 13,648,112</b>	<b>\$ 14,535,846</b>	<b>6.5%</b>

Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.

### ***City Administration:***

The City Administration function increased by 23.3% or \$353,821 compared to what was projected to be expended in fiscal year 2007-08. The increase can be attributed to election expense increases, appraisal district fee increases, and new positions added in FY 2008-09 to include a Management Analyst/Risk Manager and an Assistant Director of Financial Services.

### ***Public Works:***

The Public Works function is reflecting a decrease of 18% or (\$293,952). This decrease is attributed to the decrease in street maintenance and street improvement costs budgeted in FY 2008-09 operating budget.

### ***Development Services:***

The Development Services function provides for a 15.6% or \$96,935 increase compared to the amount projected to be expended in fiscal year 2007-08. This increase is partially due to the Director of Development Services position being vacant a majority of FY 2007-08 and the conversion of a part time clerk in Code Enforcement to a full time Administrative Assistant in FY 2008-09.

## Summary of Fund Balances, Revenues & Expenses

### **Community Services:**

The Community Services function includes the Library and the Parks and Recreation departments. Amounts appropriated for this function indicate a 5.1% or \$75,865 increase. The increase is primarily due to two custodian positions being moved from the Facility Maintenance department.

### **Non-Departmental:**

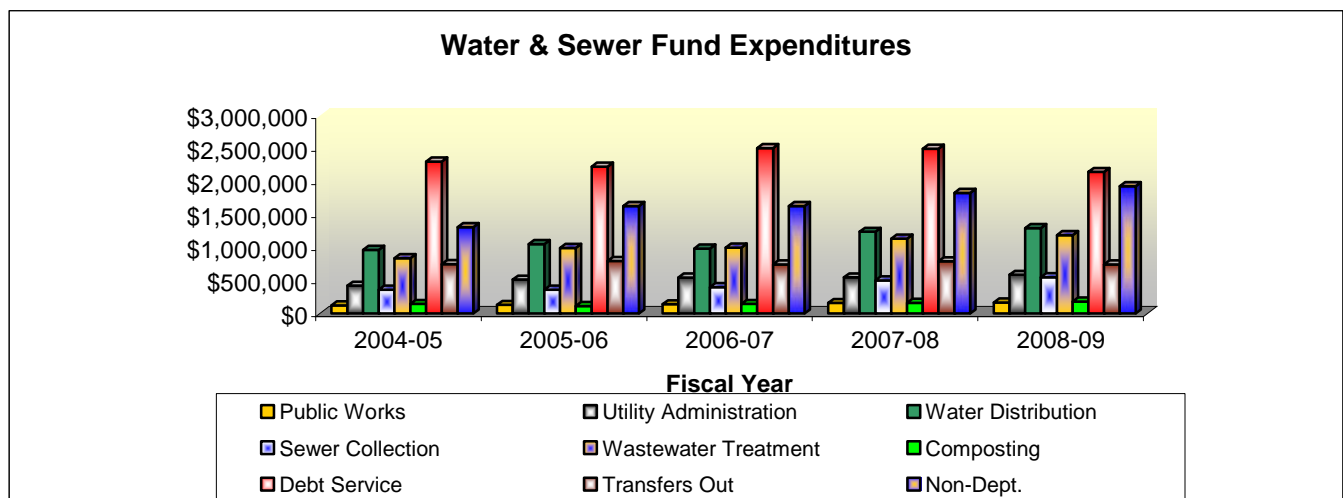
The Non-Departmental budget reflects a 55.5% or \$254,512 increase compared to fiscal year 2007-08 year end projection. This primary change in FY 2008-09 is that merit increases are included in the Non-Departmental budget. These funds will be re-allocated to departments after actual amounts are calculated and a budget amendment is approved by City Council.

### **Public Safety:**

The Public Safety function of the City reflects an increase of 5.0% or \$400,553 over the 2007-08 projected expenditures. The increase is partially attributed to a new uniform cleaning service being provided to the Police Department staff which is consistent with other City personnel who are required to wear uniforms, and new positions added in FY 2008-09 include an Animal Control Officer and two Police Officer positions.

## Water & Sewer Fund

The Water & Sewer Fund's appropriated budget reflects a 0.9% or (\$79,654) decrease below projected 2007-08 expenses. This net decrease results from a variety of issues, which will be discussed below.



*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

### **Water & Sewer Operations:**

The Water & Sewer Operations budget reflects an increase of 3.6% or \$5,693. The cost of living adjustments and the purchase of a telephone recording device is included in the FY 2008-09 budget.

### **Utility Administration:**

The budget for Utility Administration presents a 7.0% or \$38,341 increase over the 2007-08 projection. The increase is primarily due to the addition of a new Utility Clerk/Cashier position.



## Summary of Fund Balances, Revenues & Expenses

### **Water Distribution:**

The budget for Water Distribution provides for an increase of 4.6% or \$57,067. The increase is primarily attributed to two new Operator II positions added in FY 2008-09.

### **Sewer Collection:**

The increase of 9.1% or \$45,927 in Sewer Collection is attributed to the two new Operator II positions that were approved.

### **Wastewater Treatment:**

The Wastewater Treatment budget reflects an increase of 4.7% or \$53,798. This increase is due to the increase in repair and maintenance costs relating to the pumps, motors, belt press, UV system, blowers and clarifier sweeps for the three plants and plant permit renewal fees.

### **Composting:**

The 11.4% or \$18,571 increase presented in the Composting budget is mainly attributed to the cost of living adjustments and operating costs to include fuel and oil.

### **Debt Service and Transfers Out:**

A 14.0% decrease or \$350,189 in Debt Service is due to a portion of the principal/interest payments being paid directly from the 2001 and 2003 Certificates of Obligation and a 6.3% or \$50,000 decrease in the transfers relates to the reduction in the administrative reimbursement to the General Fund.

### **Non-Departmental:**

An increase of 5.5% or \$101,138 is reflected in the Non-Departmental budget due to an increase in water purchase costs.

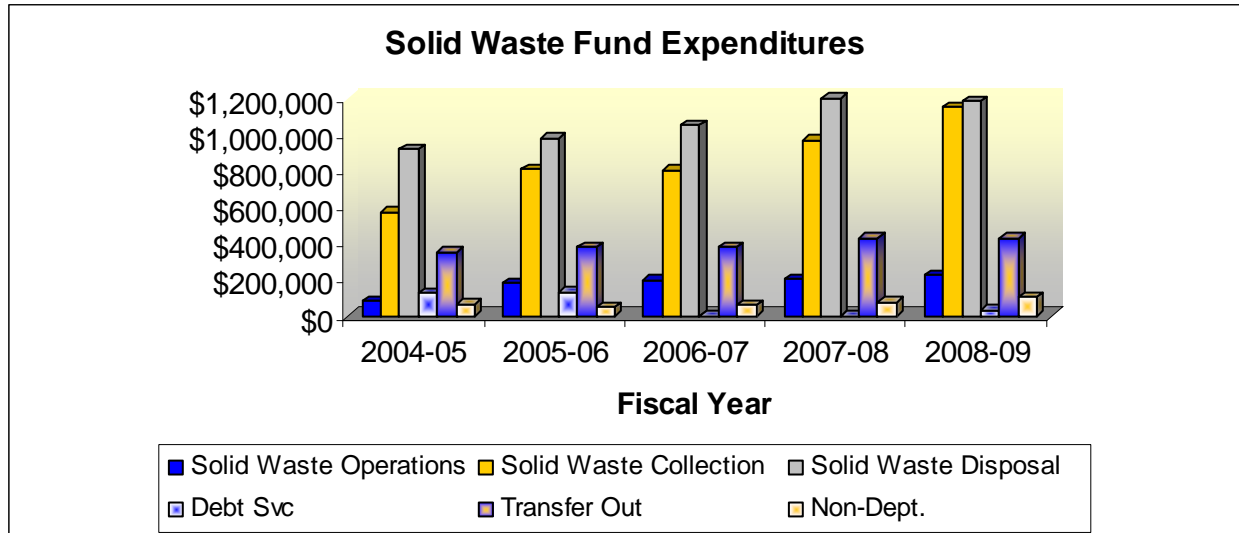
Function	2004-05	2005-06	2006-07	2007-08	2008-09	% Variance 2009 to 2008
Water & Sewer Operations	\$ 123,557	\$ 131,324	\$ 140,462	\$ 160,001	\$ 165,694	3.6%
Utility Administration	421,206	513,232	543,242	547,150	585,491	7.0%
Water Distribution	967,304	1,052,056	985,583	1,239,092	1,296,159	4.6%
Sewer Collection	359,953	360,062	400,611	502,259	548,186	9.1%
Wastewater Treatment	841,460	992,996	1,000,392	1,135,349	1,189,147	4.7%
Composting	145,600	114,822	146,078	163,155	181,726	11.4%
Debt Service	2,301,100	2,224,857	2,504,765	2,493,375	2,143,186	-14.0%
Transfers Out	748,000	795,000	742,500	792,500	742,500	-6.3%
Non-Departmental	1,309,011	1,629,655	1,628,656	1,826,650	1,927,788	5.5%
<b>Totals</b>	<b>\$ 7,217,191</b>	<b>\$ 7,814,004</b>	<b>\$ 8,092,289</b>	<b>\$ 8,859,531</b>	<b>\$ 8,779,877</b>	<b>-0.9%</b>

*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

## Summary of Fund Balances, Revenues & Expenses

### Solid Waste Fund

The Solid Waste Fund's budget reflects a 6.1% increase or \$180,445 in appropriations over the 2007-08 projected expenses.



*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

#### **Solid Waste Operations:**

The Solid Waste Operations budget is showing an increase of 9.6% or \$19,606. Training for certification requirements for Solid Waste personnel and the purchase of a telephone recording device are included in the FY 2008-09 budget.

#### **Residential Collection:**

In Residential there is a 14.9% or \$50,056 increase primarily due to an increase in capital lease payments for new Solid Waste equipment, and repair and maintenance of the existing fleet.

#### **Recycling:**

The Recycling budget includes a 19.8% or \$24,471 increase. A driver position was vacant for a few months in FY 2007-08 which reflected lower costs in the prior fiscal year.

#### **Brush and Bulk Collection:**

The Brush and Bulk budget includes a 15.6% or \$22,129 increase related to the increase in fuel and oil costs and the purchase of a mobile radio device and capital lease payments for new equipment.

#### **Commercial Collection:**

In Commercial, there is a 24.3% or \$84,255 increase related to an increase in capital lease payments and fuel and oil costs for the new equipment purchased in FY 2007-08. Also included is the reclassification of the Mechanic/Relief Driver to Mechanic / Assistant Supervisor of Operations.

#### **Keep Copperas Cove Beautiful (KCCB):**

KCCB has an increase in the budget of 12.7% or \$2,789 for travel and advertising costs.

## Summary of Fund Balances, Revenues & Expenses

### **Solid Waste Disposal:**

In Disposal, there is a 6.6% or (\$84,059) overall budget decrease. The hauling and disposal costs are expected to increase due to the contract terms, but the reason for the decrease is due to thirteen payments being required in FY 2007-08 for audit purposes.

### **Debt Service and Transfers Out:**

There are new debt service payments in FY 2008-09 for equipment and improvements that were included in the 2008 and 2008A Tax Notes. The Transfer to the General Fund remained consistent with FY 2007-08.

### **Non-Departmental:**

An increase of 35.2% or \$27,398 is reflected in the Non-Departmental budget due to an increase in lobbyist services and merit increases.

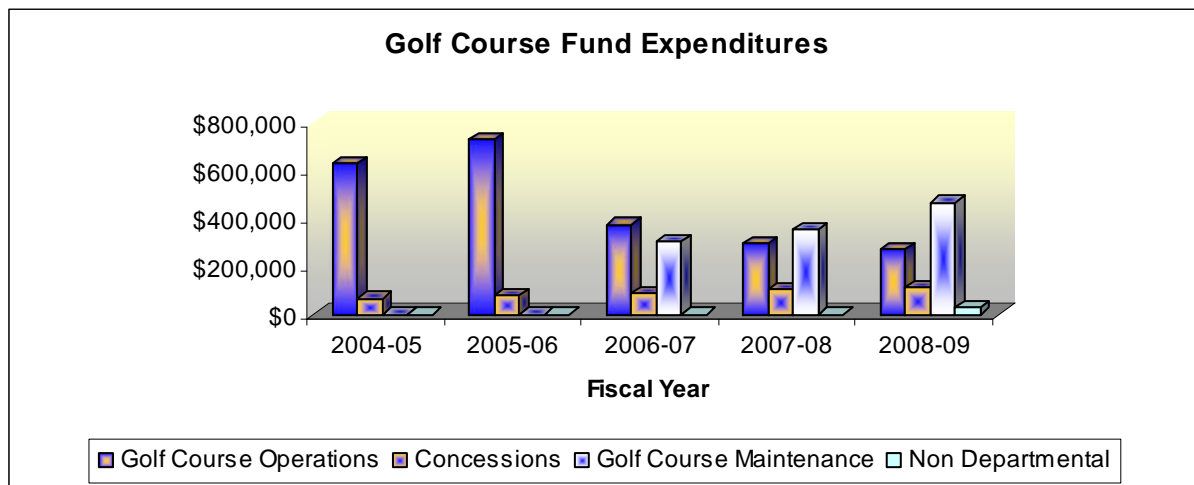
Function	2004-05	2005-06	2006-07	2007-08	2008-09	% Variance 2009 to 2008
Solid Waste Operations	85,208	184,570	199,864	205,017	224,623	9.6%
Residential Collection	175,171	282,522	279,849	336,029	386,085	14.9%
Recycling	126,174	85,483	110,601	123,605	148,076	19.8%
Brush and Bulk Collection	89,959	123,944	127,633	141,737	163,866	15.6%
KCCB	10,912	10,633	12,754	22,000	24,789	12.7%
Commercial Collection	170,659	306,228	271,902	346,709	430,964	24.3%
Solid Waste Disposal	922,186	980,162	1,051,020	1,269,053	1,184,994	-6.6%
Debt Service	128,200	131,875	-	-	33,800	100.0%
Transfer Out	352,000	378,000	378,000	428,000	428,000	0.0%
Non-Departmental	67,152	52,272	60,633	77,824	105,222	35.2%
<b>Totals</b>	<b>\$ 2,127,621</b>	<b>\$ 2,535,689</b>	<b>\$ 2,492,256</b>	<b>\$ 2,949,974</b>	<b>\$ 3,130,419</b>	<b>6.1%</b>

*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

### Golf Course Fund

The Golf Course Fund's appropriated budget reflects an increase of 16.4% or \$123,949 from the 2007-08 projected expense.

## Summary of Fund Balances, Revenues & Expenses



*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

### **Golf Course Operations:**

The Operations division reflects an 8.4% or (\$24,870) decrease. This decrease is primarily due to the reorganization of the Golf Course and splitting of the Golf Course Manager's salary with the Golf Maintenance division.

### **Golf Course Concessions:**

The Concessions division reflects a 6.2% or \$6,536 increase. This increase is primarily in cost of goods sold for food and beverages sold at the Golf Course. There is also an increase in repairs and equipment rental.

### **Golf Course Maintenance:**

The Maintenance division shows an increase of 31.9% or \$112,833. The increase is due to additional funds for sand and soil, additional repair and maintenance costs and an increase in capital lease payments for the new equipment. A utility vehicle and an equipment lift is also included in the budget.

### **Non-Departmental:**

Non-Departmental budget includes debt service payments for new Tax Notes and merit increases.

Function	2004-05	2005-06	2006-07	2007-08	2008-09	% Variance 2009 to 2008
Golf Course Operations	628,272	727,712	375,026	297,062	272,192	-8.4%
Concessions	67,184	78,803	86,322	105,073	111,609	6.2%
Golf Course Maintenance	-	-	306,658	353,923	466,756	31.9%
Non-Departmental	-	-	-	-	29,450	100.0%
<b>Totals</b>	<b>\$ 695,456</b>	<b>\$ 806,515</b>	<b>\$ 768,006</b>	<b>\$ 756,058</b>	<b>\$ 880,007</b>	<b>16.4%</b>

*Note: Actual expenditures are provided for FY 2004-05 to FY 2006-07, projected expenditures are provided for FY2007-08 and budgeted expenditures are provided for FY 2008-09.*

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2005-06</b>	<b>ACTUAL FY 2006-07</b>	<b>ACTUAL FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
<b>GENERAL FUND</b>				
City Manager	2	2	2	3
City Secretary / Elections	2	2	2	2
City Attorney (Contract Labor)	1	1	1	1
Finance	6	5	6	7
Grants Administration	1	1	0	0
Human Resources	2	2	2	3.5
Information Systems	2	2	3	3
Municipal Court	7	8	8	7.5
City Judge (Contract Labor)	1	1	1	1
Associate City Judge (Contract Labor)	1	1	1	1
Police	69	71	71	73
Public Affairs Office	0	0	1	1
Animal Control	4	4	4	5
Fire / EMS	46	52	52	52
Emergency Management	0	1	1	1
Engineering	4.5	1	2	2
Building and Development	5	5.5	5.5	4
Streets	7	7	7	7.5
Parks & Recreation	14	14	14	16
Fleet Services	5	5	5	5
Facility Maintenance	5	5	5	2
Public Works	0.5	0.5	0.5	0
Planning	1	3	3	3
Library	9.5	10	10	10
Code and Health	2.5	3.5	3.5	4
<b>TOTAL GENERAL FUND EMPLOYEES</b>	<u>198</u>	<u>207.5</u>	<u>210.5</u>	<u>214.5</u>
<b>WATER &amp; SEWER FUND</b>				
Public Works	2	2	2	2.25
Utility Administration	11	10	10	11
Water Distribution	9	9	9	11
Sewer Collection	7	7	7	9
Wastewater Treatment	11	11	11	11
Composting	2	3	3	3
<b>TOTAL WATER &amp; SEWER EMPLOYEES</b>	<u>42</u>	<u>42</u>	<u>42</u>	<u>47.25</u>
<b>RECREATION ACTIVITIES FUND</b>				
Recreation Activities	1	2	2	2
<b>TOTAL YOUTH ACTIVITIES FUND EMPLOYEES</b>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>CEMETERY FUND</b>				
Cemetery	1	1	1	1
<b>TOTAL CEMETERY FUND EMPLOYEES</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>SOLID WASTE FUND</b>				
Solid Waste Collection - Admin.	4	4	4	4.25
Solid Waste Collection - Residential	4	4	4	4
Solid Waste Collection - Recycling	2	2	2	2

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2005-06</b>	<b>ACTUAL FY 2006-07</b>	<b>ACTUAL FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4	4	4.5	5
<b>TOTAL SOLID WASTE FUND EMPLOYEES</b>	<u>20</u>	<u>20</u>	<u>20.5</u>	<u>21.25</u>
 <b>DRAINAGE UTILITY FUND</b>				
Drainage Utility	4.5	6.5	6.5	6.5
<b>TOTAL DRAINAGE UTILITY FUND EMPLOYEES</b>	<u>4.5</u>	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>
 <b>GOLF COURSE FUND</b>				
Golf Course Operations	6	6	4	5.5
Golf Course Consessions	2	2	2	2.5
Golf Course Maintenance	7	7	7.5	6.5
<b>TOTAL GOLF COURSE FUND EMPLOYEES</b>	<u>15</u>	<u>15</u>	<u>13.5</u>	<u>14.5</u>
 <b>TOTAL ALL FUNDS</b>	<u><u>281.5</u></u>	<u><u>294</u></u>	<u><u>296</u></u>	<u><u>307</u></u>

(1) Court Bailiff funded by the Municipal Court Security Fund; 1/2 of a full-time police officer is funded in FY 2008-09.

**City of Copperas Cove  
New / Deleted Personnel Schedule  
FY 2008-09 Budget**

<b>Department</b>	<b>New Positions</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
<b>GENERAL FUND</b>				
City Manager	Management Analyst / Risk Manager	\$ 45,365	\$ 12,260	\$ 57,625
Finance	Assistant Director of Financial Services*	24,960	6,448	31,408
Police	Patrol Officer**	18,216	5,947	24,163
Police	Patrol Officer	36,428	11,897	48,325
Animal Control	Animal Control Officer	21,831	8,110	29,941
Code & Health Compliance	Administrative Assistant***	12,193	4,135	16,328
<b>Total General Fund</b>		<b>\$ 158,993</b>	<b>\$ 48,797</b>	<b>\$ 207,790</b>
<b>WATER &amp; SEWER FUND</b>				
Utility Administration	Clerk/Cashier*	10,702	3,886	14,588
Sewer Collection	Operator II (2 Positions)	50,324	17,552	67,876
Water Distribution	Operator II (2 Positions)	50,328	17,960	68,288
<b>Total Water &amp; Sewer Fund</b>		<b>\$ 111,354</b>	<b>\$ 39,398</b>	<b>\$ 150,752</b>
<b>SOLID WASTE FUND</b>				
Solid Waste Disposal	Laborer (Part-Time)	9,455	1,081	10,536
<b>Total Solid Waste Fund</b>		<b>\$ 9,455</b>	<b>\$ 1,081</b>	<b>\$ 10,536</b>
<b>GOLF COURSE FUND</b>				
Golf Course Concessions	Food & Beverage Worker (Part-time)*	4,172	393	4,565
Golf Course Operations	Seasonal Clerk (Part-time)*	7,097	540	7,637
<b>Total Golf Course Fund</b>		<b>\$ 11,269</b>	<b>\$ 933</b>	<b>\$ 12,202</b>
<b>MUNICIPAL COURT SECURITY FUND - DELETED</b>				
Municipal Court	Bailiff ** (Funding Reduced by 50%)	(17,326)	(6,772)	(24,098)
<b>Total General Fund</b>		<b>\$ (17,326)</b>	<b>\$ (6,772)</b>	<b>\$ (24,098)</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 273,745</b>	<b>\$ 83,437</b>	<b>\$ 357,182</b>

\*These positions are only funded for 6 months in FY 2008-09.

\*\* One Patrol Officer position is funded 50% by the Municipal Court Security Fund.

\*\*\* Reclassified position from a Code Enforcement Clerk and increased from part-time to full time.



**CITY OF COPPERAS COVE, TEXAS  
RECAP OF NEW PROGRAMS AND SERVICES  
CITY'S OPERATING BUDGET  
FISCAL YEAR 2008-09**

<b>Fund/Dept-Division</b>	<b>Description</b>	<b>Cost</b>
<b>General Fund</b>		
Animal Control	Animal Control Officer	\$ 30,761
Building & Development	Department Relocation / Utilities / Setup	16,413
Building & Development	PT Receptionist Position (Reduced Hrs from 20 to 15) - Moved to HR	(2,834)
City Attorney	File Cabinet	500
City Manager	Management Analyst / Risk Manager	57,625
City Manager	20" Flat Screen TV	250
City Manager	Executive Chair for City Manager	315
City Manager	Flat Screen Monitor	217
Code & Health Compliance	Administrative Assistant (Part Time to Full Time)	17,528
Code & Health Compliance	Department Relocation / Utilities / Setup	17,463
Code & Health Compliance	Laptop for Health/Code Officer	3,238
Finance	Project Accountant / Assistant Director of Financial Services (6 months)	33,108
Finance	Incode Report Writer (2-Designers) -- Unlimited Users	1,600
Finance	Incode Student Center	3,480
Fire	Bunker Gear 10 Complete Sets	17,000
Fire	Civic Group Membership	420
Fire	Protective Equipment Inspection & Maintenance Program	18,750
Fleet Services	Jacks, Oil Drain, Tool Box, Socket Sets, Pneumatic Grease Gun	2,514
Fleet Services	Bobcat Welder	3,068
Fleet Services	Printers, HP LaserJet P1000 (2)	260
Human Resources	HR Training "Module in Incode"	5,654
Library	ReferenceUSA Database	3,195
Non-Dept	Christmas Lights	5,000
Non-Dept	City Hall Renovations	4,000
Planning	Contract with True Automation	4,000
Police	2 Police Officers (1/2 of one position is funded in the MC Security Fund)	79,808
Police	Buy Back Program (4) 08 Harley-Davidson FLHP Motorcycles	13,828
Police	Uniform Cleaning Service	58,320
Public Information Office	Outside Org Request - HOP-Bus Replacement - City Match	25,461
Streets	R&M Traffic Signals	12,000
<b>General Fund Total</b>		<b><u>432,942</u></b>
<b>Water &amp; Sewer Fund</b>		
Public Works	Telecorder	1,100
Sewer	2 Sewer Operator II Positions	70,336
Utilities	Clerk / Cashier (6 months)	14,588
Utilities	Printer	1,650
Utilities	Telecorder	1,100
Water Distribution	Shoring Box	5,000
Water Distribution	150# Chlorine Cylinder Scales	1,500
Water Distribution	7-Mile Pump / Chlorine Cylinder Scales	7,500
Water Distribution	Automatic Flushing Devices (3)	6,000
Water Distribution	Mickan Mt. Pump / Storage Facility Fence Rehab.	5,000
Water Distribution	Replacement of 2 - 6inch Water Meters for Cedar Grove Mobil Home	15,000
Water Distribution	2 Water Distribution Operator II Positions	70,394
<b>Water &amp; Sewer Fund Total</b>		<b><u>199,168</u></b>
<b>Solid Waste Fund</b>		
SW Admin	Telecorder	1,100
SW Brush / Bulk	Mobile Radio	1,600
SW Commercial	Reclass Mechanic Relief Driver	1,028
SW Commercial	Mobile Radio	1,600
SW Disposal	Part Time Laborer	10,896
<b>Solid Waste Fund Total</b>		<b><u>16,224</u></b>

**CITY OF COPPERAS COVE, TEXAS  
RECAP OF NEW PROGRAMS AND SERVICES  
CITY'S OPERATING BUDGET  
FISCAL YEAR 2008-09**

<b>Fund/Dept-Division</b>	<b>Description</b>	<b>Cost</b>
<b>Drainage Fund</b>		
Drainage	Drainage Study / Detention Design - Martin Walker School	14,500
Drainage	Reclass Laborer to Heavy Equipment Operator	5,120
Drainage	Weed Eaters (3)	1,167
	<b>Drainage Fund Total</b>	<b>20,787</b>
<b>Golf Course Fund</b>		
Golf Concessions	Patio Upgrade including Tables and Chairs	1,900
Golf Concessions	PT Food & Beverage Worker (6 months)	4,625
Golf Maintenance	Equipment Lift	6,000
Golf Maintenance	Utility Vehicle	7,800
Golf Operations	PT Seasonal Clerk (up to 9 months per year)	7,736
	<b>Golf Course Fund Total</b>	<b>28,061</b>
<b>Recreation Activity Fund</b>		
Parks & Recreation	Baseball Program pants expense	4,986
Parks & Recreation	Lifeguard Class Books	400
Parks & Recreation	Soccer Program shorts expense	6,300
	<b>Recreation Activity Fund Total</b>	<b>11,686</b>
<b>Animal Shelter Fund</b>		
Animal Control	Cat Room Flooding Repairs	4,000
	<b>Animal Shelter Fund Total</b>	<b>4,000</b>
<b>Court Efficiency Fund</b>		
Court Efficiency	Telephone Recording Device	1,085
	<b>Court Efficiency Fund Total</b>	<b>1,085</b>
<b>Court Technology Fund</b>		
Court Technology	Handheld Electronic Ticket Writers	28,286
Court Technology	Incode (1st year Lease Payments on 36 month lease)	24,808
Court Technology	Portable Document Format (PDF) File	535
	<b>Court Technology Fund Total</b>	<b>53,629</b>
<b>Total Proposed New Programs in City Operating Funds</b>		<b>\$ 767,582</b>

<b>Recap of New Programs in City Operating Funds:</b>		
	General Fund	\$ 432,942
	Water & Sewer Fund	199,168
	Solid Waste Fund	16,224
	Drainage Fund	20,787
	Golf Course Fund	28,061
	Recreation Activity Fund	11,686
	Animal Shelter Fund	4,000
	Court Efficiency Fund	1,085
	Court Technology Fund	53,629
	<b>Total All Operating Funds</b>	<b>\$ 767,582</b>

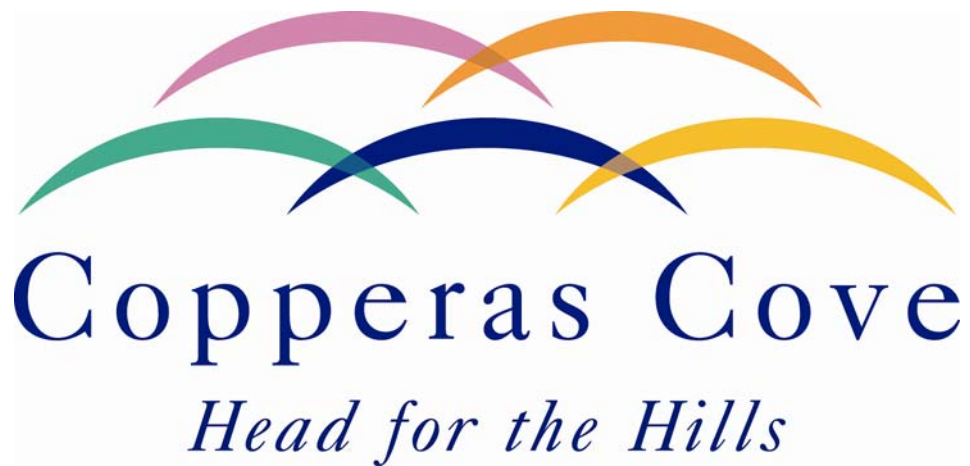
**CITY OF COPPERAS COVE, TEXAS**  
**RECAP OF UNFUNDED UNMET NEEDS REQUESTED IN OPERATING FUNDS**  
**FISCAL YEAR 2008-09**

<b>Fund/Dept-Division</b>	<b>Description</b>	<b>Cost</b>
<b>General Fund</b>		
City Council	Chairs for Council Chambers	\$ 2,750
Code & Health Compliance	Code Compliance Officer (w/Vehicle & Laptop)	63,949
Engineering	Laptop Computer for Public Improvements Inspector	3,300
Finance	Administrative Assistant / Accounting Clerk (Part Time)	14,362
Finance	Assistant Director of Financial Services (Reduced Level-6 months)	44,491
Finance	Electronic Deposit Audiotel Remit Plus Software/Scanner	2,850
Finance	Investment Advisory Services	24,000
Finance	Temporary PT Document Scanner Position	5,999
Fire	Administrative Assistant / Convert to Full Time	16,979
Fire	Civic Group Membership	420
Fire	Emergency Response Simulator	2,509
Fire	Leadership Consultant	5,000
Fire	SFFMA Volunteer Dues	240
Fire	SFFMA Volunteer Membership	200
Fire	TFCA Membership for Battalion Chiefs	780
Human Resources	Temporary PT Document Scanner Position (4 months)	5,525
Library	NewsBank Database	2,735
Library	PhotoShop to use with Read Posters	546
Library	PT Library Assistant I (15 hours)	8,228
Municipal Court	Scanner for Content Manager (max document size 8.5" X 14")	1,065
Non-Dept	City Hall Renovations	1,000
Non-Dept	Content Management Lease / Purchase with Tyler Technologies	44,043
Non-Dept	Scanner for Content Manager (max document size 11" X 17")	1,065
Non-Dept	Telecorder	1,100
Parks & Rec	Administrative Assistant	32,208
Parks & Rec	Cement Mixer	1,500
Planning	Arc GIS Server (Software)	4,500
Planning	Desk and 3 Chairs for Planner	2,500
Planning	ESRI Enterprise license Agreement (ELA)	35,000
Planning	GIS System Analyst Computer	1,300
Planning	GIS Technician	51,832
Planning	Planner	52,553
Planning	Planning Clerk - Planning Technician	38,633
Planning	Server for (required with Acr GIS Server and SQL Data Server)	3,800
Planning	SQL Data Server Application	1,000
Planning / Engineering	Wide Format Scanner / Copier / Plotter	45,000
Police	2 Replacement 4-Door Police Pursuit Sedans (include Digital Video Sys)	71,390
Police	3 Police Officers with Equipment	164,234
Police	Handheld Laser Radars (2)	22,000
Police	Scanner for Content Manager (max document size 8.5" X 14")	1,065
Police	SWAT Entry Vests (9)	20,682
Public Information Office	Outside Org Request --- Copperas Cove Country Opry	3,600
Public Information Office	Outside Org Request --- Families in Crisis	20,000
Streets	3/4 Yard Dump Truck	31,800
Streets	Crack Sealer Crew / Light Equip Operators (1 Position)	30,445
Streets	Crack Sealer Crew / Light Equip Operators (2 Positions)	60,890
Streets	Street Maintenance Program	350,000
<b>General Fund Total</b>		<b><u>1,299,068</u></b>

**CITY OF COPPERAS COVE, TEXAS  
RECAP OF UNFUNDED UNMET NEEDS REQUESTED IN OPERATING FUNDS  
FISCAL YEAR 2008-09**

<b>Fund/Dept-Division</b>	<b>Description</b>	<b>Cost</b>
<b>Water &amp; Sewer Fund</b>		
Utilities	Clerk / Cashier (6 months)	15,287
Composting	Air Compressor	2,500
Non-Dept	Remove Credit Card Fee for Online Transactions (Currently charge \$1.25 per Trai	12,750
Sewer	Heavy Duty Utility Trailer	2,500
Utilities	Electronic Deposit Audiotel Remit Plus Software	1,500
Utilities	Mail Opener	2,500
Utilities	Rosetta Stone Software - Learn to Talk Spanish	500
Utilities	Hands Free Headset Phone Systems	1,600
Water Distribution	18inch Walk Behind Saw	4,500
Water Distribution	Enclosed Hauling Trailer	2,500
Water Distribution	Replace Unit 82-10 (Ford Ranger)	22,000
Water Distribution	Vibratory Rammer / Tamper Machine	4,000
<b>Water &amp; Sewer Fund Total</b>		<b><u>72,137</u></b>
<b>Solid Waste Fund</b>		
SW Brush / Bulk	Mobile Radio	1,600
SW Disposal	Resurface Transfer Station Tipping Floor	177,350
SW Recycling	Driver	35,801
SW Recycling	Mobile Radio	1,600
SW Residential	Collection Vehicle & Container Storage Cover	77,020
SW Residential	Mobile Radio	1,600
SW Residential	Side Loader & Chassis	189,957
<b>Solid Waste Fund Total</b>		<b><u>484,928</u></b>
<b>Hotel Occupancy Tax Fund</b>		
Cove Live Community Theatr Funded \$3,000 of the \$11,650 Original Request		8,650
Copperas Cove Country Opry No Funding in FY 2008-09 Adopted Budget		15,600
<b>Solid Waste Fund Total</b>		<b><u>24,250</u></b>
<b>Total Proposed New Programs in City Operating Funds</b>		<b><u><u>\$ 1,880,383</u></u></b>

<b>Recap of Unfunded Unmet Needs Requested in Operating Funds by City Departments:</b>	
General Fund	\$ 1,299,068
Water & Sewer Fund	72,137
Solid Waste Fund	484,928
Hotel Occupancy Tax Fund	24,250
<b>Total Unfunded Unmet Needs Requested in Operating Funds</b>	<b><u><u>\$ 1,880,383</u></u></b>

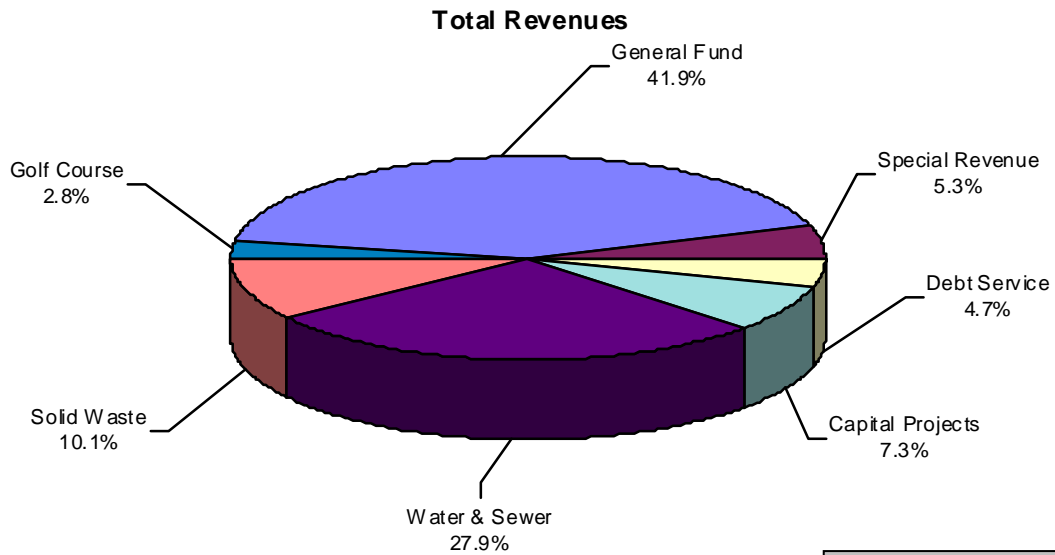


**CITY OF COPPERAS COVE, TEXAS**  
**COMBINED SCHEDULE OF REVENUES, EXPENDITURES/EXPENSES AND CHANGES IN**  
**FUND BALANCES ALL FUND TYPES**  
**Fiscal Year 2008-09**

(With Comparative Totals for the Years Ended September 30, 2007 and 2008\*)

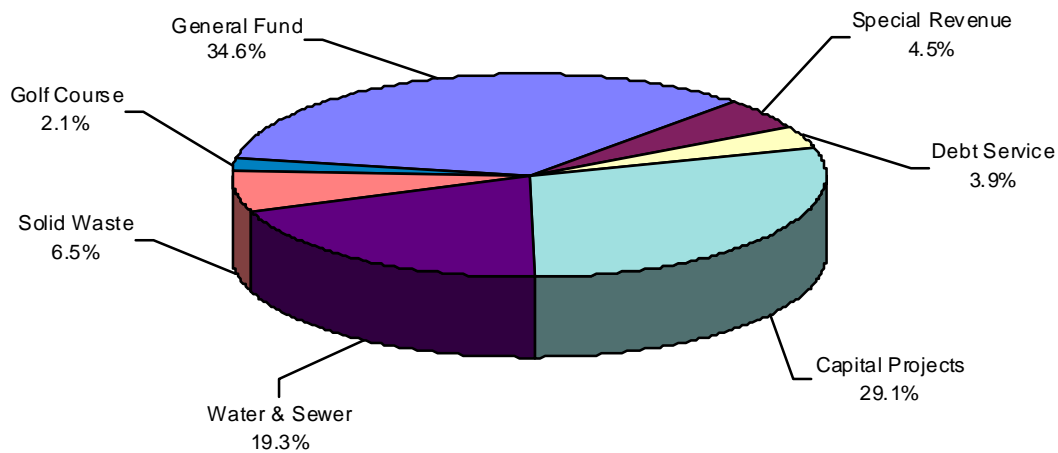
	General	Special Revenue	Debt Service	Capital Projects	Water & Sewer	Solid Waste	Golf Course	Total Adopted Budget 2008-09	(Memo Only) Totals Reporting Entity	
									2007-08	2006-07
<b>REVENUES</b>										
Taxes	\$ 10,746,164	\$ 231,700	\$ 1,457,856	\$ -	\$ -	\$ -	\$ -	\$ 12,435,720	\$ 11,296,295	\$ 10,502,765
Permits & Licenses	237,874	-	-	-	-	-	-	237,874	244,500	230,400
Charges for Services	922,989	1,094,347	-	-	8,372,480	2,811,000	896,985	14,097,801	13,748,143	13,474,061
Fees	-	-	-	-	270,000	123,000	-	393,000	366,000	330,000
Fines	834,404	54,765	11,000	-	-	-	-	900,169	1,024,708	1,038,250
Miscellaneous	508,955	297,137	22,000	2,296,000	168,990	250,764	-	3,543,846	2,245,184	904,954
Total Revenues	<u>\$ 13,250,386</u>	<u>\$ 1,677,949</u>	<u>\$ 1,490,856</u>	<u>\$ 2,296,000</u>	<u>\$ 8,811,470</u>	<u>\$ 3,184,764</u>	<u>\$ 896,985</u>	<u>\$ 31,608,410</u>	<u>\$ 28,924,830</u>	<u>\$ 26,480,430</u>
<b>EXPENDITURES/EXPENSES</b>										
Current:								-		-
City Administration	\$ 1,870,604	\$ -	\$ -	\$ -	\$ 165,694	\$ 224,623	\$ -	\$ 2,260,921	\$ 2,366,741	\$ 1,774,571
Public Works	1,339,398	747,096	-	4,690,945	3,976,269	2,338,774	-	13,092,482	10,807,588	14,065,037
Community Services	1,550,043	560,951	-	488,197	-	-	880,007	3,479,198	2,680,027	2,508,023
Building Development	717,100	-	-	249,192	-	-	-	966,292	625,642	626,360
Public Safety	8,345,519	558,401	-	5,885,454	-	-	-	14,789,374	8,331,306	8,649,721
Non-Departmental	547,945	-	-	57,800	1,987,888	139,022	-	2,732,655	1,863,001	2,152,464
Debt service:	-	-	-	-	-	-	-	-	-	-
Principal retirement	-	-	905,951	450,000	1,174,048	-	-	2,529,999	2,130,000	2,085,000
Interest and fiscal charges	-	-	697,905	270,035	733,478	-	-	1,701,418	1,785,673	1,568,328
Bond issuance costs	-	-	-	40,000	-	-	-	40,000	-	-
Total Expenditures	<u>\$ 14,370,609</u>	<u>\$ 1,866,448</u>	<u>\$ 1,603,856</u>	<u>\$ 12,131,623</u>	<u>\$ 8,037,377</u>	<u>\$ 2,702,419</u>	<u>\$ 880,007</u>	<u>\$ 41,592,339</u>	<u>\$ 30,589,978</u>	<u>\$ 33,429,504</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES/EXPENSES**</b>	<u>\$ (1,120,223)</u>	<u>\$ (188,499)</u>	<u>\$ (113,000)</u>	<u>\$ (9,835,623)</u>	<u>\$ 774,093</u>	<u>\$ 482,345</u>	<u>\$ 16,978</u>	<u>\$ (9,983,929)</u>	<u>\$ (1,665,148)</u>	<u>\$ (6,949,074)</u>
<b>OTHER FINANCING SOURCES (USES)</b>										
Operating transfers in	\$ 1,250,500	\$ 165,237	\$ -	\$ -	\$ 20,000	-	\$ -	\$ 1,435,737	\$ 1,380,651	\$ 1,275,500
Operating transfers (out)	(165,237)	(100,000)	-	-	(742,500)	(428,000)	-	(1,435,737)	(1,380,651)	(1,275,500)
Proceeds from bond issue	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ 1,085,263</u>	<u>\$ 65,237</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (722,500)</u>	<u>\$ (428,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<u>\$ (34,960)</u>	<u>\$ (123,262)</u>	<u>\$ (113,000)</u>	<u>\$ (9,835,623)</u>	<u>\$ 51,593</u>	<u>\$ 54,345</u>	<u>\$ 16,978</u>	<u>\$ (9,983,929)</u>	<u>\$ (1,665,148)</u>	<u>\$ (6,949,074)</u>
<b>FUND BALANCES BEGINNING OF YEAR</b>	\$3,677,839	\$595,069	\$280,195	\$10,237,182	\$1,579,636	\$750,357	\$109,343	\$17,229,621	\$16,921,890	\$14,909,835
<b>RESIDUAL EQUITY TRANSFER IN (OUT)</b>										
<b>FUND BALANCES END OF YEAR</b>	<u>\$ 3,642,879</u>	<u>\$ 471,807</u>	<u>\$ 167,195</u>	<u>\$ 401,559</u>	<u>\$ 1,631,229</u>	<u>\$ 804,703</u>	<u>\$ 126,321</u>	<u>\$ 7,245,692</u>	<u>\$ 15,256,742</u>	<u>\$ 7,960,761</u>

**City of Copperas Cove**  
**Combined Schedule of Revenues, Expenditures/Expenses and Changes in Fund**  
**Balances All Fund Types (by Funds)**  
**Fiscal Year 2008-09**



**Total Revenues:**  
**\$31,608,410**

**Total Expenditures / Expenses**



**Total Expenditures/Expenses:**  
**\$41,592,339**



**City of Copperas Cove, Texas**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2008-09**

<b>Fund</b>	<b>Estimated Beginning Balance</b>	<b>Revenues</b>	<b>Total Resources Available</b>	<b>Total Expenses/ Expenditures</b>	<b>Estimated Ending Balance</b>	<b>Ideal Fund Balance</b>	<b>Over/(Under) Ideal Fund Balance</b>
<b>Operating Funds</b>							
General Fund	\$ 3,677,839	\$ 14,500,886	\$ 18,178,725	\$ 14,535,846	\$ 3,642,879	\$ 3,633,962	\$ 8,918
Water & Sewer Fund	1,579,636	8,831,470	10,411,106	8,779,877	1,631,229	2,194,969	(563,740)
Solid Waste Fund	750,357	3,184,764	3,935,121	3,130,419	804,703	782,605	22,098
Golf Course Fund	109,343	896,985	1,006,328	880,007	126,321	220,002	(93,681)
<b>Total Operating Funds</b>	<b>\$ 6,117,175</b>	<b>\$ 27,414,105</b>	<b>\$ 33,531,280</b>	<b>\$ 27,326,149</b>	<b>\$ 6,205,132</b>	<b>\$ 6,831,538</b>	<b>\$ (626,405)</b>
<b>Other Funds</b>							
Recreation Activities Fund	\$ 84,493	\$ 209,135	\$ 293,628	\$ 248,125	\$ 45,503	\$ -	\$ -
Drainage Utility Fund	72,479	905,710	978,189	811,776	166,413	-	-
Cemetery Fund	937	40,207	41,144	40,705	439	-	-
Interest & Sinking Fund	280,195	1,490,856	1,771,051	1,603,856	167,195	-	-
Library Gifts & Mem. Fund	4,138	535	4,673	4,673	-	-	-
Hotel Occupancy Tax Fund	83,009	237,700	320,709	201,000	119,709	-	-
Animal Shelter Fund	19,283	550	19,833	19,833	-	-	-
Municipal Court Funds	159,285	61,965	221,250	116,047	105,203	-	-
Miscellaneous Other Funds	185,451	387,384	572,835	524,289	48,546	-	-
<b>Total Other Funds</b>	<b>\$ 889,270</b>	<b>\$ 3,334,042</b>	<b>\$ 4,223,312</b>	<b>\$ 3,570,304</b>	<b>\$ 653,008</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Projects Funds</b>							
2001 C.O. - (Capital Equip.)	\$ 258,433	\$ 6,000	\$ 264,433	\$ 264,433	\$ -	\$ -	\$ -
2001 C.O. - (W&S Fund)	466,136	750	466,886	435,000	31,886	-	-
2003 C.O. - (Capital Imprvmt.)	483,620	1,000	484,620	484,620	-	-	-
2003 C.O. (W&S Fund)	1,340,416	1,000	1,341,416	1,010,035	331,381	-	-
2005 C.O. - (W&S Fund)	63,800	500	64,300	64,300	-	-	-
2006 Ltd. Tax Notes (Cap. Imprvmt.)	9,648	750	10,398	10,398	-	-	-
2006 C.O. (Police Facility)	5,431,379	75,000	5,506,379	5,506,379	-	-	-
2008 Ltd. Tax Notes (All Funds)	2,183,750	21,000	2,204,750	2,172,447	32,303	-	-
2008A Ltd. Tax Notes (All Funds)	-	2,190,000	2,190,000	2,184,011	5,989	-	-
<b>Total Capital Projects Funds</b>	<b>\$ 10,237,182</b>	<b>\$ 2,296,000</b>	<b>\$ 2,621,655</b>	<b>\$ 12,131,623</b>	<b>\$ 363,267</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Funds</b>	<b>\$ 17,243,627</b>	<b>\$ 33,044,147</b>	<b>\$ 50,287,774</b>	<b>\$ 43,028,076</b>	<b>\$ 7,259,698</b>	<b>\$ -</b>	<b>\$ -</b>

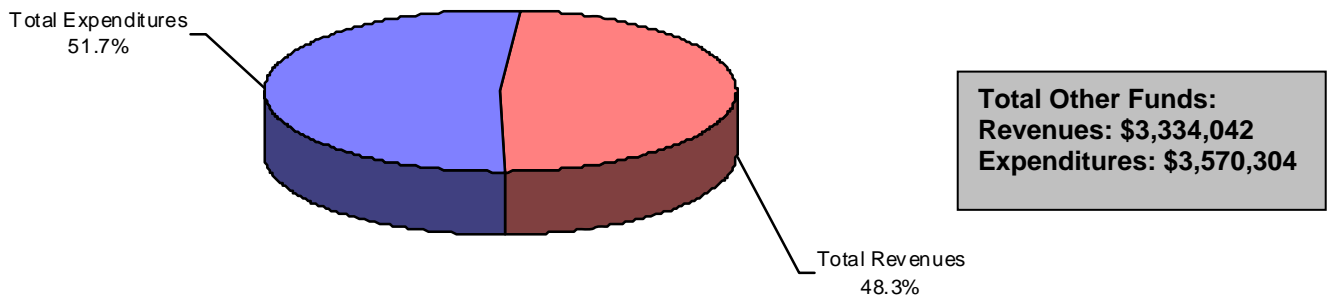
**Note: Ideal fund balances do not apply to "Other Funds" and "Capital Projects Funds."**

**City of Copperas Cove**  
**Adopted Budget Summary for all Funds**  
**Fiscal Year 2008-09**

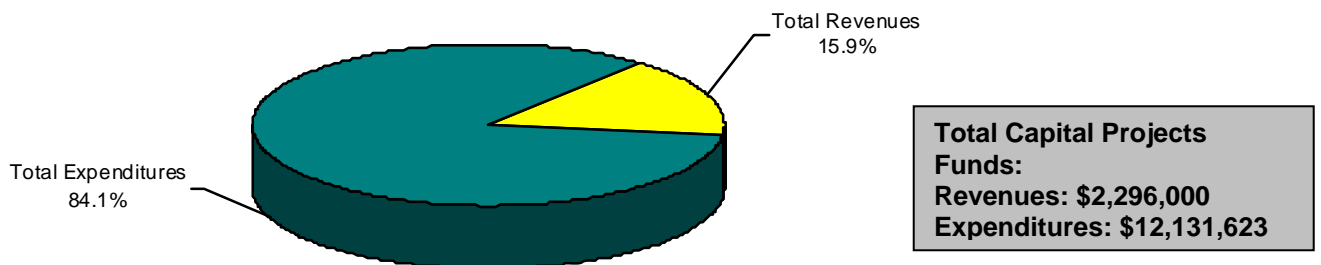
**Fiscal Year 2008-09 Operating Funds**



**Fiscal Year 2008-09 Other Funds**



**Fiscal Year 2008-09 Capital Projects Funds**

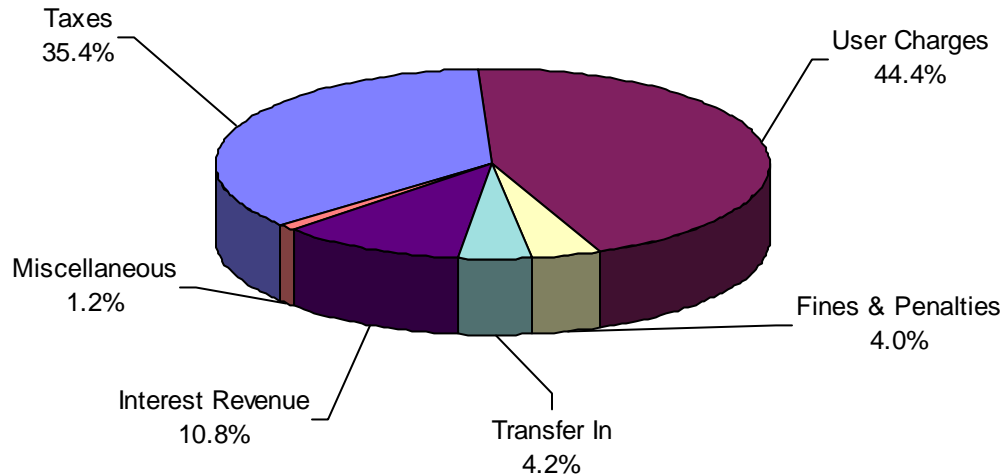


**City of Copperas Cove, Texas**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2008-09**

<b>Fund</b>	<b>Taxes</b>	<b>User Charges</b>	<b>Fines &amp; Penalties</b>	<b>Transfer-in</b>	<b>Interest Revenue</b>	<b>Bond Proceeds</b>	<b>Miscellaneous</b>	<b>Total</b>
<b>Operating Funds</b>								
General Fund	\$ 10,746,164	\$ 1,160,863	\$ 834,404	\$ 1,250,500	\$ 200,000	\$ -	\$ 308,955	\$ 14,500,886
Water & Sewer Fund	-	8,384,480	270,000	20,000	100,000	-	56,990	8,831,470
Solid Waste Fund	-	3,027,764	123,000	-	28,000	-	6,000	3,184,764
Golf Course Fund	-	896,795	-	-	50	-	140	896,985
<b>Total Operating Funds</b>	<b>\$ 10,746,164</b>	<b>\$ 13,469,902</b>	<b>\$ 1,227,404</b>	<b>\$ 1,270,500</b>	<b>\$ 328,050</b>	<b>\$ -</b>	<b>\$ 372,085</b>	<b>\$ 27,414,105</b>
<b>Other Funds</b>								
Interest & Sinking Fund	\$ 1,457,856	\$ -	\$ 11,000	\$ -	\$ 22,000	\$ -	\$ -	\$ 1,490,856
Recreation Activities Fund	-	204,335	-	-	3,800	-	1,000	209,135
Drainage Utility Fund	-	870,000	500	-	35,000	-	210	905,710
Cemetery Fund	-	16,112	-	24,000	40	-	55	40,207
Library Gifts & Mem. Fund	-	-	-	-	35	-	500	535
Hotel Occupancy Tax Fund	231,700	-	-	-	6,000	-	-	237,700
Animal Shelter Fund	-	-	-	-	50	-	500	550
Municipal Court Funds	-	-	54,265	-	7,700	-	-	61,965
Miscellaneous Other Funds	-	3,900	-	141,237	1,840	-	240,407	387,384
<b>Total Other Funds</b>	<b>\$ 1,689,556</b>	<b>\$ 1,094,347</b>	<b>\$ 65,765</b>	<b>\$ 165,237</b>	<b>\$ 76,465</b>	<b>\$ -</b>	<b>\$ 242,672</b>	<b>\$ 3,334,042</b>
<b>Capital Projects Funds</b>								
2001 C.O. - (Capital Equip.)	-	-	-	-	6,000	-	-	6,000
2001 C.O. - (W&S Fund)	-	-	-	-	750	-	-	750
2003 C.O. - (Capital Improvement)	-	-	-	-	1,000	-	-	1,000
2003 C.O. (W&S Fund)	-	-	-	-	1,000	-	-	1,000
2005 C.O. (W&S Fund)	-	-	-	-	500	-	-	500
2006 Ltd. Tax Notes (Capital Imprvmt.)	-	-	-	-	750	-	-	750
2007 C.O. (Police Facility)	-	-	-	-	75,000	-	-	75,000
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	21,000	-	-	21,000
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	-	2,190,000	-	2,190,000
<b>Total Capital Projects Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 106,000</b>	<b>\$ 2,190,000</b>	<b>\$ -</b>	<b>\$ 2,296,000</b>
<b>Total Funds</b>	<b>\$ 12,435,720</b>	<b>\$ 14,564,249</b>	<b>\$ 1,293,169</b>	<b>\$ 1,435,737</b>	<b>\$ 510,515</b>	<b>\$ 2,190,000</b>	<b>\$ 614,757</b>	<b>\$ 33,044,147</b>

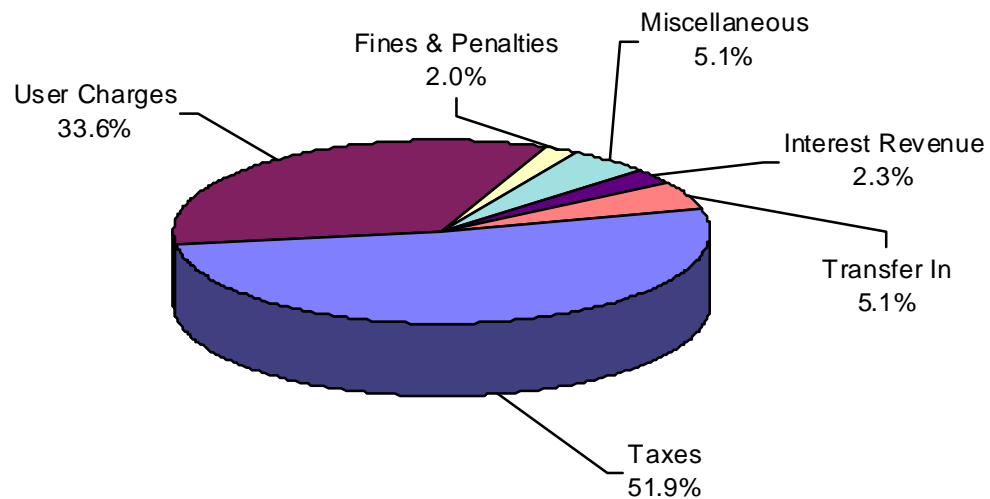
**City of Copperas Cove**  
**Consolidated Schedule of Receipts of all Funds by Source**  
**Fiscal Year 2008-09**

**Fiscal Year 2008-09 Operating Funds**



**Total Operating Funds  
\$27,414,105**

**Fiscal Year 2008-09 Other Funds**



**Total Other Funds  
\$3,334,042**

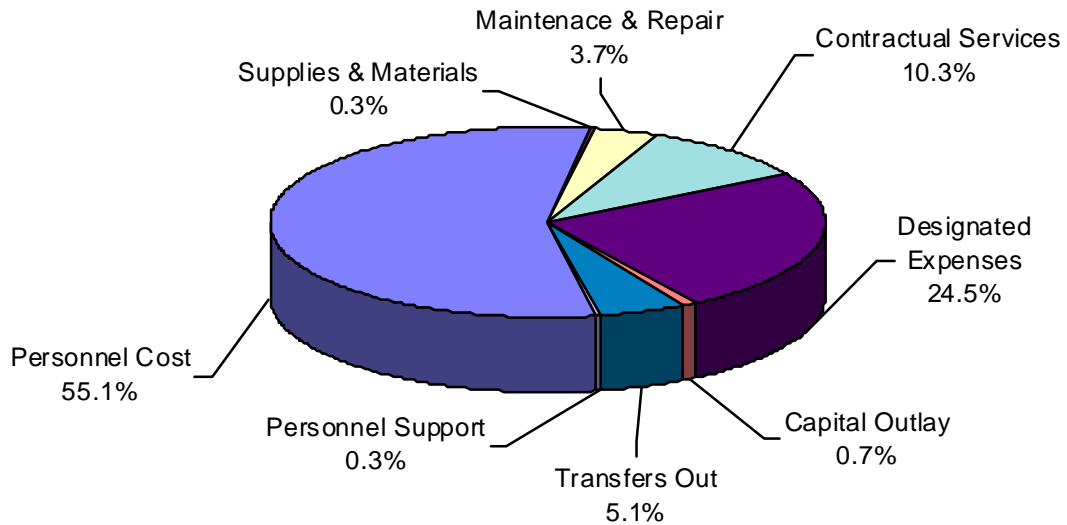
**City of Copperas Cove, Texas**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2008-09**

Fund	Personnel Costs	Personnel Support	Supplies & Materials	Maintenance & Repairs	Contractual Services	** Designated Expenses	Capital Outlay & Improvements	Transfers Out/Other	Total
<b>Operating Funds</b>									
General Fund	\$ 11,122,022	\$ 67,584	\$ 638,577	\$ 372,301	\$ 1,330,609	\$ 728,932	\$ 110,584	\$ 165,237	\$ 14,535,846
Water & Sewer Fund	2,014,529	-	358,081	403,642	1,190,819	4,028,106	42,200	742,500	8,779,877
Solid Waste Fund	819,564	-	303,051	115,790	75,770	1,383,944	4,300	428,000	3,130,419
Golf Course Fund	417,222	-	75,843	60,494	85,010	225,738	15,700	-	880,007
<b>Total Operating Funds</b>	<b>\$ 14,373,337</b>	<b>\$ 67,584</b>	<b>\$ 1,375,552</b>	<b>\$ 952,227</b>	<b>\$ 2,682,208</b>	<b>\$ 6,366,720</b>	<b>\$ 172,784</b>	<b>\$ 1,335,737</b>	<b>\$ 27,326,149</b>
<b>Other Funds</b>									
Recreation Activities Fund	\$ 72,507	\$ -	\$ 158,667	\$ 1,200	\$ 6,451	\$ 9,300	\$ -	\$ -	\$ 248,125
Drainage Utility Fund	276,476	-	28,030	18,500	45,070	343,700	-	100,000	811,776
Cemetery Fund	32,345	-	2,432	2,117	2,018	1,793	-	-	40,705
Interest & Sinking Fund	-	-	-	-	-	1,603,856	-	-	1,603,856
Library Gifts & Mem. Fund	-	-	-	-	-	-	4,673	-	4,673
Hotel Occupancy Tax Fund	-	-	181,000	20,000	-	-	-	-	201,000
Animal Shelter Fund	-	-	-	-	-	14,837	4,996	-	19,833
Municipal Court Funds	24,163	-	3,122	21,433	12,015	25,943	29,371	-	116,047
Miscellaneous Other Funds	299,294	295	108,415	1,200	52,938	36,508	25,639	-	524,289
<b>Total Other Funds</b>	<b>\$ 704,785</b>	<b>\$ 295</b>	<b>\$ 481,666</b>	<b>\$ 64,450</b>	<b>\$ 118,492</b>	<b>\$ 2,035,937</b>	<b>\$ 64,679</b>	<b>\$ 100,000</b>	<b>\$ 3,570,304</b>
<b>Capital Projects Funds</b>									
2001 C.O. - (Capital Equip.)	-	-	-	-	-	-	264,433	-	264,433
2001 C.O. - (W&S Fund)	-	-	-	-	-	220,000	215,000	-	435,000
2003 C.O. - (Capital Imprvmt.)	-	-	-	-	-	-	484,620	-	484,620
2003 C.O. - (W&S Fund)	-	-	-	-	-	500,035	510,000	-	1,010,035
2005 C.O. - (W&S Fund)	-	-	-	-	-	-	64,300	-	64,300
2006 Ltd. Tax Note (Cap. Imprvmt.)	-	-	-	-	-	-	10,398	-	10,398
2007 C.O. (Police Facility)	-	-	-	-	-	-	5,506,379	-	5,506,379
2008 Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	2,172,447	-	2,172,447
2008A Ltd. Tax Notes (All Funds)	-	-	-	-	-	-	2,184,011	-	2,184,011
<b>Total Capital Projects Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 720,035</b>	<b>\$ 11,411,588</b>	<b>\$ -</b>	<b>\$ 12,131,623</b>
<b>Total Funds</b>	<b>\$ 15,078,122</b>	<b>\$ 67,879</b>	<b>\$ 1,857,218</b>	<b>\$ 1,016,677</b>	<b>\$ 2,800,700</b>	<b>\$ 9,122,692</b>	<b>\$ 11,649,051</b>	<b>\$ 1,435,737</b>	<b>\$ 43,028,076</b>

\* \*\*Includes Capital Lease Payments and Debt Service Payments and Other Non-Departmental Expenditures/Expenses.

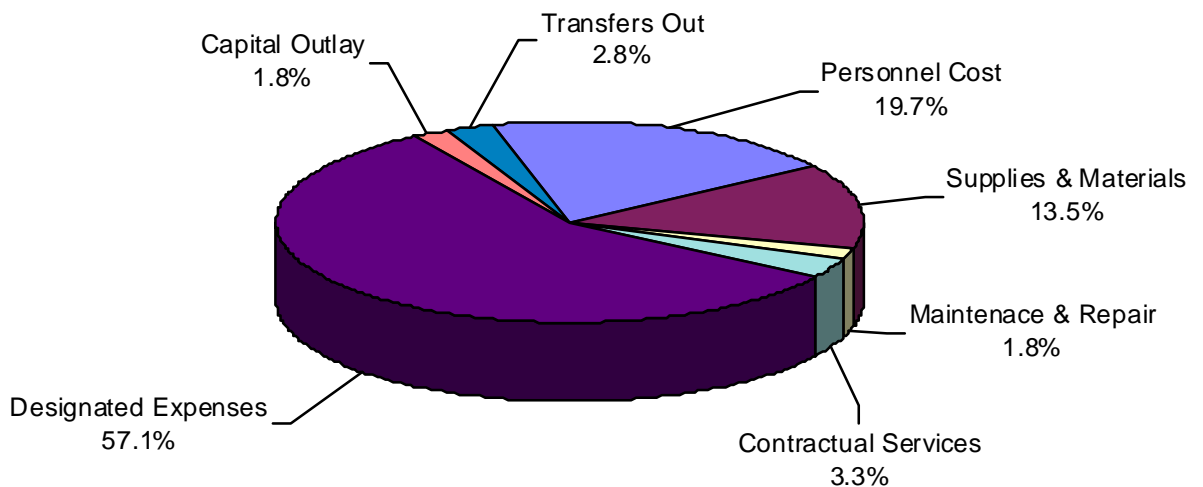
**City of Copperas Cove**  
**Consolidated Schedule of Expenditures/Expenses of all Funds by Object Class**  
**Fiscal Year 2008-09**

**Fiscal Year 2008-09 Operating Funds**



**Total Operating Funds  
\$27,326,149**

**Fiscal Year 2008-09 Other Funds**



**Total Other Funds  
\$3,570,304**

AD VALOREM TAXES ANALYSIS  
ESTIMATE OF AD VALOREM TAX REVENUE  
AND PROPOSED DISTRIBUTION OF COLLECTIONS

Taxable Assessed Valuation	1,138,536,871
Proposed Tax Rate of \$100 Valuation	0.74
Gross Revenue from Taxes	8,425,173
Estimated Percent of Collections	99%
Estimated Funds from Tax Levy	8,340,921

PROPOSED DISTRIBUTION OF ALL TAX COLLECTIONS

	% of Total	Tax Rate	Collections
General Fund	80.99%	0.599300	6,755,018.86
Interest & Sinking	19.01%	0.140700	1,585,902.14
Total	100.00%	0.740000	8,340,921.00

COMPARISON OF PREVIOUS YEARS TAX RATES

	Fiscal Years				
	2004-05	2005-06	2006-07	2007-08	2008-09
General Fund	0.640344	0.653285	0.607085	0.598029	0.599300
Interest & Sinking	0.134656	0.121715	0.132915	0.141971	0.140700
Total	0.775000	0.775000	0.740000	0.740000	0.740000

PROPERTY VALUE ANALYSIS

Tax Year	Assessed Value	Percentage Increase	Amount Collected	Percentage Collected
1990	\$368,161,345	1.45%	\$2,507,339	97.29%
1991	\$363,098,757	-1.38%	\$2,660,196	96.40%
1992	\$367,262,172	1.15%	\$2,724,254	98.11%
1993	\$396,852,652	8.06%	\$2,964,341	98.94%
1994	\$423,799,207	6.79%	\$3,178,888	99.35%
1995	\$472,928,469	11.59%	\$3,537,442	99.07%
1996	\$546,764,501	15.61%	\$3,811,739	99.68%
1997	\$565,699,472	3.46%	\$3,967,828	99.49%
1998	\$578,775,314	2.31%	\$4,050,984	99.28%
1999	\$592,338,964	2.34%	\$4,149,031	99.35%
2000	\$609,313,400	2.87%	\$4,494,472	99.16%
2001	\$642,285,232	5.41%	\$4,673,658	98.66%
2002	\$670,544,556	4.40%	\$4,955,417	99.20%
2003	\$683,946,827	2.00%	\$5,260,214	99.24%
2004	\$716,954,411	4.83%	\$5,490,459	98.81%
2005	\$778,807,966	8.63%	\$5,970,653	98.92%
2006	\$919,785,031	18.10%	\$6,739,608	99.02%
2007	\$1,035,057,214	12.53%	\$7,597,151	99.19%
2008	\$1,138,536,871	10.00%	\$0	0.00%



**ORDINANCE NO. 2008-32**

**AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR OPERATING THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2008 AND ENDING ON SEPTEMBER 30, 2009; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET INCLUDING APPROPRIATIONS OF MONEY TO PAY INTEREST AND PRINCIPAL SINKING FUND REQUIREMENTS ON ALL INDEBTEDNESS; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS,** a budget for operating the municipal government of City of Copperas Cove for the fiscal year October 1, 2008, to September 30, 2009, has been prepared by Andrea M. Gardner, City Manager, as Budget Officer for the City of Copperas Cove, Texas; and

**WHEREAS,** said budget has been submitted to the City Council by the City Manager along with her budget message, in accordance with the City Charter; and

**WHEREAS,** public notice of a public hearing upon this budget has been duly and legally made as required by City Charter and law; and

**WHEREAS,** said public hearing on the Proposed Budget has been held; and

**WHEREAS,** the City Manager's Proposed Budget has been amended in accordance with the City Charter; and

**WHEREAS,** a public hearing has been had upon said amendments to the Proposed Budget and, after full and final consideration of proposed expenditures, revenues, financial condition, and comparative expenditures as presented, it is the consensus of opinion that the budget as considered and amended at said hearings should be approved and adopted.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COPPERAS COVE:**

### **SECTION 1.**

That the City Council of the City of Copperas Cove ratifies, approves and adopts the budget as finally considered for the fiscal year of October 1, 2008, to September 30, 2009, a copy of which shall be filed with the office of the City Secretary and with the Coryell County Clerk, Bell County Clerk and Lampasas County Clerk and which is incorporated herein for all intents and purposes.

### **SECTION 2.**

That the appropriations for the 2008-2009 fiscal year for the different administrative units and purposes of the City of Copperas Cove, Texas be fixed and determined for said fiscal year in accordance with the expenditures shown in said budget, and that the distribution and division of said appropriations be made in accordance with said budget including such amounts shown for providing for sinking funds for payment of the principal and interest and the retirement of the bonded debt of the City of Copperas Cove.

### **SECTION 3.**

That should any part, portion, or section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining portions, parts, or sections or parts of section of this ordinance, which provisions shall be, remain and continue to be in full force and effect.

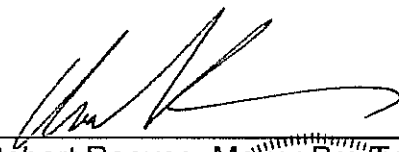
### **SECTION 4.**

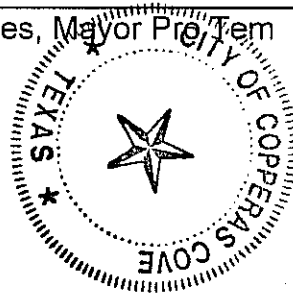
That all ordinances and appropriations for which provision has heretofore been made are hereby expressly repealed if in conflict with the provisions of this ordinance.

### **SECTION 5.**

That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 16th day of September 2008, at a Regular City Council Meeting of the City of Copperas Cove, Texas, which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code* 551.001, et.seq., at which meeting a quorum was present and voting.

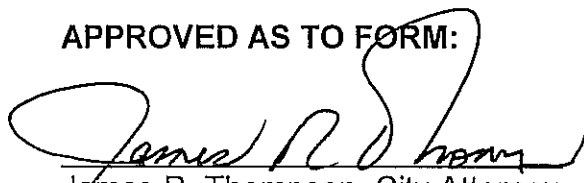
  
Robert Reeves, Mayor Pro Tem



**ATTEST:**

  
Jane Lees, City Secretary

**APPROVED AS TO FORM:**

  
James R. Thompson, City Attorney

## **ORDINANCE NO. 2008-33**

**AN ORDINANCE ADOPTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF COPPERAS COVE, TEXAS, FOR THE 2008 TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COPPERAS COVE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2008 AND ENDING ON SEPTEMBER 30, 2009; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED INCLUDING PROVIDING A SINKING FUND FOR THE RETIREMENT OF THE BONDED DEBT OF THE CITY; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS,** the Chief Appraiser of the Coryell County Tax Appraisal District has prepared and certified the appraisal roll of the City of Copperas Cove, Texas, said roll being that portion of the approved appraisal roll of the Coryell County Tax Appraisal District which lists property taxable by the City of Copperas Cove, Texas; and

**WHEREAS,** the Tax Assessor and Collector of Coryell County has performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code, and has published the effective tax rate, the rollback tax rate, an explanation of how they were calculated, and has fulfilled all other requirements for publication as contained in Section 26.04(e) of the Texas Property Tax Code, in a manner designated to come to the attention of all residents of said City and has submitted said rates to the City Council of said City prior to the regular City Council meeting of September 16, 2008; and

**WHEREAS,** the City Council has complied with all applicable requirements of the Texas Property Tax Code prior to the setting of the tax rate for said City for 2008.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COPPERAS COVE:**

### **SECTION 1.**

That the tax of the City of Copperas Cove, Texas for the tax year 2008 be, and is hereby, set at 74.0000 cents on each one hundred dollars (\$100) of the taxable value of real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City.

## **SECTION 2.**

That there is hereby levied for the tax year 2008 upon all real and personal property not exempt from taxation by the constitution and laws of this state situated within the corporate limits of said City, and there shall be collected for the use and support of the municipal government of the City of Copperas Cove, Texas, to provide sinking fund for the retirement of the bonded debt of said City and to provide for permanent improvements in said City, said tax; and said tax, so levied and collected, shall be apportioned to the specific purposes hereinafter set forth; to-wit:

- A. For the payment of current expenses and to be deposited in the general fund (for the purposes of maintenance and operations) 0.5993 cents on each one hundred dollars (\$100) of the taxable value of such property; and,
- B. To provide for sinking funds for the payment of the principal and interest and the retirement of the bonded debt, and the same shall become due as shall be necessary to pay the principal and interest of the current year as follows:

0.1407 cents per one hundred dollars (\$100) valuation.

## **SECTION 3**

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$1.27.

## **SECTION 4.**

That the Coryell County Tax Assessor and Collector is hereby authorized to assess and collect the taxes of said City employing the above tax rate.

## **SECTION 5.**

That the Director of Finance of said City shall keep accurate and complete records of all monies collected under this Ordinance and the purposes for which same are expended.

## **SECTION 6.**

That monies collected pursuant to this Ordinance shall be expended as set forth in the City of Copperas Cove Annual Budget for FY 2008-2009.

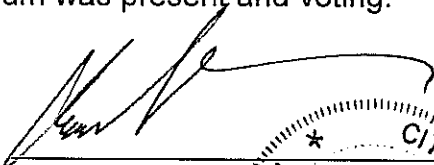
**SECTION 7.**


That all monies collected which are not specifically appropriated shall be deposited in the general fund.

**SECTION 8.**

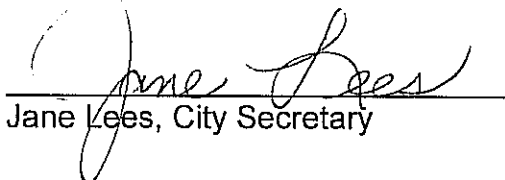
That this ordinance shall take effect and be in full force and effect from and after its passage and approval according to law.

**PASSED, APPROVED AND ADOPTED** this 16th day of September 2008, at a regular meeting of the City Council of the City of Copperas Cove, Texas, which meeting was held in compliance with the Open Meetings Act, *Tex. Gov't Code* 551.001, et.seq., at which meeting a quorum was present and voting.

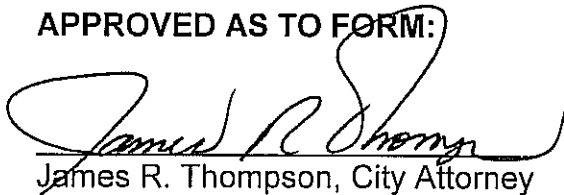
  
Robert L. Reeves, Mayor Pro Tem



**ATTEST:**

  
Jane Lees, City Secretary

**APPROVED AS TO FORM:**

  
James R. Thompson, City Attorney



# General Fund

*The City Built for Family Living*

# **Copperas Cove, Texas**

## **GENERAL FUND**

The primary operating fund of the City of Copperas Cove is the General Fund. The General Fund is used to account for all financial resources not restricted to special or specific projects and/or funds that are not required to be accounted for in a different fund. The use of this fund is outlined by the *Codification of Governmental Accounting and Financial Reporting Standards*, Section 1300.104. The Governmental Accounting Standards Board *Codification*, Section 1300.106, prohibits the use of more than one general fund.

The General Fund's primary source of revenue is derived from tax levies. This includes ad valorem taxes, sales and use taxes, and franchise taxes. Other resources are derived from fines and fees, permits and licenses, and intergovernmental receipts. Expenditures of this fund are incurred from services provided to the citizenry. These services include, among other services, fire and police protection, parks and recreation facilities, code and health compliance, and infrastructure maintenance. In addition, the General Fund accounts for expenditures necessary for the administration of the municipality.

***The City Built for Family Living***



**FY 2009 ADOPTED BUDGET  
GENERAL FUND  
REVENUE & EXPENDITURE SUMMARY**

**OVERVIEW**

The General Fund provides the financing for all of the City of Copperas Cove's basic services except Water and Wastewater, Solid Waste and Golf Course Operations. The General Fund is comprised of five major functional areas, City Administration, Public Safety, Public Works, Development Services, Community Services, and Non-Departmental. Public Safety provides all emergency services to the citizens of Copperas Cove. City Administration includes departments such as City Council, City Manager, Finance, Legal and Human Resources. General Government departments usually are not revenue generating departments, but are considered to be vital functions to the City.

Property, sales and franchise taxes provide most of the revenue to the General Fund. Salaries and benefits paid to the employees of the City are among some of the General Fund expenditures.

<b>REVENUES</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTION</b>	<b>FY 2009 ADOPTED</b>
Property Taxes	4,583,044	5,133,633	5,517,550	6,075,000	6,921,331
Sales Taxes	1,904,168	1,979,720	2,181,953	2,288,000	2,400,700
Franchise Fees	1,111,331	1,325,207	1,281,485	1,262,533	1,266,633
Other Taxes	86,688	104,004	137,375	145,650	157,500
Licenses & Permits	207,533	245,204	218,578	215,780	237,874
Fines & Forfeitures	799,526	772,394	761,074	760,160	834,404
Charges for Service	581,773	754,447	740,008	866,997	922,989
Miscellaneous	258,381	321,915	508,954	476,671	508,955
Transfers	1,175,000	1,253,000	1,200,500	1,300,500	1,250,500
<b>TOTAL</b>	<b>10,707,444</b>	<b>11,889,525</b>	<b>12,547,477</b>	<b>13,391,291</b>	<b>14,500,886</b>

**EXPENDITURES**

Salaries & Benefits	8,286,272	8,740,842	9,426,494	10,171,584	11,189,606
Supplies & Materials	351,460	406,284	424,118	535,238	638,577
Maintenance & Repair	228,673	267,369	273,894	336,137	372,301
Contractual Services	920,854	1,041,529	1,045,040	1,257,549	1,330,609
Designated Expenditures	417,605	898,526	886,945	920,437	698,932
Capital Outlay	156,277	223,289	276,016	294,983	110,584
Transfers	92,335	87,920	59,200	132,184	195,237
<b>TOTAL</b>	<b>10,453,476</b>	<b>11,665,759</b>	<b>12,391,707</b>	<b>13,648,112</b>	<b>14,535,846</b>
Revenues Over/(Under)					
Expenditures	253,968	223,766	155,770	(256,821)	(34,960)
<b>TOTAL</b>	<b>10,707,444</b>	<b>11,889,525</b>	<b>12,547,477</b>	<b>13,391,291</b>	<b>14,500,886</b>

**CITY OF COPPERAS COVE, TEXAS  
FISCAL YEAR 2008-09 ADOPTED BUDGET  
GENERAL FUND**

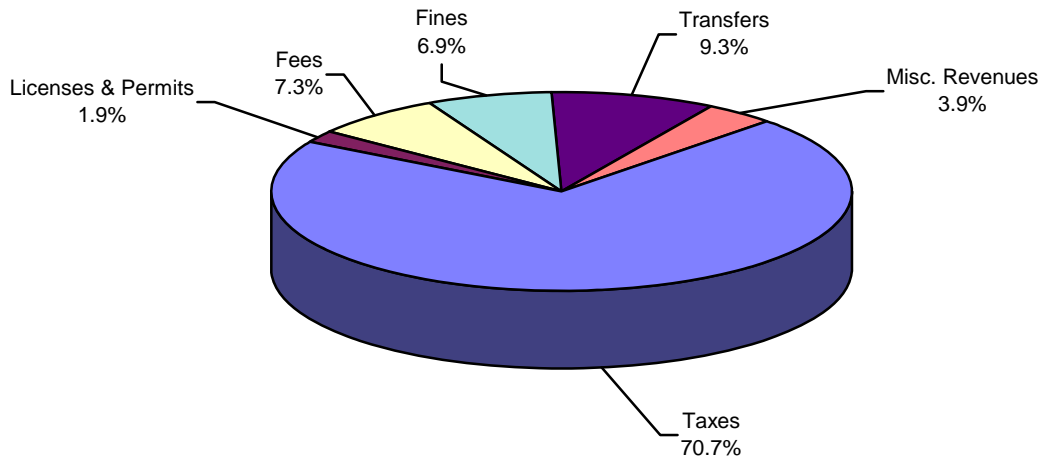
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 1,000,000	\$ 2,384,115	\$ 2,279,959	\$ 2,677,839
Prior Yr Enc Voided in Current Yr			53,721	-
Prior Period Adjustment	-	-	600,980	-
Unreserved, Designated	2,124,189	1,000,000	1,000,000	1,000,000
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 3,124,189</b>	<b>\$ 3,384,115</b>	<b>\$ 3,934,660</b>	<b>\$ 3,677,839</b>
<b>REVENUES:</b>				
Taxes	\$ 9,118,362	\$ 9,854,672	\$ 9,771,183	\$ 10,746,164
Permits & Licenses	218,578	270,250	215,780	237,874
Charges for Services	740,008	1,019,187	866,997	922,989
Fines	761,074	953,308	760,160	834,404
Administrative Reimbursements	1,200,500	1,300,500	1,300,500	1,250,500
Miscellaneous Revenue	508,954	536,138	476,671	508,955
<b>TOTAL REVENUES</b>	<b>\$ 12,547,477</b>	<b>\$ 13,934,055</b>	<b>\$ 13,391,291</b>	<b>\$ 14,500,886</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 15,671,666</b>	<b>\$ 17,318,170</b>	<b>\$ 17,325,951</b>	<b>\$ 18,178,725</b>
<b>EXPENDITURES:</b>				
City Council (21)	\$ 29,205	\$ 42,700	\$ 42,503	\$ 39,400
City Manager (22)	231,622	210,331	210,993	273,073
City Secretary (23)	128,543	145,239	135,834	162,515
City Attorney (24)	96,455	135,180	136,957	155,062
Finance (31)	465,379	559,137	558,353	647,537
Grants Administration (32)	68,508	-	-	-
Human Resources (34)	163,521	182,396	183,108	236,245
Public Affairs Office (4250)	-	54,990	54,990	121,389
Information Systems (35)	194,257	212,499	194,045	235,383
Municipal Court (41)	303,228	361,583	339,611	345,103
Police (42)	3,692,332	4,304,725	4,309,775	4,604,941
Animal Control (43)	180,912	226,705	220,525	238,160
Fire/EMS (44)	3,014,327	3,093,504	3,068,671	3,139,872
Emergency Management (4420)	47,234	31,539	6,384	17,443
Engineering (51)	97,043	166,629	139,314	167,775
Streets (53)	892,654	1,042,545	1,048,865	815,263
Fleet Services (55)	241,321	237,231	236,840	247,524
Public Works (56)	37,166	40,386	39,922	-
Facility Maintenance (57)	153,131	174,984	168,409	108,836
Planning (61)	183,666	162,676	156,216	208,550
Building and Development (52)	251,000	299,977	299,977	291,314
Code and Health (72)	151,216	161,439	163,972	217,236
Parks and Recreation (54)	855,828	950,423	946,078	1,022,299
Library (71)	475,772	526,563	528,100	527,744
Non-Departmental (75)	437,386	525,932	458,670	713,182
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,391,707</b>	<b>\$ 13,849,313</b>	<b>\$ 13,648,112</b>	<b>\$ 14,535,846</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 2,279,959	\$ 2,468,857	\$ 2,677,839	\$ 2,642,879
Capital Improvement Reserve	-	-	-	-
Unreserved, Designated	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 3,279,959</b>	<b>\$ 3,468,857</b>	<b>\$ 3,677,839</b>	<b>\$ 3,642,879</b>
<b>IDEAL FUND BALANCE</b>	<b>\$ 3,097,927</b>	<b>\$ 3,462,328</b>	<b>\$ 3,412,028</b>	<b>\$ 3,633,962</b>
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	<b>\$ 182,032</b>	<b>\$ 6,529</b>	<b>\$ 265,811</b>	<b>\$ 8,918</b>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

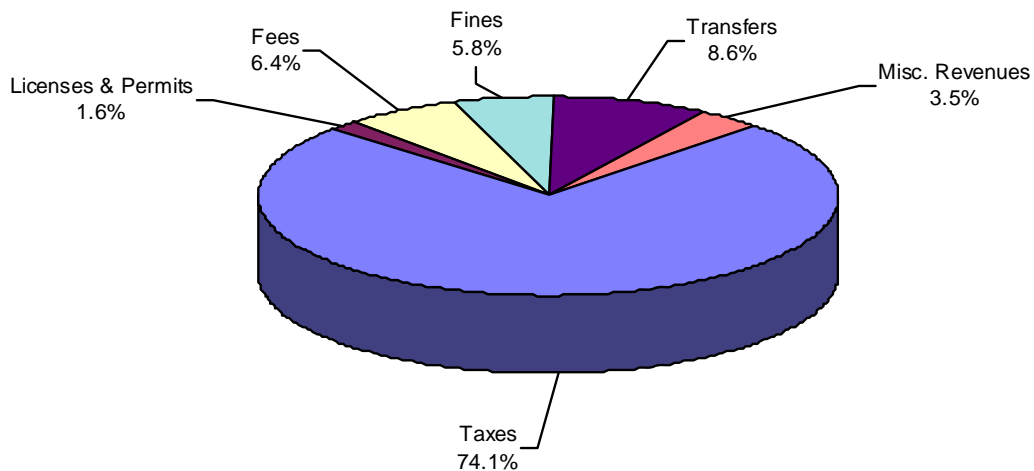
**City of Copperas Cove, Texas**  
**General Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Revenues**  
**By Source**

**Fiscal Year 2007-08 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2007-08 are **\$13,934,055**

**Fiscal Year 2008-09 Budgeted Revenues**



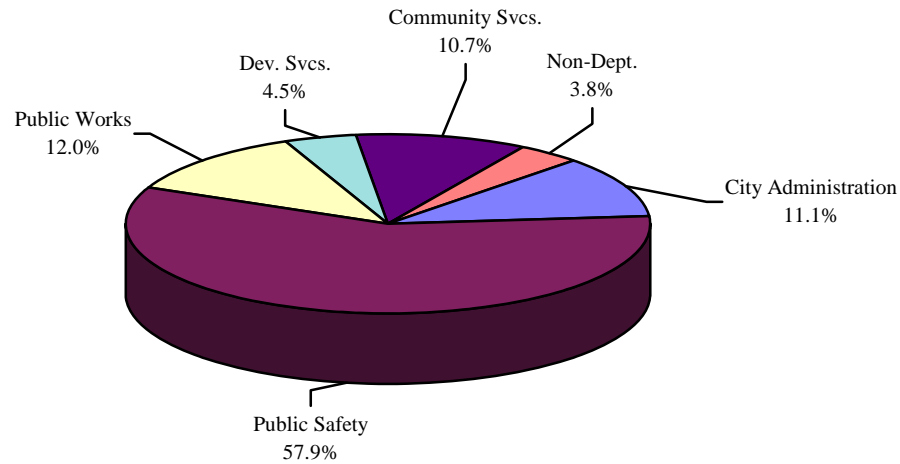
Total Budgeted Revenues for Fiscal Year 2008-09 are **\$14,500,886**

# City of Copperas Cove, Texas

## General Fund

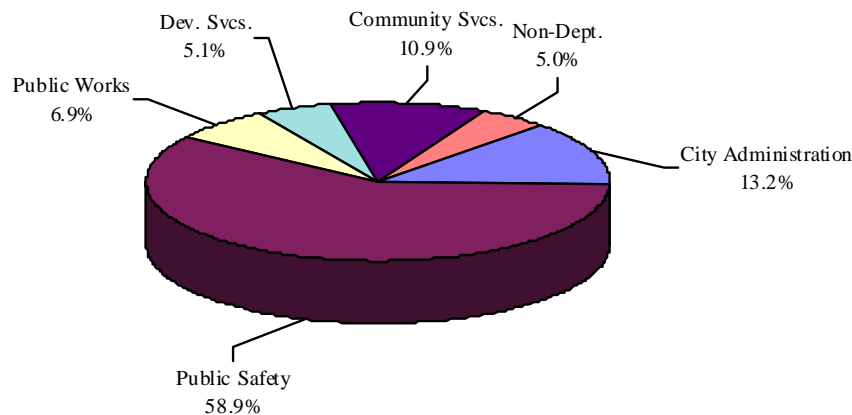
### Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenditures By Function

#### Fiscal Year 2007-08 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2007-08 are [\\$13,849,313](#)

#### Fiscal Year 2008-09 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2008-09 are [\\$14,535,846](#)

<u>City Administration</u>	<u>Public Safety</u>	<u>Public Works</u>	<u>Development Svcs.</u>	<u>Community Services</u>	<u>Non- Dept.</u>
City Council	Municipal Court	Engineering	Planning	Parks & Recreation	Non-Dept.
City Manager	Police	Streets	Building & Dev.	Library	
City Secretary	Animal Control	Fleet Services	Code & Health		
City Attorney	Fire/EMS	Facility Maintenance			
Finance	Emergency Mgmt				
Human Resources	.				
Public Information					
Off.					
Information Systems					

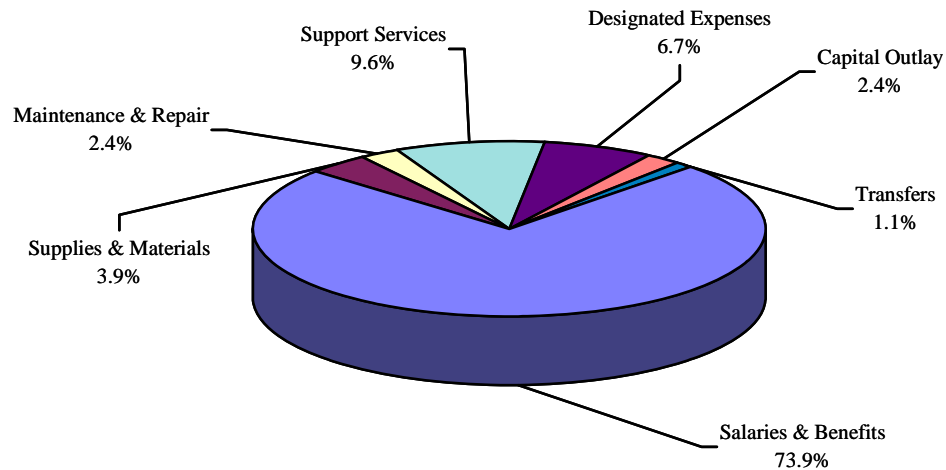
Note: This table demonstrates the various departments included in each function on which the above graphs are based. The graphs above are illustrated by function and do not depict the organizational structure of the city.

# City of Copperas Cove, Texas

## General Fund

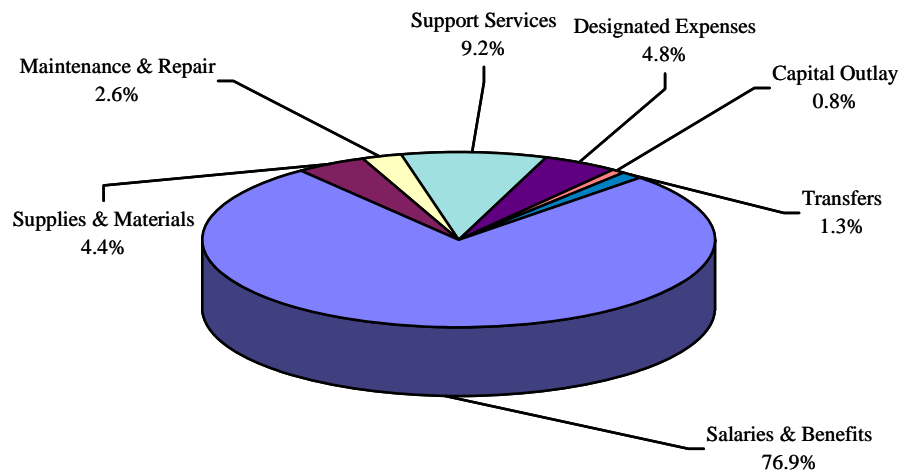
### Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenditures By Object

#### Fiscal Year 2007-08 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2007-08 are [\\$13,849,313](#)

#### Fiscal Year 2008-09 Budgeted Expenditures



Total Budgeted Expenditures for Fiscal Year 2008-09 are [\\$14,535,846](#)

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2008-09**

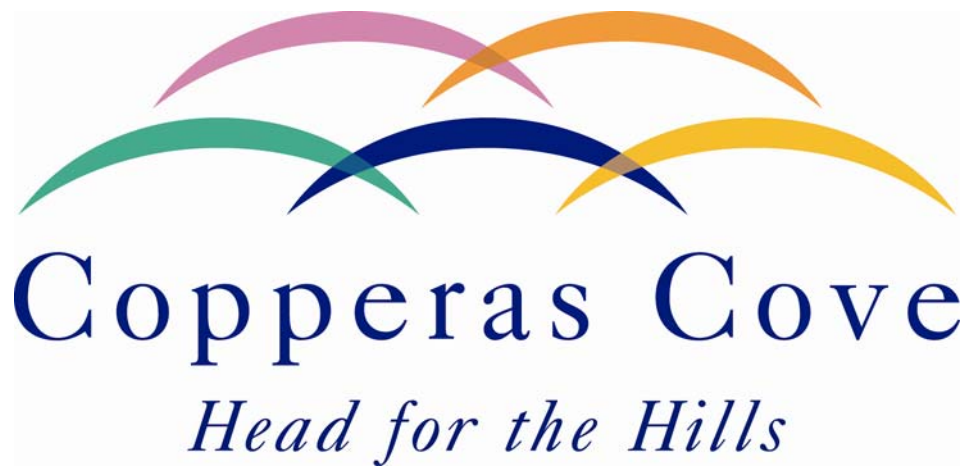
Account	Description	Actual 2006-07	Budget* 2007-08	Projected 2007-08	Adopted 2008-09
01-310-1001	Current Ad Valorem Taxes	\$ 5,473,810	\$ 6,009,131	\$ 6,015,000	\$ 6,861,331
01-310-1002	Delinquent Ad Valorem Taxes	43,740	53,000	60,000	60,000
01-310-1003	Penalty & Interest	38,833	38,000	43,000	43,000
01-310-1004	Sales Tax	2,181,953	2,245,000	2,288,000	2,400,700
01-310-1005	Franchise Tax	-	-	-	-
01-310-1005.1	Franchise Tax-Telephone	47,916	57,000	50,000	50,000
01-310-1005.2	Franchise Tax-Cable	294,349	371,480	305,900	310,000
01-310-1005.3	Franchise Tax-Electric	748,931	817,728	754,000	758,000
01-310-1005.4	Franchise Tax-Gas	96,490	100,000	117,000	113,000
01-310-1006	TXU Settlement	93,799	35,633	35,633	35,633
01-310-1007	Mixed Drink Tax	13,382	17,000	13,800	14,000
01-310-1008	Bingo Tax	84,462	110,000	88,500	100,000
01-310-1010	Fuel Refund Claim	69	-	-	-
01-310-1012	Used Oil-H&H Waste Oil	629	700	350	500
01-310-1016	Insurance Proceeds for Repairs	-	-	-	-
<b>Subtotal Taxes</b>		<b>\$ 9,118,362</b>	<b>\$ 9,854,672</b>	<b>\$ 9,771,183</b>	<b>\$ 10,746,164</b>
01-320-2002	License-Bicycle	\$ 14	\$ 100	\$ 20	\$ 100
01-320-2003	License-Contractors	35,265	45,000	35,000	35,000
01-320-2004	License-Animal	3,395	4,000	4,000	5,414
01-320-2005	License-Bail Bondsman	-	-	-	-
01-320-2006	Permits-Building	83,068	90,000	75,000	75,000
01-320-2007	Permits-House Moving	150	200	50	50
01-320-2008	Permits-Street Cuts	8,406	9,000	9,000	9,000
01-320-2009	Permits-Electrical	18,555	23,000	20,000	20,000
01-320-2010	Permits-Solicitors	1,758	2,500	2,500	2,500
01-320-2011	Permits-Natural Gas Lines	1,705	2,000	1,400	14,000
01-320-2012	Permits-Garage Sales	8,130	7,000	8,000	7,000
01-320-2013	Permits-Plumbing	30,468	30,000	30,000	34,000
01-320-2014	Permits-Mechanical	14,285	18,000	15,000	16,800
01-320-2015	License-Taxicabs	600	1,000	300	300
01-320-2017	License-Vicious/Dangerous Anim	-	-	-	1,500
01-320-2021	Permits-Car Washes	375	500	500	500
01-320-2022	Permits-Signs	990	1,500	1,500	1,500
01-320-2023	Permits-Swimming Pools	305	900	900	900
01-320-2024	Massage License	-	-	-	-
01-320-2025	Permit-Ambulance License	-	-	-	-
01-320-2026	Wrecker License	510	600	510	510
01-320-2027	Permit-Certificate of Occupancy	2,020	2,000	2,000	2,000
01-320-2028	Permits-Mobile Home Parks	-	-	-	-
01-320-2029	Permits-Beverage Cartage	-	-	-	-
01-320-2030	Permits-Alarms	3,600	6,200	3,500	6,200
01-320-2031	False Alarm Penalties	500	1,150	1,000	1,000
01-320-2032	Permits-Alcohol License	480	600	600	600
01-320-2024	Permits-Well/Gas Drilling	4,000	25,000	5,000	4,000
<b>Subtotal Permits and Licenses</b>		<b>\$ 218,578</b>	<b>\$ 270,250</b>	<b>\$ 215,780</b>	<b>\$ 237,874</b>
01-340-3001	Swimming Pool Receipts	\$ 44,245	\$ 52,400	\$ 52,400	\$ 53,000
01-340-3002	Community Building Rental	20,490	23,000	24,000	24,500
01-340-3004	Miscellaneous Library Receipts	13,327	14,500	14,428	14,790
01-340-3005	Animal Shelter Fees	44,676	40,000	34,000	36,124
01-340-3006	Ambulance Fee Revenue	512,815	776,818	642,180	650,600
01-340-3007	Notary Fee Revenue	-	-	-	-
01-340-3008	Copy Machine	4,726	5,200	4,000	4,000
01-340-3009	Mowing/Mowing Liens Revenue	24,297	20,000	20,000	24,000
01-340-3010	Sale of City Maps	573	600	600	500
01-340-3012	Service Charge-NSF Checks	10,850	12,000	9,000	11,500
01-340-3013	Plat Filing Fee Revenue	5,500	6,500	2,750	3,500
01-340-3015	RV Park Fees	9,672	12,000	12,000	12,000
01-340-3019	Police Overtime Reimbursement	19,522	20,000	20,000	20,000
01-340-3020	Police Restitution Revenue	4,342	3,000	3,000	3,000
01-340-3021	Festival Reimbursements	13,094	13,094	15,000	15,000
01-340-3022	Special Events Seniors	1,737	1,500	1,409	2,000
01-340-3023	Library Meeting Room Rental	2,210	2,500	2,830	2,800

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**CITY OF COPPERAS COVE, TEXAS  
GENERAL FUND REVENUES  
FISCAL YEAR 2008-09**

Account	Description	Actual 2006-07	Budget* 2007-08	Projected 2007-08	Adopted 2008-09
01-340-3024	Open Records Revenue	1,120	1,500	1,700	1,200
01-340-3025	Senior Games	-	1,500	-	-
01-340-3026	Fax Machine Fees	895	1,200	1,000	800
01-340-3027	Pool Rental Revenue	3,565	4,000	4,000	4,000
01-340-3030	Micro Chip of Animals Revenue	1,778	7,175	2,000	3,500
01-340-3031	Re-Inspection Fees	575	700	700	700
01-340-3032	Fire Related Response Revenue	-	-	-	35,000
01-340-3033	Animal Tranquilization Fee	-	-	-	350
01-340-3034	Disposal of Farm Animals	-	-	-	125
<b>Subtotal Fees</b>		<b>\$ 740,008</b>	<b>\$ 1,019,187</b>	<b>\$ 866,997</b>	<b>\$ 922,989</b>
01-350-4001	Municipal Court Fines	\$ 127,475	\$ 161,500	\$ 110,000	\$ 135,000
01-350-4002	Traffic Violation Fines	301,645	404,600	316,000	325,000
01-350-4003	Library Fines	15,850	16,500	16,040	16,000
01-350-4004	Arrest Warrant Fees	118,131	138,500	97,000	120,000
01-350-4005	Child Safety Funds	6,078	12,800	12,000	12,000
01-350-4006	City's % of State Court Fees	53,372	57,500	60,000	60,000
01-350-4007	HB 70 Fees	9,547	14,000	10,642	11,000
01-350-4010	Arresting Officer Fees	21,754	33,000	26,000	26,000
01-350-4042	CCISD Liaison Funding	97,604	101,508	101,508	106,584
01-350-4101	Admin Fee-Teen Court	998	1,500	1,060	12,000
01-350-4102	Admin Fee-Defensive Driving	6,310	8,600	8,690	9,000
01-350-4105	Rezone Request Fees	2,200	3,000	1,000	1,600
01-350-4110	Variance Request Fees	110	300	220	220
<b>Subtotal Fines</b>		<b>\$ 761,074</b>	<b>\$ 953,308</b>	<b>\$ 760,160</b>	<b>\$ 834,404</b>
01-360-5001	Admin. Reimb.-W/S Fund	\$ 742,500	\$ 792,500	\$ 792,500	\$ 742,500
01-360-5002	Admin. Reimb-Solid Waste Fund	378,000	428,000	428,000	428,000
01-360-5004	Admin. Reimb. Drainage Utility	80,000	80,000	80,000	80,000
<b>Subtotal Intergovernmental</b>		<b>\$ 1,200,500</b>	<b>\$ 1,300,500</b>	<b>\$ 1,300,500</b>	<b>\$ 1,250,500</b>
01-360-5007	Transfer from Other Funds	65	66,027	66,027	-
01-370-6001	Interest Revenue	253,291	235,000	170,000	200,000
01-390-6002	Rental Income	17,820	20,000	17,280	17,280
01-390-6003	Sale of Unclaimed Property	-	-	-	-
01-390-6004	Sale of City Property & Equip.	-	-	-	-
01-390-6005	Miscellaneous Revenues	172,296	159,000	168,000	150,000
01-390-6006	Insurance Proceeds	3,957	3,000	2,445	500
01-390-6007	Cash Over/(Short)	215	300	200	200
01-390-6008	Credit Bureau Collection Fees	-	-	-	-
01-390-6009	Food Workers' Registration	12,583	13,000	13,733	15,000
01-390-6010	Food Establishment Licenses	11,007	11,000	10,000	12,000
01-390-6012	Police Misc. Revenues	3,178	3,000	3,000	3,000
01-390-6015	Misc. Grant Revenue	1,562	1,500	-	-
01-390-6016	Street Sign revenue	2,355	2,400	3,190	3,475
01-390-6027	Attorney's Fees Revenue	(2,000)	-	-	-
01-390-0628	Court Cost Fees	(213)	-	-	-
01-390-6030	Council Signage Donation Revenue	1,901	-	-	-
01-390-6031	Maint/landscaping Rev-HR Bldg	4,200	2,100	2,100	2,100
01-390-6032	County Mutual Aid Revenue	-	12,696	12,696	54,000
01-390-6033	Bell County Fire Runs Revenue	-	-	-	3,400
01-390-6034	County EMS Revenue	-	-	-	40,000
01-392-1001	Auction Proceeds	26,738	7,115	8,000	8,000
<b>Subtotal Miscellaneous Revenue</b>		<b>\$ 508,954</b>	<b>\$ 536,138</b>	<b>\$ 476,671</b>	<b>\$ 508,955</b>
<b>Total General Fund Revenues</b>		<b>\$ 12,547,477</b>	<b>\$ 13,934,055</b>	<b>\$ 13,391,291</b>	<b>\$ 14,500,886</b>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.





# CITY COUNCIL

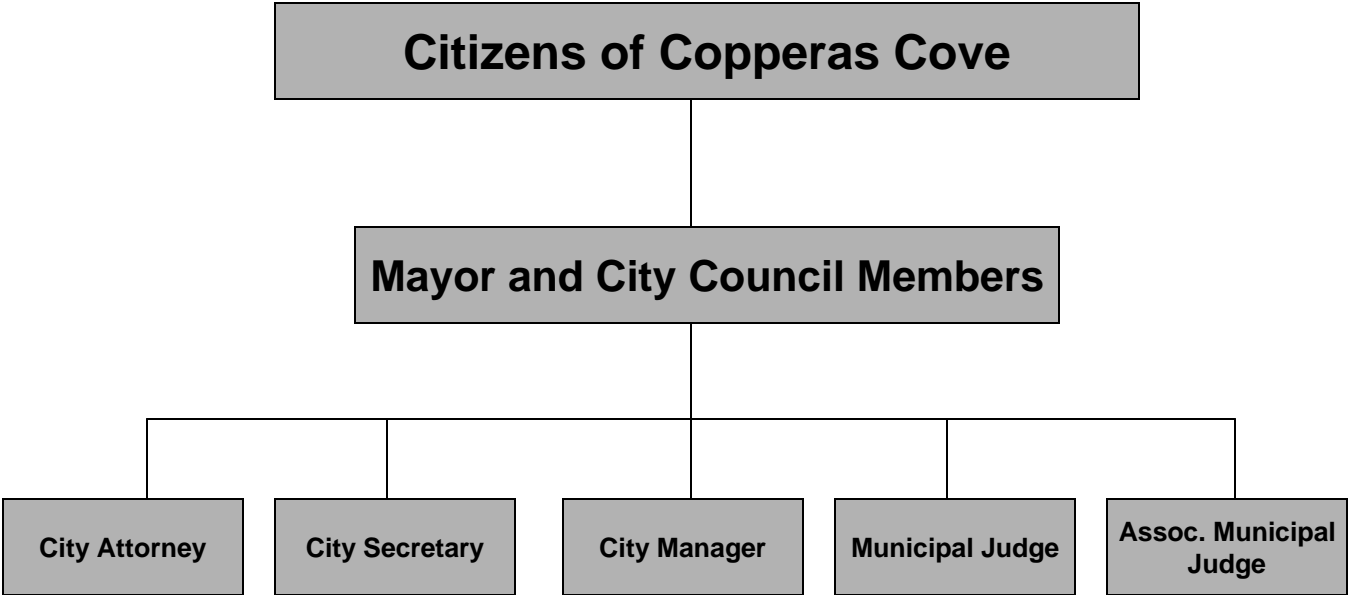


**Left to Right:**

Charlotte Heinze, Robert Reeves (Mayor Pro Tem), Willie Goode, Mark Peterson, Frank Seffrood, Ray Don Clayton.

# CITY OF COPPERAS COVE, TEXAS

## City Council



*The mission of the City of Copperas Cove City Council is to provide excellence in public service to meet the needs of our diverse community through quality customer service while exercising cost-effective management and maintaining fiscal responsibility.*

7 Council Members and a Mayor

## ***CITY COUNCIL***

### **PROGRAM DESCRIPTION**

The City of Copperas Cove operates under the Council-Manager form of government. The governing body consists of a Mayor and seven (7) Council Members, all elected at-large by the citizens. The terms of all offices are three (3) years and each member limited to two (2) consecutive terms. The Mayor presides at all meetings of the City Council and shall be recognized as head of the City government for all ceremonial purposes and by the Governor for purposes of martial law, but shall have no regular administrative duties. The Mayor Pro Tem is a member of the Council, and elected by the Council each year. The Mayor Pro Tem shall act as Mayor during his or her absence or disability, and, when so acting, shall have the same powers, duties and restrictions as set forth for the office of Mayor.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Monitor progress toward achieving the City's top ten goals and make decisions that facilitate that progress.
- Formulate programs to meet the changing needs of the community.
- Maintain the financial integrity of the City.
- Measure the effectiveness and efficiency of ongoing municipal services.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Adopted the FY 2008-09 Budget that is fiscally responsible and ensures continued quality services to the public.
- Participated in an annual retreat with City Staff to address ongoing issues affecting the City.
- Directed City Staff to pursue economic development initiatives within the City.
- Dedicated the City's municipal court building as the Riley J. Simpson Municipal Court.
- Authorized a contract for tank rehabilitation of Hughes Mountain Water Storage facility.
- Authorized a contract for the East Pump Station Project.
- Authorized a contract for the Police Facility Project.
- Authorized a contract for the Turkey Run Pump Station Project.
- Authorized a contract for the Hughes Mountain Radio Tower Project.
- Authorized the creation of a Tax Increment Reinvestment Zone for the Valley at Great Hills Development.
- Authorized a Development Agreement under Chapter 380 of the Texas Local Government Code for the Mesa Verde II & III Development.

### **CONTINUING OBJECTIVES**

- Strive to represent all citizens of Copperas Cove equitably and fairly in all decisions of policy concerning the operations of the City.
- Continue to support all issues pertaining to quality growth of the City's infrastructure, economy and population.
- Proceed with the governing philosophy of "The City Built for Family Living."

### **GOALS FOR FISCAL YEAR 2009**

- Pursue those priorities established for the current fiscal year.
- Complete Groundbreaking Ceremony for Police Facility.
- Authorize a contract for the Summers Road Drainage & Street Reconstruction Project.
- Authorize the issuance of Tax Notes to provide funding for various department capital needs and capital improvement projects.
- Hold Ribbon Cutting Ceremony for East Pump Station Project.
- Complete Council portion of the Strategic Management Plan.
- Issue General Obligation Bonds authorized by the voters in November 2008.
- Authorize a contract for the Taylor Mountain Tank Rehabilitation.

## CITY COUNCIL

01-2100

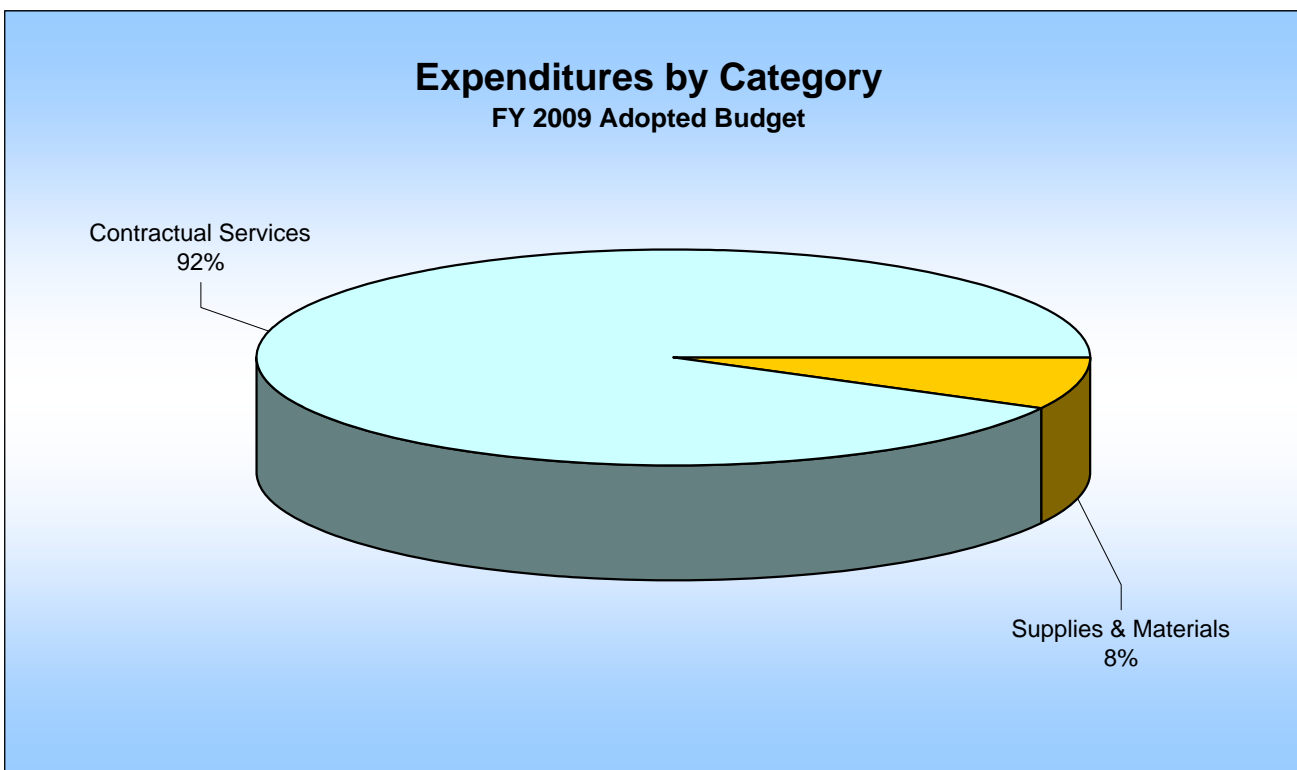
### EXPENDITURE SUMMARY

CITY COUNCIL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Personnel Support	4,209	4,826	4,826	-
Supplies & Materials	3,388	2,851	2,950	3,050
Maintenance & Repairs	-	11	-	-
Contractual Services	21,608	35,012	34,727	36,350
<b>TOTAL</b>	<b>29,205</b>	<b>42,700</b>	<b>42,503</b>	<b>39,400</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Decreases:*

-Personnel Support: The Public Relations account was moved to the Public Information Office.



\*\* "Highlights" are not necessarily all-inclusive.

# CITY COUNCIL

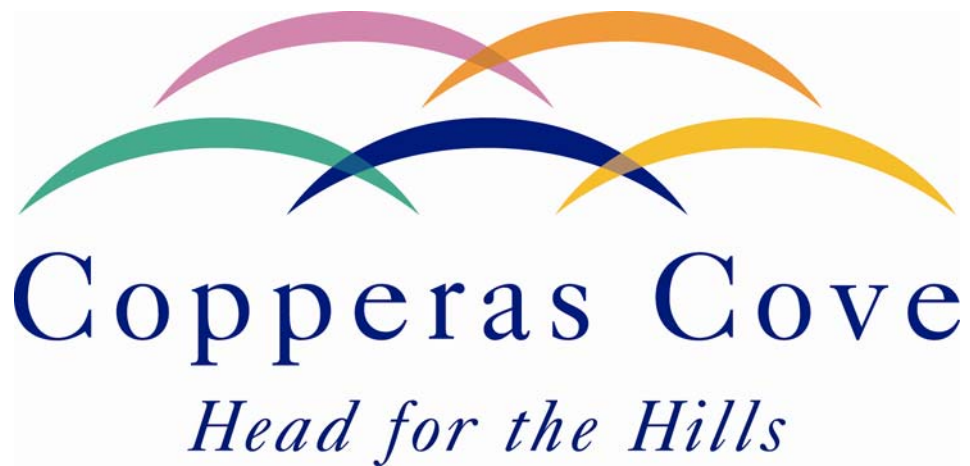
01-2100

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Council Member Position No. 1	1	1	1	1
Council Member Position No. 2	1	1	1	1
Council Member Position No. 3	1	1	1	1
Council Member Position No. 4	1	1	1	1
Council Member Position No. 5	1	1	1	1
Council Member Position No. 6	1	1	1	1
Council Member Position No. 7	1	1	1	1
Mayor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of Regular City Council Meetings	23	23	23	23
# of Ordinances / Resolutions Passed	80	90	90	90
# of Special Meetings / Hearings	16	16	21	18
<b><i>EFFICIENCIES</i></b>				
Adopt a Strategic Plan that is Aligned with City Council Goals	N/A*	Yes	N/A*	Yes
<b><i>EFFECTIVENESS</i></b>				
Citizens Overall Satisfaction (Good to Excellent)	N/A*	90.0%	N/A*	90.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# CITY MANAGER

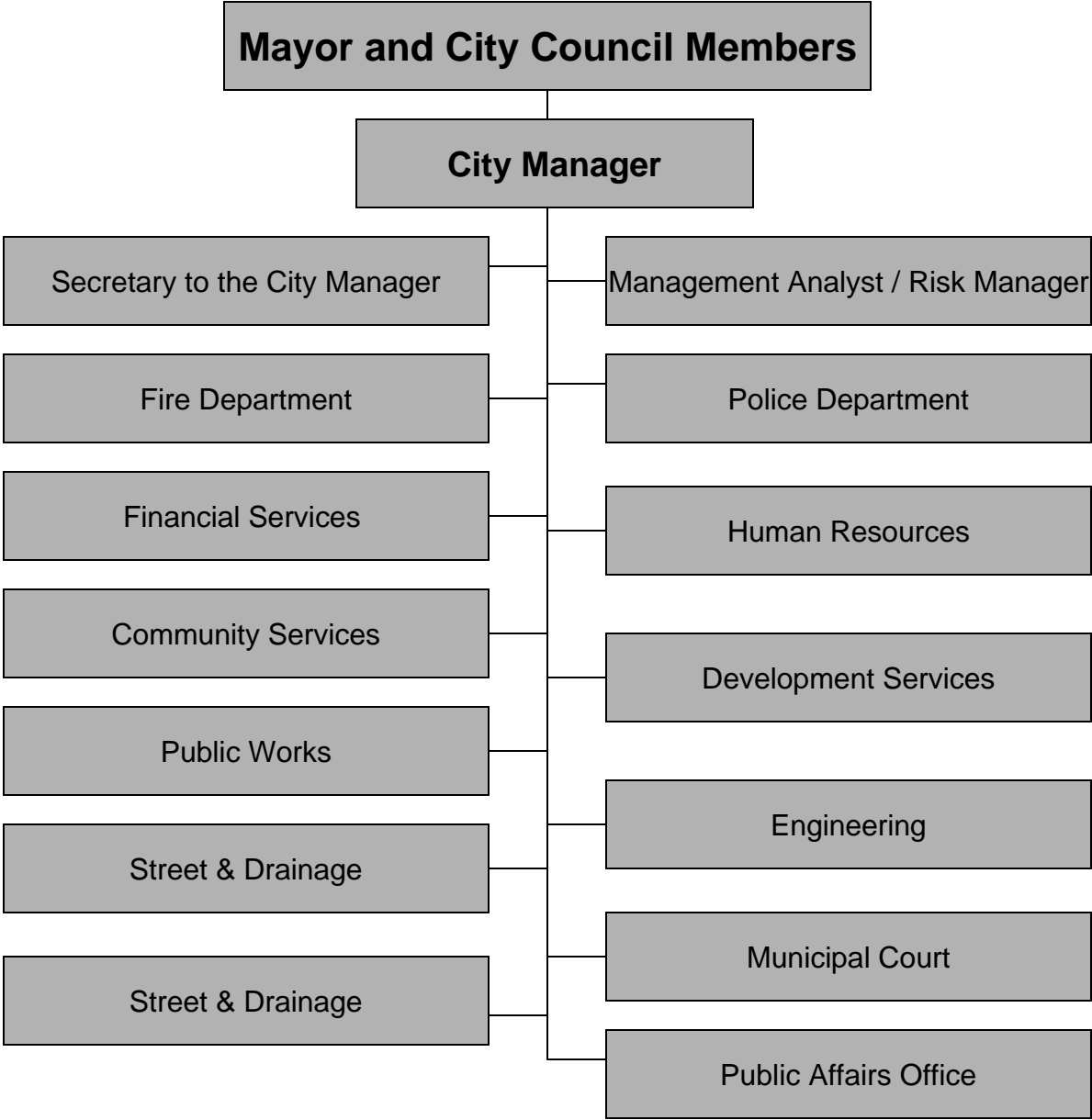


**Left to Right:**

Andrea M. Gardner (City Manager), Lisa Wilson (Secretary to the City Manager).

# CITY OF COPPERAS COVE, TEXAS

## City Manager



*The mission of the City Manager Department is to provide centralized administration, coordination, and evaluation of all municipal programs, including preparation of the budget; and to assist the City Council in developing public policy.*

3 Full Time Employees



# ***CITY MANAGER***

## **PROGRAM DESCRIPTION**

The City Manager's office is directly responsible for ten (10) department directors and the various operations they manage. As the Chief Executive Officer, reporting to the City Council, the City Manager provides leadership and direction for implementation of those policies set by the City Council, the laws of the State of Texas and of the United States.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Serve as a facilitator for the City with outside entities.
- Ensure fiscal responsibility.
- Ensure council goals and objectives are met.
- Provide appropriate levels of information and feedback to staff, council, and citizens.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Developed annual Budget and Plan of Municipal Services.
- Conducted the 2008 Annual Council Staff Retreat.
- Submitted appropriations request to Federal Elected Officials for 2009 to assist in constructing the Reliever Route and the North East Bypass (Tank Destroyer).
- Facilitated and coordinated numerous engineering projects due to the vacant position of a City Engineer.
- Hired City Engineer.
- Participated in several advertising programs to showcase our community.
- Facilitated the construction of Big Divide Road.
- Facilitated the construction of the radio tower project.
- Hired Financial Services Director.
- Hired Development Services Director.
- Appointed an Assistant City Manager.
- Prepared & Delivered First Annual State of the City Address.
- Prepared & Distributed First Annual Report of the City.
- Delivered Council Orientation for "New" Council Members.
- Facilitated the Preparation and Distribution of the City's Quarterly Newsletter.

## **CONTINUING OBJECTIVES**

- Develop annual Budget and Plan of Municipal Services.
- Conduct/participate in quarterly "Summit Meetings."
- Host bi-annual "Developer Luncheons."
- Prepare and distribute Annual Report of the City.
- Facilitate the preparation of the City's Quarterly Newsletter.

## **GOALS FOR FISCAL YEAR 2009**

- Secure Additional Federal appropriations for transportation projects.
- Prepare Second Annual State of the City Address.
- Facilitate the rehabilitation of Hughes Mountain Storage Facility.
- Revise employee recognition program.
- Facilitate the construction of the east pump station.
- Facilitate the construction for the new police station.
- Facilitate the land purchase for the relocation of Fire Station #2.
- Facilitate the construction of Summers Road Drainage & Street Reconstruction Project.
- Facilitate the construction of Lutheran Church Road Street Reconstruction Project.
- Host Monthly Public Meetings.

## CITY MANAGER

01-2200

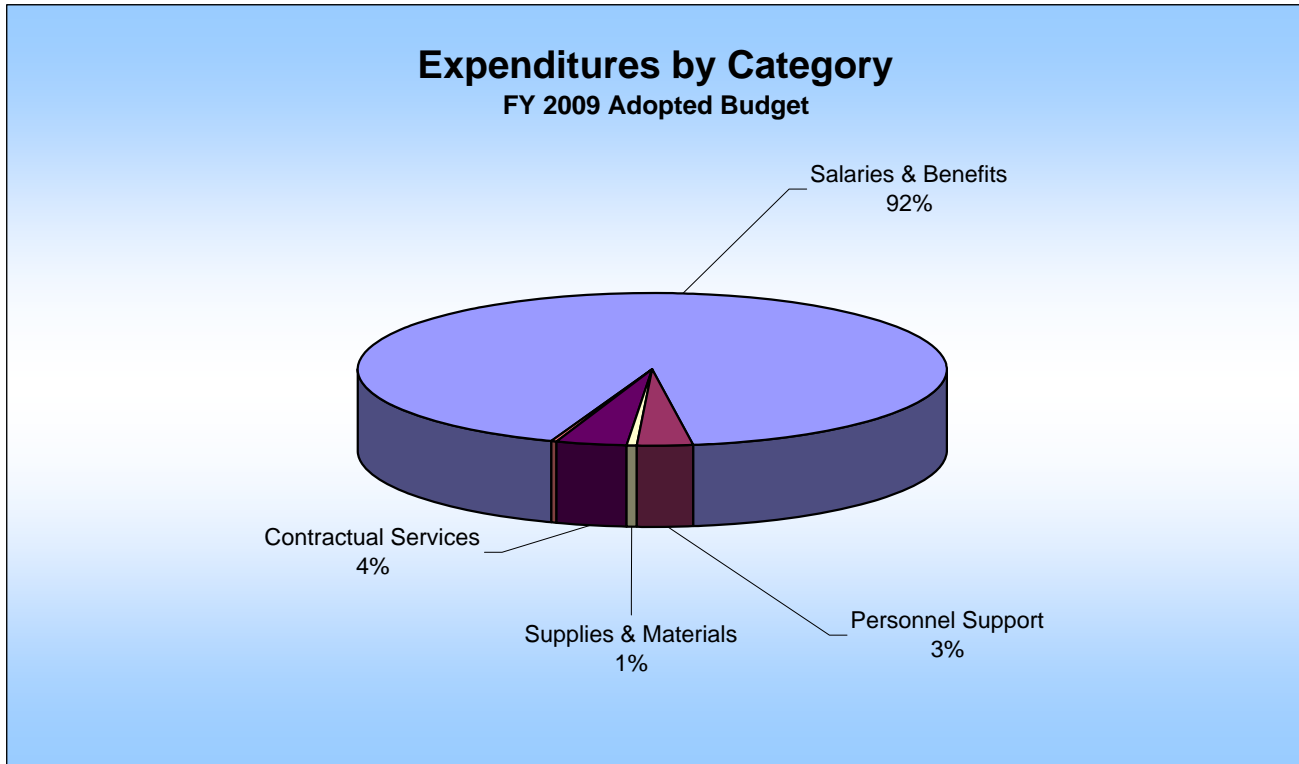
### EXPENDITURE SUMMARY

CITY MANAGER	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	207,615	192,640	198,409	251,765
Personnel Support	14,533	5,000	-	8,320
Supplies & Materials	321	1,602	1,500	1,520
Maintenance & Repairs	-	555	540	327
Contractual Services	9,153	9,008	10,544	10,143
Designated Expenses		1,526	-	998
<b>TOTAL</b>	<b>231,622</b>	<b>210,331</b>	<b>210,993</b>	<b>273,073</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: New Management Analyst / Risk Manager position and pay adjustments.
- Personnel Support: Int'l City Management Association (ICMA) Employer 401 Plan match.
- Designated Expenses: New office furniture and electronic equipment.



\*\* "Highlights" are not necessarily all-inclusive.

## CITY MANAGER

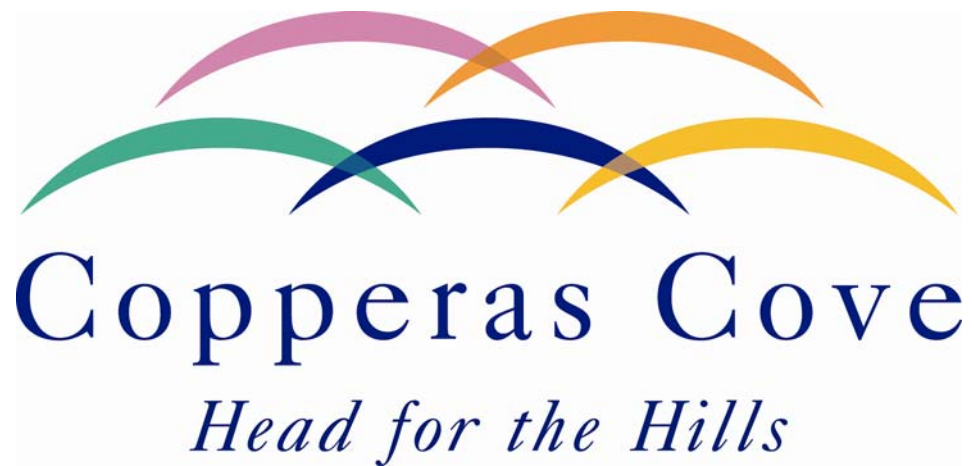
01-2200

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
City Manager	1	1	1	1
Secretary to the City Manager	1	1	1	1
Management Analyst/Risk Manager	0	0	0	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Developer Meetings Hosted	2	2	2	1
Council Meetings / Workshops Attended	46	46	57	52
<b>EFFICIENCIES</b>				
Operating Budget (General Fund) \$ per Capita	\$413.22	\$461.83	\$455.12	\$484.72
Full-Time Employees per 1,000 Population	9.80	9.87	9.87	10.24
<b>EFFECTIVENESS</b>				
Citizens Overall Satisfaction (Good to Excellent)	N/A*	90.0%	90.0%	90.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# CITY SECRETARY

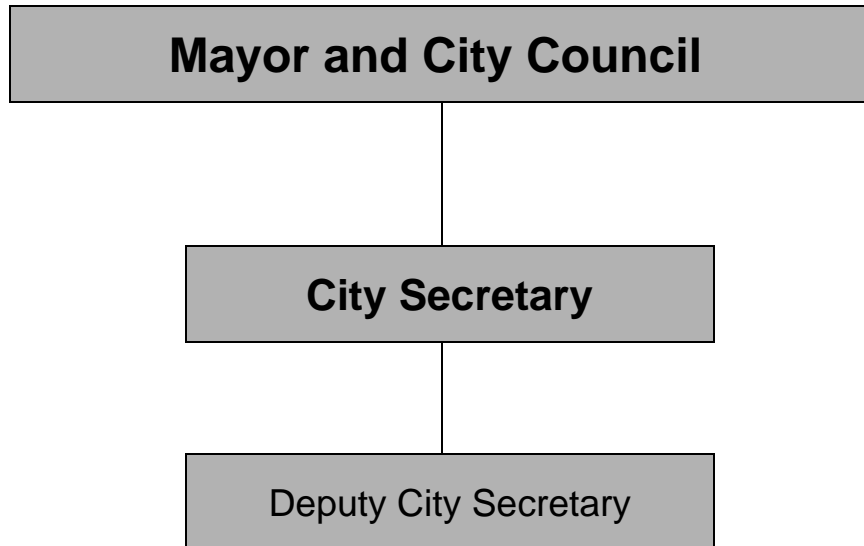


**Left to Right:**

Jane Lees (City Secretary), Stefanie Brown (Deputy City Secretary).

# CITY OF COPPERAS COVE, TEXAS

## City Secretary



*The mission of the City Secretary Office is to keep official records of the City and provide support services to the Citizens, City Council members, and City Staff in an effective and efficient manner.*

2 Full Time Employees

# ***CITY SECRETARY***

## **PROGRAM DESCRIPTION**

The City Secretary's office is committed to professionalism, efficiency and a high work ethic. The office is responsible for recording and maintaining all city records, to include city council minutes, agendas, ordinances, resolutions, deeds, contracts, and other legal documents in accordance with the policies set by the City Council, the Code of Ordinances and the laws of the State of Texas. The City Secretary, with the help of other city staff, prepares the agendas, council packets and other documents for City Council consideration. The City Secretary coordinates and administers all elections of the City.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Conduct municipal election(s).
- Timely publication and codification of ordinances.
- Timely completion of council meeting minutes.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Ensured compliance with newly created Texas Election Law Procedures.
- Ensured compliance of operating budgets for City Secretary and City Council Departments.
- Completed legal destruction of scheduled municipal records.
- Prepared two supplements for the City of Copperas Cove Code of Ordinances.
- Conducted two municipal elections in accordance with Texas Election Law statutes.
- Coordinated one Builder & Developer meeting and one Summit meeting.
- Represented the City at various social & professional events.

## **CONTINUING OBJECTIVES**

- Maintain the integrity of City records stored in accordance with State law.
- Monitor all expenditures of the City Secretary and City Council budgets.
- Process all ordinances, resolutions, contracts and all other official documents in an efficient manner.
- Attend seminars and conferences to enhance knowledge of municipal laws and procedural changes.
- Administer necessary city elections in accordance with State law.
- Maintain a professional and cooperative relationship with citizens, City Council and City staff.
- Assist the City Attorney's Office with Open Records requests.
- Represent the City at various social and professional events.

## **GOALS FOR FISCAL YEAR 2009**

- Successfully conduct five elections for the City in accordance with Texas Election Law statutes.
- City Secretary to complete Texas Registered Municipal Clerk (TRMC) certification with the Texas Municipal Clerks Association (TMCA).
- Deputy City Secretary to continue pursuing TRMC certification with TMCA.
- Re-organize records storage room for faster retrieval.
- Re-organize City's contract files for easier retrieval.
- Pursue implementation of an electronic document imaging / retrieval system.

## CITY SECRETARY

01-2300

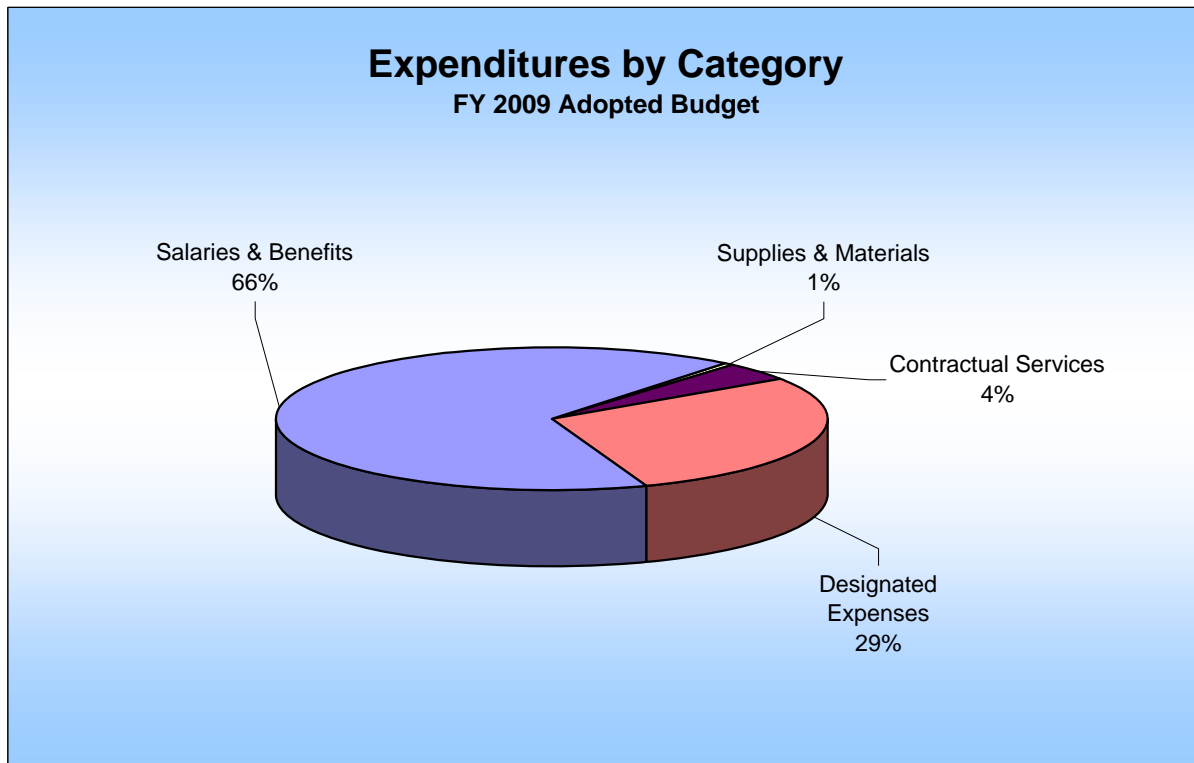
### EXPENDITURE SUMMARY

CITY SECRETARY	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	101,889	105,881	101,470	107,905
Personnel Support	124	-	-	-
Supplies & Materials	902	968	968	950
Maintenance & Repairs	2	40	-	48
Contractual Services	4,473	6,779	6,934	6,646
Designated Expenses	21,152	31,571	26,462	46,966
<b>TOTAL</b>	<b>128,543</b>	<b>145,239</b>	<b>135,834</b>	<b>162,515</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

#### Increases:

- Salaries & Benefits: Positions are currently filled and pay adjustments.
- Designated Expenses: \$18,500 was added to the election expense to cover the possibility of additional elections.



\*\* "Highlights" are not necessarily all-inclusive.



# CITY SECRETARY

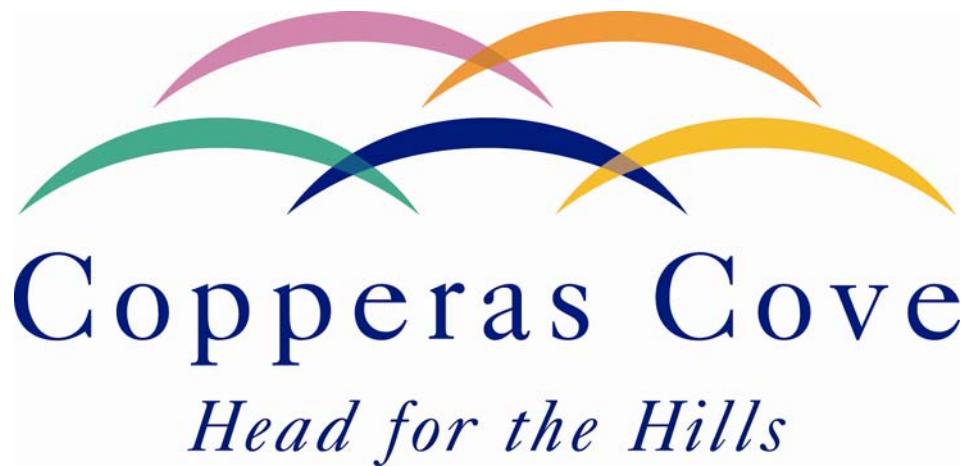
01-2300

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
City Secretary	1	1	1	1
Deputy City Secretary	1	1	1	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

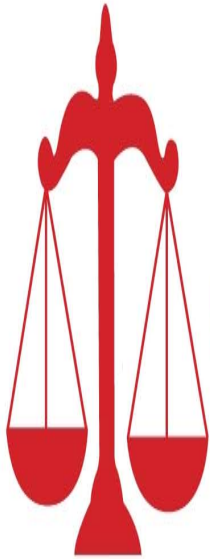
PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Council Meetings Organized / Records Maintained	23	22	22	23
Workshops Organized / Records Maintained	21	22	29	27
Special Meetings Organized / Records Maintained	11	10	11	8
Elections Conducted	2	3	2	5
<b>EFFICIENCIES</b>				
Average Cost per Council Meeting / Workshop for Record Management	\$2,921.43	\$3,300.89	\$2,663.41	\$3,250.30
<b>EFFECTIVENESS</b>				
% of Time Council Minutes are Completed for Approval at the next Regular Council Meeting	N/A*	90.0%	59.0%	90.0%
% of Time Adopted Ordinance Titles are Published within 15 Days of Passage	N/A*	90.0%	82.0%	90.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# CITY ATTORNEY



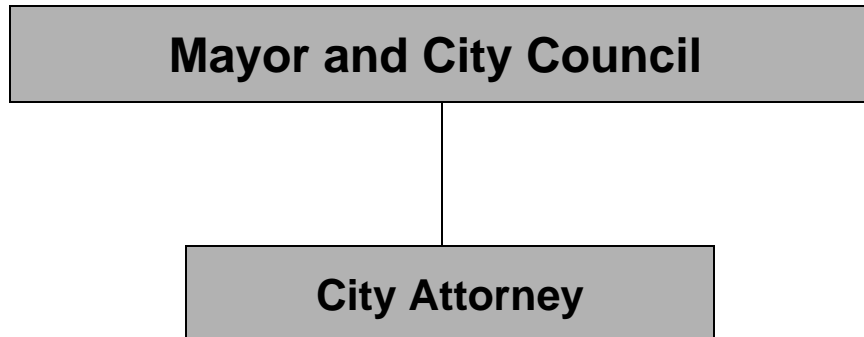
**DENTON, NAVARRO, ROCHA & BERNAL**

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A PROFESSIONAL CORPORATION  
ATTORNEYS AND COUNSELORS

# CITY OF COPPERAS COVE, TEXAS

## City Attorney



*The mission of the Legal Department is to provide quality legal services to the City and maintain the highest level of confidence and trust with the City Council, Boards, Commissions, Departments, employees, and citizens.*

1 Contract Position

## ***CITY ATTORNEY***

### **PROGRAM DESCRIPTION**

The City Attorney is responsible for the delivery of all legal services for the City Council and City administrative staff. The City Attorney is required to be licensed to practice law in the State of Texas and be a member in good standing of the State Bar Association.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Interpret laws, rulings and regulations for city officials and staff.
- Maintain knowledge of state and federal laws, the City Charter and City Code.
- Serve as the Municipal Court Prosecutor.
- Provide legal guidance to the elected officials and staff of the City.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Provided Council and Staff with legal opinions and interpretations.
- Reviewed oil drilling applications and permits.
- Reviewed grant letter of agreements for all city departments.
- Prepared and filed privileged liens against real properties to collect code enforcement violation expenses paid by the city.
- Reviewed, prepared and updated ordinances, i.e. the Solid Waste Ordinance and Animal Control Ordinance.

### **CONTINUING OBJECTIVES**

- Continue a comprehensive review of all ordinances and policies.
- Draft or review all contracts and leases.
- Provide full time access for legal services to Council and staff.
- Continue to aid in preparing a section of the code of ordinances that deals specifically with code enforcement matters.
- Review and revise various city ordinances as requested.
- Monitor changes in state and federal law and ensure compliance at departmental level.
- Provide review of City Council meeting agendas and supporting materials, including cover memorandums, ordinances and resolutions.
- Provide contracting support, including drafting, review and negotiation as necessary, of various contracts for professional and other services, as well as goods.
- Provide support for protection of the City's interest in litigation, including coordinating with outside counsel, keeping City Council and staff informed and facilitating input from City Council and staff at key junctures.

### **GOALS FOR FISCAL YEAR 2009**

- Establish a system for screening municipal court cases prior to their being filed.
- Provide legal assistance with the processing of public information requests.
- Assist with updating the Oil & Gas Drilling Ordinance.
- Participate in Monthly Public Meetings.
- Participate in the delivery of the Council Orientation.
- Provide Public Information training to City staff.
- Provide legal assistance to Human Resources Department.
- Assist City staff with developing a "Standard" Professional Services Agreement.

## CITY ATTORNEY

01-2400

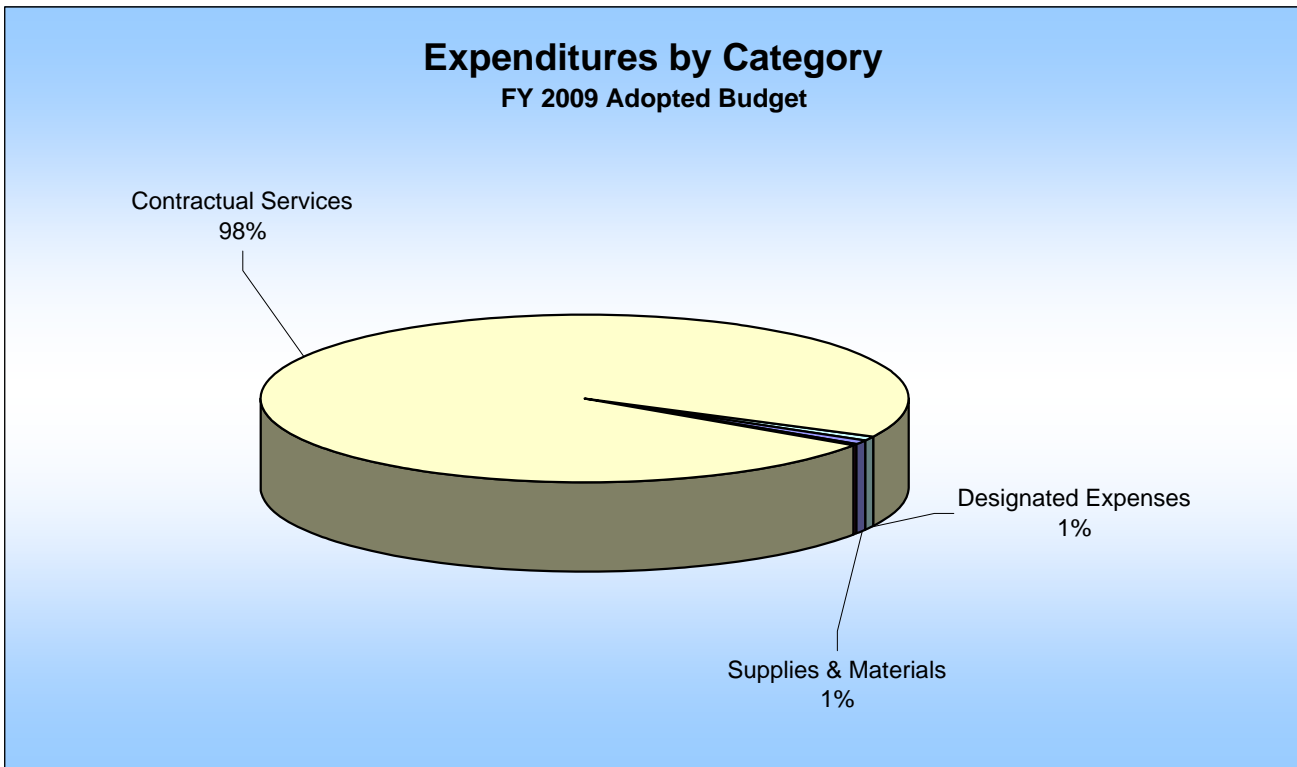
### EXPENDITURE SUMMARY

CITY ATTORNEY	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Supplies & Materials	1,086	640	940	1,500
Maintenance & Repairs	-	40		24
Contractual Services	95,355	134,190	135,517	152,430
Designated Expenses	15	310	500	1,108
<b>TOTAL</b>	<b>96,455</b>	<b>135,180</b>	<b>136,957</b>	<b>155,062</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Supplies & Materials: Increase primarily for operating supplies and postage.
- Contractual Services: Renegotiated contract with the City Attorney.
- Designated Expenses: Purchase of a filing cabinet and capital lease for telephone equipment.



\*\* "Highlights" are not necessarily all-inclusive.

# CITY ATTORNEY

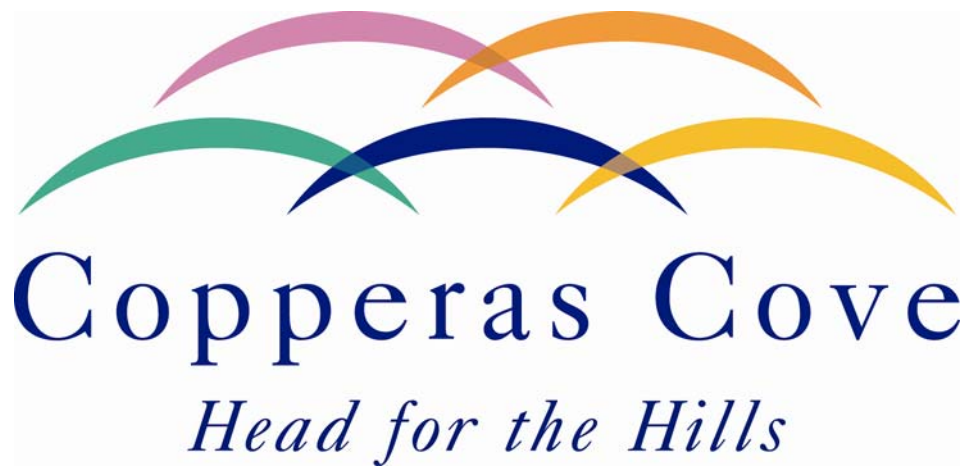
01-2400

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
City Attorney (Contract)	1	1	1	1
<b>DIVISION TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Bench Trials Set	433	450	561	500
Jury Trials Set	35	40	53	45
Pre-Trials Set / Held	340	375	469	400
Trials Held	62	70	65	65
Cases Dismissed at Trial	0	0	0	0
Dangerous Animal Hearings	18	25	14	15
Adult / Juvenile Contempt Hearings	35	40	9	15
Open Records Requests Received and Responded	203	250	372	325
Attorney General Opinion Sought	5	5	33	30
<b>EFFICIENCIES</b>				
% of Total Cases where Attorney General Opinion was Sought	N/A*	<1.0%	8.0%	5.0%
<b>EFFECTIVENESS</b>				
% of Public Information Requests Completed within 2 Weeks	N/A*	90.0%	90.0%	100.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.





# FINANCE



**Left to Right:**

**Front Row:** Deanna Sloan (Accounting Technician), Wanda Bunting (Director of Financial Services), Linda Acevedo (Accounting Technician).

**Back Row:** Tracy Molnes (Purchasing Officer), Cynthia Taylor (Budget Analyst), Imelda Rodriguez (Project Accountant).

# CITY OF COPPERAS COVE, TEXAS

## Finance Department



*The mission of the Finance Department is to provide sound financial management over City funds in a manner that will protect and safeguard City assets while providing financial support for all municipal activities.*

7 Full Time Employees

# ***FINANCE DEPARTMENT***

## **PROGRAM DESCRIPTION**

The Finance Department is responsible for providing quality financial services to the citizens and customers of the City of Copperas Cove in a professional manner. Specific responsibilities include, but are not limited to, debt and cash management, the review of technical specifications and preparation of documentation required to comply with legal regulations pertaining to the bid process, preparation and maintenance of the annual budget, monthly financial and quarterly investment reporting, grant reporting, and providing bid proposal recommendations to the City Council. In addition, the Finance Department provides general supervision of Utility Billing and Solid Waste.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Achieve reserve capacities in all funds as established in the City's Fund Balance Policy.
- Maximize earnings on investment of funds.
- Plan the City's future financial growth.
- Monitor and protect the City's assets by maximizing available resources, minimizing costs, and protecting the cash.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Completed the CAFR for FY 2007 and received the Certificate of Achievement for Excellence in Financial Reporting Award from GFOA.
- Received the Distinguished Budget Presentation Award from GFOA for FY 2008 Budget and Plan of Municipal Services.
- Provided accurate and timely financial reporting to the City Council.
- Issued 2008 Tax Notes for the Fire Station relocation land purchase, Parks and Recreation projects, Library repairs, Street reconstruction, golf cart storage facility, Water and Sewer projects and Drainage projects.
- Provided FY 2007 Annual Investment Report to the City Council.
- Prepared analysis and provide information to the City's financial advisors for the issuance of the 2008A Tax Notes.
- Implemented time-entry program.
- Revised Tourism Agreement.
- Prepared and distributed FY 2008 Budget Overview brochure to the citizens.
- Assisted with data collection and submission for FEMA Assistance.

## **CONTINUING OBJECTIVES**

- Obtain Certificate of Achievement for Excellence in Financial Reporting Award for the FY 2008 CAFR.
- Obtain the Distinguished Budget Presentation Award for FY 2009 Budget.
- Continue to provide timely financial reports to the City Council.

## **GOALS FOR FISCAL YEAR 2009**

- Complete the revision of the Finance Department's policies and procedures.
- Establish an investment committee.
- Improve internal controls throughout the City with the implementation of an internal audit committee.
- Hire a new Assistant Director of Financial Services.
- Review the structure of the Finance Department and setup a cross training schedule to improve staff knowledge and efficiency in the department.
- Prepare financial forecast information for the bond election to be held in November 2008.
- Assist Utility Administration in updating the billing cycles from 7 to 4 cycles to improve efficiency.
- Issue the 2008A Tax Notes for the purchase of various fleet and equipment, Fire Station roof repair, an Ambulance, additional funding for Summers Road, retrofit of a clarifier at South Wastewater Plant, Water Tank Rehabs, Recycling Center expansion, and Drainage projects.
- Issue Phase I of the General Obligation Bonds for the remaining funds necessary to complete the Police Facility and other City infrastructure.

## FINANCE

01-3100

### EXPENDITURE SUMMARY

<b>FINANCE</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	326,568	315,642	318,341	378,544
Personnel Support	186	190	186	-
Supplies & Materials	12,740	12,857	12,415	14,256
Maintenance & Repairs	-	100	-	232
Contractual Services	41,510	47,821	48,225	51,258
Designated Expenses	150,383	177,372	176,686	201,397
Capital Outlay	2,500	5,155	2,500	1,850
<b>TOTAL</b>	<b>533,887</b>	<b>559,137</b>	<b>558,353</b>	<b>647,537</b>

*Note: Grants Administration was previously in a separate department. City Council approved the reorganization to combine Grants Administration into the Finance Department in FY 2008. Funding is included above.*

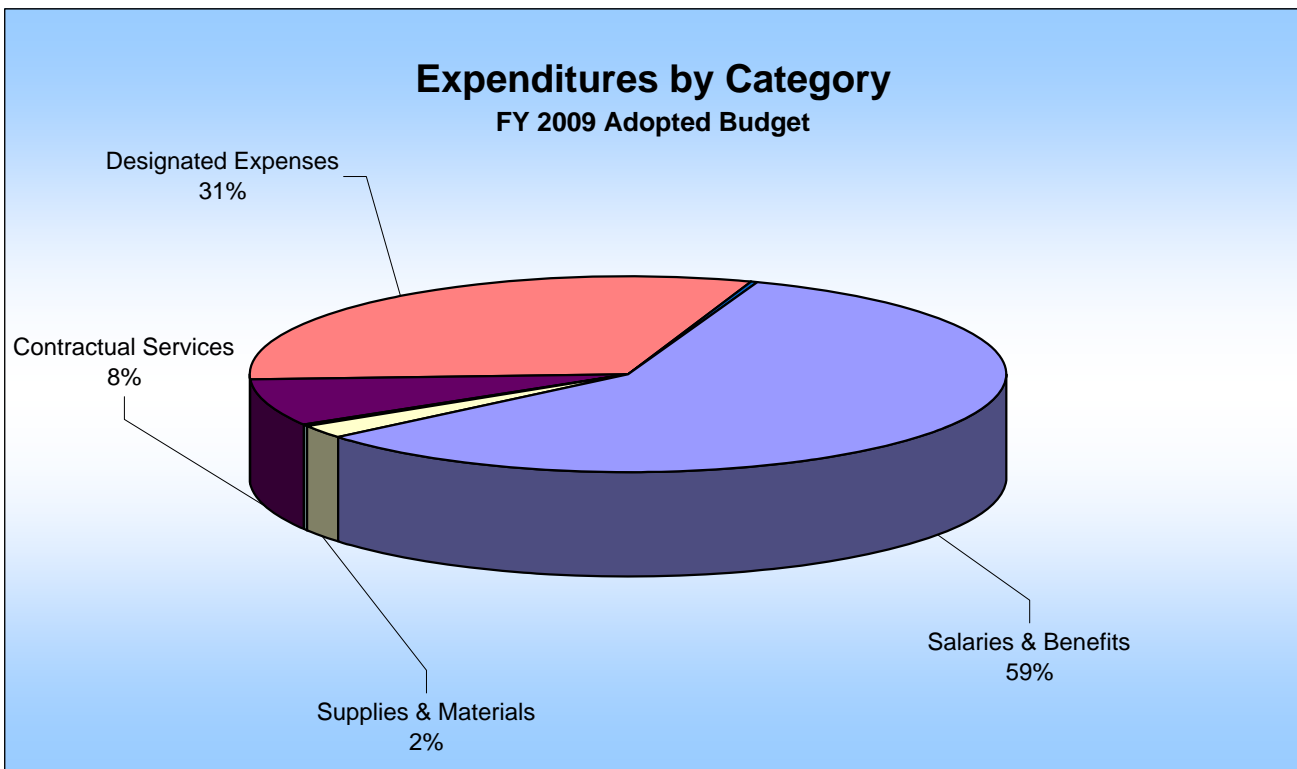
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Includes new position - Assistant Director of Financial Services for 6 months and pay adjustments.
- Supplies & Materials: Increase in postage and additional expenditures for new position.
- Contractual Services: \$3,480 purchase of Incode Student Center for training opportunities throughout the city.
- Designated Expenses: \$23,747 increase in Appraisal District Fees; \$1,237 increase in County tax collection fees.

*Decreases:*

- Capital Outlay: Report Writer for Incode was approved.



\*\* "Highlights" are not necessarily all-inclusive.

# FINANCE

01-3100

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Senior Accountant	1	1	1	0
Accounting Technician	2	2	2	2
Grants Administrator/Budget Analyst	1	0	0	0
Budget Analyst	0	1	1	1
Assistant Director of Finance/Purchasing Officer	1	0	0	0
Purchasing Officer	0	1	1	1
Assistant City Manager/Director of Finance	1	0	0	0
Director of Financial Services	0	1	1	1
Assistant Director of Financial Services	0	0	0	1
Project Accountant	0	0	0	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>

Note: Grants Administration was previously in a separate department. City Council approved the reorganization to combine Grants Administration into the Finance Department in FY 2008. Staffing levels are included above.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Internal Audits Performed	8	8	2	8
# of Accounts Receivables Invoiced	1264	1200	931	1000
# of Bids / RFP's Processed	12	12	14	15
<b>EFFICIENCIES</b>				
% of Accounts Payable Customers Setup with Automatic Draft Payment (Increase # of customers in FY 2008)	7.1%	20.0%	2.3%	10.0%
<b>EFFECTIVENESS</b>				
Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
% of Ending Fund Balance to Total Expenditures in Major Operating Funds (Policy is 25%):				
General Fund	26.4%	25.0%	26.9%	25.0%
Water and Sewer Fund**	21.4%	19.6%	17.8%	20.0%
Solid Waste Fund	30.9%	25.0%	25.4%	25.0%
Golf Course Fund*	0.0%	10.1%	14.5%	17.5%

\* Administrative changes have been made at the golf course and goals are being set to gradually increase the fund balance in accordance with the City policy.

\*\* The Water and Sewer Funds should be recovered in the next few years. The heavy rains in FY 2007 significantly reduced the revenue along with large debt payments due in the current fiscal years. The fund balance is slightly below the City Finance Ordinance and Bond Rating Agency's recommendation of 25% or 3 months of operating costs.

\*\* "Highlights" are not necessarily all-inclusive.



# HUMAN RESOURCES



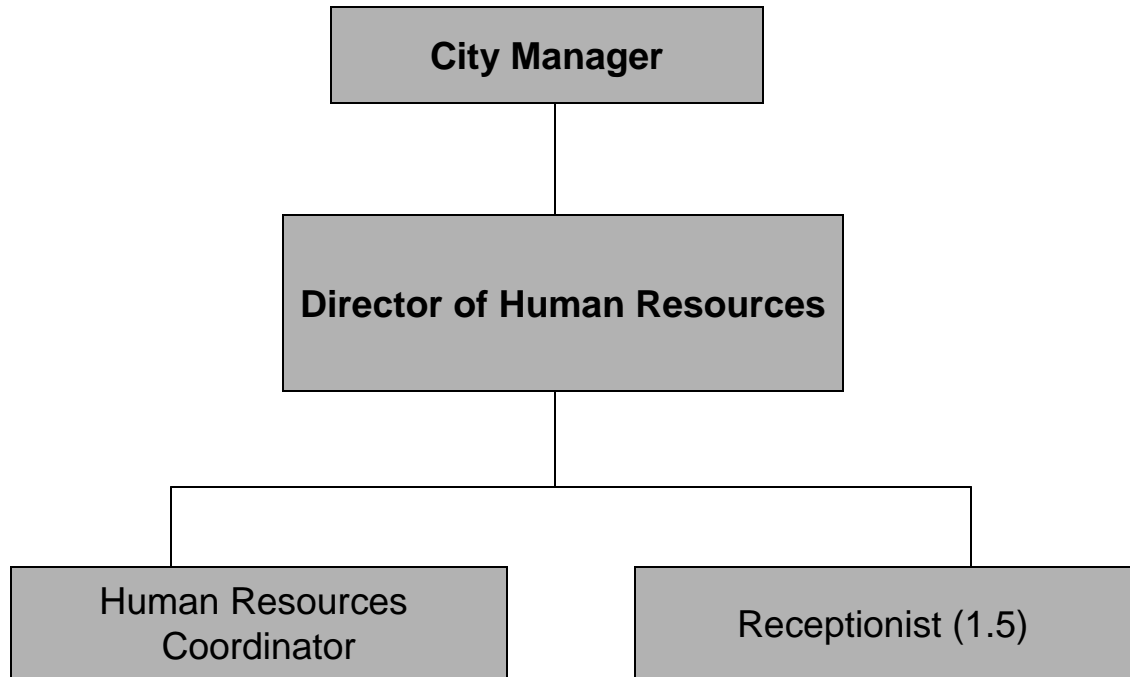
**Left to Right:** Desiree Mundell (Human Resources Coordinator), Kelli Sames (Human Resources Director).



Joan Kelley (Receptionist).

# CITY OF COPPERAS COVE, TEXAS

## Human Resources Department



*The mission of the Human Resources Department is to provide quality services in employment, training, employee relations, benefits, compensation, and safety to City employees.*

3.5 Full Time Employees



# ***HUMAN RESOURCES***

## **PROGRAM DESCRIPTION**

The Human Resources Department develops and administers programs and activities to ensure organizational needs are met pertaining to personnel services. In addition, Human Resources manages employee benefits, compensation, training and development, and recruiting activities for the City of Copperas Cove.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure the City's compensation practices and benefits are competitive with the market and related industry.
- Conduct labor market salary surveys of comparable municipalities and specific competitive industries.
- Maintain personnel policies and procedures.
- Assist departments with personnel issues.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Provided a variety of training and development opportunities.
- Coordinated an annual Volunteer Reception for City of Copperas Cove volunteers.
- Coordinated several employee appreciation events to include an employee appreciation luncheon, summer picnic and softball game, and employee holiday luncheons.
- Worked with departments to update job descriptions.
- Coordinated safety training for employees, with assistance from the Texas Municipal League Intergovernmental Risk Pool.
- Developed, in coordination with the City Manager's Office, an Employee Recognition Program.
- Attended recruiting functions to assist the City in its efforts to attract a diversified group of qualified applicants.
- Facilitated and conducted an employee health fair.
- Coordinated defensive driving training for drivers.
- Coordinated the United Way drive for all City employees.
- Continued emphasis with the Fire Department on a preventative health program for employees.
- Conducted various employee salary surveys.
- Refined the employee service awards recognition program, in coordination with the City Manager's Office.
- Updated many existing personnel benefit policies and added a "Well-Pay" benefit.

## **CONTINUING OBJECTIVES**

- Continue to fill all personnel vacancies within target.
- Continue to facilitate wellness initiatives for City employees.
- Review employee pay plan to determine market competitiveness.
- Continue to provide supervisory personnel training.
- Continue to provide employee personnel training.
- Audit I-9 Forms (Employment Eligibility Verification).

## **GOALS FOR FISCAL YEAR 2009**

- Expand the employee orientation program.
- Refine Human Resources internal processes to increase efficiency and service.
- Schedule and attend training for the software system (HR Module).
- Conduct a records destruction process for HR records.
- Conduct employee and supervisory training on "Drug and Alcohol Awareness."
- Emphasize the importance of cultural competency and tolerance by providing employee and supervisory diversity training.

## HUMAN RESOURCES

01-3400

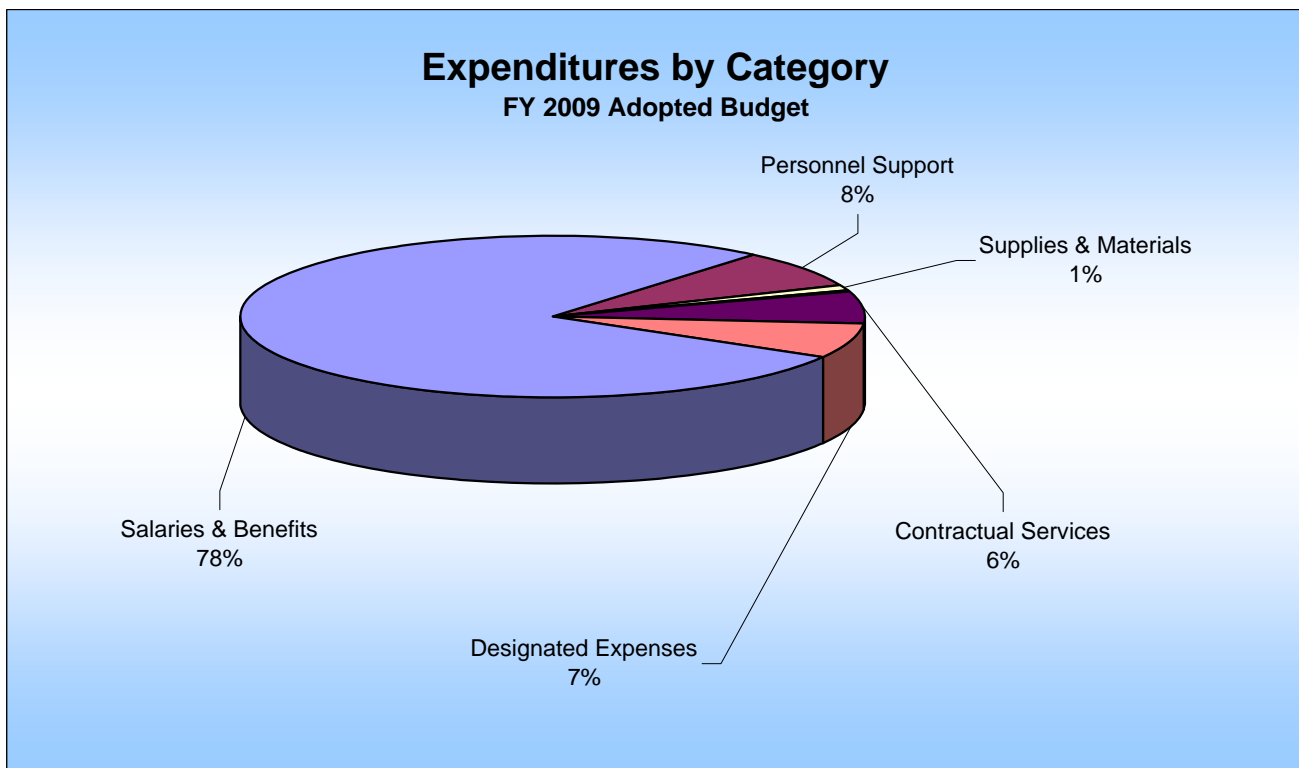
### EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>HUMAN RESOURCES</b>				
Salaries & Benefits	128,872	140,302	139,508	183,491
Personnel Support	10,424	15,853	17,600	17,800
Supplies & Materials	3,409	2,753	2,700	3,100
Maintenance & Repairs	-	22	-	48
Contractual Services	7,345	9,935	9,900	15,320
Designated Expenses	13,472	13,531	13,400	16,486
<b>TOTAL</b>	<b>163,521</b>	<b>182,396</b>	<b>183,108</b>	<b>236,245</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Includes 1 full-time and 1 part-time Receptionist position (previously funded in Building and Development) and pay adjustments.
- Contractual Services: Additional training for the HR module in Incode.
- Designated Expenses: \$2,870 increase in Employee Relations account.



\*\* "Highlights" are not necessarily all-inclusive.

## HUMAN RESOURCES

01-3400

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Director of Human Resources	1	1	1	1
Human Resources Coordinator	1	1	1	1
Receptionist*	0	0	0	1.5
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3.5</b>

\* Receptionist positions previously funded in Building and Development.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of FT Positions Recruited / Filled (full time)	65	60	65	60
# of Workers Compensation Claims Processed	45	45	45	43
# of Employee Grievances	1	0	0	0
# of Personnel Training Programs Offered/Attended	23	30	25	30
<b>EFFICIENCIES</b>				
% of Personnel Vacancies Filled within 60 Days of Job Opportunity Notice	N/A*	95.0%	N/A*	95.0%
% of Employees Participating in Health Care Plan	77.0%	80.0%	84.0%	84.0%
% of Employees Participating in 125 Cafeteria Plan	23.0%	20.0%	23.0%	30.0%
<b>EFFECTIVENESS</b>				
City Employee Turnover Rate (Full Time)	23.0%	N/A*	22.0%	21.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



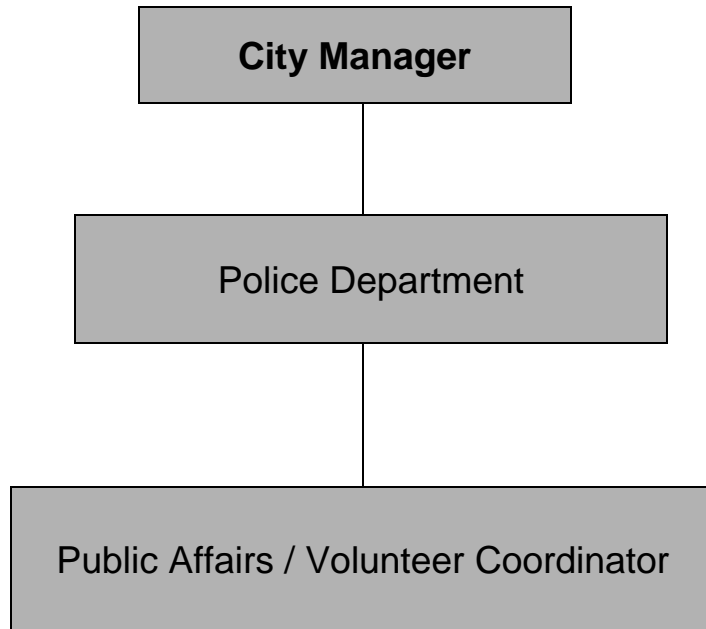
# PUBLIC AFFAIRS OFFICE



Donna Baker (Public Affairs / Volunteer Coordinator).

# CITY OF COPPERAS COVE, TEXAS

## Public Affairs Office



*The central mission of the Public Affairs Office is to create public awareness and understanding of Copperas Cove's municipal governmental practices, services and activities for both the citizens of our community and the media.*

1 Full Time Employee

## ***PUBLIC AFFAIRS OFFICE***

### **PROGRAM DESCRIPTION**

The central mission of the Public Affairs Office is to create public awareness and understanding of Copperas Cove's municipal governmental practices, services, and activities for both the citizens of our community and the media. The functions of this office include developing and distributing press releases about City activities, programs, and news to the media; producing a quarterly newsletter to the community and a monthly employee newsletter; managing the content on the City's Government Access Channel; implementing programs for the City departments with public education, initiatives, and special events; facilitating the City's Volunteer Program; and assisting the citizens of Copperas Cove with any concerns or questions they may have.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- To disseminate accurate and relevant information to the citizens, businesses, media, City officials, and employees of the City.
- Maintain a progressive partnership with the community through various programs and services.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Implemented a quarterly Community Newsletter program.
- Implemented a monthly Employee Newsletter program.
- Implemented and maintained the "What's Happening in Cove" portion of the website.
- Implemented and maintained the "Ordinance Updates" and "Press Release" portions of the website.
- Continued to maintain the Government Access Channel.
- Co-sponsored the KWTX Channel 10 "Our Town Copperas Cove" project.
- Continued the City's Adopt-A-Unit Program.
- Participated in community outreach programs, i.e., Fort Hood "Hood Howdy" and the United Way Campaign.

### **CONTINUING OBJECTIVES**

- Continue the Employee and Community Newsletters.
- Continue to develop and expand the Volunteer Program.
- Continue the City's Adopt-A-Unit Program.
- Continue to support the Copperas Cove Chamber of Commerce, the Copperas Cove Independent School District and the Copperas Cove Economic Development Corporation with participation in Joint Image Campaign initiatives and events.
- Continue participation in community outreach programs.

### **GOALS FOR FISCAL YEAR 2009**

- Complete the implementation of the GOV QA program on the City website.
- Expand the programming capabilities of the Government Access Channel.
- Develop and implement volunteer satisfaction and appreciation programs.
- Develop citizens' education programs through the use of multimedia.
- Create multimedia public service announcements to broadcast on the Government Access Channel and City website.
- Create multimedia presentations for employee education.

## PUBLIC AFFAIRS OFFICE

01-4250

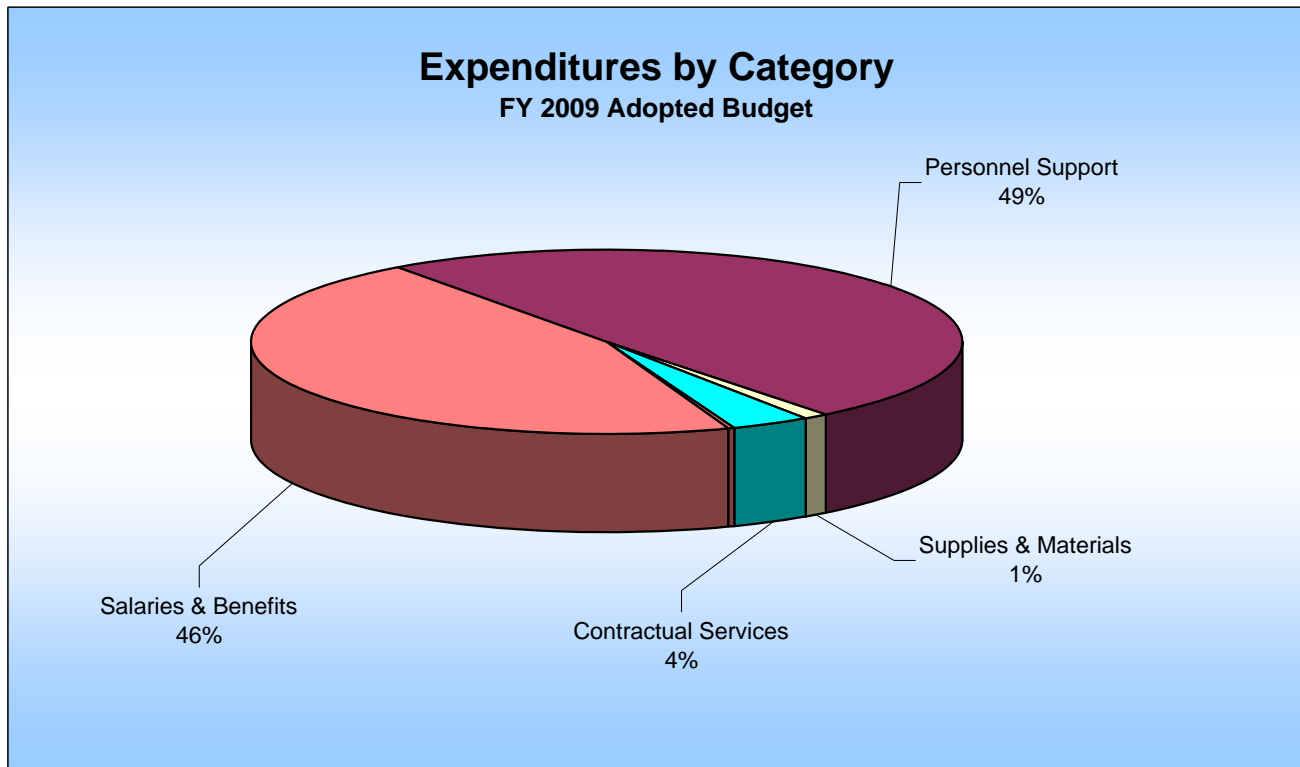
### EXPENDITURE SUMMARY

<b>PUBLIC INFORMATION OFFICE</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	-	52,065	52,165	55,452
Personnel Support	-	-	-	59,874
Supplies & Materials	-	920	517	1,200
Maintenance & Repairs	-	26	8	248
Contractual Services	-	1,921	2,300	4,399
Designated Expenses	-	58	-	216
<b>TOTAL</b>	<b>-</b>	<b>54,990</b>	<b>54,990</b>	<b>121,389</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Includes pay adjustments.
- Personnel Support: Includes \$39,149 HOP Bus replacement City's match; \$20,725 public relations; previously funded in City Council and Non-Departmental accounts.
- Supplies & Materials: Increase in computer and operating supplies.
- Contractual Services: Increase in Dues & Subscriptions, including internet services previously funded in Non-Departmental.
- Designated Expenses: Telephone equipment lease.



\*\* "Highlights" are not necessarily all-inclusive.



# PUBLIC AFFAIRS OFFICE

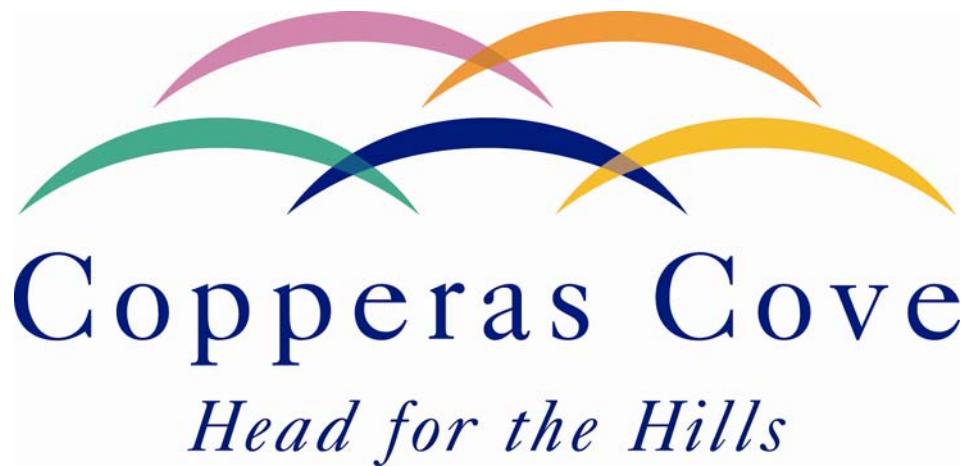
01-4250

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Public Affairs / Volunteer Coordinator	0	0	0	1
Public Information Officer	0	1	1	0
<b>DIVISION TOTAL</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Employee Newsletters Issued	N/A*	12	4	12
# of Quarterly City Newsletters Issued	N/A*	4	4	4
# of Official Press Releases Issued	N/A*	N/A*	44	36
# of Multimedia Projects / Projects Created for Citizen Education	N/A*	N/A*	N/A*	4
# of Multimedia Projects / Projects Created for Employee Education	N/A*	N/A*	N/A*	2
# of Volunteer Applications Processed	N/A*	N/A*	793	800
<b>EFFICIENCIES</b>				
% of Media Requests Satisfied within 24 Hours	N/A*	N/A*	N/A*	100.0%
% of Press Releases Issued within 24 Hours	N/A*	N/A*	N/A*	100.0%
% of Citizens' Requests Satisfied within 24 Hours	N/A*	N/A*	N/A*	100.0%
	N/A*	N/A*	N/A*	100.0%
% of Volunteer Issues Resolved within 3 Working Days				
% of Volunteer Surveys Completed for Volunteers Exiting	N/A*	N/A*	N/A*	75.0%
<b>EFFECTIVENESS</b>				
Maintained Same Level of Volunteers from Previous Year	N/A*	N/A*	N/A*	Yes
% of Quarterly City Newsletters Distributed	N/A*	N/A*	N/A*	100.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# INFORMATION SYSTEMS

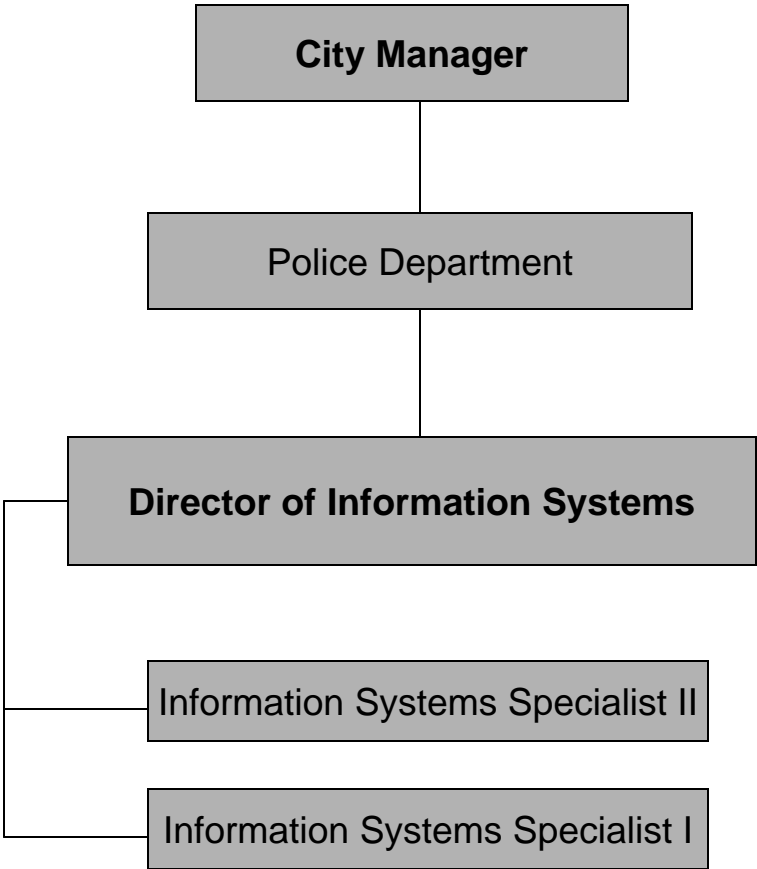


**Left to Right:**

Adam Wolf (Information Specialist II), Greg Mitchell (Director of Information Systems).

# CITY OF COPPERAS COVE, TEXAS

## Information Systems



*The mission of the Information Systems Department is to facilitate the technological advancement of the City of Copperas Cove through planning, acquiring, implementing and maintaining sound technology in an efficient and cost effective manner.*

3 Full Time Employees

# **INFORMATION SYSTEMS**

## **PROGRAM DESCRIPTION**

The Information Systems Department is responsible for maintaining, repairing and safeguarding the technology hardware that the City utilizes to provide necessary services to the citizens of Copperas Cove. The Information Systems Department has the responsibility to standardize and inventory the hardware and software components that make up the technology systems throughout the City. The Department also works to ensure that the systems are secure from virus attacks, improper use and malicious invasion.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide technical service to enhance the efficiency and effectiveness of the City staff, maximizing their productivity.
- Research, recommend and provide consultation to other city departments on upgrading, replacing, installing and improving technology systems utilized by the City.
- Broadcast and record City Council meetings and workshops.
- Maintain the software and hardware for the City's Government Access Channel.
- Maintain, manage and administer the City's web server, web site, email server and email system.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Setup, configured and installed new upgraded network server for the Fire Department.
- Setup, configured and installed new upgraded server for the City email system.
- Setup, configured and installed 16 new computers at the Municipal Court.
- Gave technical support and assistance to vendor with installation of new phone system.
- Setup, configured and installed 11 new computers for the Public Library.
- Setup, configured and installed new computer for new TLETS system at the Police Department.
- Installed and configured Unified Messaging application for PC faxing and phone messages.
- Refurbished, setup and installed PCs for several departments.
- Refurbished, setup and installed network server to be used for City email archive system.
- Installed, setup, configured and implemented new email archive system.
- Installed, setup, configured and implemented new public wireless internet access at the Public Library.
- Completed major upgrade to the City network anti-virus and security software.
- Installed and configured receipt printers and cash drawers for several departments.
- Completed and implemented changes and improvements to the City website.
- Completed major upgrade to the City network patch management software.

## **CONTINUING OBJECTIVES**

- Maintain Government Access Channel.
- Continue improvements to City Network.
- Maintain / continue improvements to the City Web Site.
- Continue program for network spyware / malware detection / removal and patch management.
- Retain and attract quality employees.

## **GOALS FOR FISCAL YEAR 2009**

- Replace the City Web, the Fire Department, and the Incode Application servers.
- Provide technical assistance and support to the Building & Development Department in their conversion to new software, and in their move to new offices.
- Provide technical assistance and support to the Municipal Court in their conversion to new software.
- Provide technical assistance and support with the implementation of digital document scanning system.

## INFORMATION SYSTEMS

01-3500

### EXPENDITURE SUMMARY

INFORMATION SYSTEMS	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	129,474	146,352	128,738	182,032
Personnel Support	22	-	-	-
Supplies & Materials	4,009	2,670	2,200	3,400
Maintenance & Repairs	3,885	7,390	7,900	11,937
Contractual Services	2,005	3,400	4,630	4,900
Designated Expenses	39,302	37,137	34,377	31,114
Capital Outlay	15,559	15,550	16,200	2,000
<b>TOTAL</b>	<b>194,257</b>	<b>212,499</b>	<b>194,045</b>	<b>235,383</b>

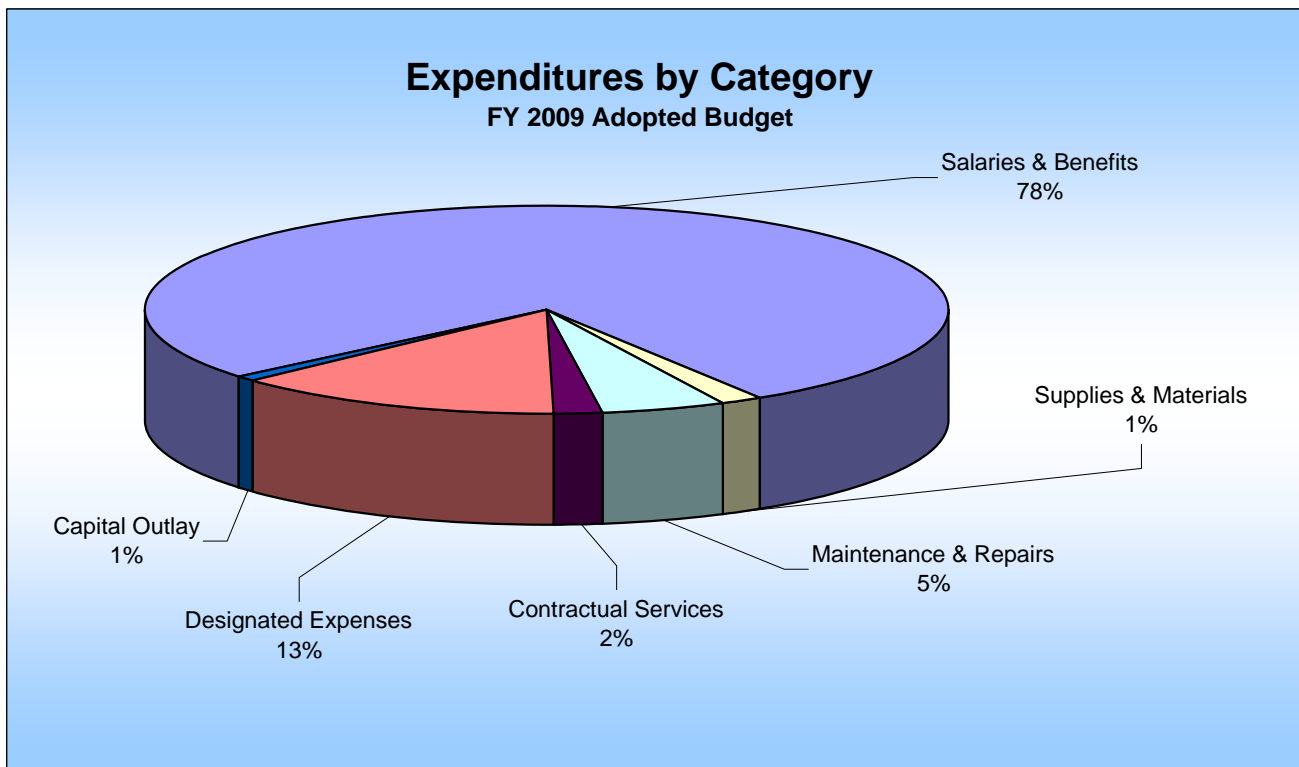
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

#### Increases:

- Salaries & Benefits: Includes new position funding and pay adjustments.
- Supplies & Materials: Increase in computer supplies.
- Maintenance & Repairs: Increase in costs to maintain City's servers.

#### Decreases:

- Capital Outlay: New web server and network related software were purchased in FY 2008; servers to be purchased in FY 2009 are funded in the Tax Notes.



\*\* "Highlights" are not necessarily all-inclusive.

## INFORMATION SYSTEMS

01-3500

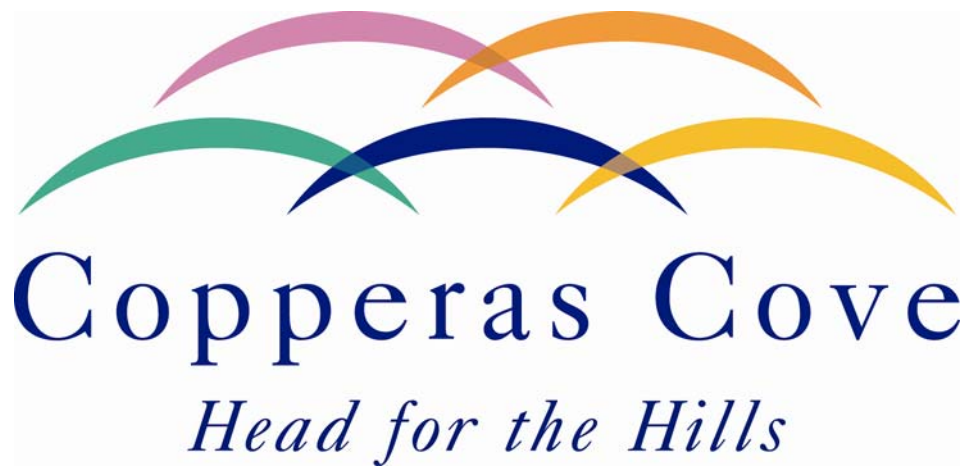
<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Director of Information Systems	1	1	1	1
Information Systems Specialist I	1	1	1	1
Information Systems Specialist II	0	1	1	1
<b>DIVISION TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><u>OUTPUTS</u></b>				
# of Personal Computers and Laptops Supported	204	215	224	224
# of Network/E-mail/Web Servers Administered and Maintained	12	14	12	14
# of Inbound Spam/Scam E-mails Blocked/Filtered on the City E-mail Server using Hardware/Software Maintained and Configured by Information Systems**	450,000	200,000	210,000	210,000
<b><u>EFFICIENCIES</u></b>				
% of Desktop/Tech/User Support Calls Resolved within 24 Hours	N/A*	90.0%	95.0%	95.0%
<b><u>EFFECTIVENESS</u></b>				
% of Employee's Satisfied with Service Provided by Information Systems	N/A*	90.0%	86.0%	90.0%

\* New Performance Measure - Data not available.

\*\* There was a large drop in numbers during the last part of FY 2008.

\*\* "Highlights" are not necessarily all-inclusive.





# MUNICIPAL COURT



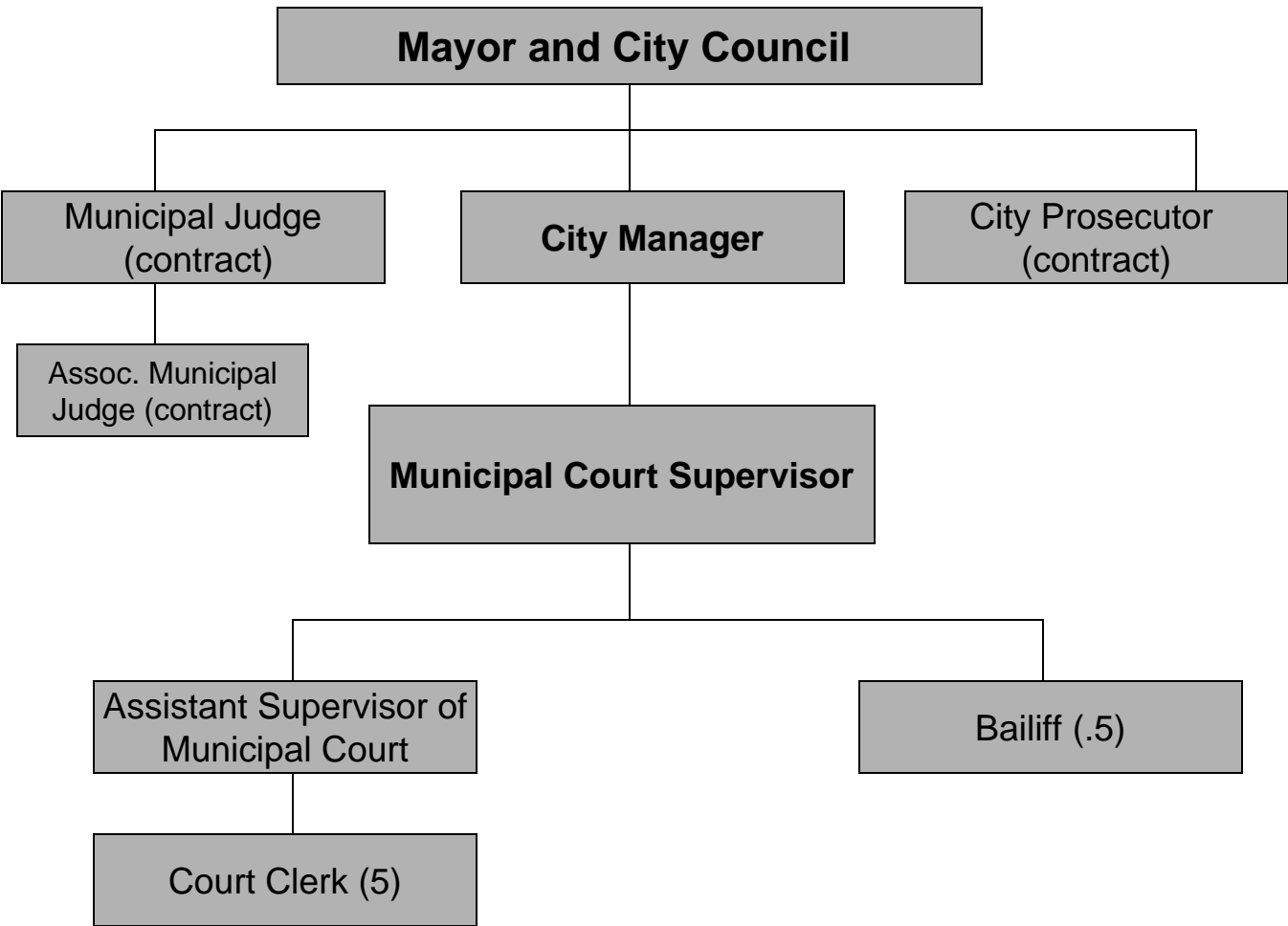
**Left to Right:**

**Front Row:** Tana Brown (Court Clerk), Dawn Hitt (Court Clerk), Mariella Altott (Court Clerk), Tiffany Oakes (Asst. Court Supervisor), Jim Thompson (City Prosecutor), Kevin Sheldon (Bailiff).

**Back Row:** Renee Ankrom (Court Clerk), Fred Chavez (Warrant Officer), Jennifer Henry (Court Clerk), F.W. Price (Judge), Joseph Pace (Court Supervisor).

# CITY OF COPPERAS COVE, TEXAS

## Municipal Court



*The mission of the Municipal Court Department is to interpret and adjudicate applicable laws, to facilitate the timely disposition of cases with prompt and courteous service, and to support the local community by providing efficient and effective services through the promotion of justice.*

7.5 Full Time Employees  
3 Contract Positions

## ***MUNICIPAL COURT***

### **PROGRAM DESCRIPTION**

The Copperas Cove Municipal Court provides a neutral, courteous, and fair judicial processing of Class "C" misdemeanors that originate from traffic citations, citizens' complaints, code violations, and misdemeanor arrests, occurring within the territorial limits of the City of Copperas Cove. The Municipal Court strives to ensure that each defendant is guaranteed and provided all of his / her constitutional rights to a fair and speedy judicial process in such a manner that it preserves both the dignity and rights of the defendant, as well as the citizens of Copperas Cove.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide a fair, impartial, and timely resolution in all cases.
- Collect fines and cost due to the City and State.
- Issue warrants for those who had reasonable notice and failed to appear.
- Ensure that defendants who violate city ordinances and state laws are held accountable.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Restructured Municipal Court Hierarchy.
- Updated Position Description for Assistant Municipal Court Supervisor and Court Bailiff.
- Improved Security by obtaining individual mobile duress buttons.
- Provided current and useful information to the public via updated court procedures pamphlets.
- Reduced postage costs by utilizing pre-warrant postcards instead of late notice letters for defendants.
- Collected funds as follows: \$1,232,978, of which \$18,047 was returned to local merchants, \$414,090 was remitted to the state, \$4,509 was deposited in the Efficiency of the Administration of Justice Fund, \$24,598 was deposited in the Technology Fund, \$18,654 was deposited in the Court Security Fund, and \$753,080 was deposited in the City's account.
- Filed an estimated 10,581 complaints.
- Issued an estimated 3,266 warrants.
- Cleared an estimated 1,648 warrants.
- Referred 6,229 cases to collections.

### **CONTINUING OBJECTIVES**

- Process all monies received in accordance with the City's financial procedures.
- File accurate and timely reports with the various local and state agencies.
- Provide a randomly selected pool of jurors for those defendants who choose to exercise their rights to trial by jury.

### **GOALS FOR FISCAL YEAR 2009**

- Cross-train Municipal Court staff.
- Increase the overall collections of delinquent accounts.
- Purchase and implement INCODE software.
- Begin accepting pleas / payments online.
- Purchase four (4) electronic ticket writers for Copperas Cove Police Department.
- Participate in State Wide Warrant Roundup Program beginning March 7, 2009.
- Adopt OMNIBASE, a program in Association with the Texas Department of Public Safety (DPS) that denies defendants who have an active warrant in the City of Copperas Cove the ability to renew their driver's license.
- Update the Municipal Court Procedures Manual.

## MUNICIPAL COURT

01-4100

### EXPENDITURE SUMMARY

MUNICIPAL COURT	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	242,429	284,609	266,979	259,472
Personnel Support	50	-	-	-
Supplies & Materials	8,205	11,320	10,643	9,619
Maintenance & Repairs	408	1,236	700	1,070
Contractual Services	52,136	62,491	61,144	73,106
Designated Expenses	-	1,927	145	1,836
<b>TOTAL</b>	<b>303,228</b>	<b>361,583</b>	<b>339,611</b>	<b>345,103</b>

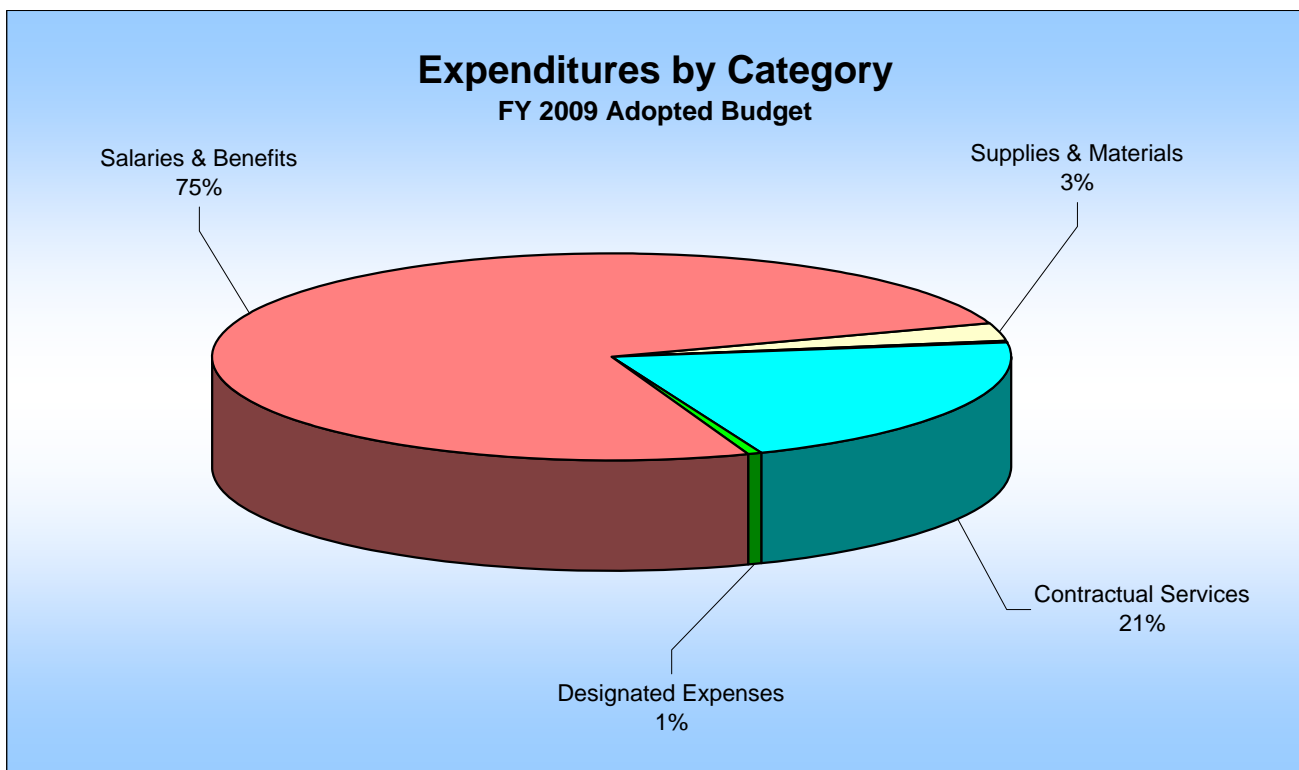
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Contractual Services: Increase in the contractactual services.
- Designated Expenses: New capital lease payment for telephone equipment.

*Decreases:*

- Salaries & Benefits: Pay was adjusted accordingly when an employee retired after 30 years of service.
- Supplies & Materials: Operating supplies were reduced due to implementing more efficient processes.



\*\* "Highlights" are not necessarily all-inclusive.

# MUNICIPAL COURT

01-4100

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Municipal Court Supervisor	1	1	1	1
Assistant Supervisor of Municipal Court	1	1	1	1
Court Clerk	5	5	5	5
Bailiff*	0	1	1	0.5
Contract Municipal Judge**	1	1	1	1
Contract Associate Municipal Judge**	1	1	1	1
<b>DIVISION TOTAL</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>9.5</b>

\* Funded in Municipal Court Security Special Revenue Fund.

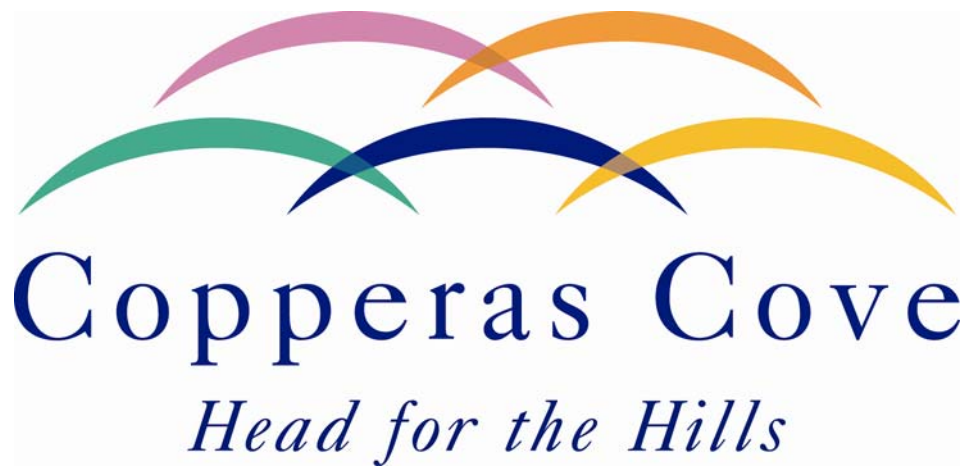
\*\* Municipal Judge and Associate Municipal Judge are contract employees.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Warrants Issued	3,129	3,417	3,266	3,161
# of Warrants Cleared	1,936	1,931	1,648	1,803
# of Violations Processed	8,561	8,838	10,581	9,350
<b>EFFICIENCIES</b>				
Average Collections per Clerk**	\$4,280	\$4,602	\$5,290	\$4,000
<b>EFFECTIVENESS</b>				
% of Warrants Cleared	61.0%	58.0%	50.0%	57.0%
Number of active pending cases beyond the disposition standards*	38	20	40	30

\* Disposition standard - quarterly

\*\* Increase in on-line payments causing a decline in average collections per clerk.

\*\* "Highlights" are not necessarily all-inclusive.



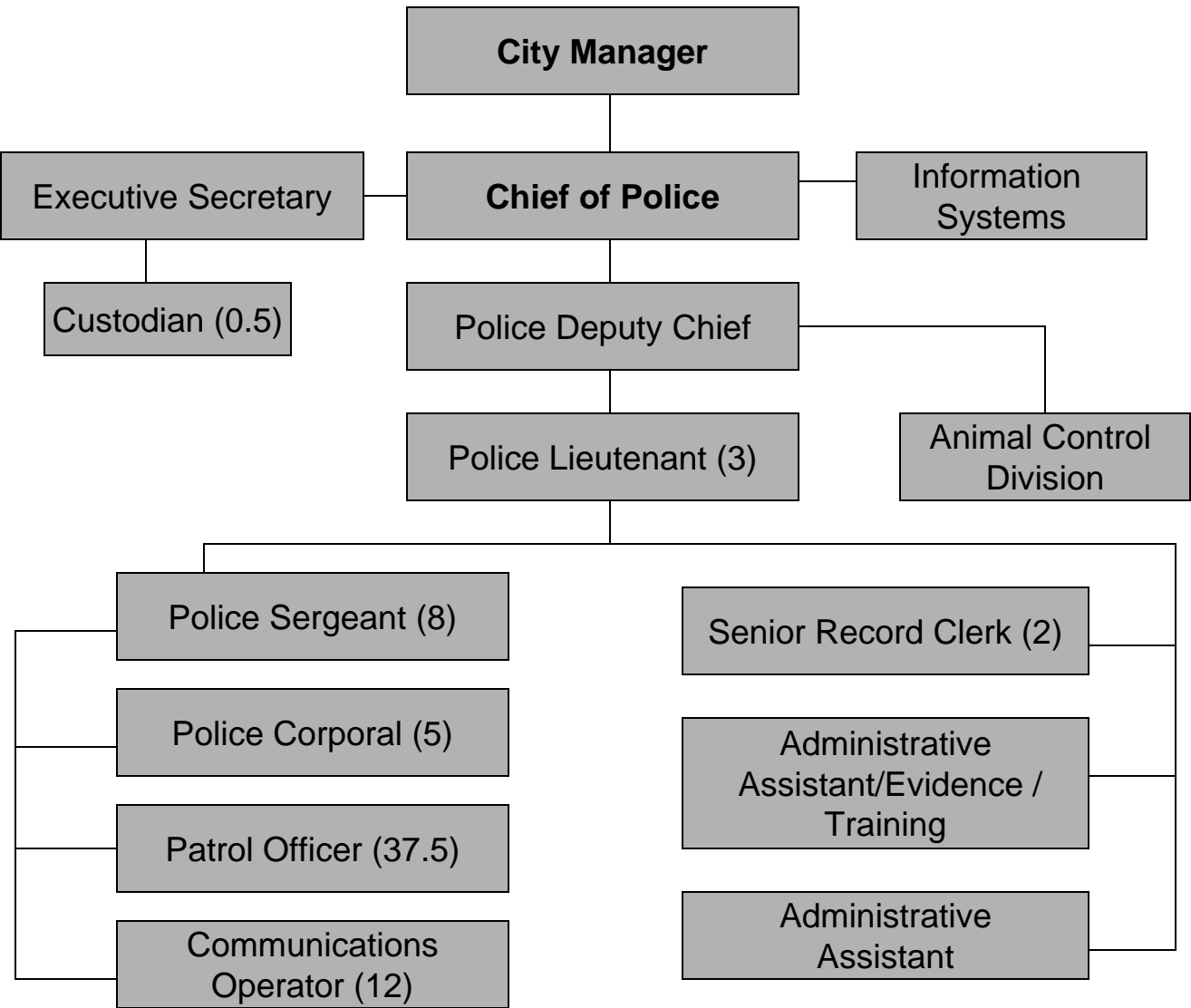


# POLICE DEPARTMENT



# CITY OF COPPERAS COVE, TEXAS

## Police Department



*The mission of the Copperas Cove Police Department is to provide the citizens it serves with a safe and secure community; accomplished by working in a partnership to protect life and property, maintain order, enforce laws and ordinances, and uphold the constitutional rights of all persons.*

73 Full Time Employees



# ***POLICE DEPARTMENT***

## **PROGRAM DESCRIPTION**

The Copperas Cove Police Department provides a wide variety of services to the Citizens of Copperas Cove. The mission of the Copperas Cove Police Department is to provide the Citizens it serves with a safe and secure community; accomplished by working in a partnership to protect life and property, maintain order, enforce laws and ordinances, and uphold the constitutional rights of all persons. Services provided, but not limited to, include the prevention of criminal activity, investigation of crimes, apprehension of offenders, recovery of property, traffic control and enforcement, public awareness programs, house watch checks, neighborhood watch programs and other related law enforcement activities.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Reduce crime while improving the quality of life for all citizens through quality public safety.
- Increase police per citizen ratio for effective delivery of police services.
- Maintain a progressive partnership with the community through various programs and services.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Conducted a National Night Out Event and a National Night Out Kick Off Party.
- Provided police protection during the Downtown Halloween Party.
- Conducted a Senior Health & Safety Day – SALT Program.
- Continued the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Gunlock Program, and Copperas Cove Citizens Police Academy Program.
- Continued providing crime prevention programs and distribution of safety materials.
- Continued participation with Special Olympics and the Torch Run.
- Continued the Tobacco Grant Program, tobacco stings, and business compliance inspections.
- Continued participation in the Bulletproof Vest Grant Program and was awarded a Justice Assistance Grant (JAG).
- Participated in Coryell County Community Planning.
- Maintained quality police services to the community during times of personnel shortages.
- Maintained above average clearance rates in Part I & Part II crimes as compared to state averages.
- Participated in America's Promise Job Shadow Day.
- Obtained funding and acquired property for the new police facility.

## **CONTINUING OBJECTIVES**

- Maintain adequate staffing levels.
- Seek alternative funding such as grants.
- Continue public relations and community service projects.

## **GOALS FOR FISCAL YEAR 2009**

- Conduct a National Night Out Event and a National Night Out Kick Off Party.
- Provide police protection during the Downtown Halloween Party.
- Conduct Senior Health & Safety Day – SALT Program.
- Continue the Crime Stoppers Program, Kiddo Card Program, Neighborhood Watch Program, Gunlock Program, and Copperas Cove Citizens Police Academy Program.
- Continue Police involvement with the Copperas Cove Optimist Club.
- Continue providing crime prevention programs and distribution of safety materials.
- Continue participation with Special Olympics and the Torch Run.
- Continue with the Tobacco Grant Program, tobacco stings, and business compliance inspections.
- Continue participation in the Bulletproof Vest Grant Program.
- Participate in Coryell County Community Planning.
- Maintain quality police services to the community during times of personnel shortages.
- Maintain above average clearance rates in Part I & Part II crimes as compared to state averages.
- Participate in America's Promise Job Shadow Day.
- Obtain additional funding and begin construction on the new police facility.

## POLICE DEPARTMENT

01-4200

### EXPENDITURE SUMMARY

<b>POLICE DEPARTMENT</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	3,298,802	3,757,102	3,771,000	4,080,239
Personnel Support	959	6,100	10,100	8,000
Supplies & Materials	113,418	152,188	152,133	182,115
Maintenance & Repairs	61,244	80,361	78,200	82,825
Contractual Services	110,684	151,632	143,312	215,250
Designated Expenses	9,150	20,552	20,300	18,064
Capital Outlay	98,075	136,790	134,730	18,448
<b>TOTAL</b>	<b>3,692,332</b>	<b>4,304,725</b>	<b>4,309,775</b>	<b>4,604,941</b>

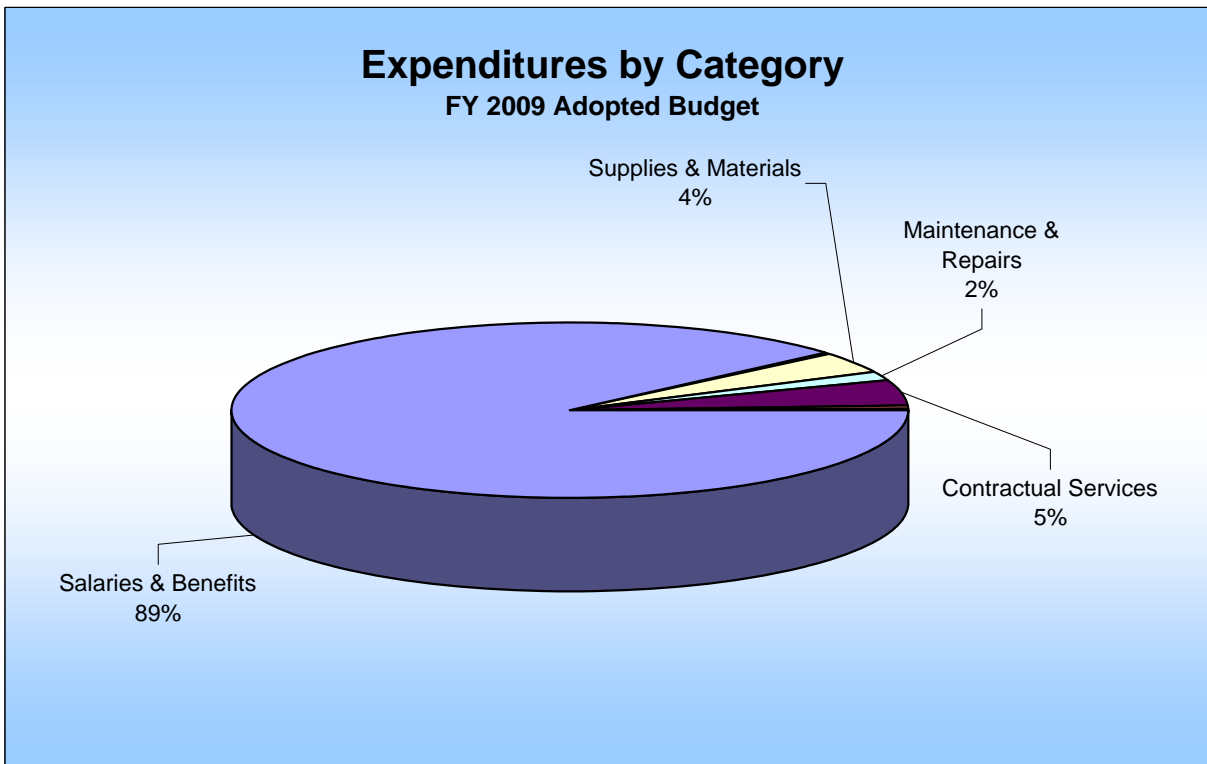
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Includes funding for one and one-half new Police Officer positions and pay adjustments.
- Supplies & Materials: Adjustment for Fuel & Oil, and for the computer and operating supplies.
- Contractual Services: \$59,220 new contract for uniform cleaning services, new benefit added to FY 2009 budget.

*Decreases:*

- Capital Outlay: \$13,828 is for the Buy-back of four motorcycles and \$4,620 is for equipment for new police officer.



\*\* "Highlights" are not necessarily all-inclusive.

# POLICE DEPARTMENT

01-4200

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Communications Officer	11	12	12	12
Corporal	5	5	5	5
Deputy Chief	1	1	1	1
Executive Secretary	1	1	1	1
Lieutenant	3	3	3	3
Patrol Officer**	35	36	36	37.5
Police Chief	1	1	1	1
Senior Records Clerk	2	2	2	2
Administrative Assistant	1	1	1	1
Sergeant	8	8	8	8
Admin. Assistant/Evidence/Training	1	1	1	1
Custodian*	0	0	0	0.5
<b>DIVISION TOTAL</b>	<b>69</b>	<b>71</b>	<b>71</b>	<b>73</b>

\* Custodian position moved from Facility Maintenance in FY 2008-09.

\*\* In FY 2009, one patrol officer is funded 50% in General Fund and 50% in Municipal Court Security Fund as the Court Bailiff.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Calls for Service	21,467	20,500	19,000	21,000
# of Part I Violent Crimes Reported	1,274	1,200	1,337	1,300
<b>EFFICIENCIES</b>				
Part I Crime** Clearance Rate:				
Copperas Cove's Rate	19.0%	18.0%	25.0%	25.0%
State Average (Texas Standard)	18.0%	18.0%	18.0%	19.0%
Texas Cities with Population of 25,000 - 50,000	21.0%	21.0%	21.0%	22.0%
Part II Crime*** Clearance Rate - Copperas Cove	76.0%	70.0%	66.0%	70.0%
<b>EFFECTIVENESS</b>				
Customer Satisfaction Survey (% Satisfied / Very Satisfied)	N/A*	85.0%	85.0%	90.0%

Note: FY 2009 Target is to reduce crime through police presence and achieve crime clearance rates above the state averages.

\* New Performance Measure - Data not available.

\*\* Part I Crimes that are serious in nature include these crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Motor Vehicle Theft.

\*\*\* Part II Crimes that are less serious in nature include crimes such as: Criminal Mischief, Drug Violations, DWI, Disorderly Conduct, Forgery, Embezzlement, Weapons Violations, and City Ordinance Violations.

\*\* "Highlights" are not necessarily all-inclusive.



# ANIMAL CONTROL

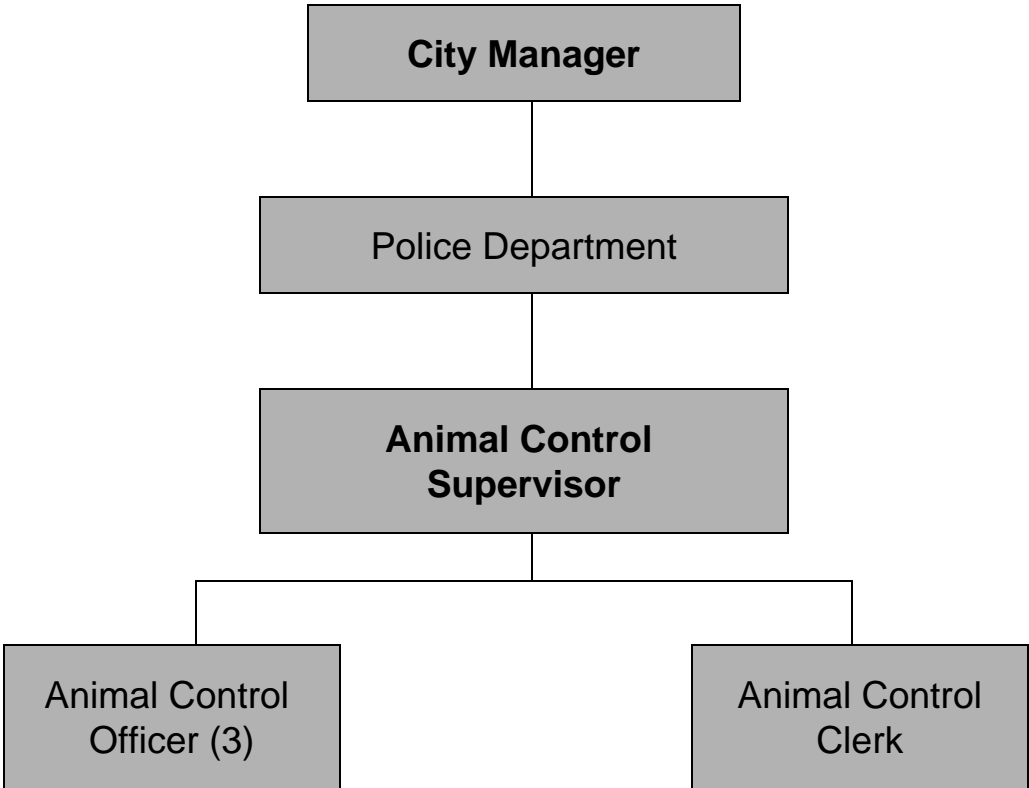


**Left to Right:**

Ernie Lee (Animal Control Supervisor), Ilka Perkins-Hagen (Animal Control Clerk), Stephanie Powell (Animal Control Officer), Jorge Oliveras (Animal Control Officer), Beau Brabbin (Animal Control Officer).

# CITY OF COPPERAS COVE, TEXAS

## Animal Control Department



*The mission of the Copperas Cove Animal Control is to maintain a sanitary and disease-free shelter, to improve quality of life for sheltered animals, and to preserve a safe community environment by securing stray and abandoned animals.*

5 Full Time Employees

# **ANIMAL CONTROL**

## **PROGRAM DESCRIPTION**

The main function of Animal Control is to provide and maintain a healthy, safe, and sanitary shelter for animals housed at the facility. Animal Control also patrols the city to pick up strays, and / or dangerous or vicious animals, ill, injured, as well as deceased animals. Animal Control must also track and report animal cruelty and investigate animal bites, quarantine/send suspected rabies specimens to the Texas Department of Health for testing, notify bite victims of test results, and track adopted animals to ensure rabies vaccinations, sterilizations and micro-chip/tattooing are completed as required by Texas State Law. Animal Control issues citations for failure to comply with the adoption agreement, failure to license animals, violating the leash law, and various other laws (city and state) regulating animals. In addition, Animal Control staff is required to maintain certification by attending various animal control classes and training. Animal Control also educates the public through the media by conducting classes for the Copperas Cove Citizens Police Academy, conducting tours for the schools and one-on-one regarding health and safety issues pertaining to animals and citizens of the City.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Increase public awareness of City Ordinance requirements and state laws regarding animal control issues.
- Heighten public awareness for proper pet care / safety and the importance of spaying / neutering.
- Increase animal adoption and decrease the number of animals that are euthanized.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Certified one Animal Control Officer through the Texas Department of Health Advanced Animal Control Course.
- Certified one Animal Control Officer through the Texas Department of Health Euthanasia class.
- Hired one Animal Control Officer who is certified through the Texas Department of Health Basic Animal Control Officer Course.
- Continued the micro-chip program in accordance with Texas Department of Health.
- Worked with the Animal Control Advisory Committee to incorporate emergency management procedures / evacuation for the shelter animals.
- Updated and revised the Animal Ordinance.
- Continued Animal Control presentations to the Copperas Cove Citizens Police Academy.
- Worked with various businesses within the City on bat problems and solutions.
- Presented Animal Control informational class to approximately 100 citizens and 120 children.

## **CONTINUING OBJECTIVES**

- Decrease abandoned / stray animals through aggressive street patrolling.
- Aggressively prosecute abandonment and cruelty cases in conjunction with the Copperas Cove Police Department.
- Successfully obtain court orders placing restrictions on dangerous animals.

## **GOALS FOR FISCAL YEAR 2009**

- Fill the new Animal Control Officer position and implement a work schedule that decreases the overtime budget.
- Review and update training program for new Animal Control Officers.
- Obtain additional training courses for the Animal Control Officers.

## ANIMAL CONTROL

01-4300

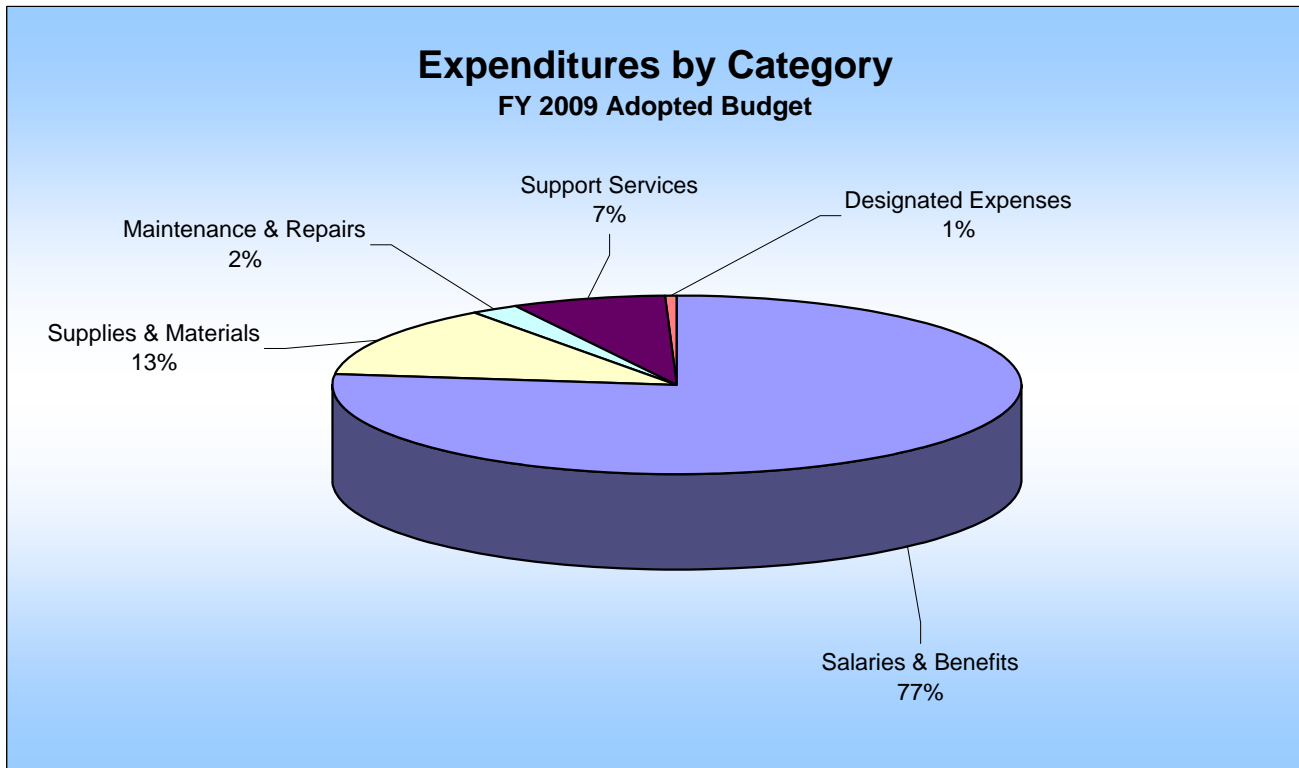
### EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>ANIMAL CONTROL</b>				
Salaries & Benefits	146,945	151,992	151,448	183,285
Personnel Support	124	186	62	-
Supplies & Materials	15,929	24,199	23,800	31,220
Maintenance & Repairs	3,095	6,222	3,912	4,942
Support Services	12,244	16,499	15,328	17,313
Designated Expenses	2,575	3,772	2,140	1,400
Capital Outlay	-	23,835	23,835	-
<b>TOTAL</b>	<b>180,912</b>	<b>226,705</b>	<b>220,525</b>	<b>238,160</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: New Animal Control Officer position and pay adjustments.
- Supplies & Materials: \$3,500 adjustment for Fuel & Oil; \$3,000 expense for micro chips.



\*\* "Highlights" are not necessarily all-inclusive.



## ANIMAL CONTROL

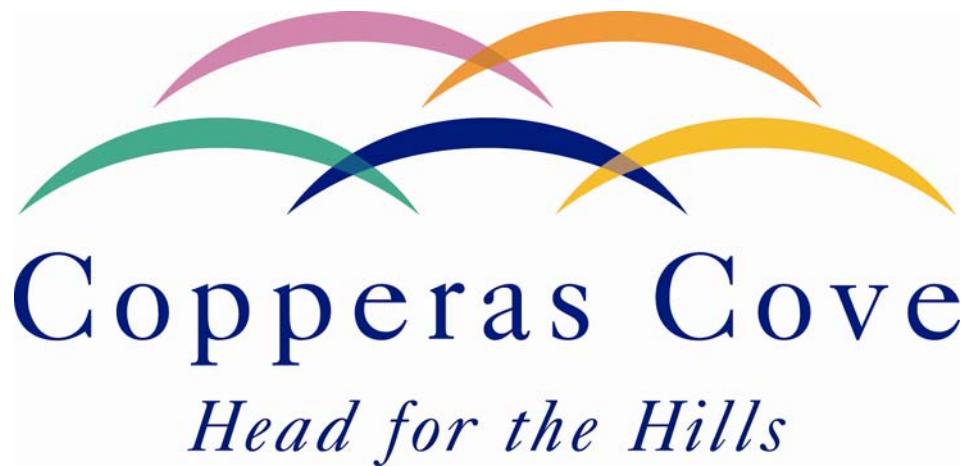
01-4300

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Animal Control Clerk	1	1	1	1
Animal Control Officer	2	2	2	3
Animal Control Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Animals Impounded	2,793	3,021	2,409	2,401
# of Animals Euthanized	1,432	1,510	981	1,010
# of Animals Adopted	648	753	663	682
# of Animals Re-Claimed	595	643	660	679
<b>EFFICIENCIES</b>				
Average Cost to Impound an Animal	\$64.77	\$75.04	\$91.54	\$99.19
Average Response Time per Call	N/A*	18 min.	18 min.	16 min
<b>EFFECTIVENESS</b>				
% of Eligible Animals Adopted	29.5%	31.7%	37.9%	39.6%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.

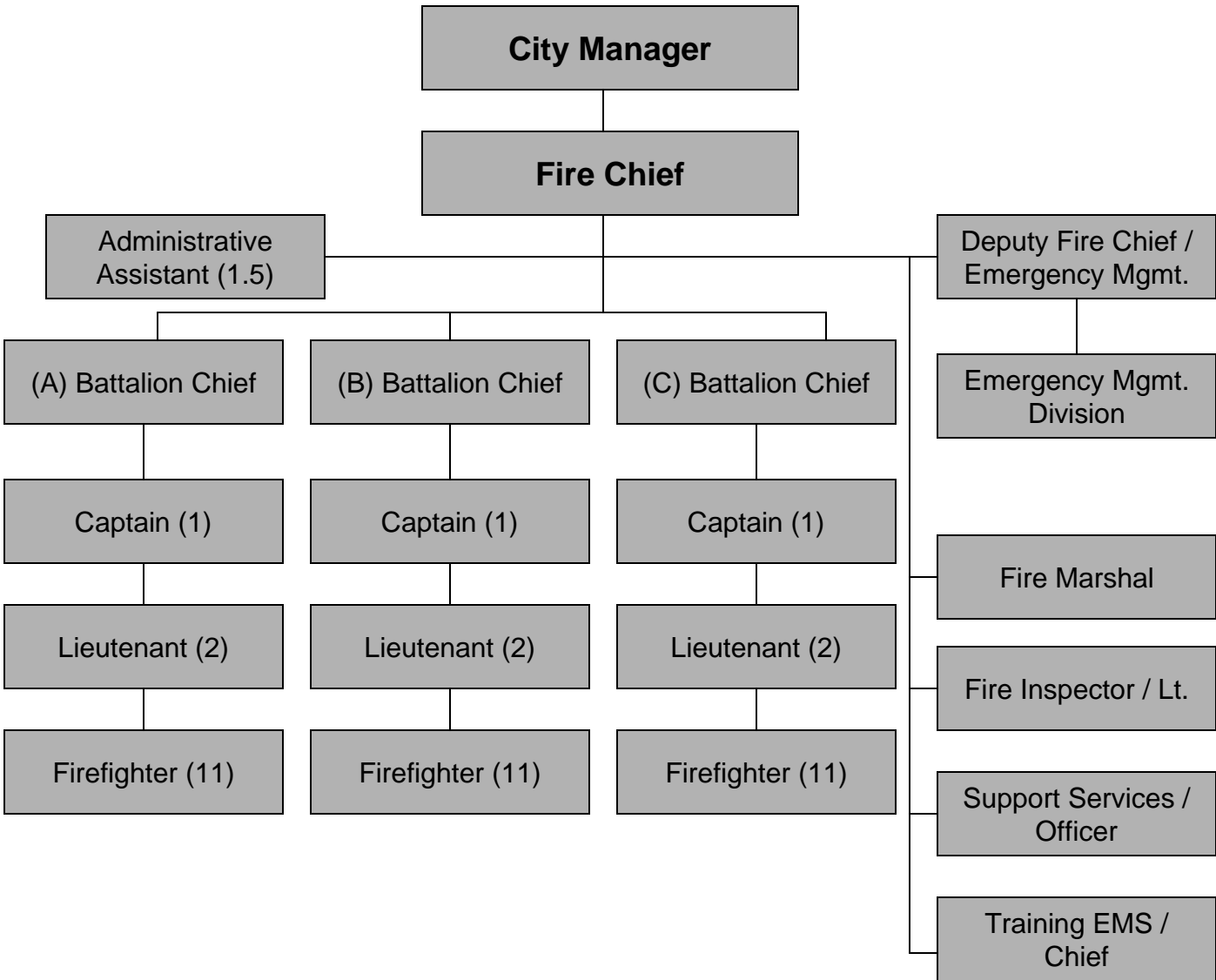


# FIRE / EMS DEPARTMENT



# CITY OF COPPERAS COVE, TEXAS

## Fire / EMS



*The mission of the Copperas Cove Fire Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program of services delivered by an excellent team directed towards providing education, prevention, and control in the areas of fire, rescue, medical emergencies, and disasters.*

52.5 Full Time Employees

## ***FIRE / EMERGENCY MEDICAL SERVICES (EMS)***

### **PROGRAM DESCRIPTION**

The Fire Department provides Fire & EMS services to the citizens of Copperas Cove and to 88 square miles of Coryell County. In addition, the Fire Department ensures construction meets all adopted fire codes through a plans review process and performs fire inspections of all commercial buildings to help identify and correct fire hazards. Public education programs are provided by the fire department to both adults and children, and are provided through a variety of delivery options, including fire station tours, public demonstrations, a clown troupe, health fairs, as well as classes delivered in public schools, civic groups, fire stations and other locations throughout the community. The United States Fire Administration's target populations of children under the age of 12 and elderly persons over 55 years of age are focused upon. The department also provides community outreach programs such as Citizen Emergency Response Teams (CERT), Citizen Fire Academy (CFA), and Mentoring Industrious Minds & Educating Students (MIMES).

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Reduce the risk to our community using the five E's of the risk reduction model. This model emphasizes reducing risk through Engineering, Education, Emergency Response, Enforcement and Economic Incentives.
- Provide improved community health through prevention using programs like the "Shots through the Firehouse" program.
- Continue our community outreach programs focusing on Fire and Life Safety education and prevention programs.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Provided 1,200 free immunizations through the "Shots through the Firehouse" program.
- Improved our Insurance Services Office (ISO) Public Protection Classification (PPC) grading from a Class 4 to a Class 2 community.
- Identified and corrected fire and life safety hazards during annual fire inspections.
- Rebuilt fire department website to make information readily available to public.

### **CONTINUING OBJECTIVES**

- Maintain an average response time to calls within 5 minutes, 90% of the time.
- Continue annual fire inspections within the City.
- Increase training and educational opportunities for all employees.
- Increase accountability of all employees for fiscal responsibility of our citizens' tax dollars.

### **GOALS FOR FISCAL YEAR 2009**

- Complete Citizen Fire Academy during the year.
- Complete Citizen Emergency Response Team (CERT) class during the year.
- Complete M.I.M.E.S. class during the year.
- Replace one (1) ambulance.
- Apply and receive federal and / or fire commission grants to purchase Personal Protective Clothing.
- Implement an "Honor Guard" within the Copperas Cove Fire Department.
- Plan and design a "live fire" training facility.
- Complete land purchase for Fire Station #2 relocation.
- Replace County fire engine.

## FIRE / EMERGENCY MEDICAL SERVICES (EMS)

01-4400

### EXPENDITURE SUMMARY

<b>FIRE/EMS</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	2,631,554	2,647,810	2,646,128	2,671,888
Personnel Support	248	600	600	3,590
Supplies & Materials	129,854	160,990	156,790	204,854
Maintenance & Repairs	47,103	65,321	68,080	72,534
Contractual Services	118,319	134,779	129,769	129,031
Designated Expenses	44,814	40,013	37,723	40,975
Capital Outlay	42,436	43,991	29,581	17,000
<b>TOTAL</b>	<b>3,014,327</b>	<b>3,093,504</b>	<b>3,068,671</b>	<b>3,139,872</b>

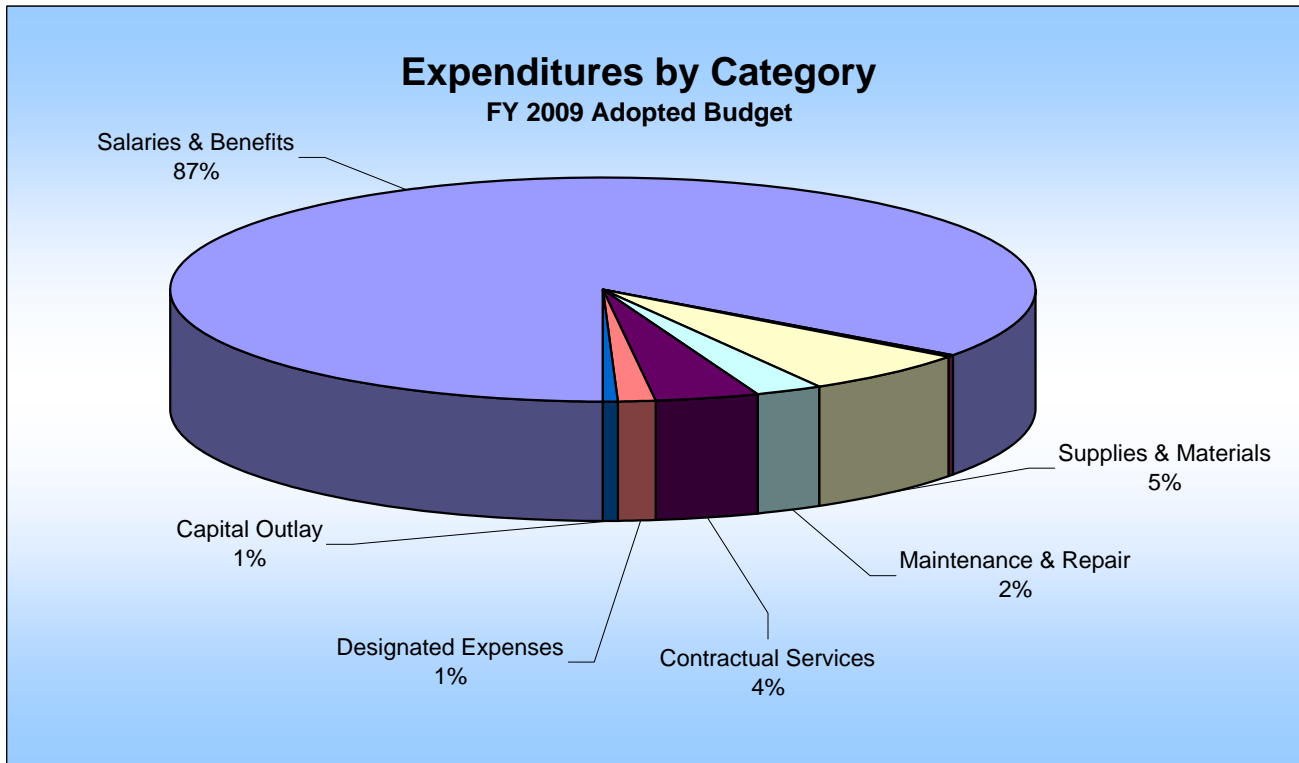
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected)

#### Increases:

- Personnel Support: \$3,590 are allocated for the required continuing education.
- Supplies & Materials: Increase for Fuel & Oil, and for the rising cost of EMS medical supplies.
- Maintenance & Repairs: \$18,750 was budgeted for the Protective Equipment Inspection & Maintenance Program.

#### Decreases:

- Capital Outlay: \$17,000 for 10 complete sets of Bunker Gear.



\*\* "Highlights" are not necessarily all-inclusive.

# FIRE / EMERGENCY MEDICAL SERVICES (EMS)

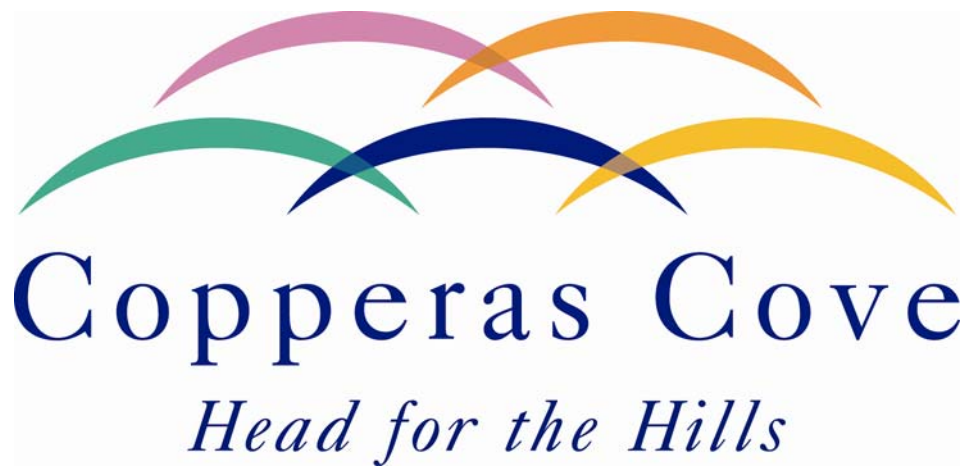
01-4400

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Captain	3	3	3	3
Deputy Chief/Emergency Mgmt Coordinator	1	1	1	1
Fire Chief	1	1	1	1
Fire Marshal	1	1	1	1
Firefighter**	34	33	33	33
Inspector	1	1	1	1
Lieutenant	6	6	6	6
Administrative Assistant	1	1	1	1
Battalion Chief	3	3	3	3
Training/ EMS Chief	0	1	1	1
Support Services/Firefighter	1	1	1	1
<b>DIVISION TOTAL</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>

\*\* 2006-2007 adopted budget reflected 49 positions which included three positions funded for a partial year related to the SAFER Grant. At mid-year, 3 additional positions were authorized by City Council as the result of the SAFER Grant Award for a total of six additional positions in FY 2006-07.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Fire-Related Responses	2,356	2,500	2,177	2,000
# of Emergency Medical Services (EMS) Related Responses	3,339	3,600	3,402	3,000
Total Requests for Emergency Services	5,695	6,100	5,579	5,000
# of Citizen Contacts through Public Education	8,177	10,000	13,520	14,000
<b>EFFICIENCIES</b>				
Fire and EMS Cost per capita	\$100.52	\$103.16	\$102.33	\$104.70
<b>EFFECTIVENESS</b>				
% of Responses within the City Under 5 Minutes	75.3%	90.0%	79.7%	90.0%
% of Identified Commercial Fire Hazards Corrected	67.2%	90.0%	72.8%	100.0%

\*\* "Highlights" are not necessarily all-inclusive.





# EMERGENCY MANAGEMENT

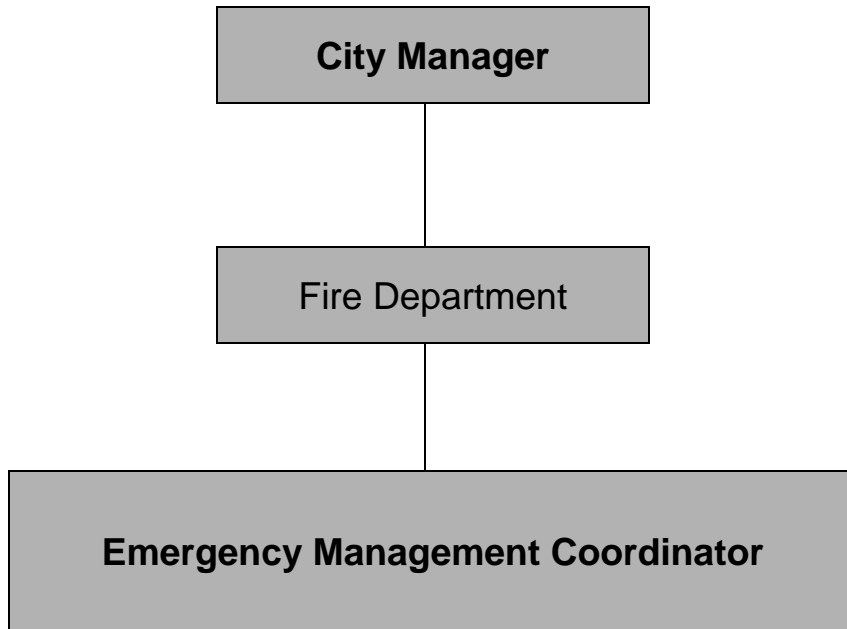


The Emergency Management Department was authorized by City Council to begin in fiscal year 2006-2007. There is one full-time employee authorized for this department.



# CITY OF COPPERAS COVE, TEXAS

## Emergency Management



*The mission of the Emergency Management Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program delivered by an excellent team directed towards providing preparedness plans, emergency response operations, recovery and mitigation, in the event of unexpected manmade or natural disaster.*

1 Full Time Employee

# ***EMERGENCY MANAGEMENT***

## **PROGRAM DESCRIPTION**

Emergency Management functions for the City of Copperas Cove are directly managed by the Fire Department, including establishment and maintenance of the Emergency Operations Center (EOC).

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Update and maintain the City's overall Emergency Operations Plan.
- Ensure the Emergency Operations Plan meets all State requirements and is filed with the State of Texas Office of Emergency Management.
- Be sufficiently prepared to react and respond in a timely manner in the case of a disaster.
- Assist in the recovery of the quality of life for all citizens in case of a disaster.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Coordinated ongoing NIMS Training for all required personnel and elected officials.
- Reviewed programs and established networks with agencies and organizations in Emergency Management.
- Completed EMPG Grant Application.
- Educated citizens on preparedness activities.

## **CONTINUING OBJECTIVES**

- Protect and enhance the quality of life through a comprehensive program of services directed towards providing preparedness, mitigation, response and recovery in disasters.
- Promote the inclusion of public safety information through the Local Emergency Planning Committee (LEPC).
- Seek continued NIMS Compliance.
- Continue Emergency Management Performance Grant (EMPG Grant) funding.

## **GOALS FOR FISCAL YEAR 2009**

- Conduct training for Community Emergency Response Team (CERT).
- Coordinate Emergency Operations Plan with the State of Texas and CTCOG.
- Continue Emergency Management Performance Grant (EMPG).
- Conduct a Risk and Hazard analysis for the City.
- Conduct training and exercises.

## **EMERGENCY MANAGEMENT**

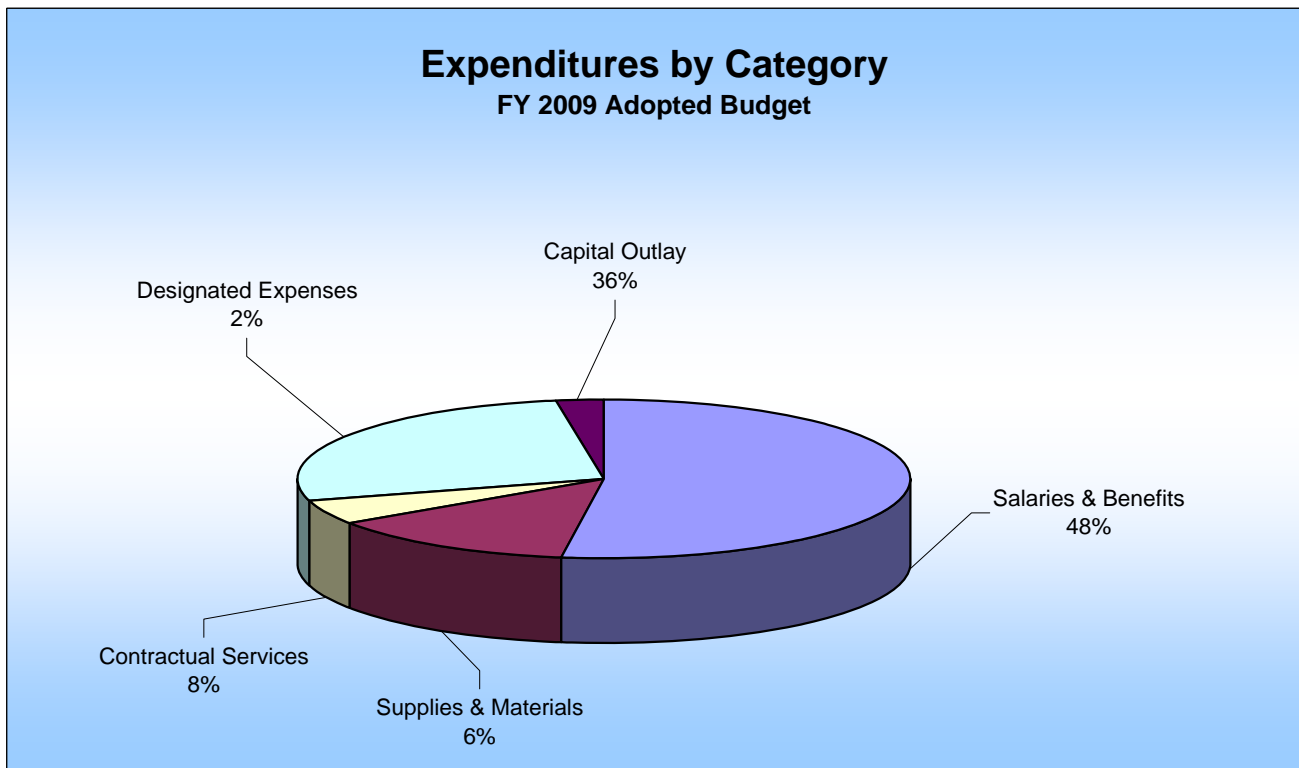
**01-4420**

### **EXPENDITURE SUMMARY**

<b>EMERGENCY MANAGEMENT</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	32,780	29,389	4,861	9,086
Supplies & Materials	274	19	19	2,355
Maintenance & Repairs	-	156	130	864
Contractual Services	3,818	1,937	1,374	4,725
Designated Expenses	-	38	-	413
Capital Outlay	10,361	-	-	-
<b>TOTAL</b>	<b>47,234</b>	<b>31,539</b>	<b>6,384</b>	<b>17,443</b>

### **HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\***

- New Department Created in FY 2007.
- Grant funds to help offset Emergency Management costs.



**\*\* "Highlights" are not necessarily all-inclusive.**

## **EMERGENCY MANAGEMENT**

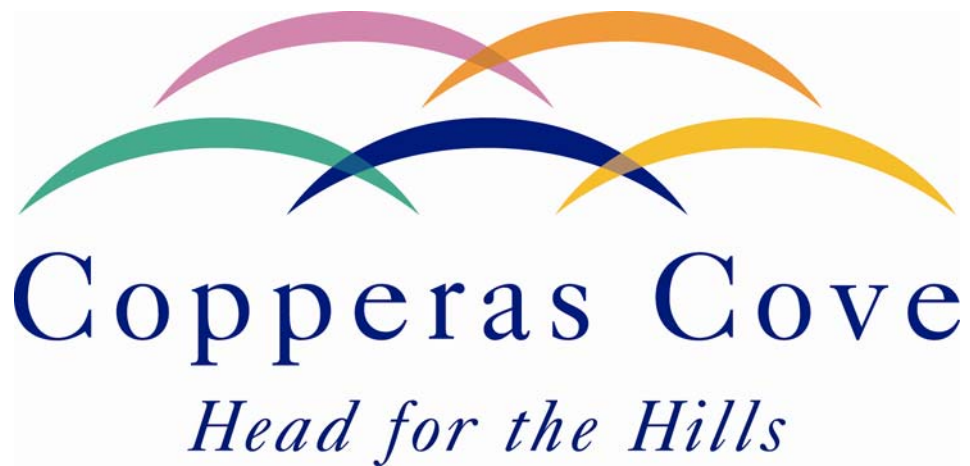
**01-4420**

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Emergency Management Coordinator	1	1	1	1
<b>DIVISION TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of Citizen Contacts through Public Education Programs	275	5,000	500	5,000
# of Citizen Contacts through Disaster Response Assistance	1,000	0	114	0
<b><i>EFFICIENCIES</i></b>				
Cost per City Staff Training Opportunity	*N/A	\$250	\$624	\$2,550
<b><i>EFFECTIVENESS</i></b>				
% of Emergency Plan Updated	70.0%	100.0%	100.0%	100.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# ENGINEERING

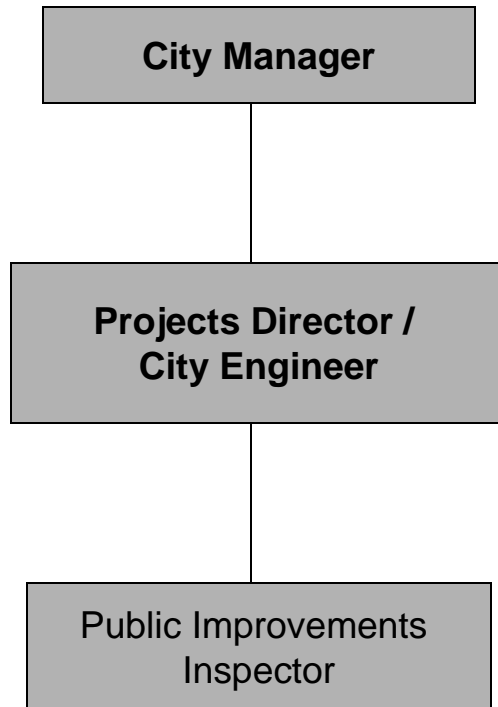


**Left to Right:**

Daniel Taylor (Engineering Inspector), Wesley Wright (Projects Director / City Engineer).

# CITY OF COPPERAS COVE, TEXAS

## Engineering Department



*The mission of the Engineering Department is to assure community development through quality growth and maintenance of the City's infrastructure system; the cultivation of good relations with the private sector development community; and the provision of engineering services and information to the City Council, City Staff, and Citizens of Copperas Cove.*

2 Full Time Employees



# ***ENGINEERING***

## **PROGRAM DESCRIPTION**

The Engineering Department conducts the review of all subdivision plats submitted to the City for compliance with the City's standards in all infrastructure areas: water, wastewater, streets and drainage. The Engineering Department also reviews the construction plans for infrastructure construction for new developments and authorizes construction of the developments. Upon completion of construction, the department inspects the project for compliance and gives final approval if correct. In addition, responsibility for the City's capital improvement projects for water, wastewater, streets and drainage is assigned to the Engineering Department.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Sound fiscal management of capital improvement projects in the City.
- Conformance with established standards to ensure the City maintains an acceptable compliance rating.
- Conducts the review of the City of Copperas Cove Construction Standards and Details.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Coordinated with TxDOT with the design phase of the 190 Reliever Route – Southbound Access Road.
- Provided Drainage Department with support by identifying and inspecting flood and drainage problems resulting from abnormal weather events.
- Accepted House Creek North, Phase 3 and Summer Place.
- Continued to provide development plan and plat review.

## **CONTINUING OBJECTIVES**

- Retain quality employees and keep department morale high.
- Review subdivision plats submitted to the City for compliance with the City's Standards.
- Review of construction plans for infrastructure construction.
- Provide Drainage Department with support as necessary.

## **GOALS FOR FISCAL YEAR 2009**

- Attain a viable drainage solution for future development.
- Prioritize and resolve existing drainage problems through CIP development.
- Revise Platting process to require approved Construction plans prior to Final Plat.
- Review and update the City of Copperas Cove Construction Standards and Details and Engineering Design Standards.
- Work with Development Services on the development of a land disturbance ordinance.
- Work with Development Services on the development of an erosion control ordinance.
- Work with TxDOT and BNSF Railroad to close the Olive Street crossing and construct a new crossing at Bradford Drive.
- Bid and construct Summers Road.
- Attend management training to ensure retention of quality employees.

## ENGINEERING

01-5100

### EXPENDITURE SUMMARY

ENGINEERING	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	49,035	85,008	80,255	137,875
Supplies & Materials	2,624	5,659	4,350	6,900
Maintenance & Repairs	43	1,243	745	1,164
Contractual Services	42,861	72,832	52,700	21,728
Designated Expenses	223	1,887	1,264	108
Capital Outlay	2,256	-	-	-
<b>TOTAL</b>	<b>97,043</b>	<b>166,629</b>	<b>139,314</b>	<b>167,775</b>

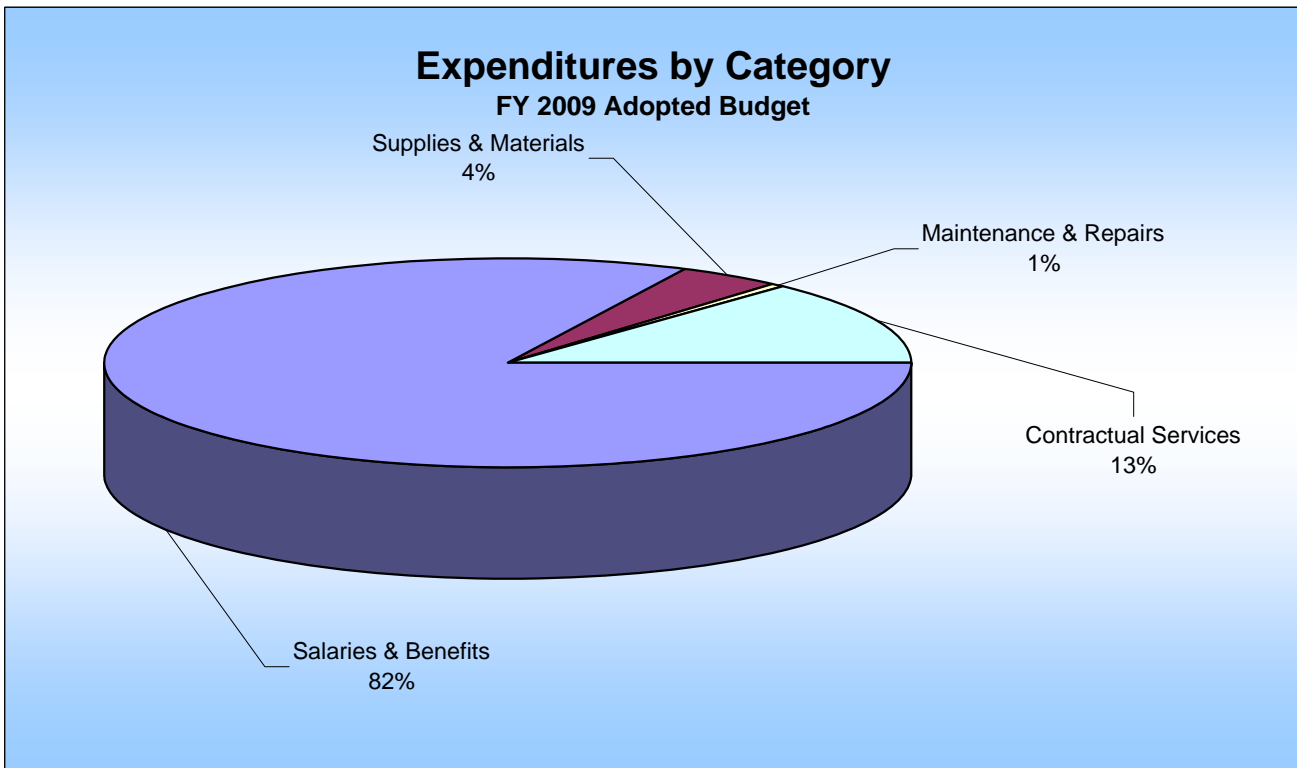
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: City Engineer position was vacant for majority of the FY 2007-08.
- Supplies & Materials: Increase in operating supplies and computer supplies.

*Decreases:*

- Contractual Services: Reduction in Consulting fees due to filling the City Engineer position.



\*\* "Highlights" are not necessarily all-inclusive.

## ENGINEERING

01-5100

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Projects Director/City Engineer	0	1	1	1
Public Improvement Inspector	1	1	1	1
<b>DIVISION TOTAL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Inspections Completed	1,000	1,200	3,350	2,000
# of Projected City Projects	N/A*	5	6	5
# of Completed City Projects	6	5	7	5
<b>EFFICIENCIES</b>				
Average Cost per Inspection	\$97	\$139	\$42	\$84
<b>EFFECTIVENESS</b>				
% of Inspections Completed within 5 Working Days	100.0%	90.0%	100.0%	100.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# STREETS



James Trevino (Asst. Director of Public Works).



**Left to Right:**

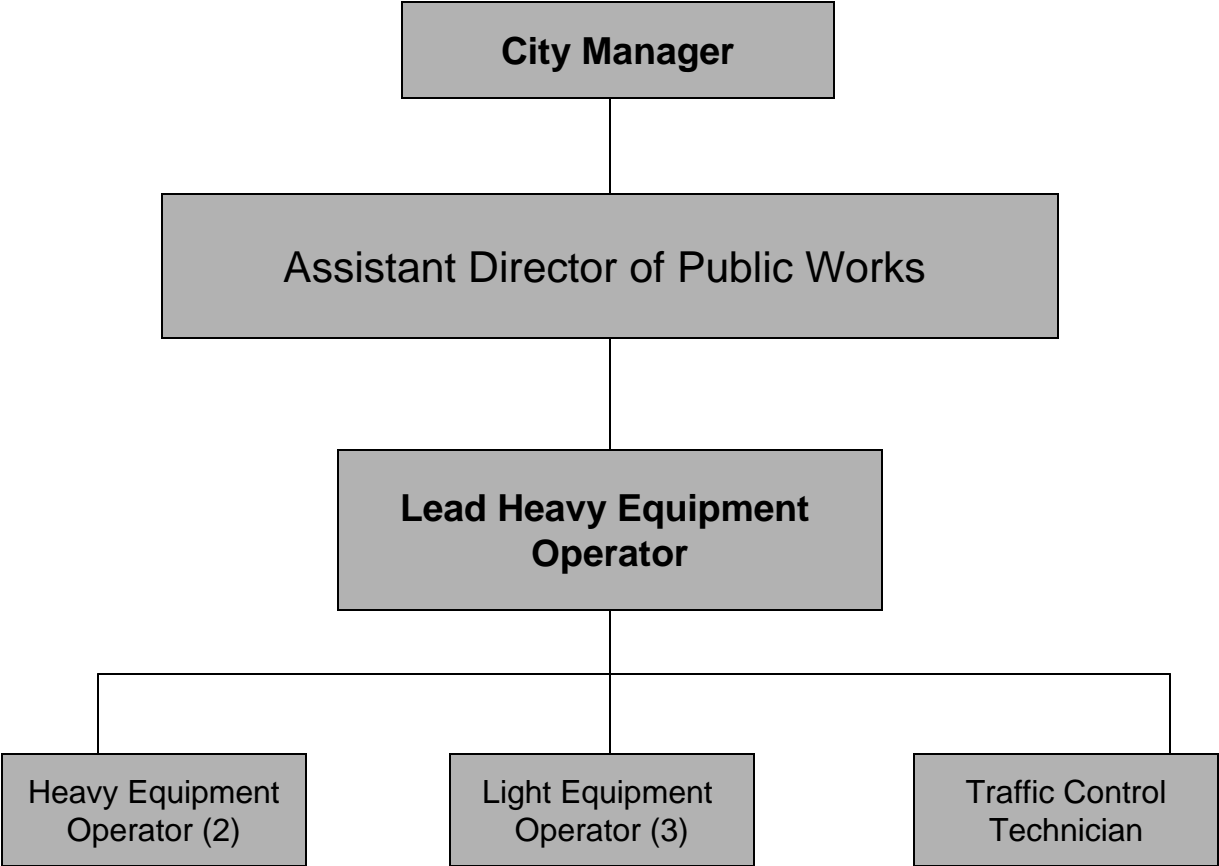
Gary Austin (Lead Equipment Operator), James Mullen (Traffic Control Technician), Steve Hollenbeck (Light Equipment Operator), William Ray (Light Equipment Operator), Bobby Boone (Heavy Equipment Operator), William Butler (Heavy Equipment Operator).

**Kneeling:**

Frank Tamagyow (Light Equipment Operator).

# CITY OF COPPERAS COVE, TEXAS

## Streets Department



*The mission of the Copperas Cove Street Department is to ensure quality and timely maintenance of City streets.*

7.5 Full Time Employees

# ***STREETS***

## **PROGRAM DESCRIPTION**

The Street Department provides necessary services of roadway maintenance, overlaying, seal coating, level-up, repair of utility cuts, mowing of right-of-ways, barricade maintenance, severe weather response and maintaining regulatory and traffic control signs within the City. In addition, the Street Department also prepares a list of all streets to be asphalted, rebuilt and seal coated.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide superior pavement maintenance services by performing preventive maintenance repairs to various streets annually.
- Keep the streets clear of debris with the street sweeping program.
- Install, upgrade, and maintain adequate signage throughout the City.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Compacted and asphalted 97 utility cuts.
- Installed 973 signs.
- Provided periodic mowing of right-of-ways.
- Acquired Herbicide License recertification.
- Hauled, leveled and graded dirt for soccer field at City Park.
- Supported City festival activities such as the Rabbit Fest, Kris Kindle Mart, Downtown Party's and Central Texas Bike Run.
- Reconstructed parking lot and road at city park and transfer station for FEMA projects.
- Implemented a city wide no through truck ordinance.
- Completed the construction and opening of Big Divide Road.
- Worked with TxDOT to install a traffic signal at Main Street and Avenue B.
- Seal coated 10.1 miles of streets.

## **CONTINUING OBJECTIVES**

- Manage a street / road repair program.
- Manage the right-of-way mowing program.
- Maintain a sweeper program.
- Maintain herbicide program.
- Expand the crack-seal program.
- Continue safety programs.
- Support all City festivals and activities.

## **GOALS FOR FISCAL YEAR 2009**

- Maintain a seal coat program to prevent moisture from entering cracks in the asphalt giving streets a longer life span.
- Maintain an overlay program to prevent failure of aging streets and give the streets a longer life span.
- Re-stripe Constitution and Robertson Avenues.
- Re-stripe (paint) all the Downtown parking areas.
- Enhance the traffic control program.
- Ensure completion of Summers Road improvement project.

## STREETS

01-5300

### EXPENDITURE SUMMARY

STREETS	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	249,247	272,609	272,379	274,398
Supplies & Materials	29,025	41,830	41,880	43,721
Maintenance & Repairs	77,373	82,976	86,261	100,550
Contractual Services	204,442	257,895	249,525	252,126
Designated Expenses	369,734	419,671	431,097	144,468
Capital Outlay	-	7,950	7,645	-
<b>TOTAL</b>	<b>929,820</b>	<b>1,082,931</b>	<b>1,088,787</b>	<b>815,263</b>

Note: Public Works (General Fund) was previously a separate department. City Council approved the reorganization to combine into the Streets Department in FY 2009. Funding is included above.

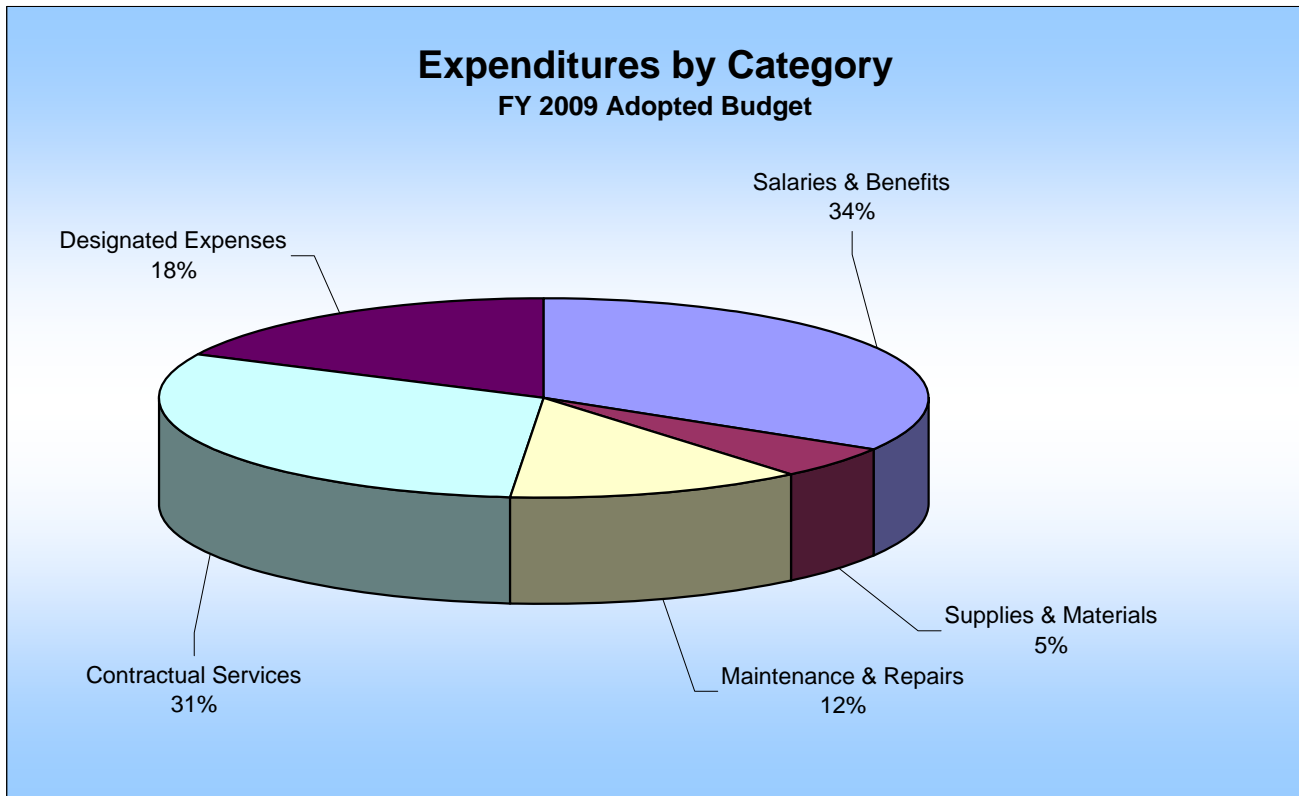
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Maintenance & Repairs: Increase for Traffic Signals repair and maintenance.

*Decreases:*

- Designated Expenses: Streets Maintenance / Improvement budget was reduced in FY 2009 to \$50,000 from \$350,000 in FY 2008.



\*\* "Highlights" are not necessarily all-inclusive.



## STREETS

01-5300

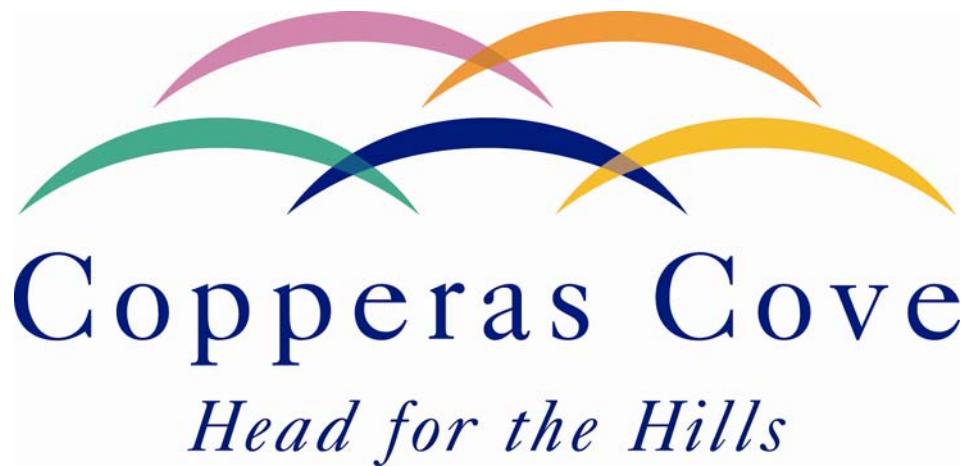
STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Assistant Director of Public Works	0	0	0	0.5
Heavy Equipment Operator	2	2	2	2
Light Equipment Operator	3	3	3	3
Traffic Control Technician	1	1	1	1
Lead Heavy Equipment Operator	0	0	0	1
Street Supervisor	1	1	1	0
Street and Drainage Superintendent*	0.5	0.5	0.5	0
<b>DIVISION TOTAL</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

\* Street and Drainage Superintendent was in a separate division (Public Works) prior to FY 2008-09. Staffing included above.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Seal Coat Resurfacing (lane miles)	0.0	12.0	10.1	0.0
Asphalt Overlay (lane miles)	0.0	4.2	0.0	0.0
# of Utility Excavation Repairs	118	105	97	120
Street Sweeping (curb miles)	3,166	3,300	3,218	3,300
<b>EFFICIENCIES</b>				
Operating Cost Budgeted per City Lane Mile	\$8,396	\$7,640	\$8,065	\$6,176
<b>EFFECTIVENESS</b>				
% of Pothole and Utility Cut Requests Repaired within 48 Hours	N/A*	90.0%	90.0%	91.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# FLEET SERVICES

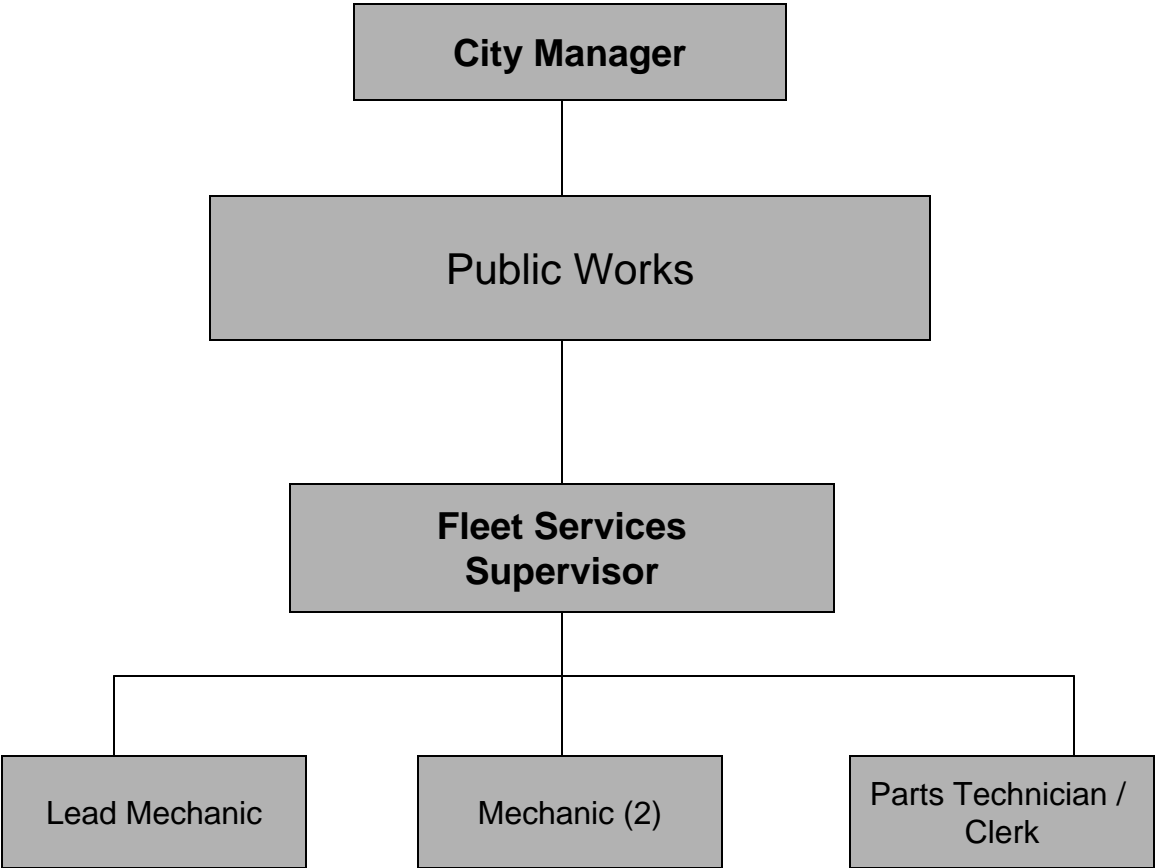


**Left to Right:**

Joe Fox (Parts Technician), Roger Bekkerus (Mechanic), Jon Pilgrim (Fleet Maintenance Supervisor), Mike King (Lead Mechanic), Gilbert Fletcher (Mechanic).

# CITY OF COPPERAS COVE, TEXAS

## Fleet Services Department



The mission of the Fleet Services Department is to provide maintenance, repair, and allied trades support to the City's vehicle and mobile and equipment fleets.

5 Full Time Employees

## ***FLEET SERVICES***

### **PROGRAM DESCRIPTION**

Fleet Services provides mechanical repair, welding, preventive maintenance, and allied trades support for the City of Copperas Cove's vehicle and mobile equipment fleets.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Manage preventive maintenance through citywide fleet services.
- Keep our fleet down time to six or less units at any given time.
- Maintain at least a 98% availability rate for the City's fleet.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Recertified as an ASE Blue Seal of Excellence Shop for the sixth year.
- Performed 350 preventive maintenance services.
- Performed 137 State Vehicle Inspections.
- Performed 198 Winterization Services.
- Completed 1,595 Work Orders internally, with shop sales of \$112,531.
- Implemented a Spill Control and Countermeasure Plan for the maintenance facility.

### **CONTINUING OBJECTIVES**

- Maintain our certification as an ASE Blue Seal of Excellence Shop.
- Maintain 100% ASE certification of our technicians.

### **GOALS FOR FISCAL YEAR 2009**

- Keep all active City Vehicles with valid state inspections.
- Provide preventive maintenance services on schedule 100% of the time.
- Establish a planned inspection program for the fleet to enhance City employee safety.

## FLEET SERVICES

01-5500

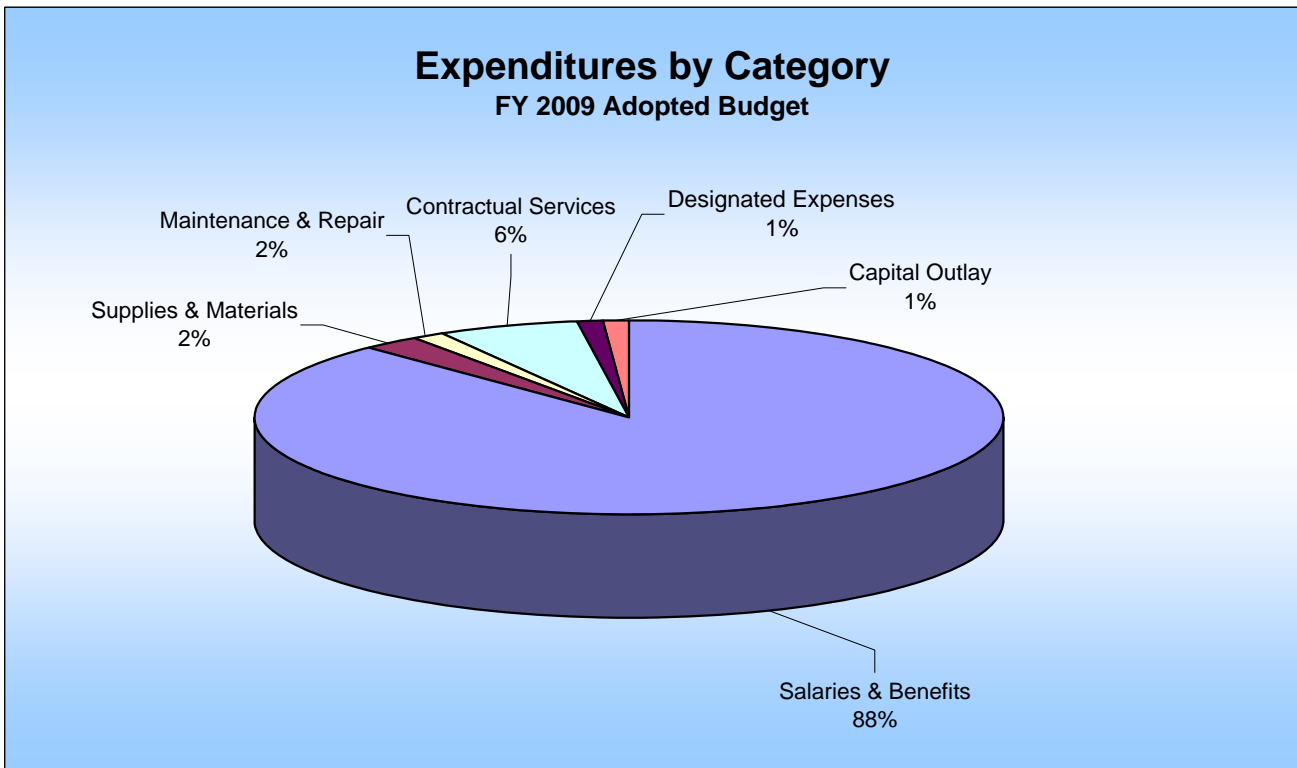
### EXPENDITURE SUMMARY

<b>FLEET SERVICES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	199,227	211,302	209,812	216,942
Supplies & Materials	5,532	5,635	5,763	6,535
Maintenance & Repairs	4,066	3,025	3,750	3,750
Contractual Services	11,409	13,725	14,173	14,455
Designated Expenses	1,350	2,429	2,301	2,774
Capital Outlay	19,738	1,115	1,041	3,068
<b>TOTAL</b>	<b>241,321</b>	<b>237,231</b>	<b>236,840</b>	<b>247,524</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increase in operating supplies and chemicals.
- Designated Expenses: Purchase of minor tools and 17 gallon Oil drain & Evacuation unit.
- Capital Improvement: Purchase of Bobcat welder.



\*\* "Highlights" are not necessarily all-inclusive.

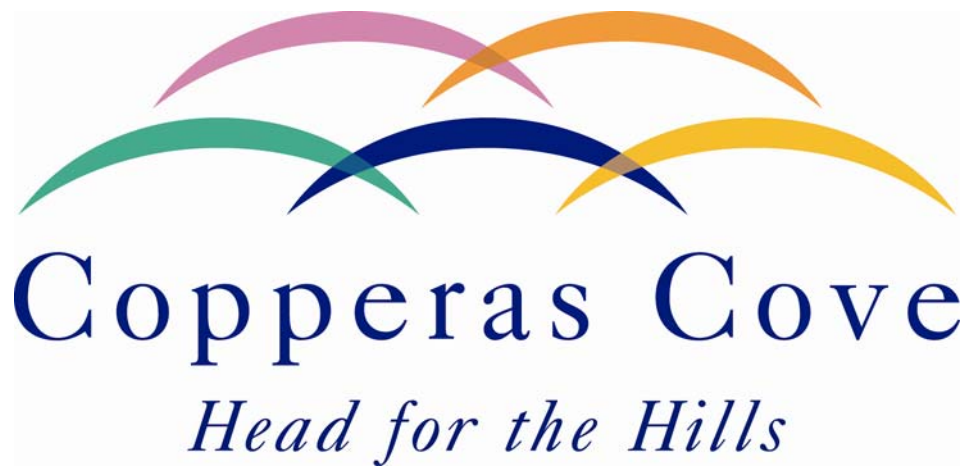
## FLEET SERVICES

01-5500

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Parts Technician	1	1	1	1
Lead Mechanic	1	1	1	1
Mechanic	2	2	2	2
Fleet Services Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Work Orders Completed	1,554	1,500	1,595	1,500
<b>EFFICIENCIES</b>				
Average Operating Cost per Work Order	\$155	\$158	\$148	\$165
<b>EFFECTIVENESS</b>				
Percentage Work Orders on Preventive Maintenance	22.0%	75.0%	23.0%	25.0%

\*\* "Highlights" are not necessarily all-inclusive.





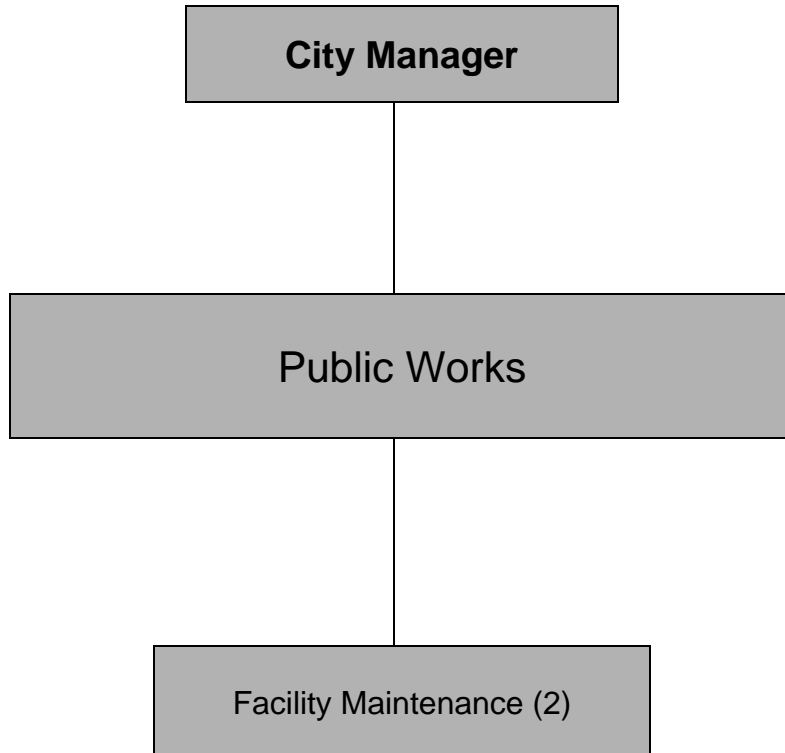
# FACILITY MAINTENANCE



**Left to Right:**  
Terry Price (Facility Maintenance), James Dixon (Facility Maintenance).

# CITY OF COPPERAS COVE, TEXAS

## Facility Maintenance



*The Facilities Maintenance Department is extremely committed to quality service. The primary mission is to provide a safe and healthful environment for employees and the general public in a cost effective and efficient manner. This task is accomplished by performing routine, preventive and emergency maintenance to the facilities occupied by the different departments.*

2 Full Time Employees

## ***FACILITY MAINTENANCE***

### **PROGRAM DESCRIPTION**

Facility Services provides plumbing, electrical and building repairs for City buildings and facilities. The department is responsible for working with the Chamber of Commerce and provides technical support during the annual Rabbit Festival. Staff ensures all equipment and facilities are maintained in a professional manner and in accordance with standard operating procedures. They are responsible for the timely repairs of all pumps and motors associated with the City of Copperas Cove's water and wastewater distribution system.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Keep all City-owned property up to an acceptable level of quality, safety, and in compliance with legal standards.
- Provide adequate and efficient emergency, routine, and preventive maintenance to all City owned facilities.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Provided critical support to Water/Wastewater.
- Provided continued support for the City Christmas lighting and decorations.
- Provided continued support for Rabbit Fest.
- Developed and implemented a work order form and management system.

### **CONTINUING OBJECTIVES**

- Continue education requirements for the current master electrical licenses.
- Continue to provide quality customer service.
- Minimize repair costs by training staff on equipment currently in use.

### **GOALS FOR FISCAL YEAR 2009**

- Provide continued staff training.
- Implement a replacement program for the City's air conditioning and heating units.
- Continue to provide maintenance support to all City facilities.

## FACILITY MAINTENANCE

01-5700

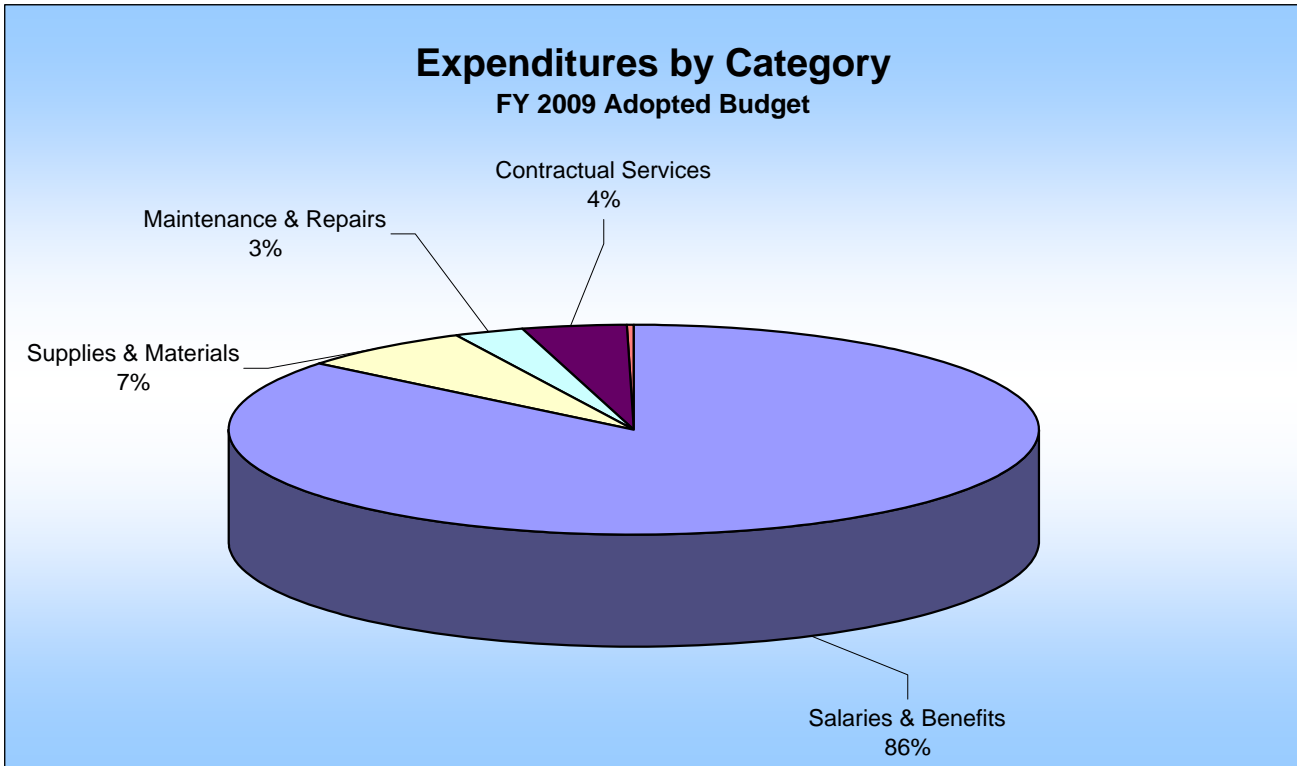
### EXPENDITURE SUMMARY

<b>FACILITY MAINTENANCE</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	143,792	162,788	155,538	93,461
Personnel Support	62	-	-	-
Supplies & Materials	3,287	5,479	5,479	7,575
Maintenance & Repairs	1,357	2,147	2,192	2,920
Contractual Services	2,962	4,570	5,200	4,482
Designated Expenses	172	-	-	398
Capital Outlay	1,500	-	-	-
<b>TOTAL</b>	<b>153,131</b>	<b>174,984</b>	<b>168,409</b>	<b>108,836</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Reduction due to the fact that the custodians are in various departments in FY 2009.
- Supplies & Materials: Increase for fuel and the purchase of minor tools.



\*\* "Highlighted" amounts are not necessarily all-inclusive.

## FACILITY MAINTENANCE

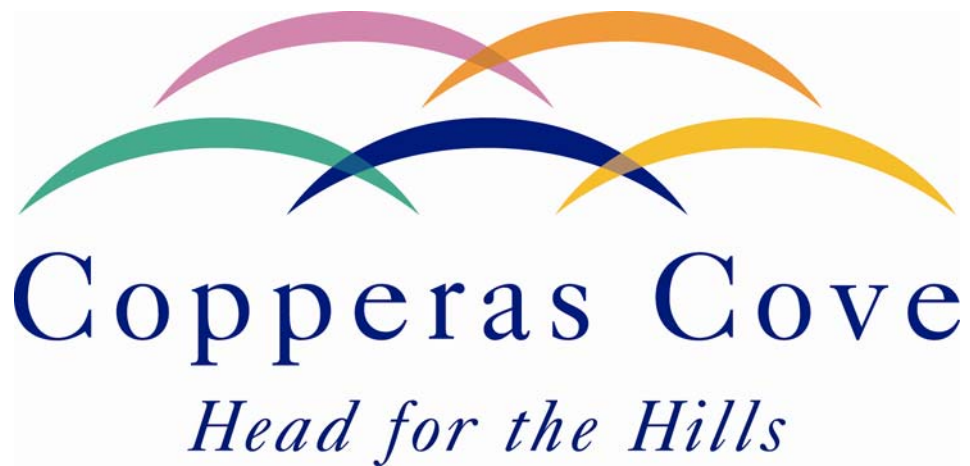
01-5700

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Facility Maintenance	2	2	2	2
Custodian*	3	3	3	0
<b>DIVISION TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>

\* Custodian positions were moved to other City departments in FY 2008-09.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Work Order Completed	1001	990	990	1141
# of City Facilities Maintained	57	57	57	58
<b>EFFICIENCIES</b>				
Average Maintenance Cost per Work Order	\$153	\$177	\$170	\$95
<b>EFFECTIVENESS</b>				
% of Work Orders Completed within 2 Working Days	86.0%	95.0%	95.0%	95.0%

\*\* "Highlighted" amounts are not necessarily all-inclusive.



# PLANNING

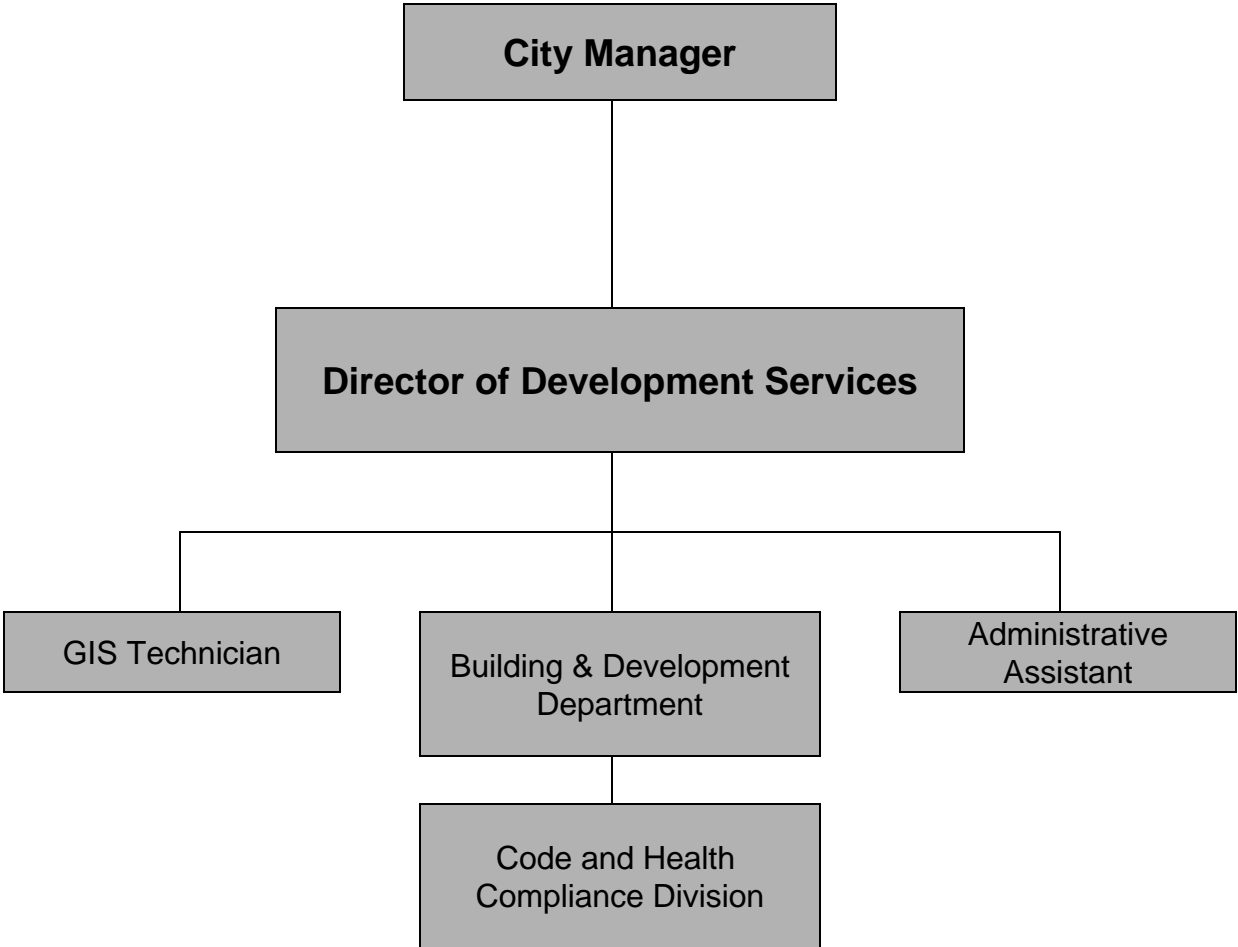


**Left to Right:**

Carl Ford (Director of Development Services), Kathy Soll (Administrative Assistant), Benjamin Smith III (GIS Technician).

# CITY OF COPPERAS COVE, TEXAS

## Planning Department



*The mission of the Planning Department is to provide quality service to citizens, other municipal departments, and outside agencies through the provision of information and assistance in the areas of planning, zoning, subdivision and demographics to preserve and enhance the physical development of the community.*

3 Full Time Employees



# ***PLANNING***

## **PROGRAM DESCRIPTION**

The Planning Division is responsible for providing zoning solutions to the development community and general public including: assessment of zoning needs related to property use, requests for information, processing of zoning change requests for zoning and zoning regulation/code appeals, and administration and support of the Planning and Zoning Commission and Board of Adjustment. Floodplain administration involves review of the development of plats and building permits for properties within or adjacent to the flood hazard areas for proper elevation of structures.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Enhance the opportunity to improve the quality of life of the community by efficient land control.
- Provide efficient and accurate land use data management services to citizens, developers, and builders by recording land management transactions in the GIS database.
- Provide high quality customer service to citizens, builders, developers and neighborhood groups.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Processed ten subdivision plats (7 minor and 3 major plats), six zoning change requests, three variance requests, three voluntary annexations, one street abandonment and one easement relocation.
- Completed the City's Zoning Map.
- Coordinated with City Council on changes to the fence ordinance portion of the Zoning Ordinance.
- Continued to develop GIS system to include more city-wide data use by multiple departments.
- Coordinated a PDD (Planned Development District) presentation at a builder / developer luncheon.
- Completed the 2010 Decennial Census Local Update of Census Addresses (LUCA) Program.
- Adopted the Downtown Improvements Master Plan 2008 by ordinance.

## **CONTINUING OBJECTIVES**

- Continue to review and update the zoning, subdivision, and other land development regulations.
- Review and update subdivision and other land development procedures.
- Process subdivision plats, zoning change requests and variance requests in a timely manner.
- Coordinate presentations for the builder / developer luncheons.
- Work with Downtown Association in facilitating the Downtown Master Plan.
- Develop and Implement the GIS system for the City.

## **GOALS FOR FISCAL YEAR 2009**

- Place the Zoning Map update on the City web site.
- Complete landscaping and parking ordinances.
- Develop a land disturbance ordinance.
- Review procedures for future annexation plans.
- Revise plat application procedures.
- Finalize and adopt a Downtown Zoning District Ordinance.
- Coordinate with Engineering to develop and adopt erosion control regulations (Environmental Protection Agency mandated Storm Water Phase II program).
- Coordinate with Engineering to incorporate the Killeen-Temple Urban Transportation Study (K-TUTS) Metropolitan Transportation Plan (MTP) into subdivision regulations.
- Assist in the development of the Municipal Separate Storm Sewer System (MS4) Master Plan.

## PLANNING

01-6100

### EXPENDITURE SUMMARY

PLANNING	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	163,702	139,681	138,863	196,329
Supplies & Materials	905	3,915	3,360	1,525
Maintenance & Repairs	800	1,416	2,000	972
Contractual Services	15,378	5,919	5,443	8,440
Designated Expenses	852	3,145	1,400	1,284
Capital Outlay	2,029	8,600	5,150	-
<b>TOTAL</b>	<b>183,666</b>	<b>162,676</b>	<b>156,216</b>	<b>208,550</b>

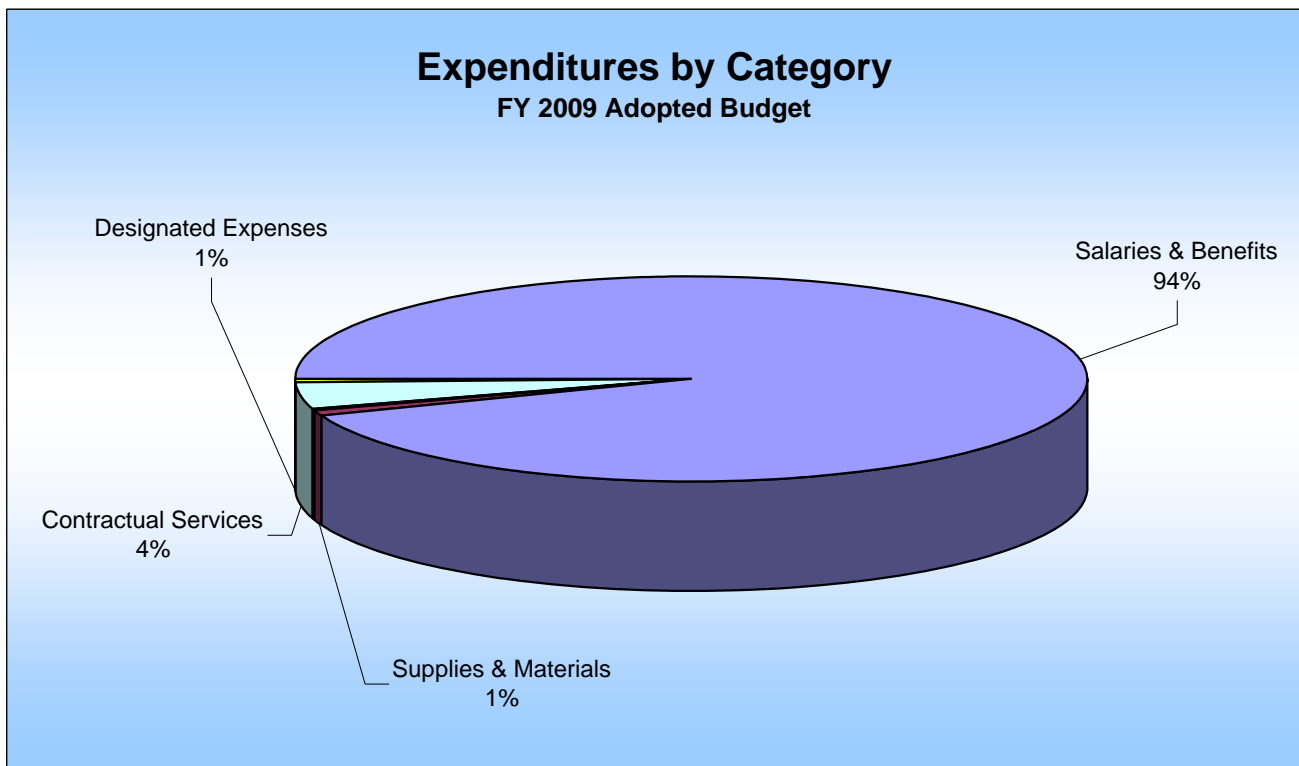
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Director of Development Services position was vacant for the majority of FY 2008.
- Contractual Services: \$4,000 contract with True Automation.

*Decreases:*

- Capital Outlay: Purchases are included in the Tax Notes.



\*\* "Highlighted" amounts are not necessarily all inclusive.

# PLANNING

01-6100

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Director of Development Services	0	1	1	1
City Planner	1	0	0	0
GIS Technician	1	1	1	1
Administrative Assistant	1	1	1	1
<b>DIVISION TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Plats Processed	20	24	10	15
# of Zoning Changes Processed	11	12	6	10
# of Variance Requests Processed	2	2	3	2
# of Land Transactions Recorded in GIS**	N/A*	35	N/A*	20
<b>EFFICIENCIES</b>				
% of Responses to Zoning Verifications within One Day	97.0%	98.0%	99.0%	99.0%
% of Staff Reports to Boards at least 5 days in Advance	95.0%	96.0%	96.0%	97.0%
% of Adjoining Property Owners Letters Sent at Least 10 days Prior to Hearing	98.0%	99.0%	98.0%	99.0%
<b>EFFECTIVENESS</b>				
% of Plat Cases Processed to Completion within State Mandated Timelines without Error	99.0%	100.0%	99.0%	99.0%
% of Zoning Cases Processed to Completion without Error	99.0%	99.0%	99.0%	99.0%

\* New Performance Measure - Data not available.

\*\* GIS is still in the development stages; no transactions have been recorded.

\*\* "Highlighted" amounts are not necessarily all inclusive.



# BUILDING AND DEVELOPMENT

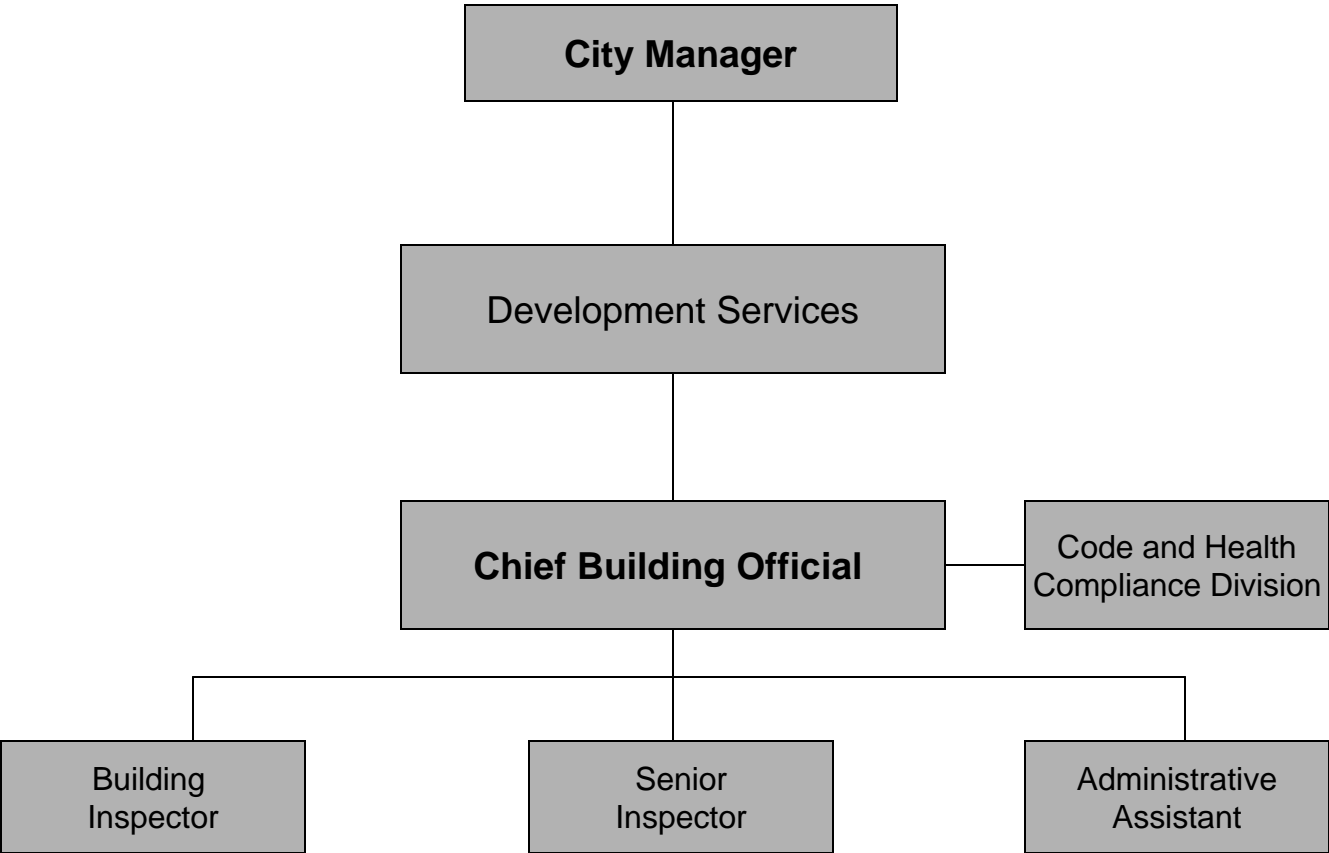


**Left to Right:**

Mike Morton (Chief Building Official), Kathy Weber (Administrative Assistant),  
Mike Olson (Senior Inspector).

# CITY OF COPPERAS COVE, TEXAS

## Building and Development Department



*The mission of the Building and Development Department is to oversee all construction activities, develop and maintain prompt processing of permits and fair, equal enforcement of federal, state and City laws.*

4 Full Time Employees

## ***BUILDING AND DEVELOPMENT***

### **PROGRAM DESCRIPTION**

The Building and Development Department plays a critical role in the overall success of the community by providing excellent and professional customer service, assuring the safety and well being of the public and protecting economic interests through the development of a safe and sustainable community. The department is responsible for conducting plan reviews, property development and for the issuance of building, electrical, plumbing and mechanical permits and their associated inspections. The general purpose of the Building Department operations is to establish and enforce minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation, systems efficiency and property protection.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure that all commercial and residential development constructed, altered or maintained in the City of Copperas Cove meets recognized standards for building safety and quality of life and helps promote commerce for the greater good of the community.
- Increase public awareness through the development of informational and educational materials and opportunities.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Issued permits for 224 new Single Family Houses having a total valuation of \$27,702,048.
- Issued permits for 999 Residential remodels for a total valuation of \$1,418,586.
- Issued permits for 110 Non-Residential Remodels for a total valuation of \$2,054,501.
- Issued permits for 469 (including miscellaneous permits such as swimming pools, flat work, decks, etc.) for a total valuation of \$1,238,695.
- Building Inspector obtained state plumbing license.

### **CONTINUING OBJECTIVES**

- Promote continued education training program for department personnel.
- Maintain relations with other city departments by improving communications and cooperative procedures.
- Support department personnel and promote a positive working environment.
- Continue participation in Builder / Developer luncheons.

### **GOALS FOR FISCAL YEAR 2009**

- Reintegrate Code Enforcement back into the building department.
- Increase a positive work environment between department personnel.
- Make a smooth transition to the new Building Department facility.
- Establish a good continuing education program for the inspectors.

## BUILDING AND DEVELOPMENT

01-5200

### EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>BUILDING AND DEVELOPMENT</b>				
Salaries & Benefits	225,437	269,726	269,788	238,761
Personnel Support	84	124	-	-
Supplies & Materials	3,885	6,037	7,589	11,693
Maintenance & Repairs	3,286	6,655	4,580	3,242
Contractual Services	7,658	8,429	9,090	11,860
Designated Expenses	650	978	280	12,558
Capital Outlay & Improvement	10,000	8,028	8,650	13,200
<b>TOTAL</b>	<b>251,000</b>	<b>299,977</b>	<b>299,977</b>	<b>291,314</b>

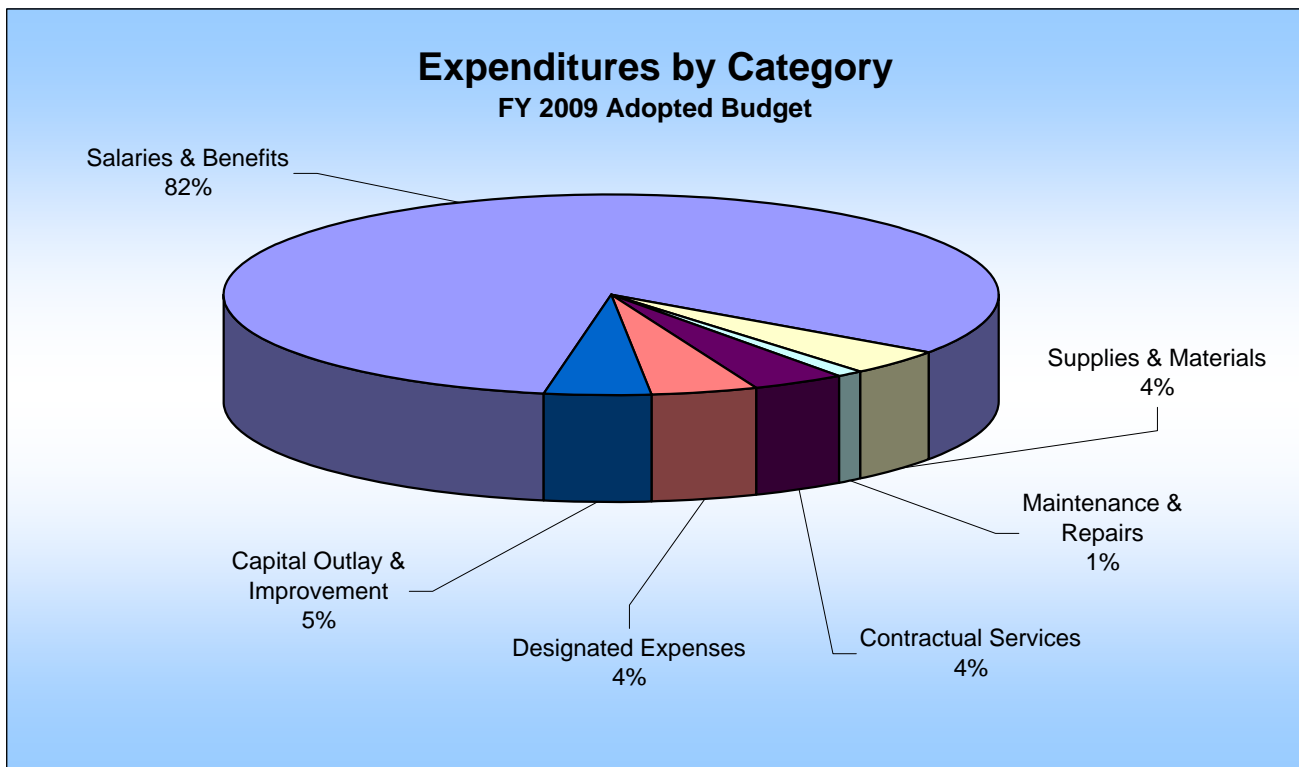
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

#### Increases:

- Supplies & Materials: Increase for fuel and operating costs.
- Contractual Services: \$2,700 department relocation set up and utilities.
- Designated Expenses: \$12,558 capital lease payment for the new building software module.
- Capital Outlay: \$13,200 department relocation.

#### Decreases:

- Salaries & Benefits: Receptionist positions were moved to Human Resources Department.



\*\* "Highlights" are not necessarily all-inclusive.



## BUILDING AND DEVELOPMENT

01-5200

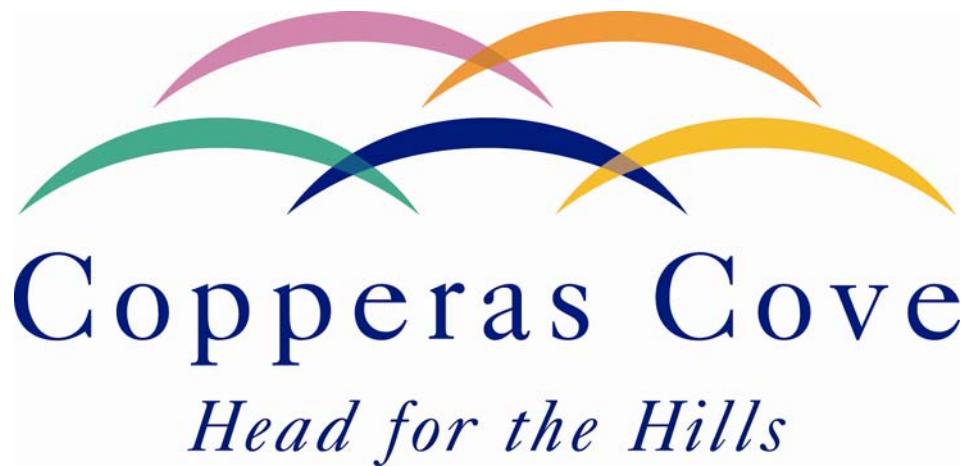
STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Chief Building Official	1	1	1	1
Administrative Assistant	1	1	1	1
Receptionist	1.5	1.5	1.5	0
Senior Inspector	1	1	1	1
Inspector	1	1	1	1
<b>DIVISION TOTAL</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>4</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Permits Issued**	2,229	3,400	2,178	2,200
# of Inspections Performed	9,242	9,500	10,299	9,500
<b>EFFICIENCIES</b>				
Average Time to Process a Permit Application (minutes)	N/A*	15	15	15
Average Time to Complete an Inspection (minutes)	N/A*	25	25	25
<b>EFFECTIVENESS</b>				
% of Inspections Performed within 4 Working Hours of Request	N/A*	98.0%	98.0%	99.0%
Ensure all Building Projects Meet Recognized Standards for Building Safety and Code Compliance	N/A*	99.0%	99.0%	99.0%

\* New Performance Measure - Data not available.

\*\* Numbers started dropping in FY 2007 due to the slow down in the economy.

\*\* "Highlights" are not necessarily all-inclusive.



# CODE AND HEALTH COMPLIANCE



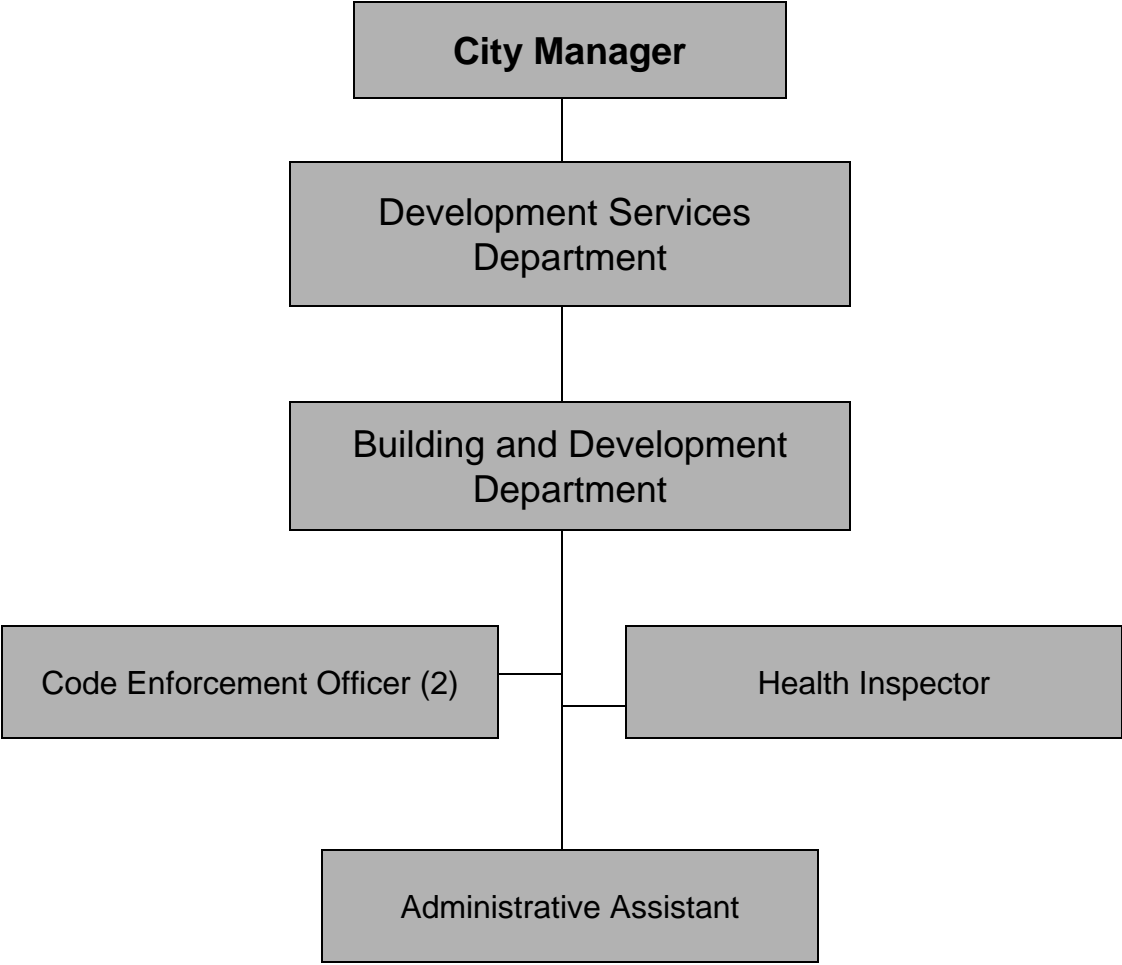
**Left to Right:**

**Front Row:** Autumn Downing (Code Enforcement Officer), Christine Mandanici (Administrative Assistant), Carol Ballesteros (Health Officer).

**Back Row:** Don Denniston (Code Enforcement Officer), Mike Morton (Chief Building Official).

# CITY OF COPPERAS COVE, TEXAS

## Code & Health Compliance



*The mission of the Code Enforcement and Health Department is to promote public health and safety through education and training ensuring compliance with Federal, State and City laws.*

4 Full Time Employees

## **CODE AND HEALTH COMPLIANCE**

### **PROGRAM DESCRIPTION**

The Code and Health Enforcement Department is a multi-compliance enforcement division under management of the Building and Development Department. The department is responsible for training and issuance of Department of Health Food Handler's Permits for all food service employees within the City. Additionally, they are responsible for annual inspections and issuance of Commercial Health Permits required by all commercial food establishments within the City, and investigation of complaints related to food handling and food service. The largest portion of the workload experienced by the Code & Health Enforcement Department is the enforcement of the City of Copperas Cove's Ordinances related to high grass, junk, disabled vehicles and nuisance related violations.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide timely and efficient responses to code enforcement complaints.
- Provide an aesthetically pleasing community by ensuring adopted codes and ordinances are enforced citywide to ensure the health, safety and general welfare of the public.
- Provide community education for code and health related ordinances / issues in order to increase voluntary compliance.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Received and managed 3,142 code enforcement complaints from citizens and city employees.
- Conducted 59 food handler classes to 1,183 food service employees.
- Completed annual health licensing inspections in all commercial food establishments within the City.
- Provided "special" health inspections and food handler permits for food vendors at all community events, i.e. Rabbit Fest, City of Copperas Cove Birthday, Kris Krindle Mart and others.
- Completed 100% abatement to complaints regarding health issues such as sewage, rodents, and unsecured vacant homes.
- Completed all requests for health licensing inspections for childcare facilities and adoptive / foster homes within the City.
- Completed a successful Code Enforcement month in September 2008.

### **CONTINUING OBJECTIVES**

- Receive 100% compliance on safety, health and nuisance complaints.
- Provide for education and certification opportunities for new Code Enforcement Inspectors.
- Continue to provide education and licensing programs for basic food handlers.
- Complete annual inspections and issue health permits to all commercial food vendors within the City.
- Complete 100% of all requests for licensing inspections of private childcare facilities and adoptive / foster homes.

### **GOALS FOR FISCAL YEAR 2009**

- Increase pro-active efforts to manage the Code Enforcement program.
- Respond to all code enforcement complaints within 48 hours of receipt.
- Develop and publish Code Enforcement Brochures and Videos as part of an increased public awareness campaign.
- Complete continuing education courses to stay updated on all new Texas Food Establishment and Code Enforcement Laws.
- Complete and put into operation a Health Department web page accessible to the public.

## CODE AND HEALTH COMPLIANCE

01-7200

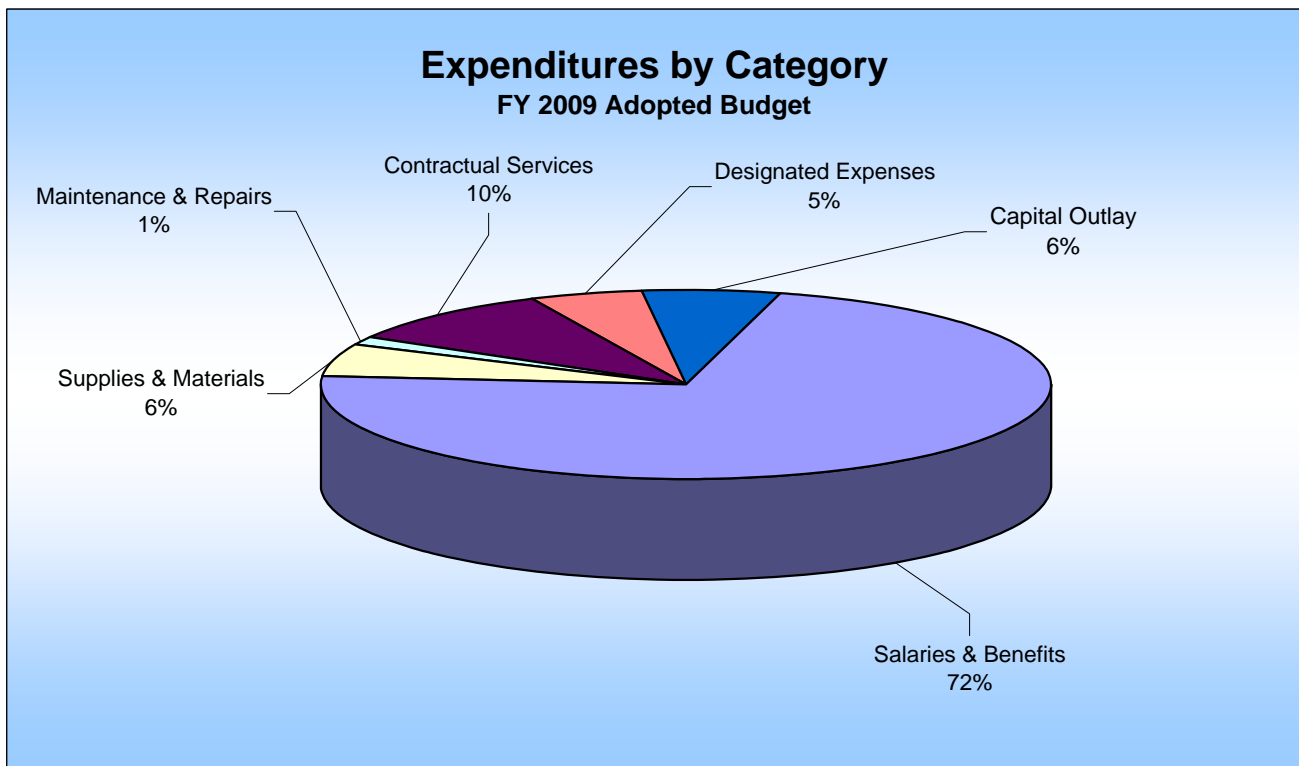
### EXPENDITURE SUMMARY

CODE AND HEALTH ENFORCEMENT	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	116,189	131,512	133,654	157,153
Personnel Support	22	-	-	-
Supplies & Materials	8,490	7,469	8,787	12,110
Maintenance & Repairs	1,092	1,387	1,588	2,516
Contractual Services	14,902	18,488	19,162	21,331
Designated Expenses	521	933	781	10,926
Capital Outlay	10,000	1,650	-	13,200
<b>TOTAL</b>	<b>151,216</b>	<b>161,439</b>	<b>163,972</b>	<b>217,236</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Increased Administrative Assistant from part-time to full-time.
- Supplies & Materials: Increase in fuel and operating supplies including a purchase of a laser printer.
- Designated Expenses: \$6,388 capital lease payment for building module software and \$3,638 for laptop for Health Code Officer.
- Capital Outlay: \$13,200 Department Relocation.



\*\* "Highlights" are not necessarily all-inclusive.

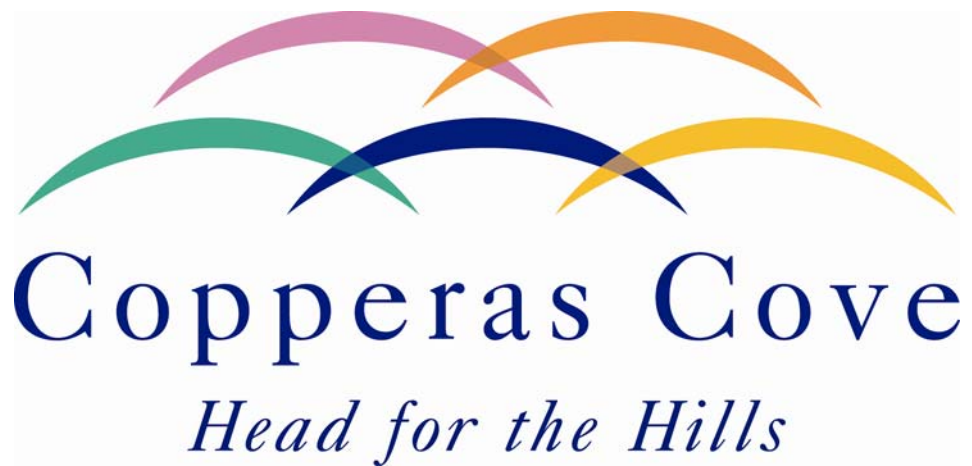
## CODE AND HEALTH COMPLIANCE

01-7200

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Code Enforcement Officer	2	2	2	2
Health Inspector	1	1	1	1
Code Enforcement Clerk	0.5	0.5	0.5	0
Administrative Assistant	0	0	0	1
<b>DIVISION TOTAL</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of Complaints Received and Investigated	3,142	1,000	4,171	4,000
<b><i>EFFICIENCIES</i></b>				
Complaints per Code Enforcement Officer / Health Inspector	1,048	500	1,390	1,333
<b><i>EFFECTIVENESS</i></b>				
% of Complaints Resulting in Voluntary Compliance	94.0%	100.0%	95.0%	98.0%

*\*\* "Highlights" are not necessarily all-inclusive.*





# PARKS AND RECREATION



**Left to Right:**

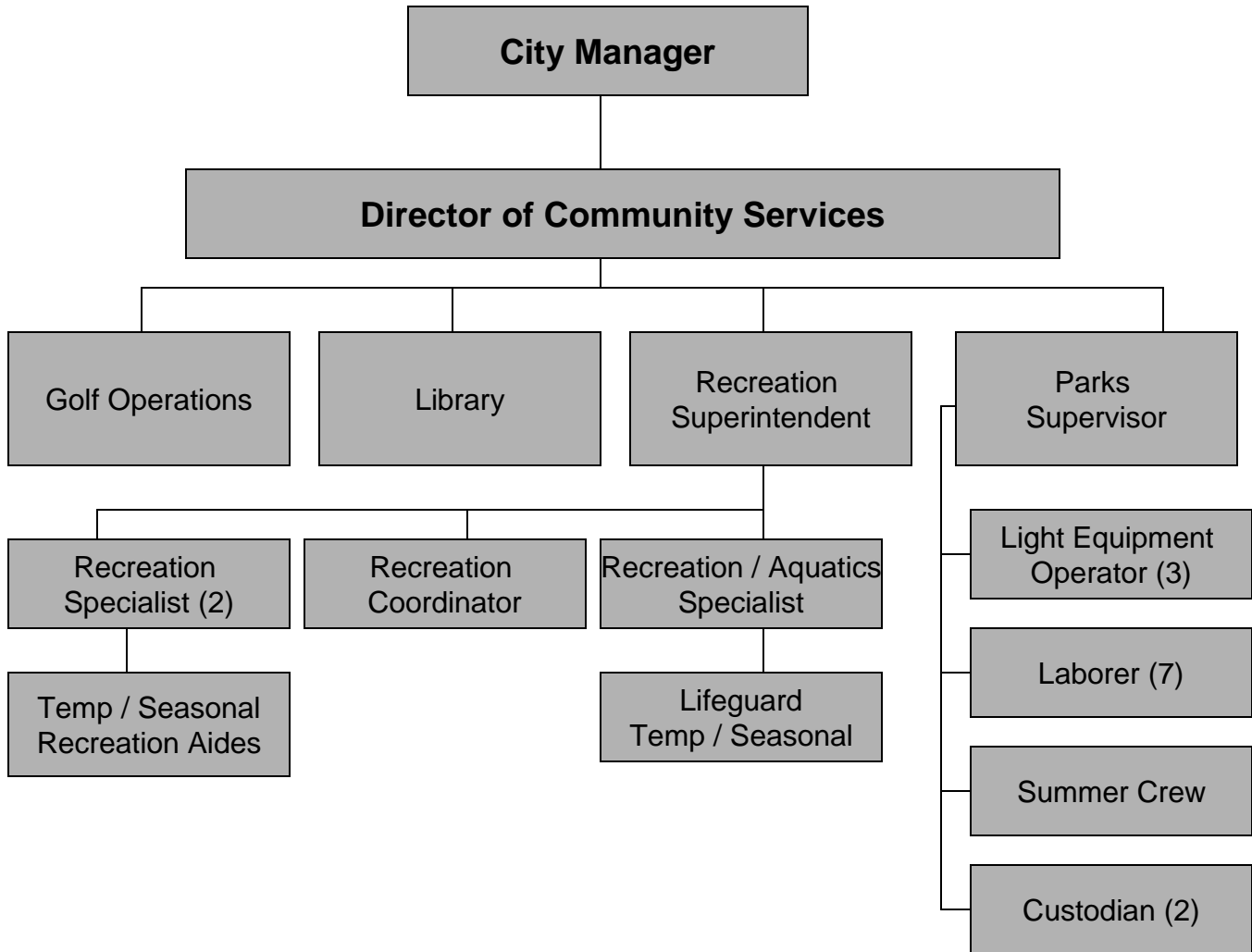
**Front Row:** James Corr (Laborer), Chad Cullar (Laborer), Trudy Chapman (Laborer), Dan Woolard (Laborer), Jose Velazco (Laborer), Ralph Nelson (Light Equipment Operator), Joseph Ngiraklang (Laborer).

**Back Row:** Ken Wilson (Director of Community Services), Danny Zincke (Recreation Superintendent), Lee Corr (Facilities / Senior Specialist), Brittany Waechter (Recreation Specialist), Gene Williams (Parks Supervisor), Kevin Bell (Light Equipment Operator), Greg Hernandez (Light Equipment Operator), Mike Slown (Recreation / Athletics / Aquatics Specialist), Gabe Ortiz (Recreation Specialist), Ryan Kealler (Recreation Specialist).

**Not shown:** Karin Johnson (Custodian), Nancy Gerlecz (Custodian).

# CITY OF COPPERAS COVE, TEXAS

## Parks and Recreation Department



*The mission of the Parks and Recreation Department is to enhance the quality of life of citizens through the promotion of activities and programs; maintenance of facilities, park lands and cemeteries; and the conservation and management of recreational, cultural and natural resources.*

19 Full Time Employees (One Light Equipment Operator is funded by the Cemetery Special Revenue fund and two Recreation Specialists are funded from the Recreation Activities Special Revenue Fund).

## ***PARKS AND RECREATION***

### **PROGRAM DESCRIPTION**

The Parks and Recreation Department is responsible for planning, constructing and managing parks, recreation facilities and open space within the community. This department develops and administers recreation, athletic, aquatic and leisure programs which allow participants to develop both mental and physical skills as well as become involved in community activities. The department works cooperatively with other departments and organizations (i.e. Police, Fire, Keep Copperas Cove Beautiful, CCISD, Chamber of Commerce, Salvation Army, Boys and Girls Club and the YMCA) in the planning, organization and execution of festivals, events and community enhancement programs. Parks and Recreation also provides for the administration and maintenance of the municipal cemetery.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Beautify and enhance City parks and facilities.
- Ensure equality of access so that people of all ages, abilities, and backgrounds can participate in recreational events in a safe and fun atmosphere.
- Interact with city businesses to provide youth participant scholarships and enhance youth programming opportunities.
- Obtain quality youth coaches through training and annual certification.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Received a \$417,000 Grant from Texas Parks and Wildlife.
- Hosted 2008 Texas Teen-age Baseball Region 9 District Machine Pitch Tournament.
- Conducted two youth soccer leagues.
- Conducted Youth Baseball / Softball program with over 700 participants.
- Coordinated and ran 2008 Rabbit Festival Adult Softball Tournament.
- Oversaw all "Select" athletic programs and usage of CCISD facilities.
- Constructed a youth soccer field in City Park.
- Constructed pipe fencing along Nick Nichols Parkway.
- Conducted youth flag football with 289 participants.
- Conducted youth tackle football program with 417 participants.
- Conducted youth basketball with 530 participants.
- Conducted Texas Senior Games Bike Race.
- Helped coordinate the Blue Santa program.
- Conducted British Challenger Soccer camp.
- Co-sponsored a community Thanksgiving dinner for over 300 participants.
- Hosted annual Easter Egg Hunt, Christmas Tree Lighting, and Polar Bear Swim.

### **CONTINUING OBJECTIVES**

- Ensure 100% of all coaches receive proper certification and background check.
- Track and maintain acceptable ratings with organizational performance measures.
- Improve quality of Park facilities through annual preventive maintenance.

### **GOALS FOR FISCAL YEAR 2009**

- Complete Conceptual design of Indoor Recreation/Aquatic Facility.
- Expand bi-annual department brochure of activities to the internet.
- Increase number of rentals at City facilities by 3%.
- Develop a Capital Improvement Plan to update ball field lighting.
- Expand "Learn to Swim" program by 5%.
- Expand senior programming activities through aquatics programming and senior trips.
- Expand adult programming opportunities.
- Update quality of Parks Facilities.

## PARKS & RECREATION

01-5400

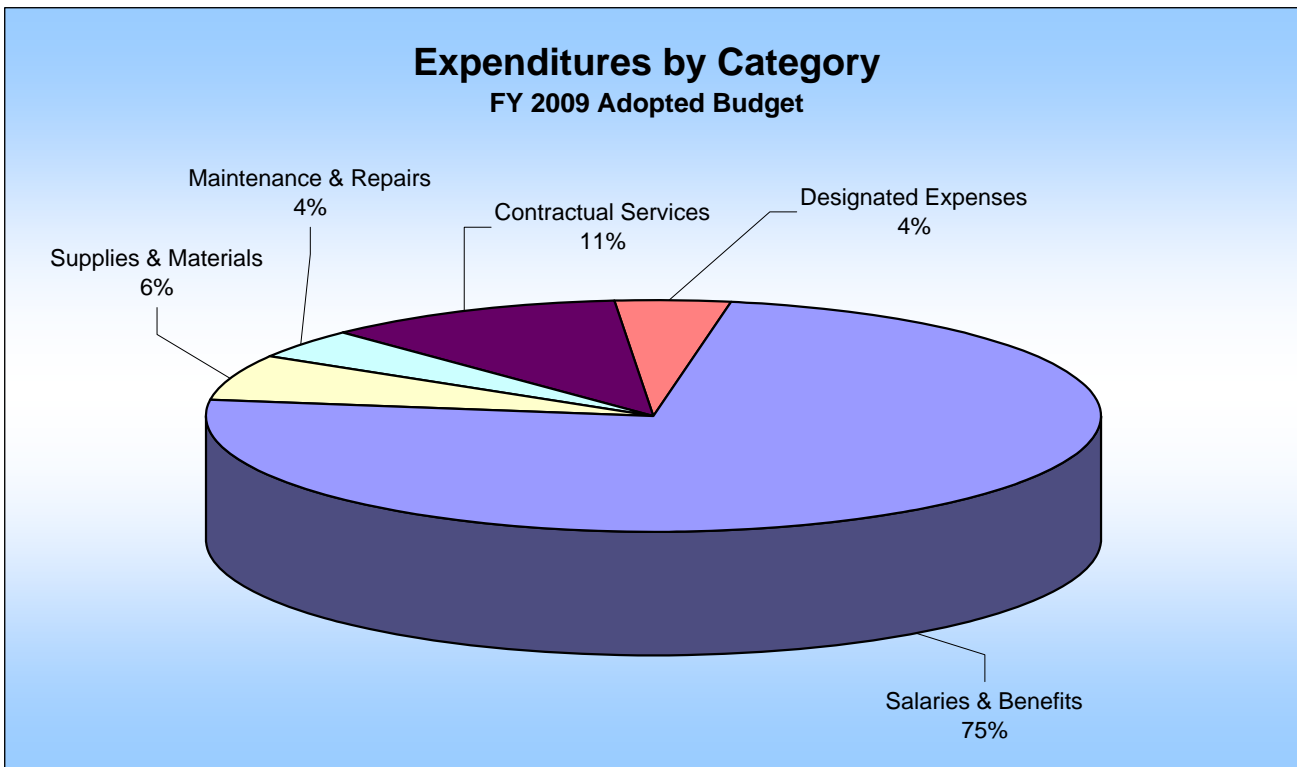
### EXPENDITURE SUMMARY

<b>PARKS &amp; RECREATION</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	610,982	674,418	671,837	760,508
Personnel Support	752	186	62	-
Supplies & Materials	49,196	63,556	65,338	65,962
Maintenance & Repairs	30,328	38,750	40,800	43,187
Contractual Services	114,067	111,556	109,023	111,174
Designated Expenses	41,693	40,457	40,418	41,468
Capital Outlay	8,810	21,500	18,600	-
<b>TOTAL</b>	<b>855,828</b>	<b>950,423</b>	<b>946,078</b>	<b>1,022,299</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments and two custodian positions moved from Facility Maintenance.



\*\*\*"Highlights" are not necessarily all-inclusive.

## PARKS AND RECREATION

01-5400

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Recreation/Aquatics Specialist	1	1	1	1
Director of Community Services	1	1	1	1
Facilities/Senior Specialist	1	1	1	0
Laborer	7	7	7	7
Light Equipment Operator**	3	3	3	3
Parks Supervisor	1	1	1	1
Recreation Superintendent	1	1	1	1
Recreation Specialist***	2	2	2	2
Custodian*	0	0	0	2
Recreation Coordinator	0	0	0	1
<b>DIVISION TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>19</b>

\* Custodian positions moved from Facility Maintenance in FY2008-09.

\*\* One position is funded in the Cemetery Special Revenue Fund.

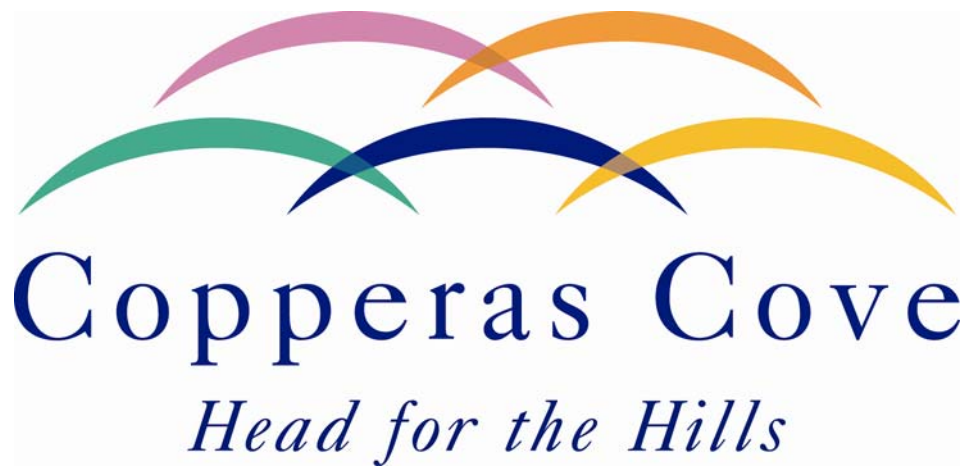
\*\*\* Funded in the Recreation Activities Special Revenue Fund.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Acres Maintained by Park Personnel	385	385	385	385
# of Participants in Sports Activities	2,837	2,800	2,700	2,850
# of Coaches Certified	638	630	602	640
# of Classes / Workshops Conducted	163	300	284	300
# of Athletic Games Scheduled - Rec. Programs	1,624	1,875	1,650	1,640
# of Athletic Games Scheduled - League	900	1,000	1,000	950
# of Forfeited, Canceled or Rescheduled Games	16	20	21	20
<b>EFFICIENCIES</b>				
Parks / Facility Operating Cost per Capita	\$28.54	\$31.69	\$31.55	\$34.09
% of Cost Recovery Rate for Recreation Events	101.6%	91.8%	89.8%	84.3%
<b>EFFECTIVENESS*</b>				
Athletics and Aquatics Customer Satisfaction Survey**	3.61	3	3.61	3.75
Park Maintenance Customer Satisfaction Survey	N/A*	3**	3.8**	3**

\* New Performance Measure - Data not available.

\*\* On a scale from 1 to 5 (5 being the highest).

\*\*\*"Highlights" are not necessarily all-inclusive.



# LIBRARY



**Left to Right:**

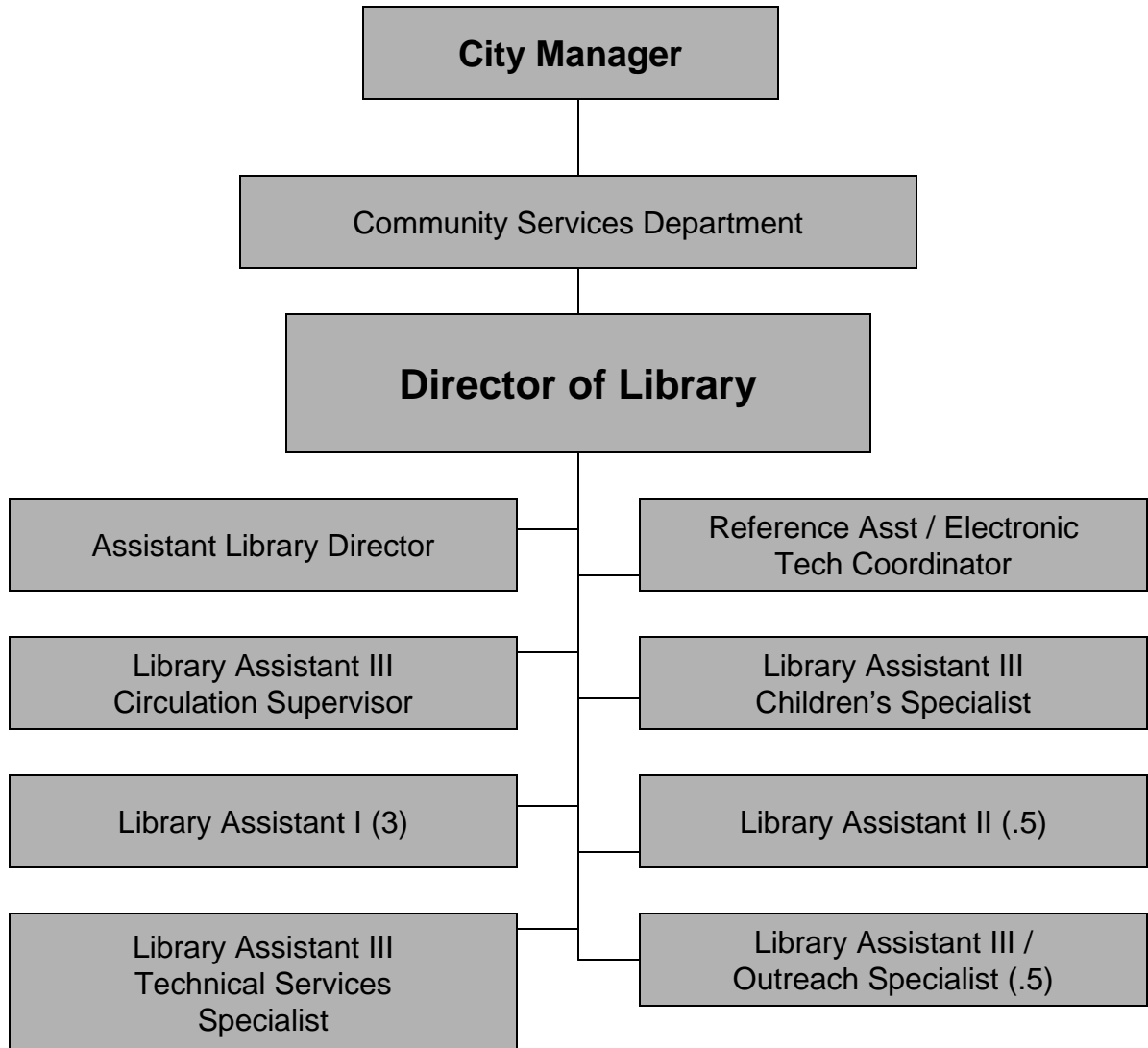
**Front Row:** Anita Schultz (Circulation Clerk), Inez Edwards (Circulation Clerk), Rachael McDonnell (Circulation Clerk).

**Back Row:** Layla Breshers (Children's Specialist), Mava Hyland (Bookkeeper / Circulation Supervisor), Melissa Barlow (Children's Assistant), Valerie Reynolds (Technical Services Supervisor).

**Not Pictured:** Elke Hutto (Reference Assistant / Technology Coordinator), Barbara Schwab (Library Outreach Specialist), Terry Swenson (Asst. Library Director).

# CITY OF COPPERAS COVE, TEXAS

## Library Department



*The mission of the Copperas Cove Public Library is to provide outstanding information access to the community in a facility which is readily accessible, user-friendly, highly functional and equipped with state of the art technology.*

10 Full Time Employees



## ***LIBRARY DEPARTMENT***

### **PROGRAM DESCRIPTION**

The Library Department circulates print and non-print materials to the public, registers borrowers and maintains files of borrower applications and a borrower database, secures the return of library materials, collects fines and fees, processes requests to reserve library materials, maintains a serials collection, maintains shelf order of the library collection, answers reference and research questions, provides computer access to library patrons and assists them in the operation of library equipment. In addition, the Library Department provides access to electronic databases, conducts an outreach program for seniors, a book discussion group for adults, and a wide range of programs for infants, children, teens, and adults.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide a dynamic collection of books, audios, videos, and electronic resources that meet the instructional and entertainment needs of the citizens in order to support lifelong learning.
- Serve as a general information resource.
- Serve as a resource for local history, genealogy, and cultural awareness.
- Attract and retain quality employees.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Maintained accreditation by the Texas State Library & Archives Commission.
- Circulated 97,057 items.
- Answered 7,577 reference questions, processed 249 ILL requests, 1,302 requests to reserve material, and added 3,087 new items to the collection.
- Planned and conducted children's programs for 9287 attendees.
- Conducted a Summer Reading Program for children with 711 registered children and a total attendance of 2,538.
- Established a Summer Reading Program for adults with 72 participants.
- Provided computer access for 31,117 patrons and conducted beginning computer classes for adults with a total attendance of 90.
- Printed 67,458 pages for public computer users on the public printers.
- Conducted an adult book club with total attendance of 98.
- Planned and conducted senior outreach for 1,876.
- Added 2,871 new patron accounts and renewed 4,262 accounts.
- Improved the library's collection of genealogy materials with a special genealogy section.
- Addressed ongoing repairs to the library facility.

### **CONTINUING OBJECTIVES**

- Provide accurate information to patrons.
- Select timely, useful, appealing, and high quality materials for all library collections.
- Continue to implement the approved long-range plan for the library.

### **GOALS FOR FISCAL YEAR 2009**

- Maintain accreditation by the State Library & Archives Commission.
- Develop and conduct more programs for adults.
- Improve automated library services with new / up-to-date software and databases.
- Increase materials circulation by 3%.
- Increase library card registration by 3%.
- Continue to update the library's web page with new programs and activities.
- Promote the Talking Book Program from the Texas State Library & Archives Commission.

## LIBRARY

01-7100

### EXPENDITURE SUMMARY

LIBRARY	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	356,263	389,434	392,221	392,165
Supplies & Materials	17,125	17,425	17,290	16,953
Maintenance & Repairs	14,042	10,326	11,718	13,376
Contractual Services	48,326	59,320	58,783	61,692
Designated Expenses	450	1,983	1,038	1,740
Capital Outlay	39,567	48,075	47,050	41,818
<b>TOTAL</b>	<b>475,772</b>	<b>526,563</b>	<b>528,100</b>	<b>527,744</b>

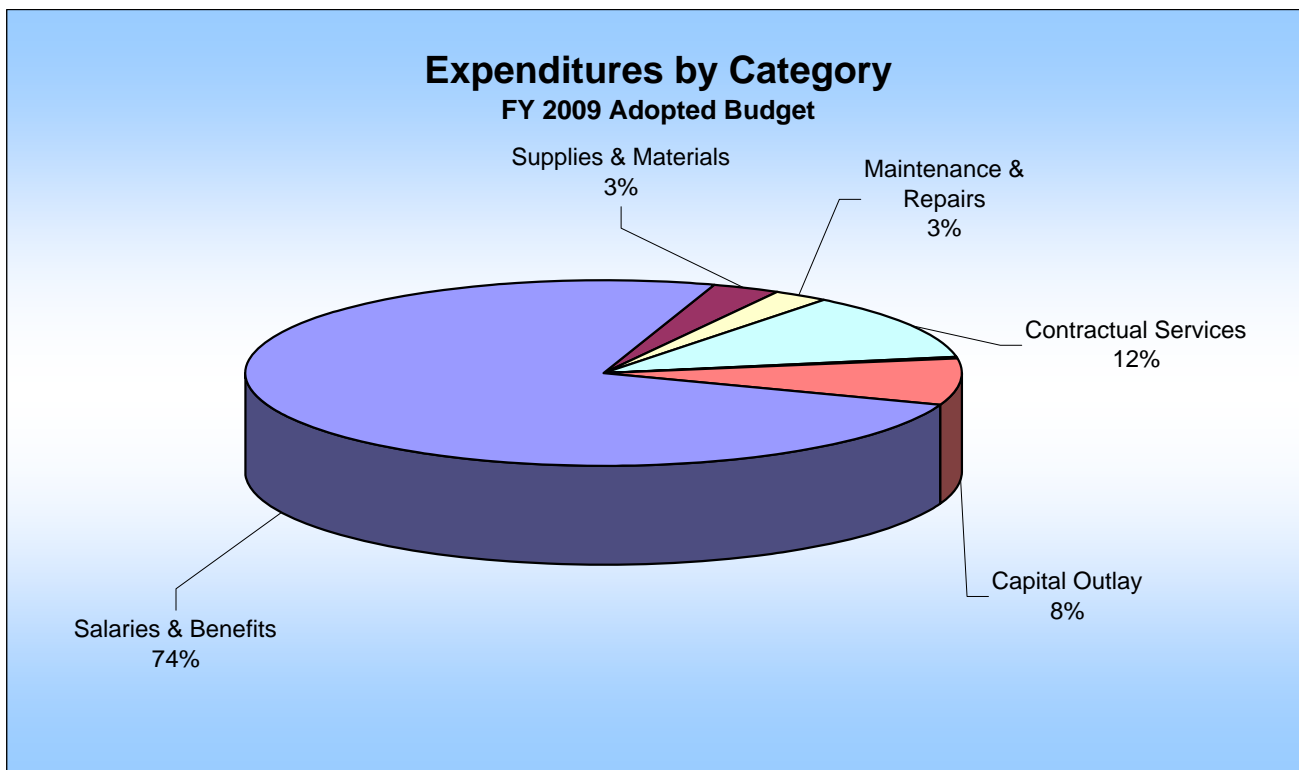
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

*Increases:*

- Contractual Services: New subscription for Reference USA Database.
- Designated Expenses: New telephone equipment.

*Decreases:*

- Capital Outlay: A/C unit was repaired in FY 2007-08.



\*\* "Highlights" are not necessarily all-inclusive.

# LIBRARY

01-7100

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Assistant Director	1	1	1	1
Library Assistant I	3	3	3	3
Library Assistant II	0.5	0.5	0.5	0.5
Library Assistant III	3	3	3	3
Outreach Specialist	0.5	0.5	0.5	0.5
Reference Asst./Electronic Tech. Coordinator	1	1	1	1
Library Director	1	1	1	1
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Attendance at Children Programs	9,928	10,200	9,287	9,600
Attendance at Senior Programs (New)	526	1,200	1,876	2,000
Circulated Items**	113,457	98,000	97,057	100,000
Reference Questions Answered***	8,081	11,900	7,577	7,500
<b>EFFICIENCIES</b>				
# of Library Visits per Each Library Employee	9,607	9,800	10,058	10,000
Operating Costs per Library User (\$)	5	5	5	5
<b>EFFECTIVENESS</b>				
% Increase in Children Program Attendance	15.0%	5.0%	6.0%	3.0%
% Increase in Circulated Items***	-7.0%	3.0%	14.0%	3.0%
% Increase in Collection Size	2.0%	2.0%	2.0%	2.0%

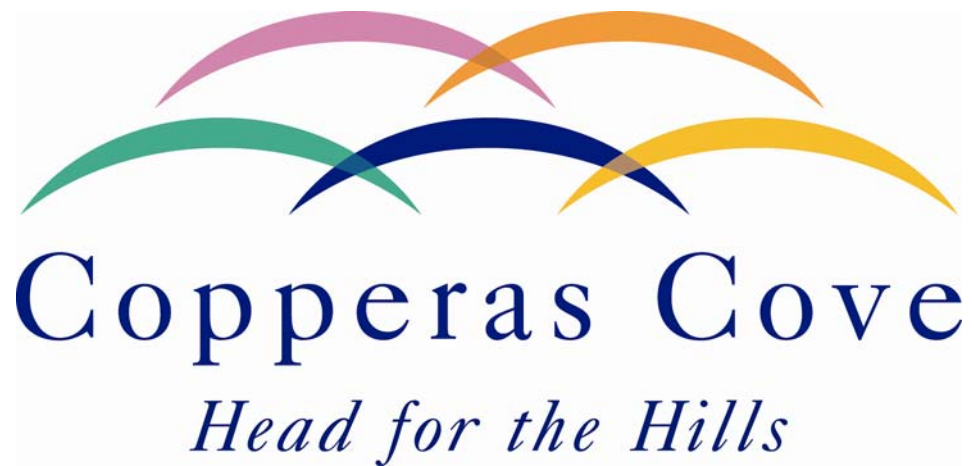
\*\*Figures have been adjusted to bring them into alignment with state reporting requirements.

\*\*\*Downturn in circulation is consistent with cycle occurring every 3 to 4 years. Other factors affecting this area include deployments, heavy rains early in 2007, and use of Internet for information retrieval.

\*\*\*\*Includes traditional Reference as well as assistance with public computers.

The assistance provided to public computer users has not previously been shown in outputs.

\*\* "Highlights" are not necessarily all-inclusive.



# GENERAL FUND NON-DEPARTMENTAL



3rd Annual Freedom Walk to commemorate the events of September 11, 2001. The event is hosted by Copperas Cove Independent School District and the City.





## **NON-DEPARTMENTAL PROGRAM DESCRIPTION**

Historically, this department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, unemployment compensation, matching grant funds and bank & credit card charges. Since this department does not have personnel, accomplishments and goals are not provided.



The Fire Department utilizes a matching grant fund entitled Staffing for Adequate Fire and Emergency Response (SAFER).

## NON - DEPARTMENTAL

01-7500

### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	-	-	-	246,271
Personnel Support	33,895	33,555	32,555	15,000
Supplies & Materials	10,514	9,969	10,027	6,464
Maintenance & Repairs	25,769	23,974	23,033	25,525
Contractual Services	104,385	166,193	130,746	102,450
Designated Expenses	190,438	134,308	130,125	122,235
Capital Outlay	13,185	3,375	-	-
Transfers Out & Contingency	59,200	154,558	132,184	195,237
<b>TOTAL</b>	<b>437,386</b>	<b>525,932</b>	<b>458,670</b>	<b>713,182</b>

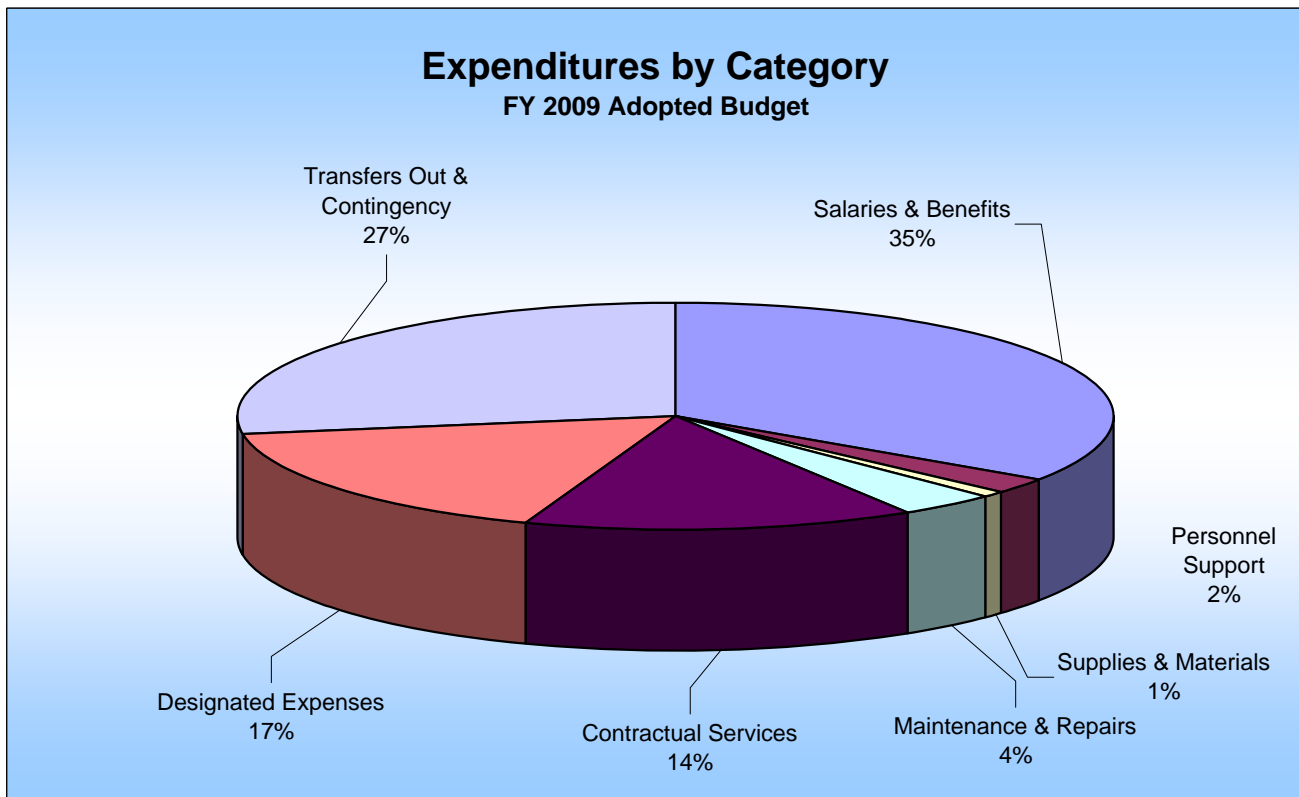
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Projected) \*\*

#### Increases:

- Salaries & Benefits: Merit increases are included in Non-Departmental and re-allocated to departments after actual amounts are calculated and budget amendment is approved by City Council beginning in FY 2009.
- Maintenance & Repairs: Includes City Hall renovations for \$4,000.
- Transfers Out & Contingency: SAFER grant match \$141,237, and transfer to the Cemetery Fund \$24,000 are included in FY 2009.

#### Decreases:

- Personnel Support: Pubic Relations costs were moved to the Public Affairs Office.
- Supplies & Materials: Specific expenditures were moved to identified departments.
- Contractual Services: Reduction in consulting fees.
- Designated Expenses: USO contribution was moved to the Public Affairs Office.



\*\* "Highlights" are not necessarily all-inclusive.



# Water & Sewer Fund

*The City Built for Family Living*



# **Copperas Cove, Texas**

## **WATER & SEWER FUND**

The Water & Sewer Fund is one of the three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to citizens. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that “the enterprise fund type may be used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes.” These funds are not required by GASB, but are permitted.

The City of Copperas Cove’s Water & Sewer Fund accounts for all expenses incurred and revenues earned in the process of providing water to the public. Organizationally, this fund is divided into five departments; public works, utility administration, water distribution, sewer collection, wastewater treatment, and composting. In addition, this fund accounts for expenses related to water contracts, revenue bond debt service requirements and interfund transfers to the General Fund for reimbursement of administrative expenditures.

***The City Built for Family Living***

**FY2009 ADOPTED BUDGET  
WATER & SEWER FUND  
REVENUE & EXPENSE SUMMARY**

**OVERVIEW**

The Water & Sewer Fund is an enterprise fund that includes water and wastewater system operations. The City provides water and wastewater service to approximately 12,516 residential and commercial customers through the Water & Sewer Fund. The adopted Water & Sewer revenue provides a significant portion of the total revenue generated in the Water & Sewer Fund. The City of Copperas Cove will make every effort to keep expenses to a minimum.

<b>REVENUES</b>	<b>FY2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTION</b>	<b>FY 2009 ADOPTED</b>
Sale of Water	3,767,587	4,387,042	4,139,039	4,563,000	4,676,524
Sewer Revenues	3,051,796	3,187,779	3,320,234	3,450,234	3,509,456
Service Charges	132,141	185,303	193,293	198,500	198,500
Interest Income	54,454	112,471	151,974	89,000	100,000
Other Income	335,349	295,692	305,684	322,885	346,990
<b>TOTAL</b>	<b>7,341,327</b>	<b>8,168,287</b>	<b>8,110,224</b>	<b>8,623,619</b>	<b>8,831,470</b>
<b>EXPENSES</b>					
Salaries & Benefits	1,440,958	1,533,409	1,651,638	1,752,161	2,014,529
Supplies & Materials	230,137	262,009	229,994	307,501	358,081
Repair & Maintenance	269,026	239,257	332,448	274,892	403,642
Support Services	786,195	1,024,501	895,252	1,203,395	1,190,819
Designated Expenses	193,029	167,351	168,224	228,951	132,692
Capital Outlay	54,949	55,282	54,096	109,472	42,200
Transfers / Other	4,242,898	4,532,195	4,760,638	4,983,159	4,637,914
<b>TOTAL</b>	<b>7,217,191</b>	<b>7,814,004</b>	<b>8,092,290</b>	<b>8,859,531</b>	<b>8,779,877</b>
Revenues Over/(Under)					
Expenses	124,136	354,283	17,934	(235,912)	51,593
<b>TOTAL</b>	<b>7,341,327</b>	<b>8,168,287</b>	<b>8,110,224</b>	<b>8,623,619</b>	<b>8,831,470</b>

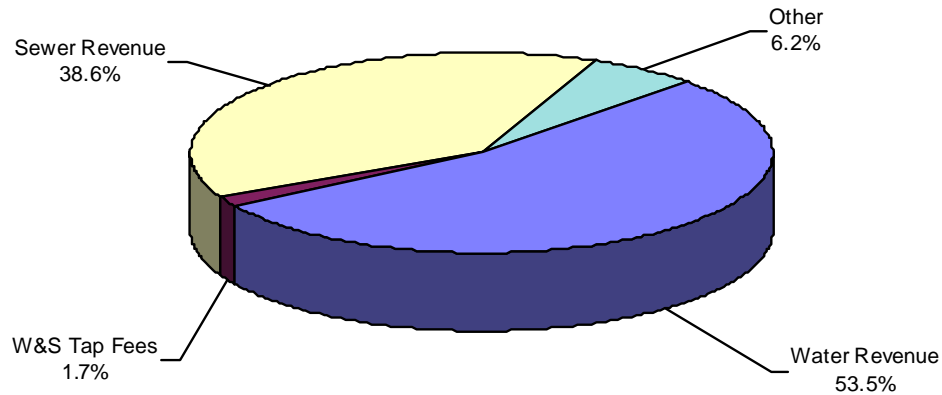
**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**WATER & SEWER FUND**  
**SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 1,713,048	\$ 2,029,827	\$ 1,730,982	1,579,636
Prior Yr Enc Voided in Current Yr			7,117	-
Prior Period Adjustment	-	-	77,449	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 1,713,048</u>	<u>\$ 2,029,827</u>	<u>\$ 1,815,548</u>	<u>\$ 1,579,636</u>
Water Revenue	\$ 4,264,604	\$ 4,886,653	\$ 4,700,000	\$ 4,756,780
Sewer Revenue	3,320,234	3,418,492	3,450,234	\$ 3,570,000
Senior Citizen Discount	(125,564)	(140,300)	(137,000)	(140,800)
Water Tap Fees	100,312	122,000	100,000	100,000
Sewer Tap Fees	25,890	30,000	26,000	26,000
Connect Fee	56,160	55,000	60,000	60,000
Meter Box Reset Fee	150	-	500	500
Composting Sales Revenue	\$ 10,781	\$ 15,000	\$ 12,000	\$ 12,000
Subtotal	<u>7,652,566</u>	<u>8,386,845</u>	<u>8,211,734</u>	<u>\$ 8,384,480</u>
Admin Reimb-Drainage	20,000	20,000	20,000	20,000
Interest Revenue	151,974	140,000	89,000	100,000
Late Charge For Billing	236,276	262,000	262,000	270,000
Miscellaneous Revenues	44,573	50,000	39,885	54,990
Insurance Proceeds	434	500	-	-
Riser Forfeiture Revenue	3,800	3,000	1,000	1,000
Auction Proceeds	601	1,000	-	1,000
Subtotal	<u>457,658</u>	<u>476,500</u>	<u>411,885</u>	<u>446,990</u>
<b>TOTAL REVENUE</b>	<u>\$ 8,110,224</u>	<u>\$ 8,863,345</u>	<u>\$ 8,623,619</u>	<u>\$ 8,831,470</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 9,823,272</u>	<u>\$ 10,893,172</u>	<u>\$ 10,439,167</u>	<u>\$ 10,411,106</u>
<b>EXPENSES:</b>				
Public Works (80)	\$ 140,462	\$ 163,350	\$ 160,001	\$ 165,694
Utility Administration (81)	543,242	551,313	547,150	585,491
Water Distribution (82)	985,583	1,204,190	1,239,092	1,296,159
Sewer Collection (83)	400,611	502,259	502,259	548,186
Wastewater Treatment (84)	1,000,392	1,286,091	1,135,349	1,189,147
Composting (84-01)	146,078	162,453	163,155	181,726
Non-Departmental (85)	4,875,921	5,238,867	5,112,525	4,813,474
<b>TOTAL EXPENSES</b>	<u>\$ 8,092,290</u>	<u>\$ 9,108,523</u>	<u>\$ 8,859,531</u>	<u>\$ 8,779,877</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 1,730,982	\$ 1,784,649	\$ 1,579,636	\$ 1,631,229
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 1,730,982</u>	<u>\$ 1,784,649</u>	<u>\$ 1,579,636</u>	<u>\$ 1,631,229</u>
<b>IDEAL FUND BALANCE</b>	\$ 2,023,073	\$ 2,277,131	\$ 2,214,883	\$ 2,194,969
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ (292,091)	\$ (492,482)	\$ (635,247)	\$ (563,740)

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

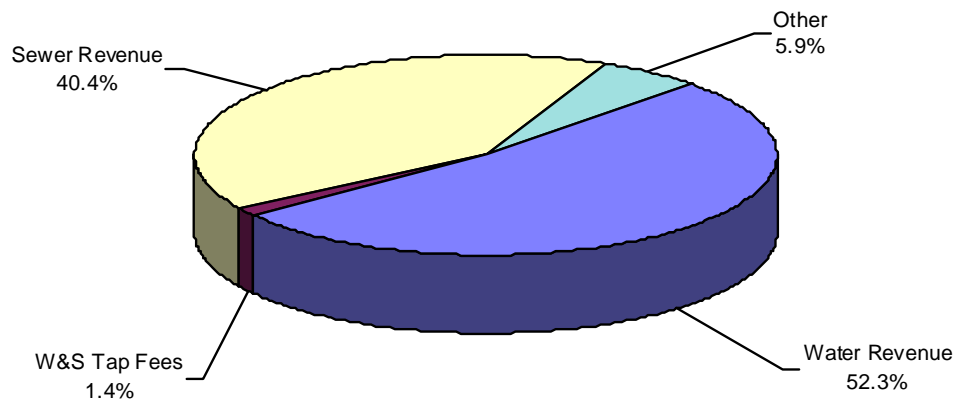
**City of Copperas Cove, Texas**  
**Water & Sewer Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Revenues**  
**By Source**

**Fiscal Year 2007-08 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2007-08 are **\$8,863,345**

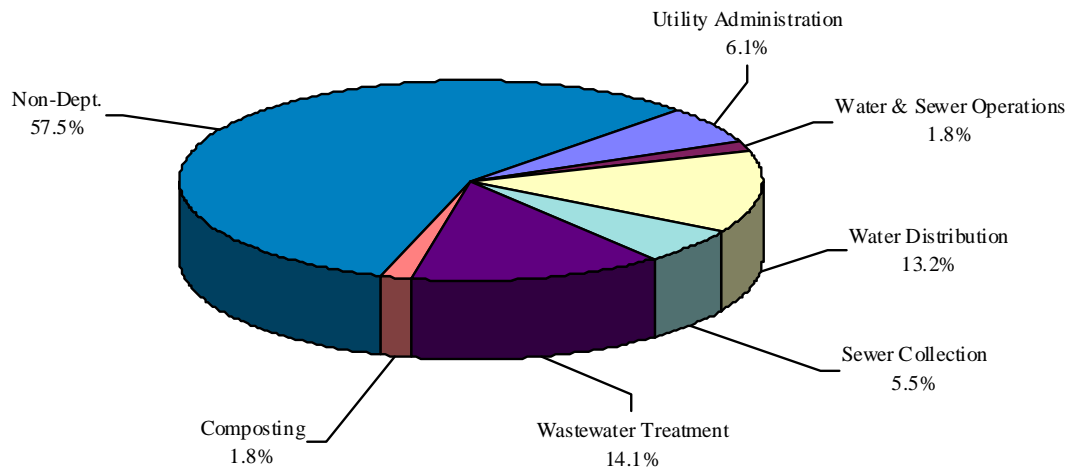
**Fiscal Year 2008-09 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2008-09 are **\$8,831,470**

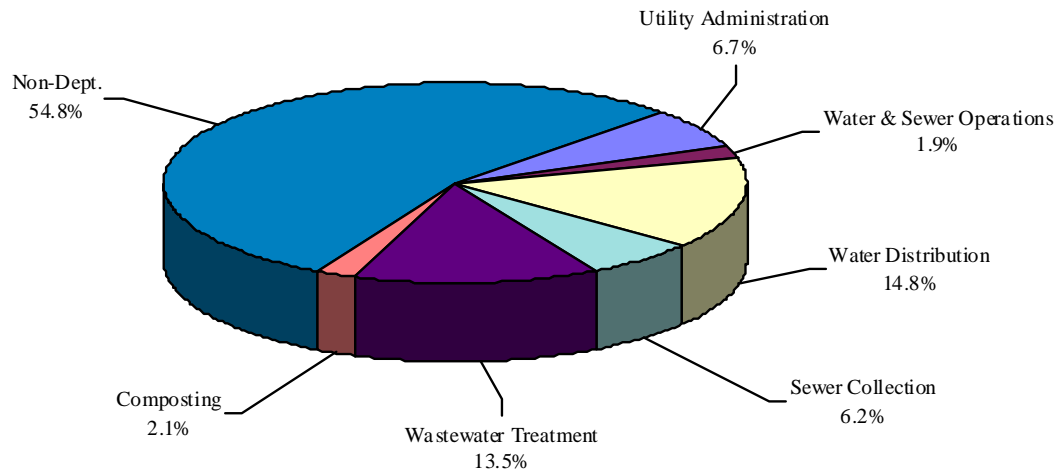
**City of Copperas Cove, Texas**  
**Water & Sewer Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses**  
**By Function**

**Fiscal Year 2007-08 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$9,108,523](#)

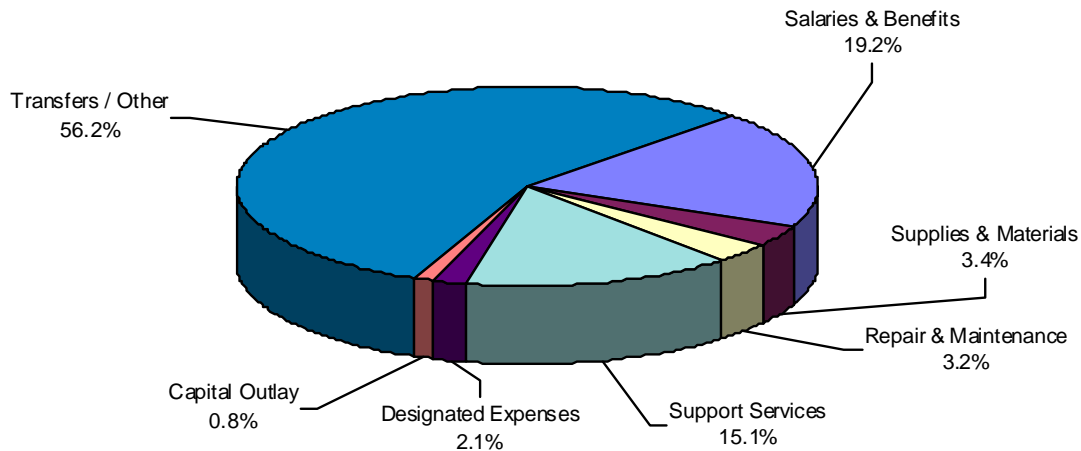
**Fiscal Year 2008-09 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$8,779,877](#)

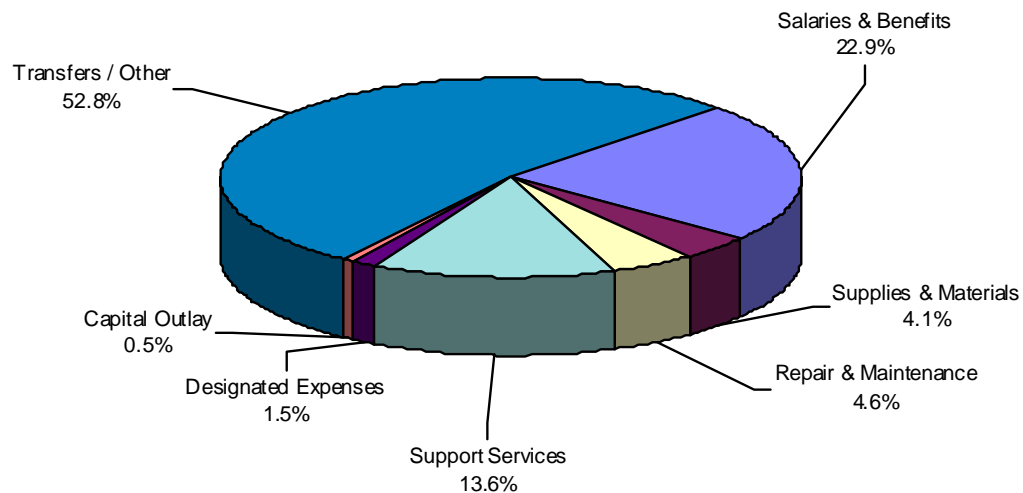
**City of Copperas Cove, Texas**  
**Water & Sewer Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses**  
**By Object**

**Fiscal Year 2007-08 Budgeted Expenses**

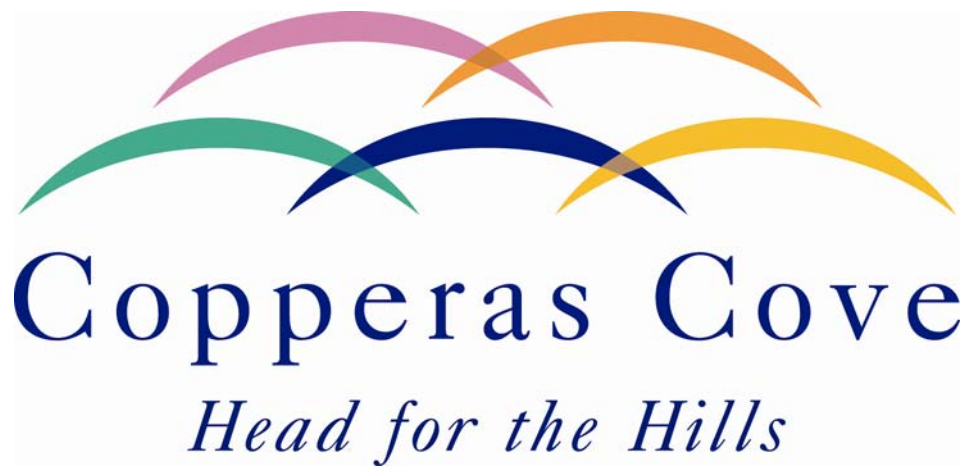


Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$9,108,523](#)

**Fiscal Year 2008-09 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$8,779,877](#)



# PUBLIC WORKS

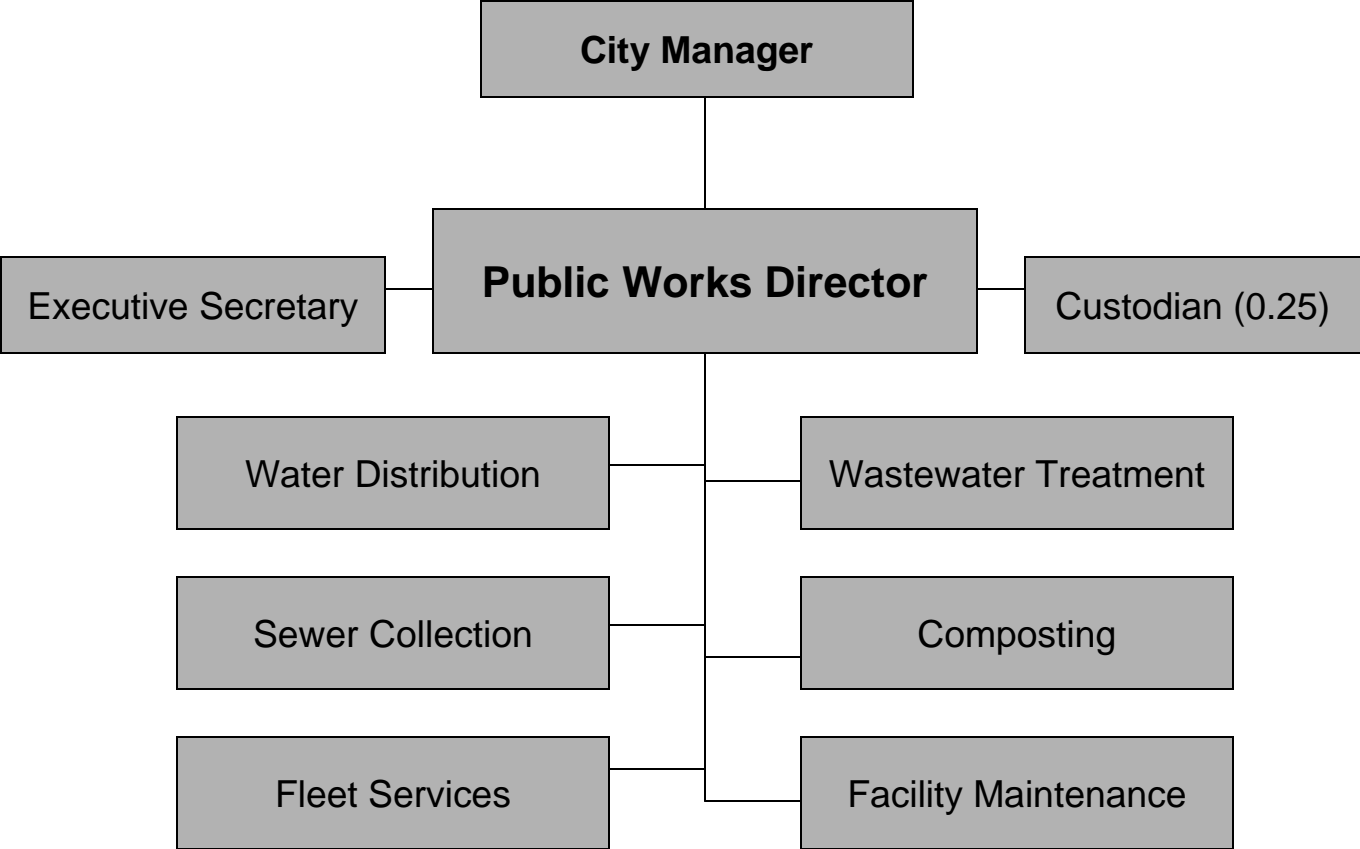


**Left to Right:**  
Robert McKinnon (Director of Public Works), Leslie Christensen (Executive Secretary).



# CITY OF COPPERAS COVE, TEXAS

## Public Works



*The mission of the Water and Sewer Operations Department is to ensure the best possible administrative support for the services provided to the citizens of Copperas Cove by the Water Distribution, Sewer Collection, Wastewater Treatment, and Composting Facility Departments in an effective and efficient manner while complying with Federal, State, and City laws.*

2.25 Full Time Employees

## ***PUBLIC WORKS***

### **PROGRAM DESCRIPTION**

Administer the City's Wastewater Treatment, Water Distribution, Sewer Collection and Composting departments to ensure all Federal, State and Local rules and regulations are met and City policies and procedures are followed. Ensure departments operate effectively and efficiently as possible within approved budgetary constraints, recommend Capital Improvements needed to maintain quality services thus ensuring the best possible service is provided to the citizens of Copperas Cove.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Operate all departments to meet or exceed all Federal, State and Local requirements.
- Plan for the future needs of the City using the Comprehensive Plan and the Water Model as guides.
- Strive for more efficient operations in all departments.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- All Federal, State and Local requirements were met.
- Compost Operations ran more effectively and efficiently through the addition of a third employee in FY 2007.
- All departments maintained effective operations within budget constraints.
- Have improved relations and service to our customers, the citizens of Copperas Cove.
- All personnel continued training for license / certification requirements.
- Completed the repairs/rehabilitation of the Water Storage Tank on Hughes Mountain.
- Completed installation of pump station for irrigation of Golf Course using wastewater effluent.
- Completed repairs/rehabilitation of 1 MG Water Tank on Mican Mountain.
- Awarded bid for Turkey Run Pump Station Rehabilitation.

### **CONTINUING OBJECTIVES**

- Continue operations within approved budgets.
- Provide continued training opportunities for all personnel.
- Improve customer service and maintain positive public relations.

### **GOALS FOR FISCAL YEAR 2009**

- Complete construction of the Eastern Pump Station and Tank.
- Complete Fourth Year Sewer Rehabilitation Projects.
- Complete repairs/rehabilitation of 300,000 gallon Water Storage Tank on Hughes Mountain.
- Complete Turkey Run Pump Station Project.
- Assist Central Texas College in the planning for their Water Storage Tank and Pump Project, and permanent connection to the City's 30-inch water line.
- Identify ways to reduce utility costs in all departments.
- Educate citizens on Compost operations and conduct citizen / student tours.
- Assist consultant with development of the Municipal Separate Storm Sewer System (MS4) Master Plan.

## PUBLIC WORKS

02-8000

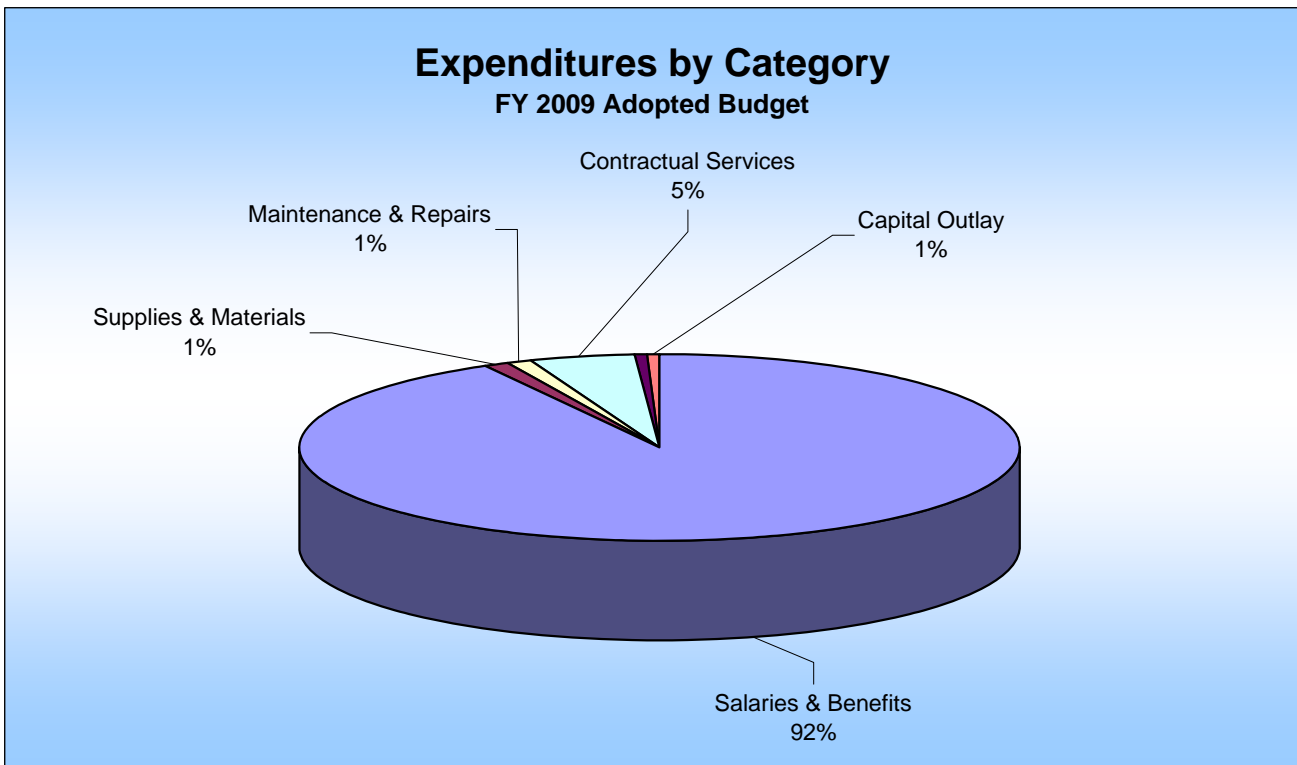
### EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>WATER &amp; SEWER OPERATIONS</b>				
Salaries & Benefits	132,889	149,440	148,513	152,366
Supplies & Materials	1,679	2,016	1,525	2,008
Maintenance & Repairs	87	2,079	1,400	1,779
Contractual Services	4,883	8,660	7,409	7,684
Designated Expenses	924	1,155	1,154	757
Capital Outlay	-	-	-	1,100
<b>TOTAL</b>	<b>140,462</b>	<b>163,350</b>	<b>160,001</b>	<b>165,694</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed)\*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Capital Outlay: \$1,100 purchase of Telecorder to record telephone conversations.



\*\* "Highlights" are not necessarily all-inclusive.

## PUBLIC WORKS

02-8000

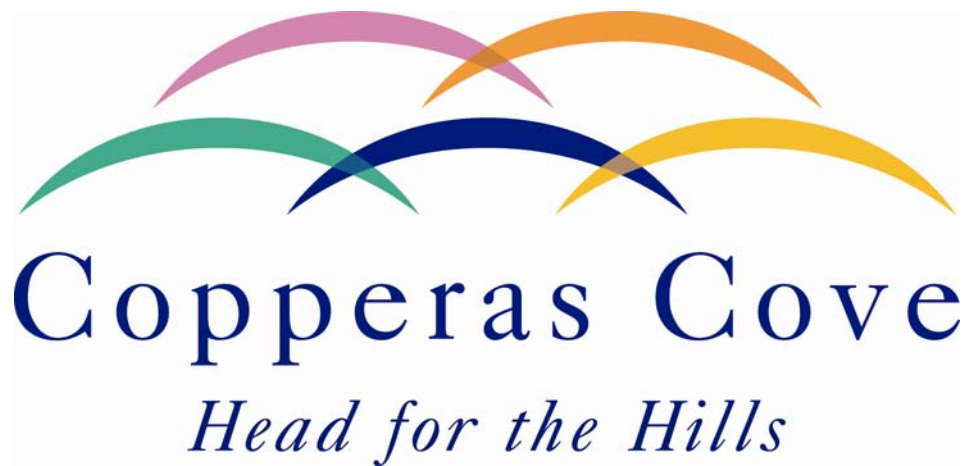
<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Administrative Assistant	1	0	0	0
Executive Secretary	0	1	1	1
Director of Water/Wastewater	1	0	0	0
Director of Public Works	0	1	1	1
Custodian*	0	0	0	0.25
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.25</b>

\* Custodian position moved from Facility Maintenance in FY 2008-09.

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of State and Federal Correspondences (TCEQ, EPA, etc.)	N/A*	10	<20	<20
<b><i>EFFICIENCIES</i></b>				
% of Department Purchase Orders / Check Requests Processed with 2 Working Days	N/A*	98.0%	90.0%	98.0%
<b><i>EFFECTIVENESS</i></b>				
% of Citizen Inquiries Responded to Favorably within 24 Hours	N/A*	98.0%	100.0%	100.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# UTILITY ADMINISTRATION



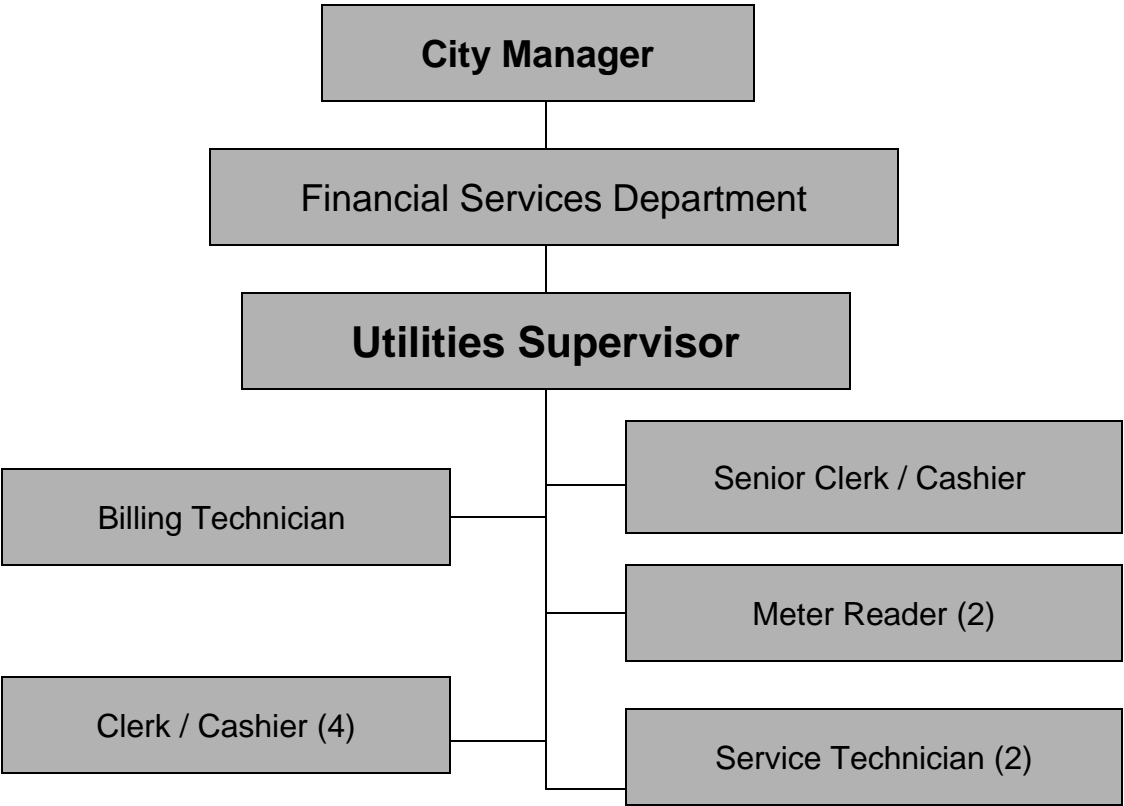
**Left to Right:**

Monika Flom (Administration Supervisor), Kim Chong (Customer Service Representative), Krystal Baker (Customer Service Representative), Jean Williams (Senior Customer Service Representative), June Mantanona (Customer Service Representative), Lela Taylor (Billing Technician).

**Not Pictured:** Cyndi Hanson (Meter Reader), Greg Higgins (Service Technician), Carroll Merrell (Meter Reader), Daniel Ramos (Service Technician).

# CITY OF COPPERAS COVE, TEXAS

## Utility Administration Department



*The mission of the Utility Administration Department is to provide quality service to all customers while maintaining an accurate and credible billing collection system.*

11 Full Time Employees

# **UTILITY ADMINISTRATION**

## **PROGRAM DESCRIPTION**

The Utility Administration Division of the Finance Department bills and collects for all City utility services and maintains accurate accounting for water, wastewater, solid waste and drainage fee revenue. The division accomplishes all monthly meter reading, performs utility service work orders, handles bad debt and collection issues and provides customer counseling with conservation and water use recommendations. Additionally, the Utility Administration Division processes new accounts, disconnects, and requests for additional services related to City utilities. Responsibility for assessing and collecting penalties and late charges also falls upon the Utility Administration Division.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure the efficient delivery of timely and accurate billing and payment information.
- Perform accurate and timely monthly meter readings.
- Ensure prompt notification to customers regarding failure issues.
- Provide prompt and customer-friendly response to customer billing issues.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Initiated research to obtain the steps necessary to consolidate seven billing zones to four zones.
- Began the process of setting up customers for automated monthly credit card processing.
- Completed annual operating budget.
- Implemented credit card software that integrates terminal and phone lines.
- Provided customer service training for staff to improve communications with citizens.

## **CONTINUING OBJECTIVES**

- Reduce operational costs through effective and efficient operational techniques.
- Continue operator training to maintain State requirements and employee professionalism.
- Complete annual operating budget.
- Assist with annual audit field work.

## **GOALS FOR FISCAL YEAR 2009**

- Implement Automated Service Order program providing improved service levels to citizens.
- Implement electronic customer billing.
- Implement automated phone payment system providing customers with an additional payment option.
- Consolidate seven billing zones to four to improve efficiency with the current financial system.
- Provide additional staff customer service training to improve communication skills with citizens on a daily basis.
- Review outstanding drainage accounts and determine best collection method for delinquent accounts.



## UTILITY ADMINISTRATION

02-8100

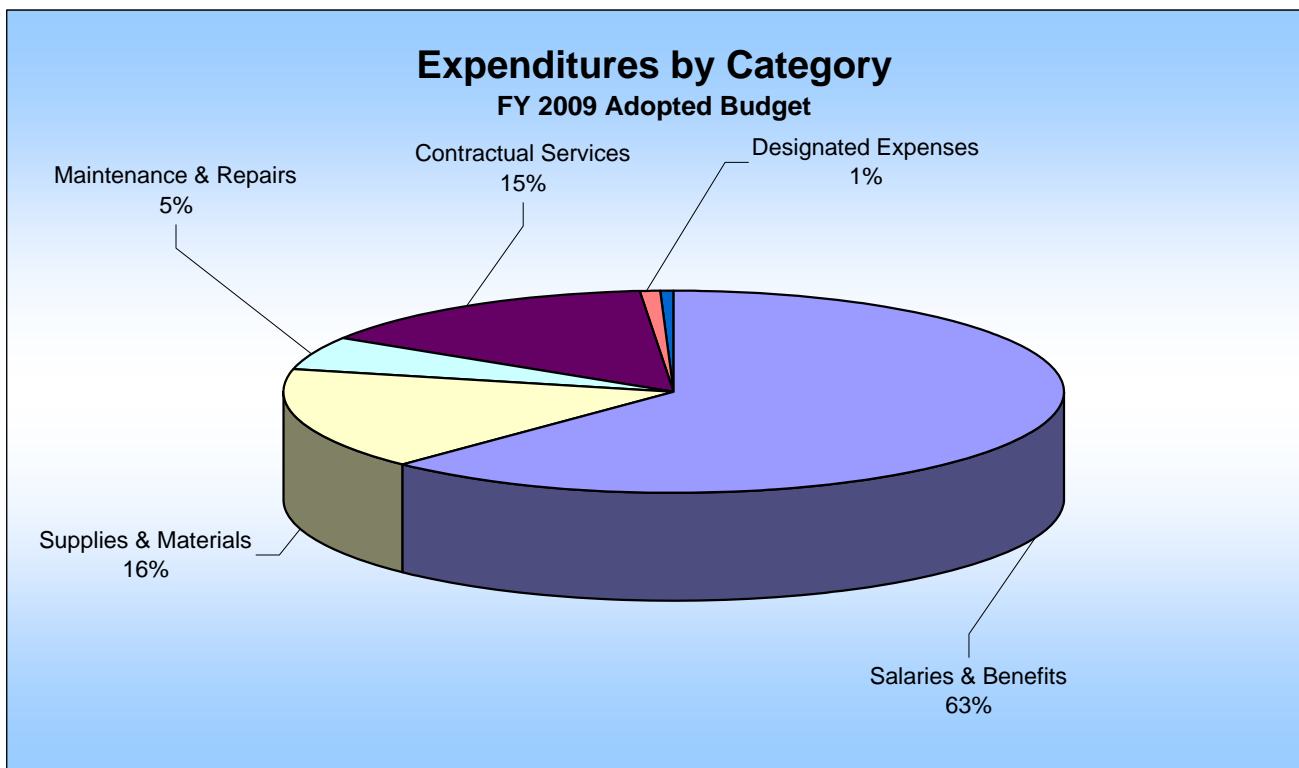
### EXPENDITURE SUMMARY

UTILITY ADMINISTRATION	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	337,775	340,381	340,587	365,008
Personnel Support	478	190	-	-
Supplies & Materials	80,079	91,856	90,356	95,755
Maintenance & Repairs	25,146	27,845	26,259	30,423
Contractual Services	54,948	86,969	86,177	86,090
Designated Expenses	26,122	4,072	3,771	5,465
Capital Outlay	18,694	-	-	2,750
<b>TOTAL</b>	<b>543,242</b>	<b>551,313</b>	<b>547,150</b>	<b>585,491</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: New Utility Clerk / Cashier position funded for 6 months.
- Designated Expenses: Capital lease payments for new phone system.
- Capital Outlay - Software Maintenance Contract previously funded in Non-Departmental and purchase of Telecorder to record telephone conversations.



\*\* Highlights are not necessarily all-inclusive.

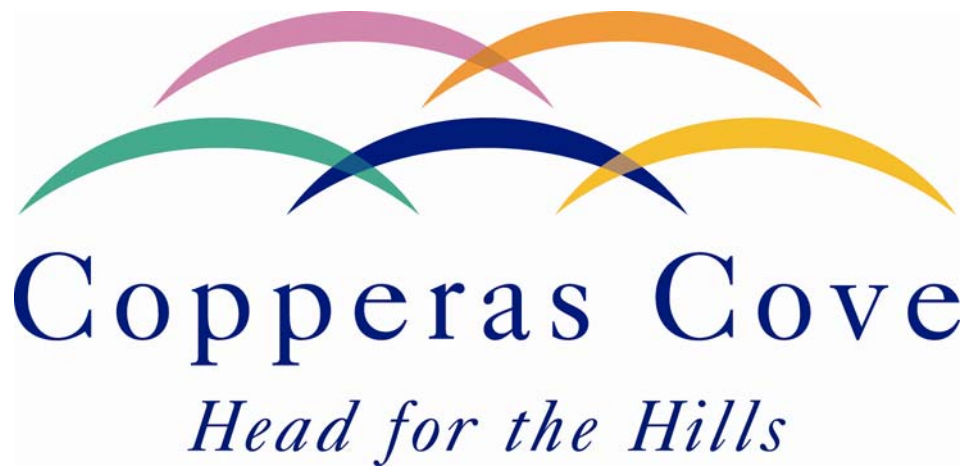
# UTILITY ADMINISTRATION

02-8100

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Senior Clerk / Cashier	0	1	1	1
Assistant Utilities Supervisor	1	0	0	0
Clerk / Cashier	4	3	3	4
Meter Reader / Customer Service	4	4	4	0
Utilities Supervisor	1	1	1	1
Billing Technician	0	1	1	1
Meter Reader	0	0	0	2
Service Technician	0	0	0	2
<b>DIVISION TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b>OUTPUTS</b>				
# of Utility Customers	12,702	13,337	12,516	13,337
# of Meters Reads	153,600	154,200	152,088	154,200
# of Disconnects for Non-Payment	1,535	1,688	889	1,688
<b>EFFICIENCIES</b>				
# of Meter Reads per Month per Reader	6,400	6,425	6,337	6,425
Number of Customers per Utility Collections Clerk	3,176	3,334	3,129	3,334
<b>EFFECTIVENESS</b>				
Meter Reading Error Rate	<1.0%	<1.0%	<1.0%	<1.0%
% of Payments Received via Bank Draft	6.0%	30.0%	7.0%	30.0%
% of Payments Received Online	3.0%	10.0%	7.0%	10.0%

\*\* Highlights\* are not necessarily all-inclusive.



# WATER DISTRIBUTION



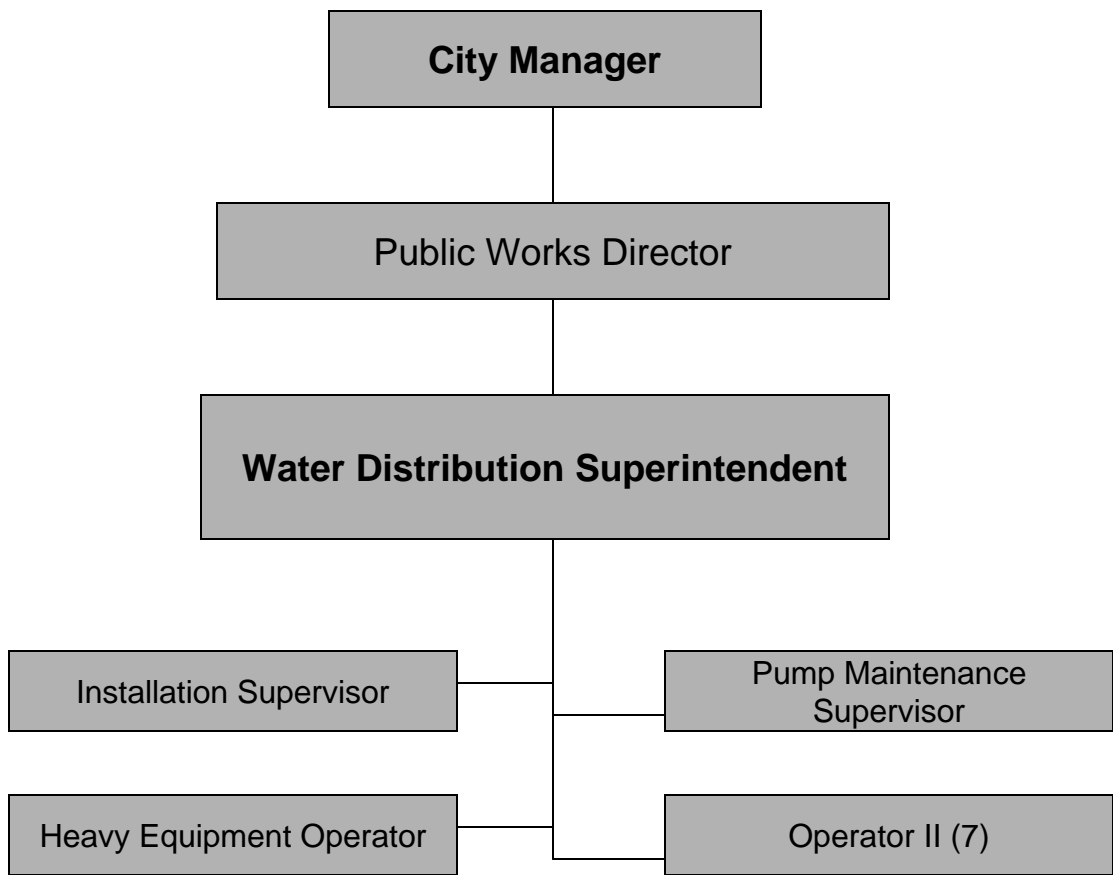
**Left to Right:**

**Front Row:** Timothy Burson (Water Operator II), Daniel Hawbecker (Water Distribution Superintendent), Mark Flock (Water Operator II), Fritz Weilbacher (Laborer II), Jerry Hardcastle (Laborer II), Ed Gallen (Laborer II).

**Back Row:** Daniel Joost (Water Pump Maintenance Supervisor), Thomas Haire (Water Installation and Repair Supervisor), Fred Purvis (Water Operator II), Chad Larson (Laborer II), Philip Dobbs (Laborer II).

# CITY OF COPPERAS COVE, TEXAS

## Water Distribution Department



*The mission of the Water Distribution Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State and City laws.*

11 Full Time Employees

# **WATER DISTRIBUTION**

## **PROGRAM DESCRIPTION**

The Copperas Cove Water Department is responsible for the operations and maintenance of the City's water distribution system, meeting or exceeding compliance with applicable EPA and TCEQ rules and regulations. The Water Distribution Department operates and maintains approximately 183 miles of water distribution lines, 13 water storage tanks, seven (7) pump / motor stations, approximately 900 fire hydrants, 12,198 water meters, and the SCADA system. The Water Distribution Department is also responsible for conducting required testing to ensure water quality standards are met for human consumption.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure our water system meets or exceeds EPA / TCEQ requirements for a public water system.
- Maintain our "Superior Water System" rating with TCEQ.
- Provide courteous quality service to our customers with limited interruptions of water service.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Performed operations in compliance with applicable EPA / TCEQ Rules and Regulations, and City Policies.
- Continued to maintain a "Superior Water System" rating recognized by TCEQ.
- Published our 2007 Consumer Confidence Report.
- Dunham Engineering inspected the 200,000-gallon Ground Storage Water Tank at Long Mountain.
- Built a 500,000-gallon Ground Storage Tank at the Eastside Pump / Storage Facility.
- Completed required quarterly testing (THM and HAA) and monthly bacteriological water sampling. All THM's and HAA's samples were well below the MCL's levels. Had no positives for coliform bacteria; took 376 bacteriological water samples.
- Drained, cleaned, and performed minor repairs to floor of 1 MG Ground Storage Tank at the 7-Mile Pump / Storage Facility.
- Rebuilt #2 pump motor located at the Killeen 20" Pump / Storage Facility.
- Completed the Mountain Top Water Improvement Project.
- Set 244 water meters for new construction and replaced 52 existing water meters.
- Completed 443 work orders, repaired 20 water main breaks, repaired 35 service line leaks, repaired 25 and installed two fire hydrants, replaced 53 curb stops, and made 27 water taps.
- Continued program to automate dead-end water main flushing by installing two automatic flushing assemblies.
- Updated Water Conservation / Drought Contingency Plan (every five years) as required by TCEQ.

## **CONTINUING OBJECTIVES**

- Continue our 5 Year Water CIP Plan to rehabilitate water storage tanks, upgrade existing water lines, install new water lines to provide better service, and to replace, rehab, or upgrade pumps, pump motors, and electrical components to increase efficiency while reducing electrical operating costs.
- Continue training and certifying personnel.
- Continue to improve customer service and maintain positive public relations.

## **GOALS FOR FISCAL YEAR 2009**

- Build 500,000-gallon Ground Storage Tank at the Eastside Pump / Storage Facility.
- Publish the 2008 Consumer Confidence Report on schedule.
- Complete the Eastside Pump / Storage Facility.
- Rehab Hughes Mountain 300,000-gallon elevated Storage Tank, and Taylor Mountain 200,000-gallon ground Storage Tank.
- Continue to upgrade and implement our Water Model to enhance our capabilities of accurately solving and preventing problems as our system expands.
- Continue to update water maps and SCADA system.
- Continue to update and enforce our Backflow / Cross-Connection ordinance and our Drought Contingency and Monitoring plans.
- Continue automation of dead-end water lines.
- Upgrade electrical systems at Killeen 20" Pump / Storage Facility and Taylor Mountain Pump / Storage Facility to reduce electrical costs.

## WATER DISTRIBUTION

02-8200

### EXPENDITURE SUMMARY

WATER DISTRIBUTION	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	370,669	390,824	393,099	482,160
Supplies & Materials	57,570	79,308	86,974	97,335
Maintenance & Repairs	108,201	114,802	108,733	112,400
Contractual Services	402,309	540,750	540,900	525,465
Designated Expenses	20,184	30,936	43,926	38,799
Capital Outlay	26,649	47,570	65,460	40,000
<b>TOTAL</b>	<b>985,583</b>	<b>1,204,190</b>	<b>1,239,092</b>	<b>1,296,159</b>

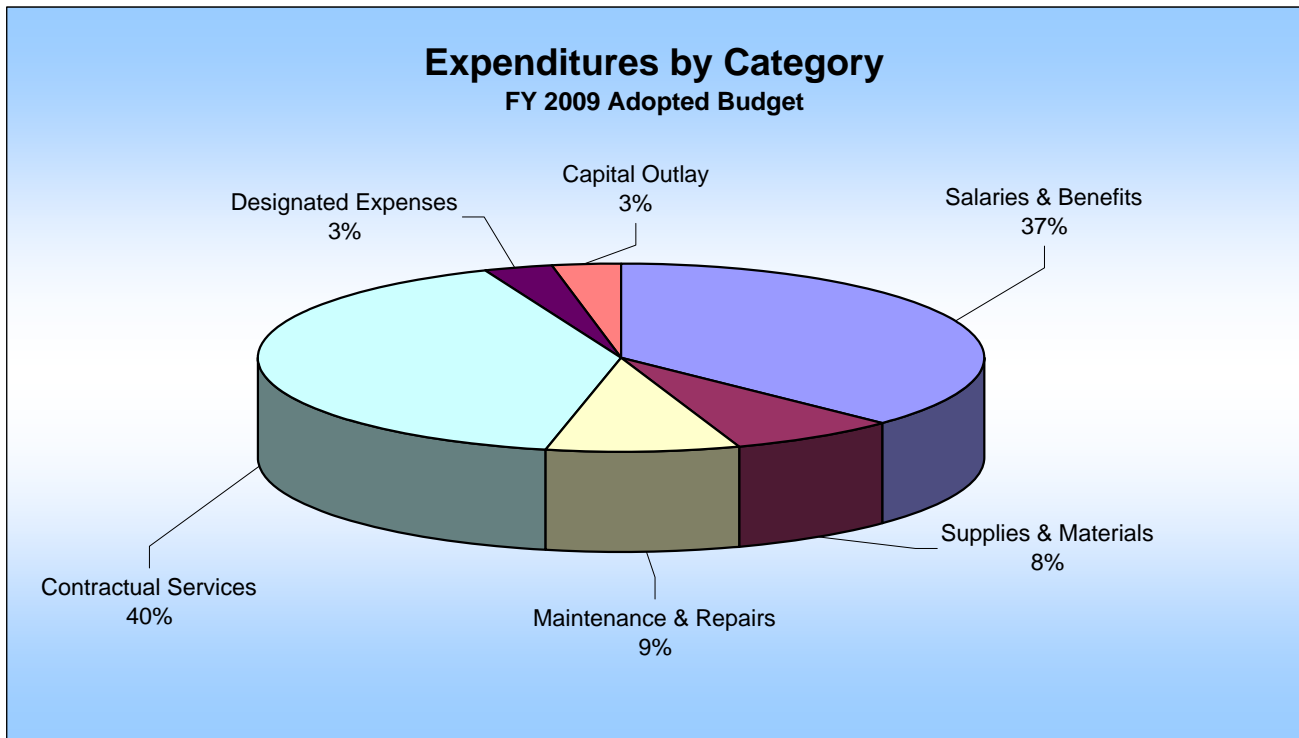
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Two (2) full time Operator II positions were added in FY 2009.
- Supplies & Materials: Increase in Fuel & Oil cost and water meter costs.

*Decreases:*

- Capital Outlay: Meter replacements, fence rehab, automatic flushing devices, and a roof renovation at 7-Mile Pump Station are included in Capital Outlay in FY 2009.



\*\* "Highlights" are not necessarily all-inclusive.

## WATER DISTRIBUTION

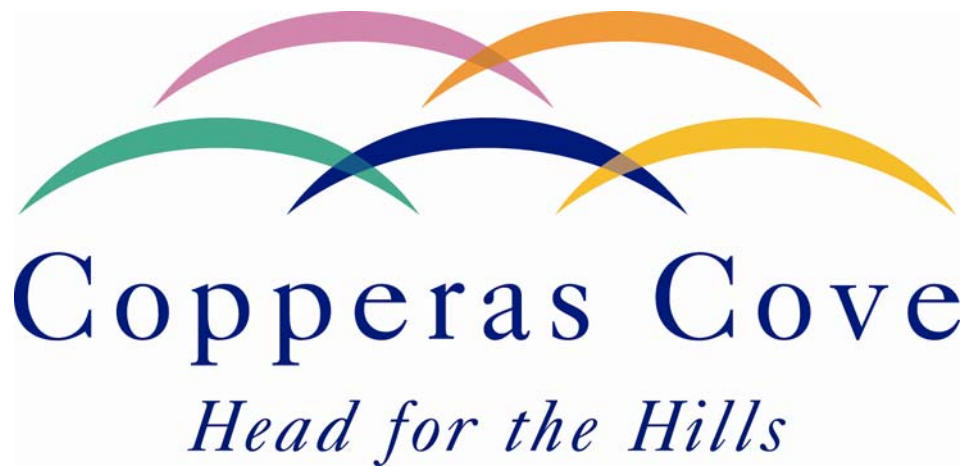
02-8200

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Heavy Equipment Operator / Operator II	1	1	1	1
Installation Supervisor	1	1	1	1
Water Distribution Superintendent	1	1	1	1
Operator II	5	5	5	7
Pump Maintenance Supervisor	1	1	1	1
<b>DIVISION TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>11</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
# of Water Meters Installed for New Construction	465	500	244	275
Water Lines Maintained (in miles)	183	178	183	183
# of Service Lines Repaired	31	50	35	33
# of Water Mains Repaired	43	<53	20	35
# of Fire Hydrants Repaired	15	85	25	20
Water Storage Capacity (gallons)	7,555,000	8,055,000	8,055,000	11,555,000
<b>EFFICIENCIES</b>				
Maintenance Cost per Mile of Water Lines	\$5,385.70	\$6,765.11	\$6,770.99	\$7,082.84
<b>EFFECTIVENESS</b>				
% of Unaccounted Water Loss	<10%	5.0%	7.0%	8.0%

\*\* "Highlights" are not necessarily all-inclusive.





# SEWER COLLECTION

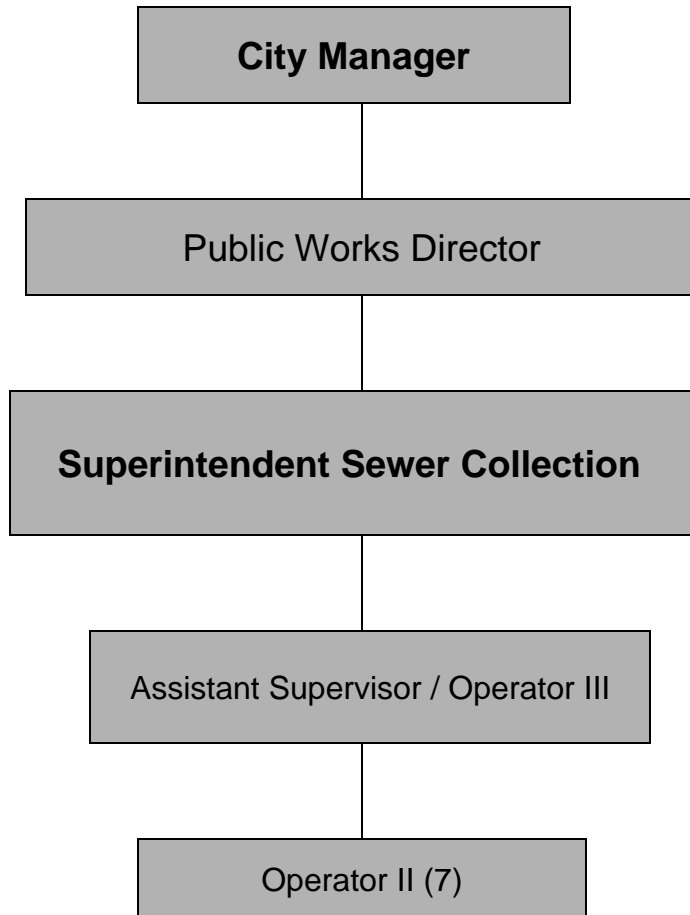


**Left to Right:**

Michael Coats (Operator II), Franklin Lagunero (Operator II), Calvin Aplaca (Assistant Supervisor), Michael Merrell (Operator II), Dennis Courtney (Sewer Collection Superintendent), John Rogers (Operator II), Paulin Cuevas (Operator II).

# CITY OF COPPERAS COVE, TEXAS

## Sewer Collection Department



*The mission of the Sewer Collection Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective manner while complying with Federal, State, and City Laws.*

9 Full Time Employees

## **SEWER COLLECTION**

### **PROGRAM DESCRIPTION**

The Sewer Collection Department maintains and repairs (as needed) approximately 350 miles of various size wastewater main and lateral lines, approximately 2,900 manholes and cleanouts and 15 sewer lift stations while complying with OSHA and TCEQ requirements. Sewer Collection responds to all customer requests and assistance involving the wastewater collection system, provides 24-hour service to the public, and inspects City sewer main utilizing the closed circuit television system. The department also tracks, records and maintains service records and water consumption of all maintenance and service calls performed while providing assistance to other departments and contractors in the City.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide a clean and healthy environment to the citizens and the public establishments of this City.
- Reduce inflow and infiltration into the sewer system by repairing and replacing damaged sewer mains and manholes.
- Reduce the frequency of wastewater overflows caused by grease blockages by performing preventive maintenance through flushing the trouble areas regularly.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Removed / repaired and replaced major components from 10 of the 15 sewer lift stations throughout the city.
- Replaced and / or extended approximately 230 feet of 6 and 8-inch City sewer mains.
- Responded to 161 service calls.
- Cleaned approximately 725,000 linear feet of City sewer main.
- Installed approximately 2,000 feet of 8-inch and 500 feet of 4-inch effluent water line, with one 8-inch and one 6-inch valve at the City's Golf Course.
- Repaired damaged door caused by vandals (twice) at Mesquite Lift Station.

### **CONTINUING OBJECTIVES**

- Continue to prevent fines imposed by the Texas Commission on Environmental Quality (TCEQ) by intercepting unauthorized sewer discharge through an aggressive and intensive maintenance program.
- Develop more educated, proficient and dedicated departmental Operators.
- Reduce service calls and City main backups through daily VacCon operations.
- Repair City lines and manholes identified through Closed Circuit Inspections.
- Repair / upgrade sewer lift stations as needed.

### **GOALS FOR FISCAL YEAR 2009**

- Obtain adequate sized equipment for the utilization of submersible sewer pumps.
- Establish incentive program(s) to assist with retention efforts, especially for highly skilled, certified and dedicated operators.
- Maintain certification requirements as prescribed by TCEQ.
- Establish a maintenance-training program to enable operators to maintain their skills and knowledge of all the lift stations' fundamentals, both new and old.
- Establish an internal departmental award program for operators who are and have been recognized for their expeditious and unselfish efforts in servicing our public.

## SEWER COLLECTION

02-8300

### EXPENDITURE SUMMARY

SEWER COLLECTION	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	271,821	291,085	290,478	374,947
Supplies & Materials	28,571	41,959	39,822	49,950
Maintenance & Repairs	50,835	55,069	52,050	58,500
Contractual Services	28,797	47,100	50,402	48,280
Designated Expenses	19,833	45,239	49,324	16,509
Capital Outlay	753	21,807	20,183	-
<b>TOTAL</b>	<b>400,611</b>	<b>502,259</b>	<b>502,259</b>	<b>548,186</b>

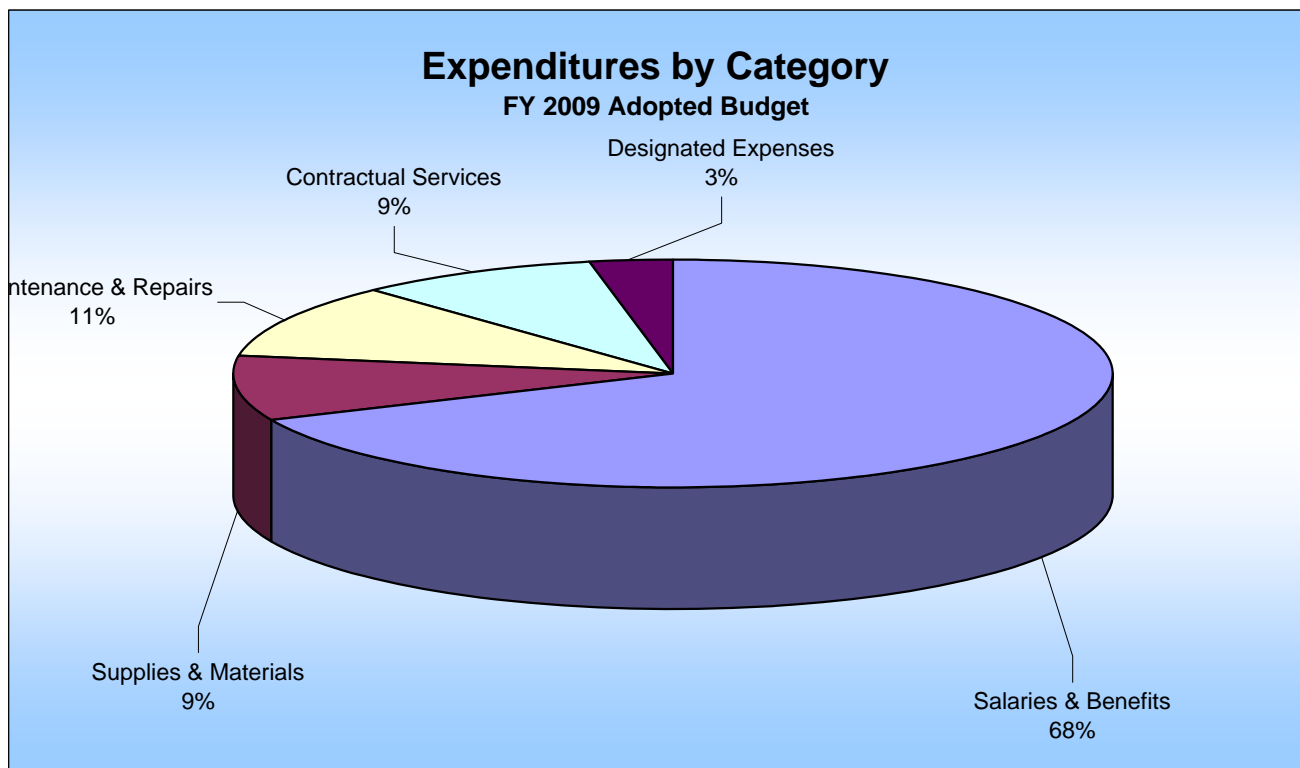
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Two (2) full time Operator II positions were added in FY 2009.
- Supplies & Materials: Increase in fuel & oil costs.
- Maintenance & Repairs: Increase in vehicle and equipment maintenance.

*Decreases:*

- Designated Expenses: Decrease in capital lease payments.



\*\* "Highlights" are not necessarily all-inclusive.

# SEWER COLLECTION

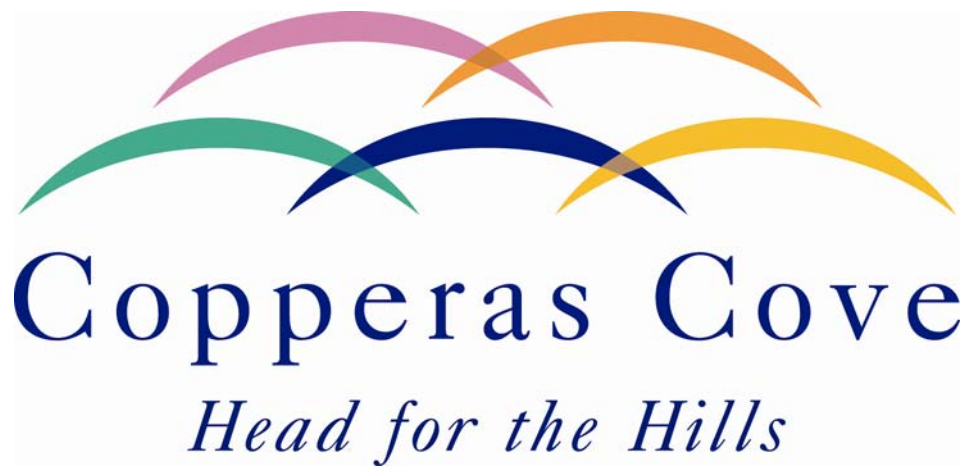
02-8300

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Superintendent	1	1	1	1
Assistant Supervisor/Operator III	1	1	1	1
Operator II	5	5	5	7
<b>DIVISION TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>9</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Sewer Lines Maintained (in miles)	194	167	350	375
# of Lift Stations	15	15	15	16
Sewer Lines Cleaned (in linear feet)	1,025,000	1,500,000	725,000	2,000,000
Manholes Cleaned / Inspected	2,050	3,000	3,001	3,500
Sewer Line Stoppages Cleared	42	235	67	25
<b>EFFICIENCIES</b>				
Maintenance Cost per Mile of Sewer Lines	\$2,065	\$3,008	\$1,435	\$1,462
<b>EFFECTIVENESS</b>				
% of Stormwater Infiltration into the Sewer Collection System	N/A*	20.0%	26.0%	20.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.





# WASTEWATER TREATMENT



## **Left to Right**

**Front Row:** Patrick Bray (Lab Technician), Richard Kaminski (Operator II), Anthony Castro (WW Plant Operator II), Christopher Altott (Operator II).

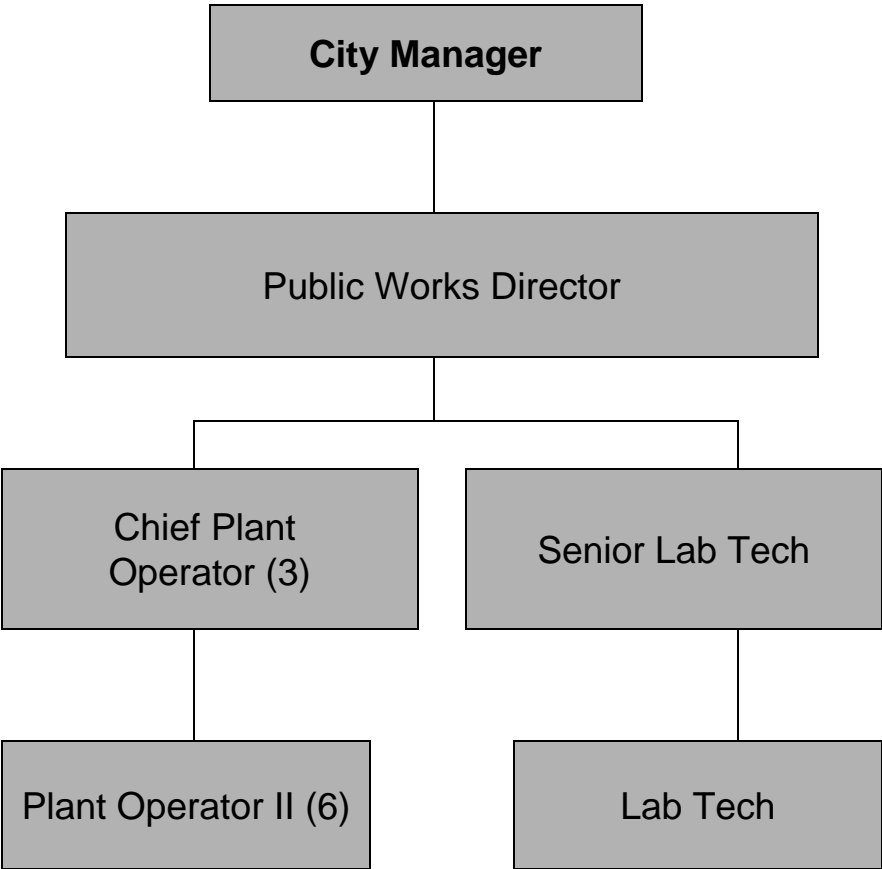
**Back Row:** James Malone (WW Chief Plant Operator), Jim Hillin (WW Plant Operator II), Paul Rhone (WW Chief Plant Operator), Thomas Brooks, Jr. (Operator II), Kenneth Wilgus (WW Chief Plant Operator), Mark Summerlin (WW Plant Operator II).

**Not Pictured:** Joe Wooten (Senior Lab Technician).



# CITY OF COPPERAS COVE, TEXAS

## Wastewater Treatment Department



*The mission of the Wastewater Treatment Department is to ensure the best possible services are provided to the citizens of Copperas Cove in an effective and efficient manner while complying with Federal, State and City laws.*

11 Full Time Employees

# **WASTEWATER TREATMENT**

## **PROGRAM DESCRIPTION**

The Wastewater Treatment Department operates and maintains the City's three Wastewater Treatment facilities with a total permitted daily flow capacity of 9.0 million gallons per day (MGD), in accordance with EPA and TCEQ requirements. This department also renders required reports, maintains appropriate records and current files in compliance with Federal and State permit requirements and laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Perform operations of the City's wastewater treatment facilities in compliance with all laws, rules and permit requirements of EPA and TCEQ.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Operated the City's three wastewater treatment facilities in accordance with Federal and State permit requirements.
- Performed laboratory testing with superior results.
- Continued operator training to insure required State certifications are obtained and maintained.
- Passed Wastewater Quality Assurance/Quality Control (QAQC) evaluation with no deficiencies.
- Received annual inspection from TCEQ on all three plants, with no deficiencies.
- Operated all three treatment plants with no unauthorized discharges (spills) of untreated wastewater.
- Completed pump station and line installation for effluent reuse at the golf Course.

## **CONTINUING OBJECTIVES**

- Reduce operational costs through effective and efficient operational techniques.
- Continue operator training to maintain State requirements and employee professionalism.
- Control/eliminate algae at the plants, thereby increasing efficiency.

## **GOALS FOR FISCAL YEAR 2009**

- Continue operations to meet all permit requirements contained within EPA and TCEQ operational permits.
- Continue the reduction of testing requirements through superior test results.
- Continue training all operators within the department.
- Identify any / all ways to reduce operational costs at wastewater plants.
- Complete the Golf Course irrigation project which will use treated effluent and reduce / eliminate the use of potable water.

# WASTEWATER TREATMENT

02-8400

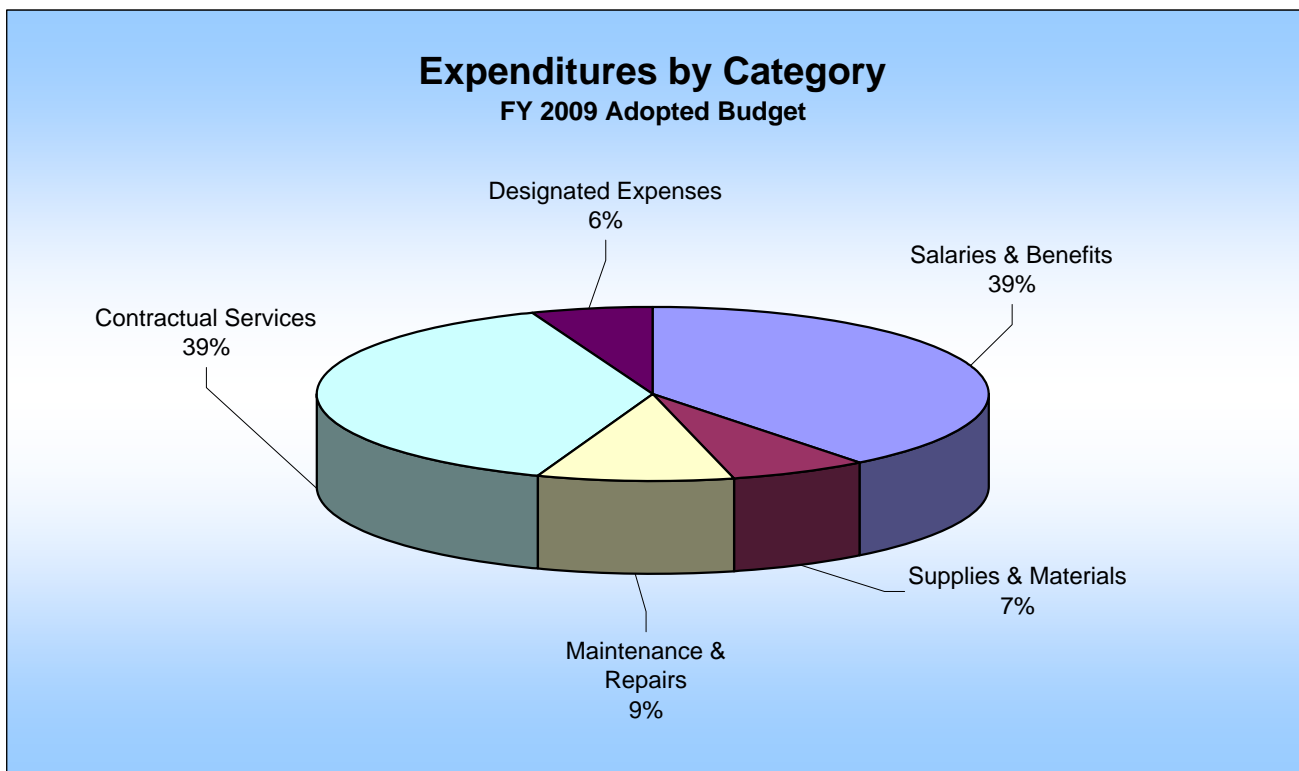
## EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>WASTEWATER TREATMENT</b>				
Salaries & Benefits	432,398	452,769	459,300	467,883
Supplies & Materials	46,324	72,015	71,009	81,700
Maintenance & Repairs	127,845	69,681	64,500	110,600
Contractual Services	335,885	618,597	442,200	459,802
Designated Expenses	49,940	57,829	74,511	69,162
Capital Outlay	8,000	15,200	23,829	-
<b>TOTAL</b>	<b>1,000,392</b>	<b>1,286,091</b>	<b>1,135,349</b>	<b>1,189,147</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increase in chemicals and lab expenses.
- Maintenance & Repairs: Increase in vehicle maintenance, and repair and maintenance on the pumps, motors, belt press, UV system, blowers and clarifier sweeps for the three plants.
- Contractual Services: Increase in consulting fees for plant permit renewal fees.



\*\* "Highlights" are not necessarily all-inclusive.

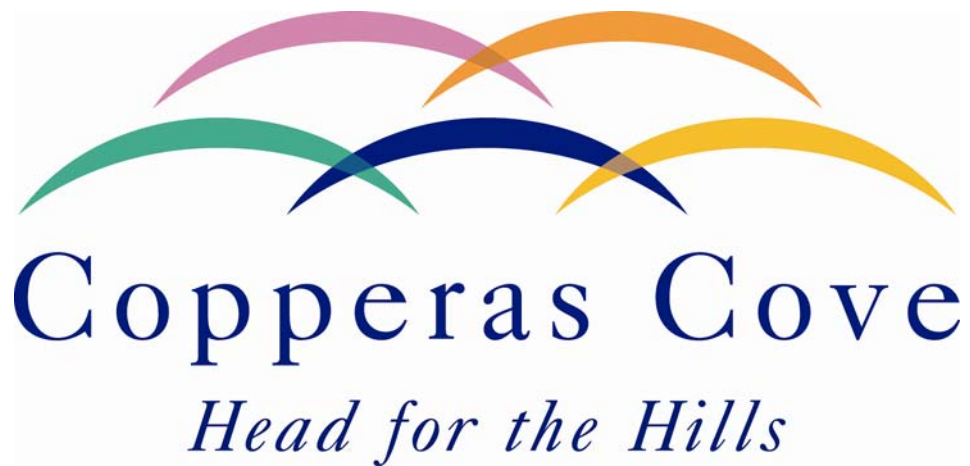
# WASTEWATER TREATMENT

02-8400

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Chief Plant Operator	3	3	3	3
Plant Operator II	6	6	6	6
Senior Lab Technician	1	1	1	1
Lab Technician	1	1	1	1
<b>DIVISION TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of Wastewater Treatment Plants	3	3	3	3
Total Gallons of Wastewater Treated (million)	911	1,000	896	1,100
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Million Gallons of Wastewater Treated	\$1,098.13	\$1,286.09	\$1,267.13	\$1,081.04
<b><i>EFFECTIVENESS</i></b>				
In Full Compliance with all State and Federal Regulations (# of Minor Excursions)	4	Yes	Yes	Yes

\*\* "Highlights" are not necessarily all-inclusive.



# COMPOSTING

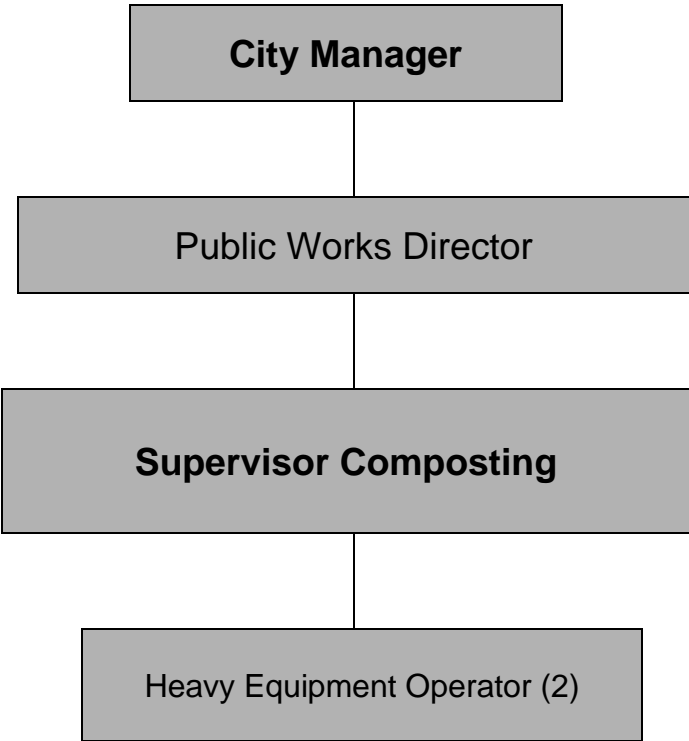


**Left to Right:**

Tommy Camacho (Composting Supervisor), Joseph Pangelinan (Heavy Equipment Operator), Noel Watson (Heavy Equipment Operator).

# CITY OF COPPERAS COVE, TEXAS

## Composting Department



*The mission of the Composting Department is to effectively and efficiently operate the City's Compost Facility providing compost for Citizens and the City's use while complying with all Federal, State, and City laws.*

3 Full Time Employees

# **COMPOSTING**

## **PROGRAM DESCRIPTION**

The Composting Department is responsible for operating and maintaining the Compost Facility, keeping records, filing and submitting required reports in accordance with the rules and requirements issued by TCEQ and contained within MSW-42017.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Operate the Compost Facility in accordance with rules and requirements set forth in MSW-42017 and TCEQ regulations 312.1 through 332.75, also EPA Title 40 regulations.
- Operate the Compost Facility in an economical and efficient manner to minimize cost without lowering production.
- Produce a product that is safe for the City to market and citizens to use.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Increased the awareness of the City of Copperas Cove Composting Facility by advertising and presentations.
- Improved sales for both Compost and Mulch to the citizens and customers of Copperas Cove.
- Two employees obtained the required license and certification required for compost operations.
- Exceeded volume sales of compost and mulch to the public by 110%.
- Provided a delivery service for the citizens of Copperas Cove.
- Performed daily safety operations and inspections.
- Prevented brush and sludge from going to landfills, which encourages the City to use the product by recycling.
- Developed a Fire Prevention and Suppression Plan to comply with a TCEQ inspection requirement.

## **CONTINUING OBJECTIVES**

- Operate the Facility by controlling litter, stock piles (separated to prevent unauthorized items being dumped at the site), prevent fire spread, and control vector and odor.
- Operate laboratory for testing of compost (MPN) windrow (most probable number) on each windrow made; insures end product is within required examination limits.
- Develop educated and proficient operators through continuous training.
- Look for ways to upgrade the equipment for the operation to increase the product volume, and minimize down time.

## **GOALS FOR FISCAL YEAR 2009**

- Accomplish certification requirements as prescribed by TCEQ.
- Prevent fines by TCEQ, EPA, and manage the facility through an aggressive and intensive maintenance program.
- Increase product awareness by teaming up with Solid Waste Scale Operator and the Solid Waste Recycling Program during sales and school presentations.
- Upgrade and obtain classification of Municipal Solid Waste Facilities and level of license required by TCEQ, from a Class C to a Class B, before September 2009.



## COMPOSTING

02-8401

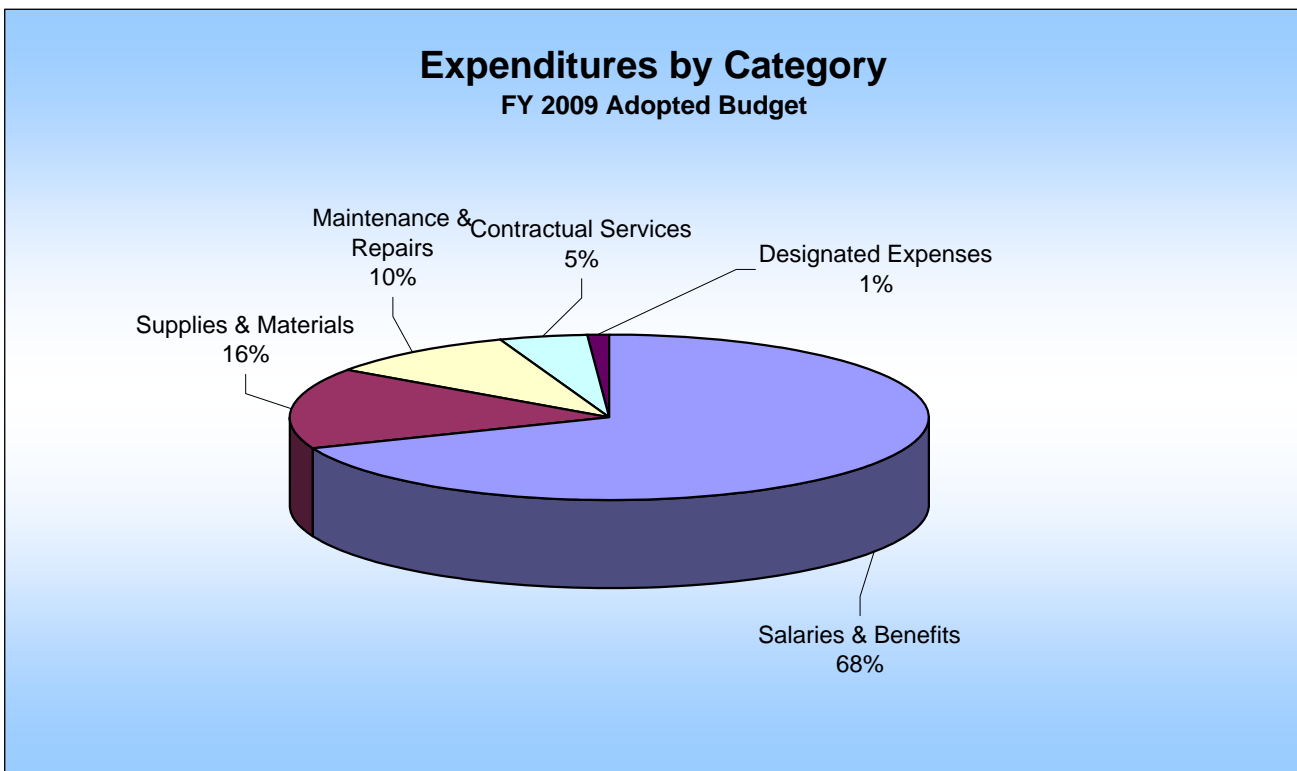
### EXPENDITURE SUMMARY

COMPOSTING	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	105,605	120,710	120,184	125,311
Supplies & Materials	15,731	19,615	17,615	28,477
Maintenance & Repairs	17,472	12,330	15,500	17,640
Contractual Services	6,203	7,448	8,356	8,298
Designated Expenses	1,067	2,350	1,500	2,000
<b>TOTAL</b>	<b>146,078</b>	<b>162,453</b>	<b>163,155</b>	<b>181,726</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increase in fuel and oil costs.



\*\* "Highlights" are not necessarily all-inclusive.

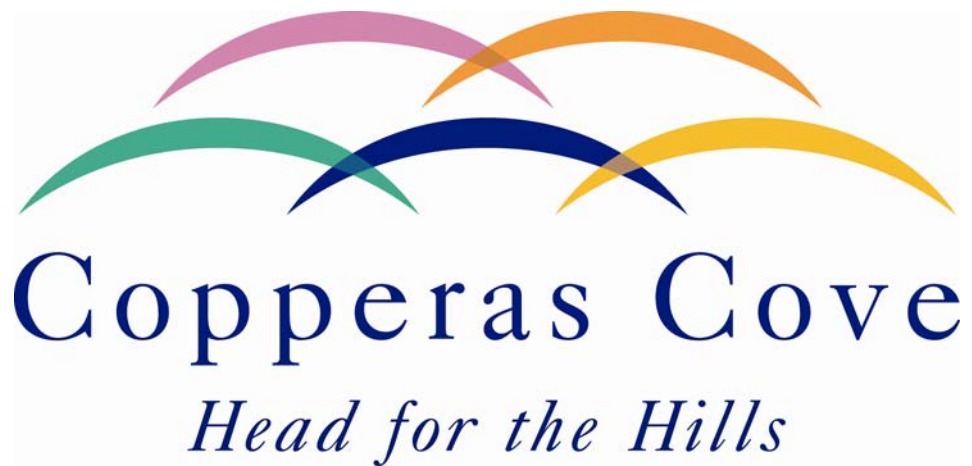
# COMPOSTING

02-8401

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Supervisor	0	1	1	1
Heavy Equipment Operator	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
Finished Compost (square yards)	1,300	1,700	1,900	2,000
Brush Chipped (square yards)	4,000	4,800	4,500	5,000
Compost Used in City (square yards)	200	300	372	300
Compost Sold (square yards)	800	1,500	1,142	1,100
Mulch Sold (square yards)	150	350	250	300
Deliveries	59	57	51	65
<b><u>EFFICIENCIES</u></b>				
Total Amount of Sludge Converted to Compost (wet tons)	2,500	2,800	2,711	2,850
<b><u>EFFECTIVENESS</u></b>				
% of Finished Compost Sold	61.5%	88.2%	60.1%	55.0%
% of Compost Used by the City	15.4%	17.6%	19.6%	15.0%

\*\* "Highlights" are not necessarily all-inclusive.



# **WATER AND SEWER NON-DEPARTMENTAL**



Eastside Pump Station Tank



190 East Lift Station

## **NON-DEPARTMENTAL PROGRAM DESCRIPTION**

Historically, this non-personnel department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, water purchases, bond principal & interest payments, and a transfer to the General Fund for reconciling costs in the General Fund that are allocated to the Water & Sewer Fund. Since this department does not have personnel, achievements and goals are not provided.



**Aerial view of the 4 MG Northwest Treatment Plant**

## NON - DEPARTMENTAL

02-8500

### EXPENDITURE SUMMARY

<b>NON-DEPARTMENTAL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	-	-	-	46,854
Supplies & Materials	39	200	200	-
Maintenance & Repairs	2,861	6,450	6,450	2,856
Contractual Services	62,228	66,793	67,951	70,650
Designated Expenses	50,155	48,765	54,765	55,200
Capital Outlay & Capital Improvements	4,760,638	5,116,659	4,983,159	4,637,914
<b>TOTAL</b>	<b>4,875,921</b>	<b>5,238,867</b>	<b>5,112,525</b>	<b>4,813,474</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

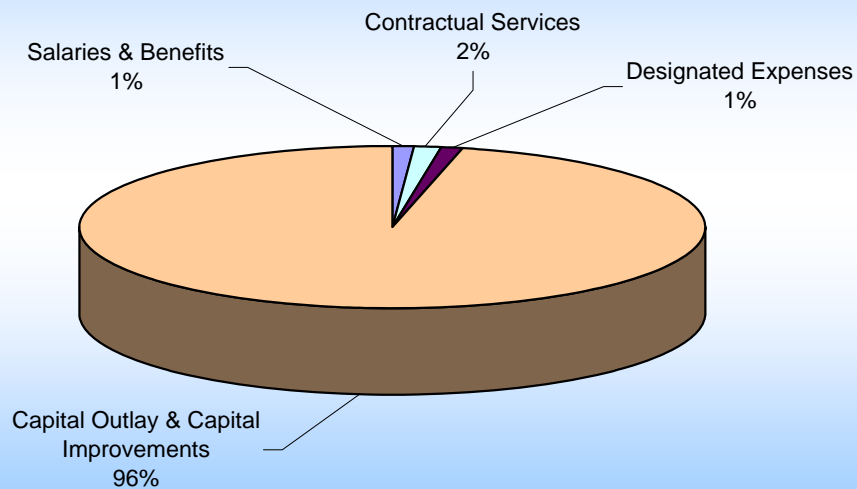
**Increases:**

- Salaries & Benefits: Merit increases are included in Non-Departmental and re-allocated to departments after actual amounts are calculated and budget amendment is approved by City Council beginning in FY 2009.

**Decreases:**

- Capital Outlay & Capital Improvements: A portion of the debt service is funded in the Capital Improvement Project Funds (2003 Certificates of Obligation and 2001 Certificates of Obligation).

**Expenditures by Category**  
FY 2009 Adopted Budget



\*\* "Highlights" are not necessarily all-inclusive.





# Solid Waste Fund

*The City Built for Family Living*

# **Copperas Cove, Texas**

## **SOLID WASTE FUND**

The Solid Waste Fund is one of the three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to citizens. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that “the enterprise fund type may be used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes.” These funds are not required by GASB, but are permitted.

The City of Copperas Cove's Solid Waste Fund accounts for all expenses incurred and revenues earned in the process of providing solid waste collection and disposal services to the public. Organizationally, this fund is divided into six departments; solid waste operations, solid waste collection-residential, solid waste collection-recycling, solid waste collection-brush and bulk, solid waste collection-commercial, and solid waste disposal. In addition, this fund accounts for expenses incurred from the repayment of revenue debt as well as interfund transfers to the General Fund for reimbursement of administrative expenditures.

***The City Built for Family Living***



**FY2009 ADOPTED BUDGET  
SOLID WASTE FUND  
REVENUE & EXPENSE SUMMARY**

**OVERVIEW**

The Solid Waste Fund is an enterprise fund that includes residential, commercial, recycling and brush/bulk pick up services for the residents and businesses of Copperas Cove and the daily operation of a transfer station and funding for Keep Copperas Cove Beautiful (KCCB). The City provides solid waste service to approximately 11,200 residential and commercial customers through the Solid Waste Fund. Garbage Collection Fees provides 75.7% of the total revenue generated in the Solid Waste Fund. The City of Copperas Cove will make every effort to keep expenditures to a minimum.

<b>REVENUES</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTION</b>	<b>FY 2009 ADOPTED</b>
Garbage Collection Fees	2,047,741	2,128,806	2,199,202	2,322,392	2,411,000
Sanitary Landfill Fees	289,746	425,816	398,508	375,000	400,000
Charges for Services	60,189	89,617	122,222	140,276	216,764
Interest Income	6,934	22,419	32,913	26,000	28,000
Other Income	121,833	150,896	120,874	124,000	129,000
<b>TOTAL</b>	<b>2,526,443</b>	<b>2,817,554</b>	<b>2,873,719</b>	<b>2,987,668</b>	<b>3,184,764</b>
<b>EXPENSES</b>					
Salaries & Benefits	608,424	677,523	688,536	735,800	819,564
Supplies & Materials	105,621	164,462	157,292	206,506	303,051
Repairs & Maintenance	69,226	75,032	104,346	116,327	115,790
Support Services	46,011	50,718	41,188	54,389	75,770
Designated Expenses	808,014	1,048,110	1,103,109	1,388,849	1,350,144
Capital Outlay	10,125	9,672	19,785	20,103	38,100
Transfers / Other	480,200	510,172	378,000	428,000	428,000
<b>TOTAL</b>	<b>2,127,621</b>	<b>2,535,689</b>	<b>2,492,256</b>	<b>2,949,974</b>	<b>3,130,419</b>
Revenues Over / (Under)					
Expenses	398,822	281,865	381,463	37,694	54,345
<b>TOTAL</b>	<b>2,526,443</b>	<b>2,817,554</b>	<b>2,873,719</b>	<b>2,987,668</b>	<b>3,184,764</b>

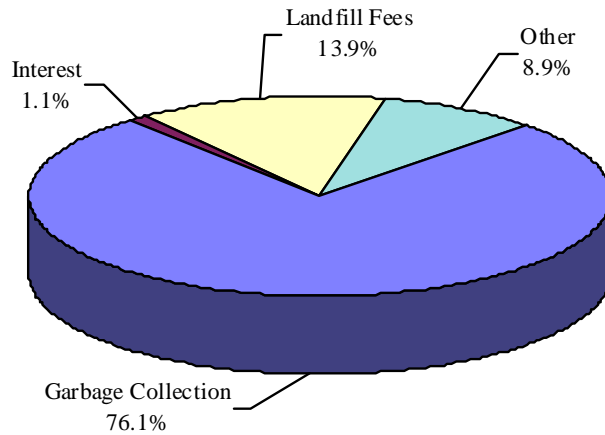
**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**SOLID WASTE FUND**  
**SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 388,380	\$ 653,725	\$ 769,843	750,357
Prior Yr Enc Voided in Current Yr			296	-
Prior Period Adjustment			(57,476)	-
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 388,380</u>	<u>\$ 653,725</u>	<u>\$ 712,663</u>	<u>\$ 750,357</u>
<b>REVENUES:</b>				
Garbage Collection Fees	\$ 2,236,410	\$ 2,361,767	\$ 2,361,767	\$ 2,451,700
Senior Discount	(37,208)	(38,325)	(39,375)	(40,700)
Sanitary Landfill Fees	398,508	425,000	375,000	400,000
Recycling Proceeds	41,899	45,000	45,000	45,000
Sale of Kraft Bags	17,071	10,500	11,000	13,000
Sale of Scrap Metal	9,168	18,000	19,000	16,000
Container Reload-On Site	11,242	13,500	5,000	7,500
Rtn Svce-Overload Container	490	1,000	200	500
Auto-Lid Locks	796	1,250	1,306	1,000
Rear Load Dumpster Rental	1,291	2,800	3,770	2,000
Roll-Off Rental Income	40,266	55,000	55,000	45,000
Bulky / White Goods Collection				68,040
Container Removal from Curb				15,450
Miscellaneous Solid Waste Fees				3,274
Subtotal	<u>2,719,932</u>	<u>2,895,492</u>	<u>2,837,668</u>	<u>3,027,764</u>
Interest Revenue	\$ 32,913	\$ 33,000	\$ 26,000	\$ 28,000
Late Charge For Billing	118,138	120,000	120,000	123,000
Auction Proceeds	2,205	1,000	1,000	5,000
Miscellaneous Revenues	531	2,700	3,000	1,000
Subtotal	<u>153,787</u>	<u>156,700</u>	<u>150,000</u>	<u>157,000</u>
<b>TOTAL REVENUES</b>	<u>\$ 2,873,719</u>	<u>\$ 3,052,192</u>	<u>\$ 2,987,668</u>	<u>\$ 3,184,764</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 3,262,099</u>	<u>\$ 3,705,917</u>	<u>\$ 3,700,331</u>	<u>\$ 3,935,121</u>
<b>EXPENSES:</b>				
Solid Waste Operations (90)	\$ 199,864	\$ 205,723	\$ 205,017	\$ 224,623
Solid Waste Collection - Residential (91-01)	279,849	329,314	336,029	386,085
Solid Waste Collection - Recycling (91-02)	110,601	116,131	123,605	148,076
Solid Waste Collection - Brush (91-03)	127,633	155,936	141,737	163,866
Solid Waste Collection - Commercial (91-04)	271,902	357,503	346,709	430,964
Solid Waste Collection - KCCB (91-05)	12,754	22,200	22,000	24,789
Solid Waste Disposal (92)	1,051,020	1,272,381	1,269,053	1,184,994
Non-Departmental (95)	438,633	505,595	505,824	567,022
<b>TOTAL EXPENSES</b>	<u>\$ 2,492,256</u>	<u>\$ 2,964,783</u>	<u>\$ 2,949,974</u>	<u>\$ 3,130,419</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 769,843	\$ 741,134	\$ 750,357	\$ 804,703
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ 769,843</u>	<u>\$ 741,134</u>	<u>\$ 750,357</u>	<u>\$ 804,703</u>
<b>IDEAL FUND BALANCE</b>	\$ 623,064	\$ 741,196	\$ 737,494	\$ 782,605
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ 146,779	\$ (62)	\$ 12,863	\$ 22,098

\* Includes budget amendments that were approved by City Council on 05/20/08 and 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

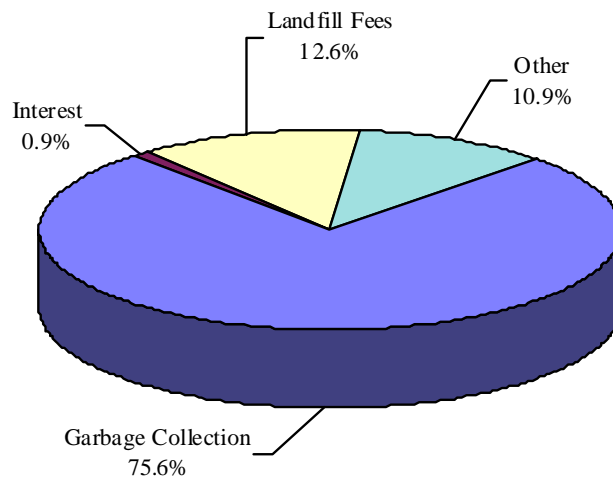
**City of Copperas Cove, Texas**  
**Solid Waste Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Revenues**  
**By Source**

**Fiscal Year 2007-08 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2007-08 are **\$3,052,192**

**Fiscal Year 2008-09 Budgeted Revenues**



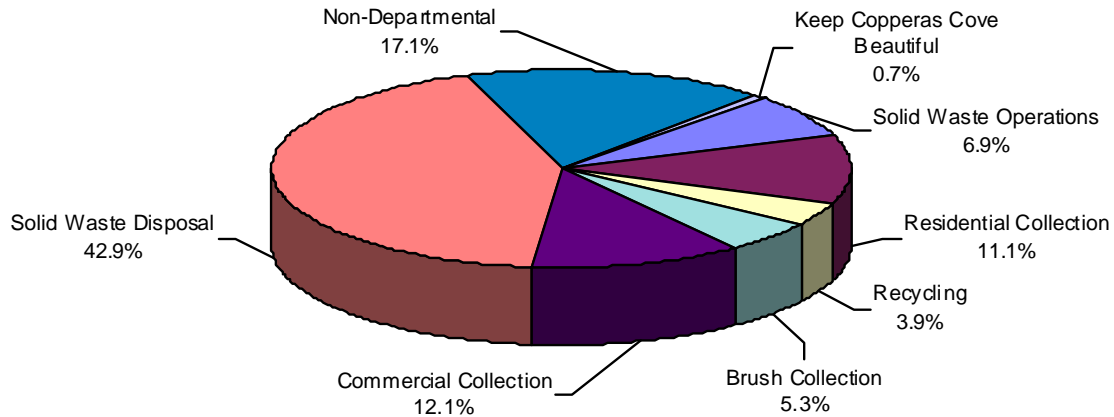
Total Budgeted Revenues for Fiscal Year 2008-09 are **\$3,184,764**

# City of Copperas Cove, Texas

## Solid Waste Fund

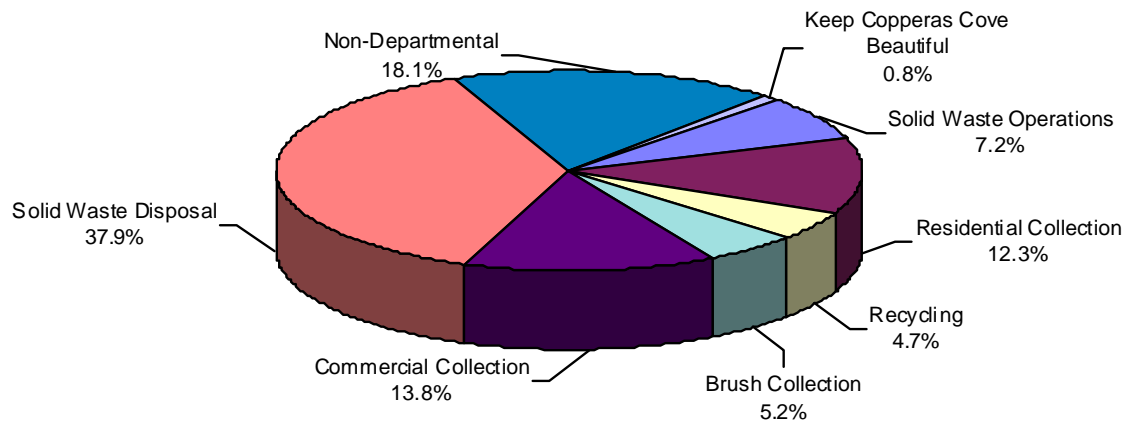
### Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses By Function

#### Fiscal Year 2007-08 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$2,964,783](#)

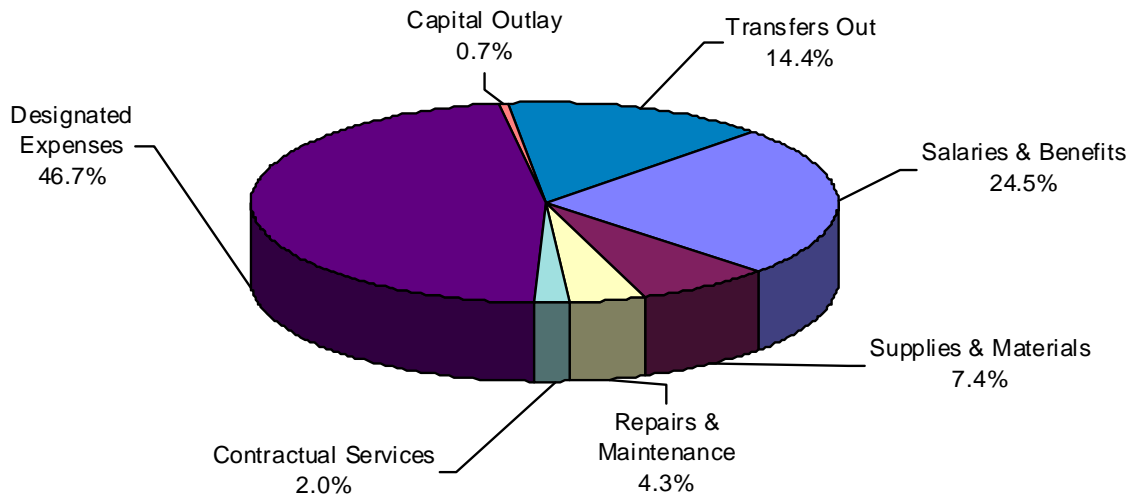
#### Fiscal Year 2008-09 Budgeted Expenses



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$3,130,419](#)

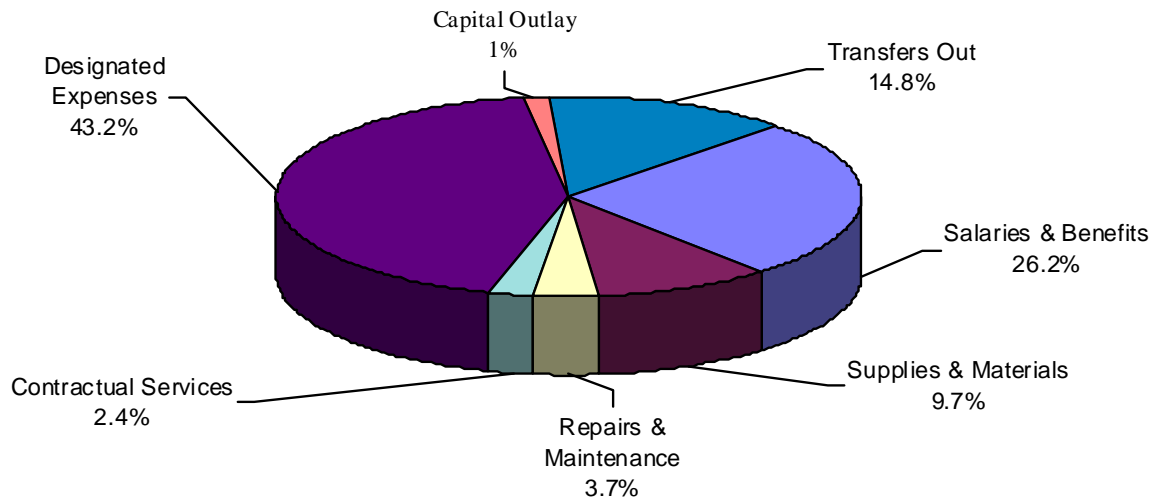
**City of Copperas Cove, Texas**  
**Solid Waste Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses**  
**By Object**

**Fiscal Year 2007- 08 Budgeted Expenses**

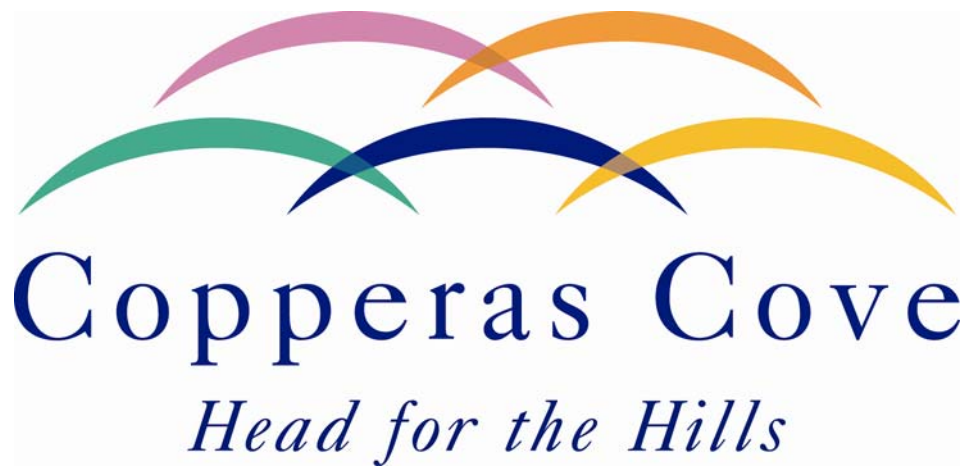


Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$2,964,783](#)

**Fiscal Year 2008 - 09 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$3,130,419](#)



# SOLID WASTE OPERATIONS



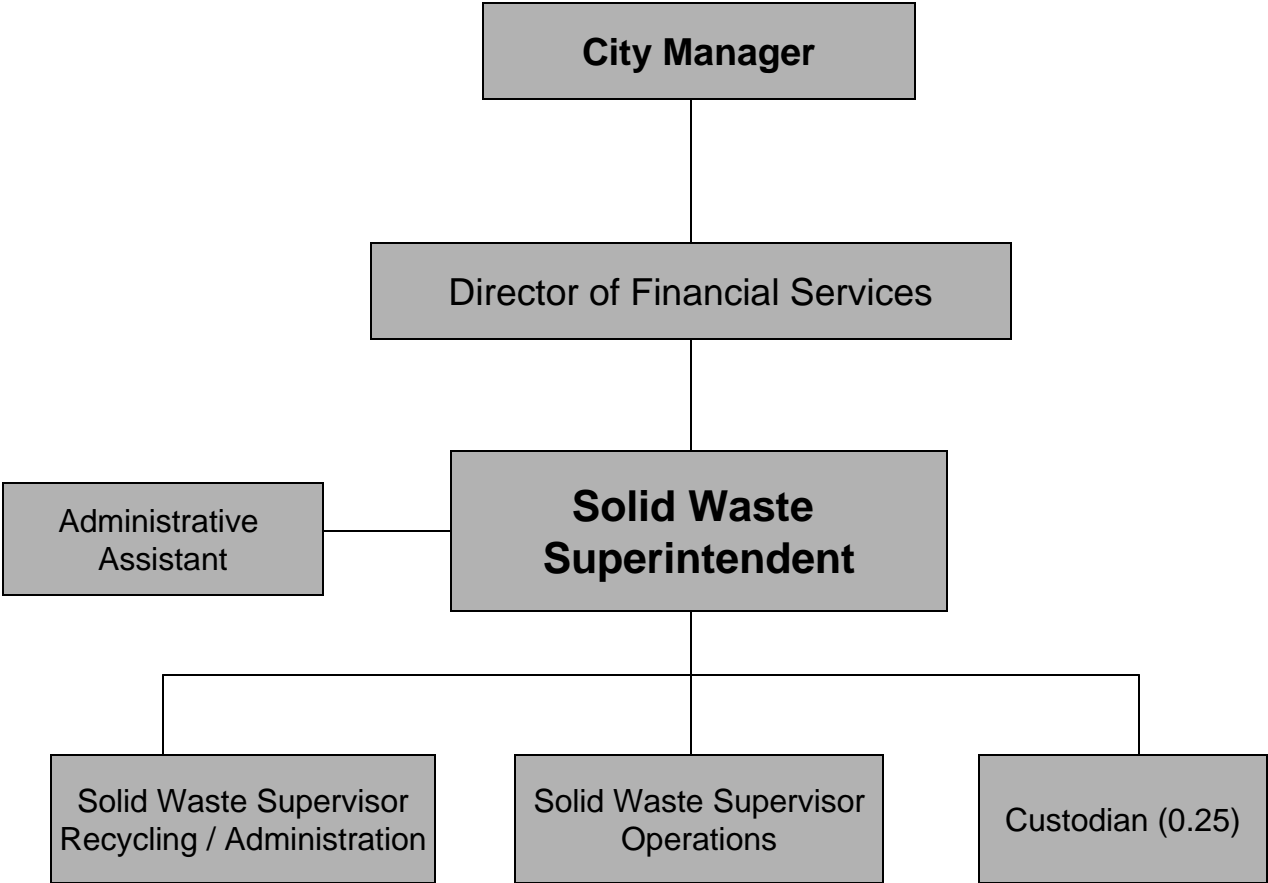
**Left to Right:**

**Front Row:** Loretta Bell (Administrative Assistant), Michael Mundell (Solid Waste Superintendent).

**Back Row:** Silvia Rhoads (SW Supervisor-Recycling /Administration / Executive Director of KCCB), John Mantanona (Supervisor-Operations).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste Operations Division



*The mission of the Solid Waste Operations Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential trash, brush, yard waste, bulky goods and recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4.25 Full Time Employees



# ***SOLID WASTE OPERATIONS***

## **PROGRAM DESCRIPTION**

The mission of the Solid Waste Operations Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection and disposal of residential trash, commercial trash, brush, yard waste, bulky goods, and recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state, and City laws.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Maintain the highest quality of service for all customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Sponsored two city wide clean up events.
- Worked with Central Texas Council of Governments (CTCOG) Solid Waste Advisory Committee (SWAC) on Regional Solid Waste plan; also worked with SWAC on how to disperse grant funds from Texas Commission on Environmental Quality (TCEQ).
- Provided Solid Waste services and equipment in support of five community sponsored events.
- Updated Solid Waste ordinance for easier reading by providing a summary of fees in the City Fee Schedule and grouping the Solid Waste ordinance by service type.
- Notified citizens of the Solid Waste Ordinance changes.

## **CONTINUING OBJECTIVES**

- Improve container accountability in our residential division.
- Monitor city growth and forecast resources that will be needed to provide current level of services.

## **GOALS FOR FISCAL YEAR 2009**

- Implement an incentive program to create esprit de corps and a safer work environment.
- Revamp the Bulk collection process to increase revenue and become more efficient.
- Sponsor and support as many clean up events and as many community events as possible.
- Ensure that the changes in the Solid Waste Ordinance are applied fairly.
- Work with the Utility Administration Department to coordinate the Solid Waste service areas with the utility billing cycles.
- Provide additional resources to help citizens understand the Solid Waste ordinance and Solid Waste Fee Structure.

## SOLID WASTE OPERATIONS

03-9000

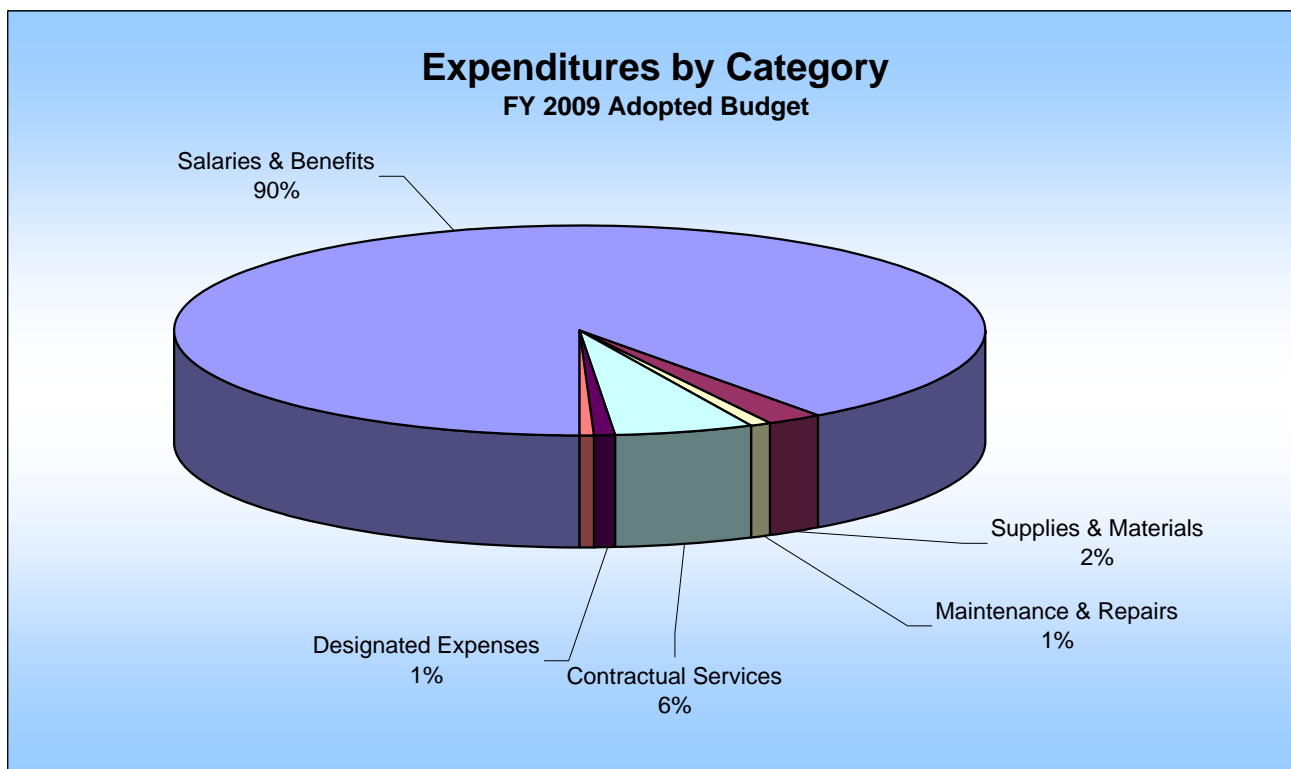
### EXPENDITURE SUMMARY

<b>SOLID WASTE OPERATIONS</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	180,229	192,281	190,701	202,012
Supplies & Materials	3,328	3,241	3,153	5,223
Maintenance & Repairs	5,547	644	1,800	1,800
Contractual Services	7,769	7,671	7,477	12,602
Designated Expenses	2,991	1,886	1,886	1,886
Capital Outlay & Capital Improvements	-	-	-	1,100
<b>TOTAL</b>	<b>199,864</b>	<b>205,723</b>	<b>205,017</b>	<b>224,623</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increased cost for operating supplies, and fuel and oil.
- Contractual Services: Added training for certification requirements for Solid Waste personnel.
- Capital Outlay: \$1,100 purchase of Telecorder to record telephone conversations.



\*\* "Highlights" are not necessarily all-inclusive.

## SOLID WASTE OPERATIONS

03-9000

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Administrative Assistant	1	1	1	1
Solid Waste Superintendent	1	1	1	1
SW Supervisor-Operations	1	1	1	1
SW Supervisor-Recycling/Administration	1	1	1	1
Custodian*	0	0	0	0.25
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4.25</b>

\* Custodian position moved from Facility Maintenance in FY 2008-09.

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
Total Tons Collected	24,350	26,500	22,564	26,000
Total # of Complaints	571	525	517	500
<b><u>EFFICIENCIES</u></b>				
Operating Cost to Collect One Ton of Garbage	\$8.21	\$7.76	\$9.09	\$8.64
<b><u>EFFECTIVENESS</u></b>				
% of Customer Service Complaints Resolved in 24 Hours or Less	N/A*	80.0%	92.0%	90.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



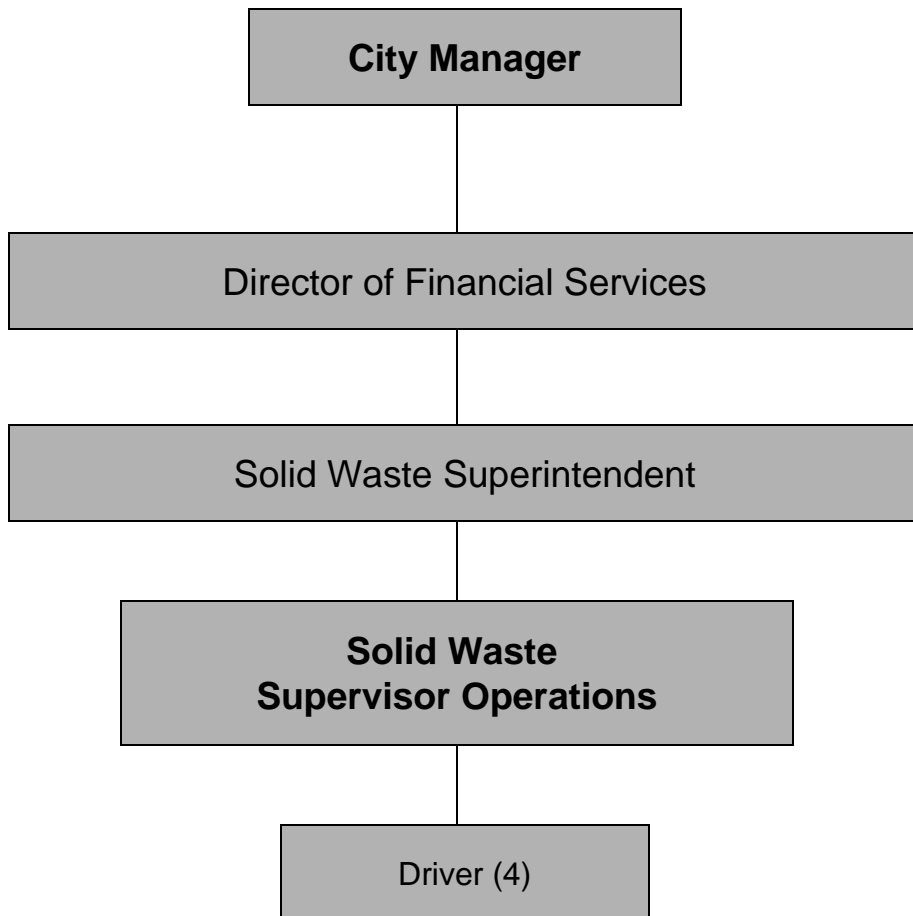
# SOLID WASTE - RESIDENTIAL



**Left to Right:**  
Mark Turner (Driver), Travis Daniels (Driver), Coy Stallings (Drive).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste Collections – Residential Division



*The mission of the Solid Waste Residential Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4 Full Time Employees

## ***SOLID WASTE COLLECTIONS – RESIDENTIAL***

### **PROGRAM DESCRIPTION**

The Residential Division provides waste collection services to the citizens of Copperas Cove. Waste is collected curbside at residential addresses and transported to the Transfer Station. The monthly solid waste fee provides for once per week collection of the city provided roll out container (96 or 64 gallon); once every other week collection of brush/yard waste up to three (3) cubic yards. The mission of the Solid Waste Residential Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of residential municipal solid waste in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Maintain the highest quality customer service possible for all residential customers.
- Establish a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.
- Monitor and adjust collection routes as necessary to maintain 950 to 1,200 households per collection route.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Supported five events beneficial to the City's image with Solid Waste services.
- Put a new automated collection vehicle into service.
- Updated Solid Waste ordinance for easier reading by providing a summary of fees in the City Fee Schedule and grouping the Solid Waste ordinance by service type.
- Added one collection vehicle, due to collection routes not being restructured.

### **CONTINUING OBJECTIVES**

- Continue to upgrade the record keeping system for customer service calls, extra charges, container deliveries, etc.
- Continue to audit residential accounts and adjust service levels as necessary.
- Continue to support events beneficial to the City's image.

### **GOALS FOR FISCAL YEAR 2009**

- Develop and implement a vehicle preventative maintenance program that will help extend vehicle life and reduce operating costs.
- Improve our safety policy and drivers' training program to reduce the amount of accidents and insurance costs.

## SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

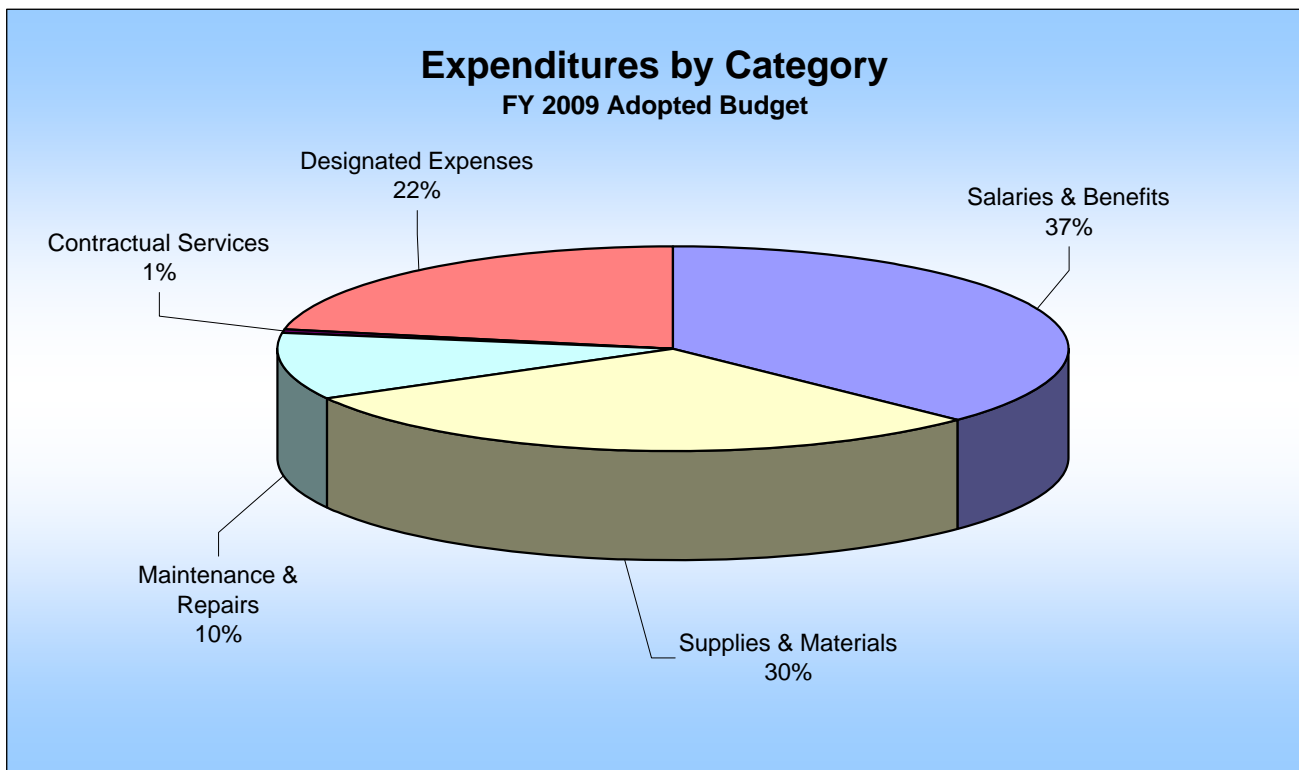
### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - RESIDENTIAL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	122,186	118,597	136,597	143,930
Personnel Support	124	-	-	-
Supplies & Materials	65,823	91,351	85,351	114,930
Maintenance & Repairs	44,807	43,775	36,000	40,000
Contractual Services	2,592	2,836	2,827	2,855
Designated Expenses	44,317	69,690	72,190	84,370
Capital Outlay	-	3,065	3,064	-
<b>TOTAL</b>	<b>279,849</b>	<b>329,314</b>	<b>336,029</b>	<b>386,085</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increase in fuel and oil costs.
- Maintenance & Repairs: Increase in repair and maintenance of residential fleet.
- Designated Expenses: Increase in capital lease payments for new Solid Waste equipment.



\*\* "Highlights" are not necessarily all-inclusive.



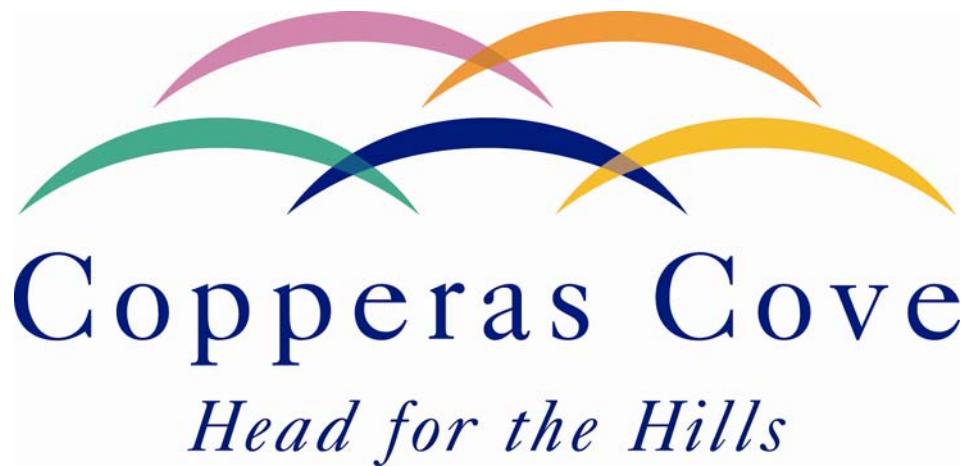
## SOLID WASTE COLLECTIONS - RESIDENTIAL

03-9101

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Driver	4	4	4	4
DIVISION TOTAL	4	4	4	4

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
Tons Collected by Residential Collection Vehicles	8,963	10,500	10,049	10,500
<b><u>EFFICIENCIES</u></b>				
Cost to Collect One Ton of Residential Garbage	\$31.22	\$31.36	\$33.44	\$36.77
<b><u>EFFECTIVENESS</u></b>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

\*\* "Highlights" are not necessarily all-inclusive.



# SOLID WASTE - RECYCLING

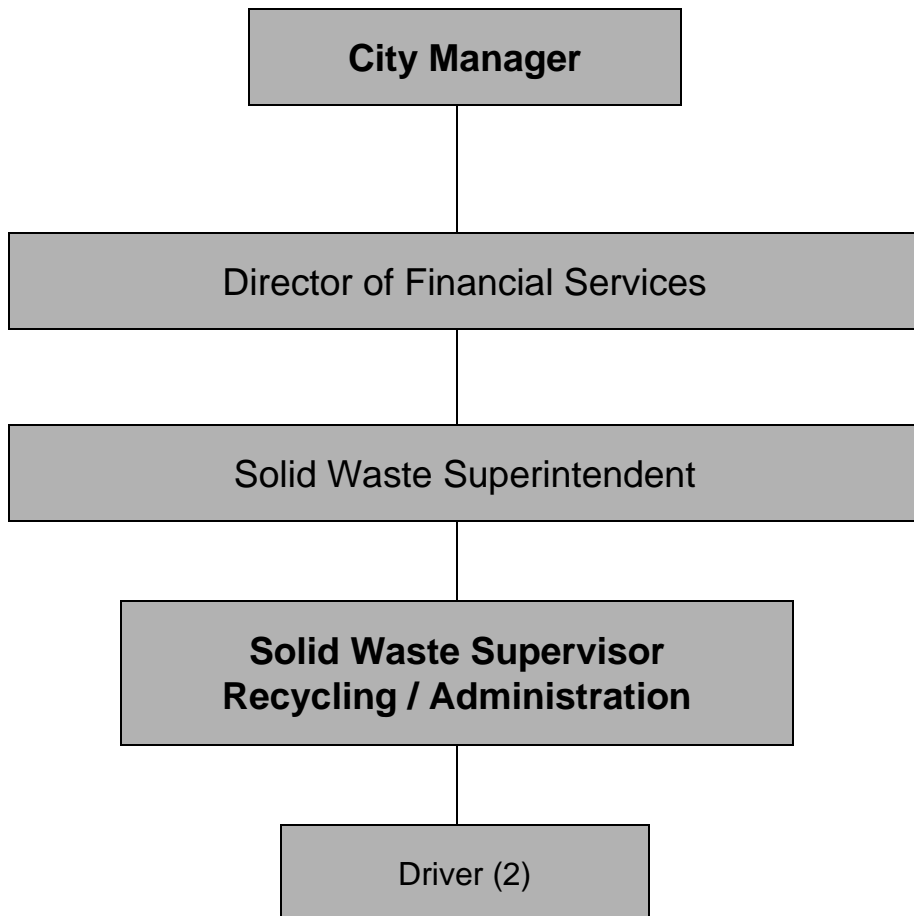


**Left to Right:**

Richard Ballesteros (Driver), Robert "Mitch" Mitchell (Driver).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste Collections – Recycling Division



*The mission of the Solid Waste Recycling Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential and commercial recyclable trash in managed format that is timely, safe, efficient, and in compliance with federal, state and City laws.*

2 Full Time Employees

## ***SOLID WASTE COLLECTIONS – RECYCLING***

### **PROGRAM DESCRIPTION**

The mission of the Solid Waste Recycling Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of residential and commercial recyclable materials in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Operate and maintain the recycling center in accordance with all regulatory requirements.
- Build relationship with CCISD through presentations and hosting field trips to the Solid Waste Operational and Recycling Centers.
- Maintain highest quality customer service for citizens and businesses that we serve.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Continued working relationship with the Copperas Cove Independent School District by conducting Recycling classes and tours at the Solid Waste Operational Facility and Recycling Center.
- Participated in events held by the Downtown Association, Chamber of Commerce and the City (Employee Health Fair).
- Supported and participated in two City-Wide Cleanups.
- Increased recycling participation by increasing public knowledge about the recycling program.
- Purchased a roll off hoist to retrofit unit 901-31.

### **CONTINUING OBJECTIVES**

- Continue to educate citizens on recycling program benefits through advertising, newspaper articles and city wide activities, such as “Texas Recycles Day” and “Earth Day” events.
- Continue to improve our safety policy and drivers training program to reduce the amount of accidents and insurance costs.

### **GOALS FOR FISCAL YEAR 2009**

- Promote growth in commercial / business recycling.
- Host two city-wide cleanup events.
- Strive for an increase in diversions.
- Expand recycling center footprint.
- Purchase of Curbside Trough Loader recycling vehicle.
- Actively pursue opportunities to add new commodities to the program.

## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

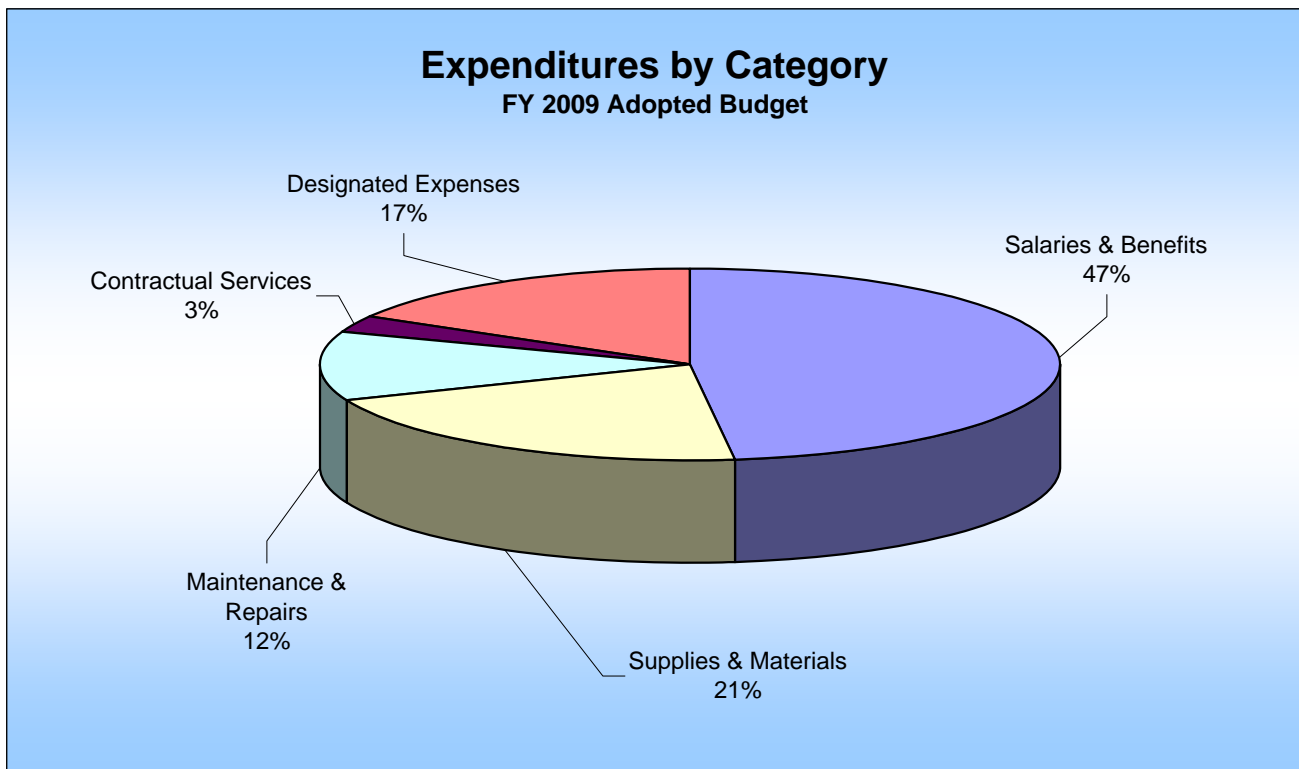
### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - RECYCLING</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	58,688	55,431	56,931	70,986
Personnel Support	248	-	-	-
Supplies & Materials	18,000	23,776	26,050	30,838
Maintenance & Repairs	12,649	9,171	11,700	17,500
Contractual Services	2,558	4,746	4,196	4,006
Designated Expenses	18,457	23,007	23,228	24,746
Capital Outlay	-	-	1,500	-
<b>TOTAL</b>	<b>110,601</b>	<b>116,131</b>	<b>123,605</b>	<b>148,076</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Pay adjustments.
- Supplies & Materials: Increase in fuel and oil costs.
- Maintenance & Repairs: Increase in repair and maintenance costs for current fleet and equipment.



\*\* "Highlights" are not necessarily all-inclusive.

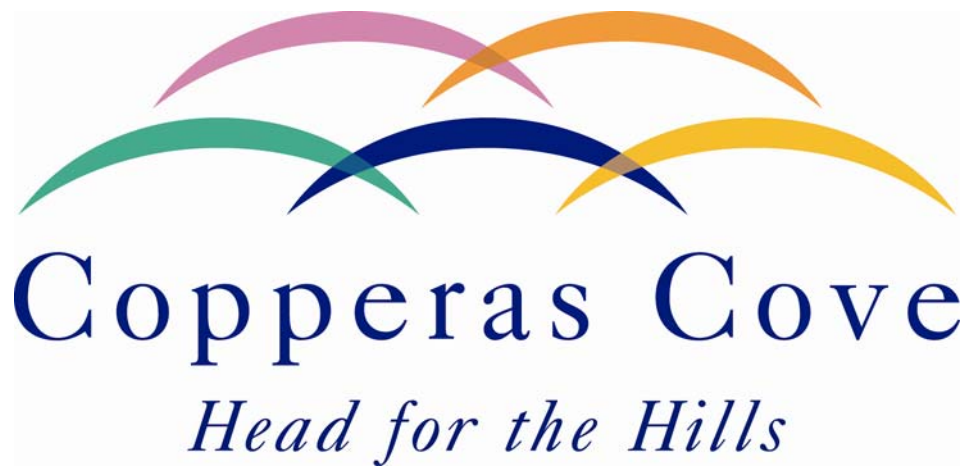
## SOLID WASTE COLLECTIONS - RECYCLING

03-9102

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
Tons of Recyclables Collected (excluding scrap metal)	488	420	340	450
Tons of Scrap Metal Collected	121	180	114	180
<b><u>EFFICIENCIES</u></b>				
Operating Cost per Ton to Process Recycled Materials	\$181.61	\$193.55	\$272.26	\$235.04
<b><u>EFFECTIVENESS</u></b>				
Solid Waste Diverted from the Landfill (tons)	2359	2000	1870	2350
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

\*\* "Highlights" are not necessarily all-inclusive.





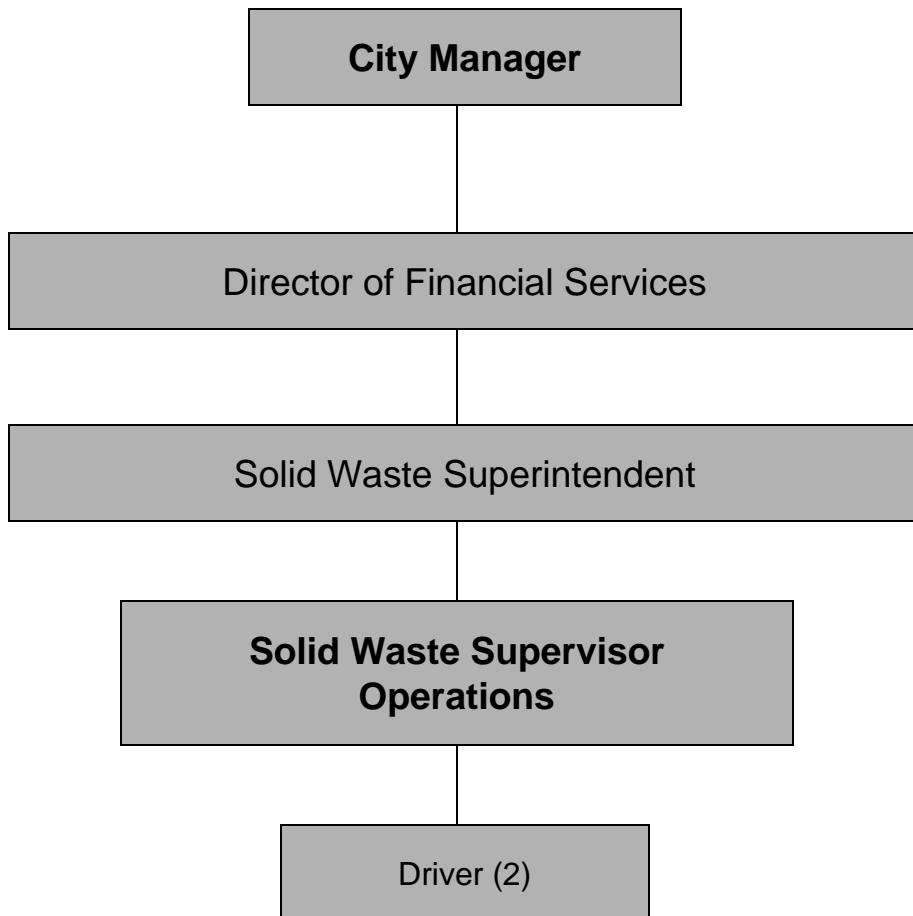
# SOLID WASTE - BRUSH AND BULK



**Left to Right:**  
Adam Sears (Driver), Christopher Schaub (Driver).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste Collections – Brush & Bulk Division



*The mission of the Solid Waste Brush and Bulk Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for collection and disposal of residential brush, yard waste, and bulky goods in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

2 Full Time Employees

## ***SOLID WASTE COLLECTIONS – BRUSH AND BULK***

### **PROGRAM DESCRIPTION**

The Brush and Bulk Division provides a once every other week collection of brush / yard waste up to three (3) cubic yards. The bulky waste / white goods are collected once every other week for a minimum fee of \$18.00. These items are collected curbside using a grapple truck. The bulky items are loaded into the transfer trailers and taken to the landfill. The white goods are separated at the Transfer Station and sold for scrap metal. The brush / yard waste is taken to the City's Compost facility where it is turned into mulch or compost and sold to the public. The mission of the Solid Waste Brush and Bulk Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of brush, yard waste, and bulky goods in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Improve our safety policy and drivers training program to reduce the amount of accidents and insurance costs.
- Educate the residents, tree trimmers, and yard maintenance personnel on the rules and regulations for setting brush / yard waste out for collection.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Replaced one knuckle boom truck.
- Participated in two city-wide cleanup events.
- Produced brush diversion savings of \$43,100.

### **CONTINUING OBJECTIVES**

- Further development of our program to improve customer service, increase revenues, and reduce operating costs.

### **GOALS FOR FISCAL YEAR 2009**

- Increase public awareness of the brush/bulk operation.
- Implement brush / bulk procedures in new Solid Waste ordinance by providing additional resources to the citizens and training the Solid Waste staff.
- Reduce customer complaints by educating customers through the website, utility bills, channel ten updates, and through a public meeting.

## SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

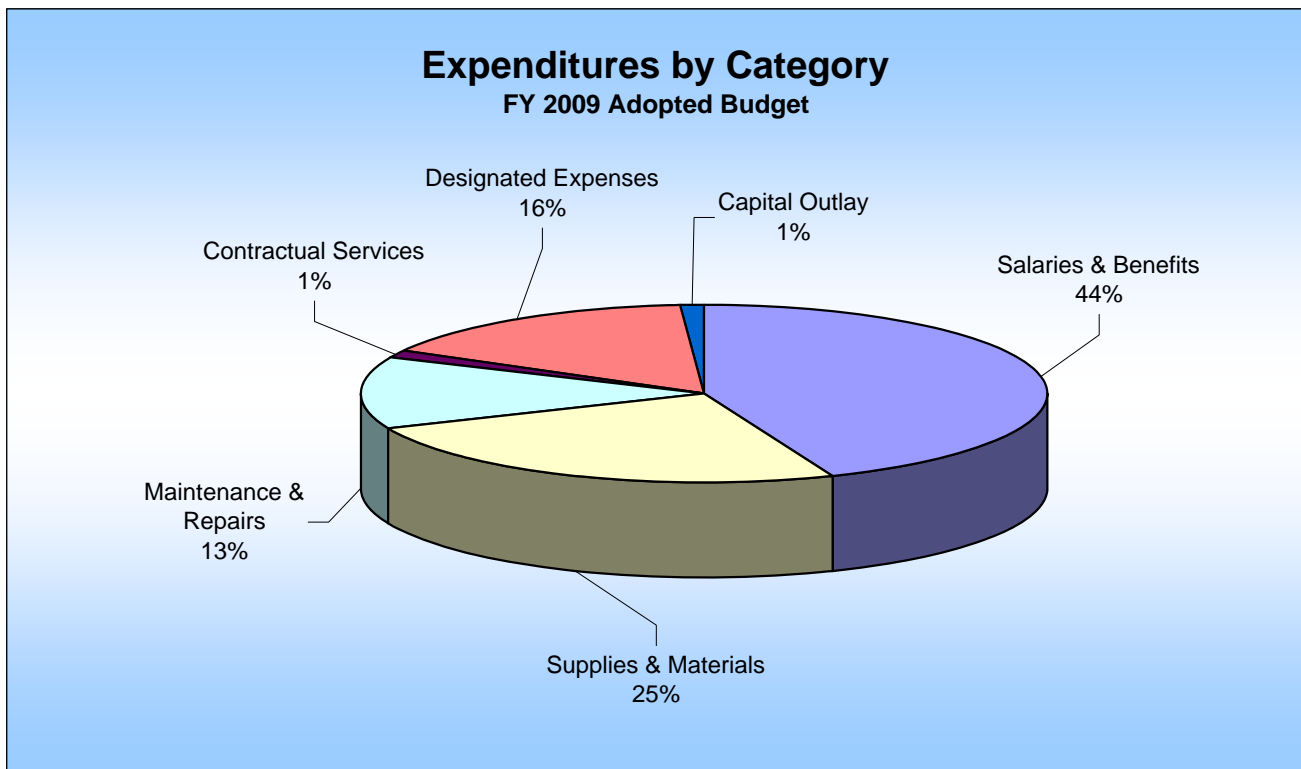
### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - BRUSH AND BULK</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	60,443	69,806	68,322	71,907
Personnel Support	62	-	-	-
Supplies & Materials	24,598	34,255	26,475	40,641
Maintenance & Repairs	15,924	26,405	21,701	21,500
Contractual Services	1,380	1,676	1,445	2,036
Designated Expenses	25,225	23,794	23,794	26,182
Capital Outlay	-	-	-	1,600
<b>TOTAL</b>	<b>127,633</b>	<b>155,936</b>	<b>141,737</b>	<b>163,866</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Supplies & Materials: Increase in fuel and oil costs.
- Designated Expenses: Increase in capital lease payments for new Solid Waste equipment.
- Capital Outlay: Purchase of mobile radio.



\*\* "Highlights" are not necessarily all-inclusive.

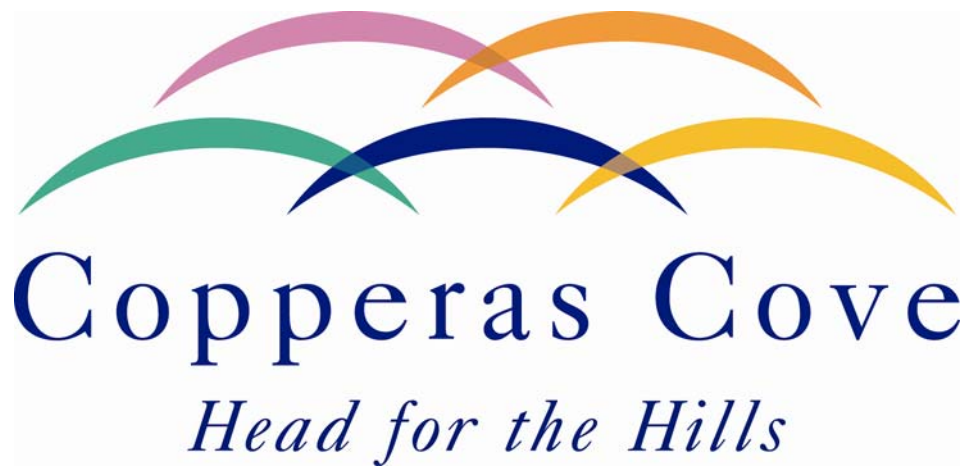
# SOLID WASTE COLLECTIONS - BRUSH AND BULK

03-9103

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Driver	2	2	2	2
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
Tons of Brush Collected	1,697	2,000	1,315	2,000
Tons of Bulk Items Collected	1,402	1,650	1,779	1,650
<b><u>EFFICIENCIES</u></b>				
Cost per Ton to Collect Brush and Bulk	\$41.19	\$42.72	\$45.81	\$44.89
<b><u>EFFECTIVENESS</u></b>				
Tons of Brush Diverted from the Landfill	1,697	2,000	1,315	2,000
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

\*\* "Highlights" are not necessarily all-inclusive.



# SOLID WASTE - COMMERCIAL

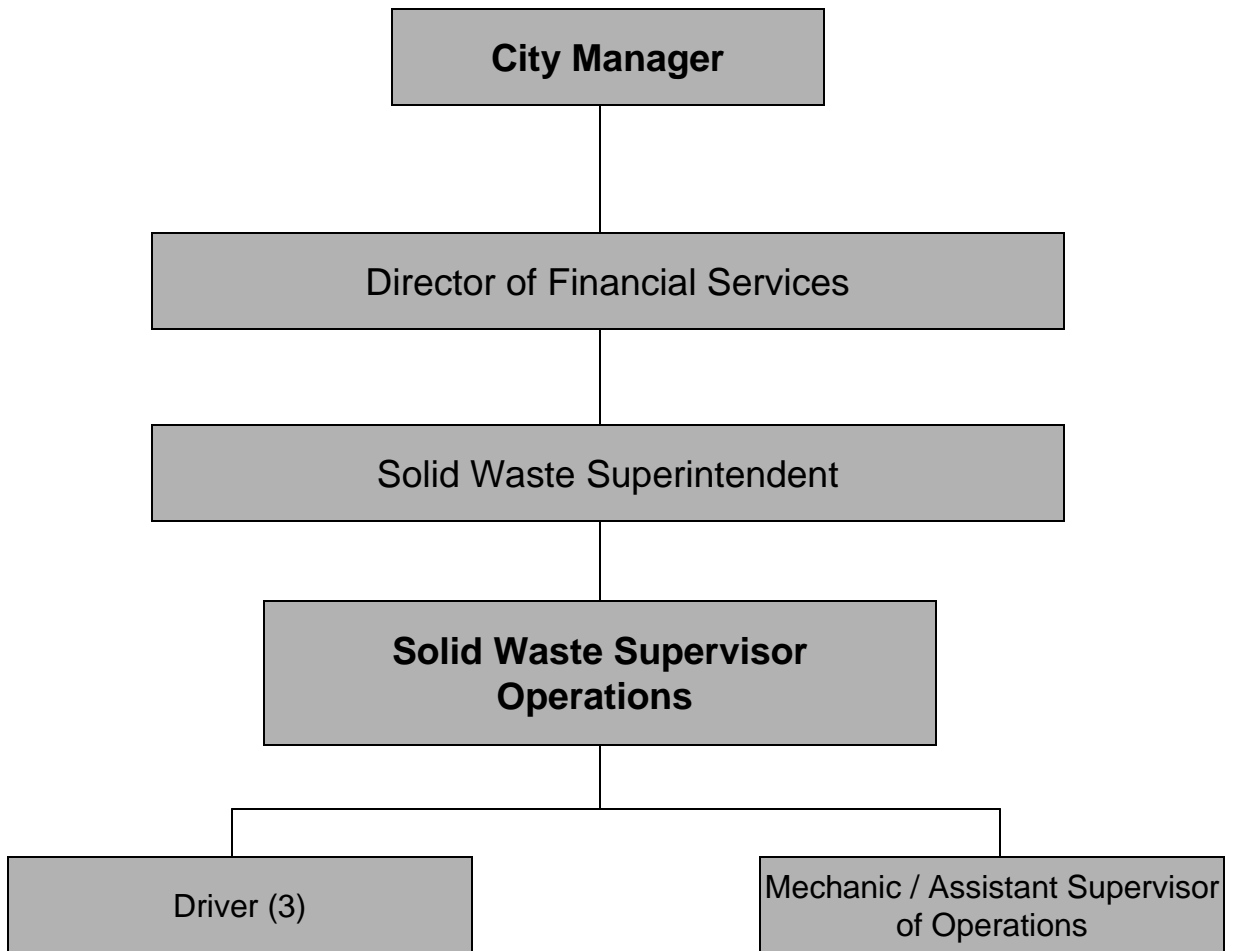


**Left to Right:**

Robert Butler (Driver), Gary Jones, Jr. (Driver), Allan Essenburg (Driver).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste Collections – Commercial Division



*The mission of the Solid Waste Commercial Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of commercial trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state and City laws.*

4 Full Time Employees



## ***SOLID WASTE COLLECTIONS – COMMERCIAL***

### **PROGRAM DESCRIPTION**

The Commercial Division provides collection services and containers of various sizes to commercial customers. Fees are based on the size and quantity of containers needed, and the frequency of collection. The mission of the Solid Waste Commercial Collection Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the collection of commercial trash in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Provide responsive, reliable and quality waste collection services to all commercial customers.
- Accurately forecast the resources that will be needed to accommodate the growth of the city so that the current level of services can be continued without interruption.
- Establish a collection vehicle ratio of 3:1, Primary Vehicle to Backup Vehicle.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Ended the fiscal year with 303 front load dumpsters issued to commercial customers with a weekly pickup totaling 573 collections, and an annual total of 29,796 collections.
- Added a backup front load collection vehicle with a residential attachment that will allow it to double as a side loader.
- Purchased eight 8-cubic yard dumpsters to service the needs of our growing customer base.
- Updated Solid Waste ordinance for easier reading by providing a summary of fees in the City Fee Schedule and grouping the Solid Waste ordinance by service type.

### **CONTINUING OBJECTIVES**

- Develop program to improve customer service and increase revenues.
- Reduce employee exposure to on-the-job injuries and safety issues.
- Continue improvement of safety and drivers' training programs to reduce the amount of accidents and insurance costs.
- Audit the commercial accounts and adjust service levels as necessary.

### **GOALS FOR FISCAL YEAR 2009**

- Conduct survey on customer satisfaction.
- Improve our safety policy and drivers' training program to reduce the amount of accidents and insurance costs.
- Work with Code Enforcement and the Police Department to reduce illegal dumping.

## SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

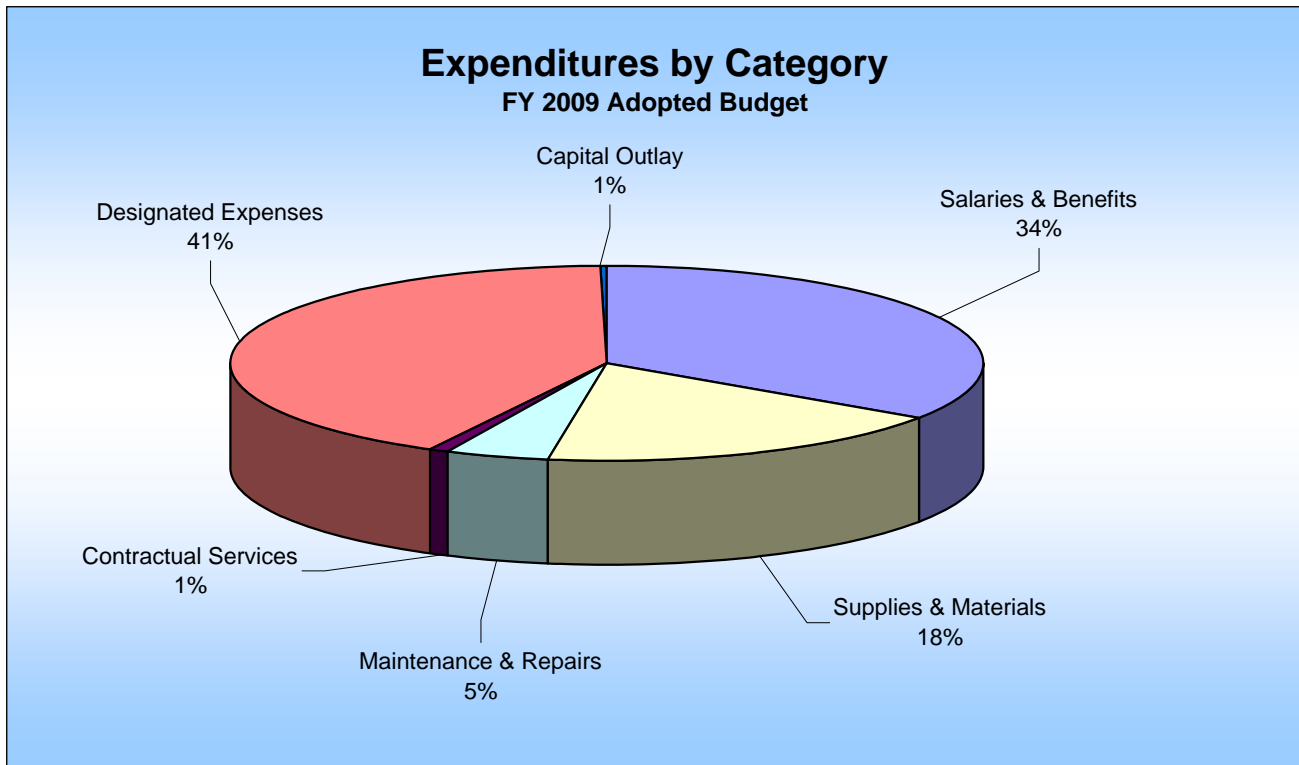
### EXPENDITURE SUMMARY

<b>SW COLLECTIONS - COMMERCIAL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	125,122	129,196	124,814	148,836
Personnel Support	236	62	-	-
Supplies & Materials	26,953	38,668	35,550	77,593
Maintenance & Repairs	14,664	16,026	15,500	19,500
Contractual Services	2,530	3,548	3,348	3,475
Designated Expenses	102,396	155,965	158,465	179,960
Capital Outlay	-	14,038	9,032	1,600
<b>TOTAL</b>	<b>271,902</b>	<b>357,503</b>	<b>346,709</b>	<b>430,964</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Mechanic / Relief Driver Reclassification and pay adjustments.
- Supplies & Materials: Increase in fuel and oil budget.
- Maintenance & Repairs: Increase in repair and maintenance costs for fleet.
- Designated Expenses: Increase in capital lease payments for new equipment and purchase of 4 and 6 yard containers.



\*\* "Highlights" are not necessarily all-inclusive.

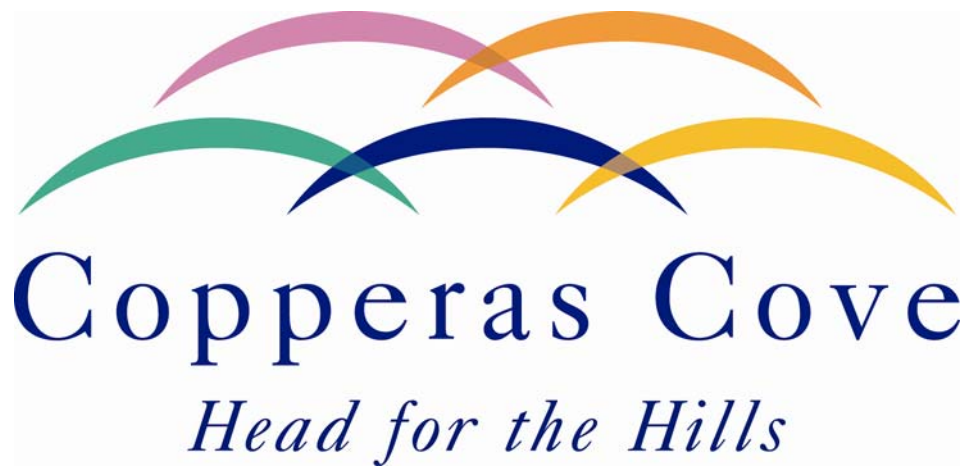
## SOLID WASTE COLLECTIONS - COMMERCIAL

03-9104

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Driver	3	3	3	3
Mechanic / Relief Driver	1	1	1	0
Mechanic / Assistant Supervisor of Operations	0	0	0	1
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b>OUTPUTS</b>				
Tons Collected by Commercial Collection Vehicles	6,034	7,850	6,579	7,850
<b>EFFICIENCIES</b>				
Operating Cost to Collect One Ton of Commercial Garbage	\$45.06	\$45.54	\$52.70	\$54.90
<b>EFFECTIVENESS</b>				
% of Customer Service Complaints Compared to Service Opportunities	<0.1%	<0.1%	<0.1%	<0.1%

\*\* "Highlights" are not necessarily all-inclusive.



# KEEP COPPERAS COVE BEAUTIFUL (KCCB)



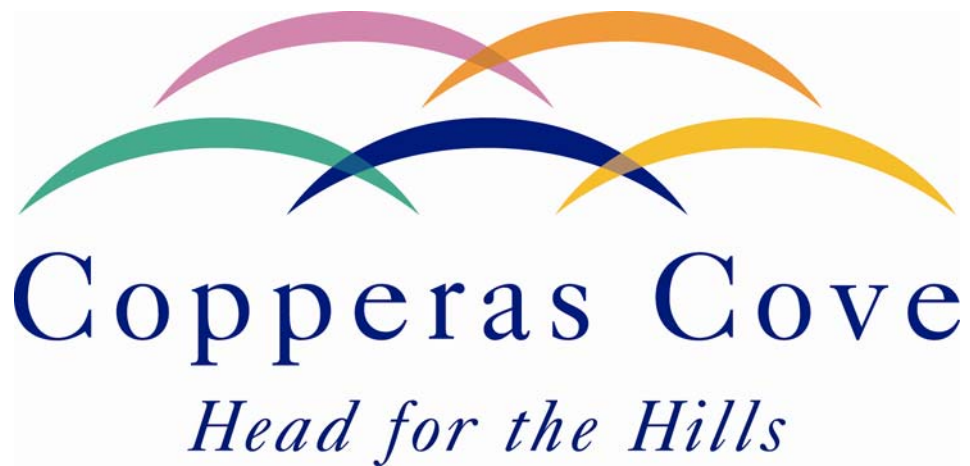
Keep Copperas Cove Beautiful participated in the annual "Make a Difference Day" held on October 25, 2008 by partnering with the Copperas Cove Copperettes for a beautification project at Windcrest Nursing Home in Copperas Cove. With concrete curbing added by Kwik Kerb, KCCB and the Copperettes beautified two sections of the Nursing Home's split rail fence, planting a flowering bed on each side of the front sign.



Before Beautification.



After Beautification.



## ***KEEP COPPERAS COVE BEAUTIFUL (KCCB)***

### **PROGRAM DESCRIPTION**

The mission of Keep Copperas Cove Beautiful is to empower the citizens of Copperas Cove through education and community action, and to take responsibility for enhancing our community environment.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Continue to strengthen relationships with local government, Chamber, EDC, Downtown Association, CCISD, civic groups, private entities, media, and Solid Waste partners.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Organized, managed and participated in four (4) Make A Difference Day beautification projects (i.e. Constitution Drive, City Park pond stone wall, Parsons / Clements Elementary school, west side entry sign).
- Sponsored and took part in four (4) cleanup events, including Texas Recycles Day e-cycling event, Don't Mess with Texas Trash-off at Copperas Cove City Park (painting picnic tables and benches and picking up trash), Spring Clean up and Household Hazardous Waste Event.
- Took part in events such as the Rabbit Fest and Safe Halloween where nearly 1,000 treat bags were handed out by Recycle Michael and KCCB volunteers.
- Involved in Education / Public Awareness events to include handing out educational materials at Safe Halloween, Earth Day, Health Fair and writing newspaper articles.
- Held two (2) Waterway clean ups.
- Started a Cigarette Litter Prevention Campaign, involving nursing home residents, the YMCA, and students from our school district in painting clay pots to be used as cigarette butt receptacles.
- Continued with Business and Residential Yard of the Month. Recognized six (6) Businesses and six (6) Residential Yards of the Month.
- Maintained partnerships with Keep Texas Beautiful (KTB), the Chamber, EDC, CCISD, Downtown Association, various civic groups, private entities, media, and Solid Waste Partners.
- Held a school calendar sale for fund raising.
- Submitted an award application for the Governor's Community Achievement Award. Scored above 90 for the third year in a row, therefore, being awarded the Sustained Award of Excellence.

### **CONTINUING OBJECTIVES**

- Continue with cleanup events throughout the year.
- Hold fundraising events to help generate funding.
- Keep awarding Business/Residential Yard of the Month.
- Continue with the Adopt-a-Spot Program.
- Continue to earn Keep America Beautiful certification.

### **GOALS FOR FISCAL YEAR 2009**

- Sponsor a Poster contest for Texas Recycles day.
- Continue with beautification, cleanup, education and public awareness projects.
- Continue to enhance the relationship with Code Enforcement.
- Enhance the Adopt-a-Spot Program to include local roadways.
- Obtain training opportunities for KCCB board members.

## KEEP COPPERAS COVE BEAUTIFUL (KCCB)

03-9105

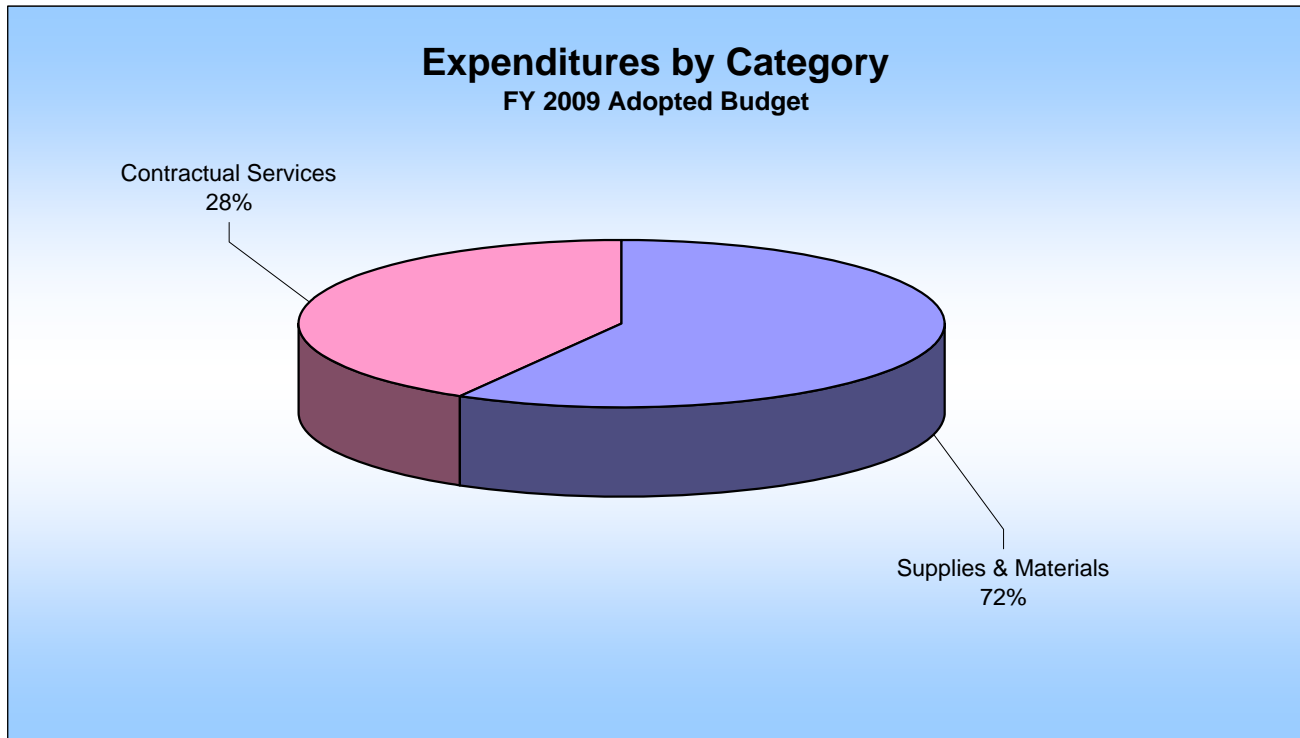
### EXPENDITURE SUMMARY

<b>KEEP COPPERAS COVE BEAUTIFUL (KCCB)</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Supplies & Materials	6,784	12,348	16,000	14,450
Maintenance & Repairs	48	103	-	-
Contractual Services	3,212	9,749	6,000	10,339
Designated Expenses	2,709	-	-	-
<b>TOTAL</b>	<b>12,754</b>	<b>22,200</b>	<b>22,000</b>	<b>24,789</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increase:*

- Contractual Services: Increase for travel and seminars and advertising costs.



\*\* "Highlights" are not necessarily all-inclusive.

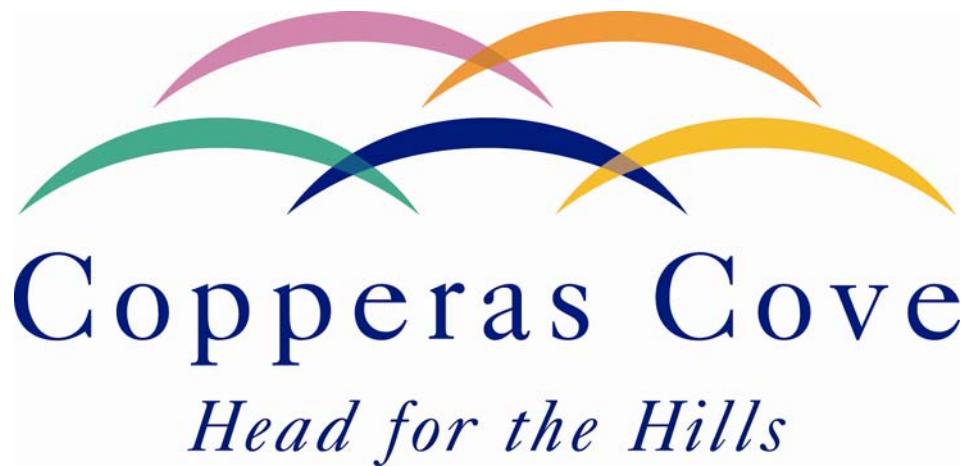


**KEEP COPPERAS COVE BEAUTIFUL (KCCB)****03-9105**

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><i>OUTPUTS</i></b>				
# of Clean-Up / Beautification Projects	8	10	18	10
# of Public Education Hours	44	20	50	55
<b><i>EFFICIENCIES</i></b>				
Funding Available per Project	1,193	1,600	888	1,445
<b><i>EFFECTIVENESS</i></b>				
% Increase in Memberships	N/A*	27%	25%	27%
% Increase in Projects	N/A*	100%	200%	5%
% Increase in Fund Raising	N/A*	100%	10%	50%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.



# SOLID WASTE - DISPOSAL



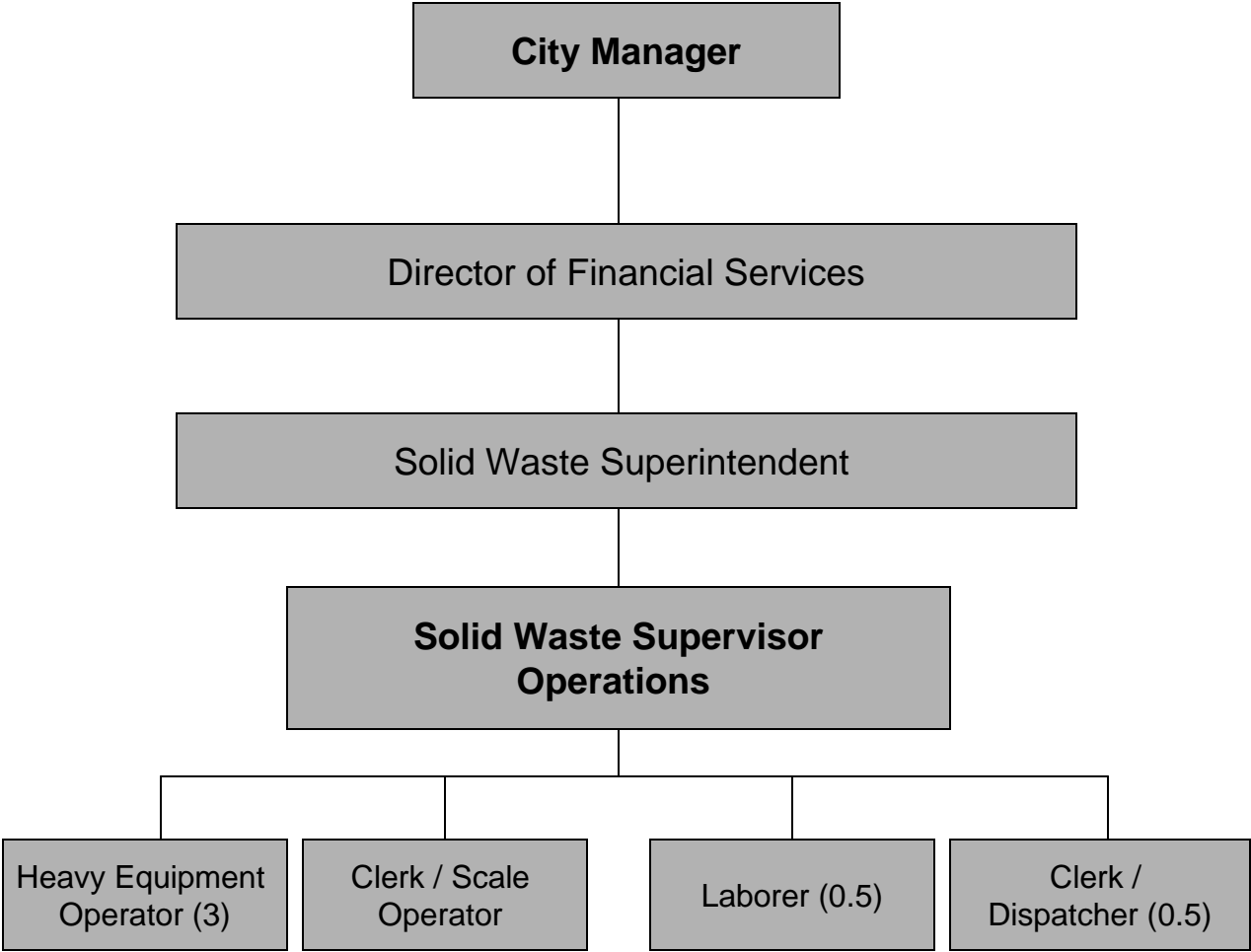
**Left to Right:** Michael Parsons (Dispatcher), Ann Hamilton (Scale Operator).



**Left to Right:** Richard "Rick" Buttshaw (Equipment Operator), William "Willie" Ortiz (Equipment Operator), Randall Hermes (Equipment Operator).

# CITY OF COPPERAS COVE, TEXAS

## Solid Waste - Disposal Division



*The mission of the Solid Waste Disposal Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for disposal of residential and commercial trash and the recovery of recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with federal, state, and City laws.*

5 Full Time Employees

## ***SOLID WASTE – DISPOSAL***

### **PROGRAM DESCRIPTION**

The Disposal Division operates the City's Transfer Station which is the central receiving point for all of the solid waste generated by the City of Copperas Cove. City employees monitor and inspect the waste for unauthorized or hazardous waste and then load it into trailers, which are transported to the landfill in Lacy Lakeview, located north of Waco. It also has the responsibility for the post-closure care of the City's landfill that was closed in 1998. Both of these facilities must be run in accordance with their Site Operating Plans (SOP) and the Texas Commission on Environmental Quality (TCEQ) rules and regulations. The mission of the Solid Waste Disposal Division is to provide the citizens of Copperas Cove an integrated solid waste management system that provides for the disposal of municipal solid waste and the recovery of recyclables in a managed format that is timely, safe, environmentally sound, efficient, and in compliance with Federal, State, and City laws.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Efficiently operate the Transfer Station which is the receiving point for all solid waste, either generated from within the city or brought to the facility from private entities.
- Operate within the parameters of the Site Operating Plan.
- Satisfactorily complete all annual inspections and other visits by TCEQ without receiving warnings or violations.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Received approval from Texas Commission on Environmental Quality (TCEQ) in regards to the amendment of the Site Operating Plan in accordance with new solid waste regulations.
- Stayed in compliance with sampling requirements for the Storm Water Pollution Prevention Plan (SWPPP) in accordance with TCEQ storm water regulations.
- Hosted two city-wide cleanup events.
- Reconditioned scale system under tipping area.
- Trained all new Disposal Division employees in waste screening procedures.

### **CONTINUING OBJECTIVES**

- Maintain the highest quality facility and service as possible to the citizens of Copperas Cove.
- Improve the overall appearance and functionality of the Transfer Station area.
- Continue to support community sponsored events that are beneficial to the City's image.

### **GOALS FOR FISCAL YEAR 2009**

- Establish a continuing education program to all employees in waste screening and Transfer Station operations.
- Achieve benchmark goals for storm water pollutants in accordance with SWPPP.
- Develop a five year plan for expansion of the Disposal Division operating area.
- Add a part time position to help monitor other unloading areas and Recycling Center.
- Replace one transfer trailer moving vehicle (yard mule).

## SOLID WASTE - DISPOSAL

03-9200

### EXPENDITURE SUMMARY

<b>SOLID WASTE - DISPOSAL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	141,197	159,839	158,435	164,042
Personnel Support	-	62	-	-
Supplies & Materials	11,771	14,333	13,927	19,376
Maintenance & Repairs	10,707	28,143	27,500	12,840
Contractual Services	12,283	17,531	16,715	20,535
Designated Expenses	875,062	1,049,473	1,049,476	968,200
Capital Outlay	-	3,000	3,000	-
<b>TOTAL</b>	<b>1,051,020</b>	<b>1,272,381</b>	<b>1,269,053</b>	<b>1,184,994</b>

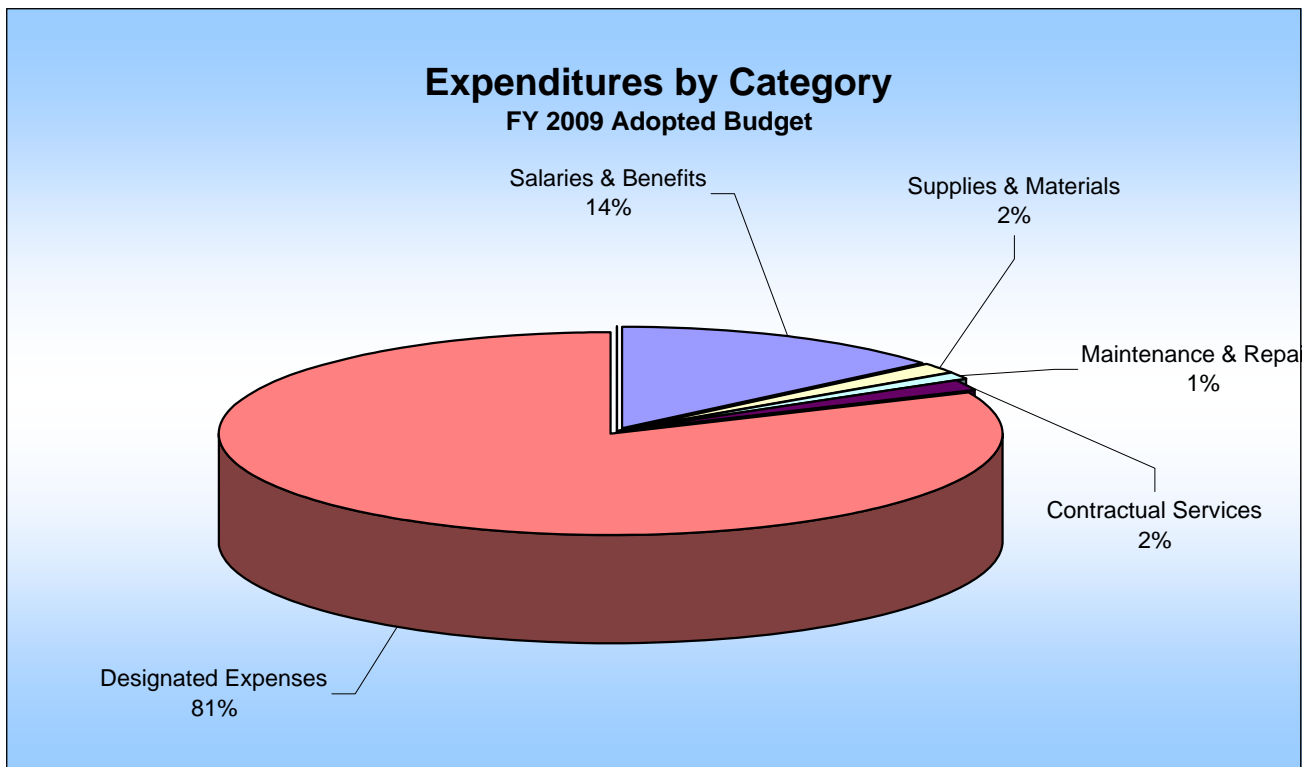
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

*Increases:*

- Salaries & Benefits: Part-time laborer was approved and pay adjustments.
- Supplies & Materials: Increase in fuel & oil costs.

*Decreases:*

- Designated Expenses: Decrease Hauling and Disposal cost due to 13 payments being made in FY 2008 to meet audit requirement.



\*\* "Highlights" are not necessarily all-inclusive.

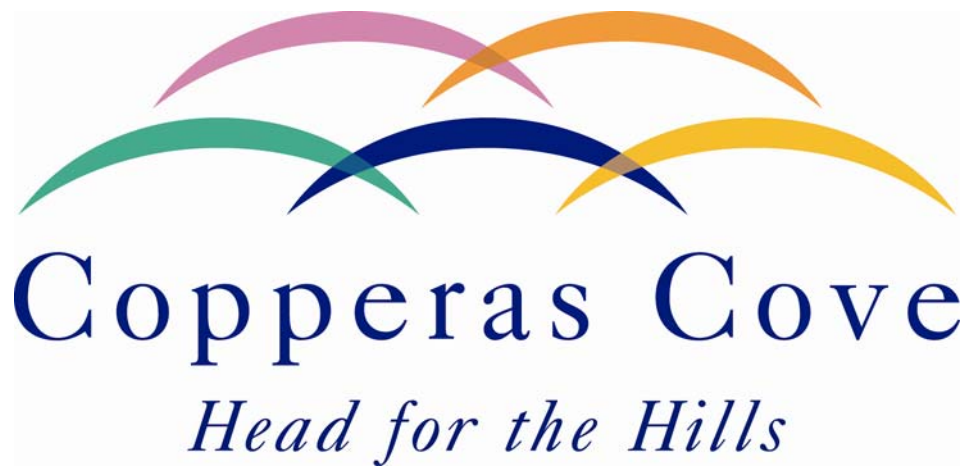
## SOLID WASTE - DISPOSAL

03-9200

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Heavy Equipment Operator	3	3	3	3
Clerk - Scale Operator	1	1	1	1
Clerk/Dispatcher	0	0.5	0.5	0.5
Laborer	0	0	0	0.5
<b>DIVISION TOTAL</b>	<b>4</b>	<b>4.5</b>	<b>4.5</b>	<b>5</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
# of Tons Transferred and Landfilled	24,350	26,500	22,564	26,000
# of City Vehicles Utilizing Transfer Station	4,740	4,760	4,768	4,760
# of Non-City Vehicles Utilizing Transfer Station	14,628	16,490	13,259	15,000
Contract Cost per Ton to Transport and Landfill	\$32.09	\$33.10	\$33.10	\$35.00
<b><u>EFFICIENCIES</u></b>				
Cost per Ton for Operation of Facility	\$43.16	\$48.01	\$56.24	\$45.58
<b><u>EFFECTIVENESS</u></b>				
Number of Complaints from Neighbors Adjacent to the Facility	0	0	0	0

\*\* "Highlights" are not necessarily all-inclusive.





# SOLID WASTE NON-DEPARTMENTAL



Newsprint loaded into transport container.



Aluminum and plastic being loaded into transport container.

## **NON-DEPARTMENTAL PROGRAM DESCRIPTION**

Historically, this non-personnel department has been used to account for fund-wide expenses including employee merit increases, property and liability insurance coverage, bond principal & interest payments, and a transfer to the General Fund for administering oversight and street maintenance costs due to wear and tear of the heavy equipment on the City streets. Since this department does not have personnel, achievements and goals are not provided.



City of Copperas Cove Solid Waste Fund Transfer Station Facility

## NON - DEPARTMENTAL

03-9500

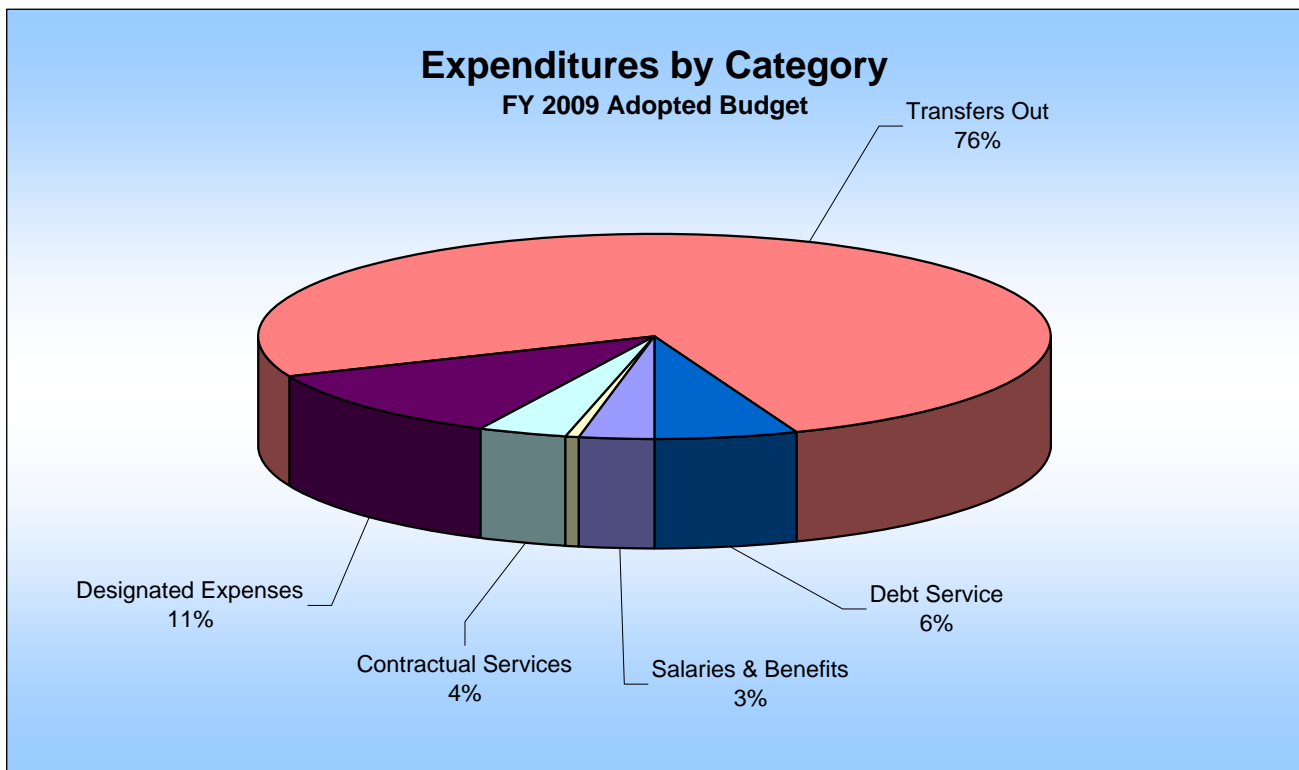
### EXPENDITURE SUMMARY

NON-DEPARTMENTAL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Salaries & Benefits	-	-	-	17,850
Supplies & Materials	35	-	-	-
Maintenance & Repairs	-	2,126	2,126	2,650
Contractual Services	8,862	12,412	12,381	19,922
Designated Expenses	51,737	63,057	63,317	64,800
Transfers Out	378,000	428,000	428,000	428,000
Debt Service	-	-	-	33,800
<b>TOTAL</b>	<b>438,633</b>	<b>505,595</b>	<b>505,824</b>	<b>567,022</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

Increases:

- Salaries & Benefits: Merit increases are included in Non-Departmental and re-allocated to departments after actual amounts are calculated and budget amendment is approved by City Council beginning in FY 2009.
- Contractual Services: Increased cost for lobbyist services.
- Debt Service: 2008 Tax Note - Principal and Interest payments for new equipment and facilities.



\*\* "Highlights" are not necessarily all-inclusive.





# Golf Course Fund

*The City Built for Family Living*

# **Copperas Cove, Texas**

## **GOLF COURSE FUND**

The Golf Course Fund is one of the three enterprise funds that the City of Copperas Cove utilizes in accounting for services provided to citizens. The Governmental Accounting Standards Board *Codification*, Section 1300.104, states that “the enterprise fund type may be used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance public policy, management control, accountability, or other purposes.” These funds are not required by GASB, but are permitted.

The City of Copperas Cove's Golf Course Fund accounts for all expenses incurred and revenues earned in the process of providing a golf course facility to the public. Organizationally, the golf course manager reports directly to the Director of Community Services.

***The City Built for Family Living***

**FY2009 ADOPTED BUDGET  
GOLF COURSE FUND  
REVENUE & EXPENSE SUMMARY**

**OVERVIEW**

The Golf Course Fund is an enterprise fund that provides customers a friendly atmosphere, a course of high quality, a stocked pro shop with knowledgeable staff willing and able to provide assistance and direction and a customer friendly grill and bar. The Hills of Cove Golf Course provides these services to approximately 240 members. Green fees and Cart Rental fees provide 50% of the total revenue generated in the Golf Course Fund. The activities at the golf course are closely monitored by Staff and City Council on a regular basis in effort to continue improving the financial position of the fund.

<b>REVENUES</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTION</b>	<b>FY 2009 ADOPTED</b>
Green Fees	178,194	162,432	132,385	200,000	229,705
Cart Rental Fees	178,531	161,415	129,729	175,000	214,800
Membership Dues	93,870	97,319	97,707	118,000	124,340
Pro Shop Sales	103,642	99,227	84,854	80,000	80,000
Other Operating Income	153,425	229,443	185,108	215,279	248,140
Transfers In	65,000	60,000	55,000	59,072	-
<b>TOTAL</b>	<b>772,662</b>	<b>809,836</b>	<b>684,783</b>	<b>847,351</b>	<b>896,985</b>
<b>EXPENSES</b>					
Salaries & Benefits	403,328	451,826	435,059	403,429	417,222
Supplies & Materials	45,770	49,058	51,840	60,940	75,843
Maintenance & Repair	20,957	35,561	37,877	34,230	60,494
Support Services	55,781	60,217	56,526	71,634	85,010
Designated Expenses	169,620	171,736	186,704	183,498	205,460
Capital Outlay	-	38,117		2,327	35,978
<b>TOTAL</b>	<b>695,456</b>	<b>806,515</b>	<b>768,006</b>	<b>756,058</b>	<b>880,007</b>
Revenues Over/(Under)					
Expenses	77,206	3,321	(83,223)	91,293	16,978
<b>TOTAL</b>	<b>772,662</b>	<b>809,836</b>	<b>684,783</b>	<b>847,351</b>	<b>896,985</b>

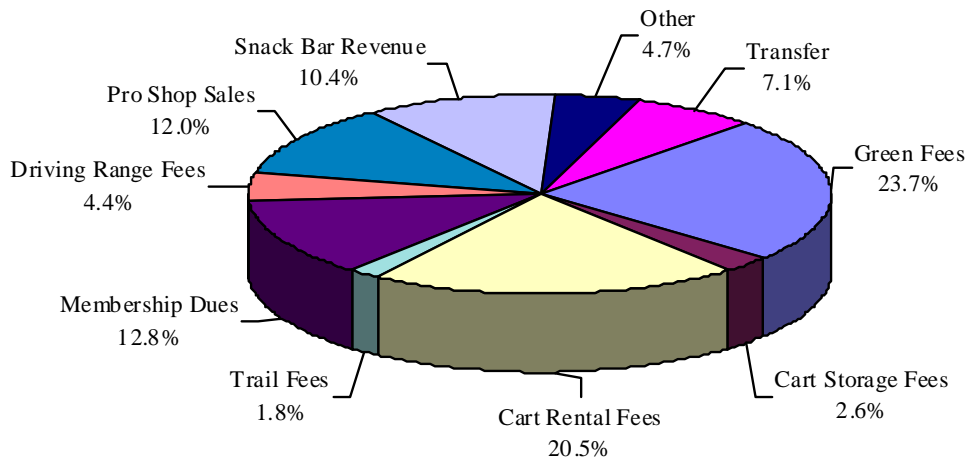
**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**GOLF COURSE FUND**  
**SUMMARY OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ 60,888	\$ 3,113	\$ (22,335)	\$ 109,343
Prior Yr Enc Voided in Current Yr			666	-
Prior Period Adjustment			39,719	
<b>TOTAL BEGINNING FUND BALANCE</b>	<u>\$ 60,888</u>	<u>\$ 3,113</u>	<u>\$ 18,050</u>	<u>\$ 109,343</u>
<b>REVENUES:</b>				
Swimming Pool Receipts	\$ 619	\$ 500	\$ 500	\$ 500
Green Fees	132,385	198,735	200,000	229,705
Cart Rental Fees	129,729	172,000	175,000	214,800
Equipment Rental Fees	-	-	-	-
Membership Dues	97,707	107,425	118,000	124,340
Tournament-Green Fees	12,296	18,000	15,500	15,500
Tournament-Cart Fees	9,460	14,500	12,250	12,500
Tournament Fees	-	-	-	10,250
Cart Storage Fees	18,800	22,100	23,000	36,800
Handicap Fees	390	300	500	1,500
Trail Fees	15,434	15,300	16,200	16,200
Pro Shop Sales	84,854	101,000	80,000	80,000
Facility Rental Income	1,025	500	1,300	3,000
Driving Range Fees	25,925	36,500	37,000	40,000
Snack Bar Revenue-Food & Beverage	54,920	62,000	70,000	75,000
Food & Beverage (non-tax)	-	-	1,236	1,000
Snack Bar Revenue-Alcohol Sale	19,685	25,000	23,000	25,000
Interest Revenue	61	100	20	50
Miscellaneous Revenue	1,654	260	73	140
Auction Proceeds	114	5,000	5,000	-
Transfer from General Fund	55,000	59,072	59,072	-
Special Green Fees	10,344	-	6,200	6,500
Special Cart Fees	9,585	-	-	-
Special Lunch	4,795	-	3,200	3,200
Golf Lesson Revenue	-	-	300	1,000
<b>TOTAL REVENUES</b>	<u>\$ 684,783</u>	<u>\$ 838,292</u>	<u>\$ 847,351</u>	<u>\$ 896,985</u>
<b>TOTAL FUNDS AVAILABLE</b>	<u>\$ 745,671</u>	<u>\$ 841,405</u>	<u>\$ 865,401</u>	<u>\$ 1,006,328</u>
<b>EXPENSES:</b>				
Golf Course - Operations	\$ 375,026	\$ 328,804	\$ 297,062	\$ 272,192
Golf Course - Concession	86,322	116,370	105,073	111,609
Golf Course - Maintenance	306,658	319,005	353,923	466,756
Golf Course - Non-Departmental	-	-	-	29,450
<b>TOTAL EXPENSES</b>	<u>\$ 768,006</u>	<u>\$ 764,179</u>	<u>\$ 756,058</u>	<u>\$ 880,007</u>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated	\$ (22,335)	\$ 77,226	\$ 109,343	\$ 126,321
<b>TOTAL ENDING FUND BALANCE</b>	<u>\$ (22,335)</u>	<u>\$ 77,226</u>	<u>\$ 109,343</u>	<u>\$ 126,321</u>
<b>IDEAL FUND BALANCE</b>	\$ 192,002	\$ 191,045	\$ 189,015	\$ 220,002
<b>OVER (UNDER) IDEAL FUND BALANCE</b>	\$ (214,337)	\$ (113,819)	\$ (79,672)	\$ (93,681)

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

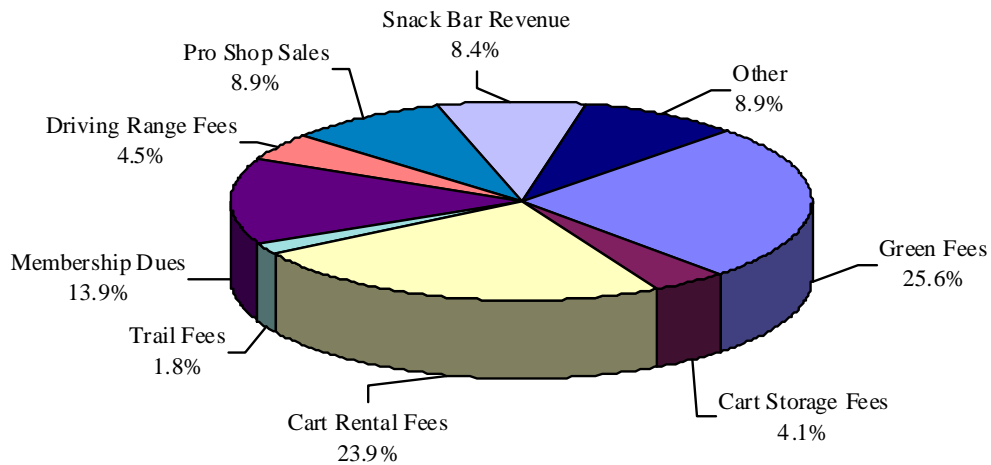
**City of Copperas Cove, Texas**  
**Golf Course Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Revenues**  
**By Source**

**Fiscal Year 2007-08 Budgeted Revenues**



Total Budgeted Revenues for Fiscal Year 2007-08 are **\$838,292**

**Fiscal Year 2008-09 Budgeted Revenues**

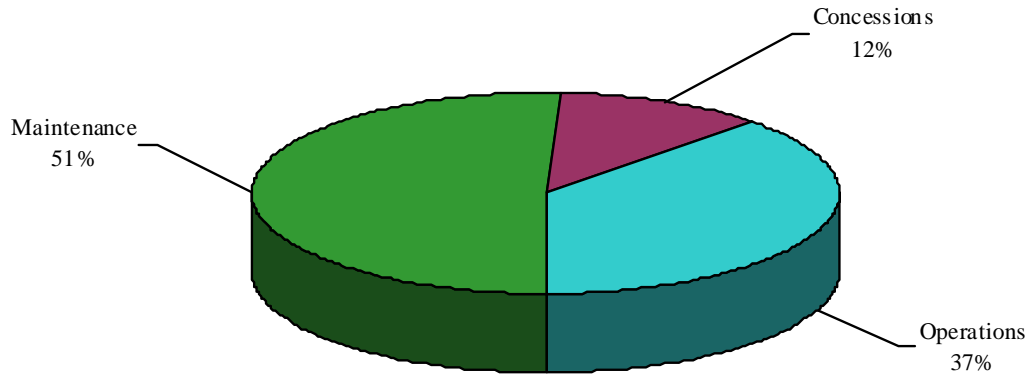


Total Budgeted Revenues for Fiscal Year 2008-09 are **\$896,985**



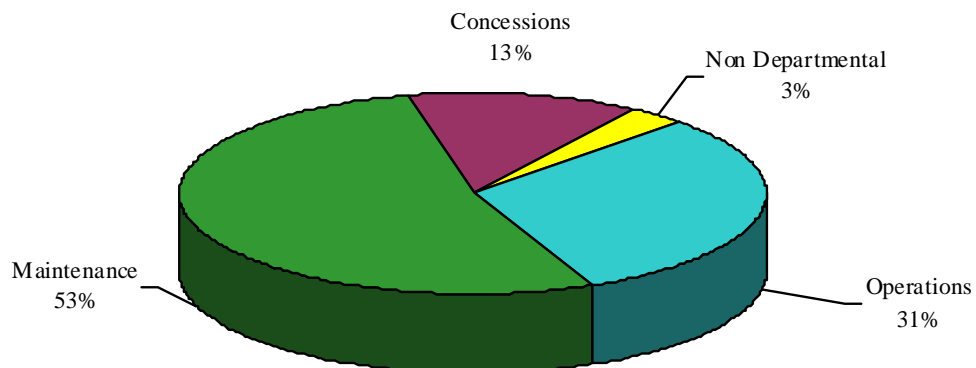
**City of Copperas Cove, Texas**  
**Golf Course Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses**  
**By Function**

**Fiscal Year 2007-08 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$764,179](#)

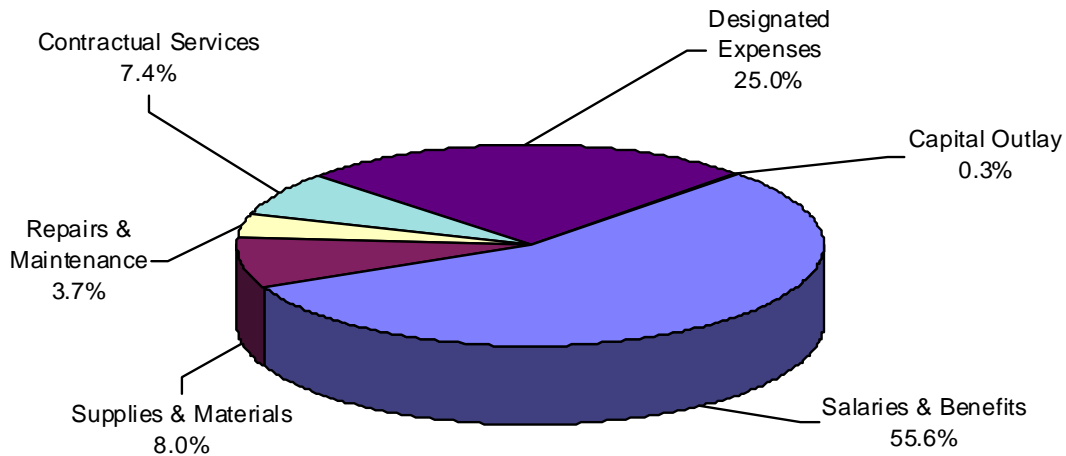
**Fiscal Year 2008-09 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$880,007](#)

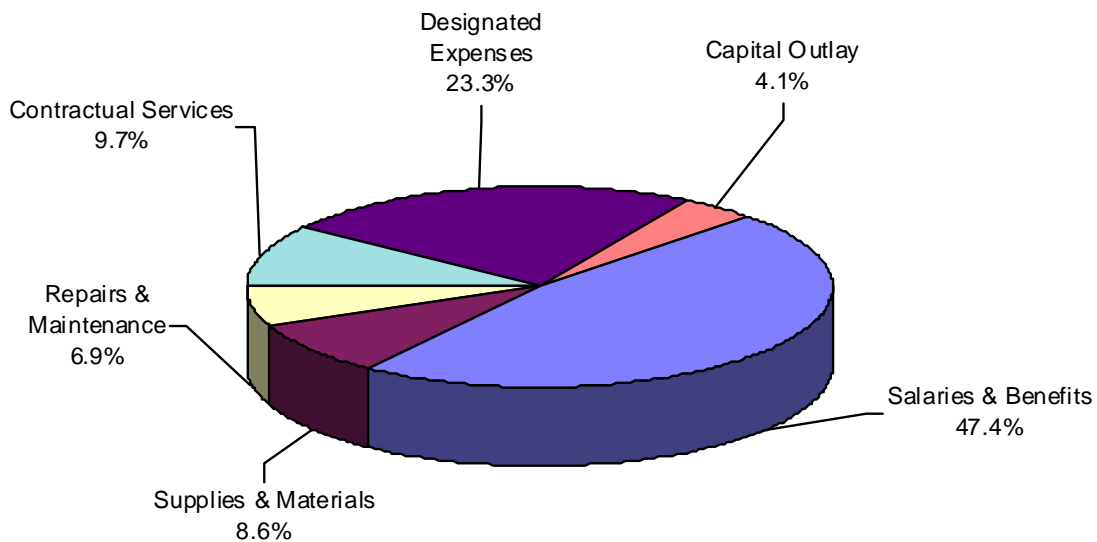
**City of Copperas Cove, Texas**  
**Golf Course Fund**  
**Comparison of Fiscal Years 2007-08 and 2008-09 Budgeted Expenses**  
**By Object**

**Fiscal Year 2007-08 Budgeted Expenses**

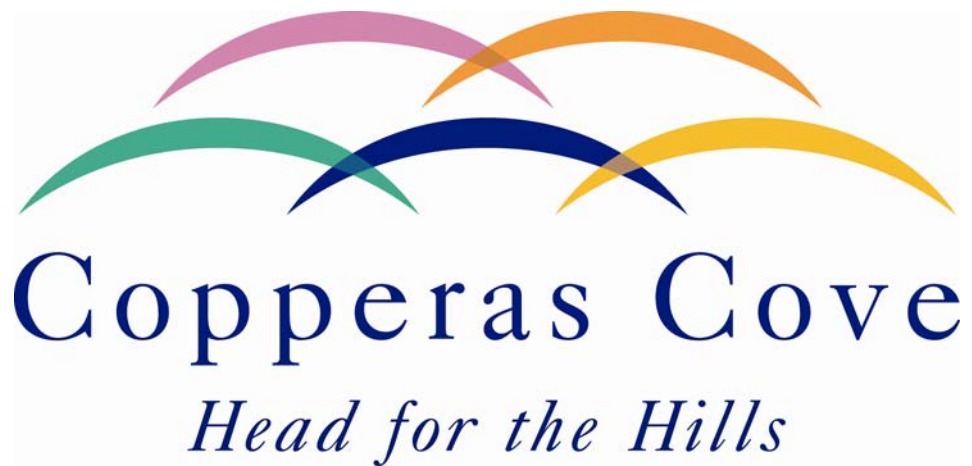


Total Budgeted Expenses for Fiscal Year 2007-08 are [\\$764,179](#)

**Fiscal Year 2008-09 Budgeted Expenses**



Total Budgeted Expenses for Fiscal Year 2008-09 are [\\$880,007](#)



# GOLF COURSE OPERATIONS



Mike Chandler  
(General Manager).



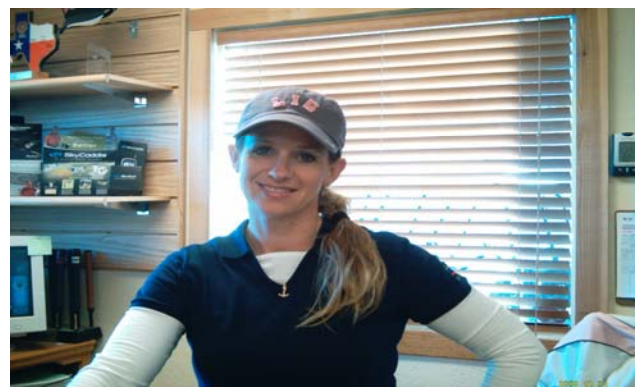
Roy Leblanc  
(Pro Shop Supervisor).



Nancy Nyberg  
(Pro Shop Assistant).



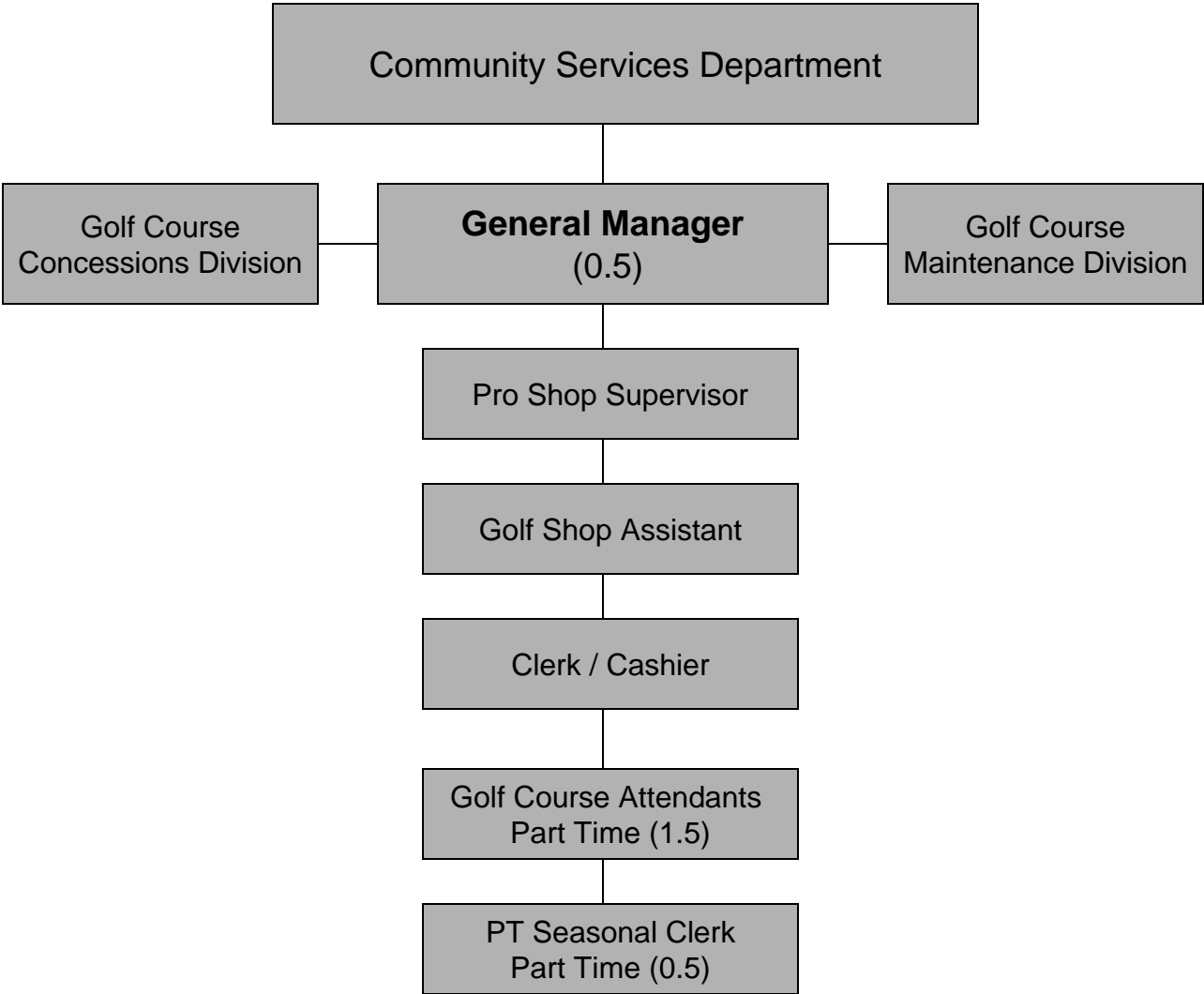
Christina Keith (Clerk / Cashier).



Kim Ingram (Clerk / Cashier).

# CITY OF COPPERAS COVE, TEXAS

## Golf Course Operations



*Our mission is to offer the highest level of service to the citizens, members and golfing public to ensure the most enjoyable golf experience possible, along with operating under the guidelines set for by the City Manager and City Council.*

5.5 Full Time Employees

# ***GOLF COURSE OPERATIONS***

## **PROGRAM DESCRIPTION**

The Golf Course Operations' staff is responsible for the daily operation and administration of the Hills of Cove Golf Course and Pro Shop. Staff develops programs for existing members and to attract new or beginning golfers. Staff is actively involved in tournament administration, fund raising, junior golf programming and customer service programs that will ensure maximum utilization of golf course facilities. Staff works cooperatively with other agencies (i.e. schools, clubs & charities) to promote and increase golf course utilization.

## **MAJOR DEPARTMENT / DIVISION GOALS**

- Operate the golf course in a friendly, professional manner.
- Provide professionally run tournaments.
- Increase size and scope of our golf clinics.

## **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Hosted 3 IPG mini Tour Golf Tournaments.
- Hosted fifteen Charity Fund Raiser Golf Outings.
- Hosted the Second Annual Fall Classic Golf Tournament.
- Initiated the Tuesday Night Scramble, a 9-hole golf tournament every week.
- Hosted eight Copperas Cove Golf Association Tournaments throughout the year.
- Hosted two Junior Golf Camps in the summer.
- Increased revenues for the Golf Course.
- Hosted 15 Military outings.

## **CONTINUING OBJECTIVES**

- Improve the working relationship between the Golf Course and Golf Association.
- Increase the rounds of golf played and revenue to increase the positive fund balance.
- Control operational costs.
- Continue marketing of the Golf Course and club house.

## **GOALS FOR FISCAL YEAR 2009**

- Develop financial strategy for funding of an additional cart storage facility and paving the trailer parking area.
- Increase Cart fleet and renovate storage for carts.
- Replace point of sale system.
- Hire a Pro Shop Supervisor.

## GOLF COURSE OPERATIONS

09-7400

### EXPENDITURE SUMMARY

<b>GOLF COURSE OPERATIONS</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	214,226	146,021	150,895	107,346
Personnel Support	106	-	-	-
Supplies & Materials	8,043	7,835	8,600	9,819
Maintenance & Repairs	5,053	4,039	3,830	9,535
Contractual Services	45,087	67,699	56,436	67,130
Designated Expenses	102,511	103,210	77,301	78,362
<b>TOTAL</b>	<b>375,026</b>	<b>328,804</b>	<b>297,062</b>	<b>272,192</b>

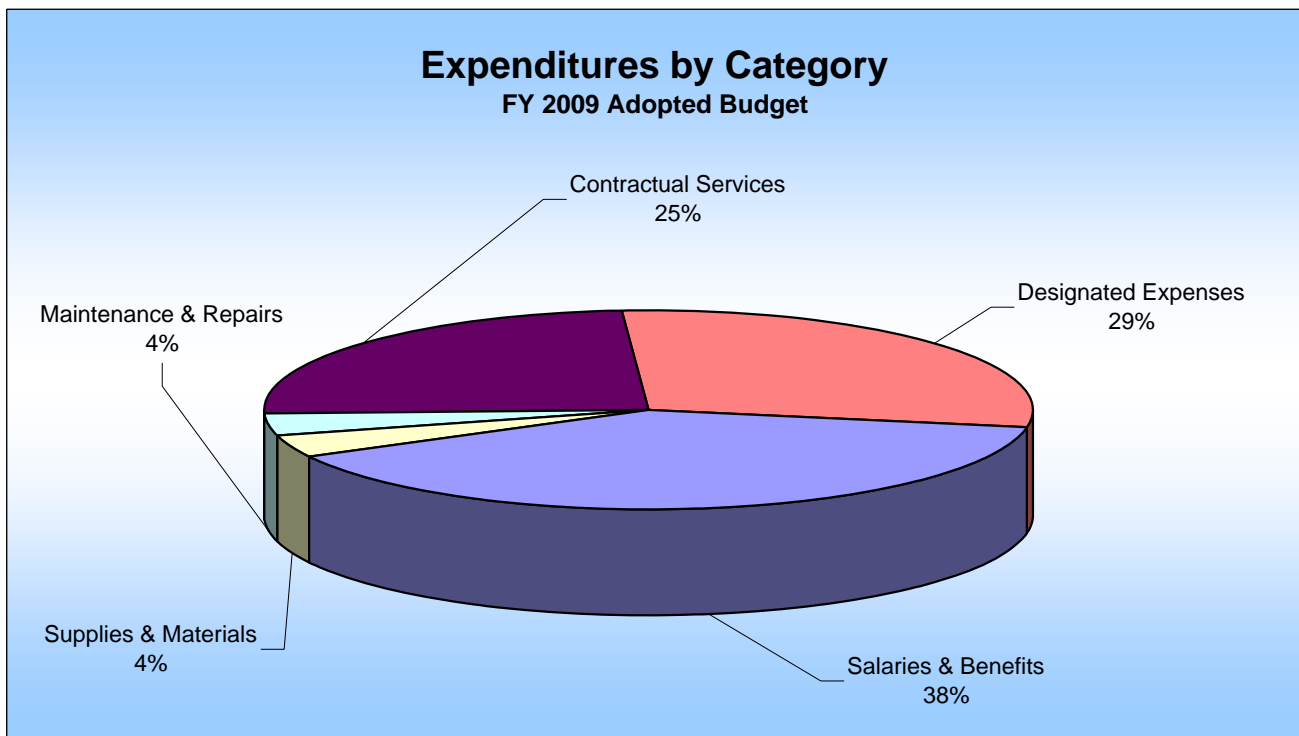
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Estimated) \*\*

*Increases:*

- Supplies & Materials: \$1,241 increased cost for the operating supplies.
- Maintenance & Repairs: \$5,705 additional cost to maintain building, vehicles and equipment.
- Contractual Services: \$5,555 cost of advertising; \$1,567 consulting fees.

*Decreases:*

- Salaries & Benefits: Pay adjustments and 50% of the General Manager's salary was moved to Golf Maintenance.



\*\* "Highlights" are not necessarily all-inclusive.

## GOLF COURSE OPERATIONS

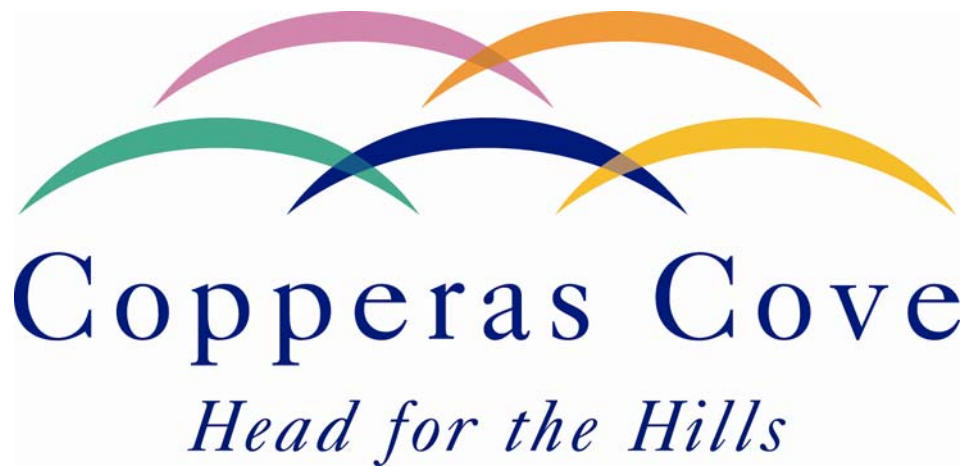
09-7400

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Golf Course Attendant	1.5	1.5	1.5	1.5
Clerk - Cashier	0.5	1	1	1
Golf Shop Assistant	1	1	1	1
Administrative Assistant	1	0	0	0
Club House Supervisor	1	0	0	0
Manager/Pro Golf Course	1	0	0	0
General Manager	0	0.5	0.5	0.5
PT Seasonal Clerk	0	0	0	0.5
Pro Shop Supervisor	0	0	0	1
<b>DIVISION TOTAL</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>5.5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
Rounds of Golf Played (annually)	30,004	32,409	32,954	35,000
# of Tournament Rounds per Year	1,429	1,600	1,495	1,600
# of Annual Dues (Memberships)	232	265	240	265
<b>EFFICIENCIES</b>				
Average Revenue per Round for Members	\$8.72	\$8.55	\$8.55	\$8.55
Proshop Revenue / Expenditures	0.05%	0.0%	-12.0%	0.0%
<b>EFFECTIVENESS</b>				
% Increase in Annual Dues	8.9%	20.0%	3.4%	10.0%
Customer Satisfaction Rating for Operations	80.0%	90.0%	90.0%	95.0%
Customer Satisfaction Rating for Jr. Camp	80.0%	90.0%	95.0%	95.0%

\*\* "Highlights" are not necessarily all-inclusive.





# GOLF COURSE CONCESSIONS



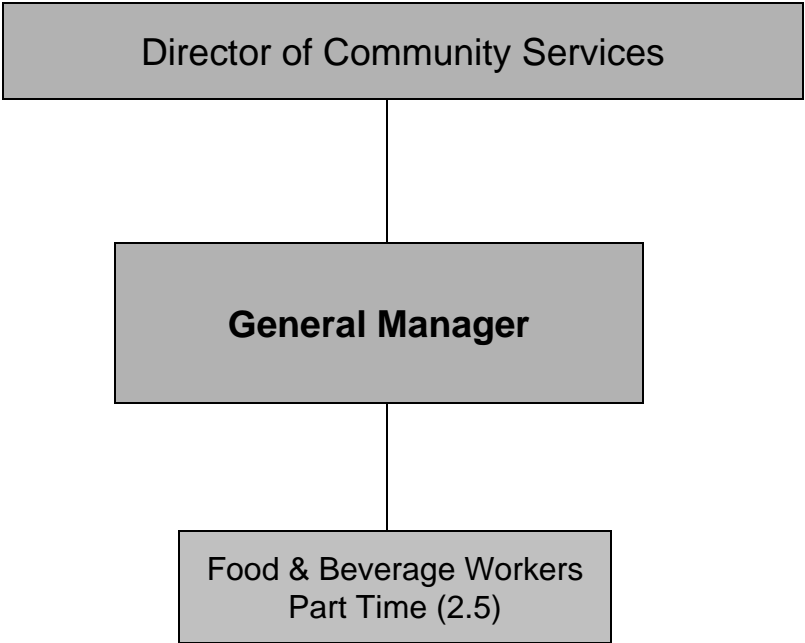
**Left to Right:**  
Linda Dale (Food / Beverage Worker), Anne Marie O'Daniel (Food / Beverage Worker).



Angel Crespi  
(Food / Beverage Worker).

# CITY OF COPPERAS COVE, TEXAS

## Golf Course Concessions



*Our mission is to offer value-based hospitality while delivering tasteful food to keep the environment fun and enjoyable for everyone. Along with operating in a professional, manner to achieve total satisfaction of citizens and the guests of the Hills of Cove Golf Course and the City of Copperas Cove.*

2.5 Full Time Employees

## ***GOLF COURSE CONCESSIONS***

### **PROGRAM DESCRIPTION**

The Golf Course Concessions' staff is responsible for the daily operation of the Hills of Cove Golf Course grill and bar. Staff is also responsible for delivering outstanding customer service, quality food and a clean and pleasing atmosphere for all golf course patrons.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure that all golf course patrons and everyone visiting the golf course get the highest service and quality in all their food and beverage needs.
- Operate the facility in a clean, friendly, and professional manner.
- Provide a clean and welcoming atmosphere.
- Offer consistently delicious meals at an affordable price.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Provided quality customer service to all customers.
- Hosted Optimist Club Meetings.
- Hosted Rotary Club Board Meetings.
- Rented out facility for parties and functions throughout the year.
- Established Daily Lunch Specials.
- Increased Revenue by 25%.

### **CONTINUING OBJECTIVES**

- Continue providing outstanding customer service to all patrons.

### **GOALS FOR FISCAL YEAR 2009**

- Improve marketing of the grill and bar.
- Promote facility use for special events and meetings.
- Renovate smoking patio (close in for winter use).
- Renovate grill for increased service.
- Establish separate meeting room past the Bar area.

## GOLF COURSE CONCESSIONS

09-7401

### EXPENDITURE SUMMARY

<b>GOLF COURSE CONCESSIONS</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	31,565	44,728	46,425	42,187
Supplies & Materials	4,772	4,569	3,500	5,274
Maintenance & Repairs	84	550	400	2,180
Contractual Services	5,713	6,618	7,048	9,568
Designated Expenses	44,189	59,650	46,000	50,500
Capital Outlay	-	255	1,700	1,900
<b>TOTAL</b>	<b>86,322</b>	<b>116,370</b>	<b>105,073</b>	<b>111,609</b>

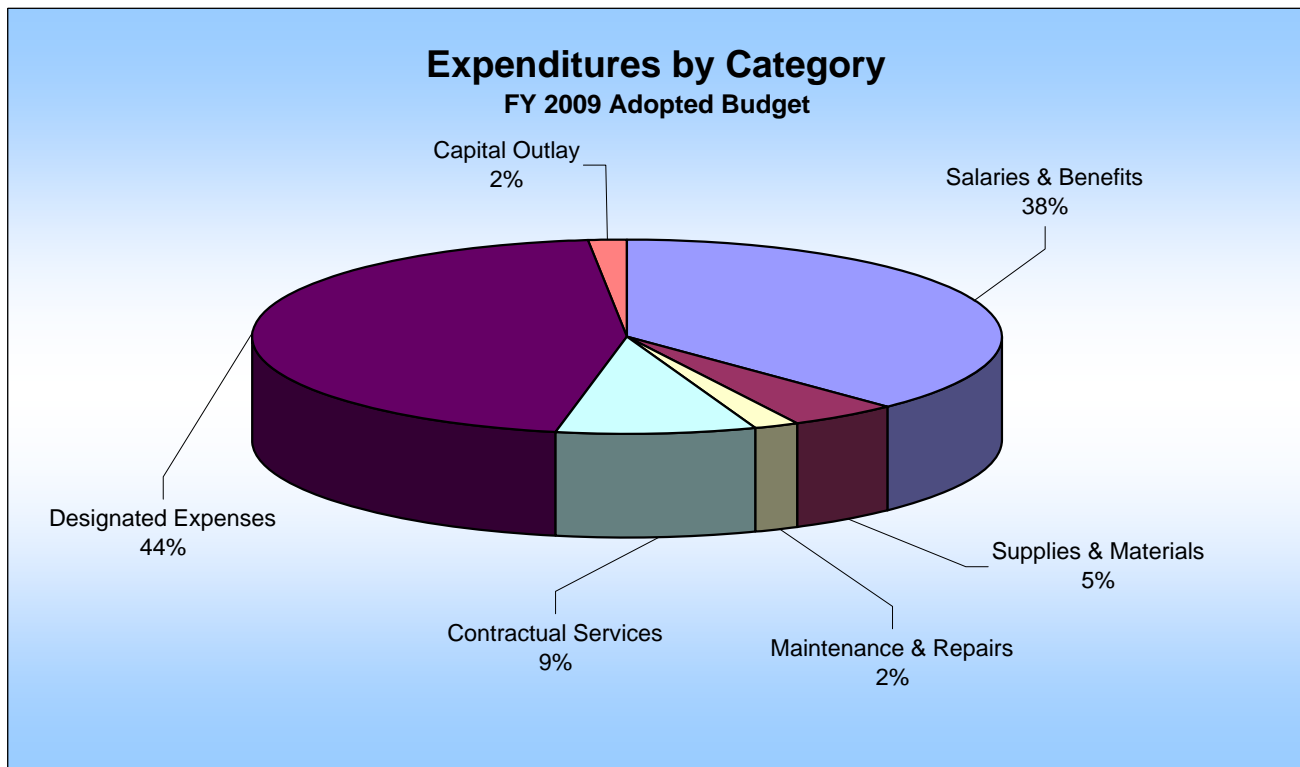
### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Estimated)\*\*

#### Increases:

- Supplies & Materials: \$1,774 increase in operating supplies.
- Maintenance & Repairs: \$1,200 kitchen and snack bar repairs; \$580 increase for building and equipment upkeep.
- Contractual Services: \$1,428 rental of equipment increase.
- Designated Expenses: \$4,500 increase in cost of goods sold for food and beverages, and beer and wine.

#### Decreases:

- Salaries & Benefits: \$4,238 new part-time position and pay adjustments.



\*\* "Highlights" are not necessarily all-inclusive.

## GOLF COURSE CONCESSIONS

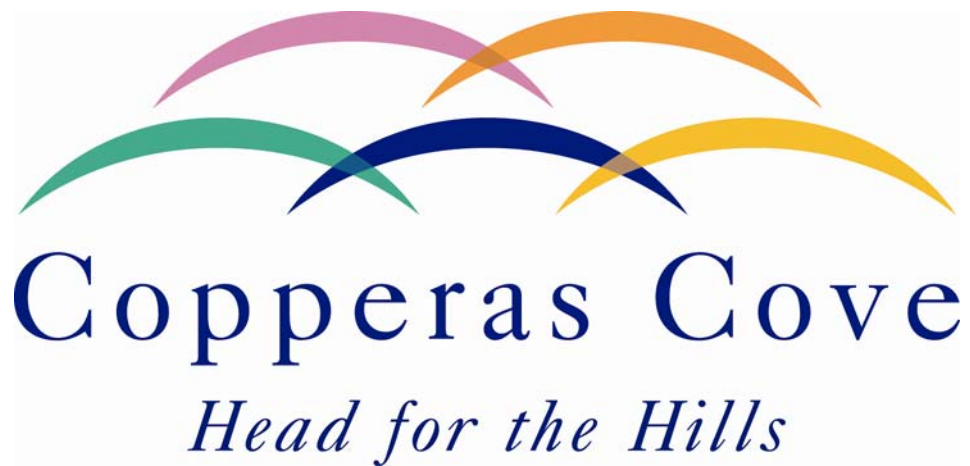
09-7401

STAFFING LEVEL	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
Food & Beverage Worker	2	2	2	2.5
<b>DIVISION TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.5</b>

PERFORMANCE MEASURES	FY 2007 Actual	FY 2008 Budget	FY 2008 Projection	FY 2009 Target
<b><u>OUTPUTS</u></b>				
# of Tournament Meals Prepared	1,429	1,484	1,555	1,600
# of Lunch Specials Sold	N/A*	1,500	1,430	1,600
Food sales	\$54,920	\$62,000	\$71,236	\$76,000
Beverage sales	\$19,685	\$25,000	\$23,000	\$25,000
# of Special Events Catered	6	15	9	12
<b><u>EFFICIENCIES</u></b>				
Average Revenue per Round of Golf	\$2.49	\$2.68	\$2.86	\$2.89
Snack Bar Revenue / Expenditures	-13.6%	0.0%	-10.3%	-9.5%
<b><u>EFFECTIVENESS</u></b>				
Customer Satisfaction Survey	N/A*	85.0%	90.0%	85.0%
Compliance with Health Code	90.0%	95.0%	90.0%	95.0%

\* New Performance Measure - Data not available.

\*\* "Highlights" are not necessarily all-inclusive.





# GOLF COURSE MAINTENANCE



**Left to Right:**

Andrew Lowery (Laborer), Tap Toleafoa (Laborer), Mark Garcia (Laborer), Ted Surmeier (Laborer), Dave Barr (Heavy Equipment Operator).



Lee Guajardo (Mechanic).



Jordan Heintzelman (Cart Attendant).

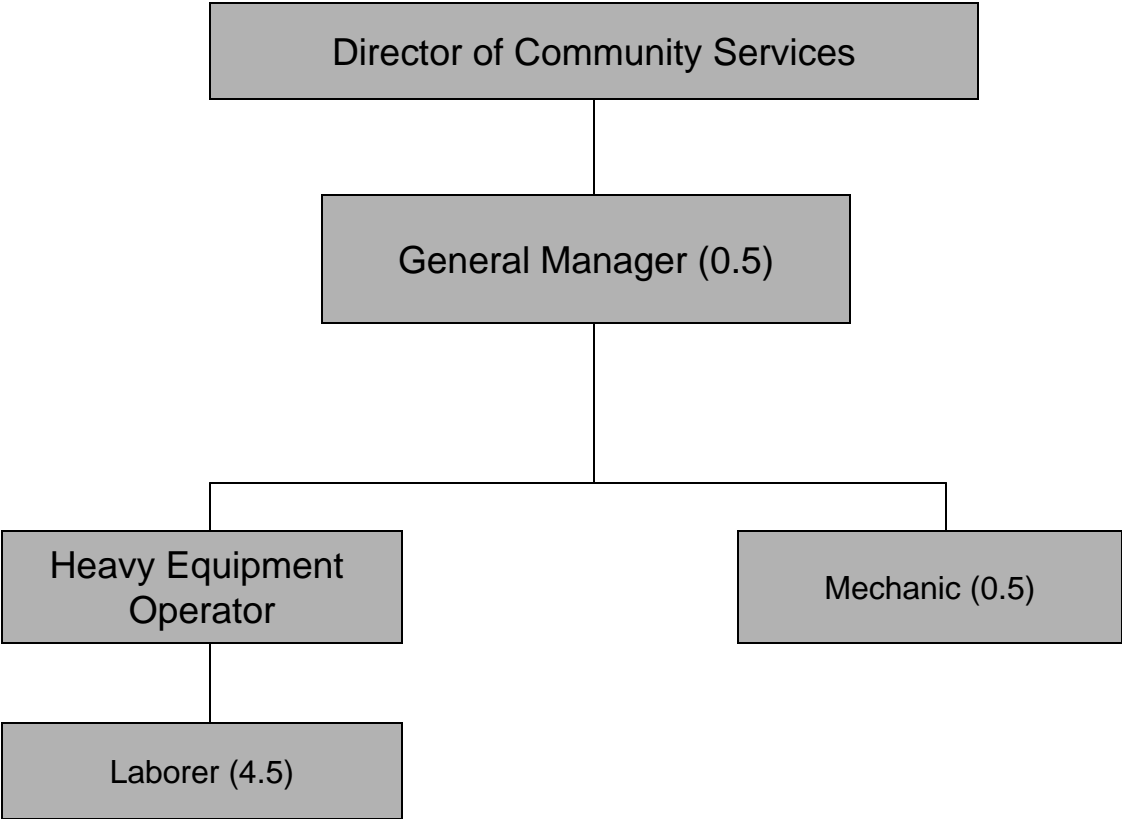


Marcel McGinnis (Cart Attendant).



# CITY OF COPPERAS COVE, TEXAS

## Golf Course Maintenance



*As a team we continually strive to improve our golf course in order that the everyday golfer may enjoy our facility.*

6.5 Full Time Employees

## ***GOLF COURSE MAINTENANCE***

### **PROGRAM DESCRIPTION**

The Golf Course Maintenance's staff is responsible for the daily maintenance of the Hills of Cove Golf Course.

### **MAJOR DEPARTMENT / DIVISION GOALS**

- Ensure that the golf course is consistently in good condition.
- Operate the golf course maintenance functions in a friendly, professional manner.
- Maintain the highest level of playing conditions, and operate within budget.

### **ACHIEVEMENTS FOR FISCAL YEAR 2008**

- Applied a fall Pre-emerge weed control.
- Installed a new irrigation line and sprinklers for #3 green.
- Connected to and started using effluent water.
- Participated in National Live Demonstration for John Deere Irrigation with new Sprinklers and a new controller for driving range and putting green.
- Installed a new irrigation control system.

### **CONTINUING OBJECTIVES**

- Continue improving the state of the golf course.
- Replace wooden bridges on the front nine.
- Restructure and line the pond on hole nine.
- Continue trimming and removing trees.
- Continue with aggressive weed control program.

### **GOALS FOR FISCAL YEAR 2009**

- Install fertigation system to treat water and fertilize the course.
- Replace all outdated and worn-out equipment.
- Repair, replace and / or rebuild putting green.
- Aerify greens 2 times pulling cores, 2 with solid tines.
- Pre-emerge weed control Application for annual blue grass (poa annual).
- Redesign hole #13.
- Fill in or renovate 50% of the sand bunkers.

## GOLF COURSE MAINTENANCE

09-7402

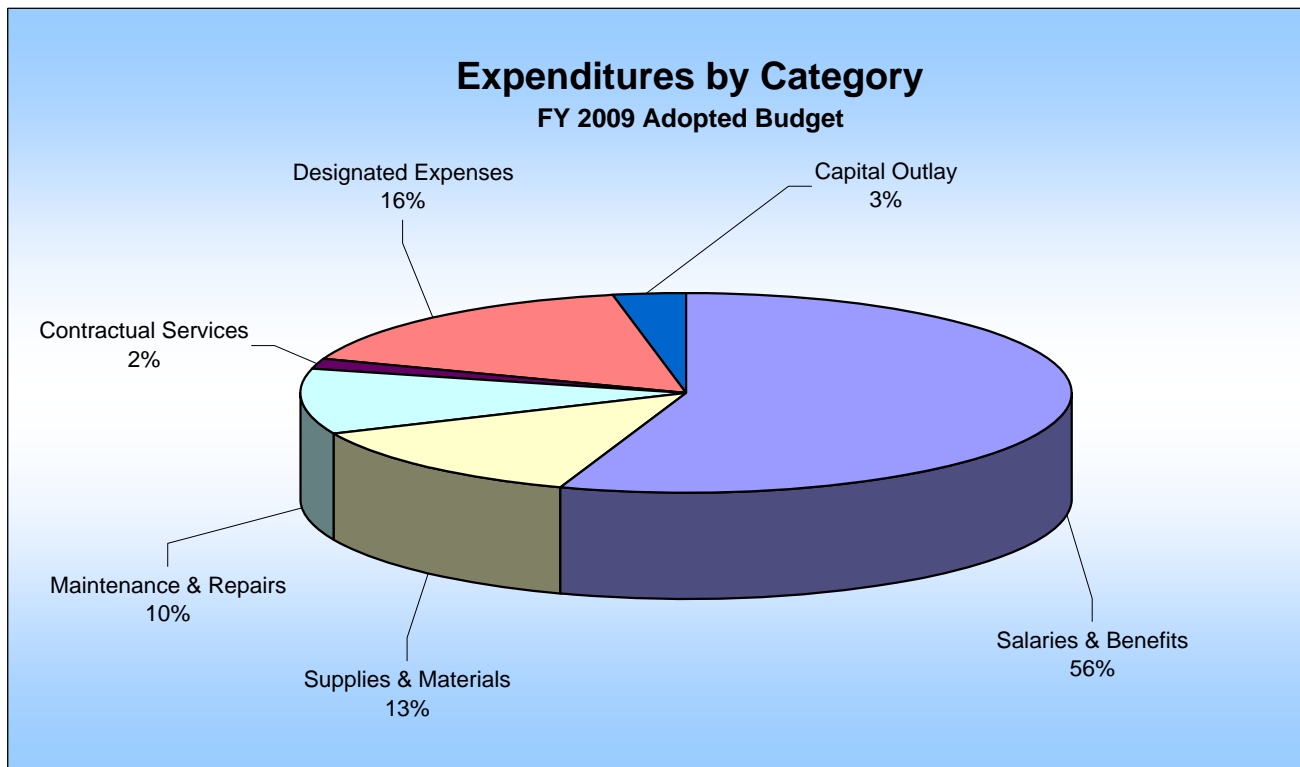
### EXPENDITURE SUMMARY

<b>GOLF COURSE MAINTENANCE</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Salaries & Benefits	189,078	194,147	206,109	258,517
Personnel Support	84	-	-	-
Supplies & Materials	39,026	55,609	48,840	60,750
Maintenance & Repairs	32,740	20,627	30,000	48,779
Contractual Services	5,726	7,519	8,150	8,312
Designated Expenses	40,004	41,076	60,197	76,598
Capital Outlay	-	27	627	13,800
<b>TOTAL</b>	<b>306,658</b>	<b>319,005</b>	<b>353,923</b>	<b>466,756</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Estimated)

*Increases:*

- Salaries & Benefits: Pay adjustments and 50% of the General Manager salary is budgeted in this department.
- Supplies & Materials: \$17,600 for the sand & soil included in FY 2009 budget.
- Maintenance & Repairs: \$14,000 repairs and maintenance for facilities and \$4,279 for equipment.
- Designated Expenses: \$12,598 increase in capital lease payments for new equipment.
- Capital Outlay: \$7,800 Utility vehicle and \$6,000 for an Equipment lift.



\*\* "Highlights" are not necessarily all-inclusive.

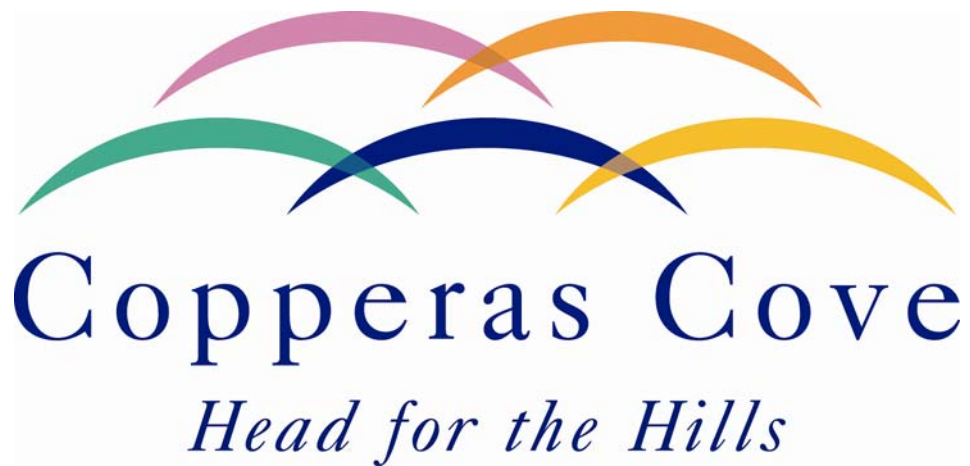
## GOLF COURSE MAINTENANCE

09-7402

<b>STAFFING LEVEL</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Amended Budget</b>	<b>FY 2008 Year End Projection</b>	<b>FY 2009 Adopted Budget</b>
Superintendent Golf Course	1	1	1	0
General Manager	0	0.5	0.5	0.5
Heavy Equipment Operator	1	1	1	1
Golf Course Mechanic	0.5	0.5	0.5	0.5
Laborer	4.5	4.5	4.5	4.5
<b>DIVISION TOTAL</b>	<b>7</b>	<b>7.5</b>	<b>7.5</b>	<b>6.5</b>

<b>PERFORMANCE MEASURES</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 Projection</b>	<b>FY 2009 Target</b>
<b><i>OUTPUTS</i></b>				
# of Acres Mowed and Maintained	122	122	122	122
# of Greens Over Seeded	19	19	19	19
# of Weed (Pest) Control Applications	4	3	4	3
<b><i>EFFICIENCIES</i></b>				
Operating Cost per Acre to Maintain	\$2,513.59	\$2,614.80	\$2,901.01	\$3,825.87
<b><i>EFFECTIVENESS</i></b>				
% of Golfers Rating the Course Overall as Good to Excellent	90.0%	95.0%	95.0%	99.0%

\*\* "Highlights" are not necessarily all-inclusive.



# **GOLF COURSE NON-DEPARTMENTAL**



**Entrance to the City of Copperas Cove Golf Course ("Hills of Cove")**

## **NON-DEPARTMENTAL PROGRAM DESCRIPTION**

Beginning fiscal year 2009, this non-personnel department is used to account for fund-wide expenses including employee merit increases, bond principal and interest payments, and tax notes. Since this department does not have personnel, achievements and goals are not provided.



**A Scenic View of the City of Copperas Cove Golf Course (“Hills of Cove”)**

## NON - DEPARTMENTAL

09-7500

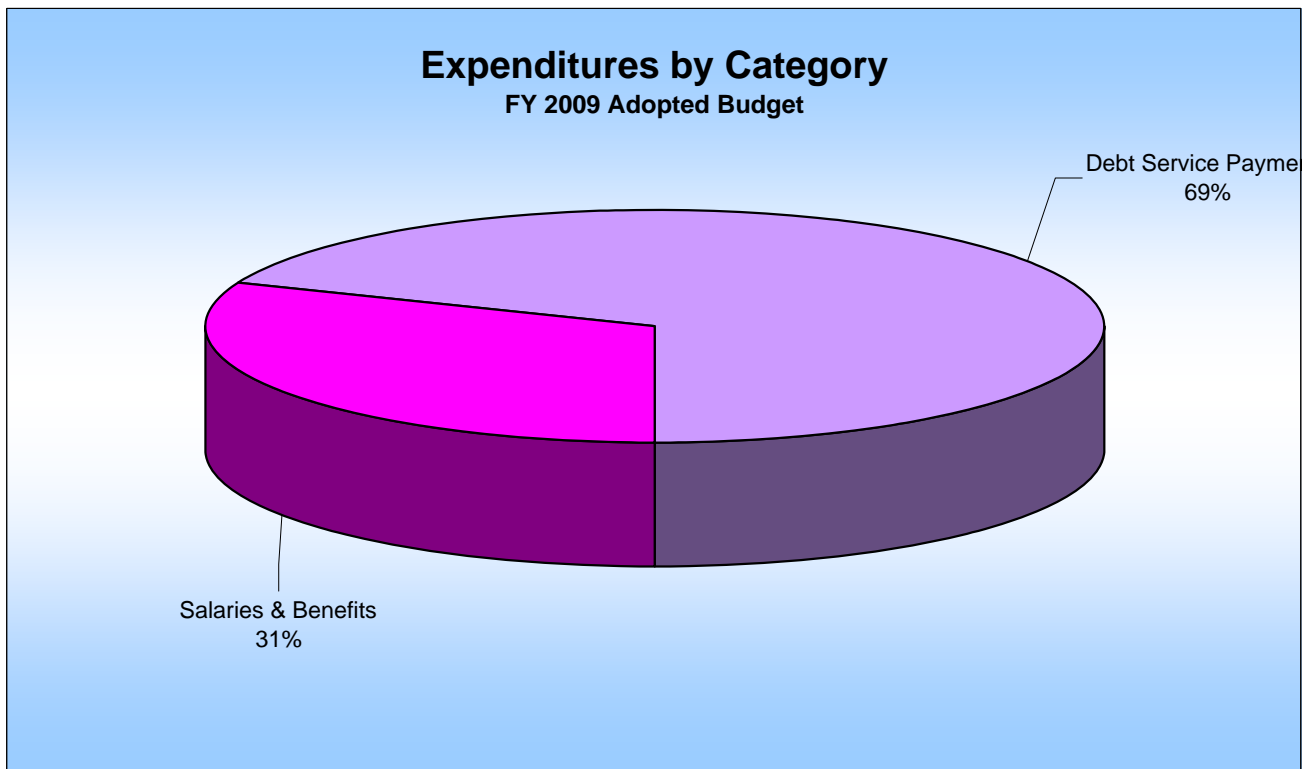
### EXPENDITURE SUMMARY

	FY 2007 Actual	FY 2008 Amended Budget	FY 2008 Year End Projection	FY 2009 Adopted Budget
<b>NON-DEPARTMENTAL</b>				
Salaries & Benefits	-	-	-	9,172
Supplies & Materials	-	-	-	-
Maintenance & Repairs	-	-	-	-
Contractual Services	-	-	-	-
Designated Expenses	-	-	-	-
Debt Service Payments	-	-	-	20,278
<b>TOTAL</b>	-	-	-	<b>29,450</b>

### HIGHLIGHTS (FY 2009 Adopted Over/Under FY 2008 Proposed) \*\*

Increases:

- Salaries & Benefits: Merit increases are included in Non-Departmental and re-allocated to departments after actual amounts are calculated and budget amendment is approved by City Council beginning in FY 2009.
- Debt Service Payments: Principal and Interest for 2008 and 2008A Tax Notes.



\*\* "Highlights" are not necessarily all-inclusive.





# Other Funds

*The City Built for Family Living*

# Copperas Cove, Texas

## OTHER FUNDS

### **Debt Service Fund:**

**Interest & Sinking Fund**-The interest and sinking fund is used for the accumulation of resources necessary in paying the City's annual debt service requirements related to general obligation debt.

### **Special Revenue Funds:**

**Recreation Activities Fund** - The Recreation Activities Fund is utilized to ensure that funds generated from various youth activities sponsored by the City's parks and recreation department are directed back toward covering the costs associated with those programs.

**Drainage Utility Fund** - The Drainage Utility Fund is used to account for the receipts of the drainage assessment fees and grants collected, as well as, expenditures incurred.

**Cemetery Fund** - The Cemetery Fund was created in accordance with City ordinances and is used solely for the purpose of operating the City's cemetery.

**Library Gifts & Memorials Fund** - When the City receives donations for books or other specific purchases, these funds are placed in this special revenue fund to ensure the appropriate use of the funds.

**Hotel Occupancy Tax Fund** - The Hotel Occupancy Tax Fund is used to account for all taxes remitted to the city by local hotel operators. These funds must be utilized in accordance with state law requirements. Generally, these funds must be used to enhance tourism and enrich the culture and art of the city.

**Animal Shelter Fund** - Donations to the City's animal shelter are placed in this fund to ensure that they are utilized toward their designated purpose.

**Court Efficiency Fund** - To account for funds to be utilized to improve efficiency at the Municipal Court Building.

**Court Security Fund** - To account for funds to be used to finance the purchase of security devices / services for the Municipal Court Building.

**Court Technology Fund** - To account for funds to be used to finance the purchase of technological enhancements for the Municipal Court Building.

*The City Built for Family Living*

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**TAX INTEREST AND SINKING FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 84,040	\$ 139,348	\$ 143,493	\$ 280,195
	Prior Period Adjustment			13,438	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 84,040</u>	<u>\$ 139,348</u>	<u>\$ 156,931</u>	<u>\$ 280,195</u>
<b>REVENUES</b>					
07-310-1001	Ad Valorem Taxes	\$ 1,198,434	\$ 1,404,223	\$ 1,436,800	\$ 1,443,856
07-310-1002	Delinquent Ad Valorem Taxes	9,493	11,500	14,209	14,000
07-310-1003	Penalty & Interest	8,474	8,500	11,209	11,000
07-370-6001	Interest Revenue	37,302	32,000	21,000	22,000
<b>TOTAL REVENUES</b>		<u>\$ 1,253,703</u>	<u>\$ 1,456,223</u>	<u>\$ 1,483,218</u>	<u>\$ 1,490,856</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 1,337,743</u>	<u>\$ 1,595,571</u>	<u>\$ 1,640,149</u>	<u>\$ 1,771,051</u>
<b>EXPENDITURES</b>					
4701-0700-2216	Principal (Aug)-'97C/O	\$ 170,000	\$ -	\$ -	\$ -
4701-0700-2218	Principal (Aug)-'98G.O.	70,000	70,000	70,000	75,000
4701-0700-2219	Principal (Aug)-'99C/O	30,000	55,000	55,000	60,000
4701-0700-2220	Principal (Aug)-'01C/O	95,000	100,000	100,000	100,000
4701-0700-2221	Principal '99 C/O (Golf)	25,000	-	-	-
4701-0700-2225	Principal '03 C/O	65,000	50,000	50,000	65,000
4701-0700-2227	Principal Refunding CO	15,000	290,323	290,323	246,451
4701-0700-2228	Principal '06 Tax Notes	295,000	145,000	145,000	150,000
4701-0700-2229	Principal '07 C/O	-	-	-	20,000
4701-0700-2230	Principal '07 C/O REFU	21,000	4,500	4,500	4,500
4701-0700-2231	Principal '08 TAX (May)	-	25,000	-	160,000
4701-0700-XXXX	Principal '08 TAX (October)	-	-	-	25,000
4701-0700-2316	Interest (Fb/Ag)-'97 C/O	8,670	-	-	-
4701-0700-2318	Interest (Fb/Ag)-'98 G.O.	23,608	20,633	20,633	17,623
4701-0700-2319	Interest (Fb/Ag)-'99 C/O	3,012	3,806	3,806	1,911
4701-0700-2320	Interest (Fb/Ag)-'01 C/O	25,635	21,787	21,787	17,622
4701-0700-2321	Interest '99 C/O (Golf)	2,582	-	-	-
4701-0700-2325	Interest '03 C/O	154,549	118,508	118,508	115,729
4701-0700-2326	Interest Refunding CO '06	37,422	37,422	37,422	37,422
4701-0700-2327	Interest Refunding CO	96,140	93,173	93,173	85,274
4701-0700-2328	Interest '06 Tax Notes	44,325	38,310	38,310	32,554
4701-0700-2329	Interest '07 Proposed C.O Bon	-	252,324	252,324	208,820
4701-0700-2330	Interest '07 CO Refund	11,407	54,668	54,668	54,490
4701-0700-2331	Interest '08 Tax (May)	-	85,444	-	50,985
4701-0700-XXXX	Interest '08 Tax (October)	-	-	-	70,975
4701-0700-2401	Bond Paying Agent Fees	900	4,500	4,500	4,500
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,194,250</u>	<u>\$ 1,470,398</u>	<u>\$ 1,359,954</u>	<u>\$ 1,603,856</u>
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 143,493</u>	<u>\$ 125,173</u>	<u>\$ 280,195</u>	<u>\$ 167,195</u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**RECREATION ACTIVITIES FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 84,911	\$ 83,835	\$ 88,184	84,493
	Prior Yr Enc Voided in Current Yr			4,250	-
	Prior Period Adjustment			14,759	-
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 84,911</u>	<u>\$ 83,835</u>	<u>\$ 107,193</u>	<u>\$ 84,493</u>
<b>Revenues</b>					
04-340-1002	Football Revenue	\$ 23,355	\$ 24,650	\$ 24,650	\$ 24,650
	Basketball Fees	17,080	19,390	15,110	15,500
04-340-1006	Baseball/Softball Fees-Youth	29,705	39,655	30,685	31,000
04-340-1007	Adult Softball Fees	1,165	2,500	2,500	3,500
04-340-1008	Soccer Fees	36,145	31,500	34,000	34,000
04-340-1009	Sponsor Fees	750	-	-	-
04-340-1012	Special Events Revenue	1,637	25,800	2,264	1,500
04-340-1014	Softball Fees - Youth	10,750	11,000	5,280	5,500
04-340-1015	Concession Sales	11,194	11,250	11,250	11,250
04-340-1016	Flag Football Fees	9,805	10,885	10,885	10,885
04-340-1017	Track Revenue	-	-	-	350
04-340-1030	Recreation Classes Revenue	45,796	32,450	38,000	41,250
04-340-1040	Start Smart Revenue	805	1,900	1,900	4,100
04-340-1050	Kickball Revenue	610	875	735	750
04-340-1060	Cheerleader Revenue	3,530	3,025	3,025	3,100
04-340-1400	Swimming Lessons	13,010	16,625	16,625	17,000
04-370-6001	Interest Revenue	5,579	4,000	3,250	3,800
04-390-6005	Miscellaneous Revenue	406	1,700	385	1,000
<b>TOTAL REVENUES</b>		<u>\$ 211,322</u>	<u>\$ 237,205</u>	<u>\$ 200,544</u>	<u>\$ 209,135</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 296,233</u>	<u>\$ 321,040</u>	<u>\$ 307,737</u>	<u>\$ 293,628</u>
<b>Expenditures</b>					
04-4310-5400-1000	Salaries	\$ 45,732	\$ 50,351	\$ 49,918	\$ 51,152
04-4310-5400-1100	Overtime	140	1,567	500	2,000
04-4310-5400-1200	Longevity	-	64	45	160
04-4310-5400-1500	FICA Tax	3,398	3,976	3,976	4,078
04-4310-5400-1501	Reimbursement/Allowance	-	500	-	-
04-4310-5400-1600	Employee Insurance	5,442	7,218	7,218	7,155
04-4310-5400-1700	Workers' Compensation	549	809	800	1,183
04-4310-5400-1800	Retirement	3,899	4,693	4,600	4,994
04-4310-5400-1899	Salaries-Merit Increase	-	-	-	1,785
04-4310-5400-2000	Operating Supplies	892	2,986	2,200	4,645
04-4310-5400-2001	Football Program Costs	24,534	27,801	23,600	24,675
04-4310-5400-2002	Special Events Expense	-	22,300	1,984	2,950
04-4310-5400-2004	Basketball Program Costs	8,812	15,362	11,266	14,428
04-4310-5400-2005	Aquatics Costs	4,507	4,940	4,500	5,235
04-4310-5400-2007	Baseball Program Costs	27,431	29,232	25,000	38,061

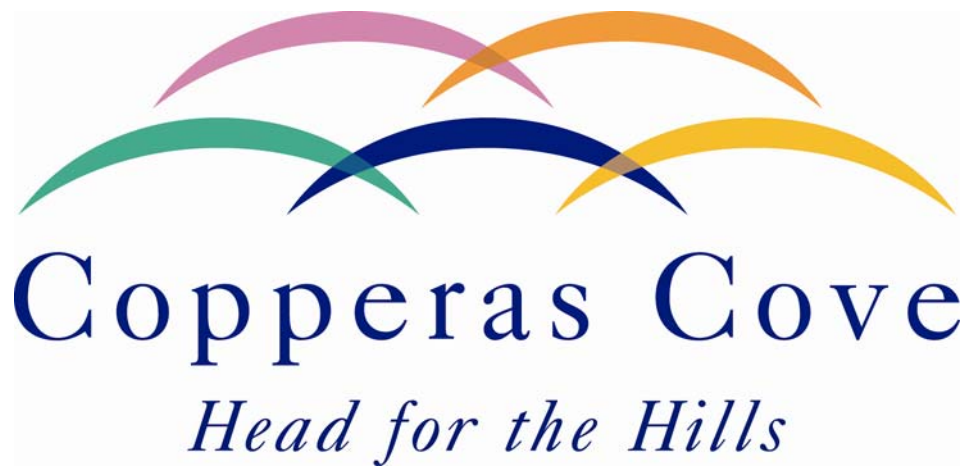
**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**RECREATION ACTIVITIES FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>Expenditures (Continued)</b>					
04-4310-5400-2008	Adult Softball	\$ 448	\$ -	\$ 2,500	\$ 5,720
04-4310-5400-2009	Soccer Program Costs	23,207	21,764	26,000	27,480
04-4310-5400-2010	Day Camp	10,987	11,031	14,000	15,500
04-4310-5400-2012	Track Expense	-	350	-	350
04-4310-5400-2014	Sports Camp Expense	-	500	-	500
04-4310-5400-2015	Recreation Classes Costs	336	800	800	1,200
04-4310-5400-2017	Flag Football Expenses	-	1,842	-	6,570
04-4310-5400-2018	Youth Softball	7,277	6,784	5,000	7,688
04-4310-5400-2019	Cheerleader Expense	3,499	3,700	3,000	2,500
04-4310-5400-2100	Computer Supplies	1,803	550	550	550
04-4310-5400-2600	Chemicals	615	-	-	615
04-4310-5400-4200	Repairs & Maint. - Building	162	-	-	-
04-4310-5400-4400	Repairs & Maint. - Equipment	705	517	517	-
04-4310-5400-4600	Repairs & Maint. - Software	-	-	-	1,200
04-4310-5400-6012	Consulting Fees	20,000	-	-	-
04-4310-5400-6100	Advertising	1,771	2,606	1,200	2,900
04-4310-5400-6200	Communication	132	1,176	500	600
04-4310-5400-6400	Dues & Subscriptions	596	600	450	430
04-4310-5400-6600	Travel & Seminars	654	844	600	1,921
04-4310-5400-6700	Uniforms	239	600	300	600
04-4310-5400-7200	CCISD Admin Reimbursement	201	800	-	400
04-4310-5400-7300	Cost of Goods-Food & Bev	5,942	7,500	7,500	8,500
04-4310-5400-7800	Operating Capital	639	-	-	400
04-4310-5400-8500	Facilities	3,500	24,720	24,720	-
Subtotal		<u>\$ 208,048</u>	<u>\$ 258,483</u>	<u>\$ 223,244</u>	<u>\$ 248,125</u>
<b>TOTAL EXPENDITURES</b>		<u>\$ 208,048</u>	<u>\$ 258,483</u>	<u>\$ 223,244</u>	<u>\$ 248,125</u>
<b>ENDING FUND BALANCE</b>		<u>\$ 88,184</u>	<u>\$ 62,557</u>	<u>\$ 84,493</u>	<u>\$ 45,503</u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, 09/16/08.

**FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :**

Position Title	Number of Positions			
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Recreation Specialist	1	2	2	2
<b>Total</b>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>





# DRAINAGE



James Trevino (Asst. Director of Public Works).

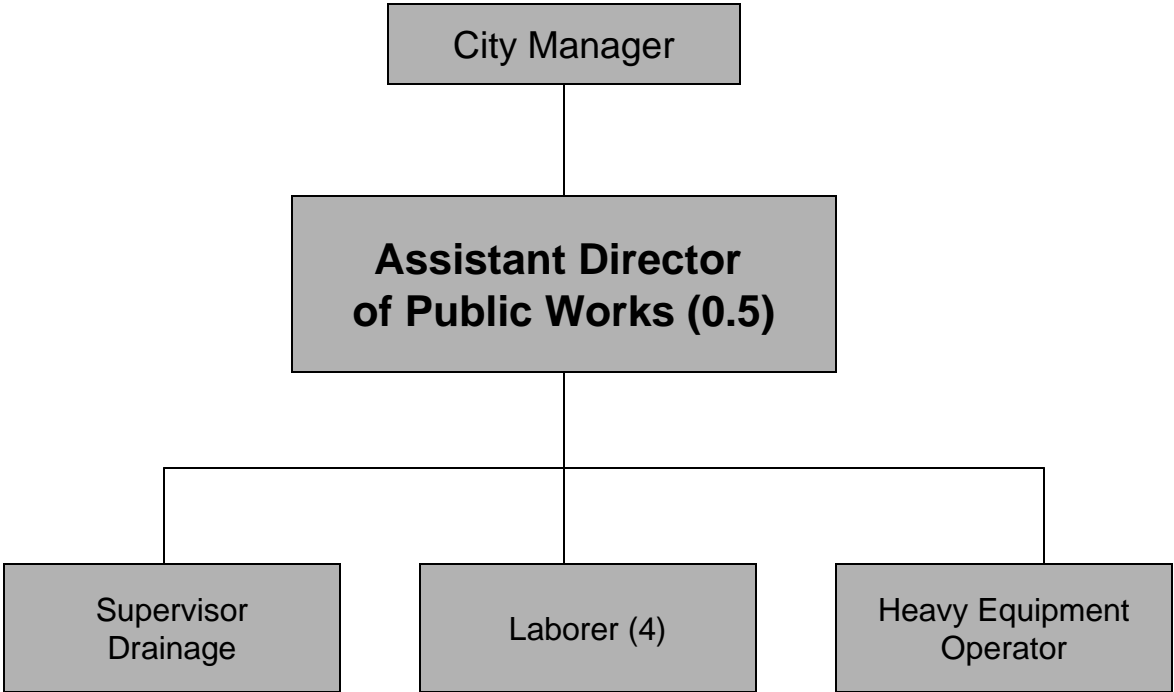


**Left to Right:**

Chad McKee (Laborer), Ernest Wilkins (Laborer), David Boone (Laborer), Elmer Gothard (Supervisor), Frank Haase (Laborer), Robert Obenoskey (Laborer).

# CITY OF COPPERAS COVE, TEXAS

## Drainage Utility Department



*The mission of the Drainage Department is to ensure quality and timely maintenance of the City's drainage system.*

6.5 Full Time Employees



**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**DRAINAGE UTILITY FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 354,981	\$ 385,402	\$ 324,584	\$ 72,479
	Prior Period Adjustment			(72,769)	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 354,981</u>	<u>\$ 385,402</u>	<u>\$ 251,815</u>	<u>\$ 72,479</u>
<b>REVENUES</b>					
05-340-1020	Drainage Utility Fee	\$ 805,566	\$ 842,539	\$ 842,539	\$ 870,000
05-340-1001	Maintenance Revenue	326	923	-	-
	Subtotal	<u>\$ 805,892</u>	<u>\$ 843,462</u>	<u>\$ 842,539</u>	<u>\$ 870,000</u>
<b>Other Revenue</b>					
05-390-6005	Miscellaneous Revenues	\$ 276	\$ 230	\$ 35	\$ 10
05-370-6001	Interest Revenue	44,436	37,000	28,900	35,000
05-390-6003	Late Charge for Billing	-	1,500	540	500
05-392-1001	Auction Proceeds	158	926	926	200
	Subtotal	<u>\$ 44,870</u>	<u>\$ 39,656</u>	<u>\$ 30,401</u>	<u>\$ 35,710</u>
<b>TOTAL REVENUES</b>		<u>\$ 850,762</u>	<u>\$ 883,118</u>	<u>\$ 872,940</u>	<u>\$ 905,710</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 1,205,743</u>	<u>\$ 1,268,520</u>	<u>\$ 1,124,755</u>	<u>\$ 978,189</u>
<b>EXPENDITURES</b>					
	Salaries & Benefits	\$ 206,549	\$ 256,000	\$ 257,318	\$ 271,410
	Personnel Support	241	-	-	-
	Supplies	14,962	23,250	22,150	28,030
	Repairs & Maintenance	9,665	18,389	18,200	18,500
	Contractual Services	100,425	33,232	33,348	25,788
	Designated Expenses	18,741	19,895	19,063	19,840
	Capital Outlay & Improvements	156,852	27,438	22,870	-
	Admin Reimbursement	100,000	100,000	100,000	100,000
	Drainage Projects	-	300,876	300,876	-
	Non-Departmental	273,725	278,452	278,451	348,208
<b>TOTAL EXPENDITURES</b>		<u>\$ 881,159</u>	<u>\$ 1,057,532</u>	<u>\$ 1,052,276</u>	<u>\$ 811,776</u>
<b>ENDING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 324,584	\$ 210,988	\$ 72,479	\$ 166,413
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 324,584</u>	<u>\$ 210,988</u>	<u>\$ 72,479</u>	<u>\$ 166,413</u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :**

Position Title	Number of Positions			
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Assistant Director of Public Works	0	0	0	0.5
Street and Drainage Superintendent	0.5	0.5	0.5	0
Drainage Supervisor	1	1	1	1
Heavy Equipment Operator	0	0	1	1
Laborer	3	5	4	4
<b>Total</b>	<u>4.5</u>	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 PROPOSED BUDGET**  
**CEMETERY FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	23075	\$ 11,248	\$ 1,109	\$ 937
	Prior Period Adjustment			5,762	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 23,075</u>	<u>\$ 11,248</u>	<u>\$ 6,871</u>	<u>\$ 937</u>
<b>REVENUES</b>					
06-340-1001	Cemetery Plot Sales	\$ 10,800	\$ 24,500	\$ 14,000	\$ 16,112
06-370-6001	Interest Revenue	900	2,000	35	40
06-390-5002	Transfer from General Fund	-	14,079	14,079	24,000
06-390-6005	Miscellaneous Revenue	55	250	160	55
<b>TOTAL REVENUES</b>		<u>\$ 11,756</u>	<u>\$ 40,829</u>	<u>\$ 28,274</u>	<u>\$ 40,207</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 34,831</u>	<u>\$ 52,077</u>	<u>\$ 35,145</u>	<u>\$ 41,144</u>
<b>EXPENDITURES</b>					
	Salaries & Benefits	\$ 28,221	\$ 30,633	\$ 29,389	\$ 32,345
	Supplies	297	1,583	1,000	2,432
	Repairs & Maintenance	1,322	2,516	2,197	2,117
	Contractual Services	389	3,052	329	2,018
	Designated Expenses	1,293	1,293	1,293	1,793
	Capital Outlay & Improvements	2,200	-	-	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 33,722</u>	<u>\$ 39,077</u>	<u>\$ 34,208</u>	<u>\$ 40,705</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 1,109	\$ 13,000	\$ 937	\$ 439
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 1,109</u>	<u>\$ 13,000</u>	<u>\$ 937</u>	<u>\$ 439</u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**FULL-TIME EQUIVALENT (FTE) PERSONNEL SCHEDULE :**

Position Title	Number of Positions			
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Light Equipment Operator	1	1	1	1
<b>Total</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**LIBRARY GIFTS & MEMORIALS**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Account</b>	<b>Description</b>	<b>Actual FY 2006-07</b>	<b>Budget* FY 2007-08</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 9,469	\$ 6,516	\$ 8,894	\$ 4,138
	Unreserved, Undesignated			(604)	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 9,469</u>	<u>\$ 6,516</u>	<u>\$ 8,290</u>	<u>\$ 4,138</u>
<b>REVENUES</b>					
11-370-6001	Interest Revenue	\$ 43	\$ 50	\$ 35	\$ 35
11-390-1001	Library Gifts & Memorials	917	1,000	500	500
<b>TOTAL REVENUES</b>		<u>\$ 960</u>	<u>\$ 1,050</u>	<u>\$ 535</u>	<u>\$ 535</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 10,429</u>	<u>\$ 7,566</u>	<u>\$ 8,825</u>	<u>\$ 4,673</u>
<b>EXPENDITURES</b>					
11-4320-7100-2100	Book Purchases	\$ -	\$ 7,341	\$ -	\$ -
11-4320-7100-7100	Memorial Brickpavers	-	210	210	-
11-4320-7100-8501	Adult & Young Adult Books	632	125	125	90
11-4320-7100-8502	Children's Books	-	3,672	3,672	4,333
11-4320-7100-8503	Reference Books	-	350	350	250
11-4320-7100-8504	Audiovisual Items	203	330	330	-
11-4320-7100-8505	Genealogy Material	701	-	-	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 1,535</u>	<u>\$ 12,028</u>	<u>\$ 4,687</u>	<u>\$ 4,673</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 8,894	\$ (4,462)	\$ 4,138	\$ -
<b>TOTAL ENDING FUND BALANCE</b>		<u><u>\$ 8,894</u></u>	<u><u>\$ (4,462)</u></u>	<u><u>\$ 4,138</u></u>	<u><u>\$ -</u></u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**HOTEL OCCUPANCY TAX FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Account	Description	Actual FY 2006-07	Budget* FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 80,510	\$ 123,194	\$ 61,905	\$ 83,009
	Prior Period Adjustment			36,684	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 80,510</u>	<u>\$ 123,194</u>	<u>\$ 98,589</u>	<u>\$ 83,009</u>
<b>REVENUES</b>					
14-310-1001.1	Hotel Occupancy Tax-Best Western	\$ 63,946	\$ 75,000	\$ 57,000	\$ 58,000
14-310-1001.2	Hotel Occupancy Tax-Budget Inn	2,681	600	7,200	7,200
14-310-1001.3	Hotel Occupancy Tax-Cactus Lodge	9,800	17,000	11,000	12,000
14-310-1001.4	Hotel Occupancy Tax-Howard Johnson	27,289	40,000	30,000	32,000
14-310-1001.5	Hotel Occupancy Tax-Relax Inn	8,139	9,000	10,300	12,500
14-370-6001.6	Hotel Occupancy Tax-Comfort Suites	-	25,000	50,000	65,000
14-310-1001.7	Hotel Occupancy Tax-Days Inn	-	-	5,000	45,000
14-370-6001	Interest Revenue	7,540	8,000	4,950	6,000
<b>TOTAL REVENUES</b>		<u>\$ 119,395</u>	<u>\$ 174,600</u>	<u>\$ 175,450</u>	<u>\$ 237,700</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 199,905</u>	<u>\$ 297,794</u>	<u>\$ 274,039</u>	<u>\$ 320,709</u>
<b>EXPENDITURES</b>					
14-4502-1400-2200	Promo of Tourism - Chamber of Commerce	\$ 80,000	\$ 125,000	\$ 125,000	\$ 150,000
14-4502-1400-2204	Promo Tourism - Boys & Girls	10,000	13,000	13,000	13,000
14-4502-1400-2205	Promo Tourism - Downtown	8,500	12,000	12,000	12,000
14-4502-1400-2210	Cove Live Community Theater	-	6,000	6,000	3,000
14-4502-1400-2212	Texas Lodging Advertising	-	2,230	2,229	3,000
14-4502-1400-2350	Promo of Arts - Cove Country Opry	5,500	-	-	-
14-4502-1400-4450	Promotional Campaign	4,000	8,000	8,000	20,000
14-4502-1400-7800	Operating Capital	-	500	500	-
14-4502-1400-8400	Equipment	-	3,803	3,804	-
14-4502-1400-8500	Facilities	30,000	20,497	20,497	-
<b>TOTAL EXPENDITURES</b>		<u>\$ 138,000</u>	<u>\$ 191,030</u>	<u>\$ 191,030</u>	<u>\$ 201,000</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 61,905	\$ 106,764	\$ 83,009	\$ 119,709
<b>TOTAL ENDING FUND BALANCE</b>		<u>\$ 61,905</u>	<u>\$ 106,764</u>	<u>\$ 83,009</u>	<u>\$ 119,709</u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**CITY OF COPPERAS COVE**  
**FISCAL YEAR 2008-09 ADOPTED BUDGET**  
**ANIMAL SHELTER FUND**  
**SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Account</b>	<b>Description</b>	<b>Actual FY 2006-07</b>	<b>Budget* FY 2007-08</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>BEGINNING FUND BALANCE</b>					
	Unreserved, Undesignated	\$ 2,531	\$ 23,747	\$ 21,560	\$ 19,283
	Prior Period Adjustment			(413)	
<b>TOTAL BEGINNING FUND BALANCE</b>		<u>\$ 2,531</u>	<u>\$ 23,747</u>	<u>\$ 21,147</u>	<u>\$ 19,283</u>
<b>REVENUES</b>					
15-370-6001	Interest Revenue	\$ 69	\$ 50	\$ 140	\$ 50
15-380-6003	U.Shirts Estate Donation	27,458	-	-	-
15-390-1001	Shelter Donation	1,947	1,000	500	500
<b>TOTAL REVENUES</b>		<u>\$ 29,474</u>	<u>\$ 1,050</u>	<u>\$ 640</u>	<u>\$ 550</u>
<b>TOTAL FUNDS AVAILABLE</b>		<u>\$ 32,005</u>	<u>\$ 24,797</u>	<u>\$ 21,787</u>	<u>\$ 19,833</u>
<b>EXPENDITURES</b>					
	Supplies	\$ -	\$ 8,095	\$ -	\$ -
	Designated Expenses	7,414	12,000	2,504	14,837
	Capital Outlay & Improvements	3,031	-	-	4,996
<b>TOTAL EXPENDITURES</b>		<u>\$ 10,445</u>	<u>\$ 20,095</u>	<u>\$ 2,504</u>	<u>\$ 19,833</u>
<b>ENDING FUND BALANCE:</b>					
	Unreserved, Undesignated	\$ 21,560	\$ 4,702	\$ 19,283	\$ -
<b>TOTAL ENDING FUND BALANCE</b>		<u><u>\$ 21,560</u></u>	<u><u>\$ 4,702</u></u>	<u><u>\$ 19,283</u></u>	<u><u>\$ -</u></u>

\* Includes budget amendments that were approved by City Council on 05/20/08, 06/17/08, 07/15/08, 08/19/08, and 09/16/08.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2008-09 ADOPTED BUDGET  
COURT EFFICIENCY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Description</b>	<b>Actual FY 2006-07</b>	<b>Budget FY 2007-08</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 12,977	\$ 15,727
Prior Yr Enc Voided in Current Yr			-	
<b>TOTAL BEGINNING FUND BALANCE</b>			<b>\$ 12,977</b>	<b>\$ 15,727</b>
<b>REVENUES</b>				
Court Efficiency Revenue			\$ 5,900	\$ 5,000
Interest Revenue			490	700
<b>TOTAL REVENUES</b>			<b>\$ 6,390</b>	<b>\$ 5,700</b>
<b>TOTAL FUNDS AVAILABLE</b>			<b>\$ 19,367</b>	<b>\$ 21,427</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 3,640</b>	<b>\$ 8,925</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 15,727	\$ 12,502
<b>TOTAL ENDING FUND BALANCE</b>			<b>\$ 15,727</b>	<b>\$ 12,502</b>

Note: The Court Efficiency Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2008-09 ADOPTED BUDGET  
COURT SECURITY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

Description	Actual FY 2006-07	Budget FY 2007-08	Projected FY 2007-08	Adopted FY 2008-09
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 63,971	\$ 26,383
Prior Yr Enc Voided in Current Yr			990	-
<b>TOTAL BEGINNING FUND BALANCE</b>			<b>\$ 64,961</b>	<b>\$ 26,383</b>
<b>REVENUES</b>				
Court Security Revenue			\$ 17,900	\$ 20,265
Interest Revenue			\$ 2,416	2,800
<b>TOTAL REVENUES</b>			<b>\$ 20,316</b>	<b>\$ 23,065</b>
<b>TOTAL FUNDS AVAILABLE</b>			<b>\$ 85,277</b>	<b>\$ 49,448</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 58,894</b>	<b>\$ 36,250</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 26,383	\$ 13,198
<b>TOTAL ENDING FUND BALANCE</b>			<b>\$ 26,383</b>	<b>\$ 13,198</b>

Note: The Court Security Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.

**CITY OF COPPERAS COVE  
FISCAL YEAR 2008-09 ADOPTED BUDGET  
COURT TECHNOLOGY FUND  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Description</b>	<b>Actual FY 2006-07</b>	<b>Budget FY 2007-08</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>BEGINNING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 114,990	\$ 117,175
Prior Yr Enc Voided in Current Yr			106	-
<b>TOTAL BEGINNING FUND BALANCE</b>			<b>\$ 115,096</b>	<b>\$ 117,175</b>
<b>REVENUES</b>				
Court Technology Revenue			\$ 23,600	\$ 29,000
Interest Revenue			4,344	4,200
<b>TOTAL REVENUES</b>			<b>\$ 27,944</b>	<b>\$ 33,200</b>
<b>TOTAL FUNDS AVAILABLE</b>			<b>\$ 143,040</b>	<b>\$ 150,375</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 25,865</b>	<b>\$ 70,872</b>
<b>ENDING FUND BALANCE:</b>				
Unreserved, Undesignated			\$ 117,175	\$ 79,503
<b>TOTAL ENDING FUND BALANCE</b>			<b>\$ 117,175</b>	<b>\$ 79,503</b>

Note: The Court Technology Fund was in a combined Municipal Court Special Revenue fund prior to FY 2008-09.



**CITY OF COPPERAS COVE  
FISCAL YEAR 2008-09 ADOPTED BUDGET  
OTHER FUNDS  
SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

<b>Fund Description</b>	<b>Beginning Fund Balance</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Ending Fund Balance</b>
Revolving Loan Fund	\$ 47,046	\$ 1,500	\$ -	\$ 48,546
City-Wide Donation Fund	55,292	44,670	99,962	-
City-Wide Grants (SAFER Grant)	-	299,294	299,294	-
FEMA Grant Fund	4,014	-	4,014	-
Fire Department Special Revenue Fund	5,945	8,900	14,845	-
Joint Image Campaign Fund	7,102	32,075	39,177	-
Police Federal Seizure Fund	21,825	75	21,900	-
Police State Seizure Fund	2,104	-	2,104	-
Law Enforcement Block Grant Fund	7,757	830	8,587	-
Fire Department Grants Fund	6,820	20	6,840	-
Library Grants Fund	27,251	20	27,271	-
Tobacco Grant Fund	295	-	295	-
<b>Total Other Funds</b>	<b>\$ 185,451</b>	<b>\$ 387,384</b>	<b>\$ 524,289</b>	<b>\$ 48,546</b>



# Debt Service Requirements

*The City Built for Family Living*

# Copperas Cove, Texas

## DEBT SERVICE REQUIREMENTS

The City's debt service management policies are designed to comply with the legal provisions of the various bond ordinances and covenants governing the debt issue. The City maintains a separate interest and sinking fund for all general obligation debt. Ad valorem tax receipts are deposited into the fund to retire the current year's debt service requirements, in addition to any paying agent fees.

The most recent debt issues of the City of Copperas Cove have earned ratings from Standard & Poor's and Moody's.

Bond Type	Standard & Poor's	Moody's
G. O. Bonds	A-	A3
Certificates of Obligation	A-	A3
Revenue Bonds	BBB	Baa1

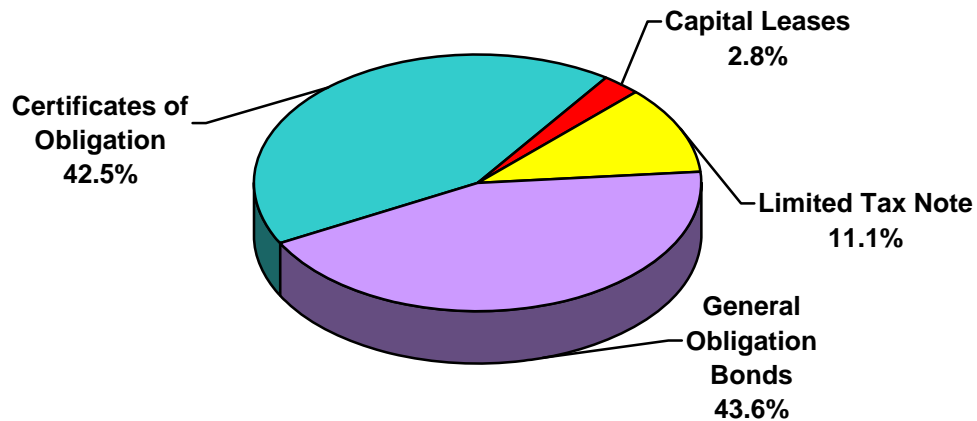
The City of Copperas Cove has no legal debt limit established by its charter or Code of Ordinances. The Constitution of the State of Texas (Article XI, Section 5) limits the maximum amount that a city can levy in the form of an ad valorem tax rate to \$2.50 per \$100 taxable assessed value for all City purposes. Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for general obligation debt service.

Assessed Value, 2008 Tax Roll	\$ 1,138,536,871
Limit on Amount Designated for Debt Service	<u>          x 1.5%</u>
Legal Limit	\$ 17,078,053
Actual Amount to be Expended from Ad Valorem Taxes for General Obligation Debt Service During the Year Ended September 30, 2009	<u>\$ 1,603,856</u>

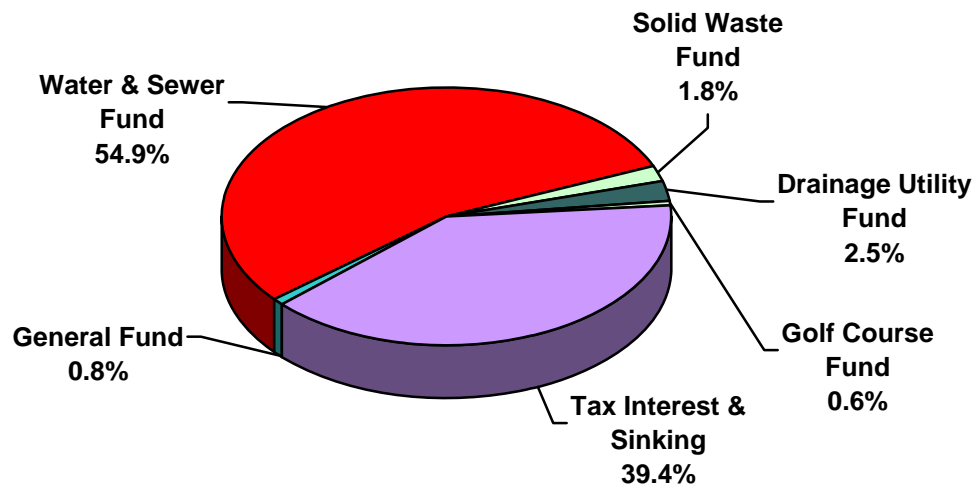
***The City Built for Family Living***

# City of Copperas Cove Outstanding Debt Fiscal Year 2008-09

## Total Debt Outstanding by Type of Debt



## Total Debt Outstanding by Fund



Fund	General Obligation	Certificate of Obligation	Tax Notes	Capital Leases	Note Payable	Total Debt Service
Tax Interest & Sinking Fund	\$6,552,809	\$13,279,836	\$3,841,579	\$-	\$-	\$23,674,224
General Fund	-	-	-	419,623	26,940	446,563
Water & Sewer Fund	18,536,874	12,218,553	2,014,827	197,218	-	32,967,472
Solid Waste Fund	-	-	330,746	766,739	-	1,097,486
Drainage Utility Fund	1,077,401	-	379,674	37,281	-	1,494,356
Cemetery Fund	-	-	-	3,124	-	3,124
Golf Course Fund	-	-	120,720	247,242	-	367,962
<b>Total All Funds</b>	<b>\$26,167,084</b>	<b>\$25,498,389</b>	<b>\$6,687,546</b>	<b>\$1,671,228</b>	<b>\$26,940</b>	<b>\$60,051,187</b>

**CITY OF COPPERAS COVE, TEXAS  
FUTURE INDEBTEDNESS SCHEDULE  
2008-2009**

Year	General Obligation	Certificates of Obligation	Tax Notes	Capital Leases	Notes Payable	Total Debt Service
2008 - 2009	2,022,188	1,877,597	674,265	720,329	2,245	5,296,624
2009 - 2010	2,363,858	1,545,898	746,797	531,219	2,245	5,190,017
2010 - 2011	2,415,186	1,557,384	871,705	307,816	2,245	5,154,335
2011 - 2012	2,376,547	1,561,595	1,035,954	104,739	2,245	5,081,080
2012 - 2013	2,405,053	1,288,034	1,163,808	7,124	2,245	4,866,264
2013 - 2014	2,144,225	1,490,448	1,303,971	-	2,245	4,940,889
2014 - 2015	1,312,024	2,072,960	891,046	-	2,245	4,278,275
2015 - 2016	1,317,801	2,072,787	-	-	2,245	3,392,833
2016 - 2017	1,317,076	2,019,393	-	-	2,245	3,338,714
2017 - 2018	1,225,045	2,084,654	-	-	2,245	3,311,944
2018 - 2019	1,830,016	1,253,593	-	-	2,245	3,085,854
2019 - 2020	1,714,852	1,086,467	-	-	2,245	2,803,564
2020 - 2021	1,700,923	1,075,264	-	-	-	2,776,187
2021 - 2022	1,045,254	1,072,971	-	-	-	2,118,225
2022 - 2023	977,036	1,054,223	-	-	-	2,031,259
2023 - 2024	-	704,772	-	-	-	704,772
2024 - 2025	-	710,979	-	-	-	710,979
2025 - 2026	-	486,051	-	-	-	486,051
2026 - 2027	-	483,321	-	-	-	483,321
<hr/>						
	26,167,084	25,498,389	6,687,546	1,671,227	26,940	60,051,185
Less Interest	5,907,084	7,158,389	822,546	78,126	3,912	13,970,056
<b>TOTAL DEBT</b>	<b>20,260,000</b>	<b>18,340,000</b>	<b>5,865,000</b>	<b>1,593,101</b>	<b>23,028</b>	<b>46,081,129</b>

Series Name	Principal Amount
Series 1998 General Obligation Refunding	1,370,000
Series 1999 Combination Tax & Revenue Certificates of Obligation	280,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	1,595,000
Series 2001A General Obligation Refunding	270,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	8,355,000
Series 2003A General Obligation Refunding	3,585,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,810,000
Series 2005 General Obligation Refunding	5,475,000
Series 2006 General Obligation Refunding	4,950,000
Series 2007 General Obligation Refunding	4,610,000
Series 2006 Tax Notes	820,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,300,000
Series 2008 Tax Notes	2,855,000
Series 2008A Tax Notes	2,190,000
<hr/>	
<b>TOTAL</b>	<b>44,465,000</b>

**CITY OF COPPERAS COVE, TEXAS**  
**FUTURE INDEBTEDNESS SCHEDULE**  
**2008-2009**

TOTAL DEBT GENERAL OBLIGATION BONDS				TOTAL DEBT COMBINATION TAX & REVENUE CERTIFICATES OF OBLIGATION				TOTAL DEBT TAX NOTES			
Year	Principal	Interest	Total	Year	Principal	Interest	Total	Year	Principal	Interest	Total
2008 - 2009	1,229,999	792,189	2,022,188	2008 - 2009	1,095,000	782,597	1,877,597	2008 - 2009	480,000	194,265	674,265
2009 - 2010	1,620,001	743,857	2,363,858	2009 - 2010	810,000	735,898	1,545,898	2009 - 2010	575,000	171,797	746,797
2010 - 2011	1,735,000	680,186	2,415,186	2010 - 2011	855,000	702,384	1,557,384	2010 - 2011	720,000	151,705	871,705
2011 - 2012	1,765,000	611,547	2,376,547	2011 - 2012	895,000	666,595	1,561,595	2011 - 2012	910,000	125,954	1,035,954
2012 - 2013	1,864,999	540,054	2,405,053	2012 - 2013	660,000	628,034	1,288,034	2012 - 2013	1,070,000	93,808	1,163,808
2013 - 2014	1,680,001	464,224	2,144,225	2013 - 2014	890,000	600,448	1,490,448	2013 - 2014	1,250,000	53,971	1,303,971
2014 - 2015	915,000	397,024	1,312,024	2014 - 2015	1,510,000	562,960	2,072,960	2014 - 2015	860,000	31,046	891,046
2015 - 2016	955,000	362,801	1,317,801	2015 - 2016	1,575,000	497,787	2,072,787	2015 - 2016	-	-	-
2016 - 2017	990,000	327,076	1,317,076	2016 - 2017	1,595,000	424,393	2,019,393	2016 - 2017	-	-	-
2017 - 2018	935,000	290,045	1,225,045	2017 - 2018	1,730,000	354,654	2,084,654	2017 - 2018	-	-	-
2018 - 2019	1,575,000	255,016	1,830,016	2018 - 2019	975,000	278,593	1,253,593	2018 - 2019	-	-	-
2019 - 2020	1,520,000	194,852	1,714,852	2019 - 2020	850,000	236,467	1,086,467	2019 - 2020	-	-	-
2020 - 2021	1,565,000	135,923	1,700,923	2020 - 2021	875,000	200,264	1,075,264	2020 - 2021	-	-	-
2021 - 2022	970,000	75,254	1,045,254	2021 - 2022	910,000	162,971	1,072,971	2021 - 2022	-	-	-
2022 - 2023	940,000	37,036	977,036	2022 - 2023	930,000	124,223	1,054,223	2022 - 2023	-	-	-
2023 - 2024	-	-	-	2023 - 2024	620,000	84,772	704,772	2023 - 2024	-	-	-
2024 - 2025	-	-	-	2024 - 2025	650,000	60,979	710,979	2024 - 2025	-	-	-
				2025 - 2026	450,000	36,051	486,051				
				2026 - 2027	465,000	18,321	483,321				
<b>TOTAL</b>	<b>20,260,000</b>	<b>5,907,084</b>	<b>26,167,088</b>	<b>TOTAL</b>	<b>18,340,000</b>	<b>7,158,389</b>	<b>25,498,389</b>	<b>TOTAL</b>	<b>5,865,000</b>	<b>822,546</b>	<b>6,687,546</b>

Series Name	Principal Amount
Series 1998 General Obligation Refunding	1,370,000
Series 1999 Combination Tax & Revenue Certificates of Obligation	280,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	1,595,000
Series 2001A General Obligation Refunding	270,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	8,355,000
Series 2003A General Obligation Refunding	3,585,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,810,000
Series 2005 General Obligation Refunding	5,475,000
Series 2006 General Obligation Refunding	4,950,000
Series 2007 General Obligation Refunding	4,610,000
Series 2006 Tax Notes	820,000
Series 2007 Combination Tax & Revenue Certificates of Obligation	5,300,000
Series 2008 Tax Notes	2,855,000
Series 2008A Tax Notes	2,190,000
<b>TOTAL</b>	<b>44,465,000</b>

**CITY OF COPPERAS COVE, TEXAS**

**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2008-2009**

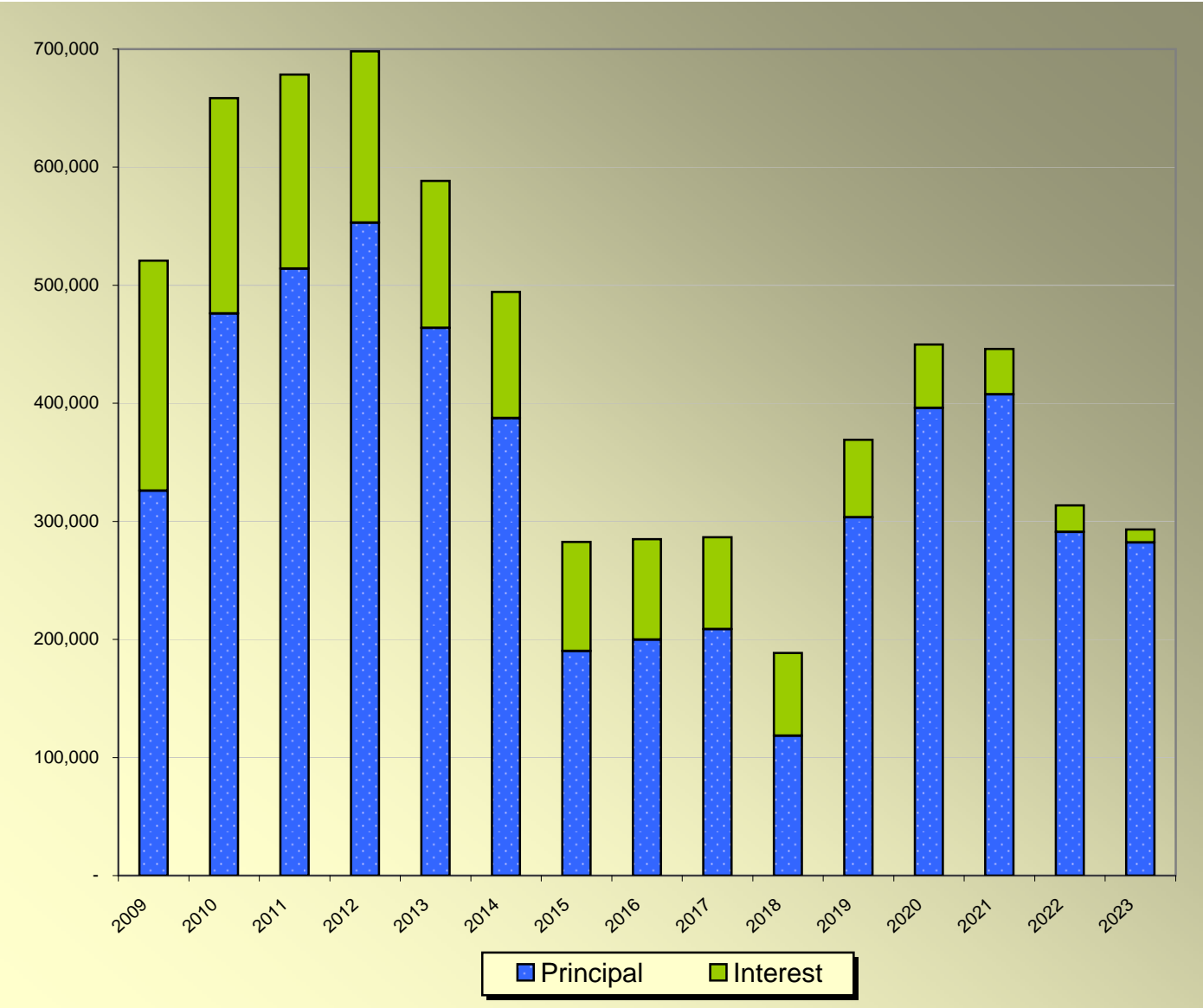
<b>GENERAL OBLIGATION DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2008 - 2009	325,951	194,809	520,760
2009 - 2010	476,037	182,363	658,400
2010 - 2011	513,932	164,409	678,341
2011 - 2012	553,033	145,070	698,103
2012 - 2013	463,873	124,563	588,436
2013 - 2014	387,509	106,894	494,403
2014 - 2015	190,267	92,295	282,562
2015 - 2016	199,804	85,202	285,006
2016 - 2017	208,822	77,788	286,610
2017 - 2018	118,500	70,108	188,608
2018 - 2019	303,500	65,616	369,116
2019 - 2020	396,000	53,844	449,844
2020 - 2021	407,500	38,433	445,933
2021 - 2022	291,000	22,576	313,576
2022 - 2023	282,000	11,111	293,111
<b>TOTAL</b>	<b>5,117,728</b>	<b>1,435,081</b>	<b>6,552,809</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 1998 General Obligation Refunding	400,000
Series 2005 General Obligation Refunding	2,344,728
Series 2006 General Obligation Refunding	990,000
Series 2007 General Obligation Refunding	1,383,000
<b>TOTAL</b>	<b>5,117,728</b>

CITY OF COPPERAS COVE, TEXAS

GENERAL OBLIGATION TAX DEBT TO MATURITY

2008-2009





**CITY OF COPPERAS COVE, TEXAS**

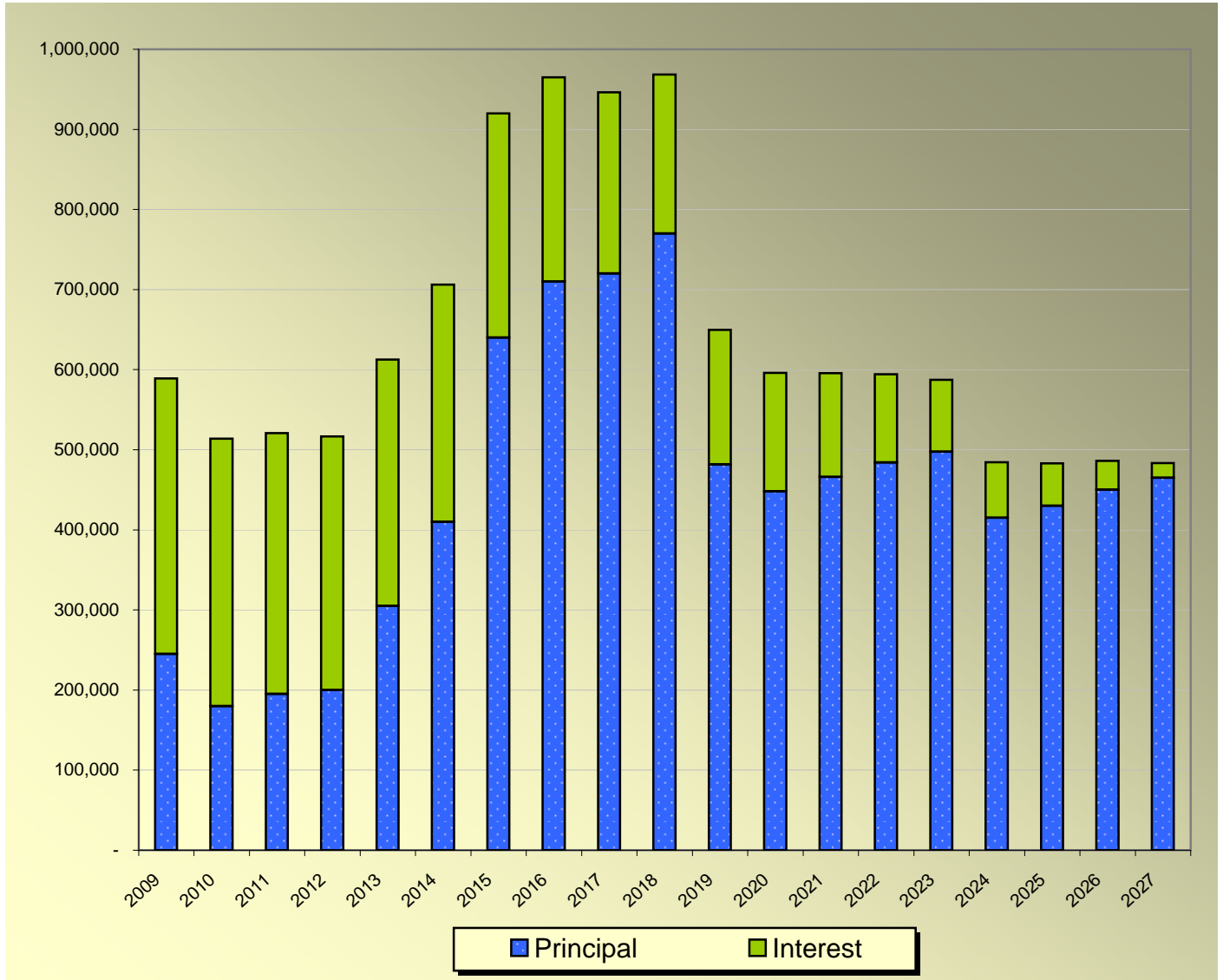
**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2008-2009**

<b>CERTIFICATES OF OBLIGATION DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2008 - 2009	245,000	344,082	589,082
2009 - 2010	180,000	333,936	513,936
2010 - 2011	195,000	325,787	520,787
2011 - 2012	200,000	316,599	516,599
2012 - 2013	305,000	307,440	612,440
2013 - 2014	410,000	296,276	706,276
2014 - 2015	640,000	279,935	919,935
2015 - 2016	710,000	255,038	965,038
2016 - 2017	720,000	226,296	946,296
2017 - 2018	770,000	198,429	968,429
2018 - 2019	481,500	168,360	649,860
2019 - 2020	448,000	148,113	596,113
2020 - 2021	466,000	129,476	595,476
2021 - 2022	484,000	110,098	594,098
2022 - 2023	497,500	89,979	587,479
2023 - 2024	415,000	69,344	484,344
2024 - 2025	430,000	52,993	482,993
2025 - 2026	450,000	36,051	486,051
2026 - 2027	465,000	18,321	483,321
<b>TOTAL</b>	<b>8,512,000</b>	<b>3,706,553</b>	<b>12,218,553</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 1999 Combination Tax & Revenue	60,000
Series 2001 Combination Tax & Revenue	395,000
Series 2003 Combination Tax & Revenue	2,757,000
Series 2007 Combination Tax & Revenue	5,300,000
<b>TOTAL</b>	<b>8,512,000</b>

CITY OF COPPERAS COVE, TEXAS

CERTIFICATES OF OBLIGATION TAX DEBT TO MATURITY  
2008-2009



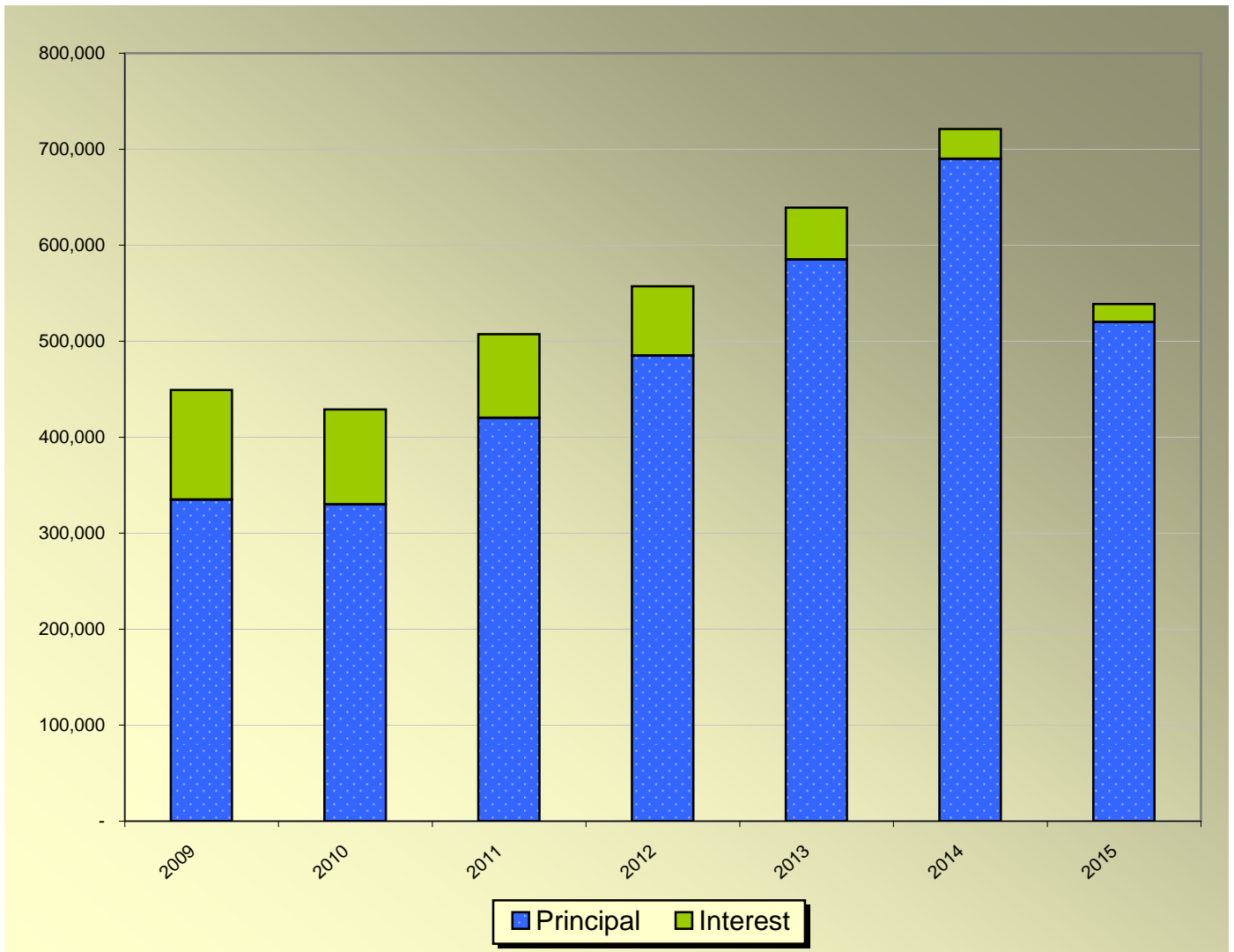
**CITY OF COPPERAS COVE, TEXAS**

**TAX SUPPORTED FUTURE INDEBTEDNESS SCHEDULE  
2008-2009**

<b>TAX NOTES DEBT</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2008 - 2009	335,000	114,046	449,046
2009 - 2010	330,000	98,991	428,991
2010 - 2011	420,000	87,372	507,372
2011 - 2012	485,000	72,333	557,333
2012 - 2013	585,000	54,039	639,039
2013 - 2014	690,000	31,027	721,027
2014 - 2015	520,000	18,772	538,772
2015 - 2016	-	-	-
2016 - 2017	-	-	-
2017 - 2018	-	-	-
2018 - 2019	-	-	-
2019 - 2020	-	-	-
2020 - 2021	-	-	-
2021 - 2022	-	-	-
2022 - 2023	-	-	-
<b>TOTAL</b>	<b>3,365,000</b>	<b>476,579</b>	<b>3,841,579</b>

<b>Series Name</b>	<b>Principal Amount</b>
Series 2006 Tax Notes	820,000
Series 2008 Tax Notes	1,485,000
Series 2008A Tax Notes	1,060,000
<b>TOTAL</b>	<b>3,365,000</b>

**CITY OF COPPERAS COVE, TEXAS**  
**TAX NOTES TAX DEBT TO MATURITY**  
**2008-2009**



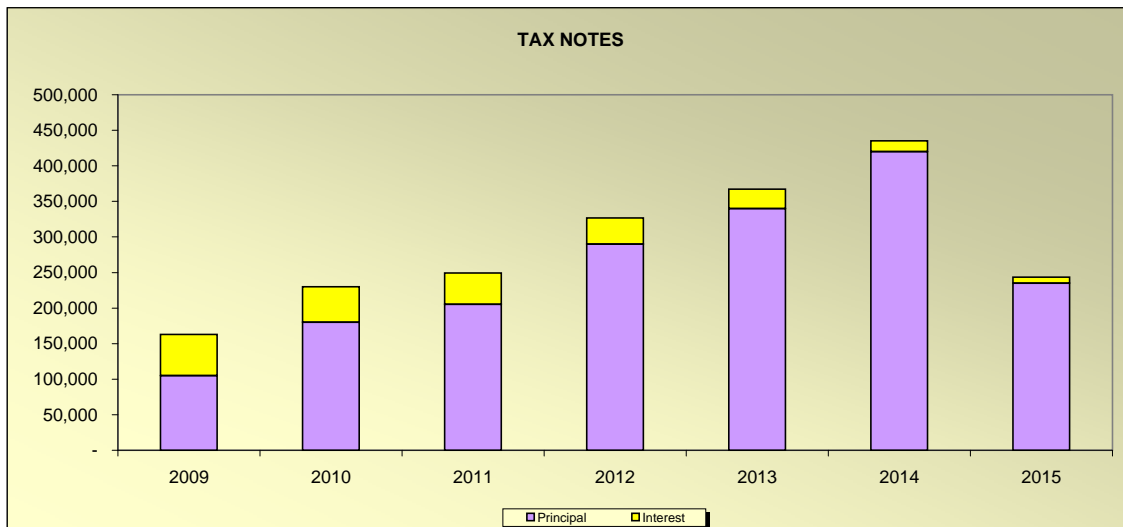
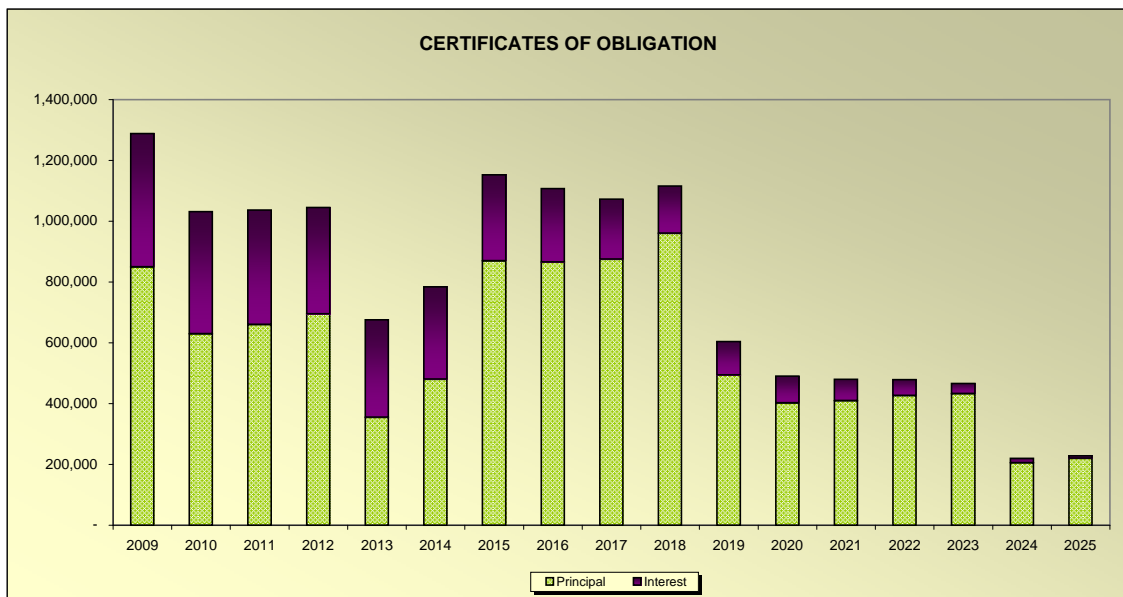
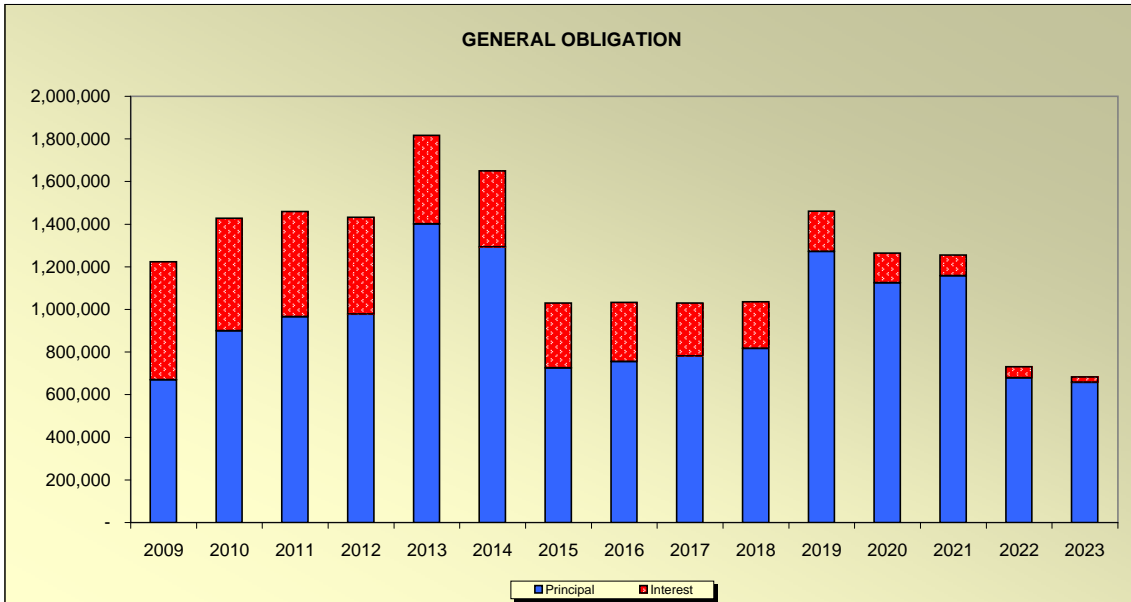
**CITY OF COPPERAS COVE, TEXAS**  
**FUTURE INDEBTEDNESS SCHEDULE**  
**2008-2009**

<b>WATER &amp; SEWER FUND DEBT GENERAL OBLIGATION BONDS</b>				<b>WATER &amp; SEWER FUND DEBT COMBINATION TAX &amp; REVENUE CERTIFICATES OF OBLIGATION</b>			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2008 - 2009	669,048	554,935	1,223,983	2008 - 2009	850,000	438,515	1,288,515
2009 - 2010	898,964	529,036	1,428,000	2009 - 2010	630,000	401,962	1,031,962
2010 - 2011	966,068	493,854	1,459,922	2010 - 2011	660,000	376,597	1,036,597
2011 - 2012	976,967	455,902	1,432,869	2011 - 2012	695,000	349,996	1,044,996
2012 - 2013	1,401,126	415,491	1,816,617	2012 - 2013	355,000	320,594	675,594
2013 - 2014	1,292,492	357,330	1,649,822	2013 - 2014	480,000	304,172	784,172
2014 - 2015	724,733	304,729	1,029,462	2014 - 2015	870,000	283,025	1,153,025
2015 - 2016	755,196	277,599	1,032,795	2015 - 2016	865,000	242,749	1,107,749
2016 - 2017	781,178	249,288	1,030,466	2016 - 2017	875,000	198,097	1,073,097
2017 - 2018	816,500	219,937	1,036,437	2017 - 2018	960,000	156,225	1,116,225
2018 - 2019	1,271,500	189,400	1,460,900	2018 - 2019	493,500	110,233	603,733
2019 - 2020	1,124,000	141,008	1,265,008	2019 - 2020	402,000	88,354	490,354
2020 - 2021	1,157,500	97,490	1,254,990	2020 - 2021	409,000	70,788	479,788
2021 - 2022	679,000	52,678	731,678	2021 - 2022	426,000	52,873	478,873
2022 - 2023	658,000	25,925	683,925	2022 - 2023	432,500	34,244	466,744
2023 - 2024	-	-	-	2023 - 2024	205,000	15,428	220,428
2024 - 2025	-	-	-	2024 - 2025	220,000	7,986	227,986
<b>TOTAL</b>	<b>14,172,272</b>	<b>4,364,606</b>	<b>18,536,878</b>	<b>TOTAL</b>	<b>9,828,000</b>	<b>3,451,836</b>	<b>13,279,836</b>

<b>WATER &amp; SEWER FUND DEBT TAX NOTES</b>			
Year	Principal	Interest	Total
2008 - 2009	105,000	57,975	162,975
2009 - 2010	180,000	50,141	230,141
2010 - 2011	205,000	44,195	249,195
2011 - 2012	290,000	36,609	326,609
2012 - 2013	340,000	27,216	367,216
2013 - 2014	420,000	15,210	435,210
2014 - 2015	235,000	8,484	243,484
2015 - 2016	-	-	-
2016 - 2017	-	-	-
2017 - 2018	-	-	-
2018 - 2019	-	-	-
2019 - 2020	-	-	-
2020 - 2021	-	-	-
2021 - 2022	-	-	-
2022 - 2023	-	-	-
2023 - 2024	-	-	-
2024 - 2025	-	-	-
<b>TOTAL</b>	<b>1,775,000</b>	<b>239,827</b>	<b>2,014,827</b>

Series Name	Principal Amount
Series 1999 Combination Tax & Revenue Certificates of Obligation	220,000
Series 2001 Combination Tax & Revenue Certificates of Obligation	1,200,000
Series 2001A General Obligation Refunding	270,000
Series 2003 Combination Tax & Revenue Certificates of Obligation	5,598,000
Series 2003A General Obligation Refunding	3,585,000
Series 2005 Combination Tax & Revenue Certificates of Obligation	2,810,000
Series 2005 General Obligation Refunding	3,130,272
Series 2006 General Obligation Refunding	3,960,000
Series 2007 General Obligation Refunding	3,227,000
Series 2008 Tax Note	1,135,000
Series 2008A Tax Note	640,000
<b>TOTAL</b>	<b>25,775,272</b>

**CITY OF COPPERAS COVE, TEXAS**  
**WATER & SEWER FUND DEBT TO MATURITY**  
2008-2009

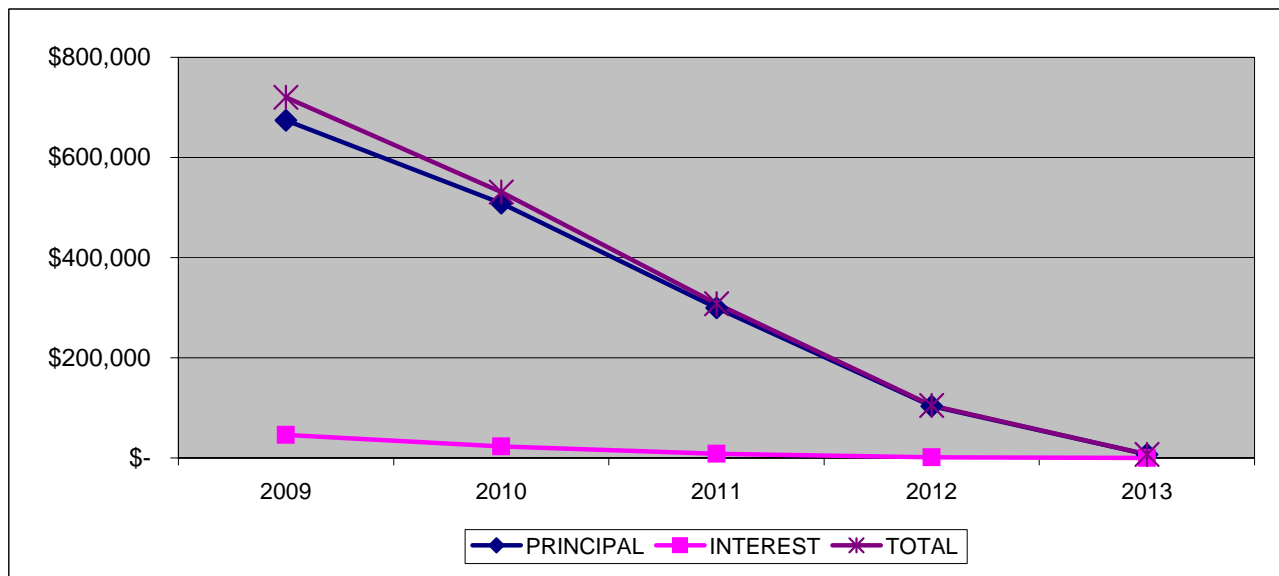


### CAPITAL LEASES TOTAL REQUIREMENTS

OUTSTANDING OCTOBER 2008

\$ 1,671,228

YEAR	PRINCIPAL	INTEREST	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	\$ 674,434	\$ 45,896	\$ 720,329	\$ 950,899
2010	508,384	22,835	531,219	419,680
2011	299,554	8,262	307,816	111,863
2012	103,606	1,133	104,739	7,124
2013	7,124	-	7,124	-



### CAPITAL LEASES

#### \$639,481 CAPITAL LEASE - SOLID WASTE TRUCK AND CONTAINERS - JUNE 2004

OUTSTANDING OCTOBER 2008

\$ 252,219

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	137,895	6,231	3.43%	144,125	108,094
2010	106,565	1,529	3.43%	108,094	-

**CAPITAL LEASES****\$140,689 CAPITAL LEASE - VARIOUS GOLF COURSE EQUIPMENT - NOVEMBER 2004**

OUTSTANDING OCTOBER 2008

\$ 45,301

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	37,940	889	3.28%	38,829	6,472
2010	6,445	26	3.28%	6,472	0

**CAPITAL LEASES****\$92,725 CAPITAL LEASE - AMBULANCE - MAY 2005**

OUTSTANDING OCTOBER 2008

\$ 36,816

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	21,058	1,032	3.97%	22,090	14,726
2010	14,509	217	3.97%	14,726	0

**CAPITAL LEASES****\$98,561 CAPITAL LEASE - BACKHOE FOR DRAINAGE & DEFIBRILLATOR - JULY 2005**

OUTSTANDING OCTOBER 2008

\$ 45,797

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	20,613	1,370	3.97%	21,983	23,814
2010	21,446	536	3.97%	21,982	1,832
2011	1,826	6	3.97%	1,832	0

**CAPITAL LEASES****\$17,695 CAPITAL LEASE - SECURITY EQUIPMENT - GOLF COURSE - FEBRUARY 2006**

OUTSTANDING OCTOBER 2008

\$ 2,369

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	2,331	39	6.820%	2,369	-



**CAPITAL LEASES****\$552,002 CAPITAL LEASE - VARIOUS EQUIPMENT, BACKHOE LOADER - FEBRUARY 2006**

OUTSTANDING OCTOBER 2008

\$ 294,077

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	112,764	8,922	3.898%	121,687	172,390
2010	117,239	4,447	3.898%	121,687	50,703
2011	50,213	490	3.898%	50,703	-

**CAPITAL LEASES****\$185,538 CAPITAL LEASE - DELL COMPUTERS/RECYCLING EQUIPMENT - APRIL 2006**

OUTSTANDING OCTOBER 2008

\$ 92,238

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	53,387	2,507	3.918%	55,894	36,344
2010	17,110	1,062	3.918%	18,172	18,172
2011	17,792	380	3.918%	18,172	0

**CAPITAL LEASES****\$11,548 CAPITAL LEASE - BEVERAGE CART - JUNE 2006**

OUTSTANDING OCTOBER 2008

\$ 3,125

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	3,058	67	5.220%	3,125	-

**CAPITAL LEASES****\$131,219 CAPITAL LEASE - GOLF CARTS - JUNE 2006**

OUTSTANDING OCTOBER 2008

\$ 70,140

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	67,690	2,450	5.220%	70,140	-

### CAPITAL LEASES

#### \$53,547 CAPITAL LEASE - TELEPHONE EQUIPMENT - NOVEMBER 2007

OUTSTANDING OCTOBER 2008

\$ 49,868

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	10,686	-	0.000%	10,686	39,182
2010	10,686	-	0.000%	10,686	28,496
2011	10,686	-	0.000%	10,686	17,810
2012	10,686	-	0.000%	10,686	7,124
2013	7,124	-	0.000%	7,124	-

### CAPITAL LEASES

#### \$525,227 CAPITAL LEASE - VARIOUS SOLID WASTE EQUIPMENT - DECEMBER 2007

OUTSTANDING OCTOBER 2008

\$ 458,119

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	127,792	13,168	3.898%	140,960	317,159
2010	132,363	8,596	3.898%	140,959	176,200
2011	137,099	3,861	3.898%	140,960	35,240
2012	35,034	206	3.898%	35,240	0

### CAPITAL LEASES

#### \$314,003 CAPITAL LEASE - VARIOUS EQUIPMENT & SOFTWARE - JULY 2008

OUTSTANDING OCTOBER 2008

\$ 321,159

YEAR	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL REQUIREMENTS	DEBT OUTSTANDING
2009	79,220	9,221	3.480%	88,441	232,718
2010	82,021	6,420	3.480%	88,441	144,277
2011	81,939	3,524	3.480%	85,464	58,813
2012	57,886	927	3.480%	58,813	-

**NOTE PAYABLE**  
**\$35,000 FIRE EQUIPMENT - 2001**

OUTSTANDING OCTOBER 2008  
 \$ 26,940.00

<b>FISCAL YEAR</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>INTEREST RATE</b>	<b>TOTAL REQUIREMENTS</b>	<b>NOTES OUTSTANDING</b>
2009	1,669.21	575.79	2.50%	2,245.00	21,362.31
2010	1,710.94	534.06	2.50%	2,245.00	19,651.37
2011	1,753.72	491.28	2.50%	2,245.00	17,897.65
2012	1,797.56	447.44	2.50%	2,245.00	16,100.09
2013	1,842.50	402.50	2.50%	2,245.00	14,257.59
2014	1,888.56	356.44	2.50%	2,245.00	12,369.03
2015	1,935.77	309.23	2.50%	2,245.00	10,433.26
2016	1,984.17	260.83	2.50%	2,245.00	8,449.09
2017	2,033.77	211.23	2.50%	2,245.00	6,415.32
2018	2,084.62	160.38	2.50%	2,245.00	4,330.70
2019	2,136.73	108.27	2.50%	2,245.00	2,190.15
2020	2,190.25	54.75	2.50%	2,245.00	-





# Capital Outlay

*The City Built for Family Living*

# Copperas Cove, Texas

## CAPITAL OUTLAY

Capital outlay items are expenditures for fixed assets such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budgets. These items generally have a life expectancy of ten years or less. Since long-term financing is not necessary and expenditures of this type are of a recurring nature, these items are not part of the Capital Improvements Program. The total fiscal year 2008-09 Adopted Budget and Plan of Municipal Services for capital outlay is \$ 231,345. This amount represents a decrease of \$456,488 or 66% below the amount of capital outlay that was budgeted in fiscal year 2007-08.

<b>Fund</b>	<b>FY 2005 Budget</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Budget</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
General Fund	\$362,114	\$251,015	\$294,832	\$284,231	\$110,584
Water & Sewer Fund	-	\$208,106	\$104,142	\$121,107	\$42,200
Solid Waste Fund	\$10,800	\$30,237	\$44,650	\$33,500	\$4,300
Golf Course Fund	\$143,039	\$17,334	-	\$1,700	\$15,700
Recreation Activities Fund	-	\$34,200	\$3,500	\$24,720	-
Drainage Utility Fund	\$25,435	\$228,830	\$241,200	\$206,975	-
Cemetery Fund	-	\$6,838	\$2,500	-	-
Hotel / Motel Fund	\$30,000	\$30,000	\$30,000	-	-
Library Gifts & Memorials Fund	-	-	-	-	\$4,673
Library Grants	-	-	-	-	\$19,521
Animal Shelter Fund	-	-	-	-	\$4,996
Municipal Court Efficiency Fund	\$5,000	-	\$1,065	-	\$1,085
Municipal Court Technology Fund	\$23,530	\$5,700	\$8,373	\$15,600	\$28,286
Municipal Court Security Fund	-	\$1,400	\$700	-	-
<b>Total</b>	<b>\$599,918</b>	<b>\$813,660</b>	<b>\$730,962</b>	<b>\$687,833</b>	<b>\$231,345</b>

*The City Built for Family Living*

**CITY OF COPPERAS COVE, TEXAS  
DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
FISCAL YEAR 2008-09**

<b>Account</b>	<b>Description</b>	<b>Amount</b>	<b>Total by Account</b>
<b>GENERAL FUND</b>			
<b><u>Finance</u></b>			
01-4140-3100-8200	Furniture for New Position	\$ 250	\$ 250
01-4140-3100-8404	Report Writer Options (Incode)	1,600	1,600
	<b>Total</b>	<b>\$ 1,850</b>	<b>\$ 1,850</b>
<b><u>Information Systems</u></b>			
01-4140-3500-8402	PC/Network-Related Hardware	\$ 1,000	\$ 1,000
01-4140-3500-8404	PC/Network-Related Software	1,000	1,000
	<b>Total</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b><u>Police Department</u></b>			
01-4230-4200-8300	Harley-Davidson Motorcycles Replaced (4)	\$ 13,828	\$ 13,828
01-4230-4200-8400	Equipment / new officer	\$ 4,620	\$ 4,620
	<b>Total</b>	<b>\$ 18,448</b>	<b>\$ 18,448</b>
<b><u>Fire Department</u></b>			
01-4240-4400-8400	Bunder Gear (10 Complete Sets)	17,000	17,000
	<b>Total</b>	<b>\$ 17,000</b>	<b>\$ 17,000</b>
<b><u>Fleet Maintenance</u></b>			
01-4510-5500-8400	Bobcat 225 Welder	\$ 3,068	\$ 3,068
	<b>Total</b>	<b>\$ 3,068</b>	<b>\$ 3,068</b>
<b><u>Building</u></b>			
01-4170-5200-8500	Building Lease	\$ 13,200	\$ 13,200
	<b>Total</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>
<b><u>Library</u></b>			
01-4320-7100-8501	Adult & Teen books (fiction)	8,568	
01-4320-7100-8501	Adult & Teen books (non-fiction)	5,100	
01-4320-7100-8501	Adult & Teen books (large print)	1,020	14,688
01-4320-7100-8502	Children's books	7,800	7,800
01-4320-7100-8503	Reference books	11,520	11,520
01-4320-7100-8504	Audio books	7,260	7,260
01-4320-7100-8505	Genealogy books	550	550
	<b>Total</b>	<b>\$ 41,818</b>	<b>\$ 41,818</b>
<b><u>Code &amp; Health Compliance</u></b>			
01-4330-7200-8500	Building Lease	\$ 13,200	\$ 13,200
	<b>Total</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>
<b>TOTAL GENERAL FUND</b>		<b>\$ 110,584</b>	<b>\$ 110,584</b>

CITY OF COPPERAS COVE, TEXAS  
DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
FISCAL YEAR 2008-09

Account	Description	Amount	Total by Account
<b>WATER &amp; SEWER FUND</b>			
<b><u>Public Works</u></b>			
02-4425-8000-8402	Telecorder	\$ 1,100	\$ 1,100
	<b>Total</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b><u>Utility Administration</u></b>			
02-4425-8100-8404	Telecorder	\$ 1,100	\$ 1,100
	<b>Total</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b><u>Water Distribution</u></b>			
02-4425-8200-8100	7-Mile Pump/Chlor.Bldg. Roof	\$ 7,500	\$ 7,500
02-4425-8200-8400	Automatic Flashing Device (3)	6,000	
02-4425-8200-8400	150 # Chlorine Scale	1,500	
02-4425-8200-8400	Shoring Box	5,000	12,500
02-4425-8200-8500	Mickan Mt.Pump/Fac. Fence	5,000	
02-4425-8200-8500	Replace 6" meters-Cedar Gro	15,000	20,000
	<b>Total</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>TOTAL WATER &amp; SEWER FUND</b>		<b>\$ 42,200</b>	<b>\$ 42,200</b>
<b>SOLID WASTE FUND</b>			
<b><u>Solid Waste Administration</u></b>			
03-4423-9000-8402	Telecorder	\$ 1,100	\$ 1,100
	<b>Total</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b><u>Collection Brush</u></b>			
03-4423-9103-8403	Mobile radios	\$ 1,600	\$ 1,600
		<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b><u>Collection Commercial</u></b>			
03-4423-9104-8400	Mobile radios	\$ 1,600	\$ 1,600
		<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>TOTAL SOLID WASTE FUND</b>		<b>\$ 4,300</b>	<b>\$ 4,300</b>
<b>GOLF COURSE Fund</b>			
<b><u>Golf Course Consession</u></b>			
09-4310-7401-8100	Close in patio for smoking area	\$ 1,900	\$ 1,900
		<b>\$ 1,900</b>	<b>\$ 1,900</b>
<b><u>Golf Course Maintenance</u></b>			
09-4310-7402-8401	Utility Vehicle	\$ 7,800	
09-4310-7402-8401	Equipment Lift	6,000	13,800
	<b>Total</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>
<b>TOTAL GOLF COURSE FUND</b>		<b>\$ 15,700</b>	<b>\$ 15,700</b>



**CITY OF COPPERAS COVE, TEXAS  
DETAILED LISTING OF BUDGETED CAPITAL OUTLAY  
FISCAL YEAR 2008-09**

<b>Account</b>	<b>Description</b>	<b>Amount</b>	<b>Total by Account</b>
<b>LIBRARY GIFTS &amp; MEMORIALS FUND</b>			
11-4320-7100-8501	Adult & Young Adult books	\$ 90	\$ 90
11-4320-7100-8502	Children's books	4,333	4,333
11-4320-7100-8503	Reference books	250	250
	<b>Total</b>	<b>\$ 4,673</b>	<b>\$ 4,673</b>
<b>TOTAL LIBRARY GIFTS &amp; MEMORIALS FUND</b>		<b>\$ 4,673</b>	<b>\$ 4,673</b>
<b>ANIMAL SHELTER FUND</b>			
15-4230-1500-8500	Cat Room Facility Improvements	\$ 4,000	
15-4230-1500-8500	Facility Improvements	996	4,996
	<b>Total</b>	<b>\$ 4,996</b>	<b>\$ 4,996</b>
<b>TOTAL ANIMAL SHELTER DONATION FUND</b>		<b>\$ 4,996</b>	<b>\$ 4,996</b>
<b>LIBRARY GRANTS FUND</b>			
49-4603-4972-8502	Children's books	\$ 15,000	\$ 15,000
49-4603-4972-8504	Audiovisual Items	3,780	3,780
49-4603-7101-8501	Video Visual Items	500	500
49-4603-7103-8502	Equipment	241	241
	<b>Total</b>	<b>\$ 19,521</b>	<b>\$ 19,521</b>
<b>TOTAL LIBRARY GRANTS FUND</b>		<b>\$ 19,521</b>	<b>\$ 19,521</b>
<b>MUNICIPAL COURT EFFICIENCY FUND</b>			
53-4220-4101-8402	Telephone Recording Device	\$ 1,085	\$ 1,085
	<b>Total</b>	<b>\$ 1,085</b>	<b>\$ 1,085</b>
<b>TOTAL MUNICIPAL COURT EFFICIENCY FUND</b>		<b>\$ 1,085</b>	<b>\$ 1,085</b>
<b>MUNICIPAL COURT TECHNOLOGY FUND</b>			
54-4220-4102-8402	Handheld Electronic Ticket Writers	\$ 28,286	\$ 28,286
	<b>Total</b>	<b>\$ 28,286</b>	<b>\$ 28,286</b>
<b>TOTAL MUNICIPAL COURT TECHNOLOGY FUND</b>		<b>\$ 28,286</b>	<b>\$ 28,286</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 231,345</b>	<b>\$ 231,345</b>



# Capital Improvements

*The City Built for Family Living*

# **Copperas Cove, Texas**

## **CAPITAL IMPROVEMENTS**

Capital improvements are major purchases or improvement programs that generally have a life span of ten years or more, or improvements that are not normally funded through the operating budgets. However, for the 2008-09 fiscal year resources from the General Fund, Water & Sewer Fund, and the Drainage Utility Fund have been allocated for certain capital improvements. This section of the Annual Budget and Plan of Municipal Services attempts to identify all capital improvements the City has budgeted for in the 2008-09 fiscal year.

This section is divided into two distinct parts. The first part provides a brief discussion of the City's capital improvement program and a synopsis of each ongoing project including the cost, future impact on operating budgets and the department(s) responsible for the project. In the second part a financial statement detailing revenues and expenditures for each bond construction fund the City accounts for is provided.

***The City Built for Family Living***

## **CAPITAL IMPROVEMENT PROJECTS**

### ***FUNDING SOURCES***

Capital improvement projects completed by the City of Copperas Cove are financed through a variety of sources. These sources include the following:

- General Fund Revenues
- Drainage Utility Fund Revenues
- General Obligation Bonds
- Revenue Bonds
- Combination Tax and Revenue Certificates of Obligation
- Limited Tax Notes

### ***PROJECT IDENTIFICATION AND APPROVAL***

During the budgetary process, each department is responsible for identifying capital improvement projects that are necessary for their departmental goals and objectives to be attained. The departments submit these requests as new programs and are required to identify the project, provide a written justification for the project, prioritize the project by level of importance and include possible sources of funding. The City Manager and City Council review these requests with the department heads and based on funding limitations determine which projects will be completed. Additionally, during the budgetary process, the City Council may make requests for major capital improvements. Capital improvement projects are reviewed by the City Manager's Office to determine whether they are consistent with the City's comprehensive plan adopted in 2007, the City's vision statement, mission statement and goals adopted by the City Council. The City Manager also assesses the importance of the project by its rated level of priority and determines whether funding can be made available for the various projects. Once the City Council requests projects to be placed in the budget, the City Manager then identifies funding sources for those projects.

### ***CAPITAL IMPROVEMENT PROJECT CRITERIA***

According to the City's *Accounting Manual*, a capital improvement includes the purchase of major equipment or improvements that generally have a life span of ten years or more. These items also tend to exceed \$10,000 and are nonrecurring in nature. To date, a formal Capital Improvement Program has not been created and

accepted by the City Council; however, the City plans to complete its first Capital Improvement Program during fiscal year 2009 that will include projects for fiscal years 2010-2014. With the growth experienced by the City in recent years, the need for capital improvements have become necessary, and as such, a formal document will be developed to plan projects, determine a course of action and monitor the progress of these capital projects.

### ***FUNDING SUMMARY BY SOURCE***

#### General Fund Revenues:

Capital projects that are completed with the first source of revenue (General Fund) are projects that management feels can be funded from operating resources and not through the issuance of debt or are items that are being funded through capital leases. Funds in the amount of \$50,000 and \$30,000 are included in the FY 2009 Adopted Budget for street improvements and sidewalk improvements, respectively.

#### Drainage Fund Revenues:

Revenues from the Drainage Utility Fund serve three primary purposes. The first purpose of these funds is to pay back the 1993 Drainage Utility Revenue Bond which was issued to complete several major drainage projects within the City. This revenue bond was refunded with a general obligation refunding bond issued in October 1998. Even though this bond is backed by the full faith and credit of the City, it will be repaid utilizing the drainage utility fee. The second purpose pertains to the maintenance of current existing drainage facilities. Finally, these funds are used to pay for drainage capital improvement projects or principal and interest payments on new debt issued for capital improvement projects. The 2008-09 fiscal year budget has allocated \$45,415 for additional drainage capital improvements debt payments. There are no capital improvement projects directly funded in the Draining Fund in FY 2008-09. City staff anticipates receiving hazard mitigation funding to assist with the various drainage issues revealed by the flooding events in prior years.

#### General Obligation Bonds:

There are no capital improvement projects to be funded with proceeds and related interest earnings from the issuance of general obligation bonds. General obligation bonds are voter approved debt which is paid back through the levy and collection of an ad valorem tax rate. These bonds must be approved by the voters in order for them to be issued and are backed by the full faith and credit of the City. General obligation bonds are typically used to finance the construction of major facilities that require significant capital outlay (e.g. parks, fire station, etc.). The City anticipates issuing

General Obligation Bonds in FY 2008-09 and future fiscal years for various projects that were approved by the voters in the November 2008 election.

#### Revenue Bonds:

Revenue bonds are typically issued to finance the construction, improvement and repair of facilities pertaining to the City's water and wastewater utility fund. These bonds do not require the approval of the voters, but similar to certificates of obligation have a process for petition. This fiscal year's budget does not have any capital improvement projects planned that will be funded from revenue bond proceeds.

#### Certificates of Obligation:

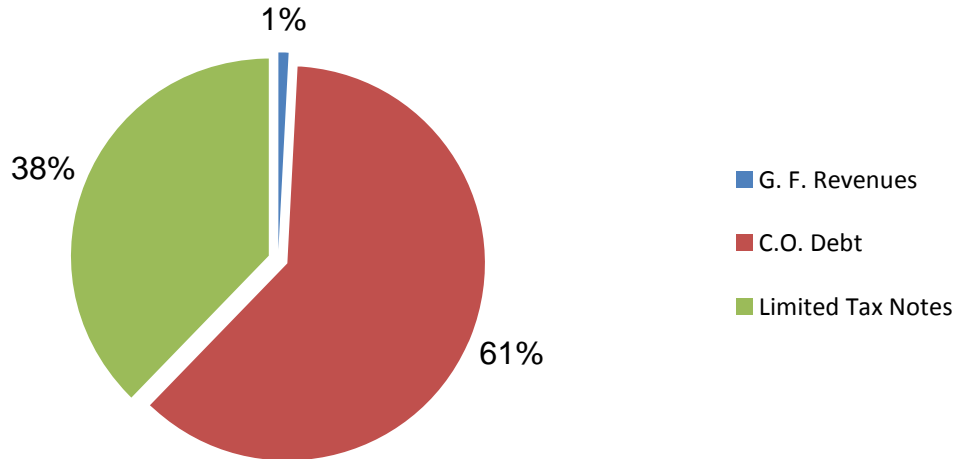
Certificates of obligation are another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that this debt does not require the direct approval of the voters but rather an indirect approval. Citizens can force this type of debt issuance to election by presenting a petition of 5% of the registered voters. This must be done prior to the issuance of the certificates. Typically proceeds from this type of debt are used to finance the construction of major facilities and the purchase of major equipment (e.g. library, golf course, street sweeper, etc.). The 2008-09 Adopted Budget includes expenditures of \$7,044,732 toward these types of capital improvements from the proceeds and related interest earnings received from the issuance of certificates of obligation.

#### Limited Tax Notes:

Limited tax notes are another form of debt that is backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that this debt does not require the direct approval of the voters; however, it is issued by a single action of the City Council and with a maximum maturity of seven years from the date of issuance. Typically proceeds from this type of debt are used to finance public work (construction of major facilities and the purchase of major equipment), excluding the operations and maintenance expenditures of the City. The 2008-09 Adopted Budget includes the expenditures of \$4,332,845 toward these types of capital improvements from the proceeds and related interest earnings received from the issuance of the limited tax notes.

The following pie chart depicts the various sources of funding and the percentage of capital improvement projects funded through those sources.

### Capital Improvement Project Funding Sources



The following table provides a quick look at the various capital improvement projects and the funding sources being utilized to complete these projects. A more detailed discussion of each capital improvement project follows.

#### FY 2007-08 CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE

Fund/Project	General Fund Revenues	General Obligation	Limited Tax Notes	Certificates of Obligation	Total
<b>General Fund</b>					
Street Improvements	50,000				<b>50,000</b>
Sidewalk Improvements	30,000				<b>30,000</b>
<b>2001 Certificates of Obligation (Tax Supported)</b>					
Reliever Route Right-of-Way Acquisition				264,433	<b>264,433</b>
Hughes Mountain Rehab				215,000	<b>215,000</b>
<b>2003 Certificates of Obligation</b>					
Feeder Road				484,620	<b>484,620</b>
4 <sup>th</sup> Year Sewer Improvements				510,000	<b>510,000</b>

2005 Certificates of Obligation					
Turkey Run Pump Station				64,300	<b>64,300</b>
2006 Limited Tax Notes					
Professional Services - PD			10,398		<b>10,398</b>
2007 Certificates of Obligation					
Police Facility				5,506,379	<b>5,506,379</b>
2008 Limited Tax Notes					
Recreation Center			458,197		<b>458,197</b>
Summers Road / Street Reconstruction			450,000		<b>450,000</b>
Turkey Run Pump Station			493,500		<b>493,500</b>
Mesa Verde II – 380 Agreement			620,750		<b>620,750</b>
Rolling Heights Drainage			150,000		<b>150,000</b>
2008A Limited Tax Notes					
Vehicles			396,012		<b>396,012</b>
Electronic Equipment			233,142		<b>233,142</b>
General Equipment			380,805		<b>380,805</b>
Facility Improvements			73,250		<b>73,250</b>
Furniture for Dept Relocation			16,050		<b>16,050</b>
City Smart Lighting Upgrade			57,800		<b>57,800</b>
Bradford Drive Rd Extension			247,000		<b>247,000</b>
Summers Road Improvements			115,637		<b>115,637</b>
Mesa Verde Sewer Extension			50,272		<b>50,272</b>
Retrofit of One Clarifier at South Plant			220,000		<b>220,000</b>
Water Tank Rehabs			180,000		<b>180,000</b>



Recycling Center Expansion			75,582		75,582
Study-Detention Design at Martin Walker			50,000		50,000
Eastside Drainage Infrastructure Design			30,000		30,000
Tonkawa Village Drainage			24,450		24,450
<b>TOTALS</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$4,332,845</b>	<b>\$7,044,732</b>	<b>\$11,457,577</b>

### **PROJECT DESCRIPTIONS AND BUDGETARY IMPACTS**

The following discussion will provide more detail on the capital improvement projects listed in the table above and will also attempt to analyze future program costs that the City will have to cover as a direct result of the project.

<b>Street and Sidewalk Improvements</b>	
Description	The City continues to appropriate funds toward street and sidewalk improvements. Management believes that a continued street maintenance and improvement program will hedge against deterioration of the City's infrastructure which would eventually require significant resources to correct.
Cost	The 2008-09 Budget includes a total of \$50,000 for street improvements and \$30,000 for sidewalk improvements.
Budgetary Impact	The engineering department estimates that for every dollar of maintenance, four dollars of reconstruction costs are saved.
Responsible Department	The budget related to this improvement program is the responsibility of the street department, which is a General Fund Department.

<b>Drainage Projects</b>	
Description	The Drainage Utility Fund was created in the early '90s in an effort to address the City's growing problems. In 1993 the City issued \$3,100,000 in revenue bonds to correct several drainage problems located in specific areas

	throughout the City.
Cost	Currently, a flat rate of \$6.00 is charged to all residential homes and the drainage utility fee charged to commercial entities is based on a formula that takes into account such things as the acreage and the type of land use. The revenue received from this fee is utilized toward paying back debt service, maintaining existing drainage facilities and constructing and improving new drainage facilities.
Budgetary Impact	<p>Future projects remaining between fiscal years 2009-10 and 2013-14 by drainage fee revenues include the following:</p> <ul style="list-style-type: none"> <li>• 31<sup>st</sup>, 29<sup>th</sup>, 27<sup>th</sup> &amp; 25<sup>th</sup> Streets</li> <li>• Curry and 5<sup>th</sup> Street</li> <li>• Colorado &amp; Skyline</li> <li>• Western Hills</li> <li>• Barber Drive</li> <li>• Katelyn</li> <li>• Hughes Garden</li> <li>• Pecan Cove Road</li> <li>• Holly &amp; Little</li> <li>• Ogletree Gap Park Detention</li> <li>• Oak Hill Detention</li> <li>• City Park Detention</li> <li>• Summers Road Detention</li> </ul> <p>City staff is currently seeking hazard mitigation funding for Summers Road, 31<sup>st</sup>, 29<sup>th</sup>, 27<sup>th</sup> &amp; 25<sup>th</sup> Streets and Colorado &amp; Skyline drainage through FEMA. Should this funding be awarded, the City will responsible for 25% match. Funding of this magnitude would allow the City to complete additional drainage projects within a shorter timeframe.</p>
Responsible Department	Engineering Department and Drainage Utility Department.

Reliever Route Right-of-Way Acquisition	
Description	This project was part of the 2001 Combination Tax and Revenue Certificates of Obligation that were split between the Water & Sewer Fund and general government. This bond program includes funding for the reliever route right-of-way acquisition. This provides funds to acquire right-of-ways necessary for the reliever route project.
Cost	The total budget for this project is \$440,437. The remaining funds of \$264,433 are available for future use.
Budgetary Impact	All projects under the 2001 bond program except for one-half of the public works facility and Phase II of the

	Water/Wastewater CIP are considered general government projects and the debt service related to those projects will be repaid with ad valorem tax collections. Annual debt service related to these projects decreased by approximately \$4,100.
Responsible Department	Engineering Department.

<b>Hughes Mountain Rehab</b>	
Description	This project was part of the 2001 Combination Tax and Revenue Certificates of Obligation that were split between the Water & Sewer Fund and general government. This bond program includes funding for the rehabilitation of Hughes Mountain water tank to include all necessary repairs, re-paint the inside and outside of the water tank and tower along with the City name.
Cost	The total budget for this project is \$252,500. The remaining funds of \$215,000 are available in FY 2008-09.
Budgetary Impact	The debt for the 2001 Certificates of Obligation that is related to water and sewer projects is \$333,688 for fiscal year 2008-09.
Responsible Department	Public Works Department and Engineering Department.

<b>Feeder Road</b>	
Description	This project was included in the 2003 bond program and funds issued for this project were for the infrastructure and the acquisition of land and rights of way in connection with the infrastructure.
Cost	A budget of \$589,637 was approved for this project with \$484,620 remaining for future use.
Budgetary Impact	The debt for the 2003 Certificates of Obligation that is related to general government purposes is \$180,729 for fiscal year 2008-09.
Responsible Department	Public Works Department and Engineering Department.

<b>4<sup>th</sup> Year Sewer Improvements</b>	
Description	This project includes upgrades to the existing sewer lines located on Phyllis, Hughes, Terrace, Live Oak, Mountain Avenue, Hill Street, Truman, Reagan and Halstead. With the award of \$250,000 in Community Development Block Grant funding, only six of the projects will require 100% funding by the City.
Cost	A budget of \$845,457 was approved for this project and \$510,000 remains for future use.
Budgetary Impact	The debt for the 2003 Certificates of Obligation that is

	related to water and sewer projects is \$500,035 for fiscal year 2008-09.
Responsible Department	The Sewer Collection Department.

<b>Turkey Run Pump Station</b>	
Description	The Turkey Run Pump Station improvements will include an electrical upgrade of the facility, addition of a new pump pad for three pumps, service and repair of existing pump and a 30" waterline from the station to Wolfe Road to start the northwest water loop. The design is complete and the Construction contract was awarded by the City Council on August 19, 2008. It is scheduled for completion around the June 2009 timeframe.
Cost	A budget of \$1,677,685 is established for this project with \$1,184,185 approved in the 2005 Certificates of Obligation and an additional \$493,500 approved in the 2008 Limited Tax Notes. \$557,800 is available for future use.
Budgetary Impact	The debt for the 2005 Certificates of Obligation that is related to water and sewer projects is \$222,003 for fiscal year 2008-09 and the debt for the 2008 Limited Tax Notes that is related to water and sewer projects is \$119,556.
Responsible Department	The Water Distribution Department.

<b>Police Station</b>	
Description	The total project includes the land purchase, design and construction of a 33,000 sq. ft. facility to include holding facilities, sallyport, dispatch center, records facility, booking area and administrative offices. The design is complete and the Construction Manager at Risk has been selected. The construction is to begin in January 2009 with an estimated completion date of January 2010.
Cost	A budget of \$6,679,608 is established for this project. Recent increases in construction costs are expected to increase the total project cost by an estimated \$3.6 million. The costs are to be funded by the 2006 Limited Tax Notes and the 2007 Combination Tax & Revenue Certificates of Obligation. The additional increase will be funded with 2009 General Obligation Debt that was approved by the voters in November 2008 election.
Budgetary Impact	The debt related to the 2006 Limited Tax Notes is \$182,554 for fiscal year 2008-09 and the debt related to the 2007 Certificates of Obligation is \$228,820. The additional funding needs should be available in the summer of 2009 with the issuance of the 2009 General Obligation bonds.

	Once the facility is constructed, operational expenses are expected to increase by approximately \$35,000 in fiscal year 2010.
Responsible Department	The Police Department.

Recreation Center	
Description	This project was to construct a multi-purpose recreation center that will provide a natatorium, indoor pool, children's activity center, gymnasium and administrative offices. In January 2008, Texas Parks and Wildlife awarded the City with a grant for approximately \$834,000 with matching funds required by the City at 50 percent or roughly \$417,000. As such, the matching funds have been secured and the architecture RFQ's were advertised and interviews with the selected firms were conducted. With funding decisions still to be determined, a proposition was placed on the November 2008 ballot for consideration by the voters. The proposition failed, thus City staff will seek further direction regarding the project and grant funds awarded once a governing body is established.
Cost	A budget of \$500,000 was established for the matching funds required by the Texas Parks and Wildlife grant for this project and \$458,197 remains available in FY 2008-09.
Budgetary Impact	The debt for the 2008 Limited Tax Notes related to general government purposes is \$210,985 for fiscal year 2008-09.
Responsible Department	The Parks and Recreation Department.

Summers Road / Street Reconstruction	
Description	The Summers Road Improvements include resurface and provide drainage improvements in and around the roadway. The project consists of widening the roadway to 40' with three 12' lanes and 2' curb & gutter on each side. One of the three 12' lanes is designed for a dedicated center turn lane.
Cost	A budget of \$500,000 and \$115,637 was established for this project in the 2008 Limited Tax Notes and 2008A Limited Tax Notes respectively. The County has also provided \$83,000 in funding for this project. Funds were set aside in prior year encumbrances for both Drainage and Street improvements. The total estimated cost for Summers Road is \$1,226,435.
Budgetary Impact	The debt for the 2008 Limited Tax Notes related to

	general government purposes is \$210,985 and the 2008A Limited Tax Notes budget related to general government is \$95,975 for fiscal year 2008-09.
Responsible Department	The Street Department and Engineering Department.

<b>Mesa Verde II - 380 Agreement</b>	
Description	This development project is Mesa Verde at Skyline Phase II. Funding alternatives resulted in a 380 agreement between the City and the Developer for financing the construction of a 300,000 gallon elevated water tank and a 12" water line related to this development. The development can not move forward without the water tank being constructed. The 380 Agreement was approved by City Council in April 2008 and tax notes were issued to provide the City's funding portion of the infrastructure. The design is complete and bids were opened in October 2008. The construction contract was awarded by City Council on October 21, 2008. the contracts remain in the City's possession and a notice to proceed has not been issued due to financing not being secured by the developer.
Cost	A budget of \$620,750 was established for this project in the 2008 Limited Tax Notes.
Budgetary Impact	The debt for the 2008 Limited Tax Notes that is related to water and sewer projects is \$119,556 for fiscal year 2008-09.
Responsible Department	The Water Distribution Department.

<b>Rolling Heights Drainage</b>	
Description	This drainage project was originally identified when the 2008 Limited Tax Notes were being discussed. The bond covenant only requires these funds to be used on drainage infrastructure and does not limit to a specific project. At this time, a portion of these funds may be required to complete the Summers Road drainage infrastructure project with remaining funds to be allocated to drainage infrastructure projects approved by City Council.
Cost	A budget of \$150,000 was established for this project in the 2008 Limited Tax Notes.
Budgetary Impact	The debt for the 2008 Limited Tax Notes that is related to drainage projects is \$15,415 for fiscal year 2008-09.
Responsible Department	The Engineering Department.



The Capital Improvement Projects budget for fiscal year 2008-09 also includes new projects to be funded through the issuance of Tax Notes. The following projects were included in the 2008-09 Capital Improvement Projects budget to be included in the 2008A Tax Note Issuance:

- Fire Department – The Fire Department will have funds to purchase a new ambulance and rescue truck along with an engine bay heater and roof repairs.
- Development Services Department – Funding for the relocation of the Building and Development division and Code & Health Compliance division to a new location along with various equipment for Planning and a truck replacement for Code and Health Compliance are included in this Tax Note issuance.
- Information Systems – Includes funding for three servers including a City web server, a fire department server and an Incode application server.
- Parks & Recreation – Funding for the replacement purchase of two new trucks.
- Police Department – Funding for 2 replacement patrol sedans and various equipment for the Police Department to include digital in-car video systems.
- City-Wide – City Smart Lighting Upgrade throughout the City will allow for reduced energy costs in future fiscal years.
- Street Department – Funding for 2 trucks and various equipment such as shredder decks, auger, and a sand spreader.
- Street Improvements – A budget of \$362,637 is included for street improvement projects throughout the City. Summers Road improvements and Bradford Drive Road extension project are two that have been identified. The table below includes a detail listing of other possible projects:

Street Reconstruction Projects		
Priority	Project Name	Estimated Cost
1	Lutheran Church Road*	556,360
2	Pecan Cove Road*	714,358
3	Lazy Lane	88,315
4	Sleepy Hollow Lane	91,981
5	Carroll Drive	96,906
6	N. 17 <sup>th</sup> Street	75,600
7	Grimes Crossing	190,218
8	Oak Hill Drive	136,214
9	Ogletree Pass (old section)	282,973
10	Ritter Street	217,090
*Includes cost of drainage and street reconstruction		

The City plans to complete the projects listed in the table above in priority order provided funding is available. Projects remaining will require future debt issuance. As mentioned throughout the documentation, the City has applied for FEMA Hazard Mitigation assistance. Should this assistance be approved, the available funds will be utilized to meet the FEMA matching requirements and fund the remaining projects above.

The following projects were also included in the 2008-09 Capital Improvement Projects budget to be included in the 2008A Tax Note Issuance:

- Water and Sewer Departments – Funding for a dump truck, tractor, and truck along with soft start projects for the Killeen 20" Pump/Storage Facility and the Taylor Mountain Pump/Storage Facility.
- Water and Sewer Infrastructure – Projects funded include the Mesa Verde sewer extension, water tank rehabs for Hughes Mountain and Taylor Mountain and the retrofit of one clarifier at the South Wastewater Plant.
- Solid Waste Departments - Funding for a trailer jockey, a troughloader and a recycling center expansion project.
- Drainage Department – Funding for a bobcat compact loader for the drainage maintenance crew.
- Drainage Infrastructure – Funding includes a drainage study / detention design for Martin Walker, Eastside Drainage Infrastructure design, and the Tonkawa Village Drainage project.
- Golf Department – Funding for a trim mower for the maintenance division.

The debt related to the 2008A Tax Notes is planned to be repaid by ad valorem tax receipts, Water and Sewer Funds, Solid Waste Funds, Drainage Funds, and Golf Course Funds. The total debt requirements for the fiscal year 2008-09 is \$133,028.



## Financial Statements for Bond Construction Funds

The next several pages will provide a statement of revenues, expenditures and changes in fund balance for each bond construction fund the City accounts for. The construction funds include the following:

- **2001 Certificates of Obligation** - The acquisition of equipment for the improvements to the Ogletree Preserve, acquisition of public safety equipment, construction of City facilities, implementation of a city-wide computer network, acquisition of City right-of-way and improvements to the City's water/wastewater utility system; and the payment of fiscal, engineering and legal fees incurred in connection with these projects. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Water & Sewer Fund. This issue was for \$8,400,000.
- **2003 Certificates of Obligation** - The construction of City infrastructure and improvements to the City's water/wastewater utility system; and the payment of fiscal, engineering and legal fees incurred in connection with the projects. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund and the Water & Sewer Fund. This issue was for \$14,010,000.
- **2005 Certificates of Obligation** – The construction of water infrastructure projects within the City's water utility system, and the engineering and legal fees associated with the projects. Payment of the debt service for this issuance will be derived from the Water & Sewer Fund. The issue was for \$3,080,000.
- **2006 Limited Tax Notes** – The purchase of land and acquisition of engineering services for a new Police Station; the acquisition of a vacuum sweeper; and an ambulance. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$1,260,000.
- **2007 Certificates of Obligation** – The construction of the new Police Facility. Payment of the debt service for this issuance will be derived from the Tax Interest and Sinking Fund. The issue was for \$5,300,000.
- **2008 Limited Tax Notes** – The Fire Station Relocation Land Purchase; Parks and Recreation projects to include software, playscapes, lighting on baseball and soccer fields, Park renovations; Library Repairs; Street Reconstruction; City-Wide Cash Receipts system; Golf Cart Storage; Water and Sewer projects; and Drainage projects. . Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Drainage Fund, and Golf Course Fund. The issue was for \$2,855,000.
- **2008A Limited Tax Notes** – The purchase of materials, supplies, equipment and machinery for various City departments, Fire Station Roof Repair, new Ambulance for Fire Department, Summers Road Improvements, Retrofit of clarifier at South Plant, Water Tank Rehabs, Recycling Center expansion, New Trailer Jockey and Trough loader for the Solid Waste Department, and Drainage projects. . Payment of the debt service for this proposed issue will be derived from the Tax Interest and Sinking Fund, Water & Sewer Fund, Solid Waste Fund, Drainage Fund, and Golf Course Fund. The issue was for \$2,190,000.

**City of Copperas Cove, Texas**  
**2001 Certificates of Obligation**  
**(Capital Equipment/Improvements)**  
**FY 2008-09**

Account	Description	Original Budget	To Date FY 2006-07	Projected FY 2007-08	Adopted FY 2008-09
<b>Beginning Fund Balance</b>					
90-300-0001	Fund Balance	\$ -	\$ -	\$ 284,483	\$ 258,433
<b>Revenues</b>					
90-390-1001	Bond Proceeds	\$ 1,915,000	\$ 1,914,227	\$ -	\$ -
90-370-6001	Interest Income	-	82,505	7,750	6,000
90-370-6005	Miscellaneous Revenue	-	-	-	-
<b>Total Revenues</b>		<u>\$ 1,915,000</u>	<u>\$ 1,996,733</u>	<u>\$ 7,750</u>	<u>\$ 6,000</u>
<b>Expenditures*</b>					
90-4606-9000-8600	Bond Issuance Costs	\$ 43,832	\$ 56,766	\$ -	\$ -
90-4606-9000-6050	Inspection Services	-	3,263	-	-
90-4606-3500-xxxx	City-Wide Network	148,700	148,623	-	-
90-4606-4100-8500	Municipal Court	182,594	196,778	-	-
90-4606-4300-xxxx	Animal Control Facility	60,147	60,119	-	-
90-4606-4400-8500	Fire Station No. 3	179,509	215,496	-	-
90-4606-4400-8300	Fire Equipment	250,000	248,856	-	-
90-4606-5300-8400	Street Equipment	126,170	126,170	-	-
90-4606-5300-8500	Reliever Route ROW Acquisition	400,000	148,455	33,800	264,433
90-4606-5400-8505	Ogletree Improvements	364,548	394,604	-	-
90-4606-5600-8500	Public Works Facility (1/2)	159,500	113,119	-	-
<b>Total Expenditures</b>		<u>\$ 1,915,000</u>	<u>\$ 1,712,250</u>	<u>\$ 33,800</u>	<u>\$ 264,433</u>
<b>Ending Fund Balance</b>					
90-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 284,483</u>	<u>\$ 258,433</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas**  
**2001 Certificates of Obligation**  
**(Phase II of Water/Wastewater CIP)**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
91-300-0001	Fund Balance	\$ -	\$ -	\$ 466,010	\$ 466,136
<b>Revenues</b>					
91-390-1001	Bond Proceeds	\$ 6,485,000	\$ 6,482,383	\$ -	\$ -
91-370-6001	Interest Income	-	324,782	13,500	750
91-370-6005	Miscellaneous Revenue	-	-	-	-
<b>Total Revenues</b>		<u>\$ 6,485,000</u>	<u>\$ 6,807,165</u>	<u>\$ 13,500</u>	<u>\$ 750</u>
<b>Expenditures*</b>					
91-4607-9100-8600	Bond Issuance Costs	\$ 162,800	\$ 165,380	\$ -	\$ -
91-4607-9100-6100	Advertising	-	191		
91-4607-5600-6800	Professional Services	-	28,743		
91-4607-9100-9032	Public Works Facility (1/2)	159,500	130,184		
91-4607-9100-9034	Turkey Run Pumps & Tank	439,000	443,736		
91-4607-9100-9036	Hogg Mt. Pumps & Tank	819,000	135,545	13,374	
91-4607-9100-9038	Killeen/CC Water Line	3,073,700	3,206,692		
91-4607-9100-9040	Turkey Run Tank Rehab.	180,000	275,763		
91-4607-9100-xxxx	W. Hwy 190 Sewer Ext.	-	-		
91-4607-9100-9042	Joint Pump Station	700,000	753,501		
91-4607-9100-9044	Grimes Crossing Water Line	701,000	503,848		
91-4607-9100-9046	Joes Road Water Line	50,000	68,981		
91-4607-9100-9047	Wolfe Road	75,000	75,855		
91-4607-9100-9048	Taylor Mountain Pump Stn	-	220,606		
91-4607-9100-9052	Mickan Mountain Rehab	-	200,704		
91-4607-9100-9054	Hughes Mountain Rehab	-	-		215,000
91-4607-9100-9050	South Wastewater Plant	-	93,380		
91-4607-5100-xxxx	Salaries/Related Expense	125,000	38,048		
91-4607-9100-9318	Principal - 2001 C/O	-	-		220,000
<b>Total Expenditures</b>		<u>\$ 6,485,000</u>	<u>\$ 6,341,155</u>	<u>\$ 13,374</u>	<u>\$ 435,000</u>
<b>Ending Fund Balance</b>					
91-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 466,010</u>	<u>\$ 466,136</u>	<u>\$ 31,886</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas**  
**2003 Certificates of Obligation**  
**(Tax Supported)**  
**FY 2008-09**

Account	Description	Original Budget	To Date FY 2006-07	Projected FY 2007-08	Adopted FY 2008-09
<b>Beginning Fund Balance</b>					
70-300-0001	Fund Balance	\$ -	\$ -	\$ 819,258	\$ 483,620
<b>Revenues</b>					
70-390-1001	Bond Proceeds	\$ 4,190,000	\$ 4,190,000	\$ -	\$ -
70-370-6001	Interest Income	-	214,451	16,500	1,000
70-370-6005	Miscellaneous Revenue	-	1,953	-	-
<b>Total Revenues</b>		<u>\$ 4,190,000</u>	<u>\$ 4,406,404</u>	<u>\$ 16,500</u>	<u>\$ 1,000</u>
<b>Expenditures*</b>					
70-231-0920	Bond Issuance Costs	\$ 82,539	\$ 82,543	\$ -	\$ -
70-231-0922	Unamortized Bond Discount	20,061	20,061		
70-4615-4400-9021	Communications System	1,645,140	1,611,351		
70-4615-4400-9023	Fire Department Pumper Truck	250,000	247,064		
70-4615-5100-xxxx	Salary/Benefits	-	5,344		
70-4615-4200-9039	Police Department Bldg. Repairs	20,000	22,537		
70-4615-5300-9029	Improvements to FM 1113	320,000	365,670	11,331	
70-4615-5400-9025	Renovation of Civic Center	130,000	132,691		
70-4615-5400-9027	Construction of Skate Park	25,000	24,750		
70-4615-5400-9033	Feeder Road	600,000	95,021		484,620
70-4615-5400-9035	City Hall Roof Repairs	20,000	11,441		
70-4615-5400-9037	Human Resources Bldg. Repairs	95,000	94,311		
70-4615-8500-9019	Construction of Big Divide	579,000	624,305	340,807	
70-4615-8500-9043	Street Reconstruction	400,000	250,058		
<b>Total Expenditures</b>		<u>\$ 4,186,740</u>	<u>\$ 3,587,147</u>	<u>\$ 352,138</u>	<u>\$ 484,620</u>
<b>Ending Fund Balance</b>					
70-300-0001	Fund Balance	<u>\$ 3,260</u>	<u>\$ 819,258</u>	<u>\$ 483,620</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas**  
**2003 Certificates of Obligation**  
**(Phase III of Water/Wastewater CIP)**  
**FY 2008-09**

Account	Description	Original Budget	To Date FY 2006-07	Projected FY 2007-08	Adopted FY 2008-09
<b>Beginning Fund Balance</b>					
71-300-0001	Fund Balance	\$ -	\$ -	\$ 1,532,155	\$ 1,340,416
	Prior Period Adjustment			344,008	-
<b>Total Beginning Fund Balance</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,876,163</b>	<b>1,340,416</b>
<b>Revenues</b>					
71-390-1001	Bond Proceeds	\$ 9,820,000	\$ 9,820,000	\$ -	\$ -
71-370-6001	Interest Income	-	491,531	50,000	1,000
71-390-1001	Developer Contribution	-	21,086		
71-370-6005	Miscellaneous Revenue	-	167,965		
<b>Total Revenues</b>		<b>\$ 9,820,000</b>	<b>\$ 10,500,581</b>	<b>\$ 50,000</b>	<b>\$ 1,000</b>
<b>Expenditures*</b>					
71-4615-xxxx-xxxx	Bond Issuance Costs	192,591	\$ 192,601	\$ -	\$ -
71-4615-xxxx-xxxx	Bond Discount	46,809	46,809		
71-4615-4400-9021	Communications System	195,680	181,613		
71-4615-5100-xxxx	Salaries/Benefits	60,000	86,829		
71-4615-8500-9001	Transfer To General Funds	-	65		
71-4615-8500-9003	Meadow Brook Sewer Project	235,714	158,996		
71-4615-8500-9005	Hwy 190 Sewer Project	162,430	177,948		
71-4615-8500-9007	Mountain Top Water Project	460,000	533,933	519,059	
71-4615-8500-9009	Big Divide (Sewer)	484,000	625,951		
71-4615-8500-9011	Big Divide (Water)	1,710,000	824,215		
71-4615-8500-9013	NE WW Plant Expansion	4,138,389	4,359,165		
	Add'l Engineering-NE WW Plant	55,869	60,889		
71-4615-8100-9041	Utility Admin. Bldg. Repairs	20,000	19,081		
71-4615-8500-9014	South Plant-Fine Screens	101,500	101,500		
71-4615-8500-xxxx	NE and NW Change Orders	48,231	-		
71-4615-8500-9015	NW WW Plant Expansion	1,104,456	1,134,003		
71-4615-8500-9017	4th Year Sewer Improvement	594,000	268,769	66,688	510,000
71-4615-8500-9021	Water Model Study	60,000	84,126		
71-4615-8500-9029	FM 1113 Improvement (Sidewalk)	-	(10,066)		
71-4615-8500-9031	Expansion of Constitution	122,000	122,000		
71-4615-8500-9322	Principal 2003 CO	-	-		230,000
71-4615-8500-9422	Interest 2003 CO	-	-		270,035
<b>Total Expenditures</b>		<b>\$ 9,791,669</b>	<b>\$ 8,968,427</b>	<b>\$ 585,747</b>	<b>\$ 1,010,035</b>
<b>Ending Fund Balance</b>					
71-300-0001	Fund Balance	\$ 28,331	\$ 1,532,155	\$ 1,340,416	\$ 331,381

**City of Copperas Cove, Texas  
2005 Certificate of Obligation  
Water Infrastructure Projects  
FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
93-300-0001	Fund Balance	\$ -	\$ -	\$ 2,407,973	\$ 63,800
<b>Revenues</b>					
93-390-1001	Bond Proceeds	\$ 3,080,000	\$ 3,050,000	\$ -	\$ -
93-370-6001	Interest Income	-	250,372	67,000	500
<b>Total Revenues</b>		<u>\$ 3,080,000</u>	<u>\$ 3,300,372</u>	<u>\$ 67,000</u>	<u>\$ 500</u>
<b>Expenditures*</b>					
93-4616-5100-xxxx	Salary/Benefits	\$ -	\$ 458	\$ -	\$ -
93-4615-8500-6100	Contractual Services	-	-	244	-
93-4616-8500-8600	Issuance Costs	89,000	62,050	-	-
93-4616-8500-9032	East Pump Station	1,380,000	101,500	1,337,093	-
93-4616-8500-9034	Turkey Run Pump Station	868,000	4,445	1,073,836	64,300
93-4616-8500-9036	Hogg Mountain Water Tank	743,000	723,946	-	-
<b>Total Expenditures</b>		<u>\$ 3,080,000</u>	<u>\$ 892,399</u>	<u>\$ 2,411,173</u>	<u>\$ 64,300</u>
<b>Ending Fund Balance</b>					
93-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 2,407,973</u>	<u>\$ 63,800</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas**  
**2006 Limited Tax Notes**  
**PD Building (Engineering), Capital Equipment**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
73-300-0001	Fund Balance	\$ -	\$ -	\$ 1,021,461	\$ 9,648
<b>Revenues</b>					
73-390-1001	Bond Proceeds	\$ 1,260,000	\$ 1,260,000	\$ -	\$ -
73-370-6001	Interest Income	-	59,154	22,500	750
<b>Total Revenues</b>		<u>\$ 1,260,000</u>	<u>\$ 1,319,154</u>	<u>\$ 22,500</u>	<u>\$ 750</u>
<b>Expenditures*</b>					
73-4617-9900-9500	Bond Issuance Costs	\$ -	\$ 25,796	\$ -	\$ -
73-4617-4200-2200	Postage	-	-	20	
73-4617-4200-6800	Professional Services	600,000	8,928	837,159	10,398
73-4617-4200-8600	Land	400,000	-	197,134	
73-4617-4400-8300	Ambulance	100,000	97,525		
73-4617-5300-8300	Street Sweeper	160,000	165,445		
<b>Total Expenditures</b>		<u>\$ 1,260,000</u>	<u>\$ 297,694</u>	<u>\$ 1,034,313</u>	<u>\$ 10,398</u>
<b>Ending Fund Balance</b>					
73-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 1,021,461</u>	<u>\$ 9,648</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.

**City of Copperas Cove, Texas**  
**2007 Certificates of Obligation**  
**PD Building Construction**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
74-300-0001	Fund Balance	\$ -	\$ -	\$ 5,338,633	\$ 5,431,379
<b>Revenues</b>					
73-390-1001	Bond Proceeds	\$ 5,300,000	\$ 5,300,000	\$ -	\$ -
73-370-6001	Interest Income	50,000	92,974	158,000	75,000
<b>Total Revenues</b>		<u>\$ 5,350,000</u>	<u>\$ 5,392,974</u>	<u>\$ 158,000</u>	<u>\$ 75,000</u>
<b>Expenditures*</b>					
74-4618-4200-8600	Bond Issuance Costs	\$ 50,000	\$ 54,030	\$ 254	\$ -
74-4618-4200-2200	Postage	-	23		
74-4618-4200-6100	Advertising	-	287		
74-4618-4200-6800	Professional Services	-		65,000	
74-4617-4200-8500	Police Facility	5,300,000			5,506,379
<b>Total Expenditures</b>		<u>\$ 5,350,000</u>	<u>\$ 54,340</u>	<u>\$ 65,254</u>	<u>\$ 5,506,379</u>
<b>Ending Fund Balance</b>					
74-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ 5,338,633</u>	<u>\$ 5,431,379</u>	<u>\$ -</u>

\* Prior year expenditures have been reconciled to the fund cash balance.



**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Tax Supported**  
**FY 2008-09**

Account	Description	Original Budget	To Date FY 2006-07	Projected FY 2007-08	Adopted FY 2008-09
<b>Beginning Fund Balance</b>					
75-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 912,878
<b>Revenues</b>					
75-390-1001	Bond Proceeds	\$ 1,485,000	\$ -	\$ 1,485,000	\$ -
75-370-6001	Interest Income	-	-	5,000	10,000
<b>Total Revenues</b>		\$ 1,485,000	\$ -	\$ 1,490,000	\$ 10,000
<b>Expenditures*</b>					
75-4190-7500-9500	Bond Issuance Costs	\$ 25,000		\$ 26,428	\$ -
75-4190-7500-9032	Baseball Field Lightning	58,230		58,230	
75-4190-7500-9033	Camp Liveoak Renovation	20,000		20,000	
75-4190-7500-9034	Cash Receipts - City Wide	17,270		16,718	
75-4190-7500-9035	Fire Station Reloc. Land	125,000		125,000	
75-4190-7500-9036	Playscape - City Park	35,000		34,413	
75-4190-7500-9037	Playscape - Kate Street	35,000		35,030	
75-4190-7500-9038	Recreation Center	500,000		41,803	458,197
75-4190-7500-9039	Park renovations	34,500		34,500	
75-4190-7500-9040	Library Renovations	50,000		50,000	
75-4190-7500-9041	Soccer Field Lightning	70,000		70,000	
75-4190-7500-9042	Active Software (Parks)	15,000		15,000	
75-4190-7500-9043	Summers Rd/Street Reconstruction	500,000		50,000	450,000
<b>Total Expenditures</b>		\$ 1,485,000	\$ -	\$ 577,122	\$ 908,197
<b>Ending Fund Balance</b>					
75-300-0001	Fund Balance	\$ -	\$ -	\$ 912,878	\$ 14,681

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Water & Sewer Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
76-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 1,119,715
<b>Revenues</b>					
76-390-1001	Bond Proceeds	\$ 1,135,000	\$ -	\$ 1,135,000	\$ -
76-370-6001	Interest Income	-	-	6,000	10,000
<b>Total Revenues</b>		<u>\$ 1,135,000</u>	<u>\$ -</u>	<u>\$ 1,141,000</u>	<u>\$ 10,000</u>
<b>Expenditures*</b>					
76-4615-8500-9500	Bond Issuance Costs	\$ 20,000	\$ -	\$ 21,285	\$ -
76-4615-8500-9034	Turkey Run	493,500	-	-	493,500
76-4615-8500-9036	Mesa Verde II-380 Agreement	620,750	-	-	620,750
<b>Total Expenditures</b>		<u>\$ 1,134,250</u>	<u>\$ -</u>	<u>\$ 21,285</u>	<u>\$ 1,114,250</u>
<b>Ending Fund Balance</b>					
76-300-0001	Fund Balance	<u>\$ 750</u>	<u>\$ -</u>	<u>\$ 1,119,715</u>	<u>\$ 15,465</u>

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Golf Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
77-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 500
<b>Revenues</b>					
77-390-1001	Bond Proceeds	\$ 80,000	\$ -	\$ 80,000	\$ -
77-370-6001	Interest Income	-	-	500	
<b>Total Revenues</b>		<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ 80,500</u>	<u>\$ -</u>
<b>Expenditures*</b>					
77-4310-7400-9044	Golf Cart Storage	\$ 80,000		\$ 80,000	\$ -
<b>Total Expenditures</b>		<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ 80,000</u>	<u>\$ -</u>
<b>Ending Fund Balance</b>					
77-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500</u>	<u>\$ 500</u>

**City of Copperas Cove, Texas**  
**2008 Limited Tax Notes**  
**Drainage Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
78-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 150,657
<b>Revenues</b>					
78-390-1001	Bond Proceeds	\$ 155,000	\$ -	\$ 155,000	\$ -
78-370-6001	Interest Income	-	-	800	1,000
<b>Total Revenues</b>		<u>\$ 155,000</u>	<u>\$ -</u>	<u>\$ 155,800</u>	<u>\$ 1,000</u>
<b>Expenditures*</b>					
78-4410-7600-9500	Bond Issuance Cost	\$ 5,000	\$ -	\$ 5,143	\$ -
78-4410-7600-9037	Rolling Heights Project	150,000	\$ -	-	150,000
<b>Total Expenditures</b>		<u>\$ 155,000</u>	<u>\$ -</u>	<u>\$ 5,143</u>	<u>\$ 150,000</u>
<b>Ending Fund Balance</b>					
78-300-0001	Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,657</u>	<u>\$ 1,657</u>

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Tax Supported**  
**FY 2008-09**

Account	Description	Original Budget	To Date FY 2006-07	Projected FY 2007-08	Adopted FY 2008-09
<b>Beginning Fund Balance</b>					
79-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
79-390-1001	Bond Proceeds	\$ -	\$ -	\$ -	\$ 1,060,000
79-370-6001	Interest Income	-	-	-	-
<b>Total Revenues</b>		\$ -	\$ -	\$ -	\$ 1,060,000
<b>Expenditures*</b>					
79-4190-7500-8200	Furniture	\$ -	\$ -	\$ -	\$ 16,050
79-4190-7500-8300	Vehicles				312,604
79-4190-7500-8400	General Equipment				43,323
79-4190-7500-8402	Electronic Equipment				233,142
79-4190-7500-8500	Facilities				12,750
79-4190-7500-9045	City Smart Lighting Upgrade				57,800
79-4190-7500-9046	Bradford Drive Road Extension				247,000
79-4190-7500-9047	Summers Rd/Street Reconstruction				115,637
79-4190-7500-9500	Bond Issuance Costs				20,000
<b>Total Expenditures</b>		\$ -	\$ -	\$ -	\$ 1,058,306
<b>Ending Fund Balance</b>					
79-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 1,694

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Water & Sewer Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
80-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
80-390-1001	Bond Proceeds	\$ -	\$ -	\$ -	\$ 640,000
80-370-6001	Interest Income	-	-	-	-
<b>Total Revenues</b>		\$ -	\$ -	\$ -	\$ 640,000
<b>Expenditures*</b>					
80-4615-8500-8300	Vehicles				83,408
80-4615-8500-8400	General Equipment				35,200
80-4615-8500-8500	Facilities				60,500
80-4615-8500-9048	Mesa Verde Sewer Extension				50,272
80-4615-8500-9049	Retrofit One Clarifier at South Plant				220,000
80-4615-8500-9050	Water Tank Rehabs				180,000
80-4615-8500-9500	Bond Issuance Costs				10,000
<b>Total Expenditures</b>		\$ -	\$ -	\$ -	\$ 639,380
<b>Ending Fund Balance</b>					
80-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 620

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Solid Waste**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
81-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
81-390-1001	Bond Proceeds		\$ -	\$ -	\$ 285,000
81-370-6001	Interest Income	-	-	-	-
<b>Total Revenues</b>		\$ -	\$ -	\$ -	\$ 285,000
<b>Expenditures*</b>					
81-4430-9500-8400	General Equipment	\$ -	\$ -	\$ -	\$ 203,400
81-4430-9500-9051	Mesa Verde Sewer Extension				75,582
81-4430-9500-9500	Bond Issuance Cost	-	-	-	5,000
<b>Total Expenditures</b>		\$ -	\$ -	\$ -	\$ 283,982
<b>Ending Fund Balance</b>					
81-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 1,018

**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Drainage Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
82-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
82-390-1001	Bond Proceeds	\$ -	\$ -	\$ -	\$ 175,000
82-370-6001	Interest Income	-	-	-	-
<b>Total Revenues</b>		\$ -	\$ -	\$ -	\$ 175,000
<b>Expenditures*</b>					
82-4410-8000-8400	General Equipment				62,893
82-4410-8000-9052	Martin Walker Study / Detention Design				50,000
82-4410-8000-9053	Eastside Drainage Infrastructure Design				30,000
82-4410-8000-9054	Tonkawa Village - Katlyn Circle				24,450
82-4410-8000-9500	Bond Issuance Costs				5,000
<b>Total Expenditures</b>		\$ -	\$ -	\$ -	\$ 172,343
<b>Ending Fund Balance</b>					
82-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ 2,657



**City of Copperas Cove, Texas**  
**2008A Limited Tax Notes**  
**Golf Projects**  
**FY 2008-09**

<b>Account</b>	<b>Description</b>	<b>Original Budget</b>	<b>To Date FY 2006-07</b>	<b>Projected FY 2007-08</b>	<b>Adopted FY 2008-09</b>
<b>Beginning Fund Balance</b>					
83-300-0001	Fund Balance	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
83-390-1001	Bond Proceeds	\$ -	\$ -	\$ -	\$ 30,000
83-370-6001	Interest Income	-	-	-	-
<b>Total Revenues</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,000</u>
<b>Expenditures*</b>					
83-4310-7500-9500	General Equipment	\$ -	\$ -	\$ -	\$ 30,000
<b>Total Expenditures</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,000</u>
<b>Ending Fund Balance</b>					
83-300-0001	Fund Balance	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>





# Appendix

*The City Built for Family Living*

# Copperas Cove, Texas

## APPENDICES

**A. Copperas Cove at a Glance:** The Copperas Cove at a Glance appendix provides the reader with a brief synopsis of the make-up of the city and its municipal government.

**B. City of Copperas Cove Personnel Schedule, Employee Position Listing and Pay Scale by Department, and Schedule of Incentives:** This appendix provides a detailed schedule of authorized positions, a detailed position listing and pay plan for fiscal year 2008-09 and listing of incentives.

**C. Fee Schedule:** This Schedule provides a list of various revenues that the city collects. The City Council adopts the fee schedule annually during the budget process.

**D. City of Copperas Cove Water & Sewer Rates:** This section provides a detailed presentation of the City of Copperas Cove's Water and Sewer rates as they appear in the City of Copperas Cove's Code of Ordinances.

**E. Acronyms:** This schedule provides definitions of acronyms frequently used in the course of Municipal government operations.

**F. Glossary:** The glossary provides a listing of terminology pertaining to governmental fund accounting and municipal government.



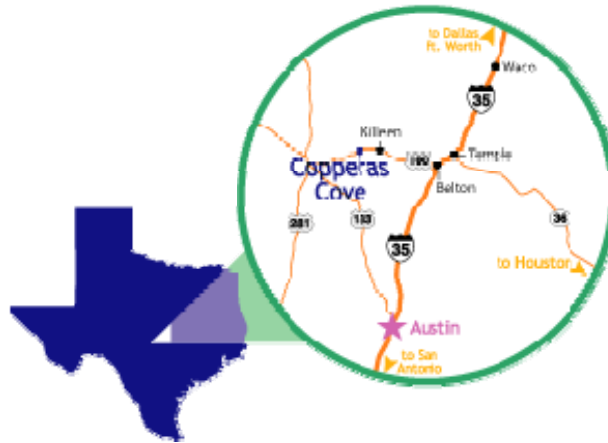
# **APPENDIX A**

## Copperas Cove at a Glance



## COPPERAS COVE PROFILE

Copperas Cove is nestled in the gently rolling hills of Central Texas, with many of the advantages of larger cosmopolitan areas without losing the neighborly spirit that smaller cities have to offer. It has a rich history, beginning with settlement in the 1840's, soon after Texas declared its independence. In the late 1800's, people came to Copperas Cove for the prime cattle grazing land and the use of the Santa Fe Railroad. The natural basin formed by the five surrounding hills provided a gathering place for their cattle. In the early 1900's people settled here for commerce and business activity in the area. Its citizens are excited about its bright future and proud of the community's dedication to a better tomorrow.



## CITY AND AREA DEMOGRAPHICS

### LOCATION

Copperas Cove is located 25 miles west of IH-35 on U.S. Hwy 190, 65 miles north of Austin. This Central Texas city lies between Dallas and San Antonio. Within a 35-mile radius, Copperas Cove has a market of approximately 250,000 people and is adjacent to the largest mechanized military installation in the free world - Fort Hood.

### CLIMATE

The climate of Copperas Cove produces very warm to hot summers and mild winters. The average low temperature in January is 34 degrees with August boasting an average high of 97 degrees. The annual average temperature is pleasant 69.7 degrees.

On the average, Copperas Cove has an annual rainfall of 35 inches and .9 inches of snow.

Monthly Average **High** Temperature

January	57 degrees
July	97 degrees

Monthly Average **Low** Temperature

January	37 degrees
July	75 degrees

## POPULATION

2007 Total Population 29,988  
 Males 49.3%  
 Females 50.7%

### POPULATION BY AGE DISTRIBUTION

Age	Total	Percent
0-4	2,969	9.9%
5-9	2,459	8.2%
10-14	2,189	7.3%
15-19	2,099	7.0%
20-24	2,549	8.5%
25-34	5,608	18.7%
35-44	4,018	13.4%
45-54	3,629	12.1%
55-64	2,339	7.8%
65-74	1,349	4.5%
75-84	600	2.0%
85+	180	0.6%
<b>Total</b>	<b>29,988</b>	<b>100.0%</b>

### ETHNIC CHARACTERISTICS

Ethnicity	Percent
White Alone	64.6%
Black Alone	19.0%
Hispanic	14.4%
Some other races	2.0%
<b>Total</b>	<b>100.0%</b>

## CRIME RATES:

Calendar Year 2007 Crime Rate per 100,000:

**Copperas Cove: 4,211.3**

Killeen: 6,233.9

Temple: 5,779.4

State: 4,631.1

## PUBLIC SAFETY

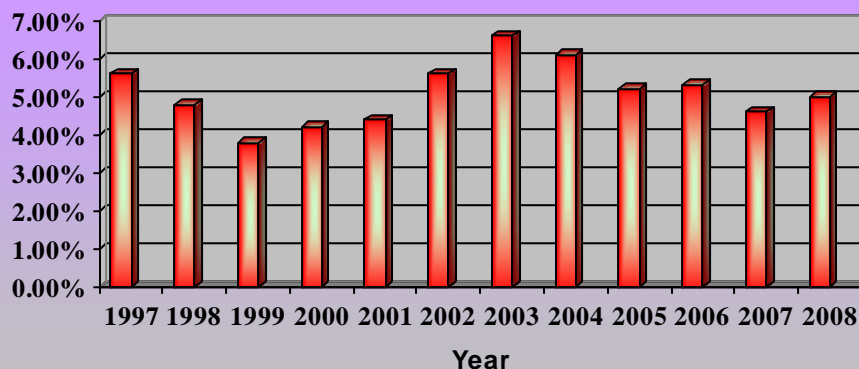
### Police Protection:

Number of stations: 1  
 Number of sworn officers: 56  
 Officers per 1,000 Population: 1.87

### Fire Protection:

Fire officers per 1,000 Population: 1.73  
 Number of stations: 3  
 Number of hydrants (approx.): 1,050  
 Number of volunteer firefighters: 9  
 Number of paid firefighters: 52

## UNEMPLOYMENT RATE



## LABOR FORCE

	Copperas Cove	Coryell County	Killeen-Temple MSA
Total Labor Force	13,322	25,244	155,920
Total Employment	12,621	23,644	147,212
Unemployment Rate	5.3%	6.3%	5.6%

## EMPLOYERS

Employer	Product	Employees
Fort Hood	Military Soldiers	53,416
	Civilian (Federal & Contract)	17,098
Central Texas College	Community College	1,798
Copperas Cove ISD	School Administration	1,300
GC Services	Credit collection agency	1,200
Metroplex Hospital	Medical	1,000
Wal-Mart Supercenter	Department Store	400
City of Copperas Cove	City Government	307
H.E.B. Grocery Store	Grocers - Retail	145
WindCrest Nursing Center	Nursing Home	101
Tarleton - Central Texas	Senior College	90
Hill Country Rehab. & Nursing Ctr.	Nursing Home	80

## EDUCATIONAL FACILITIES

### School District:



Copperas Cove Independent School District has a reputation for excellence, offering a strong core curriculum enriched by the creative instruction of talented and skilled teachers. Our education program, "CHARACTER COUNTS!" is integrated throughout our schools, businesses, and government. The six pillars are trustworthiness, respect, responsibility, fairness, caring and citizenship. As a community, we believe that these qualities need to be modeled for our students continually by everyone and be integrated into everything we do. Copperas Cove ISD serves over 7,800 students. CCISD serves the students of Copperas Cove and many transfer students from the Central Texas area. Currently, there are 12 campuses in the district. The Copperas Cove Independent School District includes one high school, two junior high schools, eight elementary schools and one alternative learning center. A high percentage of Cove's graduates go on to college or other forms of post-secondary education. CCHS will launch a new high school redesign effort providing specific Institutes of Study for students looking for field related courses correlated with future employment opportunities. For more information, visit: [www.ccisd.com](http://www.ccisd.com)

### College:

Central Texas College is a two-year institution offering associate degrees in academic and pre-professional subject areas. Educational programs are offered to accommodate the needs of full-time, as well as part-time students. Short courses and continuing educational programs for adults are among the many programs offered by Central Texas College. The college also provides vocational-technical training to prepare students for the work force. For more information, visit: [www.thehighschoolgraduate.com/profiles/CentralTexasColl/index.htm](http://www.thehighschoolgraduate.com/profiles/CentralTexasColl/index.htm).





**University:**

Tarleton State University-Central Texas in Killeen is a unique university, offering upper-level undergraduate and graduate courses toward bachelor's and master's degrees. The University currently serves nearly 2,000 students and provides a wide range of flexible course schedules. Classes are offered at several convenient sites, including area community colleges, high schools and Fort Hood, in order to accommodate both full- and part-time students and serve the entire Central Texas area.

Legislation has lowered the number of full-time students required in order for Tarleton-Central Texas to become a stand-alone institution. Once the 1,000 full-time student threshold is attained, the Texas A&M University System may take the steps necessary to establish Texas A&M University-Central Texas as an independent member of the System.

For more information, visit: [www.Tarleton.edu/CentralTexas](http://www.Tarleton.edu/CentralTexas).

**TRANSPORTATION**

**Highways:** Copperas Cove, located 25 miles to the west of the I-35 corridor, is located on U.S. Highway 190, which is part of the recommended route of the "Port to the Plains Highway", connecting ports of the Gulf of Mexico to the Plains of West Texas. Excellent roadway systems in each direction make Copperas Cove easily accessible.

**Rail:** Copperas Cove is located on the main line of the Burlington Northern Santa Fe Transportation System. Daily services for carload shipment are available to Los Angeles to the west, Houston to the south and Chicago to the north. Area facilities include docks for cargo loading service in nearby Killeen.

**Air:** The community is served by three commuter airlines located at the Killeen-Fort Hood Regional Airport. These commuter airlines include, ASA/Delta, American Eagle, and Continental Express with daily flights to Atlanta, Dallas/Fort Worth and Houston. The airport offers a state-of-the-art airline terminal building and a 10,000 foot runway with two instrument landing systems. Flights to all major cities in Texas and the nation are offered. Another major commercial airport is in Austin, 65 miles south.

**Common Carriers:** Copperas Cove is served by 6 interstate carriers and 8 intrastate carriers, as well as overnight courier service. Arrow Trailways and Kerrville Busline service the area. In 2000, an inter city bus service was established by the Hill Country Transit District which provides local bus service between Copperas Cove, Fort Hood, Killeen and Harker Heights.

**LODGING**

Copperas Cove has 5 motels including Best Western, Relax Inn, Howard Johnson Inn, Budget Inn, and the Cactus Motel, with a total of 220 rooms. Comfort Suites and Days Inns are newly built with the rooms' numbering 70 and 62, respectively. Also, within a 12-mile radius you will find a Ramada Inn, Luxury Inn, Park Inn, LaQuinta, Holiday Inn, EconoLodge and Plaza Hotel.

**CHURCHES**

There are 41 churches of numerous faiths and religious activity.

**UTILITIES**

**Electricity** (TXU Electric Delivery)

**Gas** (TXU Gas Atmos)

**Local Telephone Service** (Embarq-CenTel Texas)

**Long Distance Service** (AT&T, Sprint, MCI and others)

**Water** (City of Copperas Cove)

Source of City Water:	Belton Lake	
Capacity of Water Plant:	100,000,000	gallons per day
Average Consumption:	3,420,000	gallons per day
Peak Consumption:	7,000,000	gallons per day
Storage Capacity:	7,166,000	gallons

**Sewer** (City of Copperas Cove)

Type of Treatment:	Extended Aeration	
Capacity:	9,000,000	GPD
Current Usage:	3,100,000	GPD

## BUSINESS AND INDUSTRIAL PARK



The City of Copperas Cove has a 92-acre business and industrial park located on prime land on the east end of the City. The park offers easy access to U.S. Hwy 190; a limited access highway which connects to I-35. The park is an excellent location for businesses that decide to locate in Copperas Cove to take advantage of the many benefits offered.

In addition to the business and industrial park, Copperas Cove has several existing buildings that can be adapted to most manufacturing, industrial, and back office operational uses.

**Economic Development:** Copperas Cove has passed the local option to provide a ½ cent sales tax for economic development. The monies generated by the tax are used to assist businesses in starting and expanding, and in the promotion of the City as a location for business and industry.

## COMMUNITY AND RECREATION FACILITIES

An 88-acre park is located approximately one mile from downtown Copperas Cove that includes eight recreation fields, playgrounds, picnic areas and a swimming pool featuring a water slide and zero depth entry children's area. South Park was completed in 1997 and consists of two soccer practice fields, a swimming pool with bath house, and Playground equipment. In 2004 the hiking trail was completed at South Park and a restroom facility was added to the Park. Other neighborhood parks consist of Kate Street Park, Highland Park, Heritage Park and High Chaparrel Park. During the 1997-98 fiscal year, the City added the 218 acre Ogletree Gap Preserve to its park and recreation facilities.



This park area was purchased in an effort to maintain the natural habitat of the Ogletree Gap Valley. Located in this valley is the first post office that existed in the City of Copperas Cove and was operated by Marsden Ogletree in the mid-1800's. The City also added both the Allin House and the Turkey Creek Activity Center (A.K.A. Copper Club), tennis courts and swimming pools to the City's park and recreation

facilities. The Allin House has historical significance to Copperas Cove in that it was the residence of the City's first Mayor, Mayor Jouett Allin. The City also maintains a 10,000 square foot Civic Center which is utilized by citizens and other organizations for major events, dances, training classes and school related activities.

The City continues to operate and maintain a municipal cemetery.

Copperas Cove also has a very challenging 18-hole Municipal Golf Course featuring a renovated club house with a food and beverage operation, renovated driving range and other amenities.

### **Annual Events include:**



**Polar Bear Swim** – The annual Polar Bear Swim will be held on Saturday, January 31, 2009. The event will take place at the City Park Pool. All participants that register and dare to take the plunge will receive a 2009 "Polar Bear Swim" sweat shirt. Free hot chocolate will be served and all children must be accompanied by an adult. Registration fee is \$15.00.



**Fishing in the Park** – The annual Fishing in the Park event will take place on Saturday, February 14, 2009 at the Duck Pond in the City Park. This event is free for all registrants but if you register in advance you will be able to pre-order your own "Fishing in the Park" long sleeve t-shirt for \$10.00. A limited amount of shirts will be available for sale during the event. Although this event is open for all ages to participate, prizes will only be awarded to children 12 years old and under.



**Birthday Celebration** – The City's Birthday celebration will be on March 21, 2009. This all day event will take place in downtown Copperas Cove. The City will be celebrating 130 years



**Easter Egg Hunt** – The annual Easter Egg Hunt and Picnic will be held on Saturday, April 11, 2009. This has been a wonderful family tradition enjoyed by generations of family and friends. This event is free to the public.



**Bike Central Texas** – Copperas Cove is known as "Bike Central Texas" because of our many scenic routes and our bike friendly community. The year begins with Texas Bicycles Inc. January 17th, State Championship Bike Race scheduled for June 20<sup>th</sup>. Cove Classic Tour is scheduled for August 15th. Four routes provide both a challenging ride and scenic beauty for riders of all ages and fitness levels. You don't have to wait for a race to ride the scenic routes. Maps are available at the Chamber of Commerce or on line at [www.copperascove.com](http://www.copperascove.com).

**Rabbit Fest** – Rabbit Fest is a 4-day arts and crafts festival that draws over 100,000 attendees annually in May. Rabbit Fest 2009 will be the third weekend of May (May 14<sup>th</sup> - 17<sup>th</sup>) at the Copperas Cove City Park. On May 14<sup>th</sup> we will kick off the Rabbit Fest with the Carnival's opening night where you can take advantage of special rates. The army's 1st Cavalry horse detachment will be there performing its rousing, traditional mounted charge



on May 16th. This 4 day festival features a top-quality carnival, dozens of food booths, a kiddie land, a petting zoo, a car show, Wild West shows, and arts and crafts vendors. There is also live entertainment throughout the fest on an open-air stage.

**Rabbit Fest Softball Tournament** – The annual adult softball tournament is scheduled to take place during the festival. Please call the Parks and Recreation office for more details.



**Run Central Texas** – Many of the same routes are used for the runs and walks hosted by the Chamber of Commerce. Annual events draw participants to the Tough Cookie scheduled for March 15th, Jack Rabbit Run 4 Hope held on May 9th and the Gallop or Trot held on September 26th. These run / walk events attract various running groups in all ages and skill levels. For more information and route maps, contact the Chamber of Commerce or online at [www.copperascove.com](http://www.copperascove.com).

**City Wide Garage Sale** - The City Wide Garage Sale is held on the first Saturday in June. Something for everyone! Come out and enjoy over 50 garage sale vendors in one place.



**Fourth of July Parade** - An annual event winding through downtown Copperas Cove to celebrate the anniversary of our nation's independence.

**Punt, Pass and Kick Contest** - The NFL "Punt Pass and Kick" contest will take place soon after the school year begins. The age divisions range from 8 to 15 years of age. All the participants compete in punting, passing and kicking and the champions will have the chance to move on to regional and then to national competitions. The final competition will be held during the half time of an actual NFL football game. This competition is a free activity. Please call the Parks and Recreation office for more details.



**Freedom Walk** - The one-mile walk is intended to honor those who dedicate their lives, and have given their lives, to keep our nation free. The following groups of people will be honored: those whose lives were lost on Sept. 11, 2001, all veterans, both past and present, and "First Responders," which include the police and fire rescue officers.



**Downtown Halloween** - Copperas Cove residents have two large-scale Halloween events to select: A haunted hayride through the woods; or a one-stop shop for trick-or-treating and games. On the **Spooktacular Trail** at Ogletree Gap Park, patrons will go on a 25-minute excursion through a wooded area, where they will encounter one spine-chilling scene after another. At the Safe Halloween Celebration in



Copperas Cove, children may stroll around downtown, trick-or-treating at the participating businesses in a designated four-block area. There will also be games, such as bowling, hitting a golf ball and a fishpond.



Additionally, the Safe Halloween Celebration will feature a costume contest for adults and children of all ages.



**Ogletree Gap Folklife Festival** - The third weekend in October comes to life with the Folklife Festival. Centered on local pioneer life, demonstrations include horseshoeing, spinning, weaving, candle-making, jerky-making, hoecake-making and meat-corning. The highlight of the festival is a Civil War re-enactment by Alpha Company.



**Veteran's Day Parade** - An annual event winding through downtown Copperas Cove to honor our veterans.

**Children's Christmas Parade** - Scheduled for December 5, 2009. This year will be the 4th annual lighted parade. The parade begins at 6pm. The route will begin at the back parking lot of the High School and end in the Cove Terrace Shopping Center parking lot. All local schools, marching groups, performers, civic organizations and businesses are encouraged to participate.



**C.H.A.M.P.S. Heart of Texas Bowl game** - Scheduled for the first weekend in December 2009. Kick off is scheduled for 2pm. One of five national NJCAA (National Junior College Athletic Association) Bowl games. Two of the top Junior College football teams in the Southwest Conference compete for the H.O.T. Bowl trophy. Proceeds support the C.H.A.M.P.S. (Communities Helping Americans Mature, Progress and Succeed) program in Copperas Cove.

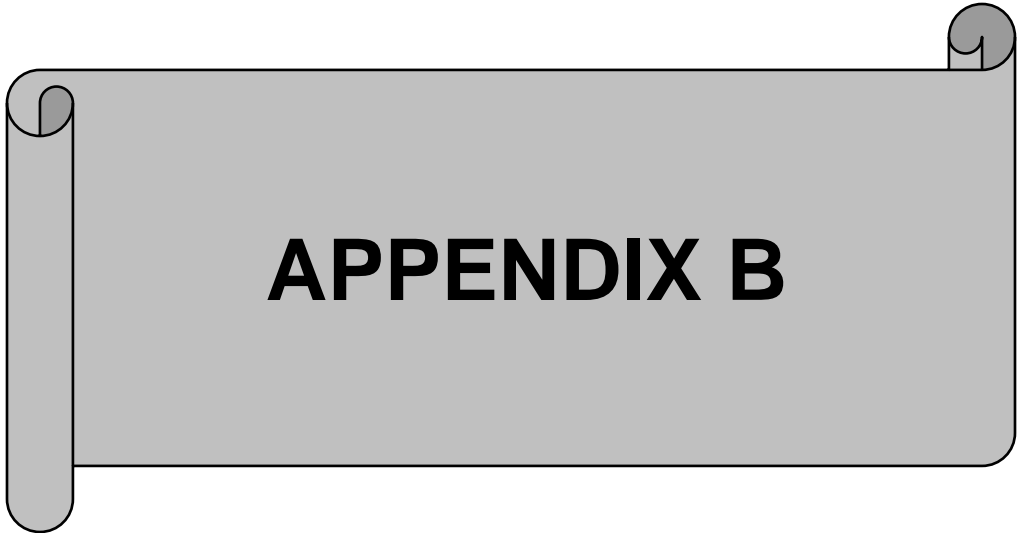


**Christmas Tree Lightning Ceremony** - Anticipated to be held in early December 2009 at the Public Library. The City Parks & Recreation and Facility Maintenance assist Human Resources decorating of the tree. This event is open to the public and kicks-off the Christmas season for the City of Copperas Cove.



**KristKindl Markt** - The first weekend in December comes to life in downtown Copperas Cove with the charm of a German Christmas. A parade, food, arts and crafts and entertainment highlight the weekend festivities. Saturday is highlighted by the annual Chamber of Commerce Children's Christmas Parade, marking an official appearance of Santa Claus in the Copperas Cove area.





City of Copperas Cove Personnel  
Schedule, Employee Position and Pay Scale  
by Department & Schedule of Incentives

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2005-06</b>	<b>ACTUAL FY 2006-07</b>	<b>ACTUAL FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
<b>GENERAL FUND</b>				
City Manager	2	2	2	3
City Secretary / Elections	2	2	2	2
City Attorney (Contract Labor)	1	1	1	1
Finance	6	5	6	7
Grants Administration	1	1	0	0
Human Resources	2	2	2	3.5
Information Systems	2	2	3	3
Municipal Court	7	8	8	7.5
City Judge (Contract Labor)	1	1	1	1
Associate City Judge (Contract Labor)	1	1	1	1
Police	69	71	71	73
Public Affairs Office	0	0	1	1
Animal Control	4	4	4	5
Fire / EMS	46	52	52	52
Emergency Management	0	1	1	1
Engineering	4.5	1	2	2
Building and Development	5	5.5	5.5	4
Streets	7	7	7	7.5
Parks & Recreation	14	14	14	16
Fleet Services	5	5	5	5
Facility Maintenance	5	5	5	2
Public Works	0.5	0.5	0.5	0
Planning	1	3	3	3
Library	9.5	10	10	10
Code and Health	2.5	3.5	3.5	4
<b>TOTAL GENERAL FUND EMPLOYEES</b>	<b>198</b>	<b>207.5</b>	<b>210.5</b>	<b>214.5</b>
<b>WATER &amp; SEWER FUND</b>				
Public Works	2	2	2	2.25
Utility Administration	11	10	10	11
Water Distribution	9	9	9	11
Sewer Collection	7	7	7	9
Wastewater Treatment	11	11	11	11
Composting	2	3	3	3
<b>TOTAL WATER &amp; SEWER EMPLOYEES</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>47.25</b>
<b>RECREATION ACTIVITIES FUND</b>				
Recreation Activities	1	2	2	2
<b>TOTAL YOUTH ACTIVITIES FUND EMPLOYEES</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CEMETERY FUND</b>				
Cemetery	1	1	1	1
<b>TOTAL CEMETERY FUND EMPLOYEES</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>SOLID WASTE FUND</b>				
Solid Waste Collection - Admin.	4	4	4	4.25
Solid Waste Collection - Residential	4	4	4	4
Solid Waste Collection - Recycling	2	2	2	2

**CITY OF COPPERAS COVE, TEXAS**

**PERSONNEL SCHEDULE**

	<b>ACTUAL FY 2005-06</b>	<b>ACTUAL FY 2006-07</b>	<b>ACTUAL FY 2007-08</b>	<b>ADOPTED FY 2008-09</b>
Solid Waste Collection - Brush	2	2	2	2
Solid Waste Collection - Commercial	4	4	4	4
Solid Waste Disposal	4	4	4.5	5
<b>TOTAL SOLID WASTE FUND EMPLOYEES</b>	<u>20</u>	<u>20</u>	<u>20.5</u>	<u>21.25</u>
<b>DRAINAGE UTILITY FUND</b>				
Drainage Utility	4.5	6.5	6.5	6.5
<b>TOTAL DRAINAGE UTILITY FUND EMPLOYEES</b>	<u>4.5</u>	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>
<b>GOLF COURSE FUND</b>				
Golf Course Operations	6	6	4	5.5
Golf Course Consessions	2	2	2	2.5
Golf Course Maintenance	7	7	7.5	6.5
<b>TOTAL GOLF COURSE FUND EMPLOYEES</b>	<u>15</u>	<u>15</u>	<u>13.5</u>	<u>14.5</u>
<b>TOTAL ALL FUNDS</b>	<u><u>281.5</u></u>	<u><u>294</u></u>	<u><u>296</u></u>	<u><u>307</u></u>

(1) Court Bailiff funded by the Municipal Court Security Fund; 1/2 of a full-time police officer is funded in FY 2008-09.



**City of Copperas Cove 2008/2009**  
**Position Listing and Salary Ranges by Department**

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	22	1	City Manager	Secretary to the City Manager	\$ 13.43	\$ 19.78
01	44 20	1	City Manager	Emergency Management Coordinator	\$ 20.38	\$ 30.02
01	42 50	1	City Manager	Public Affairs/Volunteer Coordinator	\$ 21.08	\$ 31.05
01	22	1	City Manager	Management Analyst/Risk Manager	\$ 21.50	\$ 31.67
01	22	1	City Manager	City Manager	Unclassified	Unclassified
01	23	1	City Secretary	Deputy City Secretary	\$ 13.88	\$ 20.45
01	23	1	City Secretary	City Secretary	Unclassified	Unclassified
01	31	2	Finance	Accounting Technician	\$ 12.88	\$ 18.97
01	31	1	Finance	Project Accountant	\$ 22.25	\$ 32.77
01	31	1	Finance	Budget Analyst	\$ 22.25	\$ 32.77
01	31	1	Finance	Purchasing Officer	\$ 24.06	\$ 35.44
01	31	1	Finance	Assistant Director of Financial Services	\$ 24.06	\$ 35.44
01	31	1	Finance	Director of Financial Services	Unclassified	Unclassified
01	34	1.5	Human Resources	Receptionist	\$ 9.40	\$ 13.85
01	34	1	Human Resources	Human Resources Coordinator	\$ 13.04	\$ 19.21
01	34	1	Human Resources	Director of Human Resources	Unclassified	Unclassified
01	35	1	Information Systems	Information Systems Specialist I	\$ 13.73	\$ 20.22
01	35	1	Information Systems	Information Systems Specialist II	\$ 21.57	\$ 31.77
01	35	1	Information Systems	Director of Information Systems	Unclassified	Unclassified
01	41	5	Municipal Court	Court Clerk	\$ 10.68	\$ 15.73
01	41	1	Municipal Court	Assistant Supervisor of Municipal Court	\$ 12.69	\$ 18.69
01	41	1	Municipal Court	Supervisor - Court	\$ 20.40	\$ 30.05
01	42	0.5	Police	Custodian	\$ 8.88	\$ 13.08
01	42	2	Police	Senior Records Clerk	\$ 10.68	\$ 15.73
01	42	1	Police	Administrative Assistant	\$ 11.71	\$ 17.25
01	42	1	Police	Administrative Assistant Training and Evidence	\$ 11.71	\$ 17.25
01	42	12	Police	Police Communications/Operator	\$ 11.73	\$ 17.28
01	42		Police	Patrol Officer - Non Certified in Academy	\$ 12.76	-
01	42	1	Police	Executive Secretary	\$ 13.43	\$ 19.78
01	42		Police	Patrol Officer - Certified in FTP	\$ 14.25	-
01	42	38	Police	Patrol Officer - Certified	\$ 17.51	\$ 25.79
01	42	5	Police	Police Corporal	\$ 21.50	\$ 31.67
01	42	8	Police	Police Sergeant	\$ 23.26	\$ 34.26
01	42	3	Police	Police Lieutenant	\$ 26.37	\$ 38.84
01	42	1	Police	Police Deputy Chief	\$ 29.78	\$ 43.87
01	42	1	Police	Chief of Police	Unclassified	Unclassified
01	43	1	Animal Control	Clerk	\$ 9.46	\$ 13.93
01	43	3	Animal Control	Animal Control Officer	\$ 10.50	\$ 15.47
01	43	1	Animal Control	Supervisor - Animal Control	\$ 15.30	\$ 22.54
01	44	33	Fire	Firefighter (2904 hour work year)	\$ 11.46	\$ 16.88
01	44	1	Fire	Administrative Assistant	\$ 11.71	\$ 17.25
01	44	0.5	Fire	Administrative Assistant/Support Services	\$ 11.71	\$ 17.25
01	44	6	Fire	Fire Lieutenant (2904 hour work year)	\$ 13.69	\$ 20.17
01	44	3	Fire	Fire Captain (2904 hour work year)	\$ 14.94	\$ 22.01
01	44	1	Fire	Support Services Officer	\$ 16.00	\$ 23.57
01	44	3	Fire	Fire Battalion Chief (2904 hour work year)	\$ 17.81	\$ 26.23
01	44	1	Fire	Fire Inspector/Lieutenant	\$ 19.11	\$ 28.15
01	44	1	Fire	Fire Marshal	\$ 20.86	\$ 30.73
01	44	1	Fire	Training/EMS Chief	\$ 24.86	\$ 36.62
01	44	1	Fire	Deputy Fire Chief /Emergency Management	\$ 27.09	\$ 39.90
01	44	1	Fire	Fire Chief	Unclassified	Unclassified
01	51	1	Engineering	Public Improvements Inspector	\$ 20.00	\$ 29.46
01	51	1	Engineering	Projects Director/City Engineer	Unclassified	Unclassified
01	52	1	Building & Development Svcs	Administrative Assistant	\$ 11.71	\$ 17.25

**City of Copperas Cove 2008/2009  
Position Listing and Salary Ranges by Department**

Fund #	Dept #	No. EE's	Department Name	Position Title	Hourly Salary Minimum	Hourly Salary Maximum
01	52	1	Building & Development Svcs	Inspector	\$ 16.16	\$ 23.80
01	52	1	Building & Development Svcs	Inspector Senior	\$ 18.38	\$ 27.07
01	52	1	Building & Development Svcs	Chief Building Official	\$ 29.18	\$ 42.98
01	53	3	Street	Light Equipment Operator	\$ 10.22	\$ 15.05
01	53	2	Street	Heavy Equipment Operator	\$ 11.73	\$ 17.28
01	53	1	Street	Traffic Control Technician	\$ 11.73	\$ 17.28
01	53	1	Street	Lead Heavy Equipment Operator	\$ 14.28	\$ 21.03
01	53	0.5	Street	Assistant Director of Public Works	\$ 21.32	\$ 31.40
01	54	2	Parks & Recreation	Custodian	\$ 8.88	\$ 13.08
01	54	7	Parks & Recreation	Laborer	\$ 9.46	\$ 13.93
01	54	2	Parks & Recreation	Light Equipment Operator	\$ 10.22	\$ 15.05
01	54	1	Parks & Recreation	Recreation/Aquatics Specialist	\$ 12.12	\$ 17.85
01	54	1	Parks & Recreation	Recreation Coordinator	\$ 15.30	\$ 22.54
01	54	1	Parks & Recreation	Supervisor - Parks	\$ 15.30	\$ 22.54
01	54	1	Parks & Recreation	Recreation Superintendent	\$ 20.70	\$ 30.49
01	54	1	Parks & Recreation	Director of Community Services	Unclassified	Unclassified
04	54	2	Parks & Recreation	Recreation Specialist	\$ 12.12	\$ 17.85
06	54	1	Parks & Recreation	Light Equipment Operator	\$ 10.22	\$ 15.05
01	55	1	Fleet Services	Parts Technician	\$ 9.46	\$ 13.93
01	55	2	Fleet Services	Mechanic	\$ 13.44	\$ 19.80
01	55	1	Fleet Services	Lead Mechanic	\$ 15.39	\$ 22.67
01	55	1	Fleet Services	Supervisor - Fleet Services	\$ 19.44	\$ 28.64
01	57	2	Facility Maintenance	Facility Maintenance	\$ 12.36	\$ 18.21
01	61	1	Development Services	Administrative Assistant	\$ 11.71	\$ 17.25
01	61	1	Development Services	GIS Technician	\$ 18.87	\$ 27.80
01	61	1	Development Services	Director of Development Services	Unclassified	Unclassified
01	71	3	Library	Library Assistant I	\$ 9.78	\$ 14.41
01	71	0.5	Library	Library Assistant II	\$ 11.44	\$ 16.85
01	71	3	Library	Library Assistant III	\$ 13.05	\$ 19.22
01	71	0.5	Library	Outreach Specialist/Library Assistant	\$ 13.05	\$ 19.22
01	71	1	Library	Reference Assistant/Electronic Tech Coord	\$ 13.57	\$ 19.99
01	71	1	Library	Assistant Director Library/Reference	\$ 18.67	\$ 27.50
01	71	1	Library	Director Library	Unclassified	Unclassified
01	72	1	Code & Health Compliance	Administrative Assistant	\$ 11.71	\$ 17.25
01	72	2	Code & Health Compliance	Code Enforcement Officer	\$ 14.29	\$ 21.05
01	72	1	Code & Health Compliance	Health Inspector	\$ 14.29	\$ 21.05
09	74	2.5	Golf Course	Food & Beverage Worker	\$ 8.34	\$ 12.28
09	74	1.5	Golf Course	Golf Course Attendant	\$ 8.34	\$ 12.28
09	74	2.5	Golf Course	Clerk/Golf Shop Assistant	\$ 9.46	\$ 13.93
09	74	4.5	Golf Course	Laborer	\$ 9.46	\$ 13.93
09	74	1	Golf Course	Heavy Equipment Operator	\$ 11.73	\$ 17.28
09	74	0.5	Golf Course	Golf Course Mechanic	\$ 11.73	\$ 17.28
09	74	1	Golf Course	Pro Shop Supervisor	\$ 15.30	\$ 22.54
09	74	1	Golf Course	Golf Course General Manager	\$ 29.13	\$ 42.91
05	76	4	Drainage Utility	Laborer	\$ 9.46	\$ 13.93
05	76	1	Drainage Utility	Heavy Equipment Operator	\$ 11.73	\$ 17.28
05	76	1	Drainage Utility	Supervisor - Drainage	\$ 15.30	\$ 22.54
05	76	0.5	Drainage Utility	Assistant Director of Public Works	\$ 21.32	\$ 31.40
02	80	0.25	Public Works	Custodian	\$ 8.88	\$ 13.08
02	80	1	Public Works	Executive Secretary	\$ 13.43	\$ 19.78
02	80	1	Public Works	Public Works Director	Unclassified	Unclassified
02	81	4	Utility Administration	Customer Service Representative	\$ 9.98	\$ 14.70
02	81	2	Utility Administration	Service Technician	\$ 9.98	\$ 14.70
02	81	2	Utility Administration	Meter Reader	\$ 9.98	\$ 14.70
02	81	1	Utility Administration	Senior Customer Service Representative	\$ 11.00	\$ 16.20

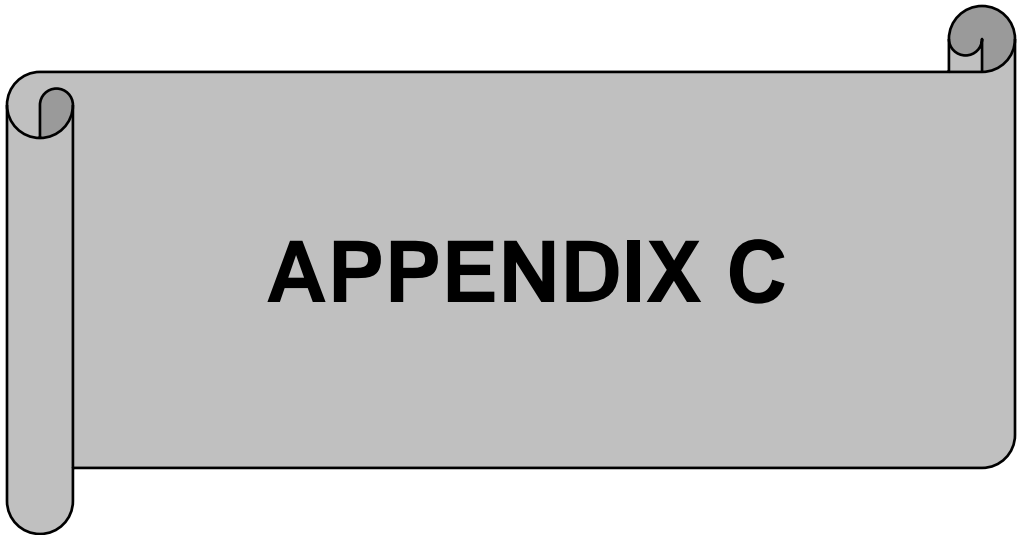
**City of Copperas Cove 2008/2009  
Position Listing and Salary Ranges by Department**

<b>Fund #</b>	<b>Dept #</b>	<b>No. EE's</b>	<b>Department Name</b>	<b>Position Title</b>	<b>Hourly Salary Minimum</b>	<b>Hourly Salary Maximum</b>
02	81	1	Utility Administration	Billing Technician	\$ 12.03	\$ 17.72
02	81	1	Utility Administration	Supervisor - Utilities	\$ 19.99	\$ 29.45
02	82	1	Water Distribution	Operator II / Heavy Equipment Operator	\$ 12.10	\$ 17.82
02	82	7	Water Distribution	Operator II Water Distribution	\$ 12.10	\$ 17.82
02	82	1	Water Distribution	Supervisor Installation	\$ 15.30	\$ 22.54
02	82	1	Water Distribution	Supervisor Pump Maintenance	\$ 15.30	\$ 22.54
02	82	1	Water Distribution	Superintendent Water Distribution	\$ 19.90	\$ 29.31
02	83	7	Sewer Collection	Operator II Sewer Collection	\$ 12.10	\$ 17.82
02	83	1	Sewer Collection	Assistant Supervisor/Operator III Sewer Collection	\$ 15.30	\$ 22.54
02	83	1	Sewer Collection	Superintendent - Sewer Collection	\$ 19.90	\$ 29.31
02	84	6	Wastewater Treatment	Operator II Wastewater	\$ 12.10	\$ 17.82
02	84	1	Wastewater Treatment	Laboratory Technician Wastewater	\$ 13.59	\$ 20.02
02	84	3	Wastewater Treatment	Chief Plant Operator Wastewater	\$ 17.62	\$ 25.95
02	84	1	Wastewater Treatment	Laboratory Technician - Senior Wastewater	\$ 17.62	\$ 25.95
02-01	84	2	Composting	Heavy Equipment Operator	\$ 11.73	\$ 17.28
02-01	84	1	Composting	Supervisor Composting	\$ 15.30	\$ 22.54
03	90	0.25	Solid Waste Collection	Custodian	\$ 8.88	\$ 13.08
03	90	1	Solid Waste Collection	Administrative Assistant	\$ 11.71	\$ 17.25
03	90	1	Solid Waste Collection	Supervisor Solid Waste - Operations	\$ 15.30	\$ 22.54
03	90	1	Solid Waste Collection	Supervisor Solid Waste - Recycling/Admin	\$ 15.30	\$ 22.54
03	90	1	Solid Waste Collection	Solid Waste Superintendent	\$ 21.77	\$ 32.07
03	91	11	Solid Waste Collection	Driver	\$ 11.73	\$ 17.28
03	91	1	Solid Waste Collection	Mechanic/Assistant Supervisor Operations	\$ 14.30	\$ 21.06
03	92	0.5	Solid Waste Collection	Laborer	\$ 9.46	\$ 13.93
03	92	0.5	Solid Waste Collection	Clerk/Dispatcher	\$ 9.46	\$ 13.93
03	92	1	Solid Waste Disposal	Scale Operator	\$ 9.46	\$ 13.93
03	92	3	Solid Waste Disposal	Heavy Equipment Operator	\$ 11.73	\$ 17.28

**CITY OF COPPERAS COVE, TEXAS  
INCENTIVE/REIMBURSEMENT PAY  
FY 2008-09**

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<b>FIRE/EMS-Certified or Licensed</b>	<b>Monthly</b>
Paramedic	
Assigned	\$500
Non-Assigned	\$350
Intermediate Certification	\$ 40
Advanced Certification	\$ 75
Master Certification	\$100
Paramedic assigned to an ambulance unit and works the entire shift (no partial credit) (Chief excluded from Incentives)	\$ 25/Shift
<b>POLICE</b>	
Shift Differential	
2 <sup>nd</sup> Shift	\$ 35
3 <sup>rd</sup> Shift	\$ 45
Master Certification	\$100
Advanced Certification	\$ 75
Intermediate Certification	\$ 40
Instructor Certificate	\$ 15
Motorcycle Unit	\$ 50
Special Response Team (Chief excluded from Incentives)	\$ 50
<b>ANIMAL CONTROL</b>	
Advanced Certification	\$ 40
<b>WATER DISTRIBUTION</b>	
Backflow Prevention Assembly Tester License	\$ 25



# APPENDIX C

## Fee Schedule

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

*Ordinance 2008-34 (Exhibit 1)*

	<b>Fee</b>
<b>POLICE DEPARTMENT</b>	
Wrecker Surcharge Fee - Per Call (Charged only if Notification Letter Sent by City)	\$10.00
Alarm-excessive false alarm fee	\$50.00
Bicycle Registration	\$2.00
Criminal History Letters	\$6.00
Photographs	\$3.00
Fingerprints (per card)	\$5.50
INS Fingerprinting	\$20.00
Offense Reports:	
- In Person (per page)	\$0.10
- Mail (per page)	Postage + .10
Fax:	
- Local (per page)	\$0.10
- Long Distance/Same Area Code (per page)	\$0.50
- Long Distance/Other Area Code (per page)	\$1.00
Accident Reports (per report)	\$5.00
Certification of Accident Report	\$2.00
Escort Fees for movers	\$25.00

**ANIMAL CONTROL**

Surrender Fees:	
- Resident	\$5.00
- Non-Resident	\$10.00
Adoption Fees:	
- Dogs	\$15.00
- Cats	\$15.00
City Licenses:	
- Dogs	\$3.00
- Cats	\$3.00
Impound Fees:	
- Reclaimed First Day	\$20.00
- Additional Days (per day)	\$3.00
- If the animal was tranquilized (adding to the impound fee)	\$10.00
- Daily Boarding Fee (after owner notification)	\$5.00
- Quarantine Fee (per day)	\$10.00
Exotic Wildlife Permit	\$25.00
Animal Vendor Fee	\$70.00
Vicious/Dangerous Animal Registration	\$150.00
Euthanasia:	
- Resident	\$15.00
- Non-Resident	\$25.00
Duplicate License Tag	\$2.00
Disposal of Farm Animals (varies depending on weight and use of heavy equipment):	
Animal Control Standard Fee	\$25.00
Plus (if necessary) utilizing a front loader	\$75.00/hr
Plus disposal fee	\$0.0235/pound
Microchip Fee (Cats & Dogs)	\$10.25
Deer Feeding Violation (Ord 2007-03) - 1st Offense	\$50.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Deer Feeding Violation (Ord 2007-03) - 2nd Offense	\$100.00
Deer Feeding Violation (Ord 2007-03) - 3rd Offense & Beyond	\$150.00

**FIRE DEPARTMENT**

Annual License Fee - Private Ambulance Service	\$2,200.00
Non-Emergency Service Call (per half hour)	\$25.00
Witness Fees (per half hour)	\$25.00
Stand-by-Time (per hour)	\$75.00
Ambulance Rates (EMS):	
- Base BLS Inside City Limits	\$650.00+mileage
- Base ALS 1 Inside City Limits	\$750.00+mileage
- Base ALS 2 Inside City Limits	\$850.00+mileage
Rural Call Charge (BLS & ALS)	\$800.00+mileage
<i>(does not apply if rural area is covered by separate contract)</i>	
Ambulance Rates (EMS):	
- Mileage Charge from Station to Delivery Point	
(per mile or fraction thereof)	\$15.00
No Transport: City (if requested by patient or family)	\$175.00
No Transport: County (if requested by patient or family)	\$600.00
<i>(does not apply if rural area is covered by separate contract)</i>	

**Fire Response Related Services:**

Engine w/2 personnel	\$500/hr
Ladder w/2 personnel	\$600/hr
Brush truck w/2 personnel	\$400/hr
Support Truck	\$200/hr
Foam	\$45/gal
Absorbent	\$18/bag
Extrication tools	\$300.00
Investigator	\$175.00

**Fixed Piping Systems Permit**

\$100.00

*(Commercial kitchen hoods, ducts, etc)*

Permit covers the following:

- plans review
- necessary meetings w/engineers, builders, contractors
- witness testing
- final inspection/approval

**Fire Alarm Systems Permit**

Permit covers the following:

- plans review
- necessary meetings w/engineers, builders, contractors
- witness functional testing
- final inspection/approval

-200 or fewer initiating/signaling devices	\$125.00
-More than 200 devices	100.00 + .50/device
-Maximum permit fee	\$1,000.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
<b>Fire Protection Systems Permit</b>	\$100.00
Permit covers the following:	
- plans review	
- necessary meetings w/engineers, builders, contractors	
- witness of hydrostatic testing (below & above ground)	
- witness functional testing	
- final inspection/approval	
<b>Above &amp; Below Ground Fuel Storage Tank Installation</b>	\$100.00
Permit covers the following:	
- plans review	
- necessary meetings w/engineers, builders, contractors	
- witness tank installation	
- witness tank & piping testing	
- final inspection/approval	
<b>Above &amp; Below Ground Fuel Storage Tank Removal</b>	\$35.00
<i>(No plans required)</i>	
Permit covers the following:	
- witness tank removal to insure no contamination	
<b>Fireworks Display (Public Display)</b>	\$250.00
Permit covers the following:	
- plans review & site approval	
- site inspection during setup	
- supervision of display & Engine Company stand-by	
<b>Day Care Inspection (No plans required unless new facility)</b>	
- Home based day care	\$35.00
- Commercial day care	\$50.00
<b>Nursing Home/Assisted Living Facility Inspection</b>	
<i>(No plans required unless new facility)</i>	
- Less than 50 residence	\$75.00
- More than 50 residence	\$150.00
<b>Foster Home/Group Home Inspection (No plan required)</b>	\$35.00
<b>Adoptive Home Inspection (No plan required)</b>	No Charge
<b>Private School/Instructional Facility</b>	\$50.00
<i>(No plan required unless new facility)</i>	
Re-inspection Fee	\$35.00
<i>(charged only when the business has failed both the initial inspection and one re-inspection)</i>	
<b>Burn Permit</b>	\$35.00



**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

***Ordinance 2008-34 (Exhibit 1)***

	<b>Fee</b>
<b>ENGINEERING</b>	
Standard Construction Specifications	\$10.00
Drainage Master Plan	\$35.00
Plat/Map Copies (Black & White):	
- 8.5 x 11	\$1.00
- 11 x 17	\$2.00
- 17 x 22	\$3.00
- 24 x 36	\$4.00
- 30 x 40	\$5.00
- 36 x 48	\$6.00
Plat/Map Copies (Color):	
- 8.5 x 11	\$2.00
- 11 x 17	\$4.00
- 17 x 22	\$6.00
- 24 x 36	\$8.00
- 30 x 40	\$10.00
- 36 x 48	\$12.00
Custom/Special Request Plots (Color):	
- 8.5 x 11	\$6.00
- 11 x 17	\$12.00
- 17 x 22	\$18.00
- 24 x 36	\$24.00
- 30 x 40	\$30.00
- 36 x 48	\$36.00
Street/Various Maps (Plots):	
- 24 x 36	\$7.50
- 30 x 40	\$8.75
- 36 x 48	\$10.00
Street Map AutoCAD File	\$60.00
Adobe Acrobat/PDF File	\$30.00
City Limits & ETJ Map (B & W)	\$5.00
City Limits & ETJ Map AutoCAD File	\$50.00
Color Plots (Aerial Photos):	
- 8.5 x 11	\$3.00
- 11 x 17	\$6.00
- 24 x 36	\$15.00
- 30 x 40	\$20.00
- 36 x 48	\$25.00
Color Plots (Zoning):	
- 24 x 36	\$12.00
- 30 x 40	\$18.00
Custom Plat/Map Copies (Black & White):	
- 8.5 x 11	\$2.00
- 11 x 17	\$4.00
- 17 x 22	\$6.00
- 24 x 36	\$8.00
- 30 x 40	\$10.00
- 36 x 48	\$12.00
Custom Street/Various Maps (Plots):	
- 24 x 36	\$15.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
- 30 x 40	\$17.50
- 36 x 48	\$20.00
Custom Color Plots (Aerial Photos):	
- 11 x 17	\$12.00
- 24 x 36	\$30.00
- 30 x 40	\$40.00
- 36 x 48	\$50.00
Custom Color Plots (Zoning):	
- 24 x 36	\$24.00
- 30 x 40	\$36.00
- Street Map	\$9.00
- City Limits & ETJ Map	\$50.00

**CITY SECRETARY**

Massage Business License (without State License)	\$110.00
Masseur/Masseuse License (without State License)	\$60.00
Taxi Permits	\$60.00
Wrecker License Fee	\$85.00
Amusement Permit	\$150.00
Amusement Deposit	\$300.00
Poolroom, Gameroom (More than 1 video game)	\$60.00
Domino Hall license	\$60.00
Gameroom (with only 1 video game)	\$25.00
Gameroom (Eight - Liners only)	\$2,000.00
Video/Electronic Game License Fee (Each)	\$15.00

**Contractor Registration:**

- Registration Fee	\$110.00
- Less than 90 Days	\$60.00
- Annual Renewal Fee	\$85.00
Certificate of Occupancy	\$40.00
Mobil Home Park License	\$125.00
Adult Oriented Business Permit	\$300.00
Oil/Gas Drilling Permits (per well)	\$1,000.00

**BUILDING & DEVELOPMENT**

**New Construction:**

- Single Family Residence	\$30.00+\$3.00/100 sq. ft.
- Duplex/Multi-family (per unit)	\$30.00+\$5.00/100 sq. ft.
- Commercial	\$100.00+\$5.00/100 sq. ft.

Note an additional fee of \$30.00 for plan/site review for 0-999 sq. ft. and over.

**Alterations/Repairs:**

(Accessory buildings, Detached Garages, Asphalt or Paving, Driveways, Sidewalks, Parking Lots, etc.)  
Material Cost:

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
- 0 to 3,000	\$25.00
- 3,001 to 4,000	\$30.00
- 4,001 to 5,000	\$35.00
- 5,001 to 6,000	\$40.00
- 6,001 to 7,000	\$45.00
- 7,001 to 8,000	\$50.00
- 8,001 to 9,000	\$55.00
- 9,001 to 10,000	\$60.00
- 10,001 to 11,000	\$65.00
Thereafter, per 1,000	\$5.00
Structure Relocation Permit	\$50.00
- Deposit	\$200.00
Demolition Permit	\$50.00
- Deposit	\$200.00
Swimming Pool Construction Permit:	
- Private In-Ground	\$30.00
- Private Above-Ground (Including Hot Tubs)	\$20.00
Alarm Permit	
- Non-Residential Alarm Permit	\$20.00
<b>Plumbing:</b>	
Base Permit Fee	\$25.00
Per Drain, Trap, Fixture	\$3.00
Minor Residential Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$20.00
Minor Commercial Alteration, Repair or Replacement of Existing Water or Sewer Piping, Water Heater (no base fee required)	\$25.00
Underground Sprinkler Systems:	
- Irrigation System & Protective Devices	\$35.00
- Water Treatment System	\$25.00
Building Sprinkler Systems: Fire Suppression	
- Sprinkler Heads (each) or \$30.00 maximum fees for 1st 50 heads	\$1.00
Additional Fee for every 25 heads over 50	\$5.00
- Cut-Off Valves (each)	\$5.00
Reinspection Fees	\$25.00
<b>Mechanical:</b>	
Base Permit Fee	\$25.00
Each Heating, Ventilating, Duct Work, AC or Refrigeration System	\$5.00
Repairs/Alterations	\$5.00
Boilers Based on BTU's:	
33,000-165,000	\$5.00
165,001-330,000	\$10.00
331,000-1,165,000	\$15.00
1,165,001-3,330,000	\$25.00
Over 3,330,000	\$35.00
Reinspection Fee	\$25.00
<b>Gas:</b>	
Inspection of Consumers Piping (rough and final piping)	\$25.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Mobile Home Gas Test	\$25.00
Reinspection Fee	\$25.00
<b>Electrical:</b>	
Single Family Residence:	
- Less than 2,000 sq. ft.	\$40.00
- Over 2,000 sq. ft	\$50.00
Duplex:	
- Per Structure	\$60.00
Multi-Family:	
- First Unit	\$40.00
- Each Additional Unit	\$20.00
Commercial:	
- 200 AMP Service	\$50.00
- 400 AMP Service	\$100.00
- 600 AMP Service	\$150.00
- 800 AMP Service	\$200.00
Remodeling and Service	\$25.00
Sign Circuit	\$25.00
Residential:	
- Change-Out Services	\$25.00
- Remodeling	\$25.00
- Garage Conversion	\$25.00
- Residential Add-on	\$25.00
Swimming Pools	\$25.00
Mobile Homes (New and Change Out Service)	\$25.00
Reinspection Fee	\$25.00

**Electrical License Fees:**

- Master Electrician (new)	\$35.00
- Master Yearly Renewal	\$25.00
- Journeyman/Limited Journeyman/Maintenance (new)	\$35.00
- Journeyman Yearly Renewal	\$15.00
- Apprentice	\$10.00
- Apprentice Renewal	\$10.00

**Sign Inspection Fees:**

- 0 to 16 sq. ft. of face area	\$25.00
- 16.1 to 96 sq. ft of face area	\$25.00
- 96.1 to 192 sq. ft. of face area	\$25.00
- 192.1 sq. ft. and larger	\$30.00

**STREETS**

Street Cuts	\$200.00+10.00/sq. ft.
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**Signs:**

Street Sign (each)	\$90.00
Stop or Yield Sign (each)	\$90.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Combination (stop & street)	\$135.00

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**PARKS AND RECREATION**

**Swimming Pools:**

Swimming Pool Admission: (all pools)

- Children (0-16 years)	\$2.00
- Adult (17 +years)	\$3.00
- Senior Citizens (50-64)	\$1.00
- Senior Citizens (65+)	No Charge

Summer Swim Pass:

- Individual Youth	\$25.00
- Individual Adult	\$50.00
- Family of 4 (10.00 each additional family member)	\$100.00
- Senior Citizens (50-64)	\$25.00
- Senior Citizens (65+)	No Charge

Water and Land Aerobics (per class)	\$1.00
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Swim Lessons	\$35.00
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Swim Club (per month)	\$35.00
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Life Guard Certification Class	\$150.00
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**Buildings:**

Turkey Creek Activity Center: (4 hour rental)	\$200.00
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Civic Center: (8 hour rental)

- Deposit	\$500.00
- Fee	\$400.00
- Fee Each Additional Hour	\$50.00
- Stage Rental / Set-up	\$100.00

Allin House: (5 hour rental)

- Deposit	\$200.00
- Fee	\$100.00
- Fee Each Additional Hour	\$20.00

Community/Civic Meetings per Hour	\$15.00
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Ogletree Pavilion: (8 hour rental)

- Deposit	\$200.00
- Fee	\$200.00
- Fee each additional hour	\$35.00

**City Park Facilities:**

Fester's House: (5 hour rental)

- Deposit	\$50.00
- Fee	\$50.00
- Each Additional Hour	\$10.00

Pavilion: (all day)

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
- Deposit	\$25.00
- Fee	\$50.00
 R.V. Park:	
- Daily	\$20.00
- Weekly	\$100.00
- Monthly	\$250.00
 Pool Parties (2 hour rental):	
- Deposit	\$50.00
- Fee (up to 50 people)	\$100.00
- Additional Fee (51 - 75 people)	\$25.00
- Additional Fee (76 - 100 people)	\$50.00
- Additional Fee (101 - 125 people)	\$75.00
- Fee each additional hour (Based on Lifeguards required)	\$50.00
 Inflatable Jump Castle Party (2 hour rental):	
- Deposit	\$100.00
- Rental Fee	\$100.00
 Ball Fields: (3 hour rental)	
- Softball	\$30.00
- Baseball	\$30.00
- Football	\$30.00
- Soccer	\$30.00
- Each Additional Hour (fields)	\$10.00
- Lights (per hour)	\$20.00
 Tournaments:	
Equip. and Clean-up Deposit for all Tournaments	\$200.00
Tournament Fees-to be determined by number of hours used	
- Field Lining (manhours)	\$20.00
- Use of Score Box for Tournaments	\$25.00
- Lights (per hour)	\$20.00
Other - Staff and Utilities (per hour)	\$20.00
 <b>Youth Activities:</b>	
Youth Sports Fee (per sport) (2nd child \$5.00 discount):	
- Soccer, Basketball, Flag Football	\$35.00
- Softball, Baseball	\$55.00
- Football	\$85.00
- Cheerleading	\$55.00
- Non Resident (Soccer, Basketball, Flag Football,	\$40.00
 Adult Sports Fee (per sport):	
- Fee (per team)	\$250.00
 Water Aerobics	
- Per class	\$1.00
- Per month	\$15.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

**Fee**

Special Events:

Camps and Clinics:

- Sports Camps (per week)	\$50.00
- Day Camps (per week)	\$70.00

Co-Sponsored programs to be determined based on cost of operation

**CEMETERY**

City Resident:

- Adult Plot	\$700.00
- Adult Plot (1 year: monthly @ 3% interest)	\$59.14
- Adult Plot (3 years: monthly @ 5% interest)	\$20.86
- Child Plot	\$300.00
- Child Plot (1 year: monthly @ 3% interest)	\$25.34
- Child Plot (3 years: monthly @ 5% interest)	\$8.94

Non-City Resident:

- Adult Plot	\$1,400.00
- Adult Plot (1 year: monthly @ 3% interest)	\$118.27
- Adult Plot (3 years: monthly @ 5% interest)	\$41.72
- Child Plot	\$500.00
- Child Plot (1 year: monthly @ 3% interest)	\$42.24
- Child Plot (3 years: monthly @ 5% interest)	\$14.90

**PLANNING**

Plats:

Minor Plats - Preliminary and Final	\$250.00
Minor Replats - Preliminary and Final	\$250.00
Amended Plats	\$150.00

Vacated Plats:

- Less than 10.0 Acres	\$100.00
- 10.0 to 50.0 Acres	\$150.00
- Over 50.0 Acres	\$200.00

Major Plat - Preliminary

- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00

Major Plat - Final

- Less than 10.0 Acres	\$300.00
- 10.0 to 50.0 Acres	\$400.00
- Over 50.0 Acres	\$500.00

Rezoning Application Fee

\$200.00

Variance Application Fee

\$110.00

Document Copies:

- Comprehensive Plan	\$25.00
- Adult Oriented Business Ordinance	\$25.00
- Zoning Ordinance	\$15.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
- Subdivision Ordinance	\$10.00

**LIBRARY**

Resident User Fee	No Charge
Non-Resident User Fee (per year)	\$10.00
Non-Resident User Fee: City Employees (F.T)	No Charge
Replacement Card (lost only)	\$3.00

**Fines:**

- Overdue Books (per day)	\$0.25
- Overdue Maximum Fine	Cost of Item
- Overdue Interlibrary-loan (per day)	\$1.00
- Lost/Damaged ILL processing fee	\$10.00 plus Cost of Item
- Overdue VHS Tape/DVD (per day)	\$1.00
- Overdue A/V Equipment (per day)	\$5.00
Lost/Damaged Items	Cost + \$10.00
Lost Vertical File Material	\$1.00
Lost Governmental Publications	\$5.00
Overdue Postage - Regular (per notice)	\$0.50
Overdue Postage - Certified (per notice)	\$6.00
Inter Library - Loan Postage	\$3.00

**Miscellaneous Repair/Replacement Costs:**

- Video Cover (Video/VHS Case)	\$1.50
- Small Kit Plastic Bag	\$1.75
- Medium Kit Plastic Bag	\$2.00
- Large Kit Plastic Bag	\$2.50
- Book Jacket/Cover	\$1.50
- Replacement Bar Code Label	\$0.50
- Rebinding of Damaged Books	Actual Cost
- Repaired Videos/Audio Cassettes, DVDs, CDs	Actual Cost
- Replacement Videos/Audio Cassettes, DVDs, CDs	Actual Cost
- Single Cassette Albums	\$3.50
- Double Cassette Albums	\$3.75
- Three Cassette Albums	\$4.00
- Four Cassette Albums	\$5.50
- Six Cassette Albums	\$5.75
- Eight Cassette Albums	\$6.00
- Ten Cassette Albums	\$6.00
- Twelve Cassette Albums	\$8.75
- CD Albums 4-5 Capacity Storage	\$8.00
- CD Albums 6-9 Capacity Storage	\$9.00
- CD Albums 10-19 Capacity Storage	\$12.00
- CD Albums 20- Capacity Storage	\$14.00
- CD Book Sleeves - each	\$1.00
- Protective Strips - VHS/Audiocassettes	\$1.00
- Protective Strips - CDs/DVDs	\$1.00
Test Proctoring	\$15.00/hr



**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Typing Paper (per sheet)	\$0.10
Computer Printout (per page)	\$0.10
Blank Computer Disk	\$1.00

**Meeting Room Rental:**

- Government Entity	No Charge
- Youth Groups (free 2 hr block twice monthly, charge after that)	\$15.00/meeting/per 2 hr. block
- Non Profit Organizations (per hour)	\$15.00
- Private Organizations (per hour)	\$30.00

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**CODE & HEALTH**

**Permits:**

Garage Sale Permits	\$10.00
One Day Car Wash Permits:	
- In City Resident/Organization	\$15.00
- Non-Resident/Organization	\$100.00
Peddler/Itinerant Vendor Permits:	
- In City Resident	\$25.00
- Out of City Residents (first application w/ \$1,000.00 bond)	\$110.00
Administrative Mowing Fee for Code Violations	cost +\$150.00
Junkyard/Wrecking Yard	\$100.00
Health Permits	\$75.00
Health Permits (for Non-Profit use)	\$25.00
Temporary Health Permit (Up to Three Days)	\$35.00
Temporary Health Permit (Up to Three Days) (for Non-Profit use)	\$12.50
Retail Food Store Permit	\$60.00

**Food Handlers Card:**

- One year	\$10.00
- Two Year	\$15.00
Food Handlers Card (for Non-Profit use)	\$2.00/student
Replacement of Lost Food Handlers Card	\$5.00

**Manager Accreditation:**

- Course and Certification	\$0.00
- Renewal	\$0.00

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**GOLF COURSE**

*\* The Golf General Manager, subject to approval by the City Manager, shall have the authority to utilize various discount coupons and special promotional rates that deviate from this schedule.*

**Green Fees:**

Weekday - Regular	\$14.00
Junior (weekdays only)	\$7.00
Senior (weekdays only)	\$11.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Weekday - Twilight (4pm)	\$11.00
Weekday - Twilight (6pm)	\$9.00
Weekend/Holiday - all	\$19.00
Weekend - Twilight (4pm)	\$14.00
Weekend - Twilight (6pm)	\$12.00
<b>Cart Rental:</b>	
9 Holes - per person	\$10.50
18 Holes - per person	\$14.00
<b>Driving Range:</b>	
Small Bucket	\$3.00
Large Bucket	\$6.00
Range Card	\$50.00
10 Round Punch Card (weekend)	\$150.00
10 Round Punch Card (weekdays)	\$100.00
AGF Tournament	\$15.00
<b>Annual Green Fees:</b>	
Single (annual payment)	\$625.00
Single (semi annual payment)	\$375.00
Single (monthly payment)	\$72.00
1st Dependent (annual payment)	\$225.00
Each additional Dependent (annual payment)	\$125.00
1st Dependent ( semi annual payment)	\$150.00
Each additional Dependent (semi annual payment)	\$87.50
Single Senior (annual payment)	\$475.00
Single Senior (monthly payment)	\$55.00
Senior Spouse (annual payment)	\$175.00
Regular Spouse (annual payment)	\$225.00
Single Senior (semi-annual payment)	\$287.50
Senior Spouse (semi annual payment)	\$118.75
Regular Spouse (semi annual payment)	\$150.00
Junior (annual Payment)	\$450.00
Junior Summer (June, July, August)	\$120.00
Junior (semi annual payment)	\$262.50
City Employee - Full Time	1/2 price on AGF
Late Fees-Late Payments (assessed after seven days)	\$7.00
<b>Equipment Rental: (+tax)</b>	
Pull Carts - 9 Holes	\$4.00
Pull Carts - 18 Holes	\$6.00
<b>Cart Storage: (Includes Trails Fees)</b>	
Cart Storage (annual payment)	\$575.00
Cart Storage (semi annual payment)	\$350.00
Guest/Borrowers of private carts	\$12.00
<b>Trail Fees:(private)</b>	
Annual (one payment)	\$300.00
Semi Annual (payment plan)	\$200.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Daily (per round)	\$12.00
Handicaps - Annual	\$20.00

**ADMINISTRATIVE FEES-NON DEPARTMENTAL**

Returned Checks Fee	\$30.00
NSF Electronic Draft Fee	\$30.00

**Charges for providing copies of public information:**

Paper Copy - Standard Size 8 1/2 x 11 (per page)	\$0.10
Oversized Paper Copies 11x17 (per page)	\$0.50
Posting/Shipping Charges	Actual Cost
Compact Disc	\$1.00
DVD	\$3.00

**Non-standard Size Copies:**

- Diskette (each)	\$1.00
- Magnetic Tape (each)	\$12.00
- VHS Video Cassette (each)	\$2.50
- Audio Cassette (each)	\$1.00
- Other Charges	Actual Cost

**Computer Resource Charges:**

- Mainframe (per minute)	\$10.00
- Midrange (per minute)	\$1.50
- Client/Server (per hour)	\$2.20
- PC or LAN (per hour)	\$1.00
- Programming Time (per hour)	\$26.00

**Fax Charges:**

- Local (per page)	\$0.10
- Long Distance/Same Area (per page)	\$0.50
- Long Distance/Other Area Code (per page)	\$1.00

Personnel (per hour)	\$15.00
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**UTILITIES**

Service Run for Multiple Trips to Residence/Location	\$25.00
Reread Meter Service Run	\$10.00
Transfer Fee	\$25.00
Late Charge	\$25.00
Pulled Meter/Plugged Meter	\$75.00
Meter Accuracy Check	\$15.00
Fire Hydrant Meter Deposit	\$650.00
Fire Hydrant Water use - per 1,000 Gallons	\$4.49
Fire Hydrant Meter Monthly Rental Charge	\$50.00
Unauthorized Service - (when meter is turned on or off by	\$75.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
anyone other than water department personnel)	
Utilities Automatic Draft from Checking/Savings	FREE
Utilities Pay by Credit Card Processing Fees	\$1.25
Utilities Check Processing Fee per \$150 transaction (phone/on-line option)	\$3.75
Riser Deposit	\$50.00
Reconnect Fee	\$25.00
New 3/4" Water Tap ** into city water main (incl. srv. conn.)	\$575.00
Water Tap 1" and larger into city water main (incl. srv. conn.)	3/4" tap fee + additional time and materials
New 3/4" Water Tap srv. Connection for an existing water service.	\$200.00
New Water Tap 1" and larger srv. Connection for an existing water service.	3/4" tap fee + additional time and materials

**The following cash deposits shall be required for each meter prior to having water services started:**

**Water customers deposits:**

3/4" meter	\$34.00
1" meter	\$92.00
1-1/2" meter	\$133.00
2" meter	\$528.00
3" or larger meter	\$750.00

**Sewer customers deposits:**

Residential	\$21.00
Multi-family	\$291.00
Commercial	\$51.00
Hotel/motel	\$184.00
Government	\$280.00
Industrial	\$394.00

**Minimum fees for the meter size:**

3/4" meter	\$11.00
1" meter	\$15.50
1-1/2" meter	\$23.00
2" meter	\$34.00
3" meter	\$90.00
4" meter	\$141.00
6" meter	\$239.00
Contractor	\$11.00
Bulk	\$11.00

**Rate per 1,000 Gallons of Water:**

3/4" meter	\$2.85
1" meter	\$3.11
1-1/2" meter	\$3.49
2" meter	\$3.65
3" meter	\$3.65
4" meter	\$3.65
6" meter	\$3.65
Bulk Meter	\$4.49
Contractor	\$4.49

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
<b>Sale of water to customers-outside city limits -- Minimum Rates:</b>	
3/4" meter	\$16.00
1" meter	\$22.00
1-1/2" meter	\$34.00
2" meter	\$50.00
3" meter	\$120.00
4" meter	\$200.00
6" meter	\$350.00

**Drainage (residential):**

Residential Single Family	\$6.00
Master Meter multi-family (bill to owner/property mgr.) - minimum ***	\$6.00
Individual Meter Duplex (per unit) ***	\$3.60
Individual Metered 3-4 unit (per unit) ***	\$3.60
5 or more units (Individual Metered) - minimum ***	\$6.00

\*\*\*For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5. City uses a formula to assess the charge.

**Drainage (non-residential) - minimum \*\*\***

\$6.00

\*\*\*For the exact amount please refer to the City Ordinance - Article I, Sec. 11-5. City uses a formula to assess the charge.

**Sewer**

Sewer minimum rate (all customers)	\$11.00
Rate per 1,000 Gallons of Water	\$3.50
6" Sewer Tap **	\$750.00
Sewer Tap larger than 6"	6" tap fee + additional time and materials
Water Connect Fee *	\$250.00
Sewer Connect Fee*	\$80.00
Connect Fee	\$15.00
Meter Box Reset Fee	\$150.00
After Hours Service Run	\$50.00

\* Fee charged in those instances where tap exists or is being installed by an external party.

\*\* In those instances where a street cut is required and being done by an external party, a street cut fee will be assessed in addition to the tap fees.

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**SOLID WASTE**

Solid Waste Deposit (residential)	\$35.00
Solid Waste Deposit (commercial)	\$60.00

**Residential Monthly rates:**

One-family residence	\$13.00
Two-family residence on one water meter	\$26.00
Two-family residence on separate water meters	\$13.00
Additional container	\$13.00
Bulky items/White goods at the curb pick up (3 cubic yards)	\$18.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
Bulky items/White goods in excess of 3 cubic yards - per cubic yard	\$6.00
Missed service fee	\$10.00
Non payment container confiscation	\$25.00
Service fee to replace lost, stolen, or damaged container	\$15.00
Service fee to find lost container	\$25.00
Exchange for a larger container	\$10.00
Fee for overloaded container	\$4.50
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Removal of container from curb by city employees	\$7.50
Brush in excess of 3x3x10 (3 cubic yards) - per cubic yard	\$6.00
 <b>Commercial Monthly Rates for 96 Gallon Container:</b>	
Twice-a-week pickup of one automated container	\$21.00
Twice-a-week pickup for one additional container	\$34.00
Twice-a-week pickup for two additional containers	\$47.00
Automated container reload for excess garbage (per load; 2 loads max)	\$4.50
Fee for overloaded container	\$4.50
 <b>Commercial Collection Dumpster Rates:</b>	
3 cubic yard for 1 day Pickup	\$57.99
4 cubic yard for 1 day Pickup	\$77.31
6 cubic yard for 1 day Pickup	\$96.65
8 cubic yard for 1 day Pickup	\$119.55
10 cubic yard for 1 day Pickup	\$152.85
3 cubic yard for 2 day Pickup	\$109.72
4 cubic yard for 2 day Pickup	\$133.79
6 cubic yard for 2 day Pickup	\$172.12
8 cubic yard for 2 day Pickup	\$212.86
10 cubic yard for 2 day Pickup	\$268.73
3 cubic yard for 3 day Pickup	\$148.78
4 cubic yard for 3 day Pickup	\$182.24
6 cubic yard for 3 day Pickup	\$236.46
8 cubic yard for 3 day Pickup	\$302.72
10 cubic yard for 3 day Pickup	\$384.12
3 cubic yard for 4 day Pickup	\$193.97
4 cubic yard for 4 day Pickup	\$238.32
6 cubic yard for 4 day Pickup	\$309.82
8 cubic yard for 4 day Pickup	\$397.70
10 cubic yard for 4 day Pickup	\$500.50
3 cubic yard for 5 day Pickup	\$237.92
4 cubic yard for 5 day Pickup	\$294.40
6 cubic yard for 5 day Pickup	\$380.73
8 cubic yard for 5 day Pickup	\$489.36
10 cubic yard for 5 day Pickup	\$616.88
Mechanical assistance to unload items	\$40.00
Manual collection (per hour)	\$110.00
Dumpster cleanup due to unsanitary conditions	\$50.00
Dumpster cleaning, painting, and repair after fire	\$185.00

**CITY OF COPPERAS COVE  
ADOPTED FEE SCHEDULE  
EFFECTIVE OCTOBER 1, 2008**

**Ordinance 2008-34 (Exhibit 1)**

	<b>Fee</b>
<b>Disposal Fees:</b>	
- Minimum Charge (up to 240 lbs.)	\$5.64
- Per Ton	\$47.00
Weighing Vehicles	\$8.00
Rear Load Dumpster Rental includes the following	
- Delivery	\$25.00
- Service/Pull Fee (3 cubic yd)	\$25.00
- Service/Pull Fee (6 cubic yd)	\$50.00
- Rental Per Day Fee	\$2.00
<b>Compost:</b>	
- Bulk (per cubic yard)	\$8.50
- Container (up to 30 gallons)	\$2.25
- Delivery (per delivery within City limits only)	\$15.00
Kraft Bags	\$.31+ sales tax
<b>Tire Disposal:</b>	
- Passenger/light truck tire, less than 17.5 " rim diameter	\$3.00
- Truck Tire, greater than or equal to 17.5 " rim diameter	\$7.00
Used Oil Filters	\$1.00
Surcharge for uncovered load	\$12.00
Pull Offs/Transfer Station	\$5.00
Roll Offs (includes the following 5 items):	
- Delivery	\$125.00
- Service/Pull fee	\$125.00
- Rental Per Day (20 cubic yard)	\$4.33
- Rental Per Day (30 cubic yard)	\$4.66
- Rental Per Day (40 cubic yard)	\$5.00
- Disposal (per ton)	\$47.00
- Deposit	\$250.00
Auto-Lid Locks	\$25.00 installation fee, plus \$2.50 monthly rental
<b>Excess Garbage or Overloaded Containers:</b>	
<i>Container Reload Fees while on site</i>	
3 yard container	\$13.96
4 yard container	\$17.52
6 yard container	\$23.31
8 yard container	\$28.62
10 yard container	\$33.60
<i>Return Service</i>	
3 yard container	\$28.53
4 yard container	\$32.09
6 yard container	\$37.88
8 yard container	\$43.19
10 yard container	\$48.17
Deposit for recurring use of the Transfer Station	\$750.00



# **APPENDIX D**

## **City of Copperas Cove Water & Sewer Rates**



## CITY OF COPPERAS COVE, TEXAS CURRENT WATER RATES

**Sec. 11-25. Minimum fee; monthly rate.**

There shall be charged by the city a minimum monthly fee as set out by the chart below:

Meter Size (inches)	Minimum Bill	Rate per 1,000 Gallons of Water
3/4	\$ 11.00	\$ 2.85
1	15.50	3.11
1-1/2	23.00	3.49
2	34.00	3.65
3	90.00	3.65
4	141.00	3.65
6	239.00	3.65

All bills sent by the City to the customer for water, sewer and/or garbage service shall be due and payable on receipt. No additional notice other than the original bill shall be provided by the City to the customer and services to the customer shall be terminated twenty-one (25) days after the billing date unless such bill has been paid by such time.

(Code 1970, § 27-21; Ord. of 9-16-80; Ord. of 10-6-81; Ord. of 9-21-82, § 27-21; Ord. of 11-16-82, § 27-21a; Ord. No. 1985-51, 10-1-85; Ord. No. 87-32, 9-15-87; Ord. No. 1993-31, 9-7-93; Ord. No. 1995-10, 9-5-95; Ord. No. 2000-36, 9-12-00; Ord. No. 2004-27, 9-14-04; Ord. No. 2005-25, 10-18-05; Ord. No. 2006-31, 9/5/06)

Cross reference(s)--Special water rate for citizens over sixty-five years of age, § 11-3.

State law reference(s)--Authority of city to prescribe water rates, V.T.C.S. art. 1175(11).

## CITY OF COPPERAS COVE, TEXAS CURRENT SEWER RATES

### Sec. 11-33. Rate schedules.

The council hereby adopts the user charge system as recommended in the study and analysis of August, 1987, and January, 1978, entitled "User Charge and Industrial Cost Recovery Systems for wastewater Treatment Services, Part of Step III, EPA Grant No. C-48-0877-04-0," and the following rate schedules and structures which comport with such recommendations:

(1) The following schedule of rates per month or fraction thereof shall be the basis for determining charges to all users for rendering sanitary sewage service, where the sewage produced by such user is a normal strength wastewater (two hundred (200) mg/l B.O.D. and two hundred twenty (220) mg/l S.S.) and where such user is located within the city service area:

(a) A monthly volume charge shall be charged to all users for amounts of water used, or wastewater produced, as more specifically set forth herein shall be charged as follows:

Classification	Minimum	Rate per 1,000 Gallons of Water
All Customers	11.00	3.50

Cross reference--Sewage service rates for senior citizens, see § 11-3(b).

(b) "User," as that term is used herein, shall mean any unit connected to the wastewater treatment system of the city whether such unit is a single-family residence, an apartment unit within a complex of apartments, a mobile home, a mobile home within a group of mobile homes operated by a common owner, or any business, commercial or industrial entity which receives metered water or unmetered water.

(c) The maximum monthly volume charge for residential class users will be based on the individual user's monthly average water use during the lowest three (3) months of December, January, February and March. These months shall be referred to as "base months." The volumes used to compute these charges are based on the amount of water used by the residential class users as measured by a meter. Where no preceding base months average is available from records, the city manager shall estimate a volume to be used for the maximum monthly volume charge. Where the volume of water is less than the average of the base months, the user shall be charged only for that lesser volume in accordance with paragraph (a) hereof.

(1) Any customer who wishes to pay in excess of their bill may pay that excess amount to be deposited into a utility fund to assist the needy, to be administered by the City of Copperas Cove, Texas.

(2) An administrative fee of twenty-five dollars (\$25.00) shall be charged for any tampering with city utilities owned or maintained by the city. Failing manageability by the administration, the twenty-five dollar (\$25.00) fee shall be accompanied by filing theft of service charges in the court of appropriate jurisdiction.

(d) The monthly charges to commercial and industrial class users will be based on total water use as measured by appropriate meters, with the provision that if a user can show, to the satisfaction of the city manager, that a significant portion of the metered water usage does not enter the sanitary sewers, the user will be charged for only that volume entering the sewers, as determined by a method approved by the city manager.

(2) The city manager shall establish a monitored group class, consisting of those users whose wastewater strength is, in such officer's judgment, abnormally high, and charges to users

## CITY OF COPPERAS COVE, TEXAS CURRENT SEWER RATES

in this case shall be computed in accordance with the following four-part rate schedule:

Monitored Group

User monthly service charge..... \$ 0.40

Volume charge, per 1,000 gallons..... 0.0698

B.O.D. and S.S. surcharge (according to the following formula):

$$S = C[(B.O.D. 200 = S.S. - 220)] (8.345)(V)$$

where:

S = Surcharge to user in dollars to be added to monthly billing to sewer

C = Unit cost of treatment at \$/lb

B.O.D. = B.O.D. strength index in mg/l /8

200 = Normal B.O.D. strength in mg/l

S.S. = Suspended solids strength index in mg/l

220 = Normal suspended solids strength in mg/l

8.345 = Factor converting mg/l to pounds/gallons

V = Monthly volume of wastewater discharged by monitored user

Monitoring charge (testing).....Total cost to city

The monitoring charge shall consist of all cost for personnel, materials and equipment used to collect and analyze samples from the users' wastewater to determine the strength of the wastewater produced.

This schedule shall replace all other charges previously made for industrial waste strength.

(3) All commercial and industrial users connected to the sanitary sewer system who have a source of water supply that is in addition to, or in lieu of, the city water supply must have a meter approved and tested by the city on that source of water supply and the volume charges as set forth hereinbefore shall be based on the sum of volumes delivered by all sources of supply. Such method of volume determination will not be applicable if the user installs a meter approved by the city on the wastewater produced by the customer before it enters the city's sanitary sewer system.

All residential users connected to the sanitary sewer system who have a source of water supply that is in addition to or in lieu of the city water supply will have one of the two (2) following options as to the basis for charges for sewage service: The residential user may have a meter approved and tested by the city installed on that source of water supply, and the volume charge as set forth hereinbefore shall be based on the sum of the volumes delivered by all sources of supply, measured and estimated.

(4) Rate schedule for industrial cost recovery. The following schedule of rates per month or fraction thereof shall be the basis for determining charges to all industrial cost recovery payments and where such user is located within the city service area. The city manager will determine on an annual basis which industrial users are to make industrial cost recovery payments.

(a) A monthly volume charge shall be charged the amount as follows:

1. Northwest service area = \$2.034/1,000 gallons/day/month
2. Northeast service area = \$2.733/1,000 gallons/day/month
3. South service area = \$2.730/1,000 gallons/day/month

(b) A monthly B.O.D. pollutant charge shall also be charged in the amount as follows:

1. Northwest service area = \$0.569/pound/day/month
2. Northeast service area = \$0.885/pound/day/month
3. South service area = \$0.803/pound/day/month

**CITY OF COPPERAS COVE, TEXAS  
CURRENT SEWER RATES**

- (c) A monthly S.S. pollutant charge shall also be charged in the amount as follows:
1. Northwest service area = \$0.268/pound/day/month
  2. Northeast service area = \$0.460/pound/day/month
  3. South service area = \$0.421/pound/day/month
- (d) Industrial users shall make industrial cost recovery payments to recover sewage treatment plant construction grant costs which are allocable to the treatment of the industrial user's wastes. An industrial user may be excluded from industrial cost recovery payments if:
1. The industrial user discharges only segregated domestic wastes or wastes from sanitary conveniences; and
  2. Does not contribute greater than ten (10) per cent of the design flow or design pollutant loading (B.O.D. and S.S.) of the sewage treatment plants.
- (e) If an industrial user satisfies the above two (2) requirements, and is excluded from industrial cost recovery payments, then all industrial users who satisfy the above two (2) requirements must be excluded from industrial cost recovery payments, and all industrial users who cannot be excluded from industrial cost recovery payments will have their respective wastewater flows reduced by an amount equal to the non-process segregated domestic wastes or wastes from sanitary conveniences that each discharges to the city's sewer system before industrial cost recovery payments are computed.
- (f) All industrial users which are required to make industrial cost recovery payments shall be monitored users. Industrial cost recovery payments to be charged industrial users shall be based on annual estimates or measurements of the users' wastewater flow to the city's sewer system and test data relating to B.O.D. and S.S. concentrations in the users' wastewater. Wastewater flow estimates will be made by the city manager from water use records. The city manager will make appropriate reductions in flow allocations for each industrial user, when applicable. Industrial cost recovery payments will be computed annually by the procedures and methods outlined in the study and analysis of January, 1978, entitled "User Charge and Industrial Cost Recovery Systems for Wastewater Treatment Service, Part of Step III, EPA Grant No. C-48-0877-04-0.", ,
- (g) The industrial cost recovery period for the present sewage treatment plant enlargement funded under United States Environmental Protection Agency Construction Grant No. C-48-0877-40-0 shall begin when any element of the sewage treatment plant funded by the grant becomes operable. The industrial cost recovery period shall be twenty (20) years from the date that the period begins and is the period during which all industrial users, if not excluded by the city manager, shall make industrial cost recovery payments.
- (h) The foregoing rate schedule for industrial cost recovery shall become effective the time any element of the city's sewage treatment plant which is wholly or partially funded by the federal construction grant becomes operable, and shall remain in effect until altered, amended or repealed by the city council.

**CITY OF COPPERAS COVE, TEXAS  
CURRENT SEWER RATES**

- (i) The city council will review the industrial cost recovery system annually, recompute annual industrial cost recovery unit cost rates, if necessary, and re-evaluate and update the allocations for wastewater flow rate and pollutant loadings for each industrial user and recompute their annual payments.

(5) A surcharge fee in the amount of one hundred seven dollars and fifty-three cents (\$107.53) shall be charged in the area within the City of Copperas Cove in which proposed future buildings will be served by the sewage collection system connected to and upstream of the sewer main located in Creek Street between Robertson and Virginia Streets. This particularly applies to the Morse Valley Section Three Subdivision, Morse Valley Section Four Subdivision, Morse Valley Section Eight Subdivision, and other currently undeveloped, unplatted lands that will be served by the aforementioned sewer collection systems.

The city council will review the user charge system annually to determine if the rates are adequate and to revise them as required to cover operation and maintenance costs.

(Code 1970, § 27-31; Ord. of 10-16-79; Ord. of 9-16-80; Ord. No. 1985-52, 10-1-85; Ord. No. 1987-33, 9-15-87; Ord. No. 1988-29, 9-6-88; Ord. No. 1993-30, 9-7-93; Ord. No. 1995-05, 6-20-95; Ord. No. 1995-11, 9-5-95; Ord. No. 2000-29, § III, 6-20-00; Ord. No. 2000-36, § II, 9-12-00; Ord. No. 2004-27, 9/14/04; Ord. No. 2006-31, 9/5/06 )



# **APPENDIX E**

## Budget Acronyms

## **BUDGET ACRONYMS**

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**Admin. Asst.** – Administrative Assistant

**AFC** – American Flow Control

**AO** – Administrative Order

**BCWCID #1** – Bell County Water Control and Improvement District #1

**BNSF** – Burlington Northern Santa Fe

**CAFR** – Comprehensive Annual Financial Report

**CCAD** – Coryell County Appraisal District

**CCISD** – Copperas Cove Independent School District

**CCN** – Certificate of Convenience and Necessity

**CD** – Compact Disc

**CDBG** – Community development Block Grant

**CERT** – Community Emergency Response Team

**CHAMPS** – Communities Helping Americans Mature Progress and Succeed

**CID** – Criminal Investigation Division

**CIP** – Capital Improvement Plan

**CMAQ** – Congestion Mitigation Air Quality

**COCC** – City of Copperas Cove

**COLA** – Cost of Living Adjustment

**CO** – Certificate of Obligation

**CTCOG** – Central Texas Council of Governments

**DARE** – Drug Abuse Resistance Education

**EDC** – Economic Development Corporation

**EMPG** – Emergency Management Performance Grant

**EMS** – Emergency Medical Services

**EMT** – Emergency Medical Technician

**EOC** – Emergency Operations Center

**EOP** – Emergency Operations Plan

**EPA** – Environmental Protection Agency

## **BUDGET ACRONYMS**

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**ETJ** – Extra Territorial Jurisdiction

**FASB** – Financial Accounting Standards Board

**FEMA** – Federal Emergency Management Administration

**FM** – Farm to Market

**FTE** – Full-Time Equivalent

**FY** - Fiscal Year

**GAAP** – Generally Accepted Accounting Principals

**GASB** - Governmental Accounting Standards Board

**GFOA** – Government Finance Officers Association

**GIS** – Geographical Information Systems

**GO** – General Obligation

**GPD** – Gallons Per Day

**HAA** – Haloacetic Acids

**HMAC** – Hot Mix Asphaltic Concrete

**HOP** – Refers to program performed by Hill Country Transit to provide bus transportation to the community.

**HR** – Human Resources

**H/VAC** – Heating Venting & Air Conditioning

**ISO** – Insurance Service Office

**JAG** – Justice Assistance Grant

**KCCB** – Keep Copperas Cove Beautiful

**LECP** – Local Emergency Planning Committee

**LF** – Linear Feet

**LGC** – Local Government Code

**MGD** – Million Gallons per day

**MIMES** – Mentoring Industrious Minds and Educating Students

**MPN** – Most Probable Number

**NIMS** – National Incident Management System

**Non-Dept** - Non-Departmental



## **BUDGET ACRONYMS**

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**NPDES** – National Pollutant Discharge Elimination System

**OSHA** – Occupational Safety and Health Association

**OTC** – Brand name for automotive testing equipment

**PD** – Police Department

**PFIA** – Public Funds Investment Act

**PID** – Public Improvement District

**PPE** – Personal Protective Equipment

**QAQC** – Quality Assurance Quality Control

**RFP** – Request for Proposal

**RFQ** – Request for Qualifications

**ROWS** – Right of Ways

**SAFER** – Staffing for Adequate Fire and Emergency Response

**SALT** – Seniors and Law Enforcement Together

**SCADA** – System Control and Data Acquisition

**SCBA** – Self-Contained Breathing Apparatus

**SR** - Senior

**SRF** – State Revolving Fund

**SRTS** – Safe Routes to School

**Svcs** - Services

**TCEQ** - Texas Commission on Environmental Quality

**TCLEOSE** – Texas Commission on Law Enforcement Officer Standards and Education

**THM** – Trihalomethanes

**TIRZ** – Tax Increment Reinvestment Zone

**TMCA** – Texas Municipal Clerk Association

**TMRC** – Texas Registered Municipal Clerk

**TMRS** – Texas Municipal Retirement System

**TNRCC** – Texas Natural Resources Conservation Commission

**TRMC** – Texas Registered Municipal Clerk

## **BUDGET ACRONYMS**

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**TXDOT** – Texas Department of Transportation

**TWDB** – Texas Water Development Board

**W & S** – Water & Sewer

**WWTP** – Waste Water Treatment Plant

**ZBA** – Zoning Board of Adjustment



# **APPENDIX F**

## Budget Glossary

## **BUDGET GLOSSARY**

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To assist the reader of the Annual Budget and Plan of Municipal Services document in understanding various terms, a budget glossary has been included.

**Accrual Accounting-** A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between April 1 and July 31, but for which payment was not received until August 10, is recorded as being received on July 31 rather than on August 10.

**Ad Valorem Taxes-** Commonly referred to as property taxes are the charges levied on all real, and certain personal property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

**Appropriation** - An authorization made by the city council which permits the city to incur obligation and to make expenditures of resources.

**Appropriation Ordinance-** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation-** A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Coryell County Appraisal District.)

**Attrition** - Savings which occur when personnel vacancies are not immediately filled on positions which are fully funded for the year.

**Authorized Positions** - Personnel slots which are budgeted in the adopted budget to be filled during the year, sometimes referred to as FTE's (Full-Time Equivalents).

**Balance Sheet** - A financial Statement that discloses the assets liabilities, reserves and balances of a specific governmental fund as of a specific date.

**Balanced Budget** – A budget in which estimated revenues equal estimated expenditures.

**Base Budget** - Cost of continuing the existing levels of service in the current budget year.

**Beginning Fund Balance** - Cash available in a fund from the prior year after payment of the prior year's expenses and deductions for prior year's encumbrances.

**Bond** - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

**Bond Fund** - A fund used to account for the proceeds of general obligation bond issues.

**Bond Refinancing/Refunding** - The payoff and reissuance of bonds, to obtain a better interest rate and/or bond condition.

**Budget** - A financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**Budget Calendar** – The schedule of key dates or events, which the City follows in the preparation, adoption, and administration of the budget.

## BUDGET GLOSSARY

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**Capital Improvement Project** - The specific projects that make up the Capital Improvements Program. The projects involve construction, purchase, or renovation of City facilities or property.

**Capital Improvements Program (CIP)** - A management tool used to assist in the scheduling, planning and execution of a series of capital improvements over a period of time. The CIP should be updated annually. It sets forth the estimated expenditures by year and specifies the resources estimated to be available to finance the project expenditures. Capital improvements refer to additional investment in basic facilities owned by the City with life expectancy greater than five years.

**Capital Outlay** - Expenditures for fixed assets, such as equipment, remodeling, minor building improvements and vehicles that are funded from the operating budget. Since long-term financing is not necessary and expenditures of this type are of such recurring character, these items are not part of the Capital Improvements Program.

**Certificates of Obligation** – Another form of debt that are backed by a pledge of the full faith and credit of the City. This form of debt differs from general obligation bonds in that they do not require direct approval of the voters rather an indirect approval.

**Cost Center** - An administrative branch of a division.

**Debt Service** – The amount of interest and principal the City must pay each year on long-term and short-term debt.

**Debt Service Fund** - The debt service fund, also known as an interest and sinking fund, was established for funds needed to make principal and interest payments on outstanding bonds when due.

**Department** - A major organizational unit that reports directly to the city manager. This unit may be responsible for one type of activity or several types of activities.

**Depreciation** - The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Division** - A basic organizational unit of government which is functionally unique in its delivery of services.

**Effective Tax Rate** - The rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water, wastewater, gas, airport, and the golf course.

**EPA** – Environmental Protection Agency

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year.

## BUDGET GLOSSARY

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**Expenditure** - The outflow of funds paid or to be paid for an asset obtained or goods or services obtained regardless of when the expense is actually paid. This term applies to all funds. (Note: an encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

**Expense** - Charges incurred whether paid immediately or unpaid for operation, maintenance, interest and other charges.

**Fiscal Year** - The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Copperas Cove has specified October 1 - September 30 as its fiscal year.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** - A pledge of the City's taxing power to repay debt obligations (typically used in reference to general obligation bonds or tax supported debt.)

**Full-Time Equivalent (FTE)** - A measure of authorized personnel calculated by equating 2,080 hours of work per year with the full-time equivalent of 1 position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

**Fund** - An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, capital projects funds, special revenue funds, debt service funds, internal services funds, enterprise funds, agency funds and trust funds.

**Fund Balance** - The difference between fund assets and fund liabilities of governmental and similar trust funds less any reservations of fund equity. Specifically, fund balance represents the funds that are available for appropriation.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General Fund** - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes most of the basic operating services, such as fire and police protection, finance, parks and recreation, libraries, and general administration.

**General Obligation Bonds** - Bonds whose principal and interest is backed by the full faith credit and taxing powers of the government.

**Goal** - A goal is a long-term, attainable target for an organization.

**HAA** – Haloacetic Acids

**Infrastructure** - Structures and equipment such as highways, bridges, buildings and public utilities such as water and sewer systems.

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

## **BUDGET GLOSSARY**

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**Intergovernmental Revenue** - Revenue received from other governments in the form of grants, shared revenues or payments in lieu of taxes.

**Limited Tax Notes** – A form of debt that is backed by a pledge of the full faith and credit of the governing body and are issued with a maximum maturity of seven (7) years from the date of issuance. This form of debt is issued by a single action of the governing body and is typically used to finance any public work, excluding the operations and maintenance expenditures on the governing body. Limited tax notes may be refunded with a single action of the governing body not to exceed a term of forty (40) years.

**Modified Accrual Accounting** – Under the modified accrual bases of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**Net Working Capital** - The excess of current assets over current liabilities.

**Non-Departmental** – A separate “department” within a fund to record expenditures that are common to more than one department or not directly attributable to a department within the fund.

**Operating Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

**OSHA** – Occupational Safety and Health Association

**Policy** - A policy is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

**Performance Measure** - An identifiable unit of measuring the effectiveness and efficiency of providing services. Data collected to determine how effectively or efficiently a program is achieving its objectives.

**Retained Earnings** – The accumulated earnings of an enterprise or internal service fund which have been retained in the fund and which are not reserved for any specific purpose.

**Revenue Appropriation** - A designated portion of a fund to be allocated and appropriated to the reserve of the fund in order to meet potential liabilities during the fiscal year.

**Revenue Bonds** - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

**Risk Management** - An organized attempt to protect a government's assets against the accidental loss in the most economical method.

**SCADA** – System Control and Data Acquisition

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Revenue Funds** - Special revenue funds are used to account for resources allocated to specific purposes. A special revenue fund continues in existence as long as governmental resources are allocated to its specific purpose.

## BUDGET GLOSSARY

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**Strategy** - A strategy is a specific, measurable and observable result of an organization's activity which advances the organization toward its goal.

**Tax Levy** - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual tax ordinance.

**Tax Rate** - The amount of tax levied for each \$100 of assessed valuation.

**TCEQ** – Texas Commission on Environmental Quality

**THM** - Trihalomethanes

**Transfers** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Trust Fund** - The trust fund was established to account for all assets received by the city that are in the nature of a trust and not accounted for in other funds. The trust fund is accounted for as an expendable trust fund.

**Unencumbered Balance** - The amount of an appropriation that is not expended or encumbered. It is essentially the amount of money still available for future purchases.

**Working Capital** – The equivalent number to the fund balance of a governmental fund in the proprietary fund is working capital. The working capital is calculated to be current assets less current liabilities.